



Recommended
Citizens' Budget
In Brief

FY 17



**Hillsborough
County Florida**

HCFLGov.NET



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County Florida

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Citizens' Budget
In Brief



Brief Message

Service Highlights

Pets Placed

 87% found homes

Fire Rescue

911 calls responded

88,206 

Customer satisfaction

98%

Economic Development

3,900 jobs created

\$196 million capital investment

through job incentive programs

Promoting Wellness

3 million+

healthy, nutritious meals served to children and seniors

Clean Community

 870 Tons

of debris removed from neighborhoods

Hillsborough County is home to a diverse population of more than 1.3 million people scattered across over 1,000 square miles of land that includes communities in peaceful rural neighborhoods and exciting urban hubs. Regardless of our backgrounds, the people of Hillsborough County share a common desire for prosperity for our families, in our careers, and for our entire community.

Prosperity is defined by the ability of people to pursue and achieve the things that improve their lives. Each individual determines their own prosperity differently. For some, prosperity is financial security or better health; for others it might be better education or access to recreational opportunities. Whatever your definition, as individual prosperity improves, community prosperity flourishes.

The role of local government is to foster conditions that enable individuals, businesses, and the whole community to prosper in their pursuits. Hillsborough County does this by providing services that support five major outcomes:

- a strong and sustainable local economy
- safe and attractive communities
- healthy and enjoyable place to live, work and play
- self-sufficient people and families
- customer service and customer satisfaction

On the following pages, you will read residents' stories that illustrate how Hillsborough County helps build prosperity for individuals and the community as a whole, all while providing stellar customer service and satisfaction through programs such as Economic Development, Children's Services, Sunshine Line, and many more.

Hillsborough County's Recommended Budget for FY 17 is fiscally responsible and continues to allow the County to provide excellent service at a lower cost with better outcomes. Since 2010, County government has endeavored to do more with less by focusing resources and energies in support of community prosperity, while identifying opportunities to reduce the cost of government. This approach has yielded a 9% reduction in the cost of government since 2010, and a 3.2% savings for County Administrator department budgets in FY 17 alone.

Inside this guide, you can learn more about the budget and how Hillsborough County leverages valuable resources to build community prosperity.



Strategic Outcomes

The County has identified five strategic outcomes, illustrated below, that together will achieve the ultimate goal of building prosperity for individuals and the community, while providing stellar customer service and satisfaction that contribute to a positive quality of life.

1

**Strong & Sustainable
Local Economy**



2

**Safe & Attractive
Communities**



3

**Healthy & Enjoyable Place
to Live, Work & Play**



4

**Self-Sufficient People
& Families**



5

**Customer Service &
Customer Satisfaction**



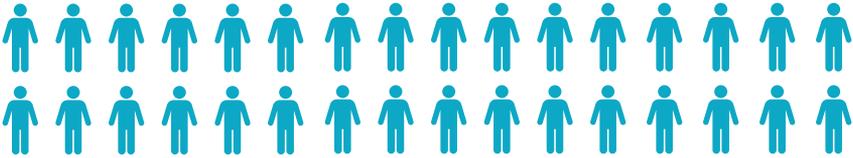


Summary of Position Changes FY 10 - FY 17

As the economy continues to recover from the recent recession, Hillsborough County remains committed to efficiency and fiscal responsibility, especially with regard to staffing levels. Since 2010, the County has reduced its staff by 434 positions. The County has accomplished this while increasing focus on public safety. In fact, the County Administrator has added 161 public safety positions since 2010, while cutting 595 positions from all other County departments.

