



Agenda

Budget Public Hearing on the County Administrator's Recommended Biennial Budget for FY 10 and FY 11 and Recommended Capital Improvement Program for FY 10 – FY 15

**June 9, 2009
6:00 p.m.**

- 6:00 pm Call to Order Ken Hagan, Chairman, BOCC
- Opening Remarks Patricia G. Bean, County Administrator
- Open Public Hearing on Budget and CIP
- Public Input on Budget and CIP
- Close Public Hearing on Budget and CIP
- Adjourn

Members of the public interested in additional information on the County Administrator's Recommended Biennial Budget for FY 10 and FY 11 and the Recommended Capital Improvement Program FY 10 – FY 15 may obtain information by visiting the Hillsborough County Department of Management and Budget, located on the 26th floor of County Center, by accessing the Management & Budget web site at <http://www.hillsboroughcounty.org/managementbudget/> or by calling 813-272-5890.





**Public Hearing on the
COUNTY ADMINISTRATOR'S RECOMMENDED
BIENNIAL BUDGET FOR FY 10 AND FY 11
And
RECOMMENDED CAPITAL IMPROVEMENT PROGRAM
FOR FY 10 – FY 15**

**June 9, 2009, 6 PM
601 E. Kennedy Blvd.
Tampa, FL 33602**

BOARD OF COUNTY COMMISSIONERS

Ken Hagan, Chair
Mark Sharpe, Vice Chair
Kevin Beckner
Rose Ferlita
Al Higginbotham
Jim Norman
Kevin White

Patricia Bean
County Administrator

View the County Administrator's Recommended Biennial Budget for FY 10 and FY 11 at
www.hillsboroughcounty.org

Members of the Board of County Commissioners:

I present to you the County Administrator's Recommended Biennial Budget for Fiscal Year 2010 (FY 10) and Fiscal Year 2011 (FY 11), which total \$3.468 billion and \$3.775 billion, respectively. The adopted budget for FY 09 was \$4.032 billion. The reduction from FY 09 to FY 10 of \$0.564 billion (\$564 million) is the next impact of several large changes in underlying components of the budget. The operating budget will decline \$133 million from FY 09 to FY 10 and the capital budget will decline \$221 million. Both reflect economic factors that require dramatic changes in the programs we fund.



Debt service, to the contrary, is up \$272 million in FY 10 as we pay off a share of our existing debt to free up operating revenues to help balance the FY 11 budget, and due to the rollover of short-term commercial paper used in our capital program. Transfers, an element of budgeting that tracks the flows between the "funds" that comprise a budget, are down \$317 million from FY 09 to FY 10. While transfers are reflected in the overall budget total, they reflect good accounting but do not reflect a change in services.

The Eighth County Biennial Budget – This represents the eighth biennial budget for the Board of County Commissioners (Board). Under a biennial process, the Board develops detailed budgets for two separate years. The first year's budget is adopted in September, and covers the period October 1, 2009 through September 30, 2010. The second year's budget represents a planned budget for the period October 1, 2010 through September 30, 2011. The Board will meet statutory requirements for the FY 11 budget through an abbreviated budget update process next year and formally adopt the FY 11 budget in September 2011 public hearings.

The intent of a biennial budget process is to focus implementation of major policy decisions in a two year cycle. The biennial process is particularly germane as we face the toughest fiscal challenges of our careers because we must demonstrate that the actions needed to balance the FY 10 budget are sustainable in FY 11. As I will explain, the recession we are experiencing and – more importantly – falling property values require that FY 10 cuts be followed by additional cuts in FY 11. As difficult as the budget reductions needed to balance FY 10 will appear, those required in FY 11 cut even more deeply into long-standing programs. As we identified those added FY 11 cuts, we carved out an amount of funding reductions that I was unwilling to recommend at this time because I believe that before we cut direct service delivery further, it is necessary to restructure our County organization to reduce further the cost of providing services.

Responding to the Financial Challenges of Recession and Declining Real Estate Values

The financial challenge we face is largely a consequence of falling real estate values and sharply reduced new construction – each of which impact property tax revenue. Florida has been particularly susceptible to values that built to unsustainable levels earlier in this decade and which declined last year and continue to decline. Florida county governments are particularly reliant on property taxes. Adding to that challenge are other elements of the current recession, including lower revenues such as gas taxes and sales taxes and higher demand for some services.

Declining property values are expected to drive down our property tax collections by 13 percent in FY 10 and by an added 8 percent in FY 11. After we developed these budget recommendations, we obtained the first formal estimate of property values from the Property Appraiser but the estimate we are required to use in adopting the FY 10 budget will not be available until the end of June. Formal estimates for FY 11 will be received a year later. We relied on State revenue estimating conference estimates and informal checks with the Property Appraiser to derive our revenue estimates and they proved fairly reliable in estimating the first official estimates from the Property Appraiser for FY 10. The State estimates portray future challenges as well: property values are not projected to increase much in the three years following the two years of declines reflected in this biennial budget. This means that cuts we make to balance the budget must be overwhelmingly sustainable for the foreseeable future – i.e., we do not expect to restore the cuts that are recommended. Our Countywide General Fund faces the greatest challenge due to the high level of reliance on property tax revenue and due to greater amounts of costs that the Board does not control.

COUNTY ADMINISTRATOR'S BUDGET MESSAGE

Municipal governments, while also reliant on property taxes, receive larger shares of their revenue from other sources including utility taxes, franchise fees, communications taxes, and user fees. While our Unincorporated Area General Fund – which provides municipal services to County residents and businesses in the unincorporated area – is less reliant on property taxes than the Countywide General Fund, we do not levy all of the non-ad valorem revenues that many municipalities levy so even our Unincorporated Area General Fund faced a greater challenge than many municipalities.

Other economic impacts have led to a decline in revenue based on sales tax collections, sharply lower interest earnings, and sluggish fee revenue. The impact on user fees has already led to mid-year reductions-in-force in the Building Services Division of the Planning and Growth Management Department and in the Water Resource Services Department. In both cases, we were unable to delay cutting positions until FY 10.

While the economy and the real estate market have driven current fiscal challenges, recent actions initiated by the Florida Legislature have made Florida local governments more susceptible to this recession. Concerned about local governments' use of revenue gains during the economic expansion, the Legislature imposed millage reductions in FY 08 and scheduled a referendum on tax reform (Amendment One) that, upon approval by Florida voters, drove down property tax revenues in FY 09. Our County has used much of its capacity to survive a recession without significant service reductions to meet the past two years' impacts of tax reform. At the same time, the Legislature has neglected to address a narrow sales tax base that makes the State as well as local government revenue derived from taxable sales cyclically sensitive to the economy. The State similarly failed to address the loss of revenue resulting from Internet sales that are taxable.

As a result, we will cut direct services to the public at the very time in an economic cycle that citizens and businesses most rely on public agencies.

We have not dwelled on the unfortunate hand we have been dealt, nor have we ignored the opposition to taxes that passage of Amendment One reflected. In building a balanced budget for FY 10 and in identifying the additional challenges to balancing the budget for FY 11, we have neither recommended a tax increase nor an increase in user fees other than that which the Board has previously approved. We have, however, looked at changing the course of future revenues available to balance the budget by doing what many citizens are doing – reducing our debt. We will reduce our outstanding debt significantly over the next year to free up operating revenues that can be used to sustain existing programs in FY 11. "Defeasing" \$80 million in bonds issued in 2003 and 2006 will free up more than \$13 million per year in non-ad valorem revenue beginning in FY 11 that is currently used to pay debt service.¹

Efficiencies – Once again, we challenged departments to identify "efficiencies" within the budget, which we define as spending reductions with no measurable impact on service delivery or shifting costs to other funding sources to free up general revenue. Some of the savings are quite modest such as the Code Enforcement Department's reuse of file folders, but they reflect departments' efforts to drive down costs. We continue our efforts to remove artificial barriers by greater sharing of resources. Aging Services and Health and Social Services – both substantial departments but largely occupying the same floor of County Center – will share a receptionist and administrative resources. To facilitate this process of cost reduction, we held many positions vacant to help identify how to operate with fewer staff. Overall this budget reflects more than \$10 million per year in new efficiencies in just our two General Funds in FY 11 and an added \$ 1 million in FY 12.

In conveying his budget request to the Board, the Sheriff identified significant efforts taken in his organization to reduce and avoid costs. He has indicated his willingness to assist us in looking for further savings. To meet our needs in the next few years, we will need to strengthen cross-organizational efforts to drive down costs and that will require additional organizations to step forward with similar commitments.

Position Cuts – It is appropriate here to raise an issue that was controversial earlier in the process of preparing this budget: I understand that I alarmed some people when I spoke of the potential for 1,000 job cuts. It certainly was never an objective to cut a large number of positions but as we began working on a strategy for balancing the budget

¹ The County will establish escrow accounts to pay future principal and interest on bonds that cannot be purchased. Once the escrow accounts are fully funded, no further payments will be needed for that debt and revenue will be available for operations.

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it became apparent that most people within and outside of government lacked context for the significance of the challenge we faced. Dollar amounts lose significance once one becomes comfortable with the concept of a \$4 billion budget. Within the specific areas of that overall budget that are impacted by declining revenues, the impact is severe. I found that only when one converts the dollar amount of revenue losses into another "currency" – i.e., jobs – did the significance of the challenge become more understandable. As a provider of services, our operating budget is heavily based on compensation. Reducing that budget ultimately means cutting positions, contracted services, or both.

In identifying specific budget cuts, we looked for opportunities to avoid cutting positions. Also, we understood that cutting a specified number of jobs does not necessarily equate to laying off that number of employees. As I have indicated, we temporarily held vacant even positions we need to fill in the hopes of using those positions to save employees in other positions that would be cut. In the case of our afterschool recreation program, the Board authorized 150 new positions this year to expand the program. The positions were never filled because attendance did not increase and they were not needed. Those 150 jobs are included in the number of positions cut but they clearly do not impact any employees.

Certainly some positions that became vacant were critical to operations and were filled. Others that have not been recommended to be cut in this budget process have been left open temporarily so that they might be used to absorb employees whose jobs are cut but who may be saved from layoff by filling a vacancy.

Ultimately the estimate of job cuts was fairly realistic. We specifically identify 1,070 positions that will be cut from FY 09 to FY 11, of which 905 would be cut by FY 10. In addition, some organizations funded by the County have not released the specifics as to the impact of funding cuts on their positions – the Planning Commission, the Environmental Protection Commission, and the County Attorney. Specific detail on cuts appears following this budget message and additional narrative can be found in the department pages within the budget book.

As I indicate later, further restructuring and coordination between organizations funded by the Board will be required to identify the last cuts needed to balance the FY 11 budget and those efforts will likely identify added position cuts. Even as the Board reviews my budget recommendations, that restructuring effort will begin with the intent of providing detail on those recommended cuts by the end of February 2010.

The Process

As we began our internal discussions on how to address the challenges facing this budget process, we recognized the need for "guiding principals." We considered legislative mandates and duplication with other governments and the non-profit and private sectors. We considered aspects of health, safety and welfare. We considered the intensity of our impact on lives and we considered what proportion of an eligible population we touch – our "market penetration." We valued retaining our high bond ratings.

A Zero Base Budget Process – We continue to use our zero base budget process that requires departments to build their budgets from the ground up. While paper intensive, it is a process that facilitates numerous alternative funding options for each department by layering service delivery levels. Combined with a process of first considering efficiencies that can avoid service impacts, we had the ability to balance to available revenues. As one would imagine, every cut required to balance a budget becomes more difficult to accept than the last. That is partly why the cuts we made to respond to the challenges presented by tax reform in the past two years will seem much less severe than those now required to address our economic circumstances.

The County's budget is composed of numerous funding sources, many of which have legal limitations on how they may be spent. As a result, the cuts in the Recommended Budget reflect key funding sources and the programs they fund while other programs reliant on other revenues are less impacted. As I noted previously, two program areas required immediate action. In one case, we needed to respond to declining building permit revenue by reducing our permitting and inspections staffing and, in the other, we needed to respond to declining system revenue by reducing our staffing in water/wastewater operations. Grant programs are similarly dependent on restricted grant funding and in one instance; we faced the total loss of State Housing Initiative Program (SHIP) grant revenue for FY 10.

COUNTY ADMINISTRATOR'S BUDGET MESSAGE

While we tend to focus much of our attention on general revenue – the least restrictive of our revenues – the budget comprises the sum of all programs and all funding sources. The budget prioritization reflected in the “decision units” that build departmental budgets is replicated for each funding source. That allows us to balance the budget within each of the separate funding areas. Some programs and departments are overwhelmingly dependent on general revenue while others have multiple sources of funding. As a result, budget cuts will appear more severe in some organizations than others even before priorities are set between programs reliant heavily on general revenue. Where an organization significantly supplements a grant-funded program with general revenue, we may cut the general revenue supplement without impairing the grant-funded portion of the program as long as grant matching requirements are still met.²

Various factors were considered as we addressed balancing the budget to available revenues. We considered how we interact with other service providers – the State, other local governments, non-profit providers, and businesses. Senior staff and I met with representatives of our three municipalities – Tampa, Plant City, and Temple Terrace. I met with each of the Constitutional Officers at least once as we were each assessing our needs.³ We considered the capacity of non-profits to provide services and we coordinated with School Board representatives on common services.

Short-term opportunities are limited, but as those who have studied the restructuring of government are aware, these types of efforts typically evolve over a period of several years as common objectives are identified and as barriers to success are eliminated. One effort can move forward at this time: One is the joint acquisition of an “enterprise resource planning” (ERP) system with the City of Tampa to replace aging financial management systems and other existing automation systems used by each government.⁴ The governance groups for the County and City are merging to facilitate an acquisition that may serve as the common system over time for other local government users.

The significant loss of property tax revenue in FY 10 and FY 11 most impacts three operating funds: the Countywide General Fund and the Unincorporated Area General Fund, as previously noted, and the Library Tax District Fund. The Library Tax District covers the City of Tampa and the unincorporated area. The District coordinates services with libraries operated by the City of Plant City and the City of Temple Terrace although taxpayers in those jurisdictions do not contribute tax revenue to the District. Each of these separate funds pay for a series of specific programs and the implications of lower revenues in each fund is reflected in the programs for which they pay.

In recent years, we identified the funding shortfall in an upcoming year based on what it would take to fund a “continuation budget” for that year. In essence, a continuation budget reflects repricing of the current year’s budget plus any annualized impact of a cost that may have phased in the previous year and the cost of operating any completed capital projects. This year, we took a stricter look at the funding shortfall. Specifically, we considered how much existing FY 09 revenue would be available for appropriation in each of the next two years – FY 10 and FY 11. That would allow us to identify how much of the appropriations in the current year could not be sustained in the future – even at current (FY 09) prices. Any unavoidable cost increases in FY 10 and FY 11 would therefore add to the revenue shortfall and increase the need for appropriations reductions (budget cuts) or replacement revenue.

Early on, we estimated the combined shortfall in revenue for our two general funds as totaling \$110 million in FY 10 and increasing by another \$56 million by FY 11 – a total reduction of \$166 million in FY 11 from the FY 09 level. Later estimates varied only a few million dollars each year. Before we began meeting with departments and agencies to review their budget submissions and the priorities within them, we established “benchmarks” that would be used to evaluate potential budget cuts. Using the adopted FY 09 budget for the two general funds, we subtracted the non-recurrent component, reserves, to arrive at total appropriations. We then considered the average cut necessary in all programs to balance to reduced revenues.

² Aging Services programs provide an example. Several programs are funded with grants but heavily supplemented with general revenue. Recommended cuts in the Countywide General Fund in FY 11 appear large – but the overall cutback on programs, when grants are considered, is compatible with other social service program reductions.

³ The Constitutional Officers are the Sheriff, Clerk of Circuit Court, Tax Collector, Property Appraiser, and Supervisor of Elections.

