
MATRIX OF COUNTY SERVICES

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

At a March 10, 1999 workshop to review recommendations made by the Blue Ribbon Committee on County Finances, the Board of County Commissioners requested that a matrix be developed to classify over three hundred services provided by Hillsborough County as mandatory, essential, or discretionary. The original list was taken from a report prepared by Florida TaxWatch. Some services contracted by Hillsborough County as well as services provided by other taxing authorities are not included (e.g., Hillsborough County's three cities, the School Board, the Children's Board, the Hillsborough Area Regional Transit Authority, the Port Authority, independent special districts, and the Southwest Florida Water Management District). There may be some embedded programs within the list that could be identified separately.

The matrix is intended to be used as additional reference material for reviewing the budget. It is important to note that in many instances a service may be mandated but incorporate some essential and discretionary units. In addition, when a service is identified as discretionary it does not mean that citizens, elected officials, or County Administration consider it to be unnecessary or unimportant. The "discretionary" classification only means that it does not meet the health, safety, or welfare criteria needed to be defined as an essential service.

No classification of local government services can be established without some subjective evaluation. Hillsborough County's Mission, Vision and Values statement, and the following criteria have been established as a means of reducing subjectivity in this process.

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

Mandated—Includes two categories of mandates:

1. M1—Reflects services required as a result of federal, state legislation, and/or Hillsborough County Charter.
2. M2—Reflects services required as a result of County ordinance.

It is presumed that the M2 category of mandates reflects services that can be changed at the discretion of the Board—after proper public notice and public hearing—while the M1 category cannot.

Essential (E)—Includes services that meet the health, safety, or welfare need of the public which can, or cannot, be provided elsewhere and are not unnecessarily duplicative. Includes selective services directly tied to protection of property, disaster recovery, and the ability to provide residents with "quality of life." Also includes internal services, without which the delivery of essential services would be seriously hindered.

Discretionary (D)—Includes many services that exist due to local preference, including services that overlap services provided by other governmental units. Includes administrative support functions that improve the efficiency and/or effectiveness of mandated and essential services. Also includes some federally funded and state-funded services which the County provides largely as a result of the availability of grant revenue.

To Be Determined (TBD)—Includes those services for which the statutory authority is under review.

MATRIX OF SERVICES

<u>NUMBER</u>	<u>DEPARTMENT, OFFICE, AGENCY, BOARD</u>	<u>CLASS</u>
Administrative Services		
1	Administrative support (agendas, Administrative Code)	D
2	Administrative referral system	D
Aging Services		
3	In-home care to frail, functionally impaired elderly	M1
4	Senior nutrition program	M1
5	Senior Adult Day Care	M1
6	Working Seniors and Retired Senior Volunteer Program	D
Animal Services		
7	Investigation of animal cruelty complaints	M2
8	Animal control enforcement	M2
9	Adoption programs for impounded animals	M2
10	Dangerous dog investigations	M1
11	Spay/neuter program	M2
12	Rabies vaccination/license registration programs	M2
13	Shelter/veterinary care for impounded animals	M1
Capital Program Administrator		
14	Policy questions related to the County's impact fee program	M2
15	Impact fee program	M2
16	Analysis on recovery rates of impact fees	M2
17	Coordination of capital improvement delivery	D
18	Review capital delivery process for improvements	D
Children's Services		
19	Head Start and Early Head Start	M1
20	Residential Services for Children in Need Services	M1
21	Child development and parent education skills	M1
22	Residential group care for adolescent foster care girls	D
23	Children's emergency shelter residential care	E
24	Treatment of severely emotionally disturbed children (residential)	E
25	Treatment of severely emotionally disturbed children (day treatment)	M1
26	Outpatient counseling for Children in Need of Services	M1
27	Outpatient counseling for Families in Need of Services	E
Circuit and County Courts		
28	Conduct arraignments, hearings, and trials	M1
29	Divert cases from the judiciary	D
30	Coordinate court appearances, conferences, and depositions	E
31	Assign guardian ad litem to represent minors	D
Civil Service Board		
32	Recruit classified positions	M1
33	Maintain classifications	M1
34	Update pay scales	M1
35	Develop pay for performance evaluation system	M1
36	Validate compliance of personnel actions with Civil Service rules	M1