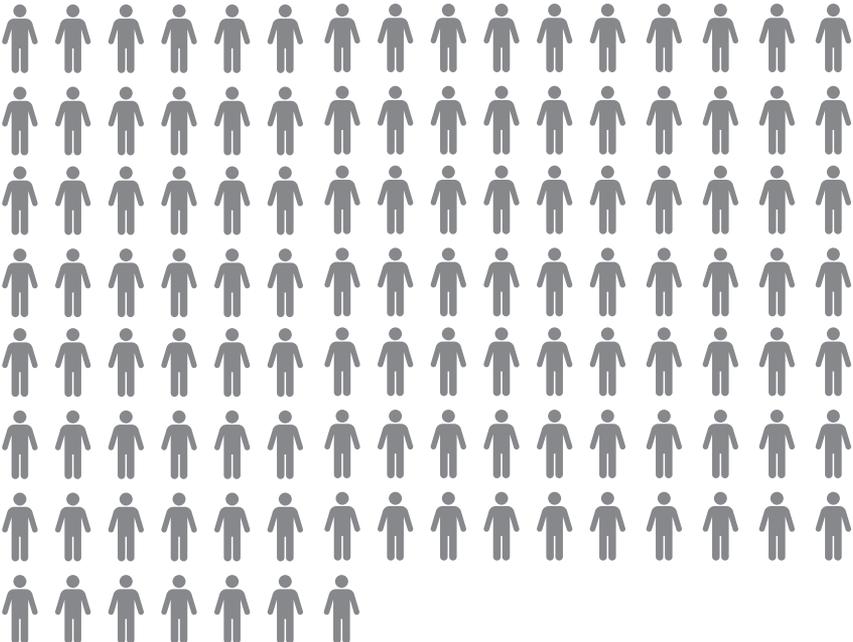
+161 Public Safety Positions

- Fire Rescue
- Code Enforcement
- Medical Examiner
- Pet Resources



-595 Positions under all other County Administrator departments

- Public Works
- Parks
- Social Services Programs

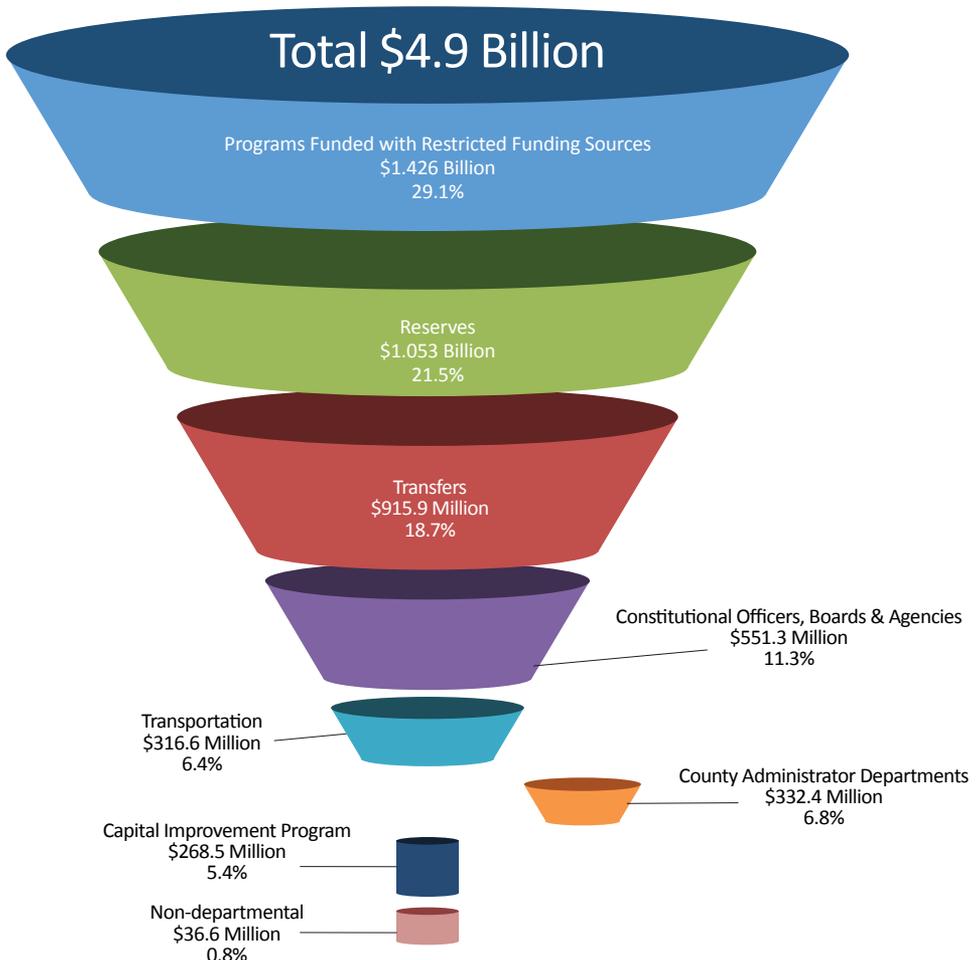


* Each figure represents approximately 5 positions.



