



Board of County Commissioners
Budget Workshop Agenda
February 24, 2010
1:30 – 3:30 PM

Introduction	Pat Bean, County Administrator
Discussion of Spending Limitation Policy..... (BOCC Policy 03.05.07.00)	Eric Johnson, Management Services Administrator and Budget Director Kevin Brickey, Economist, Management and Budget Department
Presentation of 5-Year General Fund Pro Forma Forecast.....	Kevin Brickey, Economist, Management and Budget Department
Proposed Role of Citizens Advisory Committee....	Pat Bean, County Administrator
Citizen Participation/Budget Transparency	Edith Stewart, Public Affairs Administrator Lori Hudson, Director, Communications Department
Board Discussion	
Adjourn	

**BOARD OF COUNTY COMMISSIONERS
HILLSBOROUGH COUNTY
TAMPA, FLORIDA 33601**

BOARD POLICY - SECTION NUMBER: 03.05.07.00

SUBJECT: BUDGET PREPARATION AND LIMITATIONS

EFFECTIVE DATE: February 7, 2007

SUPERSEDES: NEW

Purpose:

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

Policy:

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

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

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

Approved By: Board of County Commissioners

Approval Date: February 7, 2007

Spending Limitation Compliance Analysis
FY 11

	Adopted FY 10	Planned FY 11	Projected FY 11
<u>Countywide Fund</u>			
Total Expenditures	\$ 624,052,920	\$ 607,567,772	\$ 611,316,353
Less Constitutionals:	316,642,055	324,076,538	324,085,187
Base Budget - Expenditures net of Constitutionals:	<u>\$ 307,410,865</u>	<u>\$ 283,491,234</u>	<u>\$ 287,231,166</u>
2008-2009 Population Change	-0.30%		
2008-2009 State/Local Government Price Index Change	-0.62%		
Preliminary FY 11 Growth Limitation	-0.92%		
Spending Cap Adjustment (Dollars)	-2,823,534		
Adjustments for Mandates and Contracts/Commitments Prior to 2/7/07	1,120,276		
Maximum FY 11 Capped Base Budget Plus Allowable Adjustments	\$ 305,707,607	\$ 305,707,607	\$ 305,707,607
Over/Under Capped Base Budget	NA	<u>\$ (22,216,373)</u>	<u>\$ (18,476,441)</u>

Projected FY 11 Countywide General Fund expenditures are within the preliminary spending limitation.

	Adopted FY 10	Planned FY 11	Projected FY 11
<u>Unincorporated Area</u>			
Total Expenditures	\$ 408,810,092	\$ 414,295,823	\$ 417,046,832
Less Constitutionals:	112,514,327	116,226,006	116,200,849
Base Budget - Expenditures net of Constitutionals:	<u>\$ 296,295,765</u>	<u>\$ 298,069,817</u>	<u>\$ 300,845,983</u>
2008-2009 Population Change	-0.46%		
2008-2009 State/Local Government Price Index Change	-0.62%		
Preliminary FY 11 Growth Limitation	-1.07%		
Spending Cap Adjustment (Dollars)	-3,173,847		
Adjustments for Mandates and Contracts/Commitments Prior to 2/7/07	3,835,524		
Maximum FY 11 Capped Base Budget Plus Allowable Adjustments	\$ 296,957,442	\$ 296,957,442	\$ 296,957,442
Over/Under Capped Base Budget	NA	<u>\$ 1,112,375</u>	<u>\$ 3,888,541</u>

Projected FY 11 Unincorporated Area General Fund expenditures exceed the preliminary spending limitation by \$3.9 million.

**Pro Forma Budget
Countywide General Fund
Unincorporated Area General Fund
FY 10 through FY 15**

**Hillsborough County
Management and Budget Department
February 2010**



Summary

The Pro Forma operating budget for Hillsborough County's two major operating funds is prepared as a tool for understanding the future course of the County budget, given certain assumptions about growth in the revenues and expenditures that comprise each fund and general economic conditions. Separate models have been prepared for the County's Countywide General Fund and Unincorporated Area General Fund.

The Countywide General Fund is the operating fund that pays for most countywide services. It covers a variety of social service programs, criminal justice programs, administrative services costs, and various other programs that serve all County residents such as environmental protection, regional parks, County roads, and comprehensive planning. The single largest component of this fund's budget is for operation of County jails by the Hillsborough County Sheriff's Office.

The Unincorporated Area General Fund is the operating fund that pays for municipal services provided by Hillsborough County to those residents and businesses not located within one of the three municipalities. About 2 of every 3 residents live in the unincorporated area. The Unincorporated Area General Fund covers typical municipal services such as neighborhood and district parks, Sheriff's patrol services, fire suppression and ambulance services, code enforcement, planning and zoning, and stormwater management.

FY 10 reflects the Adopted FY 10 Budget. The Planned Budget for FY 11, with some revised revenue and expenditure expectations, forms the basis for the Projected FY 11 Budget. Expenditure cuts in the Planned FY 11 Budget are retained in the Pro Forma. Projected budgets for FY 12 through FY 14 are model-driven. The model is constructed so that assumptions may vary each year to reflect impact of the business cycle and other anticipated or possible events.

The Appendix contains a section outlining the major assumptions used in this model. Sensitivity analysis has been conducted to show the implications of alternate property tax assumptions (page 13). The number of assumptions is intentionally limited so that the risk of inconsistent assumptions being used to drive the forecast is reduced. The benefits of sophisticated modeling techniques are carefully weighed against ease of use and the opaqueness that can sometimes accompany greater complexity.

Projections indicate a 5-year accumulated surplus for the Countywide General Fund and a deficit for the Unincorporated Area General Fund. Projections include the requirements of tax reform legislation passed by the Florida Legislature and from the constitutional amendment approved by voters on January 29, 2008. Large declines in home values since mid-2006 and the effects of the recession that began in January 2008 are also critical constraints on this year's Pro Forma. The latest state forecast calls for an 8.5% decline in Countywide taxable values for FY 11.

Declines in property values during 2009 will result in declines in property tax revenue for FY 11. High forecast risk exists in this Pro Forma due to the uncertainty surrounding the timing of recovery in housing markets as well as the long term impacts of tax reform. Risks appear greater that property values will have declined more than state forecasts for FY 11 rather than less.

Sales tax revenues were adversely affected by recession for FY 09 and will continue to be a constraint on FY 10 even as modest sales growth returns in mid-2010. FY 11 growth in these revenues will only offset a portion of lost property tax revenues.

Consequently, we should be realistic in our expectations of what can feasibly be afforded during the forecast period. The model

incorporates consensus forecast assumptions (described in the Appendix, page 18) regarding economic growth. National and local housing markets improved in late 2009 but prices are still behind year ago levels. Many forecasters expect the recession of 2008-2009 will be followed by weak recovery in 2010. Reflecting this consensus opinion, revenue growth, other than property taxes, is projected to turn positive for FY 11. Revenue growth is likely to accelerate in FY 12.

The combined result of the modeled revenue and expenditure assumptions and estimated policy impacts are a \$4.0 million surplus in the Countywide General Fund and a \$6.0 million deficit in the Unincorporated Fund for FY 11. A projected cumulative FY 15 surplus (including fund balance and reserves) of \$71.0 million arises in the Countywide Fund. In the Unincorporated Fund the projected FY 15 cumulative deficit is \$30.6 million. The 5-year results are improvements on the previous Pro Forma and reflect budget reductions taken in FY 10 and Planned for FY 11 as well as improved revenue expectations in later years. The Countywide switch from long-term deficit to long-term surplus also reflects delaying the planned construction and operation of the next jail expansion to FY 16, one year beyond this Pro Forma. The annual operating costs are estimated to be about \$20 million. This would eliminate the 5-year Countywide surplus in less than 4 years.

Consistent with the model's construction, deficits and surpluses build over the forecast period. Deficits and surpluses are cumulative in the sense that any current year surplus or deficit will flow into the next year's fund balance, thus carrying a current year's balance forward.

In using the information contained in this report, it is important to understand that an indicated deficit or surplus reflects the models' economic assumptions and shows what could happen in the absence of policy direction to cut costs or increase funding. Deficits or surpluses that develop are allowed to accumulate over the forecast period. In reality, the Board of County Commissioners must balance each year's budget, so interim steps would have to be taken to prevent deficits. Similarly, an indicated surplus shows what could happen in the absence of policy direction to expand programs or reduce funding (e.g. cut the millage rate). A small cumulative deficit or surplus representing a small share of total 5-year budget expenditure is likely to be within the range of estimation error and not materially different from characterizing the projected fund to be in balance over that period. **The purpose of this forecast exercise is to determine the extent of actions necessary to close the gap between revenues and other sources, and expenditures and other uses.** Graphics have been used to communicate the significance of potential deficits or surpluses.

Analysis

The Pro Forma projects a \$4.0 million surplus in the Countywide General Fund and a \$6.0 million deficit in the Unincorporated Fund for FY 11. These results are primarily based on anticipated expenditures in the Planned FY 11 budget as approved in September 2009 as well as updated revenue estimates. The projected 5-year accumulated FY 15 Countywide General Fund surplus is \$71.0 million. The Unincorporated Area General Fund's FY 15 deficit is \$30.6million (see graphs pages 10 and 12). The projected FY 15 Countywide surplus is 2.2% of FY 11 through FY 15 expenditures (\$71.0 million of \$3268.6 million), while the projected FY 15 Unincorporated deficit is 1.4% of FY 11 through FY 15 expenditures (\$30.6 million of \$2,220.5 million). These 5-year projections are improved in comparison to last year's projections due to budget reductions approved for FY 10 and planned for FY 11, higher projections of taxable property value growth in later years, and, for the Countywide Fund, the deferral of Jail Phases VI and VII(A) to FY 16.

Tax Reform

Projections include impacts from the June 2007 tax reform legislation passed by the Florida Legislature and from the constitutional amendment approved by voters on January 29, 2008. The June 2007 legislative rollback reduced Hillsborough County's FY 08 property tax revenue by \$109 million from what would have occurred without any action. The reduction to Countywide General Fund property tax revenue was \$68.1 million. The Unincorporated Area General Fund reduction was \$33.8 million. The remaining \$7.1 reduction came from the Library Tax District Fund. Each year henceforth this legislation requires a rollback of property tax millage rates, with a permitted adjustment upward to reflect growth in Florida Per Capita Income.

The provisions of the approved constitutional amendment reduced total taxable property values. An added homestead

exemption of \$25,000 for a total of up to \$50,000 and the initial impact of portability of the Save Our Homes exemption resulted in a \$53.3 million reduction in FY 09 property tax revenue for the Countywide Fund and \$19.7 million for the Unincorporated Fund.

The Pro Forma incorporates the continuing requirements of Tax Reform.

Economic Conditions

Property tax revenue fell further for FY 10 due to rapid decline in housing values during 2008. Countywide revenue fell \$60.5 million and Unincorporated revenue fell \$28.0 million as a result of declining values. The general recession that started in January 2008 also negatively affected other General Fund revenues, particularly state-shared revenues that are sales tax based.

The FY 10 to FY 15 Pro Forma reflects continued declines in home prices during 2009 (see Appendix, page 18). The sum of all taxable values will, consequently, fall for FY 11 due to these home price declines. The recession and lost housing wealth also negatively impacted consumer and business confidence. Consumers made substantial spending reductions during 2009. Businesses nationwide shed 4.8 million jobs in 2009 and 8.4 million since 2007. Job losses, in turn, negatively impact commercial building vacancy rates, rents and values.

Poor sales led to a large business inventory correction in early 2009 that saw national Gross Domestic Product (GDP) fall at a 6.4% annual rate for the first quarter 2009. Rapid destocking and modest improvements in consumer demand resulted in better performance in some sectors, particularly manufacturing, in the late 2009. Even housing markets posted late 2009 increases in existing home sales and smaller annual price declines. GDP rose

5.7% in the final quarter of 2009 leading many analysts to conclude the recession ended in late 2009.

Looking forward, the model incorporates consensus economic forecast assumptions (described in more detail in the Appendix, pages 18 and 19). Although the recession may have ended in late 2009, recovery, especially for jobs, is weak and is expected to remain weak through mid to late 2010. While job losses have abated, forecasters do not expect modest job growth until mid to late 2010.

National and local housing markets are expected to continue the trend of improved sales in 2010 thanks to improved affordability and the renewal of the federal homebuyers' tax credit. High foreclosure activity was a primary force driving home prices down in 2009. With the expiration of some foreclosure moratoria and continuing job losses foreclosures are likely to remain high in the first half of 2010 exerting additional downward pressure on homes even as sales rise. Analysts do not foresee sustainable price increases, nationally or locally, before mid 2010.

Reflecting these consensus forecasts, non-property tax revenues are projected to rise in FY 11. Weak hiring will continue to adversely affect sales tax revenues for much of FY 10. Firming job markets in mid-2010 will likely support sales tax growth in late FY 10 into FY 11 and relieve pressure on commercial real estate. Improving economic conditions will also support growth in fees, charges and investment earnings. Declines in taxable property values during 2009 will result in declines in revenue for FY 11 before low growth returns for FY 12.

High forecast risk exists in this Pro Forma due to the uncertainty surrounding the timing of price recovery in housing and the impact of troubled commercial real estate markets, as well as the long term impacts of tax reform. Risks appear greater that the taxable value decline for FY 11 will prove deeper than modeled herein rather than lower. Prolonged jobs weakness would have a longer negative impact on commercial demand and values.

These types of alternatives are considered in the Sensitivity Analysis section (page 13).

Recent expenditure growth has been constrained by the loss of revenue due to Property Tax Reform and the decline in home values and to a small recession-induced fall in population. Expenditure growth is assumed to be constrained for FY 11 as reflected in the Planned FY 11 Budget. The Projected FY 11 Budget reflects those planned expenditures but also incorporates likely increases in Florida Retirement System contribution rates and increased collective bargaining costs above those in the Planned Budget

Expenditure growth rates are likely to rise in later years more closely reflecting, but not necessarily reaching, historical patterns. State and County population fell in 2009 but the University of Florida projects resumed growth for the 2010-2015 period. Some expenditures are, by policy, designed to keep pace with population demands. The model incorporates the estimated impacts on revenue and/or expenditures arising from adopted Board policy including the operating impacts of the Capital Improvement Program.

Projections

Reflecting economic recession and large home price declines in Hillsborough County and Metro Tampa, the standard Pro Forma scenario assumes taxable property values declined during 2009 (January 1, 2010 values for FY 11). This is the second year of declines. During 1999-2009 Countywide taxable values increased by an average annual rate of 7.81%. Unincorporated Area taxable values increased 8.4% annually.

The November 30, 2009 State of Florida Revenue Estimating Conference's (REC) Ad Valorem forecast is incorporated in this Pro Forma. These valuation projections have been combined with the millage requirements of tax reform in order to forecast ad valorem revenues. The REC estimates an 8.6% fall in Hillsborough County residential just values and a 14.3% fall in

nonresidential just values for 2009. The REC forecasted an 8.51% drop in Countywide taxable value for FY 11 as a result. FY 11 Countywide property tax revenue is forecast to drop 8.5% or \$35.7 million from FY 10. Unincorporated revenue is forecast to drop 9.6% or \$18.8 million. The Planned FY 11 Budget was based on an estimated 8.49% decline. At FY 10 millage rates that difference yields \$78,982 less FY 11 property tax for Countywide General Fund and \$834,764 less for the Unincorporated Area General Fund than in the Planned Budget.

The REC forecasts Countywide taxable value will increase 3.4% for FY 12. Accelerating growth is forecasted for FY 13 through FY 15 as housing markets recover. At 8.3% by FY 15, the REC's forecast remains below the 1998-2008 average annual rate of 10.1%. Revenue growth rises in later years as taxable value growth rises. (See page 19 of the Appendix for further detail on property valuations and the rolled-back millage calculations.)

Since the REC forecast, the Bureau of Labor Statistics reported the Consumer Price Index rose 2.7% for the December 2008 to December 2009 period. This is the index and time period the Department of Revenue uses to determine the maximum Save Our Homes (SOH) increase in assessed values for homestead properties. DOR rules require assessed values be increased as long as assessed value is below just value, even in a year when just value falls.

Management and Budget examined the 2009 tax roll database of more than 461,000 records to consider alternative taxable value scenarios. These alternatives are included in the Sensitivity Analysis (see page 13).

