

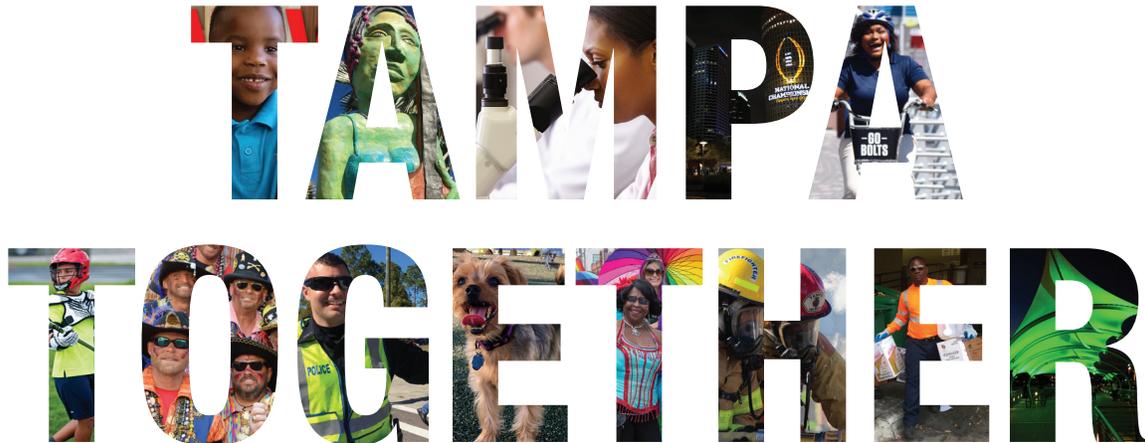


Adopted Operating and Capital Budget Part 1
Fiscal Year 2018
October 1, 2017 through September 30, 2018



TAMPA
TOGETHER

Adopted Operating and Capital Budget



Fiscal Year 2018

October 1, 2017 through September 30, 2018

Bob Buckhorn, Mayor

Sonya C. Little, Chief Financial Officer

Michael D. Perry, Budget Officer

TAMPA
TOGETHER

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Bob Buckhorn
Mayor

September 28, 2017

The Honorable Chairwoman Yvonne Yolie Capin and
Members of Tampa City Council

I am pleased to present the Adopted Operating and Capital Budget for the City of Tampa (the “City”) for the fiscal year beginning October 1, 2017, and ending September 30, 2018, including the City’s Capital Improvement Program for FY2018 through FY2022.

This year’s budget theme, “Tampa Together” reflects the City’s belief that we are better together, that we are stronger together and that we will prosper together. The theme is reflective of the City’s three primary strategic goals:

- Changing Tampa’s Economic DNA;
- Continuing to empower and invest in our neighborhoods; and
- Keeping our streets safe.

The City of Tampa has experienced welcomed economic growth as key economic indicators continue to move in a positive direction. The City’s taxable property value has increased for the fifth consecutive year, home sales have increased, and the unemployment rate has declined as the economy continues to improve. Additionally, the City’s credit ratings have improved significantly receiving 12 rating upgrades from Moody’s Investors Service, Fitch Ratings and Standard & Poor’s since 2011. However, like most American cities, Tampa is not out of the woods, yet. The impact of the Great Recession was severe and the recovery has been slow. As you know, property tax revenues are the primary source of money used to fund much of what the City does. From the Tampa Police Department and Tampa Fire Rescue to Parks and Recreation and many other departments in between, the City depends on property tax revenue to provide the service citizens expect. In 2007, the City generated over \$166.2 million dollars in property tax revenues. That is \$12.8 million dollars more in property taxes than the budget we submitted to City Council for 2017. Overall, the City has absorbed a total loss of more than \$283.7 million dollars in property tax revenue over the last decade.

Due to “Save our Homes,” the City’s ability to recapture the revenue lost during the recession is severely hampered. Even though home values are rising again and have reached 2007 levels or higher, the City can only recapture a maximum of 3% a year. The reality is that in my first six years as Mayor, the City did not have a single budget start out in the black.

We have done our part to keep our costs within our means while providing innovative new programs and new ways to fix old challenges. The extensive and difficult staffing cuts that were

made at the height of the recession have been made permanent. To some degree we can control our costs, but there are things outside of our control that significantly affect our bottom line: rising health care costs, increasing pension costs that are tied to stock market fluctuations, and a more recent threat, the uncertainty in Tallahassee and Washington, DC. The decisions made in the Florida Legislature and the United States Congress will have a direct and tangible impact on the services we provide and the resources we have available. Sources of revenue reduced or eliminated, partnerships destroyed, and programs decimated are potentially looming and have the potential to affect Tampa's financial future. We are experiencing an unprecedented attack on our nation's cities and our right of self-governance that impairs our ability to secure our financial future.

Now, confronted with the impact of decisions made at the state and federal levels, we must continue to persevere. Together, we are charged with identifying ways to continue moving our City forward by investing in neighborhoods and providing the exceptional services and programs our citizens have come to expect, all while preserving our financial reserves. In order to accomplish this, we adopted a millage rate of 6.2076 mills for FY2018, an increase of 0.475 mills over the current rate of 5.7326 mills.

The budget we adopted and its millage rate increase will allow the City to answer our neighborhoods' requests for additional public safety and park and recreation improvements. It also meets our goal of preparing for the City's financial future. The FY2018 total budget is \$969.2 million, and achieves the following objectives:

- Creating jobs and growing our economy;
- Protecting our children;
- Enhancing quality of life;
- Improving our infrastructure;
- Retaining and rewarding our employees;
- Balanced budget without using reserves;
- Strengthening and empowering our neighborhoods; and
- Preparing for the City's financial future.

At \$969.2 million, the FY2018 budget is \$63.3 million more than the FY2017 budget of \$905.9 million. This is due to a \$25.2 million increase in the General Fund to pay for public safety expenses including Tampa Fire Rescue Station 23 and the MacDill Air Force Base emergency medical service contract, replacement of fire apparatus, parks and recreation, personnel and healthcare costs, and \$4.0 million tax increment contributions to the Community Redevelopment Areas, among other reasons. The enterprise funds' budgets increased by \$9.4 million to pay for Solid Waste, Parking, and Wastewater capital projects. All other funds increased by \$28.7 million primarily due to capital improvement project funding, and increased receipt of tax increment revenues from the Community Redevelopment Areas.

The FY2018 budget also includes a \$134.7 million Capital Improvement Program that will address a significant amount of deferred infrastructure projects, including:

- Parks and Recreation improvements of \$6.9 million include nearly \$2.0 million for the expansion of New Tampa Community Park Center; \$300,000 for restrooms at Vila

Brothers Park; \$90,000 for the design of a new park in Tampa Palms; \$640,000 for facility renovations at Wellswood Park; \$600,000 for the expansion of the activity center in Williams Park; and \$250,000 for new Little League facilities at Calvin Taylor Park;

- The Transportation and Stormwater Services Department will receive \$48.7 million for capital improvement projects. Transportation projects will receive \$14.4 million of which \$4.8 million will be used for roadway resurfacing. Stormwater projects include Upper Peninsula Watershed Drainage Improvements – Dale Mabry/Henderson Trunkline project at \$14.0 million, the Cypress Street Outfall Regional Stormwater Improvement project at \$10.0 million, Poinsettia Pumping Station and Force Main Replacement at \$1.4 million, Eastridge Pump Station Rehabilitation at \$0.7 million, North Tampa Closed Basins at \$0.5 million, and Rogers Park Drainage Improvements at \$0.5 million;
- The Facility Management Division is continuing its \$1.9 million Citywide rehabilitation program for facility renovation, roof replacement, and climate control upgrades;
- The Water and Wastewater Departments will generate \$54 million for additional capital infrastructure improvements. Planned improvements include projects at the David L. Tippin Water Treatment Facility, the Howard F. Curren Advanced Wastewater Treatment Plant, and Citywide pipeline replacement;
- The Solid Waste Department will generate \$18.9 million of which \$17.2 million will fund additional construction costs for the new McKay Bay Transfer Station; and
- Community Investment Tax will fund \$6.2 million for Fire Rescue and Police vehicle replacements.

Economic Opportunity

The City continues its commitment to economic development by focusing on working together to move Tampa forward. Together, we focused on the City's and region's economic leadership, stability, and most importantly, business opportunity. Today, the City is smarter about how it does business, is more efficient and accessible to our citizens, and has streamlined our permitting process. City employees work hard every day to grow and retain existing business, attract new businesses, develop entrepreneurship, and make Tampa a more competitive city through a variety of initiatives, such as:

- Investing \$24 million in new technology to improve the efficiency of City workers;
- Creating incentive packages to target high-tech industries and collaboration between public and private entities identified by the Tampa Hillsborough Economic Development Corporation;
- Working with Tampa Bay WaVE business incubator to more than double the number of tech startups it supports;
- Assisting the Innovation Alliance with its planned rebirth of North Tampa on the economic assets that are Moffitt Cancer Center, Florida Hospital, Busch Gardens, and University of South Florida (USF);
- Continuing to implement the InVision Tampa Plan that will shape development for the next 20 years;

- Developing the City’s landmark neighborhoods that are critical to the success of the entire City, including Ybor, Channelside, Tampa Heights, and Sulphur Springs;
- Enhancing education programs to ensure that the City has highly trained work forces that will attract new business;
- Working with Strategic Property Partners on the development of Water Street Tampa, including the relocation of the USF medical school to downtown Tampa; and
- Redeveloping the west bank of the Hillsborough River from Columbus Avenue south to Rome Avenue as West River, an extension of Tampa’s Downtown.

Empowering Neighborhoods

To facilitate growth and ensure Tampa continues to evolve as a competitive city, Tampa needs a solid foundation built on strong quality basic services and strategic investments in our neighborhoods. City employees are committed to projects and services that will strengthen Tampa’s neighborhoods, such as:

- Preventing code violations from occurring by continuing the Landlord Training Program to educate the City’s landlords on code requirements and minimum housing standards;
- Preventing fire hazards, havens for illegal activity, and neighborhood eyesores by acquiring resources needed for demolishing dilapidated and abandoned buildings;
- Utilizing programs such as “Bright Lights, Safe Nights” which has installed over 11,200 street lights throughout the City, and the Nehemiah Project to focus revitalization efforts on Sulphur Springs, the City’s poorest neighborhood;
- Cleaning up neighborhoods through projects like “Operation W.I.N. (Working In Neighborhoods).” Operation W.I.N has removed more than 9,300 tons of trash and debris from Tampa’s neighborhoods;
- Facilitating the development of safe, enjoyable public parks and green spaces through a series of parks initiatives aimed at adding to the quality of life in Tampa;
- Renovating and expanding Julian B. Lane Riverfront Park, transforming it from a little-used park into a 23-acre welcoming gateway to the Hillsborough River for all of West Tampa;
- Providing programs for teens, tweens, and kids such as “Stay and Play” which has kept 111,816 teenagers off the streets at night, along with aquatics programs, gymnastics and dance programs, and youth specialty camps; and
- Working with the Center for Autism and Related Disabilities at the University of South Florida to launch the new Autism Friendly Tampa initiative. Public spaces, City facilities, parks, programs, and City staff, starting with first responders and Parks and Recreation teams, will be more friendly for those affected with Autism and related disabilities.

A Safe City Thrives

Each day, City of Tampa Fire Rescue and Police, along with the Transportation and Stormwater Services and Neighborhood Empowerment Departments, look for better, more innovative ways to improve the quality of life for Tampa’s citizens and visitors. City employees are dedicated to

protecting and serving the citizens of Tampa. Some of the activities currently underway to meet this goal include:

- Hosting quarterly “Community Conversations” across the City to strengthen police-community relationships, while promoting neighborhood safety through collaborative problem-solving;
- Conducting “Bicycle Safety Rodeos” at local elementary schools and community events to promote safe cycling in an effort to reduce the number of crashes involving bicyclists;
- Evaluating best practice approaches around the country and implementing new technologies that will help the City fight crime; and
- Reducing crime by another 8.9% for a total reduction of 23% in the last six years.

I am pleased to present a budget that is balanced and positions our great City for a prosperous future. The City continues to maintain healthy reserves while strategically investing in, and improving, Tampa’s infrastructure. Today, city government is smarter, urban development is centered on the riverfront, our neighborhoods are stronger, and Tampa is recognized as the competitive City it is. Our continued success in these efforts will set the stage for how, and why, we build tomorrow’s “Tampa Together.”

Respectfully submitted,



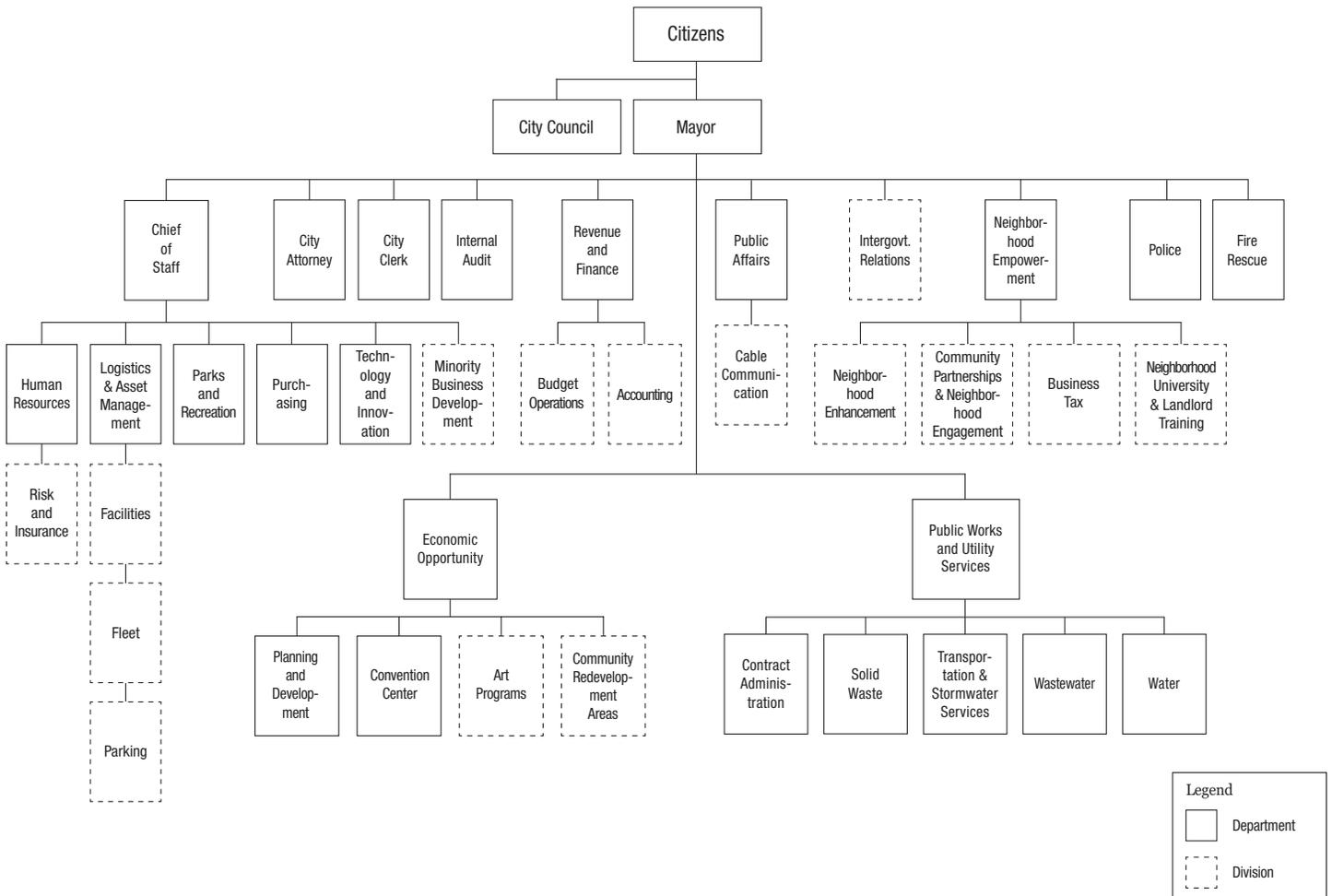
Bob Buckhorn
Mayor

City of Tampa, Florida



Mayor Bob Buckhorn

Organization Chart



Tampa City Council Members

Districts One, Two and Three are at-large districts, as they represent all of the City of Tampa. Districts Four, Five, Six and Seven are represented individually.



Mike Suarez
District 1 At-Large



Charlie Miranda
District 2 At-Large



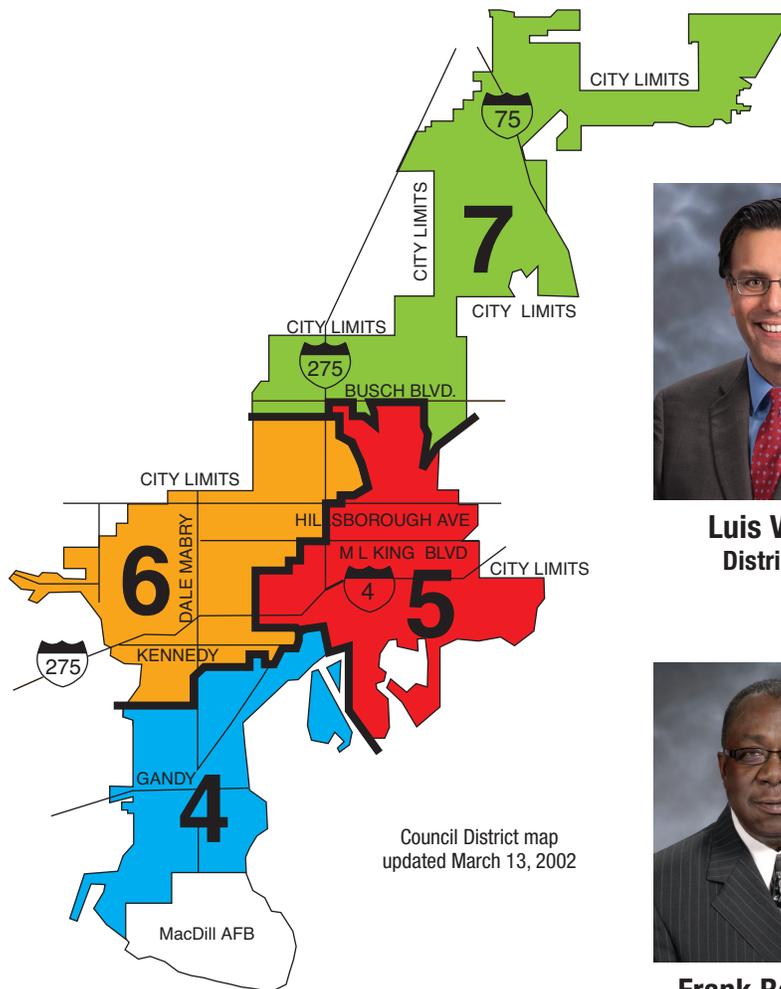
Yvonne Yolie Capin
District 3 At-Large
Chair



Guido Maniscalco
District 6



Harry Cohen
District 4
Chair Pro-Tem



Luis Viera
District 7



Frank Reddick
District 5



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Tampa
Florida**

For the Fiscal Year Beginning

October 1, 2016

Executive Director

Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to City of Tampa, Florida, for its Annual Budget for the fiscal year beginning October 1, 2016. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

Acknowledgements

Special recognition is hereby given to Citywide departments and the budget office for their exemplary efforts in the development and preparation of the City of Tampa FY2018 Budget.

Chief Financial Officer

Sonya C. Little

Budget Officer

Michael D. Perry, CGFO

Budget Office Managers

Peggy Curtin, CGFO

Ty Hawthorne, CGFO

Budget Office Staff

Sherry Austin

Carl Brown

Michael Cain

Giannina Carballa, CGFO

Ken Farrell

Susan Gobble

Catherine Hayes

Ray Herbert, II

David Lozo

Thomas McColgan

Amy Murphy, CGFO

Alicia Ortiz

Nicholas Pastue

Kelli Reed

Tom Richardson

Joe Robles

Jennifer Seth

Trinyce Smith

David Vance, CGFO

PraveenVaranasi

Andy Waitman

TAMPA
TOGETHER

City of Tampa Overview



Community

The City of Tampa (the “City”) is located along Florida’s west coast. The City occupies 113 square miles and serves a population of 377,165. Tampa is the largest city located in the metropolitan statistical area comprised of Hillsborough, Pinellas, Pasco and Hernando Counties, with over 2.9 million residents. Tampa is nestled



City of Tampa Skyline

in the center of the region, approximately 30 minutes from the Gulf of Mexico beaches to the west, and one hour from Walt Disney World and Universal Studios theme parks to the northeast. The region’s natural environment includes miles of blue waterways, pristine beaches, brilliant sunlit skies, and exceptional weather.



Tampa Museum of Art

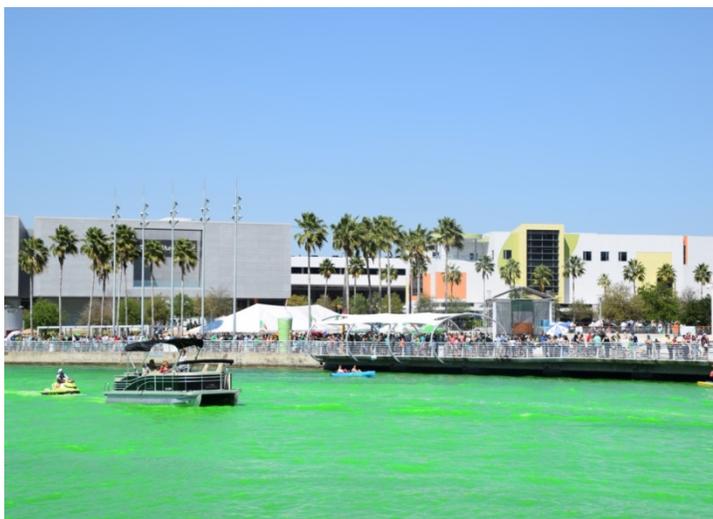
Tampa offers year-round cultural events and social activities for people of all ages and interests. Sports fans can enjoy football and hockey while art lovers can attend music and art festivals. The area offers everything from sunny beaches to world-class golf courses; from the excitement of Ybor City to serene strolls along scenic Bayshore Boulevard. Tampa and surrounding areas provide a multitude of opportunities for residents to live, learn, work, and play. Major attractions in and around Tampa include:

Busch Gardens, The Florida Aquarium, and Lowry Park Zoo. Cultural venues such as Tampa Museum of Art, Tampa Bay History Center, Glazer Children’s Museum, and Museum of Science and Industry capture the spirit, history, and creative value of Tampa.

Tampa is the home of numerous unique cultural, educational, and other entertaining annual events. Tampa's signature event, Gasparilla Pirate Fest, begins in January with a pirate invasion and celebrations spanning through March. This event, held for over a century, pays homage to Tampa's last great mythical buccaneer, Jose Gaspar and includes festivities such as parades, marathons, art shows, and music and film festivals.



“Jose Gasparilla” Pirate Ship
at the Gasparilla Invasion



Hillsborough River Dyed Green
at the Mayor's River O'Green Fest

Other annual events include the Outback Bowl which provides championship college football in January and the Mayor's River O'Green Fest, Tampa's official Saint Patrick's Day event that takes place at Curtis Hixon Waterfront Park. For the occasion, Tampa water crews transform the Hillsborough River to a bright shade of green while residents and visitors enjoy a free family affair including live entertainment, children's activities, games, and more.

The Tampa Bay area is the proud home of several professional sports teams including the Tampa Bay Lightning, Tampa Bay Buccaneers, Tampa Bay Rays, Tampa Bay Storm, and Tampa Bay Rowdies. The City of Tampa also hosts the New York Yankees spring training each year.

Tampa offers a variety of post-secondary educational opportunities. The University of South Florida (USF) offers premier research opportunities in the fields of science and medicine, serves more than 49,591 students, and has an estimated annual economic impact of \$11.5 billion. USF has proposed construction of its new medical school and heart institute in downtown Tampa for an estimated cost of \$153 million. The new Morsani College of Medicine and USF Health Heart Institute will bring together superior medical education, clinical care, and research to improve patient care and health outcomes. The new facility would provide immediate access to Tampa General Hospital, USF's primary teaching hospital as well as proximity to USF's Center for Advanced Medical Learning and Simulation (CAMLs) and the Health Tampa Bay Research and

Innovation Center at CAMLS. The new medical school also anchors the plan by Tampa Bay Lightning owner and USF partner, Jeff Vinik, and his partner, Cascade Investments, to create an economically thriving downtown waterfront environment where people could live, work, and play.

The University of Tampa (UT) is a private university situated on a beautiful 105-acre campus adjacent to the Hillsborough River and downtown Tampa. UT has an estimated annual economic impact of \$1 billion with an enrollment for fall 2016 of 8,310 students. Tampa is also home to Stetson University of Law, which is located less than one mile from downtown. Hillsborough Community College (HCC) is a prominent state college offering over 160 associate degrees, career and university transfer programs. HCC has five primary campus locations throughout the City of Tampa and Hillsborough County.

The City offers a variety of cultural facilities to residents and visitors. Tampa's Lowry Park Zoo is accredited by the Association of Zoos and Aquariums and has received recognition for providing the highest standards of animal care, conservation, and education. Additionally, the zoo has been recognized by the State of Florida as a center for Florida wildlife conservation and biodiversity. This family-friendly zoo features natural outdoor exhibits covering 56 acres for more than 1,200 animals from Florida and similar habitats, a Native Florida Wildlife Center and manatee hospital, rides, shows, hands-on interactive exhibits, and the Florida Environmental Education Center (Zoo School).



Tampa Lowry Park Zoo's Savannah Reserve - Aldabra Tortoise

Also accredited by the Association of Zoos and Aquariums, the Florida Aquarium is among the top aquariums in the world. Perfect for all ages, the 200,000 square-foot aquarium highlights more than 20,000 aquatic plants and animals from Florida and around the world.



David A. Straz Jr. Center for the Performing Arts

The David A. Straz Jr. Center for the Performing Arts ("Straz Center"), located on the east bank of the Hillsborough River, is one of the largest performing arts institutions in the country and provides an environment for a wide variety of world-class events. The 335,000 square-foot Straz Center includes five theaters, a rehearsal hall, coffee shop, and three restaurants. It boasts one of the nation's leading Broadway series and is nationally respected for producing grand opera, as well as presenting a wide variety of concerts, performances, and events.

Additionally, the Patel Conservatory, the only accredited performing arts school in the region, offers more than 100 performing arts classes in dance, theater, and music for students of all ages and experience levels.

The Tampa Bay History Center is located on the waterfront in the Channelside district and is one of the largest history museums on the west coast of Florida. The museum showcases exhibits covering 12,000 years of Florida history, focusing on the Tampa Bay region. Additionally, the Tampa Bay History Center is affiliated with the Smithsonian Institution, providing the museum access to the Smithsonian's collection of more than 138 million artifacts and support for educational programs.

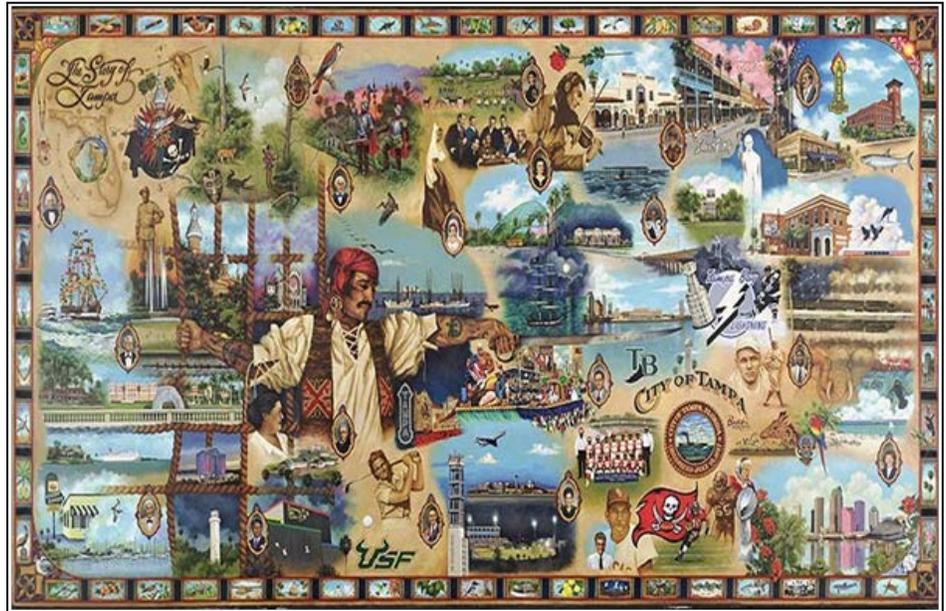


Tampa Bay History Center

Other museums in the area include the Tampa Museum of Art featuring over 26,000 square-feet of exhibition space focusing on antiquities as well as modern and contemporary art, the historic H. B. Plant Museum at the University of Tampa, the Contemporary Art Museum at USF, the Scarfone Gallery at the University of Tampa, the Veteran's Memorial Museum and Park, the Ybor City State Museum, the Florida Museum of Photographic Arts, and the Glazer Children's Museum.

History

In 1824, two months after the arrival of the first non-native settlers, the U.S. Army established Fort Brooke to protect the harbor at Tampa Bay. Development of the region did not begin until the territory became a state in 1845. The City of Tampa first incorporated in 1855 and again in 1887. The discovery of phosphates nearby and the coming of Henry Bradley Plant's Jacksonville, Tampa, and



Story of Tampa Mural

Key West Railroad company during the 1880s led to continued economic growth in Tampa that lasted for the next fifty years. Tampa's growth was precipitated by the migration of major cigar manufacturers to Tampa. In 1886, Vicente Martinez Ybor established a cigar factory in Tampa, founding Ybor City. By 1900, Ybor City was considered the "cigar capital of the world."

By the beginning of the 20th century, Tampa had become an increasingly important port in the United States for economic and military activities. World War I brought several shipbuilding contracts to Tampa's shipyards and a rise in manufacturing brought Tampa to the forefront of Florida cities. During World War II, military installations MacDill Field and Drew Field (now the site of Tampa International Airport) were established. These sites have had a long-lasting impact on Tampa's physical and economic growth.

The automobile was partially responsible for a large settlement wave that occurred around 1923-1926. Florida's boom times resulted in explosive growth in Tampa, where the population rose to over 100,000 by the end of the 1920s. Land developers designed new subdivisions with amenities to attract buyers. Davis Islands, designed by D.P. Davis, was one such development, with a golf course and country club situated on these two man-made islands.

In 1939, the southwestern tip of Interbay Peninsula known as Catfish Point, was given to the War Department by the State of Florida and Hillsborough County. The air field was established as Southeast Air Base and in 1941, renamed to MacDill Army Air Field in honor of Colonel Leslie MacDill, a World War I aviator killed in the line of duty. During World War II, the airfield's mission involved training airmen to fly and operate bomber aircraft prior to deployment across the globe. Following the surrender of Germany and Japan, U.S. troops returning from overseas duty would land at the air field. During 1947, control of MacDill Army Air Field was transferred to the newly formed United States Air Force and in 1948, the facility was renamed MacDill Air Force Base (AFB).

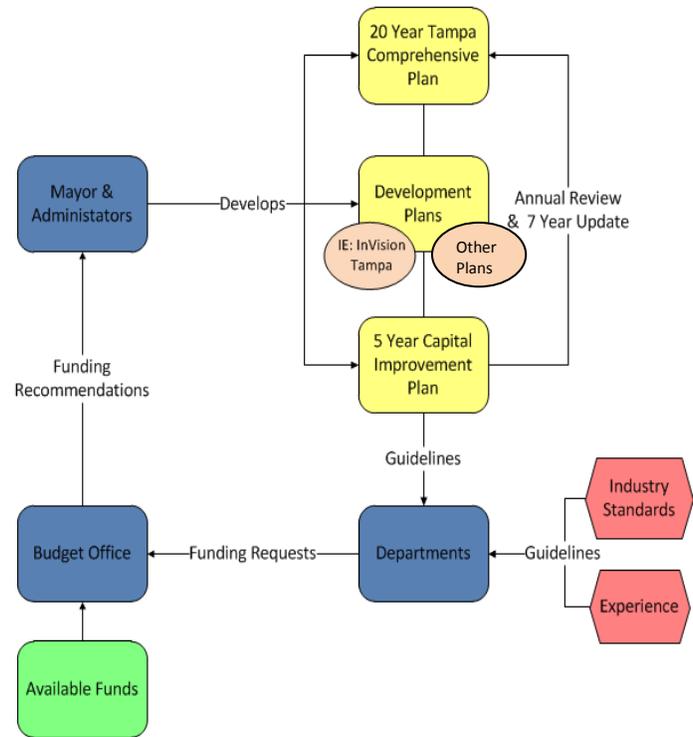
Today, MacDill AFB is a full service support facility for air fueling operations for military aircraft. The host unit for MacDill AFB is the 6th Air Mobility Wing, part of the Air Mobility Command's (AMC) Eighteenth Air Force. MacDill AFB is also home to the United States Central Command and the United States Special Operations Command and 31 other tenant units. MacDill AFB employs approximately 19,200 military and civilian personnel and has a total economic impact on the Greater Tampa Bay Region of approximately \$2.94 billion annually.

Since the 1960s, the Tampa downtown business district has grown significantly. Major banks and corporations occupy large buildings high above Hillsborough Bay and have helped Tampa to evolve into a multi-cultural, diverse business center attracting people of all ages. The most recent growth in the City occurred in 1988 with the annexation of a mostly rural 24 square mile area between I-275 and I-75 now known as New Tampa.

Long-Range Planning Goals

Long-range planning is directed by the Mayor of Tampa and the City's administrators. The Mayor's decision-making is guided by the Tampa Comprehensive Plan, Community Vision Plans, Five Year Consolidated Plan for Housing & Community Development Programs, and other long-term development plans. These decisions result in the production of the five-year Capital Improvement Program.

The Tampa Comprehensive Plan is a twenty-year plan for the growth and redevelopment of the City of Tampa. The Tampa Comprehensive Plan is updated periodically to reflect changes in growth patterns, community aspirations, demands for City services, and incorporation of new supplemental plans (i.e., InVision Tampa, Community Vision Plans, and the Urban Forest Management Plan). Major updates to the plan are made on a seven-year cycle, while minor revisions are made annually. This process allows the City to respond to changing fiscal, economic, or social conditions while continually aligning annual capital decisions with long-term goals and objectives.



In 2008, the City embarked on a strategic, inclusive community-based planning effort, which continues today. This effort produced long-range Community Vision Plans and associated Form-Based Development Codes that guide all private development and public improvement projects. Thus far, through the continued support of the Mayor and Tampa City Council, the City has directly funded the completion, adoption, and implementation of the following Community Vision Plans and related Form-Based Development Codes:

- Greater Seminole Heights Vision Plan (GSH Plan) – The Greater Seminole Heights Planning Area encompasses approximately 4.4 square miles, located within 3.5 miles of downtown. The GSH Plan sets guiding principles for the community that establish the community identity, how and where redevelopment should occur, significance of public realm design, and preservation of the local historic district and neighborhood character. The GSH Plan was completed and accepted by Tampa City Council in 2010. The related amendments to the Tampa Comprehensive Plan, which included amending the future land use category for over 1,300 parcels, were completed in 2010.
- 40th Street Community Vision Plan – The 40th Street Community Planning Area encompasses approximately 3.9 square miles, located within 6.5 miles of downtown. The 40th Street Vision Plan sets guiding principles for the community that establish the community identity, how and where redevelopment should occur, significance of public realm design, importance of re-establishing the 40th Street commercial corridor, and

retention of neighborhood character. The 40th Street Vision Plan was completed and accepted by Tampa City Council in 2010. The related amendments to the Tampa Comprehensive Plan, which included amending the Future Land Use Category for over 1,300 parcels, were completed in 2010.

- Seminole Heights Form-Based Development Code - The Form-Based Code was adopted in 2011. The related amendments to the City's Official Zoning Atlas, which included rezoning over 10,000 parcels of land, were adopted in 2012 and 2013.
- 40th Street Form-Based Overlay Development Code - The Form-Based Code is underway and will be completed in 2017. The related amendments to the City's Official Zoning Atlas included rezoning over 1,300 parcels of land.
- Greater Tampa Heights Vision Plan – The Greater Tampa Heights Planning Area encompasses approximately 4 square miles, located within 1 mile of downtown. The planning process will begin in mid-to-late 2017.
- Davis Islands Village Center Vision Plan – The Davis Islands Village Center Planning Area encompasses approximately 1 square mile, located within 1 mile of downtown. The vision planning process for the community plan is complete. Work to draft and codified the community plan will soon begin.

In 2010, the City embarked on a broad based master planning effort for the Center City, yielding several long-range development plans. "InVision Tampa," funded by the U.S. Department of Housing and Urban Development, identified initiatives to stimulate economic development and spur community reinvestment. Community input was gathered from a diverse group of residents and business owners and incorporated into the initiatives. InVision Tampa will position Tampa to be one of the country's most attractive places to open a business, raise a family, and maintain a high quality of life while preserving historic districts and neighborhood character. Example projects and initiatives planned under InVision Tampa include:

- Julian B. Lane Riverfront Park – Redevelopment of the 23-acre park on the west bank of the Hillsborough River. The Park Redevelopment Plan was completed in 2015. Construction began in June 2016 and is anticipated to be completed by March 2018.
- West River Redevelopment Plan – The West River Redevelopment Plan focuses on a 120-acre area bounded by Rome Avenue, Columbus Avenue, the Hillsborough River, and Interstate-275. The plan recommends reconnecting the streets and blocks to each other, strong ties with public education and community services, a keen focus on linkages along the Hillsborough River to emergent activities south of I-275 in North Hyde Park to the waters of Tampa Bay, and more than 2,000 new residential units, with a variety of housing styles and affordability. Ultimately, over the next 10 years, the goal is to create a genuinely

diverse and economically integrated community. The Redevelopment Plan was completed in 2014 and updated in 2016.

- Center City Vision Plan - The Center City Vision Plan establishes a 20-year blueprint for making downtown Tampa and surrounding neighborhoods a community of livable places, connected people, and collaborative progress. The Hillsborough River forms the heart of the plan, reflecting the desire to make the river the focus of the community. The plan advances five key themes - A reimagined river, strong center city neighborhoods, connecting neighborhoods to each other and to the river, vital mix of uses and a strong pedestrian environment, and places that will support transit. The Center City Vision Plan was completed in 2012. The new Central Business District Form-Based Code was adopted and made effective on June 1, 2016. This is the first, complete re-write of the downtown regulations since 1989.
- Nebraska-Hillsborough Corridor Plan - The Nebraska-Hillsborough Corridor Plan addresses development issues along 5.1 miles of an important transit corridor in Tampa's Center City from downtown north along Nebraska Avenue to Hillsborough Avenue, and east along Hillsborough Avenue to 22nd Street. The Corridor Plan was completed in 2013 and is an extension of the Center City Plan.

The City of Tampa Urban Forest Management Plan was developed through a collaborative effort of the City, the University of Florida (UF), the University of South Florida (USF), Hillsborough County Extension, business and professional organizations, builders and developers, neighborhood associations, and citizens. The Urban Forest Management Plan is a strategic plan with a 20-year planning horizon defining criteria, performance measures, and alternatives for action; and, by following an adaptable, quantifiable, and science-based approach, the City of Tampa will address the challenges to growing and maintaining a healthy urban forest in an efficient and sustainable manner. Management of the urban forest, with its long biological life cycles and slow growth, is a long-term investment.

The Urban Forest Management Plan's framework includes intermediate 5-year Citywide work plans, and in turn, provides direct input into short-term annual departmental operational plans and decision-making. The City, USF, UF, and UF's Institute of Food and Agricultural Sciences/Hillsborough Extension Service completed a tree canopy study and urban ecological analysis, as required by City Code, in 2006 and 2011. The 2016 study is currently underway. Results are anticipated for the end of the 2017. Results from the 2011 studies indicated an increase in tree canopy from 2006 to 2011 of 2-3% to a Citywide canopy coverage of 32% in 2011. Each 5-year study is required to monitor the tree canopy and urban forest and collect the data required to evaluate the performance of the Management Plan. The study will also quantify the contribution of trees to property values and examine the growth and condition of tree canopy on parcels where

trees were permitted for removal five or ten years prior to the study. The Urban Forest Management Plan's framework will serve as one of the primary tools in the revisions and update of the City's Tree and Landscape Codes.

Capital Improvement Program (CIP) projects are initially identified by departments based on infrastructure needs, industry standards, the Tampa Comprehensive Plan, development plans like those produced through the InVision Tampa, Community Vision Plans, Urban Forest Management Plan process, and each department's experience. The departments submit CIP requests during the annual CIP budget process to the Budget Office. The Budget Office balances all CIP requests against available funds and makes its funding recommendations to the Mayor and City administrators. This process culminates in the five-year Capital Improvement Program that is part of the City's annual budget as approved by City Council. Capital projects relating to level of service requirements are then adopted into the Capital Improvement Schedule of the Tampa Comprehensive Plan per state requirements.

Performance Measurement Dashboard

The City publishes service delivery and quality of life measurements that serve as a report card to demonstrate the City's pledge to hold service delivery to a high standard. Performance measurement in the public sector is an ongoing, systematic approach to improving results through evidence-based decision making, continuous organizational development, and a focus on accountability for performance. Performance measurement is integrated into all aspects of an organization's management and policy-making processes, transforming an organization's practices so it is focused on achieving improved results for the public.

The City publishes performance metrics on the internet at www.tampagov.net/metrics for the following services:

- Fire Rescue
- Fleet Maintenance
- Neighborhood Empowerment
- Planning and Development
- Police
- Solid Waste
- Stormwater
- Transportation
- Wastewater
- Water

Goals for the City

The City of Tampa is committed to offering the best services to local businesses and citizens. To meet this commitment, the City has identified broad goals that guide the City's actions. These goals will assist the City with meeting current challenges while providing the necessary direction for long-term prosperity. The goals are as follows:

Changing Tampa's Economic DNA

The City continues its commitment to economic development focused on moving Tampa forward. Together, we focus on the City and region's economic leadership, stability, and most importantly, business opportunity. Today, the City is smarter about how it does business, is more efficient and accessible to citizens, and has streamlined its permitting process. City employees work hard every day to grow and retain existing business, attract new businesses, develop entrepreneurship and make Tampa a more competitive city through a variety of initiatives, such as:

- Investing \$24 million in new technology to improve the efficiency of City workers;
- Creating incentive packages to target high-tech industries and collaboration between public and private entities identified by the Tampa Hillsborough Economic Development Corporation;
- Working with Tampa Bay WaVE business incubator to more than double the number of tech startups it supports;
- Assisting the Innovation Alliance with its planned rebirth of North Tampa on the economic assets that are Moffitt Cancer Center, Florida Hospital, Busch Gardens, and USF;
- Continuing to implement the InVision Tampa Plan that will shape development for the next 20 years;
- Developing the City's landmark neighborhoods that are critical to the success of the whole City, including: Ybor, Channelside, Tampa Heights, and Sulphur Springs;
- Enhancing education programs to ensure that the City has a highly trained work force that will attract new businesses;
- Working with Strategic Property Partners on the development of Water Street Tampa, including the relocation of the USF medical school to downtown Tampa; and
- Redeveloping the west bank of the Hillsborough River from Columbus Avenue south to Rome Avenue as West River, an extension of Tampa's Downtown.

Economic Development Initiatives

Changing Tampa's Economic DNA is a focal point of the administration's economic development plan. The City is committed to economic development that is focused on building an environment with a strong local economy that creates opportunities for its citizens. The City is committed to attracting new businesses, supporting entrepreneurship, and retaining and growing existing businesses. Emphasis has been placed on the development and growth of the City's urban core and downtown waterfront area in the belief that a strong urban core generates opportunities for the entire city. A goal of the City is to remain flexible and agile to take advantage of market opportunities as they arise to enhance the overall economic health of the City. A few of the prominent initiatives include the following:

Water Street Tampa

In December 2014, Jeff Vinik, owner of the Tampa Bay Lightning, and Cascade Investments announced plans for redevelopment of approximately 40 acres in downtown Tampa. The mixed-use development will include a new biotech hub, new office centers, a walkable neighborhood and enhance the waterfront. Anchored by the University of South Florida's Morsani College of Medicine and its new Heart Health Institute, the Channelside development project will be the world's first WELL Certified city district designed with a focus on health and wellness. Construction on infrastructure improvements, funded by property tax revenues generated downtown, is underway and expected to be completed by early 2019.



USF Morsani College of Medicine and USF Heart Health Institute Rendition

West River Redevelopment

The West River Redevelopment Plan covers a 120-acre area bounded by Rome Avenue, Columbus Avenue, the Hillsborough River, and Interstate I-275. The plan focuses on reconnecting the streets and blocks to each other and increasing access to Julian B. Lane Park and the Hillsborough River. The project promotes strong ties with public education and community services, and plans for more than 2,000 new residential units, with a variety of housing styles and affordability. The Tampa Housing Authority will be breaking ground at the end of 2017 on two buildings and begin renovation of a third building soon after. City leaders envision West River as a walkable, mixed income community that will be further enhanced by the remaking of nearby Julian B. Lane Riverfront Park.



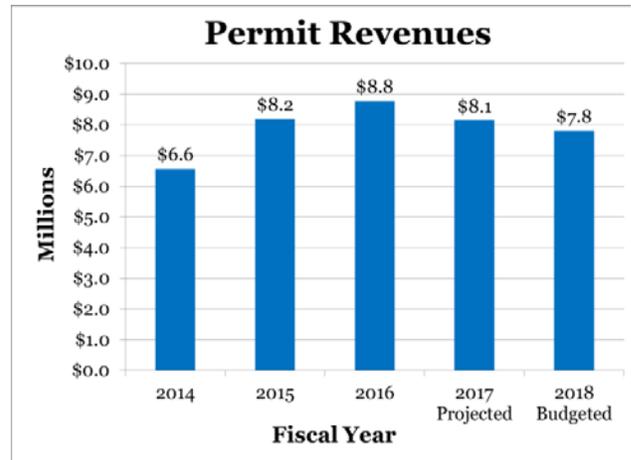
Julian B. Lane Riverfront Park Master Plan

Julian B. Lane Riverfront Park

The 23-acre park located strategically for the neighborhood along the Hillsborough River, is undergoing a renovation and expansion project to open green spaces for the community to congregate, dine, and experience outdoor concerts and events. The goal of the project is to create a genuinely diverse and economically integrated community. The project will add new amenities such as tennis, basketball, and sand volleyball courts; a multi-use football field; areas for lacrosse and soccer; and a performance pavilion with green spaces for concerts. The project will also improve and reconfigure the existing seawall and add floating docks to provide water access for kayaks, boating, and aquatic sports.

Building Activity

In 2016, Construction Services Division permitted over \$2.1 billion worth of construction projects. Moreover, the City has permitted over \$11 billion in projects since 2011. The City is anticipating \$7.8 million in permitting revenue to be generated for FY2018, a 3.7% decrease from FY2017 projected amount of \$8.1 million mainly due to a brief standstill in larger permitting projects such as high rises and apartment complexes.



FY2018 Permit Revenues are expected to slightly decrease

Downtown Tampa continues to see a tremendous amount of investment in residential properties.

There are currently over 3,000 residential units recently completed, under construction, or about to start construction in the immediate area of downtown. A considerable amount of this investment is being made by companies from outside of the Tampa area. Outside interests have invested in excess of \$300 million in downtown hotels and office buildings in the last year. The construction of the University of South Florida's Medical school slated to begin construction in 2017 in downtown is expected to spur additional investment.

Tampa sold one of its City-owned blocks to New Orleans-based HRI Properties for \$7.5 million. HRI will build a multi-use building across the street from City Hall with 223 hotel rooms, 225 residential units, a 408 space garage, and retail space on the first floor.

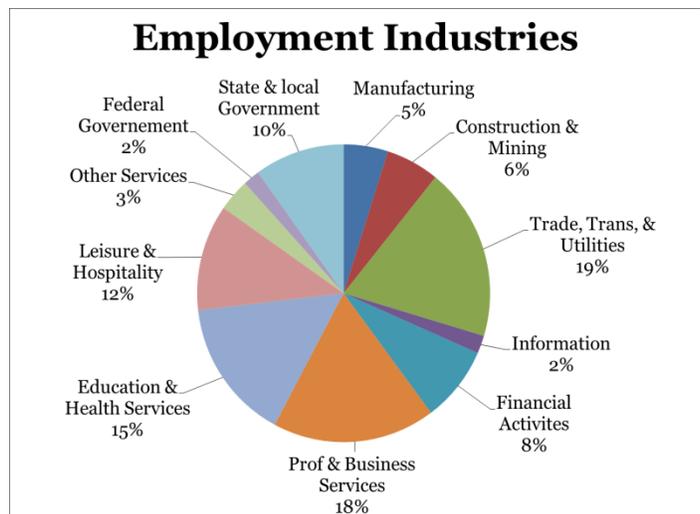
Tampa-based developer, SoHo Capital, acquired the 37-acre site immediately north of downtown and is moving forward to build a historic-style, mixed-use neighborhood called The Heights. The Heights is anchored by adapting the huge Armature Works brick warehouse, and surrounding it with offices, a boutique hotel, grocery store, 1,600-plus homes, and a park along the waterfront. SoHo Capital began construction of the infrastructure improvements and is completing the renovation of the Armature Works building. The group also recently broke ground on The Pearl, a 350 unit, mixed-use building.

Construction continues on the Encore project, a 30-acre mixed-use, mixed-income project located immediately north of the central business district. Ella Senior Residences consists of 160 units and the Trio Apartments at Encore consists of 141 family units. Both are opened and fully occupied. Reed Senior Residences, comprised of 158 units for seniors, opened for business in June 2015. The Tempo Apartments, a 203-unit apartment building for families, is expected to open in fall 2017.

Economic Outlook

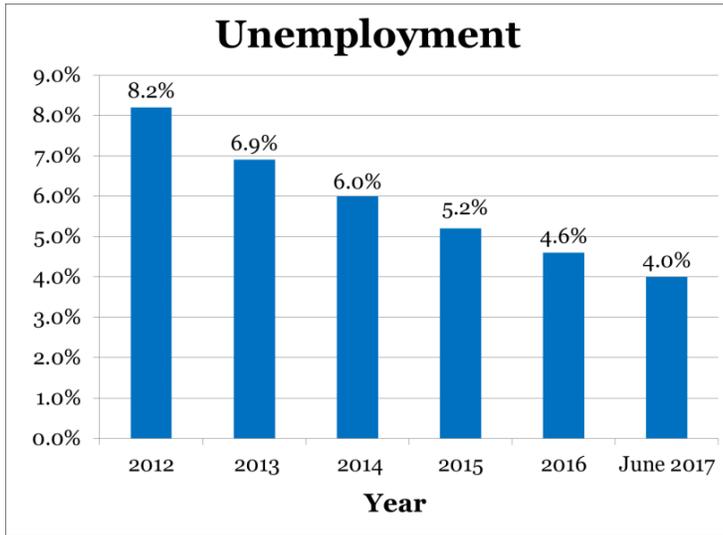
The City of Tampa’s budget is affected by a variety of economic factors that are significant drivers of demand for City services and of major revenues. The following is a brief discussion of historical and current key economic indicators including employment and population growth, employment industries in Tampa, unemployment rate, and the performance of two major economic engines (Port Tampa Bay and Tampa International Airport).

As of June 2017, the employment industries chart identifies the various industries operating in the Tampa Bay region. The three largest employment sectors are trade, transportation, and utilities (19%); professional and business services (18%); and education and health services (15%).



Major Employment Industries - Tampa Bay Region

The metropolitan statistical area economic indicators for Tampa-St. Petersburg-Clearwater are expected to show moderate growth. According to the Florida & Metro Forecast 2017-2046, population growth will average 1.4%, employment growth is expected to average 2.4% annually, and the unemployment rate is expected to average 3.5%.

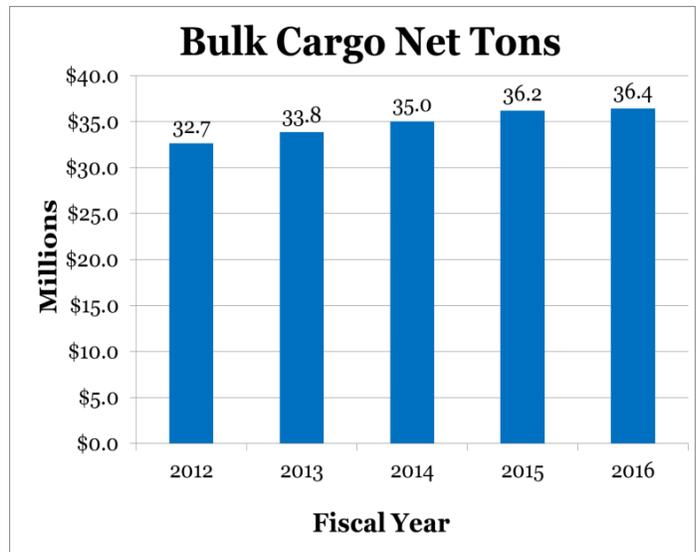


Tampa Unemployment Rate per Year

The City has experienced ongoing economic recovery as indicated by the steady decrease in the unemployment rate. Within the past six years, the City has cut its unemployment rate by more than half. Three out of the last six years Tampa Bay has led the state in the number of new jobs created. Overall employment for Tampa has expanded by 24% in recent years which makes Tampa 4th in the United States for new job opportunities since the recession. Major corporate relocations and expansions include Bristol-Myers Squibb Company, Johnson and Johnson, AMGEN, Amazon, and USAA.

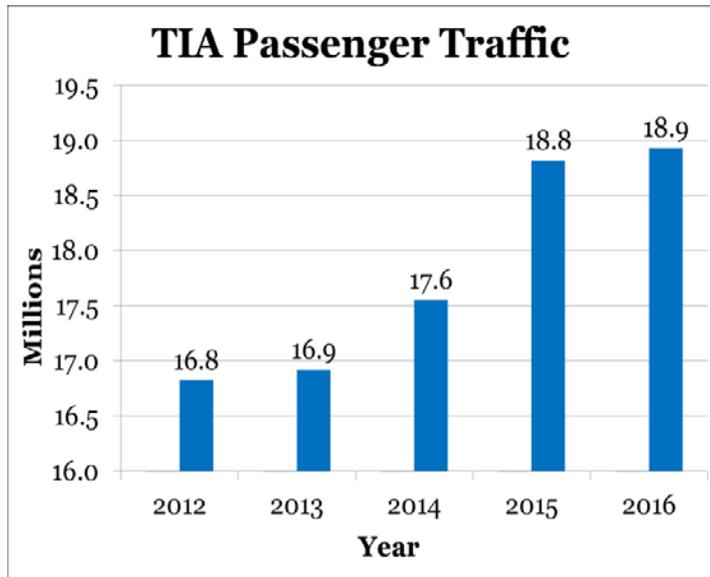
Port Tampa Bay (the “Port”), a significant economic engine in West Central Florida, serves as one of the nation’s most diversified ports, providing a \$17.2 billion annual economic impact and over 85,000 jobs to the region. It is the petroleum and energy gateway for west/central Florida, the largest steel port in Florida, one of the world’s premier fertilizer ports, one of the top shipbuilding and repair centers in the Southeast, and a major cruise home port.

Port Tampa Bay, Florida’s largest cargo tonnage port, handled 36.4 million net tons of bulk cargo, 1.1 million net tons of general cargo, and exceeded \$49 million in operating revenue in fiscal year 2016. It serves as the eighth largest cruise port in the U. S. handling over 813,800 passengers in FY2016. With the widening of the Panama Canal, Port Tampa has taken on the delivery of two new Post



Tampa Port Authority Bulk Cargo per fiscal year

Panamax cargo cranes. Additionally, Carnival Cruise Lines and Royal Caribbean Cruise Lines recently initiated passenger service to Cuba from Port Tampa.



Annual TIA passengers served

Tampa International Airport (TIA) is a major international and domestic airport for the west central region of Florida and is highly regarded for its efficiency and passenger convenience. During 2016, 18.9 million passengers enplaned and deplaned at the airport, 250 million pounds of cargo were handled, and 14.4 million pounds of mail were transported. In March 2017, Airports Council International named TIA North America’s top airport for airports serving 15 to 25 million passengers, and second-best for North America airports larger than 2 million annual passengers. Considered one of the most user friendly

airports in the world, the airport also ranks fifth in the world in customer satisfaction for airports serving 15 million to 25 million passengers.

New routes are continuously added to the airport including direct service to west coast cities including San Francisco, Seattle, and Salt Lake City. To accommodate TIA’s continued increase in passenger traffic, TIA officials began updating the airport’s Master Plan in late 2011. The \$953 million master plan expansion project outlines three phases of expansion. Phase I of the master plan is designed to decongest the Airport’s



Rendering of Tampa International Airport Expansions
 Source: <http://www.tampaairport.com/MasterPlan>

roadways, curbsides, and main terminal. Scheduled for completion in 2017, phase I includes an expansion of the Main Terminal, a new automated people mover, and a new rental car center near the entrance of the airport.

Phase II includes a curbside expansion with new express lanes for passengers without checked baggage and a 17-acre commercial development around the rental car center to include a new office building, hotel, and convenience store with gas station. Also included in Phase II is a commercial curb to accommodate transit and other ground transportation as well as new connections to regional trail networks. The commercial development is scheduled to begin in mid-2018 with curbside construction starting in late 2019.

Phase III which is not scheduled to begin until 2020, will bring a new Airside D with international and domestic gates and international passenger processing facilities. All three phases of the master plan will allow the airport to serve 34 million passengers each year, which is nearly double its current passenger volume.

Community Redevelopment Areas

The City manages nine Community Redevelopment Areas (CRAs) and stimulates development through Citywide regulatory initiatives, administering economic incentive programs, and marketing redevelopment opportunities to the private sector. These efforts have enhanced safety, convenience, and economic stability in each CRA. The City also works to attract and retain high quality jobs through partnerships with the Tampa Hillsborough Economic Development Corporation, Hillsborough County, and Enterprise Florida.

FY2017 privately-funded projects in the CRAs include:

- Opening of The Fitzgerald apartments in the Channel District by Florida Crystal Development of Miami;
- Carter USA began construction of a 23-story apartment building, Nine15 Franklin with 362 apartments, retail, and parking garage;
- Arturo Fuente Cigar Factory completed an estimated \$3 million new distribution warehouse facility in Ybor to store their finished cigar products from the Dominican Republic;
- Renovation of a major Hillsborough Avenue shopping center in Drew Park;
- Completion of CGM Services, Inc. 4-story office/storage/warehouse facility in East Tampa; and



Arturo Fuente Cigar Factory
Distribution Warehouse

- The commencement of construction of The Pearl Apartments by SoHo Capital in Tampa Heights.

FY2017 publicly-funded projects in the CRAs include:

- Completed the conversion of Tyler and Cass Streets to two-way streets;
- The completion of construction in the newly formed West Tampa CRA of the Julian B. Lane Riverfront Park;
- The Tampa Hillsborough Expressway Authority is installing new trailheads, directional signage, lighting, and an Ybor connection to complete the new Selmon Greenway Trail in Ybor City;
- Continued investment by the East Tampa, Drew Park and Ybor City CRAs in key facades in each of the districts;
- Completion of the 12th Street Wastewater Pump Station in the Channel District; and
- The completion of the reconfiguration of 21st and 22nd Streets in Ybor City by the Florida Department of Transportation, eliminating through truck traffic in the corridor.

Anticipated FY2018 privately-funded projects in the CRAs include:

- Strategic Property Partners to commence construction of the Morsani College of Medicine in downtown;
- Completion of the construction of The Channel Club & Publix;
- Construction of the 12st Street, Segment C improvements;
- The completion of a 186-room boutique hotel on 7th Avenue in Ybor City by Broadway Development, HRV Hotel Partners and others;
- Construction of a 15-20 unit single-family housing development in East Tampa; and
- Completion of design and commencement of construction on the final segment of the Riverwalk in Tampa Heights.



East Tampa single-family home rendition

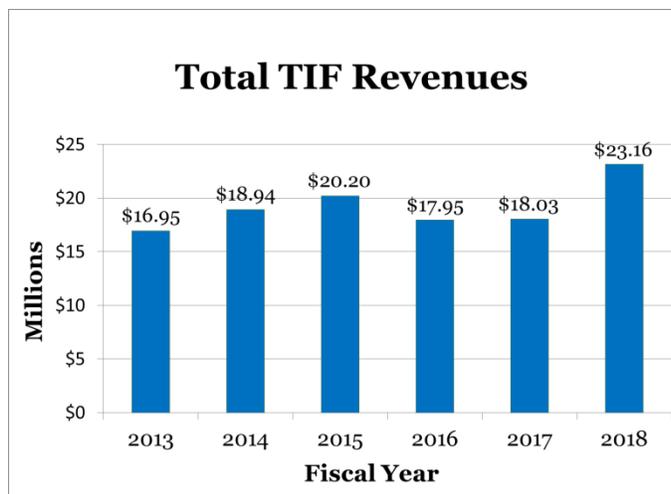
Anticipated FY2018 publicly-funded projects in the CRAs include:

- Begin construction of the railway Quiet Zone through downtown;

- The East 7th Avenue Streetscape and Gateway Monument project from 24th to 26th Streets is planned as a future development project;
- The construction of the Madison Street Park in the Channel District;
- Complete design of the Linear park within the Tampa Bay Boulevard median in Drew Park;
- Completion of the N. 34th Street traffic calming project in East Tampa; and
- Continued construction at the Tampa Housing Authority West River project.



Madison Street Park Site Plan



TIF Revenue increased 28.5% from FY2017

Tax Increment Funding

The Tampa Community Redevelopment Agency was established pursuant to Florida Statutes, to implement redevelopment activities within nine Community Redevelopment Areas (CRAs). Each CRA is supported by Tax Increment Funds which are determined by the property values in each of the CRAs. Property values in all CRAs increased in 2017, resulting in a 28.5% increase in revenue for FY2018.

Tampa Convention Center

The Tampa Convention Center (TCC), located directly on the waterfront in the heart of downtown Tampa, hosts a variety of conventions, tradeshows, and other special events year-round. The 600,000 square foot building offers 200,000 square feet of exhibit space, a 36,000 square foot ballroom, and 36 additional meeting rooms which total over 42,000 square feet of additional meeting space.



Tampa Convention Center

Add to that, over 84,000 square feet of flexible space and you have an excellent venue for any meeting, convention or special event. After a busy day of lectures, seminars or classes, attendees are welcome to visit Ybor City or Channelside (restaurants, shops and bars) located just a trolley ride away.

TCC creates a positive economic impact for the City of Tampa and Hillsborough County by attracting over 450,000 visitors per year. Prestigious organizations hosted recently included:

- IBEX – International Boat Builders Exposition;
- Annual Biomedical Research Conference for Minority Students;
- NCAA College Football Playoff;
- Florida Music Educators Annual Convention;
- Joseph Volleyball Florida Pre-Qualifier;
- BICSI – A Telecommunications Association;
- Tampa United Volleyball Academy; and
- Florida Bar Exams.

Some of the major upcoming events in FY2018 include:

- ASA/CSSA/SSSA Tri-Societies International Annual Meetings;
- American Society of Mechanical Engineers;
- Florida United Numismatists;
- Florida Music Educators Annual Conference;
- CEC 2018 Convention & Expo;
- Tampa United Volleyball Academy; and
- Florida Bar Exams.

Art Programs

This fiscal year, activities focused on coordination with community groups on neighborhood improvements, maintenance of several artworks within the City’s collection, completion of the design development portion of projects already underway, education and outreach initiatives such as tours, and leading facilitation efforts with several community organizations for temporary and permanent art placement. Highlights of accomplishments in this budget year include:

- Completion of a monumental mural at the Dream Center in the V.M. Ybor neighborhood;



Dream Center Wall

- Replacement of I-4 connector mural in Palmetto Beach neighborhood;
- Restoration of mural in Ballast Point Park;
- Restoration of *Great Ball of Pliers* located in East Tampa by artist John Rogers;
- Restoration of portions of the *cenotaph* artwork located in Cotanchobee Park;
- Design development was completed for three major artworks in Julian B. Lane Riverfront Park; and
- Facilitation of new artwork in Seminole Heights' neighborhood.

The Division also received a number of awards for completed projects. These projects are team efforts. Highlights of these awards include:

- Planning Commission Design Award of Merit for Lights On Tampa;
- Planning Commission Jan Abell Award for artwork at Perry Harvey, Sr. Park;
- Planning Commission Special Award Design of Light for Bridge lighting;
- Americans for the Arts Year in Review Award for the Poe Garage; and
- Urban Excellence Award from the Tampa Downtown Partnership for Landmark Development and Public Art for Perry Harvey, Sr. Park.



Perry Harvey, Sr. Park Public Art

Empowering Neighborhoods

To facilitate growth and ensure Tampa continues to evolve as a competitive city, Tampa needs a solid foundation built on strong quality basic services and strategic investments in its neighborhoods. City employees are committed to projects and services that will strengthen Tampa's neighborhoods, such as:

- Preventing code violations from occurring by continuing the Landlord Training Program to educate the City's landlords on code requirements and minimum housing standards; and
- Preventing fire hazards, havens for illegal activity, and neighborhood eyesores by acquiring resources needed for demolishing dilapidated and abandoned buildings.

The City takes an aggressive approach to addressing particularly flagrant code violators by issuing civil citations. The civil citation process first gives the violator an opportunity to correct the issue through a warning. If the violator fails to correct the issue, they are then issued a citation. Once the citation is issued, the violator must either pay the citation or appear at a civil court hearing. The violator will be issued another citation if the violation has not been corrected. If the situation warrants, the violator may be issued a Notice to Appear for criminal court. Data indicates that in 85% of the cases, compliance is achieved within 21 days using the citation process.



Neighborhood Enhancement Team Maintaining Alleys

The City has established an Enhancement team within each district, providing a quick response to environmental concerns and the ability of eliminating illegal dumping immediately. In addition, these Enhancement teams clear and maintain alleys, rights of ways and thoroughfares within the community. In 2016, 44,829 code inspections were completed; 23,133 new code cases were opened; 23,657 total cases were brought in to compliance; 2,078 tons of trash, and debris were removed; and 2,082 environmental work orders were complete.

The Nehemiah Project

The Nehemiah Project, currently in Phase II, is intended to help revitalize and rebuild the Sulphur Springs neighborhood by providing affordable housing opportunities for income eligible individuals or households. These affordable housing opportunities are seen as the engine to further opportunities that will help foster place-making and community investment. During Phase I of this project, 92 structures were identified as legally qualified for demolition and 59 of those structures were demolished. After a structure is demolished, the vacant lot is maintained by the City until a new home is constructed on it. Phase I of this The Nehemiah Project initiative resulted in 11 homes being built by various builders. All properties were sold within months of completion.

During Phase II of this project, an additional 24 new, energy efficient, Energy Star, affordable single family residential homes will be built in the Sulphur Springs by Rebuilding Together Tampa Bay (RTTB). RTTB is currently working on building the first 6 homes and once the first 18 are built, they are expected to acquire, develop and sell 6 additional properties within Sulphur Springs. Homes will be sold to qualified buyers that are at or below 120% Area Median Income. There is very strong demand from qualified buyers for these properties.

To facilitate this revitalization effort, a dedicated team of code enforcement personnel has been assigned to the Sulphur Springs neighborhood. Since July 2015, nearly 353 tons of debris were removed from the area.

Operation W.I.N. (Working in Neighborhoods)

As part of the Mayor’s Investing in Neighborhoods Program, the City coordinates a clean-up effort the third Saturday of each month. The focus of the program is to maintain alleys, remove illegal dumping, and clean up abandoned properties. Approximately 28 tons of trash and debris were removed from June 23, 2016 through March 31, 2017. Since the program’s inception, more than 9,300 tons of trash and debris have been removed from Tampa’s neighborhoods.



Operation W.I.N working on N 48th, 49th, and 50th streets and 26th Avenue



Mayor’s Neighborhood University Session

Mayor’s Neighborhood University

The Mayor’s Neighborhood University continues to be a great success in providing a twelve week course to the next generation of Tampa’s civic and community leaders. The goal of the Mayor’s Neighborhood University is to support the development of learning solutions to help existing neighborhood leaders optimize their role as well as to mentor emerging and future neighborhood leaders. The City recognizes that a leadership position within a neighborhood association is a serious commitment that can impact the association and neighborhood.

The Neighborhood University provides an up-close look at the City departments that have a direct impact on the daily life in Tampa’s neighborhoods and introductions to the Administrative Staff who are responsible for the operations. The program has celebrated seven graduating classes as of June 2017.

Parks and Recreation Facilities

The City manages 3,547 acres and 178 parks, including: 78 playgrounds; 165 tennis and multi-purpose courts; 81 ball fields; 25 community/activity centers; 12 pools; 12 dog parks; 7 gymnasiums; 5 art studios; 5 cemeteries; 3 skate parks; 2 gymnastics & dance centers, one marina; and 70 miles of multi-purpose trails. This year, approximately 1,600 cultural and recreational programs were provided, serving over 35,000 citizens ranging in age from infants to seniors.

Autism Friendly Tampa

The City is collaborating with USF's Center for Autism & Related Disabilities to learn more about autism, how to better serve those affected by it, and ways to incorporate those affected with autism in the City's current summer camps and programs. This new initiative, Autism Friendly Tampa, will also include the development of an autism friendly Tampa guide which outlines programs, places, events, and schedules that are most accessible for those with autism.

