

# County Administrator's Recommended Budget FY23



**Hillsborough**  
**County Florida**



# Board of County Commissioners

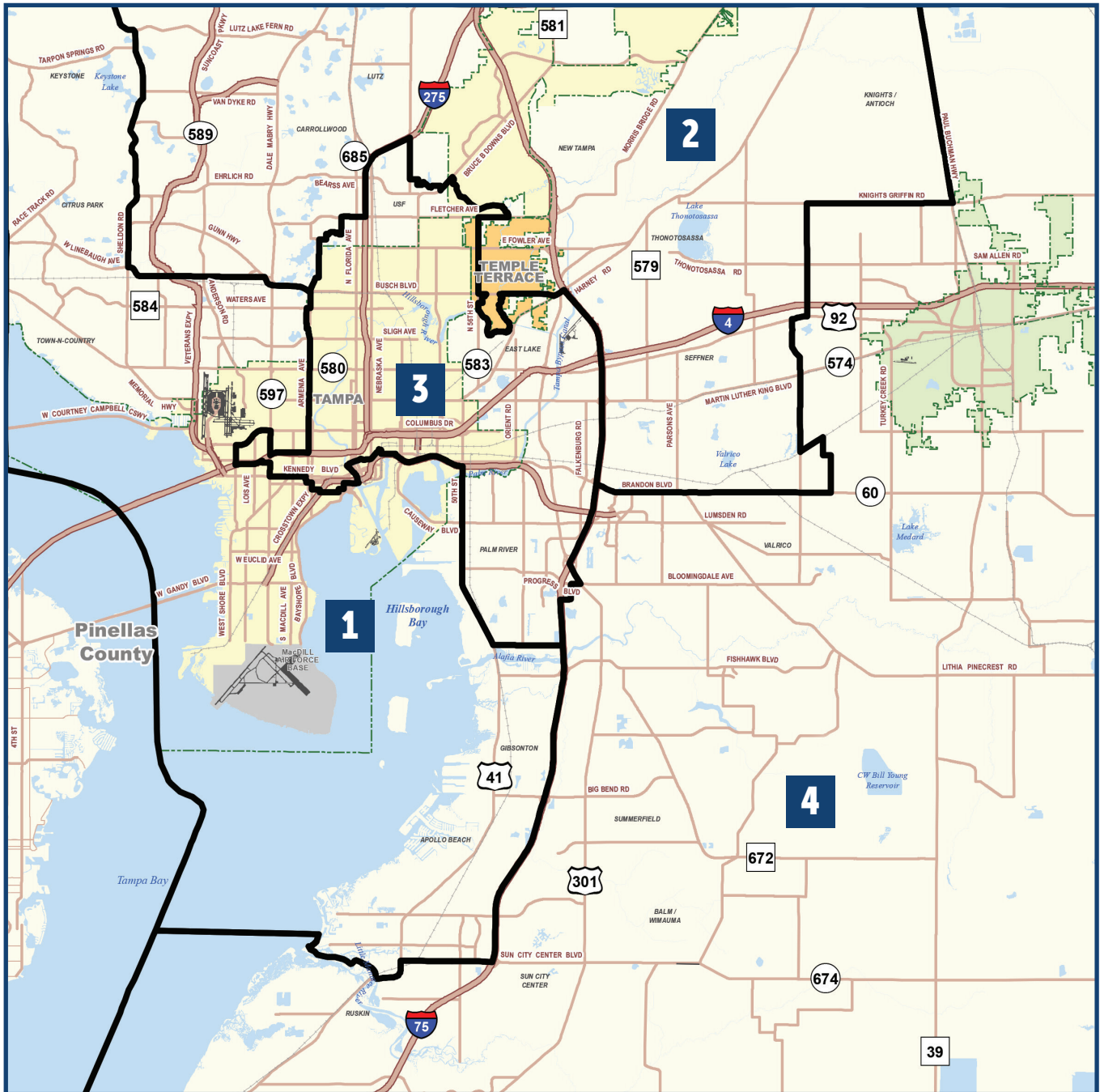


Front row: Kimberly Overman, Chair (District 7, Countywide), Mariella Smith, Vice Chair (District 5, Countywide)  
Standing from left to right: Ken Hagan (District 2), Harry Cohen (District 1), Pat Kemp (District 6, Countywide),  
Gwendolyn "Gwen" Myers (District 3), Stacy R. White, Chaplain (District 4).

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# Commissioner Districts



**1** Harry Cohen

**2** Ken Hagan

**3** Gwendolyn "Gwen" Myers

**4** Stacy R. White, Chaplain

**5** Mariella Smith, Vice Chair (Countywide)

**6** Pat Kemp (Countywide)

**7** Kimberly Overman, Chair (Countywide)





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# Hillsborough County Florida

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# Introduction







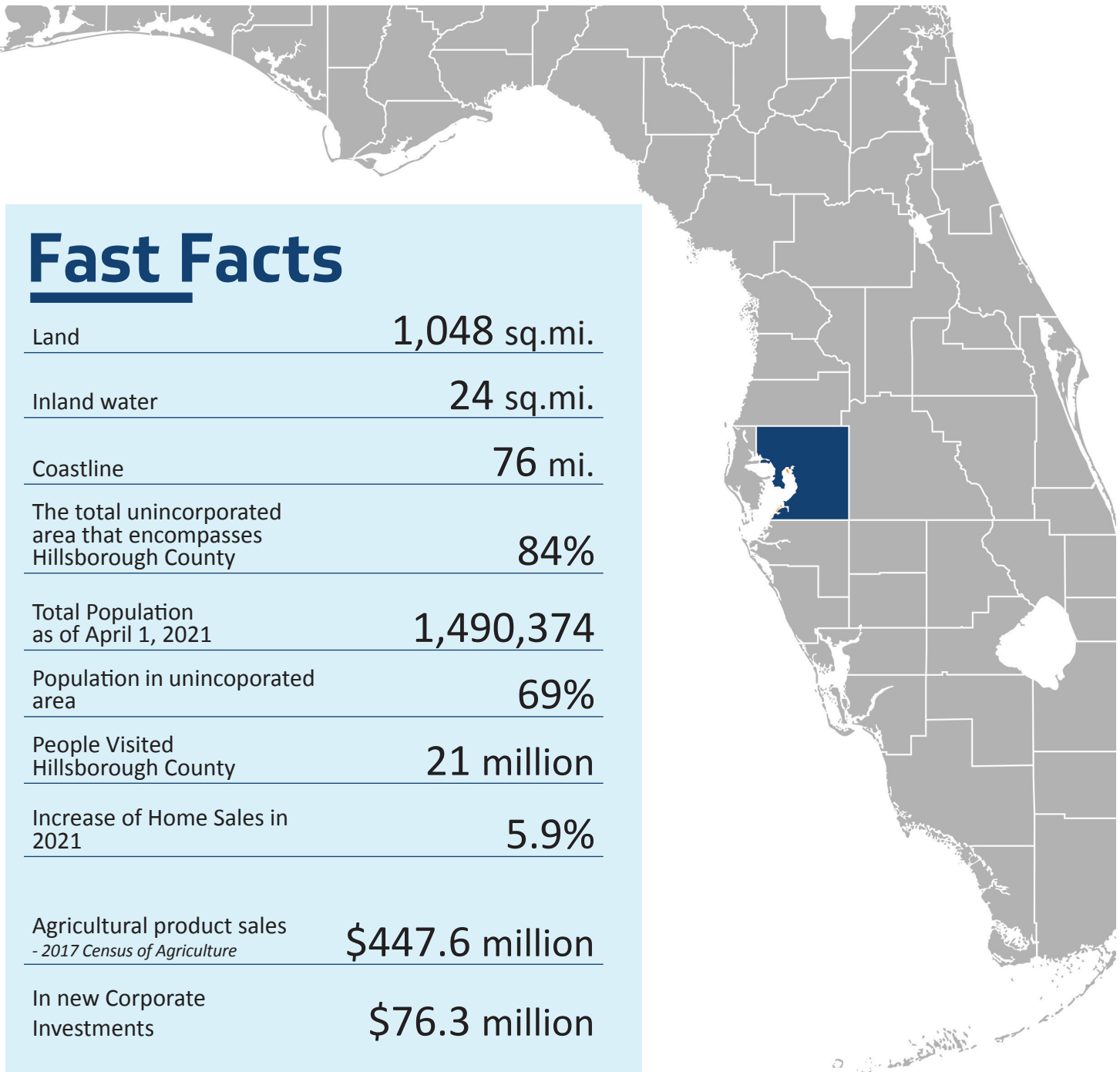
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# Fast Facts

Land	1,048 sq.mi.
Inland water	24 sq.mi.
Coastline	76 mi.
The total unincorporated area that encompasses Hillsborough County	84%
Total Population as of April 1, 2021	1,490,374
Population in unincorporated area	69%
People Visited Hillsborough County	21 million
Increase of Home Sales in 2021	5.9%
Agricultural product sales <i>- 2017 Census of Agriculture</i>	\$447.6 million
In new Corporate Investments	\$76.3 million



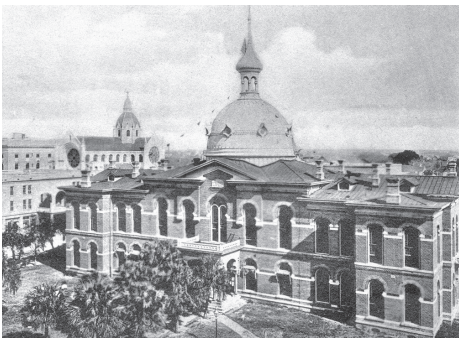
## Geography & Demographics

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

The unincorporated area is 84% of the total county area. The municipalities of Tampa (the county seat), Temple Terrace, and Plant City account for the remainder. According to the latest population estimate from the University of Florida's Bureau of Economic and Business Research, the county's April 1, 2021 total population was 1,490,374 making it the fourth most populous county in the state. Of this population, 1,031,386 or 69% live in the unincorporated area.

# A Rich History

Hillsborough County takes its name from Wills Hill, the Earl of Hillsborough and British Colonial Secretary from 1768-1772. The Spanish first mapped and explored the area in the early 16th century. Between 1559 and 1819, the area now called Florida was under the rule of four nations: Spain, France, Great Britain and, finally, the United States. The United States purchased Florida from Spain in 1821 for \$5 million. In 1845, it was granted statehood. On January 25, 1834, the U.S. Legislative Council for the Territory of Florida approved an act organizing Hillsborough as Florida's 19th county. Its area then was 5.5 million acres and included the present counties of Hillsborough, Pinellas, Polk, Pasco, Manatee, Sarasota, Charlotte, DeSoto, Hardee and Highlands. The civilian non-native population in 1834 was less than 100.



The old courthouse from Franklin Street, circa 1908.

Hillsborough County's Board of County Commissioners held its first meeting on January 25, 1846. The county's first courthouse was a frontier cabin burned during the Second Seminole War in 1836. In 1847, Capt. James McKay built a two story courthouse at a cost of \$1,358. A third structure was erected in 1855 and was used until 1891, when a red brick, domed structure mimicking the architecture of the Tampa Bay Hotel was built, occupying a square block in downtown Tampa. This is the courthouse depicted on today's County seal. The current courthouse was built in 1952 and a new county government administration building, called Frederick B. Karl County Center, opened in 1994.

# The County's Economy

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

Port Tampa Bay serves as the closest port in the United States to the Panama Canal. It is also the largest tonnage port in Florida and the twenty-first largest port in the United States with respect to 2017 annual tonnage. Ninety-seven percent of the cargo moving through the port is bulk phosphate, phosphate chemicals, rock, coal, and petroleum products. The Garrison Seaport Center is a \$300 million cruise terminal and entertainment complex. Along with the Florida Aquarium, it is helping spur redevelopment in the area known as the Channel District.

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

Tourism is another major component of the economy. The number of tourists visiting Florida is expected to continue growing. Busch Gardens of Tampa is one of the leading tourist attractions in the nation. There are numerous other attractions in Hillsborough County such as The Florida Aquarium, the Museum of Science and Industry, Tampa Museum of Art, the Glazer Children's Museum, Zoo Tampa, the New York Yankees spring training facility, the Tampa Bay History Museum, and the Amalie Arena in downtown Tampa. The Florida State Fair is held in Hillsborough County annually. The county is also the home of the Tampa Bay Buccaneers, the 2021 and 2003 Super Bowl Champions, as well as the 2021, 2020, and 2004 National Hockey League Stanley Cup Champions, the Tampa Bay Lightning.



Hillsborough County Fire Rescue's fire engines celebrate "Champa Bay's" sports teams.



# Governing the County

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



Bonnie M. Wise, County Administrator

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

## Board of County Commissioners

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

The Board of County Commissioners also serves as the Environmental Protection Commission. Individual Board members serve on various other boards, authorities, and commissions, such as the Hillsborough Area Regional Transit Authority, Tampa Bay Regional Planning Council, Tampa Bay Water, Aviation Authority, Expressway

Authority, Sports Authority, Arts Council, Drug Abuse Coordinating Council, Metropolitan Planning Organization, Council of Governments and the Economic Development Corporation.

## The County Administrator

The Board of County Commissioners appoints the County Administrator, who is responsible for carrying out all decisions, policies, ordinances, and motions of the Board.

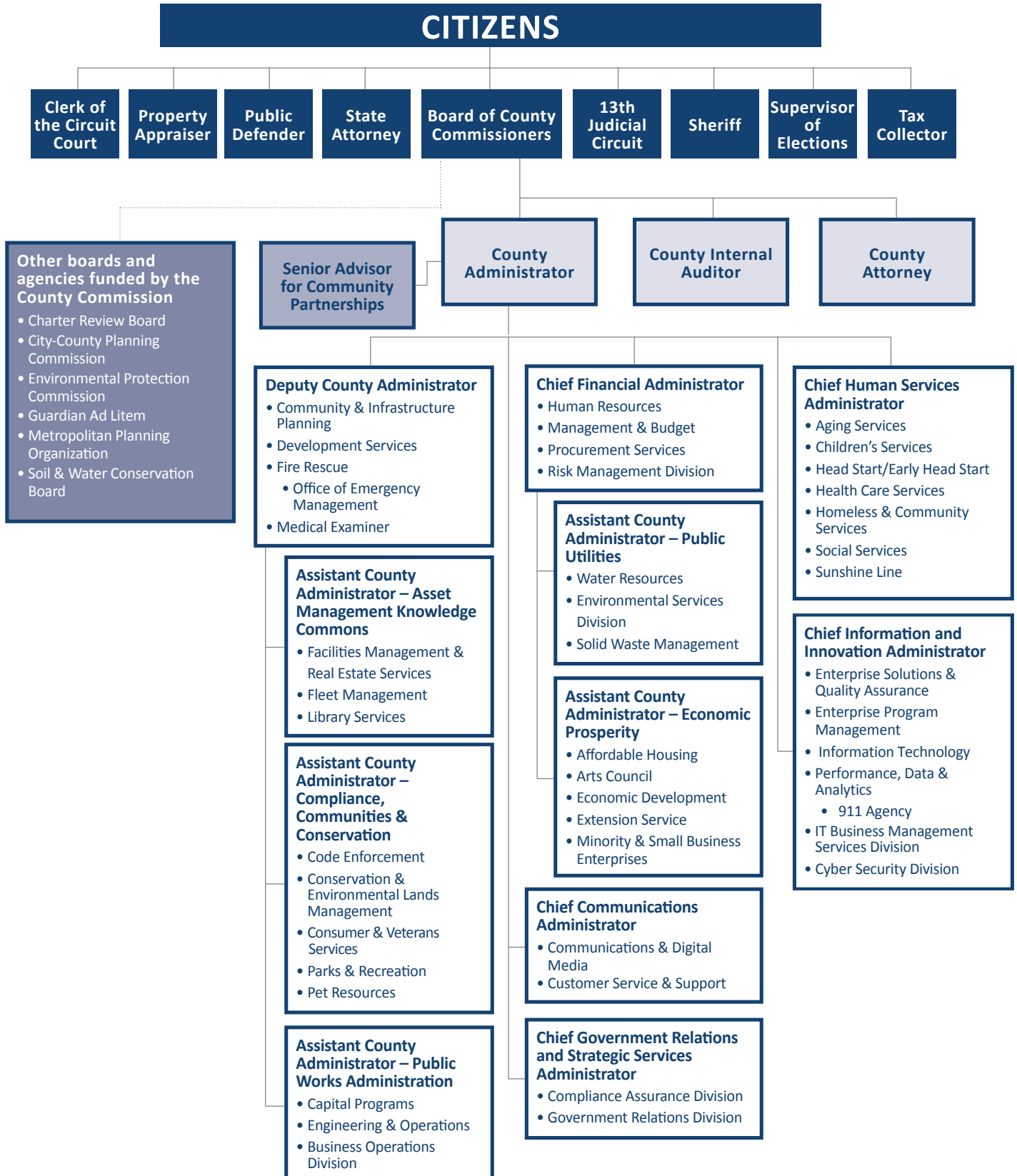
The departments under the County Administrator are responsible for providing services such as social services and public assistance to residents countywide. Departments are also responsible for providing municipal-type services to residents of the unincorporated areas of Hillsborough County such as road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

## Other Government Agencies

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

# Hillsborough County Organization Chart

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



# Mission

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

– Adopted by the Board of County Commissioners, March 18, 1998

# Vision

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

## Hillsborough County, as a Community, values:

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

## Hillsborough County, as an organization, values the following:

**Accountability** — Accepting individual responsibility to perform quality work that contributes to quality service at a reasonable cost.

**Diversity** — Organizational effectiveness can best be achieved by recruiting

and retaining a work force that represents the diversified population of Hillsborough County.

### **Efficiency and Cost Effectiveness**

— The timeliness of meeting our obligations and performing each task; the stewardship and best use of our resources.

**Empowerment** — The freedom and power to act, command, or decide on a course of action.

### **Open and Honest Communication**

— An expression of a professional work environment which facilitates the exchange of information, ideas, and divergent opinions among all levels of an organization in an atmosphere of respect and genuine concern for the best interest of the County, its employees, and citizens/customers.

**Quality** — Meeting citizens/customers requirements the first time and every time.

**Respect** — The quality of accepting and holding in high esteem all persons right to their beliefs, values, autonomy, and differences while treating them with dignity, worth, courtesy, civility, and politeness.

**Responsiveness** — The willingness and ability to provide information, reply to requests, answer questions, and complete tasks promptly.

**Teamwork** — The ability of a group of individuals to work together towards a common vision by each doing their part to achieve the efficiency of the whole.

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*Adopted by the Board on April 21, 1999*



# Strategic Plan

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

## The Vision

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

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

The County clearly has the potential to become an innovation hub in various sectors that will serve to attract entrepreneurs, investors, skilled workers and existing businesses that see benefits by locating in the County or region. The attributes of those communities that will particularly prosper as the economy continues to change are becoming clearer. They offer a high quality of

life, an entrepreneurial culture, strong research institutions, civic leadership and a strong desire to compete for the industries of the future. In short, it can become the preferred community for even more people.

To become this preferred community, what must occur?

### **Quality of life must be enhanced.**

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

### **The infrastructure for economic growth must be in place.**

Adequate water, sewer, stormwater, accessible transportation locally and globally, communication technology are all features which can facilitate or inhibit economic growth.

### **A start-up, entrepreneurial culture must be fostered.**

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

### **Committed civic leadership.**

Hillsborough County is in competition regionally, nationally, and globally for the businesses and jobs of the future. To succeed competitively, an understanding of the emerging world, sustained effort

and wise investment are required. These require leadership on the part of both elected and civic leaders.

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

## The Strategies

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

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

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

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

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

# Mission



## Strategy 1

### INNOVATIVE PRODUCTS

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



## Strategy 2

### DISTINCTIVE EXPERIENCES

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



## Strategy 3

### PRO-MARKET GOVERNANCE

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



## Strategy 4

### GREAT PLACES

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



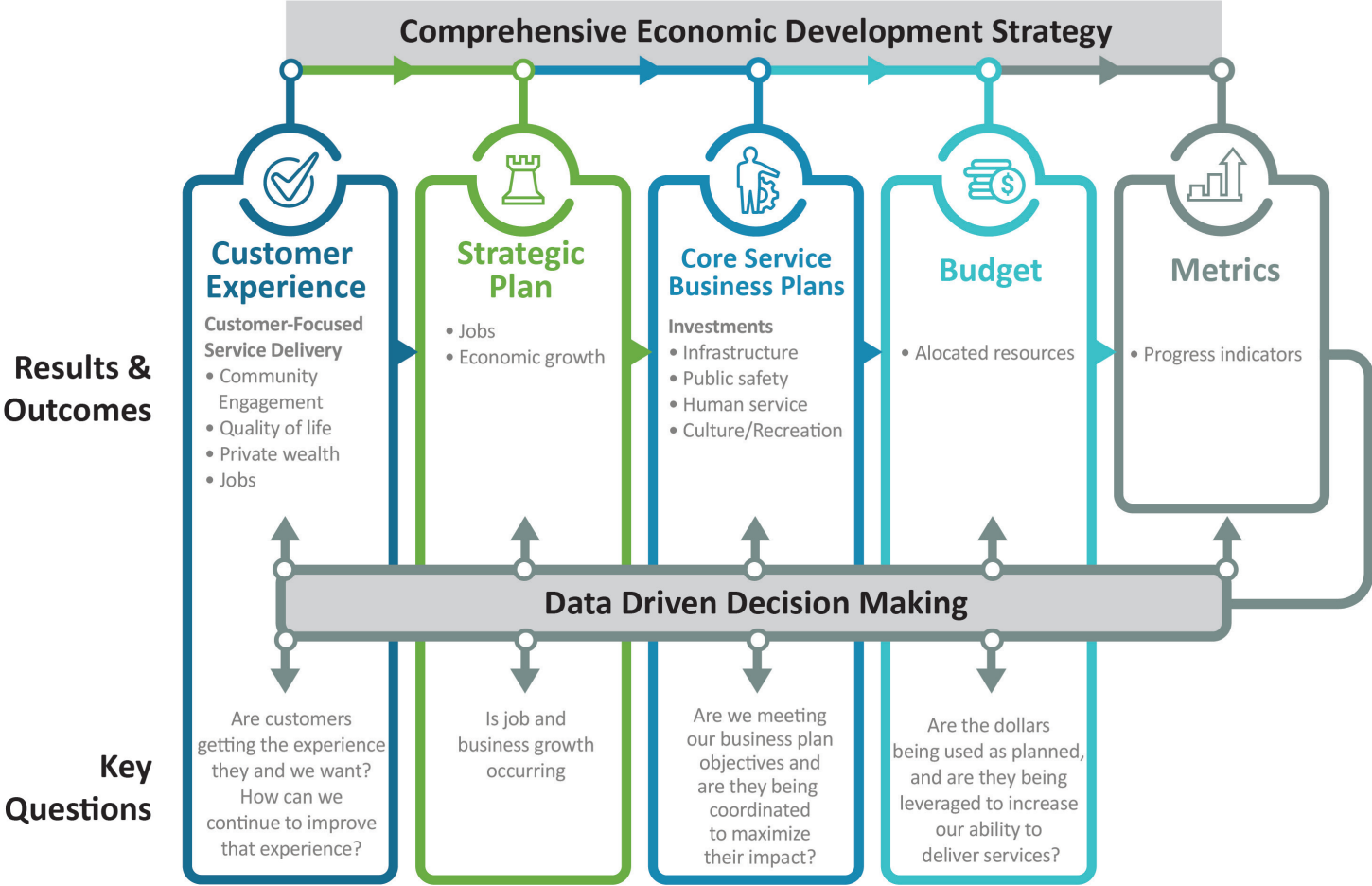
## Strategy 5

### FACILITATIVE LEADERSHIP

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

# How the strategic plan interacts with the budget and other processes

## Strategic Plan Business Cycle: Customer Service and Financial Management





# Acknowledgements

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Hillsborough County Communications & Digital Media Department**



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**Hillsborough County  
Florida**

For the Biennium Beginning

**October 01, 2021**

*Christopher P. Morill*

Executive Director

# Executive Summary





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# Introduction

In 1995 the Hillsborough County Board of County Commissioners (BOCC) adopted a two-year (biennial) budget process for Hillsborough County. During odd-numbered years two separate twelve-month budgets are prepared and approved. The first year of the current biennial cycle was adopted by the BOCC in September 2021, in accordance with State Statute, as the FY 22 budget. At the same time, the BOCC approved a planned budget for the second year, the Planned FY 23 budget. During calendar year 2022, staff and the Board will review the Planned FY 23 budget and adjust revenues and expenditures to accommodate needs that have arisen since the planned budget was prepared in 2021. The Board will adopt the FY 23 Budget in September 2022.

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

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

This book reflects the **Recommended Budget for FY 23**. It has four sections: *Executive Summary*, *Operations and Funding Guide*, *Capital Budget*, and *Supplemental Information*. Financial schedules throughout this book include multi-year information for comparison.

The first section, *Executive Summary*, contains the County Administrator's budget message; information about the process of developing the budget; summary schedules on the budget, a summary table of funded positions; summary tables of the debt, capital, and department budgets; information on property taxes and major county revenues; and an analysis of local economic conditions.

The second section, *Operations and Funding Guide*, contains detailed information about the various budgetary funds and funding levels. It includes information on appropriations for individual County departments, commissions and boards funded through the Board of County Commissioners. Each department or organization page includes the organization's description, mission statement, major accomplishments, FY 23 core outcome objectives, key projects and their community value, and performance measures as well as a summary budget, a comparison of funded positions and notes explaining changes from year to year. This section also includes detailed information on reserves, non-departmental allotments, funding for non-profit organizations and interfund transfers.

The third section, *Capital Budget*, has information about the County's capital program for FY 23. It contains a narrative describing capital budget highlights as well as summaries showing projects to be started.

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

A second book, the **Recommended Capital Improvement Program FY 23—FY 27**, presents detailed information about each project in the Capital Improvement Program.

Persons interested in additional information regarding the **Budget** or the **Capital Improvement Program** may contact the Hillsborough County Management and Budget Department at (813) 272-5890. The mailing address is: Management and Budget Department, 26th Floor, P.O. Box 1110; Tampa, Florida 33601. The Department is located at: 601 East Kennedy Blvd., County Center, 26th Floor, Tampa, Florida 33602. Electronic versions of budget and capital improvement program is also available on the County's website at: [www.hcflgov.net](http://www.hcflgov.net).



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Ken Hagan

Pat Kemp

Gwendolyn "Gwen" Myers

Kimberly Overman

Mariella Smith

Stacy R. White

**COUNTY ADMINISTRATOR**

Bonnie M. Wise

**COUNTY ATTORNEY**

Christine M. Beck

**COUNTY INTERNAL AUDITOR**

Peggy Caskey

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

I am pleased to present the Fiscal Year 2023 Recommended Budget. The COVID-19 pandemic posed an unprecedented threat to our personal health and well-being, our loved ones, friends, and neighbors, and the prosperity that we all worked so hard to attain, share, and grow. The County's strong financial position coupled with Federal COVID-19 relief allowed us to fund a robust response to the pandemic.

The Federal Government provided local governments with COVID-19 funding during 2020 - 2022 to help meet pandemic challenges. Much of the direct-response expenditure incurred by the County will be reimbursable by the Federal Emergency Management Agency (FEMA) and the State of Florida at 100%. The County also received \$256.8 million in 2020 from the Federal Government through the Coronavirus Aid, Relief, and Economic Security Act (CARES Act). These funds have been used to offer support and relief to Hillsborough County individuals and businesses impacted by COVID-19, launch direct measures to combat the pandemic, and to make alterations to facilities and working arrangements to enhance public health and safety. The Emergency Rental Assistance Program, supported by the CARES Act, includes funding to help eligible residents with rental payments. The County also received \$285.9 million from the American Rescue Plan (ARP) to assist with pandemic recovery. The Board has approved ARP funding for several uses including affordable housing, food service, water and sewer improvements, roadway pavement and sidewalk improvements, fire station replacements, nonprofit assistance, and local hospital capacity improvements.

While the threat of COVID-19 remains, we have returned to a more normal situation with the aid of vaccines and other measures. As those challenges recede, new ones are emerging. The economy has strongly rebounded from the 2020 COVID-19 shutdowns. Home sales and prices have surged. Consumer and tourist spending have risen. These economic indicators are now accompanied by rising inflation, high housing prices, and difficulty in recruiting and retaining employees. The United States Federal Reserve is lifting interest rates to fight inflation with a likely result that housing sales, consumer spending, and investment activity will slow as well.

These new economic challenges highlight, once again, the ongoing importance of maintaining the County's robust financial position. Hillsborough County sustained a strong financial position throughout the pandemic as evidenced by our healthy reserves and by the affirmation of our "AAA" credit rating by the credit rating agencies. This solid position enabled the County to aggressively respond to COVID-19 challenges and will place the County in a good position to meet current and future economic challenges.

A prime challenge for today's public and private employers is attracting and retaining employees in a labor market characterized by low unemployment rates, numerous job openings, and rising wages. Throughout the

pandemic, Hillsborough County employees have demonstrated tremendous flexibility and innovation, with a focus on customer service and community collaboration. Our employees are the key to timely, quality service delivery for our residents. In order to retain and recruit employees for this important task, the Recommended Budget includes funding for pay increases and pay adjustments to meet market challenges. We are also implementing a Paid-Time-Off, or PTO, employee leave system as well as expanding our Tuition Reimbursement Program.

While revenue growth for FY 23 is projected to be strong due to high taxable value growth and robust consumer spending, the costs of providing important County services and operations is also rising at a more rapid pace not experienced in many years. We have been able to sustain service levels while maintaining a balanced Recommended Budget in this challenging atmosphere. This budget accommodates public safety investments including additional Sheriff's Office funding, a new Sun City North Fire Station and related staffing, expanded rescue units, and a new warehouse for emergency management purposes that is funded through the Community Investment Tax. The budget also includes funding for mosquito control equipment; technology upgrades that will improve operational experiences and efficiency; and diversity, equity, and inclusion (DEI) initiatives. While not directly funded by this budget, as we are seeking opportunities to leverage federal and state dollars, the expansion of broadband access across our community is a DEI priority.

Rapid revenue growth is unlikely to continue. We expect a return to more moderate growth and continuing budgetary stress on the Unincorporated Area General Fund. This is the fund from which much of parks and recreation and public safety, including law enforcement and Fire Rescue service, is funded. We have also previously funded large parts of our transportation program from this same fund. These are areas where ongoing service deficiencies exist, and we are challenged to fund those deficiencies while keeping pace with rising demand and costs.

These challenges require creative solutions in partnership with the community. We will closely examine master plans and other evaluative tools for these various service areas, and related funding strategies and growth issues. We have already held workshops to bring more context and clarity to transportation and other important service areas. This budget supports those efforts.

I look forward to working with the Board and the community as we move forward.

Respectfully submitted,



Bonnie M. Wise

County Administrator



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# Budget Overview

Hillsborough County's Recommended Budget for Fiscal Year 2023 (FY 23) totals \$8.559 billion; by contrast the FY 22 Adopted Budget was \$7.483 billion. This is the second year of the fourteenth biennial budget adopted by the Board of County Commissioners (Board). The FY 23 budget will be adopted by the Board on September 22, 2022 for the period of October 1, 2022 through September 30, 2023.

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

## Guiding Principles

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

The Recommended Budget for FY 23 represents a balanced, equitable plan to provide our residents with vital services. As we move into FY 23, we will continue to seek opportunities to improve the manner in which we deliver service and continue to help grow our economy.

The County's FY 23 budget was developed in a conservative manner accounting for the ongoing impacts of the COVID-19 pandemic. FY 23 budget decisions were conservative and designed with a focus on the following areas: public and employee health and safety, maintenance of critical assets, maintaining reserves, investing in County employees and funding for critical deficiencies for Fire Rescue, Parks, Water/Sewer, Transportation and Stormwater.

During preparation of the budget, available resources were evaluated to determine the viability of the FY 23 budget. This process identified that overall resources would increase from FY 22. This was based on June 1<sup>st</sup> estimated property taxable value growth for FY 23 as provided by the Hillsborough County Property Appraiser. Other revenues, such as sales tax have recovered strongly after experiencing significant declines as a result of COVID-19. While property taxes and other revenues continue to grow, we are faced with increasing inflationary pressures.

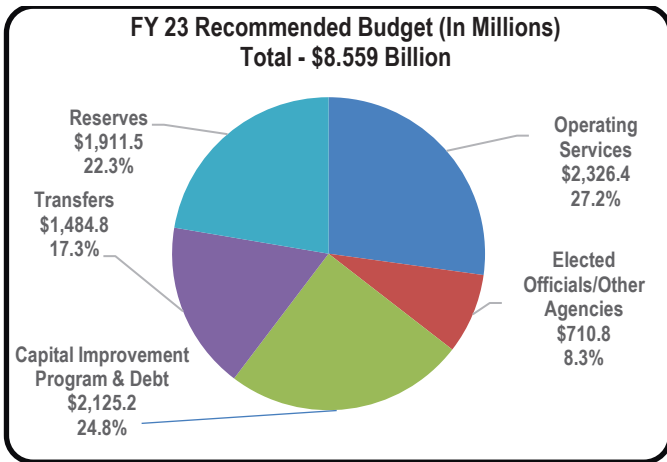
The FY 23 budget is balanced within available resources. The County seeks to identify ways to be more sustainable, and to identify new and increased revenues to address ever increasing service needs created by a growing population. As a consequence, the Board has taken several recent actions to maintain and enhance services to residents. Some of these actions include approving mobility fees and park impact fees increases using a phased-in schedule expected to commence January 1, 2021. Additionally, in FY 21 the Board increased the water, wastewater and reclaimed water service rates by 4% per year for the next four consecutive years.

## Budget in Brief

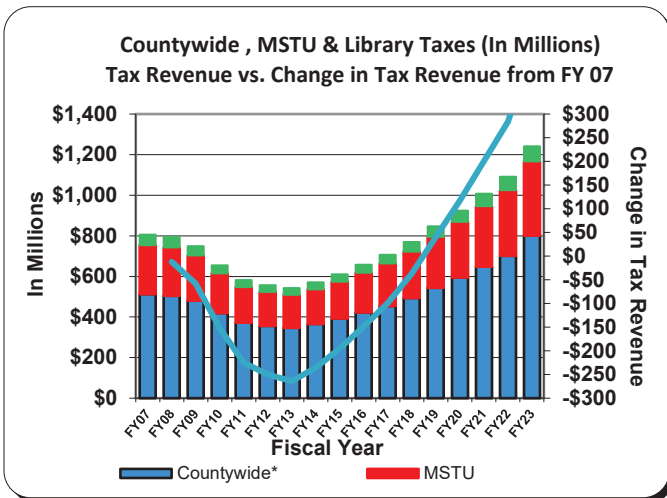
The County's Recommended Budget for FY 23 totals \$8.559 billion, a \$1.076 billion increase over the Adopted FY 22 budget of \$7.483 billion. Some significant changes include:

- \$39.9 million increase in Sheriff's budget to fund service continuation;
- \$12.8 million increase in funding to Constitutional Officers other than the Sheriff;
- \$4.1 million for 21 new Fire Rescue positions for the new Sun City North fire station and the related station equipment and operating costs;
- \$1.6 million for 6 new Fire Rescue positions to convert two squad units to two new rescue units;
- \$10 million in new funding for Affordable Housing;
- \$700.1 million increase in capital projects primarily for Water, Wastewater and Solid Waste;
- \$55.8 million increase in debt services;
- \$87.4 million decrease in transfers;
- \$9.6 million increase in reserves

# Budget Overview



It is the operating budget that is most impacted by changes in the property tax base and sales tax collections, as these are the primary operations funding sources. The FY 23 budget reflects increased revenue levels from Ad Valorem Property Taxes and sales taxes. Estimated FY 23 operating property tax revenue is \$435 million above the previous peak of FY 07. For many years after FY 07 revenue was very constrained due primarily to the following three events. The first event was legislative action to require a millage reduction and restrict future millage increases. The second event was the voters' approval of Amendment One, increasing homestead exemption amounts and limiting assessed value increases on non-homestead properties to 10%. The third event was the effect of the economic recession and the associated decline in property values brought on by a collapse in the housing market which has rebounded. The following chart reflects these changes and the slow growth.



The County continues to provide services to a growing population. Areas of particular concern include transportation, fire services, affordable housing, and parks. Master planning efforts in these areas have been completed or are under way, and creative solutions will be necessary to

meet identified needs. Recently, most increased revenue has been committed to increases for statutory requirements, agreements, and ordinances, meeting the needs of elected officials, and continuation service needs of County departments. The FY 23 Recommended Budget incorporates compensation increases for County Administrator employees. A prime challenge for today's public and private employers is attracting and retaining employees in a labor market characterized by low unemployment rates, numerous job openings and rising wages. In order to retain and recruit employees the Recommended Budget includes funding for pay increases and pay adjustments to meet market challenges. We are also implementing a Paid-Time-Off, or PTO, employee leave system as well as expanding our Tuition Reimbursement Program.

## Operating Budget

The FY 23 operating budget includes \$2,326.4 million for services delivered primarily by County Administrator departments as well as \$710.8 million to fund Elected Officials and Other Agencies.

General fund property tax revenues will continue to increase in FY 23. This recurring increase is helping fund Constitutional Officer increases, statutory mandates, transportation initiatives, and payments to Community Redevelopment Agencies for incremental ad valorem taxable value growth in designated community redevelopment areas. Property tax revenues and sales tax revenues continue to recover after the economic downturn as a result of the COVID-19 pandemic.

## Capital Budget

The Recommended Capital Budget for FY 23 is \$1,919.4 million while the FY 22 Adopted budget was \$1,157.1 million. This represents a \$762.4 million increase from the prior year capital budget. The budget reflects ongoing expenditures of both one-time funding carried forward from previous years, and new FY 23 capital funding in support of sustainable service levels and operations. Additional information can be found in the Capital Budget section.

The FY 23 Capital Budget includes funding for the following:

- \$5.5 million for the new Sun City North fire station;
- \$17.9 million for the replacement of Palm River, Armdale and Gunn Highway fire stations;
- \$24.4 million for an Emergency Management warehouse;
- \$4.5 million for the Tampa Bay Water Land acquisition;
- \$10.0 million for Jail Maintenance;
- \$12.5 million for Phase Two of the Brandon Library replacement;
- \$10.0 million for the Thonotosassa Library replacement;
- \$43.8 million for ELAPP Land acquisition;

# Budget Overview

- \$6.0 million for ELAPP Site Access Management and Safety Improvements;
- \$5.4 million for Boardwalk Replacements of various locations;
- \$4.7 million for Thonotosassa Park Improvements;
- \$2.8 million for the African American Art & Cultural Center;
- \$986.9 million for Wastewater and Potable Water Improvements;
- \$141.5 million for Solid Waste Improvements;
- \$77.4 million for Stormwater improvements

## Cultural and Entertainment Venues

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

## Planning

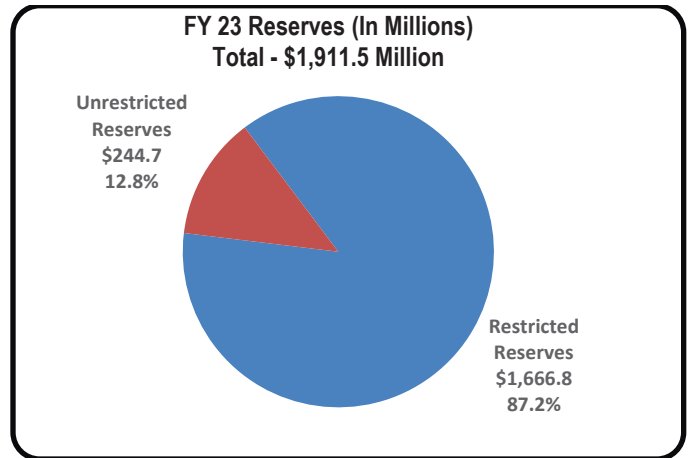
Rapid revenue growth is unlikely to continue. A return more moderate growth and continuing budgetary stress to be experienced by the Unincorporated Area General Fund should be expected. This is the fund from which much of parks and recreation and public safety, including law enforcement and Fire Rescue service, is funded. This fund also previously funded large parts of our transportation program. These are areas where ongoing service deficiencies exist, and the County is challenged to fund those deficiencies while keeping pace with rising demand and costs.

These challenges require creative solutions in partnership with the community, These efforts will closely examine master plans and other evaluative tools for these various service areas, and related funding strategies and growth issues. Workshops have already held to bring more context and clarity to transportation and other important service areas.

## Other Factors Considered in the FY 23 Budget

**Reserves** – Our reserve strategy remains sound – the County maintains reserves to meet various objectives, including adhering to best business practices; complying with statutory, bond covenant, actuarial and other requirements; and to provide a safeguard for unexpected circumstances. FY 23 reserves total \$1,911.5 million. Of the FY 23 amount, \$244.7 million represents unrestricted reserves, with the remaining \$1,666.8 million representing restricted reserves.

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





# Short-Term Factors Affecting The Budget

The biennial budget process used to develop this document was adopted by the BOCC in 1995. On September 23, 2021 the BOCC adopted the first year of the fourteenth biennial budget for FY 22.

The FY 14 through FY 20 Adopted Budgets reflected a return to overall revenue growth after deep recession. The FY 21 budget reflected the significant economic and revenue impacts of the COVID-19 emergency while continuing to maintain focus on service delivery. The Adopted FY 22 budget continues to recognize the impact of COVID and the gathering recovery from COVID as vaccinations rise and COVID cases recede. The Recommended FY 23 Budget reflects higher costs as inflation and supply chain issues remain acute. The Recommended Budget has an emphasis on investing in County staff and maintaining our assets and financial stability.

## ECONOMIC FACTORS

After COVID lockdowns caused a 31.2% decline in second quarter 2020 US Gross Domestic Product (GDP) growth turned strongly positive, 33.8%, in the third quarter. Average annual GDP fell 3.4% in 2020. Economic growth in the 2021 accelerated to 5.7%. Growth accelerated to 6.9% in the fourth quarter of 2021 as COVID cases fell and pent-up demand fueled consumer spending. At the same time high demand coupled with a tight labor market and supply chain problems also fueled inflation, which in December 2021 reached 7.1%.

These demand and inflation challenges continue in early 2022. War in Ukraine has complicated these challenges with even higher fuel prices and supply disruptions. The Federal Reserve has begun to raise interest rates to fight high inflation. This is likely to temper growth as well as inflation.

Moody's Analytics is forecasting 3.6% growth in the second quarter 2022 as, despite some softening, the economy remains in high gear. For the last half of 2022 Moody's is forecasting growth will dip below 3.0%. For all of 2022, Moody's forecasts an annual GDP increase of 2.8% followed by growth of 2.7% in 2023. Downside risks are predominant, however, as interest rate increases, the Ukraine War's effect on global growth and ongoing supply chain issues may weigh heavily. (See later sections in the Executive Summary entitled "Major County Revenues" and "Economic Indicators" for more detail).

## USES OF FUNDS

### The Operating Budget

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

also includes pass-throughs that now account for an increasing share of the operating budget and a significant share of the annual increase in the operating budget.

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

There are factors that drive up the operating budget even in times of tight resources. One is continuing population growth as shown in the section titled "Economic Indicators." A second is inflation. In some program areas, demand for specific services far outstrips the overall population growth. Increasingly, the County works to improve the collection of performance measures to identify these high levels of demand for County services and to track performance in meeting the demands.

In September 2021 County Administration presented to the BOCC options to use the American Rescue Plan funding received from the Federal Government to aid state and local governments with COVID-19 response and recovery. The approved high-level plan is incorporated in the Adopted FY 22 budget and continues in the Recommended FY 23 budget.

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

- The challenging labor markets are creating retention and recruiting difficulties for many private and public employers. The Recommended FY 23 budget includes funding for compensation increases reflecting a continuing commitment to investing in our County staff.
- The BOCC adopted service standard for Code Enforcement Officers is one Officer for every 18,000 persons in the unincorporated area of the County. The adopted service standard for law enforcement for the unincorporated area, is 1.7 sworn deputies per 1,000 citizens. Neither of these standards is currently being met due to on-going revenue constraints related to recent legislative actions and general economic conditions.
- The Board of County Commissioners has contracts with four collective bargaining units. The following represent general information on each:

# Short-Term Factors Affecting The Budget

- **American Federation of State, County and Municipal Employees (AFSCME) Local 167**  
Contract start: October 1, 2021  
Contract end: September 30, 2023  
Departments covered: Animal Services, Code Enforcement, Fleet Services, Facilities Management, Regional Parks Services, Public Utilities, and Public Works.
- **International Association of Firefighters (IAFF) Local 2294 PARAMEDICS AND TELECOMMUNICATOR UNIT**  
Contract start: October 1, 2021  
Contract end: September 30, 2024  
Departments covered: Public Safety Services - Fire Rescue & Emergency Dispatch/Communications.
- **International Association of Firefighters (IAFF) Local 2294 SUPPRESSION UNIT**  
Contract start: October 1, 2018  
Contract end: September 30, 2021  
Departments covered: Public Safety Services - Fire Rescue.
- **International Association of Firefighters (IAFF) Local 2294 SUPERVISORS UNIT**  
Contract start: October 1, 2018  
Contract end: September 30, 2021  
Department covered: Public Safety Services - Fire Rescue.

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

- Operating budgets supported by the County’s two major tax funds declined during FY 08 through FY 13 due to Legislative actions and worsening economic conditions. This trend reversed in FY 14, and the FY 14 budget reflected an overall increase in available resources. FY 23 will experience strong growth in available resources as property taxes continue to grow, coupled with more rapid cost increases in a high inflation environment and tight labor markets.
- The “Grants and Aids” component of Operating Expenses reflects funds that the County receives but passes through to other governments. A notable example are the annual portions of the Community Investment Tax proceeds that the County pays to the School Board, municipalities, and for debt on Raymond

James Stadium. Another example is tax increment district revenue that the County receives but must pass on to the City of Tampa, the City of Temple Terrace, and the City of Plant City to finance their redevelopment projects. A third example is the distribution of the 9<sup>th</sup> cent gas tax revenue that the County receives from the State and then disburses, in part, to municipalities as required by interlocal agreements. As these revenues have grown in recent years these expenditures have grown as well.

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

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

## The Capital Budget

A separate summary presenting details on FY 23 projects appears in the back of this document. The entire capital improvement program (CIP) can be reviewed in the volume containing the **Capital Improvement Program FY 23 - FY 27**.

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

Other key points regarding the capital budget are:

- Bond proceeds are funding transportation projects, new or replacement fire stations, emergency generators, park improvements and four key hardened maintenance facilities to serve as operations centers during disasters.
- Sustainability initiatives are also being funded by bond proceeds and include solar projects and LED lighting at various County facilities and sports fields. Other one-time funds have been used to renovate libraries and sports courts.
- The capital program continues to reflect one percent of ad valorem revenues from the Countywide General Fund being set aside to maintain existing County facilities. For FY 23 two and one-half percent from the

# Short-Term Factors Affecting The Budget

unincorporated Area General Fund of ad valorem revenues are set aside for maintenance.

## Debt Service

When financial conditions were appropriate, existing debt has been refinanced or defeased to lower interest expense. Detail on the County's debt capacity and debt obligations will appear in a separate section of the future FY 23 Adopted Budget document.

## Transfers

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

## Reserves

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

During FY 99, the BOCC adopted a policy that uses any excess fund balance in the County's two major operating funds to, in

part, build reserves for catastrophic emergencies and set aside reserves for previously unfunded liabilities. A third use for excess fund balance was meeting industry fleet replacement standards.

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

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

## Organizational Budgets

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

# Long-Term Financial Planning

## PLANNING FOR SUSTAINABILITY

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

## LONG TERM FINANCIAL PLANNING

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

- The local planning agency, the Hillsborough County City-County Planning Commission, produces and periodically updates Comprehensive Plans for unincorporated Hillsborough County and the County’s three municipalities. These are twenty-year plans that serve as a blueprint for future growth. The Hillsborough County plan is used to guide many budget decisions.
- Periodically, certain departments contract for the production of long-range Master Plans. Recent examples of departments producing Master Plans include Parks & Recreation, Fire Rescue, and Animal Services.
- On an annual basis, the County’s Economist produces a Pro Forma Analysis combining current policies and practices with expectations of future economic conditions to project the County’s General Funds financial position five years out into the future. The model also includes sensitivity analysis which allows for changing assumptions. An indicated surplus or deficit in the General Funds frames the budget process for the following fiscal year. The FY 22 – FY 26 five-year Pro Forma with related graphs appears in the Supplemental Information section of this document. The Pro Forma incorporates slower ad valorem revenue growth due to a lagged COVID-19 effect and improved sales tax revenues compared to FY 21 which was deeply impacted to pandemic shutdowns. Revenue in later years is expected to grow at more historical rates. Expenditures are expected to grow with population demands and rising costs. While the Pro Forma indicates the Countywide General Fund is in a good position to sustain these cost increases, the Unincorporated Area General Fund continues to be under stress to keep pace with demands, particularly in the areas of Fire Rescue, Parks and Transportation. Each year the Pro Forma frames the beginning of the budget process and the related availability of funds. As a result, the Unincorporated Area General Fund, particularly, is budgeted

with those constraints in mind. The FY 23 Adopted Budget Book will include an updated Pro Forma.

In addition to the County’s operating budget document, the County produces either a five or six year capital budget document annually, depending on whether it is the first or second year of the biennial budget. This document is the result of annually evaluating the County’s capital program and projecting future needs for both sources and uses of funds. The capital budget process also includes a component that requires a projection of the operating budget impact of each active or proposed capital project.

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

## LONG TERM PRIORITIES

The County’s long-term priorities are:

- improving our transportation system
- preserving existing County facilities and infrastructure
- public safety



# Basis of Budgeting

## THE BASIS OF ACCOUNTING

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

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

## THE BASIS OF BUDGETING

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

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

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

- On a budgetary basis, the distribution of excess fees from the Property Appraiser’s and Tax Collector’s Funds to entities outside the County’s reporting entity is reported as an “other financing use”. On a GAAP basis, these distributions are reported as expenditures due to a reduction in the net financial resources of the County.
- The budget does not disclose the fund structure maintained by the Sheriff, Clerk, Property Appraiser, or Tax Collector, including an unbudgeted Inmate Canteen Fund used by the Sheriff and a fee-based budget maintained by the Clerk which uses funds that do not pass through the BOCC budget. The Property Appraiser and Tax Collector receive revenues directly from other taxing authorities and proportionately disperse unspent funds at year end.
- Proprietary funds, which include internal service funds (such as fleet, employee health insurance, workers’ compensation, and risk management), and enterprise funds (the water and wastewater system and the solid waste system), are presented in the same budgetary format as the governmental funds. This allows various revenues and expenditures to be presented in a consistent format without regard to the fund type and how accounting standards will require them to be presented. The ACFR, however, presents the proprietary funds in a format that breaks out operating revenues and operating expenses to determine operating income prior to considering non-operating revenues and expenses.
- The budget does not include estimates of the annual change in value of investments, nor does it anticipate changes in the accrual of compensated absences including sick and vacation leave.
- The ACFR reflects the adopted budget and final revised budget including amendments occurring after the completion of the fiscal year. The adopted budget is a management plan for financial activity. Budget documents, therefore, typically disclose historical actuals for revenues and other sources, and expenditures and other uses rather than revised budgets.

# The Process of Adopting the Budget

Florida law requires an annual budget, including all such funds as required by law, to be prepared, approved and adopted for each fiscal year. The budget shall control the levy of taxes and expenditure of money for all County purposes during the ensuing fiscal year. The budget process must be conducted in accordance with Chapters 125, 129, 200, and 218 of the Florida Statutes, as amended. Additionally, the Hillsborough County Board of County Commissioners (BOCC) has adopted a two year, biennial budget process.

## BIENNIAL (TWO-YEAR) BUDGETING

The biennial budget process used to develop this document was adopted by the BOCC in 1995. While Florida Statutes require an annual process to adopt the budget, local governments are not prohibited from developing a budget plan for a second year. In this way, when it is time to legally adopt the second year of the budget plan, the process of preparing the adopted budget requires much less staff time to update the original plan. The update process accommodates necessary changes during each year as unplanned circumstances arise. Opportunities for public input are included in the abbreviated update process. In 2021, the BOCC adopted its fourteenth biennial budget for FY 22 and FY 23.

## SPECIFIC LEGAL REQUIREMENTS

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

- By June 1, the Property Appraiser must send an estimate of the total assessed value of nonexempt property for the current year to the Hillsborough County Board of County Commissioners (BOCC).
- By July 1, the Property Appraiser must certify the preliminary taxable value of property within each taxing district. Taxable values for each Tax Increment Financing District must be provided.
- Within 35 days of either July 1 or the date the Property Appraiser certifies the taxable value of property, whichever is later, the BOCC must tell the property appraiser prior year millage rates, proposed current year millage rates, the current year roll-back rate (the millage rate that will generate the same amount of revenue as the prior year for existing construction) as specified by s. 200.065, F.S., and the date, time and place for the first statutorily required public hearing on the proposed budget and millage rates.
- Within 65 to 80 days of July 1 or the date the Property Appraiser certifies the taxable value, the BOCC must hold a public hearing, after 5:00 p.m., to hear public testimony and to adopt a tentative budget and tentative millage

rates. The date, time (after 5:00 p.m.) and place for the second required public hearing is set at this time.

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

Upon final adoption of the budget, the budget shall regulate expenditures of the County and the budget shall not be amended, except as provided in Chapter 129.06, Florida Statutes. Pursuant to Chapter 129.07, Florida Statutes, it is unlawful for the BOCC to expend or contract for expenditures in excess of budgeted amounts in each fund.

## ADOPTING THE FY 23 BUDGET

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

*The Planning Phase* began October 1, 2021 with a review of the FY 22 budget process and consideration of comments from the review of prior budget documents by the Government Finance Officers Association (GFOA). The County received GFOA's *Distinguished Budget Presentation Award* for the FY 22 - FY 23 Biennial Budget. The planning phase included the preparation of budget instructions, examples, and training materials.

# The Process of Adopting the Budget

**The Preparation Phase** began with February delivery of budget instructions to departments. The instructions highlighted the County's focus on sustainability. One workshop and two public hearings will be held during this year's budget process.

- Although Florida Statutes allow most Constitutional Officers to submit their budgets on June 1<sup>st</sup>, 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<sup>st</sup>.

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

**The Public Adoption Phase** will begin with the formal presentation of the **County Administrator's Recommended Budget for FY 23** at the BOCC's regular July 20, 2022 meeting. The public process of review, change, and formal adoption will conclude in mid-September. This phase includes two workshops with the BOCC and three public hearings. The public hearings in September are required by State law. Three important milestones will occur during the adoption phase:

- Proposed millage rates for FY 23 will be set at the July 28<sup>th</sup> Board Budget Reconciliation Workshop. The Property Appraiser will use these proposed millage rates to prepare Truth-in-Millage (TRIM) notices to be mailed in mid-August. A TRIM notice advises a property owner of how tax rates proposed by local taxing authorities, combined with the current taxable value of that property, will affect the taxes assessed on that property. The TRIM notice is the official notification of the time and place of the first State-required public hearing to adopt the tentative millage rates and tentative budget for each taxing authority.
- The first of two State required public budget hearings will be held on September 15, 2022. After hearing public testimony, the BOCC will adopt the tentative millage rates and a tentative FY 23 budget.
- The BOCC will adopt the FY 23 budget and millage rates at a second public hearing on September 22, 2022. The BOCC will also approve the planned FY 23 budget at this time. As required by statute, the second public hearing will be advertised in the Tampa Bay Times, a newspaper of general circulation with a published notice containing detailed information of the tentative millage rates and the tentative budget.

# The Process of Adopting the Budget

## BUDGET PROCESS MILESTONES

### *Planning*

- **October - December 2021** - Staff reviews the previous biennial budget process, comments from GFOA reviewers, and Board policies

### *Preparation*

- **March 2022**—Budget submissions due from all organizations except Constitutional Officers
- **May 1, 2022**—Budget submissions due from Sheriff, Clerk, and Supervisor of Elections
- **June 1, 2022**—Budget submission due from Property Appraiser

### *Review*

- **February-June**—County Administrator review of proposed budgets and decision units with Management and Budget Department staff and Departments
- **April-May**—Budget meetings with commissioners to discuss budget priorities
- **June 1, 2022**—Preliminary tax roll information from the Property Appraiser's Office available.

### *Public Adoption*

- **July 20, 2022**—County Administrator delivery of the **Recommended Budget for FY 23** and the **Recommended Capital Improvement Program FY 23 - FY 27** to the Board of County Commissioners.
- **Budget Workshops During Adoption Phase:**  
July 28, 2022—Budget Reconciliation and Setting of TRIM millage rates
- **Mandatory Public Hearings**  
**September 15, 2022**—First State Required Public Hearing to adopt tentative millage rates and a tentative budget.  
**September 22, 2022**—Second State Required Public Hearing to adopt final millage rates and the FY 23 operating and capital budgets.

# Procedures for Amending the Budget

For a full discussion of the County's budget process, see **The Process of Adopting the Budget** section in this budget document.

After formal adoption of the budget each September by the Board of County Commissioners (BOCC) for the fiscal year beginning October 1st, changes may only be made to the adopted budget with a budget amendment. An amendment is a BOCC agenda item processed to increase or to decrease an existing budget. When a budget is amended, an offset is required to ensure that the budget remains in balance. At no time can the budget be amended so that it is no longer balanced.

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

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

completed Agenda Item Cover Sheet Form with the Line Item Detail Form, including the estimated impact on the next fiscal year and any other appropriate information, is electronically signed by the department director and then forwarded for review through the organization. Electronic review and signature is performed in the following sequence:

- Department Director
- Management and Budget Department
- County Attorney's Office (concurrent with review and approval by Management and Budget)
- Administrator (required for departments under the County Administrator).

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

As part of the overall review process, the Management and Budget Department reviews the proposed budget amendment for accuracy, availability of funds, completeness, compliance with BOCC Policies and other matters considered appropriate for good financial management. If changes or corrections to a budget amendment are required, the item is electronically rejected back to the originating department for revision and re-submitted for electronic approval.

In accordance with BOCC Policy 03.02.05.00, any budget amendment that requires a drawdown on the reserve for contingency in either the Countywide General Fund or the Unincorporated Area General Fund must be approved by a super majority vote of the BOCC.

Upon final approval by the BOCC, the budget amendment is posted to the financial system, a budget resolution is prepared by the Clerk to the BOCC, signed by the Chairman of the BOCC and forwarded to the Clerk's Office for inclusion in the Board's official records.





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# Hillsborough County Florida

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

# Budget Summary

Fiscal Year	FY 20 Actuals	FY 21 Actuals	FY 22 Adopted	FY 23 Recommended
<b>PROPERTY TAX RATES (In Mills)</b>				
Countywide <sup>(1)</sup>	5.7913	5.7913	5.7913	5.7913
Library District <sup>(2)</sup>	0.5583	0.5583	0.5583	0.5583
General Purpose MSTU <sup>(3)</sup>	4.4004	4.4004	4.4004	4.4004
<b>VALUE OF 1 MILL (In Millions of \$) <sup>(4)</sup></b>				
Countywide	\$103.7	\$113.1	\$122.4	\$128.6
Library District	99.8	108.8	117.8	123.8
Unincorporated	62.6	68.1	73.8	77.5
<b>BUDGET SUMMARY (In Millions of \$) <sup>(5)</sup></b>				
Operating Program	\$2,102.4	\$2,404.5	\$2,882.3	\$3,037.2
Capital Improvement Program <sup>(6)</sup>	324.0	384.4	1,157.1	1,919.4
Debt Service <sup>(7)</sup>	259.1	291.7	143.9	205.8
Reserves & Refunds <sup>(8)</sup>	0,000.9	0,002.9	1,901.9	1,911.5
<b>MAJOR ORGANIZATION OPERATING BUDGET (In Millions of \$)</b>				
Board of County Commissioners	\$3.6	\$3.7	\$4.0	\$4.3
County Administrator	1,114.6	1,189.3	1,623.4	1,732.6
County Attorney	8.8	8.7	9.8	10.3
Elected Officials	551.9	571.7	602.8	656.3
Judicial	11.1	11.1	13.1	13.8
Boards, Commissions & Agencies	25.3	26.1	34.2	37.3
Non-Departmental <sup>(9)</sup>	387.2	594.0	594.9	582.6
	\$2,102.4	\$2,404.5	\$2,882.3	\$3,037.2
<b>CAPITAL IMPROVEMENT PROGRAM (In Millions of \$)</b>				
Fire	7.8	\$7.9	\$27.6	\$68.1
Government Facilities	64.8	56.1	104.0	108.8
Libraries	12.1	7.7	34.6	41.1
Parks	33.4	34.6	111.4	153.5
Solid Waste	5.6	10.2	47.1	141.5
Stormwater	23.7	25.7	46.7	77.4
Transportation	110.3	159.4	353.5	342.1
Water/Wastewater & Reclaimed Water	66.2	82.7	432.2	986.9
<b>Total Capital Budget</b>	<b>\$324.0</b>	<b>\$384.4</b>	<b>\$1,157.1</b>	<b>\$1,919.4</b>

Detail may not add to totals because of rounding.

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

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

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

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

<sup>(4)</sup> Based on projected taxable assessed values as of June 1.

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

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

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

<sup>(8)</sup> 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.

<sup>(9)</sup> Reflects expenditures that are not allocable to a single department.

# FY 23 Budget Summary by Major Fund

	COUNTYWIDE GENERAL	UNINCORPORATED AREA GENERAL	COUNTYWIDE SPECIAL PURPOSE	SALES TAX REVENUE <sup>4</sup>	INTERGOVERNMENTAL GRANTS	COUNTY TRANSPORTATION
<b>Fund Balances (Beginning of Year)</b>	<b>\$362,994,180</b>	<b>\$138,026,880</b>	<b>\$332,790,583</b>	<b>\$333,749,909</b>	<b>\$47,116,137</b>	<b>\$267,770,510</b>

**REVENUES BY SOURCE:**

Taxes	\$804,656,730	\$367,208,200	\$168,001,027	\$220,329,085	\$0	\$37,883,669
Permits, Fees, & Assessments	568,925	0	59,825,171	0	0	50,789,980
Intergovernmental Revenue	1,427,800	38,144,492	16,722,374	143,611,230	152,703,400	22,313,282
Charges for Services	79,212,991	33,363,700	10,783,642	0	181,500	1,411,189
Fines and Forfeitures	31,111	6,382,626	487,250	0	0	0
Miscellaneous Revenues	12,165,854	2,089,601	8,112,678	2,027,400	7,630,268	1,680,000
Other Financing Sources <sup>1</sup>	12,290,985	98,344,414	239,760,211	(14,138,120)	22,578,371	93,259,750
<b>Total Revenues and Other Financing Sources</b>	<b>910,354,396</b>	<b>545,533,033</b>	<b>503,692,353</b>	<b>351,829,595</b>	<b>183,093,539</b>	<b>207,337,870</b>
<b>Total Revenues and Balances</b>	<b>\$1,273,348,576</b>	<b>\$683,559,913</b>	<b>\$836,482,936</b>	<b>\$685,579,504</b>	<b>\$230,209,676</b>	<b>\$475,108,380</b>

**APPROPRIATIONS:**

Personnel Services	\$171,155,410	\$226,484,908	\$14,248,656	\$455,367	\$57,063,132	\$40,034,670
Operating Expenditures	135,072,312	105,441,064	71,966,430	434,745	95,090,192	48,356,020
Capital Outlay	6,061,192	2,715,107	4,981,007	0	9,043,037	230,860,371
Debt Service <sup>3</sup>	0	0	0	0	0	0
Grants and Aids	123,229,049	1,648,129	199,835,852	109,135,554	60,704,291	27,351,460
Other Uses	0	0	0	0	7,733,969	0
Transfers	116,155,462	43,829,343	221,611,344	247,517,019	0	61,344,162
Transfers to Constitutional Officers	454,816,004	186,538,122	3,426,627	413,460	0	204,840
<b>Total Expenditures/Expenses</b>	<b>1,006,489,429</b>	<b>566,656,673</b>	<b>516,069,916</b>	<b>357,956,145</b>	<b>229,634,621</b>	<b>408,151,523</b>
Reserves and Refunds	266,859,147	116,903,240	320,413,020	327,623,359	575,055	66,956,857
<b>Total Appropriated Expenditures and Reserves</b>	<b>\$1,273,348,576</b>	<b>\$683,559,913</b>	<b>\$836,482,936</b>	<b>\$685,579,504</b>	<b>\$230,209,676</b>	<b>\$475,108,380</b>

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

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

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

4. Includes Transportation Surtax.

5. Due to new definitions for Fiduciary and Agency Funds, some funds previously identified as Agency Funds are reported in Water/Wastewater Resources Funds.

# FY 23 Budget Summary by Major Fund

	INFRA- STRUCTURE SURTAX PROJECTS	OTHER GOVERN- MENTAL FUNDS 2	WATER RESOURCE SERVICES5	SOLID WASTE RESOURCE SERVICES	INTERNAL SERVICE	COVID RELIEF FUNDS	TOTAL
<b>Fund Balances (Beginning of Year)</b>	<b>\$78,148,916</b>	<b>\$371,039,832</b>	<b>\$639,167,492</b>	<b>\$209,585,390</b>	<b>\$284,839,857</b>	<b>\$269,984,189</b>	<b>\$3,335,213,875</b>

**REVENUES BY SOURCE:**

Taxes	\$0	\$104,679,389	\$0	\$0	\$0	\$0	\$1,702,758,100
Permits, Fees, & Assessments	0	70,738,021	20,640,437	236,250	0	0	202,798,784
Intergovernmental Revenue	0	16,107,047	0	0	37,000	0	391,066,625
Charges for Services	0	5,764,406	352,151,166	192,792,378	174,576,214	0	850,237,186
Fines and Forfeitures	0	69,464	62,440	0	0	0	7,032,891
Miscellaneous Revenues	385,300	4,041,570	3,946,327	1,904,958	9,521,200	272,886	53,778,042
Other Financing Sources <sup>1</sup>	59,713,415	298,468,003	900,056,727	295,365,599	10,177,076	(13,645)	2,015,862,786
<b>Total Revenues and Other Financing Sources</b>	<b>60,098,715</b>	<b>499,867,900</b>	<b>1,276,857,097</b>	<b>490,299,185</b>	<b>194,311,490</b>	<b>259,241</b>	<b>5,223,534,414</b>
<b>Total Revenues and Balances</b>	<b>\$138,247,631</b>	<b>\$870,907,732</b>	<b>\$1,916,024,589</b>	<b>\$699,884,575</b>	<b>\$479,151,347</b>	<b>\$270,243,430</b>	<b>\$8,558,748,289</b>

**APPROPRIATIONS:**

Personnel Services	\$0	\$54,758,618	\$84,718,749	\$16,842,791	\$10,047,950	\$5,000,000	\$680,810,251
Operating Expenditures	10,000	86,736,478	193,318,426	165,864,382	165,970,040	8,359,930	1,076,620,019
Capital Outlay	98,236,322	267,967,842	922,547,310	141,362,439	40,495,641	169,817,599	1,894,087,867
Debt Service <sup>3</sup>	1,751,846	129,632,085	53,541,544	12,910,251	0	0	197,835,726
Grants and Aids	1,002,749	62,321,301	0	0	0	70,992,811	656,221,196
Other Uses	0	0	0	0	0	0	7,733,969
Transfers	19,548,003	104,761,343	414,029,196	253,055,968	2,950,000	0	1,484,801,840
Transfers to Constitutional Officers	0	3,523,168	215,000	0	0	0	649,137,221
<b>Total Expenditures/Expenses</b>	<b>120,548,920</b>	<b>709,700,835</b>	<b>1,668,370,225</b>	<b>590,035,831</b>	<b>219,463,631</b>	<b>254,170,340</b>	<b>6,647,248,089</b>
Reserves and Refunds	17,698,711	161,206,897	247,654,364	109,848,744	259,687,716	16,073,090	1,911,500,200
<b>Total Appropriated Expenditures and Reserves</b>	<b>\$138,247,631</b>	<b>\$870,907,732</b>	<b>\$1,916,024,589</b>	<b>\$699,884,575</b>	<b>\$479,151,347</b>	<b>\$270,243,430</b>	<b>\$8,558,748,289</b>

## FY 23 BUDGET SUMMARY BY MAJOR FUND AND DEPARTMENT

	COUNTYWIDE GENERAL	UNINCORP- ORATED AREA GENERAL	COUNTYWIDE SPECIAL PURPOSE	SALES TAX REVENUE <sup>4</sup>	INTERGOVERN- MENTAL GRANTS	COUNTY TRANSPORT- ATION
<b>BOARD OF COUNTY COMMISSIONERS</b>						
Board of County Commissioners	\$ 3,379,708	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
County Internal Audit	884,995	0	0	0	0	0
<b>TOTAL BOCC</b>	<b>4,264,703</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>COUNTY ATTORNEY</b>	<b>10,323,795</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>COUNTY ADMINISTRATOR</b>						
Affordable Housing Services	38,256,189	1,205,429	0	0	33,301,528	0
Aging Services	10,727,188	0	0	0	17,649,146	0
Arts Council Division	884,125	0	0	0	242,252	0
Capital Programs	1,964,201	1,547,120	0	0	0	8,016,998
Children's Services	5,652,365	0	2,375	0	8,784,252	0
Code Enforcement	4,776,236	8,839,765	52,920	0	0	0
Communications & Digital Media	6,569,343	0	0	0	0	0
Community & Infrastructure Planning	895,000	0	0	0	0	3,376,153
Conservation & Environmental Lands Management	17,757,950	2,067,075	245,486	0	190,929	0
Consumer and Veteran Services	1,951,241	535,188	0	0	0	0
County Administrator	3,465,217	0	0	0	0	0
Customer Service & Support	1,454,139	2,610,020	0	0	0	0
Cyber Security Services Division	1,853,369	0	0	0	0	0
Development Services	0	12,227,320	101,401	0	0	2,468,966
Economic Development	8,226,674	3,128,990	0	3,552,298	388,693	0
Engineering and Operations	9,184,922	16,687,087	0	0	0	71,277,907
Enterprise Program Management Office	2,195,351	0	1,329,871	0	0	536,513
Enterprise Solutions and Quality Assurance	9,742,876	0	1,448,817	0	0	0
Environmental Services Division	0	0	215,600	0	0	0
Extension Service	2,329,989	0	0	0	186,908	0
Facilities Management	43,026,417	550,595	0	0	0	1,231,675
Fire Rescue	2,564,957	232,428,303	313,059	0	4,496,382	0
Fleet Management	0	0	0	0	0	0
Governmental Relations & Strategic Services	3,681,546	0	0	0	0	0
Head Start - Early Head Start	0	0	0	0	54,071,785	0
Health Care Services	392,388	0	213,101,911	0	24,184,292	0
Homeless & Community Services	7,679,135	0	0	0	0	0
Human Resources	7,353,558	0	0	0	203,232	0
Information Technology Department	27,683,210	0	13,635,624	0	0	641
Library Services Department	0	0	188,366	0	0	0
Management & Budget	4,117,388	0	3,778,211	0	4,941,175	0
Medical Examiner	7,981,840	0	0	0	0	0
Minority & Small Business Enterprises	1,815,682	0	0	0	0	0
Parks & Recreation	2,408,430	41,606,971	0	0	0	0
Performance Data & Analytics	5,827,707	4,170,822	7,264,126	0	0	1,477,833
Pet Resources	9,862,894	0	467,500	0	0	0
Procurement Services	4,141,159	0	0	0	0	0
Risk Management & Safety Division	0	0	0	0	0	0
Social Services	7,617,365	0	0	0	8,225,979	0
Solid Waste	0	0	0	0	0	0
Sunshine Line Agency	7,320,197	0	0	0	4,879,595	0
Water Resources	10	137,866	1,000,000	0	0	4
<b>TOTAL COUNTY ADMINISTRATOR</b>	<b>271,360,258</b>	<b>327,742,551</b>	<b>243,145,267</b>	<b>3,552,298</b>	<b>161,746,148</b>	<b>88,386,690</b>

# FY 23 BUDGET SUMMARY BY MAJOR FUND AND DEPARTMENT

INFRA- STRUCTURE SURTAX PROJECTS	OTHER GOVERN- MENTAL FUNDS <sup>3</sup>	WATER RESOURCE SERVICESS	SOLID WASTE RESOURCE RECOVERY	INTERNAL SERVICE	COVID RELIEF FUNDS	TOTAL
\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 3,379,708
0	0	0	0	0	0	884,995
<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,264,703</b>
<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>10,323,795</b>
0	16,500,454	0	0	0	0	89,263,600
0	0	0	0	0	0	28,376,334
0	0	0	0	0	0	1,126,377
0	508,791	0	0	0	0	12,037,110
0	0	0	0	0	0	14,438,992
0	0	0	0	0	0	13,668,921
0	0	132,311	0	0	0	6,701,654
0	0	0	0	0	0	4,271,153
0	375,000	0	0	0	0	20,636,440
0	0	0	0	0	0	2,486,429
0	0	0	0	0	0	3,465,217
0	100,000	0	0	0	0	4,164,159
0	0	0	0	0	0	1,853,369
0	28,795,687	615,864	0	0	0	44,209,238
0	0	0	0	0	0	15,296,655
0	8,119,138	0	0	0	0	105,269,054
0	348,857	770,166	315,398	0	0	5,496,156
0	0	0	0	0	0	11,191,693
0	1,381,242	8,933,076	1,060	0	0	10,530,978
0	96,386	0	0	0	0	2,613,283
0	0	113,121	0	0	0	44,921,808
0	0	0	0	0	0	239,802,701
0	0	0	0	66,658,000	0	66,658,000
0	0	0	0	0	0	3,681,546
0	0	0	0	0	0	54,071,785
0	0	0	0	0	0	237,678,591
0	0	0	0	0	0	7,679,135
0	0	0	0	1,800,656	0	9,357,446
0	600	0	0	0	0	41,320,075
0	53,634,031	0	0	0	0	53,822,397
0	0	0	0	0	0	12,836,774
0	0	0	0	0	0	7,981,840
0	0	0	0	0	0	1,815,682
0	0	0	0	0	0	44,015,401
0	0	85,405	21,351	0	0	18,847,244
0	0	0	0	0	0	10,330,394
0	0	2,078	237	0	0	4,143,474
0	0	0	0	1,961,214	0	1,961,214
0	0	0	0	0	0	15,843,344
0	0	0	176,151,388	0	0	176,151,388
0	0	0	0	0	0	12,199,792
0	204,457	263,631,957	5,410,208	0	0	270,384,502
<b>0</b>	<b>110,064,643</b>	<b>274,283,978</b>	<b>181,899,642</b>	<b>70,419,870</b>	<b>0</b>	<b>1,732,601,345</b>



## FY 23 BUDGET SUMMARY BY MAJOR FUND AND DEPARTMENT

	COUNTYWIDE GENERAL	UNINCORP- ORATED AREA GENERAL	COUNTYWIDE SPECIAL PURPOSE	SALES TAX REVENUE <sup>4</sup>	INTERGOVERN- MENTAL GRANTS	COUNTY TRANSPORT- ATION
<b>Elected Officials</b>						
Clerk of the Circuit Court & Comptroller	23,977,167	0	277,307	0	0	0
Property Appraiser	12,254,711	2,204,456	0	0	0	0
Public Defender	163,694	0	2,312,301	0	0	0
Sheriff's Office	361,965,405	176,808,315	2,949,320	0	0	0
State Attorney - Part I	352,836	0	2,259,216	0	0	0
State Attorney - Part II (Victim Assistance)	2,899,422	0	0	0	0	0
Supervisor of Elections	14,023,357	0	0	0	0	0
Tax Collector	41,981,795	7,525,351	0	413,460	0	204,840
<b>TOTAL ELECTED OFFICIALS</b>	<b>457,618,387</b>	<b>186,538,122</b>	<b>7,798,144</b>	<b>413,460</b>	<b>0</b>	<b>204,840</b>
<b>JUDICIAL BRANCH</b>	<b>3,519,017</b>	<b>0</b>	<b>8,471,243</b>	<b>0</b>	<b>1,820,206</b>	<b>0</b>
<b>BOARDS, COMMISSIONS, &amp; AGENCIES</b>						
Charter Review Board	0	0	0	0	0	0
Environmental Protection Commission	12,755,278	0	2,129,537	0	6,548,969	0
Guardian ad Litem	664,795	0	0	0	0	0
Hillsborough Transportation Planning Organization	0	0	0	0	7,681,202	0
Planning Commission	0	0	0	0	0	0
Soil & Water Conservation District	334,344	0	0	0	0	0
Value Adjustment Board	613,569	0	0	0	0	0
<b>TOTAL BOARDS, COMMISSIONS, AND AGENCIES</b>	<b>14,367,986</b>	<b>0</b>	<b>2,129,537</b>	<b>0</b>	<b>14,230,171</b>	<b>0</b>
<b>NON-DEPARTMENTAL</b>						
Capital Improvement Program <sup>1</sup>	0	0	24,598,833	0	7,638,533	240,971,009
Debt Service Accounts <sup>2</sup>	0	0	0	0	0	0
Governmental Agencies	56,512,932	0	4,217,000	85,555,288	0	2,240,822
Non-Departmental Allotments	59,453,637	8,546,657	4,098,548	0	44,199,563	15,004,000
Nonprofit Organizations	12,913,252	0	0	20,918,080	0	0
<b>TOTAL NON-DEPARTMENTAL</b>	<b>128,879,821</b>	<b>8,546,657</b>	<b>32,914,381</b>	<b>106,473,368</b>	<b>51,838,096</b>	<b>258,215,831</b>
<b>TRANSFERS, RESERVES, &amp; REFUNDS</b>						
Reserves and Refunds	266,859,147	116,903,240	320,413,020	327,623,359	575,055	66,956,857
Interfund Transfers	116,155,462	43,829,343	221,611,344	247,517,019	0	61,344,162
<b>TOTAL TRANSFERS, RESERVES, &amp; REFUNDS</b>	<b>383,014,609</b>	<b>160,732,583</b>	<b>542,024,364</b>	<b>575,140,378</b>	<b>575,055</b>	<b>128,301,019</b>
<b>TOTAL BOCC AND CONSTITUTIONAL OFFICERS</b>	<b>\$ 1,273,348,576</b>	<b>\$ 683,559,913</b>	<b>\$ 836,482,936</b>	<b>\$ 685,579,504</b>	<b>\$ 230,209,676</b>	<b>\$ 475,108,380</b>

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

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

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

4. Includes Transportation Surtax.

5. Due to new definitions for Fiduciary and Agency Funds, some funds previously identified as Agency Funds are reported in Water/Wastewater Resources Funds.

# FY 23 BUDGET SUMMARY BY MAJOR FUND AND DEPARTMENT

INFRA- STRUCTURE SURTAX PROJECTS	OTHER GOVERN- MENTAL FUNDS <sup>3</sup>	WATER RESOURCE SERVICES5	SOLID WASTE RESOURCE RECOVERY	INTERNAL SERVICE	COVID RELIEF FUNDS	TOTAL
0	0	0	0	0	0	24,254,474
0	512,941	0	0	0	0	14,972,108
0	0	0	0	0	0	2,475,995
0	0	0	0	0	0	541,723,040
0	0	0	0	0	0	2,612,052
0	0	0	0	0	0	2,899,422
0	0	0	0	0	0	14,023,357
0	3,010,227	215,000	0	0	0	53,350,673
<b>0</b>	<b>3,523,168</b>	<b>215,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>656,311,121</b>
<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>13,810,466</b>
0	0	0	0	0	0	0
0	0	0	0	0	0	21,433,784
0	0	0	0	0	0	664,795
0	25,000	0	0	0	0	7,706,202
0	6,585,206	0	0	0	0	6,585,206
0	0	0	0	0	0	334,344
0	0	0	0	0	0	613,569
<b>0</b>	<b>6,610,206</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>37,337,900</b>
99,239,071	316,298,021	920,032,567	141,496,200	0	169,157,599	1,919,431,833
1,761,846	130,643,254	59,809,484	13,584,021	0	0	205,798,605
0	37,800,200	0	0	0	0	186,326,242
0	0	0	0	146,093,761	85,012,741	362,408,907
0	0	0	0	0	0	33,831,332
<b>101,000,917</b>	<b>484,741,475</b>	<b>979,842,051</b>	<b>155,080,221</b>	<b>146,093,761</b>	<b>254,170,340</b>	<b>2,707,796,919</b>
17,698,711	161,206,897	247,654,364	109,848,744	259,687,716	16,073,090	1,911,500,200
19,548,003	104,761,343	414,029,196	253,055,968	2,950,000	0	1,484,801,840
<b>37,246,714</b>	<b>265,968,240</b>	<b>661,683,560</b>	<b>362,904,712</b>	<b>262,637,716</b>	<b>16,073,090</b>	<b>3,396,302,040</b>
<b>\$ 138,247,631</b>	<b>\$ 870,907,732</b>	<b>\$ 1,916,024,589</b>	<b>\$ 699,884,575</b>	<b>\$ 479,151,347</b>	<b>\$ 270,243,430</b>	<b>\$ 8,558,748,289</b>

## DEPARTMENT BUDGET SUMMARY COMPARISON

	FY20 Actuals	FY21 Actuals	FY22 Adopted	FY23 Recommended
<b>BOARD OF COUNTY COMMISSIONERS</b>				
Board of County Commissioners	\$ 2,904,398	\$ 2,977,751	\$ 3,205,443	\$ 3,379,708
County Internal Audit	684,452	677,485	843,448	884,995
<b>TOTAL BOARD OF COUNTY COMMISSIONERS</b>	<b>3,588,850</b>	<b>3,655,236</b>	<b>4,048,891</b>	<b>4,264,703</b>
<b>COUNTY ATTORNEY</b>	<b>8,777,943</b>	<b>8,727,405</b>	<b>9,842,810</b>	<b>10,323,795</b>
<b>COUNTY ADMINISTRATOR</b>				
Affordable Housing Services	18,743,882	24,176,662	94,324,558	89,263,600
Aging Services	18,743,991	17,849,657	26,581,189	28,376,334
Arts Council	0	0	1,118,318	1,126,377
Capital Programs	1,966,876	9,732,017	11,529,384	12,037,110
Children's Services	9,805,437	8,790,422	13,231,038	14,438,992
Code Enforcement	8,786,146	11,952,278	13,448,552	13,668,921
Communications & Digital Media	5,129,764	5,252,002	6,401,259	6,701,654
Community & Infrastructure Planning	939,451	1,536,816	4,155,012	4,271,153
Conservation & Environmental Lands Management	15,511,491	17,687,922	19,388,645	20,636,440
Consumer and Veteran Services	2,551,029	2,752,990	2,732,641	2,486,429
County Administrator	2,968,825	2,795,786	3,234,347	3,465,217
Customer Service & Support	4,105,452	2,981,275	3,736,409	4,164,159
Cyber Security Services Division	1,755,527	1,370,860	3,148,978	1,853,369
Development Services	31,484,684	35,394,355	42,481,497	44,209,238
Economic Development	6,053,197	5,901,512	14,741,728	15,296,655
Engineering and Operations	90,046,443	87,140,730	97,799,603	105,269,054
Enterprise Program Management Office	4,564,366	4,494,362	4,991,626	5,496,156
Enterprise Solutions and Quality Assurance	6,141,799	7,943,229	9,980,150	11,191,693
Environmental Services Division	5,474,818	6,095,548	10,947,006	10,530,978
Extension Service	1,719,093	1,915,063	2,252,252	2,613,283
Facilities Management	29,746,671	33,561,109	42,459,858	44,921,808
Fire Rescue	178,515,102	194,363,989	214,394,434	239,802,701
Fleet Management	25,695,397	30,655,661	58,472,828	66,658,000
Government Relations & Strategic Services	2,035,130	2,385,715	3,278,636	3,681,546
Head Start - Early Head Start	35,276,964	40,200,427	47,914,244	54,071,785
Health Care Services	132,476,053	127,634,689	233,651,693	237,678,591
Homeless & Community Services	3,496,771	4,714,406	7,565,599	7,679,135
Human Resources	6,635,251	6,191,716	8,728,412	9,357,446
Information Technology Department	30,952,198	33,038,500	36,067,792	41,320,075
Library Services Department	41,129,138	43,606,335	49,970,450	53,822,397
Management & Budget	8,271,424	6,998,750	10,751,706	12,836,774
Medical Examiner	6,355,558	6,491,387	7,061,871	7,981,840
Minority & Small Business Enterprises	0	0	0	1,815,682
Parks & Recreation	30,149,729	34,301,430	39,198,025	44,015,401
Performance Data & Analytics	13,060,982	12,438,631	18,425,863	18,847,244
Pet Resources	10,673,989	8,290,955	9,922,856	10,330,394
Procurement Services	3,270,392	3,654,320	4,143,214	4,143,474
Risk Management & Safety Division	947,856	985,819	1,912,148	1,961,214
Social Services	17,931,787	15,861,660	16,980,690	15,843,344
Solid Waste	92,408,658	116,540,693	150,395,809	176,151,388
Sunshine Line Agency	8,098,220	7,504,274	8,979,565	12,199,792
Water Resources	201,026,723	204,083,023	266,895,268	270,384,502
<b>TOTAL COUNTY ADMINISTRATOR</b>	<b>1,114,646,267</b>	<b>1,189,266,971</b>	<b>1,623,395,153</b>	<b>1,732,601,345</b>

# DEPARTMENT BUDGET SUMMARY COMPARISON

	FY20 Actuals	FY21 Actuals	FY22 Adopted	FY23 Recommended
<b>ELECTED OFFICIALS</b>				
Clerk of the Circuit Court & Comptroller	23,371,523	25,375,185	24,254,474	24,254,474
Property Appraiser	13,038,114	13,114,232	14,701,311	14,972,108
Public Defender	1,488,691	1,050,361	1,849,914	2,475,995
Sheriff's Office	463,531,660	479,929,123	501,823,160	541,723,040
State Attorney - Part I	2,672,011	2,432,593	2,652,765	2,612,052
State Attorney - Part II (Victim Assistance)	2,310,243	2,265,060	2,714,460	2,899,422
Supervisor of Elections	13,195,749	12,822,051	13,957,472	14,023,357
Tax Collector	32,274,454	34,709,897	40,881,746	53,350,673
<b>TOTAL ELECTED OFFICIALS</b>	<b>551,882,445</b>	<b>571,698,503</b>	<b>602,835,302</b>	<b>656,311,121</b>
<b>JUDICIAL BRANCH</b>	<b>11,052,762</b>	<b>11,072,075</b>	<b>13,078,150</b>	<b>13,810,466</b>
<b>BOARDS, COMMISSIONS, &amp; AGENCIES</b>				
Charter Review Board	43	0	0	0
Environmental Protection Commission	16,182,533	16,944,467	19,892,713	21,433,784
Guardian ad Litem	425,352	480,732	658,525	664,795
Hillsborough Transportation Planning Organization	2,310,865	2,423,100	6,764,081	7,706,202
Planning Commission	5,442,494	5,447,541	5,990,709	6,585,206
Soil & Water Conservation District	181,428	164,721	300,176	334,344
Value Adjustment Board	713,529	687,476	603,132	613,569
<b>TOTAL BOARDS, COMMISSIONS, AND AGENCIES</b>	<b>25,256,244</b>	<b>26,148,037</b>	<b>34,209,336</b>	<b>37,337,900</b>
<b>NON-DEPARTMENTAL</b>				
Capital Improvement Program <sup>1</sup>	323,973,796	384,371,293	1,157,072,660	1,919,431,833
Debt Service Accounts <sup>2</sup>	259,120,293	291,720,964	143,894,199	205,798,605
Governmental Agencies	140,388,133	170,292,441	159,847,170	186,326,242
Non-Departmental Allotments	220,755,332	395,864,151	397,206,403	362,408,907
Nonprofit Organizations	26,027,519	27,817,516	37,879,549	33,831,332
<b>TOTAL NON-DEPARTMENTAL</b>	<b>970,265,074</b>	<b>1,270,066,365</b>	<b>1,895,899,981</b>	<b>2,707,796,919</b>
<b>TRANSFERS, RESERVES, &amp; REFUNDS</b>				
Reserves and Refunds <sup>3</sup>	228,397	119,850	1,901,933,679	1,911,500,200
Interfund Transfers	1,228,325,937	1,447,983,000	1,397,431,013	1,484,801,840
<b>TOTAL TRANSFERS, RESERVES, &amp; REFUNDS</b>	<b>1,228,554,334</b>	<b>1,448,102,850</b>	<b>3,299,364,692</b>	<b>3,396,302,040</b>
<b>TOTAL BOARD OF COUNTY COMMISSIONERS AND CONSTITUTIONAL OFFICERS</b>	<b>\$ 3,914,023,919</b>	<b>\$ 4,528,737,442</b>	<b>\$ 7,482,674,315</b>	<b>\$ 8,558,748,289</b>

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

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

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

## BUDGET SOURCES AND USES OF FUNDS

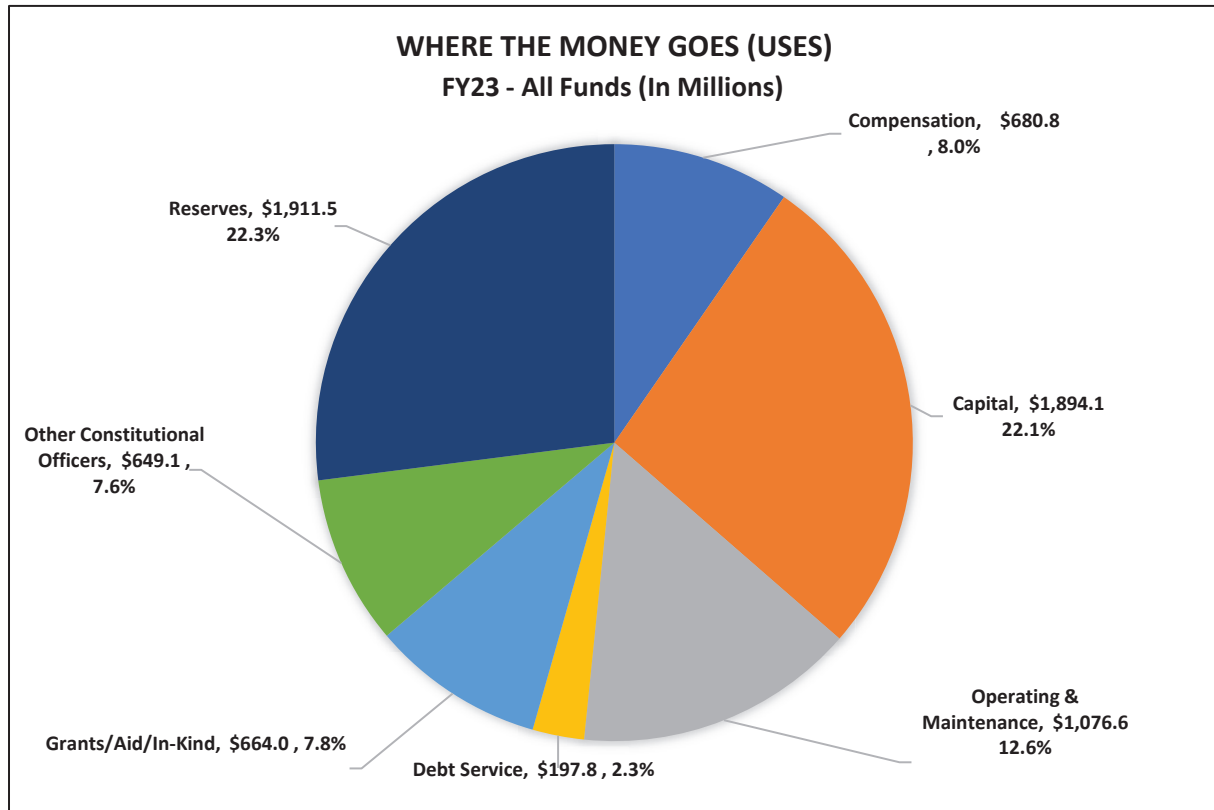
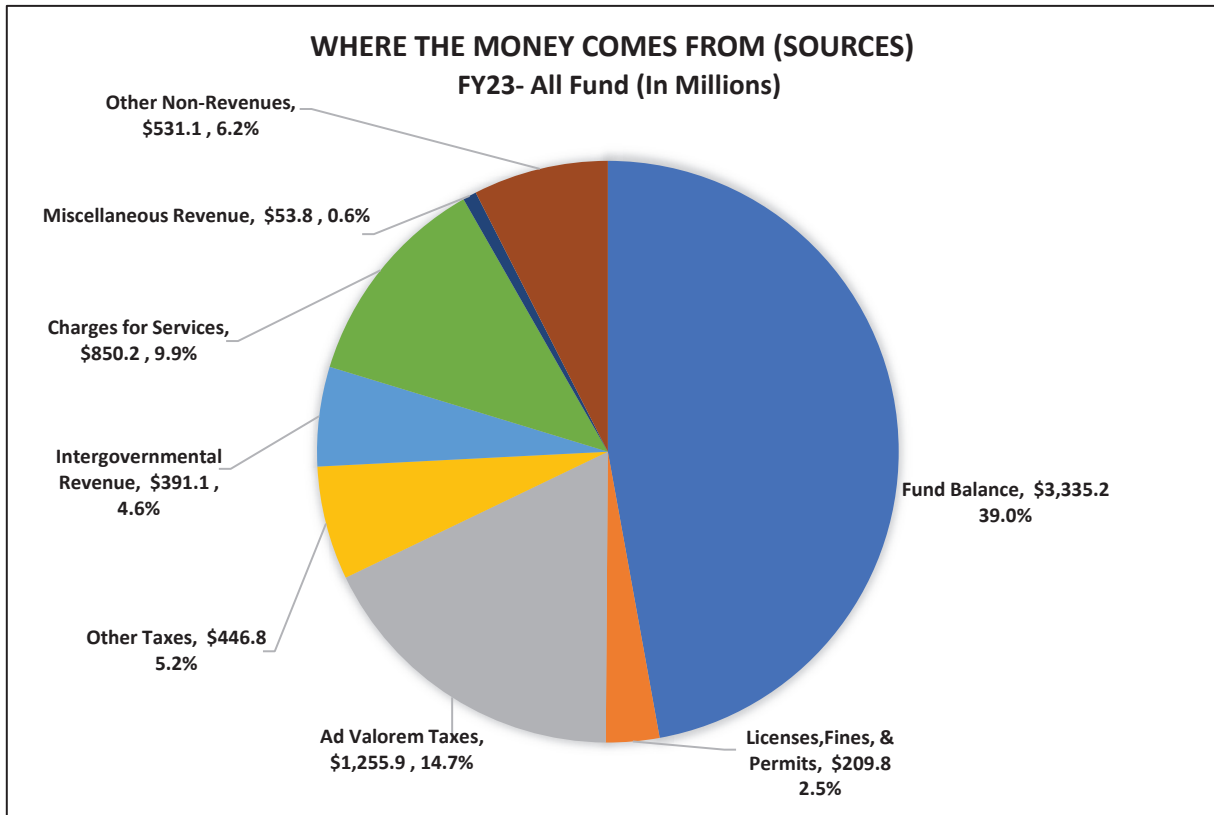
SOURCES	FY20 Actuals	FY 21 Actuals	FY 22 Adopted	FY 23 Recommended
Fund Balance Beginning of Year	\$ 2,950.1	\$ 3,488.2	\$ 3,062.2	\$ 3,335.2
Revenue:				
Ad Valorem Taxes	895.1	973.8	1,104.2	1,255.9
Other Taxes	432.4	416.9	387.5	446.8
Licenses and Permits	143.1	184.5	181.7	202.8
Intergovernmental Revenue	346.7	704.1	551.4	391.1
Charges for Services	666.6	732.2	786.6	850.2
Fines and Forfeits	8.4	7.6	6.9	7.0
Miscellaneous Revenue (Including Interest)	104.3	41.4	50.9	53.8
<b>TOTAL REVENUE</b>	<b>\$ 2,596.6</b>	<b>\$ 3,060.4</b>	<b>\$ 3,069.3</b>	<b>\$ 3,207.7</b>
Interfund Transfers	1,228.3	1,447.9	1,397.4	1,484.8
Other Non-Revenues <sup>1</sup>	221.2	683.6	(46.2)	531.1
<b>TOTAL AVAILABLE</b>	<b>\$ 6,996.2</b>	<b>\$ 8,680.2</b>	<b>\$ 7,482.7</b>	<b>\$ 8,558.7</b>
<b>USES</b>				
Compensation	500.9	543.7	621.8	680.8
Operating & Maintenance	661.0	724.7	979.6	1,076.6
Capital	337.6	402.0	1,194.0	1,894.1
Debt Service <sup>2</sup>	258.2	217.8	142.0	197.8
Grants, Aids, & In-Kind	381.5	625.7	649.6	664.0
Transfers to Constitutional Officers	546.3	566.7	596.4	649.1
Interfund Transfers	1,228.3	1,448.0	1,397.4	1,484.8
Reserves and Refunds	0.2	0.1	1,901.9	1,911.5
<b>TOTAL USES</b>	<b>\$ 3,914.0</b>	<b>\$ 4,528.7</b>	<b>\$ 7,482.7</b>	<b>\$ 8,558.7</b>

Detail may not add to totals because of rounding.

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

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

# BUDGET SOURCES AND USES OF FUNDS



Note: Sources and Uses shown above exclude \$1,484.8 billion in Transfers In and Transfers Out, respectively.

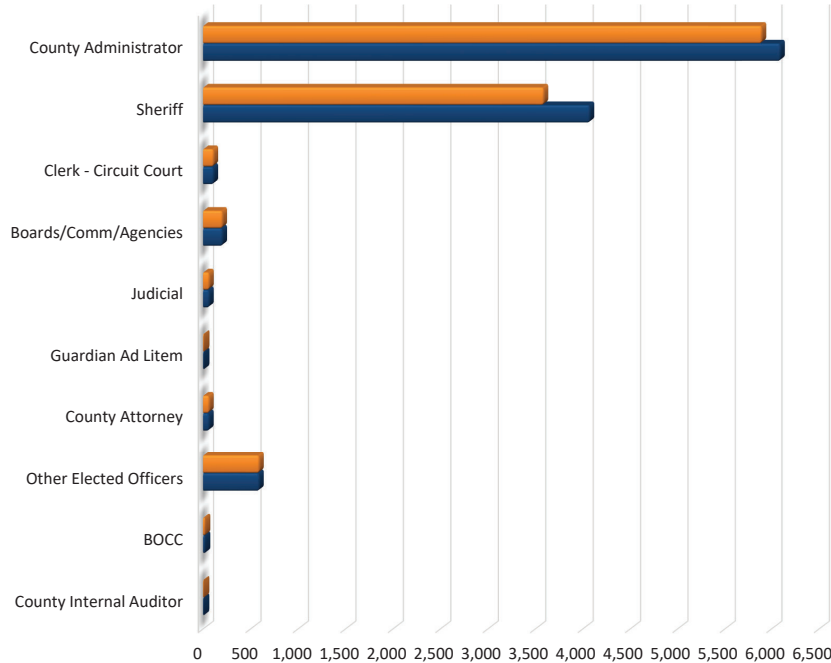
With the exception of Fund Balance, Other Non-Revenues, and Transfers In many of the other revenues are subject to a statutory 5% reduction. Totals may not add up to 100% due to rounding.



## Summary of Funded Full-Time Equivalent Positions and Funded Positions

Organization	FY 19 Adopted	FY 20 Adopted	FY 21 Adopted	FY 22 Adopted	FY 23 Recommended	Changes FY 22 to FY23
<b>County Administrator - Funded FTE</b>	<b>5,214.71</b>	<b>5,511.98</b>	<b>5,708.74</b>	<b>5,782.23</b>	<b>5,896.41</b>	<b>114.18</b>
Funded Positions	5,440	5,749	5,921	5,979	6,092	113.00
<b>Sheriff - Funded FTE</b>	<b>3,675.50</b>	<b>3,767.00</b>	<b>3,649.00</b>	<b>3,649.00</b>	<b>3,587.00</b>	<b>-62.00</b>
Funded Positions	3,833	4,014	4,038	4,038	4,072	34.00
<b>Clerk of the Circuit Court/VAB - Funded FTE</b>	<b>107.00</b>	<b>107.00</b>	<b>107.00</b>	<b>107.00</b>	<b>109.00</b>	<b>2.00</b>
Funded Positions	107	107	107	107	109	2.00
<b>Boards, Commissions, and Agencies - Funded FTE</b>	<b>203.00</b>	<b>200.00</b>	<b>201.00</b>	<b>199.00</b>	<b>202.50</b>	<b>3.50</b>
Funded Positions	203	200	201	200	203	3.00
<b>Judicial - Funded FTE</b>	<b>60.70</b>	<b>61.70</b>	<b>61.70</b>	<b>62.70</b>	<b>62.70</b>	<b>0.00</b>
Funded Positions	61	62	62	63	63	0.00
<b>Guardian Ad Litem - Funded FTE</b>	<b>5.00</b>	<b>7.00</b>	<b>7.00</b>	<b>8.00</b>	<b>8.00</b>	<b>0.00</b>
Funded Positions	5	7	7	8	8	0.00
<b>County Attorney - Funded FTE</b>	<b>59.50</b>	<b>61.50</b>	<b>61.50</b>	<b>62.00</b>	<b>62.00</b>	<b>0.00</b>
Funded Positions	60	62	62	62	62	0.00
<b>Other Elected Officers - Funded FTE</b>	<b>589.60</b>	<b>588.10</b>	<b>588.10</b>	<b>589.10</b>	<b>589.50</b>	<b>0.40</b>
Funded Positions	596	589	589	590	590	0.00
<b>Board of County Commissioners - Funded FTE</b>	<b>21.00</b>	<b>21.00</b>	<b>21.00</b>	<b>21.00</b>	<b>21.00</b>	<b>0.00</b>
Funded Positions	21	21	21	21	21	0.00
<b>County Internal Auditor - Funded FTE</b>	<b>4.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>0.00</b>
Funded Positions	4	5	5	5	5	0.00
<b>Total Funded FTE's</b>	<b>9,940.01</b>	<b>10,330.28</b>	<b>10,410.04</b>	<b>10,485.03</b>	<b>10,543.11</b>	<b>58.08</b>
<b>Total Funded Positions</b>	<b>10,330.00</b>	<b>10,816.00</b>	<b>11,013.00</b>	<b>11,073.00</b>	<b>11,225.00</b>	<b>152.00</b>

### FY 23 FTE AND POSITIONS



For purposes of comparison, a 10 hour per week position counts as one funded position, but only as 0.25 of a FTE position.

■ FTE ■ Positions

# Budget by Program

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

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

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

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

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

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

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

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

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

For example, to increase the allocation to economic environment and housing in the **All Funds – FY 23** chart by one percentage point would require an added \$42.2 million increase in funding. A \$42.2 million shift to economic environment and housing in the **Unincorporated Area General Fund** would require an 8.62 percentage point shift in priorities from one or more other program areas because each percentage point shift in that fund equals only \$4.9 million.

# Program Descriptions

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

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

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

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

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

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

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

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

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

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

# Program Descriptions

- **Housing and Urban Development** – expenditures related to the provision of public housing and other urban development projects. These costs include affordable housing, Section 8 housing, and Community Development Block Grant fund expenditures.
- **Other Economic Environment** – all other costs primarily related to the economic environment not already provided for above. These costs include the impact fee waiver program implemented to encourage development in targeted areas of the County, and grants to non-profit agencies providing tourism or economic development related services.

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

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

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

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

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

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

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

# Program Descriptions

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

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

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

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

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

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

## BUDGET BY PROGRAM ALL FUNDS

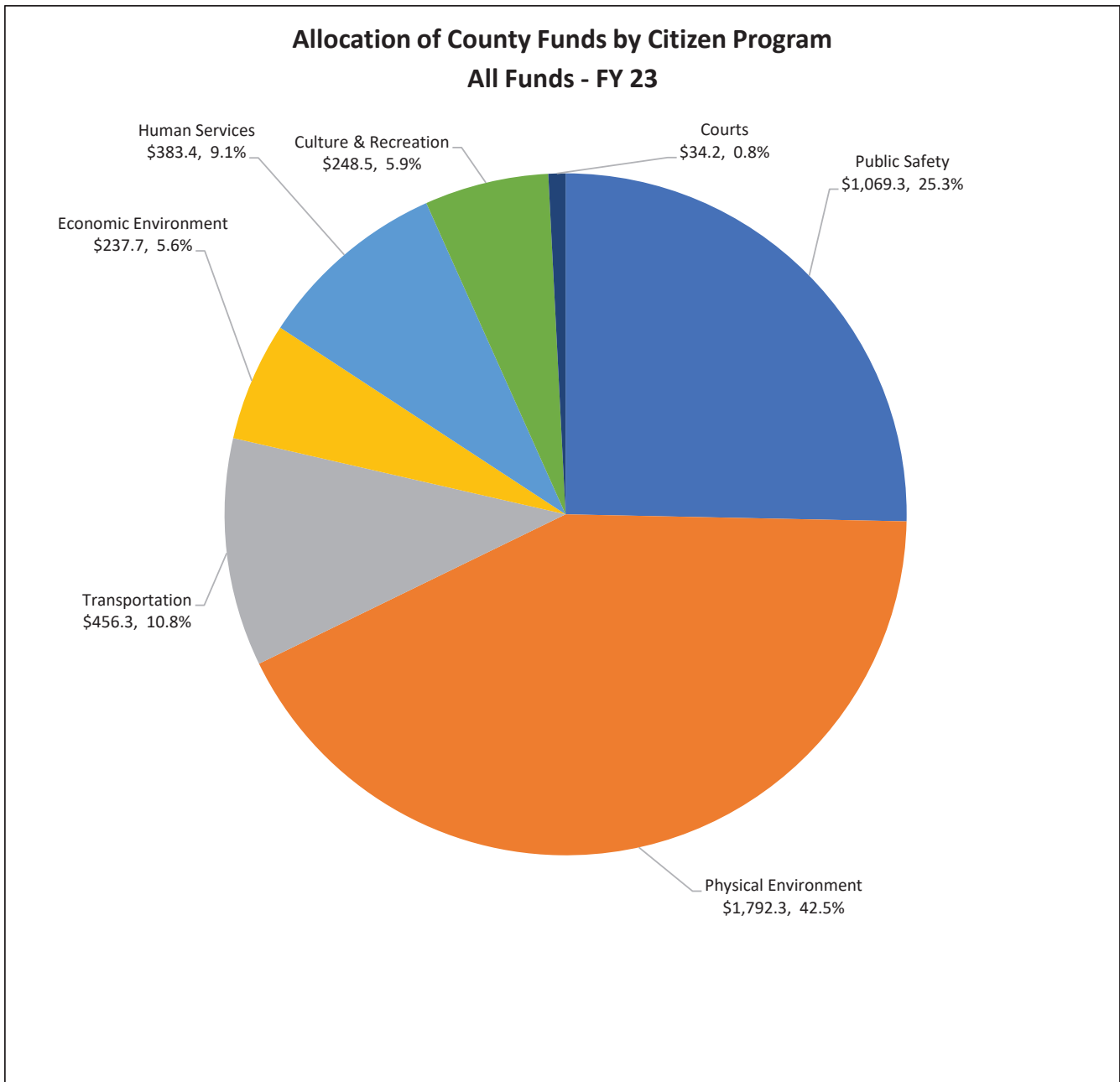
Program	FY20 Actuals	FY21 Actuals	FY22 Adopted	FY23 Recommended
<b>Public Safety</b>				
Law Enforcement	\$ 276,848,269	\$ 297,172,192	\$ 308,952,413	\$ 336,713,483
Fire Control	142,501,601	157,730,071	190,293,386	245,350,849
Ambulance and Rescue	37,744,105	40,452,866	36,620,737	36,546,654
Detention/Corrections	191,012,488	187,192,680	196,820,709	219,461,527
Public Safety Protective Inspections	34,872,378	36,888,203	42,539,329	43,425,082
Emergency & Disaster Relief Services	91,098,491	265,997,899	217,611,114	135,514,720
Medical Examiner	6,371,371	6,492,469	7,071,371	7,996,340
Consumer Affairs	974,869	1,012,352	1,034,530	1,142,064
Other Public Safety	18,103,395	16,847,277	30,425,489	43,196,983
	<b>799,526,969</b>	<b>1,009,786,009</b>	<b>1,031,369,078</b>	<b>1,069,347,702</b>
<b>Physical Environment</b>				
Conservation & Resource Management	36,809,124	24,971,860	59,352,984	108,365,903
Flood Control	37,763,100	41,986,466	65,337,157	97,769,424
Physical Environment/Solid Waste	102,570,114	130,844,787	203,525,656	324,152,109
Sewer/Wastewater Services	3,945	1,948	1,443,469	186,800
Water Utility Services	2,900	45	327,577	327,577
Water/Sewer Combination Services	269,253,142	357,952,850	701,496,941	1,260,416,912
Other Physical Environment	152,150	861,844	1,265,501	1,110,360
	<b>446,554,476</b>	<b>556,619,800</b>	<b>1,032,749,285</b>	<b>1,792,329,085</b>
<b>Transportation</b>				
Road & Street Facilities	185,078,093	237,178,347	442,899,219	436,178,900
Transport Transit Systems	390,853	477,412	3,843,072	18,936,211
Other Transportation	1,037,395	394,530	1,870,577	1,233,093
	<b>186,506,341</b>	<b>238,050,289</b>	<b>448,612,868</b>	<b>456,348,204</b>
<b>Economic Environment</b>				
Employment Opportunity & Development	299,120	365,913	1,250,000	1,250,000
Industry Development	59,156,983	45,312,756	119,923,275	139,291,086
Veterans Services	1,306,808	1,431,613	541,146	1,108,695
Housing & Urban Development	18,540,412	16,883,510	95,341,454	90,663,600
Other Economic Environment	3,066,602	3,170,219	7,553,496	5,428,661
	<b>82,369,925</b>	<b>67,164,011</b>	<b>224,609,371</b>	<b>237,742,042</b>
<b>Human Services</b>				
Health	138,695,215	124,878,706	192,434,366	196,739,861
Mental Health	9,468,538	10,311,958	36,201,056	36,061,056
Human Services Public Assistance	11,583,851	8,597,080	10,291,557	14,539,160
Other Human Services	84,981,078	87,806,406	123,966,388	136,108,211
	<b>244,728,682</b>	<b>231,594,150</b>	<b>362,893,367</b>	<b>383,448,288</b>
<b>Culture/Recreation</b>				
Libraries	53,343,469	51,369,476	84,949,746	95,565,431
Parks & Recreation	58,183,737	55,676,440	133,047,252	133,604,902
Cultural Services	2,038,898	24,512,130	4,238,514	3,230,586
Special Recreation Facilities	1,882,379	2,996,015	4,249,812	4,483,617
Other Culture/Recreation	4,367,437	2,327,655	8,324,431	11,618,708
	<b>119,815,920</b>	<b>136,881,716</b>	<b>234,809,755</b>	<b>248,503,244</b>
<b>Courts</b>				
Court Related Services	21,452,786	23,229,975	23,184,055	34,166,036
	<b>21,452,786</b>	<b>23,229,975</b>	<b>23,184,055</b>	<b>34,166,036</b>
<b>Total Citizen Programs</b>	<b>\$ 1,900,955,099</b>	<b>\$ 2,263,325,950</b>	<b>\$ 3,358,227,779</b>	<b>\$ 4,221,884,601</b>



## BUDGET BY PROGRAM ALL FUNDS

Program	FY20 Actuals	FY21 Actuals	FY22 Adopted	FY23 Recommended
<b>General Government Services</b>				
Legislative	3,111,854	3,080,338	3,563,462	3,742,727
Executive	3,504,151	3,285,633	4,961,547	4,820,717
Financial & Administrative	211,047,808	237,474,685	275,113,472	360,261,242
Legal Counsel	9,154,219	9,109,581	10,472,810	10,953,795
Comprehensive Planning	19,576,608	21,298,288	28,707,658	31,699,321
Debt Service	258,987,244	217,782,925	142,094,226	171,815,958
Other General Government	279,132,602	325,277,193	360,168,669	357,267,888
	<b>784,514,486</b>	<b>817,308,643</b>	<b>825,081,844</b>	<b>940,561,648</b>
<b>Non-Expenditure Disbursements</b>				
Transfers	1,228,325,937	1,447,983,000	1,397,431,013	1,484,801,840
Reserves & Refunds	228,397	119,850	1,901,933,679	1,911,500,200
	<b>1,228,554,334</b>	<b>1,448,102,850</b>	<b>3,299,364,692</b>	<b>3,396,302,040</b>
<b>Grand Total</b>	<b>\$ 3,914,023,919</b>	<b>\$ 4,528,737,443</b>	<b>\$ 7,482,674,315</b>	<b>\$ 8,558,748,289</b>

# BUDGET BY PROGRAM ALL FUNDS



**Each 1% equals \$42.2 million  
Total funding equals \$4.22 billion**

Programs include the following:

**Courts** - Defense, Prosecution, Records, Court Services

**Culture & Recreation** - Parks & Recreation, Cultural Services, Libraries

**Economic Environment** - Employment, Industry Development, Veteran Services, Housing, Redevelopment

**Human Services** - Health, Public Assistance, Social Services

**Physical Environment**- Water, Wastewater, Solid Waste, Stormwater, Land Conservation, Environmental Protection

**Public Safety**- Law Enforcement, Detention, Fire Control, Ambulance & Rescue, Medical Examiner, Consumer Affairs Disaster Relief

**Transportation**- Surface Transportation, Transit

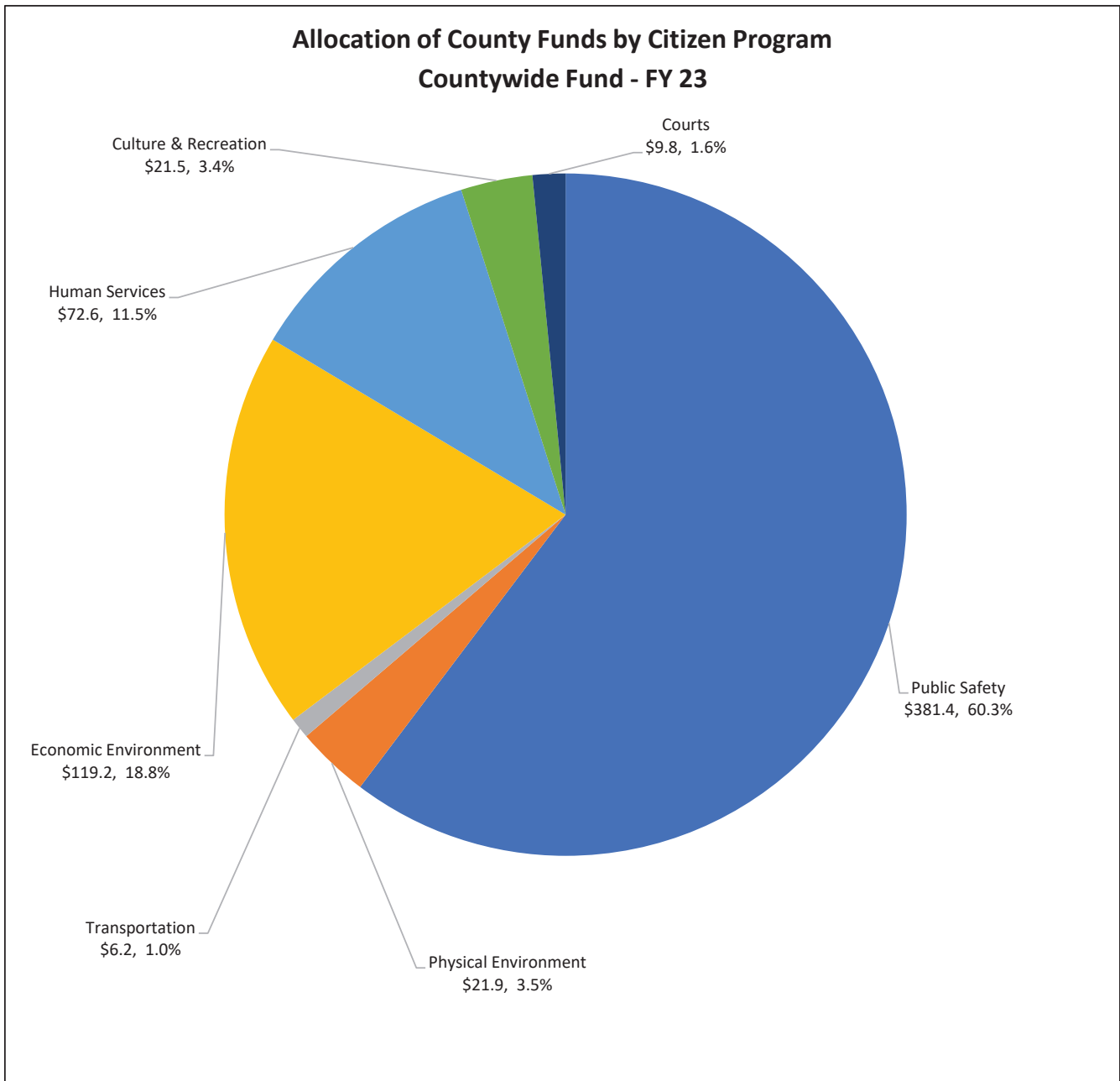
## BUDGET BY PROGRAM COUNTYWIDE FUNDS

Program	FY20 Actuals	FY21 Actuals	FY22 Adopted	FY23 Recommended
<b>Public Safety</b>				
Law Enforcement	\$ 127,371,886	\$ 141,568,897	\$ 145,639,434	\$ 157,529,969
Fire Control	60,048	68,491	36,109	36,109
Ambulance and Rescue	40	1,348	0	0
Detention/Corrections	186,082,505	182,620,345	192,403,530	204,492,725
Public Safety Protective Inspections	2,778,120	2,773,788	2,855,611	3,283,797
Emergency & Disaster Relief Services	1,625,763	1,808,054	4,370,591	4,126,087
Medical Examiner	6,358,471	6,491,420	7,071,371	7,996,340
Consumer Affairs	636,880	677,560	894,084	997,156
Other Public Safety	1,912,747	2,187,963	2,969,383	2,966,930
	<b>326,826,460</b>	<b>338,197,866</b>	<b>356,240,113</b>	<b>381,429,113</b>
<b>Physical Environment</b>				
Conservation & Resource Management	16,108,122	18,072,743	19,271,143	21,329,652
Flood Control	90,827	92,027	483,537	488,695
Physical Environment/Solid Waste	10,727	8,807	0	8,000
Sewer/Wastewater Services	1,000	0	0	0
Water/Sewer Combination Services	9,176	5,019	50,000	50,000
Other Physical Environment	0	5,424	5,000	5,000
	<b>16,219,853</b>	<b>18,184,020</b>	<b>19,809,680</b>	<b>21,881,347</b>
<b>Transportation</b>				
Road & Street Facilities	250,563	239,560	2,121,616	2,325,147
Transport Transit Systems	186,317	408,691	2,859,000	3,275,301
Other Transportation	613,005	349,950	550,418	600,206
	<b>1,049,885</b>	<b>998,201</b>	<b>5,531,034</b>	<b>6,200,654</b>
<b>Economic Environment</b>				
Employment Opportunity & Development	299,120	365,014	1,250,000	1,250,000
Industry Development	17,655,548	21,523,348	71,142,988	72,267,580
Veterans Services	1,306,808	1,431,613	541,146	1,108,695
Housing & Urban Development	1,190,908	2,425,698	34,220,817	39,656,189
Other Economic Environment	2,826,516	2,731,701	7,051,088	4,926,088
	<b>23,278,900</b>	<b>28,477,372</b>	<b>114,206,039</b>	<b>119,208,552</b>
<b>Human Services</b>				
Health	14,515,688	15,554,159	18,470,170	20,341,814
Mental Health	106,520	189,053	120,000	120,000
Human Services Public Assistance	4,623,326	5,879,369	9,090,196	9,634,874
Other Human Services	34,327,782	32,758,717	46,042,360	42,511,093
	<b>53,573,316</b>	<b>54,381,297</b>	<b>73,722,726</b>	<b>72,607,781</b>
<b>Culture/Recreation</b>				
Libraries	418,640	384,255	0	283,000
Parks & Recreation	10,518,227	11,352,252	12,779,566	14,187,449
Cultural Services	99,312	135,743	495,194	368,400
Special Recreation Facilities	1,530,593	2,644,472	3,899,812	4,133,617
Other Culture/Recreation	1,504,163	1,154,713	1,825,642	2,527,445
	<b>14,070,935</b>	<b>15,671,434</b>	<b>19,000,214</b>	<b>21,499,911</b>
<b>Courts</b>				
Court Related Services	7,975,192	8,094,496	7,838,673	9,830,635
	<b>7,975,192</b>	<b>8,094,496</b>	<b>7,838,673</b>	<b>9,830,635</b>
<b>Total Citizen Programs</b>	<b>\$ 442,994,540</b>	<b>\$ 464,004,688</b>	<b>\$ 596,348,479</b>	<b>\$ 632,657,993</b>

## BUDGET BY PROGRAM COUNTYWIDE FUNDS

Program	FY20 Actuals	FY21 Actuals	FY22 Adopted	FY23 Recommended
<b>General Government Services</b>				
Legislative	3,111,854	3,080,338	3,563,462	3,742,727
Executive	3,504,151	3,285,354	4,589,847	4,820,717
Financial & Administrative	117,438,402	123,593,127	142,569,054	177,923,952
Legal Counsel	9,134,961	9,109,581	10,472,810	10,953,795
Comprehensive Planning	454,057	506,712	479,000	479,000
Other General Government	36,963,896	41,481,106	57,018,778	59,755,783
	<b>170,607,320</b>	<b>181,056,217</b>	<b>218,692,951</b>	<b>257,675,974</b>
<b>Non-Expenditure Disbursements</b>				
Transfers	85,930,821	96,140,753	99,591,005	116,155,462
Reserves & Refunds	30	4,216	234,673,247	266,859,147
	<b>85,930,851</b>	<b>96,144,969</b>	<b>334,264,252</b>	<b>383,014,609</b>
<b>Grand Total</b>	<b>\$ 699,532,710</b>	<b>\$ 741,205,874</b>	<b>\$ 1,149,305,682</b>	<b>\$ 1,273,348,576</b>

# BUDGET BY PROGRAM COUNTYWIDE FUND



**Each 1% equals \$6.3 million  
Total funding equals \$632.68 million**

Programs include the following:

**Courts** - Defense, Prosecution, Records, Court Services

**Culture & Recreation** - Parks & Recreation, Cultural Services, Libraries

**Economic Environment** - Employment, Industry Development, Veteran Services, Housing, Redevelopment (**cities**)

**Human Services** - Health, Public Assistance, Social Services

**Physical Environment**- Stormwater, Land Conservation, Environmental Protection

**Public Safety**- Law Enforcement, Detention, Medical Examiner, Consumer Affairs Disaster Relief

**Transportation**- Surface Transportation, Transit

## BUDGET BY PROGRAM UNICORPORATED AREA FUNDS

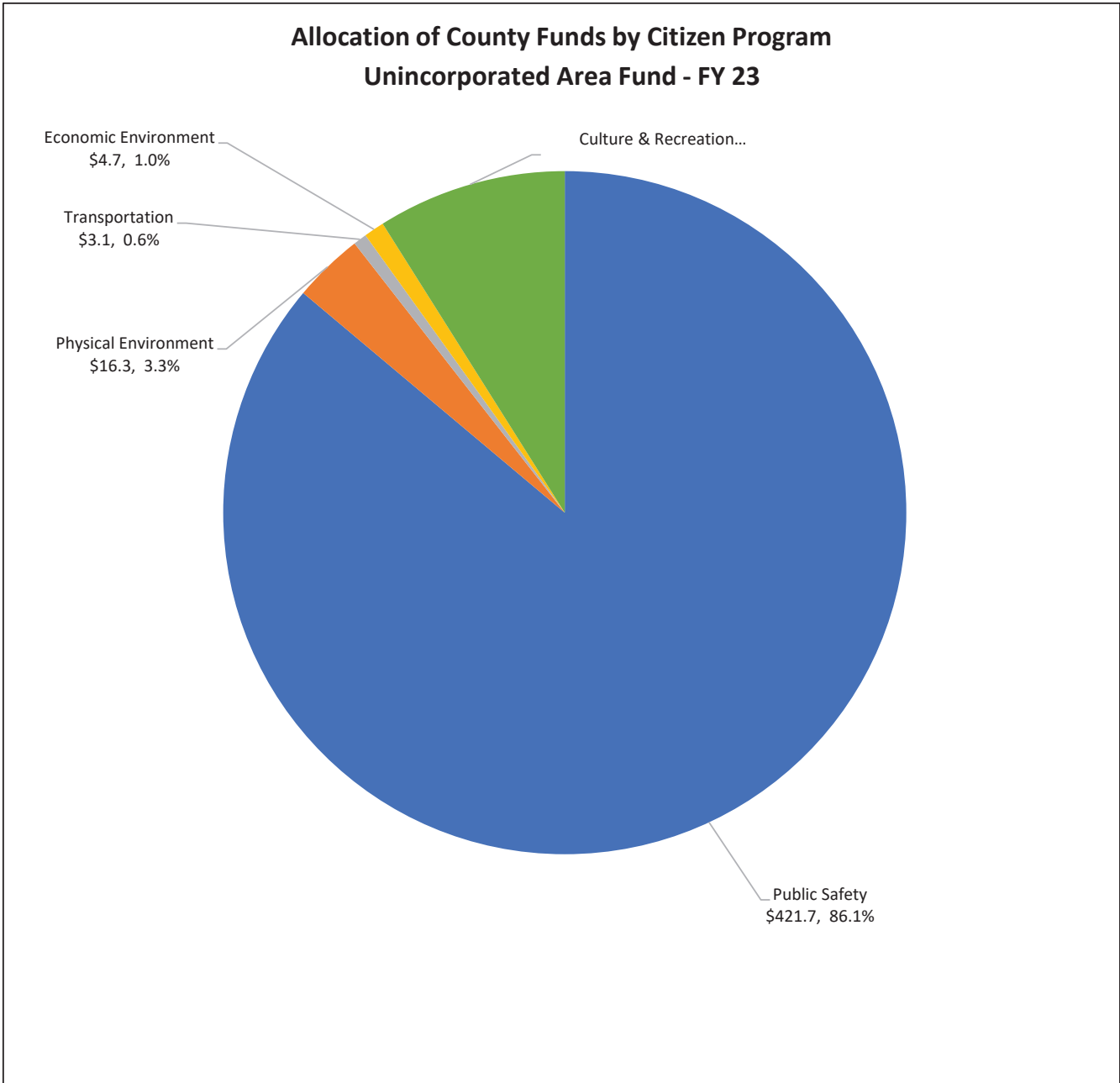
Program	FY20 Actuals	FY21 Actuals	FY22 Adopted	FY23 Recommended
<b>Public Safety</b>				
Law Enforcement	\$ 147,047,338	\$ 153,253,278	\$ 161,127,966	\$ 176,882,860
Fire Control	133,048,911	149,625,608	162,277,628	173,284,263
Ambulance and Rescue	37,241,376	38,200,298	36,620,737	36,546,654
Public Safety Protective Inspections	9,726,542	10,178,359	9,852,918	10,854,732
Emergency & Disaster Relief Services	269,784	249,946	1,465,566	507,791
Medical Examiner	(100)	1,049	0	0
Consumer Affairs	760	83,357	91,166	91,988
Other Public Safety	3,048,759	3,191,149	12,226,060	23,562,703
	<b>330,383,370</b>	<b>354,783,045</b>	<b>383,662,041</b>	<b>421,730,991</b>
<b>Physical Environment</b>				
Conservation & Resource Management	0	7,046	200,000	200,000
Flood Control	9,788,989	9,671,289	13,732,436	14,923,977
Physical Environment/Solid Waste	0	0	0	24,000
Water/Sewer Combination Services	61,821	100,141	100,319	202,673
Other Physical Environment	2,150	706,420	1,110,501	955,360
	<b>9,852,960</b>	<b>10,484,896</b>	<b>15,143,256</b>	<b>16,306,010</b>
<b>Transportation</b>				
Road & Street Facilities	3,348,104	3,138,696	2,996,972	3,110,041
	<b>3,348,104</b>	<b>3,138,696</b>	<b>2,996,972</b>	<b>3,110,041</b>
<b>Economic Environment</b>				
Employment Opportunity & Development	0	899	0	0
Industry Development	941,870	879,720	1,137,315	3,026,417
Housing & Urban Development	852,096	910,639	1,147,204	1,205,429
Other Economic Environment	240,086	438,519	502,408	502,573
	<b>2,034,052</b>	<b>2,229,776</b>	<b>2,786,927</b>	<b>4,734,419</b>
<b>Human Services</b>				
Health	30,406	0	0	0
Human Services Public Assistance	0	-824	0	0
Other Human Services	600,000	530,723	700,000	0
	<b>630,406</b>	<b>529,900</b>	<b>700,000</b>	<b>0</b>
<b>Culture/Recreation</b>				
Libraries	0	-50	0	0
Parks & Recreation	30,574,846	34,847,561	39,577,890	43,598,541
Cultural Services	90,000	90,000	200,000	200,000
Special Recreation Facilities	1,786	1,543	0	0
Other Culture/Recreation	0	2,452	25,000	25,000
	<b>30,666,632</b>	<b>34,941,505</b>	<b>39,802,890</b>	<b>43,823,541</b>
<b>Courts</b>				
Court Related Services	559	495	3,000	3,000
	<b>559</b>	<b>495</b>	<b>3,000</b>	<b>3,000</b>
<b>Total Citizen Programs</b>	<b>\$ 376,916,083</b>	<b>\$ 406,108,312</b>	<b>\$ 445,095,086</b>	<b>\$ 489,708,002</b>



## BUDGET BY PROGRAM UNICORPORATED AREA FUNDS

Program	FY20 Actuals	FY21 Actuals	FY22 Adopted	FY23 Recommended
<b>General Government Services</b>				
Financial & Administrative	7,417,352	7,878,805	9,253,781	14,691,091
Legal Counsel	19,258	0	0	0
Comprehensive Planning	8,915,907	9,878,587	11,857,994	12,323,879
Other General Government	4,352,492	4,729,748	6,757,170	6,104,358
	<b>20,705,009</b>	<b>22,487,140</b>	<b>27,868,945</b>	<b>33,119,328</b>
<b>Non-Expenditure Disbursements</b>				
Transfers	39,680,411	26,977,252	43,257,162	43,829,343
Reserves & Refunds	12,188	45,822	99,428,186	116,903,240
	<b>39,692,599</b>	<b>27,023,074</b>	<b>142,685,348</b>	<b>160,732,583</b>
<b>Grand Total</b>	<b>\$ 437,313,691</b>	<b>\$ 455,618,527</b>	<b>\$ 615,649,379</b>	<b>\$ 683,559,913</b>

# BUDGET BY PROGRAM UNINCORPORATED AREA FUND



**Each 1% equals \$4.9 million**  
**Total funding equals \$489.72 million**

- Programs include the following:
- Culture & Recreation** - Parks & Recreation, Cultural Services
  - Economic Environment** - Industry Development, Housing
  - Physical Environment**- Stormwater
  - Public Safety**- Law Enforcement, Fire Control, Ambulance & Rescue
  - Transportation**- Surface Transportation, Transit

# Capital Improvement Program Budget

## Sources and Uses of Funds

(in Millions of \$)

<b>SOURCES <sup>(1)</sup></b>	<b>FY 20 Actuals <sup>(1)</sup></b>	<b>FY 21 Actuals <sup>(1)</sup></b>	<b>FY 22 Adopted</b>	<b>FY 23 Recommended</b>
ARP Funds	\$0.0	\$0.0	\$35.0	\$169.2
Boat Fees	1.1	0.0	0.3	0.6
Community Invest. Tax	14.5	8.9	51.9	99.2
Enterprise Fees	74.6	78.2	245.7	321.4
Financing	109.1	180.6	419.4	896.0
Gas Taxes	13.8	9.4	12.1	15.6
General Revenues	54.1	28.1	161.3	163.7
Grants & County Match	2.9	24.6	27.7	13.8
Impact Fees	8.4	5.4	29.8	32.6
Library Fund	12.0	7.8	34.5	41.0
Mobility Fees	2.4	4.6	61.3	84.4
Other	10.1	14.7	38.7	31.0
Stormwater Fees	21.0	22.2	39.1	50.9
<b>TOTAL SOURCES</b>	<b>\$324.0</b>	<b>\$384.4</b>	<b>\$1,157.1</b>	<b>\$1,919.4</b>

<b>USES</b>	<b>FY 20 Actuals</b>	<b>FY 21 Actuals</b>	<b>FY 22 Adopted</b>	<b>FY 23 Recommended</b>
Fire	\$7.8	\$7.9	\$27.6	\$68.1
Government Facilities	64.8	56.1	104.0	108.8
Libraries	12.1	7.7	34.6	41.1
Parks	33.4	34.6	111.4	153.5
Solid Waste	5.6	10.2	47.1	141.5
Stormwater	23.7	25.7	46.7	77.4
Transportation	110.3	159.4	353.5	342.1
Water & Wastewater	66.2	82.7	432.2	986.9
<b>TOTAL USES</b>	<b>\$324.0</b>	<b>\$384.4</b>	<b>\$1,157.1</b>	<b>\$1,919.4</b>

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

# Debt Service Budget Summary

(Millions)	FY 20 Actual	FY 21 Actual	FY 22 Adopted	FY 23 Recommended
<b>DEBT SERVICE BUDGET</b>				
Principal	\$ 62.2	\$ 58.2	\$ 68.0	\$ 82.3
Interest Payments, except capitalized <sup>1</sup>	48.4	44.2	53.5	68.1
<b>Total Principal &amp; Interest</b>	<b>110.6</b>	<b>102.5</b>	<b>121.5</b>	<b>150.4</b>
Debt Administration Expenses <sup>2</sup>	1.1	1.3	1.7	2.8
Principal Payment Defeased Debt <sup>3</sup>	110.3	21.7	0.0	0.0
Redemption of Debt	0.0	0.0	0.0	0.0
Redemption of Short term Loans	36.2	92.3	18.8	44.7
Interfund Short term Loans				
Sub Total	<b>\$ 258.2</b>	<b>\$ 217.8</b>	<b>\$ 142.0</b>	<b>\$ 197.8</b>
Other Debt Services Costs and Fees <sup>4</sup>	1.0	5.4	1.9	8.0
<b>Net Debt Service Funding</b> <i>(not including Commercial Paper rollovers)</i>	<b>\$ 259.1</b>	<b>\$ 223.2</b>	<b>\$ 143.9</b>	<b>\$ 205.8</b>
<b>COUNTY DEBT OUTSTANDING BY TYPE:</b> <i>(As of Fiscal Year End) <sup>5</sup></i>				
General Obligation Debt	\$ 106.8	\$ 103.7	\$ 100.5	\$ 129.1
Self-Supporting Debt <sup>1</sup>	411.3	620.2	567.3	1,092.0
Non Self-Supporting Debt	637.7	769.0	735.6	614.5
<b>TOTAL COUNTY DEBT OUTSTANDING</b> <i>(As of Fiscal Year End)</i>	<b>\$ 1,155.7</b>	<b>\$ 1,493.0</b>	<b>\$ 1,403.5</b>	<b>\$ 1,835.6</b>
Notes:				
1 Amounts shown include Special Assessment debt but do not include County contributions to the Tampa Sports Authority for debt service on the outstanding bonds of the Authority.				
2 Includes fees paid for trustees, paying agent and registrar services, remarketing and Letter of Credit fees.				
3 The principal amount of outstanding bonds placed in irrevocable escrow for payment when due or callable. Does not include principal payments made from Commercial Paper rollover notes which are shown separately below.				
4 Includes debt issuance costs, tax liability consultant services and assessment collection services. Under Florida Uniform Accounting Standards (UAS), these costs are not classified as debt service, but as operating costs. They are shown here to provide full disclosure of all debt related costs				
5 FY2022-FY2023 includes Actual/Projected new Bond issuances and refinancings completed in FY2022, but excluded from the FY2022 Budget adopted on September 23, 2021.				

# Major County Revenues

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

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

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

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

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

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

Estimates of revenues are gathered from a variety of sources, including professional organization forecasts, state forecasts, and federal forecasts. Operating departments, agencies, and Constitutional Officers provide estimates of revenue from program related fees (charges for services), state and federal grants, licenses and permits, fines, and assessments. Their forecasts are based on past trends, current conditions, and forecasts of future conditions.

In preparing the FY 23 budget, staff noted a small range among revenue forecast results from the various forecasting methods and consequently used the average of the various forecasts, after dropping the high and low forecast estimates for most non-grant major revenues such as sales tax-based revenues and fuel tax revenues. FY 23 estimates generally reflect improving economic activity that is expected to continue through 2023.

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

## Ad Valorem Taxes

In modern times, property taxes, also called *ad valorem* taxes, have traditionally been the major source of revenue for local governments.<sup>1</sup> In Hillsborough County these taxes comprise the single largest component of all current year's revenues – 39.2% in FY 23.

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

<sup>1</sup> Section 9(a), Article VII, Florida Constitution

# Major County Revenues

Taxable value is the assessed value of real and personal property less any exemptions, such as a homestead exemption or a senior exemption. By statute, the County can assess no more than 10 mills for countywide purposes and 10 mills for services in the unincorporated area. Millages required to pay debt service on voter approved debt do not count against these caps.

Hillsborough County levies a property tax on all property within the County, including property within municipalities, for services provided countywide. This tax, referred to as the *Countywide Ad Valorem Tax*, is deposited in the County's Countywide Operating General Fund to fund programs having countywide benefit. Examples of Countywide tax funded programs include services to children and the elderly, emergency management and emergency dispatch functions, jail operations provided by the Sheriff's Office, Medical Examiner, economic development, and animal control and spay/neuter services. With a non-debt related countywide millage rate of 5.7309 mills, FY 23 revenue prior to the 5% statutory reduction is projected to be \$801 million.

Hillsborough County also levies a *Municipal Services Taxing Unit (MSTU) Ad Valorem Tax* to fund municipal type services provided in the unincorporated area of the County. This tax is only assessed on property in unincorporated areas of the County and is deposited in the Unincorporated Area General Fund. Proceeds from this tax may only be used to provide services in the unincorporated area of the County.<sup>2</sup> Examples of MSTU tax funded services are unincorporated area fire rescue and ambulance services, law enforcement services provided by the Sheriff's Office, and code enforcement services. Since the three municipalities assess their own property tax to provide municipal services, including fire rescue and police services, within their own boundaries, the County only assesses residents outside of the municipalities for these and other unincorporated area services. With a non-debt related unincorporated area (Municipal Services Taxing Unit, or MSTU) millage rate of 4.3745 mills, FY 23 revenue prior to the 5% statutory reduction is projected to be \$366 million.

To fund operations of the city-county library system, the County levies a third property tax called the *Special Library District Ad Valorem Tax*. This tax applies only to property in the City of Tampa and in unincorporated areas of the County. The Cities of Temple Terrace and Plant City operate their own libraries, although they receive funding from the County system to establish a coordinated system for all County residents. With a library services millage rate of 0.5583 mills, FY 22 revenue prior to the 5% statutory reduction is projected to be \$74.8 million.

The County also levies separate property taxes to meet annual debt service requirements for payment of voter approved general obligation bonds. This millage does not count against the ten mill caps previously discussed. The FY 23 budget includes a countywide millage of 0.0604 mills for voter approved general obligation debt for the acquisition of environmentally sensitive land and an unincorporated area millage of 0.0259 for voter approved debt for additional park facilities located in the unincorporated area. FY 23 combined revenue prior to the 5% statutory reduction is projected to be \$10.6 million

In addition to the Hillsborough County Board of County Commissioners (BOCC), other jurisdictions in the County have independent authority to levy property taxes. Non-BOCC taxing authorities include the cities of Tampa, Temple Terrace, and Plant City, the Hillsborough County School Board, the Hillsborough Area Regional Transit Authority, the Southwest Florida Water Management District, the Tampa Port Authority and the Children's Board. These taxing authorities are all authorized by the state to levy their own ad valorem taxes, over which the Board of County Commissioners has no input or authority.

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

Each August, the Property Appraiser mails a Truth in Millage (TRIM) notice to property owners showing tentative millage rates that each taxable authority proposes for the year. By statute, each taxing authority must adopt its tentative millage(s) for the TRIM notices by July 31<sup>st</sup>. Once these tentative millage rates are adopted, they may only be lowered at the final statutory public hearing in September unless a revised TRIM notice is mailed to each taxpayer at the taxing authority's expense.

Each taxing authority adopts its final millage rates at a mandated public hearing in September. These rates are then used by the

<sup>2</sup> Section 125.01(1)(q), Florida Statutes



# Major County Revenues

Tax Collector for the consolidated tax bill mailed to taxpayers in early November.

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

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

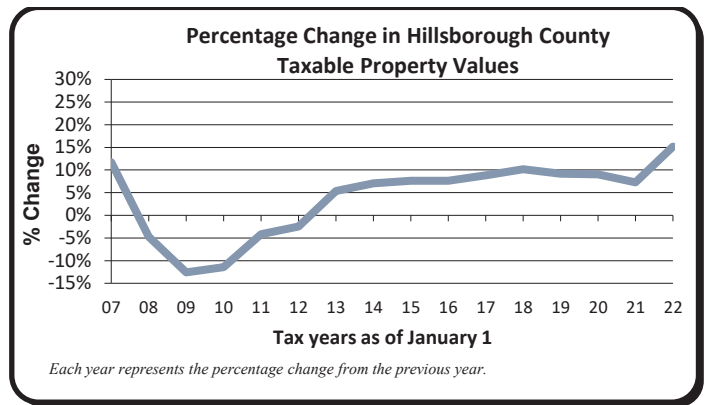
Several factors constrain annual growth in assessed property values:

- Amendment 10 of the Florida Constitution, known as the Save Our Homes (SOH) constitutional amendment, was approved by voters in 1992. This amendment took effect January 1, 1995 and limits annual increases in assessed values for homesteaded properties to the lesser of 3% or the rise in the Consumer Price Index. The FY 22 SOH limit is 3.0%.
- A state mandated roll-back of property taxes starting in FY 08, and an approved constitutional amendment both increasing exemptions on homestead properties and capping the percentage that taxable values of non-homestead properties can increase each year have decreased ad valorem revenue on an ongoing basis.
- Additional tax reform measures approved by the State and by voter referendum since 2007 further limit increases in taxable values and millage rates which can be assessed by local authorities and impact the taxable values not only for homesteaded properties but for residential and commercial property as well. These regulatory constraints will limit growth of property tax revenue for the foreseeable future.

For a given ad valorem tax rate (millage), an increase in taxable values will result in higher County ad valorem tax revenues. Conversely, a decrease in taxable values will result in lower ad valorem revenues. As the chart below shows, taxable values fluctuate over time – the sharp decline from 2006 to 2009 reflects a

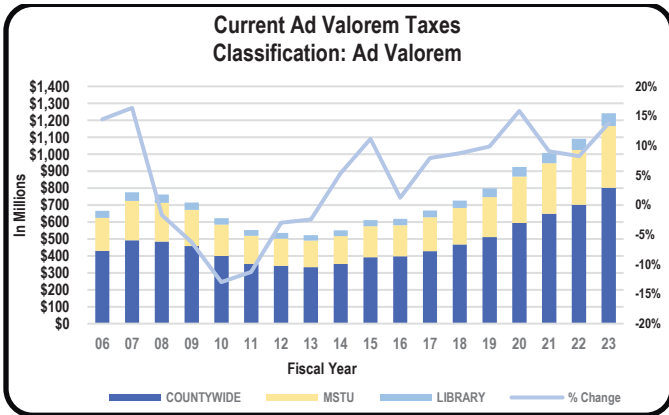
combination of factors – new State legislation and voter approved referenda capping growth in assessed values, a collapse in real estate prices, and the resulting weakening economy. It is only since 2013 that taxable values have rebounded; 2013 taxable values increased 2.88% from 2012, and FY 15 values increased an additional 8.5%. FY 16 taxable values increased by 7.7%, and FY 17 values increased an additional 7.6%. FY 18 taxable values increased by 8.9%, with FY 19 taxable values increasing by 10.2%. FY 20 taxable value increased 9.2% , FY 21 taxable values increased 9.1% and FY 22 taxable values increased 7.3%

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



The chart on Current Ad Valorem Taxes shows the changes in the County's ad valorem tax revenues for the Countywide, MSTU, and Library District ad valorem taxes since 2008. Strong growth in taxable values through FY 09 allowed the County to reduce total BOCC millage each year during that period while maintaining ad valorem revenues needed to fund County needs.

# Major County Revenues



(Note: All graphs show FY 06 – FY 21 actual revenue and budgeted FY 22– FY 23 revenue)

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

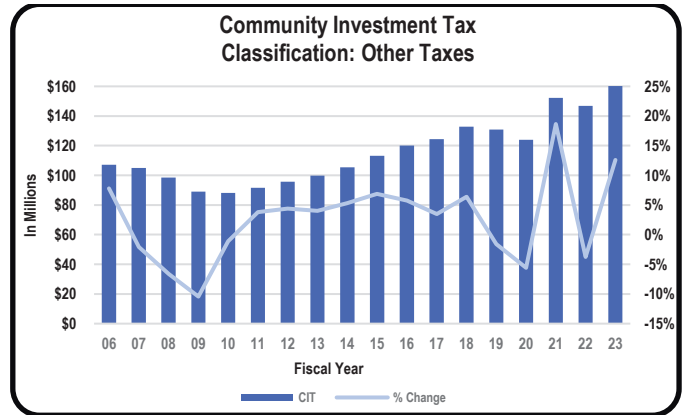
## Non-Ad Valorem Taxes

Non-ad valorem taxes include receipts from non-ad valorem sources such as certain types of locally imposed fuel and sales taxes, the Communications Services Tax, certain lawyer and occupational license taxes, and Tourist Development Taxes. Non-ad valorem taxes account for 13.9% of FY 23 revenues.

**Local Government Infrastructure Surtax** - On September 3, 1996, voters of Hillsborough County approved the levy of a 0.5% sales surtax for a thirty-year period, effective December 1, 1996. The proceeds from this “Community Investment Tax”<sup>3</sup> are used to acquire, construct and improve transportation, stormwater, general government, public education and public safety infrastructure to promote the health, safety and welfare of Hillsborough County residents. This tax is due to sunset on November 30, 2026.

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

<sup>3</sup> Section 212.055(2), Florida Statutes



As previously discussed, staff prepares short and long term projections of sales surtax revenues based on various trend analyses, state forecasts, and economic conditions. The FY 23 estimates reflect the average of the various forecast results after dropping the high and low results.

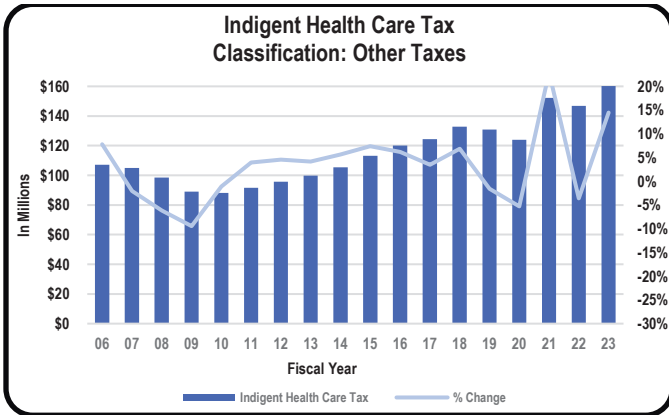
**Surtax for Transportation Improvements** – on November 7, 2018 the voters of Hillsborough County approved a 1% sales surtax to fund transportation improvements throughout Hillsborough County, including road and bridge improvements; the expansion of public transit options; fixing potholes; enhancing bus service; relieving rush hour bottlenecks; improving intersections; and making walking and biking safer. On February 25, 2021 the Transportation Surtax was ruled unconstitutional by the Florida Supreme court.

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

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

<sup>4</sup> Section 212.055(4), Florida Statutes

# Major County Revenues



**Fuel Taxes** - This tax classification includes two County levied fuel taxes, the Voted (9<sup>th</sup> Cent) Fuel Tax<sup>5</sup> and the Local Option (6 Cents) Fuel Tax<sup>6</sup>. Two other fuel taxes – the Constitutional Fuel Tax and the County Fuel Tax – are levied by the State with proceeds distributed to the County and are discussed below in the Intergovernmental Revenues section.

