

Online Budget User's Guide

Fiscal Year 2024 Operating and Capital Budget

Welcome to the City of Tampa Fiscal Year 2024 Online Budget!

Introduction

The City of Tampa is proud to present the FY 2024 Online Budget. Using the instructions below, you will be able to use the navigation bar and the table of contents. Below the table of contents instructions there are six section header descriptions letting users get an understanding of what information each section header contains.

How to Navigate The FY 2024 Online Budget

When opening up the online FY 2024 budget, click the section header for the specific topic you would like to read.

Using the image to the right provides a visual example of how to find a section within the online budget. The steps are as follows:

- First find the desired section header. (Overview is selected in the example)
- Click the section header and scroll until you find the desired section. Hovering your mouse over a page link will highlight the link.
- Click on the desired page when it is highlighted and you will then be taken to the page.

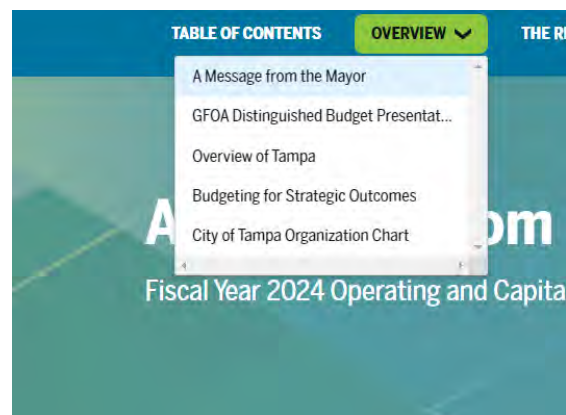


Table of contents

When clicking on the table of contents tab located in the navigation bar, you will be shown to the table of contents page - this page has every section and subsection located in one area.

The image to right shows a portion of the table of contents page and how it is broken down via sections and subsections. All of these links can be clicked on and you will be taken to that subsection.

Tampa Thrives: Fiscal Year 2024 Budget

Recommended Fiscal Year 2024 Operating and Capital Budget for the City of Tampa

Operating and Capital Budget FY 2024

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Overview

Opening this page will provide in depth detail about this budget page, information regarding the City of Tampa, and a letter from our Mayor. You can also view the Government Finance Officers Association (GFOA) award for our annual published budget.

The Recommended Budget

Here, users will see the breakdown of various aspects that make up our budget. You will also find a presentation of our funds, revenues, expenses, and a review of the recommended budget for FY2024.

Future Forecasts

This section provides details regarding the city's major revenues, as well as a forecast of major fund activity through 2026.

Department Budgets

The Department Budgets section shows every department within the City and provides a breakdown of recommended budgets for specific departments when selected.

Capital & Debt

Located here is our capital improvement program and our debt which is broken up into debt and outstanding debt. Lastly, this page goes over debt issuances that the City expects in the future through our anticipated issues page.

City Financial Policies

Opening this page gives access to an overview of the financial policies adopted as part of the budget. There is an in depth breakdown of each section of the financial policies. The policies are broken down into General, Debt, Grants, and Investment financial policies

Appendix & Essentials

Here you can find any additional information that supplements this budget. Some of the included information consists of a glossary, statistical information about the city, and frequently asked questions. Also found in this section is a list of the budget staff who worked on this document.

More

If you see the "More" option, your browser is combining sections above to preserve space. Clicking on the "More" option will show any of the above sections that are being compressed for size. If possible, increasing the size of your browser window will also reveal the sections that are being compressed into a "More" menu.

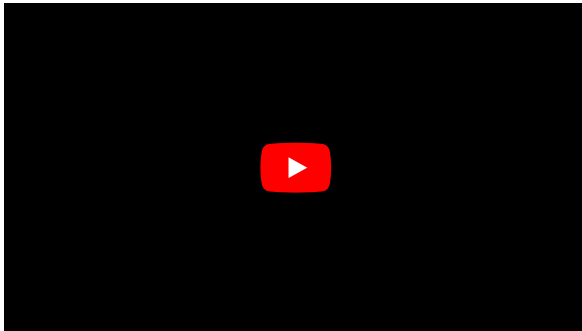
Presentation to City Council

Fiscal Year 2024 Operating and Capital Budget

The Fiscal Year 2024 Recommended Operating and Capital Budget

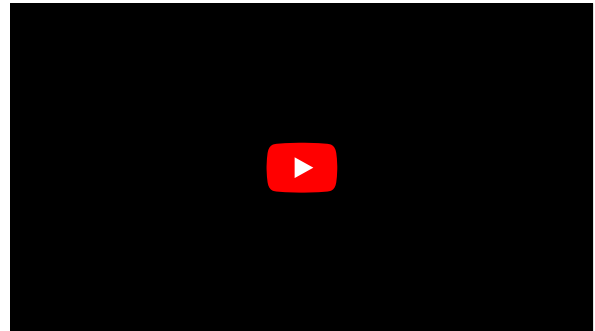
As Presented to Tampa City Council on August 3, 2023

Budget Presentation to City Council



Mayor Jane Castor and her administration present the budget to City Council

Mayor and Administration Presentation Download



Chief Financial Officer Dennis Rogero highlights additional details and specifics about the budget to Tampa City Council

Chief Financial Officer's Presentation Download

City Leadership and Organization

Fiscal Year 2024 Operating and Capital Budget

Mayor Jane Castor

[Link to Mayor's Webpage on tampa.gov](#)



Mayor Jane Castor is the 59th Mayor of the City of Tampa. Born and raised in Tampa, Jane has spent a lifetime in service to the community, first as a police officer, then as Tampa's first female Chief of Police, and finally as the city's 59th Mayor.

The Mayor is a proud Seminole Heights resident where she lives with her longtime partner Ana Cruz; both Tampa natives who enjoy fishing, Lightning hockey games, and family time with their two boys Sergei and Seely.

For a full biography, media, press release archive, and more, please visit the mayor's website at tampa.gov/mayor.

Under the leadership of the Mayor and City Council, the City of Tampa is composed of more than 50 operational divisions. These offices work under the guidance of department heads and administrators to fulfill the mission of the city and bring the highest quality of services to Tampa and its residents.

Tampa City Council

[Link to City Council's Webpage on tampa.gov](#)



Tampa is legislatively lead by an elected council of seven members, each representing a district within the city.

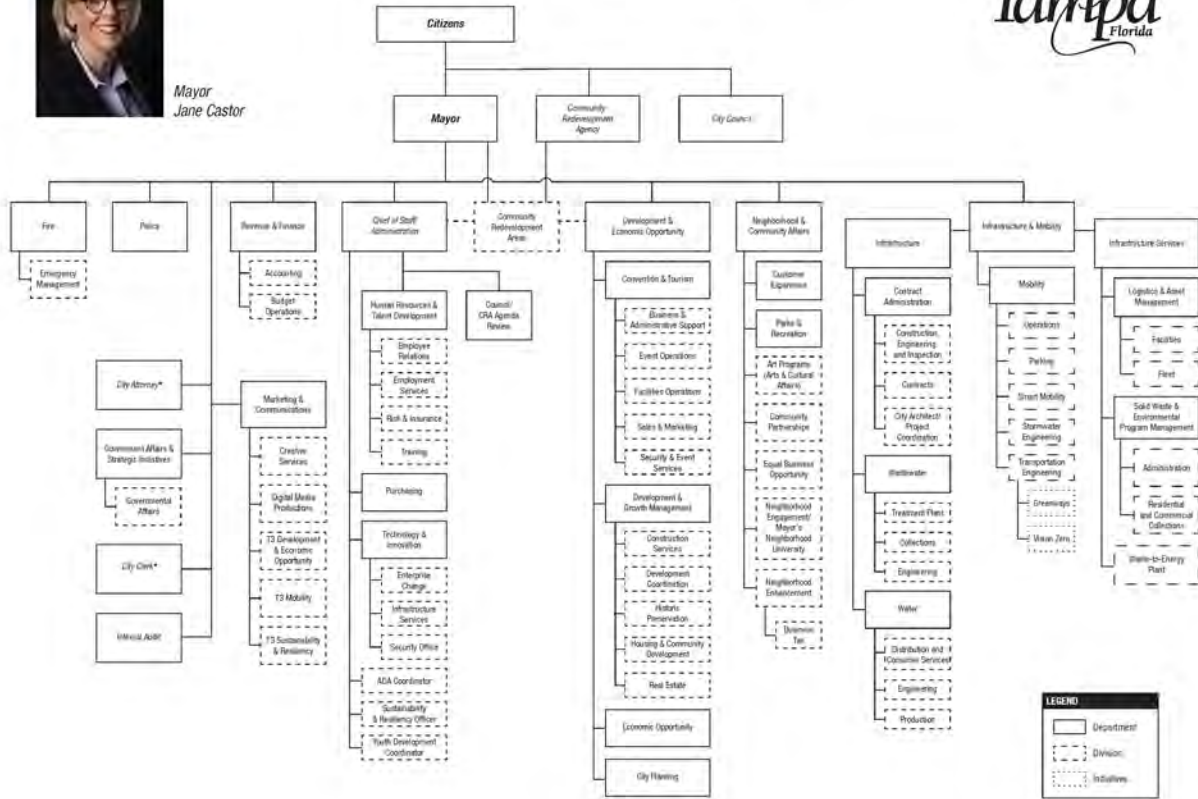
Members are elected by the voters within the City Limits of Tampa to serve for a term of four years. Council members for Districts #1, #2, and #3 are elected at-large (meaning city-wide) and those from Districts #4 through #7 are elected in individual districts. The term of office for the current City Council members will expire on April 30, 2023.

[To read specific biographies for current City Council Members or to find out which council members represent your district, visit the "Meet your Council Member" page linked here.](#)

City of Tampa Organization Chart



Mayor
Jane Castor



LEGEND

- Department
- Division
- Institute

* Department also reports directly to City Council

A Message from the Mayor

Fiscal Year 2024 Operating and Capital Budget



CITY OF TAMPA

— OFFICE OF THE MAYOR —

Jane Castor, Mayor

August 3, 2023

The Honorable Chairman Guido Maniscalco 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, 2023, and ending September 30, 2024, including the City’s Capital Improvement Program for FY2024 through FY2028.

The fiscal year 2024 budget theme is “Tampa Thrives.” We all know that Tampa is unique. We can see it, and we can feel it. A course in which common sense and finding solutions drives us to work together across party lines, across ideologies, across differences in backgrounds, in a city that is united, prosperous, resilient, and determined to build a better future for all our residents.

Investing in connecting our communities so Tampa Thrives will be our focus over the next fiscal year: connecting our neighborhoods, connecting our residents to opportunities, connecting our diverse population to one another. With this in mind, the fiscal year 2024 budget is presented with a millage rate increase of 1 mill to 7.2076 mills. This increase will not only be about investing in the physical infrastructure like roads, pipes, and housing that keep us resilient as a city, but also investing in the infrastructure of people. Like the arts, parks, and places that will continue to make Tampa thrive as a community. It will be about working together to tackle our greatest challenges and coming together to celebrate our greatest successes.

Tampa’s reputation as a friendly and welcoming city has made its way across the nation and globe, and that’s to the credit of our residents who welcome newcomers with open arms into our community. Tampa’s become one of the most attractive places for people to relocate, and we’ve been ranked in the top five fastest-growing cities every year since 2019. We are one of the top cities in the nation and the only big city in Florida having a net migration of Gen-Z residents. Tampa’s growth is expected to continue. In 25 years, Tampa will be a city of 1.1 million residents. The surrounding area will grow by millions, with hundreds of thousands of new jobs and commuters coming into Tampa every day. It’s not just our growth that matters, but how we grow.

Improving Infrastructure and Mobility

For Tampa to continue to thrive, there is nothing more critical than transforming our transportation system which will improve access to housing for people at all income levels, connect residents to better jobs, and connect people across our city to parks, concerts, and community events. Following extensive public engagement in which we listened to and heard our diverse communities share their transportation priorities, our administration has completed and published Tampa MOVES, a comprehensive, long range mobility master plan to move our city forward. With the MOVES plan, we’ve listened

to residents in neighborhoods across Tampa and identified over \$2 billion dollars in long-term needs that accomplish these goals over thirty years.

It is well documented that our Transportation system has suffered from decades of lack of investment. We have millions of dollars of needs for deferred maintenance of roads, traffic signals and bridges. As road conditions worsen, the cost continues to escalate to make the needed repairs.

Allocating 39% of the proposed millage rate increase will allow us to start to tackle some of our most pressing needs. We can leverage those funds for grants or possibly bonds and expand our mobility improvement reach even further.

Twice in four years, Tampa voters sent a clear message that they want us to invest in transportation infrastructure and that they're willing to pay for it. They want sidewalks. They want safety. They want options. They want shorter commutes, less congestion and smoother traffic flow. And above all, they want us to increase fixing our roads.

This budget starts to address these needs by making historic investments in transportation to safely connect people to jobs, schools, and businesses. Tampa residents don't want to hear about why we can't afford to fix our often-failing streets: they want us to take responsibility now and get to work, and this is exactly what this budget does.

Strengthening Resident Services

And while transportation connects places, our city's parks help Tampa thrive by connecting people and bringing them together. We will work to implement our Parks & Recreation Master Plan by working with neighborhoods across the city to better understand their wants and needs. This Master Plan will ensure equitable access to parks programs and facilities for our children, seniors, and residents across this great city. Facilities such as the completion of the East Tampa Recreation Complex at Fair Oaks Park, Vila Brothers Park in West Tampa, Rivercrest Park in Seminole Heights, a new green space in Drew Park and, of course, additional Pickleball Courts. Thanks to a \$1.4 million federal grant, we will embark on an Early Childcare Initiative to help provide daycare to working moms who were hit hardest by the pandemic. This initiative will start in the Grant & Orient Park neighborhoods.

Tampa's Gold Medal award-winning Parks & Recreation system is a cornerstone of our quality of life, bringing residents together with opportunities that benefit not only their health and well-being, but also builds a sense of community in each neighborhood. We need to preserve, maintain and improve these parks for current and future generation.

Tampa's booming population is putting a strain on our parks system and staff. Since 2009, when 35% of parks staff were laid-off during the Great Recession, Tampa has grown by over 50,000 residents creating additional maintenance needs and programming backlogs for after-school programming, summer camps, gymnastics, and other classes. These parks and recreation facilities and staff were an important mitigation factor during the peak of COVID-19 for all ages.

The proposed 16% millage increase will help us with our improvements, it's not just ongoing and deferred maintenance, its equity, connectivity, and accessibility as well. The last time that the City raised its millage, one of the top items that was funded was the New Tampa Recreation Center which had a terrible backlog for dance and gymnastics. Children all over the city should have access to quality programming, and this budget will ensure that it is provided.

Having a safe city is a prerequisite to everything else, and Tampa is the safest city our size in the nation. Most of Tampa's neighborhoods are safer than they've ever been. Our administration will continue to focus on making every neighborhood safer for all our residents. Our first responders are on the front lines keeping us safe every day and we will ensure that the Tampa Police and Tampa Fire Rescue Departments have the equipment and personnel needed to keep crime low and to address the growing number of medical rescue calls that we see across the city. The proposed 21% allocation of the millage increase will renovate fire stations citywide and replace aged firetrucks and public safety vehicles.

The men and women of Tampa Fire Rescue have a difficult and often dangerous job. They never hesitate to put their lives on the line in service to our citizens. Residents of our city count on them to be there during difficult circumstances. In 2022, Tampa Fire Rescue responded to 10,825 fire alarm calls and 81,116 medical calls. This budget is a commitment to update stations, add additional firefighters and paramedics, add rescue units, and increase the department's capacity. It's also a commitment to improving efficiencies and response times throughout the city.

As we grow into the future, we will continue to prevent crime through partnerships, responsible technological advances and programs, but our rapidly growing city will necessitate additional officers. Close to 90% of TPD's budget is personnel. This budget supports requests made by Council and the public for additional officers, communication tools for community policing, and prompts the increase of supporting non-criminal risk incidences like mental health and homelessness outreach.

We are tackling homelessness in a compassionate yet effective way, and the Tampa Police and Housing and Community Development Departments will continue working together on our outreach program. We have expanded capacity at Tampa Hope – our shelter and wraparound services collaboration with Catholic Charities – to get more people off the streets and into housing. Tampa Hope is a real success story that has placed over 20% of its clients into permanent housing and into gainful employment. This helps homeless individuals start anew while protecting the quality of life for all our residents.

Increasing Housing Affordability

Connecting people to housing choices for all levels of income in every neighborhood is crucial. The challenge is great because of our limited housing supply, a stunning demand, and the high and rising cost of construction. Therefore, 20% of the proposed increased millage rate will be allocated to support housing initiatives. Our administration will continue to work with City Council, and our state and federal partners to address the long-term, systemic issues that make housing less affordable every day.

While we are not the Housing Authority, people are turning to the City for help. The city's role in housing affordability is focused on expanding homeownership opportunities, preventing evictions, partnering with developers to include more attainable housing in new projects, and establishing the conditions through transit corridors and land use reforms to increase density. We must preserve our stock of attainable housing for future generations, which is why we have created a community land trust.

One of the greatest challenges facing Tampa is ensuring that residents of all income levels can find housing they can afford in the neighborhood they want to live in. This is particularly difficult for our lower-income residents, but our middle-class families also have less choices than before. According to the 2023 Community Values Survey, access to affordable housing was the issue with the largest community expectation gap.

I often hear from residents about the conditions of our streets, concern about rising rents, how children should have the same access to park programming, and how where you live shouldn't determine public safety response times.

To be clear, this budget is not going to address all our assessed gaps and growth challenges, but without additional funding, the City of Tampa will struggle to move forward on addressing any of the core services. Without additional funding, service levels will remain as they are while demand and deferred maintenance grow.

Tampa is at a pivotal point in history. And each of us has the opportunity to make the bold decisions necessary to ensure that Tampa Thrives.

Respectfully submitted,



Jane Castor
Mayor

GFOA Budget Award

Fiscal Year 2024 Operating and Capital Budget



GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

**City of Tampa
Florida**

For the Fiscal Year Beginning

October 01, 2022

Christopher P. Morrill
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, 2022. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as a financial plan, as an operations guide, 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.

Overview of Tampa

Fiscal Year 2024 Operating and Capital Budget

Tampa Bay History

Spanish explorer Ponce de Leon first arrived in the Tampa Bay area in 1513, but the Spaniards focused their attention on settling eastern Florida and left the western areas alone. In 1824, only two months after the arrival of the first non-native settlers, the U.S. Army established Fort Brooke to protect the strategic harbor at Tampa Bay. Development of the region began after the territory became part of the United States in 1845. Despite the blockade and federal occupation during the Civil War, the area grew steadily. Henry B. Plant's 1884 railroad extension to the Hillsborough River provided access to new areas, and he built lavish hotels along his rail line to attract visitors which led to continued economic growth in Tampa that lasted for the next fifty years.

Tampa owes its commercial success to Tampa Bay and the Hillsborough River. When phosphates were discovered nearby in the late 1880s, the resulting mining and shipping industries prompted a boom of growth and wealth that lasted through the 1890s. Tampa's port is now the seventh largest in the nation.

In 1886 Vicente Martinez Ybor established a cigar factory in Tampa. From the steps of Ybor's factory, Jose Marti, sometimes called the George Washington of Cuba, exhorted the cigar workers to take up arms against Spain in the late 1800's.

The military has also had an ongoing role in Tampa's development. The City was the primary outfitting and embarkation port for U.S. troops bound for Cuba during the Spanish-American War. Today the U.S. Central Command and U.S. Special Operations Command are headquartered at MacDill Air Force Base.

The advent of the automobile was responsible for a large settlement wave that occurred 1923-26. Many subdivisions were built during this era; one of the most notable was Davis Islands, a man-made island created by D. P. Davis. The elegant homes Davis built remain some of Tampa's loveliest.

The main Tampa downtown business district has grown phenomenally since the 1960s. Major banks and an increasing number of other corporations occupy large glass, steel and concrete buildings that tower high above the bay. Tampa continues to attract key industries such as corporate headquarters, bioscience, international trade, technology, financial services, manufacturing, and distribution companies.

Tampa has evolved into a multi-cultural, diverse business center with sustainable communities for its citizens. People of all ages arrive here to escape the worries and winters of wherever they came from, and an increasing number of them stay.



Community

The City of Tampa is located on the west coast of Florida. The City occupies 113 square miles and serves a population of 398,173. Tampa is the third most populous city in Florida and is the largest city located in the metropolitan statistical area comprised of Hillsborough, Pinellas, Pasco, and Hernando counties, with over 3.5 million residents.

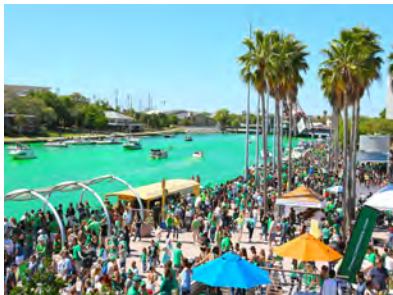
Tampa is nestled in the center of the region, approximately 30 miles from the Gulf of Mexico beaches to the west, 70 miles from Walt Disney World and Orlando to the northeast, approximately 200 miles northwest of Miami, 180 miles southwest of Jacksonville, and 20 miles northeast of St. Petersburg. The region's natural environment includes miles of blue waterways, pristine beaches, brilliant sunlit skies, and exceptional weather.

Social and Cultural Events

Tampa is the home of numerous annual events and celebrations, and unique cultural events. Providing endless opportunities to live, learn, work, and play, Tampa offers year-round cultural events and social activities for people of all ages and interests - everything from serene strolls along scenic Bayshore Boulevard, to paddle board/kayak nature tours, or the excitement of Ybor City. A variety of entertainment activities may be found in the City and surrounding areas including numerous parks, sunny beaches, restaurants with international cuisine, world-class golf courses, racquetball courts, saltwater fishing, tennis, and shopping. Sports fans can enjoy football and hockey while art lovers can attend music and art festivals.



Gasparilla, Tampa's signature event for more than a century, pays homage to Tampa's last great mythical buccaneer, Jose Gaspar. Gasparilla events begin in January with a pirate invasion and continue with celebrations through March. Festivities and activities for everyone include parades, marathons, art shows, and music and film festivals. The Gasparilla Parade of Pirates, along scenic Bayshore Boulevard, is the nation's third-largest parade.



The Mayor's Annual River O'Green Fest is Tampa's official Saint Patrick's Day event 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-friendly celebration including activities, games, and live entertainment.



Other annual events include the ReliaQuest, formerly the Outback Bowl, a college football bowl game played in January, the Tampa Bay International Dragon Boat Festival, Tampa Riverfest, Tampa's Downtown on Ice, Sant' Yago Knight Parade, Santafest, and Winter Village. Boom by the Bay and the City's Independence Day celebration features family-friendly activities, live entertainment, and fireworks along Tampa's waterfront.

Entertainment and Cultural Facilities

The City offers a variety of entertainment and cultural facilities to residents and visitors located within the City or only a short drive away. 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, and Glazer Children's Museum capture the spirit, history, and creative value of Tampa. Walt Disney World including Hollywood Studios Theme Park, Universal Studios, and Sea World are all just over an hour's drive to the east. Two-thirds of the state's major attractions lie within a 100-mile radius of Tampa.



Busch Gardens is a family adventure park that offers an appealing blend of the best roller coasters and thrilling rides, one of the Country's premier zoos featuring a variety of animals, live shows, restaurants, shops and games. Busch Gardens offers an array of fascinating attractions based on exotic encounters with the African continent. Busch Gardens provides world-class care to thousands of animals and has earned the Humane Certified™ seal from American Humane, the world's largest certifier of animal welfare. As you venture through the unique naturalistic habitats, it's clear to see why U.S. News & World Report named Busch Gardens Tampa Bay one of the best zoos in the country. Adventure Island, which is located next to Busch Gardens, is a 30-acre waterpark with a beach volleyball complex, waterslides, pools, and kid-friendly attractions.

ZooTampa at Lowry Park is one of the most popular zoos in the southeastern US, with close to 1 million visitors annually. Encompassing 56 acres, ZooTampa cares for a variety of animals with emphasis on endangered, threatened, and vulnerable species from Florida and similar climates/habitats with park areas devoted to Florida, Asia, Africa, and Australia. Other features include aviaries, primate exhibits, the manatee critical care center, a splash pad, rides, shows, hands-on interactive exhibits and animal encounters, and signature seasonal and fundraising events. The Florida Environmental Education Center or "Zoo School" is a hands-on learning facility that offers year-round childcare, preschool, and summer and holiday camp programs. Since 1988, ZooTampa has educated more than 1.8 million school-aged children throughout Tampa Bay, increasing awareness about wildlife and the ways in which students can contribute to their preservation. The Nat Geo WILD series were filmed entirely at the Tampa's award-winning Zoo and provide behind-the-scenes stories of amazing animals and the dedicated team entrusted with their care. ZooTampa has again received accreditation by the Association of Zoos and Aquariums, the gold standard for animal care and welfare which is received by only 10% of the zoos across the United States. The ZooTampa has won numerous awards for its animal conservation and management programs and has been recognized by the State of Florida as a center for Florida wildlife conservation and biodiversity. Additionally, the Zoo has been awarded the USA Today's 10 Best Readers' Choice Awards 2023 for Best Zoo and Best Zoo Exhibit and it is an 11-time winner of TripAdvisor Travelers' Choice Award.

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. With 335,000 square-feet, the Straz Center includes five theaters, a rehearsal hall, coffee shop, three on-site restaurants, and showcases community art projects of local artists as well as artists from around the world and through the ages. 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. Also, the Patel Conservatory adds 45,000 square

feet to the Straz Center and is the only accredited performing arts school in the region to offer performing arts classes in dance, theater, and music for students of all ages and experience levels. The Patel Conservatory features 20 studios, including three dance studios with sprung floors, a sound/lighting laboratory, technical theater workshop, rehearsal hall, costume shop and a state-of-the-art black box theater.

The Tampa Museum of Art in downtown Tampa features antiquities as well as modern and contemporary art exhibitions. 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.

The Tampa Bay History Center, located in the Channel District, is one of the largest history museums on the west coast of Florida. The 60,000 square foot museum includes three floors of permanent and temporary exhibition galleries spanning 12,000 years of Florida history, focusing on the Tampa Bay region. The History Center is also home to the Touchton Map Library/Florida Center for Cartographic Education. The only cartographic research center of its kind in the state, it houses one of the most comprehensive collections of Florida cartography in the world, with holdings spanning five centuries. Additionally, the Tampa Bay History Center is affiliated with the Smithsonian Institution, providing the museum access to the Smithsonian's vast collection of artifacts and support for educational programs.

The Downtown Riverwalk is a 2.6-mile continuous walkway stretching from the Channel District to Tampa Heights along the east side of the Hillsborough River. It incorporates pedestrian amenities, art and interpretive elements, retail and restaurants, parks and open space as well as water attractions that are available from water taxis, rentals (boats, paddle boards, kayak, etc.), tours and the cross-bay seasonal ferry service.



Built in 1926, the Tampa Theatre is one of the country's most beautiful cinemas, providing world-class entertainment in a 1,200-seat hall built to look like a romantic Mediterranean courtyard under a realistic night sky with twinkling stars. Tampa Theatre's single auditorium hosts more than 700 events each year, including a full schedule of first-run and classic films, live concerts, special events, tours and educational programs. In 2017, Phase I of the restoration efforts began by addressing substantial infrastructure needs to the interior and exterior of the historic building. On May 11, 2023, funding for Phase II of the Theatre's restoration plan was approved by the Tampa Community Redevelopment Agency (CRA) board in the amount of \$14,000,000. Some items that will be addressed in this phase include the addition of a second screening room, increased support spaces, enhanced production technology and updated patron amenities, in addition to a full and authentic restoration of the historic auditorium.



The Tampa Convention Center, located directly on the waterfront, in the heart of downtown Tampa, hosts a variety of conventions, tradeshows, and other special events year-round. It offers sparkling waterfront views, 600,000 square feet of transformable event spaces for venue rentals and state-of-the-art amenities. After a busy day of lectures, seminars, or classes, attendees are welcome to visit numerous downtown attractions and restaurants located just a trolley ride away in Ybor City, the Channel District, and Sparkman Warf. The Tampa Convention Center renovation is nearing completion of its \$45 million capital improvement plan, its largest renovation project since it opened in 1990, which includes 18,000 square feet of flexible meeting space to be used as either tradeshow floor space or new meeting rooms, upgrades to restrooms and meeting rooms, improvements to the Riverwalk to enhance ADA experiences, improvements to the front drive guest arrival area and improvements to the HVAC/chillers. The City of Tampa was ranked as one of the top meeting destinations in North America for 2023 and was featured as the 24th top meeting destination by industry-leading meetings, events, and hospitality technology provider, Cvent.



The Florida Aquarium is among the top aquariums in the world and accredited by the Association of Zoos and Aquariums. Their mission programs include conservation, research, education and outreach with the goal of building awareness and inspiring action for species and habitat conservation and the restoration of Florida's coral and sea turtle populations. Visitors can explore complex ecosystems, experience a wide variety of aquatic and terrestrial animals, engage with interactive and informational exhibits, or just enjoy the outdoor water play area. The aquarium also features a 4-D theater, dolphin cruises, backstage passes/tours, and various swim and dive experiences. The Florida Aquarium recently announced a \$40-million expansion plan that will include a rotating special exhibit gallery, multi-species gallery that features puffins, and a large-scale outdoor exhibit featuring California sea lions and an African penguin habitat. The project is scheduled to be completed in 2025. The Florida Aquarium is ranked in the top 15 aquariums in the country by TripAdvisor.com and ranked in the top 5 "Kid-Friendly Aquariums" by Parents Magazine.

Professional Sport Teams

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 at the City's George M. Steinbrenner Field baseball stadium and they are celebrating their 28th Anniversary Season in Tampa this spring of 2023.

The Yuengling Center (formerly known as the USF Sun Dome) is located on the campus of USF and is home to the National Collegiate Athletic Association's USF Men's and Women's basketball teams, USF Volleyball team and is host to numerous concerts and events throughout the year.



The Tampa Bay Buccaneers professional football team were the NFL Super Bowl Champions in 2003 and 2021. The Tampa Bay Buccaneers and University of South Florida ("USF") Bulls football teams play their home games at Raymond James Stadium in Tampa. In recent years, the stadium underwent substantial renovations and upgrades to include the replacement of two main scoreboards, installation of new sound amplification equipment, replacement of stadium seating, and club renovations. The stadium now boasts one of the most technologically advanced HD video system, comprised of two massive 9,600 square-foot boards and four large 2,300 square-foot HD tower walls. Raymond James Stadium has hosted three Super Bowls; XXXV in 2001, XLIII in 2009, and Super Bowl LV in 2021. Raymond James Stadium serves as a premier large event venue, recently hosting concerts for Coldplay, Kenny Chesney, the Weeknd, Ed Sheeran and three consecutive sold out nights for Taylor Swift's Eras Tour.

In the heart of downtown Tampa, between the Tampa Convention Center and the Florida Aquarium, lies the Amalie Arena, one of the premier entertainment venues in the southeast. It is home of the Tampa Bay Lightning professional hockey team, who are recipients of the Presidents' Trophy, two-time Conference Champions, four-time Division Champions, and the 2004, 2020 and 2021 Stanley Cup Champions. The Amalie Arena also hosts many concerts, family shows and sporting events each year. The arena's numerous events include NHL All-Star Games, ACC and SEC Men's Basketball Tournaments, and the NCAA Women's Final Four.



Education

Tampa offers a variety of post-secondary educational opportunities. Founded in 1956, the University of South Florida (USF) is a high-impact global research university dedicated to student success, with three campuses across the Tampa Bay region. USF serves approximately 50,000 students and offers more than 240 degrees at the undergraduate, graduate, specialty, and doctoral levels, including the Doctor of Medicine. USF is the fastest-rising university in America (U.S. News and World Report's 2023 Best Colleges rankings) with many graduate programs ranking inside the top 50 (U.S. News and World Report's 2022 ranking). USF offers premier research opportunities in the fields of science and medicine. Recently, USF accepted an invitation to join the Association of American Universities (AAU), a prestigious group of the 71 leading research institutions in the United States and Canada. USF is the first public university in Florida to join the AAU since 1985 and is now one of two institutions from the State University System of Florida to serve as an AAU member. This will provide new federal funding opportunities for USF research, strengthen its role in meeting workforce demands and attract the brightest faculty, staff and students to Tampa Bay. Since 2013, USF has been among the top 15 U.S. public universities and top 25 universities worldwide in generating new patents according to the National Academy of Inventors and the Intellectual Property Owners Association.

In January 2020, the new USF Health Morsani College of Medicine and Heart Institute opened at Water Street Tampa, the world's first wellness district, bringing approximately 1,800 students, faculty, researchers, and staff to Tampa's downtown urban core and waterfront. The state-of-the-art training facilities at USF Health's Morsani College of Medicine, Taneja College of Pharmacy, and Heart Institute provide superior medical education, clinical care, and research to improve patient care and health outcomes while transforming health education and pioneering discoveries to end heart disease. The new facility provides 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 Tampa Bay Research and Innovation Center at CAMLS.

The University of Tampa ("UT") is a private university located on approximately 110 acres of prime riverfront land in the heart of downtown Tampa. UT provides more than 200 fields of study including various graduate studies programs. UT is regarded as one of the nation's best 384 institutions for undergraduate education by The Princeton Review. Only 15 percent of four-year colleges in the U.S. share this honor. U.S. News & World Report consistently ranks UT in the top tier of the category Regional Universities (South), and it was included as the most innovative college for 2022. Since 2010, UT has been included on Forbes' annual ranking of America's Top Colleges. The list is based on factors such as educational quality, graduation rates, and career prospects.

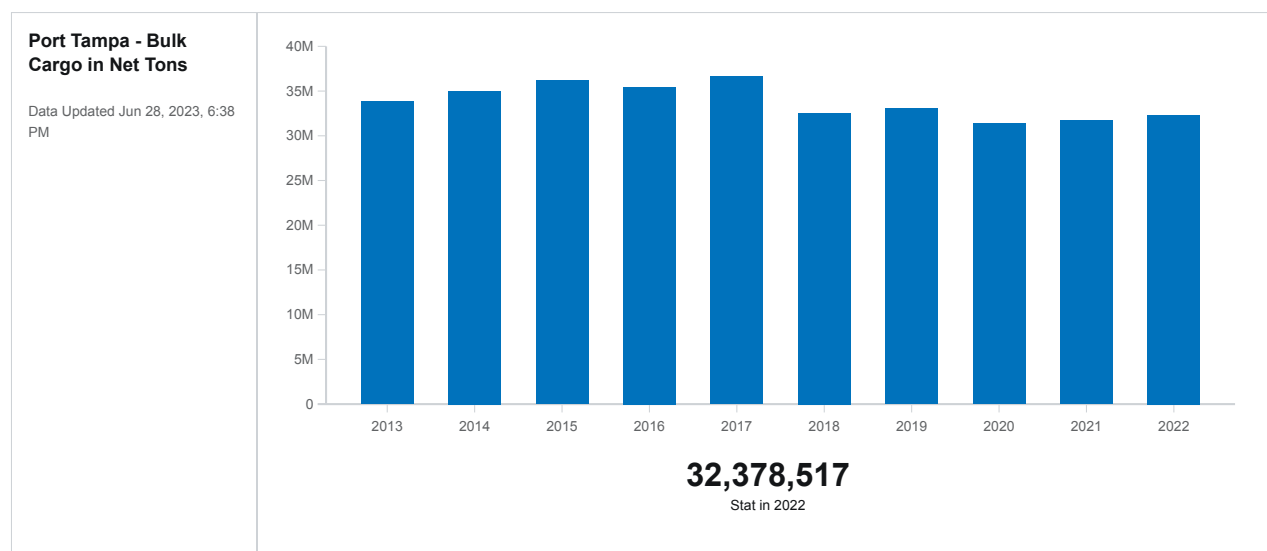
Hillsborough Community College ("HCC") offers more than 190 academic options which include an array of business, technical, and health sciences. HCC has five primary campus locations, two satellite locations, a very active distance learning program, and a comprehensive corporate training center.

Also, near downtown is the Tampa Law Center of the Stetson University College of Law which is ranked No. 1 by U.S. News in trial advocacy and No. 3 in legal writing, both vital skills for attorneys. Saint Leo University, just north of Tampa, has a center at MacDill Air Force Base and has been recognized as one of the top military-friendly colleges and universities.

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 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). According to the University of Central Florida's Florida & Metro Forecast 2023-2026, the fastest growing employment sectors are other services (2.9%) and the financial services sector (1.9%).

The metropolitan statistical area ("MSA") economic indicators for Tampa-St. Petersburg-Clearwater are expected to show slightly below-average levels of growth compared to other areas in Florida. According to the University of Central Florida's Florida & Metro Forecast 2023-2026 from June 2023, population growth will average 1.3% annually, employment is expected to contract by 0.6% annually, and the unemployment rate is expected to average 4.5% through 2026. The unemployment rate for the MSA as of June 2023 is 2.6% per the U.S. Bureau of Labor Statistics.



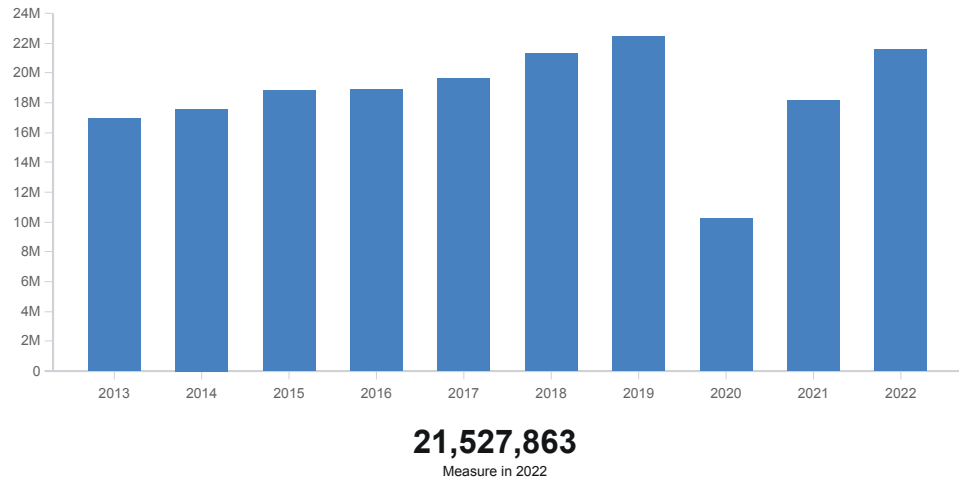
Port Tampa Bay (the "Port"), a significant economic engine in the region, accounts for an economic impact of over \$17 billion, providing more than 85,000 direct and indirect jobs and handling more than 32 million net tons of cargo annually. June 2023 marked Port Tampa Bay's 78th-anniversary as a state-established commercial entity.

With a 43 foot-deep main channel, the 5,000- acre Port is home to many businesses and handled 3,002 vessels in fiscal year 2022. Port Tampa Bay is one of the nation's most diversified ports; it is the petroleum and energy gateway for West/Central Florida, the largest steel port in Florida, one of the world's premier fertilizer ports, a major cruise line homeport, and one of the largest shipbuilding and repair centers in the Southeast. An expanding container gateway, the Port has global connections, including weekly service to Asia via the expanded Panama Canal, Central/South America, and Mexico, and also has on-dock cold storage. Designated as a Foreign Trade Zone (FTZ No. 79), Port Tampa Bay is Florida's largest cargo tonnage port. With its location on the west end of Florida's Interstate 4 corridor, the Port is ideally located to supply in-state demands for construction materials, commodities, and consumer products.

Port Tampa Bay has committed to spending \$300-400 million in the next several years, adding new cranes, docks, transit, sheds, and additional infrastructure to expand its capabilities. Working closely with its container terminal operator partner Ports America, Port Tampa Bay expanded terminal capacity by adding more paved storage and recently took delivery of three more post-Panamax gantry cranes, for a total of five. Additional expansion includes an expanded gate complex, a new on-dock rail-served 500,000 square foot trans-load facility, more storage and a third deep water berth.

Tampa International Airport - Passenger Traffic

Data Updated Jun 28, 2023, 6:38 PM



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 2022, 21.5 million passengers enplaned and deplaned at the airport, which represents an increase of 18.8% compared to 2021.

Internationally, TIA is currently offering nonstop flights to several desirable business or vacation destinations such as London, Zurich, Frankfurt, Toronto, Havana, Montego Bay, Punta Cana, & Cancun. TIA has added nonstop routes to more than 15 new markets since 2020 providing travelers more direct options.

TIA is committed to designing, building, and implementing capital improvements and programs that are economically wise and environmentally and socially responsible. Over 30% of their fleet runs on alternative fuels such as compressed natural gas, hybrid-electric, or all electric with a goal of over 70% running on alternative fuels. TIA provides EV charging stations for customers in all parking garages and at the Cell Phone Lot. As part of TIA's sustainability efforts, the Hillsborough County Aviation Authority won a federal 100% Zero Emission Vehicle grant to purchase four electric buses and charging stations to be used by TIA to transport employees from the North Employee Parking Lot off Hillsborough Avenue to the Main Terminal and is in the process of procuring three additional electric busses.

To accommodate TIA's continued increase in passenger traffic, TIA officials began updating the airport's Master Plan for the 3,300-acre campus in late 2011. The master plan was approved in 2013 and will allow the airport to serve 34 million passengers each year. The plan is divided in three phases. TIA completed Phase 1 in late 2018 and anticipates completing Phase 2 in late 2024 (\$1.6 billion between Phase 1 & 2). The master plan renovations include the expansion of the main terminal, a new automated people mover, a new rental car center near the airport entrance. It also includes a 35-acre commercial development around the rental car center featuring an office building, convenience store with gas station, hotel, and a commercial curb to accommodate transit and other ground transportation, and connections to regional trail networks. The curbside expansion includes 16 new express lanes exclusively for passengers without checked luggage. The third and final expansion phase will include the construction of a new 16-gate terminal-Airside D with gates serving domestic and international flights, as well as, facilities to process international passengers. The \$787 million final expansion phase received approval from the Aviation Authority's Board of Directors in September 2022. Construction is scheduled to break ground in 2024 and be completed in late-2027. Already considered one of the most user-friendly airports in the world by frequent flyers, the planned improvements will further enhance the airport's reputation.

Building Activity

Tampa continues to grow and prosper. In Fiscal Year 2021, the City permitted construction projects valued at over \$2.7 billion (27,262 building permits) and \$2.6 billion in Fiscal Year 2022 (26,764 building permits). The City anticipates \$17.9 million in construction permit and enhancement fee revenues to be generated for Fiscal Year 2023. The level of construction permit revenues is the result of increased new multifamily construction activity as well as commercial and home renovations.

The City continues its commitment to economic development. There is 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 continues to streamline 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, including enhancing Workforce Development and Housing Affordability programs to ensure the City has the tools necessary to provide for all its residents across all neighborhoods and communities.

Economic Development

The Heights

Tampa-based developer, SoHo Capital, acquired the site immediately north of downtown to create a historic-style, mixed-use neighborhood called The Heights, to develop 39-acres of residential, hotel, office, retail and a market hall. The Heights is anchored by the restored historic Armature Works brick warehouse, now containing The Heights Public Market, an innovative market featuring an open floor plan with communal seating surrounded by restaurants and including event and exclusive coworking spaces. Two new office buildings, known as The Heights Union, provide over 150,000 square feet of office space companies such as Amgen and Pfizer, who recently started moving into these spaces. A large mixed-use garage has been built on the east side of the development and now home the Sprout Farmer Market. Plans are underway for new office spaces, a boutique hotel (Moxy Hotel), and 1,600- plus homes. The total investment is estimated at \$980 million.

Gas Worx

Gas Worx is a \$750 million, mixed-use development that connects Ybor City, Central Park neighborhood, and downtown Tampa. The project is a partnership between local business owner Darryl Shaw and national developer, Kettler Development. The 50-acre development will include mixed income and market rate residential units, new retail spaces, office space, and restaurants that will connect the historic Ybor to Water Street. Plans for Gas Worx include 5,000 residences in the City's urban core with 500,000 square feet of office space and 140,000 square feet of retail. The development will bring a more vibrant live, work, play type of atmosphere to Ybor City.

Construction on Gas Worx kicked off in early 2023 with the groundbreaking on two new apartment buildings. Located north of East 5th Avenue between East Scott Street and the Nick Nuccio Parkway, work has commenced on a 4-story, 170-unit apartment building. Just south of East 5th Avenue, between East Scott Street and Nick Nuccio Parkway, work has also started on another apartment building that will be 5 stories and contain 147 units. Completion of both buildings, including affordable housing, is slated for 2024.

Water Street Tampa



Strategic Property Partners, LLC, in partnership with Cascade Investments, are continuing to redevelop approximately 56 acres in south end downtown Tampa into a vibrant, diverse, walkable neighborhood. The mixed-use development includes the University of South Florida Health Morsani College of Medicine and Heart Institute, a grocery, retail spaces, office buildings, a variety of residential choices, two new hotels, and a walkable neighborhood.

Connecting the Central Business District, Port Tampa Bay, and Channel District with institutions such as The Florida Aquarium, Tampa Convention Center, and Amalie Arena, the Water Street development is the world's first WELL-Certified city district designed with a focus on health and wellness. It has recently achieved LEED silver certification under the category of LEED® for Neighborhood Development. LEED acknowledges excellence in green construction for individual buildings while LEED Neighborhood Development considers the design of public spaces between buildings and how they will be used by people in the community. Construction on master infrastructure improvements, funded by property tax increment revenues, is currently underway.

The development's first hotel, a 29-story, 519-unit JW Marriott, was completed in 2021 and connects via a glass skybridge to the recently renovated Tampa Marriott Water Street located along Garrison Channel. The Marriott family of hotels is not the only chain to grace the Tampa skyline, as September 2022 saw the completion of the 27-story, 172 guestroom Tampa EDITION Hotel. Residents and visitors to the Bay area alike will also have plenty of choices for eateries in 2023. The Pearl restaurant, located in the Heron residential apartment towers, opened its kitchen to the public in February 2023. Future restaurant plans for the Water Street area include a 3 Corners Pizza at the Heron and a 4,000 square foot Wagamama restaurant located in the recently completed, 23-story mixed use residential

West River Development



The West River Redevelopment plan covers a 120-acre area bounded by Rome Avenue, Columbus Avenue, the Hillsborough River, and I-275. The plan focuses on reconnecting the street grid 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. The administration selected Related Urban to redevelop City-owned land.

The redevelopment of the former "Rome Avenue Yard" is a \$420 million, mixed-use and mixed-income development located on 18-acres of City-owned property immediately west of the Hillsborough River, east of Rome Avenue, south of Columbus Drive and north of Spruce Street in the West Tampa Community Redevelopment Area (CRA).

The development is a joint venture between the Tampa Housing Authority, the City of Tampa, and Related Urban Development Group that will create a mixed-use neighborhood of both affordable and market-rate housing, retail, micro space for local startups and a workforce training center, an amphitheater, and other amenities that define an urban lifestyle. It will include dozens of community-centric features including a cultural center and art pavilion, as well as a brick observation "cigar tower" to honor the cigar factories that were an indelible part of West Tampa's Latin history.

Construction permits have already been issued for The Canopy at West River, which will consist of a new, 5-story, 84-unit residential apartment building located on the corner of North Willow Ave and West Chestnut St as well as a new, 7-story, 112-unit residential apartment building on the corner of North Willow Ave and West Main St.

A 5-level parking garage, with 307 vehicular parking spaces, will service residents of The Canopy. The new residential apartment buildings will compliment other

tower south of Cumberland and between S Nebraska Avenue and Water Street.

development in the area, including an 8-story, 119-unit mixed use residential building completed in December of 2022.

Midtown Tampa

Midtown Tampa is a new mixed-use development project aimed at connecting Westshore to downtown. Located at the corner of Dale Mabry Highway and Cypress Street, the \$500 million project spans 22 acres, creating residential units, office and retail space, and entertainment and hospitality venues, including Whole Foods, REI Co-op, Joffrey's Coffee, Shake Shack and BellaBrava. Recently completed projects include a 6-story, 142-unit mixed use apartment building with ground level retail space and a 7-story, 226-unit Aloft-Element Hotel. In May of 2023, a building permit was issued to construct the shell of what will eventually be a 17-story, 460,000 square foot high rise office building.

Westshore Marina District

The Westshore Marina District is a \$750 million master-planned community situated along 1.5 miles of waterfront, green space, marina, and open bay. The 52-acre destination presents a contemporary environment for water-inspired living, shopping, dining, and recreation. Residential offerings range from luxurious marina-front tower residences with private club amenities to contemporary townhomes and apartments. Designed for walkability, the neighborhood features a comprehensive array of amenities to include urban trails, parks, and a 159-slip marina with transient dockage for visitors that offers boaters unrestricted access to Tampa Bay. The community includes office, retail, and waterfront restaurants.

Currently, under construction and nearing completion along the eastern portion of the property at 5201 Bridge St. is a 16-story, 120-unit residential tower with an attached, 4-level parking garage and 7-unit townhouse building. Additional plans for the site include a similar residential tower and associated parking garage along the western portion of the lot to be completed during the next phases of construction.



Residential

The Adderley in Sulphur Springs

Blue Sky Communities, a Tampa-based real estate developer, has broken ground on a 5-story, 128-unit affordable housing development on North Nebraska Avenue. The Adderley will be the first Blue Sky property within City limits and involves several partners including the City of Tampa, Trust Bank, and the Florida Housing Finance Corporation. The project has received funding from the City and its 9% Tax Credit Award, funding which the City views as an important investment in the local community that will provide much needed affordable housing options for residents of the Sulphur Springs area. To qualify to live at the Adderley, applicants must earn less than 80% of the Area Median Income (AMI), which for most families translates to making \$20,000 to \$50,000 of total household income. The Adderley is expected to open its doors in spring 2024.

Arts and Entertainment Residences (AER in the District)

American Land Ventures and Gazit Tampa, LLC have partnered to bring to downtown Tampa a 31-story mixed-use tower located across from the Straz Center for the Performing Arts. Boasting 334 luxury apartment units, AER will also contain over 13,000 square feet of ground level retail space and 514 parking spaces above the shops. Residents calling AER "home"

will have quick and convenient access to some of the best of what Tampa has to offer in terms of arts, culture, and entertainment. The Straz Center, Tampa Museum of Art, Tampa Riverwalk, Curtis Hixon Waterfront Park, and Armature Works are all just a short walk from AER. The luxury mixed-use tower is expected to open in spring of 2024.

Ritz Carlton Residences

Miami based developer Related Group continues to reshape the skyline of Tampa with a new offering for luxury condominium living: The Ritz Carlton Residences located along scenic Bayshore Boulevard. The 30-story tower reaches nearly 350 feet in height and will house 89 residences, along with 12 townhouse villas and a 3-story parking garage on the same site. Related Group is expecting to complete the project in 2024.

Altura Bayshore

Altura Bayshore, one of South Tampa's newest luxury high-rise condominium buildings, is slated for completion in 2024. A product of Naples-based developer The Ronto Group, Altura Bayshore is 23 stories tall and contains 73 residential units, with a separate 4-story parking garage also being constructed on site. Located at 2910 W. Barcelona St, the site is just a 5-minute drive from both the popular SoHo district and Hyde Park Village. Downtown Tampa and Ballast Point Park off Interbay Boulevard are just 4 and 2.5 miles away, respectively. Residents at Altura Bayshore looking to travel by foot, rollerblade, or bicycle will also be just a block from scenic Bayshore Boulevard.

Venues and Facilities

Moffitt Cancer Center, Moffitt McKinley Hospital Expansion

Moffitt Cancer Center continues its efforts to be a leader in surgical oncology and is currently expanding its operations with a brand new, state-of-the-art surgical facility located at 10901 McKinley Dr. The 20-acre site will be home to an 11-story, nearly 500,000 square foot medical building, 3-story, 85,000 square foot parking garage, and a 3-story, 31,000 square foot Central Utility Plant. The new surgical building will contain 128-inpatient beds and 19 operating rooms. An elevated pedestrian bridge will connect the new surgical hospital with the existing, 6-story medical building located west of McKinley at 10902 McKinley Dr. The new facility will expand Moffitt's patient capacity by 65% and will allow for 33% more procedures over the next decade. Construction cost for the expansion totals approximately \$400 million.

Yuengling Tampa Campus

Visitors to the Greater Tampa Bay area have plenty of choices when it comes to food and local beer, and D.G. Yuengling & Son, Inc. is expanding those options with its new, 38,000 square foot Yuengling Tampa Campus. The facility, located at 11111 N 30th St and less than 2 miles from popular attraction Busch Gardens, will include a restaurant and taproom, a lobby café, beer garden, outdoor yard games area, and event space. Locals and visitors alike will find plenty of food and beverage at the new campus, and an entertainment pavilion is expected to host live music events. Aside from its proximity to one of the premiere amusement parks in the State of Florida, Yuengling Tampa Campus is also within a 30-minute drive from downtown Tampa, Zoo Tampa at Lowry Park, and historic Ybor City. Future expansion plans for the site include a new, 15-story hotel making Yuengling Tampa Campus potentially one of the must-see hot spots in the Bay Area.



Tampa Multi-Modal Network and Safety Improvements

The U.S. Department of Transportation awarded the City a \$24 million Better Utilizing Investments to Leverage Development (BUILD) grant. The grant funding will be used towards the Tampa Multimodal Network and Safety Improvements Project. The project will complete approximately 12 miles of contiguous multi-modal path separated from vehicle traffic, with complete streets and traffic calming improvements.

The project will connect downtown Tampa, the University of Tampa, West Tampa, Tampa Heights, Bayshore, Hyde Park and Ybor City with multimodal paths, complete streets and under bridge/over water segments, site work, new pavement, guard rails, lighting, landscaping, and seawall repair. This project will improve safety by completing segmented sidewalks, signalized crosswalks, lane arrow markings, and curb bulb-outs.

Sustainability and Resilience

In May 2020, Tampa hired its first Sustainability and Resilience Officer whose duties include implementing the City's Resilience Roadmap, developing a Climate Action and Equity Plan, tackling stormwater management and sea level rise, transitioning the City to 100% renewable energy, and ensuring citywide environmental justice for all residents. The Resilience Roadmap was developed through robust community engagement and with the assistance of international experts from the Resilient Cities Catalyst organization. The official Resilient Tampa Roadmap was released in May 2021 (<https://www.tampa.gov/green-tampa/resilience>). There are 58 initiatives across Resilience Tampa which are included in the following major categories:

- Opportunity for all Tampanians
- Thriving Neighborhoods
- Climate-Ready Infrastructure
- Growing and Connecting City

In August 2021, the City Council adopted a non-binding Resolution calling for the City's stationary municipal operations to transition to 100% clean, renewable energy from solar, wind and tidal sources by 2035. Additionally, City Council supports City goals of moving to a fleet of electric vehicles; transitioning to forms of public transportation that do not produce emissions (for example, expanding bicycle and pedestrian rights of way and building infrastructure necessary to support electric vehicles throughout all neighborhoods); and monitoring greenhouse gas emissions.

In June of 2023 the Mayor released the City of Tampa Climate Action and Equity Plan (CAEP) along with a 100% Renewable Energy Roadmap for municipal operations. This Climate Action and Equity Plan has been created to set forth principles, initiatives, and actionable projects. By following its guidance in the years to come, the CAEP will reduce greenhouse gas emissions, adapt infrastructures, and make sure to do this with all Tampanians in mind – listening to their input and responding to their needs.

The City of Tampa partnered with the Resilient Cities Catalyst (RCC) to develop a Resilience Roadmap for Tampa. RCC has worked with cities around the world to help communities identify, assess, and mitigate shocks and stressors. RCC co-designed the Roadmap's 58 initiatives through an extensive series of workshops, surveys, and direct engagement with key stakeholders across the City, including City officials, nonprofits, businesses, philanthropy, and academia. This tactical roadmap builds upon the City's vision with concrete actions that address the City's most pressing challenges at all scales.

The City will continue implementing these initiatives and aligning its budget to these goals in order to achieve more resilient city operations and community well-being.

Sustainable Tampa

The Sustainability and Resilience Officer relies on three guiding principles:

- Go Green: Ensure decisions consider life cycle environmental impacts
- Be Fair: Ensure decisions are equitable and socially responsible
- Keep Safe: Ensure decisions are redundant, resilient, and adaptable

These principals are applied at every programmatic and project level feasible. For example, the City Center at Hanna Project was recently honored with an award in sustainability from the American Institute of Architects of Tampa Bay in their annual Tampa Bay Design awards. The chapter award is based on the AIA Framework for Design Excellence and the embodiment of AIA Tampa Bay's position to embrace resilience as a key design feature. Solar panels are expected to produce 55 percent of the annual electricity requirements, including electric car charging stations.

The City will continue its commitment to maintaining a world class tree canopy, setting a goal of planting 30,000 new trees by 2030. The tree initiative will expand the Tree-Mendous Tampa program by allowing residents to receive up to five free trees and launching a new voucher program to encourage and help people buy trees from local nurseries. The Tree-Mendous Tampa Free Tree Program not only plants trees, but also includes an educational component to help residents by providing best management practices for trees. The implementation of the Neighborhood Tree Stewardship program will educate residents on tree care and the urban forest.

The City boasts over four million trees that assist in the removal of air pollutants, provide energy conservation, conserve soil and water, and bring the natural environment into the lives of Tampa residents and visitors. For four decades, the City has received the Tree City USA designation by the Arbor Day Foundation for its street canopies, planning efforts, planting programs, and proven urban forestry practices, all of which reduce greenhouse gases.

The City's E-Scooter program has been hugely successful and provides a low-cost method of transportation. Using E-Scooters for short-distance travel instead of cars helps to reduce unnecessary congestion and traffic, improve downtown mobility, and reduce carbon emissions. The Sustainability & Resilience office helped fund the city's newly launched e-bike voucher program.

The City is continuing its partnerships with Learning Gate Community School, the USF Patel College of Global Sustainability, and others in the Tampa Bay area environmental community celebrating EcoFest. Ecofest 2023 was the 13th annual community event to celebrate the many businesses, organizations, and individuals in the Tampa Bay Area dedicated to the principles of sustainability, ecology, equity, and economy.

The City of Tampa launched its first City-sponsored environmental stewardship program, funded by AmeriCorps, in the State of Florida. The Green Team is a program developed in partnership with Volunteer Florida and AmeriCorps to provide members the opportunity to work alongside City of Tampa staff and associated non-profits to make the community and Earth a cleaner, healthier, and more sustainable place. The AmeriCorps Members of Tampa's Green Team will plant and maintain Tampa's tree canopy, reduce marine litter, enhance community gardens, and provide climate change education.

During 2023, the City will launch the most extensive vulnerability assessment ever completed for Tampa, thanks to funding from the state's Resilient Florida program. The City is also working with individual neighborhoods on vulnerabilities and will launch a comprehensive planning effort in Palmetto Beach funded by a \$3 million earmark through FEMA's Building Resilient Infrastructure and Communities program.



Social Equity and Inclusion

The City has multiple offices and organizations ensuring equitable treatment for all. The significant involvement of the City of Tampa in human rights, socio-cultural diversity, social justice, and inclusionary issues demonstrates that the City supports social equity principles and embraces its diversity, viewing it as a positive and powerful attribute. Consequently, the City of Tampa scored a 100% on the Human Rights Campaign Foundation's 2019 Municipal Equality Index Scorecard. The Municipal Equality Index displays the ways that many cities can, and do, support the Lesbian, Gay, Bisexual, Transgender, and Questioning (LGBTQ) people who live and work there, even where states and the federal government have failed to do so.

The City's partnership with Catholic Charities reflects the City's commitment to address homelessness in a holistic way. Tampa Hope is enhancing its sheltering services for people experiencing homelessness with the addition of 100 new, freestanding structures known as Hope Cottages. The 64 square foot cottages will provide a bed, air conditioning and heating system, smoke detector, fire extinguisher, power outlets, shelving, windows, and storage space. Additionally, the cottages can resist up to category 5 hurricane force winds. Adding the Hope Cottages will be vital in further uplifting this vulnerable population. Since the launch of this program, Tampa Hope has provided shelter to more than 640 individuals from which 30% have been discharged to permanent housing and 11% have gained employment during their stay.

The City has implemented a new pilot project focused on improving accessibility for people that are blind or low vision. The City has worked alongside an assistive technology company Lazarillo to create accessible indoor and outdoor maps of Old City Hall, the Tampa Municipal Office Building and Julian B. Lane Park that can be navigated with audio guidance using a smartphone. In addition to providing accessible navigation for people that are blind, it also allows people with mobility disabilities to navigate more easily, providing them with wheelchair-accessible routes and information about the location of accessible bathrooms.

The City opened another fully inclusive and sensory-friendly playground. The New Tampa All Abilities Playground is a state-of-the-art playground that is designed for children with a wide range of physical, cognitive, sensory, and neuro-diverse abilities. It also features multiple play pieces that are wheelchair accessible. The City strives to add accessible play equipment and improve disability access during renovation of parks facilities. Also, the Mobility team has ensured ADA access improvements of sidewalks, curb ramps and cross walks during the City's critical roadway projects.

Budgeting for Strategic Outcomes

Fiscal Year 2024 Operating and Capital Budget

Strategic Goals: Strengthening Tampa's Foundation

The City of Tampa's mission is to deliver outstanding services to enhance the quality of life within our community.

Strategic Core - Financial Opportunities and Responsibilities

The City will manage investing, fiscal analysis, budgeting, debt and asset management, and accounting and payroll functions and establish, maintain, and enforce fiscal policies, practices and procedures. The City will deliver financial services based on public sector best practices, encouraging improved services and processes, performance, and accountability.

Responsibly manage the City's finances and resources. The City will maintain structural balance by keeping recurring expenses in-line with recurring revenues and maintain high credit ratings to ensure low borrowing costs. The City will also maintain strong reserves and fund balances for unforeseen needs and emergencies

Prepare for the City's financial future. The City will periodically review and adjust rates, fees, and charges to reflect the cost of services and continue to promote excellence in budgeting and financial reporting. The City will develop and maintain long-range forecast models to measure the effectiveness of budgetary and financial decisions.

Collaborate with city agencies and external partners to finance major development projects and ensure a financially sustainable Tampa. The City will use tax increment funding to combat blight and to promote economic development and seek matching and "seed" funds to leverage grants and other assistance.

Invest in maintaining and sustaining the City infrastructure. The City will leverage investments in technology to move toward a more sustainable workforce that is safe and secure and prepare sound maintenance and replacement programs for City equipment and assets, including buildings and vehicles.

