



FINISH STRONG

*City of
Tampa*
Florida

RECOMMENDED OPERATING AND CAPITAL BUDGET PART 1

FISCAL YEAR 2019

OCTOBER 1, 2018 THROUGH SEPTEMBER 30, 2019

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Recommended Operating and Capital Budget

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Fiscal Year 2019

October 1, 2018 through September 30, 2019

Bob Buckhorn, Mayor

Sonya C. Little, Chief Financial Officer

Michael D. Perry, Budget Officer

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Bob Buckhorn
Mayor

July 19, 2018

The Honorable Chairman Frank Reddick and
Members of Tampa City Council

I am pleased to present the Recommended Operating and Capital Budget for the City of Tampa (the “City”) for the fiscal year beginning October 1, 2018, and ending September 30, 2019, including the City’s Capital Improvement Program for FY2019 through FY2023.

This year’s budget theme, “Finish Strong” reflects the amazing transformation of this City over the last eight years and the importance of continuing on this path moving forward. At the end of my administration, if we continue to work together and stand together, Tampa can become everything we aspire. 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 sixth 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, having received 13 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 economic impact of the Great Recession has been long and deep. 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. The City finally caught up to 2007 property tax revenue levels in 2018. It took eleven years for property tax revenues to return to pre-recession levels. Overall, the City has absorbed a total loss of more than \$485.6 million dollars in property tax revenues, interest earnings and communications services tax revenues over the last decade.

Due to “Save our Homes” legislation, 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 increase of 3% a year on certain homesteaded properties. The reality is that in my eight years as Mayor, the City did not have a single budget start out in the black.

We have done our part to keep 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 increased and made permanent. For fiscal year 2019, we reduced our headcount by an additional 14 full-time-equivalents. 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 largely 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 work hard to finish strong. 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 propose maintaining our millage rate of 6.2076 mills for FY2019.

The budget we are submitting 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 FY2019 total budget is \$1.03 billion, 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 \$1.03 billion, the FY2019 budget is \$59 million more than the FY2018 budget of \$969.2 million. This is due to a General Fund increase of approximately \$16.6 million primarily due to increased personnel expenses as required by the collective bargaining agreements, as well as increased operating and capital equipment spending on parks, public safety, and facilities programs. This increase in the General Fund also includes the additional required contribution of approximately \$3.9 million to the community redevelopment areas (CRAs). There are also increases of \$57.0 million in Enterprise Funds primarily due to greater capital project funding, personnel, and operating costs, and a net increase of \$5.3 million in Debt Service payments primarily due to increases in Stormwater bonds and Utilities Services Tax bond debt. All other funds decreased by \$19.9 million reflecting lower capital project funding.

The FY2019 budget also includes an \$144 million Capital Improvement Program that will address a significant amount of deferred infrastructure projects, including:

- The Transportation and Stormwater Services Department will receive \$16.3 million for capital improvement projects. The budget includes \$10.8 million for transportation projects of which \$7.8 million will be used for various intersection and roadway improvement projects. Stormwater projects include the Cypress Street Outfall Pipeline Extension at \$3.0 million, and the 56th Street and Broadway Avenue Flooding Relief project at 2.0 million;
- The Water and Wastewater Departments will fund \$117.7 million for 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's capital improvement budget of \$3.0 million including \$2.0 million for route optimization, \$653,500 for a computerized maintenance management system, and \$350,000 to study options for the relocation of their Spruce Street facility;
- The Parking Division's capital improvement budget of \$1.3 million includes Citywide garage and lot improvements and elevator replacement at William F. Poe Garage;
- Parks and Recreation improvements of \$1.5 million include \$500,000 for the replacement of the Sulphur Springs pool deck, \$250,000 for Citywide ADA Improvements, \$400,000 for Freedom Park at MacFarlane Park, \$270,000 for adding security lighting and cameras in parks, and \$100,000 for Citywide Dock and Boardwalk Replacement;
- Technology and Innovation's capital improvement budget includes \$1.5 million for emergency systems and network expansion equipment for public safety communications systems, and;

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:

- Transforming 120 acres in West Tampa to create over 2,000 new residential units into a new, vibrant community;
- Working with Strategic Property Partners on the development of Water Street Tampa, including the relocation of the USF medical school to downtown Tampa;
- Creating incentive packages to target high-tech industries and collaboration between public and private entities identified by the Tampa Hillsborough Economic Development Corporation;

- 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; and
- Enhancing education programs to ensure that the City has highly trained work forces that will attract new business.

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 13,000 street lights throughout the City, and the Nehemiah Project to focus revitalization efforts on Sulphur Springs;
- 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;
- Providing programs for teens, tweens, and kids such as “Stay and Play” which has encouraged over 198,000 teenage visits to our parks and recreation centers, keeping them safe and 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 on the new Autism Friendly Tampa initiative. Public spaces, City facilities, parks, programs, and City staff, starting with first responders and Parks and Recreation teams, have been made 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; and
- Evaluating best practice approaches around the country and implementing new technologies that will help the City fight crime.

The City of Tampa is structurally and fiscally sound. We will balance the FY2019 budget without the use of reserves. As a result, the City’s reserves will remain strong at over \$92.8 million. This represents a fund balance of 21% of operating expenditures, well above the City’s policy of 20%. This reflects the City’s continual commitment to sound financial management.

As my time as your Mayor comes to its predetermined end, 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. My successor will find a city government that is smarter, urban development centered on the riverfront, neighborhoods that are stronger, and Tampa recognized as the competitive City it is. At the end of my administration, I commit to you, not to slow down, but to “Finish Strong.”

Respectfully submitted,



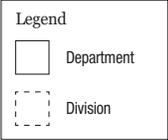
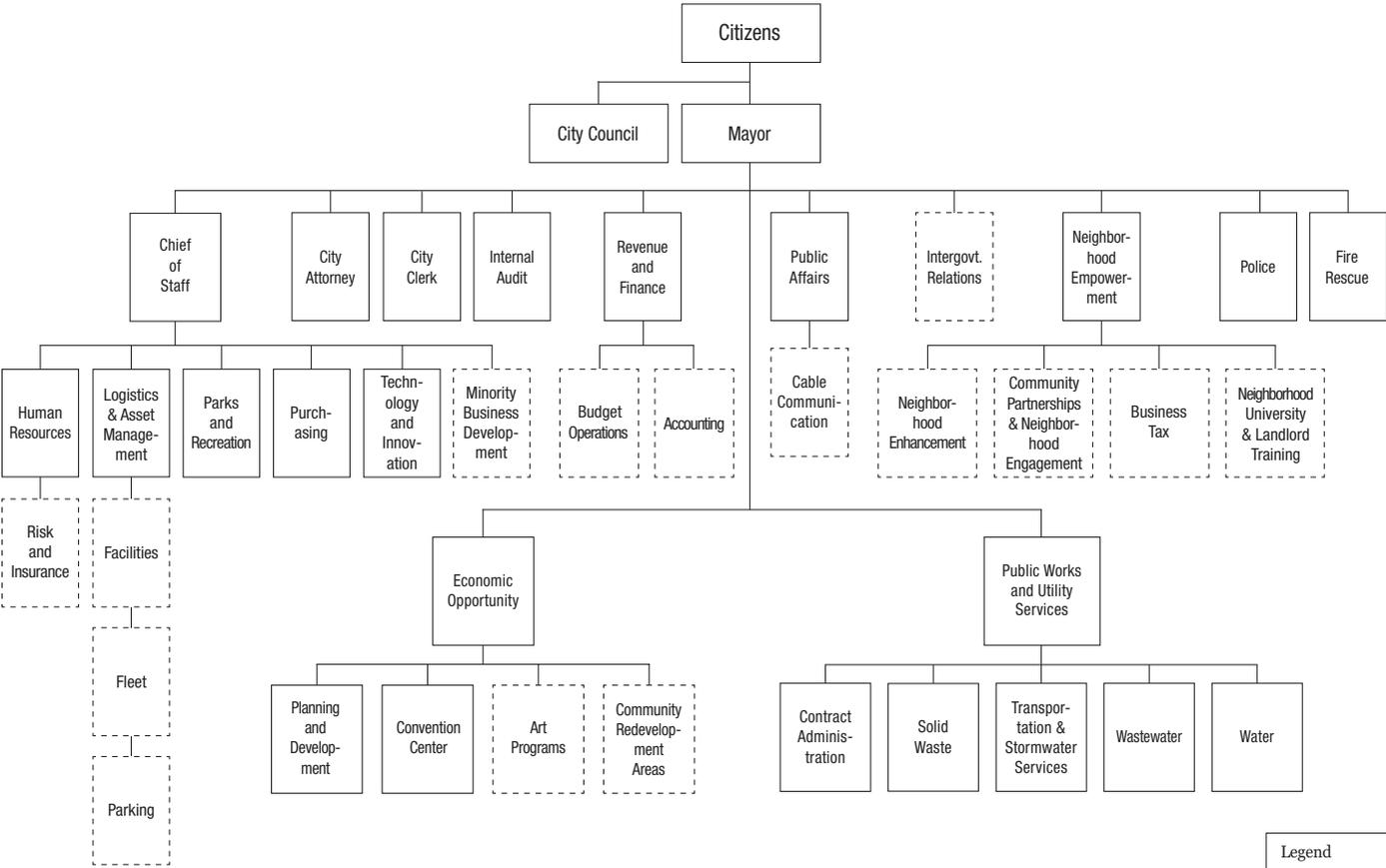
Bob Buckhorn
Mayor

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



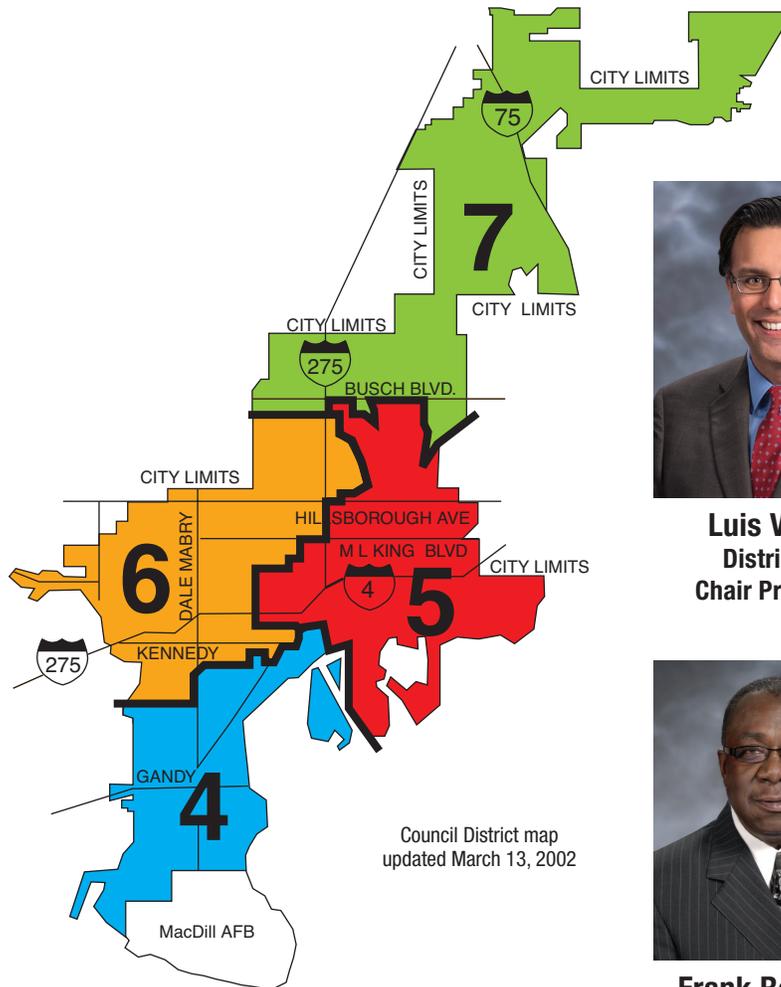
Yvonne Yolie Capin
District 3 At-Large



Guido Maniscalco
District 6



Harry Cohen
District 4



Luis Viera
District 7
Chair Pro-Tem



Frank Reddick
District 5
Chair



GOVERNMENT FINANCE OFFICERS ASSOCIATION

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Award*

PRESENTED TO

**City of Tampa
Florida**

For the Fiscal Year Beginning

October 1, 2017

Christopher P. Morill

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, 2017. 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.

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Tom Richardson

Joe Robles

Jennifer Seth

Trinyce Smith

Praveen Varanasi

Andy Waitman

Hunter Revord

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City of Tampa Overview

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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 385,430. Tampa is the largest city located in the metropolitan statistical area comprised of Hillsborough, Pinellas, Pasco and Hernando



City of Tampa Skyline

Counties, with over 2.9 million residents. Tampa is nestled 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 ZooTampa at Lowry Park. 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 continues with celebrations spanning through March. This event, held for over a century, pays homage to Tampa’s last great



Gasparilla Pirate Fest



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

mythical buccaneer, Jose Gaspar, and includes festivities such as parades, marathons, art shows, and music and film festivals.

Other annual events include the Outback Bowl, a college football championship game played 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, 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. According to USF, the university serves a population of 50,577 students and has an estimated annual economic impact of \$3.7 billion. USF has begun 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 Strategic Property Partners and Cascade Investments, to create an economically thriving downtown waterfront environment where people can 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. According to UT, the university has an estimated annual economic impact of \$1 billion with an enrollment of 8,913 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. ZooTampa at Lowry Park 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).



ZooTampa at Lowry Park'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 over 100 performing arts classes in dance, theater, and music for students of all ages and skill levels.

The Tampa Bay History Center is one of the largest history museums on the west coast of Florida. The museum presents exhibits spanning 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

Tampa also has many museums, such as the Tampa Museum of Art, which features over 26,000 square-feet of exhibitions, antiquities, and modern and contemporary art. Other museums include 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



Story of Tampa Mural

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 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 fortified 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 at 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 airfield 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 pilots 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 airfield. 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, the United States Special Operations Command, and 31 other tenant units. According to MacDill AFB, the base 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.

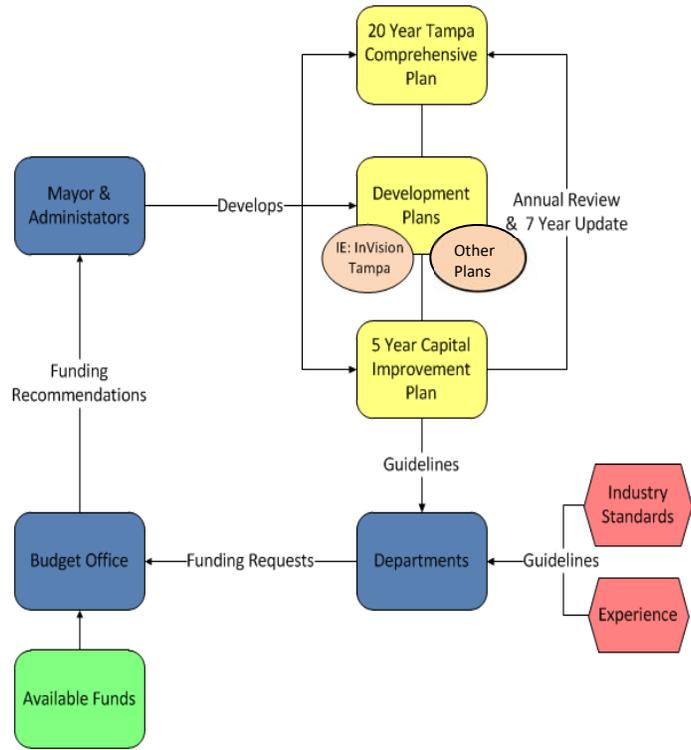
Since the 1960s, the Tampa downtown business district has grown significantly. Major banks and corporations occupy large buildings high above Hillsborough Bay and have helped Tampa evolve into a multi-cultural, diverse business center attracting people of all ages. In 1988, the City annexed a mostly rural 24 square mile area between I-275 and I-75 now known as New Tampa. Today, the City continues to prosper with major growth and re-development occurring in all areas.

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, the 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.

20 Year Tampa Comprehensive Plan

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. Imagine 2040, City of Tampa Comprehensive Plan, completed a major update in 2016 and was awarded an American Planning Association Silver Level Comprehensive Plan Standard for Sustaining Places.



Community-Based Planning

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:

- 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 Community 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. The final work on the 40th Street Planning Area will be complete within the next 8-12 months. An area wide rezoning will take place for the entire planning area. Once complete, the adoption of the overlay land development regulations by the Planning Commission and City Council will take place. Completion of the 40th Street Planning Area and final adoption is on track to take place by the spring of 2019.

- 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.

InVision Tampa

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 under InVision Tampa include:

- Julian B. Lane Riverfront Park – Redevelopment of the 25-acre park on the west bank of the Hillsborough River. The Park Redevelopment Plan was completed in 2015. Construction began in June 2016 and the City celebrated its grand opening on May 12, 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. The mixed-use plan calls for a more walkable community and a reimagined Main Street with robust shopping and dining options. New housing will accommodate residents of all incomes with a mix of single family homes, apartments and subsidized housing. This project incorporates most, if not all, principles of smart growth planning concepts.



Julian B. Lane Riverfront Park Pickleball Courts

- Affordable Housing - The City entered into a partnership with a local for profit builder to construct approximately 100 new single-family affordable homes over the next 3 years. It is the first time such a program has been implemented. The affordable housing project was originally put out for an RFP to the public. The program will include first time homeowner classes, which are designed to educate people on the responsibility of owning a home. These classes will be taught by a HUD Approved Housing Counseling Agency, to conduct Home Buyer Education.
- 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.

Urban Forest Management 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. The City's Urban Forest Management Plan identifies Smart Code concepts to improve the City's urban environment and encourage a healthy canopy, which will help sequester CO₂, a greenhouse gas. Management of the urban forest, with its long biological life cycles and slow growth, is a long-term investment.

Capital Improvement Plan

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 for a focus 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 City has the following goals:

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

Goal 1: 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;
- 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.

Water Street Tampa

In December 2014, Strategic Property Partners, in partnership with 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 will enhance the waterfront. Anchored by the University of South Florida's Morsani College of Medicine and its new Heart Health Institute, under construction, 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 2020.

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 Riverfront Park and the Hillsborough River. The project promotes strong ties with public education and community services, and plans for more than 1,600 new residential units, with a variety of housing styles and affordability. 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

The 25-acre park, completed in 2018, provides open green spaces for the community to congregate, and experience outdoor concerts and events. The project also added new amenities such as tennis, basketball, sand volleyball courts,

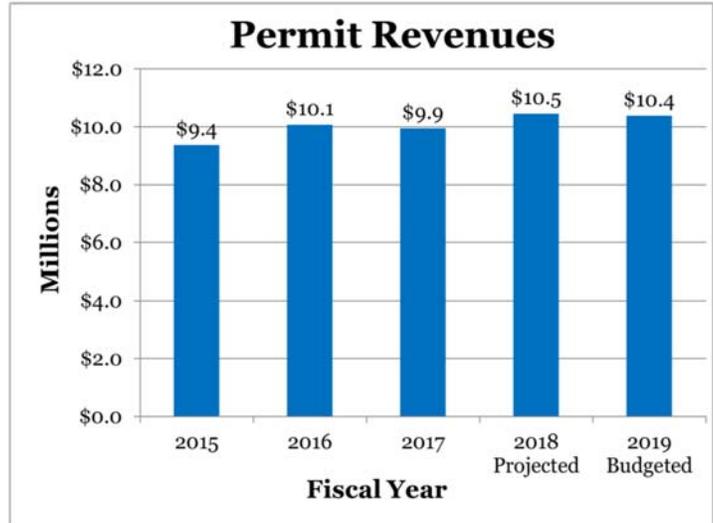


Julian B. Lane Riverfront Park

a multi-use athletic field, areas for lacrosse and soccer, and a performance pavilion with green spaces for concerts. The project, which cost approximately \$35.6 million for construction, also improved and reconfigured the existing seawall and added floating docks to provide water access for kayaks, boating, and aquatic sports.

Building Activity

In FY2018, the Construction Services Division permitted construction projects valued at over \$2.3 billion. Moreover, the City has permitted over \$14 billion in projects since 2011. The City anticipates \$10.4 million in permitting revenue to be generated for FY2019. This decrease is attributed to higher interest rates and the completion of large construction projects, resulting in a slow-down of permitting activity for FY2019.



Construction Permit Revenues by Fiscal Year

Tampa will sell one of its last City-owned blocks to New Orleans-based HRI Properties for \$7.6 million. HRI will build a mixed-use building across the street from City Hall with 345 hotel rooms, a 217-space garage, and retail and amenities 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 the restored historic Armature Works brick warehouse, the Heights Public Market, a 22,000 square foot innovative industrial market featuring an open floor plan with communal seating surrounded by restaurants and including event and exclusive coworking spaces. Plans for surrounding it with offices, a boutique hotel, grocery store, 1,600-plus homes, and a park along the waterfront are currently underway. SoHo Capital completed infrastructure improvements and recently opened The Pearl for apartment leasing, a 314-unit, mixed-use building.

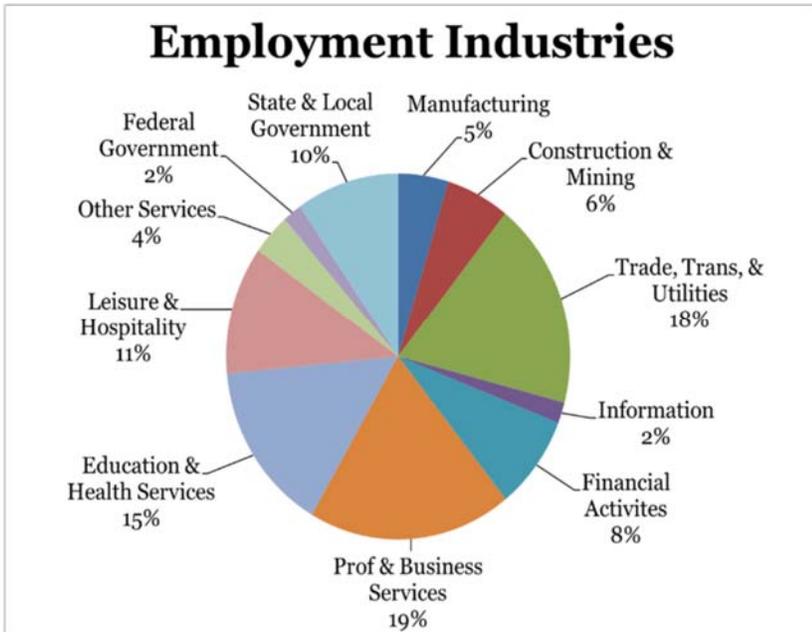
Construction continues on the Encore project, a 30-acre mixed-use, mixed-income project located immediately north of the central business district. Ella Senior Residences consists of 160 units and the Trio Apartments at Encore consists of 141 family units. Both are opened and fully occupied. Reed Senior 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 2018.



Tempo Apartments at Encore

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).



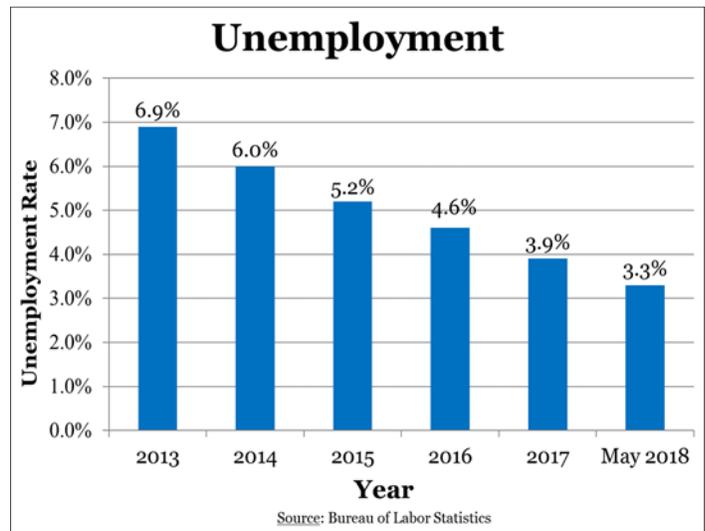
Major Employment Industries in the City of Tampa

As of March 2018, the employment industries chart identifies the various industries operating in the Tampa Bay region. The three largest employment sectors are professional and business services (19%), trade, transportation, and utilities (18%), and education and health services (15%).

The metropolitan statistical area economic indicators for Tampa-St. Petersburg-Clearwater are expected to show moderate growth. According to the University of Central Florida’s *Florida & Metro Forecast 2018-2021*, population growth will average 1.4%,

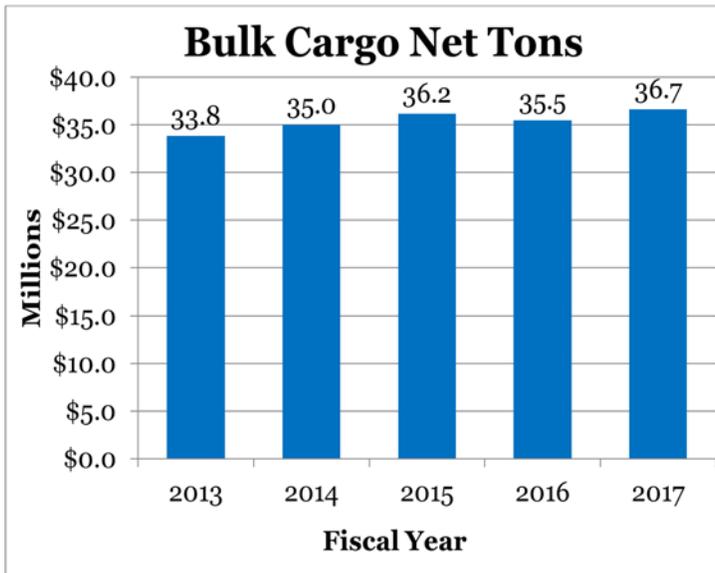
employment growth is expected to average 2.5% annually, and the unemployment rate is expected to average 4.0% through 2021.

The City has experienced ongoing economic recovery. Throughout the past few years, the Tampa Bay metropolitan statistical area (MSA) has stabilized at an unemployment rate of 3.3%. Within the past six years, the City has performed better in employment metrics than the state of Florida and the U.S. as a whole, averaging a lower unemployment rate and higher employment growth.



Tampa Bay MSA Unemployment Rate by Year

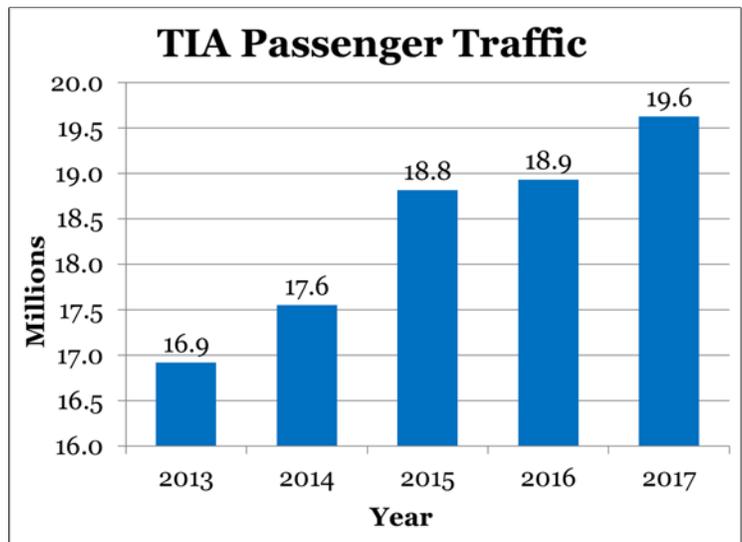
Port Tampa Bay (the “Port”), a significant economic engine in West Central Florida, serves as one of the nation’s most diversified ports, providing a \$17.2 billion annual economic impact and over 85,000 jobs to the region. The Port serves as the petroleum and energy gateway for west/central Florida, 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 homeport.



Bulk Cargo Handled by Port Tampa Bay

Port Tampa Bay, Florida’s largest cargo tonnage port, handled 36.7 million net tons of bulk cargo, 1.4 million net tons of general cargo, and exceeded \$55 million in operating revenue in Fiscal Year 2017. It serves as the seventh largest cruise port in the U. S., serving over 960,000 passengers in FY2017. Port Tampa Bay has committed to spending \$380 million in the next five years, adding new cranes, refrigeration complexes, and additional infrastructure to expand its capabilities. Furthermore, Carnival Cruise Lines and Royal Caribbean Cruise Lines recently initiated passenger service to Cuba from Port Tampa Bay.

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 2017, 19.6 million passengers enplaned and deplaned at the airport, 313 million pounds of cargo were handled, and 17.2 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 with more than 2 million annual passengers. Considered one of the most user-friendly airports in the world, the airport ranked second in North America in customer satisfaction in the 2018 J.D. Power rating survey.



Annual Passengers Served by TIA

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 help decongest the Airport's roads, curbsides, and main terminal. Scheduled for completion in 2018, 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.



June 2018 Aerials of Tampa International Airport's Main Terminal Station

Source: <https://app.tampaairport.com/follow-our-progress/#>

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.

Phase III, which is scheduled to begin in 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, almost doubling 2017 figures.

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 the CRAs' safety, convenience, and economic stability. 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.

FY2018 privately funded projects in the CRAs include:

- Wellington-based developer Bainbridge Companies began to lease its \$43 million, 240-unit luxury apartment complex *Bainbridge Ybor Apartments* on 12th Avenue;
- Carter USA held grand opening of a 23-story apartment building, Nine15 Apartments, with 362 apartments, retail, and a parking garage;
- The completion of the Armature Works and New Food Hall Market in Tampa Heights;
- Construction of a 15-20 unit single-family housing development in East Tampa; and
- The grand opening of The Pearl Apartments by SoHo Capital in Tampa Heights.



Bainbridge Ybor Apartments

FY2018 publicly funded projects in the CRAs include:

- Complete design of the Linear Park within the Tampa Bay Boulevard median in Drew Park;
- The opening of Julian B. Lane Riverfront Park in the newly formed West Tampa CRA;
- Tampa Housing Authority construction of the Bethune Residence I in West Tampa; and
- Continued investment by the East Tampa, Drew Park and Ybor City CRAs in key facades in each of the districts.



RiverFront Rock at Julian B. Lane Riverfront Park

Anticipated FY2019 privately funded projects in the CRAs include:

- Strategic Property Partners to complete construction of the University of South Florida Morsani College of Medicine in downtown;
- Strategic Property Partners to commence construction on a 519-room JW Marriott hotel in downtown;

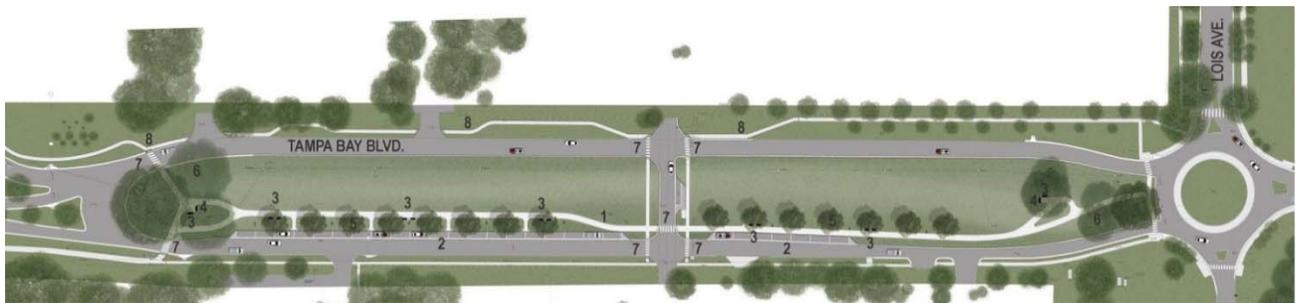
- Completion of the construction of The Channel Club apartment complex and Publix;
- The completion of Aparium, a 176-room boutique hotel on 7th Avenue in Ybor City, by Broadway Development, HRV Hotel Partners and others;
- Construction of the HRI dual flag hotel, mixed-use development across from City Hall in Downtown; and
- Construction of 815 Water Street mixed-use condominium and apartment complex with a grocery store in downtown.



815 Water Street Condominium/Apartments

Anticipated FY2019 publicly funded projects in the CRAs include:

- 18,000 square foot expansion of the Tampa Convention Center;
- The East 7th Avenue Streetscape and Gateway Monument project from 24th to 26th streets;
- The construction of the Madison Street Park in the Channel District;
- Complete construction 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;
- Continued construction at the Tampa Housing Authority West River project; and
- The Tampa Hillsborough Expressway Authority completing the new Selmon Greenway Trail in Ybor City.



Tampa Bay Boulevard Linear Park Plans

Tax Increment Funding

The Tampa Community Redevelopment Agency was established pursuant to Florida Statutes, to implement redevelopment activities within Community Redevelopment Areas (CRA). Each CRA is supported by Tax Increment Financing which are determined by the property values in each of the CRAs. Property values in all CRAs increased in 2018, resulting in a 24.2% increase in revenue for FY2019.



TIF revenue increased 24.2% from FY2018

Tampa Convention Center



Tampa Convention Center

The Tampa Convention Center is located in the heart of Downtown Tampa and situated along The Tampa Riverwalk, with 2.4 miles of walkable path and a beautiful view of Garrison Channel leading to the Hillsborough River. The 600,000 square foot building offers 200,000 square feet of exhibit space, a 36,000 square foot ballroom, and 36 meeting rooms creating an excellent venue for conventions, meetings, consumer shows, sporting events, and many types of special events.

The Convention Center creates a positive economic impact for the City of Tampa and Hillsborough County by attracting over 450,000 visitors per year. Recent and upcoming events include:

- Association of Writers & Writing Programs (AWP) Conference
- Council for Exceptional Children (CEC) Convention & Expo
- Florida Board of Bar Examiners-Florida Bar Exams
- Florida State Thespians Festival
- Florida Music Education Association (FMEA) Conference
- Florida United Numismatists (FUN) Currency and Coin Collection Show
- Juice Plus + Fall Conference

- MegaCon Tampa
- MetroCon Annual Convention
- Special Operations Forces Industry Conference (SOFIC)
- Tampa Bay Comic Con
- Tampa Bay New Car & Truck Show
- Tampa Boat Show
- Tampa United Volleyball Gasparilla Classic
- Walden University Winter Facility Meeting & Commencement

Art Programs

Activities focused on the completion of artworks for Julian B. Lane Riverfront Park, the maintenance of several artworks within the City's collection, and leading facilitation efforts with community partners for temporary and permanent art placement. Highlights of accomplishments include:

- Artwork at Julian B. Lane Riverfront Park:
 - Gateway pylons by Artist Thomas Sayre
 - *Tile Mosaic* by Artist Jovi Schnell
 - Cement tile paving by Artist Jovi Schnell
 - Painting by Pep Rally and Edgar Cumbas Sanchez for the new River Center
 - Fortune Taylor Bridge mural by Pep Rally
 - Bat house by Artist Lynn Page and Biologist Steve Barlow
 - Ceramic medallion seating inlays by Artist Andrew DeWitt
- *Tampa Together*, an artwork by Catherine Woods on THEA's Greenway
- *Welcome to Tampa* by Artist Tes One
- Murals (2) at Rowlett Park that recognize and celebrate the 50th anniversary of the Fair Housing Act by Artist Michael Parker



Tile Mosaic by Artist Jovi Schnell at Julian B. Lane Riverfront Park

The division also continued its statewide and community engagement activities. This includes serving on numerous panels throughout the year, participating in workshops, working with community groups, doing presentations, leading tours and presenting webinars. The division also organized, hosted, and toured the statewide conference for the Florida Association of Public Art Administrators. This statewide organization, with its mission of keeping those in the field up to date on issues, trends and best practices, was founded in Tampa twenty years ago this year.

Goal 2: Continuing to Empower and Invest in Our 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 of Tampa employees are committed in creating opportunities for dialogue, information sharing, partnerships, and action between city government and neighborhood leaders that will build a stronger and more resilient city. Such examples include:

- Continuing to celebrate the impact and investment of new and experienced residents by helping them gain confidence and knowledge regarding city operations to actively participate in effecting positive changes.
- Allowing citizens the opportunity to become more informed and to participate actively in developing plans and programs that best meet the needs of their communities.
- Continuing with strategic code enforcement operations that are a critical element in fighting neighbored decline, preserving sound neighborhoods, and restoring distressed areas.
- Continuing to support a comprehensive strategy to improve the neighborhoods in the City of Tampa through responsible property ownership, along with disincentives or penalties for irresponsible behavior or property abandonment.

The City takes an aggressive approach to addressing 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 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 2017, 35,697 code inspections were completed, 34,264 new code cases were opened, 20,404 total cases were brought in to compliance, 3,312 tons of trash and debris were removed, and 1,845 environmental work orders were complete.

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 93 tons of trash and debris were removed from June 2016 through April 2018.



Operation W.I.N working on North 91st, 92nd, and North Florida Avenue

Mayor’s Neighborhood University



Mayor’s Neighborhood University Session

The Mayor’s Neighborhood University is a twelve-week course delivered 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 nine graduating classes as of June 2018.

Parks and Recreation Programs

The City manages 3,547 acres and 178 parks, including: 80 playgrounds; 165 tennis and multi-purpose courts; 88 ball fields; 25 community/activity centers; 12 pools; 8 gymnasiums; 5 art studios; 5 cemeteries; 3 skate parks; 2 gymnastics & dance centers, one marina; and 70 miles of multi-purpose trails. The department provided 1,600 cultural and recreational programs, serving over 35,000 citizens ranging in age from infants to seniors.



Flag Football at Wayne Papy Athletic Complex

Youth Programs

Over the past three years, the City expanded its inexpensive or no-cost after school programs and summer camps. These programs are provided to over 5,500 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.



Basketball at Jackson Heights NFL Yet Center

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 over 198,000 teenage visits since the program began. Additionally, pools remain open in a free swim environment and teenagers are 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 3,600 free Rec Cards have been given out since the program began in July 2015.

Aquatic Programs

The City operates eight year-round swimming pools, four seasonal pools and ten splash pads. Swim lessons are offered at all pools through our certified instructors for all ages, ranging from six months to adults, along with certification courses in lifeguarding, water safety instructions, and activities. Patrons can also enjoy the pools and all its amenities during open swim times each day. Competitive swim teams utilize these pools for trainings and competitions, while many specialty aquatic groups also provide programs such as synchronized swimming and water polo.



Mermaids at Cuscaden Pool

Water safety initiatives focused on drowning prevention are conducted, including the World's Largest Swim Lesson, the Hillsborough County Head Start Swim Program, and, for summer 2018, Swim with the Rays, which offers no cost swim lesson to eligible children.

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 2,400 participants that 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.



Gymnastics Competition at Tropicana Field



Youth Specialty Camp at Cordelia B. Hunt Community Center

Youth Specialty Camps

The City offers a wide variety of specialty camps during 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, Creative Arts Theatre 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.

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.

Art Studios

The City of Tampa's art studios offer something for everyone, including a wide range of classes such as ceramics, sculpture, pottery, oil painting, watercolor, drawing, glass fusion, mosaics, and more. In addition to the year round programs, we offer youth specialty camps throughout the summer and private classes for organizations. Specialty workshops are held throughout the year, featuring local and national arts for students interested in gaining a new perspective on different disciplines.



Senior Day in the Park at MacFarlane Park



Painting at North Humbert Art Studio

After opening in January 2017, the City of Tampa’s Golding Art Studio located at the Bryan Glazer Family Jewish Community Center is the City’s newest studio. Golding Art Studio is 8,000 square feet and boasts a diverse schedule of fine art classes to cater to every interest. Art programs offered serve both adult and youth including ceramic, glass fusion, fiber arts, painting, book making, mixed media, summer camps, and an art lecture series.

Creative Arts Theatre Company

Creative Arts Theatre is the City of Tampa’s resident, professional theatre company for young audiences. A staff of five professional artists create and perform innovative theatre experiences, inspired by classic and contemporary children’s literature. Their mission is to encourage literacy throughout Hillsborough County through the magic of live performance. Each year, Creative Arts Theatre presents a season of four plays and gives over 200 performances at community centers, libraries, and schools, reaching an audience of approximately 15,000 people annually. Creative Arts Theatre Company is a proud member of Theatre for Young Audiences/USA.



The Velveteen Rabbit Performance at Seminole Heights Library

ArtReach



ArtReach Program at Cyrus Greene Community Center

The mission of the City of Tampa’s ArtReach program is to bring arts experiences to the youth in our community centers at no charge. In 2017, the Performing Arts in Motion teen program was launched. Teens attended live, professional arts performances and took part in professionally led theatre, dance, and music workshops at their centers. In addition to serving teens, the ArtReach program also brings theatre, art, music, and dance experiences to children in our community centers. In the City of Tampa’s summer CART (Creative Arts and Reading Together) initiative, children create over 3,600 art pieces in six weeks. Active community ArtReach

partners include the Straz Center, the Florida Orchestra, Instruments 4 Life, and Didgeridoo Down Under. The ArtReach program serves 5,200 youth annually.

Julian B. Lane Riverfront Park

The new Julian B. Lane Riverfront Park opened on May 12, 2018. The 25-acre park on the west bank of the Hillsborough River serves the surrounding communities with new active recreation opportunities and improved access to the water. New tennis, pickleball, and basketball courts line the west side of the park along with a new athletic field. Nestled in the middle of the site, amongst a grove of large live oaks, is a playground and splash pad interactive water feature. Live oak trees on the south side of the park surround five new picnic shelters. The Front Porch, containing ping-pong, dominoes, checker tables and bocce ball, overlooks the Festival Lawn.



Julian B. Lane Riverfront Park



The Tampa River Center

The Tampa River Center provides a venue for community meetings, special events in the upper level, and a rowing/paddling boathouse on the lower level. Motorized and non-motorized docks are available for public use along with rental kayaks and paddle boards. Dog parks on the north side of Laurel Street are connected to the rest of the park by the trail connection under the Fortune Taylor Bridge.

Friendship Park Playground

Friendship Park Playground has seen tremendous usage since the playground enhancement began several years ago. Undergoing numerous public meetings before a design was ultimately selected, citizens in the surrounding neighborhoods have a new playground area for kids ages 5-12, with a new dragonfly seesaw springer styled unit in the toddler area.

KaBOOM! Playground at Clarence Fort Freedom Trail and Park

This new playground solidified the effort to turn several overgrown vacant lots into a welcoming play area for over 900 kids in surrounding neighborhoods. The overall goal of this project was to make it easier for all kids to get balanced and active play in their neighborhood, while making Tampa more playable as a



Construction of KaBOOM! Playground at Clarence Fort Freedom Trail and Park

community. The playground’s design is based on drawings created by local children at a special event held in October 2017. The playground was built by volunteers and team members from the Tampa Bay Buccaneers, UnitedHealthcare, the City of Tampa Parks and Recreation Department, organizers from KaBOOM!, and members of the local community.

Calvin Taylor Park Improvements

The relocation of the Yellow Jackets Little League to Calvin Taylor Park includes potentially adding an improved access drive through the park. Upgraded concessions, restrooms, walkways, dugouts and other site improvements are all woven together to create a welcoming home for this historic local little league. A completely renovated 300’ laser graded ballfield, including a new irrigation system, becomes the crown jewel of this park. The construction is scheduled to be completed by December 2018.

Williams Park Building Addition

The City is in the process of designing an addition to the current activity center at Williams Park. The addition will expand programming space, add restrooms and a covered outdoor area, and create a new entrance with associated improvements. It is anticipated that the new entrance will improve accessibility to the center. The goal is to have the construction documents for the improvements ready for bidding in late summer 2018, with construction to follow into FY2019.

Wellswood Park Improvements

The City purchased land adjacent to Wellswood Park with buildings to expand our facilities. Parks and Recreation worked with the City’s Logistics and Asset Management Department to make improvements to the buildings with the goal of having them available for the youth attending the summer day camps at the site. Improvements included new roofs, windows, doors, flooring, painting, built-in cabinets, and storage areas. A stand-alone restroom structure was also created.



Aerial Photo of Wellswood Park

New Tampa Community Park Center Improvements

This project provides for expansion of the New Tampa Community Park Center for gymnastic space including the design, construction, furniture, fixtures and equipment. The City has secured the services of an architectural firm. The proposed additions will include gymnasium space, multi-purpose areas, a staff office, storage and restrooms.

