



Agenda

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

July 15, 2010
6:00 p.m.

- 6:00 pm Call to Order Ken Hagan, Chairman, BOCC
- Opening Remarks Michael Merrill, Interim County Administrator and
Eric Johnson, Budget Director and Management
Services Administrator
- Open Public Hearing on Budget and CIP Public Input on Budget and CIP
- Close Public Hearing on Budget and CIP
- Adjourn

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





**Public Hearing on the
COUNTY ADMINISTRATOR'S RECOMMENDED
BUDGET FOR FY 11
and
RECOMMENDED CAPITAL IMPROVEMENT PROGRAM
FOR FY 11 – FY 15**

July 15, 2010, 6 PM

**Fred B. Karl County Center
601 E. Kennedy Blvd.
Tampa, FL 33602**

BOARD OF COUNTY COMMISSIONERS

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

Michael Merrill
Interim County Administrator

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BUDGET SUMMARY

Fiscal Year	FY 08 Actual	FY 09 Actual	FY 10 Adopted	FY 11 Recommended
PROPERTY TAX RATES (In Mills)				
Countywide ⁽¹⁾	5.8050	5.8043	5.8027	5.8011
Library District ⁽²⁾	0.6083	0.5583	0.5583	0.5583
General Purpose MSTU ⁽³⁾	4.4014	4.4004	4.4004	4.4004
VALUE OF 1 MILL (In Millions of \$) ⁽⁴⁾				
Countywide	\$87.8	\$83.2	\$73.2	\$64.8
Library District	84.2	79.8	70.2	62.2
Unincorporated	54.5	50.8	44.6	39.8
BUDGET SUMMARY (In Millions of \$)				
Operating	\$1,654.3	\$1,637.7	\$1,606.7	\$1,570.9
Capital (net of reserves) ⁽⁵⁾	520.0	306.5	39.3	104.6
Debt Service	192.6	325.8	408.7	410.4
Reserves & Refunds ⁽⁵⁾	0.6	1.0	689.4	688.8
MAJOR ORGANIZATION OPERATING BUDGET (In Millions of \$)				
Board of County Commissioners	\$2.7	\$2.7	\$2.6	\$2.7
County Administrator	911.3	919.6	910.7	900.5
County Attorney	9.6	9.5	8.3	8.3
Elected Officials	440.3	450.7	437.6	439.4
Judicial	10.7	11.1	10.2	9.7
Guardian Ad Litem	0.5	0.5	0.2	0.2
Boards, Commissions & Agencies	27.8	26.9	25.2	23.2
Non-Departmental	<u>251.4</u>	<u>216.6</u>	<u>211.8</u>	<u>187.0</u>
	\$1,654.3	\$1,637.7	\$1,606.7	\$1,570.9
CAPITAL BUDGET (In Millions of \$)				
Fire	\$4.1	6.6	(\$4.8)	\$1.3
Governments Facilities	78.6	35.1	(15.8)	6.0
Libraries	9.5	12.0	(0.8)	8.6
Parks	34.5	16.1	8.2	9.7
Solid Waste	66.7	47.8	24.2	1.3
Stormwater	4.3	7.5	12.4	8.5
Transportation	149.9	109.3	(35.1)	11.2
Water/Wastewater & Reclaimed Water	162.2	66.4	36.9	50.6
Other Non-CIP	<u>10.2</u>	<u>5.5</u>	<u>13.9</u>	<u>7.6</u>
	\$520.0	\$306.5	\$39.3	\$104.6

Detail may not add to totals because of rounding.

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

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

Includes millage levies for debt service.

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

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

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

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

BUDGET SOURCES AND USES OF FUNDS

SOURCES	FY 08 Actual	FY 09 Actual	FY 10 Adopted	FY 11 Recommended
Fund Balance Begin Of Year	\$881.4	\$938.2	\$863.8	\$803.9
Revenue:				
Ad Valorem Taxes	771.7	724.2	661.3	587.7
Other Taxes	277.3	256.9	256.9	259.7
Licenses And Permits	16.0	58.8	57.3	69.9
Intergovernmental Revenue	235.5	236.5	206.3	222.9
Charges For Services	503.5	482.6	509.9	503.3
Fines And Forfeits	6.2	4.5	4.5	7.7
Miscellaneous Revenue (including interest)	<u>177.7</u>	<u>82.6</u>	<u>82.5</u>	<u>27.2</u>
Total Revenue	1,988.0	1,846.2	1,778.7	1,678.4
Transfers	964.2	1,018.9	737.5	763.6
Other Non-Revenues	411.7	235.1	173.9	360.1
Less 5% Required By Law	<u>0.0</u>	<u>0.0</u>	(72.4)	(67.6)
TOTAL AVAILABLE	\$4,245.3	\$4,038.4	\$3,481.6	\$3,538.3
USES				
Operating Budget:				
Compensation	\$714.1	\$738.1	\$711.2	\$704.1
Operating Expenses	887.9	867.7	858.7	836.9
Equipment	<u>52.3</u>	<u>32.0</u>	<u>36.9</u>	<u>29.8</u>
Total Operating Budget	1,654.3	1,637.7	1,606.7	1,570.9
Capital Budget (net of reserves)	520.0	306.5	39.3	104.6
Debt Service	192.6	325.8	408.7	410.4
Transfers	964.2	1,018.7	737.5	763.6
Reserves and Refunds:				
Operating	0.6	1.0	673.7	628.9
Capital	0.0	0.0	(30.9)	27.4
Debt	<u>0.0</u>	<u>0.0</u>	<u>46.6</u>	<u>32.5</u>
Total Reserves and Refunds	0.6	1.0	689.4	688.8
TOTAL USES	\$3,331.7	\$3,289.7	\$3,481.6	\$3,538.3

Detail may not add to totals because of rounding.

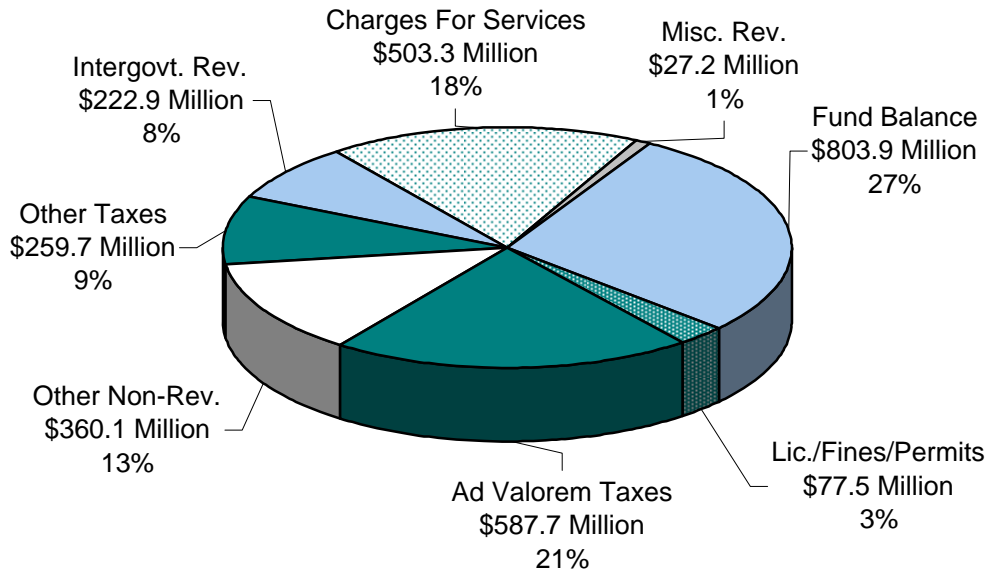
Amounts expressed in millions of dollars, rounded to the nearest one hundred thousand

Note: The County uses an all years budget process for capital projects. This means that the current year's budget will only reflect changes in funding, such as additional funds being added to a project budget or unneeded funds being subtracted.

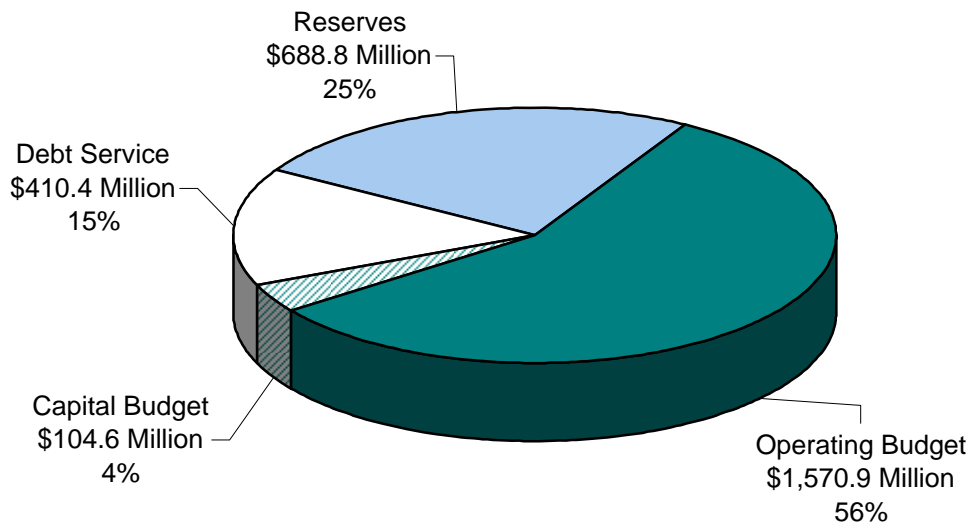
Prior year funding will remain with the project until completion and will not need to be reappropriated every year.

BUDGET SOURCES AND USES OF FUNDS

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



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



Note: Sources and Uses shown above exclude \$763.6 million in Transfers In and Transfers Out, respectively. With the exception of Fund Balance, Other-Non-Revenues, and Transfers In, many of the other revenues are subject to a statutory 5% reduction. That is, only 95% of anticipated revenue may be budgeted. As the reduction may only apply to selected revenues in any category, the numbers in this chart have not been reduced. Totals may not add up to 100% due to rounding.