⁴ The County’s share of the ERP project is fully funded by FY 10 by using a combination of countywide and unincorporated funding from capital projects reserves to supplement prior years’ appropriations.

COUNTY ADMINISTRATOR'S BUDGET MESSAGE

Impact of Revenue Loss on FY 10 and FY 11

Total General Funds, FY 09	\$1,166 million
Less: Reserves	<u>(162)</u>
Equals: Total Appropriations	\$1,004 million
FY 10 Projected revenue loss*	\$110 million
Revenue loss as a % of appropriations	11%
FY 11 Projected revenue loss*	\$166 million
Revenue loss as a % of appropriations	17%

* from FY 09 revenues

Using this calculation, it was apparent that an average cut of 11 percent would balance appropriations to estimated revenue in FY 10 and increasing that cut to a total of 17 percent from FY 09 would balance the FY 11 budget. We then recognized that the Board funds budgets for independently elected Constitutional Officers who have certain independence in their budgets. We also recognized the priority that is frequently given to certain public safety functions: police and fire. We recalculated the impact of the revenue loss to look at what cuts would be needed, on average, if we excluded the Constitutional Officer budgets and the Fire Rescue Department from the calculation:

Potential Impact of Revenue Loss on FY 10 and FY 11

Total General Funds, FY 09	\$1,166 million
Less: Reserves	<u>(162)</u>
Equals: Total Appropriations	\$1,004 million
Less: Constitutional Officers (FY 09)	(443)
Less: Fire Rescue Department (FY 09)	<u>(116)</u>
Equals: Remaining Appropriations	\$445 million
FY 10 Projected revenue loss*	\$110 million
Revenue loss as a % of remaining appropriations**	25%
FY 11 Projected revenue loss*	\$166 million
Revenue loss as a % of remaining appropriations**	37%

* from FY 09 revenues

** net of Constitutional Officers' and Fire Rescue Department FY 09 budgets

While we recognized that there was no exclusion of these areas from cuts, the recalculation provided us a range that would be useful as we met with departments and agencies and considered the potential need for budget cuts from FY 09 levels. In the absence of proportionate cuts in areas we were unlikely to control, we prepared to make substantial cuts in programs directly controlled by the Board of County Commissioners. As shown in the cut, if there were no reduction in the total budget for Constitutional Officers from their FY 09 budgets, and no reduction in the Fire Rescue Department budget from the Department's FY 09 budget, then balancing the budget without added revenue would require an average 25 percent cut in remaining appropriations from FY 09 levels. As we began meeting with departments and agencies, we therefore looked at a 25 percent budget reduction as a potential reduction in each organization, with the potential for further reduction in FY 11.

The Stage is Set for Significant Program Cuts - By May 1, we received the formal budget requests for the Clerk, including the Value Adjustment Board, and for the Supervisor of Elections and the Sheriff. The remaining two Constitutional Officers submit budgets to the State for approval. We assumed a level budget for the Property Appraiser and

COUNTY ADMINISTRATOR'S BUDGET MESSAGE

we calculated the reduced commissions that would be paid to the Tax Collector based on smaller tax collections in FY 10 and FY 11. Overall, the commitment to Constitutional Officers is expected to drop \$11.1 million from FY 09 to FY 10, or down 3 percent. By FY 11, the net reduction will only be \$3.8 million or down 1 percent from FY 09.

In the case of our Fire Rescue Department, we tightened spending but avoided significant service reductions – resulting in a \$2.1 million reduction from FY 09 to FY 10 (a 2 percent reduction) but no net reduction by FY 11.

We factored in changes in revenues as well. The Supervisor of Elections anticipates a reimbursement in FY 11 from the City of Tampa for the \$1 million expected cost of the City's election. We also updated estimates of how much Constitutional Officers return unspent at year end – a non-revenue source known as “residual equity transfer.” We used the entire portion of the Communications Services Tax that the Board has earmarked for Fire Rescue capital and operations to insulate against significant cuts in Fire Rescue operations. That revenue will need to be dedicated to existing operations on a continuing basis or Fire Rescue will need an alternate revenue source to avoid the cuts that have been necessary in other programs provided to unincorporated area residents and businesses such as stormwater maintenance, zoning, code enforcement, and recreation.

These modest reductions meant that the brunt of the budget cuts would be made in remaining areas of the budget.

Embedded within the remaining programs are some costs we cannot control – for example, we face a fixed payment to the Florida Department of Juvenile Justice for housing juveniles in State facilities and we have statutory funding obligations to the Courts for communications, facilities, and technology under the interpretation of Article V of the Florida Constitution. Some programs have varying costs but also cannot be controlled such as the tax increment payments the Board has committed to the cities of Tampa, Plant City and Temple Terrace to assist in redevelopment. We have, for now, assumed those tax increment payments will decline proportionate to the overall decline in property values. Until we receive information later this year from the Property Appraiser, we cannot fine tune those amounts.

Strategies for Balancing

Having reviewed department and agency budget priorities and knowing the scale of reductions needed to balance the budget, we identified strategies we would use. One strategy was to avoid simply deferring costs. With no expectation of strong revenue growth within the next five years, the strategies used to balance the budget need to be sustainable. Second, we sought to avoid using non-recurring sources to cover recurring costs. A focal point in the examination of local governments' budgets is whether they are drawing down reserves. As we developed the recommended budget, staff conferred with each of the bond rating agencies – Moody's, Standard and Poor's, and Fitch Ratings, as well as our financial advisor and our bond counsel. As I indicated earlier, we identified a strategy of paying down outstanding debt in FY 10 so that we could free up revenue in FY 11 that would no longer be required for debt payments. That strategy used non-recurring sources for a non-recurring use – debt repayment.⁵ It facilitates using recurring revenue to cover recurring costs.

We ensured we were in compliance with Board policy limiting spending – BOCC Policy 03.05.07.00. We also carefully assessed our ability to avoid future drawdown of fund balance in the Countywide General Fund and Unincorporated Area General Fund. In each case, we assessed the impact of tighter budgeting on the unspent appropriations and excess revenues that, along with reserves, restore ending fund balance. As necessary, reserves have been increased to ensure that we carry over a comparable amount of fund balance at the end of FY 10 and FY 11 to that anticipated to be carried forward at the end of FY 09. Drawing down fund balance would equate to using non-recurring revenue to pay for recurring expenditures – a practice inconsistent with recommended practices and long term fiscal health.

Detail on specific funding recommendations for non-profit agencies may be found in the Operations and Funding Guide section of the budget document. Generally, social service agencies funded by the Countywide General Fund

⁵ Several non-recurring sources were used. Some capital projects reserves were reduced based on remaining project requirements. Property tax revenue set aside in prior years for potential restoration of existing ELAPP properties has been reduced from \$15 million to \$5 million. The County's workers compensation fund refunded reserves that had built as a result of payments in FY 05 through FY 07 that were ultimately found to be higher than necessary, based on payouts. Premium payments were reduced in FY 08 based on claims experience and it is now clear that the “experience factor” used in the lower current payments is adequate to cover claims. About \$26 million of the refund will be used to retire debt.

were identified as falling into one of three service level categories: Those that directly provide for basic human needs; those that enable a person to be self-sufficient; and those that enhance a person's quality of life. Those in the first category faced the smallest cuts. Those in the second and third faced funding cuts in FY 10 and, for the most part, were unfunded in FY 11. That phase-out will allow them to seek other funding sources over the next year. One of the largest cuts was the elimination of funding for the Arts Council.

We retained funding priorities for organizations operating County funded facilities – the Museum of Science and Industry and the new History Center. Funding for facilities operated by other governments – the Lowry Park Zoo and the Florida Aquarium – were limited to eligibility for tourist taxes.

Other Issues Embedded Within the Recommended Budget

Suspension of Pay Adjustments for FY 10 and FY 11 – The budget eliminates the employee market equity adjustment for FY 10 and FY 11 that was 2.25 percent in FY 09 and was 3.5 percent in FY 08. The market equity adjustment is intended to retain relative comparability with public and private employers. There continues to be no merit pay increase in the budget. Over time, the lack of merit pay will compound the problem of experienced employees having little or no pay differential from less experienced employees. It also means that employees in the low end of a pay range will earn significantly less than the market value of their job – the market value is intended to be represented by the mid-point of each pay range. In a period of high unemployment, employees clearly value retaining a job over pay equity. When unemployment rates recede, we will face challenges in retaining some of our most experienced employees.

Furloughs – Employees have indicated an interest in helping avoid layoffs through unpaid furloughs. In exploring this option, we recognized the value of showing our employees are helping offset revenue losses through what is, in effect, a temporary pay cut. The cost of a furlough day is proportionate to income so there is a sense of equity when higher paid employees are impacted the most.

The budget reflects five furlough days in FY 10 and three days in FY 11. Five days is equal to a pay cut of 1.9 percent and three days is equal to 1.2 percent of pay. The intent is to close down County operations to the greatest extent possible in order to save on utilities as well. Savings from a furlough are limited since they don't result in proportionate savings in benefits costs and since some programs will have to be staffed during a furlough day – notably, fire stations and water and wastewater plants. Nevertheless, we wanted employees to be able to feel they have contributed to saving jobs. Furloughs are a short-term measure for cutting costs. We anticipate they will not extend past FY 11.

Benefits Cuts – In addition to holding back on any salary adjustments and imposing furloughs, we are ending a 1.5 percent deferred compensation benefit offered to all employees. That benefit was initiated several years ago as a means of competing with other employers. Cutting this benefit will not impact an employee's pay check but employees interested in saving for retirement can replace the County's contribution with their own. The reduction is intended to be permanent. We are also cutting back car allowances for County Administration staff by 20 percent.

The County provides employees access to employee health insurance. Through a competitive process, we have negotiated reasonable rates and benefits for the next two years and the Board will be considering the award of a fully insured program.

Organizational Restructuring – We have initiated some restructuring of the organization and will continue that process in the coming months. The Citizens Action Center is being substantially downsized and merged with reference staff in the Library Services Department. The merged operation will receive a Countywide General Fund subsidy but will combine similar activities into a single location. The internal Equal Employment Opportunity investigation function within Consumer Protection and Professional Responsibility will merge with the externally focused Equal Employment Opportunity office and the merger will cut a management level position. Staff involved in internal investigations will be consolidated within the Human Resources Department – realigning a key staff member from Management and Budget and another from Consumer Protection and Professional Responsibility. The contracts function within Management and Budget was found duplicative in nature to those in Health and Social Services and Affordable Housing. Two positions were shifted to Health and Social Services, a manager will be placed in a vacant Affordable Housing position, and the manager and administrative support positions in Management and Budget can be deleted. We expect similar consolidations of like functions over the next year as we continue our efforts to drive down costs.

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Cutting back on layers of management continues to be a focus of this budget. I have repeatedly told my senior management that I would not balance the budget on the backs of front line workers. All departments were asked to identify cuts that would slim the ranks of management. As we worked to identify program cuts, we assessed departments' efforts to reduce management. Where we believed that effort to be insufficient, we felt it was necessary to reach into departments and begin the restructuring. These management cuts may not follow directors' priorities.

The process of streamlining management has just begun and while the management cuts reflected in budget recommendations reflect a good start, we fully expect to consolidate activities further within the next few months.

Setting Priorities – It is always difficult to accept that some activities should be eliminated in their entirety so that more pressing needs can be saved. Activities that we identified for elimination in no way reflect the quality of work performed by the staff that provided them. Ultimately, we identified activities that the State should fund but which have lacked State funding. Within the criminal justice system, the Victims Assistance program operated in conjunction with the State Attorney's Office has been recommended to be unfunded. Within County Administration, we are recommending unfunding of Consumer Protection and unfunding of Childcare Licensing activities.

On the opposite end of the spectrum, we withheld significant cuts in our Fire Rescue Department and we held back on operational funding of transportation programs provided by the Public Works and Planning and Growth Management Departments. As noted below, while we may not be able to pursue a substantial program of transportation capital projects, we have retained priority for maintaining existing transportation assets.

Transportation capital funding will be severely impacted by the need to defer capital projects that had been planned through the use of short-term and long-term debt – accessing future revenue from the Community Investment Tax (CIT) to meet current transportation needs. As we indicated a few weeks ago, we will need to defer more than \$350 million in previously planned capital projects – much of that outside the six-year planning horizon used in our capital improvement program. Those projects become, in essence, unfunded. Other projects are deferred two to three years until we are able to fund them with available cash. Where we have previously approved specific projects as eligible for CIT funding through a required public hearing process, our intent is to “park” those projects and not formally remove that eligibility through another public hearing process. If they are not within our six-year CIP, however, they will still be unfunded.

Millage Impacts – Operating millage rates have been held constant for each of the next two years. Those are the millage rates associated with the Countywide General Fund, the Unincorporated General Fund (for which the millage is known as the Municipal Services Taxing Unit or “MSTU” millage), and the Library Tax District Fund. The County levies debt millage that is based on voter-approved issuance of general obligation bonds – both for our Environmental Land Acquisition and Protection Program (ELAPP) and for unincorporated parks improvements. The debt millage rates change annually based on changes in the property tax base. They decrease when the tax base increases and they increase when the tax base decreases. We were able to hold the line on debt millage increases in FY 09 with other available revenue. With the tax base declining in both FY 10 and again in FY 11, these voter-approved millages increase slightly each year for a two-year total amounting to 2-1/2 cents for each \$1,000 of taxable value. Importantly, once the Board begins to issue ELAPP bonds based on County voters' approval of the \$200 million November 2008 ELAPP referendum, the debt millage will increase each time the County issues bonds. Existing ELAPP bonds will mature in FY 11 while the unincorporated parks bonds mature in FY 25.

Although from an overall perspective debt millage does result in an increased tax payment, it is important to recognize where voters have explicitly approved taxing themselves. Board action that implements those voter decisions through the annual levy of debt millage should not be viewed as a tax rate change by the Board; it is truly a tax rate change approved by voters.

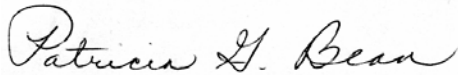
Conclusion

Consistent with Goal One of your Strategic Plan, this budget continues our commitment to “ensure that Hillsborough County is financially strong enough to influence its destiny by applying efficient and/or effective policies and practices.”

The economic circumstances we face are certainly not unique to this government. The recommendations laid out in this budget address the near term requirements for balancing FY 10. We have set aside a portion of the FY 11 cuts to be addressed through further examination of our organization and how it interacts internally and externally with other government agencies. It may be necessary to make further service cuts to balance FY 11 but given the significance of the cuts already reflected in this document, I felt it important to take more time to carefully consider how we might further streamline how we provide services. I seek the Board's assistance in bringing as many potential partners to the table to consider opportunities to lower the cost of government services.

I stand prepared to assist the Board in reviewing these recommendations.