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<u>NUMBER</u>	<u>DEPARTMENT, OFFICE, AGENCY, BOARD</u>	<u>CLASS</u>
	Clerk of Circuit Court	
37	Accounting services	TBD
38	Payroll services	TBD
39	Investments	TBD
40	Internal control auditing	TBD
41	Financial reporting	TBD
42	Public documents	TBD
43	Court documents	TBD
44	Jury service	TBD
45	Courtroom service	TBD
46	Recordkeeping for BOCC	TBD
	Communications	
47	Public information	M1
48	Media relations/speakers bureau	D
49	Publications (e.g., County NewsLine, Directory of Services)	D
50	Hillsborough Television	D
51	Real-time closed captioning	D
52	Public Art Program	M2
53	Citizen advocate	D
54	Citizen Boards Support (information and nuisance abatement)	M2
55	CIT public awareness	D
56	Printing services/copier management	D
57	Proclamations, certificates	D
58	Courier service	D
	Community Improvement	
59	Minimum housing code	M2
60	Code enforcement inspections	M2
61	Housing rehabilitation	M2
62	Low income housing and First Time Homebuyers Program	M2
63	Rental housing rehabilitation	M2
64	Housing Finance Authority	M2
65	Sign Ordinance	M2
66	Weed and Seed grant programs	D
	Community Liaisons	
67	African-American services	D
68	Asian-American services	D
69	Hispanic community services	D
70	Americans with Disabilities Act Liaison	D
	Cooperative Extension	
71	4-H Program	D
72	Agricultural programs	D
73	Nutrition program	D
74	Home horticulture programs	D
75	Family and consumer programs (nutrition, home environment, human development)	D

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	County Administrator	
76	Central administration of operations	M1
77	Policy implementation	M1
78	Criminal justice liaison	D
	County Attorney	
79	Eminent domain services	E
80	Legal service to BOCC	M1
81	Legal service to County Administrator	M1
82	Legal service to Constitutional Officers, Boards, and Agencies	M1
83	Advisory service to boards, agencies, hearing officers, and committees	M2, E
84	Prosecute and defend legal actions by and against the County	E
	Debt Management	
85	Debt issuance and refinancing	E
86	Strategic business planning for enterprise operations and financial management reporting for internal service funds	D
87	Municipal securities market disclosure	M1
88	Credit evaluations for industrial development bonds	D
	Economic Development	
89	Agri-business/tourist development program	D
90	Retraining for dislocated workers	M1
91	Summer youth jobs program	M1
92	Basic skills youth training program	M1
93	Disadvantaged minority/disadvantaged women business enterprise & small business encouragement programs	D
94	Tourist development programs	M2
	Environmental Protection Commission	
95	Air quality monitoring	M1
96	Water quality monitoring	M1
97	Wastewater and source permit application review	M1
98	Small Quantity Generator Program	M1
99	Inspection services	M1
100	Wetlands delineation	M1
	Equal Opportunity Administration	
101	Investigate fair housing discrimination complaints	M2
102	Human Rights Ordinance implementation	M1
	Fire Rescue	
103	Fire suppression	E
104	Fire inspection of commercial establishments	M1
105	Arson investigation	M2
106	Paramedic services (advanced life support)	M1
107	Plans review to assure sprinklers, etc., in place before certificate of occupancy is granted	M2
108	Billing and Collection of ambulance service fees	D
109	Fire training (County employees and volunteers)	E
110	Maintain fleet vehicles	E

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	Fleet Management	
111	Fuel delivery	D
112	Parts and repair services	M1, E
113	Motor pool services	D
114	Outside repair service contracts management	E
	Health and Social Services	
115	Indigent health care	M1
116	Child care facility inspection	M2
117	Family day care facility inspection	M2
118	HIV emergency relations service	E
119	Homeless recovery case management	M1
120	Emergency food and shelter/USDA food distribution	M1
121	Assist veterans and their dependents/survivors	D
122	Comprehensive County drug abuse plan development (general fund/federal grants)	M2
123	Transportation to the transportation disadvantaged	M1
124	Financial aid for indigents	M1
125	Burial service for indigents	M1
126	Consumer protection	M2
127	Medicaid program	M1
128	Baker Act	M1
	Human Resources	
129	Labor negotiation	M1
130	Employee development programs	D
131	Exempt position recruitment	E
132	Affirmative action planning	E
133	Volunteer recruitment and referral	D
	Information and Technology Services	
134	Manage automated systems	E
135	Technical assistance to departments	E
136	Telecommunications services	E
137	Criminal justice information system	D
138	Geographic information systems support	E
	Law Library Board	
139	Reference assistance	M2
140	Maintain collection	M2
141	Access reference documents through automation	M2
142	Legislative services (including research and monitoring, appropriations, and local bill management)	M1
	Legislative Delegation	
143	Constituent services	M1
144	Support services/16 district offices; Tallahassee presence as required	M1
145	Management of local delegation activities (including management of ad hoc committees, public hearings, workshops, etc.)	M1