MILLAGE COMPARISON

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

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

MILLAGE COMPARISON

	<u>FY 10</u>		<u>FY 11</u>	
	<u>ADOPTED</u>		<u>TENTATIVE</u>	
	MILLAGE	LEVY	MILLAGE	LEVY
COUNTYWIDE				
OPERATING				
General Revenue Fund	5.7423	\$420,116,917	5.7407	\$372,401,800
Environ. Sensitive Lands	0.0000	0	0.0000	0
TOTAL OPERATING	5.7423	420,116,917	5.7407	372,401,800
DEBT SERVICE				
Environ. Sensitive Lands	0.0604	4,434,304	0.0604	3,933,032
TOTAL DEBT	0.0604	4,434,304	0.0604	3,933,032
TOTAL OPERATING & DEBT	5.8027	424,551,221	5.8011	376,334,832
NON COUNTYWIDE				
OPERATING				
General Purpose MSTU	4.3745	194,942,183	4.3745	174,377,411
Library Services	0.5583	39,173,797	0.5583	34,773,356
TOTAL OPERATING	4.9328	234,115,980	4.9328	209,150,767
DEBT SERVICE				
Parks & Recreation Bonds	0.0259	1,154,190	0.0259	1,032,432
TOTAL OPERATING & DEBT	4.9587	235,270,170	4.9587	210,183,199
TOTAL BOCC	10.7614	\$659,821,391	10.7598	\$586,518,031

TAXABLE PROPERTY VALUES		
	FY 10	FY 11
COUNTYWIDE		
Value of Existing Property	\$71,983,403,944	\$63,933,588,594
Value of New Construction	1,178,380,839	936,862,770
Total Taxable Value	\$73,161,784,783	\$64,870,451,364
ELAPP DEBT SERVICE		
Value of Existing Property	\$73,415,622,752	\$65,116,419,986
Value of New Construction	Not Available	Not Available
Total Taxable Value	\$73,415,622,752	\$65,116,419,986
UNINCORPORATED(MSTU)		
Value of Existing Property	\$43,925,124,495	\$39,326,744,137
Value of New Construction	638,181,598	535,505,522
Total Taxable Value	\$44,563,306,093	\$39,862,249,659
SPECIAL LIBRARY DISTRICT		
Value of Existing Property	\$69,026,403,721	\$61,368,922,765
Value of New Construction	1,139,810,045	915,432,498
Total Taxable Value	\$70,166,213,766	\$62,284,355,263

DEPARTMENT BUDGET SUMMARY COMPARISON

	FY 08 Actual	FY 09 Actual	FY 10 Adopted	FY 11 Recommended
BOARD OF COUNTY COMMISSIONERS				
Board of County Commissioners	\$2,173,854	\$2,237,791	\$2,212,545	\$2,270,571
County Internal Performance Auditor	487,200	453,537	388,271	385,414
TOTAL BOARD OF COUNTY COMMISSIONERS	2,661,054	2,691,328	2,600,816	2,655,985
COUNTY ATTORNEY	9,642,237	9,543,122	8,349,548	8,300,824
COUNTY ADMINISTRATOR				
Affordable Housing Office	7,641,671	9,193,077	8,344,757	26,648,177
Aging Services	20,273,689	17,664,379	17,096,045	16,549,732
Animal Services	8,119,088	8,162,479	7,606,016	7,403,515
Children's Services	42,121,887	42,724,344	44,009,797	48,090,329
Code Enforcement	7,226,088	5,989,524	4,280,507	4,387,029
Communications Department	4,252,394	2,980,428	2,478,613	2,322,104
Community Liaison Section	2,699,539	3,579,284	2,153,590	1,158,593
Consumer Protection & Professional Responsibility	1,460,941	1,433,670	561,555	729,429
County Administrator	3,484,772	3,621,977	2,548,799	2,540,431
Debt Management	902,293	752,519	686,398	0
Economic Development ³	6,691,237	17,658,276	1,773,045	1,612,825
Emergency Dispatch Center	2,340,534	2,371,213	2,242,073	2,059,506
Emergency Management	1,433,997	1,359,405	1,118,314	1,255,529
Emergency Telephone (911)	0	0	6,334,885	6,347,010
Equal Opportunity Administrator	315,879	358,545	5,757	13,991
Extension Services	1,596,510	1,600,197	1,606,496	1,402,509
Fire Rescue	108,847,500	112,905,856	114,733,868	115,862,424
Fleet Management	27,031,948	19,192,308	31,196,149	31,242,823
Health & Social Services	159,293,904	176,621,664	176,341,712	168,659,564
Housing & Community Code Enforcement	7,987,251	3,792,403	0	0
HIPAA Compliance Office	240,566	120,724	162,246	163,428
Human Resources	4,281,579	4,000,980	3,717,219	3,406,570
Information & Technology Services	27,015,142	25,386,216	13,550,336	13,102,316
Library Services	36,481,795	37,997,183	38,425,734	37,831,538
Management & Budget	2,651,354	2,534,775	1,990,575	2,392,588
Medical Examiner	4,684,407	4,965,224	4,675,363	4,845,293
Neighborhood Relations	547,901	0	(356,400)	0
Parks, Recreation & Conservation	48,407,894	46,503,125	49,129,106	46,990,112
Planning & Growth Management	27,857,060	26,255,396	21,302,948	19,918,346
Public Safety	64,053	38,654	0	0
Public Works	81,640,863	81,404,930	81,271,798	74,224,442
Procurement Services	2,601,105	2,478,685	2,149,835	1,706,409
Real Estate	30,727,821	29,624,703	25,525,791	24,831,527
Security Services Agency	4,358,124	4,615,996	3,738,355	0
Solid Waste Management	73,731,299	78,567,683	91,143,393	85,987,385
Water Resource Services	152,234,165	142,702,986	149,149,408	146,833,957
Water Resources Team	3,781	441,998	0	0
TOTAL COUNTY ADMINISTRATOR	911,250,031	919,600,806	910,694,083	900,519,431

DEPARTMENT BUDGET SUMMARY COMPARISON

	FY 08 Actual	FY 09 Actual	FY 10 Adopted	FY 11 Recommended
ELECTED OFFICIALS				
BOCC Judicial Services Cost	0	0	0	0
Clerk of the Circuit Court	20,760,007	19,768,557	17,971,963	18,183,278
Property Appraiser	11,872,481	12,001,725	12,038,718	12,038,545
Public Defender	1,053,285	1,108,849	1,702,369	1,114,602
Sheriff's Office	361,767,651	377,642,165	366,245,135	370,819,372
State Attorney Part I	1,793,894	632,172	1,384,514	1,085,666
State Attorney Part II (Victim Assistance)	2,514,655	2,573,533	2,415,596	2,399,956
Supervisor of Elections	12,904,023	9,715,690	8,848,293	9,365,861
Tax Collector	27,257,181	26,709,003	26,272,623	23,615,668
Value Adjustment Board	402,448	560,894	752,751	769,099
TOTAL ELECTED OFFICIALS	440,325,625	450,712,588	437,631,962	439,392,047
JUDICIAL BRANCH (ADMIN OFC OF COURTS)	10,704,245	11,135,615	10,198,784	9,658,255
GUARDIAN AD LITEM	544,842	487,503	228,642	235,490
BOARDS, COMMISSIONS & AGENCIES				
Charter Review Board	0	0	9,500	0
Civil Service Board	2,686,254	2,641,227	3,705,616	3,499,821
Environmental Protection Commission	16,255,687	15,753,733	13,506,470	13,073,395
Law Library Board	475,257	464,931	467,550	474,839
Legislative Delegation	190,492	225,450	109,516	0
Metropolitan Planning Organization	2,082,844	1,991,578	2,191,806	1,630,126
Planning Commission	5,897,844	5,588,410	4,980,231	4,256,593
Soil & Water Conservation Board	237,716	238,003	231,992	235,823
TOTAL BOARDS, COMMISSIONS	27,826,094	26,903,332	25,202,681	23,170,597
NON-DEPARTMENTAL				
Capital Improvement Program Projects ¹	510,927,406	299,825,906	25,209,922	96,971,239
Debt Service Accounts ²	194,708,811	327,534,549	409,621,990	411,275,648
Governmental Agencies	101,540,063	92,788,157	78,786,364	74,294,425
Major Maintenance & Repair Program	6,645,806	5,673,907	15,096,419	(4,440,536)
Non-Departmental Allotments	125,585,527	102,957,394	112,146,330	105,359,982
Nonprofit Organizations	24,512,290	20,158,278	18,936,220	18,570,720
TOTAL NON-DEPARTMENTAL	963,919,903	848,938,191	659,797,245	702,031,478
TRANSFERS, RESERVES & REFUNDS				
Reserves and Refunds	607,116	960,453	689,351,699	688,777,306
Intrafund Transfers	497,725,169	527,577,190	437,208,481	413,072,097
Interfund Transfers	466,455,942	491,128,422	300,320,897	350,528,114
TOTAL TRANSFERS, RESERVES & REFUNDS	964,788,227	1,019,666,065	1,426,881,077	1,452,377,517
TOTAL BOARD OF COUNTY COMMISSIONERS AND CONSTITUTIONAL OFFICERS	\$3,331,662,258	\$3,289,678,550	\$3,481,584,838	\$3,538,341,624

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

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

(3) FY 09 actuals includes \$15.55 million in grants and aid funded through this department.

Members of the Board of County Commissioners:

I am pleased to present to you the County Administrator's Recommended Budget for Fiscal Year 2011 (FY 11). This represents an update to the second year of the eighth biennial budget for the Board of County Commissioners. Under a biennial process, the Board develops detailed budgets for two separate years. The first year's budget was adopted in September 2009, and covered the period October 1, 2009 through September 30, 2010. This second year's budget – FY 11 – represents an update to a planned budget for the period October 1, 2010 through September 30, 2011. The Board meets statutory requirements for the FY 11 budget through an abbreviated budget update process this year and formally adopts the FY 11 budget in September 2010 public hearings.

The intent of a biennial budget process is to focus implementation of major policy decisions in a two year cycle. Continued revenue impacts on the County's budget – impacts which in some cases lag behind the economic cycle – require new approaches to setting priorities in determining what we will continue to do and how services will be delivered. As I explain below in detail, I have used my opportunity to serve as Acting County Administrator over the past three months to seek new directions in service delivery and the County's role in delivering these services.

As we embark on our deliberations about the budget for FY 11, I am struck by both the challenges and opportunities that present themselves. The paramount financial challenge we face is in our \$599.8 million Countywide and \$400.9 million Unincorporated County operating budgets which bear the loss of about \$65 million in property tax revenue from FY 10 to FY 11.¹ This is due to the continued decline in our property tax base, the loss of much of our investment earnings and other revenues that have declined or are stagnant in the aftermath of the worst recession in a lifetime. Late-breaking news on property values as we finalized this budget will help reduce the reliance on one-time revenues in our Countywide General Fund by about \$3 million, but the underlying challenge remains.

A portion of the \$65 million loss in revenue is offset by more than \$17 million in net expenditure reductions in our major tax funds. Another \$18 million will be made up with non-recurring revenue to balance the budget by smoothing out the impact of hitting the bottom of the economic cycle in FY 11. However, this use of one-time revenue necessitates action over the next twelve months to implement long-term solutions by identifying our priorities and determining how they can be met with recurring resources.² Therein lies our greatest singular opportunity as a community: to clarify the role and mission of local government in providing service to our residents. The remaining loss of property tax revenue is largely offset by state shared revenues that were used to defease debt in FY 10, but now return to the general funds in FY 11.

For my organization, it is a time to reflect on the most fundamental questions any organization must answer: what kind of organization do we want to be and how do we want to be perceived by those whom we serve? The answer to both of these questions goes to the heart of understanding our purpose and mission. Clarifying the purpose of our existence as an organization is meaningful, however, only as a consequence of re-defining the role of local government. The recession and continuing troubles in the real estate market provide us with immediate motivation and a sense of urgency to discover the clarity we seek.