Tampa Palms 5-Acre Park



Tampa Palms Park

Consultants have been retained to develop plans for improvements at a new 5-acre park in New Tampa. The consultants are engaged to survey the site, and design improvements including a parking lot, trail, and inclusive and autism-support play elements. Some of these autism-support elements include tactile elements, quiet spaces, spinner seats, and running spaces. The park will also have a dog park, picnic shelter, site furnishings, lighting, and possibly, a multi-purpose lawn. The consultant will engage the community further to determine which amenities should be built at the site.

Courtney Campbell Trail

The 3-mile long stretch of multi-purpose trail on the south side of the Courtney Campbell Causeway, from Ben T. Davis Beach to the parking area on the west side of the trail bridge, was renovated using funding provided by Hillsborough County. The City of Tampa oversaw the design and construction of the project, and will provide and maintain new amenities of the trail. These amenities include three large comfort stations, six small comfort station, two bike repair stations, boulders for vehicle control, five bench swings, five map kiosks, and one drinking fountain. The comfort stations along the trail include steel structures for shade and protection from the weather, seating, trash receptacles, and bike racks. Landscaping was also added at the vehicle entrances on both sides of the causeway, as well as oak trees at the west end of the beach area and mule palms around the comfort stations for additional shade.



Comfort Station at Courtney Campbell Trail

Goal 3: Keeping Our Streets Safe

Each day, the City of Tampa looks for innovative ways to improve the quality of life for Tampa's community members. The Tampa Police Department is essential to that effort, as officers work around the clock to protect and serve the citizens of Tampa. Some of the activities currently underway to meet this goal include:

- Hosting community events across the city to strengthen police-community relationships, while promoting neighborhood safety through collaborative problem-solving;

- Leveraging intelligence and analytics compiled by the Violent Crime Bureau to reduce violent crime;
- Targeting prolific offenders through relentless follow-up on investigations and tracking where known offenders reside;
- Providing officers with increased opportunities to participate in advanced and real-life scenario-based tactical training;
- 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;
- Utilizing the Bicycle Operations and Response Unit in the downtown business and residential districts to improve rapid response times and create a friendlier, more approachable method of policing;
- Creating a special needs registry called Help Us-Help You to identify homes of residents with autism, Alzheimer’s or intellectual disabilities as part of our effort to ensure the safety of all Tampa residents when they have interactions with police;
- Launching the Safe Place Initiative to provide the community with easily accessible safety information and safe places throughout the city they can turn to if they are victims of crime;
- Expanding partnerships with federal authorities that will aid in pursuit of violent offenders;
- Utilizing social media as a community outreach tool by posting photos and videos of unsolved crimes to enable police to reach a broad audience quickly, providing citizens with crime prevention tips, showcasing unique operations and highlighting daily police work;
- Evaluating best practice approaches around the country and implementing new technologies that will help fight crime;
- Expanding resident involvement and their role in assisting the Tampa Police Department;
- Emphasizing the recruitment of minority and Spanish-speaking officers to better reflect the community served;
- Improving community-oriented policing with uniformed and non-uniformed personnel; and
- Ensuring the City’s parks are safe and secure for visitors.

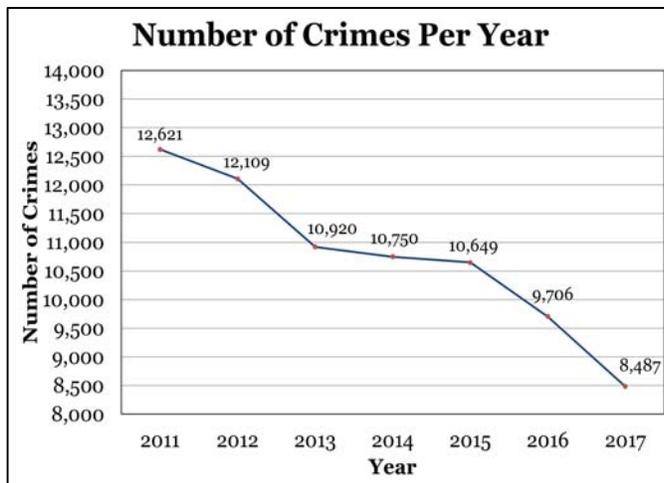


TPD Bicycle Operations and Response Unit Riding on the Riverwalk



TPD Training Operations

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 12.6 percent during 2017, while forging new and stronger relationships between police officers and the Tampa community.



City of Tampa Crime Rate – Down 32% since 2011

The Violent Crime Bureau works to curb violent crime and keep neighborhoods safe by harnessing 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 reduced firearm-related violent crimes by 30%. Moving forward, the Bureau will explore the use of new technology while leveraging intelligence and analytics to expedite investigations involving firearms.

Due to increases in traffic volume on Tampa’s roadways, the department launched a two-prong safety campaign, employing enhanced education and enforcement to prevent crashes and save lives. The department is using a \$100,000 grant from the Florida Department of Transportation in addition to a \$72,000 grant from the Center for Urban Transportation Research at the University of South Florida to increase patrols during times when a high number of traffic crashes are likely to occur. This increased traffic enforcement targets areas with a high volume of pedestrians and cyclists such as downtown and the roadways around local college campuses.



TPD Bicycle Rodeo Event

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 2017, the department connected with 6.7 million individuals on Twitter and 9.5 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 entertaining social media police videos and highlighting officers on the job, the Tampa Police Department has shown the community that its officers are friendly, approachable, and committed to serve.

Community Conversations

This initiative is aimed toward strengthening community bonds through dialogue between police and community members. Each of the department's three district offices regularly host community meetings 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 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.



TPD Officer Exhibiting Police Car

The Tampa Police Department continues to find ways to make the City safer and more inclusive for all groups. The Safe Place Initiative provides valuable safety information and safe places throughout the city that people can turn to if they are victims of bullying, hate crimes, or any kind of crime. The Safe Place decals at dozens of businesses send a clear message that we look out for each other. The voluntary Help Us-Help You special needs registry helps police identify homes of residents with autism, Alzheimer's, or other intellectual disabilities. The registry is part of the City's commitment



Tampa Fire Rescue Firefighters

to being an autism-friendly city, and helps ensure the safety of all Tampa residents when they interact with police.

Emergency Preparedness

In 2017, the City responded to 87,604 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 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 No. 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 No. 23 Under Construction

Social Equity

The significant involvement of the City of Tampa in human rights, socio-cultural diversity, social equity and inclusionary issues demonstrates that the City embraces social equity values. The City has multiple offices and organizations ensuring equitable treatment to all.

- **Office of Human Rights**

The City of Tampa Office of Human Rights provides impartial, unbiased investigation services of discrimination complaints in the areas of employment, housing and public accommodations to any person who believes they have been discriminated against on the basis of his/her race, color, religion, national origin, sex, sexual orientation, gender identity or expression, age, disability, familial status, marital status or retaliation. The Office of Human Rights serves as liaison to the Tampa Human Rights Board.

- **Tampa Human Rights Board**

An advisory board that plays an essential role in city government.

- **Tampa Human Rights Ordinance**
The City of Tampa was one of the first cities in the South to write and adopt a Human Rights Ordinance with the purpose of advancing the mission of human and civil rights for all citizens.
- **The Mayor's Alliance for Persons with Disabilities**
The Mayor's Alliance for Persons with Disabilities, under the auspices of the City of Tampa Mayor's Office, serves as an advisory/advocacy group to represent the interests of persons with disabilities in obtaining an independent and fulfilling life. Organized by the Mayor's Office in September 1986, the City of Tampa was the first Florida city to establish such an alliance.
- **Domestic Partnership Registration**
The City of Tampa finds that a significant number of Tampa residents establish and maintain important personal, emotional, and economic relationships with persons to whom they are not married under Florida law. Individuals forming such domestic partnerships often live in a committed family relationship. The City of Tampa Domestic Partnership Registration provides for the following rights: health care facility visitation, health care decisions, funeral/burial decisions, notification of family members, pre-need guardian designation, and participation in education benefits.
- **Lesbian, Gay, Bi-sexual and Transgender (LGBT) Liaison**
The Manager for Community Partnerships and Neighborhood Engagement currently serves as the Lesbian, Gay, Bi-sexual and Transgender (LGBT) Liaison to the Mayor's Office. The liaison is the personal contact for community leaders, residents and businesses within the LGBT community in order to improve Tampa's relationship with the LGBT community.
- **'Autism Friendly Tampa' Initiative**
The City of Tampa is partnering with the Center for Autism and Related Disabilities (CARD) housed at the University of South Florida to develop new resources, programming, and employee training in order to be designated as Autism Friendly by CARD. The City has worked closely with CARD to train employees, review parks and other City facilities for sensory-friendly improvements, distribute "distract packs" to 15 parks and recreation locations, and much more.
- **Tampa Hillsborough Homeless Initiative**
The Tampa Hillsborough Homeless Initiative's purpose is to lead the Homelessness Continuum of Care in collaboration with agencies in order to develop and provide innovative solutions to reduce and end homelessness in Tampa-Hillsborough County.

- **Small Business Enterprise Development**

The Small Business Enterprise (SBE) Program is designed to increase the opportunity for small businesses regardless of race or gender. This allows small businesses to compete against other small businesses at their level. The program is based on opportunity, social-cultural diversity, and social equity in contracting.

- **Women/Minority Business Enterprise**

The Women/Minority Business Enterprise Program (WMBE) provides women and minority businesses equal contract opportunities in construction, professional services, and goods and non-professional services.

Green Initiative Mission

City government continues to work to improve the overall quality of life in the Tampa community by preserving our unique and limited natural resources.



- 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 walking and biking urban policies;
- Encouraging efficient transportation, fleet and infrastructure operations, which help reduce Green House Gas emissions (GHG); and
- The implementation of long-term sustainable methods of overall City operations that will increase the City’s sense of permanence.

The City’s Green Officer works to encourage conservation measures, renewable energy programs, resilient and sustainable building practices for the public and private sectors, and social equity initiatives that promote Tampa as a true sustainable community. These practices include:

- City incentives for green commercial and residential building and for residential Energy Star certification;
- Promotion of housing programs that include energy efficient design and increased access of affordable housing to Tampa citizens in greatest need;



New Trees in Hyde Park

- Widely recognized water conservation programs, including car wash and fountain standards, encouraged through education, incentives, and rebates for low-flow fixtures;
- Florida Friendly Landscaping principles to reduce the use of pesticides;
- Aggressive tree planting programs which will offset GHG emissions through carbon sequestration; and
- The use of a citywide energy facilities audit that measures and identifies goals to reduce energy consumption.

Green, Sustainable, and Greenhouse Gas (GHG) Reduction

- **Energy Efficiency and Conservation Plan (EECP)**

The City’s Greenhouse Gas (GHG) Emission Study and Energy Efficiency and Conservation Plan (EECP) were completed in June 2011. Following the state’s adopted GHG reduction target, the City has set a goal to reduce emissions back to 1990 levels by the year 2025. Sources of emissions were categorized in five areas: transportation, area source emissions clean energy, water, wastewater, and solid waste. Since the completion of the GHG Study and subsequent EECP, the City of Tampa has implemented several of the specific recommendations identified in the plan and will achieve its goal of GHG reduction by 2025.

- **Well-Certified District**

Strategic Property Partners is creating the world’s first Well-Certified District in the core of Downtown Tampa and the Channel District. Well-Certified goes far beyond LEED Gold certification, and adds multiple layers of organic healthy living environments, facilities and opportunities.

- **Eco-Fest**

The City is 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.

- **Tree-Mendous Trees**

The Tree-Mendous Tampa Free Tree Program is funded through the City of Tampa’s Tree Trust Fund. In addition to planting trees, an educational component was added to help residents by providing the “best management practices” for trees. Through other partnerships and other department programs (Keep Tampa Bay Beautiful, Parks and Recreation Forestry Division and Planning and Urban Design Natural Resources efforts), approximately 5,000 trees have been planted since 2013.



Right-of-Way Tree Planting

Sea Level Resiliency and Climate Change

In 2015, the Florida State Legislature passed the Peril of Flood Act. This legislation placed new requirements for local governments to address flooding including flooding from sea level rise. As a result of that legislation, the City has adopted nineteen separate policies in our Comprehensive Plan that directly address sea level rise and infrastructure resiliency.

- **Wastewater Programs to Improve Infrastructure**

The City is investing in its coastal pumping stations by constructing control facilities at a minimum of eleven feet and above. To reduce infiltration of groundwater and inflow of stormwater into the system, the City has implemented an extensive pipeline inversion liner program. Since FY2013, the City has lined approximately 10 miles of pipeline per year and will continue to do so in the foreseeable future.

- **Tampa Augmentation Project**

TAP's objective is to reuse the City's highly treated reclaimed water as an alternate water supply to respond to the impact of periodic droughts and increasing demands on regional water sources. Drinking water supplies are limited in the Tampa Bay Area as most of the region's rainfall occurs during five months of the year. The City's primary water supply from the Hillsborough River is greatly reduced during the dry season. Yet highly treated reclaimed water from the Howard F. Curren Advanced Wastewater Plant is mostly discharged into Hillsborough Bay unused. If TAP is determined to be feasible, it will enable continuous use of reclaimed water during both dry and wet seasons, drought-proof the City's water supply, and reduce nitrogen loading into Tampa Bay.

- **Stormwater Green Projects**

The City issued Stormwater Green Bonds for Stormwater projects in April 2018. These projects focus on the stormwater system by improving water sustainability and reducing pollution running into water bodies in and around the City.



Installation of a Stormwater Outfall

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 FY2019 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 supports the customer information and billing systems for the Water, Wastewater, and Solid Waste Departments;
- 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.

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

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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.

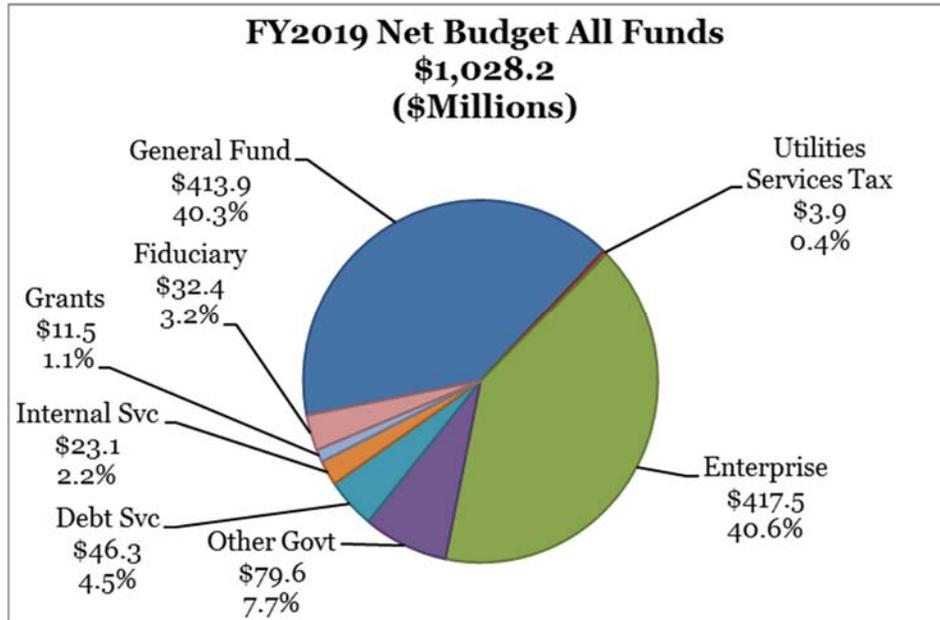
The annual budget process begins in November with the preparation of initial revenue and expense estimates that are then reviewed by the Mayor. City departments prepare capital improvement plans and annual operating budgets during the months of March and April.

The FY2019 *Recommended Operating and Capital Budget* will be presented by the Mayor to City Council in July 2018. 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 FY2019 – FY2023 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 requests.
May – July	<ul style="list-style-type: none"> ➤ City Council holds budget workshops. ➤ Mayor reviews CIP requests for additional funding. ➤ The <i>Recommended Operating and Capital Budget</i> is 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 FY2019 proposed budget. ➤ The FY2019 budget is approved by City Council.
October 1	New fiscal year begins.

The FY2019 Budget



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

	FY2018	FY2019
General Fund*	\$397.2	\$413.9
Utilities Services Tax Funds	3.1	3.9
Other Governmental Funds	113.6	79.6
Governmental Debt Service Funds	41.0	46.3
Grant Funds	10.7	11.5
Enterprise Funds	360.5	417.5
Internal Service Funds	23.6	23.1
Fiduciary Funds	19.5	32.4
Total Funds Appropriated	\$969.2	\$1,028.2

*Totals may vary slightly due to rounding.

The FY2019 total budget is \$1,028,208,183. This represents a \$59.0 million net increase from the FY2018 budget of \$969,231,650 primarily due to:

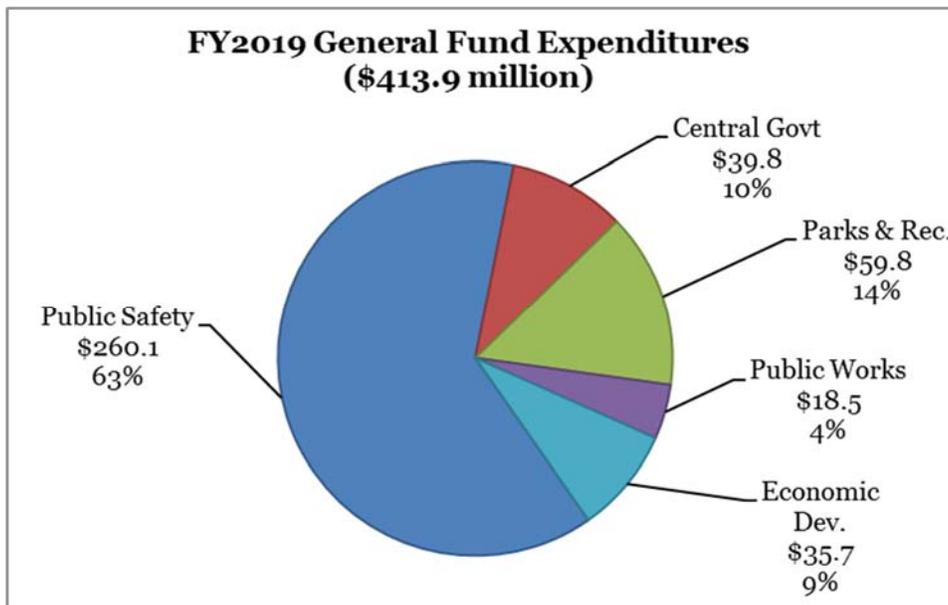
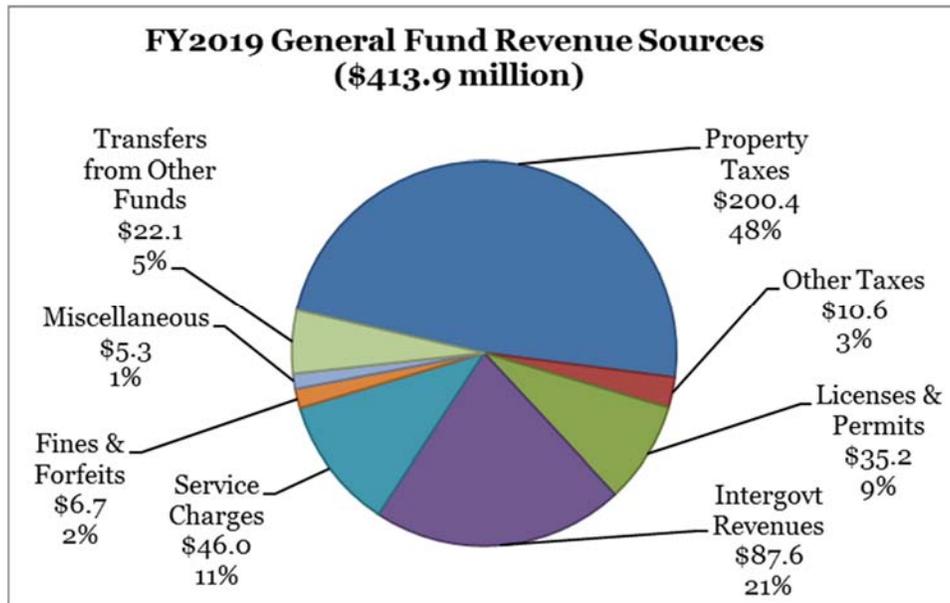
- A General Fund increase of approximately \$16.6 million primarily due to increased personnel expenses as required by the collective bargaining agreements, as well as increased operating and capital equipment spending on parks, public safety, and facilities programs. This increase in the General Fund also includes the additional required contribution of approximately \$3.9 million to the community redevelopment areas (CRAs).

- A \$57.0 million increase in Enterprise Funds primarily due to greater capital project funding and personnel and operating costs.
- A net increase of \$5.3 million in Debt Service payments primarily due to increases in Stormwater bonds and Utilities Services Tax bond debt.
- All other funds decreased by \$19.9 million reflecting lower capital project funding.

Personnel Authorizations

In FY2019, the City of Tampa will provide the necessary municipal services to the citizens of Tampa with 4,479.93 full time equivalent (FTE) positions, a net decrease of 13.87 FTE positions. This net decrease occurred primarily due to decreases in Human Resources, the Police Department, Public Affairs, Revenue and Finance, Technology and Innovation, and Logistics and Asset Management/Parking. 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, utilities services taxes, sales tax, electric franchise fees, communication services taxes and other revenues are used to pay for these programs. The General Fund increased by approximately \$16.6 million primarily due to increased personnel expenses as required by the collective bargaining agreements, as well as increased operating and capital equipment spending on

parks, public safety, and facilities programs. This increase in the General Fund also includes the additional required contribution of approximately \$3.9 million to the community redevelopment areas (CRAs).

Utilities Services Tax Fund

City of Tampa Utilities Services Tax Fund Revenues & Expenditures (\$ millions)	
FY2019	
Revenues:	
Electric Utilities Tax	\$ 35.7
Communications Services Tax	17.5
Gas Utilities Tax	1.4
Water Utilities Tax	6.1
Other	2.2
Total Revenues	\$62.9
Transfers and Expenditures:	
Transfer to General Fund	\$19.8
Transfer to Debt Service Fund	19.7
Transfer to Local Option Gas Tax Fund	14.5
Transfer to Stormwater Fund	2.0
Transfer to Utilities Services Tax Capital Fund	2.2
Transfer to Parking Capital Improvement Fund	0.2
Transfer to Golf Course Operations/Capital Fund	1.6
Transfer to Fleet Maintenance Operating Fund	1.0
Transfer to Other Governmental Funds	0.1
Other	0.1
Reserves	1.7
Total Transfers and Expenditures	\$62.9

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 12th consecutive year, the City has maintained a fund balance greater than the minimum 20% policy requirement.

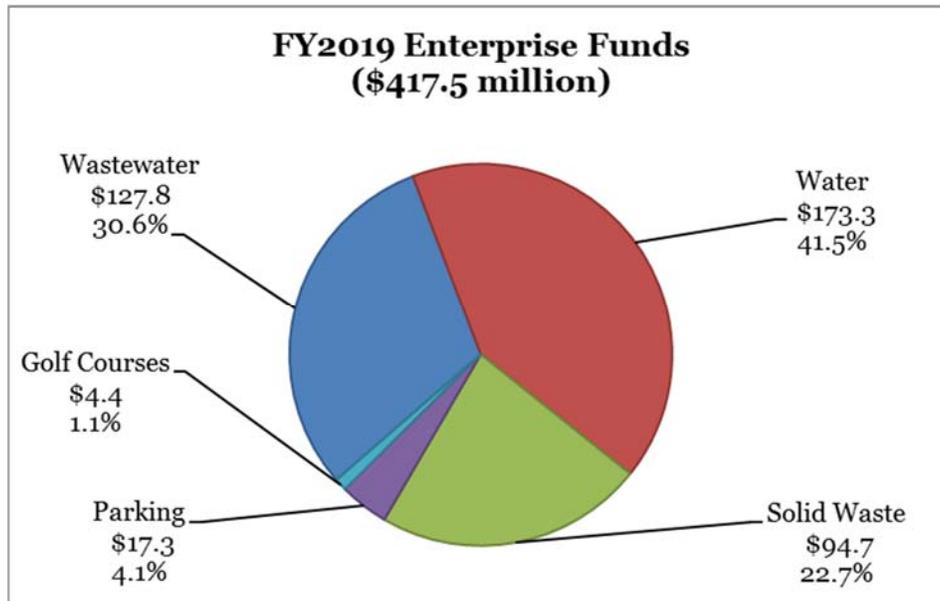
Other Governmental Funds

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

	FY2018	FY2019
Stormwater Fund	\$33.2	\$19.9
Other Capital Construction Funds	17.2	3.5
Local Option Fuel Taxes	32.8	33.6
Community Investment Tax Funds	7.8	3.7
Transportation Capital Grants Funds	4.0	0.0
Transportation Impact Fee Funds	1.4	2.2
Construction Services Fee Funds	11.5	10.8
Non-Ad Valorem Assessments Funds	2.9	3.3
Law Enforcement Funds	1.0	0.8
Other Special Revenue Funds	1.7	1.8
Capital Financing	0.1	0.0
Total	\$113.6	\$79.6

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 FY2019 net budget is \$79.6 million, a decrease of \$34.0 million from the FY2018 budget. The most significant changes are reductions in capital project funding in the stormwater and other capital construction funds.

Enterprise Funds



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

	FY2018	FY2019
Water Fund	\$123.4	\$173.3
Wastewater Fund	116.0	127.8
Solid Waste Fund	101.1	94.7
Parking Fund	15.8	17.3
Golf Courses Fund	4.2	4.4
Total Budget	\$360.5	\$417.5

The Enterprise Funds are comprised of the Water, Wastewater, and Solid Waste Departments, Parking Division and Golf Courses. The Enterprise Funds FY2019 net budget is \$417.5 million, an increase of \$57.0 million over the FY2018 budget. This is primarily due to Wastewater and Water Departments increase in capital project spending to replace aging pipeline, pump stations and respective treatment plant infrastructure.

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.

FINISH STRONG



Related Financial Information

**FINISH
STRONG**



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 Licenses Taxes/Local Business 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

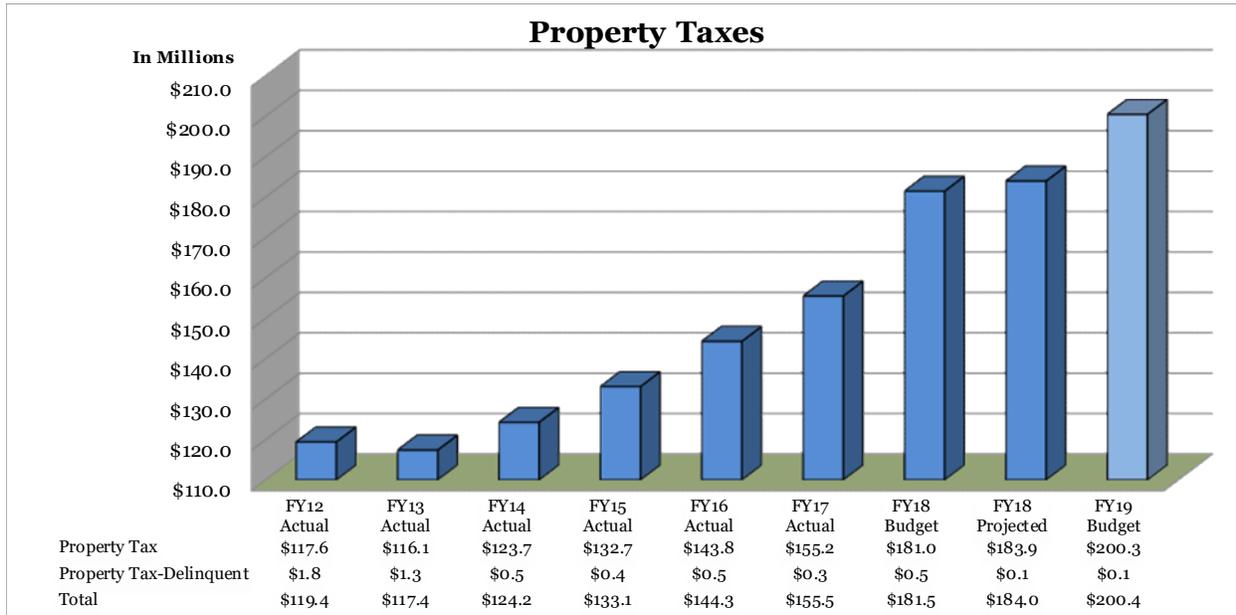
Enterprise Funds

- Parking Revenue
- Solid Waste Revenue
- Wastewater Revenue
- Water Revenue

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.

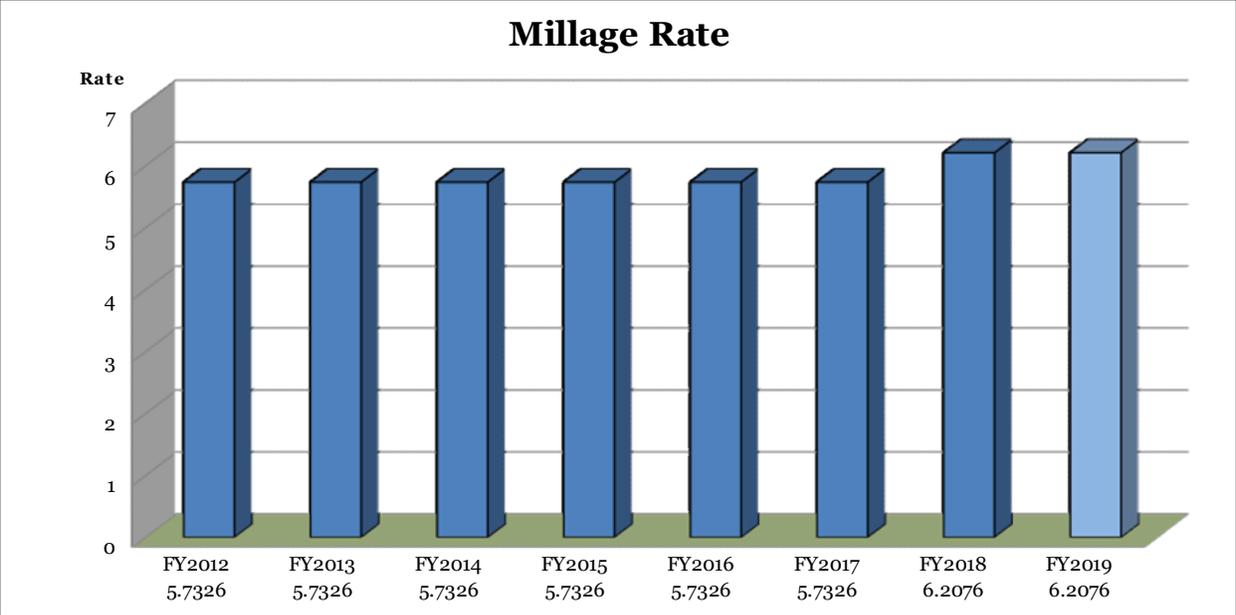


Legal Authorization: Authorized by Florida Constitution and Florida Statutes, Title XIV, Chapters 192-197 and 200, Florida Statutes.

Source: Taxes levied against the assessed taxable 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 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. Revenues decreased from a high of \$162.7 million in FY2008 to a low of \$116.1 million in FY2013, which represents a decrease of 29%. FY2019 reflects the sixth consecutive year of a projected increase in the City's taxable value since the economic recession began in FY2007. FY2019 property tax revenues are expected to increase \$19.3 million compared to the FY2018 budget due to an increase of 10.7% in the City's taxable value.

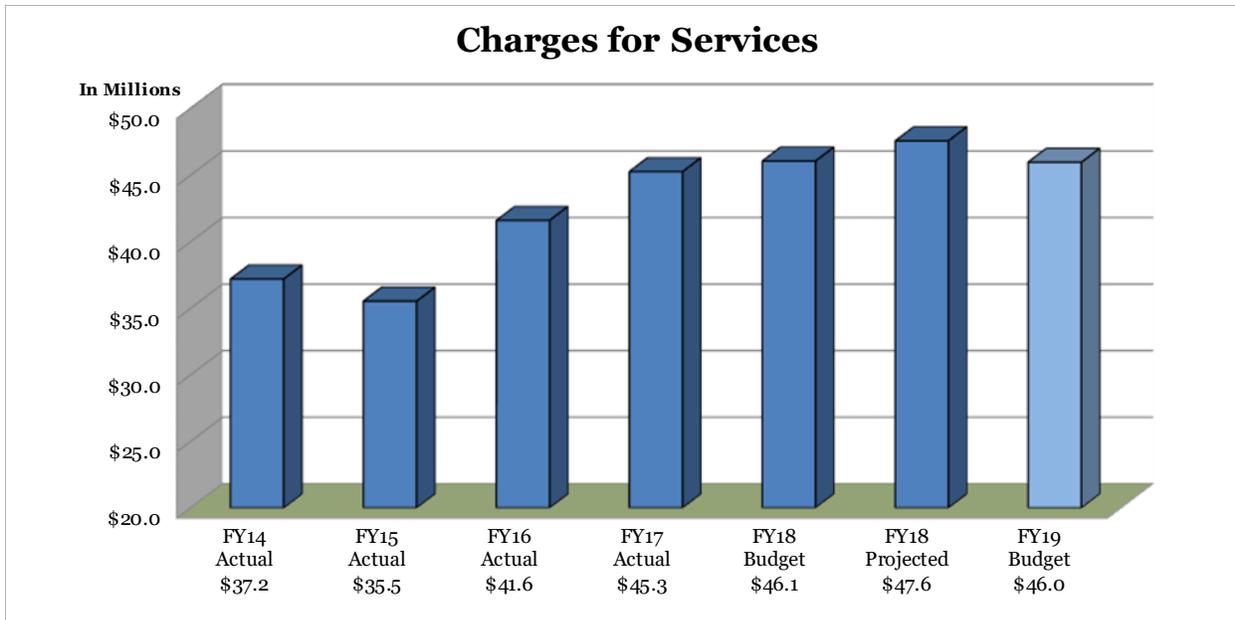


After over 30 years without a millage rate increase, the City adopted a millage rate of 6.2076 mills for FY2018, an increase of 0.475 mills over the previous rate of 5.7326 mills.

Property Tax Reform

On November 6, 2018 Florida voters will vote on Florida Amendment 1, Homestead Exemption Increase Amendment (2018).

If voters approve Amendment 1, the homestead exemption for a home with an assessed value of \$125,000 or more would be \$75,000. If voters reject Amendment 1, the homestead exemption for a home with an assessed value of \$125,000 or more would remain at \$50,000.

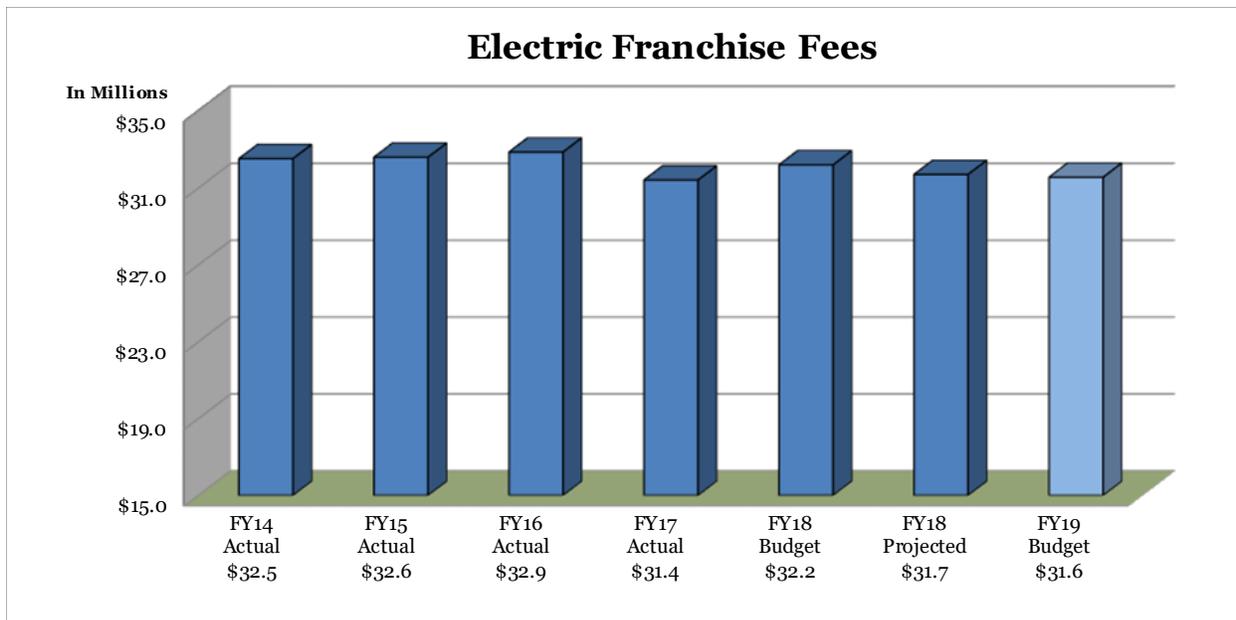


Legal Authorization: Authorized by City of Tampa Code of Ordinances, Chapter 24, Article I, Section 24-8.

Source: Revenues received 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 Tampa Convention Center. Since FY2015, actual revenues have increased due to an increase in the number of events scheduled at the convention center and an increase in emergency medical service revenues. In FY2019, revenues are expected to remain relatively flat due to continued event rentals at the Tampa Convention Center and payments received for public safety services.

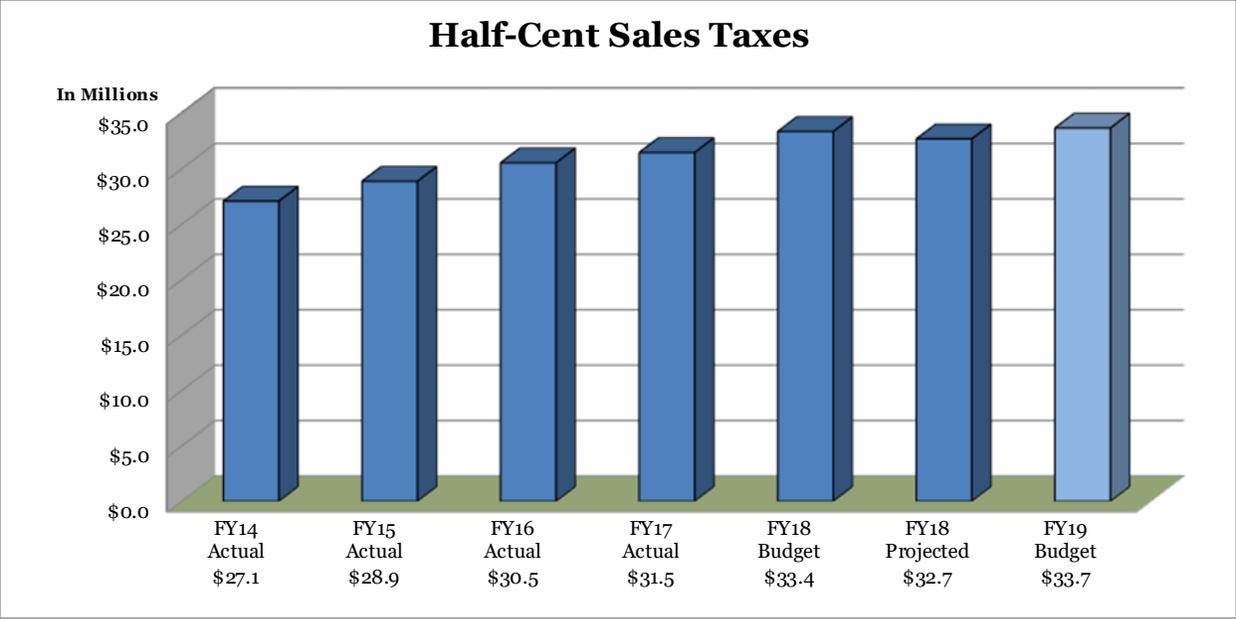


Legal Authorization: Authorized by City of Tampa Code of Ordinances Chapter 22, Article I, Division 1, Section 22-4.

Source: Fees received from a corporation or an entity that 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 rights-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 FY2014 as consumers are installing more efficient appliances and air conditioners that use less energy. In comparison with the previous fiscal years, FY2019 budgeted revenues are anticipated to have a slight decrease of 2% from the FY2018 budget.

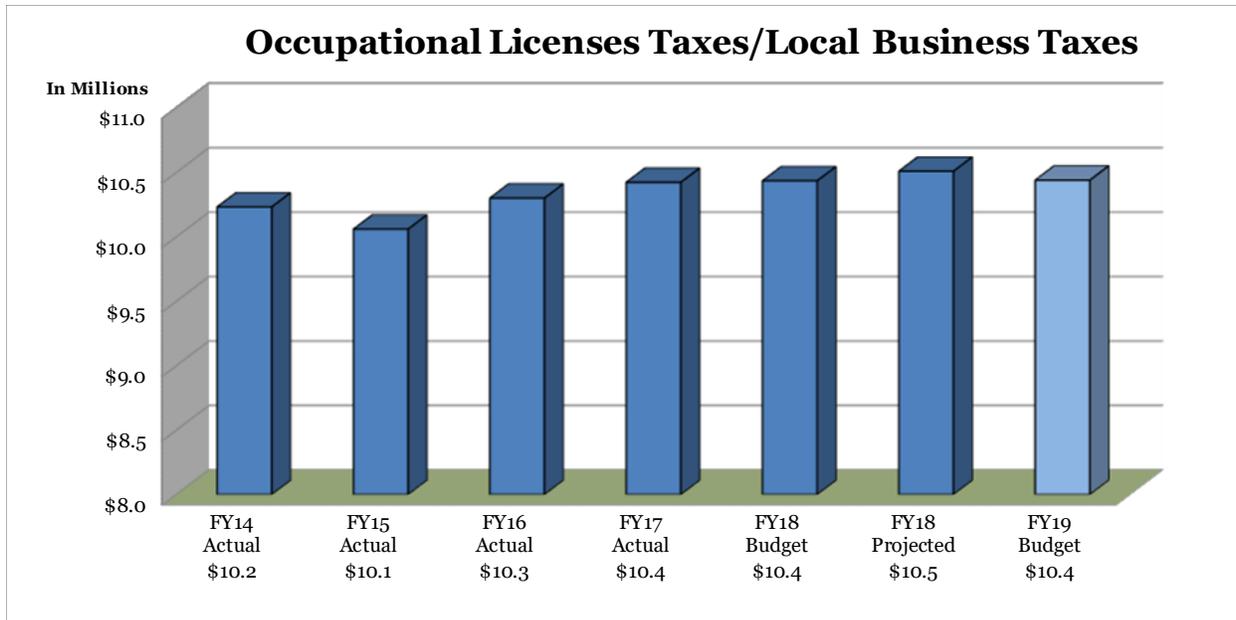


Legal Authorization: Authorized by Sections 202.18(2)(c), 212.20(6), and 218.60-.67, Florida Statutes.

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 FY2014 as the economy continues to recover from the economic downturn. FY2019 revenues are anticipated to increase due to stronger consumer confidence and increased spending.

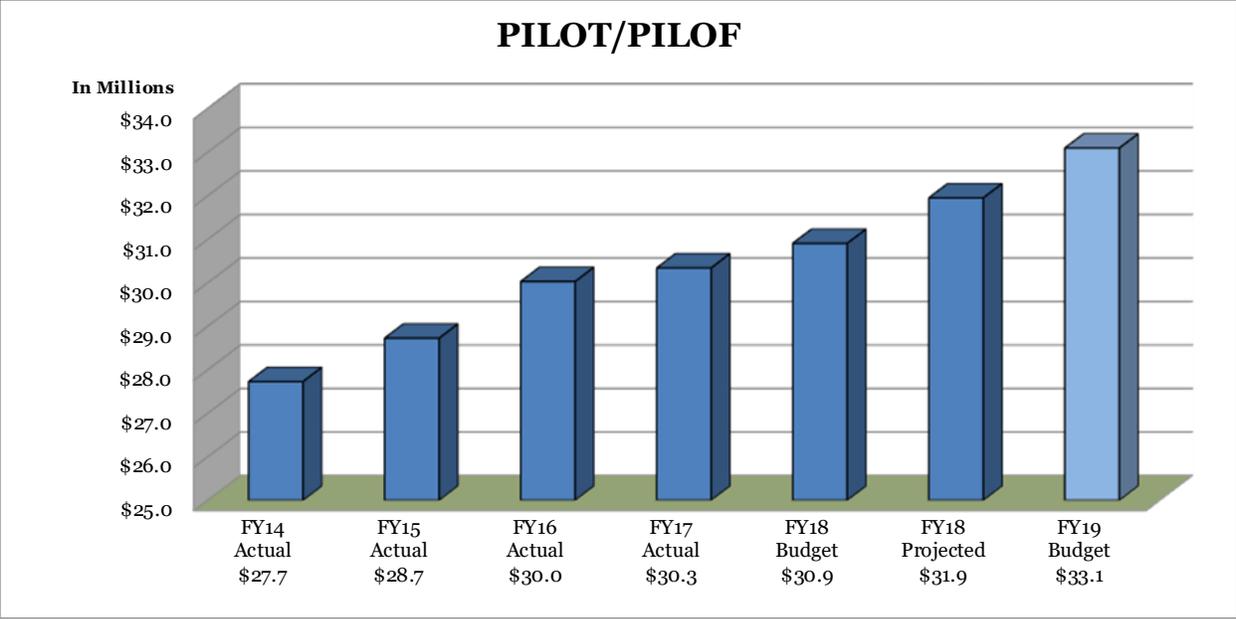


Legal Authorization: Authorized by Sections 205.042 and 205.0535, Florida Statutes.