The City has identified five strategic goals that guide our actions and help meet current challenges while providing a path for long-term community prosperity, balanced around the core of resource stability:

1. Strengthen Community-Centric Services
2. Enhance Workforce Development
3. Increase Housing Affordability
4. Improve Infrastructure and Mobility
5. Sustainability and Resilience

Strategic Goal 1 – Strengthening Community-Centric Services

The Chief Diversity Officer will continue to focus on staff recruitment to ensure there is a pipeline of diverse, qualified applicants who can compete for employment opportunities within the City of Tampa. This will be accomplished by marketing to minority professional organizations, Historically Black Colleges and Universities (HBCUs), and bringing an awareness of the opportunities at cultural events.

Providing a platform for culturally diverse groups to have a voice within City Hall, strengthens Tampa's communities. The Chief Diversity Officer will continue to support the creation of the Mayor's Advisory Councils that represent the community at large. In addition to the Mayor's Alliance for Persons with Disabilities, the African American, Hispanic, Asian American Pacific Island Advisory Councils, a Faith-based Advisory Council and internal LGBTQ committee will be created to support the needs of the community and internal staff, respectively.

Creativity, empathy, equity, and inclusion will be brought to the forefront of the community through the Soul Walk Heritage Tour of Tampa. In partnership with local museums and stakeholders, the Arts and Community Programs will elevate and celebrate those lost areas in the fabric of Tampa's History.

The City of Tampa will continue to be intentional about ensuring unrepresentative businesses are afforded with opportunity to compete on government contracts by hosting Bridges to Business workshops, and Equal Business Opportunities training seminars.

Strategic Goal 2 – Enhance Workforce Development

Further expand and advance the Workforce Community Collaborative and ecosystem by working on the 5 policy areas identified in the Focus on Five annual report: Awareness & Outreach, Metrics, Apprenticeships & Pathways, Digital Access and Engaging Returning Workers.

Support & Enhance A Career Pathways Model by continuing to expand the innovative signing day model for career pathway event and explore new modalities to attract talent to apprenticeship and other career learning opportunities creating new points of access.

Align educational resources by utilizing the MWC and it's working groups to identify point of intersection and collaboration and link to online resources like TPA-WRX.

Align educational resources by creating a dashboard to inform on the vibrancy of opportunities in Tampa's growing economy.

Strategic Goal 3 – Improving Housing Affordability

Work Together with Partners to add 10,000 units by 2027. The City continues to employ grant funding, tax credits, and the conveyance of City property for the creation of sustainable affordable housing units.

Community Land Trust. The City of Tampa continues to work to establish a Community Land Trust that supports the creation of affordable housing options throughout the City in perpetuity. Through collaboration with the Florida Housing Coalition and local nonprofits, the Community Land Trust will support community-driven stable housing development.

Increase Opportunities for Generational Wealth. The City expanded the availability of services that help accelerate home ownership and build wealth through the expansion of its Down Payment Assistance Program (D.A.R.E.) and Owner Occupied Rehabilitation Program. These programs serve families that are between 80% and 140% of the Area Median Income. The City continues to provide rental assistance, credit and budget counseling to help renters and existing homeowners to achieve housing security and expand their housing options.

Expand the Continuum of Housing Solutions. The City worked with Hillsborough County and nonprofit partners to implement long-term solutions to homelessness, beginning with short-term shelters, rapid rehousing, and wraparound services as a pathway to permanent housing stability.

Strategic Goal 4 – Improve Infrastructure and Mobility

The City will include development of a planned "low-stress" network, roads and paths that are safe and comfortable for people who walk and bike, and establishment of a citywide roadway context classification system which will links roadway design to the City's future land use vision.

Additionally, multimodal impact fee policies, which have not been substantially updated in decades, will be modernized to reflect the City's changing goals and values.

Create Premium Transit Corridors. Establish transit corridors along the major transportation spine of the City, connecting the Westshore District to Downtown, and connecting Downtown to the University Area/Innovation District.

Implement PIPES. Healthy infrastructure is the foundation of a strong city - which is why the City of Tampa launched the Progressive Infrastructure Plan to Ensure Sustainability (PIPES) program. With PIPES, the City of Tampa is investing in Tampa's tomorrow by taking a proactive approach to renew our infrastructure, prevent breakdowns, and provide long-term, permanent fixes to our water and wastewater systems. The City has completed 22 PIPES projects worth over \$66M and we have a total of 90 PIPES projects worth over \$1B, 22 of which have been completed and closed out.

The capital improvement program budget is funded by water rate revenues and water system revenue bonds. The department's capital improvement budget includes projects that provide for replacement of aging water distribution system infrastructure, upgrades and replacements needed at treatment facilities and remote pump stations, other projects that enhance the water system operations by leveraging the use of technology, and proactively provide a sustainable water supply for the region.

This plan includes \$107.9 million of capital improvements to the City's aging water distribution system infrastructure and facilities and includes the valve, hydrant, existing meter and fire line replacement programs, new water meter service installations, and water main replacement projects.

The Water Production Program's capital budget of \$112.3 million includes capital improvements that optimize treatment, improve treated water quality, reduce operating costs, and enhance treatment and operations such as the construction of the high service pump station, chemical system improvements, filter improvements, water department building improvements.

Integrate the Existing Trail and Greenways. The City will integrate the existing trails and greenways system into the transportation network to provide safe and convenient alternatives to driving a car. The City executed a \$24 million federal BUILD grant agreement during FY22 and advertised the RFP for procurement of a Design-Build contract to complete final design and construction of the West River District Multi-Modal Network and Safety Improvements for an extension of 6 miles of multi-modal facilities including 2 along the west riverbank, which will ultimately result in over 12 miles of contiguous trails connecting Gandy to Ybor City. In FY23, the City's Design-Build team will begin the initial stages of design while maintaining constant communication with the community.

Implement the Vision Zero Action Plan – Year 1. Vision Zero is a strategy that seeks to eliminate all traffic fatalities and severe injuries nationwide while increasing safe, healthy, equitable mobility for all. The City is committed to integrate Vision Zero into all projects and programs. In FY22, the City completed the Vision Zero Action Plan which identified the most critical streets in the City as the "High Injury Network" and prioritized the highest needs for safety investments. Beginning in FY23, the City will begin to implement the actions identified in the Plan such as initiate a "Quick Build" program – a tactic to more rapidly deploy safety treatments across the city in a cost-effective way using semi-permanent materials. The first two Quick Build projects include 14th Street/Avenida Republica de Cuba near Cuscaden Park and North Boulevard near the University of Tampa campus, both roads which were identified on the City's high injury network. The City will continue with the successful and award-winning Crosswalks to Classrooms program with artfully painted murals within crosswalks near schools, which signify to drivers that roads are places for people – not just cars. The City will also continue to plan Open Street and "Unlock the Block" events which temporarily close neighborhood roads to cars and open streets to people for play, meeting neighbors, and enjoying the beautiful Florida outdoors.

Plan and Construct Compete Streets The City will continue to utilize low-cost traffic control devices that can be installed quickly to improve operations and safety and mobility experience of residents throughout neighborhood streets and adjacent collector and arterial roadways. These include installing enhanced crosswalks with Rectangular Rapid Flashing Beacons (RRFB's), Dynamic Speed Feedback Signs, All-Way Stop control at intersections, painted curb extensions, flex posts and other signs and pavement marking treatment to reduce posted speeds on higher speed roadways.

The City recently completed its sidewalk prioritization methodology which identified the locations with greatest need for new sidewalks, resulting in more proactive and equitable use of limited resources to build new sidewalks in areas of the community where there are the greatest needs. During FY23, the City will use funds awarded as part of the American Rescue Plan Act (ARPA) and various sources to procure a new sidewalk construction contract to construct two (2) miles or more of new sidewalks.

Strategic Goal 5 - Sustainability & Resilience

Promote Connected, Healthy, and Vibrant Neighborhoods through sustainability and resilience. The City will release a Climate Action & Equity Plan, kicking-off several new projects and policies that address alternative transportation, renewable energy, and community services that promote sustainable and resilient living. The City will support several neighborhood level studies to determine vulnerabilities and needs and prioritize action to address issues such as urban heat, coastal protection, and water security.

Integrate Sustainability & Resiliency. The City will lead by example and install hundreds of new solar panels, implement new energy savings programs, transition city fleets to electric vehicles, and ensure our workforce and city practices are meeting high levels of sustainability and resilience best practices.

Increase the Coordination and Collaboration. The City will continue to increase the coordination and collaboration between regional partners that have shared sustainability and resilience goals. The will support the work of the Tampa Bay Regional Planning Council, neighborhood associations, key stakeholders, and private sector partners who wish to advance sustainability and resilience initiatives.

The Budget Process & Calendar

Fiscal Year 2024 Operating and Capital Budget

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 FY2024 Operating and Capital Budget is presented by the Mayor to City Council on August 3, 2023. Budget public hearings will be held in September 2023 and the budget adopted by the end of the current fiscal year (September 30, 2023). 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.

Phase 1 - Ready and Review

Forecast, Estimate, and Budget Call

Late 2022

Beginning in November, 2022, the Mayor and senior staff review prior year accomplishments and prioritize upcoming fiscal year goals and objectives.

By December, initial revenue and expense estimates have been prepared.

First Quarter 2023

In January and February, a five year (FY2024 - FY2028) forecast is created and refined.

To kickoff spring, the Budget Officer conducts the Operating and Capital Budget Call for FY2024.

March - April 2023

As part of the budget call, budget instructions are distributed to the departments detailing how requests are to be submitted.

Capital Improvement Projects (CIP) and operating funding requests are created and begin to be submitted by the departments.

Phase 2 - Set and Plan

Preparation and Presentation

May 1, 2023

During the Mayor's Second Inauguration address, she presented citizens an update of the City and accomplishments over the last four years and her priorities for the next four years focusing on improving transportation, parks and recreation, arts and culture, housing/jobs, and overall quality of life.

Summer 2023

Throughout the season, the Mayor reviews all submitted CIP and operating funding requests.

In late summer, City Council holds a budget workshop.

August 3, 2023

The Mayor presents the FY2024 Operating and Capital Budget to City Council.

Phase 3 - Go to the Public

Public Hearings, Comment, and Council Vote

August 2023

Non-ad valorem public hearings are held for the Downtown Tampa Special Services District, Westshore Special Services District, City of Tampa Stormwater Utility, and Tampa-Ybor Historic Electric Streetcar.

September 2023

Public hearings are held for the FY2024 proposed budget.

The FY2024 Budget is approved by City Council.

The fiscal year ends on September 30, 2023.

October 1, 2023

The budgeted fiscal year begins, and the process will repeat for FY2025.

Recommended Budget Review

Fiscal Year 2024 Operating and Capital Budget

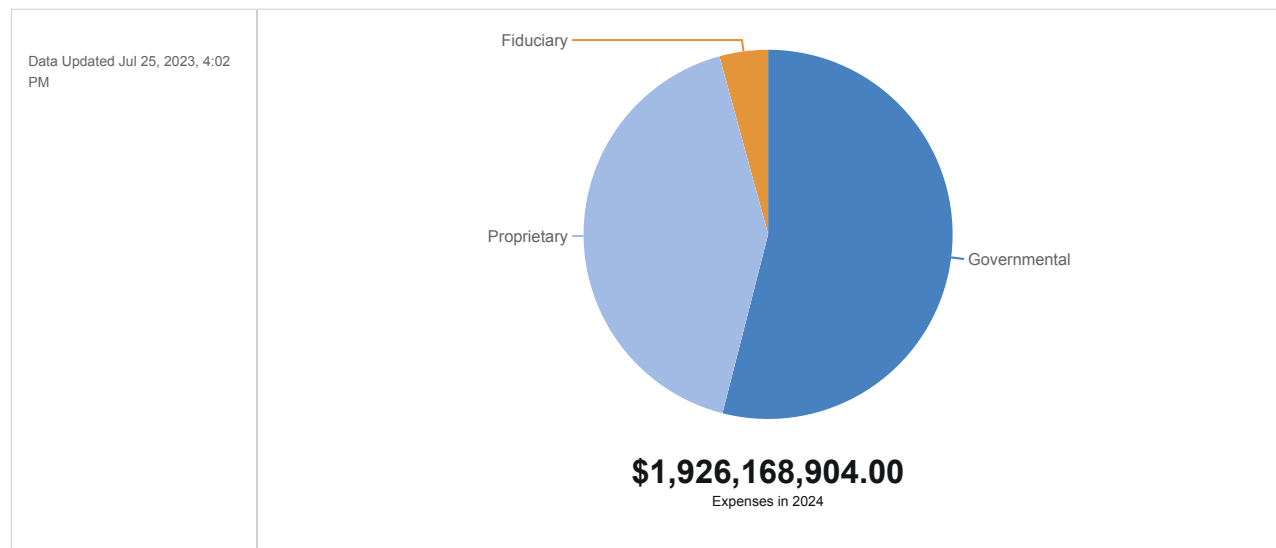
The Net Budget

The gross total budget recommended for Fiscal Year 2024 consists of expenses and revenues of **\$2,405,265,599**.

The following adjustments translate the gross total budget to the net appropriated budget. These adjustments prevent "doubling" of expenses or revenues and make the net budget a more accurate picture of the city's funds.

- Reduction of (\$134,554,414) - Internal service and interdepartmental billing.
- Reduction of (\$344,542,281) - Transfers between funds, appropriated reserves, and retained fund balances.
- **Net FY2024 Budget: \$1,926,168,904**

FY2024 Net Budget All Funds



The FY2024 net budget is \$1,926,168,904. This represents a \$60.0 million net increase from the FY2023 budget of \$1,866,159,515 mainly due to:

Governmental Funds increased by \$169.6 million in FY2024 over FY2023 net budget. Major changes include:

- The General Fund increased approximately \$121.9 million primarily due to the proposed 1.0 mill increase in property taxes which will result in additional \$53.8 million (or a net increase of \$45.6 million when reduced by an increased TIF contribution of \$8.6 million to the Community Redevelopment Agencies), higher salaries, healthcare costs, pensions and additional staffing for city administration, maintenance, economic development, and public safety. Additional funding was provided for vehicle maintenance, citywide technology improvements, insurance, and reserves.
- Special Revenue Funds increased by \$74.9 million over the FY2023 net budget primarily attributable to the proposed millage rate increase of 1.0 mills which will provide additional housing funding for homeless and vulnerable citizens and the issuance of \$50.0 million in debt to initiate a Community Land Trust program which will purchase property within the City. Additional increases are related to higher costs for salaries, healthcare, utilities, and additional staffing within construction services, stormwater and transportation.
- Capital Projects Funds decreased by <\$29.5> million in FY2024 from the FY2023 net budget with decreases in bond and community investment tax funded capital projects. The decreases were partially offset by increases in transportation (\$16.0 million), parks and recreation (\$5.5 million), and fire (\$7.7 million) capital project investments resulting from the proposed 1.0 mill increase in the property tax rate.

- Debt Services Funds increased by \$2.3 million over the FY2023 net budget as decreases in utilities services tax bonds and stormwater assessment bond payments were offset by higher non-ad valorem note and vehicle replacement line of credit payments.

Proprietary Funds decreased by <\$130.3> million from the FY2023 net budget. Major changes include:

- Enterprise Funds decreased by <\$167.2> million primarily due to higher salaries, healthcare costs, pensions; operating and fixed costs; and Parking capital improvement projects being offset by decreases in Water and Wastewater bond funded capital improvement projects.
- Internal Service Funds increased by \$36.9 million primarily due to higher salaries, healthcare costs, pensions; operating and fixed costs; and a major expansion of public safety and city vehicle replacement program.

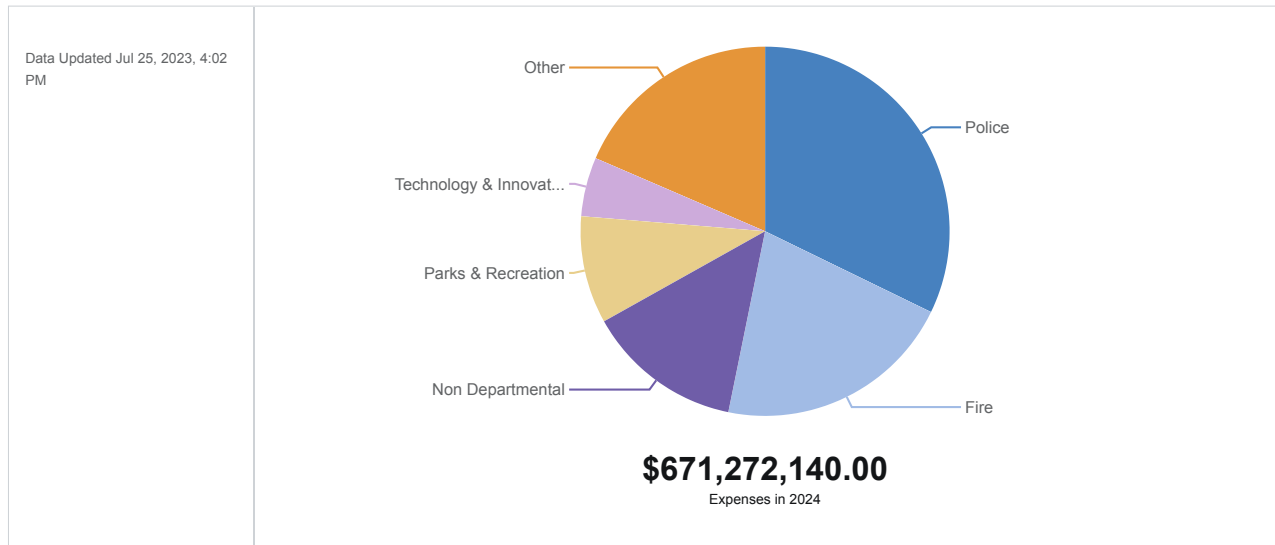
Fiduciary Funds increased by \$20.7 million over the FY2023 net budget primarily due to increased funding for community redevelopment area operations and capital improvement projects.

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 increase of approximately \$121.9 million is primarily due to an ad valorem rate increase of 1 mill. The increased millage rate is projected to raise General Fund revenues by \$45.5 million, which will be used for improvements in transportation, public safety, parks, housing, and the replacement of older vehicles. The increase in the General Fund will also include an additional required contribution of \$16.8 million to the community redevelopment areas.

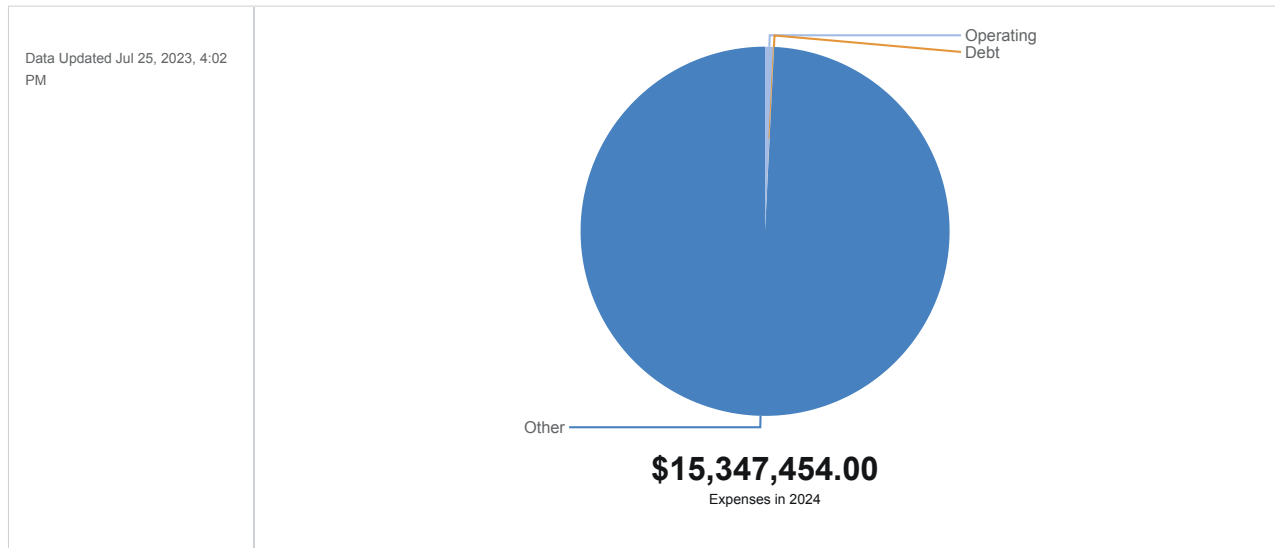
FY2024 General Fund Net Budget



Utilities Services Tax Fund

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.

FY2024 Utilities Services Tax Fund Net Budget



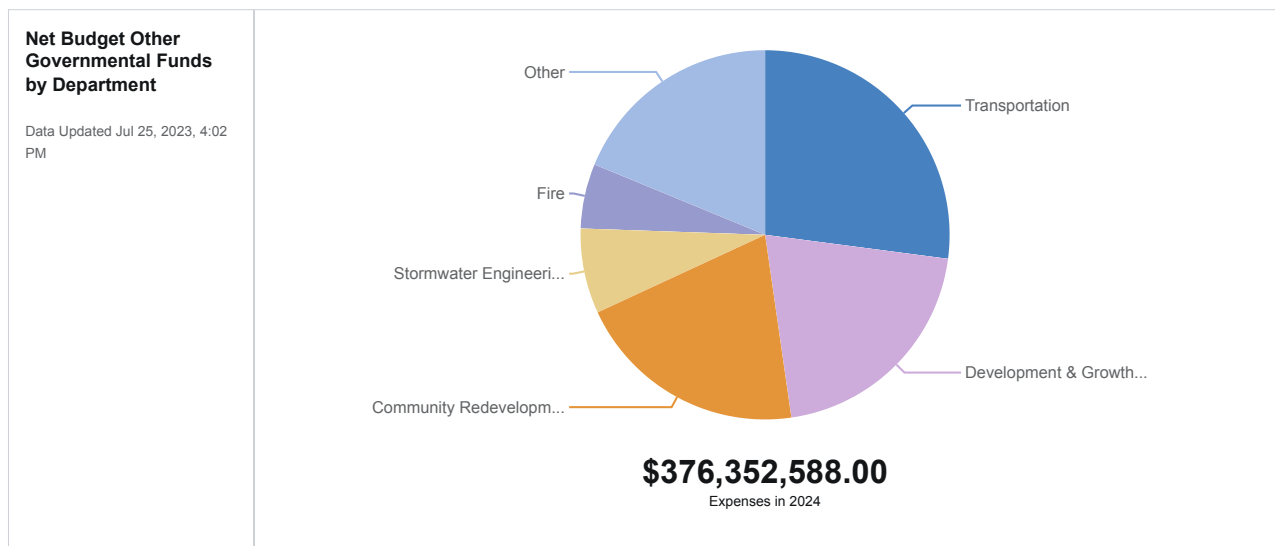
Net Budget Utilities Services Tax by Expense Type

	2020 - 21 Net Total Budget	2021 - 22 Net Total Budget	2022 - 23 Net Total Budget	2023 - 24 Net Total Budget
Operating	\$115,000	\$115,000	\$115,000	\$115,000
Debt	\$5,000	\$5,000	\$5,000	\$5,000
Other	\$26,034,467	\$20,785,801	\$7,283,052	\$15,227,454
TOTAL	\$26,154,467	\$20,905,801	\$7,403,052	\$15,347,454

General and 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 debt issued by the City. For the 17th consecutive year, the City has maintained a fund balance greater than the minimum 20% policy requirement.

FY2024 Other Governmental Funds Net Budget



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 FY2024 Other Governmental Funds net budget is \$376.4 million, an increase of \$58.2 million over the FY2023 net budget. The increase is primarily attributable to the proposed millage rate increase of 1.0 mills which will provide additional housing funding for homeless and vulnerable citizens and the issuance of \$50.0 million in debt to initiate a Community Land Trust program which will purchase property within the City. Additional increases are related to higher costs for salaries, healthcare, utilities, and additional staffing within construction services, stormwater and transportation. Capital projects funding in FY2024 is overall less than FY2023 net budget as increases in transportation and fire station improvement projects funded via local option gas and utility services taxes were offset by a decrease in bond and community investment tax funded capital projects.

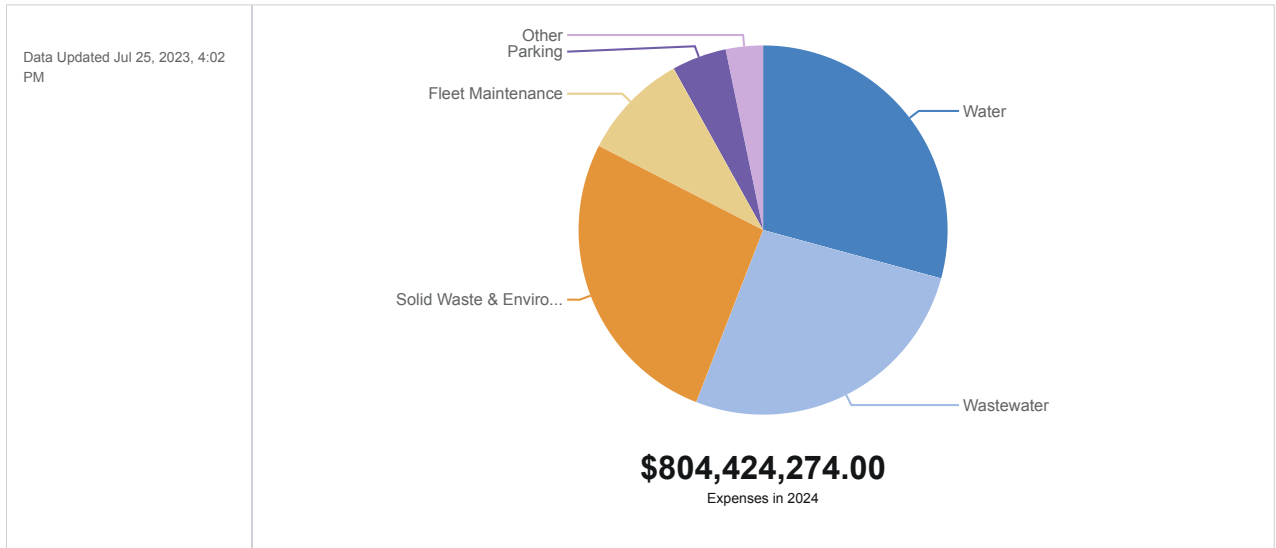
Proprietary Funds

The Proprietary Funds are comprised of the enterprise funds (Water, Wastewater, Solid Waste, Parking, and Golf Courses) and internal service funds (Fleet Maintenance and Consumer Services). The Proprietary Funds FY2024 net budget is \$804.4 million, a decrease of <\$130.3> million from the FY2023 budget. This is due to increases in personnel costs; operations costs; and an expansion of public safety and city vehicle replacement programs being offset by a decrease in Water and Wastewater bond funded capital project spending.

- 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. Water program decrease of <\$85.9> million in FY2024 net budget from FY2023 is primarily due to increased higher salaries, healthcare costs, and pensions; higher water treatment costs; and debt service payments and reserves being offset by lower spending related to bonds supported capital improvement projects and reserve transfers.
- 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. Wastewater program decrease of <\$100.3> million in FY2024 net budget from FY2023 is primarily due to increased higher salaries, healthcare costs, and pensions; higher wastewater treatment; and debt service payments and debt reserves; being offset by lower spending related to bonds supported capital improvement projects.
- Solid waste fees are used to cover the costs associated with providing collection and disposal of garbage, refuse and solid waste. Solid Waste program increase of \$2.3 million in the FY2024 net budget over FY2023 is primarily due to increased higher salaries, healthcare costs, and pensions, and contractual agreements being offset by a decrease in capital project and vehicle funding.
- Parking fees are used to cover the costs associated with the planning, construction, operation and maintenance of the City's parking assets. Parking increase of \$15.9 million in the FY2024 net budget over FY2023 is primarily due to increased salaries, healthcare costs, pensions, garage maintenance and capital improvement projects.
- Golf course fees are used to cover the costs associated with operating the City's three municipal golf courses. Golf Course increase of \$0.7 million is due to an increase in operations.
- Fleet interdepartmental charges are used to cover the costs associated with the planning, maintenance and replacement of the City's vehicle assets. Fleet Maintenance increase of \$35.7 million in FY2024 net budget over FY2023 is primarily due to higher salaries, healthcare costs, and pensions; increased vehicle maintenance and contracted repairs; and an expansion of public safety and city vehicle replacement programs.
- Consumer Services interdepartmental charges and utility fees are used to cover the costs associated with providing customer service support, and operation and maintenance of the City's utility management system. The Consumer Services Division increase of \$1.1 million in the FY2024 net budget over FY2023 is primarily due to higher salaries, healthcare costs, pensions and contractual services.

Other includes other departmental program costs budgeted within the Water Fund.

FY2024 Proprietary Funds Net Budget



Fund Descriptions

Fiscal Year 2024 Operating and Capital Budget

Relationship between Funds and Departments

Department	Governmental Funds				Proprietary Funds	
	General	Special Revenue	Capital	Debt Service	Enterprise	Internal
Art & Cultural Affairs	X	X	X			
Chief of Staff	X	X				
City Attorney	X					
City Clerk	X					
City Council	X					
City Planning	X	X				
Community Redevelopment Agency	X	X				
Contract Administration Department	X					
Convention Center & Tourism	X		X			
Development & Economic Opportunity	X	X				
Development & Growth Management	X	X				
Equal Business Opportunity	X					
Facility Management	X		X			
Fire	X	X	X			
Fleet Maintenance						X
Golf Courses	X				X	
Governmental Affairs & Strategic Initiatives	X					
Human Resources & Talent Development	X					X
Infrastructure & Mobility Administration	X					
Internal Audit	X					
Logistics & Asset Management	X					
Marketing & Communications	X					
Neighborhood & Community Affairs	X					
Non Departmental	X	X	X	X		
Office of the Mayor	X					
Parking					X	
Parks & Recreation	X	X	X			
Police	X	X	X			
Purchasing	X					
Revenue & Finance	X					
Solid Waste & Environmental Program Management	X				X	
Stormwater Engineering		X	X			
Technology & Innovation	X		X			
Transportation		X	X			
Wastewater					X	
Water					X	X

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.

[For the City's Fund Structure Diagram - a graphical representation of the budgetary fund structure - please click here.](#)

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, capital improvement projects, related debt service, 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 expanding economic opportunities and capital improvements for persons with low and moderate incomes.

Housing Grants - These grants include the HOME Investment Partnerships Program, Emergency Solutions Grants Program (ESG), and 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.

- HOME Investment Partnerships Program – a Federal assistance program provided by the U.S. Department of Housing and Urban Development (HUD) used to provide decent and affordable housing, particularly housing for low- and very low-income Americans. It is designed exclusively to create affordable housing for low-income families. The program is often operates in conjunction with other housing and other urban development programs, such as the CDBG program.
- Emergency Solutions Grants Program – a Federal assistance program provided by the U.S. Department of Housing and Urban Development (HUD) to assist individuals and families to gain housing stability. It prioritizes low-income individuals and families especially those who suffered from homelessness.
- Housing Opportunity for Persons with AIDS Program – a Federal assistance program provided by the U.S. Department of Housing and Urban Development (HUD) dedicated to the housing needs of people living with HIV/AIDS. Under the HOPWA Program, HUD makes grants to local communities, States, and nonprofit organizations for projects that benefit low-income persons living with HIV/AIDS and their families.

State Housing Initiatives Partnership (SHIP) - This program is authorized by the state legislature under the William E. Sadowski Affordable Housing Bill which allocates funds 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 major capital projects.

Construction Services Funds - 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.

Housing Program Fund - City funded and private contributions/donations given to the City that are specifically to be used for affordable housing purposes only.

Downtown/Ybor Tourism Marketing District Fund - Provides funding through an annual non-ad valorem assessment for programs within the Downtown/Ybor Tourism Marketing 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 Gas Tax Fund - Accounts for the City's share of taxes levied on motor fuel and special fuel sold within Hillsborough County. This revenue supports operations and maintenance of the transportation system and transfers to the capital project fund for transportation capital projects.

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

Stormwater Service Assessment Fund - Includes revenue from non-ad valorem stormwater service assessments that support operations and maintenance of the stormwater conveyance system.

Transportation Multi-Modal Fee Revenue Funds - Accounts for transportation multi-modal fees collected for use in specific transportation districts for capacity related project improvements and due to expanded or new construction. Assessments on development support projects to alleviate added demands on the transportation network and fund improvements to bicycle, pedestrian, and automobile capacities as well as other transit modes along a classified road network. Multi-modal fees can only be expended within the transportation impact fee district in which they were collected.

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 repay debt incurred by the City including revenue bonds, bank loans, state revolving loans, and commercial paper.

Community Investment Tax Bonds Fund - Used for the repayment of the Sales Tax Refunding and Improvement Revenue Bonds, Series 2016 and 2020 that are payable solely from the Community Investment Tax revenues.

Line of Credit - Vehicle Replacement Fund - To be used for the repayment of a line of credit that will partially fund the City's fleet replacement program. The debt issuance will be secured by a covenant to budget and appropriate legally available non-ad valorem revenues.

Non-Ad Valorem Bonds Fund - Used for the repayment of the Non-Ad Valorem Refunding and Improvement Revenue Bonds, Series 2015, 2016 and 2021B and C, which are secured by a covenant to budget and appropriate legally available non-ad valorem revenues.

Non-Ad Valorem Note Fund - Used for the repayment of the Taxable Non-Ad Valorem Refunding Revenue Note, Series 2020A and B and the Non-Ad Valorem Refunding Revenue Note, Series 2021A, which are secured by a covenant to budget and appropriate legally available non-ad valorem revenues.

Occupational License Tax Bonds Fund - Used for the repayment of the Occupational License Tax Refunding Revenue Bonds, Series 2017, which are secured by occupational license taxes and a covenant to budget and appropriate non-ad valorem revenues, as additional security.

Stormwater Improvement Assessment Bonds Fund - Used for the repayment of the the Special Assessment Revenue Bonds (Central and Lower Basin Stormwater Improvement), Series 2018 and 2021 that are secured with stormwater improvement special assessment revenue.

Utilities Services Tax Bonds Fund - Used for the repayment of the Utilities Services Tax Revenue Bonds and Utilities Services Tax Refunding Revenue Bonds, Series 2010 and 2012, which are secured by utilities services tax revenues.

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 capital improvements whose funding are of a unique or special nature. These projects are funded mainly through revenues transferred from special revenue funds. Special revenue sources typically include donations, grants, or trust and agency funds.

Community Investment Tax (CIT) Capital Projects Funds - In 1996, the half-cent sales tax was adopted for a period of 30 years. This 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 investment tax revenues and capital expenditures used to purchase law enforcement and fire equipment, as well as, improvements to parks and other public facilities.

Community Land Trust Fund – Provides future debt funding for the City's Community Land Trust Program to create long-term affordable housing options.

Deepwater Horizon Oil Spill Fund - Provides funding to offset the cost and damages caused by the Deepwater Horizon Oil Spill.

Development for the Arts Projects Fund - Provides funding for public art projects throughout the city in accordance with Tampa's public art ordinance.

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 Bonds Capital Funds – 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 involve grants.

Stormwater Bank Note Fund - Provides debt funding for stormwater related capital projects.

Stormwater Bonds Capital Projects 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 related capital projects.

Stormwater Improvement Assessment Capital Fund - Provides funding through an annual non-ad valorem improvement assessment for stormwater related capital improvement projects within the Central and Lower Basin Improvement Area, which include system capacity increases, pond construction, the installation of drainage systems, and pumping station rehabilitation.

Tampa Union Station Capital Projects Fund - Includes revenues earned through the short-term rental of Tampa Union Station for special events and donations for capital improvements to Tampa Union Station.

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

Transportation Multi-Modal Funds - Funds 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 Bonds Projects Fund - Used to account for 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 utilities services tax revenues appropriated for various capital improvement projects.

Vehicle Fleet Replacement - Line of Credit Fund – Provides debt funding for the City's fleet replacement program.

Enterprise Funds

Enterprise funds are used to report the same functions presented as business-type activities in the governmentwide 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 Funds - 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 and capital improvements of city owned golf courses.

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

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

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

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

Internal Service Funds

Internal Service Funds are 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 programs, workers' compensation, various employee benefits, general liability, property insurance, and safety monitoring.

Fiduciary Funds

Fiduciary 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 account for the flow of assets.

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

Streetcar Administration Fund - Provides funding through an annual non-ad valorem assessment, Tax Increment Financing (TIF) contributions, and grants to support the operations of Tampa's Historic Streetcar system.

Streetlight Special Services Districts 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.

Fund Structure Diagram

Fiscal Year 2024 Operating and Capital Budget

Instructions for use:

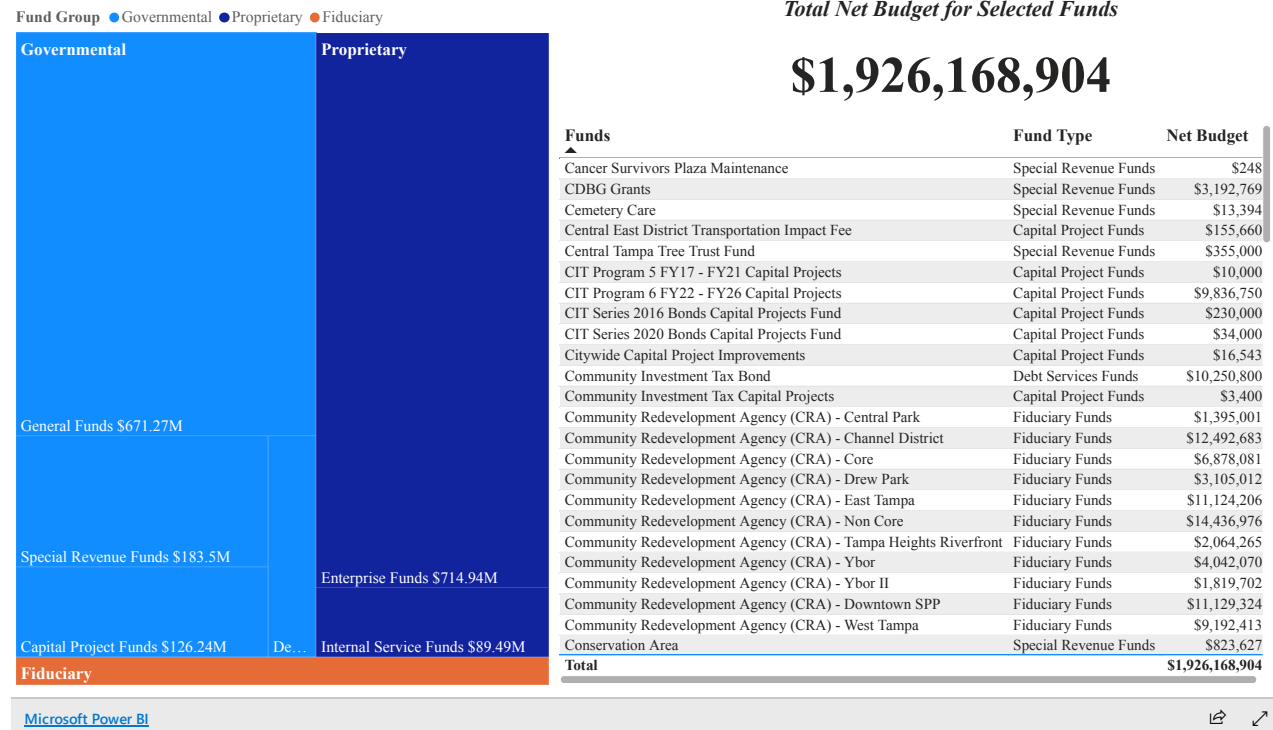
The diagram presented represents various funds by fund name, type, group and amount. The colors are as follows

1. Light blue for Governmental funds
2. Dark blue for Proprietary funds
3. Orange for Fiduciary funds

To see each Fund group in detail click on a particular section of the diagram and you will see an in depth breakdown of the fund selected in the chart to the right. This chart breaks down a selected fund by Fund number, the name of each fund in the group, the type of fund it is (Governmental, Proprietary, or Fiduciary) and provides a breakdown of the sum of amount that each fund represents.

At the top of this diagram is an interactive card that represents Total Net Budget for a selected fund group. This is also represented through a sum of the amount measurement at the bottom of this card.

This entire diagram is interactive and changes based on the fund selected.



Summary of Revenues, Expenses, and Fund Balances

Fiscal Year 2024 Operating and Capital Budget

About the Fund Balance Schedules

As part of the preparation of the budget, the City prepares summary schedules of revenues, expenses, and fund balance for each fund. The schedules show balances in account groups defined by the [Florida State Uniform Accounting System Manual for Local Governments](#).

Similar funds are reported together. [A full list of funds and their purposes is contained here.](#)

Instructions for Use

Begin by selecting the schedule you would like to view using the "Select Schedule" dropdown in the upper left of the tool below.

The left hand section of the schedule consists of three items, from top to bottom:

1. The selection tool to pick a schedule
2. A summary window showing the FY2024 expected ending Fund Balance for the selected schedule
3. Notes to the schedules explaining any change to fund balance of 10% or more.

The financial section of the schedule consists of four columns, from left to right:

1. The name of the account group,
2. Actual balances for the prior fiscal year (FY2022)
3. Projections for the end of the current fiscal year (FY2023), and
4. Recommended budget for the upcoming fiscal year (FY2024).

The bottom lines of each schedule represent the change to, beginning, and ending fund balance for the reported group of funds.

Select Schedule

General Fund

Estimated FY2024 Ending Fund Balance

\$78,828,832

FY2023 Projection: \$72,112,771 (+9.31%)

Notes to the Statement

FY2022 Actuals' unassigned fund balance decrease of approximately \$2.7 million primarily due the reclassification of \$3.6 million to assigned fund balance, which will be offset by increase of \$5.7 million to the Utility Service Tax fund balance. FY2023 Projected unassigned fund balance increase is primarily due to the use of the programmatic assigned fund balance. FY2024 Proposed fund balance increase primarily due to higher revenues from an increase in property taxable values and a proposed millage increase.

The City has an established policy to maintain a minimum unassigned fund balance that equals 20% of the combined operating expenditures for the General Fund and Utilities Services Tax Fund. For FY2023, the combined unassigned fund balance for these two funds will increase by approximately \$13.3 million.

Revenues	FY2022 Actuals	FY2023 Projected	FY2024 Recommended
Taxes	\$272,736,376	\$313,195,109	\$399,134,082
Licenses and Permits	\$41,601,052	\$43,795,692	\$44,689,107
Intergovernmental	\$108,247,110	\$110,990,105	\$118,628,614
Charges for Services	\$55,095,649	\$62,108,319	\$65,232,372
Judgements, Fines, and Forfeits	\$8,042,878	\$8,012,255	\$7,603,100
Other	\$23,498,099	\$12,167,220	\$35,984,865
Total Revenues	\$509,221,164	\$550,268,700	\$671,272,140

Expenses	FY2022 Actuals	FY2023 Projected	FY2024 Recommended
Personnel	\$379,296,467	\$414,728,266	\$471,227,349
Operating	\$91,285,752	\$111,744,117	\$113,720,920
Capital	\$2,109,618	\$5,202,096	\$3,040,280
Debt	\$811,988	\$1,801,164	\$1,869,743
Grants	\$39,493,171	\$47,012,443	\$65,240,862
Other	(\$19,439,087)	(\$17,801,879)	\$16,172,986
Total Expenses	\$493,557,909	\$562,686,207	\$671,272,140

	FY2022 Actuals	FY2023 Projected	FY2024 Recommended
Budgeted Use of Fund Balance	\$0	\$0	\$0
Budgeted Reserves	\$0	\$0	\$6,716,061
Balance Sheet Adjustment	(\$18,427,678)	\$19,000,000	\$0
Carry Forward Purchase Orders	\$0	\$0	\$0
Prior Year Appropriation	\$0	\$0	\$0
Change in Fund Balance	(\$2,764,423)	\$6,582,493	\$6,716,061
Beginning Fund Balance	\$68,294,701	\$65,530,278	\$72,112,771
Ending Fund Balance	\$65,530,278	\$72,112,771	\$78,828,832

[Microsoft Power BI](#)



Positions

Fiscal Year 2024 Operating and Capital Budget

Budgeted Position Counts by Department

	2020 - 21 FTE Count	2021 - 22 FTE Count	2022 - 23 FTE Count	2023 - 24 FTE Count
Art & Cultural Affairs	2.00	2.00	2.00	3.00
Chief of Staff	4.00	5.00	6.00	6.00
City Attorney	35.50	33.50	33.50	32.50
City Clerk	17.00	17.25	18.25	18.25
City Council	16.18	16.18	16.18	16.00
City Planning	0.00	5.00	8.00	6.00
Community Redevelopment Agency	11.00	15.00	15.00	23.00
Construction Services	84.00	95.00	99.00	101.00
Contract Administration Department	79.00	83.00	83.00	85.00
Convention Center & Tourism	50.00	47.00	48.00	49.00
Development & Economic Opportunity	2.00	4.00	6.00	10.00
Development & Growth Management	69.75	80.00	91.00	95.00
Equal Business Opportunity	6.00	6.00	6.00	5.00
Facility Management	63.50	65.50	66.75	70.00
Fire	767.00	799.25	832.50	838.50
Fleet Maintenance	64.00	68.00	68.00	66.00
Governmental Affairs & Strategic Initiatives	2.00	2.00	2.00	2.00
Human Resources & Talent Development	61.00	63.00	68.00	72.00
Infrastructure & Mobility Administration	5.00	6.00	6.00	6.00
Internal Audit	6.00	6.00	6.00	6.00
Logistics & Asset Management	1.00	1.00	2.00	2.00
Marketing & Communications	12.00	10.00	9.00	9.00
Neighborhood & Community Affairs	112.00	115.00	117.00	119.00
Office of the Mayor	5.00	5.00	5.00	6.00
Parking	72.00	70.00	78.00	86.75
Parks & Recreation	454.91	453.91	449.20	432.35
Police	1,241.50	1,245.50	1,255.50	1,257.75
Purchasing	29.00	29.00	29.00	31.00
Revenue & Finance	92.50	92.50	92.50	94.00
Solid Waste & Environmental Program Management	270.50	277.00	293.00	293.00
Stormwater Engineering	102.00	103.00	103.00	103.00
Technology & Innovation	123.75	128.00	132.00	131.00
Transportation	146.00	151.00	157.00	161.00
Wastewater	312.00	311.00	312.00	311.00
Water	347.50	353.50	373.50	366.50
TOTAL	4,666.59	4,764.09	4,888.88	4,913.60

Budgeted Position Counts by Fund

	2020 - 21 FTE Count	2021 - 22 FTE Count	2022 - 23 FTE Count	2023 - 24 FTE Count
Governmental				
General Funds	3,268.59	3,327.59	3,396.38	3,423.35
Special Revenue Funds	332.00	351.00	361.00	367.00
GOVERNMENTAL TOTAL	3,600.59	3,678.59	3,757.38	3,790.35
Proprietary				
Enterprise Funds	922.50	938.00	986.00	980.75
Internal Service Funds	143.50	147.50	145.50	142.50

	2020 - 21 FTE Count	2021 - 22 FTE Count	2022 - 23 FTE Count	2023 - 24 FTE Count
PROPRIETARY TOTAL	1,066.00	1,085.50	1,131.50	1,123.25
TOTAL	4,666.59	4,764.09	4,888.88	4,913.60

Position Changes between FY2023 and FY2024

Citywide changes to position counts represent the sum of reclassifications, recruitment, and staffing increases and decreases. The City represents positions as "Full Time Equivalent" (or "FTE") - a unit of measure equal to a single position working a full time schedule. As an example, a position authorized to work 40 hours per week would be considered "1.0 FTE," while a position authorized to do the same job for 20 hours per week would be considered "0.5 FTE."

During Fiscal Year 2023, the City had a net increase of 29.65 FTEs.

As part of the Fiscal Year 2024 budget, the City recommends an additional net decrease of 4.93 FTEs.

A breakdown of each department with changes to their FTE Count is below. Departments without changes to their FTE Count are not detailed below. The departments without changes are Governmental Affairs & Strategic Initiatives, Infrastructure & Mobility Administration, and Logistics & Asset Management.

Total Position Changes Since FY2023 Budget Adoption

Category	2024
Parking	8.75
Community Redevelopment Agency	8
Fire	6
Development & Economic Opportunity	4
Human Resources & Talent Development	4
Other	-6.03

Arts & Cultural Affairs

During FY2023, Arts & Cultural Affairs had no change in FTE count.

As part of the FY2024 budget for Arts & Cultural Affairs, the City recommends an increase of 1 FTE:

- 1 Art Programs Project Coordinator

Chief of Staff

During FY2023, Chief of Staff had no change in FTE count.

- 1 FTE was reclassified

The City recommends no change to Chief of Staff positions for the FY2024 Budget.

City Attorney

During FY2023, City Attorney had no change in FTE count.

- 3 FTEs were reclassified

As part of the FY2024 budget for City Attorney, the City recommends a decrease of 1 FTE:

- 1 Legal Secretary (U)

City Clerk

During FY2023, City Clerk had no change in FTE count.

- 1 FTE was reclassified

The City recommends no change to City Clerk positions for the FY2024 Budget.

City Council

During FY2023, City Council had no change in FTE Count.

As part of the FY2024 budget for City Council, the City recommends a decrease of .18 FTEs:

- .18 Clerk II General

City Planning

During FY2023, City Planning had a total decrease of 2 FTEs:

- 1 Planning Permit Technician I transferred to Development & Growth Management
- 1 Senior Planning Coordinator reclassified to Project Coordinator and transferred to Development & Economic Opportunity

The City recommends no change to City Planning positions for the FY2024 Budget.

Community Redevelopment Agency

During FY2023, Community Redevelopment Agency had a total increase of 8 FTEs:

- 2 Project Coordinators
- 1 CRA Senior Project Supervisor
- 1 Economic Development Coordinator
- 1 Community Development Coordinator
- 1 Urban Planner II
- 1 Community Development Specialist I
- 1 Community Development Technician
- 1 FTE was reclassified

The City recommends no change to Community Redevelopment Agency positions for the FY2024 Budget.

Construction Services

During FY2023, Construction Services had no change in FTE count.

- 20 FTEs were reclassified

As part of the FY2024 budget for Construction Services, the City recommends a total increase of 2 FTEs:

- Increase of 4 FTEs:
 - 2 Certified Code Enforcement Officers
 - 1 Lead Client Facilitator
 - 1 Client Facilitator Specialist
- Decrease of 2 FTEs:
 - 1 Client Facilitator III
 - 1 Client Facilitator I

Contract Administration

During FY2023, Contract Administration had no change in FTE count.

- 1 FTE was reclassified

As part of the FY2024 budget for Contract Administration, the City recommends an increase of 2 FTEs:

- 1 Project Coordinator
- 1 Communications Coordinator

Convention Center & Tourism

During FY2023, Convention Center & Tourism had no change in FTE count.

- 4 FTEs were reclassified

As part of the FY2024 budget for Convention Center & Tourism, the City recommends a total increase of 1 FTE:

- Increase of 2 FTEs:
 - 2 Security Leads
- Decrease of 1 FTE:
 - 1 Convention Business and Administrative Support Manager

Development & Economic Opportunity

During FY2023, Development & Economic Opportunity had a total increase of 2 FTEs:

- 1 Project Coordinator transferred from City Planning
- 1 Small Business Navigator transferred from Development & Growth Management

As part of the FY2024 budget for Development & Economic Opportunity, the City recommends an additional increase of 2 FTEs:

- 1 Small Business Navigator
- 1 Office Support Specialist III

Development & Growth Management

During FY2023, Development & Growth Management had a total increase of 2 FTEs:

- Increase of 3 FTEs:
 - 2 Tenant Advocacy Specialists
 - 1 Planning Permit Technician I transferred from City Planning
- Decrease of 1 FTE:
 - 1 Real Estate Right-of-Way Specialist reclassified to Small Business Navigator and transferred to Development & Economic Opportunity
- 4 FTEs were reclassified

As part of the FY2024 budget for Development & Growth Management, the City recommends an additional total increase of 2 FTEs:

- Increase of 5 FTEs:
 - 2 Urban Planners II
 - 1 Community Land Trust Coordinator
 - 1 Community Development Specialist I
 - 1 Community Development Technician
- Decrease of 3 FTEs:
 - 1 Housing and Community Development Program Coordinator
 - 1 Housing Counselor II
 - 1 Housing Counselor I

Equal Business Opportunity

During FY2023, Equal Business Opportunity had a total decrease of 1 FTE:

- 1 Lead Management Information Analyst reclassified to Community Engagement and Diversity Coordinator and transferred to Neighborhood & Community Affairs

The City recommends no change to Equal Business Opportunity positions for the FY2024 Budget.

Facility Management

During FY2023, Facility Management had a total increase of 3.25 FTEs:

- Increase of 4 FTEs:
 - 1 Services Attendant II
 - 2 Police Facility & Security Technicians transferred from Police
 - 1 Police Facility, Supply & Security Supervisor transferred from Police
- Decrease of .75 FTEs:
 - .75 Services Attendant I
- 3 FTEs were reclassified

As part of the FY2024 budget for Facility Management, the City recommends position changes with no additional total change in FTE count:

- Increase of 1 FTE:
 - 1 Office Support Specialist III
- Decrease of 1 FTE:
 - 1 Maintenance Repairer III

Fire

During FY2023, Fire had a total increase of 7 FTEs:

- 3 Rescue Lieutenants
- 3 Paramedics
- 1 Medical Support Officer
- 6 FTEs were reclassified

As part of the FY2024 budget for Fire, the City recommends an additional total decrease of 1 FTE:

- Increase of 1 FTE:
 - 1 Data Technical Analyst
- Decrease of 2 FTEs:
 - 2 Public Safety Telecommunicators I

Fleet Maintenance

During FY2023, Fleet Maintenance had no change in FTE count.

- 4 FTEs were reclassified

As part of the FY2024 budget for Fleet Maintenance, the City recommends a decrease of 2 FTEs:

- 1 Fleet Mechanic II
- 1 Automotive Service Attendant II

Human Resources & Talent Development

During FY2023, Human Resources & Talent Development had a total increase of 2 FTEs:

- 1 Employee Relations Specialist Supervisor
- 1 Safety & Loss Prevention Specialist transferred from Wastewater
- 20 FTEs were reclassified

As part of the FY2024 budget for Human Resources & Talent Development, the City recommends an additional total increase of 2 FTEs:

- Increase of 3 FTEs:
 - 1 Human Resources Analyst
 - 1 Personnel Technician III
 - 1 Personnel Assistant I
- Decrease of 1 FTE:
 - 1 Benefits and Wellness Supervisor

Internal Audit

During FY2023, Internal Audit had no change in FTE count.

- 1 FTE was reclassified

The City recommends no change to Internal Audit positions for the FY2024 Budget.

Marketing & Communications

During FY2023, Marketing & Communications had no change in FTE count.

- 2 FTE were reclassified

The City recommends no change to Marketing & Communications positions for the FY2024 Budget.

Neighborhood & Community Affairs

During FY2023, Neighborhood & Community Affairs had a total increase of 2 FTEs:

- 1 Community Engagement Coordinator
- 1 Community Engagement and Diversity Coordinator transferred from Equal Business Opportunity
- 23 FTEs were reclassified

The City recommends no change to Neighborhood & Community Affairs positions for the FY2024 Budget.

Office of the Mayor

During FY2023, Office of the Mayor had a total increase of 1 FTE:

- 1 Advisor to the Mayor on Major Community Projects & Development
- 2 FTEs were reclassified

The City recommends no change to Office of the Mayor positions for the FY2024 Budget.

Parking

During FY2023, Parking had a total decrease of 1 FTE:

- 1 Utility Administrative Support Technician transferred to Transportation
- 6 FTEs were reclassified

As part of the FY2024 budget for Parking, the City recommends an additional total increase of 9.75 FTEs:

- Increase of 14 FTEs:
 - 6 Parking Enforcement Specialists II
 - 6 Parking Enforcement Specialists
 - 2 Parking Enforcement Supervisors I
- Decrease of 4.25 FTEs:
 - 1.75 Security Guards
 - 1.5 Parking Enforcement Specialists
 - 1 Parking Enforcement Specialist II

Parks & Recreation

During FY2023, Parks & Recreation had a total decrease of .35 FTEs:

- Increase of 3.03 FTEs:
 - 2.28 Lifeguards
 - .75 Recreation Leader
- Decrease of 3.38 FTEs:
 - 2.25 Aquatics Leaders I
 - .63 Recreation Leader I
 - .5 Recreation Instructor
- 19 FTEs were reclassified

As part of the FY2024 budget for Parks & Recreation, the City recommends an additional total decrease of 16.5 FTEs:

- Increase of 8.5 FTEs:
 - 4.5 PAL Recreation Leaders I
 - 2 PAL Recreation Leaders
 - 1 PAL Site Supervisor
 - 1 PAL Services Attendant
- Decrease of 25 FTEs:
 - 6.75 Aquatics Leaders I
 - 3 Automotive Equipment Operators I
 - 2.25 Recreation Leaders I
 - 2 Services Attendants II
 - 1 Parks & Recreation Center Coordinator
 - 1 Parks & Recreation Site Coordinator
 - 1 Landscape Architect II
 - 1 Recreation Leader III
 - 1 Automotive Equipment Operator II
 - 1 Tree Timmer II
 - 1 Recreation Leader II
 - 1 Gymnastics Instructor II
 - .75 Gymnastics Instructor I
 - .75 Recreation Instructor
 - .75 Specials Programs Leader II
 - .75 Special Programs Leader I

Police

During FY2023, Police had a total increase of 4.25 FTEs:

- Increase of 7.25 FTEs:
 - 4 Behavioral Health Clinicians
 - 1.25 Public Safety Telecommunicators I
 - 1 Senior Grants Analyst
 - 1 Police Supply & Events Technician II
- Decrease of 3 FTEs:
 - 2 Police Facility & Security Technicians transferred to Facility Management
 - 1 Police Facility, Supply & Security Supervisor transferred to Facility Management
- 49 FTEs were reclassified

As part of the FY2024 budget for Police, the City recommends an additional total decrease of 2 FTEs:

- Increase of 1 FTE:
 - 1 Police Supply & Events Technician II
- Decrease of 3 FTEs:
 - 1 Assistant City Attorney III
 - 1 Homeland Security Strategic Planner
 - 1 Police Data Analyst

Purchasing

During FY2023, Purchasing had no change in FTE count.

- 3 FTEs were reclassified

As part of the FY2024 budget for Purchasing, the City recommends an increase of 2 FTEs:

- 1 Procurement Analyst
- 1 Purchasing Technician

Revenue & Finance

During FY2023, Revenue & Finance had a total increase of 1.5 FTEs:

- Increase of 2 FTEs:
 - 1 Grants Compliance Analyst
 - 1 Lead Payroll Technician
- Decrease of .5 FTE:
 - .5 Customer Service Clerk II
- 5 FTEs were reclassified

The City recommends no change to Revenue & Finance positions for the FY2024 Budget.

Solid Waste & Environmental Program Management

During FY2023, Solid Waste & Environmental Program Management had no change in FTE count.

- 2 FTEs were reclassified

As part of the FY2024 budget for Solid Waste & Environmental Program Management, the City recommends position changes with no total change in FTE count:

- Increase of 5 FTEs:
 - 2 Roll-Off Truck Drivers
 - 1 Engineer IV
 - 1 Engineer II
 - 1 Welder Metal Worker II
- Decrease of 5 FTEs:
 - 3 Solid Waste Driver Loaders
 - 1 Automated Collection Driver
 - 1 Refuse Collector-Driver

Stormwater

During FY2023, Stormwater had no change in FTE count.

- 15 FTEs were reclassified

The City recommends no change to Stormwater positions for the FY2024 Budget.

Technology & Innovation

During FY2023, Technology & Innovation had no change in FTE count.

- 7 FTEs were reclassified

As part of the FY2024 budget for Technology & Innovation, the City recommends a total decrease of 1 FTE:

- Increase of 2 FTEs:
 - 1 Senior Network Engineer
 - 1 Applications Systems Analyst
- Decrease of 3 FTEs:
 - 2 Applications Systems Analysts
 - 1 Senior Applications Programmer

Transportation

During FY2023, Transportation had a total increase of 1 FTE.

- 1 Utility Administrative Support Technician transferred from Parking
- 16 FTEs were reclassified

As part of the FY2024 budget for Transportation, the City recommends an additional total increase of 3 FTEs:

- Increase of 4 FTEs:
 - 1 GIS Analyst
 - 1 Utilities Training Coordinator
 - 1 Traffic Control Technician II
 - 1 Traffic Control Technician I
- Decrease of 1 FTE:
 - 1 Transportation Operations Technician Trainee

Wastewater

During FY2023, Wastewater had no change in FTE count.

- Increase of 1 FTE:
 - 1 Utilities Permitting Technician
- Decrease of 1 FTE:
 - 1 Safety & Loss Prevention Specialist transferred to Human Resources & Talent Development
- 32 FTEs were reclassified

As part of the FY2024 budget for Wastewater, the City recommends a decrease of 1 FTE:

- 1 Environmental Scientist III

Water

During FY2023, Water had no change in FTE count.