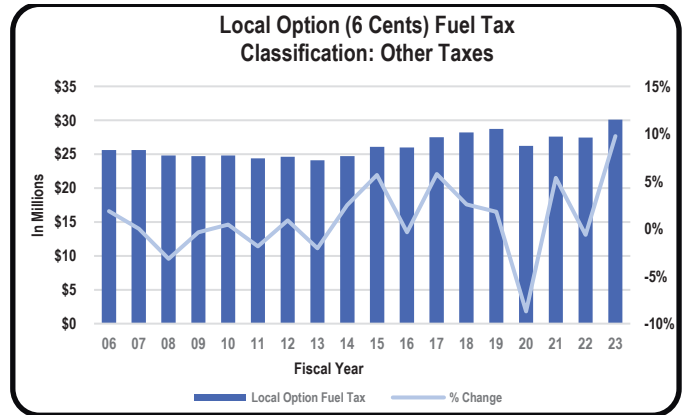
Fuel taxes levied by the County are shared among the County and its three municipalities. These taxes reflect a fixed assessment per gallon of fuel; therefore, associated revenues correlate strictly to the number of gallons of fuel sold, not to the price of fuel. When fuel prices increase, demand, along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

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

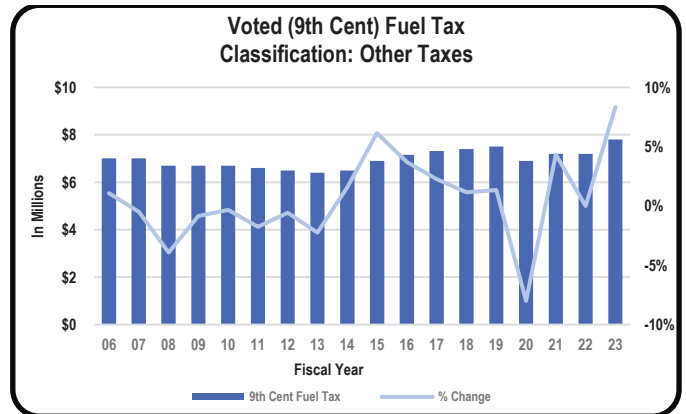
Hillsborough County levies the maximum 6 cents of the 1-6 Cents Local Option Fuel Tax; the tax is levied on each gallon of gasoline or diesel fuel. The Ninth Cent Fuel Tax is also levied on both gasoline and diesel fuel. By ordinance, use of the Ninth Cent Fuel Tax is restricted to pothole repair and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

Reflecting projections of continued increasing fuel prices through the end of 2023, FY 23 fuel tax revenue is projected to increase 9.8% above FY 22.

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



The Voted (9<sup>th</sup> Cent) Fuel Tax was extended through December 31, 2031, while the Local Option (6 Cents) Fuel Tax is scheduled to sunset on December 31, 2042. The sunset dates of these taxes can be extended by a resolution approved by the Board of County Commissioners. Staff used the average of the various forecasts previously discussed, less high and low fuel tax estimates, for the budget.



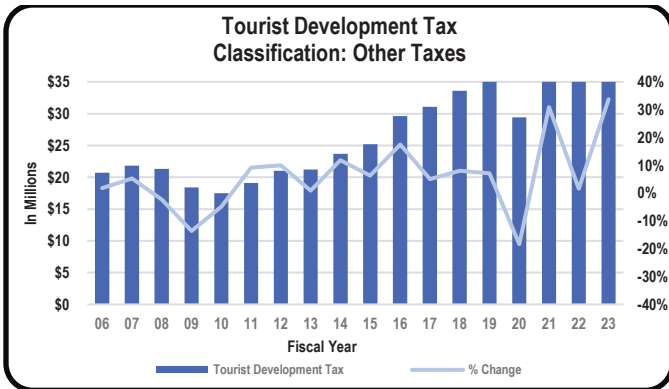
**Local Option Tourist Development Tax<sup>7</sup>** - This tax, authorized by the State and levied by BOCC vote, is imposed primarily on tourist-related resorts and facilities and provides funding for tourism and economic development. Proceeds are used to fund debt service and capital improvements for Raymond James Stadium, home to the Tampa Bay Buccaneers. In October 1995, an additional one percent was added to finance the Amalie Arena, an indoor sports and entertainment arena constructed in downtown Tampa, bringing the total tourist development tax to 5%. Hillsborough qualified as “high tourism impact” County in FY 19 as sales subject Tourist Developments Taxes (TDT) exceeded \$600 million in FY 18. The BOCC voted an additional 1% in June 2019.

As the graph below illustrates, tourist tax revenues can vary widely from year to year, depending on the state of the economy and the success in attracting large conferences, national sports

<sup>7</sup> Section 125.0104, Florida Statutes

# Major County Revenues

events, and other national events to the County. This is reflected in the chart below.



Based on forecasts provided by the Economic Development Department, tourist development tax revenue is projected to increase 33.8% in FY 23 as increased national economic conditions and increased tourism support more travel and improved local occupancy rates.

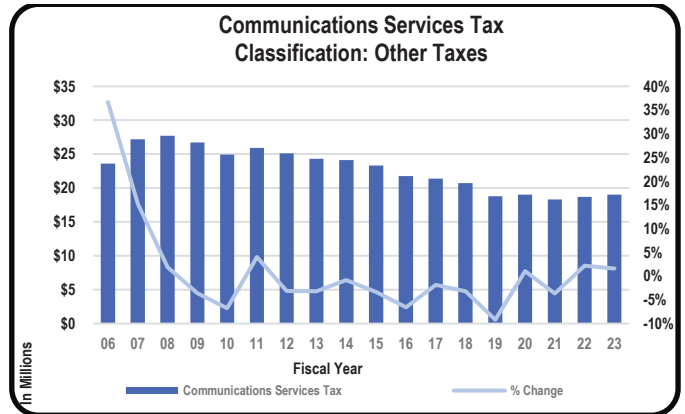
**Communications Services Tax** – In 2001 the State of Florida established the Communications Services Tax (CST)<sup>8</sup> in order to simplify taxes on telecommunications, cable television, direct-to-home satellite, and related services. The law replaced and consolidated various taxes with a single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

The 2001 legislation established a default rate for each locality so that the new law was revenue neutral, however it allowed each local taxing jurisdiction to levy its own tax rate up to 5.22% on communications services rather than use the default rate. The tax replaced various franchise fees previously assessed. Hillsborough County currently levies only 4% of the authorized 5.22%.

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

Communications Services Tax revenue continues to reflect the rapid change occurring in the communications industry. New technologies, such as mobile phones, internet and wireless, are

changing the way we use telephones, computers and television. Some of these technologies and arrangements are not currently taxable, and some, such as Voice over Internet Protocol (VOIP), and internet streaming of television programs and movies, continue to supplant taxable services. As the chart below reflects, revenues have been declining annually since FY 11. FY 23 revenue is projected to increase by 1.6%.



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

The FY 23 estimates reflect the average of the various forecast results after dropping the high and low results.

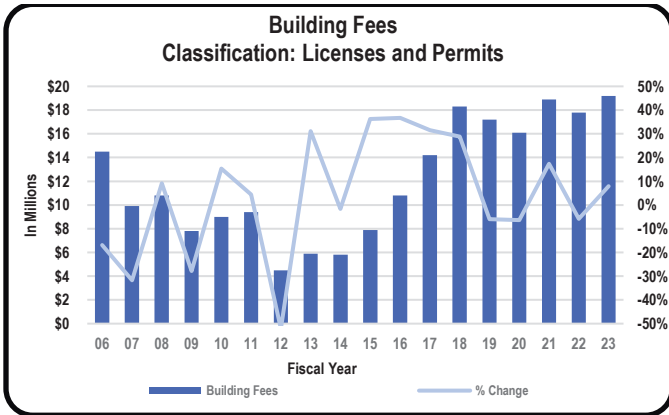
## Licenses and Permits

Fees from licenses and permits will provide 6.3% of total FY23. Although contributing only a small amount to County revenues, these fees merit mention due to their relationship to the regulatory functions of County government and their usefulness in helping gauge activity of growth in related segments of the County's economy.

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

<sup>8</sup> Section 202.19(1), Florida Statutes

# Major County Revenues

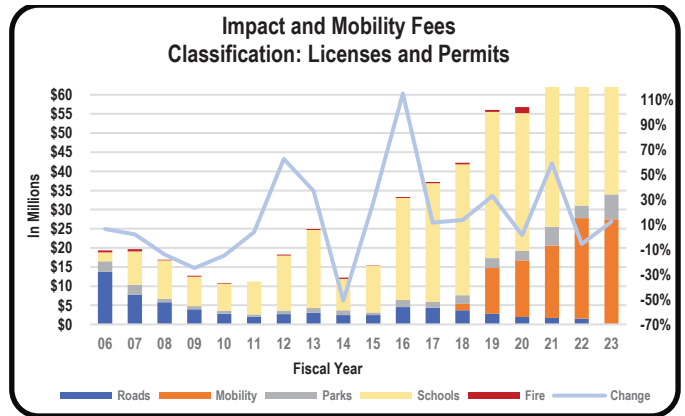


Despite permit activity falling another 28.2% in FY 08 due to the continued backlog of unsold existing and new homes, revenue increased 9.1%, realizing a full year of revenues based on the increased fee structure. Actual year-end FY 09 revenues fell 27.8%, or almost \$3 million, from FY 08 revenues,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

FY 12 revenue was \$4.5 million, reflecting a temporary 50% decrease in permit fee rates approved by the Board of County Commissioners on September 8, 2011. The reduction was intended to help encourage economic development and applied to construction related permit applications and applications for service filed between October 1, 2011 and December 31, 2012. Rates returned to FY 11 levels on January 1, 2013, resulting in higher revenue. Revenues increased to \$8.4 million for FY 14 due to the continued improvement in the economy and a decrease in the inventory of homes for sale from a high of 15 months to 4 months in mid-FY 13. FY 15 revenues declined to \$6.8 million, a 20.1% reduction, despite BOCC approval to lower permit fee rates to draw down excess reserves, strong permitting demand was reflected in FY 15 revenue, which grew by 36.2% to \$7.9 million. FY 16 revenues increased to \$10.8 million, or 36.7%, with FY 17 revenues increasing to \$14.2 million, or 31.5%. FY 18 revenues increased to \$18.3 or 29% and FY 20 revenues decreased by 6.4%. FY 21 Permit fees increased 17.4%, while FY 22 Permit Fees are projected to decrease by 5.8%. FY 23 Permit Fees are projected to increase 7.9%. The forecasts are based on the expert judgment of Development Services staff regarding projected permitting activity.

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

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



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

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

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

Mobility fees apply to any development for which a completed building permit application is submitted. Completed building permit applications submitted prior to the effective date of January 1, 2017 are grandfathered in and are subject to paying roadway impact fees. Only roadway impact fees are being replaced by mobility fees; development will still be subject to Fire, Parks and School impact fees. Mobility fees are projected to generate \$27.4 million in FY 23.

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

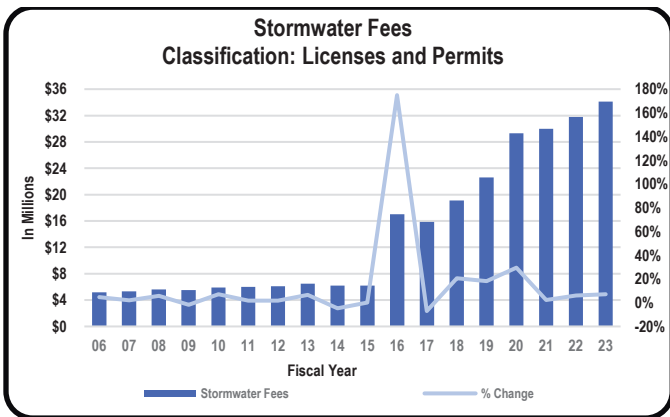


# Major County Revenues

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

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

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



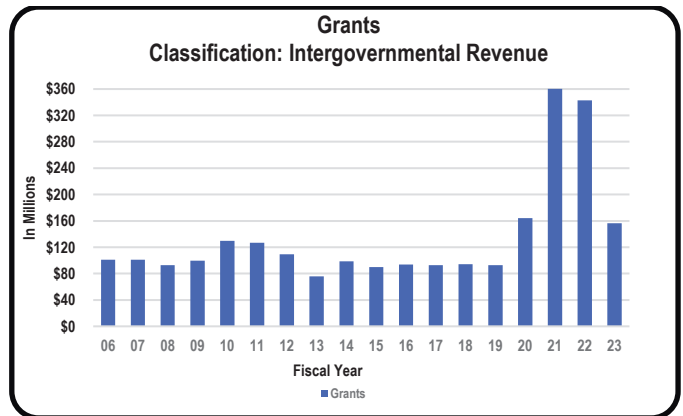
FY 21 and FY 22 revenues are expected to increase each year. Forecasts are based on property tax roll data provided by the Property Appraiser and Public Works staff projections.

## Intergovernmental Revenues

The County is projected to receive 12.2% of FY 23 revenue from intergovernmental sources such as federal and state grants and State levied taxes shared with local governments. The two largest components of this category are Federal Grants, which represent 30.8% of intergovernmental revenues and the Local Government Half-Cent Sales Tax, which represents 36.2% of intergovernmental revenues. Other revenues in this category include county revenue sharing and various restricted revenues collected by the State and shared with local jurisdictions.

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

The County's largest grants are for Head Start/Early Head Start Programs. These programs provide services designed to enhance children's physical, social, emotional and intellectual development. Early Head Start serves low-income pregnant women and families with infants and toddlers. Head Start provides preschool services for three and four year old children from low income families in Hillsborough County. Young children with disabilities or developmental delays are also served. The centers are located throughout the County and transportation is provided for all participating children. Participating families also receive health, dental, and preventive mental health services as well as parent involvement opportunities.



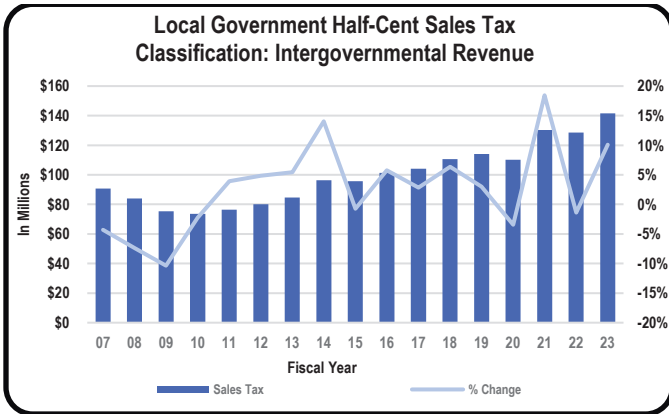
On December 1, 1992, the Hillsborough County Board of County Commissioners was designated as the grantee agency for the Ryan White CARE Act of 1990 for Title I funds to be allocated among service providers for HIV+ individuals in the Tampa-St. Petersburg area, comprised of Hillsborough, Pinellas, Pasco,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

The chart above reflects actual grant revenue received through FY 21 and forecast revenue for FY 22 and FY 23.



# Major County Revenues

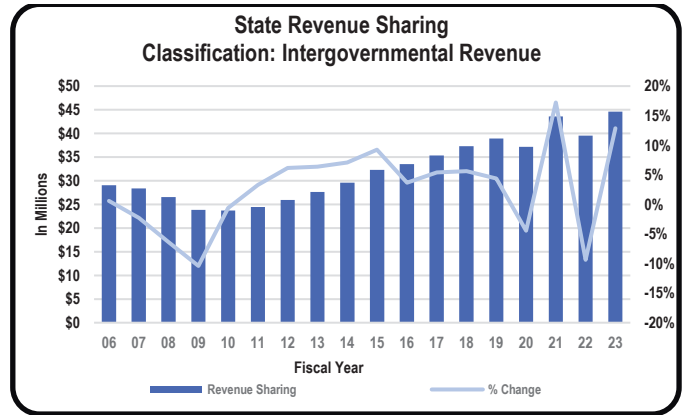
**State Shared Revenues** - Two State shared revenues are important sources of funding for the County. The *Local Government Half-Cent Sales Tax*<sup>9</sup> levied by the State has been a major source of revenue for the County since its inception in FY 83 and has historically been the largest state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



As consumer spending rose with a stronger economy and renewed job growth, half-cent sales tax revenue has risen each year since FY 11. FY 14 reflects a one-time audit adjustment associated with an accounting change, resulting in a one-time increase of \$7.3 million. Excluding this adjustment, FY 15 revenue increased 5.7% above FY 14. Continuing economic growth increased half-cent growth by 18.4% in FY 21. Projections call for declining growth of 1.4% in FY 22, but a 10.1% increase in FY 23. Forecasts were developed using the average of the various forecast techniques after dropping the high and low forecast results.

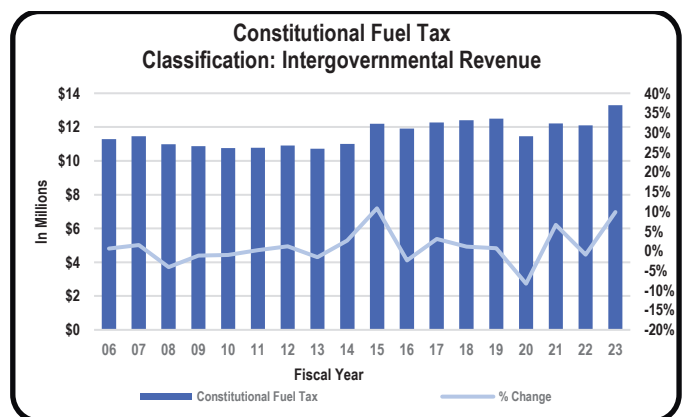
The second important State revenue source is the State Revenue Sharing Program<sup>10</sup>. This revenue is comprised of proceeds from a one-cent State cigarette tax and 2.25% of State sales tax revenue. State Revenue Sharing projections closely track half-cent sales tax forecasts.

A weakening economy, with its associated impact on consumer spending, resulted in reductions in revenue from FY 07 through FY 10. Increased spending associated with an improving economy is evident starting in FY 11, when state revenue sharing revenue increased 3.3%. FY 15 actual revenue rose 9.3% over FY 14. FY 16 actual revenue exceeded FY 15 revenue by 3.7%, while FY 17 reflected a 5.4% increase. FY 20 reflected a decline of 4.4% while FY 21 increased 17.2%. FY 22 is projected to decrease by 9.4%, but FY 23 is projected to increase 12.9% due to an improving economy.



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

As the associated chart shows, revenues from this tax have remained within a relatively narrow range since FY 06. The increase in FY 15 was the result of a one-time accounting adjustment. FY 16 revenue decreased 2.4%, and FY 17 increase by 3.0%. FY 18 revenue reflects growth of 1.1%. FY21 revenues increased 6.6% and FY 22 revenue is projected to decrease by 1.0%. The FY 23 Projection reflects an increase of 9.9%. The forecasts were developed using the average of the various forecast techniques previously discussed after dropping the high and low forecasts.



The *County (7th Cent) Fuel Tax*<sup>12</sup> is a one cent per gallon of motor fuel tax considered a State Shared Revenue since its distribution is based on a State-set formula not based solely on total collections within the county of collection. This revenue, along with

<sup>9</sup> Section 212.20(6)(d)2, Florida Statutes

<sup>10</sup> Sections 210.20(2), 212.20(6) and 218.20, Florida Statutes

<sup>11</sup> Section 9(c), Article XII, Florida Constitution

<sup>12</sup> Section 206.41(1)(b), Florida Statutes

# Major County Revenues

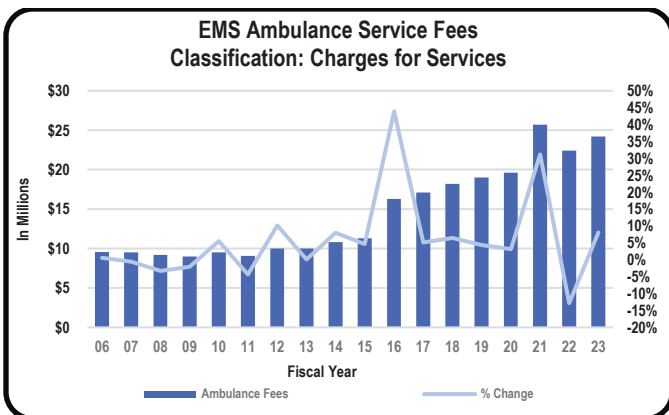
other gasoline taxes and road network impact fees, is used to support road network maintenance and improvements.

This fuel tax generally mirrors the Constitutional Fuel Tax, and the revenue outlook is similar. FY 21 revenue was \$12.2 million, and FY 22 revenue is forecast to be \$12.1 million. FY23 revenue is projected to be \$13.3 million. The forecast was developed using the average of the various forecast techniques previously discussed after dropping the high and low forecasts.

## Charges for Services

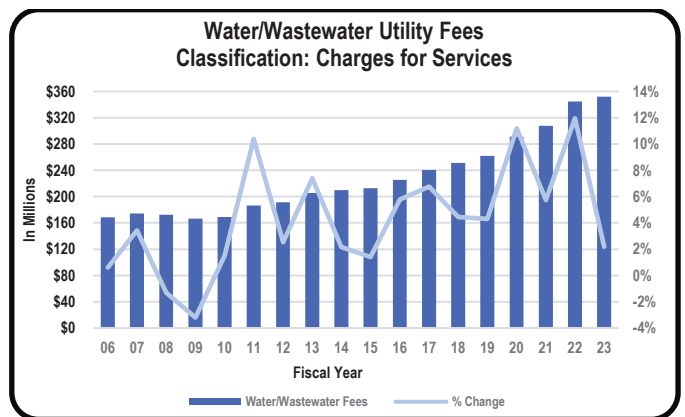
*Charges for Services* comprise 26.5% of FY 23 budgeted revenue, the largest component is water/wastewater and solid waste utility user charges, which represent 64.1% of total FY 23 charges for services. Internal service charges for services rendered by a central service department to other departments represents another 5.0% of FY 23 charges for services. Examples of internal service charges include charges for fleet services and allocation of central service department costs funded from the countywide general fund to all other funds. Other charges are assessed for such services as ambulance transports, special recreation programs, fees for housing federal prisoners, various inspections, environment and physical resource fees, health and human services fees, and a myriad of other fees that generate relatively small amounts of revenue. In preparing the County's annual budget, departments whose operations are supported by these fees provide estimates of anticipated revenue. Departments rely upon past trends and their accumulated expert knowledge to project revenues.

One example of this type of revenue is *EMS Ambulance Service Fees*. As the graph illustrates, these fees have been a steady source of revenue since FY 06. FY 15 through FY 18 actuals reflect an increase in ambulance rates approved by the Board of County Commissioners in 2014. FY21 actual reflects a growth of 31.1%. FY 22 is projected to decline by 12.8% but growing in FY23 by 8.0%. Annual growth is associated with continued strong population growth in the County. Revenue estimates are provided by the Fire Rescue Department and are based on a five-year trend analysis and expert judgment.



**Water and Wastewater Utility User Charges** - The primary source of revenue for the Hillsborough County Water and Wastewater utility system is the monthly charges to its customers. These charges are composed of three parts – Base Facility Charges, Volumetric Charges and a Customer Service Charge. The rates were last adjusted for indexing on June 1, 2019, resulting in the following rates: a Residential Base Facility Charge for Potable Water of \$8.76, a Residential Base Facility Charge for Wastewater of \$14.16, and a Customer Service Charge of \$4.21. These base charges are in addition to Volumetric Charges, which are tiered as follows: \$0.72 for each 1,000 gallons up to 5,000 gallons, \$2.00 for each 1,000 gallons from 5,001 to 15,000 gallons, \$3.34 for each 1,000 gallons from 15,001 to 30,000 gallons, and \$4.99 per 1,000 gallons over 30,000 gallons. In addition, customers are charged a Purchased-Water Pass-Through Charge of \$2.93 per 1,000 gallons. Wastewater billable flow is charged at \$4.56 for each 1,000 gallons.

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



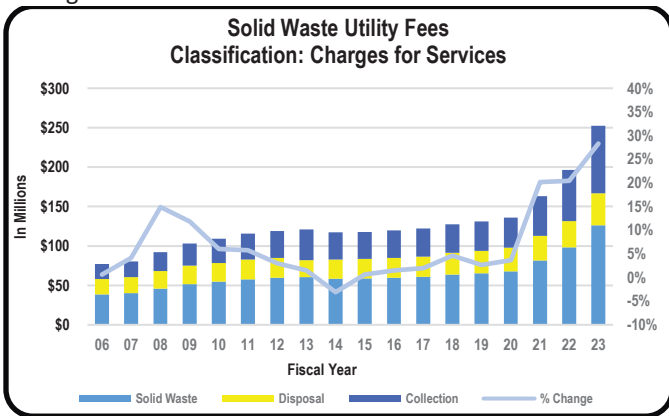
The Water/Wastewater chart shows that overall revenues from user, base and service charges remained relatively flat from FY 06 through FY 10. Reflecting the improving economy and associated growth in the housing market, revenues from FY 11 through

# Major County Revenues

FY 14 increased an average of 6.0% per year. FY 15 revenue increased a slight 1.4% increase from FY 14; with FY 16 growth of 4.2% and FY 17 growth of 5.0%. Both FY 20 and FY 21 revenues increased by 11.2% and 5.7%. Both FY 22 and FY 23 revenues are projected to grow by 12% and 2.2%, reflecting both population growth and annual rate indexing that went into effect on June 1, 2015. Estimates are provided by Public Utilities based on a rate model which is validated by an independent consultant.

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

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

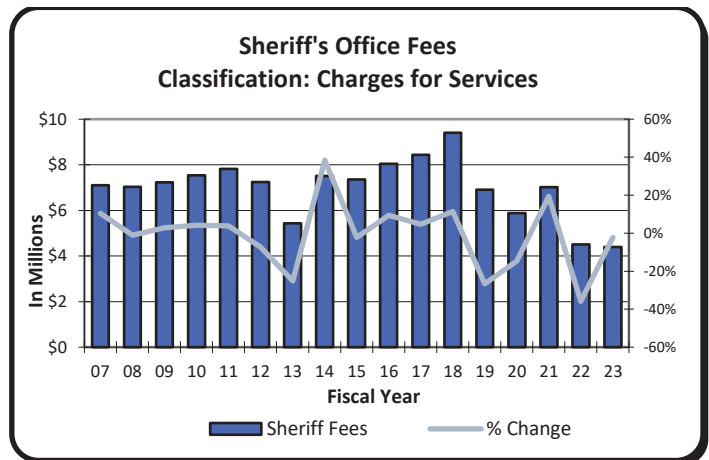


Residents are also assessed a solid waste disposal assessment on the ad valorem tax bill. These assessment fees replace the tipping fee previously charged by disposal facilities for residential refuse disposal, whether transported by the residential user or a commercial service. As of January 1, 2018, the residential disposal rate was \$97.53; it is anticipated that the rate will remain unchanged through FY 19. The FY 20 rate will be increased to

\$102.89. Refuse originating from non-residential sources is subject to a tipping fee per ton at the time of disposal, the fee being based on the type of refuse being tipped.

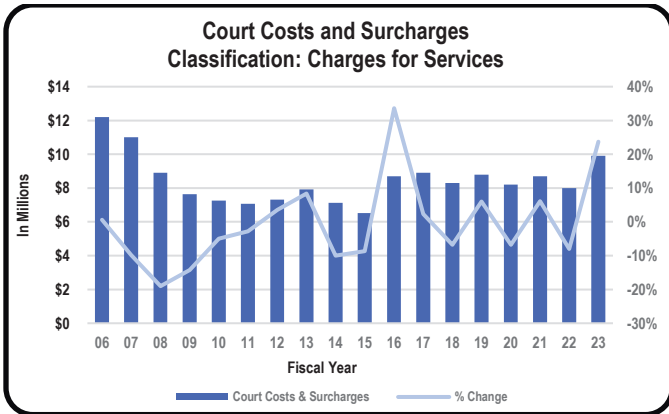
Revenues for FY 20 increased 3.7% primarily to population growth and disposal rate increase. FY 21 revenues increased 20.2%, while and FY 22 and FY 23 revenues are projected to increase 20.5% and 28.3%. Estimates are provided by the Public Utilities Department based on a detailed rate model that incorporates expert staff judgment and existing property tax rolls.

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



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

# Major County Revenues



The Clerk of the Circuit Court develops the estimates for these fees using state forecasts and expert judgment, along with a five year trend analysis of similar fees. In the 2008 legislative session, the Legislature repealed the Documentary Stamp Tax Return requirement. The associated 1% administrative fee was no longer assessed as of FY 09. This factor, combined with a weakening real estate market, resulted in weaker revenues since FY 08. Annual fluctuations in transactions subject to these fees between FY 11 and FY 16 are reflected in annual revenue collected. The increase in FY 17 is attributable to 3 new court fees initiated by the Florida Legislature in 2016. FY 21 revenues are projected to increase by 1.14% and FY22 Revenues are projected to decline by 8.1% due to a slow rebound after being closed eight months due to the pandemic. FY 23 revenues are projected to grow 23.8%.

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

## Fines and Forfeitures

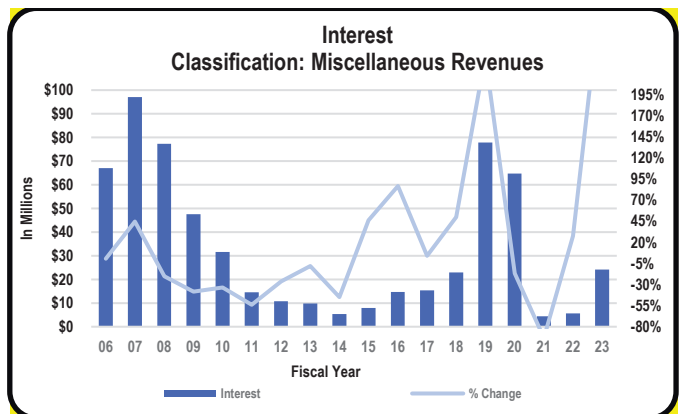
*Fines and Forfeitures* comprise only 0.2% for FY 23 projected revenues. Prior to July 1, 2004, these revenues consisted mainly of court, local ordinance and library fines. However, State legislation related to Article V implementation redirected court fines to the Clerk of the Circuit Court to carry out court-related functions. This resulted in an estimated ongoing annual revenue reduction of over \$1.0 million.

## Miscellaneous Revenues

*Miscellaneous Revenues* account for 1.7% of projected FY 23 revenues. While still at near historical lows, improving interest rates for FY 23 will result in increased interest revenues as reflected on the chart below. In addition to interest, this category also includes rental income, reimbursement of prior year expenditures, sale of surplus equipment, property and land, and contributions and donations. Prior year actuals also reflect the net change in the fair value of investments, as required by governmental accounting standards. The County does not currently budget for unrealized changes in the value of its investments, but they are reflected in its financial statements and they impact future budgets through changes in the fund balance brought forward each year.

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

County projections on interest earnings are 25 basis points (0.25%) in FY 22 and 75 basis points (0.75%) in FY 23. FY 23 interest revenues are projected to be \$24 million.



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

# County Revenues by Source

	FY20 Actual	FY21 Actual	FY22 Adopted	FY23 Recommended	% Total FY23
<b>Taxes</b>					
Ad Valorem Taxes	\$ 895,071,188	\$ 973,792,042	\$ 1,104,163,396	\$ 1,255,947,003	39.2%
Communications Services Tax	19,024,887	18,306,456	18,667,212	19,018,812	0.6%
Community Investment Tax	123,939,571	152,320,405	146,771,859	168,001,027	5.2%
Indigent Healthcare Surtax	123,941,315	152,315,729	146,771,859	168,001,027	5.2%
Local Option Six-Cents Fuel Tax	26,224,060	27,577,817	27,424,268	30,058,564	0.9%
Ninth-Cent Gas Tax	6,907,188	7,179,296	7,222,319	7,825,105	0.2%
Tourist Development Tax	29,377,108	38,498,292	39,046,566	52,328,058	1.6%
Other Taxes	103,014,490	20,732,837	1,639,255	1,578,504	0.0%
<b>Total Taxes</b>	<b>\$ 1,327,499,808</b>	<b>\$ 1,390,722,873</b>	<b>\$ 1,491,706,734</b>	<b>\$ 1,702,758,100</b>	<b>53.1%</b>
<b>Licenses &amp; Permits</b>					
Building Permits	16,146,561	18,858,182	17,804,885	19,246,155	0.6%
Fire Impact Fees	1,579,928	2,417,589	2,475,496	2,215,865	0.1%
Parks Impact Fees	2,465,001	4,878,009	3,163,916	6,482,628	0.2%
School Impact Fees	36,048,299	62,283,452	51,530,461	59,270,442	1.8%
Transportation Impact Fees	19,812,377	26,531,490	34,930,703	39,046,980	1.2%
Special Assessments - Capital Improvement	26,538,504	28,387,416	29,054,850	29,322,394	0.9%
Special Assessments - Stormwater	29,322,370	30,041,914	31,774,000	34,110,000	1.1%
Special Assessments - Street Lighting	9,809,836	9,856,305	9,867,000	11,743,000	0.4%
Other Licenses & Permits	1,414,651	1,221,689	1,079,444	1,361,320	0.0%
<b>Total Licenses &amp; Permits</b>	<b>\$ 143,137,528</b>	<b>\$ 184,476,046</b>	<b>\$ 181,680,755</b>	<b>\$ 202,798,784</b>	<b>6.3%</b>
<b>Intergovernmental Revenue</b>					
<u>State Shared Revenues</u>					
Constitutional Fuel Tax	11,461,486	12,219,692	12,101,951	13,299,533	0.4%
County Fuel Tax	4,954,747	5,308,711	5,278,761	5,794,897	0.2%
Local Government Half-Cent Sales Tax	110,061,938	130,436,012	128,564,255	141,611,226	4.4%
Shared State General Revenues	4,816,802	1,879,131	1,380,000	1,380,300	0.0%
Shared State Restricted Revenue	9,464,212	9,237,882	9,277,166	10,836,690	0.3%
State Revenue Sharing	37,192,174	43,599,511	39,523,546	44,606,966	1.4%
Other Culture & Recreation	2,653,037	2,421,446	2,600,004	2,325,004	0.1%
Other Intergovernmental Revenues	1,725,064	5,925,871	9,709,162	15,042,154	0.5%
	182,329,458	211,028,255	208,434,845	234,896,770	7.3%
<u>Intergovernmental Grants</u>					
Federal Grants	150,523,066	474,902,236	305,885,214	120,573,347	3.8%
State Grants	11,291,908	13,187,934	31,748,878	29,102,362	0.9%
Local Grants	2,565,279	4,997,188	5,351,371	6,494,146	0.2%
	164,380,252	493,087,358	342,985,463	156,169,855	4.9%
<b>Total Intergovernmental Revenue</b>	<b>\$ 346,709,711</b>	<b>\$ 704,115,613</b>	<b>\$ 551,420,308</b>	<b>\$ 391,066,625</b>	<b>12.2%</b>

# County Revenues by Source

	FY20 Actual	FY21 Actual	FY22 Adopted	FY23 Recommended	% Total FY23
<b>Charges for Services</b>					
<i>Water/Wastewater Utility Fees</i>					
Water/Reclaimed Water Utility Fees	146,096,223	151,915,434	172,055,983	168,901,933	5.3%
Wastewater Utility Fees	134,342,095	144,137,276	158,900,094	169,203,865	5.3%
Water/Wastewater Combination Fees	10,725,816	11,563,773	13,446,734	13,747,768	0.4%
	291,164,133	307,616,484	344,402,811	351,853,566	11.0%
<i>Solid Waste Fees</i>					
Solid Waste Collection/Disposal Fees	96,267,971	114,854,339	137,822,733	174,902,593	5.5%
Solid Waste Recycling Revenue	15,510,007	21,859,288	18,924,615	18,588,251	0.6%
	111,777,978	136,713,627	156,747,348	193,490,844	6.0%
<i>Other User Fees</i>					
Ambulance Fees	19,592,662	25,663,298	22,400,000	24,200,000	0.8%
Court Costs & Surcharges	8,229,177	8,735,111	8,025,685	9,857,664	0.3%
Sheriff's Office Fees	5,883,249	7,016,728	4,453,700	4,414,700	0.1%
Public Safety Fees	3,323,668	3,728,248	3,290,167	3,840,080	0.1%
Environment & Physical Resource Fees	4,331,529	5,167,971	5,871,477	5,472,354	0.2%
Transportation Fees	3,391,526	2,516,055	3,355,827	3,156,854	0.1%
Health & Human Services Fees	24,204,181	24,281,176	25,960,561	25,369,638	0.8%
Culture & Recreation Fees	2,873,024	3,569,427	3,245,555	3,517,854	0.1%
Economic Environment Fees	84,150	84,150	84,150	84,150	0.0%
Internal Service Charges	36,564,427	37,498,225	40,306,400	42,096,400	1.3%
Other User Fees	155,155,529	169,589,646	168,493,238	182,883,082	5.7%
	263,633,122	287,850,035	285,486,760	304,892,776	9.5%
<b>Total Charges for Services</b>	<b>\$ 666,575,233</b>	<b>\$ 732,180,145</b>	<b>\$ 786,636,919</b>	<b>\$ 850,237,186</b>	<b>26.5%</b>
<b>Fines &amp; Forfeits</b>	<b>8,383,883</b>	<b>7,574,778</b>	<b>6,919,492</b>	<b>7,032,891</b>	<b>0.2%</b>
<b>Miscellaneous Revenue</b>					
Interest	64,793,875	4,430,036	5,573,022	24,173,215	0.8%
Other Miscellaneous Revenue	39,467,400	36,926,825	45,369,302	29,604,827	0.9%
<b>Total Miscellaneous Revenue</b>	<b>\$ 104,261,275</b>	<b>\$ 41,356,861</b>	<b>\$ 50,942,324</b>	<b>\$ 53,778,042</b>	<b>1.7%</b>
<b>Total Revenue</b>	<b>\$ 2,596,567,438</b>	<b>\$ 3,060,426,316</b>	<b>\$ 3,069,306,532</b>	<b>\$ 3,207,671,628</b>	<b>100.0%</b>

**Notes:**

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



# Millage Comparison

	FY 20 ADOPTED		FY 21 ADOPTED	
	MILLAGE	LEVY	MILLAGE	LEVY
<b>COUNTYWIDE</b>				
OPERATING				
General Revenue Fund	5.7309	\$ 594,421,040	5.7309	\$ 648,318,075
TOTAL OPERATING	5.7309	594,421,040	5.7309	648,318,075
DEBT SERVICE				
Environ. Sensitive Lands	0.0604	6,288,480	0.0604	6,857,690
TOTAL DEBT	0.0604	6,288,480	0.0604	6,857,690
TOTAL OPERATING & DEBT	5.7913	600,709,520	5.7913	655,175,765
<b>NON COUNTYWIDE</b>				
OPERATING				
General Purpose MSTU	4.3745	273,864,816	4.3745	298,182,009
Library Services	0.5583	55,755,578	0.5583	60,770,437
TOTAL OPERATING	4.9328	329,620,394	4.9328	358,952,446
DEBT SERVICE				
Parks & Recreation Bonds	0.0259	1,621,465	0.0259	1,765,439
TOTAL OPERATING & DEBT	4.9587	331,241,859	4.9587	360,717,885
<b>TOTAL BOCC</b>	<b>10.7500</b>	<b>\$ 931,951,379</b>	<b>10.7500</b>	<b>\$ 1,015,893,650</b>

## TAXABLE PROPERTY VALUES

	FY 20	FY 21
<b>COUNTYWIDE</b>		
Value of Existing Property	\$100,942,618,148	\$109,666,765,329
Value of New Construction	2,779,491,847	3,459,981,860
Total Taxable Value	\$103,722,109,995	\$113,126,747,189
<b>ELAPP DEBT SERVICE</b>		
Value of ELAPP Property	\$104,113,912,510	\$113,537,914,365
Total Taxable Value	\$104,113,912,510	\$113,537,914,365
<b>UNINCORPORATED(MSTU)</b>		
Value of Existing Property	\$60,630,416,506	\$65,933,784,921
Value of New Construction	1,974,410,628	2,229,893,070
Total Taxable Value	\$62,604,827,134	\$68,163,677,991
<b>SPECIAL LIBRARY DISTRICT</b>		
Value of Existing Property	\$97,157,164,740	\$105,476,572,048
Value of New Construction	2,709,534,388	3,372,500,642
Total Taxable Value	\$99,866,699,128	\$108,849,072,690
<b>PARKS &amp; RECREATION DEBT SERVICE</b>		
Value of Existing Property	\$56,828,959,100	\$65,933,781,921
Value of New Construction	5,775,868,034	2,229,893,070
Total Taxable Value	\$62,604,827,134	\$68,163,674,991

# Millage Comparison

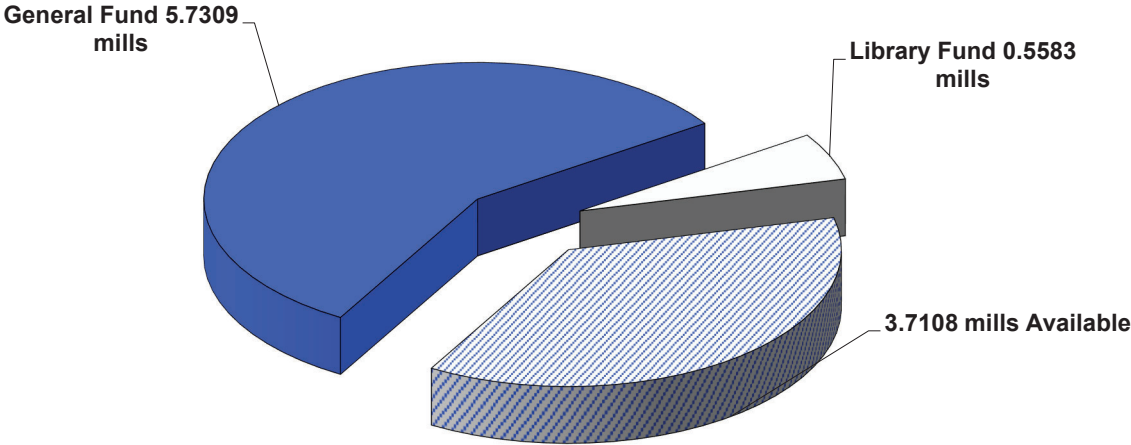
	FY 22 <u>ADOPTED</u>		FY 23 <u>Recommended</u>	
	MILLAGE	LEVY	MILLAGE	LEVY
<b>COUNTYWIDE</b>				
OPERATING				
General Revenue Fund	5.7309	\$ 701,734,851	5.7309	\$ 800,606,730
<b>TOTAL OPERATING</b>	<b>5.7309</b>	<b>701,734,851</b>	<b>5.7309</b>	<b>800,606,730</b>
DEBT SERVICE				
Environ. Sensitive Lands	0.0604	7,422,983	0.0604	8,462,040
<b>TOTAL DEBT</b>	<b>0.0604</b>	<b>7,422,983</b>	<b>0.0604</b>	<b>8,462,040</b>
<b>TOTAL OPERATING &amp; DEBT</b>	<b>5.7913</b>	<b>709,157,834</b>	<b>5.7913</b>	<b>809,068,770</b>
<b>NON COUNTYWIDE</b>				
OPERATING				
General Purpose MSTU	4.3745	323,018,758	4.3745	365,708,200
Library Services	0.5583	65,748,817	0.5583	74,756,370
<b>TOTAL OPERATING</b>	<b>4.9328</b>	<b>388,767,575</b>	<b>4.9328</b>	<b>440,464,570</b>
DEBT SERVICE				
Parks & Recreation Bonds	0.0259	1,912,987	0.0259	2,167,830
<b>TOTAL OPERATING &amp; DEBT</b>	<b>4.9587</b>	<b>390,680,562</b>	<b>4.9587</b>	<b>442,632,400</b>
<b>TOTAL BOCC</b>	<b>10.7500</b>	<b>\$ 1,099,838,396</b>	<b>10.7500</b>	<b>\$ 1,251,701,170</b>

## TAXABLE PROPERTY VALUES

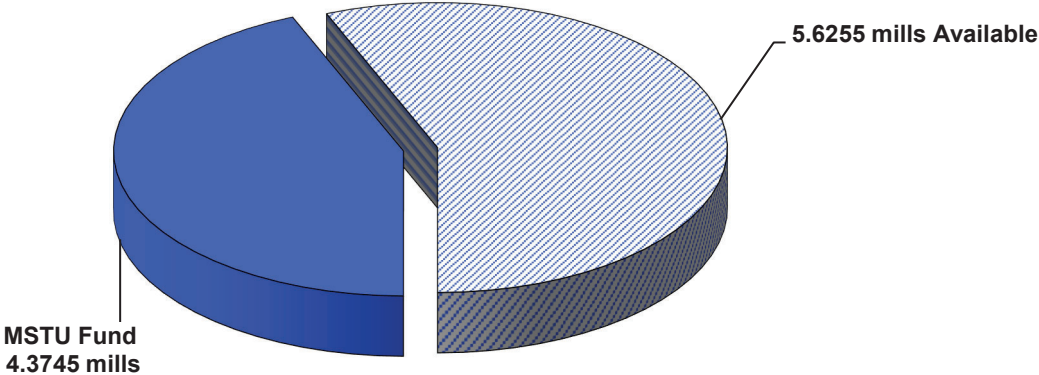
	FY 22	FY 23
<b>COUNTYWIDE</b>		
Value of Existing Property	\$119,005,823,031	\$139,700,000,000
Value of New Construction	3,441,759,511	N/A
<b>Total Taxable Value</b>	<b>\$122,447,582,542</b>	<b>\$139,700,000,000</b>
<b>ELAPP DEBT SERVICE</b>		
Value of ELAPP Property	\$122,897,071,541	\$140,100,000,000
<b>Total Taxable Value</b>	<b>\$122,897,071,541</b>	<b>\$140,100,000,000</b>
<b>UNINCORPORATED(MSTU)</b>		
Value of Existing Property	\$71,771,893,798	\$83,600,000,000
Value of New Construction	2,069,404,265	N/A
<b>Total Taxable Value</b>	<b>\$73,841,298,063</b>	<b>\$83,600,000,000</b>
<b>SPECIAL LIBRARY DISTRICT</b>		
Value of Existing Property	\$114,482,687,091	\$133,900,000,000
Value of New Construction	3,283,418,627	N/A
<b>Total Taxable Value</b>	<b>\$117,766,105,718</b>	<b>\$133,900,000,000</b>
<b>PARKS &amp; RECREATION DEBT SERVICE</b>		
Value of Existing Property	\$71,791,088,889	\$83,700,000,000
Value of New Construction	2,069,404,265	N/A
<b>Total Taxable Value</b>	<b>\$73,860,493,154</b>	<b>\$83,700,000,000</b>

# Millage Comparison

## Hillsborough County's Use of the Countywide 10-mill Cap FY 23



## Hillsborough County's Use of the Unincorporated Area 10-mill Cap FY 23



# Basic Information on Property Taxes

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

## EXEMPTIONS

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

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

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

**Government**—Government owned property is exempt.

**Widows**—An additional \$500 in value is exempt if the resident-owner is a widowed permanent resident.

**Disability**—In addition to any other exemptions, an additional \$500 in value is exempt for totally and permanently disabled or blind residents.

**Institutional**—All properties of non-profit organizations used for literary, scientific, educational and charitable purposes are exempt.

## COMPUTING PROPERTY TAXES

To compute the property tax on a parcel, you must know three factors: the assessed value as determined by the Property Appraiser; the amount of the value which is not subject to the tax due to the application of exemptions; and the millage rate authorized by a taxing authority.

### Example:

Assessed Value of Property	\$165,000
<b>Minus</b> Exemptions:	
First Homestead Exemption	-25,000
Second Homestead Exemption	-25,000
<b>Equals</b> Taxable Value of Property	\$115,000
<b>Divide</b> the Taxable Value of Property by \$1,000	\$115
<b>Multiply</b> \$115 by the FY 21 adopted countywide millage rate	5.7309
<b>Equals</b> the amount of countywide property tax levied on property	<b>\$659.05</b>

## THE AGGREGATE ROLLED-BACK RATE

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

The "rolled-back rate" is used as a standardized point of comparison to show how millage rates are changing from one year to the next. The purpose of the "rolled-back rate" calculation is to allow local governments in Florida to identify when they are drawing more tax revenue from existing property. For example, an increase in the assessment of existing property draws more tax revenue for governments even when those governments keep the same millage rates as the previous year. The aggregate "rolled-back rate" varies significantly from the total millage rate because the combined ad valorem revenue from the General Revenue Fund, MSTU, and Library Fund is divided by the countywide taxable value in calculating the "aggregate rolled-back rate" even though ad valorem revenue from the Special Library District millage and the MSTU millage is generated from smaller tax bases.

At the public hearings in September, the County is required to show how proposed millage rates compare to the "aggregate rolled-back rate" and to identify why the proposed rate differs from the "aggregate rolled-back rate."

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

# Basic Information on Property Taxes

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

**EXAMPLE OF CALCULATION OF THE ESTIMATED AGGREGATE ROLLED-BACK RATE <sup>1</sup>**

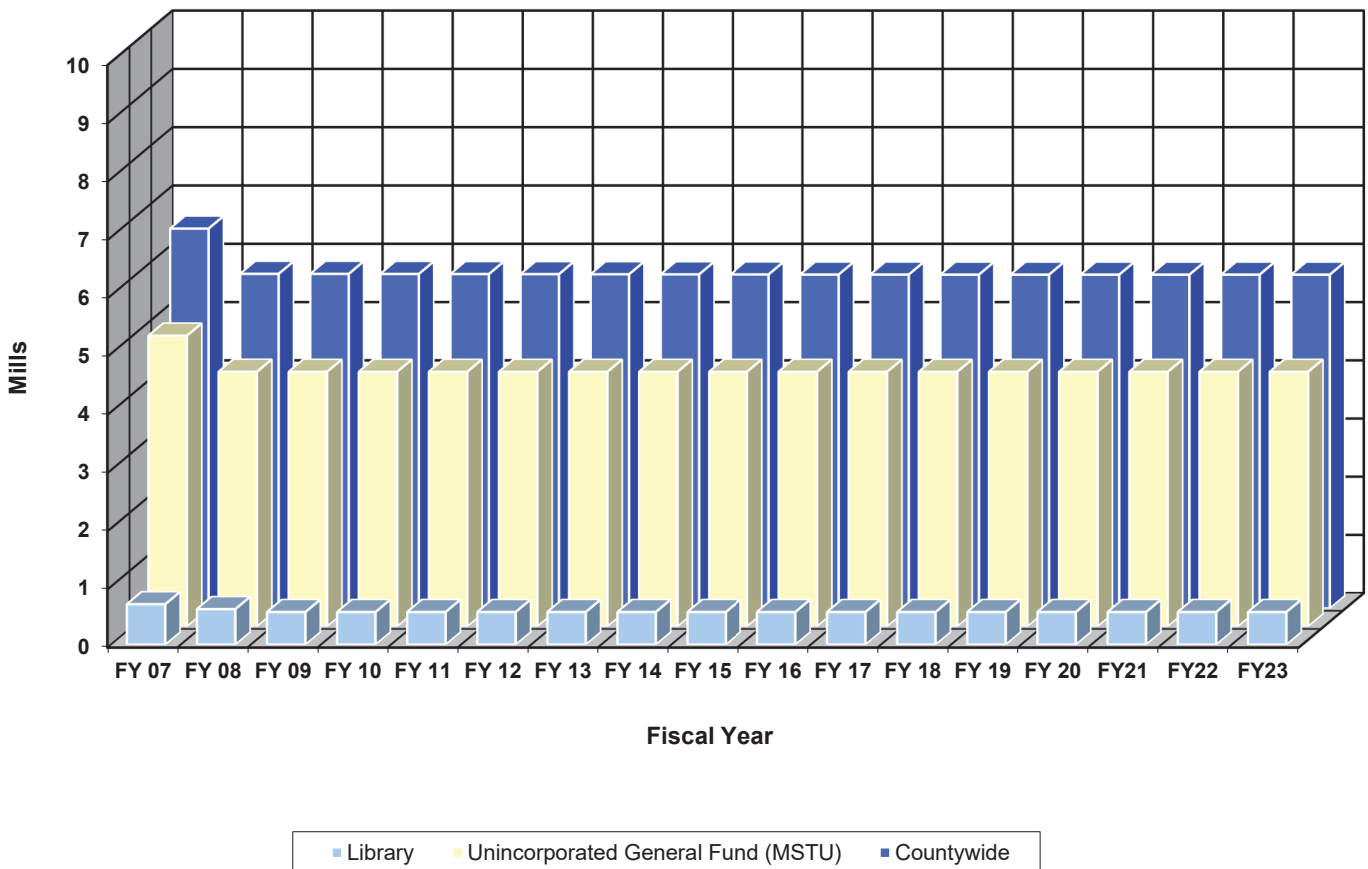
**Amount of Property Taxes Assessed in the Previous Year for the General Revenue Fund, MSTU, and Library District Less Payments to Tax Increment Financing Districts = \$987,261,742**

**Divided by**

**Amount of Taxable Value of Countywide Property Less New Construction and Less Dedicated Tax Increment Values in the Current Year = \$116,163,069,346**

**The result of this calculation is the Aggregate Rolled-Back Rate of 8.4989 Mills or \$8.50 per \$1,000 of Taxable Value**

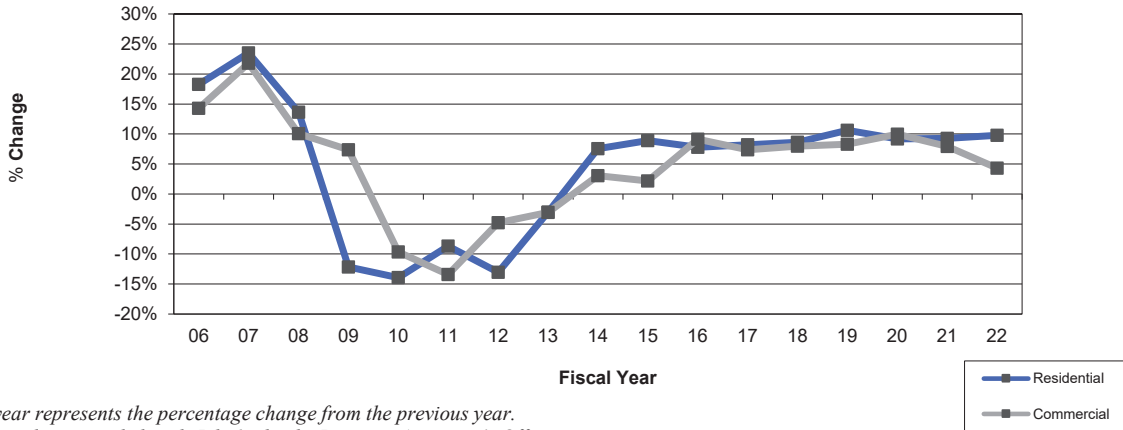
## HILLSBOROUGH COUNTY AD VALOREM OPERATING MILLAGES



<sup>1</sup> Florida Statutes require the budget estimate be based on the Property Appraiser's July 1 preliminary certification. Due to taxable value adjustments made after July 1st by the Property Appraiser and Value Adjustment Board, actual property taxes collected will differ from estimated collections used for budget purposes.

# Changes in Taxable Values by Property Classification

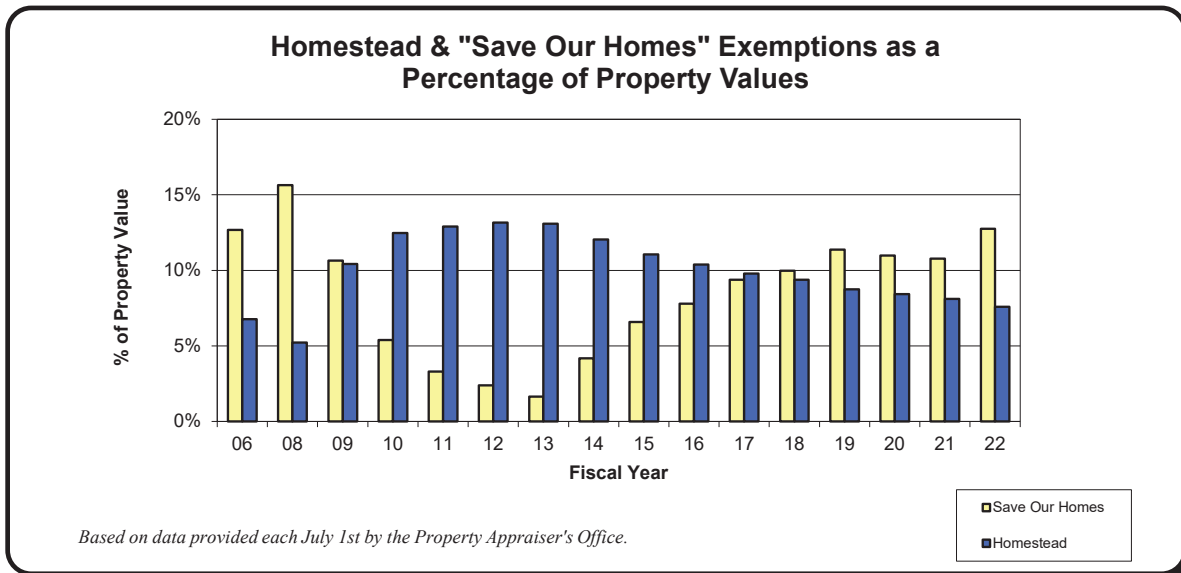
**Percentage Change in Property Value Growth  
Single Family Residential and Commercial**



## Real Property Value Changes by Fiscal Year

	Single Family Residential	Percent Change	Other Residential	Percent Change	Commercial Property	Percent Change
FY 06	30,915,682,246	18.28%	9,450,610,601	20.03%	11,548,275,836	14.28%
FY 07	38,181,151,543	23.50%	12,001,265,292	26.99%	14,063,864,736	21.78%
FY 08	43,386,629,568	13.63%	13,681,720,036	14.00%	15,479,774,389	10.07%
FY 09	38,109,677,299	-12.16%	13,777,882,807	0.70%	16,622,293,677	7.38%
FY 10	32,798,589,745	-13.94%	10,777,667,774	-21.78%	15,019,620,709	-9.64%
FY 11	29,953,253,770	-8.68%	8,471,705,956	-21.40%	13,004,472,215	-13.42%
FY 12	28,528,801,337	-13.02%	8,319,781,336	-1.79%	12,382,858,678	-4.78%
FY 13	27,669,609,104	-3.01%	8,178,200,222	-1.70%	12,001,773,800	-3.08%
FY 14	29,759,828,385	7.55%	8,834,123,507	8.02%	12,369,456,398	3.06%
FY 15	32,413,326,378	8.92%	9,737,466,602	10.23%	12,637,185,161	2.16%
FY 16	34,943,064,891	7.80%	10,776,277,983	10.67%	13,794,390,404	9.16%
FY 17	37,817,808,556	8.23%	12,035,185,007	11.68%	14,812,306,845	7.38%
FY 18	41,073,218,173	8.61%	13,581,839,931	12.85%	15,996,564,906	8.00%
FY 19	45,434,858,223	10.62%	15,433,388,551	13.63%	17,324,512,154	8.30%
FY 20	49,606,552,717	9.18%	17,204,385,107	11.48%	19,050,497,113	9.96%
FY 21	54,215,673,537	9.29%	19,259,930,991	11.95%	20,563,040,570	7.94%
FY 22	59,528,781,162	9.80%	21,574,122,927	12.02%	21,446,225,502	4.30%
	Industrial Property	Percent Change	All Others	Percent Change	Total	Percent Change
FY 06	3,341,283,872	11.63%	2,408,233,519	13.39%	57,664,086,074	17.12%
FY 07	4,220,918,748	26.33%	2,916,843,920	21.12%	71,384,044,239	23.79%
FY 08	4,646,865,076	10.09%	3,260,681,228	11.79%	80,455,670,297	12.71%
FY 09	4,835,110,396	4.05%	3,061,497,599	-6.11%	76,406,461,778	-5.03%
FY 10	4,558,538,544	-5.72%	2,638,311,645	-13.82%	65,792,728,417	-13.89%
FY 11	3,994,332,744	-12.38%	2,258,313,613	-14.40%	57,682,078,298	-12.33%
FY 12	3,790,689,960	-5.10%	2,139,229,808	-5.27%	55,161,361,119	-4.37%
FY 13	3,629,873,686	-4.24%	2,091,759,025	-2.22%	53,571,215,837	-2.88%
FY 14	3,686,015,706	1.55%	2,142,673,418	2.43%	56,792,097,414	6.01%
FY 15	3,535,088,664	-4.09%	2,315,976,287	8.09%	60,639,043,092	6.77%
FY 16	3,871,607,485	9.52%	2,420,588,585	4.52%	65,805,929,348	8.52%
FY 17	4,153,593,720	7.28%	2,546,249,066	5.19%	71,365,143,194	8.45%
FY 18	4,495,872,336	8.24%	2,791,329,779	9.63%	77,938,825,125	9.21%
FY 19	5,005,530,582	11.34%	2,712,497,672	-2.82%	85,910,787,182	10.23%
FY 20	5,615,393,941	12.18%	2,940,147,489	8.39%	94,416,976,367	9.90%
FY 21	6,234,011,403	11.02%	3,103,518,282	5.56%	103,376,174,783	9.49%
FY 22	6,981,578,453	11.99%	3,196,023,247	2.98%	112,726,731,291	9.05%

# 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 06	6,485,566,862	6.77%	12,150,844,977	12.68%	95,836,796,083
FY 07	6,624,674,302	5.53%	20,163,626,163	16.83%	119,776,510,189
FY 08	6,808,035,527	5.23%	20,353,986,976	15.64%	130,134,318,243
FY 09	13,164,111,107	10.43%	13,449,284,468	10.65%	126,272,071,232
FY 10	13,272,349,483	12.47%	5,741,024,515	5.39%	106,437,479,757
FY 11	12,060,696,636	12.89%	3,095,016,986	3.31%	93,536,916,919
FY 12	11,691,712,610	13.16%	2,115,377,944	2.38%	88,874,185,134
FY 13	11,331,635,284	13.08%	1,424,903,045	1.64%	86,627,296,537
FY 14	11,211,929,982	12.05%	3,886,149,714	4.18%	93,048,519,146
FY 15	11,164,864,607	11.06%	6,645,231,427	6.58%	100,956,959,399
FY 16	11,379,234,666	10.39%	8,548,286,690	7.80%	109,546,502,173
FY 17	11,683,785,946	9.80%	11,183,151,399	9.38%	119,262,935,375
FY 18	12,159,990,461	9.38%	12,931,703,458	9.98%	129,579,530,251
FY 19	12,633,735,556	8.75%	16,408,452,011	11.37%	144,359,931,974
FY 20	13,097,548,218	8.42%	17,072,682,812	10.98%	155,515,806,716
FY21	13,555,560,530	8.11%	18,036,792,699	10.79%	167,233,133,437
FY22	14,012,399,772	7.60%	23,525,049,626	12.75%	184,455,453,727

	Governmental	Percent	Institutional	Percent	Total Just Value
FY 06	7,533,544,648	7.86%	3,091,491,665	3.23%	95,836,796,083
FY 07	8,471,291,561	7.07%	3,409,197,015	2.85%	119,776,510,189
FY 08	8,565,739,625	6.58%	3,484,187,822	2.68%	130,134,318,243
FY 09	9,158,454,504	7.25%	3,685,045,431	2.92%	126,272,071,232
FY 10	8,355,520,371	7.85%	3,447,058,024	3.24%	106,437,479,757
FY 11	7,546,502,188	8.07%	3,090,445,552	3.30%	93,536,916,919
FY 12	7,287,453,720	8.20%	2,979,434,475	3.35%	88,874,185,134
FY 13	7,390,147,182	8.53%	3,070,061,016	3.54%	86,627,296,537
FY 14	7,491,569,124	8.05%	3,237,801,671	3.48%	93,048,519,146
FY 15	7,620,845,796	7.55%	3,391,141,487	3.36%	100,956,959,399
FY 16	7,909,061,680	7.22%	3,621,891,843	3.31%	109,546,502,173
FY 17	8,240,613,466	6.91%	3,825,479,910	3.21%	119,262,935,375
FY 18	8,682,731,491	6.70%	4,000,103,773	3.09%	129,579,530,251
FY 19	9,277,533,432	6.43%	4,553,993,190	3.15%	144,359,931,974
FY20	9,914,479,566	6.38%	4,968,279,162	3.19%	155,515,806,716
FY21	10,611,634,093	6.35%	5,294,324,224	3.17%	167,233,133,437
FY22	11,331,145,243	6.14%	5,729,538,194	3.11%	184,455,453,727



**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 17 Adopted	FY 18 Adopted	FY 19 Adopted	FY 20 Adopted	FY 21 Adopted	FY 22 Adopted	FY 23 Recommended
<b>TAXES LEVIED COUNTYWIDE</b>							
BOCC - General Fund	\$659.20	\$659.05	\$659.05	\$659.05	\$659.05	\$659.05	\$659.05
BOCC - General Obligation Debt	6.95	6.95	\$6.95	\$6.95	\$6.95	\$6.95	\$6.95
Southwest Florida Water Mgmt District *+	38.15	36.01	\$33.98	\$33.98	\$30.69	\$29.15	\$29.15
School Board (incl. General Oblig. Debt)*	794.19	758.54	\$737.61	\$737.61	\$686.21	\$672.64	\$672.64
Children's Board *	52.77	52.77	52.77	52.77	\$52.77	\$52.77	\$52.77
Port Authority*	16.68	14.95	13.23	13.23	\$11.41	\$10.75	\$10.75
<b>TOTAL COUNTYWIDE TAXES</b>	<b>\$1,567.93</b>	<b>\$1,528.27</b>	<b>\$1,503.59</b>	<b>\$1,503.59</b>	<b>\$1,447.08</b>	<b>\$1,431.31</b>	<b>\$1,431.31</b>
<b>TAXES LEVIED WITHIN SPECIFIC AREAS</b>							
Library District	\$64.20	\$64.20	\$64.20	\$64.20	\$64.20	\$64.20	\$64.20
Municipal Services Taxing Unit (MSTU) **	\$503.07	\$503.07	\$503.07	\$503.07	\$503.07	\$503.07	\$503.07
MSTU Parks General Obligation Debt **	\$2.98	\$2.98	\$2.98	\$2.98	\$2.98	\$2.98	\$2.98
Hillsborough Area Regional Transit*	\$57.50	\$57.50	\$57.50	\$57.50	\$57.50	\$57.50	\$57.50
<b>TOTAL TAXES WITHIN SPECIFIC AREAS</b>	<b>\$627.75</b>	<b>\$627.75</b>	<b>\$627.75</b>	<b>\$627.75</b>	<b>\$627.75</b>	<b>\$627.75</b>	<b>\$627.75</b>
<b>TOTAL AD VALOREM TAXES</b>	<b>\$2,195.68</b>	<b>\$2,156.02</b>	<b>\$2,131.34</b>	<b>\$2,131.34</b>	<b>\$2,074.83</b>	<b>\$2,059.06</b>	<b>\$2,059.06</b>
\$ change from preceding year:	(\$42.33)	(\$39.66)	(\$24.68)	\$0.00	(\$56.51)	(\$15.77)	\$0.00
% change from preceding year:	(1.9%)	(1.8%)	(1.2%)	0.0%	(2.7%)	(0.8%)	0.0%

Notes:

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

Assumptions:

- Excludes any exemption other than the homestead exemptions.
- Excludes any other special district assessment (i.e., street lighting tax district or maintenance district).
- + For the purposes of consistency, the Hillsborough River Basin was selected. Other basins may have different tax rates.

# Economic Indicators

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

After COVID lockdowns caused a 31.2% decline in second quarter 2020 US Gross Domestic Product (GDP) growth turned strongly positive, 33.8%, in the third quarter before slowing to 4.5% in the fourth quarter. Average annual GDP fell 3.4% in 2020, the largest decline since 1946. Economic growth in the 2021 accelerated to 5.7%, the largest increase since 1984. Growth accelerated to 6.9% in the fourth quarter of 2021 as COVID cases fell and pent-up demand fueled consumer spending. At the same time high demand coupled with a tight labor market and COVID-impacted supply chain problems also fueled inflation, which in December 2021 reached 7.1%.

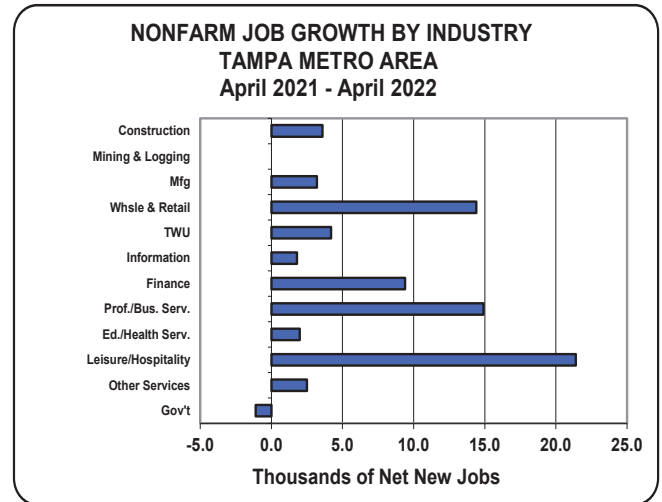
These demand and inflation challenges continue in early 2022. War in Ukraine has complicated these challenges with even higher fuel prices and supply disruptions. First quarter GDP fell 1.5% amid moderating consumer spending, falling exports and inventories. The Federal Reserve has begun to raise interest rates to fight high inflation. This is likely to temper growth as well as inflation. Higher prices and interest rates are already softening the pace of consumer spending and home sales.

Moody's Analytics is forecasting 3.6% growth in the second quarter 2022 as, despite some softening, the economy remains in high gear. For the last half of 2022 Moody's is forecasting growth will dip below 3.0%. For all of 2022, Moody's forecasts an annual GDP increase of 2.8% followed by growth of 2.7% in 2023. Downside risks are predominant, however, as interest rate increases, the Ukraine War's effect on global growth and ongoing supply chain issues may weigh heavily.

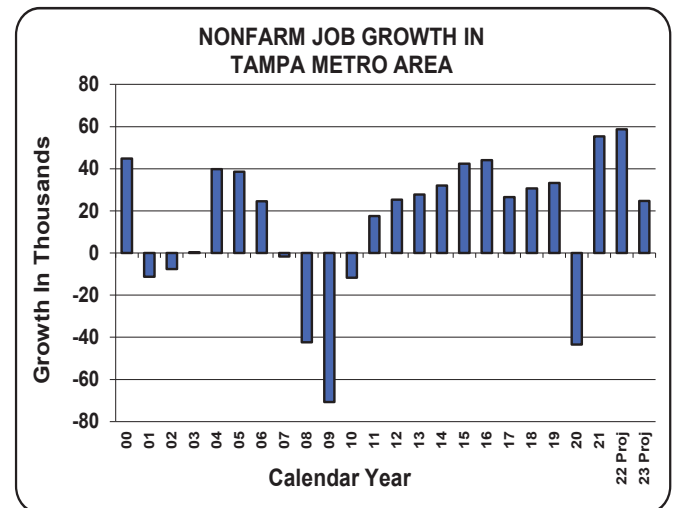
Employment suffered greatly in the shutdowns with record unemployment compensation claims as a result. The US lost 1 million nonfarm jobs in March 2020 compared to February, followed by a further loss of 20 million jobs in April 2020. US nonfarm jobs quickly rose as states began to reopen their economies in May 2020 and have risen since and now exceed 2019 levels. Employers are now experiencing a difficult retention and recruiting market which is also resulting in higher wage increases. Moody's expects job gains will also slow, as economic growth slows, from 4.0% in 2022 to 1.6% in 2023.

Metro Tampa job losses during March to April 2020 totaled 162,600 followed by a gain of 43,500 in May 2020. Job gains

have continued through April 2022 with Metro Tampa jobs about 219,000 jobs above 2019 levels. Job growth during April 2021 to April 2022 was broad based and led by the tourism and hospitality industry. Retail Trade and Professional/Business Services also posted strong gains. Metro Tampa's April 2021 to April 2022 5.5% job gain compares to the US gain of 4.6%. Florida jobs posted a 5.9% increase. The University of Central Florida forecasts 4.2% job gains for Tampa Bay in 2022 followed by 1.7% increase in 2023.



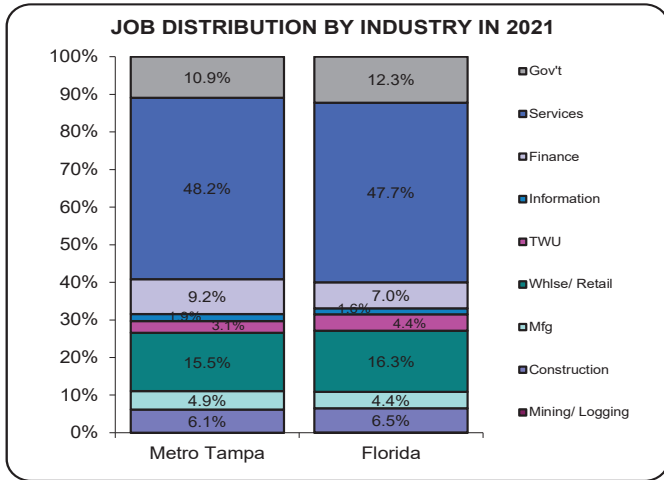
Source: Florida Department of Economic Opportunity, Labor Market Statistics Center



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

Unemployment rates have declined since the end of COVID lockdowns. Hillsborough County's April 2022 rate is 2.2%, compared to 4.6% in April 2021. April 2022's Florida rate is 2.4%. The US rate is 3.3%. US unemployment rates are the lowest since 1969.

# Economic Indicators



Note: TWU = Transportation, Warehousing & Utilities  
 Source: Florida Department of Economic Opportunity, Labor Market Statistics Center

Long-term job growth in Metro Tampa, and, indeed, Florida and the nation, is concentrated in services industries. In 2021 services industries accounted for 48% of existing jobs in Metro Tampa and Florida. Services industries include high wage industries such as finance, insurance, legal services, engineering services, computer design, and health. Wholesale and retail trade accounted for about 16% of all jobs. Most of Hillsborough's ten largest employers in 2021 are government or health related.

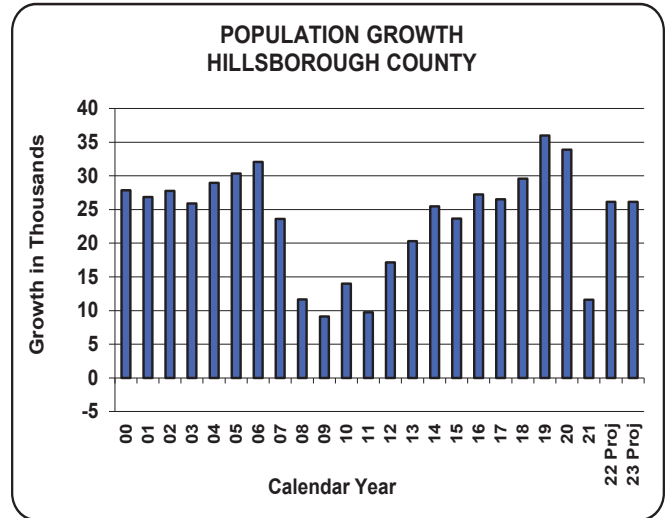
## LARGEST HILLSBOROUGH EMPLOYERS, 2021

Hillsborough County School Board	24,866
University of South Florida	15,678
MacDill Air Force Base	15,000
Tampa International Airport	10,500
Hillsborough County Government	10,394
Publix Supermarkets	8,909
Tampa General Hospital	8,047
Baycare Health System	8,025
H Lee Moffitt Cancer Center	8,000
James A. Haley VA Hospital	4,700

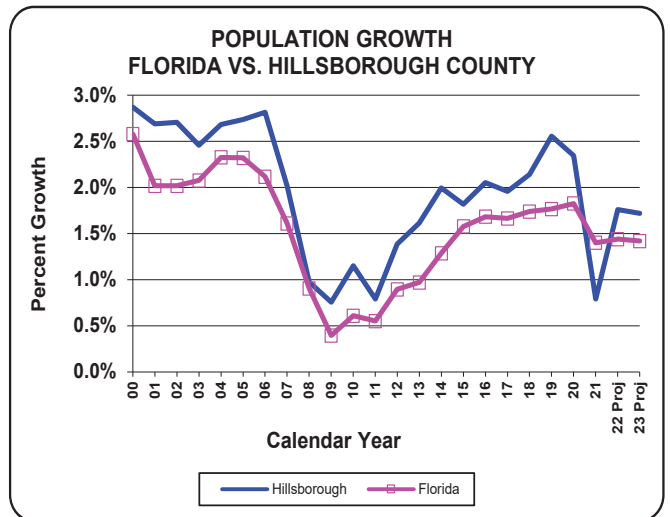
Source: Hillsborough County, Florida Comprehensive Annual Financial Report, Fiscal Year Ended September 30, 2021

While job growth is perhaps the single most important and visible economic indicator for a local area, other indicators play important roles as well. The University of Florida's Bureau of Economic and Business Research (BEBR) reports that Florida and Hillsborough population growth has accelerated since dramatically slowing in 2008 through 2011. After average annual population growth of 26,300 in Hillsborough County during 1997-2007, BEBR estimated Hillsborough's population rose at an annual rate of only 11,100 during 2007-2011. Recovering population growth averaged 26,600 annually during 2011-2020. BEBR estimated Hillsborough gained 11,600 residents in 2021. BEBR forecasts

Hillsborough population growth during 2021-2025 will average 26,200 annually.



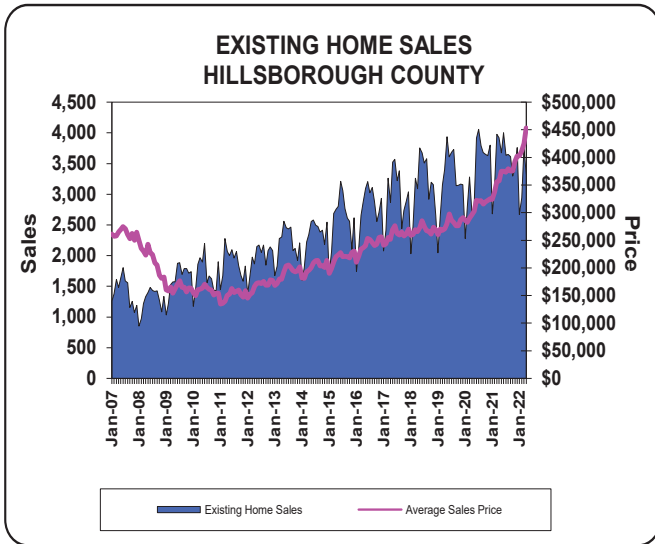
Source: Bureau of Economic and Business Research (BEBR)



Source: Bureau of Economic and Business Research (BEBR)

Population growth is, in turn, a primary factor driving housing markets and retail sales as well as job growth. Greater Tampa Association of Realtors (GTAR) reports 2021 home sales rose 5.8%. As 2021 sales rose, GTAR reports months of inventory fell to less than one month in December 2021 and remains at the very low rate in April 2022. Sales for the first four months of 2022 have dropped 7.3% compared to 2021. High home prices, low inventories and rising interest rates are slowing sales. April average home sales price rose 26.8% above April 2021. Sales are likely to continue to be moderate.

# Economic Indicators



Source: Greater Tampa Association of Realtors

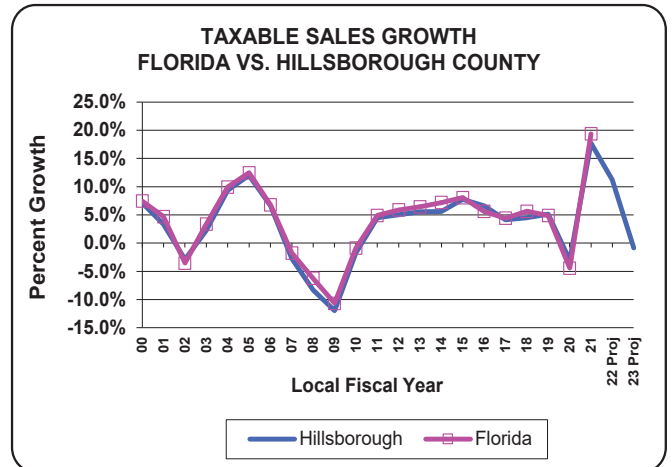
Low inventories and months of supply combined with continuing in-migration of workers as well as retirees will continue to drive long term home price gains in Florida and Hillsborough but at a moderating pace.

## LARGEST HILLSBOROUGH PROPERTY TAXPAYERS, FY 21

Company	\$ Millions
Tampa Electric Company	46.9
Hillsborough County Aviation Authority	17.6
Frontier Communications	8.8
Highwoods/Florida Holding LP	7.7
Mosaic Company	7.3
Westfield	6.5
Post Apartment Homes LP	5.9
Wal-Mart	5.3
Eastgroup Properties	4.7
Midwest International	4.6

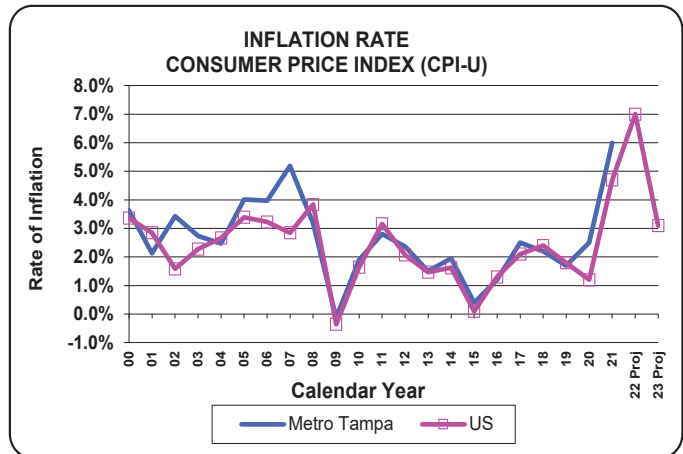
Source: Hillsborough County, Florida Comprehensive Annual Financial Report, Fiscal Year Ended September 30, 2021

COVID shutdowns hit consumer spending severely in the spring of 2020. Taxable Sales in Hillsborough County rose on a year ago basis from 2010 before falling 15.7% in April 2020 and 26.6% in May 2020. Sales have risen strongly since then. Taxable sales in late FY 20 and FY 21 exceeded year ago levels. FY 21 taxable sales grew 17.7% and were rising more than 20% in early 2022. Latest April 2022 data show sales growth at 11.0%. High inflation, lower consumer confidence may be impacting that pace. The Management and Budget Department expects taxable sales to continue to grow in 2022 and level off for 2023. Sales surtax revenue is estimated to rise about 11.2% for FY 22 followed by a slight decline in FY 23.



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

US inflation jumped to 4.7% in 2021 and is currently at 40-year highs. High consumer demand, chronic supply chain problems and high fuel prices have fueled inflation and caused the Federal Reserve to begin combatting it with rising interest rates. The National Association for Business Economics expects inflation to rise to 7.0% for 2022 before falling back to 3.1% for 2023 as Fed policy changes take effect.



# Financial Policies and Procedures

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

To execute these responsibilities and to maintain sound financial management practices, it is important to have financial policies and related procedures that complement the statutory requirements and professional standards which establish local governments' financial management framework. To this end, the Management and Budget Department is involved in the ongoing effort to research, document, publish and update financial policies and guidelines.

The Board of County Commissioners has adopted a series of financial policies, presented in this section, as a major effort towards documenting a comprehensive approach to financial management. In some cases, written policies replaced informal rules that had been in place for years, but had not been previously documented and formally approved. Given the structure of county government in Florida, with most accounting functions residing with the elected Clerk of Circuit Court, and the budget function residing with the County Administrator who reports to the elected Board, the documentation and approval of policies have particular importance. All BOCC policies can be found at: <http://www.hcflgov.net/en/government/board-of-county-commissioners/board-policies> and require Adobe Reader to view.

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

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

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

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

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

## POLICIES AND GUIDELINES

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

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



# Financial Policies and Procedures

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

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

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

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

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

10. **Grants Administration—BOCC Policy 03.01.03.00:** It is the policy of the Board of County Commissioners that the County will seek grant funding for activities and assets that are determined to further core County functions, or that provide for activities and assets that are in the best interest of the County and its residents. Unless exempted by Board action, all organizations directly funded by the Board shall participate in a uniform grants administration program under the direction of the County Administrator that will adequately assess grants prior to submittal and ensure that grant award functions follow the highest standards of the grantor or the County.

Grants Identification, Application, and Tracking: Grants pursued by the County must be consistent with the County's mission, strategic priorities, or adopted business plans, and no grant shall be submitted without signature approval of the County's authorized organizational representative or designee; therefore, the submission of grant proposals shall be coordinated by a central authority designated by the County

Administrator so that the effects on the County can be reviewed and understood beforehand and the authorizing signatures obtained; and grant applications shall provide reasonable and realistic outcomes that are based on information that will help to best assess the impact and efficacy of grant activities. Individuals planning to apply for an external grant should notify the grants management office a minimum of fifteen business days prior to the submission date on a form established under the direction of the County Administrator. All grants will be recorded and tracked in a manner that assures transparency and accountability to the Board, grantors, and the public.

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

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

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

**Purpose:** Grants are an exceptional way to fund County projects; however, they come with the expectation that all work including the management of the grant award will follow the highest standards of the regulatory and budgetary requirements of the grantor and the County. Failure to comply with such requirements can lead to a loss of goodwill and the return of funds. Inadequate review of grant proposals or grant awards may lead to the County spending General Revenue funds to support a grant project inconsistent with overall strategic direction, or may commit the County to General Revenue spending beyond the grant period. The purpose of this policy is to set forth guidance for the application of grant proposals and the administration of grants awarded to the County that ensure the efficiency and impact of grant funded programs, services, and capital improvements;

# Financial Policies and Procedures

increase grant revenues; limit the County's exposure to grant related legal liability; and assure grantors and the public that the County shall discharge its responsibilities with the highest of standards.

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

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

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

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

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

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

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

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

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

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

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



# Financial Policies and Procedures

Government Infrastructure Surtax), enterprise revenue, impact fees and the levy of ad valorem taxes and non-ad valorem assessments as determined by the Board of County Commissioners.

The Capital Improvement Program will comply with the Laws of Florida, (specifically Florida Statute 125.85(2) Florida Statutes), the Florida Administrative Code, Generally Accepted Accounting Principles (GAAP), necessary to assure proper accounting and fiscal management techniques and any County Ordinance, Policy and Procedure which relates to Capital Improvements and does not prohibit or restrict compliance with Section 218.33, Florida Statutes.

A list of priority categories for the Capital Improvement Program will be established by the Board of County Commissioners. This list will determine initial consideration of proposed projects for the Capital Improvement Program and provide a basis for evaluation and subsequent funding. Conformance with Board priority categories will aid in assuring the worthiness of a capital improvement project in relation to factors such as public health, safety, welfare, impact on the operational cost for government services and the implications for concept of growth management.

Additions or deletions of projects in the adopted Capital Improvements Program shall be by a Resolution of the Board of County Commissioners amending the Capital Improvements Program Resolution. Such additions or deletions shall be submitted to the Planning Commission for review of the change's impact upon the adopted level of service at least ten calendar days prior to the Board of County Commissioners' meeting at which the amendment is to be considered.

Changes in the cost of a current year project, advancing projects into the current year or delaying them from the current year to a future year in the adopted Capital Improvements Program shall be handled pursuant to the budget amendment procedure contained in Section 129.06, Florida Statutes.

Changes in the cost of a current year project that are less than 10% or less than \$100,000, whichever is least, of the project's all years budget (including all funding sources), can be adjusted with the approval of the County Administrator under the Administrative Budget Amendment process. The Board of County Commissioners will be provided with a quarterly report of all such administrative adjustments.

Emergency additions to the Capital Improvements Program shall be made pursuant to the County Administrator's emergency purchasing authorization in the Hillsborough County Purchasing Manual with appropriate amendments to the Capital Improvements Program to be made as soon as reasonably possible thereafter.

In addition to the Capital Budget and the Capital Improvement Program, an annual update will be prepared, as identified in the Comprehensive Plan for Unincorporated Hillsborough County. Specifically, an annual update will be provided for:

- a. public facilities requirements related to standards set for potable water, sanitary sewer, solid waste, stormwater management, parks and recreation facilities, and arterial and collector roads; and
- b. revenue forecasts and analysis of financial capacity, as related to the above-listed public facilities.

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

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

The cost and timing of these Capital Improvements are to be identified in the Capital Improvement Program. The project scope, schedule, and costs approved by the Board of County Commissioners. A Project Manager is identified for managing each capital project.

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- 2) **A Major Repair, Renovation or Replacement Capital Project** is a project which is primarily intended to preserve or enhance the operational condition of the existing facility and may increase the capacity of the facility. Facilities undergoing major repair and replacement may include existing buildings, roads for resurfacing purposes, wastewater treatment facilities, etc. A project will be considered for the Major Repair, Renovation or Replacement Capital Project category if it has an estimated cost of \$100,000 or greater, or extends its useful life by at least five years, or adds capacity or square footage to an existing facility, or will require more than a twelve-month period to deliver. A project which does not extend the useful life of the asset by at least five years, or does not add capacity or square footage to an existing facility and will be delivered within a twelve-month period will be included in the County's routine repair and replacement program.
- 3) **The Capital Improvement Program** is the Board's approved financial plan of Capital Projects. The Capital Improvement Program will include "new" Capital Projects and Major Repair, Renovation or Replacement Capital Projects. "New" Capital Projects include the acquisition of new capital facilities through either purchase or construction, or assets acquired through public/private partnerships. The Capital Improvement Program should include any new facility or any existing facility which is being changed to either extend the useful life by at least five years, increase capacity, increase square footage, increase the level of service to the community, or change the function of the facility.
- 4) **Project Costs** represent the purchase price or construction costs of a project, including other capitalizable costs incurred such as feasibility studies, cost-benefit analysis, site acquisition, legal and title costs, appraisal and surveying fees, architect and accounting fees, design and engineering services, initial fixtures and equipment, and transportation charges necessary to place the completed asset in its intended location and condition for use.

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

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

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

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

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

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

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

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

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

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

- Twenty-five percent (25%) will be transferred to a fleet replacement account in the Fleet Services Fund for the replacement of vehicles including annual rental costs until the County's fleet replacement account for each fund has attained industry replacement standards, as identified by the Fleet Maintenance Department; and
- Twenty-five percent (25%) will be transferred to a designated reserve in the Self Insurance Fund for unbudgeted litigation or judgment expenses until the reserve in that account equals one percent of the combined General Fund and General Purpose MSTU Fund; and,
- Fifty percent (50%) will be appropriated to the catastrophic emergency reserve in the Self Insurance Fund until reserves in that account match eight percent of expenditures in the General Fund and General Purpose MSTU Fund; and any additional funds remaining as a result of meeting the required thresholds identified in (1), (2) or (3) will be split in the same ratio to meet the remaining threshold(s).

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

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

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

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

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

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

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

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

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

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liability, and general liability.

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

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

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

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

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

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

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

**20. Minimizing the Expense of Financing Capital Projects—**

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

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

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

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

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

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

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

**22. User Fees and Cost Recovery—BOCC Policy 03.02.02.09:** It is the policy of the BOCC that the County may from time to time establish or update fees for

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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



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schedule annually.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Positions that are not established through either the Human Resources Department (unclassified positions) or

the Civil Service Office (classified positions) within six months after BOCC approval will be eliminated along with related budget appropriation and reported to the BOCC through an agenda item.

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

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

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

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

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

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

**Purpose:** The purpose of this policy is to provide for



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

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

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

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

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

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

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

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

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

fiscal years will be subject to the availability of funds.

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

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

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

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

This policy applies to the following operating funds: General Fund, Unincorporated General Fund (MSTU Fund), and Special Library District Fund.

Recognizing that the minimum 5 percent target may not be accomplished immediately, the County will move toward that level through the following interim objectives:

- FY 00 a minimum of 0.625 percent
- FY 01 a minimum of 1.250 percent
- FY 02 a minimum of 1.875 percent
- FY 03 a minimum of 2.500 percent
- FY 04 a minimum of 3.125 percent
- FY 05 a minimum of 3.750 percent
- FY 06 a minimum of 4.375 percent
- FY 07 a minimum of 5.000 percent

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**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.

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

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

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

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

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

## 40. Budgetary Reappropriations—BOCC Policy 03.02.02.27:

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

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

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

The County Administrator's recommendations for reappropriation must be approved by the BOCC through

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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



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prior drawdown of all available, and appropriate, contingency reserves.

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

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

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

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

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

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

**Responsibility:** It is the responsibility of the County Administrator and the Management and Budget Department to advise the BOCC when it may be appropriate to draw down this reserve, identifying the criterion which has been met. Proposed budget amendments that appropriate contingency reserves in the General Fund or General Purpose MSTU Fund will be placed on the regular section of the BOCC agenda of a

regularly scheduled meeting for BOCC discussion.

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

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

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

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

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

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

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

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

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

- 1) Conduit Issuer means any city, county, or independent governmental authority established by statute excluding, however, the Hillsborough County Housing Finance Authority and the Hillsborough County Industrial Development Authority.
- 2) Conduit Private Activity Bonds (PAB's) mean a type of revenue bond, issued by a Conduit Issuer on behalf of a Borrower, specifically authorized by statute and by the U.S. Tax Code of 1986, as amended, and the proceeds of which are used to fund eligible capital projects. PAB's are payable solely from revenues derived from loan, lease or installment sale payments made by the Borrower.
- 3) Borrower means a not-for-profit entity, or other entity permitted by the U.S. Tax Code of 1986, as amended, to utilize Private Activity Bond financing.

**Responsibility:** Debt Management Department.

**47. Water and Wastewater Financial Policy—BOCC Policy 03.03.01.00:** Hillsborough County intends to operate its water and wastewater system in a businesslike manner using financial procedures which are consistent with those used in standard utilities operations. The Water

Department shall be an enterprise fund department existing solely on its own revenues (i.e. monthly service revenues and fees, grants, interest income, bond sale proceeds, etc.) and such revenues are expended only for use of the Water Department. Further, monthly water and wastewater service revenues shall be used, to the greatest extent possible, to provide for the operation and maintenance of the utilities system, renewal and replacement, debt service (except for the portion eligible to be paid by capacity fees), and any capital rehabilitation related to service of existing customers.

In addition, the funds to expand the utilities system to service new customers shall be obtained through capacity fees, past earnings of the system, grants (including Community Investment Tax), proceeds from bonded Capacity Assessments Units (CAU's), and un-bonded CAU's. Provided, however, that any Water Department funds may be used to meet cash flow requirements to expand the utilities system with a return of those funds used in lieu of capacity fees. Capacity fees and CAU's shall be accounted for as set forth in appropriate county ordinances and bond covenants. Also, these fees and all other Water Department fees, rates and charges shall be reviewed on an annual basis to determine their sufficiency for providing service in compliance with the bond resolution.

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

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

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



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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 fund.
- While several uses have previously been identified as eligible uses of this tax, it is the policy of this Board that the funds be used for phosphate-related purposes. Pursuant to this policy, phosphate-related purposes shall consist of or be similar to such uses as restoration of phosphate lands for appropriate and lawful public reuse, mitigation or remediation of environmental damage or harm caused or likely to be caused by phosphate mining or its related and intended activity, or repair or improvement of public infrastructure directly damaged or likely to be damaged from such phosphate activities. Any expenditure of phosphate severance tax revenue not covered by the above definition will require a super-

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

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

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

## 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.

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

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

## 51. Recording of Infrastructure Assets – Board Policy:

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

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

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

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

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

## 52. Fund Balance and Sound Financial Management

### Practices—BOCC Policy: 03.05.10.00

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

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

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

- Unanticipated revenue shortfalls due to unforeseen circumstances including a significant and prolonged

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downward trend in an economic cycle

- A natural disaster of significance
- New federal and state mandates/legislation
- Immediate capital needs

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

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

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

- External Financial advisory services will be contracted when appropriate to engage expert specialized services.
- Decisions made in the County's annual budget process will be service driven and based on existing Community Standards and performance metrics.
- County reserve levels will be set according to this Board policy
- The County will maintain debt service coverage at levels necessary to maintain the highest possible credit rating.
- The County will annually strive to achieve a structurally balanced budget consistent with guidance provided by the GFOA.
- Bond issues will be continually monitored to identify and act on any refunding opportunities.
- The annual Operating and Capital budget documents will be prepared consistent with GFOA guidelines and state law.
- The County will employ sound long-term financial planning strategies and will annually prepare a five-year pro forma analysis.
- The County will follow its other adopted financial policies not specifically identified in this policy. Those policies are also designed to operate using sound financial management practices.

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

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

## 53. Budget Development and Monitoring Controls—BOCC

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

- The Budget process will be consistent with Florida Statutes and other applicable laws and regulations.
- The Budget process will be in compliance with Truth-In-Millage requirements.
- Revenue estimates and projections will be developed using appropriate sources (including state estimates), historical analysis, comparison techniques, modeling, and other methods.
- Each year a five-year general fund proforma analysis will be completed in order to assure that the following year's Budget is consistent with long-term planning objectives.
- The BOCC will annually establish service priorities and levels of service standards ("community service standards") to guide the budget development process and resource allocations.
- The Budget will be structurally balanced so that recurring revenue sources are matched with recurring expenditures.
- Budgeted general fund reserves will be set according to BOCC policy to allow the County to achieve the highest possible credit ratings.
- Each annual Budget process will include an exercise to identify budget efficiencies and other business opportunities.
- Each annual Budget process will include an exercise to review vacant positions in an effort to identify possible Budget efficiencies.
- All County funded agencies must submit annual

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funding requests to justify any changes to their continuation level budget.

- Any approved Budget request must be supported by performance data/metrics and be consistent with the County's community standards.
- Budget decisions must be consistent with the BOCC's strategic planning focus.
- Commissioner budget requests must provide a justification, indicate if they are recurring or one-time, comply with this policy, reflect community service standards, and be approved by a simple majority vote of the BOCC.
- A quarterly budget to actual financial report will be placed on the BOCC's consent agenda.
- A regular staff agenda item will be placed on the BOCC's agenda when there is a change greater than \$100,000 in a reserve for contingency balance in the general funds.

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

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

## 54. Capital Funding for Outside Agencies—BOCC Policy:

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

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

### Procedures:

4.1 Placement on Regular Agenda: All actions by the Board related to applicable capital funding requests (including funding decisions, agreements, modification agreements, license agreements, leases,

etc.) shall be placed on the Regular agenda or on a public hearing agenda, but not on the Consent agenda.

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

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

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

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

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

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

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

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

## 4.3 Monitoring and Agreement for the Capital Funding/Project

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

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

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;



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10. Stipulation of County's right to monitor entire project for all funding sources, including but not limited to monitoring for project overfunding;
11. Should there be any funding restrictions dictated by funding source, it shall be addressed in the Agreement.
12. Stipulation that only costs incurred after the execution of the agreement by both parties may be reimbursed. Costs incurred prior to the execution date of the agreement shall not be reimbursed.

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

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

**55. 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 of by the County be sold at fair market value with the proceeds returned to the appropriate funding source. Salvage value for surplus vehicles and equipment is a funding source for replacement vehicles. Restricted funding sources such as grants, enterprise funds, and internal services funds generally require the proceeds from surplus vehicles and equipment be returned.

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

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

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

and equipment and by facilitating partial funding of replacement vehicles and related equipment from such revenue.

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

**56. 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.



# Financial Policies and Procedures

- b. Reclaimed Water Facilities – Transmission.  
Those pipes, valves, fittings, and appurtenances used to convey reclaimed water from a wastewater treatment plant or pump station to reclaimed water distribution facilities.
- c. Reclaimed Water Facilities–Distribution.  
Those pipes, valves, fittings, service connections, and appurtenances used to convey re- claimed water transmission facilities to customers within a subdivision.

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

57. The Clerk is hereby authorized to invest public funds on hand at prevailing market rates in:
- investments outlined in Chapters 125.31 and 218.415, Florida Statutes;
  - Standard and Poor’s “Qualified Investments for ‘AAA’ Financing,” subject to collateralization requirements of Chapter 280, Florida Statutes;
  - shares of the Florida Counties Investment Trust (FCIT) Government Fund or any other FCIT investment fund, the assets of which are restricted to investment instruments authorized by Section 125.31, Florida Statutes or by ordinance of the County, subject to execution of necessary documents; and
  - other investment vehicles authorized by BOCC resolution.

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

**Definitions:**

A. First Responder:

A First Responder includes:

1. A law enforcement or correctional officer as defined in §943.10, F.S.;
2. A firefighter as defined in §633.30, F.S.; or
3. An emergency medical technician or a paramedic as defined in §401.23, F.S., who is employed

(including full-time, part-time, or volunteer) by Hillsborough County or one of the municipalities of Tampa, Temple Terrace, and Plant City.

B. In the Line of Duty:

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

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

C. Beneficiary

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

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

D. Fund Administrator

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

**Fallen Heroes Program:** The Hillsborough County Board of County Commissioners hereby establishes the Fallen Heroes Program for the purpose of providing monetary benefits to the beneficiaries of First Responders who have

# Financial Policies and Procedures

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

# Calculation of Statutory Operating Budget

	FY 20 Adopted	FY 21 Adopted	FY 22 Adopted	FY 23 Recommended
<b>Total Budget</b>	<b>\$6,650.3</b>	<b>\$7,097.6</b>	<b>\$7,482.7</b>	<b>\$8,558.7</b>
<b>Reductions:</b>				
Internal Service Funds (Net of Transfers)	429.9	419.2	446.9	476.2
Trust and Agency Funds (Net of Transfers)	16.7	0.0	1.4	1.5
Debt Redemption, Defeasance and Commercial Paper Rollovers	140.9	27.0	18.8	44.7
Transfers	1,366.5	1,456.8	1,397.4	1,484.8
Capital Budget (Net of Reserves)	1,129.0	1,150.2	1,157.1	1,919.4
Capital Reserves	249.8	376.1	307.1	320.2
<b>Total Reductions</b>	<b>3,333.0</b>	<b>3,429.3</b>	<b>3,328.8</b>	<b>4,246.8</b>
<b>Statutory Operating Budget<sup>(1)</sup></b>	<b>\$3,317.3</b>	<b>\$3,668.3</b>	<b>\$4,153.9</b>	<b>\$4,311.9</b>

*Detail may not add to totals because of rounding.*

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

Notes:

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

# Estimating the County's Ending Fund Balance

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

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

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

On a budgetary basis State law requires a balanced budget, so a significant portion of the adopted budget is placed in reserves. Since these adopted reserves cannot be expended until they are first appropriated by amendment of the adopted budget, the reserves reflect an assumption of ending fund balance. In fact, sufficient reserves are included to ensure adequate funds are available at the beginning of the next fiscal year to meet payments. A schedule of reserves by fund is located in the operations section of this document. FY 23 reserves total \$1.911 million.

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

Excess revenues for local governments in Florida often result from a statutory requirement that governments only appropriate 95% of anticipated revenues. While a 95% factor may be reasonable for ad valorem collections, where adjustments to the tax roll and discounts for early payment result in collections of about 95%, it frequently results in understatement of collections from other revenues. Actual revenues received in excess of the budget will also increase ending fund balance.

A multi-year projection of fund balances for three major operating funds is included in an annual five year Pro Forma budget document.

The following table presents a simplistic fund-by-fund estimate of ending fund balance.

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

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

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

Grants and Aid from the County to other governments and non-profit agencies are budgeted at the full allocation. However, most of these grants are structured as reimbursements for services provided with a maximum that equals the allocation. Not all agencies provide the levels of service allowing them to receive the maximum allocation by fiscal year end, so there is normally a balance remaining, reflected in the expenditures shown.

Contracts for Services and Capital Equipment are budgeted at the full estimated amount so the contract or purchase order can be awarded. However, there are always some contracts where not all of the work is completed by year end, again resulting in unexpended budgeted funds that flow into year-end fund balance.

The final column, which reflects a somewhat conservative projection of ending fund balance at September 30<sup>th</sup> is column one plus column two, less column three. The total for all funds is \$2.583 million for FY 23.

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

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

# Estimating the County's Ending Fund Balance

For FY 23, the following major funds are estimated to have an actual fund balance change of more than 10% (as indicated on the schedule following this narrative):

- Unincorporated Special Revenue Fund – During FY 23, fund balance is projected to decrease by \$25.6 million, or 29.9%. This decrease is partially driven by increased Stormwater improvements.
- County Transportation Trust Fund – FY 23 anticipates a decrease in fund balance of \$120.4 million or 44.9%. This reflects the County's dedication to transportation improvements.
  - Intersection Capital Improvement Program (Master Project) \$46M
  - Safe Routes to School Programs (Master Project) \$25.7M

- Library District Fund – FY23 anticipates a decrease of \$11.4 million or 18.3%. The decrease is primarily due to increase capital costs for new and replacement libraries.
  - Thonotososa Library \$6.0M
  - Fendig Library Renovation \$2.5M
- Solid Waste Sytem Enterprise Fund – FY 23 anticipates a decrease of \$24.0 million or 34.9%. The primary driver is increased Facilities project construction costs.
  - Hillsborough County MRF \$30.0M
  - Various Facility Improvements \$35.0M
  - SE County Landfill Closue \$26.5M
- Fleet Service Fund – FY 23 anticipates a decrease of \$24.0 million or 34.9%. This drawdown primarily represents an increase in budgeted fleet replacement costs and fuel costs.

The aggregate fund balance for non-major funds is estimated to decrease by 5.9% in FY 23

## FY 23 Estimated Ending Fund Balance

Description	Beginning Fund Balance	Revenues and Sources	Expend/ Uses	Ending Fund Balance	Change	Percent Change
<b>General Fund</b>						
Countywide General Fund	\$ 362,994,180	\$ 952,540,258	\$ 983,889,429	\$ 331,645,009	\$ (31,349,171)	-8.6%
Unincorporated Area General Fund	138,026,880	568,209,164	\$563,606,673	142,629,371	4,602,491	3.3%
Subtotal	501,021,060	1,520,749,422	1,547,496,102	474,274,380	(26,746,680)	-5.3%
<b>Special Revenue Funds</b>						
Countywide Special Revenue Funds	332,790,583	516,540,586	511,119,916	338,211,253	5,420,670	1.6%
Unincorporated Area Special Revenue Fund <sup>(1)</sup>	85,583,414	106,294,406	131,862,153	60,015,667	(25,567,747)	-29.9%
Discretely Presented Component Units Fund	4,818,370	6,681,440	6,610,206	4,889,604	71,234	0.0%
Sales Tax Revenue Fund <sup>(1)</sup>	138,701,831	364,505,115	357,956,145	145,250,801	6,548,970	4.7%
Intergovernmental Grants Fund <sup>(2)</sup>	47,116,137	183,120,891	229,634,621	602,407	(46,513,730)	N/A
Transportation Surtax Trust Fund	195,048,078	1,462,600	0	196,510,678	1,462,600	N/A
County Transportation Trust Fund <sup>(1)</sup>	267,770,510	212,801,245	333,151,523	147,420,232	(120,350,278)	-44.9%
Local Housing Assistance Program Fund <sup>(2)</sup>	-	16,500,454	16,500,454	0	0	N/A
Library Tax District Fund <sup>(1)</sup>	61,966,486	88,993,348	100,330,689	50,629,145	(11,337,341)	-18.3%
Infrastructure Surtax Fixed Project Fund <sup>(2)</sup>	78,148,916	60,117,980	120,548,920	17,717,976	(60,430,940)	N/A
Covid Relief	269,984,189	272,886	254,170,340	16,086,735	(253,897,454)	N/A
Subtotal	1,481,928,514	1,557,290,951	2,061,884,967	977,334,498	(504,594,016)	-34.0%
<b>Debt Service Funds<sup>(3)</sup></b>						
P&R GO Ref Bnds 2002 Sk Fd-20024000	1,299,268	2,220,763	1,415,141	2,104,890	805,622	N/A
ELAPP Series 2009/2019 Bds Sk Fd-20029003	0	0	0	0	0	N/A
ELAPP Series 2019 Bds Sk Fd	5,027,582	5,864,708	5,568,052	5,324,238	296,656	N/A
Whse/Shrf Non Ad Ref Rev Bds 08/17 Note Sk Fd	452,078	1,214,001	1,330,396	335,683	(116,395)	N/A
4th Cent TDT 06/17 Ref Rev Bds Sk Fd-20021001	1,718,500	2,319,158	2,305,029	1,732,629	14,129	N/A
5th Cent TDT 06A/16 Ref Rev Bds	1,523,933	2,106,866	2,081,442	1,549,357	25,424	N/A
CIP Ref Rev Bds Series 06/16 Sk Fd-20038004	727,267	2,507,749	2,755,905	479,111	(248,156)	N/A
CIT 2012A&B Rev (2001A&B /2004 Ref)-20053001	9,368,975	9,227,456	9,839,050	8,757,381	(611,594)	N/A
CIP Rev Bds 12/17 Note Sk Fd-20054001	2,323,344	6,589,408	6,671,762	2,240,990	(82,354)	N/A
CST Series 2015 Bonds Sk Fd	3,358,783	4,096,700	4,110,800	3,344,683	(14,100)	N/A
CP Note Redev Seed Money Sinking Fd	0	0	0	0	0	N/A
CIT Series 2015 Refunding Revenue Bonds	18,971,310	18,934,175	20,358,545	17,546,940	(1,424,370)	N/A
CIT Series 2018 Sk Fd	5,743,898	6,387,784	6,817,810	5,313,872	(430,026)	N/A
CP Note Sk Fd-Stadium Impr Notes-20044004	12,692,185	156,636	10,366,150	2,482,671	(10,209,514)	N/A
CP Note Sk Fd-Arena Impr-20044005	2,940,812	2,667,787	3,125,000	2,483,599	(457,213)	N/A
CIP Half Cent Series 2020 Sk Fd	805,490	793,880	874,400	724,970	(80,520)	N/A
Transportation MP Bds DS	417,959	11,274,728	9,422,988	2,269,699	1,851,740	N/A
M2Gen Proj Rev/Sinking Fd-DS0155 Note 37	700,463	707,602	1,156,760	251,305	(449,158)	N/A
M2Gen Proj Rev/Sinking Fd-DS0169 Note 39	334,163	385,887	569,865	150,185	(183,978)	N/A
CT Facil Ref Rev 05 Bds/15 Note RJames Sk Fd	1,950,459	1,877,653	2,106,962	1,721,150	(229,309)	N/A
Half Cent Transportation Plan	12,315,261	42,504,900	44,725,000	10,095,161	(2,220,100)	N/A
CIP Series 2019 Sk Fd Total	1,371,823	4,599,577	5,048,738	922,662	(449,161)	N/A
CP Non-Taxable Note SK FD	0	0	0	0	0	N/A
CP (Taxable) Series 2017 Sk Fd	0	0	0	0	0	N/A
Arena Non-Ad Ref Rev Bds 05/15 Note Sk Fd	1,463,765	879,396	1,160,398	1,182,763	(281,002)	N/A
Lithia Pinecrest CP Debt Service	0	0	0	0	0	N/A
CIP CP Notes Fd 30022 Sk Fd	0	0	0	0	0	N/A
Big Bend Rd FDOT Loan Sk Fd	2,238,028	5,962,280	6,076,688	2,123,620	(114,408)	N/A
ELAPP Series 2023 Bds Sk Fd	0	34,623,232	33,958,801	664,431	664,431	N/A
Subtotal	87,745,346	167,902,326	181,845,682	73,801,990	(13,943,356)	N/A



## FY 23 Estimated Ending Fund Balance

Description	Beginning Fund Balance	Revenues and Sources	Expend/ Uses	Ending Fund Balance	Change	Percent Change
<b>Capital Projects Funds<sup>(2)</sup></b>						
Countywide Capital Projects Fund	44,517,462	27,393,652	41,480,404	30,430,710	(14,086,752)	N/A
Unincorporated Area Capital Projects Fund	21,130,824	11,657,441	30,462,659	2,325,606	(18,805,218)	N/A
Court Facil Imprvments Non-Bd Proj Fund	119,047	0	119,047	0	(119,047)	N/A
CST Series 2015 Project Fund	1,749,116	33,100	1,780,561	1,655	(1,747,461)	N/A
BP Oil Spill Proceeds Prj Fd	10,816,113	0	10,816,113	0	(10,816,113)	N/A
Half Cent CIP Bonds (2020) Project Fund	0	0	0	0	0	N/A
Non Ad Val Bonds (2019) Project Fund	21,855,410	445,800	22,049,906	251,304	(21,604,106)	N/A
NextGeneration911 Capital Project Fund	0	0	0	0	0	N/A
Environmental Lands Acq & Protect Fund	29,343,465	32,466,701	60,292,361	1,517,805	(27,825,660)	N/A
Commercial Paper & Credit Capacity Fund	805,223	42,077,588	41,959,717	923,094	117,871	N/A
Subtotal	130,336,660	114,074,282	208,960,768	35,450,174	(94,886,486)	N/A
<b>Enterprise Funds</b>						
Solid Waste System Enterprise Fund <sup>(1)</sup>	209,585,390	499,989,554	561,535,831	148,039,113	(61,546,277)	-29.4%
Water & Wastewater Utility Enterprise Fund	639,167,492	1,295,682,116	1,325,370,225	609,479,383	(29,688,109)	-4.6%
Subtotal	848,752,882	1,795,671,670	1,886,906,056	757,518,496	(91,234,386)	-10.7%
<b>Internal Service Fund</b>						
Fleet Services Fund <sup>(1)</sup>	68,774,602	42,676,910	66,658,000	44,793,512	(23,981,090)	-34.9%
County Self Insurance Fund	216,065,255	155,501,114	152,805,631	218,760,738	2,695,483	1.2%
Subtotal	284,839,857	198,178,024	219,463,631	263,554,250	(21,285,607)	-7.5%
<b>Agency Funds</b>						
Noncommitment Debt Service Funds <sup>(3)</sup>	589,556	8,719,073	7,890,883	1,417,746	828,190	N/A
Subtotal	589,556	8,719,073	7,890,883	1,417,746	828,190	N/A
<b>Total</b>	<b>\$3,335,213,875</b>	<b>\$5,362,585,748</b>	<b>\$6,114,448,089</b>	<b>\$2,583,351,534</b>	<b>(\$751,862,341)</b>	<b>-22.5%</b>

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

Notes:

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



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# Hillsborough County Florida

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

# Operating & Funding Guide





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# Budget by Fund

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

Next follows the Budget Summary by Fund schedule which shows budget figures for each fund within its respective fund type. The next schedule is the Fund Summary by Type of Expenditure which reflects data by characters of expense entitled Personal Services, Operating Expenditure/Expense, Capital Equipment, Capital Projects, Debt Service, and Grants and Aids. The character of expense entitled *Other Uses* is not shown in the aggregate but rather as a breakdown into objects classified as Transfers, Budgeted Transfers to Constitutional Officers, and Reserves and Refunds. The schedules that follow provide, by fund, an explanation of the purpose of the fund and a four-year comparison of revenues and appropriations. Revenues are presented according to classifications set by the State of Florida and appropriations are presented by major organization. Each table presents actuals for FY 20 and FY 21, the FY 22 adopted budget, and the FY 23 recommended budget.

The Budget by Fund schedule follows next. Funds allow County staff to separate, for example, the transportation impact fees collected in each of ten geographic zones, so they may be used exclusively within those zones for the benefit of

those who paid the fees. The budget is balanced within each of the funds presented since each fund has unique sources and uses. Interest is earned, fund balances are estimated, and reserves are established, as needed. Funds which are marked with an asterisk are coded as "all years" in the County's financial system. All years budgeting is the method of budgeting and reporting grant and capital project appropriations and expenditures from grant or project inception through the reporting period, as opposed to budgeting and reporting on a fiscal year basis. With all year's budgeting, each year's budget only reflects that specific year's changes in funding.

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

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

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

# Hillsborough County Major Funds

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

## **Governmental Funds**

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

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

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

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

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

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

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

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

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

## **Proprietary Funds**

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

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

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



# Fund Accounting

The operations of the County are recorded in the following fund types for FY 20 actuals, the FY 21 actuals, FY 22 adopted budget, and the FY23 recommended budget:

## **Governmental Funds**

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

### **A—General Fund**

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

### **B—Special Revenue Funds**

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

### **C—Debt Service Funds**

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

### **D—Capital Projects Funds**

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

## **Proprietary Fund Types:**

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

### **A—Enterprise Funds**

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

### **B—Internal Service Funds**

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

**Source of definitions: Hillsborough County 2012 Comprehensive Annual Financial Report (CAFR)**

# Budget Summary by Fund

Fund Title		FY 20 Actual	FY 21 Actual	FY 22 Adopted	FY 23 Recommended
<b>GENERAL FUNDS</b>					
00003	Countywide General Fund	\$ 699,532,710	\$ 741,205,874	\$ 1,149,305,682	\$ 1,273,348,576
00050	Unincorporated Area General Fund	437,313,691	455,618,527	615,649,379	683,559,913
		<b>1,136,846,401</b>	<b>1,196,824,400</b>	<b>1,764,955,061</b>	<b>1,956,908,489</b>
<b>SPECIAL REVENUE FUNDS</b>					
10002	Countywide Special Revenue Funds	337,608,723	355,505,940	761,209,217	836,482,936
10003	Unincorporated Area Special Revenue Funds	87,683,879	90,793,291	167,811,499	187,562,711
10004	Transportation Trust Fund	216,187,656	315,465,375	435,178,912	475,108,380
10005	Library Tax District Special Rev Fd	69,367,667	53,261,528	135,618,158	147,178,910
10006	CIT Special Revenue Fund	19,474,692	9,392,074	76,081,893	138,247,631
10008	Grants (Not Transportation-Related)	136,482,328	136,343,033	219,008,842	230,209,676
10009	Sales Tax Revenue Fund	273,100,731	295,321,361	392,771,449	489,141,956
10010	Discretely Presented Component Units	5,442,494	5,447,896	10,840,539	11,463,346
10011	Local Housing Assistance Program Fund	3,461,308	3,304,511	10,987,132	16,500,454
10012	Transportation Surtax Trust Fund	0	0	192,586,549	196,437,548
		<b>1,148,809,479</b>	<b>1,264,835,010</b>	<b>2,402,094,190</b>	<b>2,728,333,548</b>
<b>COVID RELIEF FUNDS</b>					
10031	Cares Act	56,507,449	198,008,122	3,335,520	0
10032	Cares Act interest	0	619,838	79,225	0
10033	FR - CARES ACT Relief Fund (PRF)	390,493	0	0	0
10034	Emergency Rental Assistance I 12/27/2020	0	31,234,757	22,812,822	0
10035	FR- CARES Act Relief Funds -P3 (PRF)	0	228,483	0	0
10036	American Rescue Plan 3 Act	0	5,000,000	280,912,528	75,429,612
10037	American Rescue Plan 3 Act Interest	0	0	276,997	134,359
10038	Emergency Rental Assistance II May 2021	0	0	46,726,438	20,128,112
10039	American Rescue Plan 3 Act Revenue Recovery	0	0	72,534,627	5,393,748
10040	American Rescue Plan 3 Revenue Recovery Project Fund	0	0	35,000,000	57,939,850
10041	American Rescue Plan 3 Project Fund	0	0	0	111,217,749
		<b>56,897,941</b>	<b>235,091,200</b>	<b>461,678,157</b>	<b>270,243,430</b>
<b>DEBT SERVICE FUNDS</b>					
20003	2008 Non-AdVal Ref Rev (Whse/Shrf Fac Prj) Bnds Sk Fd	1,328,824	1,328,915	1,664,282	1,662,587
20005	2017A/2017B 4th Ct TDT Rev Bonds Sinking Fund	2,290,731	2,296,410	4,012,373	4,037,018
20006	2016 5th Ct TDT Ref Rev Bonds Sinking Fund	2,079,694	2,077,444	3,610,729	3,630,229
20007	2002 Parks & Rec General Obligation Bonds Sinking Fd	1,389,762	1,390,408	2,815,977	3,408,993
20009	2009 (ELAPP) General Obligation Bonds Sinking Fund	4,830,724	1,443,340	0	0
20010	2015 Court Facilities Ref Revenue Note Sinking Fund	2,029,398	2,028,534	3,808,963	3,827,422
20011	2016 Capital Improve Program Ref Rev Bonds Sinking Fd	2,744,425	2,748,300	3,213,825	3,213,505
20016	Comm Paper Notes Sink Fd-Stadium Cap Imp Projects	11,707,866	0	12,829,721	12,844,016
20017	Comm Paper Notes Sink Fd-Arena Capital Imp Projects	2,692,041	9,783,708	3,926,299	5,607,279
20023	2012A/2012B Comm Inv Tax Ref Rev Bds Sinking Fund	9,849,700	9,842,825	18,353,863	18,593,301
20024	2012 Capital Improvement Program Rev Bds Sinking Fund	6,669,899	6,663,827	8,911,704	8,911,872
20025	2015 Arena Non-AdValorem Ref Rev Note Sinking Fund	1,144,968	1,142,746	2,400,657	2,332,701
20026	2015 Communications Svcs Tax Rev Bds Sinking Fund	4,033,950	4,052,650	7,082,536	7,454,283
20029	2015 Comm Invest Tax Ref Rev Bonds Sinking Fund	20,321,600	20,308,500	37,512,771	37,899,170
20030	2018 Non-Ad Valorem Rev Bds (ELAPP Proj) Sinking Fund	1,585,072	5,580,981	10,563,324	10,599,055
20031	2018 Capital Improve Program (Taxable) Sinking Fd	5,623,621	0	0	0
20032	CP (Taxable) Series 2017 Sinking Fund	1,024,709	4,595,148	3,672,862	0
20033	2018 Community Investment Tax Sinking Fd	6,777,325	6,799,175	11,968,492	12,129,757
20034	Half Cent Transportation Plan Sinking Fund	36,360,346	78,570,684	28,725,000	54,819,916
20035	2020 CIP Half Cent Sinking Fund	0	14,615	1,324,910	1,599,205
20036	2019 CIP Sinking Fund	0	4,999,688	5,971,385	5,971,035
20037	Transportation MP Bonds DS	0	208,270,908	11,712,145	11,692,687
20038	CP Notes Fd 30022 Sk Fd	5,000,271	5,759,607	12,634,977	8,199,478
20040	Lithia Pinecrest CP DS	0	0	5,225,000	0

# Budget Summary by Fund

Fund Title	FY 20 Actual	FY 21 Actual	FY 22 Adopted	FY 23 Recommended
20050 ELAPP Series 2023 Bonds Sinking Fund	0	0	0	34,492,070
20101 Commercial Paper Notes-M2Gen (Moffitt) Cap Proj Fd	1,156,664	15,556,146	2,128,000	2,127,625
	<b>130,641,590</b>	<b>395,254,558</b>	<b>204,069,795</b>	<b>255,053,204</b>
<b>CAPITAL PROJECTS FUNDS</b>				
30002 Countywide Construction Fd	12,727,958	10,231,715	56,544,861	71,911,114
30003 Unincorp Area Construction Fd	11,110,839	7,188,315	28,744,130	32,788,265
30010 Court Facil Imprvmt Non-Bd Proj Fd	3,989	0	119,332	119,047
30013 CST Ser 2015 Project Fund (PSOC)	935,388	102,178	4,308,683	1,780,561
30015 NextGeneration911 Capital Proj Fund	287,107	462,400	299,329	0
30024 BP Oil Spill Proceeds Project Fund	32,371	1,558,968	10,062,877	10,816,113
30025 Non Ad Val Bonds (2019) Project Fund	56,465,020	40,807,567	56,192,909	22,278,920
30100 Environmental Lands Acq & Protect Fund	16,453,436	24,535,021	29,148,750	61,786,831
30101 Commercial Paper & Credit Capacity Fund	21,013,462	5,659,978	28,548,990	42,882,771
	<b>119,029,570</b>	<b>90,546,141</b>	<b>213,969,861</b>	<b>244,363,622</b>
<b>ENTERPRISE (PUBLIC UTILITIES) FUNDS</b>				
40001 Public Works Solid Waste Resource Recovery	312,366,318	281,744,013	614,573,190	699,884,575
40099 Public Utilities Water/Wastewater	834,785,680	823,337,845	1,363,117,746	1,916,024,589
	<b>1,147,151,998</b>	<b>1,105,081,858</b>	<b>1,977,690,936</b>	<b>2,615,909,164</b>
<b>INTERNAL SERVICE FUNDS</b>				
50001 Fleet Management Fund	25,695,397	30,655,661	98,028,592	109,322,347
50002 Self-Insurance Fund	148,951,544	141,444,669	351,468,650	369,829,000
	<b>174,646,941</b>	<b>172,100,330</b>	<b>449,497,242</b>	<b>479,151,347</b>
<b>AGENCY FUNDS</b>				
60001 General Agency Fund	(1)	1	0	0
61000 Noncommitment Debt Service Funds	0	69,003,944	8,719,073	8,785,485
	<b>(1)</b>	<b>69,003,945</b>	<b>8,719,073</b>	<b>8,785,485</b>
	<b>\$ 3,914,023,919</b>	<b>\$ 4,528,737,442</b>	<b>\$ 7,482,674,315</b>	<b>\$ 8,558,748,289</b>

# Fund Summary by Type of Expenditure

Fund Title	FY 20 Actuals	FY 21 Adopted	FY 22 Adopted	FY 23 Planned
<b><u>0003: County Wide General Funds</u></b>				
Personnel Services	\$ 129,929,010	\$ 136,879,059	\$ 155,475,585	\$ 171,155,410
Operating Expenditures/Expenses	65,975,865	69,482,231	114,532,673	135,072,312
Capital Outlay	2,227,288	2,619,276	3,795,432	6,061,192
Grants & Aids	29,300,946	35,869,147	122,119,306	123,229,049
Reserves & Refunds	30	4,056	234,673,247	266,859,147
Interfund Transfers	85,930,821	96,140,753	99,591,005	116,155,462
Other Non Operating	386,168,751	400,211,352	419,118,434	454,816,004
	699,532,710	741,205,874	1,149,305,682	1,273,348,576
<b><u>0050: Unincorporated Area General Funds</u></b>				
Personnel Services	170,281,311	187,135,740	207,957,605	226,484,908
Operating Expenditures/Expenses	70,798,106	77,697,584	92,482,077	105,441,064
Capital Outlay	1,657,125	2,036,507	1,070,748	2,715,107
Grants & Aids	772,115	916,059	1,648,129	1,648,129
Reserves & Refunds	30	4,056	99,428,186	116,853,240
Interfund Transfers	39,680,411	26,977,252	43,257,162	43,829,343
Other Non Operating	154,124,592	160,851,328	169,805,472	186,588,122
	437,313,691	455,618,527	615,649,379	683,559,913
<b>GENERAL FUNDS TOTAL</b>	<b>1,136,846,401</b>	<b>1,196,824,400</b>	<b>1,764,955,061</b>	<b>1,956,908,489</b>
<b><u>10002: County Wide Special Revenue Funds</u></b>				
Personnel Services	12,470,421	13,079,024	13,713,090	14,248,656
Operating Expenditures/Expenses	28,917,007	29,764,688	63,055,648	71,966,430
Capital Outlay	8,006,088	3,159,621	4,516,640	4,981,007
Grants & Aids	156,715,830	180,405,499	196,505,507	199,835,852
Reserves & Refunds	48,546	0	261,225,757	320,413,020
Interfund Transfers	128,098,861	126,276,464	218,910,820	221,611,344
Other Non Operating	3,351,970	2,820,645	3,281,755	3,426,627
	337,608,723	355,505,940	761,209,217	836,482,936
<b><u>10003: Unincorporated Area Special Revenue Funds</u></b>				
Personnel Services	12,531,224	15,656,374	18,865,339	19,357,390
Operating Expenditures/Expenses	16,812,030	20,493,747	37,597,297	43,099,171
Capital Outlay	26,400,689	24,716,928	54,296,565	68,849,292
Debt Service	0	0	186,000	186,000
Reserves & Refunds	11,834	7,796	25,873,171	26,500,558
Interfund Transfers	31,341,654	29,317,606	30,350,147	28,927,320
Other Non Operating	586,447	600,838	642,980	642,980
	87,683,879	90,793,291	167,811,499	187,562,711
<b><u>10004: Transportation Trust Fund</u></b>				
Personnel Services	33,473,431	35,542,270	38,281,596	40,034,670
Operating Expenditures/Expenses	38,257,826	39,709,095	46,569,890	48,356,020
Capital Outlay	89,421,077	150,872,177	258,537,388	230,860,371
Grants & Aids	3,731,352	(855,583)	6,573,880	27,351,460
Reserves & Refunds	152,389	38,275	36,715,390	66,956,857
Interfund Transfers	50,955,384	89,962,017	48,295,928	61,344,162
Other Non Operating	196,197	197,124	204,840	204,840
	216,187,656	315,465,375	435,178,912	475,108,380

## Fund Summary by Type of Expenditure

Fund Title	FY 20 Actuals	FY 21 Adopted	FY 22 Adopted	FY 23 Planned
<b><u>10005: Library Tax District Special Revenue Fund</u></b>				
Personnel Services	22,252,783	23,255,956	25,801,720	28,372,367
Operating Expenditures/Expenses	18,110,295	18,620,797	23,290,305	25,998,031
Capital Outlay	12,069,529	8,801,729	34,802,246	39,905,995
Grants & Aids	359,878	430,056	439,093	390,159
Reserves & Refunds	0	0	29,806,603	37,848,221
Interfund Transfers	15,114,126	573,059	19,697,281	12,680,286
Other Non Operating	1,461,056	1,579,931	1,780,910	1,983,851
	69,367,667	53,261,528	135,618,158	147,178,910
<b><u>10006: CIT Special Revenue Fund</u></b>				
Operating Expenditures/Expenses	0	98,023	10,000	10,000
Capital Outlay	14,511,570	8,900,360	50,851,000	98,236,322
Debt Service	3,760,676	237,985	895,000	1,751,846
Grants & Aids	0	0	1,003,472	1,002,749
Reserves & Refunds	0	0	23,322,421	17,698,711
Interfund Transfers	1,202,445	155,705	0	19,548,003
	19,474,692	9,392,074	76,081,893	138,247,631
<b><u>10008: Grants (Not Transportation-Related)</u></b>				
Personnel Services	32,534,964	34,135,464	47,277,008	57,063,132
Operating Expenditures/Expenses	64,377,130	45,339,700	80,422,659	95,090,192
Capital Outlay	3,375,974	3,233,636	6,944,221	9,043,037
Grants & Aids	32,695,402	33,771,445	74,296,311	60,704,291
Reserves & Refunds	0	0	462,265	575,055
Interfund Transfers	1,100,978	14,759,950	3,198,884	0
Other Non Operating	2,397,880	5,102,838	6,407,494	7,733,969
	136,482,328	136,343,033	219,008,842	230,209,676
<b><u>10009: Sales Tax Revenue Fund</u></b>				
Personnel Services	200,050	217,925	365,802	455,367
Operating Expenditures/Expenses	102,642	127,433	293,376	434,745
Grants & Aids	82,926,278	97,596,557	100,882,064	109,135,554
Reserves & Refunds	0	0	78,524,495	131,185,811
Interfund Transfers	189,651,433	197,090,709	212,391,863	247,517,019
Other Non Operating	220,328	288,737	313,849	413,460
	273,100,731	295,321,361	392,771,449	489,141,956
<b><u>10010: Discretely Presented Component Units</u></b>				
Personnel Services	4,989,917	4,977,930	5,421,028	5,965,638
Operating Expenditures/Expenses	437,078	468,676	583,681	632,568
Capital Outlay	15,500	1,290	11,000	12,000
Reserves & Refunds	0	0	4,824,830	4,853,140
	5,442,494	5,447,896	10,840,539	11,463,346

## Fund Summary by Type of Expenditure

Fund Title	FY 20 Actuals	FY 21 Adopted	FY 22 Adopted	FY 23 Planned
<b><u>10011: Local Housing Assistance Program Fund</u></b>				
Personnel Services	153,711	47,814	773,777	1,063,223
Operating Expenditures/Expenses	2,943	(40,000)	15,516	26,473
Grants & Aids	3,304,655	3,296,698	10,197,839	15,410,758
	3,461,308	3,304,511	10,987,132	16,500,454
<b><u>10012: Transportation Surtax Trust Fund</u></b>				
Reserves & Refunds	0	0	192,586,549	196,437,548
	0	0	192,586,549	196,437,548
<b><u>10030: COVID Relief</u></b>				
Personnel Services	390,493	7,094,937	5,000,000	5,000,000
Operating Expenditures/Expenses	10,090,946	29,704,101	23,631,301	8,359,930
Capital Outlay	1,501,681	265,901	89,381,805	169,817,599
Grants & Aids	44,914,822	198,026,261	92,897,163	70,992,811
Reserves & Refunds	0	0	143,233,261	16,073,090
Interfund Transfers	0	0	107,534,627	0
	56,897,941	235,091,200	461,678,157	270,243,430
<b>TOTAL SPECIAL REVENUE FUNDS</b>	<b>1,205,707,420</b>	<b>1,499,926,210</b>	<b>2,863,772,347</b>	<b>2,998,576,978</b>
<b><u>20103: General Obligation Bonds Sinking Funds</u></b>				
Operating Expenditures/Expenses	100	600	9,000	634,000
Debt Service	5,992,540	6,728,356	6,729,357	7,990,824
Reserves & Refunds	0	0	6,352,889	7,558,124
Interfund Transfers	1,585,072	1,443,340	0	32,000,000
Other Non Operating	227,846	242,433	288,055	317,170
	7,805,558	8,414,729	13,379,301	48,500,118
<b><u>20104: Revenue Bonds Sinking Funds</u></b>				
Operating Expenditures/Expenses	2,400	1,993,530	118,973	114,523
Debt Service	62,854,093	121,662,874	79,551,817	100,352,942
Reserves & Refunds	0	0	63,293,315	54,547,895
Interfund Transfers	29,600,000	224,302,921	5,000,000	15,000,000
	92,456,493	347,959,325	147,964,105	170,015,360
<b><u>20105: Commercial Paper Sinking Funds</u></b>				
Operating Expenditures/Expenses	0	145,655	9,000	9,000
Debt Service	22,205,172	35,038,568	11,420,000	17,883,175
Reserves & Refunds	0	0	18,726,412	8,208,740
Interfund Transfers	5,000,000	525,000	6,361,357	4,276,688
	27,205,172	35,709,224	36,516,769	30,377,603



## Fund Summary by Type of Expenditure

Fund Title	FY 20 Actuals	FY 21 Adopted	FY 22 Adopted	FY 23 Planned
<b><u>20106: Direct Borrowing and Placement Note Sinking Funds</u></b>				
Operating Expenditures/Expenses	0	0	90,000	89,480
Debt Service	3,174,367	3,171,281	3,178,804	3,177,880
Reserves & Refunds	0	0	2,940,816	2,892,763
	3,174,367	3,171,281	6,209,620	6,160,123
<b>DEBT SERVICE FUNDS TOTAL</b>	<b>130,641,590</b>	<b>395,254,558</b>	<b>204,069,795</b>	<b>255,053,204</b>
<b><u>30002: Countywide Construction Fd-30002604</u></b>				
Operating Expenditures/Expenses	3,283,452	2,248,889	13,298,185	8,910,920
Capital Outlay	5,993,189	7,072,899	29,235,594	45,699,300
Grants & Aids	3,451,317	909,927	8,495,921	4,370,184
Reserves & Refunds	0	0	5,515,161	12,930,710
	12,727,958	10,231,715	56,544,861	71,911,114
<b><u>30003: Unincorp Area Construction Fd-30004608</u></b>				
Operating Expenditures/Expenses	163,870	2,500	4,599,643	5,043,146
Capital Outlay	5,866,912	933,219	21,173,449	20,394,061
Grants & Aids	22,318	20,731	0	550,000
Reserves & Refunds	0	0	390,592	2,325,606
Interfund Transfers	5,057,738	6,231,865	2,580,446	4,475,452
	11,110,839	7,188,315	28,744,130	32,788,265
<b><u>30010: Court Facil Imprvmt Non-Bd Proj Fd-30034002</u></b>				
Capital Outlay	3,989	0	119,332	0
Other Non Operating	0	0	0	119,047
	3,989	0	119,332	119,047
<b><u>30013: CST Bonds (2015) Project Fund (PSOC)</u></b>				
Capital Outlay	935,388	102,178	4,308,683	1,780,561
	935,388	102,178	4,308,683	1,780,561
<b><u>30015: NextGeneration 911 Capital Project Fund</u></b>				
Operating Expenditures/Expenses	283,357	207,596	130,000	0
Capital Outlay	3,750	254,804	169,329	0
	287,107	462,400	299,329	0
<b><u>30023: Half Cent CIP Bonds (2020) Project Fund</u></b>				
<b><u>30024: BP Oil Spill Proceeds Project Fund</u></b>				
Capital Outlay	32,371	1,458,968	8,262,877	9,016,113
Grants & Aids	0	100,000	1,800,000	1,800,000
	32,371	1,558,968	10,062,877	10,816,113

## Fund Summary by Type of Expenditure

Fund Title	FY 20 Actuals	FY 21 Adopted	FY 22 Adopted	FY 23 Planned
<b><u>30025: Non Ad Val Bonds (2019) Project Fund</u></b>				
Capital Outlay	44,570,180	39,271,026	51,688,201	20,049,906
Grants & Aids	1,050,059	1,536,540	4,500,000	2,000,000
Reserves & Refunds	0	0	4,708	229,014
Interfund Transfers	10,844,781	0	0	0
	56,465,020	40,807,567	56,192,909	22,278,920
<b><u>30100: Environmental Lands Acq &amp; Protect Fund (Parent 30005 - 30009)</u></b>				
Operating Expenditures/Expenses	711,246	142,006	4,500,000	2,100,000
Capital Outlay	15,741,177	24,393,015	20,771,014	58,192,361
Reserves & Refunds	0	0	3,371,972	1,494,470
Interfund Transfers	1,013	0	505,764	0
	16,453,436	24,535,021	29,148,750	61,786,831
<b><u>30101: Commercial Paper &amp; Credit Capacity Fund</u></b>				
Operating Expenditures/Expenses	0	0	50,000	50,000
Capital Outlay	1,163,754	3,636,394	6,637,210	4,068,253
Debt Service	(4,524)	0	0	41,264
Grants & Aids	19,854,232	0	21,811,080	37,800,200
Reserves & Refunds	0	0	50,700	923,054
Other Non Operating	0	2,023,584	0	0
	21,013,462	5,659,978	28,548,990	42,882,771
<b>CAPITAL PROJECTS FUNDS TOTAL</b>	<b>119,029,570</b>	<b>90,546,141</b>	<b>213,969,861</b>	<b>244,363,622</b>
<b><u>40001: Public Works Solid Waste Resource Recovery</u></b>				
Personnel Services	11,551,568	12,015,320	15,252,609	16,842,791
Operating Expenditures/Expenses	81,187,320	107,177,473	138,111,752	165,864,382
Capital Outlay	9,922,335	12,104,735	49,728,983	141,362,439
Debt Service	20,952,150	10,173,825	10,258,000	12,910,251
Reserves & Refunds	2,207	0	149,778,163	109,848,744
Interfund Transfers	188,750,739	140,272,659	251,443,683	253,055,968
Other Non Operating	0	0	0	0
	312,366,318	281,744,013	614,573,190	699,884,575
<b><u>40099: Public Utilities Water/Wastewater</u></b>				
Personnel Services	62,234,934	65,284,300	78,280,530	84,718,749
Operating Expenditures/Expenses	136,701,583	140,130,655	179,144,383	193,318,426
Capital Outlay	88,099,345	97,809,722	463,016,099	922,547,310
Debt Service	130,600,491	40,768,835	29,800,248	53,541,544
Reserves & Refunds	0	0	273,961,483	247,654,364
Interfund Transfers	408,410,481	479,330,115	338,480,003	414,029,196
Other Non Operating	0	14,217	435,000	215,000
	826,046,833	823,337,845	1,363,117,746	1,916,024,589
<b>ENTERPRISE (PUBLIC UTILITIES) FUNDS TOTAL</b>	<b>1,138,413,152</b>	<b>1,105,081,858</b>	<b>1,977,690,936</b>	<b>2,615,909,164</b>

## Fund Summary by Type of Expenditure

Fund Title	FY 20 Actuals	FY 21 Adopted	FY 22 Adopted	FY 23 Planned
<b><u>50001: Fleet Management Fund</u></b>				
Personnel Services	5,144,221	5,290,649	5,696,403	6,083,200
Operating Expenditures/Expenses	14,464,170	14,976,500	18,126,963	20,090,659
Capital Outlay	6,087,006	10,388,512	34,649,462	40,484,141
Reserves & Refunds	0	0	39,555,764	42,664,347
	25,695,397	30,655,661	98,028,592	109,322,347
<b><u>50002: Self-Insurance Fund</u></b>				
Personnel Services	2,763,143	3,107,278	3,595,539	3,964,750
Operating Expenditures/Expenses	110,184,972	125,713,651	138,533,112	145,879,381
Capital Outlay	2,226	0	11,500	11,500
Reserves & Refunds	1,203	23,740	206,778,499	217,023,369
Interfund Transfers	36,000,000	12,600,000	2,550,000	2,950,000
Other Non Operating	(0)	0	0	0
	148,951,544	141,444,669	351,468,650	369,829,000
<b>TOTAL INTERNAL SERVICE FUNDS</b>	<b>174,646,941</b>	<b>172,100,330</b>	<b>449,497,242</b>	<b>479,151,347</b>
<b><u>60001: Agency Funds</u></b>				
Operating Expenditures/Expenses	(1)	1	0	0
<b><u>61000: Noncommitment Debt Service Funds</u></b>				
Personnel Services	0	0	0	0
Operating Expenditures/Expenses	116,289	478,556	350,000	29,166
Capital Outlay	0	0	0	0
Debt Service	8,622,557	(0)	0	0
Grants& aid	0	68,525,388	0	0
Reserves & Refunds	0	0	537,030	894,602
Interfund Transfers	0	0	7,282,043	7,282,550
Other Non Operating	0	0	550,000	579,167
	8,738,846	69,003,944	8,719,073	8,785,485
<b>TOTAL AGENCY FUNDS</b>	<b>8,738,845</b>	<b>69,003,945</b>	<b>8,719,073</b>	<b>8,785,485</b>
<b>GRAND TOTAL</b>	<b>\$ 3,914,023,919</b>	<b>\$ 4,528,737,442</b>	<b>\$ 7,482,674,315</b>	<b>\$ 8,558,748,289</b>

# Countywide General Funds

This general fund accounts for all financial transactions except those required to be accounted for in other funds. The fund's resources, ad valorem taxes and other revenues, provide services for the benefit of all residents of Hillsborough County. Effective FY 91, all restricted revenues and expenditures were moved into the Unincorporated Area Special Purpose Fund. Effective FY 12, Communications Services Tax revenues were also moved into the Unincorporated Area Special Purpose Fund to allow segregation of the CST revenues that will be committed to pay debt service on new Public Safety Operations Complex bonds. This separation provides a better picture of the use of unrestricted and restricted County funds.