Respectfully Submitted,



Patricia G. Bean
County Administrator

BUDGET SOURCES AND USES OF FUNDS

SOURCES	FY 08 Actual	FY 09 Adopted	FY 10 Recommended	FY 11 Planned
Fund Balance Begin Of Year	\$881.4	\$908.3	\$856.9	\$823.4
Revenue:				
Ad Valorem Taxes	771.7	756.5	656.5	595.3
Other Taxes	277.3	284.2	255.7	268.3
Licenses And Permits	16.0	13.9	57.3	53.9
Intergovernmental Revenue	235.5	235.8	210.3	219.0
Charges For Services	503.5	554.2	506.3	534.9
Fines And Forfeits	6.2	5.4	4.8	4.8
Miscellaneous Revenue (including interest)	<u>177.7</u>	<u>143.2</u>	<u>75.3</u>	<u>51.9</u>
Total Revenue	1,988.0	1,993.0	1,766.2	1,728.0
Transfers	964.2	1,059.2	742.6	784.5
Other Non-Revenues	411.7	142.8	174.6	511.6
Less 5% Required By Law	<u>0.0</u>	<u>(71.3)</u>	<u>(72.2)</u>	<u>(72.2)</u>
TOTAL AVAILABLE	\$4,245.3	\$4,032.0	\$3,468.2	\$3,775.3
USES				
Operating Budget:				
Compensation	\$714.1	\$760.9	\$701.2	\$704.2
Operating Expenses	887.9	917.2	854.0	860.1
Equipment	<u>52.3</u>	<u>45.8</u>	<u>35.8</u>	<u>32.5</u>
Total Operating Budget	1,654.3	1,723.8	1,591.0	1,596.8
Capital Budget (net of reserves)	520.0	355.6	34.4	126.6
Debt Service	192.6	120.7	392.9	502.5
Transfers	964.2	1,059.2	742.6	784.5
Reserves and Refunds:				
Operating	0.6	703.6	693.1	714.1
Capital	0.0	22.3	<u>(29.9)</u>	18.6
Debt	<u>0.0</u>	<u>46.8</u>	<u>43.9</u>	<u>32.2</u>
Total Reserves and Refunds	0.6	772.7	707.2	764.9
TOTAL USES	\$3,331.7	\$4,032.0	\$3,468.2	\$3,775.3

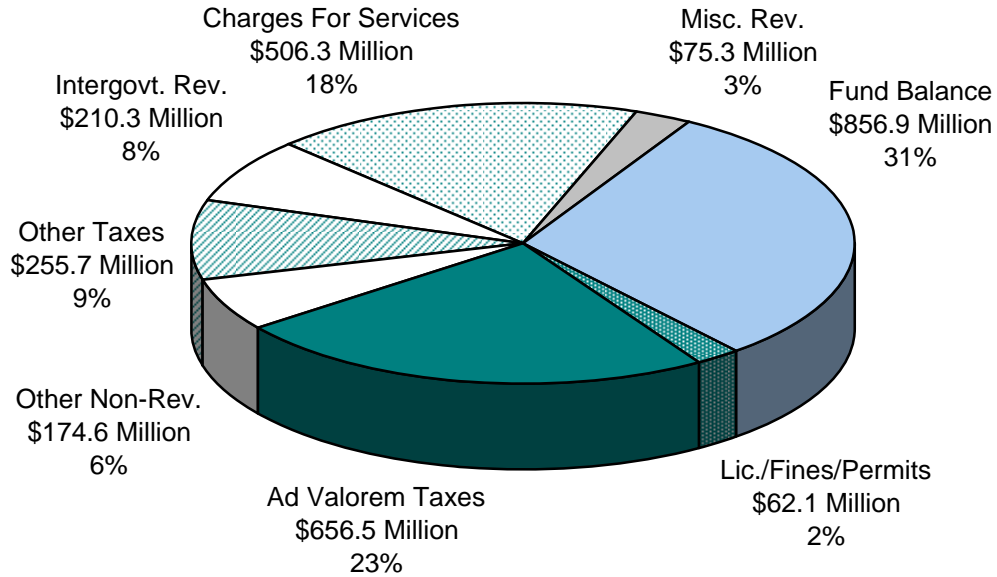
Detail may not add to totals because of rounding.

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

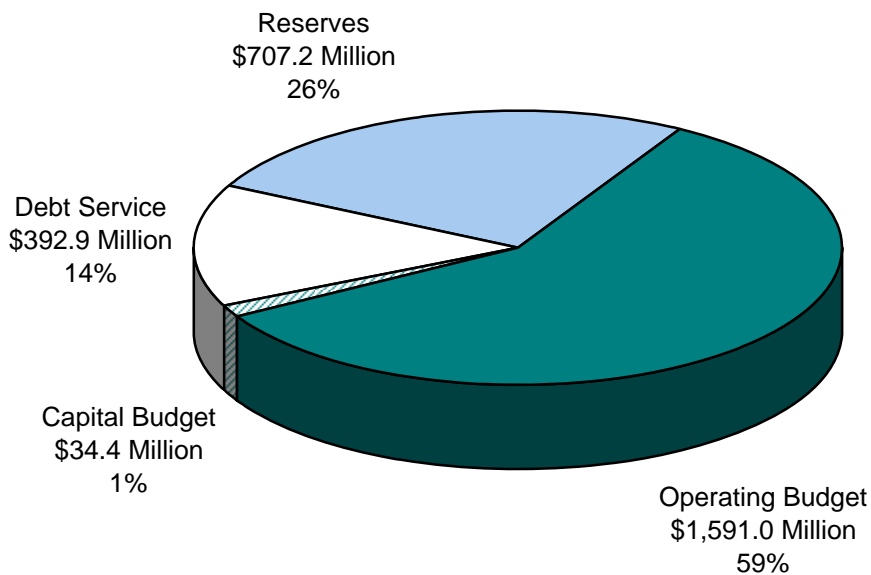
Note: The County uses an all years budget process for capital projects. This means that the current year's budget will only reflect will only reflect changes in funding, such as additional funds being added to a project budget or unneeded funds being subtracted. Prior year funding will remain with the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

BUDGET SOURCES AND USES OF FUNDS

WHERE THE MONEY COMES FROM (SOURCES) FY 10 - ALL FUNDS



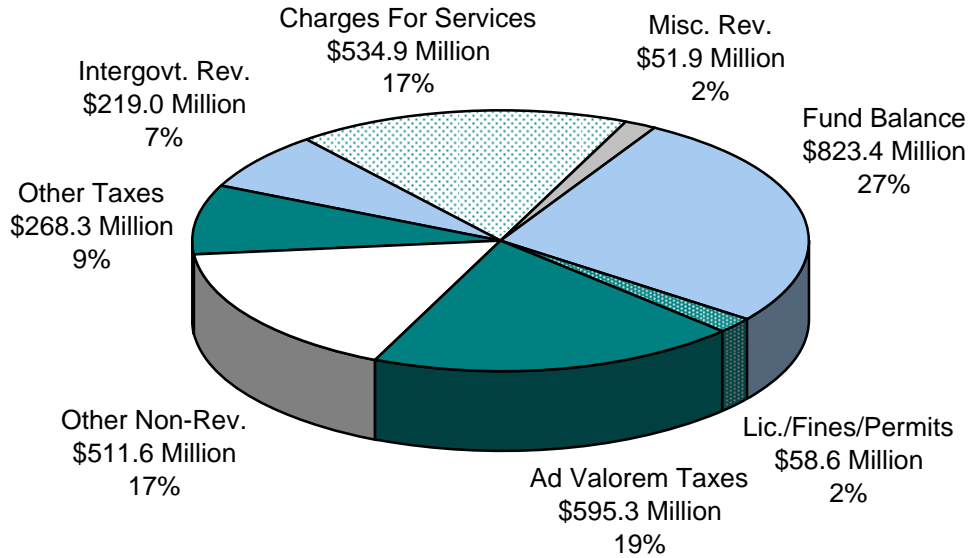
WHERE THE MONEY GOES (USES) FY 10 - ALL FUNDS



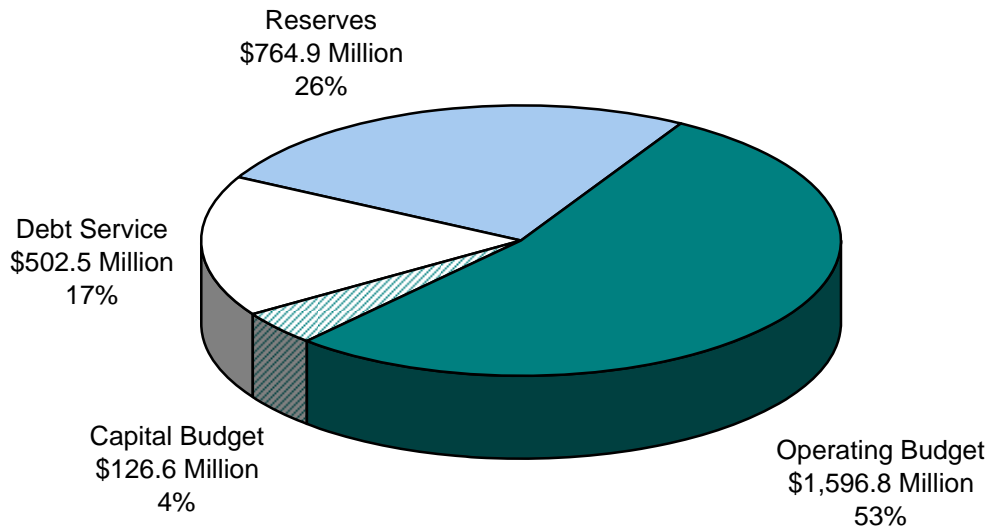
Note: Sources and Uses shown above exclude \$742.6 million in Transfers In and Transfers Out, respectively. With the exception of Fund Balance, Other-Non-Revenues, and Transfers In, many of the other revenues are subject to a statutory 5% reduction. That is, only 95% of anticipated revenue may be budgeted. As the reduction may only apply to selected revenues in any category, the numbers in this chart have not been reduced. Totals may not add up to 100% due to rounding.

BUDGET SOURCES AND USES OF FUNDS

WHERE THE MONEY COMES FROM (SOURCES) FY 11 - ALL FUNDS



WHERE THE MONEY GOES (USES) FY 11 - ALL FUNDS



Note: Sources and Uses shown above exclude \$784.5 million in Transfers In and Transfers Out, respectively. With the exception of Fund Balance, Other-Non-Revenues, and Transfers In, many of the other revenues are subject to a statutory 5% reduction. That is, only 95% of anticipated revenue may be budgeted. As the reduction may only apply to selected revenues in any category, the numbers in this chart have not been reduced. Totals may not add up to 100% due to rounding.

BUDGET SUMMARY

Fiscal Year	FY 08 Actual	FY 09 Adopted	FY 10 Recommended	FY 11 Planned
PROPERTY TAX RATES (In Mills)				
Countywide ⁽¹⁾	5.8050	5.8043	5.8165	5.8190
Library District ⁽²⁾	0.6083	0.5583	0.5583	0.5583
General Purpose MSTU ⁽³⁾	4.4014	4.4004	4.4075	4.4111
VALUE OF 1 MILL (In Millions of \$) ⁽⁴⁾				
Countywide	\$87.8	\$83.7	\$72.8	\$66.4
Library District	84.2	80.2	69.7	63.6
Unincorporated	54.5	50.9	43.7	39.3
BUDGET SUMMARY (In Millions of \$)				
Operating	\$1,654.3	\$1,723.8	\$1,591.0	\$1,596.8
Capital (net of reserves) ⁽⁵⁾	520.0	355.6	34.4	126.6
Debt Service	192.6	120.7	392.9	502.5
Reserves & Refunds ⁽⁵⁾	0.6	772.7	707.2	764.9
MAJOR ORGANIZATION OPERATING BUDGET (In Millions of \$)				
Board of County Commissioners	\$2.7	\$2.8	\$2.5	\$2.5
County Administrator	911.3	972.6	901.7	913.2
County Attorney	9.6	9.5	7.7	7.7
Elected Officials	440.3	451.8	437.7	444.9
Judicial	10.7	11.3	10.2	9.2
Guardian Ad Litem	0.5	0.6	0.2	0.2
Boards, Commissions & Agencies	27.8	27.1	24.7	21.9
Non-Departmental	<u>963.9</u>	<u>724.4</u>	<u>633.7</u>	<u>826.5</u>
	<u>\$2,366.9</u>	<u>\$2,200.1</u>	<u>\$2,018.5</u>	<u>\$2,226.1</u>
CAPITAL BUDGET (In Millions of \$)				
Fire	\$4.1	4.3	(\$4.8)	\$1.4
Governments Facilities	78.6	55.9	(15.9)	4.0
Libraries	9.5	5.2	(0.8)	6.3
Parks	34.5	18.3	8.2	9.2
Solid Waste	66.7	8.7	24.2	32.7
Stormwater	4.3	17.0	12.4	8.7
Transportation	149.9	150.6	(34.7)	14.3
Water/Wastewater & Reclaimed Water	162.2	85.7	36.9	42.6
Other Non-CIP	<u>10.2</u>	<u>10.0</u>	<u>8.8</u>	<u>7.5</u>
	<u>\$520.0</u>	<u>\$355.6</u>	<u>\$34.4</u>	<u>\$126.6</u>

Detail may not add to totals because of rounding.

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

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

Includes millage levies for debt service.

⁽²⁾ Includes properties within the City of Tampa and the unincorporated areas of the County.

⁽³⁾ Unincorporated area - includes Parks General Obligation millage.

⁽⁴⁾ Based on Property Appraiser taxable assessed values as of July 1.

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

MILLAGE COMPARISON

	FY 08		FY 09	
	<u>ADOPTED</u>		<u>ADOPTED</u>	
	MILLAGE	LEVY	MILLAGE	LEVY
COUNTYWIDE				
OPERATING				
General Revenue Fund	5.5831	\$490,458,518	5.7439	\$480,731,070
Environ. Sensitive Lands	0.1615	14,187,289	0.0000	0
TOTAL OPERATING	5.7446	504,645,807	5.7439	480,731,070
DEBT SERVICE				
Environ. Sensitive Lands	0.0604	5,317,199	0.0604	5,069,905
TOTAL DEBT	0.0604	5,317,199	0.0604	5,069,905
TOTAL OPERATING & DEBT	5.8050	509,963,006	5.8043	485,800,975
NON COUNTYWIDE				
OPERATING				
General Purpose MSTU	4.3755	238,682,439	4.3745	222,864,951
Library Services	0.6083	51,245,865	0.5583	44,784,523
TOTAL OPERATING	4.9838	289,928,304	4.9328	267,649,474
DEBT SERVICE				
Parks & Recreation Bonds	0.0259	1,412,839	0.0259	1,319,511
TOTAL OPERATING & DEBT	5.0097	291,341,143	4.9587	268,968,985
TOTAL BOCC	10.8147	\$801,304,149	10.7630	\$754,769,960

TAXABLE PROPERTY VALUES		
	FY 08	FY 09
COUNTYWIDE		
Value of Existing Property	\$84,627,369,489	\$81,121,448,932
Value of New Construction	3,219,618,428	2,572,743,086
Total Taxable Value	\$87,846,987,917	\$83,694,192,018
ELAPP DEBT SERVICE		
Value of Existing Property	\$84,813,474,894	\$83,938,830,501
Value of New Construction	3,219,618,428	No longer available
Total Taxable Value	\$88,033,093,322	\$83,938,830,501
UNINCORPORATED(MSTU)		
Value of Existing Property	\$52,215,530,216	\$49,527,769,238
Value of New Construction	2,334,221,571	1,418,613,372
Total Taxable Value	\$54,549,751,787	\$50,946,382,610
SPECIAL LIBRARY DISTRICT		
Value of Existing Property	\$81,107,041,435	\$77,690,891,128
Value of New Construction	3,137,352,295	2,524,983,421
Total Taxable Value	\$84,244,393,730	\$80,215,874,549

MILLAGE COMPARISON

	FY 10		FY 11	
	<u>RECOMMENDED</u>		<u>PLANNED</u>	
	MILLAGE	LEVY	MILLAGE	LEVY
COUNTYWIDE				
OPERATING				
General Revenue Fund	5.7439	\$418,236,030	5.7439	\$381,431,260
Environ. Sensitive Lands	0.0000	0	0.0000	0
TOTAL OPERATING	5.7439	418,236,030	5.7439	381,431,260
DEBT SERVICE				
Environ. Sensitive Lands	0.0726	5,286,293	0.0751	4,987,115
TOTAL DEBT	0.0726	5,286,293	0.0751	4,987,115
TOTAL OPERATING & DEBT	5.8165	423,522,323	5.8190	386,418,375
NON COUNTYWIDE				
OPERATING				
General Purpose MSTU	4.3745	191,106,695	4.3745	171,900,472
Library Services	0.5583	38,944,696	0.5583	35,507,061
TOTAL OPERATING	4.9328	230,051,391	4.9328	207,407,533
DEBT SERVICE				
Parks & Recreation Bonds	0.0330	1,441,655	0.0366	1,438,235
TOTAL OPERATING & DEBT	4.9658	231,493,046	4.9694	208,845,768
TOTAL BOCC	10.7823	\$655,015,369	10.7884	\$595,264,143