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: FY2019 revenues are expected to be equivalent to the FY2018.

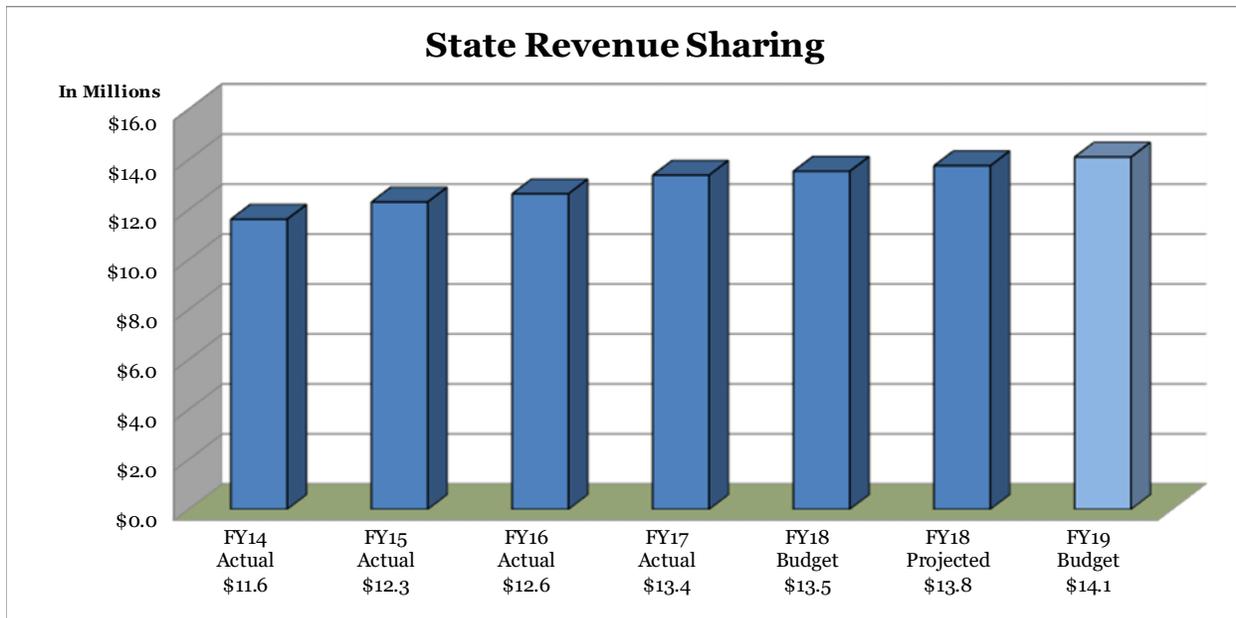


Legal Authorization: Authorized pursuant to City of Tampa policy.

Source: The amounts of Payment In Lieu of Taxes/Payment In Lieu of Franchise Fees (PILOT/PILOF) are assessed on the Parking, Solid Waste, Wastewater, and Water enterprise departments. PILOT is calculated based on the value of the assets for the respective enterprise department times the City’s current year millage rate. PILOF is calculated based on annual revenues 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 Water and Wastewater capital programs. The increase in PILOF revenues is primarily due to improving economic conditions. For FY2019, the City anticipates an increase of \$2.2 million in PILOT/PILOF revenues resulting from increasing water consumption and solid waste customer growth.

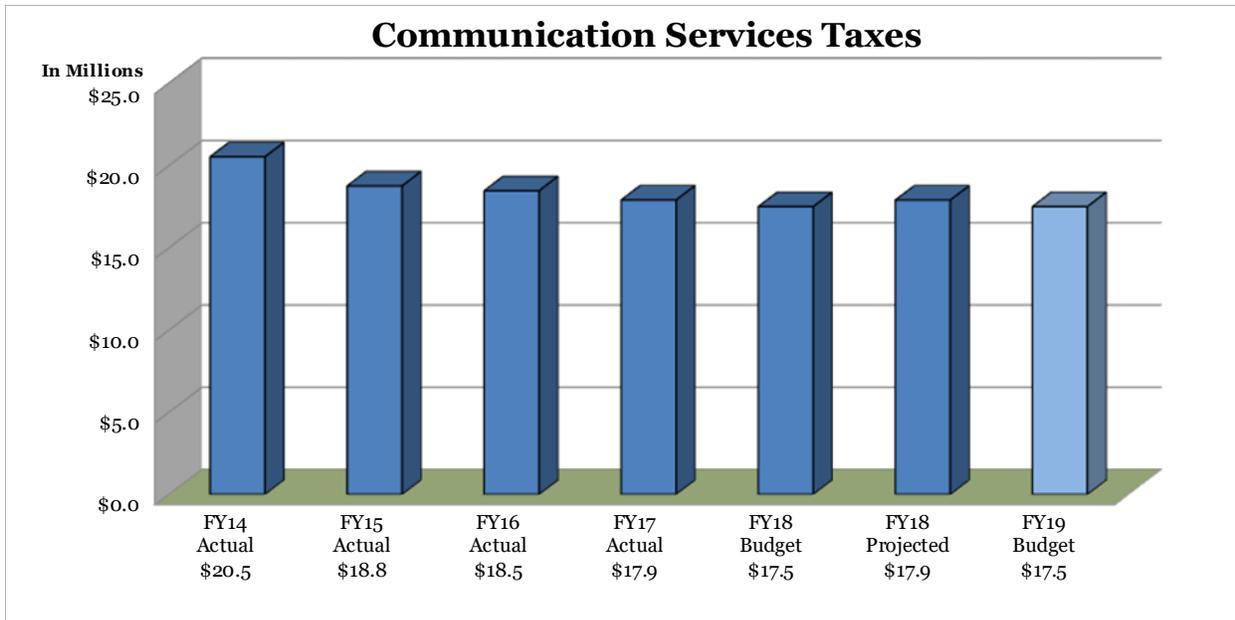


Legal Authorization: Authorized by Sections 206.605(1), 206.997, 212.20(6), and 218.20-.26, Florida Statutes.

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: State Revenue Sharing revenue is projected to increase by 4.4% in FY2019 compared to the FY2018 budget as a result of continued economic growth and increased consumer spending.

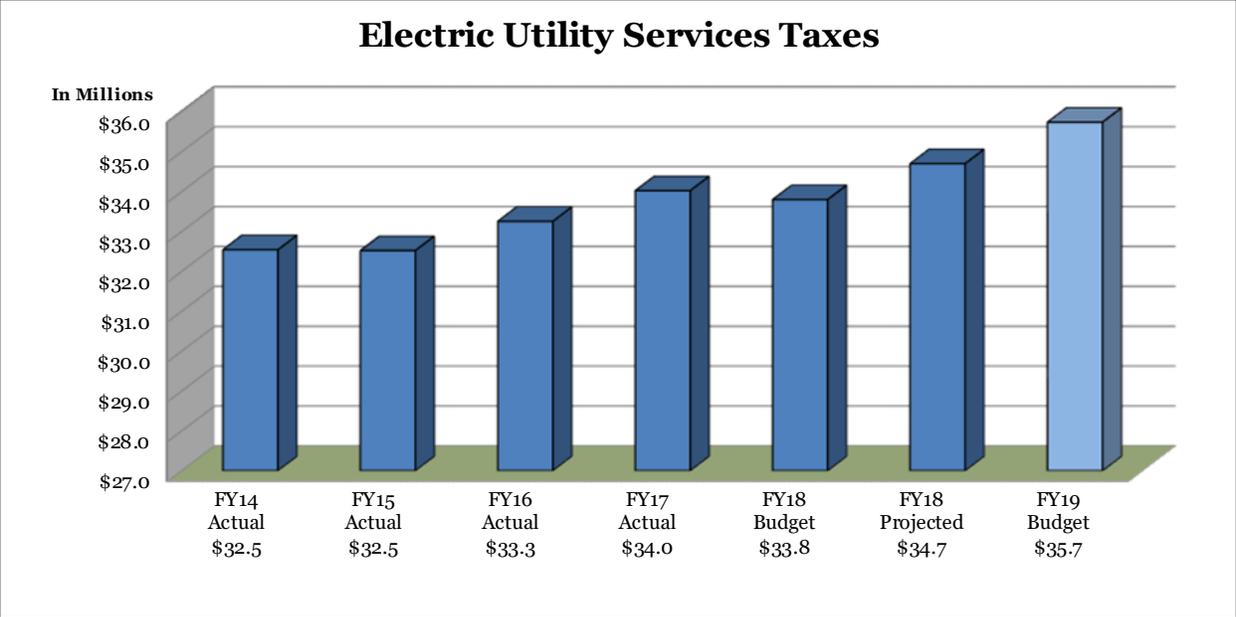


Legal Authorization: Authorized by Chapter 202, Florida Statute and City of Tampa Code of Ordinances, Chapter 24, Article II, Division 2, Section 24-35.

Source: Communication Services Taxes are 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: The FY2019 budget will remain constant compared to FY2018 budget. Since FY2017, the Communications Services Tax revenue has stabilized.

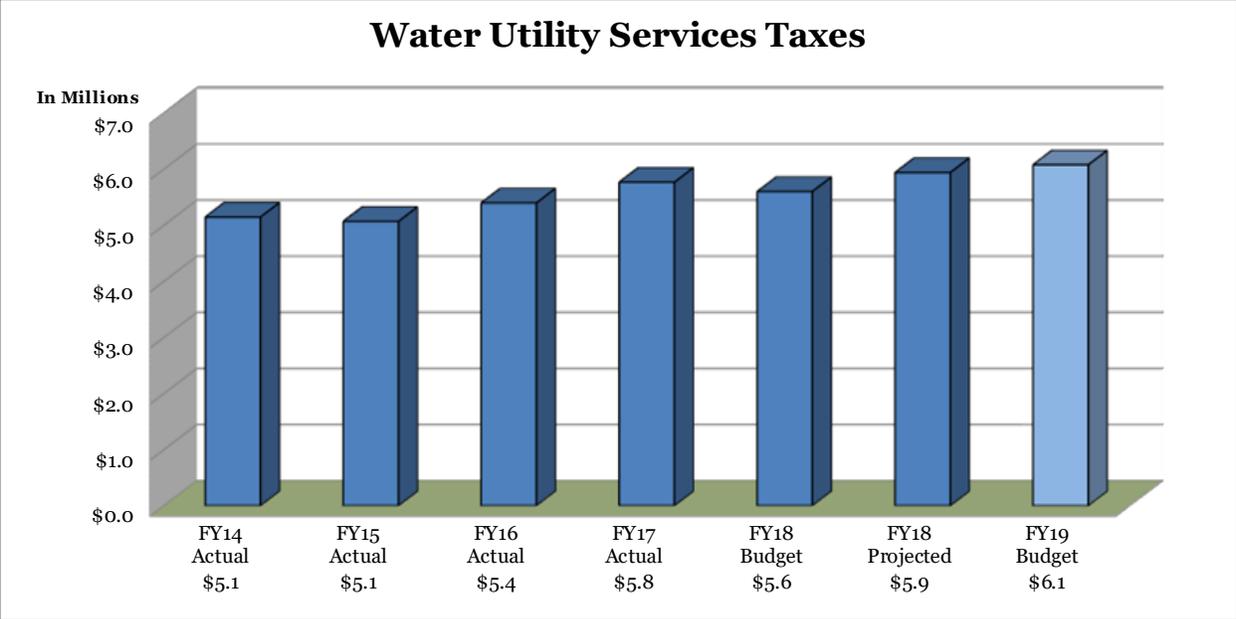


Legal Authorization: Authorized by Section 166.231, Florida Statutes and City of Tampa Code of Ordinances, Chapter 24, Article II, Division 1.

Source: Taxes charged on the sale of electricity within City limits. The utility tax rate is 10%.

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

Analysis/Assumption: Electric Utility Services Taxes have increased since FY2014 as a result of increases in the electric rates. The rate is 10% of total payments received by the seller.

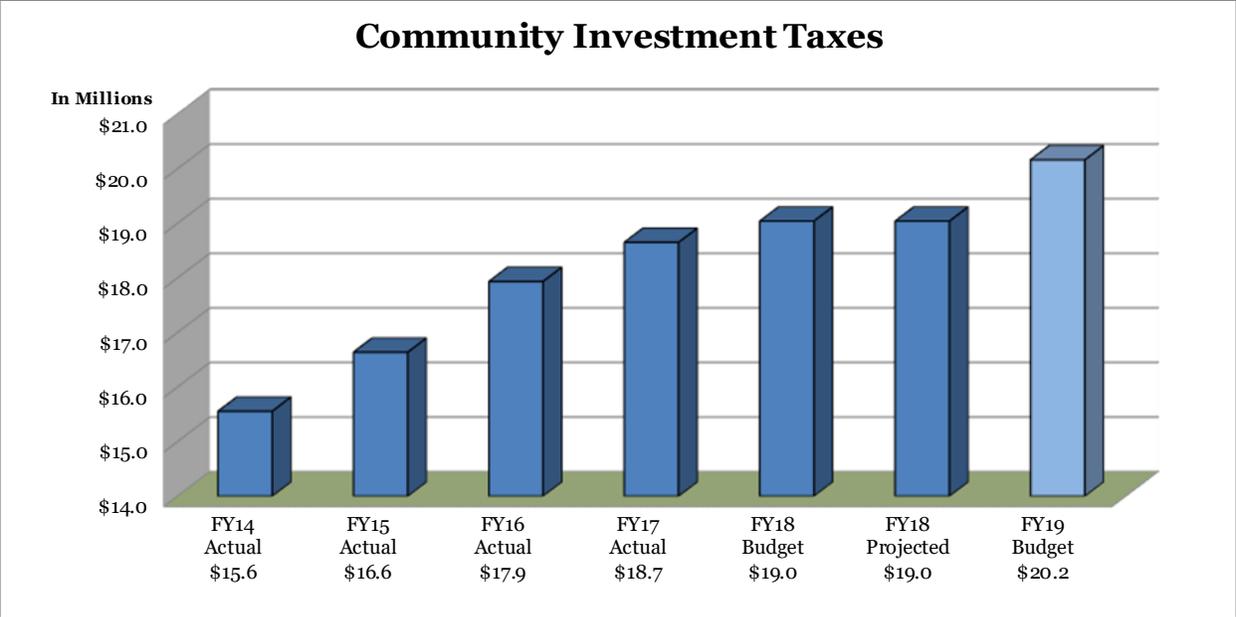


Legal Authorization: Authorized by Section 166.231, Florida Statutes and City of Tampa Code of Ordinances, Chapter 24, Article II, Division 1.

Source: Taxes charged on the sale of water within City limits. The utility tax rate is 10%.

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

Analysis/Assumption: FY2019 budgeted revenues are estimated to increase from FY2018 budget due to an increase in demand.

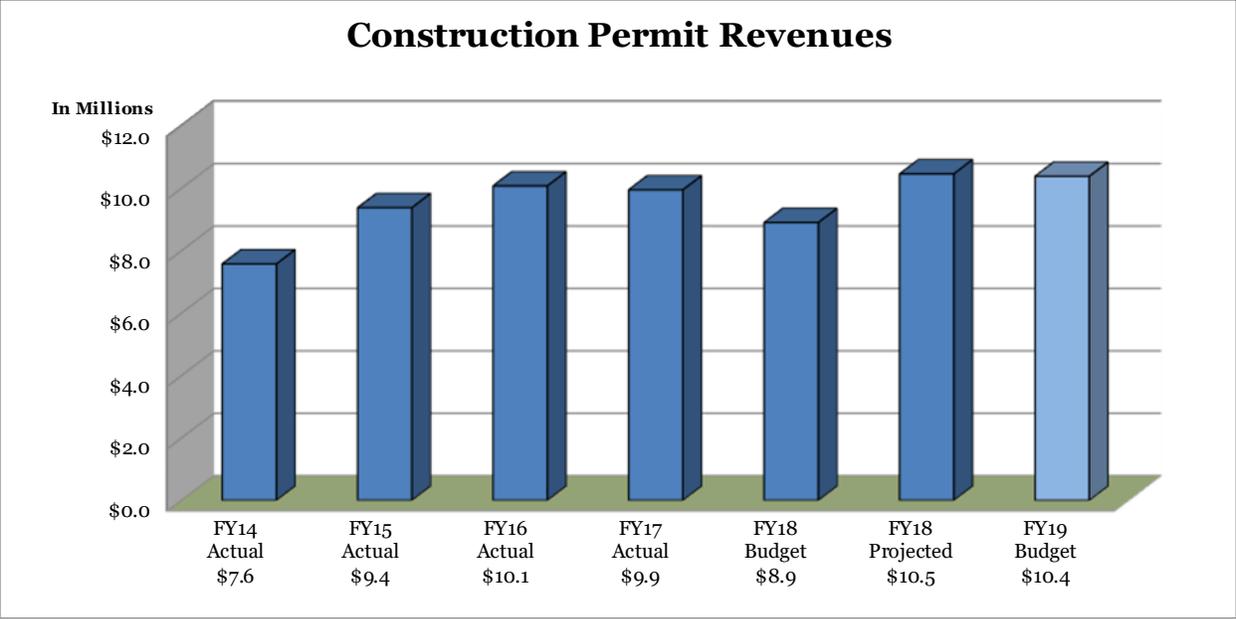


Legal Authorization: Section 212.055(2), Florida Statutes, authorizes the governing body of each county to levy a discretionary sales surtax of 0.5 % or 1 %, to finance, plan and construct infrastructure projects, subject to a referendum of the electorate. On September 3, 1996, the electors of Hillsborough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

Source: Taxes charged 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. FY2019 revenues are anticipated to continue the upward trend.

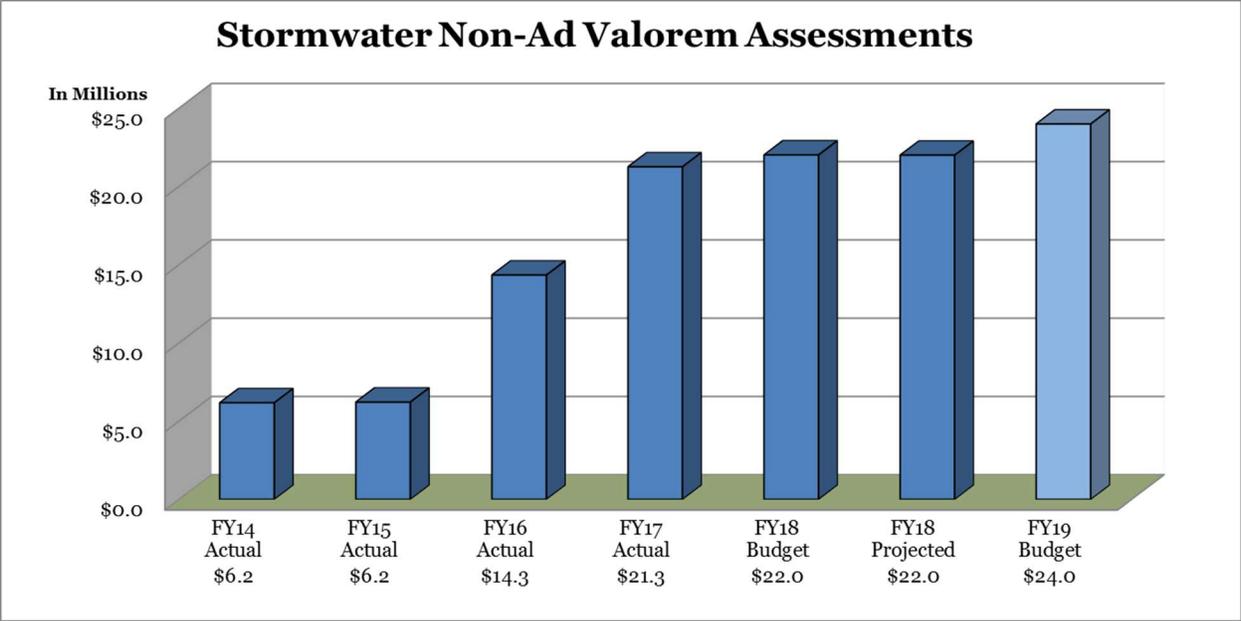


Legal Authorization: Authorized by City of Tampa Code of Ordinances Chapter 5, Sections 5-105, and 5-108, and Chapter 22, Article 1, Division 3, Section 22-56.

Source: Charges received from individuals or entities for the issuance of construction permits related to new and existing structures.

Uses and restrictions: May be used to offset the cost of services involving zoning or regulated trades that require inspection or review as required by state statutes and/or local ordinances.

Analysis/Assumptions: Construction permit revenues have increased primarily due to an increase of new construction activity and home renovations. FY2019 construction permit revenues are anticipated to increase from the FY2018 budget as the economy grows and as large construction building projects are scheduled.

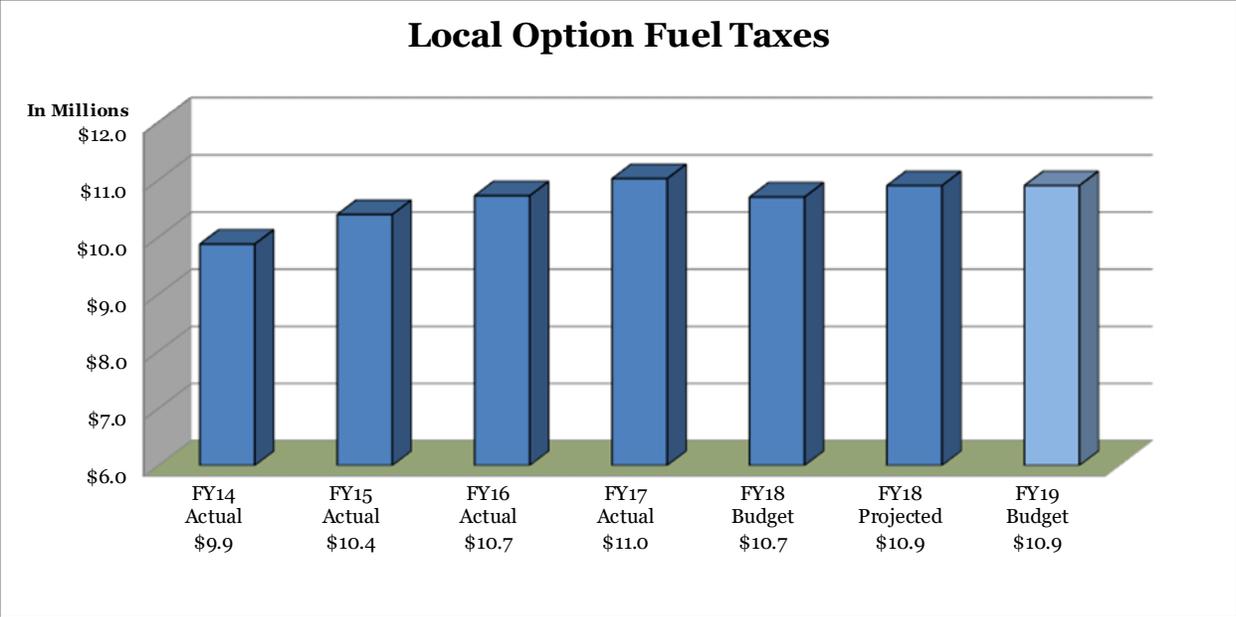


Legal Authorization: Authorized by Section 403.0893, Florida Statutes and City of Tampa Code of Ordinances, Chapter 21, Article IV, Division 3, Section 21-8.

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

Uses and restrictions: Stormwater service assessments and fee revenues are used to support and maintain 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, City Council increased the stormwater service assessment from \$36 to \$82 per Equivalent Stormwater Unit (ESU). The increased service assessment provided additional funding for the increased maintenance of the stormwater conveyance system. On September 1, 2016, City Council adopted a stormwater improvement assessment effective October 1, 2016, with annual increases occurring through October 1, 2021. The improvement assessment will fund capital stormwater projects in the Central and Lower Basin Improvement Area. FY2019 revenues are projected to increase from FY2018 projected due to the annual improvement assessment increase.



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

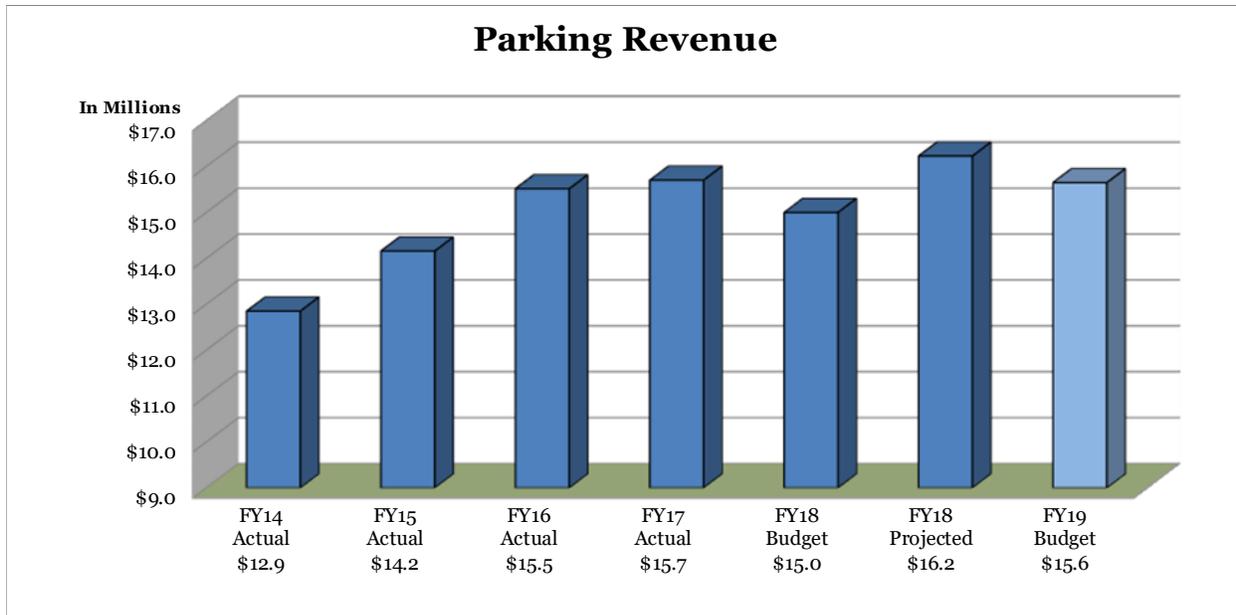
Source: Taxes imposed on every net gallon of fuel sold in the county and distributed to the City based on its population.

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

Analysis/Assumption: Local Option Fuel Tax revenues have remained relatively constant. Revenue collections are tied directly to the amount of fuel consumed and not to the price of fuel. FY2019 revenues are expected to increase slightly from the FY2018 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 and rates 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:

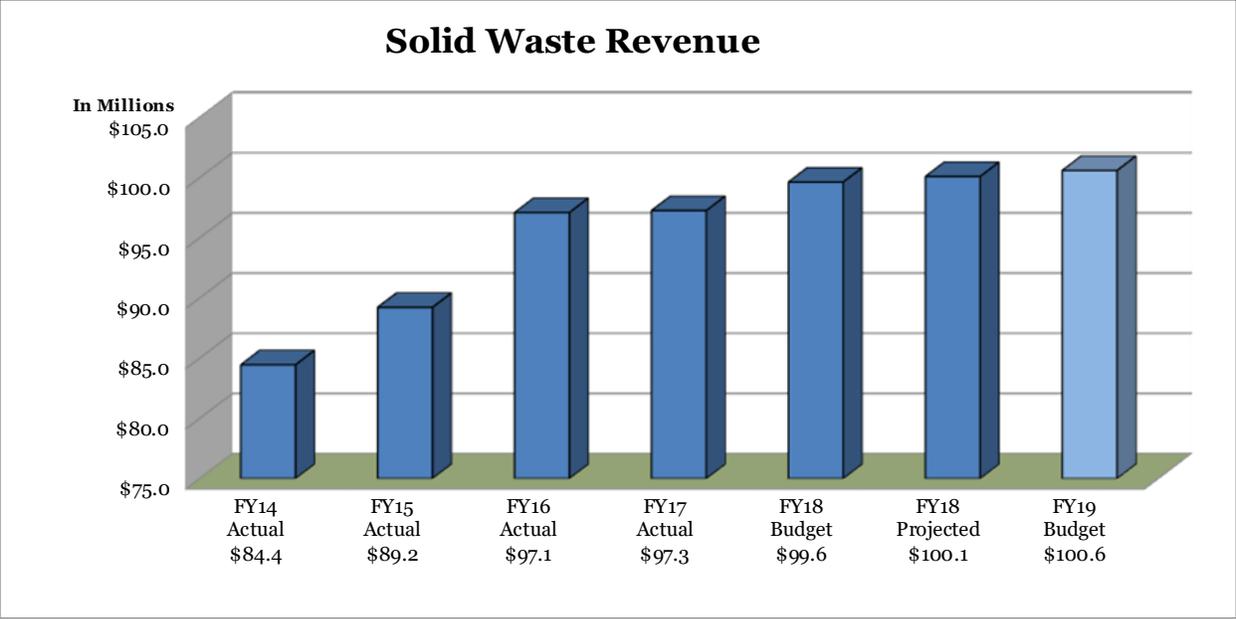


Legal Authorization: Authorized by City of Tampa Code of Ordinances, Chapter 24, Article I, Section 24-8.

Source: Parking fees charged for use of the City's parking lots, garages, and on-street parking.

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

Analysis/Assumption: Parking revenues continue to increase as a result of an improved economy. FY2019 revenues are projected to increase from the FY2018 budget.

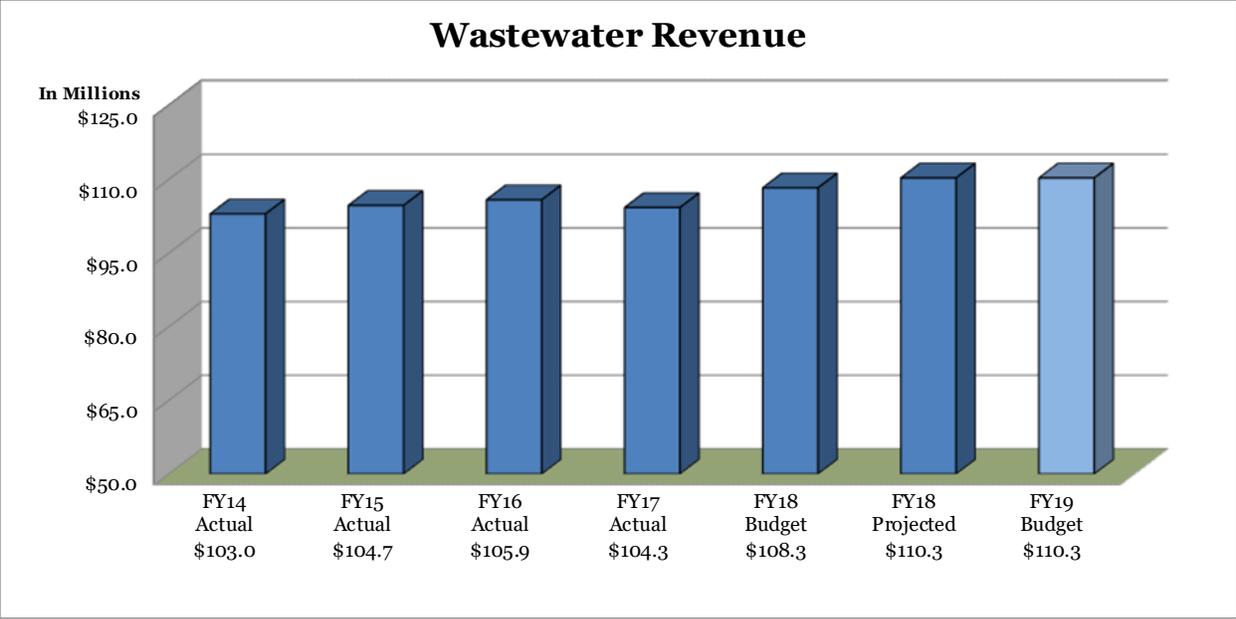


Legal Authorization: Authorized by Section 180.13, Florida Statutes and City of Tampa code of Ordinances, Chapter 26, Article I, Division 1, Section 26-28.

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, 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. FY2019 revenues are projected to increase by 1% over the FY2018 budget due to continued customer growth.

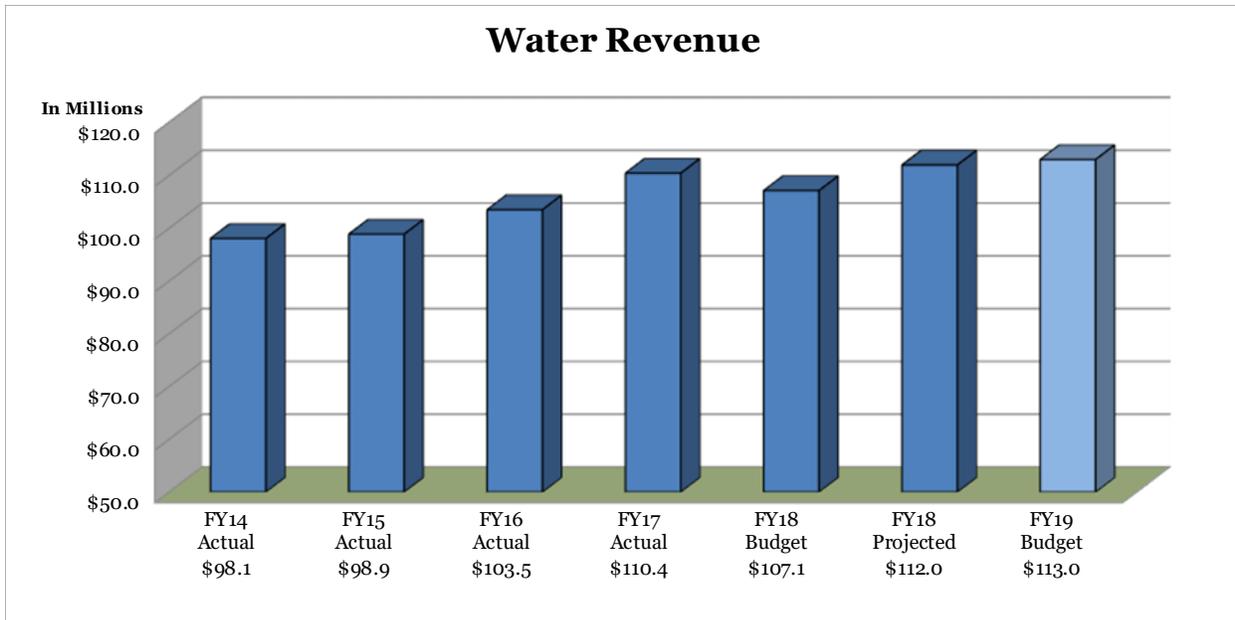


Legal Authorization: Authorized by Section 180.13, Florida Statutes and City of Tampa Code of Ordinances, Chapter 26, Article I, Division 1, Section 26-28.

Source: Fees received from wastewater 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. FY2019 revenues are projected to be 1.8% higher than the FY2018 budget due to continued 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 collected from water charges associated with the sale of water.

Uses and restrictions: Water revenues 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 that plan occurred in FY2012. FY2019 revenues are projected to be 5.5% higher than the FY2018 budget due to continued customer growth.

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

	General (1)			Construction Services (2)		
	FY2017	FY2018	FY2019	FY2017	FY2018	FY2019
	Actual	Projected	Recommended	Actual	Projected	Recommended
Revenues:						
Taxes	\$ 165,959,793	\$ 194,575,751	\$ 211,001,914	\$ -	\$ -	\$ -
Licenses and permits	33,815,591	35,481,700	35,238,597	9,947,953	10,459,616	10,373,226
Intergovernmental revenue	81,723,435	85,057,716	87,633,196	-	-	-
Charges for services	45,265,222	47,574,935	45,967,017	146,157	131,754	120,000
Fines and forfeitures	6,970,243	7,069,300	6,704,500	-	-	-
Miscellaneous revenues	2,912,246	3,629,280	5,217,595	106,006	104,336	5,181,715
Other sources (uses)	40,152,318	25,495,151	22,090,762	-	-	-
Total revenues	\$ 376,798,848	\$ 398,883,833	\$ 413,853,581	\$ 10,200,116	\$ 10,695,706	\$ 15,674,941
Expenditures:						
Personnel	\$ 312,230,108	\$ 326,938,370	\$ 331,456,738	\$ 6,149,950	\$ 6,571,115	\$ 6,866,035
Operating	43,609,010	48,869,854	52,858,406	4,135,085	4,076,284	3,856,565
Capital Outlay	743,208	1,511,828	1,982,157	148,482	17,146	54,000
Debt service	399,438	324,751	399,990	-	-	-
Grants and aid	18,436,984	21,733,464	25,706,486	-	-	-
Other uses (sources)	7,600,000	260,056	1,449,804	240,475	392,064	4,898,341
Total expenditures	\$ 383,018,747	\$ 399,638,323	\$ 413,853,581	\$ 10,673,992	\$ 11,056,609	\$ 15,674,941
Budgeted use of fund balance	-	-	-	-	-	5,135,356
Budgeted reserves	-	-	-	-	-	4,427,928
Balance sheet adjustment	6,060,246	-	-	(73,908)	-	-
Change in fund balance	\$ (159,653)	\$ (754,490)	\$ -	\$ (547,783)	\$ (360,903)	\$ (707,428)
Beginning fund balance	\$ 42,589,693	\$ 42,430,040	\$ 41,675,550	\$ 5,970,135	\$ 5,422,352	\$ 5,061,449
Ending fund balance	\$ 42,430,040	\$ 41,675,550	\$ 41,675,550	\$ 5,422,352	\$ 5,061,449	\$ 4,354,021

	Utilities Services Tax			Utilities Services Tax Projects (3)		
	FY2017	FY2018	FY2019	FY2017	FY2018	FY2019
	Actual	Projected	Recommended	Actual	Projected	Recommended
Revenues:						
Taxes	\$ 59,115,961	\$ 60,180,000	\$ 60,712,000	\$ -	\$ -	\$ -
Licenses and permits	-	-	-	-	-	-
Intergovernmental revenue	414,949	439,031	414,950	-	-	-
Charges for services	-	-	-	114,788	80,000	114,000
Fines and forfeitures	-	-	-	-	-	-
Miscellaneous revenues	847,179	1,415,000	915,000	1,306,163	626,725	1,407,157
Other sources (uses)	810,000	810,000	810,000	1,806,719	5,350,215	2,225,170
Total revenues	\$ 61,188,089	\$ 62,844,031	\$ 62,851,950	\$ 3,227,670	\$ 6,056,940	\$ 3,746,327
Expenditures:						
Personnel	\$ -	\$ -	\$ -	\$ -	\$ 290	\$ -
Operating	95,766	115,000	115,000	389,487	(6,796)	-
Capital Outlay	-	-	-	2,462,280	6,530,554	3,334,870
Debt service	3,572	5,000	5,000	-	-	-
Grants and aid	-	-	-	-	3,690	-
Other uses (sources)	59,929,481	60,632,477	62,731,950	660,292	90,000	411,457
Total expenditures	\$ 60,028,819	\$ 60,752,477	\$ 62,851,950	\$ 3,512,059	\$ 6,617,738	\$ 3,746,327
Budgeted use of fund balance	-	-	-	-	-	1,387,157
Budgeted reserves	-	-	1,656,680	-	-	321,457
Balance sheet adjustment	-	-	-	-	-	-
Change in fund balance	\$ 1,159,270	\$ 2,091,554	\$ 1,656,680	\$ (284,389)	\$ (560,798)	\$ (1,065,700)
Beginning fund balance	\$ 46,258,690	\$ 47,417,960	\$ 49,509,514	\$ 2,660,979	\$ 2,376,590	\$ 1,815,792
Ending fund balance	\$ 47,417,960	\$ 49,509,514	\$ 51,166,194	\$ 2,376,590	\$ 1,815,792	\$ 750,092

Totals may vary due to rounding

Notes can be found following this schedule

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

	Local Option Gas Tax (4)			Local Option Gas Tax Project		
	FY2017	FY2018	FY2019	FY2017	FY2018	FY2019
	Actual	Projected	Recommended	Actual	Projected	Recommended
Revenues:						
Taxes	\$ 11,022,125	\$ 10,900,000	\$ 10,900,000	\$ -	\$ -	\$ -
Licenses and permits	1,885	381,000	381,000	-	-	-
Intergovernmental revenue	10,019,100	9,564,975	9,559,315	-	-	-
Charges for services	455,875	415,000	312,000	-	-	-
Fines and forfeitures	-	-	-	-	-	-
Miscellaneous revenues	343,433	76,173	31,850	59,203	23,500	-
Other sources (uses)	10,522,064	12,265,522	4,621,084	9,046,646	14,070,571	9,995,982
Total revenues	\$ 32,364,483	\$ 33,602,670	\$ 25,805,249	\$ 9,105,849	\$ 14,094,071	\$ 9,995,982
Expenditures:						
Personnel	\$ 11,432,625	\$ 12,098,802	\$ 12,847,635	\$ -	\$ -	\$ -
Operating	10,410,038	11,307,029	11,544,507	1,111,021	873,868	679,486
Capital Outlay	93,724	787,680	665,500	7,994,828	13,220,203	7,822,514
Debt service	-	-	-	-	-	-
Grants and aid	-	-	-	-	-	-
Other uses (sources)	10,540,503	9,176,475	747,607	-	-	1,493,982
Total expenditures	\$ 32,476,890	\$ 33,369,986	\$ 25,805,249	\$ 9,105,849	\$ 14,094,071	\$ 9,995,982
Budgeted use of fund balance	-	-	-	-	-	-
Budgeted reserves	-	-	-	-	-	-
Balance sheet adjustment	(137,531)	-	-	-	-	-
Change in fund balance	\$ (249,937)	\$ 232,684	\$ -	\$ 0	\$ -	\$ -
Beginning fund balance	\$ 837,744	\$ 587,807	\$ 820,491	\$ 303,541	\$ 303,541	\$ 303,541
Ending fund balance	\$ 587,807	\$ 820,491	\$ 820,491	\$ 303,541	\$ 303,541	\$ 303,541

	Stormwater Services (5)			Stormwater Projects (6)		
	FY2017	FY2018	FY2019	FY2017	FY2018	FY2019
	Actual	Projected	Recommended	Actual	Projected	Recommended
Revenues:						
Taxes	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Licenses and permits	14,284,314	14,291,923	14,001,000	6,969,309	7,702,917	9,989,329
Intergovernmental revenue	15,450	-	-	-	-	-
Charges for services	-	-	-	-	-	-
Fines and forfeitures	-	-	-	-	-	-
Miscellaneous revenues	269,475	357,012	287,592	261,695	4,500	-
Other sources (uses)	2,730,126	2,000,000	2,000,000	-	-	-
Total revenues	\$ 17,299,364	\$ 16,648,935	\$ 16,288,592	\$ 7,231,005	\$ 7,707,417	\$ 9,989,329
Expenditures:						
Personnel	\$ 6,562,722	\$ 7,178,215	\$ 7,509,096	\$ -	\$ -	\$ -
Operating	6,145,784	6,639,582	6,819,496	-	100,000	1,155,591
Capital Outlay	2,377,952	2,233,884	1,960,000	112,260	4,314,674	2,000,000
Debt service	323,056	277,800	-	-	200,000	-
Grants and aid	-	-	-	25,470	-	-
Other uses (sources)	-	200,000	-	363,782	5,628,308	6,833,738
Total expenditures	\$ 15,409,514	\$ 16,529,481	\$ 16,288,592	\$ 501,512	\$ 10,242,982	\$ 9,989,329
Budgeted use of fund balance	-	-	262,592	-	-	-
Budgeted reserves	-	-	-	-	-	585,227
Balance sheet adjustment	(764,545)	-	-	-	-	-
Change in fund balance	\$ 1,125,305	\$ 119,454	\$ (262,592)	\$ 6,729,493	\$ (2,535,565)	\$ 585,227
Beginning fund balance	\$ 2,361,703	\$ 3,487,008	\$ 3,606,462	\$ 423,503	\$ 7,152,996	\$ 4,617,431
Ending fund balance	\$ 3,487,008	\$ 3,606,462	\$ 3,343,870	\$ 7,152,996	\$ 4,617,431	\$ 5,202,658