Decisions you have made as an elected body, together with your individual areas of advocacy, provide a clear vision of the essential elements of community building for which local government bears a responsibility. These elements include:

- Fueling an economic engine that will drive diversified innovation in both the technology, agricultural and small business sectors;
- Adopting regulations that promote environmentally sustainable growth in housing and commercial development;

¹ The estimate we are required to use in adopting the FY 11 budget will not be available until the end of June.

² Reserves have not been reduced in our major operating funds; the source of non-recurring funding were State-shared sales tax revenue that had been reserved during strong revenue growth several years ago and accumulated funds for maintenance of buildings from prior years' budgets that have not been used. In both cases, the drawdowns can be achieved without negative impacts. Funding to maintain County buildings is included in the FY 11 budget.

COUNTY ADMINISTRATOR'S BUDGET MESSAGE

- Providing resources to restore mobility to a stalled transportation network;
- Cultivating recreational, cultural and natural resources that nourish our bodies and spirits; and,
- Enacting laws that protect and nurture at-risk children, seniors and families while assisting in their return to self-sufficiency.

These essential elements of community building are neither mutually exclusive nor are they competing outcomes. They are interrelated and interdependent aspects of an organic system of local government whose primary mission is to protect life and property, foster a well-educated and skilled workforce, promote economic prosperity, and create conditions that enable each member of the community to fulfill human potential.

Each essential element of community building must flourish in order for your vision to be realized. Achieving balance among these elements is the challenge. In order to support your vision, my organization must also be balanced in the way we define our role and conduct ourselves. To that end, I have challenged my staff to embrace the following nine characteristics of a well-balanced organization in the way they relate to each other and serve our customers.

IDENTITY – What kind of organization do we want to be?

- Focused on high quality:
- Planning ahead & working toward constant improvement
- People-oriented:
- Nurturing: training and career development
- Extraordinary customer service
- Goal-oriented:
- To client needs and measureable results
- Passionate and empathetic
- Creating a more peaceful and more productive environment
- Inquisitive, knowledgeable and data-driven
- Cultivate employee/citizen loyalty and trust
- A hotbed of imagination, experimentation and creativity
- Nimble: move swiftly and decisively to get the job done
- Value communication, cooperation, and teamwork

These are not only characteristics of an organization that aspires to being “in balance”, they also anchor the cornerstones of this proposed budget – productivity, process improvement and optimized service delivery. Not solely a foundation for FY 11, these cornerstones create a solid foundation for a sustainable financial future. My intention with this recommended budget is to create conditions – provide the framework, if you like – that encourages employees to cultivate a sense of self-awareness about their relationships with each other and with those whom they serve. Being self-aware means continually asking ourselves whether we are well-served by beliefs we have relied upon in the past to carry out our mission. Then, we must find better ways of doing business.

To sustain this sense of self-awareness means that we must engage in a different kind of conversation, one in which employees are encouraged to question the status quo, offer innovative solutions, and take prudent risks. By fostering this kind of conversation we will empower those who desire to manifest a balanced, high-performing organization.

Overview of Recommended Budget

The Recommended Budget for FY 11 totals \$3.538 billion compared with the adopted FY 10 budget of \$3.481 billion. The \$57 million increase from FY 10 to FY 11 is fully accounted for by an increase in the capital budget, primarily for transportation and water/wastewater projects. However, it is important to see the components of the total budget to fully appreciate the magnitude of the challenge and opportunities we face:

COUNTY ADMINISTRATOR'S BUDGET MESSAGE

Rounded to millions May not total due to rounding	FY 10 Adopted Budget	FY 11 Recommended Budget	Change
REVENUES:			
Property Tax -			
Countywide Ad Valorem	\$424.6	\$376.1	(48.5)
Property Tax -			
Unincorporated Area Ad Valorem	196.1	175.3	(20.8)
Other Revenue Sources	1,997.1	2,183.1	186.0
Fund Balance, Beginning of Year	863.8	803.9	(59.9)
Total Revenues	\$3,481.6	\$3,538.3	\$56.8
APPROPRIATIONS:			
Operating Budgets			
Countywide General Fund	\$172.4	\$156.3	(16.0)
Unincorporated Area General Fund	181.3	181.1	(0.3)
Countywide Special Purpose Fund	172.0	160.2	(11.7)
Sales Tax Fund	59.1	60.3	1.2
County Transportation Fund	69.6	64.7	(4.9)
Enterprise Funds (Water and Solid Waste)	240.1	232.8	(7.3)
Library District	39.4	37.8	(1.6)
All Other Operating Funds	247.5	250.1	2.6
Subtotal	1,181.4	1,143.5	(38.0)
Capital Project Budgets			
County Transportation Fund	20.8	3.3	(17.6)
Community Investment Tax Fund	(61.0)	28.3	89.4
Enterprise Funds (Water and Solid Waste)	73.7	51.9	(21.8)
All Other Funds	(4.5)	10.2	14.8
Subtotal	28.9	93.7	64.7
Debt Service - Principal, Interest and Other	408.7	410.4	1.7
Transfers to Constitutional Officers	434.8	437.5	2.7
Other Transfers	737.5	764.5	27.0
Reserves	690.1	688.8	(1.3)
Total Appropriations	\$3,481.6	\$3,538.3	\$56.8

Property Taxes – FY 11 will be the fourth year of reduction in property tax revenue. FY 08 and FY 09 property tax revenue reductions resulted from Florida tax reform. FY 10 and FY 11 reductions have resulted from sharp declines in values resulting from the recession and, in particular, the housing downturn. Some modest good news is reflected in our anticipated slow growth in some other tax revenues in FY 11. Revenue from gasoline taxes and sales taxes, for example, is expected to rise slowly in FY 11; however, the increase is inadequate to address reductions in other revenues.

Operating Budget – The recommended operating budget will decline \$36 million from FY 10 to FY 11. On a programmatic basis, public safety spending will increase in each of our two major operating funds – the Countywide General Fund and the Unincorporated Area General Fund. Spending in all other program areas will be either flat or will decline in FY 11 from FY 10 levels in these operating funds.

I am grateful to all of our Constitutional Officers who have demonstrated their leadership in helping to control costs in their FY 11 budgets. Outside agencies, such as the Planning Commission and Environmental Protection Commission, have also contributed to the overall goal of containing costs. The Sheriff has been particularly helpful in the update to the FY 11 budget, absorbing the cost of security services operations that transferred to the Sheriff in FY 10 and reducing an increase in the Sheriff's budget that had been planned.

Major service cuts have been avoided in this budget, although we will face a transition period over the next year for several programs as we restructure what we do and how we do it to phase out the use of non-recurring funds. Some of the programs that had faced major service cuts in FY 11 that have been avoided include: in-home senior services

COUNTY ADMINISTRATOR'S BUDGET MESSAGE

and Alzheimer's day care; child care licensing; Cooperative Extension services; Animal Services field services; regional parks operations; non-profit organization competitive funding; Bakas, Blaze Sports; and other therapeutic recreation services; adult athletics and, stormwater inspections and stormwater conveyance improvement.

We achieved significant offsets to our loss of property tax revenues with cost-cutting measures that should have minimal impact on the quality of most services we provide. We identified more than \$17 million in net reductions in our major tax funds – even after restoring some services. We should recognize as we accept these reductions that we will lose some of the flexibility we have enjoyed in the past to absorb unexpected needs or requests. Unplanned events will unlikely be absorbed without a commitment for additional resources. Some of the elements of these reductions include our continuing effort to downsize/rightsize our fleet, reduce overtime, eliminate vacant positions, tighten operating expenditures including a focus on cell phones and printers, and reduce leased space.

County Administrator Departments	Total Net Budget Increase/ (Decrease), FY10 to FY 11	Increase/Decrease as a % of		Change in FTEs
		FY 10 Department Budget	FY 10 County Administrator Total Dept. Budget	
Affordable Housing Office (1)	\$18,303,420	219.34%	2.01%	13.50
Aging Services	(546,313)	-3.20%	-0.06%	-13.00
Animal Services	(202,501)	-2.66%	-0.02%	-5.00
Children's Services	4,080,532	9.27%	0.45%	-15.24
Code Enforcement	106,522	2.49%	0.01%	-3.00
Communications Department	(156,509)	-6.31%	-0.02%	-3.00
Community Liaison Section	(994,997)	-46.20%	-0.11%	-3.00
Consumer Protection & Professional Responsibility	167,874	29.89%	0.02%	-0.40
County Administrator	(8,368)	-0.33%	0.00%	0.00
Debt Management	(686,398)	-100.00%	-0.08%	-5.00
Economic Development	(160,220)	-9.04%	-0.02%	1.95
Emergency Dispatch Center	(182,567)	-8.14%	-0.02%	0.00
Emergency Management	137,215	12.27%	0.02%	0.00
Emergency Telephone (911)	12,125	0.19%	0.00%	0.00
Equal Opportunity Administrator	8,234	143.03%	0.00%	0.00
Extension Services	(203,987)	-12.70%	-0.02%	-4.00
Fire Rescue	1,128,556	0.98%	0.12%	0.00
Fleet Management	46,674	0.15%	0.01%	-5.00
Health & Social Services	(7,682,148)	-4.36%	-0.84%	-29.50
HIPAA Compliance Office	1,182	0.73%	0.00%	0.00
Human Resources	(310,649)	-8.36%	-0.03%	-3.00
Information & Technology Services	(448,020)	-3.31%	-0.05%	-1.00
Library Services	(594,196)	-1.55%	-0.07%	-1.71
Management & Budget (2)	402,013	20.20%	0.04%	3.00
Medical Examiner	169,930	3.63%	0.02%	0.48
Neighborhood Relations	356,400	-100.00%	0.04%	0.00
Parks, Recreation & Conservation	(2,138,994)	-4.35%	-0.23%	-11.38
Planning & Growth Management	(1,384,602)	-6.50%	-0.15%	-10.96
Public Works	(7,047,356)	-8.67%	-0.77%	-68.00
Procurement Services	(443,426)	-20.63%	-0.05%	-5.00
Real Estate	(694,264)	-2.72%	-0.08%	-3.00
Security Services Agency	(3,738,355)	-100.00%	-0.41%	-67.00
Solid Waste Management	(5,156,008)	-5.66%	-0.57%	-2.00
Water Resource Services	(2,315,451)	-1.55%	-0.25%	0.00
Total County Administrator	(10,174,652)	-1.12%	-1.12%	-240.26

Note: The above table shows funding for departments across all funds. Funding for County Administrator departments solely within the two tax funds decreased by \$13.5 million. Two tax fund funding for non-departmental allotments, non-profit organizations, governmental agencies and other boards and commissions decreased by \$3.2 million.

Other Notes:

- (1) Includes transfer of HUD Section 8 program from Health and Social Services Department to the Affordable Housing Department
- (2) Includes transfer of four positions to establish a business analysis section.