State-shared sales tax based revenues, the Half-cent Sales Tax and State Revenue Sharing, also suffered from the fallout from home price declines and the recession of 2008-2009. These revenues have greatest impact on the Unincorporated Area General Fund. The current Management and Budget FY 10 forecast based on statewide December REC projections which

estimate a 1.6% decline in Half-cent Sales Tax revenue compared to FY 09. As a result the revenue is likely to match the budgeted FY 10 amount. FY 11 should benefit from a slowly recovering job market and firmer consumer spending. Half-cent Sales tax revenue is forecast to rise 6.2% for FY 11, followed by more robust recovery with 7.9% growth for FY 12 and 7.2% for FY 13. The Pro Forma incorporates about average growth of 5.75% in Half-cent Sales Tax revenues for FY 14 and FY 15. State sales tax revenue is the primary source of State Revenue Sharing Growth Money. This results in similar, if not identical, growth as occurs for Half-cent Sales Tax revenue. (See Appendix, page 19 for other revenues transferred to the General Funds.)

Charges for services are also important revenues to the General Funds. At the January 27, 2010 Budget Workshop the directors of the Animal Services, Children's Services and Parks, Recreation and Conservation departments reported on new fees approved for FY 10. Directors reported these fees are performing as expected. The Pro Forma reflects those judgments.

Other individual revenues are relatively small as a share of total revenue. The impact of other major revenues is discussed in the Sensitivity Analysis section (page 14).

The combined result of the modeled assumptions, including planned FY 11 budget cuts, and estimated policy impacts are a \$4.0 million surplus in the Countywide General Fund and a \$6.0 million deficit in the Unincorporated Fund for FY 11. The projected Countywide FY 15 cumulative surplus is \$71.0 million. The projected Unincorporated Area FY 15 cumulative deficit is \$30.6 million.

Current revenues are projected to fall short of current expenditures each year in the Unincorporated General Fund, resulting in declining fund balances through FY 15. The Countywide fund balance is projected to be relatively stable through FY 13 before rising in FY 14 and FY 15.

Selected Expenditure Details

During recent budget processes decisions were made to indefinitely delay the construction of some new projects. This removed the operating impact from near term budgets. Some projects, however, remain and do have impacts on both funds (see page 33). Particularly important is the moving of the operating impact of the jail expansions (Phases VI and VII(A)) beyond the FY 15 horizon of this Pro Forma. Last year's Pro Forma included \$23 million of annual projected operating costs for FY 12 through FY 14. If these costs were included in the current Countywide General Fund Pro Forma for FY 12 through FY 15 the 5-year \$71.0 surplus would transform to a \$15.1 million deficit

A past study of jail costs indicated that the cost to add a new inmate above designed capacity is about \$16,000 annually. Current reports indicate the 2009 average daily jail population was 3,461, well below rated capacity of 4,190. Applying the 1997-2009 average incarceration rate per 1,000 county population (3.46) would result in above capacity usage in FY 13 through FY 15. For those years the Pro Forma models \$0.15 million, \$1.8 million and \$2.4 million in over capacity costs respectively. These costs are included in Transfers to Constitutional Officers in the Countywide General Fund.

Public safety demand from a growing population is a major driver of Unincorporated Fund expenditures and with the exception of jail costs does not directly affect the Countywide Fund. The cost of meeting the Board's policy of maintaining 1.7 deputies per 1,000 population is part of the Unincorporated Fund Pro Forma. The Sheriff has indicated that his office will not seek to increase deputies on the basis of that ratio for FY 10 and FY 11. The Pro Forma does include additional deputies for FY 12 to FY 15. The 5-year cumulative cost impact is \$21.6 million. The Pro Forma includes the addition of equipment costs along with the increase in deputies. The Board has enacted a second staffing ratio for

Code Enforcement Officers to maintain 1 position per 18,000 unincorporated population. The 5-year impact is \$0.3 million.

Estimated Cost Impact of Known Policies

Item	FY 11 (millions)	FY 15 - Cumulative (millions)
Countywide GF:		
Major Repair/Maintenance	\$ 4.6	\$ 24.0
Delay of Jail Expansions (VI & VII (A))	\$ 0.0	-\$ 86.1
New Parks Facilities, FY 11 – FY 15	\$ 0.0	\$ 5.8
Unincorporated Area GF:		
Major Repair/Maintenance	\$ 2.4	\$ 12.0
FY 11 – FY 15, 1 ½ points of Communications Services Tax (CST) to Fire Rescue	\$ 9.4	\$ 55.8
1.7 Deputies/1,000 Population	\$ 0.0	\$ 21.6
1 Code Enforcement Officer /18,000 Uninc. Population	\$ 0.0	\$ 0.3
Transfers to Transportation	\$19.3	\$112.9
New Parks Facilities, FY 11 – FY 15	\$ 0.0	\$ 1.3

On the expenditure side some revenues are transferred from both General Funds to other funds. These include transfers for transportation, courts, and maintenance and repair. Transfers of ad valorem revenue from the General Funds to their respective Construction Funds are not programmed after FY 10.

The Communications Services Tax (CST) is levied at 4.0% with one and one-half points of the tax set aside for future Fire Rescue purposes. For FY 08 and FY 09 only one-half point was set aside in order to offset some of the initial impact of tax reform. The Pro Forma models the full one and one-half points for FY 11 – FY 15. The cumulative impact on the Unincorporated Fund of the full one

and one-half points for FY 11 through FY 15 is \$55.8 million. The FY 11 impact is \$9.4 million.

Costs for the Major Repair and Maintenance program are funded by transfers from both General Funds to the Countywide Major Maintenance and Repair Fund and the Unincorporated Area Major Maintenance and Repair Fund. Transfers are planned for FY 11 to FY 15. The FY 11 cost is \$4.6 million and \$2.4 million for the Countywide Fund and Unincorporated Fund respectively. The program's cumulative five-year costs are \$24.0 million for the Countywide Fund and \$12.0 million for the Unincorporated Fund. These figures do not include \$4.5 million and \$3.0 million, respectively, pre-paid in FY 10 to each Special Purpose Fund. This pre-payment reduces the amounts annually transferred from the Countywide Fund by \$1.5 million and from the Unincorporated Fund by \$1 million for FY 12 to FY 14.

Property tax revenue is transferred to the Transportation Trust Fund. For FY 11 \$19.3 million is transferred from the Unincorporated Fund while no funds are transferred from the Countywide Fund. Previous to FY 10 \$2 million was annually transferred from the Countywide Fund. The 5-year impact on the Unincorporated Fund is \$112.9 million.

No pay raises are included for FY 11 or FY 12. Pay increases equal to 10-year average annual rate of consumer inflation of 2.6% are modeled annually for FY 13 through FY 15. These are modeled to reflect partial savings from employee turnover. For FY 11 Florida Retirement System costs are expected to rise above planned budget costs by 33.5% in the Countywide Fund and by 11.4% the Unincorporated Fund. (See Appendix, page 20, and the Sensitivity Analysis, page 14, for further discussion of these costs.)

Prior to the enactment of tax reform by the Legislature, the Board of County Commissioners, on February 7, 2007, adopted a

spending limitation for the general funds. This initiative limits spending growth, excluding amounts budgeted to Constitutional Officers and amounts to fund state and federal mandates and prior Board commitments, to the combined rate of increase of population and government inflation as measured by the US Bureau of Economic Analysis. An unusual occurrence of a 0.3% drop in Countywide population and a 0.5% drop in Unincorporated population combined with a 0.6% drop (preliminary) in the state and local government price index has produced negative spending caps for FY 11. The projected FY 11 Countywide General Fund budget (using much of Planned FY 11 expenditures) falls below the reduced cap. The projected FY 11 Unincorporated General Fund exceeds the cap by \$3.9 million. The Bureau of Economic Analysis will revise the price index in late March. The caps will be recalculated and further impact analysis will be conducted. Pro Forma projections for both general funds fall well within projected caps for FY 12 through FY 15.

Summary Tables

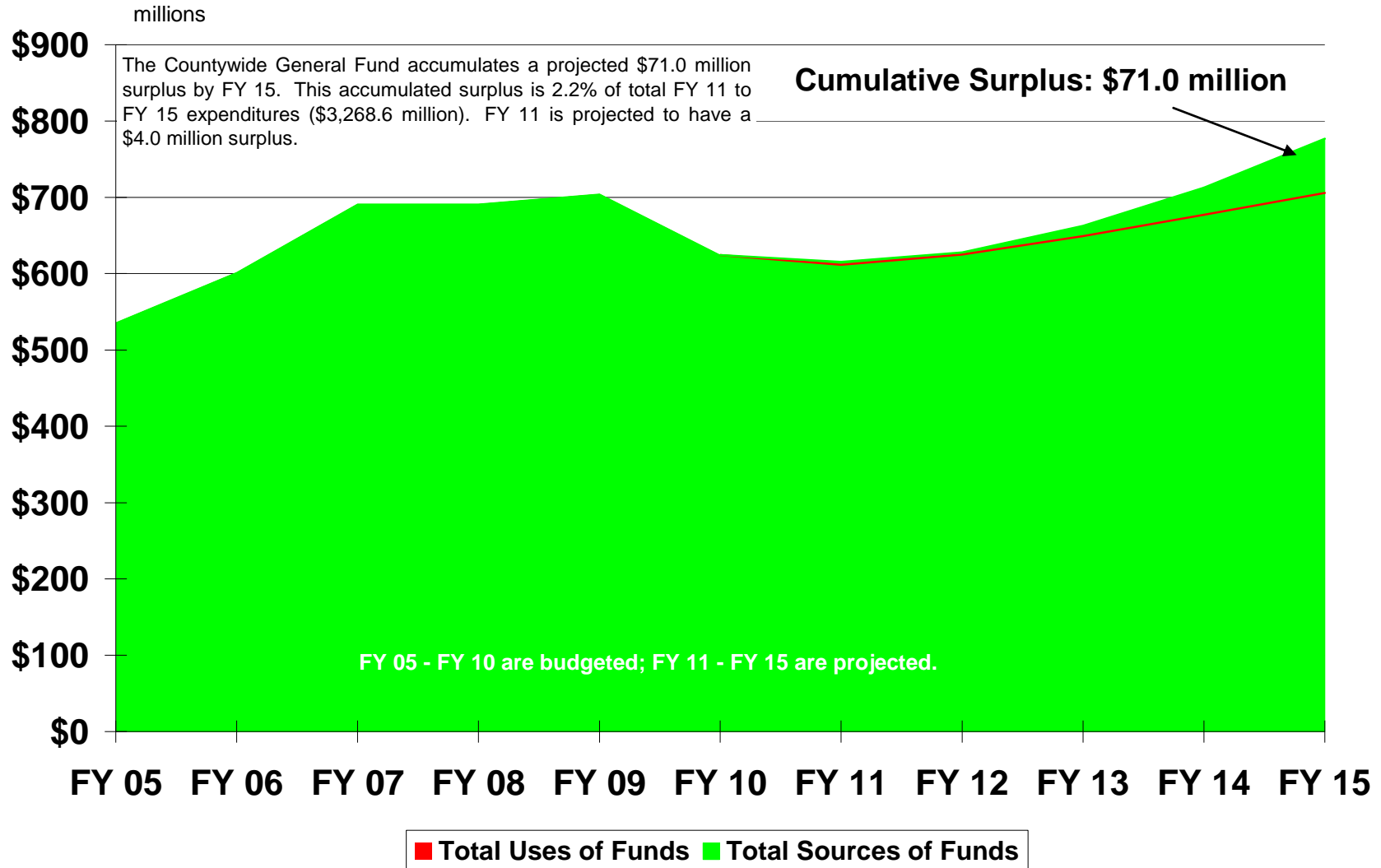
The following Pro Forma Summary tables show the impact of declining home values and recession, the continuing limitations of tax reform, and the impact of indefinitely delaying some capital projects. The Countywide General Fund is in surplus for all years, FY 11 through FY 15. The Unincorporated Area General Fund is in deficit for all years, resulting in declining fund balances.

How would alternative ad valorem growth assumptions affect surpluses or deficits? Other economic changes or policy changes, such as new expenditure commitments, could also dramatically alter the results of this Pro Forma. These and other alternate possibilities are examined in the next section, Sensitivity Analysis (page 13).

COUNTYWIDE GENERAL FUND PROFORMA FY 10 - FY 15

	Adopted Budget FY 10	Planned Budget FY 11	Projected Budget FY 11	Projected Budget FY 12	Projected Budget FY 13	Projected Budget FY 14	Projected Budget FY 15
Beginning Fund Balance	\$108.0	\$110.1	\$118.1	\$122.3	\$122.3	\$138.1	\$160.8
Revenues:							
Ad Valorem Taxes	421.3	385.7	385.6	398.5	430.1	464.1	502.7
Other Revenues	101.5	101.1	101.2	101.7	104.8	105.3	108.5
Less: 5% of Revenues	(24.7)	(22.9)	(23.2)	(24.0)	(25.7)	(27.5)	(29.5)
Transfers In	<u>18.0</u>	<u>33.7</u>	<u>33.7</u>	<u>29.5</u>	<u>31.2</u>	<u>32.8</u>	<u>34.3</u>
Total Sources of Funds	\$624.1	\$607.6	\$615.3	\$628.0	\$662.8	\$712.8	\$776.8
Expenditures:							
Personal Services	98.0	94.4	96.8	98.4	101.2	104.1	107.1
Operating Expenses	45.3	40.3	40.3	41.4	42.9	45.7	48.7
Capital Equipment	0.7	0.7	0.7	0.7	0.8	0.8	0.8
Operating Impact of CIP	0.0	0.0	0.0	1.0	2.6	3.2	3.3
Capital Projects	0.4	0.2	0.2	0.2	0.2	0.2	0.2
Grants & Aids	28.4	24.2	24.2	24.9	25.5	26.2	26.9
Transfers to Constitutionals	316.6	324.1	324.1	336.1	351.9	370.2	387.4
Transfers	41.8	32.6	33.0	32.1	33.7	35.5	39.0
Reserves and Refunds	<u>92.8</u>	<u>91.1</u>	<u>91.9</u>	<u>90.5</u>	<u>90.4</u>	<u>91.2</u>	<u>92.4</u>
Total Uses of Funds	\$624.1	\$607.6	\$611.3	\$625.3	\$649.2	\$677.1	\$705.8
Surplus/(Deficit) - Cumulative	\$0.0	\$0.0	\$4.0	\$2.7	\$13.6	\$35.7	\$71.0
Current Revenues Less Current Expenditures - Noncumulative	-\$15.2	-\$19.0	-\$22.1	-\$29.2	-\$18.3	-\$11.2	\$2.6