TAXABLE PROPERTY VALUES		
	FY 10	FY 11
COUNTYWIDE		
Value of Existing Property	\$72,813,947,056	\$66,406,319,715
Value of New Construction	Not Available	Not Available
Total Taxable Value	\$72,813,947,056	\$66,406,319,715
ELAPP DEBT SERVICE		
Value of Existing Property	\$72,813,947,056	\$66,406,319,715
Value of New Construction	Not Available	Not Available
Total Taxable Value	\$72,813,947,056	\$66,406,319,715
UNINCORPORATED(MSTU)		
Value of Existing Property	\$43,686,523,088	\$39,296,027,518
Value of New Construction	Not Available	Not Available
Total Taxable Value	\$43,686,523,088	\$39,296,027,518
SPECIAL LIBRARY DISTRICT		
Value of Existing Property	\$69,755,858,203	\$63,598,533,641
Value of New Construction	Not Available	Not Available
Total Taxable Value	\$69,755,858,203	\$63,598,533,641

DEPARTMENT BUDGET SUMMARY COMPARISON

	FY 08 Actual	FY 09 Adopted	FY 10 Recommended	FY 11 Planned
BOARD OF COUNTY COMMISSIONERS				
Board of County Commissioners	\$2,173,854	\$2,293,377	\$2,223,218	\$2,261,493
County Internal Performance Auditor	487,200	491,806	264,222	227,775
TOTAL BOARD OF COUNTY COMMISSIONERS	2,661,054	2,785,183	2,487,440	2,489,268
COUNTY ATTORNEY	9,642,237	9,524,589	7,738,923	7,738,923
COUNTY ADMINISTRATOR				
Affordable Housing Office	7,641,671	15,773,023	8,363,054	7,947,913
Aging Services	20,273,689	19,904,733	17,503,665	13,468,217
Animal Services	8,119,088	8,526,890	6,922,134	5,804,608
Children's Services	42,121,887	43,842,295	42,844,793	42,041,434
Code Enforcement	7,226,088	6,733,807	4,280,507	4,365,097
Communications Department	4,252,394	3,494,843	2,318,218	2,343,271
Community Liaison Section	2,699,539	1,449,313	2,131,353	1,504,937
Consumer Protection & Professional Responsibility	1,460,941	1,505,576	0	0
County Administrator	3,484,772	4,291,893	2,279,265	2,311,778
Debt Management	902,293	791,106	705,791	649,788
Economic Development	6,691,237	2,276,291	1,930,169	1,707,630
Emergency Dispatch Center	2,340,534	2,738,441	2,272,073	2,284,995
Emergency Management	1,433,997	1,278,280	1,127,229	1,131,349
Emergency Telephone (911)	0	0	6,334,885	6,346,836
Equal Opportunity Administrator	315,879	313,127	118,986	121,103
Extension Services	1,596,510	1,787,563	1,351,264	1,151,774
Fire Rescue	108,847,500	116,225,359	114,716,254	116,872,859
Fleet Management	27,031,948	30,951,459	31,252,149	32,733,060
Health & Social Services	159,293,904	176,719,711	177,752,279	187,510,507
Housing & Community Code Enforcement	7,987,251	0	0	0
HIPAA Compliance Office	240,566	277,883	223,246	224,044
Human Resources	4,281,579	4,853,184	4,114,569	4,167,790
Information & Technology Services	27,015,142	29,018,024	13,592,651	13,618,634
Library Services	36,481,795	40,097,322	38,172,387	39,536,331
Management & Budget	2,651,354	2,770,262	2,004,986	2,067,399
Medical Examiner	4,684,407	5,073,451	3,978,337	3,931,762
Neighborhood Relations	547,901	0	0	0
Parks, Recreation & Conservation	48,407,894	53,959,962	41,602,212	38,364,299
Planning & Growth Management	27,857,060	28,892,298	21,061,756	20,584,744
Public Safety	64,053	0	0	0
Public Works	81,640,863	83,844,610	81,371,637	80,293,983
Procurement Services	2,601,105	2,719,205	2,090,148	2,122,319
Real Estate	30,727,821	32,478,290	24,969,528	24,835,998
Security Services Agency	4,358,124	4,888,113	3,868,531	3,976,767
Solid Waste Management	73,731,299	87,911,880	91,303,393	94,679,324
Water Resource Services	152,234,165	157,254,478	149,161,701	154,538,460
Water Resources Team	3,781	0	0	0
TOTAL COUNTY ADMINISTRATOR	911,250,031	972,642,672	901,719,150	913,239,010

DEPARTMENT BUDGET SUMMARY COMPARISON

	FY 08 Actual	FY 09 Adopted	FY 10 Recommended	FY 11 Planned
ELECTED OFFICIALS				
BOCC Judicial Services Cost		0		
Clerk of the Circuit Court	20,760,007	19,868,557	17,971,963	18,192,918
Property Appraiser	11,872,481	12,048,544	12,038,718	12,038,718
Public Defender	1,053,285	1,114,895	1,114,369	1,114,602
Sheriff's Office	361,767,651	377,642,165	370,245,135	378,744,911
State Attorney Part I	1,793,894	1,307,474	1,384,514	1,360,666
State Attorney Part II (Victim Assistance)	2,514,655	2,575,746	0	0
Supervisor of Elections	12,904,023	6,699,071	8,848,293	9,506,543
Tax Collector	27,257,181	30,096,177	25,372,220	23,181,709
Value Adjustment Board	402,448	461,377	752,751	759,459
TOTAL ELECTED OFFICIALS	440,325,625	451,814,006	437,727,963	444,899,526
JUDICIAL BRANCH (ADMIN OFC OF COURTS)	10,704,245	11,274,954	10,198,784	9,194,015
GUARDIAN AD LITEM	544,842	602,284	228,642	231,746
BOARDS, COMMISSIONS & AGENCIES				
Charter Review Board	0	0	9,500	0
Civil Service Board	2,686,254	3,353,371	3,443,600	3,443,600
Environmental Protection Commission	16,255,687	15,350,840	13,335,427	11,927,969
Law Library Board	475,257	482,233	467,550	477,689
Legislative Delegation	190,492	237,034	179,452	86,977
Metropolitan Planning Organization	2,082,844	1,635,198	2,191,806	1,630,126
Planning Commission	5,897,844	5,781,424	4,800,239	4,076,601
Soil & Water Conservation Board	237,716	251,785	231,992	235,330
TOTAL BOARDS, COMMISSIONS	27,826,094	27,091,885	24,659,566	21,878,292
NON-DEPARTMENTAL				
Capital Improvement Program Projects ¹	510,927,406	345,410,198	25,489,697	119,039,888
Debt Service Accounts ²	194,708,811	121,217,793	393,721,595	503,176,548
Governmental Agencies	101,540,063	85,890,212	79,606,919	76,172,945
Major Maintenance & Repair Program	6,645,806	8,678,168	7,596,419	6,894,384
Non-Departmental Allotments	125,585,527	139,116,213	108,554,393	104,359,980
Nonprofit Organizations	24,512,290	24,063,581	18,750,529	16,814,082
TOTAL NON-DEPARTMENTAL	963,919,903	724,376,165	633,719,552	826,457,827
TRANSFERS, RESERVES & REFUNDS				
Reserves and Refunds	607,116	772,695,410	707,029,023	764,673,999
Intrafund Transfers	497,725,169	535,228,991	438,264,748	421,926,418
Interfund Transfers	466,455,942	523,922,525	304,380,685	362,576,043
TOTAL TRANSFERS, RESERVES & REFUNDS	964,788,227	1,831,846,926	1,449,674,456	1,549,176,460
TOTAL BOARD OF COUNTY COMMISSIONERS AND CONSTITUTIONAL OFFICERS	\$3,331,662,258	\$4,031,958,664	\$3,468,154,476	\$3,775,305,067

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

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

GENERAL FUNDS - BUDGET REDUCTION PLAN

	FY 10 Cuts	Additional FY 11 Cuts	Positions Cut	FTEs Cut
Efficiencies (savings in existing budget w/o service impacts)				
911 Agency - eliminate office lease	\$ 64,200	\$ -	-	0.00
Aging Services - eliminate receptionist position	54,251	-	1	1.00
Aging Services - eliminate senior adult day care secretary position	43,029	-	1	1.00
Aging Services - eliminate fiscal section admin. specialist position	57,564	-	1	1.00
Aging Services - eliminate nutrition site center coordinator positions	95,282	-	2	1.50
Aging Services - eliminate nutrition services coordinator position	59,574	-	1	1.00
Aging Services - eliminate community services coordinator position	59,574	-	1	1.00
Aging Services - eliminate systems coordinator position	65,524	-	1	1.00
Aging Services - eliminate facilities manager position	65,524	-	1	1.00
Aging Services - eliminate contracts manager position	72,127	-	1	1.00
Animal Services - eliminate animal control officers and assistants posi	268,186	-	6	6.00
Animal Services - revise design of rabies license reminder notice	19,800	-	-	0.00
Animal Services - eliminate one vehicle	8,000	-	-	0.00
Animal Services - improve vehicle utilization	4,608	-	-	0.00
Animal Services - eliminate shelter care manager position	117,142	-	1	1.00
Children's Services - increased revenue from new Medicaid program	557,374	-	-	0.00
Children's Services - eliminate community service coordinator position	45,525	-	1	1.00
Children's Services - eliminate residential program manager position	39,505	98,339	1	1.00
Children's Services - live scan fingerprint system	-	14,124	-	0.00
Children's Services - eliminate senior case manager position	65,989	-	1	1.00
Children's Services - eliminate senior secretary position	55,291	-	1	1.00
Children's Services - eliminate senior treatment counselor positions	292,279	-	4	4.00
Children's Services - eliminate one vehicle	10,139	-	-	0.00
Children's Services - eliminate manager position in support services	94,876	-	1	1.00
Children's Services - surplus two minibuses	12,632	-	-	0.00
Children's Services - reduce Head Start lease cost	320,000	-	-	0.00
Code Enforcement - terminate cell phone service	10,091	-	-	0.00
Code Enforcement - recycle case file folders	2,600	-	-	0.00
Code Enforcement - paperless inspection notification	2,174	-	-	0.00
Code Enforcement - labeling of file folders	1,600	-	-	0.00
Code Enforcement - increase use of community service workers	25,000	-	-	0.00
Communications - position reclassification	16,786	-	-	0.00
Communications - Community Investment Tax annual report	16,200	-	-	0.00
Communications - bi-annual printing of directory of services	45,000	-	-	0.00
Communications - eliminate print services manager position	78,226	-	1	1.00
Communications - change use of recordable media	10,000	-	-	0.00
Communications - reduce contract labor	10,000	-	-	0.00
Communications - improve system of equipment maintenance	5,000	-	-	0.00
Communications - citizens board support mailing cost savings	9,280	-	-	0.00
Community Liaisons - reduce operating costs	10,360	-	-	0.00
County Attorney - Metropolitan Planning Organization new revenue	2,500	-	-	0.00
County Attorney - reduce court reporter costs	5,000	-	-	0.00
County Internal Performance Auditor - reduce operating costs	13,500	-	-	0.00
Debt Management - reduce debt issuance/professional services costs	70,000	-	-	0.00
Debt Management - eliminate housing and finance advisor position	113,360	-	1	1.00
Debt Management - reduce operating costs	4,638	-	-	0.00
Debt Management - eliminate a debt manager position in FY 11	-	75,000	1	1.00

GENERAL FUNDS - BUDGET REDUCTION PLAN

	FY 10 Cuts	Additional FY 11 Cuts	Positions Cut	FTEs Cut
Debt Management - shift funding source for debt manager	76,181	-	-	0.00
Economic Development - shift funding for bond readiness training	50,000	-	-	0.00
Economic Development - reduce nonprofit funding	155,657	-	-	0.00
Economic Development - agricultural directory	1,000	-	-	0.00
Economic Development - reduce corporate business development cos	1,850	-	-	0.00
Economic Development - reduce DM/DWBE & SBE program cost	4,980	-	-	0.00
Economic Development - change SBIC workshop calendars/postcards	18,000	-	-	0.00
Extension Services - shift funding source for extension agent	15,516	-	-	0.00
Extension Services - reduce contract funding for extension agent	15,000	-	-	0.00
Extension Services - reduce operating expenses	2,000	-	-	0.00
Extension Services - reduce computer software purchases	3,000	-	-	0.00
Extension Services - conservation program for electrical use	5,000	-	-	0.00
Extension Services - reduce operating costs for television production	4,000	-	-	0.00
Fire Rescue - discontinue some professional association membership	6,170	-	-	0.00
Fire Rescue - outsource infection control program	18,000	-	-	0.00
Fire Rescue - reduce operating costs	476,000	-	-	0.00
Guardian Ad Litem - reduce telecommunications cost	17,092	-	-	0.00
Guardian Ad Litem - reduce office supplies	22,466	-	-	0.00
Guardian Ad Litem - eliminate an office lease	243,299	-	-	0.00
Health and Social Services - reclassify a secretary position	3,010	-	-	0.00
Health and Social Services - salary allocation to Section 8 grant	3,493	-	-	0.00
Health and Social Services - eliminate community svcs. coord. position	58,120	-	1	1.00
Health and Social Services - Sunshine Line bus pass savings	89,944	-	-	0.00
Health and Social Services - reclassify a sunshine line employee	6,336	-	-	0.00
Health and Social Services - reclassify a customer service employee	9,675	-	-	0.00
Health and Social Services - eliminate Veterans Affairs receptionist	48,360	-	1	1.00
Health and Social Services - taxi cab transportation for job access	31,571	-	2	2.00
HIPAA Compliance - reduce professional services	50,688	-	-	0.00
Human Resources - reduce room rental, computer software and other	164,500	-	-	0.00
Information and Technology Services - change asset inventory process	11,684	50,000	-	0.00
Information and Technology Services - eliminate DP manager	-	160,608	1	1.00
Information and Technology Services - eliminate office lease	173,236	53,363	-	0.00
Information and Technology Services - software replacement	778,000	-	-	0.00
Information and Technology Services - hardware maintenance support	800,000	28,500	-	0.00
Information and Technology Services - desktop support	378,000	-	-	0.00
Information and Technology Services - change in TIP program	710,779	-	-	0.00
Legislative Delegation - restructure office	59,151	97,217	1	1.00
Management and Budget - eliminate senior admin. specialist position	92,127	-	1	1.00
Management and Budget - eliminate capital program administrator position	119,128	-	1	1.00
Management and Budget - restructure contracts unit	104,907	-	1	1.00
Management and Budget - reclassify a senior budget analyst	5,149	-	-	0.00
Medical Examiner - merge unclaimed bodies and forensic units	63,541	-	1	1.00
Medical Examiner - gas chromatograph/mass spectrometer	24,000	-	-	0.00
Medical Examiner - on-site digital imaging of case folders	4,000	-	-	0.00
Parks, Recreation, and Conservation - replace modems with aircards	3,994	-	-	0.00
Planning and Growth Management - reduce positions in zoning division	307,903	-	3	3.00
Planning and Growth Management - eliminate sr. secretary position	46,908	-	1	1.00
Planning and Growth Management - eliminate senior planner	111,376	-	1	1.00