FY 17 Total Budget

The County's budget is dedicated to keeping Hillsborough County financially strong in order to generate prosperity for decades to come. Unlike most family budgets, the County's Total Budget has many revenue sources and most are restricted for specific purposes. The total \$4.9 billion County budget includes non-cash accounting transactions ("transfers"), non-spendable items like reserves, and budgets for capital projects (like roads, buildings, stormwater pipes, and fire stations) and debt service – none of which are available to pay for day-to-day operations and community services.



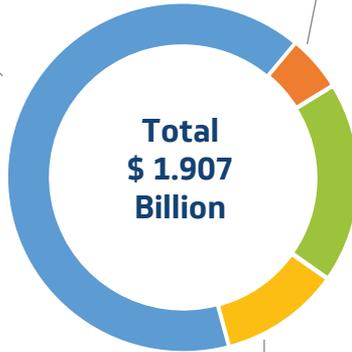


FY 17 Citizen Services Budget

The Citizen Services Budget includes the County Administrator's budget plus the budgets of organizations independent of the Administrator. Revenue to pay for these services come from property taxes, sales taxes, fuel taxes, voter-approved taxes, fees, and grants. Property taxes fund many of the fundamental needs of our community. In a tax bill for a typical residential property in Hillsborough County, just over 52% is distributed to the County for Citizen Services. Other dollars are directed to our local school system and other agencies. Of the portion the County receives, 48% is allocated to the justice system – law enforcement and detention services, courts, and criminal justice programs. The remaining monies are used to fund County services through the Administrator's General Fund.

Safe & Attractive Communities \$1.246 Billion • 66%

- Fire Rescue
- Fleet Services
- Medical Examiner
- Code Enforcement
- Pet Resources
- Public Works
- Major Maintenance and Repair Program
- 9-1-1 Agency
- Public Utilities
- Public Defender
- Sheriff's Office
- State Attorney Part I
- State Attorney Part II (Victims' Assistance)
- Environmental Protection Commission
- Guardian ad Litem
- Soil and Water Conservation Board



Healthy & Enjoyable Place to Live, Work, & Play \$99.5 Million • 5%

- Conservation & Environmental Lands Management
- Parks & Recreation
- Library Services

Self-Sufficient People & Families \$347.2 Million • 18%

- Aging Services
- Children's Services
- Head Start
- Health Care Services
- Homeless Services
- Social Services
- Sunshine Line
- Consumer & Veterans Affairs
- Nonprofit Organizations