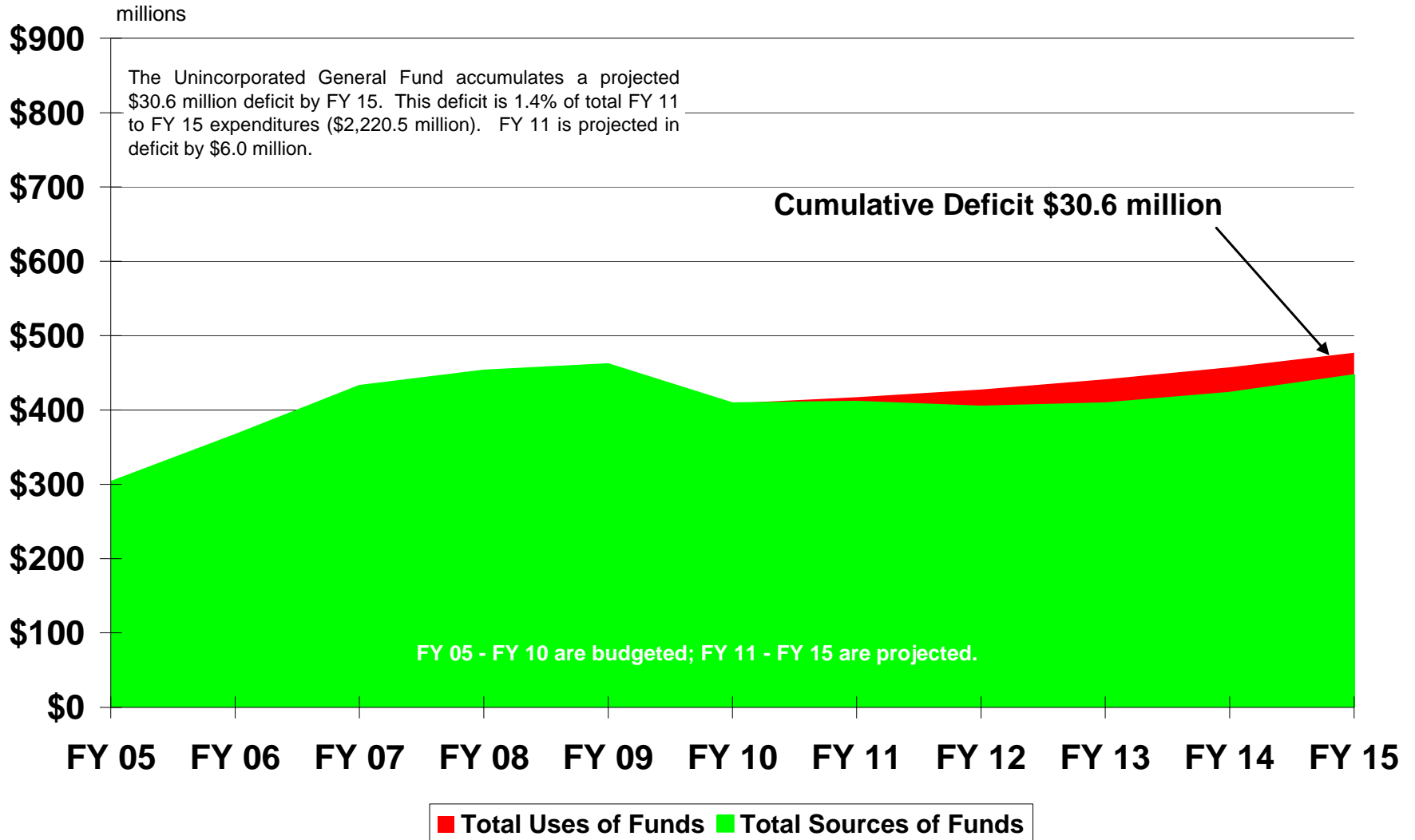
Countywide General Fund



UNINCORPORATED GENERAL FUND PROFORMA FY 10 - FY 15

	Adopted Budget FY 10	Planned Budget FY 11	Projected Budget FY 11	Projected Budget FY 12	Projected Budget FY 13	Projected Budget FY 14	Projected Budget FY 15
Beginning Fund Balance	\$94.5	\$94.5	\$89.3	\$88.5	\$71.7	\$63.5	\$62.1
Revenues:							
Ad Valorem Taxes	195.1	177.2	176.4	183.3	199.0	215.9	235.2
Communications Services Tax	27.4	27.8	25.2	25.7	26.2	26.8	27.4
Other Revenues	57.1	57.3	58.6	60.2	62.3	64.2	66.3
Less: 5% of Revenues	(13.2)	(12.3)	(12.2)	(12.7)	(13.6)	(14.5)	(15.6)
Transfers In	<u>47.9</u>	<u>69.8</u>	<u>73.7</u>	<u>59.3</u>	<u>63.5</u>	<u>67.2</u>	<u>71.1</u>
Total Sources of Funds	\$408.8	\$414.3	\$411.0	\$404.3	\$409.0	\$423.0	\$446.5
Expenditures:							
Personal Services	130.7	130.4	133.7	134.8	138.7	142.6	146.8
Operating Expenses	47.5	46.8	46.8	48.0	49.8	53.0	56.5
Capital Equipment	0.1	0.0	0.1	0.1	0.1	0.1	0.1
Operating Impact of CIP	0.0	0.0	0.0	0.3	0.3	0.4	0.4
Capital Projects	0.1	0.1	0.1	0.1	0.1	0.1	0.1
Grants in Aid	3.0	3.0	3.0	3.1	3.2	3.3	3.4
Transfers to Constitutionals	112.5	116.2	116.2	124.2	131.0	138.5	147.8
Transfers	29.8	32.1	31.8	31.0	31.8	32.6	34.6
Reserves and Refunds	<u>85.1</u>	<u>85.7</u>	<u>85.4</u>	<u>86.0</u>	<u>86.3</u>	<u>86.9</u>	<u>87.6</u>
Total Uses of Funds	\$408.8	\$414.3	\$417.0	\$427.5	\$441.2	\$457.5	\$477.2
Surplus/(Deficit) - Cumulative	\$0.0	\$0.0	-\$6.0	-\$23.2	-\$32.2	-\$34.5	-\$30.6
Current Revenues Less Current Expenditures - Noncumulative	-\$9.4	-\$8.7	-\$10.0	-\$25.7	-\$17.5	-\$11.1	-\$5.2

Unincorporated General Fund



Sensitivity Analysis

The Pro Forma models for both funds are designed to allow changes to the primary underlying assumptions. The impact of selectively changing assumptions to determine the impact on the model's results is commonly referred to as "sensitivity analysis". Essentially, it measures the significance of any assumption in projecting the results. A one-percentage point higher or lower growth rate in any one variable will have an impact in dollar terms of similar magnitude, whether positive or negative. Due to the multiplicative, rather than additive, nature of compounding, however, the impacts will not be exactly of the same absolute value. For instance the five year cumulative effect of a one-percentage point higher growth rate in a revenue may reduce the overall deficit by \$10.7 million; whereas, a one-percentage point decline in that revenue's growth rate may increase the overall deficit by \$10.0 million. Similar, but not identical, magnitudes occur. (See table, page 15)

Since about 80% of Countywide General Fund and 70% of Unincorporated Area General Fund direct revenues arise from Ad Valorem property taxation changing the taxable value growth assumption would have the most significant impact. Reflecting REC forecasts, declining home values and tax reform limitations, the Pro Forma assumes an 8.5% decline in property values and revenues for FY 11. Slow growth is expected resume for FY 12. The magnitude of decline for FY 11 is difficult to project.

Property valuation forecasts are uncertain in the current atmosphere. How will foreclosures affect overall home prices and how will that affect the property appraisal? How have nonresidential markets performed? The answers will be known when the Property Appraiser's Office issues its preliminary values in late May. Early indications are often available in April. Until then alternative assumptions may be considered.

Management and Budget examined the 2009 tax roll database of more than 461,000 records to consider alternative taxable value scenarios. The November REC just value forecasts for residential (-8.6%) and nonresidential property (-14.3%) were combined with the 2.7% SOH limitation and applied to the database. Where the resulting January 1, 2010 estimated assessed value for a particular parcel still exceeded the January 1, 2010 estimated just value, January 1, 2010 taxable value was estimated on the assessed value. If the estimated just value fell below the estimated assessed value, assessed value was adjusted to the lower just value. Taxable value was then estimated. This exercise produced an estimated 7.1% decline in Countywide taxable value for FY 11, lower than the REC's 8.5% decline. This smaller decline would result in a \$5 million rise in the FY 11 Countywide surplus and a \$2.4 million decline in the Unincorporated deficit.

Estimated declines in regional home values at year-end 2009 range from 7.5% to 13.7%. Commercial market values are also uncertain. Risks appear greater that taxable values for FY 11 may have fallen more than the REC estimate of 8.5% than less.

Using an alternative forecast based on a 13.2% drop in residential just value (November 2009 S&P/Case-Shiller data for Tampa Metro Area) and the 2.7% Save Our Homes (SOH) Limitation for FY 11, Management and Budget devised a sensitivity scenario with a 9.7% fall in Countywide taxable value.

A 9.7% decline in Countywide taxable value for FY 11 would translate into an additional \$4.0 million revenue loss for the Countywide Fund. A similar assumption for the Unincorporated Area Fund would result in an additional \$2.1 million revenue loss. The FY 11 Countywide surplus would switch to a \$0.3 million deficit while the Unincorporated deficit would rise to \$8.1 million.

Combining a 13.2% drop in residential just value and a 19.3% drop in nonresidential just value resulted in an estimated 11.4% drop in Countywide taxable value. This scenario translates to an additional \$12.3 million revenue loss for the Countywide Fund and \$5.7 million loss for the Unincorporated Fund for FY 11. The FY 11 Countywide surplus would switch to a \$6.7 million deficit while the Unincorporated deficit would rise to \$11.3 million. The 5-year Countywide surplus would fall \$60.9 million. The Unincorporated deficit would increase \$30 million.

The Pro Forma models a small increase in FY 12 ad valorem revenues. There is risk that home values and/or nonresidential values could decline for all of 2010. A one percent decline scenario or a five percent decline scenario would result in FY 12 deficits and would have significant impacts by FY 15 as shown in the following table (page 15).

The 4% Communications Services Tax is an Unincorporated Area General Fund revenue. The Pro Forma models these revenues at -0.2% for FY 11 and at 1.8% to 2.5% during FY 12 to FY 15. The communications industry is undergoing rapid technological change causing some taxable activity to shift to currently non-taxable activity. Future experience will test this assumption. If Communications Services Tax revenues grow 1% faster for all years the FY 11 Unincorporated deficit would fall by \$0.1 million while the accumulated FY 15 deficit would fall by \$2.3 million.

One percent higher growth in License/Permit, Charges, Fines, and Other Revenues would cause the FY 11 Countywide surplus to rise \$0.7 million and the Unincorporated deficit to fall \$0.2 million. The accumulated Countywide FY 15 surplus would rise

\$11.7 million while the Unincorporated deficit would fall \$4.8 million.

Another area of heightened uncertainty due to recession is sales tax revenue. If Half-cent revenues and related State Revenue Sharing grew one-percentage point faster than the standard model in all years the FY 15 Countywide General Fund surplus would rise \$4.7 million. The Unincorporated Area General Fund deficit would fall \$11.9 million for FY 15. The FY 11 impact would be less than \$1 million for each Fund.

On the expenditure side, changes in Personal Service expense and Transfers to Constitutional Officers growth rates would cause the most significant impacts. The Pro Forma includes no pay raises for FY 11 and FY 12. Inflation based rises of 2.6% are modeled thereafter. If Personal Service costs were to rise 1% less in each year the FY 15 Countywide surplus would rise \$17.2 million while the Unincorporated deficit would decline \$21.7 million.

One-percentage point slower growth in Transfers to Constitutional Officers would cause a \$49.0 million increase in the accumulated FY 15 Countywide General Fund surplus and a \$17.1 million reduction in the Unincorporated Area General Fund deficit.

Other expenditure categories are relatively small in comparison to personal services costs and Transfers to Constitutionals. The following sensitivity analysis table shows the relatively minor impact of changing these expenditures' growth assumptions.

SENSITIVITY ANALYSIS

MEASURING THE FISCAL IMPACT OF ALTERNATIVE ASSUMPTIONS

Millions of dollars

	Countywide General Fund		Unincorporated General Fund	
	FY 11	5 Years	FY 11	5 Years
Projected Pro Forma Surpluses/(Deficits)	4.0	71.0	(6.0)	(30.6)

Yearly Growth Rate Alternatives

Positive numbers increase surpluses whereas, negative numbers decrease surpluses
Comparisons are in relation to Pro Forma Surpluses/(Deficits).

Changes in opposite direction will have opposite effect of similar magnitude.

Revenues	Countywide General Fund		Unincorporated General Fund	
	FY 11	5 Years	FY 11	5 Years
1% less - Ad Valorem, each year	(3.7)	(57.4)	(1.8)	(28.6)
1% higher - Ad Valorem, each year	3.6	59.0	1.8	29.3
1% lower - Ad Valorem for FY 11	(3.7)	(20.8)	(1.8)	(10.3)
13.2% decline in Residential Just Values - Greater FY 11 Ad Valorem decline	(4.3)	(24.3)	(2.1)	(12.0)
13.2% decline in Residential Just Values; 19.3% decline in Nonresidential - Greater FY 11 Ad Valorem decline	(10.7)	(60.9)	(5.3)	(30.0)
7.1% Decline in FY 11 Countywide Taxable Value	5.0	28.6	2.4	14.1
1% decline in FY 12 Ad Valorem	0.0	(64.4)	0.0	(36.5)
5% decline in FY 12 Ad Valorem	0.0	(123.5)	0.0	(65.9)
1% higher - Communications Services Tax, each year	0.0	0.0	0.1	2.3
1% higher - Other Revenues (License/Permit, Charges, Fines, Other), each year	0.7	11.7	0.2	4.8
1% higher - Half-cent revenue (Transfers In) and State Revenue Sharing , each year	0.2	4.7	0.6	11.9
Maintain CST transfer in to Unincorporated Fund at FY 11 level	0.0	0.0	0.0	36.9

Expenditures

1% less - Personal Services, each year	1.0	17.2	1.3	21.7
1% less - Operating expense, each year	0.4	6.7	0.4	7.8
1% less - Grants & Aids expense, each year	0.3	3.8	0.0	0.3
1% less - Capital expenses, each year	0.0	0.1	0.0	0.0
1% less - Transfers to Constitutionals, each year	2.9	49.0	0.9	17.1
1% less - Transfers out (not Constitutionals), each year	0.0	2.4	0.0	1.4

Conclusion

The Pro Forma is constructed in accordance with data confirming large declines in home prices and a national recession. These factors will likely cause a decline in FY 11 property values and limit growth in other revenues as well. Tax reform is a continuing limiting factor. FY 11 Countywide property tax revenue is forecast to drop 8.5% or \$35.7 million from FY 10. Unincorporated revenue is forecast to drop 9.63% or \$18.8 million. FY 11 expenditures largely reflect Planned FY 11 expenditures as approved in September 2009. The estimated Countywide General Fund FY 11 surplus is \$4.0 million. The estimated Unincorporated Area General Fund FY 11 deficit is a \$6.0 million. The Countywide General Fund FY 15 cumulative surplus of \$71.0 million is 2.2% of FY 11 to FY 15 expenditures. The Unincorporated Area General Fund FY 15 deficit of \$30.6 million is 1.4% of FY 11 to FY 15 expenditures. Preliminary spending cap data suggest the projected Countywide General Fund would fall below the reduced spending cap while the projected Unincorporated General Fund may be above the reduced cap. Data revisions in late March will result in recalculated caps for FY 11.

Both General Funds are very sensitive to the growth of taxable values. Much uncertainty exists in the near term economic path.

Sensitivity analysis considered alternative possibilities that housing markets and the economy may perform worse than expected.

Any change in economic performance, state policy, board policy, or other unforeseen events could also result in dramatic changes in the funds' forecasted balances.

A greater than expected fall in FY 11 property values would adversely affect both General Funds. Continued high levels of foreclosures could also extend price declines into later 2010, possibly causing low or negative growth for FY 12.

Uncertainty also prevails in the Florida Legislature which may enact additional tax reform measures or shift costs to local governments.

The factors discussed above and in the Sensitivity Analysis indicate the ongoing and significant impact from the decline in home values, recession and the limitations of property tax reform. In that light, future expenditure commitments should be made with caution.

Appendix:
Model Assumptions
Ad Valorem Graphs
Pro Forma Detail
Operating Impact of CIP, Summary Data

Assumptions

The Economy

The primary forecast and accompanying sensitivity analysis reflect the 2008-2009 recession and weak 2010 recovery in local, state and national economies.

Current local economic performance reflects modest improvement in the U.S. economy. Recent economic data suggest the national recession ended in the last half of 2009, but recovery remains weak. Manufacturing, housing and financial markets have shown signs of improvement. This has boosted business, and, at least tentatively, national and Florida consumer confidence. Retail sales have also improved, albeit from the low levels of late 2008 and early 2009.

Those improvements from very low levels are not the same as full recovery. Credit still remains relatively scarce. Housing prices, while showing some signs of stabilizing this summer and fall, are still well below year ago levels. 8.4 million US jobs have been lost since December 2007. Jobs losses moderated in late 2009 but hiring remains weak, consequently, consumers remain guarded and home foreclosures continue. Consumer confidence, while improved from the record low levels of late 2008 and early 2009, also remains weak. Stressed consumers and poor job growth will likely translate to uneven, gradual recovery during 2010. For many this situation may not feel much different from recession.

At the depths of the recession Gross Domestic Product (GDP) fell at a 6.4% annual rate during the first quarter 2009. This was the largest decline since 1982. Strong government spending from the fiscal stimulus coupled with smaller declines in residential and nonresidential investment contributed to a slower GDP decline of 0.7% for the second quarter. The Federal Reserve has also continued its aggressive actions to ease the flow of credit. These policy actions combined with a "cash for clunkers" increase in automobile sales and an ending of an inventory correction boosted economic growth in the third quarter 2009 to 2.2%. A further improvement in private inventory investment, along with slowly improving consumer demand led to a 5.7% increase in real GDP for the fourth quarter 2009, the strongest quarter in six years.