GENERAL FUNDS - BUDGET REDUCTION PLAN

	FY 10 Cuts	Additional FY 11 Cuts	Positions Cut	FTEs Cut
Planning and Growth Management - eliminate principal planner	84,085	-	1	1.00
Planning and Growth Management - reduce operating costs	278,637	-	-	0.00
Procurement Services - eliminate two executive secretary positions	119,565	-	2	2.00
Procurement Services - procurement analyst and business analyst I	144,358	-	2	2.00
Procurement Services - reduce operating budget	9,572	-	-	0.00
Public Works - reduce chemical inventory for Mosquito Control	153,817	-	-	0.00
Public Works - reduce temporary staff in Mosquito Control	46,200	-	5	1.72
Public Works - increase CIP chargebacks	-	500,000	-	0.00
Real Estate - eliminate land agent and custodian positions	143,938	-	3	3.00
Real Estate - eliminate positions in architectural services and survey	324,090	-	4	4.00
Real Estate - reduce operating expenditures	465,420	-	-	0.00
Real Estate - consolidate administrative functions	243,643	-	5	5.00
Security Services - eliminate two lieutenant positions	149,151	-	2	2.00
Soil and Water Conservation - reduce operating expenditures	1,795	-	-	0.00
Total efficiencies	\$ 10,558,372	\$ 1,077,151	68	64.22

GENERAL FUNDS - BUDGET REDUCTION PLAN

	FY 10 Cuts	Additional FY 11 Cuts	Positions Cut	FTEs Cut
Organization-Wide and Non-Departmental Cuts				
Implement furlough program - 5 days in FY 10 and 3 days in FY 11	\$ 1,783,490	\$ (721,054)	-	0.00
Reduce deferred compensation by 1.5%	2,313,307	-	-	0.00
Reduce major maintenance and repair program per Board policy	1,003,416	684,593	-	0.00
Reduce other post employment benefit contributions per actuarial stuc	1,094,144	58,673	-	0.00
Reduce transfer to transportation trust fund	36,517,808	769,532	-	0.00
Market induced reduction in tax increment financing payments	2,184,992	1,285,586	-	0.00
Eliminate Hartsaver bus passe and van pool subsidies	176,000	-	-	0.00
Reduce transfer to countywide construction fund	16,414,525	1,844,129	-	0.00
Eliminate ITS project fund	5,339,929	-	-	0.00
Organizational streamlining and restructuring - to be determined		6,930,644	-	0.00
Affordable Housing				
Shift funding from capital program and eliminate one position	376,792	-	1	1.00
Aging Services				
Reduce in-home services	168,899	-	4	3.63
Reduce in-home services	126,461	-	3	3.00
Reduce in-home services	133,429	-	3	3.00
Reduce case management	125,564	-	2	2.00
Reduce case management	125,564	-	2	2.00
Reduce case management	170,886	-	3	3.00
Reduce case management	141,084	-	2	2.00
Reduce case management	142,263	-	2	2.00
Reduce case management	245,293	-	3	3.00
Reduce case management	238,623	-	3	3.00
Reduce case management	283,576	-	4	4.00
Reduce case management	92,736	398,353	5	5.00
Reduce in-home services	-	1,671,141	5	5.00
Reduce in-home services	-	455,995	1	1.00
Reduce in-home services	-	853,166	1	1.00
Reduce Alzheimer's day care program	-	500,000	12	12.00
Animal Services				
Reduce facility days of operation from six to five	125,529	-	3	3.00
Eliminate responses to nuisance dogs	63,027	-	1	1.00
Eliminate trapping of nuisance cats	121,001	-	2	2.00
Reduce ability to transport animals from the field to the shelter	61,033	-	1	1.00
Reduce ability to transport animals from the field to the shelter	56,736	-	1	1.00
Reduce animal cruelty investigations	90,598	-	1	1.00
Eliminate animal cruelty investigations	270,347	-	4	4.00
Reduce adoption services	346,520	-	6	5.50
Reduce field operations to a minimum service level	-	1,187,683	19	19.00
BOCC				
Commissioner and commissioner aide furlough days	36,240	(14,496)	-	0.00
Children's Services				
Eliminate children and family counseling senior secretary position	11,387	-	1	1.00
Eliminate clothing allowance	32,000	-	-	0.00
Reduce child care licensing	133,453	-	3	3.00

GENERAL FUNDS - BUDGET REDUCTION PLAN

	FY 10 Cuts	Additional FY 11 Cuts	Positions Cut	FTEs Cut
Eliminate dining facility manager position	87,492	-	1	1.00
Eliminate emergency shelter care senior secretary position	63,157	-	1	1.00
Eliminate accounting manager position	100,509	-	1	1.00
Eliminate family treatment program manager position	130,801	-	1	1.00
Eliminate remaining portion of licensing for child care centers	705,718	-	8	8.00
Eliminate family treatment program senior secretary position	43,630	-	1	1.00
Reduce Head Start operating budget	-	600,000	-	0.00
Reduce licensing in child care homes	-	199,587	2	2.00
Eliminate remaining portion of licensing of child care homes	-	182,505	2	2.00
Code Enforcement				
Reduce 3.4% of continuation budget	168,346	-	3	3.00
Reduce 2.3% of continuation budget	120,663	-	2	2.00
Reduce 5.5% of continuation budget	275,200	-	4	4.00
Reduce 2.2% of continuation budget	111,173	-	2	2.00
Reduce 4.4% of continuation budget	219,150	-	3	3.00
Reduce 3.9% of continuation budget	-	194,677	3	3.00
Communications				
Eliminate public information video services	455,308	-	4	4.00
Eliminate televising non-BOCC meetings	203,224	-	3	3.00
Community Liaisons				
Eliminate public relations/information representative position	74,676	-	1	1.00
Reduce African American, Hispanic, and Asian liaisons to part-time	173,250	-	-	1.50
Constitutional Officers				
Sheriff - countywide general fund	4,234,588	(4,234,588)	7	7.00
Sheriff - unincorporated area general fund	2,818,557	(2,103,513)	-	0.00
Clerk of the Circuit Court	1,605,220	(227,663)	3	3.00
Tax Collector - decrease in commissions from reduced tax collections	4,522,297	2,118,023	-	0.00
Property Appraiser - commission-based budget assumed level funding	-	-	5	5.00
Consumer Protection & Professional Responsibility				
Eliminate agency (net of transfers of 3 positions)	1,147,068	-	14	14.00
County Administrator				
Reduce citizen's action center and neighborhood relations operations	254,826	-	4	4.00
Reduce administrative staffing	208,340	-	4	4.00
Reduce citizen's action center operations	158,918	-	3	3.00
Reduce citizen's action center and neighborhood relations operations	301,646	-	4	4.00
Eliminate intergovernmental affairs manager position	104,896	-	1	1.00
Reduce operating costs	244,989	-	-	0.00
Eliminate mini-grant program	96,000	-	-	0.00
Reimburse Library District for citizen action center operations	(322,841)	-	-	0.00
County Attorney				
Reduce budget by 20% in FY 10 and FY 11	1,929,730	-	5	3.88
County Internal Performance Auditor				
Eliminate two auditor positions	211,073	-	2	2.00
Economic Development				
Reduce professional services in agricultural program	3,000	-	-	0.00
Eliminate office assistant position in DM/DWBE & SBE program	53,916	-	1	1.00
Eliminate business analyst I position	39,967	-	1	1.00
Eliminate office assistant III position in agricultural program	64,920	-	1	1.00

GENERAL FUNDS - BUDGET REDUCTION PLAN

	FY 10 Cuts	Additional FY 11 Cuts	Positions Cut	FTEs Cut
Eliminate contracts manager position in DM/DWBE & SBE program	101,047	-	1	1.00
Eliminate manager of minority business enterprises position	95,554	-	1	1.00
Eliminate manager of planning and administration position	144,382	-	1	1.00
Emergency Dispatch				
Eliminate one digital communication dispatcher position	57,657	-	1	1.00
Eliminate two communications supervisors positions	149,861	-	2	2.00
Emergency Management				
Eliminate production of hurricane guides	22,487	-	-	0.00
Eliminate meteorological weather system contract	3,363	-	-	0.00
Eliminate mass notification system contract	30,849	-	-	0.00
Eliminate INFOCODE data system contract	3,000	-	-	0.00
Eliminate the chief of planning position	27,167	-	1	0.60
Eliminate the chief of administration position	34,404	-	1	1.00
Environmental Protection Commission				
Reduce budget by 20% in FY 10 and 35% by FY 11	1,940,565	1,455,424	-	0.00
Extension				
Eliminate senior secretary position at aquaculture lab	55,400	-	1	1.00
Eliminate horticulture program assistant position	12,402	-	1	0.48
Eliminate 4-H department program assistant position	11,811	-	1	0.48
Eliminate extension agent family relations position	117,608	-	1	1.00
Eliminate senior television producer/director position	95,579	-	1	1.00
Eliminate accountant position	73,673	-	1	1.00
Eliminate receptionist position	-	44,554	1	1.00
Eliminate multi-trades worker	-	69,756	1	1.00
Reduce core extension services	-	102,251	3	3.00
Equal Opportunity				
Eliminate equal opportunity administrator position	51,903	-	1	1.00
Eliminate equal opportunity specialist and shift a senior EOS to grants	69,177	-	1	1.00
Fire Rescue				
Eliminate public education coordinator position	91,623	-	1	1.00
Eliminate volunteer services chief position	147,539	-	1	1.00
Eliminate manager of facilities and supplies position	89,852	-	1	1.00
Eliminate prevention secretary position	46,567	-	1	1.00
Eliminate operations division administrative specialist position	78,092	-	1	1.00
Health and Social Services				
Eliminate trauma agency coordinator position	135,687	-	1	1.00
Eliminate crisis center mental health program	21,574	-	-	0.00
Reduce substance abuse services certified match	133,751	-	-	0.00
Eliminate veterans affairs combat grant for renters	700,000	-	-	0.00
Eliminate veterans affairs combat grant for homeowners	1,000,000	-	-	0.00
Reduce Sunshine Line operating costs	38,917	-	-	0.00
Reduce financial assistance by 6%	200,000	-	-	0.00
Eliminate one veterans service officer position	50,024	-	1	1.00
Eliminate two Sunshine Line routes	131,337	-	2	2.00
Eliminate one regional service center manager position	89,019	-	1	1.00
Human Resources				
Eliminate senior personnel analyst in employee relations	65,886	-	1	1.00
Eliminate administrative specialist position in administration	71,048	-	1	1.00

GENERAL FUNDS - BUDGET REDUCTION PLAN

	FY 10 Cuts	Additional FY 11 Cuts	Positions Cut	FTEs Cut
Eliminate personnel analyst position in benefits processing	62,074	-	1	1.00
Eliminate training specialist position	72,989	-	1	1.00
Reduce administration	160,571	-	2	2.00
Eliminate employee relations division director position	162,392	-	1	1.00
Information and Technology Services				
Reduce GIS data management	114,702	-	1	1.00
Reduce wireless support	106,387	-	1	1.00
Reduce technical support for primary services	132,755	-	1	1.00
Reduce outsourced systems development	92,033	-	1	1.00
Reduce cellular, pager, and 800 MHZ support	108,495	-	1	1.00
Reduce support for GEO data directory	94,395	-	1	1.00
Judicial Branch				
Reductions provided by judicial branch	785,320	-	2	2.00
Eliminate additional county support for court innovations fund	-	1,052,523	-	0.00
Management and Budget				
Eliminate an administrative specialist position	63,150	-	1	1.00
Medical Examiner				
Eliminate two forensic investigator positions	106,548	-	2	2.00
Eliminate autopsy technician and deputy chief medical examiner posit	405,725	-	2	2.00
Eliminate three positions in cause of death determination	628,065	-	3	3.00
Nondepartmental Allotments				
Eliminate employee suggestion program	25,000	-	-	0.00
Eliminate agricultural preservation program	205,000	-	-	0.00
Reduce legal advertising	10,000	-	-	0.00
Reduce emergency acquisition of equipment	3,350,000	-	-	0.00
Eliminate budget for unanticipated cost adjustments	300,000	-	-	0.00
Reduce budget affordable housing incentive program	300,000	-	-	0.00
Reduce impact fee waiver - no fee zones	500,000	250,000	-	0.00
Reduce local ordinance enforcement	15,000	-	-	0.00
Nonprofits				
Reduce nonprofit funding	1,552,015	2,226,447	-	0.00
Parks, Recreation and Conservation				
Eliminate funding for the Friendship Trail Bridge	140,000	-	-	0.00
Eliminate special event support for the tomato festival	5,009	-	-	0.00
Eliminate special event support for the seafood festival	5,009	-	-	0.00
Eliminate special event support for the holiday in the park event	12,508	-	-	0.00
Eliminate special event support for the arts and crafts event	5,675	-	-	0.00
Eliminate special event support for the squiggy classic	10,512	-	-	0.00
Eliminate two positions at the University Community Center	103,938	-	2	2.00
Close regional parks two days per week	2,463,517	-	54	54.00
Eliminate the special events team	266,197	-	5	5.00
Eliminate the parks planning division director position	241,456	-	2	2.00
Eliminate summer satellite out of school time programs	148,394	-	12	5.41
Eliminate year-round satellite out of school time programs	299,623	-	17	8.58
Reduce Bakas equestrian center to \$200,000 in contract funding	-	541,524	11	10.50
Reduce Blaze Sports and All Peoples Life Center	-	285,144	17	8.75
Reduce conservation services resource management	-	500,001	7	5.95
Reduce regional parks operations	-	2,500,000	35	32.82

GENERAL FUNDS - BUDGET REDUCTION PLAN

	FY 10 Cuts	Additional FY 11 Cuts	Positions Cut	FTEs Cut
Eliminate enhanced afterschool program	1,961,880	-	150	72.00
Reduce dog park operations	23,440	-	1	0.48
Reduced funding for after school program	7,070,415	-	185	138.94
Eliminate adult athletic program	-	200,000	2	2.00
Eliminate youth sports coach certification program	133,309	-	1	1.00
Planning Commission				
Reduce county funding by 20% in FY 10 and 35% in FY 11	974,185	730,638	-	0.00
Planning and Growth Management				
Shift site and subdivision inspections to tax fund	(237,288)	-	(5)	(5.00)
Reduce zoning counseling and core services	128,506	-	2	1.50
Reduce core services	69,731	-	1	1.00
Reduce land development code amendments and core services	220,912	-	2	2.00
Reduce special purpose studies and core services	648,904	-	5	5.00
Reduce records management and core services	307,001	-	3	3.00
Eliminate mapping and graphics	239,513	-	3	3.00
Eliminate zoning counseling and reduce core services	-	807,677	6	6.00
Procurement Services				
Reduce core services	161,186	-	3	3.00
Reduce core services	139,265	-	2	2.00
Public Works				
Reduce helicopter lease	80,250	40,125	-	0.00
Reduce mosquito control contracted staff	12,000	-	-	0.00
Reduce mosquito control maintenance of effort	37,000	-	-	0.00
Eliminate office assistant position in mosquito control	60,152	-	1	1.00
Reduce technical support in mosquito control	185,626	-	1	1.00
Reduce inlet cleaning contracted services	75,000	-	-	0.00
Reduce contracted stormwater asset maintenance	100,000	-	-	0.00
Defer maintenance at west service unit	104,914	-	2	2.00
Defer maintenance at south and east service units	107,650	-	2	2.00
Defer maintenance at central service unit	293,072	-	5	5.00
Reduce right of way inspections	113,824	-	2	2.00
Reduce street maintenance support positions	243,390	-	4	4.00
Eliminate right of way management office lease	384,300	-	-	0.00
Reduce watershed technical support	61,889	-	1	1.00
Reduce right of way permit inspections	73,034	-	1	1.00
Reduce customer service, human resources and payroll support	277,457	-	4	4.00
Reduce right of way permit inspections	82,823	-	1	1.00
Reduce underground investigations & lift station maintenance	260,079	-	4	4.00
Reduce stormwater in-house inspections	-	581,641	4	4.00
Reduce stormwater conveyance improvement	-	1,180,100	15	15.00
Eliminate the engineering division director position	166,633	-	1	1.00
Eliminate the operations management section manager position	111,965	-	1	1.00
Real Estate				
Reduce facilities and property management	255,608	-	5	5.00
Reduce janitorial services	1,041,105	-	-	0.00
Eliminate an office assistant III	55,906	-	1	1.00
Eliminate an office assistant at the records warehouse	46,192	-	1	1.00
Eliminate a construction inspector position	72,399	-	1	1.00

GENERAL FUNDS - BUDGET REDUCTION PLAN

	FY 10 Cuts	Additional FY 11 Cuts	Positions Cut	FTEs Cut
Eliminate three land agent II's	237,106	-	3	3.00
Reduce preventative maintenance program	520,004	-	7	7.00
Reduce R3M program	149,615	-	2	2.00
Reduce maintenance of outside buildings	921,331	-	12	12.00
Reduce janitorial services	520,552	-	-	0.00
Reduce expanded maintenance program	484,378	-	4	4.00
Reduce field maintenance survey team	303,575	-	3	3.00
Field office management and supervision	380,648	-	2	2.00
Reduce mapping support services	216,577	-	2	2.00
Reduce GIS systems support	-	313,431	3	3.00
Victim's Assistance				
Eliminate Victim's Assistance funding	2,575,746	-	34	34.00
Security Services				
Reduce contract guards	120,000	-	-	0.00
Eliminate security at Floriland Mall	255,887	-	4	4.00
Eliminate midnight guard coverage	594,486	-	10	10.00
Total reductions, including efficiencies	\$ 144,380,822	\$ 26,591,360	983	825.22

Notes - This analysis identifies budget reductions in the countywide and unincorporated area general funds. It does not include budget reductions in other funds including the Water enterprise fund, the Building Services Division fund, the Library Tax District, and other special revenue funds.