COUNTY ADMINISTRATOR'S BUDGET MESSAGE

Regrettably, once again in FY 11 it will be necessary to lay off employees. This reduction-in-force affects employees at all levels of the organization including unclassified managers. I want to especially recognize my Assistant County Administrator for Human Services who, for the good of the organization, volunteered for the lay-off. A number of early retirements of department directors – in Children's Services, Cooperative Extension, Public Works, and Procurement – together with directors who will soon be retiring provide an opportunity to reduce layers of management. Strategically this leads to greater responsibility and accountability being assumed by staff who are more directly involved in providing service – a tremendous benefit not only to our customers, but to employees as well who will have a greater stake in our success in transforming the organization.

As we restructure the organization to achieve productivity, process improvement, and cost efficiencies, the employees who will leave the organization are faced with the challenge of a weak labor market. It is in the interest of the County to use every reasonable means at our disposal to assist these employees in finding new employment. Our community is already burdened with high unemployment and we do not want to exacerbate this problem by adding additional unemployed workers to the rolls. Likewise, for any of us who have experienced lay offs first hand, we know how difficult it is in the face of worry and fear to remain fully productive in the workplace; the upset is shared by employees who remain and, all told, the work environment can remain destabilized during this transition.

The most beneficial outcome for the affected employees, the organization and the community is rapid, productive re-employment. In short, the most important job for the affected employee is to find a job. Therefore, from the date a reduction-in-force is announced and until September 30, 2010 affected employees will remain on call to undertake assigned duties and they will be provided office space in the Human Resources Department and structured employment counseling and assistance in finding a job as quickly as possible.

In addition, the recommended budget also includes cost savings of \$515,729 arising from the consolidation of the following functions across departments:

Affected Departments & Programs	Immediate Implementation/ Benefits
Affordable Housing Department and Section 8 Unit of Health & Social Services Department	Combine by reorganizing Section 8 within Affordable Housing Department. Eliminate duplicative functions for cost savings and integrate client service improvements
Debt Management Function	Reassign to Clerks Office; Eliminates a department and one position from County Administration; Creates better integration of County investment and debt management.

But, we are not finished. I will be issuing Administrative Orders on June 11, 2010 initiating the first phase of an organizational restructuring to be completed by September 30, 2010 to achieve reduced costs and improved service. For example, I plan to merge three departments – Management and Budget, Human Resources, and Procurement Services – into one new department: Business and Support Services. Within that department, I am creating a new team – the PITcrew (Process Improvement & Tune-up Crew) – to conduct performance improvement studies using existing staff transferred from other departments. The PITcrew is based on an idea borrowed from the Sheriff's Office and techniques in use by the Tax Collector's Office, and is intended to achieve quick results in cost reduction and improved service.

Other departments and programs affected by this organizational transformation and administrative orders are described below:

Affected Departments & Programs	Immediate Implementation/ Benefits
Aging Services, Children's Services, and Health & Social Services Departments	Merge and integrate administrative, financial and human resources functions into a single Management Support Unit. Eliminate duplicative functions for cost savings and better operating controls.

COUNTY ADMINISTRATOR'S BUDGET MESSAGE

Affected Departments & Programs	Immediate Implementation/ Benefits
Planning & Growth Management, Public Works and Real Estate Departments.	Merge and integrate administrative, financial and human resources functions into a single Management Support Unit. Eliminate duplicative functions for cost savings and better operating controls.
Water Resource Services and Solid Waste Management Department	Merge and integrate administrative, financial and human resources functions into a single Management Support Unit. Eliminate duplicative functions for cost savings and better operating controls.
Communication Department and Public Information Officers (PIOs)	Centralize PIO function by bringing these positions in from departments to Communications Department. Eliminate duplicative functions for cost savings and better operating controls.
Management & Budget, Human Resources, Procurement Services Departments	Merge and integrate all functions into a single operating unit. Eliminate duplicative functions for cost savings and implement better operating controls.

As we continue to restructure activities with a short-term focus on streamlining administrative functions within and between departments, it is my expectation to bring additional annual long-term savings of at least \$1-2 million forward prior to the Board's adoption of the FY 11 budget in September. Not all of those savings may accrue to the tax funds on which we focus most of our attention, but savings anywhere within our budget benefit our community in terms of providing cost-effective services.

I am also eliminating the Debt Management Department through a joint agreement with the Clerk of Circuit Court to assume debt management activities that I have been personally involved in for more than two decades. These types of collaborations with Constitutional Officers – including a collaborative effort with the Clerk and the Civil Service Board to implement a resource planning enterprise (ERP) system and outsource its operation – reflect the kind of partnerships I believe citizens expect of their County government. While collaborations with municipalities and other governmental authorities are part of our plans (we have bid out the ERP jointly with the City of Tampa), those do not always mature as quickly as we might prefer as issues of governance must be resolved. The proposed transportation tax shows, however, our ability to forge interlocal agreements with the three municipalities and HART.

“12 MONTH PLAN”

- Components of Plan**
 - Describe specific program and functions affected
 - Implications for organization
 - Describe intended/desired options and outcomes
 - Who will deliver service
 - How will service be delivered
 - Service levels
 - Projected cost savings and efficiencies
 - Identify current and projected funding sources
 - Identify participating stakeholders and clients
 - Describe specific milestones (timing and deliverables)
 - Identify reporting frequency (monthly)
- Plan will be signed by Director(s) and Administrator
 - Approved by BOCC

12 – Month Plans - Selected programs identified below will be evaluated between now and May 31, 2011 to identify and implement steps to provide service at lower cost to the County. During the 12 month transition period, the County will work with clients, stakeholders and interested private service providers to implement the transition strategy. “12 Month Plan” documents, which incorporate the elements depicted below, have been prepared for each of these programs and are included with your budget package. As mentioned earlier, the use of \$18 million in one-time revenue to balance the FY 11 Recommended Budget necessitates action over the next twelve months to implement long-term solutions by identifying our priorities and determining how they can be met with recurring resources. Acting on these 12 Month Plans is a critical part of the solution.

During the 12 month period, defined deliverables will be identified along with milestones leading to achievement of the target transition date. Regular progress reports will

COUNTY ADMINISTRATOR'S BUDGET MESSAGE

be provided to the BOCC and public. The full impact of our transition plans will be in place in time for the FY 12 and FY 13 biennial budget the Board will approve next year.

Other departments and functions that will be accomplished before your adoption of the FY 11 budget include:

Affected Departments & Programs	12-month Transition Plan
Affordable Housing Department and Section 8 Unit of Health & Social Services Department	Possible consolidation with the Affordable Housing programs of other municipalities and authorities.
Aging Services, Children's Services, and Health & Social Services Departments	Evaluate private and/or other government providers of selected services to continue services at lower cost.
Animal Services	Implement further cost savings and operational improvements. Evaluate revenue generating and outsourcing opportunities.
Cooperative Extension	Identify services that are more effectively provided in other County departments, e.g., 4-H and consumer education.
Planning & Growth Management, Public Works and Real Estate Departments.	Evaluate outsourcing the following: survey and mapping; facilities management; asset management; road maintenance; mosquito control. Integrate GIS to avoid duplication
Water Resource Services and Solid Waste Management Department	Complete the further merger and integration of operations to achieve savings and improve service delivery. Further evaluation of consolidating municipal utilities.
Parks & Recreation Department	Evaluate private and/or other government providers of selected services to continue services at lower cost. Evaluate options for financial and operating self-sufficiency, including consolidation with municipalities.
County Inspection Functions	Evaluate opportunities to consolidate inspection functions currently embedded in departments to achieve cost savings and better service integration.
Emergency Management and Emergency Dispatch	Evaluate and implement opportunities to enhance regional emergency communications.
Planning Commission	Implement further cost savings and operational improvements.
County Attorney's Office	Implement further cost savings and operational improvements.

Some organizations outside County Administration agreed to implement transition plans in order to avoid near-term cuts: The County Attorney's Office and the Planning Commission have each agreed to a 12-month transition plan to seek long-term funding solutions for their needs. In return, I have supported one-time funding for FY 11 for each of these organizations.

Capital Budget – While the capital budget accounts for the entire increase in the overall County budget, the level of the capital budget – \$101 million – will still reflect a fraction of previous years' capital spending levels. One-half of the capital budget for FY 11 will be accounted for by water/wastewater projects. New funding for transportation projects, which had amounted to nearly \$150 million as recently as FY 08, will account for \$11 million in FY 11 after a net drawdown of prior year commitments in FY 10. Funding for transportation has been adjusted to match available Community Investment Tax (CIT) proceeds and to our declining ability to commit property taxes to the transportation program in the face of declining property tax revenues.

Other Expenditures and Transfers – Debt service (principal and interest payments on debt) will increase slightly from \$109 million in FY 10 to \$112 million in FY 11. The increase is attributable primarily to the planned issuance of additional Water and Wastewater Utility System to fund continuing expansion of treatment facilities.³ Transfers, an

³ Additional rollovers of short-term commercial paper debt – a non-cash transaction that reflects the refinancing of short-term borrowings for capital projects – increases the budgeted Debt Service Fund amount to \$410 million in FY 11 which is a slight increase from \$409 million in FY 10.

element of budgeting that tracks the flows between the “funds” that comprise a budget, will increase \$26 million from FY 10 to FY 11. While transfers are reflected in the overall budget total, they reflect good accounting but do not reflect a change in services.

Other Factors Considered in the Recommended FY 11 Budget

Budget Limitation – In preparing the recommended budget, we ensured we were in compliance with Board policy limiting spending – BOCC Policy 03.05.07.00. We also carefully assessed our ability to avoid future drawdowns of fund balance in the Countywide General Fund and Unincorporated Area General Fund because such actions can have significant implications on our ability to access financial markets to secure financing for County projects.

Continued Suspension of Pay Adjustments – The FY 11 budget contains no organization-wide pay increases for employees – i.e., no cost-of-living increase, no merit pay, no market equity adjustment and no step increase. However, there are a limited amount of pay adjustments budgeted due to pay equity issues and position reclassifications associated with organizational restructurings. As we rebalance spending to available revenue, such increases were not supportable. We face the prospect, however, of future increases in order to maintain comparability with other employers, to differentiate what we pay experienced employees from inexperienced employees, and to avoid pressures to unionize more of our labor force. We continue to research opportunities to reduce what we spend on benefits for new employees in order to control the overall cost of compensation. Outsourcing some programs or portions of some programs will also allow us to control compensation costs.

Elimination of Furloughs – Furloughs will be suspended after FY 10. While employees had supported them in order to save jobs, the consequences of furloughs have become obvious. We inconvenience our customers when we close facilities. We create inequities when some employees are spared from participation while others are not. Salaried employees who may normally work more than forty hours per week become hourly employees for an entire furlough week – resulting in a greater loss of productive hours for those employees than we save in costs. Furloughs were always recognized as a temporary means of cutting costs and we believe other cost-saving alternatives are preferable. We have sought to reduce overtime spending and lowered workers compensation costs through safety programs.