Locally, the Hillsborough County unemployment rate has risen to 12.1% for December, up from 7.9% a year ago and 4.6% two years ago. Metro Tampa Bay lost 51,000 jobs in the last 12 months to December, a 4.2% drop. Florida experienced a 3.1% decline and the US a 3.0% decline. Florida and Hillsborough County population actually fell in 2009. Many of these job losses are related to construction and manufacturing. Metro Tampa lost 9,400 construction jobs in 2009. The retail industry lost 6,100 jobs as consumers

reduced spending. Publishing, banks, employment services, and government also shed jobs. Education and health services gained jobs in 2009. Job losses, though moderating, are expected to continue into 2010 even as the level of economic activity is likely to improve in early 2010. Employment is a lagging indicator. The University of Central Florida forecasts modest job gains for Tampa Bay in mid 2010.

Greater Tampa Association of Realtors (GTAR) data show that December existing home sales in Hillsborough rose 21.6% over December 2008. Total 2009 sales rose 19.4% over 2008. Year ago sales have now improved for the last 16 months. GTAR's average home price peaked in July 2006 and fell 46.6% through January 2009. While prices have improved modestly since then, December 2009 prices are still down 13.7% from December 2008 and 45.3% below the July 2006 peak. The improvement in sales and prices are tentative and likely reflect high foreclosure and short sales activity. The Clerk of the Circuit Court reported 21,884 foreclosure cases filed in Hillsborough County during 2009. 9,644 cases were filed in 2007 and 20,683 in 2008. Foreclosures place on-going downward pressure on prices, which, even with improved sales numbers, can be expected to continue to trail year-ago levels. The extension of the federal first-time homebuyer tax credit through April will likely boost sales and, therefore, provide some support to prices. That support may not be enough to counter foreclosures' continuing negative effects on prices in early 2010.

Other home price sources also reveal continued annual price declines. The closely watched national 20-city S&P/Case-Shiller home price index fell 5.3% during November 2008 – November 2009. The Metro Tampa index fell 13.2%. Federal Housing Finance Agency third quarter 2009 data show a 12-month drop of 3.74% for the nation and an 11.8% drop for Metro Tampa. Data from the National Association of Realtors for the fourth quarter of 2009 show that the median sales price of existing single family homes in the US fell 4.1% compared to the fourth quarter of 2008. The Tampa Metro Area posted a 7.5% drop. (Month-to-month or quarter-to-quarter price declines moderated in late 2009. NAR reported a 2.0% increase for Metro Tampa in the fourth quarter.) On the positive side lower prices and low mortgage rates have greatly improved home affordability. Poor job markets and reluctant lenders, however, still hold back mortgage availability.

Hillsborough City-County Planning Commission data for the third quarter of 2009 show a 27.5% decline in Hillsborough County single family (attached and detached) housing permits issued compared to a year ago. This is an improvement on 40%-50% declines during 2007-2008. This is a leading

indicator of fewer future home starts. Fewer home starts will help to clear the backlog of unsold homes.

Local commercial real estate markets also deteriorated during 2009. Hillsborough County's office market vacancy rate rose to 20.2% at the end of 2009 compared to 17.8% at the end of 2008 and 13.8% at the end of 2007. Industrial and retail vacancy rates also rose. High unemployment has caused demand for space to fall. High vacancy rates tend to push rental rates and, ultimately, property values down.

While poor housing and nonresidential markets in 2009 affect the County's property tax base, the negative revenue impact will occur for FY 11 due to the lags built in to property taxation.

Additional fallout from the loss of housing wealth, job losses and poor consumer confidence is being felt in sales tax revenues. Hillsborough County's November 2009 taxable sales fell 6.4% compared to November 2008 according to Department of Revenue data. Year ago declines peaked in December 2008 at 15.5%. On a 12-month moving average basis, Hillsborough County taxable sales in November 2009 were down 11.1% compared to November 2008. Florida taxable sales are down 10.2%. Spending will continue to struggle amid current job losses but will get some positive support from the federal economic stimulus. While improving conditions in mid 2010 will also firm sales, state estimates indicate a 2.0% annual decline for FY 10 compared to FY 09.

Slow improvements in some indicators during late 2009 have led forecasters to expect continued growth in 2010. Weak job markets, struggling commercial markets and foreclosures in the housing market continue to be the largest downside risks to these forecasts. Economy.com is currently forecasting 2.6% growth for the first quarter of 2010 as the inventory boost fades. Economy.com forecasts an annual 2.8% increase in GDP for 2010, following 2009's 2.4% decrease. Job growth is expected to resume by mid 2010, while home prices are expected to stabilize in mid to late 2010. Hillsborough County is also expected to resume stronger growth as an attractive and growing population and employment center.

Taxable Property Values

Reflecting economic recession and large home price declines in Hillsborough County and Metro Tampa, the standard Pro Forma scenario assumes taxable property values declined during 2009 (January 1, 2010 values for FY 11). This is in contrast to rapid recent growth that reflected booming housing markets. During 1998-2008 Countywide taxable values increased by an average annual rate of 10.1%. Unincorporated Area taxable values increased 10.6% annually.

Property valuation projections have been combined with the requirements of tax reform in order to forecast ad valorem revenues through FY 15. Prior to FY 08 future Pro Forma millage rates were not changed in the model without current policy direction to do so. The legislative rollback provisions now require the County to limit millage to the Maximum Millage Rate (which can be adopted by simple majority). This rate is the rolled-back rate adjusted by the previous year's rate of increase in Florida Per Capita Income (FPCPI). A rollback reduces millage rates to a level that only collects the previous year's property taxes on currently existing property (i.e. no additional revenue is collected due to assessment increases). The rollback rate may be adjusted upward by FPCPI and is then applied to previously existing property and to new construction. Property tax revenue growth is limited to income growth and new construction (as a proxy for population growth). The Maximum Millage Rate is calculated using previous years' Maximum Millage Rates (i.e. that rate allowed by majority vote of the governing board).

The November State Revenue Estimating Conference (REC) forecasted Countywide taxable value will decline 8.5% for FY 11, followed by low growth of 3.35% for FY 12 accelerating to 8.35% by FY 15. The Management and Budget Department recognizes that the decline for FY 11 may prove worse given the declines in market values. This possibility is considered in the Sensitivity Analysis (see page 13).

Transfers to the General Funds

Transfers of revenues from other funds primarily reflect Half-cent Sales Tax revenue and State Revenue Sharing. These revenues are transferred to the General Funds after meeting debt service requirements for bond issues against which they are pledged and any other budgeted transfers. Financial turmoil and recession have taken a toll on consumer spending. The current Management and Budget FY 10 forecast, based on statewide REC projections, estimates a 1.6% decline in Half-cent Sales Tax revenue compared to FY 09. FY 11 should benefit from a slowly recovering economy. Half-cent Sales tax revenue is forecast to rise 6.2% for FY 11, followed by a more robust recovery with 7.9% growth for FY 12. The Pro Forma incorporates about average growth of 5.75% in Half-cent Sales Tax revenues for FY 14 and FY 15.

A number of one-time transfers into the General Funds occurred or will occur in FY 10 or FY 11. Many of these facilitated debt defeasance. These do not continue after FY 10 or FY 11.

Communications Services Tax

The Local Communications Services Tax increased, effective January 1, 2004, to 4.0% raising about \$25 million in revenue annually. This is an Unincorporated Area General Fund revenue. One and one-half points of the

4% tax or 37.5% of the tax's revenues has been earmarked for future Fire Rescue purposes. This earmarked revenue is transferred from the Unincorporated Area General Fund to the Unincorporated Area Construction Fund. For FY 08 and FY 09 only one-half point was set aside in order to offset some of the initial impact of tax reform. This Pro Forma transfers the full 37.5% during the forecast period, FY 11 – FY 15. Rapid technological change in the communications industries further complicates forecasting of this revenue. The industry is subject to much price competition, consolidation and technological convergence which may materially restrain growth in this revenue. After a flat performance for FY 11, revenues are modeled at 2% to 2.5% growth annually during FY 12 through FY 15. This reflects REC forecasts.

About \$10 million of CST revenue is planned to be transferred back into the Unincorporated Fund for Fire Rescue operating purposes for FY 11. That transferred is modeled to fall after FY 11 to only \$1 million annually and could fall to zero.

Other Revenues

The Federal Reserve has taken aggressive action to counter financial turmoil and recession. The Fed's key Federal Funds Rate target has been reduced to 0.0% to 0.25%. Rates are assumed to remain low through FY 10 before rising slowly in early FY 11. This will likely translate to rising interest earnings in 2011.

The return of unused or residual revenues to the General Funds by Constitutional Officers is modeled to more closely reflect higher rates of recent years for FY 11 and FY 12. Residual rates are modeled to gradually decline thereafter.

Fund Balance

Fund balance calculations reflect anticipated actual revenue and expenditure rates. These are based on recent historical patterns and are imbedded within the model. In essence, they adjust for the fact that expenditures typically fall short of the budgetary "ceiling" and some revenues exceed conservative budget estimates.

Expenditures

Many County revenues and expenditures have some relationship to inflation and population growth. Indeed, some revenues and expenditures may be forecast by applying the inflation and/or population growth rates. In general, inflation is assumed to remain relatively low and is modeled at the 1990-2009 average annual rate of 2.6%.

Recent expenditure growth has been constrained by the loss of revenue due to Property Tax Reform and recession. Expenditure growth is assumed to be constrained for FY 11 and FY 12. Expenditure growth rates are likely to rise in later years more closely reflecting historical patterns. Population growth slowed in 2007 and 2008 and turned negative for 2009, but the University of Florida projects faster growth for 2010-2015.

Staffing costs are primarily reflected in this model in three areas: Personal Services, transfers to Constitutional Officers and the staffing associated with the operation and/or maintenance of funded capital improvement projects which is reflected in a separate line, Operating Impact of CIP.

The increase in transfer of funds to Constitutional Officers reflected in this model assumes the constrained increases of FY 08 through FY 10 will continue for FY 11. Constitutional transfers for FY 12 through FY 15 are modeled to rise at rates more closely reflecting historical patterns. A direct adjustment to transfers to Constitutional Officers in the Unincorporated Area General Fund has been made to include new deputies and equipment needed to meet the Board's FY 99 commitment to maintain a ratio of 1.7 deputies per 1,000 unincorporated population. The Sheriff has indicated that his office will not seek to increase deputies on the basis of that ratio for FY 10 and FY 11. The Pro Forma does include additional deputies for FY 12 to FY 15.

The operating impact of the CIP has been limited by cancellation or deferral of some capital projects. The Pro Forma does include the FY 12 to FY 15 impact of remaining projects. The opening of Jail Phases VI and VII(A) are now delayed to FY 16 and, therefore, not included in this Pro Forma. The estimated operating cost for the expansions is \$20.6 million annually.

In May 2001 the Board adopted a further staffing ratio for code enforcement officers. This standard calls for 1 code enforcement officer per 18,000 unincorporated population. Current University of Florida population projections indicate that Hillsborough's unincorporated area will gain about 17,000 persons annually. The Unincorporated Area General Fund Pro Forma adds one code additional enforcement officer in FY 13 and FY 15.

Personal Services expenditure is modeled in accordance with Civil Service rules and Board approved policy. Pro Forms previous to FY 06 modeled these increases at 7.0%. The FY 07 Pro Forma modeled 5% increases and the FY 08 Pro Forma modeled 3.5%. Following Adopted FY 10 practice, pay increases for FY 11 and FY 12 are modeled at 0%. Pay increases for FY 13 to FY 15 are modeled at 2.6%, the long run average annual rate of inflation. Cost savings from turnover and vacancy are captured by applying actual historical spending rates which are consistently below budgeted amounts. Furlough days are not modeled after those planned for FY 11.

FY 11 projected personnel costs are higher than planned costs primarily due to large increases in state retirement contribution rates. Other future changes in Florida Retirement System (FRS) contributions or benefit structure, state budgetary priorities or employee health insurance adjustments could adversely affect future Pro Forma models. Health care costs are modeled to rise 6.6% annually after FY 12. This reflects recent Bureau of Labor Statistics Cost of Compensation data for health care costs paid by state and local governments. FRS costs are modeled to rise in conjunction with overall pay increases during FY 12 – FY 15. Future legislative changes to FRS contributions would alter this assumption.

As the Pro Forma reflects staffing increases relating only to the operation and/or maintenance of funded capital improvement projects and those relating to adopted Board policy (such as the commitment to maintain a ratio of 1.7 deputies per 1,000 population), service levels may be expected to gradually decline as population rises.

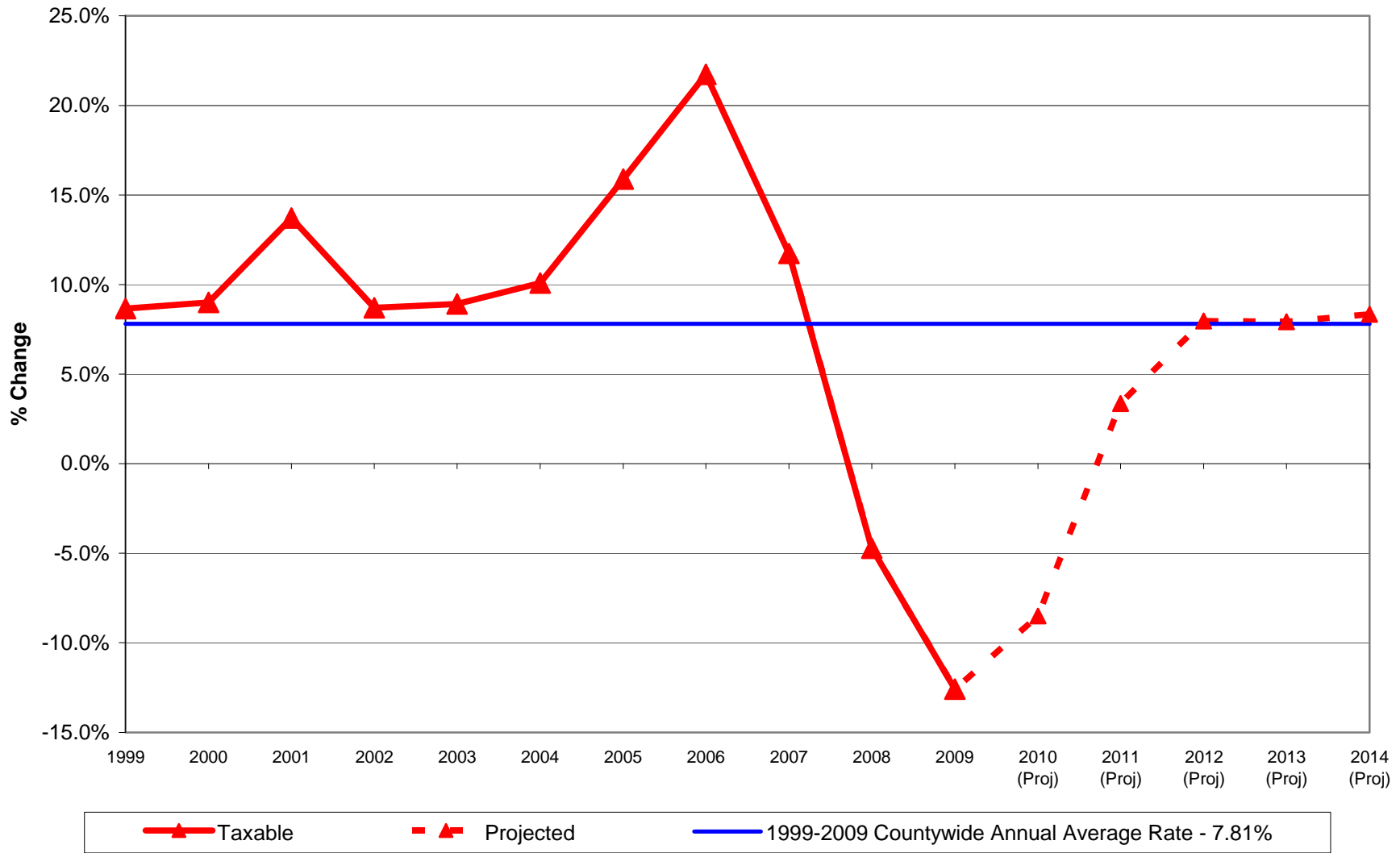
Transfers from both General Funds to other funds include ongoing commitments to transportation projects. The Unincorporated General Fund's operating and maintenance subsidy transfer to the Transportation Trust Fund also continues and grows proportionately with other operating and personal services expenditures. (This transfer was \$13.5 million for FY 09 and dropped

to \$4.8 million for FY 10. The Planned FY 11 Budget anticipates a \$12.2 million transfer.)