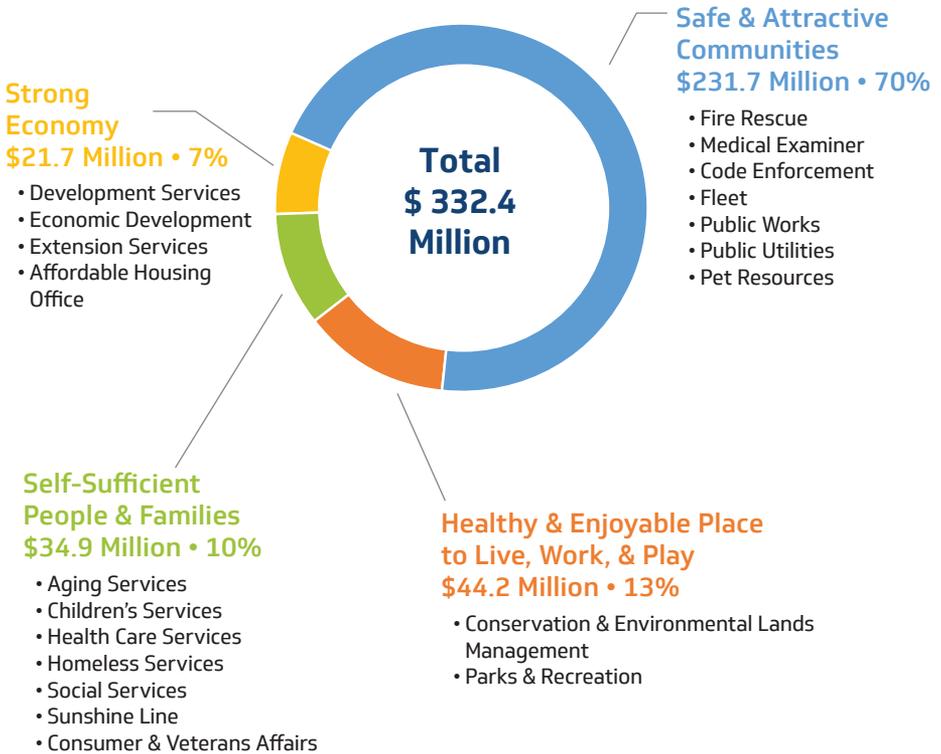
Strong Economy \$213.9 Million • 11%

- Development Services
- Economic Development
- Extension Services
- Affordable Housing Office
- Metropolitan Planning Organization
- Planning Commission
- Office of Operations and Legislative Affairs
- Governmental Agencies



FY 17 County Administrator's General Fund Budget

The Administrator's General Fund budget is just a piece of the larger \$1.91 billion Citizen Services Budget that pays for all of the services residents need to prosper. The Administrator's General Fund budget places a priority on public safety and infrastructure. In fact, 67% of the County Administrator's General Fund budget is allocated to promoting Safe & Attractive Communities. Other service priorities include providing a Healthy & Enjoyable Place to Live, Work, and Play; ensuring Self-Sufficient People & Families; and growing a Strong Economy.





Safe & Attractive Communities

Not all was lost in devastating fire

Basil and Patty lost their home to a fire the day before Thanksgiving. It's what they didn't lose, though, that they'll always remember.

The day started normally enough. Basil took out the garbage at about 8:20 a.m., then went back inside, leaving the garage door open. He and Patty were on opposite sides of the house on their computers when a neighbor pounded on the door at 9 a.m. and told them their house was on fire.

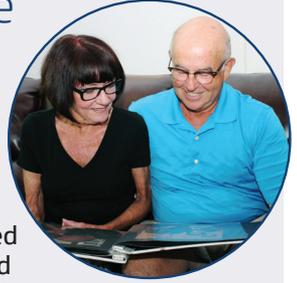
"I opened the door going into the garage and saw flames," Patty said. "I had no idea the whole attic was on fire."

Patty yelled for her husband, grabbed her cellphone and oxygen tank and ran outside in her pajamas. Minutes after she called 911, six Hillsborough County Fire Rescue vehicles and an ambulance pulled up to their home in the Bay Crest Park subdivision. "The garage was kind of melting," Patty said.

As the firefighters attacked the blaze, Patty told them she and her husband were safe but that she couldn't find their cat, Puddy.

"They went in and they said they couldn't see anything, the house

was so full of smoke," Patty said. "Luckily, my little cat that never had a voice got a voice and started meowing so loud and they found her."



Puddy was suffering from smoke inhalation so firefighters used an oxygen mask designed for infants to help her breathe. Later, when the fire was out, a firefighter told Patty one wall was covered in sooty cat paw prints where Puddy had tried to reach an air vent to escape the smoke and heat.

Puddy wasn't all that firefighters rescued. Basil and Patty had been married just less than two years, and they had wedding pictures laid out on a table in the house. A firefighter dragged the entire table to another room where firefighters weren't spraying water on the fire. Another firefighter saw some wedding albums and saved them.

"They are just one crackerjack team," Patty said. "A lot of things were saved."

Learn more at HCFLGov.net/Fire

“ They are just one crackerjack team. A lot of things were saved. ”



Highlights

Consumer Protection



19,200

clients served

231

complaints accepted

Up to Code

99% compliance rate for Code Enforcement

properties inspected

36,770



Bike/Pedestrian Safety

86 miles

bike lanes



2,282 pedestrian crossings

Infrastructure maintenance

• 3,300 miles of roadway



• 255 bridges



• 1,200 miles of stormwater pipes, ditches, and canals



FY 17 Looking Ahead

Mosquito Control

Engage the public on the dangers posed by mosquitoes and teach ways to reduce the community's mosquito population



Mosquito prevention and remediation to help protect the public from mosquito-borne illnesses

Fire Rescue



107,000

calls for service

1,140+

structure fire dispatches

New 52,000-square-foot Public Safety Operations Center will provide a cutting-edge emergency response facility that will house Fire Rescue Headquarters and the Emergency Operations Center

Land Management

Reduce the threat of wildfire on or near 3,700 acres of County-managed lands by 10% per year through the use of prescribed burns and other fuel removal techniques



Strong & Sustainable Local Economy

Entrepreneur Resources Direct Maestro to Success

Matthew Maines turned his passion for music into a seven-year career as an elementary school music teacher, but he always knew that he wanted more. In 2015, Matthew followed his dreams and opened his own music studio, becoming an entrepreneur.