- 50 FTEs were reclassified

As part of the FY2024 budget for Water, the City recommends a total decrease of 7 FTEs:

- Increase of 1 FTE:
 - 1 Certified Procurement Analyst
- Decrease of 8 FTEs:
 - 2 Production Technicians I (No Training)
 - 1 Water Quality Assurance Officer
 - 1 Utility Technician III
 - 1 Production Technician II
 - 1 Utilities Permitting Technician
 - 1 Customer Service Representative I
 - 1 Services Attendant II

Financial Forecast

Fiscal Year 2024 Operating and Capital Budget

This section will provide a two-year forecast for the following major operating funds:

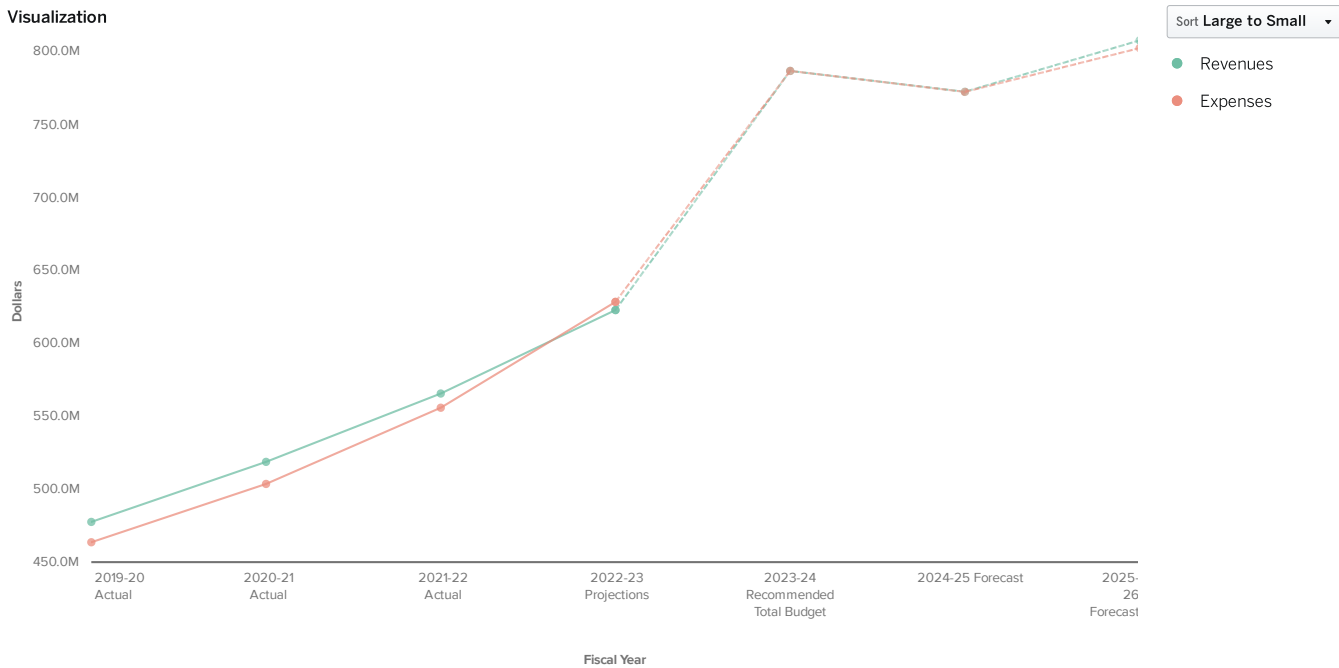
- General Fund/Utilities Services Tax Fund
- Local Option Gas Tax Operating Fund
- Stormwater Services Fund
- Construction Services Operating and Enhance Funds
- Parking Operating Fund
- Water Operating Fund
- Wastewater Operating Fund
- Solid Waste Operating Fund

The forecast uses a series of projections of major revenue and expenditure drivers for each fund. Revenue drivers consist mainly of property taxes and various usage taxes and rates. Expenditure drivers include salary increases, primarily determined by Collective Bargaining Agreements (CBA), increases in health and pension costs, contributions to the Community Redevelopment Agencies, and general operating expenses.

The City has requested that the two pension plans provide annual actuarial reports that identify the required contribution for the upcoming fiscal year. The pension contribution requirement identified in each actuarial report is a percentage of budgeted salary.

The City does not budget for Other Post Employment Benefits as this is an implied benefit. Former employees who retire from the City, and their eligible dependents, may continue to participate in the City's health and hospitalization plan for medical and prescription drug coverages. These retirees are solely responsible for payment of their insurance premiums and the City does not contribute toward this payment. However, the City subsidizes the premium rates paid by retirees by allowing them to participate in the plans at blended group (implicitly subsidized) premium rates for both active and retired employees. These rates provide an implicit subsidy for retirees because, on an actuarial basis, their current and future claims are expected to result in higher costs to the plan on average than those of active employees.

General and Utilities Services Funds



The City combines the General Fund and the Utilities Services Tax Fund when calculating the General Fund's unassigned fund balance for budgeting and financial reporting. External auditors require the combination of the two funds into the General Fund when preparing the Annual Financial Report.

The General Fund is 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. Major revenues consist of property taxes, sales taxes, occupational licenses taxes, franchise fees, licenses and permits, charges for services, state revenue sharing, transfers, and other financing sources. These funds are used to support public safety, parks and recreation, economic development programs, general government operations such as human resources and purchasing, and other non-enterprise related operations.

The Utilities Services Tax Fund provides for the collection of communications service taxes and taxable sales for utilities such as electric, gas, and water. These funds are used for general government operations, the purchase of machinery, capital equipment and vehicles for non-enterprise fund activities, capital improvement projects, related debt service, and other needs as determined.

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 debt issued by the City. For the 15th consecutive year, the City has maintained a fund balance greater than the minimum 20% policy requirement. During the forecast period, the General Fund and Utilities Services Tax Fund's projected fund balance remains strong, exceeding that minimum requirement, as identified below:

- FY2023 - 23.5%
- FY2024 - 22.9%
- FY2025 - 21.2%
- FY2026 - 21.0%

While the City is projecting increases to fund balance over the forecast period, expenditures are increasing at a greater rate than the projected fund balance increases.

Revenue Drivers (FY2025 & FY2026):

- Property Taxes
 - FY2025 - 9% annual increase

- FY2026 - 6% annual increase
- Sales Taxes - 3% annual increase
 Other Revenue - 1% annual increase

Expense Drivers (FY2024 & FY2025):

Salary Increases:

- Annual Step/Merit
- FY2025 - 4.5% negotiated annual increase
- FY2026 - 3.0% negotiated annual increase

General Employee Pension

- FY2024 - 8% annual increase
- FY2025 - 16% annual increase

Fire & Police Pension

- FY2024 - 16% annual increase
- FY2025 - 16% annual increase

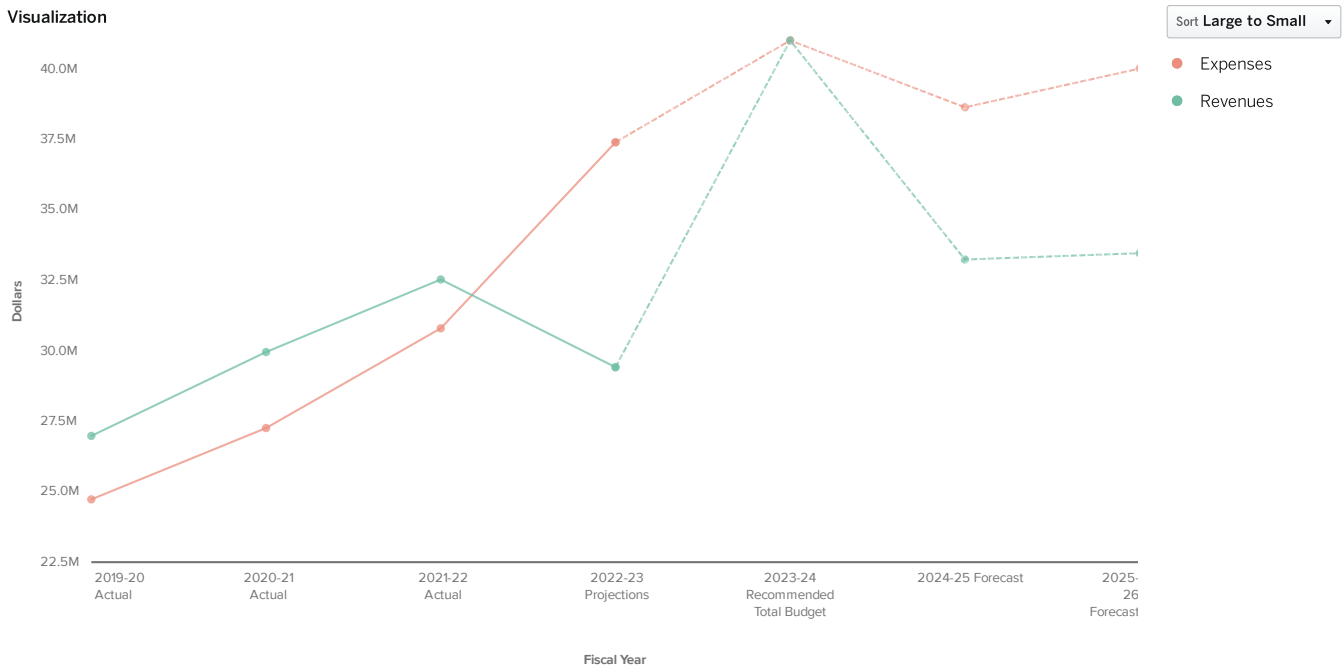
Healthcare - 8% annual increase

Community Redevelopment Areas Tax Increment Contributions

- FY2025 - 12% annual increase
- FY2026 - 11% annual increase

Other General Expenses - 1% annual increase

Local Option Gas Tax Fund



The Local Option Gas Tax Fund accounts for the City's share of taxes levied on motor fuel and special fuel sold within Hillsborough County. This revenue supports operations and maintenance of the transportation system and transfers to the capital project fund for transportation capital projects. This fund also receives a subsidy from the City's General Fund/Utilities Services Tax Fund in the form an interfund transfer and increased State Revenue Sharing revenues.

Over the next several years, expenditures are projected to exceed revenues which will result in a negative fund balance in FY2024. The City will have to re-evaluate and possibly increase the General Fund/Utilities Services Tax Fund's subsidy to this fund when preparing the FY2025 budget.

Revenue Drivers (FY2025 & FY2026):

Gas Taxes - 2% annual increase

Expense Drivers (FY2024 & FY2025):

Salary Increases:

- Annual Step/Merit
- FY2025 - 5.0% negotiated annual increase
- FY2026 - 5.0% negotiated annual increase

General Employee Pension

- FY2025 - 10% annual increase
- FY2026 - 10% annual increase

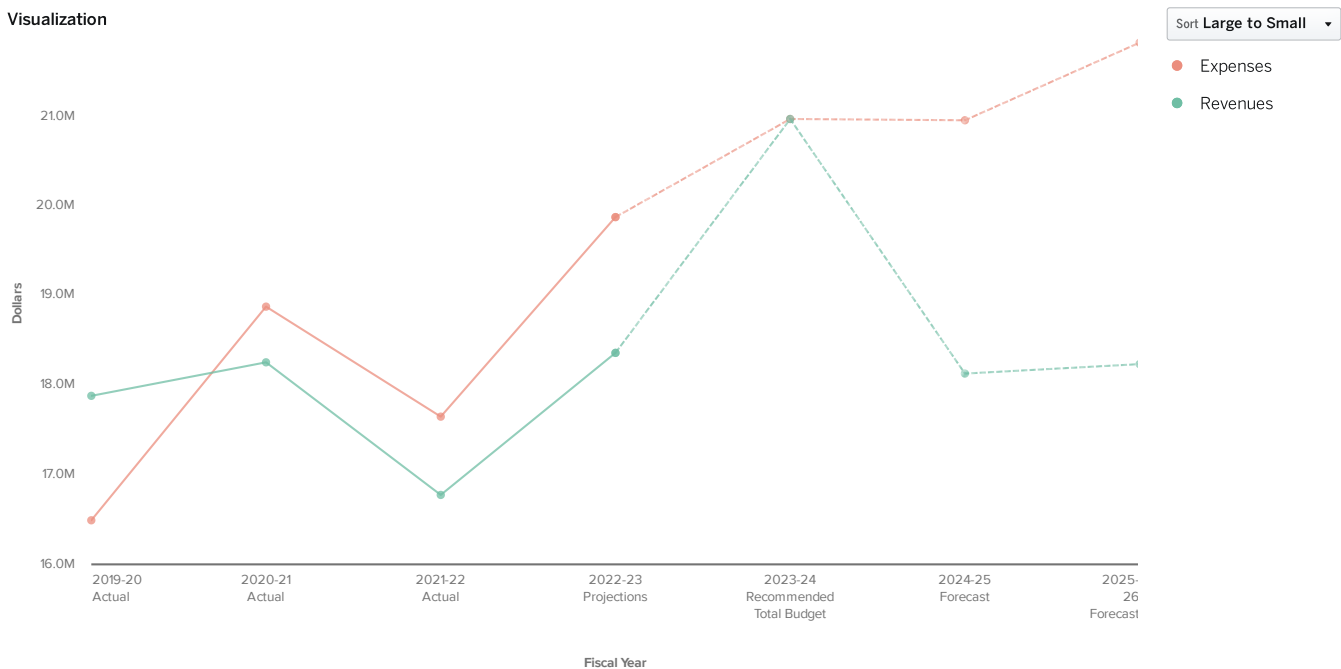
Healthcare - 8% annual increase

Electrical Expenses - 7% annual increase

Other General Expenses - 2% annual increase

Stormwater Service Assessment Fund

Visualization



The Stormwater Service Assessment Fund includes revenue from non-ad valorem stormwater service assessments that support operations and maintenance of the stormwater conveyance system. Services provided include street sweeping, pond maintenance, pipeline system cleaning, outfall cleaning, ditch maintenance and miscellaneous micro-projects ancillary to maintenance activities. Stormwater service assessments are collected on the annual property tax bills. The current stormwater service assessment is \$82.00 per equivalent stormwater unit.

Over the next several years, expenditures are projected to exceed revenues which will result in a negative fund balance in FY2024. The City will have to re-evaluate and possibly increase the General Fund/Utilities Services Tax Fund's subsidy to this fund when preparing the FY2025 budget.

Revenue Drivers (FY2025 & FY2026):

Stormwater Service Assessments - Special Assessment revenues are projected to grow 0.5% annually

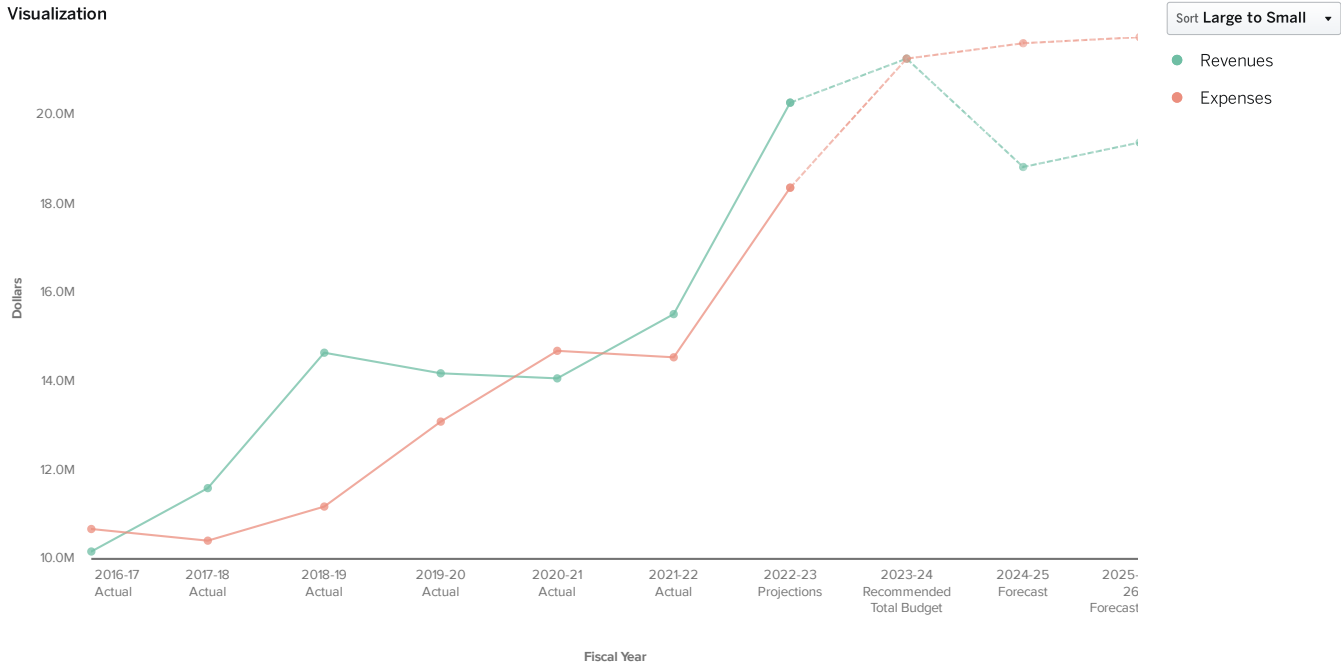
Expense Drivers (FY2024 & FY2025):

Salary Increases:

- Annual Step/Merit
- FY2025 - 5.0% negotiated annual increase

- FY2026 - 5.0% negotiated annual increase
- General Employee Pension
- FY2025 - 10% annual increase
 - FY2026 - 10% annual increase
- Healthcare - 8% annual increase
- Electrical Expenses - 7% annual increase
- Other General Expenses - No projected growth

Construction Services Operating and Enhancement Funds



The Construction Operating Fund collects construction permit revenues issue building permits, review residential and commercial plans, and to inspect projects during construction. The Enhancement Fund collects a building permit surcharge of 13% and shall be utilized to improve and increase level of services provided by the Construction Services Division. The type of expenditures authorized are technology, inspector vehicles, training/education, unlicensed activity, contract professional services, and building renovations, purchase, or new construction.

Over the next several years, expenditures are projected to exceed revenues. The City is in the process of conducting a rate study to evaluate the need to increase fees.

Revenue Drivers (FY2025 & FY2026):

Licenses and Permits - 3% annual growth

Expense Drivers (FY2024 & FY2025):

Salary Increases:

- Annual Step/Merit
- FY2024 - 4.5% negotiated annual increase
- FY2025 - 3.0% negotiated annual increase

General Employee Pension

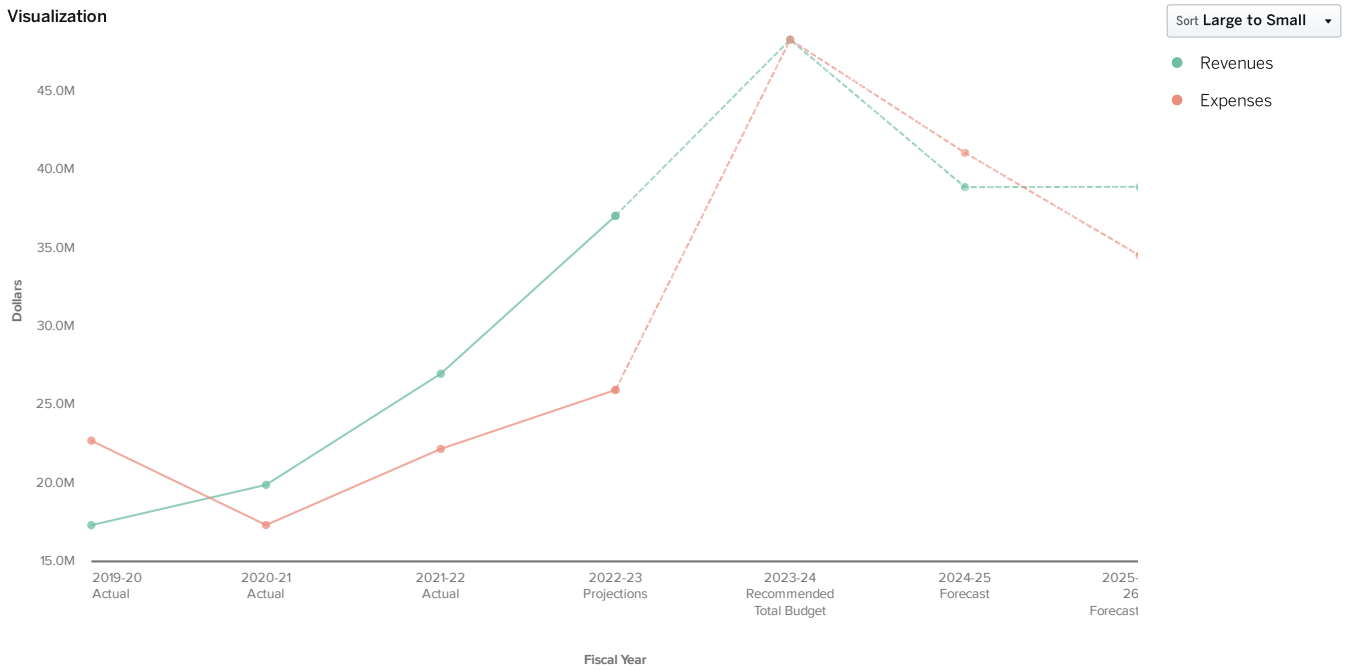
- FY2024 - 8% annual increase
- FY2025 - 8% annual increase

Healthcare - 8% annual increase

Other General Expenses - 2% annual increase

Parking Operations Fund

Visualization



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

Tampa City Council recently approved a multi-year rate increase that went into effect on December 1, 2020. The current forecast projects that revenues will exceed expenditures throughout the forecast period and should provide sufficient cash fluidity within the Parking System for future capital projects.

Revenue Drivers (FY2025 & FY2026):

Parking Fees - 1% annual growth increase

Expense Drivers (FY2025 & FY2026):

Salary Increases:

- Annual Step/Merit
- FY2025 - 4.5% negotiated annual increase
- FY2026 - 4.5% negotiated annual increase

General Employee Pension

- FY2025 - 8% annual increase
- FY2026 - 8% annual increase

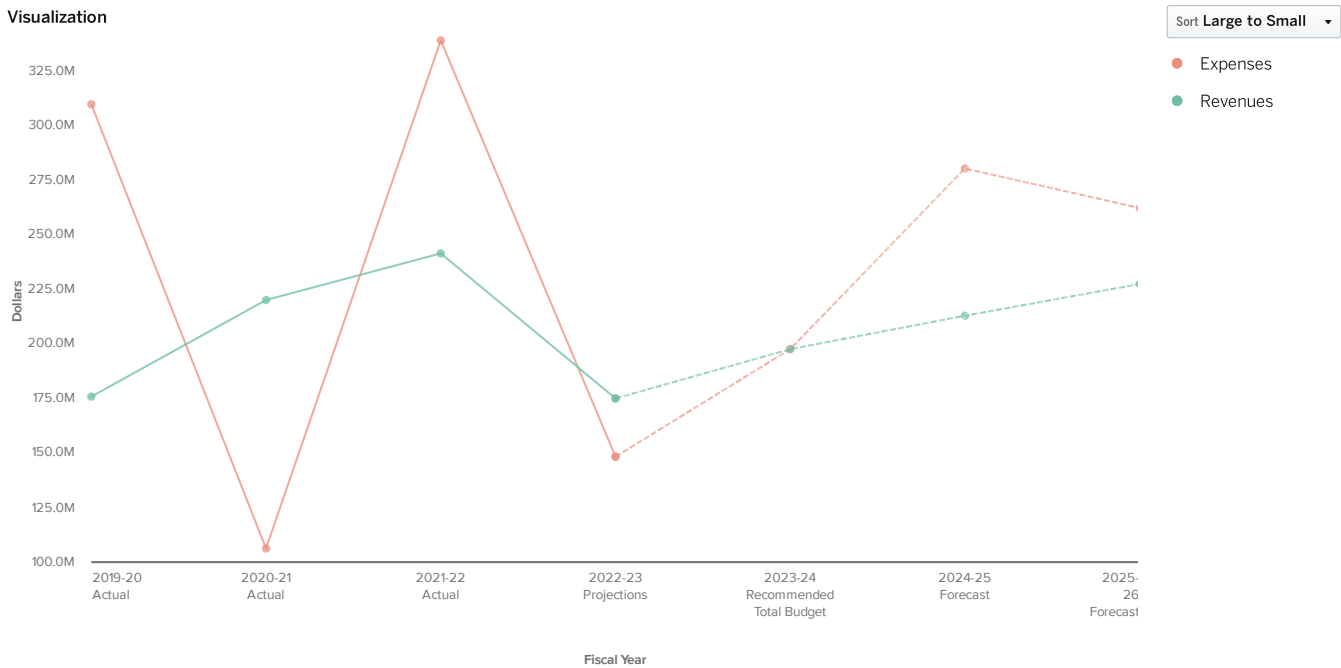
Healthcare - 8% annual increase

Utilities - 7% annual increase

Other General Expenses - 3% annual increase

Water Operations Fund

Visualization



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

Tampa City Council adopted a 20-year rate plan that increased potable water rates and introduced base charges in September 2019. Annual rate increases become effective with utility bills after October 1 of each year. The rate plan was approved to address aging infrastructure and provides sufficient revenues for a \$2.8 billion (combined value of the Water and Wastewater systems) capital improvement program. The rate plan was developed by City staff in consultation with both, our rate consultant and financial advisor.

The City issued the Series 2020 Water and Sewer Revenue Bonds and the Series 2022 Water and Sewer Revenue Bonds to take advantage of historically low interest rates by adjusting the Capital Improvement Program to increase the amount of projects funded from debt proceeds thus preserving cash for capital projects in later fiscal years. The use of cash to fund capital projects during forecast period is the causative factor for expenditures exceeding revenues during the period. However, the Water Operations Fund's forecasted fund balance remains strong.

Revenue Drivers (FY2025 & FY2026):

Annual Growth Increase in Potable Water Sales - 0.5%

Potable Water Rate and Base Charge Increases:

- FY2025 - 11% potable water rate increase
- FY2024 - \$1.0 per Equivalent Residential Unit increase per month
- FY2026 - 6% potable water rate increase
- FY2026 - \$1.0 per Equivalent Residential Unit increase per month

Expense Drivers (FY2025 & FY2026):

Salary Increases:

- Annual Step/Merit
- FY2025 - 4.5% negotiated annual increase
- FY2026 - 4.5% negotiated annual increase

General Employee Pension

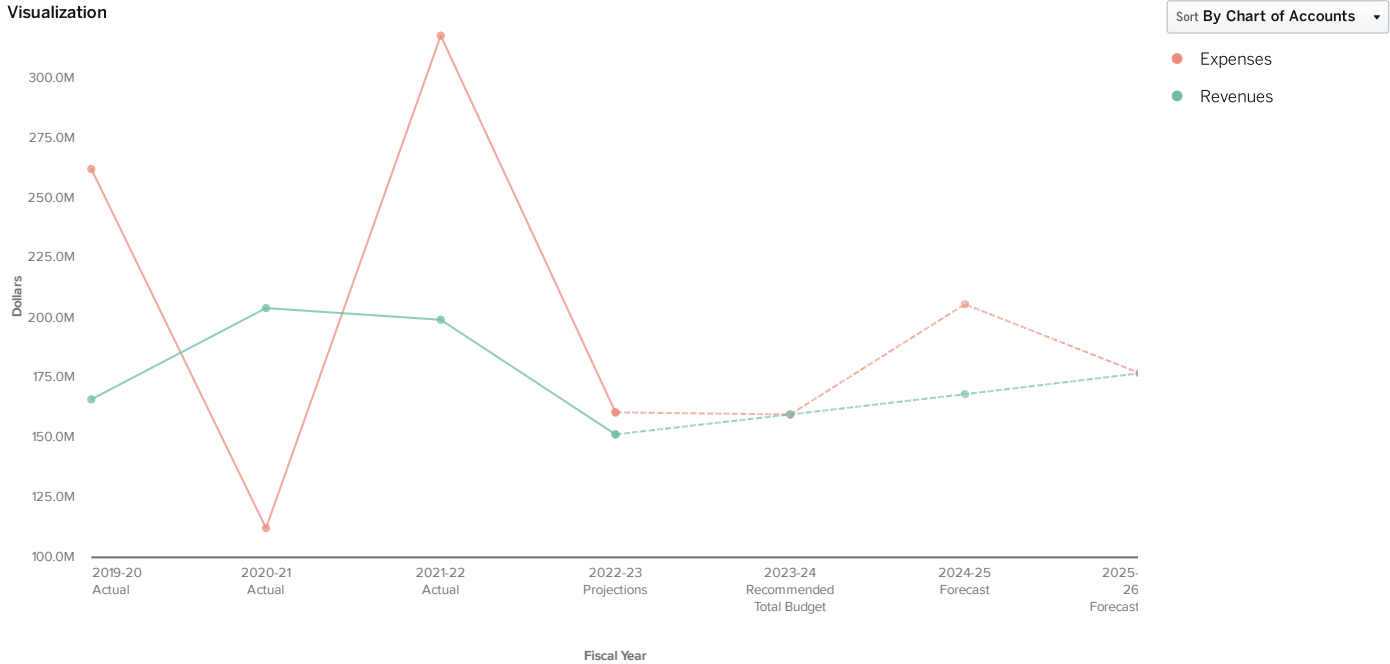
- FY2025 - 16% annual increase
- FY2026 - 8% annual increase

Healthcare - 8% annual increase

Utilities

- FY2025 - 10.0% annual increase
 - FY2026 - 6.5% annual increase
- Other General Expenses - 2.4% annual increase

Wastewater Operations Fund



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

Tampa City Council adopted a 20-year rate plan that increased wastewater disposal rates and introduced base charges in September 2019. Annual rate increases become effective with utility bills after October 1 of each year. The rate plan was approved to address aging infrastructure and provides sufficient revenues for a \$2.8 billion (combined value of the Water and Wastewater systems) capital improvement program. The rate plan was developed by City staff in consultation with both our rate consultant and financial advisor.

The City issued the Series 2020 Water and Sewer Revenue Bonds and the Series 2022 Water and Sewer Revenue Bonds to take advantage of historically low interest rates by adjusting the Capital Improvement Program to increase the amount of projects funded from debt proceeds thus preserving cash for capital projects in later fiscal years. The use of cash to fund capital projects during forecast period is the causative factor for expenditures exceeding revenues during the period. However, the Wastewater Operations Fund's forecasted fund balance remains strong.

Revenue Drivers (FY2025 & FY2026):

Annual Growth Increase in Wastewater Disposal Charges - 0.5%

Wastewater Disposal Charges and Base Charge Increases:

- FY2025 - 3% potable water rate increase
- FY2025 - \$1.0 per Equivalent Residential Unit increase per month
- FY2026 - 3% potable water rate increase
- FY2026 - \$1.0 per Equivalent Residential Unit increase per month

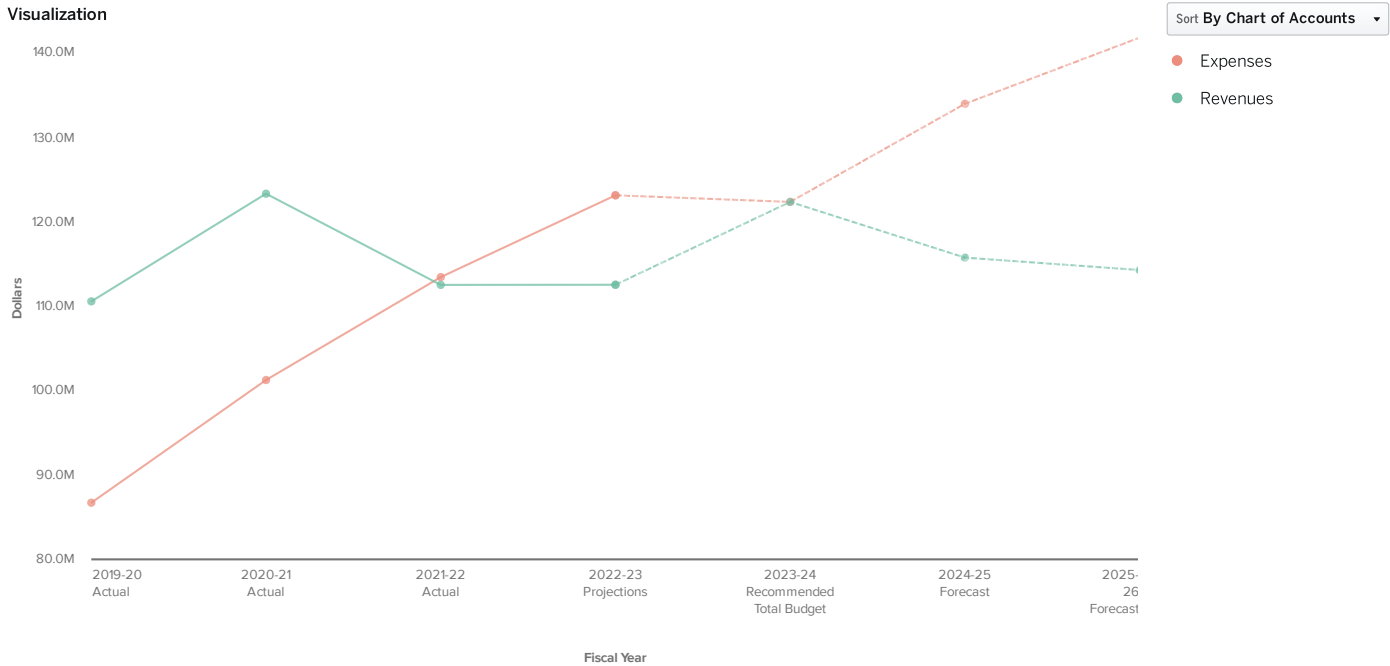
Expense Drivers (FY2025 & FY2026):

Salary Increases:

- Annual Step/Merit
- FY2024 - 4.5% negotiated annual increase

- FY2025 - 4.5% negotiated annual increase
- General Employee Pension
- FY2024 - 16% annual increase
 - FY2025 - 8% annual increase
- Healthcare - 8% annual increase
- Utilities - 6.5% annual increase
- Other General Expenses - 2.4% annual increase

Solid Waste Operations Fund



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

Expenses will exceed revenues during the forecast period primarily due to funding capital projects related to consolidating solid waste operations at the 34th Avenue site and continuing major investments at the McKay Bay Waste-to-Energy Plant. To assist in funding these large capital investments, the City is planning to issue debt during the forecast period and is currently undergoing a rate study for possible rate increases. The chart above has already incorporated the anticipated annual debt service.

Revenue Drivers (FY2025 & FY2026):

Solid Waste Collection Fees - 0.5% annual growth increase

Expense Drivers (FY2025 & FY2026):

Salary Increases:

- Annual Step/Merit
- FY2025 - 4.5% negotiated annual increase
- FY2026 - 3.0% negotiated annual increase

General Employee Pension:

- FY2025 - 16% annual increase
- FY2025 - 8% annual increase

Healthcare - 8% annual increase

Utilities - 6.5% annual increase

Other General Expenses - 2.4% annual increase

Major Revenues Overview

Fiscal Year 2024 Operating and Capital Budget

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 provided on the following pages, and an analysis of each major revenue is provided on each page.

General Government Major 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 Major Revenues

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

Special Revenue Funds Major Revenues

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

Enterprise Funds Major Revenues

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

General Government Major Revenues

Fiscal Year 2024 Operating and Capital Budget

General Governmental Revenues

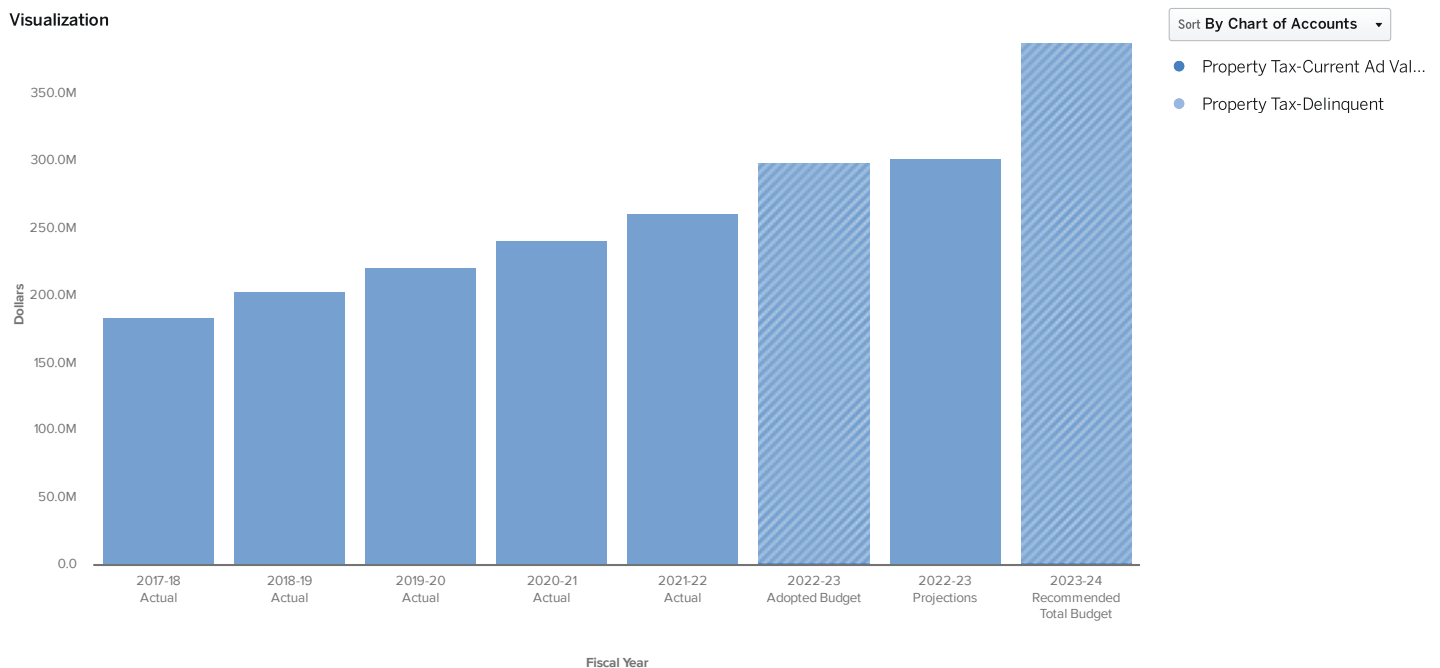
General governmental revenues are primarily derived from property taxes. Departments supported by property tax revenues provide a wide range of services including public safety, parks and recreation, purchasing, and human resources.

General government revenues are comprised of the following major revenue streams:

- 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

Property Tax Revenues

Visualization



Legal Authorization: Authorized by Florida Constitution and Florida Statutes, Title XIV, Chapters 192-197 and 200, Florida Statutes; Rule 12D-17 Florida Administrative Code.

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.

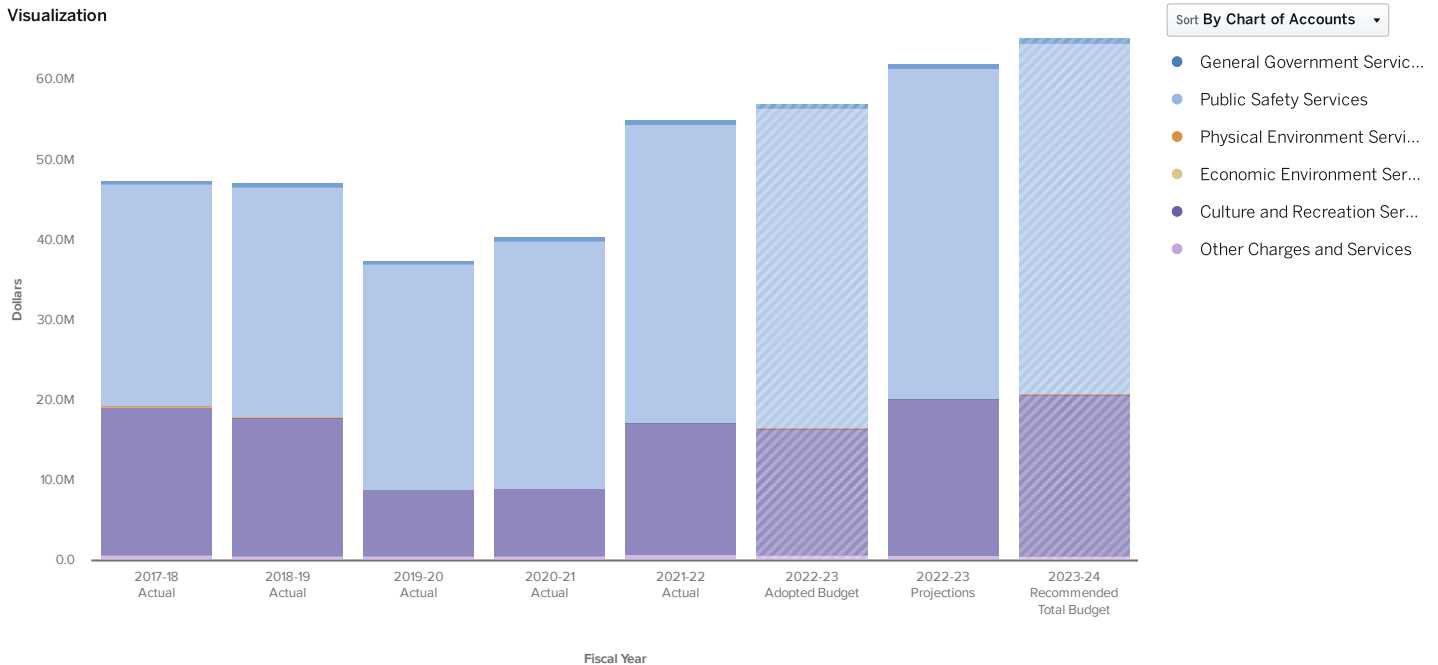
Analysis/Assumptions: Property taxes represent the City's single largest revenue source and are based on the City's millage rate and the taxable value of the City's real property. After over 30 years without a millage rate increase, the City adopted a millage rate of 6.2076 mills for FY2018, an increase of 0.475 mills over the previous rate of 5.7326 mills. For FY2024, the City is proposing an increase of 1 mill or a millage rate of 7.2076 to fund various capital projects and major

initiatives. The proposed millage rate increase will be presented to City Council for their consideration and adoption during the City's 2nd budget public hearing scheduled for September 19, 2023.

FY2024 property tax revenues are expected to increase by \$88.6 million compared to the FY2023 budget due to a proposed increase in the millage rate that could generate an additional \$53.8 million and the City's taxable value growing by 11.7% or \$34.8 million in property taxes. As property taxes are increasing by \$88.6 million, the Tax Increment Financing (TIF) contribution to the Community Redevelopment Agencies (CRAs) are also increasing by \$16.8, resulting in a net revenue increase to the City of \$71.8 million.

The Hillsborough County Property Appraiser is responsible for determining and notifying the City of its taxable value by July 1 each year.

Charges for Services



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

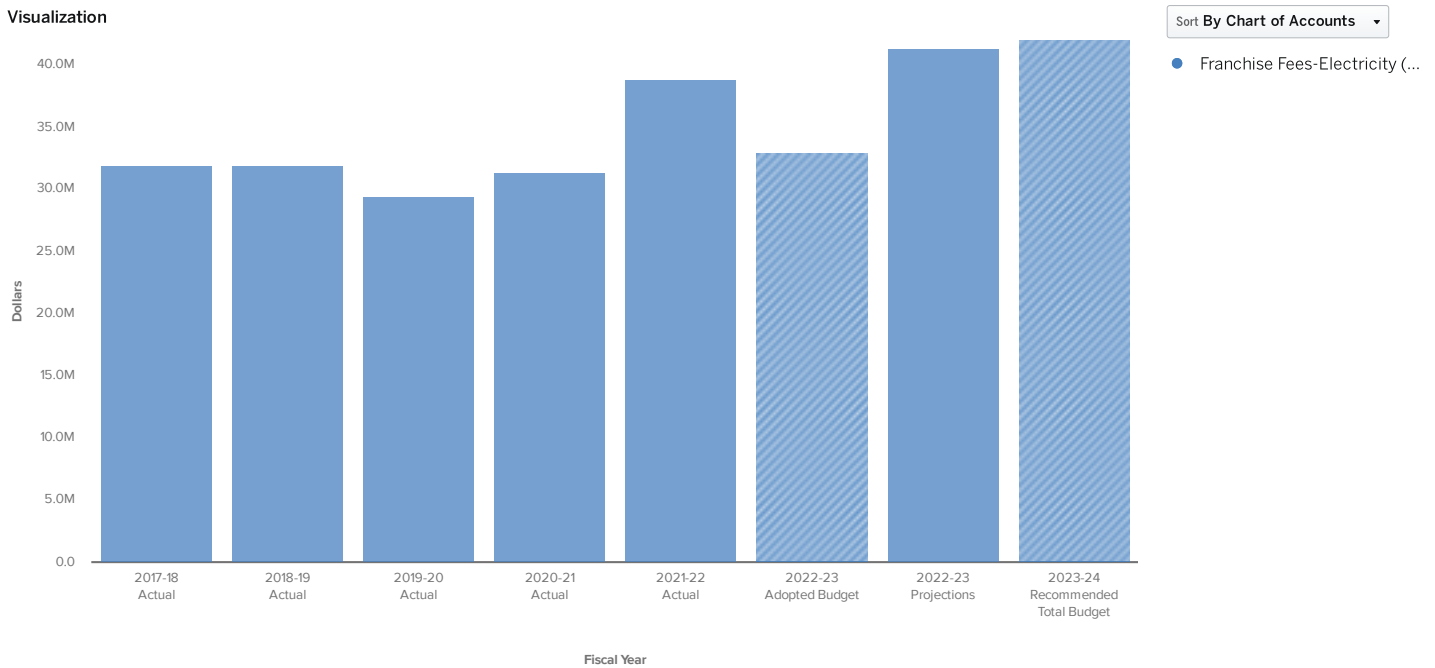
Source: Revenues received from charges for consumption of services and products.

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 programs and camps, and event rentals at the Tampa Convention Center. Charges for Services are projected to increase by 14.1% compared to the FY2023 budget due to improved economic conditions and an increase in event rentals in the Tampa Convention Center.

Electric Franchise Fees

Visualization



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

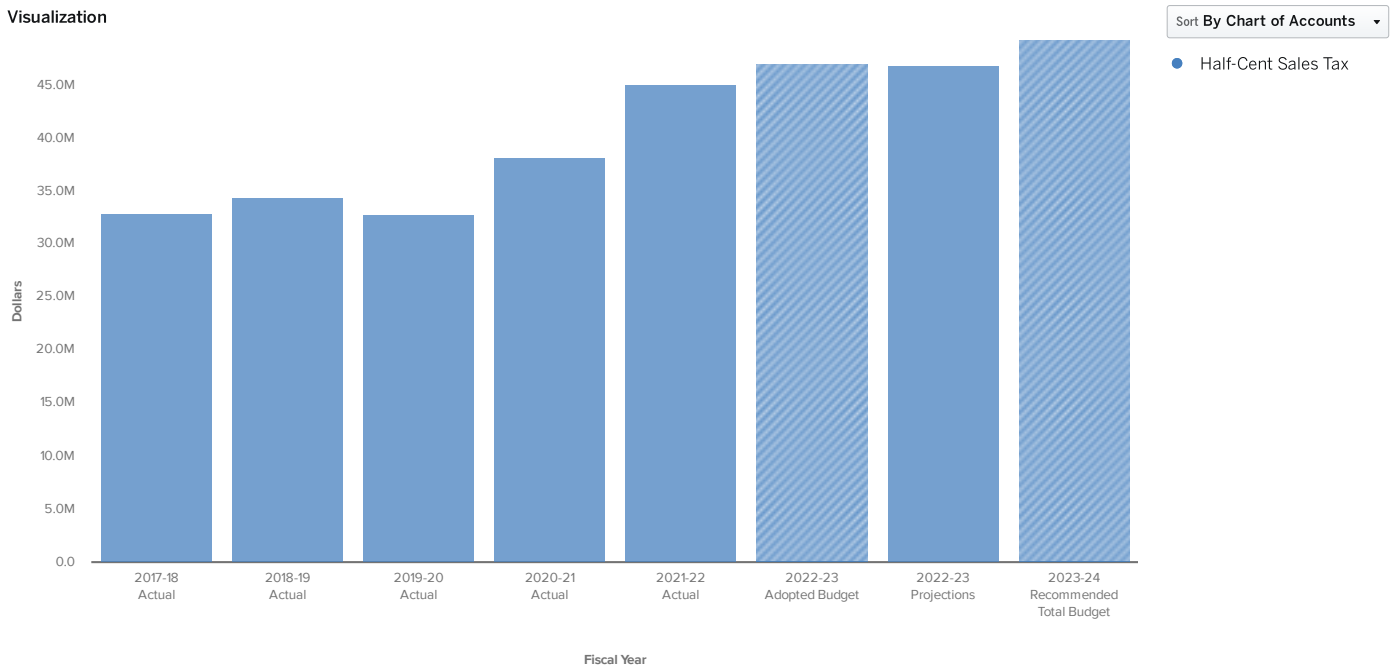
Source: Fees received from a corporation or an entity that maintains facilities in the City’s rights-of-way for delivery of its services. Franchise fees are generally calculated as a percent of gross revenues. After maintaining a level franchise fee rate for over 25 years, in FY2012 the City increased 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.

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: FY2024 Electric Franchise Fees are projected to increase by 27.3% compared to the FY2023 budget, but inline with FY2023 projections, primarily due to an increase in electric consumption and electric rate increases.

Half-Cent Sales Tax Revenue

Visualization



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

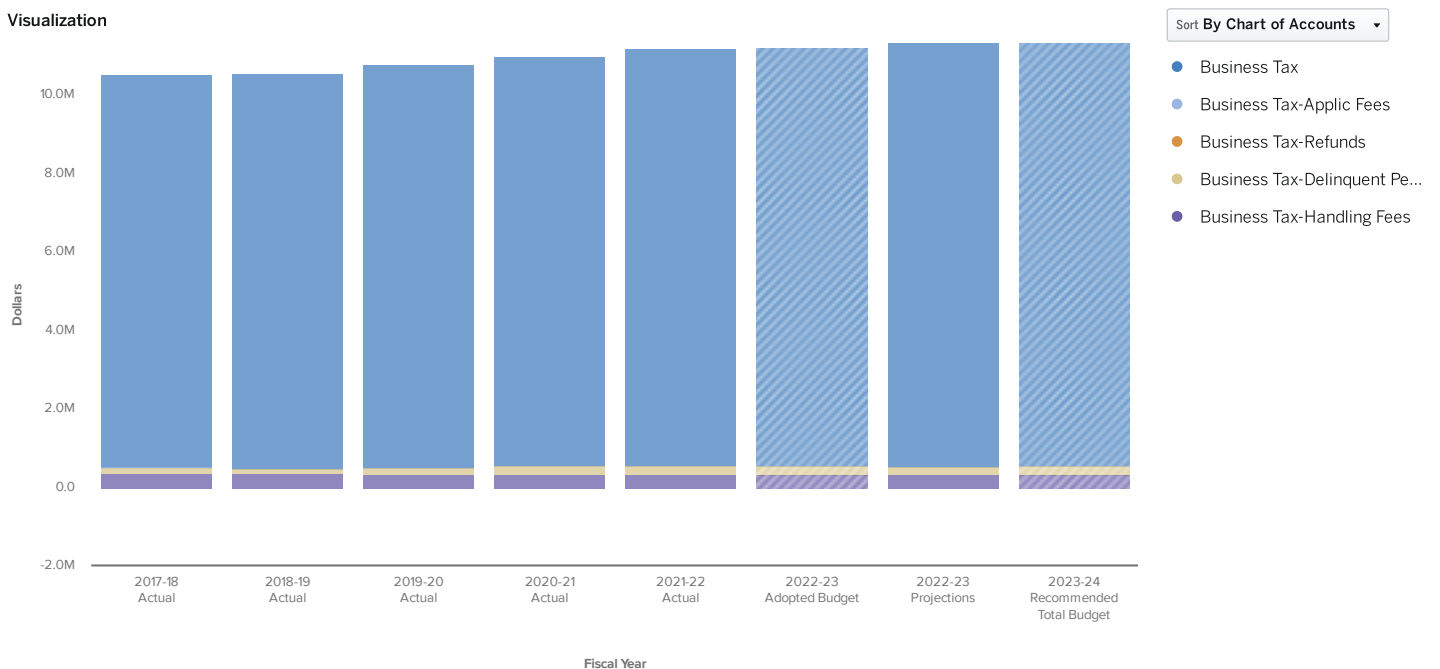
Source: Half-Cent Sales Taxes are collected by the state and distributed to local governments based on a state distribution formula.

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

Analysis/Assumptions: Half-Cent Sales Tax revenues are anticipated to increase in FY2024 by 4.5% compared to the FY2023 budget attributable to the implementation of an internet sales tax that started on July 1, 2021, stronger consumer confidence, and increased consumer spending.

Occupational Licenses Tax/Local Business Tax Revenues

Visualization



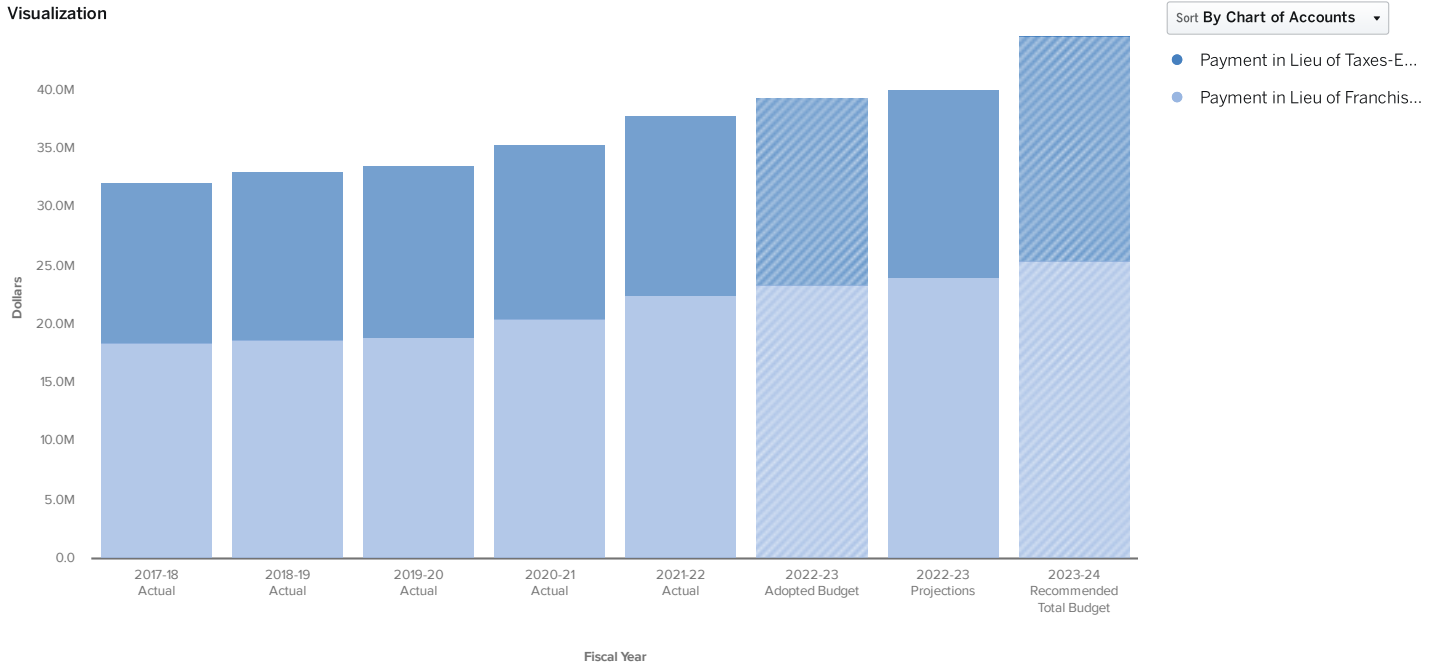
Legal Authorization: Authorized by Sections 205.042 and 205.0535, Florida Statutes.

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: FY2024 revenues are expected to remain consistent with FY2023 projections.

PILOT-PILOF Revenues



Legal Authorization: Authorized pursuant to City of Tampa policy.

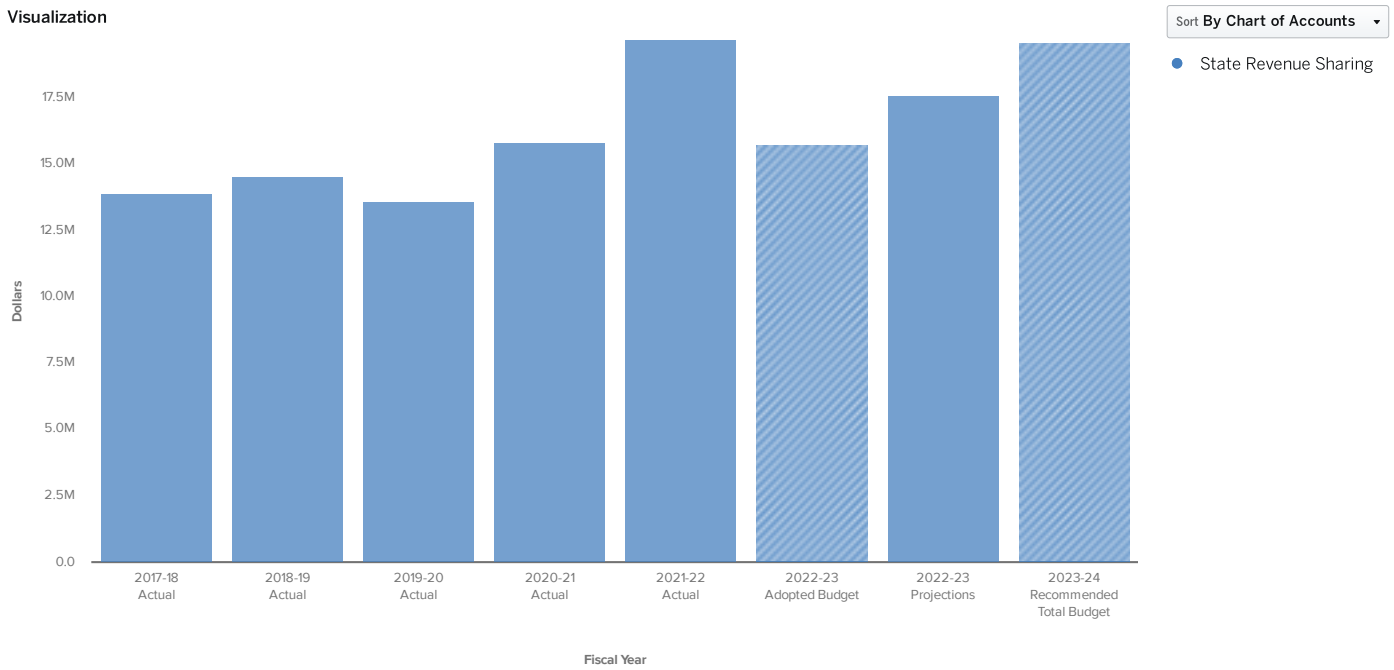
Source: Payment In Lieu of Taxes/Payment In Lieu of Franchise Fees (PILOT/PILOF) are assessed on the Parking Division and the Solid Waste, Wastewater, and Water departments. PILOT is calculated based on the value of the assets for the respective enterprise department/division times the City’s current year millage rate. PILOF is calculated based on annual revenues collected by the respective enterprise department/division times the currently authorized franchise fee rate.

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

Analysis/Assumptions: PILOT revenues increase is primarily due to the increase in Water and Wastewater capital improvement programs. PILOF revenues increase is the result of increases in potable water sales, wastewater disposal, and water and wastewater monthly base rate charges. The City anticipates an accumulative increase of \$5.1 million in PILOT/PILOF for FY2024 compared to the FY2023 budget.

State Revenue Sharing

Visualization



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: According to the Florida Legislature’s Office of Economic and Demographic Research 2022 Local Government Financial Handbook (December 2022) municipalities were to assume that 19.0% of these funds must be used for transportation-related purposes with the balance available for any general governmental purpose.

Analysis/Assumptions: FY2024 State Revenue Sharing revenues are anticipated to increase by 24.3% compared to the FY2023 budget partially attributable to the implementation of an internet sales tax, that started on July 1, 2021 and increased consumer spending.

Utilities Services Tax Funds Major Revenues

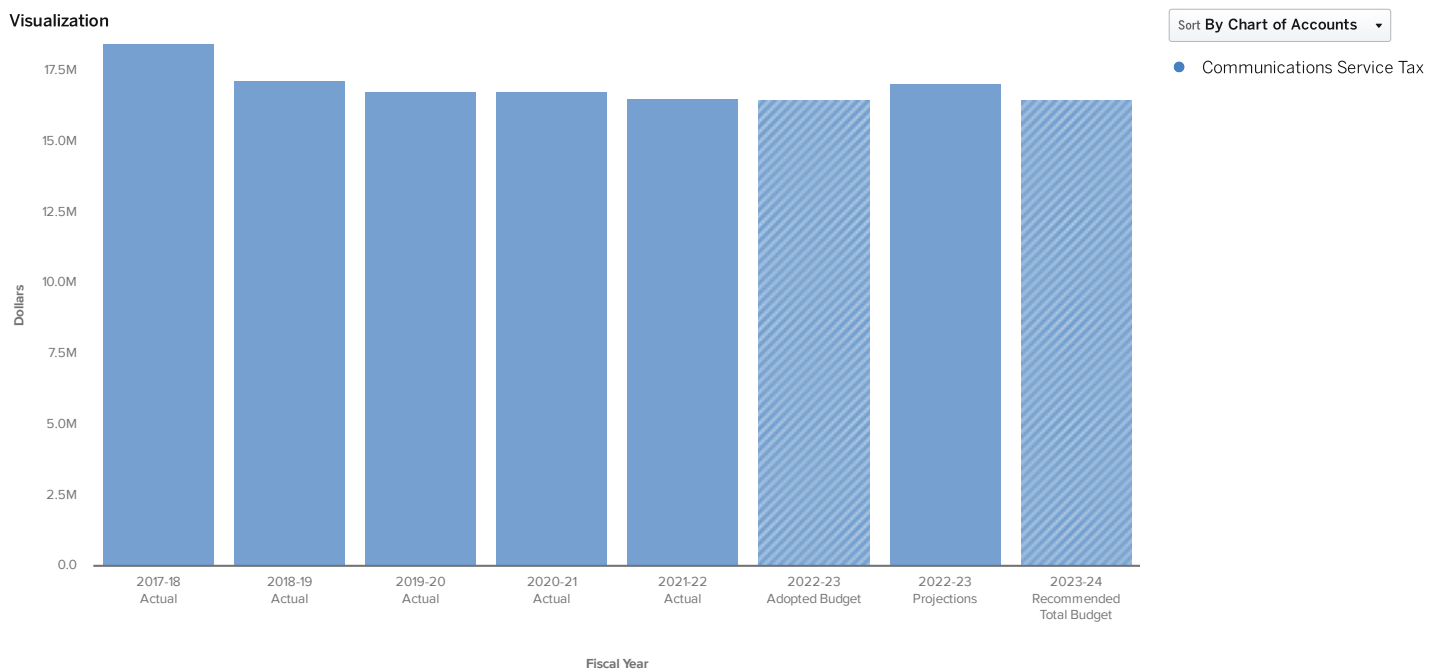
Fiscal Year 2024 Operating and Capital Budget

Utilities Services Tax Funds

Utilities Services Tax Funds contain the following major revenue streams:

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

Communication Services Taxes



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

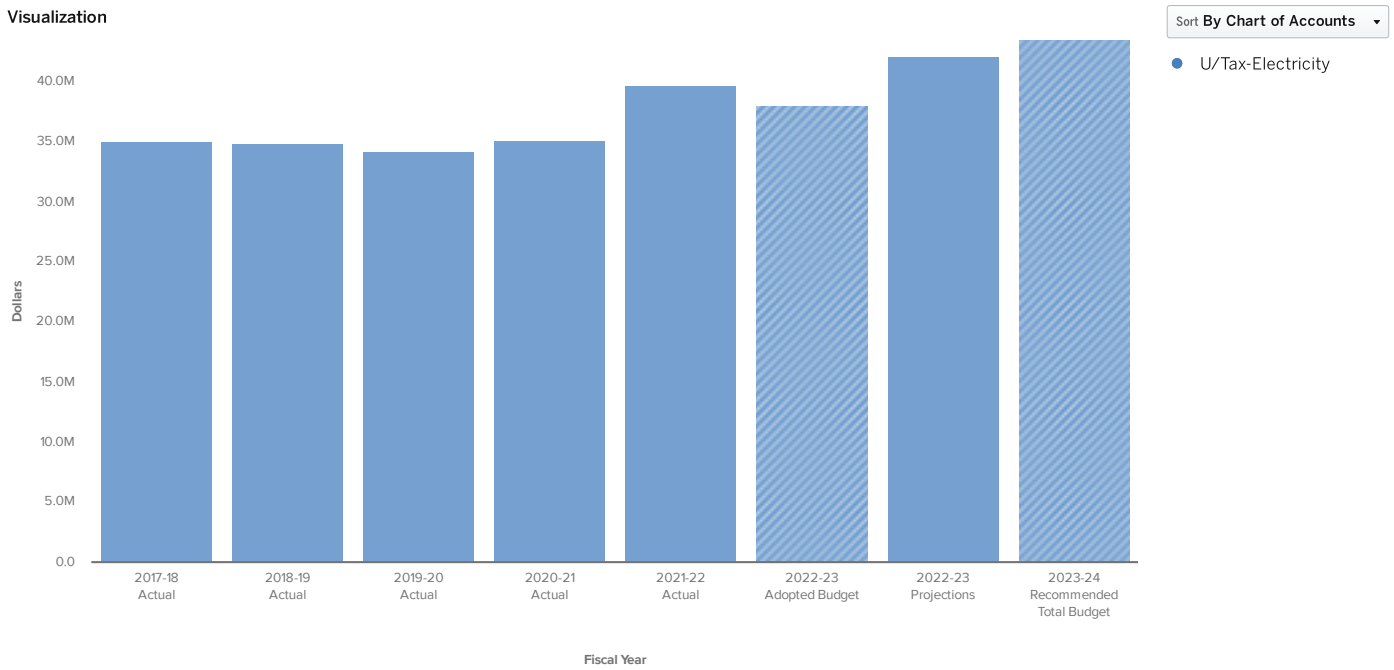
Source: Communication Services Taxes are applied to transmission, conveyance, or routing of voice, data, audio, video, or any other information or signals, to a point or between or among points, by or through any electronic, radio, satellite, cable, optical, microwave, or other medium or method now in 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: FY2024 Communication Services Tax revenues are expected to remain consistent with historical trends as this revenue source has remained relatively flat since FY2019.