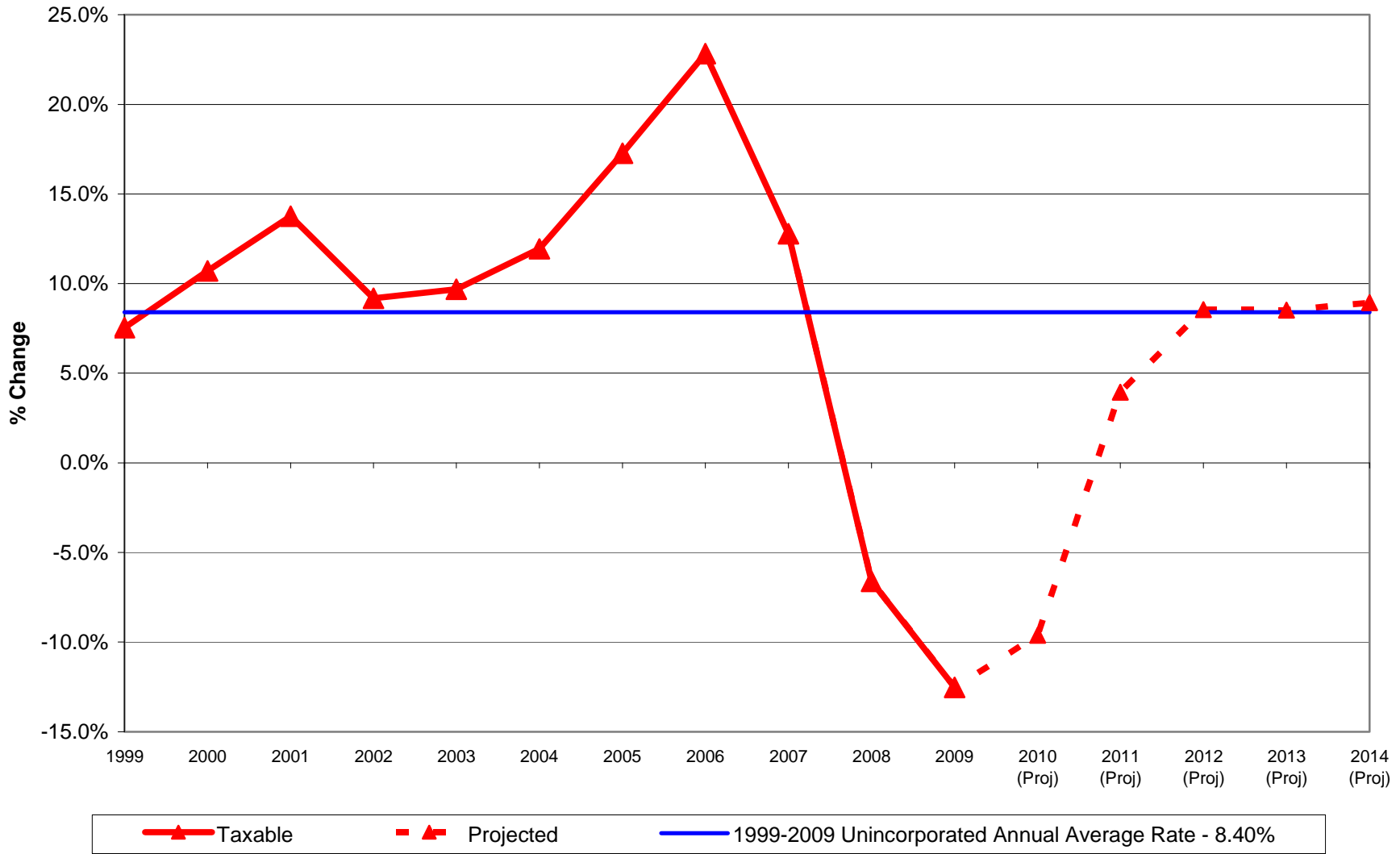
Ad valorem revenue transfers from the Countywide General Fund to the Countywide Construction Fund fell from \$33.8 million in FY 09 to \$21,807 in FY 10 and to zero thereafter. Transfers from the Unincorporated Area General Fund are reduced from \$12 million in FY 09 to zero for FY 10 to FY 15. The FY 10 reductions primarily reflect the ending of one-time FY 09 transfers for Economic Development Initiatives, the BOCC Financial System Replacement, and the Affordable Housing Task Force Program. Communications Services Tax revenues are transferred from the Unincorporated Area General Fund to the Construction Fund for Fire Rescue purposes as outlined above. One percent of tax revenues from the General Funds are transferred to the Major Maintenance and Repair Funds. (See page 8 regarding FY 10 partial prepayment to each Special Purpose Fund.) Other transfers from the General Funds are modeled to grow at rates commensurate with personal services and operating expenses expenditures.

Reserves are modeled per Board policies.

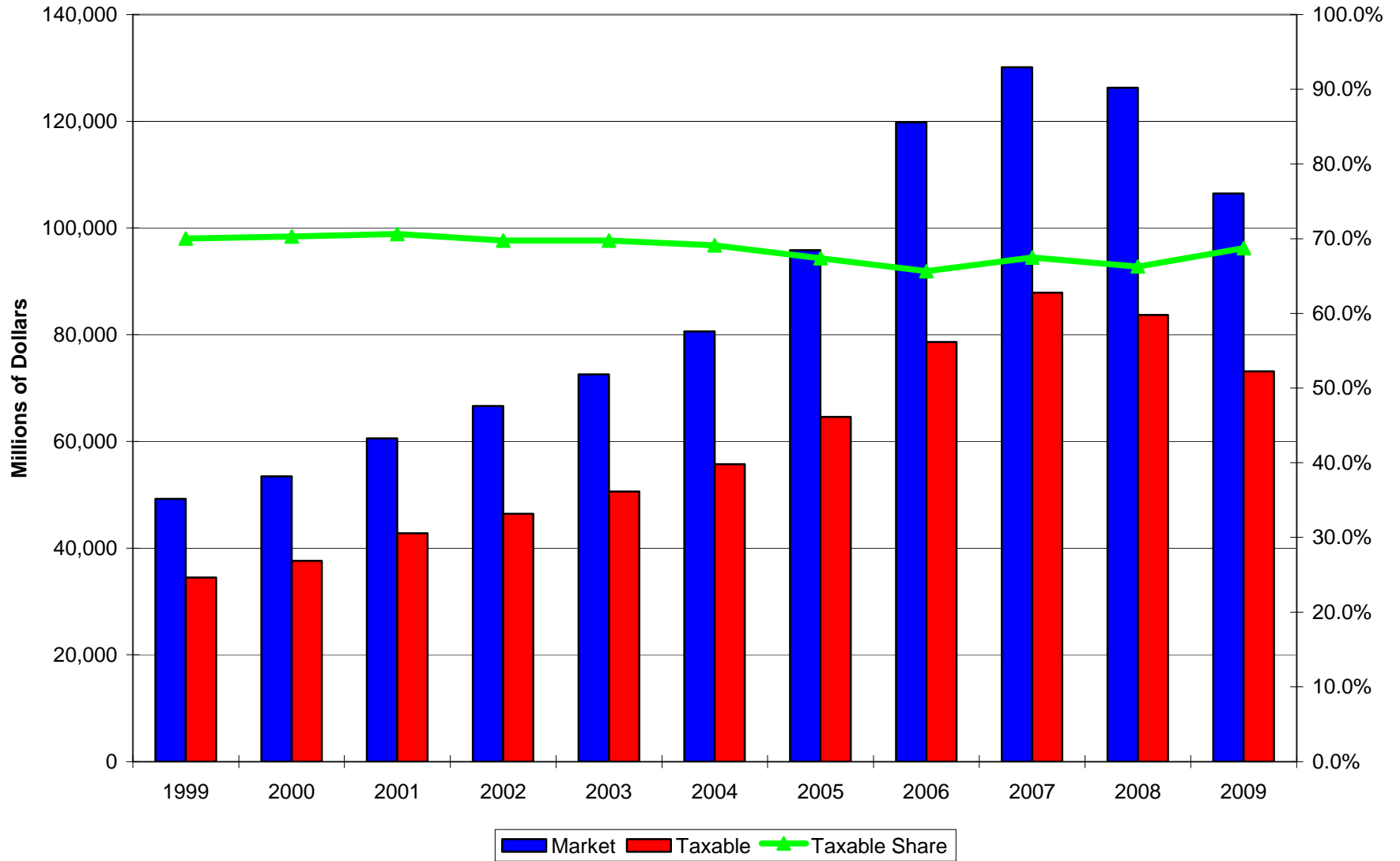
Countywide Taxable Property Values Growth



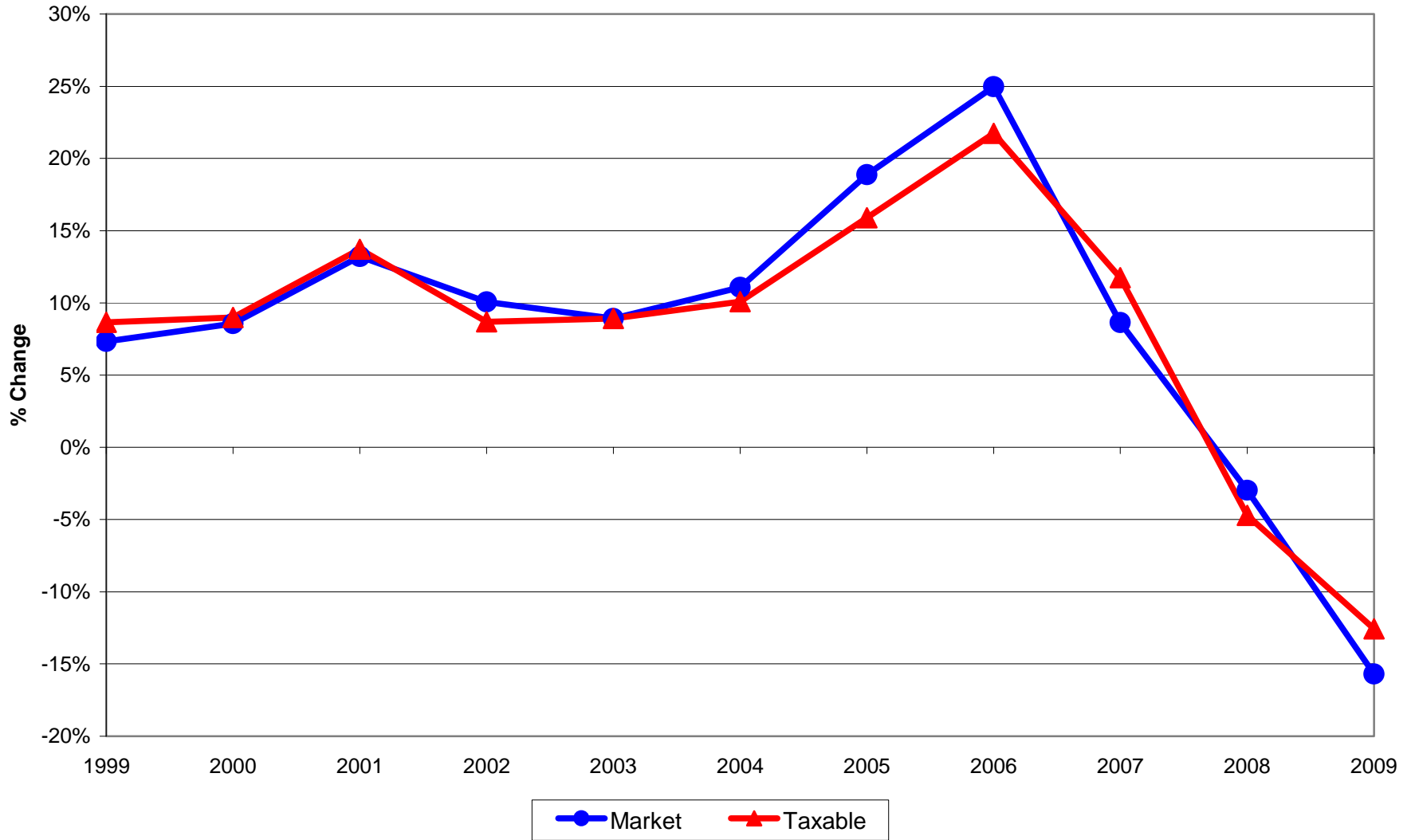
Unincorporated Taxable Property Values Growth