Youth Programs

Over the past three years, the City expanded its inexpensive or no-cost afterschool programs and summer camps. These programs are provided to over 3,500 youth at 30 locations throughout the City. Activities offered include sports, arts and crafts, swimming, and computer technology as well as various field trips. In addition, athletic leagues (lacrosse, soccer, softball, and basketball), fitness classes, and education and leisure opportunities for youth are among the offerings.



Gwen Miller Community Center Afterschool Program



Martin Luther King, Jr. Gymnasium Stay and Play Program

Stay and Play Program

Throughout the year, the City also continued to offer the Stay and Play program which provides a safe environment for youth ages 13 to 19 to enjoy recreational activities. Nine facilities extend their hours until midnight seven days a week, for a total attendance of 111,816 teenagers since the program began. Additionally, pools remained open in a free swim environment and teenagers were able to register for a free "Rec Card." These cards allow

access into facilities and programming including free After School programs during the school year. Over 1,800 free rec cards have been given out since the beginning of the program in July 2015.

Aquatic Programs

The City operates eight year-round swimming pools, four seasonal pools and eight splash pads. Swimming lessons are offered at all pools beginning at age six months to adults. Many competitive swim teams use these pools such as Greater Tampa Swim Association, TBAY Masters Program and Hillsborough County High Schools. Specialty aquatic programs offered include lifeguarding, water safety instructor courses, synchronized swimming, water polo, swim meets, the World’s Largest Swim Lesson event, and more.



Swimming Lessons at Sulphur Springs Pool



Regional AAU
Gymnastics Competition

Gymnastic & Dance Programs

The Wayne Papy Athletic Center and New Tampa Recreation Center offer preschool, recreational, and competitive gymnastics and dance programs. This popular program has over 1,200 participants and proudly represents the City of Tampa at local festivals, special events, and parades in addition to their annual recital at the Straz Performing Arts Center that fills Louise Lykes Ferguson Hall for five shows. Many of the athletes compete at the State, Regional and National levels representing Tampa throughout the country. During FY2018, the New Tampa Recreation Center will undergo an expansion of the gymnastic space.

Youth Specialty Camps

The City offers a wide variety of specialty camps during school breaks and the summer that serve over 5,500 youth annually. Camps include the Joe Abrahams Summer Camp Series (offering various sports each week); Reel Fishing; Kids Create Art Camps; Mangrove Marcus Aquatic Adventure; the Art Explorations Camps; and more. The Al Barnes and Tampa Park Plaza Playground Summer Camps were offered to 80 youth at no cost through the Financial Assistance Program.



Reel Fishing Camp at Ballast Point Park Pier



MacFarlane Park's Senior Day in the Park Event

Senior Programs

The City offers over 1,200 senior programs for adults age 50 and older. The 2017 Senior Games were held at various venues within the City and had over 500 participants. They also enjoyed Senior Day in the Park, where they participated in games, socialized, and dressed up for an island vacation.

Doyle Carlton Riverwalk

In June 2016, the City celebrated the completion of the Tampa Riverwalk with the opening of the Doyle Carlton section between Water Works Park and the Straz Center for the Performing Arts. This 1/3 mile section includes public art, landscaping, seating, bench swings, bike racks, a bicycle repair station, and drinking fountain.



Doyle Carlton Section of the Tampa Riverwalk



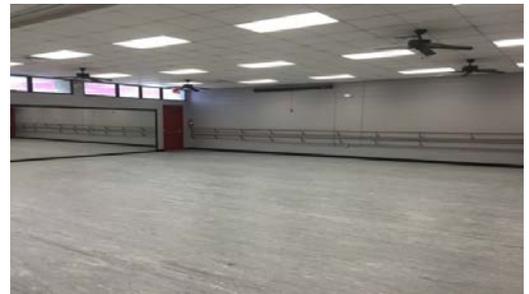
West River Trail – University of Tampa Section

West Riverwalk

The West Riverwalk will ultimately connect Bayshore Boulevard on the south with Columbus Drive on the north with a 10' wide multi-use path. In February 2016, another piece of the West Riverwalk was completed through the University of Tampa. Paralleling the Hillsborough River, this 1/4 mile section connects Cass Street with Plant Park on the University campus.

Wayne Papy Athletic Center

Improvements were made to the Wayne Papy Athletic Center to support ongoing programming activities. They included a new dance floor, improvements to the concession area, new flooring, windows, doors and ceiling tiles, refurbished restrooms and drinking fountains. A new changing area for young patrons was added to the restroom area. A fresh coat of paint brightened up a number of the rooms. The work was completed in September 2016.



Wayne Papy Athletic Center
New Dance Floor



Perry Harvey, Sr. Park Gateway Sculptures

Perry Harvey, Sr. Park

Perry Harvey, Sr. Park reopened in April 2016 after major renovations including a new splash pad with coordinated lights and music, which play every evening. Also included were a restroom building, a History Walk highlighting points in time in the neighborhood’s history, Leader’s Row honoring past community leaders, a statue of Perry Harvey Sr., and a new skate park. Greeting visitors at the south entrance are large, colorful statues reminiscent of the site’s musical past. Included in the park is a festival lawn for large special events, a multi-

purpose lawn for sports, a basketball court and a picnic area. A Neos (electronic playground equipment) play structure was donated to the project shortly after completion.

Cal Ripken, Sr. Foundation Youth Development Field

A partnership with the City and the Cal Ripken, Sr. Foundation constructed the City’s first artificial turf youth development field at Springhill Park in April 2016. This field and its programs provide social equity for local youth as a safe haven to develop sports skills, life lessons, and a sustainable healthy lifestyle.



Baseball Field at Cal Ripken, Sr. Foundation Youth Development Field

Forest Hills Park Improvements

Improvements to this park include storm water solutions and redeveloped recreational opportunities. Currently in design, these physical improvements are slated for completion in 2017-2018.



Jackson Heights NFL YET Center Multi-Sport Field Grant Opening

Jackson Heights NFL YET Center Multi-Sport Field Renovation

Through a partnership with NFL Foundation, the Buccaneers and the Cal Ripken Sr. Foundation, a synthetic turf multi-sport field was constructed at Jackson Heights NFL YET Park in September 2016. The field provides a professional quality playing surface for local youth involved in park programs and local sports leagues. The field is lined for football, soccer and men’s/women’s lacrosse.

Cuscaden Pool

Historic Cuscaden Pool is one of the City's most unique pools. Located in V.M. Ybor neighborhood, the pool was built in the 1930s by the Works Progress Administration. The pool was designed by a Michigan engineer, Wesley Bintz, who patented the above-ground pool structures in the early 1900s. Cuscaden was recently refurbished and is now open year round with extended hours. Rehabilitation included caulking and repairs to brick joints, a new pool filtration system, a new interactive water feature, pool heaters, and repair of the pool deck. Newly enhanced first floor multi-purpose rooms may be available for future community meetings. Cuscaden Pool has been renovated to bring back a historic community amenity, minimize water usage and waste. The addition of new high energy efficiency heaters conserves energy to provide cost and energy savings during the cooler months to allow a more economical and energy efficient solution to year-round swimming.



Ybor City's Cuscaden Pool



Courtney Campbell Causeway Trail

Tampa Greenways and Trails Master Plan

In 2016, the City of Tampa and Hillsborough County Greenways and Trails Master Plans were updated and combined into one document. The new plan acknowledges a regional approach to trail and greenway planning, with alignments identified that connect the City of Tampa to neighboring cities and county facilities. The Master Plan increases public access to recreational and non-motorized transportation opportunities and is

designed to link parks, schools, transit bus systems, waterfront areas, and places of cultural and historical significance. The planning process is citizen-driven, led by members of local neighborhoods, businesses, and public agencies.

Gateways

In partnership with the Florida Department of Transportation (FDOT), two major roadways are receiving landscape and irrigation upgrades. Dale Mabry Highway from Gandy to MacDill Air Force Base will serve as a memorial gateway for soldiers that have given the ultimate sacrifice for serving our country. Hillsborough Avenue from N. Lee Place to I-275 will provide commuters and visitors with a vibrant landscape experience.



Dale Mabry Ave
Entrance to MacDill
Air Force Base



Streetscape Project - Scott Street through Perry Harvey, Sr. Park

Scott Street Improvements

The City's first "Complete Street" project includes a pedestrian thoroughfare improving the walk-ability of the urban core connecting Perry Harvey, Sr. Park and the Encore redevelopment project to 7th Avenue in Ybor City. Pedestrian amenities include over one hundred new trees to shade the pedestrian areas, benches, bicycle parking, drinking fountains, and creative storm water treatment areas complete with Florida-Friendly Landscaping™ and stone gabions to filter and clean runoff.

A Safe City Thrives

Each day, the City of Tampa looks for better, more innovative ways to improve the quality of life for Tampa's citizens and visitors. City employees are dedicated to protecting and serving the citizens of Tampa. Some of the activities currently underway to meet this goal include:

- Conducting 'Bicycle Safety Rodeos' at local elementary schools and community events to promote safe cycling in an effort to reduce the number of crashes involving bicyclists;
- Evaluating best practice approaches around the country and implementing new technologies that will help the City fight crime; and
- Reducing crime in East Tampa by another 8.9% for a total reduction of 24% in the last 6 years.

Public Safety

The Tampa Police Department continuously strives to find creative solutions for funding initiatives that enhance its crime-fighting efforts to keep Tampa's citizens safe. These investments into public safety allow our officers to police smarter and stay ahead of the crime trends. Government grants and generous community partners coupled with our officers' commitment to serve and protect played a critical role in reducing crime 8.6% during 2016, while forging new and stronger relationships between police officers and the Tampa community.

In an effort to curb violent crime and keep neighborhoods safe, the Tampa Police Department created a robust Violent Crime Bureau. This newly formed Bureau harnesses cutting-edge technology, real-time information sharing, and partnerships with local, state, and federal law enforcement agencies to reduce gun-related crimes. Since its inception in January 2016, the Violent Crime Bureau has been successful in reducing firearm-related violent crimes by 26%.

Moving forward, the Bureau will explore the use of new technology while leveraging intelligence and analytics to expedite investigations involving firearms.

The recent increase in cyclists on Tampa’s roadways prompted the department to launch a two-prong safety campaign that includes education and enforcement. The goal is to prevent crashes and save lives. The department is using a \$120,000 grant from the Florida Department of Transportation in addition to a \$60,000 grant from the Center for Urban Transportation Research at the University of South Florida to increase patrols during drive time. This increased traffic enforcement targets areas with a high volume of pedestrians and cyclists such as Downtown and the roadways around local college campuses.



Bicycle Safety lessons with Tampa Police Department Bike Unit

As social networking continues to expand and become a sought out source for information, the department has made it a key component of its outreach to the community. This modern form of community oriented policing allows the department to educate and engage a broader demographic beyond the traditional reach of Neighborhood Watch programs. In 2016, the police department connected with 5.3 million individuals on Twitter and 50.4 million Facebook subscribers. The department’s ability to solicit assistance from such a vast online population has resulted in the quick identification and arrests of wanted suspects. In addition to being a proven tool for solving-crimes, social media is also an effective resource for humanizing law enforcement. By creating fun social media police videos and highlighting officers on the job, we’ve shown the community that our officers are friendly, approachable and committed to serving them.

Community Conversations

Community Conversations is an initiative aimed toward strengthening community bonds through dialogue between police and community members. Each of the department’s three district offices hosts a quarterly “Community Conversation” in various neighborhoods. During these open discussions, residents and police supervisors work together to address neighborhood concerns. This method of community involved problem-solving facilitates quick police actions that have often resulted in an immediate improvement in the quality of life for residents. In addition to hearing residents’ concerns, the “Community Conversations” also create an opportunity for officers and community members to get to know each other better. To encourage this positive relationship building, every conversation starts with officers sharing something personal about themselves outside of their jobs in law enforcement.



Truck 13 working at a Third Alarm Fire on McKinley Dr.

In 2016, the City responded to 87,189 emergency calls. Many of these emergencies resulted in Tampa Fire Rescue’s paramedics providing immediate advanced life support intervention that either saved a life or prevented the possible deterioration of a citizen’s future quality of life.

The City’s takes a practical, no-nonsense approach to all-hazards emergency planning, which includes threats from hurricanes and other weather related emergencies, as well as man-made or technological events such as utility disruptions, hazardous materials spills, and terrorism.

The City also works with non-profit agencies, business community leaders, neighboring jurisdictions, and concerned citizens in a cooperative and collaborative effort to ensure that Tampa and its residents are more than ready to survive any major disaster. As part of this planning process, Tampa has an established Emergency Operations Center (EOC) that hosts more than 75 representatives from an assortment of local government and non-profit organizations. The EOC enables the efficient use of available resources to handle emergency management activities while continuing to provide routine services before, during, and after disasters strike.

The construction of Fire Station #23 in New Tampa will provide greater coverage for residents living along the City’s northern border. The station will house a District Fire Chief, an engine company, a truck company, and a rescue unit. Construction of the new fire station consists of the installation of a traffic signal, a training room, and equipment for the station.



Fire Station #23 Rendering

Green Initiative Mission

City Government is working to improve the overall quality of life in the Tampa community by preserving our unique and limited natural resources. Initiatives such as encouraging the use of the City’s undeveloped lots for the development of public green spaces; modernization of land development codes and practices to promote urban redevelopment; fostering the City’s walkable and bikable urban policies; and the implementation of long-term sustainable methods of operations will increase the City’s sense of permanence.



The City's Green Tampa efforts work to encourage conservation measures, renewable energy programs, and sustainable building practices. These practices include; the City's incentives for green commercial and residential building; incentives for residential Energy Star certification; promotion of housing programs that include energy efficient design; widely recognized water conservation programs, including car wash and fountain standards, conservation through education, incentives, and rebates for low-flow fixtures; Florida Friendly Landscaping principles to reduce the use of pesticides; and the use of a Citywide energy facilities audit that measured and identified goals to reduce energy consumption.

Green and Sustainable Initiatives include:

- The completion of the Riverwalk to Water Works Park and Ulele Springs provides a convenient and efficient pedestrian connection from Channelside to Tampa Heights;
- The Stormwater Department has installed a Stormceptor at the corner of Brorein and Ashley to filter debris from the streets as part of ongoing stormwater infrastructure improvements;
- The first phases of redeveloping Julian B. Lane Park, a 23-acre riverfront park;
- The COAST Bike Share Program which is in full operation and experiencing great utility from Tampa residents and visitors;
- Continuing our partnerships celebrating EcoFest with Learning Gate Community School, the USF Patel College of Global Sustainability, and others in the environmental community in the Tampa Bay area;
- Building on the City's Gold Level certification as a Florida Green Local Government;
- Further implementation of GPS Route Optimization for the Solid Waste & Environmental Program Management Department further reducing GHG emissions;
- The Nehemiah Project, Phase II, which will build an additional 18 new energy efficient, Energy Star affordable single family residential homes accessible for all Tampa citizens in the Sulphur Springs area;
- Ongoing partnership with the Environmental Protection Commission Climate Adaptation Workgroup formulating a plan for adaptation and GHG emission reduction policies;
- The Department of Solid Waste and Environmental Program Management expanded its recycling program and sustainability initiatives to include all City of Tampa government buildings;
- Hyde Park Gateway Improvements, a City-Community partnership which transformed a stormwater drainage pond into a community asset;
- The Scott Street Improvements, the City's first Complete Street is a pedestrian thoroughfare connecting Perry Harvey, Sr. Park and the Encore redevelopment project to 7th Avenue in

Ybor City which includes pedestrian amenities such as benches, lighting, water fountains, landscaped areas, and creative storm water treatment areas;

- The Department of Solid Waste continues to use compressed natural gas (CNG) vehicles to service their routes;
- Cal Ripken, Sr. Foundation Youth Development Field, a partnership with the City and the Cal Ripken, Sr. Foundation constructed the City's first artificial turf youth development field at Springhill Park;
- A complete redevelopment of Perry Harvey, Sr. Park, adjacent to the Encore Urban Redevelopment Project provides insights to the rich, cultural history of the area, the community, and the businesses along Central Avenue;
- The Tampa Augmentation Project developed by the Water Department, is currently evaluating the cost and feasibility of increased use of reclaimed water from the Howard F. Curren Advanced Wastewater Treatment Plant (HFCAWTP) to potentially augment the potable water supplies available for the region.
- The completion of the Cass Street Dedicated Bike Lane - Tampa is making progress on safe bike infrastructure and has completed a curb-protected two-way lane on Cass Street in downtown Tampa;
- The Stay & Play Program focuses on curbing the rising tide of violence that plagued East and Central Tampa every summer; and
- The Tree-Mendous Tampa Free Tree Program, originally established in 1997 was rebranded in 2013 as a part our commitment to renewing the Urban Forest of Tampa.

Management and Budget Goals

The City implements ongoing budget and management goals that allow the City to enhance its financial health, and its image and credibility with the public, rating agencies, and investors. The City's goals in developing the FY2018 budget included:

- Creating jobs and growing the City's economy;
- Protecting the City's children;
- Enhancing the quality of life for Tampa citizens;
- Improving the City's infrastructure;
- Retaining and rewarding City of Tampa employees;
- Balancing the City of Tampa's budget without using reserves;
- Strengthening and empowering our neighborhoods; and
- Preparing for our financial future.

Improving Technology Infrastructure

- Continuing activities surrounding the replacement of the City's 25 year-old Multi Service System which drives Water, Wastewater, and Solid Waste customer information and billing systems;
- Completing the replacement of the City's fire dispatch and records management systems;
- Implementing a series of radio communication system upgrades to support the City's police and fire departments;
- Continuing the migration of the City's primary data center to a new, secure facility with provisions for a remote back-up facility; and
- Introducing business process, training and system replacement initiatives to reduce business risk and keep pace with continually changing technical, security, and compliance landscape.



Data Center Equipment Builds

Fiscal

- Maintaining a minimum reserve equal to 20% of the General and Utilities Services Tax funds' operating expenditures;
- Striving to maintain structural balance by keeping recurring expenses in-line with recurring revenues;
- Periodically using private enterprise to supply public services when such agreements are appropriate and cost-effective;
- Using tax increment funding to combat blight and to promote economic development;
- Periodically reviewing and adjusting rates, fees, and charges to reflect the cost of services;
- Placing a high priority on seeking matching and "seed" funds to leverage grants and other assistance;
- Preparing sound maintenance and replacement programs for City equipment and assets;
- Maintaining high credit ratings to ensure low borrowing costs;
- Maintaining adequate reserves and fund balances for unforeseen needs and emergencies;
- Continuing to promote excellence in budgeting and financial reporting; and

- Developing and maintaining a long-range forecast model to measure the effectiveness of budgetary and financial decisions.

Personnel

- Recognizing employees for exceptional performance and creativity;
- Providing employee development by promoting training programs;
- Offering counseling and referral services for stress, drug abuse, and other personal difficulties; and
- Encouraging family togetherness by providing paid parental leave to all City employees.

Service

- Providing high quality utility services at reasonable rates;
- Developing long-range plans to meet demands for City services;
- Supporting housing programs through public and private partnerships; and
- Maintaining existing infrastructure and ensuring new development contributes to growth-related infrastructure improvements.

Intergovernmental

- Improving planning for growth within the City by coordinating planning agency proposals;
- Partnering with other local governments in matters of regional interest;
- Developing proposals for the Hillsborough County legislative delegation agenda on matters requiring state action; and
- Coordinating with other local governments in order to enhance services and minimize duplication of efforts.

Budget Highlights



The Budget Process

The City of Tampa’s (“the City”) vision is to be recognized as a diverse and progressive city and celebrated as the most desirable place to live, learn, work, and play. The City’s mission is to deliver outstanding services to enhance the quality of life within our community, guided by the core values of integrity, teamwork, excellence, and respect.

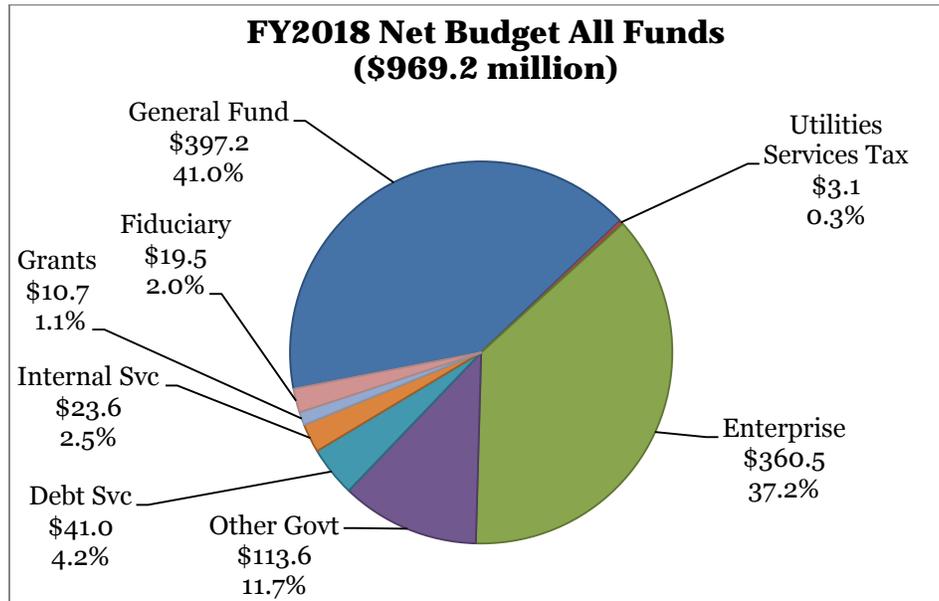
The annual budget process begins in November with the preparation of initial revenue and expense estimates that are then reviewed by the Mayor. City departments prepare capital improvement plans and annual operating budgets during the months of March and April.

The FY2018 *Recommended Operating and Capital Budget* will be presented by the Mayor to City Council in July 2017. Budget hearings will be held in September, and the budget is adopted by the end of the current fiscal year (September 30). The budget process allows for budget amendments as needed during the year. An amendment may be initiated by the Mayor at any time, and after City Council approval, the funds appropriated are adjusted or realigned. For further explanation of budget and financial terms, refer to the related financial information section of this document.

The Budget Calendar

Month	Action
November - December	Preparation of initial revenue and expense estimates.
January - February	Creation and modification of the FY2018 – FY2022 Financial Forecast.
March - April	<ul style="list-style-type: none"> ➤ Capital Improvement Projects (CIP) and operating budget instructions are distributed to departments. ➤ Departments prepare and submit CIP and operating budgets.
May - July	<ul style="list-style-type: none"> ➤ City Council holds budget workshops. ➤ Mayor reviews CIP requests and requests for additional funding. ➤ The Recommended Operating and Capital Budget are presented to City Council.
August	Non-ad valorem public hearings are held for the Downtown Tampa Special Services District, the Westshore Special Services District, the City of Tampa Stormwater Utility, and the Tampa-Ybor Historic Electric Streetcar.
September	<ul style="list-style-type: none"> ➤ Public hearings are held for the FY2018 budget. ➤ The FY2018 budget is approved by City Council.
October 1	New fiscal year begins.

The FY2018 Budget



City of Tampa
Total Net Budget All Funds
(\$ millions)

	FY2017	FY2018
General Fund	\$372.0	\$397.2
Utilities Services Tax Funds	2.4	3.1
Other Governmental Funds	103.1	113.6
Governmental Debt Service Funds	24.4	41.0
Grant Funds	10.0	10.7
Enterprise Funds	351.1	360.5
Internal Service Funds	24.2	23.6
Fiduciary Funds	18.7	19.5
Total Funds Appropriated	\$905.9	\$969.2

The FY2018 total budget is \$969.2 million. This represents a \$63.3 million net increase from the FY2017 level of \$905.9 million primarily due to:

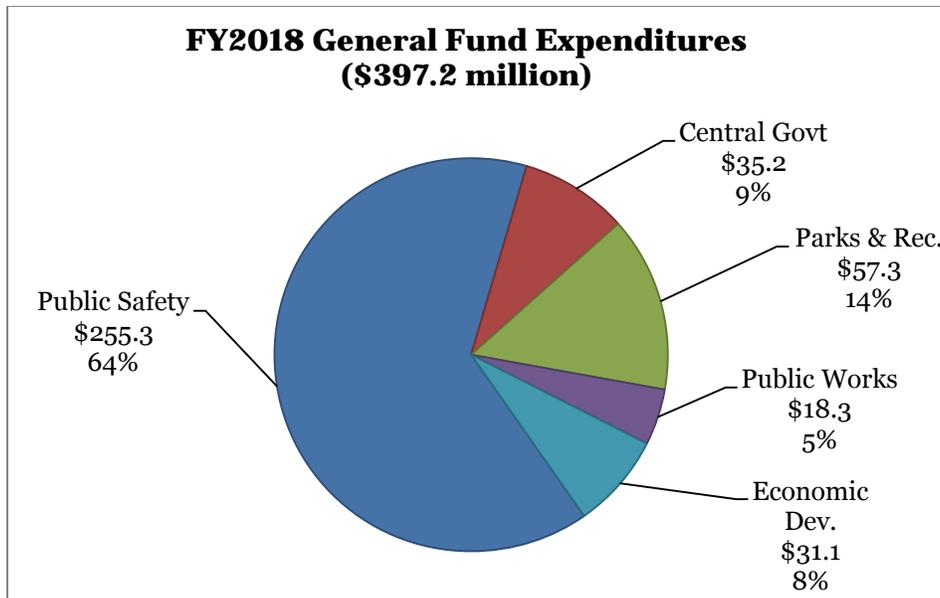
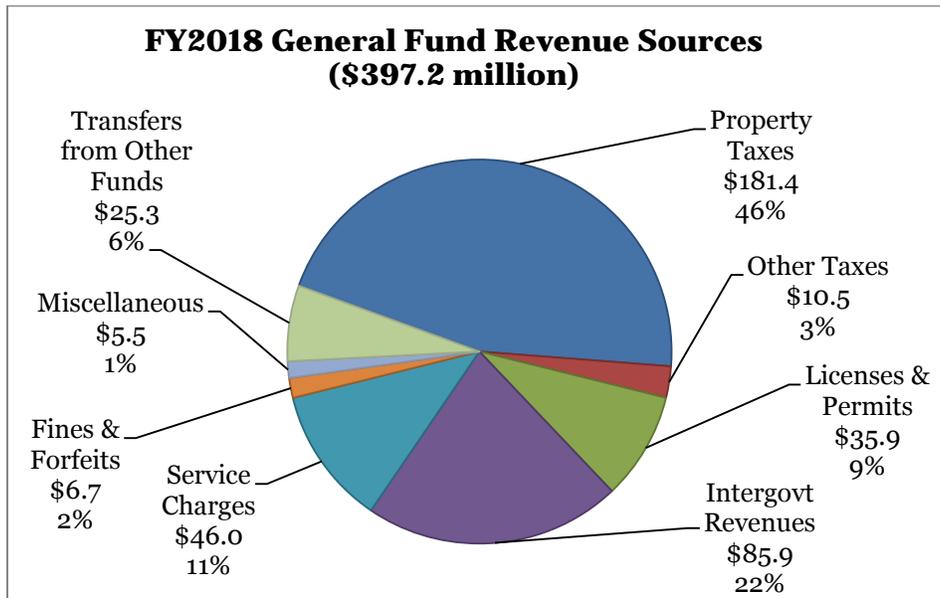
- A General Fund increase of approximately \$21.2 million primarily due to additional positions for public safety including Tampa Fire Rescue Station 23 and MacDill Air Force Base Emergency Medical Service contract, additional Parks and Recreation program support, and personnel and healthcare costs.

- A General Fund increase of approximately \$4.0 million due to increased contributions to the community redevelopment areas.
- A \$9.4 million increase in Enterprise Funds primarily due to greater capital project funding and personnel and healthcare costs.
- All other funds increased by \$28.7 million resulting from increased project funding and related debt requirements.

Personnel Authorizations

In FY2018, the City of Tampa will provide the necessary municipal services to the citizens of Tampa with 4,476.30 full time equivalent (FTE) positions, an increase of 79.45 FTE positions from the FY2017 budget. This increase occurred primarily due to increases in public safety for Fire Station 23 and MacDill Air Force Base Emergency Medical Service, Parks & Recreation, Contract Administration capital project management, and an Americans with Disabilities Act Coordinator. Detailed information regarding the decrease, increase and transfer of other positions can be found in the Position Summary by Department schedule located in the Related Financial Information section.

General Fund

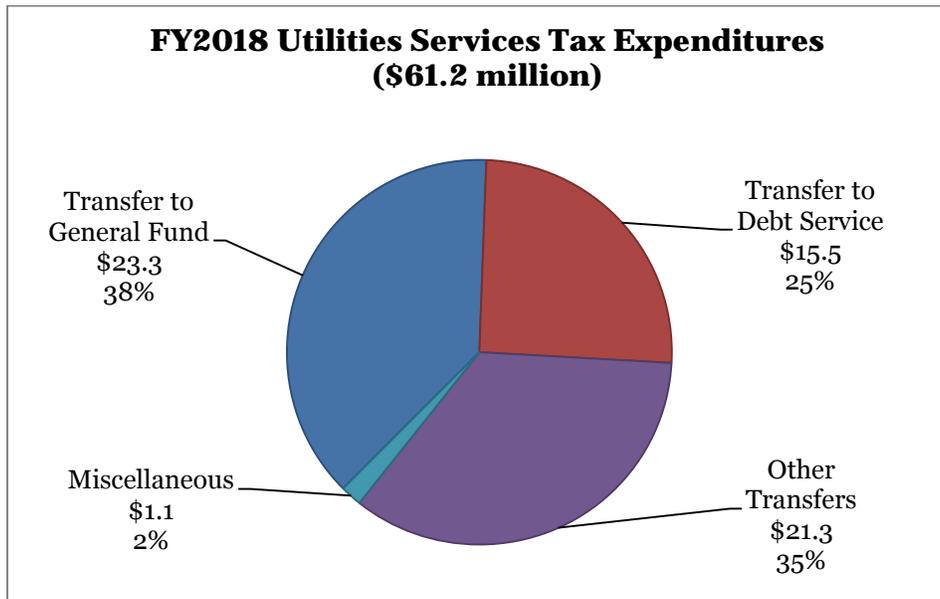
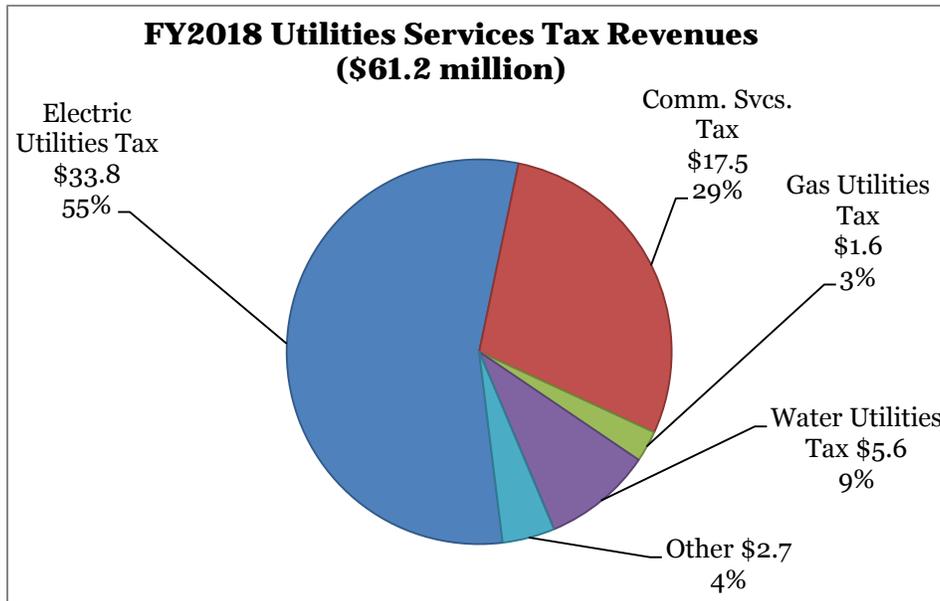


The General Fund supports public safety, general government operations, parks and recreation, economic development programs and other non-enterprise related operations. Revenues such as property taxes, sales tax, electric franchise fees, utilities services taxes, communication services taxes and other revenues are used to pay for these programs. The FY2018 General Fund budget is \$397.2 million, an increase of approximately \$21.2 million primarily due to higher public safety

expenditures resulting from the opening of Fire Station 23 and providing EMS services at MacDill Air Force Base, and Parks and Recreation expenses and higher personnel costs.

The FY2018 General Fund budget also includes an increase of \$4.0 million in contributions to the community redevelopment areas.

Utilities Services Tax Fund



City of Tampa
 Utilities Services Tax Fund
 Revenues & Expenditures
 (\$ millions)

	FY2018
Revenues:	
Electric Utilities Tax	\$ 33.8
Communications Services Tax	17.5
Gas Utilities Tax	1.6
Water Utilities Tax	5.6
Other	2.7
Total Revenues	\$61.2
Transfers and Expenditures:	
Transfer to General Fund	\$23.3
Transfer to Debt Service Fund	15.5
Transfer to Local Option Gas Tax Fund	12.1
Transfer to Stormwater Fund	2.0
Transfer to QTI Fund	0.3
Transfer to Utilities Services Tax Capital Fund	2.3
Transfer to Golf Course Operations Fund	1.6
Transfer to Fleet Maintenance Operating Fund	2.8
Transfer to Other Governmental Funds	0.2
Other	0.1
Reserves	1.0
Total Transfers and Expenditures	\$61.2

The City collects taxes levied on communications and utilities and uses these funds for general government operations, capital equipment and vehicles, capital projects, and debt service.

General Fund & Utilities Services Tax Fund Balance

The City has established a policy of maintaining a minimum fund balance amount equal to at least 20% of the budget for the combined General Fund and Utilities Services Tax Fund. A healthy fund balance greatly impacts whether the City receives favorable bond ratings which reduce interest costs on outstanding debt issued by the City. For the 11th consecutive year, the City has maintained a fund balance greater than the minimum 20% requirement.

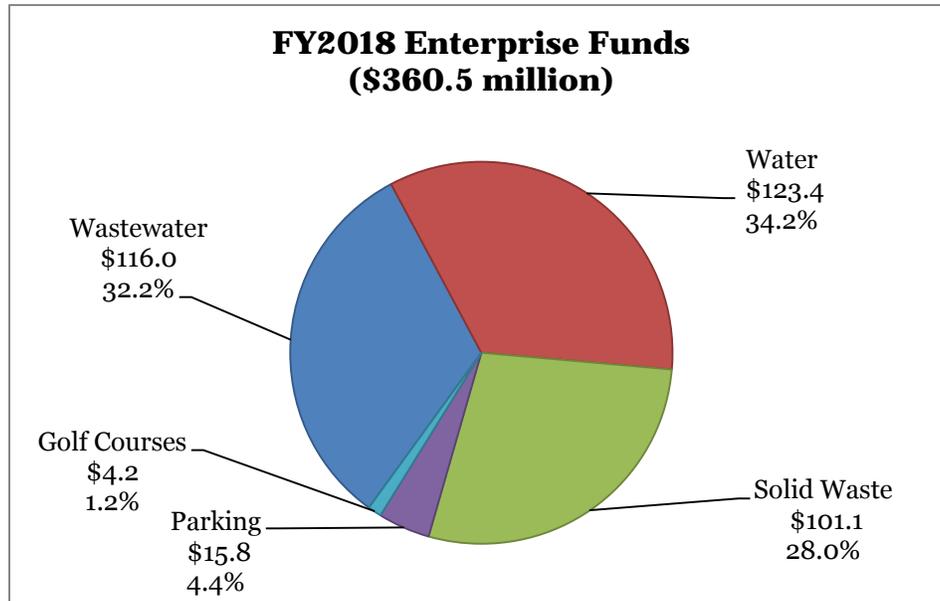
Other Governmental Funds

City of Tampa
Other Governmental Funds Net Budget
(\$ millions)

	FY2017	FY2018
Stormwater Fund	\$14.5	\$33.2
Other Capital Construction Funds	1.4	17.2
Local Option Fuel Taxes	30.9	32.8
Community Investment Tax Funds	15.5	7.8
Transportation Capital Grants Funds	2.6	4.0
Transportation Impact Fee Funds	1.3	1.4
Construction Services Fee Funds	10.9	11.5
Non-Ad Valorem Assessments Funds	2.5	2.9
Law Enforcement Funds	1.0	1.0
Tourist Development Tax Fund	2.0	0.0
Special Revenue Fund	1.9	1.7
Capital Financing	18.6	0.1
Total	\$103.1	\$113.6

Other Governmental Funds are used to support capital improvement programs, transportation operations, stormwater operations, economic development programs, and other operations. Revenues such as Community Investment Taxes, Local Option Fuel Taxes, construction permitting fees, stormwater assessments and other revenues are used to pay for these programs. The FY2018 net budget is \$113.6 million, an increase of \$10.5 million from the FY2017 budget. The most significant changes are increases in Stormwater Fund to construct capital projects and Other Capital Construction Funds - Southwest Florida Water Management District capital project grants offsetting decreases in Community Investment Tax and Capital Financing capital projects spending.

Enterprise Funds



City of Tampa
Enterprise Funds Net Budgets
(\$ millions)

	FY2017	FY2018
Water Fund	\$127.2	\$123.4
Wastewater Fund	106.5	116.0
Solid Waste Fund	98.2	101.1
Parking Fund	15.0	15.8
Golf Courses Fund	4.2	4.2
Total Budget	\$351.1	\$360.5

The Enterprise Funds are comprised of the Water, Wastewater, and Solid Waste Departments, Parking Division and Golf Courses. The FY2018 net budget is \$360.5 million, an increase of \$9.4 million over the FY2017 budget. The Enterprise Funds budgets increased by \$9.4 million to pay for increased capital project funding requirements and personnel expenses.

Water fees are used to cover the costs associated with providing safe drinking water which includes planning, construction, operation and maintenance of the City’s water management systems.

Wastewater fees are used to cover the costs associated with providing sanitary sewer services including the planning, construction, operation and maintenance of the City’s wastewater systems.

Solid Waste fees are used to cover the costs associated with providing collection and disposal of garbage, refuse and solid waste.

Parking fees are used to cover the costs associated with the planning, construction, operation and maintenance of the City's parking assets.

Related Financial Information



Related Financial Information

Major Revenues

Major revenues provide a variety of funding sources that support City activities related to public safety, public works, parks and recreation, enterprise operations and maintenance, capital improvement projects and debt service. General Governmental and Utilities Services Tax Revenues support general governmental activities and exclude support for self-supporting enterprise departments. Self-supporting enterprise departments are entities that provide a public service activity for a fee. Major revenues by category are as follows:

General Governmental Revenues

- Property Taxes
- Charges for Services
- Electric Franchise Fees
- Half-Cent Sales Taxes
- Occupational License Taxes
- Payment in Lieu of Taxes (PILOT)/Payment in Lieu of Franchise Fees (PILOF)
- State Revenue Sharing

Utilities Services Tax Funds

- Communication Services Taxes
- Electric Utility Services Taxes
- Water Utility Services Taxes

Special Revenue Funds

- Community Investment Taxes
- Construction Permit Revenues
- Local Option Fuel Taxes
- Stormwater Non-Ad Valorem Assessment

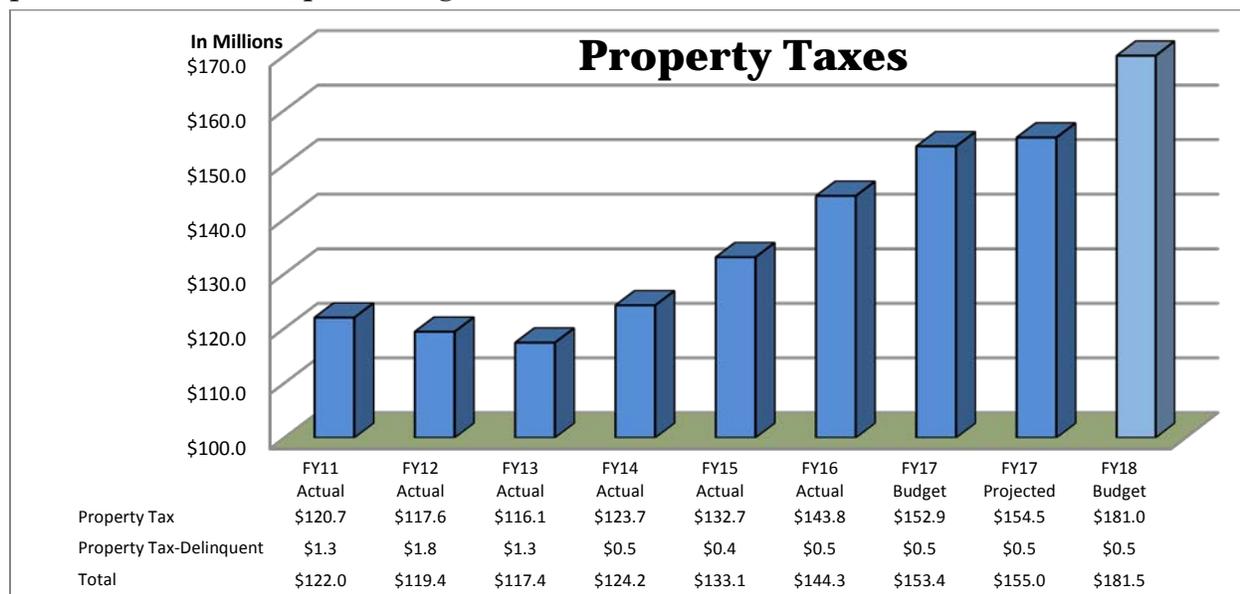
Enterprise Funds

- Parking
- Solid Waste
- Wastewater
- Water

An analysis of major revenues is provided on the following pages.

General Governmental Revenues

General Governmental revenues are primarily derived from property taxes. Departments supported by property tax revenues provide a wide range of services including public safety, parks and recreation, purchasing and human resources.

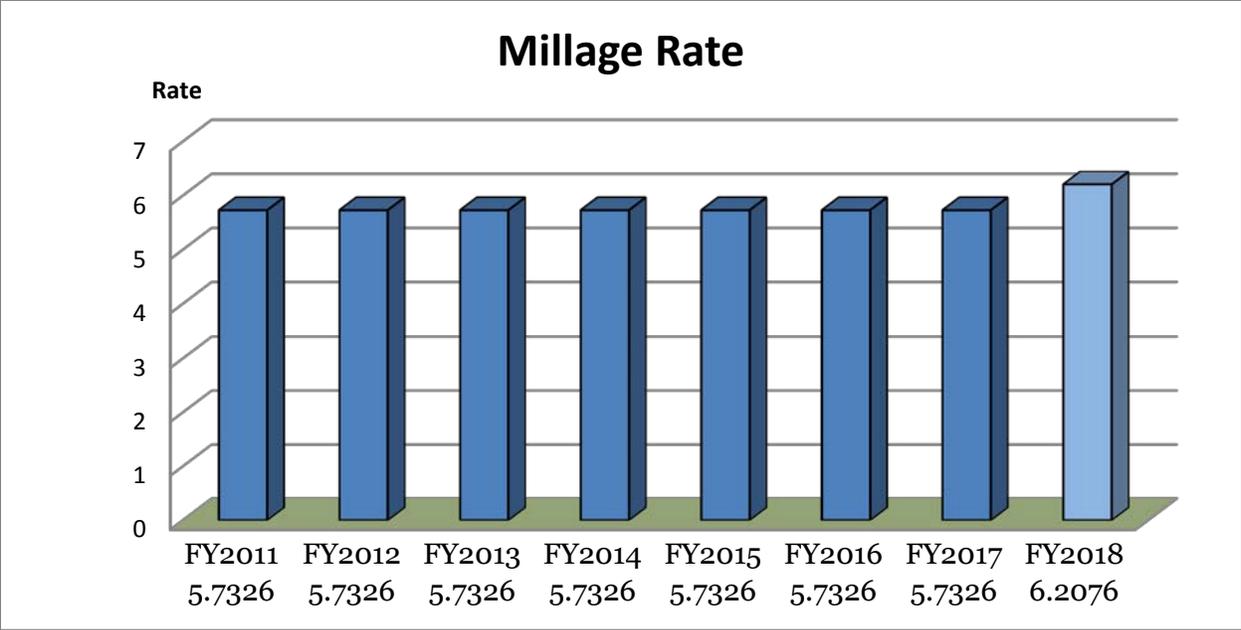


Legal Authorization: Authorized by Florida Constitution and Florida Statutes, Title XIV, Chapters 192-197 and 200, Florida Statutes.

Source: Levied against the assessed value of property within the City limits.

Uses and restrictions: Uses are generally restricted to purposes for which they were authorized, such as funding public safety, parks, and various other general governmental purposes.

Analysis/Assumptions: Property taxes represent the City's single largest revenue source and are based on the City's adopted millage rate (6.2076) and the taxable value of the City's real property. The Hillsborough County Property Appraiser is responsible for determining and notifying the City of its taxable value by July 1 each year. Between FY2010 and FY2013, the City's property tax revenues decreased by 16% due to the economic recession. Revenues decreased from a high of \$162.7 million in FY2008 to a low of \$116.1 million in FY2013. FY2018 reflects the fifth consecutive year of a projected increase in the city's taxable value since the economic recession began in FY2007. FY2018 property tax revenues are expected to increase \$28.1 million compared to FY2017 budget due to an increase in the millage rate of 0.475 mills and an increase of 9.3% in the City's taxable value.

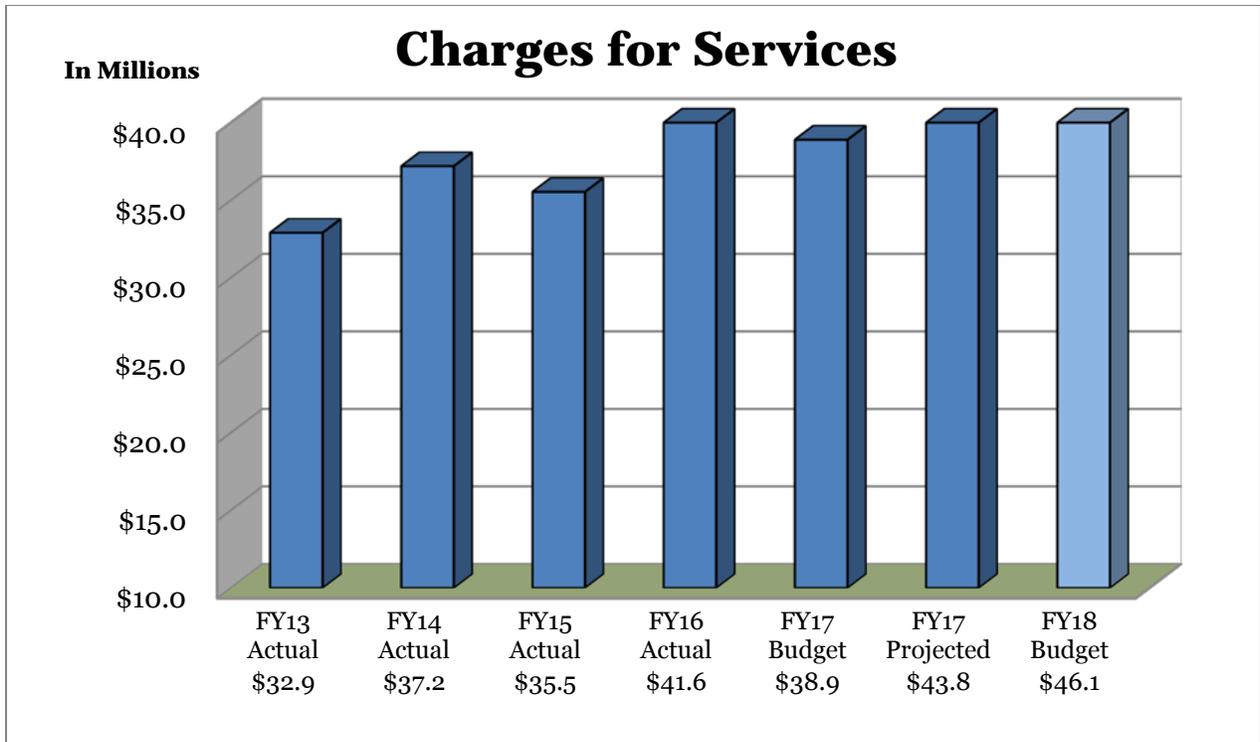


Property Tax Reform

On November 8, 2016, Florida voters approved Amendments 3, 4, and 5

- Amendment 3 provides ad valorem homestead property tax relief to first responders who are permanently disabled due to injuries incurred in the line of duty.
- Amendment 4 provides an exemption from ad valorem taxation on the assessed value of solar devices or renewable energy source devices that are subject to tangible personal property tax and prohibits the consideration of these devices in determining the assessed value of residential and nonresidential real property for purpose of ad valorem taxation.
- Amendment 5 revises the additional homestead exemption equal to the assessed value of the homestead property if the just value is less than \$250,000, the owner is at least 65 years old, has maintained permanent residency on the property for at least 25 years, and has a low household income as defined by general law to specify that the just value is determined in the first tax year the owner applies for the exemption. This amendment applies retroactively from January 1, 2017.

The adopted millage increase from 5.7326 to 6.2076 for a total increase of 0.475 mills was passed by City Council on September 28, 2017. The millage increase will take effect October 1, 2017.

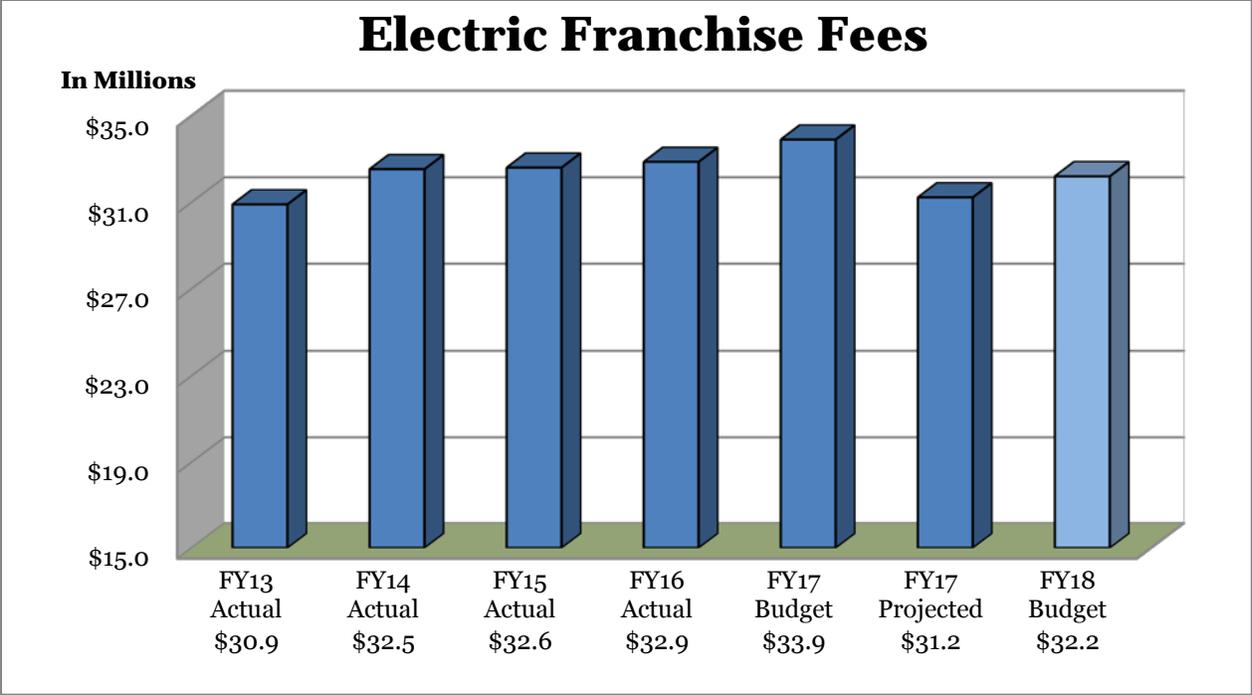


Legal Authorization: Authorized by City of Tampa Code of Ordinances, Chapter 24, Article I, Section 24-8.

Source: Revenues derived from charges for consumption of services and products.

Uses and restrictions: Charges for Services are used to offset the cost of providing said services.

Analysis/Assumptions: The City charges for certain governmental services including fire inspections, police services for special events, parks and recreation and for the use of the City’s convention center. Actual revenues declined in FY2013 due to a decrease in the number of events scheduled at the convention center and a decrease in emergency medical service revenues. In FY2018, revenues are expected to increase due to an increase in events and activities scheduled at the convention center and increased services by public safety.

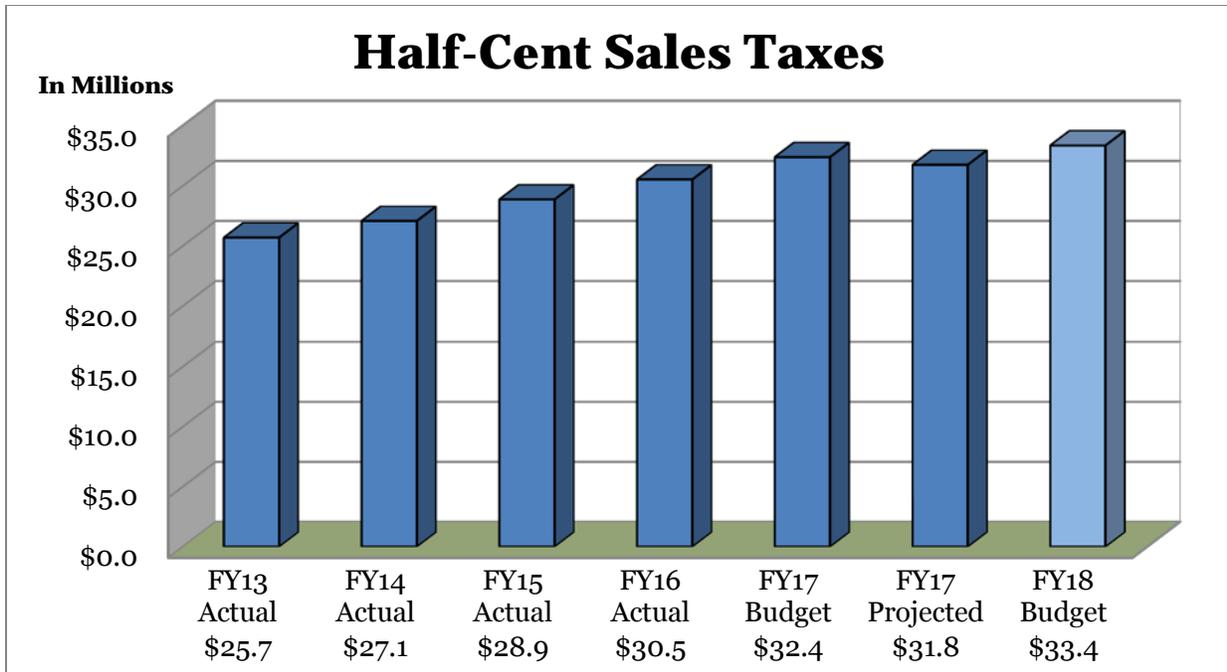


Legal Authorization: Authorized by City of Tampa Code of Ordinances Chapter 22, Article I, Division 1, Section 22-4.

Source: Levied against a corporation or an entity which maintains facilities in the City’s rights-of-way for delivery of its services. Franchise fees are generally calculated as a percent of gross revenues.

Uses and restrictions: Electric Franchise Fees are used to offset the expenses associated with regulation of the rights-of-way and to provide a fair compensation for the rental value of the Right of Way. Revenues are available for any general governmental purpose.

Analysis/Assumptions: After maintaining a level franchise fee rate for over 25 years, in FY2012 the City increased the electric franchise fee rate from 4.6% to 6.0% of gross revenues from the sale of electric energy to its customers within the City limits. Electric Franchise Fees have remained relatively flat since FY2013 as consumers are replacing older home energy appliances and air conditioners with appliances and air conditioners that are more efficient and use less energy. Revenues are expected to increase when compared to FY2017 projection as a result of a Tampa Electric Company (TECO) rate increase approved by the state regulators (effective on January 16, 2017).

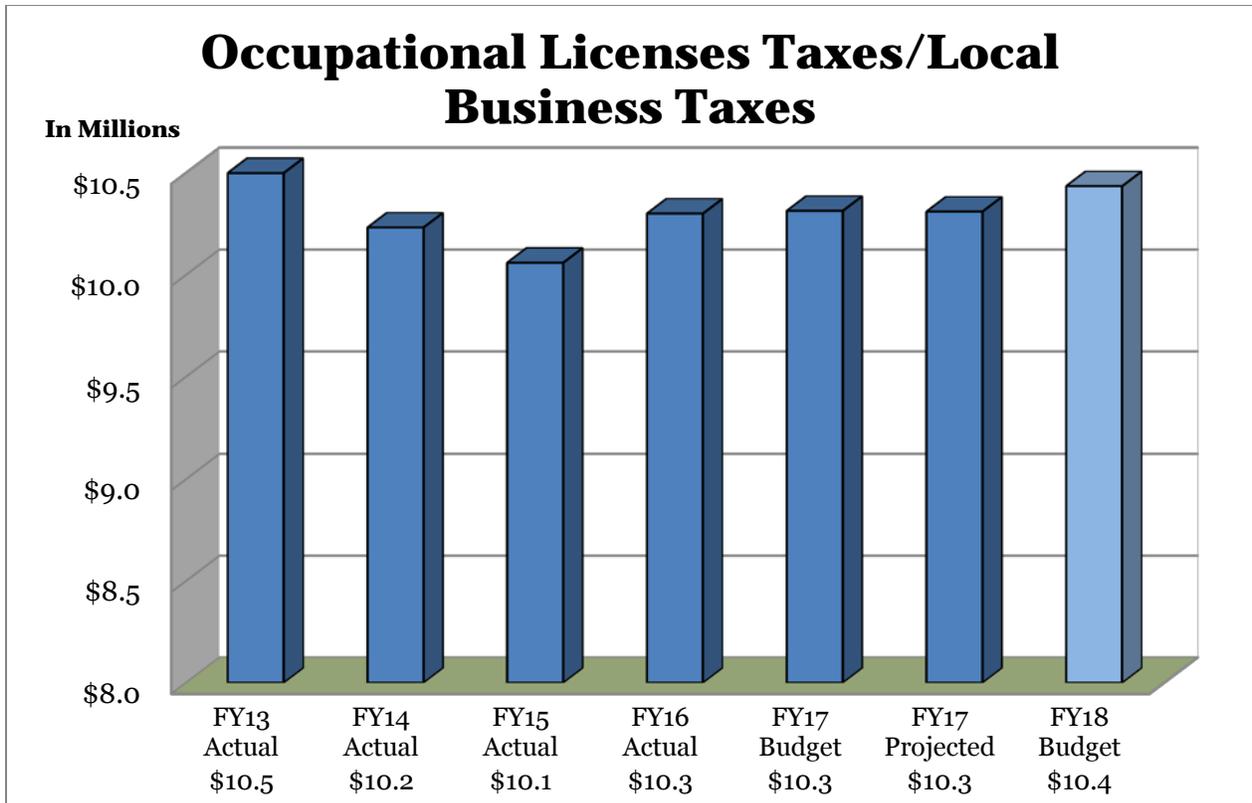


Legal Authorization: Authorized by Sections 202.18(2)(c), 212.20(6), and 218.60-.67, Florida Statutes.

Source: Half-Cent Sales Taxes are collected by the state and distributed to local governments based on a state distribution formula.

Uses and restrictions: Revenues are available for any general governmental purpose.

Analysis/Assumptions: Half-Cent Sales Tax revenues have increased since FY2013 as the economy recovers from the economic downturn. FY2018 revenues are anticipated to increase due to stronger consumer confidence and increased spending.

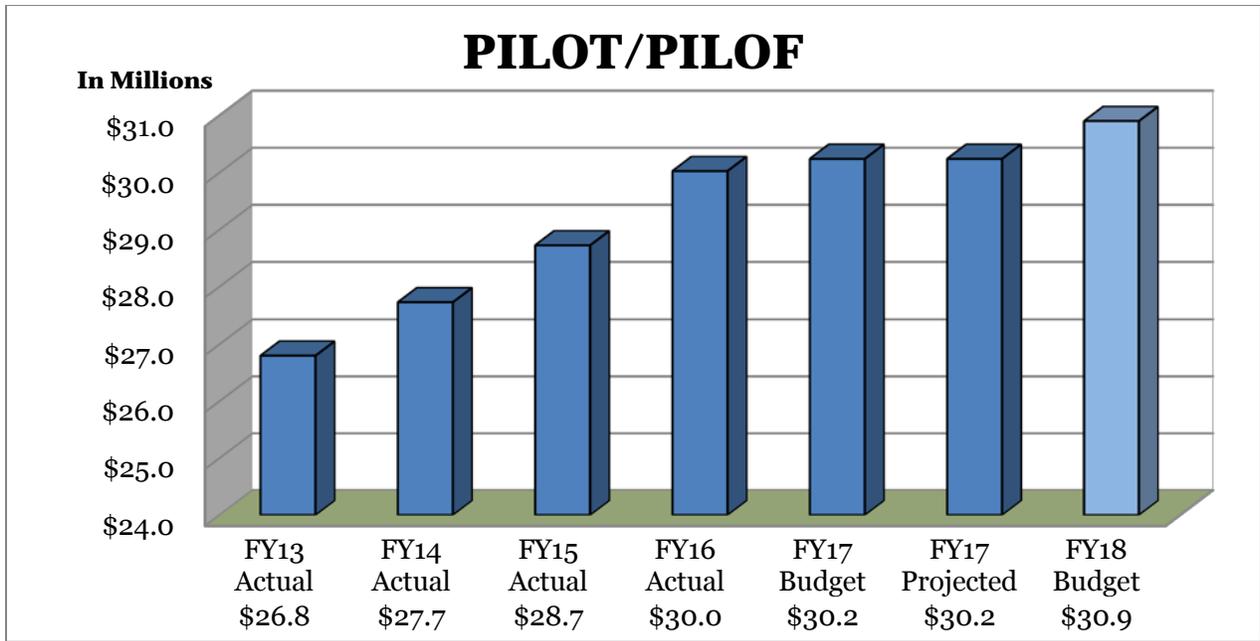


Legal Authorization: Authorized by Sections 205.042 and 205.0535,

Source: Occupational Licenses Tax/Local Business Tax revenues are paid by individuals or businesses for the right to engage in certain trades, professions, and occupations within City limits.

Uses and restrictions: Revenues are available for any general governmental purpose.

Analysis/Assumption: The Occupational Licenses Tax/Local Business Tax revenues reflect the economic decline and recovery of the City's business sector. FY2018 revenues are expected to increase slightly compared to FY2017 as the local economy continues to improve.

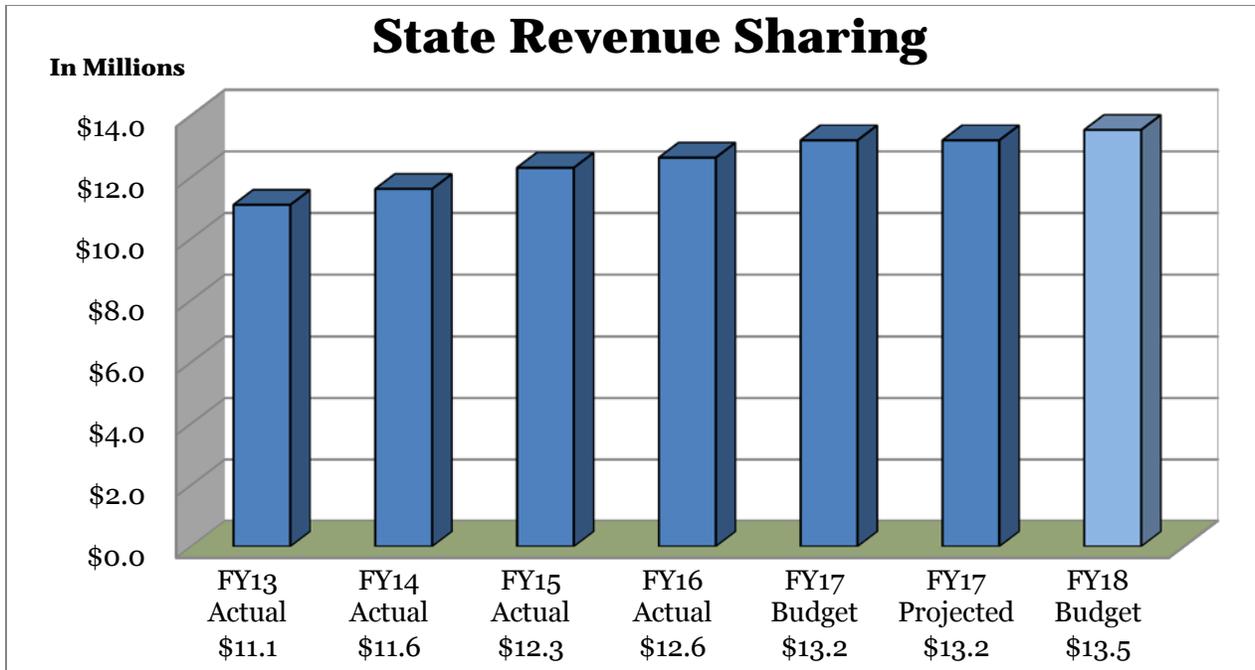


Legal Authorization: Authorized pursuant to City of Tampa policy.

Source: The amounts of Payment In Lieu of Taxes/Payment In Lieu of Franchise Fees (PILOT/PILOF) are assessed to the enterprise departments Parking, Solid Waste Wastewater, and Water. PILOT is calculated based on the value of the assets for the respective enterprise department times the City’s prior year millage rate. PILOF is calculated based on the budget year revenues that will be collected by the respective enterprise department times the currently authorized franchise fee percentage.

Uses and restrictions: Revenues may be used for any general governmental purpose.

Analysis/Assumptions: The increase in PILOT revenues is primarily due to the increase in the Water and Wastewater capital programs. The increase in PILOF revenues is primarily due to improving economic conditions and implementing a Solid Waste five-year rate increase program adopted by City Council. For FY2018, the City anticipates an increase of \$0.7 million in PILOT/PILOF revenues resulting from increasing water consumption and solid waste customer growth.

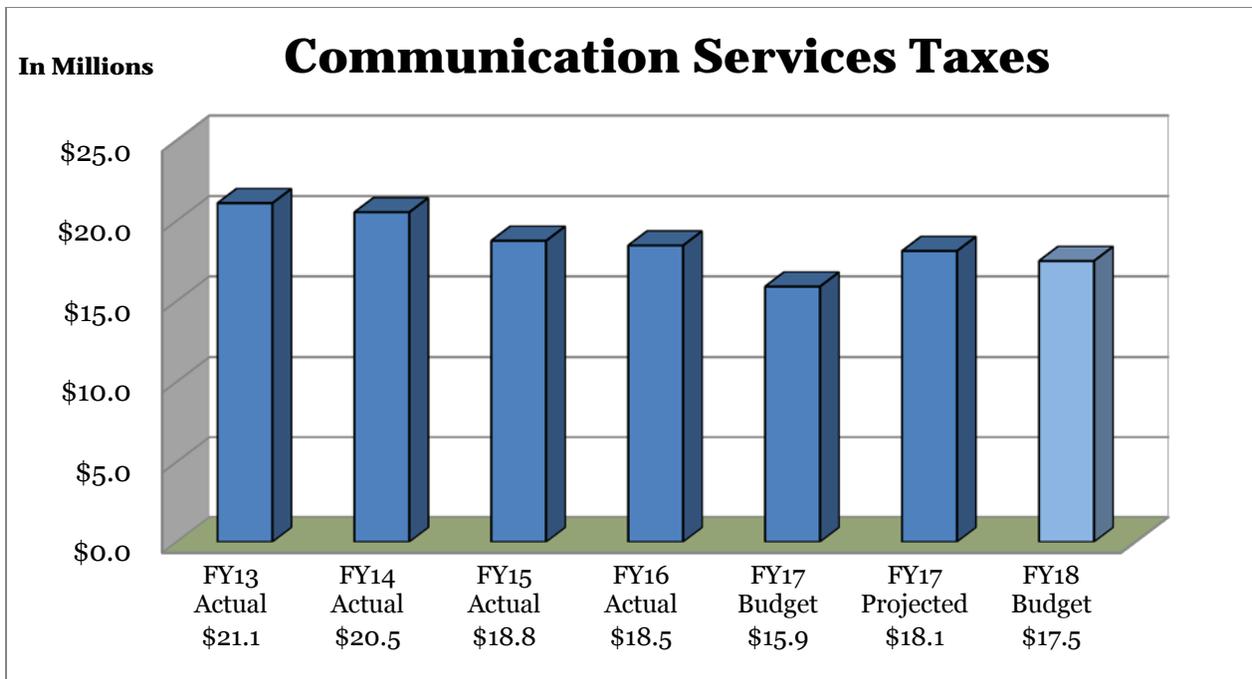


Legal Authorization: Authorized by Sections 206.605(1), 206.997, 212.20(6), and 218.20-.26, Florida Statutes.

Source: The State Revenue Sharing Act of 1972 established trust funds from certain state-levied tax monies (i.e. Fuel Taxes, Cigarette Taxes, and state component of Communication Services Tax) to be shared with counties and municipalities. The state formula for distribution is based upon population, sales tax collections, and local ability to raise revenue.

Uses and restrictions: At least 28-30% of these funds must be used for transportation-related purposes with the balance available for any general governmental purpose.

Analysis/Assumptions: The State Revenue Sharing revenue is projected to increase by 2.3% in FY2018 compared to FY2017 budget as a result of continued economic growth and increased consumer spending.