Electric Utility Services Tax Revenue

Visualization



Legal Authorization: Authorized by Section 166.231, Florida Statutes and City of Tampa Code of Ordinances, Chapter 24, Article II, Division 1, Section 24-26.

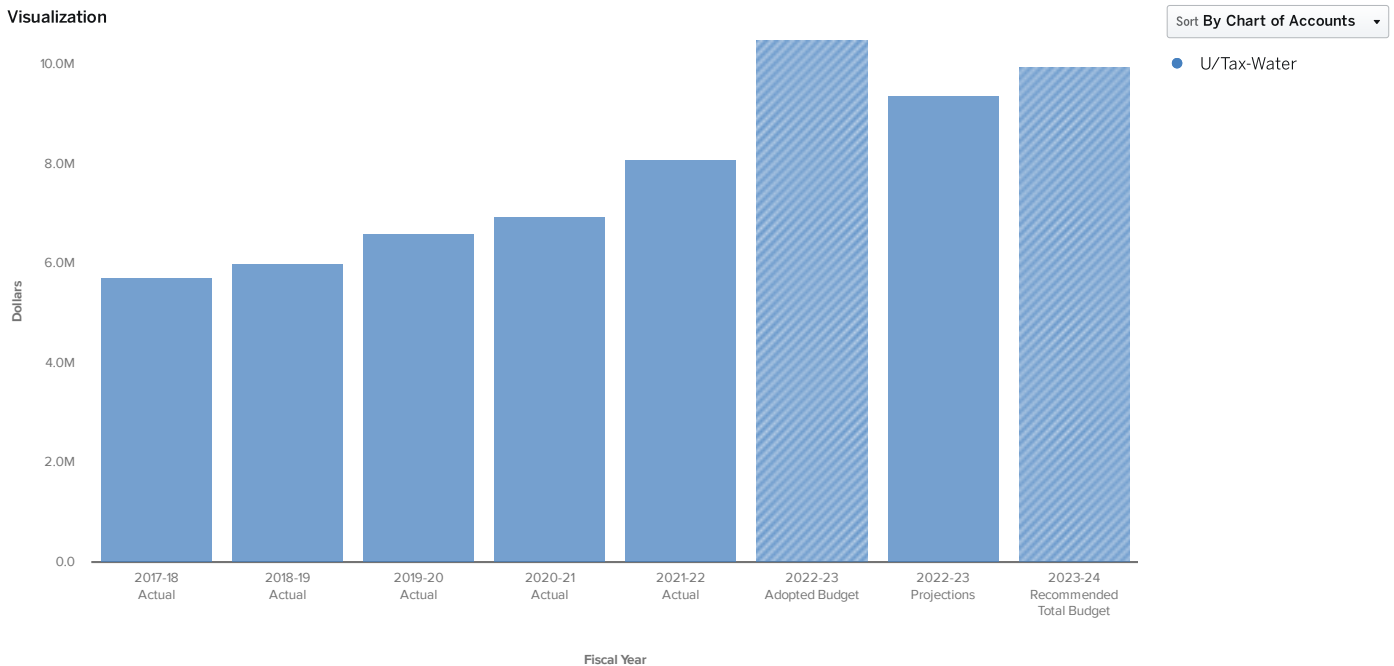
Source: Taxes charged on the sale of electricity within City limits. The utility tax rate is 10%.

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

Analysis/Assumption: Electric Utility Services Tax revenues are expected to increase 14.5% in FY2024 compared to the FY2023 budget due to population growth, increased electricity consumption, and electric rate increases.

Water Utility Services Tax Revenue

Visualization



Legal Authorization: Authorized by Section 166.231, Florida Statutes and City of Tampa Code of Ordinances, Chapter 24, Article II, Division 1, Section 24-26.

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

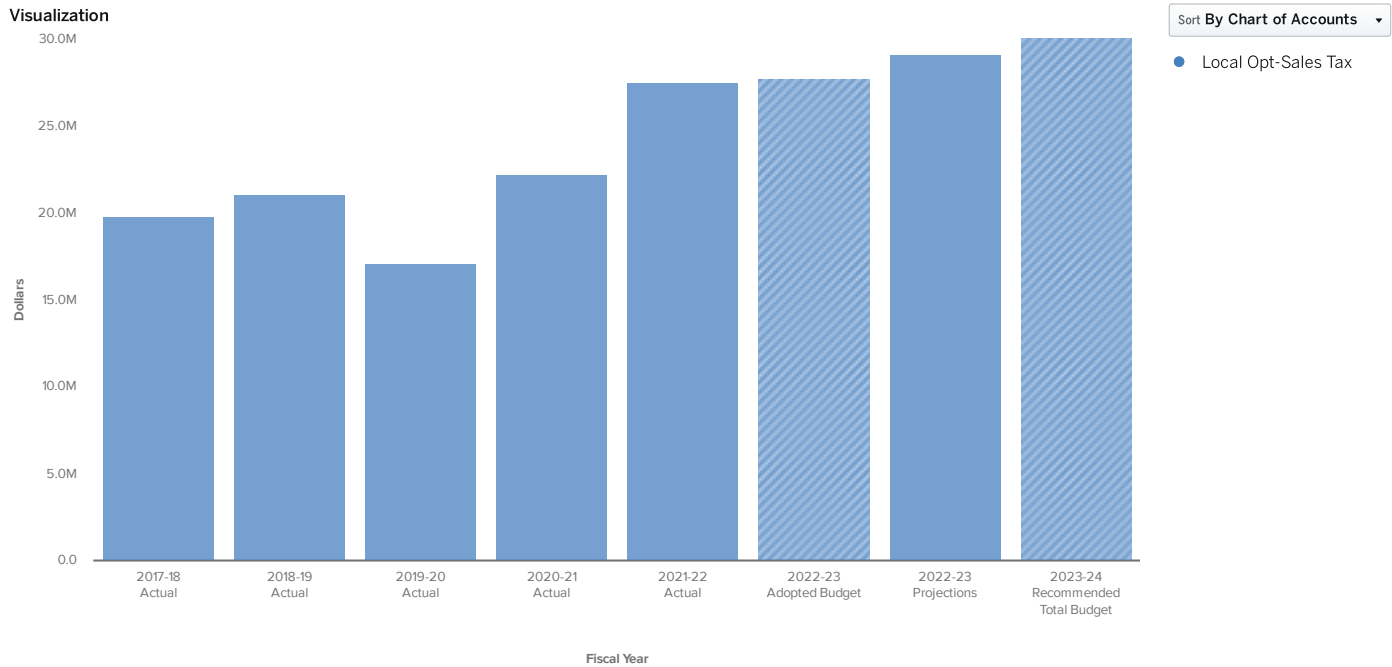
Uses and restrictions: Revenues are available for any general governmental purpose.

Analysis/Assumption: On September 5, 2019, City Council approved Resolutions 2019-694 and 2019-695 to increase water and wastewater rates through FY2040 and implement base charges, effective on November 1, 2019. As a result, FY2024 Water Utility Services Tax revenues are projected to increase approximately 6.1% from the FY2023 projections resulting from an increase in water consumption within the City limits and an adopted water rate increase.

Special Revenue Funds Major Revenues

Fiscal Year 2024 Operating and Capital Budget

Community Investment Taxes Revenue



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.

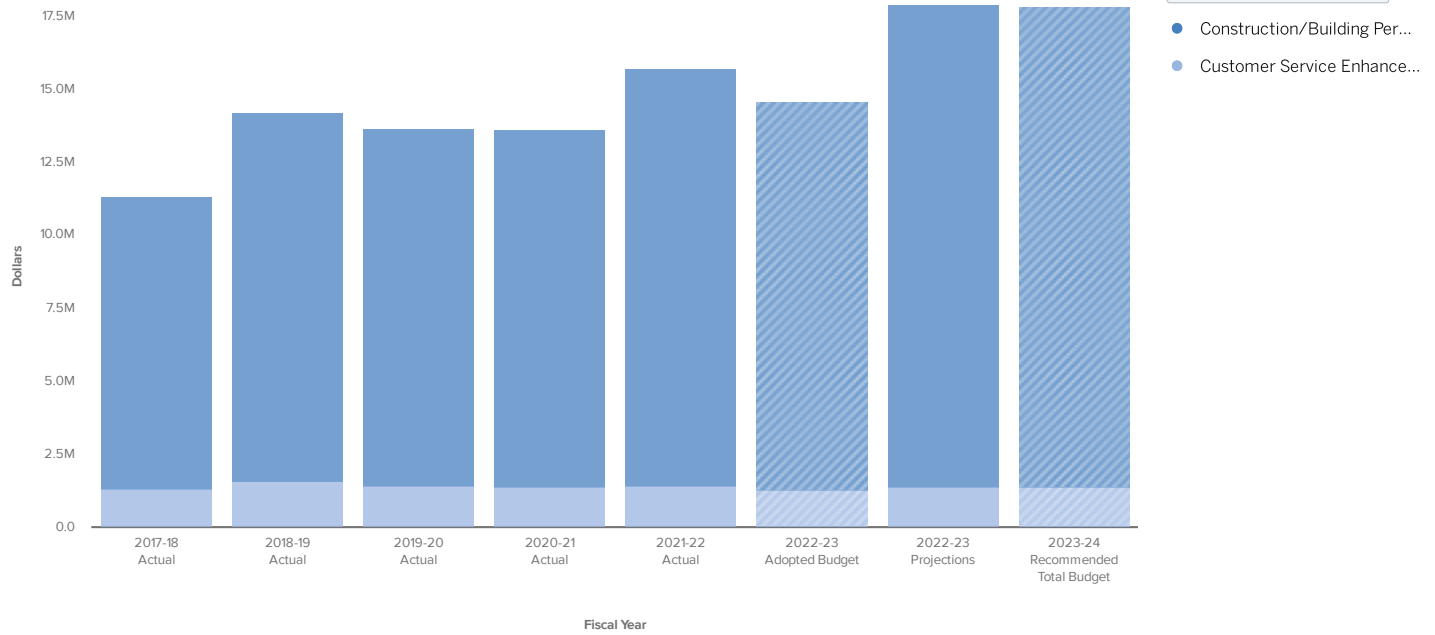
Source: Taxes charged on eligible taxable sales within Hillsborough County and distributed in accordance with the governing interlocal agreement.

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

Analysis/Assumption: FY2024 Community Investment Tax revenues are expected to increase by 8.2% from the FY2023 budget partially attributable to the implementation of an internet sales tax that started on July 1, 2021, improved economic conditions, and higher consumer spending.

Construction Permits Revenue

Visualization



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.

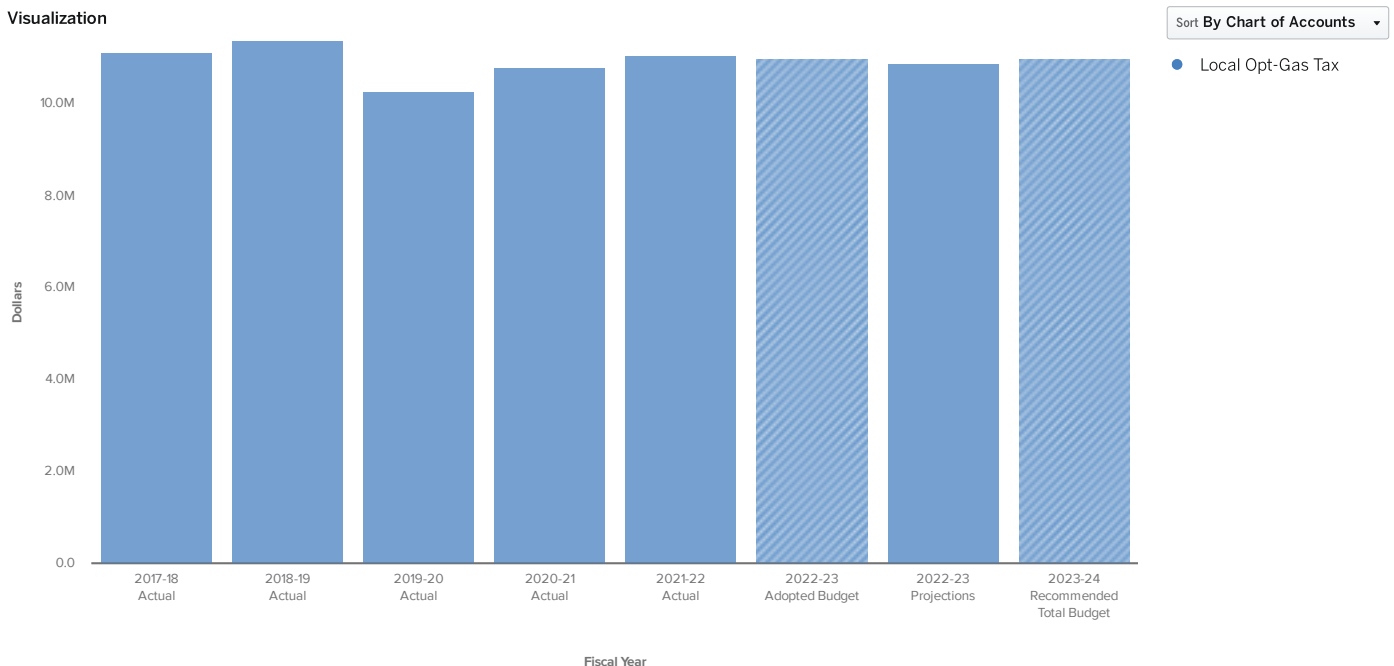
Source: Charges received from individuals or entities for the issuance of construction permits related to new and existing structures.

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: FY2024 construction permit revenues are expected to increase by 22.4% from the FY2023 budget as the City anticipates an increase in construction activity, home renovations, and large construction building projects. FY2024 revenues are consistent with FY2023 projections.

Local Option Gas Tax Revenue

Visualization



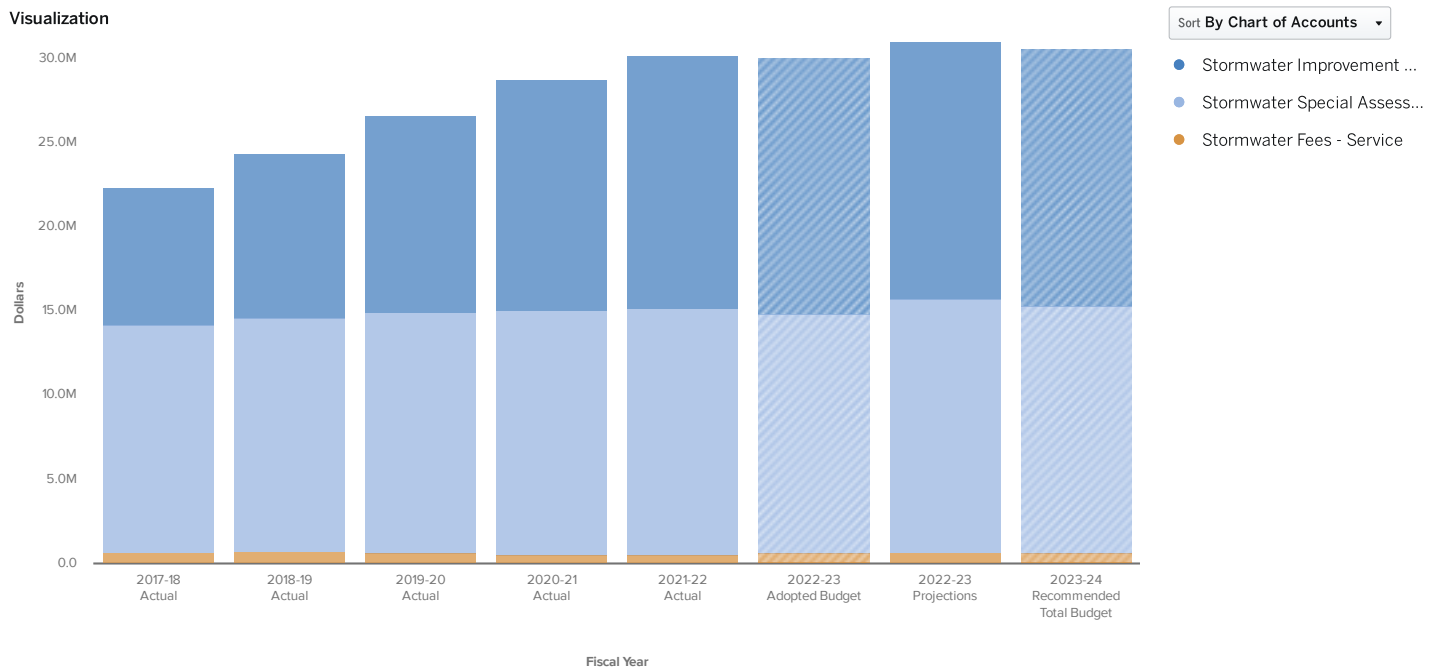
Legal Authorization: Authorized by Sections 206.41(1)(e), 206.87(1)(c), and 336.025, Florida Statutes.

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: Revenue collections are tied directly to the amount of fuel consumed and not to the price of fuel. FY2024 revenues are expected to remain consistent with the FY2023 budget due to fuel consumption anticipated to remain constant.

Stormwater Non-Ad Valorem Assessment Revenue



Legal Authorization: Authorized by Section 403.0893, Florida Statutes and City of Tampa Code of Ordinances, Chapter 21, Article IV, Division 2, Section 21-119 through Section 21-122 and Division 3, Section 21-124 through Section 21-129.

Source: Annual Non-Ad Valorem Assessments 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. 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. This improvement assessment funds capital stormwater projects in the Central and Lower Basin Improvement Area. FY2024 Stormwater Non-Ad Valorem Assessment revenue will remain consistent with the FY2023 budget as the final stormwater improvement assessment rate increase took effect in FY2022.

Enterprise Funds Major Revenues

Fiscal Year 2024 Operating and Capital Budget

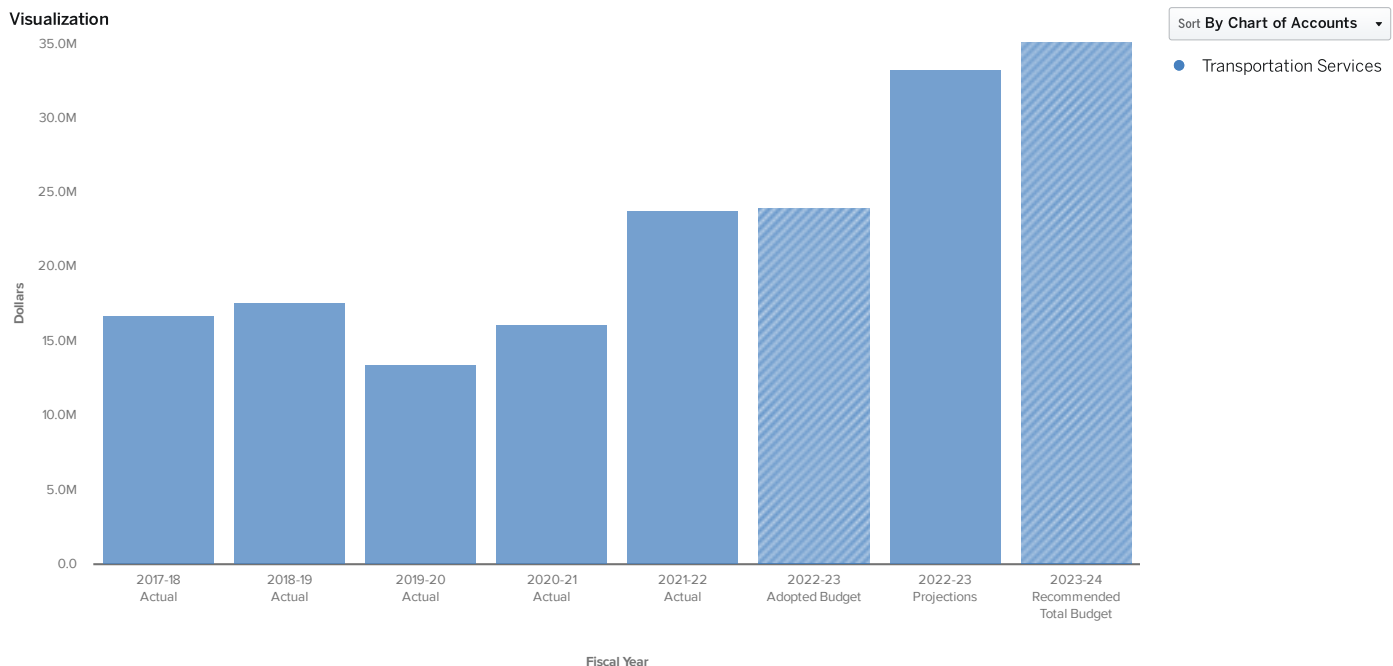
Enterprise Funds

Enterprise Funds contain the following major revenue streams.

- Parking Revenues
- Solid Waste Revenues
- Wastewater Revenues
- Water Revenues

Enterprise departments are primarily self-supporting. Each enterprise department generates revenues from fees and rates charged for the services they provide. These 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.

Parking Revenue



Legal Authorization: Authorized by City of Tampa Code of Ordinances, Chapter 15, Article I, Division 2, Section 15-26.

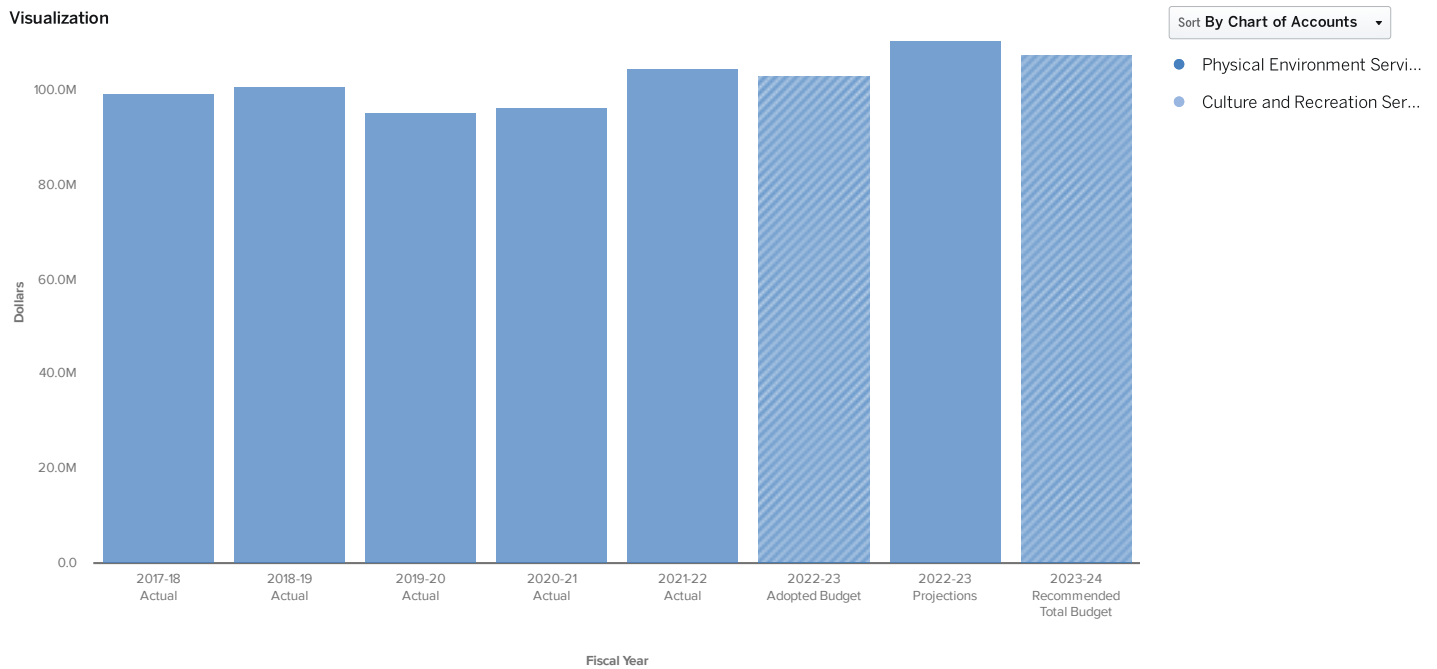
Source: Parking fees charged for use of the City's parking lots, garages, and on-street parking spaces.

Uses and restrictions: Parking revenues are used to cover the costs associated with the operations, maintenance, and capital improvement needs of the City's parking assets.

Analysis/Assumption: On October 15, 2020, City Council approved Resolution 2020-722 adopting an updated schedule of fees with "Not to Exceed" parking fee/rate maximums for various parking activities and services. The first in a series of rate increases through FY2026 was implemented in FY2021 for monthly permits, daily (hourly), on-street, and arena/special event parking. Parking's rate plan includes additional rate/fee increases for monthly parking permits, daily (hourly), on-street, and arena/special event parking in FY2023 and FY2026.

FY2024 parking revenues are anticipated to increase compared to the FY2023 budget primarily due to increases in monthly parking permits, daily (hourly), on-street, and arena/special event parking rates as well as a projected increase in on-street, arena, and special event parking demand. The Parking Division also took over management of the Florida Aquarium parking lot under a new revenue sharing agreement.

Solid Waste Revenue



Legal Authorization: Authorized by Section 180.13, Florida Statutes and City of Tampa Code of Ordinances, Chapter 26, Article I, Division 2, Section 26-31.

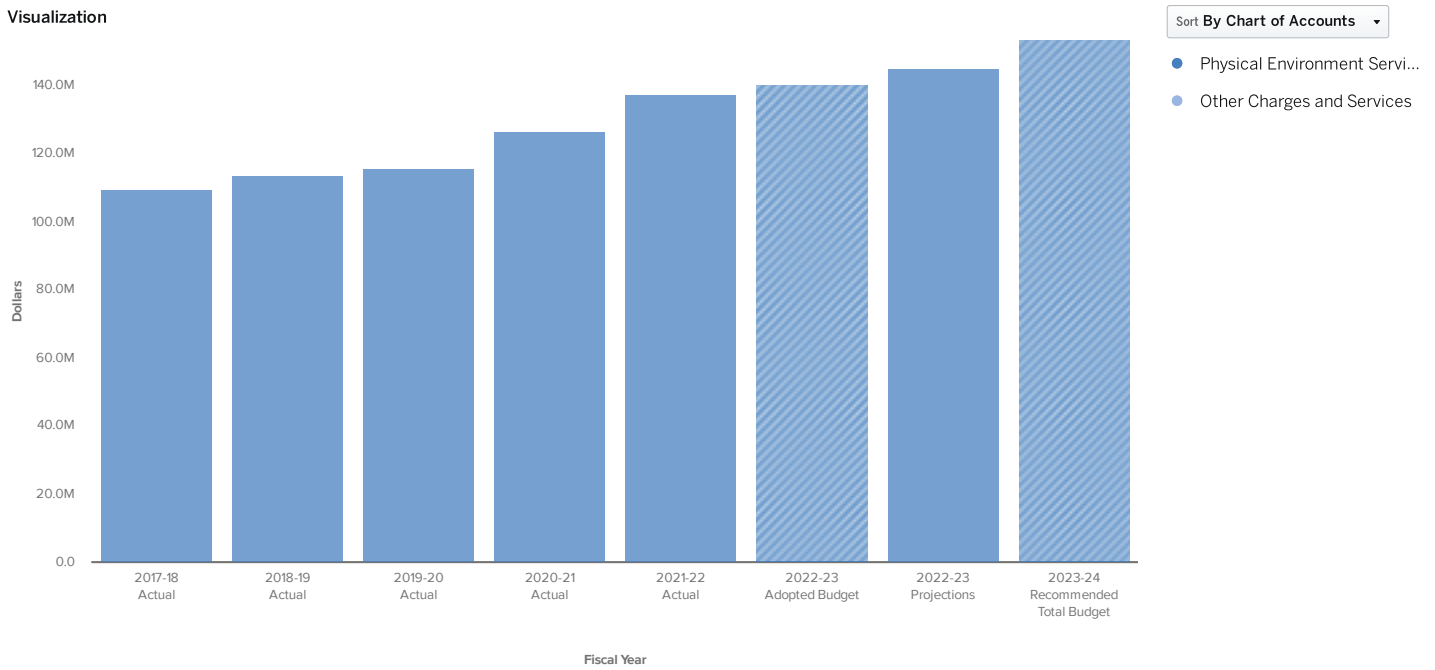
Source: Fees received for collection and disposal of garbage, refuse, and solid waste, and sale of electricity generated by the McKay Bay Waste to Energy Plant.

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: FY2024 Solid Waste charges for services are expected to decrease compared to FY2023 projections primarily due a decrease in the sale of electricity resulting from scheduled shut-downs of the Waste-to-Energy Facility for major renovation and rehabilitation during the fiscal year.

Wastewater Revenue

Visualization



Legal Authorization: Authorized by Section 180.13, Florida Statutes and City of Tampa Code of Ordinances, Chapter 26, Article I, Division 2, Section 26-31.

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

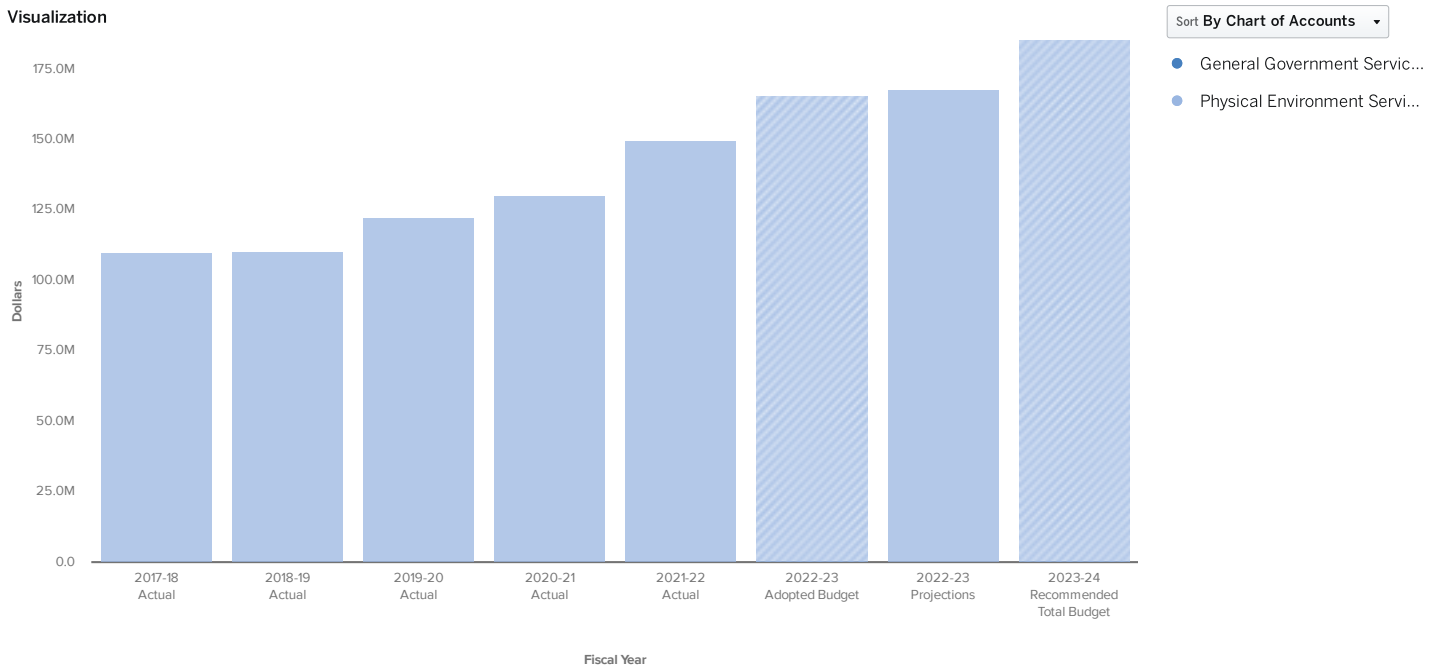
Uses and restrictions: Wastewater fees are used to cover the costs associated with providing sanitary sewer services, including the planning, construction, operation, and maintenance of the City’s wastewater system.

Analysis/Assumption: On September 5, 2019, City Council approved Resolution 2019-695 implementing a 20-year Wastewater rate schedule, effective November 1, 2019, with annual rate adjustments through FY2040. Wastewater's 20-year rate schedule identifies annual increases of 3% in FY2020-FY2031 and 4% in FY2032-FY2040. Resolution 2019-695 also approved a new monthly wastewater base rate which increases annually by \$1.00 per Equivalent Residential Unit per month through FY2034.

FY2024 wastewater revenues are anticipated to increase by 9.1% compared to the FY2023 budget due to increases in the wastewater disposal rate, monthly base rate, and customer growth.

Water Revenue

Visualization



Legal Authorization: Authorized by Section 180.13, Florida Statutes and City of Tampa Code of Ordinances, Chapter 26, Article I, Division 2, Section 26-31.

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: On September 5, 2019, City Council approved Resolution 2019-694 implementing a 20-year Water rate schedule, effective November 1, 2019, with annual rate adjustments through FY2040. Water's 20-year rate schedule identifies annual increases of 3% in FY2020-FY2021, 11% in FY2022-FY2025, 6% in FY2026, and 1% in FY2027-FY2040. Resolution 2019-694 also approved a new monthly water base rate which increases annually by \$1.00 per Equivalent Residential Unit per month through FY2034.

FY2024 water revenues are anticipated to increase by 11.7% compared to the FY2023 budget due to increases in the potable water sales rate, monthly base rate, and customer growth.

Office of the Mayor

Fiscal Year 2024 Operating and Capital Budget

Department Finance Information

Department Name: Mayor

DEPARTMENT WEBSITE: <https://www.tampa.gov/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 that are centered on the core strategic function of Financial Opportunities and Responsibilities:

- Responsibly manages the City's finances and resources.
- Prepares for the City's financial future.
- Collaborates with city agencies and external partners to finance major development projects and ensure a financially sustainable Tampa.
- Invests in maintaining and sustaining the City infrastructure.

The City has identified five strategic goals that guide our actions and help meet current challenges while providing a path for long-term community prosperity, balanced around the core of resource stability (for a further discussion on the City's Strategic Plan, please go to <https://www.tampa.gov/mayor/strategic-goals>):

- Strengthening Community Services
- Enhancing Workforce Development
- Increasing Housing Affordability
- Improving Infrastructure and Mobility
- Establishing Sustainability and Resilience

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. Among others, the Mayor serves on the following governing authorities:

- Hillsborough County Aviation Authority
- Port Tampa Bay Commission
- Tampa Hillsborough Expressway Authority



Operating Budget Analysis

No revenues are earned by this General Fund department. General revenues provide all funding.

Personnel Expenses increased from FY2023 Projections due to the addition of one FTE position and increases in salaries, healthcare costs and pensions. Operating Expenses increased slightly from FY2023 Projections due to an increase in insurance costs.

Total Budget

Office of the Mayor Budget

	2020 - 21 Actual	2021 - 22 Actual	2022 - 23 Revised Budget	2022 - 23 Projections	2023 - 24 Recommended Total Budget
Expenses	\$677,758	\$692,619	\$802,842	\$792,929	\$1,095,219
REVENUES LESS EXPENSES	-\$677,758	-\$692,619	-\$802,842	-\$792,929	-\$1,095,219

For additional information regarding details in these accounts, please click the "View Report" link in the lower right of this table. You will be connected to an interactive version of this report.

Budgeted Position Counts

Office of the Mayor FTE Count

	2019 - 20 FTE Count	2020 - 21 FTE Count	2021 - 22 FTE Count	2022 - 23 FTE Count	2023 - 24 FTE Count
Non-Bargaining Group	7.00	5.00	5.00	5.00	6.00
TOTAL	7.00	5.00	5.00	5.00	6.00

For additional information regarding details for these positions, please click the "View Report" link in the lower right of this table. You will be connected to an interactive version of this report.

City Council

Fiscal Year 2024 Operating and Capital Budget

Department Finance Information

Department Name: City Council

DEPARTMENT WEBSITE: <https://www.tampa.gov/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 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:

Council of Governments
David A. Straz Jr. Center for the Performing Arts
Florida Aquarium
Hillsborough River Interlocal Planning Board
Hillsborough County Public Safety Coordinating Council
Hillsborough Metropolitan Planning Organization
Tampa Bay Estuary Program Policy Board
Tampa Bay Regional Planning Council
Tampa Bay Water
Tampa Museum of Art
Tampa Sports Authority
Tampa Theatre
ZooTampa at Lowry Park



Operating Budget Analysis

No revenues are earned by this General Fund department. General revenues provide all funding.

Personnel Expenses increased from FY2023 Projections due to increases in salaries, healthcare costs and pensions. Operating Expenses increased from FY2023 Projections due to decreases in council members' expense accounts and non-recurring contractual temporary services being offset by increases in insurance costs.

Total Budget

City Council Budget

	2020 - 21 Actual	2021 - 22 Actual	2022 - 23 Revised Budget	2022 - 23 Projections	2023 - 24 Recommended Total Budget
Expenses	\$1,558,850	\$1,569,795	\$1,860,788	\$1,850,641	\$2,113,545
REVENUES LESS EXPENSES	-\$1,558,850	-\$1,569,795	-\$1,860,788	-\$1,850,641	-\$2,113,545

For additional information regarding details in these accounts, please click the "View Report" link in the lower right of this table. You will be connected to an interactive version of this report.

Budgeted Position Counts

City Council FTE Count

	2019 - 20 FTE Count	2020 - 21 FTE Count	2021 - 22 FTE Count	2022 - 23 FTE Count	2023 - 24 FTE Count
Non-Bargaining Group	16.00	16.00	16.00	16.00	16.00
Amalgamated Transit Union	0.00	0.18	0.18	0.18	0.00
TOTAL	16.00	16.18	16.18	16.18	16.00

For additional information regarding details for these positions, please click the "View Report" link in the lower right of this table. You will be connected to an interactive version of this report.

Chief of Staff

Fiscal Year 2024 Operating and Capital Budget

Department Finance Information

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 input, output, and outcome efficiencies of all employees;
- Improve effective and equitable customer service; and
- Create a positive and productive working relationship with City Council, on behalf of the public.

CURRENT OPERATIONS AND INITIATIVES:

- Advocate for efficient, effective and equitable 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, Purchasing, and Technology and Innovation, along with the ADA Coordinator, Sustainability and Resiliency Positions, and Youth Development Coordinator, as well as administration oversight of major events.



The Chief of Staff oversees the following departments:

The Chief of Staff has direct supervisory responsibility for the departments of Human Resources & Talent Development, Purchasing, and Technology & Innovation.

Use the following links for each respective department page:

- [Human Resources & Talent Development](#)
- [Purchasing](#)
- [Technology & Innovation](#)

Operating Budget Analysis

General revenue provides operational funding for this department while intergovernmental revenues support grant activities. The decrease in revenue from FY2023 Projections are due to one time sustainability and resiliency grants appropriated during the current fiscal year.

Personnel Expenses increased from FY2023 Projections due to an increase in salaries, healthcare costs and pension. Operating and Other Expenses decreased from FY2023 Projections is primarily due to one time sustainability and resiliency grants appropriated during the current fiscal year.

Total Budget

Chief of Staff Budget

	2020 - 21 Actual	2021 - 22 Actual	2022 - 23 Revised Budget	2022 - 23 Projections	2023 - 24 Recommended Total Budget
Revenues	\$0	\$5,316,875	\$1,513,479	\$1,713,479	\$0
Expenses	\$789,087	\$1,525,407	\$3,602,835	\$3,129,006	\$1,680,118
REVENUES LESS EXPENSES	-\$789,087	\$3,791,467	-\$2,089,356	-\$1,415,527	-\$1,680,118

For additional information regarding details in these accounts, please click the "View Report" link in the lower right of this table. You will be connected to an interactive version of this report.

Budgeted Position Counts

Chief of Staff FTE Count

	2019 - 20 FTE Count	2020 - 21 FTE Count	2021 - 22 FTE Count	2022 - 23 FTE Count	2023 - 24 FTE Count
Non-Bargaining Group	4.00	4.00	5.00	6.00	6.00
TOTAL	4.00	4.00	5.00	6.00	6.00

For additional information regarding details for these positions, please click the "View Report" link in the lower right of this table. You will be connected to an interactive version of this report.

Human Resources & Talent Development

Fiscal Year 2024 Operating and Capital Budget

Department Finance Information

Department Name: Human Resources & Talent Development

DEPARTMENT WEBSITE: <http://www.tampa.gov/human-resources>

VISION AND MISSION:

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

GOALS AND OBJECTIVES:

- Provide a recruitment experience that produces the highest caliber of employee within an optimal time-frame;
- Provide competitive 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 & Talent Development policies and procedures;
- Maintain positive relationships with the collective bargaining units that represent our City employees;
- Recognize employees for their contributions; and
- Maintain all HRMS data to ensure accurate processing of payroll and personnel transactions.





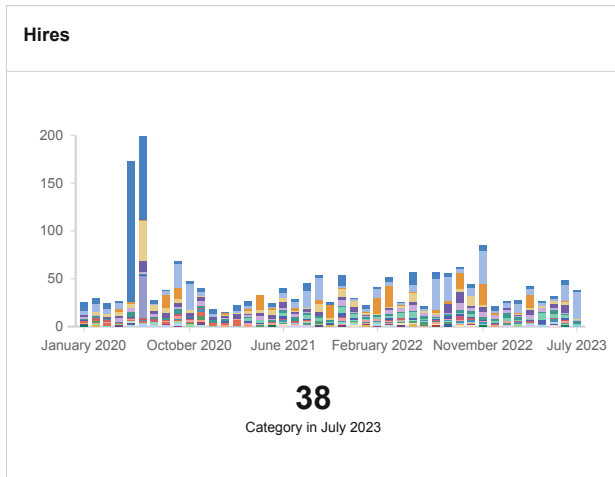
CURRENT OPERATIONS AND INITIATIVES:

- Continue to build on improvements to the recruitment process, including both internal efficiency and communication with applicants;
- Expand diversity recruiting efforts to increase the talent pool with more diverse applicants;
- As required, use national recruitment strategies to support unique position vacancies;
- Provide organizational design expertise to City departments that ensure efficient operations;
- Implement City-wide training initiatives that support core values, and equip employees to excel in their roles;
- Continue to improve our human resources data analytics capabilities using the Oracle (SaaS) solution; and
- Maintain the employee "Know Your Role" system in support of the City's Emergency Preparedness Program.

Department Performance Measures

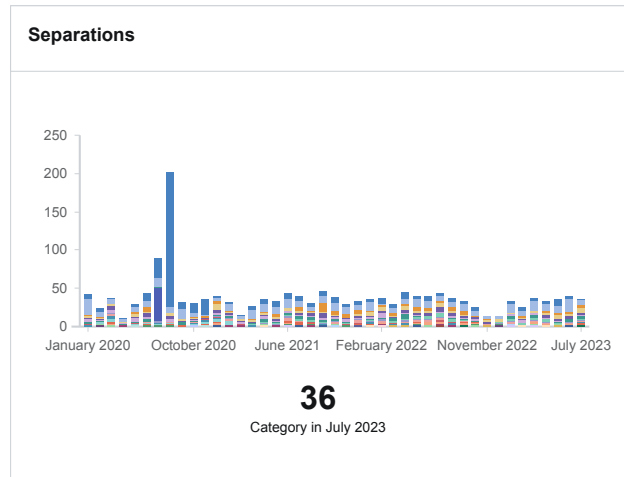
PERFORMANCE CHART STORY: <https://stories.opengov.com/tampa/published/AfIVRrS4j>

Monthly Hires by Department



The chart above displays the number of monthly hires by department since January of 2020.

Monthly Separations by Department



The chart above displays the number of monthly separations by department since January of 2020.

Risk & Insurance Division

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

VISION AND MISSION:

Risk & Insurance is committed to providing comprehensive risk management, insurance, and employee 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;
- Develop different methods of communication to reach department directors and managers to improve overall service delivery; and
- Provide balanced workers’ compensation coverage, including medical case management, return to work, and a light duty program, so that affected employees experience as little disruption as possible and return to work as soon as medically eligible.

CURRENT OPERATIONS AND INITIATIVES:

- Build upon the successful reduction in injury costs through the implementation of safety programs, supporting departmental safety committees, establishing a Citywide Loss Prevention and Safety Committee, and embedding safety into training across all departments;
- Control costs by using negotiated care arrangements, case management, negotiated provider discounts, and light duty status to encourage injured workers’ timely return to work; and
- Develop a more proactive approach to workers’ compensation claims management.



Operating Budget Analysis

Revenues for this department are generated by services billed to other City departments. General revenues provide the remaining funding.

Personnel Expenses increased from Projection FY2023 due to increases in salaries, healthcare costs, pensions, and the addition of four FTE's. Operating Expenses increased from Projection FY2023 due to increases in healthcare insurance and property insurance program costs.

Total Budget

	2020 - 21 Actual	2021 - 22 Actual	2022 - 23 Revised Budget	2022 - 23 Projections	2023 - 24 Recommended Total Budget
Revenues	\$94,982,585	\$100,279,485	\$116,572,399	\$101,676,702	\$120,531,973
Expenses	\$102,212,296	\$108,242,893	\$121,828,619	\$115,016,249	\$126,653,784
REVENUES LESS EXPENSES	-\$7,229,711	-\$7,963,407	-\$5,256,220	-\$13,339,548	-\$6,121,811

For additional information regarding details in these accounts, please click the “View Report” link in the lower right of this table. You will be connected to an interactive version of this report.

Budgeted Position Counts

	2019 - 20 FTE Count	2020 - 21 FTE Count	2021 - 22 FTE Count	2022 - 23 FTE Count	2023 - 24 FTE Count
Non-Bargaining Group	35.00	35.00	37.00	39.00	42.00
Amalgamated Transit Union	26.00	26.00	26.00	29.00	30.00

	2019 - 20 FTE Count	2020 - 21 FTE Count	2021 - 22 FTE Count	2022 - 23 FTE Count	2023 - 24 FTE Count
TOTAL	61.00	61.00	63.00	68.00	72.00

For additional information regarding details for these positions, please click the "View Report" link in the lower right of this table. You will be connected to an interactive version of this report.

Purchasing

Fiscal Year 2024 Operating and Capital Budget

Department Finance Information

Department Name: Purchasing

DEPARTMENT WEBSITE: <https://www.tampa.gov/Purchasing>

VISION AND MISSION:

Purchasing's mission is to satisfy the customer by obtaining the optimum market response to solicitations for goods and/or services at a fair and reasonable price with exactly what is needed (i.e. quality), when it is needed (i.e. timeliness), while serving the long term interests of the entity by minimizing business and technical risks, accommodating social and economic objectives (i.e. EBO participation and inclusion) maximizing competition, and maintaining integrity.

GOALS AND OBJECTIVES:

- Goods and Services Procurement: Facilitate the acquisition of goods and services for all City of Tampa departmental personnel and projects to support numerous City T3 initiatives; utilizing best practices and available technology while incorporating Equal Business Opportunity Programs including Women/Minority and Small Local Business Enterprise endeavors equitably by utilizing Sheltered Market, Bid Discount and Goal Setting Solicitations when applicable;
- Purchasing Systems: Administration of automated purchasing systems including Oracle iCloud, Splash BI, P-Card Works, WEX Online, Ebix, DemandStar, and Sysoft Getall. Continue to provide end-user training and support for all Purchasing Systems. Evaluate and test new functionality to ensure most effective and efficient processes;
- 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:

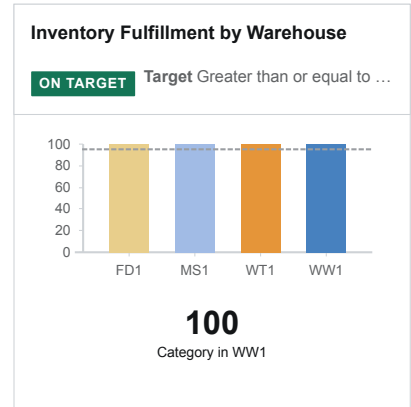
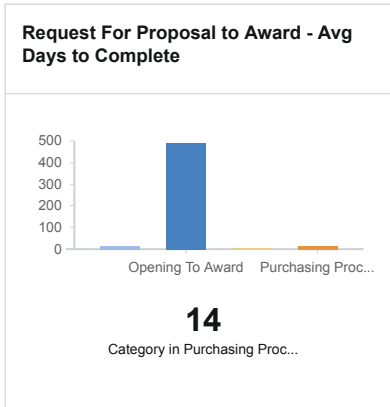
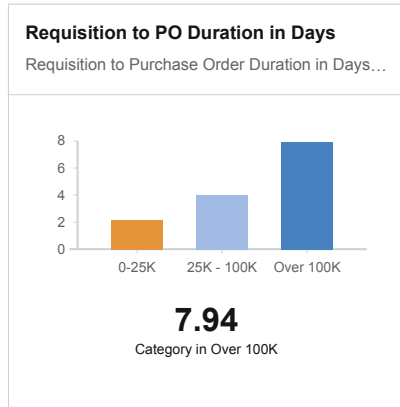
- Evaluating enhanced online/automated system functionality for RFP evaluations, Solicitation Building/Template Management, Contract Document Management, and Data Analysis for actionable and meaningful outcomes; updating a new comprehensive Purchasing and Procedures Manual;
- The implementation of new barcode scanners that interface with Oracle Cloud to enhance the functionality and efficiency for our warehouse operations;
- Completing the renewal of the Job Order Contracting (JOC) program for construction projects that includes subcontracting goals for WMBE and SLBE firms and is working with EBO, the eGordian Group, and the JOC Prime Contractor to boost BBE subcontract participation;
- Working on numerous solicitations/projects with City departments to support the Mayor's T3 Initiatives. Some examples include rebidding the Water Department's Advanced/Automated Metering Infrastructure (AMI) Program, State Housing Initiatives Partnership (SHIP) Funded Replacement Housing RFP, Long Term Lease of Space for the Construction of Public Art/Cultural Facility Adjacent to the Tampa Museum of Art in the downtown CRA, Commissary

Kitchen and Food Business Incubator for Hanna Avenue Project, the Tampa Fire Rescue Computer Aided Dispatch, and Mobility and Station Alerting Solution (Rebid); and

- Witnessing a 107% increase over the last 5 years in Purchase Order output, reflecting a trend in increasing project quantity and complexity.

Department Performance Measures

PERFORMANCE CHART HISTORY: <https://stories.opengov.com/tampa/published/bE9oJnTpJ>



Operating Budget Analysis

No revenues are earned by this General Fund department. General revenues provide all funding.

Personnel Expenses increased from Projection FY2023 due to salary increases, healthcare costs, and pensions. Operating Expenses increased from Projection FY2023 due to the implementation of a more robust eProcurement system.

Total Budget Expense

Purchasing Budget

	2020 - 21 Actual	2021 - 22 Actual	2022 - 23 Revised Budget	2022 - 23 Projections	2023 - 24 Recommended Total Budget
Revenues	\$0	\$0	\$0	\$0	\$0
Expenses	\$2,945,330	\$3,133,551	\$3,324,055	\$3,526,111	\$3,639,468
REVENUES LESS EXPENSES	-\$2,945,330	-\$3,133,551	-\$3,324,055	-\$3,526,111	-\$3,639,468

For additional information regarding details in these accounts, please click the "View Report" link in the lower right of this table. You will be connected to an interactive version of this report.

Budgeted Position Counts

Purchasing FTE Count

	2019 - 20 FTE Count	2020 - 21 FTE Count	2021 - 22 FTE Count	2022 - 23 FTE Count	2023 - 24 FTE Count
Amalgamated Transit Union	16.00	16.00	16.00	15.00	16.00
Non-Bargaining Group	13.00	13.00	13.00	14.00	15.00
TOTAL	29.00	29.00	29.00	29.00	31.00

For additional information regarding details for these positions, please click the "View Report" link in the lower right of this table. You will be connected to an interactive version of this report.



Technology & Innovation

Fiscal Year 2024 Operating and Capital Budget

Department Finance Information

DEPARTMENT NAME: Technology & Innovation

DEPARTMENT WEBSITE: <https://www.tampa.gov/technology-and-innovation>

VISION AND MISSION:

Technology & Innovation's vision is to enable the City's digital business transformation to meet our citizen's mobile, on demand lifestyle. The department's mission is to help the City's business units plan for the future, create strategic partnerships, and lead technology changes that enable faster, more informed business decisions.

GOALS AND OBJECTIVES:

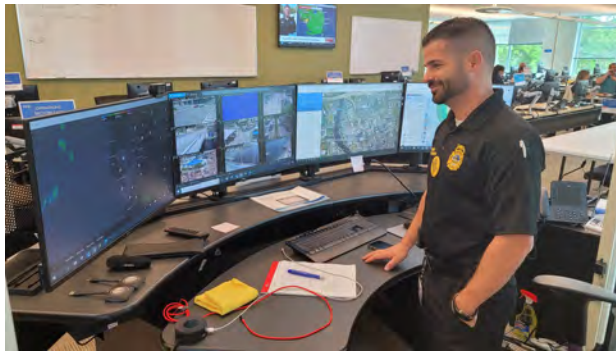
The Technology & Innovation Department has established the following goals and objectives to be achieved over the next five years:

- 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:

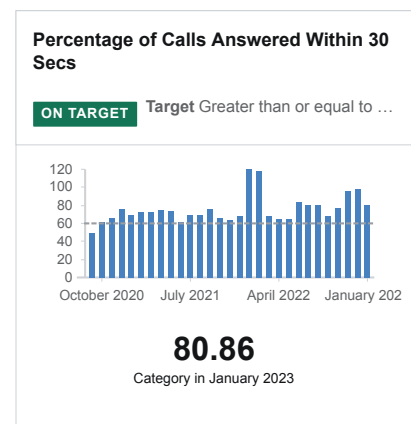
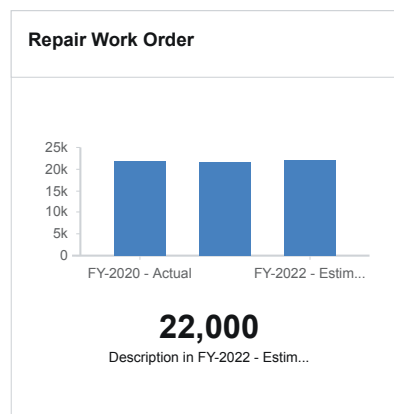
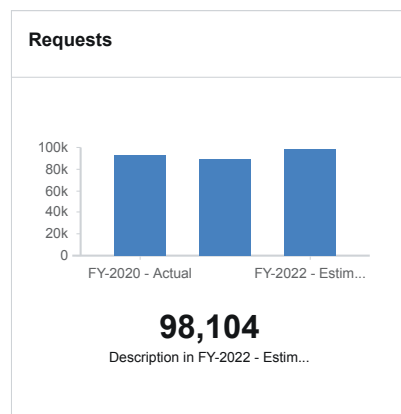
The Technology & Innovation Department focuses on supporting City departments in the efficient delivery of services to the community. The core services provided by the Technology & Innovation Department include:

- Operations and business process improvement;
- Development, implementation, and management of business applications including Enterprise Resource Planning, Utility Management, Land Management, 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.



Department Performance Measures:

PERFORMANCE CHART STORY: <https://stories.opengov.com/tampa/published/1wEeJ70w4>



Technology & Innovation receives requests for all Information Technology services via telephone, email, direct communications, and meetings. Requests are entered and prioritized into the Technology & Innovation work order management system for assigning resources, budgeting, and worked through to customer acceptance.

Technology & Innovation captures requests for radio technology services via telephone, drive up, email, direct communications, and meetings. Work orders are entered, managed, and worked through to customer acceptance.

This metric presents measured responsiveness of the Technology & Innovation Service Desk agents in answering telephone calls from our customers. These calls include handling problems on the spot and, as necessary, creating tickets for work that cannot be completed instantly.

Operating Budget Analysis

No revenues are earned by this General Fund department. General revenues provide all the funding.

Personnel expenses increased from Projection FY2023 due to increases in salaries, healthcare costs, and pensions. Operating expenses have increased from Projection FY2023 due to increased expenses associated with computer contractual services and computer maintenance. Capital expenses and Debt have stayed consistent with Projection FY2023.

Operating Budget

Technology & Innovation Budget

	2020 - 21 Actual	2021 - 22 Actual	2022 - 23 Revised Budget	2022 - 23 Projections	2023-24 Recommended Operating Budget
Revenues	\$28,074	\$7,300	\$0	\$5,235	\$0
Expenses	\$25,817,887	\$27,848,518	\$31,591,196	\$31,872,332	\$34,733,285
REVENUES LESS EXPENSES	-\$25,789,813	-\$27,841,218	-\$31,591,196	-\$31,867,097	-\$34,733,285

For additional information regarding details in these accounts, please click the "View Report" link in the lower right of this table. You will be connected to an interactive version of this report

Capital Project Details

Technology & Innovation is investing a total of \$6.3 million of utilities services taxes in FY2024 for its capital improvement program. \$4.5 million has been identified for ongoing projects and upgrades to include the Customer Service Center, Kronos, Onbase, citywide backup data center upgrades, and additional public safety communications system equipment. The City is also funding \$1.8 million for the Tampa Police Data Mart Revamp and the replacement of their current ticket management system (Footprints).

The Capital Improvement Program Budget does not include cost allocation.

For a detailed report of all capital projects and how they may be funded by the FY2024 Budget, please click here.

Note: "To Date" Budget and Actual Balances on the Capital Detail report are as of preparation of the budget and may not match the "To Date" balances on department pages.

Capital Improvement Program Budget

T&I CIP Budget

	2023 - 24 Budget	2024 - 25 Budget	2025 - 26 Budget	2026 - 27 Budget	2027 - 28 Budget
CW Backup Data Ctr Upgrades	\$1,325,000	\$325,000	\$325,000	\$150,000	\$325,000
Customer Service Center	\$400,000	\$0	\$0	\$0	\$0
Dimensions Time Keeping and Analytics	\$230,000	\$0	\$0	\$0	\$0
Information Technology Service Management (ITSM) Replacement	\$1,600,000	\$0	\$0	\$0	\$0
OnBase Agenda and Document Management System	\$545,000	\$0	\$0	\$0	\$0
Oracle Recruiting Module	\$0	\$2,370,000	\$0	\$0	\$0
Public Safety Communications	\$1,980,000	\$1,980,000	\$1,980,000	\$1,980,000	\$1,980,000
Tampa Police Data Mart Revamp	\$194,000	\$0	\$0	\$0	\$0
TOTAL	\$6,274,000	\$4,675,000	\$2,305,000	\$2,130,000	\$2,305,000

Total Budget

Technology & Innovation Budget

	2020 - 21 Actual	2021 - 22 Actual	2022 - 23 Revised Budget	2022 - 23 Projections	2023 - 24 Recommended Total Budget
Revenues	\$1,619,272	\$119,871	\$0	\$5,235	\$147
Expenses	\$38,300,472	\$32,737,952	\$38,796,202	\$38,059,699	\$41,023,828
REVENUES LESS EXPENSES	-\$36,681,200	-\$32,618,081	-\$38,796,202	-\$38,054,464	-\$41,023,681

For additional information regarding details in these accounts, please click the "View Report" link in the lower right of this table. You will be connected to an interactive version of this report

Budgeted Position Counts

Technology & Innovation FTE Count

	2019 - 20 FTE Count	2020 - 21 FTE Count	2021 - 22 FTE Count	2022 - 23 FTE Count	2023 - 24 FTE Count
Non-Bargaining Group	108.75	109.75	114.00	117.00	116.00
Amalgamated Transit Union	14.00	14.00	14.00	15.00	15.00
TOTAL	122.75	123.75	128.00	132.00	131.00

For additional information regarding details for these positions, please click the "View Report" link in the lower right of this table. You will be connected to an interactive version of this report

Community Redevelopment Agency

Fiscal Year 2024 Operating and Capital Budget

Department Finance Information

Department Name: Community Redevelopment Department

DEPARTMENT WEBSITE: <https://www.tampa.gov/CRA>

VISION AND MISSION:

To preserve and improve the residential and commercial viability and livability of all Districts within the Community Redevelopment Areas.

The Community Redevelopment Agency (CRA) will preserve and improve its areas by identifying and initiating redevelopment activities to empower residents, businesses, and community stakeholders to enhance and improve both the residential and commercial areas of each of the CRA districts resulting in economic growth and quality of life.