The first months working full time on his business were far from a dream. He had a great space, plenty of instruments, and kid-friendly lesson plans, yet no one was walking through his door.

“I came to realize that you’ve got to know what business is - how to run a business - and I knew none of that,” Matthew said. “I was a very good music teacher and I thought if I built it, it’d come. That’s what drove me to research the SBDC and start attending classes.”

Matthew completed several business classes through the Florida Small Business Development Center (SBDC) at Hillsborough County and took advantage of the agency’s no-cost consulting to get customers through the door.



Armed with market insights and a new direction, soon business was booming. Tampa Music School is serving 75 families and now has another, better problem: they’re sold out.

Matthew says that, for the moment, he is enjoying the fact that he needs employees. He plans to continue working with the Florida SBDC at Hillsborough County throughout the growth process.

“For somebody that was already established and in business and failing miserably at it, I took advantage of the classes,” Matthew said. “They had free services and counseling and coaching. You would be crazy to not take advantage of the Florida SBDC at Hillsborough County’s services.”

Hillsborough County has an array of programs and tools to help businesses succeed. In 2015, the County helped establish 440 new small businesses.

Learn more at HCFLGov.net/ECC

“ I came to realize that you’ve got to know what business is - how to run a business - and I knew none of that. ”



Highlights

Encouraging Ownership



66 first-time homebuyers received assistance with down payments

through Federal and State grants worth

\$2,349,829

27% increase in single-family residential permits issued

Engaging Entrepreneurs

15,000



entrepreneurs attended workshops, events, one-on-one consulting and other programs at the Entrepreneur Collaborative Center



Encourage the growth of technology and innovation start-ups through competitive grants, mentorship programs, and corporate engagement

FY 17 Looking Ahead

Strong & Sustainable Economic Growth



2,000

new jobs from corporate development projects

Grow tourism in the County to attract conventions, leisure visitors and jobs by collecting

\$30 million+

in Tourism Development Tax paid by visitors



12%

contract values awarded to minority businesses and certified small businesses to support job growth

Protecting Consumers

450

Consumer Protection cases to recover



\$400,000+



Healthy & Enjoyable Place to Live, Work & Play

A Love of Learning Never Grows Old

Carolyn retired to Florida late in 2015 after a career in the Minneapolis School District, but never lost the joy of seeing children learn and read.

Thanks to the Gardenville Schoolhouse, she never will.

Hillsborough County renovated the Gardenville Schoolhouse in 2015 and reopened it as a senior center, with programming managed by Aging Services.

Carolyn participates in a Hillsborough County Aging Services' program that brings seniors and children together at the Gibsonton schoolhouse, which was built more than 90 years ago but had been shuttered until extensive renovations last year.

The seniors read and play with the youngsters attending Park & Recreation's summer camp, often using the same books they had read years ago to their own children. Carolyn said time spent with books at an early age makes "a huge difference in their reading ability and love for reading. Being able to read helps the

children's self-esteem."

She gets no argument from Abigale and Anaya. The girls, both 7, said it makes them happy to hear the stories. They also sometimes read to the seniors, sounding out words they don't know.

"We like reading so we can get better," Anaya said.

Carolyn opens a Dr. Seuss book and begins reading to an eager audience of children crowded around her. The educator in her knows how important it is for children to have somebody read to them, somebody to reveal the lifetime of joy that can come from reading.

The child in her knows the kids aren't the only ones benefiting.

"They can help us stay young," Carolyn said. Then, voice steady, she begins to read.