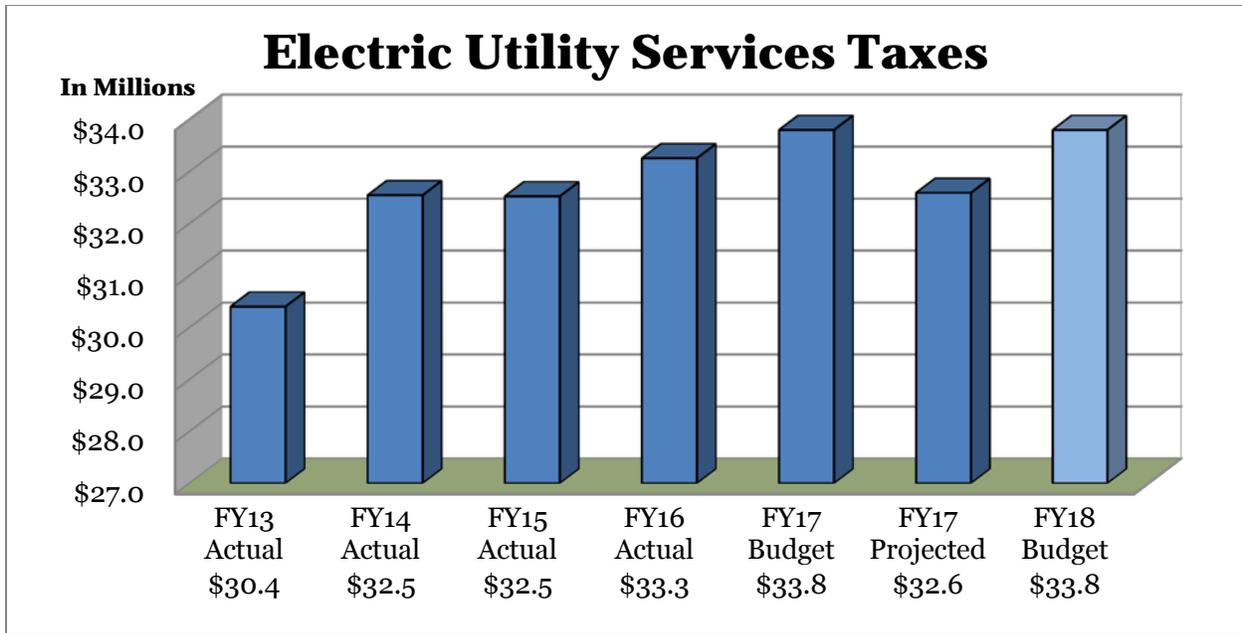


Legal Authorization: Authorized by Chapter 202, Florida Statute and City of Tampa Code of Ordinances, Chapter 24, Article II, Division 2, Section 24-35.

Source: Communication Services Tax is applied to transmission, conveyance, or routing of voice, data, audio, video, or any other information or signals, to a point or between or among points, by or through any electronic, radio, satellite, cable, optical, microwave, or other medium or method now in existence or hereafter devised, regardless of the protocol used for such transmission or conveyance.

Uses and restrictions: Revenues are available for any general governmental purpose.

Analysis/Assumption: FY2018 budget is expected to increase compared to FY2017 budget due to the completion of a required refunding to telecommunication companies which is offset with a continued decline in the Communications Service Tax revenues. Communication Service Tax is still expected to continue to decline as technology evolves and consumers are no longer dependent on traditional methods of communications and cable services.

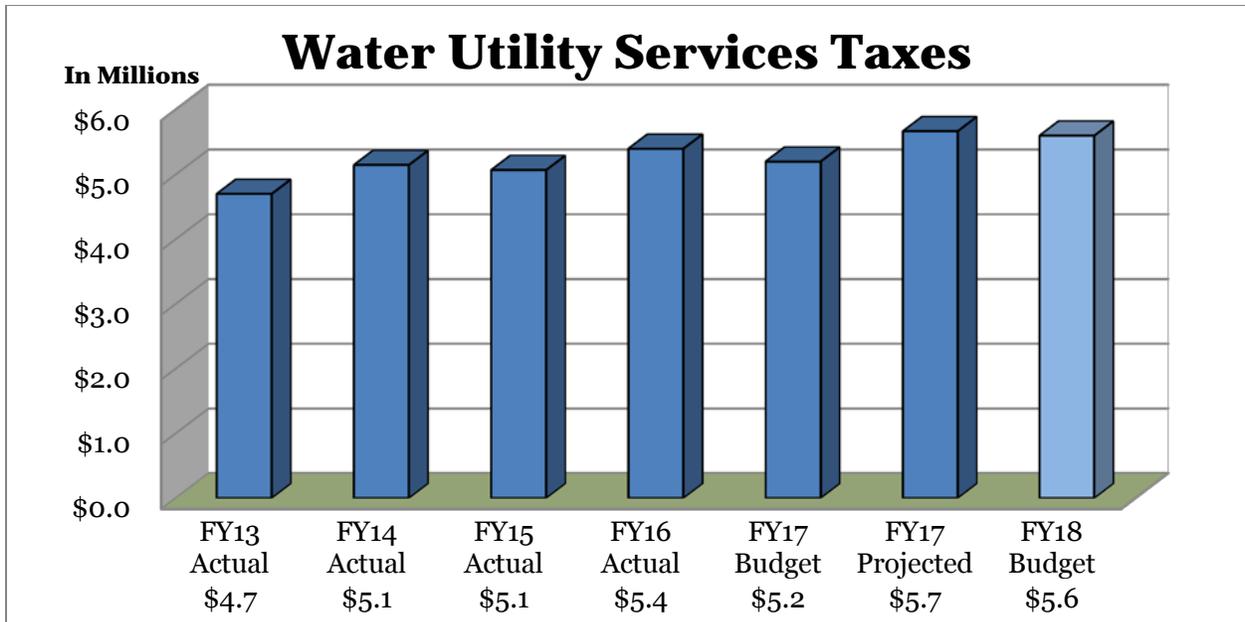


Legal Authorization: Authorized by Section 166.231, Florida Statutes and City of Tampa Code of Ordinances, Chapter 24, Article II, Division 1.

Source: Revenues are based on the purchase of electricity within the City of Tampa in the amount of ten percent of the payments received by the seller.

Uses and restrictions: Revenues are available for any general governmental purpose.

Analysis/Assumption: Electric Utility Taxes have increased since FY2013 as a result of higher electrical demand. FY2018 Electric Utility Tax revenues are anticipated to increase compared to FY2017 projection primarily due to a Tampa Electric Company (TECO) rate increase approved by State regulators (effective on January 16, 2017).

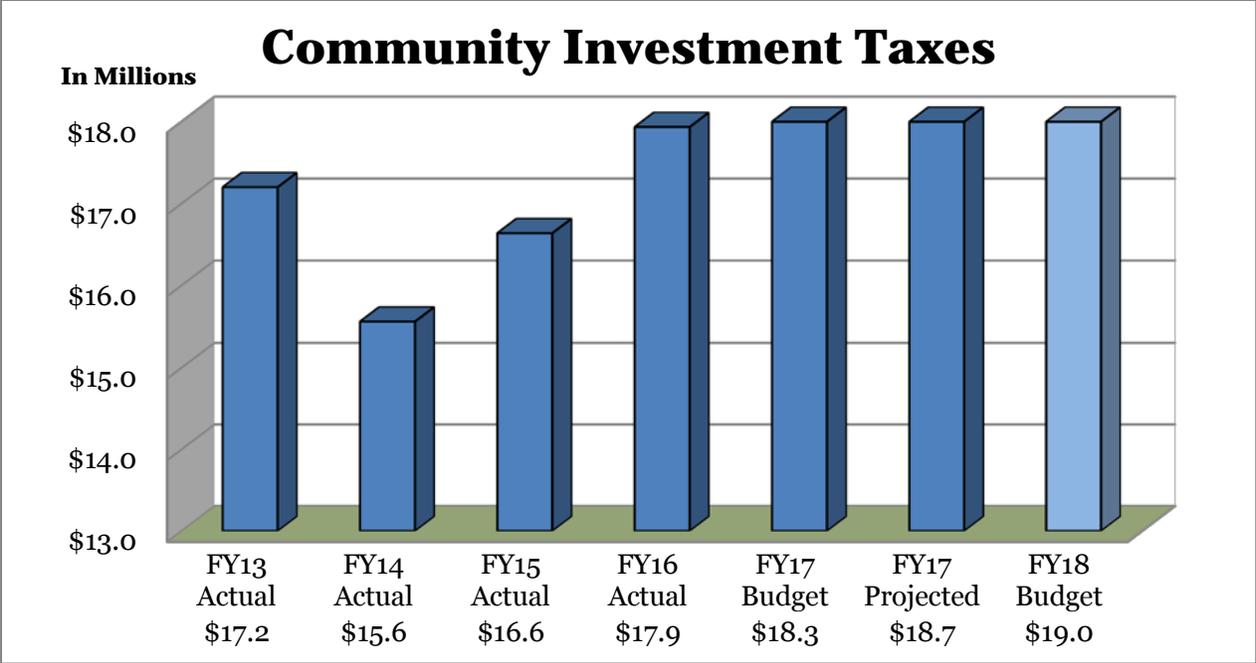


Legal Authorization: Authorized by Section 166.231, Florida Statutes and City of Tampa Code of Ordinances, Chapter 24, Article II, Division 1.

Source: Revenues based on the purchase of water within the City of Tampa in the amount of ten percent of the payments received by the seller.

Uses and restrictions: Revenues are available for any general governmental purpose.

Analysis/Assumption: FY2018 budgeted revenues are estimated to increase from FY2017 budget due to an increase in demand.

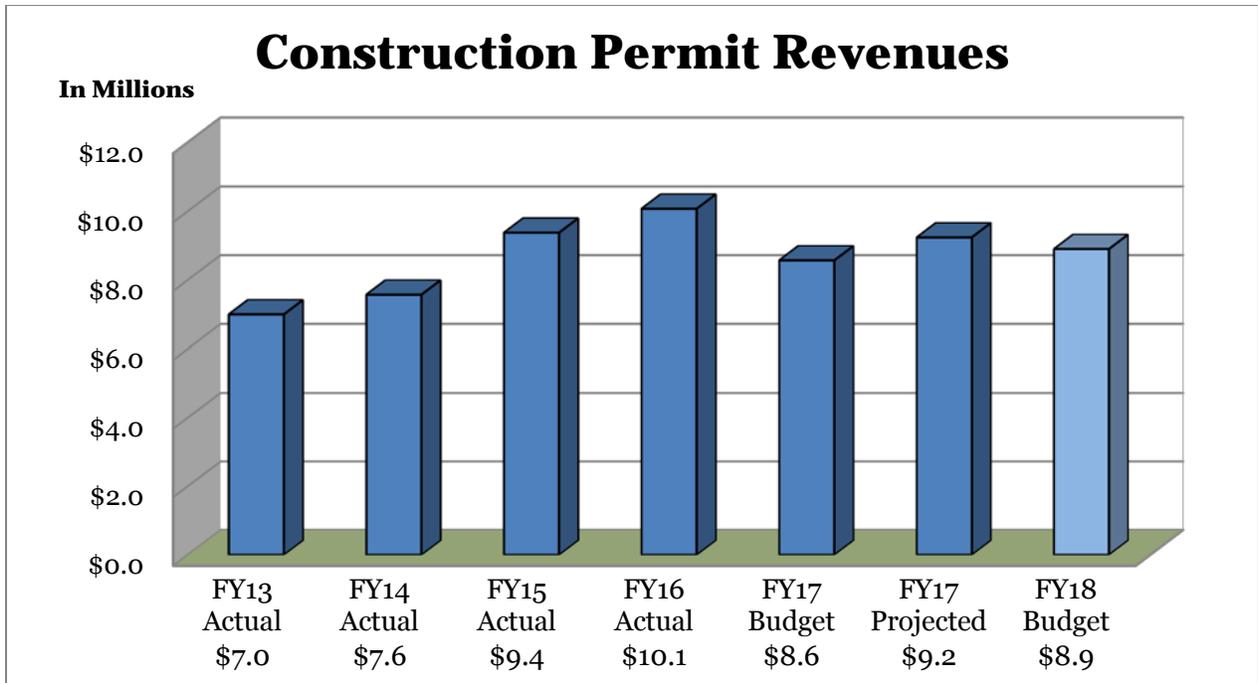


Legal Authorization: Section 212.055(2), Florida Statutes, authorizes the governing body of each county to levy a discretionary sales surtax of 0.5 % or 1 %, to finance, plan and construct infrastructure projects, subject to a referendum of the electorate. On September 3, 1996, the electors of Hillsborough County approved, by a majority, a referendum imposing the levy and collection of an additional half-cent sales surtax. As authorized by Hillsborough County Codes and Ordinances, Article 46, Section 46-240, the Community Investment Tax is effective for a 30-year period which commenced on December 1, 1996.

Source: Revenues are based on eligible taxable sales within Hillsborough County and distributed in accordance with the governing interlocal agreement.

Uses and restrictions: Community Investment Taxes are used to fund the acquisition, reconstruction, and improvement of various capital improvement projects.

Analysis/Assumption: Community Investment Tax collections have moderately increased as a result of improved economic conditions. In FY2013, the City received a one-time refund in the amount of \$2.6 million for prior years' unused monies. FY2018 revenues are anticipated to continue the upward trend with a 3.8% increase compared to the FY2017 budget.

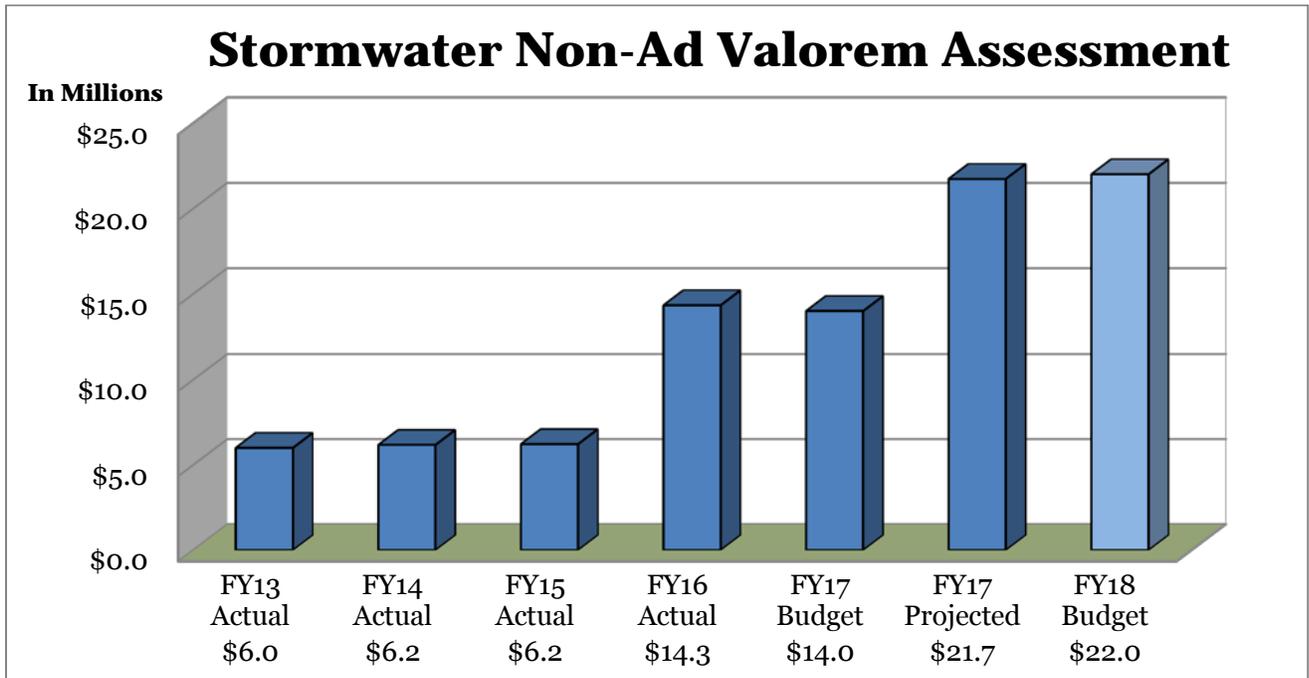


Legal Authorization: Authorized by City of Tampa Code of Ordinances Chapter 5, Sections 5-105, and 5-108, and Chapter 22, Article 1, Division 3, Section 22-56.

Source: Charges received from individuals or entities seeking to make changes to existing structure(s) or construction of new structure(s).

Uses and restrictions: Provides a revenue source to offset the cost of services involving zoning or regulated trades where inspections or reviews are required by state statutes and local ordinances to ensure that the public’s safety and interests are protected.

Analysis/Assumptions: Construction permit revenues increase is primarily due to a mix of new construction activity and home renovations. FY2018 construction permit revenues are anticipated to increase from FY2017 budget as the economy continues to recover.

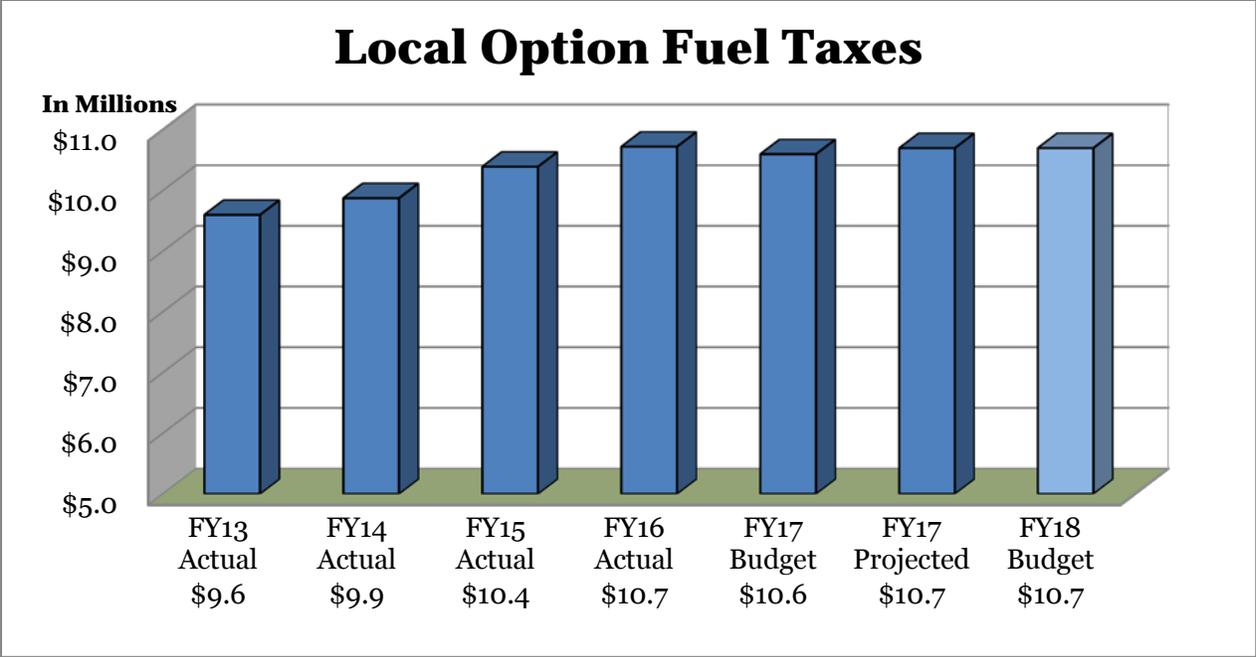


Legal Authorization: Authorized by Section 403.0893, Florida Statutes and City of Tampa Code of Ordinances, Chapter 21, Article IV, Division 3, Section 21-8.

Source: Annual Non-Ad Valorem Assessment and Fees received from the adopted stormwater roll.

Uses and restrictions: The stormwater service assessment and fee revenues are for the support and maintenance of the stormwater conveyance system. Stormwater improvement assessments may only be used for stormwater related capital projects within the Central and Lower Basin Improvement Area.

Analysis/Assumption: On June 25, 2015, Tampa City Council increased the stormwater service assessment from \$36 to \$82 per Equivalent Stormwater Unit (ESU). The increased assessment provided additional funding for the increased maintenance of the stormwater conveyance system. On September 1, 2016, Tampa City Council adopted a stormwater improvement assessment. The first assessment increase took effect on October 1, 2016, with annual increases. The final increase will take effect on October 1, 2021. The assessment increase will fund capital stormwater projects in the Central and Lower Basin Improvement Area. FY2018 revenues are projected to slightly increase from FY2017 projected due to the annual assessment increase.



Legal Authorization: Authorized by Sections 206.41(1)(e), 206.87(1)(c), and 336.025, Florida Statutes.

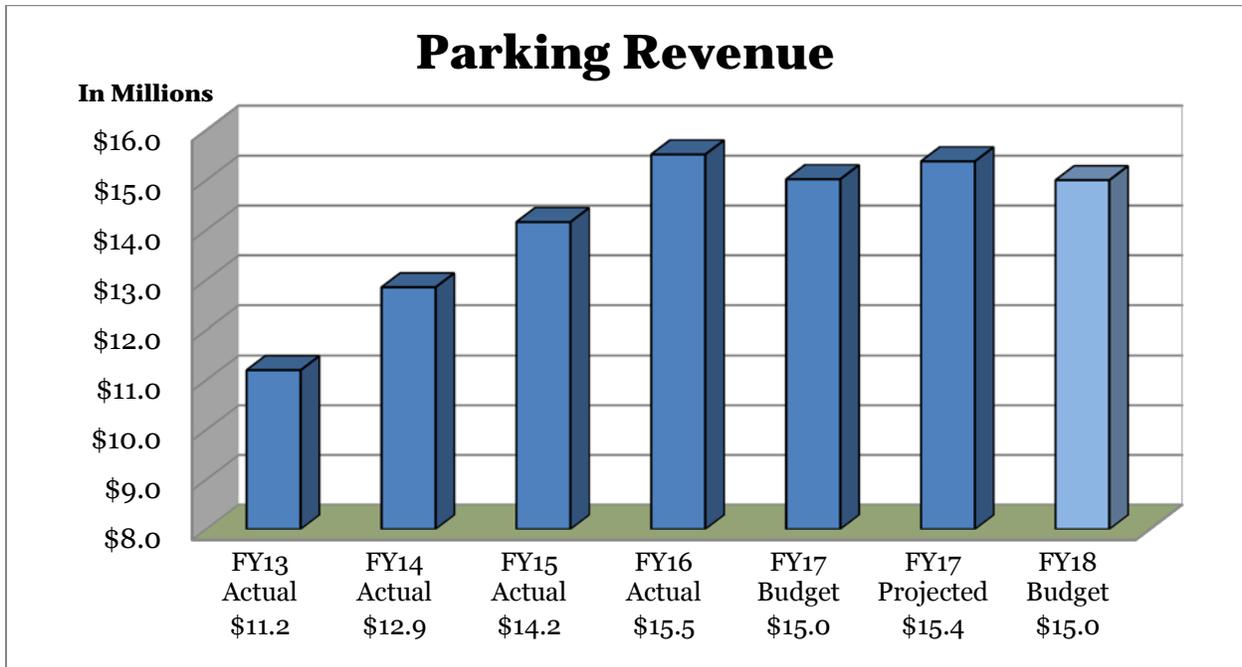
Source: Taxes are assessed on a per gallon purchased basis.

Uses and restrictions: The Local Option Fuel Tax revenues may only be used for transportation related items (i.e. road construction/repairs, bridge maintenance, traffic signs, and right-of-way maintenance).

Analysis/Assumption: Local Option Fuel Tax revenues have remained relatively constant. The amount of revenues collected is tied directly to the amount of fuel consumed and not to the price of fuel. FY2018 revenues are expected to increase slightly from the FY2017 budget as future fuel consumption is anticipated to gradually level off.

Enterprise Funds

Enterprise departments are primarily self-supporting. Each enterprise department generates revenues from fees charged for the services they provide. The four main departments work with the budget office to assess current trends, economic and employment factors, as well as the structure of user fees and rates. Specific factors related to each department are provided below:

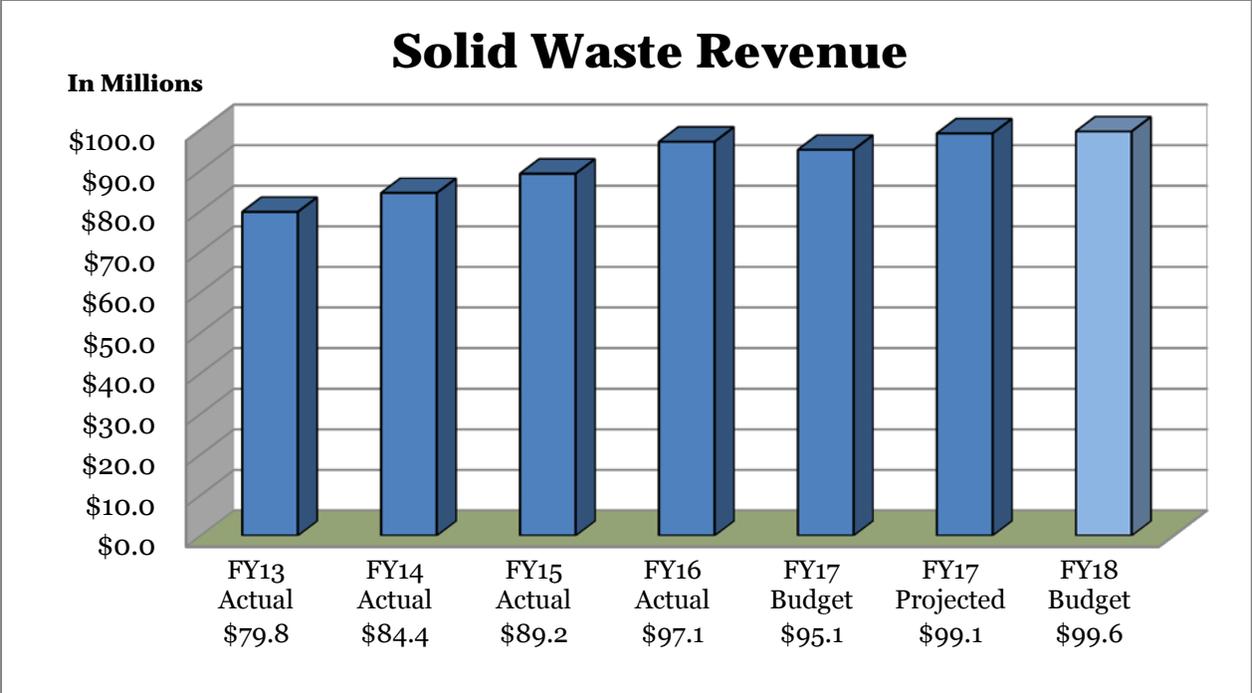


Legal Authorization: Authorized by City of Tampa Code of Ordinances, Chapter 24, Article I, Section 24-8.

Source: Revenues collected from the City's parking lots, garages, on-street parking, and ticket fines.

Uses and restrictions: Parking fees are used to cover the costs associated with the planning, construction, operation, and maintenance of the City's parking assets.

Analysis/Assumption: Since FY2011, Parking revenues have increased as a result of an improved employment environment and an increase in monthly and visitor parking. FY2018 revenues are projected to remain consistent to FY2017 budget.

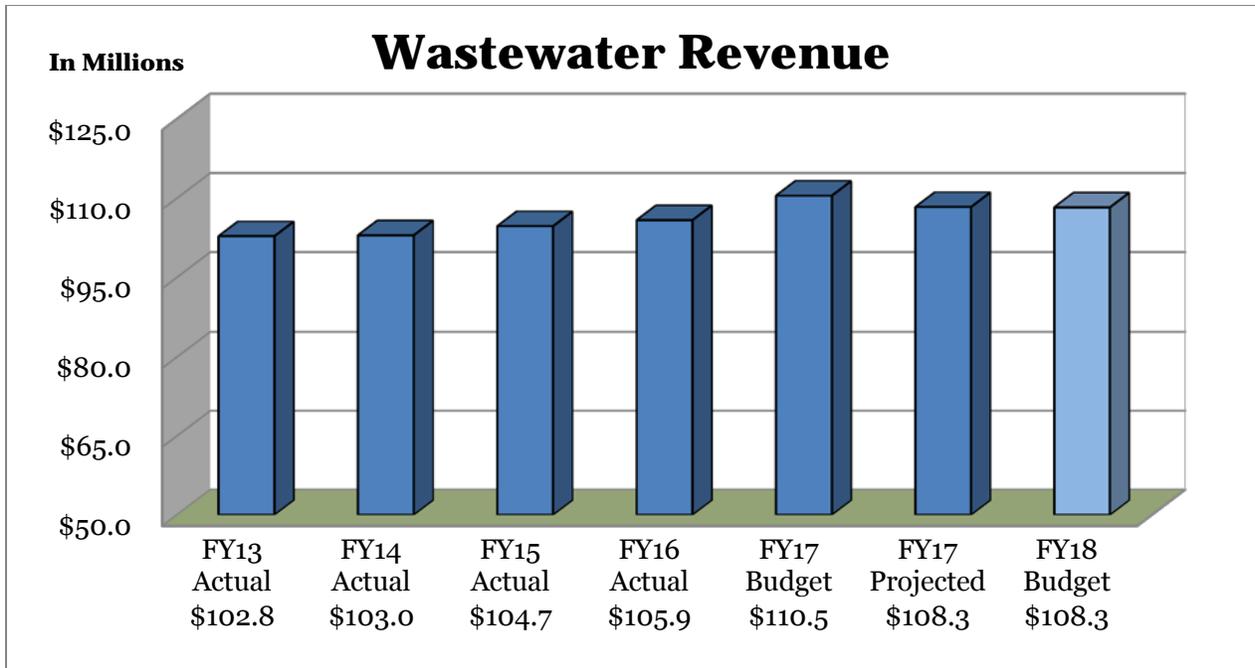


Legal Authorization: Authorized by Section 180.13, Florida Statutes and City of Tampa code of Ordinances, Chapter 26, Article I, Division 1, Section 26-28.

Source: Fee received for collection and disposal of garbage, refuse, and solid waste, and sale of electricity generated by the McKay Bay Waste to Energy Plant.

Uses and restrictions: Solid waste fees are used to cover the costs associated with providing for the collection and disposal of garbage, refuse and solid waste.

Analysis/Assumption: In February 2012, Tampa City Council adopted a five-year residential and commercial solid waste rate plan. The first rate increase took effect on April 1, 2012, with the second increase effective on October 1, 2012, and the final increase effective on October 1, 2015. The rate increase plan, plus the implementation of a franchise fee on private commercial solid waste haulers, will ensure the system’s fiscal sustainability. FY2018 revenues are projected to increase from FY2017 budget due to an increase in customer growth.

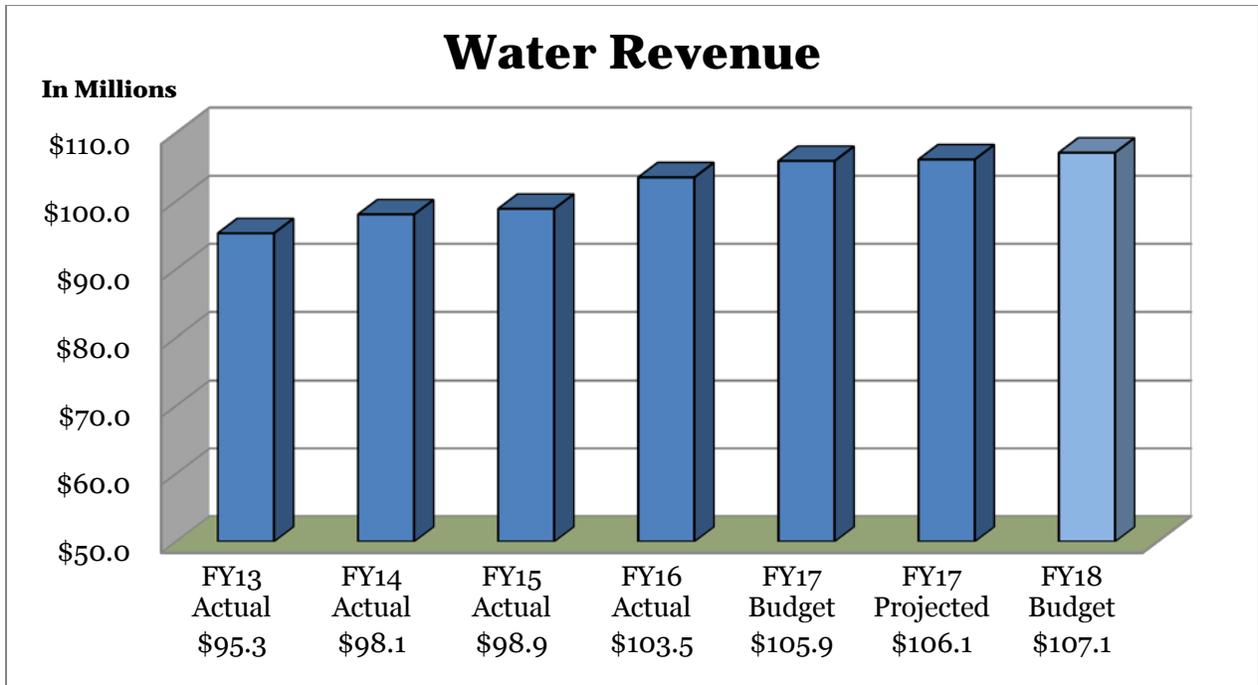


Legal Authorization: Authorized by Section 180.13, Florida Statutes and City of Tampa Code of Ordinances, Chapter 26, Article I, Division 1, Section 26-28.

Source: Fees received from the wastewater rate charges associated with providing sanitary sewer services.

Uses and restrictions: Wastewater fees are used to cover the costs associated with providing sanitary sewer services, including the planning, construction, operation, and maintenance of the City’s wastewater system.

Analysis/Assumption: In FY2010, City Council adopted a three-year rate increase program for the Wastewater Department. The final rate increase approved in this plan occurred in FY2012. Future revenues are projected to remain consistent with minimum growth over the next several years. FY2018 revenues are projected to be lower than the FY2017 budget, but remain consistent with FY2017 projection.



Legal Authorization: Authorized by Section 180.13, Florida Statutes and City of Tampa Code of Ordinances, Chapter 26, Article I, Division 1, Section 26-28.

Source: Fees collected from water rate charges associated with the sale of water.

Uses and restrictions: Water fees are used to cover the costs associated with the planning, construction, operation, and maintenance of the City's water management system.

Analysis/Assumption: In FY2007, City Council adopted a five-year rate increase program for the Water Department that began in FY2008. The final rate increase approved in this plan occurred in FY2012. FY2018 Budget reflects an anticipated increase in water sales due to continued customer growth.

City of Tampa-Summary of Revenues, Expenditures and Fund Balance

	General (1)			Construction Services (2)		
	FY2016	FY2017	FY2018	FY2016	FY2017	FY2018
	Actual	Projected	Adopted	Actual	Projected	Adopted
<u>Revenues:</u>						
Taxes	\$ 154,696,568	\$ 165,411,497	\$ 192,003,096	\$ -	\$ -	\$ -
Licenses and permits	34,913,176	33,381,317	35,859,700	10,076,237	9,241,400	8,900,400
Intergovernmental revenue	80,010,318	82,001,911	85,885,728	-	-	-
Charges for services	41,599,650	43,833,318	46,055,316	96,482	100,000	65,000
Fines and forfeitures	6,320,641	6,555,858	6,679,500	-	-	-
Miscellaneous revenues	2,401,590	3,807,660	5,461,438	76,749	68,983	3,201,321
Other sources (uses)	38,933,463	40,244,448	25,301,775	-	-	-
Total revenues	\$ 358,875,406	\$ 375,236,009	\$ 397,246,553	\$ 10,249,468	\$ 9,410,383	\$ 12,166,721
<u>Expenditures:</u>						
Personnel	\$ 296,149,411	\$ 312,593,099	\$ 324,713,022	\$ 5,238,536	\$ 6,065,644	\$ 6,666,482
Operating	38,093,151	41,671,578	47,034,800	4,094,114	4,713,094	4,810,946
Capital Outlay	1,233,190	726,358	1,306,814	174,272	150,332	-
Debt service	549,900	565,143	318,001	-	-	-
Grants and aid	16,321,553	18,470,584	21,733,464	-	-	-
Other uses (sources)	97,265	-	2,140,452	221,076	280,548	689,293
Total expenditures	\$ 352,444,470	\$ 374,026,762	\$ 397,246,553	\$ 9,727,998	\$ 11,209,618	\$ 12,166,721
Budgeted use of fund balance						3,154,962
Budgeted reserves						412,305
Balance sheet adjustment	303,448			(247,649)		
Change in fund balance	\$ 6,734,384	\$ 1,209,247	\$ -	\$ 273,821	\$ (1,799,235)	\$ (2,742,657)
Beginning fund balance	\$ 35,855,309	\$ 42,589,693	\$ 43,798,940	\$ 5,696,314	\$ 5,970,135	\$ 4,170,900
Ending fund balance	\$ 42,589,693	\$ 43,798,940	\$ 43,798,940	\$ 5,970,135	\$ 4,170,900	\$ 1,428,243

	Utilities Services Tax (3)			Utilities Services Tax Projects (4)		
	FY2016	FY2017	FY2018	FY2016	FY2017	FY2018
	Actual	Projected	Adopted	Actual	Projected	Adopted
<u>Revenues:</u>						
Taxes	\$ 58,669,242	\$ 57,991,169	\$ 58,540,000	\$ -	\$ -	\$ -
Licenses and permits	-	-	-	-	-	-
Intergovernmental revenue	439,031	415,059	439,031	-	-	-
Charges for services	4,123	-	-	76,764	80,000	80,000
Fines and forfeitures	-	-	-	-	-	-
Miscellaneous revenues	299,421	1,040,000	1,415,000	302,123	204,038	360,471
Other sources (uses)	1,080,000	810,000	810,000	6,781,738	2,507,251	2,372,365
Total revenues	\$ 60,491,817	\$ 60,256,228	\$ 61,204,031	\$ 7,160,625	\$ 2,791,289	\$ 2,812,836
<u>Expenditures:</u>						
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	85,198	105,000	115,000	202,964	382,137	-
Capital Outlay	-	-	-	6,000,711	6,055,303	2,722,836
Debt service	2,239	5,000	5,000	-	-	-
Grants and aid	-	229,140	-	24,310	-	-
Other uses (sources)	65,266,609	60,122,574	61,084,031	219,661	90,000	90,000
Total expenditures	\$ 65,354,046	\$ 60,461,714	\$ 61,204,031	\$ 6,447,646	\$ 6,527,440	\$ 2,812,836
Budgeted use of fund balance					1,084,489	340,471
Budgeted reserves			1,000,000			
Balance sheet adjustment					340,471	
Change in fund balance	\$ (4,862,229)	\$ (205,486)	\$ 1,000,000	\$ 712,979	\$ (2,311,191)	\$ (340,471)
Beginning fund balance	\$ 51,120,919	\$ 46,258,690	\$ 46,053,204	\$ 1,948,000	\$ 2,660,979	\$ 349,788
Ending fund balance	\$ 46,258,690	\$ 46,053,204	\$ 47,053,204	\$ 2,660,979	\$ 349,788	\$ 9,317

Notes can be found following this schedule

City of Tampa-Summary of Revenues, Expenditures and Fund Balance

	Local Option Gas Tax (5)			Local Option Gas Tax Project		
	FY2016	FY2017	FY2018	FY2016	FY2017	FY2018
	Actual	Projected	Adopted	Actual	Projected	Adopted
<u>Revenues:</u>						
Taxes	\$ 10,723,126	\$ 10,700,000	\$ 10,700,000	\$ -	\$ -	\$ -
Licenses and permits	67,695	31,000	31,000	-	-	-
Intergovernmental revenue	8,702,418	9,717,499	10,219,402	-	-	-
Charges for services	498,879	427,000	377,000	-	-	-
Fines and forfeitures	-	-	-	-	-	-
Miscellaneous revenues	13,218	363,040	54,583	55,170	32,610	-
Other sources (uses)	6,000,753	10,583,655	12,265,522	6,717,215	10,709,976	8,520,000
Total revenues	\$ 26,006,089	\$ 31,822,194	\$ 33,647,507	\$ 6,772,385	\$ 10,742,586	\$ 8,520,000
<u>Expenditures:</u>						
Personnel	\$ 10,622,496	\$ 11,392,646	\$ 12,192,685	\$ 42	\$ -	\$ -
Operating	9,400,732	10,197,516	11,475,819	517,641	-	805,362
Capital Outlay	91,616	190,802	660,000	10,526,527	13,060,379	7,714,638
Debt service	-	-	-	-	-	-
Grants and aid	200,000	-	-	29,900	-	-
Other uses (sources)	4,717,215	10,646,753	9,319,003	56,338	-	-
Total expenditures	\$ 25,032,059	\$ 32,427,717	\$ 33,647,507	\$ 11,130,448	\$ 13,060,379	\$ 8,520,000
Budgeted use of fund balance						
Budgeted reserves			52,446			
Balance sheet adjustment	(280,195)			4,358,063	2,317,793	
Change in fund balance	\$ 693,835	\$ (605,523)	\$ 52,446	\$ (0)	\$ -	\$ -
Beginning fund balance	\$ 143,909	\$ 837,744	\$ 232,221	\$ 303,541	\$ 303,541	\$ 303,541
Ending fund balance	\$ 837,744	\$ 232,221	\$ 284,667	\$ 303,541	\$ 303,541	\$ 303,541

	Stormwater Services (6)			Stormwater Projects (7)		
	FY2016	FY2017	FY2018	FY2016	FY2017	FY2018
	Actual	Projected	Adopted	Actual	Projected	Adopted
<u>Revenues:</u>						
Taxes	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Licenses and permits	14,335,851	14,300,000	14,300,000	-	7,442,169	7,712,900
Intergovernmental revenue	-	15,450	-	315,183	-	-
Charges for services	-	-	-	-	-	-
Fines and forfeitures	-	-	-	-	-	-
Miscellaneous revenues	42,484	55,211	322,653	(191)	40,705	6,669,288
Other sources (uses)	6,729,672.00	2,801,857	2,000,000	1,189,365	-	-
Total revenues	\$ 21,108,007	\$ 17,172,518	\$ 16,622,653	\$ 1,504,357	\$ 7,482,874	\$ 14,382,188
<u>Expenditures:</u>						
Personnel	\$ 6,353,368	\$ 6,955,684	\$ 7,397,720	\$ -	\$ -	\$ -
Operating	4,977,280	6,668,746	6,662,928	(8,138)	-	-
Capital Outlay	2,706,537	2,960,331	21,000	570,694	739,938	500,000
Debt service	249,229	277,800	277,800	-	-	-
Grants and aid	-	-	-	123,866	25,470	-
Other uses (sources)	206,723	-	2,263,205	-	1,040,000	13,882,188
Total expenditures	\$ 14,493,137	\$ 16,862,561	\$ 16,622,653	\$ 686,422	\$ 1,805,408	\$ 14,382,188
Budgeted use of fund balance			297,653			6,669,288
Budgeted reserves			2,263,205			12,250,320
Balance sheet adjustment	(4,397,940)			(840,000)		
Change in fund balance	\$ 2,216,930	\$ 309,957	\$ 1,965,552	\$ (22,065)	\$ 5,677,466	\$ 5,581,032
Beginning fund balance	\$ 144,773	\$ 2,361,703	\$ 2,671,660	\$ 445,503	\$ 423,438	\$ 6,100,904
Ending fund balance	\$ 2,361,703	\$ 2,671,660	\$ 4,637,212	\$ 423,438	\$ 6,100,904	\$ 11,681,936

Notes can be found following this schedule

City of Tampa-Summary of Revenues, Expenditures and Fund Balance

	Stormwater Debt Funded Projects (8)			Non-Major Funds (9)		
	FY2016	FY2017	FY2018	FY2016	FY2017	FY2018
	Actual	Projected	Adopted	Actual	Projected	Adopted
<u>Revenues:</u>						
Taxes	\$ -	\$ -	\$ -	\$ 2,340,961	\$ -	\$ -
Licenses and permits	\$ -	-	-	169,379	136,235	2,967,828
Intergovernmental revenue	\$ -	-	-	11,312,831	20,236,675	17,228,479
Charges for services	\$ -	-	-	6,000	150,000	150,000
Fines and forfeitures	\$ -	-	-	1,351,786	654,220	-
Miscellaneous revenues	\$ (25,454)	25,520	62,463	1,757,879	2,949,296	2,937,290
Other sources (uses)	\$ 26,000,464	-	72,150,000	1,021,999	1,157,116	544,000
Total revenues	\$ 25,975,010	\$ 25,520	\$ 72,212,463	\$ 17,960,834	\$ 25,283,542	\$ 23,827,597
<u>Expenditures:</u>						
Personnel	\$ 295,881	\$ 2,299,116	\$ 488,313	\$ 1,388,716	\$ 1,609,381	\$ 1,854,931
Operating	1,182,790	-	62,463	4,302,806	6,503,513	4,965,490
Capital Outlay	9,795,345	12,277,595	17,900,000	9,859,894	21,031,491	16,318,204
Debt service	-	-	-	-	16,320	-
Grants and aid	-	-	-	185,838	95,500	173,500
Other uses (sources)	5,710,879	-	53,761,687	1,311,000	1,428,946	515,472
Total expenditures	\$ 16,984,895	\$ 14,576,711	\$ 72,212,463	\$ 17,048,253	\$ 30,685,151	\$ 23,827,597
Budgeted use of fund balance		14,551,191				2,775,538
Budgeted reserves	(8,990,115)		53,761,687			115,472
Balance sheet adjustment					6,046,296	
Change in fund balance	(0)	\$ -	\$ 53,761,687	\$ 912,581	\$ 644,687	\$ (2,660,066)
Beginning fund balance	\$ -	\$ (0)	\$ (0)	\$ 15,246,089	\$ 16,158,670	\$ 16,803,357
Ending fund balance	\$ (0)	\$ (0)	\$ 53,761,687	\$ 16,158,670	\$ 16,803,357	\$ 14,143,291

	Community Investment Taxes (10)			Deepwater Horizon Oil Spill (11)		
	FY2016	FY2017	FY2018	FY2016	FY2017	FY2018
	Actual	Projected	Adopted	Actual	Projected	Adopted
<u>Revenues:</u>						
Taxes	\$ 17,935,209	\$ 18,673,080	\$ 19,040,968	\$ -	\$ -	\$ -
Licenses and permits	-	-	-	-	-	-
Intergovernmental revenue	-	-	-	-	-	-
Charges for services	-	-	-	-	-	-
Fines and forfeitures	-	-	-	-	-	-
Miscellaneous revenues	88,009	520,050	5,745,349	135,322	140,000	5,226,433
Other sources (uses)	60,749,263	-	-	-	-	-
Total revenues	\$ 78,772,481	\$ 19,193,130	\$ 24,786,317	\$ 135,322	\$ 140,000	\$ 5,226,433
<u>Expenditures:</u>						
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	1,332,627	755,789	66,321	-	19,525	1,404
Capital Outlay	13,173,881	59,361,402	7,700,000	-	15,000,000	5,219,501
Debt service	10,464,922	-	-	-	-	-
Grants and aid	-	-	-	-	-	-
Other uses (sources)	10,408,726	16,463,193	17,019,996	-	500,000	5,528
Total expenditures	\$ 35,380,156	\$ 76,580,384	\$ 24,786,317	\$ -	\$ 15,519,525	\$ 5,226,433
Budgeted use of fund balance			1,592,497			5,186,433
Budgeted reserves	43,972,033		567,746			5,528
Balance sheet adjustment		57,275,988				
Change in fund balance	\$ (579,708)	\$ (111,266)	\$ (1,024,751)	\$ 135,322	\$ (15,379,525)	\$ (5,180,905)
Beginning fund balance	\$ 2,453,475	\$ 1,873,767	\$ 1,762,501	\$ 20,424,184	\$ 20,559,506	\$ 5,179,981
Ending fund balance	\$ 1,873,767	\$ 1,762,501	\$ 737,750	\$ 20,559,506	\$ 5,179,981	\$ 4,604

Notes can be found following this schedule

City of Tampa-Summary of Revenues, Expenditures and Fund Balance

	Transportation Impact/Mobility Fee (12)			Transportation Impact/Mobility Fee Projects (13)		
	FY2016	FY2017	FY2018	FY2016	FY2017	FY2018
	Actual	Projected	Adopted	Actual	Projected	Adopted
<u>Revenues:</u>						
Taxes	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Licenses and permits	1,857,778	1,574,100	1,304,500	-	-	-
Intergovernmental revenue	-	-	-	-	-	-
Charges for services	-	-	-	-	-	-
Fines and forfeitures	-	-	-	-	-	-
Miscellaneous revenues	47,331	14,051	3,482,028	150,300	98,621	1,113,853
Other sources (uses)	-	640,000	-	7,547,356	1,399,814	1,359,188
Total revenues	\$ 1,905,109	\$ 2,228,151	\$ 4,786,528	\$ 7,697,656	\$ 1,498,435	\$ 2,473,041
<u>Expenditures:</u>						
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	-	-	-	30,681	300,942	87,400
Capital Outlay	-	-	-	665,766	12,593,862	1,337,119
Debt service	-	-	-	-	-	-
Grants and aid	-	-	-	123,419	-	-
Other uses (sources)	7,547,356	1,399,814	4,786,528	-	640,000	1,048,522
Total expenditures	\$ 7,547,356	\$ 1,399,814	\$ 4,786,528	\$ 819,866	\$ 13,534,804	\$ 2,473,041
Budgeted use of fund balance			3,467,028			1,113,853
Budgeted reserves			3,427,340			1,048,522
Balance sheet adjustment	144,807			(6,727,491)	11,810,826	
Change in fund balance	\$ (5,497,440)	\$ 828,337	\$ (39,688)	\$ 150,300	\$ (225,543)	\$ (65,331)
Beginning fund balance	\$ 9,141,912	\$ 3,644,472	\$ 4,472,809	\$ 1,575,789	\$ 1,726,089	\$ 1,500,546
Ending fund balance	\$ 3,644,472	\$ 4,472,809	\$ 4,433,121	\$ 1,726,089	\$ 1,500,546	\$ 1,435,215

	General Government Debt Funded Projects			General Government Debt Service Funds (14)		
	FY2016	FY2017	FY2018	FY2016	FY2017	FY2018
	Actual	Projected	Adopted	Actual	Projected	Adopted
<u>Revenues:</u>						
Taxes	\$ -	\$ -	\$ -	\$ 166,000	\$ 166,000	\$ 166,000
Licenses and permits	-	-	-	-	-	-
Intergovernmental revenue	5,992	-	-	-	-	-
Charges for services	-	-	-	-	-	-
Fines and forfeitures	-	-	-	-	-	-
Miscellaneous revenues	(32,413)	48,268	13,792	880,449	87,607	2,822,820
Other sources (uses)	54,360,105	37,656,000	-	24,107,349	31,884,078	40,401,742
Total revenues	\$ 54,333,684	\$ 37,704,268	\$ 13,792	\$ 25,153,798	\$ 32,137,685	\$ 43,390,562
<u>Expenditures:</u>						
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	1,101,402	90,015	13,792	-	-	-
Capital Outlay	11,503,127	69,004,834	-	-	-	-
Debt service	7,499,358	-	-	24,311,737	31,923,868	41,013,628
Grants and aid	-	-	-	-	-	-
Other uses (sources)	8,780,873	584,000	-	46,669	-	2,376,934
Total expenditures	\$ 28,884,760	\$ 69,678,849	\$ 13,792	\$ 24,358,406	\$ 31,923,868	\$ 43,390,562
Budgeted use of fund balance		31,974,581				2,822,820
Budgeted reserves	(25,448,924)					
Balance sheet adjustment				1,419,595		
Change in fund balance	\$ 0	\$ -	\$ -	\$ 2,214,987	\$ 213,817	\$ (2,822,820)
Beginning fund balance	\$ -	\$ 0	\$ 0	\$ 446,628	\$ 2,661,615	\$ 2,875,432
Ending fund balance	\$ 0	\$ 0	\$ 0	\$ 2,661,615	\$ 2,875,432	\$ 52,612

Notes can be found following this schedule

City of Tampa-Summary of Revenues, Expenditures and Fund Balance

	Community Redevelopment Agency			Federal Grants Program		
	FY2016	FY2017	FY2018	FY2016	FY2017	FY2018
	Actual	Projected	Adopted	Actual	Projected	Adopted
Revenues:						
Taxes	\$ 17,946,422	\$ 18,033,521	\$ 23,164,700	\$ -	\$ -	\$ -
Licenses and permits	-	-	-	-	-	-
Intergovernmental revenue	-	-	-	9,337,577	10,308,152	9,625,116
Charges for services	-	-	-	-	-	-
Fines and forfeitures	-	-	-	-	-	-
Miscellaneous revenues	129,823	284,700	282,700	20,034	-	-
Other sources (uses)	402,514	-	-	-	-	-
Total revenues	\$ 18,478,759	\$ 18,318,221	\$ 23,447,400	\$ 9,357,610	\$ 10,308,152	\$ 9,625,116
Expenditures:						
Personnel	\$ 1,675	\$ -	\$ -	\$ 741,024	\$ 1,014,757	\$ 960,109
Operating	1,967,326	2,324,772	2,996,816	7,702,394	8,872,000	8,243,612
Capital Outlay	523,261	15,242,505	14,285,811	323,691	-	-
Debt service	-	-	-	-	-	-
Grants and aid	-	-	-	-	-	-
Other uses (sources)	5,053,873	1,437,654	6,164,773	423,142	421,395	421,395
Total expenditures	\$ 7,546,134	\$ 19,004,931	\$ 23,447,400	\$ 9,190,251	\$ 10,308,152	\$ 9,625,116
Budgeted use of fund balance						
Budgeted reserves			282,700			
Balance sheet adjustment	(10,932,624)					
Change in fund balance	\$ 0	\$ (686,710)	\$ 282,700	\$ 167,359	\$ -	\$ -
Beginning fund balance	\$ 18,590,912	\$ 18,590,912	\$ 17,904,202	\$ 1,894,381	\$ 2,061,740	\$ 2,061,740
Ending fund balance	\$ 18,590,912	\$ 17,904,202	\$ 18,186,902	\$ 2,061,740	\$ 2,061,740	\$ 2,061,740

	Parking (15)			Water (16)		
	FY2016	FY2017	FY2018	FY2016	FY2017	FY2018
	Actual	Projected	Adopted	Actual	Projected	Adopted
Revenues:						
Taxes	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Licenses and permits	-	-	-	-	-	-
Intergovernmental revenue	-	-	-	3,208,337	500,000	-
Charges for services	15,516,962	15,378,527	15,000,000	103,510,648	106,139,700	107,135,800
Fines and forfeitures	1,737,762	1,725,000	1,710,000	27,746	50,000	50,000
Miscellaneous revenues	545,636	554,523	3,962,356	1,224,758	1,020,750	11,993,334
Other sources (uses)	1,150,000	1,055,000	1,350,000	47,469,320	53,586,701	49,081,898
Total revenues	\$ 18,950,360	\$ 18,713,050	\$ 22,022,356	\$ 155,440,809	\$ 161,297,151	\$ 168,261,032
Expenditures:						
Personnel	\$ 3,884,815	\$ 4,355,481	\$ 4,944,954	\$ 18,921,438	\$ 18,905,369	\$ 21,028,257
Operating	8,842,638	8,610,423	8,981,472	39,954,087	49,660,233	52,330,620
Capital Outlay	1,554,679	1,910,693	1,405,000	36,241,475	94,907,122	26,623,058
Debt service	-	-	-	14,245,818	14,559,527	15,994,478
Grants and aid	413,572	350,000	430,000	-	-	-
Other uses (sources)	4,261,324	4,122,672	6,260,930	32,852,409	51,225,563	52,284,619
Total expenditures	\$ 18,957,028	\$ 19,349,269	\$ 22,022,356	\$ 142,215,227	\$ 229,257,814	\$ 168,261,032
Budgeted use of fund balance			219,886			11,181,034
Budgeted reserves			1,703,504			5,626,744
Balance sheet adjustment	(753,107)	753,300		1,361,266	58,885,172	
Change in fund balance	\$ (759,774)	\$ 117,081	\$ 1,483,618	\$ 14,586,848	\$ (9,075,491)	\$ (5,554,290)
Beginning fund balance	\$ 926,364	\$ 23,744	\$ 140,831	\$ 71,342,084	\$ 85,928,932	\$ 76,853,441
Ending fund balance	\$ 23,744	\$ 140,831	\$ 1,624,449	\$ 85,928,932	\$ 76,853,441	\$ 71,299,151

Notes can be found following this schedule

City of Tampa-Summary of Revenues, Expenditures and Fund Balance

	Wastewater (17)			Solid Waste (18)		
	FY2016	FY2017	FY2018	FY2016	FY2017	FY2018
	Actual	Projected	Adopted	Actual	Projected	Adopted
<u>Revenues:</u>						
Taxes	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Licenses and permits	-	-	-	777,961	791,935	795,900
Intergovernmental revenue	99,308	81,299	48,900	-	175,184	175,200
Charges for services	109,411,862	111,956,272	111,647,900	97,096,120	99,132,520	99,628,300
Fines and forfeitures	-	-	-	-	-	-
Miscellaneous revenues	851,748	946,684	13,214,888	820,974	611,301	2,934,649
Other sources (uses)	34,525,353	35,220,436	27,542,545	15,902,325	29,002,605	32,839,475
Total revenues	\$ 144,888,271	\$ 148,204,691	\$ 152,454,233	\$ 114,597,379	\$ 129,713,545	\$ 136,373,524
<u>Expenditures:</u>						
Personnel	\$ 25,968,022	\$ 26,343,171	\$ 28,181,571	\$ 15,331,616	\$ 15,174,329	\$ 16,929,063
Operating	45,202,034	46,989,004	51,110,556	46,095,073	46,864,845	49,930,187
Capital Outlay	37,346,579	49,219,501	26,730,586	7,481,161	26,988,291	22,289,174
Debt service	14,510,605	13,201,196	12,491,705	13,360,325	13,393,325	13,370,075
Grants and aid	15,477	88,640	88,640	-	-	-
Other uses (sources)	34,494,321	35,817,382	33,851,175	16,103,481	37,057,868	33,855,025
Total expenditures	\$ 157,537,038	\$ 171,658,894	\$ 152,454,233	\$ 98,371,655	\$ 139,478,658	\$ 136,373,524
Budgeted use of fund balance			12,341,488			2,364,749
Budgeted reserves			5,610,726			550,000
Balance sheet adjustment	20,029,551	25,413,882		(2,449,901)	3,608,969	
Change in fund balance	\$ 7,380,784	\$ 1,959,679	\$ (6,730,762)	\$ 13,775,823	\$ (6,066,144)	\$ (1,814,749)
Beginning fund balance	\$ 25,962,529	\$ 33,343,312	\$ 35,302,991	\$30,003,381	\$ 43,779,204	\$ 37,713,060
Ending fund balance	\$ 33,343,312	\$ 35,302,991	\$ 28,572,229	\$43,779,204	\$37,713,060	\$ 35,898,311

	Golf Course			Internal Service Funds		
	FY2016	FY2017	FY2018	FY2016	FY2017	FY2018
	Actual	Projected	Adopted	Actual	Projected	Adopted
<u>Revenues:</u>						
Taxes	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Licenses and permits	-	-	-	-	-	-
Intergovernmental revenue	-	-	-	140,069	156,800	160,000
Charges for services	2,759,637	2,658,055	2,554,012	24,169,481	25,125,000	25,530,074
Fines and forfeitures	-	-	-	-	-	-
Miscellaneous revenues	255	-	-	81,618,108	77,382,050	87,293,414
Other sources (uses)	1,529,975	1,569,812	1,626,881	5,267,526	5,720,500	9,037,331
Total revenues	\$ 4,289,868	\$ 4,227,867	\$ 4,180,893	\$ 111,195,184	\$ 108,384,350	\$ 122,020,819
<u>Expenditures:</u>						
Personnel	\$ -	\$ 628,039	\$ 685,092	\$ 10,188,208	\$ 11,213,817	\$ 12,024,711
Operating	4,928,911	3,067,828	3,157,436	86,362,852	92,852,212	98,677,124
Capital Outlay	544,664	532,000	338,365	7,266,803	5,878,069	9,152,181
Debt service	-	-	-	28,330	25,000	30,000
Grants and aid	-	-	-	-	-	-
Other uses (sources)	-	-	-	2,257,763	2,318,803	2,136,803
Total expenditures	\$ 5,473,575	\$ 4,227,867	\$ 4,180,893	\$ 106,103,957	\$ 112,287,901	\$ 122,020,819
Budgeted use of fund balance						564,157
Budgeted reserves						276,498
Balance sheet adjustment	1,183,707			(4,800,000)	4,400,000	
Change in fund balance	\$ (0)	\$ -	\$ -	\$ 291,227	\$ 496,449	\$ (287,659)
Beginning fund balance	\$ 819,229	\$ 819,229	\$ 819,229	\$ 10,108,070	\$ 10,399,297	\$ 10,895,746
Ending fund balance	\$ 819,229	\$ 819,229	\$ 819,229	\$ 10,399,297	\$ 10,895,746	\$ 10,608,087

Notes can be found following this schedule

City of Tampa-Summary of Revenues, Expenditures and Fund Balance

	Other Agency		
	FY2016	FY2017	FY2018
	Actual	Projected	Adopted
Revenues:			
Taxes	\$ 450,000	\$ 450,000	\$ 450,000
Licenses and permits	-	-	767,691
Intergovernmental revenue	947,450	1,001,966	300,000
Charges for services	663,272	657,885	701,689
Fines and forfeitures	-	-	-
Miscellaneous revenues	60,051	15,000	148,458
Other sources (uses)	-	-	-
Total revenues	\$ 2,120,774	\$ 2,124,851	\$ 2,367,838
Expenditures:			
Personnel	\$ -	\$ -	\$ -
Operating	400,319	364,000	366,500
Capital Outlay	-	-	-
Debt service	-	-	-
Grants and aid	1,557,482	1,818,762	1,829,668
Other uses (sources)	150,000	61,591	171,670
Total expenditures	\$ 2,107,801	\$ 2,244,353	\$ 2,367,838
Budgeted use of fund balance			143,458
Budgeted reserves			28,212
Balance sheet adjustment			
Change in fund balance	\$ 12,973	\$ (119,502)	\$ (115,246)
Beginning fund balance	\$ 1,421,114	\$ 1,434,087	\$ 1,314,585
Ending fund balance	\$ 1,434,087	\$ 1,314,585	\$ 1,199,339

Gross Budget:	1,364,072,433
Transfers, Reserves, Internal Charges:	394,840,783
Net Budget	969,231,650

Notes can be found following this schedule

Summary of Revenues, Expenditures, and Fund Balance Notes

1. General Fund increase of fund balance in FY2016 is partially offset by a decrease of fund balance within the Utilities Services Tax fund for a total net increase \$1.9 million. The FY2016 and FY2017 fund balance increases are primarily attributable to the continued realignment of transportation related services into to Local Option Fuel Gas Tax Fund.
2. Construction Services use of fund balance in FY2017 and FY2018 is associated with higher operational costs associated for increase permit inspection activity.
3. Utilities Services Tax use of fund balance in FY2016 is primarily due to decreasing Communications Services Taxes and increased operating subsidy transfer primarily for transportation related services. The FY2018 increase in fund balance of \$1.2 million is due to a decrease in the transfer to the General Fund resulting from the adopted increase to the City's millage rate.
4. Utilities Services Tax Projects use of fund balance for all years is associated with funding general government capital projects.
5. Local Option Fuel Tax increases in FY2016 and FY2018 balance is primarily due to increased fuel taxes and lower operating expenses. FY2017 decrease is primarily due to higher operating expenses and increased transfers for capital projects.
6. Stormwater Services increase in fund balance in FY2016 is attributable to an increase in the Service Assessment. Increase in FY2018 fund balance is attributable to placing equipment purchases in reserves (\$2.3 million) for future purchases.
7. Stormwater Projects increase in FY2017 and FY2018 is attributable to the implementation of a new Stormwater Improvement Assessment that will be used to fund stormwater capital projects or to pay the associated debt service.
8. Stormwater Debt Funded Projects increase in FY2018 is attributable to a projected debt issuance and the placement of project funds in reserves until the issuance of the debt.
9. Non-Major Funds use of fund balance in FY2018 is attributable to increase costs associated with the City's Tree Trust program, Qualified Target Industry program, and Landscape-in-Lieu program.
10. Community Investment Taxes use of fund balance in all years is primarily due to increased capital projects.

Summary of Revenues, Expenditures, and Fund Balance Notes (Cont.)

11. Deepwater Horizon Oil Spill use of fund balance in FY2017 is due to appropriating \$15.0 million for the construction of Julian B. Lane Waterfront Park. Use of fund balance in FY2018 is due to appropriating \$5.2 million for several parks project.
12. Transportation Impact/Mobility Fee use of fund balance in FY2016 is primarily due to funding of transportation capital projects. Increase in FY2017 is primarily due to a decrease in the amount needed to be transferred to the respective capital project funds.
13. Transportation Impact/Mobility Fee Projects increase in fund balance in FY2016 is attributable to interest revenues. Use of fund balance in FY2017 and FY2018 is primarily due to increased funding of capital projects.
14. General Government Debt Service Funds increase in FY2016 is primarily due to increased escrow associated with the City's HUD Section 108 Loan. Use of fund balance in FY2018 is attributable to the use of the HUD Section 108 Loan escrow to retire the debt.
15. Parking use of fund balance in FY2016 is primarily due to increase operating costs with level revenues. Increase in FY2017 is attributable to lower operating costs. Increase in FY2018 is attributable to placing into reserves funding for the purchase of parking on-street revenue control system.
16. Water use of fund balance in FY2017 and FY2018 is primarily due to funding capital projects. Increase in FY2016 fund balance is primarily due to increased revenues and decreased operating expenses.
17. Wastewater use of fund balance in FY2018 is primarily due to funding capital projects. Increases in FY2016 and FY2017 fund balance are primarily due to increased revenues and decreased operating expenses.
18. Solid Waste increase in FY2016 fund balance is primarily due to increased revenues decreased operating costs. Use of FY2017 and FY2018 fund balance is primarily due to funding capital projects.

Financial Structure

The City provides the full range of municipal services pursuant to state statute and City Charter. These services include public safety, water, wastewater, solid waste, parking, public improvements, cultural arts, parks and recreation, and general administrative services. A summary of the City fund structure, attendant revenue sources, and their purposes is provided below.

General Fund and Utilities Services Tax Fund

General Fund – The primary operating fund of the City of Tampa used to account for all financial resources except grant, capital, enterprise, and special revenue funds. This fund’s major revenues consist of property taxes, sales taxes, occupational licenses taxes, franchise fees, licenses and permits, charges for services, transfers, and other financing sources. These funds are used to provide services such as public safety, parks and recreation, and general administration of the City.

Utilities Services Tax Fund – A tax levied by the City on communications and taxable sales for utilities. These funds are used for general government operations, the purchase of machinery, capital equipment and vehicles for non-enterprise fund activities, and capital improvement projects, the debt service on outstanding Utilities Services Tax Bonds, and other needs as determined.

Federal and State Grant Funds

The City receives funds for projects that are funded in whole or in part by state and/or federal grants.

The Community Development Block Grant (CDBG) is a federal entitlement program administered and funded by the U.S. Department of Housing and Urban Development (HUD) Community Planning and Development Office. Grant amounts are determined by a formula based on the community’s population, population growth lag, the number of persons in poverty, the extent of overcrowded housing, and the amount of housing built prior to 1940. The purpose of CDBG funds is to improve communities by providing decent housing and a suitable living environment, and by expanding economic opportunities and capital improvements for persons with low and moderate incomes.

Other funds to be received from the U.S. Department of Housing and Urban Development include the HOME Investment Partnerships Program, the Emergency Solutions Grants Program (ESG), and those through the Housing Opportunities for Persons With AIDS (HOPWA) Grants. These grants provide affordable housing and/or rehabilitation programs to benefit low and moderate-

income households including facilities and services for the homeless and specialized housing services for persons with AIDS.

The State Housing Initiatives Partnership (SHIP) program is authorized by the state legislature under the William E. Sadowski Affordable Housing Bill which allocates funds that are received from an additional 10 cent documentary stamp tax on real estate transactions and an additional 10 cent contribution from the state general revenue documentary stamp tax. This program is administered by the state and the balance, after the state's needs are met, is allocated to local governments. Funding for a variety of housing programs is available through this source.

Special Revenue Funds

Special Revenue Funds account for the proceeds of specific revenue sources that are legally restricted to expenditures for specific purposes, and do not include trusts for individuals, private organizations, or other governments, or for major capital projects.

Construction Services Fund — Includes construction permit fees, construction service enhancement fees and Florida permit surcharge fees to be used for the operations of the permitting system.

Downtown Special Service District Fund — Provides funding through an annual Non-Ad Valorem assessment for programs within the Downtown District.

Law Enforcement Trust Funds — Includes revenues received from the Department of Law Enforcement pursuant to Florida Statute Chapter 932.7055(5)a and may only be used for law enforcement purposes.

Local Option Fuel Tax Fund — Accounts for the City's share of taxes levied on motor fuel and special fuel sold in the county. This revenue supports operations, maintenance of the transportation system, and transfers to capital projects.

Other Special Revenue Funds — Includes miscellaneous small special revenue funds such as the Qualified Target Industry Tax Fund, Tree Trust Fund, Parks Improvement Fund, and Landscape Area Special Revenue Fund.

Stormwater Fund — Includes revenue from non-ad valorem stormwater assessments that supports operations and maintenance of the stormwater conveyance system.

Transportation Multi-Modal Fee Revenue Funds — Receipts for transportation multi-modal impact fees collected for use in specific transportation districts for capacity-related projects improvements.