Totals may vary due to rounding

Notes can be found following this schedule

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

	Stormwater Debt Funded Projects			Non-Major Funds (7)		
	FY2017	FY2018	FY2019	FY2017	FY2018	FY2019
	Actual	Projected	Recommended	Actual	Projected	Recommended
Revenues:						
Taxes	\$ -	\$ -	\$ -	\$ 1,606,702	\$ 233,970	\$ -
Licenses and permits	-	-	-	2,795,379	3,422,828	3,396,851
Intergovernmental revenue	-	-	-	9,518,241	28,831,188	5,350,000
Charges for services	-	-	-	3,300	448,600	400,000
Fines and forfeitures	-	-	-	1,160,340	347,507	75,000
Miscellaneous revenues	20,849	1,204	459,940	1,011,209	2,326,850	6,941,665
Other sources (uses)	-	97,780,829	-	8,333,049	7,281,337	244,000
Total revenues	\$ 20,849	\$ 97,782,033	\$ 459,940	\$ 24,428,222	\$ 42,892,280	\$ 16,407,516
Expenditures:						
Personnel	\$ 14,944	\$ -	\$ 459,940	\$ 5,265,576	\$ 3,352,560	\$ 2,498,306
Operating	889,624	-	-	6,421,339	6,883,597	5,313,476
Capital Outlay	5,597,853	70,855,589	-	10,353,885	33,674,120	3,792,000
Debt service	-	706,444	-	16,320	22,320	9,359
Grants and aid	-	-	-	61,972	164,568	177,500
Other uses (sources)	-	26,220,000	-	590,443	611,350	4,616,875
Total expenditures	\$ 6,502,422	\$ 97,782,033	\$ 459,940	\$ 22,709,534	\$ 44,708,515	\$ 16,407,516
Budgeted use of fund balance	-	-	-	-	-	6,796,765
Budgeted reserves	-	-	-	-	-	4,216,875
Balance sheet adjustment	6,481,573	-	-	(2,075,013)	-	-
Change in fund balance	\$ (o)	\$ -	\$ -	\$ (356,326)	\$ (1,816,235)	\$ (2,579,890)
Beginning fund balance	\$ -	\$ (o)	\$ 0	\$ 14,730,078	\$ 14,373,752	\$ 12,557,517
Ending fund balance	\$ (o)	\$ 0	\$ 0	\$ 14,373,752	\$ 12,557,517	\$ 9,977,627

	Community Investment Taxes (8)			Deepwater Horizon Oil Spill (9)		
	FY2017	FY2018	FY2019	FY2017	FY2018	FY2019
	Actual	Projected	Recommended	Actual	Projected	Recommended
Revenues:						
Taxes	\$ 18,651,364	\$ 19,040,878	\$ 20,162,981	\$ -	\$ -	\$ -
Licenses and permits	-	-	-	-	-	-
Intergovernmental revenue	-	-	-	-	-	-
Charges for services	-	-	-	-	-	-
Fines and forfeitures	-	-	-	-	-	-
Miscellaneous revenues	432,569	360,758	490,147	214,404	135,000	143,490
Other sources (uses)	18,572,133	29,800,703	-	8,685,702	6,657,048	-
Total revenues	\$ 37,656,066	\$ 49,202,339	\$ 20,653,128	\$ 8,900,106	\$ 6,792,048	\$ 143,490
Expenditures:						
Personnel	\$ 145,782	\$ (120,390)	\$ -	\$ -	\$ -	\$ -
Operating	756,786	66,322	612,863	19,525	-	10,000
Capital Outlay	20,238,332	40,028,908	2,470,000	8,241,020	11,978,481	-
Debt service	-	-	-	-	-	-
Grants and aid	-	-	-	-	-	-
Other uses (sources)	16,417,845	10,252,250	17,570,265	500,000	-	133,490
Total expenditures	\$ 37,558,745	\$ 50,227,090	\$ 20,653,128	\$ 8,760,545	\$ 11,978,481	\$ 143,490
Budgeted use of fund balance	-	-	440,147	-	-	133,490
Budgeted reserves	-	-	1,638,665	-	-	133,490
Balance sheet adjustment	-	-	-	-	-	-
Change in fund balance	\$ 97,321	\$ (1,024,751)	\$ 1,198,518	\$ 139,561	\$ (5,186,433)	\$ -
Beginning fund balance	\$ 1,873,767	\$ 1,971,088	\$ 946,337	\$ 5,179,981	\$ 5,319,542	\$ 133,109
Ending fund balance	\$ 1,971,088	\$ 946,337	\$ 2,144,855	\$ 5,319,542	\$ 133,109	\$ 133,109

Totals may vary due to rounding

Notes can be found following this schedule

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

	Transportation Impact/Mobility Fee (10)			Transportation Impact/Mobility Fee Projects (11)		
	FY2017	FY2018	FY2019	FY2017	FY2018	FY2019
	Actual	Projected	Recommended	Actual	Projected	Recommended
Revenues:						
Taxes	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Licenses and permits	1,838,794	1,800,690	1,304,500	-	-	-
Intergovernmental revenue	-	-	-	-	-	-
Charges for services	-	-	-	-	-	-
Fines and forfeitures	-	-	-	-	-	-
Miscellaneous revenues	43,971	17,505	672,362	256,237	80,390	1,798,896
Other sources (uses)	640,000	-	-	3,933,924	14,710,181	1,377,662
Total revenues	\$ 2,522,764	\$ 1,818,195	\$ 1,976,862	\$ 4,190,161	\$ 14,790,571	\$ 3,176,558
Expenditures:						
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	-	-	52,000	336,392	87,400	120,698
Capital Outlay	-	-	-	3,272,101	14,500,758	1,475,972
Debt service	-	-	-	-	-	-
Grants and aid	-	-	-	(4,307)	122,023	-
Other uses (sources)	1,452,314	1,647,588	1,924,862	640,000	-	1,579,888
Total expenditures	\$ 1,452,314	\$ 1,647,588	\$ 1,976,862	\$ 4,244,186	\$ 14,710,181	\$ 3,176,558
Budgeted use of fund balance	-	-	672,362	-	-	1,791,744
Budgeted reserves	-	-	547,200	-	-	1,579,888
Balance sheet adjustment	-	-	-	-	-	-
Change in fund balance	\$ 1,070,450	\$ 170,607	\$ (125,162)	\$ (54,025)	\$ 80,390	\$ (211,856)
Beginning fund balance	\$ 3,644,472	\$ 4,714,924	\$ 4,885,531	\$ 1,726,089	\$ 1,672,064	\$ 1,752,454
Ending fund balance	\$ 4,714,924	\$ 4,885,531	\$ 4,760,369	\$ 1,672,064	\$ 1,752,454	\$ 1,540,598

	General Government Debt Funded Projects			General Government Debt Service Funds (12)		
	FY2017	FY2018	FY2019	FY2017	FY2018	FY2019
	Actual	Projected	Recommended	Actual	Projected	Recommended
Revenues:						
Taxes	\$ -	\$ -	\$ -	\$ 166,000	\$ 1,932,000	\$ 166,000
Licenses and permits	-	-	-	-	-	-
Intergovernmental revenue	-	-	-	-	-	-
Charges for services	-	-	-	-	-	-
Fines and forfeitures	-	-	-	-	-	-
Miscellaneous revenues	199,562	273,529	-	174,377	-	24,011
Other sources (uses)	20,000,000	51,554,749	-	31,055,098	111,660,748	46,089,833
Total revenues	\$ 20,199,562	\$ 51,828,278	\$ -	\$ 31,395,475	\$ 113,592,748	\$ 46,279,844
Expenditures:						
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	195,429	1	-	-	-	-
Capital Outlay	14,762,581	51,828,277	-	-	-	-
Debt service	-	-	-	30,851,932	111,641,883	46,279,844
Grants and aid	-	-	-	-	-	-
Other uses (sources)	-	-	-	-	2,376,934	-
Total expenditures	\$ 14,958,010	\$ 51,828,278	\$ -	\$ 30,851,932	\$ 114,018,817	\$ 46,279,844
Budgeted use of fund balance	-	-	-	-	-	24,011
Budgeted reserves	-	-	-	-	-	-
Balance sheet adjustment	(5,241,552)	-	-	-	(2,358,832)	-
Change in fund balance	\$ (0)	\$ -	\$ -	\$ 543,543	\$ (2,784,901)	\$ (24,011)
Beginning fund balance	\$ -	\$ -	\$ -	\$ 2,265,373	\$ 2,808,912	\$ 24,011
Ending fund balance	\$ -	\$ -	\$ -	\$ 2,808,912	\$ 24,011	\$ (0)

Totals may vary due to rounding

Notes can be found following this schedule

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

	Community Redevelopment Agency (13)			State & Federal Grants Program (14)		
	FY2017	FY2018	FY2019	FY2017	FY2018	FY2019
	Actual	Projected	Recommended	Actual	Projected	Recommended
Revenues:						
Taxes	\$ 18,033,425	\$ 28,784,905	\$ 34,718,027	\$ -	\$ -	\$ -
Licenses and permits	-	-	-	-	-	-
Intergovernmental revenue	-	-	-	12,296,633	9,625,116	9,411,450
Charges for services	-	-	-	-	-	-
Fines and forfeitures	-	-	-	-	-	-
Miscellaneous revenues	296,941	568,260	575,800	126,884	-	-
Other sources (uses)	-	5,665,000	6,000,000	-	-	-
Total revenues	\$ 18,330,366	\$ 35,018,165	\$ 41,293,827	\$ 12,423,517	\$ 9,625,116	\$ 9,411,450
Expenditures:						
Personnel	\$ -	\$ -	\$ -	\$ 975,823	\$ 1,165,696	\$ 973,952
Operating	2,375,238	4,284,323	3,298,426	8,273,876	12,725,225	8,437,498
Capital Outlay	3,811,390	27,446,872	25,710,904	7,254	-	-
Debt service	-	-	-	-	-	-
Grants and aid	-	-	-	-	-	-
Other uses (sources)	1,643,180	11,592,373	12,284,497	421,395	421,395	-
Total expenditures	\$ 7,829,809	\$ 43,323,568	\$ 41,293,827	\$ 9,678,348	\$ 14,312,316	\$ 9,411,450
Budgeted use of fund balance	-	-	-	-	-	-
Budgeted reserves	-	-	575,800	-	-	-
Balance sheet adjustment	106,578	-	-	(61,808)	-	-
Change in fund balance	\$ 10,607,135	\$ (8,305,403)	\$ 575,800	\$ 2,683,361	\$ (4,687,200)	\$ -
Beginning fund balance	\$ 18,590,912	\$ 29,198,047	\$ 20,892,644	\$ 2,061,740	\$ 4,745,101	\$ 57,901
Ending fund balance	\$ 29,198,047	\$ 20,892,644	\$ 21,468,444	\$ 4,745,101	\$ 57,901	\$ 57,901

	Parking (15)			Water (16)		
	FY2017	FY2018	FY2019	FY2017	FY2018	FY2019
	Actual	Projected	Recommended	Actual	Projected	Recommended
Revenues:						
Taxes	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Licenses and permits	-	-	-	-	-	-
Intergovernmental revenue	-	-	-	952,641	-	-
Charges for services	15,703,367	16,229,616	15,649,440	110,428,619	111,973,250	113,015,400
Fines and forfeitures	1,669,940	1,695,000	1,695,000	33,445	45,000	45,000
Miscellaneous revenues	568,899	554,600	3,743,870	1,370,652	1,556,861	52,278,283
Other sources (uses)	524,276	2,141,820	1,300,000	60,218,955	114,118,079	97,181,832
Total revenues	\$ 18,466,482	\$ 20,621,036	\$ 22,388,310	\$ 173,004,311	\$ 227,693,190	\$ 262,520,515
Expenditures:						
Personnel	\$ 4,581,594	\$ 4,379,860	\$ 4,854,545	\$ 20,682,438	\$ 23,244,748	\$ 21,229,869
Operating	9,137,201	9,451,144	9,640,227	46,624,050	56,066,278	53,232,981
Capital Outlay	499,652	2,936,150	1,382,500	34,087,442	90,790,411	74,097,435
Debt service	-	-	-	14,544,566	15,994,478	16,599,012
Grants and aid	356,544	430,000	430,000	-	-	-
Other uses (sources)	4,104,576	4,557,426	6,081,038	52,133,875	46,458,523	97,361,218
Total expenditures	\$ 18,679,567	\$ 21,754,580	\$ 22,388,310	\$ 168,072,371	\$ 232,554,438	\$ 262,520,515
Budgeted use of fund balance	-	-	-	-	-	50,961,134
Budgeted reserves	-	-	1,776,390	-	-	2,984,454
Balance sheet adjustment	-	-	-	-	-	-
Change in fund balance	\$ (213,084)	\$ (1,133,544)	\$ 1,776,390	\$ 4,931,941	\$ (4,861,248)	\$ (47,976,680)
Beginning fund balance	\$ 23,744	\$ (189,340)	\$ (1,322,884)	\$ 85,928,932	\$ 90,860,873	\$ 85,999,625
Ending fund balance	\$ (189,340)	\$ (1,322,884)	\$ 453,506	\$ 90,860,873	\$ 85,999,625	\$ 38,022,945

Totals may vary due to rounding

Notes can be found following this schedule

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

	Wastewater (17)			Solid Waste (18)		
	FY2017	FY2018	FY2019	FY2017	FY2018	FY2019
	Actual	Projected	Recommended	Actual	Projected	Recommended
Revenues:						
Taxes	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Licenses and permits	-	-	-	746,980	739,274	742,900
Intergovernmental revenue	113,966	112,800	112,800	175,184	-	-
Charges for services	108,885,893	114,237,600	114,252,300	97,266,383	100,093,480	100,593,900
Fines and forfeitures	-	-	-	-	-	-
Miscellaneous revenues	894,784	13,288,288	16,398,822	1,123,100	1,188,471	960,100
Other sources (uses)	40,356,507	49,452,099	57,825,168	28,912,453	51,184,541	16,922,825
Total revenues	\$ 150,251,150	\$ 177,090,787	\$ 188,589,090	\$ 128,224,100	\$ 153,205,766	\$ 119,219,725
Expenditures:						
Personnel	\$ 28,478,410	\$ 27,579,734	\$ 28,772,576	\$ 16,826,678	\$ 16,588,354	\$ 17,788,622
Operating	47,856,795	51,066,285	51,730,449	44,692,538	49,502,040	53,315,455
Capital Outlay	24,297,786	48,773,170	44,322,497	7,568,114	41,561,914	11,083,149
Debt service	13,188,521	12,485,705	2,906,112	13,333,325	13,310,075	13,284,325
Grants and aid	-	-	-	-	-	-
Other uses (sources)	35,323,694	28,240,449	60,857,456	36,971,516	33,305,025	23,748,174
Total expenditures	\$ 149,145,205	\$ 168,145,343	\$ 188,589,090	\$ 119,392,171	\$ 154,267,408	\$ 119,219,725
Budgeted use of fund balance	-	-	15,775,822	-	-	158,000
Budgeted reserves	-	-	2,586,856	-	-	6,371,713
Balance sheet adjustment	-	-	-	329,499	-	-
Change in fund balance	\$ 1,105,945	\$ 8,945,444	\$ (13,188,966)	\$ 9,161,428	\$ (1,061,642)	\$ 6,213,713
Beginning fund balance	\$ 33,343,312	\$ 34,449,257	\$ 43,394,701	\$ 43,779,204	\$ 52,940,632	\$ 51,878,990
Ending fund balance	\$ 34,449,257	\$ 43,394,701	\$ 30,205,735	\$ 52,940,632	\$ 51,878,990	\$ 58,092,703

	Golf Course			Internal Service Funds (19)		
	FY2017	FY2018	FY2019	FY2017	FY2018	FY2019
	Actual	Projected	Recommended	Actual	Projected	Recommended
Revenues:						
Taxes	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Licenses and permits	-	-	-	-	-	-
Intergovernmental revenue	-	-	-	122,108	130,000	130,000
Charges for services	2,897,899	2,554,012	2,788,188	23,061,416	25,275,000	26,057,800
Fines and forfeitures	-	-	-	-	-	-
Miscellaneous revenues	(69,614)	(11,720)	793,000	81,267,085	88,143,558	89,853,180
Other sources (uses)	1,583,138	1,626,881	2,397,779	6,461,505	9,236,071	6,675,000
Total revenues	\$ 4,411,423	\$ 4,169,173	\$ 5,978,967	\$ 110,912,114	\$ 122,784,629	\$ 122,715,980
Expenditures:						
Personnel	\$ -	\$ 685,092	\$ -	\$ 10,860,928	\$ 11,686,156	\$ 13,062,486
Operating	3,838,068	3,157,436	3,955,267	91,354,322	98,485,739	100,174,582
Capital Outlay	277,272	338,365	437,700	5,845,710	11,437,981	6,807,340
Debt service	-	-	-	40,623	30,000	45,000
Grants and aid	-	-	-	-	-	-
Other uses (sources)	-	-	1,586,000	2,059,329	2,059,045	2,626,572
Total expenditures	\$ 4,115,340	\$ 4,180,893	\$ 5,978,967	\$ 110,160,911	\$ 123,698,921	\$ 122,715,980
Budgeted use of fund balance	-	-	793,000	-	-	1,432,865
Budgeted reserves	-	-	793,000	-	-	815,804
Balance sheet adjustment	(264,583)	-	-	-	-	-
Change in fund balance	\$ 31,500	\$ (11,720)	\$ -	\$ 751,202	\$ (914,292)	\$ (617,061)
Beginning fund balance	\$ 351,258	\$ 382,758	\$ 371,038	\$ 1,032,578	\$ 1,783,780	\$ 869,488
Ending fund balance	\$ 382,758	\$ 371,038	\$ 371,038	\$ 1,783,780	\$ 869,488	\$ 252,427

Totals may vary due to rounding

Notes can be found following this schedule

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

	Other Agency (20)		
	FY2017	FY2018	FY2019
	Actual	Projected	Recommended
Revenues:			
Taxes	\$ 450,000	\$ 450,000	\$ 450,000
Licenses and permits	709,783	767,691	861,881
Intergovernmental revenue	296,074	300,000	1,190,000
Charges for services	634,697	701,689	125,000
Fines and forfeitures	-	-	-
Miscellaneous revenues	77,057	71,828	377,793
Other sources (uses)	157,006	-	-
Total revenues	\$ 2,324,617	\$ 2,291,208	\$ 3,004,674
Expenditures:			
Personnel	-	-	-
Operating	400,016	366,500	360,000
Capital Outlay	-	-	-
Debt service	-	-	-
Grants and aid	1,669,084	1,829,668	2,514,578
Other uses (sources)	211,596	143,458	130,096
Total expenditures	\$ 2,280,696	\$ 2,339,626	\$ 3,004,674
Budgeted use of fund balance			172,793
Budgeted reserves			
Balance sheet adjustment			
Change in fund balance	\$ 43,922	\$ (48,418)	\$ (172,793)
Beginning fund balance	\$ 1,434,087	\$ 1,478,009	\$ 1,429,591
Ending fund balance	\$ 1,478,009	\$ 1,429,591	\$ 1,256,798

Totals may vary due to rounding

Gross Budget:	1,422,425,827
Transfers, Reserves, Internal Charges:	394,217,644
Net Budget	1,028,208,183

Notes can be found following this schedule

Summary of Revenues, Expenditures, and Fund Balance Notes

1. General Fund balances have remained stable for the three-year period. Following Hurricane Irma in September 2017, the City reclassified approximately \$6.0 million from Assigned Fund Balance to Unassigned Balance for storm related expenses until reimbursement is received from the Federal Emergency Management Agency and the State of Florida.
2. Construction Services use of fund balance for all years is associated with higher operational costs associated with increased permit inspection activity.
3. Utilities Services Tax Projects use of fund balance for all years is associated with funding general government capital projects.
4. Local Option Fuel Tax use of fund balance in FY2017 is primarily due to higher operating expenses and increased transfers for capital projects. Increase in fund balance in FY2018 is primarily due to increased fuel taxes and lower operating expenses.
5. Stormwater Services increase in fund balance in FY2017 is primarily due to achieving an operating reserve of 60-days in accordance with the City's fund balance policy.
6. Stormwater Projects increase in fund balance in FY2017 is primarily due to the implementation of a new Stormwater Improvement Assessment that funds stormwater capital projects and/or to pay the associated debt service. Decrease in FY2018 is primarily due to an increase in funding pay-go projects. Increase in fund balance in FY2019 will be used to fund future capital projects.
7. Non-Major Funds use of fund balance for all years is primarily due to increased costs associated with the City's Law Enforcement Trust Funds, Landscape Area program, and the Development of the Arts.
8. Community Investment Taxes use of fund balance in FY2018 is primarily due to increased capital projects. Increase in fund balance in FY2019 is primarily due to increased revenues that will fund future capital projects.
9. Deepwater Horizon Oil Spill use of fund balance in FY2018 is due to increased capital projects.

10. Transportation Impact/Mobility Fee increase in fund balance in FY2017 is primarily due to increase impact fee revenues that will fund future capital projects.
11. Transportation Impact/Mobility Fee Projects use of fund balance in FY2019 is primarily due to increased funding of capital projects.
12. General Government Debt Service Funds increase in fund balance in FY2017 is primarily due to funding an escrow account that will be used to retire the HUD Section 108 Loan. Use of fund balance in FY2018 is primarily due to the use of the HUD Section 108 Loan escrow to retire the associated debt.
13. Community Redevelopment Agency (CRA) increase in fund balance in FY2017 is primarily due to increased revenues that will fund future CRA projects. Use of fund balance in FY2018 is primarily due to developer reimbursements for installed public infrastructure and debt service associated with the Tampa Convention Center.
14. Federal Grants Program increase in fund balance in FY2017 is primarily due to program interruptions due to Hurricane Irma in September 2017. Use of fund balance in FY2018 is primarily due to the continuance of deferred programs as a result of Hurricane Irma.
15. Parking use of fund balance in FY2017 is primarily due to increased operating costs and level revenues. During FY2018 the City anticipated the sale of a parking asset to provide funding for the capital program. The closing has been deferred until early FY2019 which resulted in a use of fund balance in FY2018 and an increase of fund balance in FY2019.
16. Water use of fund balance in FY2019 is primarily due to funding capital projects.
17. Wastewater increase in fund balance in FY2018 is due to increased revenues that will fund future capital projects. Use of fund balance in FY2019 is primarily due to funding capital projects.
18. Solid Waste increase in fund balance in FY2017 and FY2019 is primarily due to increased revenues that will be used for future capital projects.
19. Internal Service Funds increase in fund balance in FY2017 is primarily due to increased revenues that will be used for future capital projects. Use of fund balance in FY2018 and FY2019 is primarily due to increased costs to maintain the City's aging fleet.
20. Other Agency use of fund balance in FY2019 is primarily due to the use of trust fund to reimburse the City for the operations and maintenance for developer installed street lights.

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, debt, 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 for 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.

Community Development Block Grant (CDBG) - 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 U.S. Department of Housing and Urban Development Grants - These 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.

State Housing Initiatives Partnership (SHIP) - This 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.

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.

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 transportation 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 the repayment of Utilities Services Tax Improvement Bonds and Utilities Services Tax Refunding Revenue Bonds, Series 1996, 1997, 2010, and 2012, which are secured by utilities services tax proceeds.

Non-Ad Valorem Bonds Fund - Used for the repayment of Non-Ad Valorem Revenue Bonds, Series 2011, 2015, and 2016 which 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 the 2012 Gulf Breeze Loan and the Occupational License Tax Refunding Revenue Bonds, Series 2017 that are payable solely from the occupational license tax proceeds.

Stormwater Improvement Assessment Bond Fund - Used for the repayment of the Special Assessment Revenue Bonds (Central and Lower Basin Stormwater Improvement), Series 2018 that are secured with stormwater improvement special assessment revenue.

Downtown CRA Bank Note Fund - Used for the repayment of the PNC bank note issued to fund improvements to the Tampa Convention Center. This bank note is secured by a lien on the tax increment revenues generated by the City's Downtown Community Redevelopment Area.

Non-Ad Valorem Revenue Note Fund - Used for the repayment of the non-revolving line of credit from Wells Fargo National Association.

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 Capital Fund- 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 Capital Projects Fund - Provides debt funding for the Tampa 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 street construction such as multi-median sidewalks, bike lanes, medians and traffic signals.

Non-Ad Valorem Bond Capital Fund – Provides debt funding for various governmental facilities and transportation capital projects.

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 Fund - Provides debt funding for stormwater related capital projects.

Stormwater Bond Capital Fund - Provides 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, and 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.

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.

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 by 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

Streetcar Administration Fund - Provides funding through an annual non-ad valorem assessment, fare box 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 used to offset the costs for streetlights.

FY2019 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					
Facilities Maintenance	x		x			
Tampa Fire Rescue	x	x	x			
Fleet Maintenance						x
Golf Courses					x	
Human Resources	x					x
Intergovernmental Relations	x					
Internal Audit	x					
Logistics and Asset Management	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				x	
Stormwater		x	x			
Tampa Theatre	x					
Technology and Innovation	x		x			
Transportation		x	x			
Wastewater					x	
Water					x	x

GENERAL FUND REVENUE COMPARISON

	FY18 Adopted Budget	FY18 Projection	FY19 Recommended Budget	
Revenues				
Tax Revenues-Property Taxes	\$ 181,453,096	\$ 183,952,062	\$ 200,447,414	(1)
Tax Revenues-Other Taxes	10,550,000	10,623,689	10,554,500	
Licenses and Permits	35,859,700	35,481,700	35,238,597	
Intergovernmental Revenues	85,885,728	85,057,716	87,633,196	
Service Charges	46,055,316	47,574,935	45,967,017	
Fines and Forfeits	6,679,500	7,069,300	6,704,500	
Miscellaneous Revenue	5,461,438	3,629,280	5,217,595	
Transfer from Other Funds	25,301,775	25,495,151	22,090,762	(2)
Total Revenues	<u>\$ 397,246,553</u>	<u>\$ 398,883,833</u>	<u>\$ 413,853,581</u>	

Footnotes reference budget year to budget year comparisons greater or less than five percent (5%) or denoting other pertinent department information.

(1) FY2019 property tax revenues are expected to increase \$19.3 million which is offset due to a decrease of \$0.4 million in delinquent property taxes.

(2) Transfer from Other Funds decreased \$3.2 million compared to FY2018 budget primarily due to reduced funding from the Utility Services Tax Fund.

GENERAL FUND DEPARTMENTAL EXPENDITURE COMPARISON

Department	FY18	FY18	FY19
	Adopted Budget	Projection	Recommended Budget
Arts Programs Division	\$ 253,796	\$ 253,489	\$ 258,153
Chief of Staff Office	463,242	438,799	445,536
City Attorney Department	5,515,834	5,528,455	5,551,476
City Clerk Department	1,783,575	1,737,294	1,739,345
City Council Department	1,458,325	1,454,042	1,445,753
Contract Administration	8,275,337	8,225,877	8,386,377
Convention Center Department	11,729,995	11,682,261	11,547,466
Economic Opportunity Department	2,239,432	2,166,244	2,289,867
Environmental Services Division	-	115,175	115,000 (1)
Facility Management	13,801,346	13,355,524	13,944,940
Fire Rescue Department	87,348,253	86,675,916	88,403,094
Human Resources Department	3,766,254	3,855,256	3,577,054 (2)
Intergovernmental Relations Division	376,543	370,148	380,146
Internal Audit Department	754,267	754,267	780,909
Logistics and Asset Management	268,838	246,245	288,018 (3)
Mayor's Office	626,871	606,843	580,885 (4)
Minority Business Development Division	656,762	598,673	639,821
Neighborhood Empowerment Department	9,657,549	9,544,096	9,616,195
Non Departmental	7,428,579	4,771,758	15,280,740 (5)
Parks and Recreation Department	42,052,571	43,581,298	44,816,838 (6)
Planning and Development Department	7,048,193	6,911,219	7,597,840 (7)
Police Department	156,419,693	161,852,090	160,101,697
Public Affairs Department	1,821,842	1,616,726	1,501,282 (8)
Public Works & Utilities Services Admin.	345,375	342,210	361,184
Purchasing Department	2,563,957	2,654,780	2,762,008 (9)
Revenue and Finance Department	8,898,327	8,717,688	8,944,778
Tampa Theatre	133,100	131,510	133,100
Technology and Innovation Department	21,558,697	21,450,709	22,364,079
Total Expenditures	\$ 397,246,553	\$ 399,638,323	\$ 413,853,581

Footnotes reference budget year to budget year comparisons greater or less than five percent (5%) or denoting other pertinent department information.

- (1) Environmental Services Division increase due to environmental remediation project contract.
- (2) Human Resources decreased due to transfer of three FTEs to the Risk and Insurance Fund.
- (3) Logistics and Asset Management increased primarily due to higher salaries and benefits.
- (4) Mayor's Office decreased due to lower personnel and operating costs.
- (5) Non Department increased due to higher tax increment financing payments, terminal leave and City election costs.
- (6) Parks and Recreation increased due to grounds maintenance contract additions, utility services, repair and maintenance, and equipment replacement.
- (7) Planning and Development increased due to the addition of four FTEs.
- (8) Public Affairs decreased primarily due to a reduction of three FTEs.
- (9) Purchasing increased primarily due to higher personnel costs and inventory management hardware/software.

City of Tampa Position Summary by Department

<u>Tax Operating Funds</u>	Budgeted FTEs FY17	Budgeted FTEs FY18	Projected FTEs FY18	Recommended FTEs FY19	Notes
General Fund					
Art Programs	2.00	2.00	2.00	2.00	
Chief of Staff	2.00	3.00	3.00	3.00	
City Attorney	37.38	38.00	38.50	37.50	A
City Clerk	17.00	17.00	17.00	17.00	
City Council	16.00	16.00	16.00	16.00	
Contract Administration	74.00	77.00	77.00	77.00	
Convention Center	52.00	53.00	52.00	51.00	B
Economic and Urban Development	10.00	10.00	10.00	10.00	
Facility Management	63.38	65.63	62.50	62.50	C
Fire Rescue					
Sworn	648.00	694.00	697.00	697.00	D
Civilian	48.00	50.00	50.00	50.00	
Total Fire Rescue	696.00	744.00	747.00	747.00	
Human Resources	39.25	39.60	38.95	35.95	E
Intergovernmental Relations	1.00	1.00	1.00	1.00	
Internal Audit	6.00	6.00	6.00	5.00	F
Logistics and Asset Management	2.00	2.00	2.00	2.00	
Mayor	5.00	5.00	5.00	5.00	
Minority Business Development	5.75	6.00	6.00	6.00	
Neighborhood Empowerment	100.00	100.00	100.00	99.00	G
Parks and Recreation	426.23	446.20	440.48	442.48	H
Planning and Development	78.00	75.75	75.75	79.75	I
Police					
Sworn	973.00	973.00	973.00	969.00	J
Civilian	268.13	268.13	268.50	267.50	K
Total Police	1,241.13	1,241.13	1,241.50	1,236.50	
Public Affairs	14.00	15.00	15.00	12.00	L
Public Works & Utility Svcs. Admin.	2.00	2.00	2.00	2.00	
Purchasing	18.00	29.00	29.00	29.00	
Revenue and Finance	90.50	91.50	92.50	88.50	M
Technology and Innovation	121.75	123.75	123.75	120.75	N
Total General Fund	3,120.35	3,209.55	3,203.93	3,187.93	
Other Tax Operating Funds					
Construction Services	67.00	67.00	67.00	67.00	
Stormwater	89.00	94.00	95.00	94.00	O
Transportation	135.00	137.00	137.00	138.00	P
Total Other Tax Operating Funds	291.00	298.00	299.00	299.00	
Total Tax Operating Funds	3,411.35	3,507.55	3,502.93	3,486.93	
Enterprise Funds					
Parking	84.50	81.25	84.25	72.00	Q
Solid Waste	213.00	208.00	210.25	213.50	R
Wastewater	315.00	314.00	314.00	313.00	S
Water	307.50	302.00	301.50	309.50	T
Total Enterprise Funds	920.00	905.25	910.00	908.00	
Internal Services Funds					
Fleet Maintenance	62.00	62.00	62.00	62.00	
Risk and Insurance	20.00	19.00	20.00	23.00	U
Total Internal Services Funds	82.00	81.00	82.00	85.00	
GRAND TOTAL ALL FUNDS	4,413.35	4,493.80	4,494.93	4,479.93	

City of Tampa Position Summary by Department*

*Notes: Full Time Equivalent (FTE)

- A. City Attorney: During FY2018, City Attorney increased by .5 FTE (.5 Assistant City Attorney). During preparation of the FY2019 budget, City Attorney decreased by 1 FTE (1 Assistant City Attorney II).
- B. Convention Center: During FY2018, Convention Center decreased by 1 FTE (1 Accounting Technician II transferred to Revenue and Finance). During preparation of the FY2019 budget, Convention Center decreased by 1 FTE (1 Business Programs Supervisor).
- C. Facility Management: During FY2018, Facility Management increased by 2 FTE's (1 Services Attendant II, 1 Work Order Technician) and decreased by 5.13 FTE's (1.25 Services Attendants I, .88 Custodial Attendant, 2 Services Attendants II transferred to Parking, 1 Building Maintenance Tradesworker I transferred to Parking).
- D. Sworn Fire: During FY2018, Sworn Fire increased by 3 FTE's (3 Paramedics).
- E. Human Resources: During FY2018, Human Resources increased by .35 FTE (.35 Office Support Specialist) and decreased by 1 FTE (1 Personnel Assistant I). During preparation of the FY2019 budget, Human Resources decreased by 3 FTE's (3 transferred to Risk & Insurance: 1 Benefits Manager, 1 HRMS Analyst, 1 Employee Benefits Specialist).
- F. Internal Audit: During preparation of the FY2019 budget, Internal Audit decreased by 1 FTE (1 Senior Auditor).
- G. Neighborhood Empowerment: During preparation of the FY2019 budget, Neighborhood Empowerment decreased by 1 FTE (1 Services Crew Supervisor II).
- H. Parks and Recreation: During FY2018, Parks and Recreation increased by 4 FTE's (1 Recreation Leader II, 1 Recreation Leader III, 1 Gymnastics Instructor II, 1 Parks and Recreation Site Coordinator) and decreased by 9.72 FTE's (4.23 Recreation Leaders I, 2.61 Recreation Instructors, 1 Services Attendant II, 1 Security Guard, .75 Landscape & Irrigation Specialist, .13 Gymnastics Instructor I). During preparation of the FY2019 budget, Parks and Recreation increased by 4 FTE's (2 Recreation Leaders III, 1 Services Attendant II, 1 Marina Assistant) and decreased by 2 FTE's (1 Office Support Specialist II, 1 Landscape Architect II).
- I. Planning and Development: During preparation of the FY2019 budget, Planning and Development increased by 6 FTE's (1 Urban Planner I, 1 Forester Examiner, 1 Engineering Technician II, 1 Engineer I, 1 GIS Analyst II, 1 Planning Permit Technician I) and decreased by 2 FTE's (1 Disability Rights Coordinator, 1 Housing Quality Compliance Coordinator).
- J. Police-Sworn: During preparation of the FY2019 budget, Police-Sworn decreased by 4 FTE's (4 Police Officers).

City of Tampa Position Summary by Department*

(Cont.)

*Notes: Full Time Equivalent (FTE)

- K. Police-Civilian: During FY2018, Police-Civilian increased by .37 FTE (.37 Fingerprint Technician). During preparation of the FY2019 budget, Police-Civilian decreased by 1 FTE (1 Construction Fraud Investigator).
- L. Public Affairs: During preparation of the FY2019 budget, Planning and Development decreased by 3 FTE's (1 TV Production Supervisor, 1 Public Relations Coordinator and Digital Media Producer, 1 Digital Content and Public Affairs Assistant).
- M. Revenue and Finance: During 2018, Revenue and Finance increased by 1 FTE (1 Accounting Technician II transferred from Convention Center). During preparation of the FY2019 budget, Revenue and Finance decreased by 4 FTE's (2 Accounting Technicians I, 1 Fiscal Analyst, 1 Administrative Assistant I).
- N. Technology and Innovation: During preparation of the FY2019 budget, Technology and Innovation increased by 2 FTE's (2 Senior Applications Programmers transferred from Water) and decreased by 5 FTE's (3 Applications Systems Analysts, 1 Lead Systems Analyst, 1 Web Senior Applications Programmer).
- O. Stormwater: During 2018, Stormwater increased by 1 FTE (1 GIS Analyst I). During preparation of the FY2019 budget, Stormwater decreased by 1 FTE (1 Streets/Drainage Equipment Coordinator).
- P. Transportation: During preparation of the FY2019 budget, Transportation increased by 1 FTE (1 Drafting Technician II).
- Q. Parking: During FY2018, Parking increased by 3 FTE's (3 transferred from Facility Management: 2 Services Attendants II, 1 Building Maintenance Tradesworker I). During preparation of the FY2019 budget, Parking decreased by 12.25 FTE's (6.25 Security Guards, 2 Chief Security Guards, 2 Customer Service Clerks I, 1 Chief of Security, 1 Customer Service Clerk II).
- R. Solid Waste: During FY2018, Solid Waste increased by 2.25 FTE's (1.25 Services Attendants II, 1 Asset Control Technician). During preparation of the FY2019 budget, Solid Waste increased by 3.25 FTE's (2 Solid Waste Specialty Equipment Operators, 1 Office Support Specialist III, .25 Work Order Technician).
- S. Wastewater: During preparation of the FY2019 budget, Wastewater decreased by 1 FTE (AWT Plant Technician I).

City of Tampa Position Summary by Department*

(Cont.)

*Notes: Full Time Equivalent (FTE)

- T. Water: During FY2018, Water decreased by .5 FTE (.5 Customer Service Representative I). During preparation of the FY2019 budget, Water increased by 11 FTE's (4 Engineers I, 2 Drafting Technicians II, 2 Distribution Technicians I, 2 Services Attendants II, 1 Environmental Technician) and decreased by 3 FTE's (1 Supervisor – Credit, Collections & Call Center Operations, 2 Senior Applications Programmers transferred to Technology and Innovation).

- U. Risk and Insurance: During FY2018, Risk and Insurance increased by 1 FTE (1 Claims Investigator). During preparation of the FY2019 budget, Risk and Insurance increased by 3 FTE's (3 transferred from Human Resources: 1 Benefits Manager, 1 HRMS Analyst, 1 Employee Benefits Specialist).