Reduced Millage – The Countywide operating millage has been reduced for the eighteenth consecutive year. As with the reduction in FY 10, the amount is minimal, but we believe that this shows a Board commitment on property taxes. The cumulative reduction amounts to \$2.41 in savings for every \$1,000 in taxable value in addition to the benefits of the doubling of the homestead exemption approved by Florida voters. For those taxpayers owning property in the unincorporated area who benefit from all reductions in County-levied millage rates, the total millage has been reduced for sixteen consecutive years, amounting to a total of \$3.19 in savings for every \$1,000 in taxable value. While taxpayers have benefitted from lower millage rates, a higher homestead exemption, and portability of the Save Our Homes cap on taxes, the amount of revenue generated by each mill of property tax has declined by 26 percent in the past three years.

Reserves – Our reserve strategy remains sound – we retain reserves in our major operating funds to meet best practices and to provide a safeguard for unexpected circumstances. As we monitor the oil spill in the Gulf of Mexico and remain alert during another potentially active hurricane season that will continue into early FY 11, it is critical that we retain operating reserves and our catastrophic reserve to provide us the capacity to address needs quickly. Consistent with our need to access funds quickly is recognition of the authorizations and recordkeeping needed to obtain maximum reimbursements from BP or FEMA.

Conclusion

Consistent with Goal One of your Strategic Plan, this recommended budget continues our commitment to “ensure that Hillsborough County is financially strong enough to influence its destiny by applying efficient and/or effective policies and practices.” We continue to receive positive feedback – most recently when Moody’s Investor Service and Fitch Ratings each upgraded our general credit rating to “AAA” as part of a recalibration of U.S. public finance ratings. Hillsborough County has held a “AAA” credit rating from Standard and Poor’s Ratings Services since 2006.

COUNTY ADMINISTRATOR'S BUDGET MESSAGE

As the budget process moves through to completion in September, our next steps are:

- **June 11, 2010**
 - Publish Administrative Orders (subject to a 10-day BOCC consent period)
 - Activate first round lay-offs

- **June 11 – August 31, 2010**
 - Complete evaluation and implementation of further short-term budget efficiencies
 - Implement interand intra-departmental realignments and consolidations
 - Identify additional revenue opportunities
 - Implement additional productivity savings
 - Identify additional department efficiencies not included in recommended budget
 - Implement additional lay-offs as needed

- **June 11, 2010 – March 31, 2011: “12-Month Plan” implementation**
 - Identify, evaluate and implement options to reduce costs of programs funded in FY 11 with one-time revenue
 - Joint effort of county staff, stakeholders, clients, contractors
 - Implement best option(s) by Sept. 30, 2011 :
 - ❖ Contract-out program delivery (all or part)
 - ❖ Redesign county delivery of program for cost savings
 - Implement additional lay-offs as needed

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

Respectfully Submitted,



Michael S. Merrill
Acting County Administrator

COUNTYWIDE GENERAL FUND

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

Revenues by Source	FY 08 Actual	FY 09 Actual	FY 10 Adopted	FY 11 Recommended
Current Ad Valorem Taxes	\$483,851,672	\$458,683,542	\$420,116,917	\$371,997,553
Delinq Ad Valorem Taxes	2,241,481	2,188,288	1,200,000	1,400,000
Local Business Tax	0	1,629,024	1,536,273	1,596,273
Permits & Fees	4,086,676	612,848	640,248	545,073
Intergovernmental Revenue	6,137,151	5,534,845	5,403,093	5,282,699
Charges for Services	48,333,365	57,308,404	59,805,253	58,904,858
Fines and Forfeits	261,215	79,149	75,508	81,892
Miscellaneous Revenues	11,555,381	9,358,596	10,791,395	8,763,474
Gross Revenue	556,466,941	535,394,696	499,568,687	448,571,822
Interfund Transfers	10,496,090	22,245,219	18,017,563	40,084,050
Other	31,684,142	47,099,845	23,220,000	23,420,000
Less 5% Required By Law	0	0	(24,749,462)	(22,314,208)
Fund Balance Begin of Year	119,803,884	120,025,045	107,996,132	110,085,000
	161,984,116	189,370,109	124,484,233	151,274,842
Total	\$718,451,057	\$724,764,805	\$624,052,920	\$599,846,664

Appropriations by Organization	FY 08 Actual	FY 09 Actual	FY 10 Adopted	FY 11 Recommended
Board of County Commissioners				
Board of County Commissioners	\$2,173,854	\$2,237,791	\$2,212,545	\$2,270,571
County Internal Performance Auditor	487,200	453,537	388,271	385,414
	2,661,054	2,691,328	2,600,816	2,655,985
County Attorney				
County Attorney	9,629,844	9,543,662	8,349,548	8,300,824

COUNTYWIDE GENERAL FUND

Appropriations by Organization	FY 08 Actual	FY 09 Actual	FY 10 Adopted	FY 11 Recommended
County Administrator Organization				
Aging Services Department	11,265,822	10,666,043	9,414,316	8,031,975
Animal Services Department	7,760,371	7,783,140	7,197,707	6,999,077
Children's Services Department	12,162,842	10,995,220	10,646,516	8,432,744
Communications Department	3,379,814	2,411,333	2,124,055	1,893,229
Community Liaison Section	722,378	745,276	804,017	637,351
Consumer Protection & Professional Responsibility	1,460,941	1,433,670	561,555	653,286
County Administrator	3,484,772	3,599,564	2,448,799	2,440,431
Debt Management Department	902,293	752,519	686,398	0
Economic Development Department	1,719,851	1,546,797	1,253,405	1,364,172
Emergency Dispatch Center	169,071	200,313	173,141	197,605
Emergency Management	1,008,136	933,316	783,840	900,742
Equal Opportunity Administrator	193,629	136,984	55,552	58,100
Extension	1,459,832	1,445,843	1,447,430	1,237,258
Health and Social Services Department	16,632,542	17,038,091	16,322,564	15,902,810
HIPAA Compliance Office	240,566	120,724	162,246	163,428
Human Resources Department	2,923,493	2,483,775	2,033,970	1,747,790
Information & Technology Services Dept	17,580,845	17,075,527	13,550,336	13,102,316
Management & Budget Department	2,651,354	2,534,775	1,990,575	2,392,588
Medical Examiner Department	4,579,407	4,965,224	4,675,363	4,721,000
Neighborhood Relations	505,122	0	0	0
Parks, Recreation and Conservation Department	15,169,891	16,604,479	15,423,215	13,909,014
Procurement Services	2,601,105	2,478,685	2,149,835	1,706,409
Public Safety Department	0	0	0	106,748
Public Works Department	2,588,000	2,727,860	2,327,249	2,316,711
Real Estate Department	22,973,381	21,367,066	18,999,157	18,437,506
Security Services Agency	4,358,124	4,571,628	3,738,355	0
	138,493,582	134,617,852	118,969,596	107,352,290

COUNTYWIDE GENERAL FUND

Appropriations by Organization	FY 08 Actual	FY 09 Actual	FY 10 Adopted	FY 11 Recommended
Elected Officials				
Clerk of Circuit Court	20,745,007	19,768,557	17,971,963	18,183,278
Property Appraiser	9,668,358	9,844,859	9,844,859	9,844,859
Public Defender	116,344	120,055	124,469	124,702
Sheriff	252,230,481	264,593,353	258,358,765	263,114,264
State Attorney (Part I)	421,533	168,928	479,660	380,262
State Attorney (Part II)	2,514,655	2,573,533	2,415,596	2,399,956
Supervisor of Elections	12,791,517	9,518,961	8,848,293	9,365,861
Tax Collector	21,364,858	21,311,469	20,865,424	18,743,961
Value Adjustment Board	402,448	560,894	752,751	769,099
	<u>320,255,201</u>	<u>328,460,609</u>	<u>319,661,780</u>	<u>322,926,242</u>
Judicial Branch (Admin Office of Courts)	2,573,083	2,592,749	2,512,953	2,522,164
Guardian Ad Litem	544,842	487,503	228,642	235,490
Boards, Commissions & Agencies				
Charter Review Board	0	0	9,500	0
Environmental Protection Commission	10,024,066	9,706,892	8,432,260	7,791,464
Legislative Delegation	190,492	225,450	109,516	0
Soil & Water Conservation Board	237,716	238,003	231,992	235,823
	<u>10,452,274</u>	<u>10,170,345</u>	<u>8,783,268</u>	<u>8,027,287</u>
Non-Departmental Organizations				
Capital Improvement Program Projects	11,290	15,812	(21,807)	0
Major Maintenance & Repair Program	(24,261)	468	(17,739)	0
Governmental Agencies	18,506,704	20,198,574	15,615,057	13,335,755
Non-Departmental Allotments	5,236,133	5,986,103	6,487,260	5,445,337
Nonprofit Organizations	8,505,903	7,702,586	6,274,558	5,669,058
	<u>32,235,769</u>	<u>33,903,543</u>	<u>28,337,329</u>	<u>24,450,150</u>
Non-Expenditure Accounts				
Interfund Transfers	84,891,429	87,950,683	41,763,923	31,920,787
Reserves & Refunds	300,368	308,691	92,845,065	91,455,445
	<u>85,191,797</u>	<u>88,259,374</u>	<u>134,608,988</u>	<u>123,376,232</u>
Total	<u><u>\$602,037,446</u></u>	<u><u>\$610,726,965</u></u>	<u><u>\$624,052,920</u></u>	<u><u>\$599,846,664</u></u>

UNINCORPORATED AREA GENERAL FUND

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

Revenues by Source	FY 08 Actual	FY 09 Actual	FY 10 Adopted	FY 11 Recommended
Current Ad Valorem Taxes	\$229,066,378	\$213,087,717	\$194,942,183	\$174,278,311
Delinq Ad Valorem Taxes	675,570	1,125,812	200,000	200,000
Communications Services Tax	27,706,846	26,662,108	27,394,992	24,319,443
Other Taxes	40,949	0	0	0
Permits & Fees	6,910	60,093	46,480	44,692
Intergovernmental Revenue	15,496,371	13,490,041	12,479,185	12,822,765
Charges for Services	17,971,926	17,410,246	21,448,879	20,901,669
Fines and Forfeits	2,080,439	1,602,628	1,582,392	4,662,736
Miscellaneous Revenue	7,995,388	5,390,661	5,549,988	3,912,389
Gross Revenue	<u>301,040,777</u>	<u>278,829,306</u>	<u>263,644,099</u>	<u>241,142,005</u>
Interfund Transfers	61,193,918	68,671,154	47,850,062	71,716,566
Other	18,453,575	17,530,294	16,010,000	5,935,000
Less 5% Required By Law	0	0	(13,168,448)	(12,365,750)
Fund Balance Begin of Year	105,009,098	108,128,471	94,474,379	94,474,000
	<u>184,656,591</u>	<u>194,329,919</u>	<u>145,165,993</u>	<u>159,759,816</u>
Total	<u>\$485,697,368</u>	<u>\$473,159,225</u>	<u>\$408,810,092</u>	<u>\$400,901,821</u>