GOALS AND OBJECTIVES:

To complete its mission, the department focuses on the following goals and objectives:

- Foster effective partnerships with residents, stakeholders and businesses.
- Identify potential developments or investment opportunities with long-term economic development benefits.
- Maintain financially secure budgets for each one of the Community Redevelopment Areas annually.
- Provide transparent communication to the public regarding CRA programs, projects, and progress.
- Identify and develop effective community partnerships to contribute to a better community.
- Work with the City to anticipate future infrastructure needs and proposed CRA partnership projects.

CURRENT OPERATIONS AND INITIATIVES:

The CRA department is responsible for revitalizing specifically designated areas within the City of Tampa boundaries. The CRA's focuses on strategic planning and the implementation of infrastructure, streetscape improvements, affordable housing initiatives, public safety, historic preservation, generating successful redevelopment projects and partnerships with both the private and public sector. The CRA is committed to the preservation and enhancement of property values, stimulating the creation of new job opportunities for residents, and improving the quality of life of those who reside within the redevelopment areas.

CRA BUDGET EXHIBITS

As part of its duty to provide legislative oversight of the CRA, the Tampa Community Redevelopment Agency reviews and approves the budget for the Community Redevelopment Areas.

- Exhibit A - Proposed FY24 CRA Budget - Link will be provided after the CRA adopts the FY2024 budget.
- Exhibit B - CRA FY24 Board Presentation - Link will be provided after the CRA adopts the FY2024 budget.

Total Budget Analysis

Taxes increase represents a \$22.7 million or 37.3% increase from Revised FY2023 primarily due to an increase in the property values within all ten CRAs.

Personnel Expenses increased from Projection FY2023 due to increases in salaries, healthcare costs, and pensions.. The Community Redevelopment Department was established in FY2021, previously included in the Development and Economic Opportunity Department. Annual CRA appropriations are applied over multiple fiscal years. As a result, prior year appropriations are used in subsequent fiscal years.

Total Budget*

Community Redevelopment Agency Budget

	2020 - 21 Actual	2021 - 22 Actual	2022 - 23 Revised Budget	2022 - 23 Projections	2023 - 24 Recommended Total Budget
Revenues	\$50,556,281	\$53,966,016	\$69,424,943	\$71,864,357	\$94,770,962
Expenses	\$33,697,089	\$35,656,371	\$177,996,416	\$169,015,021	\$93,874,838
REVENUES LESS EXPENSES	\$16,859,192	\$18,309,645	-\$108,571,473	-\$97,150,664	\$896,124

For additional information regarding details in these accounts, please click the "View Report" link in the lower right of this table. You will be connected to an interactive version of this report.

*Total budget might vary from the sum of operating and capital budgets by funds appropriated under other departments.

Budgeted Position Counts

Community Redevelopment Agency FTE Count

	2019 - 20 FTE Count	2020 - 21 FTE Count	2021 - 22 FTE Count	2022 - 23 FTE Count	2023 - 24 FTE Count
Non-Bargaining Group	0.00	9.00	13.00	13.00	21.00
Amalgamated Transit Union	0.00	2.00	2.00	2.00	2.00
TOTAL	0.00	11.00	15.00	15.00	23.00

For additional information regarding details for these positions, please click the "View Report" link in the lower right of this table. You will be connected to an interactive version of this report.

City Planning

Fiscal Year 2024 Operating and Capital Budget

Department Finance Information

Department Name: City Planning

DEPARTMENT WEBSITE: <https://www.tampa.gov/city-planning>

VISION AND MISSION:

The City Planning Department fosters a holistic, multi-disciplinary approach in guiding the City of Tampa's growth, development, and redevelopment. The Department focuses on citywide planning initiatives that support the Transforming Tampa's Tomorrow (T3) Strategy and that enhance economic value, quality of life, community, and resiliency. Our Vision is to be a full-service planning department that works to preserve and create a quality community for Tampa's citizens through comprehensive planning that responds to our community's changing needs and values.

GOALS AND OBJECTIVES:

Enhance economic value, quality of life, community, and resiliency.

CURRENT OPERATIONS AND INITIATIVES:

- The Housing Needs Assessment will evaluate the current and future housing and residential development needs within the City. This project will consider demographic trends, changes in housing preferences over the coming years, and the impact on the City's housing supply. The outcome will be recommendations for specific programs and policies to produce more housing options and residential development to meet current and future needs. Preliminary analysis from the project indicates a significant shortage of units affordable for households earning 60 percent of the Area Median Income (AMI) and below;
- Sulphur Springs Neighborhood & Redevelopment Plan will serve as the community plan for the Sulphur Springs neighborhood and surrounding area. The planning process will engage the community through interactive workshops and identify the most critical priorities from the neighborhood to be addressed through recommendations and strategies. Anticipated topics include housing, equity, placemaking, redevelopment and community-building, gentrification/displacement, small businesses, transportation, access to jobs, trees, public space, and more. This plan will serve as a road map to improve the quality of life for the Sulphur Springs community;
- The Land Development Code Reform initiative will assess the Land Development Code's effectiveness and efficiency in guiding development consistent with the community's vision in the Tampa Comprehensive Plan. Upon completion of the ongoing Future Land Use Assessment, this project will develop a framework for future amendments to modernize and improve the effectiveness of the Land Development Code. Topics to be reviewed include zoning districts, overlay districts, development standards, and design standards. Key goals of this initiative will be to improve transparency and general understanding of development regulations and to better encourage the right development in the right location;
- The West Tampa Alleyway Action Plan will create a comprehensive inventory of alleys in the West Tampa Community Redevelopment Area (CRA) and develop a long-term vision for the alleyway system in West Tampa. The plan will be developed in coordination with CAC members, West Tampa residents, and community stakeholders. The project will create typologies for different alley treatments, including planning-level cost estimates and a prioritized list of capital improvements. Some of these recommendations are intended to be used city-wide if proven successful in West Tampa;

- The Coastal Area Action Plan will produce neighborhood plans for the south of Gandy Boulevard and Palmetto Beach neighborhoods, specifically focusing on actions that will increase their long-term resiliency. Project tasks include evaluating clearance times and shelter space, evaluating social vulnerability factors, recommending comprehensive plan and land development code amendments to mitigate storm and flood vulnerability, and convening community lifeline partners to determine specific needs for the community before, during, and after a tropical event; and
- The Ybor City/Adamo Drive Study will create an implementation plan for recommendations in the Ybor City Vision Plan. The study will specifically address the Vision Plan's recommendation to align adopted future land uses and land development regulations with desired development for the neighborhood. The study will also continue work begun as part of the Coastal Area Action Plan to align Ybor City's development goals with citywide mitigation strategy in the area's unique historic context.

Operating Budget Analysis

Revenues earned by this General Fund department only partially fund the department's operations. General Fund revenues provide the remaining funding. Revenues decreased from Projections FY2023 due to a one-time transfer from general fund utilities services tax.

Personnel Expenses increased from Projections FY2023 due to increases in salaries, healthcare costs, and pensions. During FY2023, City Planning had a total decrease of two FTEs. There were no changes to FTEs for FY2024. Operating Expenses decreased from Projections FY2023 due to a decrease in professional services contracts.

Total Budget

City Planning Budget

	2020 - 21 Actual	2021 - 22 Actual	2022 - 23 Revised Budget	2022 - 23 Projections	2023 - 24 Recommended Total Budget
Revenues	\$0	\$204,025	\$400,000	\$400,000	\$0
Expenses	\$336,722	\$918,209	\$2,474,752	\$1,977,285	\$1,549,239
REVENUES LESS EXPENSES	-\$336,722	-\$714,184	-\$2,074,752	-\$1,577,285	-\$1,549,239

For additional information regarding details in these accounts, please click the "View Report" link in the lower right of this table. You will be connected to an interactive version of this report.

Budgeted Position Counts

City Planning FTE Count

	2019 - 20 FTE Count	2020 - 21 FTE Count	2021 - 22 FTE Count	2022 - 23 FTE Count	2023 - 24 FTE Count
Non-Bargaining Group	0.00	0.00	4.00	7.00	6.00
Amalgamated Transit Union	0.00	0.00	1.00	1.00	0.00
TOTAL	0.00	0.00	5.00	8.00	6.00

For additional information regarding details for these positions, please click the "View Report" link in the lower right of this table. You will be connected to an interactive version of this report.

Convention Center & Tourism

Fiscal Year 2024 Operating and Capital Budget

Department Finance Information

Department Name: Convention Center & Tourism

DEPARTMENT WEBSITE: <https://www.tampagov.net/tcc/home>

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:

- Achieve revenue target of \$14.3 million, an 25% increase over FY2023 Revised Budget;
- Evaluate and update building processes to be more efficient and effective to meet our client's ever-changing needs and expectations;
- Develop a long-range master plan to ensure center remains competitive in an increasingly competitive landscape;
- Continue to optimize new food and beverage options and technology amenities, increasing the Center's available products, services, and revenues;
- Ensure continuous maintenance of facility and grounds to achieve a state-of-good-repair; and
- Deliver quality services subject to highest safety standards in compliance with GBAC Certification requirements.
- Obtain LEED Certification.

CURRENT OPERATIONS AND INITIATIVES:

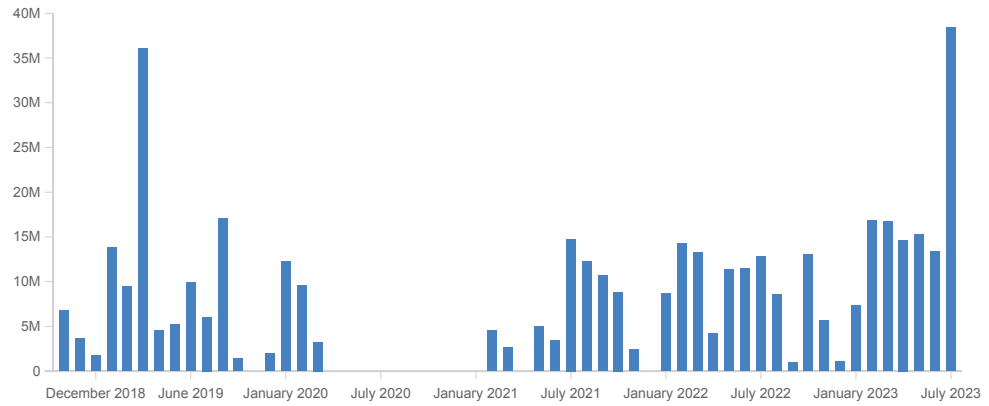
Tampa Convention Center (TCC) continues to work closely with Visit Tampa Bay and the Hillsborough County Hotel & Motel Association to bring events to the Center and the Tampa Bay Area. Sources of revenue to the Center are primarily rental fees and commissions paid by TCC's partners for communication services; audio visual, production and rigging services; event utilities; food and beverage; and business services.

By the end of 2023, the Tampa Convention Center will reach substantial completion on its expansion, the largest in its history, and many facility improvement projects: a \$45.2 million capital improvement plan designed to attract additional revenues with 18 new flexible waterfront meeting rooms, update the Center's 30-year-old chiller plant and HVAC infrastructures, add security surveillance technologies, modernize all meeting rooms and ballrooms with new finishes, fixtures, LED lighting and brand new signage throughout the facility.

Department Performance Measures

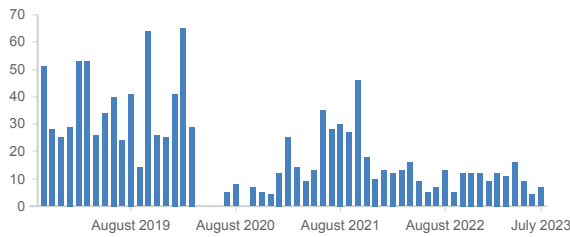
Economic Impact by Month in Dollars

Data Updated Aug 03, 2023, 4:44 PM



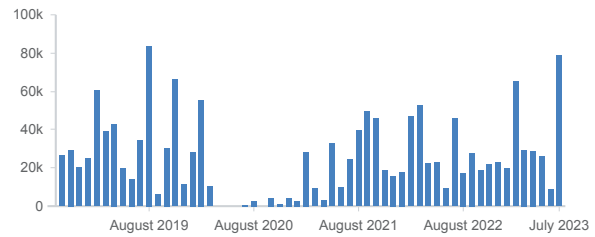
38,369,533
Summary in July 2023

Events Per Month



7
Summary in July 2023

Forecasted Attendance by Month



78,800
Summary in July 2023

Operating Budget Analysis

Personnel Expenses increased from Projection FY2023 due to increases in salaries, healthcare costs, and pensions. Operating Expenses increased from Projection FY2023 due primarily to increases in electricity and other professional services.

Operating Budget

Convention Center & Tourism Budget

	2020 - 21 Actual	2021 - 22 Actual	2022 - 23 Revised Budget	2022 - 23 Projections	2023-24 Recommended Operating Budget
Revenues	\$4,973,849	\$11,240,094	\$11,388,522	\$14,307,191	\$15,260,838
Expenses	\$9,395,488	\$11,010,671	\$13,345,102	\$13,699,782	\$13,924,418
REVENUES LESS EXPENSES	-\$4,421,638	\$229,423	-\$1,956,580	\$607,409	\$1,336,420

For additional information regarding details in these accounts, please click the "View Report" link in the lower right of this table. You will be connected to an interactive version of this report.

Capital Project Details

In FY2024, the City has allocated \$5.5 million in Non Ad Valorem Bonds CIP future debt proceeds to various improvements and upgrades to be made to the Tampa Convention Center.

The Capital Improvement Program Budget does not include cost allocation.

[For a detailed report of all capital projects and how they may be funded by the FY2024 Budget, please click here.](#)



Notes: "To Date" Budget and Actual Balances on the Capital Detail report are as of preparation of the budget and may not match the "To Date" balances on department pages.

Capital Improvement Program Budget

Conv Ctr CIP Budget

	2023 - 24 Budget	2024 - 25 Budget	2025 - 26 Budget	2026 - 27 Budget	2027 - 28 Budget
Electrical Upgrades	\$2,800,000	\$2,500,000	\$2,200,000	\$0	\$0
Facility Lighting Upgrades	\$305,000	\$375,000	\$500,000	\$0	\$0
Fire Suppression Repairs and Upgrades	\$250,000	\$450,000	\$520,000	\$0	\$0
HVAC Repairs and Upgrades	\$1,600,000	\$935,000	\$600,000	\$0	\$0
Structural Repairs and Improvements	\$580,000	\$400,000	\$250,000	\$0	\$0
TOTAL	\$5,535,000	\$4,660,000	\$4,070,000	\$0	\$0

Total Budget*

Convention Center & Tourism Budget

	2020 - 21 Actual	2021 - 22 Actual	2022 - 23 Revised Budget	2022 - 23 Projections	2023 - 24 Recommended Total Budget
Revenues	\$37,365,389	\$11,501,236	\$11,388,522	\$14,304,766	\$20,795,989
Expenses	\$20,166,557	\$31,908,402	\$44,979,915	\$40,225,850	\$19,459,573
REVENUES LESS EXPENSES	\$17,198,832	-\$20,407,167	-\$33,591,393	-\$25,921,084	\$1,336,416

*Total budget might vary from the sum of operating and capital budgets by funds appropriated under other departments.

For additional information regarding details for this budget, please click the "View Report" link in the lower right of this table. You will be connected to an interactive version of this report.

Budgeted Position Counts

	2018 - 19 FTE Count	2019 - 20 FTE Count	2020 - 21 FTE Count	2021 - 22 FTE Count	2022 - 23 FTE Count
Non-Bargaining Group	26.00	26.00	26.00	26.00	26.00
Amalgamated Transit Union	25.00	24.00	24.00	21.00	22.00
TOTAL	51.00	50.00	50.00	47.00	48.00

For additional information regarding details for these positions, please click the "View Report" link in the lower right of this table. You will be connected to an interactive version of this report.

Development & Economic Opportunity

Fiscal Year 2024 Operating and Capital Budget

Department Finance Information

Department Name: Development & Economic Opportunity Department

DEPARTMENT WEBSITE: <https://www.tampa.gov/DEO>

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:

The department is responsible for coordinating and directing citywide economic development initiatives and marketing development and investment 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 economic development initiatives. To complete its mission, the department focuses on the following areas:

- Supporting City-wide Economic Development initiatives for attraction, retention, and investment into the city's ecosystem of small and large businesses
- Supporting the revitalization our Community Redevelopment Areas by 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 neighborhoods through attracting investment via Opportunity Zones;
- 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 Bay 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.

Operating Budget Analysis

Revenues earned by this General Fund department do not fully fund the department's operations. General revenues provide the remaining funding. Other Revenues increased from Projection FY2023 due to use of fund balance needed for potential Qualified Target Industry commitment payments.

Personnel Expenses increased from Projections FY2023 due to increases in salaries, healthcare costs, and pensions. Two FTEs were added during FY2023 and an additional two FTEs were approved for FY2024. Operating Expenses increased from Projections FY2023 due to potential Qualified Target Industry commitment payments.

Total Budget

Development & Economic Opportunity Budget

	2020 - 21 Actual	2021 - 22 Actual	2022 - 23 Revised Budget	2022 - 23 Projections	2023 - 24 Recommended Total Budget
Revenues	\$30,801	\$33,973	\$682,950	\$232,950	\$547,181
Expenses	\$1,105,327	\$1,527,948	\$2,744,308	\$2,126,741	\$3,049,043
REVENUES LESS EXPENSES	-\$1,074,526	-\$1,493,975	-\$2,061,358	-\$1,893,791	-\$2,501,862

For additional information regarding details in these accounts, please click the "View Report" link in the lower right of this table. You will be connected to an interactive version of this report.

Budgeted Position Counts

Development & Economic Opportunity FTE Count

	2019 - 20 FTE Count	2020 - 21 FTE Count	2021 - 22 FTE Count	2022 - 23 FTE Count	2023 - 24 FTE Count
Non-Bargaining Group	9.00	2.00	4.00	6.00	9.00
Amalgamated Transit Union	2.00	0.00	0.00	0.00	1.00
TOTAL	11.00	2.00	4.00	6.00	10.00

For additional information regarding details for these positions, please click the "View Report" link in the lower right of this table. You will be connected to an interactive version of this report.

Development & Growth Management

Fiscal Year 2024 Operating and Capital Budget

Department Finance Information

Department Name: Development & Growth Management

DEPARTMENT WEBSITE: <https://www.tampa.gov/development-and-growth-management>

VISION AND MISSION:

The Department of Development and Growth Management (DGM) executes several planning, building, development, real estate, preservation, and housing efforts throughout the City. DGM administers the City's construction permitting, including policies and programs to ensure safe, code-compliant residential and commercial structures; land entitlement and regulation processes, including zoning, variances, special uses, and alcoholic beverage; real estate portfolio management and execution, including disposition, acquisition, and leasing; housing and community development programs which assist in the creation of new affordable housing opportunities, housing rehabilitation and homelessness prevention; and architectural review and historic preservation to maintain the integrity of and serve as the steward of Tampa's historic districts, landmarks, and structures.

GOALS AND OBJECTIVES:

The following activities focus on implementing Transforming Tampa's Tomorrow Strategic Goals:

- Focus on education, outreach, and development and growth management-related initiatives;
- Administer available federal and state funding to create affordable housing inventory, provide housing rehabilitation and homelessness services, and safe and affordable rental and single-family homes;
- Deliver efficient permitting and inspection services that ensure structures are constructed safely and in compliance with state and local codes and regulations;
- 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;
- Ensure the design of new urban projects contribute to the compatible redevelopment of the City and meet the standards of detail and function representative of a successful urban center;
- Continue to acquire and dispose of valuable City real estate assets and monitor city lease agreements for the benefit of the citizens of Tampa; and
- Continue investigating complaints of illegal discrimination in housing, employment, and public accommodations.

CURRENT OPERATIONS AND INITIATIVES:

- Construction Services is achieving its service goals to enhance the quality and timeliness of service. The division has added several initiatives to provide new and enhanced services to our citizens to navigate our building and development processes better.
- Development Coordination continues to serve the public and development community in processing applications for consideration by Tampa City Council, managing alcoholic beverage permits and enforcement, guiding implementation

of design standards in the overlay districts and Downtown, and transportation design.

- Housing and Community Development continues to implement federal and state grant funding for housing construction, rehabilitation, home ownership assistance programs and homelessness prevention.
- Architectural Review and Historic Preservation administers historic design guidelines in historic districts and implements the Interstate Preservation trust fund issuing grants and loans for rehabilitation projects.
- Real Estate manages the City real estate portfolio while delivering services of acquisition, disposition, and leasing. The team continues to evaluate and assess the portfolio for opportunities to align with strategic initiatives and profitably market City-owned real estate.
- The Tampa Office of Human Rights investigates/conciliates complaints involving accessibility and discrimination issues within the City of Tampa.



Operating Budget Analysis

Revenues earned by this General Fund department only partially fund the department's operations. General Fund revenues provide the remaining funding. Revenues increased from Projections FY2023 due to an increase in permits resulting from increases in construction and residential projects.

Personnel Expenses increased from Projections FY2023 due to increases in salaries, healthcare costs, and pensions. Two FTEs were added during FY2023 and an additional two FTEs were approved for FY2024. Operating Expenses increased from Projections FY2023 due to increases in professional services contracts, temporary personnel, advertising, and training. Capital Expenses increased from Projections FY2023 due to one-time funding for the acquisition and implementation of an electronic real estate information management system software.

Total Budget

	2020 - 21 Actual	2021 - 22 Actual	2022 - 23 Revised Budget	2022 - 23 Projections	2023 - 24 Recommended Total Budget
Revenues	\$1,597,923	\$2,089,693	\$2,018,340	\$1,700,667	\$1,783,940
Expenses	\$6,090,777	\$6,688,201	\$10,000,524	\$9,553,823	\$11,230,151
REVENUES LESS EXPENSES	-\$4,492,854	-\$4,598,508	-\$7,982,184	-\$7,853,156	-\$9,446,211

For additional information regarding details in these accounts, please click the "View Report" link in the lower right of this table. You will be connected to an interactive version of this report.



Budgeted Position Counts

Development & Growth Management FTE Count

	2019 - 20 FTE Count	2020 - 21 FTE Count	2021 - 22 FTE Count	2022 - 23 FTE Count	2023 - 24 FTE Count
Non-Bargaining Group	59.00	56.00	64.00	73.00	75.00
Amalgamated Transit Union	21.75	13.75	16.00	18.00	20.00
TOTAL	80.75	69.75	80.00	91.00	95.00

For additional information regarding details for these positions, please click the "View Report" link in the lower right of this table. You will be connected to an interactive version of this report.

DGM Construction Services

Fiscal Year 2024 Operating and Capital Budget

Division Finance Information

Division Name: Construction Services

DIVISION WEBSITE: <https://www.tampa.gov/construction-services>

The Construction Services Division is a component of the Development & Growth Management Department. [Additional information on the Development & Growth Management Department can be found on their department page by following this link.](#)

Department Performance Measures

PERFORMANCE CHART STORY: <https://stories.opengov.com/tampa/published/6j40prkld>

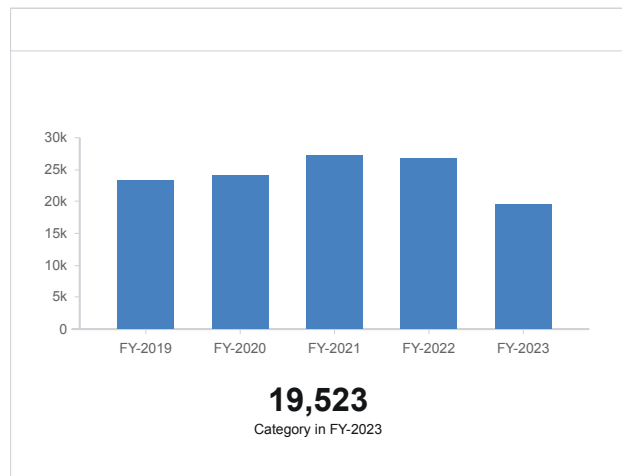
Total Building Permits Issued Monthly



The total number of building permits issued for June 2023 was 2,259, a decrease of 18% from the total number issued in June 2022.



Total Building Permits Issued by Fiscal Year

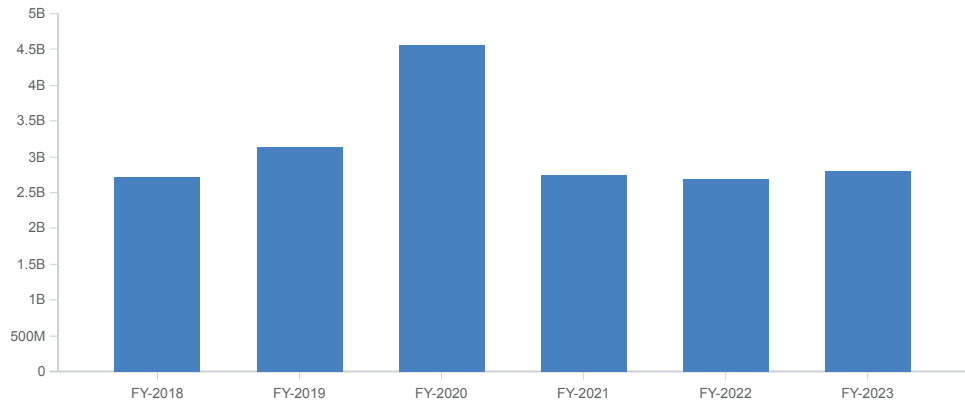


As of June 2023, the total number of building permits issued so far for this fiscal year was 19,523. The total building permits issued for FY2022 was 26,764.



Building Permit Value by Fiscal Year

Data Updated Aug 03, 2023, 4:33 PM



2,809,283,374.95
Category in FY-2023

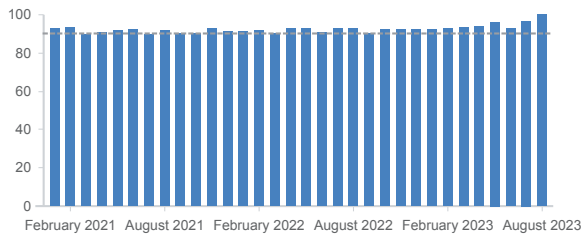
The total building permit value as of June 2023 was \$2.8 billion. When considered with other factors (e.g., total number of building permits issued), the total building permit value is a good barometer for how the local economy is doing at any point in time and what can be reasonably be expected in property values/taxes in the near future. Whereas there are no targets for this metric, a higher total building permit value will represent a stronger construction market and local economy.

% of Commercial Inspections Completed in 1 Day

% of Residential Inspections Completed in 1 Day

% of Commercial Inspections Completed in 1 Day

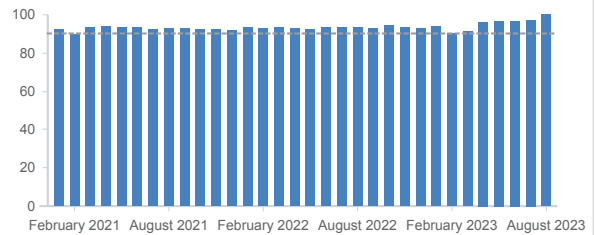
ON TARGET Target Greater than or equal to 90



100
Category in August 2023

% of Residential Inspections Completed in 1 Day

ON TARGET Target Greater than or equal to 90



100
Category in August 2023

This chart represents the percentage of commercial inspections completed in a day.

This chart represents the percentage of residential inspections completed in a day.



Operating Budget Analysis

Revenues for this department are generated by services billed. Revenues increased from Projections FY2023 due to an increase in the use of fund balance.

Personnel Expenses increased from Projections FY2023 due to increase in salaries, healthcare costs, pensions, and the addition of two FTEs. Operating Expenses increased from Projections FY2023 due to an increase in cost allocation charges.

Total Budget

	2020 - 21 Actual	2021 - 22 Actual	2022 - 23 Revised Budget	2022 - 23 Projections	2023 - 24 Recommended Total Budget
Revenues	\$15,302,194	\$16,225,608	\$19,337,273	\$20,275,620	\$21,329,360
Expenses	\$14,609,001	\$14,561,714	\$19,552,107	\$18,384,057	\$21,329,360
REVENUES LESS EXPENSES	\$693,193	\$1,663,894	-\$214,834	\$1,891,563	\$0

For additional information regarding details in these accounts, please click the "View Report" link in the lower right of this table. You will be connected to an interactive version of this report.

Budgeted Position Counts

	2019 - 20 FTE Count	2020 - 21 FTE Count	2021 - 22 FTE Count	2022 - 23 FTE Count	2023 - 24 FTE Count
Non-Bargaining Group	25.00	27.00	28.00	33.00	33.00
Amalgamated Transit Union	52.00	57.00	67.00	66.00	68.00
TOTAL	77.00	84.00	95.00	99.00	101.00

For additional information regarding details for these positions, please click the "View Report" link in the lower right of this table. You will be connected to an interactive version of this report.

DGM Housing Grant Programs

Fiscal Year 2024 Operating and Capital Budget

Housing Grant Programs

The Housing Grant Programs in this section are administered by the Housing and Community Development Division within the Department of Development & Growth Management.

[Information on the Development & Growth Management Department can be found on their department page by following this link.](#)

Division Finance Information

Division Name: Housing and Community Development

DIVISION WEBSITE: <https://www.tampa.gov/housing-and-community-development>



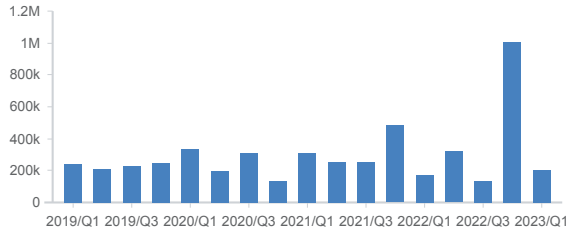
Department Performance Measures

PERFORMANCE CHART STORY: <https://stories.opengov.com/tampa/published/OT9dEHJjL>

Housing Programs

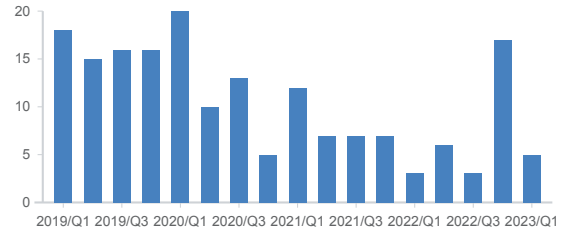
The Dare to Own the Dream Homeownership Program (DARE) and the East Tampa CRA Down Payment Assistance Program are two City of Tampa initiatives that eligible home buyers can utilize to purchase a property within the Tampa City limits and/or within the East Tampa CRA footprint. Depending on eligible homebuyers' annual income, they can receive a maximum amount of \$30,000 from the DARE Program, and a maximum amount of \$15,000 from the East Tampa CRA program. As a result, some applicants received the maximum amount of \$45,000 toward the purchase of their home.

Down Payment Assistance Amounts Distributed by Quarter



205,000
Value in 2023-Q1

Down Payment Assistance Clients Served by Quarter



5
Value in 2023-Q1

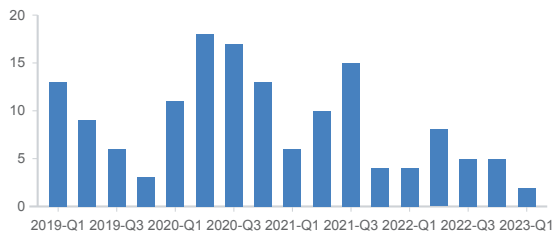
The chart above shows the total amount of down payment assistance that was distributed on a quarterly basis per fiscal year to eligible clients to purchase a home within in the City of Tampa.

The chart above shows the number of eligible clients that received down payment assistance on a quarterly basis per fiscal year to purchase a home within the City of Tampa.

Owner Occupied Rehabilitation Program

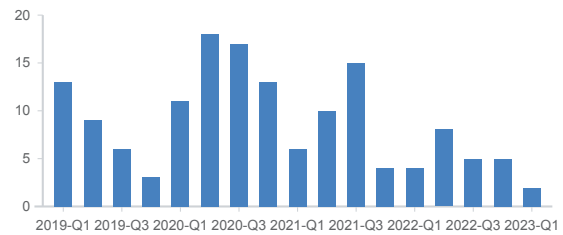
The City's Owner Occupied Rehab Program is designed to help maintain decent, safe and affordable housing for Tampa's low/moderate-income families. The program helps homeowners, who are financially unable to make the necessary repairs, bring their homes into compliance with the City's Florida Building Code and Housing Quality Standards.

Owner Occupied Rehabilitations by Quarter



2
Value in 2023-Q1

Owner Occupied Rehab Payments by Quarter



2
Value in 2023-Q1

The chart above shows the number of homes repairs completed on a quarterly basis for eligible homeowners within the City of Tampa in need of assistance.

The chart above shows the number of Owner Occupied Rehabilitation payments made on a quarterly basis to eligible City of Tampa homeowners in need of assistance to make home repairs.

Operating Budget Analysis

This Community Development Block Grant (CDBG), Emergency Solutions Grant (ESG), HOME Investment Partnerships (HOME) Grant, and the Housing Opportunities for Persons With AIDS (HOPWA) Grant programs are funded by federal grants. Federal grant requirements enable spending over multiple years. Current FY2023 reflects both the FY2023 entitlement amount and the remaining grant fund balances, which rolled over from prior year allocations. In FY2024, the U.S. Dept. of Housing and Urban Development (HUD) is awarding the City:

\$3,192,769 in CDBG funds, a .4% increase from the FY2023 award;

\$280,989 in ESG funds, a .5% decrease over the FY2023 award;
\$1,919,269 in HOME grant funds, a .7% decrease over the FY2023 award; and
\$4,609,944 in HOPWA grant funds, a 12% increase over the FY2023 award.

The Florida Housing Finance Corporation state grant funds the State Housing Initiatives Partnership (SHIP) grant program. State grant regulations enable spending over multiple years. Current FY2023 reflects both the FY2023 entitlement amount and the remaining grant fund balances, which rolled over from prior year allocations. In FY2024, the Florida Housing Finance Corporation is awarding the City \$4,609,944 in SHIP grant funds, a 23% increase over the FY2023 award.



Community Development Block Grant (CDBG) Total Budget

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- to 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 and non-profit organizations under contract with the City. Planned FY2024 activities will include education, job training, social services, youth programs, and housing/homeless services.

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. This includes owner occupied rehabilitation and acquisition and rehabilitation of

multi-family rental units for low and very low income clients. Other services provided by the City include infrastructure improvements in eligible areas.

In addition, Housing Counseling services are provided by the City and local non-profits to benefit low-income households with housing financial challenges. This includes down payment assistance to low income buyers of single family units. The estimated allocation for Housing and Community Development Activities for FY2024 is \$3,192,769. 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 for FY2024 CDBG funding allocations.

FY2024 Community Development Block Grant (CDBG) Budget

Administration: \$638,553

CDBG Program Activities: \$2,554,216

Total: \$3,192,769

CDBG Operating Budget

	2020 - 21 Actual	2021 - 22 Actual	2022 - 23 Revised Budget	2022 - 23 Projections	2023 - 24 Recommended Total Budget
Revenues	\$2,042,188	\$3,748,124	\$3,342,876	\$3,380,845	\$3,192,769
Expenses	\$2,035,128	\$3,691,857	\$7,205,156	\$6,470,356	\$3,192,769
REVENUES LESS EXPENSES	\$7,060	\$56,267	-\$3,862,280	-\$3,089,511	\$0

For additional information regarding details in these accounts, please click the "View Report" link in the lower right of this table. You will be connected to an interactive version of this report.



Emergency Solutions Grants (ESG) Total Budget

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 the Homeless Management Information Systems. In accordance with the U.S. Department of Housing and Urban Development Consolidated Planning Process, the City shall collaborate with representatives of the local Continuum of Care lead agency to review and evaluate proposals for the FY2024 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 the local Continuum of Care lead agency and other non-profit partners to carry out Shelter Operations and Rapid ReHousing. 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 FY2024 ESG funding allocations.

Total Funding FY2024: \$279,563

ESG Operating Budget

	2020 - 21 Actual	2021 - 22 Actual	2022 - 23 Revised Budget	2022 - 23 Projections	2023 - 24 Recommended Total Budget
Revenues	\$170,078	\$335,921	\$280,989	\$316,989	\$279,563
Expenses	\$168,785	\$337,214	\$335,301	\$280,989	\$279,563
REVENUES LESS EXPENSES	\$1,293	-\$1,293	-\$54,312	\$36,000	\$0

For additional information regarding details in these accounts, please click the "View Report" link in the lower right of this table. You will be connected to an interactive version of this report.



HOME Investment Partnerships Total Budget

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 also provides housing acquisition and rehabilitation assistance or funding for new construction of housing units 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 of single family units, 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 the 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 FY2024 HOME funding allocations.

Total Funding FY2024: \$1,919,269

HOME Operating Budget

	2020 - 21 Actual	2021 - 22 Actual	2022 - 23 Revised Budget	2022 - 23 Projections	2023 - 24 Recommended Total Budget
Revenues	\$2,585,769	\$2,690,954	\$1,997,862	\$2,623,197	\$1,919,269
Expenses	\$2,822,617	\$2,535,532	\$6,745,687	\$5,549,678	\$1,919,269
REVENUES LESS EXPENSES	-\$236,849	\$155,423	-\$4,747,824	-\$2,926,481	\$0

For additional information regarding details in these accounts, please click the "View Report" link in the lower right of this table. You will be connected to an interactive version of this report.

Housing Opportunities for Persons with AIDS (HOPWA) Total Budget

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 FY2024 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 914 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 FY2024 HOPWA funding allocations.

Total Funding FY2024: \$5,268,843

HOPWA Operating Budget

	2020 - 21 Actual	2021 - 22 Actual	2022 - 23 Revised Budget	2022 - 23 Projections	2023 - 24 Recommended Total Budget
Revenues	\$4,350,063	\$4,871,847	\$4,695,272	\$4,695,272	\$5,268,843
Expenses	\$4,085,678	\$4,871,847	\$4,801,572	\$4,789,714	\$5,268,843
REVENUES LESS EXPENSES	\$264,385	\$0	-\$106,300	-\$94,442	\$0

For additional information regarding details in these accounts, please click the "View Report" link in the lower right of this table. You will be connected to an interactive version of this report.



State Housing Initiatives Partnership (SHIP) Total Budget

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 2023-2024 fiscal year.

The City will receive a total allocation of \$4,609,944 for FY2024. 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 FY2024: \$4,609,944

SHIP Operating Budget

	2020 - 21 Actual	2021 - 22 Actual	2022 - 23 Revised Budget	2022 - 23 Projections	2023 - 24 Recommended Total Budget
Revenues	\$3,236,939	\$6,637,132	\$5,596,732	\$5,154,306	\$4,609,944
Expenses	\$1,987,328	\$1,831,228	\$10,751,261	\$8,809,511	\$4,609,944
REVENUES LESS EXPENSES	\$1,249,611	\$4,805,905	-\$5,154,529	-\$3,655,205	\$0

For additional information regarding details in these accounts, please click the "View Report" link in the lower right of this table. You will be connected to an interactive version of this report.

City Attorney

Fiscal Year 2024 Operating and Capital Budget

Department Finance Information

Department Name: City Attorney

DEPARTMENT WEBSITE: <https://www.tampa.gov/city-attorney>.

VISION AND MISSION:

In accordance with the City Charter, the Office of the City Attorney provides all legal services required by the Mayor, City Council and the various departments, boards, committees, and officers of the City of Tampa. These legal services include representing the City in litigation, drafting City ordinances, negotiating agreements and contracts on behalf of the City, and providing legal advice to the Mayor, City Council, and the various departments, boards, committees, and officers of the City. By providing these legal services in an effective and efficient manner, the vision and mission of the Office of City Attorney is to assist the City in providing municipal services and programs and achieving the strategic goals of the City and the Mayor, thereby improving the quality of life of the citizens and residents of the City of Tampa.

GOALS AND OBJECTIVES:

- Provide quality legal services to the Mayor, City Council and the various departments, boards, committees and officers of the City;
- Exhibit professionalism in the conduct of the work of the office by all its members;
- Communicate effectively with the Mayor, City Council and all other client departments, boards and officers, and with all colleagues and the public;
- Be solution oriented in resolving legal issues and problems;
- Vigorously represent and defend the City in all matters including administrative hearings, litigation and appeals;
- Provide quality legal services in a cost-effective manner; and
- Assist in the enforcement of the laws of the City including the City code enforcement liens and the collection of amounts owed to the City.

CURRENT OPERATIONS AND INITIATIVES:

- Improving the organization of and services provided by the office through the development and use of practice groups and practice group leaders;
- Reviewing and improving collection efforts in connection with City liens and other amounts owed to the City; and
- Continuing to emphasize the provision of quality legal services on a timely basis to the City of Tampa.

PERFORMANCE MEASURES:

- Volume of work and source of assignments per attorney and by Practice Group.
- Source, nature, and resolution of claims (by department) filed against the City.



Operating Budget Analysis

Revenues earned by this General Fund department do not fully fund the department's operations. General revenues provide all funding.

Despite the loss of one FTE, Personnel Expenses increased from Projection FY2023 due to increases in salaries, healthcare costs, and pensions. Operating Expenses decreased from Projection FY2023 due to non-recurring funding for outside legal counsel.

Operating Budget

	2020 - 21 Actual	2021 - 22 Actual	2022 - 23 Revised Budget	2022 - 23 Projections	2023-24 Recommended Operating Budget
Revenues	\$396,177	\$76	\$400,300	\$300	\$0
Expenses	\$5,670,285	\$5,822,867	\$6,339,051	\$6,771,287	\$6,762,857
REVENUES LESS EXPENSES	-\$5,274,108	-\$5,822,791	-\$5,938,751	-\$6,770,987	-\$6,762,857

For additional information regarding details in these accounts, please click the "View Report" link in the lower right of this table. You will be connected to an interactive version of this report.

Budgeted Position Counts

	2019 - 20 FTE Count	2020 - 21 FTE Count	2021 - 22 FTE Count	2022 - 23 FTE Count	2023 - 24 FTE Count
Non-Bargaining Group	37.50	35.50	33.50	33.50	32.50
TOTAL	37.50	35.50	33.50	33.50	32.50

For additional information regarding details for these positions, please click the "View Report" link in the lower right of this table. You will be connected to an interactive version of this report.

City Clerk

Fiscal Year 2024 Operating and Capital Budget

Department Finance Information

Department Name: City Clerk

DEPARTMENT WEBSITE: <https://www.tampa.gov/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;
- Serving as the information center of functions of local government and the community;
- Being mindful of the neutrality and impartiality of the City Clerk's Office, rendering equal service to all;
- Continually improving the administration of the City Clerk's Office through participation in education programs, seminars, workshops, and annual meetings of the state, region, and international professional organizations;
- Maintaining and protecting the official set of City records in accordance with the City Charter and Florida Statutes; and
- Reviewing, upgrading, and maximizing available methods and applications that will improve productivity and efficiency.

CURRENT OPERATIONS AND INITIATIVES:

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

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



Operating Budget Analysis

Revenues earned by this General Fund department do not fully fund the department's operations. General revenues provide the remaining funding.

Personnel Expenses increased from Projection FY2023 due to increases in salaries, healthcare costs, and pensions. Operating Capital Expenses decreased from Projection FY2023 due to non-recurring vehicle and equipment purchases in FY2023.

Total Budget

City Clerk Budget

	2020 - 21 Actual	2021 - 22 Actual	2022 - 23 Revised Budget	2022 - 23 Projections	2023 - 24 Recommended Total Budget
Revenues	\$788,427	\$801,039	\$834,946	\$715,509	\$834,946
Expenses	\$1,966,857	\$1,936,014	\$2,191,449	\$2,167,555	\$2,242,355
REVENUES LESS EXPENSES	-\$1,178,429	-\$1,134,975	-\$1,356,503	-\$1,452,046	-\$1,407,409

For additional information regarding details in these accounts, please click the "View Report" link in the lower right of this table. You will be connected to an interactive version of this report.

Budgeted Position Count

City Clerk FTE Count

	2019 - 20 FTE Count	2020 - 21 FTE Count	2021 - 22 FTE Count	2022 - 23 FTE Count	2023 - 24 FTE Count
Amalgamated Transit Union	11.00	11.00	11.25	11.25	10.25
Non-Bargaining Group	6.00	6.00	6.00	7.00	8.00
TOTAL	17.00	17.00	17.25	18.25	18.25

For additional information regarding details for these positions, please click the "View Report" link in the lower right of this table. You will be connected to an interactive version of this report.

Government Affairs & Strategic Initiatives

Fiscal Year 2024 Operating and Capital Budget

Department Finance Information

Department Name: Government Affairs & Strategic Initiatives

DEPARTMENT WEBSITE: <https://www.tampa.gov/government-affairs>

VISION AND MISSION:

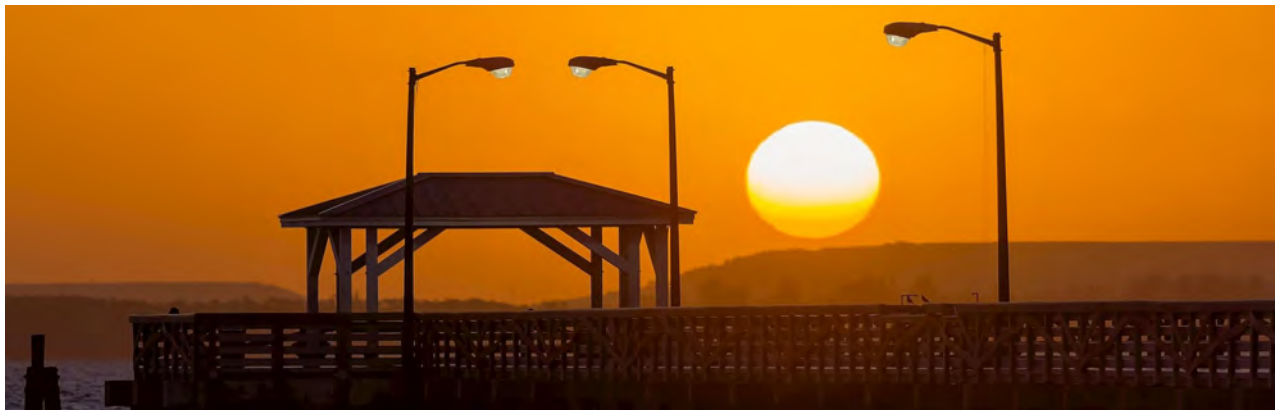
The Office of Government Affairs & Strategic Initiatives strives to provide excellent service and support in driving the Mayor's strategic initiatives and achieving the City of Tampa's legislative and funding goals at the state and federal level.

GOALS AND OBJECTIVES:

- Develop a state and federal agenda in consultation with the Mayor, 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 Government Affairs & Strategic Initiatives cultivates and develops the Mayor's strategic initiatives and addresses state and federal legislative actions that impact the City and works 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.



Operating Budget Analysis

No revenues are earned by this General Fund department. General revenues provide all funding.

Personnel Expenses increased from Projection FY2023 due to increases in salaries, healthcare costs, and pensions.

Operating Expenses increased from Projection FY2023 due to funding for citizen surveys and grants and aid to Tampa

Total Budget

Government Affairs & Strategic Initiatives Budget

	2020 - 21 Actual	2021 - 22 Actual	2022 - 23 Revised Budget	2022 - 23 Projections	2023 - 24 Recommended Total Budget
Revenues	\$5,000	\$0	\$0	\$0	\$0
Expenses	\$527,608	\$661,560	\$791,836	\$787,781	\$835,348
REVENUES LESS EXPENSES	-\$522,608	-\$661,560	-\$791,836	-\$787,781	-\$835,348

For additional information regarding details in these accounts, please click the "View Report" link in the lower right of this table. You will be connected to an interactive version of this report.

Budgeted Position Counts

Government Affairs & Strategic Initiatives FTE Count

	2019 - 20 FTE Count	2020 - 21 FTE Count	2021 - 22 FTE Count	2022 - 23 FTE Count	2023 - 24 FTE Count
Non-Bargaining Group	0.00	2.00	2.00	2.00	2.00
TOTAL	0.00	2.00	2.00	2.00	2.00

For additional information regarding details for these positions, please click the "View Report" link in the lower right of this table. You will be connected to an interactive version of this report.

Internal Audit

Fiscal Year 2024 Operating and Capital Budget

Department Finance Information

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 timeframes;
- 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;
- Exceed government auditing benchmarks, charging 80% of available time to audits.

CURRENT OPERATIONS AND INITIATIVECITY STRATEGIC PRIORITY:

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.

Transforming Tampa's Tomorrow

- Transportation
- Workforce Development
- Development Services
- Housing Affordability
- Sustainability & Resiliency



Operating Budget Analysis

No revenues are earned by this General Fund department. General revenues provide all funding.

Personnel Expenses increased from Projection FY2023 due to increases in salaries, healthcare costs, and pensions. All other expenses have remained consistent from Projection FY2023.

Total Budget

Internal Audit Budget

	2020 - 21 Actual	2021 - 22 Actual	2022 - 23 Revised Budget	2022 - 23 Projections	2023 - 24 Recommended Total Budget
Revenues	\$0	\$69	\$0	\$46	\$0
Expenses	\$806,249	\$830,532	\$914,812	\$896,191	\$979,656
REVENUES LESS EXPENSES	-\$806,249	-\$830,463	-\$914,812	-\$896,145	-\$979,656

For additional information regarding details in these accounts, please click the "View Report" link in the lower right of this table. You will be connected to an interactive version of this report.

Budgeted Position Counts

Internal Audit FTE Count

	2019 - 20 FTE Count	2020 - 21 FTE Count	2021 - 22 FTE Count	2022 - 23 FTE Count	2023 - 24 FTE Count
Non-Bargaining Group	5.00	6.00	6.00	6.00	6.00
TOTAL	5.00	6.00	6.00	6.00	6.00

For additional information regarding details for these positions, please click the "View Report" link in the lower right of this table. You will be connected to an interactive version of this report.

Marketing & Communications

Fiscal Year 2024 Operating and Capital Budget

Department Finance Information

Department Name: Marketing & Communications

DEPARTMENT WEBSITE: tampagov.net/Communications

VISION AND MISSION:

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

GOALS AND OBJECTIVES:

Marketing & Communications 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, Marketing & Communications 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:

Marketing & Communications 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.

Marketing & Communications provides creative communication services including video production, graphic design, social media marketing, and copywriting. Communication managers collaborate with liaisons from each department to develop content planners that map out upcoming programs and initiatives that support the City's strategic goals to transform Tampa's tomorrow. Through earned and social media, the team tells City of Tampa's story and educates the public on programs and services, while also providing customer service.



Operating Budget Analysis

No revenues are earned by this General Fund department. General revenues provide all funding.

Personnel Expenses increased from Projection FY2023 due to increases in salaries, healthcare costs, and pensions. Capital Expenses decreased from Projection FY2023 primarily due to one-time funding for additional vehicles.

Total Budget

	2020 - 21 Actual	2021 - 22 Actual	2022 - 23 Revised Budget	2022 - 23 Projections	2023 - 24 Recommended Total Budget
Revenues	\$406	\$898	\$0	\$0	\$0
Expenses	\$1,587,579	\$1,208,195	\$1,408,052	\$1,440,514	\$1,419,730
REVENUES LESS EXPENSES	-\$1,587,173	-\$1,207,297	-\$1,408,052	-\$1,440,514	-\$1,419,730

For additional information regarding details in these accounts, please click the "View Report" link in the lower right of this table. You will be connected to an interactive version of this report.

Budgeted Position Counts

	2019 - 20 FTE Count	2020 - 21 FTE Count	2021 - 22 FTE Count	2022 - 23 FTE Count	2023 - 24 FTE Count
Non-Bargaining Group	12.00	12.00	10.00	9.00	9.00
TOTAL	12.00	12.00	10.00	9.00	9.00

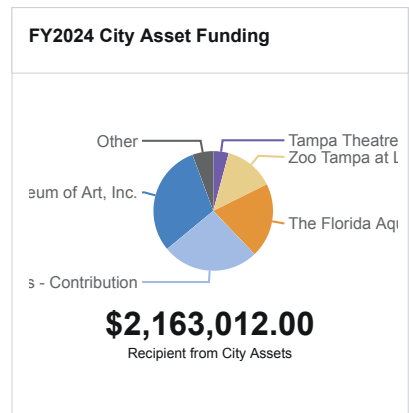
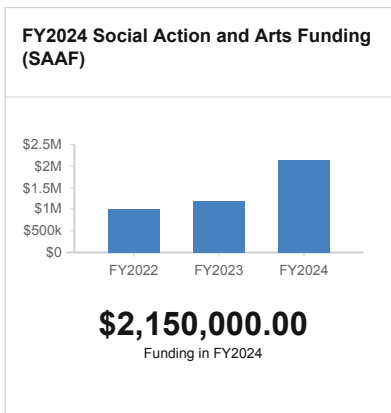
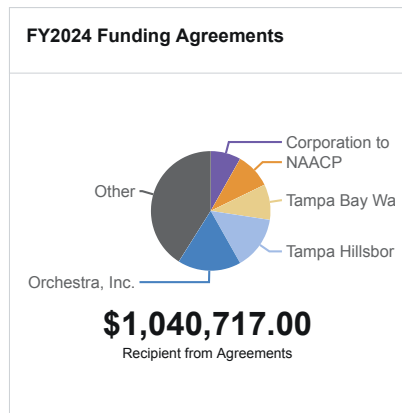
For additional information regarding details for these positions, please click the "View Report" link in the lower right of this table. You will be connected to an interactive version of this report.

Non-Departmental

Fiscal Year 2024 Operating and Capital Budget

Department Finance Information

Department Name: Non-Departmental



The Non-Departmental budget provides funding for a variety of programs that are not related to traditional department functions.

The Non-Departmental budget provides funding for a variety of programs that are not related to traditional department functions.

The Non-Departmental budget includes funding for a variety of programs that are not related to traditional department functions.

The Chart above depicts funding available for non-profit organizations which currently have agreements with the City and contributions have been included in the FY2024 non-departmental budget.

The Chart above depicts funding available for non-profit organizations within the FY2024 non-departmental budget that requires approval from the SAAF committee for award. Please visit <https://www.tampa.gov/revenue-and-finance> for additional details on the Social Action and Arts Fund (SAAF) S.M.A.R.T. Program and to download an application form.

The Chart above depicts funding available for non-profit organizations owned by the City within the FY2024 non-departmental budget.

Operating Budget Analysis

The Non-Departmental Operating Budget reflects revenues and expenses budgeted within the General Fund only.

Property tax revenues increased by \$88.7 million compared to the FY2023 revised budget due to a proposed increase to the millage rate that could generate an additional \$53.8 million and the City's taxable value growing by 11.7% or \$34.9 million. Intergovernmental revenues increased by 9.7% compared to the FY2023 revised budget primarily due to anticipated increases in half cent sales tax, state shared revenues, and payments in lieu of fees/taxes (PILOF/PILOT) resulting from the implementation of an internet sales tax that started on July 1, 2021, stronger consumer confidence, and increased spending. PILOT revenues increased due to growth within the Water and Wastewater capital programs while PILOF is due to potable water sales, wastewater disposal, and water and wastewater monthly base rates increases. Licenses and Permits revenues increased by 26.2% compared to the FY2023 revised budget due to anticipated increases

in TECO franchise fees. Other revenues increased primarily due a transfer from the Parking Operations Fund to repay the General Fund for a portion of prior years' subsidies.

Compared to the FY2023 revised budget, the increase of \$17.1 million in Grants is mostly attributable to higher tax increment funding contributions from the City to the Community Redevelopment Agencies resulting from an increase in the City's property taxable value and a proposed increase to the millage rate. Other expenses increase is primarily due to a transfer from the General Fund to the Utilities Services Capital Fund which is partially offset by a negative budget resulting from cost allocation being treated as a contra-expense in the General Fund.

Operating Budget

Non-Departmental Budget

	2020 - 21 Actual	2021 - 22 Actual	2022 - 23 Revised Budget	2022 - 23 Projections	2023-24 Recommended Operating Budget
Revenues	\$396,009,433	\$435,630,357	\$479,818,888	\$469,773,501	\$585,982,246
Expenses	\$10,734,593	\$31,197,788	\$46,324,728	\$40,692,911	\$102,848,380
REVENUES LESS EXPENSES	\$385,274,840	\$404,432,568	\$433,494,160	\$429,080,590	\$483,133,866

For additional information regarding details in these accounts, please click the "View Report" link in the lower right of this table. You will be connected to an interactive version of this report.

Capital Project Details

The FY2024 Non-Departmental capital improvement budget totals \$320,000. This funding provides for improvements at the Straz Center, which features five theaters, a rehearsal hall, the Patel Conservatory, and the Riverwalk. In addition, funds will provide for capital improvements at Plant Hall at the University of Tampa. In June 1984, the City and the University of Tampa entered into a lease agreement for the use and major improvements of Plant Hall.

For a detailed report of all capital projects and how they may be funded by the FY2024 Budget, please click here.

Capital Improvement Program Budget

Non-Dept CIP Budget

	2023 - 24 Budget	2024 - 25 Budget	2025 - 26 Budget	2026 - 27 Budget	2027 - 28 Budget
Plant Hall Improvements	\$270,000	\$270,000	\$270,000	\$270,000	\$270,000
Straz Center Improvements	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000
TOTAL	\$320,000	\$320,000	\$320,000	\$320,000	\$320,000

Total Budget*

Non-Departmental Budget

	2020 - 21 Actual	2021 - 22 Actual	2022 - 23 Revised Budget	2022 - 23 Projections	2023 - 24 Recommended Total Budget
Revenues	\$573,023,546	\$778,295,194	\$728,839,608	\$728,881,637	\$820,940,166
Expenses	\$148,810,488	\$219,774,450	\$225,428,787	\$182,301,618	\$293,831,544
REVENUES LESS EXPENSES	\$424,213,058	\$558,520,745	\$503,410,821	\$546,580,019	\$527,108,622

**Total budget vary from the sum of operating and capital budgets as the total budget includes all funds within non-departmental.*

For additional information regarding details in these accounts, please click the "View Report" link in the lower right of this table. You will be connected to an interactive version of this report.

Revenue & Finance

Fiscal Year 2024 Operating and Capital Budget

Department Finance Information

Department Name: Revenue & Finance

DEPARTMENT WEBSITE: <https://www.tampa.gov/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:

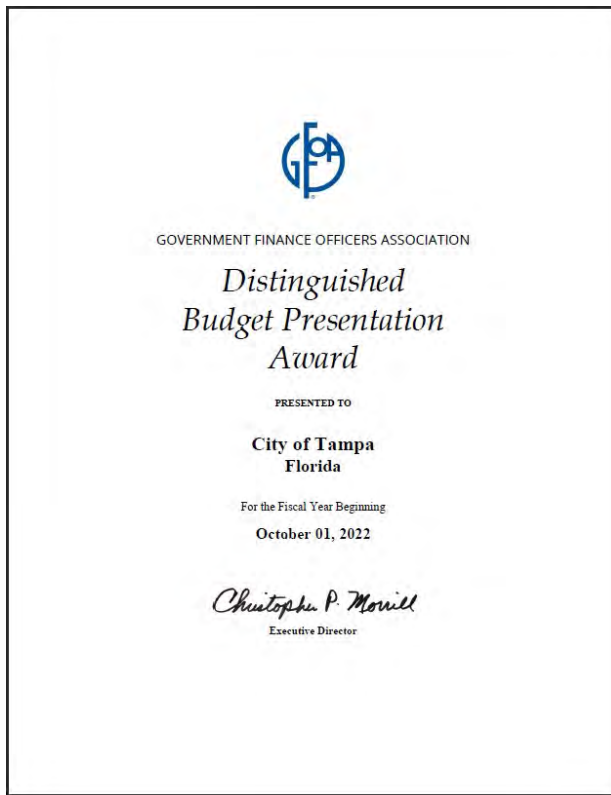
- The Revenue and Finance Department strives to maintain a healthy financial base that fully supports City services according to the following goals and objectives:
- Maintain and improve financial management excellence: Maintain annual eligibility for the Government Finance Officers Association's Distinguished 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 ratings 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:

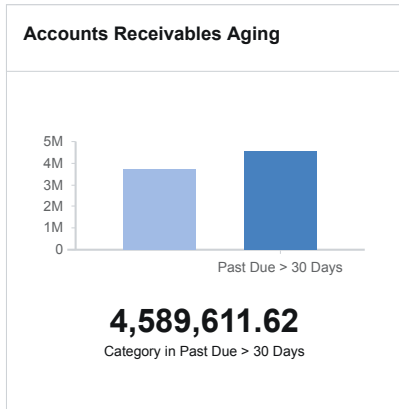
The department is divided into two primary functions: accounting and budget. The Accounting Division ensures that financial transactions are properly recorded in accordance with Generally Accepted Accounting Principles and that the City's financial condition is presented fairly and accurately. The Budget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

Revenue & Finance

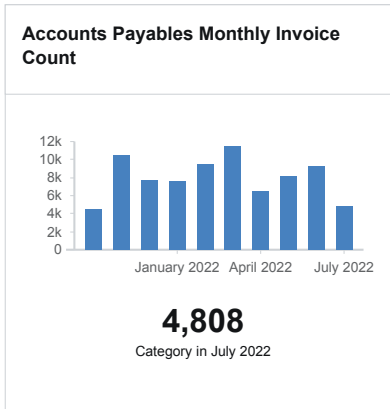
The City has been given awards below for Distinguished Budget Presentation for 40 years consecutively and the Excellence in Financial Reporting for 39 years consecutively.



Accounting



This chart displays the aging buckets and amounts of past due receivables for the City of Tampa.

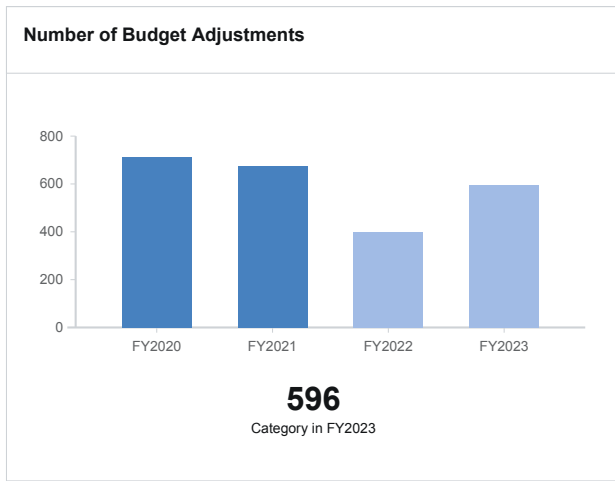


This chart displays the AP invoice count by month for the City of Tampa.