FY2019 Operating Capital Items

General Fund

Internal Audit

Laptop Replacement	\$ 1,200
Total Internal Audit	\$ 1,200

Neighborhood Empowerment

Laptops (5)	\$ 9,951
Total Neighborhood Empowerment	\$ 9,951

Parks and Recreation

Bark and Mulch Blower	\$ 93,000
Bayshore Little League Baseball Field Lighting	\$ 38,000
Billy Goat Vacuum	\$ 4,500
Gator Utility Vehicle #1014 Replacement	\$ 12,000
Gator Utility Vehicle #1041 Replacement	\$ 12,000
Gator Utility Vehicle #1099 Replacement	\$ 12,000
Golf Cart for Athletics at Sandra Freedman Tennis Complex	\$ 10,000
Golf Cart #1077 Replacement	\$ 10,000
Irrigation Utility Loader Replacement	\$ 28,000
Julian B. Lane Riverfront Park Equipment	\$ 10,000
Kilns (3)	\$ 9,000
Sports Complex Shade Structures	\$ 38,000
Well Installation and Maintenance for Medians and Parks	\$ 7,000
Outdoor Drinking Fountains & Bottle Fills	\$ 40,000
Pool Heater and Blanket Replacements	\$ 50,000
Copiers (2)	\$ 15,000
Laptops (3)	\$ 6,300
Security Systems/Monitoring Software for Buildings	\$ 52,000
Sports Complex Improvements - Greco and New Tampa Softball	\$ 45,000
Storage Containers	\$ 12,400
Therapeutic Recreation Operating Supplies (Recreation Division)	\$ 5,000
Tractor #3047 Replacement	\$ 25,000
Tractor #8043 Replacement	\$ 25,000
Z-Turn Mowers (3)	\$ 70,000
Total Parks and Recreation	\$ 629,200

Purchasing

Network Hardware Purchase for Barcode Scanners	\$ 40,000
Total Purchasing	\$ 40,000

FY2019 Operating Capital Items

Tampa Fire Rescue

Monitors	\$ 128,000
Stretchers	\$ 102,000
Total Tampa Fire Rescue	\$ 230,000

Tampa Police

Access Control for Hangar for Aviation Unit	\$ 18,600
Canine Purchase for K9 unit	\$ 8,500
Equipment for Aviation/Traffic Unit	\$ 18,800
Patrol Rifles for Marine Unit	\$ 4,000
Police 911 Communications Center Workstation Replacement	\$ 195,750
Police CAD Proximity Dispatching & Automatic Vehicle Location	\$ 33,000
Replacement Ballistic Patrol Shields	\$ 345,975
Replacement Dry Suits for USAR Dive Team	\$ 6,500
TPD Impound Lot Security	\$ 24,374
Traffic Investigation Equipment/Mapping Repair and Upgrade	\$ 25,000
Ballistic Shield	\$ 7,507
Ballistic Vests (7)	\$ 23,800
Total Tampa Police	\$ 711,806

Technology and Innovation

Expand Enterprise Storage	\$ 65,000
F5 External Load Balancer Replacement	\$ 50,000
Service Monitor Replacement	\$ 45,000
Total Technology and Innovation	\$ 160,000

Total General Fund

\$ 1,782,157

FY2019 Operating Capital Items

Other Funds

Art

Art Collection for Ybor City	\$ 45,000
Art Collection for Encore District Development	\$ 100,000
Total Art	\$ 145,000

Community Redevelopment Agency - East Tampa

Vehicle #2103 Replacement	\$ 77,271
Ladder and Infrared Camera	\$ 1,260
Total Community Redevelopment Agency	\$ 78,531

Construction Services

Inspector Vehicle #1904 Replacement	\$ 27,000
Inspector Vehicle #1825 Replacement	\$ 27,000
Total Construction Services	\$ 54,000

Risk Management

Computers/Software - Claims System	\$ 100,000
Computers/Hardware	\$ 10,000
Total Risk Management	\$ 110,000

Fleet Management

Fire Vehicles	\$ 1,000,000
Tow Truck Fire Apparatus	\$ 175,000
Police Vehicles	\$ 4,500,000
Vehicle Replacement for General Government Departments	\$ 1,000,000
Portable Hydraulic Lifts for Fire Rescue Maintenance	\$ 17,300
Graphics Module Upgrade for <i>FASTER</i> Fleet Management Software	\$ 5,040
Total Fleet Management	\$ 6,697,340

Law Enforcement Trust Fund

Vehicle Liens	\$ 12,000
Total Law Enforcement Trust Fund	\$ 12,000

Parking

Vehicle #1925 Replacement	\$ 27,500
Vehicle #1717 Replacement	\$ 27,500
Vehicle #1102 Replacement	\$ 27,500
Total Parking	\$ 82,500

FY2019 Operating Capital Items

Solid Waste

Vehicle and Equipment Acquisitions for Asset Management	\$ 7,276,438
Container Acquisitions for Asset Management	\$ 1,000,000

Total Solid Waste \$ 8,276,438

Stormwater

Jet Trucks #2278 and #2433 Replacement	\$ 760,000
Vehicle #3079 Replacement	\$ 350,000
Small Tool Replacement	\$ 25,000
Flatbed Trucks #2270 and #2275 Replacements	\$ 171,000
Dump Trucks #1513, #2579, #2612, and #2613 Replacements	\$ 420,000
Replacement Portable Pumps	\$ 145,000
Vehicle #2280 Replacement	\$ 89,000

Total Stormwater \$ 1,960,000

Transportation

Trucks #1615, #2109, #2316, and #2320 Replacements	\$ 60,000
Markings Trailer #3703 Replacement	\$ 85,000
Small Tool Replacement	\$ 25,000
Truck #2105 Replacement	\$ 45,000
Truck #1920 Replacement	\$ 37,000
Cone Trailers Replacements	\$ 32,000
Dump Trucks Replacements	\$ 290,000
Truck Replacement	\$ 48,500
Truck for Traffic Studies Section	\$ 38,000
Computers - Hardware/Software	\$ 5,000

Total Transportation \$ 665,500

Wastewater

Machinery & Equipment for Howard F. Curren AWTP	\$ 467,000
Computers for Howard F. Curren AWTP	\$ 46,975
Equipment and Vehicles for Howard F. Curren AWTP	\$ 810,000
Equipment & Vehicles for Collection Division	\$ 1,481,000
Computers and Machinery/Equipment for Collection Division	\$ 154,400
Computers, Office Furniture, and Machinery/Equipment for Engineering	\$ 63,500

Total Wastewater \$ 3,022,875

Water

Boat #073533 Replacement	\$ 20,000
Backhoe #3025 Replacement	\$ 65,000

FY2019 Operating Capital Items

Backhoe #3026 Replacement	\$ 65,000
Golf Cart #1064 Replacement	\$ 10,000
Golf Cart	\$ 10,000
Boat Trailer #3854 Replacement	\$ 5,000
Vehicle #1691 Replacement	\$ 31,000
Truck #2417 Replacement	\$ 70,000
Vehicle #1876 Replacement	\$ 31,000
Dump Truck #2418 Replacement	\$ 90,000
Dump Truck #2444 Replacement	\$ 90,000
Trailer #3797 Replacement	\$ 10,000
Dump Truck #2453 Replacement	\$ 90,000
Trailer #3827 Replacement	\$ 10,000
Trailer #3742 Replacement	\$ 85,000
Truck #1719 Replacement	\$ 31,000
Equipment for Engineering Division	\$ 29,000
Equipment for Distribution Division	\$ 78,615
Equipment for Production Division	\$ 376,500
Drafting and Modeling Workstations (5)	\$ 20,600
Laptops (2)	\$ 4,500
Computer Hardware for Water Production	\$ 70,860
Computer Hardware/Software for Engineering Staff	\$ 86,900
Computer Hardware/Software for new positions	\$ 40,296
Total Water	\$ 1,420,271
Total Other Funds	\$ 22,524,455
Total FY2019 Operating Capital	\$ 24,306,612

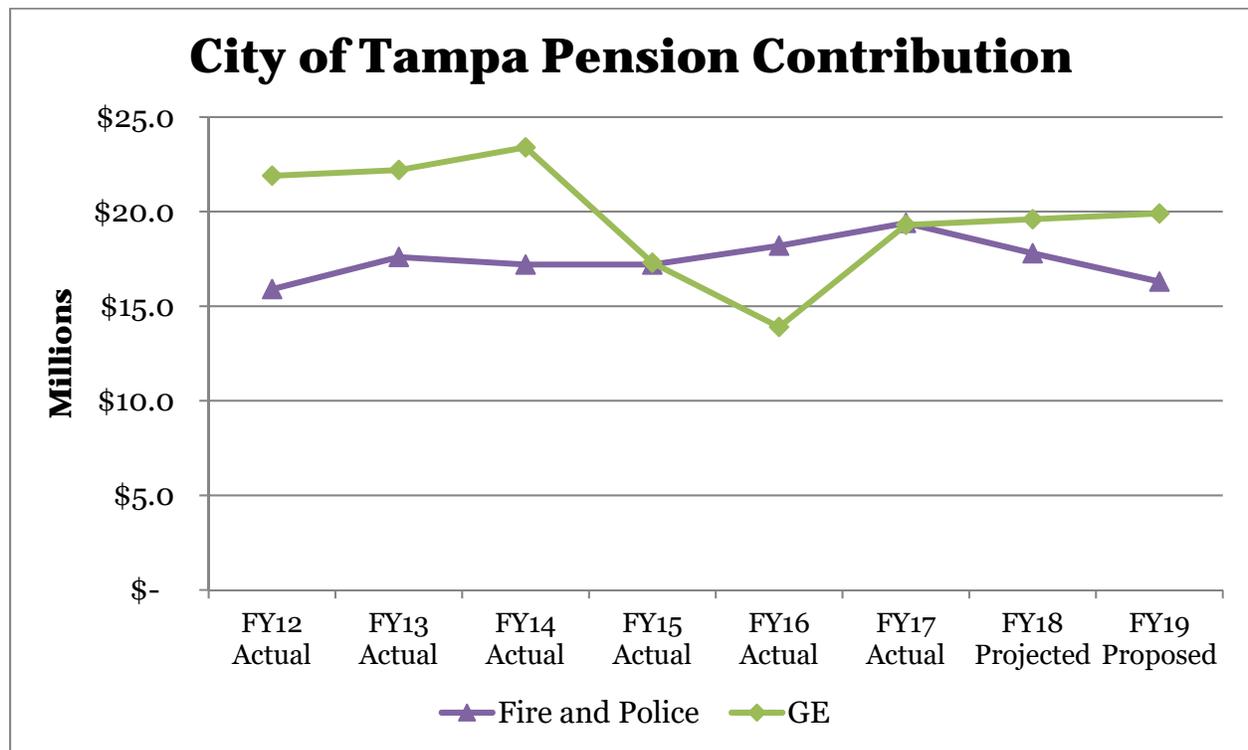
General Government Program Benefits

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 actuarial accrued liability, the Fire and Police Pension Fund is funded at 96.0% and the General Employee Pension Fund is funded at 94.1%. For FY2019, General Employees' Pension fund will increase from a FY2018 projected cost of \$19.6 million to \$19.9 million, which represents a 1.5% or \$0.3 million increase. The Fire & Police Pension fund will decrease from a FY2018 projected cost of \$17.8 million to \$16.3 million in FY2019, which represents an 8.4% or \$1.5 million decrease.



Departmental Summaries

**FINISH
STRONG**



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 education content about art work with the City’s collection.

CURRENT OPERATIONS AND INITIATIVES:

The Art Programs Division oversees the City’s cultural programs. This includes the Public Art Program, Public Art in Private Development, Lights On Tampa, and public-private partnerships. The division is also responsible for the care and maintenance of the City’s public art collection.

FY2019 initiatives include: continued interdepartmental and interagency coordination on high visibility sites; public art in private development, foundational planning for Lights On Tampa, continue to develop public-private partnerships, initiating a topical discussion series with the Public Art Committee, 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 FY2017	Projected FY2018	Estimated FY2019
Collection Inventory	703	716	722
Education/Outreach/Awards	18	25	6
Projects Completed	9	16	12
Supplemented Funds (Through Grants, Partnerships, Etc.)	\$16,900	\$8,000	\$10,000

Art Programs

Operating Budget					
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	Actual FY16	Actual FY17	Current FY18	Projected FY18	Recommended FY19
Taxes	-	-	-	-	-
Licenses & Permits	-	-	-	-	-
Intergovernmental	-	-	-	-	-
Charges for Services & Fines	-	-	-	-	-
Other	333,566	149,245	528,193	139,031	940,422
Total Revenues	\$333,566	\$149,245	\$528,193	\$139,031	\$940,422
Personnel Services	205,065	211,318	210,689	210,382	217,729
Non-Personnel	53,962	62,861	167,289	167,289	284,988
Capital	169,625	21,375	92,661	85,000	145,000
Debt Service	-	-	-	-	-
Other	-	-	311,350	311,350	550,858
Total Expenses	\$428,652	\$295,554	\$781,989	\$774,021	\$1,198,575

Capital Improvement Budget					
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Total Revenues	-	-	\$311,350	\$311,350	-
Personnel Services	-	-	-	-	-
Non-Personnel	-	-	-	-	-
Capital	-	-	311,350	311,350	-
Debt Service	-	-	-	-	-
Other	-	-	-	-	-
Total Expenses	-	-	\$311,350	\$311,350	-

Total Budget					
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Total Revenues	\$333,566	\$149,245	\$839,543	\$450,381	\$940,422
Total Expenses	\$428,652	\$295,554	\$1,093,339	\$1,085,371	\$1,198,575
Authorized Full Time Equivalents (FTE)	2.00	2.00	2.00	2.00	2.00

Analysis

Revenues:

The revenues above are earned by this General Fund department. General revenues provide the remaining funding. Other revenues increase from Current FY2018 is due to a carryover of unused balance in the Arts Fund from previous fiscal years.

Expenses:

Personnel Services increase from Current FY2018 is primarily due to CBA salary increases. Non-Personnel increase is due to an expected increase in art collection maintenance costs. Other expenses increase is due to the appropriation of reserves.

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, and Technology and Innovation, along with the Minority Business Development Division, the ADA Coordinator and Youth Development Coordinator, as well as administration of major events.

Chief of Staff

Operating Budget					
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	Actual FY16	Actual FY17	Current FY18	Projected FY18	Recommended FY19
Taxes	-	-	-	-	-
Licenses & Permits	-	-	-	-	-
Intergovernmental	-	-	-	-	-
Charges for Services & Fines	-	-	-	-	-
Other	-	-	-	-	-
Total Revenues	-	-	-	-	-
Personnel Services	299,496	331,906	432,076	418,824	428,338
Non-Personnel	4,889	5,718	31,166	19,975	17,198
Capital	-	-	-	-	-
Debt Service	-	-	-	-	-
Other	-	-	-	-	-
Total Expenses	\$304,385	\$337,624	\$463,242	\$438,799	\$445,536

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

Total Budget					
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Total Revenues	-	-	-	-	-
Total Expenses	\$304,385	\$337,624	\$463,242	\$438,799	\$445,536
Authorized Full Time Equivalents (FTE)	2.00	2.00	3.00	3.00	3.00

Analysis

Revenues:

The revenues above are earned by this General Fund department. General revenues provide the remaining funding.

Expenses:

Personnel Services decrease from Current FY2018 is primarily due to an increase in deferred retirement (DROP) participation. Non-Personnel decrease is due to an anticipated reduction in department spending.

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 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					
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	Actual FY16	Actual FY17	Current FY18	Projected FY18	Recommended FY19
Taxes	-	-	-	-	-
Licenses & Permits	-	-	-	-	-
Intergovernmental	-	-	-	-	-
Charges for Services & Fines	70,965	268,389	251,875	251,875	251,875
Other	11,241	1,503	11,450	17,450	-
Total Revenues	\$82,205	\$269,892	\$263,325	\$269,325	\$251,875
Personnel Services	4,340,098	4,623,454	4,837,596	4,836,829	5,035,780
Non-Personnel	525,436	789,500	663,238	656,626	480,696
Capital	-	-	-	-	-
Debt Service	-	-	-	-	-
Other	32,850	33,850	35,000	35,000	35,000
Total Expenses	\$4,898,383	\$5,446,805	\$5,535,834	\$5,528,455	\$5,551,476

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

Total Budget					
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Total Revenues	\$82,205	\$269,892	\$263,325	\$269,325	\$251,875
Total Expenses	\$4,898,383	\$5,446,805	\$5,535,834	\$5,528,455	\$5,551,476
Authorized Full Time Equivalents (FTE)	37.75	37.38	38.00	38.50	37.50

Analysis

Revenues:

The revenues above are earned by this General Fund department. General revenues provide the remaining funding.

Expenses:

Personnel Services increase from Current FY2018 is primarily due to CBA salary increases, despite the reduction of 0.5 FTE. Non-Personnel decrease is due to anticipated reduction of outside legal counsel services.

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, Citizen Review Board, and Charter 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:

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

Performance Measures	Actual FY2017	Projected FY2018	Estimated FY2019
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	207	224	243
Number and Turnaround for Completing Code Enforcement Action Summaries	72 2-3 Days	94 2-3 Days	94 2-3 Days
Number of Records (Boxes) Disposed	2,260	3,000	3,000
Number of Images Filmed and Scanned by Micrographics	1,858,954	1,800,000	1,800,000
Number of Historical Books Repaired	77	54	27

City Clerk

Operating Budget					
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	Actual FY16	Actual FY17	Current FY18	Projected FY18	Recommended FY19
Taxes	-	-	-	-	-
Licenses & Permits	-	-	-	-	-
Intergovernmental	-	-	-	-	-
Charges for Services & Fines	633,230	661,458	858,000	858,000	834,500
Other	1,164	(2,216)	-	-	-
Total Revenues	\$634,394	\$659,242	\$858,000	\$858,000	\$834,500
Personnel Services	1,182,612	1,165,963	1,395,241	1,348,960	1,386,402
Non-Personnel	393,743	388,255	383,118	383,118	352,943
Capital	21,617	-	2,600	2,600	-
Debt Service	-	-	2,616	2,616	-
Other	-	-	-	-	-
Total Expenses	\$1,597,972	\$1,554,217	\$1,783,575	\$1,737,294	\$1,739,345

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

Total Budget					
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Total Revenues	\$634,394	\$659,242	\$858,000	\$858,000	\$834,500
Total Expenses	\$1,597,972	\$1,554,217	\$1,783,575	\$1,737,294	\$1,739,345
Authorized Full Time Equivalents (FTE)	17.00	17.00	17.00	17.00	17.00

Analysis

Revenues:

The revenues above are earned by this General Fund department. General revenues provide the remaining funding. Charges for Services and Fines decrease from Current FY2018 is due to anticipated decrease in public records request fees.

Expenses:

Non-Personnel decrease is due to a reduction in contractual service 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 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:

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:

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

City Council

Operating Budget					
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	Actual FY16	Actual FY17	Current FY18	Projected FY18	Recommended FY19
Taxes	-	-	-	-	-
Licenses & Permits	-	-	-	-	-
Intergovernmental	-	-	-	-	-
Charges for Services & Fines	-	-	-	-	-
Other	-	-	-	-	-
Total Revenues	-	-	-	-	-
Personnel Services	1,239,460	1,280,372	1,319,660	1,318,418	1,368,579
Non-Personnel	72,104	95,016	138,665	135,624	77,174
Capital	-	-	-	-	-
Debt Service	-	-	-	-	-
Other	-	-	-	-	-
Total Expenses	\$1,311,564	\$1,375,388	\$1,458,325	\$1,454,042	\$1,445,753

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

Total Budget					
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Total Revenues	-	-	-	-	-
Total Expenses	\$1,311,564	\$1,375,388	\$1,458,325	\$1,454,042	\$1,445,753
Authorized Full Time Equivalents (FTE)	16.13	16.00	16.00	16.00	16.00

Analysis

Revenues:

The revenues above are earned by this General Fund department. General revenues provide the remaining funding.

Expenses:

Personnel Services increase from Current FY2018 is primarily due to CBA salary increases. Non-Personnel decrease is due to anticipated reduction of outside temporary staffing services.

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 established time frames, 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					
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	Actual FY16	Actual FY17	Current FY18	Projected FY18	Recommended FY19
Taxes	-	-	-	-	-
Licenses & Permits	-	-	-	-	-
Intergovernmental	-	-	-	-	-
Charges for Services & Fines	32,270	29,235	25,000	25,000	25,000
Other	-	-	-	-	-
Total Revenues	\$32,270	\$29,235	\$25,000	\$25,000	\$25,000
Personnel Services	6,792,901	7,101,769	7,334,011	7,330,360	7,854,842
Non-Personnel	(6,629,440)	501,637	831,526	785,717	531,535
Capital	(771)	112,818	109,800	109,800	-
Debt Service	-	-	-	-	-
Other	-	-	-	-	-
Total Expenses	\$162,690	\$7,716,224	\$8,275,337	\$8,225,877	\$8,386,377

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

Total Budget					
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Total Revenues	\$32,270	\$29,235	\$25,000	\$25,000	\$25,000
Total Expenses	\$162,690	\$7,716,224	\$8,275,337	\$8,225,877	\$8,386,377
Authorized Full Time Equivalents (FTE)	70.00	74.00	77.00	77.00	77.00

Analysis

Revenues:

The revenues above are earned by this General Fund department. General revenues provide the remaining funding.

Expenses:

Personnel Services increase from Current FY2018 is primarily due to CBA salary increases. Non-Personnel decrease is due to an anticipated reduction in department spending. Capital decrease from Current FY2018 is due to decreases in vehicle acquisitions.

Department Name: Convention Center

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

VISION AND MISSION:

The Tampa Convention Center strives to be a major asset for economic development, hosting regional, national, and international conventions that stimulate our local economy. Our mission is to deliver one-stop event solutions tailored to each convention’s unique needs.

GOALS AND OBJECTIVES:

- Create memorable experiences for clients and their guests so they return year after year;
- Utilize social media to promote the Center and the surrounding amenities to the fullest extent possible;
- Become known as a Convention Center with exceptional food and beverage offerings;
- Create efficiencies in all areas of operations to maximize resources; and
- Update the facility while maintaining the architectural integrity of the original design.

CURRENT OPERATIONS AND INITIATIVES:

Tampa Convention Center (TCC) continues to work closely with the Hillsborough County Board of County Commissioners, the Hillsborough County Hotel & Motel Association and Visit Tampa Bay to bring events to the Center and the Tampa Bay Area. Commission revenue streams will continue through TCC’s partner providers for communication services, audio visual, production and rigging services, event security, event utilities, food & beverage, and business services.

After 27 years of activity, the Tampa Convention Center has begun its largest renovation project in history: a \$20 million three year capital improvement plan that will result in a better customer experience, increased efficiency, and cost savings. Plans include renovation of restrooms; the rehabilitation of the elevators; revamping meeting rooms and public spaces; upgrades to the HVAC system; and lighting, mechanical and electrical upgrades. Other improvements include the addition of a new restaurant, Big Ray’s Fish Camp, next to the existing outdoor restaurant, The Sail. The entire site will be developed into a new urban space called The Sail Plaza. The new area will provide dining and flexible urban space, shaded by a new tensile fabric shade structure for outdoor events.

CITY STRATEGIC PRIORITY:

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

Performance Measures	Actual FY2017	Projected FY2018	Estimated FY2019
Consumer Shows	9	10	12
Conventions and Convention with Exhibits	38	36	30
Entertainment/Sports	16	12	17
Food Functions	26	28	13
General Meetings	53	41	22
Trade Shows	12	5	8

Convention Center

Operating Budget					
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	Actual FY16	Actual FY17	Current FY18	Projected FY18	Recommended FY19
Taxes	-	-	-	-	-
Licenses & Permits	-	-	-	-	-
Intergovernmental	-	-	-	-	-
Charges for Services & Fines	12,865,518	16,304,762	13,743,080	13,945,080	13,741,400
Other	280,902	234,604	275,000	275,000	275,000
Total Revenues	\$13,146,420	\$16,539,366	\$14,018,080	\$14,220,080	\$14,016,400
Personnel Services	4,100,080	4,331,534	4,621,964	4,574,230	4,387,577
Non-Personnel	6,594,422	6,860,063	7,048,415	7,048,415	7,114,889
Capital	-	4,542	14,616	14,616	-
Debt Service	-	-	-	-	-
Other	21,700	37,200	45,000	45,000	45,000
Total Expenses	\$10,716,202	\$11,233,339	\$11,729,995	\$11,682,261	\$11,547,466

Capital Improvement Budget					
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Total Revenues	\$2,327,879	\$21,590,772	\$1,895,090	\$2,129,060	-
Personnel Services	-	-	-	-	-
Non-Personnel	-	53,847	-	-	-
Capital	2,194,842	2,630,973	19,210,270	19,663,346	-
Debt Service	-	-	-	-	-
Other	-	-	-	-	-
Total Expenses	\$2,194,842	\$2,684,820	\$19,210,270	\$19,663,346	-

Total Budget					
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Total Revenues	\$15,474,299	\$38,130,138	\$15,913,170	\$16,349,140	\$14,016,400
Total Expenses	\$12,911,044	\$13,918,159	\$30,940,265	\$31,345,607	\$11,547,466
Authorized Full Time Equivalents (FTE)	54.00	52.00	53.00	52.00	51.00

Analysis

Revenues:

The revenues above are earned by this General Fund department. General revenues provide the remaining funding.

Expenses:

Personnel Services decrease from Current FY2018 is primarily due to the reduction of two FTEs. Non-Personnel increase is due to an increase in repairs and maintenance 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 FY2017	Projected FY2018	Estimated FY2019
Number of Programs Managed	9	9	9
Number of Facade Grants Awarded	12	11	12
Number of Qualified Target Industry Projects Approved	7	7	7

Economic and Urban Development

Operating Budget					
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	Actual FY16	Actual FY17	Current FY18	Projected FY18	Recommended FY19
Taxes	-	-	-	-	-
Licenses & Permits	-	-	-	-	-
Intergovernmental	205,468	4,905	-	-	-
Charges for Services & Fines	-	-	-	-	-
Other	903,100	900,925	1,228,775	1,228,775	1,049,575
Total Revenues	\$1,108,568	\$905,830	\$1,228,775	\$1,228,775	\$1,049,575
Personnel Services	1,126,930	1,221,770	1,176,084	1,176,084	1,226,555
Non-Personnel	818,651	704,318	775,261	702,160	525,412
Capital	-	-	-	-	-
Debt Service	-	-	-	-	-
Other	-	-	538,000	538,000	538,000
Total Expenses	\$1,945,581	\$1,926,088	\$2,489,345	\$2,416,244	\$2,289,967

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

Total Budget					
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Total Revenues	\$1,108,568	\$905,830	\$1,228,775	\$1,228,775	\$1,049,575
Total Expenses	\$1,945,581	\$1,926,088	\$2,489,345	\$2,416,244	\$2,289,967
Authorized Full Time Equivalents (FTE)	10.00	10.00	10.00	10.00	10.00

Analysis

Revenues:

The revenues above are earned by this General Fund department. Other revenues decrease from Current FY2018 due to a reduction of anticipated revenue in the Qualified Target Industries (QTI) program.

Expenses:

Non-Personnel decrease from Current FY2018 is primarily due to a corresponding reduction of Qualified Target Industry (QTI) expenditures.

Community Redevelopment Agency

Operating Budget					
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	Actual FY16	Actual FY17	Current FY18	Projected FY18	Recommended FY19
Taxes	17,946,422	18,033,425	28,785,293	28,784,905	34,718,027
Licenses & Permits	-	-	-	-	-
Intergovernmental	-	416,430	-	33,570	-
Charges for Services & Fines	-	-	-	-	-
Other	133,692	296,941	5,947,700	6,233,260	6,575,800
Total Revenues	\$18,080,114	\$18,746,796	\$34,732,993	\$35,051,735	\$41,293,827
Personnel Services	1,675	-	9,267	-	-
Non-Personnel	1,967,326	2,703,874	5,410,802	4,405,600	3,298,326
Capital	480,004	2,187,853	46,298,071	27,446,872	25,710,904
Debt Service	-	-	-	-	-
Other	4,655,238	1,643,180	13,556,033	11,592,373	12,284,497
Total Expenses	\$7,104,242	\$6,534,907	\$65,274,173	\$43,444,845	\$41,293,727

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

Total Budget					
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Total Revenues	\$18,080,114	\$18,746,796	\$34,732,993	\$35,051,735	\$41,293,827
Total Expenses	\$7,104,242	\$6,534,907	\$65,274,173	\$43,444,845	\$41,293,727
Authorized Full Time Equivalents (FTE)	-	-	-	-	-

Analysis

Revenues:

Taxes reflect a revenue increase from Current FY2018 due to an increase in the property values for all nine CRAs. Intergovernmental revenues decrease from Projected FY2018 due to a Florida Department of Transportation grant expended in FY2018.

Expenses:

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

FINISH STRONG



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 92% 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 service 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, increase productivity, and reduce overtime;
- Continue to implement energy saving measures such as lighting upgrades and energy management systems; and
- Improve and implement time management measures and procedural changes to reduce overtime.

CITY STRATEGIC PRIORITY:

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

Performance Measures	Actual FY2017	Projected FY2018	Estimated FY2019
Facilities Maintained (Square Feet)	7.2 Million	7.2 Million	7.5 Million
Number of Work Orders Completed	20,618	17,806	19,643
Percentage of Work Orders Completed	92.6%	85.0%	92.0%

Facility Management

Operating Budget					
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	Actual FY16	Actual FY17	Current FY18	Projected FY18	Recommended FY19
Taxes	-	-	-	-	-
Licenses & Permits	-	-	-	-	-
Intergovernmental	-	-	-	-	-
Charges for Services & Fines	450,478	-	-	-	-
Other	1,020	1,400	-	1,019	-
Total Revenues	\$451,497	\$1,400	-	\$1,019	-
Personnel Services	4,453,439	4,527,941	5,405,207	4,986,943	5,369,646
Non-Personnel	7,473,217	8,132,126	8,396,139	8,368,581	8,575,294
Capital	79,682	-	-	-	-
Debt Service	-	-	-	-	-
Other	-	-	-	-	-
Total Expenses	\$12,006,338	\$12,660,067	\$13,801,346	\$13,355,524	\$13,944,940

Capital Improvement Budget					
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Total Revenues	\$17,059,179	\$1,960,656	\$2,045,000	\$992,253	-
Personnel Services	-	-	-	-	-
Non-Personnel	161,232	941	-	-	-
Capital	4,973,760	10,536,606	28,937,489	28,911,087	1,400,000
Debt Service	379,722	-	-	-	-
Other	228,021	-	-	-	-
Total Expenses	\$5,742,735	\$10,537,547	\$28,937,489	\$28,911,087	\$1,400,000

Total Budget					
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Total Revenues	\$17,510,677	\$1,962,056	\$2,045,000	\$993,272	-
Total Expenses	\$17,749,073	\$23,197,614	\$42,738,835	\$42,266,611	\$15,344,940
Authorized Full Time Equivalents (FTE)	76.38	63.38	65.63	62.50	62.50

Analysis

Revenues:

The revenues above are earned by this General Fund department. General revenues provide the remaining funding.

Expenses:

Personnel Services decrease from Current FY2018 is primarily due to CBA salary increases offset by the reduction of three FTEs. Non-Personnel increase is due to anticipated increases in contractual services and repair and maintenance costs.

Logistics and Asset Management

Operating Budget					
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	Actual FY16	Actual FY17	Current FY18	Projected FY18	Recommended FY19
Taxes	-	-	-	-	-
Licenses & Permits	-	-	-	-	-
Intergovernmental	-	-	-	-	-
Charges for Services & Fines	-	-	-	-	-
Other	-	-	-	-	-
Total Revenues	-	-	-	-	-
Personnel Services	-	228,963	241,406	239,145	260,614
Non-Personnel	-	3,139	27,432	7,100	27,404
Capital	-	-	-	-	-
Debt Service	-	-	-	-	-
Other	-	-	-	-	-
Total Expenses	-	\$232,102	\$268,838	\$246,245	\$288,018

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

Total Budget					
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Total Revenues	-	-	-	-	-
Total Expenses	-	\$232,102	\$268,838	\$246,245	\$288,018
Authorized Full Time Equivalents (FTE)	-	2.00	2.00	2.00	2.00

Analysis

Revenues:

The revenues above are earned by this General Fund department. General revenues provide the remaining funding.

Expenses:

Personnel Services increase from Current FY2018 is primarily due to CBA salary increases.

FINISH STRONG



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 analysis 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 analysis; 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:

- Tampa Fire Rescue personnel are assigned to 23 fire stations throughout the City, which includes the Airport Rescue Firefighting Station at Tampa International Airport and EMS support at MacDill Air Force Base;
- Enhancement of firefighting and EMS training programs;
- Expansion of awareness and education opportunities for community outreach;
- Expanding cooperation with other governmental agencies to improve response and recovery effectiveness;
- Providing contractual EMS support to MacDill Air Force Base; and
- Awaiting completion of 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:

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

Performance Measures	Actual FY2017	Projected FY2018	Estimated FY2019
Total TFR Alarms	87,604	89,476	92,160
Fire Alarms	9,817	9,872	10,168
Medical Alarms	77,787	79,603	81,991
Medical Transports	26,588	27,119	27,932
Fire Loss	\$4.2 Million	\$4.5 Million	\$4.8 Million
Response Time: Fire/EMS (8 Min. 30 Sec. or Less for 1 st Unit)	90%	90%	90%

Tampa Fire Rescue

Operating Budget					
	Actual FY16	Actual FY17	Current FY18	Projected FY18	Recommended FY19
Taxes	-	-	-	-	-
Licenses & Permits	-	-	-	-	-
Intergovernmental	3,570,045	3,355,933	5,707,143	5,934,666	5,150,410
Charges for Services & Fines	13,363,647	13,686,586	16,645,795	16,761,659	16,340,998
Other	1,126,089	73,078	3,197,335	2,696,418	25,800
Total Revenues	\$18,059,781	\$17,115,597	\$25,550,273	\$25,392,743	\$21,517,208
Personnel Services	72,814,033	76,803,573	81,082,506	79,804,700	81,677,330
Non-Personnel	6,921,190	7,673,237	8,050,283	8,661,423	8,345,764
Capital	1,340,461	752,261	3,884,492	3,680,196	230,000
Debt Service	53,403	-	-	-	-
Other	-	-	1,584,364	5,665	-
Total Expenses	\$81,129,087	\$85,229,071	\$94,601,645	\$92,151,984	\$90,253,094

Capital Improvement Budget					
Total Revenues	\$7,849,830	\$1,220,046	\$4,758,223	\$3,913,800	\$2,175,000
Personnel Services	-	-	-	-	-
Non-Personnel	33,826	319	-	-	-
Capital	361,985	1,463,193	10,338,660	7,781,459	1,675,000
Debt Service	12,794	-	-	-	-
Other	-	1,000,000	1,250,000	-	1,175,000
Total Expenses	\$408,605	\$2,463,512	\$11,588,660	\$7,781,459	\$2,850,000

Total Budget					
Total Revenues	\$25,909,611	\$18,335,644	\$30,308,496	\$29,306,543	\$23,692,208
Total Expenses	\$81,537,692	\$87,692,583	\$106,190,304	\$99,933,443	\$93,103,094
Authorized Full Time Equivalents (FTE)	696.00	696.00	744.00	747.00	747.00

Analysis

Revenues:

The revenues above are earned by this General Fund department. General revenues provide the remaining funding. Other revenues decrease from Current FY2018 primarily due to non-recurring appropriations.

Expenses:

Personnel Services increase from Current FY2018 due to CBA salary increases and the addition of three FTEs. Operating Capital decrease due to one-time costs in FY2018. Capital Improvement budget is for vehicles and completion 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 Automotive Service Excellence (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.

- Fuel site tank monitoring and connectivity upgrades;
- Sustainability initiatives: Currently testing use of Micro Green extended life fuel filters, Diesel Force Comprehensive Diesel Maintenance System for reduction in waste and carbon footprint; and
- Enhance customer service through production of department user guide, online P.M. appointments, automated vehicle repair information, new state-of-the-art customer feedback portal.

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 FY2017	Projected FY2018	Estimated FY2019
Gallons of Fuel Purchased	1,104,001	1,009,577	1,056,789
% of Time Fuel is Available	100%	100%	100%
% Preventive Maintenance Current	96%	98%	98%
% Vehicle Availability	90%	92%	93%

Fleet Maintenance

Operating Budget					
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	Actual FY16	Actual FY17	Current FY18	Projected FY18	Recommended FY19
Taxes	-	-	-	-	-
Licenses & Permits	-	-	-	-	-
Intergovernmental	140,069	122,108	160,000	130,000	130,000
Charges for Services & Fines	-	-	-	-	-
Other	14,971,535	15,200,369	15,886,471	16,018,000	17,803,800
Total Revenues	\$15,111,604	\$15,322,476	\$16,046,471	\$16,148,000	\$17,933,800
Personnel Services	4,521,758	4,541,114	5,081,540	4,861,040	5,225,670
Non-Personnel	10,437,104	9,954,991	10,542,236	11,126,967	10,905,286
Capital	389,519	68,581	80,100	80,100	1,022,340
Debt Service	-	-	-	-	-
Other	225,400	1,847	216,498	-	780,504
Total Expenses	\$15,573,781	\$14,566,534	\$15,920,374	\$16,068,107	\$17,933,800

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

Total Budget					
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Total Revenues	\$15,111,604	\$15,322,476	\$16,046,471	\$16,148,000	\$17,933,800
Total Expenses	\$15,573,781	\$14,566,534	\$15,920,374	\$16,068,107	\$17,933,800
Authorized Full Time Equivalents (FTE)	61.05	62.00	62.00	62.00	62.00

Analysis

Revenues:

Revenues for this department are earned through services provided to other departments. The increase in Other Revenues from Current FY2018 is due to increased funding for General Fund vehicles.

Expenses:

The increase in Capital expenses from Current FY2018 is due to the increased funding for General Fund vehicles.

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 player development programs;
- Maintain or expand marketing initiatives;
- Expand the event business; and
- Launch a new loyalty program called “REWARD 365” where all golfers are rewarded for making food or merchandise purchases.

CITY STRATEGIC PRIORITY:

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

Performance Measures	Actual FY2017	Projected FY2018	Estimated FY2019
Rounds Played	94,706	94,000	94,940
Special Events Hosted	42	36	41

Golf Courses

Operating Budget					
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	Actual FY16	Actual FY17	Current FY18	Projected FY18	Recommended FY19
Taxes	-	-	-	-	-
Licenses & Permits	-	-	-	-	-
Intergovernmental	-	-	-	-	-
Charges for Services & Fines	2,759,637	2,897,899	2,554,012	2,554,012	2,788,188
Other	927,069	1,024,967	1,338,516	1,326,796	2,035,079
Total Revenues	\$3,686,707	\$3,922,866	\$3,892,528	\$3,880,808	\$4,823,267
Personnel Services	-	-	685,092	685,092	-
Non-Personnel	4,928,911	3,838,068	3,157,436	3,157,436	3,955,267
Capital	-	-	50,000	50,000	75,000
Debt Service	-	-	-	-	-
Other	-	-	-	-	793,000
Total Expenses	\$4,928,911	\$3,838,068	\$3,892,528	\$3,892,528	\$4,823,267

Capital Improvement Budget					
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Total Revenues	\$603,161	\$488,557	\$288,365	\$288,365	\$1,155,700
Personnel Services	-	-	-	-	-
Non-Personnel	-	-	-	-	-
Capital	544,664	277,272	493,093	288,365	362,700
Debt Service	-	-	-	-	-
Other	-	-	-	-	793,000
Total Expenses	\$544,664	\$277,272	\$493,093	\$288,365	\$1,155,700

Total Budget					
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Total Revenues	\$4,289,868	\$4,411,423	\$4,180,893	\$4,169,173	\$5,978,967
Total Expenses	\$5,473,575	\$4,115,340	\$4,385,621	\$4,180,893	\$5,978,967
Authorized Full Time Equivalents (FTE)	-	-	-	-	-

Analysis

Revenues:

The City contracts with the Tampa Sports Authority (TSA) for the management and operation 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:

Personnel Services budget in FY2018 is budgeted in non-personnel in FY2019.

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 an optimal time-frame;
- 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 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
- Keeping our Streets Safe
- Strengthen our Neighborhoods
- Effective & Efficient Government

Performance Measures	Actual FY2017	Projected FY2018	Estimated FY2019
Position Transactions	607	475	428
Applications Received	28,805	22,716	20,444
Jobs Posted	231	262	236
External Hires	316	250	225

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 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 balance 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:

- | | |
|--|--|
| <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 FY2017	Projected FY2018	Estimated FY2019
Total Health Insurance Claims	\$51,524,930	\$52,000,000	\$56,000,000
Number of Wellness Center Visits	20,430	20,500	20,600
Number of Wellness Class Participants	1,180	1,600	1,800
Flexible Spending Account Participants	752	968	980
Total Reported General Liabilities Claims	686	704	707
Workers’ Compensation Claims Reported	757	740	725

Human Resources

Operating Budget					
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	Actual FY16	Actual FY17	Current FY18	Projected FY18	Recommended FY19
Taxes	-	-	-	-	-
Licenses & Permits	-	-	-	-	-
Intergovernmental	-	-	-	-	-
Charges for Services & Fines	43,685	43,685	43,685	43,685	81,444
Other	81,534,637	81,174,752	91,857,672	86,105,605	88,309,415
Total Revenues	\$81,578,322	\$81,218,437	\$91,901,357	\$86,149,290	\$88,390,859
Personnel Services	4,287,598	4,695,899	5,007,161	5,027,054	5,369,477
Non-Personnel	71,821,458	77,055,395	88,422,581	83,293,503	84,662,634
Capital	-	19,384	203,414	203,414	110,000
Debt Service	-	-	6,750	6,750	7,990
Other	1,911,616	1,969,329	1,969,045	1,969,045	1,720,768
Total Expenses	\$78,020,672	\$83,740,007	\$95,608,951	\$90,499,766	\$91,870,869

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

Total Budget					
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Total Revenues	\$81,578,322	\$81,218,437	\$91,901,357	\$86,149,290	\$88,390,859
Total Expenses	\$78,020,672	\$83,740,007	\$95,608,951	\$90,499,766	\$91,870,869

Authorized Full Time Equivalents (FTE)	59.25	59.25	58.60	58.95	58.95
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Analysis

Revenues:

This department is funded from the General and Self Insurance Funds. Revenues are generated by services billed to City departments, employees, and retirees. General revenues provide the remaining funding.

Expenses:

Personnel Services increase from Current FY2018 is primarily due to CBA salary increases. Non-Personnel and Capital decreases are due to one-time costs in FY2018.

FINISH STRONG



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 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 and 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					
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	Actual FY16	Actual FY17	Current FY18	Projected FY18	Recommended FY19
Taxes	-	-	-	-	-
Licenses & Permits	-	-	-	-	-
Intergovernmental	-	-	-	-	-
Charges for Services & Fines	-	-	-	-	-
Other	-	-	-	-	-
Total Revenues	-	-	-	-	-
Personnel Services	108,201	111,300	123,415	117,020	126,568
Non-Personnel	248,768	249,705	253,128	253,128	253,578
Capital	-	-	-	-	-
Debt Service	-	-	-	-	-
Other	-	-	-	-	-
Total Expenses	\$356,969	\$361,004	\$376,543	\$370,148	\$380,146

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

Total Budget					
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Total Revenues	-	-	-	-	-
Total Expenses	\$356,969	\$361,004	\$376,543	\$370,148	\$380,146
Authorized Full Time Equivalents (FTE)	1.00	1.00	1.00	1.00	1.00

Analysis

Revenues:

The revenues above are earned by this General Fund department. General revenues provide the remaining funding.

Expenses:

Personnel Services increase from Current FY2018 is primarily due to CBA salary increases.

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 times 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. The department will continue to refine and update the City’s audit program in order to effectively deploy available audit resources to best benefit the City.

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 FY2017	Projected FY2018	Estimated FY2019
Audits Completed	19	19	15
Special Audit Request	2	0	1
Post Audit Reviews	18	18	18
Fraud Hotline Reports	3	3	3
Average Chargeable Time per Auditor (Hours)	1,487	1,400	1,400
Direct Time to Available Time per Auditor	87%	80%	80%
Planned Audits In-Progress	10	8	8

Internal Audit

Operating Budget					
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	Actual FY16	Actual FY17	Current FY18	Projected FY18	Recommended FY19
Taxes	-	-	-	-	-
Licenses & Permits	-	-	-	-	-
Intergovernmental	-	-	-	-	-
Charges for Services & Fines	-	-	-	-	-
Other	-	-	-	-	-
Total Revenues	-	-	-	-	-
Personnel Services	615,860	633,686	718,100	718,100	664,634
Non-Personnel	24,351	28,952	33,767	33,767	115,075
Capital	2,357	2,166	2,400	2,400	1,200
Debt Service	-	-	-	-	-
Other	-	-	-	-	-
Total Expenses	\$642,568	\$664,804	\$754,267	\$754,267	\$780,909

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

Total Budget					
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Total Revenues	-	-	-	-	-
Total Expenses	\$642,568	\$664,804	\$754,267	\$754,267	\$780,909
Authorized Full Time Equivalents (FTE)	6.00	6.00	6.00	6.00	5.00

Analysis

Revenues:

The revenues above are earned by this General Fund department. General revenues provide the remaining funding.

Expenses:

Personnel Services decrease from Current FY2018 is primarily due to the reduction of one FTE. Non-Personnel increase is due to an increase in contractual service spending.

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
- Tampa Hillsborough Expressway Authority

Mayor

Operating Budget					
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	Actual FY16	Actual FY17	Current FY18	Projected FY18	Recommended FY19
Taxes	-	-	-	-	-
Licenses & Permits	-	-	-	-	-
Intergovernmental	-	-	-	-	-
Charges for Services & Fines	-	-	-	-	-
Other	-	-	-	-	-
Total Revenues	-	-	-	-	-
Personnel Services	532,966	560,990	585,011	574,220	558,505
Non-Personnel	28,812	22,023	41,860	32,623	22,380
Capital	-	-	-	-	-
Debt Service	-	-	-	-	-
Other	-	-	-	-	-
Total Expenses	\$561,779	\$583,013	\$626,871	\$606,843	\$580,885

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

Total Budget					
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Total Revenues	-	-	-	-	-
Total Expenses	\$561,779	\$583,013	\$626,871	\$606,843	\$580,885
Authorized Full Time Equivalents (FTE)	5.00	5.00	5.00	5.00	5.00

Analysis

Revenues:

The revenues above are earned by this General Fund department. General revenues provide the remaining funding.

Expenses:

Personnel Services decrease from Current FY2018 is primarily due to a budgeted vacant position. Non-Personnel decrease is due to anticipated reduction in department spending.

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 FY2017	Projected FY2018	Estimated FY2019
Number of Current SLBE/WMBE Certifications	1,093	1,100	1,000
Conduct/Facilitate Workshops and Outreach Initiatives	122	130	125
Monitor Contracts and Perform Compliance Desk Audits	5,822	6,000	5,500
Produce and Publish Required DMI Statistical Reports	535	550	525
Sheltered Market/Goal-Set/Good Faith Efforts Compliance Plan (GFCEP)/RFP Project Evaluations	345	350	325
Number of Firms Dual Certified SLBE/WMBE	340	350	325

Minority Business Development

Operating Budget					
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	Actual FY16	Actual FY17	Current FY18	Projected FY18	Recommended FY19
Taxes	-	-	-	-	-
Licenses & Permits	-	-	-	-	-
Intergovernmental	-	-	-	-	-
Charges for Services & Fines	-	-	-	-	-
Other	-	-	-	-	-
Total Revenues	-	-	-	-	-
Personnel Services	488,193	456,243	558,167	501,742	582,019
Non-Personnel	49,786	90,066	98,595	96,931	57,802
Capital	-	-	-	-	-
Debt Service	-	-	-	-	-
Other	-	-	-	-	-
Total Expenses	\$537,979	\$546,309	\$656,762	\$598,673	\$639,821

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

Total Budget					
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Total Revenues	-	-	-	-	-
Total Expenses	\$537,979	\$546,309	\$656,762	\$598,673	\$639,821
Authorized Full Time Equivalents (FTE)	5.75	5.75	6.00	6.00	6.00

Analysis

Revenues:

The revenues above are earned by this General Fund department. General revenues provide the remaining funding.

Expenses:

Personnel Services increase from Current FY2018 is primarily due to CBA salary increases. Non-Personnel decrease is due to a decrease in contractual service spending.

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:

- 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 last Mayor’s Neighborhood University under this administration to assist 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;
- Collect business taxes as authorized by Florida State Law, monitor rental certificate registry program, and 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 ninth MNU session was scheduled for completion in May of 2018 with MNU class 10 scheduled to begin in August of 2018;
- Inception of Environmental Enforcement Unit working in conjunction with Tampa Police Department to arrest violators of illegal dumping; and
- Community Partnerships & Neighborhood Engagement continue to engage and work with existing association leaders in areas of creating effective by-laws.

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 checked="" type="checkbox"/> Effective & Efficient Government |

Performance Measures	Actual FY2017	Projected FY2018	Estimated FY2019
Business Tax Revenue	\$10 Million	\$10 Million	\$10 Million
Code Violations Complaint Response Time	20 Days	13 Days	13 Days
Average Number of Days Code Cases Are Open	56 Days	34 Days	34 Days
Code Violations Voluntary Compliance Rate	73%	70%	70%
Mayor’s Neighborhood University Graduating Class	2	2	0

Neighborhood Empowerment

Operating Budget					
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	Actual FY16	Actual FY17	Current FY18	Projected FY18	Recommended FY19
Taxes	(1,166)	(5,250)	(4,500)	(811)	-
Licenses & Permits	-	-	-	-	-
Intergovernmental	-	-	-	-	-
Charges for Services & Fines	483,641	466,752	547,200	564,700	508,500
Other	306,928	305,725	492,214	480,778	306,597
Total Revenues	\$789,402	\$767,227	\$1,034,914	\$1,044,667	\$815,097
Personnel Services	6,849,984	7,111,255	7,685,876	7,590,762	7,756,414
Non-Personnel	1,610,017	1,765,903	1,813,168	1,803,344	1,849,830
Capital	345,276	-	291,929	117,107	9,951
Debt Service	206,551	141,014	32,883	32,883	-
Other	-	-	-	-	-
Total Expenses	\$9,011,829	\$9,018,172	\$9,823,856	\$9,544,096	\$9,616,195

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

Total Budget					
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Total Revenues	\$789,402	\$767,227	\$1,034,914	\$1,044,667	\$815,097
Total Expenses	\$9,011,829	\$9,018,172	\$9,823,856	\$9,544,096	\$9,616,195
Authorized Full Time Equivalents (FTE)	100.00	100.00	100.00	100.00	99.00

Analysis

Revenues:

The revenues above are earned by this General Fund department. General revenues provide the remaining funding. Revenues in FY2019 decrease due to declining fines and fees. In FY2019 refunds are budgeted in Non Departmental.