<b>Revenues by Source</b>	<b>FY20 Actual</b>	<b>FY21 Actual</b>	<b>FY22 Adopted</b>	<b>FY23 Recommended</b>
Current Ad Valorem Taxes	\$ 556,879,935	\$ 620,851,647	\$ 701,734,851	\$ 800,606,730
Delinquent Ad Valorem Taxes	13,881,062	576,368	2,500,000	2,500,000
Local Business Taxes	1,541,360	1,540,816	1,550,000	1,550,000
Permits, Fees & Special Assessments	612,283	613,334	567,395	568,925
Intergovernmental Revenue	4,447,094	1,578,218	1,343,000	1,427,800
Charges for Services	66,127,158	70,436,908	76,331,378	79,212,991
Fines and Forfeits	17,744	15,330	31,021	31,111
Miscellaneous Revenues	16,580,341	6,000,636	4,454,593	12,165,854
Gross Revenue	<u>660,086,977</u>	<u>701,613,257</u>	<u>788,512,238</u>	<u>898,063,411</u>
Less 5% required By Law	0	0	(36,885,731)	(42,185,862)
Interfund Transfers	23,406,704	19,818,926	20,477,595	26,339,322
Intrafund transfers	3,000,000	28,812,503	18,000,000	14,000,000
Residual Equity	33,133,375	43,473,242	14,000,000	14,000,000
Other	0	45,842	135,948	137,525
Fund Balance	287,112,949	307,206,594	345,065,632	362,994,180
	<u>346,653,028</u>	<u>399,357,107</u>	<u>360,793,444</u>	<u>375,285,165</u>
<b>Total</b>	<b>\$ 1,006,740,005</b>	<b>\$ 1,100,970,365</b>	<b>\$ 1,149,305,682</b>	<b>\$ 1,273,348,576</b>

<b>Appropriations by Organization</b>	<b>FY20 Actual</b>	<b>FY21 Actual</b>	<b>FY22 Adopted</b>	<b>FY23 Recommended</b>
<b>Board of County Commissioners</b>				
Board of County Commissioners	\$ 2,904,398	\$ 2,977,751	\$ 3,205,443	\$ 3,379,708
Internal Auditor	684,452	677,485	843,448	884,995
	<u>3,588,850</u>	<u>3,655,236</u>	<u>4,048,891</u>	<u>4,264,703</u>
<b>County Administrator</b>				
Arts Council Division	0	0	842,322	884,125
Affordable Housing Services	0	2,366,395	32,820,817	38,256,189
Aging Services	9,228,341	8,167,082	11,913,311	10,727,188
Capital Programs	1,224,512	1,561,123	1,797,744	1,964,201
Children's Services	6,044,543	5,547,095	5,230,350	5,652,365
Code Enforcement	1,175,274	3,713,221	4,698,413	4,776,236
Communications & Digital Media	5,017,440	5,179,096	6,278,554	6,569,343
Community & Infrastructure Planning	0	44,268	895,000	895,000
Conservation & Environmental Lands Management	13,707,986	15,429,878	16,549,981	17,757,950
Consumer and Veteran Services	1,749,142	2,043,190	2,217,004	1,951,241
County Administrator	2,968,825	2,795,786	3,234,347	3,465,217
Customer Service & Support	584,670	706,946	898,234	1,454,139
Cyber Security Services Division	1,187,269	1,187,941	1,748,978	1,853,369
Economic Development	4,474,221	4,340,771	8,903,426	8,226,674
Engineering and Operations	4,548,775	5,324,065	7,340,723	9,184,922
Enterprise Project Management Office	1,368,368	1,537,222	1,913,916	2,195,351
Enterprise Solutions and Quality Assurance	6,140,832	7,943,229	8,531,333	9,742,876
Extension Service	1,499,874	1,678,996	1,996,433	2,329,989
Facilities Management	27,310,271	31,466,374	39,777,839	43,026,417
Fire Rescue	1,701,323	1,094,101	2,470,804	2,564,957
Governmental Relations & Strategic Services	2,035,130	2,385,715	3,278,636	3,681,546
Health Care Services	189,150	236,882	296,481	392,388
Homeless & Community Services	3,496,771	4,714,406	7,565,599	7,679,135
Human Resources	5,180,945	4,862,245	6,726,109	7,353,558
Information Technology Department	22,914,538	23,171,324	26,144,940	27,683,210
Management & Budget	2,649,660	2,827,983	3,807,040	4,117,388

# Countywide General Funds

Appropriations by Organization	FY20 Actual	FY21 Actual	FY22 Adopted	FY23 Recommended
Medical Examiner	6,355,558	6,491,387	7,061,871	7,981,840
Minority & Small Business Enterprises	0	0	0	1,815,682
Parks & Recreation	1,016,561	1,049,613	1,484,972	2,408,430
Performance Data Analytics	1,790,309	1,411,679	5,100,220	5,827,707
Pet Resources	10,359,584	7,849,144	9,455,356	9,862,894
Procurement Services	2,917,263	3,324,931	3,706,311	4,141,159
Social Services	5,974,243	6,512,931	7,646,605	7,617,365
Sunshine Line Agency	5,484,256	4,953,616	6,461,584	7,320,197
Water Resources	0	0	1,840	10
	<u>160,295,635</u>	<u>171,918,633</u>	<u>248,797,093</u>	<u>271,360,258</u>
<b>County Attorney</b>				
County Attorney	8,777,943	8,727,405	9,842,810	10,323,795
<b>Elected Officials</b>				
Sheriff	313,405,570	324,135,188	337,968,810	361,965,405
Clerk of the Circuit Court	23,371,523	25,375,185	23,987,604	23,977,167
Public Defender	123,801	58,231	162,136	163,694
State Attorney Part 1	243,357	322,173	352,836	352,836
State Attorney Part II	2,310,243	2,265,060	2,714,460	2,899,422
Property Appraiser	10,741,215	10,761,944	11,809,953	12,254,711
Supervisor of Elections	13,195,749	12,822,051	13,957,472	14,023,357
Tax Collector	24,741,165	26,429,508	30,791,463	41,981,795
	<u>388,132,624</u>	<u>402,169,340</u>	<u>421,744,734</u>	<u>457,618,387</u>
<b>Judicial</b>	3,103,015	3,104,887	3,429,872	3,519,017
<b>Boards, Commissions &amp; Agencies</b>				
Charter Review Board	43	0	0	0
Value Adjustment Board	713,529	687,476	603,132	613,569
Environmental Protection Commission	10,307,751	10,974,578	11,257,339	12,755,278
Soil and Water Conservation Board	153,870	163,403	300,176	334,344
Guardian Ad-litem Program	425,352	480,732	658,525	664,795
	<u>11,600,544</u>	<u>12,306,188</u>	<u>12,819,172</u>	<u>14,367,986</u>
<b>Non-Departmental Organizations</b>				
Governmental Agencies	12,762,957	18,835,457	55,694,708	56,512,932
Non-Departmental Allotments	15,429,289	14,806,046	41,560,898	59,453,637
NonProfit Organizations	9,911,003	9,537,712	17,103,252	12,913,252
	<u>38,103,249</u>	<u>43,179,215</u>	<u>114,358,858</u>	<u>128,879,821</u>
<b>Non-Expenditure Accounts</b>				
Reserves and Refund	30	4,216	234,673,247	266,859,147
Interfund Transfers	85,930,821	96,140,753	99,591,005	116,155,462
	<u>85,930,851</u>	<u>96,144,969</u>	<u>334,264,252</u>	<u>383,014,609</u>
<b>Total</b>	<u>\$ 699,532,710</u>	<u>\$ 741,205,874</u>	<u>\$ 1,149,305,682</u>	<u>\$ 1,273,348,576</u>

# Unincorporated Area General Funds

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	FY20 Actual	FY21 Actual	FY22 Adopted	FY23 Recommended
Current Ad Valorem Taxes	\$ 256,893,765	\$ 285,533,169	\$ 323,018,758	\$ 365,708,200
Delinquent Ad Valorem Taxes	6,279,349	295,910	1,500,000	1,500,000
Permits, Fees & Special Assessments	10,499	10,227	0	0
Intergovernmental Revenue	31,144,589	37,507,663	33,061,072	38,144,492
Charges for Services	27,196,161	35,952,445	31,512,661	33,363,700
Fines and Forfeits	7,412,774	7,050,250	6,156,509	6,382,626
Miscellaneous Revenues	7,502,818	1,500,872	1,230,098	2,089,601
Gross Revenue	336,439,955	367,850,535	396,479,098	447,188,619
Less 5% required By Law	0	0	(20,245,655)	(22,676,131)
Interfund Transfers	103,631,368	84,693,428	90,321,274	113,686,545
Intrafund transfers	1,000,000	1,000,000	1,000,000	1,000,000
Residual Equity	16,438,629	7,773,661	7,734,000	6,334,000
Fund Balance	112,529,016	132,735,227	140,360,662	138,026,880
	233,599,013	226,202,315	219,170,281	236,371,294
<b>Total</b>	<b>\$ 570,038,968</b>	<b>\$ 594,052,851</b>	<b>\$ 615,649,379</b>	<b>\$ 683,559,913</b>

Appropriations by Organization	FY20 Actual	FY21 Actual	FY22 Adopted	FY23 Recommended
<b>County Administrator</b>				
Affordable Housing Services	\$ 852,096	\$ 909,815	\$ 1,147,204	\$ 1,205,429
Capital Programs	0	1,347,846	1,487,500	1,547,120
Code Enforcement	7,422,362	8,239,059	8,700,859	8,839,765
Communications & Digital Media	(4,385)	(3,620)	0	0
Conservation & Environmental Lands Management	1,562,613	1,811,635	1,954,686	2,067,075
Consumer and Veteran Services	464,334	456,900	515,637	535,188
Customer Service & Support	1,638,638	1,812,945	2,242,949	2,610,020
Development Services	8,520,758	9,741,674	11,657,994	12,227,320
Economic Development	898,457	930,856	1,239,391	3,128,990
Engineering and Operations	13,451,578	11,589,127	15,475,775	16,687,087
Environmental Services Division	130,637	82,083	502	0
Facilities Management	385,883	384,358	507,760	550,595
Fire Rescue	173,190,427	190,740,690	210,370,045	232,428,303
Library Services Department	(2,796)	(50)	0	0
Parks & Recreation	29,118,567	33,251,817	37,713,053	41,606,971
Performance Data Analytics	3,470,595	3,426,157	4,271,413	4,170,822
Social Services	600,000	530,723	700,000	0
Solid Waste	825	0	0	0
Water Resources	836	93,651	138,953	137,866
	241,701,427	265,345,666	298,123,721	327,742,551
<b>Elected Officials</b>				
Sheriff	146,974,120	153,173,290	161,039,465	176,808,315
Property Appraiser	1,863,728	1,908,585	2,094,445	2,204,456
Tax Collector	5,274,586	5,727,687	6,671,562	7,525,351
	154,112,434	160,809,562	169,805,472	186,538,122
<b>Non-Departmental Organizations</b>				
Non-Departmental Allotments	1,807,230	2,440,224	5,034,838	8,546,657
	1,807,230	2,440,224	5,034,838	8,546,657



# Unincorporated Area General Funds

Appropriations by Organization	FY20 Actual	FY21 Actual	FY22 Adopted	FY23 Recommended
<b>Non-Expenditure Accounts</b>				
Reserves and Refund	12,188	45,822	99,428,186	116,903,240
Interfund Transfers	39,680,411	26,977,252	43,257,162	43,829,343
	39,692,599	27,023,074	142,685,348	160,732,583
<b>Total</b>	<b>\$ 437,313,691</b>	<b>\$ 455,618,527</b>	<b>\$ 615,649,379</b>	<b>\$ 683,559,913</b>

# Countywide Special Revenue Funds

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

Revenues by Source	FY20 Actual	FY21 Actual	FY22 Adopted	FY23 Recommended
Local Option Taxes	\$ 123,941,315	\$ 152,315,729	\$ 146,771,859	\$ 168,001,027
Local Business Taxes	32,730	34,360	33,000	0
Permits, Fees & Special Assessments	36,587,493	62,877,999	52,041,161	59,825,171
Intergovernmental Revenue	15,960,485	15,444,532	15,686,769	16,722,374
Charges for Services	9,659,531	9,115,559	8,824,650	10,783,642
Fines and Forfeits	594,648	564,790	583,300	487,250
Miscellaneous Revenues	14,896,109	7,792,745	6,609,071	8,112,678
Gross Revenue	201,672,312	248,145,714	230,549,810	263,932,142
Less 5% required By Law	0	0	(11,153,173)	(12,848,233)
Interfund Transfers	32,049,313	32,818,577	32,780,788	40,994,784
Intrafund transfers	117,908,360	113,018,218	208,331,066	211,013,660
Residual Equity	1,436,972	1,470,427	100,000	600,000
Fund Balance	288,100,521	303,558,891	300,600,726	332,790,583
	439,495,166	450,866,113	530,659,407	572,550,794
<b>Total</b>	<b>\$ 641,167,478</b>	<b>\$ 699,011,827</b>	<b>\$ 761,209,217</b>	<b>\$ 836,482,936</b>

Appropriations by Organization	FY20 Actual	FY21 Actual	FY22 Adopted	FY23 Recommended
<b>County Administrator</b>				
Children's Services	\$ 387	\$ 1,314	\$ 2,375	\$ 2,375
Code Enforcement	188,510	(2)	49,280	52,920
Conservation & Environmental Lands Management	240,892	446,409	237,548	245,486
Consumer and Veteran Services	337,553	252,899	0	0
Customer Service & Support	1,428,423	0	0	0
Cyber Security Services Division	568,258	182,918	1,400,000	0
Development Services	110,898	77,107	101,644	101,401
Enterprise Project Management Office	1,897,362	1,301,877	1,215,288	1,329,871
Enterprise Solutions and Quality Assurance	968	0	1,448,817	1,448,817
Environmental Services Division	0	0	256,247	215,600
Fire Rescue	525,556	566,967	238,034	313,059
Health Care Services	121,993,810	115,228,310	209,168,420	213,101,911
Human Resources	300,000	0	0	0
Information Technology Department	7,951,691	9,866,711	9,801,667	13,635,624
Library Services Department	302,458	251,583	168,996	188,366
Management & Budget	1,956,424	2,147,561	2,712,018	3,778,211
Performance Data Analytics	6,522,808	6,496,729	7,524,344	7,264,126
Pet Resources	314,405	441,811	467,500	467,500
Social Services	1,100,000	1,100,000	1,100,000	0
Water Resources	0	0	1,000,000	1,000,000
	145,740,403	138,362,195	236,892,178	243,145,267
<b>Elected Officials</b>				
Sheriff	3,151,970	2,620,645	2,814,885	2,949,320
Clerk of the Circuit Court	0	0	266,870	277,307
Public Defender	1,364,889	992,130	1,687,778	2,312,301
State Attorney Part 1	2,428,653	2,110,420	2,299,929	2,259,216
	6,945,513	5,723,196	7,069,462	7,798,144

# Countywide Special Revenue Funds

Appropriations by Organization	FY20 Actual	FY21 Actual	FY22 Adopted	FY23 Recommended
<b>Judicial</b>	7,320,895	7,398,294	7,822,570	8,471,243
<b>Boards, Commissions &amp; Agencies</b>				
Environmental Protection Commission	1,836,358	1,742,053	2,063,405	2,129,537
	1,836,358	1,742,053	2,063,405	2,129,537
<b>Non-Departmental Organizations</b>				
Capital Improvement Projects	1,459,227	698,406	6,918,607	7,639,486
Governmental Agencies	39,025,873	70,022,610	3,689,127	4,217,000
Major Maintenance & Repair	3,063,614	1,347,142	12,518,743	16,959,347
Non-Departmental Allotments	4,069,435	3,935,580	4,098,548	4,098,548
	47,618,149	76,003,738	27,225,025	32,914,381
<b>Non-Expenditure Accounts</b>				
Reserves and Refund	48,546	0	261,225,757	320,413,020
Interfund Transfers	128,098,861	126,276,464	218,910,820	221,611,344
	128,147,407	126,276,464	480,136,577	542,024,364
<b>Total</b>	<b>\$ 337,608,723</b>	<b>\$ 355,505,940</b>	<b>\$ 761,209,217</b>	<b>\$ 836,482,936</b>

# Unincorporated Area Special Revenue Funds

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

Revenues by Source	FY20 Actual	FY21 Actual	FY22 Adopted	FY23 Recommended
Other General taxes	\$ 19,024,887	\$ 18,306,456	\$ 18,667,212	\$ 19,018,812
Local Business Taxes	79,450	52,880	56,255	28,504
Permits, Fees & Special Assessments	49,477,647	56,178,753	55,175,297	62,018,948
Charges for Services	3,467,562	4,976,400	3,917,421	4,578,281
Fines and Forfeits	93,935	96,590	57,195	37,464
Miscellaneous Revenues	1,824,557	189,229	210,892	620,118
Gross Revenue	73,968,037	79,800,308	78,084,272	86,302,127
Less 5% required By Law	0	0	(3,904,214)	(4,315,109)
Interfund Transfers	7,234,544	7,924,367	6,465,631	9,078,380
Intrafund transfers	12,237,687	11,911,699	10,458,624	8,185,227
Residual Equity	232,593	245,144	0	0
Other	0	0	2,728,672	2,728,672
Fund Balance	63,666,766	69,655,748	73,978,514	85,583,414
	83,371,590	89,736,958	89,727,227	101,260,584
<b>Total</b>	<b>\$ 157,339,627</b>	<b>\$ 169,537,266</b>	<b>\$ 167,811,499</b>	<b>\$ 187,562,711</b>

Appropriations by Organization	FY20 Actual	FY21 Actual	FY22 Adopted	FY23 Recommended
<b>County Administrator</b>				
Capital Programs	\$ 103,913	\$ 259,113	\$ 611,563	\$ 508,791
Conservation & Environmental Lands Management	0	0	375,000	375,000
Customer Service & Support	8,744	9,900	100,000	100,000
Development Services	20,828,131	23,197,665	27,876,930	28,795,687
Engineering and Operations	5,641,641	8,085,276	7,551,922	8,119,138
Enterprise Project Management Office	284,130	315,344	330,485	348,857
Environmental Services Division	498,139	434,870	1,303,521	1,381,242
Extension Service	52,166	66,928	72,411	96,386
Information Technology Department	0	0	600	600
Parks & Recreation	14,600	0	0	0
Water Resources	32,810	2,068	204,457	204,457
	27,464,274	32,371,164	38,426,889	39,930,158
<b>Elected Officials</b>				
Tax Collector	586,447	600,838	642,980	642,980
	586,447	600,838	642,980	642,980
<b>Non-Departmental Organizations</b>				
Capital Improvement Projects	26,381,947	26,846,694	67,922,247	82,555,439
Debt Service Accounts	0	0	321,000	321,000
Major Maintenance & Repair	1,897,722	1,649,193	4,275,065	8,685,256
	28,279,669	28,495,887	72,518,312	91,561,695
<b>Non-Expenditure Accounts</b>				
Reserves and Refund	11,834	7,796	25,873,171	26,500,558
Interfund Transfers	31,341,654	29,317,606	30,350,147	28,927,320
	31,353,488	29,325,402	56,223,318	55,427,878
<b>Total</b>	<b>\$ 87,683,879</b>	<b>\$ 90,793,291</b>	<b>\$ 167,811,499</b>	<b>\$ 187,562,711</b>

# Transportation Trust Funds

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	FY20 Actual	FY21 Actual	FY22 Adopted	FY23 Recommended
Local Option Taxes	\$ 33,131,248	\$ 34,757,113	\$ 34,646,587	\$ 37,883,669
Permits, Fees & Special Assessments	29,622,213	36,387,795	44,797,703	50,789,980
Intergovernmental Revenue	20,599,032	24,397,559	28,114,303	22,313,282
Charges for Services	1,274,019	1,461,098	1,411,189	1,411,189
Miscellaneous Revenues	14,470,948	3,591,354	323,000	1,680,000
Gross Revenue	99,097,461	100,594,920	109,292,782	114,078,120
Less 5% required By Law	0	0	(4,854,199)	(5,463,375)
Interfund Transfers	59,518,232	248,253,589	40,139,701	47,449,823
Intrafund transfers	48,961,728	60,680,083	47,620,562	51,273,302
Residual Equity	77,814	80,345	0	0
Fund Balance	163,824,346	155,387,671	242,980,066	267,770,510
	272,382,120	464,401,688	325,886,130	361,030,260
<b>Total</b>	<b>\$ 371,479,580</b>	<b>\$ 564,996,607</b>	<b>\$ 435,178,912</b>	<b>\$ 475,108,380</b>

Appropriations by Organization	FY20 Actual	FY21 Actual	FY22 Adopted	FY23 Recommended
<b>County Administrator</b>				
Capital Programs	\$ 638,451	\$ 6,563,935	\$ 7,632,577	\$ 8,016,998
Community & Infrastructure Planning	939,451	1,492,548	3,260,012	3,376,153
Customer Service & Support	444,977	451,484	495,226	0
Development Services	1,664,283	1,940,425	2,363,766	2,468,966
Engineering and Operations	66,085,736	62,123,887	67,431,183	71,277,907
Enterprise Project Management Office	0	485,357	529,580	536,513
Facilities Management	1,344,072	1,389,487	1,585,859	1,231,675
Information Technology Department	0	0	120,585	641
Performance Data Analytics	793,223	1,007,016	1,427,931	1,477,833
Solid Waste	2,081	0	0	0
Water Resources	0	0	767	4
	71,912,274	75,454,138	84,847,486	88,386,690

### Elected Officials

Tax Collector	196,197	197,124	204,840	204,840
	196,197	197,124	204,840	204,840

### Non-Departmental Organizations

Capital Improvement Projects	90,944,182	147,695,937	263,021,460	240,971,009
Governmental Agencies	2,027,015	2,117,621	2,089,808	2,240,822
Non-Departmental Allotments	215	263	4,000	15,004,000
	92,971,412	149,813,821	265,115,268	258,215,831

### Non-Expenditure Accounts

Reserves and Refund	152,389	38,275	36,715,390	66,956,857
Interfund Transfers	50,955,384	89,962,017	48,295,928	61,344,162
	51,107,773	90,000,292	85,011,318	128,301,019

<b>Total</b>	<b>\$ 216,187,656</b>	<b>\$ 315,465,375</b>	<b>\$ 435,178,912</b>	<b>\$ 475,108,380</b>
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# Library District Special Revenues Funds

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	FY20 Actual	FY21 Actual	FY22 Adopted	FY23 Recommended
Current Ad Valorem Taxes	\$ 52,234,892	\$ 58,213,715	\$ 65,748,817	\$ 74,756,370
Delinquent Ad Valorem Taxes	1,304,870	52,285	200,000	200,000
Intergovernmental Revenue	986,037	880,130	1,247,726	694,592
Charges for Services	212,664	27,171	346,050	346,050
Fines and Forfeits	207,017	(207,411)	32,000	32,000
Miscellaneous Revenues	1,409,145	100,527	72,150	284,050
Gross Revenue	56,354,624	59,066,417	67,646,743	76,313,062
Less 5% required By Law	0	0	(3,319,951)	(3,780,924)
Intrafund transfers	15,114,126	573,059	19,697,281	12,680,286
Residual Equity	439,082	493,129	0	0
Other	0	15,000	0	0
Fund Balance	41,474,923	44,015,064	51,594,085	61,966,486
	57,028,130	45,096,253	67,971,415	70,865,848
<b>Total</b>	<b>\$ 113,382,755</b>	<b>\$ 104,162,670</b>	<b>\$ 135,618,158</b>	<b>\$ 147,178,910</b>

Appropriations by Organization	FY20 Actual	FY21 Actual	FY22 Adopted	FY23 Recommended
<b>County Administrator</b>				
Library Services Department	\$ 40,829,476	\$ 43,354,802	\$ 49,801,454	\$ 53,634,031
	40,829,476	43,354,802	49,801,454	53,634,031
<b>Elected Officials</b>				
Property Appraiser	379,270	388,645	426,492	449,282
Tax Collector	1,081,786	1,176,286	1,354,418	1,534,569
	1,461,056	1,564,931	1,780,910	1,983,851
<b>Non-Departmental Organizations</b>				
Capital Improvement Projects	11,497,534	7,406,223	33,691,711	39,708,238
Major Maintenance & Repair	465,475	362,514	840,199	1,324,283
	11,963,009	7,768,736	34,531,910	41,032,521
<b>Non-Expenditure Accounts</b>				
Reserves and Refund	0	0	29,806,603	37,848,221
Interfund Transfers	15,114,126	573,059	19,697,281	12,680,286
	15,114,126	573,059	49,503,884	50,528,507
<b>Total</b>	<b>\$ 69,367,667</b>	<b>\$ 53,261,528</b>	<b>\$ 135,618,158</b>	<b>\$ 147,178,910</b>



# Community Investment Tax Special Revenue Fund

This fund is to account for the County share of a discretionary half-cent sales surtax approved by the voters to finance general government, public safety, and educational facilities in Hillsborough County, and capital expenditures for the cities of Tampa, Plant City, and Temple Terrace. This fund was created as a result of the closeout of the Sales Surtax Fixed Capital Outlay Fund in FY 97.

<b>Revenues by Source</b>	<b>FY20 Actual</b>	<b>FY21 Actual</b>	<b>FY22 Adopted</b>	<b>FY23 Recommended</b>
Miscellaneous Revenues	\$ 782,852	\$ 42,700	\$ 80,200	\$ 385,300
Gross Revenue	782,852	42,700	80,200	385,300
Less 5% required By Law	0	0	(4,010)	(19,265)
Interfund Transfers	18,202,038	28,049,816	29,993,615	40,184,677
Intrafund transfers	1,202,445	155,705	0	19,548,003
Fund Balance	32,904,692	33,617,335	46,012,088	78,148,916
	52,309,175	61,822,857	76,001,693	137,862,331
<b>Total</b>	<b>\$ 53,092,027</b>	<b>\$ 61,865,557</b>	<b>\$ 76,081,893</b>	<b>\$ 138,247,631</b>

<b>Appropriations by Organization</b>	<b>FY20 Actual</b>	<b>FY21 Actual</b>	<b>FY22 Adopted</b>	<b>FY23 Recommended</b>
<b>Non-Departmental Organizations</b>				
Capital Improvement Program	\$ 14,511,570	\$ 8,869,931	\$ 51,854,472	\$ 99,239,071
Debt Service Accounts	3,760,676	366,438	905,000	1,761,846
	18,272,247	9,236,368	52,759,472	101,000,917
<b>Non-Expenditure Accounts</b>				
Reserves and Refund	0	0	23,322,421	17,698,711
Interfund Transfers	1,202,445	155,705	0	19,548,003
	1,202,445	155,705	23,322,421	37,246,714
<b>Total</b>	<b>\$ 19,474,692</b>	<b>\$ 9,392,074</b>	<b>\$ 76,081,893</b>	<b>\$ 138,247,631</b>

# Grants (Not Transportation-Related)

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

Revenues by Source	FY20 Actual	FY21 Actual	FY22 Adopted	FY23 Recommended
Intergovernmental Revenue	\$ 105,678,835	\$ 100,831,326	\$ 156,433,363	\$ 152,703,400
Charges for Services	271,464	251,546	185,500	181,500
Fines and Forfeits	235	(235)	0	0
Miscellaneous Revenues	1,038,662	3,849,290	6,471,918	7,630,268
Gross Revenue	106,989,196	104,931,928	163,090,781	160,515,168
Less 5% required By Law	0	0	(33,968)	(27,352)
Interfund Transfers	38,781,430	24,638,094	17,871,379	14,940,328
Intrafund transfers	805,602	3,092,517	0	0
Other	2,397,880	5,102,838	6,398,642	7,665,395
Fund Balance	8,197,062	20,684,316	31,682,008	47,116,137
	50,181,973	53,517,765	55,918,061	69,694,508
<b>Total</b>	<b>\$ 157,171,169</b>	<b>\$ 158,449,692</b>	<b>\$ 219,008,842</b>	<b>\$ 230,209,676</b>

Appropriations by Organization	FY20 Actual	FY21 Actual	FY22 Adopted	FY23 Recommended
<b>County Administrator</b>				
Arts Council Division	\$ 0	\$ 0	\$ 275,996	\$ 242,252
Affordable Housing Services	14,430,478	17,595,941	49,369,405	33,301,528
Aging Services	9,515,651	9,682,575	14,667,878	17,649,146
Children's Services	3,760,508	3,242,013	7,998,313	8,784,252
Conservation & Environmental Lands Management	0	0	271,430	190,929
Economic Development	286,121	284,527	396,413	388,693
Engineering and Operations	319,167	17,504	0	0
Extension Service	167,052	169,139	183,408	186,908
Facilities Management	414,311	215,418	483,640	0
Fire Rescue	2,707,303	1,733,749	1,315,551	4,496,382
Head Start - Early Head Start	35,276,964	40,200,427	47,914,244	54,071,785
Health Care Services	10,293,094	12,169,497	24,186,792	24,184,292
Human Resources	6,413	4,430	203,232	203,232
Management & Budget	3,665,340	2,023,206	4,232,648	4,941,175
Social Services	10,257,545	7,718,006	7,534,085	8,225,979
Sunshine Line Agency	2,613,964	2,550,658	2,517,981	4,879,595
<b>Judicial Branch</b>	628,852	568,894	1,825,708	1,820,206
<b>Boards, Commissions &amp; Agencies</b>				
Environmental Protection Commission	4,038,424	4,227,836	6,571,969	6,548,969
Metropolitan Planning Organization	2,310,865	2,422,745	6,739,081	7,681,202
Soil and Water Conservation Board	27,558	1,318	0	0
	6,376,848	6,651,900	13,311,050	14,230,171
<b>Non-Departmental Organizations</b>				
Capital Improvement Program	2,574,619	3,445,947	6,491,001	7,638,533
Non-Departmental Allotments	32,087,122	13,309,252	32,168,918	44,199,563
	34,661,741	16,755,200	38,659,919	51,838,096
<b>Non-Expenditure Accounts</b>				
Reserves and Refund	0	0	462,265	575,055
Interfund Transfers	1,100,978	14,759,950	3,198,884	0
	1,100,978	14,759,950	3,661,149	575,055
<b>Total</b>	<b>\$ 136,482,328</b>	<b>\$ 136,343,033</b>	<b>\$ 219,008,842</b>	<b>\$ 230,209,676</b>

# Sales Tax Revenue Funds

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.

<b>Revenues by Source</b>	<b>FY20 Actual</b>	<b>FY21 Actual</b>	<b>FY22 Adopted</b>	<b>FY23 Recommended</b>
Local Option Taxes	\$ 153,316,679	\$ 190,818,697	\$ 185,818,425	\$ 220,329,085
Intergovernmental Revenue	112,061,942	132,436,016	130,564,259	143,611,230
Miscellaneous Revenues	1,461,311	81,947	153,200	564,800
Gross Revenue	266,839,932	323,336,660	316,535,884	364,505,115
Less 5% required By Law	0	0	(12,116,172)	(14,064,990)
Interfund Transfers	1,585,072	0	0	0
Fund Balance	90,662,045	85,986,318	88,351,737	138,701,831
	92,247,117	85,986,318	76,235,565	124,636,841
<b>Total</b>	<b>\$ 359,087,049</b>	<b>\$ 409,322,977</b>	<b>\$ 392,771,449</b>	<b>\$ 489,141,956</b>

<b>Appropriations by Organization</b>	<b>FY20 Actual</b>	<b>FY21 Actual</b>	<b>FY22 Adopted</b>	<b>FY23 Recommended</b>
<b>County Administrator</b>				
Economic Development	\$ 394,398	\$ 345,358	\$ 4,202,498	\$ 3,552,298
	394,398	345,358	4,202,498	3,552,298
<b>Elected Officials</b>				
Tax Collector	220,328	288,737	313,849	413,460
	220,328	288,737	313,849	413,460
<b>Non-Departmental Organizations</b>				
Governmental Agencies	66,718,056	79,316,753	76,562,447	85,555,288
NonProfit Organizations	16,116,516	18,279,804	20,776,297	20,918,080
	82,834,572	97,596,557	97,338,744	106,473,368
<b>Non-Expenditure Accounts</b>				
Reserves and Refund	0	0	78,524,495	131,185,811
Interfund Transfers	189,651,433	197,090,709	212,391,863	247,517,019
	189,651,433	197,090,709	290,916,358	378,702,830
<b>Total</b>	<b>\$ 273,100,731</b>	<b>\$ 295,321,361</b>	<b>\$ 392,771,449</b>	<b>\$ 489,141,956</b>

# Discretely Presented Component Units

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

<b>Revenues by Source</b>	<b>FY20 Actual</b>	<b>FY21 Actual</b>	<b>FY22 Adopted</b>	<b>FY23 Recommended</b>
Local Option Taxes	\$ 2,475,765	\$ 466,946	\$ 0	\$ 0
Charges for Services	823,060	1,247,249	620,075	640,075
Fines and Forfeits	0	50	0	0
Miscellaneous Revenues	56,470	26,471	61,800	89,230
Gross Revenue	3,355,295	1,740,715	681,875	729,305
Less 5% required By Law	0	0	(35,394)	(36,464)
Interfund Transfers	4,619,160	4,189,110	5,375,688	5,952,135
Fund Balance	1,881,343	4,413,303	4,818,370	4,818,370
	6,500,503	8,602,413	10,158,664	10,734,041
<b>Total</b>	<b>\$ 9,855,798</b>	<b>\$ 10,343,128</b>	<b>\$ 10,840,539</b>	<b>\$ 11,463,346</b>

<b>Appropriations by Organization</b>	<b>FY20 Actual</b>	<b>FY21 Actual</b>	<b>FY22 Adopted</b>	<b>FY23 Recommended</b>
<b>Boards, Commissions &amp; Agencies</b>				
Hillsborough County Planning Commission	\$ 5,442,494	\$ 5,447,541	\$ 5,990,709	\$ 6,585,206
Metropolitan Planning Organization	0	355	25,000	25,000
	5,442,494	5,447,896	6,015,709	6,610,206

<b>Non-Expenditure Accounts</b>	<b>FY20 Actual</b>	<b>FY21 Actual</b>	<b>FY22 Adopted</b>	<b>FY23 Recommended</b>
Reserves and Refund	0	0	4,824,830	4,853,140
	0	0	4,824,830	4,853,140
<b>Total</b>	<b>\$ 5,442,494</b>	<b>\$ 5,447,896</b>	<b>\$ 10,840,539</b>	<b>\$ 11,463,346</b>

# 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.

<b>Revenues by Source</b>	<b>FY20 Actual</b>	<b>FY21 Actual</b>	<b>FY22 Adopted</b>	<b>FY23 Recommended</b>
Intergovernmental Revenue	\$ (1,423,110)	\$ 3,523,148	\$ 10,079,463	\$ 15,412,455
Miscellaneous Revenues	1,839,257	1,398,915	907,669	1,087,999
Gross Revenue	416,147	4,922,063	10,987,132	16,500,454
Interfund Transfers	0	0	511	0
Fund Balance	6,690,233	3,645,072	(511)	0
	6,690,233	3,645,072	0	0
<b>Total</b>	<b>\$ 7,106,380</b>	<b>\$ 8,567,135</b>	<b>\$ 10,987,132</b>	<b>\$ 16,500,454</b>

<b>Appropriations by Organization</b>	<b>FY20 Actual</b>	<b>FY21 Actual</b>	<b>FY22 Adopted</b>	<b>FY23 Recommended</b>
<b>County Administrator</b>				
Affordable Housing Services	\$ 3,461,308	\$ 3,304,511	\$ 10,987,132	\$ 16,500,454
<b>Total</b>	<b>\$ 3,461,308</b>	<b>\$ 3,304,511</b>	<b>\$ 10,987,132</b>	<b>\$ 16,500,454</b>

# Transportation Surtax Trust Fund

The Transportation Surtax Trust Fund accounts for the proceeds of a 1% transportation sales surtax approved by the voters in November 2018. . On February 25, 2021 the Transportation Surtax was ruled unconstitutional by the Florida Supreme court.

<b>Revenues by Source</b>	<b>FY20 Actual</b>	<b>FY21 Actual</b>	<b>FY22 Adopted</b>	<b>FY23 Recommended</b>
Local Option Taxes	\$ 98,885,185	\$ 18,637,836	\$ 0	\$ 0
Miscellaneous Revenues	2,242,337	244,669	270,700	1,462,600
Gross Revenue	101,127,522	18,882,504	270,700	1,462,600
Less 5% required By Law	0	0	(13,535)	(73,130)
Fund Balance	75,038,052	176,165,574	192,329,384	195,048,078
	75,038,052	176,165,574	192,315,849	194,974,948
<b>Total</b>	<b>\$ 176,165,574</b>	<b>\$ 195,048,079</b>	<b>\$ 192,586,549</b>	<b>\$ 196,437,548</b>

<b>Appropriations by Organization</b>	<b>FY20 Actual</b>	<b>FY21 Actual</b>	<b>FY22 Adopted</b>	<b>FY23 Recommended</b>
<b>Non-Expenditure Accounts</b>				
Reserves and Refund	\$ 0	\$ 0	\$ 192,586,549	\$ 196,437,548
	0	0	192,586,549	196,437,548
<b>Total</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 192,586,549</b>	<b>\$ 196,437,548</b>

# COVID Relief Funds

The COVID Relief Funds account for the proceeds of the Coronavirus Aid, Relief, and Economic Security Act (CARES Act), Coronavirus Response and Consolidated Appropriations Act, as well as the American Rescue Plan Act. These funds were an economic stimulus in response to the economic fallout of the COVID-19 Pandemic.

<b>Revenues by Source</b>	<b>FY20 Actual</b>	<b>FY21 Actual</b>	<b>FY22 Adopted</b>	<b>FY23 Recommended</b>
Intergovernmental Revenue	\$ 56,243,408	\$ 387,700,199	\$ 174,775,853	\$ 0
Miscellaneous Revenues	0	199,356	376,198	272,886
<b>Gross Revenue</b>	<b>56,243,408</b>	<b>387,899,555</b>	<b>175,152,051</b>	<b>272,886</b>
Less 5% required By Law	0	0	(18,778)	(13,645)
Intrafund transfers	0	0	107,534,627	0
Fund Balance	0	0	179,010,257	269,984,189
	0	0	286,526,106	269,970,544
<b>Total</b>	<b>\$ 56,243,408</b>	<b>\$ 387,899,555</b>	<b>\$ 461,678,157</b>	<b>\$ 270,243,430</b>

<b>Appropriations by Organization</b>	<b>FY20 Actual</b>	<b>FY21 Actual</b>	<b>FY22 Adopted</b>	<b>FY23 Recommended</b>
<b>County Administrator</b>				
Fire Rescue	\$ 390,493	\$ 228,483	\$ 0	\$ 0
<b>Non-Departmental Organizations</b>				
Capital Improvement Program	0	0	35,000,000	169,157,599
Non-Departmental Allotments	56,507,449	234,862,717	175,910,269	85,012,741
	56,507,449	234,862,717	210,910,269	254,170,340
<b>Non-Expenditure Accounts</b>				
Reserves and Refund	0	0	143,233,261	16,073,090
Interfund Transfers	0	0	107,534,627	0
	0	0	250,767,888	16,073,090
<b>Total</b>	<b>\$ 56,897,941</b>	<b>\$ 235,091,200</b>	<b>\$ 461,678,157</b>	<b>\$ 270,243,430</b>



# General Obligation Bonds Sinking Funds

This debt service fund group accounts for the payment of principal, interest and other debt servicing costs on the County's outstanding general obligation debt which includes the Series 2002 General Obligation Refunding Bonds (Unincorporated Area Parks and Receptions Program) and the Series 2019A and B General Obligation Bonds (Environmental Lands Acquisition and Protection Program). The Series 2002 Bonds refunded two earlier bond issues (the Series 1993 and Series 1996 General Obligation Bonds) for interest rate savings and will reach final maturity on July 1, 2025. The Series 2019A Bonds refunded the Series 2009B General Obligation Bonds for interest rate savings and will reach final maturity on July 1, 2039. The Series 2019B Bonds were issued in order to provide funding for the purchase of additional environmentally sensitive lands through the Jan K. Platt Environmental Lands Acquisition and Protection Program and will reach final maturity on July 1, 2049.

Revenues by Source	FY20 Actual	FY21 Actual	FY22 Adopted	FY23 Recommended
Current Ad Valorem Taxes	\$ 7,413,007	\$ 8,260,540	\$ 9,335,970	\$ 10,629,870
Delinquent Ad Valorem Taxes	184,308	8,407	125,000	45,833
Intergovernmental Revenue	127,784	0	0	0
Miscellaneous Revenues	117,701	3,365	5,900	33,000
<b>Gross Revenue</b>	<b>7,842,800</b>	<b>8,272,313</b>	<b>9,466,870</b>	<b>10,708,703</b>
Less 5% required By Law	0	0	(473,343)	(535,435)
Interfund Transfers	1,013	1,443,340	0	0
Residual Equity	70,414	78,320	0	0
Other	0	0	0	32,000,000
Fund Balance	3,012,377	3,121,046	4,385,774	6,326,850
	3,083,804	4,642,706	3,912,431	37,791,415
<b>Total</b>	<b>\$ 10,926,604</b>	<b>\$ 12,915,019</b>	<b>\$ 13,379,301</b>	<b>\$ 48,500,118</b>

Appropriations by Organization	FY20 Actual	FY21 Actual	FY22 Adopted	FY23 Recommended
<b>Elected Officials</b>				
Property Appraiser	\$ 53,901	\$ 55,058	\$ 60,421	\$ 63,659
Tax Collector	173,945	187,375	227,634	253,511
	227,846	242,433	288,055	317,170
<b>Non-Departmental Organizations</b>				
Debt Service Accounts	5,992,640	6,728,956	6,738,357	8,624,824
	5,992,640	6,728,956	6,738,357	8,624,824
<b>Non-Expenditure Accounts</b>				
Reserves and Refund	0	0	6,352,889	7,558,124
Interfund Transfers	1,585,072	1,443,340	0	32,000,000
	1,585,072	1,443,340	6,352,889	39,558,124
<b>Total</b>	<b>\$ 7,805,558</b>	<b>\$ 8,414,729</b>	<b>\$ 13,379,301</b>	<b>\$ 48,500,118</b>

# Revenue Bonds Sinking Funds

This debt service fund group accounts for the payment of principal, interest and other debt servicing costs on the County's outstanding governmental revenue debt. More than fifteen debt issues comprise this fund group and include both original debt issuances as well as refunding debt issuances. All proceeds were originally obtained and used to fund a variety of capital improvement projects undertaken by the County. The debt issues in this group include the: Series 2012A and B Community Investment Tax Refunding Revenue Bonds (final maturity will occur on November 1, 2025), Series 2012 Capital Improvement Program Revenue Bonds (final maturity will occur February 1, 2026), Series 2015 Communications Services Tax Revenue Bonds (final maturity will occur October 1, 2045), Series 2015 Community Investment Tax Refunding Revenue Bonds (final maturity will occur on November 1, 2025), Series 2016 Capital Improvement Program Refunding Revenue Bonds (final maturity occurs on August 1, 2024), Series 2016 Fifth Cent Tourist Development Tax Refunding Revenue Bonds (final maturity occurs on August 1, 2024), Series 2017A and B Fourth Cent Tourist Development Tax Refunding and Improvement Bonds (final maturity of the A Bonds occurs on October 1, 2035 and final maturity of the B Bonds occurs on October 1, 2046), Series 2017 Capital Improvement Non-Ad Valorem Refunding Revenue Note (final maturity occurs on July 1, 2028), Series 2017 Capital Improvement Program Revenue Note (final maturity occurs on August 1, 2026), Series 2018 Community Investment Tax Refunding Revenue Bonds (final maturity will occur on November 1, 2025), Series 2019 Capital Improvement Non-Ad Valorem Revenue Bonds (final maturity will occur on August 1, 2049), and the Series 2021 Capital Improvement Non-Ad Valorem Revenue Bonds (final maturity will occur on August 1, 2051). In addition to the bond issues described above, several commercial paper funds are included in this governmental revenue debt group and each note is on a budgeted repayment plan.

Revenues by Source	FY20 Actual	FY21 Actual	FY22 Adopted	FY23 Recommended
Miscellaneous Revenues	\$ 1,280,718	\$ 955,151	\$ 20,588,972	\$ 805,472
<b>Gross Revenue</b>	<b>1,280,718</b>	<b>955,151</b>	<b>20,588,972</b>	<b>805,472</b>
Less 5% required By Law	0	0	(29,447)	(40,273)
Interfund Transfers	57,350,932	90,060,193	79,581,126	95,957,030
Residual Equity	0	1	0	0
Other	34,700,000	259,184,862	5,000,000	15,000,000
Fund Balance	39,138,600	40,013,757	42,823,454	58,293,131
	131,189,532	389,258,812	127,375,133	169,209,888
<b>Total</b>	<b>\$ 132,470,250</b>	<b>\$ 390,213,963</b>	<b>\$ 147,964,105</b>	<b>\$ 170,015,360</b>

Appropriations by Organization	FY20 Actual	FY21 Actual	FY22 Adopted	FY23 Recommended
<b>Non-Departmental Organizations</b>				
Debt Service Accounts	\$ 62,856,493	\$ 123,656,404	\$ 79,670,790	\$ 100,467,465
	62,856,493	123,656,404	79,670,790	100,467,465
<b>Non-Expenditure Accounts</b>				
Reserves and Refund	0	0	63,293,315	54,547,895
Interfund Transfers	29,600,000	224,302,921	5,000,000	15,000,000
	29,600,000	224,302,921	68,293,315	69,547,895
<b>Total</b>	<b>\$ 92,456,493</b>	<b>\$ 347,959,325</b>	<b>\$ 147,964,105</b>	<b>\$ 170,015,360</b>

# Commercial Paper Sinking Funds

This debt service fund group accounts for principal, interest and other debt servicing costs on the County's outstanding commercial paper notes being repaid with special revenues. Commercial paper notes serve as part of the County's overall project financing strategy, and are typically issued as a form of short-term, interim financing or to fund certain projects for long-term financing is not appropriate. There is no pre-determined debt repayment schedule associated with the commercial paper program as a whole although each note is on a budgeted repayment plan. BOCC-Commercial Paper Sinking Funds

<b>Revenues by Source</b>	<b>FY20 Actual</b>	<b>FY21 Actual</b>	<b>FY22 Adopted</b>	<b>FY23 Recommended</b>
Miscellaneous Revenues	\$ 174,877	\$ 16,367	\$ 29,900	\$ 152,200
<b>Gross Revenue</b>	<b>174,877</b>	<b>16,367</b>	<b>29,900</b>	<b>152,200</b>
Less 5% required By Law	0	0	(276,495)	(7,610)
Interfund Transfers	22,930,218	21,959,072	10,813,062	6,245,184
Other	5,000,000	25,632,000	6,361,357	4,276,688
Fund Balance	7,371,732	8,271,655	19,588,945	19,711,141
	35,301,950	55,862,727	36,486,869	30,225,403
<b>Total</b>	<b>\$ 35,476,827</b>	<b>\$ 55,879,094</b>	<b>\$ 36,516,769</b>	<b>\$ 30,377,603</b>

<b>Appropriations by Organization</b>	<b>FY20 Actual</b>	<b>FY21 Actual</b>	<b>FY22 Adopted</b>	<b>FY23 Recommended</b>
<b>Non-Departmental Organizations</b>				
Debt Service Accounts	\$ 22,205,172	\$ 35,184,224	\$ 11,429,000	\$ 17,892,175
	22,205,172	35,184,224	11,429,000	17,892,175
<b>Non-Expenditure Accounts</b>				
Reserves and Refund	0	0	18,726,412	8,208,740
Interfund Transfers	5,000,000	525,000	6,361,357	4,276,688
	5,000,000	525,000	25,087,769	12,485,428
<b>Total</b>	<b>\$ 27,205,172</b>	<b>\$ 35,709,224</b>	<b>\$ 36,516,769</b>	<b>\$ 30,377,603</b>

# Direct Borrowing and Placement Note Sinking Funds

This debt service fund group accounts for the payment of principal, interest and other debt servicing costs on the County's direct placement notes, including the Series 2015 Arena Refunding Revenue Note, the Series 2015 Court Facilities Refunding Revenue Note, and a previously planned transportation project-related note that the County no longer intends to issue. The Arena Note and Court Facilities Note were issued to fully refund earlier bond issues (the Series 2005 Tampa Bay Arena Refunding Revenue Bonds and the Series 2005 Court Facilities Refunding Revenue Bonds, respectively) for interest rate savings. The final maturity date of the Series 2015 Arena Refunding Revenue Note is October 1, 2026 and the final maturity date of the Series 2015 Court Facilities Refunding Revenue Note is November 1, 2026.

<b>Revenues by Source</b>	<b>FY20 Actual</b>	<b>FY21 Actual</b>	<b>FY22 Adopted</b>	<b>FY23 Recommended</b>
Charges for Services	\$ 270,426	\$ 145,126	\$ 100,000	\$ 200,000
Miscellaneous Revenues	45,183	1,097	8,200	23,000
<b>Gross Revenue</b>	<b>315,609</b>	<b>146,223</b>	<b>108,200</b>	<b>223,000</b>
Less 5% required By Law	0	0	(5,410)	(11,150)
Interfund Transfers	2,552,311	2,985,051	3,238,575	2,534,049
Fund Balance	3,417,203	3,110,756	2,868,255	3,414,224
	5,969,514	6,095,807	6,101,420	5,937,123
<b>Total</b>	<b>\$ 6,285,123</b>	<b>\$ 6,242,031</b>	<b>\$ 6,209,620</b>	<b>\$ 6,160,123</b>

<b>Appropriations by Organization</b>	<b>FY20 Actual</b>	<b>FY21 Actual</b>	<b>FY22 Adopted</b>	<b>FY23 Recommended</b>
<b>Non-Departmental Organizations</b>				
Debt Service Accounts	\$ 3,174,367	\$ 3,171,281	\$ 3,268,804	\$ 3,267,360
	3,174,367	3,171,281	3,268,804	3,267,360
<b>Non-Expenditure Accounts</b>				
Reserves and Refund	0	0	2,940,816	2,892,763
	0	0	2,940,816	2,892,763
<b>Total</b>	<b>\$ 3,174,367</b>	<b>\$ 3,171,281</b>	<b>\$ 6,209,620</b>	<b>\$ 6,160,123</b>

# Countywide Construction Fund

This capital project fund accounts for ad valorem taxes and other revenue sources designated for the design, construction, and/or acquisition of capital assets throughout Hillsborough County that are included in the Capital Improvement Program (CIP).

<b>Revenues by Source</b>	<b>FY20 Actual</b>	<b>FY21 Actual</b>	<b>FY22 Adopted</b>	<b>FY23 Recommended</b>
Miscellaneous Revenues	\$ 0	\$ 20,000	\$ 0	\$ 0
Gross Revenue	0	20,000	0	0
Interfund Transfers	20,612,250	16,565,000	15,600,000	27,274,605
Intrafund transfers	0	0	0	119,047
Fund Balance	26,206,859	34,091,151	40,944,861	44,517,462
	46,819,109	50,656,151	56,544,861	71,911,114
<b>Total</b>	<b>\$ 46,819,109</b>	<b>\$ 50,676,151</b>	<b>\$ 56,544,861</b>	<b>\$ 71,911,114</b>

<b>Appropriations by Organization</b>	<b>FY20 Actual</b>	<b>FY21 Actual</b>	<b>FY22 Adopted</b>	<b>FY23 Recommended</b>
<b>Non-Departmental Organizations</b>				
Capital Improvement Program	\$ 12,727,958	\$ 10,231,715	\$ 51,029,700	\$ 58,980,404
	12,727,958	10,231,715	51,029,700	58,980,404
<b>Non-Expenditure Accounts</b>				
Reserves and Refund	0	0	5,515,161	12,930,710
	0	0	5,515,161	12,930,710
<b>Total</b>	<b>\$ 12,727,958</b>	<b>\$ 10,231,715</b>	<b>\$ 56,544,861</b>	<b>\$ 71,911,114</b>

# Unincorporated Area Construction Fund

This capital project fund accounts for ad valorem taxes and other revenue sources designated for the design, construction, and/or acquisition of capital assets throughout the unincorporated areas of Hillsborough County that are included in the Capital Improvement Program (CIP).

<b>Revenues by Source</b>	<b>FY20 Actual</b>	<b>FY21 Actual</b>	<b>FY22 Adopted</b>	<b>FY23 Recommended</b>
Miscellaneous Revenues	\$ 47,600	\$ 175,000	\$ 0	\$ 0
Gross Revenue	47,600	175,000	0	0
Interfund Transfers	10,560,183	8,631,865	16,817,469	11,657,441
Fund Balance	10,973,593	10,470,537	11,926,661	21,130,824
	21,533,776	19,102,402	28,744,130	32,788,265
<b>Total</b>	<b>21,581,376</b>	<b>19,277,402</b>	<b>28,744,130</b>	<b>32,788,265</b>

<b>Appropriations by Organization</b>	<b>FY20 Actual</b>	<b>FY21 Actual</b>	<b>FY22 Adopted</b>	<b>FY23 Recommended</b>
<b>Non-Departmental Organizations</b>				
Capital Improvement Program	\$ 6,053,101	\$ 956,450	\$ 25,773,092	\$ 25,987,207
	6,053,101	956,450	25,773,092	25,987,207
<b>Non-Expenditure Accounts</b>				
Reserves and Refund	0	0	390,592	2,325,606
Interfund Transfers	5,057,738	6,231,865	2,580,446	4,475,452
	5,057,738	6,231,865	2,971,038	6,801,058
<b>Total</b>	<b>\$ 11,110,839</b>	<b>\$ 7,188,315</b>	<b>\$ 28,744,130</b>	<b>\$ 32,788,265</b>

# Court Facilities Improvement Non-Bond Project

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.

<b>Revenues by Source</b>	<b>FY20 Actual</b>	<b>FY21 Actual</b>	<b>FY22 Adopted</b>	<b>FY23 Recommended</b>
Miscellaneous Revenues	\$ 2,790	\$ 159	\$ 300	\$ 0
Gross Revenue	2,790	159	300	0
Less 5% required By Law	0	0	(15)	0
Fund Balance	120,247	119,047	119,047	119,047
	120,247	119,047	119,032	119,047
<b>Total</b>	<b>\$ 123,036</b>	<b>\$ 119,206</b>	<b>\$ 119,332</b>	<b>\$ 119,047</b>

<b>Appropriations by Organization</b>	<b>FY20 Actual</b>	<b>FY21 Actual</b>	<b>FY22 Adopted</b>	<b>FY23 Recommended</b>
<b>Non-Departmental Organizations</b>				
Capital Improvement Program	\$ 3,989	\$ 0	\$ 119,332	\$ 0
	3,989	0	119,332	0
<b>Non-Expenditure Accounts</b>				
Interfund Transfers	0	0	0	119,047
	0	0	0	119,047
<b>Total</b>	<b>\$ 3,989</b>	<b>\$ 0</b>	<b>\$ 119,332</b>	<b>\$ 119,047</b>



# Communication Services Tax 2015 Project Fund (PSOC)

This capital project fund accounts for bond proceeds obtained for the purpose of funding a variety of capital improvement projects including the construction of the Public Safety Operations Complex (PSOC) located on Columbus Drive, various parks, miscellaneous government facilities, and to fund various fire station expansions, renovations and replacements.

<b>Revenues by Source</b>	<b>FY20 Actual</b>	<b>FY21 Actual</b>	<b>FY22 Adopted</b>	<b>FY23 Recommended</b>
Miscellaneous Revenues	\$ 117,173	\$ 5,954	\$ 12,600	\$ 33,100
<b>Gross Revenue</b>	<b>117,173</b>	<b>5,954</b>	<b>12,600</b>	<b>33,100</b>
Less 5% required By Law	0	0	(630)	(1,655)
Fund Balance	5,332,429	4,514,214	4,296,713	1,749,116
	5,332,429	4,514,214	4,296,083	1,747,461
<b>Total</b>	<b>\$ 5,449,602</b>	<b>\$ 4,520,169</b>	<b>\$ 4,308,683</b>	<b>\$ 1,780,561</b>

<b>Appropriations by Organization</b>	<b>FY20 Actual</b>	<b>FY21 Actual</b>	<b>FY22 Adopted</b>	<b>FY23 Recommended</b>
<b>Non-Departmental Organizations</b>				
Capital Improvement Projects	935,388	102,178	4,308,683	1,780,561
	935,388	102,178	4,308,683	1,780,561
<b>Total</b>	<b>\$ 935,388</b>	<b>\$ 102,178</b>	<b>\$ 4,308,683</b>	<b>\$ 1,780,561</b>

# Next Generation 911 (NG911) Capital Project Fund

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

<b>Revenues by Source</b>	<b>FY20 Actual</b>	<b>FY21 Actual</b>	<b>FY22 Adopted</b>	<b>FY23 Recommended</b>
Gross Revenue	\$ 0	\$ 0	\$ 0	\$ 0
Fund Balance	929,670	642,563	299,329	0
	929,670	642,563	299,329	0
<b>Total</b>	<b>929,670</b>	<b>642,563</b>	<b>299,329</b>	<b>0</b>

<b>Appropriations by Organization</b>	<b>FY20 Actual</b>	<b>FY21 Actual</b>	<b>FY22 Adopted</b>	<b>FY23 Recommended</b>
<b>Non-Departmental Organizations</b>				
Capital Improvement Projects	\$ 287,107	\$ 462,400	\$ 299,329	\$ 0
	287,107	462,400	299,329	0
<b>Total</b>	<b>\$ 287,107</b>	<b>\$ 462,400</b>	<b>\$ 299,329</b>	<b>\$ 0</b>

# BP Oil Spill Proceeds Project Fund

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

Revenues by Source	FY20 Actual	FY21 Actual	FY22 Adopted	FY23 Recommended
Gross Revenue	\$ 0	\$ 0	\$ 0	\$ 0
Interfund Transfers	13,500,000	0	0	0
Fund Balance	0	13,467,629	10,062,877	10,816,113
	13,500,000	13,467,629	10,062,877	10,816,113
<b>Total</b>	<b>\$ 13,500,000</b>	<b>\$ 13,467,629</b>	<b>\$ 10,062,877</b>	<b>\$ 10,816,113</b>

Appropriations by Organization	FY20 Actual	FY21 Actual	FY22 Adopted	FY23 Recommended
<b>Non-Departmental Organizations</b>				
Capital Improvement Program	\$ 32,371	\$ 1,558,968	\$ 10,062,877	\$ 10,816,113
	32,371	1,558,968	10,062,877	10,816,113
<b>Total</b>	<b>\$ 32,371</b>	<b>\$ 1,558,968</b>	<b>\$ 10,062,877</b>	<b>\$ 10,816,113</b>

# Non Ad Valorem Bonds (2019) Project Fund

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

<b>Revenues by Source</b>	<b>FY20 Actual</b>	<b>FY21 Actual</b>	<b>FY22 Adopted</b>	<b>FY23 Recommended</b>
Miscellaneous Revenues	\$ 466,322	\$ 111,199	\$ 293,500	\$ 445,800
<b>Gross Revenue</b>	<b>466,322</b>	<b>111,199</b>	<b>293,500</b>	<b>445,800</b>
Less 5% required By Law	0	0	(14,675)	(22,290)
Interfund Transfers	0	4,023,584	0	0
Fund Balance	142,453,141	86,454,443	55,914,084	21,855,410
	142,453,141	90,478,026	55,899,409	21,833,120
<b>Total</b>	<b>\$ 142,919,462</b>	<b>\$ 90,589,225</b>	<b>\$ 56,192,909</b>	<b>\$ 22,278,920</b>

<b>Appropriations by Organization</b>	<b>FY20 Actual</b>	<b>FY21 Actual</b>	<b>FY22 Adopted</b>	<b>FY23 Recommended</b>
<b>Non-Departmental Organizations</b>				
Capital Improvement Projects	\$ 45,620,239	\$ 40,807,567	\$ 56,188,201	\$ 22,049,906
	45,620,239	40,807,567	56,188,201	22,049,906
<b>Non-Expenditure Accounts</b>				
Reserves and Refund	0	0	4,708	229,014
Interfund Transfers	10,844,781	0	0	0
	10,844,781	0	4,708	229,014
<b>Total</b>	<b>\$ 56,465,020</b>	<b>\$ 40,807,567</b>	<b>\$ 56,192,909</b>	<b>\$ 22,278,920</b>

# Environmental Lands Acquisition & Protect Funds

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.

<b>Revenues by Source</b>	<b>FY20 Actual</b>	<b>FY21 Actual</b>	<b>FY22 Adopted</b>	<b>FY23 Recommended</b>
Miscellaneous Revenues	\$ 1,037,316	\$ 733,866	\$ 334,301	\$ 466,701
Gross Revenue	1,037,316	733,866	334,301	466,701
Less 5% required By Law	0	0	(16,715)	(23,335)
Interfund Transfers	0	0	0	32,000,000
Fund Balance	81,300,672	65,884,552	28,831,164	29,343,465
	81,300,672	65,884,552	28,814,449	61,320,130
<b>Total</b>	<b>\$ 82,337,988</b>	<b>\$ 66,618,418</b>	<b>\$ 29,148,750</b>	<b>\$ 61,786,831</b>

<b>Appropriations by Organization</b>	<b>FY20 Actual</b>	<b>FY21 Actual</b>	<b>FY22 Adopted</b>	<b>FY23 Recommended</b>
<b>Non-Departmental Organizations</b>				
Capital Improvement Program	\$ 16,452,423	\$ 24,535,021	\$ 25,271,014	\$ 60,292,361
	16,452,423	24,535,021	25,271,014	60,292,361
<b>Non-Expenditure Accounts</b>				
Reserves and Refund	0	0	3,371,972	1,494,470
Interfund Transfers	1,013	0	505,764	0
	1,013	0	3,877,736	1,494,470
<b>Total</b>	<b>\$ 16,453,436</b>	<b>\$ 24,535,021</b>	<b>\$ 29,148,750</b>	<b>\$ 61,786,831</b>

# Commercial Paper & Credit Capacity Fund

This capital projects fund accounts for capital improvement costs associated with Raymond James Stadium, Amalie Arena, and various other capital programs that utilize the County's commercial paper facility as a form of short-term interim financing. The commercial paper program provides a low-cost interim financing alternative and allows for the encumbering capital contracts prior to the issuance of long-term fixed debt. Prior to FY 21, this fund also accounted for the payment of principal, interest, and fees for the related commercial paper notes; however, debt service for these notes is now budgeted separately in debt service funds.

<b>Revenues by Source</b>	<b>FY20 Actual</b>	<b>FY21 Actual</b>	<b>FY22 Adopted</b>	<b>FY23 Recommended</b>
Miscellaneous Revenues	\$ 2,063,626	\$ 174	\$ 300	\$ 900
<b>Gross Revenue</b>	<b>2,063,626</b>	<b>174</b>	<b>300</b>	<b>900</b>
Less 5% required By Law	0	0	(15)	(40)
Interfund Transfers	5,000,000	0	6,361,357	4,276,688
Other	19,900,018	0	21,811,080	37,800,000
Fund Balance	121,220	6,071,402	376,268	805,223
	25,021,238	6,071,402	28,548,690	42,881,871
<b>Total</b>	<b>\$ 27,084,864</b>	<b>\$ 6,071,576</b>	<b>\$ 28,548,990</b>	<b>\$ 42,882,771</b>

<b>Appropriations by Organization</b>	<b>FY20 Actual</b>	<b>FY21 Actual</b>	<b>FY22 Adopted</b>	<b>FY23 Recommended</b>
<b>Non-Departmental Organizations</b>				
Capital Improvement Projects	\$ 1,163,754	\$ 3,636,394	\$ 6,687,210	\$ 4,118,253
Debt Service Accounts	(4,524)	0	0	41,264
Governmental Agencies	19,854,232	0	21,811,080	37,800,200
	21,013,462	3,636,394	28,498,290	41,959,717
<b>Non-Expenditure Accounts</b>				
Reserves and Refund	0	0	50,700	923,054
Interfund Transfers	0	2,023,584	0	0
	0	2,023,584	50,700	923,054
<b>Total</b>	<b>\$ 21,013,462</b>	<b>\$ 5,659,978</b>	<b>\$ 28,548,990</b>	<b>\$ 42,882,771</b>

# Public Works Solid Waste Resource Recovery Funds

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.

<b>Revenues by Source</b>	<b>FY20 Actual</b>	<b>FY21 Actual</b>	<b>FY22 Adopted</b>	<b>FY23 Recommended</b>
Permits, Fees & Special Assessments	\$ 250,000	\$ 0	\$ 0	\$ 236,250
Charges for Services	110,737,196	134,725,733	156,506,222	192,792,378
Miscellaneous Revenues	6,378,019	1,559,652	475,708	1,904,958
<b>Gross Revenue</b>	<b>117,365,215</b>	<b>136,285,385</b>	<b>156,981,930</b>	<b>194,933,586</b>
Less 5% required By Law	0	0	(7,849,097)	(9,690,369)
Intrafund transfers	188,750,739	140,272,659	251,443,683	253,055,968
Other	(4,911,597)	10,600,000	11,400,000	52,000,000
Fund Balance	181,357,660	187,023,438	202,596,674	209,585,390
	365,196,802	337,896,097	457,591,260	504,950,989
<b>Total</b>	<b>\$ 482,562,017</b>	<b>\$ 474,181,482</b>	<b>\$ 614,573,190</b>	<b>\$ 699,884,575</b>

<b>Appropriations by Organization</b>	<b>FY20 Actual</b>	<b>FY21 Actual</b>	<b>FY22 Adopted</b>	<b>FY23 Recommended</b>
<b>County Administrator</b>				
Enterprise Project Management Office	\$ 303,076	\$ 261,623	\$ 284,698	\$ 315,398
Environmental Services Division	36,373	200,408	199,914	1,060
Facilities Management	144,735	12,260	515	0
Information Technology Department	17,087	93	0	0
Performance Data Analytics	18,578	19,337	20,391	21,351
Procurement Services	58,331	38,277	44,816	237
Solid Waste	92,401,535	116,536,914	150,395,809	176,151,388
Water Resources	4,120,179	3,854,457	4,958,722	5,410,208
	97,099,894	120,923,369	155,904,865	181,899,642
<b>Non-Departmental Organizations</b>				
Capital Improvement Projects	5,560,730	10,269,217	47,113,479	141,496,200
Debt Service Accounts	20,952,750	10,278,768	10,333,000	13,584,021
	26,513,480	20,547,985	57,446,479	155,080,221
<b>Non-Expenditure Accounts</b>				
Reserves and Refund	2,207	0	149,778,163	109,848,744
Interfund Transfers	188,750,739	140,272,659	251,443,683	253,055,968
	188,752,946	140,272,659	401,221,846	362,904,712
<b>Total</b>	<b>\$ 312,366,320</b>	<b>\$ 281,744,013</b>	<b>\$ 614,573,190</b>	<b>\$ 699,884,575</b>



# Public Utilities Water/Wastewater Funds

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.

<b>Revenues by Source</b>	<b>FY20 Actual</b>	<b>FY21 Actual</b>	<b>FY22 Adopted</b>	<b>FY23 Recommended</b>
Permits, Fees & Special Assessments	\$ 16,912,730	\$ 28,129,519	\$ 20,380,126	\$ 20,640,437
Intergovernmental Revenue	822,647	(183,178)	77,500	0
Charges for Services	291,453,956	307,869,444	344,740,136	352,151,166
Fines and Forfeits	55,839	55,414	59,467	62,440
Miscellaneous Revenues	14,061,297	4,025,510	805,835	3,946,327
Gross Revenue	323,306,469	339,896,709	366,063,064	376,800,370
Less 5% required By Law	0	0	(17,883,529)	(18,825,019)
Interfund Transfers	5,000,000	434,026	316,200	0
Intrafund transfers	408,410,481	479,281,670	345,445,846	421,311,746
Other	103,330,092	257,781,925	0	497,570,000
Fund Balance	1,488,798,406	1,539,294,462	668,637,854	639,167,492
	2,005,538,979	2,276,792,083	996,516,371	1,539,224,219
<b>Total</b>	<b>\$ 2,328,845,448</b>	<b>\$ 2,616,688,792</b>	<b>\$ 1,362,579,435</b>	<b>\$ 1,916,024,589</b>

<b>Appropriations by Organization</b>	<b>FY20 Actual</b>	<b>FY21 Actual</b>	<b>FY22 Adopted</b>	<b>FY23 Recommended</b>
<b>County Administrator</b>				
Communications & Digital Media	\$ 116,709	\$ 76,526	\$ 122,705	\$ 132,311
Development Services	360,614	437,484	481,163	615,864
Engineering and Operations	(453)	871	0	0
Enterprise Project Management Office	711,431	592,937	717,659	770,166
Environmental Services Division	4,809,669	5,378,186	9,186,822	8,933,076
Facilities Management	147,399	93,212	104,245	113,121
Information Technology Department	68,882	372	0	0
Performance Data Analytics	465,469	77,713	81,564	85,405
Procurement Services	294,798	291,112	392,087	2,078
Solid Waste	4,217	3,779	0	0
Water Resources	196,872,898	200,132,847	260,590,529	263,631,957
	203,851,633	207,085,039	271,676,774	274,283,978

<b>Elected Officials</b>				
Property Appraiser	0	0	110,000	0
Tax Collector	0	99,460	325,000	215,000
	0	99,460	435,000	215,000

<b>Non-Departmental Organizations</b>				
Capital Improvement Projects	82,340,847	93,489,398	447,686,238	920,032,567
Debt Service Accounts	131,443,873	43,333,831	30,878,248	59,809,484
	213,784,720	136,823,230	478,564,486	979,842,051

<b>Non-Expenditure Accounts</b>				
Reserves and Refund	0	0	273,961,483	247,654,364
Interfund Transfers	408,410,481	479,330,115	338,480,003	414,029,196
	408,410,481	479,330,115	612,441,486	661,683,560

<b>Total</b>	<b>\$ 826,046,834</b>	<b>\$ 823,337,844</b>	<b>\$ 1,363,117,746</b>	<b>\$ 1,916,024,589</b>
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# Fleet Management Fund

This internal service fund accounts for the revenues and expenses of the repair and maintenance of the County's motor vehicle fleet, equipment repairs, and fuel purchases. Through FY 95 this program was accounted for in the General Revenue (Special Use) Fund and subsidized by the General Revenue (Countywide) Fund. Since FY 96 the services are fully supported by charges for services and sales of fuel to the operating departments.

<b>Revenues by Source</b>	<b>FY20 Actual</b>	<b>FY21 Actual</b>	<b>FY22 Adopted</b>	<b>FY23 Recommended</b>
Charges for Services	\$ 36,529,368	\$ 37,464,143	\$ 40,306,400	\$ 42,096,400
Fines and Forfeits	1,666	0	0	0
Miscellaneous Revenues	2,527,641	1,120,201	148,408	486,900
Gross Revenue	39,058,675	38,584,344	40,454,808	42,583,300
Less 5% required By Law	0	0	(2,022,741)	(2,129,165)
Interfund Transfers	0	48,403	48,403	93,610
Other	(153,342)	11,417	0	0
Fund Balance	71,743,771	79,004,275	59,548,122	68,774,602
	71,590,429	79,064,095	57,573,784	66,739,047
<b>Total</b>	<b>\$ 110,649,104</b>	<b>\$ 117,648,439</b>	<b>\$ 98,028,592</b>	<b>\$ 109,322,347</b>

<b>Appropriations by Organization</b>	<b>FY20 Actual</b>	<b>FY21 Actual</b>	<b>FY22 Adopted</b>	<b>FY23 Recommended</b>
<b>County Administrator</b>				
Fleet Management	\$ 25,695,397	\$ 30,655,661	\$ 58,472,828	\$ 66,658,000
	25,695,397	30,655,661	58,472,828	66,658,000
<b>Non-Expenditure Accounts</b>				
Reserves and Refund	0	0	39,555,764	42,664,347
	0	0	39,555,764	42,664,347
<b>Total</b>	<b>\$ 25,695,397</b>	<b>\$ 30,655,661</b>	<b>\$ 98,028,592</b>	<b>\$ 109,322,347</b>

# Self-Insurance Funds

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	FY20 Actual	FY21 Actual	FY22 Adopted	FY23 Recommended
Intergovernmental Revenue	\$ 60,970	\$ 0	\$ 37,000	\$ 37,000
Charges for Services	118,552,670	128,507,323	121,835,237	132,479,814
Miscellaneous Revenues	11,504,766	7,611,758	7,016,911	9,034,300
Gross Revenue	130,118,406	136,119,081	128,889,148	141,551,114
Less 5% required By Law	0	0	(1,268,388)	(1,737,369)
Interfund Transfers	3,000,000	11,000,000	9,146,950	11,000,000
Intrafund transfers	1,400,000	1,600,000	2,550,000	2,950,000
Residual Equity	4,072,267	1,097,659	0	0
Fund Balance	218,805,073	208,277,390	212,150,940	216,065,255
	227,277,340	221,975,049	222,579,502	228,277,886
<b>Total</b>	<b>\$ 357,395,746</b>	<b>\$ 358,094,130</b>	<b>\$ 351,468,650</b>	<b>\$ 369,829,000</b>

Appropriations by Organization	FY20 Actual	FY21 Actual	FY22 Adopted	FY23 Recommended
<b>County Administrator</b>				
Human Resources	\$ 1,147,893	\$ 1,325,041	\$ 1,799,071	\$ 1,800,656
Risk Management & Safety Division	947,856	985,819	1,912,148	1,961,214
	2,095,749	2,310,860	3,711,219	3,761,870
<b>Non-Departmental Organizations</b>				
Non-Departmental Allotments	110,854,592	126,510,069	138,428,932	146,093,761
	110,854,592	126,510,069	138,428,932	146,093,761
<b>Non-Expenditure Accounts</b>				
Reserves and Refund	1,203	23,740	206,778,499	217,023,369
Interfund Transfers	36,000,000	12,600,000	2,550,000	2,950,000
	36,001,203	12,623,740	209,328,499	219,973,369
<b>Total</b>	<b>\$ 148,951,544</b>	<b>\$ 141,444,669</b>	<b>\$ 351,468,650</b>	<b>\$ 369,829,000</b>

# Budget by Fund

Fund Title	FY 20 Actual	FY 21 Adopted	FY 22 Adopted	FY 23 Recommended
<b>00002 GENERAL FUNDS</b>				
<b>00003 Countywide General Fund</b>				
00004 CW General Operating Fund-01001001	\$694,686,866	\$733,995,616	\$1,089,274,867	\$1,210,244,870
00005 Economic Devel Activity Fund-01001006	2,443,760	2,596,777	20,324,773	20,462,497
00006 CW Gaming Compact Grf-01001005	2,402,085	2,247,085	6,885,225	4,385,020
00007 Hillsborough County Local Affordable Housing Fund Ord 19	0	2,366,395	32,820,817	38,256,189
	<b>699,532,710</b>	<b>741,205,874</b>	<b>1,149,305,682</b>	<b>1,273,348,576</b>
<b>00050 Unincorporated Area General Fund</b>				
00051 UA Gen Op Fund-01003001	436,470,936	454,741,844	607,482,243	675,104,073
00052 UA Econ Devel Activity Fund-01003006	842,754	876,683	8,167,136	8,455,840
	<b>437,313,691</b>	<b>455,618,527</b>	<b>615,649,379</b>	<b>683,559,913</b>
<b>GENERAL FUNDS TOTAL</b>	<b>1,136,846,401</b>	<b>1,196,824,400</b>	<b>1,764,955,061</b>	<b>1,956,908,489</b>
<b>10000 SPECIAL REVENUE FUNDS</b>				
<b>10002 Countywide Special Revenue Funds</b>				
10100 Public Art Prog Fd Ord 89-32-10002602	12,150	86,250	414,845	400,461
10101 Major Maint & Repair Proj Fd-R3M-10002606	3,420,008	1,959,298	20,417,171	28,302,604
10103 School Site Impact Fee Fd (11/06- )10002637	35,979,375	67,016,606	103,861,938	95,906,920
10104 School Impact Fee Interest Fd (11/06-) Ord 06-16 Art8 Secl	0	0	4,445,200	4,381,490
10105 Crim Just Ed/Trng Fd-Fs318.18(11)D/938.15-10002702	766,185	820,810	4,742,550	4,169,370
10106 Crim Just Training Trust Fd R95-077-10002703	100,000	0	1,627,630	1,601,145
10107 County Boat Registr Fee Fd Ord08-32-10002705	555,286	541,469	1,217,263	1,189,325
10108 Sheriff'S Child Protect/Trng Facility Fd-10002708	0	0	564,996	564,996
10109 US Marshals/DOJ Asset Forfeiture Fd-10002709	610,805	248,130	4,013,075	3,774,590
10110 Drug Abuse Alternate Source Fd R91-0223-10002713	64	0	274,808	270,590
10111 800Mhz Intrgv Radio Comm Sys Fd Fs318.21-10002714	917,560	1,071,647	1,561,975	1,346,015
10112 Fla Contraband Forfeit Fd Fs 932.703/704-10002715	548,730	407,000	4,235,495	5,163,190
10113 Drug Abuse Tr Fd Fs 938.21/Ord 97-16-10002718	45,794	31,839	475,174	427,243
10114 Federal Treasury Asset Forfeiture Fd-10002719	0	0	299,660	301,750
10115 Children'S Advocacy Ctr Fd Ao 99-081-10002736	0	0	21,212	22,214
10116 Drug CT Prog Admin Fd Fs 796.07(6) 10002738	44,921	0	5,027	10,039
10117 State Court Innov Ord 04-33;Fs 939.185-10002742	1,718,193	1,729,285	2,262,055	2,342,670
10118 Legal Aid Fd Ord 04-33; Fs 939.185-10002743	1,100,000	1,100,000	1,100,000	1,100,000
10119 Teen Ct/Juv Divrs Fd Ord 04-33; Fs 939.185-10002744	1,490,654	1,504,896	1,837,996	1,912,553
10120 Court-Related Tech Fd Fs 28.24(12)E)1-10002745	8,804,920	8,229,369	8,745,006	9,848,117
10121 Traf Surcharge Tr Fd Fs 318.18/Ord 04-26-10002746	2,049,807	1,972,421	5,913,180	6,854,555
10122 Crime Prev/Safe Neighborhds Fs 775.083(2)10002747	456,764	819,731	1,924,457	1,902,242
10123 Child Supprt Incent Fd-Ss Act Title Iv-D-10002749	0	0	266,870	277,307
10124 Florida Dept Of Juvenile Justice Fd-10002750	3,457,559	3,545,043	3,322,127	3,850,000
10125 Vict Asst; Crime Prev & Yth Advoc R09-132-10002751	304,780	279,348	1,458,846	1,287,203
10126 Emerg Mgt Facil Plns Rev Fd Fac 9G-20.004-10002904	0	0	53,110	53,595
10127 Lcl Air Poll Ctrl Tag Fee Tr Fd Fs 320.03-10002905	1,371,734	1,259,359	1,187,795	1,514,875
10128 Medicaid Certified Match Prog-10002906	0	0	88,285	87,970
10129 Indigent Health Care Svcs Fd Fs 212.055-10002907	125,752,991	118,998,188	212,976,716	215,874,138
10131 Pollution Recovery Fd Lf 84-446-10002909	92,185	72,334	873,055	877,330
10133 State Rev Sharing Fd; Entitlement I & II-10002911	6,752,474	9,433,139	9,446,675	9,011,569
10134 911 Emer Tel Sys-Combined Fs365.173(2)?-10002917	7,048,364	7,063,696	11,118,402	13,965,099
10135 FL Boating Improv Prog Project Fd-Fs 328.72(15)-1000292:	1,138,955	335,640	1,044,278	1,208,625
10137 Child Svcs Contrib Fd-10002968 BA A-40;7/13/11	387	1,314	2,375	2,375
10138 Animal Cont Spay/Neuter Inc Pymt Prog- BA B-1;9/5/01	314,405	441,445	594,709	551,105
10139 Animal Svcs Contributions Fd B-1; 9/5/01-10002972	0	366	245,821	253,052
10140 Its Project Fund-10002992	11,887,521	11,081,629	14,557,476	25,129,521
10141 CTY Lcl Alcohol/Drg Tr Fd 938.13 & 89-29 10002712	0	0	615,898	649,626
10144 Safe and Sound Hillsborough	309,780	285,580	298,548	298,548
10145 Misdemeanor Probationary Services FS 163.01(4)&(5)	1,453,802	1,295,991	1,463,380	2,281,900
10147 Vehicle for Hire Services Ord. 17-22	337,553	252,928	204,273	286,529
10148 Capital Project Priv/Dev Contributions (Non Transport)	35,099	0	2,071	0
10149 FL Boating Improv Prog Op Fd-Fs 328.72(15)	57,224	305,764	85,640	86,572
10900 County Law Library Bd Fd-Ord 14-27; Fs 939.18510006002	302,458	251,583	245,100	188,366
15001 Indigent & Trauma Health Care Center Fund10009001	117,496,009	112,403,230	330,065,542	386,039,431
10150 Phosphate Severance Tax Fd Fs 211.31	874,228	660,612	1,031,512	916,121
	<b>337,608,723</b>	<b>355,505,940</b>	<b>761,209,217</b>	<b>836,482,936</b>

# Budget by Fund

Fund Title	FY 20 Actual	FY 21 Adopted	FY 22 Adopted	FY 23 Recommended
<b>10003 Unincorporated Area Special Revenue Funds</b>				
10200 Public Art Prog Fd Ord 89-32-10004602	1,500	7,750	649,095	533,872
10201 Major Maint & Repair Proj Fd-R3M-10004610	3,189,374	2,508,374	14,051,456	16,556,724
10202 Parks Impact Fee (Nw Zone) Fd-10004620	514,749	794,665	1,648,851	1,380,132
10203 Parks Impact Fee (Ne Zone) Fd-10004621	38,023	538,682	1,860,928	2,223,143
10204 Parks Impact Fee (Cnt Zone) Fd-10004622	78,399	303,748	4,985,233	6,190,648
10205 Parks Impact Fee (S Zone) Fd-10004623	2,075,860	604,140	4,370,142	10,585,647
10206 Fire Svc Impact Fee (Nw Zone) Fd-10004630	1,141	6,382	915,328	1,184,226
10207 Fire Svc Impact Fee (Ne Zone) Fd-10004631	111,071	213	475,437	743,827
10208 Fire Svc Impact Fee (Cnt Zone) Fd-10004632	706,573	681	936,045	1,343,045
10209 Fire Svc Impact Fee (S Zone) Fd-10004633	334,002	47,638	4,750,272	6,044,294
10210 Impact Fees Administration-10004641	723,781	1,022,500	1,340,292	2,062,878
10211 Communication Services Tax-10004645	18,553,967	16,574,973	18,983,851	19,834,421
10212 Enviro Restoration Operating Fd (Ldc Sec 4.01.15)	3,669,377	1,682,220	8,925,980	9,669,213
10213 Local Habitat Mitigation Bank Fd (R96-294)10004893	0	0	1,376,586	1,552,442
10214 Bldg Svc Div Fd; Ord 05-12/Fs553.80(7)10004900	20,384,053	22,420,255	28,092,219	27,157,734
10215 Land Excav Ops/Inspect Sec 8.01.03 Ldc-10004908	35,212	80,330	129,357	160,407
10216 Water Conserv Tr Fd Ord 03-7 Amended-10004913	84,976	68,996	477,635	471,915
10218 Stormwater Mgmt Proj Fd Ord 89-27-10004924	30,824,411	33,823,321	49,279,984	58,464,248
10219 Stormwater Mgmt Oper Fd Ord 89-27-10004925	5,793,873	8,776,979	16,145,644	11,884,328
10223 Enviro Restoration Projects Fund	563,537	1,531,443	5,688,492	6,790,895
10224 Dana Shores Civic Assn Spec Assmt Rev Bds Series 2019	0	0	2,728,672	2,728,672
	<b>87,683,879</b>	<b>90,793,291</b>	<b>167,811,499</b>	<b>187,562,711</b>
<b>10004 Transportation Trust Fund</b>				
10300 Transportation Trust Fund Operating-10013001	62,499,165	65,994,766	76,332,539	80,127,896
10301 Transp Trust Fd Projects- 6 Cent Fuel Tx-10013002	31,844,541	27,875,029	28,424,195	31,701,227
10302 Street Lighting Non-Ad Val Assessment Fd-10013005	9,633,021	9,692,759	16,679,639	14,812,506
10305 Dev/Privatey Funded Transportation Proj-10013300	8,171,639	18,336,797	8,680,210	3,063,636
10306 Local Voted/9Th Cent Fuel Tx Proj Fd-10013940	3,868,015	6,717,199	5,268,742	9,524,787
10307 Road Impact Fee Zone 01 Fund-10013970	2,433,891	30,931	641,855	651,942
10308 Road Impact Fee Zone 02 Fund-10013971	109,756	132,417	984,620	727,610
10309 Road Impact Fee Zone 03 Fund-10013972	32	9	150,796	151,548
10310 Road Impact Fee Zone 04 Fund-10013973	410,717	413,801	2,078,097	1,807,478
10311 Road Impact Fee Zone 05 Fund-10013974	30	12	540,214	458,854
10312 Road Impact Fee Zone 06 Fund-10013975	268	837	284,509	384,756
10313 Road Impact Fee Zone 07 Fund-10013976	390,884	733,807	3,662,202	2,689,931
10314 Road Impact Fee Zone 08 Fund-10013977	683,690	675,449	8,193,664	6,178,700
10315 Road Impact Fee Zone 09 Fund-10013978	854,267	848,235	4,785,246	5,588,777
10316 Road Impact Fee Zone 10 Fund-10013979	61,772	327,340	1,030,097	517,055
10317 Constitutional Fuel Tax Fund-10013989	14,192,918	12,855,223	16,291,064	15,014,589
10318 County 7Th Cent Fuel Tax Fund- 10013990	5,160,482	4,582,080	5,316,813	6,424,352
10319 Local Voted/9Th CT Fuel Tx Rev Fd Ord 00-0110013991	6,907,188	6,956,085	6,964,993	7,546,046
10320 CW Ad Valorem Tax Transp Fd-10013995	5,412,149	(1,684,742)	17,410,894	15,016,014
10321 Uninc Ad Valorem Tax Transp Fd-10013992	26,984,816	20,324,758	25,525,813	13,817,151
10322 US 301 Road Widening Tier I - Cp0020	0	338	6,711,474	6,726,260
10323 US 301 Road Widening Tier II - Cp0026	0	0	901,482	903,457
10324 Madison Ave/Us41/66Th St Improvements - Cp0030	0	0	78,628	78,628
10325 Lake Hutto Dri-Boyette/Bell Shoals Int - Cp0031	0	37,945	723,118	679,408
10327 Sligh/Orient - CP0023	263,296	13,367	74,134	0
10331 Dev Prop Share Zn 1	571,272	(6,324)	34,000	6,000
10334 Dev Prop Share Zn 4	0	0	276,431	76,431
10336 Dev Prop Share Zn 6	0	0	34,000	34,000
10337 Dev Prop Share Zn 7	271,952	380,465	313,623	155,841
10338 Dev Prop Share Zn 8	0	0	1,680,955	1,680,955
10339 Dev Prop Share Zn 9	0	0	136,000	136,000
10340 Dev Prop Share Zn 10	0	0	120,145	86,145
10351 Mobility Fee Benefit District 1	1,903,476	1,827,696	18,180,585	19,464,850
10352 Mobility Fee Benefit District 2	622,792	1,380,934	21,520,861	35,228,061
10353 Mobility Fee Benefit District 3	11,852	365,193	6,896,731	8,111,830
10354 Mobility Fee Benefit District 4	316,280	3,631,320	27,562,200	34,318,507
10355 Mobility Fee Benefit District 5	17,071	14,941	7,173,510	22,230,588
10360 Transportation Plan Financing Fund	32,453,857	19,361,315	0	0

# Budget by Fund

Fund Title	FY 20 Actual	FY 21 Adopted	FY 22 Adopted	FY 23 Recommended
<b>10004 Transportation Trust Fund (continued)</b>				
10361 Transportation MP Bds Project Fund	0	89,163,746	86,975,962	109,402,034
10363 Lithia Pinecrest Project Fund	0	0	5,000,000	0
10364 HART Heavy Maint Facility Contribution Fund	0	0	0	15,000,000
12402 Mort Elementary	0	573,976	702,509	128,533
12403 Gibsonton Elementary	6,084	301,647	241,840	208,833
12404 Kenly Elementary	11,908	287,617	192,225	0
12881 BB Downs (Bearss-Plm Spgsl Rd Widening CP2407	0	3,301,309	0	0
12882 Int Imp-Valrico@ Sydney Trf Signal CP0002	0	0	141,064	141,064
12883 Int Imp-Mt Carmel@ Front St Trf Signal CP0003	0	0	24,108	0
12884 Int Imp-US 41@11th Trf Signal CP0004	0	0	132,224	132,224
12885 Int Imp-Sunlake @ Dale Mabry Hwy Trf Sig CP0005	0	0	583,169	583,169
12887 Int Imp-Gibsonton@ I-75 Trf Sig/Int Imp CP0007	0	0	202,768	52,768
12888 Int Imp-Van Dyke@ Simmons Rd Sig/Int Imp CP0019	0	0	380,195	380,195
12889 Big Bend Rd/S Shore Commons PD&E(NRI) CP0028	0	0	16,220	16,220
12890 Blmngdale & Provd Int Imp CP0032	0	0	4,111	4,111
12895 Lithia/Pinecrest CP0300	15,610	7,826	0	0
12896 Madison Ave Improv CP0301	0	0	119,511	119,511
12901 W Waters Av & UTBT Improv-CP0432	0	0	143,118	143,118
12903 George Rd/Hillsborough Av Improv-CP0303	0	0	70,596	70,596
12917 Van Dyke Road Safety Project - C61035	198	(198)	0	0
12918 Gunn Highway Safety Project C61035	263	(263)	0	0
12919 Cypress Creek Elementary Sidewalk Project C69508	0	0	232,385	232,385
12920 Stowers Elementary Sidewalk Project C69508	1,519	0	26,880	26,880
12921 Summerfield Elementary Sidewalk Project C69508	20,274	0	29,233	29,233
12922 Old Big Bend Rd Eisenhower MS Sidewalk Project C69508	(5,801)	0	50,185	50,185
10330 BBD Blvd & Richard Silver Way	61,047	273,873	1,239,628	0
12930 PW12930-19 Lutz Lake Fern Road	12,750	96,088	103,295	6,708
12940 PW South County Trail PD&E 19th Ave NE	12,716	5,340	295,062	413,370
12941 PW South Maydell Drive Bridge	0	6,561,185	0	0
12942 PW Apollo Beach Extension	0	13,073,250	13,081,171	1,092,587
12943 PW South Coast Big Bend SUN Trail	0	0	1,208,659	0
12944 PW South Coast County Greenway Trail	0	0	2,318,715	418,840
12945 PW RRFB LF Agreement	0	0	0	334,000
	<b>216,187,656</b>	<b>315,465,375</b>	<b>435,178,912</b>	<b>475,108,380</b>
<b>10005 Library Tax District Special Rev Fd</b>				
10400 Library Tax District Operating Fd-10014001	56,418,582	44,602,365	98,195,427	103,646,495
10401 Library Tax District Proj Fd-10014002	11,469,784	7,388,973	35,319,937	41,501,284
10402 Library Major Maint & Repair (R3M) Fd-10014003	465,475	362,514	840,199	1,324,283
10405 Library Tax District Public Art Fd-10014602	27,750	17,250	14,869	12,256
10420 LS10420-19 State Aid To Lib	523	2,600	0	0
10421 LS10421-20 State Aid To Lib	978,053	37,297	11,425	0
10422 LS10422-21 State Aid To Lib	0	791,052	541,709	0
10423 LS10423-19 NEA Big Read Grant	7,500	22,500	0	0
10424 LS10424-21 Mobile Hotspots CARES-ACT	0	36,978	0	0
10425 LS10425-22 State Aid To Library	0	0	694,592	694,592
	<b>69,367,667</b>	<b>53,261,528</b>	<b>135,618,158</b>	<b>147,178,910</b>
<b>10006 CIT Special Revenue Fund</b>				
10500 CIT Proj Fd (Phase I 97-03)10030002	419,638	155,705	0	0
10501 CIT Proj Fd (Phase II 03-08)10030003	1,214,279	38,077	1,328,236	668,993
10502 CIT Proj Fd (Ph III Feb 08 - Sept 16)10030005	11,351,215	6,335,780	49,869,169	34,354,621
10503 CIT Proj Fd (Transportation Task Force)10030006	2,731,348	2,496,073	23,979,488	40,463,461
10506 Commercial Paper Notes Fd li -10030044	3,758,211	366,438	905,000	3,027,876
10507 CIT Project Fund (Phase IV)	0	0	0	59,732,680
	<b>19,474,692</b>	<b>9,392,074</b>	<b>76,081,893</b>	<b>138,247,631</b>

# Budget by Fund

Fund Title	FY 20 Actual	FY 21 Adopted	FY 22 Adopted	FY 23 Recommended
<b>10008 Grants (Not Transportation-Related)</b>				
10702 Disaster Events Fd (IRMA)	201,062	12,157,457	3,600,250	1,050,583
10707 Brownflds PG2002/ED3220/ED3221	0	0	284,938	575,055
10708 Nfl - Youth Education Tow PR2002	0	0	177,327	177,327
10709 Nfl - Youth Education Tow PR2902	0	0	533,155	465,275
10710 Future Disaster Event Fund	1,694,975	1,326,926	128,586	0
10727 HUD Neighborhood Stabiliz AH2920	0	0	103,734	103,734
10746 HUD Community Development AH3415	376,518	1,174	1,174	0
10749 HUD Community Development AH3515	3,516	4,000	0	0
10772 AH10772-16 HUD CDBG	146,612	(600)	31,511	0
10773 AH10773-17 HUD CDBG	1,291,177	82,112	109,873	9,222
10774 AH10774-16 HOME Investment Ptp	0	0	115,074	116,997
10775 AH10775-17 HOME Investment Ptp	375,821	0	191,851	191,851
10784 SP10784-17 CJMSAMHRG	433,175	0	0	0
10785 SP10785-18 CJMSA DPTIP	1,034,557	32,362	0	0
10786 SP10786-19 Hillsbor Commun Recidivisms Reduc Initiative	212,498	226,152	237,551	0
10791 EL10791-19 Cockroach Bay Inv Plant Rmvl	0	0	271,430	190,929
10792 HR10792-19 Hands on Interns	6,413	4,430	203,232	203,232
10793 Future Disaster Events_Fund	30,891,085	12,845,126	18,849,813	24,959,348
10794 FEMA Hurricane Eta - Disaster Events Fd	0	820,430	587,219	111,192
10795 FEMA Hurricane Elsa - Disaster Events Fd	0	9,314	150,000	136,703
10796 Future Disaster Events	0	0	4,000,000	5,979,983
10797 Future Disaster Events	0	0	4,000,000	5,980,877
10798 Future Disaster Events	0	0	4,000,000	5,980,877
11224 SS11224-19 Community Action Prog (Western Union)	28,111	0	0	0
11225 11225 BOCC-HC11225-19 National Training and Technical	61,341	0	0	0
11305 SS11305-16 Low-Income Home Energy Assist Prg	(37)	0	0	0
12133 Headstart Prg FY13 Hhs FA3300	(199)	199	0	0
12178 Dom Violence Respite Svcs FY14 to18; FA3436	166,805	399,714	445,597	465,221
12203 Florida Network Prog 15 FA3522	(68)	57,957	0	0
12204 Emerg Shelter Care Reside FA3530	(92)	92	0	0
12233 HS12233-17 Head Start Prog HHS	(22)	(24)	0	0
12235 HS12235-17 Early Head Start Prog HHS	(2)	0	0	0
12284 Envirofocus Technologies EP3039	8,226	10,822	10,500	11,500
12359 HS12359-18 Head Start Prog HHS	154,594	0	0	0
12361 HS12361-18 Early Head Start Prog HHS	(21)	0	0	0
12362 HS12362-19 Head Start Prog HHS	81,083	8,193	0	0
12363 HS12363-19 Child Care Food Prog	20,621	24,563	0	0
12364 HS12364-19 Early Head Start Prog HHS	179,836	1	0	0
12365 AH12365-18 HOME Investment Ptp	997,191	146,000	594,949	594,949
12366 AH12366-18 HUD CDBG	2,435,965	143,372	269,590	58,727
12369 AH12369-19 HOME Investment Ptp	516,312	16,688	2,135,479	2,136,242
12370 AH12370-19 HUD CDBG	2,078,826	2,122,838	2,598,469	527,588
12371 AH12371-19 Emergency Solution Grant	194,147	0	8,905	0
12374 ED12374-19 Florida SBDC st USFSmall Busi Dev Center	53,879	0	0	0
12393 SC12393-17 FDACS Contract for AG-BMP	27,558	0	0	0
12394 SP12394-19 Domestic Violence Innovation Project	163,449	293,238	521,363	0
12396 SP12396-18 State JAG	334,220	(49,707)	0	0
12397 SP12397-19 State JAG	33,718	(33,718)	0	0
12398 SP12398-19 Federal Justice Assistance	29,264	2,991	0	0
12399 WMP- Hillsborough County Peak/Volume project	74,863	155,479	73,507	101,160
12400 WMP Duck Pond Update Project	63,901	94,043	17,857	10,041
12401 TPA Bypass Canal Trail Proj - CIP - Proj Dev &Envir - LAP	0	389,874	450,000	9,516
12406 Pemberton/Baker Canal Watershed Mgmt	52,568	67,719	44,027	20,041
12407 Hillsborough River/Tampa Bypass Canal WMP	121,153	179,093	198,144	67,654
12408 PW12408-19 HC SCADA Long-Term Planning	42,469	0	155,531	157,531
12459 Flood Prot Providence Rd Imp N436-3/CP3306	(58,473)	0	0	0
12460 Hollowman's Branch Drainage Improvements	107,665	0	0	0
12466 Alafia Watershed Master Pln N588	101,578	0	0	0
12467 Palm River Water & Sewer Expansion Project	(434,026)	434,026	0	0
12472 AG12472-18 Homemkr Local Svc Prog	0	659	0	0
12481 AG12481-19 Congregate Meals Title III-C1	460,001	0	0	0



# Budget by Fund

Fund Title	FY 20 Actual	FY 21 Adopted	FY 22 Adopted	FY 23 Recommended
<b>10008 Grants (Not Transportation-Related) (continued)</b>				
12482 AG12482-19 Home Deliv Meals Title III-C2	233,890	0	0	0
12483 AG12483-19 Homemkr Local Svc Prog	90,278	0	0	0
12484 AG12484-19 Summer Food Svc Children DACS	(260)	0	0	0
12485 AG12485-19 Community Care For The El	2,134,351	0	0	0
12486 AG12486-19 Home Care For The Elderly	61,471	0	0	0
12487 AG12487-19 NSIP Nutrition Incentive Svc Prog	74,809	0	0	0
12488 AG12488-19 Alzheimer Disease Initiat	781,027	0	0	0
12489 AG12489-19 Caregivers Svcs Title III E	91,309	0	0	0
12490 AG12490-19 Sr Adult Day Care III-B	15,110	0	0	0
12492 SS12492-18 Community Svcs Block Grant (CSBG)	1,900,034	1,039,542	0	0
12493 SS12493-18 Emergency Home Assist Prog (EHEAP)	(30)	0	0	0
12494 SS12494-18 Low-Income Home Energy Assist Prg (LIHEAP)	6,864,650	2,187,717	0	0
12497 SS12497-19 Emergency Home Assist Prog (EHEAP)	181,572	71,166	0	0
12499 HC12499-19 Ryan White Part A-HIV/AIDS Prog Svcs	4,418,808	0	0	0
12503 MP12503-19 Fed Transit Admin Sec 5303 Plng	37,755	1	0	0
12505 MP12505-19 Fed Hwy Adm Sec 112 Plng	940,422	(1,239)	0	0
12507 MP12507-19 Comm for Transp Disadvantaged Plng	47,159	0	0	0
12509 MP12509-19 Long Range Transp Plan	481,250	25,000	0	0
12604 Hillsborough MPO Resiliency Pilot Study	51,594	0	0	0
12605 SP12605-19 SAMHSA Enhanced Jail Diversion	206,255	97,702	80,000	87,995
12606 SP12606-19 COPS STOP School Violence Prevention Proq	749,967	0	0	0
12694 FR12694-18 DHS Emergency Responder Trg	56,204	0	0	0
12695 FR12695-19 DHS Emergency Responder Trg	57,783	22,008	0	0
12697 FR12697-19 Emer Mgt State/Lcl Prog	482,580	0	0	0
12699 FR12699-19 Emer Mgt Prep/Assist	80,514	0	0	0
12701 FR12701-19 HazMat Planning	28,362	0	0	0
12702 FR12702-18 Staffing Adequate Fire/Emer Response (SAFE)	1,448,299	495,683	0	0
12705 CS12705-18 Child Daycare Licensing	(8,006)	8,006	0	0
12709 SL12709-19 Sunshine Line Program	2,053,902	0	0	0
12713 Upper Town & Country (N-761)SWFWMDAg #17CF000041	614,387	0	0	0
12715 W. Lambright St Prj CIP#46132.024-SWFWMDAg#17CF00	133,937	0	0	0
12717 N. Falkenburg Road Drainage Imp	0	0	1,000,000	159,358
12718 MP12718-20 Fed Transit Admin Sec 5303 Plng	556,059	61,395	0	0
12756 MP12756-17 Healthiest Cities & Counties Challenge	31,250	0	54,136	14,136
12758 MP12758-20 Fed Hwy Adm Sec 112 Plng	165,376	976,085	371,700	0
12759 MP12557-20 Comm for Transp Disadvantaged Plng	0	48,255	19,302	0
12765 JB12765-19 VOCA Crime Vict Asst	5,525	0	0	0
12766 JB12766-19 Eckerd Supervised Visitation	27,031	0	0	0
12767 JB12767-19 Fla Network for Children's Advocacy (DCF)	5,240	675	0	0
12769 JB12769-19 Fla Network for Children's Advocacy (OSCA)	65,109	(4,250)	0	0
12772 ED12772-17 Fla SBDC st USF Small Business Dev Center	0	(0)	0	0
12774 EP12774-19 County Clean Air Program	0	18,366	0	0
12776 EP12776-19 Air Pollution Control TitV	223,897	0	0	0
12778 EP12778-19 Air Monitoring Sec 103;	46,918	0	0	0
12779 EP12779-18 Petro Site Cleanup Fdep G	37,740	0	0	0
12780 EP12780-19 Petro Site Cleanup Fdep G	1,003,959	105,839	0	0
12781 EP12781-18 Pollutant Stge Sys Compli	67,862	0	0	0
12782 EP12782-19 Pollutant Stge Sys Compli	351,269	136,679	0	0
12784 EP12784-19 National Air Toxics Trend	102,795	0	0	0
12786 EP12786-19 Federal Bio Watch Program	251,205	0	0	0
12788 EP12788-19 Baywide Benthic Monitorin	20,248	0	0	0
12790 CS12790-19 CCL School Readiness	745,782	0	0	0
12791 CS12791-18 Florida Network Prog	0	2,627	0	0
12792 CS12792-19 Florida Network Prog	954,980	0	0	0
12794 CS12794-19 Emerg Shelter Care Reside	321,290	0	0	0
12795 CS12795-18 Natl Sch Brkfst/Lunch Prog Educ	(48)	125	0	0
12796 CS12796-19 Natl Sch Brkfst/Lunch Prog Educ	40,814	0	0	0
12809 MP12809-20 Long Range Transp Plan	0	486,364	255,099	0
12811 JB12811-19 SAMHSA Veterans Drug CourtyR 3 OF 3	79,860	0	0	0
12813 FR12813-19 DHS TF3 Equipment	66,862	0	0	0
12814 FR12814-19 DHS MARC Equipment	88,084	0	0	0
12816 PW12816-18 WMP- Delany Creek (N887)	0	0	346,126	346,126
12817 PW12817-18 WMP-Temple Terrace Hwy Drain Imp (N883)	153,746	0	0	0

# Budget by Fund

Fund Title	FY 20 Actual	FY 21 Adopted	FY 22 Adopted	FY 23 Recommended
<b>10008 Grants (Not Transportation-Related) (continued)</b>				
12818 PW818-18 WMP-E Lake Watershed Mgt Plan Update (N90)	5,786	20,471	5,594	2,611
12819 PW12819-18 WMP- Silver/Twin Lake (N872)	1,573	2,893	0	0
12822 BOCC -PW822-18 FEMA Flood Mitig @ Sonora Drive	316,667	20,004	0	0
12823 PW12823-17 Lowr Sweetwater Crk N763 Tanglewood Ln	0	111,889	0	0
12824 PW12824-18 WMP- Floodplain Redelineation (N894)	35,525	77,378	44,674	68,174
12850 FEMA Flood Mitig @ 111 18th St.	2,500	(2,500)	0	0
12925 JB12925-19 SAMHSA Family Depcy Treat Court Exp Yr 2/5	20,390	0	0	0
12927 JB12927-18 SAMHSA Enhanced Jail Diversion Grant	329,508	39,920	0	0
12928 EP12928-19 EPC/COT ? MS4 NPDES Permit Mon. Svcs	86,394	246,049	95,250	97,500
12929 CS12929-19 Quality Early Education System	0	625	0	0
12931 FR12931-19 2019 Port Security Grant Program	8,872	0	0	0
12932 FR12932-19 Hillsborough HM4A	61,607	0	0	0
12933 FR12933-19 Hillsborough Marc4	80,000	6,195	0	0
13001 AG13001-20 Congregate Meals Title III-C1	1,090,686	600,664	0	0
13002 AG13002-20 Home Deliv Meals Title III-C2	1,331,995	76,240	0	0
13003 AG13003-20 Sr Adult Day Care III-B	396,556	994	0	0
13004 AG13004-20 Homemkr Local Svc Prog	20,607	88,745	0	0
13005 AG13005-20 Alzheimer Disease Initiat	152,662	913,339	0	0
13007 AG13007-20 Community Care For The El	411,133	2,361,139	0	0
13008 AG13008-20 Home Care For The Elderly	14,225	60,042	0	0
13009 AG13009-20 NSIP Nutrition Incentive Svc Prog	339,425	51,382	0	0
13010 AG13010-20 Caregiver Svcs Title III-E	162,568	73,742	0	0
13011 AG13011-20 Summer Food Svc Children DACS	2,720	(2,720)	0	0
13012 AH13012-20 HOME Investment Ptp	252,492	304,550	2,974,624	1,716,280
13013 AH13013-20 HUD CDBG	3,954,622	2,542,525	2,087,723	310,039
13014 AH13014-20 Emergency Shelter Grant	421,896	164,989	102,887	0
13015 CS13015-20 Emerg Shelter Care Reside	39,821	3,539	0	0
13016 CS13016-20 Florida Network Prog	567,323	915,392	0	837
13017 CS13017-20 Natl Sch Brkfst/Lunch Prog Educ	3,690	28,892	0	0
13018 CS13018-20 CCL School Readiness	266,719	832,185	0	0
13019 CX13019-20 FL-Friendly Landscaping Prog	167,052	24	0	0
13020 EP13020-20 Air Pollution Control TitV	75,216	234,900	0	0
13021 EP13021-20 Petro Site Cleanup Fdep G	371,952	975,501	0	0
13022 EP13022-20 Pollutant Stge Sys Compli	113,962	412,248	0	0
13023 EP13023-20 National Air Toxics Trend	30,690	109,518	0	0
13024 EP13024-20 Federal Bio Watch Program	175,325	245,633	0	0
13025 EP13025-20 County Clean Air Program	1,012,259	0	0	0
13026 EP13026-20 Air Monitoring Sec 103;	50,487	44,513	0	0
13027 EP13027-20 Baywide Benthic Monitorin	38,623	15,877	0	0
13028 FR13028-20 DHS Emergency Responder Trg	0	24,948	100,216	0
13029 FR13029-20 HazMat Planning	0	29,331	0	0
13030 FR13030-20 Emer Mgt State/Lcl Prog	121,659	440,887	0	0
13031 FR13031-20 Emer Mgt Prep/Assist	18,898	94,408	0	0
13032 FR13032-20 Emer Medical Svcs Cnty Grt	107,579	0	0	0
13033 HC13033-20 Ryan White Part A-HIV/AIDS Prog Svcs	5,241,171	5,129,031	0	0
13034 HS13034-20 Head Start Prog HHS	28,833,594	(35,168)	0	0
13035 HS13035-20 Child Care Food Prog	739,973	(73,182)	0	0
13036 HS13036-20 Early Head Start Prog HHS	5,977,195	67,184	0	0
13037 JB13037-20 Eckerd Supervised Visitation	102	29,431	0	0
13038 JB13038-20 Fla Net for Child Advocacy Center	0	7,680	0	0
13039 JB13039-20 Fla Net for Child Advocacy Center (FNCAC)	0	109,816	0	0
13040 JB13040-20 VOCA (Victim of Crime Act)	94,545	8,896	0	0
13041 ED13041-20 Fla SBDC at USFSmall Business Dev Center	232,242	64,260	0	0
13042 JB13042-20 SAMHSA-Family Depend Treat Court Exp	331,051	28,626	14,557	0
13044 SL13044-20 Sunshine Line Program	490,658	1,938,275	0	0
13045 SP13045-20 Federal Justice Assistance	133,903	10,200	4,324	0
13046 SP13046-20 State JAG	0	0	325,653	0
13050 W Lambright St COT	259,972	0	0	0
13051 56th St and Hanna Ave Drainage	0	68,889	171,111	800,000
13052 Gibson Ave Drain Impr	789,000	412,728	511,000	0
13053 CS13053-19 Child Daycare Licensing	281,982	0	0	0
13056 CS13056-20 Quality Early Education System	292,157	0	10,344	0

# Budget by Fund

Fund Title	FY 20 Actual	FY 21 Adopted	FY 22 Adopted	FY 23 Recommended
<b>10008 Grants (Not Transportation-Related) (continued)</b>				
13057 PW13057 Town N County/Hillsborough Ave Regional Draina	0	180,703	320,000	260,339
13058 EP13058-20 EPC/HC - NPDES Permit Mon.s Svcs.	75,000	75,000	71,250	75,000
13059 PR13059-20 Carrollwood Village Park Inclusive Playground	500,000	0	0	0
13060 SL13060-20 Innovation and Service Development Grant	69,405	0	0	0
13061 SP13061-20 SAMHSA Enhanced Jail Diversion	0	292,973	148,028	107,561
13062 HC13062-20 National Training and Technical Assistance	77,525	22,475	0	0
13063 PW13063-20 Hillsborough County Rural Area Ditch Cleanin	0	500,000	500,000	0
13064 HC13064-20 Ending the HIV Epidemic RW Parts A and B	195,692	328,107	0	0
13065 SL13065-20 TD Innovation and Service Grant	0	158,804	0	0
13066 HC13066-20 Ryan White HIV/AIDS Program Part COVID-1	298,557	377,130	0	0
13067 SP13067-20 CJMHSR Reinvestment Grant	4,826	554,979	1,917,504	1,284,147
13068 SS13068-20 CSBG - CARES ACT	91,820	1,329,151	1,084,637	202,000
13069 SS13069-20 LIHEAP - CARES ACT	1,191,425	1,962,090	0	0
13070 EL13070-20 LGSP Hydrologic Impr Freshwater Wetland Re	0	548,668	677,260	0
13071 AG13071-20 CARES ACT Senior Adult Day Care (CA3B)	248,142	29,908	100,000	0
13072 AG13072-20 CARES ACT Senior Meals (CA3C)	1,298,429	287,047	200,000	0
13073 AG13073-20 CARES ACT Respite Service (CA3E)	104,517	14,462	100,000	0
13074 SP13074-20 DOJ COVID-19 ER Suppl Fd	0	423,672	166,434	0
13075 FR13075-20 EMPG COVID-19 Suppl	0	93,904	0	0
13076 SC13076-19 FDACS Contract for AG-BMP	0	1,318	0	0
13077 AH13077-20 CDBG-CV	0	1,931,953	3,886,411	812,497
13078 AH13078-20 ESG-CV	0	1,336,944	1,935,004	106,483
13079 AH13078-20 ESG-CVII	0	692,819	6,022,954	389,633
13080 FR13080-20 Assistance to Firefighters Grant COVID	0	271,846	57,634	0
13081 HS13081-20 Head Start & Early Head Start COVID-19	0	523,313	0	0
13082 AH13082-20 CARES-CRF	1,394,379	4,095,014	453,824	0
13083 SS13083-20 EHEAP CARES ACT	0	154,246	0	0
13084 FR13084-20 Fire Prevention & Safety	0	0	185,883	0
13085 FR13085-20 Hillsborough HM4A	0	0	119,422	0
13086 FR13086-20 Hillsborough HM4B	0	0	65,000	0
13087 FR13087-20 MARC4	0	0	12,000	0
13088 AH13088-20 CDBG-CV 3	0	0	5,628,010	6,513,800
13101 AG13101-21 Congregate Meals Title III-C1	0	1,551,265	1,084,797	0
13102 AG13102-21 Home Deliv Meals Title III-C2	0	1,297,442	755,882	0
13103 AG13103-21 Sr Adult Day Care III-B	0	299,589	873,304	0
13104 AG13104-21 Homemkr Local Svc Prog	0	18,571	90,762	0
13105 AG13105-21 Alzheimer Disease Initiat	0	132,876	735,036	0
13106 AG13106-21 ADI Day Care Alzheimers	0	0	179,889	0
13107 AG13107-21 Community Care For The El	0	468,929	2,201,068	0
13108 AG13108-21 Home Care For The Elderly	0	13,831	58,168	0
13109 AG13109-21 NSIP Nutrition Incentive Svc Prog	0	387,666	75,432	0
13110 AG13110-21 Caregiver Svcs Title III-E	0	227,875	139,644	0
13112 AH13112-21 HOME Investment Ptp	0	858,610	2,106,338	1,265,308
13113 AH13113-21 HUD CDBG	0	3,465,014	6,257,733	539,514
13114 AH13114-21 Emergency Shelter Grant	0	432,385	607,753	154,763
13115 CS13115-21 Emerg Shelter Care Reside	0	2,896	817,595	0
13116 CS13116-21 Florida Network Prog	0	397,597	1,322,714	0
13117 CS13117-21 Natl Sch Brkfst/Lunch Prog Educ	0	2,071	57,400	0
13118 CS13118-21 CCL School Readiness	0	305,803	1,077,604	0
13119 CX13119-21 FL-Friendly Landscaping Prog	0	169,115	0	0
13120 EP13120-21 Air Pollution Control TitV	0	81,471	250,000	0
13121 EP13121-21 Petro Site Cleanup Fdep G	0	279,737	1,193,000	0
13122 EP13122-21 Pollutant Stge Sys Compli	0	128,254	435,000	0
13123 EP13123-21 National Air Toxics Trend	0	35,211	117,500	0
13124 EP13124-21 Federal Bio Watch Program	0	161,652	281,000	0
13125 EP13125-21 County Clean Air Program	0	1,091,356	0	0
13126 EP13126-21 Air Monitoring Sec 103;	0	48,398	56,500	0
13127 EP13127-21 Baywide Benthic Monitorin	0	31,695	12,000	0
13128 FR13128-21 DHS Emergency Responder Trg	0	0	109,000	0
13129 FR13129-21 HazMat Planning	0	0	29,331	0
13130 FR13130-21 Emer Mgt State/Lcl Prog	0	135,566	435,224	0

# Budget by Fund

Fund Title	FY 20 Actual	FY 21 Adopted	FY 22 Adopted	FY 23 Recommended
<b>10008 Grants (Not Transportation-Related) (continued)</b>				
13131 FR13131-21 Emer Mgt Prep/Assist	0	25,129	80,677	0
13132 FR13132-21 Emer Medical Svcs Cnty Grt	0	93,842	0	0
13133 HC13133-21 Ryan White Part A-HIV/AIDS Prog Svcs	0	5,810,319	10,200,941	0
13134 HS13134-21 Head Start Prog HHS	0	32,128,955	2,052,132	0
13135 HS13135-21 Child Care Food Prog	0	354,016	125,000	0
13136 HS13136-21 Early Head Start Prog HHS	0	6,797,709	375,000	0
13137 JB13137-21 Eckerd Supervised Visitation	0	7,000	50,000	0
13138 JB13138-21 FNCAC (DCF License Plate Vol Contribution)	0	900	8,384	0
13139 JB13139-21 Fla Net for Child Advocacy Center (FNCAC)	0	19,262	126,776	0
13140 JB13140-21 VOCA (Victim of Crime Act)	0	87,513	30,000	0
13141 ED13141-21 Florida SBDC at USFSmall Business Develop	0	220,267	104,141	0
13142 JB13142-21 SAMHSA-Family Depend Treat Court Exp	0	190,550	0	0
13144 SL13144-21 Sunshine Line Program	0	453,578	1,971,339	0
13145 SP13145-21 Federal Justice Assistance	0	132,440	0	0
13146 SP13146-21 State JAG	0	0	288,815	0
13147 SS13147-21 Emergency Home Assist Prog (EHEAP)	0	162,994	0	248,000
13148 SS13148-21 Low-Income Home Energy Assist Prg (LIHEAF)	0	206,018	1,845,308	5,403,300
13149 SS13149-21 Community Svcs Block Grant (CSBG)	0	429,717	4,405,491	1,747,030
13150 CS13150-20 Child Daycare Licensing	87,360	256,962	0	0
13151 MP13151-21 Fed Hwy Adm Sec 112 Plng	0	326,258	1,561,413	280,115
13152 MP13152-21 Comm for Transp Disadvantaged Plng	0	0	53,081	12,332
13153 MP13153-21 Fed Transit Admin Sec 5303 Plng	0	440,658	580,113	0
13154 MP13154-21 Long Range Transp Plan	0	59,968	600,000	238,759
13157 CS13157-21 Child Daycare Licensing	0	97,081	271,435	0
13159 AG13159-21 AG Grants CARES-ACT	0	33,000	0	0
13161 SP13161-21 SAMHSA Enhanced Jail Diversion	0	0	412,500	238,116
13162 2-21 BJA Marchman Act Drug Court Enhancement	0	82,795	756,988	770,571
13163 PW13163-21 HC SCADA System	0	0	400,000	1,800,000
13164 HC13164-21 Ending the HIV Epidemic RW Parts A and B	0	502,435	1,583,650	0
13166 PW13166-21 FEMA Flood Mitig 56th and Hanna	0	0	343,015	343,015
13169 SS13169-21 LIHEAP - CARES ACT	0	175,365	0	402,000
13170 PW13170-21 CW Floodway Update and Re-Delineation	0	3,563	700,000	650,365
13172 HS13172-21 CRRSA ARP	0	0	0	3,555,208
13181 HS13181-21 Head Start & Early Head Start CRRSA & ARP	0	653,026	1,500,000	0
13183 SS13183-21 EHEAP ARP Act Funds	0	0	0	25,000
13184 AG13184-21 COVID Consol Appro Act (CCAA)	0	696,546	0	0
13189 ED13189-21 Division of Cultural Affairs Grant	0	0	127,498	0
13201 AG13201-22 Congregate Meals Title III-C1	0	0	1,458,331	1,523,678
13202 AG13202-22 Home Deliv Meals Title III-C2	0	0	1,234,168	824,902
13203 AG13203-22 Sr Adult Day Care III-B	0	0	875,372	870,645
13204 AG13204-22 Homemkr Local Svc Prog	0	0	109,352	90,762
13205 AG13205-22 Alzheimer Disease Initiat	0	0	958,967	1,204,912
13206 AG13206-22 ADI Day Care Alzheimers	0	0	180,134	0
13207 AG13207-22 Community Care For The EI	0	0	2,651,649	2,585,413
13208 AG13208-22 Home Care For The Elderly	0	0	70,228	82,710
13209 AG13209-22 NSIP Nutrition Incentive Svc Prog	0	0	304,339	75,432
13210 AG13210-22 Caregiver Svcs Title III-E	0	0	231,356	142,503
13212 AH13212-22 HOME Investment Ptp	0	0	3,032,499	2,858,472
13213 AH13213-22 HUD CDBG	0	0	7,533,213	3,301,217
13214 AH13214-22 Emergency Shelter Grant	0	0	621,413	609,963
13215 CS13215-22 Emerg Shelter Care Reside	0	0	1,168,000	1,077,532
13216 CS13216-22 Florida Network Prog	0	0	1,312,742	1,448,963
13217 CS13217-22 Natl Sch Brkfst/Lunch Prog Educ	0	0	82,000	82,000
13218 CS13218-22 CCL School Readiness	0	0	1,098,904	957,776
13219 CX13219-22 FL-Friendly Landscaping Prog	0	0	183,408	3,500
13220 EP13220-22 Air Pollution Control TitV	0	0	310,000	259,000
13221 EP13221-22 Petro Site Cleanup Fdep G	0	0	1,349,000	1,125,000
13222 EP13222-22 Pollutant Stge Sys Compli	0	0	530,000	442,000
13223 EP13223-22 National Air Toxics Trend	0	0	140,210	117,000
13224 EP13224-22 Federal Bio Watch Program	0	0	420,000	280,000
13225 EP13225-22 County Clean Air Program	0	0	1,165,759	0
13226 EP13226-22 Air Monitoring Sec 103;	0	0	95,000	56,000
13227 EP13227-22 Baywide Benthic Monitorin	0	0	40,000	12,000

# Budget by Fund

Fund Title	FY 20 Actual	FY 21 Adopted	FY 22 Adopted	FY 23 Recommended
<b>10008 Grants (Not Transportation-Related) (continued)</b>				
13229 FR13229-22 HazMat Planning	0	0	29,331	10,000
13230 FR13230-22 Emer Mgt State/Lcl Prog	0	0	0	428,942
13231 FR13231-22 Emer Mgt Prep/Assist	0	0	0	80,677
13232 FR13232-22 Emer Medical Svcs Cnty Grt	0	0	91,833	0
13233 HC13233-22 Ryan White Part A-HIV/AIDS Prog Svcs	0	0	10,752,201	10,214,591
13234 HS13234-22 Head Start Prog HHS	0	0	35,261,211	3,955,000
13235 HS13235-22 Child Care Food Prog	0	0	1,433,263	100,000
13236 HS13236-22 Early Head Start Prog HHS	0	0	7,651,278	875,000
13237 JB13237-22 Eckerd Supervised Visitation	0	0	50,000	50,000
13238 JB13238-22 FNCAC (DCF License Plate Vol Contribution	0	0	8,384	8,454
13239 JB13239-22 Florida Network for Children's Advocacy Cent	0	0	126,776	126,776
13240 JB13240-22 VOCA (Victim of Crime Act)	0	0	228,904	30,000
13241 ED13241-22 Florida SBDC at USFSmall Business Develo	0	0	292,272	91,115
13242 JB13242-21 SAMHSA - Fam Dep Treatment Exp Yr 5 of 5	0	0	424,939	420,000
13244 SL13244-22 Sunshine Line Program	0	0	546,642	2,130,527
13245 SP13245-22 Federal Justice Assistance	0	0	130,476	0
13246 SP13246-22 State JAG	0	0	0	288,815
13247 SS13247-22 Emergency Home Assist Prog (EHEAP)	0	0	198,649	198,649
13251 MP13251-22 Fed Hwy Adm Sec 112 Plng	0	0	1,755,290	1,792,724
13252 MP13252-22 Comm for Transp Disadvantaged Plng	0	0	53,081	53,081
13253 MP13253-22 Fed Transit Admin Sec 5303 Plng	0	0	685,866	599,233
13254 MP13254-22 Long Range Transp Plan	0	0	750,000	750,000
13257 CS13257-22 Child Daycare Licensing	0	0	344,322	313,565
13258 PW13258-22 Countywide Watershed Model Migration Gran	0	0	0	1,000,000
13261 SL13260-22 Innovation and Service Development Grant	0	0	0	412,500
13264 HC13264-22 Ending the HIV Epidemic RW Parts A and B	0	0	1,650,000	1,567,500
13267 SP13267-22 CJMHSA Reinvestment Grant	0	0	0	2,079,840
13272 FR13272-22 SAFER Grant	0	0	0	3,904,532
13273 AG13273-22 American Rescue Plan RP3B	0	0	0	326,481
13274 AG13274-22 American Rescue Plan RP3C1	0	0	0	392,367
13275 AG13275-22 American Rescue Plan RP3E	0	0	0	33,118
13276 AG13276-22 American Rescue Plan RP3C2	0	0	0	593,505
13289 ED13289-22 Division of Cultural Affairs Grant	0	0	127,498	93,754
13290 ED13290-22 Arts Council Specialty License Plate	0	0	21,000	0
13301 AG13301-23 Congregate Meals Title III-C1	0	0	0	1,205,411
13302 AG13302-23 Home Deliv Meals Title III-C2	0	0	0	1,851,307
13303 AG13303-23 Sr Adult Day Care III-B	0	0	0	709,331
13304 AG13304-23 Homemkr Local Svc Prog	0	0	0	109,352
13305 AG13305-23 Alzheimer Disease Initiat	0	0	0	1,343,725
13307 AG13307-23 Community Care For The EI	0	0	0	3,034,594
13308 AG13308-23 Home Care For The Elderly	0	0	0	94,922
13309 AG13309-23 NSIP Nutrition Incentive Svc Prog	0	0	0	304,339
13310 AG13310-23 Caregiver Svcs Title III E	0	0	0	249,737
13312 AH13312-23 HOME Investment Ptp	0	0	0	3,155,281
13313 AH13313-23 HUD CDBG	0	0	0	7,198,245
13314 AH13314-23 Emergency Shelter Grant	0	0	0	630,723
13315 CS13315-23 Emerg Shelter Care Reside	0	0	0	1,168,000
13316 CS13316-23 Florida Network Prog	0	0	0	1,312,742
13317 CS13317-23 Natl Sch Brkfst/Lunch Prog Educ	0	0	0	82,000
13318 CS13318-23 CCL School Readiness	0	0	0	1,098,904
13319 CX13319-23 FL-Friendly Landscaping Prog	0	0	0	183,408
13320 EP13320-23 Air Pollution Control TitV	0	0	0	315,000
13321 EP13321-23 Petro Site Cleanup Fdep G	0	0	0	1,349,000
13322 EP13322-23 Pollutant Stge Sys Compli	0	0	0	530,000
13323 EP13323-23 National Air Toxics Trend	0	0	0	140,210
13324 EP13324-23 Federal Bio Watch Program	0	0	0	464,000
13325 EP13325-23 County Clean Air Program	0	0	0	1,140,759
13326 EP13326-23 Air Monitoring Sec 103;	0	0	0	95,000
13327 EP13327-23 Baywide Benthic Monitorin	0	0	0	40,000
13332 FR13332-23 Emer Medical Svcs Cnty Grt	0	0	0	72,231
13333 HC13333-23 Ryan White Part A-HIV/AIDS Prog Svcs	0	0	0	10,752,201
13334 HS13334-23 Head Start Prog HHS	0	0	0	37,404,654
13335 HS13335-23 Child Care Food Prog	0	0	0	1,433,263

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Fund Title	FY 20 Actual	FY 21 Adopted	FY 22 Adopted	FY 23 Recommended
<b>10008 Grants (Not Transportation-Related) (continued)</b>				
13336 HS13336-23 Early Head Start Prog HHS	0	0	0	7,948,660
13337 JB13337-23 Eckerd Supervised Visitation	0	0	0	50,000
13338 JB13338-23 FNCAC (DCF License Plate Vol Contribution	0	0	0	8,384
13339 JB13329-23 Florida Network for Children's Advocacy Cent	0	0	0	126,776
13340 JB13340-23 VOCA (Victim of Crime Act)	0	0	0	229,245
13341 ED13341-23 Florida SBDC at USFSmall Busines	0	0	0	297,578
13344 SL13344-23 Sunshine Line Program	0	0	0	2,749,068
13345 SP13345-23 Federal Justice Assistance	0	0	0	153,386
13346 SP13346-23 State JAG	0	0	0	288,815
13351 MP13351-23 Fed Hwy Adm Sec 112 Plng	0	0	0	2,407,886
13352 MP13352-23 Comm for Transp Disadvantaged Plng	0	0	0	55,736
13353 MP13353-23 Fed Transit Admin Sec 5303 Plng	0	0	0	677,200
13354 MP13354-23 Long Range Transp Plan	0	0	0	800,000
13357 CS13357-23 Child Daycare Licensing	0	0	0	344,322
13364 HC13364-23 Ending the HIV Epidemic RW Parts A and B	0	0	0	1,650,000
13378 CS13378-23 Dom Violence Respite Svcs	0	0	0	432,390
13389 ED13389-23 Division of Cultural Affairs Grant	0	0	0	127,498
13390 ED13390-23 Arts Council Specialty License Plate	0	0	0	21,000
	<b>136,482,328</b>	<b>136,343,033</b>	<b>219,008,842</b>	<b>230,209,676</b>
<b>10009 Sales Tax Revenue Fund</b>				
10800 Half-Cent Sales Tax Rev Fd10010010	120,272,493	104,434,400	170,715,062	208,510,635
10801 Local Govt Infrastructure Surtax Fd10010090	123,269,729	143,111,733	157,296,263	180,507,240
10802 Prof Sports Franchise Facil Sales Tax Fd10010020	2,000,004	2,000,004	2,194,279	2,193,834
10803 3% Tourist Development Tx Fd; Fs 125.010410010030	14,881,712	18,025,878	27,227,688	43,138,303
10804 1% Addl (4Th Ct) Tourist Tax Fd Ord 03-0310010040	3,656,335	14,704,864	14,159,718	22,352,482
10805 1% Addl (5Th Ct) Tourist Tax Fd Ord 03-0310010050	4,894,370	9,902,707	10,946,280	18,700,594
10811 1% Addl (6Th Ct) Tourist Tax Fd Ord 03-031	4,126,088	3,141,776	10,232,159	13,738,868
	<b>273,100,731</b>	<b>295,321,361</b>	<b>392,771,449</b>	<b>489,141,956</b>
<b>10010 Discretely Presented Component Units</b>				
10902 City-Cnty Planning Com Fd-Ch 97/351 LOF10006006	5,442,494	5,436,409	5,965,709	6,560,206
10903 MPO Transp Imp Surtax	0	0	4,824,830	4,853,140
10904 MPO Events	0	355	25,000	25,000
10905 Planing Commission Events	0	11,132	25,000	25,000
	<b>5,442,494</b>	<b>5,447,896</b>	<b>10,840,539</b>	<b>11,463,346</b>
<b>10011 Local Housing Assistance Program Fund</b>				
10770 SHIP AH10770-16 YR 24	458,021	0	2,906	0
10771 SHIP AH10771-17 YR 25	1,853,631	862,865	0	0
12368 SHIP AH12368-18 YR 26	993,003	1,099,217	393,501	389,201
10787 SHIP AH10787-20 YR 28	0	0	703,369	973,299
10788 SHIP AH10788-21 YR 29	0	2,220	7,260,591	15,004,702
10789 SHIP AH10789-22 YR 30	0	0	100,000	100,000
12372 SHIP AH12372-19 YR 27	156,653	1,340,210	2,526,765	33,252
	<b>3,461,308</b>	<b>3,304,511</b>	<b>10,987,132</b>	<b>16,500,454</b>
<b>10012 Transportation Surtax Trust Fund</b>				
10508 TIS Maintenance & Vulnerability Reduction Proj Fd	0	0	38,517,271	39,287,491
10509 TIS Congestion Reduction Proj Fd	0	0	50,072,520	51,073,785
10510 TIS Safety Impr Proj Fd	0	0	51,998,380	53,038,136
10511 TIS Transp Network Impr Proj Fd	0	0	23,110,400	23,572,494
10512 TIS Remaining Proj Fd FS 212.055(1)	0	0	28,887,978	29,465,642
	<b>0</b>	<b>0</b>	<b>192,586,549</b>	<b>196,437,548</b>
<b>SPECIAL REVENUE FUNDS TOTAL</b>	<b>1,148,809,479</b>	<b>1,264,835,010</b>	<b>2,402,094,190</b>	<b>2,728,333,548</b>

# Budget by Fund

Fund Title	FY 20 Actual	FY 21 Adopted	FY 22 Adopted	FY 23 Recommended
<b>10030 COVID Relief Fund</b>				
10031 Cares Act	56,507,449	198,008,122	3,335,520	0
10032 Cares Act interest	0	619,838	79,225	0
10033 FR - CARES ACT Relief Fund (PRF)	390,493	0	0	0
10034 Emergency Rental Assistance I 12/27/2020	0	31,234,757	22,812,822	0
10035 FR - CARES ACT Relief Fund - P3 (PRF)	0	228,483	0	0
10036 American Rescue Plan 3 Act	0	5,000,000	280,912,528	75,429,612
10037 American Rescue Plan 3 Act Interest	0	0	276,997	134,359
10038 Emergency Rental Assistance II May 2021	0	0	46,726,438	20,128,112
10039 American Rescue Plan 3 Act Revenue Recovery	0	0	72,534,627	5,393,748
10040 American Rescue Plan 3 Act Revenue Recovery Project Fu	0	0	35,000,000	57,939,850
100441 American Rescue Plan 3 Act Project Fund	0	0	0	111,217,749
	<b>56,897,941</b>	<b>235,091,200</b>	<b>461,678,157</b>	<b>270,243,430</b>
<b>20000 DEBT SERVICE FUNDS</b>				
<b>20104 Revenue Bonds Sinking Funds</b>				
20003 Whse/Shrf Non Ad Ref Rev Bds 08/17 Note Sk Fd	1,328,824	1,328,915	1,664,282	1,662,587
20005 4th Cent TDT 06/17 Ref Rev Bds Sk Fd-20021001	2,290,731	2,296,410	4,012,373	4,037,018
20006 5th Cent TDT 06A/16 Ref Rev Bds	2,079,694	2,077,444	3,610,729	3,630,229
20011 CIP Ref Rev Bds Series 06/16 Sk Fd-20038004	2,744,425	2,748,300	3,213,825	3,213,505
20023 CIT 2012A&B Rev (2001A&B /2004 Ref)-20053001	9,849,700	9,842,825	18,353,863	18,593,301
20024 CIP Rev Bds 12/17 Note Sk Fd-20054001	6,669,899	6,663,827	8,911,704	8,911,872
20026 CST Series 2015 Bonds Sk Fd	4,033,950	4,052,650	7,082,536	7,454,283
20029 CIT Series 2015 Refunding Revenue Bonds	20,321,600	20,308,500	37,512,771	37,899,170
20033 CIT Series 2018 Sk Fd	6,777,325	6,799,175	11,968,492	12,129,757
20034 Half Cent Transportation Plan Sinking Funfd	36,360,346	78,570,684	28,725,000	54,819,916
20036 CIP Series 2019 Sinking Fund	0	4,999,688	5,971,385	5,971,035
20037 Transportation MP Bonds DS	0	208,270,908	11,712,145	11,692,687
20040 Lithia Pinecrest CP DS	0	0	5,225,000	0
	<b>92,456,493</b>	<b>347,959,325</b>	<b>147,964,105</b>	<b>170,015,360</b>
<b>20103 General Obligation Bonds Sinking Funds</b>				
20007 P&R GO Ref Bnds 2002 Sk Fd-20024000	1,389,762	1,390,408	2,815,977	3,408,993
20009 ELAPP Series 2009/2019 Bds Sk Fd-20029003	4,830,724	1,443,340	0	0
20030 ELAPP Series 2019 Bonds Sk Fd	1,585,072	5,580,981	10,563,324	10,599,055
20050 ELAPP Series 2023 Bonds Sk Fd	0	0	0	34,492,070
	<b>7,805,558</b>	<b>8,414,729</b>	<b>13,379,301</b>	<b>48,500,118</b>
<b>20000 DEBT SERVICE FUNDS (Continued)</b>				
<b>20105 Commercial Paper Sinking Funds</b>				
20014 M2Gen Proj Rev/Sinking Fd-DS0155 Note 37 DS0155	825,804	11,713,476	1,413,000	1,407,760
20015 M2Gen Proj Rev/Sinking Fd-DS0169 Note 39 DS0169	330,860	3,842,670	715,000	719,865
20016 CP Note Sk Fd-Stadium Impr Notes-20044004	11,707,866	0	12,829,721	12,844,016
20017 CP Note Sk Fd-Arena Impr-20044005	2,692,041	9,783,708	3,926,299	5,607,279
20031 CIP Series 2019 Sk Fd	5,623,621	0	0	0
20032 CP (Taxable) Series 2017 Sk Fd	1,024,709	4,595,148	3,672,862	0
20035 CIP Half Cent Series 2020 Sinking Fund	0	14,615	1,324,910	1,599,205
20038 CP Notes Fd 30022 Sk Fd	5,000,271	5,759,607	12,634,977	8,199,478
	<b>27,205,172</b>	<b>35,709,224</b>	<b>36,516,769</b>	<b>30,377,603</b>
<b>20106 Direct Borrowing and Placement Note Sinking Funds</b>				
20010 CT Facil Ref Rev 05 Bds/15 Note RJames Sk Fd	2,029,398	2,028,534	3,808,963	3,827,422
20025 ARENA Non-Ad Ref Rev Bds 05/15 Note Sk Fd	1,144,968	1,142,746	2,400,657	2,332,701
	<b>3,174,367</b>	<b>3,171,281</b>	<b>6,209,620</b>	<b>6,160,123</b>
<b>DEBT SERVICE FUNDS TOTAL</b>	<b>130,641,590</b>	<b>395,254,558</b>	<b>204,069,795</b>	<b>255,053,204</b>



# Budget by Fund

Fund Title	FY 20 Actual	FY 21 Adopted	FY 22 Adopted	FY 23 Recommended
<b>30000 CAPITAL PROJECTS FUNDS</b>				
30002 Countywide Construction Fd-30002604	12,727,958	10,231,715	56,544,861	71,911,114
30003 Unincorp Area Construction Fd-30004608	11,110,839	7,188,315	28,744,130	32,788,265
30010 Court Facil Imprvmt Non-Bd Proj Fd-30034002	3,989	0	119,332	119,047
30013 CST Bonds (2015) Project Fund (PSOC)	935,388	102,178	4,308,683	1,780,561
30015 NextGeneration911 Capital Proj Fund	287,107	462,400	299,329	0
30024 BP Oil Spill Proceeds Prj Fd	32,371	1,558,968	10,062,877	10,816,113
30025 Non Ad Val Bonds (2019) Project Fund	56,465,020	40,807,567	56,192,909	22,278,920
	<b>81,562,672</b>	<b>60,351,142</b>	<b>156,272,121</b>	<b>139,694,020</b>
<b>30100 Environmental Lands Acq &amp; Protect Fund</b>				
30005 ELAPP Projects (Non-Bond) Fund-30029002	739,932	237,022	13,742,446	11,768,229
30009 ELAPP Bonds (2009B) Bld Amer Bonds Subsidy	1,013	0	0	0
30019 ELAPP Bonds (2019) Project Fund	15,712,491	24,297,999	15,406,304	18,018,602
30040 ELAPP Bonds (2023) Project Fund	0	0	0	32,000,000
	<b>16,453,436</b>	<b>24,535,021</b>	<b>29,148,750</b>	<b>61,786,831</b>
<b>30101 Commercial Paper &amp; Credit Capacity Fund</b>				
30011 Commercial Paper Note Issuance Fd I-30044001	8,206,088	0	21,861,685	28,564,529
30014 Stadium Improvements Project Fund-30080002	11,648,144	0	95	10,000,290
30018 Non Ad Val Bonds (2019) Project Fund	(0)	2,023,584	0	0
30021 Taxable CP Notes Govt Facilities	(4,524)	0	0	41,264
30022 CIP CP Notes Project Fund	1,163,754	3,636,394	6,687,210	4,276,688
	<b>21,013,462</b>	<b>5,659,978</b>	<b>28,548,990</b>	<b>42,882,771</b>
<b>CAPITAL PROJECTS FUNDS TOTAL</b>	<b>119,029,570</b>	<b>90,546,141</b>	<b>213,969,861</b>	<b>244,363,622</b>
<b>40000 ENTERPRISE (PUBLIC UTILITIES) FUNDS</b>				
<b>40001 Public Works Solid Waste Resource Recovery</b>				
40003 SW & RR System Operating/Maintenance Fd	94,594,106	118,412,386	176,238,234	192,464,509
40004 SW & RR System Revenue Fund-40032003	157,231,740	137,272,659	214,905,584	234,883,430
40007 SW Sys Renewal/Repl Fd-Ord 06-28;Sec9.06	27,556,155	4,681,443	13,730,854	25,216,036
40009 SW/RR Sys (Fin Assur/GASB) LF Closure Fd-40032019	0	0	49,041,580	39,662,552
40010 SW/RR Sys Closed L/F Maintenance Fund-40032024	1,503,509	1,288,257	6,653,903	9,249,386
40011 SW/RR System Debt Service Fund-40032027	20,952,750	10,208,076	11,179,438	15,703,460
40012 SW/RR System General Purpose Fund-40032029	0	0	4,988,967	788,975
40013 Taylor Road Landfill Superfund Site Fund-40032041	5,060	7,026	78,331	75,623
40014 Landfill Closure Fd-Phase II (Cell 7) GASB-40032043	0	0	2,252,295	851,229
40016 SW/RR System Rate Stabilization Fd-40032049	10,523,000	3,000,000	100,847,237	75,599,497
40017 Internal Capital Improvement Fund-40032058	0	213,847	18,037,553	42,771,174
40027 Solid Waste Series 2020 Bond Project Fd	0	6,660,319	16,619,214	10,618,704
40028 Solid Waste 2023 Bond Project Fd	0	0	0	52,000,000
	<b>312,366,318</b>	<b>281,744,013</b>	<b>614,573,190</b>	<b>699,884,575</b>
<b>40099 Public Utilities Water/Wastewater</b>				
40100 Utility Sys Operating & Maintenance Acct-40040001	203,636,674	242,924,114	297,685,657	327,910,567
40101 Utility Sys Rev Bds Debt Service Acct-40040002	130,602,291	40,196,515	36,613,637	76,030,959
40102 Utility Sys General Revenue Acct-40040003	255,584,111	309,164,964	364,276,979	411,823,076
40103 Util Sys Impact Fees Gen Oper Acct-40040005	5,981,334	108,902,085	33,707,540	21,273,863
40104 Utility Sys Renewal & Replacement Acct A-40040007	24,106,803	16,062,785	58,479,633	58,421,603
40105 Utility Sys Gen Rev Cap Exp Acct-40040010	44,064,755	57,498,291	175,648,966	182,575,846
40107 Wastewater Proj Impact Fees North 40040012	0	0	0	0
40115 Revenue Account Rate Stabilization Fund-40040046	17,959,187	3,140,666	106,041,277	89,785,619
40116 Reclaimed Water Impvmt Unit Assessmnt Fd-40040050	798,359	809,291	689,872	526,766
40117 Reclaimed Water Impvmt Unit Project Fd-40040051	0	0	12,586,353	13,142,882
40118 Impact Fees Assessmnt Unit Fd Ord96-07-40040052	16,074,402	18,496,110	10,730,056	11,147,138
40119 Infrastructure Assessment Unit Fd 99-08-40040054	68	67	154,313	154,004
40128 Tax-Exempt 2010C Bab Subsidy-40040074	269,862	807,858	538,691	0
40129 Series 2010A Debt Service Reserve-40040075	1,392,467	0	0	0
40130 Series 2010B Debt Service Reserve-40040076	8,513,468	0	0	0
40131 Series 2010C Debt Service Reserve-40040077	0	2,169,999	0	0
40156 NW Consolid Proj Bond Fd	13,215,159	263,591	5,937,414	4,398,773
40159 Summerfield Sports Complex RWTM	0	0	77,500	0
40160 Palm River Water & Sewer Expansion Project (NEW)	824,219	0	0	0
40161 19th Ave RWTM SWFWMD	0	193,204	0	0

# Budget by Fund

Fund Title	FY 20 Actual	FY 21 Adopted	FY 22 Adopted	FY 23 Recommended
<b>40099 Public Utilities Water/Wastewater (continued)</b>				
40162 Series 19 Utility Ref Rev Bds	102,893,763	0	0	0
40163 Series 21 Utility Rev Bds Proj Fd	0	19,448,428	166,513,292	118,748,903
40164 BP Oil Spill Proceeds (Water) Project Fund	129,911	2,430,579	3,586,236	1,602,078
40165 Series 21 Spec Assess IFAU Bond Project Fd	0	3,827	68,525,389	66,818,959
40167 Series 06 CAU SA Bond Sk Fd	0	825,469	20,663,741	27,790,204
40167 Series 00 RW SA Bond Sk Fd	0	0	316,200	557,022
40169 Series 00 IFAU SA Bond Sk Fd	0	0	345,000	5,746,327
40171 Series 2022 Utility Subordinate Lien Revenue Non-Revolve	0	0	0	32,000,000
40174 Series 2023 Utility Ref Rev Bonds Project Fund	0	0	0	465,570,000
61001 Imp Fee Spcl Assmnt Rev/Sinking 06 Fd-65040002	8,738,846	(0)	0	0
<b>ENTERPRISE (PUBLIC UTILITIES) FUNDS TOTAL</b>	<b>834,785,680</b>	<b>823,337,845</b>	<b>1,363,117,746</b>	<b>1,916,024,589</b>
<b>50000 INTERNAL SERVICE FUNDS</b>				
<b>50001 Fleet Management Fund</b>				
50003 Operating Fund-50066001	19,845,743	20,895,491	25,551,992	27,880,245
50004 Lease Back Program Fund-50066003	5,849,654	9,760,171	72,476,600	81,442,102
	<b>25,695,397</b>	<b>30,655,661</b>	<b>98,028,592</b>	<b>109,322,347</b>
<b>50002 Self-Insurance Fund</b>				
50100 Insurance Program Admin Fd-50067000	1,403,323	1,474,799	2,827,303	3,657,311
50101 Workers Compensation Insur Fd-50067001	5,242,439	7,888,277	35,348,436	33,120,079
50102 General Liability Insurance Fd-50067002	11,768,891	16,082,490	17,616,483	18,052,928
50103 Catastrophic Disaster Recov Fd-50067003	34,600,000	11,000,000	59,651,639	70,199,127
50104 Employee Group Health Insur Fd-50067004	95,934,285	104,975,189	152,409,701	149,672,911
50105 OPEB/Retiree Health Insur Fd-50067005	2,607	23,913	25,329,869	27,122,408
50106 TX Coll OPEB/Retiree Health Ins Fd-50067006	0	0	416,231	413,298
50107 Sheriff OPEB/Retiree Health Ins Fd-50067007	0	0	20,254,505	22,838,263
50108 Sheriff Grp Hlth & Sht Term Dis State Req'd Rsv Fd	0	0	34,619,397	34,526,040
50109 Sheriff Workers' Comp Reserve Fd	0	0	2,995,086	2,977,367
50110 Sheriff Legal Liabilities Reserve Fd	0	0	0	7,249,268
<b>INTERNAL SERVICE FUNDS TOTAL</b>	<b>148,951,544</b>	<b>141,444,669</b>	<b>351,468,650</b>	<b>369,829,000</b>
<b>60000 General Agency Funds</b>				
60034 Sales Tax/Tourist Tax Collections	(1)	1	0	0
40170 Series 21 Wastewater IFAU SA Fd	0	69,003,944	8,719,073	8,785,485
<b>Total General Agency Funds</b>	<b>(1)</b>	<b>69,003,945</b>	<b>8,719,073</b>	<b>8,785,485</b>
<b>GRAND TOTAL</b>	<b>\$3,914,023,919</b>	<b>\$4,528,737,442</b>	<b>\$7,482,674,315</b>	<b>\$8,558,748,289</b>

# Department Summaries

## **DEPARTMENT SUMMARIES**

The Departmental Summaries that follow in this section include department descriptions; department accomplishments; performance measures; summary budgets; and funded position comparisons for each individual department and various other organizations funded by the Board of County Commissioners.

## **MATRIX OF COUNTY SERVICES**

Hillsborough County is a general-purpose government which performs many tasks and a wide range of services for the health, safety, and welfare of its citizens. The current list reflects organizational changes as well as refinements by the departments that are the direct result of the 'mapping' of specific performance measures to each service or program.

The matrix is intended to be used as additional reference material for reviewing the budget. Some services contracted by Hillsborough County as well as services provided by other taxing authorities are not included (e.g., Hillsborough County's three cities, the School Board, the Children's Board, the Hillsborough Area Regional Transit Authority, the Port Authority, independent special districts, and the Southwest Florida Water Management District). There may be some embedded programs within the list that could be identified separately.