Appropriations by Organization	FY 08 Actual	FY 09 Actual	FY 10 Adopted	FY 11 Recommended
County Administrator Organization				
Affordable Housing Office	\$227,105	\$286,016	\$1,189,585	\$565,590
Code Enforcement Dept	5,320,637	5,843,170	3,986,851	3,900,635
Communications Department	586,193	450,286	354,558	428,875
Emergency Dispatch Center	1,853,312	1,910,044	1,703,361	1,552,488
Fire Rescue Department	106,458,776	111,584,614	114,398,640	115,590,913
Health & Social Services Department	804,751	0	0	0
Parks, Recreation and Conservation Department	30,192,660	29,286,840	32,672,644	32,121,847
Planning & Growth Management Department	11,490,393	12,184,728	10,257,080	9,348,383
Public Works Department	15,578,739	14,273,636	11,785,853	11,075,882
Real Estate Department	4,171,098	4,811,842	3,455,153	3,323,600
Water Resource Services	78,616	144,304	140,000	140,000
Subtotal	<u>176,762,280</u>	<u>180,775,480</u>	<u>179,943,725</u>	<u>178,048,213</u>

UNINCORPORATED AREA GENERAL FUND

Appropriations by Organization	FY 08 Actual	FY 09 Actual	FY 10 Adopted	FY 11 Recommended
Elected Officials				
Property Appraiser	1,772,543	1,735,142	1,735,431	1,735,431
Sheriff	107,648,916	111,606,872	106,788,315	106,195,266
Tax Collector	4,383,439	4,048,662	3,990,581	3,570,191
	<u>113,804,898</u>	<u>117,390,676</u>	<u>112,514,327</u>	<u>111,500,888</u>
Non-Departmental Organizations				
Capital Improvement Projects Program	27,455	0	0	0
Governmental Agencies	0	0	0	1,510,600
Non-Departmental Allotments	3,066,601	1,894,852	1,438,146	1,405,935
Nonprofit Organizations	322,870	0	0	0
	<u>3,416,926</u>	<u>1,894,852</u>	<u>1,438,146</u>	<u>2,916,535</u>
Non-Expenditure Accounts				
Interfund Transfers	83,919,491	80,862,636	29,820,490	22,468,450
Reserves & Refunds	241,474	198,770	85,093,404	85,967,735
	<u>84,160,965</u>	<u>81,061,406</u>	<u>114,913,894</u>	<u>108,436,185</u>
Total	<u>\$378,145,069</u>	<u>\$381,122,414</u>	<u>\$408,810,092</u>	<u>\$400,901,821</u>

NONPROFIT ORGANIZATIONS

Description	FY 08 Actual	FY 09 Actual	FY 10 Adopted	FY 11 Recommended
GENERAL FUND				
Countywide General Fund				
<u>Non-Competitive</u>				
<u>Management & Budget</u>				
Arts Council	\$1,400,717	\$1,078,969	\$809,227	\$487,227
Historical Advisory Council of Hillsborough	0	6,570	2,531	2,531
Tampa Bay History Center	289,423	236,250	177,187	177,187
<u>Economic Development</u>				
Lowry Park Zoo	450,000	405,000	283,500	0
Museum of Science and Industry	687,500	573,750	430,312	430,312
<u>Health & Social Services</u>				
Catholic Charities - Choose Life Distribution	47,042	45,994	50,799	50,799
Community Tampa Bay (Formerly NCCJ)	8,250	7,425	5,569	5,569
Crisis Center/Transportation/Nurse Examiner	1,662,771	1,662,771	1,413,355	1,413,355
Sickle Cell Association	38,733	31,210	26,529	26,529
<u>Competitive</u>				
<u>Health & Social Services</u>				
A Brighter Community (Formerly Bright Horizons)	9,925	7,380	5,904	5,904
Aging Solutions (Public Guardian)	52,550	0	0	0
Alpha, Inc.	59,194	54,075	45,964	45,964
YES! of America United, Inc.	0	10,000	7,500	7,500
Bolesta	18,368	13,304	11,308	11,308
Boys and Girls Clubs	124,324	89,303	71,442	71,442
Centre for Women	60,638	50,165	43,659	43,659
Child Abuse Council, Inc.	56,605	30,763	51,000	51,000
Children's Home Society	141,585	131,400	111,690	111,690
COACH Foundation	27,425	19,838	0	0
Computer Mentors Group	16,031	12,226	10,821	10,821
Cornerstone Ministries (Formerly Tampa United Methodist)	28,915	23,625	18,900	18,900
Corp to Develop Communities (CDC)	47,250	42,525	34,020	34,020
Crisis Center - Eldernet	22,027	18,232	14,586	14,586
Epilepsy Services of West Central Florida	18,919	11,622	15,840	15,840
Family Justice Center	0	100,000	75,000	75,000
Francis House	17,655	12,000	9,600	9,600
Girl Scouts of Suncoast	0	17,029	19,987	19,987
Greater Palm River Point CDC	21,483	9,380	10,125	10,125
Gulf Ridge Boy Scouts	42,253	26,649	19,987	19,987
Hispanic Services Council	53,976	43,437	34,750	34,750
Life Enrichment Center	20,672	13,996	11,250	11,250
Mary & Martha House	24,804	26,250	22,313	22,313
Mental Health Care, Inc.	117,251	80,994	64,800	64,800
Quantum Leap Farm	21,620	17,296	12,972	12,972
Redland Christian Migrant	98,753	75,722	60,578	60,578
Self Reliance	20,475	18,428	14,742	14,742
Seniors in Service	7,950	7,500	6,000	6,000
St. John Presbyterian Learning Center	764	0	0	0
Tampa Bay Academy of Hope	25,000	20,000	0	0
Tampa Lighthouse for the Blind	41,020	33,737	26,990	26,990
Tampa Metro Area YMCA	28,389	18,506	14,805	14,805

NONPROFIT ORGANIZATIONS

Description	FY 08 Actual	FY 09 Actual	FY 10 Adopted	FY 11 Recommended
The Spring of Tampa Bay	106,050	106,050	90,143	90,143
Trinity Café	0	85,000	72,250	72,250
United Cerebral Palsy	15,813	14,232	11,386	11,386
Veteran's Council of Hillsborough County	5,950	4,675	4,463	4,463
<u>Community Liaisons</u>				
Agency for Community Treatment Services	559,056	533,372	480,034	534,975
DACCO	807,934	807,934	727,141	672,200
Goodwill Industries	398,596	339,377	358,768	358,768
Tampa Crossroads	110,126	110,126	99,113	99,113
<u>Economic Development</u>				
Boys and Girls Clubs Summer Program	52,496	56,250	28,125	28,125
Corporation to Develop Communities (CDC) - YO Program	0	50,000	0	0
Economic Development External Organizations	5,000	5,000	5,000	5,000
Nonprofit Funding - unassigned	0	0	0	0
Florida Aquarium	100,000	0	0	0
Hispanic Business Initiative Fund	36,375	36,375	27,281	27,281
NAACP Empowerment Center	0	14,771	11,250	11,250
Tampa Bay Sports Commission	430,000	400,000	300,000	300,000
Tampa Bay Black Heritage Festival	18,750	18,750	14,062	14,062
US-Africa Free Enterprise Education	49,500	37,353	0	0
	8,505,903	7,702,586	6,274,558	5,669,058
Unincorporated Area General Fund				
<u>Non-Competitive</u>				
<u>Management & Budget</u>				
Tampa Bay Cable Network	29,620	0	0	0
Tampa Educational Cable Consortium	293,250	0	0	0
	322,870	0	0	0
TOTAL GENERAL FUND	8,828,773	7,702,586	6,274,558	5,669,058
SPECIAL REVENUE FUNDS				
Countywide Special Purpose Revenue Fund				
<u>Non-Competitive</u>				
<u>Health & Social Services</u>				
Bay Area Legal Services	1,100,000	1,100,000	1,100,000	1,100,000
	1,100,000	1,100,000	1,100,000	1,100,000
Sales Tax Revenue Fund				
<u>Economic Development</u>				
3% Tourist Development Tax				
Apollo Beach Chamber of Commerce	18,404	14,022	10,000	10,000
Arts Council of Hillsborough County	27,606	20,592	14,000	14,000
Big East	46,010	44,074	0	0
County Arts & Cultural Co-op	127,908	111,296	125,000	165,000
Downtown Attractions	17,076	14,840	15,000	15,000
Florida Aquarium	119,625	103,878	100,000	100,000
Lowry Park Zoo	119,625	103,878	100,000	100,000
Museum of Science and Industry	119,625	103,878	100,000	100,000
Outback Pro-Am	92,022	74,000	75,000	0
Plant City Chamber of Commerce	92,022	74,198	65,000	65,000
Plant City Stadium	384,866	391,151	400,000	400,000

NONPROFIT ORGANIZATIONS

Description	FY 08 Actual	FY 09 Actual	FY 10 Adopted	FY 11 Recommended
Ruskin Chamber of Commerce	14,570	12,913	5,000	5,000
Sail 2010	0	50,000	0	0
Tampa Bay Black Heritage Festival	18,404	14,840	15,000	15,000
Tampa Bay CVB	8,090,442	6,900,380	7,970,000	8,125,000
Tampa Bay CVB - Non-Base - Westshore Center	0	25,000	0	0
Tampa Bay CVB - Overage Payment	0	0	0	0
Tampa Bay Performing Arts Center	506,109	408,089	450,000	500,000
Tampa Bay Performing Arts Center - Wonderland	0	0	50,000	0
Tampa Bay Sports Commission	460,101	370,989	400,000	450,000
Tampa Convention Center	2,098,422	1,897,777	100,000	200,000
Tampa Convention Center - Debt	0	0	0	0
Tampa History Center	13,802	11,131	20,000	10,000
Tampa Museum of Art	0	0	20,000	0
Ybor City Chamber of Commerce	92,022	74,198	75,000	75,000
	12,458,661	10,821,124	10,109,000	10,349,000
1% Additional (4th Cent) Tourist Development Tax				
Tampa Convention Center	0	0	800,000	800,000
Tampa Bay CVB - Super Bowl	1,500,000	0	0	0
	1,500,000	0	800,000	800,000
Intergovernmental Grants Fund				
<u>Affordable Housing</u>				
Bay Area Legal Services	33,116	31,546	31,546	31,546
Big Brothers Big Sisters	32,353	23,373	29,010	29,010
Boys and Girls Club	23,302	22,533	22,533	22,533
Catholic Charities - Reach	75,496	67,291	68,623	68,623
Children's Home Society	84,361	45,399	123,380	123,380
Computer Mentors Group	34,500	20,612	25,988	25,988
Corporation to Develop Communities (CDC)	28,969	27,733	28,013	28,013
Gulf Coast Jewish Families	23,882	22,592	22,592	22,592
HARC - Alzheimer Care Staff	81,646	73,729	71,591	71,591
Hispanic Services Council	23,956	23,165	23,165	23,165
Mary & Martha House	22,333	30,026	30,026	30,026
Redland Christian Migrants	59,000	52,044	50,535	50,535
Seniors in Service	23,830	23,044	23,044	23,044
Tampa Bay Academy of Hope	0	0	20,000	20,000
Tampa Metro Area YMCA	11,524	10,550	21,685	21,685
The Spring of Tampa Bay - Intervention	37,284	36,054	36,054	36,054
United Cerebral Palsy	29,304	24,877	24,877	24,877
	624,856	534,568	652,662	652,662
TOTAL SPECIAL REVENUE FUNDS	15,683,517	12,455,692	12,661,662	12,901,662
TOTAL NONPROFIT ORGANIZATIONS	\$24,512,290	\$20,158,278	\$18,936,220	\$18,570,720