Expenses:

Personnel Services increase from Current FY2018 is primarily due to CBA salary increases offset by a reduction of one FTE. Capital decrease is due to one-time expenditures in FY2018.

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 FY2019 general fund programs included in this department are:

NON-DEPARTMENTAL DETAIL

GENERAL FUND

Tax Increment Financing Transfers	21,839,836	Cultural Asset Commission	58,500
Intersection Safety Program	2,308,000	Film Commission	58,500
Non-Department Fees and Assessments	2,163,121	League of Cities	51,000
Tampa Sports Authority	1,584,000	Museum of Science and Industry	46,080
Convention Center Hotel Lease	1,577,500	Ybor City Museum	46,080
Hotel Tourism	1,372,000	Tampa Bay WaVE	45,000
City Elections	1,025,000	Citywide Bus Passes	30,000
Banking Services	690,000	Boys and Girls Club	25,344
Property Insurance	666,876	Glazer Children's Museum	23,328
Tampa Museum of Art	656,100	Mendez Drug Prevention Program	22,499
David A. Straz, Jr. Center for the Performing Arts	572,075	Actuary Services	20,000
Florida Aquarium	437,400	U.S. Conference of Mayors Membership	20,000
Lowry Park Zoo	291,600	Humane Society	11,520
TECO Line Streetcar	200,000	Ybor Chamber of Commerce	11,520
Florida Orchestra	178,200	Tampa Black Heritage Festival	9,216
Homeless Coalition	150,000	NAACP Empowerment Center	7,200
Audit Services	122,500	Tampa Museum of Photographic Arts	6,912
Tampa Theatre	90,610	Sister Cities	5,120
CDC of Tampa, Inc.-100 Youth Leadership Program	85,248	Master Chorale	4,608
Hillsborough County Small Business	84,150	Spanish Lyric Theater	4,608
Tampa Bay History Center	64,800	Tampa Bay Regional Planning Council	2,000
Plant Museum	62,302		

TOTAL NON-DEPARTMENT BUDGET **\$ 36,730,353**

Non-Departmental

Operating Budget					
	Actual FY16	Actual FY17	Current FY18	Projected FY18	Recommended FY19
Taxes	213,366,976	225,081,003	250,547,596	254,756,562	271,713,914
Licenses & Permits	34,150,610	35,506,648	37,723,828	37,213,828	37,521,551
Intergovernmental	73,010,265	72,325,444	76,396,446	75,568,434	78,047,259
Charges for Services & Fines	5,231,933	5,787,499	5,305,000	5,615,000	5,305,000
Other	39,311,220	41,053,878	30,463,554	27,609,843	31,821,802
Total Revenues	\$365,071,004	\$379,754,473	\$400,436,424	\$400,763,667	\$424,409,526
Personnel Services	-	129	1,508,285	-	2,000,000
Non-Personnel	(8,096,830)	(14,300,983)	(13,208,628)	(13,607,128)	(9,981,291)
Capital	-	1,140	50,000	50,000	200,000
Debt Service	2,239	3,572	5,000	5,000	6,805,000
Other	82,249,797	86,128,447	84,250,725	81,944,191	89,205,832
Total Expenses	\$74,155,206	\$71,832,305	\$72,605,382	\$68,392,063	\$88,229,541

Capital Improvement Budget					
Total Revenues	\$40,845,559	\$20,594,668	\$11,347,041	\$10,542,350	\$17,469,091
Personnel Services	-	-	-	-	-
Non-Personnel	80,021	1,192,991	81,517	66,321	622,863
Capital	299,343	369,450	977,842	1,047,842	312,000
Debt Service	16,995,802	-	-	-	-
Other	10,498,726	11,857,637	11,050,524	10,477,250	12,581,358
Total Expenses	\$27,873,892	\$13,420,079	\$12,109,883	\$11,591,413	\$13,516,221

Total Budget					
Total Revenues	\$405,916,563	\$400,349,141	\$411,783,465	\$411,306,017	\$441,878,617
Total Expenses	\$102,029,098	\$85,252,384	\$84,715,265	\$79,983,476	\$101,745,762

Authorized Full Time					
Equivalents (FTE)	-	-	-	-	-

Analysis

Revenues:

Tax revenue increase is primarily due to property taxable value growing by 10.7% which represents a \$19.3 million increase in property tax revenue compared to Current FY2018.

Expenses:

Non-Personnel expense is negative due to cost allocation treated as a contra-expense in the General Fund.

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 protection program;
- Continue to brand the Parking Division visually through improved signs and graphics;
- Continue to expand the 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 park rates among all on-street 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;
- Upgrade all on-street parker meters; and
- Expand pre-paid parking.

CITY STRATEGIC PRIORITY:

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

Performance Measures	Actual FY2017	Projected FY2018	Estimated FY2019
Consumer Online Parking Transactions	65,040	66,000	67,000
On-Street Pay Station Revenue	\$1.9 Million	\$1.88 Million	\$2.0 Million
Off-Street Visitor Revenue	\$6.1 Million	\$5.7 Million	\$5.8 Million
Off-Street Permit Revenue	\$5.3 Million	\$5.3 Million	\$5.4 Million

Parking

Operating Budget					
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	Actual FY16	Actual FY17	Current FY18	Projected FY18	Recommended FY19
Taxes	-	-	-	-	-
Licenses & Permits	-	-	-	-	-
Intergovernmental	-	-	-	-	-
Charges for Services & Fines	17,254,687	17,373,307	16,710,000	17,924,616	17,344,440
Other	544,810	567,012	3,962,356	551,707	3,743,870
Total Revenues	\$17,799,496	\$17,940,318	\$20,672,356	\$18,476,323	\$21,088,310
Personnel Services	3,884,815	4,581,594	4,419,954	4,379,860	4,854,545
Non-Personnel	8,811,314	9,111,554	9,506,472	9,451,144	9,640,227
Capital	-	16,445	55,000	52,300	82,500
Debt Service	-	-	-	-	-
Other	4,674,896	4,462,245	6,690,930	4,987,426	6,511,038
Total Expenses	\$17,371,025	\$18,171,838	\$20,672,356	\$18,870,730	\$21,088,310

Capital Improvement Budget					
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Total Revenues	\$1,150,827	\$1,056,767	\$1,472,809	\$1,352,893	\$1,300,000
Personnel Services	-	-	-	-	-
Non-Personnel	25,407	13,541	-	-	-
Capital	1,554,679	483,206	2,883,850	2,883,850	1,300,000
Debt Service	-	-	-	-	-
Other	-	-	0	-	-
Total Expenses	\$1,580,086	\$496,747	\$2,883,850	\$2,883,850	\$1,300,000

Total Budget					
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Total Revenues	\$18,950,323	\$18,997,085	\$22,145,165	\$19,829,216	\$22,388,310
Total Expenses	\$18,951,111	\$18,668,585	\$23,556,206	\$21,754,580	\$22,388,310
Authorized Full Time Equivalents (FTE)	83.75	84.50	81.25	84.25	72.00

Analysis

Revenues:

Charges for Services and Fines increased from Current FY2018 due to an increase in parking volume. Other revenues include anticipated proceeds from the sale of the Jackson Street lot as the closing on the property was delayed from FY2018 to FY2019.

Expenses:

Personnel Services increase from Current FY2018 is primarily due to CBA salary increases and offset by the reduction of nine FTEs. Capital increase is due to anticipated increases in vehicle replacement funding.

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 management, developing a strategic asset management plan, and preparing for emergencies; and
- 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 2019, the department will have several projects and programs highlighting the commitment to improving the quality of life in Tampa including the Julian B. Lane Riverfront Park, Autism Friendly Tampa, and the Stay and Play program. The newly renovated Julian B. Lane Riverfront Park opened in the Spring of 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 fifth 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 FY2017	Projected FY2018	Estimated FY2019
Special Event Days	412	500	520
Picnic Shelter Reservations	5,034	5,200	5,400
Tree Plantings	1,196	1,400	1,500
Recreation Cards Issued	19,960	20,959	21,200
Aquatic Class Participants	5,080	5,232	5,400
Aquatic Facility Visits	148,281	152,000	153,500
Art Participants	3,398	3,568	3,700
Afterschool Participants	3,686	4,251	4,400
Youth and Adult Sports League Participants	13,521	15,500	16,250
Camp Participants	5,758	6,372	6,500

Parks and Recreation

Operating Budget					
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	Actual FY16	Actual FY17	Current FY18	Projected FY18	Recommended FY19
Taxes	-	-	-	-	-
Licenses & Permits	89,422	138,030	-	-	-
Intergovernmental	14,289	16,369	10,000	13,000	10,000
Charges for Services & Fines	3,317,118	3,740,560	4,179,825	4,486,425	4,586,825
Other	723,462	787,294	1,577,971	399,300	2,112,403
Total Revenues	\$4,144,290	\$4,682,253	\$5,767,796	\$4,898,725	\$6,709,228
Personnel Services	24,560,648	26,744,244	29,766,066	29,766,066	30,257,456
Non-Personnel	11,469,700	11,898,208	13,688,320	14,568,371	15,333,182
Capital	249,407	246,709	329,330	302,597	629,200
Debt Service	-	-	-	-	-
Other	711,000	-	-	-	917,886
Total Expenses	\$36,990,756	\$38,889,161	\$43,783,716	\$44,637,034	\$47,137,724

Capital Improvement Budget					
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Total Revenues	\$20,924,183	\$2,734,660	\$6,880,000	\$2,607,863	\$1,100,000
Personnel Services	-	-	-	-	-
Non-Personnel	1,064,871	679	1	1	-
Capital	15,325,562	25,136,566	23,785,628	23,784,624	1,520,000
Debt Service	27,228	-	-	-	-
Other	-	42,500	-	-	-
Total Expenses	\$16,417,662	\$25,179,745	\$23,785,629	\$23,784,625	\$1,520,000

Total Budget					
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Total Revenues	\$25,068,473	\$7,416,913	\$12,647,796	\$7,506,588	\$7,809,228
Total Expenses	\$53,408,417	\$64,068,905	\$67,569,345	\$68,421,659	\$48,657,724
Authorized Full Time Equivalents (FTE)	412.42	426.23	446.20	440.48	442.48

Analysis

Revenues:

The revenues above are earned by this General Fund department. General revenues provide the remaining funding. Charges for Services and Fines increase from Current FY2018 is due to additional program offerings and special events.

Expenses:

Personnel Services increase from Current FY2018 is primarily due to CBA salary increases. Non-Personnel increase is due to an increase in utility and communication expense spending for new and expanded services and facilities.

Department Name: Planning and Development

DEPARTMENT WEBSITE: <http://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, regulatory codes, policies and programs 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:

- Focus on education, outreach, and planning initiatives;
- Coordinating the City’s review and response for comprehensive plan amendments, and dissemination of changes to local and state planning-related law to applicable internal agencies;
- Utilize available federal and state funding to provide housing rehabilitation services as well as provide safe and affordable rental and single family homes;
- 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;
- 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 City’s Energy Efficiency and Conservation Plan, resiliency adaptation and emissions reduction. Architectural Review and Historic Preservation administers historic design guidelines in 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 and is now embarking on a major affordable housing project with a for profit builder that will become the model program for others to follow. Community Affairs investigates/conciliates complaints involving accessibility and discrimination issues within the City of Tampa. 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 legacy development projects.

CITY STRATEGIC PRIORITY:

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

Performance Measures	Actual FY2017	Projected FY2018	Estimated FY2019
Residential Permits	15,238	16,646	17,120
Commercial Permits	5,266	5,752	5,916
Construction Inspections	101,630	97,733	109,227
Zoning Related Applications	1,306	1,274	1,405
Right of Way Related Applications	105	130	143
Subdivision Applications	38	50	55

Planning and Development

Operating Budget					
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	Actual FY16	Actual FY17	Current FY18	Projected FY18	Recommended FY19
Taxes	-	-	-	-	-
Licenses & Permits	762,566	907,687	1,003,700	1,135,700	1,013,897
Intergovernmental	221,318	29,723	94,750	7,500	-
Charges for Services & Fines	705,575	734,225	774,700	699,600	782,450
Other	982,803	932,369	831,269	858,329	1,035,510
Total Revenues	\$2,672,262	\$2,604,005	\$2,704,419	\$2,701,129	\$2,831,857
Personnel Services	5,445,229	6,110,126	6,558,310	6,439,891	7,095,286
Non-Personnel	464,279	430,034	999,381	607,106	491,896
Capital	20,039	7,355	-	-	-
Debt Service	-	-	-	-	-
Other	-	-	-	-	10,658
Total Expenses	\$5,929,548	\$6,547,515	\$7,557,691	\$7,046,997	\$7,597,840

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

Total Budget					
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Total Revenues	\$2,672,262	\$2,604,005	\$2,704,419	\$2,701,129	\$2,831,857
Total Expenses	\$5,929,548	\$6,547,515	\$7,557,691	\$7,046,997	\$7,597,840
Authorized Full Time Equivalents (FTE)	69.00	78.00	75.75	75.75	79.75

Analysis

Revenues:

The revenues above are earned by this General Fund department. General revenues provide the remaining funding. Intergovernmental revenues decrease from FY2018 due to a one-time federal grant appropriation.

Expenses:

Personnel Services increase from Current FY2018 is due to CBA salary increases and the increase of four FTEs. Non-Personnel expenses decrease from Current FY2018 primarily due to expenses pertaining to one-time federal and state grants.

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. FY2019 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 FY2019 is \$473,000.

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 estimated allocation for Housing and Community Development Activities for FY2019 is \$3,159,459.

FY2019 Community Development Block Grant (CDBG) Budget

Administration	\$631,891
Public Service Projects	\$473,000
Program Delivery	\$425,000
Economic Development	\$100,000
Housing Counseling	\$300,000
Housing Projects	<u>\$1,229,568</u>
Total	<u>\$3,159,459</u>

Community Development Block Grant

Operating Budget					
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	Actual FY16	Actual FY17	Current FY18	Projected FY18	Recommended FY19
Taxes	-	-	-	-	-
Licenses & Permits	-	-	-	-	-
Intergovernmental	2,640,681	2,129,950	3,051,322	2,798,447	3,159,459
Charges for Services & Fines	(0)	-	-	-	-
Other	(5,293)	(7,821)	-	-	-
Total Revenues	\$2,635,388	\$2,122,129	\$3,051,322	\$2,798,447	\$3,159,459
Personnel Services	316,165	530,216	980,123	559,689	631,891
Non-Personnel	1,771,509	998,875	4,950,812	1,817,363	2,527,568
Capital	-	2,500	19,530	-	-
Debt Service	-	-	-	-	-
Other	423,142	425,220	468,970	421,395	-
Total Expenses	\$2,510,816	\$1,956,811	\$6,419,435	\$2,798,447	\$3,159,459

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

Total Budget					
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Total Revenues	\$2,635,388	\$2,122,129	\$3,051,322	\$2,798,447	\$3,159,459
Total Expenses	\$2,510,816	\$1,956,811	\$6,419,435	\$2,798,447	\$3,159,459

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

Revenues:

This program is funded by a federal grant. Federal grant requirements enable spending over multiple years. In FY2019, the U.S. Dept. of Housing and Urban Development (HUD) is awarding the City \$3.16 million, a 13% increase over the FY2018 award.

Expenses:

Current FY2018 expenses reflect both the FY2018 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 FY2019 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 FY2019 ESG funding allocations.

Total Funding FY2019

\$251,923

Performance Measures	Actual FY2017	Projected FY2018	Estimated FY2019
Emergency Shelter (Clients Served)	1,350	1,300	1,350
Rapid Re-Housing (Clients Served)	132	150	150

Emergency Solutions Grant

Operating Budget					
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	Actual FY16	Actual FY17	Current FY18	Projected FY18	Recommended FY19
Taxes	-	-	-	-	-
Licenses & Permits	-	-	-	-	-
Intergovernmental	246,056	260,467	247,019	247,019	251,923
Charges for Services & Fines	-	-	-	-	-
Other	-	-	-	-	-
Total Revenues	\$246,056	\$260,467	\$247,019	\$247,019	\$251,923
Personnel Services	10,588	12,465	13,486	12,350	12,596
Non-Personnel	235,468	248,002	325,400	234,669	239,327
Capital	-	-	-	-	-
Debt Service	-	-	-	-	-
Other	-	-	-	-	-
Total Expenses	\$246,056	\$260,467	\$338,886	\$247,019	\$251,923

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

Total Budget					
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Total Revenues	\$246,056	\$260,467	\$247,019	\$247,019	\$251,923
Total Expenses	\$246,056	\$260,467	\$338,886	\$247,019	\$251,923
Authorized Full Time Equivalents (FTE)	-	-	-	-	-

Analysis

Revenues:

This program is funded by a federal grant. Federal grant requirements enable spending over multiple years. In FY2019, the U.S. Dept. of Housing and Urban Development (HUD) is awarding the City \$251,923, a 2.0% increase over the FY2018 award.

Expenses:

Current FY2018 reflects both the FY2018 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 rehab, 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 Consolidated Planning Process, the City will complete the reviews of funding proposals to be received this summer for FY2019 HOME funding allocations.

Total Funding FY2019

\$1,695,248

Performance Measures	Actual FY2017	Projected FY2018	Estimated FY2019
Down-Payment Assistance (Households)	15	5	30
Housing Rehabilitation (Households)	5	5	0
New Construction – Multi-Family (Units)	0	0	250
Infill New Construction – Single Family (Units)	5	5	20
Community Housing Development Org. (CHDO) (Units)	6	6	7
Tenant Based Rental Assistance (Households)	40	40	40

HOME Investment Partnerships

Operating Budget					
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	Actual FY16	Actual FY17	Current FY18	Projected FY18	Recommended FY19
Taxes	-	-	-	-	-
Licenses & Permits	-	-	-	-	-
Intergovernmental	561,424	2,284,498	1,716,597	1,167,411	1,695,248
Charges for Services & Fines	-	-	-	-	-
Other	10,019	13,626	36,459	-	-
Total Revenues	\$571,444	\$2,298,123	\$1,753,056	\$1,167,411	\$1,695,248
Personnel Services	111,887	116,726	175,063	116,741	169,524
Non-Personnel	736,387	2,126,367	4,108,545	1,050,670	1,525,724
Capital	-	-	-	-	-
Debt Service	-	-	-	-	-
Other	-	22,961	(1,172)	-	-
Total Expenses	\$848,274	\$2,266,054	\$4,282,436	\$1,167,411	\$1,695,248

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

Total Budget					
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Total Revenues	\$571,444	\$2,298,123	\$1,753,056	\$1,167,411	\$1,695,248
Total Expenses	\$848,274	\$2,266,054	\$4,282,436	\$1,167,411	\$1,695,248

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

Revenues:

This program is funded by a federal grant. Federal grant requirements enable spending over multiple years. In FY2019, the U.S. Dept. of Housing and Urban Development (HUD) is awarding the City \$1.70 million, a 45% increase over the FY2018 award.

Expenses:

Current FY2018 reflects both the FY2018 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 FY2019 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 Consolidated Planning Process, the City will complete the reviews of funding proposals to be received this summer for FY2019 HOPWA funding allocations.

Total Funding FY2019

\$3,864,852

Performance Measures	Actual FY2017	Projected FY2018	Estimated FY2019
Facility-Based Housing (Clients)	34	34	30
Short-Term Rent, Mortgage and Utility Assistance	50	50	50
Tenant-Based Rental Assistance (Clients)	340	340	305
Supportive Services (Clients)	350	350	350
Transitional Housing (Clients)	24	24	20

Housing Opportunities for Persons with AIDS

Operating Budget					
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	Actual FY16	Actual FY17	Current FY18	Projected FY18	Recommended FY19
Taxes	-	-	-	-	-
Licenses & Permits	-	-	-	-	-
Intergovernmental	3,490,989	3,823,341	3,855,626	3,855,626	3,864,852
Charges for Services & Fines	-	-	-	-	-
Other	-	-	-	-	-
Total Revenues	\$3,490,989	\$3,823,341	\$3,855,626	\$3,855,626	\$3,864,852
Personnel Services	66,765	53,569	115,668	115,668	115,945
Non-Personnel	3,173,563	3,528,531	4,472,544	3,739,958	3,748,907
Capital	-	-	-	-	-
Debt Service	-	-	-	-	-
Other	-	-	-	-	-
Total Expenses	\$3,240,328	\$3,582,100	\$4,588,212	\$3,855,626	\$3,864,852

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

Total Budget					
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Total Revenues	\$3,490,989	\$3,823,341	\$3,855,626	\$3,855,626	\$3,864,852
Total Expenses	\$3,240,328	\$3,582,100	\$4,588,212	\$3,855,626	\$3,864,852

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

Revenues:

This program is funded by a federal grant. Federal grant requirements enable spending over multiple years. In FY2019, the U.S. Dept. of Housing and Urban Development (HUD) awarded the City \$3.86 million, which is the same amount awarded for FY2018.

Expenses:

Current FY2018 reflects both the FY2018 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 \$1.5 million in SHIP funding in FY2018.

The City will receive a total allocation of \$439,968 for FY2019. These funds along with unexpended funds and 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 FY2019

\$439,968

Performance Measures	Actual FY2017	Projected FY2018	Estimated FY2019
Rehabilitation – Owner Occupied (Units)	47	30	50
Down-Payment Assistance (Households)	20	20	40
Multi-Family Rehabilitation (Units)	0	0	50

State Housing Initiatives Partnership

Operating Budget					
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	Actual FY16	Actual FY17	Current FY18	Projected FY18	Recommended FY19
Taxes	-	-	-	-	-
Licenses & Permits	-	-	-	-	-
Intergovernmental	1,931,276	3,837,623	3,084,997	1,556,613	439,968
Charges for Services & Fines	-	-	-	-	-
Other	15,307	38,059	21,828	-	-
Total Revenues	\$1,946,583	\$3,875,682	\$3,106,825	\$1,556,613	\$439,968
Personnel Services	207,797	219,687	361,248	361,248	43,996
Non-Personnel	1,670,420	972,635	5,882,565	5,882,565	395,972
Capital	-	-	-	-	-
Debt Service	-	-	-	-	-
Other	-	-	-	-	-
Total Expenses	\$1,878,217	\$1,192,322	\$6,243,813	\$6,243,813	\$439,968

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

Total Budget					
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Total Revenues	\$1,946,583	\$3,875,682	\$3,106,825	\$1,556,613	\$439,968
Total Expenses	\$1,878,217	\$1,192,322	\$6,243,813	\$6,243,813	\$439,968

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

Revenues:

The Florida Housing Finance Corporation state grant funds this program. State grant requirements enable spending over multiple years. In FY2019, the Florida Housing Finance Corporation awarded the City \$439,968, a 71.8% decrease from the FY2018 award.

Expenses:

Current FY2018 reflects both the FY2018 entitlement amount and the remaining grant fund balances, which rolled over from prior year allocations.

Construction Services Division

Operating Budget					
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	Actual FY16	Actual FY17	Current FY18	Projected FY18	Recommended FY19
Taxes	-	-	-	-	-
Licenses & Permits	10,076,237	9,947,953	8,900,400	10,459,616	10,373,226
Intergovernmental	-	-	-	-	-
Charges for Services & Fines	96,482	146,157	65,000	131,754	120,000
Other	76,749	106,006	3,201,321	104,336	5,181,715
Total Revenues	\$10,249,469	\$10,200,116	\$12,166,721	\$10,695,706	\$15,674,941
Personnel Services	5,238,536	6,149,950	6,588,063	6,571,115	6,866,035
Non-Personnel	4,094,115	4,132,489	4,793,800	4,076,284	3,856,565
Capital	174,273	148,482	17,146	17,146	54,000
Debt Service	-	-	-	-	-
Other	221,076	243,066	872,947	392,064	4,898,341
Total Expenses	\$9,727,999	\$10,673,987	\$12,271,956	\$11,056,609	\$15,674,941

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

Total Budget					
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Total Revenues	\$10,249,469	\$10,200,116	\$12,166,721	\$10,695,706	\$15,674,941
Total Expenses	\$9,727,999	\$10,673,987	\$12,271,956	\$11,056,609	\$15,674,941
Authorized Full Time Equivalents (FTE)	59.00	67.00	67.00	67.00	67.00

Analysis

Revenues:

Licenses and Permits revenues increase from Current FY2018 due to an increase in the fee schedule. Other revenues increase due to the carryover of unused fund balance from previous fiscal years.

Expenses:

Personnel Services expenses increase from Current FY2018 is primarily due to CBA salary increases. Other expenses increase is due to the appropriation of reserves to the budget. Non-Personnel expenses decrease is due to lower maintenance costs.

FINISH STRONG



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 live, work, and 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 29%. Moving forward, the Bureau will explore the use of new technology while leveraging intelligence and analytics to expedite investigations involving firearms.

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 FY2017	Projected FY2018	Estimated FY2019
Police Service Calls*	557,691	518,691	479,691
Response Times – Priority 1 (Minutes)	4:38	4:38	4:38
Response Times – Priority 2 (Minutes)	7:25	7:25	7:25
Crime Prevention – Events/Programs	888	963	963
Community Partnerships (Neighborhood Watch Programs)	232	267	267
Total Part One Arrests	2,937	2,526	2,173
All Arrests, All Offenses	23,133	19,895	17,110
Victims Reported (Total Part One Offenses)	8,664	8,058	7,494

*Calls for service do not count admin calls such as meal breaks etc.

Tampa Police Department

Operating Budget

	Actual FY16	Actual FY17	Current FY18	Projected FY18	Recommended FY19
Taxes	-	-	-	-	-
Licenses & Permits	-	-	-	-	-
Intergovernmental	9,551,085	9,454,720	10,333,427	12,938,627	6,690,477
Charges for Services & Fines	11,744,640	11,675,749	10,510,256	12,188,918	10,688,525
Other	4,923,467	1,341,745	3,756,111	1,075,104	4,039,740
Total Revenues	\$26,219,192	\$22,472,214	\$24,599,794	\$26,202,649	\$21,418,742
Personnel Services	135,632,975	142,352,454	143,399,664	148,610,198	145,679,328
Non-Personnel	14,030,333	14,670,132	17,685,686	16,409,656	14,282,180
Capital	6,958,513	2,501,765	4,594,950	3,876,839	723,806
Debt Service	201,604	215,851	304,822	304,822	401,359
Other	839,638	674,165	4,193,444	383,318	2,395,235
Total Expenses	\$157,663,063	\$160,414,366	\$170,178,565	\$169,584,833	\$163,481,908

Capital Improvement Budget

Total Revenues	\$97,264	\$4,720,500	\$10,407,846	\$9,900,000	\$9,000,000
Personnel Services	-	-	-	-	-
Non-Personnel	-	-	-	-	-
Capital	1,814,824	4,214,325	5,457,846	5,457,846	4,500,000
Debt Service	-	-	-	-	-
Other	129,661	4,720,500	4,969,224	-	4,500,000
Total Expenses	\$1,944,485	\$8,934,825	\$10,427,070	\$5,457,846	\$9,000,000

Total Budget

Total Revenues	\$26,316,456	\$27,192,714	\$35,007,640	\$36,102,649	\$30,418,742
Total Expenses	\$159,607,549	\$169,349,191	\$180,605,636	\$175,042,679	\$172,481,908
Authorized Full Time Equivalents (FTE)	1,240.13	1,241.13	1,241.13	1,241.50	1,236.50

Analysis

Revenues:

The revenues above are earned by this General Fund department. General revenues provide the remaining funding. Intergovernmental revenues decrease from Current FY2018 primarily due to various law enforcement grants received in FY2018.

Expenses:

Personnel Services increase from Current FY2018 due to CBA salary increases. Operating Capital decrease from Current FY2018 is due to non-recurring budget increases in FY2018. Capital Improvement of \$4.5 million 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 Digital Media Production, 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					
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	Actual FY16	Actual FY17	Current FY18	Projected FY18	Recommended FY19
Taxes	-	-	-	-	-
Licenses & Permits	-	-	-	-	-
Intergovernmental	-	-	-	-	-
Charges for Services & Fines	415	206	400	400	-
Other	-	-	-	-	-
Total Revenues	\$415	\$206	\$400	\$400	-
Personnel Services	1,266,518	1,208,467	1,443,230	1,273,265	1,257,113
Non-Personnel	230,894	218,572	244,612	209,461	244,169
Capital	51,388	66,549	134,000	134,000	-
Debt Service	-	-	-	-	-
Other	-	-	-	-	-
Total Expenses	\$1,548,800	\$1,493,588	\$1,821,842	\$1,616,726	\$1,501,282

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

Total Budget					
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Total Revenues	\$415	\$206	\$400	\$400	-
Total Expenses	\$1,548,800	\$1,493,588	\$1,821,842	\$1,616,726	\$1,501,282
Authorized Full Time Equivalents (FTE)	14.00	14.00	15.00	15.00	12.00

Analysis

Revenues:

The revenues above are earned by this General Fund department. General revenues provide the remaining funding.

Expenses:

Personnel Services decrease from Current FY2018 is primarily due to a decrease in personnel costs from the reduction of three FTEs.

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					
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	Actual FY16	Actual FY17	Current FY18	Projected FY18	Recommended FY19
Taxes	-	-	-	-	-
Licenses & Permits	-	-	-	-	-
Intergovernmental	-	-	-	-	-
Charges for Services & Fines	335,000	-	-	-	-
Other	-	-	-	-	-
Total Revenues	\$335,000	-	-	-	-
Personnel Services	296,860	314,309	327,765	326,765	343,618
Non-Personnel	5,486	9,535	17,610	15,176	17,566
Capital	-	1,764	-	-	-
Debt Service	-	-	-	-	-
Other	-	-	-	-	-
Total Expenses	\$302,346	\$325,608	\$345,375	\$341,941	\$361,184

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

Total Budget					
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Total Revenues	\$335,000	-	-	-	-
Total Expenses	\$302,346	\$325,608	\$345,375	\$341,941	\$361,184
Authorized Full Time Equivalents (FTE)	2.00	2.00	2.00	2.00	2.00

Analysis

Revenues:

The revenues above are earned by this General Fund department. General revenues provide the remaining funding.

Expenses:

Personnel Services increase from Current FY2018 is primarily due to CBA salary increases. Non-Personnel increase is due to an anticipated increase in department spending.

Department Name: Purchasing

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

VISION AND MISSION:

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 service for all City of Tampa departmental personnel and projects; utilizing best practices while incorporating Woman/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:

- Implementing bar coding to improve functionality of new Oracle Inventory System and investigating implementing the Sourcing module;
- Expanding the WEX Emergency Fuel Card Program citywide as new card requests are received for use during catastrophic events; and
- Developing a new JOC program for construction projects, a new comprehensive Purchasing and Procedures Manual, replacing the citywide Ebix Insurance tracking system, implementing a citywide Managed Print Service Copier solution, and installing bar coding at City Inventory locations.

CITY STRATEGIC PRIORITY:

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

Performance Measures	Actual FY2017	Projected FY2018	Estimated FY2019
Total Dollar Purchased (\$000)	\$323,052	\$339,205	\$356,165
Dollars for Small Local Business Enterprises (SLBE) (\$000)	\$19,733	\$20,720	\$21,756
Number of Bids Processed	198	236	271
Numbers of Resolutions Processed	231	274	315
Number of Purchasing Office Transmittals Processed	152	170	196
Public Records Requests	131	160	184
City Council Agenda Items	225	260	300
Dollars of Inventory (\$000)	\$4,910	\$4,900	\$4,900

Purchasing

Operating Budget					
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	Actual FY16	Actual FY17	Current FY18	Projected FY18	Recommended FY19
Taxes	-	-	-	-	-
Licenses & Permits	-	-	-	-	-
Intergovernmental	-	-	-	-	-
Charges for Services & Fines	-	-	-	-	-
Other	90	24	-	-	-
Total Revenues	\$90	\$24	-	-	-
Personnel Services	1,790,540	1,879,077	2,478,347	2,569,170	2,668,512
Non-Personnel	37,612	39,141	65,829	65,829	53,496
Capital	-	-	19,781	19,781	40,000
Debt Service	-	-	-	-	-
Other	-	-	-	-	-
Total Expenses	\$1,828,151	\$1,918,218	\$2,563,957	\$2,654,780	\$2,762,008

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

Total Budget					
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Total Revenues	\$90	\$24	-	-	-
Total Expenses	\$1,828,151	\$1,918,218	\$2,563,957	\$2,654,780	\$2,762,008
Authorized Full Time Equivalents (FTE)	18.00	18.00	29.00	29.00	29.00

Analysis

Revenues:

The revenues above are earned by this General Fund department. General revenues provide the remaining funding.

Expenses:

Personnel Services increase from Current FY2018 is primarily due to CBA salary increases. Capital increase is due to the installation of an inventory management system.

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 credit worthiness;
- 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 paperless as possible, while 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 FY2017	Projected FY2018	Estimated FY2019
GFOA Financial Reporting Award	32 Years	33 Years	34 Years
GFOA Budget Presentation Award	33 Years	34 Years	35 Years
Implied GO Bond Rating (S&P AAA, Fitch-AA+, Moody’s-Aa1)	Yes	Yes	Yes
CAFR Finalized by March 31 off the Subsequent Year	Yes	Yes	Yes
Number of Audit Findings and Comments	0	0	0

Revenue and Finance

Operating Budget					
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	Actual FY16	Actual FY17	Current FY18	Projected FY18	Recommended FY19
Taxes	-	-	-	-	-
Licenses & Permits	-	-	-	-	-
Intergovernmental	-	-	-	-	-
Charges for Services & Fines	-	-	-	-	-
Other	478,165	619,195	435,882	325,142	377,427
Total Revenues	\$478,165	\$619,195	\$435,882	\$325,142	\$377,427
Personnel Services	7,573,041	7,928,015	8,462,356	8,281,717	8,522,789
Non-Personnel	332,948	500,421	428,926	428,926	421,989
Capital	10,796	26,769	7,045	7,045	-
Debt Service	88,341	58,893	-	-	-
Other	-	-	-	-	-
Total Expenses	\$8,005,126	\$8,514,098	\$8,898,327	\$8,717,688	\$8,944,778

Capital Improvement Budget					
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Total Revenues	\$222,717	\$62,008	-	-	-
Personnel Services	-	-	-	-	-
Non-Personnel	-	-	-	-	-
Capital	-	-	-	-	-
Debt Service	-	-	-	-	-
Other	-	-	-	-	-
Total Expenses	-	-	-	-	-

Total Budget					
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Total Revenues	\$700,883	\$681,203	\$435,882	\$325,142	\$377,427
Total Expenses	\$8,005,126	\$8,514,098	\$8,898,327	\$8,717,688	\$8,944,778
Authorized Full Time Equivalents (FTE)	91.00	90.50	91.50	92.50	88.50

Analysis

Revenues:

The revenues above are earned by this General Fund department. General revenues provide the remaining funding. Other revenues decrease from Current FY2018 is due to an anticipated decrease in conduit debt transactions.

Expenses:

Personnel Services increase from Current FY2018 is primarily due to CBA salary increases and is offset by the reduction of three FTEs.

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 sage and 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:

- Integrate a route optimization program with the new utility management system to enhance the application of resources required to provide optimal solid waste service deliveries to customers;
- Complete Solid Waste Code Revisions, last updated in 1989, to accurately reflect our current collection methods, regulations, and guidelines to improve service quality and fiscal accountability;
- Enhance department outreach by implementing customer-centric portals to communicate real-time status of service delivery;
- Expedite McKay Bay customer service with additional machinery and equipment and reduce expenses required to transport refuse and other recoverable materials from the McKay Bay Transfer Station; and
- Improve the City’s contingency response plan for natural disasters through the procurement of a new emergency management debris collection contract with current market rates.

CURRENT OPERATIONS AND INITIATIVES:

- Enhance customer service by implementing the new citywide Utility Management System (Cayenta) into the department’s operation and administrative processes;
- Advance our commitment to reducing our carbon footprint by incorporating the use of 12 additional collection vehicles powered by compressed natural gas (CNG);
- Finalize the installation of a permanent time-fill compressed natural gas station at the Department of Solid Waste compound;
- Utilize the department’s neighborhood S.W.E.E.P initiative to reduce neighborhood blight by removing nearly 3,000 tons of bulk waste from Tampa’s neighborhoods;
- Reduce industry related accidents, injuries, and incidents by integrating the use of digital vehicle information recorders (DVIR) to enhance driver safety and conduct skills based driver training;
- Executed citywide contingency plans to remove more than 175,000 cubic yards of Hurricane Irma related storm debris; and
- Improved same-day customer service delivery by reducing the average annual employee vacancy rate by 15%.

CITY STRATEGIC PRIORITY:

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

Performance Measures	Actual FY2017	Projected FY2018	Estimated FY2019
Solid Waste Enhanced Environmental Program (SWEEP) Tonnage	2,933	3,025	3,100
Tons of Waste Incinerated at McKay Bay	304,620	305,500	307,000
Number of Vehicles Powered by Alternative Fuels	56	69	88
Same Day and On Time Collection – Residential	99.6%	99.6%	99.6%
Same Day and On Time Collection – Commercial	92%	93%	95%
Residential Curbside Recycling Participation Rate	85%	86%	87%
Brownfield Designations since the Program’s Inception	39	41	44

Solid Waste

Operating Budget					
	Actual FY16	Actual FY17	Current FY18	Projected FY18	Recommended FY19
Taxes	-	-	-	-	-
Licenses & Permits	777,961	746,980	795,900	739,274	742,900
Intergovernmental	-	175,184	175,200	-	-
Charges for Services & Fines	97,096,120	97,266,383	99,628,300	100,093,480	100,593,900
Other	14,692,375	14,852,084	17,512,705	14,960,428	14,879,425
Total Revenues	\$112,566,455	\$113,040,631	\$118,112,105	\$115,793,182	\$116,216,225
Personnel Services	15,670,712	17,192,432	16,929,063	16,539,461	17,788,622
Non-Personnel	46,148,486	44,746,536	49,187,822	48,386,989	53,233,666
Capital	7,352,324	7,301,625	4,885,331	4,873,000	8,276,438
Debt Service	13,360,325	13,333,325	13,370,075	13,310,075	13,284,325
Other	16,103,481	36,975,925	33,855,025	33,305,025	23,748,174
Total Expenses	\$98,635,326	\$119,549,843	\$118,227,316	\$116,414,550	\$116,331,225

Capital Improvement Budget					
Total Revenues	\$2,030,924	\$15,179,910	\$18,919,400	\$19,078,649	\$3,003,500
Personnel Services	-	-	48,893	48,893	-
Non-Personnel	5,486	16,636	1,230,226	1,230,226	196,789
Capital	128,837	266,488	36,688,915	36,688,916	2,806,711
Debt Service	-	-	-	-	-
Other	-	-	11,776	-	-
Total Expenses	\$134,323	\$283,124	\$37,979,809	\$37,968,035	\$3,003,500

Total Budget					
Total Revenues	\$114,597,379	\$128,220,541	\$137,031,505	\$134,871,831	\$119,219,725
Total Expenses	\$98,769,649	\$119,832,968	\$156,207,125	\$154,382,585	\$119,334,725
Authorized Full Time Equivalents (FTE)	213.75	213.00	208.00	210.25	213.50

Analysis

Revenues:

Charges for Services and Fines increase from Current FY2018 due to increase in the number of Solid Waste customers.

Expenses:

Personnel Services increase from Current FY2018 is due to CBA salary increases and addition of 5.5 FTEs. Non-Personnel increase is due to increased disposal costs. Other expenses decrease is due to a decrease in capital improvement projects.

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
- Keeping our Streets Safe
- Strengthen our Neighborhoods
- Effective & Efficient Government

Performance Measures	Actual FY2017	Projected FY2018	Estimated FY2019
Requests	38,169	41,028	43,900
Priority 1 Incidents	69	36	36
Priority 2 Incidents	74	75	76
Repair Work Orders	11,084	11,418	11,500

Technology and Innovation

Operating Budget					
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	Actual FY16	Actual FY17	Current FY18	Projected FY18	Recommended FY19
Taxes	-	-	-	-	-
Licenses & Permits	-	-	-	-	-
Intergovernmental	-	-	-	-	-
Charges for Services & Fines	-	-	-	-	-
Other	977	71,881	70,675	2,710	-
Total Revenues	\$977	\$71,881	\$70,675	\$2,710	-
Personnel Services	12,644,390	13,116,847	14,125,231	14,088,619	14,223,924
Non-Personnel	5,116,067	6,445,945	7,166,466	7,095,090	7,980,155
Capital	483,067	77,938	337,675	337,675	160,000
Debt Service	-	-	-	-	-
Other	-	-	-	-	-
Total Expenses	\$18,243,524	\$19,640,730	\$21,629,372	\$21,521,384	\$22,364,079

Capital Improvement Budget					
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Total Revenues	\$80,000	-	\$1,062,337	\$1,062,337	-
Personnel Services	-	-	290	290	-
Non-Personnel	1,054,553	110,079	(6,064)	(6,795)	-
Capital	1,758,343	3,937,413	2,666,662	3,816,776	1,457,870
Debt Service	-	-	-	-	-
Other	-	-	18,374	-	-
Total Expenses	\$2,812,896	\$4,047,493	\$2,679,262	\$3,810,271	\$1,457,870

Total Budget					
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Total Revenues	\$80,977	\$71,881	\$1,133,012	\$1,065,047	-
Total Expenses	\$21,056,420	\$23,688,223	\$24,308,634	\$25,331,655	\$23,821,949
Authorized Full Time Equivalents (FTE)	122.25	121.75	123.75	123.75	120.75

Analysis

Revenues:

The revenues above are earned by this General Fund department. General revenues provide the remaining funding.

Expenses:

Personnel Services increase from Current FY2018 is due to CBA salary increases. Non-Personnel increase from Current FY2018 is due to hardware and software purchases. Capital Improvement budget is for a public safety communications systems project.

Department Name: Transportation and Stormwater Services

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

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 smart mobility 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 Americans with Disabilities Act (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; including Green Infrastructure;
- 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 FY2017	Projected FY2018	Estimated FY2019
Capital Improvement Projects (Transportation)	73	65	67
Inspect and Clean Ditches (Miles)	21	30	30
Special Event Maintenance of Traffic Plans	450	475	500
Traffic Studies (Speed, Crash, Signs, and Marking)	735	900	900
Traffic Signs Replaced	11,111	9,272	9,272
Traffic Signals (Preventive Maintenance Work Orders)	535	538	540
Capital Improvement Projects (Stormwater)	26	24	23
Stormwater Pipe Inspection and Cleaning (Miles)	104	164	164
Street Sweeping (Frequency in Days)	46	52	45

Transportation

Operating Budget					
	Actual FY16	Actual FY17	Current FY18	Projected FY18	Recommended FY19
Taxes	10,723,126	11,022,125	10,700,000	10,900,000	10,900,000
Licenses & Permits	1,845,651	1,702,649	1,685,500	2,181,690	1,685,500
Intergovernmental	8,702,418	10,419,327	9,869,402	9,685,399	9,559,315
Charges for Services & Fines	503,002	452,191	377,000	415,000	312,000
Other	6,080,448	11,746,272	16,319,671	12,359,200	5,455,392
Total Revenues	\$27,854,646	\$35,342,563	\$38,951,573	\$35,541,289	\$27,912,207
Personnel Services	10,584,441	11,432,625	12,192,685	12,098,802	12,847,635
Non-Personnel	9,401,168	10,410,038	11,433,819	11,302,029	11,596,507
Capital	130,387	2,403,097	(414,884)	908,104	665,500
Debt Service	-	-	-	-	-
Other	12,264,571	12,054,408	14,537,389	10,967,521	2,802,565
Total Expenses	\$32,380,568	\$36,300,168	\$37,749,009	\$35,276,456	\$27,912,207

Capital Improvement Budget					
Total Revenues	\$53,492,991	\$15,865,599	\$17,985,996	\$15,794,362	\$14,765,540
Personnel Services	-	-	-	-	-
Non-Personnel	704,109	1,448,965	961,268	961,268	800,184
Capital	13,383,181	15,924,939	53,195,314	51,390,836	10,048,486
Debt Service	515,928	-	-	-	-
Other	8,905,070	635,693	2,070,165	125,713	3,916,870
Total Expenses	\$23,508,288	\$18,009,597	\$56,226,748	\$52,477,817	\$14,765,540

Total Budget					
Total Revenues	\$81,347,637	\$51,208,163	\$56,937,569	\$51,335,651	\$42,677,747
Total Expenses	\$55,888,855	\$54,309,765	\$93,975,757	\$87,754,273	\$42,677,747
Authorized Full Time Equivalents (FTE)	142.00	135.00	137.00	137.00	138.00

Analysis

Revenues:

Taxes increase from Current FY2018 due to an estimated increase in Fuel Tax Revenue. Other revenues decrease from Current FY2018 primarily due to a decrease in transfers to the capital construction funds.