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<u>NUMBER</u>	<u>DEPARTMENT, OFFICE, AGENCY, BOARD</u>	<u>CLASS</u>
Library Services		
146	Library collection	D
147	Member registration programs	D
148	Operate regional libraries	M1
149	Operate other libraries	D
150	Circulation services	D
151	Reference services	D
Management and Budget		
152	Multi-year financial planning and revenue analysis	E
153	CIP development and monitoring	M1
154	Budget development and management	M1, D
155	Outside agency contract management	D
156	Management studies/performance measurement	D
157	Oversight of cable educational consortium/public access contract	D
158	Cable franchise administration	E
Medical Examiner		
159	Investigation of violent deaths, pathology services, autopsy report, forensic toxicology wo	M1, E
160	Organ donation program	D
Metropolitan Planning Organization		
161	Long-range transportation planning	M1
162	Monitor and evaluate transportation systems	M1
163	Technical assistance to local governments	D
164	Develop Transportation Improvement Program	M1
Office of Management Analysis		
165	Performance audit contract management	D
166	Monitoring and reporting on performance audit follow up	D
Office of Neighborhood Relations		
167	Meetings with groups of neighborhood associations in 24 areas of the County	D
168	Neighborhood newsletters	D
Office of Public Affairs		
169	State legislative and executive branch relations	E
170	Federal legislative and executive branch relations	E
171	Staff support to Council of Governments, Citizens Advisory Committee, and intergovernme relations	D
172	Produce and script public information programs for HTV to inform public about Hillsborou; County's services and initiatives	D
173	Serve on county task forces which are formed to meet emerging legislative and technologic as legislative liaison	D
Parks and Recreation		
174	Management of environmental lands (ELAPP)	M2
175	Landscaping maintenance on roadway medians	E
176	In-house construction crew	D
177	Neighborhood, district, and regional park maintenance	E

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Parks and Recreation (continued)		
178	Neighborhood, district, and regional park programs	M2
179	Organized youth athletic programs	D
180	Organized adult athletic programs	D
181	After-school recreation programs	E
182	Summer enrichment program	E
183	Therapeutic programs	E
184	Bicycle traffic safety	E
Planning and Growth Management		
185	Building inspection and permit issuance	M1
186	Zoning administration	M2
187	Development project inspection	M2
188	Concurrency management	M1
189	Land use counseling	D
190	Phosphate mining review	M2
191	Comprehensive plan implementation	M1
192	Transportation planning	M1
193	Greenways and trails roadways planning	
194	Neighborhood planning liaison	E
Planning Commission		
195	Monitor, evaluate, and update the comprehensive plans of Hillsborough County and munic therein	M1
196	Prepare and recommend Plan amendments, including public hearings, for the County and municipalities	M1
197	Generate/obtain data necessary to conduct comprehensive planning (e.g., census, socio-ec population estimates, and projections)	M1, E
198	Recommend to the County and municipalities techniques, methods, and programs to impler the comprehensive plans	M1
199	Conduct plan consistency reviews of CIP's, Master Plans of Authorities and local governm development regulations and Port Authority permit applications	M1
200	Conduct citizen participation in comprehensive planning and provide public access to plan	M1
201	Conduct special studies and provide technical assistance to the County and municipalities requested (e.g., community area planning)	M1
202	Staff support to Metropolitan Planning Organization and its committees, and to the Transp Disadvantaged Coordinating Board	M1
203	Staff support to Hillsborough River Interlocal Planning Board and Technical Advisory Cou	M1
Property Appraiser		
204	Assess real and tangible property	TBD
205	Administer exemption applications	TBD
206	Mail TRIM notices and implement appeals process	TBD
Public Defender		
207	Legal representation for indigent defendants	M1
208	Legal representation for juveniles	M1
209	Legal representation in Baker Act hearings	M1