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

# Matrix of Services

## ADMINISTRATIVE OFFICE OF THE COURTS

Court Communications & Technology Services

### Court Facilities Court Programs

Children's Justice Center  
Community Mediation  
Domestic Violence  
Drug Court  
Elder Justice Center  
Juvenile Diversion/Teen Court

## AFFORDABLE HOUSING SERVICES

First Time Homebuyer Down-Payment Assistance  
Funding for Homeless Services/Facilities  
Funding for Public Services/Facilities  
Multi-Family New Construction/Rehabilitation Funding  
Single Family Homeowner Rehabilitation Assistance

## ARTS COUNCIL DIVISION

Arts Advocacy  
Awareness of Cultural Sector  
Community Engagement  
Culture Sector Development  
Economic Analysis for Cultural Sector  
Strategic Planning  
Workforce Development

## AGING SERVICES

Active Senior Centers  
Adult Day Care Services  
Care Management  
Customer Care Line/Information & Referral  
In-Home Care Services  
Personal Care Assistance  
Emergency Alert Response  
Caregiver Respite, etc.  
Nutrition Services  
Home Delivered Meals  
Congregate Dining  
Summer Food Program for Children  
Transportation  
Volunteer Support

## BOARD OF COUNTY COMMISSIONERS

Set Policy & Directives/Implementation of Comp Plan  
Internal Auditor

## CAPITAL PROGRAMS

Architecture Services  
Construction Services  
Planning and Design  
Capital Construction Program Management

## CHILDREN'S SERVICES

### Children's Services Division

Career, Vocational & Education Services

## CHILDREN'S SERVICES (continued)

Child Care Licensing & Regulatory Services  
Children In Need of Services & Families In Need of Foster Care- residential services  
Mental Health & Substance Abuse Services  
Respite & Domestic Violence Services  
Services (residential & non-residential services)  
Staff Secure Shelter & Case Staffing Services

## CIRCUIT & COUNTY COURTS

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

## CLERK OF CIRCUIT COURT

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

## CODE ENFORCEMENT

### Administration of Regulatory Ordinances

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

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

### Inspectional Services Division

911 Administrative Enforcement  
Animal Abuse & Neglect Investigation  
Burglar Alarm Ordinance Administration  
Enforcement of Ordinance/Investigation of State Law Violation  
Gas Pumping Assistance Ordinance (County-wide)  
Hand Sanitizer Ordinance  
Land Development Code  
Agricultural Stand Enforcement  
Sign Enforcement  
Vendor Requirements  
Zoning Regulations  
Property Maintenance  
Sexually Orientated Business Ordinance  
Shopping Cart Ordinance  
Solid Waste Ordinance

## COMMUNICATIONS & DIGITAL MEDIA

Closed Captioning  
Graphic Design & Photography  
Market Research  
Media Relations  
Promotional Services  
Public Meetings

# Matrix of Services

## COMMUNICATIONS & DIGITAL MEDIA (continued)

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

## COMMUNITY & INFRASTRUCTURE

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

## CONSERVATION & ENVIRONMENTAL LANDS MANAGEMENT

Ecotourism Development

### Environmental Lands Management (ELAPP)

- Environmental Grant/Contract Compliance
- Exotic Plant Control
- Feral Animal Control
- Habitat Restoration
- Prescribed Burning
- Public Access & Recreation
- Site Security

Parks Planning & Design

### Regional Parks Management

- Environmental Programming
- Public Access & Recreation

Trails Planning & Management

## CONSUMER & VETERAN SERVICES

Advocate in Accessing Federal/State/Local Veterans Benefits

### Citizen Boards Support

- Administration of Code Liens
- Administration of Ordinance Violation Hearings
  - Code Board Hearings
  - Code Special Magistrate Hearings
  - Red Light Hearings
- Water Restriction Violation Hearings

Consumer Complaint Investigation

Contact for All Veterans' Activities

False Alarm Violation Hearings

Fraud/Victimization

Liaison to Outside Agencies Concerning Veterans Issues

Outreach & Education

Single Point of Contact for Military Members and Families

## COUNTY ADMINISTRATOR

Administrative Support  
County Intergovernmental Representation  
County Legislative Representation  
Develop Federal Legislative Program

## COUNTY ADMINISTRATOR (continued)

Develop State Legislative Program  
ERP Project Implementation Management

## COUNTY ATTORNEY

Legal Counsel & Representation

## COUNTY INTERNAL AUDITOR

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

## CUSTOMER SERVICE & SUPPORT

### Customer Service Center

- Receives, monitors & coordinates incoming citizen requests
- Provides statistical analysis of citizen request types, categories & geographic locations

### Citizen Engagement

- Public meetings/hearings/projects/programs
- Notices of road/lane closures to media traffic agencies, fire rescue agencies

### Neighborhood Relations

- Government Leadership University
- Neighborhood conference
- Neighborhood Mini Grant program
- Liaison with neighborhoods

## CYBER SECURITY SERVICES

Cyber Security Services

## DEVELOPMENT SERVICES

Building, Permitting & Inspections  
Center for Development Services—Customer Service  
Contractor Licensing  
Land Development Code Administration  
Land Excavation & Phosphate Mining  
Natural Resources Permitting  
Site Development Review  
Subdivision Review  
Zoning

## ECONOMIC DEVELOPMENT

Competitive Sites  
Corporate Business Development  
Economic Development Innovation Initiative  
Entrepreneur Collaborative Center/Entrepreneur Services  
Redevelopment  
Tourist Development  
Workforce Development

## ENGINEERING AND OPERATIONS

Bridge Inspection & Maintenance  
Engineering & Construction  
Mosquito Control  
Right of Way Management

# Matrix of Services

## **ENGINEERING AND OPERATIONS (continued)**

Roadway Maintenance  
Stormwater Maintenance  
Traffic Engineering & Operations

## **ENTERPRISE PROGRAM MANAGEMENT OFFICE**

Enterprise Project and Program Management  
Technology Service Delivery and Support

## **ENTERPRISE SOLUTIONS & QUALITY ASSURANCE**

System Support for Financial/Administrative Functions

## **ENVIRONMENTAL PROTECTION COMMISSION**

Air Management  
Environmental Resources Management  
Waste Management  
Water/Wastewater Management  
Wetlands Management

## **ENVIRONMENTAL SERVICE DIVISION**

Environmental Laboratory  
Innovation & Resiliency  
Sustainable Water Resources

## **EXTENSION SERVICE**

4-H & Youth Programs  
Agriculture Industry Development  
Agricultural Production & Forestry Programs  
Family & Consumer Sciences—Nutrition, Family Life, & Family  
Financial Education  
Horticulture—Residential & Commercial

## **FACILITIES MANAGEMENT SERVICES**

Custodial Operations  
Emergency Management/Response  
Environmental Land Acquisition (ELAPP)  
Facility Portfolio/Space Management & Planning  
Land Care & Maintenance  
Lease Administration  
Major Repair & Preservation of Facilities  
OCA Records Center Management  
Operations & Maintenance  
Parking Administration  
Pest Control Services  
Real Estate Acquisition & Technical Services Support  
Real Estate Appraisal & Valuation Services  
Recycling Programs  
Sale of Surplus Real Estate  
Strategic Facility & Master Planning  
Surplus Warehouse Operations

## **FIRE RESCUE**

Arson Investigation  
Emergency Management  
Fire Inspection

## **FIRE RESCUE (continued)**

Fire Prevention  
Fire Suppression  
Fire Training (County employees & volunteers)  
Fire/Medical Emergency Dispatch Services  
Paramedic Services (Advanced Life Support)

## **FLEET MANAGEMENT**

Equipment Acquisition  
Equipment Repair & Maintenance Services  
Fuel Services  
Motor Pool Services  
Parts Management

## **GOVERNMENT RELATIONS & STRATEGIC SERVICES**

ADA/HIPAA Compliance Services  
Agenda Management  
Charter Review Board Staffing  
Citizens Advisory Committee Staffing  
Commission on the Status of Women Staffing  
Community Affairs (Liaisons)  
Council of Governments Staffing  
Diversity Advisory Council Staffing  
Equal Opportunity Compliance  
Hillsborough County Hospital Authority Staffing  
Intergovernmental Relations  
Legislative Affairs  
Local, State, & Federal Legislative Program Development  
Operations Management  
Special Projects

## **GUARDIAN AD LITEM**

Advocacy for Children in Foster Care

## **HEAD START**

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

## **HEALTH CARE SERVICES**

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

## **HOMELESS SERVICES**

Homeless Resources Coordination & Referral  
Homelessness Services—Rapid Rehousing

## **HUMAN RESOURCES**

Benefits Administration  
Classification & Compensation  
Employee Health & Wellness Programs



# Matrix of Services

## **HUMAN RESOURCES (continued)**

Employee/Labor Relations  
Human Rights Ordinance Administration  
Investigation Administration  
Worker's Compensation Administration  
Employee Benefits—Fiscal Control  
Learning & Organizational Development  
Recruiting & Hiring

## **INFORMATION TECHNOLOGY DEPARTMENT**

Enterprise Infrastructure Services  
Enterprise Information Management Services  
Enterprise Architecture & Technology Modernization  
Technology Engagement & Client Support Services

## **LIBRARY SERVICES**

Circulating Print & Digital Collections  
Community, Education & Entrepreneurial Support  
Information & Reference Services  
Law Library  
Local & Family History Preservation  
Programs & Classes

## **MANAGEMENT & BUDGET**

### Management & Budget Division

Budget Systems & Revenue Analysis  
Capital Budget Services  
Debt Management  
Financial Reviews  
Merchant Banking  
Multi-Year Financial Planning/Economic Analysis  
Operating Budget Services  
Truth-in-Millage (TRIM) Compliance  
Criminal Justice Community Liaison  
Grants Management

## **MEDICAL EXAMINER**

Cause of Death Determination  
Disposition of Unclaimed Bodies

## **METROPOLITAN PLANNING ORGANIZATION**

Conduct Req. Transportation Plans, Programs & Studies  
Develop, Monitor & Evaluate Transportation Systems  
Long-Range Transportation Planning  
Technical Assistance to Local Governments

## **MINORITY & SMALL BUSINESS ENTERPRISES DIVISION**

Disadvantaged Minority/Women & Small Business Inclusion  
Workforce Development

## **PARKS & RECREATION**

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

## **PARKS & RECREATION (continued)**

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

## **PERFORMANCE DATA & ANALYTICS**

911 Agency  
Enterprise Data & Analytics  
Geospatial Services

## **PET RESOURCES**

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

## **PLANNING COMMISSION**

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

## **PROCUREMENT SERVICES**

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

## **PROPERTY APPRAISER**

Exemptions Administration  
Real & Tangible Property Assessment  
TRIM Notice Administration

## **PUBLIC DEFENDER**

Legal Representation to Indigent Clients



# Matrix of Services

## **RISK MANAGEMENT & SAFETY DIVISION**

Risk Management & Safety

## **SHERIFF**

### Office of the Chief Deputy

Financial Services Division  
Human Resources Division  
Legal Office  
Legislative Affairs and Grants

### Department of Administrative Services

Facility Management Division  
General Services Division  
Information Services Division  
Occupational Health Clinic  
Public Affairs Office

### Department of Detention Services

Jail Division I  
Jail Division II  
Jail Division III  
Court Operations Division

### Department of Investigative Services

Child Protection Investigations Division  
Criminal Investigations Division  
Professional Standards Section  
Special Investigations Division

### Department of Operational Support

Community Outreach Division  
Homeland Security Division  
Training Division

### Department of Patrol Services

District I  
District II  
District III  
District IV  
District V  
Communications and Records

## **SOCIAL SERVICES**

Adult Education & Training  
Family Empowerment/Self-Sufficiency  
Free Tax Preparation  
Homelessness Prevention/Rental Assistance  
Utilities/Energy Assistance  
Youth Development

## **SOIL & WATER CONSERVATION DISTRICT**

Conservation & Environmental Education  
Soil & Water Technical & Permitting Assistance

## **SOLID WASTE DIVISION**

Environmental Services  
Landfill Operations & Maintenance  
Solid Waste Collection & Disposal

## **STATE ATTORNEY**

Domestic Crime Assistance  
Initiate Criminal Legal Actions on Behalf of the State  
Notification of Hearings Service to Victims  
On-site Emergency Service to Violent Crime Victims  
Sexual Battery Medical Screening  
Victim Assistance  
Worthless Check Diversion Program

## **SUNSHINE LINE**

### Transportation Disadvantaged Services

Door-to-Door Transportation  
Bus Passes

## **SUPERVISOR OF ELECTIONS**

Administer Elections  
Candidate Services  
Voter Registration & Education

## **TAX COLLECTOR**

Bill & Collect Property Taxes & Assessments  
Collect Tourist Development Tax  
License Issuance (Occupational, Hunting & Fishing Licenses)  
Motor Vehicle Registration/Title

## **WATER RESOURCES**

Accounting Support Services  
Business Services  
Communications & Public Involvement  
Customer Service – Employee Services  
Engineering  
Evaluation of Water Supply Projects  
Exercising of County Arbitration Rights  
Field Maintenance Services  
Management Services  
Monitoring Well-Field Reductions  
Planning & Operations  
Reclaimed Water Disposal  
Reclaimed Water treatment & Delivery

# Board of County Commissioners

There are seven members of the Board of County Commissioners. Voters elect four commissioners to serve single-member districts and three for countywide representation. The Board approves the County's operating and capital budgets, and the County's Capital Improvement Program. County Commissioners develop the policy for the management of Hillsborough County and provide direction to the County Administrator for the improvement of the county and the welfare of its residents. The Board serves as the Environmental Protection Commission, and individual commissioners serve on various other boards, authorities, and commissions.



Board of County Commissioners members are Chair Kimberly Overman (seated, left), Vice Chair Mariella Smith (seated, right), Ken Hagan (standing, from left), Harry Cohen, Pat Kemp, Gwen Myers, and Chaplain Stacy R. White.

## FY 21 and FY 22

### Accomplishments:

- The Board understands the growing challenge of residents needing affordable housing, and in response, approved a \$5 million budget allocation in the FY 19 budget, with an additional \$10 million included in the FY 20 and FY 21 budgets.
- The Board effectively used CARES Act and American Rescue Plan Act funds from the federal government to help residents, businesses, and other organizations impacted by COVID-19.
- The Board is committed to a financially sustainable transportation funding plan. In FY 21, the Board

approved a bond issue that funds numerous transportation projects as part of that initiative.

### FY 22 and FY 23 Core Goals:

- The Board will adopt a balanced budget that is linked to its strategic objectives, incorporates strategic uses of American Rescue Plan funding, and ensures transparent and stable government operations.
- The Board will continue a history of making budget decisions consistent with sound financial management practices, resulting in the maintenance of the County's AAA general credit rating from all three credit rating agencies.

- The Board will continue to respond to resident requests to maximize two-way dialogue between the public and their government.

### FY 22 and FY 23 Key Projects:

- The county's population is growing rapidly, with a projection of more than 500,000 new residents within the next 20 years. To properly plan for this growth, the Board has been working with County administration in the development of master plans in the areas of Fire Rescue, Parks, Stormwater, and Affordable Housing. Identification of creative funding solutions is a key goal.

# Board of County Commissioners

Appropriations	FY20 Actual	FY21 Actual	FY22 Adopted	FY23 Recommended
Personnel Services	\$ 2,873,272	\$ 2,945,468	\$ 3,117,532	\$ 3,270,638
Operating Expenditures/Expenses	31,126	32,284	87,911	109,070
	<b>\$ 2,904,398</b>	<b>\$ 2,977,751</b>	<b>\$ 3,205,443</b>	<b>\$ 3,379,708</b>

Budget by Fund	FY20 Actual	FY21 Actual	FY22 Adopted	FY23 Recommended
CW General Operating Fund	\$ 2,904,398	\$ 2,977,751	\$ 3,205,443	\$ 3,379,708
	<b>\$ 2,904,398</b>	<b>\$ 2,977,751</b>	<b>\$ 3,205,443</b>	<b>\$ 3,379,708</b>

	FY20 Actual	FY21 Actual	FY22 Adopted	FY23 Recommended
Funded Positions	21	21	21	21
Funded FTE Positions	21.00	21.00	21.00	21.00

**BUDGET CHANGES AND OPERATIONAL IMPACT  
FY 22 to FY 23**

**PERSONNEL SERVICES:**

- A merit increase is budgeted in FY23.
- A 5% increase for health insurance is budgeted in FY23.

**OPERATING EXPENDITURES:**

- The increase in operating expenditures is primarily the result of an increase in insurance assessments.

# County Internal Auditor’s Office

The County Internal Auditor’s Office performs independent and objective reviews and evaluations of all departments, offices, boards, activities, functions, and agencies under the control of the Board of County Commissioners. These reviews may include performance, operational, compliance, management, and other audits conducted in accordance with applicable professional auditing standards, such as those provided by the U.S. Government Accountability Office and the Institute of Internal Auditors. As a business partner, the County Internal Auditor’s Office provides an advisory role in addition to its routine audit and assurance responsibilities.

## FY 21 and FY 22 Accomplishments:

- The Internal Auditor’s Office reviewed and evaluated activities to improve County operations. It assisted the Board of County Commissioners with achieving economical, efficient, and effective administration of its areas of responsibilities to residents.
- The office informed the County Administrator of emerging risks and situations that would have had a material and negative impact on County operations or programs, and it served in an advisory capacity in the development of controls.
- The office assisted management by identifying process improvement opportunities that resulted in higher control maturity levels for County operations and decreased risk factors.

## FY 22 and FY 23 Core Goals:

- Provide assurance, advice, and value for the money. Serve in an advisory capacity in the development of controls.
- Align products and services to the Board of County Commissioners’ strategic goals and objectives.
- Identify and review emerging risks before they become problematic. Keep the County Administrator informed of emerging risks and situations that may have a material negative impact to County operations and programs.

## FY 22 and FY 23 Key Projects:

- Perform independent assurance, and audit and consulting services. Monitor management corrective action plans and consulting services. Procure and manage contracted audited services on behalf of management, special reviews, cone of silence investigations, annual risk assessment and planning, and management assistance services.
- Provide: reasonable assurance of economy and efficiency of resources deployed; consistency between operations and programs with their established objectives; reliability and integrity of financial and operational information; overall compliance between policies, plans, and procedures with written guiding principles, grants, and contracts; and adequacy of controls.

## Innovation:

- During this past year, the County garnished inspiration from audit report recommendations that outlined and steered the strategic direction of key projects. For example:
- Supported enhancements to the continuous secondary identification control for the health and welfare of pets in Hillsborough County. Data analytics resulted in Animal Control Officers ensuring the protection of pets.
  - Provided Oracle SaaS Cloud implementation management risk advisory services.

Performance Measure	FY 20 Actual	FY 21 Actual	FY 22 Projected	FY 23 Projected
Completed audit services - measured by the number of final communications issued.	16	19	16	16

# County Internal Audit

Appropriations	FY20 Actual	FY21 Actual	FY22 Adopted	FY23 Recommended
Personnel Services	\$ 665,794	\$ 653,211	\$ 771,678	\$ 811,673
Operating Expenditures/Expenses	18,658	24,274	71,770	73,322
	<b>\$ 684,452</b>	<b>\$ 677,485</b>	<b>\$ 843,448</b>	<b>\$ 884,995</b>

Budget by Fund	FY20 Actual	FY21 Actual	FY22 Adopted	FY23 Recommended
CW General Operating Fund	\$ 684,452	\$ 677,485	\$ 843,448	\$ 884,995
	<b>\$ 684,452</b>	<b>\$ 677,485</b>	<b>\$ 843,448</b>	<b>\$ 884,995</b>

	FY20 Actual	FY21 Actual	FY22 Adopted	FY23 Recommended
Funded Positions	5	5	5	5
Funded FTE Positions	5.00	5.00	5.00	5.00

**BUDGET CHANGES AND OPERATIONAL IMPACT  
FY 22 to FY 23**

**PERSONNEL SERVICES:**

- A merit increase is budgeted in FY23.
- A 5% increase for health insurance is budgeted in FY23.

**OPERATING EXPENDITURES:**

- The increase in operating expenditures is primarily the result of an increase in insurance assessments.



# County Attorney's Office

(813) 272-5670

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



Mary Helen Farris received the prestigious 2021 *Ralph A. Marsicano Award* from the Florida Bar.

## FY 21 and FY 22

### Accomplishments:

- Successfully defended lawsuits filed against Hillsborough County, providing significant savings.
- Provided preventative legal advice to all clients, which reduced liability risk.
- Maintained Florida Bar Board Certification for 40% of the attorneys in the office, and maintained paralegal certification or Florida Bar registration for 33% of the paralegals.
- Coordinated 5,773 public records requests in calendar year 2021.
- Managed the registration of 145 lobbyists in calendar year 2021.

## FY 22 and FY 23 Core Goals:

- Continue to enhance in-house training programs to provide quality training and cost effective continuing legal education (CLE), which will cost-effectively enhance staff members' abilities to perform their jobs with increased professionalism while fostering the development of exceptional lawyers and support staff.
- Continue to promote Board Certification by allocating funds to support staff attorneys who are seeking certification by paying for the training and certification process while recognizing that it is a capstone accomplishment of a legal career requiring a peer review process, extensive practical experience, and passing a test to demonstrate knowledge in a specialized area of law.

## FY 22 and FY 23 Key Projects:

- Continue to emphasize customer service for clients (BOCC, County departments and agencies) and the public in order to create an atmosphere of cooperation with clients and to assure consistency with the BOCC and County Administrator's objectives.
- Continue to enhance professionalism and excellence in legal services to the client, as quality legal services are the foundation of a successful law office.
- Maintain standards of practice for both attorney and non-attorney personnel to reinforce the responsibility of all staff to conduct themselves consistently and within the expectations associated with their professions.
- Increase efficiency of legal services by providing exceptional services as cost-effectively as possible without jeopardizing quality.

## Innovation:

The County Attorney's Office efficiently uses office resources in a manner that delivers legal services not only within but under planned budgets. We have analyzed numerous areas of the Office to determine if innovative thinking can achieve efficiencies. We have shifted duties which has created a considerable savings while utilizing existing in-house resources to continue to provide a high level of service. Despite a constant increase in the volume and complexity of the workload, our total Office staff of 56 is 59% below the 94 funded positions prior to the recession. By taking on the additional duties of representing CareerSource, the Charter Review Board and the Planning Commission at no additional cost, we have achieved savings for the County. The former Hillsborough County Tax Collector chose to transition from utilizing the private sector and to utilize the County Attorney's Office for all legal services in 1999 and the newly elected Hillsborough County Tax Collector has continued to utilize the County Attorney's Office for their legal needs as a proven way to save tax dollars.

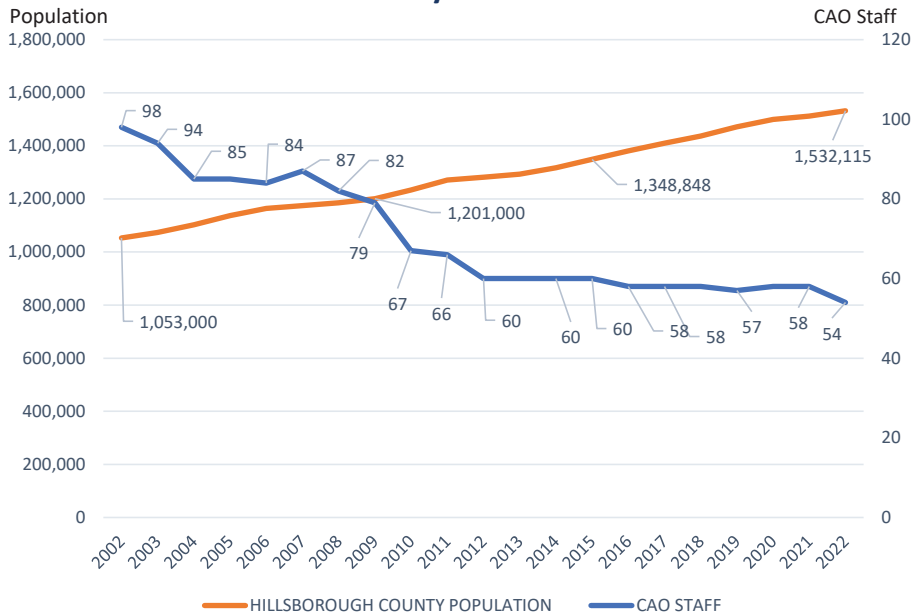


Jane Rose, Senior Assistant County Attorney, receives the 2021 Thirteenth Judicial Circuit Professional Award in Practice of Government or Public Sector Law from Chief Justice Ronald Ficarrotta for consistency demonstrating honesty, integrity, fairness, courtesy, and abiding sense of responsibility to comply with the standards and rules of professionalism in the practice of law.



Honoring Senior Assistant County Attorney Paul Johnston as he enters retirement after 24 years of dedicated service.

### Hillsborough County Population vs. County Attorney's Office Staff



The County Attorney's Office gathers to recognize and celebrate years of service awards.

Left graph: Although the population in Hillsborough County has grown, the Hillsborough County Attorney's Office has managed to decrease their staff numbers after former employees have retired by utilizing technology and encouraging their current staff to work in a more efficient manner.

Performance Measure	FY 20 Actual	FY 21 Actual	FY 22 Projected	FY 23 Projected
Enhanced in-house/webinar training for CLE.	Yes	Yes	Yes	Yes
Promote Board Certification.	Yes	Yes	Yes	Yes
Improve technology capabilities.	Yes	Yes	Yes	Yes



# County Attorney

Appropriations	FY20 Actual	FY21 Actual	FY22 Adopted	FY23 Recommended
Personnel Services	\$ 8,628,277	\$ 8,570,578	\$ 9,609,232	\$ 10,071,141
Operating Expenditures/Expenses	149,666	156,827	233,578	252,654
	<b>\$ 8,777,943</b>	<b>\$ 8,727,405</b>	<b>\$ 9,842,810</b>	<b>\$ 10,323,795</b>

Budget by Fund	FY20 Actual	FY21 Actual	FY22 Adopted	FY23 Recommended
CW General Operating Fund	\$ 8,777,943	\$ 8,727,405	\$ 9,842,810	\$ 10,323,795
	<b>\$ 8,777,943</b>	<b>\$ 8,727,405</b>	<b>\$ 9,842,810</b>	<b>\$ 10,323,795</b>

	FY20 Actual	FY21 Actual	FY22 Adopted	FY23 Recommended
Funded Positions	60	62	62	62
Funded FTE Positions	59.50	61.50	62.00	62.00

**BUDGET CHANGES AND OPERATIONAL IMPACT  
FY 22 to FY 23**

**PERSONNEL SERVICES:**

- A merit increase is budeted in FY23.
- A 5% increase for health insurance is budgeted in FY23.

**OPERATING EXPENDITURES:**

- Continuation budget.

# Affordable Housing Services

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

The Affordable Housing Services department enhances the quality of life for Hillsborough County residents by helping low- and moderate-income families retain or find safe, quality affordable housing, and improves life in low- to moderate-income areas through the use of federal and State funding. Each year, the department effectively manages the HOPE Funds, Housing, Urban Development, and State grants: Community Development Block Grant (CDBG), HOME Investment Partnerships Program (HOME), Emergency Shelter Grant (ESG), and State Housing Initiative Partnership (SHIP). The department actively fosters housing development through public/private partnerships and by creating incentives and impact fee waiver programs that support the overall goals to preserve existing affordable housing, provide rehabilitation assistance for lower-income households, and fund the development of single-family and multifamily affordable housing units.



AHS provided \$2 million to Dawning Family Services for this emergency shelter and housing assistance project.



The former Carol Motel was transformed into Las Villas, a multifamily rental property for people emerging from homelessness.

## FY 21 and FY 22

### Accomplishments:

- Affordable Housing helped increase accessibility and sustainability of housing for more than 24,324 persons by providing public services that included employment training, public facilities, various homeless services and housing counseling, youth services, childcare, senior services, and services for the physically challenged.
- The department improved quality of living and community development for 16,225 low-to moderate-income households through the renovation and improvements to several public services and public facilities/infrastructure projects. These include facilities for persons with disabilities, homeless persons, neighborhood facilities, parks, and recreational facilities.
- Affordable Housing accessed and preserved housing units for 8,272 households through multifamily development support, rapid rehousing, shelter, and rental/mortgage assistance.

### FY 22 and FY 23 Core Goals:

- To increase and sustain decent, affordable housing opportunities for low-income families.
- To create long-term housing opportunities.
- To preserve decent housing opportunities with improved accessibility and sustainability.

### FY 22 and FY 23 Key Projects:

- AHS provided \$2 million to Dawning Family Services for the rehabilitation of an existing building and infrastructure for the construction of a new building located on North Armenia Ave. Dawning will offer emergency shelter services and housing assistance to over 1,000



Metropolitan Ministries partnered with a local housing developer and AHS for the development of 112 new affordable rental units in the Mango/Seffner area.

families in crisis this year.

- Metropolitan Ministries, Inc. partnered with a local housing developer, and AHS provided \$1.1M in local HOPE and State SHIP funding for the development of 112 new affordable rental units in the Mango/Seffner area. Seventy (70%) of the units will serve households emerging from homelessness earning at or below 60% AMI.
- Through four partnering agencies, Catholic Charities, Housing and

Education Alliance, REACH, and Greater Palm River CDC, AHS provided \$5.95M in CRF and Community Development Block Grant CV funds for financial assistance to over 2,706 low-income residents to support mortgage, foreclosure, and rental assistance.

**Innovation:**

AHS, in partnership with Catholic Charities, provided \$1.5M in Community Development Block Grant funding for the acquisition, rehabilitation, and

conversion of a vacant motel located in Ruskin, now known as Las Villas. The 11-room motel was converted to a 13-unit multifamily rental property to serve households emerging from homelessness. This innovative approach to increase the availability of affordable rental units for low-income families in Hillsborough County has provided permanent affordable housing for 13 individuals, with plans to add an additional 40 units on the property in the near future.

Performance Measure	FY 20 Actual	FY 21 Actual	FY 22 Projected	FY 23 Projected
To increase and sustain decent, affordable housing and community development opportunities for low-income families and neighborhoods.	3,147 households	16,225 households	3,500 households	3,500 households
To create long-term housing opportunities.	507 households	8,272 households	750 households	750 households
To preserve decent housing opportunities with improved accessibility.	1,918 households	6,670 households	450 households	450 households

# Affordable Housing Services

Appropriations	FY20 Actual	FY21 Actual	FY22 Adopted	FY23 Recommended
Personnel Services	\$ 2,192,999	\$ 2,693,019	\$ 6,306,794	\$ 6,094,073
Operating Expenditures/Expenses	166,466	538,701	1,597,206	1,604,330
Grants & Aids	16,384,417	20,944,942	86,420,558	81,565,197
	<b>\$ 18,743,882</b>	<b>\$ 24,176,662</b>	<b>\$ 94,324,558</b>	<b>\$ 89,263,600</b>

Budget by Fund	FY20 Actual	FY21 Actual	FY22 Adopted	FY23 Recommended
Hillsborough County Local Affordable Housing Fund	\$ 0	\$ 2,366,395	\$ 32,820,817	\$ 38,256,189
UA Gen Op Fund	852,096	909,815	1,147,204	1,205,429
Grants (Not Transportation-Related)	14,430,478	17,595,941	49,369,405	33,301,528
Local Housing Assistance Program Fund	3,461,308	3,304,511	10,987,132	16,500,454
	<b>\$ 18,743,882</b>	<b>\$ 24,176,662</b>	<b>\$ 94,324,558</b>	<b>\$ 89,263,600</b>

	FY20 Actual	FY21 Actual	FY22 Adopted	FY23 Recommended
Funded Positions	26	29	35	42
Funded FTE Positions	26.00	29.00	35.00	42.00

## BUDGET CHANGES AND OPERATIONAL IMPACT FY 22 to FY 23

### PERSONNEL SERVICES:

- A merit increase is budgeted in FY23.
- A 5% increase for health care is budgeted in FY23.
- In FY23, seven positions are established to assist in the management of the newly created Community Land Trust, respond to the needs to preserve and increase the number of affordable housing units, and to manage increased federal and state funded programs.
- Changes in personnel expenditures are primarily the result of fluctuations in grant appropriations.

### OPERATING EXPENDITURES:

- Changes in operating expenditures are primarily the result of fluctuations in grant appropriations.

### CAPITAL AND OTHER EXPENDITURES:

- Changes in grants and aids expenditures are primarily the result of fluctuations in grant appropriations.



# Aging Services

(813) 272-5250 | HCFLGov.net/Aging

Aging Services promotes independence and prosperity for older adults by coordinating essential health and wellness services. These services include intake and screening assessments, individualized information and referral, case management, home delivered meals, adult day services, congregate dining, personal care, homemaking, caregiver respite, nutrition counseling, consumables, emergency alert response buttons with lock box option, transportation, pest control services, and the customer care line. Active senior programming offers field trips, exercise classes, seminars, and group activities with an evidence-based focus aimed at preventing the need for long-term care services. Services are provided directly by the department, as well as through contracted vendors, volunteers, and community partners.



Bloomington client sharing all the fun items she received in her activity bag.

## FY 21 and FY 22 Accomplishments:

- The department offered evidence-based programs via ZOOM such as Chronic Disease Management, Food is Health, and BINGOCIZE. Popular programs also included a new monthly virtual cooking class Eat Well, Age Well, which is facilitated by the department's registered dietician, and monthly outdoor special events including Cinema Under the Stars and Parking Lot BINGO.
- To avoid placing seniors on the traditional waitlist, the department assigned additional staff to the meal enrollment team and streamlined the enrollment process. With a new process in place, the department was able to enroll all seniors waiting for meals. Aging Services provided 1,047,830 meals to 5,303 seniors, which included home-delivered and Grab N' Go meals.
- Aging Services staff made an average of 3,800 telephone reassurance calls monthly to isolated seniors ensuring they remained connected to needed programs and services. These calls are an essential component of promoting the security of at-risk older adults.

## FY 22 and FY 23 Core Goals:

- The department will submit the survey application for Commission on Accreditation of Rehabilitation Facilities (CARF) for Bloomington and Phyllis Busansky Adult Day Service Centers in January 2023. The accreditation process improves and strengthens overall center operations, helps manage risks, and affirms the program's commitment to quality.
- Aging Services will recruit additional service providers for in-home care, chore/enhanced chore, and temporary nursing services. The department provides these services through our contracted network. An expansion of contracted providers ensures the availability of direct-care resources as additional homebound seniors are enrolled for home and community-based programs.
- Case managers working with homebound seniors will achieve certification through the Commission for Case Manager Certification (CCMC) in order to provide a more client-centric, coordinated model of care.

## FY 22 and FY 23 Key Projects:

- Expand the availability of services for seniors in the Wimauma/South County region through a partnership with Suncoast Health and Hillsborough County Health Care Services. Aging Services will be co-located with these partners, and offer nutrition services and innovative programs for seniors that offer social interaction while participating in evidence-based programs.
- Modeling the telehealth concept, the department is exploring a technologically enhanced case management project. Through this approach, when mandatory grant-funded, face-to-face assessments resume, staff will assess lower-risk, non-grant-funded clients telephonically or virtually. Efficiency

will be achieved by reducing transit time and associated costs with conducting home visits.

- In partnership with Hillsborough Community College, the department will implement a four-week oral health program to homebound meal clients. Seniors will receive dental supplies and educational materials on proper brushing, flossing, and treatment of dry mouth. Proactive oral health management benefits seniors by helping to prevent the need for more invasive treatment.

**Innovation:**

The department implemented a monthly virtual cooking class called Eat Well, Age Well, facilitated by the registered dietitian. The purpose of the class is to foster an appetite for preparing healthy and affordable meals while using minimal ingredients. Eat Well, Age Well received on-going local media coverage throughout the year.



Aging Services registered dietician and local restaurant Chef Michelle Faedo hosting a segment of Eat Well, Age Well.



Plant City client enjoying her 99th birthday while waving to the cars at her contactless birthday parade.

Performance Measure	FY 20 Actual	FY 21 Actual	FY 22 Projected	FY 23 Projected
Maintained or improved ability of caregivers to continue to provide care after receiving caregiver support services.	73%	71%	72%	72%
Seniors attending Hillsborough County Senior Centers who report taking better care of their health after enrolling in the department's healthy lifestyle/wellness programs.	97%	95%	90%	90%
Maintained or improved ability of caregivers to continue to provide care after receiving caregiver support services.	92%	90%	91%	91%
Seniors attending Hillsborough County Senior Centers who report taking better care of their health after enrolling in the department's healthy lifestyle/wellness programs.	98%	N/A (centers closed due to COVID-19)	90%	90%
Residents receiving services through Hillsborough County Aging Services (adult day health care, care management, in-home care, nutrition, senior center, or information, and referral services).	20,338	17,094	18,000	19,000

# Aging Services

	FY20 Actual	FY21 Actual	FY22 Adopted	FY23 Recommended
<b>Appropriations</b>				
Personnel Services	\$ 8,153,253	\$ 8,072,289	\$ 10,566,690	\$ 11,219,258
Operating Expenditures/Expenses	10,521,239	9,554,257	15,680,425	17,027,541
Capital Outlay	1,113	7,600	146,731	0
Other Non Operating	68,386	215,511	187,343	129,535
	<b>\$ 18,743,991</b>	<b>\$ 17,849,657</b>	<b>\$ 26,581,189</b>	<b>\$ 28,376,334</b>

	FY20 Actual	FY21 Actual	FY22 Adopted	FY23 Recommended
<b>Budget by Fund</b>				
CW General Operating Fund	\$ 9,228,341	\$ 8,167,082	\$ 11,913,311	\$ 10,727,188
Grants (Not Transportation-Related)	9,515,651	9,682,575	14,667,878	17,649,146
	<b>\$ 18,743,991</b>	<b>\$ 17,849,657</b>	<b>\$ 26,581,189</b>	<b>\$ 28,376,334</b>

	FY20 Actual	FY21 Actual	FY22 Adopted	FY23 Recommended
<b>Funded Positions</b>	148	145	145	145
<b>Funded FTE Positions</b>	123.86	136.56	136.56	138.65

**BUDGET CHANGES AND OPERATIONAL IMPACT  
FY 22 to FY 23**

**PERSONNEL SERVICES:**

- A merit increase is budgeted in FY23.
- A 5% increase for health insurance is budgeted in FY23.
- Various part-time position hours are increased resulting in 2.09 additional FTEs.

**OPERATING EXPENDITURES:**

- Changes in operating expenditures are primarily the result of fluctuations in grant appropriations.
- The increase in operating expenditures is primarily the result of an increase in the service rate paid to contracted vendors.

**CAPITAL AND OTHER EXPENDITURES:**

- The decrease in capital expenditures is primarily the result of projects requiring one-time funding reaching completion.



# Arts Council

(813) 571-6991 | HillsboroughArts.org

The Arts Council division's mission is to support, promote, and advance arts and culture in Hillsborough County. As the designated local arts agency by the State of Florida, the Arts Council provides a unified voice for all cultural organizations and activities in the Tampa and Hillsborough County region. The division positively promotes the cultural vitality of the community to a national audience while providing grants, unified marketing efforts, research, and advocacy to help the entire cultural community thrive.



During the Arts Council's Strategic Planning Retreat, board members choose the most important goals for the organization.

## FY 21 and FY 22 Accomplishments:

- During FY 21-22, grant funding was provided to 36 local cultural organizations and 19 working artists. With more grantees returning to in-person programming, this support continues to play a critical role in recovery for the local arts economy.
- The Arts Council became a new county division effective Oct. 1, 2021, resulting in cost savings for county residents and the ability to expand the division's programming by working in alignment with other county departments.
- As a continuing effort in workforce development, the Arts Council hosted a series of workshops for local artists in partnership with the Entrepreneur Collaborative Center. The courses were designed to give artists important business skills such as bookkeeping, understanding legal contracts, writing business plans, and other critical skills.

## FY 22 and FY 23 Core Goals:

- In partnership with Americans for the Arts, complete an economic impact study that validates the tangible value of the nonprofit cultural sector in Hillsborough County, and highlights the region nationally as an arts destination and exceptionally creative community.
- Implement initiatives to ensure that every resident in Hillsborough County has equitable access to arts and culture by: broadening awareness of existing and emerging opportunities, eliminating participation barriers, reaching underserved populations, and providing opportunities for constituents to better understand the importance of access, diversity, equity, and inclusion.

- The Arts Council will begin working on cultural asset mapping to identify significant cultural spaces throughout the county, as well as a needs assessment to better identify areas of improvement in the local arts. These two items can be used to develop a long-range plan for the future of the county's arts.

## FY 22 and FY 23 Key Projects:

- Develop a cultural assets map that identifies arts organizations, arts businesses, artists, public art, and more.
- Collect a minimum of 1,200 audience intercept surveys, which are designed to measure dollars spent by audience members as a direct result of their attendance at arts and cultural events in Hillsborough County, as part of the Arts & Economic Prosperity Impact Study. The information will show details regarding expenditures for dining, hotels, and other county businesses.
- Create a distribution list for all nonprofit cultural organizations in Hillsborough County in order to collect revenue and expense information for FY 22 as part of the Arts & Economic Prosperity Impact Study. Review all data submitted and follow up, as needed.

## Innovation:

After more than 50 years operating as an independent special district within Hillsborough County, the Arts Council was dissolved and became a division of the County administration effective Oct. 1, 2021. This investigation process began in FY 20 during the pandemic, and for much of FY 21, the necessary steps to dissolve the Arts Council as a separate organization were ongoing. It is a major innovation after so much time as a separate entity that the Arts Council now functions as a division within the County, and has the capacity to save administrative costs and more closely align with other County departments.



Community Arts Impact Grants for Colleges and Universities recipient Hillsborough Community College used funding to add a placemaking mural to help students locate the food pantry on campus.



Cultural Development Grant recipient New Tampa Players provides accessible theatre programs for local children.



Local arts leaders attend a workshop at the Entrepreneur Collaborative Center.



Community Arts Impact Grant recipient Tampa Regional Artists uses its funding to host the Doodads Sculpture Competition for local children.

Performance Measure	FY 20 Actual	FY 21 Actual	FY 22 Projected	FY 23 Projected
Number of individuals served	N/A	83,608	100,000	125,000
Number of activities and events conducted	N/A	2,191	1,000	2,000
Number of full-time jobs supported	N/A	137	150	150

# Arts Council Division

Appropriations	FY20 Actual	FY21 Actual	FY22 Adopted	FY23 Recommended
Personnel Services	\$ 0	\$ 0	\$ 460,238	\$ 470,850
Operating Expenditures/Expenses	0	0	243,080	240,527
Grants & Aids	0	0	415,000	415,000
	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 1,118,318</b>	<b>\$ 1,126,377</b>

Budget by Fund	FY20 Actual	FY21 Actual	FY22 Adopted	FY23 Recommended
CW General Operating Fund	\$ 0	\$ 0	\$ 842,322	\$ 884,125
Grants (Not Transportation-Related)	0	0	275,996	242,252
	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 1,118,318</b>	<b>\$ 1,126,377</b>

	FY20 Actual	FY21 Actual	FY22 Adopted	FY23 Recommended
Funded Positions	0	0	3	3
Funded FTE Positions	0.00	0.00	3.00	3.00

**BUDGET CHANGES AND OPERATIONAL IMPACT  
FY 22 to FY 23**

**PERSONNEL SERVICES:**

- A merit increase is budgeted in FY23.
- A 5% increase for health insurance is budgeted in FY23.

**OPERATING EXPENDITURES:**

- Continuation budget.

**CAPITAL AND OTHER EXPENDITURES:**

- Continuation budget.



# Capital Programs

(813) 635-5400 | [HCFLGov.net/PublicWorks](http://HCFLGov.net/PublicWorks)

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

## FY 21 and FY 22

### Accomplishments:

- Successful delivery of the Transportation, Stormwater, and Architecture Services Capital Programs, including \$320 million in expenditures in FY 21 on projects providing for improved transportation facilities, government facilities (including a library and parks), sidewalks, bike lanes, and stormwater drainage systems.
- Successfully completed the construction phase of \$28 million Apollo Beach (Paseo Al Mar)/I-75 extension, \$11.4 million Maydell Drive

bridge replacement, and the \$63.3 million Citrus Park Drive extension which included a four-lane divided roadway along with bicycle lanes and shared use paths. These projects will reduce congestion and improve safety.

- Completion of over 45 architectural capital improvements totaling \$110 million in value, including the consolidated and hardened maintenance facilities at Sheldon Road and the new traffic operations center, solar panels at various facilities, new fire stations (Apollo Beach, Central Brandon and Rhodine Road), and the new Tampa Performing Arts Center.



All Peoples Playground is the latest addition to Hillsborough County Parks & Recreation's adaptive programming - a huge step in the County's commitment to providing accessible amenities to all residents at their parks.

## FY 22 and FY 23 Core Goals:

- Ensure on-time and within budget delivery of projects in order to address the needs of the community.
- Improve infrastructure safety components that would help achieve the County's Vision Zero goals.
- Provide timely and accurate response to inquiries from the citizens related to active Capital Improvement Projects.

## FY 22 and FY 23 Key Projects:

- Commence and complete construction of the Progress Village regional stormwater improvements, 56th Street and Hanna Avenue regional stormwater improvement project, and Collins Elementary school circulation improvements.
- Commence and complete transportation improvement projects such as Big Bend Road widening (US 41, Covington Gardens Drive, Simmons Loop, and US 301) and several intersection safety improvement projects that will provide enhanced infrastructure, which will help reduce congestion and increase safety.
- Complete Waterset Sports Complex, synthetic turf fields, Branchton Park, and splash pads at Kenly, Winston, and E.P. Johnson Parks. Complete design and permitting of three new ARP- funded fire station replacements at Armdale, Gunn Highway, and Palm River. Complete design of the new Brandon Library and the proposed new African American Arts & Cultural Center.

## Innovation:

Implementing a capital program delivery management solution (CPDS) that will improve integration of project information, streamline workflows, and enhance reporting. The CPDS will improve risk mitigation, transparency, and accountability.

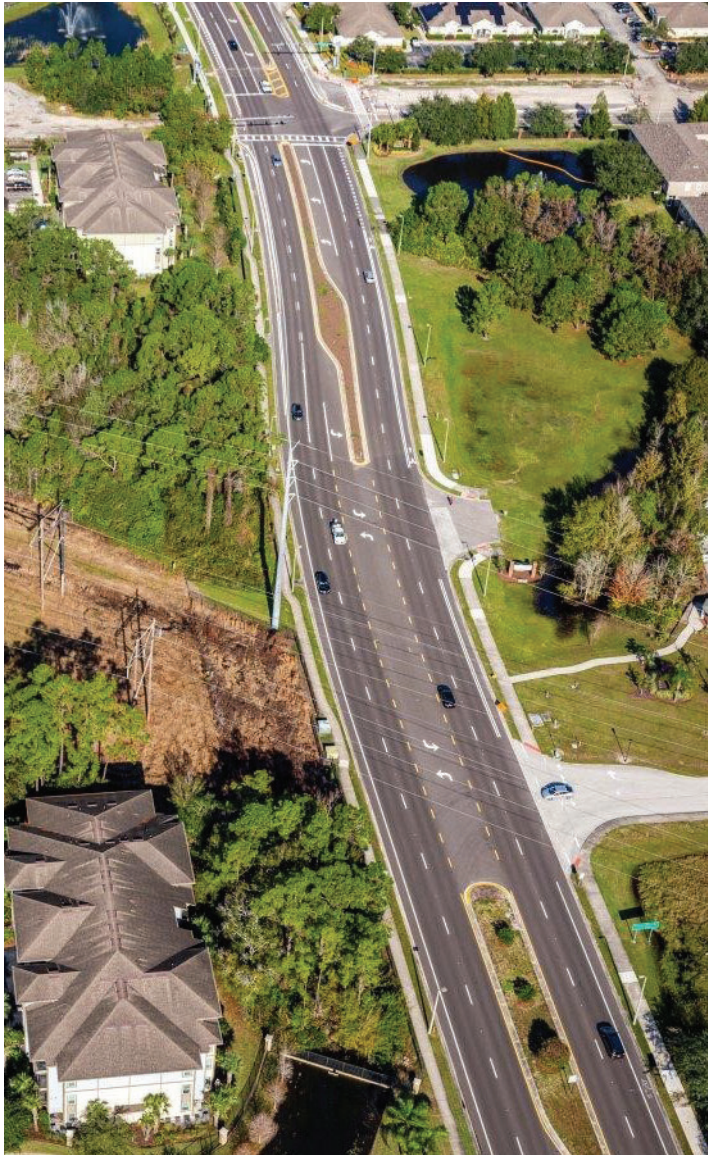




The Apollo Beach Blvd. (Paseo Al Mar Blvd.) I-75 Overpass provides connectivity between US 41 and US 301 - a vital east/west corridor in the South Hillsborough County area.



The Maydell Drive bridge connects the Progress Village community to Adamo Drive, and provides connections east and west to Tampa and Brandon.



Connecting the two existing segments of Citrus Park Drive, the road will accommodate future traffic demands in the northwest area of Hillsborough County, including the neighborhoods within and around Westchase and Citrus Park.

Performance Measure	FY 20 Actual	FY 21 Actual	FY 22 Projected	FY 23 Projected
Repaired sidewalks (linear feet)	37,000	36,389	57,000	57,000
Repaired and/or replaced culverts (linear feet)	17,188	13,360	17,500	17,500
Resurfaced roadways (lane miles)	106	100	110	220

# Capital Programs

Appropriations	FY20 Actual	FY21 Actual	FY22 Adopted	FY23 Recommended
Personnel Services	\$ 1,760,120	\$ 8,098,333	\$ 8,600,671	\$ 9,083,485
Operating Expenditures/Expenses	204,530	1,560,936	2,913,713	2,953,625
Capital Outlay	2,226	72,749	15,000	0
	<b>\$ 1,966,876</b>	<b>\$ 9,732,017</b>	<b>\$ 11,529,384</b>	<b>\$ 12,037,110</b>

Budget by Fund	FY20 Actual	FY21 Actual	FY22 Adopted	FY23 Recommended
CW General Operating Fund	\$ 1,224,512	\$ 1,561,123	\$ 1,797,744	\$ 1,964,201
UA Gen Op Fund	0	1,347,846	1,487,500	1,547,120
UA Special Revenue Funds	103,913	259,113	611,563	508,791
Transportation Trust Fund	638,451	6,563,935	7,632,577	8,016,998
	<b>\$ 1,966,876</b>	<b>\$ 9,732,017</b>	<b>\$ 11,529,384</b>	<b>\$ 12,037,110</b>

	FY20 Actual	FY21 Actual	FY22 Adopted	FY23 Recommended
Funded Positions	70	74	72	72
Funded FTE Positions	70.00	74.00	72.00	72.00

## BUDGET CHANGES AND OPERATIONAL IMPACT FY 22 to FY 23

**PERSONNEL SERVICES:**

- A merit increase is budgeted in FY23.
- A 5% increase for health insurance is budgeted in FY23.

**OPERATING EXPENDITURES:**

- Continuation budget

**CAPITAL AND OTHER EXPENDITURES:**

- The decrease in capital expenditures is the result of one-time funding for a scanner/plotter purchase.

# Children's Services

(813) 264-3807 | HCFLGov.net/Children

Childcare Licensing: (813) 264-3925 | HCFLGov.net/ChildCareLicensing

The Children's Services department administers the highest-quality, evidence-based treatment services designed to empower and protect children, youth, and families in Hillsborough County. The department provides therapeutic, residential respite, and outpatient counseling services, as well as licensing and regulatory services to child daycare facilities/homes. The department's primary goal is to promote self-sufficiency, reduce juvenile crime, and protect children, youth, and families.

## FY 21 and FY 22

### Accomplishments:

- As part of the proposed implementation of the Family First Prevention Services Act (FFPSA), the department has enhanced prevention services for Hillsborough County youth and families. This also includes our aftercare program.
- Through collaboration with key community stakeholders, reduced the amount of youth entering out-of-home care, and introduced early intervention to help identify and support families and youth at risk.
- Throughout the pandemic, Children's Services continued to provide uninterrupted services to the community through a collaboration with Facilities and Procurement to secure personal protection equipment.

## FY 22 and FY 23 Core Goals:

- Provide comprehensive, enhanced short-term prevention and early-intervention programs for youth and their families, resulting in an 85% customer satisfaction rating. These services will benefit the community by intervening, stabilizing, and then positively reintegrating youth back into their families and communities.

- Increase revenue and/or identify reduction in costs to maintain a sustainable and financially viable business model. Financial viability increases community confidence in the program's ability to identify and maximize business efficiencies.
- Conduct an average of three training sessions per month on topics related to childcare, public health, mental health, business operations, or other pertinent industry-specific information; provide training to an average of 100 licensed childcare providers and staff each month, offered in both English and Spanish to meet the needs of the growing Hispanic childcare community.

## FY 22 and FY 23

### Key Projects:

- Expand outpatient service locations for families in communities with at-risk clients needing resources. These services focus on anger management, problem resolution, familial conflict, and coping skills to help reduce juvenile crime and strengthen family bonds.
- Digital and technology-based solutions will support faster interventions for families, better responsiveness to customer needs,

greater agility in responding to contractual requirements, reduction in reliance on paper, and enhance employee engagement through training. These solutions will strengthen program practices and improve how residents experience services.

- Providing workshops on trauma-informed care to daycare providers in Hillsborough County, as well as parent education. The plan is to assist them in identifying and working with children ages infant to 8 who have witnessed or experienced primary or secondary trauma and are at risk of developing problems that may hamper their functioning later in life.

## Innovation:

Incorporated DocuSign into Non-Residential Services, which has offered added security for client information. Virtually offered training allows Child Care Licensing to reach more childcare providers and potential providers in a timelier fashion with the most recent information available.





Children’s Services helped commemorate August 13 as 813 Day, and celebrated the County and the community.

Performance Measure	FY 20 Actual	FY 21 Actual	FY 22 Projected	FY 23 Projected
Number of filled bed days vs. contracted days for the CINS/ FINS program.	2,964	2,856	2,856	2,856
Percentage of youth who do not get arrested after completing services in CINS/FINS program.	94%	95%	95%	95%
Percentage of youth who are living at home 60 days after program completion.	97%	90%	95%	95%
Number of childcare facilities/homes inspected per fiscal year.	4,125	4,500	4,745	4,745
Number of trained Safe Place sites.	180	183	183	183

# Children's Services

	FY20 Actual	FY21 Actual	FY22 Adopted	FY23 Recommended
<b>Appropriations</b>				
Personnel Services	\$ 8,008,596	\$ 7,026,600	\$ 10,894,600	\$ 11,826,710
Operating Expenditures/Expenses	1,182,935	1,254,369	1,786,896	2,051,830
Capital Outlay	7,839	0	0	0
Grants & Aids	606,067	509,453	549,542	560,452
	<b>\$ 9,805,437</b>	<b>\$ 8,790,422</b>	<b>\$ 13,231,038</b>	<b>\$ 14,438,992</b>

	FY20 Actual	FY21 Actual	FY22 Adopted	FY23 Recommended
<b>Budget by Fund</b>				
CW General Operating Fund	\$ 6,044,543	\$ 5,547,095	\$ 5,230,350	\$ 5,652,365
CW Special Revenue Funds	387	1,314	2,375	2,375
Grants (Not Transportation-Related)	3,760,508	3,242,013	7,998,313	8,784,252
	<b>\$ 9,805,437</b>	<b>\$ 8,790,422</b>	<b>\$ 13,231,038</b>	<b>\$ 14,438,992</b>

	FY20 Actual	FY21 Actual	FY22 Adopted	FY23 Recommended
<b>Funded Positions</b>	148	135	121	116
<b>Funded FTE Positions</b>	127.67	115.63	102.88	99.13

## BUDGET CHANGES AND OPERATIONAL IMPACT FY 22 to FY 23

### PERSONNEL SERVICES:

- A merit increase is budgeted in FY23.
- A 5% increase for health insurance is budgeted in FY23.
- Position transfers between Enterprise Solutions & Quality Assurance and Children's Services result in one additional position.
- During FY22, six positions were eliminated.

### OPERATING EXPENDITURES:

- Changes in operating expenditures are primarily the result of fluctuations in grant appropriations.

### CAPITAL AND OTHER EXPENDITURES:

- Continuation budget.

# Code Enforcement

(813) 274-6600 | [HCFLGov.net/Code](http://HCFLGov.net/Code)

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

## FY 21 and FY 22 Accomplishments:

- Code Enforcement maintained essential field services related to Animal Control and property maintenance during the pandemic, devised a hybrid model for interior inspections to ensure officer and customer safety, and transitioned to previous operations.
- In addition to ensuring compliance with executive order provisions, Regulatory Compliance also maintained service levels in responding to service requests involving businesses and professions.
- Consistent with sustainability

priorities, as well as preserving natural resources and protecting the environment, Code Enforcement intensified water restriction enforcement through a combination of education, outreach, and case processing.

## FY 22 and FY 23 Core Goals:

- Support and preserve public safety, health, and welfare through the enforcement of the County's land development, property maintenance, animal protection and business regulations.
- Protect property values, and foster community responsibility and pride.

- Assist first responders.

## FY 22 and FY 23 Key Projects:

- Continued implementation of the Tenant's Bill of Rights through education, and resolve related complaints.
- Fully deploy body worn cameras to Animal Control personnel to document and enhance investigations, support victims, and identify training opportunities.
- Increased Fight the Blight and Community Clean-Up operations augmented by volunteer recruitment through use of an online litter heat map.

## Innovation:

To increase safety, as well as citizen and staff awareness, the Animal Control division posted the Dangerous Dog Registration Database online in September 2021. The searchable format includes the dog's name, address, and a photograph, and it represented over 70 entries as of the first quarter of 2022.

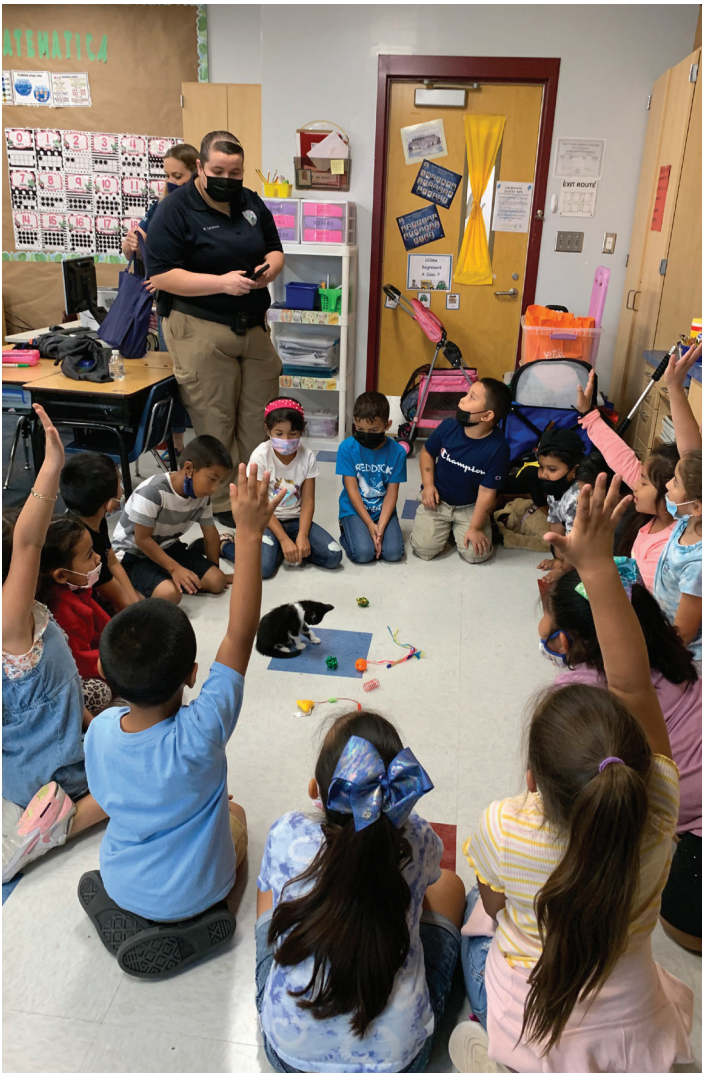


Overgrown conditions and other violations are investigated by Code Enforcement officers.



Regulatory Compliance investigators monitor Port Tampa Bay, the Tampa International Airport, and other venues to verify adherence to vehicle-for-hire standards of service and consumer protections.





Animal Control officers discuss pet ownership responsibilities with school children.



The Rapid Response Team enhances neighborhood conditions through regularly scheduled Fight the Blight events.

Performance Measure	FY 20 Actual	FY 21 Actual	FY 22 Projected	FY 23 Projected
Number of code cases referred to hearing	2,964	1,500	2,000	2,500
Average time for a code officer to respond to an initial complaint	2.40 days	1.77 days	1.75 days	1.75 days
Average response time to reinspections in a timely manner	2.98 days	2.56 days	2 days	2 days
Number of illegal snipe signs collected	48,254	56,000	57,000	57,000
Number of animal cruelty investigations	3,000	3,200	3,300	3,350

# Code Enforcement

	FY20 Actual	FY21 Actual	FY22 Adopted	FY23 Recommended
<b>Appropriations</b>				
Personnel Services	\$ 5,343,167	\$ 7,939,178	\$ 8,642,867	\$ 9,155,974
Operating Expenditures/Expenses	3,180,426	3,422,472	4,542,340	4,478,404
Capital Outlay	262,554	590,628	263,345	34,543
	<b>\$ 8,786,146</b>	<b>\$ 11,952,278</b>	<b>\$ 13,448,552</b>	<b>\$ 13,668,921</b>

	FY20 Actual	FY21 Actual	FY22 Adopted	FY23 Recommended
<b>Budget by Fund</b>				
CW General Operating Fund	\$ 1,175,274	\$ 3,713,221	\$ 4,698,413	\$ 4,776,236
UA Gen Op Fund	7,422,362	8,239,059	8,700,859	8,839,765
CW Special Revenue Funds	188,510	(2)	49,280	52,920
	<b>\$ 8,786,146</b>	<b>\$ 11,952,278</b>	<b>\$ 13,448,552</b>	<b>\$ 13,668,921</b>

	FY20 Actual	FY21 Actual	FY22 Adopted	FY23 Recommended
<b>Funded Positions</b>	58	97	112	112
<b>Funded FTE Positions</b>	57.50	97.00	112.00	112.00

**BUDGET CHANGES AND OPERATIONAL IMPACT  
FY 22 to FY 23**

**PERSONNEL SERVICES:**

- A merit increase is budgeted in FY23.
- A 5% increase for health insurance is budgeted in FY23.
- Position transfers between Pet Resources result in net zero positions.

**OPERATING EXPENDITURES:**

- Continuation budget.

**CAPITAL AND OTHER EXPENDITURES:**

- The decrease in capital expenditures is primarily the result of animal control vans and other vehicles during FY22.



# Communications & Digital Media

(813) 272-5314 | [HCFLGov.net/Media](https://www.hcflgov.net/Media)

Communications & Digital Media (CDM) provides residents, businesses, and community partners with timely, accurate information related to County government programs, services, and emergency matters. Its expertise fosters two-way communication that is meaningful, clear, and concise. It engages the community using both traditional and digital channels, emerging media, printed material, the County's website, and social media. The department's work supports the County's vision and all its aspects by raising awareness of the programs and services available to residents, and helping them access tools to improve their quality of life, grow businesses, and learn about County government.



From left, Commissioner Stacy White, former Commissioner Sandra Murman, Commissioner Harry Cohen, Commissioner Gwen Myers, former Commissioner Lesley "Les" Miller, Jr., and Commissioner Ken Hagan attend a dedication to unveil the new sign for the Lesley "Les" Miller, Jr. All People's Community Park and Life Center in honor of the Miller.



Following a year when the Hillsborough County Hiking Spree ended early due to pandemic-related park closures, Communications & Digital Media employed innovative strategies and publicity tactics to promote the most successful year of outdoor adventure in the program's fifth year of existence. In total, 5,566 hikers and 1,144 pets took to the trails for exercise and to commune with nature.

## FY 21 and FY 22

### Accomplishments:

- CDM's retooling of [HCFLGov.net/StaySafe](https://www.hcflgov.net/StaySafe), Hillsborough County's repository for emergency information, resulted in the greatest source of real-time pandemic-related information in the state. Historically used most frequently for weather-related emergencies, CDM expanded the online hub to help residents navigate the pandemic, incorporating both a COVID-19 portal and a storm portal.
- Hillsborough County business continues to be easily accessible to residents. By utilizing new technology, creating unique and innovative workflows, and dedicating time and resources specifically toward solutions for public meetings, CDM provided uninterrupted access to all public meetings. From scheduling to hosting, CDM aided in conducting over 500 hybrid, in-person, and virtual meetings. Of those, 366 are hosted on the Hillsborough County Meetings YouTube channel. Additionally, CDM hosted 70 virtual public engagement opportunities for public projects on the Hillsborough County Engagement Hub.
- HCFL Alert is the mass notification system that quickly disseminates emergency messages to Hillsborough County residents 24/7 via phone, text, and email. Subscribers also can choose to sign up for important informational messages and severe weather alerts. CDM has launched a new subscriber function for HCFL Alert that allows residents to opt-in for more day-to-day notifications. Emergency preparedness remains the focus, and other options like County events, major road closures, and program notifications will enhance a resident's experience with Hillsborough County.





CDM helped facilitate an event for the unveiling of a plaque officially renaming the old courthouse in honor of longtime public servant Pat Collier Frank, center.

### FY 22 and FY 23 Core Goals:

- Establish, review, evaluate, and maintain various channels of communication that allow Hillsborough County to meet residents where they are. These channels will provide multiple opportunities to receive feedback and rapidly respond to communications that require direct intervention, such as service requests, emails, public meeting responses, social media interactions, and website comments.
- Develop a thorough understanding of the role of cultural messaging, substantive storytelling, equity, creativity, relevance, empathy, and relatability of content as a pathway to more effective communications.

- Conduct and utilize existing research and data to gain a thorough understanding of the diverse levels of engagement across the resident spectrum and seek to interpret how shifts in population, life changes, and life stages impact residents' interactions with the County.

### FY 22 and FY 23 Key Projects:

- Execute an annual strategic marketing and public relations campaign that promotes engagement and acquires subscribers on the HC Engagement hub in order to improve and amplify resident's involvement in Hillsborough County projects and surveys.
- In partnership with Customer Service & Support, ensure that all customer service expectations and interactions

at the County's points of service reflect established communications and service standards.

- Review and update existing County policies related to communications to ensure alignment with CDM's services and establish new guidelines to shape internal messaging.

### Innovation:

Research and technology have taken center stage in CDM's campaign planning to make the most effective use of the department's communications tools. CDM utilizes a metrics component in almost all efforts. The measurements ensure the department's body of work is results-driven. By using research tools, CDM better aligns County services with the needs of residents.

Performance Measure	FY 20 Actual	FY 21 Actual	FY 22 Projected	FY 23 Projected
Provide information about Hillsborough County services and programs, measured by the amount of new, original programming created by HTV, other than coverage of meetings. Original programming includes special events coverage, community outreach, and public service productions.	223	130	130	150
Web page views	17,732,526	20,708,000	15,000,000	15,500,000
Expand outreach, increase conversation, and connect with influencers through the most widely used social media platforms to complement traditional media outlets. This is measured by social media engagement.	Facebook: 871,840	Facebook: 447,107	Facebook: 124,230	Facebook: 136,653
	Twitter: 205,402	Twitter: 135,160	Twitter: 60,224	Twitter: 66,246
	LinkedIn: 25,716	LinkedIn: 13,069	LinkedIn: 6,037	LinkedIn: 6,641
	Instagram: 10,392	Instagram: 10,370	Instagram: 6,344	Instagram: 6,978

# Communications & Digital Media

Appropriations	FY20 Actual	FY21 Actual	FY22 Adopted	FY23 Recommended
Personnel Services	\$ 4,214,652	\$ 4,511,404	\$ 4,967,591	\$ 5,368,931
Operating Expenditures/Expenses	862,347	740,598	1,281,280	1,319,323
Capital Outlay	52,765	0	152,388	13,400
	<b>\$ 5,129,764</b>	<b>\$ 5,252,002</b>	<b>\$ 6,401,259</b>	<b>\$ 6,701,654</b>

Budget by Fund	FY20 Actual	FY21 Actual	FY22 Adopted	FY23 Recommended
CW General Operating Fund	\$ 5,017,440	\$ 5,179,096	\$ 6,278,554	\$ 6,569,343
UA Gen Op Fund	(4,385)	(3,620)	0	0
Public Utilities Water/Wastewater	116,709	76,526	122,705	132,311
	<b>\$ 5,129,764</b>	<b>\$ 5,252,002</b>	<b>\$ 6,401,259</b>	<b>\$ 6,701,654</b>

	FY20 Actual	FY21 Actual	FY22 Adopted	FY23 Recommended
Funded Positions	45	45	49	49
Funded FTE Positions	44.50	44.50	48.50	48.50

## BUDGET CHANGES AND OPERATIONAL IMPACT FY 22 to FY 23

**PERSONNEL SERVICES:**

- A merit increase is budgeted in FY23.
- A 5% increase for health insurance is budgeted in FY23.

**OPERATING EXPENDITURES:**

- Continuation budget.

**CAPITAL AND OTHER EXPENDITURES:**

- The decrease in capital expenditures is primarily the result of projects requiring one-time funding reaching completion.

# Community & Infrastructure Planning

(813) 635-5400

Community & Infrastructure Planning combines key principles of land use planning and infrastructure planning to meet the needs of Hillsborough County's existing and growing communities. The department is comprised of two divisions: Strategic Infrastructure Planning and Community Planning. Both divisions work in tandem to achieve a shared goal of ensuring high-quality infrastructure investments. Operationally, the Strategic Infrastructure Planning division foresees potential growth, identifies infrastructure opportunities, and optimizes land use to support anticipated growth; Community Planning seeks to optimize infrastructure by identifying redevelopment opportunities countywide for long-term community prosperity.



Meagan Winchester from the Community & Infrastructure Planning Department engaging with residents during a transportation open house.

- Reinforce community values through context-sensitive roadway planning and design, proactive land use regulatory strategies, and targeted incentives.
- Build and maintain productive collaborations with the Metropolitan Planning Organization, the Planning Commission, HART, the Florida Department of Transportation, and all other agencies whose responsibilities link land use, infrastructure, and community building.

## FY 22 and FY 23 Key Projects:

- Multimodal Corridor Preservation Plan: Update the Current Corridor Preservation Plan to include a planned network to support all modes of transportation beyond the buildout year of the County's long-range plans.
- Greenways Master Plan Update: Update the 1995 Greenways Master Plan to incorporate best practices and implementation strategies for a complete greenways and trails network.
- Palm River Safe Neighborhood Pilot Project: Develop strategies based on Vision Zero Systems Approach for Palm River neighborhood residents which allows residents to safely and comfortably walk or bike to the places, goods and services they use on a regular basis. This pilot project could lead to healthier, more resilient and sustainable neighborhoods throughout the County.

## Innovation:

Developed a Complete Streets Guide that provides policy guidance on planning and designing County-owned streets consistent with the County's Comprehensive Plan, as well as Vision Zero principles adopted by the Board of County Commissioners. This will be used to create a new Hillsborough County Design Manual for county roads.

## FY 21 and FY 22 Accomplishments:

- Key collaborator on the update to the Mobility Chapter of the Comprehensive Plan, resulting in the adoption of the context-based classification system mandating Vision Zero street design. This collaboration ensures that streets are designed for all people and accommodates future growth. New connectivity and street acceptance policies ensure a complete multimodal transportation network.
- Developed a Complete Streets Guide that steers the implementation of Vision Zero principles adopted by the Board of County Commissioners. This guide will be used to create a new Hillsborough County Design Manual for county roads.
- Led a multi-agency collaboration to deliver several workshops and open houses on transportation infrastructure needs. This will serve as a baseline for an integrated mobility plan for the next 10 years.

## FY 22 and FY 23 Core Goals:

- Develop infrastructure investment strategies that further the economic development goals of Hillsborough County's neighborhoods and business centers.



# Typology: Suburban Neighborhood Connector, C3R



## Design Considerations

Expected Users	Use of Street	Target Speed	Notes
Pedestrians	Walking	25-35 MPH	<sup>1</sup> Alternative protected bicycle facility design may be considered in constrained Right-of-Way's. If on-street bicycle facilities are appropriate, sidewalks are required on both sides. <sup>2</sup> Additional travel lanes must be justified whether a new lane or existing. <sup>3</sup> When furniture zone is reduced below 8 feet or combined with another zone, street trees should be provided in accordance with chapter 4 of this guide.
Bicyclists	Riding		
Transit <sup>2</sup>	Medium Frequency		
Auto	Through Traffic		
Freight	Through Traffic		

A typology from the Complete Streets Guide showing the design elements prioritized based upon the expect multimodal users of the street type.

Performance Measure	FY 20 Actual	FY 21 Actual	FY 22 Projected	FY 23 Projected
Projects resulting in Capital Investment – All of the Preliminary Land Use and Transportation and Network Analysis studies resulted in implementation of recommended capital improvement projects.	N/A	75%	70%	75%
Projects with ongoing stakeholder involvement in implementation – All projects with recommendations beyond roadway investments maintain continued stakeholder involvement throughout the implementation.	N/A	N/A	100%	100%
Improved relative taxable value after implementation of study recommendations compared to rest of the County.	N/A	N/A	Establish baseline	Establish baseline
Support to other infrastructure and land use agencies through technical assistance.	N/A	N/A	100%	100%

# Community & Infrastructure Planning

Appropriations	FY20 Actual	FY21 Actual	FY22 Adopted	FY23 Recommended
Personnel Services	\$ 626,380	\$ 895,625	\$ 1,498,747	\$ 1,611,845
Operating Expenditures/Expenses	313,071	632,190	2,656,265	2,659,308
Capital Outlay	0	9,000	0	0
	<b>\$ 939,451</b>	<b>\$ 1,536,816</b>	<b>\$ 4,155,012</b>	<b>\$ 4,271,153</b>

Budget by Fund	FY20 Actual	FY21 Actual	FY22 Adopted	FY23 Recommended
CW General Operating Fund	\$ 0	\$ 44,268	\$ 895,000	\$ 895,000
Transportation Trust Fund	939,451	1,492,548	3,260,012	3,376,153
	<b>\$ 939,451</b>	<b>\$ 1,536,816</b>	<b>\$ 4,155,012</b>	<b>\$ 4,271,153</b>

	FY20 Actual	FY21 Actual	FY22 Adopted	FY23 Recommended
Funded Positions	6	13	12	12
Funded FTE Positions	6.00	13.00	12.00	12.00

**BUDGET CHANGES AND OPERATIONAL IMPACT  
FY 22 to FY 23**

**PERSONNEL SERVICES:**

- A merit increase is budgeted in FY23.
- A 5% increase for health insurance is budgeted in FY23.

**OPERATING EXPENDITURES:**

- Continuation budget

# Conservation & Environmental Lands Management

(813) 635-3547 | [HCFLGov.net/Conservation](https://www.hcflgov.net/Conservation)

Conservation parks and preserves are an essential component of every community. There are proven correlations between the presence of parks and preserves and enhanced environmental, economic, and social conditions. The Hillsborough County Conservation & Environmental Lands Management (CELM) department provides outdoor recreational opportunities for residents and visitors. It oversees the management of all conservation lands, often referred to as ELAPP (the Jan. K. Platt Environmental Lands Acquisition and Protection Program) sites, as well as the County's regional conservation parks system. The department manages 84,000 acres of park and preserve lands, serving over 2.8 million visitors annually.

## FY 21 and FY 22 Accomplishments:

- Collected \$2,613,762 in Conservation Parks revenue during FY 21. This resulted in a 43.1% cost recovery for Conservation Park operations, thereby allowing all parks to remain open seven days a week.
- During FY 21, achieved a 22% reduction in wildfire threats on CELM-managed preserve lands by utilizing prescribed fire over 7,873 acres, despite weather-limiting conditions and Florida Forest Service restrictions on prescribed burning due to COVID-19 and drought.

- The CELM maintenance crew, with support from park staff, completed several major "in-house" construction projects during FY 21 that resulted in a \$410,000 savings over estimates provided by outside contractors. Completed projects within the conservation parks system include the replacement and repair of boardwalks, observation decks, docks, boat ramps, and trail bridges.

## FY 22 and FY 23 Core Goals:

- Achieve a 90% customer satisfaction rating within the CELM department's system of conservation parks and ELAPP preserves to better serve the

public and meet County customer service objectives.

- Provide an average cost recovery of approximately 25% to offset annual conservation park operational costs, thereby allowing all parks to remain open seven days a week.
- Reduce vegetation and overall fuel loads over 9,142 acres of CELM-managed preserve lands by using prescribed fire and mechanical treatment methods. These techniques reduce the overall wildfire threat on preserved lands by approximately 25% per year, while enhancing a variety of native upland and wetland habitats.

## FY 22 and FY 23 Key Projects:

- Complete site improvements for a new Lettuce Lake Conservation Park playground at a cost of \$850,000. This playground will be ADA-accessible and provide a modern playground design with creative amenities to encourage outdoor play and socialization for children of all ages and abilities.
- Complete the addition of 22 new full-service campground sites at E.G. Simmons Park at an estimated cost of \$500,000. This project will provide much-needed relief for existing park campground sites and allow for additional capacity during peak camping season (November through March).
- Expend the remaining \$25.4 million of ELAPP bond proceeds to acquire approximately 1,000 - 2,000 acres of new preserve lands within approved ELAPP site boundaries. The County is in active negotiations with several property owners to achieve this objective by the close of 2022.

Thanks to partnerships and more than 200 volunteers, 30,000 longleaf pine seedlings were planted across 2,500 acres at the Lower Green Swamp Preserve.







Replacement of the Northdale Trail Boardwalk stringers and sills.

### Innovation:

Over the past two years, the CELM department was required to develop new and creative ways to provide informational site tours without the need to have an “in-person” staff guide. After some research, department staff decided to work with an app developer to create the Hillsborough FL Nature Tour app, which provides a virtually guided experience through nine nature preserves and five conservation parks. This app allows users to hear pre-recorded descriptions of the area(s) they are visiting in three different ways. They can turn on their app at the beginning of the hike and, as they approach specific areas, the audio will begin to play and educate them about the amenities within their field of view. If leaving the app on is not desired, there are also informational signs at each location where the visitor can scan a QR code or call a telephone number to hear the voice recording. While in its early stages now, this app will be expanded to have audio tours of all CELM-managed parks and preserves in the near future.

The department rebuilt Hillsborough River overlook/rest area at Morris Bridge Park near the end of the Old Tram Trail.



#### Performance Measure

	FY 20 Actual	FY 21 Actual	FY 22 Projected	FY 23 Projected
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Provide a cost recovery of approximately 25% to offset annual conservation park operational costs, allowing all parks to remain open seven days a week.	30.4%	43.1%	27.4%	27.4%
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On an annual basis, reduce vegetation and overall fuel loads on 9,142 acres of ELAPP lands using prescribed fire and mechanical treatment methods. This will result in a 25% wildfire reduction threat.	16%	22%	25%	25%
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Continue implementation of an online survey system to determine levels of customer satisfaction within the conservation parks and trails system, and achieve a 90% satisfaction rating.	97%	89%	90%	90%
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Through the use of CELM department staff, nonprofit groups, and volunteers, provide a minimum of 80 environmental programs serving at least 1,000 participants on an annual basis.	75 programs 4,206 participants	81 programs 4,335 participants	130 programs 3,800 participants	130 programs 3,800 participants
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During FY 21, the average unit cost to manage 64,761 acres of ELAPP land was \$75.12/acre. Unit costs will vary from year to year based on overall acreage managed and staffing/operational/capital costs.	\$64.37/acre	\$75.12/acre	\$77.91/acre	\$77.91/acre
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# Conservation & Environmental Lands Management

	FY20 Actual	FY21 Actual	FY22 Adopted	FY23 Recommended
<b>Appropriations</b>				
Personnel Services	\$ 11,299,415	\$ 12,455,921	\$ 13,612,308	\$ 14,181,685
Operating Expenditures/Expenses	3,936,135	4,219,082	5,102,596	5,745,632
Capital Outlay	47,405	513,809	398,112	433,494
Grants & Aids	228,535	499,110	275,629	275,629
	<b>\$ 15,511,491</b>	<b>\$ 17,687,922</b>	<b>\$ 19,388,645</b>	<b>\$ 20,636,440</b>

	FY20 Actual	FY21 Actual	FY22 Adopted	FY23 Recommended
<b>Budget by Fund</b>				
CW General Operating Fund	\$ 13,707,986	\$ 15,429,878	\$ 16,549,981	\$ 17,757,950
UA Gen Op Fund	1,562,613	1,811,635	1,954,686	2,067,075
CW Special Revenue Funds	240,892	446,409	237,548	245,486
UA Special Revenue Funds	0	0	375,000	375,000
Grants (Not Transportation-Related)	0	0	271,430	190,929
General Agency Fund	(1)	1	0	0
	<b>\$ 15,511,491</b>	<b>\$ 17,687,922</b>	<b>\$ 19,388,645</b>	<b>\$ 20,636,440</b>

	FY20 Actual	FY21 Actual	FY22 Adopted	FY23 Recommended
<b>Funded Positions</b>	191	193	199	199
<b>Funded FTE Positions</b>	179.84	181.30	187.30	188.19

## BUDGET CHANGES AND OPERATIONAL IMPACT FY 22 to FY 23

### PERSONNEL SERVICES:

- A merit increase is budgeted in FY23.
- A 5% increase for health insurance is budgeted in FY23.
- Position transfers between Conservation & Environmental Lands Management, Consumer & Veteran's Services and Facilities Management result in net zero positions.

### OPERATING EXPENDITURES:

- The increase in operating expenditures is primarily the result of radio replacement, new administrative offices, operating supplies and the transfer of operations for Veteran's Memorial Park from Consumer & Veteran's Services to Conservation & Environmental Lands Management.

### CAPITAL AND OTHER EXPENDITURES:

- The increase in capital expenditures is primarily the result of increased costs for Prescribed Fire Supplemental Equipment funded and a Marine Safety Boom Trailer.

### GRANTS AND AIDS:

- Continuation budget.

# Consumer & Veterans Services

(813) 635-8316 | [HCFLGov.net/Veterans](https://www.hcflgov.net/Veterans) | [HCFLGov.net/Consumer](https://www.hcflgov.net/Consumer)

Consumer & Veterans Services aims to ensure the fair and proper treatment of community military veterans and consumers through various education, mediation, and administrative activities. The department is organized into three distinct teams, delivering community outreach programs to maximize awareness of services and benefits available to Hillsborough County veterans and all residents as consumers. The Veteran Services team provides all military veterans, their dependents, and survivors with assistance in accessing federal, State, and local benefits. Veterans Services coordinates all activities at Veterans Memorial Park and acts as the single point of contact for other governmental jurisdictions and private agencies concerning veterans' benefits. The Consumer Protection team investigates complaints from residents regarding deceptive trade practices, theft, fraud, or lost wages. Mediation may be offered to provide resolution and superior customer service. Consumer Protection also oversees lien settlements and Citizen Board Support, ensuring residents' due process by preparing and sending legal notices of hearings for code violations. The Business and Operations team oversees the billing, collections, and administration of the False Alarm Program. Consumer & Veterans Services has demonstrated agility and adaptability by offering in-person and virtual community outreach throughout the pandemic. Visitors and outdoor events have returned with robust enthusiasm to Veterans Memorial Park.



A new amphitheater and gazebo at Veterans Memorial Park provide a wonderful venue for outdoor events.

## FY 21 and FY 22

### Accomplishments:

- 35,672 clients received free expert assistance from Veteran Services, with an economic impact of \$727 million annually. Hillsborough County remains the No. 1 veteran-populated county in Florida, with 95,000 veterans.
- 6,431 clients received free expert assistance from Consumer Protection Services, which conciliated or mediated 353 cases, returning a total of \$413,983 in economic recovery to consumers. Additionally, the Citizen Board Support team assisted the Code Board with 920 cases.
- In observance of National Consumer Protection Week, the sixth annual "Shred Fest 2022" helped residents safely thwart identity theft by recycling or shredding more than 20,540 pounds of paper and nearly 4,000 pounds of electronics holding sensitive information during a drive-through event.

### FY 22 and FY 23 Core Goals:

- As military members return from worldwide missions, the demand for VA-related services is increasing. Accredited Veteran Service officers provide efficient, expert, and ethical assistance to obtain earned benefits for America's heroes. The department's superior community advocacy is critical in ensuring success for Veterans navigating complex federal processes.
- Consumer Protection responds quickly and efficiently to complaints about theft, fraud, loss of wages, and other unfair or deceptive trade practices. A low-cost alternative to the court system, CP seeks to resolve disputes, recover losses, advocate consumer protection laws, and ensure the safety and welfare of residents and visitors by promoting honest business practices.



## FY 22 and FY 23 Key Projects:

- Complete improvements to a new outdoor amphitheater on the grounds of Veterans Memorial Park & Rear Admiral Collins, Jr. Veterans Museum, including shade panels and audio. Through a generous donation by the Armed Forces Families Foundation, the addition of a sound system to the County-funded, 400-seat amphitheater will further highlight our park as a regional destination in Florida.

## Innovation:

In partnership with the County's Information & Innovation Office and Pet Resources, the Consumer & Veterans Services department is developing a meeting/scheduling option for customers who are unable to visit offices in person, either as a result of a disability/infirmity or the pandemic. This new online option aims to provide consultation and assistance from service officers to customers in the comfort and safety of their home.



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

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



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

Performance Measure	FY 20 Actual	FY 21 Actual	FY 22 Projected	FY 23 Projected
Department residents served/cost per unit	151,041/\$12.96	100,188/\$(3.52)	140,000/\$1.27	145,000/\$1.14
Veterans Park: Number of visitors and residents served	31,382	35,172	60,000	70,000
Department customer satisfaction	94%	85%	93%	97%
Consumer & Veterans Services outreach and education events	52	49	60	65

# Consumer and Veteran Services

Appropriations	FY20 Actual	FY21 Actual	FY22 Adopted	FY23 Recommended
Personnel Services	\$ 2,130,736	\$ 2,419,180	\$ 2,194,464	\$ 2,169,617
Operating Expenditures/Expenses	417,399	255,834	503,177	316,812
Capital Outlay	2,894	77,976	35,000	0
	<b>\$ 2,551,029</b>	<b>\$ 2,752,990</b>	<b>\$ 2,732,641</b>	<b>\$ 2,486,429</b>

Budget by Fund	FY20 Actual	FY21 Actual	FY22 Adopted	FY23 Recommended
CW General Operating Fund	\$ 1,749,142	\$ 2,043,190	\$ 2,217,004	\$ 1,951,241
UA Gen Op Fund	464,334	456,900	515,637	535,188
CW Special Revenue Funds	337,553	252,899	0	0
	<b>\$ 2,551,029</b>	<b>\$ 2,752,990</b>	<b>\$ 2,732,641</b>	<b>\$ 2,486,429</b>

	FY20 Actual	FY21 Actual	FY22 Adopted	FY23 Recommended
Funded Positions	49	49	28	24
Funded FTE Positions	48.28	48.28	27.28	24.00

## BUDGET CHANGES AND OPERATIONAL IMPACT FY 22 to FY 23

### PERSONNEL SERVICES:

- A merit increase is budgeted in FY23.
- A 5% increase for health insurance is budgeted in FY23.
- Position transfers between Consumer and Veteran Services and Conservation & Environmental Lands Management result in three fewer positions.
- During FY22, one position eliminated to change a part time position to full time position.

### OPERATING EXPENDITURES:

- The decrease in operating expenditures is primarily the result of Veteran's Memorial Park moving expenses to Conservation & Environmental Lands Management.

### CAPITAL AND OTHER EXPENDITURES:

- The decrease in capital expenditures is primarily the result of the security system for Veteran's Memorial Park reaching completion.



# County Administrator

The County Administrator and her immediate staff are the senior executive leadership for all Hillsborough County government operations and programs under the authority of the Hillsborough County Board of County Commissioners. The County Administrator implements and manages all the Board's policies to provide sound administration of County programs and finances, as evidenced by comparisons with other local governments, and provides opportunities for the public to interact with the Board.



Hillsborough County Administrator Bonnie M. Wise during a BOCC meeting.

## FY 21 and FY 22 Accomplishments:

- The County continued to maintain its AAA credit rating from all three rating agencies. Hillsborough County is one of only three counties in the State of Florida to hold this distinction.
- The County aggressively responded to the COVID-19 pandemic, rapidly establishing testing, isolation, and vaccination sites. In addition, it received federal CARES Act and

American Rescue Plan Act funding and established multiple programs to assist individuals and businesses negatively impacted by the pandemic.

## FY 22 and FY 23 Core Goals:

- The County Administrator will deliver a balanced budget to the Board of County Commissioners to ensure transparent and stable government operations and programs.
- The Administrator strives to employ sound financial management

practices, resulting in the County continuing to be AAA-rated by all three rating agencies for its general obligation debt. This will ensure that future borrowings can be completed with the lowest possible interest rates, thereby providing the best value for the taxpayer.

## FY 22 and FY 23 Key Projects:

- The County Administrator will continue to aggressively respond to the COVID-19 pandemic and will prepare a recommended FY 23 budget accordingly. This will continue a history of making budget decisions consistent with sound financial management practices, resulting in the maintenance of the County's AAA general credit rating from all three credit rating agencies.
- The County Administrator will work with the Board to develop and implement effective American Rescue Plan Act projects.



# County Administrator

Appropriations	FY20 Actual	FY21 Actual	FY22 Adopted	FY23 Recommended
Personnel Services	\$ 2,909,487	\$ 2,753,121	\$ 3,133,358	\$ 3,351,226
Operating Expenditures/Expenses	59,338	42,665	100,989	113,991
	<b>\$ 2,968,825</b>	<b>\$ 2,795,786</b>	<b>\$ 3,234,347</b>	<b>\$ 3,465,217</b>

Budget by Fund	FY20 Actual	FY21 Actual	FY22 Adopted	FY23 Recommended
CW General Operating Fund	\$ 2,968,825	\$ 2,795,786	\$ 3,234,347	\$ 3,465,217
	<b>\$ 2,968,825</b>	<b>\$ 2,795,786</b>	<b>\$ 3,234,347</b>	<b>\$ 3,465,217</b>

	FY20 Actual	FY21 Actual	FY22 Adopted	FY23 Recommended
Funded Positions	13	13	14	14
Funded FTE Positions	13.00	13.00	14.00	14.00

**BUDGET CHANGES AND OPERATIONAL IMPACT  
FY 22 to FY 23**

**PERSONNEL SERVICES:**

- A merit increase is budgeted in FY23.
- A 5% increase for health insurance is budgeted in FY23.

**OPERATING EXPENDITURES:**

- The increase in operating expenditures is primarily the result of an increase in insurance assessments.

# Customer Service & Support

Customer Service Center (813) 272-5900 | [HCFLGov.net/AtYourService](https://www.hcflgov.net/AtYourService)  
Neighborhood Relations (813) 272-5860 | [HCFLGov.net/Neighborhoods](https://www.hcflgov.net/Neighborhoods)  
Customer Service & Support Administration (813) 307-1700

Customer Service & Support (CSS) provides public customer service and connects the community with County government and services. CSS monitors customer service and provides strategy to affect positive change resulting in quality customer experiences. The department runs the County's customer service contact center, which handles general calls for government information and basic services provided by Public Works, Pet Resources, and Code Enforcement. The department also standardizes the organization's public engagement activities for all departments under the County Administrator by strategizing outreach to neighborhoods regarding programs, projects, and policies that may affect them. Additionally, Neighborhood Relations administers grants and initiatives, such as the Annual Neighborhoods Expo and the Hillsborough County Backstage Pass leadership program, to foster neighborhood improvements and strengthen Hillsborough's unique communities.

## FY 21 and FY 22 Accomplishments:

- The Customer Service division added an enterprise knowledge base management team that supports the digital platform customer service representatives use to assist callers. The division also introduced an optimization and training team that has improved call center reporting and analysis tools, as well as leads staff training initiatives.
- The Customer Engagement Support team implemented a safety initiative that outfitted vehicles with safety products and provided the staff with

safety gear. The team also reviewed protocols to promote safety in the field when posting, retrieving, and maintaining the County's public awareness signs.

- Neighborhood Relations transitioned to a virtual Neighborhood Expo for FY 22 to make the event more accessible to neighborhoods throughout Hillsborough County and the three incorporated cities. The Expo provides educational opportunities for neighborhood leaders and encourages them to foster a strong sense of community and build healthy, safe, and engaged neighborhoods.



Customer Engagement Support team member David Burt delivers sign posting services for Hillsborough County, with a focus on vehicle, tool, and personal safety.

## FY 22 and FY 23 Core Goals:

- Transform both internal and external customers' experiences by implementing technology that will allow them to engage easily via their channels of choice and reduce their perception of departmental silos. This also will make it easier for staff to provide quality customer service and harness data to drive business decisions based on customer needs and priorities.
- Handle the County's simple, repeatable customer interactions within the Customer Service & Support department rather than in many departments with varying processes. This will make the customer experience more consistent, and will lessen partner departments' workload, enabling them to focus on delivery of their core services and more complex customer needs.
- Partner with the Geospatial Services Division to improve the digital platform that County departments use when they request sign posting services. Currently, users must mark a digital map to indicate their desired location for each sign. Planned enhancements will allow users to easily select major intersections with pre-set locations where signs are commonly placed.

## FY 22 and FY 23 Key Projects:

- Partnering with the Information Technology department, CSS will transition to cloud-based software systems that allow customers to request services, get information, and receive timely status updates via multiple channels such as phone, website, chat, mobile app, email, and social media.
- CSS will provide customer service staff with improved tools and training, including an enhanced enterprise

knowledge base and improved quality assurance practices. These efforts will support and enhance employee satisfaction and foster stellar customer experiences.

- CSS will implement Neighborly Software for the mini-grant programs that Neighborhood Relations administers. The software will eliminate extensive manual processes, improve accountability, and increase accuracy for grant applications, scoring, budget tracking, and outcomes.

**Innovation:**

Customer Service & Support upgraded the tools that customer service representatives use to assist customers and perform related tasks. Their previous three-ring binders - with printed pages of instructions and information - were cumbersome to use, required constant manual updates, and consumed significant amounts of paper and ink. Customer service representatives now use an online content management system that provides them immediate digital updates.



Neighborhood Mini-Grant recipient Riverhills HOA completed exercise stations along their nature trail to make exercise challenging and fun for residents.

Performance Measure	FY 20 Actual	FY 21 Actual	FY 22 Projected	FY 23 Projected
The Customer Service Center provides one-call resolution for callers to several County departments, and initiates service requests on behalf of callers for County departments to resolve.	119,195 calls received	132,989 calls received	130,000 calls (reduction anticipated due to technological efficiencies)	123,500 calls (reduction anticipated due to technological efficiencies)
Neighborhood Relations follows the Neighborhood Bill of Rights adopted by the BOCC to involve neighborhood leaders in public engagement opportunities, services, and events.	929 HOAs, civic associations, and other neighborhood organizations engaged via the Neighborhood Directory	929 HOAs, civic associations, and other neighborhood organizations engaged via the Neighborhood Directory	631 HOAs and civic associations engaged via the Neighborhood Directory. After an extensive review of the Neighborhood Directory in preparation for an upcoming acquisition campaign, Neighborhood Relations purged organizations that were no longer active. This voluntary directory relies on neighborhood organizations to maintain their information.	800 HOAs and civic associations engaged via the Neighborhood Directory
The Customer Engagement Support team posts and retrieves informational signs to foster community awareness about public engagement opportunities, hearings, and events.	4,317 sign installations and retrievals	4,562 sign installations and retrievals	4,300 sign installations and retrievals	4,500 sign installations and retrievals



# Customer Service & Support

Appropriations	FY20 Actual	FY21 Actual	FY22 Adopted	FY23 Recommended
Personnel Services	\$ 2,174,328	\$ 2,417,469	\$ 2,838,403	\$ 3,026,738
Operating Expenditures/Expenses	1,930,011	563,806	898,006	1,137,421
Capital Outlay	1,113	0	0	0
	<b>\$ 4,105,452</b>	<b>\$ 2,981,275</b>	<b>\$ 3,736,409</b>	<b>\$ 4,164,159</b>

Budget by Fund	FY20 Actual	FY21 Actual	FY22 Adopted	FY23 Recommended
CW General Operating Fund	\$ 584,670	\$ 706,946	\$ 898,234	\$ 1,454,139
UA Gen Op Fund	1,638,638	1,812,945	2,242,949	2,610,020
CW Special Revenue Funds	1,428,423	0	0	0
UA Special Revenue Funds	8,744	9,900	100,000	100,000
Transportation Trust Fund	444,977	451,484	495,226	0
	<b>\$ 4,105,452</b>	<b>\$ 2,981,275</b>	<b>\$ 3,736,409</b>	<b>\$ 4,164,159</b>

	FY20 Actual	FY21 Actual	FY22 Adopted	FY23 Recommended
Funded Positions	29	31	30	30
Funded FTE Positions	29.00	31.00	30.00	30.00

**BUDGET CHANGES AND OPERATIONAL IMPACT  
FY 22 to FY 23**

**PERSONNEL SERVICES:**

- A merit increase is budgeted in FY23.
- A 5% increase for health insurance is budgeted in FY23.

**OPERATING EXPENDITURES:**

- The increase in operating expenditures is primarily the result of increased insurance assessments.

# Cyber Security Services

(813) 272-5464

Cyber Security Services protects and defends the County against cyberattacks, which can be very costly to the County and impact vital services to residents. The division actively looks for possible risks and threats. It also establishes and maintains the organization’s cyber security vision, strategy, and program to ensure information assets and technologies are protected. The division works to partner with County employees to nurture a culture of security regarding the County’s data, networks, and technological infrastructure, helping employees understand that they are the County’s best line of defense.

## FY 21 and FY 22

### Accomplishments:

- Education Initiatives: Cyber Security Services designed education initiatives to reinforce safe data handling practices and help employees understand the role they play in helping to combat information security breaches.
- Account Initiatives: 5,000+ employees are using multifactor authentication, which improves the County’s security posture by preventing account takeovers.

## FY 22 and FY 23 Core Goals:

- Catalog the County’s technology vendors and identify opportunities for risk reduction, consolidation, and standardization. This will save the County money and improve the County’s security posture.
- Act as a business partner and internal consultancy. Cyber Security Services aims to collaborate with departments to conceive of, design, and implement solutions that ensure security for the good of departments and, by extension, County residents.

## FY 22 and FY 23 Key Projects:

- Enhance the County’s security posture, and establish governance and policies for the future to assure continuous improvement of the County’s technology security environment.

### Innovation:

Promoting digital equity for residents and employees, and ensuring that everyone has the knowledge to safely navigate cyberspace.



The division promotes cyber security to employees throughout the year, including for National Cyber Security Month.

Performance Measure	FY 20 Actual	FY 21 Actual	FY 22 Projected	FY 23 Projected
Percentage of employees who complete security training on time.	90%	94%	100%	100%

# Cyber Security Services Division

Appropriations	FY20 Actual	FY21 Actual	FY22 Adopted	FY23 Recommended
Personnel Services	\$ 680,795	\$ 636,501	\$ 980,520	\$ 1,082,716
Operating Expenditures/Expenses	811,046	721,018	1,518,458	770,653
Capital Outlay	263,687	13,340	650,000	0
	<b>\$ 1,755,527</b>	<b>\$ 1,370,860</b>	<b>\$ 3,148,978</b>	<b>\$ 1,853,369</b>

Budget by Fund	FY20 Actual	FY21 Actual	FY22 Adopted	FY23 Recommended
CW General Operating Fund	\$ 1,187,269	\$ 1,187,941	\$ 1,748,978	\$ 1,853,369
CW Special Revenue Funds	568,258	182,918	1,400,000	0
	<b>\$ 1,755,527</b>	<b>\$ 1,370,860</b>	<b>\$ 3,148,978</b>	<b>\$ 1,853,369</b>

	FY20 Actual	FY21 Actual	FY22 Adopted	FY23 Recommended
Funded Positions	6	6	7	8
Funded FTE Positions	6.00	6.00	7.00	8.00

## BUDGET CHANGES AND OPERATIONAL IMPACT FY 22 to FY 23

**PERSONNEL SERVICES:**

- A merit increase is budgeted in FY23.
- A 5% increase for health insurance is budgeted in FY23.
- In FY23, one position is established to address enhance security to the internal network.

**OPERATING EXPENDITURES:**

- The decrease in operating expenditures is primarily the result of projects to secure the County's information systems and environments reaching completion.

**CAPITAL AND OTHER EXPENDITURES:**

- The decrease in capital expenditures is primarily the result of projects to secure the County's information systems and environments reaching completion.



# Development Services

(813) 272-5600 | [HCFLGov.net/Development](http://HCFLGov.net/Development)

Development Services administers the Hillsborough County Land Development Code and provides planning, zoning, development review, permitting, and building inspection services for unincorporated areas of Hillsborough County. In doing so, the department helps to ensure not only the prosperity of the county, but also the safety of those who reside within its borders. The department reviews and processes rezoning requests and applications for other development orders, performs review and permitting of site development plans and proposed subdivisions of land to include the preservation of natural resources, and administers and enforces the Florida Building Code. This includes issuance of building permits, inspection of permitted work, and administration of the impact fee program.



A Development Services inspector conducts an electrical inspection.



An inspector completes a plumbing inspection.

## FY 21 and FY 22

### Accomplishments:

- Finalized the analysis of development trends affecting current and future development for Residential Planned-2 (RP-2) designated lands. This analysis led to the adoption of amendments to the RP-2 Comprehensive Plan and Land Development Code that better address infrastructure needs, increase transportation choices, and preserve the environment and open space.
- Updated report and public hearing presentation formats to provide more clear and concise information that is more easily understood by residents. Began to evaluate and modify the zoning counseling pre-submittal review and application sufficiency review processes to provide faster and higher-quality feedback to applicants sooner in the review process.
- Implemented Natural Resources and Right of Way processes into HillsGovHub after the initial phase one launch of the new permitting software. These processes are the first of many land development processes to be converted from Optix into HillsGovHub, increasing ease-of-use and transparency for applicants as well as increased staff efficiency.

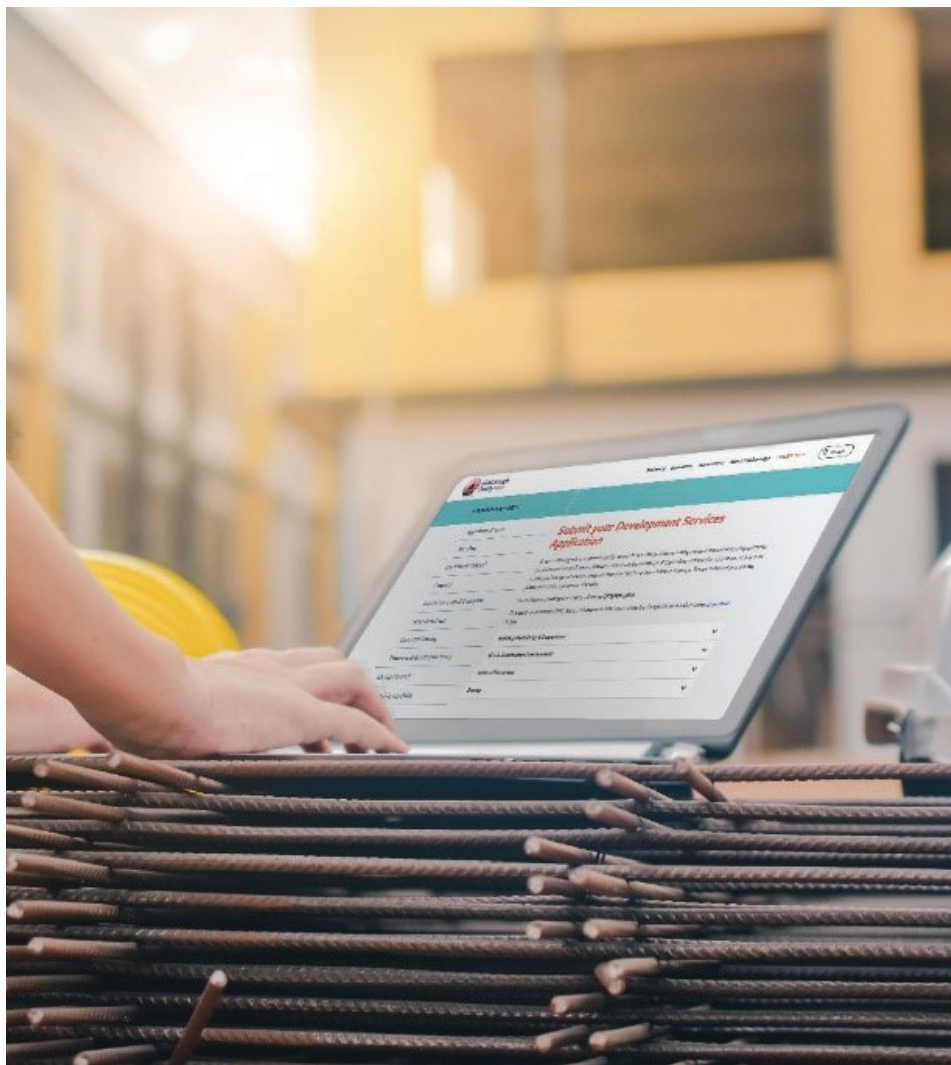
### FY 22 and FY 23 Core Goals:

- Enhance HillsGovHub to incorporate remaining department processes. The vertical building process has been implemented with positive customer feedback, but many other processes are still completed on paper or through outdated systems. Incorporating other functions will provide customers with a one-stop-shop for services and reduce confusion throughout the process.

- Further develop the infrastructure needed to expand the use of virtual inspections and increase the percentage of applicants utilizing virtual inspections rather than on-site. Virtual inspections increase customer flexibility by allowing inspections to be completed by staff at any time, rather than during a specific timeframe.
- Expand the department’s web-based operations to provide online services (counseling, application intake, hearings, etc.) and improve messaging and customer communications. Expanding the department’s web-based operations will improve customer experience due to the enhanced flexibility, compared to requiring customers to come to County Center for assistance.

**FY 22 and FY 23 Key Projects:**

- Complete a construction permit fee study to align permit fees with the cost of services. Permit and inspection services have dramatically changed since the last fee study over a decade ago. Permit fees and staffing costs should be aligned to ensure customer expectations and experiences are met as resident and construction industry demands continue to grow.
- Enhance and expand HillsGovHub to incorporate remaining site and subdivision processes. Implementing these processes will lead to more consistency between the land development and vertical building processes, reducing customer confusion, while also improving staff efficiency and review times due to no longer operating in two separate permitting systems.



The Development Services website can be accessed on laptops or mobile devices from anywhere.

- Supplement virtual inspection services provided by the department by acquiring new software. The software will be completely integrated into HillsGovHub, thus making the virtual inspection process more efficient and user friendly for applicants while also reducing site visits by inspectors and vehicle traffic throughout the community.

**Innovation:**

Designed and implemented interactive Power BI dashboards throughout the Center for Business and the other divisions in the department. These dashboards have allowed the department to begin

Performance Measure	FY 20 Actual	FY 21 Actual	FY 22 Projected	FY 23 Projected
Building Services: Permits issued	60,590	70,844	72,500	74,350
Customer Service Call Center: Percentage of calls answered and not routed to voicemail or otherwise abandoned by the caller	80.7%	81.9%	85%	85%

# Development Services

Appropriations	FY20 Actual	FY21 Actual	FY22 Adopted	FY23 Recommended
Personnel Services	\$ 19,636,809	\$ 22,485,878	\$ 26,331,630	\$ 27,223,654
Operating Expenditures/Expenses	10,990,522	12,908,476	16,149,867	16,954,584
Capital Outlay	857,353	0	0	31,000
	<b>\$ 31,484,684</b>	<b>\$ 35,394,355</b>	<b>\$ 42,481,497</b>	<b>\$ 44,209,238</b>

Budget by Fund	FY20 Actual	FY21 Actual	FY22 Adopted	FY23 Recommended
UA Gen Op Fund	\$ 8,520,758	\$ 9,741,674	\$ 11,657,994	\$ 12,227,320
CW Special Revenue Funds	110,898	77,107	101,644	101,401
UA Special Revenue Funds	20,828,131	23,197,665	27,876,930	28,795,687
Transportation Trust Fund	1,664,283	1,940,425	2,363,766	2,468,966
Public Utilities Water/Wastewater	360,614	437,484	481,163	615,864
	<b>\$ 31,484,684</b>	<b>\$ 35,394,355</b>	<b>\$ 42,481,497</b>	<b>\$ 44,209,238</b>

	FY20 Actual	FY21 Actual	FY22 Adopted	FY23 Recommended
Funded Positions	255	256	255	255
Funded FTE Positions	255.00	256.00	255.00	255.00

## BUDGET CHANGES AND OPERATIONAL IMPACT FY 22 to FY 23

**PERSONNEL SERVICES:**

- A merit increase is budgeted in FY23.
- A 5% increase for health insurance is budgeted in FY23.

**OPERATING EXPENDITURES:**

- The increase in operating expenditures is primarily due to increased collection expenses and insurance assessments.

**CAPITAL AND OTHER EXPENDITURES:**

- The increase in capital expenditures is primarily the result of funding for the purchase of a Stormwater vehicle.



# Economic Development

(813) 272-7232 | [HCFLGov.net/EconDev](http://HCFLGov.net/EconDev) | [HCFLGov.net/ECC](http://HCFLGov.net/ECC) | [HCFLGov.net/EDi2](http://HCFLGov.net/EDi2)

The Economic Development department (EDD) takes a proactive, inclusive, and sustainable approach to supporting the 10 drivers of prosperity: competitive sites and redevelopment; technology and innovation; entrepreneurial and small business ecosystem; infrastructure; economic gateways; quality places; targeted industries; conventions, tourism, and sports; workforce and knowledge infrastructure; and competitive positioning. While the department engages directly in support of several of the drivers, many of the driver goals are achieved through interdepartmental teams, contractual relationships, and partnerships.



1 Million Cups Hillsborough, a weekly business pitch event for local small businesses, provides hybrid participation.

## FY 21 and FY 22 Accomplishments:

- With Administration leading a culture change emphasizing the importance of minority and small business enterprises (MBE and SBE), the existing section has been elevated to a division-level function. This provides better alignment and visibility for the importance of equity and inclusion. The program has taken steps to open up to additional MBE and SBE companies and increase their participation in County's procurement.
- Economic Development, with its partner organizations, has provided 1,310 residents and students with hands-on training and knowledge ranging from manufacturing and

engineering technologies to video production and vocational training, among others. These programs will provide meaningful educational and practical opportunities for a brighter future.

- The department's Entrepreneurial Services and Entrepreneur Collaborative Center (ECC) teams had a tremendous impact to small businesses with nearly 2,390 events, hosting 36,000 attendees for workshops, one-on-one consulting, and other programs through the collaborative efforts of more than 100 community partnerships.

## FY 22 and FY 23 Core Goals:

- Economic Development will work with its partners to bring meaningful

workforce training programs and paid work experience to struggling residents, preparing them for and connecting them to in-demand job opportunities, providing upward mobility.

- The Economic Development department will advance, identify, and secure targeted industry development projects, in collaboration with partners such as the Tampa Bay Economic Development Council, to grow higher-wage job opportunities in targeted industries, increase capital investment, and diversify the tax base.
- The department will build a stronger, sustainable, and more equitable community through historic preservation, redevelopment, and cultural initiatives that leverage private sector investment, attract and retain targeted industry jobs and businesses in the community, and improve the aesthetics of the built environment.

## FY 22 and FY 23 Key Projects:

- Economic Development will leverage the American Rescue Plan Act (ARPA) to expand its work with CareerSource Tampa Bay, delivering more workforce training opportunities and assisting the thousands of economically injured and displaced workers with occupational skills training and links to job opportunities.
- In collaboration with community partners, the department will work to support the Vision Plan Services for the Fowler Avenue Corridor to create a modern redevelopment plan that includes integrated transit, a land use regulatory framework, increased density, and provide for affordable housing for the workforce in the innovation district.
- The department will continue its momentum through engaging the private sector in meaningful redevelopment and competitive sites projects that result in targeted industry job growth. Through the use of an award-winning redevelopment

tool kit, the department will leverage private investment in some of the most underutilized areas of the county to promote reuse.

**Innovation:**

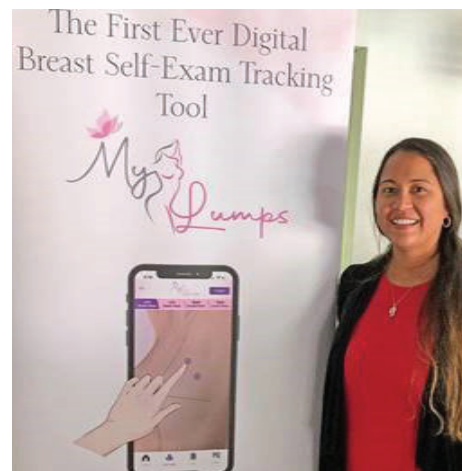
The Economic Development department took over the Capital Asset Preservation Program. With input from private sector and non-profit partners, the program was relaunched as the Cultural Facility Matching Grant Program and it was expanded to include the Tampa Museum of Art. The program has strived to enhance effectiveness and incent expediency of project completion by increasing the maximum annual grants from \$325,000 to \$500,000 annually on at least a dollar-for-dollar matching basis. The revised program also provides for multiyear awards, with a maximum award of \$1,500,000 for a qualifying three-year project of \$3,000,000. The program has a built-in incentive for expedient and timely project completion by providing only one award at a time to a qualifying institution until the subject project is completed.



Visitors attend the 2021 Florida Early Stage Capital Conference.



A huge fertilizer tank is slated to be redeveloped into an office building.



Entrepreneur Services/SBDC client utilizes Hillsborough County's small-business seminars, classes, and consulting to develop the mobile app "My Lumps," the first ever digital breast self-exam tracking tool.

Performance Measure	FY 20 Actual	FY 21 Actual	FY 22 Projected	FY 23 Projected
Number of announced jobs in assisted projects	2,620	2,789	3,050	3,250
Number of points of small business/entrepreneur assistance in consulting and programs	22,207	25,583	26,000	26,250
Tourist development revenue*	\$30,420,558	\$36,973,396	\$39,046,566	\$40,022,730

\*Tourism numbers have been significantly impacted by COVID-19

# Economic Development

	FY20 Actual	FY21 Actual	FY22 Adopted	FY23 Recommended
<b>Appropriations</b>				
Personnel Services	\$ 3,132,556	\$ 3,173,817	\$ 3,940,507	\$ 3,322,874
Operating Expenditures/Expenses	2,145,913	2,149,018	3,614,090	5,667,784
Grants & Aids	774,728	578,677	7,187,131	6,305,997
	<b>\$ 6,053,197</b>	<b>\$ 5,901,512</b>	<b>\$ 14,741,728</b>	<b>\$ 15,296,655</b>

	FY20 Actual	FY21 Actual	FY22 Adopted	FY23 Recommended
<b>Budget by Fund</b>				
CW General Operating Fund	\$ 3,107,360	\$ 3,157,966	\$ 6,131,890	\$ 5,690,801
Economic Devel Activity Fund	1,366,861	1,182,804	2,771,536	2,535,873
UA Gen Op Fund	55,703	54,173	102,408	702,573
UA Econ Devel Activity Fund	842,754	876,683	1,136,983	2,426,417
Grants (Not Transportation-Related)	286,121	284,527	396,413	388,693
Sales Tax Revenue Fund	394,398	345,358	4,202,498	3,552,298
	<b>\$ 6,053,197</b>	<b>\$ 5,901,512</b>	<b>\$ 14,741,728</b>	<b>\$ 15,296,655</b>

	FY20 Actual	FY21 Actual	FY22 Adopted	FY23 Recommended
<b>Funded Positions</b>	31	31	34	27
<b>Funded FTE Positions</b>	31.00	31.00	34.00	27.00

## BUDGET CHANGES AND OPERATIONAL IMPACT FY 22 to FY 23

### PERSONNEL SERVICES:

- A merit increase is budgeted in FY23.
- A 5% increase for health insurance is budgeted in FY23.
- Position transfers between Extension Services and Minority & Small Business Enterprises Division result in seven fewer positions.

### OPERATING EXPENDITURES:

- The increase in operating expenditures is primarily the result of the transfer of three UACDC programs from Social Services, indirect administrative costs, and insurance assessments.
- Additional changes in operating expenditures are the result of fluctuations in the funding for Florida Qualified Target Industries Tax Refund Program and operating budget transferred to the Minority & Small Business Enterprises Division due to reorganization of the department.

### CAPITAL AND OTHER EXPENDITURES:

- Changes in grants and aids expenditures are primarily the result of fluctuations in current revenue projections.



# Engineering & Operations

(813) 307-1868 | [HCFLGov.net/PublicWorks](http://HCFLGov.net/PublicWorks)

The Engineering & Operations department operates, maintains, manages, and engineers County roadway systems and rights of way to provide functional roads, sidewalks, and trails for safe travel, stormwater systems to convey runoff and reduce flooding, and mosquito management to protect public health. The department is responsible for maintaining: more than 3,400 centerline miles of roadway, or 7,300 traffic-lane miles; 277 bridges; 1,300 miles of pipes; 1,224 miles of ditches; 41,545 drainage structures; 40 pump stations; 17 watersheds (1,354 square miles); more than 500 acres of wetland mitigation; 143 miles of channels; 565 traffic signals; more than 145,000 traffic signs; and over 15,000 mosquito production sites. The department operates from its main office in downtown Tampa and seven satellite facilities to provide timely response for transportation and stormwater maintenance.

## FY 21 and FY 22 Accomplishments:

- Improved transportation safety and reliability for roadway travelers by completing over 2,400 traffic safety investigations and 1,500 safety reviews, ordering over 70 miles of major road safety lighting, and studying over 70 miles of school walking routes and 10 pedestrian corridor projects. Placed six new traffic signals into service and completed 2,549 signal repairs.
- Improved flood protection and awareness by completing over 1,400

investigations and work orders for 260 culvert projects, 110 structure/pipe repairs, 150,000 feet of ditches, and 20,000 feet of pipes. Developed 49 new flood protection capital projects and connected three stormwater pump stations with secure SCADA infrastructure network.

- Controlled mosquito-borne diseases by conducting multiple mosquito ground and aerial spray missions, covering a total of 1.5 million acres of land. Distributed 13,500 mosquito fish to citizens at nine mosquito fish distribution and outreach events.



County staff designed and replaced the sidewalk adjacent to the ditch line with reinforcing mat to prevent future erosion issues.

## FY 22 and FY 23 Core Goals:

- Develop transportation and stormwater infrastructure projects for advancement to design and construction, supporting the annual capital improvement program, improving safety and mobility, reducing vulnerability, and preserving transportation and stormwater infrastructure assets.
- Continually expand our mosquito management program through the acquisition of additional spray vehicles and recently installed boom sprayer attachments, which allow a single operator to apply mosquito larvicide in roadside ditches from the safety of the vehicle cab, thereby increasing efficiencies and safety.
- Successfully report and maintain more than 90 new acres of newly created wetland mitigation areas and connect an additional 10 stormwater pump stations to the secure SCADA network.

## FY 22 and FY 23 Key Projects:

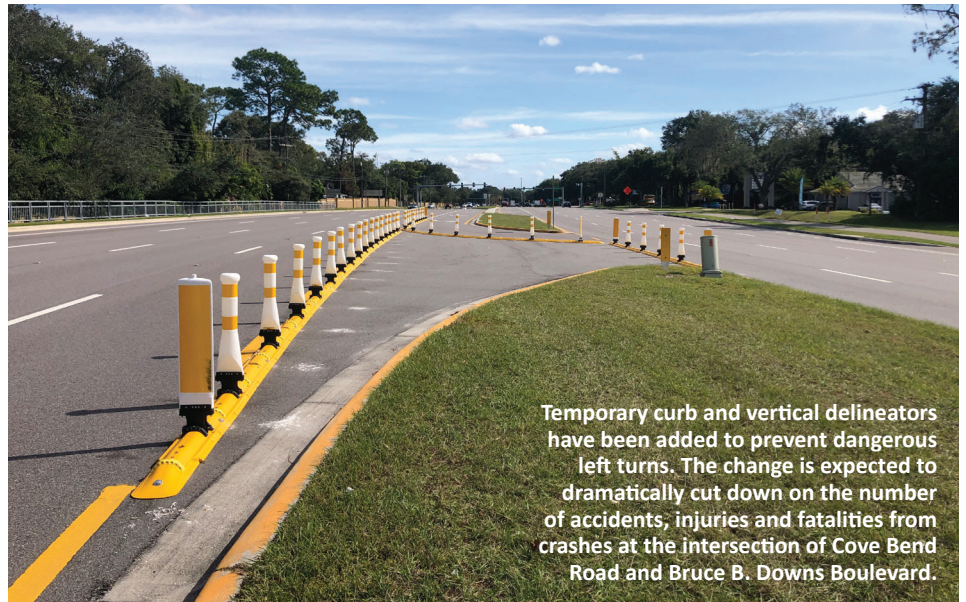
- Continue to work toward achieving Vision Zero through: 1) safety enhancements, such as upgrades to school speed zones, low-cost safety retrofits, and power outage emergency beacons; 2) technological upgrades, such as smart traffic network, smart work zone initiative, connected vehicles, priority and preemption; and 3) development of CIP projects for primary walking routes to schools.
- Implement remote flood-monitoring system and web viewer to capture real-time flood stages in flood-sensitive areas across the county; use innovative methods to forecast flood stages based on local weather forecasts; and support effective community education and outreach initiatives.
- Implement an upgrade to the department's computerized maintenance management software, which will provide advanced spatial



and data analytics tools for more efficient, data-driven labor, equipment, and material work planning.

**Innovation:**

Mosquito Management Services recently purchased and deployed a countywide system of remote monitoring stations. The stations autonomously run during peak mosquito activity hours and collect insights into daily activity patterns, adult density indices, population dynamics, and effectiveness of control activities.



Temporary curb and vertical delineators have been added to prevent dangerous left turns. The change is expected to dramatically cut down on the number of accidents, injuries and fatalities from crashes at the intersection of Cove Bend Road and Bruce B. Downs Boulevard.



Mosquito Management Services hosted a Mosquito Tech Day for local news crews.



Remote monitoring stations for mosquito sampling.

Performance Measure	FY 20 Actual	FY 21 Actual	FY 22 Projected	FY 23 Projected
Conduct stormwater maintenance (linear feet), including ditch maintenance, pipe repair, and replacement	606,000	622,000	710,000	710,000
Localized roadway pavement repairs (lane miles)	16	10	17	24
Mosquito control aerial spray missions (acres sprayed)	1,199,853	1,458,770	1,225,000	1,200,000
Mosquito public awareness and outreach events	15	11	12	15

# Engineering and Operations

Appropriations	FY20 Actual	FY21 Actual	FY22 Adopted	FY23 Recommended
Personnel Services	\$ 37,697,731	\$ 34,189,415	\$ 35,973,164	\$ 38,282,858
Operating Expenditures/Expenses	50,902,784	52,414,078	61,243,939	65,418,196
Capital Outlay	1,445,928	537,237	582,500	1,568,000
	<b>\$ 90,046,443</b>	<b>\$ 87,140,730</b>	<b>\$ 97,799,603</b>	<b>\$ 105,269,054</b>

Budget by Fund	FY20 Actual	FY21 Actual	FY22 Adopted	FY23 Recommended
CW General Operating Fund	\$ 4,548,775	\$ 5,324,065	\$ 7,340,723	\$ 9,184,922
UA General Operating Fund	13,451,578	11,589,127	15,475,775	16,687,087
UA Special Revenue Funds	5,641,641	8,085,276	7,551,922	8,119,138
Transportation Trust Fund	66,085,736	62,123,887	67,431,183	71,277,907
Grants (Not Transportation-Related)	319,167	17,504	0	0
Public Utilities Water/Wastewater	(453)	871	0	0
	<b>\$ 90,046,443</b>	<b>\$ 87,140,730</b>	<b>\$ 97,799,603</b>	<b>\$ 105,269,054</b>

	FY20 Actual	FY21 Actual	FY22 Adopted	FY23 Recommended
Funded Positions	457	449	449	449
Funded FTE Positions	454.38	446.38	446.38	446.38

## BUDGET CHANGES AND OPERATIONAL IMPACT FY 22 to FY 23

**PERSONNEL SERVICES:**

- A merit increase is budgeted in FY23.
- A 5% increase for health insurance is budgeted in FY23.

**OPERATING EXPENDITURES:**

- The increase in operating expenditures is primarily the result of rising fuel costs and insurance increases.

**CAPITAL AND OTHER EXPENDITURES:**

- The increase in capital expenditures is primarily the result of one-time funding for a helicopter purchase.



# Enterprise Program Management Office

(813) 274-6531

The Enterprise Program Management Office (EPMO) serves as advisers by partnering with departments and external stakeholders to plan, manage, and deliver customer-centric solutions that transform government services through innovative consultative and project management services. EPMO's Technology Service Delivery Teams partner with departments to establish technology roadmap solutions, and implement and support business applications and enterprise systems. EPMO evaluates and prioritizes project requests and manages resources, and executes enterprise projects and programs via project management best practices to ensure alignment with County strategic outcomes and overall successful delivery.



EPMO partnered with Development Services to outline current and future workflows in preparation for the HillsGovHub launch.

## FY 21 and FY 22 Accomplishments:

- Implemented HillsGovHub, a digital plans review and permitting solution, inclusive of inter-departmental workflows to streamline permitting and land development activities, accept PCI-compliant payments, and provide 24-hour online self-services and user-friendly inspection text capabilities, improving application turnaround times and enhancing the overall customer experience.
- Implemented a Capital Programs Delivery Solution for the Capital Programs and Water Resources departments to automate project scheduling, resource management, project data reporting, and project financial management. The platform reduces manual project efforts, automates processes, and enables data-driven decision making using real-time, project data analytics.
- Facilitated the implementation of a Solid Waste Customer Service Management solution inclusive of automated work request workflows, virtual agent, and an online knowledge database to enhance the customer experience. Implemented credit card acceptance at scale houses to provide residents and haulers with additional payment options.

## FY 22 and FY 23 Core Goals:

- Establish a portfolio management function to manage enterprise projects/programs, partner with departments to improve processes, implement solutions that materially impact and/or transform government, and therefore expanding project management and transformation services.

- Enhance Project and Program Portfolio Management (PPM) capabilities through the development and publication of demand and project management processes, guidelines, and policies. Implement a PPM solution to effectively track, manage, and communicate enterprise project and program status, metrics, and portfolio investments.
- Innovate process-driven technology solutions to improve, digitize, and/or transform government services to modernize the customer experience, provide self-service options, and reduce wait times, in accordance with technology standards and cybersecurity requirements

**FY 22 and FY 23 Key Projects:**

- Manage the implementation of an enterprise commerce payment platform, offering Hillsborough County residents and customers electronic payment methods and a one-stop payment processing portal. The Enterprise Payment Platform enables self-service government services while meeting all banking, state, and federal regulations, including Payment Card Industry (PCI) standards.

# HillsGovHub

HillsGovHub is a digital plans review and permitting solution that provides customers the ability to submit and process permit applications online.

- Develop and implement a Broadband Expansion Strategic Plan, in partnership with the Florida Department of Economic Opportunity Office of Broadband, to expand high-speed internet service to underserved areas throughout the county, increase internet use knowledge, and establish community training programs utilizing established federal and State funding sources.
- Expand site and subdivision capabilities and zoning processes, and implement virtual building inspections and right of way mobile inspections in the field to streamline processes, inter-departmental workflows, and turnaround times to improve the customer experience.

**Innovation:**

Implemented HillsGovHub, a scalable cloud-based digital plans review and permitting solution, inclusive of inter-departmental workflows, automated customer email notifications, electronic collaborative plans review, and text to schedule or receive inspections results. The platform provides 24-hour online self-services, transparency, user friendly text capabilities, and secure PCI-compliant electronic payments. In addition, the platform digitizes paper processes, improving application turnaround times and enhancing the customer experience.

Performance Measure	FY 20 Actual	FY 21 Actual	FY 22 Projected	FY 23 Projected
Overall customer satisfaction with a “satisfactory” or better rating based on responses to project and program surveys	N/A	N/A	96%	97%
Projects/Programs with Significant Scope Changes	N/A	N/A	<5% of active projects	<3% of active projects
Projects/Programs Overdue	N/A	N/A	<10% of active projects	<5% of active projects

# Enterprise Program Management Office

Appropriations	FY20 Actual	FY21 Actual	FY22 Adopted	FY23 Recommended
Personnel Services	\$ 2,623,822	\$ 3,131,089	\$ 3,642,073	\$ 4,024,139
Operating Expenditures/Expenses	950,874	388,917	1,349,553	1,472,017
Capital Outlay	989,669	974,356	0	0
	<b>\$ 4,564,366</b>	<b>\$ 4,494,362</b>	<b>\$ 4,991,626</b>	<b>\$ 5,496,156</b>

Budget by Fund	FY20 Actual	FY21 Actual	FY22 Adopted	FY23 Recommended
CW General Operating Fund	\$ 1,368,368	\$ 1,537,222	\$ 1,913,916	\$ 2,195,351
CW Special Revenue Funds	1,897,362	1,301,877	1,215,288	1,329,871
UA Special Revenue Funds	284,130	315,344	330,485	348,857
Transportation Trust Fund	0	485,357	529,580	536,513
Public Utilities Solid Waste Resource Recovery Division	303,076	261,623	284,698	315,398
Public Utilities Water/Wastewater	711,431	592,937	717,659	770,166
	<b>\$ 4,564,366</b>	<b>\$ 4,494,362</b>	<b>\$ 4,991,626</b>	<b>\$ 5,496,156</b>

	FY20 Actual	FY21 Actual	FY22 Adopted	FY23 Recommended
Funded Positions	25	29	30	30
Funded FTE Positions	25.00	29.00	30.00	30.00

**BUDGET CHANGES AND OPERATIONAL IMPACT  
FY 22 to FY 23**

**PERSONNEL SERVICES:**

- A merit increase is budgeted in FY23.
- A 5% increase for health insurance is budgeted in FY23.

**OPERATING EXPENDITURES:**

- The increase in operating expenditures is primarily the result of the implementation of software support systems.



# Enterprise Solutions and Quality Assurance

(813) 272-6671

Enterprise Solutions & Quality Assurance (ESQA) supports the County's Enterprise Resource Planning (ERP) system, which includes the software platforms and processes that manage day-to-day business activities such as human capital management, procurement, fiscal and accounting, budget, and analytics. In addition to supporting the applications that comprise the ERP system, ESQA staff supports internal business owners and customers throughout departments and agencies under the BOCC. Assistance includes providing fiscal support and working with customers to improve County operations by providing innovative quality solutions and support services. The department supports County leadership and management by providing critical management tools, staff training, and information through dashboards and reports. ESQA serves as an internal adviser for the County's financial and accounting functions, which are integral to the County's delivery of core services, such as public safety, transportation, and human services.

## **FY 21 and FY 22 Accomplishments:**

- A Kronos cybersecurity incident on December 12, 2021 caused the County's timekeeping system to be unavailable for 6 weeks/3 pay periods. ESQA executed their business continuity plan supporting BOCC departments and 12 agencies with guidance, templates, quality reviews, and functional/technical support to ensure more than 7,500 employees continued to get paid accurately and on-time. ESQA was integral in validating the automated system prior to bringing it back on-line.
- ESQA led a major effort with Oracle to modernize the platform for the current ERP system by moving the County's Oracle EBS, BI and UPK applications from legacy data centers into a next generation (Oracle Cloud Infrastructure) data center with the latest technology that is more secure and provides increased performance. The effort included significant data, process and report validations. The project was complete on-time with no issues.

- ESQA is leading a multi-agency collaborative effort to modernize the ERP system that runs the support processes, transactions and reporting needed to operate programs that deliver services to citizens. The implementation of Oracle Budgeting, data archive solution for reporting historical data; an initial test load of all data into the new system; and a review of all Oracle standard business processes was completed during FY21.

## **FY 22 and FY 23 Core Goals:**

- Increase Oracle ERP system reliability, efficiency and transparency resulting in enhanced end-user productivity for County staff utilizing the system for financial, procurement, reporting/ analytics and human capital management functions in the delivery of core services to citizens.
- Provide timely, quality data and analytics to County executives, directors, and managers for information needed to manage programs that are providing County services.
- Increase process and function efficiencies and effectiveness through

a cycle of continuous improvements including system enhancements, timely and effective training programs for our internal customer departments and key business owners.

## **FY 22 and FY 23 Key Projects:**

- The County's ERP system requires modernization. This effort will result in reduced total cost of ownership, enhanced security, and use of best practices in multiple business areas including procurement, human resources, financial management, and data analytics and risk management over those activities.
- The County's modernized system will offer many opportunities to enhance existing County business processes. Once live in FY 23, ESQA will work with business owners to implement a strategic plan to continue delivering solutions as needed.
- The ERP Modernization Project (E3) will bring many opportunities to streamline processes and procedures. As a parallel effort to the E3 Project, ESQA is analyzing and making recommendations for updating Board Policies and Administrative Directives as necessary.

**Innovation:**

During this fiscal year, Hillsborough County experienced an outage with our time and attendance system used by more than 7,500 employees across multiple agencies. This outage was caused by an international cybersecurity incident with the vendor. The average pay period Gross Pay for agencies impacted is \$16.3 million. ESQA worked with impacted agencies and departments to implement the business continuity plan. This effort spanning three pay periods included the distribution of guidance, workbooks and analyses/oversight required to collect accurate time entry data. Hundreds of hours supported this manual process. ESQA also created a mechanism for tracking and administering the data, which was then used to format, review, and create interface files. This effort, shared with other agencies allowed Payroll to timely process employee pay for all 12 impacted agencies. Further, ESQA provided technical support in the transition back to the automated system for all impacted agencies.



Performance Measure	FY 20 Actual	FY 21 Actual	FY 22 Projected	FY 23 Projected
Incident Resolution Rate	96%	89%	95%	95%
Customer satisfaction (On a scale of 1 to 5)	4.9	4.9	4.9	4.9
Training hours delivered	850	73	1,000	1,000
Support cost of ESQA	836	905	920	1,012

# Enterprise Solutions and Quality Assurance

Appropriations	FY20 Actual	FY21 Actual	FY22 Adopted	FY23 Recommended
Personnel Services	\$ 4,177,314	\$ 4,497,120	\$ 4,916,982	\$ 5,180,277
Operating Expenditures/Expenses	1,957,320	3,446,109	5,063,168	6,011,416
Capital Outlay	7,166	0	0	0
	<b>\$ 6,141,799</b>	<b>\$ 7,943,229</b>	<b>\$ 9,980,150</b>	<b>\$ 11,191,693</b>

Budget by Fund	FY20 Actual	FY21 Actual	FY22 Adopted	FY23 Recommended
CW General Operating Fund	\$ 6,140,832	\$ 7,943,229	\$ 8,531,333	\$ 9,742,876
CW Special Revenue Funds	968	0	1,448,817	1,448,817
	<b>\$ 6,141,799</b>	<b>\$ 7,943,229</b>	<b>\$ 9,980,150</b>	<b>\$ 11,191,693</b>

	FY20 Actual	FY21 Actual	FY22 Adopted	FY23 Recommended
Funded Positions	34	35	36	35
Funded FTE Positions	34.00	35.00	36.00	35.00

## BUDGET CHANGES AND OPERATIONAL IMPACT FY 22 to FY 23

### PERSONNEL SERVICES:

- A merit increase is budgeted in FY23.
- A 5% increase for health insurance is budgeted in FY23.
- Position transfers between Children Services, Procurement Services, and Human Resource result in one fewer position.

### OPERATING EXPENDITURES:

- The increase in operating expenditures is the result of additional funding to maintain and support the existing Oracle system and new SaaS Cloud platforms.

# Environmental Services

(813) 209-3073

The Environmental Services division maintains regulatory compliance for environmentally permitted, County-owned infrastructure. The division's certified environmental laboratory provides state-of-the-art testing for the County's water and wastewater systems and supports compliance and monitoring testing for other solid waste, stormwater, and regulatory permit oversight programs. Additionally, the division oversees compliance with the County's National Pollutant Discharge Elimination System (NPDES) stormwater permit and provides environmental community outreach and customer programs for recycling, water conservation, stormwater protection, and preventing wastewater system blockages from fats, oils, grease, wipes, and other items that shouldn't be flushed. As part of a long-term initiative to ensure the stability of critical County services, the division manages innovation and resiliency objectives for County operations and the Local Mitigation Strategy, a unified multi-jurisdictional mitigation planning process for Hillsborough County, providing coordination and partnership among governmental units, commercial enterprises (industry partners), and resident groups.

## **FY 21 and FY 22 Accomplishments:**

- The Environmental Laboratory continued its critical mission of ensuring safe, clean drinking water for the Hillsborough County residents. Laboratory staff working in coordination with multiple departments collected, analyzed, and reported over 70,000 samples.
- The County received additional certifications from the National Environmental Laboratory Accreditation Program to perform testing on water and wastewater samples. This certification allows the County to complete more in-house testing. This allows for better quality assurance/quality control as well as reduces costs.

- Environmental Services assisted the Water Resources department in completing and submitting applications for wastewater grants from the Florida Department of Environmental Protection. The County was awarded over \$20,000,000 in funding to construct the Gibsonton Septic-to-Sewer project.

## **FY 22 and FY 23 Core Goals:**

- Assist in the completion of the Tampa Bay Regional Planning Council's Regional Resiliency Action Plan. The intent of the document is to provide model policies for local governments that will provide for resiliency in terms of sea level rise and potential impacts from climate change.
- Review and revise existing County

requirements for reclamation of mined land. The science of reclamation ecology has expanded considerably since the County's reclamation manual was written. It is staff's intent to improve the requirements so that reclaimed lands are more sustainable and ecologically viable.

- Develop new public education and outreach messages and strategies for water conservation, fats, oils and grease reduction, and stormwater quality improvement programs. The division will continue evaluation and adaptation of new virtual resources deployed to reach residents and businesses during the pandemic. These programs have historically saved water and protected County infrastructure.

## **FY 22 and FY 23 Key Projects:**

- Complete revisions to the County's reclamation manual for mined lands. The manual will be based on researchers' better understanding of natural systems and the interrelated factors that make up these complex systems.
- Environmental Services, in conjunction with Water Resources, is a member of Tampa Bay Water's Water Wise Program. This project is actively working to reduce potable water use in the region. Water is a limited resource, and County staff is working with regional partners to conserve and protect it.

## **Innovation:**

Environmental Services is completing a study using drones, coupled with advance multispectral-band photography, to identify native and non-native plant species. If successful, the technology would significantly reduce field time for staff. The technology also could improve the County's ability to remove non-native vegetation, assist field efforts, and improve safety, allowing staff to avoid entering wetlands or areas with dense vegetation.



A Floating Wetland Treatment System is installed in a South County stormwater pond.



Performance Measure	FY 20 Actual	FY 21 Actual	FY 22 Projected	FY 23 Projected
Environmental Laboratory will continue to track the number of analytical tests completed each month.	6,142 per month	6,819 per month	6,000 per month	6,000 per month
Environmental Services will complete regulatory actions that include assisting Water Resources and Solid Waste Services with regulatory compliance	359 per month	368 per month	300 per month	300 per month
Environmental Services will continue to perform federal- and state-required monitoring of the County's stormwater management systems. These actions include water quality sampling and inspections.	115 per month	61 per month	100 per month	100 per month

# Environmental Services Division

Appropriations	FY20 Actual	FY21 Actual	FY22 Adopted	FY23 Recommended
Personnel Services	\$ 4,097,351	\$ 4,156,173	\$ 6,333,877	\$ 6,152,182
Operating Expenditures/Expenses	1,338,708	1,656,895	4,226,694	4,243,796
Capital Outlay	38,760	282,480	386,435	135,000
	<b>\$ 5,474,818</b>	<b>\$ 6,095,548</b>	<b>\$ 10,947,006</b>	<b>\$ 10,530,978</b>

Budget by Fund	FY20 Actual	FY21 Actual	FY22 Adopted	FY23 Recommended
UA Gen Op Fund	\$ 130,637	\$ 82,083	\$ 502	\$ 0
W Special Revenue Funds	0	0	256,247	215,600
UA Special Revenue Funds	498,139	434,870	1,303,521	1,381,242
Public Utilities Solid Waste Resource Recovery Division	36,373	200,408	199,914	1,060
Public Utilities Water/Wastewater	4,809,669	5,378,186	9,186,822	8,933,076
BOCC Total Fund	<b>\$ 5,474,818</b>	<b>\$ 6,095,548</b>	<b>\$ 10,947,006</b>	<b>\$ 10,530,978</b>

	FY20 Actual	FY21 Actual	FY22 Adopted	FY23 Recommended
Funded Positions	52	54	56	56
Funded FTE Positions	52.00	54.00	56.00	56.00

### BUDGET CHANGES AND OPERATIONAL IMPACT FY 22 to FY 23

**PERSONNEL SERVICES:**

- A merit increase is budgeted in FY23.
- A 5% increase for health insurance is budgeted in FY23.
- In FY 23, two positions are established to assist in the expansion of the County's Underground Injection Control facilities.
- Position transfers between Environmental Services Division and Solid Waste Division result in zero fewer positions.

**OPERATING EXPENDITURES:**

- The increase in operating expenditures is primarily the result of contract renewals.

**CAPITAL AND OTHER EXPENDITURES:**

- Continuation budget.



# Extension Service

(813) 744-5519 | [HCFLGov.net/Extension](http://HCFLGov.net/Extension)

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

University of Florida Institute of Food and Agricultural Sciences: [ifas.ufl.edu](http://ifas.ufl.edu)

UF/IFAS Extension: [SolutionsForYourLife.ufl.edu](http://SolutionsForYourLife.ufl.edu)

Hillsborough County Extension Service is a partnership of Hillsborough County government and the University of Florida Institute of Food and Agricultural Sciences. The objectives of Extension Service are to strengthen communities, sustain agriculture and natural resources, promote healthy families and individuals, and enhance personal and community quality of life. Extension Service accomplishes these objectives with practical, university research-based education in agriculture and natural resources, urban and commercial horticulture, family and consumer sciences, and 4-H youth development. These resources are available to all Hillsborough County residents.

## FY 21 and FY 22

### Accomplishments:

- In 2021, the Hillsborough County Extension Service provided 76,236 educational contacts engaging county residents to improve their lives and communities through research-based educational programming from the University of Florida for individuals, families, businesses, and organizations.
- The application of practices or recommendations learned, and the professional certifications earned through the Extension Service provided an estimated economic value of \$18,028,417 to participants in 2021.
- Water conservation educational programs such as Florida Friendly Landscaping, Water Wise, and Rain Barrel Water Harvesting resulted in an estimated annual water savings of 140,927,288 gallons.

### FY 22 and FY 23 Core Goals:

- To measure the effectiveness of Extension Service educational

programs. The organization will determine the percentage of program participants who indicate enhanced knowledge or improved quality of life as a result of Extension programs.

- Extension Service education programs will provide economic value to customers based on their application of practices or recommendations learned from those programs.
- Extension shall leverage the use of trained volunteers to enhance the capacity to carry out the department's mission to educate and improve the lives of Hillsborough County residents through Extension Service programs.

### FY 22 and FY 23 Key Projects:

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



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

to other County departments.

Examples include providing workshops through the County Wellness Program, Green Industry Best Management Practices training to County landscape maintenance crews, and horticulture programming for Hillsborough County Libraries.

- The Extension Service will continue to expand virtual program offerings to reduce the need for in-person education, while still delivering quality and impactful programs.

### Innovation:

For every \$1 of County General Fund investment, Hillsborough County Extension generated \$12.11 in additional funding and economic benefits to program participants.



Expanded virtual program offerings reduced the need for in-person education, while still delivering quality and impactful results.

Extension improves the competitiveness of the production agriculture industry in Hillsborough County by providing research-based technical and educational resources. This strawberry field is a good example.



**Performance Measure**

**FY 20  
Actual**

**FY 21  
Actual**

**FY 22  
Projected**

**FY 23  
Projected**

Percentage of participants who indicate a knowledge gain or improved quality of life as a result of Extension education programs.

92%

85%

85%

85%

Value gained from application of practices learned through Extension education or implementing Extension recommendations.

\$8,389,964

\$10,729,601

\$8,500,000

\$8,500,000

Value of Extension volunteer hours

\$383,072

\$587,002

\$750,000

\$750,000

Increased earning capacity as a result of professional certifications earned through Extension programs.

\$11,038,730

\$7,298,816

\$10,500,000

\$10,500,000

Total Educational Contacts

90,717

76,236

105,000

110,000

# Extension Service

Appropriations	FY20 Actual	FY21 Actual	FY22 Adopted	FY23 Recommended
Personnel Services	\$ 1,438,109	\$ 1,479,824	\$ 1,571,240	\$ 1,800,596
Operating Expenditures/Expenses	280,984	435,239	681,012	772,687
Capital Outlay	0	0	0	40,000
	<b>\$ 1,719,093</b>	<b>\$ 1,915,063</b>	<b>\$ 2,252,252</b>	<b>\$ 2,613,283</b>

Budget by Fund	FY20 Actual	FY21 Actual	FY22 Adopted	FY23 Recommended
CW General Operating Fund-01001001	\$ 1,499,874	\$ 1,678,996	\$ 1,996,433	\$ 2,329,989
UA Special Revenue Funds	52,166	66,928	72,411	96,386
Grants (Not Transportation-Related)	167,052	169,139	183,408	186,908
	<b>\$ 1,719,093</b>	<b>\$ 1,915,063</b>	<b>\$ 2,252,252</b>	<b>\$ 2,613,283</b>

	FY20 Actual	FY21 Actual	FY22 Adopted	FY23 Recommended
Funded Positions	26	25	24	25
Funded FTE Positions	24.66	24.80	24.00	25.00

## BUDGET CHANGES AND OPERATIONAL IMPACT FY 22 to FY 23

### PERSONNEL SERVICES:

- A merit increase is budgeted in FY23.
- A 5% increase for health insurance is budgeted in FY23.
- Position transfers between Extension Services and Economic Development result in one more position.

### OPERATING EXPENDITURES:

- The increase in operating expenditures is primarily the result of increases in indirect administrative costs and insurance assessments.

### CAPITAL AND OTHER EXPENDITURES:

- The increase in capital expenditures is primarily the result of replacement of multi-media audio visual equipment for the Extension Conference Center.



# Facilities Management & Real Estate Services

(813) 272-5810 | HCFLGov.net/REFS

The Facilities Management & Real Estate Services (FMRES) department provides a full range of services, including facility maintenance, custodial, parking, sustainability and energy programs, security, leasing, and property management for Hillsborough County-owned facilities, for all Board of County Commissioner (BOCC) departments, agencies, courts, Constitutional Officers, and 501c3 nonprofit partners. The R3M section of FMRES provides intermediate-level construction services for routine maintenance operations. The department has been certified by the national American Public Works Association (APWA) since 2014. The Real Estate Division in the department is full-service and provides all technical and transactional support for County departments and agencies. In addition, the department manages the County's surplus assets and performs records management. Facilities Management received LEED Platinum award status from the U.S. Green Building Council's LEED for Cities & Communities, the first county in Florida and only the third in the nation. The department has also received the SILVER Green Lease Leaders award and the Public Service Commission Triple E energy efficiency efforts award.



Bees were removed from the Old Springhead Fire Station and relocated to a local keeper.

## FY 21 and FY 22 Accomplishments:

- Acquisition of the critical AgMart 800 acres, a \$38 million site providing for a combined assemblage of over 8,050 acres, securing the only remaining landscape and wildlife corridor ELAPP needed between Balm Scrub and the Balm Boyette Scrub addition. The property also provides the Water Resource department acreage for a future South County Water Distribution Center.
- Continued to partner with over 40 nonprofit agencies to offer services otherwise not available in the community. In June 2021, assisted ECHO, a not-for-profit agency that provides life-stabilizing services, the opportunity to expand into a second

building, creating a GED and work training center.

- Completed over 40 security projects that improved site security at numerous County buildings by installing closed circuit TV, access control, and alarm systems. The team continued to ensure the health and safety of staff and customers during COVID-19 with protocols and avid cleanings throughout County facilities.

## FY 22 and FY 23 Core Goals:

- Ensure the County's facilities and related assets are properly maintained and operational for staff and for effective, efficient, and enhanced service delivery to the residents of Hillsborough County. Proper care of facilities extends their life, thus helping to keep costs down for taxpayers.
- Implement and facilitate throughout the County options that allow departments and partners in County facilities to efficiently utilize allocated space safely, securely, and sustainably.
- Ensure on-time and within-budget delivery of services and projects in order to address the needs and expectations of County government staff and the community. Provide Real Property Services to the County departments, partners, and others as required on time and in an efficient matter.

## FY 22 and FY 23 Key Projects:

- Develop a data-driven Sustainability Action Plan to identify strategies, goals, targets, and specific actions to reduce, inventory, and benchmark greenhouse gas emissions. This plan will expand interconnected approaches to sustainability best management practices (BMP) over the next 5 years while forecasting 2040 reductions toward net zero.

- Digitize surplus inventory to allow departments to post and procure office furniture or other supplies, minimizing unnecessary costs and staff labor.
- Develop linear regression models for all County buildings. The models compare the relationship between monthly energy consumption and outdoor air temperature. They will allow us to identify which buildings operate inefficiently and require further investigation to determine what factors are driving energy consumption.

### Innovation:

Developed strategy to integrate security video at numerous County sites into a federated enterprise video management system. This project will enable security and operational managers to remotely view sites to assess security concerns and for process management. Additionally, federation combines cloud-based and on-premises video into a single, secure environment.



R3M installs the new entrance sign at Lesley "Les" Miller, Jr. All People's Community Park and Life Center.



County partner ECHO in front of the newly expanded GED and work training center.

Performance Measure	FY 20 Actual	FY 21 Actual	FY 22 Projected	FY 23 Projected
Keep costs to operate facilities (cleaning, maintenance, utilities, security) equal or less than annual Building Owners and Managers Association's (BOMA) industry standard of \$9.37 Per Square Foot.	\$5.07 Per Square Foot	\$6.33 Per Square Foot	Equal to or less than annual BOMA industry standard of \$9.37/SF	Equal to or less than annual BOMA industry standard of \$9.37/SF
Maintain a good Facility Condition Index (FCI). The goal is to stay below 0.05, which is good. Anything above 0.1 is poor.	.05	.04	.05	.05
Process and submit 90% of all valid invoices within 30 calendar days. (Florida Statutes Chapter 218.74 - 2 Prompt Payment Act requires 100% of valid invoices be paid within 45 calendar days.)	Processed and submitted 99.8% of all valid invoices within 30 calendar days.	Processed and submitted 99.3% of all valid invoices within 30 calendar days	Process and submit at least 90% of all valid invoices within 30 calendar days.	Process and submit at least 90% of all valid invoices within 30 calendar days.
Services Satisfaction Index: Obtain a goal of 3 out of 5, or meets customer expectations	Obtained a 4.57 customer service satisfaction rating	Obtained a 4.75 customer service satisfaction rating	Obtain a goal of 3.75 out of 5, or meets customer expectations.	Obtain a goal of 3.75 out of 5, or meets customer expectations.



# Facilities Management

	FY20 Actual	FY21 Actual	FY22 Adopted	FY23 Recommended
<b>Appropriations</b>				
Personnel Services	\$ 13,322,676	\$ 14,520,716	\$ 16,314,138	\$ 17,174,467
Operating Expenditures/Expenses	16,310,069	18,953,279	26,145,720	27,623,341
Capital Outlay	113,926	87,113	0	124,000
	<b>\$ 29,746,671</b>	<b>\$ 33,561,109</b>	<b>\$ 42,459,858</b>	<b>\$ 44,921,808</b>

	FY20 Actual	FY21 Actual	FY22 Adopted	FY23 Recommended
<b>Budget by Fund</b>				
CW General Operating Fund	\$ 27,310,271	\$ 31,466,374	\$ 39,777,839	\$ 43,026,417
UA Gen Op Fund	385,883	384,358	507,760	550,595
Transportation Trust Fund	1,344,072	1,389,487	1,585,859	1,231,675
Grants (Not Transportation-Related)	414,311	215,418	483,640	0
Public Utilities Solid Waste Resource Recovery Divis	144,735	12,260	515	0
Public Utilities Water/Wastewater	147,399	93,212	104,245	113,121
	<b>\$ 29,746,671</b>	<b>\$ 33,561,109</b>	<b>\$ 42,459,858</b>	<b>\$ 44,921,808</b>

	FY20 Actual	FY21 Actual	FY22 Adopted	FY23 Recommended
<b>Funded Positions</b>	176	186	208	203
<b>Funded FTE Positions</b>	176.00	186.00	208.00	203.00

## BUDGET CHANGES AND OPERATIONAL IMPACT FY 22 to FY 23

### PERSONNEL SERVICES:

- A merit increase is budgeted in FY23.
- A 5% increase for health insurance is budgeted in FY23.
- In FY23, one position is established to address maintenance support and oversight of buildings.
- Position transfers between Facilities Management, Conservation & Environmental Land Management, and Head Start result in five fewer positions.

### OPERATING EXPENDITURES:

- The increase in operating expenditures is primarily the result of rising fuel costs and insurance assessment increases.

### CAPITAL AND OTHER EXPENDITURES:

- The increase in capital expenditures is primarily the result of one-time funding for the installation of electric vehicle (EV) charging stations and laptop replacements.