Expenses:

Personnel Services increase from Current FY2018 is due to CBA salary increases and the addition of one FTE. Operating Capital in Current FY2018 is negative due to the reimbursement of funds for the Downtown Train Horn Quiet Zone Project.

Stormwater

Operating Budget					
	Actual FY16	Actual FY17	Current FY18	Projected FY18	Recommended FY19
Taxes	-	-	-	-	-
Licenses & Permits	14,335,851	14,284,314	14,300,000	14,291,923	14,001,000
Intergovernmental	-	15,450	-	-	-
Charges for Services & Fines	-	3,684	-	-	-
Other	6,772,157	2,999,763	2,768,107	2,357,877	2,287,592
Total Revenues	\$21,108,008	\$17,303,211	\$17,068,107	\$16,649,800	\$16,288,592
Personnel Services	6,389,816	6,562,722	7,397,720	7,178,215	7,509,096
Non-Personnel	4,976,829	6,145,784	6,662,928	6,639,582	6,819,496
Capital	2,706,537	2,377,952	736,454	2,233,884	1,960,000
Debt Service	249,229	323,056	313,300	277,800	-
Other	206,723	-	1,957,705	200,000	-
Total Expenses	\$14,529,134	\$15,409,514	\$17,068,107	\$16,529,481	\$16,288,592

Capital Improvement Budget					
Total Revenues	\$48,993,186	\$9,284,410	\$127,303,540	\$121,054,501	\$13,949,269
Personnel Services	295,923	160,726	(145,781)	(120,390)	459,940
Non-Personnel	1,261,381	890,443	162,464	100,000	1,155,591
Capital	12,535,629	10,551,784	113,684,935	108,569,563	5,500,000
Debt Service	32,805	-	906,444	906,444	-
Other	5,850,687	389,252	42,517,436	29,066,612	6,833,738
Total Expenses	\$19,976,425	\$11,992,205	\$157,125,498	\$138,522,229	\$13,949,269

Total Budget					
Total Revenues	\$70,101,194	\$26,587,622	\$144,371,647	\$137,704,301	\$30,237,861
Total Expenses	\$34,505,560	\$27,401,718	\$174,193,605	\$155,051,710	\$30,237,861
Authorized Full Time Equivalents (FTE)	89.00	89.00	94.00	95.00	94.00

Analysis

Revenues:

Decrease in Other Revenues from Current FY2018 is due to a decrease in the use of fund balance for capital outlay purchases. Capital Improvement Budget revenues decrease is due to receipt of bond proceeds in FY2018.

Expenses:

Personnel Services increase from Current FY2018 due to CBA salary increases. Capital Improvement Budget decrease from Current FY2018 due to appropriation of Stormwater Series 2018 Bond Proceeds in FY2018.

FINISH STRONG



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, measureable, 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 FY2019, the department will continue with the following initiatives in support of its primary objectives:

- Complete design and award contracts for the rehabilitation of the Ballast Point Pumping Station and installation of permanent electrical generators at the Krause and Ybor Pump Stations;
- Design and award additional construction contracts to continue with the department’s collections 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, design of the Harbour Island Force Main, and complete treatment plant’s Digester No. 4 and grit washers; and
- Continue large diameter wastewater pipe cleaning to restore full capacity of the collection system.

CITY STRATEGIC PRIORITY:

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

Performance Measures	Actual FY2017	Projected FY2018	Estimated FY2019
Gravity Sewer Pipe Cleaned (Miles)	553	588	545
Gravity Sewer Pipe CCTV Inspected (Miles)	378	326	352
Manholes Inspected	5,016	7,421	7,200
Grease Traps Inspected	5,628	5,940	6,144

Wastewater

Operating Budget					
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	Actual FY16	Actual FY17	Current FY18	Projected FY18	Recommended FY19
Taxes	-	-	-	-	-
Licenses & Permits	-	-	-	-	-
Intergovernmental	99,308	113,966	48,900	112,800	112,800
Charges for Services & Fines	109,411,862	108,885,893	111,647,900	114,237,600	114,252,300
Other	17,853,985	16,493,558	15,288,433	15,419,833	31,197,990
Total Revenues	\$127,365,155	\$125,493,417	\$126,985,233	\$129,770,233	\$145,563,090
Personnel Services	25,968,022	28,478,410	28,181,571	27,579,734	28,772,576
Non-Personnel	43,801,696	45,611,411	50,750,084	49,430,886	50,004,071
Capital	2,340,262	2,581,322	2,905,925	2,905,925	3,022,875
Debt Service	14,510,605	13,188,521	12,491,705	12,485,705	2,906,112
Other	34,485,569	35,325,675	32,655,948	28,231,449	60,857,456
Total Expenses	\$121,106,153	\$125,185,339	\$126,985,233	\$120,633,699	\$145,563,090

Capital Improvement Budget					
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Total Revenues	\$17,553,478	\$19,316,838	\$25,469,000	\$25,689,000	\$43,026,000
Personnel Services	-	-	-	-	-
Non-Personnel	1,350,380	2,245,332	1,892,970	1,635,399	1,726,378
Capital	34,884,009	21,666,596	45,609,691	45,867,245	41,299,622
Debt Service	-	-	-	-	-
Other	9,000	9,000	10,251	9,000	-
Total Expenses	\$36,243,389	\$23,920,928	\$47,512,913	\$47,511,644	\$43,026,000

Total Budget					
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Total Revenues	\$144,918,633	\$144,810,255	\$152,454,233	\$155,459,233	\$188,589,090
Total Expenses	\$157,349,543	\$149,106,267	\$174,498,146	\$168,145,343	\$188,589,090
Authorized Full Time Equivalents (FTE)	311.00	315.00	314.00	314.00	313.00

Analysis

Revenues:

Charges for Services and Fines increase from Current FY2018 primarily due to an increase usage. Other revenues increase from Current FY2018 is due to the increase in the transfer from the connection fee fund for the capital improvement budget.

Expenses:

Debt Services Related expenses decrease from Current FY2018 is due to decrease in bond payments. Other expenses increase from Current FY2018 is due to the increased capital improvement project funding.

Department Name: Water

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

VISION AND MISSION:

The Water Department will be recognized by customers, community, and employees as a premier service provider by inspiring trust through active customer engagement, transparency, and exceptional service. The department’s mission is to deliver high quality water and provide exceptional customer service experience in a safe, reliable, efficient, and sustainable manner.

GOALS AND OBJECTIVES:

- Continue to replace pipelines;
- 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, 21-year Director’s Award in 2020;
- Continue to invest into pipeline replacement, especially the undersized systems;
- Continue to upgrade technology at the David L. Tippin Water Treatment Facility; and
- Complete implementation of the new Utility Management System.

CITY STRATEGIC PRIORITY:

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

Performance Measures	Actual FY2017	Projected FY2018	Estimated FY2019
Non-Revenue Producing Water	13.8%	14.0%	14.0%
Reclaimed Water Demand (Million Gallons per Day – MGD)	3.7	3.9	3.9
Call Center – Average Call Wait Time (Minutes:Seconds)	1:50	1:30	1:30
Call Center – Calls Abandoned	9%	8%	8%
Meter Reading Accuracy	99.8%	99.8%	99.8%
Hydrants Inspected	100%	100%	100%

Water

Operating Budget					
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	Actual FY16	Actual FY17	Current FY18	Projected FY18	Recommended FY19
Taxes	-	-	-	-	-
Licenses & Permits	-	-	-	-	-
Intergovernmental	-	6,331	-	-	-
Charges for Services & Fines	113,023,342	118,338,072	117,000,800	121,293,250	122,335,400
Other	18,382,576	20,089,154	31,798,302	21,586,384	70,283,655
Total Revenues	\$131,405,917	\$138,433,557	\$148,799,102	\$142,879,634	\$192,619,055
Personnel Services	22,335,886	23,992,459	24,332,382	24,090,091	26,006,481
Non-Personnel	42,541,471	49,062,986	54,503,419	57,612,077	56,381,773
Capital	1,767,314	1,781,059	1,579,604	1,574,206	1,420,271
Debt Service	14,274,148	14,585,189	16,024,478	16,024,478	16,644,012
Other	32,947,156	51,256,336	52,359,219	46,538,523	92,166,518
Total Expenses	\$113,865,975	\$140,678,028	\$148,799,102	\$145,839,375	\$192,619,055

Capital Improvement Budget					
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Total Revenues	\$33,560,933	\$37,422,335	\$36,583,305	\$29,541,108	\$80,714,825
Personnel Services	711,228	1,233,282	3,206,440	4,141,239	696,213
Non-Personnel	2,100,588	2,472,894	2,971,210	3,076,042	2,021,448
Capital	39,059,312	31,974,211	94,847,570	89,219,255	72,677,164
Debt Service	-	-	-	-	-
Other	26,000	986,483	7,653,413	10,000	5,320,000
Total Expenses	\$41,897,129	\$36,666,870	\$108,678,634	\$96,446,536	\$80,714,825

Total Budget					
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Total Revenues	\$164,966,851	\$175,855,892	\$185,382,407	\$172,420,742	\$273,333,880
Total Expenses	\$155,763,104	\$177,344,898	\$257,477,736	\$242,285,911	\$273,333,880
Authorized Full Time Equivalents (FTE)	299.00	307.50	302.00	301.50	309.50

Analysis

Revenues:

Charges for Services and Fines increased from Current FY2018 due to anticipated increases in water sales. Other revenues increase from Current FY2018 due to an increase of transfers for the department's capital improvement budget.

Expenses:

Personnel Services increase from Current FY2018 is primarily due to CBA salary increases and the addition of 7.5 FTEs. Other expenses increase from Current 2018 primarily due to an increase of transfers to the capital construction funds.

FINISH STRONG



Financial Policies

**FINISH
STRONG**



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, 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 overall 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 long-term 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 operating revenues equal total planned operating expenditures for each fund. Additionally, the City’s five-year Capital Improvement Program (CIP) is balanced in each year. This ensures that the City has sufficient financial resources to implement the CIP.

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 Florida Statute 218.32(1). The adopted budget must regulate expenditures of the municipality, and an officer of a municipal government may not expend or contract expenditures in any fiscal year except pursuant to the adopted budget.

2. Fund Balance – Governmental Funds

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 ensures 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. Examples include bond proceeds, non-ad valorem assessments, and revenues being accumulated to fund large capital projects.

- 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 nor 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 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. The reserves may only be released by the Mayor.
- b. **Special Revenue Fund Reserves (Local Option Gas Tax Fund, Stormwater Operating Fund and Construction Service Center Fund Reserves)** — The City shall attempt to maintain 60-days operating reserve for each of these funds. Only personnel and operating expenditures are considered when calculating these operating reserves. These operating reserves may be released at the direction of the City's Chief Financial Officer for authorized purposes.
- 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 an average 90 days of actual operating expenses of the prior fiscal year. These operating 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 City's latest 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 infrastructure 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 minimum \$5.0 million reserve for the repair and renovation of the McKay Bay Refuse-To-Energy Facility. This facility reserve may 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, maintenance, capital, and related debt service expenses.
- 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, maintenance, capital, and related debt service expenses.

6. Reserve Policy - Internal Service Funds

The City's internal service funds (Fleet and Consumer Services) 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, excess amounts may be designated as a Budget Stabilization Reserve to support subsequent fiscal year budget shortfalls. The Budget Stabilization Reserve is intended to allow for a measured drawdown of reserves with the expectation 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 the subsequent year's budget.

- 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 years' 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 City 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 adjust for changes in methods or levels of service.

Fees and charges should not exceed the overall cost of providing the service, operations and maintenance expenses and/or infrastructure costs, 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 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** – The City shall invest funds in safe, liquid, minimum risk instruments that will generate the maximum amount of interest earnings.
- b. **Performance Measurement** – The earnings of these instruments will be measured by comparison to the two-year and the five-year United States Treasury Notes on a monthly basis.
- c. **Ethics** – The City will follow the prudent person standard which states that 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 City’s Charter , the Chief Financial Officer, 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 their invested balances.
- e. **Maturity and Liquidity Requirements** – The investment portfolio must be structured in such a manner that it will provide sufficient liquidity to pay obligations as they become due. Every effort will be made to ensure the appropriate levels of liquidity by utilizing the treasury cash flow forecasting model. Investments will be made to coincide with known/anticipated cash flow requirements and comply with Section 7.10 – Investment of Funds, of the City’s Charter. 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-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 Chief Financial Officer, may have the 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) to meet short-term liquidity requirements. Prior authorization is required from the Investment Committee, Chief Financial Officer, Chief Accountant, Budget Officer, 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 deposit must be purchased from banks that are qualified public depositories of the State of Florida.
- j. **Third-Party Custodial Agreements** – All purchases of securities shall 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 the 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 Chief Financial Officer 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 due to 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.

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: sale of government assets, savings generated from a bond refunding, revenues from economic 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 costs for 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, and Solid Waste Departments, and the Parking Division (collectively, the enterprise departments) for payment in lieu of taxes (PILOT) and payment in lieu of franchise fees (PILOF). These payments are collected and deposited in the General Fund. These PILOT and PILOF charges are intended to replace General Fund revenues the City would receive if the enterprise departments were private sector operations. 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 prior year value of real property assets for each enterprise department times the City's current year millage rate.
- b. Payment in Lieu of Franchise Fees — PILOF is calculated annually based on annual revenues collected 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 ensure that revenue collections recoup the cost of providing the associated City services;
- d. Actively opposing state and/or federal legislation which increase operating costs without providing a new revenue source or increasing an existing revenue source to offset the increased operating costs;
- e. Lobbying to protect current revenues received from state and federal sources;
- f. Following an aggressive policy of enforcement of revenue regulations and collection of revenues;
- g. Leveraging grant funding opportunities, and
- h. Maintaining a stable user base.

14. Capital Improvement Program (Five-Year Strategic Plan)

The City of Tampa develops a five-year capital improvement program (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 years two through five of the program are subject to annual appropriations.

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 program 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(s) and capital costs. The CIP also identifies anticipated post-construction operational costs of each project by fund.

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. These 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 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 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 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 which meets the following objectives:

- Facilitates the execution of strategic goals;
- Maintains the City’s fiscal strength;
- Ensures that 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 to guarantee that 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 address 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 that make up or are related to the City’s 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 improve 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;
- Outstanding debt that utilizes the same revenue stream as a source of repayment;
- Appropriate final maturity ;
- 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 but 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 generally accepted accounting principles as established by the Governmental Accounting Standards Board;
 - vi. Maintain complete information on the 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, underwriter(s), 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, and 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, neither 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** — Direct debt that is supported by property tax revenues and utilized as authorized by voters. The City shall not issue general obligation debt without a successful vote by referendum.
 - ii. **Revenue-Backed Debt** — 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 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 the outright purchase of the asset. 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. In addition, various governmental agencies may provide low cost funding through pooled loan programs.
- 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 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 improvement expenditures. These funds are utilized for the acquisition, construction, and improvement of capital assets and 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, restructure the repayment schedule, 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 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. The following criterion have been established for evaluating debt options:

- 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 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 annually and, 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. The Chief Financial Officer, at his/her discretion, may engage a qualified disclosure dissemination agent to assist in regulatory compliance.
- 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 attend related bid openings or providing advice during sale process;
 - Assist the City in the preparation and evaluation of Request for Proposal 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, debt program and recommend 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, 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 financing proceedings, 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 official statements;
 - Conducting due diligence investigation;
 - Preparation of the continuing disclosure certificate; and
 - Providing a 10b-5 opinion.
- iv. Verification Agent - The verification agent confirms 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 to serve on financial transactions with similar complexity, structure a debt issue efficiently, debt to institutional and retail investors, 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 escrow agent holds 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 arbitrage rebate calculation firm provides 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 include determining if requirements of the spending exception applicable to a debt issue have been met, preparing initial rebate calculations if required, preparing any computations required by the Code, and consulting 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 Rating Inc., and Moody's Investors Service for bonds and the City's issuer credit rating.
 - 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 Investors 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 U.S. 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 administratively re-appropriate sufficient funds within all capital construction funds and certain grant funds 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 of encumbrances and the value of each project's available balance.
 - iv. The City is authorized by policy to administratively re-appropriate sufficient funds for authorized contracts approved by City Council. The re-appropriated contracts will include capital replacement program, operating capital outlay, vehicles, and equipment ordered but not received within the fiscal year. The amount that is administratively re-appropriated is calculated by adding the September 30 value of encumbrances and available balances.

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 of 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 Grant Administrator, City Attorney's Office, Chief Financial Officer, and Chief of Staff. Inclusion within the City's 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 Mayor 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's) approval to submit the grant application.
- e. **Accepting the Grant**
 - 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 the Revenue and Finance Department (manager):
- i. The program manager is responsible for:
 - Adhering to all of the programmatic requirements of grant including 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 preceding 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 Grant 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 Budget Officer 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, filing the Request for Public Assistance with the State, preparing reimbursement requests with supporting documents, uploading documents to the federal grants portal, work with FEMA representatives to close out event projects, and work with State officials to ensure final remittance.
 - iii. Tampa Fire Rescue, Tampa Police, or any other City Department that provides Mutual Aid, is responsible for ensuring that Revenue and Finance is made aware of each mission or deployment as soon as it is assigned, and to report staff, equipment and materials utilized for the deployment in a timely manner which will enable the Budget Office 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 and federal guidelines.
 - v. All City Departments 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 work with the insurance companies to review event damage and provide required supporting documentation to the Budget Office.
- k. **Grants Manual** - The Grants Administrator shall publish and maintain a Grants Manual and provide training to the departments.

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Appendices

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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.

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.

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.

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.

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 funded by the General Fund typically 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.

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 2017 tax bills are reflected as revenue receipts to the City in FY18.

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	FTE – Full-Time Equivalent
AFL-CIO- CLC- American Federation of Labor, Congress of Industrial Organizations, and Canadian Labour Congress	FY – Fiscal Year
AMC – Air Mobility Command	GAAP – Generally Accepted Accounting Principles
ASE – Automotive Service Excellence	GAGAS – Generally Accepted Government Auditing Standards
CAFR – Comprehensive Annual Financial Report	GASB – Government Accounting Standards Board
CAMLS - Center for Advanced Medical Learning and Simulation	GFOA – Government Finance Officers’ Association
CARD - Center for Autism and Related Disabilities	GHG - Green House Gas emissions
CART - Creative Arts and Reading Together	GIS – Geographic Information System
CDBG – Community Development Block Grant	GO – General Obligation
CDC – Corporation to Develop Communities	GPS - Global Positioning System
CEI - Construction Engineering and Inspection	HARTline – Hillsborough Area Regional Transit Authority
CHDO – Community Housing Development Organization	HCC-Hillsborough Community College
CIAC – Contribution in Aid of Construction	HCD – Housing and Community Development
CIP – Capital Improvement Project	HFCAWTP – Howard F. Curren Advanced Wastewater Treatment Plant
CIT – Community Investment Tax	HOME – HOME Investment Partnerships Program
CNG-Compressed Natural Gas	HOPWA – Housing Opportunities for Persons With AIDS
CPI-Consumer Price Index	HUD – U.S. Department of Housing and Urban Development
CRA – Community Redevelopment Area	HVAC - Heating, Ventilation, and Air Conditioning
CTTV – City of Tampa Television	IAFF – International Association of Fire Fighters
DLTWTF – David L. Tippin Water Treatment Facility	LEED - Leadership in Energy and Environmental Design
DMI - Diversity Management Information System	LGBT - Lesbian, Gay, Bi-sexual and Transgender
DRI - Development of Regional Impact	LHAP-Local Housing Assistance Plan
DROP - Deferred Retirement Option Program	LOS-Level of Service
DVIR - Digital Vehicle Information Recorders	MBD- Minority Business Development
EBS – E-Business Suite	MGD – Million Gallons per Day
ECM – Enterprise Content Management	MNU - Mayor’s Neighborhood University
EECP - Energy Efficiency and Conservation Plan	MSA - Metropolitan Statistical Area
EMS – Emergency Medical Service	MSRB - Municipal Securities Rulemaking Board
EOC-Emergency Operations Center	
ERP – Enterprise Resource Planning	
ESG – Emergency Solutions Grants	
ESU - Equivalent Stormwater Unit	
FDOT – Florida Department of Transportation	

NFL – National Football League
NOFO - Notice of Funding Opportunity
OMB - U.S. Office of Management and Budget
PILOF – Payment in Lieu of Franchise Fees
PILOT – Payment in Lieu of Taxes
QTI-Qualified Targeted Industries
RFP – Request for Proposal
SAM - System of Awards Management
SEC – Securities and Exchange Commission
SHIP – State Housing Initiatives Partnership
SLBE – Small Local Business Enterprise
SOFIC - Special Operations Forces Industry
Conference
STRMU - Short-term Rent, Mortgage and
Utility assistance
SWFWMD – Southwest Florida Water
Management District
TAP - Tampa Augmentation Project
TBRA -Tenant Based Rental Assistance
TCC – Tampa Convention Center
TECO – Tampa Electric Company
TFR – Tampa Fire Rescue
TIA – Tampa International Airport
TIF – Tax Increment Financing Funding
TPD – Tampa Police Department
TRIM – Truth in Millage
TSA – Tampa Sports Authority
UF - University of Florida
USF – University of South Florida
UT – University of Tampa
WIN - Working in the Neighborhood
WMBE – Women and Minority Business
Enterprise
YET – Youth Education Town

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. Target budgets for each department are then determined. Targets are based on current budget levels, levels 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 Operating and Capital 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, operating expenses, 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 \$171,153 home, with a \$50,000 homestead exemption and millage rate of 6.2076 (example only), would be \$752.

Assessed Value (FY2019)	\$ 171,153
Less homestead exemption	<u>50,000</u>
Net taxable value	\$ 121,153
	<u>÷ 1,000</u>
	\$ 121
	<u>x 6.2076</u> Millage
	<u>\$ 752</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 recommended FY2019 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. For FY2019, the average home assessed value provided by the Hillsborough County Property Appraiser is \$171,153, which after a \$50,000 homestead exemption, results in a taxable amount of \$121,153. In this example, your taxes paid to the City would be \$752 ($\$121,153/1,000 \times 6.2076$ mills).

Q: How much of the total millage on property in Tampa was paid to the City?

A: In FY2018, only 6.2076 mills of the 20.5552 mills levied for tax year 2017 was paid to the City. Using the average home assessed value of \$159,327 provided by the Hillsborough County Property Appraiser for FY2018 and a \$50,000 homestead exemption, tax paid on \$109,327 based on a 20.5552 mills is \$2,412 ad valorem tax from which \$678 goes to the City (28.1% of the total tax) and the remainder tax 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 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) current revenues (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 were 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 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 taxes may be used to fund general governmental operations, to purchase capital equipment, for 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 to either 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: The purpose of bond/state loans is 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) 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	19,624,284
Cargo	312,719,234 lbs.
Mail	17,162,278 lbs.

Averages Daily

Departures	236
Passengers Traveling	53,765

Boundaries

City Boundaries	
Miles of Land Area	113
City Population*	385,430

Port

Tampa Port Authority

Vessels	
Barge	898
Cruise	226
Tug	791
Vessel	1,105
General Cargo	1,444,192 net tons
Bulk Cargo	36,657,432 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

University of South Florida	50,577
University of Tampa	8,913
Stetson University	852

Public Schools (K-12)

Hillsborough County	212,794
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Tampa Central Business District Office Space

Number of Office Buildings	61
Total Office Space	7.26 million sq. ft.
Average Rent	\$26.67/sq. ft.

Sources:

https://issuu.com/usfucm2017/docs/ucm17030_fact_book_2017_issuu
<http://www.ut.edu/utprofile/>
<http://www.stetson.edu/law/about/home/profile.php#demographics>
<http://www.fldoe.org/core/fileparse.php/7507/urlt/17183rdCalc.pdf>
<http://www.tampaairport.com/sites/default/master/files/FactSheet-0318.pdf>
<http://www.colliers.com/en-us/us/insights/usresearchlibrary>
<https://www.census.gov/quickfacts/fact/table/tampacityflorida,US/PST045216>

*Census Bureau's Population Estimates Program Population estimate, July 1, 2017 (V2017)

**Budget Supplement-Revenue
(In Cost Center Order)**

	FY16 ACTUAL	FY17 ACTUAL	FY18 ADOPTED	FY18 PROJECTED	FY19 RECOMMENDED
<u>CC 700100 : Stormwater Division</u>					
Licenses and Permits	\$14,335,851	\$21,253,624	\$22,012,900	\$21,994,840	\$23,990,329
Intergovernmental Revenues	\$1,702,534	\$2,303,768	\$12,000,000	\$15,343,847	\$3,500,000
Service Charges	\$0	\$3,684	\$0	\$0	\$0
Miscellaneous Revenue	\$16,839	\$296,420	\$87,463	\$363,581	\$484,940
Transfer from Fund Balances	\$0	\$0	\$11,066,941	\$0	\$262,592
Other Revenues	\$46,734,627	\$730,126	\$72,150,000	\$98,002,033	\$0
Transfer From Other Funds	\$7,311,343	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000
Sub Total	\$70,101,194	\$26,587,622	\$119,317,304	\$137,704,301	\$30,237,861
<u>CC 700200 : Public Affairs Department</u>					
Service Charges	\$415	\$206	\$400	\$400	\$0
Sub Total	\$415	\$206	\$400	\$400	\$0
<u>CC 700300 : Convention Center Department</u>					
Tax Revenues-Other Taxes	\$2,340,961	\$1,606,702	\$0	\$233,970	\$0
Service Charges	\$12,865,518	\$16,304,762	\$13,743,080	\$13,945,080	\$13,741,400
Miscellaneous Revenue	\$267,820	\$218,674	\$275,000	\$2,170,090	\$275,000
Other Revenues	\$0	\$20,000,000	\$0	\$0	\$0
Sub Total	\$15,474,299	\$38,130,138	\$14,018,080	\$16,349,140	\$14,016,400
<u>CC 700400 : Fire Rescue Department</u>					
Tax Revenues-Other Taxes	\$0	\$0	\$2,650,000	\$2,650,000	\$1,000,000
Intergovernmental Revenues	\$3,570,045	\$3,355,933	\$4,690,220	\$5,934,666	\$5,150,410
Service Charges	\$13,356,533	\$13,679,228	\$16,635,795	\$16,751,659	\$16,330,998
Fines and Forfeits	\$7,114	\$7,358	\$10,000	\$10,000	\$10,000
Miscellaneous Revenue	\$8,333	\$275,125	\$8,700	\$32,160	\$7,800
Other Revenues	\$7,849,323	\$0	\$0	\$0	\$0
Transfer From Other Funds	\$1,118,263	\$1,018,000	\$3,900,000	\$3,928,058	\$1,193,000
Sub Total	\$25,909,611	\$18,335,644	\$27,894,715	\$29,306,543	\$23,692,208
<u>CC 700500 : Facility Management Division</u>					
Intergovernmental Revenues	\$155,992	\$0	\$0	\$0	\$0
Service Charges	\$450,478	\$0	\$0	\$0	\$0
Miscellaneous Revenue	(\$35,498)	\$985,573	\$14,149	\$17,393	\$0
Transfer from Fund Balances	\$0	\$0	\$879,972	\$0	\$0
Other Revenues	\$14,663,005	\$0	\$0	\$0	\$0
Transfer From Other Funds	\$2,276,700	\$976,483	\$975,879	\$975,879	\$0
Sub Total	\$17,510,677	\$1,962,056	\$1,870,000	\$993,272	\$0
<u>CC 700600 : City Attorney Department</u>					
Service Charges	\$70,965	\$268,389	\$251,875	\$251,875	\$251,875
Miscellaneous Revenue	\$11,241	\$1,503	\$11,450	\$17,450	\$0
Sub Total	\$82,205	\$269,892	\$263,325	\$269,325	\$251,875

**Budget Supplement-Revenue
(In Cost Center Order)**

	FY16 ACTUAL	FY17 ACTUAL	FY18 ADOPTED	FY18 PROJECTED	FY19 RECOMMENDED
<u>CC 700700 : Wastewater Department</u>					
Intergovernmental Revenues	\$99,308	\$113,966	\$48,900	\$112,800	\$112,800
Service Charges	\$109,411,862	\$108,885,893	\$111,647,900	\$114,237,600	\$114,252,300
Miscellaneous Revenue	\$882,110	\$929,737	\$873,400	\$946,800	\$623,000
Transfer from Fund Balances	\$0	\$0	\$12,341,488	\$12,341,488	\$15,775,822
Other Revenues	\$304,676	\$327,940	\$72,000	\$350,000	\$325,000
Transfer From Other Funds	\$34,220,677	\$34,552,719	\$27,470,545	\$27,470,545	\$57,500,168
Sub Total	\$144,918,633	\$144,810,255	\$152,454,233	\$155,459,233	\$188,589,090
<u>CC 700800 : Solid Waste Department</u>					
Licenses and Permits	\$777,961	\$746,980	\$795,900	\$739,274	\$742,900
Intergovernmental Revenues	\$0	\$175,184	\$175,200	\$0	\$0
Service Charges	\$97,096,120	\$97,266,383	\$99,628,300	\$100,093,480	\$100,593,900
Miscellaneous Revenue	\$820,974	\$1,119,542	\$569,900	\$1,038,471	\$802,100
Transfer from Fund Balances	\$0	\$0	\$2,364,749	\$150,000	\$158,000
Other Revenues	\$70,000	\$55,000	\$60,000	\$58,800	\$60,000
Transfer From Other Funds	\$15,832,325	\$28,857,453	\$32,791,806	\$32,791,806	\$16,862,825
Sub Total	\$114,597,379	\$128,220,541	\$136,385,855	\$134,871,831	\$119,219,725
<u>CC 700900 : Water Department</u>					
Intergovernmental Revenues	\$3,208,337	\$952,641	\$0	\$0	\$0
Service Charges	\$112,995,596	\$118,304,628	\$116,950,800	\$121,248,250	\$122,290,400
Fines and Forfeits	\$27,746	\$33,445	\$50,000	\$45,000	\$45,000
Miscellaneous Revenue	\$1,265,852	\$1,425,332	\$852,300	\$1,665,494	\$1,422,649
Transfer from Fund Balances	\$0	\$0	\$11,745,191	\$0	\$52,393,999
Other Revenues	\$14,840,716	\$3,436,417	\$1,879,900	\$2,260,000	\$2,260,000
Transfer From Other Funds	\$32,628,604	\$51,703,430	\$47,201,998	\$47,201,998	\$94,921,832
Sub Total	\$164,966,851	\$175,855,892	\$178,680,189	\$172,420,742	\$273,333,880
<u>CC 701000 : Parks and Recreation Department</u>					
Tax Revenues-Other Taxes	\$0	\$0	\$1,945,590	\$1,945,500	\$1,100,000
Licenses and Permits	\$89,422	\$138,030	\$0	\$0	\$0
Intergovernmental Revenues	\$3,002,636	\$2,320,545	\$10,000	\$385,363	\$10,000
Service Charges	\$3,317,118	\$3,740,560	\$4,179,825	\$4,486,425	\$4,586,825
Miscellaneous Revenue	\$1,243,329	\$1,091,681	\$231,617	\$624,300	\$196,517
Transfer from Fund Balances	\$0	\$0	\$5,994,410	\$0	\$1,915,886
Other Revenues	\$16,704,969	\$0	\$0	\$0	\$0
Transfer From Other Funds	\$711,000	\$126,097	\$50,000	\$65,000	\$0
Sub Total	\$25,068,473	\$7,416,913	\$12,411,442	\$7,506,588	\$7,809,228
<u>CC 701100 : Contract Administration Budget</u>					
Service Charges	\$32,270	\$29,235	\$25,000	\$25,000	\$25,000
Sub Total	\$32,270	\$29,235	\$25,000	\$25,000	\$25,000

**Budget Supplement-Revenue
(In Cost Center Order)**

	FY16 ACTUAL	FY17 ACTUAL	FY18 ADOPTED	FY18 PROJECTED	FY19 RECOMMENDED
<u>CC 701300 : Police Department</u>					
Tax Revenues-Other Taxes	\$0	\$0	\$4,950,000	\$4,950,000	\$4,500,000
Intergovernmental Revenues	\$9,551,085	\$9,454,720	\$6,461,068	\$12,938,627	\$6,690,477
Service Charges	\$10,225,618	\$10,331,764	\$10,326,756	\$11,657,911	\$10,430,025
Fines and Forfeits	\$1,519,022	\$1,343,985	\$183,500	\$531,007	\$258,500
Miscellaneous Revenue	\$55,015	\$136,891	\$33,877	\$67,634	\$8,075
Transfer from Fund Balances	\$0	\$0	\$1,580,056	\$0	\$3,305,211
Other Revenues	\$0	\$53,757	\$0	\$0	\$0
Transfer From Other Funds	\$4,965,716	\$5,871,597	\$5,643,654	\$5,957,470	\$5,226,454
Sub Total	\$26,316,456	\$27,192,714	\$29,178,911	\$36,102,649	\$30,418,742
<u>CC 701600 : Fleet Maintenance Division Budget</u>					
Intergovernmental Revenues	\$140,069	\$122,108	\$160,000	\$130,000	\$130,000
Miscellaneous Revenue	\$27,002	\$14,962	\$45,300	\$18,000	\$21,000
User Department Charges	\$14,684,533	\$15,185,407	\$15,715,074	\$16,000,000	\$16,782,800
Transfer From Other Funds	\$260,000	\$0	\$0	\$0	\$1,000,000
Sub Total	\$15,111,604	\$15,322,476	\$15,920,374	\$16,148,000	\$17,933,800
<u>CC 701800 : Technology and Innovation Department</u>					
Miscellaneous Revenue	\$977	\$1,156	\$0	\$2,710	\$0
Transfer From Other Funds	\$80,000	\$70,725	\$1,062,337	\$1,062,337	\$0
Sub Total	\$80,977	\$71,881	\$1,062,337	\$1,065,047	\$0
<u>CC 701900 : Purchasing Department</u>					
Miscellaneous Revenue	\$90	\$24	\$0	\$0	\$0
Sub Total	\$90	\$24	\$0	\$0	\$0
<u>CC 702200 : Parking Division</u>					
Service Charges	\$15,516,925	\$15,703,367	\$15,000,000	\$16,229,616	\$15,649,440
Fines and Forfeits	\$1,737,762	\$1,669,940	\$1,710,000	\$1,695,000	\$1,695,000
Miscellaneous Revenue	\$545,636	\$568,778	\$3,742,470	\$554,600	\$3,743,870
Transfer from Fund Balances	\$0	\$0	\$219,886	\$0	\$0
Transfer From Other Funds	\$1,150,000	\$1,055,000	\$1,350,000	\$1,350,000	\$1,300,000
Sub Total	\$18,950,323	\$18,997,085	\$22,022,356	\$19,829,216	\$22,388,310
<u>CC 702300 : Transportation Division Budget</u>					
Tax Revenues-Other Taxes	\$10,723,126	\$11,022,125	\$10,700,000	\$10,900,000	\$11,400,000
Licenses and Permits	\$2,005,430	\$1,899,284	\$1,435,500	\$2,736,690	\$1,785,500
Intergovernmental Revenues	\$9,639,592	\$13,082,651	\$14,214,906	\$13,680,903	\$9,559,315
Service Charges	\$503,002	\$452,191	\$377,000	\$415,000	\$312,000
Miscellaneous Revenue	\$354,000	\$714,528	\$69,583	\$214,968	\$39,002
Transfer from Fund Balances	\$0	\$0	\$4,724,339	\$0	\$3,337,202
Other Revenues	\$29,203,295	\$0	\$0	\$0	\$0
Transfer From Other Funds	\$28,919,192	\$24,037,383	\$22,394,710	\$23,388,090	\$16,244,728
Sub Total	\$81,347,637	\$51,208,163	\$53,916,038	\$51,335,651	\$42,677,747

**Budget Supplement-Revenue
(In Cost Center Order)**

	FY16 ACTUAL	FY17 ACTUAL	FY18 ADOPTED	FY18 PROJECTED	FY19 RECOMMENDED
<u>CC 702400 : Human Resources Department</u>					
Service Charges	\$43,685	\$43,685	\$43,685	\$43,685	\$81,444
Miscellaneous Revenue	\$15,536,993	\$15,699,986	\$16,409,200	\$16,576,621	\$18,637,392
User Department Charges	\$65,997,645	\$65,474,766	\$70,249,732	\$69,528,984	\$69,672,023
Sub Total	\$81,578,322	\$81,218,437	\$86,702,617	\$86,149,290	\$88,390,859
<u>CC 702500 : Revenue and Finance Department</u>					
Miscellaneous Revenue	\$700,883	\$681,203	\$435,882	\$325,142	\$377,427
Sub Total	\$700,883	\$681,203	\$435,882	\$325,142	\$377,427
<u>CC 702600 : Neighborhood Empowerment Department</u>					
Tax Revenues-Other Taxes	(\$1,166)	(\$5,250)	(\$4,500)	(\$811)	\$0
Service Charges	\$151,225	\$101,601	\$166,200	\$103,900	\$102,500
Fines and Forfeits	\$332,415	\$365,151	\$381,000	\$460,800	\$406,000
Miscellaneous Revenue	(\$236)	(\$221)	(\$100)	(\$229)	\$0
Transfer From Other Funds	\$307,164	\$305,946	\$481,007	\$481,007	\$306,597
Sub Total	\$789,402	\$767,227	\$1,023,607	\$1,044,667	\$815,097
<u>CC 702700 : Arts Programs Division</u>					
Miscellaneous Revenue	\$208,566	\$40,245	\$4,700	\$30,031	\$4,900
Transfer from Fund Balances	\$0	\$0	\$95,482	\$0	\$826,522
Transfer From Other Funds	\$125,000	\$109,000	\$109,000	\$420,350	\$109,000
Sub Total	\$333,566	\$149,245	\$209,182	\$450,381	\$940,422
<u>CC 702800 : Public Works and Utility Services Administrator</u>					
Service Charges	\$335,000	\$0	\$0	\$0	\$0
Sub Total	\$335,000	\$0	\$0	\$0	\$0
<u>CC 702900 : Economic Opportunity Department</u>					
Intergovernmental Revenues	\$205,468	\$4,905	\$0	\$0	\$0
Miscellaneous Revenue	\$32,600	\$46,425	\$42,675	\$42,675	\$42,675
Transfer From Other Funds	\$870,500	\$854,500	\$1,140,800	\$1,186,100	\$1,006,900
Sub Total	\$1,108,568	\$905,830	\$1,183,475	\$1,228,775	\$1,049,575
<u>CC 703000 : City Clerk Department</u>					
Service Charges	\$51,287	\$34,868	\$58,000	\$58,000	\$34,500
Fines and Forfeits	\$581,943	\$626,591	\$800,000	\$800,000	\$800,000
Miscellaneous Revenue	\$1,164	(\$2,216)	\$0	\$0	\$0
Sub Total	\$634,394	\$659,242	\$858,000	\$858,000	\$834,500
<u>CC 703100 : Non Departmental Budget</u>					
Tax Revenues-Property Taxes	\$144,294,539	\$155,432,184	\$181,453,096	\$183,952,062	\$200,447,414
Tax Revenues-Other Taxes	\$87,007,646	\$88,300,183	\$78,589,878	\$80,299,878	\$84,329,481
Licenses and Permits	\$34,150,610	\$35,506,648	\$37,723,828	\$37,213,828	\$37,521,551
Intergovernmental Revenues	\$73,010,265	\$72,325,444	\$76,396,446	\$75,568,434	\$78,047,259
Service Charges	\$76,764	\$114,788	\$80,000	\$80,000	\$114,000

**Budget Supplement-Revenue
(In Cost Center Order)**

	FY16 ACTUAL	FY17 ACTUAL	FY18 ADOPTED	FY18 PROJECTED	FY19 RECOMMENDED
Fines and Forfeits	\$5,231,933	\$5,787,499	\$5,305,000	\$5,615,000	\$5,305,000
Miscellaneous Revenue	\$1,566,887	\$3,122,927	\$5,383,362	\$4,247,686	\$4,659,090
Transfer from Fund Balances	\$0	\$0	\$1,347,871	\$0	\$1,966,940
Other Revenues	\$17,083,219	\$0	\$0	\$0	\$0
Transfer From Other Funds	\$43,494,700	\$39,759,467	\$24,329,129	\$24,329,129	\$29,487,882
Sub Total	\$405,916,563	\$400,349,141	\$410,608,610	\$411,306,017	\$441,878,617

CC 703400 : Planning and Development Department

Licenses and Permits	\$762,566	\$907,687	\$1,003,700	\$1,135,700	\$1,013,897
Intergovernmental Revenues	\$221,318	\$29,723	\$0	\$7,500	\$0
Service Charges	\$705,575	\$734,225	\$774,700	\$699,600	\$782,450
Miscellaneous Revenue	\$883,255	\$827,379	\$705,695	\$746,995	\$770,411
Transfer From Other Funds	\$99,548	\$104,990	\$111,334	\$111,334	\$265,099
Sub Total	\$2,672,262	\$2,604,005	\$2,595,429	\$2,701,129	\$2,831,857

CC 703500 : Riverwalk Division

Intergovernmental Revenues	\$90,877	(\$1,628)	\$0	\$0	\$0
Sub Total	\$90,877	(\$1,628)	\$0	\$0	\$0

CC 703600 : Construction Service Center

Licenses and Permits	\$10,076,237	\$9,947,953	\$8,900,400	\$10,459,616	\$10,373,226
Service Charges	\$96,482	\$146,157	\$65,000	\$131,754	\$120,000
Miscellaneous Revenue	\$76,749	\$106,006	\$46,359	\$104,336	\$46,359
Transfer from Fund Balances	\$0	\$0	\$3,154,962	\$0	\$5,135,356
Sub Total	\$10,249,469	\$10,200,116	\$12,166,721	\$10,695,706	\$15,674,941

CC 703900 : Debt Service Department

Tax Revenues-Other Taxes	\$166,000	\$166,000	\$166,000	\$1,932,000	\$166,000
Miscellaneous Revenue	\$792,029	\$0	\$0	\$0	\$0
Transfer from Fund Balances	\$0	\$0	\$2,822,820	\$0	\$24,011
Other Revenues	\$35,000	\$35,000	\$35,000	\$45,871,878	\$0
Transfer From Other Funds	\$24,072,349	\$31,020,098	\$40,366,742	\$65,788,870	\$39,289,833
Sub Total	\$25,065,378	\$31,221,098	\$43,390,562	\$113,592,748	\$39,479,844

CC 704000 : HCD CDBG Department

Intergovernmental Revenues	\$2,640,681	\$2,129,950	\$2,798,447	\$2,798,447	\$3,159,459
Service Charges	\$0	\$0	\$0	\$0	\$0
Miscellaneous Revenue	(\$5,293)	(\$7,821)	\$0	\$0	\$0
Sub Total	\$2,635,388	\$2,122,129	\$2,798,447	\$2,798,447	\$3,159,459

CC 704100 : HCD ESG Department

Intergovernmental Revenues	\$246,056	\$260,467	\$247,019	\$247,019	\$251,923
Sub Total	\$246,056	\$260,467	\$247,019	\$247,019	\$251,923

CC 704200 : HCD HOME Department

Intergovernmental Revenues	\$561,424	\$2,284,498	\$1,167,411	\$1,167,411	\$1,695,248
Miscellaneous Revenue	\$10,019	\$13,626	\$0	\$0	\$0
Sub Total	\$571,444	\$2,298,123	\$1,167,411	\$1,167,411	\$1,695,248