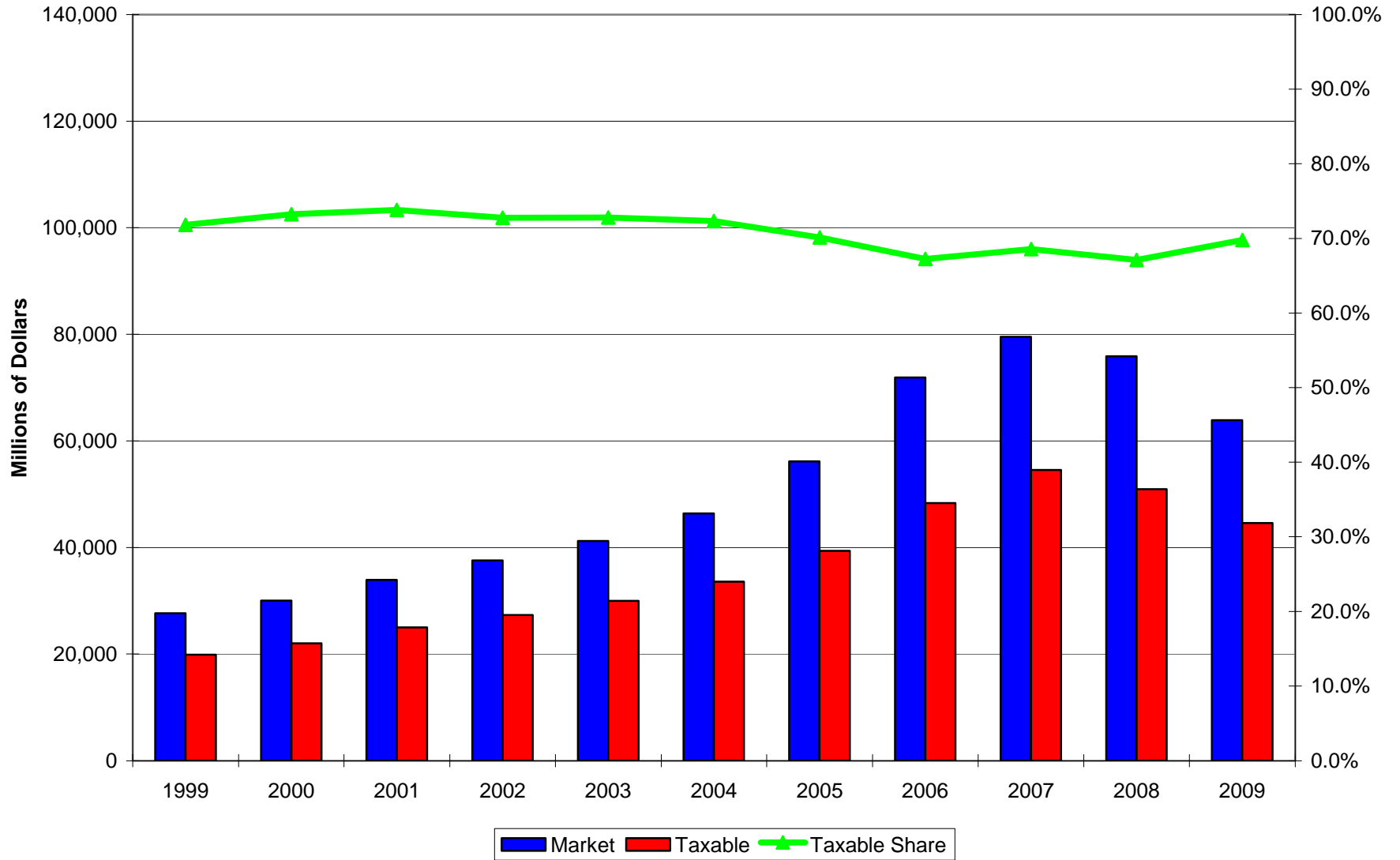
Countywide Property Values



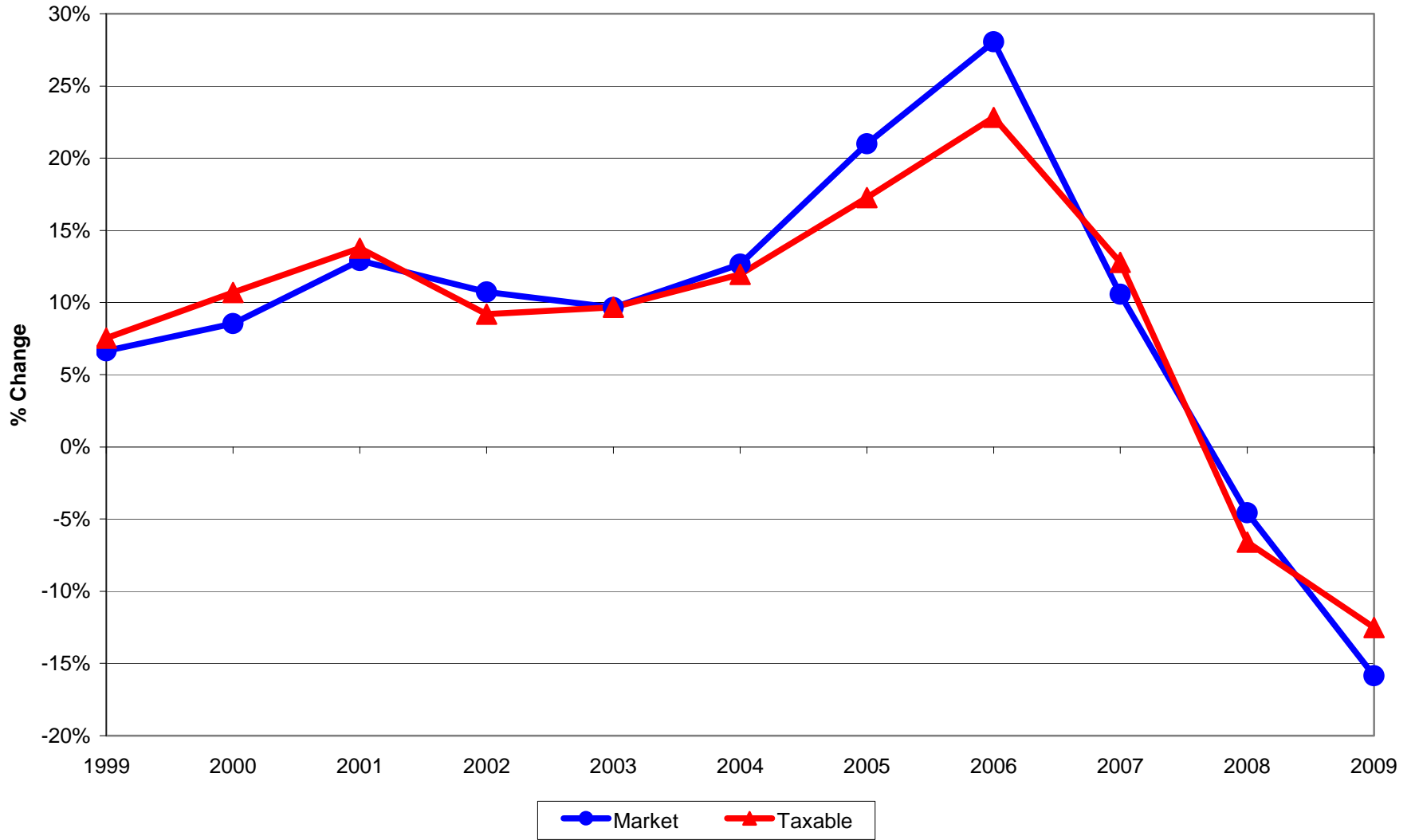
Countywide Property Values Growth



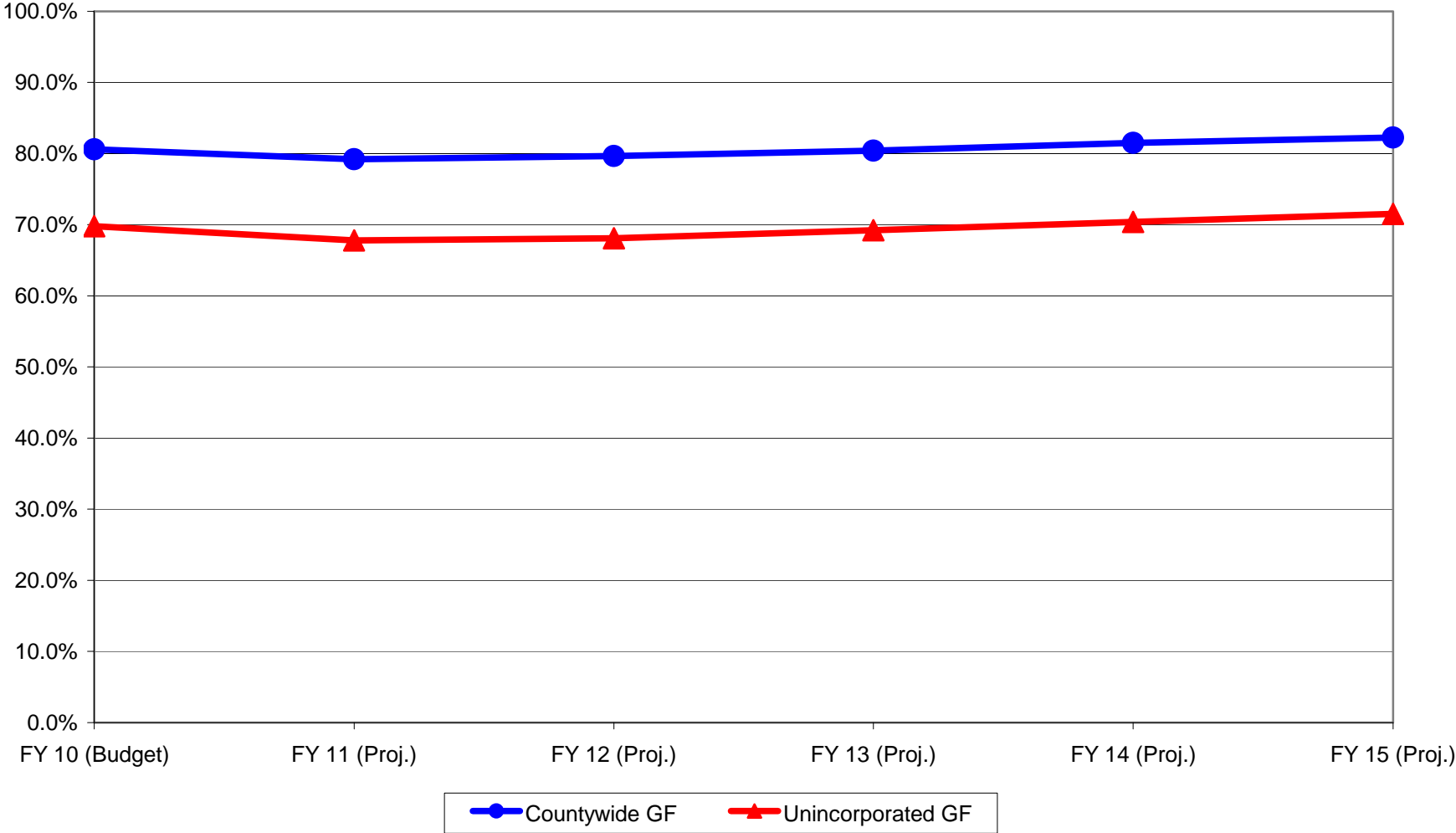
Unincorporated Property Values



Unincorporated Property Values Growth



Ad Valorem Revenue's Share of All Fund Revenues (excluding Transfers In)



COUNTYWIDE GENERAL FUND PROFORMA FY 10 - FY 15

	Adopted Budget FY 10	Projected Yearend FY 10	Planned Budget FY 11	Projected Budget FY 11	Projected Yearend FY 11	Projected Budget FY 12	Projected Yearend FY 12	Projected Budget FY 13	Projected Yearend FY 13	Projected Budget FY 14	Projected Yearend FY 14	Projected Budget FY 15
Ad Valorem Tax	\$420,116,917	\$401,715,796	\$384,456,553	\$384,377,571	\$369,463,721	\$397,265,751	\$381,851,840	\$428,900,023	\$412,258,702	\$462,911,794	\$444,950,817	\$501,541,784
Delinquent Ad Valorem	\$1,200,000	\$1,200,000	\$1,200,000	\$1,200,000	\$1,200,000	\$1,200,000	\$1,200,000	\$1,200,000	\$1,200,000	\$1,200,000	\$1,200,000	\$1,200,000
Federal & State Grants	4,956,593	5,116,691	5,271,605	5,281,250	5,451,834	5,698,997	5,883,074	6,106,475	6,457,597	6,303,714	6,666,178	6,828,909
Parimutuel Tax	446,500	\$446,500	\$446,500	446,500	446,500	446,500	446,500	446,500	446,500	446,500	446,500	446,500
Local Business Tax	1,536,273	1,690,208	\$1,596,273	1,566,998	1,724,012	1,598,338	1,758,492	1,630,305	1,793,662	1,662,911	1,829,535	1,696,170
License/Permit Revenue	640,248	704,401	\$631,633	653,053	718,489	666,114	732,859	679,436	747,516	693,025	762,466	706,886
Charges for Services	59,805,253	62,418,743	\$61,213,747	61,360,190	64,041,630	62,955,555	65,706,712	64,592,399	67,415,087	66,271,801	69,167,879	67,994,868
Fines and Forfeits	75,508	75,508	\$58,012	58,012	58,012	59,520	59,520	61,068	61,068	62,656	62,656	64,285
Other Revenues	10,791,395	10,791,395	\$9,770,171	9,770,171	9,770,171	9,867,873	9,867,873	9,966,551	9,966,551	10,066,217	10,066,217	10,166,879
Less: 5% of Budget	-24,749,462	0	-22,935,372	-23,235,687	0	-23,987,932	0	-25,679,138	0	-27,488,625	0	-29,532,314
Transfers	18,017,563	18,179,721	\$33,702,941	33,702,941	39,230,223	29,494,724	34,331,859	31,245,354	39,962,284	32,752,630	38,124,061	34,346,504
Other Non-Revenue	23,220,000	28,871,106	\$22,070,000	22,070,589	29,549,763	20,367,613	30,644,586	21,328,424	32,090,198	19,656,927	32,814,946	20,571,828
Beginning Fund Balance	<u>107,996.132</u>	<u>111,054,196</u>	<u>110,085,709</u>	<u>118,055,723</u>	<u>115,055,723</u>	<u>122,323,521</u>	<u>119,323,521</u>	<u>122,337,253</u>	<u>119,337,253</u>	<u>138,117,949</u>	<u>135,117,949</u>	<u>160,773,026</u>
Total Sources of Funds	\$624,052,920	\$642,264,264	\$607,567,772	\$615,307,310	\$636,710,078	\$627,956,573	\$651,806,836	\$662,814,650	\$691,582,534	\$712,811,383	\$741,209,204	\$776,805,323
Personal Services	97,965,497	93,703,998	94,357,587	96,838,138	93,109,870	98,397,805	94,609,490	101,203,166	97,306,844	104,088,509	100,081,102	107,056,115
Operating Expenses	45,260,201	38,475,697	40,325,612	40,325,612	34,280,803	41,374,078	35,172,104	42,863,545	36,438,299	45,692,539	38,843,227	48,708,246
Capital Equipment	722,054	162,029	716,638	716,638	160,814	735,271	164,995	764,093	171,463	794,046	178,184	825,172
Operating Impact of CIP	0	0	0	0	0	1,037,936	997,976	2,600,599	2,500,476	3,200,337	3,077,124	3,291,580
Capital Projects	431,739	431,739	195,413	195,413	195,413	195,413	195,413	195,413	195,413	195,413	195,413	195,413
Grants & Aids	28,422,386	25,841,633	24,231,908	24,231,908	22,031,651	24,861,938	22,604,474	25,508,348	23,192,190	26,171,565	23,795,187	26,852,026
Transfers to Constitutionals	316,642,055	320,790,066	324,076,538	324,085,187	328,330,703	336,092,584	340,495,397	351,947,250	356,557,759	370,178,615	375,027,955	387,407,989
Transfers	41,763,923	46,800,652	32,574,495	32,986,720	38,284,388	32,097,753	37,252,652	33,711,774	39,125,885	35,544,284	41,252,696	39,047,432
Reserves and Refunds	<u>92,845,065</u>	<u>1,002,727</u>	<u>91,089,581</u>	<u>91,936,736</u>	<u>992,917</u>	<u>90,470,702</u>	<u>977,084</u>	<u>90,394,024</u>	<u>976,255</u>	<u>91,230,546</u>	<u>985,290</u>	<u>92,390,623</u>
Total Uses of Funds	\$624,052,920	\$527,208,541	\$607,567,772	\$611,316,353	\$517,386,557	\$625,263,480	\$532,469,583	\$649,188,212	\$556,464,585	\$677,095,854	\$583,436,177	\$705,774,596
Surplus/(Shortfall) of Sources Less Uses:												
Excluding Fund Balance	0	115,055,723	0	3,990,957	4,267,798	-1,297,864	115,069,455	14,924,301	20,048,495	20,791,228	137,724,532	50,239,500
Including Fund Balance	0	115,055,723	0	3,990,958	119,323,521	2,693,094	119,337,253	13,626,438	135,117,949	35,715,529	157,773,026	71,030,728
Sources (excluding Fund Bal.)	516,056,788	531,210,068	497,482,063	497,251,587	521,654,355	505,633,052	532,483,314	540,477,398	572,245,281	574,693,434	606,091,254	616,032,297
Uses (excluding Reserves)	531,207,855	526,205,814	516,478,191	519,379,616	516,393,640	534,792,778	531,492,499	558,794,188	555,488,329	585,865,308	582,450,887	613,383,973
Current Surplus/(Shortfall)	-15,151,067	5,004,254	-18,996,128	-22,128,029	5,260,715	-29,159,726	990,815	-18,316,791	16,756,952	-11,171,874	23,640,367	2,648,325

Hillsborough County, Florida
Management and Budget Department

COUNTYWIDE GENERAL FUND ASSUMPTIONS

Revenue Growth Rate Assumptions, by Year:

RATE, BY YEAR:	Ad Valorem Tax Base (Budget)	State & Federal Grants (Budget)	License Revenue (Budget)	Charges for Services (Budget)	Fines and Forfeitures (Budget)	Transfers (Budget)	Other Revenue (Annual Rate)
FY 11	-8.51%	6.55%	2.00%	2.60%	-23.17%	87.06%	-9.46%
FY 12	3.35%	7.91%	2.00%	2.60%	2.60%	-12.49%	1.00%
FY 13	7.96%	7.15%	2.00%	2.60%	2.60%	5.94%	1.00%
FY 14	7.93%	5.75%	2.00%	2.60%	2.60%	4.82%	1.00%
FY 15	8.35%	5.75%	2.00%	2.60%	2.60%	4.87%	1.00%
Actuals = %:	96.12%	103.23%	110.02%	104.37%	100.00%	116.40%	100.00%

Expenditure Growth Rate Assumptions, by Year:

RATE, BY YEAR:	Personal Services (Budget)	Operating Expenses (Budget)	Capital Equipment (Budget)	Capital Projects (Budget)	Grants & Aid (Budget)	Transfers to Constitutionals (Budget)	Transfers (80% P.S.. 20% O.E.) (Budget)	Reserves (Budget)	Operating Impact of CIP (Budget)
FY 11	-1.15%	-10.90%	-0.75%	-54.74%	-14.74%	2.35%	-3.10%	0.00%	See personal services assumptions
FY 12	0.53%	2.60%	2.60%	0.00%	2.60%	3.71%	0.94%	0.00%	
FY 13	2.85%	3.60%	3.92%	0.00%	2.60%	4.72%	3.00%	0.00%	
FY 14	2.85%	6.60%	3.92%	0.00%	2.60%	5.18%	3.60%	0.00%	
FY 15	2.85%	6.60%	3.92%	0.00%	2.60%	4.65%	3.60%	0.00%	
Actuals = %:	96.15%	85.01%	22.44%	100.00%	90.92%	101.31%	116.06%	1.08%	96.15%