# Hillsborough County Fire Rescue

(813) 272-6600 | HCFLGov.net/FireRescue

Hillsborough County Fire Rescue (HCFR) preserves and protects life and property by providing quality, timely emergency services, and by enhancing public safety through public education, fire prevention, and emergency planning. It is the largest fire rescue department on the West Coast of Florida, and the fourth largest in the state. Personnel responded to more than 130,000 emergency calls last year from 46 fire rescue stations in the unincorporated areas of Hillsborough County. The response area of 909 square miles includes residential and commercial properties in urban, suburban, and rural areas. Fire Rescue provides fire suppression, advanced life support, ambulance transport, vehicle extrication, hazardous materials response, technical rescue, fire and life safety inspections, construction plan review, public education, emergency dispatch services, and emergency management operations.



PSOC/HCFR HQ with Fire Rescue apparatus.



The new Central Brandon Station nears completion.

## FY 21 and FY 22

### Accomplishments:

- Emergency Management (EM) successfully supported COVID-19 testing and vaccinations, and other operational events, including tropical weather and special events such as Super Bowl LV. EM readiness has been transformed into a highly functioning and efficient system, including logistical support, distribution, planning, staffing, response, recovery, and diverse community outreach.
- The department placed two new operational fire stations in service using portable facilities pending final completion on new permanent structures. The Apollo Beach fire station nears completion to provide enhanced response capability. Also, the department expanded the capabilities of our fleet assets with more versatility. This provides a more rapid and efficient response in emergency situations.
- Initiated and delivered Professional Leadership Development to over 25% of the department. This training, delivered by senior staff members and managers, provided insight into the daily operation of Fire Rescue and included a behind-the-scenes look at how and why leadership decisions are made.

### FY 22 and FY 23 Core Goals:

- Continue to remain fiscally responsible by managing expenditures and increasing collections for inspections and ambulance fees. Continue to leverage the State program, which allows for additional cost recovery for ambulance transports, and federal and State grants to fund personnel, equipment, and programs.
- Continue to implement Fire Rescue's Master Plan, which includes the addition of 24 new stations. The



The Emergency Management Team.

Master Plan projects current and future facility needs for 2021-2030, identifying and prioritizing new fire station demands to support the current and projected population of unincorporated Hillsborough County.

- Emergency Management will continue to enhance operational effectiveness and improve the delivery of Emergency Management services to a more diverse, at-risk population. To address the growing public safety needs of County residents, consolidation and implementation of a logistics and inventory management solution is required.

**FY 22 and FY 23 Key Projects:**

- The station-alerting system will improve dispatch alerting time, lessen response times, increase successful rescues of residents and visitors, and reduce property damage due to fire. The new innovative design will also help reduce stress on firefighters by utilizing clear automated language simultaneously with ramp-up tones and lighting in firehouses.
- Develop and implement a comprehensive warehouse solution that will support efficient and effective logistical support of Emergency Management activities and public

safety operations in the event of a disaster.

- American Rescue Plan Act funds of \$18 million have been designated to rebuild three outdated stations, each over 50 years old.

**Innovation:**

Partnering with Traffic Management in procuring a traffic signal priority and preemption system. The system will proactively clear traffic at intersections, allowing fire rescue vehicles to respond quickly and efficiently in a safer manner. The technology will reduce response times to emergencies in Hillsborough County.

Performance Measure	FY 20 Actual	FY 21 Actual	FY 22 Projected	FY 23 Projected
Percentage of Fire Rescue customers reporting a satisfied or above level of service experience.	98.8%	98.2%	100%	100%
Percentage of viable cardiac arrest victims resuscitated.	17.5%	25%	18%	18%
First unit on scene, urban, fire and/or medical, include “B” calls < 6 minutes and OMIT response times > 20 minutes.	17.8%	16.8%	90%	90%
First unit on scene, suburban, fire and/or medical, include “B” calls < 7 minutes and OMIT response times > 20 minutes.	24.7%	23.7%	90%	90%
First unit on scene, rural, fire and/or medical, include “B” calls < 10 minutes & OMIT response times > 20 minutes.	38.3%	36.1%	90%	90%

# Fire Rescue

	FY20		FY21		FY22		FY23
Appropriations	Actual		Actual		Adopted		Recommended
Personnel Services	\$ 138,991,377	\$	151,530,157	\$	167,056,263	\$	186,327,410
Operating Expenditures/Expenses	36,800,949		40,979,676		45,836,813		51,069,300
Capital Outlay	1,555,505		1,146,525		1,216,146		2,151,793
Grants & Aids	59,168		50,508		53,508		39,727
Other Non Operating	1,108,103		657,123		231,704		214,471
	<b>\$ 178,515,102</b>	\$	<b>194,363,989</b>	\$	<b>214,394,434</b>	\$	<b>239,802,701</b>

	FY20		FY21		FY22		FY23
Budget by Fund	Actual		Actual		Adopted		Recommended
CW General Operating Fund	\$ 1,701,323	\$	1,094,101	\$	2,470,804	\$	2,564,957
UA Gen Op Fund	173,190,427		190,740,690		210,370,045		232,428,303
CW Special Revenue Funds	525,556		566,967		238,034		313,059
Grants (Not Transportation-Related)	2,707,303		1,733,749		1,315,551		4,496,382
COVID Relief	390,493		228,483		0		0
	<b>\$ 178,515,102</b>	\$	<b>194,363,989</b>	\$	<b>214,394,434</b>	\$	<b>239,802,701</b>

	FY20		FY21		FY22		FY23
	Actual		Actual		Adopted		Recommended
Funded Positions	1,140		1,212		1,232		1,259
Funded FTE Positions	1,138.43		1,210.43		1,230.43		1,257.43

## BUDGET CHANGES AND OPERATIONAL IMPACT FY 22 to FY 23

### PERSONNEL SERVICES:

- A merit increase is budgeted in FY23.
- A 5% increase for health insurance is budgeted in FY23.
- 21 positions are added for the new Sun City North fire station.
- Six additional positions are added for the conversion of two existing squad units to two rescue units.

### OPERATING EXPENDITURES:

- The increase in operating expenditures is primarily related to a rise in general and auto liability insurance costs, fuel, additional operating needs, and operating expenditures for the new Sun City North fire station.

### CAPITAL AND OTHER EXPENDITURES:

- Capital outlay includes funding for a new engine, a new rescue unit and related equipment.



# Fleet Management

(813) 744-5580 | HCFLGov.net/Fleet

Fleet Management provides the core services of: 1) asset management, 2) fuels management, and 3) policy development for a county fleet of 3,380 vehicle and equipment assets valued in excess of \$193 million supporting 30 BOCC departments, County constitutional offices, and various non-County and State of Florida agencies. The department provides certified professionals to maintain and manage assets in a condition that: 1) optimizes replacement cycles, 2) enhances efficient operations, and 3) creates a safe work environment. Fleet provides best value support to County customers by focusing on quality services, timely support, and optimizing total costs of ownership. The department's core values include customer commitment, teamwork, organizational excellence, mutual respect, and integrity.

## FY 21 and FY 22

### Accomplishments:

- Awarded #1 Public Fleet and #1 Fleet Manager in America for 2021. Annually, over 20,000 public fleets and fleet managers can compete in this competition sponsored by the American Public Works Association. Public fleets and fleet managers are judged on organizational leadership, efficiency, ability to overcome challenges, productivity, and future vision.
- Fleet Management achieved national re-accreditation from the American Public Works Association for meeting industry standards in 185 measured areas to include strategic planning, finance, maintenance, safety, emergency management, asset management, and environmental management. This distinction is held by less than 10% of public fleets in America.
- Earned the National Institute for Automotive Service Excellence (ASE) "Blue Seal" distinction for 2021 by ensuring at least 75% of assigned technicians were ASE certified. Additionally, the department ensured that each service area offered had an

ASE certified technicians and certified emergency vehicle technicians assigned.

### FY 22 and FY 23 Core Goals:

- Achieve a 92% or higher availability rate for Fire Recue apparatus, heavy truck/heavy equipment, and 95% for automotive/light trucks. This ensures County customers have sufficient resources to support their core duties. Fleet uses Lean Six Sigma principles to help achieve these rates by improving processes, reducing waste, and enhancing repair capacity.
- Achieve an 18% or higher return of sale for surplus sedans, light/medium trucks, vans, and SUVs by proper pre-auction preparation actions and maintaining a reliable fleet that drives aftermarket demand. This outcome helps the County maintain a financially strong replacement fund and demonstrates the desirability of County assets to aftermarket customers.
- Achieve a 78% or higher technician productivity rating as compared to an industry standard of 75%. Productivity measures the amount of time a technician is directly supporting vehicle repairs vs. indirect functions



Fleet Fire Rescue technicians and staff pose for #1 Public Fleet Award for 2021.

such as training, holidays, and vacation. Higher productivity ratings increase the department's capacity to support customer requirements.

### FY 22 and FY 23 Key Projects:

- Fleet will support the planning, design, and construction efforts for a new repair and fuel site for the department's West County Satellite location, which is forecasted to open in late 2022. The new interior four-bay maintenance facility will improve daily and contingency responsiveness to countywide customers while increasing fuel capacity by 26,000 gallons.
- Fleet will evaluate maintenance, repair, and customer support processes and procedures using Lean Six Sigma principles to improve overall effectiveness and efficiency. These actions can lead to a reduction in repair charges, reduction in asset down time, higher technician productivity rates, enhanced safety, and higher customer satisfaction.
- Fleet will support the upgrade of its vehicle management information software system in order to improve



database reliability, decrease processing time, and provide additional customer features. One feature of interest is on-line scheduling for vehicle repairs that will provide customers more flexibility to meet their internal workload schedules.

**Innovation:**

Fleet focuses on exceeding customer’s requirements for: 1) timely service, 2) affordable service, and 3) quality service in support of the department’s core functions of asset management, fuels management, and policy development. Through work force empowerment, the department continued to make quality of life, infrastructure, and process improvements to increase efficiency of operations while supporting over 80,000 repair jobs, issuing over 50,000 parts, and providing over 2.4 million gallons of fuel. One example of Fleet’s innovation was the ability to quickly install 135 air purification systems on fire apparatus and transit busses while disinfecting thousands of customer’s vehicles to help reduce the spread of the COVID 19 virus.



Fleet Personnel pose for #1 Public Fleet Award for 2021.



Fleet director and managers pose with #1 Public Fleet & Manager Awards for 2021.

Performance Measure	FY 20 Actual	FY 21 Actual	FY 22 Projected	FY 23 Projected
Fleet Fire Rescue apparatus, heavy truck, and heavy equipment availability rate (goal is 92% or higher). This outcome measures the amount of time an asset is available to the customer.	96%	97%	95%	95%
General-purpose sedan, light/medium truck, van, and sports utility vehicle return of sale on surplus assets (goal is 18% or higher). This outcome helps maintain a financially strong replacement fund.	22%	30%	30%	30%
Fleet Point of Sale Customer Positive Survey results (goal is 95% or higher). This outcome measures customer satisfaction and provides suggestions for improvement.	99%	99%	97%	95%
Fleet technician productivity rating (Goal is 78% or higher). Industry standard is 75%. This outcome measures revenue generating time for billable hours.	83%	87%	83%	78%
Average annual scheduled maintenance turn time for emergency response vehicle repairs (goal is less than five days). This outcome measures how quickly an asset can be returned to service.	four days	four days	four days	four days

# Fleet Management

	FY20 Actual	FY21 Actual	FY22 Adopted	FY23 Recommended
<b>Appropriations</b>				
Personnel Services	\$ 5,144,221	\$ 5,290,649	\$ 5,696,403	\$ 6,083,200
Operating Expenditures/Expenses	14,464,170	14,976,500	18,126,963	20,090,659
Capital Outlay	6,087,006	10,388,512	34,649,462	40,484,141
	<b>\$ 25,695,397</b>	<b>\$ 30,655,661</b>	<b>\$ 58,472,828</b>	<b>\$ 66,658,000</b>

	FY20 Actual	FY21 Actual	FY22 Adopted	FY23 Recommended
<b>Budget by Fund</b>				
Fleet Management Fund	\$ 25,695,397	\$ 30,655,661	\$ 58,472,828	\$ 66,658,000
	<b>\$ 25,695,397</b>	<b>\$ 30,655,661</b>	<b>\$ 58,472,828</b>	<b>\$ 66,658,000</b>

	FY20 Actual	FY21 Actual	FY22 Adopted	FY23 Recommended
<b>Funded Positions</b>	62	65	65	65
<b>Funded FTE Positions</b>	62.00	65.00	65.00	65.00

**BUDGET CHANGES AND OPERATIONAL IMPACT  
FY 22 to FY 23**

**PERSONNEL SERVICES:**

- A merit increase is budgeted in FY23.
- A 5% increase for health insurance is budgeted in FY23.

**OPERATING EXPENDITURES:**

- The increase in operating expenditures is primarily the result of fuel and a software contract.

**CAPITAL AND OTHER EXPENDITURES:**

- The increase in capital expenditures is primarily the result of funding for vehicles included in the replacement program.

# Government Relations & Strategic Services

(813) 276-2640

Government Relations & Strategic Services provides an array of important functions to the citizens of Hillsborough County, from advocating for state and federal resources that benefit the community to ensuring compliance with key civil rights protections, outreach to and communication with diverse populations and organizations, oversight of strategic operational functions and projects, and administration of citizen-led boards and councils.

## **FY 21 and FY 22 Accomplishments:**

- The department successfully advocated for needed resources at the state and federal government levels for community essentials while protecting home rule authority and flexibility.
- Government Relations & Strategic Services extended outreach throughout the county to inform residents of County government actions and activities, and provided additional assistance to those in need.
- The department expanded investigative services capacity and capabilities to better serve clients and uphold vital civil rights protections.

## **FY 22 and FY 23 Core Goals:**

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

## **FY 22 and FY 23 Key Projects:**

- Implementation of a comprehensive Equity Profile to design and implement a process for assessing and measuring questions of equity in actions taken by the County.
- Comprehensive examination of GRSS services to ensure alignment with strategic goals and performance in the most effective manner.



# Governmental Relations & Strategic Services

Appropriations	FY20 Actual	FY21 Actual	FY22 Adopted	FY23 Recommended
Personnel Services	\$ 1,889,792	\$ 2,269,602	\$ 2,645,874	\$ 3,084,487
Operating Expenditures/Expenses	145,339	116,112	581,762	597,059
Capital Outlay	0	0	51,000	0
	<b>\$ 2,035,130</b>	<b>\$ 2,385,715</b>	<b>\$ 3,278,636</b>	<b>\$ 3,681,546</b>

Budget by Fund	FY20 Actual	FY21 Actual	FY22 Adopted	FY23 Recommended
CW General Operating Fund	\$ 2,035,130	\$ 2,385,715	\$ 3,278,636	\$ 3,681,546
	<b>\$ 2,035,130</b>	<b>\$ 2,385,715</b>	<b>\$ 3,278,636</b>	<b>\$ 3,681,546</b>

	FY20 Actual	FY21 Actual	FY22 Adopted	FY23 Recommended
Funded Positions	17	21	21	22
Funded FTE Positions	17.00	21.00	21.00	22.00

**BUDGET CHANGES AND OPERATIONAL IMPACT  
FY 22 to FY 23**

**PERSONNEL SERVICES:**

- A merit increase is budgeted in FY23.
- A 5% increase for health insurance is budgeted in FY23.
- In FY23, one position is established to address an increase in department responsibility.

**OPERATING EXPENDITURES:**

- The increase in operating expenditures is primarily the result of a project exploring a solution for records management.

**CAPITAL AND OTHER EXPENDITURES:**

- The decrease in capital expenditures is primarily the result of the defunding a vehicle purchase that is no longer needed.

# Head Start

(813) 272-5140 | [HCFLGov.net/HeadStart](http://HCFLGov.net/HeadStart)

Hillsborough County's Head Start/Early Head Start programs provide early childhood development services and education, and medical, dental, mental health, nutrition and parental involvement/engagement opportunities for families to contribute to the development of their children. The program also provides family support services for men, women, and expectant mothers. The program targets low-income families with children from birth through age 5, including those with special needs. Children are screened using various assessment tools to determine their overall level of development and make ongoing assessments to monitor each child's progress. Each child is provided with experiences that will maximize his or her development. Despite the goals and objectives established prior to the pandemic, the program was forced to adjust its approaches and strategies to focus more on ensuring that there was efficiency and effectiveness in the response, preparation, and prevention of the spread of COVID-19. Many of the projects scheduled for implementation last year are still in place and remain relevant as we continue to navigate solutions to mitigate against COVID-19.

## FY 21 and FY 22 Accomplishments:

- Implemented technology-driven family engagement strategies in response to COVID 19. These strategies allowed the department to maintain communication with children and families, constantly assessing and responding to their needs throughout the crisis. Maintained remote learning opportunities through technology-driven platforms for children and families.
- Maintained learning environments in full compliance with guidelines and recommendations of both the CDC and the State of Florida. Provided face-to-face classroom service for all families needing these service to facilitate their continued engagement in gainful employment or studies.
- Provided access to various programs that supported the mental health needs of staff members, children,

and families as they navigated the impacts of the pandemic.

## FY 22 and FY 23 Core Goals:

- Hillsborough County Head Start/Early Head Start (Hillsborough One) will be recognized among the nation's leading early childhood education services providers, developing the social and emotional skills of our children and families to ensure their transition to the elementary school system, ready to learn, and attain self-reliance and community prosperity.
- Hillsborough County Head Start/Early Head Start (Hillsborough One) will develop and maintain high-quality learning environments and facilities that will serve as models for all Head Start programs nationally, and will ensure that service sites are strategically located in geographic areas of the county that are easily accessible to the children and families who need them.

- Hillsborough County Head Start/Early Head Start (Hillsborough One) will implement core business strategies that will support industry-leading administrative, fiscal, and technology-driven systems that will track and ensure outcomes and accountability to all stakeholders.

## FY 22 and FY 23 Key Projects:

- Strengthen our partnership with Children's Home Society and establish a new interlocal agreement with Hillsborough Community College. This will provide additional mental health support for teachers and children. A new interlocal agreement with St. Joseph's Children's Hospital will improve access to affordable comprehensive health services for enrolled families.
- Continue with the implementation of systems and technologies that will facilitate a paperless environment and improve data collection at the point of service delivery. This will ultimately result in improved accessibility to key performance and statistical data in an electronic format. The project will allow for timelier and better-informed decision making.
- Complete construction of two new HS/EHS facilities, and continue major upgrades to the playgrounds and green areas of the properties to improve the learning environment and the general appearance.

## Innovation:

The department is in the process of establishing interlocal agreements with Hillsborough Community College and St. Joseph's Children's Hospital. These agreements will assist the program in improving its reach and ensure that we provide mental health and other general health services to a larger number of children and families. This effort is especially important as we continue to design program strategies and responses toward the impact of COVID. In 2022 the department will be utilizing barcode scan technology to assist with a simplified digital application process that will make it easier for children and families to complete enrollment in the Head Start Program.





In December, the Kiwanis Club of Brandon donated gifts and books to 76 children at Mango Early Head Start.



Connecting parents to community resources, the University Area CDC hosted a community event in March to showcase programs and services.

Performance Measure	FY 20 Actual	FY 21 Actual	FY 22 Projected	FY 23 Projected
Maintained enrollment level at 3,474, or 100% of funded enrollment.	3,474	3,070	2,915	3,474
Number of parents receiving health education guidance and services.	3,144	1,061	1,100	1,600
Number of parents receiving job-training resources.	768	340	125	1,200
Number of students receiving disability services or resources (mandated at 10% of enrollment).	408	212	175	348
Number of students/parents receiving mental health services or referrals.	751	86	95	850

# Head Start - Early Head Start

	FY20 Actual	FY21 Actual	FY22 Adopted	FY23 Recommended
<b>Appropriations</b>				
Personnel Services	\$ 14,852,331	\$ 15,754,002	\$ 16,681,057	\$ 19,566,536
Operating Expenditures/Expenses	20,199,885	20,561,452	26,644,686	28,319,611
Capital Outlay	3,693	91,716	0	740,000
Other Non Operating Expenses & Expenditures	221,055	3,793,257	4,588,501	5,445,638
	<b>\$ 35,276,964</b>	<b>\$ 40,200,427</b>	<b>\$ 47,914,244</b>	<b>\$ 54,071,785</b>

	FY20 Actual	FY21 Actual	FY22 Adopted	FY23 Recommended
<b>Budget by Fund</b>				
Grants (Not Transportation-Related)	\$ 35,276,964	\$ 40,200,427	\$ 47,914,244	\$ 54,071,785
	<b>\$ 35,276,964</b>	<b>\$ 40,200,427</b>	<b>\$ 47,914,244</b>	<b>\$ 54,071,785</b>

	FY20 Actual	FY21 Actual	FY22 Adopted	FY23 Recommended
<b>Funded Positions</b>	263	263	264	271
<b>Funded FTE Positions</b>	262.00	262.00	263.00	270.00

## BUDGET CHANGES AND OPERATIONAL IMPACT FY 22 to FY 23

**PERSONNEL SERVICES:**

- A merit increase is budgeted in FY23.
- A 5% increase for health insurance is budgeted in FY23.
- Position transfers between Head Start and Facilities Management result in seven additional positions.

**OPERATING EXPENDITURES:**

- The increase in operating expenditures is primarily the result of contractual services, general operation supplies and minor equipment.

**CAPITAL AND OTHER EXPENDITURES:**

- The increase in capital expenditures is primarily the result of replacing aging vehicles.

**OTHER NON-OPERATING**

- Changes in grants and aids expenditures are primarily the result of fluctuations in grant appropriations.

# Health Care Services

(813) 272-5040 | [HCFLGov.net/HealthCare](http://HCFLGov.net/HealthCare)

Health Care Services manages the Hillsborough County Health Care Plan (HCHCP), the Ryan White Program, the Health Care Responsibility Act, the Trauma Agency, and the Medicaid Match for Hillsborough County. Functions of the department include: a specialized customer call center, provider-relations responsibility for four contracted medical service organizations, 13 hospitals that also contract with about 2,500 specialists, and a host of other providers of primary, specialty, and other services to Hillsborough County Health Care Plan members and Ryan White Program clients. The department manages and provides oversight of vendors who perform reviews of services and pay health care claims for the plan. Health Care Services certifies eligibility for both the Hillsborough County Health Care Plan and the Ryan White Program, and conducts enrollments and re-enrollments for both.

## FY 21 and FY 22

### Accomplishments:

- Through a collaboration with participating hospitals/hospital systems, two federally qualified health care centers, specialty providers, and ancillary providers/services, Hillsborough County provided an estimated \$112 million in funding to these local entities. This increased local health care treatment funding not covered by the Affordable Care Act or other payers.
- The department's FY 21 costs per person per month (PMPM) were 63% lower than the Centers for Medicare & Medicaid Services (CMS)-reported projections for National Health Expenditures. CMS projection results were \$1,053 per person per month while the department's per member per month was \$387.
- By utilizing the services of a Patient Assistance Program (PAP), the department was able to save the Indigent Trust Fund \$22 million that would otherwise have been needed to pay for pharmaceuticals for HCHCP

clients. PAP is an innovative and cost-effective program providing substantial cost savings for the department and Hillsborough County taxpayers.

## FY 22 and FY 23 Core Goals:

- Using local restricted funding sources and opioid settlement dollars, the department will continue to expand behavioral health parity and address the opioid epidemic through collaborative efforts to provide more mental health and substance abuse treatment, and cooccurring treatment through stakeholders, as well as the CFBHN and state legislature.
- Increase services for plan members by further developing vision care for those with diabetes, expand dental care to cover up to \$2,500 of services per member per year, implement strategies to increase access to specialty care, and continue expansion of Healthy Living programs and use of social determinants of health.
- Increase membership through education and outreach efforts to

inform the community of expanded eligibility up to 175% of the Federal Poverty Level, as well as additional services to increase access to physical and behavioral health services.

## FY 22 and FY 23 Key Projects:

- Strengthen our partnership with Children's Home Society and establish a new interlocal agreement with Hillsborough Community College. This will provide additional mental health support for teachers and children. A new interlocal agreement with St. Joseph's Children's Hospital will improve access to affordable comprehensive health services for enrolled families.
- Continue with the implementation of systems and technologies that will facilitate a paperless environment and improve data collection at the point of service delivery. This will ultimately result in improved accessibility to key performance and statistical data in an electronic format. The project will allow for timelier and better-informed decision making.
- Complete construction of two new HS/EHS facilities, and continue major upgrades to the playgrounds and green areas of the properties to improve the learning environment and the general appearance.

## Innovation:

The department and its stakeholders reviewed the system of care for opportunities to better assist HCHCP participants during the ongoing pandemic. Continued limited physical access provided an opportunity to expand telehealth services, which served over 3,300 members, a 10% increase over the previous year. Ten different providers afforded the participants greater access to primary care, specialty care, and behavioral health services. The Health Care Services department also implemented innovative virtual health and wellness programming in its Healthy Living program, serving over 4,400 participants who attended online exercise classes and 350 individuals who attended various educational classes.





Commissioner Gwen Myers with Healthy Living program staff at the Lee Davis Community Resource Center during a food distribution event.

Performance Measure	FY 20 Actual	FY 21 Actual	FY 22 Projected	FY 23 Projected
Promote efficient and effective access to health care services as measured by the per member, per month (PMPM) costs for the Hillsborough County Health Care Plan members.	\$434 PMPM	\$387 PMPM	\$500 PMPM	\$500 PMPM
Emphasize customer service delivery systems to increase customer satisfaction gauged through standardized surveys and measurements, as conducted by Suncoast Health Council.	94% average satisfaction score	92% average satisfaction score	92% average satisfaction score	92% average satisfaction score
Average number of Hillsborough County residents receiving medical services per month through the Hillsborough County Health Care Plan.	14,286	15,279	15,000	15,000

# Health Care Services

	FY20 Actual	FY21 Actual	FY22 Adopted	FY23 Recommended
<b>Appropriations</b>				
Personnel Services	\$ 6,956,967	\$ 7,556,615	\$ 8,913,826	\$ 9,100,899
Operating Expenditures/Expenses	7,480,741	8,047,071	17,755,348	17,959,227
Capital Outlay	69,776	0	2,000,000	2,000,000
Grants & Aids	117,968,569	112,031,004	204,982,519	208,618,465
	<b>\$ 132,476,053</b>	<b>\$ 127,634,689</b>	<b>\$ 233,651,693</b>	<b>\$ 237,678,591</b>

	FY20 Actual	FY21 Actual	FY22 Adopted	FY23 Recommended
<b>Budget by Fund</b>				
CW General Operating Fund	\$ 189,150	\$ 236,882	\$ 296,481	\$ 392,388
CW Special Revenue Funds	121,993,810	115,228,310	209,168,420	213,101,911
Grants (Not Transportation-Related)	10,293,094	12,169,497	24,186,792	24,184,292
	<b>\$ 132,476,053</b>	<b>\$ 127,634,689</b>	<b>\$ 233,651,693</b>	<b>\$ 237,678,591</b>

	FY20 Actual	FY21 Actual	FY22 Adopted	FY23 Recommended
<b>Funded Positions</b>	79	88	90	91
<b>Funded FTE Positions</b>	79.00	88.00	90.00	91.00

## BUDGET CHANGES AND OPERATIONAL IMPACT FY 22 to FY 23

**PERSONNEL SERVICES:**

- A merit increase is budgeted in FY23.
- A 5% increase for health insurance is budgeted in FY23.
- In FY23, one position is established to address an expansion of services including the new Healthy Living Program and contract management.

**OPERATING EXPENDITURES:**

- Continuation budget.

**CAPITAL AND OTHER EXPENDITURES:**

- Continuation budget.

**GRANTS AND AIDS:**

- Changes in grants and aids expenditures are primarily the result of fluctuations in grant appropriations.



# Homeless & Community Services

(813) 274-6834 | [HCFLGov.net/HomelessServices](https://www.hcflgov.net/HomelessServices)

Homeless & Community Services coordinates County and community resources to implement best practices and models that reduce and end homelessness and manages special outreach initiatives to support the community. Through partnerships with Tampa Hillsborough Homeless Initiative (THHI) and other community agencies, the County leverages grants, local funds, and County resources to support strategies in making homelessness rare, brief, and non-recurring. Also, the department manages specific outreach initiatives that support community stabilization.



The West Tampa deployment site for the Point-In-Time Count is shown.



This is Feeding Tampa Bay's Mega-Pantry at Hillsborough Community College.

## FY 21 and FY 22

### Accomplishments:

- Managed contracts that provided emergency bridge housing, case management, and supportive services to 2,377 individuals.
- Responded to the economic and housing crisis by increasing shelter population by 4%.\*
- Managed food contracts with multiple community partners utilizing CARES Act and American Rescue Plan funds of nearly \$7.5M to support and coordinate food-relief efforts that provided 13 million meals to both individuals and families experiencing food insecurity in the community during the public health crisis.

### FY 22 and FY 23 Core Goals:

- Reduce the unsheltered homeless population/street homelessness by 5% in FY 22 and another 5% again in FY 23.
- Reduce the chronically homeless population by 5% in FY 22 and an additional 5% in FY 23.
- Preserve and increase affordable housing stock while identifying opportunities to include set asides for homeless population.

### FY 22 and FY 23 Key Projects:

- Collaborate with Tampa/Hillsborough County Continuum of Care to address the top causes of homelessness by providing housing opportunities to 560 unsheltered homeless individuals in 560 days. The agency, in partnership with community stakeholders, will simultaneously address lack of

\*Community partners were able to serve more people due to the Federal, State, and Local supply of resources during the COVID-19 pandemic.

affordable housing, poverty, mental illness, unemployment, low wages, and substance abuse.

- Collaborate with internal and external partners to streamline resources for a system of service to coordinate efforts to make chronic homelessness rare, brief, and non-recurring.
- Manage federal, state, and local resources to support residents and community partners that were economically affected by the public health crisis.

**Innovation:**

Providing support to residents experiencing food insecurity was an important role our department handled in FY 21. There was a considerable increase in demand as a result of the public health and economic effects of the pandemic. We administered contracts for multiple community partners that provided food-relief efforts. Due to this dramatic increase, they had to think outside the box. One organization that did this the best is Feeding Tampa Bay (FTB). They launched Mega Pantry Model at a few of their food distribution locations. This model enabled FTB to provide 3,500 families/week, access to 175,000 pounds of food, as they came through the line during the peak of the



The Operation Jackpot outreach event near the Seminole Hard Rock in Tampa enabled law enforcement and community partners to provide direct services to individuals facing homelessness.

pandemic. This is a dramatic increase in the number of families to whom they normally provide food and resources. In addition to being efficient, this model minimized the impacts on traffic, as well as complied with the Centers for Disease Control (CDC) guidelines ensuring social distancing, and for all volunteers to wear personal protective equipment (PPE).

Feeding Tampa Bay utilized this model in multiple locations, with the Hillsborough Community College campus on Dale Mabry being the largest. Other mega-pantries throughout the County were set up at the University of South Florida, Crossover Church, Wimauma Church of God, and Verizon Communications.

Performance Measure	FY 20 Actual	FY 21 Actual	FY 22 Projected	FY 23 Projected
Percentage of decrease in overall homelessness.	12%	12%*	5%	5%
Number of clients assisted with temporary housing, case management, and supportive services leading to permanent supportive housing.	2,069	2,690	2,839	2,839
Number of beds/apartments the County has with community partners to provide Emergency Bridge Housing.	442 beds/ 16 apartments	454 beds/ 12 apartments	462 beds/ 10 apartments	462 beds/ 10 apartments
Number of annual inspections of emergency bridge housing partnering agencies' facilities and apartments that provide temporary shelter to individuals and families.	101	113	120	120

\*It was not safe to count our unsheltered neighbors due to the COVID-19 pandemic so this reflects FY 20 data\*

# Homeless & Community Services

Appropriations	FY20 Actual	FY21 Actual	FY22 Adopted	FY23 Recommended
Personnel Services	\$ 871,536	\$ 950,333	\$ 1,169,968	\$ 1,287,825
Operating Expenditures/Expenses	2,625,236	3,764,073	6,395,631	6,391,310
	<b>\$ 3,496,771</b>	<b>\$ 4,714,406</b>	<b>\$ 7,565,599</b>	<b>\$ 7,679,135</b>

Budget by Fund	FY20 Actual	FY21 Actual	FY22 Adopted	FY23 Recommended
CW General Operating Fund	\$ 3,496,771	\$ 4,714,406	\$ 7,565,599	\$ 7,679,135
	<b>\$ 3,496,771</b>	<b>\$ 4,714,406</b>	<b>\$ 7,565,599</b>	<b>\$ 7,679,135</b>

	FY20 Actual	FY21 Actual	FY22 Adopted	FY23 Recommended
Funded Positions	8	9	10	10
Funded FTE Positions	8.00	9.00	10.00	10.00

**BUDGET CHANGES AND OPERATIONAL IMPACT  
FY 22 to FY 23**

**PERSONNEL SERVICES:**

- A merit increase is budgeted in FY23.
- A 5% increase for health insurance is budgeted in FY23.

**OPERATING EXPENDITURES:**

- Continuation budget.



# Human Resources

(813) 272-5130

In support of Hillsborough County services, Human Resources (HR) provides holistic and innovative human resources solutions to attract, develop, and engage a diverse and high-performing workforce driven to improve the everyday life of the County's residents. The department embraces Hillsborough County's strategic mission to create community prosperity by pursuing business relationships, building the team, engaging employees, promoting quality and effectiveness, embracing technology and innovation, and expanding the total rewards programs. Human Resources is committed to a culture and vision of great people, a great place, and unlimited possibilities.



The Well4Life Program wins the 2021 Cigna Award for Outstanding Culture of Well-being.

## FY 21 and FY 22 Accomplishments:

- Implemented the Roth 457 IRA. Human Resources introduced a retirement planning option that offers employees an additional opportunity to diversify their pre- and post-taxes portfolio while saving for their futures.
- Maintained a culture of health which was critical throughout the pandemic. Human Resources pivoted to offer virtual options, including a Virtual Health Fair with over 40 vendors. For the fifth consecutive year, the Human Resources Well4Life program was the recipient of Cigna's Outstanding Culture of Health Award in the Northern Florida region.
- Leveraging newly implemented technology. The department was able to expand employee development courses through a virtual platform. This method increased employee participation and attendance by 150%.

## FY 22 and FY 23 Core Goals:

- To have HR services provide comprehensive solutions to employees while leveraging technology and innovation to offer a faster, centralized customer-centric service delivery model – a one-stop-shop model to provide solutions at

the first point of contact.

- To grow the established Diversity, Equity, and Inclusion function within the County. This function will continue to build community among employees from all affinity groups to create a more inclusive workplace where employees can make connections based on common interests both inside and outside of work.

## FY 22 and FY 23 Key Projects:

- Implement the "HR Help Desk" to provide employees and customers a central solution to have all of their HR questions answered. This process will eliminate ambiguity as to who handles which service. This will also provide HR with increased metrics to track trends related to service delivery.
- Paid Time Off (PTO) is planned for fall of 2022 and tied to the Oracle Cloud upgrade. PTO is a more modern approach to providing and using leave accruals. This model provides employee flexibility without hindering operations.
- Update the existing evaluation process to reduce complexity and provide employees with more meaningful feedback. The merit increase process will also be revised to recognize and reward employees for stellar performance.

## Innovation:

Human Resources is excited to implement the Oracle Software as a Service (SaaS) Human Capital Management series, which is a cloud-based operating system. This upgrade will result in increased efficiency and effectiveness in the managing of human capital. Highlights of the system include quick search features, a digital assistant, and at-a-glance workforce insights. In addition, users can securely manage employee information, review business processes, and provide easy self-service options for employees and managers.



The 2021 Virtual Wellness Fair helps viewers understand about healthy living.



Acquelyn Kindred participating in a community recruiting event for future leaders of Hillsborough County.



Human Resources hosted its Virtual Leadership Conference - E3 Leadership Experience.

Performance Measure	FY 20 Actual	FY 21 Actual	FY 22 Projected	FY 23 Projected
Average days to fill a position	73	71	72	72
* The current time to fill is expanding and is anticipated to grow due to the current market conditions and challenges in acquiring talent.				
Turnover rate of employees with less than one year of service	33.9%	32.8%	48.2%	35%
Number of employees hired within the fiscal year	787	754	750	800
Reduce workers compensation claims/costs through a focus on safety, early risk mitigation, employee education, and procedure review	364 claims	287 claims	350 claims	350 claims



# Human Resources

Appropriations	FY20 Actual	FY21 Actual	FY22 Adopted	FY23 Recommended
Personnel Services	\$ 5,516,765	\$ 5,321,154	\$ 6,842,762	\$ 7,528,570
Operating Expenditures/Expenses	1,114,034	870,562	1,881,053	1,823,279
Capital Outlay	4,452	0	4,597	5,597
	<b>\$ 6,635,251</b>	<b>\$ 6,191,716</b>	<b>\$ 8,728,412</b>	<b>\$ 9,357,446</b>

Budget by Fund	FY20 Actual	FY21 Actual	FY22 Adopted	FY23 Recommended
CW General Operating Fund	\$ 5,180,945	\$ 4,862,245	\$ 6,726,109	\$ 7,353,558
CW Special Revenue Funds	300,000	0	0	0
Grants (Not Transportation-Related)	6,413	4,430	203,232	203,232
Self-Insurance Fund	1,147,893	1,325,041	1,799,071	1,800,656
	<b>\$ 6,635,251</b>	<b>\$ 6,191,716</b>	<b>\$ 8,728,412</b>	<b>\$ 9,357,446</b>

	FY20 Actual	FY21 Actual	FY22 Adopted	FY23 Recommended
Funded Positions	110	110	109	112
Funded FTE Positions	74.80	74.80	73.80	76.80

## BUDGET CHANGES AND OPERATIONAL IMPACT FY 22 to FY 23

### PERSONNEL SERVICES:

- A merit increase is budgeted in FY23.
- A 5% increase for health insurance is budgeted in FY23.
- In FY 23, two positions are established to carry out employment-related investigations.
- Position transfers between Human Resources and Enterprise Solution & Quality Assurance result in one additional position.

### OPERATING EXPENDITURES:

- The decrease in operating expenditures is primarily the result of a decrease in indirect administrative costs.

### CAPITAL AND OTHER EXPENDITURES:

- Continuation budget.

# Information Technology

(813) 272-5464

The Information Technology (IT) department embodies a dynamic culture that effectively delivers transformational IT services that are both agile and reliable. As an internal consultancy, the IT department works in partnership with County departments and community agencies to achieve Hillsborough County's overall strategic goals while continuously improving customer service. The IT department's portfolio includes the following core services:

- Desktop Administration and Support Services
- Enterprise Application Development
- Enterprise Content Management Services
- Information Technology Service Management
- Network Administration Services
- Project Management Services
- Server Administration
- Service Delivery Management
- Technical Support and Asset Management Services

## FY 21 and FY 22 Accomplishments:

- Continued the deployment of numerous digital business solutions to capture information and approvals electronically to improve contact-free digital service delivery.
- Deployed multiple Solid Waste Customer Service Management solutions enabling resident self-service capabilities to include streamlined customer service offerings when requesting and receiving Solid Waste services.
- Supported 2,000-plus employees operating in a remote posture in response to COVID-19, inclusive of deploying modern collaboration and video conferencing solutions to maintain business continuity and service delivery.

## FY 22 and FY 23 Core Goals:

- Act as a business partner and an internal technology consultancy. The IT department aims to collaborate with departments to conceive, design, and implement solutions that



The IT Department continues its partnership with Public Safety enhancing the technology and applications available on the vehicles' Mobile Data Terminals.

materially impact service quality, speed, and efficiency for the good of departments and, by extension, County residents.

- Apply enterprise thinking to critical business requirements. The IT department will partner with County departments to deliver process-driven technology solutions that consistently and cost-effectively improve service delivery and customer experiences across the enterprise.
- Provide a modernized user experience that will empower County Government customers. The IT department’s aim is to make it easy and fast for residents and vendors to conduct business with the County. As such, the IT department will pursue innovative solutions that empower customers to complete transactions online without inconvenient, time-consuming trips to County facilities.

**FY 22 and FY 23 Key Projects:**

- Implement the selected vendor solution to enhance traffic management technology to facilitate traffic flow improvements for emergency vehicles, as well as residents, resulting in improved resident mobility and emergency

service response times.

- Implementation and support of a modern, cloud-based enterprise digital commerce payment platform, providing Hillsborough County residents with an easy-to-use, one-stop payment processing portal that offers a selection of modern payment channels.
- Continue to enhance the County’s enterprise infrastructure to maintain reliable, scalable, and secure solutions to meet rapidly evolving digital service delivery channels to residents.

**Innovation:**

Rapidly responding to emergency situations involving residents and visitors is of upmost importance to Hillsborough County first responders. To that end, a partnership with the Hillsborough County Sheriff’s Office and the Hillsborough Fire Rescue has led to the establishment of a Text-to-911 program. The IT department worked closely with local partners and third-party technology solutions providers to successfully enable Text-to-911 capabilities for our residents and visitors.

Performance Measure	FY 20 Actual	FY 21 Actual	FY 22 Projected	FY 23 Projected
Overall customer satisfaction with a “satisfactory” or better rating based on responses to surveys for closed case tickets (incidents starting in FY21).	98.6%	99.1%	98%	99%
Number of service desk tickets (incidents starting in FY21) closed within three days.	76%	77.8%	80%	85%
Average amount of time to answer service desk phone calls.	66 seconds	69 seconds	60 seconds	55 seconds
Percentage of service desk phone calls abandonment rate.	12.98%	11.9%	10%	8%
First-Touch Resolution Rate (% of incidents resolved the first time, with no repeat calls).	N/A	71.69%	80%	85%

# Information Technology Department

Appropriations	FY20	FY21	FY22	FY23
	Actual	Actual	Adopted	Recommended
Personnel Services	\$ 14,738,978	\$ 15,736,700	\$ 15,095,323	\$ 15,530,140
Operating Expenditures/Expenses	11,888,779	15,649,602	19,800,469	24,005,935
Capital Outlay	4,324,441	1,652,198	1,172,000	1,784,000
	<b>\$ 30,952,198</b>	<b>\$ 33,038,500</b>	<b>\$ 36,067,792</b>	<b>\$ 41,320,075</b>

Budget by Fund	FY20	FY21	FY22	FY23
	Actual	Actual	Adopted	Recommended
CW General Operating Fund	\$ 22,914,538	\$ 23,171,324	\$ 26,144,940	\$ 27,683,210
CW Special Revenue Funds	7,951,691	9,866,711	9,801,667	13,635,624
UA Special Revenue Funds	0	0	600	600
Transportation Trust Fund	0	0	120,585	641
Public Utilities Solid Waste Resource Recovery Division	17,087	93	0	0
Public Utilities Water/Wastewater	68,882	372	0	0
	<b>\$ 30,952,198</b>	<b>\$ 33,038,500</b>	<b>\$ 36,067,792</b>	<b>\$ 41,320,075</b>

	FY20	FY21	FY22	FY23
	Actual	Actual	Adopted	Recommended
Funded Positions	129	130	117	116
Funded FTE Positions	129.00	130.00	117.00	116.00

### BUDGET CHANGES AND OPERATIONAL IMPACT FY 22 to FY 23

**PERSONNEL SERVICES:**

- A merit increase is budgeted in FY23.
- A 5% increase for health insurance is budgeted in FY23.
- Position transfers between Information Technology and Engineering & Operations result in one fewer position.

**OPERATING EXPENDITURES:**

- The increase in operating expenditures is primarily the result of several projects to modernize technology for business continuation and upgrades to support existing systems.

**CAPITAL AND OTHER EXPENDITURES:**

- The increase in capital expenditures is primarily the result of projects for infrastructure, network and printer replacement.



# Library Services

(813) 273-3652 | hcplc.org

Hillsborough County Library Services, also known as the Tampa-Hillsborough County Public Library and the Hillsborough County Public Library Cooperative (HCPLC), provides customer-focused library materials, services, programs, and resources to meet the diverse educational, recreational, and cultural needs of Hillsborough County residents. We offer traditional and digital books, collections, and story time programs, as well as in-person and online instruction, free wireless Internet, portable technologies, and access to federal, state, and local e-government services. Library Services has a direct impact on economic development and community prosperity through numerous outcomes, such as improved job skills, school readiness, and availability of educational and leisure materials.



Paris and Phaeton explore the library's Launchpad tablets at the Riverview Public Library.

## FY 21 and FY 22 Accomplishments:

- Restoration and digitization of the Burgert Brothers Photographic Collection negatives. This archive of over 20,000 images chronicles the history of the Tampa Bay area and Florida's west coast from the late 1800s to the early 1960s, and it is being preserved for the public to enjoy for years to come.
- Acquisition of new sites for relocation and construction of replacement facilities for Brandon Regional Library and Thonotosassa Branch Library to meet population growth and user needs, and provide a broader array of services and amenities for the community.

- Renovations of Lutz Branch Library and North Tampa Branch Library. Both branches have reopened to the public with renewed interior design, new furniture, enhanced layout, and technological improvements to better serve the community.

## FY 22 and FY 23 Core Goals:

- Provide convenient access to materials and online services. Buildings and digital spaces are intuitive and easy to use, featuring: materials in a variety of formats, multiple ways of accessing information, and opportunities for learning, personal growth, and economic development.
- Implement classes, events, and library learning experiences that contribute to economic development,

entrepreneurial support/career enhancement, and school readiness.

- Operate a network of free library facilities with open access, a community focus, and welcoming environments. The Library's network of 27 locations and two mobile library service vehicles provide access to materials, staff expertise, meeting rooms, computers, wireless Internet, and collaborative workspace.

## FY 22 and FY 23 Key Projects:

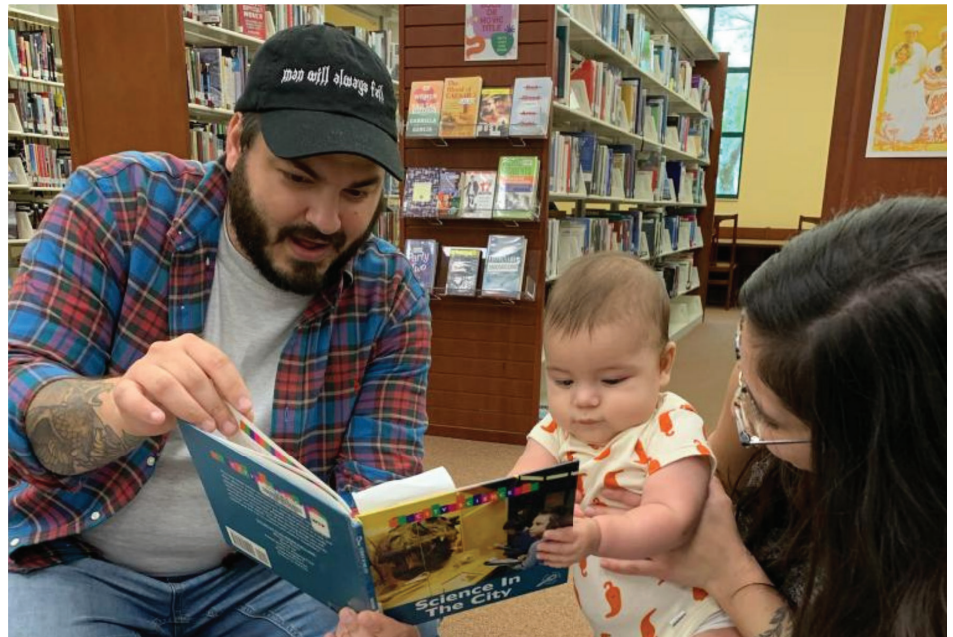
- Establish a new library branch in Wimauma. The Library plans to renovate and staff a repurposed local senior center for a temporary library that will bring needed resources to the community. Concurrently, land for a new 15,000 square foot, state-of-the-art library will be identified.
- Preserve and digitize the newspaper archive of the Florida Sentinel Bulletin, Tampa's African American historic publication, which was founded in 1945. This project will ensure care of the collection, expand public access without compromising the physical items, and contribute to the preservation and inclusion of a vital part of Tampa history as captured through this publication.
- Renovate the Town 'N County Regional Public Library to refresh the interior, provide greater connectivity between the Main Branch and the children's room, and improve the aesthetics of the library entry.

## Innovation:

Library Services developed and delivered children's learning experiences through a centralized team to ensure that all pre-readers ages 0 to 6 have equitable access to high-quality story time programming. Studies show birth through age five is where 90% of critical brain development occurs. Children who are read, sung, and talked to develop diverse vocabularies, become better readers and are more likely to succeed in school. The library's



early literacy team delivers a thematic curriculum focusing on Every Child Ready to Read foundational skills and kindergarten readiness. The library provides a consistent experience across 27 branches, which lays the foundation for future learning. Programs are delivered both in-person and virtually and each is accompanied by a parent tip, which equips parents with tools to continue the experience at home. Since the return of in-person story time programming, the library has offered 1,416 programs with 10,200 attendees.



Adults help develop this child’s language skills by reading together after the “Baby Time” program at West Tampa Branch Library.



Jameson with his Super Reader sign has already read 250 books as part of the library’s early literacy program, “1,000 Books Before Kindergarten.”



The newly renovated North Tampa Branch Library leads to new discoveries and possibilities.

Performance Measure	FY 20 Actual	FY 21 Actual	FY 22 Projected	FY 23 Projected
Percentage of customers who rate library staff as friendly and competent. Measures customer satisfaction with the professional service provided by library staff.	96%	93%	95%	95%
Percentage of customers who found what they were looking for in libraries and on the library website. Measures customer satisfaction with the user experience.	94%	91%	95%	95%
Percentage of customers who learned something new from attending a library in-person educational program. Measures the value of educational and cultural programs to customers.	96%	96%	95%	95%
Percentage of households within library service areas with at least one active card holder. Measures the adoption rate/market penetration for Library Services.	66%	66%	60%	60%

# Library Services Department

Appropriations	FY20 Actual	FY21 Actual	FY22 Adopted	FY23 Recommended
Personnel Services	\$ 22,554,479	\$ 23,506,459	\$ 25,969,823	\$ 28,559,839
Operating Expenditures/Expenses	16,408,863	17,820,217	21,197,579	22,796,761
Capital Outlay	1,805,918	1,834,602	2,363,955	2,075,638
Grants & Aids	359,878	430,056	439,093	390,159
Other Non Operating	0	15,000	0	0
	<b>\$ 41,129,138</b>	<b>\$ 43,606,335</b>	<b>\$ 49,970,450</b>	<b>\$ 53,822,397</b>

Budget by Fund	FY20 Actual	FY21 Actual	FY22 Adopted	FY23 Recommended
UA Gen Op Fund	\$ (2,796)	\$ (50)	\$ 0	\$ 0
CW Special Revenue Funds	302,458	251,583	168,996	188,366
Library Tax District Special Rev Fd	40,829,476	43,354,802	49,801,454	53,634,031
	<b>\$ 41,129,138</b>	<b>\$ 43,606,335</b>	<b>\$ 49,970,450</b>	<b>\$ 53,822,397</b>

	FY20 Actual	FY21 Actual	FY22 Adopted	FY23 Recommended
Funded Positions	385	392	368	391
Funded FTE Positions	368.20	376.78	368.00	391.00

## BUDGET CHANGES AND OPERATIONAL IMPACT FY 22 to FY 23

**PERSONNEL SERVICES:**

- A merit increase is budgeted in FY23.
- A 5% increase for health insurance is budgeted in FY23.
- In FY 23, 23 positions are established to address staffing needs for the Thonotosassa replacement library and Wimauma library.

**OPERATING EXPENDITURES:**

- The increase in operating expenditures is primarily the result of contract renewals, library materials, safety enhancements, and operating costs for the Thonotosassa replacement library and Wimauma library.

**CAPITAL AND OTHER EXPENDITURES:**

- The decrease in capital expenditures is primarily the result of projects requiring one-time funding reaching completion.

**GRANTS AND AIDS:**

- Changes in grants and aids expenditures are primarily the result of fluctuations in grant appropriations.

# Management & Budget

(813) 272-5890 | [HCFLGov.net/Budget](http://HCFLGov.net/Budget)

The Management & Budget department uses sound financial and business practices to budget available resources in accordance with the priorities of the Board of County Commissioners and statutory requirements. It manages the issuance of debt and provides financial analysis services.

## FY 21 and FY 22 Accomplishments:

- Maintained a AAA general obligation bond rating, as determined by all three major rating agencies.
- Complied with Florida Statutes, Chapters 129 and 200, Truth in Millage requirements
- Earned the Government Finance Officers Association’s Distinguished Budget Presentation Award for the 34th consecutive year. Receipt of the award is an indicator that Hillsborough County is communicating budget information to its residents using the best practices, which result in budget transparency.

## FY 22 and FY 23 Core Goals:

- Maintain compliance with Florida Statutes, Chapters 129 and 200, to assure continuing funding and prevent potential service interruptions.
- Continue to effectively manage the budgetary impacts of the COVID-19 pandemic.

## FY 22 and FY 23 Key Projects:

- Continue development of financial/budgetary strategies to ensure fiscal sustainability of service delivery.
- Effectively manage budgetary impacts of COVID-19.
- Update key financial policies to ensure that they are consistent with the County’s most current business model.

## Innovation:

The department has evolved its five-year proforma analysis into a more dynamic tool that analyzes multiple possible economic and financial scenarios. The model evaluates the possible implementation of master plans, the possible impacts of COVID-19, anticipated normal economic growth, and fiscal sustainability. The model provides both the County Administrator and the Board more information to make budgetary decisions.



Management & Budget earned the Government Finance Officers Association’s Distinguished Budget Presentation Award for the 34th consecutive year.

Performance Measure	FY 20 Actual	FY 21 Actual	FY 22 Projected	FY 23 Projected
Truth in Millage	Approved	Approved	Approved	N/A
Budget Award	35th Year Award	N/A	Submitted	N/A

# Management & Budget

	FY20 Actual	FY21 Actual	FY22 Adopted	FY23 Recommended
<b>Appropriations</b>				
Personnel Services	\$ 2,879,851	\$ 3,082,963	\$ 3,994,679	\$ 4,220,756
Operating Expenditures/Expenses	1,610,032	1,392,926	1,835,617	2,707,756
Capital Outlay	0	74,682	73,000	0
Grants & Aids	2,581,205	1,811,392	3,565,910	4,081,725
Other Non Operating	1,200,336	636,787	1,282,500	1,826,537
	<b>\$ 8,271,424</b>	<b>\$ 6,998,750</b>	<b>\$ 10,751,706</b>	<b>\$ 12,836,774</b>

	FY20 Actual	FY21 Actual	FY22 Adopted	FY23 Recommended
<b>Budget by Fund</b>				
CW General Operating Fund	\$ 2,649,660	\$ 2,827,983	\$ 3,807,040	\$ 4,117,388
CW Special Revenue Funds	1,956,424	2,147,561	2,712,018	3,778,211
Grants (Not Transportation-Related)	3,665,340	2,023,206	4,232,648	4,941,175
	<b>\$ 8,271,424</b>	<b>\$ 6,998,750</b>	<b>\$ 10,751,706</b>	<b>\$ 12,836,774</b>

	FY20 Actual	FY21 Actual	FY22 Adopted	FY23 Recommended
<b>Funded Positions</b>	28	28	29	29
<b>Funded FTE Positions</b>	28.00	28.00	29.00	29.00

## BUDGET CHANGES AND OPERATIONAL IMPACT FY 22 to FY 23

**PERSONNEL SERVICES:**

- A merit increase is budgeted in FY23.
- A 5% increase for health insurance is budgeted in FY23.

**OPERATING EXPENDITURES:**

- The increase in operating expenditures is primarily the result of an increase in Misdemeanor Probationary Services collection, indirect costs, and insurance assessments.

**CAPITAL AND OTHER EXPENDITURES:**

- Changes in capital outlay and grants and aids expenditures are primarily the result of fluctuations in grant appropriations.



# Medical Examiner

(813) 914-4500 | HCFLGov.net/MedicalExaminer

The Medical Examiner investigates or reviews more than 9,000 of the approximately 11,000 deaths that occur annually in Hillsborough County. The department has two core responsibilities: a statutorily mandated mission to determine cause and manner of death in a specific set of circumstances defined in Section 406.11, Florida Statutes, and the disposal of unclaimed bodies. A body is deemed unclaimed if no family, friend, or organization comes forward to fund private disposition of remains.

## FY 21 and FY 22 Accomplishments:

- Updated the department’s analog security system to a closed circuit TV-type system providing 360-degree vision of all areas of the facility.
- Updated the facility’s manual perimeter gate system to an automatic perimeter gate system.
- Finalized placement of the six reefer coolers obtained for use during a mass casualty or emergency event.

## FY 22 and FY 23 Core Goals:

- Obtain N.A.M.E. (National Association of Medical Examiners) accreditation.
- Increase response to death scenes to 24 hours a day, seven days a week.
- Continue to decrease the amount of cases using the County Indigent Program each year.

## FY 22 and FY 23 Key Projects:

- Develop an in-house cold case unit to focus on the unidentified cases currently within the department.
- Update current case management system or purchase new system to better track cases and provide data for data mining purposes.
- Develop plans for future expansion of current facility.

## Innovation:

The department began actively discussing developing a cold case unit to focus on obtaining positive identifications on our unidentified cases. We recently obtained a positive ID on a 1991 case.



The Toxicology Lab is pictured.



Lodox – Full body scanner allows full body x-ray images to be taken in approx 60 seconds. Used to assist with location of projectiles, foreign objects, injuries, and medical conditions (i.e. enlarged heart).

Performance Measure	FY 20 Actual	FY 21 Actual	FY 22 Projected	FY 23 Projected
Total number of death investigations conducted	11,707	12,762	13,500	14,000
Cremation authorizations	7,895	7,619	7,800	8,000
Indigent body dispositions	702	692	700	725



# Medical Examiner

Appropriations	FY20 Actual	FY21 Actual	FY22 Adopted	FY23 Recommended
Personnel Services	\$ 4,436,287	\$ 4,912,446	\$ 5,169,496	\$ 5,428,486
Operating Expenditures/Expenses	1,497,731	1,578,941	1,892,375	2,183,354
Capital Outlay	421,540	0	0	370,000
	<b>\$ 6,355,558</b>	<b>\$ 6,491,387</b>	<b>\$ 7,061,871</b>	<b>\$ 7,981,840</b>

Budget by Fund	FY20 Actual	FY21 Actual	FY22 Adopted	FY23 Recommended
CW General Operating Fund	\$ 6,355,558	\$ 6,491,387	\$ 7,061,871	\$ 7,981,840
	<b>\$ 6,355,558</b>	<b>\$ 6,491,387</b>	<b>\$ 7,061,871</b>	<b>\$ 7,981,840</b>

	FY20 Actual	FY21 Actual	FY22 Adopted	FY23 Recommended
Funded Positions	43	48	48	48
Funded FTE Positions	40.48	45.48	45.48	45.48

**BUDGET CHANGES AND OPERATIONAL IMPACT  
FY 22 to FY 23**

**PERSONNEL SERVICES:**

- A merit increase is budgeted in FY23.
- A 5% increase for health insurance is budgeted in FY23.

**OPERATING EXPENDITURES:**

- The increase in operating expenditures is primarily the result of increased insurance assessments and office equipment.

**CAPITAL AND OTHER EXPENDITURES:**

- The increase in capital expenditures is primarily the result of replacing existing equipment.

# Minority & Small Business Enterprises

(813) 829-2650 | HCFLGov.net/EconDev

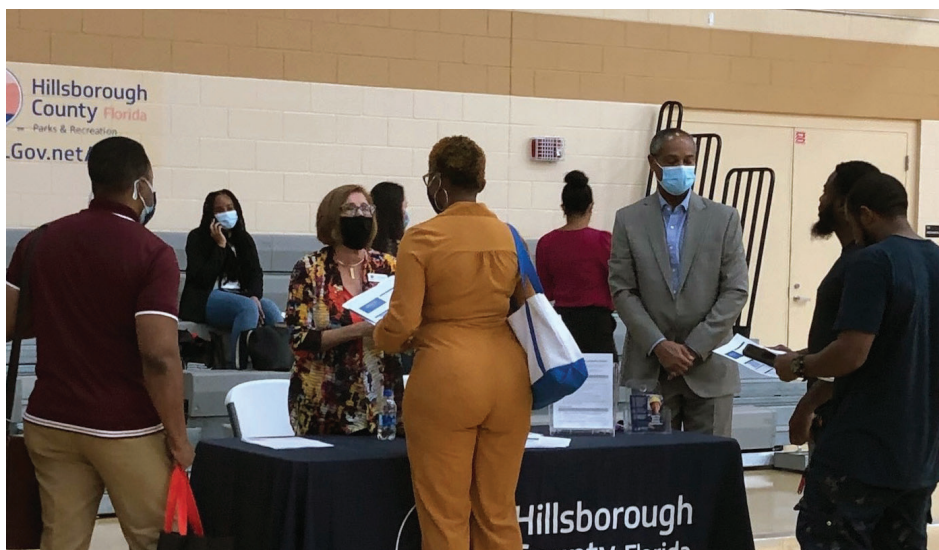
Minority and Small Business Enterprises Division increases minority- and women-owned and small businesses' access to County procurement opportunities in construction, contractual services, and professional consulting services. These programs are economic development drivers that strive to support a diverse base of suppliers/vendors, job creation, and business expansion and retention. The division achieves these goals through community outreach, providing capacity-building training for certified and registered business enterprises, and direct relationships with user-departments.

## FY 21 and FY 22 Accomplishments:

- Due to COVID-19 the division held its annual business reverse trade show in a virtual format for the first time. This event provided training, networking between prime contractors and subcontractors, and opportunities for attendees to meet representatives of County and partner procurement departments.
- One of the methods that the division utilizes to provide educational and business assistance to its certified and registered businesses is the Small Contractor Development Program.

This program covers such topics as how to obtain bonds, legal issues, financial/accounting issues, and general management and employee issues. All classes are taught by subject-matter experts.

- The minority- and women-owned businesses enterprise and small business enterprise (MBE/SBE) programs were elevated to a division-level function and added staff, a director, and two additional staff members. This elevation is in alignment with the County's focus on equity and inclusion, and seeks to increase MBE/SBE participation in County procurement opportunities.



The "Doing Business with Hillsborough County" event attracted an impressive number of business owners and vendors looking to engage in business opportunities with the County.

## FY 22 and FY 23 Core Goals:

- Greater access to procurement opportunities and a more diverse base of suppliers/vendors by increasing the number of certified minority- and women-owned businesses enterprise (MBE) and registered small business enterprise (SBE) firms.
- More strategic planning and partnership opportunities for certified minority- and women-owned businesses enterprise (MBE) and registered small business enterprise (SBE) firms by providing advance notice of future capital projects.
- Enhanced training and technical assistance to certified minority- and women-owned businesses enterprise (MBE) and registered small business enterprise (SBE) firms to increase the number of firms securing County procurement opportunities.

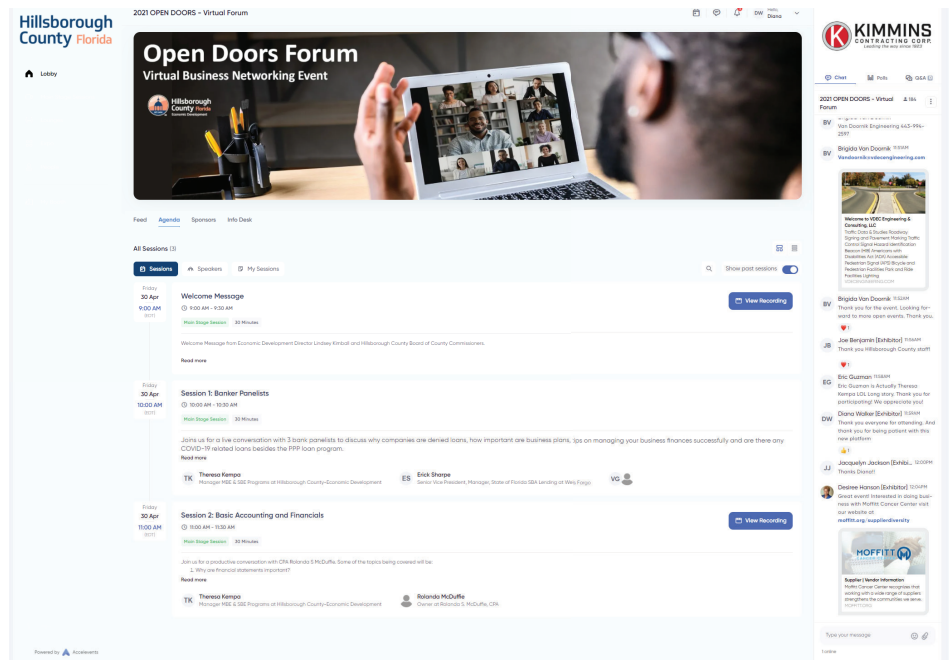
## FY 22 and FY 23 Key Projects:

- Deliver more educational and business assistance offerings to certified and registered businesses by increasing the number of times per year that the Small Contractor Development Program is offered. This additional course offering will provide technical and operational assistance to more businesses, increasing their capability, capacity, and sustainability.
- The division will develop an enhanced outreach and marketing strategy in coordination with Communications & Digital Media and begin out-of-market promotions and outreach to reach MBEs in other areas of Florida. This action will increase MBE and SBE certification and participation in the County's procurement opportunities to strengthen and grow our MBE and SBE businesses.
- Work with the County's Entrepreneurial Collaborative Center and Small Business Development Center to help MBEs and SBEs overcome barriers to success, such as: access to capital,

social capital/networks, contracting and bidding expertise, and access to business assistance. This will help strengthen their capacity through training and leveraging of available resources.

## Innovation:

The Minority and Small Business Enterprises Division will identify community and industry groups for partnership opportunities to increase the number of firms registered with the MBE and/or SBE program and grow the number of firms that participate in a County procurement opportunity. This will include advance notification of upcoming projects in minority publications and general circulation publications, subscription-based emails, and an e-newsletter to provide more time for information gathering and matchmaking.



The virtual Open Doors Forum presented a great opportunity for numerous businesses and vendors to network and connect with the County

*The Hillsborough County Minority and Small Business Enterprises Division helped me become certified as an MBE firm and provided me with the resources I needed to start, maintain and scale my business.*

*... As a graduate of their Small Contractor Development Program I was prepared to capitalize on a business opportunity to be a vendor for Super Bowl 55.*

*The training I received helped me ensure that all of my insurance documents, capabilities, bond and financials were fully prepared and updated. Also, (staff member) Rita Sauri, took time to teach me the business of business!*

**Robyn Donaldson, Owner, Renew Construction Services**

Performance Measure	FY 20 Actual	FY 21 Actual	FY 22 Projected	FY 23 Projected
Number of MBE/SBE firms actively certified	840	953	959	975
Use of MBE/SBE firms in County contracting as a percentage of total contract values	14%	15%	16%	17%

# Minority & Small Business Enterprises

Appropriations	FY20 Actual	FY21 Actual	FY22 Adopted	FY23 Recommended
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 788,011
Operating Expenditures/Expenses	0	0	0	527,671
Grants & Aids	0	0	0	500,000
	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 1,815,682</b>

Budget by Fund	FY20 Actual	FY21 Actual	FY22 Adopted	FY23 Recommended
CW General Operating Fund	\$ 0	\$ 0	\$ 0	\$ 1,579,011
Economic Devel Activity Fund	0	0	0	236,671
	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 1,815,682</b>

	FY20 Actual	FY21 Actual	FY22 Adopted	FY23 Recommended
Funded Positions	6	6	6	6
Funded FTE Positions	6.00	6.00	6.00	6.00

### BUDGET CHANGES AND OPERATIONAL IMPACT FY 22 to FY 23

**PERSONNEL SERVICES:**

- A merit increase is budgeted in FY23.
- A 5% increase for health insurance is budgeted in FY23.
- Position transfers between Economic Development and Minority & Small Business Enterprises Division result in six additional positions due to the reorganization of the Economic Development Department.

**OPERATING EXPENDITURES:**

- Operating expenditures are established due to the reorganization of the Economic Development Department.

**CAPITAL AND OTHER EXPENDITURES:**

- Grants and aids budget is established to develop an enhanced outreach and marketing plan in alignment with the equity and inclusion to Hillsborough County.



# Parks & Recreation

(813) 635-3500 | HCFLGov.net/Parks

Parks & Recreation provides competitive athletic and recreational opportunities for people of all ages and abilities, focusing on Hillsborough County’s approximately 1.4 million residents. The department manages a wide range of facilities, including 53 recreation centers, seven gymnasiums, six fitness centers, five skate parks, nine off-leash dog parks, and 47 sports complexes. The sports complexes include 170 baseball and softball fields, 30 football fields, 53 soccer fields, and three lacrosse fields. In addition, there are 104 non-programmed neighborhood parks consisting of about 1,200 acres of open space, 44 miles of walking paths, and 118 playgrounds, courts, and picnic shelters. Adaptive programs for residents with disabilities, in addition to special events with community and civic organizations, round out Parks & Recreation’s offerings.



Newly installed energy efficient LED lights shine over the Ed Radice Sports Complex.

## FY 21 and FY 22 Accomplishments:

- The department received reaccreditation from the National Recreational and Park Association’s Commission for Accreditation of Park and Recreation Agencies (CAPRA). Less than 1% of all park systems in the country have achieved and maintained this elite status. It ensures that best practices are followed and demonstrates a commitment to the community.
- Parks & Recreation made significant steps to improve facility and programming accessibility. Construction was completed on

a 10,000-square-foot accessible playground, seven parks were renovated to remove all accessibility barriers, and plans are in place to renovate 30 more sites. Additionally, 14 sports were added to the Adaptive Sports program.

- The department’s Athletic Division took over the care and maintenance of 180 athletic fields and established standards of care to keep them in top condition. Additionally, the department made baseball fields accessible to recreational and competitive players through its Team HC program and Hillsborough County Competitive League program (HCCLP). More than 80 competitive teams now

have access to quality practice fields.

## FY 22 and FY 23 Core Goals:

- The Athletic Division will continue to make recreational leagues for the community its top priority to ensure economic equity. Also, it will identify locations and procedures for elite sports with high-end competition leagues. Parks & Recreation created a competitive component of baseball/softball. Since its inception, the program has brought in over \$74,000 in revenue.
- The department will continue to develop its amenity sponsorship program to give businesses and organizations the ability to sponsor park amenities such as playgrounds, dog parks, splash pads, basketball courts, and more. All community sponsor contributions will be used to improve visitor experiences and make Hillsborough County parks more equitable and inclusive.
- The department will further develop its innovative Esports program, creating fun and competitive gaming experiences while promoting inclusion and a sense of community for participants of all ages. It will add two additional sites, implement online play, increase the number of tournaments, and continue growing teen participation.

## FY 22 and FY 23 Key Projects:

- The new park impact fee structure, along with budgeted projects, allow for major renovations at several parks. Some of these projects include major overhauls to Keystone and Branchton parks, a floating dock at Wortham Park, walkways in various parks to connect neighborhoods, and fitness zones at Apollo Beach, Beacon Meadows, and Sandy Perrone Park.
- In FY 20, the BOCC approved \$7 million for synthetic turf fields, \$4 million for sports LED upgrades, and \$7.5 million for Phase One of the Waterset Sports Complex. The funding



provides for new construction of synthetic, multipurpose athletic fields countywide to address the need of increasing field capacity.

- Pickleball is the fastest-growing recreational sport in America. To meet the demand for this popular sport, the department will add 46 new pickleball courts across the county. The courts will be constructed at 11 different parks strategically selected to ensure equitable access to all.

**Innovation:**

Ensuring equitable access to top-level facilities and amenities is always a priority for Parks & Recreation. The department has funded the construction of 12 synthetic turf fields throughout Hillsborough County. Synthetic fields require less maintenance, can handle a much higher programming capacity than real turf fields, and are playable in very short periods after rain events. Some fields will support public and league use, especially since predominate users will be league partners.



Participants practice archery in the Hillsborough County Adaptive Sport Program at the Lesley “Les” Miller Jr. All People’s Community Park & Life Center in preparation for the Junior Nationals.



The Esports sign at Emanuel P. Johnson Recreation Center lights up the new lounge.



Staff and kids celebrate their Turkey Bowl victory on the podium, showing off their trophy, medals, and giant turkey legs.

Performance Measure	FY 20 Actual	FY 21 Actual	FY 22 Projected	FY 23 Projected
Increase participation of seniors, adults, and youth in recreational sports activities	61,731	267,123	95,000	100,000
Customer service satisfaction rating for childcare programming	92% satisfied	92% satisfied	91% to 92% satisfied	91% to 92% satisfied
Increase participation visits in recreational activities	820,546	1,173,680	925,000	950,000

# Parks & Recreation

Appropriations	FY20 Actual	FY21 Actual	FY22 Adopted	FY23 Recommended
Personnel Services	\$ 11,759,011	\$ 13,062,149	\$ 15,571,743	\$ 17,198,863
Operating Expenditures/Expenses	18,111,037	20,768,244	23,366,005	26,330,763
Capital Outlay	279,680	471,037	260,277	485,775
<b>Expenses &amp; Expenditures</b>	<b>\$ 30,149,729</b>	<b>\$ 34,301,430</b>	<b>\$ 39,198,025</b>	<b>\$ 44,015,401</b>

Budget by Fund	FY20 Actual	FY21 Actual	FY22 Adopted	FY23 Recommended
CW General Operating Fund	\$ 1,016,561	\$ 1,049,613	\$ 1,484,972	\$ 2,408,430
UA Gen Op Fund	29,118,567	33,251,817	37,713,053	41,606,971
UA Special Revenue Funds	14,600	0	0	0
<b>Total</b>	<b>\$ 30,149,729</b>	<b>\$ 34,301,430</b>	<b>\$ 39,198,025</b>	<b>\$ 44,015,401</b>

Funded Positions	FY20 Actual	FY21 Actual	FY22 Adopted	FY23 Recommended
Funded Positions	330	332	349	368
Funded FTE Positions	211.39	216.36	234.69	249.92

## BUDGET CHANGES AND OPERATIONAL IMPACT FY 22 to FY 23

### PERSONNEL SERVICES:

- A merit increase is budgeted in FY23.
- A 5% increase for health insurance is budgeted in FY23.
- In FY23, 19 positions are established to support capital projects nearing completion in FY22 and to address the reopening of the Balm Recreation Center, and additional programming staff for various programs within the department.

### OPERATING EXPENDITURES:

- The increase in operating expenditures is primarily the result of capital projects nearing completion, to support parks and field maintenance, increase in indirect administrative cost, increase in insurance assessments, and an increase in fleet expenditures.
- In FY23, one-time funding is included for a sports streaming system at Skyway Park, initial equipment for the newly established positions, and to add network connectivity to the remaining staff office sites within the department.

### CAPITAL AND OTHER EXPENDITURES:

- The increase in capital expenditures is primarily the result of the completion of projects and the acquisitions of vehicles/equipment requiring one-time funding.



# Performance, Data, & Analytics

The Performance, Data, & Analytics department's vision is to facilitate a 360-degree view of the customer, utilize machine learning to drive business insights, and visualize outcomes via innovative use of technology. To accomplish this vision, the department provides a variety of services, including enterprise data governance, geospatial analytics, and maintenance of the County's Geographic Information Systems (GIS). The department also houses the 911 Administration, supports the development community by assigning street names and addresses, inventories the County's transportation, stormwater, and telecommunications assets, and performs survey and mapping services, such as plat reviews and contract management.

## FY 21 and FY 22 Accomplishments:

- Developed the Azure Business Intelligence Environment (ABIE) to import, analyze, and report on enterprise-level data. ABIE is comprised of over 200 tools, including machine learning, business intelligence, and artificial intelligence modules.
- Realigned 911 funds to strengthen the infrastructure and integrity of the 911 network, including advancements in cybersecurity monitoring and reserves to allay potential service interruptions.
- Analyzed LiDAR (Light Detection and Ranging) tree cover across the County using GIS. This analysis resulted in a tool that predicts where tree roots may impact sidewalk panels and general right-of-way infrastructure.

## FY 22 and FY 23 Core Goals:

- Develop, refine, and execute a Master Data Management (MDM) plan that identifies master data, ensures it is managed as an enterprise asset, and improves the quality and reliability of this data for analysis. This plan

will include policies and procedures designed to mitigate security issues and enable visualization tools to facilitate insight-based decision making.

- Promote training opportunities available from the department across the organization and partner agencies, including GIS, Six Sigma, and Azure training.
- Partner with internal stakeholders to advance the enterprise data governance model. Includes identifying data stewards, launching integration projects, and delivering visualizations to senior management.

## FY 22 and FY 23 Key Projects:

- Work in partnership with local Public Safety Access Points to implement the Next Generation 911 solution. This technology allows for detailed and spatially significant information to pass through a variety of communication devices, which will increase the efficiency of emergency response units.
- Work with County departments to support and analyze sustainability projects, such as visualizing County

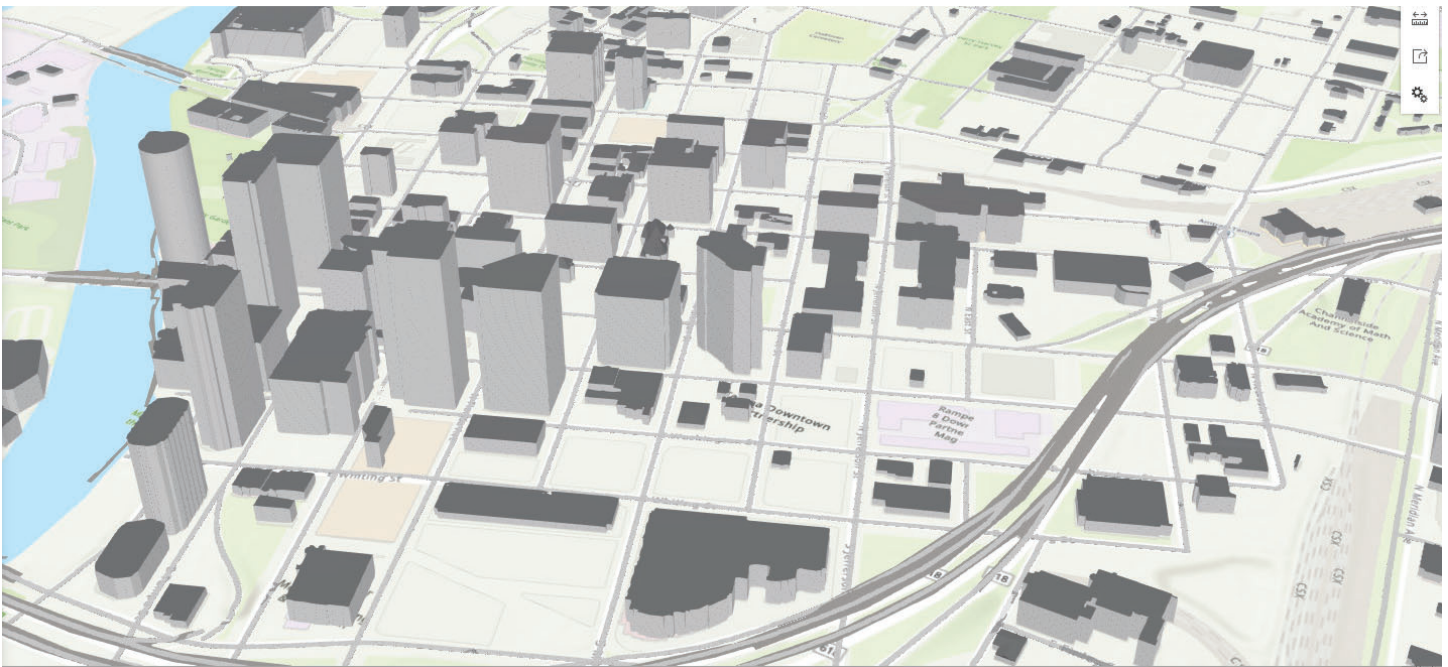
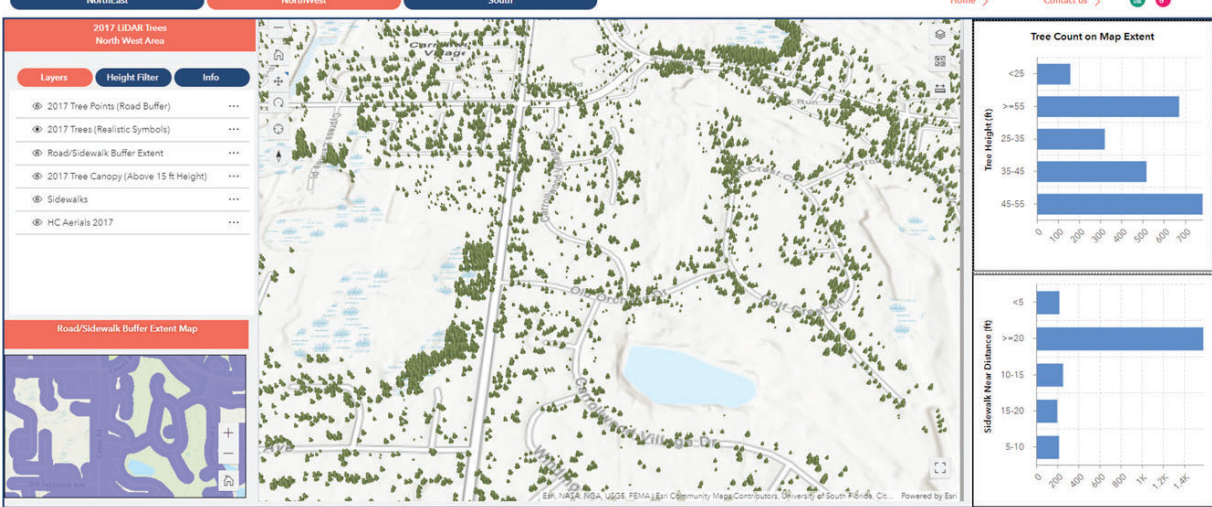
projects in a digital format and identifying County assets potentially impacted by sea level rise.

- Adapt GIS infrastructure to support a disconnected workforce. This will ensure end users of the GIS platform have access to curated spatial data, support cloud-based mapping solutions, and have enough computing power to perform complex spatial analysis.

## Innovation:

Furthering the vision of insight-driven decision making, the Azure Business Intelligence Environment (ABIE) has now cataloged several terabytes of unstructured data and incorporated this asset into the data warehouse. ABIE also serves as an integration point for multiple corporate-level software installations and seamlessly moves data into protected spaces for distribution and reporting. As an example, several large department-specific spreadsheets, which contained dozens of worksheets and thousands of records and formulas, have been replaced with an easy-to-use front end, which outputs additional information and takes a fraction of the time.

LiDAR analysis of tree cover is shown.



3D buildings are derived using GIS.

Performance Measure	FY 20 Actual	FY 21 Actual	FY 22 Projected	FY 23 Projected
Condition code 10% of the County's stormwater assets (~28,000) per year in compliance with the National Pollutant Discharge Elimination System permit.	275 per day	285 per day	300 per day	300 per day
Review plat submissions in support of the development community.	120	120	125	125
Create high-quality geospatial products using GIS. Projects include online maps and applications, data creation and maintenance, and spatial analysis in support of County departments.	430	440	450	450

# Performance Data & Analytics

Appropriations	FY20 Actual	FY21 Actual	FY22 Adopted	FY23 Recommended
Personnel Services	\$ 5,139,546	\$ 5,405,952	\$ 7,733,601	\$ 8,376,123
Operating Expenditures/Expenses	5,662,539	5,031,794	8,760,592	8,539,451
Capital Outlay	287,757	0	0	0
Grants & Aids	1,971,139	2,000,885	1,931,670	1,931,670
	<b>\$ 13,060,982</b>	<b>\$ 12,438,631</b>	<b>\$ 18,425,863</b>	<b>\$ 18,847,244</b>

Budget by Fund	FY20 Actual	FY21 Actual	FY22 Adopted	FY23 Recommended
CW General Operating Fund	\$ 1,790,309	\$ 1,411,679	\$ 5,100,220	\$ 5,827,707
UA Gen Op Fund	3,470,595	3,426,157	4,271,413	4,170,822
CW Special Revenue Funds	6,522,808	6,496,729	7,524,344	7,264,126
Transportation Trust Fund	793,223	1,007,016	1,427,931	1,477,833
Public Utilities Solid Waste Resource Recovery Division	18,578	19,337	20,391	21,351
Public Utilities Water/Wastewater	465,469	77,713	81,564	85,405
	<b>\$ 13,060,982</b>	<b>\$ 12,438,631</b>	<b>\$ 18,425,863</b>	<b>\$ 18,847,244</b>

	FY20 Actual	FY21 Actual	FY22 Adopted	FY23 Recommended
Funded Positions	82	86	74	75
Funded FTE Positions	82.00	86.00	74.00	75.00

## BUDGET CHANGES AND OPERATIONAL IMPACT FY 22 to FY 23

### PERSONNEL SERVICES:

- A merit increase is budgeted in FY23.
- A 5% increase for health insurance is budgeted in FY23.
- Position transfers between Performance Data & Analytics and Procurement Services result in one additional position.

### OPERATING EXPENDITURES:

- The decrease in operating expenditures is primarily the result of 911 system implementation projects requiring one-time funding reaching completion.

### GRANTS AND AIDS:

- Continuation budget.



# Pet Resources

(813) 744-5660 | [HCFLGov.net/Pets](http://HCFLGov.net/Pets)

The Pet Resource Center (PRC) is the County's public animal shelter and community service organization that cares for homeless and unwanted pets. It also provides support for the animal control and law enforcement officers of the county. The department's mission is to make life better for the people and pets of the community through expert assistance and education. Pet Resources is one of the top public lifesaving shelters and has been identified as a leader in public sheltering.



Marley is one of the many success stories for foster/rescue programs.

## FY 21 and FY 22

### Accomplishments:

- Partnerships with not-for-profit animal care agencies resulted in an additional 772 surgeries for cats that didn't have to be completed by Pet Resources.
- Recorded the highest lifesaving percentage of 96% overall, for all cats and dog taken in by the PRC (including those kept offsite with fosters) and including all pets kept out of the shelter successfully through aid provided to the original owner.
- Recognized by the National Association of Counties as having a model program to keep people with their pets rather than having to surrender them during difficult times. It is a program that can be replicated across the nation.

### FY 22 and FY 23 Core Goals:

- Continue to provide community resources to keep as many pets out of the shelter and with their owners as possible.
- Redesign the volunteer program following the COVID pandemic to meet the new needs of the volunteer and the shelter while assisting people and their pets.
- Reassess and develop a spay/neuter program that better meets the new needs of the community. The current voucher program has succeeded in its mission, and a new mission needs to be developed.

### FY 22 and FY 23 Key Projects:

- Refocus money that has been dedicated for years to low-cost sterilization of all cats and dogs for people without the means to get private services to a more responsive and direct program that will more efficiently utilize the funds and reduce overhead expenses.
- Begin a community outreach program as the pandemic restrictions continue to lessen to help meet the needs of the community.

- Assess the new needs for sheltering, and further assess future needs for space, services, and programming.

**Innovation:**

Pet Resources has been able to leverage the online resources to help the community and to get pets into adoptive and foster homes. This adds to the strength of the already robust shelter programs and allows people different access as things have rapidly changed in our community. The new model includes: appointments, walk-ins, retention programs, online adoption, curbside pick-up and delivery options, behavioral assistance, and a broad scope of resources to help all pet owners.



#MakeADogsDay helped get enrichment for dogs and increased adoptions.

Performance Measure	FY 20 Actual	FY 21 Actual	FY 22 Projected	FY 23 Projected
Number of homeless and unwanted pets that are kept by foster caregivers and rescues and would have been traditionally housed in the shelter, but are helped by the Pet Resource Center on an outpatient basis.	3,309	5,870	5,800	5,900
Overall live outcome rate for both cats and dogs, including strays housed outside the shelter but assisted on an outpatient basis by the Pet Resource Center.	94.4%	93.3%	95%	96%
Percentage of pet owners initially wanting to surrender their pets, but are able to keep them by alternatives to surrender and kept their pet(s) in their homes.	84%	88%	89%	90%
Focus operations of the shelter as a limited stay facility for homeless and unwanted pets. Average length of stay - days kept in the shelter.	Dogs: 12 days Cats: 5 days	Dogs: 14 days Cats: 7 days	Dogs: 12 days Cats: 5 days	Dogs: 10 days Cats: 5 days

# Pet Resources

	FY20 Actual	FY21 Actual	FY22 Adopted	FY23 Recommended
<b>Appropriations</b>				
Personnel Services	\$ 7,282,800	\$ 5,677,222	\$ 6,609,464	\$ 7,115,829
Operating Expenditures/Expenses	3,056,849	2,584,707	3,254,693	3,154,565
Capital Outlay	334,339	29,026	58,699	60,000
	<b>\$ 10,673,989</b>	<b>\$ 8,290,955</b>	<b>\$ 9,922,856</b>	<b>\$ 10,330,394</b>

	FY20 Actual	FY21 Actual	FY22 Adopted	FY23 Recommended
<b>Budget by Fund</b>				
CW General Operating Fund	\$ 10,359,584	\$ 7,849,144	\$ 9,455,356	\$ 9,862,894
CW Special Revenue Funds	314,405	441,811	467,500	467,500
	<b>\$ 10,673,989</b>	<b>\$ 8,290,955</b>	<b>\$ 9,922,856</b>	<b>\$ 10,330,394</b>

	FY20 Actual	FY21 Actual	FY22 Adopted	FY23 Recommended
<b>Funded Positions</b>	120	89	95	95
<b>Funded FTE Positions</b>	120.00	89.99	95.00	95.00

## BUDGET CHANGES AND OPERATIONAL IMPACT FY 22 to FY 23

**PERSONNEL SERVICES:**

- A merit increase is budgeted in FY 23.
- A 5% increase for health insurance is budgeted in FY23.

**OPERATING EXPENDITURES:**

- The decrease in operating expenditures is primarily the result of one time funding for two pet friendly trailers and supplies.

**CAPITAL AND OTHER EXPENDITURES:**

- The increase in operating expenditures is primarily the result of an additional digital x-ray system.



# Procurement Services

(813) 272-5790 | HCFLGov.net/Procurement | ProcurementServices@HCFLGov.net

The Procurement Services department provides centralized procurement for the acquisition of goods and services in support of all County departments, government agencies, and other offices that choose to use its services. Our mission is to serve as trusted advisers who passionately, predictably, and promptly source high-value solutions so communities prosper and lives improve. As stewards of public funds, Procurement Services serves with integrity, strives for excellence in every procurement endeavor, and is committed to the fair and equitable treatment of all vendors. Department staff are empowered to take the actions necessary to exceed customers' expectations, add value, and make a positive difference in every transaction within the confines of applicable law, policies, and procedures.

## FY 21 and FY 22 Accomplishments:

- In response to Ordinance No. 21-17, adopted by the Board of County Commissioners on May 19, 2021, created/launched the Construction Apprenticeship Program (CAP) to create opportunities for training and experience to ensure a trained workforce will be available in the future for County construction projects. The first project utilizing CAP was awarded on Feb. 2, 2022.
- Collaborated with Economic Development and area chambers of commerce to form collaborative

groups for small and disadvantaged businesses to discuss doing business with Hillsborough County. Also, offered iSupplier vendor training in a virtual platform to reach a broader spectrum of vendors and increase the number of registered vendors doing business with the County.

- Offered numerous Countywide courses via Microsoft Teams titled "Public Procurement 101" that covered public procurement fundamentals and Hillsborough County Procurement Policy and Procedures, and "Specifications Writing," which addressed identifying needs and developing effective bid specifications.

## FY 22 and FY 23 Core Goals:

- Procure the goods and services that County departments and agencies need to deliver quality services to residents and visitors in Hillsborough County.
- Preserve and strengthen the department's reliable network of vendor businesses through active engagement, outreach, and support activities.
- Cultivate meaningful and strategic business partnerships to maximize value and support sustainable community prosperity.

## FY 22 and FY 23 Key Projects:

- Translate iSupplier training materials and record "How to do Business with the County" training in Spanish for posting on the County website to reach a broader spectrum of Spanish-speaking vendors, increase good will, and increase the number of registered vendors doing business with the County.
- Leverage the County OnBase system to be the centralized electronic document management system for County staff and residents to access the Procurement Policy, Procurement Procedures, and Procurement Standard Operating Procedures. The system will provide users access to the most current versions and provide a mechanism to view tracked document revisions.
- Collaborate with Enterprise Solutions

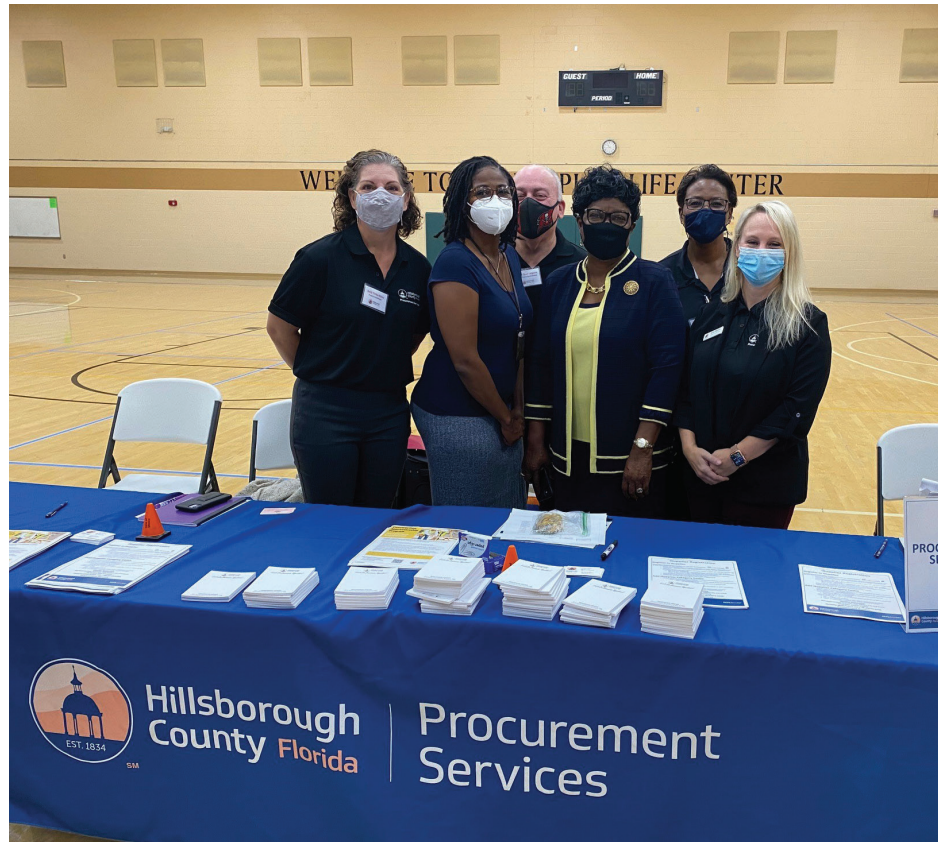


Procurement Services processed 29 construction projects valued at over \$165,575,000 in the most current fiscal year. One project, led by Procurement Services' Sybil Tucker, was the construction of the new Riverview Library, which opened on April 5, 2021, and is four times the size of its predecessor.

and Quality Assurance (ESQA) to upgrade the existing Oracle E Business suite to the Oracle Fusion SaaS Cloud. This upgrade will leverage innovative technology and promote stronger working relationships with our suppliers.

**Innovation:**

Procurement Services is taking an innovative approach to its marketing initiatives in collaboration with Communications & Digital Media. Procurement staff are collecting success stories from suppliers who have been awarded procurements and are in good standing who are willing to discuss how their experience working with the County helped grow their business. Many have shared interesting, impactful, and compelling success stories. Designated suppliers will be contacted to explore business success stories that are relevant, newsworthy, and impactful. Selected stories will be shared with local media outlets in order to facilitate outreach and grow the number and quality of mutually beneficial relationships between suppliers and Hillsborough County.



Procurement Services participated in the Nov. 4, 2021, “Doing Business with Hillsborough County” event hosted by Economic Development and Commissioner Gwen Myers. Shown are (left to right) Kelly Trnka-Stone, LaSandra Pryer-Shepard (Water Resources), Izzy Segarra, Commissioner Myers, Tracy Edwards, and Amy Rensch.

Performance Measure	FY 20 Actual	FY 21 Actual	FY 22 Projected	FY 23 Projected
Number of vendors registered in the Oracle EBS iSupplier system as of the end of the FY.	13,569	17,922	18,000	19,000
Revenue generated for the County from Purchasing Card and ePayables programs.	\$429,243 (15 months)	\$386,322	\$325,365	\$300,000
Number of contract administration items processed.	496	723	500	500
Total dollar amount and number of all awarded procurements – sourcing events.	\$369,893,519 / 283	\$401,955,313 / 301	\$455,000,000 / 325	\$465,000,000 / 350
Total dollar amount and number of all awarded non-sourced procurements.	\$30,949,489 / 320	\$59,854,428 / 300	\$30,000,000 / 300	\$30,000,000 / 300



# Procurement Services

Appropriations	FY20 Actual	FY21 Actual	FY22 Adopted	FY23 Recommended
Personnel Services	\$ 3,224,681	\$ 3,586,171	\$ 3,989,308	\$ 3,974,059
Operating Expenditures/Expenses	45,711	68,149	153,906	169,415
	<b>\$ 3,270,392</b>	<b>\$ 3,654,320</b>	<b>\$ 4,143,214</b>	<b>\$ 4,143,474</b>

Budget by Fund	FY20 Actual	FY21 Actual	FY22 Adopted	FY23 Recommended
CW General Operating Fund	\$ 2,917,263	\$ 3,324,931	\$ 3,706,311	\$ 4,141,159
Public Utilities Solid Waste Resource Recovery Division	58,331	38,277	44,816	237
Public Utilities Water/Wastewater	294,798	291,112	392,087	2,078
	<b>\$ 3,270,392</b>	<b>\$ 3,654,320</b>	<b>\$ 4,143,214</b>	<b>\$ 4,143,474</b>

	FY20 Actual	FY21 Actual	FY22 Adopted	FY23 Recommended
Funded Positions	39	40	40	38
Funded FTE Positions	39.00	40.00	40.00	38.00

### BUDGET CHANGES AND OPERATIONAL IMPACT FY 22 to FY 23

**PERSONNEL SERVICES:**

- A merit increase is budgeted in FY23.
- A 5% increase for health insurance is budgeted in FY23.
- Position transfers between Procurement Services, Enterprise Solutions & Quality Assurance, and Performance Data & Analytics result in two fewer positions.

**OPERATING EXPENDITURES:**

- The increase in operating expenditures is primarily the result of increased fuel cost and insurance assessments.

# Risk Management & Safety

(813) 301-7052 | HCFLGov.net/Risk

The Risk Management & Safety Division's mission is to create a safer work environment for employees and help protect Hillsborough County against financial losses through insurance and internal loss control by creating and implementing new and improved safety practices and procedures. Risk Management & Safety evaluates and recommends appropriate improvements to current programs and practices, in addition to administering new programs on various types of training for employees, including general and automobile liability, claim administration, insurance requirements, safety protocols, and more.

## FY 21 and FY 22 Accomplishments:

- The division, along with the Solutions Architect Team, developed a central repository in OnBase to house and track certificates of insurance, ensuring they are updated and accurate. The central repository allows the team to efficiently respond to requests for certificates.
- Subrogation was pursued from those responsible for damages caused to County property, resulting in a reimbursement of \$101,361.51 in fiscal year 2021.
- Successfully trained 847 employees in Defensive Driver Training in 2022. To date, 69.4% (or 3,470) of County employees who utilize County vehicles have completed the training.

- Provided virtual training to 118 employees for COVID-19 safety in the workplace. Trainings were adjusted to reflect updated procedures to COVID-19 room capacity, spacing, and masks. Delivered PPE guidance, CDC updates, safety guidance, and answered questions from both leadership and staff.
- A new Automated External Defibrillators (AEDs) Maintenance Program was launched, ensuring that over 300 AEDs are in proper working order in the event of an on-site medical emergency.
- Launched The-Stop-Bleed Program, which provides readily available medical resources in the event of an active shooter, industrial mishap, automobile accident, and field

operational emergency.

- Provided the Supervisor Incident Investigation Course training to departments on the supervisor investigation form that is now housed in OnBase. This course demonstrates investigation techniques, how to utilize investigation resources, and reviews agencies and reporting procedures associated with incidents or mishaps. It also reviews the notification process, initial reporting, documentation requirements, and the investigation stages of an incident. There have been five classes with 101 attendees to date.
- Created the Safety Action Council (SAC), which promotes continuity and consistency throughout the County by providing a forum for exchanging ideas and solving problems shared by the various County Departments/Agencies Safety Action Teams (SAT). The division's safety team has hosted seven quarterly meetings to date.

## FY 22 and FY 23 Core Goals:

- Reduce exposure and mitigate risk occurrence and potential financial liability costs related to accidents and injuries. Continue promoting safety in the work environment through education and inspection. Heighten communication and transparency both internally and with the community through education.



Risk Management & Safety conducts CPR training.



A Risk Management & Safety Division team-building activity is shown.

- The goal is to obtain 100% recovery through subrogation, with a minimum of acquiring 90%. Continue to provide departments training where needed or requested regarding County incident and supervisor investigation forms in OnBase.
- Further develop working relationships with departments to partner in notifying employees about issues identified in claims to decrease future claims (example: potholes on roads). Continue development of training and information to assist departments with the OnBase platform for the purpose of submitting incidents and claims.

### FY 22 and FY 23 Key Projects:

- Development of the monthly Safety Self-Inspection Program, which will allow departments to be proactive in recognizing and addressing safety concerns. This program will help reduce the chance of loss or injury.
- Establish a dashboard on OnBase to track and monitor investigation data.
- Launch AED Maintenance Program to ensure all AEDs are in proper working order in the event of an on-site medical emergency.

### Innovation:

In conjunction with the Solutions Architect Team, Risk Management & Safety designed, implemented, and deployed a new internal central repository for claims and certificates of insurance in OnBase. The team collaborated with Human Resources, Fire Rescue, Communications & Digital Media, and the COVID-19 Task Force to create an online briefing that addressed employee safety regarding COVID-19 and re-entering the workplace.

Performance Measure	FY 20 Actual	FY 21 Actual	FY 22 Projected	FY 23 Projected
Claim Intake	1,346	1,694	2,000	2,200
Defensive Driver Training Completed	1,275	847	895	1,264
Insurance Contract Review	1,381	1,997	2,781	2,600
Subrogation Recovery	\$93,889	\$101,361	\$100,000	\$100,000

# Risk Management & Safety Division

Appropriations	FY20 Actual	FY21 Actual	FY22 Adopted	FY23 Recommended
Personnel Services	\$ 761,825	\$ 830,486	\$ 919,917	\$ 1,162,548
Operating Expenditures/Expenses	183,805	155,333	980,731	787,166
Capital Outlay	2,226	0	11,500	11,500
	<b>\$ 947,856</b>	<b>\$ 985,819</b>	<b>\$ 1,912,148</b>	<b>\$ 1,961,214</b>

Budget by Fund	FY20 Actual	FY21 Actual	FY22 Adopted	FY23 Recommended
Self-Insurance Fund	\$ 947,856	\$ 985,819	\$ 1,912,148	\$ 1,961,214
	<b>\$ 947,856</b>	<b>\$ 985,819</b>	<b>\$ 1,912,148</b>	<b>\$ 1,961,214</b>

	FY20 Actual	FY21 Actual	FY22 Adopted	FY23 Recommended
Funded Positions	10	10	10	12
Funded FTE Positions	10.00	10.00	10.00	12.00

### BUDGET CHANGES AND OPERATIONAL IMPACT FY 22 to FY 23

**PERSONNEL SERVICES:**

- A merit increase is budgeted in FY23.
- A 5% increase for health insurance is budgeted in FY23.
- In FY 23, two positions are established to expand the safety program and improve customer service.

**OPERATING EXPENDITURES:**

- The decrease in operating expenditures is primarily the result of a decrease in indirect administrative costs.

**CAPITAL AND OTHER EXPENDITURES:**

- Continuation budget.



# Social Services

(813) 272-6770 | [HCFLGov.net/SocialServices](http://HCFLGov.net/SocialServices)

The Social Services department serves some of the most vulnerable residents in the county who require stability or long-term, comprehensive case management services, including basic living needs, housing, education, and/or employment training. In addition, the department is the Emergency Services Function 6 lead for planning and coordination of Mass Care and related emergency human services during a disaster.



Emergency Rental Assistance Program participates in media interview and outreach.

## FY 21 and FY 22

### Accomplishments:

- The department approved 11,801 applications for households in danger of losing their shelter, in addition to 16,637 applications for households in danger of having their utility service interrupted.
- The department provided education assistance, including English as a Second Language, GED preparation, GED testing, technical certification courses, and higher education scholarships, along with books and fees to 311 eligible residents.
- The department's Family Empowerment Program assisted 141 families progress towards their

financial self-sufficiency goals, and awarded 63 higher education scholarships to college-bound students enrolled in the Education Empowerment Program.

### FY 22 and FY 23 Core Goals:

- Offer job training and tuition assistance to motivated individuals who are reliant on social services programs, and to promote financial self-sufficiency by obtaining gainful and stable employment.
- Offer youth engagement activities to promote opportunities for exposure to higher education and/or vocational training programs, thereby breaking the generational cycle of poverty.
- Through crisis intervention services,

increase the health and safety factors of low-income, vulnerable residents by providing short-term stability services, such as preventing eviction and/or utility service account interruptions.

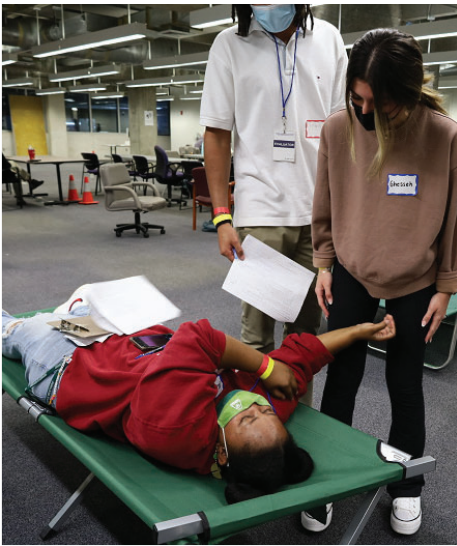
### FY 22 and FY 23 Key Projects:

- As the Emergency Support Function 6/Mass Care lead for the County, the department will continue to streamline and specialize the Employee Emergency Response Program (EERP) assignments and trainings for assigned emergency shelter staff. In addition, the department will sponsor storm mitigation repairs for low-income homeowners who do not reside in an evacuation zone and can remain in place during a disaster.
- Social Services will expand and enhance the self-serve customer portal for residents applying virtually for services. New functionality will allow a more user-friendly document upload option and reduce the eligibility appointment time with additional business rules applied at the upfront electronic screening.
- Crisis Center of Tampa Bay will be co-located with Social Services in the SouthShore Community Resource Center. This partnership expands the department's call center hours during peak times and disasters, as well as allows for residents in South County to receive additional services and in a one-stop shop.

### Innovation:

During this fiscal year, the department partnered with Bay Area Legal Services to offer eviction mitigation and housing stability services. The program offers priority access to legal representation for residents facing eviction for non-payment and utilizing the Emergency Rental Assistance Program benefits to expeditiously resolve past due rent and avoid eviction.





Evacuation shelter activation training.



Social Services new hire onboarding 2022.

Performance Measure	FY 20 Actual	FY 21 Actual	FY 22 Projected	FY 23 Projected
Assists with services to help low-income individuals and families resolve any immediate housing crisis that would result in eviction and/or homelessness.	9,009 approved applications	11,801 approved applications	More than 11,000 approved applications	Service levels will be based on funding
Assists with services to help low-income individuals, seniors, and families resolve any immediate utility account crisis that would result in service interruption or long-term disconnect.	18,813 applications approved	16,637 applications approved	More than 16,000 approved applications	Service levels will be based on funding
Offers job training, tuition assistance and/or higher education scholarships to low-income, motivated individuals, which helps them obtain necessary skills to gain stable employment.	522 individuals enrolled	311 individuals enrolled	More than 300 individuals approved	Service levels will be based on funding
Assists low-income individuals and families in achieving financial independence by identifying and addressing short and long-term goals. Case management, along with financial support, are provided.	119 households	141 households	More than 100 households approved.	Service levels will be based on funding
Provides access to free fresh food countywide in areas throughout the community that experience food insecurity.	Sponsored 12 food distribution events, serving 2,258 households, with 78,536 lbs. of food (and 146 PPE kits)	Sponsored 12 distribution events, serving 2,009 households, with 105,781 lbs. of food (and 310 PPE kits)	Host 12 or more food distribution events	Service levels will be based on funding

# Social Services

Appropriations	FY20 Actual	FY21 Actual	FY22 Adopted	FY23 Recommended
Personnel Services	\$ 5,586,519	\$ 6,103,104	\$ 7,089,750	\$ 7,481,567
Operating Expenditures/Expenses	1,542,593	1,366,368	2,145,421	947,476
Capital Outlay	18,834	(16,590)	0	0
Grants & Aids	10,783,841	8,408,777	7,745,519	7,414,301
	<b>\$ 17,931,787</b>	<b>\$ 15,861,660</b>	<b>\$ 16,980,690</b>	<b>\$ 15,843,344</b>

Budget by Fund	FY20 Actual	FY21 Actual	FY22 Adopted	FY23 Recommended
CW General Operating Fund	\$ 5,974,243	\$ 6,512,931	\$ 7,646,605	\$ 7,617,365
UA Gen Op Fund	600,000	530,723	700,000	0
CW Special Revenue Funds	1,100,000	1,100,000	1,100,000	0
Grants (Not Transportation-Related)	10,257,545	7,718,006	7,534,085	8,225,979
	<b>\$ 17,931,787</b>	<b>\$ 15,861,660</b>	<b>\$ 16,980,690</b>	<b>\$ 15,843,344</b>

	FY20 Actual	FY21 Actual	FY22 Adopted	FY23 Recommended
Funded Positions	75	79	83	82
Funded FTE Positions	75.00	79.00	83.00	82.00

## BUDGET CHANGES AND OPERATIONAL IMPACT FY 22 to FY 23

### PERSONNEL SERVICES:

- A merit increase is budgeted in FY23.
- A 5% increase for health insurance is budgeted in FY23.
- During FY22, one position was eliminated.

### OPERATING EXPENDITURES:

- Operating expenditures decreased primarily due to the realignment of University Area Community Development Corporation (UACDC) funding to Economic Development.

### Grants & Aids

- Changes in grants and aids expenditures are primarily the result of fluctuations in grant appropriations.

# Solid Waste Management

(813) 272-5680 | [HCFLGov.net/SolidWaste](http://HCFLGov.net/SolidWaste)

The Solid Waste Management department provides solid waste collection, disposal, and recycling services to unincorporated Hillsborough County and the New Tampa area. This includes providing materials management for over one million tons of solid waste and recycling each year. The vision of the Solid Waste department is to establish a path to long-term, sustainable, and financially responsible integrated materials management in Hillsborough County that is based on: 1) stewardship to residents and stakeholders, 2) community prosperity, 3) protection of public health and safety, and 4) customer service.



County employee drops off waste from a truck.

## FY 21 and FY 22 Accomplishments:

- Processed over 1.1 million tons of municipal, commercial, and residential waste, and converted over 435,000 tons of solid waste to energy, generating enough energy to power up to 35,000 households. In addition, over 200,000 tons of metal, curbside recyclables, and yard waste were recycled by the division.
- Awarded and implemented the Residential Solid Waste Collection contract which realigned the collection districts, allowed for the County to be the primary source of

customer service, and incorporated additional accountability of contract requirements.

- Completed the construction of a leachate evaporator at the Southeast Landfill. This allowed the county to dispose of 40,000 gallons of leachate daily rather than transporting the leachate out of the county for disposal. The evaporator is estimated to save the County \$900,000 in leachate disposal costs annually.

## FY 22 and FY 23 Core Goals:

- Complete the renovation of the Northwest Community Collection Center (CCC) and household

hazardous waste (HHW) drop-off facility. This project will double the size of the CCC, which will allow for easier and safer access for the residents and eliminate wait times at the facility.

- Relocate the Sheldon Road Household Hazardous Waste Facility to the Northwest Transfer Station. By relocating this facility, it will provide residents easier and more convenient access to dispose of their HHW at one location.
- Develop a partnership with a not-for-profit agency to allow our customers to donate unwanted items at our community collection centers. This partnership will divert waste from the landfills while giving our customers the opportunity to donate rather than dispose of good reusable items.

## FY 22 and FY 23 Key Projects:

- Issue a Request for Information (RFI) that will allow the County to explore alternate technologies for solid waste processing that further diverts waste from the County's Southeast Landfill. This will allow the County to preserve landfill space and provide for more sustainable material processing.
- Start the construction of a recycling material recovery facility (MRF) that will process curbside recyclables as well as other commercial recycling material. The construction of the facility will ensure the long-term viability of the County's curbside recycling program.
- Expand the capacity at the biosolids composting facility to accept pre-consumer food waste and other compostable materials. This expansion will allow commercial customers interested in diverting their waste from landfills to process their material in a more sustainable manner.



**Innovation:**

In FY 22, the department invested in a leachate evaporator that evaporates approximately 40,000 gallons daily. Without the evaporator, the leachate would be transported out of the county for treatment at a wastewater treatment facility. By implementing this technology, the department was able to save over \$900,000 annually in leachate disposal costs.



A County employee compacts trash.



County employee boards a truck at the Southeast Landfill.

Performance Measure	FY 20 Actual	FY 21 Actual	FY 22 Projected	FY 23 Projected
Number of residential units receiving curbside solid waste collections	299,330	308,079	314,000	320,000
Number of residential tons processed through the Solid Waste department	528,258	566,700	578,000	595,000
Number of commercial tons processed through the Solid Waste department	383,341	407,535	410,000	420,000
Number of residents receiving disposal services annually at the County's five community collection centers	202,000	215,000	230,000	250,000
Number of customers annually that utilize the department's household hazardous waste facilities to properly dispose of household hazardous waste, paint electronics, and batteries	21,000	23,000	25,000	25,500

# Solid Waste

Appropriations	FY20 Actual	FY21 Actual	FY22 Adopted	FY23 Recommended
Personnel Services	\$ 9,902,726	\$ 10,296,672	\$ 13,013,197	\$ 14,488,010
Operating Expenditures/Expenses	78,144,327	104,194,655	134,761,612	157,436,378
Capital Outlay	4,361,605	2,049,366	2,621,000	4,227,000
	<b>\$ 92,408,658</b>	<b>\$ 116,540,693</b>	<b>\$ 150,395,809</b>	<b>\$ 176,151,388</b>

Budget by Fund	FY20 Actual	FY21 Actual	FY22 Adopted	FY23 Recommended
UA Gen Op Fund	\$ 825	\$ 0	\$ 0	\$ 0
Transportation Trust Fund	2,081	0	0	0
Public Utilities Solid Waste Resource Recovery Division	92,401,535	116,536,914	150,395,809	176,151,388
Public Utilities Water/Wastewater	4,217	3,779	0	0
	<b>\$ 92,408,658</b>	<b>\$ 116,540,693</b>	<b>\$ 150,395,809</b>	<b>\$ 176,151,388</b>

Funded Positions	FY20 Actual	FY21 Actual	FY22 Adopted	FY23 Recommended
Funded Positions	150	163	171	178
Funded FTE Positions	150.00	163.00	171.00	178.00

## BUDGET CHANGES AND OPERATIONAL IMPACT FY 22 to FY 23

### PERSONNEL SERVICES:

- A merit increase is budgeted in FY23.
- A 5% increase for health insurance is budgeted in FY23.
- In FY 23, six positions are established to manage the commercial billing process and to oversee a newly created Contracts Management team.
- Position transfers between Solid Waste and Environmental Services Division result in one additional position.

### OPERATING EXPENDITURES:

- The increase in operating expenditures is primarily the result of increased annual tonnage, and rising operational and supply costs due to inflation.

### CAPITAL AND OTHER EXPENDITURES:

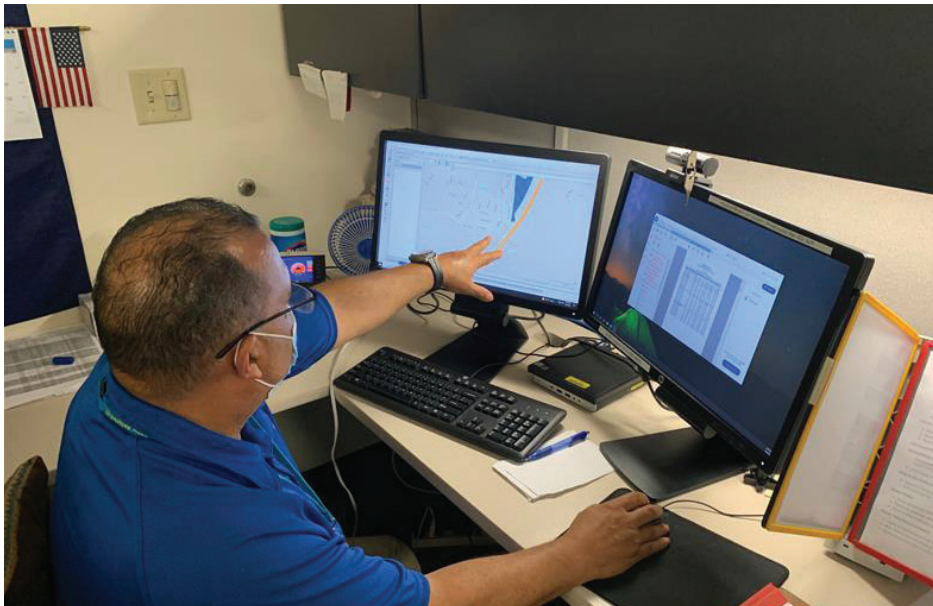
- The increase in capital expenditures is primarily the result of vehicle and fleet equipment replacements.



# Sunshine Line

(813) 272-7272 | HCFLGov.net/Sunshine

Sunshine Line helps create equity and community prosperity by offering transportation services to residents who, because of disability, age, or income, are unable to provide or purchase their own transportation and do not qualify for other sources of local transportation. Sunshine Line service provides access to medical appointments, grocery shopping, social services, and other community activities. The department provides daily or monthly bus passes to those who can use the local transit service but can't afford the fare. Door-to-door transportation, including assistance to and from the vehicle, is provided where fixed-route transit service is not available and for those whose destinations are outside the transit service area.



A Sunshine Line scheduler/dispatcher reviews daily work.

## FY 21 and FY 22 Accomplishments:

- Sunshine Line will resume transportation for Aging Services' senior centers, adult day care, and nutrition sites as they reopen in the spring of 2022 after having been closed due to the pandemic.
- In October 2021, Sunshine Line resumed providing group trips for senior residential sites, and by March 2022 door-to-door service had

returned to 84% of pre-pandemic levels for individual trips.

- Sunshine Line and Transportation Planning Organization (TPO) staff held outreach sessions with 10 social service agencies in Hillsborough County to discuss transportation needs and barriers for the clients they serve. Clients include persons with developmental disabilities, drug or alcohol addiction, vision impairment, and those facing domestic violence and homelessness.



A rider exits the vehicle stairs.

## FY 22 and FY 23 Core Goals:

- Continue to determine the needs of the transportation disadvantaged using available technology resources and partnerships with community stakeholders, and develop the most effective means to address those identified needs.
- Improve eligibility application and trip request processes to include mobile and web-based options so residents who need transportation have better access to service.
- Successfully recruit and retain drivers to have sufficient coverage to meet community needs for service in a time of nationwide driver shortages.

## FY 22 and FY 23 Key Projects:

- Replace current scheduling software, which was originally purchased in 2009 and is used for client eligibility, trip reservations and scheduling, dispatch, vehicle tracking, reporting, and billing, with newer technology that will also include mobile and web-based applications and greater flexibility to interface with evolving technology.

## Innovation:

Sunshine Line is working with the Geospatial Services Division to develop a GIS tool to map daily, weekly, or monthly usage areas to identify patterns of high- or low-service demand throughout the county to assist with allocation of vehicle and driver resources, service planning, and outreach efforts.



A Sunshine Line van is shown at a Plant City vaccination site.



A rider uses a lift to exit the vehicle.

Performance Measure	FY 20 Actual	FY 21 Actual	FY 22 Projected	FY 23 Projected
On-time performance (percentage of trips on time)	93%	92%	91%	93%
Customer satisfaction	97%	99%	97%	97%
Improved quality of life for users of service	97%	99%	97%	97%
Increased independence for users of service	97%	100%	97%	97%
Door-to-door trips provided	101,063	63,511	89,783	101,063

# Sunshine Line Agency

	FY20 Actual	FY21 Actual	FY22 Adopted	FY23 Recommended
<b>Appropriations</b>				
Personnel Services	\$ 4,418,799	\$ 4,627,052	\$ 5,432,182	\$ 7,430,996
Operating Expenditures/Expenses	3,356,041	2,546,674	3,547,383	4,728,796
Capital Outlay	323,379	330,548	0	40,000
	<b>\$ 8,098,220</b>	<b>\$ 7,504,274</b>	<b>\$ 8,979,565</b>	<b>\$ 12,199,792</b>

	FY20 Actual	FY21 Actual	FY22 Adopted	FY23 Recommended
<b>Budget by Fund</b>				
CW General Operating Fund	\$ 5,484,256	\$ 4,953,616	\$ 6,461,584	\$ 7,320,197
Grants (Not Transportation-Related)	2,613,964	2,550,658	2,517,981	4,879,595
	<b>\$ 8,098,220</b>	<b>\$ 7,504,274</b>	<b>\$ 8,979,565</b>	<b>\$ 12,199,792</b>

	FY20 Actual	FY21 Actual	FY22 Adopted	FY23 Recommended
<b>Funded Positions</b>	83	86	83	83
<b>Funded FTE Positions</b>	83.00	86.00	83.00	83.00

## BUDGET CHANGES AND OPERATIONAL IMPACT FY 22 to FY 23

### PERSONNEL SERVICES:

- A merit increase is budgeted in FY 23.
- A 5% increase for health insurance is budgeted in FY 23.
- Changes in personnel expenditures are primarily the result of fluctuations in grant appropriations.

### OPERATING EXPENDITURES:

- The increase in operating expenditures is primarily the result of software replacement and fuel costs.
- Changes in operating expenditures are primarily the result of fluctuations in grant appropriations.

### CAPITAL AND OTHER EXPENDITURES:

- The increase in capital expenditures is primarily the result of software replacement.



# Water Resources

(813) 272-5977 | [HCFLGov.net/PublicUtilities](http://HCFLGov.net/PublicUtilities)

The Water Resources department provides drinking water, wastewater treatment, and reclaimed water services in the unincorporated areas of Hillsborough County.



A County employee works on pipes in the South County Pump Station.



Tanks are shown at the South County Repump facility.

## FY 21 and FY 22

### Accomplishments:

- Water Resources completed and placed into service the Northwest Regional Water Reclamation Facility expansion from 10 million gallons per day to 30 million gallons per day. Through innovative design and proactive community engagement, this facility has now successfully mitigated and resolved historical odor and noise issues while achieving regional sustainability goals by restoring wetlands and improving quality of life.
- The department established a new One Water Campus Program capital initiative consisting of multiple potable and wastewater capital improvement projects to address critical system expansion needs. Contracts are underway to expand the potable water transmission system, optimize wastewater flow diversion capabilities, and construct a new treatment plant at the proposed One Water Campus.
- Water Resources went live with a new customer care and billing system, bringing new technology, functionality, and security to the County's 200,000 residential and commercial accounts. Additional efforts continue to bring improved security and service to the payment experience for customers. Improvements are scheduled to be implemented in late April 2022.

### FY 22 and FY 23 Core Goals:

- Water Resources will deliver high-quality potable water, collect and consolidate wastewater services, and distribute reclaimed water to support current and future customers for a sustainable economy.
- Water Resources will continue to make public outreach programs a priority in order to share information and receive community





The Northwest Reclaimed Water Facility is shown.

feedback on how best to meet needs. The department will modify plans and services as necessary to better meet those needs.

- The department will maintain a safe work environment that is cost effective and efficient by planning repairs in advance of emergency situations where possible, and reducing the cost associated with accidents through prevention.

**FY 22 and FY 23 Key Projects:**

- Water Resources has developed the One Water Campus Program to address the ever-increasing needs of our South Service Area. The One Water Campus Program is a sustainable approach to addressing the committed development and

future growth of South County. This expansion will bring online another 3 million gallons of drinking water storage with additional pumping.

- Interim capacity projects, known as Phase I Improvements, consist of 11.5 miles of 42-inch-diameter potable water transmission main and a 3 MGD Modular Wastewater Treatment Expansion to the existing South County Advanced Wastewater Treatment Facility. The One Water Campus Program projects are Progressive Design Build projects.
- Phase II of the One Water Campus Program Improvements consist of the One Water Campus Pipeline Corridor, providing wastewater and reclaimed water pipelines to and from the

new One Water Campus Advanced Wastewater Treatment Facility; a proposed 18 MGD One Water Campus Advanced Wastewater Treatment Facility; and a new 8 MG self-cleaning inline Balm Road Wastewater Super Pump Station.

**Innovation:**

A Taurus 60S Gas Turbine 5.5 MW generator powered exclusively by natural gas is currently fully functional and serves as the primary power source for the entire Northwest Regional Water Reclamation Facility. A full-scale solar power installation is currently under construction and will serve as the primary power source for the entire Valrico Advanced Wastewater Treatment Plant.

Performance Measure	FY 20 Actual	FY 21 Actual	FY 22 Projected	FY 23 Projected
Percentage of planned maintenance versus unplanned repair (planned/unplanned).	80%/20%	80%/20%	80%/20%	80%/20%
100% of water and wastewater treatment facilities supported by back-up power.	Yes	Yes	Yes	Yes
Number of work-related injuries where injury could have been avoided.	22	35	31	0



# Water Resources

	FY20 Actual	FY21 Actual	FY22 Adopted	FY23 Recommended
<b>Appropriations</b>				
Personnel Services	\$ 57,724,702	\$ 61,573,147	\$ 72,825,433	\$ 79,890,131
Operating Expenditures/Expenses	137,582,283	137,944,312	178,059,007	185,166,971
Capital Outlay	5,719,738	4,551,347	16,010,828	5,327,400
Other Non Operating	0	14,217	0	0
	<b>\$ 201,026,723</b>	<b>\$ 204,083,023</b>	<b>\$ 266,895,268</b>	<b>\$ 270,384,502</b>

	FY20 Actual	FY21 Actual	FY22 Adopted	FY23 Recommended
<b>Budget by Fund</b>				
CW General Operating Fund	\$ 0	\$ 0	\$ 1,840	\$ 10
UA General Operating Fund	836	93,651	138,953	137,866
CW Special Revenue Funds	0	0	1,000,000	1,000,000
UA Special Revenue Funds	32,810	2,068	204,457	204,457
Transportation Trust Fund	0	0	767	4
Public Utilities Solid Waste Resource Recovery Division	4,120,179	3,854,457	4,958,722	5,410,208
Public Utilities Water/Wastewater	196,872,898	200,132,847	260,590,529	263,631,957
	<b>\$ 201,026,723</b>	<b>\$ 204,083,023</b>	<b>\$ 266,895,268</b>	<b>\$ 270,384,502</b>

	FY20 Actual	FY21 Actual	FY22 Adopted	FY23 Recommended
<b>Funded Positions</b>	763	765	779	812
<b>Funded FTE Positions</b>	736.00	765.00	779.00	812.00

### BUDGET CHANGES AND OPERATIONAL IMPACT FY 22 to FY 23

**PERSONNEL SERVICES:**

- A merit increase is budgeted in FY23.
- A 5% increase for health insurance is budgeted in FY23.
- In FY23, 30 positions are established to assist with ongoing CIP and construction needs, technology and Unincorporated Area development expansions, and field maintenance activities.
- Position transfers between Solid Waste and Engineering and Operations result in three additional positions.

**OPERATING EXPENDITURES:**

- The increase in operating expenditures is primarily the result of higher contract costs for chemicals, increased cost of water and sewer materials, and technology requests.

**CAPITAL AND OTHER EXPENDITURES:**

- The increase in capital expenditures is the result of projects reaching completion and the acquisition of vehicles/equipment requiring one-time funding.

# Clerk of the Circuit Court and Comptroller

(813) 272-8100 | HillsClerk.com



The Clerk of the Circuit Court is one of five Constitutional Officers elected by Hillsborough County voters to perform specific functions in County government. The Clerk of the Circuit Court is responsible for all Circuit and County Court records. The Clerk also serves as ex-officio clerk of the Board of County Commissioners, Chief Financial Officer, auditor, recorder, and custodian of County funds. In addition, the Clerk records documents such as deeds, mortgages, and satisfaction of liens. The office maintains alimony and child support records, issues marriage licenses, performs marriage ceremonies, accepts passport applications, and auctions real property for nonpayment of taxes or mortgage foreclosures.



Employees sign and pose with Black History Month 2022 banners at 13 Clerk of Court locations.



Veterans are recognized at the Clerk's Veteran's Day Event



Feeding Tampa Bay employees stock up "The Clerk's Table" food pantry.

## FY 21 and FY 22

### Accomplishments:

- Increased dollars spent with minority businesses by 10% year-to-date in FY 2021
- Spent 50% of total dollars during a recent fiscal quarter with diverse suppliers.
- Implemented a bilingual pay policy to recognize and compensate the about 50 bilingual employees who provide translation/interpretation services to the thousands of Hispanic customers who rely on our services.
- Created a partnership with Feeding Tampa Bay, and in December 2021, opened "The Clerk's Table" Community Pantry for anyone who is food insecure
- Partnered with state lawmakers who sponsored and passed new legislation that will allow Clerks statewide to transit domestic violence injunctions electronically via email instead of U.S. mail.

## FY 22 and FY 23 Core Goals:

**Community Engagement:** Build and leverage effective relationships to advocate for the needs of the Clerk's Office as well as the community we serve.

**Diversity, Equity, and Inclusion or DEI:** Fostering a culture that embraces diversity, equity, and inclusion so that we may serve our constituents "where they are" and help them navigate the government landscape while developing a workforce that mirrors the diversity of the communities we serve.

**Customer Service:** To play an integral role in the day-to-day lives of our community. We are committed to enhancing the public's overall quality of life through the management of their tax dollars or providing important records. We take our responsibility to the public seriously.





13th Judicial Circuit partners speak about domestic violence legislation outside the Pat Frank Courthouse.



State of the Clerk event guests and speakers are shown.

**FY 22 and FY 23 Key Projects:**

**Inter-Agency DataShare Modernization:**

Modernize the data exchange system used by Hillsborough County justice system partners, including the Clerk’s Office, Hillsborough County Sheriff’s Office, State Attorney’s Office, Public Defender, the Thirteenth Judicial Circuit, and Florida Department of Corrections.

**Accelerated Digitization and Management of Records:**

Expand the public’s online access to records maintained by the Clerk by accelerating the digitization and management of records kept in paper, microfilm, and microfiche formats.

**Expanded Payment Options:** Enhance customers’ experience in paying fees and fines via the Clerk’s interactive voice response (IVR) system, and online. Additionally, improve customers’ experiences by enabling the Tax Collector’s Office to accept payments for traffic citations, facilitating the

renewal of drivers’ licenses in a single visit.

**Strengthen Security of Remote Access:**

Improve the information security of the Clerk’s Office by implementing cloud-based solutions for Exchange email, zero-trust network access, and multifactor authentication.

**Enhance communication for public:**

Broaden the use of text messaging, also known as Short Message Service (SMS), which is used to notify victims of the status of their domestic violence injunction without leaving their “safe place,” to include text notifications about upcoming hearing dates and payment due dates in most cases. Texts are sent 10, seven, and one day prior to the hearing or payment due date.

**Innovation:**

In early February, the Clerk’s Office started providing new text-messaging options to the public. Anyone can

subscribe to hearing and payment text notifications for most cases. These are convenient for many who want to receive reminders for upcoming hearing dates and payment due dates. Texts are sent 10, seven, and one day prior to the hearing or payment due date. For about a year, domestic violence injunction filers have also been able to sign up for text notifications. These texts not only provide valuable information but allow the person to remain in their “safe space” instead of making a trip to the courthouse.

The Hillsborough County Board of County Commissioners unanimously approved \$5.785 million in American Rescue Plan Act (ARP) funding for the Clerk’s Office. ARP funding is designated for public health priorities — in the Clerk’s case, to modernize and accelerate business continuity, digitization, security, and expanded payment options during COVID-19.

Performance Measure	FY 20 Actual	FY 21 Actual	FY 22 Projected	FY 23 Projected
Paychecks issued for County and Clerk employees	163,031	157,773	158,800	159,875
County invoices processed	203,609	203,609	195,000	195,000
Documents recorded into County Official Records	535,271	536,000	538,000	538,000
BOCC Agenda Items processed and distributed within 10 days	4,560	4,600	4,700	5,000
Number of payments issued for County invoices	48,169	49,132	50,096	51,098

# Clerk of the Circuit Court & Comptroller

Appropriations	FY20 Actual	FY21 Actual	FY22 Adopted	FY23 Recommended
Other Non Operating	\$ 23,371,523	\$ 25,375,185	\$ 24,254,474	\$ 24,254,474
	<b>\$ 23,371,523</b>	<b>\$ 25,375,185</b>	<b>\$ 24,254,474</b>	<b>\$ 24,254,474</b>

Budget by Fund	FY20 Actual	FY21 Actual	FY22 Adopted	FY23 Recommended
CW General Operating Fund	\$ 23,371,523	\$ 25,375,185	\$ 23,987,604	\$ 23,977,167
CW Special Revenue Funds	0	0	266,870	277,307
	<b>\$ 23,371,523</b>	<b>\$ 25,375,185</b>	<b>\$ 24,254,474</b>	<b>\$ 24,254,474</b>

	FY20 Actual	FY21 Actual	FY22 Adopted	FY23 Recommended
Funded Positions	102	103	104	106
Funded FTE Positions	102.00	103.00	104.00	106.00

### BUDGET CHANGES AND OPERATIONAL IMPACT FY 22 to FY 23

**PERSONNEL SERVICES:**

- A merit increase is budgeted in FY 23.
- A 5% increase for health insurance is budgeted in FY 23.
- In FY 23, two positions are established to address an increase in department responsibility.

**OPERATING EXPENDITURES:**

- Continuation budget.

# Property Appraiser

(813) 272-6100 | hcpafl.org

The Hillsborough County Property Appraiser (HCPA) is charged with appraising all the property in the county. This includes real estate and tangible personal property (equipment, machinery, and fixtures) of businesses. The Property Appraiser prepares the tax roll but does not collect taxes or determine tax rates. The Appraiser is required by law to assess all property within the county each Jan. 1. This means the Property Appraiser determines the market value for hundreds of thousands of individual parcels, including residential, agricultural, multifamily, commercial, and industrial, as well as thousands of personal property accounts. In addition to appraising property, the Appraiser must administer homestead exemptions, agricultural classification, and determine the eligibility of certain religious, charitable, educational, and municipal property for tax exemption, as well as administer widow, widower, and disability exemptions. The Property Appraiser also maintains current and up-to-date legal descriptions and ownership tax maps of all the real property in Hillsborough County.

## FY 21 and FY 22 Accomplishments:

- Utilizing high-resolution aerial imagery, implemented the use building footprint overlays and artificial intelligence to detect changes in properties to save approximately 8,400 work hours for Florida Department of Revenue required annual parcel review process.
- Automated deed reports received from clerk's office with new app so that the HCPA can now accurately process approximately 250-275 reports daily instead of 75-100 when done manually.
- Fully implemented mobile appraisal software for field staff to assess residential, commercial and greenbelt parcels utilizing Apple iPads. This process saved thousands of dollars in paper costs, as well as reduced time needed to plan routes because of app's built-in navigation software.
- Utilized online virtual meetings, live chat on website, and in-person appointment app to maintain a high level of customer service during

County and Federal Health Department restrictions dealing with the COVID-19 pandemic.

- Acquired and distributed county-wide aerial ortho and oblique imagery for use by all County agency GIS departments.
- Proactively notify new homeowners of potential tax savings by mailing a postcard containing information of possible homestead and other exemptions for their property.

## FY 22 and FY 23 Core Goals:

- Value all real and tangible properties in Hillsborough County in order to meet the requirement of the Property Appraiser's duties per Florida Statute 193.
- Mail Notice of Proposed Property Taxes to all real and tangible property owners in Hillsborough County, as required by state statute.
- Administer all property tax exemptions to fulfill the statutory requirements of the Property Appraiser's duties.



## FY 22 and FY 23 Key Projects:

- Convert current building footprint sketch process used in Computer Assisted Mass Appraisal (CAMA) system to a more modern, efficient method via APEX.
- Perform internal control and data security audit to satisfy requirements related to the Florida Department of Highway Safety and Motor Vehicles' memorandum of understanding for use of its address verification system.
- Implement new inbound customer call application to better serve the public's questions regarding the Appraiser's office and monitor types of requests and calls.

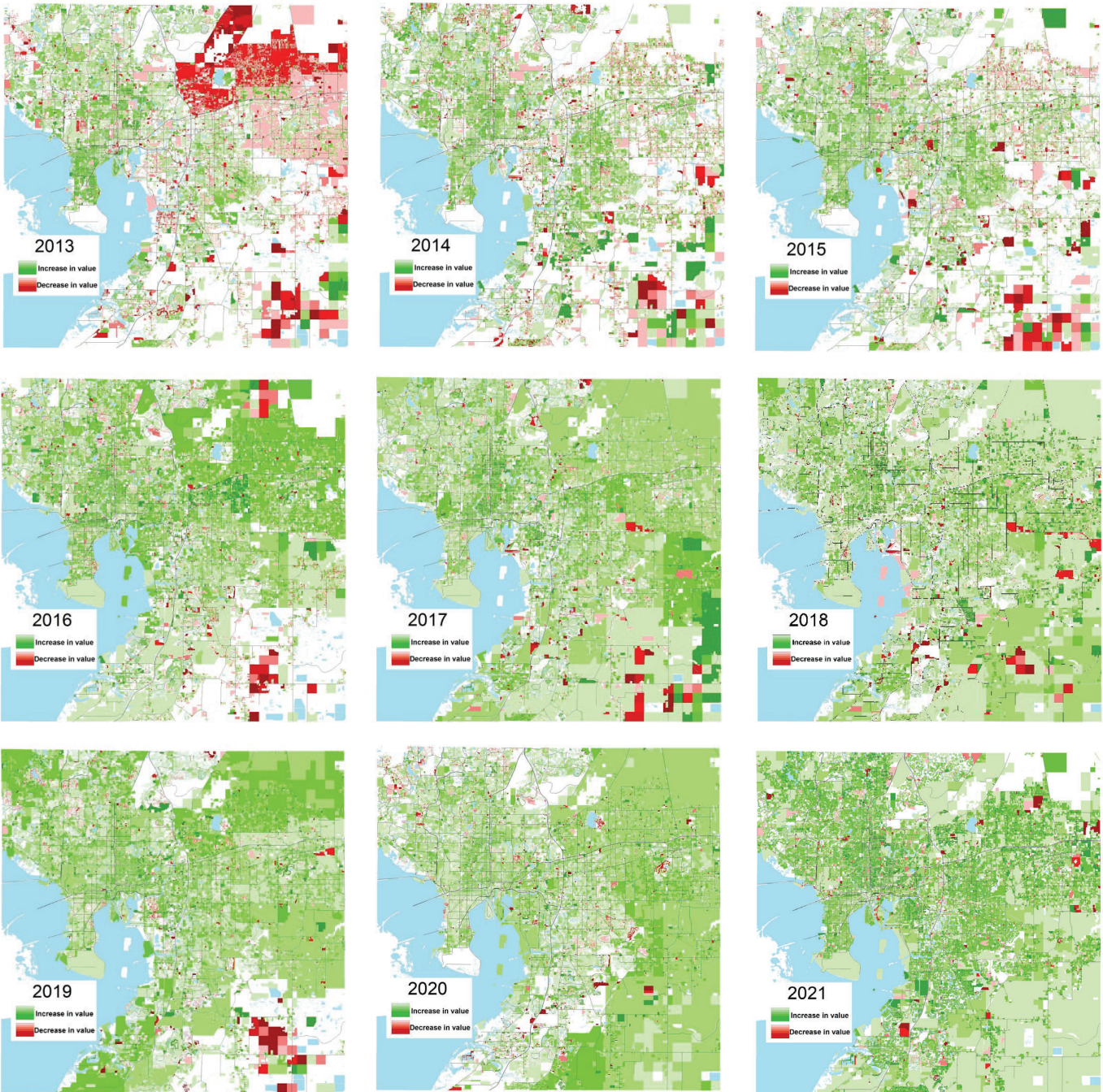
## Innovation:

The HCPA Innovation and Digital Transformation (IDT) department is tasked with developing and launching new directives of Property Appraiser Bob Henriquez. For FY 21/22, IDT further established the use of self-service customer kiosks, virtual meetings, an online appointment system, a "live chat" feature on the HCPA website, and added a citizen liaison to provide a specific point-of-contact to help citizens access available services and assist with problem resolution. The focus of these efforts was to communicate with customers utilizing the latest technologies available while still offering in-person service by establishing regular office hours within County and federal health guidelines.





## Hillsborough County Real Estate Value Increases & Decreases



value increase    
  value decrease    
  little/no value change

Performance Measure	FY 20 Actual	FY 21 Actual	FY 22 Projected	FY 23 Projected
Number of parcels per employee	4,316	4,399	4,443	4,486
Budget per number of parcels	\$25.95	\$25.60	\$26.03	\$26.47

# Property Appraiser

Appropriations	FY20 Actual	FY21 Actual	FY22 Adopted	FY23 Recommended
Other Non Operating	\$ 13,038,114	\$ 13,114,232	\$ 14,701,311	\$ 14,972,108
	<b>\$ 13,038,114</b>	<b>\$ 13,114,232</b>	<b>\$ 14,701,311</b>	<b>\$ 14,972,108</b>

Budget by Fund	FY20 Actual	FY21 Actual	FY22 Adopted	FY23 Recommended
CW General Operating Fund	10,741,215	10,761,944	11,809,953	12,254,711
UA Gen Op Fund	1,863,728	1,908,585	2,094,445	2,204,456
Library Tax District Special Rev Fd	379,270	388,645	426,492	449,282
General Obligation Bonds Sinking Funds	53,901	55,058	60,421	63,659
Public Utilities Water/Wastewater	0	0	110,000	0
Noncommitment Debt Service Funds	0	0	200,000	0
	<b>\$ 13,038,114</b>	<b>\$ 13,114,232</b>	<b>\$ 14,701,311</b>	<b>\$ 14,972,108</b>

Funded Positions	FY20 Actual	FY21 Actual	FY22 Adopted	FY23 Recommended
Funded Positions	125	125	125	125
Funded FTE Positions	125.00	125.00	125.00	125.00

**BUDGET CHANGES AND OPERATIONAL IMPACT  
FY 22 to FY 23**

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.



# Office of the Public Defender

(813) 272-5980 | pd13.state.fl.us

The Office of the Public Defender is provided for in the Florida Constitution and is statutorily required to represent indigent persons who are charged with felonies (including homicide), misdemeanors, criminal traffic offenses, violations of probation, and violations of local ordinances. Attorneys' representation includes juveniles who are alleged to be "delinquent" (i.e., charged with misdemeanor or felony crimes). Assistant Public Defenders also represent individuals held under the "Baker Act," as well as persons detained under the Involuntary Civil Commitment for Habitual Sexual Predators Act.

## FY 21 and FY 22 Accomplishments:

- Implementation of a client communication portal.
- Increased number of electronic/virtual depositions and court appearances.
- Migration to Microsoft Office 365.

## FY 22 and FY 23 Core Goals:

- Provide legal representation to indigent defendants charged with criminal offenses by protecting the clients' constitutional rights to due process and equal protection.
- Provide first-time offenders charged with non-serious offenses with diversion and intervention programs, which 1) increases public safety by allowing law enforcement to properly align investigative resources, and 2) improves the criminal justice system by reducing recidivism rates.
- Increase public safety by ensuring appropriate and ethical attorney caseloads, timely case disposition, and the efficient use of taxpayer money to benefit the clients, all parties in the criminal justice system, and Hillsborough County residents.
- Increase in the efficiency of the criminal justice system through technology for case management, document management, witness management, data exchange, and e-service to eliminate redundant work, which allows staff resources to be reallocated to handle the office's constitutional responsibilities.

## FY 22 and FY 23 Key Projects:

- Increased use of technology to improve workflow and work processes.
- Improved data security, protection, and disaster recovery.

## Innovation:

The Public Defender's Office implemented a client portal that enables electronic access to client's case-related discover materials. This case management feature eliminates the printing and mailing of case-related materials.



Julianne Holt is showing her support for the Guardian ad Litem program.



Julianne Holt joins others as Tiger Bay celebrates Arthenia Joyner's lifetime achievement.





Julianne Holt receives recognition for her achievements from the Hillsborough County Association of Criminal Defense Lawyers.



Hillsborough County constitutional officers attend the dedication of the Pat Collier Frank Courthouse.

Performance Measure	FY 20 Actual	FY 21 Actual	FY 22 Projected	FY 23 Projected
Electronic imaging and storage of law enforcement body worn camera footage, cellular telephone extractions, and surveillance/video camera footage.	7,251 files imaged	14,415 files imaged	15,000 files imaged	15,000 files imaged
Number of clients serviced by of the Office of the Public Defender.	31,175 clients served	31,488 clients served	33,062 clients served	33,062 clients served

# Public Defender

Appropriations	FY20 Actual	FY21 Actual	FY22 Adopted	FY23 Recommended
Operating Expenditures/Expenses	\$ 699,128	\$ 175,049	\$ 857,567	\$ 1,302,808
Capital Outlay	(25,541)	57,765	61,410	61,410
Grants & Aids	815,103	817,547	930,937	1,111,777
	<b>\$ 1,488,691</b>	<b>\$ 1,050,361</b>	<b>\$ 1,849,914</b>	<b>\$ 2,475,995</b>

Budget by Fund	FY20 Actual	FY21 Actual	FY22 Adopted	FY23 Recommended
CW General Operating Fund	\$ 123,801	\$ 58,231	\$ 162,136	\$ 163,694
CW Special Revenue Funds	1,364,889	992,130	1,687,778	2,312,301
	<b>\$ 1,488,691</b>	<b>\$ 1,050,361</b>	<b>\$ 1,849,914</b>	<b>\$ 2,475,995</b>

	FY20 Actual	FY21 Actual	FY22 Adopted	FY23 Recommended
Funded Positions				
Funded FTE Positions				

**BUDGET CHANGES AND OPERATIONAL IMPACT  
FY 22 to FY 23**

**OPERATING EXPENDITURES:**

- The increase in operating expenditures is primarily the result of additional staff and office equipment.

**CAPITAL AND OTHER EXPENDITURES:**

- Continuation budget.

**GRANTS AND AIDS:**

- Changes in grants and aids expenditures are primarily the result of fluctuations in grant appropriations.



# Hillsborough County Sheriff's Office

(813) 247-8200 | teamhcsso.com

The mission of the Hillsborough County Sheriff's Office (HCSO) is to serve, protect, and defend the community while preserving the rights and dignity of all. HCSO employs about 3,600 personnel, and provides law enforcement and 911 dispatch services for approximately 1,031,386 residents of unincorporated Hillsborough County, as well as detention, court security, and child protection services to a population of more than 1.49 million residents. Only one other sheriff in Florida's 67 counties serves a larger population. HCSO continuously pursues and implements improvements and efficiencies to meet the public safety needs of the large and growing population the office serves.



Deputy Shane Stauffer visited Durant High School on April 16, 2021, to teach a DUI education course as part of the Sheriff's Underage Compliance Checks Education and Enforcement Detail (SUCCEED). Deputies allowed students to drive the pedal cart wearing specialty goggles through a course to simulate the dangers and difficulty of driving under the influence.