Negatives reflect offsets to cost savings or where FY 11 savings are less than FY 10.

FTEs are full time equivalents. Two positions funded 20 hours/week for 52 weeks equals, for example, one FTE.

COUNTYWIDE GENERAL FUND

This general fund accounts for all financial transactions except those required to be accounted for in other funds. The fund's resources, ad valorem taxes and other revenues, provide services for the benefit of all residents of Hillsborough County. Effective FY 91, all restricted revenues and expenditures were moved into a newly created Countywide Special Purpose Revenue Fund. This separation provides a better picture of the use of unrestricted and restricted County funds.

Revenues by Source	FY 08 Actual	FY 09 Adopted	FY 10 Recommended	FY 11 Planned
Current Ad Valorem Taxes	\$483,851,672	\$480,731,070	\$418,236,030	\$381,431,260
Delinq Ad Valorem Taxes	2,241,481	1,300,000	1,200,000	1,200,000
Local Business Tax	0	1,284,366	1,536,273	1,596,273
Permits & Fees	4,086,676	2,407,184	640,248	631,633
Intergovernmental Revenue	6,137,151	5,714,033	5,531,856	5,866,870
Charges for Services	48,333,365	58,361,304	57,641,252	58,241,748
Fines and Forfeits	261,215	43,059	75,508	58,012
Miscellaneous Revenues	11,555,381	13,885,644	9,908,759	9,015,925
Gross Revenue	556,466,941	563,726,660	494,769,926	458,041,721
Interfund Transfers	10,496,090	15,038,139	14,538,604	23,459,153
Other	31,684,142	32,053,941	23,220,000	22,070,000
Less 5% Required By Law	0	(29,562,131)	(24,736,251)	(22,930,236)
Fund Balance Begin of Year	119,803,884	123,299,235	107,996,132	109,085,709
Subtotal	161,984,116	140,829,184	121,018,485	131,684,626
Total	\$718,451,057	\$704,555,844	\$615,788,411	\$589,726,347

Appropriations by Organization	FY 08 Actual	FY 09 Adopted	FY 10 Recommended	FY 11 Planned
Board of County Commissioners				
Board of County Commissioners	\$2,173,854	\$2,293,377	\$2,223,218	\$2,261,493
County Internal Performance Auditor	487,200	491,806	264,222	227,775
	2,661,054	2,785,183	2,487,440	2,489,268
County Attorney				
County Attorney	9,629,844	9,673,653	7,738,923	7,738,923

COUNTYWIDE GENERAL FUND

Appropriations by Organization	FY 08 Actual	FY 09 Adopted	FY 10 Recommended	FY 11 Planned
County Administrator				
Aging Services Department	11,265,822	12,123,443	9,412,849	5,636,710
Animal Services Department	7,760,371	8,149,651	6,513,825	5,396,241
Children's Services Department	12,162,842	12,731,545	10,255,186	9,416,011
Communications Department	3,379,814	2,880,833	1,967,139	1,995,810
Community Liaison Section	722,378	784,528	625,310	641,909
Consumer Protection & Professional Responsibility	1,460,941	1,505,576	0	0
County Administrator	3,484,772	4,191,893	2,179,265	2,211,778
Debt Management Department	902,293	791,106	705,791	649,788
Economic Development Department	1,719,851	1,710,068	1,427,260	1,201,734
Emergency Dispatch Center	169,071	252,169	173,141	176,654
Emergency Management	1,008,136	971,284	792,755	796,495
Equal Opportunity Administrator	193,629	138,218	55,552	56,858
Extension	1,459,832	1,627,117	1,192,198	988,550
Health and Social Services Department	16,632,542	18,300,294	15,284,765	14,607,104
HIPAA Compliance Office	240,566	277,883	223,246	224,044
Human Resources Department	2,923,493	2,957,376	2,389,820	2,420,379
Information & Technology Services Dept	17,580,845	17,707,147	13,592,651	13,618,634
Management & Budget Department	2,651,354	2,770,262	2,004,986	2,067,399
Medical Examiner Department	4,579,407	5,073,451	3,978,337	3,931,762
Neighborhood Relations	505,122	0	0	0
Parks, Recreation and Conservation Department	15,169,891	19,994,205	13,142,325	9,639,559
Procurement Services	2,601,105	2,719,205	2,090,148	2,122,319
Public Works Department	2,588,000	2,956,202	2,327,249	2,319,664
Real Estate Department	22,973,381	23,797,483	18,409,599	18,937,826
Security Services Agency	4,358,124	4,888,113	3,868,531	3,976,767
	138,493,582	149,299,052	112,611,928	103,033,995

COUNTYWIDE GENERAL FUND

Appropriations by Organization	FY 08 Actual	FY 09 Adopted	FY 10 Recommended	FY 11 Planned
Elected Officials				
Clerk of Circuit Court	20,745,007	19,868,557	17,971,963	18,192,918
Property Appraiser	9,668,358	9,844,859	9,844,859	9,844,859
Public Defender	116,344	124,995	124,469	124,702
Sheriff	252,230,481	264,593,353	260,358,765	266,731,536
State Attorney (Part I)	421,533	477,620	479,660	480,262
State Attorney (Part II)	2,514,655	2,575,746	0	0
Supervisor of Elections	12,791,517	6,699,071	8,848,293	9,506,543
Tax Collector	21,364,858	23,875,362	19,989,249	18,255,351
Value Adjustment Board	402,448	461,377	752,751	759,459
	<u>320,255,201</u>	<u>328,520,940</u>	<u>318,370,009</u>	<u>323,895,630</u>
Judicial Branch (Admin Office of Courts)				
Guardian Ad Litem	2,573,083	2,759,669	2,512,953	2,531,914
	544,842	602,284	228,642	231,746
Boards, Commissions & Agencies				
Charter Review Board	0	0	9,500	0
Environmental Protection Commission	10,024,066	9,702,825	7,762,260	6,306,836
Legislative Delegation	190,492	237,034	179,452	86,977
Soil & Water Conservation Board	237,716	251,785	231,992	235,330
	<u>10,452,274</u>	<u>10,191,644</u>	<u>8,183,204</u>	<u>6,629,143</u>
Non-Departmental Organizations				
Capital Improvement Program Projects	11,290	0	(13,566)	0
Major Maintenance & Repair Program	(\$24,261)	0	(17,739)	0
Governmental Agencies	18,506,704	20,241,039	17,661,949	16,753,966
Non-Departmental Allotments	5,236,133	8,261,128	7,061,363	(174,257)
Nonprofit Organizations	8,505,903	7,846,539	6,138,867	3,912,420
	<u>32,235,769</u>	<u>36,348,706</u>	<u>30,830,874</u>	<u>20,492,129</u>
Non-Expenditure Accounts				
Interfund Transfers	84,891,429	75,330,663	39,830,388	31,085,862
Reserves & Refunds	300,368	89,044,050	92,994,050	91,597,737
	<u>85,191,797</u>	<u>164,374,713</u>	<u>132,824,438</u>	<u>122,683,599</u>
Total	<u>\$602,037,446</u>	<u>\$704,555,844</u>	<u>\$615,788,411</u>	<u>\$589,726,347</u>

UNINCORPORATED AREA GENERAL FUND

This general fund accounts for ad valorem taxes and other revenue sources that provide services for the benefit of the residents of the unincorporated areas of Hillsborough County only. The services provided by this fund include fire suppression, law enforcement, stormwater, parks and recreation, planning and growth management, survey/mapping, code enforcement, and emergency services. Effective FY 91, all restricted revenues and expenditures were moved into the Unincorporated Area Special Purpose Fund. This separation provides a better picture of the use of unrestricted and restricted County funds for unincorporated area services.

Revenues by Source	FY 08 Actual	FY 09 Adopted	FY 10 Recommended	FY 11 Planned
Current Ad Valorem Taxes	\$229,066,378	\$222,864,951	\$191,106,695	\$171,900,472
Delinq Ad Valorem Taxes	675,570	200,000	200,000	200,000
Communications Services Tax	27,706,846	28,320,747	27,526,591	27,984,762
Other Taxes	40,949	0	0	0
Permits & Fees	6,910	68,333	46,480	46,480
Intergovernmental Revenue	15,496,371	16,191,949	13,593,816	14,617,628
Charges for Services	17,971,926	23,059,121	18,326,879	18,545,258
Fines and Forfeits	2,080,439	1,945,658	1,832,392	1,838,458
Miscellaneous Revenue	7,995,388	6,765,664	5,449,224	4,526,585
Gross Revenue	<u>301,040,777</u>	<u>299,416,423</u>	<u>258,082,077</u>	<u>239,659,643</u>
Interfund Transfers	61,193,918	64,453,105	49,838,771	67,189,791
Other	18,453,575	11,003,000	16,010,000	15,910,000
Less 5% Required By Law	0	(15,470,972)	(12,938,532)	(12,027,535)
Fund Balance Begin of Year	105,009,098	102,353,377	94,474,379	94,474,379
Subtotal	<u>184,656,591</u>	<u>162,338,510</u>	<u>147,384,618</u>	<u>165,546,635</u>
Total	<u>\$485,697,368</u>	<u>\$461,754,933</u>	<u>\$405,466,695</u>	<u>\$405,206,278</u>

Appropriations by Organization	FY 08 Actual	FY 09 Adopted	FY 10 Recommended	FY 11 Planned
County Administrator Organization				
Affordable Housing Office	\$227,105	\$376,792	\$1,189,585	\$1,189,891
Code Enforcement Dept	5,320,637	6,015,553	3,986,851	4,067,359
Communications Department	586,193	464,010	351,079	347,461
Emergency Dispatch Center	1,853,312	2,052,416	1,733,361	1,764,782
Health & Social Services Department	804,751	0	0	0
Fire Rescue Department	106,458,776	115,894,332	114,381,026	116,537,631
Real Estate Department	4,171,098	5,051,148	3,425,818	2,726,762
Parks, Recreation and Conservation Department	30,192,660	33,425,884	27,426,640	27,687,042
Planning & Growth Management Department	11,490,393	12,566,662	10,024,911	9,407,750
Public Works Department	15,578,739	14,383,985	11,794,793	10,185,537
Water Resource Services	78,616	145,300	140,000	140,000
	<u>176,762,280</u>	<u>190,376,082</u>	<u>174,454,064</u>	<u>174,054,215</u>

UNINCORPORATED AREA GENERAL FUND

Appropriations by Organization	FY 08 Actual	FY 09 Adopted	FY 10 Recommended	FY 11 Planned
Property Appraiser	1,772,543	1,735,431	1,735,431	1,735,431
Sheriff	107,648,916	111,606,872	108,788,315	110,891,828
Tax Collector	4,383,439	4,600,056	3,963,872	3,579,747
	<u>113,804,898</u>	<u>117,942,359</u>	<u>114,487,618</u>	<u>116,207,006</u>
Non-Departmental Organizations				
Capital Improvement Projects Program	27,455	0	0	0
Major Maintenance & Repair Program	0	0	0	0
Non-Departmental Allotments	3,066,601	5,452,135	2,507,529	2,032,935
Nonprofit Organizations	322,870	0	0	0
	<u>3,416,926</u>	<u>5,452,135</u>	<u>2,507,529</u>	<u>2,032,935</u>
Non-Expenditure Accounts				
Interfund Transfers	83,919,491	74,274,502	34,252,763	31,643,500
Reserves & Refunds	241,474	73,709,855	79,764,721	81,268,622
	<u>84,160,965</u>	<u>147,984,357</u>	<u>114,017,484</u>	<u>112,912,122</u>
Total	<u>\$378,145,069</u>	<u>\$461,754,933</u>	<u>\$405,466,695</u>	<u>\$405,206,278</u>

NONPROFIT ORGANIZATIONS

Description	FY 08 Actual	FY 09 Adopted	FY 10 Recommended	FY 11 Planned
GENERAL FUND				
Countywide General Fund				
<u>Management & Budget</u>				
<u>Non-Competitive</u>				
Arts Council	\$1,400,717	\$1,078,969	\$809,227	\$0
Catholic Charities - Choose Life Distribution	47,042	50,799	50,799	50,799
Community Tampa Bay (Formerly NCCJ)	8,250	7,425	5,569	0
Crisis Center/Transportation/Nurse Examiner	1,662,771	1,662,771	1,413,355	1,413,355
Historical Advisory Council of Hillsborough	0	3,375	2,531	0
Lowry Park Zoo	450,000	405,000	283,500	0
Museum of Science and Industry	687,500	573,750	430,312	430,312
Sickle Cell Association	38,733	31,210	24,968	0
Tampa Bay History Center	289,423	236,250	177,187	177,187
Tampa Bay Sports Commission	430,000	400,000	300,000	0
<u>Competitive</u>				
A Brighter Community	9,925	7,380	5,904	0
Aging Solutions (Public Guardian)	52,550	0	0	0
Alpha, Inc.	59,194	54,075	45,964	45,964
YES! of America United, Inc.	0	10,000	7,500	0
Bolesta	18,368	13,304	11,308	11,308
Boys and Girls Clubs	124,324	89,303	71,442	0
Centre for Women	60,638	54,574	43,659	0
Child Abuse Council, Inc.	56,605	60,000	51,000	51,000
Children's Home, Inc.	141,585	131,400	111,690	111,690
COACH Foundation	27,425	20,000	0	0
Computer Mentors Group	16,031	14,428	10,821	0
Cornerstone Ministries (Formerly Tampa United Methodist)	28,915	23,625	18,900	0
Corp to Develop Communities	47,250	42,525	34,020	0
Crisis Center - Eldernet	22,027	18,232	14,586	0
Epilepsy Services of West Central Florida	18,919	19,800	15,840	0
Family Justice Center	0	100,000	75,000	0
Francis House	17,655	12,000	9,600	0
Girl Scouts of Suncoast	0	26,649	19,987	0
Greater Palm River Point	21,483	13,500	10,125	0
Gulf Ridge Boy Scouts	42,253	26,649	19,987	0
Hispanic Services Council	53,976	43,437	34,750	0
Life Enrichment Center	20,672	15,000	11,250	0
Mary & Martha House	24,804	26,250	22,313	22,313
Mental Health Care, Inc.	117,251	81,000	64,800	0
Quantum Leap Farm	21,620	17,296	12,972	0
Redland Christian Migrant	98,753	75,722	60,578	0
Self Reliance	20,475	18,428	14,742	0
Seniors in Service	7,950	7,500	6,000	0
St. John Presbyterian Learning Center	764	0	0	0
Tampa Bay Academy of Hope	25,000	20,000	0	0
Tampa Lighthouse for the Blind	41,020	33,737	26,990	0
Tampa Metro Area YMCA	28,389	18,506	14,805	0
The Spring of Tampa Bay	106,050	106,050	90,143	90,143
United Cerebral Palsy	15,813	14,232	11,386	0
<u>Community Liaisons</u>				