UNINCORPORATED GENERAL FUND PROFORMA FY 10 - FY 15

	Adopted Budget FY 10	Projected Yearend FY 10	Planned Budget FY 11	Projected Budget FY 11	Projected Yearend FY 11	Projected Budget FY 12	Projected Yearend FY 12	Projected Budget FY 13	Projected Yearend FY 13	Projected Budget FY 14	Projected Yearend FY 14	Projected Budget FY 15
Ad Valorem Tax	\$194,942,183	\$186,598,658	\$177,000,115	\$176,165,352	\$169,506,302	\$183,111,552	\$176,189,935	\$198,773,083	\$191,259,460	\$215,708,549	\$207,554,766	\$234,982,108
Delinquent Ad Valorem	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
Federal & State Grants	12,479,185	12,603,977	13,439,600	13,296,572	13,429,537	14,348,330	14,491,814	15,374,236	15,527,978	16,258,255	16,420,837	17,193,104
Licenses and Permits	46,480	47,949	46,480	47,688	49,195	48,928	50,475	50,201	51,787	51,506	53,133	52,845
Communications Services Tax	\$27,394,992	25,255,979	\$27,849,749	25,206,386	26,466,705	25,659,231	26,942,193	26,183,578	27,492,757	26,775,429	28,114,200	27,443,372
Charges for Services	21,448,879	22,126,664	21,667,258	22,006,550	22,701,957	22,578,720	23,292,208	23,165,767	23,897,805	23,768,077	24,519,148	24,386,047
Fines and Forfeits	1,582,392	2,373,588	1,588,458	1,623,534	2,435,301	1,665,746	2,498,619	1,709,055	2,563,583	1,753,491	2,630,236	1,799,082
Other Revenues	5,549,988	6,699,946	4,635,935	5,694,288	6,874,144	5,842,339	7,052,872	5,994,240	7,236,247	6,150,090	7,424,389	6,309,993
Less: 5% of Budget	-13,168,448	0	-12,266,801	-12,212,018	0	-12,672,742	0	-13,572,508	0	-14,533,270	0	-15,618,328
Transfers	47,850,062	48,342,918	69,750,650	73,728,667	76,699,933	59,285,443	61,674,646	63,506,270	66,065,572	67,237,708	69,947,387	71,131,578
Other Non-Revenue	16,010,000	14,985,221	15,910,000	15,906,556	15,476,210	15,763,288	15,272,771	15,967,141	15,433,852	16,192,647	15,611,723	16,531,917
Beginning Fund Balance	94,474,379	90,036,851	94,474,379	89,333,281	87,333,281	88,503,673	86,503,673	87,660,980	69,660,980	63,452,865	61,452,865	62,116,069
Total Sources of Funds	\$408,810,092	\$409,271,749	\$414,295,823	\$410,996,856	\$421,172,565	\$404,334,508	\$414,169,205	\$409,012,042	\$419,390,022	\$423,015,347	\$433,928,686	\$446,527,787
Personal Services	130,747,439	128,164,959	130,364,015	133,736,423	131,075,068	134,785,001	132,102,779	138,686,653	135,926,788	142,622,722	139,784,530	146,751,210
Operating Expenses	47,519,427	45,414,316	46,807,238	46,807,238	44,733,677	48,024,226	45,896,753	49,753,098	47,549,036	53,036,803	50,687,272	56,537,232
Capital Equipment	64,121	64,121	45,456	64,955	12,991	66,643	13,329	69,256	13,851	71,971	14,394	74,792
Operating Impact of CIP	0	0	0	0	0	270,113	264,738	348,475	341,540	404,031	395,991	444,570
Capital Projects	62,400	62,400	62,400	62,400	62,400	62,400	62,400	62,400	62,400	62,400	62,400	62,400
Grants in Aid	2,988,484	2,054,284	2,988,055	3,027,334	2,080,990	3,106,045	2,135,095	3,186,802	2,190,608	3,269,659	2,247,564	3,354,670
Transfers to Constitutionals	112,514,327	115,270,928	116,226,006	116,200,849	119,047,770	124,229,473	127,273,095	130,997,961	134,207,411	138,530,748	141,924,751	147,753,534
Transfers	29,820,490	30,413,918	32,077,694	31,764,058	37,160,772	30,995,247	36,261,339	31,750,366	37,144,753	32,645,280	38,191,713	34,584,907
Reserves and Refunds	85,093,404	493,542	85,724,959	85,383,574	495,225	85,982,219	498,697	86,339,515	500,769	86,896,834	504,002	87,600,486
Total Uses of Funds	\$408,810,092	\$321,938,468	\$414,295,823	\$417,046,832	\$334,668,893	\$427,521,367	\$344,508,225	\$441,194,525	\$357,937,156	\$457,540,447	\$373,812,617	\$477,163,801
Surplus/(Shortfall) of Sources Less Uses:												
Excluding Fund Balance	0	87,333,281	0	-6,049,976	-829,608	-17,136,883	70,490,587	-15,045,600	-9,037,722	-19,479,500	69,153,791	-11,156,514
Including Fund Balance	0	87,333,281	0	-6,049,976	86,503,673	-23,186,859	69,660,980	-32,182,483	61,452,865	-34,525,100	60,116,069	-30,636,014
Sources (excluding Fund Bal.)	314,335,713	319,234,898	319,821,444	321,663,575	333,839,285	315,830,835	327,665,532	337,351,062	349,729,042	359,562,482	372,475,821	384,411,717
Uses (excluding Reserves)	323,716,688	321,444,926	328,570,864	331,663,257	334,173,668	341,539,148	344,009,528	354,855,010	357,436,387	370,643,613	373,308,615	389,563,315
Current Surplus/(Shortfall)	-9,380,975	-2,210,029	-8,749,420	-9,999,682	-334,383	-25,708,313	-16,343,996	-17,503,948	-7,707,345	-11,081,132	-832,794	-5,151,597

UNINCORPORATED GENERAL FUND ASSUMPTIONS

Revenue Growth Rate Assumptions, by Year:

RATE, BY YEAR:	Ad Valorem Tax Base (Budget)	State & Federal Grants (Budget)	Communications Services Tax (Budget)	Charges for Services (Budget)	Fines and Forfeitures (Budget)	Transfers (Budget)	Other Revenue (Annual Rate)
FY 11	-9.63%	6.55%	-0.20%	2.60%	2.60%	54.08%	2.60%
FY 12	3.94%	7.91%	1.80%	2.60%	2.60%	-19.59%	2.60%
FY 13	8.55%	7.15%	2.04%	2.60%	2.60%	7.12%	2.60%
FY 14	8.52%	5.75%	2.26%	2.60%	2.60%	5.88%	2.60%
FY 15	8.94%	5.75%	2.49%	2.60%	2.60%	5.79%	2.60%
Actuals = %:	96.22%	101.00%	105.00%	103.16%	150.00%	104.03%	120.72%

Expenditure Growth Rate Assumptions, by Year:

RATE, BY YEAR:	Personal Services (Budget)	Operating Expenses (Budget)	Capital Equipment (Budget)	Capital Projects (Budget)	Grants & Aid (Budget)	Transfers to Constitutionals (Budget)	Transfers (80% P.S.. 20% O.E.) (Budget)	Reserves (Budget)	Operating Impact of CIP (Budget)
FY 11	2.29%	-1.50%	1.30%	-100.00%	1.30%	3.28%	1.53%	0.00%	See personal services assumptions
FY 12	0.51%	2.60%	2.60%	0.00%	2.60%	4.09%	0.93%	0.00%	
FY 13	2.84%	3.60%	3.92%	0.00%	2.60%	4.53%	2.99%	0.00%	
FY 14	2.84%	6.60%	3.92%	0.00%	2.60%	4.54%	3.59%	0.00%	
FY 15	2.84%	6.60%	3.92%	0.00%	2.60%	4.57%	3.59%	0.00%	
Actuals = %:	98.01%	95.57%	20.00%	100.00%	68.74%	102.45%	116.99%	0.58%	98.01%

**HILLSBOROUGH COUNTY
ESTIMATED CIP OPERATING COST IMPACT DETAIL
FY 11- FY 15**

<u>OPERATING FUND</u>	<u>PROJECT TITLE</u>	<u>OPER. DATE</u>	<u>NEW POSITIONS</u>	<u>FY 11</u>	<u>FY 12</u>	<u>FY 13</u>	<u>FY 14</u>	<u>FY 15</u>
MSTU	139th AVE. FIRE STATION	Oct-10	0	\$105,000	\$105,000	\$105,000	\$105,000	\$105,000
MSTU	RUSKIN FIRE STATION RELOCATION	Apr-11	0	4,000	8,000	8,000	8,000	8,000
MSTU	SEFFNER - MANGO FIRE STATION REPLACEMENT	Oct-09	0	105,000	105,000	105,000	105,000	105,000
MSTU	SPRINGHEAD FIRE STATION RELOCATION	Dec-12	0	0	0	8,000	8,000	8,000
MSTU	TOTAL FIRE FACILITIES		0	\$214,000	\$218,000	\$226,000	\$226,000	\$226,000
GEN FUND	ANIMAL SERVICES INVESTIGATION KENNEL	Oct-11	2	\$0	\$138,500	\$138,500	\$138,500	\$138,500
GEN FUND	CHILDREN'S SERVICES CAMPUS ENHANCEMENTS PHASES I & II	Dec-09	0	32,051	32,051	32,051	32,051	32,051
GEN FUND	EAST COUNTY COURT REDEVELOPMENT / REGIONAL SVC CTR	Oct-11	0	0	906,000	906,000	906,000	906,000
GEN FUND	TRANSP. MAINT. DITCH SEDIMENT PROCESSING FACILITY	Dec-10	0	1,000	1,000	1,000	1,000	1,000
GEN FUND	USF GENERATOR	Sep-10	0	3,500	3,500	3,500	3,500	3,500
	TOTAL GOVT. FACILITIES		2	\$36,551	\$1,081,051	\$1,081,051	\$1,081,051	\$1,081,051
MSTU	APOLLO BEACH PARK EXPASION	Oct-11	0	\$0	\$30,000	\$30,000	\$30,000	\$30,000
MSTU	BELLAMY PLAYGROUND RECREATION CENTER ADDITION	Dec-11	0	0	6,000	8,000	8,000	8,000
MSTU	BRANCHTON AREA PARK PD&E & CONSTRUCTION	Oct-11	0	0	40,000	40,000	40,000	40,000
MSTU	BY PASS CANAL ROWING FACILITY PHASE II	Aug-10	0	6,000	6,000	6,000	6,000	6,000
MSTU	CITRUS PARK COMMUNITY CENTER	TBD	0	0	30,000	30,000	30,000	30,000
MSTU	CONCESSION/ RESTROOM REPLACEMENT	Various	0	6,000	8,000	10,000	12,000	15,000
GEN FUND	COUNTYWIDE SOCCER COMPLEX	Dec-12	2	0	0	1,500,000	2,000,000	2,000,000
MSTU	CROSS CREEK SPORTS COMPLEX COSTRUCTION	Oct-11	0	0	40,000	40,000	40,000	40,000
MSTU	EAST COUNTY THERAPEUTIC EQUESTRIAN FACILITY	Sep-10	0	4,000	4,000	4,000	4,000	4,000
MSTU	FISH HAWK COMMUNITY PLAYGROUND CONSTRUCTION	Dec-12	0	0	0	18,000	24,000	24,000
MSTU	FISH HAWK/ ALAFIA CREEK IMPROVEMENTS	Oct-11	0	0	8,000	8,000	8,000	8,000
MSTU	LUTZ/OSCAR COOLER FOOTBALL PRACTICE FIELD RENOVATION (CIT II)	Dec-10	0	15,000	20,000	20,000	20,000	20,000
MSTU	MISCELLANEOUS NEIGHBORHOOD PARK IMPROVEMENTS	Various	0	10,000	15,000	30,000	45,000	60,000
MSTU	MULTI-PURPOSE GYMNASIUM NORTHWEST	Jun-12	0	0	7,000	20,000	20,000	20,000
MSTU	NORTHWEST RECREATIONAL CORRIDOR MAINTENANCE BLDG.	TBD	0	0	5,000	5,000	5,000	5,000
MSTU	OSCAR COOLER SOCCER COMPLEX CONSTRUCTION	May-10	0	20,000	20,000	20,000	20,000	20,000
MSTU	PROGRESS VILLAGE SPORTS COMPLEX CONSTRUCTION	Oct-10	0	48,000	48,000	48,000	48,000	48,000
MSTU	ROTARY ALL PERSONS WATER PLAY AREA AT CLAYTON PARK	Dec-10	0	27,000	36,000	36,000	36,000	36,000
MSTU	SOUTH COAST GREENWAY PHASE I- PD&E/CONSTRUCTION	TBD	1	0	45,000	45,000	45,000	45,000
MSTU	TOWN N COUNTRY/SHIMBERG SOCCER FIELD EXPANSION	Oct-10	0	18,000	18,000	18,000	18,000	18,000
MSTU	TOWN N COUNTRY GREENWAY CONNECTION	Oct-10	0	6,000	6,000	6,000	6,000	6,000
MSTU	WHEELCHAIR SOFTBALL FIELDS	Aug-11	0	2,000	12,000	12,000	12,000	12,000
MSTU	WILLIAM OWENS PASS PARK IMPROVEMENTS (CIT-II)	Jun-10	0	14,000	14,000	14,000	14,000	14,000
MSTU	YOUTH ATHLETICS COMPLEXES IMPROVEMENTS	Various	0	10,000	20,000	30,000	40,000	48,000
	TOTAL PARKS FACILITIES		3	\$186,000	\$438,000	\$1,998,000	\$2,531,000	\$2,557,000
MSTU	TOTAL STORMWATER		0	\$25,946	\$32,674	\$39,074	\$40,539	\$40,539
Countywide				36,551	1,081,051	2,581,051	3,081,051	3,081,051
Less FY 11					1,044,500	2,544,500	3,044,500	3,044,500
Unincorporated				425,946	688,674	763,074	797,539	823,539
Less FY 11					262,728	337,128	371,593	397,593

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HILLSBOROUGH COUNTY, FLORIDA OFFICIAL CITIZEN PARTICIPATION BLOG

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Comments directed personally against a Commissioner or staff member will not be posted. Nor will comments including language that includes sensitive materials including, but not limited to, illegal activities, gambling, sexually explicit materials, weapons, drugs, violence or materials that include inappropriate language, profanity, obscenity, racial, ethnic or discriminatory comments, defamatory statements or otherwise inappropriate content to include statements such as partisan political positions, religious positions and other statements.

BLOG ARCHIVE

▼ 2010 (1)

▼ February (1)

QUESTION OF THE WEEK

Feb 19 - 26

FRIDAY, FEBRUARY 19, 2010

QUESTION OF THE WEEK Feb 19 - 26

What County services do you use and how/why are they important to you?

POSTED BY HILLSBOROUGHFL AT 12:43 PM

17 COMMENTS:

Anonymous said...

As a neighborhood leader, Code Enforcement, Animal Control, SWFMD and Water Mgt. depts, waste mgt, property appraiser/tax information and of course the office of neighborhood relations are very important to us.

FEBRUARY 19, 2010 2:43 PM

Anonymous said...

I like to kayak at County parks. Please keep them open.

FEBRUARY 19, 2010 3:03 PM

Anonymous said...

what a tough question. I use so many County services, but the first that comes to mind besides the obvious Sheriff & Fire Dept, is the library. I get so excited when I see how crowded the libraries are whenever I am in one. Having access to learning materials and computers for our citizens is vital. As a neighborhood leader and a Realtor I also use the services of the ONR and teach other people to do the same. I show new residents where the County Parks are in their areas. We rely on Code Enforcement to help monitor and control issues of unkempt or unsafe houses; very important

in the last few years as we have so many vacant properties. The web sites from the Clerk's Office and the Prop Appraiser provide us with current or historical information without having to drive into the city.

As many of my clients or their parents are elderly I have been giving them the phone number to find services from the Dept of Aging Services.

Although I am a female, in times of a tight budget, I am inclined to ask how much money the Commission on the Status of Women receives and why? Could its function(s) be consolidated somewhere else?

thank you for asking this question.