## FY 21 and FY 22 Accomplishments:

- HCSO conducted/participated in three major operations to combat human trafficking: Operation Wanderlust, Operation Round-Up, and Operation Shared Hope (with Pinellas County Sheriff's Office, St. Petersburg Police Department, Largo Police Department, Florida Department of Law Enforcement, and Florida Department of Health Hillsborough County). These operations resulted in 150 arrests and the rescue of many individuals who were victims of human trafficking.
- The National Commission on Correctional Health Care (NCCHC) selected the Veterans Resurgence Program at the Hillsborough County Sheriff's Office Falkenburg Road Jail to receive this year's NCCHC Program of the Year Award. This prestigious award is presented each year to only one facility's program among the 500 jails, prisons, and juvenile confinement facilities that participate in NCCHC's nationwide accreditation program.
- HCSO Chief Information Officer Todd Ryan received the ORBIE Award for Corporate CIO of the Year. The ORBIE signifies exceptional leadership, innovation, and vision, representing the characteristics and qualities that inspire others to achieve their potential.

## FY 22 and FY 23 Core Goals:

- **Public Safety:** Reduce criminal activity and conditions that foster crime and fear of crime.
- **Child Protection:** Safeguard, protect, and promote the well-being of Hillsborough County children.
- **Traffic Safety:** Reduce traffic crashes and unsafe driving behavior through education and enforcement.

## FY 22 and FY 23 Key Projects:

- Reduce both violent crime and recidivism by matching people who have been released from jail and have co-occurring disorders with services when returning them to the community.
- Continue to implement and train personnel on new incident-based crime and arrest reporting based on revised programs from the Florida Department of Law Enforcement and the Federal Bureau of Investigation. The new standard will require more detailed reporting and is likely to lead to more successful case closures.
- Continue additional education and enforcement activities for traffic safety areas, including work-zone safety, pedestrian and bicycle safety, DUI, motorcycle safety, teen driver safety, and speed and aggressive driving. Pursue new grant funding for education and enforcement activities for occupant protection and child passenger safety

## Innovation:

HCSO recently transitioned to a new enterprise resource planning (ERP) system, Workday. This new software allows for streamlined reporting and unified business processes designed for better business management. The new system integrates financial management, human capital management, and spending/resource management. Workday brings updated technology and advanced reporting to the agency.



Cpl. Donald Rizer stops a speeding motorist during an aggressive driving operation in January 2021.



TeamHCSO deputies attended the Florida State Fair on April 30, 2021, fingerprinting children for the newly launched HCSO K.ID. The voluntary registration program allows parents to share a picture and descriptive information about their children to a database that helps law enforcement locate children faster if they are missing.



Deputy Shane Stauffer visited Durant High School on April 16, 2021, to teach a DUI education course as part of the Sheriff's Underage Compliance Checks Education and Enforcement Detail (SUCCEED). Deputies allowed students to drive the pedal cart wearing specialty goggles through a course to simulate the dangers and difficulty of driving under the influence.

Performance Measure	FY 20 Actual	FY 21 Actual	FY 22 Projected	FY 23 Projected
Number of calls for service.	844,776	877,047	920,899	966,944
Number of calls for service requiring the dispatch of one or more HCSO personnel. The COVID-19 pandemic has affected these numbers beginning in FY 20.	552,193	553,833	581,525	610,601
Number of HCSO personnel dispatched to calls for service. The COVID-19 pandemic has affected these numbers beginning in FY 20.	998,514	1,003,807	1,053,997	1,106,697

# Sheriff's Office

Appropriations	FY20 Actual	FY21 Actual	FY22 Adopted	FY23 Recommended
Other Non Operating	\$ 463,531,660	\$ 479,929,123	\$ 501,823,160	\$ 541,723,040
	<b>\$ 463,531,660</b>	<b>\$ 479,929,123</b>	<b>\$ 501,823,160</b>	<b>\$ 541,723,040</b>

Budget by Fund	FY20 Actual	FY21 Actual	FY22 Adopted	FY23 Recommended
CW General Operating Fund	\$ 313,405,570	\$ 324,135,188	\$ 337,968,810	\$ 361,965,405
UA Gen Op Fund	146,974,120	153,173,290	161,039,465	176,808,315
CW Special Revenue Funds	3,151,970	2,620,645	2,814,885	2,949,320
	<b>\$ 463,531,660</b>	<b>\$ 479,929,123</b>	<b>\$ 501,823,160</b>	<b>\$ 541,723,040</b>

	FY20 Actual	FY21 Actual	FY22 Adopted	FY23 Recommended
Funded Positions	4,014	4,038	4,038	4,072
Funded FTE Positions	3,767.00	3,649.00	3,649.00	3,587.00

**BUDGET CHANGES AND OPERATIONAL IMPACT  
FY 22 to FY 23**

The Sheriff's Office budget was developed with an emphasis placed on cost saving measure and efficiency of services. This budget includes a 5% salary increase for sworn personnel, increases in health care and food service contracts for inmates, facility renovations, and the implementation of a firearms forensic lab.



# State Attorney – 13<sup>th</sup> Judicial Circuit

Tampa Office: (813) 272-5400 | Plant City Office: (813) 757-3890 | sao13th.com

Article V, Section 17, of the Florida Constitution charges the State Attorney with being the Chief Prosecuting Officer of all criminal trial courts in the Circuit. Chapters 27 and 29 of the Florida Statutes and the Florida Rules of Criminal Procedure further define the duties of the State Attorney. The State Attorney, with the aid of appointed assistants and staff, appears in the Circuit and County criminal courts to prosecute offenders or defend the State of Florida in all suits, applications, or motions (civil and criminal) in which the State is a party.

## FY 21 and FY 22

### Accomplishments:

- The agency processed nearly 80,000 criminal referrals.
- Expanded the agency’s Major Crimes Division to handle growing caseloads.
- Expanded the agency’s Victim Assistance Program to include additional support for victims of domestic violence.

### FY 22 and FY 23 Core Goals:

- Continue providing transparency and accountability to the community to enhance public safety.
- Ensuring effective use of taxpayer resources in prosecuting violent criminals and steering low-level, non-violent offenders away from the criminal justice system.
- Ensuring public safety while promoting justice and fairness for everyone in our community.

### FY 22 and FY 23 Key Projects:

- Continue to develop informative and efficient systems for communication with crime victims to ensure they know the status of the case and additional support services available to them.

- Continue to update of our agency’s data dashboard and prosecutorial performance indicators to provide transparency and accountability to the community.
- Continue to analyze and study prosecutorial processes and case resolutions that reduce recidivism, increase public safety, and enhance trust with the County’s community stakeholders..

### Innovation:

Through technology and work with criminal justice partners, the agency has effectively and efficiently synthesized all of the information necessary for prosecutors during a defendant’s initial appearance in court. First-appearance



Keeping justice going, Assistant State Attorney William Warmke makes a point in court.

court is critical to public safety, given its role in decisions about bail, conditions for release from jail, and pretrial detention. Having all of this crucial information available in a useable dashboard format allows prosecutors to focus on the public safety needs in each specific case.



13<sup>th</sup> Circuit assistant state attorneys are very involved in the community. They are pictured here attending the 2021 Bench Bar Conference.

Performance Measure	FY 20 Actual	FY 21 Actual	FY 22 Projected	FY 23 Projected
Number of cases managed as mandated by F.S. 27.02:	78,405	63,706	64,343	64,986
Number of cases per FTE:	608 (number of attorneys: 129)	494 (number of attorneys: 129)	515 (number of attorneys: 125)	520 (number of attorneys: 125)

# State Attorney - Part I

Appropriations	FY20 Actual	FY21 Actual	FY22 Adopted	FY23 Recommended
Operating Expenditures/Expenses	\$ 1,014,940	\$ 1,152,395	\$ 1,340,482	\$ 1,339,702
Capital Outlay	457,188	80,317	58,933	19,000
Grants & Aids	1,199,882	1,199,882	1,253,350	1,253,350
	<b>\$ 2,672,011</b>	<b>\$ 2,432,593</b>	<b>\$ 2,652,765</b>	<b>\$ 2,612,052</b>

Budget by Fund	FY20 Actual	FY21 Actual	FY22 Adopted	FY23 Recommended
CW General Operating Fund	\$ 243,357	\$ 322,173	\$ 352,836	\$ 352,836
CW Special Revenue Funds	2,428,653	2,110,420	2,299,929	2,259,216
	<b>\$ 2,672,011</b>	<b>\$ 2,432,593</b>	<b>\$ 2,652,765</b>	<b>\$ 2,612,052</b>

Funded Positions	FY20 Actual	FY21 Actual	FY22 Adopted	FY23 Recommended
Funded FTE Positions				

**BUDGET CHANGES AND OPERATIONAL IMPACT  
FY 22 to FY 23**

**OPERATING EXPENDITURES:**

- Continuation budget.

**CAPITAL AND OTHER EXPENDITURES:**

- Continuation budget.



# State Attorney, Part II – Victim Assistance

(813) 272-6472 | sao13th.com

Hillsborough County’s Victim Assistance Program provides victims and witnesses with resources and support throughout their involvement with the criminal justice system. Counselors help victims with any issues associated with the court process and victimization. The Victim Notification Unit helps keep victims informed, whenever possible, of crucial court dates and proceedings. The Worthless Check Diversion Unit provides assistance to victims of bad checks.

## FY 21 and FY 22 Accomplishments:

- The program received a proclamation from the Board of County Commissioners during National Crime Victims’ Rights Week for its work on behalf of victims in Hillsborough County.
- With the passage of Marsy’s Law Amendment, the program continues to address the expansion of victims’ rights and services to include, but not limited to, first appearance court, information on victim opt-in procedures, and confidentiality.
- The program received letters of appreciation from multiple local agencies, businesses, and individuals in Hillsborough County.

## FY 22 and FY 23 Core Goals:

- The program will notify victims about crucial court dates and proceedings. This will result in an improved prosecution rate and a safer community.
- The program will assist and educate all victims of crime to improve safety in the community.
- The program will provide escorts to court hearings and depositions, as needed. This increases participation by victims throughout the prosecutorial process and provides support for both victims and prosecutors.

## FY 22 and FY 23 Key Projects:

- The program will offer public presentations and information booths throughout Hillsborough County. This will increase awareness of services and demonstrate achievements of the Board of County Commissioners’ Strategic Plan priorities.
- The program will assist victims who have received a worthless check by educating the check writer and by working with the victim, which helps deter future worthless check transactions.



A counselor assists a victim through the criminal justice process.

Performance Measure	FY 20 Actual	FY 21 Actual	FY 22 Projected	FY 23 Projected
Number of notifications provided to victims	433,920	518,271	N/A	N/A
Number of victims assisted	41,171	44,359	N/A	N/A
Number of escorts provided	867	1,022	N/A	N/A
Number of worthless check charges	228	117	N/A	N/A

## State Attorney - Part II (Victim Assistance)

Appropriations	FY20 Actual	FY21 Actual	FY22 Adopted	FY23 Recommended
Personnel Services	\$ 2,262,802	\$ 2,219,958	\$ 2,603,465	\$ 2,760,229
Operating Expenditures/Expenses	47,441	45,102	110,995	139,193
	<b>\$ 2,310,243</b>	<b>\$ 2,265,060</b>	<b>\$ 2,714,460</b>	<b>\$ 2,899,422</b>

Budget by Fund	FY20 Actual	FY21 Actual	FY22 Adopted	FY23 Recommended
CW General Operating Fund	\$ 2,310,243	\$ 2,265,060	\$ 2,714,460	\$ 2,899,422
	<b>\$ 2,310,243</b>	<b>\$ 2,265,060</b>	<b>\$ 2,714,460</b>	<b>\$ 2,899,422</b>

	FY20 Actual	FY21 Actual	FY22 Adopted	FY23 Recommended
Funded Positions	33	33	33	33
Funded FTE Positions	32.10	32.10	32.10	32.50

**BUDGET CHANGES AND OPERATIONAL IMPACT  
FY 22 to FY 23**

**PERSONNEL SERVICES:**

- A merit increase is budgeted in FY23.
- A 5% increase for health insurance is budgeted in FY23.
- Increased one part-time position to full-time to improve overall Domestic Violence (DV) services.

**OPERATING EXPENDITURES:**

- Changes in operating expenditures are primarily the result of fluctuations in grant appropriations.

# Supervisor of Elections

(813) 744-5900 | [votehillsborough.gov](http://votehillsborough.gov)

The Hillsborough County Supervisor of Elections allows residents to fairly and efficiently elect local, state, and federal officials, and to vote on issues. The office maintains one of the largest voter registration databases in the United States, using data and strategic planning to serve the county's growing population in a fiscally responsible way. In preparation for each election, the agency conducts community outreach, works with candidates, tests and maintains election technology, and trains and manages thousands of poll workers – all culminating in the accurate and timely reporting of election results. As the first elections office to earn the Governor's Sterling Award, the agency is a role model for performance excellence.



After every election, the Canvassing Board conducts a post-election audit in which every tabulated ballot is scanned into a separate system to compare and confirm the results.



The Supervisor of Elections Office holds voter registration drives throughout the county to help people get ready to vote.

## FY 21 and FY 22 Accomplishments:

- More than 717,000 voters voted in the general election and their votes were tabulated accurately and efficiently. Hillsborough County's Canvassing Board exceeded Florida's requirements by conducting a post-election audit in which every ballot cast in the general election was scanned into another separate scanning system to confirm the results of the election.
- Robust voter education led to 5% higher turnout and 14% more voting before Election Day, compared to 2016. With 26 Early Voting locations established throughout the county, and a record 85% of voters voting before Election Day, voters who preferred to vote in person did not experience long waits, despite COVID19 protocols inside voting sites.
- The Supervisor of Elections reported more than 99% of 2020 General Election results on Election Night and received an unprecedented number of positive comments from voters expressing confidence in the election. Frequent interviews with local media and a multimedia ad campaign aimed at combatting misinformation established the office as the community's trusted source of voting and elections information.

## FY 22 and FY 23 Core Goals:

- The Supervisor of Elections will provide residents with accessible, convenient opportunities to participate in democracy by conducting countywide and municipal elections, including the 2022 Primary Election, 2022 General Election, 2022 Temple Terrace Municipal and Runoff Elections, 2023 City of Tampa Municipal and Runoff Elections, and 2023 Plant City Municipal and Runoff Elections, with the possibility of special elections, if needed.
- The Supervisor of Elections will continue to protect the integrity of the county's elections through redundant systems, contingency plans, and robust cybersecurity measures in partnership with the Department of Homeland Security, the FBI, other law enforcement agencies, and technology experts.
- As the county approaches one million registered voters, the office will continually update voter information by using verified information from voters, the U.S. Postal Service, and the Florida Department of State, thus ensuring the most accurate voter list possible.

## FY 22 and FY 23 Key Projects:

- After governing bodies use new U.S. Census data to reapportion their districts, the Supervisor of Elections will adjust its precincts to accommodate the redistricting, present a new precinct map to County Commissioners for approval, and send new voter information cards to all voters.
- The Supervisor of Elections is sharing important election dates and deadlines through a robust countywide communications plan that includes advertising, social media, engagement with the media, speaking to local groups, participating in community events, and sending direct mail to voters.



- All existing Election Day polling places have been inspected and assessed, and new Early Voting sites and Election Day polling places have been identified to meet the needs of the county’s growing electorate.

**Innovation:**

Voters have questions: “What happens to my ballot after I mail it in?” “Why do you use machines to tabulate votes?” “Will my ballot still count if I don’t vote in all the races?” In an ongoing effort to serve as a trusted source of information, the Supervisor of Elections launched the VoteHillsborough Video Series. Every #TuneInTuesday, the office posted a new segment in this long series of short videos to encourage our community to learn more about voting and elections. The office will continue to share the videos on VoteHillsborough.gov and on social media throughout the election cycle.



Supervisor of Elections Craig Latimer talks to community groups about how elections are conducted.



High school students submitted designs for a new “I Voted” sticker and the winning sticker will be given out during Early Voting in the 2022 elections.

Performance Measure	FY 20 Actual	FY 21 Actual	FY 22 Projected	FY 23 Projected
The most important thing the office does is conduct elections that are fair, accessible, and accurate so that residents in the community have a voice in the County’s governance. (Planned elections include potential runoffs; special elections may also be required.)	Presidential Preference Primary; Primary Election	General Election; Temple Terrace Municipal Election	Primary Election	General Election; Temple Terrace Municipal and Runoff Election; City of Tampa Municipal and Runoff Election; Plant City Municipal and Runoff Election
The office secures and equips voting locations for voters in Florida’s fourth most populous county. Early Voting sites are open weekdays and weekends in locations convenient to where voters work, live, or play. Election Day sites are neighborhood-based because Florida law requires Election Day voters to vote in their precinct.	<b>Presidential Preference Primary:</b> 24 Early Voting sites; 257 Election Day polling places; <b>Primary Election:</b> 24 Early Voting sites; 239 Election Day polling places	26 Early Voting sites; 239 Election Day polling places; <b>Temple Terrace:</b> Concurrent with General Election	26 Early Voting sites; 250 Election Day polling places; <b>Plant City and Plant City Runoff:</b> Seven Election Day precincts, One Early Voting site	<b>General Election:</b> 26 Early Voting sites; 250 Election Day polling places; <b>Temple Terrace:</b> Concurrent with General Election; <b>City of Tampa Municipal and Runoff:</b> 73 Election Day polling places; 7 Early Voting sites; <b>Plant City and Plant City Runoff:</b> 7 Election Day precincts, 1 Early Voting site
In an effort to increase polling place efficiency and voter turnout, the office encourages voters to take advantage of the convenience of Early Voting and Vote By Mail during countywide elections.	76% of voters voted before Presidential Preference Primary Day; 80% of voters voted before Primary Election Day.	85% of voters voted before General Election Day.	At least 65% of voters voting before Primary Election Day.	At least 65% of voters voting before General Election Day.

# Supervisor of Elections

Appropriations	FY20 Actual	FY21 Actual	FY22 Adopted	FY23 Recommended
Other Non Operating	\$ 13,195,749	\$ 12,822,051	\$ 13,957,472	\$ 14,023,357
	<b>\$ 13,195,749</b>	<b>\$ 12,822,051</b>	<b>\$ 13,957,472</b>	<b>\$ 14,023,357</b>

Budget by Fund	FY20 Actual	FY21 Actual	FY22 Adopted	FY23 Recommended
CW General Operating Fund	\$ 13,195,749	\$ 12,822,051	\$ 13,957,472	\$ 14,023,357
	<b>\$ 13,195,749</b>	<b>\$ 12,822,051</b>	<b>\$ 13,957,472</b>	<b>\$ 14,023,357</b>

	FY20 Actual	FY21 Actual	FY22 Adopted	FY23 Recommended
Funded Positions	48	48	49	49
Funded FTE Positions	48.00	48.00	49.00	49.00

**BUDGET CHANGES AND OPERATIONAL IMPACT  
FY 22 to FY 23**

The budget for the Supervisor of Elections changes year-to-year based on the number of general and special elections held. The FY 23 budget includes funding for new voter information cards to all voters once redistricting is completed, increased Early Voting sites and Vote by Mail requests, and investments in physical and cyber safeguards.



# Tax Collector

(813) 635-5200 | hillstax.org

The Tax Collector is a constitutional officer elected every four years to independently carry out State duties at the local level, as provided by State law, for the collection and distribution of revenues. HCTC services include the collection of property taxes, tangible personal property taxes, business taxes and tourist development taxes, and issuing permits for taxis, limos, and tow trucks. Collections from these services are then distributed to local taxing authorities to fund vital government services. State services provided by HCTC include the registration and titling of motor vehicles and the issuance of driver licenses, birth certificates, concealed weapons licenses, and hunting and fishing licenses. HCTC earns commissions or fees, established by the Florida Legislature and outlined in Florida Statutes, for performing these services. The Department of Revenue approves HCTC's annual budget. Fees and commissions that exceed HCTC's annual budget are remitted to the County to support local initiatives and programs.

## FY 21 and FY 22 Accomplishments:

- **AI Chat Bot Sofie:** In August 2021, HCTC deployed an AI chatbot, named Sofie, powered by artificial intelligence and machine learning. Sofie serves customers in English and Spanish, providing comprehensive answers to questions about HCTC services on the website. As of March 25, 2022, Sofie had answered over 83,710 questions from 52,927 individual customers. Sofie can help a customer renew vehicle registration, pay property taxes, or schedule a visit to a branch location.
- **Toll Violation Clearance:** Toll violations from the various expressway authorities often prevent customers from renewing vehicle registration by placing a stop on their registration until tolls are paid. Customers are often unaware of the stop until they attempt to renew their registration at our office. HCTC has partnered with Central Florida Expressway Authority and Tampa Hillsborough Expressway Authority to allow customers to make direct payment to HCTC at the time of their registration renewal to clear the toll stop instead of being turned away to clear it with the tolling authority. HCTC offers this convenient option at no additional charge to customers.



HCTC donated 200 surplus computer hard drives to Computer Mentors, which serves youth through mentoring and educational opportunities.

- **Call Center Improvements:** HCTC's call volume doubled from an average of 30,000 calls per month pre-COVID to about 60,000 calls per month during the pandemic. In 2021, HCTC worked to reallocate staff, fill vacant positions, implement an ad-hoc telework program for employees impacted by COVID, and deploy an AI chatbot, to improve phone services. As a result, HCTC's abandoned call rate decreased by 49%, and improved the average answer speed improved by over 30 minutes in the first six months of 2021. Additional phone enhancements were implemented, including more informative on-hold messaging, a call-back feature so customers won't need to wait on hold, and additional resources in Spanish. By the end of 2021, the overall abandon call rate had decreased by 60%, and the average answer speed improved by over 40 minutes.

## FY 22 and FY 23 Core Goals:

These are HCTC's Four Strategic Priorities and the objectives that describe where the organization's efforts are focused.

1. **Amazing Service Experiences**
  - a. Enhance Service Delivery and Accessibility
  - b. Maximize Partnerships through Collaboration
  - c. Expand Customer Education and Outreach
2. **Successful, Engaged, and Empowered Team**
  - a. Invest in Our Team
  - b. Strengthen Engagement and Empowerment of Team Members
  - c. Cultivate a Diverse and Inclusive Team
3. **Fiscal Accountability**
  - a. Ensure Cost Effectiveness
  - b. Meet or Exceed Regulatory Requirements
4. **Innovation and Improvement**
  - a. Promote and Grow Self-Service and Convenience
  - b. Ensure Quality, Efficiency, and User-Friendliness





Greg Slater, Executive Director of the Tampa Hillsborough Expressway Authority and Nancy Millan meet to finalize the agreement for HCTC to clear Toll Violations.

## FY 22 and FY 23 Key Projects:

- Appointment and Queuing System:** During FY 2022, HCTC will deploy a comprehensive solution to allow customers to schedule a visit to a branch office, in advance or the same day, and manage our branch customer flow upon arrival. The new system will allow for communication with our customers to provide important information, text-message reminders and updates, contactless check-in on mobile devices, and the ability for the customer to provide feedback regarding their service experience at HCTC after their visit.
- New Resident Guide:** HCTC's "New Resident Guide" is a multifaceted communications package, available in English, Spanish, and other languages, to help new county residents navigate the process of acquiring an ID card or driver license. It includes an instructional pamphlet, a video guide, and a dedicated page on HCTC's website with helpful links, forms, and documents.
- Projects to Enhance Service Delivery and Accessibility:** HCTC is committed to improving service delivery and accessibility for customers through establishing technology infrastructure to facilitate virtual services for branch customer support, and deploying automated lock boxes

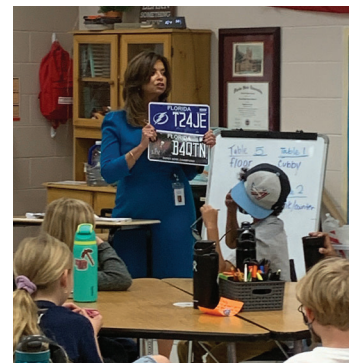


Members of the Hillsborough County Tax Collector's Leadership Team attend a customer experience best practice collaboration meeting with the Vinik Sports Group.



The Senior Leadership team at the Hillsborough County Tax Collector's Office meets for their annual Strategic Planning Retreat.

for contactless customer drop off and pick up. Additionally, HCTC is focused on outreach to educate customers about services. HCTC is also advocating for the expansion of registration renewal kiosks at additional locations throughout Hillsborough County, with added functionality such as submitting insurance affidavits or clearing toll violations.



Tax Collector Nancy C. Millan visited several schools during the Great Teach-In, where she shared information about the office's services and the role she plays in local government.





# Tax Collector

Appropriations	FY20 Actual	FY21 Actual	FY22 Adopted	FY23 Recommended
Operating Expenditures/Expenses	\$ 0	\$ 102,342	\$ 0	\$ 0
Other Non Operating	32,274,454	34,607,555	40,881,746	53,350,673
	<b>\$ 32,274,454</b>	<b>\$ 34,709,897</b>	<b>\$ 40,881,746</b>	<b>\$ 53,350,673</b>

Budget by Fund	FY20 Actual	FY21 Actual	FY22 Adopted	FY23 Recommended
CW General Operating Fund	\$ 24,741,165	\$ 26,429,508	\$ 30,791,463	\$ 41,981,795
UA General Operating Fund	5,274,586	5,727,687	6,671,562	7,525,351
UA Special Revenue Funds	586,447	600,838	642,980	642,980
Transportation Trust Fund	196,197	197,124	204,840	204,840
Library Tax District Special Rev Fd	1,081,786	1,176,286	1,354,418	1,534,569
Sales Tax Revenue Fund	220,328	288,737	313,849	413,460
General Obligation Bonds Sinking Funds	173,945	187,375	227,634	253,511
Public Utilities Water/Wastewater	0	99,460	325,000	215,000
Noncommitment Debt Service Funds	0	2,882	350,000	579,167
	<b>\$ 32,274,454</b>	<b>\$ 34,709,897</b>	<b>\$ 40,881,746</b>	<b>\$ 53,350,673</b>

	FY20 Actual	FY21 Actual	FY22 Adopted	FY23 Recommended
Funded Positions	383	383	383	383
Funded FTE Positions	383.00	383.00	383.00	383.00

### BUDGET CHANGES AND OPERATIONAL IMPACT FY 22 to FY 23

The budget presented for the Tax Collector does not represent the organization's State approved budget. It represents the dollar amounts that the County Commission has paid or is estimated to pay to the Tax Collector as the statutory fee for collection of taxes on behalf of the County Commission and School Board as a taxing authority. Other taxing authorities paying commissions to the Tax Collector for the collection of ad valorem taxes include the Tampa Port Authority, the Children's Board, HART, the Southwest Florida Management District and Tampa Palms. Florida Statutes require that the Tax Collector's operating budget be submitted on or before August 1st of each year and be approved by the Department of Revenue and that commissions be paid to the Tax Collector by the County and other taxing authorities for the collection of ad valorem taxes. The Tax Collector returns excess fees (residual equity) remaining at the end of the fiscal year.

# 13<sup>th</sup> Judicial Circuit, Administrative Office of the Courts

(813) 272-5894 | fljud13.org

The Trial Court Administrator performs a range of functions to assist the chief judge in carrying out administrative duties related to the operation of the County and Circuit Courts within the 13th Judicial Circuit. As head of the Administrative Office of the Courts, she is responsible for ensuring there are adequate resources available, including personnel and budgetary. The duties range from management of court programs to facilities management. Other duties include but are not limited to: caseload management, information system oversight, court technology and communications, dispute resolution alternatives, the development of policies and procedures, new program and service proposals, public information, interagency coordination, justice administration analysis, program performance audits, contract negotiations, and other administrative duties associated with day-to-day operations of the court.



Court IT staff reconfigure wiring to create social distancing in the courts.

## FY 21 and FY 22 Accomplishments:

- Reclassified positions to allow for greater flexibility of service across court programs.
- Established Leadership Development Program (LDP) to provide periodic learning and shadowing opportunities to cultivate leadership skills upon completion of two-year program.
- Established Human Trafficking & Special Victim Liaison to develop and implement a process for the

identification of human trafficking cases in the circuit.

- Participated in the Domestic Violence Task Force Community Coordinated Response monthly workgroup, facilitated by The Spring and the Clerk of the Court to improve our system's response to domestic violence.
- Migrated physical email security appliance to cloud appliances.
- Upgraded Plant City core switch to enhance reliability of court technology services in East County.

## FY 22 and FY 23 Core Goals:

- Continue with Criminal Courthouse master planning and site development options, partnering with County personnel and community stakeholders, the Hillsborough County Sheriff, Clerk of the Court, State Attorney, and Public Defender. This goal will address the primary functional and physical deficiencies in the building
- Develop and redesign spaces in the Edgecomb Courthouse and the Pat Frank Courthouse to accommodate six new County Court judges and judicial assistants for chambers and courtroom needs.
- Enhance our abilities to identify victims of human trafficking across all divisions of the court and make meaningful referrals that may change the life of victims.

## FY 22 and FY 23 Key Projects:

- Upgrade Criminal Annex core switches and improve anti-virus services to maximize virtual security.
- Establish a hybrid model for supervised visitations at the Criminal Justice Center (CJC) to include both remote and in-person services to minimize wait list for children and families.
- Finalize Juvenile Diversion Program (JDP) relocation from 700 Twiggs St. to the Pat Frank Courthouse to offer more efficient services to juveniles and parents.

## Innovation:

Developed a Differentiated Case Management solution for all Circuit and County Civil divisions to address backlog of civil cases caused by the pandemic. Reassessed business

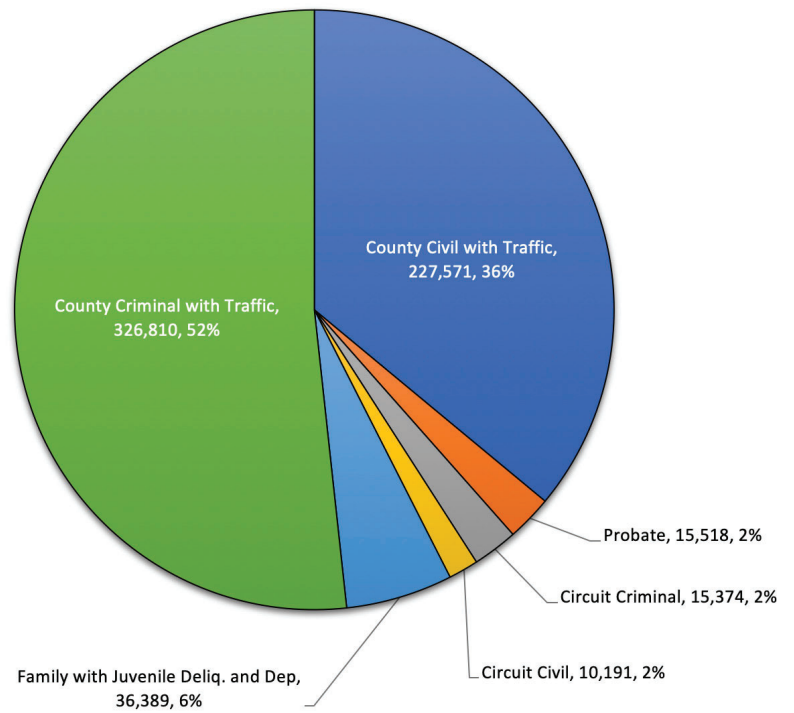


processes in court programs to allow for hybrid service models to accommodate both remote and in-person services, increasing access to justice for Hillsborough County residents.



Judge Rice oversees Recovery Court.

### 13th Judicial Circuit Filings 2020-2021



Performance Measure	FY 20 Actual	FY 21 Actual	FY 22 Projected	FY 23 Projected
# of total users supported by JAWS, the Judicial Automated Workflow System	35,960	38,960	40,621	43,000
% of defendants who graduate from drug court pretrial intervention	76%	76%	78%	78%
Technology Help Desk Tickets	9,191	11,601	12,100	13,500
# of Children’s Justice Center Supervised Visitations scheduled for permanency planning or reunification with parent/guardian	1,081	1,200	1,400	1,600
Juvenile Diversion Successful Program Completion percentage	88%	88%	88%	88%

# 13th Judicial Circuit, Administrative Office of the Courts

	FY20 Actual	FY21 Actual	FY22 Adopted	FY23 Recommended
<b>Appropriations</b>				
Personnel Services	\$ 4,305,876	\$ 4,478,548	\$ 5,123,768	\$ 5,365,035
Operating Expenditures/Expenses	5,997,245	6,285,924	7,577,136	7,627,643
Capital Outlay	749,641	307,603	59,800	500,000
Other Non Operating	0	0	317,446	317,788
	<b>\$ 11,052,762</b>	<b>\$ 11,072,075</b>	<b>\$ 13,078,150</b>	<b>\$ 13,810,466</b>

	FY20 Actual	FY21 Actual	FY22 Adopted	FY23 Recommended
<b>Budget by Fund</b>				
CW General Operating Fund	\$ 3,103,015	\$ 3,104,887	\$ 3,429,872	\$ 3,519,017
CW Special Revenue Funds	7,320,895	7,398,294	7,822,570	8,471,243
Grants (Not Transportation-Related)	628,852	568,894	1,825,708	1,820,206
	<b>\$ 11,052,762</b>	<b>\$ 11,072,075</b>	<b>\$ 13,078,150</b>	<b>\$ 13,810,466</b>

	FY20 Actual	FY21 Actual	FY22 Adopted	FY23 Recommended
<b>Funded Positions</b>	62	62	63	63
<b>Funded FTE Positions</b>	61.70	61.70	62.70	62.70

## BUDGET CHANGES AND OPERATIONAL IMPACT FY 22 to FY 23

### PERSONNEL SERVICES:

- A merit increase is budgeted in FY23.
- A 5% increase for health insurance is budgeted in FY23.

### OPERATING EXPENDITURES:

- The increase in operating expenditures is primarily the result of fluctuations in grant appropriations.

### CAPITAL AND OTHER EXPENDITURES:

- Continuation budget.

# Environmental Protection Commission

(813) 627-2600 | epchc.org



The mission of the Environmental Protection Commission of Hillsborough County (EPC) is to protect the natural resources, environment, and quality of life in Hillsborough County. EPC accomplishes this by protecting air, water, and soil from pollution, in addition to safeguarding wetlands and helping control nuisances such as noise and odor. The Commission promulgates and adopts relevant environmental rules, enabling the agency to provide these services. Based on these rules, the Executive Director issues permits and authorizations, and maintains air and water quality monitoring networks to ensure good environmental health. Agency staff conducts routine compliance inspections to ensure that the specific terms of each permit and authorization are being met.



Congresswoman Kathy Castor hosts a Red Tide Roundtable discussion at EPC with Commissioner Harry Cohen, Federal, State, and other local officials; scientists and business leaders.

## FY 21 and FY 22 Accomplishments:

- EPC staff hosted Congresswoman Kathy Castor's Red Tide Roundtable event, which highlighted the need for a coordinated effort to address red tide science and cleanup, as well as the ongoing efforts to close the Piney Point facility in Manatee County. The event was attended by local and State elected officials, scientists, and business leaders.
- EPC staff collected hundreds of additional water samples during 2021 as part of a continued and

coordinated effort by Federal, State, and local scientists and regulators to address the severe red tide event in Tampa Bay.

- Through education and working with the development community, about 735 acres of wetland conservation easements have been conveyed in Hillsborough County over the last couple of years. Establishing a conservation easement is an option to protect property for future generations.
- As a result of the activities of the EPC's State-delegated Brownfields Redevelopment Program, the

redevelopment and cleanup of contaminated sites in Hillsborough County have resulted in property values associated with these sites increasing to over \$415 million. The tax dollars gained from these higher property values will provide money for infrastructure improvements and new or expanded services to Hillsborough County residents.

- The May 2021 revision of EPC's Wetlands Rule Basis of Review (BOR) Chapter V included clarifying language and additional exemption criteria for Miscellaneous Activities in Wetlands (MAIW). MAIWs constitute development within wetlands with minor impacts. The changes were implemented to make the rule more consistent with State regulations.

## FY 22 and FY 23 Core Goals:

- Through Interlocal Agreements, EPC, the County, and the City of Tampa will continue to work together to monitor and correct non-point source pollution loads to our rivers, streams, and bays, ensuring Hillsborough County residents and tourists enjoy safe recreational opportunities.
- Strengthen our public/private partnerships with local governments and businesses through the efforts of the Tampa Bay Estuary Program and the Regional Planning Council's Agency on Bay Management, and collaborate on regional issues of sustainability, sea-level rise, and climate change.
- Revise and update the EPC Solid Waste Rule, Chapter 1-7, in order to provide additional clarification, accurately reference updated State regulations, and provide for revised regulatory requirements relating to the areas of solid waste, hazardous waste, and contaminated site cleanup. This will positively impact the residents by providing clarification and consistency.



- EPC will continue to evaluate efficiency measures through LEAN Six Sigma exercises and workload analysis, ensuring that permitting and program efficiencies are at prime levels. These continuous improvement efforts are a key component of EPC’s mission, vision, and values, and will aid in helping the organization to operate in a more efficient manner.

### FY 22 and FY 23 Key Projects:

- EPC is partnering with the University of South Florida, Federal Highway Administration, and Hillsborough County Transportation Planning Organization to help initiate a Low-Cost Air Quality Monitoring Study. The proposed study makes possible the installation of multiple low-cost air quality monitors in low-income communities near the I-275 and I-4 transportation corridors. The purpose of the research and corresponding analysis of local air quality data is to correlate the impact of transportation emissions to these often underprivileged neighborhoods.
- EPC staff will collaborate with USF researchers to collect important information on chronic sources of bacterial contamination in county waterways. Using microbial source tracking and advanced DNA markers to pinpoint where contamination is entering creeks and streams will allow County and City scientists and engineers to fix aging or damaged infrastructure, and eliminate a key

public health risk in our surface waters.

- The EPC is currently working on Blanket Authorizations for Hillsborough County Public Works. As a result, Hillsborough County’s 276 bridges will be approved for maintenance activities without requiring individual EPC permits. Since Hillsborough County has the largest bridge inventory for local municipalities in the state, this coordination will provide more efficient permitting approval.

### Innovation:

The EPC initiated virtual internships as a result of pandemic work conditions during the last two years to continue offering environmental opportunities to university students. Initiating these internships was EPC’s innovative effort to capture this new work environment as an opportunity to stretch and grow with changing conditions. Both EPC staff and our interns learned new, valuable skills by expanding our definition of work product and teamwork, learning safely and efficiently as a result.



Working with individuals and the development community, EPC’s Wetlands Division monitors mitigation sites created as a result of impacts to wetlands. Mitigation sites have a greater chance to thrive with successful wetland planting and appropriate wetland hydrology.



EPC staff examines a water sample for *Karenia brevis* cells during the severe red tide event in Tampa Bay.



EPC’s participation in USF’s Engineering Expo features hands-on exhibits that help encourage K-12 students to pursue fields in science and mathematics.

Performance Measure	FY 20 Actual	FY 21 Actual	FY 22 Projected	FY 23 Projected
Amount of time needed to process State-delegated environmental permit applications.	28 days	23 days	≤ 30 days	≤ 30 days
Amount of time needed to process non-delegated environmental permit applications.	36 days	34 days	≤ 30 days	≤ 30 days
Percentage of time staff resolved noncompliant activities within the 90-day goal.	97%	93%	≥ 95%	≥ 95%
Percentage of time staff met the three-day goal to respond to environmental complaints.	96%	97%	≥ 90%	≥ 90%

# Environmental Protection Commission

	FY20 Actual	FY21 Actual	FY22 Adopted	FY23 Recommended
<b>Appropriations</b>				
Personnel Services	\$ 14,445,567	\$ 15,232,594	\$ 17,682,140	\$ 18,228,126
Operating Expenditures/Expenses	1,196,671	1,391,140	1,573,720	2,230,409
Capital Outlay	383,492	155,043	98,400	555,000
Grants & Aids	156,803	165,690	538,453	420,249
	<b>\$ 16,182,533</b>	<b>\$ 16,944,467</b>	<b>\$ 19,892,713</b>	<b>\$ 21,433,784</b>

	FY20 Actual	FY21 Actual	FY22 Adopted	FY23 Recommended
<b>Budget by Fund</b>				
CW General Operating Fund	\$ 10,307,751	\$ 10,974,578	\$ 11,257,339	\$ 12,755,278
CW Special Revenue Funds	1,836,358	1,742,053	2,063,405	2,129,537
Grants (Not Transportation-Related)	4,038,424	4,227,836	6,571,969	6,548,969
	<b>\$ 16,182,533</b>	<b>\$ 16,944,467</b>	<b>\$ 19,892,713</b>	<b>\$ 21,433,784</b>

	FY20 Actual	FY21 Actual	FY22 Adopted	FY23 Recommended
<b>Funded Positions</b>	144	144	143	143
	144.00	144.00	143.00	143.00

## BUDGET CHANGES AND OPERATIONAL IMPACT FY 22 to FY 23

### PERSONNEL SERVICES:

- A merit increase is budgeted in FY 23.
- A 5% increase for health insurance is budgeted in FY 23.
- Changes in personnel expenditures are primarily the result of fluctuations in grant appropriations.

### OPERATING EXPENDITURES:

- The increase in operating expenditures is primarily the result of software replacement and laboratory supply costs.
- Changes in operating expenditures are primarily the result of fluctuations in grant appropriations.

### CAPITAL AND OTHER EXPENDITURES:

- The increase in capital expenditures is primarily the result of software and laboratory equipment replacement and a vehicle replacement.
- Changes in grants and aids expenditures are primarily the result of fluctuations in grant appropriations.



# Guardian ad Litem Program

(813) 272-510 | GalTampa.org

For more than 30 years, the Guardian ad Litem (GAL) program has served as the region's exclusive advocate for children in the court system. Guardians ad Litem are court-appointed special advocates whose sole job is to serve as the voice of the child – a voice that is separate from the child's family members, foster care providers, attorneys, or social workers. The GAL program is committed to recruiting volunteers to provide support and advocacy for children in the child welfare system. Working with a team, their job is to make recommendations that serve the child's best interests.

## FY 21 and FY 22 Accomplishments:

- The Hillsborough County GAL Program added an additional 227 volunteers to represent children.
- The Hillsborough County GAL represented 3,730 children who have been involved in the dependency system.
- The Hillsborough County GAL program has been recognized for their advocacy for teens and assisted in developing OPTIONS court, which focuses on victims of human trafficking.

## FY 22 and FY 23 Core Goals:

- The GAL program will increase child representation to 90% of children in the system having an assigned GAL. Currently, 88% of children have an assigned GAL.
- The GAL program will meet the volunteer recruitment goal of 100 newly certified volunteers by June 30, 2022. Currently, 71 volunteers have been certified since Jan. 1, 2022.

## FY 22 and FY 23 Key Projects:

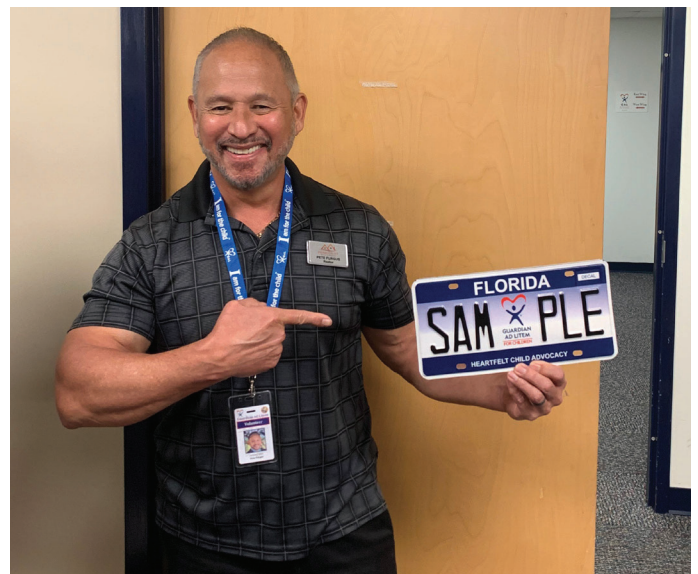
- The GAL program will continue to utilize social media, traditional media, and other outlets to increase awareness about the program.
- The GAL program will increase the percentage of children who are assigned to a GAL volunteer.
- Increase GAL specialty tag presales.

## Innovation:

Hillsborough County GAL has developed a Hospital SWAT Team that focuses on babies removed from their parents' care due to abuse or neglect. The SWAT Team GAL volunteer will visit the child multiple times a day, discuss treatment with the child's medical team, obtain documents, and provide information to the court regarding the child. The SWAT team GAL is the only person who is able to be a consistent visitor for the child, and there have been cases where constant visits by the GAL have resulted in the child healing more quickly. This process is now being utilized in other GAL programs in the state and will continue to grow.



Bucs star wide receiver, Mike Evans, poses with the GAL program's specialty tag.



One of the GAL volunteers poses with the GAL specialty tag.





Top: Thanks to Bucs head coach and his support for the GAL program, children and foster parents were able to enjoy their seats at the Bucs home games.



Left: Despite the pandemic, donors were extra generous to the GAL kids by donating gifts and gift cards to ensure they had a wonderful Christmas.

**Performance Measure**

**FY 20  
Actual**

**FY 21  
Actual**

**FY 22  
Projected**

**FY 23  
Projected**

Number of certified volunteers to act as the child's advocate in the court system

Certified 227 volunteers

Certified 265 volunteers

Certify 265 volunteers

Certify 265 volunteers

Increase the number of children appointed to the GAL program

88% of children in the system

90% of children in the system

100% of children

100% of children

# Guardian ad Litem

Appropriations	FY20 Actual	FY21 Actual	FY22 Adopted	FY23 Recommended
Personnel Services	\$ 362,903	\$ 422,635	\$ 526,945	\$ 531,993
Operating Expenditures/Expenses	60,552	59,993	131,580	132,802
Capital Outlay	1,897	(1,897)	0	0
	<b>\$ 425,352</b>	<b>\$ 480,732</b>	<b>\$ 658,525</b>	<b>\$ 664,795</b>

Budget by Fund	FY20 Actual	FY21 Actual	FY22 Adopted	FY23 Recommended
CW General Operating Fund	\$ 425,352	\$ 480,732	\$ 658,525	\$ 664,795
	<b>\$ 425,352</b>	<b>\$ 480,732</b>	<b>\$ 658,525</b>	<b>\$ 664,795</b>

	FY20 Actual	FY21 Actual	FY22 Adopted	FY23 Recommended
Funded Positions	7	7	8	8
Funded FTE Positions	7.00	7.00	8.00	8.00

**BUDGET CHANGES AND OPERATIONAL IMPACT  
FY 22 to FY 23**

**PERSONNEL SERVICES:**

- A merit increase is budgeted in FY23.
- A 5% increase for health insurance is budgeted in FY23.

**OPERATING EXPENDITURES:**

- Continuation budget.

# Hillsborough Transportation Planning Organization

(813) 272-5940 | PlanHillsborough.org

The Hillsborough County Metropolitan Planning Organization, d/b/a Hillsborough Transportation Planning Organization (TPO), is a transportation policy-making board mandated by federal and state law. The TPO is responsible for making sure federal and state dollars are spent on transportation projects supported by the community, based on a continuing, cooperative, and comprehensive planning process. The TPO board includes members of all municipal governing boards and transportation authorities, as well as the School Board and the Planning Commission.

## FY 21 and FY 22 Accomplishments:

- The Greenways & Trails Master Plan identifies conceptual locations for trails that will connect to form a network. In FY 21-22, the TPO studied two of the conceptual trails to identify feasible routes and design concepts: the USF to Green Artery Trail Connector, and the Plant City Canal Connector Trail.
- The TPO examined how to improve storm evacuation, for which Hillsborough County currently has a failing grade in level-of-service. Bottlenecks were flagged and options proposed for roadway operations, shelter usage and location, public information on when and where to evacuate, and other strategies.
- The new update of the TPO Nondiscrimination Plan was informed by 2020's racial unrest and a subsequent Racial Equity Resolution adopted by the TPO Board. As a result, the new plan included a history review of discrimination in local planning, updated demographic maps, and public engagement that was comprised of personal stories and focus groups.

## FY 22 and FY 23 Key Projects:

- Growth forecasts for 2050 – With another update of the Long-Range Transportation Plan due in 2024, the TPO will work with its partners this year to update population and job maps and estimate traffic counts for 2050.
- School Safety Study – The TPO reviewed the walk/bike/bus/drive conditions around 12 high-priority schools in 2018. The next study will move down the list and review another dozen, finding quick fixes for safety and access.
- Supply Chain Resilience – Disruption in the flow of essential goods and services has been on the rise. This study will zoom in on five key supply chains, specifically interviewing shippers and suppliers about risks and mitigation strategies for the community as a whole, especially post-disaster scenarios.

## FY 22 and FY 23 Core Goals:

- Develop components of and amend, as needed, the countywide twenty-year Long-Range Transportation Plan (LRTP). The plan addresses all modes of transportation and identifies priority improvements to meet present and future growth needs within budget constraints.
- Annually update the countywide five-year Transportation Improvement Program (TIP), which assigns available federal and state funds and grants to projects within Hillsborough County, and also documents all major projects by local governments and agencies for public reference.
- Sustain a countywide Congestion Management/Crash Mitigation Process (CMCMP) for the major road network that addresses traffic operations, safety, smart technology, travel demand management, and alternatives to driving alone. Collect data, prepare State of the System and Level of Service reports, and study problem areas in collaboration with local agencies.
- Annually update the Transportation Disadvantaged Service Plan (TDSP), forecasting the transportation needs of county residents who do not have the means to transport themselves to life-sustaining activities, evaluating current services, and setting priorities for the provision of future services.
- Coordinate transportation plans with eight neighboring counties through the Sun Coast Transportation Planning Alliance (SuncoastTPA.org). Provide a forum for local consensus on the region's priorities and work together to secure discretionary funding.



**Innovation:**

The TPO’s groundbreaking Speed Management Action Plan received international recognition with a *Transportation Achievement Award* from the Institute of Transportation Engineers. With one of the highest traffic fatality rates in the country, the Hillsborough TPO focused on strategies for the many high-speed multi-lane arterials that crisscross the urbanized area which have experienced severe crashes. Three quarters of these high-injury roads have speed limits above national guidelines. The Action Plan identifies near-term, implementable steps to bring down deaths and serious injuries.



The TPO’s 2021 Safe Routes to Parks Study used feedback from park visitors to create a toolbox of strategies for improving safety on the major roads that separate parks from neighborhoods.



TPO and Planning Commission hosted the “Future Leaders in Planning Junior Summer Program” in Tampa Heights, Palm River, and Town & Country.

Performance Measure	FY 20 Actual	FY 21 Actual	FY 22 Projected	FY 23 Projected
Annually updated Transportation Improvement Program, approved by U.S. DOT, identifying projects, and making them eligible for designated state and federal funding within the next five years	1	1	1	1
Government-in-the-Sunshine meetings of the board and its advisory committees, providing full public access to the transportation priorities and decision-making process	83	80	80	80

# Hillsborough Transportation Planning Organization

	FY20 Actual	FY21 Actual	FY22 Adopted	FY23 Recommended
<b>Appropriations</b>				
Personnel Services	\$ 833,284	\$ 947,005	\$ 979,204	\$ 1,843,376
Operating Expenditures/Expenses	1,462,631	1,477,385	5,784,877	5,862,826
Capital Outlay	14,950	(1,290)	0	0
	<b>\$ 2,310,865</b>	<b>\$ 2,423,100</b>	<b>\$ 6,764,081</b>	<b>\$ 7,706,202</b>

	FY20 Actual	FY21 Actual	FY22 Adopted	FY23 Recommended
<b>Budget by Fund</b>				
Grants (Not Transportation-Related)	\$ 2,310,865	\$ 2,422,745	\$ 6,739,081	\$ 7,681,202
Discretely Presented Component Units	0	355	25,000	25,000
	<b>\$ 2,310,865</b>	<b>\$ 2,423,100</b>	<b>\$ 6,764,081</b>	<b>\$ 7,706,202</b>

	FY20 Actual	FY21 Actual	FY22 Adopted	FY23 Recommended
<b>Funded Positions</b>	7	8	8	8
<b>Funded FTE Positions</b>	7.00	8.00	8.00	8.00

## BUDGET CHANGES AND OPERATIONAL IMPACT FY 22 to FY 23

### PERSONNEL SERVICES:

- A merit increase is budgeted in FY 23.
- A 5% increase for health insurance is budgeted in FY 23.
- Changes in personnel expenditures are primarily the result of fluctuations in grant appropriations.

### OPERATING EXPENDITURES:

- Changes in operating expenditures are primarily the result of fluctuations in grant appropriations.

# Planning Commission

(813) 272-5940 | PlanHillsborough.org

The Hillsborough County City-County Planning Commission develops and recommends long-range comprehensive plans to the elected officials of Hillsborough County and the cities of Tampa, Temple Terrace, and Plant City. The agency coordinates land use, transportation, infrastructure, and environmental planning for all four local governments. The agency also provides staff to the Metropolitan Planning Organization and the Hillsborough River Board. The agency mission is:

The Planning Commission promotes, coordinates, and facilitates the involvement of all people in the long-range planning and vision for our community to improve economic development, quality of life, and provides value-added services.



FLiP Jr. kids ride a streetcar and learn about multimodal transit.

## FY 21 and FY 22 Accomplishments:

- Plan Hillsborough expanded the Transportation Planning Organization's regular update of its Nondiscrimination Plan to include the Planning Commission's work. Following a robust outreach process, the Non-Discrimination and Equity Plan includes analysis of historical planning approaches, data trends, and recommendations for improvements to our planning processes. The agency will utilize this plan and its recommendations to shape future plans and agency practices.
- A big step in educating the community about planning was the expansion

of our Future Leaders in Planning program to include FLiP Jr. Geared toward elementary and middle school children, this program introduced planning concepts to kids at three summer camps, including bicycle and pedestrian safety, multimodal transportation, the importance of green spaces, community-centric zoning, and the civic engagement process.

- There were significant updates to several sections of the Unincorporated Hillsborough County Comprehensive Plan with the completion of land-use studies in Wimauma and Balm. In Tampa, we collaborated with the City on amendments detailing how floor area ratio is used for residential



development. Growth through annexations in Plant City and Temple Terrace was supported with plan changes as well.

## FY 22 and FY 23 Core Goals:

- The Planning Commission will continue to monitor, evaluate, and update comprehensive plans to ensure each addresses the long-range needs of the residents of Hillsborough County, meets state law requirements, and furthers the visions and strategic plans of all four local governments, including completing the update of the County's Comprehensive Plan.
- The Planning Commission will continue to focus on better coordination of land-use and transportation planning so expanding multimodal choices are supported by the scale and development patterns envisioned for each community, thus ensuring adequate infrastructure capacities are planned and available when development occurs.
- By serving as staff to the Hillsborough River Interlocal Planning Board and Technical Advisory Council, the Planning Commission furthers the goal of protecting this potable water source, its natural resources, wildlife and habitat, and recreational opportunities available in and along the Hillsborough River, a community asset.

## FY 22 and FY 23 Key Projects:

- The Planning Commission, in coordination with the City of Tampa, is overseeing a multi-phased update to the Tampa Comprehensive Plan through the 2045 horizon year. In FY 22 and 23, a land-use assessment will be conducted, and updates to the Water Resources and Mobility Sections of the Tampa plan will occur.
- At the request of the City of Tampa and Hillsborough County, the Planning Commission will undertake a Vision



Plan for the Fowler Avenue Corridor. The plan will create a framework for future redevelopment and transit-oriented development; it will be coordinated with projects being worked on by HART and FDOT.

- The Planning Commission will continue to educate on planning topics by creating a series of short educational videos to help the public better understand our plans and processes. Efforts will be continued to create more publications and videos in Spanish as well.

**Innovation:**

Staff developed an ArcGIS Vision Framework Mapping Application that overlays a map of the county with Areas of Opportunity, Bus Stop Frequency Buffer Areas, and Redevelopable Land. Users can choose a pre-defined sector of the county to focus on, then add additional map layers, including Roadway Classifications and Transit Supportive Density; environmental layers, such as Coastal High Hazard and Wellhead Resource Protection Areas; and Future Land Use layers for analysis.

Staff also developed a Comprehensive Plan Update Database (CPUD). The custom program, written in-house, captures the process of updating each jurisdiction’s comprehensive plan, including notes and historical versions.



A mother and her daughter are interviewed by Planning Commission staff for the 2021 Nondiscrimination Plan.



A resident gives input on a Future Land Use Study.

Performance Measure	FY 20 Actual	FY 21 Actual	FY 22 Projected	FY 23 Projected
Comprehensive plans, amendments, and updates prepared to meet State requirements.	Yes	Yes	Yes	Yes
Percentage of plan amendment consistency findings where the local jurisdiction agreed with the agency’s recommendation.	88%	100%	93%	93%
Number of outreach presentations to community or business groups.	20	78	50	50
Percentage of customer service surveys rating agency services as “excellent” or “good.”	100%	100%	98%	98%
Number of meetings of the Hillsborough River Interlocal Planning Board and Technical Advisory Council.	8	11	12	12



# Planning Commission

Appropriations	FY20 Actual	FY21 Actual	FY22 Adopted	FY23 Recommended
Personnel Services	\$ 4,989,917	\$ 4,977,930	\$ 5,421,028	\$ 5,965,638
Operating Expenditures/Expenses	437,078	468,321	558,681	607,568
Capital Outlay	15,500	1,290	11,000	12,000
	<b>\$ 5,442,494</b>	<b>\$ 5,447,541</b>	<b>\$ 5,990,709</b>	<b>\$ 6,585,206</b>

Budget by Fund	FY20 Actual	FY21 Actual	FY22 Adopted	FY23 Recommended
Discretely Presented Component Units	\$ 5,442,494	\$ 5,447,541	\$ 5,990,709	\$ 6,585,206
	<b>\$ 5,442,494</b>	<b>\$ 5,447,541</b>	<b>\$ 5,990,709</b>	<b>\$ 6,585,206</b>

	FY20 Actual	FY21 Actual	FY22 Adopted	FY23 Recommended
Funded Positions	45	45	45	48
Funded FTE Positions	45.00	45.00	45.00	48.00

## BUDGET CHANGES AND OPERATIONAL IMPACT FY 22 to FY 23

**PERSONNEL SERVICES:**

- A merit increase is budgeted in FY 23.
- A 5% increase for health insurance is budgeted in FY 23.
- During FY 22, three positions were established to address an increase in department responsibility.

**OPERATING EXPENDITURES:**

- The increase in operating expenditures is primarily the result of insurance assessments.

**CAPITAL AND OTHER EXPENDITURES:**

- Continuation budget.

# Soil & Water Conservation District

(813) 477-8332 | hillsboroughswcd.com

Hillsborough Soil & Water Conservation District's (HSWCD) mission is to provide agricultural and conservation related programs, projects, and activities to youth and adult residents in inner-city, urban, suburban, and rural communities throughout the county. The district operates under the belief that "Conservation is Everybody's Business." Its major countywide program is the Hillsborough 100 Conservation Challenge, which is held annually between Earth Day in April and Soil Stewardship Week in May. This challenge engages agricultural groups, businesses, churches, civic clubs, educational institutions, families, governmental entities, schools, youth organizations, and others to conduct an array of projects. Challenge activities include road, river, and bay cleanups; recycling of paper, plastic, and electronics; wildflower and tree plantings; pollinator projects; community and school gardens; educational programs at fairs, festivals and schools, among others. The district also administers cost share programs for bona fide agricultural operators throughout the year.

## FY 21 and FY 22 Accomplishments:

- Successfully completed the 2021 Hillsborough 100 Conservation Challenge which, in spite of COVID restrictions, resulted in a vast array of conservation projects and programs benefiting Hillsborough County residents. In addition, HSWCD published a 28-page, full-color Hillsborough 100 Conservation Challenge tabloid distributed through the Tampa Bay Times and at fairs, festivals, and events throughout the year.
- Presented educational displays and programs at Hillsborough County Fair, Hillsborough County Fall Festival, Florida Ag Expo, Florida State Fair, Florida Strawberry Festival, National Association of Conservation Districts national meeting, Southeast Conservation Districts Employee Association annual meeting, as

well as schools, etc. to broaden the understanding and engagement of the public and others in the critical responsibility of conserving the county's soil and water. These events reached an audience in excess of one million people.

- Conducted wildflower and tree plantings all year, the largest being the "Let's Plant Some Trees" event with 200 volunteers planting 20,000 donated long leaf pine seedlings in the Lower Green Swamp Preserve.

## FY 22 and FY 23 Core Goals:

- Continue to develop and grow the Hillsborough 100 Conservation Challenge to bring greater awareness to the public as to the critical need and responsibility each resident has to the overall protection of the environment.
- To expand educational outreach through displays and programs at fairs, festivals, and other events throughout



**Hillsborough  
Soil & Water**  
Conservation District  
Florida

the year, as well as an expansion of school educational programs, including school garden programs.

- Present and support additional conservation events, such as cleanup campaigns, major planting events, recycling, etc.

## FY 22 and FY 23 Key Projects:

- Although HSWCD presented displays and exhibits throughout the year, the display at the 2022 Florida State Fair was the largest to date. Planned in 2021, the display was 1,800 square feet (30 x 60) in the center of the State Fair's Ag Hall of Fame building. The theme was "Conservation is Everybody's Business" and featured a student-painted 24-by-8 foot mural on "Bees, Bats, Birds and Butterflies ... Our Perfect Pollinators."
- The Hillsborough 100 Conservation Challenge is the district's key project for the entire year as it represents almost 100 different programs, projects, and activities, including the annual full-color tabloid.
- Community events are crucial, and the 20,000 long leaf pine seedling planting was HSWCD's largest to date, with over 200 volunteers. In addition, HSWCD held first-time strawberry and blueberry u-picks, with revenues going to HSWCD's youth programs, and its 5th annual successful "Great Plant Auction" at the County Fair, also supporting HSWCD youth programs.

## Innovation:

The HSWCD created, planned, developed, and built its 1,800-square-foot exhibit at the 2022 Florida State Fair. Although it exhibits annually in multiple fairs and festivals, the HSWCD had never undertaken an exhibit of this size. The display was a collaboration of many agricultural and other groups from both private and public sectors, including the USDA, the Environmental

Protection Commission, Farm Bureau, Hillsborough County Extension Service, City of Tampa, and Hillsborough County government, among others. The booth also included a display by Florida A&M University, who had never participated in the State Fair prior to HSWCD's invitation. Elements of the display included an art section where over 1,500 youth and adult fairgoers painted one of 24 themed pictures with a bee and message, such as "BEE Kind," "BEE Grateful," "BEE Generous," and others. Another area included rain barrels with hearts, flowers, and other designs that were colorfully painted by fairgoers. The display reached an audience of over 500,000 people with educational information and materials.



Hillsborough Soil and Water Conservation District's Florida State Fair exhibit mural with student artists and volunteers.



Educational conservation displays included in HSWCD State Fair exhibit.

### Performance Measures

Hillsborough 100 Conservation Challenge programs, projects, and activities. Conducted challenge projects and continued program expansion. The challenge falls between April and May annually, with the newest program being "Operation Pollination," a major collaboration with Rotary International, Rotary Club of Brandon Global Eco, and many other groups as a Challenge "Action Awareness" project, which will run from April 2022 until April 2024.

Published 28-page color tabloid informational pieces in the Tampa Bay Times that were distributed throughout year.

Conducted exhibits in multiple fairs and festivals throughout the year, including continued exhibits at events that were not canceled due to COVID-19. HSWCD expanded its exhibit up to 1,800 square feet at the 2022 State Fair display with student artists and volunteers. Additional exhibits will be added as available, along with sponsorship of additional programs for youth at the fairs.

# Soil & Water Conservation District

Appropriations	FY20 Actual	FY21 Actual	FY22 Adopted	FY23 Recommended
Personnel Services	\$ 172,962	\$ 157,359	\$ 229,468	\$ 259,804
Operating Expenditures/Expenses	8,466	7,362	70,708	74,540
	<b>\$ 181,428</b>	<b>\$ 164,721</b>	<b>\$ 300,176</b>	<b>\$ 334,344</b>

Budget by Fund	FY20 Actual	FY21 Actual	FY22 Adopted	FY23 Recommended
CW General Operating Fund	\$ 153,870	\$ 163,403	\$ 300,176	\$ 334,344
Grants (Not Transportation-Related)	27,558	1,318	0	0
	<b>\$ 181,428</b>	<b>\$ 164,721</b>	<b>\$ 300,176</b>	<b>\$ 334,344</b>

	FY20 Actual	FY21 Actual	FY22 Adopted	FY23 Recommended
Funded Positions	4	5	4	5
Funded FTE Positions	4.00	4.00	3.00	3.50

**BUDGET CHANGES AND OPERATIONAL IMPACT  
FY 22 to FY 23**

**PERSONNEL SERVICES:**

- A merit increase is budgeted in FY23.
- A 5% increase for health insurance is budgeted in FY23.
- In FY23, one part time position is established to address an increase in community outreach responsibilities.

**OPERATING EXPENDITURES:**

- The increase in operating expenditures is primarily the result of an increase in insurance assessments.



# Value Adjustment Board

Appropriations	FY20 Actual	FY21 Actual	FY22 Adopted	FY23 Recommended
<b>Other Non Operating</b>	\$ 713,529	\$ 687,476	\$ 603,132	\$ 613,569
	<b>\$ 713,529</b>	<b>\$ 687,476</b>	<b>\$ 603,132</b>	<b>\$ 613,569</b>

Budget by Fund	FY20 Actual	FY21 Actual	FY22 Adopted	FY23 Recommended
<b>CW General Operating Fund</b>	\$ 713,529	\$ 687,476	\$ 603,132	\$ 613,569
	<b>\$ 713,529</b>	<b>\$ 687,476</b>	<b>\$ 603,132</b>	<b>\$ 613,569</b>

	FY20 Actual	FY21 Actual	FY22 Adopted	FY23 Recommended
<b>Funded Positions</b>	5	4	3	3
<b>Funded FTE Positions</b>	5.00	4.00	3.00	3.00

**BUDGET CHANGES AND OPERATIONAL IMPACT  
FY 22 to FY 23**

**PERSONNEL SERVICES:**

- A merit increase is budgeted in FY 23.
- A 5% increase for health insurance is budgeted in FY 23.

**OPERATING EXPENDITURES:**

- Continuation budget.

# Capital Improvement Program

Appropriations	FY20 Actual	FY21 Actual	FY22 Adopted	FY23 Recommended
Operating Expenditures/Expenses	\$ 13,318,073	\$ 10,558,049	\$ 63,225,405	\$ 73,087,287
Capital Outlay	304,427,693	374,219,250	1,073,563,790	1,826,510,975
Grants & Aids	6,228,030	(406,006)	20,283,465	19,833,571
	<b>\$ 323,973,796</b>	<b>\$ 384,371,293</b>	<b>\$ 1,157,072,660</b>	<b>\$ 1,919,431,833</b>

Budget by Fund	FY20 Actual	FY21 Actual	FY22 Adopted	FY23 Recommended
CW Special Revenue Funds	\$ 4,522,841	\$ 2,045,548	\$ 19,437,350	\$ 24,598,833
UA Special Revenue Funds	28,279,669	28,495,887	72,197,312	91,240,695
Transportation Trust Fund	90,944,182	147,695,937	263,021,460	240,971,009
Library Tax District Special Rev Fd	11,963,009	7,768,736	34,531,910	41,032,521
CIT Special Revenue Fund	14,511,570	8,869,931	51,854,472	99,239,071
Grants (Not Transportation-Related)	2,574,619	3,445,947	6,491,001	7,638,533
COVID Relief	0	0	35,000,000	169,157,599
Capital Projects Funds	83,276,329	82,290,692	179,739,438	184,024,805
Public Utilities Solid Waste Resource Recovery Division	5,560,730	10,269,217	47,113,479	141,496,200
Public Utilities Water/Wastewater	82,340,847	93,489,398	447,686,238	920,032,567
	<b>\$ 323,973,796</b>	<b>\$ 384,371,293</b>	<b>\$ 1,157,072,660</b>	<b>\$ 1,919,431,833</b>

## Debt Service Accounts

Appropriations	FY20 Actual	FY21 Actual	FY22 Adopted	FY23 Recommended
Operating Expenditures/Expenses	\$ 962,772	\$ 5,413,851	\$ 1,874,973	\$ 7,962,879
Debt Service Costs	258,157,522	217,781,725	142,019,226	197,835,726
Grants & Aids	0	68,525,388	0	0
	<b>\$ 259,120,293</b>	<b>\$ 291,720,964</b>	<b>\$ 143,894,199</b>	<b>\$ 205,798,605</b>

Budget by Fund	FY20 Actual	FY21 Actual	FY22 Adopted	FY23 Recommended
UA Special Revenue Funds	\$ 0	\$ 0	\$ 321,000	\$ 321,000
CIT Special Revenue Fund	3,760,676	366,438	905,000	1,761,846
General Obligation Bonds Sinking Funds	5,992,640	6,728,956	6,738,357	8,624,824
Revenue Bonds Sinking Funds	62,856,493	123,656,404	79,670,790	100,467,465
Commercial Paper Sinking Funds	22,205,172	35,184,224	11,429,000	17,892,175
Direct Borrowing and Placement Note Sinking Funds	3,174,367	3,171,281	3,268,804	3,267,360
Capital Projects Funds	(4,524)	0	0	41,264
Public Utilities Solid Waste Resource Recovery Division	20,952,750	10,278,768	10,333,000	13,584,021
Public Utilities Water/Wastewater	131,443,873	43,333,831	30,878,248	59,809,484
Noncommitment Debt Service Funds	8,738,846	69,001,063	350,000	29,166
	<b>\$ 259,120,293</b>	<b>\$ 291,720,964</b>	<b>\$ 143,894,199</b>	<b>\$ 205,798,605</b>

# Governmental Agencies

Appropriations	FY20 Actual	FY21 Actual	FY22 Adopted	FY23 Recommended
Operating Expenditures/Expenses	\$ 207,425	\$ 350,167	\$ 347,559	\$ 363,372
Grants & Aids	140,180,708	169,942,273	159,499,611	185,962,870
	<b>\$ 140,388,133</b>	<b>\$ 170,292,441</b>	<b>\$ 159,847,170</b>	<b>\$ 186,326,242</b>

Budget by Fund	FY20 Actual	FY21 Actual	FY22 Adopted	FY23 Recommended
CW General Operating Fund	\$ 12,762,957	\$ 18,835,457	\$ 55,694,708	\$ 56,512,932
CW Special Revenue Funds	39,025,873	70,022,610	3,689,127	4,217,000
Transportation Trust Fund	2,027,015	2,117,621	2,089,808	2,240,822
Sales Tax Revenue Fund	66,718,056	79,316,753	76,562,447	85,555,288
Capital Projects Funds	19,854,232	0	21,811,080	37,800,200
	<b>\$ 140,388,133</b>	<b>\$ 170,292,441</b>	<b>\$ 159,847,170</b>	<b>\$ 186,326,242</b>

## BUDGET CHANGES AND OPERATIONAL IMPACT FY 22 to FY 23

### CAPITAL AND OTHER EXPENDITURES:

- Increase revenue from Community Investment Tax increased payments (sharing) to City of Tampa, City of Temple Terrace and Plant City by \$3,935,258.
- Increase revenue from Community Investment Tax increased payments (sharing) to the Hillsborough County School Board by \$5,307,292.
- FY23 includes an increase in reimbursement for Arena Improvements in the amount of \$5,988,920.
- FY23 includes an increase in reimbursement for Raymond James Stadium Capital Improvements in the amount of \$10,000,200.
- Increase in Tax Increment Finance payments to the City of Tampa, Plant City, and City of Temple Terrace in the amount of \$1,063,606.
- FY23 includes a decrease in one-time funding for HART Maintenance Facility in the amount of \$500,000.

A detailed list of appropriations is shown on the following pages.



# Governmental Agencies

	FY20 Actual	FY21 Actual	FY22 Adopted	FY23 Recommended
<b>GENERAL FUNDS</b>				
<b>Countywide General Fund</b>				
Florida Division of Forestry	\$ 28,061	\$ 28,061	\$ 28,609	\$ 28,609
Hart	0	250,000	750,000	250,000
Hart Saver Bus Passes	37,135	10,810	184,000	184,000
Health Department	329,483	329,753	489,459	505,272
National Estuary Program	95,009	0	157,000	162,000
Plant City Tax Increment Financing	830,213	924,029	1,067,934	1,296,850
School Board Racing Commission	446,500	446,500	446,500	446,500
Tampa Bay Area Regional Transit Authority	222,812	222,812	235,000	235,000
Tampa Bay Regional Planning Council	452,836	464,358	479,000	479,000
Tampa Sports Authority (Property Taxes & Oper Deficit)	1,281,636	2,261,342	3,135,585	3,148,239
Tampa Sports Authority Soccer Complex	270,989	350,000	764,227	985,378
Tampa Tax Increment Financing	8,323,495	13,092,193	47,231,730	47,963,750
Temple Terrace Tax Increment Financing	198,380	227,975	316,664	419,334
The Children's Board of Hillsborough County	189,407	170,624	350,000	350,000
University of Florida Aquaculture Lab	57,000	57,000	57,000	57,000
Van Pool Discounts for County Employees	0	0	2,000	2,000
<b>TOTAL GENERAL FUNDS</b>	<b>12,762,956</b>	<b>18,835,457</b>	<b>55,694,708</b>	<b>56,512,932</b>
<b>SPECIAL REVENUE FUNDS</b>				
<b>Countywide Special Purpose Revenue Fund</b>				
City of Tampa Marine Law Enforcement	182,000	182,000	182,000	182,000
City of Temple Terrace Marine Law Enforcement	60,000	60,000	60,000	60,000
Florida Department of Juvenile Justice	3,323,704	3,545,043	3,172,127	3,700,000
Hillsborough County School Board	35,320,311	65,953,253	0	0
School Site Impact Fees Administration	139,858	282,314	275,000	275,000
	39,025,873	70,022,610	3,689,127	4,217,000
<b>Transportation Trust Fund</b>				
Alternative Transportation Program	23,500	36,000	23,500	23,500
Gas Tax Distribution - Plant City	175,291	180,032	179,000	194,376
Gas Tax Distribution - Tampa	1,709,030	1,780,035	1,766,771	1,892,642
Gas Tax Distribution - Temple Terrace	119,195	121,554	120,537	130,304
	2,027,016	2,117,621	2,089,808	2,240,822
<b>Sales Tax Revenue Funds</b>				
CIT/Tampa Sports Authority	9,681,987	9,678,487	9,683,709	9,434,000
Community Investment Tax Distrib/City of Temple Terrace	1,291,927	1,591,104	1,509,808	1,753,135
Community Investment Tax Distribution/City of Plant City	1,900,084	2,356,695	2,242,092	2,608,636
Community Investment Tax Distribution/City of Tampa	18,497,189	23,259,236	22,083,869	25,409,256
Community Investment Tax Distribution/School Board	30,996,864	38,081,228	36,692,965	42,000,257
Sports Authority Sports Facility Sales Tax Bonds	2,000,004	2,000,004	2,000,004	2,000,004
	64,368,055	76,966,754	74,212,447	83,205,288

# Governmental Agencies

	FY20 Actual	FY21 Actual	FY22 Adopted	FY23 Recommended
<b>3 Cent Tourist Development Tax</b>				
Tampa Sports Authority Soccer Complex	350,000	350,000	350,000	350,000
	350,000	350,000	350,000	350,000
<b>6th Cent Tourist Development Tax Fund</b>				
Tampa Convention Center Capital Cost	2,000,000	2,000,000	2,000,000	2,000,000
	2,000,000	2,000,000	2,000,000	2,000,000
<b>TOTAL SPECIAL REVENUE FUNDS</b>	<b>107,770,944</b>	<b>151,456,984</b>	<b>82,341,382</b>	<b>92,013,110</b>
<b>Capital Project Funds</b>				
Arena Improvements	8,206,088	0	21,811,080	27,800,000
Raymond James Stadium Capital Improvements	11,648,144	0	0	10,000,200
<b>TOTAL CAPITAL FUNDS</b>	<b>19,854,232</b>	<b>0</b>	<b>21,811,080</b>	<b>37,800,200</b>
<b>TOTAL GOVERNMENTAL AGENCIES</b>	<b>\$ 140,388,132</b>	<b>\$ 170,292,441</b>	<b>\$ 159,847,170</b>	<b>\$ 186,326,242</b>

# Non-Departmental Allotments

Appropriations	FY20	FY21	FY22	FY23
	Actual	Actual	Adopted	Recommended
Personnel Services	\$ 1,107,039	\$ 8,489,051	\$ 9,552,240	\$ 15,274,158
Operating Expenditures/Expenses	164,985,650	180,707,911	220,932,372	241,137,823
Capital Outlay	1,889,033	1,445,560	57,003,470	4,287,201
Grants & Aids	52,773,609	205,221,629	109,718,321	101,709,725
Other Non Operating	0	0	0	0
	<b>\$ 220,755,332</b>	<b>\$ 395,864,151</b>	<b>\$ 397,206,403</b>	<b>\$ 362,408,907</b>

Budget by Fund	FY20	FY21	FY22	FY23
	Actual	Actual	Adopted	Recommended
CW General Operating Fund	\$ 14,212,390	\$ 13,392,073	\$ 36,003,040	\$ 54,973,723
Economic Devel Activity Fund	1,076,899	1,413,973	5,557,858	4,479,914
CW Gaming Compact Grf	140,000	0	0	0
UA Gen Op Fund	1,807,230	2,440,224	5,034,838	8,546,657
CW Special Revenue Funds	4,069,435	3,935,580	4,098,548	4,098,548
Transportation Trust Fund	215	263	4,000	15,004,000
Grants (Not Transportation-Related)	32,087,122	13,309,252	32,168,918	44,199,563
COVID Relief	56,507,449	234,862,717	175,910,269	85,012,741
Self-Insurance Fund	110,854,592	126,510,069	138,428,932	146,093,761
	<b>\$ 220,755,332</b>	<b>\$ 395,864,151</b>	<b>\$ 397,206,403</b>	<b>\$ 362,408,907</b>

Funded Positions	FY20	FY21	FY22	FY23
	Actual	Actual	Adopted	Recommended
Funded Positions	15	15	23	23
Funded FTE Positions	15.00	15.00	23.00	23.00

This department is set up to provide a mechanism for the recording and payment of those items which are general government costs and are not distributed to specific departments. Representative costs include claim payment accounts in the county self insurance fund, outside legal services, the year-end audit, and funds for economic development programs.

### BUDGET CHANGES AND OPERATIONAL IMPACT FY 22 to FY 23

**OPERATING EXPENDITURES:**

- A \$400,000 budget is established for Community Land Trust CLT.
- The South County High Speed Ferry budget is increased to \$2,091,301.
- The Employee Tuition Reimbursement budget is increased to \$250,000.
- The Tampa to St. Petersburg Ferry Pilot Program budget of \$190,000 is moved to Facilities Management.
- The Employee Group Health Insurance budget is increased by \$4,460,282.
- The General Liability Insurance budget is increased by \$2,862,194.

**CAPITAL AND OTHER EXPENDITURES:**

- A \$1,102,201 budget is established for Falkenburg Campus Reimbursement.
- A \$300,000 budget is established for Carrollwood Village Community Park Land.

**GRANTS AND AID:**

- A \$15 million budget is established for HART Heavy Maintenance Facility Grant Match.
- A \$350,000 budget is established for Community Land Trust CLT.
- The Gasparilla Bowl budget is increased to \$50,000.

# Non-Departmental Allotments

Descriptions	FY20 Actual	FY21 Actual	FY22 Adopted	FY23 Recommended
<b><u>Countywide General Fund</u></b>				
Affordable Housing	\$ 1,189,937	\$ 59,224	\$ 0	\$ 0
Affordable Housing Subsidy	0	0	50,000	50,000
Black Heritage Tourism Initiative	0	0	250,000	250,000
Brandon Chamber of Commerce	13,200	13,200	32,000	32,000
Caribbean Festival	0	0	50,000	0
Carrollwood Traffic Control	0	0	220,000	220,000
Carrollwood Village Community Park Land	0	0	0	300,000
Census	71,188	46	0	0
Children's Services Assessment Center	3,024,579	2,812,643	3,000,000	2,000,000
Clerk's Armed Guard Services	42,599	0	100,000	100,000
College Hill Cemetery Historic Marker	0	0	1,300	0
Commissioners Surety Bonds	0	5,950	10,000	0
Community Land Trust	0	0	750,000	750,000
Comprehensive Plan Updates	251,219	285,319	450,000	450,000
Constitutional Officers Salary Increases	0	0	0	5,000
County Center Security HCSO	1,483,052	1,553,023	1,690,000	1,690,000
County Parking Subsidy	99,850	144,680	240,000	240,000
County Survey	0	90,550	100,000	100,000
Cross Bay Inter-City Ferry Vessel Grant Match	0	0	1,000,000	1,000,000
CS Transition	0	59,499	586,792	616,637
Cultural Assets Program	460,600	180,630	2,100,000	2,100,000
Deferred Compensation Plan Consultant	0	0	50,000	50,000
Disaster Preparedness	35,100	860,024	2,341,325	2,000,000
Diversity Equity and Inclusion	0	0	250,000	250,000
Employee Tuition	78,819	84,161	100,000	250,000
EPC Water Sampling Equipment	159,058	339,610	55,340	0
Equity Profile	0	42,436	175,000	175,000
Eviction Diversion and Housing Stabilization	0	0	650,000	650,000
Falkenburg Campus Reimbursement	0	0	0	1,102,201
Fallen Heroes Fund	0	200,000	200,000	200,000
Financial Audit Services	304,779	409,573	600,000	600,000
Gasparilla Bowl	0	0	25,000	50,000
Greater Riverview Chamber of Commerce	11,000	11,000	25,000	25,000
HCC InLab	0	0	100,000	0
Homeless	415,000	303,000	3,585,000	3,585,000
Human Trafficking Initiative	183,946	314,946	350,000	350,000
Hybrid Meeting	0	0	500,000	500,000
Impound Lot - Veterinary Services and Advertising	1,163	4,877	2,750	2,750
Intergovernmental Representation	307,000	204,250	403,000	403,000



# Non-Departmental Allotments

Descriptions	FY20 Actual	FY21 Actual	FY22 Adopted	FY23 Recommended
<b><u>Countywide General Fund (continued)</u></b>				
International Protocol Officer Partnership	80,000	80,000	80,000	80,000
Jury Parking	76,220	118,313	218,750	218,750
Law Library Building Insurance	0	0	434	1,381
LS Disaster Events	0	558	0	0
ME Disaster Events	559	0	0	0
Membership - Florida Association of Counties	144,243	147,042	150,000	155,000
Membership - National Association of Counties	22,274	22,274	23,019	23,019
Membership -National Forum Black Public Admin.	0	0	2,500	2,500
Metropolitan Planning Organization - Study	377,102	122,875	150,000	150,000
MOSI Butterfly Garden & Trail Restoration	0	0	100,000	0
One Time Allocated Funds	182,811	256,593	2,951,954	13,371,599
Orient Road Facility Study	0	0	206,000	206,000
Other Costs BOCC	10,993	8,305	15,000	15,000
Other Costs Business Support Svcs	25,000	25,000	40,000	40,000
Other Costs Clerk to BOCC	1,398	140,679	51,400	51,400
Other Costs County Attorney	357,043	382,192	510,000	510,000
Other Costs Debt Service	195,225	64,099	720,000	720,000
Other Costs Human Resources	505,739	491,035	728,120	728,120
Other Costs Real Estate	963,338	1,341,022	1,478,980	1,373,689
PCORI Fee	0	26,462	30,000	30,000
Performance Audits	15,000	0	500,000	500,000
Pictometry Initiative	479,989	446,547	489,000	489,000
Plant City Chamber of Commerce	11,000	11,000	25,000	25,000
PM Disaster Events	1,999	0	0	0
Poet Laureate	18,000	7,200	18,000	18,000
Redevelopment	756,314	78,836	2,000,000	2,000,000
Safe and Sound Hillsborough	0	0	200,000	200,000
South County High Speed Ferry	0	0	1,000,000	2,091,301
South Tampa Chamber of Commerce	11,000	11,000	25,000	25,000
Southshore Chamber of Commerce	11,000	11,000	25,000	25,000
Strategic Planning	60,000	80,938	270,000	270,000
Tampa Bay Water Issues	0	0	50,000	50,000
Tampa Hillsborough Econ Dev Corp	450,000	450,000	450,000	450,000
Tampa to St. Petersburg Ferry	149,182	147,881	175,000	0
Tax Collector Tax Notice Mailing Costs	81,974	84,859	95,000	95,000
Temple Terrace Chamber of Commerce	11,000	11,000	25,000	25,000
TRIM Mailing Costs	236,555	240,196	275,000	275,000
Unallocated Funds	0	0	0	7,780,000
University Area Circulator Service	0	0	750,000	750,000

# Non-Departmental Allotments

Descriptions	FY20 Actual	FY21 Actual	FY22 Adopted	FY23 Recommended
<b><u>Countywide General Fund (continued)</u></b>				
USF Area Innovation District Master Plan	329,018	41,607	1,432,376	1,432,376
USF High Tech Incubator	200,000	200,000	200,000	200,000
Veterans Park-Military Learning Center Design	20,000	0	0	0
Workforce Initiatives	299,120	365,014	500,000	500,000
	<b>14,212,390</b>	<b>13,392,073</b>	<b>36,003,040</b>	<b>54,973,723</b>
<b><u>Countywide Gaming Compact</u></b>				
Center Place Renovations	140,000	0	0	0
	<b>140,000</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b><u>Economic Development Activity Fund</u></b>				
Film Commission Tampa Bay	1,016,143	881,000	913,000	913,000
USF IAE Grant	60,756	532,973	4,644,858	3,566,914
	<b>1,076,899</b>	<b>1,413,973</b>	<b>5,557,858</b>	<b>4,479,914</b>
<b><u>Unincorporated Area General Fund</u></b>				
Affordable Housing Subsidy	239,503	384,366	400,000	400,000
Coastal Canal Program	0	0	200,000	200,000
Constitutional Officers Salary Increases	0	0	5,000	5,000
Dana Shores Underground Utility	19,258	706,420	912,838	757,697
Fire Rescue Special Health Claims	55,139	192,849	500,000	500,000
Hearing Master Parking Violations	540	495	3,000	3,000
Historic Landmark Resource Program	0	2,452	25,000	25,000
Land Development Code Revisions	0	0	200,000	200,000
Local Ordinance Enforcement - Public Defender	0	10,200	50,000	50,000
Local Ordinance Enforcement - State Attorney	24,650	25,650	29,000	29,000
One Time Allocated Funds	39,424	15,096	950,000	2,006,961
Other Costs Payment Discounts Earned	643	0	0	0
Palm River Water Impact Fee	1,750	0	35,000	35,000
PR Disaster Events	0	259	0	0
Property Registration Contractor	873,975	447,425	750,000	750,000
Red Light Camera Costs ATS	421,262	525,429	715,000	715,000
Red Light Monitoring Review HCSO	42,373	40,100	60,000	60,000
Ruskin Firehouse Cultural Center	90,000	90,000	200,000	200,000
Unallocated Funds	0	0	0	2,610,000
	<b>1,807,230</b>	<b>2,440,224</b>	<b>5,034,838</b>	<b>8,546,658</b>
<b>GENERAL FUNDS TOTAL</b>	<b>17,236,519</b>	<b>17,246,269</b>	<b>46,595,736</b>	<b>68,000,295</b>

# Non-Departmental Allotments

Descriptions	FY20 Actual	FY21 Actual	FY22 Adopted	FY23 Recommended
<b>SPECIAL REVENUE FUNDS</b>				
<b><u>Countywide Special Purpose Revenue Fund</u></b>				
Level 1 Trauma Care (Tampa General Hospital)	3,500,000	3,500,000	3,500,000	3,500,000
<b><u>Victims Assistance and Youth Advocacy Fund</u></b>				
Safe and Sound Hillsborough	285,580	285,580	298,548	298,548
<b><u>Florida Department of Juvenile Justice Fund</u></b>				
JBI Commission for US Dept. of Justice Reimbursement	133,855	0	150,000	150,000
<b><u>Phosphate Severance Tax Fund</u></b>				
Tampa Port Authority	150,000	150,000	150,000	150,000
<b><u>Operating Grants Fund</u></b>				
Disaster Event Costs	32,087,122	13,309,252	32,168,918	44,199,563
<b><u>County Transportation Trust Fund</u></b>				
HART FDOT Grant Match	0	0	0	15,000,000
State Board Admin Fees	215	263	4,000	4,000
<b><u>COVID Relief</u></b>				
American Rescue Plan 3 Act	0	5,000,000	65,421,637	59,490,881
American Rescue Plan 3 Act Revenue Recovery	0	0	37,534,627	5,393,748
CARES ACT 3/27/20 Fund	56,507,449	198,008,122	3,335,520	0
CARES ACT Interest Fund	0	619,838	79,225	0
Emergency Rental Assistance I 12/27/2020	0	31,234,757	22,812,822	0
Emergency Rental Assistance II May 2021	0	0	46,726,438	20,128,112
	<b>56,507,449</b>	<b>234,862,717</b>	<b>175,910,269</b>	<b>85,012,741</b>
<b>SPECIAL REVENUE FUNDS TOTAL</b>	<b>92,664,220</b>	<b>252,107,812</b>	<b>212,181,735</b>	<b>148,314,852</b>
<b>COUNTY SELF INSURANCE FUND</b>				
Employee Group Health Insurance Fund	95,239,811	104,139,129	115,857,812	120,318,094
General Liability Insurance Fund	11,068,891	15,282,490	12,787,313	15,649,507
OPEB/Retiree Health Insurance Fund	2,607	173	195	229
Workers Compensation Insurance Fund	4,543,283	7,088,277	9,783,612	10,125,930
<b>COUNTY SELF INSURANCE FUND TOTAL</b>	<b>110,854,592</b>	<b>126,510,069</b>	<b>138,428,932</b>	<b>146,093,761</b>
<b>NON-DEPARTMENTAL ALLOTMENTS TOTAL</b>	<b>\$ 220,755,332</b>	<b>\$ 395,864,151</b>	<b>\$ 397,206,403</b>	<b>\$ 362,408,907</b>

# Nonprofit Organizations

Appropriations	FY20 Actual	FY21 Actual	FY22 Adopted	FY23 Recommended
Operating Expenditures/Expenses	\$ 0	\$ 0	\$ 500,000	\$ 0
Grants & Aids	26,027,519	27,817,516	37,379,549	33,831,332
	<b>\$ 26,027,519</b>	<b>\$ 27,817,516</b>	<b>\$ 37,879,549</b>	<b>\$ 33,831,332</b>

Budget by Fund	FY20 Actual	FY21 Actual	FY22 Adopted	FY23 Recommended
CW General Operating Fund	\$ 7,648,918	\$ 7,290,627	\$ 14,606,167	\$ 10,666,167
CW Gaming Compact Grf	2,262,085	2,247,085	2,497,085	2,247,085
Sales Tax Revenue Fund	16,116,516	18,279,804	20,776,297	20,918,080
	<b>\$ 26,027,519</b>	<b>\$ 27,817,516</b>	<b>\$ 37,879,549</b>	<b>\$ 33,831,332</b>

Included in this budget is funding for social services competitive organizations, social services non-competitive organizations, cultural services competitive organizations, and cultural services non-competitive organizations. This funding is awarded to non-profit groups on a biennial basis for community functions not covered by departments of county government.

### BUDGET CHANGES AND OPERATIONAL IMPACT FY 22 to FY 23

**GRANTS AND AID:**

- The majority of nonprofits are funded at continuation level For FY23 with the exception of several agencies that were funded on a one-time only basis in FY22.
- The Tampa Bay Convention and Visitors Bureau budget is increased by \$177,783.
- The Out-of-Area Marketing Co-op Program budget is increased by \$450,000.
- \$500,000 in funding for the African American Art Museum is transferred to the Capital Improvement Project budget.

Details by agency are shown in the following pages.



# Nonprofit Organizations

Descriptions	FY20 Actual	FY21 Actual	FY22 Adopted	FY23 Recommended
<b>GENERAL FUNDS</b>				
<b><u>Countywide General Fund</u></b>				
A Brighter Community	\$ 5,314	\$ 2,292	\$ 5,314	\$ 5,314
African American Art Museum	0	0	250,000	0
AIDS Service Association of Pinellas, Inc.	8,640	8,640	8,640	8,640
America United Inc (YES)	33,500	23,266	33,500	33,500
AMI Kids	106,204	106,204	106,204	106,204
AMI Kids Y.E.S.	100,000	100,000	100,000	100,000
Arts Council of Hillsborough Co.	935,475	665,118	0	0
Back To School Coalition of Hillsborough County	70,000	69,999	70,000	70,000
Black Heritage Festival	100,000	100,000	100,000	100,000
Boys and Girls Club Summer	0	22,500	22,500	22,500
Boys and Girls Clubs	64,298	54,858	64,298	64,298
Center Place	0	0	23,000	23,000
Champions for Children	36,179	49,038	45,900	45,900
Commission on the Status of Women	0	0	10,000	10,000
Community Food Pantry	0	0	50,000	0
Community Stepping Stones	0	0	125,000	75,000
Community Tampa Bay/NCCJ	5,012	0	5,012	5,012
Computer Mentors	9,739	9,736	9,739	9,739
Cornerstone Family Ministries	17,010	17,010	17,010	17,010
Corp to Develop Communities	223,110	225,450	400,450	200,450
County Historical Commission	29,250	25,310	20,320	20,320
Crisis Center Admin	1,312,053	1,311,994	1,312,130	1,312,130
Dawning Family Services, Inc.	41,368	41,368	41,368	41,368
Dr Martin Luther King Parade Foundation	140,560	140,560	200,560	175,560
Dream Builders Mission Inc	0	0	25,000	25,000
Dress for Success	0	0	50,000	25,000
Early Learning Coalition	276,000	276,000	276,000	276,000
Egmont Key	0	5,000	5,000	5,000
Enterprising Latinas	0	0	750,000	750,000
External Organizations	0	0	12,572	12,572
Family Justice Center	0	100,000	200,000	100,000
Feeding Tampa Bay	196,815	174,375	165,025	165,025
Florida Solar United Neighborhoods Cooperative	15,000	0	30,000	30,000
Florida-Israel Business Accelerator Program	100,000	100,000	100,000	100,000
Gamma Theta Omega	20,000	21,256	150,000	50,000
Girl Scouts of Suncoast Council	36,000	36,000	36,000	36,000
Greater Palm River Pt CDC	74,744	1,760	124,746	124,746
Greater Tampa Bay Area Council Inc. Boys Scouts of America	36,000	36,000	36,000	36,000
Hillsborough County Anti-Drug Alliance	0	25,000	25,000	25,000
Hillsborough Crisis Center/Eldernet	0	0	13,127	13,127
Hillsborough Veterans Council Inc	9,977	9,836	10,000	10,000
Hispanic Business Init Fd	160,000	160,000	160,000	160,000
Hispanic Svcs Council Inc	28,620	17,567	31,275	31,275

# Nonprofit Organizations

Descriptions	FY20 Actual	FY21 Actual	FY22 Adopted	FY23 Recommended
<b><u>Countywide General Fund (continued)</u></b>				
Humane Society	0	0	30,000	30,000
Jobsite Theater	0	0	25,000	12,500
Kappa Alpha Psi Fraternity Inc	0	0	50,000	0
Live Fresh	0	0	250,000	250,000
MOSI	0	0	500,000	0
My Warriors Place	0	0	2,500	0
N Tampa Life Enrichment Ctr	96,205	103,795	100,000	100,000
NAACP Empowerment Center	10,125	20,125	20,125	20,125
One Time Unallocated Funds	0	0	300,000	300,000
Positive Coaching Alliance	40,000	40,000	60,000	60,000
Quantum Leap Farm	6,495	11,257	11,675	11,675
Radio Tower - WMNF	22,666	0	0	0
REACHUP	300,000	166,687	300,000	300,000
Redland Christian Migrant Assn	54,520	54,520	54,520	54,520
Self Reliance	13,226	13,172	13,268	13,268
Seniors in Service	5,400	5,400	5,400	5,400
Sickle Cell Association	33,875	33,875	33,876	33,876
Skills Center	0	0	750,000	500,000
Solar and Energy Loan Fund	100,000	50,000	100,000	100,000
Starting Right Now	4,834	2,549	130,000	130,000
Straz Center for Performing Arts Master Plan	0	0	2,500,000	2,000,000
Sulphur Springs Museum	29,881	48,290	103,000	78,000
Suncoast Community Health Centers	972,643	1,000,000	500,000	0
Sustany Foundation	10,000	0	35,000	35,000
Sweetwater Organic Community Farm	0	0	100,000	0
Tampa Bay Arts & Education Network	130,000	110,000	200,000	100,000
Tampa Bay Community Network	154,300	85,300	200,000	200,000
Tampa Bay Sports Commission	246,800	206,800	300,000	300,000
Tampa City Ballet	0	0	20,000	10,000
Tampa Family Community Health Center	0	0	500,000	0
Tampa Heights Jr Civic Association	144,017	219,593	216,600	216,600
Tampa Hillsborough Homeless Initiative	475,000	475,000	475,000	475,000
Tampa Lighthouse for the Blind	24,291	24,291	24,291	24,291
Tampa Museum of Art	150,000	150,000	150,000	150,000
Tampa Museum of Art Master Plan	0	0	500,000	0
Tampa YMCA Metro Weed & Seed	13,325	13,325	13,325	13,325
Teaching Tools	50,000	50,000	50,000	50,000
The Centre for Women	0	35,000	0	0
The Children's Home Inc.	100,521	100,521	100,521	100,521
The Future Career Academy	0	0	250,000	210,000
The Spring Inc	201,679	180,002	201,129	201,129
United Bikerz Jamboree	0	50,000	50,000	50,000
United Cerebral Palsy	10,247	10,247	10,247	10,247
United Food Bank of Plant City	58,000	98,260	0	0

# Nonprofit Organizations

Descriptions	FY20 Actual	FY21 Actual	FY22 Adopted	FY23 Recommended
<b><u>Countywide General Fund (continued)</u></b>				
Urban Agriculture Community Initiative	0	0	100,000	100,000
Urban League of Hillsborough Count	0	0	50,000	0
	<b>7,648,918</b>	<b>7,290,627</b>	<b>14,606,167</b>	<b>10,666,167</b>
<b><u>Seminole Gaming Compact Fund</u></b>				
African American Art Museum	0	0	250,000	0
Florida Aquarium	307,135	307,135	307,135	307,135
Glazer Children's Museum	264,839	264,839	264,839	264,839
Lowry Park Zoo	494,353	479,353	479,353	479,353
MOSI	624,000	624,000	624,000	624,000
Straz Center for Performing Arts	221,758	221,758	221,758	221,758
Tampa Bay History Center	350,000	350,000	350,000	350,000
	<b>2,262,085</b>	<b>2,247,085</b>	<b>2,497,085</b>	<b>2,247,085</b>
<b>COUNTYWIDE GENERAL FUND TOTAL</b>	<b>9,911,003</b>	<b>9,537,712</b>	<b>17,103,252</b>	<b>12,913,252</b>
<b>SPECIAL REVENUE FUNDS</b>				
<b>Sales Tax Revenue Fund</b>				
<b><u>3% Tourist Development Tax</u></b>				
Festivals and Events Program	58,471	0	0	0
NFL Host Committee	0	3,000,000	0	0
Out-of-Area Marketing Co-op Program	599,900	0	1,495,000	1,945,000
Plant City Sports Complex	0	0	500,000	0
Tampa Bay Convention and Visitors Bureau	12,391,631	11,929,228	15,318,000	15,476,000
Tampa Bay Sports Commission	800,000	842,923	1,340,000	1,354,000
TBCVB Business Incentive Pmt	181,143	500,000	0	0
Visitor Experience	0	914,000	0	0
Visitor Experience Program	87,710	0	145,000	145,000
	<b>14,118,856</b>	<b>17,186,151</b>	<b>18,798,000</b>	<b>2,247,085</b>
<b><u>1% Addl (6Th Ct) Tourist Tax Fund</u></b>				
Tampa Bay Convention and Visitors Bureau	1,997,660	1,093,653	1,978,297	1,998,080
	<b>1,997,660</b>	<b>1,093,653</b>	<b>1,978,297</b>	<b>1,998,080</b>
<b>SPECIAL REVENUE FUNDS TOTAL</b>	<b>16,116,516</b>	<b>18,279,804</b>	<b>20,776,297</b>	<b>20,918,080</b>
<b>NONPROFIT ORGANIZATIONS TOTAL</b>	<b>\$ 26,027,519</b>	<b>\$ 27,817,516</b>	<b>\$ 37,879,549</b>	<b>\$ 33,831,332</b>

# Reserves and Refunds

The following table presents a four-year comparison of reserves and refunds. Unlike most schedules in the various documents that comprise the Annual Budget, this table presents adopted budgets for each year. No actuals are presented. Under governmental accounting, reserves are not expended. Instead, when funds are needed, the budget is amended to reduce the budget for a particular reserve and appropriate more funds in the expenditure category where they are needed. That means there are never actual expenditures of reserves.

Reserves are lump sum dollars set aside in a budget for unanticipated needs. These moneys are not distributed or allocated to operating budgets because specific requirements are not known at the time of budget adoption, or because bond documents require their establishment.

Florida Statutes Chapter 129.01(2)(c) and (d) provides for the following reserves:

1. A reserve for contingencies may be provided in a sum not to exceed ten percent of the total of the budget.
2. A reserve for cash balance to be carried forward may be provided for the purpose of paying expenses from October 1 of the ensuing fiscal year until the time when the revenues for that year are expected to be available.
3. An appropriation for "outstanding indebtedness" shall be made to provide for the payment of vouchers which have been incurred in and charged against the budget for the current year, but which are expected to be unpaid at the beginning of the ensuing year for which the budget is being prepared.

General contingency reserves may be allocated to fund any lawful need as long as funding source guidelines are met. Specific use reserves are restricted to an individual purpose or program within the funding source. Once it has been determined that the specific need has been satisfied or is no longer necessary, the balance in these types of reserves may be reprogrammed into a general contingency account with the approval of the Board of County Commissioners through the budget amendment process. The reserve for cash balance carry-forward, however, may not be reprogrammed during the year.

Refunds are also included in this component of the budget, and may be expended. However, refunds constitute a small proportion of the budget. They usually include the refund of revenues collected in a prior fiscal year for which accounting records have been closed.

The organization of these reserves and refunds is by fund, so that it is generally clear what the funding source is for each reserve. Many of these reserves are funded from restricted revenues, such as the State Indigent Health Care Sales Tax or proceeds from bond issues or other special financings.

For more information on any of these reserves or refunds, please contact the Management and Budget Department at (813) 272-5890.

# Reserves and Refunds

Description	FY20 Adopted	FY21 Adopted	FY22 Adopted	FY23 Recommended
<b>CW General Operating Fund</b>				
Refund of Revenue	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000
Reserve for BP Oil Spill Settlement	780,940	780,940	780,940	780,940
Other Designated Reserves	27,791,438	24,775,973	24,775,973	24,775,973
Reserve For Contingency-General	69,835,550	80,113,117	77,179,413	84,297,824
Reserve For Unrealized Fund Balance	9,000,000	9,000,000	9,000,000	9,000,000
Reserve For Cash Balance (Stabilization Funds)	58,159,473	62,815,935	105,566,573	132,092,177
Reserve for Attrition	499,303	562,285	586,829	664,259
<b>Total CW General Operating Fund</b>	<b>166,466,704</b>	<b>178,448,250</b>	<b>218,289,728</b>	<b>252,011,173</b>
<b>Economic Development Activity Fund</b>				
Reserve For Contingency-General	543,851	458,649	832,939	725,246
Other Designated Reserves	9,093,163	5,066,483	9,496,561	11,034,301
Reserve For Cash Balance (Stabilization Funds)	1,087,702	917,298	1,665,879	1,450,492
<b>Total Economic Development Activity Fund</b>	<b>10,724,716</b>	<b>6,442,430</b>	<b>11,995,379</b>	<b>13,210,039</b>
<b>CW Gaming Compact Grf</b>				
Reserve For Contingency-General	249,709	249,709	249,709	0
Other Designated Reserves	5,410,338	2,783,569	3,639,014	1,637,935
Reserve For Cash Balance (Stabilization Funds)	499,417	499,417	499,417	0
<b>Total CW Gaming Compact Grf</b>	<b>6,159,464</b>	<b>3,532,695</b>	<b>4,388,140</b>	<b>1,637,935</b>
<b>Total Countywide General Fund</b>	<b>183,350,884</b>	<b>188,423,375</b>	<b>234,673,247</b>	<b>266,859,147</b>
<b>UA Gen Op Fund</b>				
Refund of Revenue	0	225,000	450,000	450,000
Reserve For Contingency-General	27,319,673	47,626,674	47,227,705	52,085,091
Reserve For Unrealized Fund Balance	5,000,000	5,000,000	5,000,000	5,000,000
Reserve For Fund Balance Carried Forward	11,807,000	11,800,000	11,800,000	11,800,000
Reserve for Attrition	309,636	374,677	373,562	420,110
Reserve For Cash Balance (Stabilization Funds)	25,367,422	7,623,260	18,976,995	32,548,845
Other Restricted Reserves	5,370,000	0	0	0
Other Designated Reserves	9,224,937	7,375,337	8,569,771	8,569,771
<b>Total UA Gen Op Fund</b>	<b>84,398,668</b>	<b>80,024,948</b>	<b>92,398,033</b>	<b>110,873,817</b>
<b>UA Econ Development Activity Fund</b>				
Reserve For Contingency-General	126,003	215,196	113,698	242,642
Other Designated Reserves	6,566,850	5,434,297	6,689,058	5,301,497
Reserve For Cash Balance (Stabilization Funds)	252,006	430,392	227,397	485,284
<b>Total UA Econ Development Activity Fund</b>	<b>6,944,859</b>	<b>6,079,885</b>	<b>7,030,153</b>	<b>6,029,423</b>
<b>Total Unincorporated Area Funds</b>	<b>91,343,527</b>	<b>86,104,833</b>	<b>99,428,186</b>	<b>116,903,240</b>
<b>Total General Fund</b>	<b>274,694,411</b>	<b>274,528,208</b>	<b>334,101,433</b>	<b>383,762,387</b>



# Reserves and Refunds

Description	FY20 Adopted	FY21 Adopted	FY22 Adopted	FY23 Recommended
<b>CW Special Revenue Funds</b>				
Refund of Revenue	50,000	50,000	50,000	50,000
Reserve For Future Capital Outlay	2,210,991	2,460,438	2,355,375	5,312,857
Reserve For Contingency-General	7,105,508	13,078,165	1,152,411	1,070,881
Reserve for Attrition	0	0	0	41,908
Other Designated Reserves	210,024,350	200,280,492	252,911,339	309,520,636
Debt Service Reserve	2,451,810	2,451,810	2,451,810	2,451,810
Reserve For Cash Balance (Stabilization Funds)	3,432,694	29,786,624	2,304,822	1,964,928
<b>Total CW Special Revenue Funds</b>	<b>225,275,353</b>	<b>248,107,529</b>	<b>261,225,757</b>	<b>320,413,020</b>
<b>UA Special Revenue Funds</b>				
UA Public Art Prog Fund	12,612	18,986	21,188	25,647
UA Major Maint & Repair Project Fund-R3M	367,426	369,419	302,437	525,225
UA Parks Impact Fee (Nw Zone) Fund	226,111	327,470	0	274,979
UA Parks Impact Fee (Ne Zone) Fund	9,715	73,626	160,505	399,222
UA Parks Impact Fee (Cnt Zone) Fund	859,894	2,369,722	1,195,081	1,968,915
UA Parks Impact Fee (S Zone) Fund	123,514	630,279	427,182	5,076,501
UA Fire Svc Impact Fee (Nw Zone) Fund	11,510	134,405	387,178	656,165
UA Fire Svc Impact Fee (Ne Zone) Fund	11,359	0	301,618	568,442
UA Fire Svc Impact Fee (Cnt Zone) Fund	17,196	0	423,837	1,055,007
UA Fire Svc Impact Fee (S Zone) Fund	85,881	880,279	3,948,778	2,240,340
UA Impact Fees Administration	58,147	948,351	151,406	0
UA Communication Services Tax	872,913	1,500,000	1,500,000	1,500,000
UA Enviro Restoration Operating Fund	4,669,609	5,075,915	5,784,038	7,028,600
UA Local Habitat Mitigation Bank Fund	1,264,339	1,104,690	1,176,586	1,352,442
UA Bldg Svc Div Fund	5,853,296	1,313,283	1,042,502	92,647
UA Land Excav Ops/Inspect Sec 8.01.	169,489	16,068	115,995	143,228
UA Water Conservation Trust Fund	259,837	437,295	200,767	171,072
UA Stormwater Mgmt Project Fund	9,758,495	2,744,123	1,010,485	400,773
UA Stormwater Mgmt Oper Fund	0	0	7,723,588	2,876,157
UA Enviro Restoration Projects Fund	0	262,616	0	145,196
<b>Total UA Special Revenue Funds</b>	<b>24,631,343</b>	<b>18,206,527</b>	<b>25,873,171</b>	<b>26,500,558</b>
<b>Transportation Trust Fund</b>				
Refund of Revenue	85,007	0	0	0
Reserve For Future Capital Outlay	16,035,212	60,153,965	28,282,563	42,134,155
Reserve For Contingency-General	922,211	922,000	588,636	365,535
Reserve For Fund Balance Carried Forward	0	2,364,733	3,757,685	2,558,743
Reserve for Attrition	0	0	150,407	172,358
Other Designated Reserves	1,190,210	657,071	3,063,588	20,731,070
Reserve For Cash Balance (Stabilization Funds)	2,527,962	811,980	872,511	994,996
<b>Total Transportation Trust Fund</b>	<b>20,760,602</b>	<b>64,909,749</b>	<b>36,715,390</b>	<b>66,956,857</b>

# Reserves and Refunds

Description	FY20 Adopted	FY21 Adopted	FY22 Adopted	FY23 Recommended
<b>Library Tax District Special</b>				
Reserve For Future Capital Outlay	466,315	4,013,640	1,643,095	1,805,302
Reserve For Contingency-General	5,994,423	4,749,837	5,033,464	5,293,944
Reserve For Unrealized Fund Balance	1,000,000	1,000,000	1,000,000	1,000,000
Reserve for Attrition	120,852	125,505	131,670	143,756
Other Designated Reserves	0	15,627,926	11,931,446	19,017,331
Reserve For Cash Balance (Stabilization Funds)	4,680,269	8,074,724	10,066,928	10,587,888
<b>Total Library Tax District Special</b>	<b>12,261,859</b>	<b>33,591,632</b>	<b>29,806,603</b>	<b>37,848,221</b>
<b>CIT Special Revenue Fund</b>				
Reserve For Future Capital Outlay	6,616,661	3,819,503	23,322,421	16,432,681
Other Designated Reserves	0	0	0	1,266,030
<b>Total CIT Special Revenue Fund</b>	<b>6,616,661</b>	<b>3,819,503</b>	<b>23,322,421</b>	<b>17,698,711</b>
<b>Grants (Not Transportation-Related)</b>				
Reserve For Contingency-General	5,203,918	217,581	0	0
Other Designated Reserves	787,541	747,970	462,265	575,055
Reserve For Cash Balance (Stabilization Funds)	0	435,162	0	0
<b>Total Grants (Not Transportation-Related)</b>	<b>5,991,459</b>	<b>1,400,713</b>	<b>462,265</b>	<b>575,055</b>
<b>Sales Tax Revenue Fund</b>				
Reserve For Contingency-General	24,672,714	21,701,884	27,627,779	35,290,693
Reserve For Fund Balance Carried Forward	1,702,388	1,067,566	694,275	693,830
Other Designated Reserves	26,420,651	5,124,912	16,811,140	60,512,652
Reserve For Cash Balance (Stabilization Funds)	26,956,199	8,684,403	31,491,301	32,788,636
Other Restricted Reserves	1,900,000	1,900,000	1,900,000	1,900,000
<b>Total Sales Tax Revenue Fund</b>	<b>81,651,952</b>	<b>38,478,765</b>	<b>78,524,495</b>	<b>131,185,811</b>
<b>Discretely Presented Component Units</b>				
Reserve For Future Capital Outlay	0	6,363,786	4,824,830	4,853,140
Reserve For Cash Balance (Stabilization Funds)	575,000	0	0	0
<b>Total Discretely Presented Component Units</b>	<b>575,000</b>	<b>6,363,786</b>	<b>4,824,830</b>	<b>4,853,140</b>
<b>Transportation Surtax Trust Fund</b>				
Reserve For Future Capital Outlay	186,500,000	254,204,807	192,586,549	196,437,548
<b>Total Transportation Surtax Trust Fund</b>	<b>186,500,000</b>	<b>254,204,807</b>	<b>192,586,549</b>	<b>196,437,548</b>

# Reserves and Refunds

Description	FY20 Adopted	FY21 Adopted	FY22 Adopted	FY23 Recommended
<b>COVID Relief</b>				
Other Designated Reserves	0	1,035,409	143,233,261	16,073,090
<b>Total COVID Relief</b>	<b>0</b>	<b>1,035,409</b>	<b>143,233,261</b>	<b>16,073,090</b>
<b>Total Special Revenue Funds</b>	<b>564,264,229</b>	<b>670,118,420</b>	<b>796,574,742</b>	<b>818,542,011</b>
<b>Debt Service Funds</b>				
Reserve For Future Capital Outlay	0	0	2,123,620	2,122,790
Reserve For Fund Balance Carried Forward	45,557,495	48,314,957	61,323,603	52,943,265
Other Designated Reserves	2,000,000	3,514,641	2,851,299	2,482,279
Debt Service Reserve	2,462,000	1,858,532	25,014,910	15,659,188
<b>Total Debt Service Funds</b>	<b>50,019,495</b>	<b>53,688,130</b>	<b>91,313,432</b>	<b>73,207,522</b>
<b>Capital Projects Funds</b>				
Reserve For Future Capital Outlay	3,794,254	4,712,962	9,282,433	17,138,235
Reserve For Fund Balance Carried Forward	51,856	84,243	95	90
Debt Service Reserve	34,380	47,900	50,605	764,529
<b>Total Capital Projects Funds</b>	<b>3,880,490</b>	<b>4,845,105</b>	<b>9,333,133</b>	<b>17,902,854</b>
<b>Enterprise Funds</b>				
<b>Public Works Solid Waste Resource</b>				
Reserve For Future Capital Outlay	12,749,739	12,547,570	3,059,032	1,755,144
Reserve For Fund Balance Carried Forward	122,036,775	95,748,830	92,184,914	85,849,835
Reserve for Attrition	0	0	56,561	70,700
Other Designated Reserves	46,682,224	54,812,985	54,477,656	22,173,065
Debt Service Reserve	5,154,126	5,154,126	0	0
<b>Total Public Works Solid Waste Resource</b>	<b>186,622,864</b>	<b>168,263,511</b>	<b>149,778,163</b>	<b>109,848,744</b>
<b>Public Utilities Water/Wastewater</b>				
Reserve For Future Capital Outlay	9,952,332	20,053,621	31,468,545	18,893,662
Reserve For Contingency-General	16,747,087	14,818,259	26,252,909	53,824,510
Reserve For Fund Balance Carried Forward	6,334,564	5,482,038	26,109,130	35,006,612
Reserve for Attrition	0	0	377,164	423,269
Other Designated Reserves	206,950,624	208,919,854	189,753,735	139,506,311
Debt Service Reserve	10,188,908	2,169,999	537,030	0
<b>Total Public Utilities Water/Wastewater</b>	<b>250,173,515</b>	<b>251,443,771</b>	<b>274,498,513</b>	<b>247,654,364</b>
<b>Total Enterprise Funds</b>	<b>436,796,379</b>	<b>419,707,282</b>	<b>424,276,676</b>	<b>357,503,108</b>
<b>Internal Service Funds</b>				
<b>Fleet Management Fund</b>				
Reserve For Future Capital Outlay	36,082,710	35,529,816	37,962,138	40,957,961
Reserve For Contingency-General	322,012	107,848	1,564,563	1,675,349
Reserve for Attrition	26,121	970,623	29,063	31,037
<b>Total Fleet Management Fund</b>	<b>36,430,843</b>	<b>36,608,287</b>	<b>39,555,764</b>	<b>42,664,347</b>

# Reserves and Refunds

Description	FY20 Adopted	FY21 Adopted	FY22 Adopted	FY23 Recommended
<b>County Self-Insurance Fund</b>				
<b>Insurance Program Admin Fund</b>				
Reserve For Contingency-General	156,437	172,734	248,452	267,335
Other Designated Reserves	0	0	0	181,954
Reserve For Cash Balance (Stabilization Funds)	97,999	153,089	94,362	534,670
<b>Workers Compensation Insurance Fund</b>				
Reserve For Contingency-General	1,030,845	1,040,790	978,362	1,012,593
Other Designated Reserves	17,493,508	18,619,408	21,354,740	18,481,370
Reserve For Cash Balance (Stabilization Funds)	2,061,690	2,311,058	1,956,722	2,025,186
<b>General Liability Insurance Fund</b>				
Refund of Revenue	15,000	15,000	0	0
Reserve For Contingency-General	1,048,287	1,261,508	1,278,731	928,421
Other Designated Reserves	5,757,476	1,564,219	0	0
Reserve For Cash Balance (Stabilization Funds)	2,096,575	2,523,015	2,275,439	0
<b>Catastrophic Disaster Recov Fund</b>				
Other Designated Reserves	84,639,733	61,331,098	59,651,639	70,199,127
<b>Employee Group Health Insurance Fund</b>				
Refund of Revenue	5,000	5,000	0	0
Reserve For Contingency-General	11,248,804	11,304,752	11,708,454	12,140,661
Other Designated Reserves	0	0	199,797	0
Reserve For Cash Balance (Stabilization Funds)	14,602,735	19,175,963	23,416,908	16,125,637
BOCC - OPEB/Retiree Health Insur Fund	21,041,610	22,841,945	25,329,674	27,122,179
Tax Collector OPEB/Retiree Health Ins Fund	410,916	413,958	416,231	413,298
Sheriff OPEB/Retiree Health Ins Fund	17,195,024	20,015,349	20,254,505	22,838,263
Sheriff Group Health and Short Term Disability Fund	35,656,772	34,993,620	34,619,397	34,526,040
Sheriff Workers' Comp Reserve Fund	3,104,549	2,562,592	2,995,086	2,977,367
Sheriff Legal Liabilities Reserve Fund	200,000	0	0	7,249,268
<b>Total County Self Insurance Fund</b>	<b>217,862,960</b>	<b>200,305,098</b>	<b>206,778,499</b>	<b>217,023,369</b>
<b>Total Internal Service Funds</b>	<b>254,293,803</b>	<b>236,913,385</b>	<b>246,334,263</b>	<b>259,687,716</b>
<b>Noncommitment Debt Service Funds</b>				
Reserve For Fund Balance Carried Forward	7,414,233	11,898,971	0	0
Debt Service Reserve	0	0	537,030	894,602
<b>Total Noncommitment Debt Service Funds</b>	<b>7,414,233</b>	<b>11,898,971</b>	<b>537,030</b>	<b>894,602</b>
<b>Grand Total</b>	<b>\$ 1,591,363,040</b>	<b>\$ 1,671,699,501</b>	<b>\$ 1,901,933,679</b>	<b>\$ 1,911,500,200</b>

# Interfund Transfers

The following table presents a four-year comparison of interfund transfers. Like most four-year schedules in this document, this table presents the actual interfund transfers for FY 20 and FY 21, FY 22 Adopted budget and the FY 23 Recommended Budget.

All interfund transactions that are not loans, reimbursements or quasi-external transactions are classified as transfers. Transfers are of two types: residual equity transfers and operating transfers.

Residual equity transfers are defined as “nonrecurring or non-routine transfers of equity between funds.” The GASB’s Codification, Section 1800.106, specifically cites the following examples:

- Contributions of capital to proprietary funds.
- The subsequent return to the general fund of capital contributed to proprietary funds.
- Transfers of residual balances of discontinued funds to the general fund or a debt service fund.

All transfers that do not qualify as residual equity transfers are properly classified as operating transfers. Often operating transfers reflect ongoing operating subsidies between funds. For example, the Unincorporated Area General Fund reflects its annual subsidy to the Transportation Trust Fund as an operating transfer.

The majority of the interfund transfers identified on the following schedule are operating transfers as opposed to residual equity transfers.

The organization of these interfund transfers is by fund, so that it is generally clear where the transfer originates (appropriation) and the destination of the transfer (revenue). Many of the transfers reflect the movement of funds from restricted funds established to account for the proceeds of certain revenues (e.g. Sales Tax Revenue Fund) to an operating or project fund where the County portion of the proceeds are actually expended.

For more information on any of these transfers, please contact the Management and Budget Department at (813) 272-5890.



# Interfund Transfers

Description	FY 20 Actual	FY 21 Actual	FY 22 Adopted	FY 23 Recommended
<b>GENERAL FUND</b>				
<b><u>Countywide General Fund</u></b>				
<b>Revenue:</b>				
From Countywide General Fund - Operating	\$ 3,000,000	\$ 4,983,388	\$ 7,000,000	\$ 4,000,000
From Half-Cent Sales Tax	23,111,328	19,697,409	20,425,661	26,280,472
From Various Grant Funds	295,376	121,517	51,934	0
<b>Total Interfund Transfers</b>	<b>26,406,704</b>	<b>24,802,314</b>	<b>27,477,595</b>	<b>30,280,472</b>
<b>Appropriations:</b>				
Animal Control Spay/Neuter Program Fund	248,298	262,818	0	0
Local Affordable Housing Fund	0	23,829,115	11,000,000	10,000,000
Local Housing Assistance Program	0	0	511	0
Safe Neighbor Hoods	0	0	0	400,000
Countywide Construction Fund	18,793,010	16,565,000	15,600,000	27,274,605
Court-Related Technology Fund	5,262,651	5,503,109	5,374,821	5,069,930
Disaster Funds	3,000,000	0	6,000,000	6,000,000
Catastrophic Disaster Funds	0	0	6,000,000	11,000,000
Economic Development Activity Fund	3,000,000	4,983,388	4,000,000	4,000,000
BP Oil Spill Projects Fund	18,500,000	0	0	0
Phosphate Fund	323,266	441,115	698,822	844,016
Fleet Operating Fund	0	48,403	48,403	93,610
Florida Department of Juvenile Justice Fund	3,081,190	2,654,791	2,814,202	3,325,790
Grants Fund - Match	4,539,604	6,807,160	7,365,615	8,940,328
Information & Technology Services Project Fund	13,777,190	14,002,113	11,596,667	16,497,207
Legal Aid Fund	778,000	867,155	895,750	890,335
Major Maintenance and Repair Fund	5,612,029	6,106,101	8,236,750	11,254,200
Planning Commission (3)	4,619,160	4,189,110	5,375,688	5,952,135
Public Art Program Fund	100,000	250,000	0	0
Countywide Gaming Fund	0	0	3,000,000	0
State Court Innovations Fund	993,363	1,613,567	1,837,407	1,291,234
Teen Court/Juvenile Diversion Fund	1,403,060	1,117,808	1,326,369	1,422,072
Transportation Trust Fund	1,900,000	1,900,000	1,900,000	1,900,000
Transportation Trust Fund CW	0	5,000,000	6,520,000	0
<b>Total Interfund Transfers</b>	<b>85,930,821</b>	<b>96,140,753</b>	<b>99,591,005</b>	<b>116,155,462</b>
<b><u>Unincorporated Area General Fund</u></b>				
<b>Revenue:</b>				
From Communication Services Tax Fund	9,977,534	8,316,455	9,482,777	8,978,523
From Half-Cent Sales Tax	86,012,677	60,522,088	72,652,967	93,648,367
From State Revenue Sharing	5,012,474	8,212,474	5,777,858	5,668,785
From Unincorporated Area Construction Fund	2,628,683	3,609,611	0	2,983,198
FROM Transportation	0	4,032,800	0	0
From Unincorporated Area General Fund	1,000,000	1,000,000	1,000,000	1,000,000
From Various Funds	0	0	2,407,672	2,407,672
<b>Total Interfund Transfers</b>	<b>104,631,368</b>	<b>85,693,428</b>	<b>91,321,274</b>	<b>114,686,545</b>
<b>Appropriations:</b>				
ITS Project Fund	500,000	0	0	0
Public Art Program Fund	100,000	400,000	0	0
Affordable housing Fund	0	0	0	58,850
Transportation Trust Fund - O&M Subsidy	19,477,559	17,050,668	19,335,701	26,549,823
Transportation Trust Fund - Project Fund	8,540,673	0	7,384,000	4,000,000
Unincorp Area Economic Devel Activity Fund	1,000,000	1,000,000	1,000,000	1,000,000
Unincorp. Area Major Maintenance & Repair Fund	6,459,734	6,526,584	5,370,187	7,338,681
Unincorporated Area Construction Fund	3,602,445	2,000,000	10,167,274	4,881,989
<b>Total Interfund Transfers</b>	<b>39,680,411</b>	<b>26,977,252</b>	<b>43,257,162</b>	<b>43,829,343</b>

# Interfund Transfers

Description	FY 20 Actual	FY 21 Actual	FY 22 Adopted	FY 23 Recommended
<b>Hillsborough County Local Affordable housing Fund</b>				
<i>Revenue:</i>				
From Countywide General Fund	0	23,829,115	11,000,000	10,000,000
From Unincorporated Area General Fund	0	0	0	58,850
<b>Total Interfund Transfers</b>	<b>0</b>	<b>23,829,115</b>	<b>11,000,000</b>	<b>10,058,850</b>
<b>SPECIAL REVENUE FUNDS</b>				
<b><u>Countywide Special Purpose Fund</u></b>				
<i>Revenue:</i>				
From Countywide General Fund	31,549,313	32,818,577	32,780,788	40,994,784
From Indigent Health Care Sales Surtax Fund	117,496,009	112,403,230	207,959,846	210,734,312
From Various Funds	388,151	614,988	371,220	279,348
From Countywide Safe and Sound Hillsborough	24,200	0	0	0
From Unincorporated Area General Fund	500,000	0	0	0
<b>Total Interfund Transfers</b>	<b>149,957,673</b>	<b>145,836,795</b>	<b>241,111,854</b>	<b>252,008,444</b>
<i>Appropriations:</i>				
800 MHz Intergovernmental Radio Debt Service	917,560	1,071,647	706,041	812,518
Courthouse Proj. Sink Fd (Traf Surcharge Trust Fd)	2,049,807	1,972,421	2,038,575	1,863,853
Grants Match	24,200	0	0	0
Impact Fee Funds for Administration	470,660	781,039	645,078	1,168,839
Boating Improvement Fund	83,371	335,640	85,640	0
Indigent Health Care Fund	117,496,009	112,403,230	207,959,846	210,734,312
M2Gen Project Revenue/Sinking Fund	1,740,000	1,220,665	1,412,202	1,083,689
Safe and Sound Hillsborough Fund	304,780	279,348	285,580	279,348
Unincorporated Area General Fund	5,012,474	8,212,474	5,777,858	5,668,785
<b>Total Interfund Transfers</b>	<b>128,098,861</b>	<b>126,276,464</b>	<b>218,910,820</b>	<b>221,611,344</b>
<b><u>Unincorporated Area Special Purpose Fund</u></b>				
<i>Revenue:</i>				
From Countywide General Fund	29,734	0	0	0
From Impact Fee Funds for Administration	69,015	45,855	92,682	320,614
From Road Impact Fee Funds for Administration	60,375	13,360	28,059	0
From School Site Impact Fee Fund	470,660	781,039	645,078	1,168,839
From Mobility Fee Fund 1	0	33,670	86,905	66,033
From Mobility Fee Fund 2	40,824	72,806	93,358	117,924
From Mobility Fee Fund 3	11,852	21,137	36,470	22,195
From Mobility Fee Fund 4	34,108	60,830	180,481	218,579
From Mobility Fee Fund 5	8,378	14,941	25,093	146,129
From Storm water Management Project Fund	8,948,297	10,193,524	8,500,000	6,500,000
From Unincorporated Area General Fund	6,559,734	6,926,584	5,370,187	7,338,681
From Various Funds	3,239,254	1,672,320	1,865,942	1,364,613
<b>Total Interfund Transfers</b>	<b>19,472,231</b>	<b>19,836,066</b>	<b>16,924,255</b>	<b>17,263,607</b>
<i>Appropriations:</i>				
Impact Fee Funds for Administration - Various	69,015	45,855	92,682	320,614
Environment Restoration Projects Fund	3,220,375	1,672,320	1,865,942	1,364,613
Public Safety Complex Bond Sinking Fund FY 11	1,618,695	1,626,653	1,350,879	2,580,446
Unincorporated Area Construction Fund	15,906,035	16,825,389	15,150,195	13,275,452
Unincorporated Area General Fund	9,977,534	8,316,455	11,890,449	11,386,195
Unincorporated Area Special Revenue Fund	550,000	830,934	0	0
<b>Total Interfund Transfers</b>	<b>31,341,654</b>	<b>29,317,606</b>	<b>30,350,147</b>	<b>28,927,320</b>

# Interfund Transfers

Description	FY 20 Actual	FY 21 Actual	FY 22 Adopted	FY 23 Recommended
<b><u>Blended Component Units Fund</u></b>				
<i>Revenue:</i>				
From Countywide General Fund	4,619,160	4,189,110	5,375,688	5,952,135
<b>Total Interfund Transfers</b>	<b>4,619,160</b>	<b>4,189,110</b>	<b>5,375,688</b>	<b>5,952,135</b>
 <b><u>Sales Tax Revenue Fund</u></b>				
<i>Revenue:</i>				
From Elapp Debt Service 2019 Fund	1,585,072	0	0	0
<b>Total Interfund Transfers</b>	<b>1,585,072</b>	<b>0</b>	<b>0</b>	<b>0</b>
 <i>Appropriations:</i>				
4th Cent TDT 06 Refunding Bonds Sinking Fund	2,435,466	2,151,069	2,299,116	2,306,358
5th Cent TDT 06A Refunding Bonds Sinking Fund	2,087,305	2,074,453	2,088,975	2,095,466
CIP Revenue Refunding Bonds 06/16 Sinking Fund	1,428,541	1,668,437	1,099,227	1,265,003
CIT Project Fund Transportation Task Force	5,671,209	20,926,818	15,827,886	0
Special Revenue Fund	0	500,000	0	0
CIT Project Fund Phase III	7,725,716	0	14,107,249	0
CIT Project Fund Phase IV	0	0	0	40,184,677
Commercial Paper Fund	2,267,840	6,767,473	500,000	2,641,387
Debt Service Note Stadium	0	0	0	0
Countywide General Fund - Operating	23,111,328	19,697,409	20,425,661	26,280,472
CP Quarterly Note Issuances	3,896,940	3,709,800	58,480	0
Series 2008 Bond Sinking Fund	1,241,426	1,244,062	1,252,506	1,144,157
Series 2012 CIP Bond Sinking Fund	6,654,222	6,483,968	6,575,939	6,571,808
Series 2012 CIT Bond Sinking Fund	10,004,888	9,905,859	9,981,556	9,164,856
Series 2015 CIT Bond Sinking Fund	20,411,585	20,371,259	20,637,658	18,807,875
Series 2017 CIP Bond Sinking Fund	4,432,597	0	0	0
Series 2017 Taxable Commercial Paper	1,085,000	1,090,800	3,602,000	0
CP Stadium Improvement Notes	0	11,010,134	0	60,536
Half Cent Transportation Plan	1,585,072	6,856,964	8,724,810	18,000,000
Series 2019 CIP Bond Sinking Fund	0	5,882,270	5,048,803	4,592,277
CIP Notes Fund	2,110,000	1,870,000	4,150,000	1,668,992
Big Bend Road Loan Sinking Fund	0	(28)	0	0
Series 2018 CIP Bond Sinking Fund	6,537,117	6,747,280	6,865,315	6,349,284
CIP 2020	450,000	0	1,148,860	790,580
Transportation MP Bonds	0	1,097,936	10,144,855	11,274,728
FEMA COVID-19 Disaster Events	0	5,500,000	0	0
Future Disaster Evens Funds	0	0	4,000,000	0
TSA Ref Non-Ad Valorem Bonds Debt Svc Fd	502,504	1,012,658	1,200,000	670,196
Unincorporated Area General Fund	86,012,677	60,522,088	72,652,967	93,648,367
<b>Total Interfund Transfers</b>	<b>189,651,433</b>	<b>197,090,709</b>	<b>212,391,863</b>	<b>247,517,019</b>
 <b><u>Intergovernmental Grants Fund</u></b>				
<i>Revenue:</i>				
From Countywide General Fund	39,597,711	27,730,611	17,871,379	14,940,328
<b>Total Interfund Transfers</b>	<b>39,597,711</b>	<b>27,730,611</b>	<b>17,871,379</b>	<b>14,940,328</b>
 <i>Appropriations:</i>				
Countywide General Fund	295,376	0	19,249	0
Palm River Water 7 Sewer Expansion	0	434,026	0	0
Various other Funds	0	475,924	0	0
Future Disaster Events	0	2,850,000	0	0
Internal Service Funds	0	11,000,000	3,146,950	0
Special Revenue Fund	805,602	0	32,685	0
<b>Total Interfund Transfers</b>	<b>1,100,978</b>	<b>14,759,950</b>	<b>3,198,884</b>	<b>0</b>

# Interfund Transfers

Description	FY 20 Actual	FY 21 Actual	FY 22 Adopted	FY 23 Recommended
<b><u>County Transportation Trust Fund</u></b>				
<i>Revenue:</i>				
From 9th Cent Fuel Tax Fund	4,903,673	4,874,464	0	0
From 7th Cent Fuel Tax Fund	0	4,582,080	0	0
From Countywide General Fund	1,900,000	6,900,000	8,420,000	1,900,000
From Transportation Trust Funds - Various	73,658,055	51,223,539	47,620,562	51,273,302
From Unincorp. Area General Fd (O&M Subsidy)	28,018,232	17,050,668	26,719,701	30,549,823
Debt Funds	0	224,302,921	5,000,000	15,000,000
Big Bend Road Loan Sinking Fund	0	0	0	0
<b>Total Interfund Transfers</b>	<b>108,479,960</b>	<b>308,933,672</b>	<b>87,760,263</b>	<b>98,723,125</b>
<i>Appropriations:</i>				
Countywide General Fund	1,819,240	0	0	0
Impact Fee Fund - Various	174,416	216,744	450,366	570,860
Ninth-Cent Fuel Tax Projects Fund	4,903,673	4,874,464	4,898,210	5,327,394
Seven-Cent Fuel Tax Projects Fund	41,106,661	42,659,408	42,722,352	45,945,908
Debt Service Funds	0	19,731,082	225,000	9,500,000
Various Transportation Projects	2,951,394	18,447,519	0	0
Unincorporated Area General Fund	0	4,032,800	0	0
<b>Total Interfund Transfers</b>	<b>50,955,384</b>	<b>89,962,017</b>	<b>48,295,928</b>	<b>61,344,162</b>
<b><u>Library Tax District Fund</u></b>				
<i>Revenue:</i>				
From Library Operating Fund	15,114,126	573,059	19,697,281	12,680,286
<b>Total Interfund Transfers</b>	<b>15,114,126</b>	<b>573,059</b>	<b>19,697,281</b>	<b>12,680,286</b>
<i>Appropriations:</i>				
Library Project Fund	14,587,535	0	19,100,000	12,000,000
Library Maintenance Fund	526,591	573,059	597,281	680,286
<b>Total Interfund Transfers</b>	<b>15,114,126</b>	<b>573,059</b>	<b>19,697,281</b>	<b>12,680,286</b>
<b><u>Infrastructure Surtax Fixed Project Fund</u></b>				
<i>Revenue:</i>				
From CIT Transportation Task Force	0	0	0	19,548,003
From CIT Project Fund	2,110,618	3,568,903	0	0
From Surtax Fund	17,293,865	24,636,618	29,993,615	40,184,677
<b>Total Interfund Transfers</b>	<b>19,404,483</b>	<b>28,205,521</b>	<b>29,993,615</b>	<b>59,732,680</b>
<i>Appropriations:</i>				
CIT Project Fund	1,202,445	155,705	0	19,548,003
<b>Total Interfund Transfers</b>	<b>1,202,445</b>	<b>155,705</b>	<b>0</b>	<b>19,548,003</b>
<b><u>Local Housing Assistance Program fund</u></b>				
<i>Revenue:</i>				
Countywide General Fund	0	0	511	0
<b>Total Interfund Transfers</b>	<b>0</b>	<b>0</b>	<b>511</b>	<b>0</b>
<b><u>Cares Act Fund</u></b>				
<i>Revenue:</i>				
American Rescue Plan 3 Act	0	0	72,534,627	0
American Rescue Plan 3 Act Revenue Recovery	0	0	35,000,000	0
<b>Total Interfund Transfers</b>	<b>0</b>	<b>0</b>	<b>107,534,627</b>	<b>0</b>
<i>Appropriations:</i>				
American Rescue Plan 3 Act Project Fund	0	0	72,534,627	0
American Rescue Plan 3 Act Revenue Recovery	0	0	35,000,000	0
<b>Total Interfund Transfers</b>	<b>0</b>	<b>0</b>	<b>107,534,627</b>	<b>0</b>

# Interfund Transfers

Description	FY 20 Actual	FY 21 Actual	FY 22 Adopted	FY 23 Recommended
<b><u>DEBT SERVICE FUNDS</u></b>				
<b>Revenue:</b>				
From 4th Cent Tourist Dev. Tax	3,619,614	14,656,741	3,284,431	3,500,805
From 5th Cent Tourist Dev. Tax	4,857,649	9,854,584	3,788,975	5,407,049
From 800MHz Intergovt Radio System	917,560	1,071,647	706,041	812,518
From CIT Surtax Fund	43,607,812	43,508,366	44,060,468	40,893,823
From Communication Services Tax Fund	1,618,695	1,626,653	1,350,879	2,580,446
From ELAPP 2009B Build America Bonds Subsidy Fd	1,013	0	0	0
From State Revenue Plan	0	731,082	0	0
From CIP CP Notes	0	525,000	0	0
From Transportation MP Bond Project	0	19,000,000	0	9,500,000
From, ELAPP 2009 Bond Sinking Fund	0	1,443,340	0	0
From Transportation Mobility Fee 5	0	0	225,000	0
From Non AD Valorem 2019 Bond Project Fund	10,844,781	0	0	0
From Half-Cent Sales Tax	11,148,488	18,214,903	34,185,746	37,601,826
From State Revenue Sharing	1,740,000	1,220,665	1,412,202	1,083,689
From Traffic Surcharge Trust Fund	2,049,807	1,972,421	2,038,575	1,863,853
From Unincorporated Construction Fund	2,429,055	2,622,254	2,580,446	1,492,254
<b>Total Interfund Transfers</b>	<b>82,834,474</b>	<b>116,447,656</b>	<b>93,632,763</b>	<b>104,736,263</b>
<b><u>CAPITAL PROJECTS FUNDS</u></b>				
<b>Revenue:</b>				
From CIP Series 2020 Sinking Fund	0	0	0	0
From Countywide General Fund	32,293,010	16,565,000	15,600,000	26,774,605
From Communication Services Tax Fund	6,957,738	6,631,865	6,650,195	6,775,452
From ELAPP 2023 Sinking Fund	0	0	0	32,000,000
From Various Funds	5,000,000	2,023,584	6,361,357	4,895,735
From Unincorporated Area Operating Fund	3,602,445	2,000,000	10,167,274	4,881,989
From Countywide Tax Transportation Fund	1,819,240	0	0	0
From Unincorporated Tax Transportation Fund	0	2,000,000	0	0
<b>Total Interfund Transfers</b>	<b>49,672,433</b>	<b>29,220,449</b>	<b>38,778,826</b>	<b>75,327,781</b>
<b><u>CAPITAL PROJECTS FUNDS (continued)</u></b>				
<b>Appropriations:</b>				
CIP Series 2018 Bonds Sinking Fund	29,600,000	19,000,000	0	0
Half Cent Transportation Plan	0	525,000	0	0
ELAPP Series 2009 Bonds Sinking Fund	1,013	0	0	0
ELAPP Bond Series 2019 Fund	0	1,443,340	0	0
ELAPP Bond Series 2023 Fund	0	0	0	32,000,000
Commercial paper Project Fund	0	0	6,361,357	4,276,688
PSOC Series 2014 Bond Sinking Fund	2,429,055	2,622,254	2,580,446	1,492,254
Unincorporated Area General Fund	2,628,683	3,609,611	0	2,983,198
Transportation MP Bond Project	0	205,302,921	0	0
Debt Funds	15,844,781	0	0	0
Non Ad Valorem 2019 Project Fund	0	2,023,584	0	0
Lithia Pinecrest Project Fund	0	0	5,000,000	0
HART Heavy maintenance Facility Contribution Fund	0	0	0	15,000,000
Various Funds	1,585,072	0	505,764	119,047
<b>Total Interfund Transfers</b>	<b>52,088,604</b>	<b>234,526,710</b>	<b>14,447,567</b>	<b>55,871,187</b>



# Interfund Transfers

Description	FY 20 Actual	FY 21 Actual	FY 22 Adopted	FY 23 Recommended
<b>ENTERPRISE FUNDS</b>				
<b><u>Solid Waste Utility Enterprise Fund</u></b>				
<b>Revenue:</b>				
From Revenue Fund	157,231,740	137,272,659	195,969,191	186,977,780
From Series 2020 Bond Project Fund	0	0	0	0
Renewal and Replacement Fund	20,995,999	0	0	0
From Series 2016	10,523,000	3,000,000	55,474,492	66,078,188
<b>Total Interfund Transfers</b>	<b>188,750,739</b>	<b>140,272,659</b>	<b>251,443,683</b>	<b>253,055,968</b>
<b>Appropriations:</b>				
Debt Fund	20,181,241	11,490,032	12,105,138	10,406,961
Landfill Closure Fund	3,100,000	7,113,595	6,700,000	3,500,000
Improvement	0	0	17,735,759	0
Operating Fund	97,681,096	115,385,482	208,243,532	219,627,790
Rate Stabilization Fund	56,255,538	0	0	0
Renewal and Rehab Fund	11,532,864	6,283,550	6,659,254	19,521,217
<b>Total Interfund Transfers</b>	<b>188,750,739</b>	<b>140,272,659</b>	<b>251,443,683</b>	<b>253,055,968</b>
<b><u>Water and Wastewater Utility Enterprise Fund</u></b>				
<b>Revenue:</b>				
From Bond Funds	0	14,234,538	19,798,243	7,839,572
From General Fund	5,000,000	0	0	0
From 2010C Bab Subsidy Fund	269,862	807,858	538,691	0
From Capacity Assessment Unit Fund	15,869,335	6,184,000	10,339,961	10,757,043
From Unincorporated Area Operating Fund	0	0	0	0
From Bond Refund	111,958,116	0	0	0
From Utility Operating & Maintenance	0	36,096,064	0	0
From Impact Fee Fund	6,769,870	108,344,125	24,084,184	17,191,750
From Revenue Fund	255,584,111	313,615,085	286,435,309	320,051,776
Reclaimed Water improvement Unit project	0	0	0	13,142,882
From Series 21 IFAU SA Bond Sinking Fund	0	0	0	0
From Various Funds	0	434,026	0	0
From Revenue Stabilization Fund	17,959,187	0	4,565,658	52,328,723
<b>Total Interfund Transfers</b>	<b>413,410,481</b>	<b>479,715,696</b>	<b>345,762,046</b>	<b>421,311,746</b>
<b>Appropriations:</b>				
Debt Fund	120,100,542	46,751,523	29,317,914	38,543,104
General Capital Fund	29,855,854	143,500,531	316,200	42,890,199
Impact Fee Fund	15,869,335	18,248,539	10,339,961	10,757,043
Operating Fund	217,844,203	219,774,518	270,929,584	305,622,526
Renewal and Replacement Fund	13,503,836	14,957,439	15,376,344	16,216,324
Revenue Account	10,353,450	36,096,064	0	0
Revenue Rate Stabilization Account	883,261	0	12,200,000	0
Series 2019 Public Utility Bonds	0	1,501	0	0
Special Assessment Funds	0	0	0	0
<b>Total Interfund Transfers</b>	<b>408,410,481</b>	<b>479,330,115</b>	<b>338,480,003</b>	<b>414,029,196</b>

# Interfund Transfers

Description	FY 20 Actual	FY 21 Actual	FY 22 Adopted	FY 23 Recommended
<b>INTERNAL SERVICE FUNDS</b>				
<b><u>Fleet Operating Fund</u></b>				
<i>Revenue:</i>				
From Countywide General Fund	0	48,403	48,403	93,610
<b>Total Interfund Transfers</b>	<b>0</b>	<b>48,403</b>	<b>48,403</b>	<b>93,610</b>
<b><u>Catastrophic Disaster Recovery Fund</u></b>				
<i>Revenue:</i>				
From Countywide General Fund	3,000,000	0	6,000,000	11,000,000
Hurricane Dorian - Disaster Events Fund	0	0	128,586	0
Hurricane Irma - Disaster Events Fund	0	0	467,219	0
FEMA COVID 19 Disaster Events	0	11,000,000	0	0
Intergovernmental Grant Fund	0	0	2,551,145	0
<b>Total Interfund Transfers</b>	<b>3,000,000</b>	<b>11,000,000</b>	<b>9,146,950</b>	<b>11,000,000</b>
<i>Appropriations:</i>				
Future Disasters Events	34,600,000	0	0	0
FEMA COVID 19 Disaster Events	0	11,000,000	0	0
<b>Total Interfund Transfers</b>	<b>34,600,000</b>	<b>11,000,000</b>	<b>0</b>	<b>0</b>
<b><u>County Self Insurance Fund</u></b>				
<i>Revenue:</i>				
From General Liability Fund	700,000	800,000	1,275,000	1,475,000
From Workers Compensation Fund	700,000	800,000	1,275,000	1,475,000
<b>Total Interfund Transfers</b>	<b>1,400,000</b>	<b>1,600,000</b>	<b>2,550,000</b>	<b>2,950,000</b>
<i>Appropriations:</i>				
Various Funds	0	0	0	0
Self insurance Administration Fund	1,400,000	1,600,000	2,550,000	2,950,000
<b>Total Interfund Transfers</b>	<b>\$1,400,000</b>	<b>\$1,600,000</b>	<b>\$2,550,000</b>	<b>\$2,950,000</b>
<b><u>Noncommitment Debt Service Funds</u></b>				
<i>Appropriations:</i>				
Debt Funds	0	0	7,282,043	7,282,550
Self insurance Administration Fund	0	0	0	0
<b>Total Interfund Transfers</b>	<b>\$0</b>	<b>\$0</b>	<b>\$7,282,043</b>	<b>\$7,282,550</b>



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# Hillsborough County Florida

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(813) 272-5890 • [HCFLGov.net/Budget](http://HCFLGov.net/Budget)

# Capital Budget





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# CAPITAL BUDGET

## Overview

The Recommended FY 23 Capital Budget is the County's financial plan of capital project expenditures for the fiscal year starting October 1, 2022 and ending September 30, 2023. 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 23 is \$1.9 billion. A Sources and Uses schedule can be found in the Executive Summary section of this document. In addition, a list of projects is included at the end of this section.

The Capital Budget is separate and distinct from the County's operating budget for several reasons. First, capital outlays reflect non-recurring capital improvements rather than ongoing expenses. Where possible, capital projects are funded from non-recurring funding sources such as debt proceeds and grants. These one-time revenue sources are not appropriate funding sources for recurring operating expenses. Second, capital projects tend to have higher costs requiring more stringent control and accountability. Finally, several revenue sources such as the Community Investment Tax, impact fees and certain gas taxes are limited to use on certain types of capital improvements by statute or other legal restrictions.

To provide direction for the capital program, the Hillsborough County Board of County Commissioners approved Policy 03.02.02.00 - Policy for Capital Budget and Capital Improvement Program. This policy defines requirements for projects included in the Capital Budget and Capital Improvement Program. Under the policy, a capital project is defined as a set of activities meeting one or more of the following criteria:

- Delivery of a distinct capital asset or improvement to an existing capital asset which will become an asset of Hillsborough County and be recorded on the financial records of the County as a capital asset under generally accepted accounting principles and applicable State statutes;
- Any contribution by Hillsborough County to other governmental or not-for-profit entities to deliver a capital improvement. In situations where the improvement is not or will not become an asset of the County, it will be included in the Capital Improvement Program as a contribution for tracking purposes;
- Any project or equipment funded from the Community Investment Tax (CIT);
- Any engineering study or master plan needed for the delivery of a capital project;
- Any major repair, renovation or replacement that extends the useful operational life by at least five years or expands capacity of an existing facility.