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

<u>Project Number</u>	<u>Program / Project Title</u>	<u>Prior Funding (*)</u>	<u>FY 11 Funding</u>	<u>Future Funding</u>	<u>Total Funding</u>
<u>Fire Services:</u>					
91172	Fire Rescue Equipment Replacements / Modernizations - CST	\$3,687	\$1,400	\$5,600	\$10,687
91999	Unallocated Funds Fire Inspection	150	-150	0	0
Total Fire Services		\$3,837	\$1,250	\$5,600	\$10,687
<u>Government Facilities:</u>					
77767	Affordable Housing Task Force Program	\$4,755	\$650	\$0	\$5,405
79001	Animal Services Investigation Kennels	1,600	-1,505	0	95
79146 *	Animal Services Roof Replacement & Shelter Vent.	0	1,525	0	1,525
77787	Clerk's Traffic Department Build-out	310	250	0	560
77768	Economic Development Initiatives	14,847	-800	0	14,047
79143	Falkenburg Rd Jail Expansion Phase VII	1,860	2,065	19,575	23,500
70001 *	Public Art Unallocated Assessments	0	1,093	118	1,211
77775	Sheriff's Fleet Equipment Replacement	2,700	2,700	5,400	10,800
Total Government Facilities		\$26,071	\$5,979	\$25,093	\$57,143
<u>Libraries:</u>					
76006 *	Integrated Library Computer System (ILS) Replacement	\$0	\$1,398	\$0	\$1,398
76005 *	Jimmy B Keel Regional Library Parking Lot Extension	0	199	0	199
76004 *	Radio Frequency Identification Security (RFIS) System	0	647	0	647
76002	Seminole Heights Library Replacement	560	6,320	0	6,880
Total Libraries		\$0	\$8,564	\$0	\$9,124
<u>Parks:</u>					
83638	Apollo Beach Park Expansion	\$675	\$500	\$0	\$1,175
80209	Countywide Soccer Complex	9,342	5,658	0	15,000
80215	Miscellaneous Neighborhood Park Improvements	2,896	2,500	0	5,396
89003	South Coast Greenway Phase I- PD&E/Construction	2,412	75	0	2,487
80213	Youth Athletics Complexes Improvements	5,000	1,000	0	6,000
Total Parks		\$20,325	\$9,733	\$0	\$30,058
<u>Solid Waste:</u>					
54057	Sheldon Road Household Chemical & Electronics Collection Ctr. Repl Fac	\$350	-\$350	\$1,500	\$1,500
54060	Southeast County Community Collection Center	250	-250	3,100	3,100
54059	Southeast County Landfill Site B Research and Evaluation Study	400	-400	750	750
54058	Southeast County Landfill Stormwater Improvements	200	2,000	0	2,200
54038	Southeast Landfill Capacity Expansion-Sect 10	1,200	300	26,000	27,500
Total Solid Waste		\$2,400	\$1,300	\$31,350	\$35,050
<u>Stormwater:</u>					
46133	Countywide Culvert Replacement Program FY 08 -FY 15	\$2,850	\$850	\$3,433	\$7,133
41142	Countywide Watershed Masterplan Update Ph II	1,945	150	0	2,095
48516	Countywide Watershed Mgmt Master Plan Update	3,997	500	1,600	6,097
47097	Duck Pond Storm water Plan Implementation	9,368	250	0	9,618
47159	Hillsborough River/Tampa Bypass Canal Watershed	370	250	0	620
46132	Major Neighborhood Drain Improvement Project FY 08 -FY 15	7,251	3,776	570	11,597
46129	Master Plan Improvement Project FY 08 -FY 15	1,640	250	0	1,890

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

<u>Project Number</u>	<u>Program / Project Title</u>	<u>Prior Funding (*)</u>	<u>FY 11 Funding</u>	<u>Future Funding</u>	<u>Total Funding</u>
46131	Minor N'hood Drain Improvement Project FY 08 -FY 15	14,765	5,451	5,437	25,653
48501	Neighborhood System Improvements	1,489	903	3,942	6,334
46000	UAC Alloc Stormwater Proj	7,702	-653	0	7,049
46134	Water Quality Improvement & Enviromental Project FY 08 -FY 15	8,871	675	1,429	10,975
46200	CIT Phase III Stormwater Prog	3,948	-3,948	0	0
Total Stormwater		\$64,196	\$8,454	\$16,411	\$89,061

Transportation:

62119	Bridge/Guardrail Rehabilitation Projects	\$1,400	\$400	\$1,600	\$3,400
61043	Bruce B.Downs (Pebble Crk/County Line Rd)	9,681	65	0	9,746
61010	Contributions/Other Governments/ Impact Fees	3,951	67	270	4,288
63000	Critical Accident Mitigation-Intersection	12,340	3,350	0	15,690
69125	Lithia Pinecrest(SR 60 To Highway 39)	3,185	277	0	3,462
61035	Paved Shoulder/Bicycle Lanes County Rural Roads	1,839	453	1,000	3,292
69046	Pavement Treatment Program	20,604	7,300	700	28,604
69121	Racetrack Road Construction Phase 4 (Hillsb-Douglas)	11,292	175	0	11,467
61969	Resurfacing with County Forces	1,000	500	500	2,000
64036	Sidewalk ADA Retrofit	1,800	750	2,200	4,750
69508	Sidewalk Retrofit Construction	4,440	800	0	5,240
63091	Traffic Signs Retroreflectivity Program	13,310	-3,000	0	10,310
61909	Boyette Road with Boundary To Lith-Pinecrest	2,177	61	245	2,483
Total Transportation		\$87,018	\$11,199	\$6,515	\$104,731

Water Services:

10202*	Brushy Creek Pump St Rehab	\$0	\$2,000	\$0	\$2,000
31978*	BSOC Command / Emergency Operations Center	0	4,250	0	4,250
31968	Countywide Fire Hydrant Replacement Project	1,000	1,000	4,000	6,000
10138	Countywide Major Wastewater Pump Stations Refurbish	23,600	4,000	16,000	43,600
10141	Countywide Major Wastewater Treatment Plant Overhaul Projects	3,000	3,200	0	6,200
31979*	Countywide Non-Urgent Facility R&R (Master Project)	0	300	1,200	1,500
10171	Countywide Wastewater Forcemain R&R Master	1,000	1,000	4,000	6,000
10140	Countywide Wastewater Pump Station Replacements	14,050	1,500	6,000	21,550
31977*	Countywide Water Transmission / Distribution Line R&R	0	1,000	4,000	5,000
10168*	Dale Mabry Advanced Wastewater Treatment Headworks Rehab	0	600	2,400	3,000
10167	Falkenburg AWTP Sludge Dewatering Upgrade	1,400	5,600	0	7,000
31957	Fire Flow Deficiency Master Project	8,921	2,050	0	10,971
10159*	Gibson Road Forcemain (Gibson Elementary To Old Gibson Dr)	0	400	0	400
10197*	Golf/Sea WWPS #1 & #2 Conversion	0	1500	0	1,500
10768	Low Pressure Sewer System (LPSS) - Master Project	10,500	1,500	6,000	18,000
10744	Manhole Inspection & Rehabilitation Program	9,043	800	1,600	11,443
10753*	Non-Urgent Facility R&R -Fare Account	0	500	500	1,000
10170	Northwest Biosolids Gravity Belt Thickener Rehab	160	640	0	800
19656	Reclaimed Water Main R&R - Fare Account	270	260	0	530
19657	Reclaimed Water Pump Station R&R - Fare Account	370	370	0	740
10795	Reclaimed Water Pump Station Refurbishment Master Project	700	100	400	1,200
10745	Regional Wastewater Treatment Plant R&R - Master Project	20,200	3,000	12,000	35,200
10199*	River Oaks Headworks Rehab	0	2,500	0	2,500
19017	RWTM Ext. To New Developments And RWIU's-Master Project	1,900	200	800	2,900

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

<u>Project Number</u>	<u>Program / Project Title</u>	<u>Prior Funding (*)</u>	<u>FY 11 Funding</u>	<u>Future Funding</u>	<u>Total Funding</u>
10198*	South Hills Aquifer Recharge Prog (Sharp)	0	3500	0	3,500
10794	Supervisory Control & Acquisition Of Data For Pump Stations Phase II	640	868	12,751	14,259
10157*	US Highway 41 Forcemain (J Taylor Project To Big Bend Road)	0	422	0	422
31945	Utility Relocation - Master Project	7,755	4,000	4,000	15,755
10173*	Vandyke Headworks Rehab	0	500	2,000	2,500
10750	Wastewater Slip Lining - Master Project	10,477	2,000	4,000	16,477
30116	Water Treatment R&R -Master Project	8,046	1,000	3,500	12,546
Total Water Services Program		\$123,032	\$50,560	\$85,151	\$258,743
Total Programs		\$326,880	\$97,039	\$170,119	\$594,598
<u>Other Non-CIP:</u>					
	Repair, Renovation, Replacement and Maintenance Program	\$16,799	\$6,676	\$28,416	\$51,891
	Other Non-CIP	382	910	NA	1,292
Total Non-CIP		\$17,181	\$7,586	\$28,416	\$53,184
Total Capital Budget		\$344,061	\$104,625	\$198,535	\$647,781

* New Project

(*) As of March 2010

CAPITAL BUDGET**Major Repair, Renovation, Replacement and Maintenance (R3M) Program****FY 11 Projects List**