Westshore Special Services District Fund – Provides funding through an annual Non-Ad Valorem assessment for programs within the Westshore District.

Debt Service Funds

Debt service funds are used to pay debt incurred by the City including: revenue bonds, bank loans, state revolving loans, commercial paper, and HUD Section 108 loans.

Community Investment Tax Bonds Fund — Used for the repayment of Sales Tax Revenue Bonds, Series 2010 and 2016, that are payable solely from the Community Investment Tax proceeds.

Guaranteed Entitlement Revenue Bonds Fund — Used for the repayment of Guaranteed Entitlement Refunding Revenue Bonds, Series 2001, that are payable solely from the state guaranteed entitlement revenue sharing.

HUD Section 108 Loan Fund — Used for the repayment of HUD Section 108 loans.

Utilities Services Tax Bonds Fund — Used for repayment of Utilities Services Tax Improvement Bonds and Utilities Services Tax Refunding Revenue Bonds, Series 1996, 1997, 2010, and 2012, that are secured by utilities services tax proceeds.

Non-Ad Valorem Bonds Fund — Primarily used for the Non-Ad Valorem Revenue Bonds, Series 2011, 2015, and 2016. Used for the repayment of bonds that are secured by a pledge to covenant and to budget and appropriate legally available non-ad valorem revenues.

Occupational License Tax Bonds Fund — Used for the repayment of Occupational License Tax Bonds, Series 2007 and 2012 Gulf Breeze Loan, that are payable solely from the occupational license tax proceeds.

Capital Projects Funds

Capital projects funds are used to account for the acquisition and construction of major capital facilities other than those financed by proprietary funds.

Bank Note — Provides debt funding for various general government capital improvement projects excluding Stormwater projects.

Citywide Capital Project Improvements Fund— Provides funding for various citywide capital grant improvements funded mainly through revenues transferred from special revenue funds.

Community Investment Tax (CIT) Capital Projects Fund — In 1996, the half-cent sales tax was adopted for a period of 30 years. The local government infrastructure surtax provides for community investment in authorized capital projects. Proceeds of the CIT are shared by Hillsborough County, its three municipalities, the Tampa Sports Authority, and the Hillsborough County School Board. The CIT fund accounts for the receipt of the community tax revenues and capital expenditures used to purchase law enforcement and fire equipment, as well as, improvements to parks and other public facilities.

Deep Water Horizon Oil Spill Fund — Provides funding to offset the cost and damages caused by the Deep Water Horizon Oil Spill.

Downtown CRA Bank Note - Convention Center Capital Projects Fund — Provides for debt funding for Convention Center capital improvement projects.

Housing Grants Capital Project Fund — Used for housing grant transactions such as Community Development Block Grant (CDBG) expenses.

Local Option Gas Tax Capital Projects Fund — Provides funding for various transportation capital improvement projects, including, resurfacing, and complete streets such as multi-median sidewalks, bike lanes, medians and traffic signals.

Parks & Recreation Grants Capital Projects Fund — Used to account for funding of Parks and Recreation projects that involves a separate specific account.

Stormwater Bank Note — Provides debt funding for Stormwater related projects.

Stormwater Bond Series 2018 Fund — Provides future debt funding for Stormwater related capital projects.

Stormwater SWFWMD Grants Capital Projects Fund – Provides funding from Southwest Florida Water Management District (SWFWMD) Grants for the Stormwater Capital Improvement Program (CIP).

Stormwater Improvement Assessment Capital Fund – Provides funding through an annual Non-Ad Valorem assessment for capital improvement projects associated with the stormwater system in the Central and Lower Improvement Area, which includes system capacity increases, pond construction, the installation of drainage systems as well as pumping station rehabilitation.

Transportation Grants Capital Project Fund – Includes transportation-related grant revenues appropriated for transportation improvement projects.

Transportation Multi-Modal Fund – Funds may be used for the development, rehabilitation and enhancement of transportation assets to existing communities, streetscape, lighting, sidewalk enhancement, pedestrian safety, connectivity of transportation assets and transit-oriented development.

University of Tampa Plant Hall Fund— Includes contributions from the University of Tampa for capital improvements to Plant Hall located at the University of Tampa.

Utilities Services Tax Bond Projects Fund – Used to account for the cost of various capital projects funded by revenue-backed debt; specifically, bonds secured by utilities services taxes.

Utilities Services Tax Capital Projects Fund – Used to account for the portion of utilities services tax revenues appropriated for various capital improvements.

Enterprise Funds

Enterprise funds are used to report the same functions presented as business-type activities in the Government-wide Financial Statements. The City uses enterprise funds to account for its water utility, wastewater utility, solid waste system, parking facilities, and golf courses.

Golf Course – The City owns and operates three golf courses: Babe Zaharias, Rogers Park, and Rocky Point golf courses. The golf course fund is used to support the operations city-owned golf courses.

Parking Fund – The parking fund is used to support the operations of the parking system, fund capital improvements, and pay debt service.

State Revolving Fund – Low interest loans for investments in water and wastewater infrastructure.

Solid Waste Fund – The solid waste fund is used to support the operations of the solid waste system, fund capital improvements, and pay debt service.

Wastewater Fund – The wastewater fund is used to support the operations of the wastewater system, fund capital improvements, and pay debt service.

Water Fund – The water fund is used to support the operations of the water system, fund capital improvements, and pay debt service.

Water and Sewer Revenue Bonds Series 2016 – UMS Fund - Provides debt funding for the cost of the Utility Management System (UMS) capital project for the Water, Wastewater, and Solid Waste departments. The note is secured by the water and sewer credit.

Internal Service Funds

Used by state and local governments to account for the financing of goods and services provided by one department or agency, to other departments or agencies, and to other governments on a cost-reimbursement basis.

Consumer Services Fund – Includes fees charged for the costs related to utility billings, collections, and customer service for water, wastewater, and solid waste services.

Fleet Maintenance Fund – Includes revenues received from costs of operating a maintenance facility for automotive equipment used and billed to user City departments.

Self-Insurance Fund – Used for risk management insurance activity including: health program, workers' compensation, various employee benefits, general liability, property insurance, and safety monitoring.

Agency Funds

Agency funds are used to account for the assets held for distribution by the government entity as an agent for another entity for which the government has custodial responsibility and accounts for the flow of assets

Community Redevelopment Agency Funds – The Community Redevelopment Area (CRA) funds receive revenue from Tax Increment Financing (TIF) contributions to fund redevelopment activities within the respective CRA.

Streetcar Administration Fund – Provides funding through an annual Non-Ad Valorem assessment, farebox receipts, Tax Increment Financing (TIF) contributions, and grants to support the operations of Tampa’s Historic Street Car system.

Streetlight Special Services Districts Fund – The fund receives contributions from developers to pay for the costs for streetlights in designated neighborhoods. Contributions are amortized over 20 years and are used to offset the costs for streetlights.

FY2018 Fund Structure Grouping

Department	Governmental Funds				Proprietary Funds	
	General	Special Revenue	Capital	Debt Service	Enterprise	Internal
Arts Programs	x	x				
Chief of Staff	x					
City Attorney	x					
City Clerk	x					
City Council	x					
Community Redevelopment Agency		x				
Construction Services		x				
Contract Administration	x					
Convention Center	x		x			
Economic and Urban Development	x					
Facility Management	x		x			
Tampa Fire Rescue	x	x	x			
Fleet Maintenance						x
Golf Courses					x	
Human Resources	x					
Intergovernmental Relations	x					
Internal Audit	x					
Mayor	x					
Minority Business Development	x					
Neighborhood Empowerment	x					
Parking					x	
Parks and Recreation	x	x	x			
Planning & Development	x	x				
Tampa Police	x	x	x			
Public Affairs	x					
Public Works & Utility Services	x					
Purchasing	x					
Revenue & Finance	x			x		
Riverwalk	x		x			
Solid Waste					x	
Stormwater		x	x			
Tampa Theatre	x					
Technology and Innovation	x		x			
Transportation		x	x			
Wastewater					x	
Water					x	x

GENERAL FUND REVENUE COMPARISON

	FY17 Adopted Budget	FY17 Projection	FY18 Adopted Budget	
Revenues				
Tax Revenues-Property Taxes	153,387,167	154,996,506	181,453,096	(1)
Tax Revenues-Other Taxes	10,418,500	10,414,991	10,550,000	
Licenses and Permits	35,647,000	33,381,317	35,859,700	
Intergovernmental Revenues	82,626,911	82,001,911	85,885,728	
Service Charges	38,900,797	43,833,318	46,055,316	(2)
Fines and Forfeits	5,909,500	6,555,858	6,679,500	
Miscellaneous Revenue	4,872,996	3,807,660	5,461,438	
Transfer from Other Funds	40,230,666	40,244,448	25,301,775	
Total Revenues	<u>\$ 371,993,537</u>	<u>\$ 375,236,009</u>	<u>\$ 397,246,553</u>	

Footnotes reference budget year to budget year comparisons and other pertinent department information.

(1) FY2018 property tax revenues are expected to increase \$28.1 million compared to FY2017 budget due to an increase in the millage rate of 0.475 mills and an increase of 9.3% in the City's taxable value.

(2) Service Charges increase 18.4% due to increase activities for Parks and Recreation, Convention Center, and increased services by public safety.

GENERAL FUND DEPARTMENTAL EXPENDITURE COMPARISON

Department	FY17 Adopted Budget	FY17 Projection	FY18 Adopted Budget
Arts Programs Division	251,178	\$ 257,533	253,796
Chief of Staff Office	318,256	\$ 311,962	463,242 (1)
City Attorney Department	5,251,833	\$ 5,385,110	5,515,834
City Clerk Department	1,754,311	\$ 1,645,465	1,783,575
City Council Department	1,424,033	\$ 1,402,085	1,458,325
Contract Administration	7,970,222	\$ 7,992,915	8,275,337
Convention Center Department	10,376,632	\$ 10,385,632	11,729,995 (2)
Economic Opportunity Department	1,657,611	\$ 1,656,785	2,239,432 (3)
Environmental Services Division	668,265	\$ 478,828	- (4)
Facility Management	12,174,960	\$ 12,606,839	13,801,346 (5)
Fire Rescue Department	81,936,016	\$ 85,122,442	87,348,253
Human Resources Department	3,513,410	\$ 3,530,568	3,766,254
Intergovernmental Relations Division	368,680	\$ 360,317	376,543
Internal Audit Department	712,199	\$ 679,321	754,267
Logistics and Asset Management	241,938	\$ 234,884	268,838
Mayor's Office	596,898	\$ 599,154	626,871
Minority Business Development Division	606,802	\$ 551,026	656,762
Neighborhood Empowerment Department	9,123,979	\$ 9,027,878	9,657,549
Non Departmental	10,565,278	\$ 346,472	7,428,579
Parks and Recreation Department	34,748,105	\$ 37,117,702	42,052,571 (6)
Planning and Development Department	6,664,350	\$ 6,298,116	7,048,193
Police Department	148,561,236	\$ 156,584,933	156,419,693
Public Affairs Department	1,676,890	\$ 1,577,890	1,821,842
Public Works & Utilities Services Admin.	322,635	\$ 329,651	345,375
Purchasing Department	1,949,214	\$ 1,943,872	2,563,957 (7)
Revenue and Finance Department	8,304,000	\$ 8,097,345	8,898,327
Tampa Theatre	133,100	\$ 133,100	133,100
Technology and Innovation Department	20,121,506	\$ 19,368,937	21,558,697
Total Expenditures	<u>\$ 371,993,537</u>	<u>\$ 374,026,762</u>	<u>\$ 397,246,553</u>

Footnotes reference budget year to budget year comparisons and other pertinent department information.

(1) Chief of Staff increased due to adding one FTE for the ADA Coordinator.

(2) Convention Center increased primarily due to increases in contractual services, maintenance, and supplies associated with additional events.

(3) Economic Opportunity Department increased due to realignment of the Tampa Hillsborough Economic Development Corporation contribution.

(4) Environmental Services Division budget decrease from FY2017 Adopted Budget due to division transferring into the Solid Waste operations fund in FY2018 budget.

(5) Facility Management increased due to increases in citywide maintenance costs, contractual services, and the addition of three FTEs.

(6) Parks and Recreation increased due to grounds maintenance contract additions and for new or expanded services.

(7) Purchasing increased due to the realignment of 11 FTE's from primarily the Enterprise Funds.

City of Tampa Position Summary by Department

<u>Tax Operating Funds</u>	<u>Budgeted FTEs FY16</u>	<u>Budgeted FTEs FY17</u>	<u>Projected FTEs FY17</u>	<u>Adopted FTEs FY18</u>	<u>Notes</u>
General Fund					
Arts Program	2.00	2.00	2.00	2.00	
Chief of Staff	2.00	2.00	3.00	3.00	A
City Attorney	38.75	38.38	40.00	39.00	B
City Clerk	17.00	17.00	17.00	17.00	
City Council	16.13	16.00	16.00	16.00	
Contract Administration	70.00	74.00	77.00	77.00	C
Convention Center	54.00	52.00	53.00	53.00	D
Economic Development	10.00	10.00	10.00	10.00	
Facility Management	76.38	63.38	62.63	65.63	E
Fire Rescue					
Sworn	648.00	648.00	656.00	694.00	F
Civilian	48.00	48.00	51.00	50.00	G
Total Fire Rescue		696.00	696.00	707.00	744.00
Human Resources	39.25	38.25	38.60	37.60	H
Intergovernmental Relations	1.00	1.00	1.00	1.00	
Internal Audit	6.00	6.00	6.00	6.00	
Logistics & Asset Mgmt Admin.	0.00	2.00	2.00	2.00	
Mayor	5.00	5.00	5.00	5.00	
Minority Business Development	5.75	5.75	5.75	6.00	I
Neighborhood Empowerment	100.00	100.00	101.00	100.00	J
Parks & Recreation	411.42	425.23	428.20	445.20	K
Planning and Development	68.00	77.00	77.75	74.75	L
Police					
Sworn	969.00	969.00	969.00	967.00	M
Civilian	261.13	262.13	262.13	262.13	
Total Police		1,230.13	1,231.13	1,231.13	1,229.13
Public Affairs	14.00	14.00	15.00	15.00	N
Public Works & Utility Svcs. Admin.	2.00	2.00	2.00	2.00	
Purchasing	18.00	18.00	18.00	29.00	O
Revenue and Finance	91.00	90.50	92.00	91.50	P
Riverwalk	1.00	0.00	0.00	0.00	
Technology and Innovation	122.25	121.75	122.75	123.75	Q
Total General Fund	3,097.05	3,108.35	3,133.80	3,194.55	
Other Tax Operating Funds					
Construction Services	59.00	67.00	67.00	67.00	
Stormwater	88.00	88.00	87.00	93.00	R
Transportation	142.00	135.00	138.00	137.00	S
Total Other Tax Operating Funds	289.00	290.00	292.00	297.00	
Total Tax Operating Funds	3,386.05	3,398.35	3,425.80	3,491.55	
Enterprise Funds					
Logistics & Asset Mgmt./Parking	82.25	83.00	80.75	80.75	T
Solid Waste	213.75	213.00	212.00	208.00	U
Wastewater	311.00	315.00	318.00	314.00	V
Water	298.00	306.50	304.00	301.00	W
Total Enterprise Funds	905.00	917.50	914.75	903.75	
Internal Services Funds					
Fleet Maintenance	60.05	61.00	61.00	61.00	
Risk & Insurance	19.00	20.00	20.00	20.00	
Total Internal Services Funds	79.05	81.00	81.00	81.00	
GRAND TOTAL ALL FUNDS	4,370.10	4,396.85	4,421.55	4,476.30	

City of Tampa Position Summary by Department*

*Notes: Full Time Equivalent (FTE)

- A. Chief of Staff: During FY2017, Chief of Staff increased by 1 FTE (1 ADA Coordinator).
- B. City Attorney: During FY2017, City Attorney increased by 1.63 FTE's (1.63 Assistant City Attorney II). During preparation of the FY2018 budget, City Attorney decreased 1 FTE (1 Assistant City Attorney).
- C. Contract Administration: During FY2017, Contract Administration increased by 3 FTE's (3 Engineering Technician III).
- D. Convention Center: During FY2017, Convention Center increased by 1 FTE (1 Business Programs Supervisor).
- E. Facility Management: During FY2017, Facility Management decreased by 1.75 FTE's (1.75 Maintenance Repairer I) and increased by 1 FTE (1 Maintenance Electrician I transferred from Parks and Recreation). During preparation of the FY2018 budget, Facility Management increased by 3 FTE's (3 Building Maintenance Tradesworker II).
- F. Sworn Fire: During FY2017, Sworn Fire increased by 8 FTE's (4 Rescue Lieutenant, 4 Paramedic). During preparation of the FY2018 budget, Sworn Fire increased by 39 FTE's (18 Firefighter, 6 Fire Captain, 6 Driver Engineer, 3 District Fire Chief, 3 Rescue Lieutenant, 3 Paramedic) and decreased by 1 FTE (1 Firefighter).
- G. Civilian Fire: During FY2017, Civilian Fire increased by 3 FTE's (3 Communications technician I). During the preparation of FY2018 budget, Civilian Fire decreased by 1 FTE (1 Inventory Technician II transferred to Purchasing).
- H. Human Resources: During FY2017, Human Resources increased by 2.35 FTE's (1 HRMS Assistant Supervisor, 1 Leave Administration Specialist, .35 Office Support Specialist) and decreased by 2 FTE's (2 Personnel Assistant I). During preparation of the FY2018 budget, Human Resources decreased by 1 FTE (1 Claims Investigator).
- I. Minority Business Development: During preparation of the FY2018 budget, Minority Business Development increased by .25 FTE (.25 Small Business Development Support Specialist).
- J. Neighborhood Empowerment: During FY2017, Neighborhood Empowerment increased 1 FTE (1 Certified Code Enforcement Officer). During preparation of the FY2018 budget, Neighborhood Empowerment decreased by 1 FTE (Neighborhood University-Landlord-Tenant Training Manager).

City of Tampa Position Summary by Department* (Cont.)

*Notes: Full Time Equivalent (FTE)

- K. Parks and Recreation: During FY2017, Parks and Recreation increased by 8.45 FTE's (2 Automotive Equipment Operator I, 2 Recreation Leader II, 1.12 Recreation Leader I, 1 Landscape & Irrigation Specialist, 1 Site Supervisor I, 1 Administrative Support Technician, .15 Gymnastics Instructor I, .15 Recreation Instructor, .03 Recreation Instructor - Intermediate) and decreased by 5.48 FTE's (2 Aquatics Leader I, 1 Senior Parks Operations Specialist, .75 Landscape & Irrigation Specialist, .5 Special Programs Leader I, .23 Recreation Leader I, 1 Maintenance Electrician I transferred to Facility Management). During preparation of the FY2018 budget, Parks and Recreation increased by 18 FTE's (4 Recreation Leader II, 4 Services Attendant II, 2 Marina Assistant, 2 Site Supervisor II, 1 Automotive Equipment Operator II, 1 Contract Monitor, 1 Site Coordinator, 1 Recreation Leader III, 1 Services Crew Supervisor II, 1 Therapeutic Recreation Coordinator) and decreased by 1 FTE (1 Site Coordinator).
- L. Planning and Development: During FY2017, Planning and Development increased by 1.75 FTE's (1 Forester Examiner, .75 Office Support Specialist III) and decreased by 1 FTE (1 Office Support Specialist III transferred to Transportation). During preparation of the FY2018 budget, Planning and Development decreased by 3 FTE's (2 Office Support Specialist III, 1 Urban Planner II).
- M. Sworn Police: During preparation of the FY2018 budget, Sworn Police decreased by 2 FTE's (1 Police Detective, 1 Police Officer).
- N. Public Affairs: During FY2017 Public Affairs increased by 1 FTE (1 Digital Media Strategist).
- O. Purchasing: During preparation of the FY2018 budget, Purchasing increased by 11 FTE's transferred from other departments. 4 transferred from Wastewater (2 Inventory Specialist, 1 Lead Inventory Specialist, 1 Inventory Technician). 3 transferred from Water (1 Lead Inventory Specialist, 1 Inventory Specialist, 1 Inventory Technician II). 2 transferred from Transportation (1 Inventory Specialist, 1 Lead Inventory Specialist). 1 transferred from Solid Waste (1 Inventory Technician II). 1 transferred from Fire (1 Inventory Technician II).
- P. Revenue and Finance: During FY2017, Revenue and Finance increased by 1.5 FTE's (1 Customer Service Representative I, .5 Customer Service Clerk II). During preparation of the FY2018 budget, Revenue and Finance decreased by 1.5 FTE's (1 Lead Fiscal Analyst, .5 Customer Service Clerk II) and increased by 1 FTE (1 Accountant II).
- Q. Technology and Innovation: During FY2017, Technology and Innovation increased by 1 FTE (1 MIS Project Leader). During preparation of the FY2018 budget, Technology and Innovation increased by 2 FTE's (2 Applications Systems Analyst) and decreased by 1 FTE (1 Applications Systems Analyst).
- R. Stormwater: During FY2017, Stormwater decreased by 1 FTE (1 Traffic Maintenance Specialist II transferred to Transportation). During preparation of the FY2018 budget, Stormwater increased by 6 FTE's (1 Engineer IV, 1 Engineer III, 1 Engineer II, 1 Drafting Technician III, 1 Office Support Specialist III, 1 Administrative Assistant III).

City of Tampa Position Summary by Department* (Cont.)

*Notes: Full Time Equivalent (FTE)

- S. Transportation: During FY2017, Transportation increased by 3 FTE's (1 Construction Project Coordinator transferred from Water, 1 Office Support Specialist III transferred from Planning and Development, 1 Traffic Maintenance Specialist II transferred from Stormwater). During preparation of the FY2018 budget, Transportation decreased by 2 FTE's (1 Inventory Specialist transferred to Purchasing, 1 Lead Inventory Specialist transferred to Purchasing) and increased by 1 FTE (Engineer IV).
- T. Logistics and Asset Management/Parking: During FY2017, Logistics and Asset Management/Parking decreased by 5 FTE's (2 Customer Service Clerk I, 1 Customer Service Clerk II, 1 Parking Facilities Supervisor I, 1 Parking Operations Supervisor) and increased by 2.75 FTE's (1 Parking On Street Coordinator, 1 Off Street Parking Coordinator, .75 Customer Service Clerk I).
- U. Solid Waste: During FY2017, Solid Waste decreased by 2 FTE's (2 Refuse Collector-Driver) and increased by 1 FTE (Solid Waste Planner Scheduler). During preparation of the FY2018 budget, Solid Waste decreased by 4 FTE (1 Refuse Collector-Driver, 1 Services Attendant II, 1 Work Order Technician, 1 Inventory Technician II transferred to Purchasing).
- V. Wastewater: During FY2017, Wastewater increased by 3 FTE's (2 Utility Technician I, 1 AWT Plant Technician I). During preparation of the FY2018 budget, Wastewater decreased by 4 FTE's transferred to Purchasing (2 Inventory Specialist, 1 Lead Inventory Specialist, 1 Inventory Technician II).
- W. Water: During FY2017, Water decreased by 2.5 FTE's (1 Customer Service Representative I, .5 Customer Service Clerk II, 1 Construction Project Coordinator transferred to Transportation). During preparation of the FY2018 budget, Water decreased by 3 FTE's transferred to Purchasing (1 Lead Inventory Specialist, 1 Inventory Specialist, 1 Inventory Technician II).

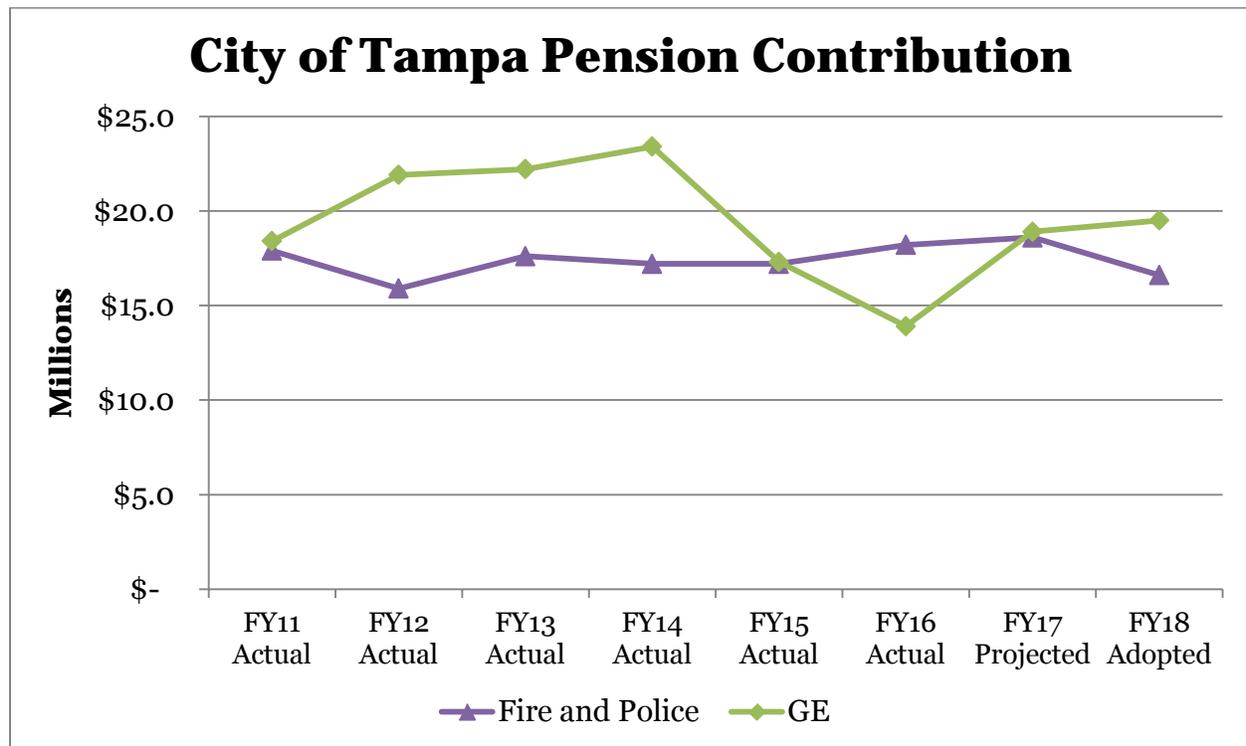
General Government Program Benefits

Health Care

The City offers health care benefits to current and past employees. To mitigate costs, the City contracts with CareATC for the operation of two Employee Wellness Centers located in Tampa and Brandon. The centers offer primary, acute and urgent care for employees and their families. The City continues to pursue wellness opportunities for employees, retirees, and eligible dependents.

Pension

The City continues its commitment to fully fund the annual required contributions for its General Employee and Fire and Police Pension Fund. Comparing actuarial value of assets to accrued liability, the Fire and Police Pension Fund is funded at 95.4% and the General Employee Pension Fund is funded at 93.2%. For FY2018, General Employees' Pension fund will increase from FY2017 by \$0.7 million or 4% and the Fire & Police Pension fund will decrease by \$3.8 million or 19%.



TAMPA
TOGETHER

Departmental Summaries



Department Name: Art Programs

DEPARTMENT WEBSITE: <https://www.tampagov.net/art-programs>

VISION AND MISSION:

The vision of the Art Programs Division is to create and implement cultural programs that are varied, sustainable, relevant, and responsive to the needs, desires, and diversity of Tampa’s citizens and visitors. The mission of the division is to bring free access to artistic excellence through programs and partnerships. Projects taken on by the Art Programs Division are driven by an understanding that the arts play a key role in place making.

GOALS AND OBJECTIVES:

- Heighten Tampa’s reputation and visibility, both regionally and nationally, as a city culturally aware and supportive of the arts;
- Facilitate the creation of art and culture representative of the character and identity of Tampa to major public-use projects;
- Provide a variety of opportunities for citizens and visitors alike that are diverse and of high quality; and
- Provide access to educational content about art work within the City’s collection.

CURRENT OPERATIONS AND INITIATIVES:

The Art Programs Division oversees the City’s cultural programs. This includes the Public Art Program, Lights On Tampa, a partnership program that works with businesses and neighborhoods known as the Win-Win Program, and occasional series or projects such as the Photographer Laureate Program. The Division is also responsible for the care and maintenance of the City’s public art collection inventory. FY2018 initiatives include completing multiple projects already underway within Julian B. Lane Riverfront Park; coordination of a series of placemaking sites along the Selmon Greenway in partnership with the Tampa Hillsborough Expressway Authority; interdepartmental coordination on high visibility sites; continuation of community based mural projects; creating and publishing educational material about the City’s collection; maintenance; and completing an assessment of the City’s collection.

CITY STRATEGIC PRIORITY:

- Changing Tampa's Economic DNA
- Keeping our Streets Safe
- Strengthen our Neighborhoods
- Effective & Efficient Government

Performance Measures	Actual FY2016	Projected FY2017	Estimated FY2018
Collection Inventory	702	703	721
Education/Outreach/Awards	33	16	10
Projects Completed	14	10	17
Supplemented Funds (through Grants, Partnerships, etc.)	\$105,000	\$16,900	\$25,000

Art Programs

Operating Budget						
	Actual FY 2015	Actual FY 2016	Current FY 2017	Projected FY 2017	Adopted FY 2018	
Taxes	\$ -	\$ -	\$ -	\$ -	\$ -	-
Licenses & Permits	\$ -	\$ -	\$ -	\$ -	\$ -	-
Intergovernmental	\$ 50,000	\$ -	\$ -	\$ -	\$ -	-
Charges for Services & Fines	\$ -	\$ -	\$ -	\$ -	\$ -	-
Other	\$ 537,917	\$ 333,566	\$ 183,700	\$ 142,089	\$ 209,182	
Total Revenues	\$ 587,917	\$ 333,566	\$ 183,700	\$ 142,089	\$ 209,182	
Personnel Services	\$ 196,395	\$ 205,065	\$ 212,515	\$ 212,859	\$ 210,689	
Non-Personnel	\$ 288,461	\$ 53,961	\$ 144,702	\$ 144,355	\$ 167,289	
Operating Capital	\$ 51,555	\$ 169,625	\$ 84,019	\$ 84,019	\$ 85,000	
Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -	-
Other	\$ -	\$ -	\$ -	\$ -	\$ -	-
Total Expenses	\$ 536,411	\$ 428,651	\$ 441,236	\$ 441,233	\$ 462,978	

Capital Improvement Budget						
Total Revenues	\$ 50,000	\$ -	\$ -	\$ -	\$ -	-
Personnel Services	\$ -	\$ -	\$ -	\$ -	\$ -	-
Non-Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	-
Capital	\$ -	\$ -	\$ -	\$ -	\$ -	-
Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -	-
Other	\$ 90,000	\$ -	\$ -	\$ -	\$ -	-
Total Expenses	\$ 90,000	\$ -	\$ -	\$ -	\$ -	-

Total Budget						
Total Revenues	\$ 637,917	\$ 333,566	\$ 183,700	\$ 142,089	\$ 209,182	
Total Expenses	\$ 626,411	\$ 428,651	\$ 441,236	\$ 441,233	\$ 462,978	

Authorized Full Time Equivalents
(FTE)

2.00	2.00	2.00	2.00	2.00
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Analysis

Revenues:

The revenues shown above are those that are earned by services delivered by this General Fund department. General revenues such as property taxes, franchise fees, and half-cent sales tax provide the remaining funding.

Expenses:

Non-Personnel increase from Current FY2017 is primarily due to hiring outside consultants for the maintenance and improvement of art assets.

Department Name: Chief of Staff

DEPARTMENT WEBSITE: <https://www.tampagov.net/chief-of-staff>

VISION AND MISSION:

The Chief of Staff envisions all City departments and agencies to be integrated in the most efficient and effective manner possible. The Chief of Staff is responsible for the administration of the City government under the direction of the Mayor.

GOALS AND OBJECTIVES:

- Improve staff coordination and morale;
- Improve communications within the City government and with outside agencies;
- Increase accountability for all employees;
- Improve efficiency of all employees;
- Improve customer service; and
- Ensure a positive and productive working relationship with City Council.

CURRENT OPERATIONS AND INITIATIVES:

- Advocate for efficient City government focused on decreasing costs, increasing revenue, and providing outstanding customer service;
- Oversee staff efforts to prepare for and respond to emergencies;
- Support continued implementation of the Diversity Management Initiative; and
- Oversee and support City departments including Human Resources, Logistics and Asset Management, Parks and Recreation, Purchasing, Technology and Innovation, and the Minority Business Development Office.

Chief of Staff

Operating Budget						
	Actual FY 2015	Actual FY 2016	Current FY 2017	Projected FY 2017	Adopted FY 2018	
Taxes	\$ -	\$ -	\$ -	\$ -	\$ -	-
Licenses & Permits	\$ -	\$ -	\$ -	\$ -	\$ -	-
Intergovernmental	\$ -	\$ -	\$ -	\$ -	\$ -	-
Charges for Services & Fines	\$ -	\$ -	\$ -	\$ -	\$ -	-
Other	\$ -	\$ -	\$ -	\$ -	\$ -	-
Total Revenues	\$ -	\$ -	\$ -	\$ -	\$ -	-
Personnel Services	\$ 295,611	\$ 299,496	\$ 320,662	\$ 305,635	\$ 432,076	-
Non-Personnel	\$ 4,139	\$ 4,889	\$ 6,679	\$ 6,327	\$ 31,166	-
Operating Capital	\$ -	\$ -	\$ -	\$ -	\$ -	-
Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -	-
Other	\$ -	\$ -	\$ -	\$ -	\$ -	-
Total Expenses	\$ 299,750	\$ 304,385	\$ 327,341	\$ 311,962	\$ 463,242	-

Capital Improvement Budget						
Total Revenues	\$ -	-				
Personnel Services	\$ -	\$ -	\$ -	\$ -	\$ -	-
Non-Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	-
Capital	\$ -	\$ -	\$ -	\$ -	\$ -	-
Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -	-
Other	\$ -	\$ -	\$ -	\$ -	\$ -	-
Total Expenses	\$ -	-				

Total Budget						
Total Revenues	\$ -	-				
Total Expenses	\$ 299,750	\$ 304,385	\$ 327,341	\$ 311,962	\$ 463,242	-

Authorized Full Time Equivalents (FTE)	2.00	2.00	2.00	3.00	3.00
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Analysis

<p>Revenues: The revenues shown above are those that are earned by services delivered by this General Fund department. General revenues such as property taxes, franchise fees, and half-cent sales tax provide the remaining funding.</p>
<p>Expenses: Personnel Services increase from Current FY2017 is primarily due to an increase in personnel, pension, and healthcare costs, and the addition of one FTE. Non-Personnel increase from Current FY2017 primarily due to increased operating costs associated with additional position.</p>

Department Name: City Attorney

DEPARTMENT WEBSITE: <https://www.tampagov.net/city-attorney>

VISION AND MISSION:

The vision of the City Attorney is to efficiently provide the Legal services required by the City Charter and more effectively anticipate legal problems thereby minimizing City liability, reducing the cost of legal services, and advancing justice and good government in Tampa. The mission is to maximize our achievement of departmental goals.

GOALS AND OBJECTIVES:

- The primary objective is to ensure that as much litigation as possible is done in-house, thereby minimizing the use of costly outside counsel. A related goal is to only use outside counsel in cases that require unique or specialized legal services;
- Improve the management and administration of operations;
- Related objectives include creating defined management structures that facilitate communication and participation in the decision-making process and the subsequent dissemination of those decisions, followed by effective oversight to ensure compliance;
- Increase collection and enforcement efforts to reduce net cost to the City while increasing compliance with City codes and ordinances; and
- Increase compliance with well-drafted local laws. In litigation, the department goal is to effectively defend the City from any lawsuits or claims, and to effectively pursue actions or claims the City may have at the least possible cost.

CURRENT OPERATIONS AND INITIATIVES:

The City Attorney has developed an improved organizational structure that will foster an environment of productivity and the efficient delivery of legal services throughout the City.

City Attorney

Operating Budget						
	Actual FY 2015	Actual FY 2016	Current FY 2017	Projected FY 2017	Adopted FY 2018	
Taxes	\$ -	\$ -	\$ -	\$ -	\$ -	-
Licenses & Permits	\$ -	\$ -	\$ -	\$ -	\$ -	-
Intergovernmental	\$ -	\$ -	\$ -	\$ -	\$ -	-
Charges for Services & Fines	\$ -	\$ 70,965	\$ 76,875	\$ 254,522	\$ 251,875	-
Other	\$ 3,899	\$ 11,241	\$ 11,450	\$ 9,997	\$ 11,450	-
Total Revenues	\$ 3,899	\$ 82,206	\$ 88,325	\$ 264,519	\$ 263,325	-
Personnel Services	\$ 4,380,165	\$ 4,340,098	\$ 4,701,082	\$ 4,679,799	\$ 4,837,596	-
Non-Personnel	\$ 403,508	\$ 525,436	\$ 679,553	\$ 670,311	\$ 643,238	-
Operating Capital	\$ -	\$ -	\$ -	\$ -	\$ -	-
Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -	-
Other	\$ 19,700	\$ 32,850	\$ 35,000	\$ 35,000	\$ 35,000	-
Total Expenses	\$ 4,803,373	\$ 4,898,384	\$ 5,415,635	\$ 5,385,110	\$ 5,515,834	-

Capital Improvement Budget						
Total Revenues	\$ -	\$ -	\$ -	\$ -	\$ -	-
Personnel Services	\$ -	\$ -	\$ -	\$ -	\$ -	-
Non-Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	-
Capital	\$ -	\$ -	\$ -	\$ -	\$ -	-
Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -	-
Other	\$ -	\$ -	\$ -	\$ -	\$ -	-
Total Expenses	\$ -	-				

Total Budget						
Total Revenues	\$ 3,899	\$ 82,206	\$ 88,325	\$ 264,519	\$ 263,325	-
Total Expenses	\$ 4,803,373	\$ 4,898,384	\$ 5,415,635	\$ 5,385,110	\$ 5,515,834	-

Authorized Full Time Equivalents (FTE)	38.75	38.75	38.38	40.00	39.00
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Analysis

Revenues:
The revenues shown above are those that are earned by services delivered by this General Fund department. General revenues such as property taxes, franchise fees, and half-cent sales tax provide the remaining funding.

Expenses:
Personnel Services increase from Current FY2017 is primarily due to an increase in personnel, pension, and healthcare costs.

Department Name: City Clerk

DEPARTMENT WEBSITE: <https://www.tampagov.net/city-clerk>

VISION AND MISSION:

The Office of the City Clerk's vision is to have the best possible technological solution for access and management of the City's official records and archives. Tampa has always been a community that is proud of its heritage; as such, the duties of the City Clerk's Office are to preserve the City's history and to maintain and protect the City's records in accordance with the City Charter and Florida Statutes.

GOALS AND OBJECTIVES:

The City Clerk affirms and adheres to the highest standards in official record-keeping and support functions inherent in the office's responsibilities by:

- Striving to provide excellent customer service to all City departments and citizens;
- Serve as the information center of functions of local government and the community;
- Being mindful of the neutrality and impartiality of the City Clerk's Office, rendering equal service to all;
- Continually improving the administration of the City Clerk's Office through participation in education programs, seminars, workshops, and annual meetings of the state, region, and international professional organizations;
- Maintaining and protecting the official set of City records in accordance with the City Charter and Florida Statutes; and
- Reviewing, upgrading, and maximizing available methods and applications that will improve productivity and efficiency.

CURRENT OPERATIONS AND INITIATIVES:

The City Clerk's Office continues to provide administrative support in preparing meeting agendas, recordings, minutes, and legal notices for City Council, Administration, Civil Services, Community Redevelopment Agency, Public Nuisance Abatement Board, Code Enforcement Board and Citizen Review Board meetings.

As the City's official records custodian, inactive and vital records are stored for all departments. Several functions have been streamlined in areas of code enforcement hearings and processing public records requests.

CITY STRATEGIC PRIORITY:

- | | |
|--|--|
| <input type="checkbox"/> Changing Tampa's Economic DNA | <input type="checkbox"/> Keeping our Streets Safe |
| <input type="checkbox"/> Strengthen our Neighborhoods | <input checked="" type="checkbox"/> Effective & Efficient Government |

Performance Measures	Actual FY2016	Projected FY2017	Estimated FY2018
Number of Council agendas published by deadline	59	59	59
Average turnaround for completing Council Action Summaries	1-2 days	1-2 days	1-2 days
Average number of publications for Council only	240	280	300
Number & turnaround for completing Code Enforcement Action Summaries	72 2-3 days	84 2-3 days	96 2-3 days
Number of records (boxes) disposed	2,441	2,500	3,000
Number of images filmed and scanned by Micrographics	1,288,688	1,500,000	2,000,000
Number of historical books repaired	42	77	75

City Clerk

Operating Budget						
	Actual FY 2015	Actual FY 2016	Current FY 2017	Projected FY 2017	Adopted FY 2018	
Taxes	\$ -	\$ -	\$ -	\$ -	\$ -	-
Licenses & Permits	\$ -	\$ -	\$ -	\$ -	\$ -	-
Intergovernmental	\$ -	\$ -	\$ -	\$ -	\$ -	-
Charges for Services & Fines	\$ 1,274,527	\$ 633,230	\$ 1,044,950	\$ 670,076	\$ 858,000	
Other	\$ 7,713	\$ 1,164	\$ -	\$ -	\$ -	-
Total Revenues	\$ 1,282,240	\$ 634,394	\$ 1,044,950	\$ 670,076	\$ 858,000	
Personnel Services	\$ 1,190,952	\$ 1,182,612	\$ 1,365,550	\$ 1,213,198	\$ 1,395,241	
Non-Personnel	\$ 315,891	\$ 393,744	\$ 430,305	\$ 430,305	\$ 385,718	
Operating Capital	\$ 26,379	\$ 21,617	\$ -	\$ -	\$ -	
Debt Service	\$ -	\$ -	\$ 1,962	\$ 1,962	\$ 2,616	
Other	\$ -	\$ -	\$ -	\$ -	\$ -	-
Total Expenses	\$ 1,533,222	\$ 1,597,973	\$ 1,797,817	\$ 1,645,465	\$ 1,783,575	

Capital Improvement Budget						
Total Revenues	\$ -	-				
Personnel Services	\$ -	\$ -	\$ -	\$ -	\$ -	-
Non-Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	-
Capital	\$ -	\$ -	\$ -	\$ -	\$ -	-
Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -	-
Other	\$ -	\$ -	\$ -	\$ -	\$ -	-
Total Expenses	\$ -	-				

Total Budget						
Total Revenues	\$ 1,282,240	\$ 634,394	\$ 1,044,950	\$ 670,076	\$ 858,000	
Total Expenses	\$ 1,533,222	\$ 1,597,973	\$ 1,797,817	\$ 1,645,465	\$ 1,783,575	

Authorized Full Time Equivalents (FTE)	17.00	17.00	17.00	17.00	17.00
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Analysis

Revenues:
 The revenues shown above are those that are earned by services delivered by this General Fund department. General revenues such as property taxes, franchise fees, and half-cent sales tax provide the remaining funding. Charges for Services & Fines decrease from Current FY2017 due to an anticipated decrease in code enforcement fine collections.

Expenses:
 Personnel Services increase from Current FY2017 is primarily due to an increase in personnel, pension, and healthcare costs. Non-Personnel expenses decrease is mainly due to a reduction in anticipated advertising spending.

Department Name: City Council

DEPARTMENT WEBSITE: <https://www.tampagov.net/city-council>

VISION AND MISSION:

The City of Tampa's vision is to be recognized as a diverse and progressive City which is celebrated as the most desirable place to live, learn, work, and play. The City of Tampa's mission is to deliver outstanding services to enhance the quality of life within our community.

GOALS AND OBJECTIVES:

Tampa City Council serves as the City's legislative branch. The Council serves Tampa's citizens by enacting the City's budget, ordinances, and resolutions, responding to citizens' issues, and collaborating with the Mayor to improve the quality of life in Tampa. City Council also serves the citizens by advocating for projects and policies that will promote economic development, strengthen our neighborhoods, and enhance accountability in the administration of the City's code of ordinances.

Tampa City Council is comprised of four members representing individual districts and three members elected at-large. In addition to their Council commitments, City Council members serve as the City's representatives to many other governmental entities.

All City Council members serve on the City of Tampa Community Redevelopment Agency Board. The Community Redevelopment Agency (CRA) is a public entity established under the guidelines of the Community Redevelopment Act (Ch.163, Part III, Florida Statutes) to implement community redevelopment activities.

CURRENT OPERATIONS AND INITIATIVES:

City Council members serve individually as board members of Hillsborough Area Regional Transit, the Metropolitan Planning Organization, Tampa Historic Streetcar Board, Tampa Bay Regional Planning Council, Council of Governments, Tampa Bay Estuary Program Policy Board, the Florida Aquarium, Arts Council of Hillsborough County, City of Tampa Public Arts Committee, David A Straz Jr. Center for the Performing Arts, Tampa Sports Authority, Lowry Park Zoo, Tampa Bay Water, Hillsborough County Affordable Housing Advisory Board, and the Hillsborough River Interlocal Planning Board.

City Council

Operating Budget						
	Actual FY 2015	Actual FY 2016	Current FY 2017	Projected FY 2017	Adopted FY 2018	
Taxes	\$ -	\$ -	\$ -	\$ -	\$ -	-
Licenses & Permits	\$ -	\$ -	\$ -	\$ -	\$ -	-
Intergovernmental	\$ -	\$ -	\$ -	\$ -	\$ -	-
Charges for Services & Fines	\$ -	\$ -	\$ -	\$ -	\$ -	-
Other	\$ -	\$ -	\$ 25,000	\$ -	\$ -	-
Total Revenues	\$ -	\$ -	\$ 25,000	\$ -	\$ -	-
Personnel Services	\$ 1,193,502	\$ 1,239,460	\$ 1,349,639	\$ 1,308,471	\$ 1,349,750	-
Non-Personnel	\$ 69,936	\$ 72,105	\$ 123,441	\$ 93,614	\$ 108,575	-
Operating Capital	\$ -	\$ -	\$ -	\$ -	\$ -	-
Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -	-
Other	\$ -	\$ -	\$ -	\$ -	\$ -	-
Total Expenses	\$ 1,263,438	\$ 1,311,565	\$ 1,473,080	\$ 1,402,085	\$ 1,458,325	-

Capital Improvement Budget						
Total Revenues	\$ -	-				
Personnel Services	\$ -	\$ -	\$ -	\$ -	\$ -	-
Non-Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	-
Capital	\$ -	\$ -	\$ -	\$ -	\$ -	-
Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -	-
Other	\$ -	\$ -	\$ -	\$ -	\$ -	-
Total Expenses	\$ -	-				

Total Budget						
Total Revenues	\$ -	\$ -	\$ 25,000	\$ -	\$ -	-
Total Expenses	\$ 1,263,438	\$ 1,311,565	\$ 1,473,080	\$ 1,402,085	\$ 1,458,325	-

Authorized Full Time Equivalents (FTE)	16.12	16.13	16.00	16.00	16.00
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Analysis

Revenues:	The revenues shown above are those that are earned by services delivered by this General Fund department. General revenues such as property taxes, franchise fees, and half-cent sales tax provide the remaining funding.
Expenses:	The budget for this department remains relatively stable and contains no significant changes.

Department Name: Contract Administration

DEPARTMENT WEBSITE: <https://www.tampagov.net/contract-administration>

VISION AND MISSION:

The vision of Contract Administration is to professionally manage the City's capital improvement projects from concept to reality for the maximum benefit of Tampa's citizens. The mission is to produce and develop, in a cost effective manner, outstanding municipal facilities and infrastructure that both meet the requirements of current programs and anticipate future needs.

GOALS AND OBJECTIVES:

- Provide direction, feedback, and support to managers and staff of each departmental division;
- Provide monthly general updates to the administration and user department directors;
- Develop designs and construction drawings that provide functions planned, within time frames established, and for established funding available;
- Provide final bid documents for review prior to bidding;
- Provide timely preparation and processing of contract-related documents and City Council agenda items;
- Ensure presence of proper permits prior to start of construction activities;
- Develop and maintain project tracking matrix;
- Provide effective review and management of contracted construction activities to ensure conformance with the contract documents; and
- Provide regular site visits with appropriate field documentation and testing during the course of the construction and at critical points in the work.

CURRENT OPERATIONS AND INITIATIVES:

- Continued enhancement of the availability of project information to user departments and bidders;
- Refinement of emergency response responsibilities for damage assessment of public facilities; and
- Award all projects.

Contract Administration

Operating Budget						
	Actual FY 2015	Actual FY 2016	Current FY 2017	Projected FY 2017	Adopted FY 2018	
Taxes	\$ -	\$ -	\$ -	\$ -	\$ -	-
Licenses & Permits	\$ -	\$ -	\$ -	\$ -	\$ -	-
Intergovernmental	\$ -	\$ -	\$ -	\$ -	\$ -	-
Charges for Services & Fines	\$ 18,660	\$ 32,270	\$ 19,500	\$ 21,500	\$ 25,000	25,000
Other	\$ -	\$ -	\$ -	\$ -	\$ -	-
Total Revenues	\$ 18,660	\$ 32,270	\$ 19,500	\$ 21,500	\$ 25,000	25,000
Personnel Services	\$ 3,733,290	\$ 6,792,901	\$ 7,126,965	\$ 6,987,383	\$ 7,685,011	7,685,011
Non-Personnel	\$ 276,031	\$ (6,629,440)	\$ 952,684	\$ 891,544	\$ 531,526	531,526
Operating Capital	\$ (4,483,888)	\$ (771)	\$ 114,488	\$ 113,988	\$ 58,800	58,800
Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -	-
Other	\$ -	\$ -	\$ 1,512	\$ -	\$ -	-
Total Expenses	\$ (474,567)	\$ 162,690	\$ 8,195,649	\$ 7,992,915	\$ 8,275,337	8,275,337

Capital Improvement Budget						
Total Revenues	\$ -	-				
Personnel Services	\$ -	\$ -	\$ -	\$ -	\$ -	-
Non-Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	-
Capital	\$ -	\$ -	\$ -	\$ -	\$ -	-
Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -	-
Other	\$ -	\$ -	\$ -	\$ -	\$ -	-
Total Expenses	\$ -	-				

Total Budget						
Total Revenues	\$ 18,660	\$ 32,270	\$ 19,500	\$ 21,500	\$ 25,000	25,000
Total Expenses	\$ (474,567)	\$ 162,690	\$ 8,195,649	\$ 7,992,915	\$ 8,275,337	8,275,337

Authorized Full Time Equivalents (FTE)	68.00	70.00	74.00	77.00	77.00
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Analysis

Revenues:	The revenues shown above are those that are earned by services delivered by this General Fund department. General revenues such as property taxes, franchise fees, and half-cent sales tax provide the remaining funding.
Expenses:	Personnel Services increase from Current FY2017 is primarily due to an increase in personnel, pension, and healthcare costs, and the addition of three FTEs. Non-Personnel decrease from Current FY2017 is due to non-recurring budget increases in FY2017.

Department Name: Convention Center

DEPARTMENT WEBSITE: <https://www.tampaconventioncenter.com>

VISION AND MISSION:

Tampa Convention Center will continue to provide superior guest experiences in an effort to become the premier venue for events in the nation. Our goal is to become the first municipal venue to provide a five-star product with resort like services to the hospitality industry. The venue continues to partner with area stakeholders to increase the amenities of the downtown area and encourage people to live, work, and play downtown.

GOALS AND OBJECTIVES:

- Continue to develop the best convention and meeting venue in the nation;
- Provide exceptional guest services through creation of concierge level services for every guest and visitor;
- Strive to attain the cleanest, safest, and greenest facility possible;
- Create first class opportunities along with new amenities for patrons unlike other event convention centers;
- Partner with the community to increase awareness of downtown activities for visitors and local citizens through promotion of the Riverwalk and surrounding downtown activity areas; and
- Continue to increase utilization of digital and social media to market the destination.

CURRENT OPERATIONS AND INITIATIVES:

During FY2018, the Tampa Convention Center continues to be responsible for being the Tampa Bay area's largest hotel demand generator, directly responsible for producing \$100 million of economic impact.

The venue will continue to develop revenue opportunities by promoting exclusive services such as internet, Wi-Fi, rigging, security, and food and beverage. Additionally, preferred services such as a full service business center, creative production and staging capabilities will also be promoted to prospective customers in order to capture additional revenue opportunities for the venue. Facility infrastructure improvements will continue with the upgrade and replacement of the vertical transportation system, restrooms, and HVAC system, which will enable the venue to operate more efficiently and safely.

CITY STRATEGIC PRIORITY:

- Changing Tampa's Economic DNA
- Keeping our Streets Safe
- Strengthen our Neighborhoods
- Effective & Efficient Government

Performance Measures	Actual FY2016	Projected FY2017	Estimated FY2018
Consumer Shows	16	10	7
Conventions	0	1	1
Conventions with Exhibits	39	36	39
Entertainment/Sports	1	16	10
Food Functions	26	12	29
General Meetings	95	74	67

Convention Center

Operating Budget						
	Actual FY 2015	Actual FY 2016	Current FY 2017	Projected FY 2017	Adopted FY 2018	
Taxes	\$ -	\$ -	\$ -	\$ -	\$ -	-
Licenses & Permits	\$ -	\$ -	\$ -	\$ -	\$ -	-
Intergovernmental	\$ -	\$ -	\$ -	\$ -	\$ -	-
Charges for Services & Fines	\$ 9,028,684	\$ 12,865,518	\$ 11,934,335	\$ 13,425,190	\$ 13,743,080	
Other	\$ 141,000	\$ 280,902	\$ 141,000	\$ 175,310	\$ 275,000	
Total Revenues	\$ 9,169,684	\$ 13,146,420	\$ 12,075,335	\$ 13,600,500	\$ 14,018,080	
Personnel Services	\$ 4,034,603	\$ 4,100,080	\$ 4,343,744	\$ 4,213,836	\$ 4,621,964	
Non-Personnel	\$ 5,477,933	\$ 6,594,421	\$ 7,372,002	\$ 6,125,666	\$ 7,063,031	
Operating Capital	\$ 70,362	\$ -	\$ 11,129	\$ 1,130	\$ -	
Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -	
Other	\$ 36,000	\$ 21,700	\$ 45,000	\$ 45,000	\$ 45,000	
Total Expenses	\$ 9,618,898	\$ 10,716,201	\$ 11,771,875	\$ 10,385,632	\$ 11,729,995	

Capital Improvement Budget						
Total Revenues	\$ (1,521)	\$ 2,327,879	\$ 20,000,000	\$ 20,000,000	\$ -	
Personnel Services	\$ 448	\$ -	\$ -	\$ -	\$ -	
Non-Personnel	\$ -	\$ -	\$ 53,847	\$ 53,847	\$ -	
Capital	\$ 1,675,966	\$ 2,194,842	\$ 19,946,153	\$ 19,946,153	\$ -	
Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -	
Other	\$ -	\$ -	\$ -	\$ -	\$ -	
Total Expenses	\$ 1,676,414	\$ 2,194,842	\$ 20,000,000	\$ 20,000,000	\$ -	

Total Budget						
Total Revenues	\$ 9,168,163	\$ 15,474,299	\$ 32,075,335	\$ 33,600,500	\$ 14,018,080	
Total Expenses	\$ 11,295,312	\$ 12,911,043	\$ 31,771,875	\$ 30,385,632	\$ 11,729,995	

Authorized Full Time Equivalents
(FTE)

54.00

54.00

52.00

53.00

53.00

Analysis

Revenues:

The revenues shown above are those that are earned by services delivered by this General Fund department. General revenues such as property taxes, franchise fees, and half-cent sales tax provide the remaining funding. Charges for Services & Fines increase from Current FY2017 mainly due to an anticipated increase in food and beverage sales in planned FY2018 events.

Expenses:

Personnel Services increase from Current FY2017 is primarily due to an increase in personnel, pension, and healthcare costs, and the addition of one FTE. Non-Personnel increase is due to increases in anticipated contractual service, maintenance, and supplies spending.

Department Name: Economic and Urban Development

DEPARTMENT WEBSITE: <https://www.tampagov.net/economic-and-urban-development>

VISION AND MISSION:

The department’s vision is to reinforce Tampa’s position as one of the premier cities in the United States for both business investment and personal opportunity by creating and sustaining a healthy economic development environment. The department’s mission is to take actions that generate sustained and widespread private market investment which improves the lives of the residents in Tampa’s redeveloping communities.

GOALS AND OBJECTIVES:

To complete its mission, the department focuses on the following areas:

- Revitalizing our Community Redevelopment Areas by investing tax increment revenues, shaping the City’s regulatory environment to create a business-friendly atmosphere, and developing/participating in various incentive programs to help stimulate private investment;
- Reshaping the City's urban core, including the west bank of the Hillsborough River;
- Fostering growth in international trade and direct foreign investment;
- Attracting and retaining quality jobs for our community and supporting the growth of Tampa’s industries; and
- Maintaining productive relationships with various entities such as the Tampa Hillsborough Economic Development Corporation, Hillsborough County, State of Florida, Visit Tampa Bay, Port Tampa Bay, Tampa Bay WaVe, Tampa International Airport, local colleges and universities, and cultural and recreational organizations.

CURRENT OPERATIONS AND INITIATIVES:

The department is responsible for coordinating and directing Citywide redevelopment initiatives and marketing redevelopment opportunities to the private sector using professional staff and consulting resources. The department is dedicated to maximizing the quality, pace, and beneficial economic impact of Tampa’s strategic redevelopment initiatives.

CITY STRATEGIC PRIORITY:

- Changing Tampa's Economic DNA
- Strengthen our Neighborhoods
- Keeping our Streets Safe
- Effective & Efficient Government

Performance Measures	Actual FY2016	Projected FY2017	Estimated FY2018
Number of Programs Managed	8	8	8
Number of Facade Grants Awarded	17	14	12
Number of Qualified Target Industry Projects Approved	8	11	10

Economic and Urban Development

Operating Budget						
	Actual FY 2015	Actual FY 2016	Current FY 2017	Projected FY 2017	Adopted FY 2018	
Taxes	\$ -	\$ -	\$ -	\$ -	\$ -	-
Licenses & Permits	\$ -	\$ -	\$ -	\$ -	\$ -	-
Intergovernmental	\$ 273,645	\$ 205,468	\$ -	\$ 4,905	\$ -	-
Charges for Services & Fines	\$ -	\$ -	\$ -	\$ -	\$ -	-
Other	\$ 818,650	\$ 903,100	\$ 1,293,000	\$ 1,293,000	\$ 1,183,475	-
Total Revenues	\$ 1,092,295	\$ 1,108,568	\$ 1,293,000	\$ 1,297,905	\$ 1,183,475	-
Personnel Services	\$ 1,235,105	\$ 1,126,930	\$ 1,177,029	\$ 1,146,198	\$ 1,176,084	-
Non-Personnel	\$ 900,740	\$ 818,651	\$ 936,081	\$ 1,360,587	\$ 775,348	-
Operating Capital	\$ -	\$ -	\$ 13,355	\$ -	\$ -	-
Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -	-
Other	\$ -	\$ -	\$ -	\$ -	\$ 538,000	-
Total Expenses	\$ 2,135,845	\$ 1,945,581	\$ 2,126,465	\$ 2,506,785	\$ 2,489,432	-

Capital Improvement Budget						
Total Revenues	\$ -	\$ -	\$ -	\$ -	\$ -	-
Personnel Services	\$ -	\$ -	\$ -	\$ -	\$ -	-
Non-Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	-
Capital	\$ -	\$ -	\$ -	\$ -	\$ -	-
Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -	-
Other	\$ -	\$ -	\$ -	\$ -	\$ -	-
Total Expenses	\$ -	-				

Total Budget						
Total Revenues	\$ 1,092,295	\$ 1,108,568	\$ 1,293,000	\$ 1,297,905	\$ 1,183,475	-
Total Expenses	\$ 2,135,845	\$ 1,945,581	\$ 2,126,465	\$ 2,506,785	\$ 2,489,432	-

Authorized Full Time Equivalents (FTE)	10.00	10.00	10.00	10.00	10.00
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Analysis

Revenues:

The revenues shown above are those that are earned by services delivered by this General Fund department. General revenues such as property taxes, franchise fees, and half-cent sales tax provide the remaining funding.

Other revenues decrease from Current FY2017 due to a reduction of anticipated revenue in the Qualified Target Industries (QTI) program.

Expenses:

Non-Personnel decrease from Current FY2017 is primarily due to a corresponding reduction of Qualified Target Industry (QTI) expenditures.

Community Redevelopment Agency

Operating Budget					
	Actual FY 2015	Actual FY 2016	Current FY 2017	Projected FY 2017	Adopted FY 2018
Taxes	\$ 20,116,434	\$ 17,879,491	\$ 17,505,345	\$ 17,505,345	\$ 21,982,669
Licenses & Permits	\$ -	\$ -	\$ -	\$ -	\$ -
Intergovernmental	\$ -	\$ -	\$ 450,000	\$ 450,000	\$ -
Charges for Services & Fines	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ 123,344	\$ 133,566	\$ 101,200	\$ 284,500	\$ 282,000
Total Revenues	\$ 20,239,778	\$ 18,013,057	\$ 18,056,545	\$ 18,239,845	\$ 22,264,669
Personnel Services	\$ 12,799	\$ 1,675	\$ 21,468	\$ -	\$ -
Non-Personnel	\$ 1,621,882	\$ 1,967,315	\$ 4,886,018	\$ 2,324,772	\$ 2,996,316
Operating Capital	\$ 989,454	\$ 480,004	\$ 26,737,944	\$ 14,782,565	\$ 13,266,729
Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ 16,464,145	\$ 4,588,307	\$ 3,195,022	\$ 1,369,418	\$ 6,001,624
Total Expenses	\$ 19,088,280	\$ 7,037,301	\$ 34,840,452	\$ 18,476,755	\$ 22,264,669

Capital Improvement Budget					
Total Revenues	\$ 78,930	\$ 67,057	\$ 528,426	\$ 528,376	\$ 1,182,731
Personnel Services	\$ -	\$ -	\$ -	\$ -	\$ -
Non-Personnel	\$ -	\$ 11	\$ 100,489	\$ -	\$ 500
Capital	\$ -	\$ -	\$ 359,940	\$ 459,940	\$ 1,019,082
Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ 97,548	\$ 66,931	\$ 68,151	\$ 68,236	\$ 163,149
Total Expenses	\$ 97,548	\$ 66,942	\$ 528,580	\$ 528,176	\$ 1,182,731

Total Budget					
Total Revenues	\$ 20,318,708	\$ 18,080,114	\$ 18,584,971	\$ 18,768,221	\$ 23,447,400
Total Expenses	\$ 19,185,828	\$ 7,104,243	\$ 35,369,032	\$ 19,004,931	\$ 23,447,400

Authorized Full Time Equivalents
(FTE)

No positions assigned to this department.

Analysis

Revenues:

Tax Revenue-Property Taxes (including capital improvement budget revenues) reflect a revenue increase from Current FY2017 due to an increase in the property values for all nine CRAs. Intergovernmental revenues decrease from Current FY2017 due to a Florida Department of Transportation (FDOT) grant received in FY2017.

Expenses:

Personnel Services were removed from this department during FY2017. Non-Personnel expenses decrease from Current FY2017 due to a decrease for marketing, facade grant, and promotional activities throughout the CRA communities. Operating Capital expenses decrease from Current FY2017 is due to non-recurring budget increases in FY2017. Other expenses increase from Current FY2017 is due to debt service obligations for PNC bank note. Annual CRA appropriations are applied over multiple fiscal years. As a result, prior year appropriations are used in subsequent fiscal years.

TAMPA
TOGETHER

Department Name: Facility Management

DEPARTMENT WEBSITE: <https://www.tampagov.net/logistics-and-asset-management>

VISION AND MISSION:

The vision of the Facility Management Division is to maintain the facilities of the City of Tampa to the highest standard. Facility Management will be the benchmark of efficiency, effectiveness, and excellence in service and safety. The mission is to provide quality maintenance and repair service for all City facilities, through professional experience to support City employees, the citizens they serve, and facility occupants.

GOALS AND OBJECTIVES:

- Maximize energy savings and improve lighting levels through continued installations of energy management systems and upgraded lighting in City facilities;
- Complete 85% of the annual maintenance and repair work orders in a timely manner;
- Continue to identify and implement strategies to reduce Citywide maintenance and facility operating costs;
- Continue to focus on preventative maintenance to increase equipment life cycles and reduce maintenance costs; and
- Continue to improve Parks and Recreation sites and location by addressing maintenance and custodial services in the most efficient manner while standardizing procedures across the department.

CURRENT OPERATIONS AND INITIATIVES:

- Provide maintenance and repair services for over 500 City structures that equates to 7.2 million square feet;
- Provide maintenance, repair, and contractual services for office buildings and departmental facilities including Parks and Recreation, Tampa Fire Rescue, and Tampa Police Department;
- Optimize maintenance and repair operations with the utilization of a second work shift. To minimize interruptions to the customers, increases productivity, and reduces overtime; and
- Continue to implement energy saving measures such as lighting upgrades and energy management systems.

CITY STRATEGIC PRIORITY:

- | | |
|--|--|
| <input type="checkbox"/> Changing Tampa's Economic DNA | <input type="checkbox"/> Keeping our Streets Safe |
| <input type="checkbox"/> Strengthen our Neighborhoods | <input checked="" type="checkbox"/> Effective & Efficient Government |

Performance Measures	Actual FY2016	Projected FY2017	Estimated FY2018
Facilities Maintained (square feet)	7.2 million	7.2 million	7.2 million
Number of Work Orders Completed	20,938	23,000	23,000
Percentage of Work Orders Completed	89%	83%	83%

Facility Management

Operating Budget						
	Actual FY 2015	Actual FY 2016	Current FY 2017	Projected FY 2017	Adopted FY 2018	
Taxes	\$ -	\$ -	\$ -	\$ -	\$ -	-
Licenses & Permits	\$ -	\$ -	\$ -	\$ -	\$ -	-
Intergovernmental	\$ -	\$ -	\$ -	\$ -	\$ -	-
Charges for Services & Fines	\$ 559,067	\$ 450,478	\$ -	\$ -	\$ -	-
Other	\$ 182	\$ 1,020	\$ -	\$ 500	\$ -	-
Total Revenues	\$ 559,249	\$ 451,498	\$ -	\$ 500	\$ -	-
Personnel Services	\$ 3,937,803	\$ 4,453,439	\$ 4,332,622	\$ 4,692,779	\$ 5,405,207	-
Non-Personnel	\$ 6,491,598	\$ 7,473,217	\$ 8,557,839	\$ 7,914,060	\$ 8,396,139	-
Operating Capital	\$ -	\$ 79,683	\$ -	\$ -	\$ -	-
Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -	-
Other	\$ -	\$ -	\$ -	\$ -	\$ -	-
Total Expenses	\$ 10,429,401	\$ 12,006,339	\$ 12,890,461	\$ 12,606,839	\$ 13,801,346	-

Capital Improvement Budget						
Total Revenues	\$ 627,743	\$ 17,059,179	\$ 14,407,483	\$ 14,168,100	\$ 1,870,000	-
Personnel Services	\$ 19,673	\$ -	\$ -	\$ -	\$ -	-
Non-Personnel	\$ -	\$ 161,232	\$ 584,000	\$ -	\$ -	-
Capital	\$ 1,528,107	\$ 4,973,760	\$ 36,649,094	\$ 36,440,577	\$ 1,870,000	-
Debt Service	\$ -	\$ 379,722	\$ -	\$ -	\$ -	-
Other	\$ -	\$ 228,021	\$ 256,000	\$ 584,000	\$ -	-
Total Expenses	\$ 1,547,780	\$ 5,742,735	\$ 37,489,094	\$ 37,024,577	\$ 1,870,000	-

Total Budget						
Total Revenues	\$ 1,186,992	\$ 17,510,677	\$ 14,407,483	\$ 14,168,600	\$ 1,870,000	-
Total Expenses	\$ 11,977,181	\$ 17,749,074	\$ 50,379,555	\$ 49,631,416	\$ 15,671,346	-

Authorized Full Time Equivalents (FTE)	46.00	76.38	63.38	62.63	65.63
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Analysis

Revenues:

The revenues shown above are those that are earned by services delivered by this General Fund department. General revenues such as property taxes, franchise fees, and half-cent sales tax provide the remaining funding.

Expenses:

Personnel Services increase from Projected FY2017 is primarily due to an increase in personnel, pension, and healthcare costs, and the addition of three FTEs. Non-Personnel expenses increase from Current FY2017 is due to an expansion of janitorial contractual services requirements at parks and recreation centers as well as increased electrical, plumbing, and painting maintenance costs needed to maintain over 500 City structures. Annual capital improvement appropriations are applied over multiple fiscal years. As a result, prior year appropriations are used in subsequent fiscal years.