NONPROFIT ORGANIZATIONS

Description	FY 08 Actual	FY 09 Adopted	FY 10 Recommended	FY 11 Planned
Agency for Community Treatment Services	559,056	533,372	426,698	384,028
DACCO	807,934	807,934	646,347	581,712
Goodwill Industries	398,596	398,631	358,768	287,014
Tampa Crossroads	110,126	110,126	99,113	79,291
<u>Health & Social Services</u>				
Trinity Café	0	85,000	72,250	72,250
Veteran's Council of Hillsborough County	5,950	5,950	4,463	0
<u>Economic Development</u>				
Boys and Girls Clubs Summer Program	52,496	56,250	28,125	28,125
CDC of Tampa - YO Program	0	50,000	0	0
Economic Development External Organizations	5,000	15,000	5,000	5,000
Nonprofit Funding - unassigned	0	0	0	18,336
Florida Aquarium	100,000	0	0	0
Hispanic Business Initiative Fund	36,375	36,375	27,281	27,281
NAACP Empowerment Center	0	15,000	11,250	11,250
Tampa Bay Black Heritage Festival	18,750	18,750	14,062	14,062
US-Africa Free Enterprise Education	49,500	50,000	0	0
	8,505,903	7,846,539	6,138,867	3,912,420
Unincorporated Area General Fund				
<u>Management & Budget</u>				
<u>Non-Competitive</u>				
Tampa Bay Cable Network	29,620	0	0	0
Tampa Educational Cable Consortium	293,250	0	0	0
	322,870	0	0	0
TOTAL GENERAL FUND	8,828,773	7,846,539	6,138,867	3,912,420
SPECIAL REVENUE FUNDS				
Countywide Special Purpose Revenue Fund				
<u>Management & Budget</u>				
<u>Non-Competitive</u>				
Bay Area Legal Services	1,100,000	1,100,000	1,100,000	1,100,000
	1,100,000	1,100,000	1,100,000	1,100,000
Sales Tax Revenue Fund				
<u>Economic Development</u>				
<u>3% Tourist Development Tax</u>				
Apollo Beach Chamber of Commerce	18,404	20,000	10,000	10,000
Arts Council of Hillsborough County	27,606	30,000	14,000	14,000
Big East	46,010	50,000	0	0
County Arts & Cultural Co-op	127,908	150,000	125,000	165,000
Downtown Attractions	17,076	20,000	15,000	15,000
Florida Aquarium	119,625	140,000	100,000	100,000
Lowry Park Zoo	119,625	140,000	100,000	100,000
Museum of Science and Industry	119,625	140,000	100,000	100,000
Outback Pro-Am	92,022	105,000	75,000	0
Plant City Chamber of Commerce	92,022	100,000	65,000	65,000
Plant City Stadium	384,866	400,000	400,000	400,000
Ruskin Chamber of Commerce	14,570	20,000	5,000	5,000
Tampa Bay Black Heritage Festival	18,404	20,000	15,000	15,000
Tampa Bay CVB	8,090,442	9,300,000	7,970,000	8,125,000
Tampa Bay CVB - Overage Payment	0	175,000	0	0

NONPROFIT ORGANIZATIONS

Description	FY 08 Actual	FY 09 Adopted	FY 10 Recommended	FY 11 Planned
Tampa Bay Performing Arts Center	506,109	550,000	450,000	500,000
Tampa Bay Sports Commission	460,101	500,000	400,000	450,000
Tampa Convention Center	2,098,422	2,500,000	900,000	1,000,000
Tampa History Center	13,802	15,000	20,000	10,000
Tampa Museum of Art	0	0	20,000	0
Ybor City Chamber of Commerce	92,022	100,000	75,000	75,000
	12,458,661	14,475,000	10,859,000	11,149,000
<u>1% Additional (4th Cent) Tourist Development Tax</u>				
Tampa Bay CVB - Super Bowl	1,500,000	0	0	0
	1,500,000	0	0	0
Intergovernmental Grants Fund				
<u>Management & Budget</u>				
<u>CDBG Human Services Programs</u>				
Bay Area Legal Services	33,116	31,546	31,546	31,546
Big Brothers Big Sisters	32,353	29,010	29,010	29,010
Boys and Girls Club	23,302	22,533	22,533	22,533
Catholic Charities - Reach	75,496	70,672	68,623	68,623
Children's Home Society	84,361	127,064	123,380	123,380
Computer Mentors Group	34,500	25,988	25,988	25,988
Corporation to Develop Communities	28,969	28,013	28,013	28,013
Gulf Coast Jewish Families	23,882	22,592	22,592	22,592
HARC - Alzheimer Care Staff	81,646	73,729	71,591	71,591
Hispanic Services Council	23,956	23,165	23,165	23,165
Mary & Martha House	22,333	30,026	30,026	30,026
Redland Christian Migrants	59,000	52,044	50,535	50,535
Seniors in Service	23,830	23,044	23,044	23,044
Tampa Bay Academy of Hope	0	0	20,000	20,000
Tampa Metro Area YMCA	11,524	21,685	21,685	21,685
The Spring of Tampa Bay - Intervention	37,284	36,054	36,054	36,054
United Cerebral Palsy	29,304	24,877	24,877	24,877
	624,856	642,042	652,662	652,662
TOTAL SPECIAL REVENUE FUNDS	14,183,517	16,217,042	12,611,662	12,901,662
TOTAL NONPROFIT ORGANIZATIONS	\$24,512,290	\$24,063,581	\$18,750,529	\$16,814,082

CAPITAL BUDGET
FY 10 and FY 11 Funding for Capital Projects (in thousands)

<u>Project Number</u>	<u>Project Title</u>	<u>Prior Funding</u>	<u>FY 10 Funding</u>	<u>FY 11 Funding</u>	<u>Future Funding</u>	<u>Total Funding</u>
<i>Fire Services:</i>						
91162	139th Ave. Fire Station	\$2,828	\$20	\$0	\$0	\$2,848
91155	Bearss Fire Station	0	12	0	0	12
91142	Fire Hydrant Installation	1,110	-1,110	0	0	0
91172	Fire Rescue Equipment Replacements / Modernizations - CST	5,045	-1,357	1,400	5,600	10,688
91153	Land Acquisition - New Fire Stations	9,052	-7,649	0	1,000	2,403
91171	Ruskin Fire Station Relocation	128	2,537	0	0	2,665
91164	Springhead Fire Station Relocation	128	2,718	0	0	2,846
Total Fire Rescue Program		\$18,291	-\$4,829	\$1,400	\$6,600	\$21,462

Government Facilities:

77767	Affordable Housing Task Force Program - Unincorp	\$6,000	-\$1,195	\$0	\$0	\$4,805
77762	BOCC Financial System Replacement	8,350	13,200	0	0	21,550
77759	Central Fleet Maintenance Facility Re-Roof	135	865	0	0	1,000
77721	Children's Services Campus Enhancements	9,295	10	0	0	9,305
70631	Cooling Tower Motor Control -Plant City Courthouse	228	-8	0	0	220
77736	Courthouse Annex Maintenance System Upgrade	9,358	750	0	0	10,108
77770	Criminal Court Facilities Improvements	2,361	800	0	0	3,161
77768	Economic Development Initiatives	16,870	-800	-800	0	15,270
77748	Emergency Operation Center Interim Enhancement	2,800	30	0	0	2,830
79143	Falkenburg Rd Jail Expansion Phase VII	30,037	-28,177	2,065	19,575	23,500
77756	Health Dept Admin Bldg - Anderson/Sligh	3,645	-3,340	0	0	305
70059	Mosquito Cont Relocation To Vandenberg Airport	3,845	496	0	0	4,341
70035	New Roger Stewart Complex	7,294	-20	0	0	7,274
77775 *	Sheriff's Fleet Equipment Replacement	0	2,700	2,700	5,400	10,800
79145	State Attorney Bridge	1,175	-1,175	0	0	0
Total Govt. Facilities Program		\$101,392	-\$15,864	\$3,965	\$24,975	\$114,468

Library Services:

76001	Main Library Re-roofing / Seal / Caulk	\$2,936	\$20	\$0	\$0	\$2,956
76002	Seminole Heights Library	540	20	6,320	0	6,880
70078	Sulphur Springs Partnership Library	2,072	-800	0	0	1,272
Total Library Services Program		\$5,548	-\$760	\$6,320	\$0	\$11,108

Parks Facilities:

80208C	Concession/ Restroom Replacement	\$650	\$600	\$0	\$0	\$1,250
80209C	Countywide Soccer Complex	4,247	5,095	5,658	0	15,000
89200C	Environmental Land Acquisition & Protection Restoration Program	19,072	-10,000	0	0	9,072
80215C	Miscellaneous Neighborhood Park Improvement	396	2,500	2,500	0	5,396
80212C	Multi-Purpose Gymnasium NW	316	1,684	0	0	2,000
83635	Progress Village Sports Complex Const	5,844	123	0	0	5,967
89003C	South Coast Greenway Phase I-PD&E/Construction	414	1,998	75	0	2,487
80222C	Upper Tamp Bay Trail IV Trailhead Sec C-1	204	2,233	0	0	2,437

CAPITAL BUDGET
FY 10 and FY 11 Funding for Capital Projects (in thousands)

<u>Project Number</u>	<u>Project Title</u>	<u>Prior Funding</u>	<u>FY 10 Funding</u>	<u>FY 11 Funding</u>	<u>Future Funding</u>	<u>Total Funding</u>
80219C	Veterans Memorial Park Expansion	331	1,500	0	0	1,831
80220C	Wheelchair Softball Fields	30	470	0	0	500
80213C	Youth Athletics Complexes Improvements	3,000	2,000	1,000	0	6,000
Total Parks		\$34,504	\$8,203	\$9,233	\$0	\$51,940

Solid Waste:

54036	Northwest Transfer Station Expansion	\$12,343	\$22,527	\$0	\$0	\$34,870
54057*	Sheldon Road Household Chemical & Electronics Collection Center Rpl Fac	0	350	1,150	0	1,500
54060*	Southeast County Community Collection Center	0	250	2,850	0	3,100
54059*	Southeast County Landfill Site B Research/Evaluation Study	0	400	350	0	750
54058*	Southeast County Landfill Stormwater Improvement	0	200	2,000	0	2,200
54038	Southeast Landfill Capacity Expansion Section 10	700	500	26,300	0	27,500
<i>Total Solid Waste</i>		\$13,043	\$24,227	\$32,650	\$0	\$69,920

Stormwater:

47097	Bearss Av/Duck Pond Watershed	\$9,038	\$237	\$250	\$0	\$9,525
46200	CIT Phase III Stormwater Prog	8,993	168	-4,023	75	5,212
46133	Countywide Culvert Replacement Program FY 08 -FY 15	1,850	850	850	3,833	7,383
41142	Countywide Watershed Masterplan Update Ph II	1,795	150	150	0	2,095
48516	Countywide Watershed Mgmt Master Plan Update	3,497	500	500	2,000	6,497
47159	Hillsborough River/Tampa Bypass Canal Watershed	120	250	250	0	620
46132	Major Neighborhood Drain Improvement Project FY 08 -FY 15	5,900	1,351	3,526	570	11,347
46129	Master Plan Improvement Project FY 08 -FY 15	1,390	250	250	0	1,890
46131	Minor N'hood Drain Improvement Project FY 08 -FY 15	9,178	5,005	5,451	5,437	25,071
48501	Neighborhood System Improvements	1,121	518	800	4,342	6,781
41066	SMI 20th St 127th Ave to 139th Ave	843	-783	0	0	60
47343	SMI Hillgrove And Stearns	1,765	860	0	0	2,625
41073	SMI Hollmans Branch Hba 6c	338	1,302	0	0	1,640
46000	UAC Alloc Stormwater Proj	6,919	783	0	0	7,702
46134	Water Quality Improvement & Environmental Project FY 08 -FY 15	7,488	983	675	1,429	10,575
Total Stormwater Program		\$60,235	\$12,424	\$8,679	\$17,686	\$99,024

Transportation:

61147	22nd Street Main Street Community Project	\$17,800	-\$2,952	\$0	\$0	\$14,848
69602	Advanced Traffic Mgmt System Improvments -TTF	18,000	10,700	0	0	28,700
69115	Advanced ROW Acquisition	16,606	-14,305	0	0	2,301
69105	Brandon Main Street Project - Pauls Dr	8,163	-5,406	0	0	2,757
62119	Bridge/Guardrail Rehab Projects	1,000	400	400	1,600	3,400
61043	Bruce B.Downs (Pebble Creek/County Line Road)	6,841	2,840	240	0	9,921
69355	Channelization of Traffic CIT	500	500	0	0	1,000
61134	Citrus Park Extension - TTF	11,150	-6,520	0	0	4,630
61057	Columbus Dr Extension	15,498	-4,000	0	0	11,498
61010	Contrib/Other Government Impact Fees	3,768	94	94	376	4,331
69607	CR 579/I-4 To Sligh Ave Improvements - TTF	639	-386	0	0	253

CAPITAL BUDGET
FY 10 and FY 11 Funding for Capital Projects (in thousands)

<u>Project Number</u>	<u>Project Title</u>	<u>Prior Funding</u>	<u>FY 10 Funding</u>	<u>FY 11 Funding</u>	<u>Future Funding</u>	<u>Total Funding</u>
63000	Critical Accident Mitigation-Intersection	11,189	1,274	3,350	0	15,813
61058	Cross Creek Widening Ph II -TTF	4,500	-4,500	0	0	0
69127	Gornto Lk Rd Ext(Brndn Town-Center-Rr 60)TTF	13,850	4,250	0	0	18,100
69360	Int Gunn Hwy/Linebaugh Ave W	2,550	900	0	0	3,450
69362	Intesection - Habana Ave N/Waters Ave W	775	1,030	0	0	1,805
69351	Intesection - Hanley Rd & Waters Ave	3,245	-800	0	0	2,445
69359	Intesection - Himes Ave N/Lambright St W	527	1,546	0	0	2,073
69361	Intesection - John Moore Rd/Lumsden Rd E	1,800	900	0	0	2,700
69600	Intersection Improvement Prgm -TTF	65,591	8,397	0	0	73,988
61052	Lutz Lake Fern (Suncoast Parkway-Diale Mabry)-TTF	55,715	-15,800	0	0	39,915
69609	New Tampa Blvd Bridge at I-75 Construction-TTF	4,000	-4,000	0	0	0
69605	Old Memorial Hwy /Hillsborough To Montague -TTF	2,685	-1,886	0	0	799
69111	Parsons Ave (SR 60 - Oakfield) - TTF	10,754	-9,699	0	0	1,055
61035	Paved Shoulder/Bicycle Lanes County Rural Roads	1,186	653	453	1,000	3,292
69046	Pavement Treatment Program	13,667	7,583	7,675	700	29,625
69121	Racetrack Road Const Ph4(Hillsborough-Douglas)	11,712	250	0	0	11,962
61969	Resurfacing with County Forces	500	500	500	500	2,000
69620	Right-of-Way Acquisition -TTF	16,000	-16,000	0	0	0
64036	Sidewalk ADA Retrofit	900	900	750	2,200	4,750
69508	Sidewalk Retrofit Construction	3,100	800	800	0	4,700
63091	Traffic Signs Retroreflectivity Program	0	16,310	0	0	16,310
69000	Transportation Cost Escalation CIT Funds	2,392	-2,392	0	0	0
69117	Town N Country Community Plan Paula/Ambassador	3,800	-3,132	0	0	668
61051	US 301 Road Widening	94,055	-37	0	0	94,018
69603	US 301-Balm Rd to SR 674 Const - TTF	3,150	-2,522	0	0	628
69608	Van Dyke /Tobacco Road to Dale Mabry PD&E-TTF	1,800	-193	0	0	1,607
<i>Total Transportation Program</i>		\$429,406	-\$34,703	\$14,262	\$6,376	\$415,341