Hillsborough County categorizes capital improvements into eight programs: Fire Services, Government Facilities, Libraries, Parks Facilities, Solid Waste Enterprise, Stormwater, Transportation and Water Enterprise. The Recommended FY 23 Capital Budget also includes the County's Environmental Land Acquisition and Protection Program (ELAPP). While not specifically meeting the criteria above, this program is tracked through the CIP to provide for better accountability and control.

As previously noted, capital projects only require one-time allocations for a given project unlike operating expenses which recur annually. This funding flexibility allows the County to use financing and one-time revenue sources to accelerate completion of critical projects. Significant projects within each program are discussed below. More comprehensive project information can be found in the County's Recommended FY 23 – FY 27 Capital Improvement Program document. Interested parties can review this and other information at the County's website at [www.hillsboroughcounty.org](http://www.hillsboroughcounty.org).

## Financial Policies

Among financial policies approved by the Board of County Commissioners since FY 98, there are several pertaining to the preparation, implementation, monitoring and financing of capital projects. While the County Administrator is responsible for the continued development, monitoring and update of these policies, specific functions are carried out by the Management and Budget Department and the Clerk of the Circuit Court. These and other policies are reviewed periodically by the County Administrator and the Board of County Commissioners and are detailed in the Financial Policies and Procedures section of this document.

Specific policies applying to the Capital Improvement Program and the Capital Budget are:

- BOCC Policy 03.02.01.00 - Bids for Capital Improvement Projects 10% or More in Excess of Estimated Construction Costs
- BOCC Policy 03.02.02.00 - Capital Budget and Capital Improvement Program
- BOCC Policy 03.02.02.05 - Pay-As-You-Go Funding of Capital Projects
- BOCC Policy 03.02.02.06 - Prioritization of Capital Projects
- BOCC Policy 03.02.02.07 - Minimizing the Expense of Financing Capital Projects
- BOCC Policy 03.02.02.08 - Operating Impact of Capital Projects
- BOCC Policy 03.02.02.20 – Budgetary Control
- BOCC Policy 03.02.02.26 - Use of Capital Project Appropriations
- BOCC Policy 03.02.02.28 - Method of Funding Citizen Initiated Localized Capital Projects or Services
- BOCC Policy 03.02.03.00 - Environmental Land Acquisition Program (ELAPP) Fund

# CAPITAL BUDGET

- 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, solid waste, stormwater, transportation and water facilities are guided by the Capital Improvements Element (CIE) of the Comprehensive Plan. This plan, prepared by the Hillsborough County City-County Planning Commission and formally adopted by the Hillsborough County Board of County Commissioners, provides long-term direction for the growth and development of the county. Proposed capital projects are reviewed for compliance to the adopted comprehensive plan as part of the budget adoption process.

The public has many opportunities to be involved in capital planning both during the comprehensive plan development process and during the budget adoption process. Interested parties can view the Comprehensive Plan at the Planning Commission's website located at [www.planhillsborough.org](http://www.planhillsborough.org).

Hillsborough County's plan includes a specific growth management strategy called the Urban Service Area. This strategy is designed to direct growth into areas where public service needs can be more efficiently provided and where existing services are already in place.

In addition to the standards in the Comprehensive Plan and the Capital Improvements Element of the Plan, the planning for parks and recreation, solid waste, stormwater, transportation and water facilities also is guided by master and visioning plans developed by County staff. Planning for fire, government facilities, and library infrastructure in Hillsborough County's unincorporated area is performed primarily within County government. Each capital program has different criteria for assessing project needs and priorities; however, a common characteristic of the planning processes is the recognition of the importance of obtaining input from the public and other interested governmental and private agencies. The individual program planning processes provide the guidance necessary for allocating available resources during the capital budget

process. A brief description of the various planning processes follows.

**Fire Services**— The Fire Rescue Department maintains a Capital Facilities Master Plan which details new fire station needs required to meet emergency and rescue service requirements within the unincorporated area. The plan is prepared based on national service response time standards established by the National Fire Protection Association, the Insurance Service Organization and on the relevant goals, objectives and policies incorporated in the County's Comprehensive Plan discussed above.

In developing this plan, which is updated every five years, the response time standards along with current response data are applied to an analysis of the needs of Hillsborough County's current and projected populations and population distribution to identify where and when new fire rescue facilities will be needed. This plan was recently updated and presented to the Board with additional analysis being performed to ensure that current facilities in need of a major remodel are presently in the best locations. This process may result in the relocation of some existing facilities.

**Libraries**— Library Services gauges the effectiveness of its facilities through a variety of metrics including current and potential use of a facility, state of existing buildings, grounds, and parking, total cost of operation for all facilities, existence and willingness of neighboring partner agencies, distance from population concentrations, and public demand and presents recommendations for potential capital projects to the Library Board. Annually the Library Board evaluates the data and sends a prioritized list of recommendations for funded and unfunded projects to the Board of County Commissioners.

**Parks**— The strategic vision of the Parks & Recreation and Conservation & Environmental Lands Management Departments includes the development of goals and objectives to safeguard the inheritance of the County's future generations.

The planning process identifies future developments that may affect expected needs, wants and social environments. It identifies the most critical stakeholders and their major interests and expectations, such as safety and security, high quality experience, well maintained facilities and the preservation of our natural and cultural resources. The tool is evaluated against the current environment in order to develop a Capital Improvement Plan consistent with the vision of Hillsborough County and the values and expectations of our community.

In FY 17, Hillsborough County Parks & Recreation and Conservation & Environmental Lands Management Departments delivered their Master Plans to the BOCC. The Master Plans are

# CAPITAL BUDGET

long-range planning documents that are meant to help shape the direction, development, and delivery of the County's parks, recreation, and conservation sites. Based on a comprehensive planning approach, these plans take into consideration department goals, existing conditions, and community needs assessments that provide for the framework of recommendations and prioritization strategies. These Master Plans represent the collective vision for the Hillsborough County Parks & Recreation and Conservation & Environmental Lands departments. They serve as a guide for the Department's investments and strategies over the next ten years, shaping the delivery of services in a manner that is consistent with the County's sustainability goals and the community's level of service expectations. The cohesive vision for continually improving parks, recreation, and conservation opportunities in Hillsborough County represents the culmination of the public engagement process. The vision, along with guiding principles and mission statement will guide the implementation of the Master Plans and the future of parks, recreation, and conservation throughout the County.

**Solid Waste Enterprise**— The Solid Waste Enterprise has an established plan to determine the need to enhance and or change its Capital Improvement Program on an annual basis. This plan calls for information to be gathered from various sources such as staff, stakeholders, public meetings, etc. to identify needs that should be incorporated into the CIP. Management reviews the information and prioritizes each need according to a pre-established ranking system. The ranking system takes into account mandates by Federal and State agencies, health and safety concerns, capacity needs, efficiency, location requirements, population growth and aging infrastructure.

**Stormwater**— The County maintains a Watershed Master Plan that incorporates identified needs for each of its seventeen watershed basins. The plan is periodically updated as new development and stormwater improvements are completed throughout the County. Under the plan, the entire County (1,072 sq. miles) is divided into 17 watersheds (basins) and further subdivided into 7,000 sub-basins. The master plan study looks at water quantity, water quality and the natural watershed system. The plan identifies areas with inadequate conveyance systems or poor water quality and recommends solutions.

Flood control project evaluations take into consideration the following factors: frequency of flooding, the category of the road subject to flooding (local/arterial/collector road), the number of structures flooded, stormwater asset conditions (groundwater table, erosion/siltation and structure) and the potential of available matching funds.

The County also maintains a separate list of non-watershed related neighborhood stormwater needs. Criteria for neighborhood stormwater projects is similar to criteria for watershed master plan projects, with the exception that environmental issues and the availability of matching funds are not included in the evaluation.

Water quality or natural system projects are evaluated based on concerns identified by the Florida Department of Environmental Protection, or the County related to the sub-watershed segment of "impaired waters/water bodies," the concern of water quality parameters and the benefits of a natural system.

Both engineers and environmental scientists within the Stormwater Services Section of the Public Works Department contribute to this uniform matrix evaluation process.

**Transportation**— Efficient movement of people and goods is important to the public safety, economic viability, and overall quality of life in Hillsborough County. Planning occurs on several levels. The Hillsborough County Metropolitan Planning Organization (MPO), working with the County and its three incorporated municipalities (City of Tampa, Plant City and Temple Terrace), and with input from county residents, is responsible by State statute for adopting the Long Range Transportation Plan, a blueprint for comprehensive transportation planning throughout the County. The MPO also consolidates the transportation capital improvement programs of various political jurisdictions constructing transportation projects within the county into an annual Transportation Improvement Program (TIP). The Long Range Transportation Plan and the Transportation Improvement Program are used by the County in prioritizing major capacity projects for funding, determining project impact fee eligibility, and in allocating State and federal grant dollars. These plans can be viewed at the Metropolitan Planning Organization's website [www.planhillsborough.org](http://www.planhillsborough.org). Apart from these long-established processes, the Transportation for Economic Development initiative engaged in a community-wide effort to identify transportation needs and included the County, the cities and relevant transportation entities.

As previously indicated, the Hillsborough County City-County Planning Commission is responsible for developing and monitoring compliance with the County's Comprehensive Plan. The Commission also reviews proposed developments of regional impact (DRI) proposals (those development proposals that will have significant impact on existing county roads).

Each municipality is responsible for its own transportation planning; however, major roads determined to have county-wide significance may be designated as County roads, with the County primarily responsible for their maintenance and improvement. Capital needs associated with these roads, as well

# CAPITAL BUDGET

as all transportation needs in the unincorporated area of the County are evaluated for inclusion in the annual capital budget and Capital Improvement Program.

Planning for the transportation program is performed on a sub-program basis. The sub-programs within the transportation program are roads, intersections, sidewalks and bridges. With the exception of roads, where the County adopts the prioritized list from the Long Range Transportation Plan (LRTP) and adds local road improvements not subject to inclusion in the plan, the County has prepared a master plan for intersections, bridges and sidewalks. While specific criteria used for prioritizing the projects on the plans differ by project type, they encompass public safety, traffic volume, environmental mitigation and other key factors as well as incorporating input received during the public outreach part of the planning process.

**Water Enterprise**— The Water Enterprise is responsible for providing quality water, wastewater and reclaimed water services to Hillsborough County residents within its designated service area, unincorporated Hillsborough County. This includes the operation and maintenance of these facilities including treatment plants, pumping stations, metering devices and all related transmission piping and above ground appurtenances. The department is also responsible, when operating the above facilities, for complying with all federal, State and local regulatory and permit requirements.

The department uses a CIP Delivery Process. This process uses a systematic approach to develop and refine the scope, schedule and budget for existing and newly proposed expansion and renewal and replacement projects. It allows priorities to be determined and uses schedules to ultimately deliver quality projects from conception to project completion. The goal of the CIP Delivery Process is to deliver department projects in an efficient and economical manner.

The objectives of the process are to:

- Economically build and maintain existing system assets;
- Deliver projects on schedule and within budget;
- Allow for the annual update of the CIP;
- Allow for adjustments to the approved CIP due to changing priorities for those projects not yet in the implementation phase;
- Seamlessly coordinate with the County's CIP;
- Permit performance measurement; and
- Provide documentation for management and historical trending purposes.

The Board of County Commissioners policy 03.02.02.06 requires that capital projects be prioritized. The Department's Project Prioritization Model (PPM) is a formal method of documenting and tabulating the results of applying subjective

criteria to prioritize the CIP each fiscal year. There are six categories to score a project against other projects within the Department's CIP:

- Compliance
- Health and Safety
- Expansion / Renewal and Replacement
- Long Range Planning
- Community and Environmental Impacts
- Economic / Financial Considerations

The resulting score for each existing or new "planning" project is used at the beginning of the budget process to rank all the projects within the CIP.

Additionally, the Department's Payback Analysis Model (PAM) incorporates several economic factors to estimate the payback period of a given capital project. It determines the payback period by modeling the average monthly revenues generated by the Equivalent Residential Customers (ERC) to be served by the capital project. Generally, the information that is required to be input into the model includes:

- Project Name, CIP Number and Type
- Payback Analysis Period
- Discount Rate
- Debt Service or Pay-As-You-Go
- Expansion Percentage
- Operating, Maintenance and Fixed Overhead Cost
- Capital Cost by Year
- Outside Funding Sources
- ERCs served by the Project
- ERC Connection Schedule
- Rate and Debt Service Information

The information is used to assign a weighted economic criteria number for the project in the earlier referenced Project Prioritization Model (PPM) during each fiscal year budget process.

Finally, the CIP Master Program Schedule is used as a planning tool to lay out each of the project schedules, provide the cash flow requirements of the program as a whole, anticipate project resource needs and provide historical data for future trend analysis. In addition, the Master Program Schedule is also used at the beginning of each fiscal year to facilitate the efficient distribution of work throughout a six year period.

## Financial Planning Strategies

Hillsborough County uses a variety of tools to assist in developing long-term financial planning strategies. One tool is the preparation of an annual Pro Forma document. This document is used to put current budget and financial decisions into a longer-term context. Prepared in accordance with Board policy, the Pro-Forma provides a five year projection of revenues and expenditures for major operating funds, and is par-



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ticularly useful in showing how capital projects, funded in the biennial budget or planned over the next several years, will impact future operating budgets in terms of maintenance, utility and staffing costs.

Another tool used in financial planning is the County's debt management strategy. Credit ratings assigned by the three international rating agencies, Moody's Investors Service, Standard and Poor's Ratings Services, and Fitch Ratings are key factors influencing interest rates paid on local governments' borrowings. Because of the significant impact interest rates have on our overall financial position, Hillsborough County places a great deal of emphasis on its credit worthiness. The County conducts credit updates each year, and notices of any material credit changes are provided to the rating agencies throughout the year.

The County's general credit ratings are Aaa / AAA / AAA on a scale where Aaa / AAA / AAA are the highest ratings. The County's high ratings are an objective indication of sound financial management, recognition that its overall debt profile is characterized by good debt service coverage from pledged revenues and by sound legal provisions ensuring full and timely payment of debt service. These high credit ratings enable the County to meet its borrowing needs at the lowest cost of capital.

To address short-term capital project funding requirements, Hillsborough County uses a Commercial Paper Program. Under this program the Board authorizes short-term borrowings when needed to provide adequate cash flow for active projects. This approach ensures that long-term debt is issued only when needed in appropriate amounts. Furthermore, tax exempt short-term debt tends to be the lowest cost financing tool available to local governments resulting in substantial savings to the County. Upon completion of capital projects, the County either uses available cash or issues long-term debt at favorable interest rates to pay off outstanding short-term notes, unless there is an economic advantage in keeping short-term, variable rate notes outstanding. The County issues debt in accordance with its debt policy which governs the type and amount of borrowings that are best suited to achieving its financing objectives. The policy guides the County's borrowings by means of targets and ratios, such as direct debt per capita or general governmental debt as a percent of general fund revenue, that balance the need for flexibility to ensure the availability of capital with the need to ensure continued access to the capital markets.

When it is prudent and in the County's economic interest to do so, infrastructure improvements may be financed by means of public-private partnerships in which private corporations, such as real estate developers, agree to fund a portion of such improvements together with funding from the County, State,

and/or federal government. Such partnerships enable the County to construct needed infrastructure, in particular transportation improvements, at a lower cost to taxpayers as a result of leveraging private funding sources.

Finally, the County actively and aggressively monitors market opportunities to refinance its debt to achieve lower debt service costs. When legally and economically feasible, lower interest debt will be issued to pay off outstanding debt thereby making revenues available to fund County services.

## Capital Improvement Program Process

The annual Capital Budget and Capital Improvement Program (CIP) update begins in January with a request to the Capital Program directors to review, update and re-prioritize the unfunded capital needs list.

The Capital Budget Team of the Management and Budget Department maintains a comprehensive list of prioritized unfunded capital needs which is used in identifying new projects to be recommended for funding. The list identifies preliminary project information such as name, location, description or scope, the estimated cost and any operating cost impact. The updated Unfunded Capital Projects Request List is then used to determine which new projects will be added to the new Capital Improvement Program.

During the month of January (in the first year of the biennial budget cycle), the Capital Budget Team conducts training sessions to provide capital project management and staff specific direction relating to the capital budget process. As part of this training, those involved in the capital budget process are given a calendar of key budget cycle dates and written documentation including forms, instructions, and definitions to be used in preparing their capital projects budget including revising current project estimates and submitting requests to add new capital projects.

Another key step in the budget process is a review of capital project cost estimates in the current CIP or new projects added during the current fiscal year. This is to ensure that the next CIP will reflect these revised cost estimates. Departments are asked to review and update project information that will be presented in the Capital Improvement Program.

A specific form – the Capital Project Initiation Request Form - is used to document project changes or new project requests. This form is designed to guide the preparer in providing necessary information including the reason for the project, proposed location and scope, funding requirements by fiscal year, proposed project schedule and completion dates, anticipated operating cost impacts and management approvals.



# CAPITAL BUDGET

Using updated information, the Capital Budget Team develops draft documents showing projects that have been completed or are anticipated to be completed by the end of the current fiscal year as well as specific detail project pages (see below for sample) for each project proposed to be included in the recommended budget.

These draft documents are distributed to the departments for another review and the opportunity to correct information. Upon completing their review, the Capital Budget Team meets with the appropriate program directors and representatives to resolve outstanding issues and ensure that all are in agreement with the current information.

Budget preparation meetings held with Directors, Executive Team members and budget staff during February through April include discussions regarding capital projects. Decisions made at these meetings are incorporated into the documents and communicated to the appropriate departments.

Final revisions are incorporated into the Recommended Capital Budget and the Recommended Capital Improvement Program (CIP) in mid-May and delivered to the Board of County Commissioners in June or July.

## Components for Each Capital Project Page:

**Project Title** – This is the project’s name.

**Project No.** – This is a unique identification number assigned to the project for accounting purposes.

**CIE Requirement** – This indicates whether this project addresses a Capital Improvement Element as defined under the Growth Management Act of 1985.

**Level of Service Impact** – If the project addresses a CIE element, this indicates what impact it has on the level of service:

**(M)** – This indicates a project relates to the repair, remodeling, renovation or replacement of an existing County facility in order to maintain levels of service in the Comprehensive Plan.

**(E)** – This indicates the construction of a new facility or expansion of an existing facility that will reduce or eliminate deficiencies in the levels of the service in the Comprehensive Plan.

**(F)** – This indicates the construction of a new facility or expansion of an existing facility is needed to meet levels of service for new development.

**(N/A)** – This indicates that the project is not covered by the Capital Improvements Element.

**Program** – This indicates the capital program to which this project pertains.

**Project Description** – This describes the scope of work.

**Operating Cost Impact** – This is an estimate of the ongoing annual operating and maintenance funding this project will require once completed.

**Project Completion Date** – This is the estimated date the project will be ready for its intended use.

**Neighborhood Community Area** – This indicates the area of the county the project will occur. A copy of the Neighborhood Community Area map can be found in the Appendix section of the Capital Improvement Program document.

**Source of Funds** – This shows by year the sources of funding. Many projects have multiple sources of funding.

**Uses of Funds** – This shows by year the planned uses of funds summarized by capital, contributions and non-capital.

## Sample Capital Project Detail Page

**PROJECT TITLE:** WATERSSET SPORTS COMPLEX  
**CIE REQUIREMENTS:** Y  
**LEVEL OF SERVICE IMPACT:** E

**PROJECT NUMBER:** C80324000  
**PROGRAM:** PARKS

**PROJECT DESCRIPTION:**  
 This project will provide planning, design and construction for Phase I of a proposed youth sports complex in the South County area. The complex will be within the Watersset development west of I-75. Land exchange with the developer has been achieved. Construction to be funded in phases as scope is developed.

**Neighborhood Community Area:**  
 Apollo Beach

**OPERATING COST IMPACT:**  
 Operating cost is estimated to be an additional \$250,000 per year.

**PROJECT COMPLETION DATE:** Jun 2023

**C80324000**

Sources of Funds (in \$000s)	Total Estimated Sources	Prior Funding	FY 23		FY 24	FY 25	FY 26	FY 27	Future
			Carryforward	Additional					
ARP Funds	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Boat Fees	0	0	0	0	0	0	0	0	0
Community Invest. Tax III	0	0	0	0	0	0	0	0	0
Community Invest. Tax IV	0	0	0	0	0	0	0	0	0
Financing	8,750	2,591	6,159	0	0	0	0	0	0
General Revenues-CW	0	0	0	0	0	0	0	0	0
General Revenues-ELAP	0	0	0	0	0	0	0	0	0
General Revenues-RIM	0	0	0	0	0	0	0	0	0
General Revenues-UA	500	254	246	0	0	0	0	0	0
Grants & County Match	0	0	0	0	0	0	0	0	0
Impact Fees	2,600	270	2,330	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0
Undetermined	0	0	0	0	0	0	0	0	0
<b>Subtotal FY 23</b>			\$8,735	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total</b>	\$11,850	\$3,115	\$8,735	\$0	\$0	\$0	\$0	\$0	\$0

Uses of Funds (in \$000s)	Total Estimated Cost	Prior Expenses	FY 23		FY 24	FY 25	FY 26	FY 27	Future
			Carryforward	Additional					
Capital <sup>1</sup>	\$11,850	\$3,115	\$8,735	\$0	\$0	\$0	\$0	\$0	\$0
Contributions <sup>2</sup>	0	0	0	0	0	0	0	0	0
Non-Capital <sup>3</sup>	0	0	0	0	0	0	0	0	0
<b>Subtotal FY 23</b>			\$8,735	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total</b>	\$11,850	\$3,115	\$8,735	\$0	\$0	\$0	\$0	\$0	\$0

<sup>1</sup> Capital includes, but is not limited to, expenses related to capitalizable Development, Design, Land Acquisition, Equipment, Construction and Administration required to complete the project.  
<sup>2</sup> Contributions includes, but is not limited to, funding through an agreement to other Government Agencies, Youth Organizations, Cultural Service Organizations and other Non-Profit Organizations.  
<sup>3</sup> Non-Capital includes, but is not limited to, expenses related to Building Maintenance, Grounds & Landscaping Maintenance, Non-Capitalizable Equipment and other Professional Services.

Throughout the budget development process, the County Administrator and Management and Budget staff conduct several budget workshops with the Board of County Commissioners to provide them with revenue projection updates and to obtain overall policy guidance.

# CAPITAL BUDGET

Once the recommended budget and CIP are delivered to the Board, a series of budget workshops and public meetings are held. During this period, the Hillsborough County City - County Planning Commission also reviews the recommended CIP to ensure compliance with the County's Comprehensive Plan. Two statutorily required public hearings are held in September to gain public input. A separate public hearing is held following the budget adoption to also adopt the CIP.

Final budget documents reflecting the Adopted Budget and Adopted Capital Improvement Program are then prepared and distributed in both hardcopy and electronic formats. Once the Capital Budget and CIP are formally adopted, changes to the budget can only be made in accordance with the budget amendment process defined in BOCC Policy 03.02.02.00 - Capital Budget and Capital Improvement Program, which ensures compliance with budget amendment requirements per Florida State Statute 129.06. The BOCC policy also specifies that the list of projects included in the adopted CIP may only be revised through formal Board resolution.

## Funding Sources

Funding for capital projects comes from a variety of sources, but generally falls into one of several categories: ad valorem taxes, the Communications Services Tax, the Community Investment Tax, gasoline taxes, enterprise fees, special assessments, impact fees, mobility fees, grants or financing.

- Ad Valorem (Property) Taxes are taxes levied by the Hillsborough County Board of County Commissioners on property within the County.

There are three ad valorem taxes imposed by Hillsborough County – the countywide property tax imposed on all properties within the county with use restricted to projects providing countywide benefit; the unincorporated area property tax imposed on all properties in the unincorporated area of the county with use limited to projects that benefit the unincorporated area; and the special library property tax, imposed on all properties within the City of Tampa and the unincorporated area of the County with use restricted to library projects. Both Temple Terrace and Plant City maintain their own library systems so properties within these two municipalities are not subject to the special library tax.

Additionally, two voter approved ad valorem taxes are used to pay debt service on the Jan K. Platt Environmental Lands Acquisition and Protection Program (ELAPP) bonds and on Parks and Recreation bonds.

- The Communications Services Tax is a 4% tax imposed on local and long distance telephone calls, cable, fax, pagers and beepers, cellular phone services and other related

telecommunication services. The Board of County Commissioners originally designated 1% of this tax for the construction of new fire stations. Beginning in FY 06, the Board increased the allocation by an additional ½ %, for a total of 1½% for the construction of fire stations. However, due to the continuing ad valorem roll back requirements by the State Legislature and the effects of Amendment 1, approved by the voters on January 29, 2008, the amount and the percentage allocated to the construction of new fire stations in FY 09 was reduced to ½%. The remainder of the 1½% is used to offset a portion of the reduction in property tax revenues funding operating expenditures.

- The Community Investment Tax is a ½% sales tax on the price of taxable goods, as defined by State statute, sold within the County. Approved for a thirty year period by public referendum in 1996, use of this tax is restricted to acquiring, constructing, and improving infrastructure and purchasing equipment with a useful life of at least five years to promote the health, safety and welfare of Hillsborough County residents. This tax expires on November 30, 2026.
- Gasoline taxes used to fund capital projects are the Six Cent Local Option Gasoline Tax, the Voted (Ninth Cent) Gasoline Tax and the Constitutional Fuel Tax. Permitted uses for each of these taxes are defined by statute, and in the case of the Voted Ninth Cent Gasoline Tax, are further restricted by County ordinances.

The Six Cent Local Option Gasoline Tax is limited to transportation expenditures for public transportation operations and maintenance; roadway and right-of-way maintenance and equipment and structures used primarily for the storage and maintenance of this equipment; roadway and right-of-way drainage; street lighting; traffic signs, traffic engineering, signalization and pavement markings; bridge maintenance and operation; debt service and current expenditures for transportation capital projects including construction or reconstruction of roads.

Use of the Ninth Cent Gasoline Tax is restricted by County ordinance to the road resurfacing program.

The Constitutional Fuel Tax collected by the State on behalf of the County is first used to meet debt service, if any, of debt assumed by the State Board of Administration 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.

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- Enterprise fees are charges for services imposed on users of facilities of the two programs funded through enterprise funds - Solid Waste and Water / Wastewater / Reclaimed Water. An annual fee schedule for each enterprise fund is set by the Board of County Commissioners. Use of these revenues is restricted to operating, maintaining or building new infrastructure for the respective service for which the fee is being collected.
- Special assessments are charges levied by statute or ordinance for a specific purpose. One example is the storm-water fee, a non-ad valorem special assessment levied on the annual property tax bill, used to help fund the storm-water capital program.
- Impact fees are fees imposed on new commercial and residential construction to help fund additional infrastructure needed to support the added load on County infrastructure resulting from the new construction. The unincorporated area of the County is divided into zones for each type of impact fee.

Use of impact fees collected within each zone is restricted to projects which add capacity to the respective infrastructure within that zone. There are four types of impact fees: transportation, parks, fire and schools. Impact fees are governed by the County's Consolidated Impact Fee Assessment Program Ordinance.

- Mobility Fees are a one-time charge on new development to pay for offsite transportation improvements that are necessitated by new development. On April 26, 2016, the Board of County Commissioners adopted the Mobility Fee Ordinance that would replace the current transportation impact fees and transportation concurrency. The Mobility Fee Program became effective January 1, 2017.
- Financing is the last source of funding. It includes both long-term and short-term financing. Short-term financing via a commercial paper borrowing program is used to borrow funds when needed in order to keep projects on schedule and to keep financing costs down.

Upon completion of capital projects, the County either uses available cash or issues long-term debt at favorable interest rates to pay off outstanding short-term notes, unless there is an economic advantage in keeping short-term, variable rate notes outstanding.

## Uses of Funds

Capital budget expenditures are related to one of the eight capital programs: Fire Services, Libraries, Government Facilities, Parks, Solid Waste Enterprise, Stormwater, Transportation, and Water Enterprise. It also includes the

Environmental Land Acquisition and Protection Program (ELAPP) and the Major Repair, Renovation, Replacement and Maintenance (R3M) program. Planned capital project expenditures are summarized into the following categories:

**Capital** – These are costs incurred as part of delivering the project that will be capitalized with the asset when the project is complete. Capitalizable development, design, land acquisition, equipment, construction and administration expenditures required to complete the project are examples of capital costs.

**Contributions** – Contributions represent funding through an agreement to other government agencies, youth organizations, cultural services organizations and other non-profit organizations and won't be capitalized when the project is complete.

**Non-Capital** – These are costs incurred as part of delivering the project but won't be capitalized with the asset when the project is complete. Building maintenance, grounds and landscape maintenance, non-capitalizable equipment and other professional services are examples of non-capital costs.

## Capital Projects Operating Impacts

The Capital Budget and Capital Improvement Program (CIP) are integral elements of the County's biennial budgeting process. The cost of operating new or expanded facilities or infrastructure can be significant and is included in the operating budget in the fiscal year the asset becomes operational. However, in some cases, like the construction of a new jail, the operational impact may be phased-in gradually while the new jail is under construction. This is because as the jail population increases beyond its operational capacity so does the need for additional funds for overtime pay, add new staff, jail and food supplies, and operational equipment, thus spreading the increased operating impact over a number of years rather than impacting the budget all at once when the jail opens. Historically, operating costs of non-enterprise facilities have been funded from property taxes. Consideration of operating costs becomes particularly critical with the property tax restrictions now in effect and the past property tax reductions due to the recession. In some cases, it may be prudent to defer or cancel construction of a facility because there will be no funds to operate it.

Debt service payments on issued debt for capital projects are also included in the operating budget. The amount of required debt service relative to the size of the annual budget is an important indicator of fiscal obligations. Since debt service expenditures reduce the amount of funds available for other operating or capital uses, it is important that the ratio of debt service to the total operating budget remain at a prudent level.

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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 23 incremental operating cost impacts of capital facilities are discussed below in each program's highlights section. The Recommended Budget for FY 23 includes these operating costs. A full listing of incremental operating cost impacts can be found in the appendix section of the Recommended Capital Improvement Program document.

## Program Highlights

The following program highlights focus on each program's portion of the Recommended Capital Budget for FY 23 (which includes estimated funding carried forward from FY 22 and any new, additional funding).

A number of projects that are shown in the program sections appear in the Capital Improvement Program (CIP) as "Post Construction". These projects have finished their primary construction phases and may have been placed in use; nevertheless, some of these projects still have unspent balances that are earmarked for post-construction project costs.

### Fire Services

The Fire Services Program Recommended Capital Budget for FY 23 is \$68.1 million. The program is funded with fire impact fees, Communications Services Tax, general revenues, financing and American Rescue Plan (ARP) funds.

Four new projects are being added to the FY 23 Capital Budget. The Comprehensive Communications Plan/Alternate EOC project will implement a technology solution capable of providing top-down management and relief effort coordination tools that would help deliver the fastest and most effective emergency response when dealing with incidents such as hurricanes and the COVID-19 Pandemic. This implementation would also include installation of the communications equipment and tower required to make the alternate EOC site operational. The construction of a Fire Rescue/Emergency Management Warehouse will enable storage of essential supplies used in day-to-day operations and in responding to disasters. Restroom and shower repairs at various locations will be completed as part of the Fire Station Restroom and Showers Renovations project. The Sun City North Fire Station will design and construct a new 3 bay station on previously acquired property to enhance service in that area.

As part of the federal response to the COVID-19 pandemic, the County received funding through the American Rescue Plan Act (ARP). Various agenda items were brought to the BOCC for approval during FY 22 to allocate these funds to projects. As part of that process, three fire station replacement projects were created and approved – Armdale Fire Station #10, Gunn Highway Fire Station #13 and Palm River Fire Station #15. These stations are at or near the end of their useful life and will be replaced to increase functionality and operational efficiency.



**Apollo Beach Fire Station #29 Under Construction**

Projects continuing into FY 23 include replacing Thonotosassa Fire Station #21 at a new location, addressing drainage issues at the Palm River Fire Station and renovating the interior of University Area Fire Station #5. The Fire Station Hardening project will provide upgrades to additional fire stations to enhance resilience. In order to fund the purchase of important fire and safety equipment, the Fire Rescue Equipment Replacement/Modernization project receives \$1.9 million each year from FY 23 through FY 27 from the Communications Services Tax allocated to Fire Rescue. Impact fees were added to this project in FY 19 to fund the purchase Self Contained Breathing Apparatus (SCBA) equipment.

On June 5, 2019, the Board of County Commissioners adopted an Ordinance amending the County's Consolidated Impact Assessment Program Ordinance to update the fire service impact fee schedule and to add an impact assessment for emergency medical services that are currently provided by Hillsborough County Fire Rescue. The revised fees took effect on October 1, 2019 and incremental revenues have been programmed into the Land Acquisition for New Fire Stations project, the Sun City North Fire Station and reserves.



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Three projects funded by a FY 19 bond issuance to help address capacity needs reached substantial completion during FY 22. Two new stations were constructed to help improve response times – one in Brandon (Central Brandon Fire Station #45) and one in Riverview (Rhodine Fire Station #46). Apollo Beach Fire Station #29 was built in a new location to replace the prior station which will result in improved response times and a better functioning facility. One other bond funded project, the Fire Apparatus and Equipment for New Fire Stations project, was established to equip these new stations and will be completed in FY 23.

**Operating Impact** – Two projects are scheduled for completion in FY 23. One is maintenance related (Fire Station # 5 University Area Interior Renovations) and one is purchasing new equipment (Fire Apparatus and Equipment for New Fire Stations) which won't result in any significant change in operating costs. An ongoing project to harden fire stations will result in a minor increase in operating cost related to generator maintenance and testing.

Fire Services Projects	New Positions	Operating Impact (In thousands)
		FY 23
Fire Stations Hardening	0	\$10.0

## Government Facilities

The Government Facilities Program Recommended Capital Budget for FY 23 is \$108.8 million. Funding sources for the program are Community Investment Tax, enterprise fees, financing, grants, general revenues, BP oil spill funds and American Rescue Plan (ARP) funds.

Seventeen new projects are being added to the program in this Recommended Capital Budget. The African American Arts & Cultural Center project will begin design of a new 45,000 to 58,000 square foot facility which will incorporate the existing social services, head start and medical services from the West Tampa Resource/Service Center. Construction funding is anticipated in the future. Various projects will enhance existing Court facilities. The Edgecomb Courthouse will receive technology and furniture for the 4<sup>th</sup> floor buildout and lighting controls will be replaced. Access controls will be replaced at various courthouse locations and the State Attorney will get an additional conference room. Two judicial chambers and two courtrooms will be built out at the Pat Frank Court Building.

The Public Defender will have its 6<sup>th</sup> floor office expanded and 1<sup>st</sup> floor modified to enhance security. Work in the area of the Falkenburg Warehouse will replace the Clerks emergency generator, repave a parking lot and replace window canopies. A project will begin to renovate the housing pods at the Falken-

burg Road Jail. Two maintenance projects will replace hurricane curtains at the Roger Stewart Center and renovate buildings at the Human Development Center. A contribution will be made to High 5 Inc. to refurbish a swimming pool and additional solar projects will be completed at various County facilities. Finally, land located within the Falkenburg Complex on Columbus Drive will be acquired to accommodate future County facilities.

As part of the federal response to the COVID-19 pandemic, the County received funding through the American Rescue Plan Act (ARP). Various agenda items were brought to the BOCC for approval during FY 22 to allocate these funds to projects. As part of that process, two new Government Facilities projects were created and approved. The Community Based Step-Down Facility - ARP Act 3 Funds project will renovate the former Sheriff's Work Release Center located at 1800 Orient Road to offer comprehensive services for participants exiting the local County jail who suffer from substance abuse and behavioral health related issues. The Outdoor Senior Fitness Zones - ARP Act 3 Funds project will provide funding for the installation of outdoor senior fitness equipment at various Senior Centers and Adult Day Care Centers to provide opportunities for the County's seniors to exercise safely and remain active when viral diseases transmission rates are high.

One other project was brought to the Board during FY 22 for approval. The Edgecomb 4th Floor Civil Court Expansion project will design and construct two additional Civil Courtrooms and associated spaces within the 4th floor shell space designated for future expansion.



**Solar Panels – Ruskin Recreation Center**

Several projects continue in this Recommended Capital Budget with many being maintenance related. Four projects will tackle painting and parking lot renovations at various County facilities. Carpet will be replaced at the Edgecomb Courthouse, County Center and the Roger Stewart Complex. The University Community Resource Center will have its HVAC system replaced. The County Center will continue to have its air han-



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dlers replaced along with roof fans in conjunction with the re-roof project.

A project will provide for security enhancements at the County Center and other County buildings. Funds have been set aside to help establish a future film studio / film school in the county. Funding is also provided for a new Adult Day Health Services Center to be developed in South County.

One of the continuing projects will improve space utilization at the Edgecomb Courthouse by renovating the 5th floor to allow for one large courtroom with approximately 160 gallery seats and a full jury box (14-16 seats). One other courts project will enable the relocation of the Juvenile Diversion Program. The La Paloma Head Start Facility Replacement project will replace the existing modular building at 3419 N. Nebraska Avenue, Tampa with a new, expanded block building which will include Head Start as well as Early Head Start classrooms. The ERP System Enhancements project funds a full system upgrade to address improvement opportunities for the Oracle E-Business Suite software.

During FY 19, a bond was issued that supported various governmental, fire and parks facilities projects. Many of the projects are in the Government Facilities program. Two projects promote sustainability by upgrading lighting in existing facilities to LED and adding solar panels to various buildings. Land was acquired in downtown Tampa to accommodate a future planned expansion of the court complex. The Emergency Generators at Various Locations project includes engineering and installation of emergency generators and associated infrastructure upgrades at various emergency shelters (such as public schools) and other critical facilities to provide back-up power capability.

An important set of projects added during FY 18 and now in large part funded by the bond issue mentioned above are the Consolidated and Hardened Maintenance Facilities projects. These projects are designing and constructing four new consolidated and hardened maintenance facilities for the Public Works, Public Utilities and Fleet Services Departments to replace the following existing facilities: West Service Unit, East Service Unit, South Service Unit and Traffic Operations/Maintenance Facility at Sabal Park. The current facilities are 40 – 50 years old and are near the end of their useful lives. The new facilities will provide efficient and secure shelter for pre and post disaster response.

Many other important projects are continuing into this Recommended Capital Budget. The South County Cultural Arts Center project will develop options for locations, scope and cost for a cultural arts center in the Southshore area of Hillsborough County. The South County Workforce Center is not currently funded but represents a possible future County in-

vestment in that facility. The Hanna Facility Repurpose project will renovate portions of the former Fire Rescue headquarters to accommodate other County agencies.



**Consolidated and Hardened Maintenance Facility – South Service Unit**

The Historical Preservation Matching fund program continues in FY 23 to help preserve historic community assets. The Northwest Area Head Start / Service Center project will develop a new Head Start facility and research opportunities for a new service center to provide enhanced customer service in the northwest area of Hillsborough County.



**Public Art – Balm Boyette Roundabout**

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The Annual Public Art Plan, as recommended by the Public Art Committee, is included within the appendix section of the FY 23 – FY 27 Recommended Capital Improvement Program document. Current funding is adequate for projects that are in process at this time.

Five projects will reach substantial completion prior to the end of FY 22. The Clerks Falkenburg Road Warehouse will have its HVAC system replaced. The waterproofing of downtown buildings will be completed. The Consolidated & Hardened Maintenance Facilities - Traffic Operations / Maintenance Center and Traffic Management Center combined work effort will reach substantial completion. The installation of LED lighting at various County facilities has reduced energy consumption and make buildings more efficient.

There are eight projects that are scheduled to reach substantial completion in FY 23 and most are maintenance related. Carpet replacement projects will be completed at the Edgecomb Courthouse, County Center and Roger Stewart Complex. The Edgecomb Courthouse will also have its lighting controls replaced. The Clerk’s Falkenburg Road facility will have its generator replaced and the University Community Resource Center will get a new HVAC system. The one remaining Consolidated and Hardened Maintenance Facilities (West Service Unit) will be ready for use.

**Operating Impact** – None of the projects that are scheduled to reach substantial completion in FY 23 will have an impact on operating costs. One ongoing master project to install new emergency generators will result in a small increase in maintenance costs.

Government Facilities Projects	New Positions	Operating Impact (In thousands)
		FY 23
Emergency Generators at Various Locations	0	\$68.0

## Libraries

The Library Services Program Recommended Capital Budget for FY 23 is \$41.1 million. The program is funded with ad valorem tax proceeds from the Special Library Taxing District and grant funding.

Four new projects are being added to the program this year. Two are maintenance related – the North Tampa Library will have its chiller replaced and the Ruskin Library will have its roof replaced. The Sentinel Bulletin Archiving project will preserve and digitize the Sentinel Bulletin historic archive of newspapers which includes 118 bound volumes (1945-2010) that have been housed at the C. Blythe Andrews, Jr. Public

Library’s Special Collection since 2019. The collection contains approximately 400,000 pages. This is a one of kind collection of the only African American centered newspaper in the Tampa Bay area. Initial funding has been put in place to create a temporary library in Wimauma at the former Bethune Park senior congregate dining site. This project will renovate the existing building and provide furniture and fixtures. In the future, a site will be selected for construction of a permanent library in the Wimauma area.

There are several carry-over projects included in this program. Initial funding has been put in place to explore site options and project development for a future new library to be located in the Fishhawk area in southeast Hillsborough County. The Libraries Safety and Security Upgrades project will install access control systems, replace proprietary alarm systems and install/upgrade surveillance systems, etc., at various libraries to improve safety and security for library staff and customers. Restroom facilities will be renovated at various libraries to update their functionality, fixtures, and finishes. Project development, design and construction will begin on an effort to replace the Thonotosassa Library with a larger and more functional facility at a newly acquired site.



**North Tampa Library Renovations**

The John Germany (Main Library) Various Improvements and Planning Study project includes various renovations to the building and site to meet customer needs. The Burgert Brothers Photo Archive Preservation project will preserve and digitize the prints and negatives of the collection. Landscaping will be improved at various libraries with the Landscape Renovation project.

The Brandon Library Replacement – Phase 2 project provides funds to construct a new, expanded and relocated library in



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Brandon (funds may also be used for improvements to the existing facility). Five continuing projects will renovate existing libraries (Austin Davis, Fendig, Southshore, Town 'N Country and West Tampa). The C. Blythe Andrews, Jr. Library opened and is fully operational, but some post construction activities are wrapping up.

One project reached substantial completion during FY 22. Renovations on the Lutz Library were completed. There is one project that is scheduled to reach substantial completion in FY 23, the Ruskin Library Roof Replacement project.



**C. Blythe Andrews, Jr. Library**

**Operating Impact** – Since it is maintenance related, there is no incremental operating cost impact for the project that is scheduled to reach substantial completion in FY 23 listed above.

## **Parks**

The Parks Facilities Program Recommended Capital Budget for FY 23 is \$153.5 million. The program is funded through a combination of impact fees, Community Investment Tax proceeds, ad valorem tax proceeds, long-term financing, Boat Improvement Fees, BP oil spill funds and American Rescue Plan Act (ARP) funds.

Thirteen new projects have been added to the Parks Capital Budget including the Lithia Springs ADA Playground Replacement at \$900,000, the Ruskin Commongood Boat Ramp Boardwalk Replacement at \$300,000, the Veterans Memorial Park Amphitheater Shade Sail at \$150,000, the Veterans Memorial Park/Resource Center Improvement - Phase 2 at \$3.4 million and eight R3M projects to maintain existing Parks facilities totaling \$2.9 million. The Veterans

Memorial Park/Resource Center Improvement - Phase 2 will design and construct a 4,600 sq ft expansion to the existing Veteran's Resource Center and associated site work.



**Medard Park Observation Tower**

Thirteen projects are scheduled for completion in FY 23 including the Waterset Sports Complex. The Waterset Sports Complex project will provide planning, design and construction for Phase I of a proposed youth sports complex in the South County area. The complex will be within the Waterset development west of I-75.

Eight projects were completed in FY 22 including the Bloomington East Sanitary Upgrade, the Carrollwood Cultural Center HVAC Replacement, the LED Sports Lighting Upgrade, the Lucy Dell Community Pond / Central County Area Park Improvements, the Park Maintenance Unit 1 Roof Replacement, the Providence Skate Park Sanitary Connection, the Seffner/Mango Park Playground Improvements and the Medard Park Observation Tower. The Medard Park Observation Tower provided funding to construct an observation tower on the main side of the park. Visitors are no longer able to access the old observation tower on the other side of the damaged boardwalk.

Several significant projects in the program are the Countywide Soccer Complex which will design and construct a regional tournament soccer complex to include restrooms, concession stands, parking, lighting, maintenance building, locker room, equipment and site improvements and the Lucy Dell Community Pond / Central County Area Park Improvements. This project developed County-owned surplus property

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located in the vicinity of Nuccio Park into a new Community Park that will encourage prosperity and citizen interaction, deter crime and increase community safety and well-being. The project scope also includes improvements at various other parks located within the Central County Area as budget permitted.

Another significant project in the Capital Budget is the All Peoples Park Expansion. This project will consist of master planning for the existing 28-acre All Peoples Life Center property located at 6105 E. Sligh Avenue, Tampa, to provide a phased development plan for the entire site. The intent is to enhance accessible recreational opportunities for County citizens and design and construct several amenities.

As part of the federal response to the COVID-19 pandemic, the County received funding through the American Rescue Plan Act (ARP). Various agenda items were brought to the BOCC for approval during FY 22 to allocate these funds to projects. As part of that process, one Park project was created and approved. The Pickleball Complexes - ARP Act Revenue Recovery Funds project will provide for the design and construction of pickleball courts at various locations throughout the County.

### **Jan K. Platt Environmental Lands Acquisition and Protection Program (ELAPP)**

The Jan K. Platt Environmental Lands Acquisition and Protection Program (ELAPP) is a voluntary land preservation program based in the Conservation and Environmental Lands Management Department. The ELAP Program is dedicated to the protection and preservation of natural and environmentally significant resources, as well as restoration of natural habitat. Properties preserved through ELAPP are available for recreational uses compatible with the preservation objectives. Some of the criteria used when considering a property for protection are: contains unique or scarce natural habitat for endangered species, protection of water resources, or lands that buffer, link or provide access to existing environmentally sensitive lands.

Historically, funding was secured through an operating and debt service ad valorem millage not exceeding 0.25 mills in any one-year period. A four-year property tax was originally approved by 71% of the voters in 1987 and in 1990 a referendum authorizing \$100 million in bonds was approved by 73% of the voters. In November 2008, nearly 79% of the voters approved the issuance of up to \$200 million in bonds to continue capital funding for the ELAP Program. So far \$128.4 million has been issued of the \$200 million authorized by the voters.

As of October 1, 2017, the County has preserved approximately 61,811 acres at a cost of \$262.8 million, of which \$87.1 million (or 33%) has been funded by other agencies.

**Operating Impact** – The following table identifies the stand-alone projects that are scheduled for completion in FY 23 that have a separately identified operating impact. Ongoing master projects that have an identified operating impact are also listed in the table below.

Parks Projects	New Positions	Operating Impact (In thousands)
		FY 23
All Peoples Park Expansion	0	\$10.0
Mann-Wagnon Memorial Park Canoe Launch	0	3.3
Parks Shade Covers	0	20.0
Riverview / Brandon / East Area Parks	0	15.0
Skyway Park Playground Shade	0	3.3
Waterset Sports Complex	0	83.3

### **Solid Waste Enterprise**

The Solid Waste Enterprise Program Recommended Capital Budget for FY 23 is \$141.5 million. The Solid Waste Enterprise Program is funded with financing and revenues generated from fees and assessments paid by customers of the enterprise.



**Southeast County Landfill Facility Improvements**

The program consists of ten active projects which concentrate on enhancing the Solid Waste services centers throughout the



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county. One of these projects is the Northwest Transfer Facility Improvements. This project will design, permit, construct and provide quality assurance for the Northwest Community Collection Center Improvements project. The improvements are necessary to provide a better site configuration thus improving safety, customer traffic flow, efficiency of the operation and improve the overall customer experience while using the facility.

Another project included in the program is the Southeast Resource Recovery Facility Expansion at \$612.5 million. The Southeast Resource Recovery Facility Expansion project will design, permit and construct a new waste-to-energy facility rated to process at least 1,950 tons of waste per day. The Project will be sized and work in conjunction with the existing waste-to-energy, to accommodate the projected increase in both the County and regional waste tonnage. Initially, the Project will have three waste processing units, with the capability of expansion for one additional waste processing unit for projected future growth. The Project will generate revenue from user tipping fees, electrical energy from two electric turbine generators, and metals and aggregate recovery.



## Resource Recovery Facility Improvements

One significant project in the program is the Resource Recovery Facility Improvements. The Resource Recovery Facility has four boilers that burn the waste and generate steam for turning two turbines that generate 35-40 Mega Watts of electricity for use by other County Departments and for retail sales that generate revenue for the Division. Three of the Boilers were built in 1989 and one in 2009. This project allows for the evaluation, identification and prioritization of recommended actions for equipment in need of upgrades to increase the per-

formance and safety of the facility. The anticipated improvements include road improvements, auto combustion regulators on boiler to increase combustion efficiency, auto dialer notification, increased environmental protection with separation of stormwater and ash, boiler steam and tube replacement and other upgrades

**Operating Impact** – No projects are scheduled to begin incurring operating costs in FY 23.

## Stormwater

The Stormwater Program Recommended Capital Budget for FY 23 is \$77.4 million. The program is funded with a combination of Stormwater Fees, Community Investment Tax, Enterprise Fees, general revenue, grants, the BP oil spill fund and American Rescue Plan Act (ARP) funds.

No new projects are being added as part of this recommended budget, but five projects were added during FY 22. As part of the federal response to the COVID-19 pandemic, the County received funding through the American Rescue Plan Act (ARP). Various agenda items were brought to the BOCC for approval during FY 22 to allocate these funds to projects. As part of that process, five Stormwater projects were created and approved. Three projects will address drainage issues in the Progress Village and 56<sup>th</sup> and Hanna areas. The Delaney Creek Water Quality Improvements project will address pollutant loading and stormwater management for that area. The Stormwater Drainage and Water Quality Improvements project will design and construct drainage improvements to alleviate neighborhood flooding at various locations.

The program includes eleven master projects that provide for the maintenance, rehabilitation, construction and improvement of the Hillsborough County Stormwater system.



## Neighborhood System Improvements



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The Culvert Renewal and Replacement Program replaces or repairs culverts at various locations throughout Hillsborough County. The Watershed Master Plan Updates and Watershed Drainage Improvements projects study the water quantity, and water quality if applicable in various watersheds within Hillsborough County and constructs various regional and intermediate stormwater improvements. The Neighborhood Drainage Improvements projects alleviate flooding on County-maintained roadways that do not meet the County's level of service for flood protection. These projects are initiated at the conclusion of a drainage investigation of actual flooding identifying the deficiencies. The Water Quality Improvements and Environmental Program projects implement water quality improvements and alleviate stormwater pollutant loading to surface waters.

The Canal Dredging and Preventative Measures project continues into FY 23. This project will provide grant funding for coastal canal dredge projects that will improve and enhance navigation pursuant to the Board of County Commissioners' Policy #01.31.01.00.

No stand-alone projects were completed in FY 22, but three of the ARP funded projects should reach substantial completion during FY 23 (the 56<sup>th</sup> and Hanna Regional Drainage Improvements, Progress Village Local Drainage Improvements and Delaney Creek Water Quality Improvements projects).



**Neighborhood Drainage Improvements**

**Operating Impact** – New stormwater infrastructure normally does not have explicit additional operating costs beyond additional materials and supplies for maintenance. Ongoing annual maintenance costs for stormwater improvements are estimated at \$2.50 per \$1,000 of project cost. Stormwater infra-

structure maintenance requirements include keeping drainage areas free from silt, litter, leaves and debris as well as repairing cracked or broken stormwater pipes, culverts and other stormwater infrastructure. Unanticipated maintenance of new stormwater infrastructure can be absorbed within the operating budget of the various maintenance components of the Public Works Department. However, as more infrastructure becomes operational each year, additional staff and equipment will be needed at some future date to maintain infrastructure at desired levels.

Ongoing master projects with an annual operating cost impact in FY 23 are listed in the table below. Two of the three stand-alone ARP funded projects that will reach substantial completion in FY 23 also have an operating cost impact.

Stormwater Projects	New Positions	Operating Impact
		(In thousands)
		FY 23
Culvert Renewal and Replacement Program	0	\$63.3
Delaney Creek Water Quality Improvements - ARP Act 3 Funds	0	1.7
Major Neighborhood Drainage Improvements	0	3.5
Neighborhood Drainage Capital Improvements	0	46.9
Neighborhood Drainage Improvements	0	0.6
Progress Village Local Drainage Improvements - ARP Act 3 Funds	0	1.0
Stormwater Drainage and Water Quality Improvements - ARP Act 3 Funds	0	5.5
Water Quality Improvement & Environmental Program	0	7.8
Water Quality Improvements and Environmental Program	0	3.5
Watershed Drainage Improvements	0	5.7

## Transportation

The Transportation Program Recommended Capital Budget for FY 23 is \$342.1 million. The program is funded with a combination of Fuel Tax, Community Investment Tax, Financing, General Revenues, Grants, Impact Fees, Mobility Fees, American Rescue Plan Act (ARP) funds and the BP oil spill fund.

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In November 2018, a citizen-initiated transportation ballot initiative was approved by the voters resulting in a new 1% Transportation Sales Surtax. The collection of this tax began in January 2019 but in a February 25, 2021 ruling, the Florida Supreme Court invalidated this tax and it is no longer being collected. A schedule summarizing the surtax revenue is included in the appendix section of the FY 23 - FY 27 Recommended Capital Improvement Program document.



**Citrus Park Drive Corridor Improvements**

No new projects are being added as part of this recommended budget, but two projects were added during FY 22. As part of the federal response to the COVID-19 pandemic, the County received funding through the American Rescue Plan Act (ARP). Various agenda items were brought to the BOCC for approval during FY 22 to allocate these funds to projects. As part of that process, two Transportation projects were created and approved. Both projects (the Sidewalk Improvements - ARP Act 3 Funds and Sidewalk Improvements - ARP Act Revenue Recovery Funds projects) will repair existing sidewalks and upgrade sidewalks to be ADA compliant across Hillsborough County.

Three of the projects that were added to the Transportation Capital Budget in FY 22 are continuing into FY 23. The Balm Boyette/Alafia Connector Trail and South Coast Greenway Trail 19<sup>th</sup> Avenue (US 41 to 30<sup>th</sup>) projects will evaluate alternatives for new trails. The Roadway Pavement Preservation – ARP Act Revenue Recovery Funds project was established af-

ter the BOCC directed that \$40 million of American Rescue Plan dollars received from the federal government be used for resurfacing projects. Roads will be improved at various locations throughout the county.

Key areas in the Transportation Program that continue include corridor improvement projects (19<sup>th</sup> Avenue NE, Bell Shoals Road, Big Bend Road, East 131<sup>st</sup> Avenue, Lithia Pinecrest Road, South 78<sup>th</sup> Street and Van Dyke Road), intersection / interchange improvements (Big Bend Road at I -75, various locations on Lumsden Road, safety enhancements at various locations) and roadway improvements (University Area improvements and Sun City Center pedestrian mobility improvements). The Corridor Safety Retrofit Improvements project will provide safety retrofit improvements in high injury crash and high safety risk locations. It includes safety enhancements with major road resurfacing projects.



**Sidewalk Repair Program**

Many other previously funded projects continue in this Recommended Capital Budget. The Safe Routes to School Program includes sidewalks near schools, school safety circulation enhancements, new sidewalks on county roads, new and enhanced pedestrian crossings, signs and pavement markings. Funds have also been allocated for three trails projects (Balm Boyette/Alafia Connector, South Coast Greenway and Upper Tampa Bay) and are now being managed by Public Works and included in the Transportation program.



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The program also includes funding for bridge replacements, bridge repairs, intersection improvements, sidewalks, pavement preservation, and safety Improvements.

Eight projects reached substantial completion during FY 22. The Calusa Trace Neighborhood Resurfacing and Osprey Ridge Drive Resurfacing projects addressed pavement improvement needs in those neighborhoods. Citrus Park Drive was extended to help alleviate congestion in the northwest area of the county. The Apollo Beach Boulevard I-75 Overpass project created an important new east-west connection in that area. The Tampa Bypass Canal Trail project was completed along with the South Coast Greenway Trail Gibsonton Segment (Phase VI) project which constructed a 10 to 12-foot-wide paved trail from Symms Road to Riverview Drive. The trail will have landscaping, benches, bike racks and shade shelter. Also completed were the Orient Road/Sligh Avenue Traffic Signal and Progress Boulevard Corridor Improvements projects.

There are five projects that are scheduled to reach substantial completion in FY 23. Construction will be completed on Maydell Bridge which will restore an important connector in that area. Corridor improvements will be completed on 19<sup>th</sup> Avenue NE and Bell Shoals Road to enhance traffic flow and increase pedestrian safety. Intersections and pedestrian connectivity will be improved when the Lumsden Road at Heather Lake Blvd/Paddock Club/Kensington Ridge Blvd Intersection project concludes. Capacity will be increased once the Turkey Creek Road Improvements from MLK Boulevard to Sydney Road project is complete.

**Operating Impact** – While new transportation infrastructure generally has no immediate direct operating costs associated with it, future and ongoing maintenance expenditures are needed to keep the roads up to County standards. Ongoing maintenance costs include pothole patching, lane and crosswalk re-striping, sign and traffic signal replacement, and roadside right-of-way mowing and maintenance. Not including residential street lighting, the County expends approximately \$9,022 annually per lane mile on ongoing maintenance. The County is responsible for maintaining over 6,933 lane miles throughout the county. Note that major road resurfacing is budgeted separately under the capital program. Like stormwater, as more transportation infrastructure continues to become operational, additional staff and equipment will be needed to maintain infrastructure at operational levels. The annual cost to maintain traffic signals is approximately \$6,000 per signalized intersection; \$2,400 for utility cost and \$3,600 for maintenance costs.

The following table identifies the stand-alone projects that are scheduled for completion in FY 23 that have a separately identified operating impact. Ongoing master projects that have an identified operating impact are also listed in the table below.

Transportation Projects	New Positions	Operating Impact (In thousands)
		FY 23
Advanced Traffic Management System Improvement Program	0	\$450.0
Bell Shoals Road Widening	0	14.5
Intersection Improvement Program	0	100.0
New & Improved Signalization Program	0	100.0
Sidewalk Retrofit Construction Funding	0	18.0

## Water Enterprise

The Water Enterprise Program Recommended Capital Budget for FY 23 is \$986.9 million. The Water Enterprise Program includes potable water, wastewater and reclaimed water projects and is funded with a combination of long-term financing, impact fees, revenue generated from fees, rates and charges paid by customers of the enterprise, BP oil spill funds and American Rescue Plan Act (ARP) funds.

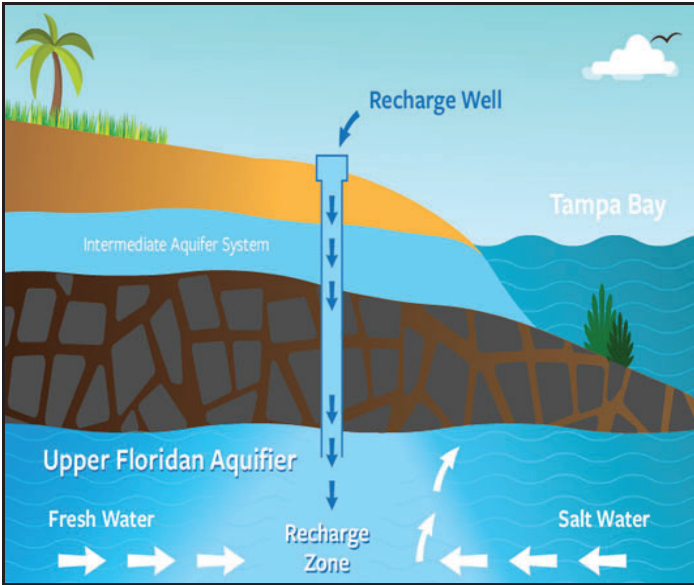
Five projects were added to the Water Enterprise Capital Budget including the Balm Road Super Pump Station Phase II at \$30.0 million, the South County Drinking Water Facility Phase II - OWC at \$65 million, the Waters Ave Forcemain Replacement at \$12.0 million, the Williams Rd Forcemain Extension at \$11.0 million and the University Area Septic to Sewer Innovation Area at \$45 million. The University Area Septic to Sewer Innovation Area project will build a wastewater collection system for existing residents and future developments in the University Area.

One project was completed in FY 22 which was the South County Potable Repump Station Expansion (includes tank and pumps). The project Expanded existing pump station capacity by adding one 3 million gallon storage tank and two additional high service pumps.

Seven projects are scheduled for completion in FY 23 including the Northwest Hillsborough Aquifer Recharge Program (NHARP) at \$5.3 million, the Valrico Equalization Basin at \$19.2 million, the Valrico Solar Power Installation at \$3.4 million, the Woodberry Super Station Rehabilitation at \$5.8 million, the Flow Diversion from Falkenburg (Pump Stations & Pipelines) at \$21.5 million, the Valrico Aeration Improvements at \$5.5 million and the Potable Water In-Line Booster Pump Station (One Water Campus) at \$28 million. This last project will construct a potable water booster pump station to convey an

# CAPITAL BUDGET

increase in potable water pressure to the existing water transmission main.



## South Hillsborough Aquifer Recharge Program (SHARP)

An ongoing project of importance is the South Hillsborough Aquifer Recharge Program (SHARP) at \$26.1 million. In the future, surface water discharges will be limited and/or eliminated due to Total Maximum Daily Loads and Numeric Nutrient Criteria restrictions. Aquifer Recharge is another area where reclaimed water can be used to reduce discharge, can act as a salinity barrier created to limit salt water intrusion, create a path to the restoration of local water levels and support a long-term and sustainable solution to water management challenges in the Hillsborough County Public Utilities service area. In coordination with the Southwest Florida Water Management District and the Florida Department of Environmental Protection, Hillsborough County embarked on two reclaimed water direct aquifer recharge pilot projects along the coastal county in a non-drinking water portion of the aquifer.

As part of the federal response to the COVID-19 pandemic, the County received funding through the American Rescue Plan Act (ARP). Various agenda items were brought to the BOCC for approval during FY 22 to allocate these funds to projects. As part of that process, four Water projects were created and approved. All the projects will address the sewer system in the Gibsonton, Palm River, Ruskin, Wimauma and the University Area. The Gibsonton Area Septic to Sewer Conversion Program ARP funding project will build wastewater collection system for existing residents and future developments in the Gibsonton Area.



## Northwest Regional Water Reclamation Facility System Improvement & Expansion

Additionally, the program includes the Northwest Regional WRF System Improvements & Expansion at \$206.4 million. The Northwest Regional WRF System Improvements & Expansion project will design, permit and construct improvements to the Northwest Regional Water Reclamation Facility. The current facility is permitted to treat 10.0 million gallons per day and the anticipated improvements will increase the permitted capacity to 30.0 million gallons per day. This permitted capacity allows for one full treatment train to be out of service for maintenance and operational flexibility.

**Operating Impact** – The following table identifies the stand-alone projects that are scheduled for completion in FY 23 that have a separately identified operating impact. Ongoing master projects that have an identified operating impact are also listed in the table below.

Water Enterprise Projects	New Positions	Operating Impact
		(In thousands)
		FY 23
Flow Diversion From Falkenburg (Pump Stations & Pipelines)	0	\$2.2
Public Utilities Telemetry / Data Network and Support Program (MP)	0	50.0
Reclaimed Water Transmission Main Extensions to New and Existing Customers (MP)	0	1.2

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## 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 Recommended FY 23 allocations will generate approximately \$8.3 million at 1.1% for Countywide General Fund, \$7.3 million at 2.1% for the Unincorporated Area General Fund and \$680,286 at 1% for the Library District Fund.

A list of proposed FY 23 R3M projects can be found in the appendix section of the Recommended Capital Improvement Program document.

## Monitoring

The Capital Budget Team conducts regular reviews of capital project status, allocations and expenditures along with related activities.

The purposes of these reviews are:

- To ensure compliance with applicable statutes, ordinances, County policies and procedures, and sound accounting and budgeting practices.
- To identify projects with excess appropriations that might be subject to reallocation.
- To track impact fee revenues and expenditures to ensure that impact fees are being spent in a timely manner as required by ordinance.

Results of these analyses are communicated to appropriate management and staff for follow-up and corrective action. To assist in the reviews, the Capital Budget Team generates numerous variances and tracking reports from the County's financial system.



# CAPITAL BUDGET

## FY 23 Funding for Capital Projects (in thousands)

Project Number	Program / Project Title	Prior Expenses	FY 23 Recommended	Future Funding	Total Cost
<b><u>Fire Services:</u></b>					
C91204000	Apollo Beach Fire Station #29 Replacement	\$4,103	\$907	\$0	\$5,010
C91214000**	Armdale Fire Station #10 Replacement - ARP Funding	48	5,752	0	5,800
C91202000	Central Brandon Fire Station #45	2,741	1,025	0	3,765
C91220000*	Comprehensive Communications Plan/Alternate EOC	0	2,500	0	2,500
C91206000	Fire Apparatus and Equipment for New Fire Stations	4,322	178	0	4,500
C91191000	Fire Rescue Equipment Replacement/Modernization	14,627	5,518	7,600	27,745
C91219000*	Fire Rescue/Emergency Management Warehouse	0	24,413	0	24,413
C91212000	Fire Station # 5 University Area Interior Renovations (R3M)	239	111	0	350
C91207000	Fire Station Hardening (MP)	126	1,229	0	1,355
C91217000*	Fire Station Restroom and Showers Renovations (R3M) (MP)	0	400	0	400
C91215000**	Gunn Highway Fire Station #13 Replacement - ARP Funding	12	5,988	0	6,000
C91208000	Land Acquisition for New Fire Stations (MP)	264	2,044	0	2,308
C91213000**	Palm River Fire Station #15 Replacement - ARP Funding	1	6,200	0	6,200
C91205000	Palm River Fire Station Drainage Improvements (R3M)	14	286	0	300
C91203000	Rhodine Fire Station #46	3,912	1,168	0	5,080
C91218000*	Sun City North Fire Station	0	5,500	0	5,500
C91210000	Thonotosassa Fire Station #21 Replacement	160	4,907	0	5,067
<b>Total Fire Services</b>		<b>\$30,567</b>	<b>\$68,126</b>	<b>\$7,600</b>	<b>\$106,293</b>
<b><u>Government Facilities:</u></b>					
C77886000*	African American Arts & Cultural Center	\$0	\$2,750	\$500	\$3,250
C77855000	Children's Services - Various Improvements and Planning	29	496	0	525
C77879000**	Community Based Step-Down Facility - ARP Act 3 Funds	0	4,500	0	4,500
C77832002	Consolidated & Hardened Maintenance Facilities - East Service Unit	30,134	2,166	0	32,300
C77832003	Consolidated & Hardened Maintenance Facilities - South Service Unit	27,147	1,900	0	29,047
C77832004	Consolidated & Hardened Maintenance Facilities - Traffic Operations / Maintenance Center	14,050	1,633	0	15,683
C77832001	Consolidated & Hardened Maintenance Facilities - West Service Unit	20,756	5,681	0	26,437
C77829000	County Center Air Handler Replacements	5,402	5,598	1,000	12,000
C77875000	County Center Carpet Replacement (R3M)	456	444	0	900
C77851000	County Center Roof Fan Replacements (R3M)	0	450	0	450
C77834000	County Center Roof Replacement	84	2,266	0	2,350
C77867000	Countywide Painting (R3M) (MP)	19	381	0	400
C77866000	Countywide Parking Lot and Pavement Renovations (R3M) (MP)	272	428	0	700
CM1200000	Countywide R3M Program (MP)	13,327	9,842	0	23,169
C77896000*	Courthouse Access Control - Various Location (MP)	0	750	0	750
C77847000	Courthouse Land Acquisition	2,682	438	0	3,120
C77833000	Downtown Buildings Waterproofing Project (MP)	939	161	0	1,100
C77877000**	Edgecomb 4th Floor Civil Court Expansion	50	1,350	0	1,400
C77871000	Edgecomb Building 5th Floor Expansion	296	1,419	0	1,715
C77895000*	Edgecomb Courthouse 4th Floor Tech and Furniture	0	226	0	226
C77864000	Edgecomb Courthouse Carpet Replacements (R3M)	188	312	0	500
C77881000*	Edgecomb Courthouse Lighting Control and Replacement (R3M)	0	800	0	800
C77841000	Emergency Generators at Various Locations (MP)	11,146	5,264	0	16,410
C77850000	EPC Meeting Room Build Out	1,070	8	0	1,078
C77824000	ERP System Enhancements	15,721	4,973	0	20,694
C77880000*	Falkenburg Clerk Generator Replacement (R3M)	0	500	0	500
C77860000	Falkenburg Road Clerk Warehouse Air Handler and Chiller Replacement (R3M)	126	374	0	500
C79143000	Falkenburg Road Jail Expansion Phase VII A	31,221	58	0	31,279
C77883000*	Falkenburg Warehouse Repavement Project (R3M)	0	1,000	0	1,000
C77882000*	Falkenburg Warehouse Window Canopies Replacement (R3M)	0	500	0	500
C77859000	Film Studio / Film School	0	2,000	0	2,000
C77818000	Hanna Facility Repurpose	571	129	0	700
C77888000*	High 5 Swimming Pool Refurbishment	0	550	0	550
C77796000	Historic Preservation Matching Fund Program (MP)	7,768	3,646	4,000	15,414
C77885000*	Human Development Center Renovations (R3M)	0	500	0	500
C77710000	Indoor Air Quality Measures / Environmental Remediation (MP)	927	603	0	1,530
C77897000*	Jail Maintenance	0	10,000	0	10,000
C77870000	La Paloma Head Start Facility Replacement	107	3,193	0	3,300
C77849000	LED Lighting Various Buildings (MP)	6,923	577	0	7,500

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## FY 23 Funding for Capital Projects (in thousands)

Project Number	Program / Project Title	Prior Expenses	FY 23 Recommended	Future Funding	Total Cost
C77854000	New Adult Day Health Services Center - South County	0	3,230	0	3,230
C77852000"	New Entrepreneur Collaborative Center (e-Factory)	0	0	7,000	7,000
C77814000	Northwest Area Head Start / Service Center	1,868	2,962	0	4,830
C77878000**	Outdoor Senior Fitness Zones - ARP Act 3 Funds (MP)	0	662	0	662
C77894000*	Pat Frank Court Building Court Rooms	0	1,243	0	1,243
C79146000	Pet Resources Facility Improvements	3,949	414	0	4,362
C70000000	Public Art Program (MP)	3,881	1,878	300	6,060
C77893000*	Public Defender 6th Floor Office Expansion	0	2,500	0	2,500
C77892000*	Public Defender First Floor Security Lobby	0	600	0	600
C77876000	Relocation of Juvenile Diversion Program	13	587	0	600
C77865000	Roger Stewart Complex Carpet Replacements (R3M)	213	87	0	300
C77884000*	Roger Stewart Hurricane Curtain Replacement (R3M)	0	400	0	400
C77857000	Security Enhancements at County Facilities (MP)	2,049	1,276	0	3,325
C77848000	Solar Projects Various Buildings (MP)	5,439	311	0	5,750
C77889000*	Solar Projects Various Buildings Phase 2 (MP)	0	350	600	950
C77840000"	South County Cultural Arts Center	10	340	3,000	3,350
C77830000"	South County Workforce Center	0	0	3,000	3,000
C77891000*	State Attorney Additional Conference Room	0	274	0	274
C77890000*	Tampa Bay Water Land Acquisition	0	4,500	0	4,500
C69107000	Traffic Management Center	6,886	614	0	7,500
C77869000	Unincorporated Painting Multiple Buildings (R3M) (MP)	116	584	0	700
C77868000	Unincorporated Parking Lot and Pavement Renovations (R3M) (MP)	806	1,594	0	2,400
CM1300000	Unincorporated R3M Program (MP)	12,329	3,932	0	16,261
C77861000	University Community Resource Center HVAC Replacement (R3M)	9	591	0	600
C77806000	West Tampa Community Resource Center	0	2,000	0	2,000
	<b>Total Government Facilities</b>	<b>\$228,978</b>	<b>\$108,796</b>	<b>\$19,400</b>	<b>\$357,174</b>

**Libraries:**

C76039000	Austin Davis Library Renovation	\$326	\$1,439	\$0	\$1,765
C76033000	Brandon Library Replacement - Phase 2	27	12,473	0	12,500
C76030000	Burgert Brothers Photo Archive Preservation	906	744	0	1,650
C76017000	C. Blythe Andrews, Jr. Library Expansion / Replacement	7,564	49	0	7,613
C76034000	Fendig Library Renovation	399	3,351	0	3,750
C76047000	Fishhawk Library - PD&E	0	1,750	0	1,750
C76040000	John Germany (Main Library) Various Improvements and Planning Study (MP)	419	981	0	1,400
C76041000	Land Acquisition For Future Library Projects (MP)	19	1,021	0	1,040
C76029000	Landscape Renovation at Various Libraries (MP)	1,327	323	0	1,650
C76043000	Libraries Safety and Security Upgrades (MP)	350	1,300	0	1,650
CM1400000	Library R3M Program (MP)	2,949	824	0	3,773
C76038000	Lutz Library Renovation	655	10	0	665
C76048000*	North Tampa Library Chiller Replacement (R3M)	0	225	0	225
C76035000	North Tampa Library Renovation	1,001	6	0	1,007
C76046000	Restroom Renovations at Various Libraries (MP)	46	1,604	0	1,650
C76016000	Riverview Library Expansion / Replacement	11,621	48	0	11,669
C76049000*	Ruskin Library Roof Replacement (R3M)	0	275	0	275
C76051000*	Sentinel Bulletin Archiving	0	1,000	0	1,000
C76037000	Southshore Library Renovation	40	1,535	0	1,575
C76045000	Thonotosassa Library Replacement	1,500	10,000	0	11,500
C76036000	Town 'N Country Library Renovation	2,079	446	0	2,525
C76044000	West Tampa Library Renovation	30	920	0	950
C76050000*	Wimauma Library	0	750	0	750
	<b>Total Libraries</b>	<b>\$31,259</b>	<b>\$41,073</b>	<b>\$0</b>	<b>\$72,333</b>

**Parks:**

C83309000	Al Barnes Park – Cultural Center	\$0	\$500	\$0	\$500
C83662000*	Alexander Metal Roof Replacement (R3M)	0	225	0	225
C83663000*	All Peoples Annex Metal Roof Replacement (R3M)	0	250	0	250
C83644000	All Peoples Hardening	0	0	1,100	1,100
C83323000	All Peoples Park Expansion	601	2,949	0	3,550
C83665000*	Baseball Dugout and Bleacher Cover Replacement (R3M) (MP)	0	600	0	600

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## FY 23 Funding for Capital Projects (in thousands)

Project Number	Program / Project Title	Prior Expenses	FY 23 Recommended	Future Funding	Total Cost
C83647000	Bloomington East Sanitary Upgrade (R3M)	90	110	0	200
C83671000*	Boardwalk Replacement - Various Location (MP)	0	5,393	0	5,393
CM1500000	Boating Improvement R3M Program (MP)	205	313	0	518
C83232000	Branchton Regional Park	1,446	6,527	0	7,973
C83645000	Concrete Flatwork/Park Sidewalk and Hardscape Repairs (R3M) (MP)	50	850	0	900
C83320000	Conservation Park Road Repaving -Lithia Medard Lettuce (R3M) (MP)	67	1,933	0	2,000
C83278000	Countywide Park Impact Fee Enhancements (MP)	4,271	4,569	0	8,840
C80209000	Countywide Soccer Complex	19,640	1,110	0	20,750
C80005000	Cross Creek Park Construction	427	1,427	0	1,854
C83649000	EG Simmons Fishing Pier Renovations (R3M)	65	560	0	625
C83659000*	EG Simmons Shelter Replacement (R3M)	0	500	0	500
C83247000	EG Simmons/Eco Tourism	1,576	784	0	2,360
C83668000*	ELAPP Site Access Management and Safety Improvements (MP)	0	6,000	0	6,000
C83652000	Emanuel Johnson Park Splash Pad	24	826	0	850
C83312000	Indoor Athletic Facility	0	2,000	0	2,000
C89900000	Jan K Platt (ELAPP) Property Acquisition Capital Project (MP)	51,761	43,764	0	95,525
C89200000	Jan K Platt (ELAPP) Property Restoration Capital Project (MP)	12,055	21,628	507	34,190
C83650000	Kenly Park Splash Pad	24	826	0	850
C80236000	Keystone Park Expansion	2,784	1,266	0	4,050
C83660000*	Lake Park BMX Track Lighting Replacement (R3M)	0	300	0	300
C83319000	Lake Park Reconstruction and Access Improvement (R3M)	254	1,596	0	1,850
C83664000*	Larry Sanders Synthetic Turf Replacement (R3M)	0	600	0	600
C83661000*	LED Lighting at Park Sites and Athletic Buildings (R3M) (MP)	0	500	0	500
C83654000	Lettuce Lake Park Playground	20	830	0	850
C83667000*	Lithia Springs ADA Playground Replacement	0	900	0	900
C83303000	Lithia Springs Shop Replacement	551	4	0	555
C83657000	Mann-Wagnon Memorial Park Canoe Launch	0	200	0	200
C83259000	New Tampa Performing Arts Center	6,776	2,054	0	8,830
C83306000	Parks ADA Safety Improvements (MP)	550	4,143	2,682	7,375
C83318000	Parks Playground Replacements (R3M) (MP)	243	2,907	0	3,150
C83646000	Parks Septic System Rehabilitation (R3M) (MP)	0	600	0	600
C83653000	Parks Shade Covers (MP)	0	225	0	225
C83300000	Parks Tree Restoration Project (MP)	1,702	1,496	0	3,198
C83672000**	Pickleball Complexes - ARP Act Revenue Recovery Funds (MP)	0	3,000	0	3,000
C83266000	Riverview / Brandon / East Area Parks (MP)	5,916	284	0	6,200
C83666000*	Ruskin Commongood Boat Ramp Boardwalk Replacement	0	300	0	300
C83658000	Saladino Pickleball Amenities	0	900	0	900
C83310000	Seffner/Mango Park Playground Improvements	491	9	0	500
C83655000	Shimberg Sports Complex Improvements	0	500	0	500
C83656000	Skyway Park Playground Shade	10	115	0	125
C83311000	South County Boat Ramp	0	600	0	600
C83648000	Sport Lighting Replacement (R3M) (MP)	750	3,250	6,000	10,000
C83301000	Synthetic Turf Fields (MP)	3,060	5,440	0	8,500
C83314000	Tennis & Basketball Court Renovations and Replacements (R3M) (MP)	835	765	0	1,600
C83291000	The Historic Moseley Homestead Renovations/Preservation	168	1,282	0	1,450
C83643000	Thonotosassa Park Improvement/Expansion	250	4,710	0	4,960
C83292000	UACDC Aquatic Center & Community Center Improvements	219	531	0	750
C83670000*	Veteran Memorial Park Amphitheater Shade Sail	0	150	0	150
C83669000*	Veterans Memorial Park/Resource Center Improvement - Phase 2	0	843	2,600	3,443
C80324000	Waterset Sports Complex	3,115	8,735	0	11,850
C83651000	Winston Park Splash Pad	24	826	0	850
<b>Total Parks</b>		<b>\$120,023</b>	<b>\$153,504</b>	<b>\$12,889</b>	<b>\$286,416</b>

**Solid Waste Enterprise:**

C54065000	Countywide Solid Waste Management Facilities R&R (MP)	\$7,835	\$5,095	\$12,000	\$24,930
C54079000	Hillsborough County Material Recovery Facility (MRF)	1,200	31,800	0	33,000
C54067000	Northwest Transfer Facility Improvements	8,152	25,767	0	33,920
C54075000	Resource Recovery Facility Improvements (MP)	4,028	16,622	43,000	63,650
C54081000	Southeast County Composting Facility Expansion	350	11,650	0	12,000
C54080000	Southeast County Landfill Closure	120	35,965	0	36,085
C54077000	Southeast County Landfill Expansion	452	1,270	15,378	17,100

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## FY 23 Funding for Capital Projects (in thousands)

Project Number	Program / Project Title	Prior Expenses	FY 23 Recommended	Future Funding	Total Cost
C54076000	Southeast County Landfill Facility Improvements	0	0	6,000	6,000
C54083000	Southeast County Landfill Leachate Evaporator System	90	10,810	2,600	13,500
C54082000	Southeast Resource Recovery Facility Expansion	0	2,500	610,000	612,500
Total Solid Waste Enterprise		\$22,228	\$141,479	\$688,978	\$852,685
<b><u>Stormwater:</u></b>					
C46186000**	56th and Hannah Regional Drainage Improvements - ARP Act 3 Funds	\$0	\$2,500	\$0	\$2,500
C46143000	Canal Dredging and Preventative Measures (MP)	100	142	0	242
C46142000	Culvert Renewal & Replacement Program (MP)	56,456	25,323	60,400	142,179
C46187000**	Delaney Creek Water Quality Improvements - ARP Act 3 Funds	0	1,600	0	1,600
C46132000	Major Neighborhood Drainage Improvements (MP)	9,186	1,410	0	10,596
C46145000	Neighborhood Drainage Capital Improvements (MP)	12,317	18,747	15,660	46,724
C46139000	Neighborhood Drainage Improvements (MP)	14,117	247	0	14,363
C46188000**	Progress Village Local Drainage Improvements - ARP Act 3 Funds	264	1,236	0	1,500
C46185000**	Progress Village Regional Drainage Improvements - ARP Act 3 Funds	200	8,800	0	9,000
C46189000**	Stormwater Drainage and Water Quality Improvements - ARP Act 3 Funds (MP)	713	2,187	0	2,900
C46144000	Stormwater Pump Station Repair & Replacement (MP)	1,206	2,632	3,600	7,438
C46147000	Stormwater System Maintenance (MP)	1,661	1,839	0	3,500
C46134000	Water Quality Improvement & Environmental Program (MP)	9,020	3,131	0	12,151
C46141000	Water Quality Improvements and Environmental Program (MP)	1,716	1,393	2,000	5,109
C46137000	Watershed Drainage Improvements (MP)	1,884	2,297	22,210	26,391
C46140000	Watershed Master Plan Updates (MP)	3,932	3,949	2,450	10,331
Total Stormwater		\$112,771	\$77,434	\$106,320	\$296,525
<b><u>Transportation:</u></b>					
C69640000	19th Avenue NE Corridor Improvements (US 41 to US 301)	\$800	\$2,763	\$0	\$3,564
C69633000	2nd Street Bridge Replacement	3,093	14	0	3,107
C69602000"	Advanced Traffic Management System Improvement Program (MP)	26,821	7,118	39,000	72,938
C69643000	Apollo Beach Blvd I-75 Overpass	22,493	5,430	0	27,923
C69685000	Balm Boyette/Alafia Connector Trail	86	714	0	800
C69112000	Bell Shoals Road Corridor Improvements (Bloomingdale to Boyette)	56,546	17,236	0	73,782
C69647000	Big Bend Road Corridor Improvements	3,088	29,263	0	32,352
C69657000	Big Bend/I-75 Interchange Improvements	58,292	4,673	0	62,965
C69677000"	Bridge and Guardrail Program (MP)	2,814	9,484	31,400	43,699
C62120000	Bridge and Guardrail Rehabilitation and Repair (MP)	11,707	364	0	12,071
C69200000"	Bridge Improvements (MP)	6,751	19,759	24,400	50,910
C69686000	Calusa Trace Neighborhood Resurfacing	807	157	0	964
C61134000	Citrus Park Drive Corridor Improvements (Countryway Blvd To Sheldon Rd)	63,102	499	0	63,602
C69682000"	Corridor Safety Retrofit Improvements (MP)	25	475	13,400	13,900
C69642000"	East 131st Ave. Corridor Improvements (North 30th St. to US 41)	1,400	3,679	17,600	22,679
C61010000	Hartline Capital Allocation	4,256	661	187	5,104
C69679000	Intersection Capital Improvement Program (MP)	17,189	46,070	29,591	92,850
C69600000"	Intersection Improvement Program (MP)	52,701	26,204	9,944	88,850
C69645000	Intersection Operation and Safety Program (MP)	10,456	400	0	10,856
C69649000"	Lithia Pinecrest Rd Corridor Improvements (Fishhawk Blvd to Lumsden Ave)	282	5,702	99,298	105,282
C69672000	Lumsden Rd at Heather Lake Blvd/Paddock Club/Kensington Ridge Blvd Int.	11	3,463	0	3,474
C61150000"	Madison Avenue Improvements (US 41 To 78th Street)	1,783	295	17,915	19,992
C69634000	Maydell Bridge Replacement	11,407	1,652	0	13,060
C69601000	New & Improved Signalization Program (MP)	13,563	1,623	0	15,187
C63520000	Orient Road/Sligh Avenue Traffic Signal	2,313	132	0	2,445
C69683000	Osprey Ridge Drive Resurfacing	1,117	1,492	0	2,609
C69638000"	Pedestrian Safety and Mobility Enhancement Program (MP)	9,436	22,440	23,000	54,876
C69684000	Roadway Pavement Preservation - ARP Act Revenue Recovery Funds (MP)	8,000	32,000	0	40,000
C69631000"	Roadway Pavement Preservation Program (MP)	133,134	12,819	176,400	322,353
C69676000"	Safe Routes To School Programs (MP)	2,952	25,691	8,435	37,078
C69688000**	Sidewalk Improvements - ARP Act 3 Funds (MP)	0	15,000	0	15,000
C69689000**	Sidewalk Improvements - ARP Act Revenue Recovery Funds (MP)	0	5,000	0	5,000
C69678000"	Sidewalk Repair Program (MP)	5,842	2,861	40,000	48,704
C69508000	Sidewalk Retrofit Construction Funding (MP)	9,618	686	0	10,304
C69666000"	South 78th Street Corridor Improvements (Progress Blvd. to Causeway Blvd.)	0	3,000	17,347	20,347

# CAPITAL BUDGET

## FY 23 Funding for Capital Projects (in thousands)

Project Number	Program / Project Title	Prior Expenses	FY 23 Recommended	Future Funding	Total Cost
C69687000	South Coast Greenway Trail 19th Ave (US 41 to 30th)	0	500	0	500
C69675000"	South Coast Greenway Trail Adamsville (Phase III) & Big Bend Overpass	1,759	3,184	9,900	14,843
C69681000	South Coast Greenway Trail Gibsonton Segment (Phase VI)	57	43	0	100
C69659000"	South Coast Greenway Trail Ruskin Gap (Phase 1A and 1B) (MP)	2,241	4,014	500	6,755
C69639000	Sun City Center Pedestrian Mobility (MP)	2,613	4,956	0	7,568
C69660000	Tampa Bypass Canal Trail	790	210	0	1,000
C69635000	Transportation Utility Allocation (MP)	10,139	1,697	0	11,836
C69625000	Turkey Creek Road Improvements from MLK Blvd to Sydney Road	4,154	10,452	0	14,606
C69654000"	University Area Transportation Improvements (MP)	1,637	656	91,044	93,337
C69661000"	Upper Tampa Bay Trail IV	107	1,293	7,500	8,900
C69646000"	Van Dyke Road Corridor Improvement - Gunn Hwy. to East of Whirley Rd.	4,206	6,294	59,305	69,805
<b>Total Transportation</b>		<b>\$569,594</b>	<b>\$342,115</b>	<b>\$716,167</b>	<b>\$1,627,876</b>

**Water Enterprise:**

C10294000	Advanced Water Treatment Demonstration Program	\$3	\$847	\$6,000	\$6,850
C10314000	Balm Rd Super Pump Station	0	40,000	0	40,000
C10321000*	Balm Rd Super Pump Station Phase II	0	0	30,000	30,000
C10316000	Balm Riverview Rd Parallel Forcemain	0	24,000	0	24,000
C31979000	Countywide Non-Urgent Facility R&R (MP)	6,931	1,253	4,075	12,260
C31977000	Countywide Potable Water Transmission and Distribution System (MP)	21,952	15,607	119,500	157,059
C10171000	Countywide Wastewater Collection and Transmission System (MP)	30,114	27,551	124,100	181,766
C10138000	Countywide Wastewater Pump Stations R&R (MP)	92,394	19,655	45,000	157,049
C10293000	Falkenburg Structural Rehabilitation	94	2,493	4,000	6,587
C10280000	Flow Diversion From Falkenburg (Pump Stations & Pipelines)	1,416	20,098	0	21,514
C10302000	Franchise Acquisition and Connection (NW Service Area)	128	13,021	8,807	21,956
C10299000	Gibsonton Area Septic to Sewer Conversion Program	1,802	1,198	62,044	65,044
C10318000**	Gibsonton Area Septic to Sewer Conversion Program - ARP Act 3 Funds	0	30,000	0	30,000
C10768000	Low Pressure Sewer System (LPSS) (MP)	19,407	1,449	1,800	22,656
C10310000	LPSS SCADA System Replacement (MP)	0	1,500	1,500	3,000
C10304000	Maintenance Facility (NW Service Area)	0	1,800	10,200	12,000
C10238000	Northwest Hillsborough Aquifer Recharge Program (NHARP)	3,751	1,499	0	5,250
C10239000	Northwest Regional WRF System Improvements & Expansion	197,670	8,713	0	206,383
C10313000	Northwest RWRf Access Roads from Citrus Park Dr	0	770	3,194	3,964
C10312000	Northwest RWRf Odor Control	0	2,000	0	2,000
C10303000	Operations Building (NWRWRf)	246	11,004	0	11,250
C10297000	Palm River Utility Expansion Program (Septic to Sewer)	0	0	53,000	53,000
C10319000**	Palm River Utility Expansion Program Septic to Sewer - ARP Act 3 Funds	0	10,000	0	10,000
C32011000	Potable Water In-Line Booster Pump Station (One Water Campus)	24,381	3,644	0	28,025
C30116000	Potable Water Treatment Plant R&R (MP)	20,564	4,672	50,250	75,485
C31978000	Public Utilities Telemetry / Data Network and Support Program (MP)	6,902	1,709	4,500	13,111
C10795000	Reclaimed Water Pump Station & Remote Telemetry Monitoring (MP)	5,198	1,795	5,200	12,193
C19017000	Reclaimed Water Transmission Main Extensions to New and Existing Customers (MP)	2,703	1,203	5,375	9,281
C10745000	Regional Wastewater Treatment Plant R&R (MP)	57,121	7,978	69,255	134,354
C10296000	Ruskin and Wimauma Sewer System	1,796	5,204	159,307	166,307
C10320000**	Ruskin and Wimauma Sewer System - ARP Act 3 Funds	200	29,800	0	30,000
C32017000	Service Area Purchases (MP)	0	0	33,000	33,000
C10298000	South County AWWTF Modular Expansion - OWC	3,101	67,670	0	70,771
C32012000	South County Drinking Water Facility PH1 - OWC	0	32,100	30,000	62,100
C32018000*	South County Drinking Water Facility Phase II - OWC	0	0	65,000	65,000
C32013000	South County Drinking Water Transmission Main - OWC	21,192	85,801	0	106,993
C10301000	South County One Water Campus AWWTF	0	275,000	0	275,000
C10308000	South County OWC Pipeline Corridor Reclaimed Water	0	67,032	0	67,032
C10309000	South County OWC Pipeline Corridor Wastewater	0	50,968	0	50,968
C10259000	South Hillsborough Aquifer Recharge Program (SHARP)	8,592	11,510	6,000	26,102
C32014000	Tampa Bay Water Transmission Main	0	4,970	59,745	64,715
C32016000	Turbine Power to Fawn Ridge WTP	0	2,625	0	2,625
C10322000*	University Area Septic to Sewer Innovation Area	0	0	45,000	45,000
C10317000**	University Area Septic to Sewer Innovation Area - ARP Act 3 Funds	67	4,933	0	5,000
C31945000	Utility Relocation (MP)	40,980	38,506	95,000	174,487
C10311000	Valrico Aeration Improvements	0	5,500	0	5,500
C10291000	Valrico Equalization Basin	602	18,644	0	19,245



# CAPITAL BUDGET

## FY 23 Funding for Capital Projects (in thousands)

<u>Project Number</u>	<u>Program / Project Title</u>	<u>Prior Expenses</u>	<u>FY 23 Recommended</u>	<u>Future Funding</u>	<u>Total Cost</u>
C10290000	Valrico Solar Power Installation	231	3,169	0	3,400
C10300000	Van Dyke Flow Diversion (Pump Station and Pipeline)	59	10,480	0	10,538
C10323000*	Waters Ave Forcemain Replacement	0	12,000	0	12,000
C10324000*	Williams Rd Forcemain Extension	0	600	10,400	11,000
C10292000	Woodberry Super Station Rehabilitation	864	4,936	0	5,800
<b>Total Water Enterprise</b>		<b>\$570,462</b>	<b>\$986,905</b>	<b>\$1,111,252</b>	<b>\$2,668,619</b>
<b>Total Capital Budget</b>		<b>\$1,685,882</b>	<b>\$1,919,432</b>	<b>\$2,662,606</b>	<b>\$6,267,920</b>

\* New Projects

\*\* Added to the Capital Improvement Program as part of a Budget Amendment in Fiscal Year 2022

" Project includes undetermined funding in the Future Funding column. Future funding to be determined based on project prioritization and available options at BOCC discretion

(MP) - Master Project - A schedule listing sub-projects under this master project can be found in the Appendix section of the FY 23 - FY 27 Recommended Capital Improvement Program document

# Supplemental Information





SM

# Hillsborough County Florida

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

# Salary Schedules

This section provides salary schedules for the following types of positions: the Office of the County Administrator classified general; the American Federation of State, County and Municipal Employees (AFSCME); the International Association of Fire Fighters (IAFF); Fire Rescue; unclassified management; and constitutional officer pay ranges as mandated by the State of Florida.

**Office of the County Administrator  
Classified General Pay Schedule  
Effective February 28, 2021**

<b>Pay Grade</b>	<b>Minimum</b>	<b>Maximum</b>
<b>Paraprofessional and Administrative Support</b>		
CNUPP.1A	\$31,200.00	\$44,928.00
CNUPP.2	31,595.20	48,963.20
CNUPP.2A	33,280.00	51,625.60
CNUPP.3	34,756.80	53,872.00
CNUPP.3A	37,211.20	55,827.20
CNUPP.4	38,209.60	59,217.60
CNUPP.5	39,540.80	63,273.60
CNUPP.6	41,932.80	67,080.00
<b>Professional</b>		
CNUPR.1	36,982.40	59,176.00
CNUPR.2	40,664.00	65,083.20
CNUPR.3	44,740.80	71,593.60
CNUPR.4	49,192.00	78,728.00
CNUPR.5	54,121.60	86,590.40
CNUPR.6	59,550.40	95,284.80
CNUPR.7	64,854.40	103,771.20
CNUPR.8	75,691.20	121,097.60
<b>Supervisor and Manager</b>		
CNUMG.1	40,476.80	64,771.20
CNUMG.2	44,803.20	71,697.60
CNUMG.3	51,084.80	81,723.20
CNUMG.4	54,662.40	87,443.20
CNUMG.5	57,720.00	92,372.80
CNUMG.6	65,748.80	105,206.40
CNUMG.7	69,056.00	110,468.80

# Salary Schedules

Office of the County Administrator  
 Unclassified Pay Schedule  
 Effective May 24, 2020

Pay Grade	Minimum	Maximum
<b>Unclassified Senior Management</b>		
UNSRMG.1	\$140,524.80	\$231,857.60
UNSRMG.2	122,200.00	201,635.20
UNSRMG.3	111,092.80	183,289.60
UNSRMG.4	100,984.00	166,628.80
UNSRMG.5	91,832.00	151,507.20
<b>Unclassified Management</b>		
UNCLMG.1	97,988.80	161,678.40
UNCLMG.2	89,086.40	147,014.40
UNCLMG.3	80,995.20	133,619.20
UNCLMG.4	73,632.00	121,492.80
UNCLMG.5	66,934.40	110,427.20
UNCLMG.6	60,840.00	100,380.80
<b>Unclassified Professional</b>		
UNCLPR.1	77,875.20	128,502.40
UNCLPR.2	69,513.60	114,691.20
UNCLPR.3	62,088.00	102,440.00
UNCLPR.4	55,411.20	91,436.80
UNCLPR.5	49,504.00	81,660.80
<b>Unclassified Medical</b>		
MEDUNCL.1	193,356.80	309,370.88
MEDUNCL.2	173,513.60	277,621.76
MEDUNCL.3	146,473.60	234,357.76



# Salary Schedules

Office of the County Administrator  
 AFSCME Pay Schedule  
 Effective April 24, 2022

Pay Grade	Minimum	Maximum
<b>AFSCME General</b>		
CAFSG.7A	\$31,200.00	\$48,027.20
CAFSG.8	32,760.00	50,419.20
CAFSG.9	34,153.60	52,915.20
CAFSG.10	35,859.20	55,577.60
CAFSG.11	37,648.00	58,344.00
CAFSG.12	39,540.80	61,276.80
CAFSG.13	41,516.80	64,334.40
CAFSG.14	43,596.80	67,558.40
CAFSG.15	45,780.80	70,948.80
CAFSG.16	48,048.00	74,464.00
CAFSG.17	66,887.35	93,642.29
<b>AFSCME Broad Bands</b>		
CAFSB.I1	34,320.00	48,048.00
CAFSB.I2	39,468.00	55,255.20
CAFSB.I3	43,414.80	60,780.72
CAFSB.I4	47,756.28	66,858.79
CAFSB.J1	36,649.60	51,309.44
CAFSB.J2	43,979.52	61,571.33
CAFSB.J3	50,576.45	70,807.03
CAFSB.J4	58,162.92	81,428.08
CAFSB.K1	66,887.35	93,642.29
CAFSB.K2	38,272.00	51,667.20
CAFSB.K3	45,240.00	61,214.40
CAFSB.M1	37,564.80	50,897.60
CAFSB.M2	52,166.40	67,288.00
CAFSB.N1	39,187.20	47,340.80
CAFSB.N2	49,712.00	57,844.80
CAFSB.N3	61,568.00	69,804.80
CAFSB.O1	41,537.60	58,468.80
CAFSB.O2	55,931.20	70,928.00
CAFSB.T1	32,240.00	48,152.00
CAFSB.T2	33,280.00	50,128.00
CAFSB.T3	34,320.00	52,000.00

# Salary Schedules

Office of the County Administrator  
IAFF Pay Schedule  
Effective October 1, 2020

Pay Grade	Job Classification	Step	Minimum	Step	Maximum
<b>Supervisory</b>					
2496/48.Q	Battalion Chief	1	\$88,558.08	9	\$116,613.12
2496/48.R	Battalion Chief	1	94,548.48	9	122,603.52
<b>Suppression</b>					
2080/40.L	Fire Inspector I	1	59,779.20	11	84,323.20
2080/40.O	Fire Inspector I	1	65,832.00	11	90,313.60
2080/40.N	Fire Inspector II	1	74,568.00	10	101,649.60
2080/40.P	Fire Inspector II	1	80,558.40	10	107,640.00
2496/48.K	Fire Fighter	1	46,300.80	10	63,098.88
2496/48.R	Fire Medic I	1	52,465.92	13	79,297.92
2496/48.L	Driver/Engineer	1	59,779.20	12	87,235.20
2496/48.O	Driver/Engineer	1	65,769.60	12	93,225.60
2496/48.T	Lieutenant	1	65,769.60	12	93,225.60
2496/48.I	Fire Fighter	---	73,507.20	---	73,507.20
2496/48.N	Company Fire Captain	1	74,580.48	10	101,712.00
2496/48.P	Company Fire Captain	1	80,570.88	10	107,702.40
2496/48.U	Fire Medic IV	1	93,300.48	2	96,345.60
<b>Paramedic</b>					
Paramedic.M	Paramedic	1	37,377.60	14	58,448.00
Rescue Lt.N	Rescue Lieutenant	1	44,844.80	13	67,724.80
<b>Telecommunications</b>					
Telecomm.I	Telecommunicator	---	35,880.00	---	61,360.00
Telecomm.K	Sr. Telecommunicator	---	40,414.40	---	69,201.60
Telecomm.M	Telecommunications Superv.	---	44,928.00	---	73,465.60

**Note:** Job classifications under Paramedic and Telecommunications were calculated on 2,080 hours/year.

# Salary Schedules

## County Attorney Unclassified Pay Structure Effective FY 20

Pay Grade	Minimum	Maximum
UA	\$50,000	\$103,000
UB	60,000	115,000
UC	65,000	127,000
UD	80,000	149,000
UE	90,000	201,000
UF	100,000	241,000
UG	134,992	192,504

## State Mandated County Constitutional Officer Salaries

Office	Final FY 21 Salary	Final FY 22 Salary
Clerk of the Circuit Court and Comptroller	\$178,927	\$181,160
County Commissioners	105,239	106,176
County Commission Chairman	115,763	116,794
Property Appraiser	178,927	181,160
Sheriff	188,749	191,069
Supervisor of Elections	178,927	181,160
Tax Collector	178,927	181,160

**Notes:**

*These figures do not include the \$2,000 supplement for certification.*

*The County Commission Chairman receives an additional 10% above the statutorily set rate reflected above.*

# Detailed Listing of Full-Time Equivalent Positions (by Department - All Funds)

	FY 20	FY 21	FY 22	FY 23
	# of FTEs	# of FTEs	# of FTEs	# of FTEs
<b>BOARD OF COUNTY COMMISSIONERS ORGANIZATION</b>				
<b>Board of County Commissioners</b>				
Commissioner Aide.E.Admin	14.00	14.00	14.00	14.00
County Commissioner.E.ExMgt	7.00	7.00	7.00	7.00
<b>Subtotal</b>	<b>21.00</b>	<b>21.00</b>	<b>21.00</b>	<b>21.00</b>
<b>County Internal Auditor</b>				
Administrative Asst- Exec Dir-CB.E.Admin	1.00	0.00	0.00	0.00
County Internal Auditor.E.ExMgt	1.00	1.00	1.00	1.00
Internal Auditor Executive Assistant.E.Admin	0.00	1.00	1.00	1.00
Lead Internal Auditor.E.Acctg	1.00	1.00	1.00	1.00
Senior Internal Auditor.E.Acctg	2.00	2.00	2.00	2.00
<b>Subtotal</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>
<b>TOTAL BOARD OF COUNTY COMMISSIONERS ORGANIZATION</b>	<b>26.00</b>	<b>26.00</b>	<b>26.00</b>	<b>26.00</b>
<b>COUNTY ATTORNEY ORGANIZATION</b>				
<b>County Attorney</b>				
Accountant.E.Acctg	0.00	1.00	0.00	0.00
Administrative Specialist.N.Admin	1.00	1.00	1.00	1.00
Assistant County Attorney-CAT.E.Legal	3.00	3.00	5.00	6.00
Chief Administrative Counsel-CAT.E.ExMgt	1.00	1.00	1.00	1.00
Chief Assistant County Attorney-CAT.E.ExMgt	4.00	4.00	4.00	4.00
County Attorney.E.ExMgt	1.00	1.00	1.00	1.00
Customer Service Manager-CAT.E.ExMgt	1.00	1.00	1.00	1.00
Deputy County Attorney/General Counsel-CAT.E.ExMgt	0.00	1.00	1.00	1.00
Executive Assistant.E.Admin	1.00	1.00	1.00	1.00
General Counsel-CAT.E.Legal	1.00	0.00	0.00	0.00
Legal Secretary.N.Admin	12.00	14.00	14.00	14.00
Lobbyist Registration Manager.E.ExMgt	1.00	1.00	1.00	1.00
Manager.E.Supv	2.00	0.00	0.00	0.00
Office Manager-CAT.E.ExMgt	1.00	1.00	1.00	1.00
Paralegal Specialist.N.Legal	0.50	0.50	1.00	1.00
Project Manager I.E.Proj	1.00	1.00	1.00	1.00
Senior Assistant County Attorney-CAT.E.Legal	25.00	24.00	23.00	22.00
Senior Paralegal Specialist.N.Legal	6.00	6.00	6.00	6.00
<b>TOTAL COUNTY ATTORNEY ORGANIZATION</b>	<b>61.50</b>	<b>61.50</b>	<b>62.00</b>	<b>62.00</b>
<b>COUNTY ADMINISTRATOR ORGANIZATION</b>				
<b>9-1-1 Agency</b>				
Manager 911 Emergency Operations.E.Emerg	1.00	1.00	0.00	0.00
Manager.E.Supv	0.00	0.00	0.00	0.00
Senior Supervisor.E.Supv	1.00	1.00	0.00	0.00
<b>Subtotal</b>	<b>2.00</b>	<b>2.00</b>	<b>0.00</b>	<b>0.00</b>
<b>Affordable Housing</b>				
Accountant.E.Acctg	2.00	2.00	2.00	3.00
Accounting Clerk.E.Acctg	1.00	1.00	1.00	1.00
Administrative Assistant.N.Admin	1.00	1.00	1.00	1.00
Administrative Specialist.E.Admin	1.00	1.00	1.00	0.00
Budget Analyst.E.Acctg	1.00	1.00	1.00	0.00
Business Systems Dept Specialist.N.Bus	1.00	1.00	1.00	1.00

# Detailed Listing of Full-Time Equivalent Positions (by Department - All Funds)

	FY 20	FY 21	FY 22	FY 23
	# of FTEs	# of FTEs	# of FTEs	# of FTEs
<b>Affordable Housing (Continued)</b>				
Compliance & Monitoring Manager.E.ExMgt	1.00	1.00	1.00	1.00
Contracts Management Associate.E.Acctg	1.00	0.00	0.00	0.00
Contracts Manager.E.Purch	9.00	10.00	13.00	17.00
Contracts Services Manager.E.Admin	0.00	1.00	1.00	1.00
Director Affordable Housing.E.ExMgt	1.00	1.00	1.00	1.00
Fiscal and Asset Manager.E.ExMgt	0.00	0.00	1.00	1.00
Fiscal Manager.E.ExMgt	1.00	1.00	0.00	0.00
Manager.E.Supv	0.00	0.00	0.00	1.00
Manager Fiscal Services.E.Acctg	1.00	0.00	0.00	0.00
Managing Director.E.ExMgt	0.00	0.00	1.00	1.00
Planner.E.Plan	1.00	1.00	1.00	1.00
Planning/Reporting Manager.E.Plan	1.00	1.00	1.00	1.00
Program Coordinator.E.Proj	1.00	1.00	1.00	1.00
Program Manager.E.Proj	0.00	2.00	0.00	0.00
Project Manager.E.Proj	1.00	3.00	7.00	8.00
Special Projects Coordinator.E.Proj	1.00	0.00	0.00	0.00
Senior Administrative Specialist.E.Admin	0.00	0.00	0.00	1.00
Senior Program Coordinator.E.Proj	0.00	0.00	0.00	1.00
<b>Subtotal</b>	<b>26.00</b>	<b>29.00</b>	<b>35.00</b>	<b>42.00</b>
<b>Aging Services</b>				
Accountant.E.Acctg	2.00	1.00	1.00	1.00
Accounting Clerk.N.Acctg	1.00	1.00	1.00	1.00
Administrative Assistant.N.Admin	0.36	0.00	0.00	0.00
Administrative Specialist.E.Admin	1.00	1.00	1.00	0.00
Administrative Specialist.N.Admin	2.00	2.00	2.00	2.00
Adult Day Care Aide.E.SSvcs	0.00	1.00	0.00	0.00
Adult Day Care Aide.N.SSvcs	11.50	12.93	13.93	10.00
Business Analyst I.E.Bus	3.00	3.00	3.00	3.00
Business Manager Human Services.E.Human	1.00	1.00	1.00	1.00
Case Manager.E.SSvcs	1.00	2.00	0.00	0.00
Case Manager.N.SSvcs	14.00	15.00	17.00	17.00
Center Coordinator.N.SSvcs	10.00	8.00	8.50	9.00
Coordinator Business Analysis & Svcs.E.ExMgt	1.00	1.00	1.00	1.00
Director Aging Services.E.ExMgt	1.00	1.00	1.00	1.00
Food Service Aide.N.SSvcs	2.50	2.50	2.50	3.75
Grants Programs Svcs Complnc Crd.E.ExMgt	1.00	1.00	1.00	1.00
Home Meal Delivery Driver.N.Trans	1.88	1.88	1.88	1.90
Human Services Supervisor.E.SSvcs	2.00	3.00	3.00	3.00
Manager Adult Day Care.E.ExMgt	1.00	1.00	1.00	1.00
Manager Community Care Elderly.E.SSvcs	1.00	1.00	1.00	1.00
Manager Quality Management & Business Information.E.ExMgt	1.00	1.00	1.00	1.00
Manager.E.Supv	4.00	4.00	4.00	4.00
Nutrition & Wellness Manager.E.SSvcs	1.00	1.00	1.00	1.00
Personal Care Aide.E.SSvcs	0.00	1.00	0.00	0.00
Personal Care Aide.N.SSvcs	6.00	6.00	7.00	10.75
Program Coordinator.E.Proj	4.00	3.00	3.00	0.00



# Detailed Listing of Full-Time Equivalent Positions (by Department - All Funds)

	FY 20 # of FTEs	FY 21 # of FTEs	FY 22 # of FTEs	FY 23 # of FTEs
<b>Aging Services (Continued)</b>				
Program Coordinator.N.Proj	6.00	6.00	6.00	4.00
Program Manager.E.Proj	1.00	2.00	2.00	2.00
Project Coordinator.E.Admin	0.00	1.00	1.00	1.00
Project Manager.E.Proj	2.00	2.00	2.00	2.00
Registered Nurse.E.MedSv	1.00	0.00	0.00	0.00
Senior Administrative Specialist.E.Admin	0.00	0.00	0.00	1.00
Senior Citizens Activity Specialist.E.SSvcs	0.00	0.75	0.00	0.00
Senior Citizens Activity Specialist.N.SSvcs	10.35	13.50	14.25	14.50
Senior Program Coordinator.E.Proj	0.00	0.00	0.00	5.00
Senior Storeroom Manager.N.Fac	0.00	1.00	0.00	0.00
Senior Supervisor.E.Supv	9.00	9.00	9.00	10.00
Social Services Specialist.E.SSvcs	0.00	3.00	0.00	0.00
Social Services Specialist.N.SSvcs	10.50	11.00	14.00	14.00
Special Projects Coordinator.E.Proj	1.00	1.00	1.00	1.00
Summer Youth Wrkr/Area Mntr.N.Misc	0.72	0.00	0.00	0.00
Summer Youth Wrkr/Area Site Mntr.N.Misc	2.05	0.00	0.00	0.00
Supervisor.E.Admin	0.00	0.00	1.00	0.00
Supervisor.N.Admin	0.00	2.50	2.50	2.75
Therapeutic Recreation Specialist.N.Parks	2.00	2.00	2.00	2.00
Wellness Assistant.N.Admin	4.00	5.00	5.00	5.00
<b>Subtotal</b>	<b>123.86</b>	<b>136.06</b>	<b>136.56</b>	<b>138.65</b>
<b>Arts Council Division</b>				
Division Director Arts Council.E.ExMgt	0.00	0.00	0.00	1.00
Executive Director Arts Council.E.ExMgt	0.00	0.00	1.00	0.00
Program Manager.E.Proj	0.00	0.00	1.00	1.00
Public Relations Strategist.E.Comm	0.00	0.00	1.00	1.00
<b>Subtotal</b>	<b>0.00</b>	<b>0.00</b>	<b>3.00</b>	<b>3.00</b>
<b>Capital Programs</b>				
Administrative Specialist.E.Admin	0.00	0.00	1.00	0.00
Administrative Specialist.N.Admin	0.00	1.00	1.00	1.00
Architect.E.Eng	4.00	3.00	3.00	3.00
Business Manager I.E.Plan	0.00	1.00	0.00	0.00
Capital Projects Manager.E.Proj	2.00	2.00	2.00	2.00
Director Capital Program Services Division.E.ExMgt	1.00	1.00	1.00	1.00
Engineer Intern.E.Eng	1.00	0.00	0.00	0.00
Engineer.E.Eng	16.00	18.00	16.00	16.00
Engineering Associate Supervisor.E.Eng	2.00	6.00	6.00	6.00
Engineering Associate.E.Eng	3.00	0.00	0.00	0.00
Engineering Associate.N.Eng	26.00	27.00	25.00	26.00
Engineering Technician.N.Eng	4.00	4.00	4.00	4.00
Manager Architecture & Engineering Svcs.E.ExMgt	1.00	1.00	1.00	1.00

# Detailed Listing of Full-Time Equivalent Positions (by Department - All Funds)

	FY 20 # of FTEs	FY 21 # of FTEs	FY 22 # of FTEs	FY 23 # of FTEs
<b>Capital Programs (Continued)</b>				
Manager Construction Services.E.ExMgt	0.00	1.00	1.00	1.00
Manager Engineering Construction.E.ExMgt	1.00	0.00	0.00	0.00
Manager Facilities Capital Construction.E.Proj	1.00	1.00	1.00	1.00
Manager of Field Inspections.E.Const	0.00	0.00	1.00	1.00
Manager of Project Management.E.Eng	0.00	0.00	1.00	1.00
Manager Planning and Design.E.Admin	0.00	1.00	1.00	1.00
Project Manager.E.Proj	5.00	4.00	6.00	6.00
Project Manager.N.Proj	2.00	2.00	1.00	0.00
Public Works Process Improvement Coordinator.E.Admin	1.00	0.00	0.00	0.00
Senior Administrative Specialist.E.Admin	0.00	0.00	0.00	1.00
Transportation Worker.N.Trade	0.00	1.00	0.00	0.00
<b>Subtotal</b>	<b>70.00</b>	<b>74.00</b>	<b>72.00</b>	<b>72.00</b>
<b>Children's Services</b>				
Accountant.E.Acctg	1.00	1.00	1.00	1.00
Administrative Assistant.N.Admin	4.00	4.00	4.00	4.00
Administrative Services Coord.E.Admin	0.00	0.00	1.00	1.00
Administrative Specialist.E.Admin	3.00	2.00	2.00	0.00
Administrative Specialist.N.Admin	3.00	3.00	3.00	4.00
Business Analyst.E.Bus	1.00	0.00	0.00	0.00
Business Manager I.E.Plan	0.00	1.00	1.00	1.00
Business Systems Dept Specialist.N.Bus	1.00	0.00	0.00	0.00
Case Manager.E.SSvcs	1.00	3.00	0.00	0.00
Case Manager.N.SSvcs	2.00	2.00	2.00	2.00
Cashier.N.Acctg	1.00	1.00	0.00	0.00
Child Care Licensing Inspector.E.Insp	3.00	3.00	3.00	0.00
Child Care Licensing Inspector.N.Insp	16.00	17.00	17.00	14.00
Child Care Specialist.N.SSvcs	50.40	0.00	0.00	0.00
Clinical Director.E.ExMgt	1.00	1.00	0.00	0.00
Cook.N.SSvcs	3.38	3.38	0.00	0.00
Custodian Part-Time.N.Fac	0.51	0.00	0.00	0.00
Director Children Services.E.ExMgt	1.00	1.00	1.00	1.00
Human Services Supervisor.E.SSvcs	2.00	1.00	0.00	0.00
HVAC Technician.N.Trade	1.00	0.00	0.00	0.00
Manager Child Care Licensing.E.SSvcs	1.00	1.00	1.00	1.00
Manager Clinical Services.E.Misc	0.00	0.00	1.00	1.00
Manager Residential Services.E.ExMgt	2.00	1.00	1.00	1.00
Manager Youth Program Operations.E.ExMgt	1.00	1.00	0.00	0.00
Manager.E.Supv	2.00	2.00	1.00	1.00
Mgr Ed/Admstrv Svcs.E.ExMgt	1.00	0.00	0.00	0.00
Multi-Trades Worker.N.Trade	2.00	0.00	0.00	0.00
Operations Manager.E.ExMgt	0.00	0.00	1.00	1.00
Program Coordinator.E.Proj	1.00	3.00	3.00	0.00

# Detailed Listing of Full-Time Equivalent Positions (by Department - All Funds)

	FY 20 # of FTEs	FY 21 # of FTEs	FY 22 # of FTEs	FY 23 # of FTEs
<b>Children's Services (Continued)</b>				
Program Manager.E.Proj	1.00	0.00	0.00	0.00
Program Coordinator.N.Proj	0.00	0.00	0.00	1.00
Quality Assurance Manager.E.SSvcs	0.00	1.00	1.00	1.00
Registered Nurse.N.MedSv	2.00	2.00	2.00	2.00
Residential Services Coord.E.SSvcs	5.00	5.00	3.00	3.00
Senior Administrative Specialist.E.Admin	0.00	0.00	0.00	1.00
Senior Child Care Licensing Insptr.E.Insp	0.00	0.00	0.00	2.00
Senior Enterprise Project Manager.E.ITS	0.00	0.00	0.00	1.00
Senior Program Coordinator.E.Proj	0.00	0.00	0.00	2.00
Senior Training Specialist.E.Human	0.00	0.00	0.00	1.00
Training Specialist.E.Human	1.00	1.00	1.00	0.00
Treatment Counselor.E.SSvcs	13.00	11.00	9.00	9.00
Treatment Counselor.N.SSvcs	0.38	0.00	0.00	0.00
Youth Care Specialist.N.SSvcs	0.00	44.25	43.88	43.13
<b>Subtotal</b>	<b>127.67</b>	<b>115.63</b>	<b>102.88</b>	<b>99.13</b>
<b>Code Enforcement</b>				
Accounting Clerk.N.Acctg	1.00	1.00	1.00	1.00
Administrative Assistant.N.Admin	2.00	2.00	2.00	2.00
Administrative Specialist.E.Admin	1.00	1.00	1.00	0.00
Administrative Specialist.N.Admin	2.50	3.00	4.00	4.00
Animal Abuse Investigator.N.Anim	0.00	5.00	5.00	5.00
Animal Control Officer.N.Anim	0.00	24.00	24.00	24.00
Animal Control Supervisor.E.Anim	0.00	2.00	2.00	3.00
Business Manager I.E.Plan	0.00	1.00	0.00	0.00
Codes Enforcement Ofcr.N.Insp	33.00	0.00	0.00	0.00
Codes Enfcmnt Ofcr Supervisor.E.Insp	4.00	5.00	5.00	5.00
Code Enforcement Manager.E.ExMgt	1.00	1.00	1.00	1.00
Code Enforcement Officer.N.Insp	0.00	30.00	40.00	40.00
Codes Enforcement Ofcr.E.Insp	0.00	5.00	0.00	0.00
Community Relations Coord.E.Comm	1.00	1.00	1.00	1.00
Consumer Protection Investigator.N.Insp	0.00	0.00	4.00	4.00
Court Liaison.N.Court	0.00	1.00	1.00	1.00
Director Code Enforcement.E.ExMgt	1.00	1.00	1.00	1.00
Division Dir Code Enforcement.E.ExMgt	0.00	0.00	1.00	1.00
Division Director Field Operations.E.Anim	0.00	1.00	1.00	1.00
Manager Administrative Svcs.E.ExMgt	0.00	0.00	1.00	1.00
Manager CCC Emergency Support.E.Proj	0.00	0.00	1.00	1.00
Manager.E.Supv	4.00	5.00	6.00	6.00
Multi-Trades Worker.N.Trade	6.00	6.00	6.00	6.00
Program Coordinator.N.Proj	0.00	0.00	1.00	1.00
Senior Administrative Specialist.E.Admin	0.00	0.00	0.00	1.00

# Detailed Listing of Full-Time Equivalent Positions (by Department - All Funds)

	FY 20 # of FTEs	FY 21 # of FTEs	FY 22 # of FTEs	FY 23 # of FTEs
<b>Code Enforcement (Continued)</b>				
Senior Supervisor.N.Supv	0.00	0.00	3.00	2.00
Special Projects Coordinator.E.Proj	1.00	2.00	0.00	0.00
<b>Subtotal</b>	<b>57.50</b>	<b>97.00</b>	<b>112.00</b>	<b>112.00</b>
<b>Communications &amp; Digital Media</b>				
Administrative Specialist.E.Admin	1.00	1.00	1.00	0.00
Administrative Specialist.N.Admin	1.00	1.00	1.00	1.00
Analytics and Insight Analyst.E.Comm	1.00	1.00	1.00	1.00
Broadcast Engineer.E.Cultr	0.00	0.00	0.00	1.00
Broadcast Engineer.N.Cultr	1.00	1.00	1.00	1.00
Communications Coordinator.E.Admin	1.00	0.00	0.00	0.00
Community Relations Coord.E.Comm	3.50	1.00	1.00	1.00
Computer Graphics Designer.E.ITS	1.00	1.00	1.00	0.00
Computer Graphics Designer.N.ITS	1.00	1.00	1.00	1.00
Digital Media Producer.E.Misc	9.00	9.00	13.00	12.00
Director Communications & Digital Media.E.ExMgt	1.00	1.00	1.00	1.00
Division Dir Public Relations & Marketing.E.ExMgt	1.00	1.00	1.00	1.00
Division Director Digital Media Services.E.Comm	1.00	1.00	1.00	1.00
Employee & Organizational Communications Strategist.E.Comm	1.00	1.00	1.00	1.00
Manager Communications Production.E.ExMgt	1.00	1.00	1.00	1.00
Manager Digital Engagement.E.Comm	1.00	1.00	1.00	1.00
Manager HTV.E.ExMgt	1.00	1.00	1.00	1.00
Manager Public Relations & Marketing.E.Mktg	1.00	1.00	1.00	1.00
Manager Visual Design & Brand Identity.E.Mktg	1.00	1.00	1.00	1.00
PR Production Coordinator.E.Comm	0.00	3.50	3.50	3.50
Public Relations Strategist.E.Comm	8.00	9.00	9.00	9.00
Public Relations/Info Specialist.E.Comm	1.00	0.00	0.00	0.00
Senior Administrative Specialist.E.Admin	0.00	0.00	0.00	1.00
Senior Computer Graphics Designer.E.ITS	0.00	0.00	0.00	1.00
Social Media Strategist.E.Comm	2.00	2.00	2.00	2.00
TV Program Specialist.N.Cultr	1.00	1.00	1.00	1.00
Web Content Coordinator.E.Comm	2.00	2.00	2.00	2.00
Web Designer.E.ITS	2.00	2.00	2.00	2.00
<b>Subtotal</b>	<b>44.50</b>	<b>44.50</b>	<b>48.50</b>	<b>48.50</b>
<b>Community &amp; Infrastructure Planning</b>				
Administrative Specialist.E.Admin	0.00	1.00	0.00	0.00
Case Manager.N.SSvcs	1.00	0.00	0.00	0.00
Community Planner I.E.Plan	1.00	0.00	0.00	0.00
Director Community Development and Infrastructure.E.ExMgt	0.00	1.00	1.00	1.00
Director Transportation Maint Div.E.ExMgt	1.00	0.00	0.00	0.00
Division Director Community Development.E.ExMgt	0.00	1.00	1.00	1.00
Division Director Strategic Infrastructure Planning.E.ExMgt	0.00	1.00	1.00	1.00

# Detailed Listing of Full-Time Equivalent Positions (by Department - All Funds)

	FY 20 # of FTEs	FY 21 # of FTEs	FY 22 # of FTEs	FY 23 # of FTEs
<b>Community &amp; Infrastructure Planning (Continued)</b>				
Executive Planner.E.Plan	1.00	2.00	2.00	2.00
Planner.E.Plan	0.00	6.00	7.00	7.00
Project Manager.E.Proj	1.00	1.00	0.00	0.00
Senior Planner.E.Plan	1.00	0.00	0.00	0.00
<b>Subtotal</b>	<b>6.00</b>	<b>13.00</b>	<b>12.00</b>	<b>12.00</b>
<b>Conservation &amp; Environmental Lands Management</b>				
Accountant.E.Acctg	1.00	1.00	1.00	1.00
Accounting Clerk.N.Acctg	1.00	1.00	1.00	1.00
Adaptive Recreation Leader.N.Parks	0.70	0.73	0.00	0.00
Administrative Assistant.N.Admin	0.00	0.00	1.00	1.00
Administrative Specialist.E.Admin	1.00	1.00	1.00	0.00
Administrative Specialist.N.Admin	2.00	2.00	2.00	2.00
Animal Care Assistant.N.Anim	0.00	1.00	0.00	0.00
Assistant County Administrator.E.ExMgt	0.00	0.00	1.00	1.00
Business Manager I.E.Plan	0.00	0.00	1.00	1.00
Code Enforcement Officer.N.Insp	0.00	0.00	1.00	1.00
Conservation Parks Coordinator.E.Parks	0.00	0.00	2.00	2.00
Contracts Manager.E.Purch	0.00	0.00	0.00	1.00
Director Regional Parks Environmental Lands.E.ExMgt	1.00	1.00	1.00	1.00
ELAPP Acquisition Manager.E.Real	1.00	1.00	1.00	0.00
Environmental Lands Management Coordinator.E.EnvSv	4.00	4.00	4.00	4.00
Environmental Lands Management Coordinator.N.EnvSv	6.00	0.00	0.00	0.00
Environmental Lands Management Specialist.N.EnvSv	9.00	12.00	12.00	10.00
Environmental Lands Management Technician.N.EnvSv	21.80	23.90	23.90	23.90
Environmental Lands Research Analyst.E.EnvSv	1.00	1.00	1.00	1.00
Field Operations Manager Environmental Lands Mgmt.E.Parks	1.00	1.00	1.00	1.00
Field Operations Supervisor.N.Trade	2.00	2.00	2.00	2.00
Fiscal Manager.E.ExMgt	0.00	0.00	1.00	1.00
Lifeguard.N.Parks	11.24	10.25	9.25	8.14
Manager Administrative Svcs.E.ExMgt	1.00	0.00	0.00	0.00
Manager Conservation Services.E.Parks	1.00	1.00	1.00	1.00
Manager Operations.E.ExMgt	0.00	1.00	1.00	1.00
Manager Park Maintenance.E.ExMgt	1.00	1.00	0.00	0.00
Manager Safety and Logistics.E.EnvSv	0.00	0.00	1.00	1.00
Manager Strategic Planning Analyses.E.Plan	0.00	0.00	1.00	1.00
Manager.E.Supv	1.00	1.00	2.00	2.00
Marine Safety Coordinator.E.Parks	0.00	1.00	1.00	1.00
Multi-Trades Worker I.N.Trade	2.70	0.00	0.00	0.00
Multi-Trades Worker.N.Trade	2.00	4.73	4.73	4.00
Park Manager.N.Parks	19.00	19.00	1.00	0.00
Park Ranger.N.Parks	74.40	74.70	74.70	79.15



# Detailed Listing of Full-Time Equivalent Positions (by Department - All Funds)

	FY 20 # of FTEs	FY 21 # of FTEs	FY 22 # of FTEs	FY 23 # of FTEs
<b>Conservation &amp; Environmental Lands Management (Continued)</b>				
Park Supervisor.N.Parks	0.00	0.00	19.00	19.00
Program Coordinator.E.Proj	1.00	1.00	1.00	0.00
Program Coordinator.N.Proj	2.00	2.00	2.00	2.00
Project Coordinator.E.Admin	0.00	0.00	0.00	1.00
Public Safety and Community Outreach Manager.E.ExMgt	1.00	1.00	1.00	1.00
Real Property Specialist.E.Real	0.00	1.00	0.00	0.00
Regional Parks Coordinator.E.ExMgt	2.00	2.00	1.00	1.00
Section Manager Environmental Lands Management.E.Parks	1.00	1.00	1.00	1.00
Section Manager Regional Parks.E.Parks	1.00	1.00	0.00	0.00
Senior Administrative Specialist.E.Admin	0.00	0.00	1.00	2.00
Senior Program Coordinator.E.Proj	0.00	0.00	0.00	2.00
Supervisor.N.Admin	0.00	0.00	1.00	1.00
Therapeutic Recreation Specialist.N.Parks	5.00	5.00	5.73	5.00
Therapeutics Manager.E.ExMgt	1.00	1.00	0.00	0.00
<b>Subtotal</b>	<b>179.84</b>	<b>181.30</b>	<b>187.30</b>	<b>188.19</b>
<b>Consumer &amp; Veteran Services</b>				
Accounting Clerk.N.Acctg	1.00	1.00	1.00	1.00
Administrative Assistant.N.Admin	1.00	1.00	1.00	2.00
Administrative Specialist.E.Admin	1.00	1.00	1.00	1.00
Administrative Specialist.N.Admin	4.00	3.00	2.00	0.00
Assistant County Administrator.E.ExMgt	1.00	1.00	0.00	0.00
Code Enforcement Manager.E.ExMgt	1.00	1.00	0.00	0.00
Code Enforcement Officer.N.Insp	7.00	4.00	0.00	0.00
Codes Enforcement Ofcr.N.Insp	0.00	3.00	0.00	0.00
Community Relations Coord.E.Comm	1.00	1.00	1.00	1.00
Consumer Protection Investigator.N.Insp	6.00	7.00	4.00	4.00
Director Consumer & Veterans Affairs.E.ExMgt	1.00	1.00	1.00	1.00
Division Dir Consumer Protection.E.ExMgt	1.00	0.00	0.00	0.00
Manager Administrative Svcs.E.ExMgt	0.00	1.00	0.00	0.00
Manager CCC Emergency Support.E.Proj	1.00	1.00	0.00	0.00
Manager Citizen Board Support.E.Comm	1.00	1.00	1.00	1.00
Manager Consumer Protection.E.Vets	0.00	1.00	1.00	1.00
Manager Operations.E.ExMgt	1.00	0.00	0.00	0.00
Manager Veterans Services.E.Vets	1.00	1.00	1.00	1.00
Manager.E.Supv	2.00	2.00	0.00	0.00
Marine Safety Coordinator.E.Parks	1.00	0.00	0.00	0.00
Mgr IDS Tm Bus/Perf Svcs Sctn.E.ExMgt	1.00	1.00	0.00	0.00
Park Ranger.N.Parks	3.28	3.28	3.28	0.00
Program Coordinator.N.Proj	1.00	2.00	1.00	1.00
Senior Administrative Specialist.E.Admin	0.00	1.00	0.00	1.00
Senior Administrative Specialist-CAD.E.Admin	1.00	0.00	0.00	0.00

# Detailed Listing of Full-Time Equivalent Positions (by Department - All Funds)

	FY 20 # of FTEs	FY 21 # of FTEs	FY 22 # of FTEs	FY 23 # of FTEs
<b>Consumer &amp; Veteran Services (Continued)</b>				
Senior Supervisor.E.Supv	1.00	1.00	0.00	0.00
Senior Veterans Service Officer.E.Vets	0.00	0.00	0.00	1.00
Special Projects Coordinator.E.Proj	1.00	1.00	1.00	1.00
Supervisor.N.Admin	1.00	1.00	1.00	1.00
Veterans Officer.E.Vets	1.00	1.00	0.00	0.00
Veterans Officer.N.Vets	4.00	0.00	0.00	0.00
Veterans Service Officer.E.Vets	2.00	0.00	1.00	0.00
Veterans Service Officer.N.Vets	0.00	6.00	6.00	6.00
<b>Subtotal</b>	<b>48.28</b>	<b>48.28</b>	<b>27.28</b>	<b>24.00</b>
<b>County Administrator</b>				
Administrative Specialist.N.Admin	0.00	0.00	1.00	1.00
Chief Communications Admin.E.ExMgt	1.00	1.00	1.00	1.00
Chief Development & Infrastructure Svcs Admin.E.ExMgt	1.00	0.00	0.00	0.00
Chief Financial Administrator.E.ExMgt	1.00	0.00	0.00	1.00
Chief Human Services Admin.E.ExMgt	1.00	1.00	1.00	1.00
Chief Information & Innovation Officer.E.ExMgt	1.00	1.00	1.00	1.00
County Administrator.E.ExMgt	1.00	1.00	1.00	1.00
Deputy County Administrator.E.ExMgt	1.00	2.00	2.00	1.00
Deputy County Administrator/Chief Financial Administrator.E.ExMgt	0.00	1.00	1.00	0.00
Executive Assistant-County Administrator.E.Admin	6.00	6.00	0.00	0.00
Executive Assistant.E.Admin	0.00	0.00	4.00	4.00
Office Manager.E.Admin	0.00	0.00	1.00	1.00
Senior Advisor for Community Partnerships.E.Exec	0.00	0.00	0.00	1.00
Senior Executive Assistant.E.Admin	0.00	0.00	1.00	1.00
<b>Subtotal</b>	<b>13.00</b>	<b>13.00</b>	<b>14.00</b>	<b>14.00</b>
<b>Customer Service &amp; Support</b>				
Accountant I.E.Acctg	0.00	0.00	0.00	1.00
Administrative Assistant.N.Admin	2.00	2.00	2.00	2.00
Administrative Specialist.E.Admin	1.00	1.00	1.00	0.00
Administrative Specialist.N.Admin	2.00	2.00	1.00	1.00
Citizen Svc Call Center Mgr.E.ExMgt	2.00	2.00	1.00	1.00
Community Relations Worker.N.Comm	2.00	2.00	2.00	2.00
Customer Service Analyst.N.Admin	2.00	2.00	2.00	2.00
Customer Service Representative.N.Admin	11.00	10.00	9.00	9.00
Director Citizen & Communications Support.E.ExMgt	1.00	1.00	1.00	1.00
Division Director Customer Engagement.E.ExMgt	1.00	1.00	1.00	0.00
Division Director Customer Service.E.Admin	0.00	0.00	1.00	1.00
Division Director.E.ExMgt	0.00	1.00	0.00	0.00
Enterprise Knowledge Base Manager.E. Admin	0.00	0.00	1.00	1.00
Knowledge Base Content Coordinator.E.Misc	0.00	0.00	0.00	1.00

# Detailed Listing of Full-Time Equivalent Positions (by Department - All Funds)

	FY 20 # of FTEs	FY 21 # of FTEs	FY 22 # of FTEs	FY 23 # of FTEs
<b>Customer Service &amp; Support (Continued)</b>				
Manager Customer Service Quality Assurance.E.Comm	1.00	1.00	1.00	1.00
Manager Neighborhood Relations.E.Comm	0.00	0.00	1.00	1.00
Manager.E.Supv	0.00	1.00	0.00	0.00
Neighborhood Liaison.E.Comm	3.00	4.00	3.00	3.00
Optimization and Training Manager.E.ExMgt	0.00	0.00	1.00	1.00
Senior Administrative Specialist.E.Admin	0.00	0.00	0.00	1.00
Supervisor.E.Admin	1.00	1.00	1.00	1.00
Web Content Coordinator.E.Comm	0.00	0.00	1.00	0.00
<b>Subtotal</b>	<b>29.00</b>	<b>31.00</b>	<b>30.00</b>	<b>30.00</b>
<b>Cyber Security Services Division</b>				
Chief Information Security Officer.E.ExMgt	0.00	0.00	0.00	1.00
Cyber Security Engineer.E.ITS	0.00	0.00	0.00	5.00
Division Director Information & Cyber Security.E.ITS	0.00	0.00	0.00	1.00
Network Engineer.E.ITS	0.00	0.00	0.00	1.00
<b>Subtotal</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>8.00</b>
<b>Development Services</b>				
Accountant.E.Acctg	1.00	1.00	1.00	1.00
Accounting Clerk.N.Acctg	2.00	2.00	2.00	2.00
Administrative Assistant.N.Admin	2.00	0.00	0.00	0.00
Administrative Specialist.E.Admin	2.00	2.00	2.00	0.00
Administrative Specialist.N.Admin	8.00	8.00	8.00	9.00
Assistant Chief Construction Codes Inspector.E.Insp	0.00	6.00	6.00	6.00
Building Codes Inspector.N.Insp	60.00	0.00	0.00	0.00
Building Plans Examiner.N.Insp	18.00	0.00	0.00	0.00
Building Plans Reviewer.N.Insp	0.00	5.00	5.00	11.00
Business Analyst.N.Bus	1.00	1.00	1.00	1.00
Business Manager II.E.Plan	1.00	1.00	1.00	1.00
Cashier.N.Acctg	5.00	5.00	4.00	4.00
Chief Building Inspector.E.Insp	4.00	0.00	0.00	0.00
Chief Construction Codes Inspector.E.Insp	0.00	5.00	5.00	5.00
Chief Inspector.N.Insp	6.00	0.00	0.00	0.00
Community Relations Coord.E.Comm	1.00	1.00	1.00	1.00
Construction Codes Inspector.N.Insp	0.00	78.00	78.00	78.00
Construction Inspector.E.Insp	1.00	0.00	0.00	0.00
Construction Inspector.N.Insp	13.00	0.00	0.00	0.00
Construction Permit Technician.N.Insp	21.00	3.00	3.00	3.00
Customer Service Analyst.N.Admin	1.00	1.00	1.00	1.00
Customer Service Representative.N.Admin	6.00	6.00	7.00	6.00
Development Services Architect/Engineer.E.Const	0.00	16.00	16.00	10.00
Development Services Facilitator.N.Const	0.00	25.00	25.00	25.00

# Detailed Listing of Full-Time Equivalent Positions (by Department - All Funds)

	FY 20 # of FTEs	FY 21 # of FTEs	FY 22 # of FTEs	FY 23 # of FTEs
<b>Development Services (Continued)</b>				
Director Developmental Services.E.ExMgt	1.00	1.00	1.00	1.00
Division Director - Building & Construction Services.E.Insp	1.00	1.00	1.00	1.00
Division Director Community Development.E.ExMgt	1.00	1.00	1.00	1.00
Division Director Development Review.E.ExMgt	1.00	1.00	1.00	1.00
Engineer.E.Eng	3.00	3.00	3.00	3.00
Engineering Associate.E.Eng	2.00	2.00	3.00	3.00
Engineering Associate.N.Eng	11.00	12.00	11.00	11.00
Engineering Technician.N.Eng	1.00	1.00	1.00	1.00
Environmental Codes Enforcement Officer.N.EnvSv	3.00	3.00	3.00	3.00
Environmental Scientist.E.EnvSv	1.00	1.00	1.00	0.00
Environmental Specialist.E.EnvSv	1.00	1.00	1.00	0.00
Environmental Supervisor.E.EnvSv	1.00	1.00	1.00	1.00
Executive Manager - Permitting & Plan Review.E.Insp	0.00	1.00	1.00	1.00
Executive Manager - QA/Operations.E.Insp	0.00	1.00	1.00	1.00
Executive Manager Inspection/Compliance Services.E.Const	0.00	1.00	1.00	1.00
Executive Planner.E.Plan	6.00	5.00	5.00	5.00
Fiscal Analyst.E.Admin	1.00	1.00	1.00	1.00
Forestry Examiner.E.Insp	2.00	2.00	2.00	3.00
GIS Analyst.E.ITS	1.00	1.00	1.00	0.00
GIS/Mapping Technician.N.ITS	1.00	1.00	1.00	1.00
Landscaping Examiner.E.Insp	1.00	1.00	1.00	0.00
Manager Bldg Permitting/Plans Review.E.ExMgt	1.00	0.00	0.00	0.00
Manager Building SPO South County.E.Const	1.00	0.00	0.00	0.00
Manager Engineering Review.E.Eng	1.00	1.00	1.00	1.00
Manager Licensing/Code Compliance.E.ExMgt	1.00	0.00	0.00	0.00
Manager Natural Resources Review.E.ExMgt	1.00	1.00	1.00	1.00
Manager Transportation Review.E.ExMgt	1.00	1.00	1.00	1.00
Manager.E.Supv	6.00	6.00	6.00	6.00
Planner.E.Plan	16.00	17.00	17.00	17.00
Planning & Zoning Tech.N.Plan	19.00	9.00	8.00	8.00
Planning/Zoning Technician II.E.Plan	1.00	0.00	0.00	0.00
Plans Examiner II.N.Insp	1.00	0.00	0.00	0.00
Plans Review Manager.E.Const	0.00	1.00	1.00	1.00
Plans Review Supervisor.E.Const	0.00	1.00	1.00	1.00
Program Coordinator.N.Proj	3.00	1.00	0.00	0.00
Project Coordination Manager.E.Bus	0.00	1.00	1.00	1.00
Project Manager.E.Proj	0.00	3.00	3.00	3.00
Project Manager I.N.Proj	2.00	0.00	0.00	0.00
Project Manager.E.Proj	2.00	0.00	0.00	0.00
Senior Administrative Specialist.E.Admin	0.00	0.00	0.00	1.00
Senior Environmental Scientist.E.EnvSv	0.00	0.00	0.00	1.00
Senior Environmental Specialist.E.EnvSv	0.00	0.00	0.00	1.00

# Detailed Listing of Full-Time Equivalent Positions (by Department - All Funds)

	FY 20 # of FTEs	FY 21 # of FTEs	FY 22 # of FTEs	FY 23 # of FTEs
<b>Development Services (Continued)</b>				
Senior GIS Analyst.E.ITS	0.00	0.00	0.00	1.00
Senior Supervisor.E.Supv	1.00	1.00	1.00	1.00
Special Projects Coordinator.N.Proj	1.00	1.00	4.00	4.00
Supervisor.E.Admin	2.00	2.00	2.00	3.00
Supervisor.N.Admin	3.00	2.00	0.00	0.00
<b>Subtotal</b>	<b>255.00</b>	<b>256.00</b>	<b>255.00</b>	<b>255.00</b>
<b>Economic Development</b>				
Administrative Specialist.E.Admin	1.00	1.00	1.00	0.00
Administrative Specialist.N.Admin	2.00	2.00	2.00	2.00
Assistant County Administrator.E.ExMgt	1.00	1.00	1.00	0.00
Assistant County Administrator Economic Prosperity.E.ExMgt	0.00	0.00	0.00	1.00
Coordinator Competitive Site Analyst.E.Econ	1.00	1.00	1.00	1.00
Coordinator Redevelopment Site Analysis.E.Proj	1.00	0.00	0.00	0.00
Coordinator Tourism Industry Analysis.E.Mktg	1.00	1.00	1.00	1.00
Director Economic Development.E.ExMgt	1.00	1.00	1.00	1.00
Division Director.E.ExMgt	0.00	0.00	1.00	0.00
Economic Development Manager.E.ExMgt	0.00	1.00	1.00	1.00
Manager.E.Supv	1.00	0.00	0.00	0.00
Manager Agricultural Industry Development.E.Misc	1.00	1.00	1.00	0.00
Manager Competitive Sites.E.ExMgt	1.00	1.00	1.00	1.00
Manager Consulting Outreach.E.ExMgt	4.00	5.00	5.00	5.00
Manager Corporate Business Development.E.Bus	1.00	1.00	1.00	1.00
Manager Entrepreneur Collaborative Ctr.E.Bus	1.00	1.00	1.00	1.00
Manager Entrepreneur Svcs.E.Bus	1.00	1.00	1.00	1.00
Manager Industry Strategic Initiatives.E.ExMgt	2.00	2.00	2.00	2.00
Manager Tourism Development.E.ExMgt	1.00	1.00	1.00	1.00
Manager Workforce & Community Stabilization.E.ExMgt	1.00	1.00	1.00	1.00
Minority-Disadvantaged Bus Mgr.E.ExMgt	1.00	1.00	1.00	0.00
Program Coordinator.E.Proj	2.00	1.00	1.00	0.00
Program Coordinator.N.Proj	0.00	0.00	0.00	1.00
Project Manager.E.Proj	1.00	1.00	1.00	1.00
Senior Administrative Specialist.E.Admin	1.00	1.00	1.00	2.00
Senior Coordinator Redevelopment Site Analysis.E.Proj	0.00	1.00	1.00	1.00
Senior Coordinator Tourism Industry Analysis.E.Econ	1.00	1.00	1.00	1.00
Special Projects Coordinator.E.Proj	2.00	2.00	4.00	0.00
Training Coordinator.N.Human	1.00	1.00	1.00	1.00
<b>Subtotal</b>	<b>31.00</b>	<b>31.00</b>	<b>34.00</b>	<b>27.00</b>
<b>Engineering &amp; Operations</b>				
Accountant.E.Acctg	5.00	6.00	5.00	5.00
Accounting Clerk.N.Acctg	3.00	4.00	4.00	4.00



# Detailed Listing of Full-Time Equivalent Positions (by Department - All Funds)

	FY 20 # of FTEs	FY 21 # of FTEs	FY 22 # of FTEs	FY 23 # of FTEs
<b>Engineering &amp; Operations (Continued)</b>				
Accounting Specialist.N.Acctg	2.00	2.00	2.00	2.00
Administrative Assistant.N.Admin	5.00	4.00	3.00	3.00
Administrative Specialist.E.Admin	0.00	1.00	1.00	0.00
Administrative Specialist.N.Admin	11.00	9.00	9.00	9.00
Animal Care Assistant.N.Anim	0.00	0.00	0.00	0.95
Assistant County Administrator.E.ExMgt	0.00	1.00	1.00	1.00
Business Analyst II.N.Bus	0.00	2.00	0.00	0.00
Business Analyst.E.Bus	4.00	3.00	6.00	7.00
Business Manager I.E.Plan	1.00	0.00	0.00	0.00
Community Relations Coord.E.Comm	1.00	1.00	1.00	1.00
Construction Helper.N.Trade	19.00	19.00	19.00	19.00
Construction Services Fiscal Manager.E.Acctg	1.00	1.00	1.00	1.00
Contracts Management Associate.N.Acctg	2.00	2.00	2.00	2.00
Contracts Manager.E.Purch	2.00	2.00	2.00	3.00
Data Scientist.E.ITS	1.00	1.00	1.00	1.00
Director Engineering and Operations.E.ExMgt	0.00	1.00	1.00	1.00
Director Public Works.E.ExMgt	1.00	0.00	0.00	0.00
Director Technical Services Div.E.ExMgt	1.00	1.00	1.00	1.00
Division Director Business Operations.E.Bus	0.00	1.00	1.00	1.00
Division Director Transportation Maintenance.E.ExMgt	1.00	1.00	1.00	1.00
Engineer Intern.E.Eng	2.00	1.00	3.00	5.00
Engineer Intern.N.Eng	0.00	0.00	3.00	0.00
Engineer.E.Eng	19.00	19.00	19.00	19.00
Engineer.N.Eng	0.00	2.00	0.00	0.00
Engineering Associate II.N.Eng	0.00	1.00	0.00	0.00
Engineering Associate IV.N.Eng	0.00	1.00	0.00	0.00
Engineering Associate Supervisor.E.Eng	2.00	2.00	1.00	1.00
Engineering Associate.E.Eng	1.00	0.00	2.00	4.00
Engineering Associate.N.Eng	26.00	25.00	23.00	23.00
Engineering Intern.N.Eng	0.00	2.00	0.00	0.00
Engineering Technician.N.Eng	11.00	10.00	10.00	10.00
Environmental Scientist.E.EnvSv	1.00	1.00	0.00	0.00
Environmental Scientist.N.EnvSv	0.00	1.00	1.00	0.00
Environmental Specialist.N.EnvSv	1.00	1.00	1.00	0.00
Environmental Supervisor.E.EnvSv	0.00	0.00	1.00	0.00
Environmental Technician.N.EnvSv	8.00	8.00	8.00	8.00
Equipment Technician.N.Trade	1.00	1.00	1.00	1.00
Executive Planner.E.Plan	1.00	0.00	0.00	0.00
Field Operations Supervisor.N.Trade	40.00	37.00	37.00	37.00
Fiscal Analyst.E.Admin	1.00	1.00	1.00	1.00
Fiscal Manager.E.ExMgt	1.00	1.00	1.00	1.00
Floodplain Administrator.E.Admin	0.00	0.00	1.00	1.00