Logistics and Asset Management

Operating Budget						
	Actual FY 2015	Actual FY 2016	Current FY 2017	Projected FY 2017	Adopted FY 2018	
Taxes	\$ -	\$ -	\$ -	\$ -	\$ -	-
Licenses & Permits	\$ -	\$ -	\$ -	\$ -	\$ -	-
Intergovernmental	\$ -	\$ -	\$ -	\$ -	\$ -	-
Charges for Services & Fines	\$ -	\$ -	\$ -	\$ -	\$ -	-
Other	\$ -	\$ -	\$ -	\$ -	\$ -	-
Total Revenues	\$ -	\$ -	\$ -	\$ -	\$ -	-
Personnel Services	\$ -	\$ -	\$ 225,068	\$ 224,984	\$ 241,406	-
Non-Personnel	\$ -	\$ -	\$ 25,000	\$ 9,900	\$ 27,432	-
Operating Capital	\$ -	\$ -	\$ -	\$ -	\$ -	-
Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -	-
Other	\$ -	\$ -	\$ -	\$ -	\$ -	-
Total Expenses	\$ -	\$ -	\$ 250,068	\$ 234,884	\$ 268,838	-

Capital Improvement Budget						
Total Revenues	\$ -	-				
Personnel Services	\$ -	\$ -	\$ -	\$ -	\$ -	-
Non-Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	-
Capital	\$ -	\$ -	\$ -	\$ -	\$ -	-
Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -	-
Other	\$ -	\$ -	\$ -	\$ -	\$ -	-
Total Expenses	\$ -	-				

Total Budget						
Total Revenues	\$ -	\$ -	\$ -	\$ -	\$ -	-
Total Expenses	\$ -	\$ -	\$ 250,068	\$ 234,884	\$ 268,838	-

Authorized Full Time Equivalents (FTE)	0.00	0.00	2.00	2.00	2.00
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Analysis

Revenues:	The revenues shown above are those that are earned by services delivered by this General Fund department. General revenues such as property taxes, franchise fees, and half-cent sales tax provide the remaining funding.
Expenses:	Personnel Services increase from Current FY2017 is primarily due to an increase in personnel, pension, and healthcare costs.

TAMPA
TOGETHER

Department Name: Tampa Fire Rescue

DEPARTMENT WEBSITE: <https://www.tampagov.net/fire-rescue>

VISION AND MISSION:

Tampa Fire Rescue's vision is to be a progressive, professional, competent and technologically efficient fire rescue organization. Tampa Fire Rescue's mission is to protect our community by providing immediate response to all requests for service.

GOALS AND OBJECTIVES:

Tampa Fire Rescue continuously strives for the best quality of life for citizens. Tampa Fire Rescue's commitment to service is time-honored and is exemplified in the response as an all-hazards department. Tampa Fire Rescue seeks to provide progressive and effective response to all fire and Emergency Medical Services (EMS) incidents. To achieve these goals Tampa Fire Rescue will:

- Provide a community risk analysis for all neighborhoods within the City of Tampa. The community risk analyses will assist in identifying the highest priority fire and EMS issues within the City of Tampa;
- Expand partnerships in the community by engaging the community in fire safety and health care initiatives;
- Create innovative ways to address issues identified within the community risk analyses; and
- Evaluate the identified fire safety strategies through data analysis and fire education initiatives.

CURRENT OPERATIONS AND INITIATIVES:

The department continues to meet nationally accepted standards for fire and EMS services accredited by the Center on Fire Accreditation International. The department is focused on the following initiatives:

- Fire Rescue personnel are assigned to 24 fire stations throughout the City, including the Airport Rescue Firefighting station at Tampa International Airport;
- Enhancement of firefighting and EMS training programs;
- Expansion of awareness and educational opportunities for community outreach; and
- Expanding cooperation with other governmental agencies to improve response and recovery effectiveness.
- Providing contractual EMS support to MacDill Air Force Base; and
- Preparing for the \$4.7 million budgeted construction of Fire Station 23. This station will reduce Tampa Fire Rescue's response time within the district. The district will receive a District Fire Chief, and the station will house an engine company, a truck company, and a rescue unit.

CITY STRATEGIC PRIORITY:

- | | |
|--|--|
| <input type="checkbox"/> Changing Tampa's Economic DNA | <input checked="" type="checkbox"/> Keeping our Streets Safe |
| <input checked="" type="checkbox"/> Strengthen our Neighborhoods | <input type="checkbox"/> Effective & Efficient Government |

Performance Measures	Actual FY2016	Projected FY2017	Estimated FY2018
Total TFR Alarms	87,189	88,932	90,710
Fire Alarms	9,359	95,46	9,736
Medical Alarms	71,831	74,006	76,226
Medical Transports	25,887	26,663	27,462
Fire Loss	8.2 million	6.5 million	6.5 million
Response Time: Fire/EMS (8 min. 30 sec. or less)	90%	90%	90%

Tampa Fire Rescue

Operating Budget					
	Actual FY 2015	Actual FY 2016	Current FY 2017	Projected FY 2017	Adopted FY 2018
Taxes	\$ -	\$ -	\$ -	\$ -	\$ -
Licenses & Permits	\$ -	\$ -	\$ -	\$ -	\$ -
Intergovernmental	\$ 3,719,871	\$ 3,570,045	\$ 3,765,853	\$ 4,020,723	\$ 4,690,220
Charges for Services & Fines	\$ 12,555,071	\$ 13,363,647	\$ 15,010,433	\$ 15,016,203	\$ 16,645,795
Other	\$ 4,394	\$ 1,126,089	\$ 1,066,702	\$ 1,027,611	\$ 3,908,700
Total Revenues	\$ 16,279,336	\$ 18,059,781	\$ 19,842,988	\$ 20,064,537	\$ 25,244,715
Personnel Services	\$ 70,935,167	\$ 72,814,033	\$ 77,308,527	\$ 78,226,106	\$ 80,335,416
Non-Personnel	\$ 7,001,600	\$ 6,921,190	\$ 7,879,724	\$ 6,819,857	\$ 7,963,812
Operating Capital	\$ 273,937	\$ 1,340,461	\$ 1,428,547	\$ 259,218	\$ 2,932,000
Debt Service	\$ -	\$ 53,403	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ 1,528,698	\$ 175,446	\$ 1,250,000
Total Expenses	\$ 78,210,704	\$ 81,129,087	\$ 88,145,496	\$ 85,480,627	\$ 92,481,228

Capital Improvement Budget					
Total Revenues	\$ 34,900	\$ 7,849,830	\$ 9,420,000	\$ -	\$ 2,650,000
Personnel Services	\$ 2,492	\$ -	\$ -	\$ -	\$ -
Non-Personnel	\$ -	\$ 33,826	\$ -	\$ -	\$ -
Capital	\$ 272,493	\$ 361,985	\$ 8,934,790	\$ 8,959,790	\$ 2,650,000
Debt Service	\$ -	\$ 12,794	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ 1,000,000	\$ 1,000,000	\$ -
Total Expenses	\$ 274,985	\$ 408,605	\$ 9,934,790	\$ 9,959,790	\$ 2,650,000

Total Budget					
Total Revenues	\$ 16,314,236	\$ 25,909,611	\$ 29,262,988	\$ 20,064,537	\$ 27,894,715
Total Expenses	\$ 78,485,689	\$ 81,537,692	\$ 98,080,286	\$ 95,440,417	\$ 95,131,228

Authorized Full Time Equivalents
(FTE)

696.00

696.00

696.00

707.00

744.00

Analysis

Revenues:

The revenues shown above are those that are earned by services delivered by this General Fund department. General revenues such as property taxes, franchise fees, and half-cent sales tax provide the remaining funding. Charges for Services & Fines increase in FY2018 primarily due to increased EMS collections and the new EMS contract with MacDill Air Force Base.

Expenses:

Personnel Services increase from Current FY2017 is primarily due to an increase in personnel and healthcare costs, and the addition of 48 FTEs. Non-Personnel expense increase from Current FY2017 is primarily due to additional operating costs to maintain lifesaving equipment. Operating Capital increase from Current FY2017 is for purchase of training and rescue equipment and the equipping of Fire Station 23.

Department Name: Fleet Maintenance

DEPARTMENT WEBSITE: <https://www.tampagov.net/logistics-and-asset-management>

VISION AND MISSION:

The vision of the Fleet Maintenance Division is to be recognized as the premier provider of efficient, cost effective, customer driven, municipal fleet management services. The mission is to provide the City of Tampa's operating departments with safe and mission appropriate vehicles and equipment in support of their duties.

GOALS AND OBJECTIVES:

- Ensure fuel is available to City vehicles at all times;
- On time completion of preventive maintenance;
- Maintain average Vehicle Availability Rate of 90%;
- Increase ranking as one of the “100 Best fleets in North America” and “The 50 Leading Fleets” award; and
- Maintain facility ASE Blue Seal of Excellence Certification.

CURRENT OPERATIONS AND INITIATIVES:

The division affords City operating department’s two dedicated repair and maintenance facilities where City vehicles and equipment are always first priority. Maintenance activities are provided primarily at the City's central garage complex and the fire equipment maintenance facility. Some repair and preventive maintenance services are performed off-site for customer convenience and economy.

- Updating the City’s antiquated fuel system;
- Manage the logistics of vehicle replacement, new vehicle acquisition, and vehicle utilization; and
- Increase the use of alternative fuels and reduce reliance on fossil fuels. Fleet is partnering with the Department of Solid Waste and Environmental Programs, as well as other local government agencies, to continue transitioning the City's vehicles to operate on compressed natural gas.

CITY STRATEGIC PRIORITY:

- Changing Tampa's Economic DNA
- Keeping our Streets Safe
- Strengthen our Neighborhoods
- Effective & Efficient Government

Performance Measures	Actual FY2016	Projected FY2017	Estimated FY2018
Gallons of Fuel Purchased	1,326,091	1,115,493	1,115,493
% of Time Fuel is Available	100%	100%	100%
% Preventive Maintenance Current	90%	90%	93%
% Vehicle Availability	87%	90%	90%

Fleet Maintenance

Operating Budget					
	Actual FY 2015	Actual FY 2016	Current FY 2017	Projected FY 2017	Adopted FY 2018
Taxes	\$ -	\$ -	\$ -	\$ -	\$ -
Licenses & Permits	\$ -	\$ -	\$ -	\$ -	\$ -
Intergovernmental	\$ 144,375	\$ 140,069	\$ 160,000	\$ 156,800	\$ 160,000
Charges for Services & Fines	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ 15,351,867	\$ 14,971,535	\$ 17,227,084	\$ 15,636,554	\$ 15,760,374
Total Revenues	\$ 15,496,242	\$ 15,111,604	\$ 17,387,084	\$ 15,793,354	\$ 15,920,374
Personnel Services	\$ 4,749,988	\$ 4,521,758	\$ 5,072,752	\$ 4,853,488	\$ 5,081,540
Non-Personnel	\$ 11,200,327	\$ 10,437,105	\$ 9,846,441	\$ 9,607,731	\$ 10,547,486
Operating Capital	\$ 131,234	\$ 389,519	\$ 68,582	\$ 68,581	\$ 14,850
Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ 570,000	\$ 225,400	\$ 942,399	\$ -	\$ 276,498
Total Expenses	\$ 16,651,549	\$ 15,573,782	\$ 15,930,174	\$ 14,529,800	\$ 15,920,374

Capital Improvement Budget					
Total Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
Personnel Services	\$ -	\$ -	\$ -	\$ -	\$ -
Non-Personnel	\$ 10,714	\$ -	\$ -	\$ -	\$ -
Capital	\$ 3,017,361	\$ -	\$ -	\$ -	\$ -
Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ -	\$ -	\$ -
Total Expenses	\$ 3,028,075	\$ -	\$ -	\$ -	\$ -

Total Budget					
Total Revenues	\$ 15,496,242	\$ 15,111,604	\$ 17,387,084	\$ 15,793,354	\$ 15,920,374
Total Expenses	\$ 19,679,624	\$ 15,573,782	\$ 15,930,174	\$ 14,529,800	\$ 15,920,374

Authorized Full Time Equivalents (FTE)	61.00	60.05	61.00	61.00	61.00
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Analysis

Revenues:

Other revenues decrease from Current FY2017 due to a decrease in the use of fund balance.

Expenses:

Non-Personnel expenses increase from Current FY2017 is due to the increase in cost allocation.

Department Name: Golf Courses

DEPARTMENT WEBSITE: <https://www.tampasportsauthority.com/tsagolfcourses>

VISION AND MISSION:

The City owns three municipal golf courses: Babe Zaharias, Rogers Park and Rocky Point. These courses are managed for the City by the Tampa Sports Authority, an independent special district, created by the Florida Legislature in 1965.

GOALS AND OBJECTIVES:

The Tampa Sports Authority, (TSA) has a vision to provide economic development and enhance the quality of life through sports and recreation. Since the mid-1970's, TSA has managed the City's golf courses with the express mission of enhancing the quality of life in our communities by providing an excellent golfing experience and social venues for all ages at an exceptional value, while embracing the integrity of the game. Based on occasional surveys of rates from several local public courses, TSA continues to offer some of the lowest green fee rates in the region. TSA will focus on the following goals and objectives:

- Hold marquee and other special events;
- Hold tournaments and summer leagues;
- Maintain or improve the quality of courses and equipment;
- Maintain or expand marketing initiatives;
- Expand the event business; and
- Capitalize on the recent renovations at Rocky Point.

CITY STRATEGIC PRIORITY:

- Changing Tampa's Economic DNA
- Strengthen our Neighborhoods

- Keeping our Streets Safe
- Effective & Efficient Government

Performance Measures	Actual FY2016	Projected FY2017	Estimated FY2018
Rounds Played	90,281	97,110	96,000
Special Events Hosted	49	36	40

Golf Courses

Operating Budget						
	Actual FY 2015	Actual FY 2016	Current FY 2017	Projected FY 2017	Adopted FY 2018	
Taxes	\$ -	\$ -	\$ -	\$ -	\$ -	-
Licenses & Permits	\$ -	\$ -	\$ -	\$ -	\$ -	-
Intergovernmental	\$ -	\$ -	\$ -	\$ -	\$ -	-
Charges for Services & Fines	\$ 2,895,371	\$ 2,759,637	\$ 2,658,055	\$ 2,658,055	\$ 2,554,012	
Other	\$ 995,660	\$ 927,069	\$ 1,087,812	\$ 1,087,812	\$ 1,338,516	
Total Revenues	\$ 3,891,031	\$ 3,686,706	\$ 3,745,867	\$ 3,745,867	\$ 3,892,528	
Personnel Services	\$ 1,126,194	\$ -	\$ -	\$ 628,039	\$ 685,092	
Non-Personnel	\$ 3,200,219	\$ 4,928,911	\$ 3,745,867	\$ 3,067,828	\$ 3,157,436	
Operating Capital	\$ 46,755	\$ -	\$ -	\$ 50,000	\$ 50,000	
Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -	
Other	\$ -	\$ -	\$ -	\$ -	\$ -	
Total Expenses	\$ 4,373,168	\$ 4,928,911	\$ 3,745,867	\$ 3,745,867	\$ 3,892,528	

Capital Improvement Budget						
Total Revenues	\$ 600,934	\$ 603,161	\$ 482,000	\$ 482,000	\$ 288,365	
Personnel Services	\$ -	\$ -	\$ -	\$ -	\$ -	
Non-Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	
Capital	\$ -	\$ 544,664	\$ 482,000	\$ 482,000	\$ 288,365	
Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -	
Other	\$ 463,743	\$ -	\$ -	\$ -	\$ -	
Total Expenses	\$ 463,743	\$ 544,664	\$ 482,000	\$ 482,000	\$ 288,365	

Total Budget						
Total Revenues	\$ 4,491,965	\$ 4,289,867	\$ 4,227,867	\$ 4,227,867	\$ 4,180,893	
Total Expenses	\$ 4,836,911	\$ 5,473,575	\$ 4,227,867	\$ 4,227,867	\$ 4,180,893	

Authorized Full Time Equivalents
(FTE)

No positions assigned to this department.

Analysis

Revenues:

The City contracts with the Tampa Sports Authority (TSA) for the management and operations of the City's three golf courses. The TSA reports all financial information related to the golf courses in the TSA annual audited financial report.

Expenses:

Annual capital improvement appropriations are applied over multiple fiscal years. As a result, prior year appropriations are used in subsequent fiscal years.

Department Name: Human Resources

DEPARTMENT WEBSITE: <https://www.tampagov.net/human-resources>

VISION AND MISSION:

The vision of Human Resources is to partner with employees and departments to ensure the department relationship supports the administration's goals and objectives. Human Resources' mission is to develop, communicate, and administer policies and procedures that ensure the City's workforce is comprised of the highest quality employees.

GOALS AND OBJECTIVES:

- Provide a recruitment experience that produces the highest caliber of employee within optimal time-frames;
- Provide appropriate compensation and benefits plans for employees;
- Ensure employees are properly trained to do their jobs, leveraging a Citywide Training Council;
- Provide pro-active communication and guidance to employees and managers that ensure consistency and fairness in the execution of human resources policies and procedures;
- Maintain positive relationships with the collective bargaining units that represent our City employees; and
- Recognize employees for their contributions.

CURRENT OPERATIONS AND INITIATIVES:

- Continue to build on improvements to the recruitment process, including both internal efficiency and communication with applicants;
- Provide organizational design expertise to City departments that ensure efficient operations;
- Implement Citywide training initiatives that support core values, and equip employees to excel in their roles;
- Negotiate agreements with the International Association of Firefighters, the Amalgamated Transit Union, and the Police Benevolent Association;
- Continue to improve our human resources data analytics capabilities using the new Oracle Enterprise Resource Planning (ERP) solution; and
- Maintain the employee "Know Your Role" system in support of the City's Emergency Preparedness Program.

CITY STRATEGIC PRIORITY:

- Changing Tampa's Economic DNA
 Strengthen our Neighborhoods

- Keeping our Streets Safe
 Effective & Efficient Government

Performance Measures	Actual FY2016	Projected FY2017	Estimated FY2018
Position Transactions	1,043	950	900
Applications Received	30,266	32,643	32,000
Jobs Posted	212	231	200
External Hires	387	337	300

Department Name: Human Resources-Risk and Insurance

DEPARTMENT WEBSITE: <https://www.tampagov.net/human-resources/risk-management>

VISION AND MISSION:

Risk and Insurance is committed to providing comprehensive risk management, insurance, and employee wellness and benefit programs to all the City of Tampa departments, employees, and retirees.

GOALS AND OBJECTIVES:

- Provide a safe workplace that meets all state and federal guidelines, using training, consultation and inspections, accident investigations, and health screenings to identify, evaluate and control workplace hazards;
- Manage the City’s liability and property and casualty exposure in a cost-effective manner with policies that identify, eliminate, transfer, and as a last resort, insure risk to which the City is exposed;
- Control healthcare costs by working closely with plan participants, City Wellness Centers, and healthcare providers to find the best programs for the City, while encouraging best practices through employee wellness programs; and
- Provide balanced workers' compensation coverage, including medical case management and a light duty program, so that affected employees experience as little disruption as possible, and are able to return to work as soon as medically eligible.

CURRENT OPERATIONS AND INITIATIVES:

- Build upon the successful reduction in injury costs through implementation of safety programs, supporting departmental safety committees, a Citywide Risk Council, and by embedding safety into training;
- Produce and distribute quarterly liability, property, and workers' compensation claims reporting by department and type of employee injury;
- Control costs by using negotiated care arrangements, case management, negotiated provider discounts, and light duty status to encourage injured workers' timely return to work;
- Support continued employee wellness screening programs, lunch-and-learn seminars, and targeted programs including smoking cessation, diabetes prevention/management, and weight loss support; and
- Continue to implement proactive healthcare strategies and make selective plan changes to minimize premium cost increases, including optimizing the City Wellness Centers' service offerings.

CITY STRATEGIC PRIORITY:

- Changing Tampa's Economic DNA
- Keeping our Streets Safe
- Strengthen our Neighborhoods
- Effective & Efficient Government

Performance Measures	Actual FY2016	Projected FY2017	Estimated FY2018
Total Health Insurance Claims	124,536	123,952	123,696
Number of Wellness Center Visits	17,629	19,414	19,286
Number of Wellness Class Participants	2,073	2,014	2,237
Flexible Spending Account Participants	867	970	1,075
Total Reported General Liabilities Claims	797	861	998
Workers' Compensation Claims Reported	806	849	861

Human Resources

Operating Budget						
	Actual FY 2015	Actual FY 2016	Current FY 2017	Projected FY 2017	Adopted FY 2018	
Taxes	\$ -	\$ -	\$ -	\$ -	\$ -	-
Licenses & Permits	\$ -	\$ -	\$ -	\$ -	\$ -	-
Intergovernmental	\$ -	\$ -	\$ -	\$ -	\$ -	-
Charges for Services & Fines	\$ 50,520	\$ 43,685	\$ 43,685	\$ 43,685	\$ 43,685	43,685
Other	\$ 74,379,422	\$ 81,534,638	\$ 87,165,638	\$ 77,280,212	\$ 86,658,932	86,658,932
Total Revenues	\$ 74,429,942	\$ 81,578,323	\$ 87,209,323	\$ 77,323,897	\$ 86,702,617	
Personnel Services	\$ 4,314,722	\$ 4,287,598	\$ 4,803,473	\$ 4,582,309	\$ 5,013,911	5,013,911
Non-Personnel	\$ 68,982,445	\$ 71,821,457	\$ 83,705,179	\$ 78,950,899	\$ 83,422,581	83,422,581
Operating Capital	\$ 5,216	\$ -	\$ 20,100	\$ 8,788	\$ 203,414	203,414
Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -	-
Other	\$ 1,843,634	\$ 1,911,616	\$ 2,228,803	\$ 2,228,803	\$ 1,770,305	1,770,305
Total Expenses	\$ 75,146,017	\$ 78,020,671	\$ 90,757,555	\$ 85,770,799	\$ 90,410,211	

Capital Improvement Budget						
Total Revenues	\$ -	\$ -	\$ -	\$ -	\$ -	-
Personnel Services	\$ -	\$ -	\$ -	\$ -	\$ -	-
Non-Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	-
Capital	\$ -	\$ -	\$ -	\$ -	\$ -	-
Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -	-
Other	\$ -	\$ -	\$ -	\$ -	\$ -	-
Total Expenses	\$ -	-				

Total Budget						
Total Revenues	\$ 74,429,942	\$ 81,578,323	\$ 87,209,323	\$ 77,323,897	\$ 86,702,617	
Total Expenses	\$ 75,146,017	\$ 78,020,671	\$ 90,757,555	\$ 85,770,799	\$ 90,410,211	

Authorized Full Time Equivalents (FTE)	58.24	58.25	58.25	58.60	57.60
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Analysis

Revenues:

This department is funded from the General Fund and the Self Insurance Fund. The revenues shown above are those that are earned by services delivered by this department. Self Insurance Fund revenues are generated through user billings to other City departments, employees, and retirees. General revenues such as property taxes, franchise fees, and half-cent sales tax provide the remaining funding.

Expenses:

Personnel Services increase from Current FY2017 is primarily due to an increase in personnel, pension, and healthcare costs, and offset by the reduction of one FTE. Operating Capital increase from Current FY2017 is due to implementation of claims management and learning management systems.

TAMPA
TOGETHER

Department Name: Intergovernmental Relations

DEPARTMENT WEBSITE: <https://www.tampagov.net/intergovernmental-relations>

VISION AND MISSION:

The Office of Intergovernmental Relations strives to provide excellent service and support in achieving the City of Tampa's legislative and funding goals at the state and federal level.

GOALS AND OBJECTIVES:

- Develop a feasible state and federal agenda in consultation with City staff and contract lobbyists that is consistent with the City's strategic plan and in accordance with the Mayor's direction;
- Communicate with the Mayor and department staff on an ongoing basis concerning the City's priorities to be achieved through state and/or federal action;
- Work with contract lobbyists to develop and implement suitable strategies and action plans that will result in successful passage of the City's state and federal legislative and funding agenda;
- Promote and maintain positive working relationships with members and staff of the Hillsborough County Legislative and Congressional Delegations, Florida Legislature, and other public entities; and
- Provide prompt, professional, and accurate follow-up on items referred to the Intergovernmental Relations Office.

CURRENT OPERATIONS AND INITIATIVES:

The Office of Intergovernmental Relations addresses state and federal legislative actions that impact the City. We also work with City departments in identifying funding opportunities that support their mission. The office consistently strives to achieve the above goals and further the Mayor's vision for our community.

Intergovernmental Relations

Operating Budget						
	Actual FY 2015	Actual FY 2016	Current FY 2017	Projected FY 2017	Adopted FY 2018	
Taxes	\$ -	\$ -	\$ -	\$ -	\$ -	-
Licenses & Permits	\$ -	\$ -	\$ -	\$ -	\$ -	-
Intergovernmental	\$ -	\$ -	\$ -	\$ -	\$ -	-
Charges for Services & Fines	\$ -	\$ -	\$ -	\$ -	\$ -	-
Other	\$ -	\$ -	\$ -	\$ -	\$ -	-
Total Revenues	\$ -	\$ -	\$ -	\$ -	\$ -	-
Personnel Services	\$ 106,537	\$ 108,201	\$ 119,383	\$ 107,218	\$ 123,415	-
Non-Personnel	\$ 252,806	\$ 248,768	\$ 253,099	\$ 253,099	\$ 253,128	-
Operating Capital	\$ -	\$ -	\$ -	\$ -	\$ -	-
Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -	-
Other	\$ -	\$ -	\$ -	\$ -	\$ -	-
Total Expenses	\$ 359,343	\$ 356,969	\$ 372,482	\$ 360,317	\$ 376,543	-

Capital Improvement Budget						
Total Revenues	\$ -	-				
Personnel Services	\$ -	\$ -	\$ -	\$ -	\$ -	-
Non-Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	-
Capital	\$ -	\$ -	\$ -	\$ -	\$ -	-
Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -	-
Other	\$ -	\$ -	\$ -	\$ -	\$ -	-
Total Expenses	\$ -	-				

Total Budget						
Total Revenues	\$ -	-				
Total Expenses	\$ 359,343	\$ 356,969	\$ 372,482	\$ 360,317	\$ 376,543	-

Authorized Full Time Equivalents (FTE)	1.00	1.00	1.00	1.00	1.00
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Analysis

Revenues:
The revenues shown above are those that are earned by services delivered by this General Fund department. General revenues such as property taxes, franchise fees, and half-cent sales tax provide the remaining funding.

Expenses:
Personnel Services increase from Current FY2017 is primarily due to an increase in personnel, pension, and healthcare costs.

Department Name: Internal Audit

DEPARTMENT WEBSITE: <https://www.tampagov.net/internal-audit>

VISION AND MISSION:

The Internal Audit Department’s vision is to be highly respected by its peers for high-quality assessments of City operations. The department’s mission is to provide an independent assessment function within the City, and to assist members of the management team in the effective discharge of their duties.

GOALS AND OBJECTIVES:

The department is committed to the highest professional standards for conducting audits in government as promulgated by the Comptroller General of the United States, and published in Generally Accepted Government Auditing Standards (GAGAS). The department will continue to provide assurances that City government operates effectively, efficiently, provides outstanding customer service, and implements “best practices” in carrying out its operations and activities. The department will focus on the following goals and objectives:

- Perform all audits in compliance with GAGAS;
- Develop the annual audit agenda and individual audit objectives using risk-based analysis;
- Complete at least 90% of audits on the annual audit agenda;
- Perform audits within the assigned time frames;
- Perform a post audit review six to twelve months after the completion of each audit;
- Provide auditors sufficient training to satisfy GAGAS continuing education requirements;
- Charge an average of 1,400 hours per auditor to the performance of audit; and
- Exceed government auditing benchmarks, charging 80% of available time to audits.

CURRENT OPERATIONS AND INITIATIVES:

The department has been successful in implementing its audit agenda and responding to special requests from the Mayor and City departments. Using a risk-based approach, audit objectives have been developed to identify ways to improve effectiveness, efficiency, and customer service. The department continues to manage an anonymous internal hotline for City employees to report situations where fraud, waste, or abuse may have occurred. The department also continues to strive to identify methods to work effectively with management and ensure the timely and effective capture of management views on recommendations. The department has also reviewed and updated its policy and procedures manual and implemented a formal annual review/update process. For FY2018 and beyond, the department will continue to refine and update the City’s audit universe in order to effectively deploy available audit resources to best benefit the City.

CITY STRATEGIC PRIORITY:

- Changing Tampa's Economic DNA
- Keeping our Streets Safe
- Strengthen our Neighborhoods
- Effective & Efficient Government

Performance Measures	Actual FY2016	Projected FY2017	Estimated FY2018
Audits Completed	19	19	19
Special Audit Requests	0	0	0
Post Audit Reviews	10	15	15
Fraud Hotline Reports	1	3	3
Average Chargeable Time per Auditor	1342	1400	1400
Direct Time to Available Time per Auditor (%)	83%	80%	80%
Planned Audits In-Progress	8	5	5

Internal Audit

Operating Budget						
	Actual FY 2015	Actual FY 2016	Current FY 2017	Projected FY 2017	Adopted FY 2018	
Taxes	\$ -	\$ -	\$ -	\$ -	\$ -	-
Licenses & Permits	\$ -	\$ -	\$ -	\$ -	\$ -	-
Intergovernmental	\$ -	\$ -	\$ -	\$ -	\$ -	-
Charges for Services & Fines	\$ -	\$ -	\$ -	\$ -	\$ -	-
Other	\$ -	\$ -	\$ -	\$ -	\$ -	-
Total Revenues	\$ -	\$ -	\$ -	\$ -	\$ -	-
Personnel Services	\$ 632,642	\$ 615,860	\$ 702,654	\$ 643,321	\$ 718,100	-
Non-Personnel	\$ 36,247	\$ 24,350	\$ 33,648	\$ 33,000	\$ 34,967	-
Operating Capital	\$ 53,401	\$ 2,357	\$ 3,000	\$ 3,000	\$ 1,200	-
Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -	-
Other	\$ -	\$ -	\$ -	\$ -	\$ -	-
Total Expenses	\$ 722,290	\$ 642,567	\$ 739,302	\$ 679,321	\$ 754,267	-

Capital Improvement Budget						
Total Revenues	\$ -	-				
Personnel Services	\$ -	\$ -	\$ -	\$ -	\$ -	-
Non-Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	-
Capital	\$ -	\$ -	\$ -	\$ -	\$ -	-
Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -	-
Other	\$ -	\$ -	\$ -	\$ -	\$ -	-
Total Expenses	\$ -	-				

Total Budget						
Total Revenues	\$ -	-				
Total Expenses	\$ 722,290	\$ 642,567	\$ 739,302	\$ 679,321	\$ 754,267	-

Authorized Full Time Equivalents (FTE)	6.00	6.00	6.00	6.00	6.00
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Analysis

Revenues:	The revenues shown above are those that are earned by services delivered by this General Fund department. General revenues such as property taxes, franchise fees, and half-cent sales tax provide the remaining funding.
Expenses:	Personnel Services increase from Current FY2017 is primarily due to an increase in personnel, pension, and healthcare costs.

Department Name: Mayor

DEPARTMENT WEBSITE: <https://www.tampagov.net/mayor>

VISION AND MISSION:

Tampa will be recognized as a diverse progressive City and celebrated as the most desirable place to live, learn, work, and play. The City of Tampa's mission is to deliver outstanding services to enhance the quality of life within our community.

GOALS AND OBJECTIVES:

Under the Mayor's leadership, the City is focused on the following strategic areas and initiatives:

- **Economic Development:** Focus on moving Tampa forward and ensuring the City is open for business; aggressive efforts to grow existing businesses, recruit and nurture new businesses, and launch a long-term strategy for economic competitiveness;
- **Neighborhoods:** Focus on strengthening and engaging neighborhoods, while assuring quality of life crimes are prosecuted; curb the rising tide of summer violence through Parks and Recreation's Stay and Play program that provides a safe place for teenagers at night; ensure that neighborhoods receive timely and effective code enforcement and nuisance abatement; and provide neighborhood leaders with training and support needed to continue to make Tampa great; and
- **Safe Streets:** A commitment to Tampa Police to ensure the department remains focused on the future and continues to be aggressive about incorporating new crime fighting tactics in its arsenal, improving the quality of life for all of Tampa's citizens;

CURRENT OPERATIONS AND INITIATIVES:

The Mayor's Office provides services required of the executive branch of City government including administrative functions and representing the City at ceremonial and community events. The Mayor provides direction to department heads, administers ordinances and resolutions of City Council, meets with the public and provides information on matters of community concern. The Mayor is committed to focusing on the basics and directly tying tax dollars to the City's strategic goals in order to positively impact neighborhoods and improve the quality of life throughout the City. Among others, the Mayor serves on the following governing authorities:

- Hillsborough County Aviation Authority;
- Tampa Port Authority; and
- Tampa Hillsborough Expressway Authority.

Mayor

Operating Budget						
	Actual FY 2015	Actual FY 2016	Current FY 2017	Projected FY 2017	Adopted FY 2018	
Taxes	\$ -	\$ -	\$ -	\$ -	\$ -	-
Licenses & Permits	\$ -	\$ -	\$ -	\$ -	\$ -	-
Intergovernmental	\$ -	\$ -	\$ -	\$ -	\$ -	-
Charges for Services & Fines	\$ -	\$ -	\$ -	\$ -	\$ -	-
Other	\$ -	\$ -	\$ -	\$ -	\$ -	-
Total Revenues	\$ -	\$ -	\$ -	\$ -	\$ -	-
Personnel Services	\$ 505,226	\$ 532,966	\$ 561,609	\$ 551,547	\$ 585,011	-
Non-Personnel	\$ 36,827	\$ 28,811	\$ 50,080	\$ 47,607	\$ 41,860	-
Operating Capital	\$ -	\$ -	\$ -	\$ -	\$ -	-
Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -	-
Other	\$ -	\$ -	\$ -	\$ -	\$ -	-
Total Expenses	\$ 542,053	\$ 561,777	\$ 611,689	\$ 599,154	\$ 626,871	-

Capital Improvement Budget						
Total Revenues	\$ -	-				
Personnel Services	\$ -	\$ -	\$ -	\$ -	\$ -	-
Non-Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	-
Capital	\$ -	\$ -	\$ -	\$ -	\$ -	-
Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -	-
Other	\$ -	\$ -	\$ -	\$ -	\$ -	-
Total Expenses	\$ -	-				

Total Budget						
Total Revenues	\$ -	-				
Total Expenses	\$ 542,053	\$ 561,777	\$ 611,689	\$ 599,154	\$ 626,871	-

Authorized Full Time Equivalents (FTE)	5.00	5.00	5.00	5.00	5.00
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Analysis

Revenues:

The revenues shown above are those that are earned by services delivered by this General Fund department. General revenues such as property taxes, franchise fees, and half-cent sales tax provide the remaining funding.

Expenses:

Personnel Services increase from Current FY2017 is primarily due to an increase in personnel, pension, and healthcare costs.

Department Name: Minority and Small Business Development

DEPARTMENT WEBSITE: <https://www.tampagov.net/minority-business-development>

VISION AND MISSION:

The vision of Minority and Small Business Development (MBD) is to ensure vendors who are awarded contracts promote equal opportunity and non-discrimination in all aspects of Tampa Bay community life. The mission is to promote the economic development of Small Local Business Enterprises (SLBE) and Women and Minority Business Enterprises (WMBE) by assuring equal business opportunity, diverse workforce utilization, and equity in procurement.

GOALS AND OBJECTIVES:

MBD’s goals are to maintain effectual relations with Purchasing, Contract Administration, line departments, and public/private agency partners and to facilitate early identification of contracting opportunities to yield more diverse SLBE/WMBE procurements. MBD strives to accomplish its goals through the following objectives:

- Engaging in Supplier Diversity best practices that effectively address key challenges for WMBEs/SLBEs;
- Targeted recruitment of eligible SLBE’s and WMBE’s through outreach, seminars, and workshops;
- Implementing policy initiatives to highlight the importance, benefits, and successes of the City’s programs;
- Continued integration of technology to track all SLBE/WMBE participation relative to awards and payments;
- Developing business processes and procedures for compliance with City Code of Ordinance in response to directives for Equal Business Opportunity/Economic Development programs;
- Ensuring data collection is performed and contracts are monitored to produce reliable data and credible reports for policy formulation through the Diversity Management Information system (DMI); and
- Analyzing department procurement activity/budgets for sheltered market and subcontract goal opportunities.

CURRENT OPERATIONS AND INITIATIVES:

MBD facilitates vendor compliance with City contracting policies by implementing and managing Diversity Software Applications and DMI Business Practices. DMI governs the business process for tracking, collecting, and reporting contract award activity pursuant to City code. A paradigm shift in MBD operating requirements that form the basis of SLBE/WMBE program methodology is on-going under DMI rules and disparity analysis. The MBD Citywide data management integrates software and enterprise data providing analytical tools and metrics to report expenditures of all contracts, including SLBE and WMBE, at both the prime and subcontracting participation levels. MBD is responsible for developing policies and procedures to comply with the Equal Business Opportunity Ordinance. MBD initiatives to accomplish economic development objectives for inclusion of WMBE’s/SLBE’s are achieved with input by internal/external stakeholders and the Equal Business Opportunity Advisory Committee. Pursuant to contract activity reports, narrowly-tailored WMBE/SLBE initiatives are in effect to address under-utilized business groups.

CITY STRATEGIC PRIORITY:

- Changing Tampa's Economic DNA
- Keeping our Streets Safe
- Strengthen our Neighborhoods
- Effective & Efficient Government

Performance Measures	Actual FY2016	Projected FY2017	Estimated FY2018
Number of current SLBE/WMBE Certifications	1,091	1,100	1,150
Conduct/Facilitate Workshops and Outreach Initiatives	125	130	135
Monitor Contracts and Perform Compliance Desk Audits	5,688	7,500	8,000
Produce and Publish Required DMI Statistical Reports	525	550	575
Sheltered Market/Goal-Set/GFECF/RFP Project Evaluations	342	350	375
Number of Firms Dual Certified SLBE/WMBE	335	350	375

Department Name: Neighborhood Empowerment

DEPARTMENT WEBSITE: <https://www.tampagov.net/neighborhood-empowerment>

VISION AND MISSION:

The Neighborhood Empowerment Department serves as a convenient single point for citizens to access services and focuses on strengthening neighborhoods by actively engaging citizens to build partnerships that improve the quality of life in the City of Tampa’s Neighborhoods.

GOALS AND OBJECTIVES:

- To ensure the effective enforcement of codes which address property maintenance standards along with the timely removal of litter, abatements in blighted conditions, illegal dumping, graffiti removal and the appropriate alleyway clean-up;
- Ensure that all tax classifications and tax assessments/collections comply with State Law and City Code and to actively pursue collections of unpaid prior year business taxes and fees;
- Maintain community outreach efforts through meetings, e-mails, telephone contacts, special events and direct contact with neighborhood and community stakeholders;
- Facilitate the development of new and existing associations along with maintaining various databases and interactive website (www.tampagov.net/neighborhoods); and
- Facilitate and recruit attendees for the Mayor’s Neighborhood University to support the development of learning solutions to help existing neighborhood leaders as well as to help mentor emerging and future neighborhood leaders on the operations of the City of Tampa.

CURRENT OPERATIONS AND INITIATIVES:

- Continue to monitor operations and resources of Neighborhood Enhancement to increase the overall efficiency of addressing enforcement of property related code violations and blighted conditions in the neighborhoods. Continue Operation Working in the Neighborhood (WIN) thereby enhancing neighborhood blight and beautification efforts.
- Implement the enforcement process of required registrations of rental properties within the City of Tampa working with modified software application to efficiently handle and track the issuance of Notices.
- Continue to assess and collect business taxes as authorized by Florida State Law, oversee the registration of Foreclosed Properties and issue Business Operating Permits to pain management clinics.
- Continue to organize and schedule the Mayor’s Neighborhood University (MNU) to cultivate neighborhood leadership abilities and provide an in-depth informative overview of the City of Tampa’s governmental operations. The eight MNU session is scheduled to begin in August of 2017.

CITY STRATEGIC PRIORITY:

- Changing Tampa's Economic DNA
- Keeping our Streets Safe
- Strengthen our Neighborhoods
- Effective & Efficient Government

Performance Measures	Actual FY2016	Projected FY2017	Estimated FY2018
Business Tax Revenues	\$10.3 million	\$10.3 million	\$10.4 million
Code Violations Complaint Response Time	11.5 days	11 days	8 days
Average Number of Days Code Compliance Cases are Open	27	27	25
Code Violations Voluntary Compliance Rate	76	80	80
Mayor’s Neighborhood University Graduating Classes	2	2	2

Neighborhood Empowerment

Operating Budget						
	Actual FY 2015	Actual FY 2016	Current FY 2017	Projected FY 2017	Adopted FY 2018	
Taxes	\$ (1,968)	\$ (1,166)	\$ (1,000)	\$ (4,509)	\$ (4,500)	
Licenses & Permits	\$ -	\$ -	\$ -	\$ -	\$ -	
Intergovernmental	\$ (1,677)	\$ -	\$ -	\$ -	\$ -	
Charges for Services & Fines	\$ 553,907	\$ 483,640	\$ 511,200	\$ 526,856	\$ 547,200	
Other	\$ 306,815	\$ 306,928	\$ 305,846	\$ 305,846	\$ 480,907	
Total Revenues	\$ 857,077	\$ 789,402	\$ 816,046	\$ 828,193	\$ 1,023,607	
Personnel Services	\$ 6,671,961	\$ 6,849,984	\$ 7,255,821	\$ 7,072,199	\$ 7,690,698	
Non-Personnel	\$ 1,632,119	\$ 1,610,016	\$ 1,865,526	\$ 1,735,935	\$ 1,833,168	
Operating Capital	\$ 17,511	\$ 345,276	\$ 18,500	\$ -	\$ 275,800	
Debt Service	\$ 186,859	\$ 206,551	\$ 137,762	\$ 219,744	\$ 32,883	
Other	\$ -	\$ -	\$ -	\$ -	\$ -	
Total Expenses	\$ 8,508,450	\$ 9,011,827	\$ 9,277,609	\$ 9,027,878	\$ 9,832,549	

Capital Improvement Budget						
Total Revenues	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Personnel Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Non-Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Capital	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Expenses	\$ -					

Total Budget						
Total Revenues	\$ 857,077	\$ 789,402	\$ 816,046	\$ 828,193	\$ 1,023,607	
Total Expenses	\$ 8,508,450	\$ 9,011,827	\$ 9,277,609	\$ 9,027,878	\$ 9,832,549	

Authorized Full Time Equivalents (FTE)	108.00	100.00	100.00	101.00	100.00
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Analysis

Revenues:

The revenues shown above are those that are earned by services delivered by this General Fund department. General revenues such as property taxes, franchise fees, and half-cent sales tax provide the remaining funding. Other revenues increase in FY2018 due to inter-fund transfers for vehicle purchases.

Expenses:

Personnel Services increase from Current FY2017 is primarily due to an increase in personnel, pension, and healthcare costs. Operating Capital increase from Current FY2017 is due to planned vehicle purchases.

Non-Departmental

NO POSITIONS ARE BUDGETED IN THIS DEPARTMENT

The non-departmental budget contains funds for a variety of programs that are not related to traditional department functions. This includes funds budgeted for outside agencies that provide service to the community for special operations or services provided by City departments. The FY2018 general fund programs included in this department are:

NON-DEPARTMENTAL DETAIL

GENERAL FUND

Tax Increment Financing Transfers	17,925,314	League of Cities	51,000
Intersection Safety Program	2,308,000	Museum of Science and Industry	46,080
Non-Department Fees and Assessments	1,850,490	Ybor City Museum	46,080
Tampa Sports Authority	1,792,679	Tampa Bay WaVE	45,000
Marriott Hotel Lease	1,535,000	Tampa-Hillsborough Protocol Office	36,000
Banking Services	690,000	Citywide Bus Passes	30,000
Property Insurance	681,469	Boys and Girls Club	25,344
Tampa Museum of Art	656,100	Glazer Children's Museum	23,328
David A. Straz, Jr. Center for the Performing Arts	532,075	Mendez Drug Prevention Program	22,499
Florida Aquarium	437,400	Actuary Services	20,000
Lowry Park Zoo	291,600	U.S. Conference of Mayors Membership	20,000
Hillsborough Area Transit Authority	200,000	Humane Society	11,520
Florida Orchestra	178,200	Ybor Chamber of Commerce	11,520
Homeless Coalition	150,000	Tampa Black Heritage Festival	9,216
Audit Services	122,500	NAACP Empowerment Center	7,200
Tampa Theatre	90,610	Tampa Museum of Photographic Arts	6,912
CDC of Tampa, Inc.-100 Youth Leadership Program	85,248	Sister Cities	5,120
Hillsborough County Small Business	84,150	Master Chorale	4,608
Tampa Bay History Center	64,800	Spanish Lyric Theater	4,608
Plant Museum	62,302	Tampa Bay Regional Planning Council	2,000
Film Commission	58,500		

TOTAL NON-DEPARTMENT BUDGET **\$ 30,224,472**

Non-Departmental

Operating Budget					
	Actual FY 2015	Actual FY 2016	Current FY 2017	Projected FY 2017	Adopted FY 2018
Taxes	\$ 201,094,874	\$ 213,366,976	\$ 220,327,571	\$ 223,407,175	\$ 250,547,596
Licenses & Permits	\$ 33,407,051	\$ 34,150,610	\$ 35,318,000	\$ 32,483,317	\$ 37,723,828
Intergovernmental	\$ 69,775,277	\$ 73,010,265	\$ 75,785,594	\$ 75,160,594	\$ 76,396,446
Charges for Services & Fines	\$ 4,104,348	\$ 5,231,933	\$ 4,376,000	\$ 5,395,000	\$ 5,305,000
Other	\$ 45,009,359	\$ 39,311,221	\$ 52,785,776	\$ 41,805,363	\$ 29,288,699
Total Revenues	\$ 353,390,909	\$ 365,071,005	\$ 388,592,941	\$ 378,251,449	\$ 399,261,569
Personnel Services	\$ -	\$ -	\$ 618,414	\$ 129	\$ 1,508,285
Non-Personnel	\$ (6,448,183)	\$ (8,096,831)	\$ (15,553,001)	\$ (15,460,694)	\$ (13,608,592)
Operating Capital	\$ 6,675	\$ -	\$ 151,237	\$ 152,377	\$ 50,000
Debt Service	\$ 4,384	\$ 2,239	\$ 5,000	\$ 5,000	\$ 5,000
Other	\$ 74,447,802	\$ 82,249,796	\$ 86,089,736	\$ 78,688,548	\$ 83,545,745
Total Expenses	\$ 68,010,678	\$ 74,155,204	\$ 71,311,386	\$ 63,385,360	\$ 71,500,438

Capital Improvement Budget					
Total Revenues	\$ 44,985,649	\$ 40,845,558	\$ 20,385,003	\$ 21,021,865	\$ 11,347,041
Personnel Services	\$ -	\$ -	\$ -	\$ -	\$ -
Non-Personnel	\$ 6,999,336	\$ 80,021	\$ 1,192,132	\$ 1,192,572	\$ 81,517
Capital	\$ 243,088	\$ 299,343	\$ 1,483,337	\$ 2,203,630	\$ 215,000
Debt Service	\$ -	\$ 16,995,802	\$ -	\$ -	\$ -
Other	\$ 13,678,046	\$ 10,498,726	\$ 18,172,866	\$ 11,332,693	\$ 11,050,524
Total Expenses	\$ 20,920,470	\$ 27,873,892	\$ 20,848,335	\$ 14,728,895	\$ 11,347,041

Total Budget					
Total Revenues	\$ 398,376,558	\$ 405,916,563	\$ 408,977,944	\$ 399,273,314	\$ 410,608,610
Total Expenses	\$ 88,931,148	\$ 102,029,096	\$ 92,159,721	\$ 78,114,255	\$ 82,847,479

Authorized Full Time Equivalents (FTE)

No positions assigned to this department.

Analysis

Revenues:

Tax revenue increase is primarily due to property taxable value growing by 9.3% and to the adopted increase in the millage rate of 0.475 mills, which represents a \$28.1 million increase in property tax revenue compared to Current FY2017. Licenses & Permits revenue increase is primarily due to the reclassification of the Special Services Districts' Non-Ad Valorem Assessments, including the addition of the Downtown/Historic Ybor Tourism Marketing District Non-Ad Valorem Assessment.

Expenses:

Non-Personnel expense is negative due to cost allocation treated as a contra-expense in the General Fund. Other expense is comprised of capital reserves and a transfer from the Community Investment Tax Fund to pay for related debt service.

Department Name: Parking

DEPARTMENT WEBSITE: <https://www.tampagov.net/parking>

VISION AND MISSION:

Parking's vision is to offer quality service to its customers and continually strive to satisfy the parking-related needs and expectations of the public. The mission is to provide the highest level of customer service by following the most current parking industry practices in the most efficient manner.

GOALS AND OBJECTIVES:

- Continued pursuit of achieving 100% revenue capture through extended operating hours, and 100% revenue reconciliation through the implementation of modernized reporting systems;
- Continued pursuit of the best available, industry-specific technology to help control operating and payroll costs while focusing on increased revenue opportunities;
- Implement best practices per parking industry standard;
- Implement an advanced capital improvement and security program;
- Continue to brand the Parking Division visually through improved signs and graphics;
- Continue to expand Parking Division domain to increase inventory to citizens as well as revenue opportunities;
- Capitalize on non-traditional revenue improvement and expense reduction opportunities; and
- Standardize the parking rates among all on- and off-street parking locations.

CURRENT OPERATIONS AND INITIATIVES:

- Implement current best practices with the parking industry;
- Continue to re-brand Parking Division assets and streetscape; and
- Upgrade all on-street parking meters.

CITY STRATEGIC PRIORITY:

- Changing Tampa's Economic DNA
- Keeping our Streets Safe
- Strengthen our Neighborhoods
- Effective & Efficient Government

Performance Measures	Actual FY2016	Projected FY2017	Estimated FY2018
Consumer Online Parking Transactions	65,040	66,100	66,300
On Street Pay Station Revenue	\$1.87 million	\$1.87 million	\$1.88 million
Off Street Visitor Revenue	\$5.6 million	\$5.6 million	\$5.7 million
Off Street Permit Revenue	\$5.2 million	\$5.2 million	\$5.3 million

Parking

Operating Budget					
	Actual FY 2015	Actual FY 2016	Current FY 2017	Projected FY 2017	Adopted FY 2018
Taxes	\$ -	\$ -	\$ -	\$ -	\$ -
Licenses & Permits	\$ -	\$ -	\$ -	\$ -	\$ -
Intergovernmental	\$ -	\$ -	\$ -	\$ -	\$ -
Charges for Services & Fines	\$ 15,789,509	\$ 17,254,687	\$ 16,711,008	\$ 17,103,527	\$ 16,710,000
Other	\$ 422,197	\$ 544,809	\$ 1,475,256	\$ 553,642	\$ 3,962,356
Total Revenues	\$ 16,211,706	\$ 17,799,496	\$ 18,186,264	\$ 17,657,169	\$ 20,672,356
Personnel Services	\$ 4,063,551	\$ 3,884,815	\$ 4,414,492	\$ 4,355,481	\$ 4,944,954
Non-Personnel	\$ 8,283,508	\$ 8,811,314	\$ 9,184,100	\$ 8,596,882	\$ 8,981,472
Operating Capital	\$ 145,310	\$ -	\$ 16,500	\$ 16,446	\$ 55,000
Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ 3,461,412	\$ 4,674,896	\$ 4,571,172	\$ 4,472,672	\$ 6,690,930
Total Expenses	\$ 15,953,781	\$ 17,371,025	\$ 18,186,264	\$ 17,441,481	\$ 20,672,356

Capital Improvement Budget					
Total Revenues	\$ 700,644	\$ 1,150,827	\$ 1,055,000	\$ 1,055,881	\$ 1,350,000
Personnel Services	\$ 4,849	\$ -	\$ -	\$ -	\$ -
Non-Personnel	\$ -	\$ 25,407	\$ -	\$ -	\$ -
Capital	\$ 69,068	\$ 1,554,679	\$ 1,907,789	\$ 1,907,788	\$ 1,350,000
Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ 59	\$ -	\$ -
Total Expenses	\$ 73,917	\$ 1,580,086	\$ 1,907,848	\$ 1,907,788	\$ 1,350,000

Total Budget					
Total Revenues	\$ 16,912,350	\$ 18,950,323	\$ 19,241,264	\$ 18,713,050	\$ 22,022,356
Total Expenses	\$ 16,027,698	\$ 18,951,111	\$ 20,094,112	\$ 19,349,269	\$ 22,022,356

Authorized Full Time Equivalents (FTE)	88.25	82.25	83.00	80.75	80.75
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Analysis

Revenues:
Other revenues increase from Current FY2017 due to anticipated proceeds from the sale of the Jackson Street Lot.

Expenses:
Personnel Services increase from Current FY2017 is primarily due to an increase in personnel, pension, and healthcare costs, and offset by the reduction of 2.25 FTEs. Non-Personnel increase from Current FY2017 is due to increased contractual services costs. Operating Capital increase from Current FY2017 is due to vehicle replacement funding. Other expenses increase from Current FY2017 is due to an increase in transfers to the capital construction and debt service funds. Funds transferred to capital construction will provide for citywide garage and lot improvements and replacement of the on-street parking meters. Annual capital improvement appropriations are applied over multiple fiscal years. As a result, prior year appropriations are used in subsequent fiscal years.

Department Name: Parks and Recreation

DEPARTMENT WEBSITE: <https://www.tampagov.net/parks-and-recreation>

VISION AND MISSION:

Tampa Parks and Recreation Department’s vision is to provide a quality park system that meets the community’s needs for recreation and learning opportunities to benefit health and well-being. The department’s mission is to develop and preserve the City’s parks, land, and recreation facilities and to provide quality parks and recreation opportunities for all residents and visitors.

GOALS AND OBJECTIVES:

- Provide quality recreational opportunities that will focus on encouraging health and wellness, promoting respect and appreciation of the environment, and supporting the arts and culture;
- Plan for the future open space needs of the City by increasing restoration of the urban forest and open space with a focus on preservation through community partnerships and seek ways to revitalize City parks;
- Manage the City’s land and facilities in a manner that contributes to public pride and a high quality of life in Tampa. Focus on preventive maintenance, ensuring public safety at parks and facilities, expanding green management, developing a strategic asset management plan, and preparing for emergencies;
- Collect and analyze information that supports the efficient management of land, facilities, staff, services, and partnerships to deliver quality programs and services.

CURRENT OPERATIONS AND INITIATIVES:

The Tampa Parks and Recreation Department continues to invest in improving and enhancing Tampa's park system for the betterment and enjoyment of its citizens, contributing to the physical and mental health of our residents, and the environmental quality of Tampa. The department provides various recreational activities and affordable programming opportunities to residents with additional funding and services available through collaborations and partnerships with numerous local and national organizations and non-profit agencies.

In 2018, the department will have several projects and programs highlighting the commitment to improving the quality of life in Tampa including the opening of Julian B. Lane Riverfront Park, Autism Friendly Tampa, and the Stay and Play program. The newly renovated Julian B. Lane Riverfront Park will open in the Spring 2018. The park will host future special events and will feature a River Center and Boathouse, two event lawns, many recreation opportunities, and river access. Autism Friendly Tampa is an initiative in collaboration with the University of South Florida (USF). The department and USF will work to make Tampa one of America’s most inclusive cities. The Stay and Play program began in 2015 with the goal of curbing the rising tide of violence during the summer. For the fourth year, Stay and Play will provide an active and safe place for teens between 6 pm and midnight.

CITY STRATEGIC PRIORITY:

- Changing Tampa's Economic DNA
- Keeping our Streets Safe
- Strengthen our Neighborhoods
- Effective & Efficient Government

Performance Measures	Actual FY2016	Projected FY2017	Estimated FY2018
Special Event Days	564	580	600
Picnic Shelter Reservations	4,725	5,376	5,400
Tree Plantings	1,969	1,500	1,600
Rec Cards Issued	18,397	19,385	19,500
Aquatic Class Participants	3,433	3,500	3,600
Art Participants	2,644	2,517	2,700
Afterschool Participants	1,707	1,712	1,800
Adult Sports League Participants	10,405	10,750	11,000
Camp Participants	12,712	13,000	14,000
Senior Participants	5,385	7,000	7,500

Parks and Recreation

Operating Budget					
	Actual FY 2015	Actual FY 2016	Current FY 2017	Projected FY 2017	Adopted FY 2018
Taxes	\$ -	\$ -	\$ -	\$ -	\$ -
Licenses & Permits	\$ 69,122	\$ 89,422	\$ -	\$ -	\$ -
Intergovernmental	\$ 86,768	\$ 14,289	\$ 10,000	\$ 19,190	\$ 10,000
Charges for Services & Fines	\$ 3,318,760	\$ 3,317,118	\$ 3,933,050	\$ 3,869,882	\$ 4,179,825
Other	\$ 1,375,467	\$ 723,462	\$ 1,582,151	\$ 1,028,430	\$ 1,341,617
Total Revenues	\$ 4,850,117	\$ 4,144,291	\$ 5,525,201	\$ 4,917,502	\$ 5,531,442
Personnel Services	\$ 24,025,275	\$ 24,560,648	\$ 23,407,721	\$ 25,847,385	\$ 29,766,066
Non-Personnel	\$ 11,019,967	\$ 11,469,700	\$ 13,295,170	\$ 12,474,118	\$ 13,445,005
Operating Capital	\$ 193,115	\$ 249,407	\$ 453,343	\$ 156,699	\$ 141,500
Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ -	\$ 711,000	\$ -	\$ -	\$ -
Total Expenses	\$ 35,238,357	\$ 36,990,755	\$ 37,156,234	\$ 38,478,202	\$ 43,352,571

Capital Improvement Budget					
Total Revenues	\$ 480,127	\$ 20,924,183	\$ 3,467,220	\$ 1,683,505	\$ 6,880,000
Personnel Services	\$ 258,034	\$ -	\$ -	\$ -	\$ -
Non-Personnel	\$ -	\$ 1,064,871	\$ 24,827	\$ -	\$ -
Capital	\$ 7,921,897	\$ 15,325,562	\$ 43,107,369	\$ 41,390,287	\$ 6,880,000
Debt Service	\$ -	\$ 27,228	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ 42,500	\$ 753,500	\$ -
Total Expenses	\$ 8,179,931	\$ 16,417,661	\$ 43,174,696	\$ 42,143,787	\$ 6,880,000

Total Budget					
Total Revenues	\$ 5,330,244	\$ 25,068,474	\$ 8,992,421	\$ 6,601,007	\$ 12,411,442
Total Expenses	\$ 43,418,288	\$ 53,408,416	\$ 80,330,930	\$ 80,621,989	\$ 50,232,571

Authorized Full Time Equivalents
(FTE)

436.10

411.42

425.23

428.20

445.20

Analysis

Revenues:

The revenues shown above are those that are earned by services delivered by this General Fund department. General revenues such as property taxes, franchise fees, and half-cent sales tax provide the remaining funding. Charges for Services & Fines increase from Current FY2017 mainly due to the anticipated opening of Julian B. Lane Riverfront Park which will be frequently used for various recreation opportunities and special events.

Expenses:

Personnel Services increase from Projected FY2017 is primarily due to an increase in personnel, pension, and healthcare costs, and the addition of 19.97 FTEs. Non-Personnel increase is primarily due to an increase in the number of sites covered by grounds maintenance contracts and utilities expense for new and expanded services and facilities. Capital Improvement Projects include \$2.0 million for New Tampa Community Park Center, \$1.5 million for Williams Park activity center, \$1.1 million for Julian B. Lane Riverfront Park, \$640,000 for Wellswood Park, and \$300,000 for Vila Brothers Park.

Department Name: Planning and Development

DEPARTMENT WEBSITE: <https://www.tampagov.net/planning-and-development>

VISION AND MISSION:

The Planning and Development Department (P&D) performs multiple planning, building, development, real estate, preservation, conservation, and housing tasks. P&D administers the City’s legacy planning programs, comprehensive plans and regulatory codes to ensure safe, code compliant residential and commercial structures, provides accurate information to property owners regarding development of their property, and is a committed steward of Tampa’s historic buildings, sites, and districts.

GOALS AND OBJECTIVES:

- Utilize available federal and state funding to provide housing rehabilitation services as well as provide safe and affordable rental and single family homes;
- Work with multiple partners to address homelessness housing needs and issues;
- Encourage historic preservation, stabilize neighborhoods, increase property values, and facilitate investments;
- Provide community outreach and educational programs on the benefits of historic designation, historic preservation, housing foreclosure prevention assistance, and environmentally sustainable practices;
- Implement a strategic plan to reduce the City’s green-house gas emissions;
- Ensure the design of new urban projects contribute to the compatible redevelopment of downtown and meet the standards of detail and function representative of a successful urban center;
- Implement the Comprehensive Plan, major planning initiatives, and increasing the use of Form Based Code;
- Continue to acquire and dispose of valuable City real estate assets and monitor City lease agreements for the benefit of the citizens of Tampa; and
- Continue to investigate complaints of illegal discrimination in housing, employment, and public accommodations.

CURRENT OPERATIONS AND INITIATIVES:

Construction Services is achieving its service goals to enhance quality and timeliness of service. The Green Officer works to implement the goals of the City’s Energy Efficiency and Conservation Plan and resiliency adaptation and emissions reduction. Architectural Review and Historic Preservation administers historic design guidelines in all historic districts and implements the successful Interstate Preservation trust fund issuing grants and loans for rehabilitation projects. Real Estate provides services of acquisition, disposition, and leasing, while seeking ways to profitably market City-owned real estate. Housing and Community Development continues housing rehabilitation and assistance programs, homelessness programs, and Phase – II of the Nehemiah project in Sulphur Springs. Community Affairs investigates/conciliates complaints involving accessibility issues within the City of Tampa and is well underway, creating new affordable and sustainable housing. Land Development Coordination has streamlined development review and public hearing processes. The Planning and Urban Design Division manages the implementation of the InVision Plan, West Bank project and coordinates several large scale legacy development projects.

CITY STRATEGIC PRIORITY:

- Changing Tampa's Economic DNA
- Keeping our Streets Safe
- Strengthen our Neighborhoods
- Effective & Efficient Government

Performance Measures	Actual FY2016	Projected FY2017	Estimated FY2018
Residential Permits	14,816	15,704	16,646
Commercial Permits	5,120	5,427	5,752
Construction Inspections	86,983	92,201	97,733
Zoning Related Applications	1,138	1,457	1,498
Right of Way Related Applications	82	96	102
Subdivision Applications	48	54	44

Planning and Development

Operating Budget						
	Actual FY 2015	Actual FY 2016	Current FY 2017	Projected FY 2017	Adopted FY 2018	
Taxes	\$ -	\$ -	\$ -	\$ -	\$ -	-
Licenses & Permits	\$ 338,408	\$ 762,566	\$ 725,000	\$ 898,000	\$ 1,003,700	-
Intergovernmental	\$ (744,122)	\$ 221,318	\$ 260,200	\$ 16,750	\$ -	-
Charges for Services & Fines	\$ 562,363	\$ 705,575	\$ 667,300	\$ 735,400	\$ 774,700	-
Other	\$ 909,727	\$ 982,803	\$ 964,781	\$ 1,000,085	\$ 817,029	-
Total Revenues	\$ 1,066,376	\$ 2,672,262	\$ 2,617,281	\$ 2,650,235	\$ 2,595,429	-
Personnel Services	\$ 5,046,867	\$ 5,445,229	\$ 6,479,907	\$ 5,676,516	\$ 6,485,680	-
Non-Personnel	\$ 631,782	\$ 464,279	\$ 1,274,215	\$ 630,749	\$ 457,278	-
Operating Capital	\$ -	\$ 20,039	\$ 12,754	\$ 7,601	\$ -	-
Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -	-
Other	\$ -	\$ -	\$ -	\$ -	\$ -	-
Total Expenses	\$ 5,678,649	\$ 5,929,547	\$ 7,766,876	\$ 6,314,866	\$ 6,942,958	-

Capital Improvement Budget						
Total Revenues	\$ -	\$ -	\$ -	\$ -	\$ -	-
Personnel Services	\$ -	\$ -	\$ -	\$ -	\$ -	-
Non-Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	-
Capital	\$ -	\$ -	\$ -	\$ -	\$ -	-
Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -	-
Other	\$ -	\$ -	\$ -	\$ -	\$ -	-
Total Expenses	\$ -	-				

Total Budget						
Total Revenues	\$ 1,066,376	\$ 2,672,262	\$ 2,617,281	\$ 2,650,235	\$ 2,595,429	-
Total Expenses	\$ 5,678,649	\$ 5,929,547	\$ 7,766,876	\$ 6,314,866	\$ 6,942,958	-

Authorized Full Time Equivalents (FTE)	59.00	68.00	77.00	77.75	74.75
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Analysis

Revenues:
 The revenues shown above are those that are earned by services delivered by this General Fund department. General revenues such as property taxes, franchise fees, and half-cent sales tax provide the remaining funding. Licenses and Permits revenue increase from Current FY2017 due to an increase in building permits. Other revenues decrease from Current FY2017 is primarily due to a decrease in the leasing and sale of City property.

Expenses:
 Personnel Services increase from Current FY2017 is primarily due to an increase in personnel, pension, and healthcare costs, and offset by the reduction of 2.25 FTEs. Non-Personnel expenses decrease from Current FY2017 is primarily due to expenses pertaining to the Fair Housing Assistance Program and Equal Employment Opportunity Commission grants appropriated throughout FY2017 and number of Stormwater hardship cases filed and approved for the Stormwater Hardship Program.

Planning and Development Community Development Block Grant

GOALS AND OBJECTIVES:

The Community Development Block Grant (CDBG) program, a formula-based annual entitlement program, is used to create viable, urban communities by providing decent housing, suitable living environments, and expanded economic opportunities. This program benefits those that meet a national objective of low- and moderate- income persons, by eliminating slum and blight, or by responding to an urgent need.

CURRENT OPERATIONS AND INITIATIVES:

Public Service - CDBG funded projects provide a range of activities through programs operated by independent organizations under contract with the City. FY2018 activities include education, job training, social services, youth programs, and housing services. The maximum allocation for Public Service programs paid with CDBG funds is 15% per year. The allocation for CDBG funded Public Service Projects for FY2018 is \$400,000.

Housing and Public Facility Improvements - Additional projects are carried out by independent non-profit organizations to create affordable housing opportunities and improve public service facilities for increased access to such services, as well as improved economic opportunities.

In addition, Housing Counseling services are provided by the City and local non-profits to benefit low income households with housing financial challenges. Other services provided by the City include infrastructure improvements in eligible areas. The City must also continue to pay towards the Section 108 HUD loan for services provided for economic development activity in the Ybor area. The estimated allocation for Housing and Community Development Activities for FY2018 is \$2,798,447.

FY2018 Community Development Block Grant (CDBG) Budget

Administration	\$559,689
Public Service Projects	\$400,000
Section 108 HUD Loan	\$421,395
Program Delivery	\$360,250
Public Facilities Projects	\$420,012
Economic Development	\$160,000
Housing Projects	<u>\$477,101</u>
Total	<u><u>\$2,798,447</u></u>

Community Development Block Grant

Operating Budget						
	Actual FY 2015	Actual FY 2016	Current FY 2017	Projected FY 2017	Adopted FY 2018	
Taxes	\$ -	\$ -	\$ -	\$ -	\$ -	-
Licenses & Permits	\$ -	\$ -	\$ -	\$ -	\$ -	-
Intergovernmental	\$ 1,877,599	\$ 2,640,681	\$ 2,743,824	\$ 2,743,824	\$ 2,798,447	-
Charges for Services & Fines	\$ -	\$ -	\$ -	\$ -	\$ -	-
Other	\$ (5,863)	\$ (5,293)	\$ -	\$ -	\$ -	-
Total Revenues	\$ 1,871,736	\$ 2,635,388	\$ 2,743,824	\$ 2,743,824	\$ 2,798,447	-
Personnel Services	\$ 287,689	\$ 316,165	\$ 1,189,379	\$ 486,532	\$ 559,689	-
Non-Personnel	\$ 876,894	\$ 1,771,509	\$ 3,665,246	\$ 1,835,897	\$ 1,817,363	-
Operating Capital	\$ 10,000	\$ -	\$ 17,000	\$ -	\$ -	-
Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -	-
Other	\$ 423,261	\$ 423,142	\$ 452,795	\$ 421,395	\$ 421,395	-
Total Expenses	\$ 1,597,844	\$ 2,510,816	\$ 5,324,420	\$ 2,743,824	\$ 2,798,447	-

Capital Improvement Budget						
Total Revenues	\$ -	-				
Personnel Services	\$ -	\$ -	\$ -	\$ -	\$ -	-
Non-Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	-
Capital	\$ -	\$ -	\$ -	\$ -	\$ -	-
Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -	-
Other	\$ -	\$ -	\$ -	\$ -	\$ -	-
Total Expenses	\$ -	-				

Total Budget						
Total Revenues	\$ 1,871,736	\$ 2,635,388	\$ 2,743,824	\$ 2,743,824	\$ 2,798,447	-
Total Expenses	\$ 1,597,844	\$ 2,510,816	\$ 5,324,420	\$ 2,743,824	\$ 2,798,447	-

Authorized Full Time Equivalents
(FTE)

Positions for this program are assigned by the Planning & Development Department.

Analysis

Revenues:

This program does not receive funding from the City's General Fund and is funded through a federal grant. Federal grant award requirements enable spending to occur over multiple years.

In FY2018, the U.S. Department of Housing and Urban Development (HUD) is awarding the City \$2.8 million, a 2.0% increase over the FY2017 \$2.74 million award.

Entitlement program funding levels are determined by Congress and vary from year to year depending upon the federal budget. Additionally, HUD determines the amount of each grant by using a statutory formula comprised of several measures of community need, including the extent of poverty, population housing overcrowding, age of housing, and population growth lag in relationship to other metropolitan areas. Census Bureau American Community Survey data which is updated annually, is used as well.

Expenses:

Current FY2017 expenses reflect both the FY2017 entitlement amount and the remaining grant fund balances which rolled over from prior year allocations.

Planning and Development Emergency Solutions Grant

GOALS AND OBJECTIVES:

The Emergency Solutions Grant (ESG) program is designed to support essential services related to emergency shelter and street outreach, emergency shelter operation and renovation, short-term and medium-term rental assistance, housing relocation and stabilization services for individuals and families who are homeless or at risk of homelessness, and Homeless Management Information Systems (HMIS). In accordance with the U.S. Department of Housing and Urban Development (HUD) Consolidated Planning Process, the City shall collaborate with representatives of the local Continuum of Care lead agency to review and evaluate proposals for FY2018 ESG program. The City will continue to focus on increasing the availability and accessibility of suitable living environments in support of the local Continuum of Care 5-year strategic plan to end homelessness, by providing emergency shelter and related services.