Water Services:

31966*	4 Wheel Drive Water System Replacement	\$0	\$500	\$0	\$0	\$500
10177*	Boyette Road Force Main Phase III	0	4,522	0	1,478	6,000
31968*	Countywide Fire Hydrant Replacement Project	0	1,000	1,000	4,000	6,000
10138	Countywide Major Wastewater Pump Stations Refurbish	20,600	3,000	3,000	12,000	38,600
10141	Countywide Major Wastewater Treatment Plant Overhaul Projects	3,000	3,000	3,200	0	9,200
10171*	Countywide Wastewater Forcemain R&R Master	0	1,000	1,000	4,000	6,000
10140	Countywide Wastewater Pump Station Replacements	12,250	2,500	2,500	10,000	27,250
10190*	Countywide Water Transmission / Distribution Line R&R	0	1,000	1,000	4,000	6,000
10172*	Dale Mabry Advanced Wastewater Treatment Filter Feed Screw Pump Reha	0	1,000	0	0	1,000
10168*	Dale Mabry Advanced Wastewater Treatment Headworks Rehab	0	0	600	2,400	3,000
10189*	Dale Mabry Advanced Wastewater Treatment North Entrance & Screening	0	450	0	0	450
10175*	Dawnview Wastewater Pump Station Replacement / Rehab	0	1,000	0	0	1,000
10167*	Falkenburg AWTP Sludge Dewatering Upgrade	0	1,400	5,600	0	7,000
31974*	Fawn Ridge Chemical Treatment Project	0	1,500	0	0	1,500
31957	Fire Flow Deficiency Master Project	6,650	2,050	2,050	0	10,750
39158	Future Acquisition of Water/Wastewater Utility Systems	13,962	-13,962	0	0	0

CAPITAL BUDGET
FY 10 and FY 11 Funding for Capital Projects (in thousands)

<u>Project Number</u>	<u>Project Title</u>	<u>Prior Funding</u>	<u>FY 10 Funding</u>	<u>FY 11 Funding</u>	<u>Future Funding</u>	<u>Total Funding</u>
10159	Gibson Road Force Main (Gibson Elementary To Old Gibsonton Dr)	0	0	400	0	400
31963	Lithia WTM Hydrogen Sulfide Treatment Integration	1,000	3,000	0	0	4,000
31967*	Lithia WTP WTM Jumper Pipe	0	400	0	0	400
10768	Low Pressure Sewer System (LPSS) - Master Project	9,000	1,500	1,500	6,000	18,000
10744	Manhole Inspection & Rehabilitation Program	9,596	800	800	1,600	12,796
10169*	Memorial Highway Forece Main Replacement	0	4,850	0	0	4,850
10753	Non-Urgent Facility R&R -Fare Account	0	0	500	500	1,000
10170*	Northwest Biosolids Gravity Belt Thicker Rehab	0	160	640	0	800
31972*	Premiere Drive Bldg Rehab / Hardening	0	1,000	0	0	1,000
19656	Reclaimed Water Main R&R - Fare Account	260	270	260	0	790
19657	Reclaimed Water Pump Station R&R - Fare Account	0	370	370	0	740
10795	Reclaimed Water Pump Station Refurbishment Master Project	600	100	100	400	1,200
10745	Regional Wastewater Treatment Plant R&R - Master Project	16,408	3,000	3,000	12,000	34,408
19017	RWTM Ext. To New Developments An RWIU's-Master Project	1,700	200	200	800	2,900
10146	State Road 674 Force Main (Clubhouse PS To South County Regional Awtp)	1,000	2,851	0	0	3,851
10174*	Sugarmill Wastewater Pump Station Replacement / Rehab	0	575	0	0	575
31965*	Sun City MHP WTP Rehabilitation	0	1,100	0	0	1,100
10794	Supervisory Control & Acquisition Of Data For Pump Stations Phase Ii	7,640	0	868	12,751	21,259
10161	US Highway 301 Force Main (Cr 672 To Sr 674)	0	1,400	4,565	0	5,965
10157	US Highway 41 Force Main (J Taylor Project To Big Bend Road)	0	0	422	0	422
31945	Utility Relocation - Master Project	8,310	1,000	4,000	4,000	17,310
31970*	Valrico AWTP Potable Well Replacement	0	250	0	0	250
10178*	Valrico Sprayfield Rehabilitation	0	1,100	0	0	1,100
10173*	Van Dyke Headworks Rehab	0	0	500	2,000	2,500
10750	Wastewater Slip Lining - Master Project	11,200	2,000	2,000	4,000	19,200
30116	Water Treatment R&R -Master Project	8,554	1,000	1,000	2,000	12,554
10166	Waterset Sports Complex Reclaimed Water Pump Station/Storage Tank	0	0	1,300	5,200	6,500
10165	Waterset Sports Complex Reclaimed Water Transmission Main	0	0	250	750	1,000
<i>Total Water Services Program</i>		\$131,730	\$36,886	\$42,625	\$89,879	\$301,120
<u>Other Non-CIP:</u>						
	Repair, Renovation, Replacement and Maintenance	\$11,097	\$7,596	\$6,894	\$4,506	\$30,094
	Other Non-CIP	162,182	1,207	619	NA	164,008
<i>Total Non-CIP</i>		\$173,279	\$8,803	\$7,513	\$4,506	\$194,102
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<i>Total Capital Budget</i>		\$967,428	\$34,388	\$126,647	\$150,021	\$1,278,485

* New Project C - CIT Funded

CAPITAL BUDGET

Major Repair, Renovation, Replacement and Maintenance (R3M) Program

FY 10 and FY 11 Projects List

<u>Fund / Program / Project Title</u>	<u>FY 10 Funding</u>	<u>FY 11 Funding</u>	<u>Future Funding</u>	<u>Total FY 10 - FY 15 Funding</u>
Fire Services:				
<i>Unincorporated Area (MSTU)</i>				
Allocated Fund Major Maint/Repairs Fire	\$0	\$511,881	\$3,334,057	\$3,845,938
Total Fire Services	\$0	\$511,881	\$3,334,057	\$3,845,938
Government Facilities:				
<i>Countywide (General Fund):</i>				
Aging Services:				
SC Seffner Schoolhouse Repair & Paint Project	\$75,000	\$0	\$0	\$75,000
Animal Services:				
Animal Services Sick & Injured Floor Repairs	85,000	0	0	85,000
Animal Services Kennel Vent Repairs	150,000	0	0	150,000
Headstart / Children Services:				
CS Haven Poe 2nd Floor Renovation	145,000	0	0	145,000
CS Lake Magdalene Playground Replacements	135,000	0	0	135,000
CS Renovate Dorthy Thomas House Phase I	45,000	0	0	45,000
CS Storage Building Replacement Phase I	125,000	0	0	125,000
CS Suttles Hall Exterior Repairs	30,000	0	0	30,000
Head Start McCloud Fence Replacemenel	8,000	0	0	8,000
Head Start McCloud Playground Replacement	50,000	0	0	50,000
Head Start MOSI Playground Replacement	40,000	0	0	40,000
Head Start MOSI Security System Replacement	12,000	0	0	12,000
Head Start MOSI Storage Shed Replacement	6,000	0	0	6,000
Head Start Plant City Interior/Exterior Paint	9,500	0	0	9,500
Head Start Plant City Playground Replacement	35,000	0	0	35,000
Head Start Plant City Restroom Fixture Replacement	14,000	0	0	14,000
Head Start South County Fence	15,000	0	0	15,000
Head Start South County Playground Replacement	40,000	0	0	40,000
Head Start Sulphur Springs Outside Water Fountain Replacemen	2,000	0	0	2,000
Head Start Sulphur Springs Playground Replacement	7,500	0	0	7,500
Head Start Town N' Country Commons Bike Path	12,000	0	0	12,000
RCMA Wimauma Electric Service Renovation	15,000	0	0	15,000
CS Renovate Dorthy Thomas House Phase II & III	0	100,000	130,000	230,000
CS Storage Building Replacement Phase II	0	125,000	0	125,000
Clerk of the Circuit Court:	250,000	250,000	1,000,000	1,500,000
Real Estate:				
2410 Tampa St. Fire Alarm Replacement	35,000	0	0	35,000
Cooperative Extension Exterior Repairs and Paint	65,000	0	0	65,000
County Center Elevator Door Operator Repl Phase I (Hardware)	145,000	0	0	145,000
County Center Elevator Door Operator Repl Phase II (Installation)	0	127,000		127,000
County Center Light Fixture Relamp	67,000	0	0	67,000
Demolition Taylor Road Survey Office & Outbuildings	45,000	0	0	45,000
EOC Fence Replacement	7,500	0	0	7,500
Roger Stewart ADA Elevator Renovation Project	225,000	0	0	225,000
VA Ductwork/Ceiling & Lighting Replacement	41,000	0	0	41,000

CAPITAL BUDGET

Major Repair, Renovation, Replacement and Maintenance (R3M) Program

FY 10 and FY 11 Projects List

<u>Fund / Program / Project Title</u>	<u>FY 10 Funding</u>	<u>FY 11 Funding</u>	<u>Future Funding</u>	<u>Total FY 10 - FY 15 Funding</u>
Fleet Management:				
Fleet Unit #3 Fence Replacement	20,000	0	0	20,000
Fleet Unit #3 Garage Door Replacements & Restroom Renov	90,000	0	0	90,000
Countywide Projects:				
Countywide Roof Replacement & Repair Projects	500,000	205,000	1,021,000	1,726,000
Countywide HVAC System Replacements	150,000	0	0	150,000
Countywide Facility Painting	150,000	0	0	150,000
Countywide Lighting Retrofit & Relamping	125,000	0	0	125,000
Countywide Paving & Parking Lot Repairs	150,000	0	0	150,000
Allocated Fund Major Maint/Repairs	622,959	3,337,912	14,524,176	18,485,047
Total Government Facilities	\$3,744,459	\$4,144,912	\$16,675,176	\$24,564,547

Parks Facilities:

Countywide (General Fund):

Parks Aldermans Ford Playground Safety Surfacing	\$20,000	\$0	\$0	\$20,000
Parks EG Simmons Office Bldg Siding Replacement	25,000	0	0	25,000
Parks EG Simmons Shelter Roof Replacements (3 shelters)	15,000	0	0	15,000
Parks Flatwoods Entrance Improvement Project	100,000	0	0	100,000
Parks John B Sargent Boardwalk Replacement Phase I	100,000	0	0	100,000
Parks John B Sargent Restroom & Shelter Roof Replacements	15,000	0	0	15,000
Parks John B. Sargent Septic Replacement	20,000	0	0	20,000
Parks Lake Park ADA Parking	18,500	0	0	18,500
Parks Lake Park Playground Replacement (2 areas)	150,000	0	0	150,000
Parks Lake Park Shop Renovations	150,000	0	0	150,000
Parks Lettuce Lake Playground Replacement	45,000	0	0	45,000
Parks Lithia Springs Campground Dump Station Renovations	15,000	0	0	15,000
Parks Lithia Springs Park Paving	90,000	0	0	90,000
Parks Medard Old Shop Roof Replacement	20,000	0	0	20,000
Parks Medard Parking Renovations	50,000	0	0	50,000
Parks Upper Tampa Bay Palm Shelter Roof (metal)	12,000	0	0	12,000
Parks Upper Tampa Bay Trail Playground Replacement	80,000	0	0	80,000
Parks John B Sargent Boardwalk Replacement Phase II	0	90,000	0	90,000
Allocated Fund Major Maint/Repairs	55,000	0	1,050,000	1,105,000
Total Parks Facilities Countywide	\$980,500	\$90,000	\$1,050,000	\$2,120,500

Unincorporated Area (MSTU):

Parks CW Playground Replacements	\$400,000	\$500,000	\$500,000	\$1,400,000
Parks CW Fence and Bollard Replacements	400,000	200,000	0	600,000
Parks CW Roof Replacement & Repair	200,000	100,000	0	300,000
Parks CW Parking, Paving ADA Hardscape Projects	70,000	80,000	0	150,000
Parks CW Electrical & Lighting Replacements	\$300,000	300,000	300,000	900,000
Parks CW Court Repair & Replacement Projects	200,000	195,000	0	395,000
Parks CW Bleacher Replacement & Repair Projects	70,000	0	0	70,000
Parks CW Septic System Repair & Replacement Projects	150,000	80	0	150,080
Parks CW ADA-Water Fountain Replacements	150,000	0	0	150,000
Parks CW Facility Repairs and Reonvations	173,000	0	0	173,000

CAPITAL BUDGET

Major Repair, Renovation, Replacement and Maintenance (R3M) Program

FY 10 and FY 11 Projects List

<u>Fund / Program / Project Title</u>	<u>FY 10 Funding</u>	<u>FY 11 Funding</u>	<u>Future Funding</u>	<u>Total FY 10 - FY 15 Funding</u>
Parks ADA Hardscape Replacements	70,000	0	0	70,000
Parks Sandy Perrone Fire Alarm	20,000	0	0	20,000
Parks Timberlane Fire Alarm Replacement	15,000	0	0	15,000
Parks Nuccio Storm Water Retaining Wall Repairs	10,000	0	0	10,000
Allocated Fund Major Maint/Repairs Parks	235,768	0	4,250,000	4,485,768
Total Parks Unincorporated	<u>\$2,463,768</u>	<u>\$1,375,080</u>	<u>\$5,050,000</u>	<u>\$8,888,848</u>
Total Parks Facilities	<u>\$3,444,268</u>	<u>\$1,465,080</u>	<u>\$6,100,000</u>	<u>\$11,009,348</u>
Public Works				
<i>Unincorporated Area (MSTU):</i>				
Allocated Fund Major Maint/Repairs Public Works	\$0	\$400,000	1,350,000	1,750,000
Total Public Works	<u>\$0</u>	<u>\$400,000</u>	<u>\$1,350,000</u>	<u>\$1,750,000</u>
Library Facilities				
<i>Special Library Taxing District</i>				
LS New Tampa Condensing Unit Replacement	\$35,000	\$35,000	0	70,000
LB Thonotosassa Ductwork Replacement	45,000	0	0	45,000
LB Germany Woodwork Renovation	30,000	0	0	30,000
LB Fendig Restroom Renovations	55,000	0	0	55,000
LB Ruskin Roof Replacement	89,000	0	0	89,000
LB West Tampa Parking Lot Seal & Stripe	8,000	0	0	8,000
LB Austin Davis Metal Roof Replacement	0	16,000	210,000	226,000
LB Brandon Fire Alarm Replacement	0	45,000	0	45,000
Allocated Funds Major Maint/Repairs Libraries	145,692	276,511	1,375,529	1,797,732
Total Library facilities	<u>\$407,692</u>	<u>\$372,511</u>	<u>\$1,585,529</u>	<u>\$2,365,732</u>
Total R3M Program	<u>\$7,596,419</u>	<u>\$6,494,384</u>	<u>\$27,694,762</u>	<u>\$41,785,565</u>