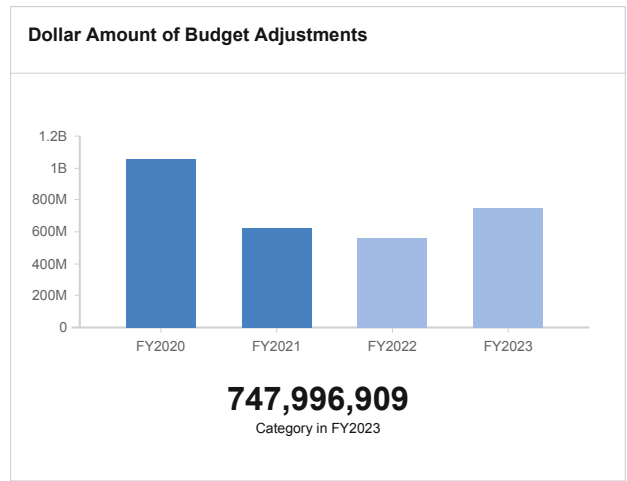


This chart displays the AP dollar amounts by month for the City of Tampa.

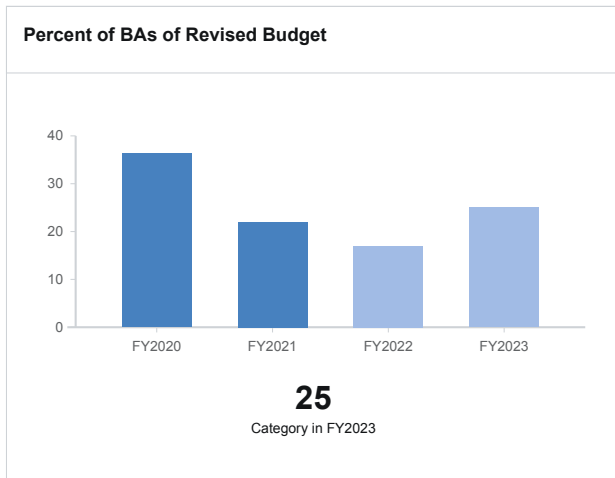
Budget Management



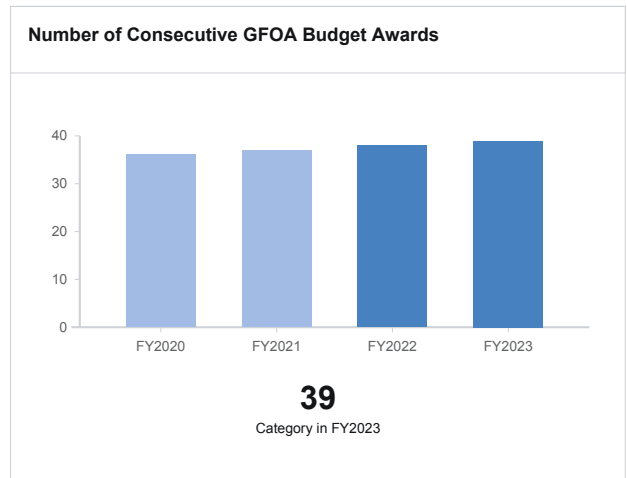
This chart displays the number of budget adjustments for a given fiscal year.



This chart represents the total amount of budget adjustments for a given fiscal year.

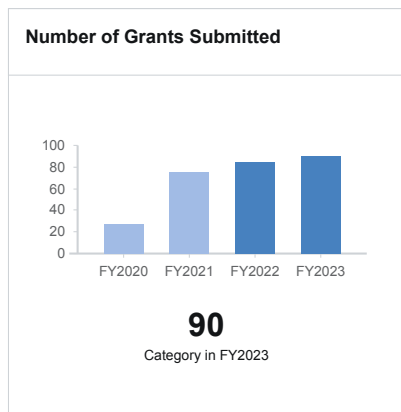


This chart displays the percentage of budget amendments of the revised budget.

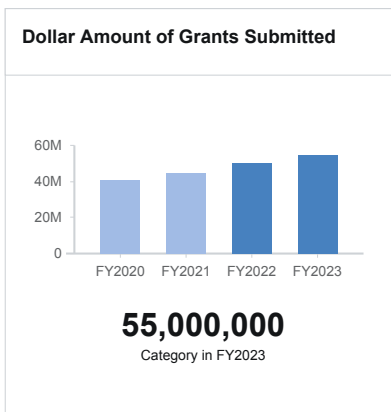


This chart displays the number of consecutive Government Finance Officers Association (GFOA) budget awards.

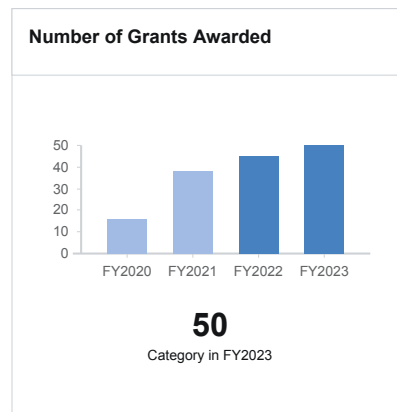
Grants Management



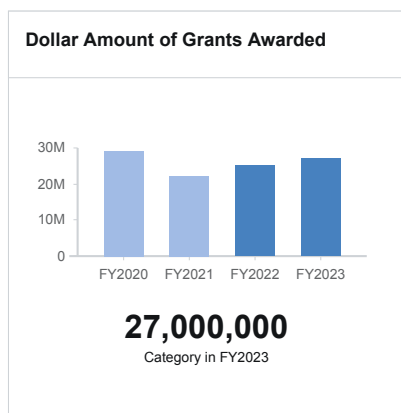
This chart displays the number of grants submitted in a given fiscal year.



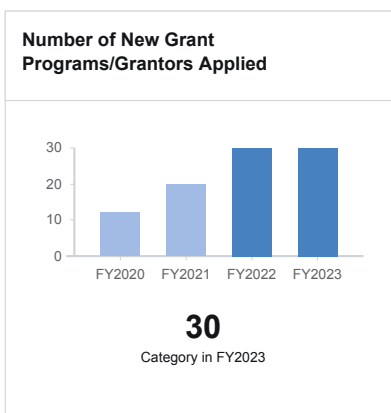
This chart displays the dollar amount of grants submitted in a given fiscal year.



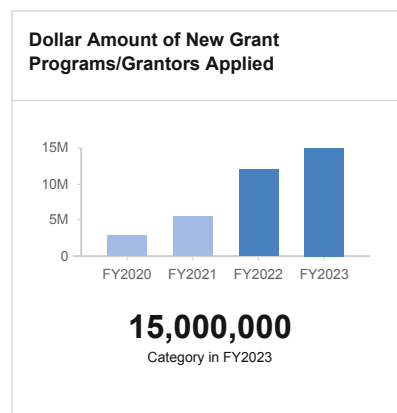
This chart displays the number of grants awarded in a given fiscal year.



This chart displays the dollar amount of grants awarded in a given fiscal year.



This chart displays the number of new grant programs/grantors applied in a given fiscal year.



This chart displays the dollar amount of new grants programs/grantors applied in a given fiscal year.

Operating Budget Analysis

Revenues earned by this General Fund department do not fully fund the department's operations. General revenues provide the remaining funding.

Personnel Expenses increased from Projection FY2023 due to increases in salaries, healthcare costs, pensions, and the increase of 1.5 FTEs. Operating expenses increased from Projection FY2023 primarily due to a payroll consultant.

Total Budget

	2020 - 21 Actual	2021 - 22 Actual	2022 - 23 Revised Budget	2022 - 23 Projections	2023 - 24 Recommended Total Budget
Revenues	\$188,369	\$455,592	\$476,653	\$656,653	\$476,653
Expenses	\$9,641,920	\$10,676,947	\$11,578,164	\$11,509,567	\$12,816,996
REVENUES LESS EXPENSES	-\$9,453,552	-\$10,221,355	-\$11,101,511	-\$10,852,914	-\$12,340,343

For additional information regarding details in these accounts, please click the "View Report" link in the lower right of this table. You will be connected to an interactive version of this report.

Budgeted Position Counts

2019 - 20 FTE Count	2020 - 21 FTE Count	2021 - 22 FTE Count	2022 - 23 FTE Count	2023 - 24 FTE Count
---------------------	---------------------	---------------------	---------------------	---------------------

	2019 - 20 FTE Count	2020 - 21 FTE Count	2021 - 22 FTE Count	2022 - 23 FTE Count	2023 - 24 FTE Count
Non-Bargaining Group	54.00	58.00	58.00	58.00	59.00
Amalgamated Transit Union	34.50	34.50	34.50	34.50	35.00
TOTAL	88.50	92.50	92.50	92.50	94.00

For additional information regarding details for these positions, please click the "View Report" link in the lower right of this table. You will be connected to an interactive version of this report.

Contract Administration

Fiscal Year 2024 Operating and Capital Budget

Department Finance Information

Department Name: Contract Administration

DEPARTMENT WEBSITE: <https://www.tampa.gov/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
- 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
- Execution of the PIPES Program
- Implementation of the eBuilder Construction Management software
- Award all projects expeditiously



Operating Budget Analysis

Revenues earned by this General Fund department do not fully fund the department's operations. General revenues provide the remaining funding.

Personnel Expenses increased from Projection FY2023 due to increases in salaries, healthcare costs, pensions, and the addition of 2 FTEs.

Total Budget

	2020 - 21 Actual	2021 - 22 Actual	2022 - 23 Revised Budget	2022 - 23 Projections	2023 - 24 Recommended Total Budget
Revenues	\$34,853	\$43,979	\$25,000	\$35,669	\$25,000
Expenses	\$9,669,046	\$9,970,683	\$11,024,618	\$10,919,135	\$12,057,308
REVENUES LESS EXPENSES	-\$9,634,192	-\$9,926,705	-\$10,999,618	-\$10,883,466	-\$12,032,308

For additional information regarding details in these accounts, please click the "View Report" link in the lower right of this table. You will be connected to an interactive version of this report.



Budgeted Position Counts

	2019 - 20 FTE Count	2020 - 21 FTE Count	2021 - 22 FTE Count	2022 - 23 FTE Count	2023 - 24 FTE Count
Amalgamated Transit Union	50.00	51.00	54.00	54.00	54.00
Non-Bargaining Group	27.00	28.00	29.00	29.00	31.00
TOTAL	77.00	79.00	83.00	83.00	85.00

For additional information regarding details for these positions, please click the "View Report" link in the lower right of this table. You will be connected to an interactive version of this report.

Infrastructure & Mobility Administration

Fiscal Year 2024 Operating and Capital Budget

Department Finance Information

Department Name: Infrastructure & Mobility

DEPARTMENT WEBSITE: <https://www.tampa.gov/infrastructure-mobility>

VISION AND MISSION:

The Infrastructure and Mobility Administration seeks to elevate the City of Tampa to the highest ranks of the top Utilities, Solid Waste Services, Mobility, Construction Management, Facility Maintenance and Fleet Management in the country and to provide the highest quality municipal infrastructure and services. The Administrator's and Deputy Administrators' missions are to ensure outstanding customer satisfaction and oversee the execution of the Transforming Tampa's Tomorrow (T3) Objectives, while achieving a high level of productivity, efficiency and resiliency, and sustainability.

GOALS AND OBJECTIVES:

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

- Contract Administration: Provide project management, design, and construction contracts administration services for all City departments in a timely, and cost effective manner;
- Facility Maintenance: Maintain over 500 structural assets throughout the City to ensure safe and ADA compliant buildings, parking garages, and other structural assets;
- Fleet Management: Support all City department vehicle and equipment needs through outstanding maintenance, customer service, and fleet management protocols;
- Mobility: Continuous operation, maintenance, and capital planning to support the roadway, sidewalk, seawall, bridge, stormwater, traffic signal system, parking structures, and streetlight system. Maintain safe and efficient rights-of-ways, promote Vision Zero objectives, and pursue and accomplish projects identified in the Five-Year Master Capital Plan;
- Solid Waste & Environmental Program Management: Collection of residential and commercial solid waste, refuse, recyclable, and vegetative waste. Maintenance and operation of the McKay Bay Refuse-to-Energy facility. Provide environmental program support;
- 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.

CURRENT OPERATIONS AND INITIATIVES:

- Coordinate services provided by Infrastructure and Mobility departments to provide essential core services;
- Executes the work necessary to exceed the requirements of the Mayor, City Council, outside agencies, other departments, citizens, and customers;
- Infrastructure & Mobility Administration Fiscal Year 2024 Operating and Capital Budget Works with developers, residents, citizen committees, other governmental agencies, and support departments to develop, establish, and protect the interest of the City's infrastructure and core services;
- Works with Sustainability and Resiliency Officer to promote best practices and policies in the City of Tampa regarding infrastructure maintenance and capital investment; and
- Oversee the citywide overhaul of the aged water and wastewater system through the Progressive Infrastructure Planning to Ensure Sustainability initiative (PIPES).



This administrator oversees the following departments:

[Water](#)

[Wastewater](#)

[Solid Waste and Environmental Management](#)

[Parking](#)

[Stormwater](#)

[Transportation](#)

[Logistics and Asset Management](#)

[Facility Management](#)

[Fleet Maintenance](#)

[Contract Administration](#)

Operating Budget Analysis

No revenues are earned by this General Fund department. General revenues provide all funding.

Personnel Expenses increased from Projection FY2023 due to increases in salaries, healthcare costs, and pensions.

Operating Expenses increased from Projection FY2023 primarily due to increases in dues, promotional activities, and parking charges.

Operating Budget

Infrastructure & Mobility Administration Budget

	2020 - 21 Actual	2021 - 22 Actual	2022 - 23 Revised Budget	2022 - 23 Projections	2023-24 Recommended Operating Budget
Revenues	\$0	\$109,717	\$0	\$0	\$0
Expenses	\$1,070,478	\$1,169,874	\$1,209,610	\$1,203,887	\$1,380,272
REVENUES LESS EXPENSES	-\$1,070,478	-\$1,060,157	-\$1,209,610	-\$1,203,887	-\$1,380,272



Capital Project Details

In FY2024, the City has plans to invest \$19.0 million for the Comprehensive Infrastructure for Tampa's Neighborhoods Design - Build project. This is one of Tampa's largest PIPES projects as the City works towards improving its infrastructure and mobility within four Tampa neighborhoods: East Tampa, Forest Hills, MacFarlane Park, and Virginia Park. This project is in line with the City's strategic goal of establishing sustainability and resilience as four City departments work together in a coordinated and collaborative effort in order to promote connected, healthy, and vibrant neighborhoods.

The Capital Improvement Program Budget does not include cost allocation.

[For a detailed report of all capital projects and how they may be funded by the FY2024 Budget, please click here.](#)

Notes: "To Date" Budget and Actual Balances on the Capital Detail report are as of preparation of the budget and may not match the "To Date" balances on department pages. The below table only reflects Water's contribution to the project in FY2024 and FY25.

Capital Improvement Program Budget

Infrastructure & Mobility Admin CIP Budget

	2023 - 24 Budget	2024 - 25 Budget	2025 - 26 Budget	2026 - 27 Budget	2027 - 28 Budget
Comp Infr TPA Phase I	\$18,975,000	\$12,000,000	\$0	\$0	\$0
TOTAL	\$18,975,000	\$12,000,000	\$0	\$0	\$0



Total Budget

Infrastructure & Mobility Administration Budget

	2020 - 21 Actual	2021 - 22 Actual	2022 - 23 Revised Budget	2022 - 23 Projections	2023 - 24 Recommended Total Budget
Revenues	\$0	\$109,717	\$0	\$0	\$0
Expenses	\$1,070,478	\$1,169,874	\$1,209,610	\$1,203,887	\$1,380,272
REVENUES LESS EXPENSES	-\$1,070,478	-\$1,060,157	-\$1,209,610	-\$1,203,887	-\$1,380,272

**Total budget might vary from the sum of operating and capital budgets by funds appropriated under other departments.*

For additional information regarding details in these accounts, please click the "View Report" link in the lower right of this table. You will be connected to an interactive version of this report.

Budgeted Position Counts

Infrastructure & Mobility Administration FTE Count

	2019 - 20 FTE Count	2020 - 21 FTE Count	2021 - 22 FTE Count	2022 - 23 FTE Count	2023 - 24 FTE Count
Non-Bargaining Group	2.00	5.00	6.00	6.00	6.00
TOTAL	2.00	5.00	6.00	6.00	6.00

For additional information regarding details for these positions, please click the "View Report" link in the lower right of this table. You will be connected to an interactive version of this report.

Wastewater

Fiscal Year 2024 Operating and Capital Budget

Department Finance Information

Department Name: Wastewater

DEPARTMENT WEBSITE: <http://www.tampagov.net/wastewater>

VISION AND MISSION:

The Wastewater Department's vision is to become a world-class utility while protecting the environment. We will operate in a cost-effective manner and continually improve our work practices. The mission is to provide outstanding wastewater services to our customers while protecting public health and the environment.

GOALS AND OBJECTIVES:

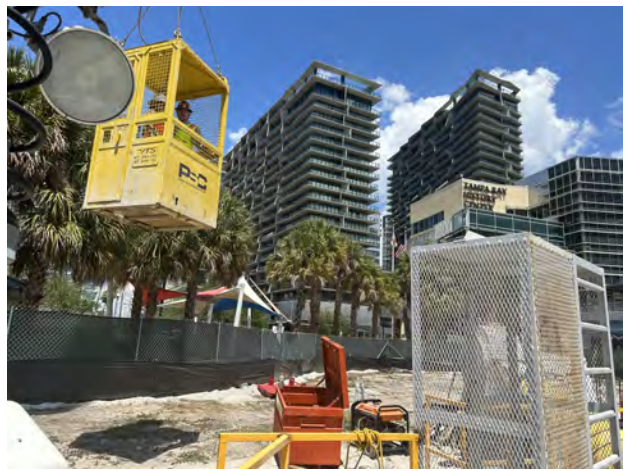
The Wastewater Department's goal is to provide complete and cost-effective service and to respond rapidly to expanding service requirements. To achieve its goal, the department's primary objectives include:

- Development, tracking, and reporting of specific, measurable, and relevant performance metrics;
- Implementation of an effective and efficient asset management program;
- Expansion of cross-training efforts amongst multi-skilled workforce technicians;
- Improving internal and external communication through the use of modern technologies; and
- Rehabilitation and/or replacement of facilities as necessary to maximize reliability and minimize operating costs.

CURRENT OPERATIONS AND INITIATIVES:

In FY2024, the department will maintain the following initiatives in support of its primary objectives:

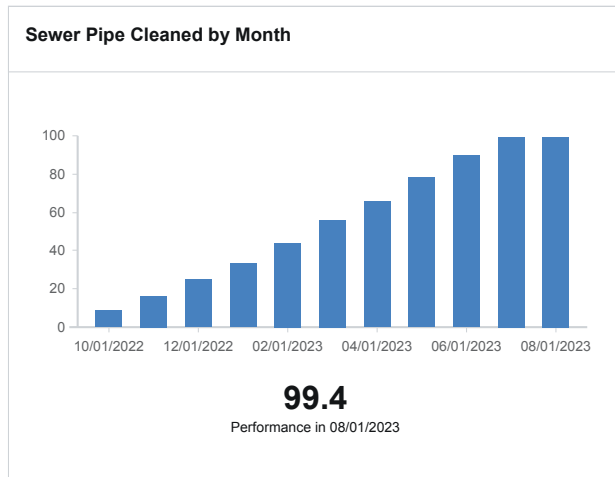
- Award construction phase of the design-build contracts for miscellaneous pumping stations (Church, Sheridan, Meadow Pines, and Oak Haven).
- Award construction contracts for the department's collection system renewal and replacement program under the PIPES Program. In addition, repair and replace deteriorated force mains and gravity sewers located throughout the collection system including the Heights area and the Lake Shore Force Main.
- Award construction phase of the design-build contract for the Howard F. Curren Advanced Wastewater Treatment Plant Master Plan to include the High Purity Oxygen Plant Replacement, Treatment Plant Security Improvements, Diffused Air Reactors Train 1 Flow Meter Replacement, Medium Voltage Cables Replacement, and Sludge Control Building Motor Control Center (MCC) replacements.
- Continue large diameter wastewater pipe cleaning to restore full capacity of the collection system.



Department Performance Measures

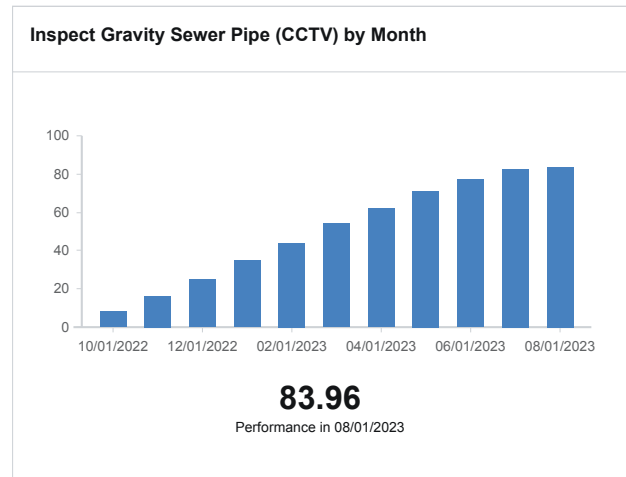
PERFORMANCE CHART STORY: https://stories.opengov.com/tampa/published/d_cuJEGTs

Sewer Pipe Cleaned by Month



Gravity sewer lines are cleaned using eleven (11) sewer cleaner trucks. The gravity sewer lines are cleaned on a seven (7) year cycle and the City has 1,300 miles of gravity sewer lines.

Gravity Sewer Pipe Inspected (CCTV) by Month



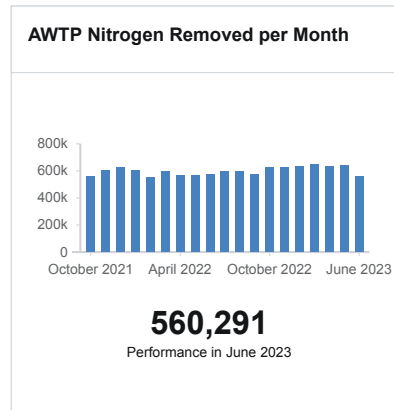
Gravity sewers are inspected using closed circuit television trucks and City crews visually inspect the condition of the pipeline. This information is used to determine the condition of the pipeline, need for rehabilitation, and the priority of the rehabilitation. They are inspected on a seven (7) year cycle.

Wastewater Treated per Month



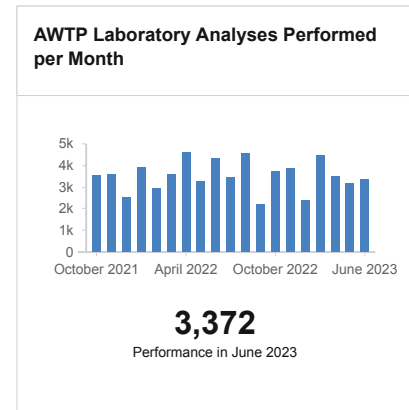
Wastewater treated per month at the Howard F. Curren Advanced Wastewater Treatment Plant.

Nitrogen Removed per Month



Nitrogen removed per month at the Howard F. Curren Advanced Wastewater Treatment Plant.

Laboratory Analyses per Month



Laboratory analyses performed per month at the Howard F. Curren Advanced Wastewater Treatment Plant.

Budget Analysis

Charges for Services increased from Projection FY2023 is primarily due to an increase in monthly base charges and a 3% increase in sewer disposal rates. FY2024 is the fifth year of a 20-year wastewater rate schedule approved by City Council in September 2019.

Personnel Expenses increased from Projection FY2023 due to increases in salaries, healthcare costs, and pensions. Operating Expenses increased from Projection FY2023 due to increases in chemicals, contractual services, and payment-in-lieu of taxes expenses. Other Expenses decrease from Projection FY2023 due to reduced transfers to the capital construction fund.

Operating Budget

Wastewater Budget

	2020 - 21 Actual	2021 - 22 Actual	2022 - 23 Revised Budget	2022 - 23 Projections	2023-24 Recommended Operating Budget
Revenues	\$131,460,579	\$142,584,358	\$158,376,797	\$151,401,291	\$159,721,560
Expenses	\$87,467,380	\$117,805,938	\$160,095,135	\$160,604,551	\$159,721,560
REVENUES LESS EXPENSES	\$43,993,199	\$24,778,419	-\$1,718,338	-\$9,203,260	\$0

For additional information regarding details in these accounts, please click the "View Report" link in the lower right of this table. You will be connected to an interactive version of this report.



Capital Improvement Program Budget

[Wastewater's capital projects are budgeted under various wastewater capital programs. For a detailed report of funding planned under the Wastewater CIP program, please click here.](#)

[For a detailed report of all capital projects and how they may be funded by the FY2024 Budget, please click here.](#)

Note: "To Date" Budget and Actual Balances on the Capital Detail report are as of preparation of the budget and may not match the "To Date" balances on department pages.



Capital Project Details

The Wastewater Department's FY2024 capital improvement budget of \$75.2 million is funded by wastewater rate revenues and wastewater system revenue bonds. The City, like many municipal utilities across the country, has aging wastewater infrastructure. Wastewater will continue its program of replacing old and deteriorated force mains and rehabilitating structurally deficient manholes throughout the City thus increasing system reliability and reducing operating and maintenance costs. When possible, the department will rehabilitate failing gravity lines with no-dig methods such as installing cured-in-place pipe (CIPP) liners, to minimize traffic conflicts, road repairs, and neighborhood/street disruptions.

The department has identified \$36.9 million for various projects at the Howard F. Curren Advanced Wastewater Treatment Plant including treatment plant master plan improvements, replacement of treatment system and plant processing equipment, and electrical, instrumentation, and facility improvements.

In FY2024, the Collection System Program budget is \$23.7 million for collection system repairs/rehabilitation, manhole rehabilitation, and CIPP rehabilitation.

Wastewater's capital budget also includes \$10.9 million for various pumping station projects throughout the City's collection system that include complete pumping station rehabilitation and miscellaneous pumping station repairs.

Cost Allocation for FY2024 is \$3.7 million. The Capital Improvement Program Budget does not include cost allocation in FY2025-FY2028.

Capital Budget

Wastewater CIP Budget

	2023 - 24 Budget	2024 - 25 Budget	2025 - 26 Budget	2026 - 27 Budget	2027 - 28 Budget
Collection System Program	\$23,650,000	\$19,200,000	\$19,500,000	\$16,000,000	\$22,000,000
Cost Allocation Wastewater	\$3,716,261	\$0	\$0	\$0	\$0
H F Curren AWTP Program	\$36,936,000	\$52,214,600	\$58,500,000	\$48,250,000	\$47,750,000
Pumping Stations Program	\$10,875,000	\$31,625,000	\$24,150,000	\$11,300,000	\$26,500,000
TOTAL	\$75,177,261	\$103,039,600	\$102,150,000	\$75,550,000	\$96,250,000



Total Budget

Wastewater Budget

	2020 - 21 Actual	2021 - 22 Actual	2022 - 23 Revised Budget	2022 - 23 Projections	2023 - 24 Recommended Total Budget
Revenues	\$144,203,464	\$351,050,593	\$374,408,513	\$366,714,891	\$264,933,656
Expenses	\$171,515,516	\$191,258,291	\$563,229,752	\$546,896,973	\$264,933,656
REVENUES LESS EXPENSES	-\$27,312,053	\$159,792,302	-\$188,821,239	-\$180,182,082	\$0

For additional information regarding details in these accounts, please click the "View Report" link in the lower right of this table. You will be connected to an interactive version of this report.



Budgeted Position Counts

Wastewater FTE Count

	2019 - 20 FTE Count	2020 - 21 FTE Count	2021 - 22 FTE Count	2022 - 23 FTE Count	2023 - 24 FTE Count
Amalgamated Transit Union	254.00	254.00	253.00	253.00	255.00
Non-Bargaining Group	58.00	58.00	58.00	59.00	56.00
TOTAL	312.00	312.00	311.00	312.00	311.00

For additional information regarding details for these positions, please click the "View Report" link in the lower right of this table. You will be connected to an interactive version of this report.

Water

Fiscal Year 2024 Operating and Capital Budget

Department Finance Information

Department Name: Water

DEPARTMENT WEBSITE: <https://www.tampa.gov/water>

VISION AND MISSION:

The Water Department will inspire trust by providing premier water service and shaping a stronger, more resilient Tampa. We will deliver high-quality water and provide exceptional customer experiences in a safe, reliable, efficient, and sustainable manner, with our skilled, diverse, and committed workforce.

GOALS AND OBJECTIVES:

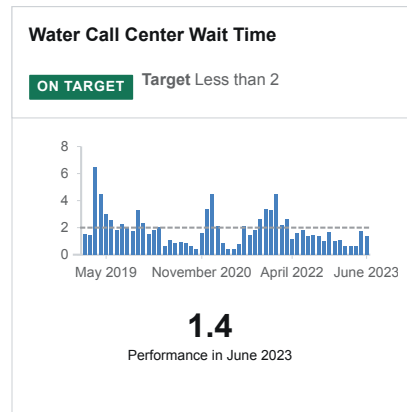
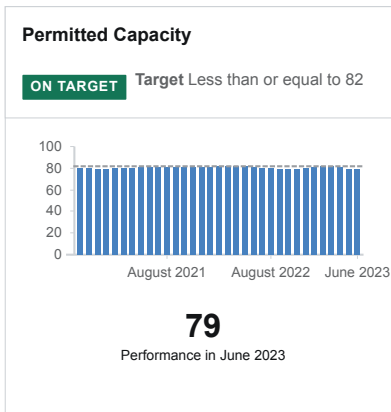
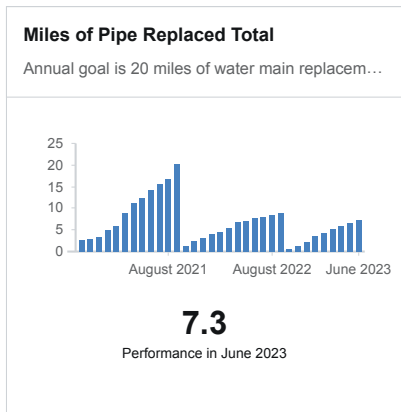
- Build customer and stakeholder satisfaction and trust;
- Maintain infrastructure stability;
- Improve operational resiliency;
- Engage and develop employees;
- Optimize processes; and
- Produce water of high quality exceeding all federal and state requirements.

CURRENT OPERATIONS AND INITIATIVES:

- Ensure that Tampa's water supply can meet demands during normal and emergency conditions;
- Increase renewal and replacement of aging and end-of-life pipes, valves, and treatment facilities;
- Continue to improve customer service by upgrading the utility management system, adding a robust online customer portal, implementing advanced metering infrastructure, and enhancing our social media presence;
- Develop section-level performance measures that support departmental key performance measures and continuous process optimization; and
- Continued participation in the Partnership for Safe Water, a commitment to our customers to deliver drinking water of such high quality that well exceeds regulatory requirements.

Department Performance Measures

PERFORMANCE CHART STORY: <https://stories.opengov.com/tampaf1/published/DT3U6Up2g>



Under the City’s PIPES (Progressive Infrastructure Planning to Ensure Sustainability) program, the Water Department is committed to invest in Tampa’s tomorrow by taking a proactive approach to renew our infrastructure and create a more resilient and sustainable water system. The Water Department monitors this parameter monthly to meet our annual replacement goal of 20 miles and ensure Tampa has reliable water infrastructure.

Permitted capacity is the maximum average amount of water the Water Department is permitted to withdraw from the Hillsborough River on a twelve month basis. Current withdrawal is the average amount of water the Water Department has withdrawn in the preceding twelve months.

The call center takes all utility-related calls for questions regarding bills, requests for new service, etc.

The average amount of time a caller is waiting on hold is shown in this chart in minutes.

Operating Budget Analysis

Charges for Services increased from Revised FY2023 primarily attributable to an increase in monthly base charges and an 11% increase in water consumption rates. FY2024 is the fifth year of a 20-year water rate schedule approved by City Council in September 2019.

Personnel Expenses increased from Projection FY2023 due to increases in salaries, healthcare costs, and pensions. Operating Expenses increased from Projection FY2023 due to increased professional services, chemicals, payment-in-lieu of taxes, and payment-in-lieu of franchise fee expenses. Other Expenses increased from Projection FY2023 due to increased transfers to the capital construction fund.

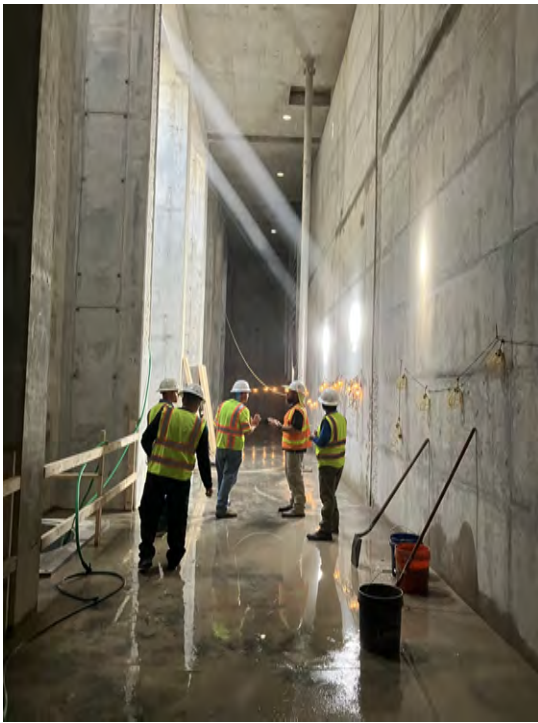
Operating Budget

Water Budget

	2020 - 21 Actual	2021 - 22 Actual	2022 - 23 Revised Budget	2022 - 23 Projections	2023-24 Recommended Operating Budget
Revenues	\$150,340,558	\$170,536,005	\$183,355,882	\$189,250,944	\$211,183,695
Expenses	\$102,018,394	\$163,445,017	\$185,984,559	\$160,664,351	\$211,183,695
REVENUES LESS EXPENSES	\$48,322,164	\$7,090,988	-\$2,628,677	\$28,586,593	\$0

For additional information regarding details in these accounts, please click the "View Report" link in the lower right of this table. You will be connected to an interactive version of this report.





Capital Project Details

In FY2024, Water's \$70.2 million capital improvement program budget is funded by water rate revenues and water system revenue bonds. The department's capital improvement budget includes projects that provide for replacement of aging water distribution system infrastructure, upgrades and replacements needed at treatment facilities and remote pump stations, other projects that enhance the water system operations by leveraging technology, and proactively provide a sustainable water supply for the region.

This plan includes \$40.2 million of capital improvements to the City's aging water distribution system infrastructure and facilities and includes the valve, hydrant, existing meter and fire line replacement programs, new water meter service installations, and water main replacement projects.

The Water Production Program's capital budget of \$25.5 million includes capital improvements that optimize treatment, improve treated water quality, reduce operating costs, and enhance treatment and operations such as the construction of the high service pump station, chemical system improvements, filter improvements, water department building improvements.

Additionally in FY2024, \$1.0 million is being invested within the Other Water Program for projects such as implementation of the advanced metering infrastructure and enterprise work order and asset management system and \$0.1 million within the Water Sustainability Program for sustainable water supply-related projects such as Sulphur Springs flow augmentation.

Cost Allocation for FY2024 is \$3.4 million. The Capital Improvement Program Budget does not include cost allocation in FY2025-FY2028.

Water is also contributing nearly \$19.0 million in FY2024 towards the construction on the Comprehensive Infrastructure for Tampa's Neighborhoods project which is reported within Infrastructure & Mobility Administration.

Capital Improvement Program Budget

[Water's capital projects are budgeted under various water capital programs. For a detailed report of funding planned under the Water CIP program, please click here.](#)

[For a detailed report of all capital projects and how they may be funded by the FY2024 Budget, please click here.](#)

Note: "To Date" Budget and Actual Balances on the Capital Detail report are as of preparation of the budget and may not match the "To Date" balances on department pages.

Water Department by Project

	2023 - 24 Budget	2024 - 25 Budget	2025 - 26 Budget	2026 - 27 Budget	2027 - 28 Budget
Water Production Program	\$25,500,036	\$93,594,747	\$101,039,341	\$71,308,000	\$84,981,500
Water Distribution Program	\$40,210,192	\$46,460,877	\$68,547,706	\$80,896,642	\$68,469,589
Other Water Program	\$1,000,000	\$8,000,000	\$8,000,000	\$8,000,000	\$8,000,000
Water Sustainability Program	\$132,250	\$1,200,000	\$3,125,000	\$3,250,000	\$0
Cost Allocation Water	\$3,381,388	\$0	\$0	\$0	\$0
TOTAL	\$70,223,866	\$149,255,624	\$180,712,047	\$163,454,642	\$161,451,089



Total Budget *

Water Budget

	2020 - 21 Actual	2021 - 22 Actual	2022 - 23 Revised Budget	2022 - 23 Projections	2023 - 24 Recommended Total Budget
Revenues	\$179,161,381	\$420,896,034	\$386,784,179	\$392,831,484	\$346,324,149
Expenses	\$206,342,489	\$274,112,690	\$660,007,980	\$670,705,232	\$327,349,149
REVENUES LESS EXPENSES	-\$27,181,108	\$146,783,344	-\$273,223,801	-\$277,873,748	\$18,975,000

For additional information regarding details in these accounts, please click the "View Report" link in the lower right of this table. You will be connected to an interactive version of this report.

*Total budget might vary from the sum of operating and capital budgets by funds appropriated under other departments.



Budgeted Position Counts

Water FTE Count

	2019 - 20 FTE Count	2020 - 21 FTE Count	2021 - 22 FTE Count	2022 - 23 FTE Count	2023 - 24 FTE Count
Amalgamated Transit Union	250.50	267.50	268.50	283.50	273.50
Non-Bargaining Group	69.00	80.00	85.00	90.00	93.00
TOTAL	319.50	347.50	353.50	373.50	366.50

For additional information regarding details for these positions, please click the "View Report" link in the lower right of this table. You will be connected to an interactive version of this report.

Facility Management

Fiscal Year 2024 Operating and Capital Budget

Department Finance Information

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 City of Tampa facilities to the highest standard and with a focus on sustainability and resiliency. Its mission is to provide quality maintenance and repair service for all City facilities through professional experience, knowledge, and craftsmanship to support City facility occupants and the citizens they serve.

GOALS AND OBJECTIVES:

- Advance the Resilient Tampa efforts to maximize energy savings and improve lighting levels through continued installations of energy management systems and upgraded lighting in more than 500 City facilities;
- Complete 95% of the annual maintenance and repair work orders within 180 days;
- iProtect and prolong the lifecycle of the City's 2,680 pieces of mechanical equipment by focusing on increased equipment preventative maintenance;
- Enhance customer service and accountability to customers, by providing quarterly reports to ensure customer satisfaction;
- increased training and access to utility maintenance software system, WebTMA;
- Continue installation of anti-microbial furniture and hands-free door hardware, soap and paper towel dispensers, automatic faucets and flush valves in various city facilities;

CURRENT OPERATIONS AND INITIATIVES:

- Provide maintenance, repair, and contractual services for office buildings and departmental facilities including the Fire, Parks & Recreation, and Police departments;
- Continue to implement energy saving measures such as lighting upgrades and energy management systems;
- Improve and implement time management measures and procedural changes to reduce overtime;
- Support the City's Resilient Tampa commitment with the installation of electric vehicle charging stations and improvement of aging infrastructure.

Department Performance Measures

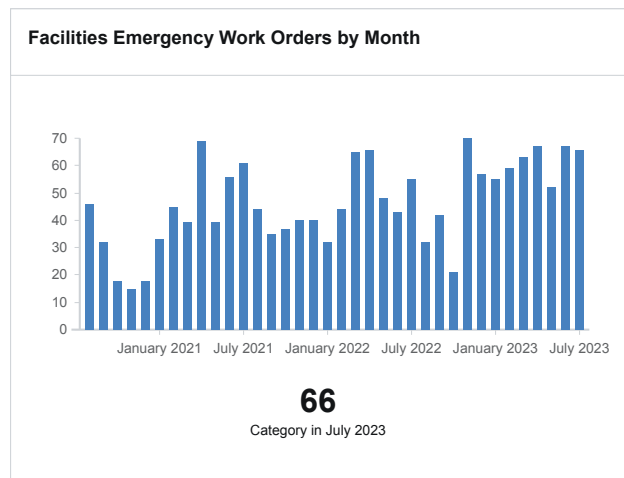
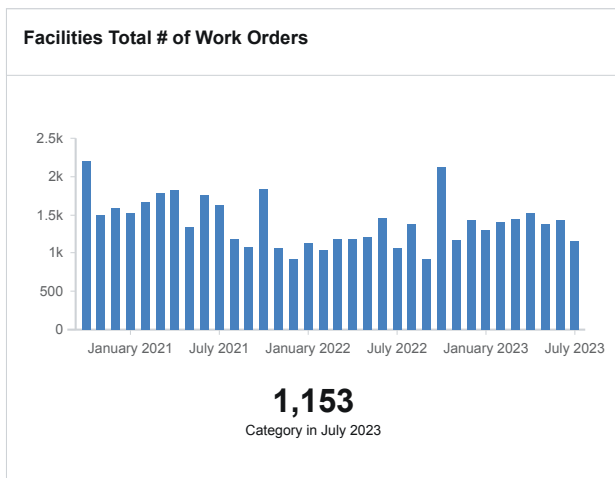
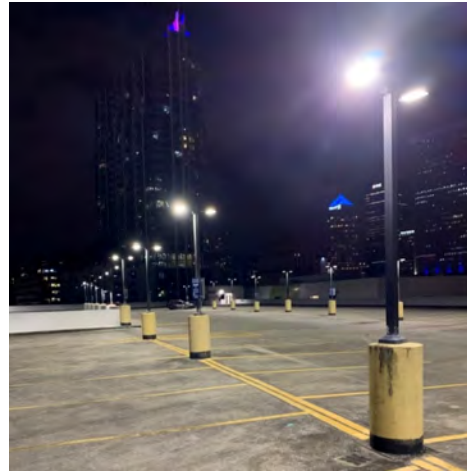
PERFORMANCE CHART STORY: <https://stories.opengov.com/tampa/published/H6nyWewzu>

Facility Management has a full range of production services available. These services are provided to maintain, operate, and repair the mechanical, electrical and architectural systems:

- Reduce overall number of open work orders
- Carpentry
- Electrical
- Lighting maintenance
- Locksmith
- Heating, ventilation and air conditioning
- Plumbing

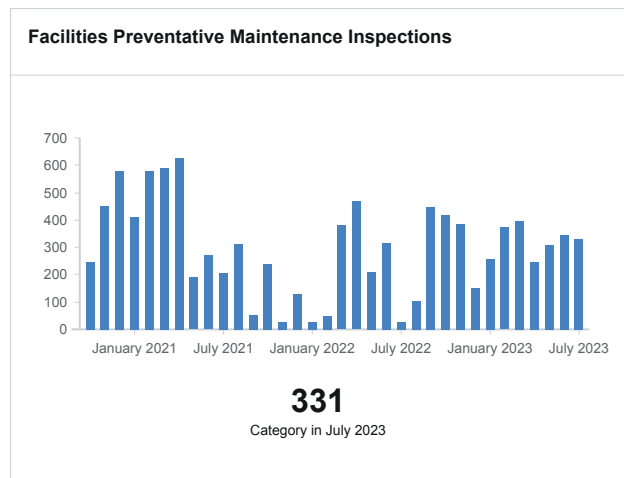
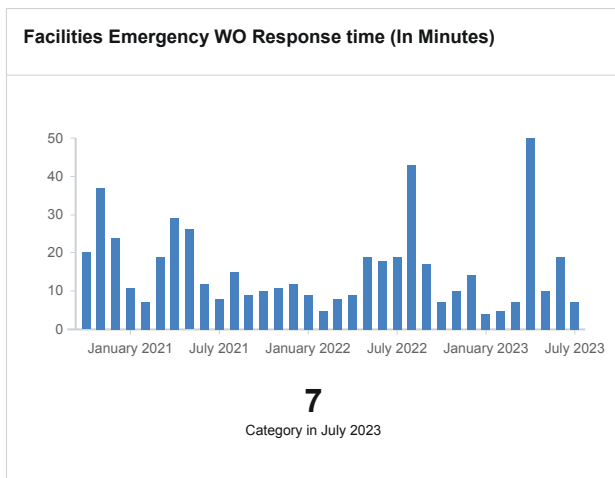
- Grounds maintenance
- Contract services: custodial services, window cleaning, pest control, life safety inspections/services, pressure washing

Facility Management utilizes WebTMA, a web-based work management application, which provides a convenient means to request service or report needed repairs.



This chart displays the total number of work orders by month.

This chart displays the number of emergency work orders by month.



This chart displays the response time for emergency work orders by month.

This chart displays the number of preventative maintenance inspections by month.

Operating Budget Analysis

No revenues are earned by this General Fund department. General revenues provide all funding.

Personnel Expenses increased from Projection FY2023 due to increases in salaries, healthcare costs, and pensions. Operating Expenses increased from Projection FY2023 due to increased funding for contractual services and operating costs for Hanna City Center.

Operating Budget

Facility Management Budget

	2020 - 21 Actual	2021 - 22 Actual	2022 - 23 Revised Budget	2022 - 23 Projections	2023-24 Recommended Operating Budget
Revenues	\$27,120	\$1,149	\$0	\$0	\$0
Expenses	\$15,153,887	\$16,154,650	\$18,845,111	\$18,415,061	\$20,499,825
REVENUES LESS EXPENSES	-\$15,126,767	-\$16,153,500	-\$18,845,111	-\$18,415,061	-\$20,499,825

For additional information regarding details in these accounts, please click the "View Report" link in the lower right of this table. You will be connected to an interactive version of this report.



Capital Project Details

In FY2024, \$3.4 million in Utilities Services Taxes are identified for the Facility Management Division. \$2.4 million will be used by the division towards its rehabilitation programs that address facility renovations/improvements, roof replacement, climate control/HVAC upgrades, and citywide departmental relocations. In addition, \$1.0 million will fund new generators, electrical upgrades, exterior brick upgrades, and driveway and apron replacement at various fire stations throughout the City.

The Capital Improvement Program Budget does not include cost allocation.

[For a detailed report of all capital projects and how they may be funded by the FY2024 Budget, please click here.](#)

Note: "To Date" Budget and Actual Balances on the Capital Detail report are as of preparation of the budget and may not match the "To Date" balances on department pages.

Capital Improvement Program Budget

Facility Mgmt CIP

	2023 - 24 Budget	2024 - 25 Budget	2025 - 26 Budget	2026 - 27 Budget	2027 - 28 Budget
Barksdale Senior Center Air Conditioning Upgrade	\$0	\$200,000	\$0	\$0	\$0
Citywide Backflow Preventer Installations	\$0	\$150,000	\$150,000	\$150,000	\$150,000
Citywide Climate Control - HVAC	\$400,000	\$200,000	\$200,000	\$200,000	\$200,000

	2023 - 24 Budget	2024 - 25 Budget	2025 - 26 Budget	2026 - 27 Budget	2027 - 28 Budget
Citywide Department Relocations	\$200,000	\$0	\$0	\$0	\$0
Citywide Facility Improvements	\$400,000	\$400,000	\$300,000	\$400,000	\$400,000
Citywide Facility Roof Repl	\$400,000	\$500,000	\$600,000	\$500,000	\$500,000
Citywide LED and Programmable Lighting Systems	\$0	\$150,000	\$150,000	\$150,000	\$150,000
Hunt Community Center Air Conditioning Upgrade	\$0	\$0	\$540,000	\$0	\$0
Kate Jackson Air Conditioning Upgrade	\$0	\$0	\$616,000	\$0	\$0
Parks & Recreation Infrastructure Painting Upgrade	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000
Port Tampa Community Center Air Conditioning Upgrade	\$630,000	\$0	\$0	\$0	\$0
TFR Driveway & Apron Repl	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000
TFR FS No 1 Waterproof Windows	\$0	\$0	\$0	\$500,000	\$0
TFR FS No 10 - Electric Upgrade for Generator Installation	\$80,000	\$0	\$0	\$0	\$0
TFR FS No 10 Exterior Brick Upgrade	\$0	\$250,000	\$0	\$0	\$0
TFR FS No 12 - Generator and Transfer Switch Replacement	\$85,000	\$85,000	\$0	\$0	\$0
TFR FS No 13 - Generator and Transfer Switch Replacement	\$85,000	\$85,000	\$0	\$0	\$0
TFR FS No 15 - Electric Upgrade for Generator Installation	\$90,000	\$0	\$0	\$0	\$0
TFR FS No 16 - Generator and Transfer Switch Replacement	\$60,000	\$60,000	\$0	\$0	\$0
TFR FS No 18 - Generator and Transfer Switch Replacement	\$60,000	\$60,000	\$0	\$0	\$0
TFR FS No 3 - Generator & Transfer Switch Replacement	\$85,000	\$85,000	\$0	\$0	\$0
TFR FS No 5 - Electric Upgrade for Generator Installation	\$125,000	\$0	\$0	\$0	\$0
TFR FS No 6 Exterior Brick Upgrade	\$250,000	\$0	\$0	\$0	\$0
TMOB Lobby Upgrades	\$250,000	\$250,000	\$0	\$0	\$0
TMOB Restroom Upgrades	\$0	\$500,000	\$500,000	\$0	\$0
TPD District 3 Air Conditioning Upgrade	\$0	\$0	\$0	\$720,000	\$0
TOTAL	\$3,400,000	\$3,175,000	\$3,256,000	\$2,820,000	\$1,600,000



Total Budget

Facility Management Budget

	2020 - 21 Actual	2021 - 22 Actual	2022 - 23 Revised Budget	2022 - 23 Projections	2023 - 24 Recommended Total Budget
Revenues	\$47,450	\$151,149	\$2,537,548	\$1,015,320	\$0
Expenses	\$21,125,710	\$57,060,567	\$132,395,845	\$129,932,861	\$24,199,825
REVENUES LESS EXPENSES	-\$21,078,260	-\$56,909,418	-\$129,858,297	-\$128,917,541	-\$24,199,825

For additional information regarding details in these accounts, please click the "View Report" link in the lower right of this table. You will be connected to an interactive version of this report.

Budgeted Position Counts

Facility Management FTE Count

	2019 - 20 FTE Count	2020 - 21 FTE Count	2021 - 22 FTE Count	2022 - 23 FTE Count	2023 - 24 FTE Count
Amalgamated Transit Union	50.50	50.50	52.50	53.75	56.00
Non-Bargaining Group	13.00	13.00	13.00	13.00	14.00
TOTAL	63.50	63.50	65.50	66.75	70.00

For additional information regarding details for these positions, please click the "View Report" link in the lower right of this table. You will be connected to an interactive version of this report.

Facility Management Division in Action

If you have any additional questions or would like to see more please visit <https://www.tampagov.net/logistics-and-asset-management>



Fleet Maintenance

Fiscal Year 2024 Operating and Capital Budget

Department Finance Information

Department Name: Fleet Maintenance

DEPARTMENT WEBSITE: <https://www.tampa.gov/logistics-and-asset-management>

VISION AND MISSION:

The vision of the Logistics & Asset Management Department's 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:

- Maintain average vehicle availability rate of 90%;
- Transition light duty fleet to 100% sustainable vehicles by 2035;
- Transition total fleet to 100% sustainable vehicles by 2045;
- Address City's deferred equipment backlog with effective vehicle replacement plan; and
- Collaborate with departments to improve preventative maintenance compliance.

CURRENT OPERATIONS AND INITIATIVES:

The division provides City operating departments with two dedicated repair and maintenance facilities to service city vehicles and equipment. Maintenance on most vehicles is provided at the City's central garage complex and fire equipment maintenance facility. Some repair and preventive maintenance services are performed off-site site for customer convenience and economy. Fleet Maintenance is also responsible for ensuring that the City has an ample fuel supply to support all operational needs.

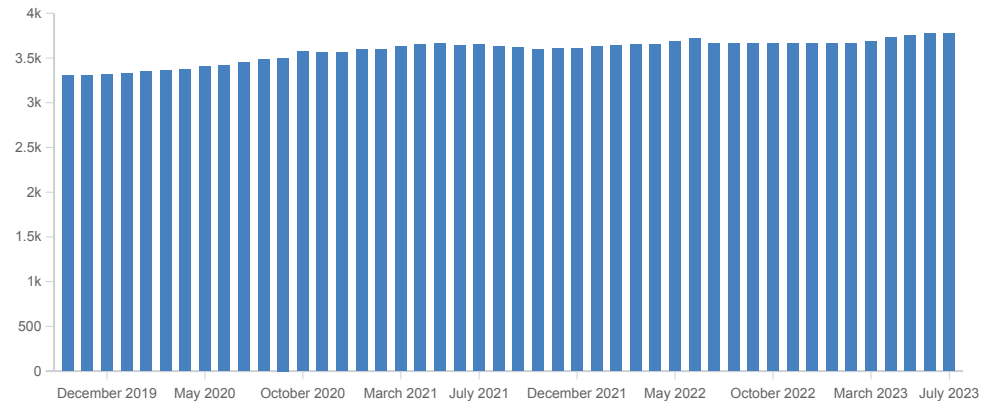
- Establish city-wide, sustainable, vehicle purchasing plan;
- Upgrade Fleet Information Management Software System
- Upgrade Fleet Maintenance Management System and integrate other current technologies to improve communication and customer service;
- Create strategic maintenance plan to ensure vehicle availability and operational readiness.

Division Performance Measures

PERFORMANCE CHART STORY: <https://stories.opengov.com/tampa/published/BOuloKV1Y>

Number of Vehicles Available by Month

Data Updated Aug 03, 2023, 4:42 PM



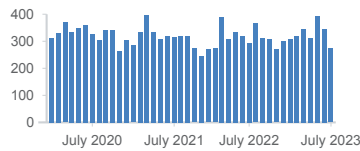
3,778

Summary in July 2023

Total number of vehicles available by month.

Fleet: Timely, Quality Service & Repairs

Preventative Maintenance Completed by Month

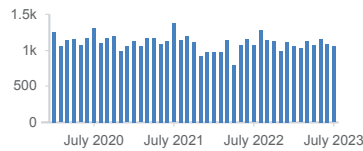


275

Summary in July 2023

This chart displays preventative maintenance service performed by month.

Fleet Work Orders Opened by Month

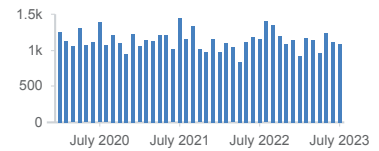


1,047

Summary in July 2023

This chart displays the total number of work orders opened by month.

Fleet Work Orders Closed by Month

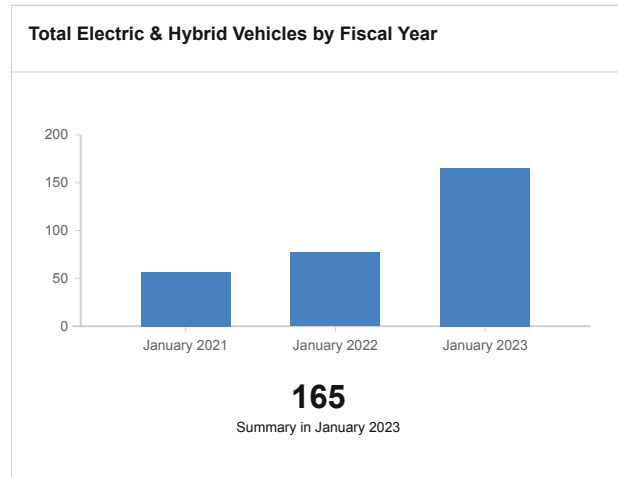


1,087

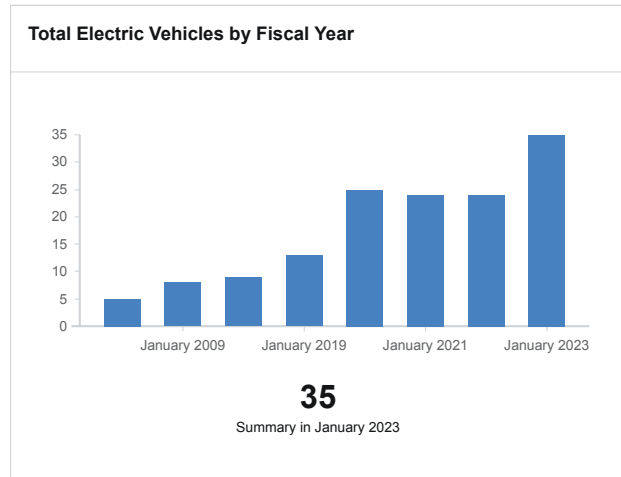
Summary in July 2023

This chart displays the total number of work orders closed by month.

Alternate Fuel Efforts



This chart displays the total number of electric & hybrid vehicles by year.



This chart displays the total number of electric vehicles by year.

Operating Budget Analysis

Revenues for this division are generated by services billed to other City departments.

Personnel Expenses increased from Projection FY2023 due to increases in salaries, healthcare costs, and pensions.

Operating Budget

Fleet Maintenance Budget

	2020 - 21 Actual	2021 - 22 Actual	2022 - 23 Revised Budget	2022 - 23 Projections	2023-24 Recommended Operating Budget
Revenues	\$19,329,015	\$24,648,637	\$29,313,270	\$29,020,378	\$29,904,915
Expenses	\$19,530,200	\$22,623,955	\$29,428,972	\$29,020,378	\$29,904,915
REVENUES LESS EXPENSES	-\$201,185	\$2,024,682	-\$115,702	\$0	\$0

For additional information regarding details in these accounts, please click the "View Report" link in the lower right of this table. You will be connected to an interactive version of this report.



Capital Project Details

In FY2024, the Fleet Maintenance Division's \$0.5 million capital improvement program budget, funded by utilities services taxes, provides for the purchase and installation of electric vehicle charging infrastructure for the City's EV fleet advancing the City's initiative to transition its fleet to alternative fuel and EVs by 2045.

The Capital Improvement Program Budget does not include cost allocation.

[For a detailed report of all capital projects and how they may be funded by the FY2024 Budget, please click here.](#)

Note: "To Date" Budget and Actual Balances on the Capital Detail report are as of preparation of the budget and may not match the "To Date" balances on department pages.

Capital Improvement Program Budget

Fleet Maintenance CIP Budget

	2023 - 24 Budget	2024 - 25 Budget	2025 - 26 Budget	2026 - 27 Budget	2027 - 28 Budget
Citywide Electric Vehicle (EV) Charging Infrastructure	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000
TOTAL	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000



Total Budget *

Other Expenses increased from Projection FY2023 due to vehicle replacements for the Fire, Police, Transportation, and general government departments.

Fleet Maintenance Budget

	2020 - 21 Actual	2021 - 22 Actual	2022 - 23 Revised Budget	2022 - 23 Projections	2023 - 24 Recommended Total Budget
Revenues	\$22,767,015	\$30,169,227	\$34,753,270	\$34,423,378	\$79,098,061
Expenses	\$19,697,833	\$22,968,201	\$30,390,593	\$29,976,482	\$76,214,130
REVENUES LESS EXPENSES	\$3,069,182	\$7,201,026	\$4,362,677	\$4,446,896	\$2,883,931

For additional information regarding details in these accounts, please click the "View Report" link in the lower right of this table. You will be connected to an interactive version of this report.

**Total budget might vary from the sum of operating and capital budgets by funds appropriated under other departments.*

Budgeted Position Counts

Fleet Maintenance FTE Count

	2019 - 20 FTE Count	2020 - 21 FTE Count	2021 - 22 FTE Count	2022 - 23 FTE Count	2023 - 24 FTE Count
Amalgamated Transit Union	53.00	55.00	58.00	58.00	56.00

	2019 - 20 FTE Count	2020 - 21 FTE Count	2021 - 22 FTE Count	2022 - 23 FTE Count	2023 - 24 FTE Count
Non-Bargaining Group	9.00	9.00	10.00	10.00	10.00
TOTAL	62.00	64.00	68.00	68.00	66.00

For additional information regarding details for these positions, please click the "View Report" link in the lower right of this table. You will be connected to an interactive version of this report.

Logistics & Asset Management

Fiscal Year 2024 Operating and Capital Budget

Department Finance Information

Department Name: Logistics & Asset Management

DEPARTMENT WEBSITE: <https://www.tampa.gov/logistics-and-asset-management>

Logistics & Asset Management Administration is responsible for coordinating and managing the [Facility Management](#) and [Fleet Maintenance](#) divisions.

Department Performance Measures

FACILITY MANAGEMENT DIVISION - PERFORMANCE CHART STORY:

<https://stories.opengov.com/tampa/published/H6nyWewzu>

FLEET MAINTENANCE DIVISION - PERFORMANCE CHART STORY:

<https://stories.opengov.com/tampa/published/BOuloKV1Y>



Operating Budget Analysis

No revenues are earned by this General Fund department. General revenues provide all funding.

Personnel expenses increased from Projection FY2023 due to increases in salaries, healthcare costs, and pensions.

Operating Budget

Logistics & Asset Management Budget

	2020 - 21 Actual	2021 - 22 Actual	2022 - 23 Revised Budget	2022 - 23 Projections	2023-24 Recommended Operating Budget
Expenses	\$236,245	\$230,605	\$362,658	\$328,315	\$415,529
REVENUES LESS EXPENSES	-\$236,245	-\$230,605	-\$362,658	-\$328,315	-\$415,529

For additional information regarding details in these accounts, please click the "View Report" link in the lower right of this table. You will be connected to an interactive version of this report.

Total Budget

Logistics & Asset Management Administration Budget

	2020 - 21 Actual	2021 - 22 Actual	2022 - 23 Revised Budget	2022 - 23 Projections	2023 - 24 Recommended Total Budget
Expenses	\$236,245	\$230,605	\$362,658	\$328,315	\$415,529
REVENUES LESS EXPENSES	-\$236,245	-\$230,605	-\$362,658	-\$328,315	-\$415,529

For additional information regarding details in these accounts, please click the "View Report" link in the lower right of this table. You will be connected to an interactive version of this report.



Budgeted Position Counts

	2018 - 19 FTE Count	2019 - 20 FTE Count	2020 - 21 FTE Count	2021 - 22 FTE Count	2022 - 23 FTE Count
Non-Bargaining Group	2.00	2.00	1.00	1.00	2.00
TOTAL	2.00	2.00	1.00	1.00	2.00

For additional information regarding details for these positions, please click the "View Report" link in the lower right of this table. You will be connected to an interactive version of this report.