CURRENT OPERATIONS AND INITIATIVES:

The City of Tampa currently partners with non-profit partners to carry out Shelter Operations and Rapid Re-Housing. In accordance with the U.S. Department of Housing and Urban Development Consolidated Planning Process, the City will complete the reviews of funding proposals to be received this summer for FY2018 ESG funding allocations.

Total Funding FY2018

\$247,019

Performance Measures	Actual FY2016	Projected FY2017	Estimated FY2018
Emergency Shelter (clients)	1,350	1,300	1,350
Rapid Re-Housing (clients)	132	150	150

Emergency Solutions Grant

Operating Budget						
	Actual FY 2015	Actual FY 2016	Current FY 2017	Projected FY 2017	Adopted FY 2018	
Taxes	\$ -	\$ -	\$ -	\$ -	\$ -	-
Licenses & Permits	\$ -	\$ -	\$ -	\$ -	\$ -	-
Intergovernmental	\$ 193,556	\$ 246,056	\$ 249,301	\$ 249,301	\$ 247,019	-
Charges for Services & Fines	\$ -	\$ -	\$ -	\$ -	\$ -	-
Other	\$ -	\$ -	\$ -	\$ -	\$ -	-
Total Revenues	\$ 193,556	\$ 246,056	\$ 249,301	\$ 249,301	\$ 247,019	-
Personnel Services	\$ 8,407	\$ 10,588	\$ 13,601	\$ 9,615	\$ 12,350	-
Non-Personnel	\$ 185,149	\$ 235,468	\$ 338,733	\$ 239,686	\$ 234,669	-
Operating Capital	\$ -	\$ -	\$ -	\$ -	\$ -	-
Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -	-
Other	\$ -	\$ -	\$ -	\$ -	\$ -	-
Total Expenses	\$ 193,556	\$ 246,056	\$ 352,334	\$ 249,301	\$ 247,019	-

Capital Improvement Budget						
Total Revenues	\$ -	-				
Personnel Services	\$ -	\$ -	\$ -	\$ -	\$ -	-
Non-Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	-
Capital	\$ -	\$ -	\$ -	\$ -	\$ -	-
Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -	-
Other	\$ -	\$ -	\$ -	\$ -	\$ -	-
Total Expenses	\$ -	-				

Total Budget						
Total Revenues	\$ 193,556	\$ 246,056	\$ 249,301	\$ 249,301	\$ 247,019	-
Total Expenses	\$ 193,556	\$ 246,056	\$ 352,334	\$ 249,301	\$ 247,019	-

Authorized Full Time Equivalents
(FTE)

Positions for this program are assigned by the Planning & Development Department.

Analysis

Revenues:

This program does not receive funding from the City's General Fund and is funded through a grant by the federal government. Federal grant award requirements enable spending to occur over multiple years.

In FY2018, the U.S. Department of Housing and Urban Development (HUD) is awarding the City \$247,019, a 1.0% reduction from the FY2017 \$249,301 award. Entitlement program funding levels are determined by Congress and vary from year to year depending on the federal budget. Allocation amounts are based on the Community Development Block Grant statutory formula for the prior year.

Expenses:

Current FY2017 reflects both the FY2017 entitlement amount and the remaining grant fund balances which rolled over from prior year allocations.

Planning and Development HOME Investment Partnerships

GOALS AND OBJECTIVES:

The Home Investment Partnerships (HOME) program provides a variety of affordable housing activities including expanding the supply of suitable housing for low- to very low- income families. The City provides assistance to renters, first-time homebuyers, and existing homeowners with funding for rehabilitation, and housing acquisition and rehabilitation assistance to designated Community Housing Development Organizations (CHDOs). HOME funds will be used for the rehabilitation of single-family units by nonprofit organizations, development subsidy for the construction of new multi-family rental developments, acquisition and rehabilitation, mortgage assistance, and Tenant Based Rental Assistance (TBRA).

CURRENT OPERATIONS AND INITIATIVES:

The City of Tampa currently partners with non-profits to administer the homeowner rehabilitation program and CHDO activity. The first-time homebuyer program is administered directly by City of Tampa Housing and Community Development staff. In accordance with the U.S. Department of Housing and Urban Development (HUD) Consolidated Planning Process, the City will complete the reviews of funding proposals to be received this summer for FY2018 HOME funding allocations.

Total Funding FY2018

\$1,167,411

Performance Measures	Actual FY2016	Projected FY2017	Estimated FY2018
Down-Payment Assistance (households)	13	15	20
Housing Rehabilitation (households)	8	5	0
New Construction – Multi-family (units)	40	0	20
Infill New Construction – Single Family (units)	2	5	10
Community Housing Development Organizations (CHDO) (units)	3	6	7
Tenant Based Rental Assistance (households)	40	30	30

HOME Investment Partnerships

Operating Budget						
	Actual FY 2015	Actual FY 2016	Current FY 2017	Projected FY 2017	Adopted FY 2018	
Taxes	\$ -	\$ -	\$ -	\$ -	\$ -	-
Licenses & Permits	\$ -	\$ -	\$ -	\$ -	\$ -	-
Intergovernmental	\$ 1,080,558	\$ 561,424	\$ 1,167,265	\$ 1,166,223	\$ 1,167,411	-
Charges for Services & Fines	\$ -	\$ -	\$ -	\$ -	\$ -	-
Other	\$ 12,690	\$ 10,019	\$ -	\$ -	\$ -	-
Total Revenues	\$ 1,093,248	\$ 571,443	\$ 1,167,265	\$ 1,166,223	\$ 1,167,411	-
Personnel Services	\$ 118,056	\$ 111,887	\$ 116,726	\$ 114,101	\$ 116,741	-
Non-Personnel	\$ 722,525	\$ 736,387	\$ 4,656,919	\$ 1,052,122	\$ 1,050,670	-
Operating Capital	\$ -	\$ -	\$ -	\$ -	\$ -	-
Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -	-
Other	\$ -	\$ -	\$ 21,789	\$ -	\$ -	-
Total Expenses	\$ 840,581	\$ 848,274	\$ 4,795,434	\$ 1,166,223	\$ 1,167,411	-

Capital Improvement Budget						
Total Revenues	\$ -	\$ -	\$ -	\$ -	\$ -	-
Personnel Services	\$ -	\$ -	\$ -	\$ -	\$ -	-
Non-Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	-
Capital	\$ -	\$ -	\$ -	\$ -	\$ -	-
Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -	-
Other	\$ -	\$ -	\$ -	\$ -	\$ -	-
Total Expenses	\$ -	-				

Total Budget						
Total Revenues	\$ 1,093,248	\$ 571,443	\$ 1,167,265	\$ 1,166,223	\$ 1,167,411	-
Total Expenses	\$ 840,581	\$ 848,274	\$ 4,795,434	\$ 1,166,223	\$ 1,167,411	-

Authorized Full Time Equivalents
(FTE)

Positions for this program are assigned by the Planning & Development Department.

Analysis

Revenues:

This program does not receive funding from the City's General Fund and is funded through a grant by the federal government. Federal grant award requirements enable spending to occur over multiple years.

In FY2018, the U.S. Department of Housing and Urban Development (HUD) is awarding the City \$1.17 million, a 0.1% increase over the FY2017 award.

Entitlement program funding levels are determined by Congress and vary from year to year depending upon the federal budget. Additionally, HUD determines grant amounts by using a statutory formula that considers the relative inadequacy of each jurisdiction's housing supply, incidence of poverty, fiscal distress, and other factors.

Expenses:

Current FY2017 reflects both the FY2017 entitlement amount and the remaining grant fund balances which rolled over from prior year allocations.

Planning and Development Housing Opportunities for Persons with AIDS

GOALS AND OBJECTIVES:

The Housing Opportunities for Persons with AIDS (HOPWA) program provides housing assistance and related supportive services for low- and moderate- income persons living with HIV/AIDS, and their affected family members. HOPWA funds are allocated to the City of Tampa to provide services throughout the Tampa Bay area including Hernando, Hillsborough, Pasco, and Pinellas Counties. The City collaborated with representatives of the four-counties to review and evaluate proposals for FY2018 HOPWA funding. The City will focus on increasing the availability and accessibility of decent, affordable housing for income-eligible persons with HIV/AIDS for approximately 500 persons.

CURRENT OPERATIONS AND INITIATIVES:

The City of Tampa partners with non-profit agencies across the four-counties to provide Tenant Based Rental Assistance (TBRA), Short-term Rent, Mortgage and Utility assistance (STRMU), Transitional Housing and Permanent Supportive Housing, Support Services which include mental health and substance abuse counseling, day care, nutritional services, and assistance in gaining access to local, state, and federal government benefits and services. In accordance with the U.S. Department of Housing and Urban Development (HUD) Consolidated Planning Process, the City will complete the reviews of funding proposals to be received this summer for FY2018 HOPWA funding allocations.

Total Funding FY2018

\$3,855,626

Performance Measures	Actual FY2016	Projected FY2017	Estimated FY2018
Facility-Based Housing (clients)	32	34	30
Short-term Rent, Mortgage & Utility Assistance	31	50	50
Tenant-based Rental Assistance (clients)	309	340	305
Supportive Services (clients)	334	350	350
Transitional Housing (clients)	26	24	20

Housing Opportunities for Persons with AIDS

Operating Budget						
	Actual FY 2015	Actual FY 2016	Current FY 2017	Projected FY 2017	Adopted FY 2018	
Taxes	\$ -	\$ -	\$ -	\$ -	\$ -	-
Licenses & Permits	\$ -	\$ -	\$ -	\$ -	\$ -	-
Intergovernmental	\$ 2,695,727	\$ 3,490,989	\$ 3,819,145	\$ 3,819,145	\$ 3,855,626	-
Charges for Services & Fines	\$ -	\$ -	\$ -	\$ -	\$ -	-
Other	\$ -	\$ -	\$ -	\$ -	\$ -	-
Total Revenues	\$ 2,695,727	\$ 3,490,989	\$ 3,819,145	\$ 3,819,145	\$ 3,855,626	-
Personnel Services	\$ 61,917	\$ 66,765	\$ 114,574	\$ 114,074	\$ 115,668	-
Non-Personnel	\$ 2,633,810	\$ 3,173,564	\$ 4,200,112	\$ 3,705,071	\$ 3,739,958	-
Operating Capital	\$ -	\$ -	\$ -	\$ -	\$ -	-
Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -	-
Other	\$ -	\$ -	\$ -	\$ -	\$ -	-
Total Expenses	\$ 2,695,727	\$ 3,240,329	\$ 4,314,686	\$ 3,819,145	\$ 3,855,626	-

Capital Improvement Budget						
Total Revenues	\$ -	\$ -	\$ -	\$ -	\$ -	-
Personnel Services	\$ -	\$ -	\$ -	\$ -	\$ -	-
Non-Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	-
Capital	\$ -	\$ -	\$ -	\$ -	\$ -	-
Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -	-
Other	\$ -	\$ -	\$ -	\$ -	\$ -	-
Total Expenses	\$ -	-				

Total Budget						
Total Revenues	\$ 2,695,727	\$ 3,490,989	\$ 3,819,145	\$ 3,819,145	\$ 3,855,626	-
Total Expenses	\$ 2,695,727	\$ 3,240,329	\$ 4,314,686	\$ 3,819,145	\$ 3,855,626	-

Authorized Full Time Equivalents (FTE)

Positions for this program are assigned by the Planning & Development Department.

Analysis

Revenues:
 This program does not receive funding from the City's General Fund and is funded through a grant by the federal government. Federal grant award requirements enable spending to occur over multiple years.
 In FY2018, the U.S. Department of Housing and Urban Development (HUD) is awarding the City \$3.86 million, a 1.0% increase over the FY2017 \$3.82 million award.
 Entitlement program funding levels are determined by Congress and vary from year to year depending upon the federal budget. Additionally, HUD determines the amount of each grant by using a statutory formula that relies on data such as cumulative AIDS cases, AIDS incidence, or new AIDS cases per year along with population updates.

Expenses:
 Current FY2017 reflects both the FY2017 entitlement amount and the remaining grant fund balances which rolled over from prior year allocations.

Planning and Development State Housing Initiatives Partnership

GOALS AND OBJECTIVES:

Since its inception, the City of Tampa has been annually awarded State Housing Initiatives Partnership (SHIP) program funds. The activities identified in the City’s Local Housing Assistance Plan (LHAP) guide show how those funds are spent. The City's SHIP program is designed to meet the housing needs of the very low-, low-, and moderate-income households, expand the production and preservation of affordable housing, and increase the supply and delivery of safe, decent, and affordable housing in the City of Tampa.

CURRENT OPERATIONS AND INITIATIVES:

The City's SHIP program will consist of implementing programs and funding projects utilizing program income and allocated funds. Activities are selected based on the priorities in the Local Housing Assistance Plan which was updated for the 2016-2019 fiscal years. The City of Tampa implemented programs with approximately \$2.2 million in SHIP funding in FY2017.

The City will receive a total allocation of \$1,556,613 for FY2018. These funds along with program income received will be utilized for Mortgage Assistance, Owner Occupied Rehabilitation (including for Special Needs persons), as well as rehabilitation of multi-family rental properties to expand the supply of affordable housing.

Total Funding FY2018

\$1,556,613

Performance Measures	Actual FY2016	Projected FY2017	Estimated FY2018
Rehabilitation - Owner Occupied (units)	51	47	30
Down-Payment Assistance (households)	15	20	27
Multi-Family Rehabilitation (units)	20	0	20

State Housing Initiatives Partnership

Operating Budget						
	Actual FY 2015	Actual FY 2016	Current FY 2017	Projected FY 2017	Adopted FY 2018	
Taxes	\$ -	\$ -	\$ -	\$ -	\$ -	-
Licenses & Permits	\$ -	\$ -	\$ -	\$ -	\$ -	-
Intergovernmental	\$ 2,701,637	\$ 1,931,276	\$ 2,312,909	\$ 2,312,909	\$ 1,556,613	-
Charges for Services & Fines	\$ -	\$ -	\$ -	\$ -	\$ -	-
Other	\$ 13,528	\$ 15,307	\$ -	\$ -	\$ -	-
Total Revenues	\$ 2,715,165	\$ 1,946,583	\$ 2,312,909	\$ 2,312,909	\$ 1,556,613	-
Personnel Services	\$ 90,351	\$ 207,797	\$ 294,923	\$ 275,085	\$ 155,661	-
Non-Personnel	\$ 889,319	\$ 1,670,420	\$ 4,034,387	\$ 2,037,824	\$ 1,400,952	-
Operating Capital	\$ -	\$ -	\$ -	\$ -	\$ -	-
Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -	-
Other	\$ -	\$ -	\$ -	\$ -	\$ -	-
Total Expenses	\$ 979,670	\$ 1,878,217	\$ 4,329,310	\$ 2,312,909	\$ 1,556,613	-

Capital Improvement Budget						
Total Revenues	\$ -	-				
Personnel Services	\$ -	\$ -	\$ -	\$ -	\$ -	-
Non-Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	-
Capital	\$ -	\$ -	\$ -	\$ -	\$ -	-
Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -	-
Other	\$ -	\$ -	\$ -	\$ -	\$ -	-
Total Expenses	\$ -	-				

Total Budget						
Total Revenues	\$ 2,715,165	\$ 1,946,583	\$ 2,312,909	\$ 2,312,909	\$ 1,556,613	-
Total Expenses	\$ 979,670	\$ 1,878,217	\$ 4,329,310	\$ 2,312,909	\$ 1,556,613	-

Authorized Full Time Equivalents
(FTE)

Positions for this program are assigned by the Planning & Development Department.

Analysis

Revenues:

This program does not receive funding from the City's General Fund and is funded through a state grant by the Florida Housing Finance Corporation. State grant award requirements enable spending to occur over multiple years.

In FY2018, the Florida Housing Finance Corporation is awarding the City \$1.56 million, 32.7% decrease from the FY2017 \$2.31 million award. This significant decrease in funding is based upon the projected decrease in documentary stamp tax revenues anticipated to be collected for FY2017, plus the projected balance in the Florida housing trust funds as of June 30, 2017.

Expenses:

Current FY2017 reflects both the FY2017 entitlement amount and the remaining grant fund balances which rolled over from prior year allocations.

Construction Services Division

Operating Budget					
	Actual FY 2015	Actual FY 2016	Current FY 2017	Projected FY 2017	Adopted FY 2018
Taxes	\$ -	\$ -	\$ -	\$ -	\$ -
Licenses & Permits	\$ 9,377,809	\$ 10,076,237	\$ 8,571,400	\$ 9,241,400	\$ 8,900,400
Intergovernmental	\$ -	\$ -	\$ -	\$ -	\$ -
Charges for Services & Fines	\$ 90,693	\$ 96,482	\$ 65,000	\$ 100,000	\$ 65,000
Other	\$ 94,947	\$ 76,749	\$ 3,244,978	\$ 68,983	\$ 3,201,321
Total Revenues	\$ 9,563,449	\$ 10,249,468	\$ 11,881,378	\$ 9,410,383	\$ 12,166,721
Personnel Services	\$ 4,746,479	\$ 5,238,536	\$ 6,244,601	\$ 6,065,644	\$ 6,666,482
Non-Personnel	\$ 3,845,374	\$ 4,094,114	\$ 4,841,094	\$ 4,713,094	\$ 4,810,946
Operating Capital	\$ 83,321	\$ 174,273	\$ 154,332	\$ 150,332	\$ -
Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ 377,046	\$ 221,076	\$ 641,351	\$ 280,548	\$ 689,293
Total Expenses	\$ 9,052,220	\$ 9,727,999	\$ 11,881,378	\$ 11,209,618	\$ 12,166,721

Capital Improvement Budget					
Total Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
Personnel Services	\$ -	\$ -	\$ -	\$ -	\$ -
Non-Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Capital	\$ -	\$ -	\$ -	\$ -	\$ -
Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ -	\$ -	\$ -
Total Expenses	\$ -				

Total Budget					
Total Revenues	\$ 9,563,449	\$ 10,249,468	\$ 11,881,378	\$ 9,410,383	\$ 12,166,721
Total Expenses	\$ 9,052,220	\$ 9,727,999	\$ 11,881,378	\$ 11,209,618	\$ 12,166,721

Authorized Full Time Equivalents (FTE)	59.00	59.00	67.00	67.00	67.00
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Analysis

Revenues:	Licenses and Permits revenue increases from current FY2017 primarily due to increases in commercial and residential permits issued.
Expenses:	Personnel Services increase from Current FY2017 is primarily due to an increase in personnel, pension, and healthcare costs.

TAMPA
TOGETHER

Department Name: Tampa Police Department

DEPARTMENT WEBSITE: <https://www.tampagov.net/police>

VISION AND MISSION:

The Tampa Police Department’s (TPD) vision is to be recognized as a diverse and progressive agency that works with the community to make the City of Tampa a safe place to enjoy an outstanding quality of life. The mission of the department is to reduce crime and enhance the quality of life through a cooperative partnership with all citizens.

GOALS AND OBJECTIVES:

TPD is committed to protecting lives, property, and the constitutional rights of people residing, working, vacationing, and traversing the City by maintaining and promoting community order and respect for the law.

The current organizational structure consists of three patrol districts, a Criminal Investigations Division, a Special Support Division, a Special Operations Division, a Professional Standards Bureau to include a Quality Assurance office, a Legal Bureau, a Criminal Intelligence Bureau, and a Public Information Office.

TPD strives to achieve its goals by focusing on the following objectives:

- Increase community engagement through a dynamic combination of online and offline interactions that promote effective police-community relationships;
- Reduce and maintain Tampa’s crime rate in accordance with the Uniform Crime Reporting national standard; and
- Improve officer performance through an enhanced training program.

CURRENT OPERATIONS AND INITIATIVES:

In an effort to curb violent crime and keep neighborhoods safe, the Tampa Police Department created a robust Violent Crime Bureau. This newly formed Bureau harnesses cutting-edge technology, real-time information sharing, and partnerships with local, state and federal law enforcement agencies to reduce gun-related crimes. Since its inception in January 2016, the Violent Crime Bureau has been successful in reducing firearm-related violent crimes by 26%. Moving forward, the Bureau will explore the use of new technology while leveraging intelligence and analytics to expedite investigations involving firearms.

CITY STRATEGIC PRIORITY:

- Changing Tampa's Economic DNA
- Keeping our Streets Safe
- Strengthen our Neighborhoods
- Effective & Efficient Government

Performance Measures	Actual FY2016	Projected FY2017	Estimated FY2018
Police Service Calls	589,449	586,998	584,557
Response Times - Priority 1 (minutes)	4.1	4.1	4.1
Response Times - Priority 2 (minutes)	4.2	4.2	4.2
Crime Prevention - Events/Programs	165	185	205
Community Partnerships (Neighborhood Watch Programs)	181	184	186
Total Part One Arrests	3,598	3,266	3,169
All Arrests, All Offenses	27,350	24,393	23,174
Victims Reported (Total Part One Offenses)	9,706	9,415	9,032

Tampa Police Department

Operating Budget						
	Actual FY 2015	Actual FY 2016	Current FY 2017	Projected FY 2017	Adopted FY 2018	
Taxes	\$ -	\$ -	\$ -	\$ -	\$ -	-
Licenses & Permits	\$ -	\$ -	\$ -	\$ -	\$ -	-
Intergovernmental	\$ 10,635,776	\$ 9,551,085	\$ 9,767,976	\$ 9,974,912	\$ 6,461,068	
Charges for Services & Fines	\$ 10,573,768	\$ 11,744,640	\$ 9,255,624	\$ 11,234,876	\$ 10,510,256	
Other	\$ 4,707,317	\$ 4,923,467	\$ 8,929,072	\$ 5,928,625	\$ 7,257,587	
Total Revenues	\$ 25,916,861	\$ 26,219,192	\$ 27,952,672	\$ 27,138,413	\$ 24,228,911	
Personnel Services	\$ 130,807,001	\$ 135,632,975	\$ 140,234,500	\$ 143,631,688	\$ 141,333,145	
Non-Personnel	\$ 15,612,092	\$ 14,030,333	\$ 16,759,140	\$ 15,792,773	\$ 14,887,180	
Operating Capital	\$ 4,379,792	\$ 6,958,513	\$ 9,326,310	\$ 6,864,195	\$ 270,800	
Debt Service	\$ 199,350	\$ 201,604	\$ 276,502	\$ 271,415	\$ 282,502	
Other	\$ 3,462,806	\$ 839,638	\$ 4,255,593	\$ 659,645	\$ 6,198,174	
Total Expenses	\$ 154,461,041	\$ 157,663,063	\$ 170,852,045	\$ 167,219,716	\$ 162,971,801	

Capital Improvement Budget						
Total Revenues	\$ 3,048,526	\$ 97,264	\$ 4,720,500	\$ -	\$ 4,950,000	
Personnel Services	\$ 72	\$ -	\$ -	\$ -	\$ -	
Non-Personnel	\$ 33,246	\$ -	\$ -	\$ -	\$ -	
Capital	\$ 3,083,763	\$ 1,814,824	\$ 7,391	\$ 1,670	\$ 4,950,000	
Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -	
Other	\$ -	\$ 129,661	\$ 4,590,839	\$ 4,720,500	\$ -	
Total Expenses	\$ 3,117,081	\$ 1,944,485	\$ 4,598,230	\$ 4,722,170	\$ 4,950,000	

Total Budget						
Total Revenues	\$ 28,965,387	\$ 26,316,456	\$ 32,673,172	\$ 27,138,413	\$ 29,178,911	
Total Expenses	\$ 157,578,122	\$ 159,607,548	\$ 175,450,275	\$ 171,941,886	\$ 167,921,801	

Authorized Full Time Equivalents
(FTE)

1230.12

1230.13

1231.13

1231.13

1229.13

Analysis

Revenues:

The revenues shown above are those that are earned by services delivered by this General Fund department. General revenues such as property taxes, franchise fees, and half-cent sales tax provide the remaining funding.

Other revenues decrease from Current FY2017 is primarily due to various federal and state grants and trust fund revenues not appropriated in FY2018.

Expenses:

Personnel Services increase from Current FY2017 is primarily due to an increase in personnel and healthcare costs. Operating Capital decrease from Current FY2017 is due to non-recurring budget increases in FY2017. Capital Improvement budget in FY2018 is for new vehicles.

Department Name: Public Affairs

DEPARTMENT WEBSITE: <https://www.tampagov.net/public-affairs>

VISION AND MISSION:

Public Affairs develops and implements public relations strategies to effectively market and communicate information to the public. Public Affairs provides public affairs support and guidance to the Mayor and all City departments in the most efficient and cost effective manner.

GOALS AND OBJECTIVES:

Public Affairs strives to promote and support the City of Tampa's strategic goals, initiatives, and programs utilizing effective communication and public relations strategies. Due to the nature of the work, Public Affairs applies new, as well as traditional communication strategies when working with City departments in order to help them achieve their communication goals while providing all City departments with traditional public relations support.

CURRENT OPERATIONS AND INITIATIVES:

Public Affairs has extensive experience in public relations and community outreach. The staff works behind the scenes to develop messaging and programs that effectively communicate the City's goals, accomplishments, and projects.

Public Affairs includes Design and Publications, the City's in-house graphics team, and the Office of Cable Communication, home of City of Tampa Television (CTTV). Design and Publications works to bring creative ideas to the development of graphics, print, and collateral pieces for all City departments. The award-winning CTTV provides easy access through cablecast, internet, and on-demand programming, for the latest in government meetings, City information, and initiatives.

Public Affairs

Operating Budget						
	Actual FY 2015	Actual FY 2016	Current FY 2017	Projected FY 2017	Adopted FY 2018	
Taxes	\$ -	\$ -	\$ -	\$ -	\$ -	-
Licenses & Permits	\$ -	\$ -	\$ -	\$ -	\$ -	-
Intergovernmental	\$ -	\$ -	\$ -	\$ -	\$ -	-
Charges for Services & Fines	\$ 360	\$ 415	\$ -	\$ 206	\$ 400	400
Other	\$ -	\$ -	\$ -	\$ -	\$ -	-
Total Revenues	\$ 360	\$ 415	\$ -	\$ 206	\$ 400	400
Personnel Services	\$ 1,294,382	\$ 1,266,518	\$ 1,447,840	\$ 1,249,847	\$ 1,443,230	1,443,230
Non-Personnel	\$ 230,643	\$ 230,894	\$ 261,494	\$ 261,494	\$ 244,612	244,612
Operating Capital	\$ 44,907	\$ 51,388	\$ 66,549	\$ 66,549	\$ 134,000	134,000
Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -	-
Other	\$ -	\$ -	\$ -	\$ -	\$ -	-
Total Expenses	\$ 1,569,932	\$ 1,548,800	\$ 1,775,883	\$ 1,577,890	\$ 1,821,842	1,821,842

Capital Improvement Budget						
Total Revenues	\$ -	-				
Personnel Services	\$ -	\$ -	\$ -	\$ -	\$ -	-
Non-Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	-
Capital	\$ -	\$ -	\$ -	\$ -	\$ -	-
Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -	-
Other	\$ -	\$ -	\$ -	\$ -	\$ -	-
Total Expenses	\$ -	-				

Total Budget						
Total Revenues	\$ 360	\$ 415	\$ -	\$ 206	\$ 400	400
Total Expenses	\$ 1,569,932	\$ 1,548,800	\$ 1,775,883	\$ 1,577,890	\$ 1,821,842	1,821,842

Authorized Full Time Equivalents (FTE)	14.00	14.00	14.00	15.00	15.00
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Analysis

Revenues:	The revenues shown above are those that are earned by services delivered by this General Fund department. General revenues such as property taxes, franchise fees, and half-cent sales tax provide the remaining funding.
Expenses:	Operating Capital expense increase from Current FY2017 is primarily due to non-recurring budget increase for replacement of City Council video capture system.

Department Name: Public Works and Utility Services Administration

DEPARTMENT WEBSITE: <https://www.tampagov.net/public-works-and-utility-services-administrator>

VISION AND MISSION:

The Public Works and Utility Services Administrator seeks to elevate the City of Tampa to the highest ranks of the top utilities in the country and to provide the highest quality municipal infrastructure and services. The administrator's mission is to ensure customer satisfaction while achieving a high level of productivity, efficiency and sustainability.

GOALS AND OBJECTIVES:

Responsibilities include staffing, budgeting, planning, oversight and direction for the following departments:

- **Contract Administration:** Provide project management, design and construction contracts administration services for all City departments in a timely, cost effective manner;
- **Solid Waste & Environmental Program Management:** Collection of solid waste, refuse, recyclable and vegetative waste. Maintenance and operation of the McKay Bay Refuse-to-Energy Facility. Provide environmental program support;
- **Transportation and Stormwater Services:** Continuous operation, maintenance and planning to include transportation studies, advice, and transportation upgrades for the City. Maintain rights of ways, stormwater infrastructure, and pursue and accomplish projects identified in the five year plan;
- **Wastewater:** Collection and treatment of wastewater, as well as continuous maintenance and operation of the wastewater treatment plant. Fully comply with all permit and regulatory requirements. Reduce and/or eliminate overflows. Pursue odor control and biosolid reuse solutions; and
- **Water:** Production of safe, clean potable water exceeding all federal and state standards, maintenance of potable and reclaimed water distribution systems and continued planning for sustainable potable water sources.

CURRENT OPERATIONS AND INITIATIVES:

- Directs and coordinates the services provided by the five public works departments to provide the essential core services;
- Executes the work necessary to exceed the requirements of the Mayor, City Council, outside agencies, other departments, citizens, and customers; and
- Works with developers, citizen committees, other governmental agencies and support departments to develop, establish, and protect the interest of the City's infrastructure.

Public Works And Utility Services Administration

Operating Budget						
	Actual FY 2015	Actual FY 2016	Current FY 2017	Projected FY 2017	Adopted FY 2018	
Taxes	\$ -	\$ -	\$ -	\$ -	\$ -	-
Licenses & Permits	\$ -	\$ -	\$ -	\$ -	\$ -	-
Intergovernmental	\$ -	\$ -	\$ -	\$ -	\$ -	-
Charges for Services & Fines	\$ 303,282	\$ 335,000	\$ -	\$ -	\$ -	-
Other	\$ -	\$ -	\$ -	\$ -	\$ -	-
Total Revenues	\$ 303,282	\$ 335,000	\$ -	\$ -	\$ -	-
Personnel Services	\$ 306,804	\$ 296,860	\$ 315,598	\$ 314,598	\$ 327,765	-
Non-Personnel	\$ 20,558	\$ 5,487	\$ 15,867	\$ 13,020	\$ 17,610	-
Operating Capital	\$ -	\$ -	\$ 1,764	\$ 1,764	\$ -	-
Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -	-
Other	\$ -	\$ -	\$ -	\$ -	\$ -	-
Total Expenses	\$ 327,362	\$ 302,347	\$ 333,229	\$ 329,382	\$ 345,375	-

Capital Improvement Budget						
Total Revenues	\$ -	-				
Personnel Services	\$ -	\$ -	\$ -	\$ -	\$ -	-
Non-Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	-
Capital	\$ -	\$ -	\$ -	\$ -	\$ -	-
Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -	-
Other	\$ -	\$ -	\$ -	\$ -	\$ -	-
Total Expenses	\$ -	-				

Total Budget						
Total Revenues	\$ 303,282	\$ 335,000	\$ -	\$ -	\$ -	-
Total Expenses	\$ 327,362	\$ 302,347	\$ 333,229	\$ 329,382	\$ 345,375	-

Authorized Full Time Equivalents (FTE)	2.00	2.00	2.00	2.00	2.00
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Analysis

Revenues:

The revenues shown above are those that are earned by services delivered by this General Fund department. General revenues such as property taxes, franchise fees, and half-cent sales tax provide the remaining funding.

Expenses:

Personnel Services increase from Current FY2017 is primarily due to an increase in personnel, pension, and healthcare costs.

Department Name: Purchasing

DEPARTMENT WEBSITE: <https://www.tampagov.net/Purchasing/>

Purchasing's mission is to facilitate the acquisition of goods and services for all City of Tampa departments, through the application of innovative methods, adhering to ethical and legal principles, acquiring the best value for the best price without favoritism, efficiently and inexpensively, assuring fair and equal opportunity to all qualified vendors who participate in the competitive process.

GOALS AND OBJECTIVES:

- Goods and Services Procurement: Facilitate the acquisition of goods and services for all City of Tampa departmental personnel and projects; utilizing best practices while incorporating Women/Minority and Small Local Business Enterprise endeavors equitably;
- Purchasing Systems: Administration of automated purchasing systems including Oracle EBS, P-Card Works, and DemandStar;
- Inventory Management: Provide, secure, and effectively account for sufficient levels of essential goods and spare parts needed on a continuous basis for all City of Tampa personnel. Continue to utilize strategic procurement objectives in order to reduce on-hand inventory costs by reducing lead times for replenishment of required operational inventory levels;
- Specification Writing: Provide specification technical assistance for all City of Tampa departments to accomplish competitiveness, clarity, and purpose and to determine performance versus brand specification appropriateness; and
- Asset Disposition: Responsible for the sale and/or disposal of surplus and obsolete tangible property at the highest possible return on investment.

CURRENT OPERATIONS AND INITIATIVES:

The Purchasing Department supports all City of Tampa departments in their efforts to acquire the goods and services to accomplish their initiatives in providing services to the residents of the City of Tampa. Major initiatives include:

- Purchasing Team is evaluating options to improve functionality of new Oracle Inventory System and investigating implementing the Sourcing module;
- Purchasing is implementing the WEX Emergency Fuel Card Program Citywide for use during catastrophic events; and
- Purchasing is partnering with Departmental customers to award major contracts such as the new JOC program for construction projects, Citywide Back Up Emergency Fuel Service Provider, P-Card Payment for Construction Project to boost rebate program and streamline payment process, developing a new comprehensive Purchasing and Procedures Manual, developing a Waterline Protection Program for Tampa customers, replacement of the Citywide Ebix Insurance tracking system, and implementing a Citywide Managed Print Service Copier solution.

CITY STRATEGIC PRIORITY:

- Changing Tampa's Economic DNA
- Keeping our streets safe
- Strengthen our Neighborhoods
- Effective & Efficient Government

Performance Measures	Actual FY2016	Projected FY2017	Estimated FY2018
Total Dollars Purchased (\$000)	\$325,342	\$341,609	\$358,690
Dollars for Small Local Business Enterprises (SLBE) (\$000)	\$15,099	\$15,854	\$16,246
Number of Bids Processed	209	220	275
Number of Resolutions Processed	205	248	310
Number of Purchasing Office Transmittals Processed	100	124	155
Public Records Requests	90	135	150
City Council Agenda Items	205	248	310
Dollars of Inventory (\$000)	\$4,218	\$4,429	\$4,650

Purchasing

Operating Budget						
	Actual FY 2015	Actual FY 2016	Current FY 2017	Projected FY 2017	Adopted FY 2018	
Taxes	\$ -	\$ -	\$ -	\$ -	\$ -	-
Licenses & Permits	\$ -	\$ -	\$ -	\$ -	\$ -	-
Intergovernmental	\$ -	\$ -	\$ -	\$ -	\$ -	-
Charges for Services & Fines	\$ -	\$ -	\$ -	\$ -	\$ -	-
Other	\$ 133	\$ 90	\$ -	\$ 24	\$ -	-
Total Revenues	\$ 133	\$ 90	\$ -	\$ 24	\$ -	-
Personnel Services	\$ 1,656,082	\$ 1,790,540	\$ 1,963,692	\$ 1,896,894	\$ 2,498,128	-
Non-Personnel	\$ 43,072	\$ 37,612	\$ 47,878	\$ 46,978	\$ 65,829	-
Operating Capital	\$ -	\$ -	\$ 20,000	\$ -	\$ -	-
Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -	-
Other	\$ -	\$ -	\$ -	\$ -	\$ -	-
Total Expenses	\$ 1,699,154	\$ 1,828,152	\$ 2,031,570	\$ 1,943,872	\$ 2,563,957	-

Capital Improvement Budget						
Total Revenues	\$ -	-				
Personnel Services	\$ -	\$ -	\$ -	\$ -	\$ -	-
Non-Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	-
Capital	\$ -	\$ -	\$ -	\$ -	\$ -	-
Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -	-
Other	\$ -	\$ -	\$ -	\$ -	\$ -	-
Total Expenses	\$ -	-				

Total Budget						
Total Revenues	\$ 133	\$ 90	\$ -	\$ 24	\$ -	-
Total Expenses	\$ 1,699,154	\$ 1,828,152	\$ 2,031,570	\$ 1,943,872	\$ 2,563,957	-

Authorized Full Time Equivalents (FTE)	19.00	18.00	18.00	18.00	29.00
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Analysis

Revenues:	The revenues shown above are those that are earned by services delivered by this General Fund department. General revenues such as property taxes, franchise fees, and half-cent sales tax provide the remaining funding.
Expenses:	Personnel Services increase from Current FY2017 is primarily due to an increase in personnel, pension, and healthcare costs, and the consolidation of eleven inventory positions from other departments.

Department Name: Revenue and Finance

DEPARTMENT WEBSITE: <https://www.tampagov.net/revenue-and-finance>

VISION AND MISSION:

The Revenue and Finance Department is responsible for ensuring the City’s long-term fiscal sustainability by implementing sound budgetary accounting practices in accordance with established national standards. The department promotes financial stewardship and safekeeping of City assets and ensures sound relationships with adjoining governmental agencies and with the financial markets. The department continuously provides excellent financial support and consultant services to City departments.

GOALS AND OBJECTIVES:

The Revenue and Finance Department strives to maintain a healthy financial base that fully supports City services according to the following goals and objectives:

- Maintain and improve financial management excellence: maintain annual eligibility for the Government Finance Officers Association’s Distinguished Budget Presentation Award and Certificate of Achievement for Excellence in Financial Reporting;
- Preserve financial soundness: ensure compliance with secondary market disclosure requirements and maintain the City’s bond rating to ensure optimal debt capacity and creditworthiness;
- Maintain existing infrastructure and develop capabilities for long-term sustainability: develop long-range capital improvement programs to meet infrastructure needs, now and in the future; and
- Improve methods of operation: strive to be as efficient, electronic, and as paperless as possible, as the environmental and fiscal challenges continue to develop.

CURRENT OPERATIONS AND INITIATIVES:

The department is divided into two primary functions: accounting and budget. Accounting ensures that financial transactions are properly recorded in accordance with Generally Accepted Accounting Principles and that the City’s financial condition is presented fairly and accurately. Budget develops and administers the budgeting process so it represents a sound financial basis for planning, decision making, and implementing City programs and services.

CITY STRATEGIC PRIORITY:

- Changing Tampa's Economic DNA
- Keeping our Streets Safe
- Strengthen our Neighborhoods
- Effective & Efficient Government

Performance Measures	Actual FY2016	Projected FY2017	Estimated FY2018
GFOA Financial Reporting Award	31 Years	32 Years	33 Years
GFOA Budget Presentation Award	32 Years	33 Years	34 Years
Implied GO Bond Ratings (S&P AAA, Fitch-AA+, Moody's-Aa1)	Yes	Yes	Yes
CAFR Finalized by March 31 of the Subsequent Year	Yes	Yes	Yes
Number of Audit Findings and Comments	0	0	0

Revenue and Finance

Operating Budget						
	Actual FY 2015	Actual FY 2016	Current FY 2017	Projected FY 2017	Adopted FY 2018	
Taxes	\$ -	\$ -	\$ -	\$ -	\$ -	-
Licenses & Permits	\$ -	\$ -	\$ -	\$ -	\$ -	-
Intergovernmental	\$ -	\$ -	\$ -	\$ -	\$ -	-
Charges for Services & Fines	\$ -	\$ -	\$ -	\$ -	\$ -	-
Other	\$ 522,000	\$ 478,166	\$ 435,782	\$ 525,816	\$ 435,882	
Total Revenues	\$ 522,000	\$ 478,166	\$ 435,782	\$ 525,816	\$ 435,882	
Personnel Services	\$ 7,495,654	\$ 7,573,041	\$ 7,915,324	\$ 7,581,719	\$ 8,469,401	
Non-Personnel	\$ 311,705	\$ 332,949	\$ 527,654	\$ 427,284	\$ 428,926	
Operating Capital	\$ 2,955	\$ 10,796	\$ 31,400	\$ -	\$ -	
Debt Service	\$ 88,341	\$ 88,341	\$ 58,893	\$ 88,342	\$ -	
Other	\$ -	\$ -	\$ -	\$ -	\$ -	
Total Expenses	\$ 7,898,655	\$ 8,005,127	\$ 8,533,271	\$ 8,097,345	\$ 8,898,327	

Capital Improvement Budget						
Total Revenues	\$ -	\$ 222,717	\$ -	\$ 77,823	\$ -	
Personnel Services	\$ -	\$ -	\$ -	\$ -	\$ -	
Non-Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	
Capital	\$ -	\$ -	\$ -	\$ -	\$ -	
Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -	
Other	\$ -	\$ -	\$ -	\$ -	\$ -	
Total Expenses	\$ -	\$ -	\$ -	\$ -	\$ -	

Total Budget						
Total Revenues	\$ 522,000	\$ 700,883	\$ 435,782	\$ 603,639	\$ 435,882	
Total Expenses	\$ 7,898,655	\$ 8,005,127	\$ 8,533,271	\$ 8,097,345	\$ 8,898,327	

Authorized Full Time Equivalents (FTE)	91.00	91.00	90.50	92.00	91.50
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Analysis

Revenues:	The revenues shown above are those that are earned by services delivered by this General Fund department. General revenues such as property taxes, franchise fees, and half-cent sales tax provide the remaining funding.
Expenses:	Personnel Services increase from Projected FY2017 is primarily due to an increase in personnel, pension, and healthcare costs, and the addition of one FTE.

Department Name: Solid Waste and Environmental Program Management

DEPARTMENT WEBSITE: <https://www.tampagov.net/solid-waste>

VISION AND MISSION:

The Department of Solid Waste and Environmental Program Management’s vision is to be recognized as a world-class organization in the provision of waste resource management and the public’s choice for innovative services. Its mission is to enhance the quality of life within our community while providing industry leading collection, disposal, and environmental services.

GOALS AND OBJECTIVES:

- Focus on personnel development with an emphasis on safety to ensure a reduction in incidents and accidents while further encouraging our employees to embrace industry excellence;
- Develop an environmental resource education center designed to inform and promote public awareness of waste resource management, recycling, and sustainability;
- Create a comprehensive master plan to provide a structured approach towards developing mid-term and long-term future actions of the Department;
- Repurpose approximately 65,000 tons of ash generated from the McKay Bay waste-to-energy process for alternative uses;
- Implement the use of a new Citywide utility services work order management and billing system
- Expand disposal capabilities at the McKay Bay disposal complex by developing a larger transfer station to improve safety and accommodate Tampa’s population growth and development throughout the next 20 years; and
- Complete the revisions and updates to the Department’s Solid Waste Municipal Codes, Chapter 26.

CURRENT OPERATIONS AND INITIATIVES:

- Increased the number of collection vehicles powered by alternative fuels;
- Increased waste diversion and recycling rates to preserve operating capacity at the waste-to-energy plant;
- Revising and updating the department’s solid waste municipal code, Chapter 26, to reflect current business practices in service delivery methods; and
- Reduced the quantity of safety related incidents by incorporating the use of smart devices designed to identify and modify driver behavior.

CITY STRATEGIC PRIORITY:

- Changing Tampa's Economic DNA
- Strengthen our Neighborhoods
- Keeping our Streets Safe
- Effective & Efficient Government

Performance Measures	Actual FY2016	Projected FY2017	Estimated FY2018
Solid Waste Code Enhance Environmental Program (SWEEP) Tonnage	2,769	3,189	3,300
Brownfield Designations - Cumulative	36	39	43
Residential Curbside Recycling Participation Rate	84%	85%	86%
Number of Vehicles Powered By Alternative Fuels	39	56	66
Same Day and On Time Collection-Residential	99.6%	99.6%	99.6%
Tons Processed at McKay Bay	310,650	300,000	313,000

Solid Waste

Operating Budget					
	Actual FY 2015	Actual FY 2016	Current FY 2017	Projected FY 2017	Adopted FY 2018
Taxes	\$ -	\$ -	\$ -	\$ -	\$ -
Licenses & Permits	\$ 762,297	\$ 777,961	\$ 784,000	\$ 791,935	\$ 795,900
Intergovernmental	\$ -	\$ -	\$ -	\$ 175,184	\$ 175,200
Charges for Services & Fines	\$ 89,221,924	\$ 97,096,120	\$ 95,091,500	\$ 99,132,520	\$ 99,628,300
Other	\$ 14,751,218	\$ 14,692,375	\$ 26,188,360	\$ 14,505,868	\$ 16,867,055
Total Revenues	\$ 104,735,439	\$ 112,566,456	\$ 122,063,860	\$ 114,605,507	\$ 117,466,455
Personnel Services	\$ 14,771,759	\$ 15,670,712	\$ 16,307,162	\$ 15,483,659	\$ 16,929,063
Non-Personnel	\$ 43,848,296	\$ 46,148,485	\$ 47,491,465	\$ 46,930,838	\$ 48,699,961
Operating Capital	\$ 6,232,749	\$ 7,352,324	\$ 7,980,038	\$ 7,760,039	\$ 4,612,331
Debt Service	\$ 14,853,228	\$ 13,360,325	\$ 13,393,325	\$ 13,393,325	\$ 13,370,075
Other	\$ 15,102,575	\$ 16,103,481	\$ 37,582,868	\$ 37,057,868	\$ 33,855,025
Total Expenses	\$ 94,808,607	\$ 98,635,327	\$ 122,754,858	\$ 120,625,729	\$ 117,466,455

Capital Improvement Budget					
Total Revenues	\$ 1,199,967	\$ 2,030,924	\$ 15,085,480	\$ 15,108,038	\$ 18,919,400
Personnel Services	\$ 6,275	\$ -	\$ 48,893	\$ 45,000	\$ -
Non-Personnel	\$ -	\$ 5,486	\$ 71,052	\$ -	\$ -
Capital	\$ 127,370	\$ 128,837	\$ 19,228,269	\$ 19,286,757	\$ 18,919,400
Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ -	\$ -	\$ -
Total Expenses	\$ 133,645	\$ 134,323	\$ 19,348,214	\$ 19,331,757	\$ 18,919,400

Total Budget					
Total Revenues	\$ 105,935,406	\$ 114,597,380	\$ 137,149,340	\$ 129,713,545	\$ 136,385,855
Total Expenses	\$ 94,942,252	\$ 98,769,650	\$ 142,103,072	\$ 139,957,486	\$ 136,385,855

Authorized Full Time Equivalents
(FTE)

213.75

213.75

213.00

212.00

208.00

Analysis

Revenues:

Intergovernmental revenues increase from Current FY2017 due to receiving compressed natural gas (CNG) rebate. Charges for Services & Fines increase from Current FY2017 due to increase in number of Solid Waste customers. Other revenues decrease from Current FY2017 due to a decrease in the use of fund balance for a one-time transfer to the General Fund for storm event reserve.

Expenses:

Personnel Services increase from Current FY2017 is primarily due to an increase in personnel, pension, and healthcare costs, and offset by the reduction of five FTEs. Non-Personnel increase from Current FY2017 is due to increased costs in contractual services for hauling and disposal. Operating Capital and other expenses decrease from Current FY2017 are due to non-recurring budget increases in Current FY2017. Annual capital improvement appropriations are applied over multiple fiscal years. As a result, prior year's appropriations are used in subsequent fiscal years.

Department Name: Technology and Innovation

DEPARTMENT WEBSITE: <https://www.tampagov.net/technology-and-innovation>

VISION AND MISSION:

Technology and Innovation’s vision is to be recognized as the thought and action leader for the City. The department's mission is to plan for the future, create strategic partnerships, and lead process improvements that enable better, smarter, and faster business decisions and innovative solutions through technology and business core services.

GOALS AND OBJECTIVES:

The Technology and Innovation Department has established the following goals and objectives to be achieved over the next five years:

- Deliver outstanding services: Meet or exceed customer and constituent expectations through technology;
- Align information technologies (IT) services with the City's business objectives;
- Energize business innovation: Lead the process designed to improve business operations that promote service excellence and advance the vision, mission, and direction of the City;
- Apply technology to modernize how City government works;
- Enable technology to play a critical role in the economic future of the City;
- Foster a professional culture: Value input, expect teamwork, respect others, and promote employee development; and
- Be the IT and electronics service provider for all City departments, City administration, and external City agencies.

CURRENT OPERATIONS AND INITIATIVES:

The Technology and Innovation Department focuses on supporting City departments in the efficient delivery of services to the community. The core services provided by the Technology and Innovation Department include:

- Operations and business process improvement;
- Development, implementation, and management of business applications including Enterprise Resource Planning (ERP) and Enterprise Content Management (ECM), Geographical Information Systems (GIS), departmental information processing systems, and the City's web portal;
- Support of the City's telecommunications and networks, client hardware and electronics technology, and host systems for servers and storage; and
- Provide protection for the City's critical information and technology resources.

CITY STRATEGIC PRIORITY:

- Changing Tampa's Economic DNA
- Strengthen our Neighborhoods

- Keeping our Streets Safe
- Effective & Efficient Government

Performance Measures	Actual FY2016	Projected FY2017	Estimated FY2018
Requests	36,784	36,554	38,382
Priority 1 Incidents	34	34	35
Priority 2 Incidents	53	53	55
Repair Work Orders	10,625	10,536	10,500

Technology and Innovation

Operating Budget						
	Actual FY 2015	Actual FY 2016	Current FY 2017	Projected FY 2017	Adopted FY 2018	
Taxes	\$ -	\$ -	\$ -	\$ -	\$ -	-
Licenses & Permits	\$ -	\$ -	\$ -	\$ -	\$ -	-
Intergovernmental	\$ -	\$ -	\$ -	\$ -	\$ -	-
Charges for Services & Fines	\$ -	\$ -	\$ -	\$ -	\$ -	-
Other	\$ 1,045	\$ 977	\$ 70,725	\$ 209	\$ -	-
Total Revenues	\$ 1,045	\$ 977	\$ 70,725	\$ 209	\$ -	-
Personnel Services	\$ 12,848,472	\$ 12,644,390	\$ 13,659,795	\$ 12,679,420	\$ 14,125,231	-
Non-Personnel	\$ 4,816,606	\$ 5,116,067	\$ 6,718,163	\$ 6,609,517	\$ 7,166,466	-
Operating Capital	\$ 27,578	\$ 483,067	\$ 176,725	\$ 80,000	\$ 267,000	-
Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -	-
Other	\$ -	\$ -	\$ 70,725	\$ -	\$ -	-
Total Expenses	\$ 17,692,656	\$ 18,243,524	\$ 20,625,408	\$ 19,368,937	\$ 21,558,697	-

Capital Improvement Budget						
Total Revenues	\$ -	\$ 80,000	\$ 6,904,805	\$ 4,500,000	\$ 1,062,337	-
Personnel Services	\$ 145	\$ -	\$ 290	\$ -	\$ -	-
Non-Personnel	\$ 1,290,728	\$ 1,054,553	\$ 104,016	\$ -	\$ -	-
Capital	\$ 2,051,656	\$ 1,758,343	\$ 7,060,112	\$ 5,998,469	\$ 1,062,337	-
Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -	-
Other	\$ -	\$ -	\$ 330,553	\$ -	\$ -	-
Total Expenses	\$ 3,342,529	\$ 2,812,896	\$ 7,494,971	\$ 5,998,469	\$ 1,062,337	-

Total Budget						
Total Revenues	\$ 1,045	\$ 80,977	\$ 6,975,530	\$ 4,500,209	\$ 1,062,337	-
Total Expenses	\$ 21,035,185	\$ 21,056,420	\$ 28,120,379	\$ 25,367,406	\$ 22,621,034	-

Authorized Full Time Equivalents (FTE)	122.00	122.25	121.75	122.75	123.75
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Analysis

Revenues:

The revenues shown above are those that are earned by services delivered by this General Fund department. General revenues such as property taxes, franchise fees, and half-cent sales tax provide the remaining funding.

Expenses:

Personnel Services increase from Current FY2017 is primarily due to an increase in personnel, pension, and healthcare costs, and the addition of two FTEs. Non-Personnel increase from Current FY2017 is due to increased hardware and software purchases. Capital Improvement budget of \$1.06 million in FY2018 is for the public safety communications systems improvement project.

Department Name: Transportation and Stormwater Services

DEPARTMENT WEBSITE: <https://www.tampagov.net/transportation>

VISION AND MISSION:

Our vision is to deliver the highest quality transportation and stormwater services to enhance the safety and quality of life within our community. Our mission is to provide safe, reliable, and efficient multimodal connectivity, enhanced water quality and flooding relief within the City of Tampa by optimizing resources, implementing best practices, and leveraging innovative technologies.

GOALS AND OBJECTIVES:

- Support InVision initiatives and philosophies for the City of Tampa through effective coordination with outside agencies;
- Support Comprehensive Plan policies that encourage a multi-modal transportation system through integrated land use and transportation planning, and strive to attain the optimum level of service for stormwater management;
- Continue to implement projects that promote safety and appropriately balance transportation and stormwater needs with neighborhood desires; and
- Continue to improve management and maintenance of the transportation and stormwater infrastructure.

CURRENT OPERATIONS AND INITIATIVES:

- Develop multi-modal system via promotion of mass transit initiatives and complete streets program to enhance public safety;
- Implement a capital improvement program that will provide incremental improvement to the overall stormwater system;
- Develop a comprehensive resurfacing, rehabilitation and restoration approach to pavement management to ensure appropriate inclusion of ADA sidewalk, stormwater, signing, pavement markings and signalization upgrades;
- Execute strategic operations leveraging the Stormwater Assessment Fee and ensuring National Pollutant Discharge Elimination System (NPDES) permit compliance;
- Enhance coordination of special events promoting economic development for the City of Tampa; and
- Continue to optimize our customer service center to improve responsiveness.

CITY STRATEGIC PRIORITY:

- Changing Tampa's Economic DNA
- Keeping our Streets Safe
- Strengthen our Neighborhoods
- Effective & Efficient Government

Performance Measures	Actual FY2016	Projected FY2017	Estimated FY2018
Capital Improvement Projects (Transportation)	90	95	74
Inspect and Clean Ditches (feet)	110,563	123,658	136,000
Traffic Studies (speed, crash, signs & marking)	941	912	900
Capital Improvement Projects (Stormwater)	20	26	24
Special Event Maintenance of Traffic Plans	375	450	475
Stormwater Pipe Inspection and Cleaning (feet)	373,560	508,570	559,400
Traffic Signs Replaced	8,018	9,800	10,700
Street Sweeping (frequency in days)	43	52	45
Traffic Signals (preventive maintenance work orders)	538	540	540

Transportation

Operating Budget					
	Actual FY 2015	Actual FY 2016	Current FY 2017	Projected FY 2017	Adopted FY 2018
Taxes	\$ 10,393,406	\$ 10,723,126	\$ 10,600,000	\$ 10,700,000	\$ 10,700,000
Licenses & Permits	\$ 1,990,210	\$ 1,845,651	\$ 1,335,500	\$ 1,605,100	\$ 1,335,500
Intergovernmental	\$ 7,968,000	\$ 8,702,418	\$ 10,336,835	\$ 10,717,499	\$ 10,219,402
Charges for Services & Fines	\$ 622,344	\$ 503,002	\$ 427,000	\$ 427,000	\$ 377,000
Other	\$ 13,577,937	\$ 6,080,448	\$ 17,589,546	\$ 11,600,746	\$ 15,945,591
Total Revenues	\$ 34,551,897	\$ 27,854,645	\$ 40,288,881	\$ 35,050,345	\$ 38,577,493
Personnel Services	\$ 5,196,261	\$ 10,584,441	\$ 11,751,027	\$ 11,356,023	\$ 12,192,685
Non-Personnel	\$ 7,242,703	\$ 9,401,168	\$ 11,038,212	\$ 10,160,760	\$ 11,475,819
Operating Capital	\$ -	\$ 130,387	\$ 3,834,666	\$ 1,190,802	\$ 660,000
Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ 15,781,772	\$ 12,264,572	\$ 16,118,992	\$ 12,108,158	\$ 14,248,989
Total Expenses	\$ 28,220,736	\$ 32,380,568	\$ 42,742,897	\$ 34,815,743	\$ 38,577,493

Capital Improvement Budget					
Total Revenues	\$ 19,627,997	\$ 53,492,992	\$ 30,744,439	\$ 19,324,320	\$ 15,338,545
Personnel Services	\$ 504,927	\$ -	\$ 3,334	\$ -	\$ -
Non-Personnel	\$ 11,277	\$ 704,109	\$ 1,072,686	\$ 229	\$ -
Capital	\$ 27,892,617	\$ 13,383,181	\$ 52,717,350	\$ 46,822,924	\$ 14,190,023
Debt Service	\$ -	\$ 515,928	\$ -	\$ -	\$ -
Other	\$ 1,801,201	\$ 8,905,070	\$ 5,000,165	\$ 640,000	\$ 1,148,522
Total Expenses	\$ 30,210,022	\$ 23,508,288	\$ 58,793,535	\$ 47,463,153	\$ 15,338,545

Total Budget					
Total Revenues	\$ 54,179,894	\$ 81,347,637	\$ 71,033,320	\$ 54,374,665	\$ 53,916,038
Total Expenses	\$ 58,430,758	\$ 55,888,856	\$ 101,536,432	\$ 82,278,896	\$ 53,916,038

Authorized Full Time Equivalents
(FTE)

57.00

142.00

135.00

138.00

137.00

Analysis

Revenues:

Taxes increase from Current FY2017 due to an estimated increase in Local Option Fuel Tax Revenue. Intergovernmental revenues decrease in Adopted FY2018 due to receiving slightly fewer grants. Other revenues decrease from Current FY2017 primarily due to a decrease in transfers to the capital construction funds for the department's capital improvement budget.

Expenses:

Personnel Services increase from Current FY2017 is primarily due to an increase in personnel, pension, and healthcare costs, and the addition of four FTEs offset by the transfer of two FTEs to Purchasing.

Stormwater

Operating Budget					
	Actual FY 2015	Actual FY 2016	Current FY 2017	Projected FY 2017	Adopted FY 2018
Taxes	\$ -	\$ -	\$ -	\$ -	\$ -
Licenses & Permits	\$ 6,218,601	\$ 14,335,851	\$ 14,000,000	\$ 14,300,000	\$ 14,300,000
Intergovernmental	\$ -	\$ -	\$ -	\$ 15,450	\$ -
Charges for Services & Fines	\$ 4,696	\$ -	\$ -	\$ -	\$ -
Other	\$ 313,866	\$ 6,772,156	\$ 3,820,626	\$ 2,857,068	\$ 2,322,653
Total Revenues	\$ 6,537,163	\$ 21,108,007	\$ 17,820,626	\$ 17,172,518	\$ 16,622,653
Personnel Services	\$ 1,981,323	\$ 6,389,816	\$ 7,365,750	\$ 6,955,684	\$ 7,397,720
Non-Personnel	\$ 3,781,205	\$ 4,976,829	\$ 6,816,745	\$ 6,668,746	\$ 6,662,928
Operating Capital	\$ 439,648	\$ 2,764,282	\$ 3,626,447	\$ 2,960,331	\$ 21,000
Debt Service	\$ 214,438	\$ 249,229	\$ 277,800	\$ 277,800	\$ 277,800
Other	\$ 9,168,172	\$ 206,724	\$ 400,000	\$ -	\$ 2,263,205
Total Expenses	\$ 15,584,786	\$ 14,586,880	\$ 18,486,742	\$ 16,862,561	\$ 16,622,653

Capital Improvement Budget					
Total Revenues	\$ 6,916,607	\$ 48,993,187	\$ 29,294,455	\$ 13,522,053	\$ 102,694,651
Personnel Services	\$ 292,966	\$ 295,923	\$ (295,881)	\$ 2,299,116	\$ 488,313
Non-Personnel	\$ 8,138	\$ 1,261,382	\$ 222,519	\$ 818	\$ -
Capital	\$ 15,181,977	\$ 12,477,884	\$ 40,825,381	\$ 39,138,911	\$ 34,562,463
Debt Service	\$ -	\$ 32,805	\$ -	\$ -	\$ -
Other	\$ 884,526	\$ 5,850,686	\$ 10,344,813	\$ 1,065,470	\$ 67,643,875
Total Expenses	\$ 16,367,607	\$ 19,918,680	\$ 51,096,832	\$ 42,504,315	\$ 102,694,651

Total Budget					
Total Revenues	\$ 13,453,770	\$ 70,101,194	\$ 47,115,081	\$ 30,694,571	\$ 119,317,304
Total Expenses	\$ 31,952,393	\$ 34,505,560	\$ 69,583,574	\$ 59,366,876	\$ 119,317,304

Authorized Full Time Equivalents
(FTE)

12.00

88.00

88.00

87.00

93.00

Analysis

Revenues:

Licenses and Permits increase from Actual FY2015 is due to an increase in the Stormwater Operating Assessment used to maintain the Stormwater conveyance system.

Expenses:

Personnel Services increase from Current FY2017 is primarily due to an increase in personnel, pension, and healthcare costs, and the addition of six FTEs from Projected FY2017. The new FTEs are in support of the capital improvement program. Operating Capital decrease from Actual FY2016 to Adopted FY2018 is due to the capital equipment needed to implement the expanded maintenance program. Capital Improvement Program increase from Actual FY2016 is due to the approval of the Stormwater Capital Improvement Assessment in support of the expanded capital improvement program.

TAMPA
TOGETHER

Department Name: Wastewater

DEPARTMENT WEBSITE: <https://www.tampagov.net/wastewater>

VISION AND MISSION:

The Wastewater Department’s vision is to become a world-class utility while protecting the environment. We will operate in a cost-effective manner and continually improve our work practices. The mission is to provide outstanding wastewater services to our customers while protecting public health and the environment.

GOALS AND OBJECTIVES:

The Wastewater Department’s goal is to provide complete and cost-effective service and to respond rapidly to expanding service requirements. To achieve its goal, the department's primary objectives include:

- Development, tracking, and reporting of specific, measurable, and relevant performance metrics;
- Implementation of an effective and efficient asset management program;
- Expansion of cross-training efforts amongst multi-skilled workforce technicians;
- Improving internal and external communication through the use of modern technologies; and
- Rehabilitation and/or replacement of facilities as necessary to maximize reliability and minimize operating costs.

CURRENT OPERATIONS AND INITIATIVES:

In FY2018, the department will continue with the following initiatives in support of its primary objectives:

- Complete design and award contracts for the rehabilitation of the Prescott and improvements to the University Pump Stations;
- Design and award additional construction contracts to continue with the department's collection system renewal and replacement program to repair and replace deteriorated force mains and gravity sewers located throughout the collection system, and complete the rehabilitation of the Louisiana Pumping Station, cleaning of the West River Interceptor, and complete treatment plant’s Diffused Aeration Reactor System and grit washers; and
- Complete treatment plant master plan to identify and prioritize capital improvements needed to maintain reliability and reduce operating cost at the Howard F. Curren Wastewater Treatment Plant.

CITY STRATEGIC PRIORITY:

- Changing Tampa's Economic DNA
- Keeping our Streets Safe
- Strengthen our Neighborhoods
- Effective & Efficient Government

Performance Measures	Actual FY2016	Projected FY2017	Estimated FY2018
Gravity Sewer Pipe Cleaned (miles)	434	545	550
Gravity Sewer Pipe CCTV Inspected (miles)	222	352	400
Manholes Inspected	6,648	7,200	7,200
Grease Traps Inspected	4,176	6,144	6,200

Wastewater

Operating Budget					
	Actual FY 2015	Actual FY 2016	Current FY 2017	Projected FY 2017	Adopted FY 2018
Taxes	\$ -	\$ -	\$ -	\$ -	\$ -
Licenses & Permits	\$ -	\$ -	\$ -	\$ -	\$ -
Intergovernmental	\$ 114,610	\$ 99,308	\$ 49,900	\$ 81,299	\$ 48,900
Charges for Services & Fines	\$ 107,924,325	\$ 109,411,862	\$ 112,020,423	\$ 111,956,272	\$ 111,647,900
Other	\$ 65,388,523	\$ 17,853,985	\$ 17,752,280	\$ 16,691,020	\$ 15,288,433
Total Revenues	\$ 173,427,458	\$ 127,365,155	\$ 129,822,603	\$ 128,728,591	\$ 126,985,233
Personnel Services	\$ 23,958,175	\$ 25,968,022	\$ 26,358,207	\$ 26,343,171	\$ 28,181,571
Non-Personnel	\$ 45,461,625	\$ 43,801,695	\$ 47,688,498	\$ 46,988,639	\$ 49,475,217
Operating Capital	\$ 1,278,282	\$ 2,340,262	\$ 2,807,278	\$ 2,676,658	\$ 2,905,925
Debt Service	\$ 59,910,401	\$ 14,510,605	\$ 13,201,196	\$ 13,201,196	\$ 12,491,705
Other	\$ 55,118,958	\$ 34,485,569	\$ 39,767,424	\$ 35,897,022	\$ 33,930,815
Total Expenses	\$ 185,727,441	\$ 121,106,153	\$ 129,822,603	\$ 125,106,686	\$ 126,985,233

Capital Improvement Budget					
Total Revenues	\$ 36,228,588	\$ 17,553,478	\$ 19,233,000	\$ 19,476,100	\$ 25,469,000
Personnel Services	\$ 1,490,871	\$ -	\$ -	\$ -	\$ -
Non-Personnel	\$ 69,530	\$ 1,350,380	\$ 616,615	\$ 365	\$ -
Capital	\$ 22,864,364	\$ 34,884,009	\$ 45,337,610	\$ 46,542,843	\$ 25,460,000
Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ 9,000	\$ 9,000	\$ 9,000	\$ 9,000	\$ 9,000
Total Expenses	\$ 24,433,765	\$ 36,243,389	\$ 45,963,225	\$ 46,552,208	\$ 25,469,000

Total Budget					
Total Revenues	\$ 209,656,046	\$ 144,918,633	\$ 149,055,603	\$ 148,204,691	\$ 152,454,233
Total Expenses	\$ 210,161,206	\$ 157,349,542	\$ 175,785,828	\$ 171,658,894	\$ 152,454,233

Authorized Full Time Equivalents (FTE)	321.00	311.00	315.00	318.00	314.00
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Analysis

Revenues:

Other revenues decrease from Current FY2017 is primarily due to the increased use of fund balance.

Expenses:

Personnel Services increase from Current FY2017 is primarily due to an increase in personnel, pension, and healthcare costs, and the addition of three FTEs offset by the transfer of four FTEs to Purchasing. Non-Personnel expenses increase from Current FY2017 is due to the increase in Tools and Minor Equipment, Supplies and Materials, and Cost Allocation. Annual capital improvement appropriations are applied over multiple fiscal years. As a result, prior year appropriations are used in subsequent fiscal years.

Department Name: Water

DEPARTMENT WEBSITE: <https://www.tampagov.net/water>

VISION AND MISSION:

The Water Department’s vision is to be renowned for high quality water and the outstanding manner in which customers are served through successful implementation of the Strategic Plan. The department’s mission is to provide our customers superior drinking water, reclaimed water, and utility support services. The vision, mission, and goals of the department will be guided by four core values: Respect, Integrity, Teamwork, and Excellence.

GOALS AND OBJECTIVES:

- Continue the 200 mile pipeline replacement program;
- Protect the Hillsborough River, the City’s primary source of drinking water;
- Ensure that Tampa’s water supply can meet demands during normal and emergency conditions;
- Improve customer service by measuring service response levels for Engineering, Production, and Distribution and Consumer Services divisions;
- Maximize resources through grant funding and low cost loan opportunities from the Southwest Florida Water Management District, Florida Department of Environmental Protection, the State of Florida, and the federal government; and
- Produce water of high quality exceeding all federal and state requirements.

CURRENT OPERATIONS AND INITIATIVES:

- Continue high treatment levels necessary to achieve the Partnership for Safe Water, 20-year Director’s Award in 2019;
- Continue to invest into pipeline replacement, especially the undersized systems;
- Continue to upgrade technology at the David L. Tippin Water Treatment Facility; and
- Replace and complete implementation of the Consumer Service’s Utility Management System by 2018.