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Public Safety		
210	9-1-1 dispatch services	M1
211	Maintenance of 9-1-1 street and address guide accuracy	M2
212	Emergency management	M1
213	Derelict vessel removal	E
214	Facility security services	E
215	Courthouse security screening	E
216	Trauma agency	D
Public Transportation Commission		
217	Regulate the operation of taxicabs to include licensing and inspection	M1
218	Regulate the operation of limousines to include licensing and inspection	M1
219	Regulate the operation of vans to include licensing and inspection	M1
220	Regulate the operation of Basic Life Support ambulances to licensing and inspection	M1
221	Regulate the operation of handicabs to include licensing and inspection	M1
222	Regulate the operation of wreckers to include licensing and inspection	M1
Public Works		
223	Road maintenance/resurfacing/sidewalks/intersections	E
224	Mowing/herbicide/of right-of-way/median maintenance	E
225	Traffic signal/sign maintenance	E
226	Traffic management	M1
227	Street lighting district administration	M2
228	Transportation project design and construction	E
229	CIP project management/architectural design	E
230	Stormwater quality improvements design	M1
231	Wetlands maintenance/mitigation	M1
232	Mosquito control	E
233	Aquatic weed control	E
234	Infrastructure inventory and assessment	M1, D
Purchasing		
235	Centralized purchasing program	E
236	Invitations to bid and request proposals administration	D
237	Construction contracting program	E
238	Surplus property disposition	D
239	Employee safety programs	E
240	Workers compensation investigation/administration	E
241	Liability and insured property program development	E
Real Estate		
242	Environmental land acquisition (ELAPP)	M2
243	Building valuations for insurance purposes	E
244	Real estate acquisitions for capital projects	E
245	Eminent domain	E
246	Lease negotiations and surplus land sales	D
247	Building renovation project management	D
248	Building maintenance	E
249	Custodial services	E
250	Surface water management linked to County buildings	M1

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Real Estate (Continued)		
251	Implement energy-efficient lighting	D
252	Parking management	D
253	Records storage and retrieval	M1
Sheriff		
254	Road patrol	M1
255	DUI enforcement	M1
256	Traffic control	M1
257	Criminal investigations	M1
258	Undercover operations	M1
259	Community policing	M1
260	Aircraft-based enforcement program	M1
261	Marine enforcement program	M1
262	Detention of local inmates and U.S. Marshall Service prisoners	D
263	Detention of U.S. Marshall Service federal prisoners	D
264	Bailiffs court services	M1
265	Civil process service	M1
266	Support services	M1
267	Human resources	M1
268	Executive support	M1
Soil Conservation Board		
269	Technical assistance on soil and water conservation	D
270	Environmental permitting assistance	D
271	Environmental education and awareness programs	E
Solid Waste Management		
272	Monitoring of solid waste collection service contract providers	E
273	Community collection centers	E
274	Oversight of collection providers	E
275	Oversight of residential recycling providers (paper, aluminum, glass)	E
276	County transport of solid waste	E
277	Resource recovery operation	E
278	Other recycling (used oil, batteries, paint, household chemicals)	M2
279	Landfill operation	M2
280	Illegal dumping enforcement	M2
281	Keep America Beautiful program	D
State Attorney		
282	Initiate criminal legal actions on behalf of the State	TBD
283	Notification of hearings service to victims	TBD
284	Domestic crime assistance	TBD
285	On-site emergency service (counseling, etc.) to violent crime victims	TBD
286	Sexual battery medical screening	TBD
287	Diversion program for bad checkwriters	TBD
288	Automated criminal justice information processing	TBD

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<u>NUMBER</u>	<u>DEPARTMENT, OFFICE, AGENCY, BOARD</u>	<u>CLASS</u>
	Supervisor of Elections	
289	Voter registration	TBD
290	Administer elections	TBD
	Tax Collector	
291	Bill and collect property taxes and assessments	M1
292	Issue occupational licenses, license plates, vehicle registrations, and hunting and fishing li	M1, M2
293	Collect Tourist Development Tax	M2
	Water Department	
294	Monitoring of water/wastewater contract providers	E
295	Potable water processing/delivery	M1
296	Wastewater processing/disposal	M1
297	Wastewater compliance with regulatory requirements	M1
298	Establishment of reclaimed water distribution system	M1
299	Reclaimed water delivery	M1
300	Water conservation enforcement	M1
301	Water conservation rebate program	D
302	Utility system master planning	M2