(Resident of Hillsborough County for over 25 years)

FEBRUARY 19, 2010 4:27 PM

Anonymous said...

As a board member of a 55+ community, I have learned to depend on your social services for their reliable interventions for our elderly when help is needed. Their service is prompt and caring.

FEBRUARY 19, 2010 4:33 PM

Anonymous said...

The roadways are of great importance to me and I find it disappointing to see the number of roads that are poorly maintained. Effective waste management also is important and I think the county vendor could make major improvements in simple ways such as no allowing truck debris to scatter through the neighborhood and not throwing the receptacles on plants and flowers. Finally I think the school system is of critical importance. While I do not have children I do know that their education is paramount to the future success of the county, country and world (and my ability to retire with adequate support).

FEBRUARY 19, 2010 6:30 PM

Anonymous said...

The list is almost too long to be meaningful.

The one that comes to my mind first is the County's

responsibilities regarding transportation.

On the personal level without adequate transportation, the use and enjoyment of our homes, our ability to work or attend schools or even recreation would be impaired if the transportation systems were insufficient.

In the more global sense the area's ability to attract and hold business would be impaired if transportation needs were not adequately met and from that the livelihood of many/most citizens would be placed and risk.

FEBRUARY 20, 2010 5:10 AM

Anonymous said...

Library System. Improve mind, cheap entertainment (DVD Movies about art, science, mysteries, cowboys etc.) A good place to go vote.

FEBRUARY 20, 2010 10:13 AM

Anonymous said...

Code Enforcement: a great service to help keep the neighborhood which is a single family home from becoming illegal 2 family homes; vacancy and other related neighborhood problems.

Parks and Recreation: both youth and adults...is a great way to keep children off the streets and helping parents with the increasing cost of day care on the after school program.

FEBRUARY 20, 2010 1:07 PM

Tammy D said...

Please do not cut Animal Services the animals really need help. If they do not have someone to look after them then alot of animals will suffer. It's not there fault. THANK you Tammy

FEBRUARY 20, 2010 2:35 PM

Anonymous said...

The county roads are the only services that I use.

The Hillsborough Sheriff's office has been useless to me as I had a tire slashed by vandales and they would not even send out an officer to look a the video I had.

I have cars drive by my house with radios that can be heard 300 feet away and the sheriff's officers must not enforce the 25 foot law.

The roads and trash disposal is the only two things I can think of that I use.

FEBRUARY 21, 2010 8:32 AM

Anonymous said...

Use the police, emt's, fire stations dog parks and community centers the first three is for our safty, the dog park is to give our dog a safe place to play , and the Community centers for meetings and crafts.

FEBRUARY 21, 2010 11:36 AM

Anonymous said...

There are always the absolute necessities--sheriff (we need more deputies), fire, ambulance, water, etc. However, surface transportatin especially road capacity is extremetly important to me as well as to the entire community. Businesses the employ thousands of people rely on a good transportation system to get their products in and out of the county. Bad roads lead to higher costs passed on to the consumer.

One thing that we don't need is a light rail system. these systems are money losers that will be costing the taxpayers millions of dollars in subsidies down the road.

Another thing we don't need is 20 public access cable TV channels. One or two is sufficient. I, fo one, never watch anything on these channels and most of the time there is nothing on a majority of them.

FEBRUARY 22, 2010 4:23 AM

Anonymous said...

As many have mentioned there are too many vital services that we all depend on daily. Sheriff's Depart, Fire/Rescue, Waste Management, Animal Control, Schools, Code Enforcement, Library System, and the Office of Neighborhood Relations to name a few. However, I understand the budget concerns and constraints. Therefore I would ask that all Department Heads take a close look at thier own budgets and minimize where they can.

I would ask that the County also put more emphasis on Volunteers. Why is the HSCO and Fire/Rescue not putting out an "all hands on deck" call for their volunteer services?

The only way that we can all get thropugh these tough times is by "everyone" cutting the fat within their own departments. If this approach isn't taken, then the BOCC will have no choice but to make cuts that may cut too deep within the wrong areas.

FEBRUARY 22, 2010 5:33 AM

Anonymous said...

Code Enforcement is so important to our communities with all the foreclosures happening. Animal control is another important department to our county. Our parks - City and County - need to be open and of use to all our inhabitants without extra fees. For the City to charge \$115 for an annual fee to County people to take a \$5.00 class is unheard of! Then they close early because it's dark! Please!

FEBRUARY 22, 2010 5:56 AM

Anonymous said...

Parks are the primary County services I use with specific reference to Flatwoods and Lettace Lake. Hopefully they will remain open and available.

FEBRUARY 22, 2010 11:20 AM

Anonymous said...

As a homeowner, of course LE, Fire, EMT & Code Enf. As a community leader, (HOA Pres.), Neighborhood Relations is instrumental in providing training, programs, assistance and

funds that have enabled me to better serve my HIOA! Thanks Wonda.

FEBRUARY 22, 2010 11:24 AM

Anonymous said...

Consumer Protection Agency - EMT, Code Enf, Fire, Sheriff, Neighborhood Relations, Planning staff to mention a few - HC does a good job with the resources they have to work with.

FEBRUARY 22, 2010 2:08 PM

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DEPARTMENT SUMMARIES

The Departmental Summaries that follow in this section include mission statements, summary budgets, and funded position comparisons for each individual department and various other organizations funded by the Board of County Commissioners.

MATRIX OF COUNTY SERVICES

Hillsborough County is a general-purpose government which performs many tasks and a wide range of services for the health, safety, and welfare of its citizens.

At a March 10, 1999 workshop to review recommendations made by the Blue Ribbon Committee on County Finances, the Board of County Commissioners requested that a matrix be developed to disclose over three hundred services provided by Hillsborough County. The original list was taken from a report prepared by Florida TaxWatch. The current list reflects organizational changes as well as refinements by the departments that are the direct result of the

'mapping' of specific performance measures to each service or program. Some services contracted by Hillsborough County as well as services provided by other taxing authorities are not included (e.g., Hillsborough County's three cities, the School Board, the Children's Board, the Hillsborough Area Regional Transit Authority, the Port Authority, independent special districts, and the Southwest Florida Water Management District). There may be some embedded programs within the list that could be identified separately.

The matrix is intended to be used as additional reference material for reviewing the budget.

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

MATRIX OF SERVICES

DEPARTMENT, OFFICE, AGENCY, BOARD

9-1-1 Agency

Countywide 9-1-1 Database and Street/Address Management
Countywide 9-1-1 Network Administration

Affordable Housing Office

Affordable Housing Services
Down Payment and Other Assistance--First Time Homebuyers
Single Family Housing Rehabilitation

Aging Services

Case Management
In-Home Care
Nutrition
Retired Senior Volunteer Services
Senior Centers
Transportation

Animal Services

Animal Adoption
Enforcement/Protection
Pet Overpopulation
Rabies Tags and Licensing
Responsible Pet Ownership Education
Sheltering Animals

Board of County Commissioners

Performance Auditor
Set Policy and Directives/Implementation of Comprehensive Plan

Children's Services

Child and Family Counseling Program
Child Care Licensing
Clinical Services--Parenting Training
Early Head Start
Emergency Shelter Residential Care
Head Start
Residential Services for Children in Need Services
Respite Services-Families of Develop Delayed/Disabled Children
Severely Emotionally Disturbed Children (Day Treatment)
Severely Emotionally Disturbed Children (Residential)

Circuit and County Courts

Assign Guardian ad Litem to Represent Minors
Conduct Arraignments, Hearings, and Trials
Coordinate Court Appearances, Conferences, and Depositions
Divert Cases from the Judiciary

DEPARTMENT, OFFICE, AGENCY, BOARD

Civil Service Board

Applicant Recruiting and Screening
Employee Record Maintenance
Hearings of Discipline Appeals and Grievances
Job Classification and Compensation
Job Performance Management

Clerk of Circuit Court

County Recorder
Financial Services
Internal Auditing
Recordkeeping for BOCC
Recordkeeping for Circuit and County Courts

Code Enforcement

Burglar Alarm Management
Code Inspections
Condemnation and Removal of Dangerous Structures
Sign Enforcement

Communications

Citizen Boards Support
Community Relations
Hillsborough Television
Printing Services
Public Information

Community Liaisons

African-American Affairs Liaison
Americans with Disabilities Act Liaison
Asian-American Affairs Liaison
Criminal Justice Liaison
Hispanic Affairs Liaison

Consumer Protection Agency

Consumer Protection Public Education/Outreach
Intake/Investigation of Consumer Complaints
Mediation/Prosecution of Consumer Complaints

County Administrator

Administrative Support
County Intergovernmental Representation
County Legislative Representation
Develop Federal Legislative Program
Develop State Legislative Program
Strategic Operations Affecting Quality of Life
Targeted Process Improvements

MATRIX OF SERVICES

DEPARTMENT, OFFICE, AGENCY, BOARD

County Attorney

Eminent Domain
General Legal Services and Counsel
Litigation

Debt Management

Financial Advisory Services
Financial and Credit Evaluations of Conduit Bond Issues
Manage County Debt Obligations
Municipal Securities Market Compliance and Disclosure

Economic Development

Agriculture Industry Development
Business/Industry Development
Corporate Business Development
Employment and Training/Workforce Board
MBE/SBE Program
Small Business Information Center
Tourist Development

Emergency Dispatch Center

Fire/Medical Emergency Dispatch Services

Emergency Management

Emergency Management

Environmental Protection Commission

Air Management
Environmental Resources Management
Waste Management
Water/Wastewater Management
Wetlands Management

Equal Opportunity Administration

Employee Protected Category Discrimination Investigations
Employment Discrimination Complaint Investigations
Housing Discrimination Complaint Investigations
Respond to Citizen Requests for Assistance

Extension

4-H and Youth Programs
Agricultural Programs
Commercial and Residential Horticulture
Family and Consumer Sciences

DEPARTMENT, OFFICE, AGENCY, BOARD

Fire Rescue

Arson Investigation
Billing and Collection
Fire Inspection
Fire Prevention
Fire Suppression
Fire Training (County Employees and Volunteers)
Fire/Medical Emergency Dispatch Services
Paramedic Services (Advanced Life Support)
Plans Review

Fleet Management

Equipment Acquisition
Equipment Repair and Maintenance Services
Fuel Services
Motor Pool Services
Parts Management

Health and Social Services

Baker Act Mental Health Program
Client Assistance - Financial Aid for Indigents
HIV Services - Ryan White
Homeless Case Management
Indigent Health Care
Non-Profit Contract Management
Section 8 Rental and Utility Assistance
Summer Food Program for Children
Transportation for the Transportation Disadvantaged
Trauma Care
Veterans Services

HIPAA Compliance Office

HIPAA Privacy and Security Compliance

Human Resources

Employee Benefits Program Administration
Employee Development/Training Program
Employee Relations
Employee Safety and Loss Control Programs
Exempt Employee Recruitment
Labor Negotiations
Liability and Insured Property Program Development/Administration
Workers Compensation Investigation/Administration

MATRIX OF SERVICES

DEPARTMENT, OFFICE, AGENCY, BOARD

Information and Technology Services

Business Solutions/Services
Communications Services
Desktop Services
Geographic Information Systems (GIS)
Information Distribution and Data Management Services

Law Library Board

Provide Access to Legal Research Materials

Legislative Delegation

Constituent Services
District Offices Support Services
Legislative Services

Library Services

Circulation Services
Citizen Action Center
Information and Reference Services
Member Services
Programming

Management and Budget

Capital Budget Services
Management Analysis/Performance Measurement
Multi-Year Financial Planning/Economic Analysis
Operating Budget Services
Outside Agency Contract Management
Statutory Budget Compliance

Medical Examiner

Cause of Death Determination
Disposition of Dead Bodies

Metropolitan Planning Organization

Conduct Required Transportation Plans, Programs and Studies
Develop, Monitor and Evaluate Transportation Systems
Long-Range Transportation Planning
Technical Assistance to Local Governments

DEPARTMENT, OFFICE, AGENCY, BOARD

Parks, Recreation and Conservation

After-school Recreation Programs
Management of Environmental Lands (ELAPP)
Marine Public Safety
Neighborhood, district, and regional park maintenance
Neighborhood, district, and regional park programs
Organized Adult Athletic Programs
Organized Youth Athletic Programs
Summer Enrichment Program
Therapeutic Programs

Planning and Growth Management

Building Inspection
Building Permit Issuance
Building Plans Review
Community-Based Planning Implementation
Comprehensive Plan Implementation/Concurrency Management
Development Project Inspection
Emergency Management Planning
Impact Fee Program Administration
Land Development Review and Inspection
Land Use Counseling
Phosphate/Land Excavation
Transportation Planning
Zoning Administration

Planning Commission

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

Procurement Services

Bidder Registration and Management
Centralized Procurement--Formal (exceeding \$25,000)
Centralized Procurement--Informal (between \$2,500 and \$25,000)
Manage Consultant Automated Performance System (CAPES)
Management of Automated Purchasing Activities
Purchase Card Program

MATRIX OF SERVICES

DEPARTMENT, OFFICE, AGENCY, BOARD

DEPARTMENT, OFFICE, AGENCY, BOARD

Property Appraiser

Exemptions Administration
Real and Tangible Property Assessment
TRIM Notice Administration

Public Defender

Legal Representation to Indigent Clients

Public Works

Aquatic Weed Control
Emergency Management and NIMS/Incident Command Systems
Engineering Design
Infrastructure Inventory, Condition and Assessment
Planning and Development
Project Management
Right of Way Management
Safety
Stormwater Management
Street Cleaning
Street Maintenance
Traffic Services
Utilities Coordination
Vector Control
Wetlands Maintenance and Mitigation

Real Estate

Real Estate Acquisition/Disposal
 Environmental Land Acquisition (ELAPP)
 Eminent Domain
Property Management
 Lease Negotiations and Management
 Parking Management
Technical Support
 Records Storage and Retrieval
Survey and Mapping
Right-of-Way Inventory
Building Maintenance and Repair
GIS Services
Architectural Services and Project Management
Building Renovation Project Management (R3M)
Public Art

Security Services

County Facilities Security Services
(Transitioning to Sheriff during FY 10)

Sheriff

Law Enforcement
Criminal Investigations
 Major Crimes
 Youth and Family
Detention
 Booking and Releasing
 Classification and Records
 Falkenburg Road Jail
 Support Services
 Transportation
 Work Release Center
Training
Communications
Human Resources
Judicial Services
 Court Process
 Court Services
Support Services
 Communications Maintenance
 Fleet Maintenance
 Property Control
 Technical Support
Inspectional Services
 Community Relations
 Fiscal
 Information Services
 Planning and Research
 Professional Standards
Special Operations
 Aviation
 Canine
 Environmental Enforcement
 Tactical
 Warrants
Special Investigations
 Criminal Intelligence
 Major Violators
 Narcotics
 Vice
Legal Services
Data Operations

MATRIX OF SERVICES

DEPARTMENT, OFFICE, AGENCY, BOARD

Soil and Water Conservation Board

Conservation and Environmental Education
Soil and Water Technical and Permitting Assistance

Solid Waste Management

Solid Waste Collection
Community Collection Centers
Customer Services
Field Services
Franchise Collection
Household Chemical Collection
Keep America Beautiful Program
Recycling
Transfer Facilities Operation
Solid Waste Disposal
Closed Landfill Maintenance
Landfill Operation
Resource Recovery Operation
Tire Processing
Yard/Wood Waste Processing

State Attorney

Initiate Criminal Legal Actions on Behalf of the State
Victim Assistance
Domestic Crime Assistance
Notification of Hearings Service to Victims
On-Site Emergency Service (Counseling, etc.) to Violent Crime Victims
Sexual Battery Medical Screening
Worthless Check Diversion Program

DEPARTMENT, OFFICE, AGENCY, BOARD

Supervisor of Elections

Administer Elections
Voter Registration

Tax Collector

Bill and Collect Property Taxes and Assessments
Collect Tourist Development Tax
License Issuance (Occupational, Hunting and Fishing Licenses)
Motor Vehicle Registration/Title

Water Resource Services

Potable Water Treatment and Delivery
Wastewater Treatment and Disposal
Reclaimed Water Disposal
Support Services
Business Services
Employee Services
Engineering
Field Maintenance Services
Management Services and Accounting
Planning and Operations
Water Conservation
Evaluation of New and Existing Water Supply Projects
Communications and Public Involvement
Exercising of County's Arbitration Rights
Monitoring Wellfield Reductions