Learn more at HCFLGov.net/Parks



“ Being able to read helps the children’s self-esteem [...] [Children] can help us stay young. ”



Highlights

A Partner for Pet Owners



781

lost pets returned home

4,629

spay/neuter vouchers redeemed

Library Readership



1 million

free e-books borrowed from County libraries. Hillsborough County leads the nation in growth of e-book borrowing

Critical Health Services



17,355

residents, including children, served with the help of 2,500 providers through the Hillsborough County Health Care Plan

Food for Thought

1,160,684

meals provided to kids through the Summer Food Program, Children's Services, Parks & Recreation camps, and Head Start

Active Aging

2,806

active seniors participate in health and wellness programs



FY 17 Looking Ahead

Compassionate & Caring

163,000

veterinary treatments and procedures for homeless pets in need



89% of pets will be adopted or placed with partners

193

organizations and rescue groups will team up with Pet Resources to help accomplish this goal

Convenient Places to Learn, Play & Grow

The transformed Lee Davis Community Resource Center will reopen with convenient, centralized County and nonprofit services

Healthy Kids

Increase the number of children receiving disability and mental health services



Serving Seniors



1,388,105

nutritious meals to be served to older adults



Self-Sufficient People & Families

Haley Park Apartments designed to help seniors and veterans

Haley Park Apartments was never meant to be just another housing complex. From the beginning, the project was focused on helping seniors, particularly Veterans, who had worked hard all their lives and needed safe, decent housing they could afford.

People like Blake.

Blake, 57, was one of the first tenants accepted at the 55-and-older affordable housing complex. He now lives in a one-bedroom apartment that includes a kitchen island with granite countertop, a walk-in closet and a large shower.

It's a world away from the several months he spent homeless or couch surfing with friends, when he didn't know if he would eat that day or have a bed to sleep in that night.

Haley Park Apartments marks one of the County's most ambitious efforts to provide affordable housing for seniors with very low, low or moderate incomes. Making the 80-unit, \$14 million complex a reality required an innovative mix of funding from local, state, federal and private sources, with Hillsborough County funneling more than \$5 million to the project.

The complex features a disabled-accessible pool, theater room, hair salon, library, exercise room, community garden and dog park.



Blake, who was a systems operator on Mohawk helicopters for most of his 11-year stint in the U.S. Army, said the amenities quickly created a sense of community at Haley Park. Residents gather in the community room or large lobby for both programmed and informal gatherings.

"It's just like a little neighborhood," Blake said, noting other residents jokingly refer to him as the mayor of Haley Park.

Veterans are given preference in the application process. In addition to providing housing for Veterans, Haley Park fits into the County's mission of reducing the costs of social services by focusing on prevention instead of just treatment. Residents with safe, affordable housing are less likely to need additional social services like emergency room visits and stays in homeless shelters.

Learn more at HCFLGov.net/AffordableHousing

“ It's just like a little neighborhood. ”



Highlights

Sunshine Line

144,712 

door-to-door bus trips for those who lack access to transportation because of disability, age or income

Housing the Homeless

 1,966 homeless clients served annually

Caring for Kids

5,787 annual days of care for foster children 

2,031 annual counseling sessions for at-risk children

Access to Education

815 adults received education and training services through Education Empowerment Programs

\$260,000 in college scholarships to young people



10% increase in completion rate for educational programs that provide training for youth development

FY 17 Looking Ahead

Hiring Heroes

52  HIRED

homeless Veterans projected to be placed into employment through the Homeless Veteran Reintegration Program

Affordable Housing

75  affordable and sustainable housing opportunities for local households

new multifamily housing units created through rehabilitation or building, to improve availability and affordability  80

Knowledge for Growth



Customer Service & Satisfaction

Sunshine Line provides transportation for those with few other options

Every day begins the same for Velma. In the dark. Velma is legally blind but doesn't want anyone to feel sorry for her. She has maintained her independence just fine, thank you.

Velma, 60, lives alone in her Wimauma home. She knows where every chair is, every plate and fork. She navigates her home with confidence and likes to keep up an active social life.

And when she needs to buy groceries, she calls Sunshine Line. "There is no bus service out in my area so Sunshine Line is all I have," Velma said.

Hillsborough County's Sunshine Line provides door-to-door transportation or bus passes for elderly, low-income or disabled residents who don't have or can't afford their own transportation. Fares are free or low-cost, depending on the client's situation.

For Velma, that means safe, reliable transportation when she has to go to the doctor or run errands that sighted people take for granted. "It allows me to continue to take care of myself," Velma said. "It has given me my independence."