<u>Fund / Program / Project Title</u>	<u>FY 11 Funding</u>	<u>Future Funding</u>	<u>Total FY 11 - FY 15 Funding</u>
Fire Services:			
<i>Unincorporated Area (MSTU)</i>			
Armwood FS 4 Kitchen Fire Suppression	\$25,000	\$0	\$25,000
Armwood FS 4 Roof Replacement	25,000	0	25,000
Armwood FS 4 Sanitary Replacement	50,000	0	50,000
Brandon FS 11 A/C Replacement	35,000	0	35,000
Gunn Hwy FS 13 Kitchen Fire Suppression	25,000	0	25,000
Riverview FS 16 Ductwork And Ceiling Repl	65,000	0	65,000
Ruskin 17 Roof Replacement	25,000	0	25,000
Thonothosassa FS 21 Sanitary Replacement	35,000	0	35,000
Thonothosassa FS 21 Well Repair/Pepl	25,000	0	25,000
Dover FS 23 Roof Replacement	30,000	0	30,000
Valrico FS 36 Fascia And Soffit Replacement	25,000	0	25,000
Allocated Fund Major Maint/Repairs Fire	146,881	3,387,031	3,533,912
Total Fire Services	\$511,881	\$3,387,031	\$3,898,912

Government Facilities:*Countywide (General Fund):*

Animal Services Falkenburg Int/Ext Lighting Project	\$25,000	\$0	\$25,000
Children Services Haven Poe Gutter Replacement	30,000	0	30,000
Children Services Haven Poe Repaint and Patch Exterior	15,000	0	15,000
Children Services Lake Magdalene Parking Seal and Stripe	85,000	0	85,000
Children Services Lake Magdalene Tree Trimming	7,000	0	7,000
Children Services Renovate Dorothy Thomas House Phase II	40,000	0	40,000
Children Services Storage Building (Repl Bldg. 57 and 58 PH 2	125,000	0	125,000
Cooperative Extension ADA Hardscape and Ramps	30,000	0	30,000
EOC Chiller System Hot By-Pass Gas Modification	50,000	0	50,000
EOC/EDC UPS System Replacement	45,000	0	45,000
Fleet - Unit 2 Fence Replacement	17,000	0	17,000
Fleet - Unit 2 Lighting Retrofit	25,000	0	25,000
Fleet - Unit 2 Re-Paving	60,000	0	60,000
Fleet Big Bend Fence Replacement	10,000	0	10,000
Fleet Central Main Locker Room Renovation	130,000	0	130,000
Headstart Brandon Roof Gutter System Replacement	15,000	0	15,000
Headstart La Paloma Roof Replacement	30,000	0	30,000
Headstart Mango Exterior Safety Lighting	15,000	0	15,000
Headstart McCloud HVAC Replacement	25,000	0	25,000
Headstart MOSI Roof Replacement	35,000	0	35,000
Headstart Plant City Lighting Retrofit	5,000	0	5,000
Headstart Ruskin Replace Carpet	20,000	0	20,000
Headstart Rusking Patch, Resealand Stripe Parking Lot	25,000	0	25,000
Headstart Sulphur Springs A/C Replacement	22,000	0	22,000
Headstart Sulphur Springs Interior and Exterior Paint	18,000	0	18,000
Headstart Sulphur Springs Lighting Retrofit	5,000	0	5,000
Lee Davis NSC Interior/Exterior Paint and Seal	20,000	0	20,000
Lee Davis NSC Parking Lot Seal and Stripe	65,000	0	65,000

CAPITAL BUDGET

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

FY 11 Projects List

<u>Fund / Program / Project Title</u>	<u>FY 11 Funding</u>	<u>Future Funding</u>	<u>Total FY 11 - FY 15 Funding</u>
RED County Center Lighting Relamp	75,000	0	75,000
Senior Center Brandon A/C Replacement	45,000	0	45,000
Senior Center Brandon Carpet Replacement	10,000	0	10,000
Senior Center Brandon Interior/Exterior Paint	25,000	0	25,000
Senior Center Lutz A/C System Ductwork and Ceiling Tile Repl.	75,000	0	75,000
Senior Center Lutz Reseal and Stripe Parking Lot	15,000	0	15,000
Senior Center Lutz Restroom Renovations	40,000	0	40,000
Senior Center Plant City Duct Work Replacement	25,000	0	25,000
Senior Center Plant City Fire and Security Alarm Replacement	20,000	0	20,000
Senior Center Plant City Interior/Exterior Paint	25,000	0	25,000
Senior Center Plant City Repave, Stripe Parking Lot	15,000	0	15,000
Senior Center Plant City Restroom Renovations	40,000	0	40,000
Senior Center Ruskin Windows Replacement	20,000	0	20,000
Senior Center Seffner A/C System Replacement	30,000	0	30,000
Senior Center Seffner Exterior Siding Replacement	145,000	0	145,000
Senior Center Wimauma Roof Repair	30,000	0	30,000
Social Services 2410 Tampa St. A/C Replacements	22,000	0	22,000
Social Services Veterans Affairs A/C Ductwork Replacement	42,000	0	42,000
Social Services Veterans Affairs Interior/Exterior Paint	25,000	0	25,000
West Tampa NSC Security/Reception Area Relocation	50,000	0	50,000
Clerk of the Circuit Court: (a)	0	1,000,000	1,000,000
County Center Building Major Maintenance	250,000	1,000,000	1,250,000
Allocated Fund Major Maint/Repairs	1,879,836	13,122,512	15,002,348
Total Government Facilities	\$3,932,836	\$15,122,512	\$19,055,348

Parks:

Countywide (General Fund):

Lithia Springs Park Small Spring Security Fencing	\$10,000	\$0	\$10,000
Medard Park Security Residence Fence Replacement	8,000	0	8,000
Upper Tampa Bay Sidewalk Replacement	6,000	0	6,000
Lettuce Lake Picnic Shelter Walkways Repl	50,000	0	50,000
Allocated Fund Major Maint/Repairs	16,000	2,000,000	2,016,000
Total Parks Countywide	\$90,000	\$2,000,000	\$2,090,000

Unincorporated Area (MSTU):

Balm, Bleachers(1)	\$8,000	\$0	\$8,000
Bealsville Rec Water Intrusion Repairs	35,000	0	35,000
Bethune, Bleachers(2)	12,000	0	12,000
Brandon Rec, Remodel Outside Bathrooms	25,000	0	25,000
Brandon Recreation Electrical Panel Repl (Old)	30,000	0	30,000
Clayton Concession Septic	20,000	0	20,000
Clayton Park, T-Ball Bleachers	12,000	0	12,000
Country Place Ada Hardscape	6,000	0	6,000
Davis Park Sidewalk (To Back Shelter ADA) , ADA Parking	12,000	0	12,000
Dover District Football Concession Septic	20,000	0	20,000

CAPITAL BUDGET

**Major Repair, Renovation, Replacement and Maintenance (R3M) Program
FY 11 Projects List**

<u>Fund / Program / Project Title</u>	<u>FY 11 Funding</u>	<u>Future Funding</u>	<u>Total FY 11 - FY 15 Funding</u>
Dover District Recreation Center Septic	20,000	0	20,000
Earl Simmons Recreation Septic	30,000	0	30,000
Egypt Lake Ext Door And Window Repairs	30,000	0	30,000
Egypt Lake Restroom Renovations	25,000	0	25,000
Evans Softball And Footbal Bleachers (2)	12,000	0	12,000
Jackson Springs Rec, Roof	50,000	0	50,000
Kenly, Bleachers(1)	8,000	0	8,000
Kings Forest Bleachers (1)	8,000	0	8,000
Limona Park Sidewalk Ada	10,000	0	10,000
N. Brandon Football Ac Replacement (1)	10,000	0	10,000
N. Brandon Football Septic	22,000	0	22,000
N. Brandon L.L. Concession AC Replacement (1)	10,000	0	10,000
N. Brandon L.L. Concession Septic	22,000	0	22,000
N. Brandon, Football Bleachers(4)	30,000	0	30,000
N. Brandon, T-Ball Bleachers(1)	8,000	0	8,000
Nuccio Ac System Replacement	25,000	0	25,000
Nye Park Bleacher (1)	8,000	0	8,000
Palm River Recreation Softball Fenc Repl	10,000	0	10,000
Palm River Softball Bleacher Repl	10,000	0	10,000
Riverview Civic Ceiling Repl	20,000	0	20,000
Riverview Civic Restroom Rehab	35,000	0	35,000
Ruskin, Bleachers(1)	8,000	0	8,000
Sandy Perrone Ac Replacement	30,000	0	30,000
Springhead Main Building And Pavilion Septic	35,000	0	35,000
Sterling Heights Ext Doors, Window, Siding Repl, Gameroom	20,000	0	20,000
Sterling Heights Flooring , Restroom Renov, Old Rec Center	45,000	0	45,000
Thatcher Civic Center Electrical Panel	12,000	0	12,000
Thatcher, Bleachers(1)	8,000	0	8,000
Timberlane Air Handler Replacement	18,000	0	18,000
Turkey Creek Rec(Earl Simmons Shelter Roof Repair And Repl	10,000	0	10,000
Vance Vogal, Soccer Bleachers	20,000	0	20,000
Wimauma Civic Center Electrical Panel	12,000	0	12,000
Wimauma Civic Center Roof	18,000	0	18,000
Winston Rec Center Roof Repl	45,000	0	45,000
Allocated Fund Major Maint/Repairs Parks	501,126	5,050,000	5,551,126
Total Parks Unincorporated	\$1,365,126	\$5,050,000	\$6,415,126
Total Parks	\$1,455,126	\$7,050,000	\$8,505,126

Public Works:

Unincorporated Area (MSTU):

Central Service Unit Fire Alarm & Security Replacement	\$100,000	\$0	\$100,000
Countywide A/C Condensers Tie Downs Replacement	5,000	0	5,000
Countywide Crew Room Air Handlers Replacement	20,000	0	20,000
Countywide Supply Building A/C Replacement	25,000	0	25,000
East Service Unit Crew Room A/C Replacement	50,000	0	50,000

CAPITAL BUDGET

**Major Repair, Renovation, Replacement and Maintenance (R3M) Program
FY 11 Projects List**

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East Service Unit Perimeter Fencing Replacement	35,000	0	35,000
South Service Unit Roof Replacement	92,400	0	92,400
West Service Unit Replace Eye Wash	5,000	0	5,000
West Service Unit Roof Replacements	40,000	0	40,000
Allocated Fund Major Maint/Repairs Public Works	50,000	1,350,000	1,400,000
Total Public Works	\$422,400	\$1,350,000	\$1,772,400
 Libraries:			
<i>Special Library Taxing District</i>			
Brandon Library Fire Alarm Replacement	\$45,000	\$0	\$45,000
Brandon Library Re-Seal Wood Deck	20,000	0	20,000
Fendig Library A/C Condensers Replacement	40,000	0	40,000
Fendig Library Reseal Exterior Brick	40,000	0	40,000
Thonotosassa Library A/C Replacement	25,000	0	25,000
Thonotosassa Library Clean And Seal Exterior Brick	25,000	0	25,000
Thonotosassa Library Fascia Repair	25,000	0	25,000
Allocated Funds Major Maint/Repairs Libraries	133,917	1,506,387	1,640,304
Total Libraries	\$353,917	\$1,506,387	\$1,860,304
 Total R3M Program	 \$6,676,160	 \$28,415,930	 \$35,092,089

(a) FY 11 allocation is used to fund the Clerk's Traffic department Build-out CIP project.