# Detailed Listing of Full-Time Equivalent Positions (by Department - All Funds)

	FY 20 # of FTEs	FY 21 # of FTEs	FY 22 # of FTEs	FY 23 # of FTEs
<b>Engineering &amp; Operations (Continued)</b>				
GIS Administrator.E.ExMgt	1.00	0.00	0.00	0.00
GIS Analyst.N.ITS	2.00	0.00	0.00	0.00
GIS/Mapping Technician.N.ITS	0.00	0.00	0.00	0.00
Helicopter Pilot.E.Trans	1.00	0.00	0.00	0.00
Helicopter Pilot.N.Trans	1.00	2.00	1.48	1.48
Information Technology Manager.E.ITS	1.00	0.00	0.00	0.00
Landscape Architect.E.Trans	1.00	1.00	1.00	1.00
Landscape Gardener.N.Trade	2.00	2.00	2.00	2.00
Maintenance Unit Superintendent.E.Supv	1.00	1.00	1.00	1.00
Manager Analytics.E.Bus	0.00	1.00	1.00	1.00
Manager Countywide Construction.E.Const	1.00	1.00	1.00	1.00
Manager Emergency Response Coordinator.E.Admin	0.00	0.00	1.00	0.00
Manager Engineering Technical Services.E.ExMgt	1.00	1.00	1.00	1.00
Manager Hazardous Mitigation Program.E.Misc	1.00	1.00	0.00	0.00
Manager Infrastructure Growth Planning.E.ExMgt	1.00	0.00	0.00	0.00
Manager Mosquito Control.E.ExMgt	1.00	1.00	1.00	1.00
Manager Operations Support.E.Exec	1.00	0.00	0.00	0.00
Manager Project Controls.E.ExMgt	1.00	1.00	1.00	1.00
Manager Public Works Emergency Response.E.Admin	0.00	0.00	0.00	1.00
Manager Public Works Maint Ops.E.Eng	3.00	3.00	3.00	3.00
Manager QA/QC.E.Bus	0.00	0.00	1.00	1.00
Manager Specialized Services.E.ExMgt	1.00	1.00	1.00	1.00
Manager Stormwater Services.E.Eng	1.00	1.00	1.00	1.00
Manager Traffic Operations Section.E.ExMgt	1.00	0.00	0.00	0.00
Manager.E.Supv	5.00	4.00	4.00	1.00
Manager.N.Supv	1.00	1.00	1.00	0.00
Mosquito Control Inspector.N.Insp	13.00	13.00	13.00	13.00
Mosquito Control Technician.N.EnvSv	0.00	0.00	0.00	0.95
Network Architect.E.ITS	0.00	0.00	0.00	1.00
Operations Field Coordinator.N.Eng	8.00	10.00	11.00	11.00
Operations Superintendent.N.Supv	6.00	6.00	6.00	6.00
Planner.E.Plan	5.00	1.00	1.00	1.00
Program Coordinator.N.Proj	4.00	4.00	4.00	8.00
Project Coordinator.N.Admin	0.00	0.00	1.00	1.00
Project Manager.E.Proj	2.00	7.00	8.00	14.00
Project Manager.N.Proj	1.00	2.00	3.00	0.00
Section Manager Traffic Maintenance & Operations.E.Trans	0.00	1.00	1.00	1.00
Senior Administrative Specialist.E.Admin	1.00	1.00	1.00	2.00
Senior Environmental Scientist.E.EnvSv	0.00	0.00	0.00	1.00
Senior Environmental Specialist.E.EnvSv	0.00	0.00	0.00	1.00
Senior Information Technology Projects Manager.E.ITS	1.00	0.00	0.00	0.00
Senior Program Coordinator.E.Proj	1.00	0.00	0.00	0.00
Senior Supervisor.N.Supv	4.00	4.00	3.00	3.00

# Detailed Listing of Full-Time Equivalent Positions (by Department - All Funds)

	FY 20 # of FTEs	FY 21 # of FTEs	FY 22 # of FTEs	FY 23 # of FTEs
<b>Engineering &amp; Operations (Continued)</b>				
Software Developer.E.ITS	2.00	0.00	0.00	0.00
Solutions Analyst.E.ITS	4.00	2.00	2.00	2.00
Solutions Engineer.E.ITS	1.00	0.00	0.00	0.00
Spray Equipment Operator.N.Trade	2.38	2.38	1.90	0.00
Storekeeper.N.Purch	5.00	5.00	3.00	2.00
Stormwater Investigations Manager.E.Misc	0.00	0.00	1.00	1.00
Supervisor.N.Admin	10.00	10.00	9.00	4.00
Traffic Instrumentation and Control Technician.N.Util	18.00	18.00	18.00	18.00
Traffic Sign/Marking Supervisor.N.Trade	2.00	2.00	2.00	2.00
Traffic Sign/Marking Technician.N.Trade	13.00	13.00	13.00	13.00
Transportation Program Manager.E.ExMgt	1.00	1.00	1.00	1.00
Transportation Worker.N.Trade	41.00	40.00	41.00	41.00
Transportation Worker.N.Trans	105.00	106.00	106.00	106.00
<b>Subtotal</b>	<b>454.38</b>	<b>446.38</b>	<b>446.38</b>	<b>446.38</b>
<b>Enterprise Program Management Office</b>				
Business Analyst.E.Bus	0.00	0.00	0.00	1.00
Division Director Enterprise Project Management Office.E.ExMgt	0.00	0.00	0.00	1.00
Information Technology Projects Manager.E.ITS	0.00	0.00	0.00	2.00
IT Program Manager.E.ITS	0.00	0.00	0.00	1.00
IT Projects Coordinator.E.ITS	0.00	0.00	0.00	1.00
IT Service Delivery Manager.E.ITS	0.00	0.00	0.00	2.00
Senior Information Technology Projects Manager.E.ITS	0.00	0.00	0.00	4.00
Senior IT PMO Manager.E.ITS	0.00	0.00	0.00	1.00
Senior Manager IT Service Delivery.E.ExMgt	0.00	0.00	0.00	2.00
Solutions Analyst.E.ITS	0.00	0.00	0.00	5.00
Solutions Associate.E.ITS	0.00	0.00	0.00	1.00
Solutions Engineer.E.ITS	0.00	0.00	0.00	6.00
Solutions Specialist.E.ITS	0.00	0.00	0.00	2.00
Transformation Change Manager.E.Admin	0.00	0.00	0.00	1.00
<b>Subtotal</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>30.00</b>
<b>Enterprise Solutions &amp; Quality Assurance</b>				
Accountant.E.Acctg	2.00	2.00	2.00	2.00
Accounting Clerk.N.Acctg	2.00	2.00	2.00	2.00
County Capital Projects Coordinator.E.Acctg	0.00	1.00	1.00	1.00
Director Enterprise Solutions & Quality Assurance.E.ExMgt	1.00	1.00	1.00	1.00
Division Manager Fiscal & Accounting Svcs.E.ExMgt	1.00	1.00	1.00	1.00
EBS Database Administrator.E.ITS	1.00	1.00	0.00	0.00
EBS Functional Support Analyst.E.ITS	4.00	4.00	2.00	2.00
EBS Timekeeping/Payroll Application Analyst.E.ITS	1.00	1.00	1.00	1.00
ERP Solutions Architect.E.ITS	1.00	1.00	1.00	1.00

# Detailed Listing of Full-Time Equivalent Positions (by Department - All Funds)

	FY 20 # of FTEs	FY 21 # of FTEs	FY 22 # of FTEs	FY 23 # of FTEs
<b>Enterprise Solutions &amp; Quality Assurance (Continued)</b>				
ERP Techn Functional Solutions Mgr.E.Proj	1.00	1.00	1.00	1.00
Fiscal Analyst.E.Admin	2.00	2.00	3.00	3.00
Fiscal Coordinator.E.Acctg	0.00	1.00	0.00	0.00
Fiscal Manager Enterprise Programs.E.Acctg	1.00	1.00	1.00	1.00
Functional Procurement Applications Coordinator.E.Admin	0.00	0.00	0.00	1.00
Functional Prog Mgr ERP & Integrated Sol.E.Proj	2.00	2.00	2.00	2.00
HCM Functional Business Analyst.E.ITS	0.00	0.00	2.00	2.00
Human Resources Support Technician.N.Admin	0.00	1.00	0.00	0.00
Manager Support ERP Human Capital Mgmnt Programs.E.ITS	1.00	1.00	1.00	1.00
Oracle EBS Developer.E.Bus	0.00	1.00	2.00	2.00
Oracle HCM Functional Consultant.E.Admin	0.00	0.00	1.00	0.00
Senior Enterprise Project Manager.E.ITS	1.00	1.00	1.00	1.00
Senior ERP/HCM Information Systems Functional Manager.E.Bus	0.00	0.00	0.00	1.00
Senior Functional Business Analyst.E.ITS	12.00	9.00	9.00	8.00
Senior Information Technology Projects Manager.E.ITS	0.00	0.00	1.00	0.00
Technical/Functional ERP Programs Manager.E.ITS	1.00	1.00	1.00	1.00
<b>Subtotal</b>	<b>34.00</b>	<b>35.00</b>	<b>36.00</b>	<b>35.00</b>
<b>Environmental Services</b>				
Administrative Specialist.N.Admin	2.00	3.00	2.00	2.00
Chief Environmental Scientist.E.EnvSv	3.00	3.00	3.00	3.00
Division Director Environmental Services.E.ExMgt	1.00	1.00	1.00	1.00
Engineering Technician.N.Eng	1.00	1.00	1.00	1.00
Environmental Manager.E.EnvSv	3.00	3.00	3.00	3.00
Environmental Scientist.E.EnvSv	6.00	6.00	6.00	0.00
Environmental Scientist.N.EnvSv	5.00	5.00	6.00	6.00
Environmental Scientist II.E.EnvSv	0.00	0.00	0.00	2.00
Environmental Scientist III.E.EnvSv	0.00	0.00	1.00	0.00
Environmental Specialist.E.EnvSv	6.00	7.00	7.00	0.00
Environmental Specialist.N.EnvSv	11.00	10.00	9.00	13.00
Environmental Specialist II.E.EnvSv	0.00	0.00	1.00	0.00
Environmental Specialist III.E.EnvSv	0.00	0.00	1.00	0.00
Environmental Supervisor.E.EnvSv	3.00	3.00	3.00	5.00
Environmental Technician.N.EnvSv	1.00	1.00	1.00	1.00
Executive Planner.E.Plan	1.00	1.00	1.00	1.00
Hydrologist.E.EnvSv	2.00	2.00	2.00	1.00
Manager Environmental Services.E.ExMgt	1.00	1.00	1.00	1.00
Manager Innovation & Resiliency.E.ExMgt	1.00	1.00	1.00	1.00
Manager One Water Program.E.ExMgt	1.00	1.00	1.00	1.00
Manager.E.Supv	1.00	1.00	1.00	1.00
Planner.E.Plan	0.00	1.00	1.00	1.00
Program Coordinator.N.Proj	1.00	1.00	1.00	0.00

# Detailed Listing of Full-Time Equivalent Positions (by Department - All Funds)

	FY 20 # of FTEs	FY 21 # of FTEs	FY 22 # of FTEs	FY 23 # of FTEs
<b>Environmental Services (Continued)</b>				
Project Manager.E.Proj	0.00	0.00	0.00	1.00
Recycling Coordinator.E.Util	1.00	1.00	1.00	0.00
Senior Environmental Scientist.E.EnvSv	0.00	0.00	0.00	6.00
Senior Environmental Specialist.E.EnvSv	0.00	0.00	0.00	4.00
Supervisor.E.Admin	1.00	1.00	1.00	1.00
<b>Subtotal</b>	<b>52.00</b>	<b>54.00</b>	<b>56.00</b>	<b>56.00</b>
<b>Extension Service</b>				
Administrative Assistant.N.Admin	4.00	4.00	4.00	4.00
Administrative Specialist.E.Admin	1.00	1.00	1.00	0.00
County Forester.E.Misc	1.00	1.00	1.00	1.00
Director Cooperative Extension.E.ExMgt	1.00	1.00	1.00	1.00
Ext Agnt FLA Yards/Nghbrhd.E.SSvcs	1.00	1.00	1.00	1.00
Extension Agent 4H.E.SSvcs	2.00	2.00	2.00	2.00
Extension Agent Agriculture / Small Farms.N.SSvcs	1.00	1.00	1.00	1.00
Extension Agent Family Relations.E.SSvcs	1.00	1.00	1.00	1.00
Extension Agent Home Environment.E.SSvcs	1.00	1.00	1.00	1.00
Extension Agent Nutrition Health.E.SSvcs	1.00	1.00	1.00	1.00
Extension Agent Ornmtl Horticulture.E.SSvcs	1.00	1.00	1.00	1.00
Extension Agent Vegetables.E.SSvcs	1.00	1.00	0.00	0.00
Food Systems Program Coordinator.E.Admin	0.00	1.00	1.00	1.00
Manager Agricultural Industry Development.E.Misc	0.00	0.00	0.00	1.00
Ornamental Horticultural Assistant.N.Trade	2.80	4.80	6.00	6.00
Ornamental Horticultural Asst.E.Trade	2.00	0.00	0.00	0.00
Program Assistant Part-Time.N.Admin	0.86	1.00	0.00	0.00
Program Coordinator.E.Proj	2.00	1.00	1.00	1.00
Senior Administrative Specialist.E.Admin	0.00	0.00	0.00	1.00
Training Coordinator.N.Human	1.00	1.00	1.00	1.00
<b>Subtotal</b>	<b>24.66</b>	<b>24.80</b>	<b>24.00</b>	<b>25.00</b>
<b>Facilities Management</b>				
Accountant.E.Acctg	1.00	1.00	1.00	1.00
Accounting Clerk.N.Acctg	2.00	2.00	2.00	2.00
Administrative Assistant.N.Admin	2.00	3.00	3.00	3.00
Administrative Specialist.E.Admin	1.00	1.00	0.00	0.00
Administrative Specialist.N.Admin	4.00	4.00	3.00	3.00
Architect.E.Eng	0.00	1.00	1.00	0.00
Assistant County Administrator.E.ExMgt	1.00	1.00	1.00	1.00
Business Analyst.E.Bus	1.00	1.00	1.00	0.00
Business Manager I.E.Plan	1.00	1.00	1.00	1.00
Business Systems Dept Specialist.E.Bus	1.00	1.00	1.00	1.00
Carpenter.N.Trade	6.00	6.00	6.00	6.00



# Detailed Listing of Full-Time Equivalent Positions (by Department - All Funds)

	FY 20 # of FTEs	FY 21 # of FTEs	FY 22 # of FTEs	FY 23 # of FTEs
<b>Facilities Management (Continued)</b>				
Contract Compliance Insprtr I.N.Insp	2.00	0.00	0.00	0.00
Contracts Compliance Inspector.N.Insp	6.00	8.00	8.00	8.00
Contracts Management Associate.E.Acctg	1.00	1.00	1.00	1.00
Contracts Manager.E.Purch	2.00	2.00	2.00	2.00
County Sustainability Officer.E.Real	0.00	0.00	0.00	1.00
Custodian.N.Fac	37.00	37.00	37.00	30.00
Director Facilities Management.E.ExMgt	0.00	1.00	1.00	1.00
Director Real Estate Services.E.ExMgt	1.00	0.00	0.00	0.00
Division Director Facilities Operations and Maintenance.E.ExMgt	0.00	1.00	1.00	1.00
Division Manager Facilities.E.Misc	1.00	0.00	0.00	0.00
ELAPP Acquisition Manager.E.Parks	0.00	0.00	0.00	1.00
Electrician.N.Trade	15.00	15.00	15.00	16.00
Electronics Technician III.E.Trade	1.00	0.00	0.00	0.00
Engineering Associate.E.Eng	1.00	1.00	1.00	1.00
Facilities Architect.E.Fac	0.00	0.00	0.00	1.00
General Manager II.E.Supv	1.00	0.00	0.00	0.00
GIS/Mapping Technician.N.ITS	0.00	0.00	1.00	1.00
HVAC Technician.N.Trade	19.00	20.00	20.00	20.00
Indoor Air Quality Specialist.N.Trade	1.00	1.00	2.00	2.00
Industrial Instrm/Control Tech.N.Trade	0.00	1.00	0.00	0.00
Land Acquisition Division Director.E.Admin	0.00	0.00	1.00	1.00
Locksmith.E.Trade	1.00	0.00	0.00	0.00
Locksmith.N.Trade	1.00	2.00	2.00	2.00
Maintenance Repair Leader.N.Trade	6.00	6.00	6.00	6.00
Maintenance Repair Supervisor.N.Trade	2.00	2.00	2.00	2.00
Manager County Properties.E.ExMgt	0.00	1.00	1.00	1.00
Manager Facilities Maintenance.E.ExMgt	1.00	1.00	1.00	1.00
Manager Logistics.E.Bus	1.00	1.00	1.00	1.00
Manager Real Estate Acquisition & Disposition Svcs.E.ExMgt	0.00	0.00	1.00	1.00
Manager Real Estate Technical Services.E.ExMgt	0.00	0.00	1.00	1.00
Manager Real Property Section.E.Real	0.00	0.00	1.00	1.00
Manager Repair/Preservation.E.ExMgt	1.00	1.00	1.00	1.00
Manager Security Services.E.Sec	1.00	0.00	0.00	0.00
Manager Support Services.E.SSvcs	1.00	1.00	1.00	1.00
Manager Technical Services and Voluntary Acquisitions.E.Real	0.00	0.00	1.00	1.00
Manager.E.Supv	3.00	5.00	5.00	5.00
Multi-Trades Worker.N.Trade	15.00	18.00	18.00	18.00
Painter.N.Trade	5.00	5.00	5.00	5.00
Project Manager.E.Proj	8.00	11.00	14.00	14.00
Project Manager I.E.Proj	1.00	0.00	0.00	0.00
Project Manager II.N.Proj	1.00	0.00	0.00	0.00
Real Property Appraiser.E.Prop	0.00	0.00	2.00	2.00

# Detailed Listing of Full-Time Equivalent Positions (by Department - All Funds)

	FY 20 # of FTEs	FY 21 # of FTEs	FY 22 # of FTEs	FY 23 # of FTEs
<b>Facilities Management (Continued)</b>				
Real Property Specialist.E.Real	0.00	0.00	2.00	11.00
Real Property Specialist.N.Real	0.00	0.00	11.00	0.00
Real Property Technician.N.Real	0.00	0.00	0.00	2.00
Security Manager.E.Fac	0.00	2.00	1.00	1.00
Security Projects Coordinator.E.Fac	0.00	0.00	1.00	1.00
Senior Administrative Specialist.E.Admin	1.00	1.00	1.00	1.00
Senior Supervisor.E.Supv	1.00	1.00	1.00	1.00
Senior Supervisor.N.Supv	1.00	1.00	1.00	1.00
Space Planning Coordinator.E.ExMgt	1.00	1.00	1.00	1.00
Special Projects Coordinator.E.Proj	0.00	0.00	1.00	1.00
Storekeeper.N.Purch	4.00	4.00	3.00	3.00
Supervisor Buildings/Grounds.N.Fac	1.00	1.00	1.00	1.00
Supervisor.E.Admin	2.00	2.00	0.00	0.00
Supervisor.N.Admin	5.00	5.00	7.00	7.00
Trades/Maintenance Supt.E.Trade	4.00	4.00	4.00	4.00
<b>Subtotal</b>	<b>176.00</b>	<b>186.00</b>	<b>208.00</b>	<b>203.00</b>
<b>Fire Rescue</b>				
Accountant.E.Acctg	1.00	1.00	1.00	1.00
Accounting Clerk.N.Acctg	2.00	2.00	2.00	2.00
Administrative Assistant.N.Admin	2.00	3.00	3.00	3.00
Administrative Specialist.E.Admin	1.00	1.00	1.00	0.00
Administrative Specialist.N.Admin	8.00	8.00	8.00	8.00
Assistant Fire Marshall.E.Fire	1.00	1.00	0.00	0.00
Battalion Chief.N.Fire	21.00	26.00	24.00	24.00
Chief Education/Employee Development.E.Human	1.00	1.00	1.00	1.00
Chief Rescue Division.E.Fire	2.00	1.00	1.00	1.00
Company Fire Captain.E.Fire	3.00	0.00	0.00	0.00
Company Fire Captain.N.Fire	147.00	159.00	159.00	160.00
Deputy Chief - Operations.E.Fire	1.00	1.00	1.00	1.00
Deputy Chief- Administration.E.Admin	1.00	1.00	1.00	1.00
Deputy Emergency Manager.E.Emerg	1.00	0.00	0.00	0.00
Director Emergency Management.E.ExMgt	1.00	0.00	0.00	0.00
Deputy Fire Marshall.E.Fire	0.00	0.00	1.00	1.00
Director Fire Rescue.E.ExMgt	1.00	1.00	1.00	1.00
Division Chief Planning and Technology.E.Admin	0.00	1.00	1.00	1.00
Division Director Emergency Preparedness and Recovery.E.ExMgt	1.00	0.00	0.00	0.00
Division Director Office of Emergency Management.E.ExMgt	0.00	1.00	1.00	1.00
Driver/Engineer.E.Fire	0.00	1.00	0.00	0.00
Driver/Engineer.N.Fire	177.00	187.00	191.00	183.00
Emergency Management Coordinator.E.Emerg	0.00	10.00	12.00	12.00
Emergency Management Org Coord.E.Emerg	1.00	0.00	0.00	0.00

# Detailed Listing of Full-Time Equivalent Positions (by Department - All Funds)

	FY 20	FY 21	FY 22	FY 23
	# of FTEs	# of FTEs	# of FTEs	# of FTEs
<b>Fire Rescue (Continued)</b>				
Emergency Management Organization Coordinator.E.Emerg	3.00	0.00	0.00	0.00
Fire Fighter.E.Fire	0.00	0.00	0.00	1.00
Fire Fighter.N.Fire	196.00	250.00	276.00	297.00
Fire Inspector I.N.Fire	5.00	5.00	4.00	0.00
Fire Inspector II.N.Fire	22.00	25.00	26.00	29.00
Fire Inspector.N.Fire	1.00	0.00	1.00	1.00
Fire Investigator.N.Fire	5.00	4.00	3.00	3.00
Fire Marshal.E.Fire	1.00	1.00	1.00	1.00
Fire Medic I.E.Fire	24.00	0.00	12.00	0.00
Fire Medic I.N.Fire	327.00	327.00	302.00	348.00
Fire Medic IV.N.Fire	1.00	1.00	0.00	0.00
Fire Rescue Training Officer.N.Fire	8.00	8.00	8.00	8.00
Fiscal Services Manager.E.Acctg	1.00	1.00	1.00	1.00
Inventory Mgmt Coordinator.E.ExMgt	1.00	1.00	1.00	1.00
Lead Fire Investigator.N.Fire	1.00	1.00	1.00	1.00
Lieutenant.N.Fire	81.00	95.00	102.00	82.00
Manager Contract Soltns Grant Mgmt.E.ExMgt	1.00	1.00	1.00	1.00
Manager Emergency Dispatch.E.Emerg	1.00	1.00	1.00	1.00
Manager Logistics.E.Fire	1.00	1.00	1.00	1.00
Manager.E.Supv	2.00	2.00	2.00	2.00
Multi-Trades Worker.N.Trade	1.00	1.00	1.00	1.00
OEM Section Chief.E.Admin	0.00	3.00	3.00	3.00
Paramedic.N.Fire	5.00	2.00	1.00	1.00
Program Coordinator.E.Proj	5.00	1.00	1.00	0.00
Project Manager.E.Proj	0.00	0.00	1.00	1.00
Project Manager I.E.Proj	3.00	1.00	0.00	0.00
Public Safety Information Officer.E.ExMgt	1.00	1.00	1.00	1.00
Quality Management Chief.E.Misc	1.00	1.00	1.00	1.00
Rescue Lieutenant.N.Fire	11.00	11.00	10.00	9.00
Research Planning/Spec Manager.E.Misc	1.00	1.00	1.00	1.00
Resource Management Chief.E.ExMgt	1.00	1.00	1.00	1.00
Senior Administrative Specialist.E.Admin	0.00	0.00	0.00	1.00
Senior Program Coordinator.E.Proj	0.00	0.00	0.00	1.00
Senior Supervisor.N.Supv	1.00	1.00	1.00	1.00
Senior Telecommunicator.N.Comm	4.00	4.00	4.00	4.00
Shift Commander.E.Fire	3.00	3.00	3.00	3.00
Special Operations Chief.E.Fire	1.00	1.00	1.00	1.00
Storekeeper.N.Purch	5.00	7.00	7.00	7.00
Telecommunications Analyst.E.ITS	1.00	0.00	0.00	0.00
Telecommunications Supervisor.N.Comm	4.00	4.00	4.00	4.00
Telecommunications Technician.N.ITS	2.00	3.00	3.00	3.00
Telecommunicator.E.Comm	1.95	0.00	0.00	0.00

# Detailed Listing of Full-Time Equivalent Positions (by Department - All Funds)

	FY 20 # of FTEs	FY 21 # of FTEs	FY 22 # of FTEs	FY 23 # of FTEs
<b>Fire Rescue (Continued)</b>				
Telecommunicator.N.Comm	29.48	32.43	32.43	32.43
Training Technician.N.Human	2.00	2.00	2.00	2.00
<b>Subtotal</b>	<b>1,138.43</b>	<b>1,210.43</b>	<b>1,230.43</b>	<b>1,257.43</b>
<b>Fleet Services</b>				
Accountant.E.Acctg	1.00	1.00	1.00	1.00
Accounting Assistant.N.Acctg	1.00	0.00	0.00	0.00
Accounting Clerk.N.Acctg	0.00	1.00	1.00	1.00
Administrative Specialist.E.Admin	1.00	1.00	1.00	0.00
Business Analyst.E.Bus	1.00	1.00	1.00	1.00
Contracts Management Associate.N.Purch	1.00	0.00	0.00	0.00
Contracts Manager.E.Purch	0.00	1.00	1.00	1.00
Director Fleet Management.E.ExMgt	1.00	1.00	1.00	1.00
Equipment Fabrication Specialist.N.Trade	1.00	1.00	1.00	1.00
Equipment Operator.N.Trade	1.00	1.00	1.00	1.00
Fleet Master Technician.N.Trade	6.00	6.00	6.00	6.00
Fleet Mechanic Technician.E.Trade	0.00	1.00	0.00	0.00
Fleet Technician Supervisor.E.Trade	6.00	6.00	6.00	6.00
Fleet Technician.E.Trade	1.00	1.00	0.00	0.00
Fleet Technician.N.Trade	30.00	32.00	34.00	34.00
Manager Fleet Management Services.E.VehMn	1.00	1.00	1.00	1.00
Manager Fleet Operations/Maintenance.E.VehMn	0.00	1.00	1.00	1.00
Manager Operations/Maintenance.E.VehMn	1.00	0.00	0.00	0.00
Manager.E.Supv	2.00	2.00	2.00	2.00
Project Manager.E.Proj	0.00	0.00	0.00	1.00
Project Manager I.E.Proj	1.00	1.00	1.00	0.00
Property Control Specialist.N.Misc	1.00	1.00	1.00	1.00
Senior Administrative Specialist.E.Admin	0.00	0.00	0.00	1.00
Service Advisor.N.VehMn	3.00	3.00	3.00	3.00
Vehicle Service Attendant.N.VehMn	2.00	2.00	2.00	2.00
<b>Subtotal</b>	<b>62.00</b>	<b>65.00</b>	<b>65.00</b>	<b>65.00</b>
<b>Geospatial and Land Acquisition</b>				
Addressing Technician.N.Real	4.00	4.00	0.00	0.00
Administrative Assistant.N.Admin	1.00	1.00	0.00	0.00
Administrative Specialist.N.Admin	2.00	2.00	0.00	0.00
Administrative Specialist II.N.Admin	0.00	0.00	0.00	0.00
Director Geospatial and Land Acquisition Services.E.ExMgt	0.00	1.00	0.00	0.00
Division Director Geomatics Division.E.Eng	0.00	0.00	0.00	0.00
Division Director Geospatial Services.E.ExMgt	1.00	1.00	0.00	0.00
Drafting Technician.N.Eng	3.00	3.00	0.00	0.00
Engineering Associate.N.Eng	5.00	5.00	0.00	0.00

# Detailed Listing of Full-Time Equivalent Positions (by Department - All Funds)

	FY 20 # of FTEs	FY 21 # of FTEs	FY 22 # of FTEs	FY 23 # of FTEs
<b>Geospatial and Land Acquisition (Continued)</b>				
Engineering Technician I.N.Eng	0.00	0.00	0.00	0.00
Engineering Technician II.N.Eng	0.00	0.00	0.00	0.00
Engineering Technician III.N.Eng	0.00	0.00	0.00	0.00
Field Data Technician.N.Eng	5.00	5.00	0.00	0.00
General Manager I.N.Supv	0.00	0.00	0.00	0.00
General Manager II.N.Supv	0.00	0.00	0.00	0.00
General Manager III.E.ExMgt	0.00	0.00	0.00	0.00
GIS Analyst.E.ITS	2.00	2.00	0.00	0.00
GIS Analyst.N.ITS	10.00	12.00	0.00	0.00
GIS Database Administrator.E.ITS	0.00	1.00	0.00	0.00
GIS Project Manager.E.Proj	2.00	2.00	0.00	0.00
GIS Software Developer.E.ITS	0.00	2.00	0.00	0.00
GIS Systems Administrator.E.ITS	2.00	2.00	0.00	0.00
GIS Systems Analyst.E.ITS	1.00	1.00	0.00	0.00
GIS/Mapping Technician.E.ITS	0.00	1.00	0.00	0.00
GIS/Mapping Technician.N.ITS	5.00	2.00	0.00	0.00
Manager Asset Registry.E.Eng	1.00	1.00	0.00	0.00
Manager Enterprise GIS.E.Admin	0.00	1.00	0.00	0.00
Manager Geomatics Section.E.Eng	0.00	0.00	0.00	0.00
Manager GIS Mapping Section.E.ITS	1.00	0.00	0.00	0.00
Manager Real Estate Acquisition & Disposition Services.E.ExMgt	1.00	1.00	0.00	0.00
Manager Real Estate Technical Services.E.ExMgt	1.00	1.00	0.00	0.00
Manager Real Property Operations Support.E.Misc	1.00	1.00	0.00	0.00
Manager Real Property Section.E.Real	1.00	2.00	0.00	0.00
Manager Streets & Addresses.E.Trans	1.00	1.00	0.00	0.00
Manager Survey.E.Eng	1.00	1.00	0.00	0.00
Manager.E.Supv	2.00	2.00	0.00	0.00
Prof Land Surveyor/Mapper.E.Eng	3.00	3.00	0.00	0.00
Program Coordinator.N.Proj	1.00	2.00	0.00	0.00
Project Manager.E.Proj	3.00	3.00	0.00	0.00
Real Property Appraiser.E.Prop	2.00	2.00	0.00	0.00
Real Property Specialist.E.Real	1.00	0.00	0.00	0.00
Real Property Specialist.N.Real	13.00	11.00	0.00	0.00
Senior Engineering Technician.N.Eng	0.00	0.00	0.00	0.00
Senior GIS Analyst.E.ITS	0.00	0.00	0.00	0.00
Senior Program Coordinator.E.Proj	0.00	0.00	0.00	0.00
Special Projects Coordinator.E.Proj	0.00	1.00	0.00	0.00
Survey Technician.N.Eng	4.00	4.00	0.00	0.00
<b>Subtotal</b>	<b>80.00</b>	<b>84.00</b>	<b>0.00</b>	<b>0.00</b>
<b>Government Relations &amp; Strategic Services</b>				
Administrative Assistant.N.Admin	1.00	0.00	0.00	0.00



# Detailed Listing of Full-Time Equivalent Positions (by Department - All Funds)

	FY 20 # of FTEs	FY 21 # of FTEs	FY 22 # of FTEs	FY 23 # of FTEs
<b>Government Relations &amp; Strategic Services (Continued)</b>				
Administrative Services Coord.E.Admin	2.00	1.00	1.00	3.00
Administrative Specialist.E.Admin	0.00	1.00	1.00	0.00
Administrative Specialist.N.Admin	1.00	1.00	1.00	2.00
Agenda Special Projects Manager.E.Admin	1.00	0.00	0.00	0.00
Chief Government Relations and Strategic Services Admin.E.ExMgt	0.00	1.00	1.00	1.00
Commission Support/Chauffeur.N.Comm	1.00	2.00	2.00	1.00
Community Affairs Liaison & Eq Opportunity Admin.E.ExMgt	1.00	0.00	0.00	1.00
Community Affairs Liaison.E.ExMgt	1.00	1.00	0.00	0.00
Community Liaison.E.ExMgt	0.00	0.00	1.00	1.00
Executive Assistant-County Administrator.E.Admin	1.00	1.00	0.00	0.00
Executive Assistant.E.Admin	0.00	0.00	1.00	1.00
Executive Manager.E.ExMgt	0.00	0.00	0.00	1.00
GRSS Administrator 1.E.Admin	0.00	3.00	3.00	3.00
GRSS Administrator 2.E.Admin	0.00	3.00	3.00	1.00
GRSS Division Director.E.Admin	0.00	2.00	2.00	2.00
Homeless Services Projects Coordinator.E.Admin	0.00	1.00	0.00	0.00
Lead COHT Program Coordinator.E.Admin	0.00	0.00	1.00	1.00
Intergovernmental Relations Manager.E.ExMgt	1.00	0.00	0.00	0.00
Manager Hispanic Affairs.E.Comm	1.00	0.00	0.00	0.00
Manager Human Rights & Internal Investigations.E.ExMgt	0.00	0.00	0.00	1.00
Operations-Legislative Affairs Ofcr.E.ExMgt	1.00	0.00	0.00	0.00
Professional Standards & Human Rights Investigator.E.ExMgt	2.00	3.00	2.00	2.00
Program Coordinator.E.Proj	0.00	0.00	1.00	0.00
Program Coordinator.N.Proj	0.00	0.00	0.00	1.00
Senior Investigator Professional Standards & Human Rights.E.ExMgt	1.00	0.00	0.00	0.00
Special Projects Coordinator.E.Admin	0.00	1.00	1.00	0.00
Special Projects Manager Grants.E.Admin	1.00	0.00	0.00	0.00
Special Projects Manager Legislative Affairs.E.Proj	1.00	0.00	0.00	0.00
<b>Subtotal</b>	<b>17.00</b>	<b>21.00</b>	<b>21.00</b>	<b>22.00</b>
<b>Head Start</b>				
Accountant.E.Acctg	2.00	1.00	1.00	1.00
Accounting Clerk.N.Acctg	4.00	4.00	4.00	2.00
Administrative Assistant.N.Admin	7.00	7.00	7.00	8.00
Administrative Specialist.E.Admin	1.00	1.00	1.00	0.00
Administrative Specialist.N.Admin	4.00	4.00	4.00	4.00
Business Systems Dept Specialist.E.Bus	2.00	2.00	2.00	2.00
Case Manager.N.SSvcs	25.00	25.00	25.00	25.00
Contracts Manager.E.Purch	1.00	1.00	1.00	1.00
Custodian.N.Fac	0.00	0.00	0.00	7.00
Director Head Start/Early Head Start.E.ExMgt	1.00	1.00	1.00	1.00
Fiscal Manager.E.ExMgt	1.00	1.00	1.00	1.00

# Detailed Listing of Full-Time Equivalent Positions (by Department - All Funds)

	FY 20 # of FTEs	FY 21 # of FTEs	FY 22 # of FTEs	FY 23 # of FTEs
<b>Head Start (Continued)</b>				
Head Start Business Systems Manager.E.Bus	0.00	1.00	1.00	1.00
Head Start Infant & Toddler Specialist.N.SSvcs	33.00	33.00	0.00	0.00
Head Start Services Specialist.E.SSvcs	1.00	1.00	1.00	0.00
Head Start Services Specialist.N.SSvcs	9.00	7.00	7.00	9.00
Head Start Special Projects Manager.E.Supv	0.00	1.00	0.00	0.00
Head Start Teacher.E.SSvcs	0.00	0.00	24.00	0.00
Head Start Teacher.N.SSvcs	0.00	0.00	40.00	42.00
Head Start/EHS Center Supervisor.E.SSvcs	13.00	13.00	14.00	13.00
Head Start/EHS Teacher Aide.N.Human	1.00	0.95	0.95	0.95
Head Start/EHS Teacher Assistant.N.SSvcs	63.00	63.00	77.00	63.00
Head Start/EHS Teacher.E.SSvcs	24.00	24.00	0.00	0.00
Head Start/EHS Teacher.N.SSvcs	40.00	40.00	18.00	33.00
Human Services Supervisor.E.SSvcs	2.00	2.00	2.00	2.00
Lead Head Start/EHS Teacher.E.SSvcs	0.00	0.00	0.00	21.00
Maintenance Repair Supervisor.E.Trade	0.00	0.00	0.00	1.00
Manager Education Administration.E.ExMgt	1.00	1.00	1.00	1.00
Manager Family and Community Engagement.E.ExMgt	1.00	1.00	1.00	1.00
Manager Family Change and Integrative Services.E.Admin	0.00	0.00	1.00	1.00
Manager.E.Supv	7.00	7.00	7.00	7.00
Minibus Driver.N.Trans	5.00	5.00	5.00	5.00
Multi-Trades Worker.N.Trade	2.00	2.00	2.00	2.00
Program Coordinator.E.Proj	1.00	2.00	2.00	0.00
Program Manager.E.Proj	0.00	2.00	2.00	2.00
Property Control Specialist.N.Misc	0.00	0.00	0.00	1.00
Registered Nurse.E.MedSv	3.00	2.00	2.00	0.00
Registered Nurse.N.MedSv	0.00	0.00	0.00	1.00
Senior Administrative Specialist.E.Admin	0.00	0.00	0.00	1.00
Senior Program Coordinator.E.Proj	0.00	0.00	0.00	2.00
Social Services Specialist.N.SSvcs	5.00	5.00	5.00	5.00
Solutions Analyst.E.ITS	1.00	0.00	1.00	1.00
Training Specialist.N.Human	0.00	1.00	1.00	1.00
Treatment Counselor.E.SSvcs	2.00	1.00	1.00	1.00
<b>Subtotal</b>	<b>262.00</b>	<b>261.95</b>	<b>262.95</b>	<b>269.95</b>
<b>Health Care Services</b>				
Accountant.E.Acctg	3.00	2.00	2.00	2.00
Accounting Clerk.N.Acctg	2.00	2.00	2.00	2.00
Administrative Assistant.N.Admin	0.00	1.00	1.00	1.00
Administrative Specialist.E.Admin	1.00	1.00	1.00	0.00
Business Analyst.E.Bus	2.00	2.00	1.00	1.00
Case Manager.N.SSvcs	30.00	31.00	34.00	34.00
Contracts Manager.E.Purch	1.00	2.00	2.00	3.00

# Detailed Listing of Full-Time Equivalent Positions (by Department - All Funds)

	FY 20 # of FTEs	FY 21 # of FTEs	FY 22 # of FTEs	FY 23 # of FTEs
<b>Health Care Services (Continued)</b>				
Director Health Care Services.E.ExMgt	1.00	1.00	1.00	1.00
Health Care Services Fiscal Manager.E.Admin	0.00	1.00	1.00	1.00
Health Care Services Manager.E.Admin	5.00	5.00	5.00	5.00
Healthcare Svcs Review Nurse.E.MedSv	2.00	2.00	2.00	2.00
Healthy Living Manager.E.Admin	1.00	1.00	1.00	1.00
Human Services Supervisor.E.SSvcs	4.00	4.00	5.00	5.00
Human Services Supervisor.N.SSvcs	0.00	1.00	0.00	0.00
Manager Education and Outreach Services.E.SSvcs	1.00	1.00	1.00	1.00
Manager Health Care Services Contracts Administration.E.Human Manager.E.Supv	1.00 2.00	1.00 2.00	1.00 2.00	1.00 1.00
Program Coordinator.N.Proj	2.00	4.00	4.00	5.00
Program Manager.E.Proj	1.00	1.00	1.00	1.00
Project Manager.E.Proj	4.00	4.00	5.00	6.00
Senior Administrative Specialist.E.Admin	0.00	0.00	0.00	1.00
Senior Program Coordinator.E.Proj	0.00	0.00	1.00	1.00
Senior Supervisor.E.Supv	1.00	1.00	0.00	0.00
Social Services Specialist.E.SSvcs	0.00	1.00	0.00	0.00
Social Services Specialist.N.SSvcs	7.00	7.00	7.00	7.00
Special Projects Coordinator.E.Proj	1.00	1.00	1.00	1.00
Trauma Coordinator.E.SSvcs	1.00	1.00	1.00	1.00
Wellness Specialist.N.Admin	6.00	8.00	8.00	7.00
<b>Subtotal</b>	<b>79.00</b>	<b>88.00</b>	<b>90.00</b>	<b>91.00</b>
<b>Homeless Services</b>				
Administrative Specialist.E.Admin	1.00	1.00	1.00	0.00
Case Manager.N.SSvcs	1.00	0.00	1.00	0.00
Community Relations Coord.E.Comm	1.00	1.00	1.00	1.00
Community Services Manager.E.SSvcs	0.00	0.00	0.00	1.00
Contracts Manager.E.Purch	2.00	3.00	3.00	3.00
Director Homeless Services.E.ExMgt	1.00	1.00	1.00	1.00
Homeless and Community Services Manager.E.SSvcs	0.00	0.00	0.00	1.00
Manager Contracts Grants Compl.E.ExMgt	1.00	1.00	1.00	0.00
Program Coordinator.E.Proj	0.00	1.00	1.00	0.00
Project Manager.E.Proj	0.00	1.00	1.00	1.00
Senior Administrative Specialist.E.Admin	0.00	0.00	0.00	1.00
Senior Program Coordinator.E.Proj	0.00	0.00	0.00	1.00
Special Projects Coordinator.E.Proj	1.00	0.00	0.00	0.00
<b>Subtotal</b>	<b>8.00</b>	<b>9.00</b>	<b>10.00</b>	<b>10.00</b>
<b>Human Resources</b>				
Accountant.E.Acctg	1.00	1.00	1.00	1.00
Accounting Clerk.N.Acctg	2.00	2.00	2.00	2.00

# Detailed Listing of Full-Time Equivalent Positions (by Department - All Funds)

	FY 20 # of FTEs	FY 21 # of FTEs	FY 22 # of FTEs	FY 23 # of FTEs
<b>Human Resources (Continued)</b>				
Administrative Specialist.E.Admin	1.00	1.00	1.00	0.00
Administrative Specialist.N.Admin	0.00	1.00	0.00	0.00
Contracts Manager.E.Purch	0.00	0.00	0.00	1.00
Director Human Resources.E.ExMgt	1.00	1.00	1.00	1.00
Fiscal Manager Human Resources & Healthcare/Benefits.E.Acctg	1.00	1.00	1.00	1.00
Hands On Educational Svcs Intern.N.Misc	0.00	7.50	7.50	7.50
Human Resource Wellness Coordinator.E.Admin	0.00	0.00	0.00	1.00
Human Resource Wellness Coordinator.N.Admin	1.00	1.00	1.00	0.00
Human Resources Division Director.E.ExMgt	2.00	2.00	2.00	2.00
Human Resources Manager I.E.ExMgt	0.00	0.00	0.00	1.00
Human Resources Manager.E.ExMgt	10.00	10.00	10.00	9.00
Human Resources Partner.E.Admin	10.00	11.00	11.00	12.00
Human Resources Specialist.E.Admin	21.48	21.48	22.48	19.48
Human Resources Support Technician.N.Admin	11.00	9.00	9.00	8.00
Manager.E.Supv	1.00	0.00	0.00	0.00
Oracle HCM Functional Consultant.E.Admin	0.00	0.00	0.00	1.00
Senior Administrative Specialist.E.Admin	0.00	0.00	0.00	1.00
Senior Human Resources Partner.E.Admin	0.00	0.00	0.00	4.00
Summer Youth Intern.N.Misc	10.95	3.45	3.45	3.45
Wellness Assistant.N.Admin	0.38	0.38	0.38	0.38
Wellness Specialist.N.Admin	1.00	1.00	1.00	1.00
<b>Subtotal</b>	<b>74.80</b>	<b>73.80</b>	<b>73.80</b>	<b>76.80</b>
<b>Information Technology Department</b>				
Accounting Clerk.N.Acctg	0.00	0.00	0.00	1.00
Accounting Specialist.E.Acctg	1.00	1.00	1.00	0.00
Administrative Specialist.E.Admin	1.00	1.00	1.00	0.00
Administrative Specialist.N.Admin	1.00	1.00	1.00	1.00
Business Analyst.E.Bus	2.00	3.00	1.00	0.00
Business Process Engineer.E.Bus	0.00	1.00	0.00	0.00
Chief Information Security Officer.E.ExMgt	0.00	1.00	1.00	0.00
Computer Operator.N.Data	1.00	1.00	0.00	0.00
Contracts Manager.E.Purch	0.00	1.00	1.00	1.00
Cyber Security Engineer.E.ITS	0.00	0.00	5.00	0.00
Cyber Security Specialist.E.ITS	4.00	4.00	0.00	0.00
Data Scientist.E.ITS	1.00	1.00	0.00	0.00
Database Administrator.E.ITS	5.00	5.00	0.00	0.00
Desktop Support Manager.E.ITS	1.00	1.00	1.00	1.00
Director of Technology.E.Admin	1.00	1.00	1.00	1.00
Director Performance Improvement.E.ExMgt	1.00	1.00	0.00	0.00
Disaster Recovery Administrator.E.Admin	1.00	1.00	1.00	1.00
Division Dir Technology Infrastructure Strategic Planning.E.ITS	0.00	0.00	1.00	1.00

# Detailed Listing of Full-Time Equivalent Positions (by Department - All Funds)

	FY 20 # of FTEs	FY 21 # of FTEs	FY 22 # of FTEs	FY 23 # of FTEs
<b>Information Technology Department (Continued)</b>				
Division Director Enterprise Project Management Office.E.ExMgt	1.00	1.00	1.00	0.00
Division Director Information & Cyber Security.E.ITS	1.00	1.00	1.00	0.00
Division Director Infrastructure and Tech Support Services.E.ITS	1.00	1.00	1.00	1.00
Division Director IT Business Management Services.E.ExMgt	1.00	1.00	1.00	1.00
Enterprise Applications Development Manager.E.ITS	1.00	1.00	1.00	1.00
Enterprise Content Management and Development Manager.E.ITS	1.00	1.00	1.00	1.00
Information and Cybersecurity Manager.E.ITS	1.00	0.00	0.00	0.00
Information Systems Financial Manager.E.ITS	1.00	1.00	1.00	1.00
Information Technology Associate Projects Manager.E.ITS	1.00	1.00	1.00	1.00
Information Technology Contracts Manager.E.ITS	1.00	1.00	1.00	1.00
Information Technology Projects Coordinator.E.ITS	0.00	1.00	0.00	0.00
Information Technology Projects Manager.E.ITS	6.00	5.00	5.00	2.00
IT Asset Management Administrator.E.ITS	0.00	1.00	1.00	1.00
IT Asset Mgmt Specialist.E.ITS	1.00	0.00	0.00	0.00
IT Asset Mgmt Specialist.N.ITS	1.00	1.00	1.00	1.00
IT Business Relationship Manager.E.ITS	3.00	0.00	0.00	0.00
IT Business Solutions Manager.E.ITS	0.00	4.00	1.00	0.00
IT Program Manager.E.ITS	2.00	1.00	1.00	1.00
IT Project Coordinator.E.ITS	1.00	1.00	2.00	1.00
IT Service Delivery Manager.E.ITS	0.00	0.00	7.00	5.00
IT Service Delivery Manager I.E.ITS	1.00	1.00	0.00	0.00
IT Service Delivery Manager II.E.ITS	3.00	4.00	0.00	0.00
Knowledge Management Administrator.E.ITS	0.00	1.00	1.00	1.00
Manager Application Portfolio Management.E.ITS	0.00	0.00	1.00	1.00
Manager Database and Business Intelligence Support.E.ExMgt	1.00	1.00	0.00	0.00
Manager Enterprise Data and Analytics.E.Admin	1.00	1.00	0.00	0.00
Manager Information Technology Projects Management Office.E.ITS	1.00	1.00	0.00	0.00
Manager.E.Supv	0.00	1.00	1.00	1.00
Network Administration Manager.E.ITS	1.00	1.00	1.00	1.00
Network Administrator.E.ITS	6.00	5.00	5.00	5.00
Network Architect.E.ITS	3.00	4.00	3.00	3.00
Network Engineer.E.ITS	4.00	5.00	5.00	4.00
PC Administrator.E.ITS	7.00	7.00	7.00	7.00
Personal Computer Specialist.E.ITS	1.00	1.00	1.00	1.00
Project Manager.E.Proj	2.00	0.00	0.00	0.00
Senior Administrative Specialist.E.Admin	0.00	0.00	0.00	1.00
Senior Information Technology Project Manager.E.ITS	0.00	1.00	1.00	0.00
Senior Information Technology Projects Manager.E.ITS	8.00	7.00	5.00	1.00
Senior IT PMO Manager.E.ITS	0.00	0.00	1.00	0.00
Senior Manager Enterprise Information Management.E.ExMgt	1.00	1.00	1.00	1.00
Senior Manager IT Service Delivery.E.ExMgt	3.00	3.00	4.00	2.00
Senior Supervisor.E.Supv	1.00	1.00	1.00	1.00



# Detailed Listing of Full-Time Equivalent Positions (by Department - All Funds)

	FY 20 # of FTEs	FY 21 # of FTEs	FY 22 # of FTEs	FY 23 # of FTEs
<b>Information Technology Department (Continued)</b>				
Software Asset Management Administrator.E.ITS	1.00	1.00	1.00	1.00
Software Developer.E.ITS	3.00	1.00	1.00	1.00
Solutions Analyst.E.ITS	13.00	13.00	12.00	8.00
Solutions Architect.E.ITS	5.00	5.00	6.00	6.00
Solutions Associate.E.ITS	0.00	1.00	1.00	0.00
Solutions Engineer.E.ITS	12.00	16.00	18.00	13.00
Solutions Specialist.E.ITS	7.00	5.00	5.00	3.00
Sr Telecommunications Engineer.E.ITS	0.00	0.00	1.00	1.00
Systems Administration Manager.E.ITS	1.00	1.00	1.00	1.00
Systems Administrator.E.ITS	11.00	11.00	11.00	8.00
Systems Architect.E.ITS	2.00	3.00	3.00	3.00
Systems Engineer.E.ITS	6.00	5.00	5.00	8.00
Technical Support Desk Manager.E.ITS	1.00	1.00	1.00	1.00
Technical Support Specialist.E.ITS	6.00	5.00	5.00	5.00
Technical Writer.E.ITS	1.00	0.00	0.00	0.00
Telecommunications Engineer.E.ITS	3.00	3.00	2.00	2.00
Transformation Change Manager.E.Admin	0.00	1.00	1.00	0.00
<b>Subtotal</b>	<b>160.00</b>	<b>165.00</b>	<b>154.00</b>	<b>116.00</b>
<b>Library Services</b>				
Accountant.E.Acctg	1.00	1.00	1.00	1.00
Accounting Clerk.N.Acctg	1.00	1.00	1.00	1.00
Administrative Librarian.E.LibSv	20.00	18.00	18.00	19.00
Administrative Specialist.E.Admin	1.00	1.00	1.00	0.00
Administrative Specialist.N.Admin	1.00	1.00	1.00	1.00
Business Systems Dept Specialist.E.Bus	1.00	1.00	1.00	1.00
Contracts Manager.E.Purch	1.00	1.00	1.00	1.00
Director Library Services.E.ExMgt	1.00	1.00	1.00	1.00
Division Manager Library Public Svcs.E.LibSv	1.00	1.00	1.00	1.00
Division Manager Library Support Services.E.LibSv	0.00	1.00	1.00	1.00
Librarian.E.LibSv	94.00	89.00	89.00	90.00
Librarian.N.LibSv	2.38	2.38	0.00	5.00
Library Associate.N.LibSv	80.03	76.60	74.00	77.00
Library Project Mgr.E.LibSv	1.00	1.00	1.00	1.00
Library Public Service Reg Mgr.E.LibSv	7.00	7.00	7.00	7.00
Library Service and Technology Guide.N.LibSv	147.80	157.80	155.00	163.00
Library Technical Assistant.N.Cultr	0.00	1.00	0.00	0.00
Library Technology Project Manager.E.ExMgt	1.00	1.00	0.00	0.00
Manager Law Library.E.ExMgt	1.00	1.00	1.00	1.00
Manager Library Development.E.LibSv	1.00	1.00	1.00	1.00
Manager Library Learning Experiences.E.LibSv	1.00	1.00	4.00	4.00
Manager Library Operations/Technology.E.ITS	1.00	1.00	0.00	0.00

# Detailed Listing of Full-Time Equivalent Positions (by Department - All Funds)

	FY 20 # of FTEs	FY 21 # of FTEs	FY 22 # of FTEs	FY 23 # of FTEs
<b>Library Services (Continued)</b>				
Manager Library Tech & Collections.E.LibSv	1.00	1.00	0.00	0.00
Manager.E.Supv	1.00	3.00	3.00	3.00
Multi-Trades Worker II.N.Trade	0.00	0.00	0.00	1.00
Multi-Trades Worker.N.Trade	0.00	1.00	1.00	1.00
Paralegal Specialist.N.Legal	1.00	1.00	1.00	1.00
Program Coordinator.E.Proj	0.00	2.00	2.00	0.00
Program Coordinator.N.Proj	0.00	1.00	0.00	2.00
Project Manager I.E.Proj	0.00	0.00	0.00	1.00
Project Manager.E.Proj	0.00	1.00	2.00	2.00
Senior Administrative Specialist.E.Admin	0.00	0.00	0.00	1.00
Supervisor.E.Admin	0.00	0.00	0.00	2.00
Training Specialist.N.Human	0.00	0.00	0.00	1.00
<b>Subtotal</b>	<b>368.20</b>	<b>376.78</b>	<b>368.00</b>	<b>391.00</b>
<b>Management &amp; Budget</b>				
Administrative Services Coord.E.Admin	0.00	0.00	1.00	1.00
Administrative Specialist.E.Admin	1.00	0.00	0.00	0.00
Assistant County Administrator.E.ExMgt	1.00	1.00	1.00	1.00
Budget Analyst.E.Acctg	8.00	7.00	7.00	7.00
Budget Manager Capital Team.E.Acctg	1.00	1.00	1.00	1.00
Budget Manager Operating Team.E.Acctg	1.00	1.00	1.00	1.00
Budget Manager.E.Bus	2.00	1.00	1.00	1.00
Budget Managing Director.E.Acctg	0.00	1.00	1.00	1.00
Budget Systems Administrator.E.Data	1.00	0.00	0.00	0.00
Business Intelligence Analyst.E.Bus	0.00	1.00	1.00	1.00
Capital Program Officer.E.Acctg	0.00	1.00	1.00	1.00
Debt & Financial Analysis Manager.E.Acctg	1.00	1.00	1.00	1.00
Debt-Government Business Mgr.E.ExMgt	1.00	0.00	0.00	0.00
Director Management & Budget.E.ExMgt	1.00	1.00	1.00	1.00
Economist.E.Econ	1.00	1.00	1.00	1.00
Fiscal Analyst.E.Admin	0.00	1.00	1.00	1.00
General Manager IV.E.ExMgt	1.00	0.00	0.00	0.00
Grants Planning and Development Coordinator.E.ExMgt	1.00	1.00	1.00	1.00
Grants Reporting/Complnc Ofcr.E.ExMgt	1.00	1.00	1.00	1.00
Manager Business Analytics.E.Bus	0.00	1.00	1.00	1.00
Manager Crime Prevention/Coordinating Unit.E.Law	1.00	1.00	1.00	1.00
Manager Criminal Justice Grants Program.E.Legal	1.00	1.00	1.00	1.00
Manager Fiscal Services.E.Acctg	1.00	1.00	1.00	1.00
Manager Systems and Reporting.E.Acctg	0.00	1.00	1.00	1.00
Manager Systems/Revenue.E.ITS	1.00	0.00	0.00	0.00
Organizational Excellence Consultant.E.Admin	0.00	0.00	1.00	1.00
Program Coordinator.N.Proj	1.00	0.00	0.00	0.00

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	FY 20 # of FTEs	FY 21 # of FTEs	FY 22 # of FTEs	FY 23 # of FTEs
<b>Management &amp; Budget (Continued)</b>				
Project Manager.E.Proj	1.00	2.00	2.00	2.00
Senior Administrative Specialist.E.Admin	0.00	1.00	0.00	0.00
<b>Subtotal</b>	<b>28.00</b>	<b>28.00</b>	<b>29.00</b>	<b>29.00</b>
<b>Medical Examiner</b>				
Accounting Clerk.N.Acctg	1.00	1.00	1.00	0.00
Administrative Assistant.N.Admin	1.00	1.00	1.00	2.00
Administrative Specialist.N.Admin	3.00	3.00	3.00	2.00
Assistant Chief Forensic Toxicologist.E.MedSv	1.00	1.00	1.00	1.00
Associate Medical Examiner.E.ExMgt	4.00	4.00	4.00	4.00
Autopsy Technician.E.MedSv	2.00	1.00	0.00	0.00
Autopsy Technician.N.MedSv	7.16	11.16	11.16	11.16
Chief Forensic Toxicologist.E.ForOp	1.00	1.00	1.00	1.00
Chief Medical Examiner.E.ExMgt	1.00	1.00	1.00	1.00
Deputy Chief Medical Examiner.E.ExMgt	1.00	1.00	1.00	1.00
Forensic Toxicologist I.E.MedSv	3.00	3.00	3.00	3.00
Laboratory Technician.N.MedSv	0.00	0.00	1.00	1.00
Manager ME Office Operations.E.ExMgt	1.00	1.00	1.00	1.00
Manager.E.Supv	2.00	2.00	2.00	2.00
Medical Examiner Death Investigator.N.ForOp	11.32	14.32	14.32	14.32
Medical Exmnr DeathInvstgtr.E.MedSv	1.00	0.00	0.00	0.00
Senior Administrative Specialist.E.Admin	0.00	0.00	0.00	1.00
<b>Subtotal</b>	<b>40.48</b>	<b>45.48</b>	<b>45.48</b>	<b>45.48</b>
<b>Minority &amp; Small Business Enterprise</b>				
Division Director MBE and SBE Programs.E.Admin	0.00	0.00	0.00	1.00
Minority-Disadvantaged Bus Mgr.E.ExMgt	0.00	0.00	0.00	1.00
Special Projects Coordinator.E.Proj	0.00	0.00	0.00	4.00
<b>Subtotal</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>6.00</b>
<b>Non-Allocated Pool Positions</b>				
Case Manager.E.SSvcs	0.00	0.00	3.00	3.00
Cashier.N.Acctg	0.00	0.00	1.00	1.00
Cook.N.SSvcs	0.00	0.00	1.00	1.00
Human Services Supervisor.E.SSvcs	0.00	0.00	1.00	1.00
Pooled Temp.N.Misc	15.00	15.00	15.00	15.00
Treatment Counselor.E.SSvcs	0.00	0.00	2.00	2.00
<b>Subtotal</b>	<b>15.00</b>	<b>15.00</b>	<b>23.00</b>	<b>23.00</b>
<b>Parks &amp; Recreation</b>				
Accountant.E.Acctg	1.00	1.00	1.00	1.00
Accounting Clerk.N.Acctg	1.00	1.00	1.00	1.00

# Detailed Listing of Full-Time Equivalent Positions (by Department - All Funds)

	FY 20 # of FTEs	FY 21 # of FTEs	FY 22 # of FTEs	FY 23 # of FTEs
<b>Parks &amp; Recreation (Continued)</b>				
Adaptive Recreation Leader.N.Parks	23.37	23.80	5.00	5.00
Administrative Assistant.N.Admin	3.00	2.00	2.00	2.00
Administrative Services Coord.E.Admin	1.00	1.00	0.00	0.00
Administrative Specialist.E.Admin	1.00	1.00	1.00	0.00
Administrative Specialist.N.Admin	1.00	2.00	3.00	2.00
Athletics Manager.E.ExMgt	0.00	1.00	1.00	1.00
Athletics Specialist.N.Parks	2.00	1.00	1.00	1.00
Business Analyst.E.Bus	0.00	0.00	0.00	1.00
Business Manager I.E.Plan	1.00	1.00	1.00	1.00
Construction Equipment Operator.N.Trade	3.00	3.00	3.00	3.00
Contracts Compliance Inspector.N.Insp	0.00	2.00	2.00	2.00
Director Recreation Athletics Neighborhood Parks.E.ExMgt	1.00	1.00	1.00	1.00
Electrician.N.Trade	1.00	1.00	1.00	1.00
Event Coordinator.N.Parks	1.00	0.00	0.00	0.00
Executive Administrative Manager.E.Admin	1.00	0.00	0.00	0.00
Field Operations Supervisor.N.Trade	4.00	4.00	4.00	5.00
Fiscal Manager.E.ExMgt	1.00	1.00	1.00	1.00
HVAC Technician.N.Trade	2.00	2.00	2.00	2.00
Manager Administrative Svcs.E.ExMgt	0.00	0.00	0.00	1.00
Manager Recreation Services.E.ExMgt	1.00	1.00	1.00	1.00
Manager.E.Supv	2.00	1.00	3.00	4.00
Multi-Trades Worker II.N.Trade	4.00	0.00	0.00	0.00
Multi-Trades Worker.N.Trade	25.46	29.46	37.00	38.00
Park Ranger.N.Parks	1.14	2.10	2.50	2.50
Park Services Manager.E.Admin	0.00	1.00	1.00	1.00
Parks Planning & Development Manager.E.ExMgt	1.00	1.00	1.00	1.00
Program Coordinator.E.Proj	3.00	3.00	3.00	0.00
Program Coordinator.N.Proj	1.00	2.00	2.00	3.00
Project Coordinator.E.Admin	0.00	1.00	1.00	1.00
Recreation Leader II.N.Parks	2.00	0.00	0.00	0.00
Recreation Leader.N.Parks	70.42	71.00	97.19	102.69
Recreation Manager.E.ExMgt	2.00	2.00	2.00	2.00
Recreation Program Specialist.N.Parks	11.00	11.00	13.00	14.00
Recreation Program Supervisor.N.Parks	23.00	24.00	30.00	33.00
Safety/Loss Control Coord.E.Insp	0.00	1.00	0.00	0.00
Safety/Loss Control Coord.N.Insp	0.00	1.00	2.00	2.00
Senior Administrative Specialist.E.Admin	0.00	0.00	0.00	1.00
Senior Program Coordinator.E.Proj	0.00	0.00	0.00	2.00
Senior Program Coordinator.N.Proj	0.00	0.00	0.00	1.73
Senior Supervisor.E.Supv	2.00	1.00	2.00	2.00
Senior Supervisor.N.Supv	0.00	2.00	0.00	0.00
Special Projects Coordinator.E.Proj	0.00	0.00	1.00	1.00
Storekeeper.N.Purch	2.00	2.00	2.00	2.00

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	FY 20 # of FTEs	FY 21 # of FTEs	FY 22 # of FTEs	FY 23 # of FTEs
<b>Parks &amp; Recreation (Continued)</b>				
Supervisor Buildings/Grounds.N.Fac	0.00	1.00	1.00	1.00
Supervisor.E.Admin	0.00	1.00	1.00	1.00
Supervisor.N.Admin	2.00	1.00	1.00	1.00
Therapeutic Recreation Specialist.N.Parks	6.00	5.00	0.00	0.00
Trades Helper.N.Trade	4.00	3.00	1.00	1.00
<b>Subtotal</b>	<b>211.39</b>	<b>216.36</b>	<b>234.69</b>	<b>249.92</b>
<b>Performance Data &amp; Analytics</b>				
Addressing Technician.N.Real	0.00	0.00	4.00	4.00
Administrative Specialist.N.Admin	0.00	0.00	1.00	0.00
Business Analyst.E.Bus	0.00	0.00	1.00	1.00
Business Process Engineer.E.Bus	0.00	0.00	1.00	1.00
Data Scientist.E.ITS	0.00	0.00	1.00	1.00
Database Administrator.E.ITS	0.00	0.00	5.00	5.00
Director Geospatial and Land Acquisition Services.E.ExMgt	0.00	0.00	1.00	1.00
Division Director Geospatial Services.E.ExMgt	0.00	0.00	1.00	1.00
Drafting Technician.N.Eng	0.00	0.00	3.00	3.00
Engineering Associate.N.Eng	0.00	0.00	5.00	5.00
Field Data Technician.N.Eng	0.00	0.00	5.00	5.00
GIS Analyst.E.ITS	0.00	0.00	2.00	0.00
GIS Analyst.N.ITS	0.00	0.00	12.00	8.00
GIS Database Administrator.E.ITS	0.00	0.00	1.00	1.00
GIS Project Manager.E.Proj	0.00	0.00	1.00	2.00
GIS Software Developer.E.ITS	0.00	0.00	1.00	1.00
GIS Systems Administrator.E.ITS	0.00	0.00	3.00	3.00
GIS Systems Analyst.E.ITS	0.00	0.00	1.00	1.00
GIS/Mapping Technician.N.ITS	0.00	0.00	2.00	2.00
Manager Applied GIS.E.ITS	0.00	0.00	1.00	1.00
Manager Asset Registry.E.Eng	0.00	0.00	1.00	1.00
Manager Database and Business Intelligence Support.E.ExMgt	0.00	0.00	1.00	1.00
Manager Enterprise Data and Analytics.E.Admin	0.00	0.00	1.00	1.00
Manager Enterprise GIS.E.Admin	0.00	0.00	1.00	1.00
Manager Public Safety 911.E.Emerg	0.00	0.00	1.00	1.00
Manager Streets & Addresses.E.Trans	0.00	0.00	1.00	1.00
Manager Survey.E.Eng	0.00	0.00	1.00	1.00
Manager.E.Supv	0.00	0.00	2.00	1.00
Procurement Performance and Business Manager.E.Admin	0.00	0.00	0.00	1.00
Prof Land Surveyor/Mapper.E.Eng	0.00	0.00	3.00	3.00
Program Coordinator.N.Proj	0.00	0.00	1.00	0.00
Project Coordinator.E.Admin	0.00	0.00	0.00	1.00
Project Coordinator.N.Admin	0.00	0.00	1.00	0.00
Project Manager.E.Proj	0.00	0.00	1.00	1.00



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	FY 20 # of FTEs	FY 21 # of FTEs	FY 22 # of FTEs	FY 23 # of FTEs
<b>Performance Data &amp; Analytics (Continued)</b>				
Senior Administrative Specialist.E.Admin	0.00	0.00	0.00	1.00
Senior GIS Analyst.E.ITS	0.00	0.00	0.00	6.00
Senior Program Coordinator.E.Proj	0.00	0.00	0.00	1.00
Senior Supervisor.E.Supv	0.00	0.00	1.00	0.00
Solutions Architect.E.ITS	0.00	0.00	1.00	1.00
Solutions Engineer.E.ITS	0.00	0.00	1.00	1.00
Solutions Specialist.E.ITS	0.00	0.00	0.00	1.00
Survey Technician.N.Eng	0.00	0.00	4.00	4.00
<b>Subtotal</b>	<b>0.00</b>	<b>0.00</b>	<b>74.00</b>	<b>75.00</b>
<b>Pet Resources</b>				
Accountant.E.Acctg	1.00	1.00	1.00	1.00
Accounting Assistant.N.Acctg	0.00	0.00	1.00	1.00
Accounting Clerk.N.Acctg	2.00	2.00	2.00	2.00
Administrative Assistant.N.Admin	1.00	1.00	0.00	0.00
Administrative Specialist.E.Admin	1.00	1.00	1.00	0.00
Animal Abuse Investigator.E.Anim	1.00	0.00	0.00	0.00
Animal Abuse Investigator.N.Anim	4.00	0.00	0.00	0.00
Animal Care Assistant.E.Anim	11.00	0.00	0.00	0.00
Animal Care Assistant.N.Anim	18.00	26.00	28.00	26.00
Animal Care Supervisor.E.Anim	4.00	3.00	2.00	2.00
Animal Control Officer.E.Anim	4.00	0.00	0.00	0.00
Animal Control Officer.N.Anim	16.00	0.00	0.00	0.00
Animal Control Supervisor.E.Anim	2.00	0.00	0.00	0.00
Business Manager.E.Plan	0.00	0.00	0.00	1.00
Business Manager I.E.Plan	1.00	0.00	1.00	0.00
Business Systems Department Specialist.E.Bus	0.00	0.00	1.00	1.00
Canine Behaviorist.E.Anim	0.00	1.00	0.00	0.00
Chief Veterinarian.E.Anim	0.00	1.00	1.00	1.00
Court Liaison.N.Court	1.00	0.00	0.00	0.00
Customer Service Analyst.N.Admin	0.00	2.00	4.00	4.00
Customer Service Representative.N.Admin	16.00	13.00	16.00	13.00
Director Pet Resources.E.ExMgt	1.00	1.00	1.00	1.00
Division Director Shelter Operations.E.Anim	0.00	1.00	1.00	1.00
Division Director Veterinary/Behavioral Services.E.ExMgt	0.00	1.00	1.00	1.00
Manager Field Services.E.Anim	1.00	0.00	0.00	0.00
Manager Pet Resources & Community Services.E.Anim	1.00	0.00	0.00	0.00
Managing Dir Shelter Ops.E.ExMgt	1.00	0.00	0.00	0.00
Manager.E.Supv	0.00	0.00	1.00	1.00
Multi-Trades Worker.N.Trade	1.00	0.00	0.00	0.00
Pet Resources Community Liaison.E.Anim	1.00	1.00	0.00	0.00
Pet Resources Community Liaison.N.Anim	2.00	2.00	0.00	0.00

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	FY 20 # of FTEs	FY 21 # of FTEs	FY 22 # of FTEs	FY 23 # of FTEs
<b>Pet Resources (Continued)</b>				
Pet Resources Rescue/Foster Coordinator.N.Anim	0.00	3.00	4.00	10.00
Program Coordinator.E.Proj	4.00	3.00	5.00	2.00
Program Coordinator.N.Proj	0.00	2.00	1.00	2.00
Senior Administrative Specialist.E.Admin	0.00	0.00	0.00	1.00
Senior Program Coordinator.E.Proj	0.00	0.00	0.00	1.00
Senior Supervisor.E.Supv	0.00	0.00	0.00	1.00
Senior Veterinarian.E.Anim	1.00	0.00	0.00	0.00
Storekeeper.N.Purch	0.00	0.00	1.00	1.00
Supervisor.E.Admin	4.00	4.00	5.00	5.00
Telecommunicator.E.Comm	1.00	0.00	0.00	0.00
Veterinarian.E.Anim	4.00	4.00	4.00	4.00
Veterinary Technician.E.Anim	2.00	0.00	0.00	0.00
Veterinary Technician.N.Anim	13.00	15.00	13.00	12.00
<b>Subtotal</b>	<b>120.00</b>	<b>88.00</b>	<b>95.00</b>	<b>95.00</b>
<b>Procurement Services</b>				
Administrative Assistant.N.Admin	1.00	0.00	0.00	0.00
Administrative Specialist.E.Admin	1.00	2.00	2.00	0.00
Administrative Specialist.N.Admin	3.00	3.00	3.00	4.00
Business Analyst.E.Bus	2.00	2.00	2.00	3.00
Director of Procurement.E.ExMgt	1.00	1.00	1.00	1.00
Division Director Procurement Operations.E.Admin	1.00	0.00	0.00	0.00
Functional Procurement Applications Coordinator.E.Admin	1.00	1.00	1.00	0.00
Managing Director.E.ExMgt	0.00	1.00	1.00	1.00
Procurement Analyst.E.Purch	20.00	20.00	20.00	20.00
Procurement Operations Coordinator.E.Admin	7.00	7.00	7.00	7.00
Procurement Performance and Business Manager.E.Admin	1.00	1.00	1.00	0.00
Project Coordinator.E.Admin	0.00	2.00	2.00	1.00
Senior Administrative Specialist.E.Admin	0.00	0.00	0.00	1.00
Senior Procurement Analyst.E.Purch	1.00	0.00	0.00	0.00
<b>Subtotal</b>	<b>39.00</b>	<b>40.00</b>	<b>40.00</b>	<b>38.00</b>
<b>Risk Management Division</b>				
Business Analyst.E.Bus	0.00	1.00	1.00	1.00
Division Director Risk Management/Safety.E.Admin	0.00	1.00	1.00	1.00
Manager.E.Supv	0.00	0.00	0.00	1.00
Manager Risk Management/Safety.E.Insp	1.00	0.00	0.00	0.00
Program Coordinator.E.Proj	1.00	1.00	1.00	1.00
Program Coordinator.N.Proj	4.00	3.00	3.00	3.00
Safety/Loss Control Coord.E.Insp	4.00	0.00	0.00	0.00
Safety Manager.E.Admin	0.00	1.00	1.00	1.00

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	FY 20 # of FTEs	FY 21 # of FTEs	FY 22 # of FTEs	FY 23 # of FTEs
<b>Risk Management Division (Continued)</b>				
Safety Specialist.E.Admin	0.00	3.00	3.00	4.00
<b>Subtotal</b>	<b>10.00</b>	<b>10.00</b>	<b>10.00</b>	<b>12.00</b>
<b>Social Services</b>				
Accountant.E.Acctg	1.00	1.00	1.00	1.00
Accountant.N.Acctg	0.00	0.00	0.00	1.00
Accounting Clerk.N.Acctg	2.00	2.00	3.00	2.00
Administrative Services Coord.E.Admin	0.00	0.00	1.00	1.00
Administrative Specialist.E.Admin	1.00	1.00	2.00	0.00
Administrative Specialist.N.Admin	1.00	1.00	1.00	1.00
Case Manager.N.SSvcs	38.00	41.00	39.00	42.00
Director Social Services.E.ExMgt	1.00	1.00	1.00	1.00
Fiscal Analyst.E.Admin	0.00	0.00	1.00	1.00
Human Services Supervisor.E.SSvcs	8.00	7.00	9.00	10.00
Human Services Supervisor.N.SSvcs	0.00	1.00	0.00	0.00
Program Coordinator.E.Proj	0.00	2.00	2.00	0.00
Senior Administrative Specialist.E.Admin	0.00	0.00	0.00	2.00
Senior Program Coordinator.E.Proj	0.00	0.00	0.00	3.00
Senior Training Specialist.E.Human	0.00	0.00	0.00	2.00
Social Services Manager I.E.ExMgt	5.00	6.00	7.00	7.00
Social Services Manager II.E.ExMgt	1.00	1.00	1.00	1.00
Social Services Specialist.N.SSvcs	13.00	10.00	9.00	5.00
Special Projects Coordinator.E.Proj	1.00	1.00	2.00	2.00
Training Specialist.E.Human	3.00	4.00	4.00	0.00
<b>Subtotal</b>	<b>75.00</b>	<b>79.00</b>	<b>83.00</b>	<b>82.00</b>
<b>Solid Waste</b>				
Administrative Specialist.N.Admin	5.00	5.00	5.00	4.00
Assistant County Administrator.E.ExMgt	1.00	0.00	0.00	0.00
Business Analyst.E.Bus	1.00	2.00	2.00	2.00
Business Manager I.E.Plan	0.00	0.00	0.00	1.00
Community Collection Ctr Attendant.E.Trade	2.00	0.00	0.00	0.00
Community Collection Ctr Attendant.N.Trade	10.00	12.00	12.00	14.00
Construction Equipment Oper I.E.Trade	1.00	0.00	0.00	0.00
Construction Equipment Operator.N.Trade	2.00	0.00	0.00	0.00
Contracts Compliance Inspector.N.Insp	0.00	0.00	3.00	3.00
Contracts Manager.E.Purch	2.00	5.00	2.00	4.00
Customer Account Specialist.E.Acctg	0.00	0.00	0.00	1.00
Customer Service Analyst.N.Admin	1.00	1.00	1.00	1.00
Customer Service Representative.E.Admin	1.00	0.00	0.00	0.00
Customer Service Representative I.N.Admin	0.00	0.00	4.00	0.00
Customer Service Representative.N.Admin	2.00	11.00	11.00	15.00

# Detailed Listing of Full-Time Equivalent Positions (by Department - All Funds)

	FY 20 # of FTEs	FY 21 # of FTEs	FY 22 # of FTEs	FY 23 # of FTEs
<b>Solid Waste (Continued)</b>				
Division Director.E.ExMgt	0.00	0.00	0.00	1.00
Division Director Solid Waste Management.E.ExMgt	1.00	1.00	1.00	0.00
Engineer.E.Eng	1.00	2.00	2.00	4.00
Engineer.N.Eng	0.00	0.00	1.00	0.00
Engineering Associate.N.Eng	2.00	2.00	2.00	2.00
Engineering Technician.N.Eng	2.00	2.00	2.00	2.00
Environmental Specialist.N.EnvSv	4.00	4.00	6.00	6.00
Environmental Technician.N.EnvSv	2.00	2.00	2.00	2.00
Fiscal Analyst.E.Admin	1.00	1.00	1.00	0.00
General Maintenance Worker.N.Misc	0.00	0.00	0.00	3.00
Industrial Mechanic.N.Trade	1.00	1.00	1.00	1.00
Manager Customer Resolution Unit.E.ExMgt	1.00	1.00	1.00	0.00
Manager Northwest Transfer Station.E.Admin	1.00	1.00	1.00	1.00
Manager Scale House Operations.E.ExMgt	1.00	1.00	1.00	1.00
Manager Solid Waste Landfill Ops.E.ExMgt	1.00	1.00	1.00	0.00
Manager Solid Waste Processing.E.ExMgt	1.00	1.00	1.00	0.00
Manager South Solid Waste Ops.E.ExMgt	1.00	1.00	1.00	0.00
Manager.E.Supv	3.00	3.00	3.00	8.00
Multi-Trades Worker.N.Trade	1.00	1.00	1.00	1.00
Operations Superintendent.N.Supv	2.00	2.00	2.00	2.00
Program Coordinator.E.Proj	0.00	0.00	3.00	0.00
Program Coordinator.N.Proj	4.00	6.00	3.00	5.00
Project Manager I.E.Proj	0.00	0.00	1.00	0.00
Project Manager II.E.Proj	0.00	0.00	0.00	1.00
Project Manager.E.Proj	0.00	0.00	0.00	1.00
Recycling Coordinator.E.Util	0.00	0.00	0.00	1.00
Scalehouse Specialist.N.Acctg	14.00	14.00	14.00	14.00
Senior Administrative Specialist.E.Admin	0.00	0.00	0.00	1.00
Senior Business Analyst.E.Bus	1.00	0.00	1.00	0.00
Senior Program Coordinator.E.Proj	0.00	0.00	0.00	3.00
Senior Supervisor.E.Supv	5.00	3.00	3.00	1.00
Senior Supervisor.N.Supv	7.00	9.00	9.00	11.00
Solid Waste Equipment Operator.N.Util	29.00	32.00	31.00	14.00
Solid Waste Transfer Equipment Operator.E.Util	5.00	0.00	0.00	0.00
Solid Waste Transfer Equipment Operator.N.Util	29.00	34.00	34.00	45.00
Special Projects Coordinator.E.Proj	1.00	1.00	1.00	1.00
Utilities Plant Operator.N.Trade	1.00	1.00	1.00	1.00
<b>Subtotal</b>	<b>150.00</b>	<b>163.00</b>	<b>171.00</b>	<b>178.00</b>
<b>Sunshine Line</b>				
Accountant.E.Acctg	1.00	1.00	1.00	1.00
Accounting Clerk.N.Acctg	1.00	1.00	1.00	1.00

# Detailed Listing of Full-Time Equivalent Positions (by Department - All Funds)

	FY 20 # of FTEs	FY 21 # of FTEs	FY 22 # of FTEs	FY 23 # of FTEs
<b>Sunshine Line (Continued)</b>				
Administrative Assistant.N.Admin	1.00	1.00	1.00	1.00
Administrative Specialist.E.Admin	1.00	1.00	1.00	0.00
Business & Compliance Coordinator.E.ExMgt	1.00	1.00	1.00	1.00
Customer Service Analyst.N.Admin	1.00	2.00	2.00	3.00
Customer Service Representative.N.Admin	9.00	8.00	8.00	7.00
Director Sunshine Line.E.ExMgt	1.00	1.00	1.00	1.00
Manager of Operations.E.ExMgt	0.00	0.00	1.00	0.00
Manager Strategic Planning & Business Development.E.Plan	1.00	0.00	0.00	0.00
Manager.E.Supv	1.00	2.00	2.00	2.00
Operations Manager.E.ExMgt	0.00	1.00	0.00	0.00
Paratransit Minibus Operator.N.Trans	56.00	59.00	56.00	56.00
Senior Administrative Specialist.E.Admin	0.00	0.00	0.00	1.00
Senior Supervisor.E.Supv	1.00	1.00	1.00	1.00
Sunshine Line Manager of Operations.E.Admin	0.00	0.00	0.00	1.00
Supervisor.E.Admin	5.00	4.00	4.00	4.00
Transportation Route Scheduler.N.Trans	3.00	3.00	3.00	3.00
<b>Subtotal</b>	<b>83.00</b>	<b>86.00</b>	<b>83.00</b>	<b>83.00</b>
<b>Water Resources</b>				
Accountant.E.Acctg	1.00	1.00	1.00	2.00
Accounting Assistant.N.Acctg	0.00	0.00	1.00	1.00
Accounting Clerk.N.Acctg	4.00	4.00	1.00	1.00
Administrative Assistant.N.Admin	17.00	18.00	18.00	20.00
Administrative Specialist.N.Admin	16.00	15.00	17.00	16.00
Assistant County Administrator.E.ExMgt	0.00	1.00	1.00	1.00
Business Analyst.E.Bus	12.00	12.00	16.00	16.00
Construction Services Fiscal Manager.E.Acctg	1.00	1.00	1.00	1.00
Contracts Manager.E.Purch	1.00	1.00	1.00	1.00
Cross-Connection Control Inspector.N.Insp	2.00	2.00	2.00	2.00
Customer Account Specialist.E.Acctg	2.00	2.00	2.00	0.00
Customer Account Specialist.N.Acctg	13.00	13.00	14.00	18.00
Customer Collections Specialist.N.Admin	11.00	11.00	13.00	14.00
Customer Service Analyst.E.Admin	2.00	4.00	0.00	0.00
Customer Service Analyst.N.Admin	5.00	8.00	10.00	11.00
Customer Service Representative.N.Admin	26.00	24.00	26.00	22.00
Cyber Security Specialist.E.ITS	1.00	1.00	1.00	1.00
Data Scientist.E.ITS	0.00	0.00	1.00	1.00
Director Public Utilities.E.ExMgt	1.00	0.00	0.00	0.00
Director Water Resource Services.E.ExMgt	0.00	1.00	1.00	1.00
Division Dir Field Maint Svcs.E.Const	1.00	1.00	2.00	2.00
Division Dir Technical Services.E.ExMgt	1.00	1.00	1.00	1.00
Division Dir Utility Operations.E.Util	1.00	1.00	1.00	1.00



# Detailed Listing of Full-Time Equivalent Positions (by Department - All Funds)

	FY 20 # of FTEs	FY 21 # of FTEs	FY 22 # of FTEs	FY 23 # of FTEs
<b>Water Resources (Continued)</b>				
Division Director Enterprise Solutions.E.ExMgt	1.00	1.00	1.00	1.00
Engineer Intern.E.Eng	7.00	7.00	8.00	7.00
Engineer.E.Eng	16.00	21.00	23.00	30.00
Engineering Associate.E.Eng	22.00	17.00	13.00	13.00
Engineering Associate.N.Eng	9.00	7.00	5.00	5.00
Engineering Intern.E.Eng	0.00	0.00	0.00	1.00
Engineering Technician.N.Eng	3.00	3.00	3.00	3.00
Environmental Manager.E.EnvSv	1.00	1.00	1.00	1.00
Environmental Scientist.E.EnvSv	3.00	2.00	2.00	2.00
Environmental Specialist.E.EnvSv	2.00	2.00	1.00	1.00
Executive Planner.E.Plan	0.00	1.00	1.00	1.00
Field Service Representative.E.Util	7.00	2.00	0.00	0.00
Field Service Representative.N.Util	15.00	15.00	17.00	19.00
Fiscal Analyst.E.Admin	3.00	3.00	3.00	4.00
Fiscal Manager.E.ExMgt	1.00	0.00	0.00	0.00
GIS Analyst.E.ITS	1.00	1.00	1.00	1.00
GIS Analyst.N.ITS	2.00	2.00	2.00	2.00
GIS Systems Analyst.E.ITS	0.00	0.00	1.00	0.00
Hydrologist.E.EnvSv	0.00	1.00	1.00	1.00
Industrial Automation SCADA Application Specialist.E.ITS	0.00	3.00	3.00	3.00
Industrial Automation SCADA Network Specialist.E.ITS	0.00	2.00	2.00	2.00
Industrial Electrician.N.Trade	33.00	33.00	33.00	33.00
Industrial Instrm/Control Tech.E.Trade	0.00	3.00	0.00	0.00
Industrial Instrm/Control Tech.N.Trade	20.00	16.00	16.00	16.00
Industrial Mechanic.E.Trade	0.00	0.00	0.00	1.00
Industrial Mechanic.N.Trade	70.00	64.00	65.00	65.00
Info Systems Project Manager.E.ITS	9.00	0.00	0.00	0.00
Information Technology Program Manager.E.ITS	1.00	1.00	1.00	1.00
Information Technology Projects Manager.E.ITS	2.00	0.00	1.00	0.00
IT Development Project Manager-CCC.E.ITS	1.00	0.00	0.00	0.00
Manager Client Services Group.E.SSvcs	1.00	1.00	1.00	1.00
Manager Contract Admin & Assistant Group.E.Purch	1.00	1.00	1.00	1.00
Manager Customer Billing Solutions.E.Admin	0.00	0.00	1.00	1.00
Manager Emergency Response Coordinator.E.Admin	0.00	1.00	0.00	0.00
Manager Engineering Svcs Capital Projects Management.E.Eng	1.00	1.00	1.00	2.00
Manager Engineering Svcs Utility Design.E.Eng	1.00	1.00	1.00	1.00
Manager Engineering Svcs Utility Planning.E.Eng	1.00	0.00	0.00	0.00
Manager Financial & Business Svcs.E.ExMgt	0.00	1.00	1.00	1.00
Manager Safety & Training.E.Admin	1.00	1.00	1.00	1.00
Manager.E.Supv	28.00	30.00	29.00	33.00
Meter Reader.E.Util	1.00	2.00	0.00	0.00
Meter Reader.N.Util	15.00	14.00	17.00	18.00

# Detailed Listing of Full-Time Equivalent Positions (by Department - All Funds)

	FY 20 # of FTEs	FY 21 # of FTEs	FY 22 # of FTEs	FY 23 # of FTEs
<b>Water Resources (Continued)</b>				
Multi-Trades Worker.N.Trade	1.00	1.00	1.00	1.00
Plant Electronics Supervisor.N.Util	2.00	2.00	2.00	2.00
Plant Manager.E.Util	10.00	10.00	9.00	9.00
Process Improvement Analyst.E.ExMgt	0.00	1.00	1.00	1.00
Prof Engineer I.E.Eng	2.00	0.00	0.00	0.00
Program Coordinator.E.Proj	1.00	2.00	1.00	0.00
Program Coordinator.N.Proj	4.00	4.00	5.00	4.00
Program Manager.E.Proj	1.00	1.00	0.00	1.00
Project Controls and Performance Program Manager.E.Proj	0.00	1.00	1.00	1.00
Project Coordinator.E.Admin	0.00	0.00	1.00	2.00
Project Manager II.E.Proj	0.00	0.00	0.00	1.00
Project Manager III.E.Proj	0.00	0.00	0.00	1.00
Project Manager.E.Proj	7.00	11.00	16.00	16.00
Projects Control Coordinator.E.ExMgt	1.00	1.00	0.00	0.00
Public Utilities Program Manager.E.ExMgt	1.00	1.00	0.00	0.00
Safety/Loss Control Coord.N.Insp	1.00	1.00	1.00	1.00
SCADA Control & Applications Engineer.E.ITS	1.00	1.00	1.00	3.00
SCADA Control & Network Systems Engineer.E.ITS	1.00	2.00	4.00	2.00
Section Manager FMS Line Maint.E.ExMgt	2.00	2.00	2.00	2.00
Section Manager FMS Pump Stn Ops.E.ExMgt	1.00	1.00	1.00	1.00
Section Manager Public Utilities Maintenance.E.ExMgt	1.00	1.00	1.00	1.00
Section Manager Public Utilities Wastewater.E.ExMgt	1.00	1.00	1.00	2.00
Section Manager Public Utilities Water.E.ExMgt	1.00	1.00	1.00	1.00
Senior Administrative Specialist.E.Admin	0.00	1.00	0.00	1.00
Senior GIS Analyst.E.ITS	0.00	0.00	0.00	1.00
Senior Manager IT Service Delivery.E.ExMgt	0.00	1.00	0.00	0.00
Senior Planner.E.Plan	1.00	0.00	0.00	0.00
Senior Program Coordinator.E.Proj	0.00	0.00	0.00	1.00
Senior Supervisor.E.Supv	7.00	8.00	8.00	7.00
Senior Training Specialist.E.Human	0.00	0.00	0.00	1.00
Solutions Analyst.E.ITS	0.00	7.00	5.00	4.00
Solutions Engineer.E.ITS	0.00	3.00	3.00	2.00
Solutions Specialist.E.ITS	1.00	3.00	2.00	2.00
Storekeeper I.E.Purch	0.00	1.00	0.00	0.00
Storekeeper I.N.Purch	1.00	0.00	0.00	0.00
Storekeeper.N.Purch	3.00	3.00	6.00	7.00
Supervisor.E.Admin	9.00	9.00	8.00	8.00
Supervisor.N.Admin	5.00	5.00	7.00	8.00
System Administrator.E.ITS	1.00	0.00	0.00	1.00
Systems Administrator.E.ITS	1.00	0.00	1.00	1.00
Team Leader Transportation Planning/Spcl Program.E.Plan	0.00	0.00	0.00	1.00
Technical Writer.E.ITS	0.00	0.00	1.00	1.00

# Detailed Listing of Full-Time Equivalent Positions (by Department - All Funds)

	FY 20 # of FTEs	FY 21 # of FTEs	FY 22 # of FTEs	FY 23 # of FTEs
<b>Water Resources (Continued)</b>				
Training Specialist.E.Human	1.00	1.00	1.00	0.00
Training Specialist.N.Human	2.00	2.00	2.00	2.00
Utilities Asset Coordinator.N.Util	1.00	1.00	0.00	0.00
Utilities Asset Program Manager.E.Proj	1.00	1.00	1.00	1.00
Utilities Maintenance Operator.E.Trade	0.00	5.00	0.00	4.00
Utilities Maintenance Operator.N.Trade	103.00	110.00	109.00	109.00
Utilities Maintenance Supervisor.E.Util	0.00	6.00	0.00	4.00
Utilities Maintenance Supervisor.N.Util	37.00	37.00	52.00	52.00
Utilities Maintenance Supv.E.Util	0.00	1.00	0.00	0.00
Utilities Manager.E.Util	9.00	10.00	11.00	11.00
Utilities Manager.N.Util	1.00	1.00	0.00	0.00
Utilities Plant Operator.E.Trade	2.00	5.00	3.00	0.00
Utilities Plant Operator.N.Trade	91.00	91.00	97.00	100.00
Utilities Plant Operator-Shift Leader.N.Trade	13.00	13.00	13.00	14.00
Utility Locate Technician.N.Eng	10.00	11.00	11.00	11.00
Utility Planning Manager.E.Admin	0.00	1.00	1.00	1.00
<b>Subtotal</b>	<b>736.00</b>	<b>765.00</b>	<b>779.00</b>	<b>812.00</b>
<b>TOTAL COUNTY ADMINISTRATOR ORGANIZATION</b>	<b>5,511.98</b>	<b>5,708.74</b>	<b>5,782.23</b>	<b>5,896.41</b>
<b>ELECTED OFFICIALS ORGANIZATION</b>				
<b>Clerk of the Circuit Court - BOCC Funded</b>	<b>102.00</b>	<b>103.00</b>	<b>104.00</b>	<b>106.00</b>
<b>Property Appraiser</b>	<b>125.00</b>	<b>125.00</b>	<b>125.00</b>	<b>125.00</b>
<b>Sheriff</b>	<b>3,767.00</b>	<b>3,649.00</b>	<b>3,649.00</b>	<b>3,587.00</b>
<b>State Attorney Part II (Victim Assistance)</b>				
Administrative Assistant Part-Time.N.Admin	0.50	0.50	0.50	0.50
Court Clerk II.N.Court	8.00	8.00	8.00	7.00
Court Clerk III.E.Court	0.00	0.00	0.00	1.00
Court Clerk III.N.Court	2.00	2.00	1.00	1.00
Director Victim Assistance.E.ExMgt	1.00	1.00	1.00	1.00
Domestic Violence Supervisor.E.Supv	0.00	0.00	0.00	1.00
Intake Counselor.E.Admin	4.00	0.00	0.00	0.00
Intake Counselor.N.Admin	14.00	18.00	18.00	19.00
Notification Supervisor.E.Court	0.00	0.00	1.00	1.00
Program Manager-VA.E.Proj	1.00	1.00	1.00	0.00
Senior Case Manager.N.SSvcs	1.00	1.00	1.00	0.00
Senior Supervisor.E.Supv	0.00	0.00	0.00	1.00

# Detailed Listing of Full-Time Equivalent Positions (by Department - All Funds)

	FY 20 # of FTEs	FY 21 # of FTEs	FY 22 # of FTEs	FY 23 # of FTEs
<b>State Attorney Part II (Victim Assistance) (Continued)</b>				
Victim Support Specialist-VA.N.SSvcs	0.60	0.60	0.60	0.00
<b>Subtotal</b>	<b>32.10</b>	<b>32.10</b>	<b>32.10</b>	<b>32.50</b>
<b>Supervisor of Elections</b>	<b>48.00</b>	<b>48.00</b>	<b>49.00</b>	<b>49.00</b>
<b>Tax Collector</b>	<b>383.00</b>	<b>383.00</b>	<b>383.00</b>	<b>383.00</b>
<b>TOTAL ELECTED OFFICIALS ORGANIZATION</b>	<b>4,457.10</b>	<b>4,340.10</b>	<b>4,342.10</b>	<b>4,282.50</b>
<b>JUDICIAL ORGANIZATION</b>				
<b>13th Judicial Branch - Administrative Offices of the Court</b>				
ZCA-Accountant III.N.CrtA	1.00	1.00	1.00	1.00
ZCA-Administrative Assistant I.N.CrtA	1.00	1.00	1.00	1.00
ZCA-Chief Deputy Court Administrator.N.CrtA	2.00	2.00	2.00	2.00
ZCA-Circuit Court Counsel.N.CrtA	1.00	1.00	1.00	1.00
ZCA-Court Counselor.N.CrtA	9.00	8.00	8.00	7.00
ZCA-Court Facilities Supervisor.N.CrtA	1.00	1.00	1.00	1.00
ZCA-Court Operations Consul.N.CrtA	1.00	1.00	1.00	1.00
ZCA-Court Operations Manager.N.CrtA	1.00	1.00	1.00	1.00
ZCA-Court Ops Coordinator.N.CrtA	1.00	1.00	1.00	1.00
ZCA-Court Program Specialist I.N.CrtA	5.85	5.85	5.85	5.85
ZCA-Court Program Specialist II.E.CrtA	1.00	1.00	1.00	1.00
ZCA-Court Program Specialist II.N.CrtA	2.00	2.00	3.00	2.00
ZCA-Court Program Specialist III.E.Court	0.00	0.00	0.00	2.00
ZCA-Customer Service Agent.N.CrtA	1.00	1.00	1.00	1.00
ZCA-Director of Facilities Management.N.CrtA	1.00	1.00	1.00	1.00
ZCA-Director of Problem Solving Courts.E.Legal	1.00	1.00	1.00	1.00
ZCA-Drug Court Specialist II.N.CrtA	6.00	6.00	6.00	6.00
ZCA-Human Resources Mgr.N.CrtA	1.00	1.00	1.00	1.00
ZCA-Information System Analyst.N.CrtA	3.00	2.00	2.00	2.00
ZCA-Mediation Services Coordinator.N.CrtA	1.00	1.00	1.00	1.00
ZCA-Multi Trades Worker I.N.CrtA	1.00	1.00	1.00	1.00
ZCA-Multi Trades Worker II.N.CrtA	4.00	4.00	4.00	4.00
ZCA-Paralegal Specialist.E.CrtA	0.00	1.00	1.00	1.00
ZCA-Program Assistant.N.CrtA	3.00	3.00	3.00	3.00
ZCA-Public Information Specialist I.N.CrtA	1.00	1.00	1.00	1.00
ZCA-Secretary Specialist.N.CrtA	2.00	2.00	2.00	2.00
ZCA-Senior Administrative Assistant.N.CrtA	1.00	0.00	0.00	0.00
ZCA-Senior Court Program Spec.N.CrtA	3.00	4.00	4.00	4.00
ZCA-Senior Information Systems Analyst.E.CrtA	0.00	1.00	1.00	1.00
ZCA-Senior Secretary.N.CrtA	0.85	0.85	0.85	0.85
ZCA-Senior Trial Court Staff Attorney.N.CrtA	1.00	1.00	1.00	1.00
ZCA-System Project Consultant.N.CrtA	1.00	1.00	1.00	1.00
ZCA-User Support Analyst.N.CrtA	3.00	3.00	3.00	3.00
<b>TOTAL JUDICIAL ORGANIZATION</b>	<b>61.70</b>	<b>61.70</b>	<b>62.70</b>	<b>62.70</b>

# Detailed Listing of Full-Time Equivalent Positions (by Department - All Funds)

	FY 20 # of FTEs	FY 21 # of FTEs	FY 22 # of FTEs	FY 23 # of FTEs
<b>BOARDS, COMMISSIONS, &amp; AGENCIES ORGANIZATION</b>				
<b>Environmental Protection Commission</b>				
Accountant II.E.Acctg	0.00	0.00	0.00	1.00
Administrative Specialist II.N.Admin	3.00	4.00	3.00	2.00
Administrative Specialist III.E.Admin	1.00	0.00	0.00	0.00
Attorney.E.ExMgt	0.00	0.00	1.00	1.00
Chief Environmental Scientist.E.EnvSv	1.00	1.00	1.00	1.00
Database Administrator.E.ITS	1.00	1.00	1.00	1.00
Director Administration.E.Admin	0.00	1.00	1.00	1.00
Director Air Management-EPC.E.ExMgt	1.00	1.00	1.00	1.00
Director Waste Management-EPC.E.ExMgt	1.00	1.00	1.00	1.00
Director Water Management-EPC.E.ExMgt	1.00	1.00	1.00	1.00
Director Wetlands Management-EPC.E.ExMgt	1.00	1.00	1.00	1.00
Electronics Technician II.E.Trade	1.00	0.00	0.00	0.00
Electronics Technician II.N.Trade	2.00	3.00	2.00	3.00
Electronics Technician III.E.Trade	0.00	0.00	1.00	0.00
Electronics Technician III.N.Trade	2.00	2.00	1.00	1.00
Engineering Specialist I.E.Eng	1.00	1.00	2.00	2.00
Engineering Specialist II.E.Eng	6.00	6.00	5.00	4.00
Engineering Specialist II.N.Eng	1.00	1.00	1.00	0.00
Environmental Manager.E.EnvSv	1.00	0.00	0.00	0.00
Environmental Scientist I.E.EnvSv	19.00	10.00	11.00	15.00
Environmental Scientist I.N.EnvSv	2.00	2.00	2.00	1.00
Environmental Scientist II.E.EnvSv	23.00	30.00	25.00	24.00
Environmental Scientist II.N.EnvSv	1.00	1.00	1.00	0.00
Environmental Scientist III.E.EnvSv	0.00	13.00	18.00	18.00
Environmental Specialist I.E.EnvSv	1.00	0.00	0.00	0.00
Environmental Specialist I.N.EnvSv	0.00	1.00	1.00	0.00
Environmental Specialist II.E.EnvSv	0.00	0.00	1.00	2.00
Environmental Specialist II.N.EnvSv	3.00	1.00	1.00	0.00
Environmental Specialist III.E.EnvSv	8.00	7.00	6.00	6.00
Environmental Supervisor.E.EnvSv	2.00	0.00	0.00	0.00
Environmental Supervisor I.E.EnvSv	0.00	5.00	4.00	4.00
Environmental Supervisor II.E.EnvSv	0.00	8.00	9.00	7.00
Executive Director-EPC.E.ExMgt	1.00	1.00	1.00	1.00
Fiscal Analyst.E.Admin	1.00	1.00	1.00	1.00
General Counsel-EPC.E.Legal	1.00	1.00	1.00	1.00
General Manager I.E.Supv	4.00	0.00	0.00	0.00
General Manager II.E.Supv	10.00	0.00	0.00	0.00
General Manager III.E.ExMgt	9.00	1.00	1.00	1.00
General Manager IV.E.ExMgt	1.00	1.00	1.00	1.00
GIS Administrator.E.ExMgt	0.00	0.00	1.00	1.00
GIS Project Manager.E.Proj	1.00	1.00	0.00	0.00



# Detailed Listing of Full-Time Equivalent Positions (by Department - All Funds)

	FY 20 # of FTEs	FY 21 # of FTEs	FY 22 # of FTEs	FY 23 # of FTEs
<b>Environmental Protection Commission (Continued)</b>				
Human Resources Manager I.E.ExMgt	0.00	1.00	1.00	1.00
Hydrologist.E.EnvSv	0.00	2.00	2.00	2.00
Information Technology Manager.E.ITS	1.00	0.00	0.00	0.00
IT Systems Administrator.E.ITS	2.00	2.00	2.00	2.00
Legal Administrative Assistant.N.Admin	1.00	1.00	1.00	1.00
Legal Associate.E.Legal	0.00	1.00	0.00	0.00
Office Assistant II.N.Admin	1.00	1.00	1.00	1.00
Prof Engineer I.E.Eng	4.00	3.00	3.00	3.00
Prof Engineer II.E.Eng	3.00	3.00	3.00	3.00
Professional Engineer I.E.Eng	0.00	1.00	1.00	1.00
Prof Geologist.E.EnvSv	1.00	0.00	0.00	0.00
Project Manager I.E.Proj	6.00	0.00	0.00	0.00
Project Manager II.E.Proj	4.00	0.00	0.00	0.00
Senior Assistant Attorney.E.Legal	2.00	0.00	0.00	0.00
Senior Attorney.E.Legal	0.00	1.00	1.00	1.00
Senior Engineering Specialist.E.Eng	1.00	1.00	1.00	1.00
Senior Environmental Manager.E.EnvSv	0.00	8.00	8.00	8.00
Senior Environmental Scientist.E.EnvSv	0.00	4.00	4.00	8.00
Senior Hydrologist.E.EnvSv	3.00	3.00	3.00	3.00
Senior Professional Engineer.E.Eng	1.00	1.00	1.00	1.00
Senior Program Coordinator.N.Proj	1.00	1.00	1.00	1.00
Senior Public Relations Strategist.E.Comm	1.00	1.00	1.00	1.00
Systems Analyst.E.ITS	1.00	1.00	1.00	1.00
<b>Subtotal</b>	<b>144.00</b>	<b>144.00</b>	<b>143.00</b>	<b>143.00</b>
<b>Guardian ad Litem</b>				
ZGAL-Administrative Asst II.N.GAL	0.00	0.00	1.00	1.00
ZGAL-Case Coordinator I.N.GAL	5.00	3.00	3.00	3.00
ZGAL-Case Coordinator II.N.GAL	1.00	1.00	0.00	0.00
ZGAL-Child Advocate Manager.N.GAL	0.00	2.00	2.00	2.00
ZGAL-Program Attorney.E.Court	0.00	0.00	1.00	1.00
ZGAL-Senior Secretary.N.GAL	1.00	1.00	1.00	1.00
<b>Subtotal</b>	<b>7.00</b>	<b>7.00</b>	<b>8.00</b>	<b>8.00</b>
<b>Hillsborough Transportation Planning Organization</b>				
Administrative Specialist III.E.Admin	1.00	0.00	0.00	0.00
Assistant Executive Director.E.ExMgt	0.00	0.00	0.00	1.00
Budget and Grants Coordinator.E.Plan	0.00	0.00	0.00	1.00
Community Planner II.E.Plan	0.00	1.00	0.00	0.00
Community Relations Coord.E.Comm	0.00	1.00	1.00	1.00
Contract and Grants Coordinator.E.Plan	0.00	0.00	1.00	0.00
Executive Assistant.E.Admin	0.00	0.00	1.00	1.00

# Detailed Listing of Full-Time Equivalent Positions (by Department - All Funds)

	FY 20 # of FTEs	FY 21 # of FTEs	FY 22 # of FTEs	FY 23 # of FTEs
<b>Hillsborough Transportation Planning Organization (Continued)</b>				
Executive Director Metropolitan Planning Org.E.ExMgt	1.00	1.00	1.00	1.00
Executive Planner.E.Plan	2.00	2.00	1.00	0.00
GIS Project Manager I.E.Proj	0.00	0.00	1.00	1.00
MPO Assistant Executive Director-PC.E.Exec	1.00	1.00	1.00	1.00
Planner I.E.Plan	0.00	0.00	0.00	1.00
Planner II.E.Plan	0.00	0.00	1.00	0.00
Project Manager I.E.Proj	0.00	1.00	0.00	0.00
Senior GIS Analyst.E.ITS	1.00	0.00	0.00	0.00
Software Specialist I.N.ITS	1.00	1.00	0.00	0.00
<b>Subtotal</b>	<b>7.00</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>
<b>Planning Commission</b>				
Administrative Specialist II.N.Admin	1.00	1.00	0.00	0.00
Administrative Specialist III.E.Admin	0.00	1.00	0.00	0.00
Assistant Executive Director.E.ExMgt	0.00	0.00	0.00	1.00
Community Planner I.E.Plan	2.00	2.00	0.00	0.00
Community Planner II.E.Plan	2.00	4.00	0.00	0.00
Community Relations Coord.E.Comm	1.00	1.00	1.00	1.00
Computer Graphics Designer.N.ITS	1.00	1.00	0.00	0.00
Database Administrator.E.ITS	1.00	1.00	1.00	1.00
Database Systems Technician.E.ITS	0.00	0.00	1.00	1.00
Executive Assistant.E.Admin	0.00	0.00	1.00	0.00
Executive Director Planning Commission.E.ExMgt	1.00	1.00	1.00	1.00
Executive Planner.E.Plan	6.00	8.00	8.00	6.00
Financial Manager.E.Acctg	1.00	1.00	1.00	1.00
GIS Project Manager.E.Proj	1.00	1.00	1.00	1.00
Office Assistant II.N.Admin	0.00	1.00	0.00	0.00
Office Assistant III.N.Admin	1.00	0.00	0.00	0.00
Office Manager.E.Admin	1.00	1.00	1.00	1.00
Planner I.E.Plan	0.00	0.00	1.00	1.00
Planner II.E.Plan	0.00	0.00	5.00	6.00
Planning Analyst.E.Plan	0.00	0.00	0.00	1.00
Planning and GIS Tech I.N.ITS	0.00	0.00	1.00	1.00
Planning Outreach Manager.E.ExMgt	1.00	0.00	0.00	0.00
Planning Support Services Manager.E.ITS	1.00	1.00	1.00	1.00
Planning Support Specialist.N.ITS	0.00	0.00	1.00	1.00
Planning/Zoning Technician II.N.Plan	1.00	1.00	0.00	0.00
Principal Planner.E.Plan	5.00	6.00	7.00	5.00
Programmer/Analyst.E.ITS	1.00	0.00	0.00	0.00
Project Manager I.E.Proj	1.00	0.00	0.00	0.00
Project Manager II.E.Proj	1.00	1.00	0.00	0.00
Project Manager III.E.Proj	1.00	0.00	0.00	0.00

# Detailed Listing of Full-Time Equivalent Positions (by Department - All Funds)

	FY 20 # of FTEs	FY 21 # of FTEs	FY 22 # of FTEs	FY 23 # of FTEs
<b>Planning Commission (Continued)</b>				
Project Manager.E.Proj	0.00	1.00	1.00	1.00
Public Relations Strategist.E.Comm	0.00	1.00	1.00	1.00
Recording Secretary.N.Admin	0.00	0.00	0.00	1.00
Research Librarian.E.LibSv	0.00	0.00	1.00	0.00
Senior Graphic Designer.E.ITS	0.00	0.00	1.00	1.00
Senior Planner.E.Plan	9.00	6.00	5.00	8.00
Senior Planning/Zoning Technician.N.Plan	1.00	0.00	0.00	0.00
Systems Application Developer.E.ITS	0.00	1.00	1.00	1.00
Team Leader Cities Planning- PC.E.Plan	1.00	1.00	1.00	2.00
Team Leader Countywide Planning-PC.E.Plan	1.00	0.00	0.00	0.00
Team Leader Env Planning/Rsrch Team-PC.E.Plan	1.00	1.00	1.00	1.00
Team Leader/Administration-PC.E.ITS	0.00	0.00	0.00	0.00
Transportation Executive Planner.E.Plan	0.00	0.00	0.00	1.00
Webmaster.E.ITS	1.00	1.00	1.00	1.00
<b>Subtotal</b>	<b>45.00</b>	<b>45.00</b>	<b>45.00</b>	<b>48.00</b>
<b>Soil &amp; Water Conservation Board</b>				
Administrative Specialist.E.Admin	0.00	0.00	1.00	1.00
Administrative Specialist II.N.Admin	1.00	1.00	0.00	0.00
Agricultural Conservation Technician.N.EnvSv	1.00	1.00	0.00	0.00
Community Relations Worker.N.Comm	0.00	0.00	0.50	1.00
Computer Graphics Designer.N.ITS	0.00	0.00	0.50	0.50
Conservation Outreach Technician.N.Mktg	1.00	1.00	0.00	0.00
Executive Director-SWCD.E.EnvSv	1.00	1.00	1.00	1.00
<b>Subtotal</b>	<b>4.00</b>	<b>4.00</b>	<b>3.00</b>	<b>3.50</b>
<b>Value Adjustment Board</b>	<b>5.00</b>	<b>4.00</b>	<b>3.00</b>	<b>3.00</b>
<b>TOTAL BOARDS, COMMISSIONS, &amp; AGENCIES ORGANIZATION</b>	<b>212.00</b>	<b>212.00</b>	<b>210.00</b>	<b>213.50</b>
<b>GRAND TOTAL</b>	<b>10,330.28</b>	<b>10,410.04</b>	<b>10,485.03</b>	<b>10,543.11</b>

Note: For FY20, FY21, and FY22, FTEs for Cyber Security Services Division and Enterprise Program Management Office are included in the Information Technology Department section. All three groups were formerly reported as Information and Innovation Office. For FY20, FY21, and FY22, FTEs for Minority & Small Business Enterprise are included in the Economic Development section. This group was formerly reported with that department.

# FY 22 – FY 26 Pro Forma

## Countywide General Fund

### Unincorporated Area General Fund

May 12, 2021



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## Proforma Projections

- **Taxable Property Values growth**
  - Modeled at 3.4% for FY 22
    - Florida Legislature, Office of Economic and Demographic Research, Revenue Estimating Conference (REC), Ad Valorem Assessments, March 23, 2021
    - Significant slowdown from 9.1% for FY 21
      - Home sales rose 3.9% in 2020 and prices rose 12%-15% per various measures
      - Expect a decline in non-residential values do to COVID induced property vacancies and lower business income. The state forecasts a decline in Hillsborough non-residential values of 6.3% for FY 22 and 3.6% for FY 23.
    - A \$20.9 million gain Countywide and \$9.8 million Unincorporated (at 95%)
      - FY 21 gains at 95%: \$51.2 million Countywide and \$23.1 million Unincorporated
  - The state forecasts overall Hillsborough County taxable values will increase 5.0% for FY 23
  - 20-year average annual growth of 5.66% for FY 24 – FY 26
    - 2000 – 2020 Countywide average annual rate
    - REC forecast for FY 24 – FY 26 is about 6.0% to 6.2% each year

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# Proforma Projections

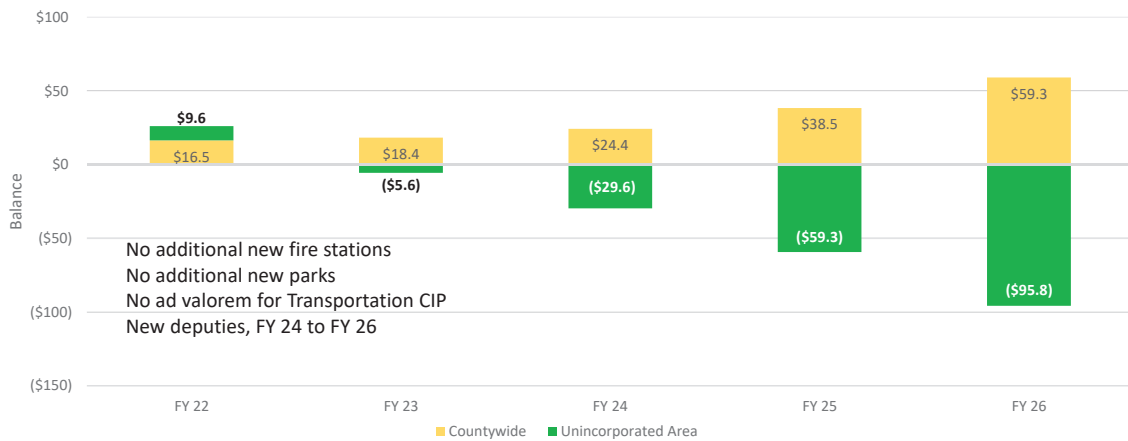
## Expenditures

- Most non-personnel costs modeled to rise by combined rates of population and government inflation, 4.72%.
- Most personnel wage costs modeled to rise 3.0% annually
  - Florida Retirement System rates rising 4 to 7% for FY 22
  - Health plan cost preliminarily modeled at 5% for FY 22
- Countywide General Fund is modeled with continued funding of \$10 million for Affordable Housing
- Constitutional increases of 3.0% for FY 22, 2.4% for FY 23
- Sheriff foregoing planned 59 new deputies in FY 22; will revisit for FY 23
  - Proforma models 59 new deputies annually for FY 24 to FY 26
- No ad valorem for Transportation capital funding
- No new fire stations

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# Proforma Projections

Countywide and Unincorporated Area General Funds  
Baseline  
Millions

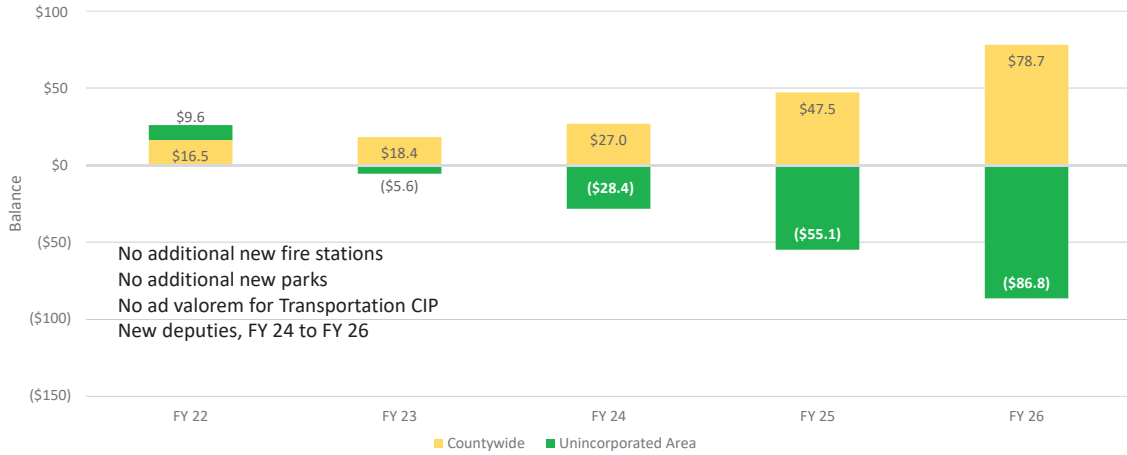


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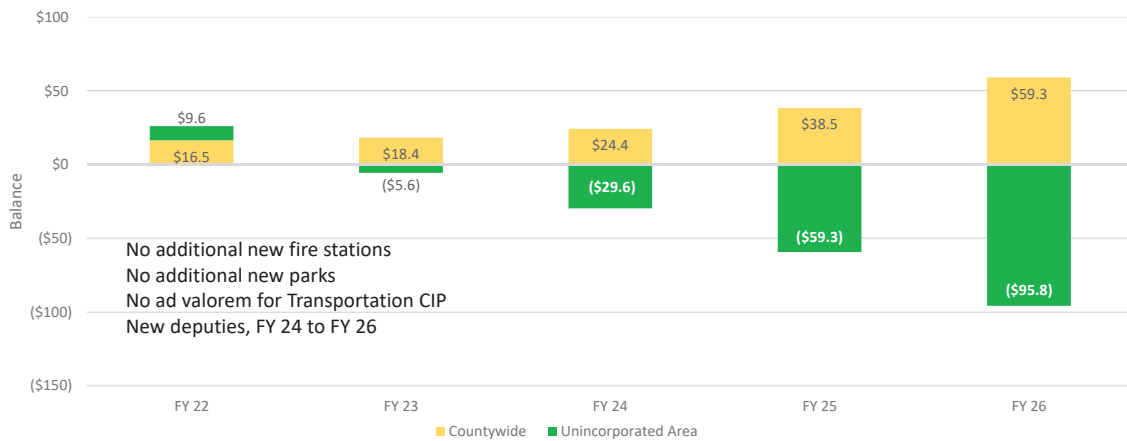
# Proforma Projections

Countywide and Unincorporated Area General Funds  
6% to 6.2% Growth in Taxable Values, FY 24 – FY26  
Millions



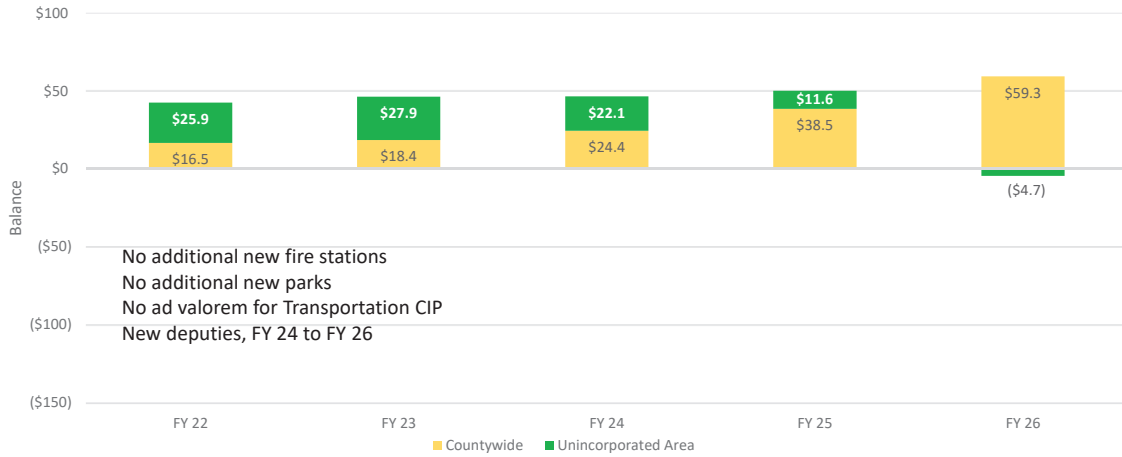
# Proforma Projections

Countywide and Unincorporated Area General Funds  
Baseline  
Millions



# Proforma Projections

Countywide and Unincorporated Area General Funds  
 Increase Unincorporated Millage 0.25 Mills in FY 22  
 Millions



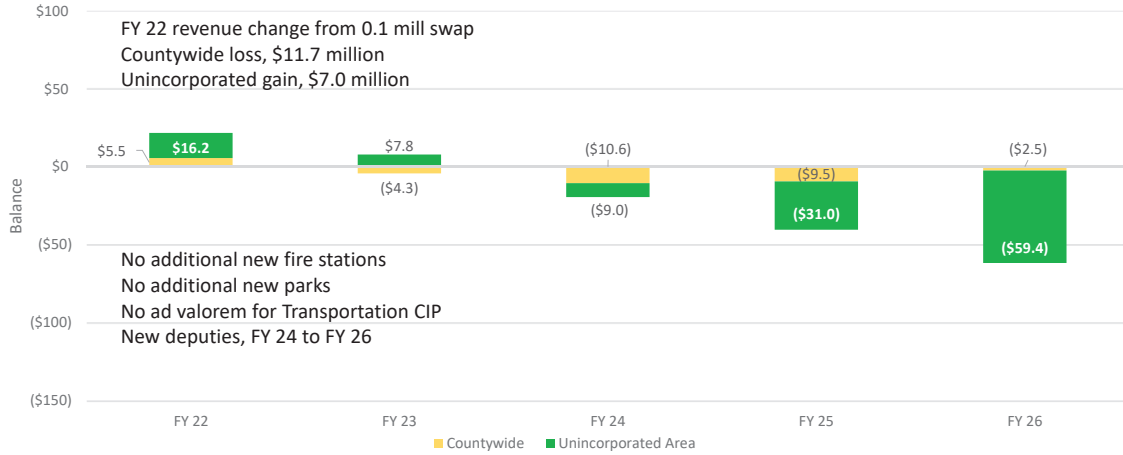
# Proforma Projections

Countywide and Unincorporated Area General Funds  
 Increase Unincorporated Millage 0.40 Mills in FY 24  
 Millions



# Proforma Projections

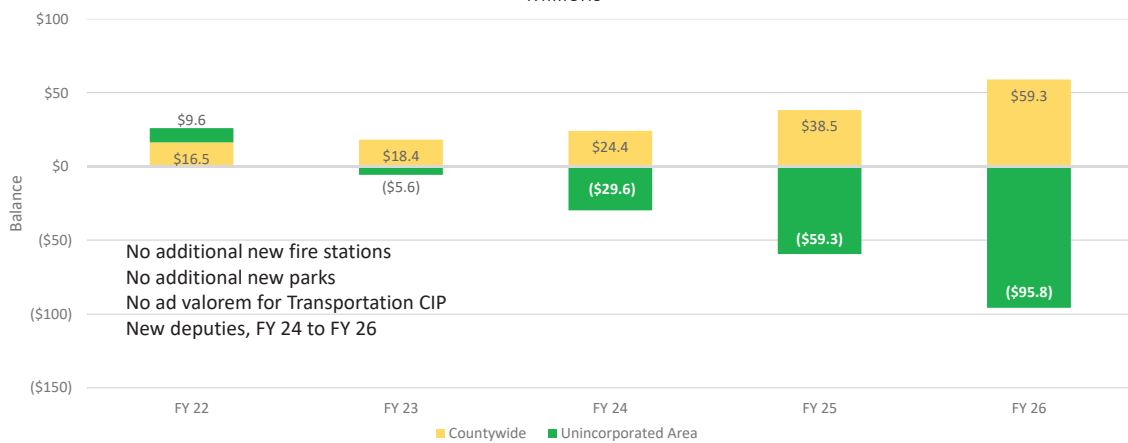
## Countywide and Unincorporated Area General Funds Swap 0.1 Mills in FY 24 Millions



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# Proforma Projections

## Countywide and Unincorporated Area General Funds Baseline Millions

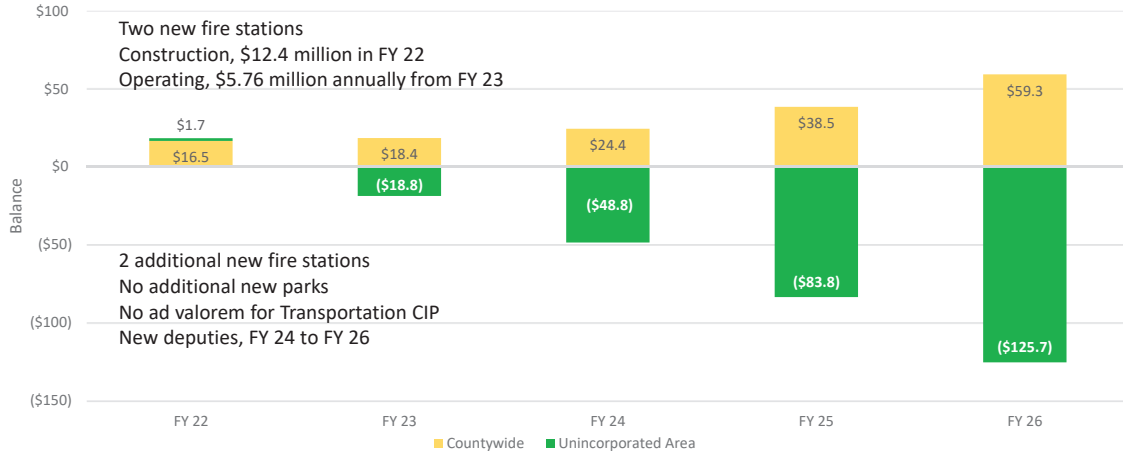


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# Proforma Projections

## Countywide and Unincorporated Area General Funds

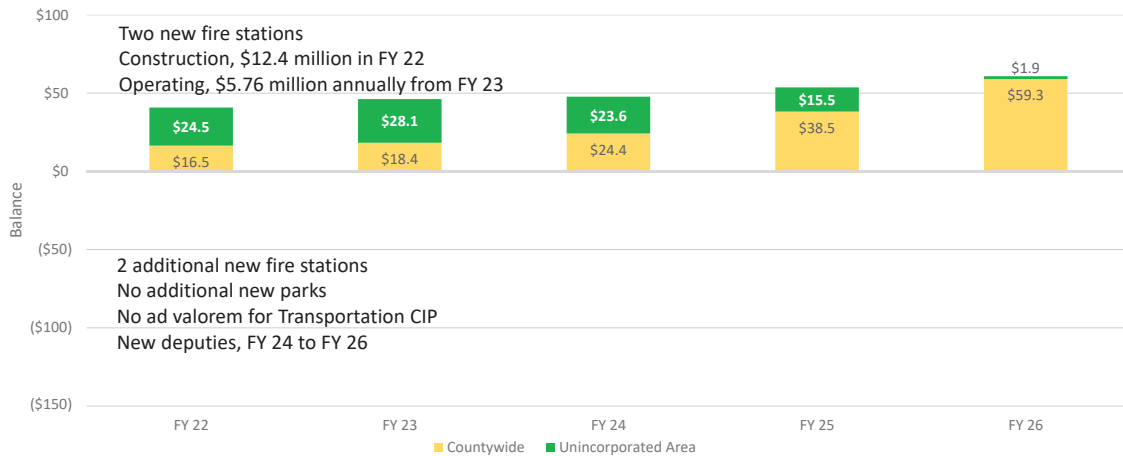
Two New Fire Stations in FY 22  
Millions



# Proforma Projections

## Countywide and Unincorporated Area General Funds

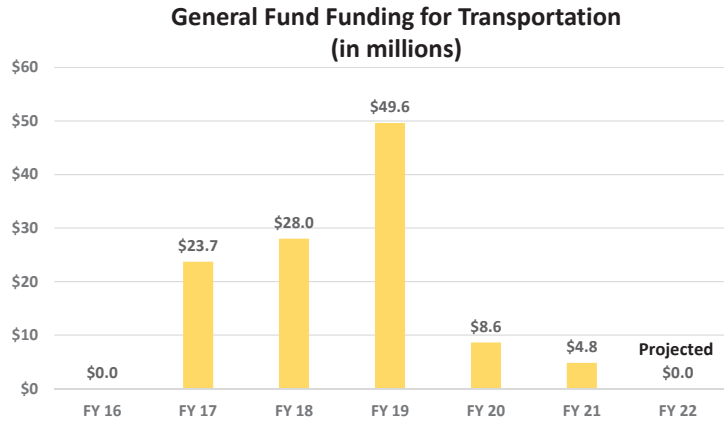
Two New Fire Stations in FY 22/Increase Unincorp. Millage 0.35 Mills in FY 22  
Millions



## Budget Challenges

The Board adopted the Ten-Year Commitment for Transportation Funding Policy on September 8, 2016.

In FY 20, Fire Rescue added 49 new positions to staff three additional rescue units, a heavy rescue unit, and additional support for Emergency Management. They also added funding for a traffic light preemption system and certain other activities. Additionally, the Sheriff's Office added a middle school crossing guard program, started a five-year program to increase deputy staffing, and began the process of replacing an aging fleet. These changes plus certain others in the unincorporated area general fund necessitated a decrease in transportation funding.



In FY 21, Fire Rescue added 72 new positions including 66 to staff two new fire stations and four new Fire Marshall positions. Operating costs were also increased to support the new stations. These changes and certain others further strained the unincorporated area general fund resulting in even less support for transportation needs.

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## Long Term Budget Challenges

- **Transportation Capital Improvement Program**
- **Master Plans for Fire Rescue, Parks, Conservation, and Courts**
- **Growth in Law Enforcement Requirements**
- **Maintaining Service Levels Relative to Growth**

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# Acronyms

ACES	Automated Client Eligibility System	GIS	Geographic Information System
ACFR	Annual Comprehensive Financial Report	GTAR	Greater Tampa Association of Realtors
ADA	Americans with Disabilities Act	HIPAA	Health Insurance Portability and Accountability Act
AFSCME	American Federation of State, County and Municipal Employees	IAFF	International Association of Firefighters
ASE	Automotive Service Excellence	ITS	Information & Technology Services Department
BAN	Bond Anticipation Notes	JAWS	Judicial Automated Workflow System
BEBR	Bureau of Economic and Business Research	JOIN	Judicial Online Internal Network
BOCC	Board of County Commissioners	KPI	Key Performance Indicators
CARES	Coronavirus Aid, Relief, and Economic Security	L RTP	Long Range Transportation Plan
CAU	Capacity Assessments Units	MBE	Minority Businesses Enterprise
CCNA	Cisco Certified Network Associate	MOSI	Museum of Science and Industry
CDBG	Community Development Block Grant	MPO	Metropolitan Planning Organization
CIP	Capital Improvement Program	MSBU	Municipal Service Benefit Units
CIT	Community Investment Tax	MSTU	Municipal Services Taxing Unit
CLASS	Client Assistance System	NACSLB	National Advisory Council on State and Local Budgeting
CMCMP	Congestion Management/Crash Mitigation Process	NHSA	National Head Start Association
CST	Communications Services Tax	PAB	Private Activity Bond
CW	Countywide	PAM	Payback Analysis Model
DACCO	Drug Abuse Comprehensive Coordinating Office	PCI	Payment Card Industries
DOR	Florida Department of Revenue	PHI	Protected Health Information
DRI	Developments of Regional Impact	PPM	Project Prioritization Model
EDI	Economic Development Innovation Initiative	PSOC	Public Safety Operations Complex
EDR	Florida Legislature's Office of Economic & Demographic Research	REC	Florida Revenue Estimating Conference
ELAP	Environmental Land Acquisition Program	REPS	Regional Election Problem Solvers
ELAPP	Environmental Lands Acquisition Protection Program	RWIU	Reclaimed Water Improvement Unit
EPC	Environmental Protection Commission	SAINTS	State Attorney Interactive Notification Tracking System
ERC	Equivalent Residential Customers	SBE	Small Business Enterprise
ERP	Enterprise Resource Planning	SHIP	Safety & Health Investment Projects
ESG	Emergency Shelter Grant	SOH	Save Our Homes
ESQA	Enterprise Solutions & Quality Assurance Department	STEMI	ST-elevated myocardial infarction
EVT	Emergency Vehicle Technician	THHI	Tampa Hillsborough Homeless Initiative
FCIT	Florida Counties Investment Trust	TIP	Transportation Improvement Program
FRS	Florida Retirement System	TSA	Tampa Sports Authority
FTE	Full-Time Equivalent	TRIM	Truth-in-Millage
FY	Fiscal Year	UA	Unincorporated Area
GAAP	Generally Accepted Accounting Principles	UAS	Uniform Accounting Standards
GASB	Governmental Accounting Standards Board	VDI	Virtual Desktop imaging
GFOA	Government Finance Officers Association of the United States and Canada	VOIP	Voice over Internet Protocol
		VPK	Florida's Voluntary Prekindergarten

# Glossary of Key Terms

**ACCRUAL** is a method of accounting that recognizes revenue when earned and expenditures when incurred regardless of when cash is received or disbursed.

**AD VALOREM TAX** is a tax levied on the assessed value of the property minus statutory exemptions on which it is levied. The rate of the tax is expressed in “mills.” This tax is also called **PROPERTY TAX**. Also see the definition of **MILL**.

**ADOPTED BUDGET** is the financial plan for a fiscal year beginning October 1. Florida Statutes require the Board of County Commissioners to approve this budget at the second of two public hearings.

**ADVANCED REFUNDED DEBT PRINCIPAL** refers to principal owed on outstanding bonds that have been refinanced (refunded) prior to the date on which the outstanding bonds become due or callable. Proceeds from the refunding bond issue are used to pay principal and interest on the outstanding bonds until such time as the original bond issue can be retired.

**ALL YEARS BUDGETING** is the method of budgeting and reporting grant and capital project appropriations and expenditures from grant or project inception through the reporting period, as opposed to budgeting and reporting on a fiscal year basis. As a result, each year’s budget only reflects that year’s changes in funding, such as additional funds being added to a project budget or unneeded funds being subtracted from the budget.

**ALLOTMENTS BY LEGISLATIVE ACTS** is a department set up to provide a mechanism for the recording and payment of items which are general government costs and are not distributed to specific departments.

**AMENDED OR REVISED BUDGET** is the current year adopted budget adjusted to reflect all budget amendments approved by the Board of County Commissioners through the date indicated.

**APPROPRIATION** is the legal authorization of funds granted by a legislative body such as Hillsborough County’s Board of County Commissioners to make expenditures and to incur obligations for specific purposes. An appropriation is usually limited in amount and to a time period within which it may be expended. It is the act of appropriation that funds a budget.

**ASSESSED VALUE** is a value set upon real estate or other personal property by a government as a basis for levying taxes. The assessed value of property in Hillsborough County is determined by the Property Appraiser.

**AUDIT** is a systematic examination of financial or accounting records by an auditor, resulting in an expression of opinion on the fairness of the respective financial position of the governmental activities.

**BEGINNING FUND BALANCE** is the Ending Fund Balance of the previous period. (See **ENDING FUND BALANCE** definition.)

**BIENNIAL BUDGET PROCESS** is a two-year budget process resulting from a policy adopted in 1995 by the Board of County Commissioners. In this process, two separate twelve-month budgets are prepared and approved by the Board of County Commissioners in odd-numbered years. The first year of the biennial budget is adopted as the FY 08 budget as required by State Statute. At the same time, the Board of County Commissioners also approves a budget for the second year, the planned FY 09 budget. Then, in the year 2008, the planned FY 09 budget is reviewed by staff and the Board during the budget update process. This review allows the County to make the necessary adjustments to revenues and expenditures in order to accommodate needs that have arisen since the planned budget was prepared in 2007. The Board then adopts a budget for FY 09 according to procedures outlined by State statute.

**BOCC** is an acronym for the Board of County Commissioners. See the definition for **BOARD OF COUNTY COMMISSIONERS**.

**BOARD OF COUNTY COMMISSIONERS** is the seven-member legislative body of Hillsborough County’s general purpose government. This board is governed by State law and the County Charter.

**BOND** is written evidence of the issuer’s obligation to repay a specified principal amount on a certain date (maturity date), together with interest at a stated rate, or according to a formula for determining that rate.

**BUDGET** is a financial plan containing an estimate of proposed sources and uses of funds for a given period of time (typically a fiscal year).

**CAU** is an acronym for Capacity Assessment Unit. See the definition for **CAPACITY ASSESSMENT UNIT**.

**CAPACITY ASSESSMENT UNIT (CAU)** is a financing tool that allows property owners to pay water and wastewater system connection charges over a 20 year period.

**CAPITAL BUDGET** is the financial plan of capital project expenditures for the fiscal year beginning October 1. It incorporates anticipated revenues and appropriations included in the first year of the six year Capital Improvements Program (CIP), and any anticipated unspent budget appropriation balances from the previous fiscal year. It is adopted by the Board of County Commissioners as a part of the annual County budget.

**CAPITAL EXPENDITURES** are payments to acquire or construct capital assets which will benefit the County in both present and future periods.

# Glossary of Key Terms

**CAPITAL IMPROVEMENT PROGRAM (CIP)** is Hillsborough County's financial plan of approved capital projects with their schedules and costs over a six-year period. The CIP is designed to meet county infrastructure needs in a responsive and efficient manner. It includes projects which are, or will become the property of Hillsborough County, as well as projects that although not owned by the County, will be part of a joint project agreement.

**CAPITAL OUTLAY** or **CAPITAL EQUIPMENT** is an item such as office furniture, fleet equipment, data processing equipment and other operating equipment with a unit cost of \$1,000 or more.

**CAPITAL PROJECT** is any improvement or acquisition of major facilities with a useful life of at least five years such as roads, bridges, buildings, or land.

**CHARGES FOR SERVICES** is revenue derived from charges for current services. They include all revenue related to services performed whether received from private individuals or other governmental units.

**CIP** is an acronym for the **CAPITAL IMPROVEMENT PROGRAM**. See the definition for **CAPITAL IMPROVEMENT PROGRAM**.

**CONTINUATION BUDGET** is a level of funding which enables an organization to provide the same amount of services in the following fiscal year as the organization provides in the current fiscal year. A continuation level budget does not necessarily provide funding for growth in demand of services.

**COVID** is an acute respiratory illness in humans caused by a coronavirus.

**DEBT SERVICE** is the dollars required to repay funds borrowed by means of an issuance of bonds or a bank loan. The components of the debt service payment typically include an amount to retire a portion of the principal amount borrowed (i.e., amortization), as well as interest on the remaining outstanding unpaid principal balance.

**DECISION UNITS** are groups of inputs which make a measurable contribution to the achievement of an established department purpose—a purpose often dictated by law and/or defined by objectives and measured by service levels or units of output. Decision units are segregated by funding source. Decision units are used to build departmental budgets. They are rank ordered in a hierarchical format.

**DEFEASANCE** is a financing tool by which outstanding bonds may be retired without a bond redemption or implementing an open market buy-back. Cash is used to purchase government securities. The principal of and interest earned on the securities are sufficient to meet all payments of principal and interest on

the outstanding bonds as they become due. If the defeasance is consistent with generally accepted accounting principles and complies with the outstanding bond document requirements, the bonds will no longer be treated as debt for accounting purposes nor for purposes of computing any statutory or constitutional debt limitation. In FY 10 the County will defease two bond issues; the 2003 CIP bonds and the 2006 MOSI / County Center bonds.

**DEMAND** is a type of measurement category. Demand represents the external factors that demonstrate the needs for the service(s) or program(s), i.e., population, service area, complaints, and waiting lists.

**DEPARTMENT** is, for budgeting purposes, any distinct government organizational entity receiving direct funding approved by the Board of County Commissioners.

**DEPRECIATION** is a method of allocating the cost of a tangible asset over its useful life.

**ELAPP** is the acronym for Environmentally Sensitive Lands Acquisition and Protection Program. See the definition for **ENVIRONMENTALLY SENSITIVE LANDS ACQUISITION AND PROTECTION PROGRAM**.

**ENDING FUND BALANCE** is funds carried over at the end of the fiscal year. Within a fund, the revenue on hand at the beginning of the fiscal year, plus revenues received during the year, less expenses equals ending fund balance.

**ENTERPRISE FUND** is a fund used to account for operations that are financed and operated in a manner similar to private business enterprises, wherein the stated intent is that the costs (including depreciation) of providing goods and services be financed from revenues recovered primarily through user fees.

**ENVIRONMENTALLY SENSITIVE LANDS ACQUISITION AND PROTECTION PROGRAM** is a program established by Hillsborough County Ordinance Number 90-19 for the acquisition, preservation, protection, management and restoration of environmentally sensitive lands in Hillsborough County. Under Resolution Number 92-0131, the BOCC is authorized to issue limited ad valorem tax bonds and levy up to 0.25 mills for payment of these bonds.

**FIDUCIARY FUNDS** are used to report assets held in a trustee or agency capacity for others and therefore cannot be used to support the government's own programs.

**FINES AND FORFEITURES REVENUES** includes revenues received from fines and penalties imposed for the commission of statutory offenses, violation of lawful administrative rules and regulations, and for neglect of official duty. Forfeits include revenues resulting from confiscation of deposits or bonds held as

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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.

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

**FUNDED POSITIONS** is a term referring to the number of authorized positions for which funding is included in a given fiscal year's budget.

**FUNDING SOURCES** is a term referring to the type or origination of funds to finance recurring or non-recurring expenditures. Examples include revenues such as ad valorem taxes, user fees, licenses, permits, and grants and non-revenues such as fund balance and interfund transfers.

**FY (FISCAL YEAR) 20 ADOPTED BUDGET** refers to the budget for the period beginning October 1, 2019 and ending September 30, 2020.

**FY (FISCAL YEAR) 21 PLANNED BUDGET** refers to the budget for the period beginning October 1, 2020 and ending September 30, 2021.

**GAAP** is the acronym for Generally Accepted Accounting Principles.

**GASB (GOVERNMENTAL ACCOUNTING STANDARDS BOARD) 34** is a new accounting standard used by the Governmental Accounting Standards Board that is applicable to state and local governments. Compliance with GASB Statement 34 is necessary for the preparation of financial statements in accordance with Generally Accepted Accounting Principles. A significant provision of this new standard includes the preparation of government-wide financial statements that summarize the information of the government as a whole using the accrual basis of accounting (in addition to the continuing-requirements for fund financial statements using the modified accrual basis of

accounting). The County has selected the "modified approach" for the accounting of these assets. Under the "modified approach," the County records infrastructure assets at estimated original cost, but does not record depreciation against these assets. Instead of recording depreciation, the County is committed to incur the maintenance expenses necessary to preserve its infrastructure assets at specified levels of condition. Infrastructure assets such as streets, bridges, and sidewalks are also to be included in the government-wide financial statements. There are also expanded disclosure requirements.

**GASB (GOVERNMENTAL ACCOUNTING STANDARDS BOARD) 45** is a new accounting standard used by the Governmental Accounting Standards Board that is applicable to state and local governments. This standard addresses accounting and financial reporting for post-employment benefits other than pensions.

**GENERAL REVENUE FUND (GENERAL FUND)** is the fund that accounts for all financial transactions except those required to be accounted for in other funds. The fund's resources, ad valorem taxes and other revenues provide services or benefits to all residents of Hillsborough County.

**GOVERNMENTAL FUNDS** focus on how spendable resources flow into and out of those funds and the level of balances remaining at year end that are available for expenditure. These funds are where most of the County's basic services are reported. These funds are reported on an accrual basis.

**GRANTS AND AIDS** includes all grants, subsidies, and contributions from other government agencies or private organizations.

**IMPACT FEES** are a type of charge for services imposed on new construction in order to support specific new demands on a given service, e.g., transportation, schools, parks and fire protection.

**INFRASTRUCTURE** is a permanent installation such as a building, road, or water transmission system that provides public services.

**INTERNAL SERVICE FUNDS** are funds that finance and account for the operations of County agencies which provide services to other County agencies, organizations, or other governmental units on a cost-reimbursed basis such as the self-insurance fund.

**INTERGOVERNMENTAL REVENUE** includes all revenue received from federal, state, and other local government sources in the form of grants, shared revenue and payments in lieu of taxes.

**LIBRARY TAXING DISTRICT** is a special taxing district encompassing the City of Tampa and the unincorporated areas of the county. It provides library services for county residents. These services are financed primarily by an ad valorem tax levied on

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all taxable property located in the district and accounted for in the Special Library Tax District Fund.

**LICENSES AND PERMITS REVENUE** are fees levied by the County for providing corporations or individuals the right to engage in a business, occupation, or activity otherwise lawful.

**MAJOR FUND** is generally a fund whose sources and uses of that individual fund are at least ten percent of the corresponding total for the relevant fund type (i.e.,--governmental and proprietary funds). However, a major fund could also be a fund that is considered to be of particular importance to users of the budget.

**MANDATE** is a requirement imposed by a legal act of the federal, state, or local government.

**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,



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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**.

**PROPRIETARY FUNDS** account for the County's Enterprise Funds and Internal Service Fund operations. These funds account for activities of the County that are operated in a business-type manner. The County's proprietary funds include Water and Solid Waste Operations, and the County's Fleet Management and Risk Management Operations.

**RECLAIMED WATER IMPROVEMENT UNIT** is a type of **MUNICIPAL SERVICE BENEFIT UNIT** established by Hillsborough County in selected areas of the unincorporated area. The purpose of a unit of this type is to levy non-ad valorem assessments on properties benefiting from the installation of pipes carrying reclaimed water. The non-ad valorem assessments pay for costs associated with the installation of these pipes. There are multiple units of this type.

**REPLACEMENT EQUIPMENT** is equipment requested by a department for replacing like or similar equipment to be retired because of unserviceability.

**RESERVE FOR INVESTMENT FAIR MARKET VALUE CHANGE** represents the increase or decrease in the unrealized value of the investments held by any subfund. While the change in the fair market value of any investment is reflected as a revenue (like interest) in the budget, it is important to note that until such time that the investments are sold, this revenue is unrealized and therefore there is no cash to support this revenue. As such, as part of the annual reappropriation process, entries reserving the inception-to-date "Investment Fair Value Change" are recorded at the subfund level. If the Investment Fair Value Change represents a positive gain, the unrealized revenue will result in a higher fund balance, but since there is no cash it is important that this portion of fund balance be included in a restricted reserve to prevent it from being "spent" or appropriated.

**RESERVES AND REFUNDS** refers to a budget category for funds required to meet both anticipated and unanticipated needs; the balance of anticipated earmarked revenues not required for operation in the budget year; estimated reimbursements to organizations, state, or federal governments for revenues received and not spent, and those required to be set aside by bond covenants.

**RESTRICTED REVENUES** are funds collected for limited or specific expenditure purposes. These funds are earmarked for specific purposes by requirements within the resource origin, such as: regulations found in bond covenants; grant contracts; local ordinances; donations for a specific purpose; state statute; and federal law or administrative guidelines.

**REVENUES** are funds received from the County by external sources; income. Revenues are to be differentiated from funding sources which include fund balance, interfund transfers, reimbursements, etc.

**ROLLED-BACK RATE** is that millage rate which, when applied to the total amount of taxable value of property (excluding new construction), produces the same amount of tax dollars as the previous year. Calculation of the "rolled-back rate" is governed by Florida Statutes.

**RWIU** is an acronym for Reclaimed Water Improvement Unit. See the definition for **RECLAIMED WATER IMPROVEMENT UNIT**.

**SINKING FUND** is an account, sometimes called a debt service fund, into which the issuer makes periodic deposits to assure the timely availability of sufficient monies for the payment of debt service requirements. The revenues to be deposited into the sinking fund and payments from it are determined by the terms of the bond contract.

**SPECIAL ASSESSMENT** is another name for **NON-AD VALOREM ASSESSMENT**.

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**TAXABLE VALUE** is the assessed value of property minus any authorized exemptions (i.e., agricultural, homestead exemption). This value is used to determine the amount of ad valorem tax to be levied. The **TAXABLE VALUE** is calculated by the Property Appraiser's Office in compliance with State law.

**TE FLGFC** is an acronym for *Tax Exempt Florida Local Government Finance Commission* and for the long term financing packages arranged through the Commission. This Commission is a legal entity formed through interlocal agreement among several Florida governments. This Commission enables public agencies to benefit from the economies of scale associated with large commercial paper financings.

**TRANSFERS** is a term referring to monies moved from one budgetary fund or subfund to another. Because of legal or other restrictions, monies collected in one fund may need to be expended in other funds. A transfer is accomplished through Transfers-In (a source of funds) for the recipient fund and an equal Transfer-Out (a use of funds) for the donor fund. When this movement occurs between different funds, it is known as an Interfund Transfer. When it occurs between the restricted and unrestricted portions of the same fund, it is known as an Intrafund Transfer.

**UNINCORPORATED AREA GENERAL FUND** is the fund that accounts for MSTU ad valorem taxes and other revenue sources that provide services for the benefit of the residents of the unincorporated areas of Hillsborough County only. The services provided by this fund include fire suppression, law enforcement, stormwater, parks and recreation, planning and growth management, survey/mapping, code enforcement, and emergency services.

**UNRESTRICTED REVENUES** is a term referring to those revenues that can be used for any lawful expenditure supporting a wide variety of functions, or objectives.

**USER FEES** are charges for specific governmental services. These fees cover the cost of providing that service to the user (e.g., building permits, animal licenses, and park fees).

**ZERO-BASE BUDGETING (ZBB)** is a method of detailed budget analysis and justification that combines elements of management by objectives and program evaluation. It is a vehicle to link management and planning to the budget process. ZBB starts with an examination of an agency's basic programs and services by the lowest management level, and continues up the organization as funding packages are prioritized at each level in accordance with available resources and desired outcomes. ZBB is a tool for objectively directing the allocation of funds among activities and programs. Its basis is the consideration of the efficiency and effectiveness of activities and programs.