**Budget Supplement-Revenue
(In Cost Center Order)**

	FY16 ACTUAL	FY17 ACTUAL	FY18 ADOPTED	FY18 PROJECTED	FY19 RECOMMENDED
<u>CC 704300 : HCD HOPWA Department</u>					
Intergovernmental Revenues	\$3,490,989	\$3,823,341	\$3,855,626	\$3,855,626	\$3,864,852
Sub Total	\$3,490,989	\$3,823,341	\$3,855,626	\$3,855,626	\$3,864,852
<u>CC 704400 : HCD NSP Department</u>					
Intergovernmental Revenues	\$103,114	\$96,350	\$0	\$0	\$0
Sub Total	\$103,114	\$96,350	\$0	\$0	\$0
<u>CC 704500 : HCD SHIP Department</u>					
Intergovernmental Revenues Miscellaneous Revenue	\$1,931,276	\$3,837,623	\$1,556,613	\$1,556,613	\$439,968
Revenue	\$15,307	\$38,059	\$0	\$0	\$0
Sub Total	\$1,946,583	\$3,875,682	\$1,556,613	\$1,556,613	\$439,968
<u>CC 704600 : Community Redevelopment Agency Budget</u>					
Tax Revenues-Property Taxes	\$17,946,422	\$18,033,425	\$23,164,700	\$28,784,905	\$34,718,027
Intergovernmental Revenues	\$0	\$416,430	\$0	\$33,570	\$0
Miscellaneous Revenue	\$129,823	\$296,941	\$282,700	\$568,260	\$575,800
Transfer From Other Funds	\$3,869	\$0	\$0	\$5,665,000	\$6,000,000
Sub Total	\$18,080,114	\$18,746,796	\$23,447,400	\$35,051,735	\$41,293,827
<u>CC 704700 : Golf Courses Budget</u>					
Service Charges	\$2,759,637	\$2,897,899	\$2,554,012	\$2,554,012	\$2,788,188
Miscellaneous Revenue	\$255	(\$69,614)	\$0	(\$11,720)	\$0
Transfer from Fund Balances	\$0	\$0	\$0	\$0	\$793,000
Other Revenues	(\$60,025)	\$13,326	\$0	\$0	\$0
Transfer From Other Funds	\$1,590,000	\$1,569,812	\$1,626,881	\$1,626,881	\$2,397,779
Sub Total	\$4,289,868	\$4,411,423	\$4,180,893	\$4,169,173	\$5,978,967
<u>CC 704800 : Streetcar Budget</u>					
Tax Revenues-Property Taxes	\$450,000	\$450,000	\$450,000	\$450,000	\$450,000
Licenses and Permits	\$0	\$709,783	\$767,691	\$767,691	\$861,881
Intergovernmental Revenues	\$947,450	\$300,000	\$300,000	\$300,000	\$1,190,000
Service Charges	\$663,272	\$634,697	\$701,689	\$701,689	\$125,000
Miscellaneous Revenue	\$53,016	\$66,756	\$5,000	\$14,628	\$205,000
Transfer from Fund Balances	\$0	\$0	\$0	\$0	\$42,697
Other Revenues	\$0	\$7,500	\$0	\$0	\$0
Sub Total	\$2,113,739	\$2,168,736	\$2,224,380	\$2,234,008	\$2,874,578
<u>CC 705000 : Non Departmental Systems</u>					
Intergovernmental Revenues	\$0	(\$3,926)	\$0	\$0	\$0
Sub Total	\$0	(\$3,926)	\$0	\$0	\$0
<u>CC 799999 : Disaster Events</u>					
Intergovernmental Revenues	\$0	(\$1,736,911)	\$0	\$0	\$0
Transfer From Other Funds	\$0	\$7,600,000	\$0	\$0	\$0
Sub Total	\$0	\$5,863,089	\$0	\$0	\$0
Total	\$1,283,421,072	\$1,226,826,864	\$1,364,072,433	\$1,458,818,825	\$1,422,425,827

**Budget Supplement-Expense
(In Cost Center Order)**

	FY16 ACTUAL	FY17 ACTUAL	FY18 ADOPTED	FY18 PROJECTED	FY19 RECOMMENDED
<u>CC 700100 - Stormwater Division</u>					
Personnel Service	\$6,685,739	\$6,723,448	\$7,886,033	\$7,057,825	\$7,969,036
Contractual Services	\$2,049,087	\$2,220,680	\$2,977,731	\$3,074,176	\$2,893,153
Other Services and Charges	\$3,477,473	\$3,928,694	\$3,140,760	\$3,052,465	\$4,383,134
Supplies-Materials and Minor Equipment	\$697,997	\$873,896	\$603,900	\$603,900	\$695,800
Capital	\$15,242,166	\$12,929,736	\$34,521,000	\$110,803,447	\$7,460,000
Debt Services Related	\$282,034	\$323,056	\$277,800	\$1,184,244	\$0
Aids and Grants	\$139,344	\$25,470	\$0	\$0	\$0
Transfer To Other Funds	\$5,918,066	\$363,782	\$1,631,868	\$29,266,612	\$6,248,511
Interdepartmental Charges	\$13,654	\$12,956	\$3,000	\$9,041	\$3,000
Budget Reserves	\$0	\$0	\$68,275,212	\$0	\$585,227
Sub Total	\$34,505,560	\$27,401,718	\$119,317,304	\$155,051,710	\$30,237,861
<u>CC 700200 - Public Affairs Department</u>					
Personnel Service	\$1,266,518	\$1,208,467	\$1,443,230	\$1,273,265	\$1,257,113
Contractual Services	\$66,092	\$62,575	\$85,931	\$64,860	\$84,613
Other Services and Charges	\$91,108	\$85,540	\$120,631	\$102,551	\$112,779
Supplies-Materials and Minor Equipment	\$70,146	\$66,414	\$36,020	\$36,020	\$43,047
Capital	\$51,388	\$66,549	\$134,000	\$134,000	\$0
Interdepartmental Charges	\$3,548	\$4,043	\$2,030	\$6,030	\$3,730
Sub Total	\$1,548,800	\$1,493,588	\$1,821,842	\$1,616,726	\$1,501,282
<u>CC 700300 - Convention Center Department</u>					
Personnel Service	\$4,100,080	\$4,331,534	\$4,621,964	\$4,574,230	\$4,387,577
Contractual Services	\$3,594,846	\$3,613,337	\$3,445,072	\$3,509,065	\$3,339,245
Other Services and Charges	\$2,446,596	\$2,762,773	\$2,838,989	\$2,838,989	\$2,991,374
Supplies-Materials and Minor Equipment	\$495,622	\$482,650	\$718,970	\$640,361	\$724,270
Capital	\$2,194,842	\$2,635,516	\$0	\$19,677,962	\$0
Aids and Grants	\$21,700	\$37,200	\$45,000	\$45,000	\$45,000
Interdepartmental Charges	\$57,357	\$55,148	\$60,000	\$60,000	\$60,000
Sub Total	\$12,911,044	\$13,918,159	\$11,729,995	\$31,345,607	\$11,547,466
<u>CC 700400 - Fire Rescue Department</u>					
Personnel Service	\$72,814,033	\$76,803,573	\$80,335,416	\$79,804,700	\$81,677,330
Contractual Services	\$928,494	\$1,057,718	\$1,446,193	\$1,438,763	\$1,687,950
Other Services and Charges	\$3,948,302	\$4,580,111	\$4,041,958	\$4,701,368	\$4,211,958
Supplies-Materials and Minor Equipment	\$2,077,931	\$2,035,413	\$2,475,432	\$2,521,063	\$2,325,627
Capital	\$1,702,446	\$2,215,454	\$5,582,000	\$11,461,655	\$1,905,000
Debt Services Related	\$66,197	\$0	\$0	\$0	\$0
Other Uses and Sources	\$0	\$0	\$0	(4,393)	\$0
Transfer To Other Funds	\$0	\$1,000,000	\$1,250,000	\$10,058	\$1,175,000
Interdepartmental Charges	\$289	\$314	\$229	\$229	\$120,229
Sub Total	\$81,537,692	\$87,692,583	\$95,131,228	\$99,933,443	\$93,103,094

**Budget Supplement-Expense
(In Cost Center Order)**

	FY16 ACTUAL	FY17 ACTUAL	FY18 ADOPTED	FY18 PROJECTED	FY19 RECOMMENDED
<u>CC 700500 - Facility Management Division</u>					
Personnel Service	\$4,453,439	\$4,527,941	\$5,405,207	\$4,986,943	\$5,369,646
Contractual Services	\$1,880,798	\$2,414,426	\$2,655,219	\$2,619,600	\$2,775,421
Other Services and Charges	\$4,705,202	\$4,543,368	\$4,697,041	\$4,706,131	\$4,943,487
Supplies-Materials and Minor Equipment	\$1,045,489	\$1,172,497	\$1,040,879	\$1,040,450	\$853,586
Capital	\$5,053,443	\$10,536,606	\$1,870,000	\$28,911,087	\$1,400,000
Debt Services Related	\$379,722	\$0	\$0	\$0	\$0
Transfer To Other Funds	\$228,021	\$0	\$0	\$0	\$0
Interdepartmental Charges	\$2,960	\$2,776	\$3,000	\$2,400	\$2,800
Sub Total	\$17,749,073	\$23,197,614	\$15,671,346	\$42,266,611	\$15,344,940
<u>CC 700600 - City Attorney Department</u>					
Personnel Service	\$4,340,098	\$4,623,454	\$4,837,596	\$4,836,829	\$5,035,780
Contractual Services	\$341,723	\$607,983	\$459,225	\$466,225	\$296,514
Other Services and Charges	\$50,304	\$45,222	\$44,223	\$52,111	\$45,892
Supplies-Materials and Minor Equipment	\$109,251	\$112,253	\$114,790	\$113,290	\$113,290
Aids and Grants	\$32,850	\$33,850	\$35,000	\$35,000	\$35,000
Interdepartmental Charges	\$24,158	\$24,043	\$25,000	\$25,000	\$25,000
Sub Total	\$4,898,383	\$5,446,805	\$5,515,834	\$5,528,455	\$5,551,476
<u>CC 700700 - Wastewater Department</u>					
Personnel Service	\$25,968,022	\$28,478,410	\$28,181,571	\$27,579,734	\$28,772,576
Contractual Services	\$2,620,440	\$2,572,302	\$2,740,270	\$2,410,560	\$2,991,949
Other Services and Charges	\$29,241,332	\$30,969,938	\$33,251,395	\$32,549,425	\$33,967,724
Supplies-Materials and Minor Equipment	\$10,542,279	\$11,905,001	\$12,409,591	\$13,414,000	\$12,062,476
Capital	\$37,224,271	\$24,247,918	\$26,730,586	\$48,773,170	\$44,322,497
Debt Services Related	\$14,510,605	\$13,188,521	\$12,491,705	\$12,485,705	\$2,906,112
Aids and Grants	\$0	\$0	\$88,640	\$0	\$0
Other Uses and Sources	\$0	\$10,981	\$0	\$0	\$0
Transfer To Other Funds	\$34,494,569	\$35,323,694	\$28,240,449	\$28,240,449	\$58,270,600
Interdepartmental Charges	\$2,748,024	\$2,409,502	\$2,709,300	\$2,692,300	\$2,708,300
Budget Reserves	\$0	\$0	\$5,610,726	\$0	\$2,586,856
Sub Total	\$157,349,543	\$149,106,267	\$152,454,233	\$168,145,343	\$188,589,090
<u>CC 700800 - Solid Waste Department</u>					
Personnel Service	\$15,670,712	\$17,192,432	\$16,929,063	\$16,588,354	\$17,788,622
Contractual Services	\$21,077,345	\$20,915,019	\$23,236,408	\$23,256,974	\$25,452,583
Other Services and Charges	\$22,897,662	\$21,712,640	\$24,291,011	\$24,064,843	\$25,619,158
Supplies-Materials and Minor Equipment	\$680,889	\$907,410	\$948,521	\$850,324	\$904,467
Capital	\$7,481,161	\$7,568,114	\$22,301,505	\$41,561,916	\$11,083,149
Debt Services Related	\$13,360,325	\$13,333,325	\$13,370,075	\$13,310,075	\$13,284,325
Other Uses and Sources	\$0	\$4,409	\$0	\$0	\$0
Transfer To Other Funds	\$16,103,481	\$36,971,516	\$33,305,025	\$33,305,025	\$17,376,461

**Budget Supplement-Expense
(In Cost Center Order)**

	FY16	FY17	FY18	FY18	FY19
	ACTUAL	ACTUAL	ADOPTED	PROJECTED	RECOMMENDED
Interdepartmental Charges	\$1,498,075	\$1,228,104	\$1,454,247	\$1,445,074	\$1,454,247
Budget Reserves	\$0	\$0	\$550,000	\$0	\$6,371,713
Sub Total	\$98,769,649	\$119,832,968	\$136,385,855	\$154,382,585	\$119,334,725
<u>CC 700900 - Water Department</u>					
Personnel Service	\$23,047,114	\$25,225,741	\$26,062,473	\$28,231,330	\$26,702,694
Contractual Services	\$5,046,882	\$11,124,142	\$12,077,560	\$11,128,618	\$12,369,997
Other Services and Charges	\$26,987,187	\$27,834,672	\$30,328,226	\$34,964,501	\$31,035,909
Supplies-Materials and Minor Equipment	\$9,560,444	\$10,056,189	\$12,185,375	\$11,588,500	\$11,992,915
Capital	\$40,826,626	\$33,755,270	\$26,623,058	\$90,793,461	\$74,097,435
Debt Services Related	\$14,274,148	\$14,585,189	\$16,024,478	\$16,024,478	\$16,644,012
Other Uses and Sources	\$0	\$18,944	\$0	\$0	\$0
Transfer To Other Funds	\$32,973,156	\$52,223,875	\$46,747,875	\$46,548,523	\$94,466,764
Interdepartmental Charges	\$3,047,546	\$2,520,877	\$3,004,400	\$3,006,500	\$3,004,400
Budget Reserves	\$0	\$0	\$5,626,744	\$0	\$3,019,754
Sub Total	\$155,763,104	\$177,344,898	\$178,680,189	\$242,285,911	\$273,333,880
<u>CC 701000 - Parks and Recreation Department</u>					
Personnel Service	\$24,560,648	\$26,744,244	\$29,766,066	\$29,766,066	\$30,257,456
Contractual Services	\$3,906,974	\$3,813,469	\$5,667,658	\$5,728,298	\$6,379,898
Other Services and Charges	\$6,875,461	\$6,171,274	\$5,600,112	\$6,658,839	\$6,664,710
Supplies-Materials and Minor Equipment	\$1,741,428	\$1,903,963	\$2,167,235	\$2,171,235	\$2,278,574
Capital	\$15,574,969	\$25,383,274	\$7,021,500	\$24,087,221	\$2,149,200
Debt Services Related	\$27,228	\$0	\$0	\$0	\$0
Transfer To Other Funds	\$711,000	\$42,500	\$0	\$0	\$0
Interdepartmental Charges	\$10,708	\$10,181	\$10,000	\$10,000	\$10,000
Budget Reserves	\$0	\$0	\$0	\$0	\$917,886
Sub Total	\$53,408,417	\$64,068,905	\$50,232,571	\$68,421,659	\$48,657,724
<u>CC 701100 - Contract Administration Budget</u>					
Personnel Service	\$6,792,901	\$7,101,769	\$7,685,011	\$7,330,360	\$7,854,842
Contractual Services	\$9,121	\$242,744	\$5,500	\$290,225	\$5,500
Other Services and Charges	(6,687,300)	\$208,507	\$459,174	\$429,891	\$459,183
Supplies-Materials and Minor Equipment	\$45,495	\$47,194	\$63,300	\$62,298	\$63,300
Capital	(771)	\$112,818	\$58,800	\$109,800	\$0
Interdepartmental Charges	\$3,244	\$3,192	\$3,552	\$3,303	\$3,552
Sub Total	\$162,690	\$7,716,224	\$8,275,337	\$8,225,877	\$8,386,377
<u>CC 701200 - Mayor's Office Budget</u>					
Personnel Service	\$532,966	\$560,990	\$585,011	\$574,220	\$558,505
Other Services and Charges	\$22,814	\$15,883	\$32,502	\$25,743	\$16,080
Supplies-Materials and Minor Equipment	\$5,140	\$5,217	\$8,358	\$5,930	\$5,300
Interdepartmental Charges	\$857	\$923	\$1,000	\$950	\$1,000
Sub Total	\$561,779	\$583,013	\$626,871	\$606,843	\$580,885

**Budget Supplement-Expense
(In Cost Center Order)**

	FY16 ACTUAL	FY17 ACTUAL	FY18 ADOPTED	FY18 PROJECTED	FY19 RECOMMENDED
<u>CC 701300 - Police Department</u>					
Personnel Service	\$135,632,975	\$142,352,454	\$141,333,145	\$148,610,198	\$145,679,328
Contractual Services	\$2,141,072	\$1,864,949	\$1,752,994	\$3,440,698	\$1,710,086
Other Services and Charges	\$8,092,959	\$8,622,761	\$8,842,117	\$8,389,477	\$8,330,149
Supplies-Materials and Minor Equipment	\$3,793,991	\$4,180,943	\$4,288,269	\$4,575,681	\$4,238,145
Capital	\$8,773,337	\$6,716,089	\$5,220,800	\$9,334,685	\$5,223,806
Debt Services Related	\$201,604	\$215,851	\$282,502	\$304,822	\$401,359
Aids and Grants	\$142,374	\$126,222	\$92,250	\$83,318	\$96,250
Transfer To Other Funds	\$826,925	\$5,268,443	\$5,350,000	\$300,000	\$4,900,000
Interdepartmental Charges	\$2,311	\$1,480	\$3,800	\$3,800	\$3,800
Budget Reserves	\$0	\$0	\$755,924	\$0	\$1,898,985
Sub Total	\$159,607,549	\$169,349,191	\$167,921,801	\$175,042,679	\$172,481,908
<u>CC 701400 - City Council Department</u>					
Personnel Service	\$1,239,460	\$1,280,372	\$1,349,750	\$1,318,418	\$1,368,579
Contractual Services	\$3,829	\$29,261	\$26,800	\$54,220	(920)
Other Services and Charges	\$45,155	\$41,586	\$50,625	\$50,574	\$50,587
Supplies-Materials and Minor Equipment	\$9,694	\$7,416	\$11,550	\$11,230	\$7,907
Interdepartmental Charges	\$13,427	\$16,753	\$19,600	\$19,600	\$19,600
Sub Total	\$1,311,564	\$1,375,388	\$1,458,325	\$1,454,042	\$1,445,753
<u>CC 701500 - Internal Audit Department</u>					
Personnel Service	\$615,860	\$633,686	\$718,100	\$718,100	\$664,634
Contractual Services	\$10,308	\$8,584	\$11,100	\$11,100	\$91,230
Other Services and Charges	\$5,899	\$9,210	\$13,146	\$11,946	\$13,484
Supplies-Materials and Minor Equipment	\$8,143	\$11,158	\$10,621	\$10,621	\$10,261
Capital	\$2,357	\$2,166	\$1,200	\$2,400	\$1,200
Interdepartmental Charges	\$0	\$0	\$100	\$100	\$100
Sub Total	\$642,568	\$664,804	\$754,267	\$754,267	\$780,909
<u>CC 701600 - Fleet Maintenance Division Budget</u>					
Personnel Service	\$4,521,758	\$4,541,114	\$5,081,540	\$4,861,040	\$5,225,670
Contractual Services	\$2,845,654	\$4,574,426	\$3,204,000	\$4,560,500	\$4,610,527
Other Services and Charges	\$3,468,679	\$3,032,589	\$3,200,268	\$3,990,267	\$3,235,659
Supplies-Materials and Minor Equipment	\$4,122,386	\$2,347,803	\$4,143,018	\$2,576,000	\$3,058,900
Capital	\$389,519	\$68,581	\$14,850	\$80,100	\$1,022,340
Other Uses and Sources	\$0	\$1,847	\$0	\$0	\$0
Transfer To Other Funds	\$225,400	\$0	\$0	\$0	\$0
Interdepartmental Charges	\$386	\$173	\$200	\$200	\$200
Budget Reserves	\$0	\$0	\$276,498	\$0	\$780,504
Sub Total	\$15,573,781	\$14,566,534	\$15,920,374	\$16,068,107	\$17,933,800
<u>CC 701700 - Chief of Staff Office</u>					
Personnel Service	\$299,496	\$331,906	\$432,076	\$418,824	\$428,338
Contractual Services	\$0	\$0	\$11,500	\$6,000	\$4,000

**Budget Supplement-Expense
(In Cost Center Order)**

	FY16 ACTUAL	FY17 ACTUAL	FY18 ADOPTED	FY18 PROJECTED	FY19 RECOMMENDED
Other Services and Charges	\$3,405	\$3,946	\$13,850	\$9,975	\$10,498
Supplies-Materials and Minor Equipment	\$452	\$735	\$4,416	\$2,600	\$1,300
Interdepartmental Charges	\$1,032	\$1,036	\$1,400	\$1,400	\$1,400
Sub Total	\$304,385	\$337,624	\$463,242	\$438,799	\$445,536
<u>CC 701800 - Technology and Innovation Department</u>					
Personnel Service	\$12,644,390	\$13,116,847	\$14,125,231	\$14,088,909	\$14,223,924
Contractual Services	\$1,376,272	\$1,109,552	\$1,436,360	\$1,429,564	\$1,538,805
Other Services and Charges	\$4,303,292	\$4,928,107	\$5,214,859	\$5,143,483	\$5,633,582
Supplies-Materials and Minor Equipment	\$482,648	\$507,448	\$508,417	\$508,418	\$806,938
Capital	\$2,241,410	\$4,015,351	\$1,329,337	\$4,154,451	\$1,617,870
Interdepartmental Charges	\$8,408	\$10,918	\$6,830	\$6,830	\$830
Sub Total	\$21,056,420	\$23,688,223	\$22,621,034	\$25,331,655	\$23,821,949
<u>CC 701900 - Purchasing Department</u>					
Personnel Service	\$1,790,540	\$1,879,077	\$2,498,128	\$2,569,170	\$2,668,512
Contractual Services	\$0	\$0	\$1,100	\$1,100	\$0
Other Services and Charges	\$22,652	\$24,162	\$32,169	\$32,169	\$29,012
Supplies-Materials and Minor Equipment	\$10,647	\$10,677	\$28,160	\$28,160	\$20,084
Capital	\$0	\$0	\$0	\$19,781	\$40,000
Interdepartmental Charges	\$4,313	\$4,302	\$4,400	\$4,400	\$4,400
Sub Total	\$1,828,151	\$1,918,218	\$2,563,957	\$2,654,780	\$2,762,008
<u>CC 702000 - Public Works Department</u>					
Supplies-Materials and Minor Equipment	\$15	\$0	\$0	\$0	\$0
Sub Total	\$15	\$0	\$0	\$0	\$0
<u>CC 702010 - Logistics and Asset Management Budget</u>					
Personnel Service	\$0	\$228,963	\$241,406	\$239,145	\$260,614
Contractual Services	\$0	\$0	\$7,500	\$600	\$7,500
Other Services and Charges	\$0	\$516	\$12,132	\$3,500	\$12,104
Supplies-Materials and Minor Equipment	\$0	\$2,623	\$5,800	\$2,200	\$5,800
Interdepartmental Charges	\$0	\$0	\$2,000	\$800	\$2,000
Sub Total	\$0	\$232,102	\$268,838	\$246,245	\$288,018
<u>CC 702100 - Right of Way Operations Division</u>					
Personnel Service	\$1,607	\$0	\$0	\$0	\$0
Supplies-Materials and Minor Equipment	\$25	\$0	\$0	\$5,000	\$0
Sub Total	\$1,632	\$0	\$0	\$5,000	\$0
<u>CC 702200 - Parking Division</u>					
Personnel Service	\$3,884,815	\$4,581,594	\$4,944,954	\$4,379,860	\$4,854,545
Contractual Services	\$3,445,639	\$2,862,834	\$2,271,900	\$2,820,500	\$2,963,678
Other Services and Charges	\$4,640,466	\$4,744,329	\$5,035,075	\$5,150,644	\$4,898,912
Supplies-Materials and Minor Equipment	\$271,036	\$178,664	\$174,497	\$165,000	\$180,637
Capital	\$1,554,679	\$499,652	\$1,405,000	\$2,936,150	\$1,382,500

**Budget Supplement-Expense
(In Cost Center Order)**

	FY16	FY17	FY18	FY18	FY19
	ACTUAL	ACTUAL	ADOPTED	PROJECTED	RECOMMENDED
Aids and Grants	\$413,572	\$356,544	\$430,000	\$430,000	\$430,000
Other Uses and Sources	\$0	\$1,124	\$0	\$0	\$0
Transfer To Other Funds	\$4,261,324	\$4,104,576	\$4,557,426	\$4,557,426	\$4,304,648
Interdepartmental Charges	\$479,580	\$1,339,267	\$1,500,000	\$1,315,000	\$1,597,000
Budget Reserves	\$0	\$0	\$1,703,504	\$0	\$1,776,390
Sub Total	\$18,951,111	\$18,668,585	\$22,022,356	\$21,754,580	\$22,388,310
<u>CC 702300 - Transportation Division Budget</u>					
Personnel Service	\$10,584,441	\$11,432,625	\$12,192,685	\$12,098,802	\$12,847,635
Contractual Services	\$846,372	\$543,256	\$948,929	\$963,975	\$917,729
Other Services and Charges	\$8,582,295	\$10,710,288	\$10,857,181	\$10,748,881	\$11,016,291
Supplies-Materials and Minor Equipment	\$564,418	\$564,847	\$545,371	\$533,341	\$447,871
Capital	\$13,513,568	\$18,328,036	\$13,957,261	\$52,298,940	\$10,713,986
Debt Services Related	\$515,928	\$0	\$0	\$0	\$0
Aids and Grants	\$296,344	(4,307)	\$0	\$125,713	\$0
Transfer To Other Funds	\$20,873,298	\$12,694,408	\$10,769,203	\$10,967,521	\$2,255,365
Interdepartmental Charges	\$112,192	\$40,612	\$17,100	\$17,100	\$14,800
Budget Reserves	\$0	\$0	\$4,628,308	\$0	\$4,464,070
Sub Total	\$55,888,855	\$54,309,765	\$53,916,038	\$87,754,273	\$42,677,747
<u>CC 702400 - Human Resources Department</u>					
Personnel Service	\$4,287,598	\$4,695,899	\$5,013,911	\$5,027,054	\$5,369,477
Contractual Services	\$4,674,811	\$4,595,351	\$10,146,436	\$9,202,255	\$10,349,104
Other Services and Charges	\$67,091,281	\$72,408,740	\$73,226,806	\$74,043,663	\$74,267,446
Supplies-Materials and Minor Equipment	\$50,193	\$45,976	\$43,339	\$42,385	\$40,084
Capital	\$0	\$19,384	\$203,414	\$203,414	\$110,000
Debt Services Related	\$0	\$0	\$0	\$6,750	\$7,990
Transfer To Other Funds	\$1,911,616	\$1,969,329	\$1,770,305	\$1,969,045	\$1,720,768
Interdepartmental Charges	\$5,172	\$5,328	\$6,000	\$5,200	\$6,000
Sub Total	\$78,020,672	\$83,740,007	\$90,410,211	\$90,499,766	\$91,870,869
<u>CC 702500 - Revenue and Finance Department</u>					
Personnel Service	\$7,573,041	\$7,928,015	\$8,469,401	\$8,281,717	\$8,522,789
Contractual Services	\$134,376	\$261,360	\$232,685	\$220,066	\$193,447
Other Services and Charges	\$139,615	\$139,898	\$128,051	\$140,670	\$170,135
Supplies-Materials and Minor Equipment	\$50,466	\$90,467	\$59,498	\$59,498	\$48,607
Capital	\$10,796	\$26,769	\$0	\$7,045	\$0
Debt Services Related	\$88,341	\$58,893	\$0	\$0	\$0
Interdepartmental Charges	\$8,492	\$8,697	\$8,692	\$8,692	\$9,800
Sub Total	\$8,005,126	\$8,514,098	\$8,898,327	\$8,717,688	\$8,944,778
<u>CC 702600 - Neighborhood Empowerment Department</u>					
Personnel Service	\$6,849,984	\$7,111,255	\$7,690,698	\$7,590,762	\$7,756,414
Contractual Services	\$526,286	\$554,264	\$576,249	\$547,424	\$576,249

**Budget Supplement-Expense
(In Cost Center Order)**

	FY16 ACTUAL	FY17 ACTUAL	FY18 ADOPTED	FY18 PROJECTED	FY19 RECOMMENDED
Other Services and Charges	\$944,565	\$1,111,829	\$1,141,949	\$1,141,755	\$1,158,611
Supplies-Materials and Minor Equipment	\$133,073	\$90,429	\$107,229	\$106,425	\$107,229
Capital	\$345,276	\$0	\$275,800	\$117,107	\$9,951
Debt Services Related	\$206,551	\$141,014	\$32,883	\$32,883	\$0
Interdepartmental Charges	\$6,092	\$9,382	\$7,741	\$7,740	\$7,741
Sub Total	\$9,011,829	\$9,018,172	\$9,832,549	\$9,544,096	\$9,616,195
<u>CC 702700 - Arts Programs Division</u>					
Personnel Service	\$205,065	\$211,318	\$210,689	\$210,382	\$217,729
Contractual Services	\$28,892	\$22,631	\$127,705	\$127,705	\$248,627
Other Services and Charges	\$21,444	\$34,182	\$34,389	\$34,389	\$31,166
Supplies-Materials and Minor Equipment	\$2,581	\$5,014	\$4,150	\$4,150	\$4,150
Capital	\$169,625	\$21,375	\$85,000	\$396,350	\$145,000
Transfer To Other Funds	\$0	\$0	\$0	\$311,350	\$0
Interdepartmental Charges	\$1,044	\$1,034	\$1,045	\$1,045	\$1,045
Budget Reserves	\$0	\$0	\$0	\$0	\$550,858
Sub Total	\$428,652	\$295,554	\$462,978	\$1,085,371	\$1,198,575
<u>CC 702800 - Public Works and Utility Services Administrator</u>					
Personnel Service	\$296,860	\$314,309	\$327,765	\$326,765	\$343,618
Contractual Services	\$331	\$99	\$250	\$250	\$250
Other Services and Charges	\$3,804	\$4,794	\$12,796	\$10,590	\$12,752
Supplies-Materials and Minor Equipment	\$1,352	\$4,600	\$2,500	\$2,375	\$2,500
Capital	\$0	\$1,764	\$0	\$0	\$0
Interdepartmental Charges	\$0	\$42	\$2,064	\$1,961	\$2,064
Sub Total	\$302,346	\$325,608	\$345,375	\$341,941	\$361,184
<u>CC 702900 - Economic Opportunity Department</u>					
Personnel Service	\$1,126,930	\$1,221,770	\$1,176,084	\$1,176,084	\$1,226,555
Contractual Services	\$743,300	\$637,111	\$695,675	\$662,675	\$447,175
Other Services and Charges	\$68,938	\$64,357	\$72,473	\$36,498	\$72,462
Supplies-Materials and Minor Equipment	\$3,859	\$1,501	\$5,000	\$2,287	\$4,275
Aids and Grants	\$0	\$0	\$538,000	\$538,000	\$538,000
Interdepartmental Charges	\$2,554	\$1,350	\$2,200	\$700	\$1,500
Sub Total	\$1,945,581	\$1,926,088	\$2,489,432	\$2,416,244	\$2,289,967
<u>CC 703000 - City Clerk Department</u>					
Personnel Service	\$1,182,612	\$1,165,963	\$1,395,241	\$1,348,960	\$1,386,402
Contractual Services	\$245,278	\$272,677	\$267,000	\$264,400	\$247,000
Other Services and Charges	\$113,812	\$91,723	\$83,001	\$83,001	\$73,760
Supplies-Materials and Minor Equipment	\$29,656	\$18,841	\$30,467	\$30,467	\$26,933
Capital	\$21,617	\$0	\$0	\$2,600	\$0
Debt Services Related	\$0	\$0	\$2,616	\$2,616	\$0
Interdepartmental Charges	\$4,998	\$5,015	\$5,250	\$5,250	\$5,250
Sub Total	\$1,597,972	\$1,554,217	\$1,783,575	\$1,737,294	\$1,739,345

**Budget Supplement-Expense
(In Cost Center Order)**

	FY16 ACTUAL	FY17 ACTUAL	FY18 ADOPTED	FY18 PROJECTED	FY19 RECOMMENDED
<u>CC 703100 - Non Departmental Budget</u>					
Personnel Service	\$0	\$129	\$1,508,285	\$0	\$2,000,000
Contractual Services	\$6,856,468	\$7,628,644	\$9,249,331	\$9,249,295	\$12,536,044
Other Services and Charges	(15,289,917)	(21,172,297)	(23,481,286)	(23,494,982)	(22,639,352)
Supplies-Materials and Minor Equipment	\$74,475	\$94,109	\$73,000	\$73,000	\$73,000
Capital	\$299,343	\$370,590	\$265,000	\$1,097,842	\$512,000
Debt Services Related	\$16,998,041	\$3,572	\$5,000	\$5,000	\$6,805,000
Aids and Grants	\$16,391,753	\$18,301,684	\$21,196,714	\$21,196,714	\$25,169,736
Other Uses and Sources	\$0	\$147,277	\$0	\$0	\$0
Transfer To Other Funds	\$76,356,769	\$79,537,123	\$70,426,281	\$70,974,727	\$71,421,870
Interdepartmental Charges	\$342,164	\$341,553	\$631,880	\$631,880	\$671,880
Budget Reserves	\$0	\$0	\$2,973,274	\$250,000	\$5,195,584
Sub Total	\$102,029,098	\$85,252,384	\$82,847,479	\$79,983,476	\$101,745,762
<u>CC 703400 - Planning and Development Department</u>					
Personnel Service	\$5,445,229	\$6,110,126	\$6,485,680	\$6,439,891	\$7,095,286
Contractual Services	\$119,344	\$132,280	\$175,204	\$309,982	\$175,404
Other Services and Charges	\$286,044	\$232,505	\$227,019	\$242,069	\$251,950
Supplies-Materials and Minor Equipment	\$48,922	\$55,393	\$48,950	\$48,950	\$55,562
Capital	\$20,039	\$7,355	\$0	\$0	\$0
Interdepartmental Charges	\$9,969	\$9,857	\$6,105	\$6,105	\$8,980
Budget Reserves	\$0	\$0	\$0	\$0	\$10,658
Sub Total	\$5,929,548	\$6,547,515	\$6,942,958	\$7,046,997	\$7,597,840
<u>CC 703500 - Riverwalk Division</u>					
Personnel Service	\$92,686	\$0	\$0	\$0	\$0
Contractual Services	\$492	\$0	\$0	\$0	\$0
Other Services and Charges	\$2,057	\$0	\$0	\$0	\$0
Supplies-Materials and Minor Equipment	\$302	\$0	\$0	\$0	\$0
Capital	\$3,692,826	\$300,069	\$0	\$0	\$0
Sub Total	\$3,788,364	\$300,069	\$0	\$0	\$0
<u>CC 703600 - Construction Service Center</u>					
Personnel Service	\$5,238,536	\$6,149,950	\$6,771,717	\$6,571,115	\$6,866,035
Contractual Services	\$1,218,528	\$1,416,789	\$1,621,408	\$1,250,332	\$1,384,203
Other Services and Charges	\$2,769,682	\$2,602,227	\$2,996,175	\$2,663,589	\$2,331,312
Supplies-Materials and Minor Equipment	\$103,608	\$111,148	\$183,363	\$152,363	\$136,050
Capital	\$174,273	\$148,482	\$0	\$17,146	\$54,000
Other Uses and Sources	\$0	\$2,591	\$0	\$0	\$0
Transfer To Other Funds	\$221,076	\$240,475	\$276,988	\$392,064	\$470,413
Interdepartmental Charges	\$2,296	\$2,325	\$10,000	\$10,000	\$5,000
Budget Reserves	\$0	\$0	\$412,305	\$0	\$4,427,928
Sub Total	\$9,727,999	\$10,673,987	\$12,271,956	\$11,056,609	\$15,674,941

**Budget Supplement-Expense
(In Cost Center Order)**

	FY16 ACTUAL	FY17 ACTUAL	FY18 ADOPTED	FY18 PROJECTED	FY19 RECOMMENDED
<u>CC 703700 - Minority Business Development Division</u>					
Personnel Service	\$488,193	\$456,243	\$593,167	\$501,742	\$582,019
Contractual Services	\$0	\$36,495	\$1,698	\$36,698	\$0
Other Services and Charges	\$45,265	\$44,601	\$55,619	\$53,955	\$51,524
Supplies-Materials and Minor Equipment	\$4,474	\$8,878	\$6,078	\$6,078	\$6,078
Interdepartmental Charges	\$46	\$93	\$200	\$200	\$200
Sub Total	\$537,979	\$546,309	\$656,762	\$598,673	\$639,821
<u>CC 703800 - Intergovernmental Relations Division</u>					
Personnel Service	\$108,201	\$111,300	\$123,415	\$117,020	\$126,568
Contractual Services	\$240,252	\$240,180	\$245,000	\$243,828	\$244,096
Other Services and Charges	\$4,088	\$4,970	\$3,643	\$4,240	\$4,072
Supplies-Materials and Minor Equipment	\$4,425	\$4,554	\$4,475	\$5,050	\$5,400
Interdepartmental Charges	\$3	\$0	\$10	\$10	\$10
Sub Total	\$356,969	\$361,004	\$376,543	\$370,148	\$380,146
<u>CC 703900 - Debt Service Department</u>					
Debt Services Related	\$24,311,738	\$30,851,932	\$41,013,628	\$111,641,883	\$39,479,844
Transfer To Other Funds	\$3,869	\$0	\$2,376,934	\$2,376,934	\$0
Sub Total	\$24,315,607	\$30,851,932	\$43,390,562	\$114,018,817	\$39,479,844
<u>CC 704000 - HCD CDBG Department</u>					
Personnel Service	\$316,165	\$530,216	\$559,689	\$559,689	\$631,891
Contractual Services	\$1,171,458	\$828,332	\$1,686,820	\$1,817,363	\$2,294,604
Other Services and Charges	\$588,643	\$144,717	\$130,543	\$0	\$232,964
Supplies-Materials and Minor Equipment	\$9,935	\$23,339	\$0	\$0	\$0
Capital	\$0	\$2,500	\$0	\$0	\$0
Other Uses and Sources	\$0	\$3,825	\$0	\$0	\$0
Transfer To Other Funds	\$423,142	\$421,395	\$421,395	\$421,395	\$0
Interdepartmental Charges	\$1,473	\$2,487	\$0	\$0	\$0
Sub Total	\$2,510,816	\$1,956,811	\$2,798,447	\$2,798,447	\$3,159,459
<u>CC 704100 - HCD ESG Department</u>					
Personnel Service	\$10,588	\$12,465	\$12,350	\$12,350	\$12,596
Contractual Services	\$235,468	\$248,002	\$234,669	\$234,669	\$239,327
Sub Total	\$246,056	\$260,467	\$247,019	\$247,019	\$251,923
<u>CC 704200 - HCD HOME Department</u>					
Personnel Service	\$111,887	\$116,726	\$116,741	\$116,741	\$169,524
Contractual Services	\$735,693	\$2,055,196	\$1,050,670	\$1,050,670	\$1,525,724
Other Services and Charges	\$0	\$71,172	\$0	\$0	\$0
Supplies-Materials and Minor Equipment	\$694	\$0	\$0	\$0	\$0
Other Uses and Sources	\$0	\$22,961	\$0	\$0	\$0
Sub Total	\$848,274	\$2,266,054	\$1,167,411	\$1,167,411	\$1,695,248

**Budget Supplement-Expense
(In Cost Center Order)**

	FY16 ACTUAL	FY17 ACTUAL	FY18 ADOPTED	FY18 PROJECTED	FY19 RECOMMENDED
<u>CC 704300 - HCD HOPWA Department</u>					
Personnel Service	\$66,765	\$53,569	\$115,668	\$115,668	\$115,945
Contractual Services	\$3,172,542	\$3,528,531	\$3,739,958	\$3,739,958	\$3,748,907
Supplies-Materials and Minor Equipment	\$1,022	\$0	\$0	\$0	\$0
Sub Total	\$3,240,328	\$3,582,100	\$3,855,626	\$3,855,626	\$3,864,852
<u>CC 704400 - HCD NSP Department</u>					
Personnel Service	\$27,823	\$0	\$0	\$0	\$0
Contractual Services	\$61,438	\$334,971	\$0	\$0	\$0
Other Services and Charges	\$23,771	\$0	\$0	\$0	\$0
Supplies-Materials and Minor Equipment	\$390	\$0	\$0	\$0	\$0
Sub Total	\$113,422	\$334,971	\$0	\$0	\$0
<u>CC 704500 - HCD SHIP Department</u>					
Personnel Service	\$207,797	\$219,687	\$155,661	\$361,248	\$43,996
Contractual Services	\$1,669,319	\$481,486	\$1,400,952	\$2,610,790	\$395,972
Other Services and Charges	\$1,101	\$491,149	\$0	\$3,271,775	\$0
Sub Total	\$1,878,217	\$1,192,322	\$1,556,613	\$6,243,813	\$439,968
<u>CC 704600 - Community Redevelopment Agency Budget</u>					
Personnel Service	\$1,675	\$0	\$0	\$0	\$0
Contractual Services	\$1,606,092	\$2,391,783	\$2,588,561	\$3,835,502	\$2,897,026
Other Services and Charges	\$350,210	\$307,724	\$406,255	\$539,602	\$363,500
Supplies-Materials and Minor Equipment	\$10,513	\$3,713	\$2,000	\$27,544	\$37,800
Capital	\$480,004	\$2,187,853	\$14,285,811	\$27,446,872	\$25,710,904
Transfer To Other Funds	\$4,655,238	\$1,643,180	\$5,882,073	\$11,592,373	\$11,708,697
Interdepartmental Charges	\$511	\$654	\$0	\$2,952	\$0
Budget Reserves	\$0	\$0	\$282,700	\$0	\$575,800
Sub Total	\$7,104,242	\$6,534,907	\$23,447,400	\$43,444,845	\$41,293,727
<u>CC 704700 - Golf Courses Budget</u>					
Personnel Service	\$0	\$0	\$685,092	\$685,092	\$0
Contractual Services	\$4,082,951	\$3,070,264	\$2,317,436	\$2,317,436	\$3,155,267
Other Services and Charges	\$845,960	\$767,804	\$840,000	\$840,000	\$800,000
Capital	\$544,664	\$277,272	\$338,365	\$338,365	\$437,700
Transfer To Other Funds	\$0	\$0	\$0	\$0	\$793,000
Budget Reserves	\$0	\$0	\$0	\$0	\$793,000
Sub Total	\$5,473,575	\$4,115,340	\$4,180,893	\$4,180,893	\$5,978,967
<u>CC 704800 - Streetcar Budget</u>					
Contractual Services	\$54,563	\$56,237	\$24,000	\$24,000	\$17,500
Other Services and Charges	\$345,756	\$343,779	\$342,500	\$342,500	\$342,500
Aids and Grants	\$1,557,482	\$1,669,084	\$1,829,668	\$1,829,668	\$2,514,578
Budget Reserves	\$0	\$0	\$28,212	\$0	\$0
Sub Total	\$1,957,801	\$2,069,100	\$2,224,380	\$2,196,168	\$2,874,578

**Budget Supplement-Expense
(In Cost Center Order)**

	FY16 ACTUAL	FY17 ACTUAL	FY18 ADOPTED	FY18 PROJECTED	FY19 RECOMMENDED
<u>CC 704900 - Grand Parent Tampa Theatre</u>					
Other Services and Charges	\$110,744	\$98,326	\$110,900	\$109,810	\$110,900
Supplies-Materials and Minor Equipment	\$29,606	\$25,449	\$22,200	\$21,700	\$22,200
Sub Total	\$140,350	\$123,775	\$133,100	\$131,510	\$133,100
<u>CC 799999 - Disaster Events</u>					
Personnel Service	\$0	\$3,897,995	\$0	\$0	\$0
Contractual Services	\$0	\$864,350	\$0	\$0	\$0
Other Services and Charges	\$0	\$421,081	\$0	\$0	\$0
Supplies-Materials and Minor Equipment	\$0	\$331,507	\$0	\$0	\$0
Capital	\$0	\$348,584	\$0	\$0	\$0
Sub Total	\$0	\$5,863,518	\$0	\$0	\$0
Total	\$1,163,842,588	\$1,231,119,486	\$1,364,072,433	\$1,700,998,049	\$1,422,425,827