CITY STRATEGIC PRIORITY:

Changing Tampa's Economic DNA

Keeping our Streets Safe

Strengthen our Neighborhoods

Effective & Efficient Government

Performance Measures	Actual FY2016	Projected FY2017	Estimated FY2018
Non-Revenue Producing Water (%)	10.3%	10.5%	10.0%
Reclaimed Water Demand (mgd)	3.2	3.5	3.5
Call Center - Average Call Wait Time (minutes:seconds)	2:22	2:04	2:04
Call Center - Calls Abandoned (%)	9.06%	9.05%	9.05%
Meter Reading Accuracy (%)	99.74%	99.75%	99.75%
Hydrants Inspected (%)	100%	100%	100%

Water

Operating Budget					
	Actual FY 2015	Actual FY 2016	Current FY 2017	Projected FY 2017	Adopted FY 2018
Taxes	\$ -	\$ -	\$ -	\$ -	\$ -
Licenses & Permits	\$ -	\$ -	\$ -	\$ -	\$ -
Intergovernmental	\$ 5,029	\$ -	\$ -	\$ -	\$ -
Charges for Services & Fines	\$ 107,415,996	\$ 113,023,342	\$ 115,490,200	\$ 115,714,700	\$ 117,000,800
Other	\$ 2,923,072	\$ 3,809,096	\$ 13,596,703	\$ 2,680,250	\$ 11,175,242
Total Revenues	\$ 110,344,097	\$ 116,832,438	\$ 129,086,903	\$ 118,394,950	\$ 128,176,042
Personnel Services	\$ 22,217,690	\$ 22,335,885	\$ 22,529,565	\$ 22,307,180	\$ 24,332,382
Non-Personnel	\$ 42,053,523	\$ 42,594,747	\$ 53,302,491	\$ 52,159,806	\$ 54,503,419
Operating Capital	\$ 683,675	\$ 1,778,359	\$ 2,539,204	\$ 1,856,265	\$ 1,571,154
Debt Service	\$ 235,955	\$ 101,224	\$ 43,000	\$ 25,000	\$ 30,000
Other	\$ 58,501,871	\$ 32,947,156	\$ 51,315,563	\$ 51,315,563	\$ 47,739,087
Total Expenses	\$ 123,692,714	\$ 99,757,371	\$ 129,729,823	\$ 127,663,814	\$ 128,176,042

Capital Improvement Budget					
Total Revenues	\$ 108,847,853	\$ 48,134,413	\$ 63,425,817	\$ 52,506,201	\$ 50,504,147
Personnel Services	\$ 1,114,124	\$ 711,229	\$ 3,324,892	\$ 1,306,984	\$ 1,730,091
Non-Personnel	\$ 2,575	\$ 2,047,312	\$ 684,773	\$ -	\$ -
Capital	\$ 30,662,626	\$ 39,048,267	\$ 99,748,269	\$ 101,363,722	\$ 28,144,046
Debt Service	\$ 64,285,617	\$ 14,172,924	\$ 14,559,527	\$ 14,559,527	\$ 15,994,478
Other	\$ 10,000	\$ 26,000	\$ 11,064,394	\$ -	\$ 4,635,532
Total Expenses	\$ 96,074,942	\$ 56,005,732	\$ 129,381,855	\$ 117,230,233	\$ 50,504,147

Total Budget					
Total Revenues	\$ 219,191,950	\$ 164,966,851	\$ 192,512,720	\$ 170,901,151	\$ 178,680,189
Total Expenses	\$ 219,767,656	\$ 155,763,103	\$ 259,111,678	\$ 244,894,047	\$ 178,680,189

Authorized Full Time Equivalents (FTE)	301.00	298.00	306.50	304.00	301.00
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Analysis

Revenues:	Other revenues decrease from Current FY2017 is primarily due to a decrease in transfers to the capital construction funds for the department's capital improvement budget.
Expenses:	Personnel Services increase from Current FY2017 is primarily due to an increase in personnel, pension, and healthcare costs, and the reduction of 5.5 FTEs of which three FTEs were transferred to Purchasing. Other expenses decrease from Current FY2017 is primarily due to a decrease in transfers to the capital construction funds. Annual capital improvement appropriations are applied over multiple fiscal years. As a result, prior year appropriations are used in subsequent fiscal years.

TAMPA
TOGETHER

Financial Policies



Financial Policies

The City of Tampa (“City”) has established the following financial policies to facilitate management actions on financial decisions, and to assist interested parties in understanding the City’s finances:

1. Balanced Budget
2. Fund Balance
3. Spending Order of Fund Balances
4. Reserve Policy - Governmental Funds
5. Reserve Policy – Enterprise Funds
6. Reserve Policy - Internal Service Funds
7. Budget Stabilization Reserve
8. Fees and Charges
9. Investments
10. Non-Recurring Revenue
11. Revenue Forecast
12. Payment in Lieu of Taxes/Payment in Lieu of Franchise Fees (PILOT/PILOF)
13. Revenue Diversification
14. Capital Improvement Program (Five-Year Strategic Plan)
15. Debt
16. Cost Allocation
17. Basis of Accounting and Basis of Budgeting
18. Grants

These policies generally apply to all City funds. Federal, state, and local legislation, and certain regulatory standards and specific financial policies may supersede these statements. The benefits derived from consolidated financial policies include:

- A concise and transparent guide for making informed decisions related to City financial matters;
- Comprehensive focus on the over-all financial condition of the City rather than a narrow focus on single issues;
- Formal communication of a commitment to sound financial management and fiscal integrity with a distinct commitment to strengthening credibility and confidence of citizens, investors, rating agencies and other interested parties; and
- Commitment to fiscal sustainability (a balanced budget where revenues equal expenditures).

1. Balanced Budget

A balanced budget provides the framework for obtaining fiscal sustainability and is achieved when total anticipated revenues equal total planned expenditures for each fund. In accordance with Florida Statute 166.241, the City must adopt a balanced budget each fiscal year. The budget must be adopted by ordinance or resolution unless otherwise specified in the respective municipality’s charter (pursuant to the Tampa City Charter, City Council adopts the budget annually by

ordinance). The amount available from taxation and other sources, including balances brought forward from prior fiscal years, must equal the total appropriations for expenditures and reserves. At a minimum, the adopted budget must show for each fund, as required by law and sound financial practices, budgeted revenues and expenditures by organizational unit which are at least at the level of detail required for the annual financial report under s. 218.32(1). The adopted budget must regulate expenditures of the municipality, and an officer of a municipal government may not expend or contract for expenditures in any fiscal year except pursuant to the adopted budget.

2. Fund Balance

The City seeks to maintain a fund balance that is sufficient to fund all cash flow requirements, reserves for unanticipated one-time expenditures, revenue shortfalls, and emergency needs. Maintaining an adequate fund balance is essential to the financial health of the City and assures the City's ability to serve its citizens and maintain high credit ratings. Fund balance targets are not required but are considered goals of the City.

The purpose of this policy is to specify the size and composition of the City's desired fund balance and to identify certain requirements for classifying fund balance in accordance with Governmental Accounting Standards Board (GASB) Statement No. 54, *Fund Balance Reporting and Governmental Fund Type Definitions*. The following individual components shall constitute the fund balance for all of the City's governmental funds:

- a. **Non-spendable** - Amounts that cannot be spent because they are:
 - i. Not in spendable form, and/or
 - ii. Legally or contractually required to be maintained intact.

"Not in spendable form" includes items that are not expected to be converted to cash (such as inventories prepaid amounts, long-term loans, notes receivable and property acquired for resale).

- b. **Restricted** - Fund balance that can only be spent for specific purposes stipulated by:
 - i. External resource providers such as creditors (by debt covenants), grantors, contributors, or laws or regulations of other governments; or
 - ii. Imposed by law through constitutional provisions or enabling legislation.

Examples include funds restricted by federal, state and local legislation; bond covenants; grants earned but not spent; and taxes dedicated to a specific purpose.

- c. **Committed** - Amounts that can only be used for the specific purposes determined by a formal action of either City Council and/or the Mayor. An example is the amounts City Council sets aside by ordinance or resolution.
- d. **Assigned** - Includes spendable fund balance amounts established by the Mayor that are intended to be used for specific purposes that are neither considered restricted or committed. The Mayor delegates the authority to assign fund balance to the Chief Financial Officer.

- e. **Unassigned** - Represents fund balance that has not been assigned to other funds and that has not been restricted, committed, or assigned to specific purposes within the General Fund. Unassigned fund balance may also include negative balances for any governmental fund if expenditures exceed amounts restricted, committed, or assigned for those specific purposes.

3. Spending Order of Fund Balances

Fund Balances may only be spent for authorized purposes. The City will expend Fund Balances in the following order:

1. Restricted Fund Balance (unless there are legal documents/contracts that prohibit doing so, such as grant agreements requiring dollar for dollar spending)
2. Committed Fund Balance
3. Assigned Fund Balance
4. Unassigned Fund Balance

4. Reserve Policy - Governmental Funds

The reserve policies within this section apply to the City's governmental funds which include the General Fund and Utilities Services Tax Fund, Special Revenue Funds, Debt Service Funds, and the Capital Construction Funds.

- a. **General Fund and Utilities Services Tax Fund Reserves**— The City has established a policy to maintain a minimum reserve balance that equals 20% of the combined operating expenditures for the General Fund and Utilities Services Tax Fund. This reserve may only be released by the Mayor.
- b. **Local Option Gas Tax Fund, Stormwater Operating Fund and Construction Service Center Fund Reserves** — The City shall attempt to maintain a two-month operating reserve for these funds. The operating reserves shall only consider personnel and operating expenditures when calculating the reserve.
- c. **Debt Service Reserve Funds** — Debt service reserve funds shall include deposits as required by the bond covenants for each outstanding bond issue. The City shall make every effort to only transfer the specific amounts, at the specific times, as required under the bond covenants for each bond issue.
- d. **Capital Construction Funds** — Capital construction funds do not require reserves. The annual transfer from the respective special revenue or other fund, plus interest earnings, should be sufficient to fund the budgeted capital improvement projects.

5. Reserve Policy - Enterprise Funds

- a. **Operating Reserves** — The Water, Wastewater, and Solid Waste Departments will each maintain a reserve that is equal to 90 days of actual operating expenses of the prior fiscal year. The respective departmental reserves may be released at the direction of the City's Chief Financial Officer for authorized purposes within each respective department.
- b. **Infrastructure Reserves** — The Water, Wastewater, and Solid Waste Departments will each attempt to maintain an infrastructure reserve that is equal to 1% of total infrastructure assets as identified in the latest City's Comprehensive Annual Financial Report. Each department director may request the release of all or a portion of the infrastructure reserves to fund capital improvement programs if there are insufficient current year revenues and/or budgeted reserves. The respective departmental reserves may be released at the direction of the City's Chief Financial Officer for authorized purposes within each respective department.
- c. **McKay Bay Refuse-To-Energy Facility Reserve** - The Solid Waste Department shall attempt to maintain a \$5.0 million reserve for the repair and renovation of the McKay Bay Refuse-To-Energy Facility. This reserve can be released at the direction of the City's Chief Financial Officer for authorized purposes within the department.
- d. The Parking System does not have a reserve requirement since operations may be subsidized by the General Fund. The Parking System shall attempt to maintain 60 days operating reserves when net revenues become sufficient to fully support its operations and maintenance expenses, capital expenses, and related debt service.
- e. The Golf Course System does not have a reserve requirement since operations may be subsidized by the General Fund. The Golf Course System shall attempt to maintain 60 days operating reserves when net revenues become sufficient to fully support its operations and maintenance expenses, capital expenses, and related debt service.

6. Reserve Policy - Internal Service Funds

The City's internal service funds (Fleet and Customer Services Divisions) shall maintain minimal reserves for the purpose of supporting services provided to City departments. Excess reserve balances may be returned to contributing departments at the end of each fiscal year.

7. Budget Stabilization Reserve

To the extent that unassigned fund balance in the General Fund exceeds 20% of operating expenditures, the excess amounts may be designated as a Budget Stabilization Reserve to be used to support subsequent fiscal year budget shortfalls. The Budget Stabilization Reserve is intended to allow for a measured drawdown of reserves with the expectations that revenues will return to sustainable levels in future budgets.

The City may designate any portion of fund balance in the General Fund as either assigned fund balance or committed fund balance with the intent to balance subsequent year budgets.

- a. Amounts designated to balance the next fiscal year will be designated as assigned fund balance. The amounts designated as assigned fund balance cannot exceed the budgeted excess of expenditures over revenues in the immediately subsequent year's budget.
- b. Amounts designated to balance subsequent year's budgets (beyond the next fiscal year) will be designated as committed fund balance.

The establishment and/or use of the Budget Stabilization Reserve will be recommended by the Mayor and approved by Council as part of the annual budget process. Additionally, any Budget Stabilization Reserve that is deemed unnecessary to balance subsequent budgets may be re-designated as unassigned fund balance through the annual budget process. The annual budget is adopted by City Council ordinance.

The Budget Stabilization Reserve may not be used during the course of the then current fiscal year to cover revenue shortfalls or unexpected expenditures unless approved by ordinance.

8. Fees and Charges

The City will determine appropriate fees and charges for all services, operations and maintenance for City facilities, and infrastructure. Fees and charges will be reviewed and updated to ensure that they keep pace with inflation and changes in methods or levels of service.

Fees and charges should not exceed the overall cost of providing the service and operations and maintenance for the facility and infrastructure for which the fee is imposed. Direct and indirect costs may be used in calculating fees.

9. Investments

This policy applies to the City of Tampa's (the "City") investment practices for the City's Pooled Cash Account which is used for all operating receipts and disbursements. This investment policy does not apply to bond related accounts or pension accounts.

- a. **Investment Objectives** – It is the City's policy to invest funds in safe, liquid, minimum risk instruments that will provide the maximum amount of interest earnings.
- b. **Performance Measurement** – The earnings of these instruments will be measured by comparison to the two (2) year and the five (5) year United States Treasury Notes on a monthly basis.
- c. **Ethics** – The City will follow the Prudent Person Rule, which states; "Investments should be made with judgment and care, under circumstances then prevailing, which persons of prudence, discretion, and intelligence exercise in the management of their own affairs, not

for speculation, but for investment, considering the probable safety of their capital as well as the probable income to be derived from the investment.”

- d. **Authorized Investments** – As provided in Section 7.10-Investment of Funds, of the Revised Charter of the City of Tampa of 1975, the Director of Finance, with the approval and consent of the Mayor, is authorized to invest any funds of the City in United States Government or United States Treasury bonds, certificates, notes or bills, or may arrange interest bearing time deposits with the depositories of the City; and the interest derived from such investments or deposits shall be accrued as revenue to the general fund of the City, except in the case of special funds for which the City is required by agreement or by law to credit such special funds with interest on its invested balances.
- e. **Maturity and Liquidity Requirements** – The investment portfolio must be structured in such a manner that will provide sufficient liquidity to pay obligations as they become due. Every effort will be made to assure the appropriate levels of liquidity by utilizing the treasury cashflow forecasting model. Investments will be made to coincide with known/anticipated cash flow requirements and in compliance with Section 7.10 – Investment of Funds, of the revised Charter of the City of Tampa of 1975 (Please refer to “Authorized Investments” above). Preference should be given to securities with maturity dates that coincide with operating, debt service and capital payments. The maximum maturity term for a single investment will not exceed five (5) years.
- f. **Portfolio Composition*** – Short-term investments are limited to thirty three percent (33%) of the total portfolio. No more than thirty percent (30%) of the portfolio should be invested in certificates of deposits.
- g. **Risk and Diversification*** – A maximum of twenty percent (20%) of the total portfolio is permitted in a single institution. All securities purchased must be backed by the full faith and credit of the United States Government.

**At the discretion of the CFO, may need to be altered from time-to-time based on economic conditions and/or the best value of the short-term operational needs of the city.*
- h. **Redemption** – The City is permitted to sell investments prior to their stated date of maturity (redemption before maturity) in order to meet short-term liquidity requirements. Prior authorization is required from the Investment Committee, Chief Financial Officer, Chief Accountant and/or Banking Manager.
- i. **Authorized Investment Institutions & Dealers** – The Investment Committee shall establish a list of authorized investment institutions and dealers. The list will be reviewed at least on an annual basis. Securities may be purchased from primary dealers only or through the U.S. Treasury - TreasuryDirect® purchase program with a maximum of five (5) dealers solicited per transaction. All certificates of deposits must be purchased from banks that are Qualified Public Depositories of the State of Florida.
- j. **Third-Party Custodial Agreements** – All purchases of securities are to be made on a delivery versus payment basis. Delivery instructions are provided to each institution on the

list of authorized investment institutions and dealers. All securities will be delivered to a safekeeping institution that will hold securities under a third party custodial agreement. The safekeeping institution will receive instruction regarding type, description, cost, and authorization for payment of each transaction at the time of purchase.

- k. **Master Repurchase Agreement** – All authorized institutions or dealers involved in repurchase agreement transactions must execute, and perform transactions in accordance with, a master repurchase agreement.
- l. **Bid Requirements** - All investments must be bid competitively. Availability of funds, market conditions and City needs must be analyzed in selecting the appropriate type of investment vehicle.
- m. **Internal Controls** – The Director of Finance shall establish a system of written internal controls. Such controls will be reviewed on an annual basis by an independent audit firm to ensure compliance and prevent the loss of funds from fraud, employee error, misrepresentation by third parties, or imprudent actions by City employees.
- n. **Continuing Education** – The Investment Coordinator must annually complete eight hours of continuing education in subjects or courses of study related to investment practices and products.
- o. **Reporting** – The City shall provide annual financial statements that include the investment portfolio by class/type, book value, income earned and market value as well as the date of the report.
- p. **Authorized Investments - Written Investment Policies**
 - i. Interest bearing time deposits or savings accounts in qualified public depositories as defined in s. 280.02;
 - ii. Direct obligations of the United States Treasury; and
 - iii. Other investments authorized by law or by ordinance for municipality, so long as such investments do not conflict with the City Section 7.10, Investment of Funds, of the Revised Charter of the City of Tampa of 1975.

10. Non-Recurring Revenue

To the extent feasible, non-recurring revenues will be applied toward non-recurring expenditures. By definition, non-recurring revenues cannot be relied on in future budget periods, and by avoiding the use of these revenues, the City minimizes the possible disruptive effects on services due to the non-recurrence of these revenue sources. Examples of non-recurring revenues include: non-recurring sale of government assets, cash flow savings generated from a bond refunding, infrequent revenues from development, and grants. These revenues may be available for more than one-year (e.g., a three-year grant), but are expected to be non-recurring. Examples of expenditures for which one-time revenues may be applied include start-up cost, stabilization, early debt retirement and capital costs.

11. Revenue Forecast

The City budgets ad valorem taxes at 95% of estimated collection and all other major revenues at 98% of anticipated collection. The City budgets grant revenues and transfers at 100% of the anticipated collection amount.

The City implements a conservative approach in forecasting revenues for determining economic impact. Revenue forecasts are based on historical performance and available economic data.

12. Payment in Lieu of Taxes/Payment in Lieu of Franchise Fees (PILOT/PILOF)

Annually, the City charges the Water, Wastewater, Solid Waste, and Parking Departments (collectively, the enterprise departments) for payment in lieu of taxes (PILOT) and payment in lieu of franchise fees (PILOF). These revenues are collected and deposited in the General Fund. The basis for collecting PILOT and PILOF is to equate enterprise departments to private companies. If the enterprise departments were private companies, they would pay property taxes and franchise fees.

- a. Payment in Lieu of Taxes — PILOT is calculated annually based on the fixed asset value for each enterprise department times the City's prior year millage rate.
- b. Payment in Lieu of Franchise Fees — PILOF is calculated annually based on budgeted revenues for each enterprise department times the currently authorized franchise fee percentage.

13. Revenue Diversification

The City strives to diversify its sources of revenues in order to maintain an adequate level of service during periods of declining economic activity through a variety of actions, including:

- a. Identifying new or expanded revenue sources as a way to assist in achieving a balanced budget after considering all possible cost reduction alternatives;
- b. Evaluating revenue-generating opportunities that will support sustainable community growth;
- c. Analyzing cost recovery revenue sources on an annual basis to insure that revenue collections reflect the cost of providing the associated City services;
- d. Actively opposing state and/or federal legislation which increase operating costs without providing a new or increasing an existing revenue source to offset the increased operating costs;
- e. Lobbying efforts to protect current revenues received from state and federal sources;

- f. Follow an aggressive policy of enforcement of revenue regulations and collection of revenues;
- g. Leverage grant funding opportunities, and
- h. Maintain a stable user base.

14. Capital Improvement Program (Five-Year Strategic Plan)

The City of Tampa develops a five-year capital improvement plan (CIP) annually in support of the City's mission and strategic plan. The CIP is a plan that forecasts and aligns projected revenues with capital project priorities and planned capital improvement expenses for maintaining, enhancing, and expanding City infrastructure needs over a five-year period. The CIP is updated and submitted to City Council for adoption annually ensuring that new and/or changing priorities are addressed. Projects are subject to change based on level of service standards and needs, special funding opportunities, emergency requirements, or other directives or priorities established by the Mayor and City Council. Because priorities may change, planned projects included in outward years are not guaranteed for funding.

The CIP is designed to promote long-range financial planning, and provide for capital projects to be carried out in accordance with predetermined priorities of need and affordability. Specifically, the CIP:

- Identifies the need for public facilities in support of the City's adopted level of service (LOS) standards and measurable objectives;
- Estimates the costs of improvements (for which the City has fiscal responsibility);
- Analyzes the fiscal ability of the City to fund and construct improvements;
- Adopts financial policies to guide funding of improvements; and
- Schedules funding and construction of improvements to ensure that they are provided, when required.

The CIP includes estimated costs and the funding sources for each project. The CIP must be adopted concurrently with the City's annual budget prior to the commencement of the fiscal year (October 1). Program managers are responsible for developing methods of assessing assets and determining costs and prioritization for new, repair/upgrades, or replacement projects in order to secure funding.

The benefits of the capital improvement plan are as follows:

- Facilitates coordination between capital needs, and the operating budgets;
- Identifies the most economical funding vehicle;
- Increases opportunities for obtaining federal and state aid;
- Relates public facilities to other public and private development, and redevelopment policies and plans;
- Focuses attention on community objectives and fiscal capacity;
- Provides full transparency;

- Coordinates the activities of neighboring and overlapping units of local government to reduce duplication;
- Encourages careful project planning and design to avoid costly mistakes; and
- Supports the community in achieving its desired goals.

The five-year CIP must be financially feasible and provide both the project's funding source and capital cost. The CIP also identifies the funding source and amount of funding that will be required for the anticipated post-construction operational costs of each project.

Capital improvements are provided to correct existing deficiencies, repair and replace deteriorating or obsolete facilities, and to accommodate new growth in an efficient, cost effective, and timely manner upon plan adoption. Capital improvements generally have an estimated cost greater than \$100,000, have a useful life of greater than three (3) years and fulfill one of four purposes:

- Protect the public's health and safety by preventing a critical breakdown in the City's public facilities and services;
- Maintain, upgrade, repair or replace existing public facilities;
- Eliminate existing deficiencies; and
- Expand existing public facilities or construct new public facilities concurrent with new growth.

City Council adopts the 5-year CIP (capital budget) on an annual basis. However, sources of funding are only appropriated for year one (1) of the CIP. Years two (2) through five (5) of the CIP are only programmed and will receive annual appropriations during the adoption of subsequent annual capital budgets by City Council. The CIP, showing estimated annualized costs of capital projects, is updated on an annual basis.

All amendments made during the current fiscal year must be approved by City Council. A capital project cannot be added or deleted without approval of City Council; neither can funds be added or deleted which change the outcome of the project without City Council approval. However, funding the Community Investment Tax (CIT) program may be amended administratively within the previously authorized program categories.

All capital project costs will include the corresponding operating budgetary impact at the time the project is presented for City Council approval.

15. Debt

As a commitment to long-term financial planning, the City has developed a debt policy to which meets the following objectives:

- Facilitates the execution of strategic goals;
- Maintains the City's fiscal strength;
- Ensures public funds are protected; and
- Maximizes the City's ability to provide quality services.

The City recognizes that revenue sources are limited; therefore, careful attention must be focused on balancing future flexibility with the need to consume scarce resources. This policy validates the City's commitment to adhere to best financial management practices in order to guarantee that the appropriations for capital purposes are equitable to each generation of taxpayers and other beneficiaries. The policy sets forth comprehensive guidelines and adherence as it is essential to ensure that the City maintains a sound financial position.

- a. **Scope and Authority** - The policy shall apply to all debt issued by the City and the Community Redevelopment Agency, and shall govern the issuance process, including the selection and management of related financial services and products, and investment of debt proceeds.

The Chief Financial Officer (or designee) is the designated administrator of the policy. As administrator, the Chief Financial Officer shall provide for the issuance of debt at the lowest possible cost and risk, determine available debt capacity, comply with all Internal Revenue Service, Securities and Exchange Commission, and Municipal Securities Rulemaking Board rules and regulations, submit to the Mayor and City Council all recommendations to issue debt, and apply and promote prudent fiscal practices. Each debt financing shall be approved by the Mayor and City Council.

- b. **Objectives** - The following goals shall define the objectives for the issuance of debt of the City which are subject to the scope of this Policy. Balance multiple financial management objectives, including:

- Innovation — Analyze all available financing options and select the financing vehicles that address the City's objectives at the lowest possible cost;
 - Flexibility — Preservation of the greatest level of long-term flexibility to addressing any future financial needs;
 - Responsibility — Fair, reasonable and equitable to each generation of taxpayers, rate payers, users and other beneficiaries when distributing the debt burden;
 - Credit Strength — Act as a good corporate citizen, to maintain or enhance the City's credit worthiness and reputation and to ensure the trust of investors and all stakeholders; and
 - Compliance and Continuing Disclosure — Comply with all reporting requirements, agreements, laws, contracts, covenants, policies and obligations which make up or are related to the City debt management program(s).
- i. Define and categorize the City's current debt programs as governmental or proprietary within the self-supporting and non-self-supporting categories.
 - ii. Enhance the City's ability to access the credit markets and enhance or maintain the credit ratings for each of its programs.
 - iii. Evaluate each of the following in anticipation of new borrowing initiatives:
 - Amount of funding currently available in addition to contemplated debt issuance;

- Existing outstanding debt that utilizes the same revenue stream as a source of repayment;
 - Appropriate final maturity (1 to 40 years);
 - Use of short-term or long-term credit vehicles; and
 - Use of fixed rate or variable rate pricing options.
- iv. Identify appropriate debt constraints or limits in an effort to ensure adequate flexibility for future generations of elected officials.
- v. Comply with all continuing disclosure requirements.
- c. **Debt Administration** - In recognition of its fiduciary responsibility to City taxpayers, ratepayers and other stakeholders, the City will institute and comply with the following financial best practices:
- i. Act with regard to self-supporting proprietary operations, when necessary, to increase rates to ensure each operation maintains rate coverage (revenue to debt service ratios) as required by City policy or related debt covenants;
 - ii. Limit the level of annual debt service as a percentage of available annual revenues to ensure a reasonable ability to address recurring operations and maintenance and/or capital requirements on a pay-as-you-go basis for all self-supporting governmental operations;
 - iii. The City is not subject to any legal debt limit restrictions and shall monitor the amount of annual debt to ensure adequate debt level capacities;
 - iv. Establish the annual subsidy required and compare it to the actual subsidy needed for all non-self-supporting proprietary operations;
 - v. Account for the issuance of debt using general accepted accounting principles as established by the Governmental Accounting Standards Board;
 - vi. Maintain complete information on outstanding debt portfolio, including: issue name, initial par amount, dated date and sale date, purpose, security type, issue type, sale type, true interest cost, arbitrage yield, average life, underwriters, underwriter's discount, principal amounts by maturity, coupon rate, coupon type, original yield, interest payment frequency by maturity, principal payment by maturity, call provisions, sinking provisions, ratings and credit enhancement, if any;
 - vii. Implement processes, and assign all roles and responsibilities necessary to ensure timely compliance with all continuing disclosure requirements, up to and including posting of said items on the Electronic Municipal Market Access web site; and
 - viii. Revenue bonds shall be payable from pledged revenues actually budgeted, appropriated, and deposited into the funds and accounts created and established pursuant to, and in the manner provided in, the bond resolution. Covenants on the

part of the City to budget and appropriate sufficient amounts of pledged revenues shall be cumulative, and shall continue until such revenues accrued are sufficient to make all required payments as, and when, due. Such pledges shall not constitute a lien, either legal or equitable, on any of the City's covenant revenues or other revenues, nor shall it preclude the City from issuing additional bonds payable from the same pledged revenue stream, so long as sufficient coverage still exists after the additional issue is taken into account.

- d. **Maintaining/Improving Credit Ratings** - The City shall strive to maintain and improve the overall credit standing of its general credit, and each of its specific debt programs. When addressing efforts to improve ratings, the City will seek to balance financial flexibility (and related ability to meet the challenges facing the community) with potential limitations or restrictions.
- e. **Types of Debt** - Prior to issuing debt, the City analyzes which type of debt is most appropriate and the term based on costs and potential covenants.
- i. **General Obligation Debt** — General obligation debt, or direct debt, is debt which is supported by property tax revenues and will be utilized as authorized by voters. The City shall not issue general obligation debt without a successful vote by referendum.
 - ii. **Revenue-Backed Debt** — Revenue-backed debt is debt that is supported by dedicated revenue sources including proprietary service revenues, fees, and user charges, as well as non-ad valorem tax revenues (utilities services taxes, sales taxes, state revenue sources, excise taxes, etc.). Revenue-backed debt may be issued in the form of bonds, notes or short-term debt for both general governmental uses and enterprise uses.
 - iii. **Non-Ad Valorem Debt** — The City may covenant to appropriate in its annual budget non-ad valorem revenues sufficient to service the debt in the manner and to the extent and subject to certain conditions as provided by the bond resolution. Such bonds are not secured by a specific lien upon or pledge of specific non-ad valorem revenues. Such covenant is subject to the requirement that the City pay for all essential governmental services.
 - iv. **Capital Leases** — Capital leases are often used to obtain long-term assets in lieu of purchasing the assets outright. Capital leases are initially reported as long-term liabilities on the balance sheet and exhibit one or more of the following qualities:
 - Transfer of ownership at lease termination;
 - Bargain purchase option (to lessee) at lease termination;
 - Lease term equal to more than 75% of the asset's useful life; and
 - The present value of the minimum lease payments is equal to more than 90% of the fair (market) value of the asset.

Over the lifetime of a lease, the total cost to the City may be higher than purchasing the asset outright. However, in exceptional circumstances leases may be suitable for financing capital expenditures, including the acquisition of land and equipment and

the construction of facilities in certain circumstances. Capital lease financing shall be utilized on a case-by-case basis and must be approved by the Chief Financial Officer prior to entering into any such agreement.

- v. **State Revolving Loan Funds and Pools** — The federal government provides states with funding to create low interest loan programs to fund water, sewer, and flood control infrastructure projects. When in its best interest, the City may apply to the State of Florida Revolving Loan Program for the purpose of funding certain qualified projects.
- f. **Conduit Debt** — Pursuant to the City conduit debt policies and guidelines, the City may serve as a conduit issuer for certain non-profit organizations (the “borrower”). All conduit financings shall contain a non-recourse provision in favor of the City. Approved borrowers shall pay all fees and comply with all terms and conditions as outlined in the separately published application, policy and procedures for conduit debt. The City may, at its own discretion, decline any request to serve as conduit issuer.
- g. **Investment of Bond Proceeds** — All bond proceeds shall be invested as part of the City's consolidated cash pool unless otherwise specified by the loan agreement, bond legislation, or bond indenture, and approved by the Chief Financial Officer. Investments will be consistent with those authorized by existing City and state law, the City's investment policy and IRS arbitrage rules.
- h. **Purposes of Financing**
 - i. **New Money Financing** — New money issues generate funding for new capital expenditures. Funds are to be utilized for the acquisition, construction, and improvement of capital assets. These funds shall not be utilized to fund operational activities.
 - ii. **Refunding Bonds** — Refunding bonds are issued to retire all or a portion of an outstanding bond issue. Refunding bonds may be issued to achieve cash flow savings, to restructure the repayment schedule, to change the type of debt instrument or security, or to remove undesirable covenants.

The City may refinance debt to achieve interest cost savings in a declining interest rate as market. A refunding transaction for the sole purpose of achieving interest cost savings shall require a present value savings of at least three percent (3%) of the refunded debt.

- i. **Criteria for Evaluating Debt Options** - The City has established specific target benchmarks for potential exercise of debt options. Within the framework established by the goals, objectives and established target benchmarks, the Mayor is authorized to act on behalf of the City, in a manner intended to lower the effective cost of debt to the citizens of Tampa. With regard to this delegation of authority, the following criterion for evaluating debt options has been established:
 - i. Maximum aggregate principal amount;

- ii. Maximum underwriting discount;
- iii. Minimum present value debt service savings;
- iv. Maximum True Interest cost; and
- v. Maximum final maturity.

j. **Debt Issuance**

- i. Method of Sale - City debt issuances shall be offered for sale to investors by one of the following two methods. The method chosen shall be determined on a case-by-case basis:
 - When advantageous for the City, the issuance and sale of debt shall be achieved by competitive bid. Debt issued on a competitive bid basis will be sold to the bidder proposing the lowest true interest cost to the City; and
 - To minimize the costs and risks associated with the issuance of debt, the Chief Financial Officer may elect to sell the debt on a negotiated basis.
- ii. The negotiation of terms and conditions shall include prices, interest rates, underwriting or remarketing fees, and commissions.
- iii. The City, with the assistance of a financial advisor, shall evaluate the terms offered and oversee the bond allocation process.
- iv. The Chief Financial Officer shall require a post-sale analysis and reporting for each bond sale provided by the independent financial advisor.

k. **Continuing Disclosure** - Pursuant to the City's Disclosure Policies and Procedures, the City has covenanted to provide certain financial information and operating data relating to the City annually, and to provide notices of the occurrence of certain enumerated material events. The City has agreed to file annual financial information and operating data and the audited financial statements with each entity authorized and approved by the Securities and Exchange Commission (the "SEC") to act as a repository (each a "Repository") for the purpose of complying with Rule 15c2-12 adopted by the SEC under the Securities Exchange Act of 1934 (the "Rule"). Effective July 1, 2009, the sole Repository is the Municipal Securities Rulemaking Board ("MSRB"). The City has agreed to file notices of certain enumerated material events, when and if they occur, with the Repository.

l. **Professional Services** - The City shall obtain professional services as required to execute financing transactions. Professional services may include financial advisors, bond counsel, disclosure counsel, trustees, and others.

- i. Financial Advisors - The City shall select a financial advisor(s) to assist in the issuance and administration of debt. The financial advisor(s) will provide the City with objective advice and analysis, maintain confidentiality of financial plans, and be free from any conflict of interest. Scope of service may include:

- Comprehensive financial analysis and recommendations of specific covenants, financing structure, indentures, and terms;
- Preparation/review of preliminary and final official statements;
- Review of contracts as necessary, including bond purchase contracts, liquidity facility agreements, remarketing agreements, and investment and trust agreements;
- Review of resolutions concerning the authorization and award of financing;
- Preparation and review of advertisements of sales in published and electronic media;
- Assist the City in the development and presentation of information to rating agencies, investors, and other municipal market participants;
- Attendance at meetings related to financial issues affecting financing;
- Assist the City in determining whether a particular financing package should be sold competitively or negotiated, and attending related bid openings or providing advice during sale process;
- Assist the City in the preparation and evaluation of RFPs for financial services related to underwriting or trustee services;
- Provide the City a post-sale analysis, including an issue summary and final report;
- Provide advice regarding the administration of the City's program, and recommending modifications as requested;
- Assist the City with any other financing matters relating to issuances; and
- Provide other services as requested by the City.

ii. Bond Counsel – Publically issued and privately placed debt issued by the City shall include a written opinion by legal counsel affirming the City is authorized to issue the proposed debt, the City has met all federal, state, and local legal requirements, and a determination of the proposed debt's federal income tax status. The firm selected will be expected to provide the full range of legal services required, including:

- Rendering the bond counsel opinion regarding the validity and binding effect of the bonds, the source of payment and security for the bonds, and the excludability of interest on the bonds from gross income for federal income tax purposes;
- Preparation and review of the documents necessary to the authorization, issuance, sale, and delivery of the bonds, coordination of the authorization and execution of these documents (including resolutions);
- Review of all legal issues relating to the structure of the bonds;
- Preparation and review of those sections of the offering documents to be disseminated in connection with the sale of the bonds that relate to the bonds, financing documents, bond counsel opinion, tax exemption, and the continuing disclosure undertaking of the City;
- Participation in meetings as requested relating to legal issues affecting issuance of bonds;
- Review or preparation of contracts, including bond purchase contracts, liquidity facility agreements, remarketing agreements, and investment and trust agreements;
- Preparation of bound official transcripts of the proceedings of the financing, including all documentation relating to the authorization, offering, sale, and delivery of the issue; and

- Assisting the City with other legal matters relating to issuance of the bonds that may be identified during a transaction, including investment of proceeds and reserves, and compliance with federal arbitrage regulations.
- iii. Disclosure Counsel - Post-closing activities, such as responding to IRS examinations or preparing continuing disclosure documents, are often performed by disclosure counsel. The City will engage these services as needed, which typically include:
- Drafting of official statements;
 - Conducting due diligence investigation;
 - Preparation of the continuing disclosure certificate; and
 - Providing a 10b-5 opinion.
- iv. Verification Agent - The purpose of the verification agent is to confirm that sufficient proceeds are escrowed to ensure timely repayment of principal and interest on refunded bonds. The City shall procure the services of a verification agent in conjunction with the cash defeasance or sale of refunding bonds. Selection criteria shall include: demonstrated ability to provide accurate verification of escrow funding accuracy, timely reports, and the competitiveness of fees.
- v. Underwriters - The City shall select underwriters based on the firm's demonstrated ability serving on financial transactions with similar complexity, to structure a debt issue efficiently, to sell debt to institutional and retail investors, to put capital at risk, experience and reputation, and competitiveness of fees. Respondents shall include in their proposals a complete and detailed list of all proposed fees. The underwriting expense component must be finalized and approved by the City no later than forty-eight (48) hours prior to the day of pricing. The City and its financial advisor shall monitor the services of the underwriters.
- vi. Escrow Agent - The purpose of the escrow agent is to hold securities and/or funds that are to be delivered upon compliance with the conditions contained in the escrow agreement. The City shall secure the services of an escrow agent when deemed necessary.
- vii. Arbitrage Rebate Calculation Firm - The purpose of the arbitrage rebate calculation firm is to provide arbitrage rebate compliance services in accordance with the Internal Revenue Code of 1986 as amended (Code). The City shall procure the services of an arbitrage rebate calculation firm when deemed necessary. The scope of services will be to determine if requirements of the spending exception applicable to a debt issue have been met, to prepare initial rebate calculations if required, to prepare any computations required by the Code, and to consult with the City as requested concerning arbitrage regulations and related issues. Selection criteria shall include the firm's qualifications and experience, staff qualifications, demonstrated ability to provide timely reports, and cost of services.

m. **Credit Enhancement** - The City shall always endeavor to maintain or improve its credit ratings. The City shall strive to maintain a minimum of investment grade ratings from Standard & Poor's, Fitch, and Moody's for revenue bonds.

- i. **Bond Insurance** - Bond insurance provides improved credit quality for the bonds as a result of the insurance provider's guarantee of the payment of principal, and interest on the bonds. Because of the decreased risk, investors are willing to purchase bonds with lower yields than uninsured bonds, thus providing the issuer with interest cost savings. Bond insurance shall be utilized when it provides an economic advantage to a particular bond maturity or entire issue. An analysis comparing the present value of the interest savings to the cost of the insurance premium shall be performed. Insurance shall be purchased when the premium cost is less than the present value of the projected interest savings. The financial advisor shall undertake a competitive selection process when soliciting pricing for bond insurance. In the case of a competitive bond sale, the financial advisor shall facilitate the pre-qualification of bonds by insurance providers. For a negotiated sale, the Chief Financial Officer shall have the authority to purchase bond insurance when deemed advantageous, and the terms and conditions governing the guarantee are satisfactory.
- ii. **Letters of Credit** - Letters of credit represent a bank's promise to pay principal and interest when due for a defined period of time and subject to certain conditions. In a direct pay letter of credit, the trustee may draw upon the letter of credit to make debt service payments. A stand-by letter of credit may be used to ensure the availability of funds to pay principal and interest of an obligation. The issuance of most variable rate debt requires the use of a liquidity facility. The financial advisor shall conduct a competitive process to recommend a letter of credit provider. Only those banks with long-term ratings greater than, or equal to, that of the City's, and short-term ratings of P-1/A-1, by Moody's Investor Service and Standard & Poor's, respectively, may be solicited. Selection criteria shall include the bank's acceptance of terms and conditions acceptable to the City, review of representative lists of clients, and an evaluation of fees.

16. Cost Allocation

The City implements a cost allocation policy to distribute the indirect costs incurred by its departments for various services or cost categories in reasonable proportion with the benefits provided for these services or cost categories.

The City annually revises its cost allocation plan to ensure accuracy for determining indirect costs, maintaining compliance for grant programs with the Office of Management and Budget (OMB) Uniform Administrative Requirements for Cost Principles, and audit requirements for Federal Awards. The Revenue and Finance Department shall maintain a complete file regarding the cost allocation plan and supporting documentation.

17. Basis of Accounting and Basis of Budgeting

- a. **Basis of Accounting** – The City uses the modified accrual basis of accounting for governmental funds and accrual basis of accounting for proprietary and fiduciary funds.
- b. **Basis of Budgeting** – The City generally follows the above Basis of Accounting when budgeting. However there are several exceptions:
 - i. The City budgets the following items within the proprietary and fiduciary funds for transparency purposes:
 - Principal debt payments;
 - Receipt of long-term debt proceeds; and
 - Operating capital outlay.
 - ii. The City does not budget the following items within the proprietary and fiduciary funds:
 - Amortization expenses;
 - Depreciation expenses; and
 - Net increase/(decrease) in fair value of investments.
 - iii. The City is authorized by policy to re-appropriate sufficient funds within all capital construction funds and certain grant funds administratively to complete the capital project and accomplish the grant's purpose. The amount that is administratively re-appropriated is calculated by adding the September 30 value for encumbrances and the value for each project's available balance.

18. Grants

This policy shall cover all grants received by the City of Tampa. A grant is defined as the receipt of funds from another governmental agency (e.g., Federal, State of Florida, or Southwest Florida Water Management District), whether or not services were performed by the City in exchange, as well as funding from private foundations or entities for specific activities or the purchase of equipment.

- a. **Grant Administrator** - The Budget Officer is designated as the City's Grant Administrator.
- b. **City Identification Numbers** - The City will maintain only one DUNS number, Tax Identification Number (TIN), and System of Awards Management (SAM). Departments are prohibited from obtaining their own DUNS or TIN.
- c. **Federal and State Requirements** - The City will adhere to the guidelines to the Uniform Guidance as published by the White House Office of Management and Budget.

Additionally, the City will adhere to the guidelines of the Florida Single Audit Act FS 315.97 for state grants.

d. **Applying for a Grant**

- i. Departments are not authorized to submit grant applications without the Mayor's approval. Authorization may be obtained by preparing a staff summary sheet for review by the Grants Administrator, City Attorney's Office, Chief Financial Officer, and Chief of Staff. Inclusion within the City adopted budget is considered authorization to submit a grant application (e.g., Federal Block Grants, State Housing Initiatives Partnership, capital improvement grants).
- ii. If multiple departments wish to apply for the same grant, the respective Administrator must prioritize the City's grant request. For those grant requests that involve more than one Administrator, the Chief of Staff will approve the City's prioritization of requests.
- iii. Departments wishing to apply for a grant must provide a draft grant application to the Grant Administrator in sufficient time to allow for the:
 - Budget Office to conduct a financial analysis of the following:
 - Long-term financial impact on the City's operating budget and staffing,
 - Identification of required matches,
 - Cost benefit analysis of managing the grant, and/or
 - Conflicts with existing City covenants
 - Obtain the Mayor's (or designee) approval to submit the grant application.

e. **Grant Awards**

- i. A grant award is a contract between the City and the granting agency; therefore all grant awards must be signed (or delegated for electronic submission) by the Mayor and approved by Council.
- ii. Modifications to the grant award must also be approved by Council.

f. **Grant Management** - Management of grants is a shared responsibility between the respective department (program manager) and Revenue and Finance (finance manager):

- i. The Program Manager is responsible for:
 - Adhering to all of the programmatic requirements of grant. This includes, but is not limited to reporting requirements, security of fixed assets, monitoring of sub-grant recipients, review and inspection of engineering services, and/or requesting time extensions.
 - Preparing programmatic reports in sufficient time to allow for review.
 - Using the City's accounting system to prepare programmatic reports.

- Establishing and maintaining grants file with all required information (see below).
- ii. Financial Management is responsible for:
- Establishing the accounting structure to ensure proper accounting of the grant
 - Preparing and submitting requests for reimbursement:
 - Competitive Grants - Every 90 days or whenever the reimbursable amount exceeds \$50,000 unless the grant agreement prohibits competitive grants.
 - Formula Grants – Every 30 days or more often as agreed upon between Revenue and Finance and the Grants Program Manager.
 - State Revolving Loan Program – In accordance with the loan documents.
 - In those cases where the grant agreement precludes the City from requesting reimbursement in accordance with the above guidelines, the grant’s reimbursement schedule will take precedence.
 - Ensuring that all accounting treatments are recorded in accordance with Generally Accepted Accounting Principles and established grant guidelines.
 - Ensuring capital items are properly recorded and inventoried.
 - Establishing and maintaining a grant file with all required information.
- g. **Fixed Assets** - All fixed assets acquired with grant funds will be recorded and inventoried in accordance with the grant’s requirements and the City’s fixed asset policy. Please refer the City’s Fixed Asset Policy for additional guidance.
- h. **Grants File** - Both the grant program manager and the financial manager will maintain a file for each grant. When possible, these files may be electronic in nature. As a minimum, the grant file will contain the following information:
- i. The Notice of Funding Opportunity (NOFO) or description upon which the grant application was based;
 - ii. Grant application;
 - iii. Grant award letter;
 - iv. Modifications to the grant document;
 - v. Documents sent to Tampa City Council;
 - vi. Fully executed grant agreement/contract;
 - vii. Financial resolutions;
 - viii. Property records/disposal records;

- ix. Purchase orders/contracting documents;
- x. Reimbursement requests;
- xi. Periodic program manager reports; and
- xii. Site visit letters.

The grant file must contain all documentation relating to the grant including emails, notes, and other information correspondence. A summary sheet with important dates, terms, names or contacts, and other pertinent information is recommended.

Grant records will be maintained for at least five years. However, the grant agreement may require an additional period of time for retention of grant files.

- i. **Single Audit** - The Chief Accountant is responsible for preparing the annual single audit in accordance with guidance from the U.S. Office of Management and Budget and the State of Florida's Office of the Chief Financial Officer.
- j. **Ethics** - The Grants Administrator will ensure that all agencies that receive pass-through grants from the City adhere to the City's ethics policy.
- k. **FEMA/Event Management**
 - i. The Chief Accountant is the City's primary point of contact with FEMA and the State in regards to requesting reimbursement for a storm event.
 - ii. The Budget Officer is responsible for gathering the City's costs and preparing reimbursement requests with supporting documents.
 - iii. Tampa Fire Rescue is responsible for ensuring that Revenue and Finance is made aware of each mission or deployment as soon as it is assigned, to enable the City to timely seek reimbursement.
 - iv. Departments/Emergency Response Center commanders are responsible for identifying and reporting related operating costs. Reporting of related operating costs shall be in accordance with the City's established standards.
 - v. All City Departments and the Director of Contract Administration are responsible for identifying damage to the City's infrastructure and providing preliminary cost estimates. Further, they are responsible for ensuring that projects are completed in a timely manner with sufficient documentation.
 - vi. Risk Management will consider the application of insurance toward event damage.
- l. **Grants Manual** - The Grants Administrator shall publish and maintain a Grants Manual and provide training to the departments.

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Appendices



Glossary

Accrual Basis of Accounting

Accounting method where revenues are recorded when earned (regardless of when cash is received) and expenses are recorded when liabilities are incurred (regardless of when payment is made). Method of budgeting used for Enterprise and Internal Service funds. *Also see Modified Accrual Basis of Accounting.*

Ad Valorem Tax

A tax levied on the assessed value of real and personal property. This tax is also known as property tax.

Adopted Budget

A financial plan presented, reviewed, and approved by a governing body for the upcoming or current fiscal year beginning October 1.

Annexation

The process by which an unincorporated area is brought into a city. Rules governing annexation are established by Florida Statute.

Appropriation

A specific amount of money authorized by city council for the purpose of providing or acquiring goods and services.

Arbitrage

Borrowing money under a jurisdiction's tax exempt status and relending it at higher interest rates, then keeping the earnings for discretionary use.

Assessed Property Value

The value set upon real estate or other property by the County Property Appraiser and the State as a basis for levying taxes.

Assets

Resources that have monetary value and are owned or held by a government.

Authorized Positions

Employee positions, which are authorized in the adopted budget, to be filled during the year.

Balanced Budget

A budget in which planned funds available equal planned expenditures as required by Florida State Statute 166.241.

Bond

A certificate of debt issued by an entity, guaranteeing payment of the original investment plus interest, by a specified future date.

Bond Refinancing

The payoff and reissuance of bonds to obtain better interest rates and/or bond conditions.

Budget

An annual financial plan that identifies revenues, specifies the type and level of services to be provided and establishes the amount of money which can be spent.

Budget Allocation

The distribution of a sum of money for a particular purpose according to a specific plan.

Budget Amendment

Legal means by which an adopted revenue or expenditure authorization limit is increased or decreased.

Capital Equipment

Equipment, costing more than \$1,000, with an expected life of more than one year such as automobiles, computers and furniture.

Capital Improvement Program

A statement of the City of Tampa's policy regarding long-range physical development, and is the principal planning tool designed to achieve urban growth and development for a five year period.

Capital Improvement Project (CIP)/ Expenditure
Major construction, acquisition, or renovation activities which add value to the City's physical assets or significantly increase their useful life.

Capital Improvement Project Budget
A financial plan for construction of physical assets such as buildings, streets, sewers and recreation facilities. It comes from the first year of the Capital Improvement Project.

Capital Outlay
The purchase, acquisition, or construction of any item having a unit cost of \$1,000 or more, or a useful life of one or more years. Typical capital outlay items include vehicles, construction equipment, photocopiers, computers, and office furniture.

Chief Financial Officer
Senior financial advisor to the Mayor. Supervises the Revenue and Finance Department which oversees the City's centralized Accounting and Budget Offices.

City Charter
Document setting forth the principles, functions, and organization of a City's government.

Collective Bargaining Agreement
A legal contract between the City and representatives of a recognized bargaining unit for specific terms and conditions of employment (e.g. hours, working conditions, salary, fringe benefits, and matters affecting health and safety of employees).

Communications Services Tax
A tax levied by the State on telecommunication and cable services.

Comprehensive Annual Financial Report (CAFR)
This report is commonly known as the annual audit which is conducted by an independent certified public accounting firm. It contains information regarding all general purpose financial statements for revenue and expenditures, selected financial and demographic information, and amortization of long-term debt and selected investment portfolio data.

Conduit Debt
Debt payable by third parties for which the state or government is not providing credit or security.

Consumer Price Index (CPI)
A statistical description of price levels provided by the U.S. Department of Labor. The index is used as a measure of cost of living and economic inflation.

Contingency
An appropriation of funds to cover unanticipated expenditures that occur during the fiscal year.

Cost Allocation
A method used to charge enterprise, internal service and federal funds for their share of central administration costs.

Current Operations
The existing processes, functions, or procedures used by the City to carry out its vision, mission, and goals.

Debt Service
The payment of principal and interest on borrowed funds such as bonds, bank loans, and/or short-term commercial paper.

Department
An organizational unit responsible for carrying out a major governmental function, such as police, fire rescue, parks and recreation, water, solid waste, etc.

Depreciation
The decrease in value of physical assets due to use and the passage of time.

Derivative

Types of investments in which payoffs are produced over time from the performance of assets, interest rates, foreign exchange rates or indices.

Employee (or Fringe) Benefits

Contributions made by the City to meet commitments or obligations for employees beyond base pay, such as the City's share of costs for social security, worker's compensation and the various pension, medical and life insurance plans.

Encumbrance

An amount of money committed for the payment of goods and services not yet paid for.

Enterprise Fund

A self-supporting fund designed to account for activities supported by user charges. Examples include wastewater, water, solid waste, and parking funds.

Entitlement

Payments guaranteed by Congress and/or state legislatures to eligible recipients for a certain period of time. These payments are provided outside of the discretionary part of the state or federal budget.

Fiduciary Fund

A set of interrelated accounts to record revenues and expenditures associated with a specific purpose held by the government for other parties. In the case of the City of Tampa, an example is the General Employee's Pension Fund.

Financial Statement

A written report of the financial condition of an organization which shows revenues, expenses, and income (the difference between revenues and expenses) of the organization over a period of time.

Fiscal Year (FY)

Any period of 12 consecutive months designated as the budget year. The City's fiscal year begins October 1 and ends September 30, which is the same for Hillsborough County and the federal government. The State of Florida's fiscal year runs from July 1 through June 30.

Franchise Fee

A fee assessed on a business, usually a public utility, in return for the right to operate inside the city limits. The City of Tampa has granted franchises for electric and natural gas service.

Full-Time Equivalent (FTE)

A position which works a 40-hour week on an ongoing basis and is specifically authorized for ongoing funding by classification in the annual budget. Two half-time positions equal one FTE.

Fund

A set of interrelated accounts to record revenues and expenditures associated with a specific purpose such as the General Fund or an enterprise fund.

Fund Balance

The balance remaining in a fund after expenditures have been subtracted from revenues.

General Fund

A fund supported by revenues, such as property taxes, not designated by law for a special purpose. Some of the departments are funded by the General Fund include fire rescue, police, administration, and parks and recreation.

General Obligation Bond

Bonds that finance public projects such as streets, municipal facilities and park improvements. The repayment of these bonds is made from property taxes and is backed by the full faith and credit of the issuing government.

Generally Accepted Accounting Principles (GAAP)

The uniform set of authoritative standards and procedures adopted by the accounting profession.

Goals

Broad statements the organization works towards to accomplish identified strategies. Usually accomplished in 1-3 years.

Government Accounting Standards Board (GASB)

A seven-member board organized in 1984 to establish standards of financial accounting and reporting for state and local governmental entities.

Government Finance Officers' Association (GFOA)

The professional association of state/provincial and local finance officers in the United States and Canada which has served the public finance profession since 1906. The GFOA administers the Distinguished Budget Presentation Awards Program, a voluntary awards program which encourages governments to prepare effective budget documents.

Governmental Funds

Funds generally used to account for tax-supported activities that rely mostly on current assets and current liabilities. There are four different types of governmental funds: general, special revenue, debt service and capital projects.

Grants

Financial assistance in the form of money, property or technical assistance in lieu of money, awarded by a government agency or private organization to an eligible applicant to accomplish public purposes. Grants obligate the grantee to meet specified objectives and hold the grantee financially liable if funds are not spent in accordance with applicable laws, rules, and regulations of the funding agency.

Homestead Exemption

A deduction of up to \$50,000 (The homestead exemption for school districts is \$25,000) from the total taxable assessed value of a primary residence for qualified property owners in the State of Florida. Other exemptions such as Senior Citizen, Blind Disability, etc. are available with varying amounts of deductions. In November 2018, Floridians will vote on an additional \$25,000 homestead exemption that will take effect January 1, 2019, for the FY2020 budget.

Impact Fees

A charge for services which is assessed on new construction in order to support specific new demands on a given type of service such as transportation, schools, parks, libraries, wastewater and water supply systems, fire and police protection and other government agencies and services. Local governments generally implement impact fees so existing residents and businesses do not have to pay for needs caused by new development.

Infrastructure

The basic facilities, services and installations needed for the functioning of a community or society, such as: public transportation, road repair and maintenance, communications systems and water and sewer line repair and replacement.

Initiatives

Specific programs, activities, projects, or actions an organization will undertake in an effort to meet performance targets.

Interfund Transfers

Payments from one fund to another fund, primarily for work or services provided.

Intergovernmental Revenue

Funds received from federal, state and other local government sources in the form of grants, shared revenues and payments in lieu of taxes for a specific purpose.

Internal Service Fund

A fund to account for activities associated with providing services to customers within the government on a cost-reimbursement basis. In the case of the City of Tampa, an example is the Fleet Maintenance Fund.

Local Option Gas Tax

The local option gas tax is a 30-year tax, renewed in 2013, to fund transportation related improvements.

Millage

The tax rate on real property, based on 1 mill, equals \$1 per \$1,000 of assessed property value. *See Questions and Answers for further explanation.*

Mission

The mission statement clearly states the purpose of the organization. The reason the organization exists.

Modified Accrual Basis of Accounting

Revenues are being recognized in the period when they become available and measurable (known). The term “available” means collectible within the current period or soon enough thereafter to be used to pay the liabilities of the current period.

Expenditures, if measurable, are recognized in the accounting period in which the liabilities are incurred, regardless of when the receipt or payment of cash takes place. *Also see Accrual Basis of Accounting.*

Non-Recurring Expense

Non-recurring expenses comprise those that exist only for a limited period, or whose amounts vary considerably from one year to the next. Examples of non-recurring expenses include grants to private organizations or other governments, and one-time expenses for special projects.

Non-Recurring Revenue

Non-recurring revenues comprise sources that exist only for a limited period of time, or are amounts which vary considerably from one year to the next. Examples of non-recurring revenue include proceeds from grants and the sale of land.

Objectives

Specific concrete, measurable statements of what will be done to make progress toward a specific goal. Generally, they are attainable within 6-12 months out and have associated performance measures.

Operating Budget

A budget for general expenditures such as salaries, utilities and supplies.

Operating Expenses

The cost for personnel, materials and equipment required for a department to function. They are expenses that are directly related to service activities.

Ordinance

A formal legislative enactment by the legislative body which, if not in conflict with any higher form of law, has the full force and effect of law within the boundaries of the municipality to which it applies. An ordinance requires more legal formality and has a higher legal status than a resolution. Revenue raising measures, such as the imposition of taxes, special assessments and service charges, universally require ordinances.

Part 1 Crimes

Includes some of the most serious criminal offenses such as: murder, rape, robbery, assault, burglary, larceny, and auto theft.

Payment in Lieu of Franchise Fees (PILOF)

Payments by enterprise departments for use and maintenance of city rights-of-way similar to payments made by private sector entities.

Payment in Lieu of Taxes (PILOT)

Payments by enterprise departments for compensation of tax supported services similar to payments made by private sector entities.

Performance Measures

Indicators of the work performed and the results achieved in an activity, process or organizational unit. Performance measures may be financial or non-financial.

Personnel Expenses

Salaries, wages and fringe benefit costs such as pensions and insurance.

Property Tax

A tax levied on the assessed value of real property. This tax is also known as ad valorem tax.

Proprietary Funds

One of the three classifications of funds in governmental accounting. Proprietary funds consist of enterprise funds and internal service funds, and are used to account for business type activities.

Reclaimed Water

Treated wastewater that is used for irrigation.

Recommended Annual Budget

Presented to City Council in August to be adopted by the end of the current fiscal year (September 30). The Mayor shall prepare an annual budget for the operation of the municipality, which budget shall be presented to the City Council not less than forty-five (45) days before the expiration of each fiscal year.

Recurring Expense

Expenses which continue from year to year, where a similar amount can be expected annually. Examples include personnel expenses, and charges for utilities.

Recurring Revenue

Revenue sources which continue from year to year, where a similar amount can be expected annually. Examples include property taxes, utility taxes and license fees.

Reserve

An unappropriated source of funding not required for expenditures in the current budget year that is set aside to meet unexpected budgetary needs such as emergencies or unforeseen requirements.

Reserve for Vacancies

Anticipated savings resulting from authorized positions being temporarily vacant. Estimated vacancies are subtracted from the amount budgeted for salaries.

Resolution

A special or temporary order of a legislative body that requires less legal formality and has a lower legal status than an ordinance or statute.

Revenue

Increases in the net current assets of a government fund type from other than expenditure refunds, operating transfers and other financial sources.

Sales Tax

A 6% tax levied by the State of Florida on most goods and services. The City of Tampa currently receives a percentage of the state sales tax collected in Hillsborough County. Hillsborough County also has a 1/2 cent local option sales tax for indigent health care and a 1/2 cent community investment tax.

Self Insurance

A city program that administers workers' compensation, benefit and claims programs, general liability, property damage, health coverage and long-term disability insurance, and, life and accidental death and dismemberment insurance programs.

Special Revenue Fund

A fund that is used to account for the proceeds of specific revenue sources that are legally restricted to expenditures for specified purposes.

Tax Increment Financing (TIF)

TIF is a mechanism for using property taxes to stimulate investment in economically depressed areas. Property taxes generated as a result of new construction are reinvested in projects designed to further enhance the area's economic vitality.

Tax Operating Fund

A tax operating fund receives its money from the City's general revenues, such as property taxes. Police and fire protection are examples of services provided through a tax operating fund.

Tax Year

The calendar year in which tax bills are sent to property owners. The 2016 tax bills are reflected as revenue receipts to the City in FY17.

Taxing Authority

A government body, such as a city, county, or school board, with authority to levy property taxes.

Trust and Agency Funds

Funds used to account for resources received and held by the government in the capacity of trustee, custodian, or agent. As the name implies, these funds include both resources to be held over a long period (trust funds) and those resources that can be used currently (agency funds).

Truth in Millage (TRIM) Notice

A notice sent annually to property taxpayers which explains any changes in the millage rate of each taxing authority from the prior year. The notice also shows changes in a property's value and includes the time and place of public hearings on proposed millage rates.

User Charges

The payment of a fee for direct receipt of a public service by the party benefiting from the service. Examples are wastewater and water services.

Utilities Services Tax

A tax levied by cities on the consumers of various utilities such as electricity, telephones, or natural gas.

Vision

A statement that provides an inspiring picture of a preferred future state, "the dream" of an organization.

Acronyms

ADA - Americans with Disabilities Act	FEMA – Federal Emergency Management Agency
AFB – Air Force Base	FPI – Florida Personal Income
ARC-Annual Required Contributions	FTE – Full-Time Equivalent
AFL-CIO- CLC- American Federation of Labor, Congress of Industrial Organizations, and Canadian Labour Congress	FY – Fiscal Year
ALS – Advanced Life Support	GAAP – Generally Accepted Accounting Principles
CAFR – Comprehensive Annual Financial Report	GAGAS – Generally Accepted Government Auditing Standards
CBD - Central Business District	GASB – Government Accounting Standards Board
CDBG – Community Development Block Grant	GFOA – Government Finance Officers’ Association
CDC – Corporation to Develop Communities	GIS – Geographic Information System
CEI - Construction Engineering and Inspection	GO – General Obligation
CHDO – Community Housing Development Organization	GPS - Global Positioning System
CIAC – Contribution in Aid of Construction	HARTline – Hillsborough Area Regional Transit Authority
CIP – Capital Improvement Project	HCC-Hillsborough Community College
CIT – Community Investment Tax	HCD – Housing and Community Development
CNG-Compressed Natural Gas	HFCAWTP – Howard F. Curren Advanced Wastewater Treatment Plant
CDBG - Community Development Block Grant	HOME – HOME Investment Partnerships Program
CPI-Consumer Price Index	HOPE – Housing Opportunities for People Everywhere
CRA – Community Redevelopment Area	HOPWA – Housing Opportunities for Persons With AIDS
CSC – Customer Service Center	HUD – U.S. Department of Housing and Urban Development
CST – Communication Services Tax	IAFF – International Association of Fire Fighters
CTTV – City of Tampa Television	LDC – Land Development Coordination
DLTWTF – David L. Tippin Water Treatment Facility	LEED – Leadership in Energy and Environmental Design
DRI - Development of Regional Impact	LHAP-Local Housing Assistance Plan
DROP – Deferred Retirement Option Program	LOS-Level of Service
EBS – E-Business Suite	MAAAC – Mayor’s African American Advisory Council
ECM – Enterprise Content Management	MBD- Minority Business Development
EOC-Emergency Operations Center	MHAC – Mayor’s Hispanic Advisory Council
EEO– Equal Employment Opportunity	MGD – Million Gallons per Day
EEOC – Equal Employment Opportunity Commission	MOSI-Museum of Science and Industry
EMS – Emergency Medical Service	MSA – Metropolitan Statistical Area
ERP – Enterprise Resource Planning	
ESG – Emergency Solutions Grants	
EUD -Economic and Urban Development	
F&P – Fire and Police	
FAA – Federal Aviation Administration	
FDOR – Florida Department of Revenue	
FDOT – Florida Department of Transportation	

MSRB - Municipal Securities Rulemaking Board
NCAA – National Collegiate Athletic Association
NFL – National Football League
OEM-Office of Emergency Management
OPEB – Other Postemployment Benefit
PAL – Police Athletic League
PILOF – Payment in Lieu of Franchise Fees
PILOT – Payment in Lieu of Taxes
PM – Preventative Maintenance
POETA – Project Organization Expenditure Task Award
QTI-Qualified Targeted Industries
RFP – Request for Proposal
RFID-Radio Frequency Identification
ROW-Rights-of-Way
SAFER – Staffing for Adequate Fire & Emergency Response
SB – Senate Bill
SEC – Securities and Exchange Commission
SHIP – State Housing Initiatives Partnership
SJR – Senate Joint Resolution
SLBE – Small Local Business Enterprise
SWFWMD – Southwest Florida Water Management District
T&I – Technology and Innovation
TBS – Tampa Budget System
TBRA -Tenant Based Rental Assistance
TBW – Tampa Bay Water
TCC – Tampa Convention Center
TECO – Tampa Electric Company
TFR – Tampa Fire Rescue
THA – Tampa Housing Authority
TIA – Tampa International Airport
TIF – Tax Increment Financing Funding
TMDL – Total Maximum Daily Load
TPD – Tampa Police Department
TRIM – Truth in Millage
TSA – Tampa Sports Authority
UCR – Uniform Crime Rate
UF - University of Florida
USCG – United States Coast Guard
USCM – United States Conference of Mayors
USF – University of South Florida

USGBC – United States Green Building Council
USPS – United States Postal Service
UT – University of Tampa
WMBE – Women and Minority Business Enterprise
YET – Youth Education Town
YTD – Year-to-Date

Questions and Answers

Q: What is the purpose of the City budget?

A: The budget is an annual financial plan for the City of Tampa. It specifies the level of municipal services to be provided in the coming year. It reflects the policies and priorities set by the Mayor and City Council.

Q: How and when is the budget prepared?

A: The City of Tampa’s annual budget process routinely begins in November with the preparation of initial revenue and expense estimates which are reviewed with the Mayor. In January, departments consider strategic and City wide goals, and develop service delivery objectives for use in building the budget for the coming year. Then, amounts of funding or target budgets for each department are determined. Targets are based on current budget levels, level of service desired by the administration, and estimates of available revenues. Each department then prepares its budget for the upcoming fiscal year within the target amount. The resulting budgets are reviewed and requests for additional funding are considered. The Recommended Annual Budget is presented to City Council by August 15. Finally, budget hearings are held and the budget is adopted by the end of the current fiscal year (September 30).

Q: Where does the City obtain its revenues?

A: From local, state, and federal taxes, fees, licenses, and payments for municipal services such as water, wastewater, and solid waste collection.

Q: How is the money used?

A: It is used to pay for salaries, equipment, supplies, capital improvements and debt service needed to provide fire and police protection, cultural and recreational activities, economic development, neighborhood services, water, wastewater, solid waste collection and other municipal services specified in the City budget.

Q: What is a mill of tax?

A: One mill is equal to \$1.00 for each \$1,000 of assessed property value. City property taxes on a \$166,579 home, with a \$50,000 homestead exemption and millage rate of 6.2076 (example only), would be \$723.68.

Assessed Value	\$ 166,579.00	
Less homestead exemption	<u>50,000.00</u>	
Net taxable value	\$ 116,579.00	
	<u>÷ 1,000.00</u>	
	\$ 116.58	
	x 6.2076	Millage
	<u>\$ 723.68</u>	Property Tax

Q: What is property tax?

A: When the City adopts its annual budget, it determines the tax rate that must be applied on property to generate the necessary general fund revenue. The estimated tax rate (millage) in the City of Tampa’s adopted FY2018 budget is 6.2076 mills or \$6.2076 per \$1,000 of taxable value.

The Hillsborough County Property Appraiser establishes the taxable value of all property within the City. If your home is valued at \$166,579 and you have a \$50,000 homestead exemption, you pay tax on the remaining \$116,579. In this example, your taxes paid to the City would be \$723.68, ($\$116,579/1,000 \times 6.2076$ mills).

Q: How much of the total millage on property in Tampa was paid to the City?

A: In FY2017, only 5.7326 mills of the 20.4251 mills levied for tax year 2016 was paid to the City. Using above example of a \$166,579 home with a \$50,000 homestead exemption, tax was paid on $\$116,579 \times 20.4251$ mills, or \$2,381.14 of ad valorem tax; \$668.30 went to the City (28% of the total tax); and the remainder went to Hillsborough County, the Hillsborough County School Board, Southwest Florida Water Management District, the Children's Board, HART, the Port Authority, and the Public Library.

Q: What is the difference between ad valorem tax and property tax?

A: There is no difference between ad valorem tax and property tax. They are different names for the same tax.

Q: Why is the City collecting more property taxes if the millage rate is constant?

A: On each parcel of real estate or tangible personal property, a taxable valuation is established by the Hillsborough County Property Appraiser to be used as a basis for levying taxes. This valuation is determined by subtracting all exemptions from the assessed value of a property which is determined by comparing a home to similar homes that have sold recently. Property taxes increase even though the millage rate remains constant when taxable property values within the City increase.

Q: What is an operating budget?

A: An operating budget is an annual financial plan for recurring expenditures such as salaries, utilities, and supplies.

Q: What is a capital improvement budget?

A: A capital improvement budget is a long-range plan for the construction of physical assets such as buildings, streets, parks, and sewers.

Q: How is the Capital Improvement Program funded?

A: There are three primary means to fund and/or finance the City's capital projects: 1) pay as you go, 2) grants, and/or 3) debt.

Current Revenues (Cash Basis) – The City primarily funds its capital improvement program on a cash basis. There are various revenues sources used for this purpose. Some revenues are restricted, such as transportation impact fees, local option fuel taxes, and community investment taxes.

- Community Investment Tax (CIT) – The Community Investment Tax was approved by voters in 1996 and can only be used to fund certain capital improvement projects and/or debt service for qualified capital projects.