Solid Waste & Environmental Program Management

Fiscal Year 2024 Operating and Capital Budget

Department Finance Information

Department Name: Solid Waste & Environmental Program Management

DEPARTMENT WEBSITE: <https://www.tampa.gov/solid-waste>

VISION AND MISSION:

The Department of Solid Waste & 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 safe 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, CURRENT OPERATIONS AND INITIATIVES:

- Complete bi-weekly scheduled preventative maintenance inspections to maintain fleet availability at or above 80%.
- Continue to increase the McKay Bay Waste-to-Energy (WTE) Facility's availability and reliability by investing in improvements to the plant and completing the WTE retrofit/upgrade project. These improvements will help the facility, in future years, reach and maintain operational availability at or above 92% to minimize waste diversions.
- Reduce recycling contamination from 35.7% to below 30% to protect the City's recycling programs. This will be measured through annual composition studies through the processing and marketing of recyclable materials agreement. The department will establish a schedule for continuous field cart inspections, enhanced education, outreach campaigns, partnerships with local institutions and community engagement.
- Incorporate route software management tools to improve service delivery and operational procedures. This initiative will decrease and equalize collection points on each route and improve average collection times for residential and commercial routes.
- Reduce overtime costs by lowering the departmental vacancy rate to below 5% using improved hiring outreach efforts and onboarding practices, and implementing collection and special event clean-up industry best practices.
- Complete rate study to right-size the rates and fees associated with providing solid waste services.

Current Operations and Initiatives:

- Serve as a sustainability leader in greenhouse gas emission reduction with the use of our on-site compressed natural gas fueling station and increase departmental alternative fuel vehicles, including electric vehicles, to over 120.
- Complete commercial account and service audits to ensure accurate container types, collection schedules, and billing.
- Reduce solid waste collection accidents and incidents, the nation's 5th most dangerous industry, with a safety observation program to proactively identify and address hazards and risks, increased precautionary training, communications, incentive programs, and technology.



Department Performance Measures

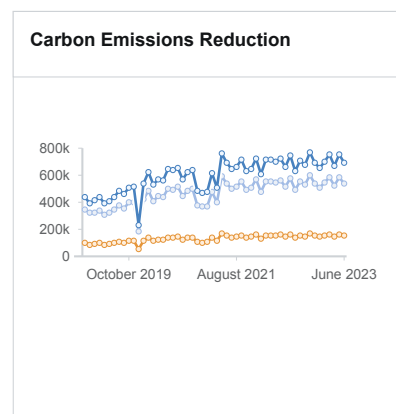
PERFORMANCE CHART STORY: <https://stories.opengov.com/tampa/published/N4d2ePg94>

Disposal Methods



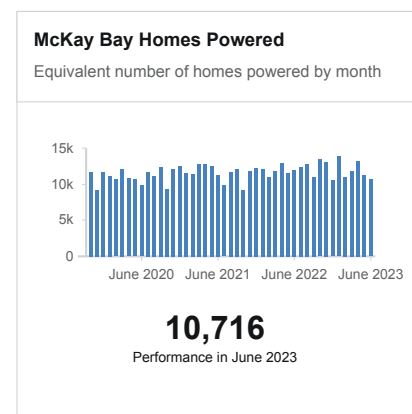
City of Tampa Solid Waste System uses various disposal methods to manage and monitor waste materials as it moves through the waste stream. The McKay Bay Waste-to-Energy Facility is the primary disposal method, and generates enough electricity to supply the equivalent of up to 15,000 homes. Our McKay Bay transfer Station receives wastes from the solid waste department collection crews, other city departments, private waste haulers, and residential utility customers.

CNG Fleet Impact



The department is committed to reducing its carbon footprint, and currently has 22 compressed natural gas (CNG) trucks in its fleet, which contribute to the goal by reducing the amount of carbon dioxide (CO₂) emitted. CNG trucks are environmentally-friendly vehicles that emit approximately 40% less greenhouse gas than diesel trucks; they offer extended engine life and cost less to maintain.

Fuel Savings



The McKay Bay Waste-to-Energy Facility safely converts the solid waste collected into renewable electric energy which is used to supply power to local electric grids. The facility generates enough electricity to serve the equivalent of up to 15,000 homes each month.



Operating Budget Analysis

Charges for Services decreased from Projection FY2023 primarily due to reduced energy sales while the waste-to-energy facility is shut down for several months for the retrofit project.

Personnel Expenses increased from Projection FY2023 due to increases in salaries, healthcare costs, and pensions. Operating Expenses increased from Projection FY2023 for contractual services and repair & maintenance expenses. Capital Expenses decreased from Projection FY2023 primarily due to reduced funding for solid waste carts/containers and vehicles/equipment.

Operating Budget

Solid Waste & Environmental Program Management Budget

	2020 - 21 Actual	2021 - 22 Actual	2022 - 23 Revised Budget	2022 - 23 Projections	2023-24 Recommended Operating Budget
Revenues	\$98,459,162	\$106,856,317	\$118,891,134	\$112,582,512	\$122,409,876
Expenses	\$95,993,999	\$111,423,799	\$126,420,761	\$122,594,862	\$122,499,425
REVENUES LESS EXPENSES	\$2,465,163	-\$4,567,482	-\$7,529,627	-\$10,012,350	-\$89,549

For additional information regarding details in these accounts, please click the "View Report" link in the lower right of this table. You will be connected to an interactive version of this report.





Capital Project Details

In FY2024, Solid Waste's \$101.8 million capital improvement program budget is funded by future loan/debt proceeds. The department's capital improvement budget includes projects that provide for replacement of aging system infrastructure, upgrades and replacements at the WTE facility and complex, and other projects that enhance solid waste system operations.

Within the Solid Waste Management & Infrastructure Improvements Program, the capital budget of \$51.8 million primarily includes \$43.0 million for relocation and consolidation of department operations from Spruce Steet to the 34th Street/McKay Bay Complex. Other infrastructure projects in FY2024 include renovation of the original transfer station, truck wash facility renovations, route optimization, and property acquisition for expansion of Solid Waste's McKay Bay complex.

Additionally, in FY2024, \$48.0 million is identified within the McKay Bay Waste-to-Energy Facility Program for projects that provide for retrofit of the WTE facility including ash floors and bunkers repairs, pump and equipment improvements, stack repairs, turbine overhaul, and replacement of the cooling tower and condensate system, turbines, main transformer, and refuse crane, and other facility upgrades and improvements.

Cost Allocation for FY2024 is nearly \$2.0 million. The Capital Improvement Program Budget does not include cost allocation in FY2025-FY2028.

Capital Improvement Program Budget

Solid Waste & Environmental Program Management's capital projects are budgeted under various solid waste capital programs. For a detailed report of funding planned under the Solid Waste CIP program, please click here.

For a detailed report of all capital projects and how they may be funded by the FY2024 Budget, please click here.

Note: "To Date" Budget and Actual Balances on the Capital Detail report are as of preparation of the budget and may not match the "To Date" balances on department pages.

Solid Waste CIP Budget

	2023 - 24 Budget	2024 - 25 Budget	2025 - 26 Budget	2026 - 27 Budget	2027 - 28 Budget
Cost Allocation Solid Waste	\$1,977,809	\$0	\$0	\$0	\$0
Relocation Plan	\$43,000,000	\$19,900,000	\$0	\$0	\$0
Solid Waste Management & Infrastructure Improvements Program	\$8,780,000	\$2,000,000	\$425,000	\$0	\$5,800,000
Solid Waste McKay Bay Waste-to-Energy Facility Program	\$48,073,000	\$10,475,000	\$6,500,000	\$34,650,000	\$6,100,000
Spruce Street Brownfield Remediation Project	\$0	\$0	\$0	\$11,000,000	\$0
TOTAL	\$101,830,809	\$32,375,000	\$6,925,000	\$45,650,000	\$11,900,000

Virtual Tour of the City's McKay Bay Waste-to-Energy Facility



Total Budget*

Solid Waste & Environmental Program Management Budget

	2020 - 21 Actual	2021 - 22 Actual	2022 - 23 Revised Budget	2022 - 23 Projections	2023 - 24 Recommended Total Budget
Revenues	\$116,546,052	\$124,266,212	\$225,828,701	\$219,484,004	\$227,240,685
Expenses	\$120,554,788	\$119,466,579	\$272,145,329	\$265,146,602	\$227,330,234
REVENUES LESS EXPENSES	-\$4,008,737	\$4,799,633	-\$46,316,628	-\$45,662,598	-\$89,549

For additional information regarding details in these accounts, please click the "View Report" link in the lower right of this table. You will be connected to an interactive version of this report.

*Total budget might vary from the sum of operating and capital budgets by funds appropriated under other departments.

Budgeted Position Counts

Solid Waste & Environmental Program Management FTE Count

	2019 - 20 FTE Count	2020 - 21 FTE Count	2021 - 22 FTE Count	2022 - 23 FTE Count	2023 - 24 FTE Count
Amalgamated Transit Union	184.50	231.50	239.00	252.00	249.00
Non-Bargaining Group	28.00	39.00	38.00	41.00	44.00
TOTAL	212.50	270.50	277.00	293.00	293.00

For additional information regarding details for these positions, please click the "View Report" link in the lower right of this table. You will be connected to an interactive version of this report.



Parking

Fiscal Year 2024 Operating and Capital Budget

Department Finance Information

Department Name: Parking

DEPARTMENT WEBSITE: <https://www.tampa.gov/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 adaption and embracing City of Tampa Vision Zero Initiative;
- Identify and implement best practices in Urban Parking Management;
- Developing specific, data-driven performance metrics for Urban Parking Management;
- Improving Parking long-term sustainability plans;
- Re-invest into multimodal options to connect parking with key origins and destinations;
- Implement an advanced capital improvement program;
- Continue to expand the parking inventory to citizens, as well as enhance revenue opportunities; and
- Capitalize on non-traditional revenue improvement and expense reduction opportunities.

Current Operations and Initiatives:

- Modernizing the City's current parking revenue management system;
- Continue comprehensive construction and maintenance of all parking structures;
- Expanding paid parking areas;
- Adding 3 more mobile payment applications to the existing mobile app;
- Continue the implementation of the strategic mobility goals; and
- Continue to improve customer experience through additional contactless technologies.



Operating Budget Analysis

Charges for Services increased from Projected FY2023 due to increases in monthly parking permits, daily (hourly), on-street, and arena/special event parking rates as well as a projected increase in on-street, arena, and special event parking demand. Judgements, Fines, and Forfeits increased due to a projected increase in parking tickets.

Personnel Expenses increased from Projected FY2023 due to increases in salaries, healthcare costs, and pensions. Operating Expenses increased due to increases in repair and maintenance costs and the second year of the City's eBike Voucher Program. Transfers to the Parking CIP Fund increased from Projected FY2023 due to newly approved FY2024 capital projects.

Operating Budget

	2020 - 21 Actual	2021 - 22 Actual	2022 - 23 Revised Budget	2022 - 23 Projections	2023-24 Recommended Operating Budget
Revenues	\$19,215,459	\$27,590,031	\$28,072,955	\$37,068,749	\$48,319,673
Expenses	\$14,408,584	\$19,624,541	\$28,159,516	\$25,950,501	\$48,319,673
REVENUES LESS EXPENSES	\$4,806,875	\$7,965,490	-\$86,561	\$11,118,248	\$0

For additional information regarding details in these accounts, please click the "View Report" link in the lower right of this table. You will be connected to an interactive version of this report.

Capital Project Details

Parking's capital improvement program is aligned with the Mayor's strategic goal of improving infrastructure and mobility. Parking is allocating a total of \$15.1 million of parking system revenue and fees towards Parking's FY2024 capital improvement program. The majority of this funding, \$7.6 million, will be used by the department for parking garage restoration, modernization, and upgrades. Other funding has been allocated in the amount of \$7.0 million for the implementation of a smart city parking guidance system, \$.3 million for the installation of garage/lot license plate readers, and \$.2 million for on-street parking meter replacements.

The Capital Improvement Program Budget does not include cost allocation.

"To Date" Budget and Actual Balances on the Capital Detail report are as of preparation of the budget and may not match the "To Date" balances on department pages.

[For a detailed report of all capital projects and how they may be funded by the FY2024 Budget, please click here.](#)

Capital Improvement Program Budget

	2023 - 24 Budget	2024 - 25 Budget	2025 - 26 Budget	2026 - 27 Budget	2027 - 28 Budget
Centro Ybor Garage Elevators & Fire Alarm Replacement/Modernization	\$0	\$2,500,000	\$0	\$0	\$0
Centro Ybor Garage Restor	\$300,000	\$0	\$0	\$0	\$0
Cwide Garage/Lot Impr Phase 2	\$800,000	\$0	\$0	\$0	\$0
Fixed LPR initiative (Garages and Lots)	\$300,000	\$500,000	\$500,000	\$0	\$0
Garage Maintenance and Rehabilitation	\$2,000,000	\$2,000,000	\$2,000,000	\$0	\$0
Garage aesthetic and Way-finding upgrade	\$1,500,000	\$1,500,000	\$0	\$0	\$0
On-Street Parking Meter Repl	\$200,000	\$0	\$0	\$0	\$0
Palm Avenue Garage Elevators & Fire Alarm Replacement/Modernization	\$0	\$0	\$1,700,000	\$0	\$0
Pam Iorio Garage Elevators & Fire Alarm Modernization	\$3,000,000	\$0	\$0	\$0	\$0
Smart City Curb Management Initiative	\$0	\$1,500,000	\$1,500,000	\$0	\$0
Smart City Parking Guidance	\$7,000,000	\$5,000,000	\$0	\$0	\$0
TOTAL	\$15,100,000	\$13,000,000	\$5,700,000	\$0	\$0

Total Budget

	2020 - 21 Actual	2021 - 22 Actual	2022 - 23 Revised Budget	2022 - 23 Projections	2023 - 24 Recommended Total Budget
Revenues	\$19,233,232	\$27,604,182	\$29,201,032	\$38,196,826	\$64,201,856
Expenses	\$15,085,744	\$20,480,808	\$33,808,249	\$31,497,446	\$63,501,856
REVENUES LESS EXPENSES	\$4,147,488	\$7,123,374	-\$4,607,217	\$6,699,380	\$700,000

Parking's \$700,000 balance is for funding Transportation's Citywide Sidewalk Maintenance and Rehabilitation Project.

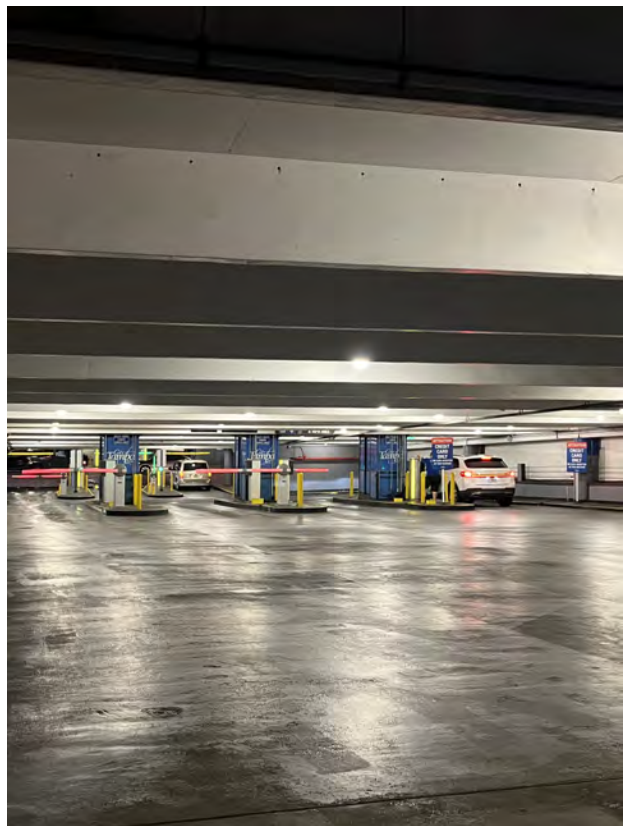
For additional information regarding details in these accounts, please click the "View Report" link in the lower right of this table. You will be connected to an interactive version of this report.



Budgeted Position Counts

	2019 - 20 FTE Count	2020 - 21 FTE Count	2021 - 22 FTE Count	2022 - 23 FTE Count	2023 - 24 FTE Count
Amalgamated Transit Union	56.00	56.00	53.00	58.00	64.75
Non-Bargaining Group	16.00	16.00	17.00	20.00	22.00
TOTAL	72.00	72.00	70.00	78.00	86.75

For additional information regarding details for these positions, please click the "View Report" link in the lower right of this table. You will be connected to an interactive version of this report.



Stormwater

Fiscal Year 2024 Operating and Capital Budget

Department Finance Information

Department Name: Stormwater Engineering

DEPARTMENT WEBSITE: <https://www.tampa.gov/tss-stormwater>

Vision and Mission:

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

Goals and Objectives:

- Strive to attain the optimum level of service for stormwater management;
- Continue to implement projects that promote stormwater needs with neighborhood desires; and
- Continue to improve management and maintenance of the stormwater infrastructure.

Current Operations and Initiatives:

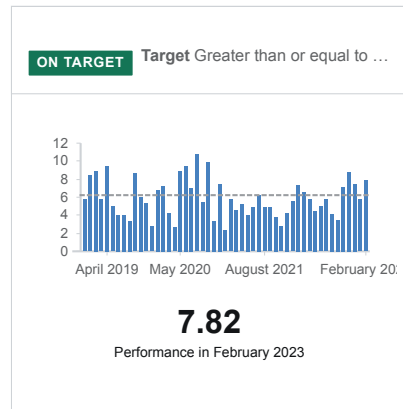
- Implement a capital improvement program that will provide incremental improvement to the overall stormwater system;
- Execute strategic operations leveraging the Stormwater Assessment Fee and ensuring National Pollutant Discharge Elimination System permit compliance including Green Infrastructure; and
- Continue to optimize our customer service center to improve responsiveness



Department Performance Measures

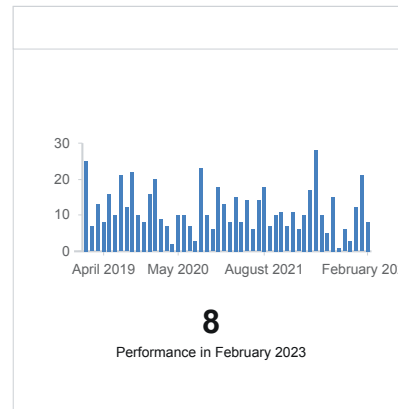
PERFORMANCE CHART STORY: <https://stories.opengov.com/tampa/published/-smzFta6x>

Pipes Maintained & Inspected



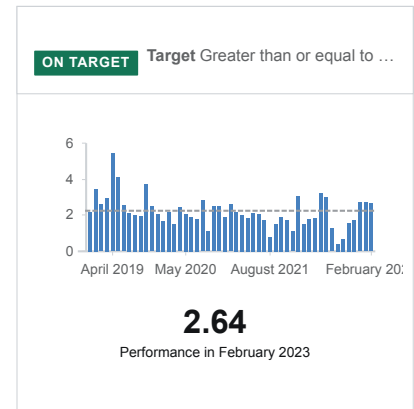
There are approximately 575 miles of stormwater piping within the City. The performance target for inspection and cleaning is 75 miles per year (6.25 miles per month). Debris, sediment, and vegetation are removed and transported to a processing facility. Additionally, the culvert type, size, location and its condition are documented. This work is done to reduce flooding and identify necessary repair and restoration projects.

Stormwater Cave-in Repairs



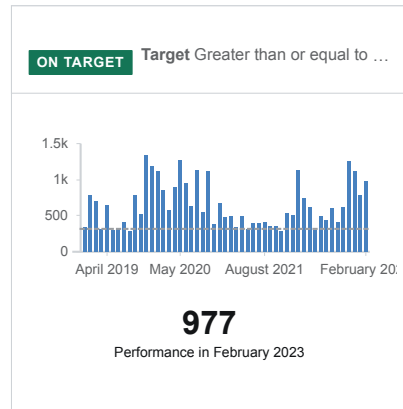
Stormwater cave-ins occur regularly throughout the City and are typically more prevalent in the wetter months. A cave-in is a depression in the right-of-way that is caused by a failing utility. Each utility department (Water, Wastewater, and Stormwater) encounters cave-ins and repairs them according to severity and urgency. On an average, Stormwater Operations repairs 150 to 175 cave-ins per year which equates to 2 to 4 cave-ins per week. All stormwater cave-ins are repaired by City in-house resources.

Ditch Miles Maintained & Inspected



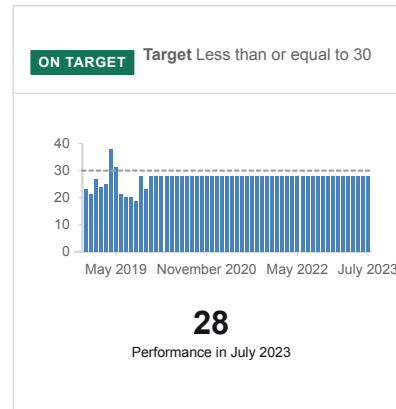
There are approximately 188 miles of stormwater ditch systems within the City. The performance target for inspection and maintenance is 26.9 miles per year (2.4 miles per month). Debris, sediment, and vegetation are removed and transported to a facility for processing. Ditches that need maintenance are graded by in-house resources and contractors. Ditches are cleaned, graded and sodded to reduce flooding and enhance water quality.

Stormwater Inlets Inspected by Month



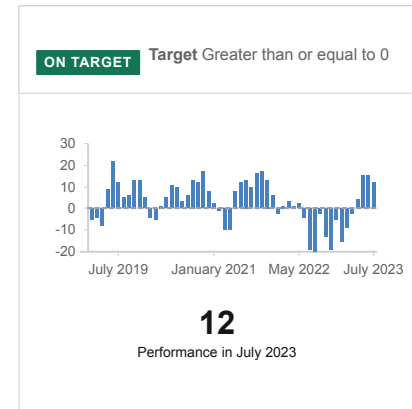
There are 26,857 Inlet structures within the City. The performance target for inspection and cleaning is 3,840 per year (320 per month). Debris, sediment, and vegetation are removed and transported to a facility for processing. Additionally, the structure type, size, location and its condition are documented to determine necessary repair and restoration projects. This work is conducted primarily by in-house resources and is done to reduce flooding and enhance water quality.

Average Number of Days to Mow & Spray Lots, Ponds



The City currently maintains 144 ponds, 85 miles of ditches and 27 vacant lots reserved for future ponds. To keep storm water ponds and ditches functioning properly they require monthly maintenance. The maintenance includes grass-cutting, pond spraying of invasive vegetation, Fence repairs, sediment dredging, removal of illegal dumping and trash pickup. Stormwater ponds and ditches are designed to collect rainwater from impermeable surfaces such as parking lots, roads and buildings. Rainwater is absorbed into the soil helping prevent flooding and improve the water quality in the aquifer, river and bay. Maintenance is a key part needed to help keep the city above water.

Street Sweep Days Ahead/Behind Cycle



Clean streets beautify neighborhoods but are only part of the reason why street sweeping is a valued service in the City of Tampa. Protecting water resources is another important reason to maintain clean streets. Rainwater flows from rooftops, yards and streets to storm drains, and to our creeks, canals, and rivers to Tampa Bay. Street sweeping captures litter, sediment, and fallen leaves before it enters the storm drains protecting our waterways from these pollutants.

Operating Budget Analysis

Revenues increased from Projection FY2023 due to an increase in Service Assessment revenue and the use of fund balance.

Personnel Expenses increased from Projection FY2023 due to increases in salaries, healthcare costs, and pensions. Operating Expenses have decreased from Projection FY2023 due to a reduction in motor pool and cost allocation. Capital Expenses increased from Projection FY2023 due to funding for additional vehicles.

Operating Budget

Stormwater Budget

	2020 - 21 Actual	2021 - 22 Actual	2022 - 23 Revised Budget	2022 - 23 Projections	2023-24 Recommended Operating Budget
Revenues	\$18,068,327	\$17,329,197	\$20,062,276	\$18,358,175	\$20,965,970
Expenses	\$18,873,755	\$17,647,073	\$20,063,699	\$19,872,051	\$20,965,970
REVENUES LESS EXPENSES	-\$805,427	-\$317,876	-\$1,423	-\$1,513,876	\$0

For additional information regarding details in these accounts, please click the "View Report" link in the lower right of this table. You will be connected to an interactive version of this report.



Capital Project Details

For FY2024, the Stormwater capital improvement program (CIP) totals \$5.4 million. It is funded by authorized stormwater non-ad valorem assessment revenues and bond proceeds. This funding will provide for flood and drainage relief in addition to green infrastructure along the project routes.

The Citywide Watershed Master Plan provides for the completion of a detailed and multifaceted plan. This includes all necessary efforts to update existing drainage basin studies and models throughout the City as well as perform and create new studies and models in drainage basins that have not previously been studied. Completion of this project will allow the City to pursue a higher Community Rating System class which would provide additional flood insurance discounts to residents in the City, as well as serve as the foundation of any future Stormwater Capital Improvement Program.

Design for the South Howard Flood Relief and Streetscape Project has begun. This project provides for the construction of a new high-capacity stormwater box culvert system to reduce flooding throughout the South Howard Avenue corridor and improve water quality discharges to Hillsborough Bay. Significant streetscape improvements will also be implemented. This project will provide a transformational enhancement to the South Howard Avenue commercial corridor.

The FY2024 CIP budget also includes various stormwater improvement projects citywide including flooding relief, pipeline replacement, and cured-in-place pipe (CIPP) rehabilitations.

Note: "To Date" Budget and Actual Balances on the Capital Detail report are as of preparation of the budget and may not match the "To Date" balances on department pages.

For a detailed report of all capital projects and how they may be funded by the FY2024 Budget, please click here.



Capital Improvement Program Budget

Stormwater CIP Budget

	2023 - 24 Budget	2024 - 25 Budget	2025 - 26 Budget	2026 - 27 Budget	2027 - 28 Budget
Annual CIPP Rehabilitation	\$0	\$500,000	\$500,000	\$0	\$0
Citywide Watershed Master Plan	\$2,500,000	\$1,500,000	\$0	\$0	\$0
Cost Allocation Stormwater	\$928,215	\$500,000	\$500,000	\$500,000	\$500,000
Donut Pond Pumping Station	\$500,000	\$0	\$0	\$0	\$0
In House Flooding Relief and Failed Pipe Replacement	\$0	\$500,000	\$500,000	\$0	\$0
South Howard Flood Relief and Streetscape	\$1,000,000	\$3,800,000	\$6,000,000	\$6,000,000	\$6,000,000

	2023 - 24 Budget	2024 - 25 Budget	2025 - 26 Budget	2026 - 27 Budget	2027 - 28 Budget
Stormwater Consultants and Land Acquisition	\$500,000	\$500,000	\$500,000	\$0	\$0
TOTAL	\$5,428,215	\$7,300,000	\$8,000,000	\$6,500,000	\$6,500,000

For additional information regarding details in these accounts, please click the "View Report" link in the lower right of this table. You will be connected to an interactive version of this report.



Total Budget

Stormwater Budget

	2020 - 21 Actual	2021 - 22 Actual	2022 - 23 Revised Budget	2022 - 23 Projections	2023 - 24 Recommended Total Budget
Revenues	\$38,909,178	\$83,830,888	\$94,527,276	\$84,541,428	\$47,983,229
Expenses	\$48,768,637	\$45,979,241	\$203,911,383	\$147,863,059	\$47,983,229
REVENUES LESS EXPENSES	-\$9,859,459	\$37,851,647	-\$109,384,107	-\$63,321,631	\$0

For additional information regarding details in these accounts, please click the "View Report" link in the lower right of this table. You will be connected to an interactive version of this report.

Budgeted Position Counts

Stormwater FTE Count

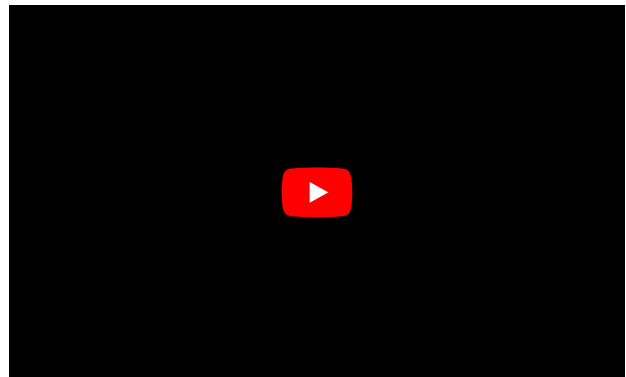
	2019 - 20 FTE Count	2020 - 21 FTE Count	2021 - 22 FTE Count	2022 - 23 FTE Count	2023 - 24 FTE Count
Amalgamated Transit Union	77.00	77.00	78.00	78.00	78.00
Non-Bargaining Group	25.00	25.00	25.00	25.00	25.00
TOTAL	102.00	102.00	103.00	103.00	103.00

For additional information regarding details for these positions, please click the "View Report" link in the lower right of this table. You will be connected to an interactive version of this report.

Stormwater Division in Action

Watch this short video for a more detailed look into the City of Tampa Stormwater Division.

If you have any additional questions or would like to see more please visit <https://www.tampa.gov/tss-stormwater>.



Transportation

Fiscal Year 2024 Operating and Capital Budget

Department Finance Information

Department Name: Transportation Engineering

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

VISION AND MISSION:

Transportation's vision is to deliver the highest quality transportation services to enhance the safety and quality of life within our community. The mission is to provide safe, reliable, and efficient multimodal connectivity within the City of Tampa by optimizing resources, implementing best practices, and leveraging innovative technologies.

GOALS AND OBJECTIVES:

Mobility for All – Promote accessibility and mobility by increasing and improving multi-modal transportation choices, and the connectivity across and between modes.

- All transportation projects will address Vision Zero.
- All projects will support the context & identity of the neighborhood it serves.
- All projects will focus on moving people, not just moving cars.

Economic Opportunity – Promote economic vitality by improving reliability and efficiency of the transportation system.

- Connect people to jobs.
- Improve and maintain reliability of the transportation system.
- Preserve and protect the transportation system.
- Promote economic growth and development, especially in key areas (CRAs, etc.)

Vision – Pursue a vision for strategic long-term benefits in addition to short-term impacts.

- Improve resiliency of transportation infrastructure.
- Improve sustainability by increasing system capacity while eliminating and reducing negative impacts.
- Leverage transportation decision-making to achieve positive community health outcomes.

Transportation Equity – Remove barriers and provide options to people who need it most.

- Improve transportation in communities of concern.
- Improve connections across physical barriers and between neighborhoods.
- All city streets will be accessible for persons with disabilities.

Public Safety – Enhance the safety and security of the transportation system for people of all ages and abilities.

- Reduce and eliminate all fatal and severe injury crashes.
- All projects will improve safety and convenience for vulnerable road users (cyclists, pedestrians, micromobility, children, seniors, etc.)
- All city streets will be operated, maintained and improved as safe and comfortable components of the public realm.

CURRENT OPERATIONS AND INITIATIVES:

- Implement actions identified in the Vision Zero Action Plan.

- Complete Tampa M.O.V.E.S. Citywide Mobility Plan and initiate related actions such as updates to the Multimodal Impact Fee policies.
- Increased and improved community engagement via various mediums, including project websites, community-focused events, project workshops, and other methods of two-way communications.

Develop multi-modal system via promotion of public transit initiatives and' complete streets program to enhance public safety.

- Implement a "Quick Build" program to plan and implement transportation investments which provide the greatest impact at the lowest cost – now.
- Enhance coordination of special events promoting economic development for the City of Tampa; and
- Continue to optimize our customer service center and implement work management system to improve responsiveness.

Department Performance Measures

PERFORMANCE CHART STORY: <https://stories.opengov.com/tampa/published/-smzFta6x>

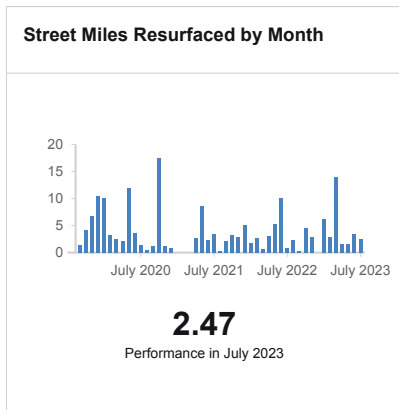


Replacing Traffic Signs



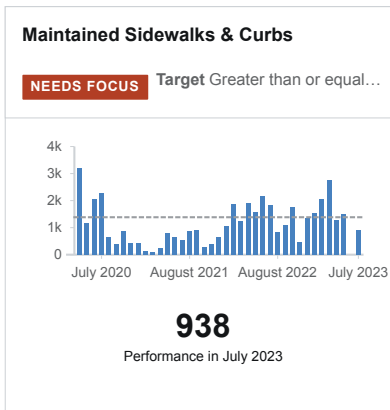
The City of Tampa maintains over 88,000 traffic control signs of which thousands are replaced or repaired annually, and over 550 signalized intersections within the City limits.

Street Resurfacing



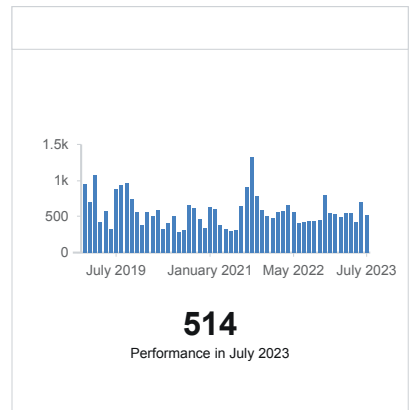
There are approximately 1,212 miles of City-owned roadways. Projects are scheduled each year for design and resurfacing in accordance with approved funding levels. Resurfacing roadways enhances safety and the level of service for the traveling public.

Sidewalk Maintenance



There are approximately 851 miles of sidewalk and 2000 miles of curb within the city limits. Repairs are driven mainly by citizen requests. Repair volumes are tied to annual funding with a goal to address each request by the end of the city's fiscal year. This year's performance target is 16,800 feet. Sidewalk and curb repairs enhance pedestrian safety, mobility and promote healthier communities.

Number of Potholes Repaired



Potholes are formed from voids in asphalt roads where deteriorated asphalt has been detached by the elements and vehicle traffic. Moisture seeps into asphalt Right Of Ways and creates these voids which are caused by the contraction and expansion of water. The City of Tampa maintains approximately 1,160 miles of asphalt roadways.

Operating Budget Analysis

Intergovernmental Revenues increased from Projection FY2023 due to increase of State Revenue Sharing revenues.

Personnel Expenses increased from Projection FY2023 due to increases in salaries, healthcare costs, and pensions.
 Operating Expenses increased from Projection FY2023 due primarily to increases in electricity and motor pool costs.

Operating Budget

	2020 - 21 Actual	2021 - 22 Actual	2022 - 23 Revised Budget	2022 - 23 Projections	2023-24 Recommended Operating Budget
Revenues	\$29,919,925	\$32,901,062	\$39,099,175	\$28,883,273	\$41,029,163
Expenses	\$27,263,223	\$30,804,692	\$39,470,038	\$37,411,986	\$41,029,163
REVENUES LESS EXPENSES	\$2,656,702	\$2,096,369	-\$370,863	-\$8,528,713	\$0

“For additional information regarding details in these accounts, please click the “View Report” link in the lower right of this table. You will be connected to an interactive version of this report.”

Capital Projects Detail

Transportation's FY2024 capital improvement program budget totals \$18.9 million funded through local option gas taxes, transportation impact fees, multi-modal fees, community investment taxes, and utilities services taxes. The Transportation Division's capital improvement program will focus on improving safety, increasing access to economic opportunities, promoting sustainability and resilience, making equitable investments across the city, and addressing all modes – especially walking, biking, and supporting transit services.



The Mobility Department has aligned the proposed FY2024 budget with these key strategic goals:

- Begin implementing Tampa M.O.V.E.S (Mobility, Opportunity, Vision, Equity, Safety) Citywide Mobility Action Plan.
- Continue creating premium transit corridors along the major transportation spine of the City, connecting the Westshore District to Downtown, and connecting Downtown to the University Area/Innovation District.
- Integrate trails and greenways as a function of the mobility network
- Implement the Vision Zero Action Plan – Year 2.
- Continue to Implement Low-Cost, High-Impact, Safety Improvements called “Quick Build”
- To plan and construct complete streets projects.
- To expand the city's low stress bicycle network.
- Prioritize sidewalks and Multi- Modal safety features near Tampa's schools
- Deploy technology solutions to address mobility challenges
- Deploy new shared micro-mobility program
- Pursue funding opportunities

The Capital Improvement Program Budget does not include cost allocation.

[For a detailed report of all capital projects and how they may be funded by the FY2024 Budget, please click here.](#)

Note: "To Date" Budget and Actual Balances on the Capital Detail report are as of preparation of the budget and may not match the "To Date" balances on department pages.

Capital Improvement Program Budget

	2023 - 24 Budget	2024 - 25 Budget	2025 - 26 Budget	2026 - 27 Budget	2027 - 28 Budget
Alley Restoration	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000
Brick Street Restoration	\$50,000	\$100,000	\$100,000	\$100,000	\$100,000

	2023 - 24 Budget	2024 - 25 Budget	2025 - 26 Budget	2026 - 27 Budget	2027 - 28 Budget
Bridge and Seawall	\$495,000	\$395,000	\$395,000	\$395,000	\$395,000
Brorain Street Bridge	\$230,000	\$0	\$0	\$0	\$0
CCTV Citywide Maintenance	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000
Congestion Mitigation Program	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000
Cost Allocation Transportation	\$403,773	\$0	\$0	\$0	\$0
Downtown Mobility Program	\$700,000	\$700,000	\$700,000	\$700,000	\$700,000
Doyle Carlton Roundabout	\$62,000	\$62,000	\$62,000	\$62,000	\$62,000
El Prado Sidewalk from Lois	\$1,600,000	\$1,462,000	\$1,462,000	\$1,462,000	\$1,462,000
El Prado Sidewalk from Omar	\$955,000	\$155,000	\$0	\$0	\$0
Green ARtery Segment D	\$125,360	\$0	\$0	\$0	\$0
Green ARtery Segment E	\$155,660	\$0	\$0	\$0	\$0
Green Spine PH 2A	\$67,730	\$0	\$0	\$0	\$0
Hanna Avenue Mobility Improvements	\$2,356,140	\$0	\$0	\$0	\$0
Sidewalk Maint and Rehab	\$1,200,000	\$500,000	\$500,000	\$500,000	\$500,000
Sidewalks Construction Citywide	\$2,350,000	\$350,000	\$350,000	\$350,000	\$350,000
Street Resurfacing	\$4,140,000	\$4,140,000	\$4,140,000	\$4,140,000	\$4,140,000
Street Resurfacing - T.O.	\$1,350,000	\$1,350,000	\$1,350,000	\$1,350,000	\$1,350,000
Streetcar Infrastructure	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000
Traffic Signals FY23-27	\$890,000	\$890,000	\$890,000	\$890,000	\$890,000
Twiggs Street Complete Street	\$0	\$3,163,000	\$0	\$0	\$0
Vision Zero Safety Improvements Program	\$875,000	\$925,000	\$925,000	\$925,000	\$925,000
Westshore Area Mobility	\$350,000	\$350,000	\$350,000	\$350,000	\$350,000
TOTAL	\$18,955,663	\$15,142,000	\$11,824,000	\$11,824,000	\$11,824,000

TAMPA RANKS AS #1 TOP CITY WITH THE MOST BICYCLE FRIENDLY BUSINESSES

Total Budget

	2020 - 21 Actual	2021 - 22 Actual	2022 - 23 Revised Budget	2022 - 23 Projections	2023 - 24 Recommended Total Budget
Revenues	\$29,919,925	\$32,901,062	\$39,099,175	\$28,883,273	\$41,029,163
Expenses	\$27,263,223	\$30,804,692	\$39,470,038	\$37,411,986	\$41,029,163
REVENUES LESS EXPENSES	\$2,656,702	\$2,096,369	-\$370,863	-\$8,528,713	\$0

"For additional information regarding details in these accounts, please click the "View Report" link in the lower right of this table. You will be connected to an interactive version of this report."

*Total budget might vary from the sum of operating and capital budgets by funds appropriated under other departments.

Budgeted Position Counts

	2019 - 20 FTE Count	2020 - 21 FTE Count	2021 - 22 FTE Count	2022 - 23 FTE Count	2023 - 24 FTE Count
Amalgamated Transit Union	93.00	101.00	104.00	106.00	107.00
Non-Bargaining Group	40.00	45.00	47.00	51.00	54.00
TOTAL	133.00	146.00	151.00	157.00	161.00

For additional information regarding details for these positions, please click the “View Report” link in the lower right of this table. You will be connected to an interactive version of this report.

Arts & Cultural Affairs

Fiscal Year 2024 Operating and Capital Budget

Department Finance Information

Department Name: Arts & Cultural Affairs

DEPARTMENT WEBSITE: <https://www.tampa.gov/art-and-cultural-affairs>

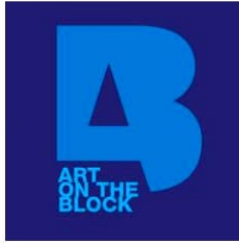
VISION AND MISSION:

The vision of the Arts & Cultural Affairs Division is to make a positive impact on the lives of the citizens of Tampa. Its mission is to deliver cultural programs that are equitable, sustainable, and can be scaled as the city grows.

GOALS AND OBJECTIVES:

- Facilitate access to the arts through engagement and placemaking;
- Provide diverse and high-quality art and cultural experiences that connect and reflect Tampa's diverse identity;
- Work with regional developers, agencies, artists and partners to increase opportunities for cultural programming;
- Provide access to educational content for and about the artworks, historic sites, and cultural assets within the city's collection; and
- Oversee the care and conservation of the city's art and cultural assets for future generations.

The logo for "LIGHTS ON TAMPA" is displayed in a bold, teal, sans-serif font. The words "LIGHTS ON" are stacked above "TAMPA". The text is centered and has a subtle drop shadow effect.



TAMPA SOULWALK

CURRENT OPERATIONS AND INITIATIVES:

The Arts & Cultural Affairs Division plays a key role in telling the story of our city; it also humanizes the built environment and invigorates public spaces. Artwork commissioned through any of the programs under the division may provide an intersection between past, present, and future, between disciplines, cultures, and between ideas.

The division is responsible for the care and maintenance of the city's nearly 800 object public art collection that is valued at nearly \$20 million. The division sustains multiple programs to engage diverse audiences and support creatives. The objective of each program is to maintain artistic excellence, be free, have wide appeal, and include an educational component or outreach. Current programs include Public Art, Lights On Tampa, Tampa Wordsmith, Art on the Block, and Soulwalk.

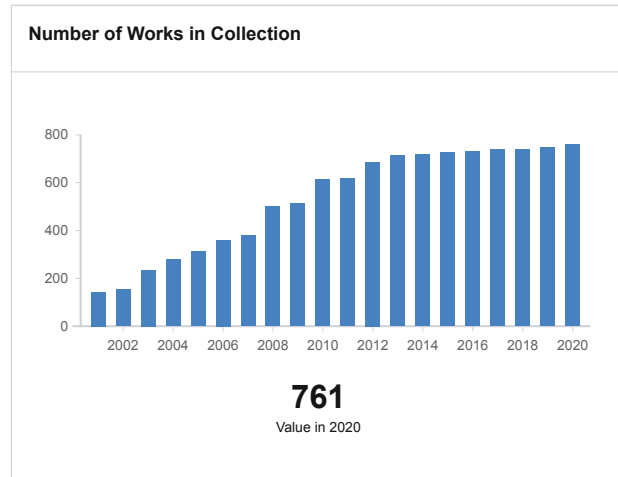
FY2024 initiatives include the following:

- Substantially complete Phase II of Soulwalk;
- Continued coordination on all capital projects including The Tampa Convention Center, Howard Frankland Gateway (FDOT), and City Center at Hanna Avenue;
- Begin coordination on the cultural components for new major CIP projects including Fair Oaks and Tampa Union Station; and
- Establish an approach to creating a Cultural Resilience plan and identify needed community conversations.

Department Performance Measures

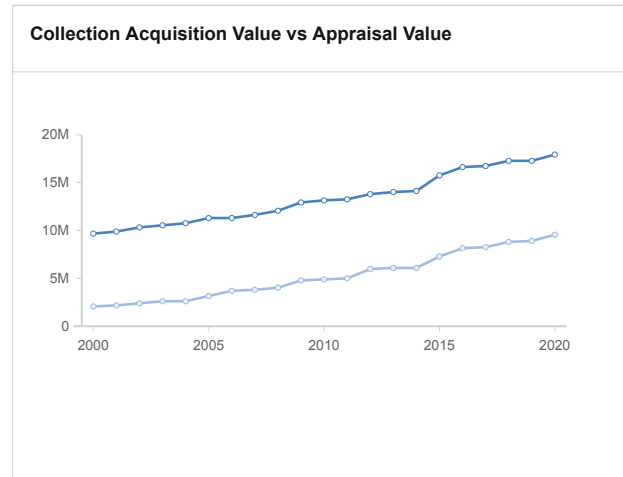
PERFORMANCE CHART STORY: <https://stories.opengov.com/tampa/published/sbV4I9s53>

Works in Art Collection



In 1985, the City of Tampa began its Public Art Program by ordinance. This graph shows a snapshot of the last 20 years of growth of the collection which include Portable Works and Exterior installations. The Photographer Laureate program was launched in 2003, resulting in growing the collection by 60 assets that calendar year. The program continued to vastly grow the collection over the next 10 years.

Growth of City Art Collection



This chart shows the initial acquisition or commission value of a work of art in the collection. The majority of the works in the collection increased in value after an appraisal was conducted in 2018.

This chart also shows the significant increase of value of the assets in the City of Tampa art collection. In 2018, the City of Tampa conducted an appraisal of the art collection to determine Retail Replacement Value for insurance purposes. Market Data Comparison and Cost Approaches were used to reach these conclusions, and the final report follows guidelines of USPAP.



Operating Budget Analysis

Revenues earned by this General Fund department do not fully fund the department's operations. General revenues provided the remaining funding.

Personnel Expenses increased from Projection FY2023 due to increases in salaries, healthcare costs, pensions, and the addition of one FTE. Operating Expenses increased from Projection FY2023 due to increases for cultural programs.

Operating Budget

Arts & Cultural Affairs Budget

2020 - 21 Actual	2021 - 22 Actual	2022 - 23 Revised Budget	2022 - 23 Projections	2023-24 Recommended Operating Budget

	2020 - 21 Actual	2021 - 22 Actual	2022 - 23 Revised Budget	2022 - 23 Projections	2023-24 Recommended Operating Budget
Expenses	\$286,365	\$289,395	\$312,059	\$319,858	\$494,944
REVENUES LESS EXPENSES	-\$286,365	-\$289,395	-\$312,059	-\$319,858	-\$494,944

For additional information regarding details in these accounts, please click the "View Report" link in the lower right of this table. You will be connected to an interactive version of this report.



Capital Project Details

In FY2024, Arts & Cultural Affairs has identified \$200,000 for an artwork located at the Interstate-275 underpass at Osborne Avenue.

[For a detailed report of all capital projects and how they may be funded by the FY2024 Budget, please click here.](#)

Note: "To Date" Budget and Actual Balances on the Capital Detail report are as of preparation of the budget and may not match the "To Date" balances on department pages.

Capital Improvement Program Budget

Art & Cultural Affairs CIP Budget

	2023 - 24 Budget	2024 - 25 Budget	2025 - 26 Budget	2026 - 27 Budget	2027 - 28 Budget
Cost Allocation	\$8,954	\$0	\$0	\$0	\$0
Osborne Ave Artwork	\$200,000	\$0	\$0	\$0	\$0
TOTAL	\$208,954	\$0	\$0	\$0	\$0



Total Budget*

Arts & Cultural Affairs Budget

	2020 - 21 Actual	2021 - 22 Actual	2022 - 23 Revised Budget	2022 - 23 Projections	2023 - 24 Recommended Total Budget
Revenues	\$1,855,858	\$745,014	\$3,352,207	\$430,866	\$2,889,832
Expenses	\$954,469	\$397,219	\$4,273,197	\$1,699,223	\$3,384,776
REVENUES LESS EXPENSES	\$901,389	\$347,795	-\$920,990	-\$1,268,357	-\$494,944

**Total budget might vary from the sum of operating and capital budgets by funds appropriated under other departments.*

For additional information regarding details in these accounts, please click the "View Report" link in the lower right of this table. You will be connected to an interactive version of this report.

Budgeted Position Counts

Arts & Cultural Affairs FTE Count

	2019 - 20 FTE Count	2020 - 21 FTE Count	2021 - 22 FTE Count	2022 - 23 FTE Count	2023 - 24 FTE Count
Non-Bargaining Group	2.00	2.00	2.00	2.00	3.00
TOTAL	2.00	2.00	2.00	2.00	3.00

For additional information regarding details for these positions, please click the "View Report" link in the lower right of this table. You will be connected to an interactive version of this report.



Equal Business Opportunity

Fiscal Year 2024 Operating and Capital Budget

Department Finance Information

Department Name: Equal Business Opportunity

WEBSITE: <https://www.tampagov.net/msbd>

VISION AND MISSION:

The vision of Equal Business Opportunity (EBO) 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), Women and Minority Business Enterprises (WMBE), Lesbian Gay Bisexual Transgender Business Enterprises (LGBTBE), Service Disabled Veteran Owned Small Business (SDVOSB) and Veteran Owned Small Business (VOSB) by assuring equal business opportunity, diverse workforce utilization, and equity in procurement.

GOALS AND OBJECTIVES:

EBO'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/LGBTBE/SDVOSB/VOSB procurements. EBO strives to accomplish its goals through the following objectives:

- Identify economic opportunities in City contracting
- Create sustainable initiatives relevant to Tampa's market
- Structure competitive business opportunities commensurate with the availability and capacity of certified firms in the market
- Establish specifications to attain supplier-diversity inclusion
- Maximize utilization of WMBE's, SLBE's, LGBTBE's, SDVOSB's and VOSB's in contracts by facilitating access to ITB, RFP, RFQ, RFA solicitations
- Measure achievement using EBO regulatory standards and audits
- Reinforce certification and outreach to foster economic resiliency
- Engaging in supplier diversity best practices that effectively address key challenges for WMBEs/SLBEs/LGBTBEs/SDVOSBs/VOSBs;
- Targeted recruitment of eligible SLBE's, WMBE's, LGBTBE's, SDVOSB's and VOSB's through outreach, classes, 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/LGBTBE/SDVOSB/VOSB 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:

EBO 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 EBO operating requirements that form the basis of SLBE/WMBE/LGBTBE/SDVOSB/VOSB program methodology is on-going under DMI rules and disparity analysis. The EBO

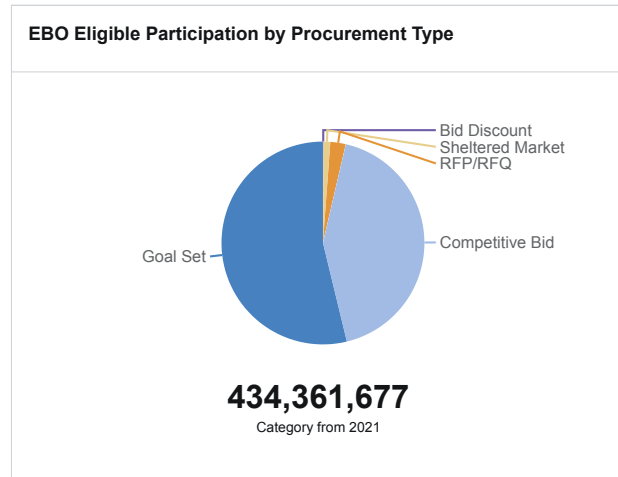
citywide data management integrates software and enterprise data providing analytical tools and metrics to report expenditures of all contracts, including SLBE, WMBE, LGBTBE, SDVOSB and VOSB at both the prime and subcontracting participation levels. EBO is responsible for developing policies and procedures to comply with the Equal Business Opportunity Ordinance. EBO initiatives to accomplish economic development objectives for inclusion of WMBE's/SLBE's/LGBTBE's/SDVOSB's/VOSB'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.



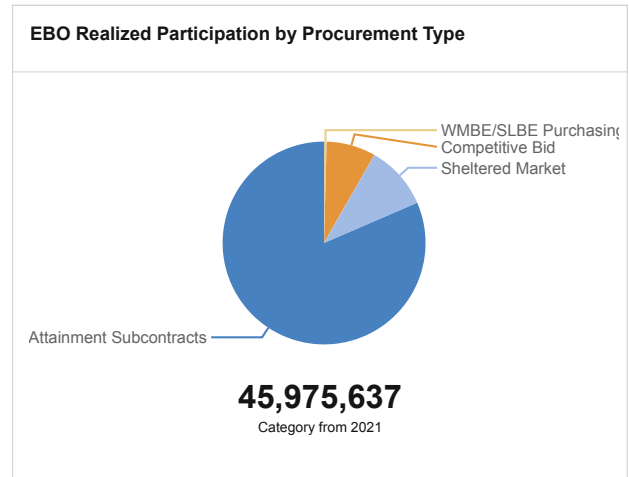
Department Performance Measures

PERFORMANCE CHART STORY: <https://stories.opengov.com/tampa/published/DOJeKEpyt>

EBO Eligible Participation



EBO Realized Participation



Eligible EBO Participation represents the procurement opportunity spend available to WMBEs/SLBEs/LGBTBs/SDVOSBs/VOSBs in each category. This report summarizes Eligible EBO Participation via agenda resolutions for current fiscal year.

Realized EBO Participation represents the procurement opportunity spend used by WMBEs/SLBEs/LGBTBs/SDVOSBs/VOSBs in each category. This report summarizes Eligible EBO Participation via agenda resolutions for current fiscal year.

The above chart is interactive. Hovering over areas of the chart will display information. Users are also invited to click on the chart and drill into the details.

The above chart is interactive. Hovering over areas of the chart will display information. Users are also invited to click on the chart and drill into the details.



Operating Budget Analysis

No revenues are earned by this General Fund department. General revenues provide all funding.

Personnel Expenses increased from Projection FY2023 due to increases in salaries, healthcare costs, and pensions. Operating Expenses decreased from Projection FY2023 due to decreases in one-time computer purchases.

Total Budget

Equal Business Opportunity Budget

	2020 - 21 Actual	2021 - 22 Actual	2022 - 23 Revised Budget	2022 - 23 Projections	2023 - 24 Recommended Total Budget
Revenues	\$0	\$23	\$0	\$0	\$0
Expenses	\$664,907	\$569,758	\$1,256,383	\$949,614	\$1,193,166
REVENUES LESS EXPENSES	-\$664,907	-\$569,735	-\$1,256,383	-\$949,614	-\$1,193,166

For additional information regarding details in these accounts, please click the "View Report" link in the lower right of this table. You will be connected to an interactive version of this report.

Budgeted Position Counts

Equal Business Opportunity transferred 1 FTE to the Neighborhood & Community Affairs Department.

Equal Business Opportunity FTE Count

	2019 - 20 FTE Count	2020 - 21 FTE Count	2021 - 22 FTE Count	2022 - 23 FTE Count	2023 - 24 FTE Count
Non-Bargaining Group	5.00	5.00	5.00	5.00	4.00
Amalgamated Transit Union	1.00	1.00	1.00	1.00	1.00
TOTAL	6.00	6.00	6.00	6.00	5.00

For additional information regarding details for these positions, please click the "View Report" link in the lower right of this table. You will be connected to an interactive version of this report.

Golf Courses

Fiscal Year 2024 Operating and Capital Budget

Department Finance Information

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:

- Maintain or improve the quality of courses, buildings and equipment;
- Maintain or expand player development programs;
- Hold golf tournaments and leagues;
- Maintain or expand marketing initiatives;
- Maintain or expand programs designed for City of Tampa residents;
- Maintain or expand programs designed for juniors, seniors and veterans;
- Expand relationships with neighborhood associations surrounding the golf courses;
- Maintain or expand merchandise offerings;
- Enhance the Clubhouse at Rocky Point Golf Course;
- Enhance the Driving Range at Rogers Park Golf Course.

Operating Budget Analysis

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.

Operating Budget

Golf Courses Budget

	2020 - 21 Actual	2021 - 22 Actual	2022 - 23 Revised Budget	2022 - 23 Projections	2023-24 Recommended Operating Budget
Revenues	\$5,592,448	\$7,334,047	\$4,718,421	\$4,718,421	\$5,419,831
Expenses	\$4,343,221	\$5,419,627	\$4,718,421	\$4,718,421	\$5,419,831
REVENUES LESS EXPENSES	\$1,249,226	\$1,914,420	\$0	\$0	\$0

For additional information regarding details in these accounts, please click the "View Report" link in the lower right of this table. You will be connected to an interactive version of this report.

Capital Project Detail

The FY2024 capital improvement budget for the City's three golf courses includes various clubhouse and course improvements including irrigation and pump house renovations and other improvements.



Note: *“For a detailed report of all capital projects and how they may be funded by the FY2024 Budget, please click [here](#).”*

Capital Improvement Program Budget

Golf Courses CIP Budget

	2023 - 24 Budget	2024 - 25 Budget	2025 - 26 Budget	2026 - 27 Budget	2027 - 28 Budget
Babe Zaharias Golf Course	\$62,000	\$100,000	\$100,000	\$100,000	\$100,000
Rocky Point Golf Course	\$120,000	\$100,000	\$100,000	\$100,000	\$100,000
Rogers Park Golf Course	\$417,000	\$100,000	\$100,000	\$100,000	\$100,000
TOTAL	\$599,000	\$300,000	\$300,000	\$300,000	\$300,000

Total Budget

Golf Courses Budget

	2020 - 21 Actual	2021 - 22 Actual	2022 - 23 Revised Budget	2022 - 23 Projections	2023 - 24 Recommended Total Budget
Revenues	\$6,192,908	\$7,938,807	\$5,260,921	\$5,260,921	\$6,018,831
Expenses	\$4,699,536	\$6,303,552	\$5,319,279	\$5,319,279	\$6,018,831
REVENUES LESS EXPENSES	\$1,493,372	\$1,635,255	-\$58,358	-\$58,358	\$0

For additional information regarding details in these accounts, please click the “View Report” link in the lower right of this table. You will be connected to an interactive version of this report.

Budgeted Position Counts

No Positions are budgeted by the City to the Golf Courses.

Neighborhood & Community Affairs

Fiscal Year 2024 Operating and Capital Budget

Department Finance Information

Department Name: Neighborhood & Community Affairs

DEPARTMENT WEBSITE: <https://www.tampagov.net/neighborhood-and-community-affairs>

VISION AND MISSION:

The Neighborhood and Community Affairs 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 an interactive website (www.tampagov.net/neighborhoods);
- Facilitate and recruit attendees for the Mayor's Neighborhood University to assist existing neighborhood leaders as well as to help mentor emerging and future neighborhood leaders on the operations of the City of Tampa;
- Develop and maintain workforce partnerships on behalf of the Mayor and Executive Administrative Team;
- Drive the ongoing development of a customer service culture across the organization;
- Implement integrated customer engagement and communication initiatives to improve and enhance the perceptions and experiences of customers and community partners; and
- Strategize, commit and enforce efforts that increase diversity, inclusivity and equitability within the organization through the Chief Diversity Officer.

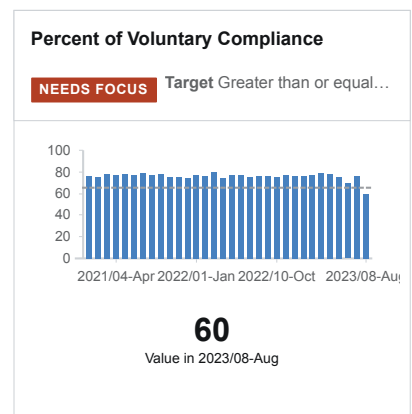
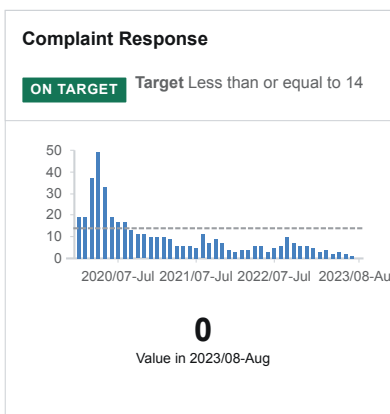
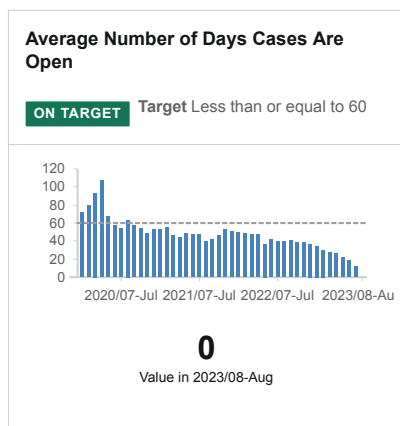
CURRENT OPERATIONS AND INITIATIVES:

- 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 Neighborhood Cleanup 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 to cultivate neighborhood leadership abilities and provide an in-depth informative overview of the City of Tampa's governmental operations;
- 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.



Department Performance Measures

PERFORMANCE CHART STORY: <https://stories.opengov.com/tampa/published/ORUlxfsJv>



This administrator oversees the following departments:

Parks and Recreation

Arts and Cultural Affairs

Equal Business Opportunity

The following divisions are included in the administrator's budget:

- Customer Experience
- Community Engagement
- Neighborhood Enhancement
- Workforce Partnerships and Special Projects



Operating Budget Analysis

Revenues earned by this General Fund department do not fully fund the department's operations. General revenues provide the remaining funding. The revenue decrease from Projection FY2023 is due to reduced funding from the community redevelopment areas as well as a grant received in FY2023.

Personnel Expenses increased from Projection FY2023 due to increases in salaries, healthcare costs, pensions, the addition of two FTE positions, and the transfer of six Code Enforcement FTEs from Solid Waste. Operating Expenses decreased from Projection FY2023 primarily due to a reduction in motor pool. Capital Expenses decreased from Projection FY2023 primarily due to non-recurring funding for additional vehicles.

Total Budget

Neighborhood & Community Affairs Budget

	2020 - 21 Actual	2021 - 22 Actual	2022 - 23 Revised Budget	2022 - 23 Projections	2023 - 24 Recommended Total Budget
Revenues	\$1,139,217	\$1,276,336	\$1,783,102	\$1,620,410	\$1,514,238
Expenses	\$11,789,600	\$13,349,787	\$16,383,431	\$17,351,985	\$15,724,783
REVENUES LESS EXPENSES	-\$10,650,383	-\$12,073,452	-\$14,600,329	-\$15,731,575	-\$14,210,545

For additional information regarding details in these accounts, please click the "View Report" link in the lower right of this table. You will be connected to an interactive version of this report.

Budgeted Position Counts

Neighborhood & Community Affairs FTE Count

	2019 - 20 FTE Count	2020 - 21 FTE Count	2021 - 22 FTE Count	2022 - 23 FTE Count	2023 - 24 FTE Count
Non-Bargaining Group	14.00	16.00	19.00	21.00	22.00
Amalgamated Transit Union	92.00	96.00	96.00	96.00	97.00
TOTAL	106.00	112.00	115.00	117.00	119.00

For additional information regarding details for these positions, please click the "View Report" link in the lower right of this table. You will be connected to an interactive version of this report.