Velma uses Sunshine Line so often the drivers have become like part of her family. They know her schedule, where she needs to go. She tells them how her day is going; they do the same.

She knows their voices, and is quick to rattle off the names of her regular drivers: Oscar, Anna, Eddy, Susana, and Dominic.

"The drivers are incredibly helpful," Velma said. "They greet me at my door and walk me from my front door to the bus and when I'm getting off, they are right there to assist me. They are there every step of the way."

Sunshine Line served more than 8,000 people in the last fiscal year, with a 98 percent customer satisfaction rating. By making sure residents can get to the doctor or to a job, Sunshine Line has an estimated return on investment of \$8.35 per \$1 spent.

Learn more at HCFLGov.net/SunshineLine

“ There is no bus service out in my area so Sunshine Line is all I have. ”



Highlights

A Voice for Veterans



14,594

veterans and their families connected with County Veterans Services

Pristine Parks

116



beverage recycling containers placed in 18 regional parks to help visitors reduce their environmental footprint

Promoting Progress

16,500



calls related to zoning, building permits, inspections and licensing were answered

8,300

building industry customers served face-to-face

Lively Libraries

26

library locations and two mobile library vehicles provide access to materials, staff expertise, wireless Internet, collaborative workspaces and more



FY 17 Looking Ahead

Top-Notch Customer Service & Support



49,000

customer service requests will be responded to in less than 24 business hours on average

Focused on the Future

Parks & Recreation will partner with multiple groups and conduct the most comprehensive public outreach in its history to develop a master plan for the County's parks system

Exceptional Emergency Response

98%



customer satisfaction rating for Fire Rescue services, indicating exceptional training and operational efficiency

Code Compliance

1.75

days average for inspection response, and cut average age of cases from 163 to 100 days





Overall Quality of Life

Hillsborough County Library Unlocks New Worlds

When Yana and her family moved to the United States two years ago, she felt the journey was an exciting adventure. She compared her experience to Alice in Wonderland, witnessing a new world expand all around her.

But when Yana visited the Town 'N Country Regional Public Library for the first time, her new world got a lot bigger.

"One of my greatest eye-opening experiences was at the library," Yana said. "In Ukraine, people go to the library, but use it for studying."

Yana often visits the library to use an array of services beyond what libraries have traditionally provided. She is impressed with the cutting edge technology, including Wi-Fi Internet access and its scanning, printing, and faxing services, as well as the programs the library offers, especially English conversation clubs where both instructors and students assist people like Yana as they begin a new life in Hillsborough County.

"You can get help with writing a resume and help with taxes," she

says. "What surprised me the most is that it is perfectly organized and absolutely free."



Adding to the library's peaceful atmosphere is the warm and gracious staff and volunteers who help customers like Yana. When she attends her English conversation classes, she is pleased to meet fellow Ukrainians who have just moved to Hillsborough County.

"I think for people who have just come to the U.S., the library is a wonderful place to start and take social adaptation in the new life," Yana said.

Hillsborough County Library Services' mission is to provide the highest quality in reading materials and resources to satisfy the diverse educational, recreational, and cultural needs of County residents. In 2016, Library Services experienced more than four million patron visits.

Additionally, library users borrowed over one million e-books, leading the nation in growth of e-book borrowing.

Learn more at HCPLC.org

“ One of my greatest eye-opening experiences was at the library. ”



Highlights

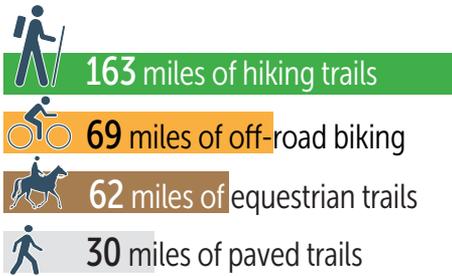
Cultivating Leaders



Connecting Communities



Robust Recreation



A Clean County



FY 17 Looking Ahead

Fiscal Responsibility



Water Works



residences in the Palm River community will gain access to high-quality drinking water and fire hydrants

Clear and Convenient Communication



redesigned website will include simplified navigation, a responsive layout for mobile platforms and more resources and information about County programs and services

Focused on Efficiency





SM

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HCFLGov.net/Budget