- Transportation Impact Fees – Impact Fees are assessed on land development in six impact fee districts to support the added demands on the transportation network due to expanded or new construction. Transportation impact fees are restricted to projects that provide for increased roadway (vehicle) capacity improvements, address right-of-way and construction, and can only be spent within the transportation impact fee district in which they were collected. Effective August 1, 2015, Tampa ceased collection of transportation impact fees and instead collects multi-modal fees.
- Transportation Multi-Modal Impact Fees – Transportation Multi-Modal Impact Fees are assessed on land development to support the added demands on the transportation network due to expanded or new construction. The new multi-modal impact fee provides flexibility to expand capital facilities for bicycle, pedestrian, and transit modes in addition to funding automobile capacity along the classified roadway network. Multi-modal fees can only be spent within the transportation impact fee district in which they were collected.
- Local Option Fuel Tax (Fuel Tax) – Fuel Tax usage is restricted for various transportation capital improvement projects including resurfacing, complete streets such as multi-median sidewalks, bike lanes, medians and traffic signals. Local governments may assess up to 11 cents per gallon. Hillsborough County currently assesses 6 cents per gallon of fuel purchased within County boundaries for transportation capital funding.
- Utilities Services Taxes – Utilities Services Taxes are levied by the City on taxable sales for communications and utilities. The tax is assessed on the following services: communications, water, electricity, and gas. Utilities services taxes may be used to fund general governmental operations, purchase capital equipment, capital improvement projects, and/or to pay the debt associated with capital projects.
- Enterprise Revenues – Enterprise revenues are collected within the Parking, Water, Wastewater, and Solid Waste departments for the delivery of their respective services. These revenues are restricted to funding the operations, capital projects, and/or debt within the respective departments (e.g., wastewater rate revenue cannot be used to fund a solid waste capital project).

Grants – The City receives capital grants from several sources. These grants are for specific purposes and often require a local match. The granting agencies usually impose specific requirements to qualify for the grant.

Debt – The City issues debt either to refund an existing debt issuance or to obtain new funds to acquire and/or construct major improvements to the City’s infrastructure. The City uses a combination of fixed-rate and variable rate long and short-term debt based on the lowest possible cost and risk to the City to fund its capital needs. The financing methodology for each transaction is determined based on funding priorities and available debt capacity. For each debt issuance, the City will comply with all prudent financial policies, the City charter, and all legal, Internal Revenue Service, Securities and Exchange Commission, and Municipal Securities Rulemaking Board rules and regulations.

Q: What is a tax operating fund?

A: A tax operating fund receives its money from the City’s general revenues, such as property taxes. Police and fire protection are examples of services provided through a tax operating fund.

Q: What is a revenue or enterprise fund?

A: A revenue or enterprise fund earns its own revenues by charging patrons for municipal services. The Water Department is an example of an enterprise fund. It generates revenues by billing its customers for the water they use.

Q: What is a budget appropriation?

A: A budget appropriation is a specific amount of money that has been approved for use in a particular manner by City Council.

Q: Why doesn't the City add an income tax to generate additional revenue?

A: The City Charter and the laws of the State of Florida prohibit the levying of such taxes by cities.

Q: What is the difference between recurring and non-recurring revenues?

A: Recurring revenue is income from sources which continue from year to year, where a similar amount can be expected annually. Property taxes and franchise fees are examples of recurring revenue. Non-recurring revenues are those that exist only for a limited period of time, or whose amounts vary considerably from one year to the next. Examples of non-recurring revenues include surplus land sales, use of Fund Balance and "one-time" grants.

Q: What are the purposes of bond/state loans?

A: To lend money to the government so that they can cover their capital construction costs.

Q: How does the City prepare/pay for unforeseen emergencies such as hurricanes, terrorist threats, etc.?

A: In the tax operating funds, the City's policy is to budget property taxes at 95% and other major revenues at approximately 99% of expected collections as a reserve for contingencies and potential revenue shortfalls. These measures, along with reserving a portion of existing fund balance (\$7.6 million) are to help the City prepare for future emergencies.

City of Tampa Statistical Information

History

Initial Incorporation December 15, 1855
 Second Incorporation July 15, 1887
 Adoption of Original Charter December 15, 1855
 Adoption of Present City Charter October 1, 1975
 Last Amendment July 31, 2008

Airport

Tampa International

Passengers	18,931,922
Cargo	250,063,558 lbs.
Mail	14,434,544 lbs.

Averages Daily

Departures	229
Passengers Traveling	51,868

Boundaries

City Boundaries	
Miles of Land Area	113
City Population*	377,165

Port

Tampa Port Authority

Vessels	
Barge	1,004
Cruise	180
Tug	953
Vessel	965
General Cargo	1,085,308 net tons
Bulk Cargo	36,440,146 net tons

Government

Form of Government
 Mayor – Council
 Mayor is elected for a four-year term.
 Council members are elected, one from each of four districts and three at-large, for four-year terms.

Last Mayoral Election March 3, 2015

Registered Voters	211,158
Votes Cast	26,992
Percentage	12.78%
Next Mayoral Election	March 2019

Education

Universities	Enrolled
University of South Florida	49,591
University of Tampa	8,310
Stetson University	878
Public Schools (K-12)	
Hillsborough County	211,031

Tampa Central Business District Office Space

Number of Office Buildings	61
Total Office Space	6.81 million sq. ft.
Average Rent	\$25.77/sq. ft.

Sources:

<http://www.usf.edu/about-usf/facts-statistics.aspx>
<http://www.ut.edu/utprofile/>
<http://www.stetson.edu/law/about/home/profile.php#demographics>
<https://www.sdhc.k12.fl.us/>
<https://www.tampaport.com/>
<http://www.tampaairport.com/facts-statistics-financials>
<http://www.colliers.com/en-us/us/insights/usresearchlibrary>
<https://www.census.gov/quickfacts/table/PST045216/1271000,00>

*Census Bureau's Population Estimates Program Population estimate, July 1, 2016 (V2016)

**Budget Supplement-Revenue
(In Cost Center Order)**

	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ADOPTED	FY 2017 PROJECTED	FY 2018 ADOPTED
<u>CC 700100 : Stormwater Division</u>					
Licenses and Permits	\$6,218,601	\$14,335,851	\$14,000,000	\$21,742,169	\$22,012,900
Intergovernmental Revenues	\$2,355,399	\$1,702,534	\$0	\$6,029,109	\$12,000,000
Service Charges	\$4,696	\$0	\$0	\$0	\$0
Miscellaneous Revenue	\$172,938	\$16,839	\$25,000	\$121,436	\$87,463
Transfer from Fund Balances	\$0	\$0	\$355,295	\$0	\$11,066,941
Other Revenues	\$180,622	\$46,734,627	\$20,889,186	\$801,857	\$72,150,000
Transfer From Other Funds	\$4,521,514	\$7,311,343	\$2,000,000	\$2,000,000	\$2,000,000
Sub Total	\$13,453,770	\$70,101,194	\$37,269,481	\$30,694,571	\$119,317,304
<u>CC 700200 : Public Affairs Department</u>					
Service Charges	\$360	\$415	\$0	\$206	\$400
Sub Total	\$360	\$415	\$0	\$206	\$400
<u>CC 700300 : Convention Center Department</u>					
Tax Revenues-Other Taxes	\$0	\$2,340,961	\$2,000,000	\$0	\$0
Service Charges	\$9,028,684	\$12,865,518	\$10,669,000	\$13,425,190	\$13,743,080
Miscellaneous Revenue	\$139,479	\$267,820	\$141,000	\$175,310	\$275,000
Other Revenues	\$0	\$0	\$0	\$20,000,000	\$0
Sub Total	\$9,168,163	\$15,474,299	\$12,810,000	\$33,600,500	\$14,018,080
<u>CC 700400 : Fire Rescue Department</u>					
Tax Revenues-Other Taxes	\$0	\$0	\$1,620,000	\$0	\$2,650,000
Intergovernmental Revenues	\$3,719,871	\$3,570,045	\$3,682,060	\$4,020,723	\$4,690,220
Service Charges	\$12,503,213	\$13,356,533	\$14,455,281	\$15,008,845	\$16,635,795
Fines and Forfeits	\$51,858	\$7,114	\$5,000	\$7,358	\$10,000
Miscellaneous Revenue	\$39,294	\$8,333	\$6,700	\$9,611	\$8,700
Other Revenues	\$0	\$7,849,323	\$7,800,000	\$0	\$0
Transfer From Other Funds	\$0	\$1,118,263	\$3,800,000	\$1,018,000	\$3,900,000
Sub Total	\$16,314,236	\$25,909,611	\$31,369,041	\$20,064,537	\$27,894,715
<u>CC 700500 : Facilities Maintenance Division</u>					
Intergovernmental Revenues	\$0	\$155,992	\$0	\$0	\$0
Service Charges	\$559,067	\$450,478	\$0	\$0	\$0
Miscellaneous Revenue	\$67,925	(\$35,498)	\$0	\$12,600	\$14,149
Transfer from Fund Balances	\$0	\$0	\$0	\$0	\$879,972
Other Revenues	\$0	\$14,663,005	\$13,156,000	\$13,156,000	\$0
Transfer From Other Funds	\$560,000	\$2,276,700	\$1,000,000	\$1,000,000	\$975,879
Sub Total	\$1,186,992	\$17,510,677	\$14,156,000	\$14,168,600	\$1,870,000
<u>CC 700600 : City Attorney Department</u>					
Service Charges	\$0	\$70,965	\$76,875	\$254,522	\$251,875
Miscellaneous Revenue	\$3,899	\$11,241	\$11,450	\$9,997	\$11,450
Sub Total	\$3,899	\$82,205	\$88,325	\$264,519	\$263,325

**Budget Supplement-Revenue
(In Cost Center Order)**

	FY 2015	FY 2016	FY 2017	FY 2017	FY 2018
	ACTUAL	ACTUAL	ADOPTED	PROJECTED	ADOPTED
<u>CC 700700 : Wastewater Department</u>					
Intergovernmental Revenues	\$114,610	\$99,308	\$49,900	\$81,299	\$48,900
Service Charges	\$107,924,325	\$109,411,862	\$112,020,423	\$111,956,272	\$111,647,900
Miscellaneous Revenue	\$1,651,448	\$882,110	\$847,100	\$946,684	\$873,400
Transfer from Fund Balances	\$0	\$0	\$870,000	\$0	\$12,341,488
Other Revenues	\$44,856,107	\$304,676	\$73,500	\$174,029	\$72,000
Transfer From Other Funds	\$55,109,556	\$34,220,677	\$35,046,407	\$35,046,407	\$27,470,545
Sub Total	\$209,656,046	\$144,918,633	\$148,907,330	\$148,204,691	\$152,454,233
<u>CC 700800 : Solid Waste Department</u>					
Licenses and Permits	\$762,297	\$777,961	\$784,000	\$791,935	\$795,900
Intergovernmental Revenues	\$0	\$0	\$0	\$175,184	\$175,200
Service Charges	\$89,221,924	\$97,096,120	\$95,091,500	\$99,132,520	\$99,628,300
Miscellaneous Revenue	\$748,610	\$820,974	\$305,000	\$611,301	\$569,900
Transfer from Fund Balances	\$0	\$0	\$11,968,460	\$0	\$2,364,749
Other Revenues	\$50,000	\$70,000	\$60,000	\$58,800	\$60,000
Transfer From Other Funds	\$15,152,575	\$15,832,325	\$28,943,805	\$28,943,805	\$32,791,806
Sub Total	\$105,935,407	\$114,597,379	\$137,152,765	\$129,713,545	\$136,385,855
<u>CC 700900 : Water Department</u>					
Intergovernmental Revenues	\$40,723	\$3,208,337	\$500,000	\$500,000	\$0
Service Charges	\$107,371,073	\$112,995,596	\$115,440,200	\$115,664,700	\$116,950,800
Fines and Forfeits	\$44,923	\$27,746	\$50,000	\$50,000	\$50,000
Miscellaneous Revenue	\$983,156	\$1,265,852	\$938,200	\$1,099,750	\$852,300
Transfer from Fund Balances	\$0	\$0	\$12,777,423	\$0	\$11,745,191
Other Revenues	\$51,652,169	\$14,840,716	\$1,805,100	\$1,805,100	\$1,879,900
Transfer From Other Funds	\$59,099,906	\$32,628,604	\$51,794,573	\$51,781,601	\$47,201,998
Sub Total	\$219,191,950	\$164,966,851	\$183,305,496	\$170,901,151	\$178,680,189
<u>CC 701000 : Parks and Recreation Department</u>					
Tax Revenues-Other Taxes	\$0	\$0	\$200,000	\$200,000	\$1,945,590
Licenses and Permits	\$69,122	\$89,422	\$0	\$0	\$0
Intergovernmental Revenues	\$906,608	\$3,002,636	\$1,100,000	\$1,109,190	\$10,000
Service Charges	\$3,364,049	\$3,317,118	\$3,883,050	\$3,869,882	\$4,179,825
Miscellaneous Revenue	\$790,465	\$1,243,329	\$660,454	\$1,421,935	\$231,617
Transfer from Fund Balances	\$0	\$0	\$1,095,000	\$0	\$5,994,410
Other Revenues	\$0	\$16,704,969	\$1,600,000	\$0	\$0
Transfer From Other Funds	\$200,000	\$711,000	\$0	\$0	\$50,000
Sub Total	\$5,330,243	\$25,068,473	\$8,538,504	\$6,601,007	\$12,411,442
<u>CC 701100 : Contract Administration Budget</u>					
Service Charges	\$18,660	\$32,270	\$19,500	\$21,500	\$25,000
Sub Total	\$18,660	\$32,270	\$19,500	\$21,500	\$25,000

**Budget Supplement-Revenue
(In Cost Center Order)**

	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ADOPTED	FY 2017 PROJECTED	FY 2018 ADOPTED
<u>CC 701300 : Police Department</u>					
Tax Revenues-Other Taxes	\$0	\$0	\$4,500,000	\$0	\$4,950,000
Intergovernmental Revenues	\$10,635,776	\$9,551,085	\$6,141,490	\$9,974,912	\$6,461,068
Service Charges	\$8,822,547	\$10,225,618	\$9,004,956	\$10,377,156	\$10,326,756
Fines and Forfeits	\$1,751,221	\$1,519,022	\$203,500	\$857,720	\$183,500
Miscellaneous Revenue	\$122,158	\$55,015	\$43,630	\$120,152	\$33,877
Transfer from Fund Balances	\$0	\$0	\$2,052,146	\$202,415	\$1,580,056
Transfer From Other Funds	\$7,633,685	\$4,965,716	\$5,606,058	\$5,606,058	\$5,643,654
Sub Total	\$28,965,387	\$26,316,456	\$27,551,780	\$27,138,413	\$29,178,911
<u>CC 701600 : Fleet Maintenance Division Budget</u>					
Intergovernmental Revenues	\$144,375	\$140,069	\$160,000	\$156,800	\$160,000
Miscellaneous Revenue	\$305,397	\$27,002	\$45,300	\$36,554	\$45,300
Transfer from Fund Balances	\$0	\$0	\$9,800	\$0	\$0
User Department Charges	\$15,046,470	\$14,684,533	\$15,715,074	\$15,600,000	\$15,715,074
Transfer From Other Funds	\$0	\$260,000	\$0	\$0	\$0
Sub Total	\$15,496,243	\$15,111,604	\$15,930,174	\$15,793,354	\$15,920,374
<u>CC 701800 : Technology and Innovation Department</u>					
Miscellaneous Revenue	\$1,045	\$977	\$0	\$209	\$0
Transfer from Fund Balances	\$0	\$0	\$904,805	\$0	\$0
Other Revenues	\$0	\$0	\$4,500,000	\$4,500,000	\$0
Transfer From Other Funds	\$0	\$80,000	\$0	\$0	\$1,062,337
Sub Total	\$1,045	\$80,977	\$5,404,805	\$4,500,209	\$1,062,337
<u>CC 701900 : Purchasing Department</u>					
Miscellaneous Revenue	\$133	\$90	\$0	\$24	\$0
Sub Total	\$133	\$90	\$0	\$24	\$0
<u>CC 702000 : Public Works Department</u>					
Miscellaneous Revenue	\$122	\$0	\$0	\$0	\$0
Sub Total	\$122	\$0	\$0	\$0	\$0
<u>CC 702200 : Parking Division</u>					
Service Charges	\$14,197,891	\$15,516,925	\$15,019,208	\$15,378,527	\$15,000,000
Fines and Forfeits	\$1,591,618	\$1,737,762	\$1,691,800	\$1,725,000	\$1,710,000
Miscellaneous Revenue	\$422,841	\$545,636	\$593,470	\$554,523	\$3,742,470
Transfer from Fund Balances	\$0	\$0	\$972,815	\$0	\$219,886
Transfer From Other Funds	\$700,000	\$1,150,000	\$1,055,000	\$1,055,000	\$1,350,000
Sub Total	\$16,912,349	\$18,950,323	\$19,332,293	\$18,713,050	\$22,022,356
<u>CC 702300 : Transportation Division Budget</u>					
Tax Revenues-Other Taxes	\$10,393,406	\$10,723,126	\$10,600,000	\$10,700,000	\$10,700,000
Licenses and Permits	\$2,179,016	\$2,005,430	\$1,435,500	\$1,741,335	\$1,435,500
Intergovernmental Revenues	\$10,191,243	\$9,639,592	\$11,806,072	\$15,637,161	\$14,214,906
Service Charges	\$622,344	\$503,002	\$427,000	\$427,000	\$377,000
Miscellaneous Revenue	\$1,325,508	\$354,000	\$678,040	\$2,009,209	\$69,583
Transfer from Fund Balances	\$0	\$0	\$7,353,730	\$0	\$4,724,339

**Budget Supplement-Revenue
(In Cost Center Order)**

	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ADOPTED	FY 2017 PROJECTED	FY 2018 ADOPTED
Other Revenues	\$0	\$29,203,295	\$5,600,000	\$0	\$0
Transfer From Other Funds	\$29,468,377	\$28,919,192	\$22,477,061	\$23,859,960	\$22,394,710
Sub Total	\$54,179,894	\$81,347,637	\$60,377,403	\$54,374,665	\$53,916,038
<u>CC 702400 : Human Resources Department</u>					
Service Charges	\$50,520	\$43,685	\$43,685	\$43,685	\$43,685
Miscellaneous Revenue	\$14,127,713	\$15,536,993	\$17,135,236	\$15,279,635	\$16,409,200
Transfer from Fund Balances	\$0	\$0	\$1,333,700	\$0	\$0
User Department Charges	\$60,251,709	\$65,997,645	\$68,518,534	\$62,000,577	\$70,249,732
Sub Total	\$74,429,942	\$81,578,322	\$87,031,155	\$77,323,897	\$86,702,617
<u>CC 702500 : Revenue and Finance Department</u>					
Miscellaneous Revenue	\$522,000	\$700,883	\$435,782	\$603,639	\$435,882
Sub Total	\$522,000	\$700,883	\$435,782	\$603,639	\$435,882
<u>CC 702600 : Neighborhood Empowerment Department</u>					
Tax Revenues-Other Taxes	(\$1,968)	(\$1,166)	(\$1,000)	(\$4,509)	(\$4,500)
Intergovernmental Revenues	(\$1,677)	\$0	\$0	\$0	\$0
Service Charges	\$250,178	\$151,225	\$186,200	\$201,856	\$166,200
Fines and Forfeits	\$303,729	\$332,415	\$325,000	\$325,000	\$381,000
Miscellaneous Revenue	(\$349)	(\$236)	(\$100)	(\$100)	(\$100)
Transfer From Other Funds	\$307,164	\$307,164	\$310,164	\$305,946	\$481,007
Sub Total	\$857,076	\$789,402	\$820,264	\$828,193	\$1,023,607
<u>CC 702700 : Arts Programs Division</u>					
Intergovernmental Revenues	\$50,000	\$0	\$0	\$0	\$0
Miscellaneous Revenue	\$87,705	\$208,566	\$4,700	\$33,089	\$4,700
Transfer from Fund Balances	\$0	\$0	\$0	\$0	\$95,482
Transfer From Other Funds	\$500,212	\$125,000	\$109,000	\$109,000	\$109,000
Sub Total	\$637,917	\$333,566	\$113,700	\$142,089	\$209,182
<u>CC 702800 : Public Works and Utility Services Administrator</u>					
Service Charges	\$303,282	\$335,000	\$0	\$0	\$0
Sub Total	\$303,282	\$335,000	\$0	\$0	\$0
<u>CC 702900 : Economic Opportunity Department</u>					
Intergovernmental Revenues	\$273,645	\$205,468	\$0	\$4,905	\$0
Miscellaneous Revenue	\$39,550	\$32,600	\$38,500	\$38,500	\$42,675
Transfer from Fund Balances	\$0	\$0	\$400,000	\$400,000	\$0
Transfer From Other Funds	\$779,100	\$870,500	\$854,500	\$854,500	\$1,140,800
Sub Total	\$1,092,295	\$1,108,568	\$1,293,000	\$1,297,905	\$1,183,475
<u>CC 703000 : City Clerk Department</u>					
Service Charges	\$58,374	\$51,287	\$44,950	\$45,076	\$58,000
Fines and Forfeits	\$1,216,153	\$581,943	\$1,000,000	\$625,000	\$800,000
Miscellaneous Revenue	\$7,713	\$1,164	\$0	\$0	\$0
Sub Total	\$1,282,240	\$634,394	\$1,044,950	\$670,076	\$858,000

**Budget Supplement-Revenue
(In Cost Center Order)**

	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ADOPTED	FY 2017 PROJECTED	FY 2018 ADOPTED
<u>CC 703100 : Non Departmental Budget</u>					
Tax Revenues-Property Taxes	\$133,027,354	\$144,294,539	\$153,387,167	\$154,996,506	\$181,453,096
Tax Revenues-Other Taxes	\$84,705,920	\$87,007,646	\$78,949,149	\$86,883,749	\$78,589,878
Licenses and Permits	\$33,407,051	\$34,150,610	\$34,922,000	\$32,483,317	\$37,723,828
Intergovernmental Revenues	\$69,775,277	\$73,010,265	\$75,785,594	\$75,160,594	\$76,396,446
Service Charges	\$77,743	\$76,764	\$80,000	\$80,000	\$80,000
Fines and Forfeits	\$31,532,655	\$5,231,933	\$4,376,000	\$5,395,000	\$5,305,000
Miscellaneous Revenue	\$3,680,371	\$1,566,887	\$4,893,007	\$3,437,665	\$5,383,362
Transfer from Fund Balances	\$0	\$0	\$6,423,724	\$0	\$1,347,871
Other Revenues	\$0	\$17,083,219	\$0	\$0	\$0
Transfer From Other Funds	\$42,170,187	\$43,494,700	\$39,851,591	\$40,836,483	\$24,329,129
Sub Total	\$398,376,556	\$405,916,563	\$398,668,232	\$399,273,314	\$410,608,610
<u>CC 703400 : Planning and Development Department</u>					
Licenses and Permits	\$338,408	\$762,566	\$725,000	\$898,000	\$1,003,700
Intergovernmental Revenues	(\$744,122)	\$221,318	\$16,750	\$16,750	\$0
Service Charges	\$562,363	\$705,575	\$667,300	\$735,400	\$774,700
Miscellaneous Revenue	\$801,209	\$883,255	\$849,791	\$895,095	\$705,695
Transfer From Other Funds	\$108,518	\$99,548	\$104,990	\$104,990	\$111,334
Sub Total	\$1,066,375	\$2,672,262	\$2,363,831	\$2,650,235	\$2,595,429
<u>CC 703500 : Riverwalk Division</u>					
Intergovernmental Revenues	\$6,729,488	\$90,877	\$0	\$0	\$0
Service Charges	\$70	\$0	\$0	\$0	\$0
Miscellaneous Revenue	\$159,026	\$0	\$0	\$0	\$0
Transfer From Other Funds	\$492,785	\$0	\$0	\$0	\$0
Sub Total	\$7,381,369	\$90,877	\$0	\$0	\$0
<u>CC 703600 : Construction Service Center</u>					
Licenses and Permits	\$9,377,809	\$10,076,237	\$8,571,400	\$9,241,400	\$8,900,400
Service Charges	\$89,523	\$96,482	\$65,000	\$100,000	\$65,000
Fines and Forfeits	\$1,170	\$0	\$0	\$0	\$0
Miscellaneous Revenue	\$94,947	\$76,749	\$46,700	\$68,983	\$46,359
Transfer from Fund Balances	\$0	\$0	\$3,046,046	\$0	\$3,154,962
Sub Total	\$9,563,449	\$10,249,469	\$11,729,146	\$9,410,383	\$12,166,721
<u>CC 703900 : Debt Service Department</u>					
Tax Revenues-Other Taxes	\$166,000	\$166,000	\$166,000	\$166,000	\$166,000
Miscellaneous Revenue	\$0	\$792,029	\$0	\$0	\$0
Transfer from Fund Balances	\$0	\$0	\$0	\$0	\$2,822,820
Other Revenues	\$41,114,074	\$35,000	\$0	\$0	\$35,000
Transfer From Other Funds	\$36,058,995	\$24,072,349	\$24,315,508	\$31,884,078	\$40,366,742
Sub Total	\$77,339,069	\$25,065,378	\$24,481,508	\$32,050,078	\$43,390,562

**Budget Supplement-Revenue
(In Cost Center Order)**

	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ADOPTED	FY 2017 PROJECTED	FY 2018 ADOPTED
<u>CC 704000 : HCD CDBG Department</u>					
Intergovernmental Revenues	\$1,877,599	\$2,640,681	\$2,743,824	\$2,743,824	\$2,798,447
Service Charges	\$0	\$0	\$0	\$0	\$0
Miscellaneous Revenue	(\$5,863)	(\$5,293)	\$0	\$0	\$0
Sub Total	\$1,871,736	\$2,635,388	\$2,743,824	\$2,743,824	\$2,798,447
<u>CC 704100 : HCD ESG Department</u>					
Intergovernmental Revenues	\$193,556	\$246,056	\$249,301	\$249,301	\$247,019
Sub Total	\$193,556	\$246,056	\$249,301	\$249,301	\$247,019
<u>CC 704200 : HCD HOME Department</u>					
Intergovernmental Revenues Miscellaneous Revenue	\$1,080,558	\$561,424	\$1,166,223	\$1,166,223	\$1,167,411
	\$12,690	\$10,019	\$0	\$0	\$0
Sub Total	\$1,093,247	\$571,444	\$1,166,223	\$1,166,223	\$1,167,411
<u>CC 704300 : HCD HOPWA Department</u>					
Intergovernmental Revenues	\$2,695,727	\$3,490,989	\$3,819,145	\$3,819,145	\$3,855,626
Sub Total	\$2,695,727	\$3,490,989	\$3,819,145	\$3,819,145	\$3,855,626
<u>CC 704400 : HCD NSP Department</u>					
Intergovernmental Revenues	\$767,139	\$103,114	\$0	\$0	\$0
Sub Total	\$767,139	\$103,114	\$0	\$0	\$0
<u>CC 704500 : HCD SHIP Department</u>					
Intergovernmental Revenues Miscellaneous Revenue	\$2,701,637	\$1,931,276	\$2,262,026	\$2,312,909	\$1,556,613
	\$13,528	\$15,307	\$0	\$0	\$0
Sub Total	\$2,715,165	\$1,946,583	\$2,262,026	\$2,312,909	\$1,556,613
<u>CC 704600 : Community Redevelopment Agency Budget</u>					
Tax Revenues-Property Taxes	\$20,195,032	\$17,946,422	\$17,960,377	\$18,033,521	\$23,164,700
Intergovernmental Revenues	\$0	\$0	\$0	\$450,000	\$0
Miscellaneous Revenue	\$123,676	\$129,823	\$101,550	\$284,700	\$282,700
Transfer From Other Funds	\$0	\$3,869	\$0	\$0	\$0
Sub Total	\$20,318,708	\$18,080,114	\$18,061,927	\$18,768,221	\$23,447,400
<u>CC 704700 : Golf Courses Budget</u>					
Service Charges	\$2,624,953	\$2,759,637	\$2,658,055	\$2,658,055	\$2,554,012
Fines and Forfeits	\$270,418	\$0	\$0	\$0	\$0
Miscellaneous Revenue	\$4,963	\$255	\$0	\$0	\$0
Other Revenues	\$0	(\$60,025)	\$0	\$0	\$0
Transfer From Other Funds	\$1,591,631	\$1,590,000	\$1,569,812	\$1,569,812	\$1,626,881
Sub Total	\$4,491,965	\$4,289,868	\$4,227,867	\$4,227,867	\$4,180,893
<u>CC 704800 : Streetcar Budget</u>					
Tax Revenues-Property Taxes	\$450,000	\$450,000	\$450,000	\$450,000	\$450,000
Licenses and Permits	\$0	\$0	\$0	\$0	\$767,691
Intergovernmental Revenues	\$816,285	\$947,450	\$1,001,966	\$1,001,966	\$300,000
Service Charges	\$638,264	\$663,272	\$657,885	\$657,885	\$701,689

**Budget Supplement-Revenue
(In Cost Center Order)**

	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ADOPTED	FY 2017 PROJECTED	FY 2018 ADOPTED
Miscellaneous Revenue	\$163,198	\$53,016	\$15,000	\$15,000	\$5,000
Transfer from Fund Balances	\$0	\$0	\$307,911	\$0	\$0
Sub Total	\$2,067,746	\$2,113,739	\$2,432,762	\$2,124,851	\$2,224,380
<u>CC 705000 : Non Departmental Systems</u>					
Intergovernmental Revenues	(\$68,151)	\$0	\$0	\$0	\$0
Sub Total	(\$68,151)	\$0	\$0	\$0	\$0
Total	\$1,304,813,307	\$1,283,421,072	\$1,265,157,540	\$1,234,416,692	\$1,364,072,433

**Budget Supplement-Expense
(In Cost Center Order)**

	FY15 ACTUAL	FY16 ACTUAL	FY17 ADOPTED	FY17 PROJECTED	FY18 ADOPTED
<u>CC 700100 - Stormwater Division</u>					
Personnel Service	\$2,274,289	\$6,685,739	\$7,161,140	\$9,254,800	\$7,886,033
Contractual Services	\$1,113,409	\$2,049,087	\$3,160,124	\$3,107,851	\$2,977,731
Other Services and Charges	\$2,351,142	\$3,477,473	\$3,953,927	\$2,963,765	\$3,140,760
Supplies-Materials and Minor Equipment	\$256,858	\$697,997	\$588,880	\$585,115	\$603,900
Capital	\$15,621,625	\$15,242,166	\$88,600	\$42,099,242	\$34,521,000
Debt Services Related	\$214,438	\$282,034	\$277,800	\$277,800	\$277,800
Aids and Grants	\$236,490	\$139,344	\$0	\$25,470	\$0
Transfer To Other Funds	\$9,816,208	\$5,918,066	\$400,000	\$1,040,000	\$1,631,868
Interdepartmental Charges	\$67,934	\$13,654	\$3,000	\$12,833	\$3,000
Budget Reserves	\$0	\$0	\$21,636,010	\$0	\$68,275,212
Sub Total	\$31,952,394	\$34,505,560	\$37,269,481	\$59,366,876	\$119,317,304
<u>CC 700200 - Public Affairs Department</u>					
Personnel Service	\$1,294,382	\$1,266,518	\$1,415,396	\$1,249,847	\$1,443,230
Contractual Services	\$74,925	\$66,092	\$88,668	\$88,668	\$85,931
Other Services and Charges	\$111,382	\$91,108	\$134,471	\$134,471	\$120,631
Supplies-Materials and Minor Equipment	\$42,352	\$70,146	\$36,495	\$36,495	\$36,020
Capital	\$44,907	\$51,388	\$0	\$66,549	\$134,000
Interdepartmental Charges	\$1,984	\$3,548	\$1,860	\$1,860	\$2,030
Sub Total	\$1,569,931	\$1,548,800	\$1,676,890	\$1,577,890	\$1,821,842
<u>CC 700300 - Convention Center Department</u>					
Personnel Service	\$4,035,051	\$4,100,080	\$4,213,836	\$4,213,836	\$4,621,964
Contractual Services	\$2,644,577	\$3,594,846	\$3,142,185	\$3,194,232	\$3,445,072
Other Services and Charges	\$2,423,210	\$2,446,596	\$2,523,398	\$2,533,898	\$2,838,989
Supplies-Materials and Minor Equipment	\$352,289	\$495,622	\$392,213	\$391,383	\$718,970
Capital	\$1,746,328	\$2,194,842	\$2,000,000	\$19,947,283	\$0
Aids and Grants	\$36,000	\$21,700	\$45,000	\$45,000	\$45,000
Interdepartmental Charges	\$57,857	\$57,357	\$60,000	\$60,000	\$60,000
Sub Total	\$11,295,312	\$12,911,044	\$12,376,632	\$30,385,632	\$11,729,995
<u>CC 700400 - Fire Rescue Department</u>					
Personnel Service	\$70,937,659	\$72,814,033	\$74,921,107	\$78,226,106	\$80,335,416
Contractual Services	\$731,884	\$928,494	\$965,494	\$958,734	\$1,446,193
Other Services and Charges	\$4,426,652	\$3,948,302	\$3,726,051	\$3,838,574	\$4,041,958
Supplies-Materials and Minor Equipment	\$1,842,835	\$2,077,931	\$2,213,135	\$2,022,325	\$2,475,432
Capital	\$546,430	\$1,702,446	\$9,530,000	\$9,219,008	\$5,582,000
Debt Services Related	\$0	\$66,197	\$0	\$0	\$0
Transfer To Other Funds	\$0	\$0	\$3,800,000	\$1,000,000	\$1,250,000
Interdepartmental Charges	\$229	\$289	\$229	\$224	\$229
Budget Reserves	\$0	\$0	\$0	\$175,446	\$0
Sub Total	\$78,485,688	\$81,537,692	\$95,156,016	\$95,440,417	\$95,131,228

**Budget Supplement-Expense
(In Cost Center Order)**

	FY15 ACTUAL	FY16 ACTUAL	FY17 ADOPTED	FY17 PROJECTED	FY18 ADOPTED
<u>CC 700500 - Facilities Maintenance Division</u>					
Personnel Service	\$3,957,476	\$4,453,439	\$4,670,552	\$4,692,779	\$5,405,207
Contractual Services	\$1,358,726	\$1,880,798	\$2,539,936	\$2,233,800	\$2,655,219
Other Services and Charges	\$4,302,700	\$4,705,202	\$4,299,706	\$4,894,924	\$4,697,041
Supplies-Materials and Minor Equipment	\$826,018	\$1,045,489	\$661,758	\$782,336	\$1,040,879
Capital	\$1,528,107	\$5,053,443	\$14,156,000	\$36,440,577	\$1,870,000
Debt Services Related	\$0	\$379,722	\$0	\$0	\$0
Transfer To Other Funds	\$0	\$228,021	\$0	\$0	\$0
Interdepartmental Charges	\$4,154	\$2,960	\$3,008	\$3,000	\$3,000
Budget Reserves	\$0	\$0	\$0	\$584,000	\$0
Sub Total	\$11,977,180	\$17,749,073	\$26,330,960	\$49,631,416	\$15,671,346
<u>CC 700600 - City Attorney Department</u>					
Personnel Service	\$4,380,165	\$4,340,098	\$4,537,280	\$4,679,799	\$4,837,596
Contractual Services	\$223,462	\$341,723	\$483,948	\$475,434	\$459,225
Other Services and Charges	\$51,791	\$50,304	\$43,116	\$52,590	\$44,223
Supplies-Materials and Minor Equipment	\$103,730	\$109,251	\$122,489	\$112,287	\$114,790
Aids and Grants	\$19,700	\$32,850	\$35,000	\$35,000	\$35,000
Interdepartmental Charges	\$24,525	\$24,158	\$30,000	\$30,000	\$25,000
Sub Total	\$4,803,373	\$4,898,383	\$5,251,833	\$5,385,110	\$5,515,834
<u>CC 700700 - Wastewater Department</u>					
Personnel Service	\$25,449,046	\$25,968,022	\$25,526,618	\$26,343,171	\$28,181,571
Contractual Services	\$3,246,791	\$2,620,440	\$4,021,683	\$3,941,249	\$2,740,270
Other Services and Charges	\$29,997,836	\$29,241,332	\$29,711,879	\$29,676,997	\$33,251,395
Supplies-Materials and Minor Equipment	\$9,931,133	\$10,542,279	\$11,109,886	\$10,640,229	\$12,409,591
Capital	\$24,142,646	\$37,224,271	\$21,883,005	\$49,219,501	\$26,730,586
Debt Services Related	\$59,910,401	\$14,510,605	\$13,201,196	\$13,201,196	\$12,491,705
Aids and Grants	\$39,402	\$0	\$88,640	\$88,640	\$88,640
Transfer To Other Funds	\$55,088,556	\$34,494,569	\$35,821,727	\$35,817,382	\$28,240,449
Interdepartmental Charges	\$2,355,395	\$2,748,024	\$2,710,050	\$2,730,529	\$2,709,300
Budget Reserves	\$0	\$0	\$4,832,646	\$0	\$5,610,726
Sub Total	\$210,161,207	\$157,349,543	\$148,907,330	\$171,658,894	\$152,454,233
<u>CC 700800 - Solid Waste Department</u>					
Personnel Service	\$14,778,034	\$15,670,712	\$15,860,714	\$15,528,659	\$16,929,063
Contractual Services	\$19,884,037	\$21,077,345	\$22,632,444	\$22,080,524	\$23,236,408
Other Services and Charges	\$21,912,181	\$22,897,662	\$22,696,546	\$22,560,437	\$24,291,011
Supplies-Materials and Minor Equipment	\$844,085	\$680,889	\$908,526	\$897,346	\$948,521
Capital	\$6,360,119	\$7,481,161	\$22,800,519	\$26,988,291	\$22,301,505
Debt Services Related	\$14,853,228	\$13,360,325	\$13,393,325	\$13,393,325	\$13,370,075
Transfer To Other Funds	\$15,102,575	\$16,103,481	\$37,061,293	\$37,057,868	\$33,305,025
Interdepartmental Charges	\$1,207,993	\$1,498,075	\$1,451,215	\$1,451,036	\$1,454,247
Budget Reserves	\$0	\$0	\$1,016,448	\$0	\$550,000
Sub Total	\$94,942,253	\$98,769,649	\$137,821,030	\$139,957,486	\$136,385,855

**Budget Supplement-Expense
(In Cost Center Order)**

	FY15 ACTUAL	FY16 ACTUAL	FY17 ADOPTED	FY17 PROJECTED	FY18 ADOPTED
<u>CC 700900 - Water Department</u>					
Personnel Service	\$23,331,814	\$23,047,114	\$23,044,889	\$23,614,164	\$26,062,473
Contractual Services	\$4,973,460	\$5,046,882	\$11,570,917	\$11,268,000	\$12,077,560
Other Services and Charges	\$24,588,252	\$26,987,187	\$26,088,504	\$27,760,723	\$30,328,226
Supplies-Materials and Minor Equipment	\$9,908,826	\$9,560,444	\$12,631,946	\$12,521,485	\$12,185,375
Capital	\$31,346,301	\$40,826,626	\$37,525,003	\$100,826,185	\$26,623,058
Debt Services Related	\$64,521,572	\$14,274,148	\$15,542,499	\$14,584,527	\$16,024,478
Transfer To Other Funds	\$58,511,871	\$32,973,156	\$52,330,765	\$51,315,563	\$46,747,875
Interdepartmental Charges	\$2,585,560	\$3,047,546	\$3,004,400	\$3,003,400	\$3,004,400
Budget Reserves	\$0	\$0	\$1,566,573	\$0	\$5,626,744
Sub Total	\$219,767,657	\$155,763,104	\$183,305,496	\$244,894,047	\$178,680,189
<u>CC 701000 - Parks and Recreation Department</u>					
Personnel Service	\$24,283,309	\$24,560,648	\$24,342,073	\$25,847,385	\$29,766,066
Contractual Services	\$3,751,405	\$3,906,974	\$4,749,760	\$4,772,460	\$5,667,658
Other Services and Charges	\$5,932,926	\$6,875,461	\$5,173,568	\$5,989,013	\$5,600,112
Supplies-Materials and Minor Equipment	\$1,326,135	\$1,741,428	\$1,700,145	\$1,703,145	\$2,167,235
Capital	\$8,115,012	\$15,574,969	\$3,303,559	\$41,546,986	\$7,021,500
Debt Services Related	\$0	\$27,228	\$0	\$0	\$0
Transfer To Other Funds	\$0	\$711,000	\$42,500	\$753,500	\$0
Interdepartmental Charges	\$9,501	\$10,708	\$9,500	\$9,500	\$10,000
Sub Total	\$43,418,288	\$53,408,417	\$39,321,105	\$80,621,989	\$50,232,571
<u>CC 701100 - Contract Administration Budget</u>					
Personnel Service	\$3,733,290	\$6,792,901	\$7,201,538	\$6,987,383	\$7,685,011
Contractual Services	\$18,324	\$9,121	\$114,500	\$389,410	\$5,500
Other Services and Charges	\$222,464	(6,687,300)	\$466,640	\$434,869	\$459,174
Supplies-Materials and Minor Equipment	\$31,732	\$45,495	\$64,544	\$61,315	\$63,300
Capital	(4,483,888)	(771)	\$12,000	\$113,988	\$58,800
Interdepartmental Charges	\$3,511	\$3,244	\$7,000	\$5,950	\$3,552
Budget Reserves	\$0	\$0	\$104,000	\$0	\$0
Sub Total	(\$474,568)	\$162,690	\$7,970,222	\$7,992,915	\$8,275,337
<u>CC 701200 - Mayor's Office Budget</u>					
Personnel Service	\$505,226	\$532,966	\$546,818	\$551,547	\$585,011
Other Services and Charges	\$28,003	\$22,814	\$38,866	\$36,407	\$32,502
Supplies-Materials and Minor Equipment	\$6,845	\$5,140	\$9,614	\$9,600	\$8,358
Interdepartmental Charges	\$1,979	\$857	\$1,600	\$1,600	\$1,000
Sub Total	\$542,053	\$561,779	\$596,898	\$599,154	\$626,871

**Budget Supplement-Expense
(In Cost Center Order)**

	FY15 ACTUAL	FY16 ACTUAL	FY17 ADOPTED	FY17 PROJECTED	FY18 ADOPTED
<u>CC 701300 - Police Department</u>					
Personnel Service	\$130,807,073	\$135,632,975	\$134,576,621	\$143,631,688	\$141,333,145
Contractual Services	\$2,667,884	\$2,141,072	\$1,687,938	\$2,495,908	\$1,752,994
Other Services and Charges	\$8,262,479	\$8,092,959	\$9,008,646	\$9,075,720	\$8,842,117
Supplies-Materials and Minor Equipment	\$4,711,980	\$3,793,991	\$4,057,325	\$4,217,421	\$4,288,269
Capital	\$7,463,555	\$8,773,337	\$4,793,200	\$6,865,865	\$5,220,800
Debt Services Related	\$199,350	\$201,604	\$260,182	\$271,415	\$282,502
Aids and Grants	\$24,096	\$142,374	\$132,250	\$149,250	\$92,250
Other Uses and Sources	\$0	\$0	\$0	\$10,395	\$0
Transfer To Other Funds Interdepartmental Charges	\$3,438,710	\$826,925	\$5,320,500	\$5,220,500	\$5,350,000
Budget Reserves	\$0	\$0	\$25,120	\$0	\$755,924
Sub Total	\$157,578,122	\$159,607,549	\$159,865,582	\$171,941,886	\$167,921,801
<u>CC 701400 - City Council Department</u>					
Personnel Service	\$1,193,502	\$1,239,460	\$1,350,592	\$1,308,471	\$1,349,750
Contractual Services	\$0	\$3,829	\$1,800	\$13,600	\$26,800
Other Services and Charges	\$42,322	\$45,155	\$50,491	\$48,464	\$50,625
Supplies-Materials and Minor Equipment	\$9,977	\$9,694	\$11,550	\$11,550	\$11,550
Interdepartmental Charges	\$17,637	\$13,427	\$9,600	\$20,000	\$19,600
Sub Total	\$1,263,439	\$1,311,564	\$1,424,033	\$1,402,085	\$1,458,325
<u>CC 701500 - Internal Audit Department</u>					
Personnel Service	\$632,642	\$615,860	\$675,551	\$643,321	\$718,100
Contractual Services	\$15,479	\$10,308	\$11,100	\$11,100	\$11,100
Other Services and Charges	\$14,366	\$5,899	\$14,717	\$11,484	\$13,146
Supplies-Materials and Minor Equipment	\$6,389	\$8,143	\$10,731	\$10,316	\$10,621
Capital	\$53,401	\$2,357	\$0	\$3,000	\$1,200
Interdepartmental Charges	\$13	\$0	\$100	\$100	\$100
Sub Total	\$722,290	\$642,568	\$712,199	\$679,321	\$754,267
<u>CC 701600 - Fleet Maintenance Division Budget</u>					
Personnel Service	\$4,749,988	\$4,521,758	\$4,944,791	\$4,853,488	\$5,081,540
Contractual Services	\$2,932,049	\$2,845,654	\$2,800,000	\$4,104,100	\$3,204,000
Other Services and Charges	\$3,498,781	\$3,468,679	\$2,337,900	\$2,867,671	\$3,200,268
Supplies-Materials and Minor Equipment	\$4,779,969	\$4,122,386	\$4,708,041	\$2,635,460	\$4,143,018
Capital	\$3,148,595	\$389,519	\$25,600	\$68,581	\$14,850
Transfer To Other Funds	\$570,000	\$225,400	\$0	\$0	\$0
Interdepartmental Charges	\$242	\$386	\$500	\$500	\$200
Budget Reserves	\$0	\$0	\$1,113,342	\$0	\$276,498
Sub Total	\$19,679,623	\$15,573,781	\$15,930,174	\$14,529,800	\$15,920,374
<u>CC 701700 - Chief of Staff Office</u>					
Personnel Service	\$295,611	\$299,496	\$311,577	\$305,635	\$432,076
Contractual Services	\$0	\$0	\$0	\$0	\$11,500
Other Services and Charges	\$2,374	\$3,405	\$4,849	\$4,663	\$13,850

**Budget Supplement-Expense
(In Cost Center Order)**

	FY15 ACTUAL	FY16 ACTUAL	FY17 ADOPTED	FY17 PROJECTED	FY18 ADOPTED
Supplies-Materials and Minor Equipment	\$459	\$452	\$630	\$632	\$4,416
Interdepartmental Charges	\$1,306	\$1,032	\$1,200	\$1,032	\$1,400
Sub Total	\$299,749	\$304,385	\$318,256	\$311,962	\$463,242
<u>CC 701800 - Technology and Innovation Department</u>					
Personnel Service	\$12,848,617	\$12,644,390	\$13,323,343	\$12,679,420	\$14,125,231
Contractual Services	\$1,437,185	\$1,376,272	\$1,376,284	\$1,277,082	\$1,436,360
Other Services and Charges	\$4,180,911	\$4,303,292	\$4,864,786	\$4,855,275	\$5,214,859
Supplies-Materials and Minor Equipment	\$480,991	\$482,648	\$471,063	\$471,005	\$508,417
Capital	\$2,079,234	\$2,241,410	\$5,484,805	\$6,078,469	\$1,329,337
Interdepartmental Charges	\$8,247	\$8,408	\$6,030	\$6,155	\$6,830
Sub Total	\$21,035,186	\$21,056,420	\$25,526,311	\$25,367,406	\$22,621,034
<u>CC 701900 - Purchasing Department</u>					
Personnel Service	\$1,656,082	\$1,790,540	\$1,901,336	\$1,896,894	\$2,498,128
Contractual Services	\$1,000	\$0	\$2,000	\$2,000	\$1,100
Other Services and Charges	\$27,201	\$22,652	\$27,668	\$27,268	\$32,169
Supplies-Materials and Minor Equipment	\$10,653	\$10,647	\$13,850	\$13,350	\$28,160
Interdepartmental Charges	\$4,218	\$4,313	\$4,360	\$4,360	\$4,400
Sub Total	\$1,699,153	\$1,828,151	\$1,949,214	\$1,943,872	\$2,563,957
<u>CC 702000 - Public Works Department</u>					
Other Services and Charges	\$3,944	\$0	\$0	\$0	\$0
Supplies-Materials and Minor Equipment	\$5	\$15	\$0	\$0	\$0
Sub Total	\$3,949	\$15	\$0	\$0	\$0
<u>CC 702010 - Logistics and Asset Management Budget</u>					
Personnel Service	\$0	\$0	\$216,938	\$224,984	\$241,406
Contractual Services	\$0	\$0	\$7,500	\$1,000	\$7,500
Other Services and Charges	\$0	\$0	\$9,700	\$4,100	\$12,132
Supplies-Materials and Minor Equipment	\$0	\$0	\$5,800	\$3,800	\$5,800
Interdepartmental Charges	\$0	\$0	\$2,000	\$1,000	\$2,000
Sub Total	\$0	\$0	\$241,938	\$234,884	\$268,838
<u>CC 702100 - Right of Way Operations Division</u>					
Personnel Service	\$7,824,026	\$1,607	\$0	\$36,623	\$0
Contractual Services	\$363,858	\$0	\$0	\$0	\$0
Other Services and Charges	\$408,497	\$0	\$0	\$25	\$0
Supplies-Materials and Minor Equipment	\$679,642	\$25	\$0	\$37,000	\$0
Capital	\$8,601	\$0	\$0	\$0	\$0
Interdepartmental Charges	\$3,983	\$0	\$0	\$0	\$0
Sub Total	\$9,288,606	\$1,632	\$0	\$73,648	\$0
<u>CC 702200 - Parking Division</u>					
Personnel Service	\$4,068,400	\$3,884,815	\$4,909,614	\$4,355,481	\$4,944,954
Contractual Services	\$2,844,503	\$3,445,639	\$3,021,103	\$2,040,000	\$2,271,900

**Budget Supplement-Expense
(In Cost Center Order)**

	FY15 ACTUAL	FY16 ACTUAL	FY17 ADOPTED	FY17 PROJECTED	FY18 ADOPTED
Other Services and Charges	\$4,608,723	\$4,640,466	\$5,303,168	\$5,110,698	\$5,035,075
Supplies-Materials and Minor Equipment	\$259,585	\$271,036	\$158,829	\$159,725	\$174,497
Capital	\$214,378	\$1,554,679	\$1,055,000	\$1,910,693	\$1,405,000
Aids and Grants	\$303,011	\$413,572	\$430,000	\$350,000	\$430,000
Transfer To Other Funds	\$3,158,401	\$4,261,324	\$4,213,701	\$4,122,672	\$4,557,426
Interdepartmental Charges	\$570,697	\$479,580	\$0	\$1,300,000	\$1,500,000
Budget Reserves	\$0	\$0	\$240,878	\$0	\$1,703,504
Sub Total	\$16,027,699	\$18,951,111	\$19,332,293	\$19,349,269	\$22,022,356

CC 702300 - Transportation Division Budget

Personnel Service	\$5,701,188	\$10,584,441	\$11,429,379	\$11,356,023	\$12,192,685
Contractual Services	\$289,134	\$846,372	\$1,167,500	\$1,289,578	\$948,929
Other Services and Charges	\$6,800,375	\$8,582,295	\$9,174,720	\$8,788,910	\$10,857,181
Supplies-Materials and Minor Equipment	\$147,836	\$564,418	\$385,197	\$347,223	\$545,371
Capital	\$27,892,617	\$13,513,568	\$18,428,213	\$47,712,784	\$13,957,261
Debt Services Related	\$0	\$515,928	\$0	\$0	\$0
Aids and Grants	\$1,801,201	\$296,344	\$0	\$0	\$0
Transfer To Other Funds	\$15,781,772	\$20,873,298	\$10,554,997	\$12,748,158	\$10,769,203
Interdepartmental Charges	\$16,635	\$112,192	\$16,220	\$36,220	\$17,100
Budget Reserves	\$0	\$0	\$9,221,177	\$0	\$4,628,308
Sub Total	\$58,430,759	\$55,888,855	\$60,377,403	\$82,278,896	\$53,916,038

CC 702400 - Human Resources Department

Personnel Service	\$4,314,722	\$4,287,598	\$4,794,086	\$4,582,309	\$5,013,911
Contractual Services	\$5,145,783	\$4,674,811	\$5,944,480	\$5,361,731	\$10,146,436
Other Services and Charges	\$63,790,193	\$67,091,281	\$77,593,200	\$73,537,821	\$73,226,806
Supplies-Materials and Minor Equipment	\$39,297	\$50,193	\$43,339	\$46,321	\$43,339
Capital	\$5,216	\$0	\$0	\$8,788	\$203,414
Transfer To Other Funds	\$1,843,634	\$1,911,616	\$2,050,635	\$2,228,803	\$1,770,305
Interdepartmental Charges	\$7,172	\$5,172	\$6,000	\$5,026	\$6,000
Budget Reserves	\$0	\$0	\$55,490	\$0	\$0
Sub Total	\$75,146,017	\$78,020,672	\$90,487,230	\$85,770,799	\$90,410,211

CC 702500 - Revenue and Finance Department

Personnel Service	\$7,495,654	\$7,573,041	\$7,787,404	\$7,581,719	\$8,469,401
Contractual Services	\$122,571	\$134,376	\$194,175	\$216,700	\$232,685
Other Services and Charges	\$153,001	\$139,615	\$169,224	\$145,729	\$128,051
Supplies-Materials and Minor Equipment	\$27,704	\$50,466	\$54,355	\$54,355	\$59,498
Capital	\$2,955	\$10,796	\$0	\$0	\$0
Debt Services Related	\$88,341	\$88,341	\$88,342	\$88,342	\$0
Interdepartmental Charges	\$8,429	\$8,492	\$10,500	\$10,500	\$8,692
Sub Total	\$7,898,656	\$8,005,126	\$8,304,000	\$8,097,345	\$8,898,327

**Budget Supplement-Expense
(In Cost Center Order)**

	FY15 ACTUAL	FY16 ACTUAL	FY17 ADOPTED	FY17 PROJECTED	FY18 ADOPTED
<u>CC 702600 - Neighborhood Empowerment Department</u>					
Personnel Service	\$6,671,961	\$6,849,984	\$7,232,406	\$7,072,199	\$7,690,698
Contractual Services	\$561,694	\$526,286	\$583,044	\$582,125	\$576,249
Other Services and Charges	\$931,651	\$944,565	\$954,498	\$1,020,819	\$1,141,949
Supplies-Materials and Minor Equipment	\$129,931	\$133,073	\$128,046	\$126,750	\$107,229
Capital	\$17,511	\$345,276	\$0	\$0	\$275,800
Debt Services Related	\$186,859	\$206,551	\$219,744	\$219,744	\$32,883
Interdepartmental Charges	\$8,843	\$6,092	\$6,241	\$6,241	\$7,741
Sub Total	\$8,508,450	\$9,011,829	\$9,123,979	\$9,027,878	\$9,832,549
<u>CC 702700 - Arts Programs Division</u>					
Personnel Service	\$196,395	\$205,065	\$206,157	\$212,859	\$210,689
Contractual Services	\$211,066	\$28,892	\$31,664	\$101,304	\$127,705
Other Services and Charges	\$71,419	\$21,444	\$40,256	\$38,879	\$34,389
Supplies-Materials and Minor Equipment	\$4,791	\$2,581	\$1,750	\$3,140	\$4,150
Capital	\$51,555	\$169,625	\$84,019	\$84,019	\$85,000
Transfer To Other Funds	\$90,000	\$0	\$0	\$0	\$0
Interdepartmental Charges	\$1,185	\$1,044	\$1,032	\$1,032	\$1,045
Sub Total	\$626,411	\$428,652	\$364,878	\$441,233	\$462,978
<u>CC 702800 - Public Works and Utility Services</u>					
<u>Administrator</u>					
Personnel Service	\$306,804	\$296,860	\$306,768	\$314,598	\$327,765
Contractual Services	\$147	\$331	\$250	\$250	\$250
Other Services and Charges	\$19,765	\$3,804	\$11,053	\$8,506	\$12,796
Supplies-Materials and Minor Equipment	\$646	\$1,352	\$2,500	\$2,200	\$2,500
Capital	\$0	\$0	\$0	\$1,764	\$0
Interdepartmental Charges	\$0	\$0	\$2,064	\$2,064	\$2,064
Sub Total	\$327,362	\$302,346	\$322,635	\$329,382	\$345,375
<u>CC 702900 - Economic Opportunity Department</u>					
Personnel Service	\$1,235,105	\$1,126,930	\$1,137,182	\$1,146,198	\$1,176,084
Contractual Services	\$818,476	\$743,300	\$840,300	\$1,287,500	\$695,675
Other Services and Charges	\$77,356	\$68,938	\$72,929	\$66,750	\$72,473
Supplies-Materials and Minor Equipment	\$1,950	\$3,859	\$5,000	\$4,137	\$5,000
Aids and Grants	\$0	\$0	\$0	\$0	\$538,000
Interdepartmental Charges	\$2,958	\$2,554	\$2,200	\$2,200	\$2,200
Sub Total	\$2,135,845	\$1,945,581	\$2,057,611	\$2,506,785	\$2,489,432
<u>CC 703000 - City Clerk Department</u>					
Personnel Service	\$1,190,952	\$1,182,612	\$1,322,044	\$1,213,198	\$1,395,241
Contractual Services	\$203,430	\$245,278	\$282,700	\$282,700	\$267,000
Other Services and Charges	\$82,072	\$113,812	\$112,687	\$112,687	\$83,001
Supplies-Materials and Minor Equipment	\$25,108	\$29,656	\$31,630	\$29,668	\$30,467
Capital	\$26,379	\$21,617	\$0	\$0	\$0
Debt Services Related	\$0	\$0	\$0	\$1,962	\$2,616
Interdepartmental Charges	\$5,281	\$4,998	\$5,250	\$5,250	\$5,250
Sub Total	\$1,533,223	\$1,597,972	\$1,754,311	\$1,645,465	\$1,783,575

**Budget Supplement-Expense
(In Cost Center Order)**

	FY15 ACTUAL	FY16 ACTUAL	FY17 ADOPTED	FY17 PROJECTED	FY18 ADOPTED
<u>CC 703100 - Non Departmental Budget</u>					
Personnel Service	\$0	\$0	\$1,508,414	\$129	\$1,508,285
Contractual Services	\$14,414,035	\$6,856,468	\$7,941,799	\$7,837,522	\$9,249,331
Other Services and Charges	(14,108,563)	(15,289,917)	(23,029,773)	(22,573,744)	(23,481,286)
Supplies-Materials and Minor Equipment	\$57,162	\$74,475	\$73,100	\$73,100	\$73,000
Capital	\$249,763	\$299,343	\$930,000	\$2,356,007	\$265,000
Debt Services Related	\$4,384	\$16,998,041	\$5,000	\$5,000	\$5,000
Aids and Grants	\$14,043,715	\$16,391,753	\$18,271,829	\$18,565,974	\$21,196,714
Transfer To Other Funds	\$74,082,133	\$76,356,769	\$64,854,720	\$71,455,267	\$70,426,281
Interdepartmental Charges	\$188,519	\$342,164	\$365,010	\$395,000	\$631,880
Budget Reserves	\$0	\$0	\$21,198,090	\$0	\$2,973,274
Sub Total	\$88,931,148	\$102,029,098	\$92,118,189	\$78,114,255	\$82,847,479
<u>CC 703400 - Planning and Development Department</u>					
Personnel Service	\$5,046,867	\$5,445,229	\$6,241,307	\$5,676,516	\$6,485,680
Contractual Services	\$111,432	\$119,344	\$140,157	\$256,800	\$175,204
Other Services and Charges	\$465,977	\$286,044	\$248,816	\$257,674	\$227,019
Supplies-Materials and Minor Equipment	\$47,005	\$48,922	\$43,245	\$108,700	\$48,950
Capital	\$0	\$20,039	\$0	\$7,601	\$0
Interdepartmental Charges	\$7,368	\$9,969	\$7,575	\$7,575	\$6,105
Sub Total	\$5,678,649	\$5,929,548	\$6,681,100	\$6,314,866	\$6,942,958
<u>CC 703500 - Riverwalk Division</u>					
Personnel Service	\$221,472	\$92,686	\$0	\$0	\$0
Contractual Services	\$294	\$492	\$0	\$0	\$0
Other Services and Charges	\$8,778	\$2,057	\$0	\$0	\$0
Supplies-Materials and Minor Equipment	\$70	\$302	\$0	\$0	\$0
Capital	\$6,775,975	\$3,692,826	\$0	\$340,790	\$0
Aids and Grants	\$1,151,678	\$0	\$0	\$0	\$0
Sub Total	\$8,158,267	\$3,788,364	\$0	\$340,790	\$0
<u>CC 703600 - Construction Service Center</u>					
Personnel Service	\$4,746,479	\$5,238,536	\$6,086,601	\$6,065,644	\$6,771,717
Contractual Services	\$1,058,536	\$1,218,528	\$1,611,000	\$1,611,000	\$1,621,408
Other Services and Charges	\$2,722,433	\$2,769,682	\$2,994,894	\$2,974,894	\$2,996,175
Supplies-Materials and Minor Equipment	\$62,276	\$103,608	\$77,000	\$124,900	\$183,363
Capital	\$83,321	\$174,273	\$0	\$150,332	\$0
Transfer To Other Funds	\$377,046	\$221,076	\$262,548	\$280,548	\$276,988
Interdepartmental Charges	\$2,129	\$2,296	\$2,300	\$2,300	\$10,000
Budget Reserves	\$0	\$0	\$694,803	\$0	\$412,305
Sub Total	\$9,052,221	\$9,727,999	\$11,729,146	\$11,209,618	\$12,271,956

**Budget Supplement-Expense
(In Cost Center Order)**

	FY15 ACTUAL	FY16 ACTUAL	FY17 ADOPTED	FY17 PROJECTED	FY18 ADOPTED
<u>CC 703700 - Minority Business Development Division</u>					
Personnel Service	\$479,181	\$488,193	\$548,927	\$468,996	\$593,167
Contractual Services	\$0	\$0	\$0	\$25,000	\$1,698
Other Services and Charges	\$49,300	\$45,265	\$51,555	\$46,710	\$55,619
Supplies-Materials and Minor Equipment	\$5,823	\$4,474	\$6,120	\$10,120	\$6,078
Interdepartmental Charges	\$31	\$46	\$200	\$200	\$200
Sub Total	\$534,336	\$537,979	\$606,802	\$551,026	\$656,762
<u>CC 703800 - Intergovernmental Relations Division</u>					
Personnel Service	\$106,537	\$108,201	\$115,581	\$107,218	\$123,415
Contractual Services	\$240,135	\$240,252	\$245,000	\$245,000	\$245,000
Other Services and Charges	\$8,516	\$4,088	\$3,614	\$3,614	\$3,643
Supplies-Materials and Minor Equipment	\$4,155	\$4,425	\$4,475	\$4,475	\$4,475
Interdepartmental Charges	\$0	\$3	\$10	\$10	\$10
Sub Total	\$359,343	\$356,969	\$368,680	\$360,317	\$376,543
<u>CC 703900 - Debt Service Department</u>					
Debt Services Related	\$78,294,310	\$24,311,738	\$24,355,298	\$31,923,868	\$41,013,628
Transfer To Other Funds	\$0	\$3,869	\$0	\$0	\$2,376,934
Budget Reserves	\$0	\$0	\$126,210	\$0	\$0
Sub Total	\$78,294,310	\$24,315,607	\$24,481,508	\$31,923,868	\$43,390,562
<u>CC 704000 - HCD CDBG Department</u>					
Personnel Service	\$287,689	\$316,165	\$486,532	\$486,532	\$559,689
Contractual Services	\$810,573	\$1,171,458	\$1,368,025	\$1,368,025	\$1,686,820
Other Services and Charges	\$64,607	\$588,643	\$445,472	\$445,472	\$130,543
Supplies-Materials and Minor Equipment	\$544	\$9,935	\$21,000	\$21,000	\$0
Capital	\$10,000	\$0	\$0	\$0	\$0
Transfer To Other Funds	\$423,261	\$423,142	\$421,395	\$421,395	\$421,395
Interdepartmental Charges	\$1,170	\$1,473	\$1,400	\$1,400	\$0
Sub Total	\$1,597,844	\$2,510,816	\$2,743,824	\$2,743,824	\$2,798,447
<u>CC 704100 - HCD ESG Department</u>					
Personnel Service	\$8,407	\$10,588	\$9,615	\$9,615	\$12,350
Contractual Services	\$182,249	\$235,468	\$236,836	\$236,836	\$234,669
Other Services and Charges	\$1,560	\$0	\$1,500	\$1,500	\$0
Supplies-Materials and Minor Equipment	\$1,340	\$0	\$1,350	\$1,350	\$0
Sub Total	\$193,556	\$246,056	\$249,301	\$249,301	\$247,019
<u>CC 704200 - HCD HOME Department</u>					
Personnel Service	\$118,056	\$111,887	\$114,101	\$114,101	\$116,741
Contractual Services	\$720,797	\$735,693	\$550,122	\$550,122	\$1,050,670
Other Services and Charges	\$416	\$0	\$500,700	\$500,700	\$0
Supplies-Materials and Minor Equipment	\$1,312	\$694	\$1,300	\$1,300	\$0
Sub Total	\$840,581	\$848,274	\$1,166,223	\$1,166,223	\$1,167,411

**Budget Supplement-Expense
(In Cost Center Order)**

	FY15 ACTUAL	FY16 ACTUAL	FY17 ADOPTED	FY17 PROJECTED	FY18 ADOPTED
<u>CC 704300 - HCD HOPWA Department</u>					
Personnel Service	\$61,917	\$66,765	\$114,074	\$114,074	\$115,668
Contractual Services	\$2,633,310	\$3,172,542	\$3,704,571	\$3,704,571	\$3,739,958
Supplies-Materials and Minor Equipment	\$500	\$1,022	\$500	\$500	\$0
Sub Total	\$2,695,727	\$3,240,328	\$3,819,145	\$3,819,145	\$3,855,626
<u>CC 704400 - HCD NSP Department</u>					
Personnel Service	\$58,676	\$27,823	\$0	\$0	\$0
Contractual Services	\$52,630	\$61,438	\$0	\$0	\$0
Other Services and Charges	\$6,116	\$23,771	\$0	\$0	\$0
Supplies-Materials and Minor Equipment	\$1,633	\$390	\$0	\$0	\$0
Sub Total	\$119,056	\$113,422	\$0	\$0	\$0
<u>CC 704500 - HCD SHIP Department</u>					
Personnel Service	\$90,351	\$207,797	\$224,202	\$275,085	\$155,661
Contractual Services	\$889,319	\$1,669,319	\$1,037,824	\$1,037,824	\$1,400,952
Other Services and Charges	\$0	\$1,101	\$1,000,000	\$1,000,000	\$0
Sub Total	\$979,670	\$1,878,217	\$2,262,026	\$2,312,909	\$1,556,613
<u>CC 704600 - Community Redevelopment Agency Budget</u>					
Personnel Service	\$12,799	\$1,675	\$0	\$0	\$0
Contractual Services	\$1,281,787	\$1,606,092	\$1,526,532	\$1,842,584	\$2,588,561
Other Services and Charges	\$333,657	\$350,210	\$408,000	\$474,188	\$406,255
Supplies-Materials and Minor Equipment	\$5,867	\$10,513	\$2,000	\$7,000	\$2,000
Capital	\$989,454	\$480,004	\$14,570,157	\$15,242,505	\$14,285,811
Transfer To Other Funds	\$16,561,693	\$4,655,238	\$1,453,688	\$1,437,654	\$5,882,073
Interdepartmental Charges	\$571	\$511	\$0	\$1,000	\$0
Budget Reserves	\$0	\$0	\$101,550	\$0	\$282,700
Sub Total	\$19,185,828	\$7,104,242	\$18,061,927	\$19,004,931	\$23,447,400
<u>CC 704700 - Golf Courses Budget</u>					
Personnel Service	\$1,126,194	\$0	\$628,039	\$628,039	\$685,092
Contractual Services	\$2,436,362	\$4,082,951	\$1,654,522	\$1,654,522	\$2,317,436
Other Services and Charges	\$763,857	\$845,960	\$0	\$0	\$840,000
Supplies-Materials and Minor Equipment	\$0	\$0	\$1,413,306	\$1,413,306	\$0
Capital	\$46,755	\$544,664	\$532,000	\$532,000	\$338,365
Aids and Grants	\$463,743	\$0	\$0	\$0	\$0
Sub Total	\$4,836,910	\$5,473,575	\$4,227,867	\$4,227,867	\$4,180,893
<u>CC 704800 - Streetcar Budget</u>					
Contractual Services	\$56,479	\$54,563	\$33,000	\$33,000	\$24,000
Other Services and Charges	\$362,759	\$345,756	\$331,000	\$331,000	\$342,500
Aids and Grants	\$1,444,038	\$1,557,482	\$1,818,762	\$1,818,762	\$1,829,668
Transfer To Other Funds	\$0	\$0	\$250,000	\$0	\$0
Budget Reserves	\$0	\$0	\$0	\$0	\$28,212
Sub Total	\$1,863,276	\$1,957,801	\$2,432,762	\$2,182,762	\$2,224,380

**Budget Supplement-Expense
(In Cost Center Order)**

	FY15 ACTUAL	FY16 ACTUAL	FY17 ADOPTED	FY17 PROJECTED	FY18 ADOPTED
<u>CC 704900 - Grand Parent Tampa Theatre</u>					
Other Services and Charges	\$108,387	\$110,744	\$110,900	\$110,800	\$110,900
Supplies-Materials and Minor Equipment	\$21,582	\$29,606	\$22,200	\$22,300	\$22,200
Sub Total	\$129,969	\$140,350	\$133,100	\$133,100	\$133,100
Total	\$1,314,095,999	\$1,163,842,588	\$1,265,157,540	\$1,478,098,544	\$1,364,072,433

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