Parks & Recreation

Fiscal Year 2024 Operating and Capital Budget

Department Finance Information

Department Name: Parks & Recreation

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

VISION AND MISSION:

Tampa Parks and Recreation Department's vision is to provide a resilient, 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 equitable, inclusive, and 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 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 community involvement, developing a strategic asset management plan, and preparing for emergencies; and
- Collect and analyze information that supports the efficient and effective management of land, facilities, staff, services, and community partnerships to deliver sustainable quality programs and services.

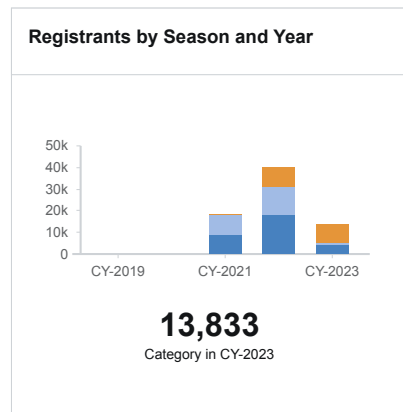
CURRENT OPERATIONS AND INITIATIVES:

- This coming year there are several capital projects to improve our existing recreational amenities. Those improvements include funding for security cameras and enhanced park lighting at our most critical park locations. Enhancing the access to our parks for all our residents by supporting our plan to achieve Americans with Disabilities Act (ADA) compliance.
- Improvements and protection of park shorelines by making repair or replacement of sea walls, boardwalks, and piers. As to recreational programming, the department will continue to offer a wide variety of programs, leagues, and classes across the city for all ages and has introduced new STEM, culinary arts, and childcare programs. The department is partnering with Career Source to hire temporary recreation and parks staff members to promote workforce development. Stay and Play will again provide positive leisure time opportunities for our youth daily during summer evenings until midnight. Facilities have reopened and are now offering improved Senior programs. All these efforts are to provide a balanced, efficient, effective, and responsive parks and recreation system.
- The department has hired consultant, AECOM, to complete a system inventory and analysis, community needs assessment and visioning as it relates to the Parks and Recreation Master Plan for the next 10-15 years. In addition, a pool study is also underway. If necessary, public meetings will be held in the spring of 2023 after a draft of the Master Plan is finalized prior to going to City Council for approval. We anticipate final approval of the Master Plan to be in early summer 2023.

Department Performance Measures

PERFORMANCE CHART STORY: <https://stories.opengov.com/tampa/published/INQX2NnmW>

Program Registrants



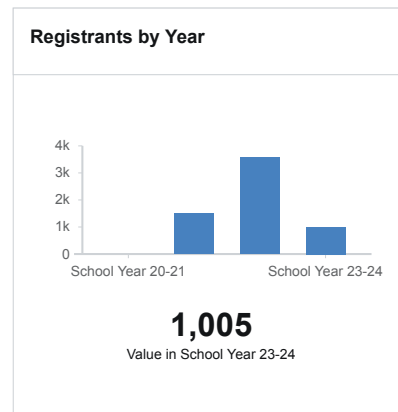
Parks and Recreation offers a variety of programs for different age groups. Although the summer season is the shortest it is typically the busiest as we provide families a place to send kids during the summer months.

This is a summary of all registrants by calendar year.

The above chart is interactive. Hovering over areas of the chart will display information. Users are also invited to click on the chart and drill into the details.



Afterschool Programs



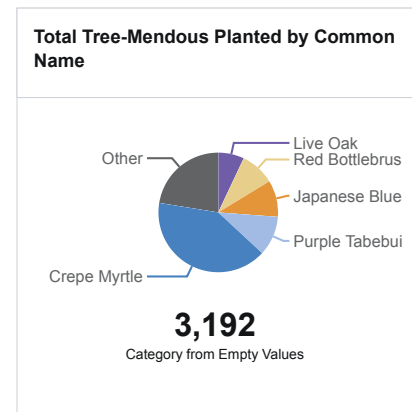
The afterschool program offered through Parks and Recreation provides an after-care program for parents once school is done for the day. Because this program overlaps two seasons it is monitored separately by school year.

This is a summary of afterschool registrants by school year.

The above chart is interactive. Hovering over areas of the chart will display information. Users are also invited to click on the chart and drill into the details.



Tree-Mendous Tampa Program



The Tree-mendous Tampa Program is a free program that provides individuals and neighborhood associations with trees for planting on City land, greenways, and street rights of way.

This is a summary of the trees planted by variety.

The above chart is interactive. Hovering over areas of the chart will display information. Users are also invited to click on the chart and drill into the details.



Operating Budget Analysis

Revenues earned by this General Fund department do not fully fund the department's operations. General revenues provide the remaining funding.

Personnel Expenses increased from Projection FY2023 due to increases in salaries, healthcare costs, and pensions. Operating Expenses decreased from Projection FY2023 due to funding decreases for Marjorie Park Marina gas, fleet maintenance charges, and utility services. Operating Capital Expenses decreased from Projection FY2023 due to decreases in machinery and transportation equipment funding.

Operating Budget

Parks & Recreation Budget

	2020 - 21 Actual	2021 - 22 Actual	2022 - 23 Revised Budget	2022 - 23 Projections	2023-24 Recommended Operating Budget
Revenues	\$3,877,712	\$5,658,514	\$5,244,626	\$5,805,685	\$5,399,596
Expenses	\$47,136,470	\$49,840,565	\$56,503,225	\$55,914,695	\$63,195,991
REVENUES LESS EXPENSES	-\$43,258,758	-\$44,182,051	-\$51,258,599	-\$50,109,010	-\$57,796,395

For additional information regarding details in these accounts, please click the "View Report" link in the lower right of this table. You will be connected to an interactive version of this report.



Capital Project Details

Parks and Recreation

Tampa continues its commitment towards community-centric quality services with a \$8.5 million investment in FY2024 for Parks and Recreation neighborhood projects. Specific projects include \$2.0 million for Athletic Field Lighting, \$1.5 million for the Sulphur Springs Park Site Improvements, \$1.4 million for Small Neighborhood Parks, \$0.7 for Wellswood Church, and \$0.3 for Veterans Memorials Citywide. This program also includes an additional \$2.3 million for various projects including ADA improvements, security lighting, electrical upgrades, shade structures, docks and boardwalks, land acquisition, and \$0.3 million for grant opportunities.

The Capital Improvement Program Budget does not include cost allocation

[For a detailed report of all capital projects and how they may be funded by the FY2024 Budget, please click here.](#)

Note: "To Date" Budget and Actual Balances on the Capital Detail report are as of preparation of the budget and may not match the "To Date" balances on department pages.

Capital Improvement Program Budget

Parks & Recreation CIP Budget

	2023 - 24 Budget	2024 - 25 Budget	2025 - 26 Budget	2026 - 27 Budget	2027 - 28 Budget
Athletic Field Lighting Citywide	\$1,950,000	\$1,600,000	\$1,600,000	\$0	\$0
Cal Dickson Greenspace Improv	\$250,000	\$0	\$0	\$0	\$0
Citywide ADA Improvements	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000
Citywide Dock & Boardwalk Repl	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000
Citywide Park Land Acquisition	\$200,000	\$300,000	\$300,000	\$300,000	\$300,000
Demolition of Old Structures	\$0	\$0	\$100,000	\$0	\$0
Grant Opportunities - City Match	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000
P & R Citywide Maintenance & Repair	\$600,000	\$600,000	\$600,000	\$0	\$0
P & R Electrical Upgrades & Repair	\$226,000	\$226,000	\$226,000	\$0	\$0
Pool Blanket & Heater Replacements	\$200,000	\$200,000	\$0	\$0	\$0
Seawalls and Natural Systems	\$0	\$400,000	\$300,000	\$400,000	\$400,000
Security Lighting and Cameras	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000
Shade Structures	\$250,000	\$250,000	\$100,000	\$250,000	\$250,000
Small Neighborhood Parks	\$1,200,000	\$1,000,000	\$1,450,000	\$0	\$0
Stand Alone Restrooms	\$200,000	\$200,000	\$200,000	\$0	\$0
Sulphur Springs Park Site Improvements	\$1,525,000	\$0	\$0	\$0	\$0

	2023 - 24 Budget	2024 - 25 Budget	2025 - 26 Budget	2026 - 27 Budget	2027 - 28 Budget
Veterans Memorials Citywide	\$300,000	\$300,000	\$0	\$0	\$0
Wellswood Church	\$700,000	\$0	\$0	\$0	\$0
TOTAL	\$8,451,000	\$5,926,000	\$5,726,000	\$1,800,000	\$1,800,000



Total Budget

Parks & Recreation Budget

	2020 - 21 Actual	2021 - 22 Actual	2022 - 23 Revised Budget	2022 - 23 Projections	2023 - 24 Recommended Total Budget
Revenues	\$7,542,706	\$7,323,464	\$14,811,943	\$10,491,871	\$12,637,037
Expenses	\$50,501,523	\$54,005,664	\$127,616,400	\$121,689,176	\$88,333,730
REVENUES LESS EXPENSES	-\$42,958,816	-\$46,682,200	-\$112,804,457	-\$111,197,305	-\$75,696,693

For additional information regarding details in these accounts, please click the "View Report" link in the lower right of this table. You will be connected to an interactive version of this report.

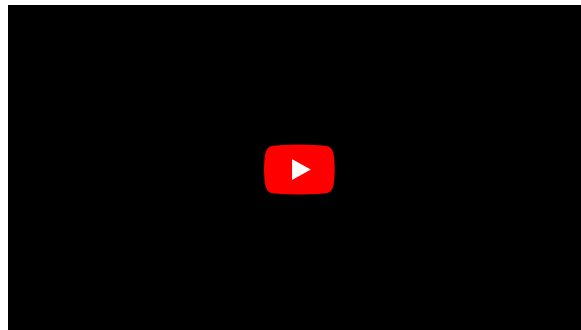
Budgeted Position Count

Parks & Recreation FTE Count

	2019 - 20 FTE Count	2020 - 21 FTE Count	2021 - 22 FTE Count	2022 - 23 FTE Count	2023 - 24 FTE Count
Amalgamated Transit Union	353.17	361.91	361.91	357.20	343.35
Non-Bargaining Group	91.00	93.00	92.00	92.00	89.00
TOTAL	444.17	454.91	453.91	449.20	432.35

For additional information regarding details for these positions, please click the "View Report" link in the lower right of this table. You will be connected to an interactive version of this report.

Parks & Recreation Department in Action



Fire

Fiscal Year 2024 Operating and Capital Budget

Department Finance Information

DEPARTMENT NAME: Fire

DEPARTMENT WEBSITE: <https://www.tampa.gov/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 analyses; and
- Evaluate the identified fire safety strategies through data analysis and fire education initiatives.

CURRENT OPERATIONS AND INITIATIVES:

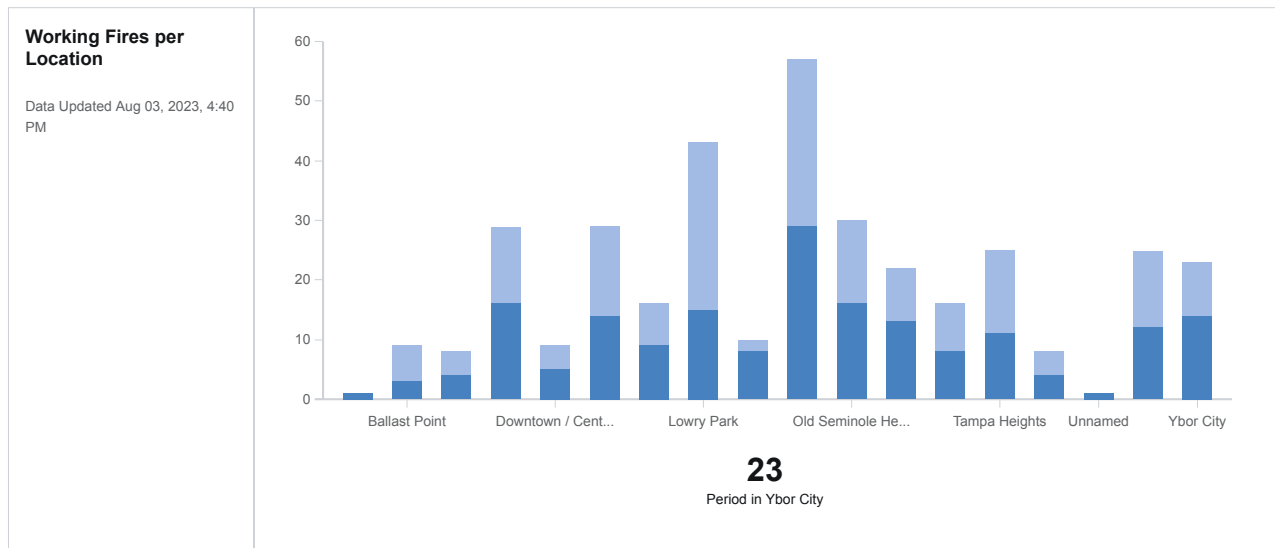
The department continues to meet nationally accepted standards for fire and EMS services accredited by the Commission on Fire Accreditation International. The department is focused on the following initiatives:

- 744 Fire Rescue personnel are assigned to the Operation Division and 24 fire stations throughout the City of Tampa including Tampa International Airport and a contractual EMS response for MacDill Air Force Base;
- Increased standardization and record keeping of firefighting and EMS training programs with the installation of the Vector Solutions Learning Management System (LMS);
- Expanding disaster resiliency through community outreach programs and Citizen Emergency Response Teams (CERT);
- Broadening business relationships with other governmental agencies to improve response and recovery effectiveness;
- Additional apparatus was added for service:
 - Rescues 19, 250, and 251 to South and East Tampa to reduce medical response times;
 - Heavy Rescue services for New Tampa;
- Increasing fire prevention efforts by adding six (6) new positions for fire inspector;
- Planning modernization of the Emergency Dispatch System, replacing antiquated Computer Aided Dispatch (CAD);
- Increasing firefighter health and safety with the purchase of second set of bunker gear for each firefighter reducing exposure to carcinogens; and
- Construction of a new Tampa Fire Training Facility to improve safety and tactical abilities of firefighting crews.

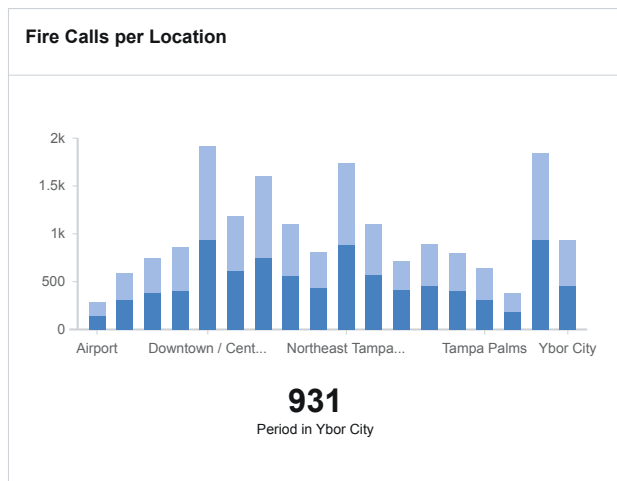


Department Performance Measures

PERFORMANCE CHART STORY: <https://stories.opengov.com/tampa/published/OQ7zkH8KT>



The City of Tampa is divided into 18 communities. This chart shows the number of working fires that were responded to in 2019 and 2020 by TFR Engines and Trucks. By tracking these numbers, it helps us determine the number of resources (trucks, engines and people) that need to be assigned in any one of our 18 locations. A working fire is defined as a fire that needs an external source of water such as a hydrant or fire engine tank and/or a fire hose extended inside of structure to extinguish the fire.



This chart shows the number of fire-related calls for service in 2019 and 2020 for each area of the City of Tampa.



This chart shows the number of medical-related calls for service in 2019 and 2020 for each area of the City of Tampa.

Operating Budget Analysis

Revenues earned by this General Fund department do not fully fund the department's operations. General revenues provide the remaining funding.

Personnel Expenses increased from Projection FY2023 due to increases in salaries, healthcare costs, and pensions. Operating expenses decreased from Projection FY2023 primarily due to the decrease in budgeted motor pool costs. Capital expenses decreased from Projection FY2023 due to the reduction in costs associated with the purchase of a new water vessel in FY2023.

The Fleet budget contains funding to replace approximately \$28.4 million of fire vehicles.

Operating Budget

	2020 - 21 Actual	2021 - 22 Actual	2022 - 23 Revised Budget	2022 - 23 Projections	2023-24 Recommended Operating Budget
Revenues	\$27,230,588	\$30,719,887	\$38,493,579	\$47,073,025	\$32,388,783
Expenses	\$117,013,904	\$123,660,899	\$160,187,622	\$161,193,445	\$140,887,979
REVENUES LESS EXPENSES	-\$89,783,316	-\$92,941,012	-\$121,694,043	-\$114,120,420	-\$108,499,196

For additional information regarding details in these accounts, please click the "View Report" link in the lower right of this table. You will be connected to an interactive version of this report.

Capital Project Details

Tampa Fire Rescue's capital improvement program is aligned with the Mayor's strategic goal of strengthening community-centric quality services. The City is allocating a total of \$12.9 million of Utilities Services Taxes and Non-Ad Valorem Bonds CIP future debt proceeds towards Tampa Fire Rescue's FY2024 capital improvement program. The majority of this funding, \$7.4 million will be used by the department for major upgrades and renovations at various fire stations throughout the City. \$4.3 million of the funding has been allocated specifically for renovations at Fire Station No 9, and \$1.2 million for the acquisition of land and expansion at Fire Station No 6.

The Capital Improvement Program Budget does not include cost allocation.

"To Date" Budget and Actual Balances on the Capital Detail report are as of preparation of the budget and may not match the "To Date" balances on department pages.

[For a detailed report of all capital project and how they may be funded by the FY2024 Budget, please click here.](#)

Capital Improvement Program Budget

	2023 - 24 Budget	2024 - 25 Budget	2025 - 26 Budget	2026 - 27 Budget	2027 - 28 Budget
FS No 6 Expansion and Property Acquisition	\$1,200,000	\$4,300,000	\$0	\$0	\$0
FS No 9 Renovations	\$4,333,000	\$0	\$0	\$0	\$0
TFR Fire Stations Improvements	\$7,334,510	\$9,220,643	\$4,232,442	\$5,907,000	\$7,948,000
TOTAL	\$12,867,510	\$13,520,643	\$4,232,442	\$5,907,000	\$7,948,000

Total Budget

	2020 - 21 Actual	2021 - 22 Actual	2022 - 23 Revised Budget	2022 - 23 Projections	2023 - 24 Recommended Total Budget
Revenues	\$27,230,588	\$30,719,887	\$38,493,579	\$47,073,025	\$50,130,312
Expenses	\$117,013,904	\$123,660,899	\$160,187,622	\$161,193,445	\$165,241,889
REVENUES LESS EXPENSES	-\$89,783,316	-\$92,941,012	-\$121,694,043	-\$114,120,420	-\$115,111,577

For additional information regarding details in these accounts, please click the "View Report" link in the lower right of this table. You will be connected to an interactive version of this report.

Budgeted Position Counts

	2019 - 20 FTE Count	2020 - 21 FTE Count	2021 - 22 FTE Count	2022 - 23 FTE Count	2023 - 24 FTE Count
Non-Bargaining Group	27.50	32.00	34.25	39.50	40.50
Amalgamated Transit Union	33.00	33.00	33.00	34.00	32.00
International Association of Firefighters	690.00	702.00	732.00	759.00	766.00
TOTAL	750.50	767.00	799.25	832.50	838.50

For additional information regarding details for these positions, please click the "View Report" link in the lower right of this table. You will be connected to an interactive version of this report.

Police

Fiscal Year 2024 Operating and Capital Budget

Department Finance Information

Department Name: Police

DEPARTMENT WEBSITE: <https://www.tampa.gov/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 Divisions, a Criminal Investigations Division, a Special Support Division, a Professional Standards Bureau to include a Quality Assurance Unit, a Legal Bureau, a Criminal Intelligence Bureau, a Public Safety Telecommunications Bureau, and a Public Information Office.

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

- Increase community engagement through a combination of personal and online interactions that promote effective police-community relationships;
- Reduce Tampa's crime rate in accordance with the National Incident-Based Reporting System (NIBRS) standard; and
- Improve officer performance through an enhanced training program.

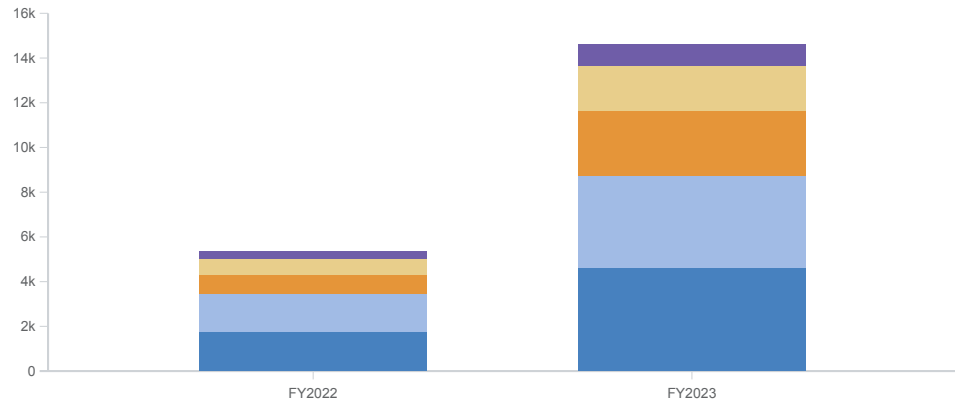
CURRENT OPERATIONS AND INITIATIVES:

The Tampa Police Department has expanded the Community Oriented Policing philosophy from a squad assignment to the approach of the entire department in problem-solving and addressing community concerns. To reduce gun-related incidents involving youth, "Project Locked & Unloaded" was implemented, providing free gun locks at each of our district offices and headquarters. Neighborhood Affairs has been rebranded to "Community Partnerships", reinforcing the shared goals of a safer Tampa as an entire community, rather than individualized neighborhoods. Youth services, including the RICH Houses, Tampa PAL, Explorers, and the SRO Program have been integrated, allowing for a synergistic approach in the development and mentoring of the next generation of Tampa.



Big Five Crimes

Data Updated Aug 03, 2023, 4:39 PM



14,587

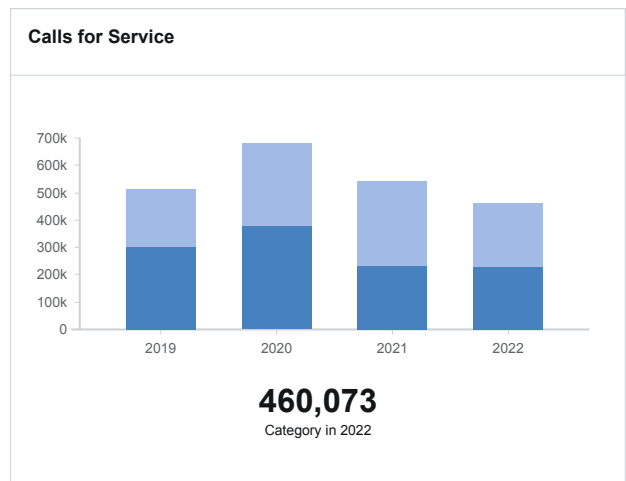
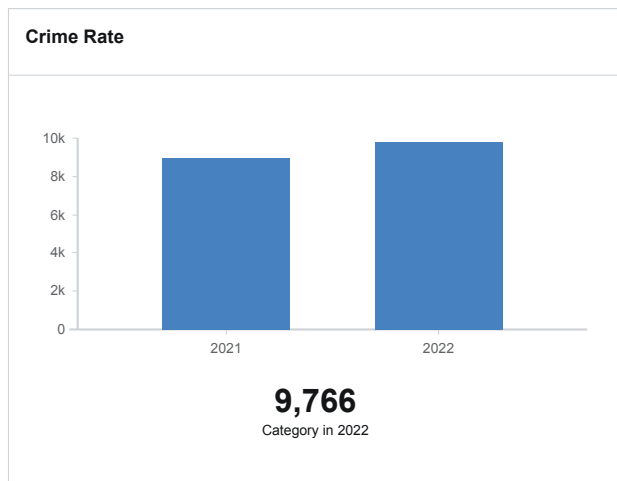
Category in FY2023

The Police Department works to keep residents and visitors safe using an innovative crime reduction plan titled, "Focus on Five." This progressive policing philosophy concentrates on five high-volume pattern crimes that are gateways to violence: burglary, robbery, auto burglary, auto theft and aggravated assault.

The "Focus on Five" plan evolves monthly, weekly and sometimes daily to stay ahead of crime trends and constantly build partnerships with the citizens in our city.

Department Performance Measures

PERFORMANCE CHART STORY: <https://stories.opengov.com/tampa/published/4p54orlvj>



The Tampa Police Department tracks crime based on the FBI's Uniform Crime Reporting program which is the national standard for measuring crime. The Tampa Police Department has far exceeded state and national crime reduction averages for the 12th consecutive year by focusing on high-volume pattern crimes and building partnerships with all citizens to enhance the quality of life in Tampa's neighborhoods.

The Police Department measures calls for service based on two categories: Proactive Police Calls and Dispatched Calls. Proactive Police Calls are initiated by officers who are working to solve cases, prevent future crimes and build positive relationships with the community. Dispatched calls are the number of 911 and non-emergency calls received from the public. Over the past 12 years, the officers have increased their pro-active activities 148%--one of the leading contributors to Tampa's low crime rate.

The "Focus on Five" plan evolves monthly, weekly and sometimes daily to stay ahead of crime trends and constantly build partnerships with the citizens in our city.

Budget Analysis

Revenues earned by this General Fund department do not fully fund the department's operations. General revenues provide the remaining funding.

Personnel expenses increased from Projection FY2023 due to increases in salaries, healthcare costs, and pensions. Operating expenses increased from Revised FY2023 due to a rise in the costs associated with repair and maintenance services. Capital expenses decreased due to a reduction in costs associated with the purchase of new computer hardware/software in FY2023.

The Fleet budget contains funding to replace approximately \$9.4 million of police vehicles.

Capital Project Details

No new projects are recommended for FY2024.

[For a detailed report of any existing capital projects, please click here.](#)

Total Budget

Police Budget

	2020 - 21 Actual	2021 - 22 Actual	2022 - 23 Revised Budget	2022 - 23 Projections	2023 - 24 Recommended Total Budget
Revenues	\$30,197,494	\$35,002,468	\$52,109,712	\$56,899,822	\$36,064,910
Expenses	\$185,485,601	\$199,270,620	\$256,287,778	\$243,121,446	\$228,226,098
REVENUES LESS EXPENSES	-\$155,288,107	-\$164,268,153	-\$204,178,066	-\$186,221,624	-\$192,161,188

For additional information regarding details in these accounts, please click the "View Report" link in the lower right of this table. You will be connected to an interactive version of this report.

Budgeted Position Counts

Police FTE Count

	2019 - 20 FTE Count	2020 - 21 FTE Count	2021 - 22 FTE Count	2022 - 23 FTE Count	2023 - 24 FTE Count
Non-Bargaining Group	66.00	66.00	69.00	70.00	74.00
Amalgamated Transit Union	224.50	224.50	223.50	222.50	220.75
Police Benevolent Association	951.00	951.00	953.00	963.00	963.00
TOTAL	1,241.50	1,241.50	1,245.50	1,255.50	1,257.75

For additional information regarding details for these positions, please click the "View Report" link in the lower right of this table. You will be connected to an interactive version of this report.

Capital Program Overview

Fiscal Year 2024 Operating and Capital Budget

FY2024-FY2028 Capital Improvement Program Overview

Capital improvement projects have a vital relationship to the degree and direction of community development. The City of Tampa's Capital Improvement Program (CIP) 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 can change, planned projects included in outward years are not guaranteed for funding.

Most capital projects have several phases including design, land/rights-of-way acquisition, permitting, and construction. A capital project can take one or two years from inception to completion; however, major projects may span several years before they are completed. In some cases, construction may significantly lag design due to permitting requirements and land/rights-of-way acquisition. The CIP allows for the annual appropriation of financial resources for a specific phase while allocating funds for future phases.

Only those projects identified in the first year of the five-year capital improvement plan are appropriated in the adopted budget. However, it is important to provide and approve the five-year CIP for long-term planning, establishing funding priorities and goals, as well as coordinating and phasing improvements for all departmental projects. Long-range capital planning is an important management tool that strengthens the links between infrastructure requirements, identified needs and priorities of the community, and the financial sustainability and capacity of the City.

Highlights

The City's FY2024-FY2028 CIP contains capital improvement projects totaling \$1.7 billion. Most capital projects focus on maintaining, repairing, and renovating existing City assets such as roads, bridges, parks, buildings, the waste-to-energy facility, and parking, stormwater, wastewater, and water infrastructure.

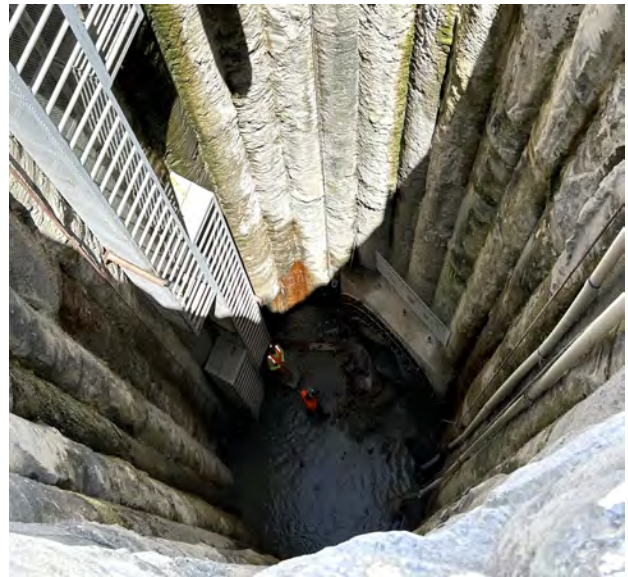
In FY2024, Tampa's CIP budget is \$378.6 million and continues to focus on improving infrastructure and mobility, establishing sustainability and resilience, and strengthening community-centric services. Several significant projects include Comprehensive Infrastructure for Tampa's Neighborhoods Phase I and the Solid Waste Relocation to 34th Street/McKay Bay Complex, implementation of a smart city parking guidance system, development of a citywide watershed master plan, and Sulphur Springs Park site improvements. Additionally, the City's continues to invest capital programs that include: facility renovations/improvements, and climate control/HVAC and electrical upgrades; citywide electric vehicle charging infrastructure; small neighborhood parks, athletic field lighting, and ADA improvements; street resurfacing, sidewalks, multi-modal mobility networks, and safety improvements; parking equipment upgrades and garage restoration/modernization; major upgrades/renovations at fire stations; stormwater improvements and flooding relief; retrofit of the McKay Bay Waste-to-Energy Facility; rehabilitation of the wastewater collection system and pumping stations, and improvements at the Howard F. Curren Advanced Wastewater Treatment Plant; and replacement of water mains and distribution lines, and improvements at the David L. Tippin Water Treatment Facility.



Elements of a Capital Improvement Project

The following elements may be included in a CIP project:

- **Land:** Purchase of all property necessary for the construction of a capital project such as roads, stormwater, and underground utilities (e.g., expansion of roadway, stormwater retention/attenuation, and environmental mitigation). The contribution of right-of-way and easements are also included. Building acquisition is real property or an interest therein, donated or acquired by purchase or condemnation, to accommodate vertical construction.
- **Construction/Improvements:** Construction includes alterations, conversions, expansions, reconstruction, renovations, rehabilitations, and major replacements. Mechanical and electrical installations such as plumbing, heating, electrical work, elevators, escalators, central air-conditioning, and similar building services are also included. Other examples are site preparation, construction of sidewalks, highways and streets, parking lots, utility connections, outdoor lighting, railroad tracks, airfields, piers, wharves and docks, telephone lines, radio and television towers, water supply lines, sewers, water, signal towers, electric light and power distribution and transmission lines. In general, it includes construction/improvements to facilities that are built into or fixed to the land.
- **Design/Professional Services:** Creation of plans and specifications for construction of an object or system (as in architectural blueprints, engineering drawings, circuit diagrams). Includes costs for development, programming, surveying, and environmental impact studies for approved capital projects.
- **Construction Engineering and Inspection (CEI):** Includes the activities and resources required to review and inspect construction projects. Includes the review of plans and specifications; control of materials used; supervision of utility relocation and contract subletting; control of contract time and time extensions; as well as maintenance of a project diary.
- **Project Management:** Contract Administration Department's (CAD) preparation and management of contracts for professional and construction services. CAD assistance is provided throughout the planning and design, contract execution, and construction phase for a majority of the City of Tampa capital construction projects.
- **Aids to Other Governments:** Any transfers to other governments, public nonprofit or civic organizations; and any item which cannot be readily categorized in the listed elements.
- **Equipment:** Tangible property (other than land or buildings) used in the operations of the City. Examples of equipment include instrumentation, machines, tools, and vehicles.
- **Computer Hardware/Software:** Direct acquisition of computer hardware, software and peripherals which cost over \$5,000 and last longer than 2 years. Includes professional services related to these expenditures.
- **Public Art:** Various art forms which enhance the appearance of public facilities and improve the environment on behalf of its citizens. Visual art meant to be incorporated in the design and construction of public facilities within the City.



Project Detail Report

The project detail report provides details for each project included in the program, organized by department and City Council District.

Specific instructions for use and content within the detail report are included on the report page.

[Please click here to view this report.](#)

Capital Program Summary by Funding Source

	2023 - 24 Budget	2024 - 25 Budget	2025 - 26 Budget	2026 - 27 Budget	2027 - 28 Budget
Governmental	\$60,240,342	\$55,218,643	\$40,233,442	\$31,801,000	\$32,797,000
Proprietary	\$282,605,936	\$309,970,224	\$295,787,047	\$284,954,642	\$269,901,089
Fiduciary	\$35,778,822	\$0	\$0	\$0	\$0
TOTAL	\$378,625,100	\$365,188,867	\$336,020,489	\$316,755,642	\$302,698,089



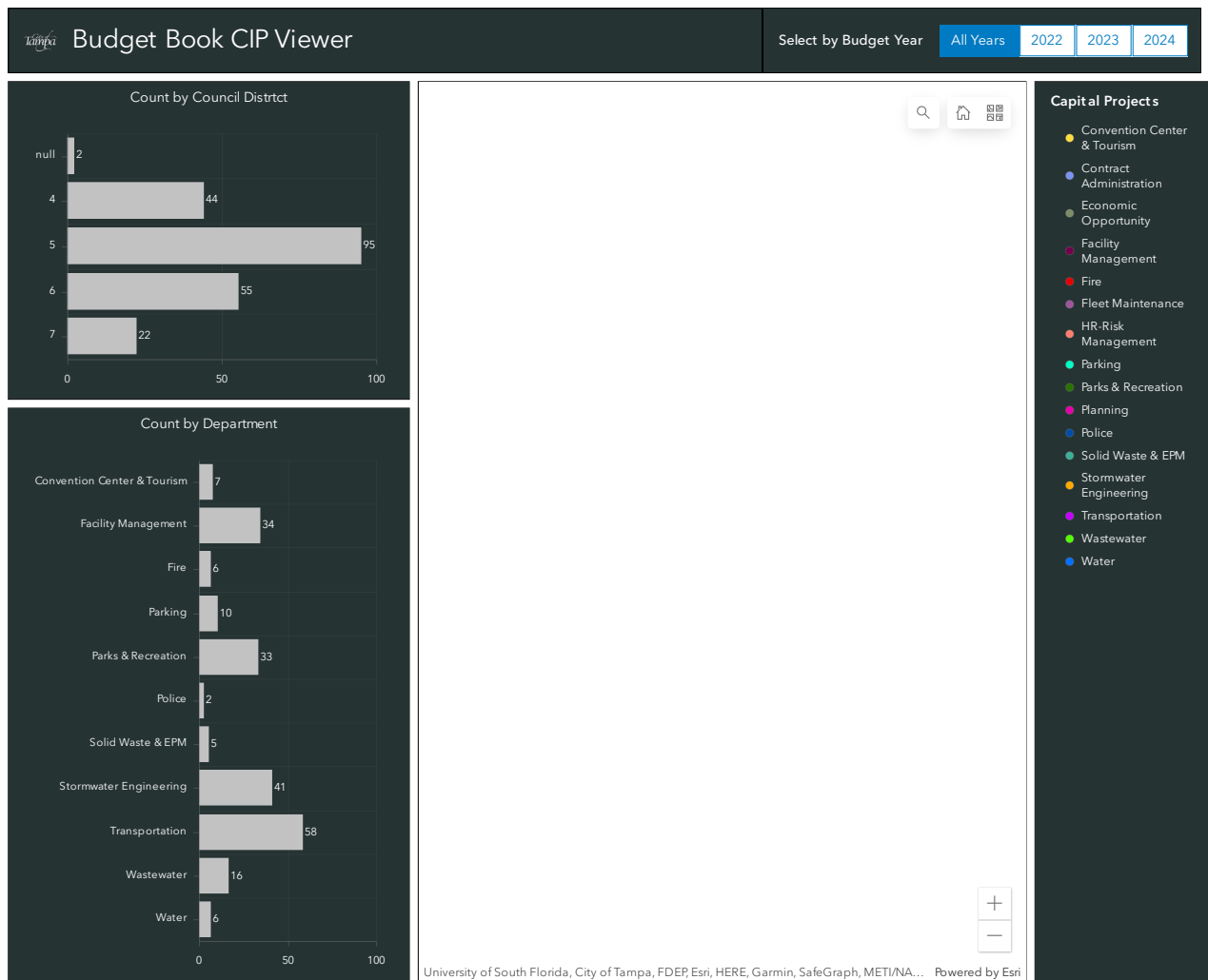
Capital Program Summary by Department

	2023 - 24 Budget	2024 - 25 Budget	2025 - 26 Budget	2026 - 27 Budget	2027 - 28 Budget
Art & Cultural Affairs	\$208,954	\$0	\$0	\$0	\$0
Community Redevelopment Agency	\$34,778,822	\$0	\$0	\$0	\$0
Convention Center & Tourism	\$5,535,000	\$4,660,000	\$4,070,000	\$0	\$0
Facility Management	\$3,400,000	\$3,175,000	\$3,256,000	\$2,820,000	\$1,600,000
Fire	\$12,867,510	\$13,520,643	\$4,232,442	\$5,907,000	\$7,948,000
Fleet Maintenance	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000

	2023 - 24 Budget	2024 - 25 Budget	2025 - 26 Budget	2026 - 27 Budget	2027 - 28 Budget
Golf Courses	\$599,000	\$300,000	\$300,000	\$300,000	\$300,000
Infrastructure & Mobility Administration	\$18,975,000	\$12,000,000	\$0	\$0	\$0
Non Departmental	\$320,000	\$320,000	\$320,000	\$320,000	\$320,000
Parking	\$15,100,000	\$13,000,000	\$5,700,000	\$0	\$0
Parks & Recreation	\$8,451,000	\$5,926,000	\$5,726,000	\$1,800,000	\$1,800,000
Solid Waste & Environmental Program Management	\$101,830,809	\$32,375,000	\$6,925,000	\$45,650,000	\$11,900,000
Stormwater Engineering	\$5,428,215	\$7,300,000	\$8,000,000	\$6,500,000	\$6,500,000
Technology & Innovation	\$6,274,000	\$4,675,000	\$2,305,000	\$2,130,000	\$2,305,000
Transportation	\$18,955,663	\$15,142,000	\$11,824,000	\$11,824,000	\$11,824,000
Wastewater	\$75,177,261	\$103,039,600	\$102,150,000	\$75,550,000	\$96,250,000
Water	\$70,223,866	\$149,255,624	\$180,712,047	\$163,454,642	\$161,451,089
TOTAL	\$378,625,100	\$365,188,867	\$336,020,489	\$316,755,642	\$302,698,089



Capital Program Map



Select a budget year to focus on using the year controls in the upper right corner of this map. You may also filter to departments or council districts by clicking on the bars on the left. Each dot on the map represents a capital improvement program project.

Sources of Financing

The three primary means to finance the City's capital projects are current revenues (cash basis), grants, and/or debt.

Current Revenues (Cash Basis)

The City primarily funds its capital improvement program on a cash basis. There are various revenue sources used for this purpose. Some revenues are restricted, such as transportation impact fees, local option gas 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 on qualified capital projects.
- **Community Redevelopment Area Trust Funds (CRA):** The Community Redevelopment Areas (CRAs) are supported by Tax Increment Financing (TIF), which is determined by the property values in each of the CRAs, to fund redevelopment activities within the respective CRA.
- **Stormwater Improvement Assessment:** Provides funding through an annual non-ad valorem assessment for stormwater-related capital improvement projects within the Central and Lower Basin Improvement Area, which include system capacity increases, pond construction, the installation of drainage systems, and pumping station rehabilitation.
- **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 impact fees.

- **Transportation Multi-Modal Impact Fees:** Transportation Multi-Modal Impact Fees are assessed on land development to support the added demands on the transportation network due to expanded or new construction. The new multi-modal impact fee provides flexibility to expand capital facilities for bicycle, pedestrian, and transit modes in addition to funding automobile capacity along the classified roadway network. Multi-modal fees can only be spent within the transportation impact fee district in which they were collected.
- **Local Option Gas Tax:** Local Option Gas Tax usage is restricted for various transportation capital improvement projects including resurfacing, complete streets improvements multi-median sidewalks, bike lanes, medians and traffic signals. Local governments may assess up to 12 cents per gallon. Hillsborough County currently assesses 7 cents per gallon of fuel purchased within County boundaries for transportation capital funding.
- **Utilities Services Taxes:** Utilities Services Taxes are levied by the City on taxable sales for communications and utilities. The tax is assessed on the following services: communications, water, electricity, and gas. Utilities services taxes may be used to fund general governmental operations, capital equipment purchases, 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 delivery of their respective services. These revenues are restricted to support the operations, fund capital improvements, and/or pay debt service within the respective department (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 awarded 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 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.



Comprehensive Plans

The State of Florida, through the Florida Growth Management Act, mandates all counties and municipalities adopt comprehensive plans providing public facilities (infrastructure) and services to support the impact of development. The comprehensive plan is a legal document adopted by local governments to guide and coordinate long-range growth and development. It considers information such as population projections, patterns of existing development, suitability of land for development, capacity of public facilities to serve future development, and the financial capacity to make improvements to those facilities. The comprehensive plan specifies policies toward land use and growth including a Future Land Use Map that regulates the general type of land use allowed (commercial, industrial, residential etc.) and the maximum density (living units per acre) or intensity (square feet of building area) of those uses. All land use decisions made by local jurisdictions must be in conformance with the comprehensive plan.

Comprehensive Plans for the cities of Tampa, Temple Terrace and Plant City and unincorporated Hillsborough County were initially adopted in 1989 by the Hillsborough County City-County Planning Commission with the input of the citizens and most recently amended in 2016. There are two processes used to update the Comprehensive Plan: 1) annual updates and changes based on locally initiated requests for changes; 2) a comprehensive update every 7 years.

Tampa Comprehensive Plan

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 \(external link\)](#), 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.

The Imagine 2040: Tampa Comprehensive Plan is a twenty-year plan for the growth and redevelopment of the City of Tampa. The plan is updated periodically to reflect changes in growth patterns, community aspirations, demands for City services, and incorporation of new supplemental plans (such as 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. The Tampa Comprehensive Plan completed a major update in 2016 and was awarded an American Planning Association Silver Level Comprehensive Plan Standard for Sustaining Places. Tampa is a great city to live and work in, offering diversity and a vibrant urban life that nurtures residents' creativity and their entrepreneurial spirit. The Plan builds on these qualities and outlines a collective vision for sustaining and enhancing an attractive and safe city that evokes pride, passion, and a sense of belonging using innovative and sustainable strategies and planning techniques. The Plan ensures Tampa will prosper well into the 21st century.



Capital Improvement Program (CIP) Budget Process

City 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.

Definition of Capital Improvement Program Projects

The City defines a CIP project as a major, non-recurring, capital expenditure for the construction, expansion, purchase, or major repair/replacement of buildings, utility systems, streets, or other physical structure or property. Generally, a CIP project will have an expected useful life greater than one year and an estimated total expenditure of more than \$100,000.

Operational Impacts of Capital Improvement Projects

An important factor that is evaluated as part of CIP development is the financial impact that a capital project will have on the City's future operating costs. Departments are required to estimate the annual operating costs/recurring expenditures for each project submitted for consideration in the CIP. Operational impacts generally refer to the increased personnel, supplies, services, equipment, and non-capital costs related to a project as well as savings generated because of a project.

The greatest operating impacts relate to new or expanded facilities requiring additional funding for operating expenses and often additional personnel. For example, opening a new city services facility results in additional staffing requirements and increased operating expenses including utilities, supplies, repair costs, and routine maintenance such as janitorial/custodial services or landscaping.

CIP projects can also result in operating budget savings due to efficiencies gained from new equipment, lower maintenance costs, and/or reduced staffing requirements. For example, using capital project funds for brick street restoration projects usually reduces the need for repairs and other maintenance otherwise funded within the operating budget. Likewise, LED lighting installations result in reduced electrical expenses.

[To view a summary of the estimated annual Operational Impacts of Capital Improvement Projects, click here.](#)

Capital Project Detail Report

Fiscal Year 2024 Operating and Capital Budget

Capital Improvement Project Detail Report

This report shows financial details for more than 300 Capital Improvement Projects that the City of Tampa is either engaged in or will be initiated with the approval of the proposed FY2024 Budget. Details include the project's location, description, budgeted expenditures and funding sources and the project's progress toward completion.

To use this report, you can select **Department Name** (1) on the left side or select City **Council District** (2) listed across the top

You can choose specific **Project Names** or **Project Numbers** (3) in the drop-down menu located in the center of the report. Click on the arrow to the right, and for your convenience, a search box appears. (4). Type a key word or number to narrow your search and press Enter.

Click the '**Clear All Selections**' button in the upper right of the tool to reset the report to its original settings, allowing you to view other projects.

The screenshot shows the report's filter and selection interface. On the left, a vertical list of departments is shown, with an arrow pointing to the top of the list labeled '1'. At the top, a 'Council District' row contains buttons for 'Citywide', 'District 4', 'District 5', and 'District 6', with an arrow pointing to the 'Citywide' button labeled '2'. Below this is a 'Project Name (Number)' dropdown menu with an arrow pointing to the dropdown arrow labeled '3'. A search box is open below the dropdown, with an arrow pointing to the search input field labeled '4'. The search results list several projects with checkboxes:

- 131st Avenue Trunk Sewer Rehabilitation (1002317)
- 30th Street Complete Streets Sidewalk & Safety Improvement (1001530)
- 34th Street North From Columbus Drive to US92/East Hillsborough Avenue (1001226)
- Accela Upgrade (1002157)
- Advanced Metering Infrastructure (AMI) (1001390)
- Alley Restoration (1001222)

Department

- Art & Cultural Affairs
- Convention Center & Tourism
- Facility Management
- Fire
- Fleet Maintenance
- Golf Courses
- Infrastructure & Mobility Administration
- Non-Departmental
- Parking
- Parks & Recreation
- Police
- Solid Waste & Environmental Progra...
- Stormwater
- Technology & Innovation
- Transportation
- Wastewater
- Water

Council District

- Citywide
- District 4
- District 5
- District 6
- District 7
- Outside City Limits

Clear All Selections

Project Name (Number)

All

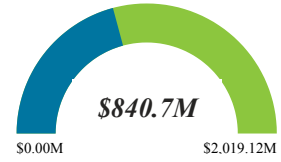
Project Location

Multiple projects are reflected in these totals.

Project Description

Multiple projects are reflected in these totals.

Budget and Actual Activity to Date



Budgeted	\$2,019,116,008
- Actuals	\$840,679,120
= Remaining	\$1,178,436,888

Fiscal Year 2024 to 2028 Recommended Budget and Funding Sources

Expenditures	Budget FY2024	Budget FY2025	Budget FY2026	Budget FY2027	Budget FY2028	Budget Total
Total	\$333,429,878	\$364,688,867	\$335,520,489	\$316,255,642	\$302,198,089	\$1,652,092,965
Total	\$333,429,878	\$364,688,867	\$335,520,489	\$316,255,642	\$302,198,089	\$1,652,092,965

Funding Sources	Budget FY2024	Budget FY2025	Budget FY2026	Budget FY2027	Budget FY2028	Budget Total
Total	\$333,429,878	\$364,688,867	\$335,520,489	\$316,255,642	\$302,198,089	\$1,652,092,965
Total	\$333,429,878	\$364,688,867	\$335,520,489	\$316,255,642	\$302,198,089	\$1,652,092,965

FY2024 Budget does not include applicable cost allocation amounts.

[Microsoft Power BI](#)



Debt Overview

Fiscal Year 2024 Operating and Capital Budget

Outstanding Debt

[Click for a summary of the City's Outstanding Debt portfolio.](#)

Anticipated Issuances

[Click for a summary of the City's Anticipated Future Issuances of Debt.](#)

Overview

The City of Tampa issues revenue bonds for the purpose of acquiring, improving, or constructing capital assets or to refund previously issued bonds. The City does not issue bonds for the purpose of funding daily operations.

Summary of City-issued Debt

As of September 30, 2023, the City has approximately \$1,266,995,380 in outstanding principal of which \$533,226,537 is governmental fund debt and \$733,768,843 is enterprise fund debt. Also included in governmental debt is \$2,685,000 for the Tampa Sports Authority (TSA) Special Purpose Bonds, Series 1995 for which certain funds have been pledged for the payment of debt service. The City's full faith, credit and taxing power have not been pledged to secure the currently outstanding debt. The City has no general obligation debt.

Primary Types of Debt

General Obligation Debt

Direct debt supported by property tax revenues and utilized as authorized by voters. The City shall not issue general obligation debt without a successful vote by bond referendum election.

Revenue-Backed Debt

Debt supported by dedicated revenue sources including proprietary revenues, fees, and user charges as well as specific, pledged non-ad valorem revenues, including but not limited to utilities services taxes, sales taxes, state revenue sources, and excise taxes. Revenue-backed debt may be issued in the form of publicly offered or privately placed bonds, notes, or short-term debt for both, general governmental and enterprise uses.

Covenant to Budget and Appropriate Debt

Covenant to Budget and Appropriate 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 documentation. 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.

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.

Over the lifetime of a lease, the total cost to the City may be higher than the outright purchase cost of the asset. However, in exceptional circumstances, leases may be suitable for financing capital expenditures including acquisition of land and equipment and construction of facilities. 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.

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 Florida's State Revolving Fund loan programs for low-interest loans to fund qualified projects. In addition, various governmental agencies may provide low-cost funding through pooled loan programs.

Housing and Urban Development (HUD) Section 108 Loan Guarantees

HUD Section 108 is the loan guarantee provision of the Community Development Block Grant (CDBG) program that provides communities with a source of financing for economic development, housing rehabilitation, public facilities, and large-scale physical development projects. The City abides by guidelines established by HUD when pursuing these loans. Currently, the City of Tampa has no outstanding HUD Section 108 Loans.

Short-Term Debt

Short-term variable rate debt and commercial paper programs are cash management tools that provide funding for capital expenditures that may be refunded from other sources, including grants or long-term debt.

Bond Covenants

The official statements and City Council resolutions authorizing the issuance of bonds contain certain restrictive covenants. The City has covenanted that specified amounts derived from specific revenue sources will be deposited into accounts and funds established by the corresponding authorizing bond resolutions. The deposits into these accounts and funds are used to pay principal and interest coming due on the bonds. The City is in compliance with all bond covenants.

The City has no debt constraints or limits beyond those required under the bond covenants.

Continuing Disclosure

Pursuant to the City's Disclosure Policies and Procedures, the City has covenanted to provide certain annual financial information and operating data related to the City and to provide notices of the occurrence of certain enumerated material events. The City has agreed to file annual financial information and operating data and the audited financial statements with each entity authorized and approved by the Securities and Exchange Commission (the "SEC") to act as a repository (each a "Repository") for the purpose of complying with Rule 15c2-12 adopted by the SEC under the Securities Exchange Act of 1934 (the "Rule"). Effective July 1, 2009, the sole Repository is the Municipal Securities Rulemaking Board ("MSRB"). The City has agreed to file notices of certain enumerated material events, when and if they occur, with the Repository.

Credit Ratings

There are three nationally recognized rating agencies: Moody's Investors Services, Inc. (Moody's), Standard & Poor's Financial Services LLC. (Standard & Poor's), and Fitch Ratings, Inc. (Fitch). Rating agencies provide an independent assessment of the relative credit worthiness of governmental entities. A credit rating is an independent evaluation of risk. It is an assessment of a governmental entity's ability to pay its debts and/or likelihood of default. Ratings are an extremely important factor in determining the bond's marketability and interest rate. Ratings are relied upon by investors in making investment decisions and by the underwriters in determining whether to underwrite a particular bond issue.

For a bond to be rated, the issuer must contract with a rating agency and pay a fee. The issuer provides the rating agency with operational and financial information. These agencies provide a letter grade that conveys their assessment of the ability of the borrower to pay debt service.

Primary factors rating agencies consider when evaluating a proposed debt offering include economic environment, debt history, administration, financial performance, and debt management. A key component in the rating agencies' analysis is the evidence of sound management practices. Developing and adhering to long-term financial and capital improvement plans, keeping expense growth in-line with revenues, and maintaining an adequate level of operating reserves are

important. Preparation of annual financial reports in accordance with Generally Accepted Accounting Principles, receipt of the Government Finance Officers Association's Certificate of Achievement for Excellence in Financial Reporting, and receipt of the Distinguished Budget Presentation Award are further evidence of quality financial management.

To communicate an opinion for creditworthiness, rating agencies use a combination of symbols including letters, numbers, plus sign and minus sign.

City of Tampa's Credit Ratings

Even though the City has no general obligation debt, Moody's, Standard & Poor's, and Fitch have assigned issuer credit ratings of Aa1, AAA, and AA+, respectively. These issuer credit ratings serve as a benchmark for comparing the City's overall credit profile to other governmental entities throughout the country. These ratings reflect the strong economy, liquidity, and management practices of the City of Tampa.

In the City of Tampa, water, wastewater, community investment tax, stormwater improvement assessment and non-ad valorem revenues have been pledged as a method of repayment of the outstanding revenue bonds. Since April 2011, Moody's, Standard & Poor's, and Fitch have upgraded the City's various credit ratings 15 times, from which thirteen upgrades were assigned to its outstanding bonds and two upgrades to the City's issuer credit rating. These upgrades are the result of a strong economy, liquidity, financial performance, moderate debt position and management practices.

Outstanding Debt

Fiscal Year 2024 Operating and Capital Budget

Principal Outstanding Debt

As of September 30, 2023, the City has approximately \$1,266,995,380 in outstanding principal of which \$533,226,537 is governmental debt and \$733,768,843 is enterprise debt. Included in the governmental debt is \$2,685,000 for the Tampa Sports Authority (TSA) Special Purpose Bonds, Series 1995 for which certain funds have been pledged for the payment of debt service.

Approximately 34% or \$433,015,509 of the City's outstanding debt is due between fiscal years 2024 and 2033, 23% or \$294,159,871 is due within fiscal years 2034 and 2043, and the remaining 43% or \$537,135,000 of the outstanding debt is due within fiscal years 2044 and 2058 (Excludes TSA outstanding principal amount of \$2,685,000).

[To view the Principal Debt Composition schedule for Outstanding Governmental Debt, click here.](#)

[To view the Principal Debt Composition schedule for Outstanding Enterprise Debt, click here.](#)

Governmental Debt

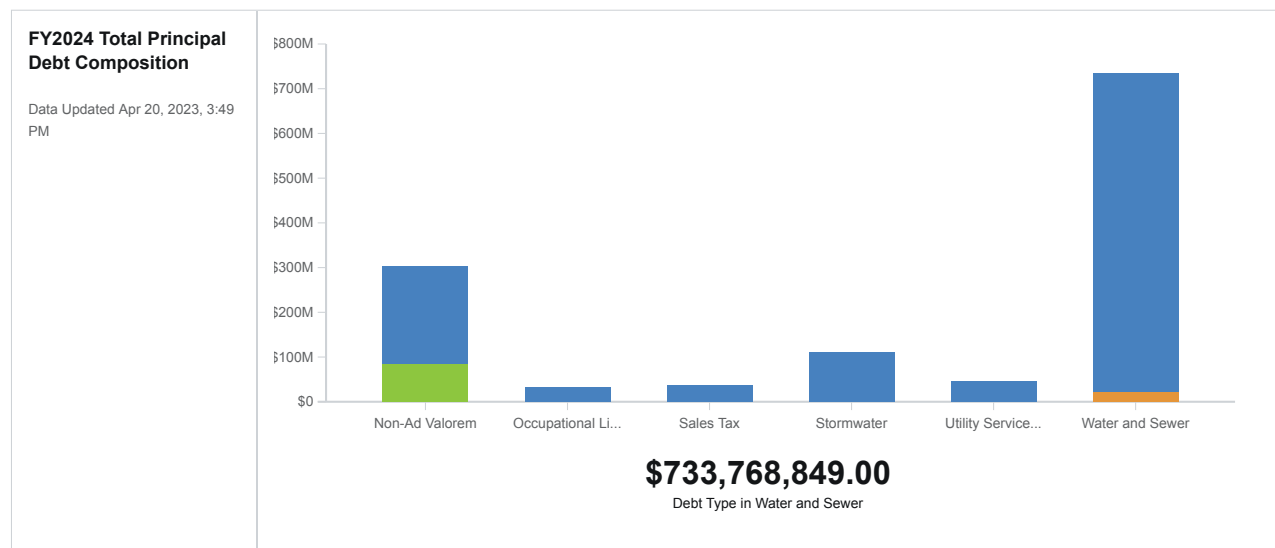
The outstanding governmental debt includes \$449,602,227 in revenue bonds and \$83,624,310 in notes.

The City anticipates issuing additional debt within the next fiscal year. Please refer to the "[Anticipated Issuances](#)" section for additional details.

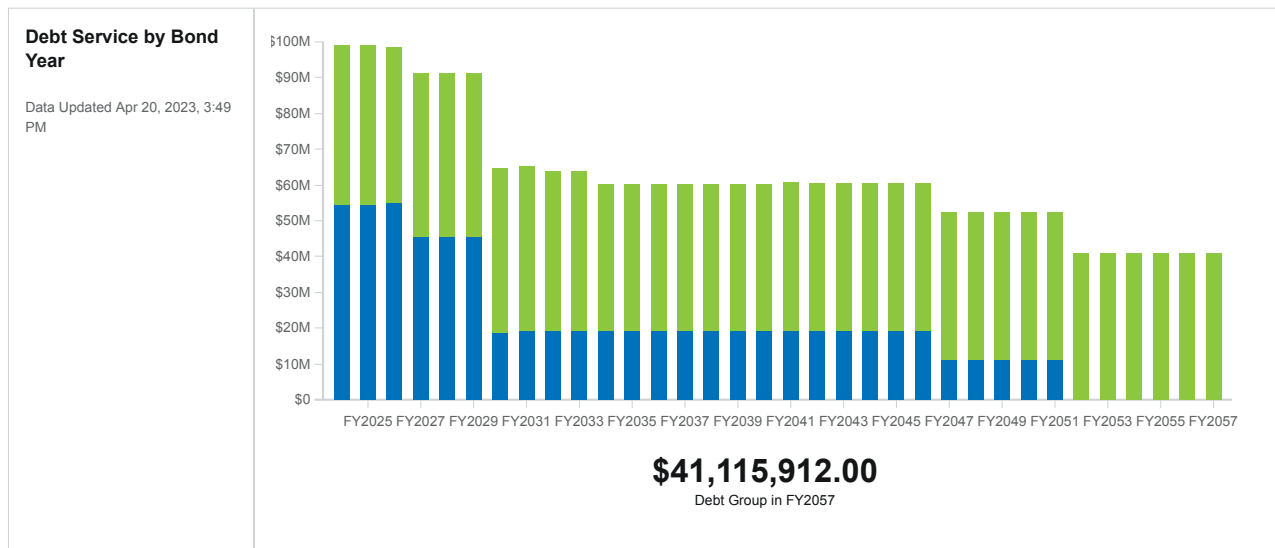
Enterprise Debt

The outstanding enterprise debt includes \$713,155,000 in revenue bonds and \$20,613,843 in state revolving loans.

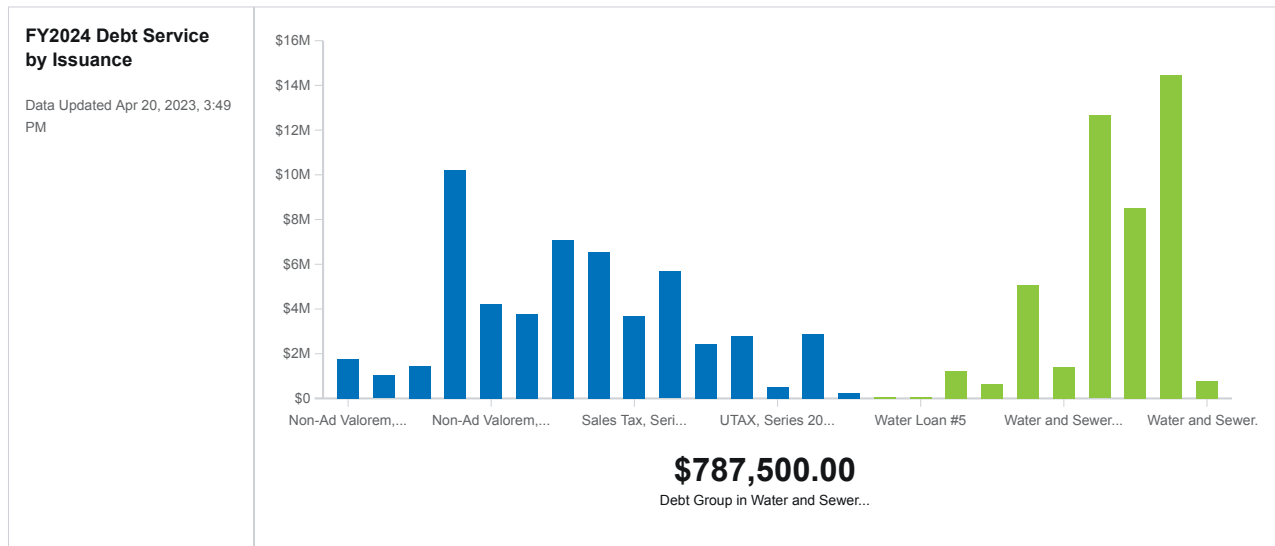
The City anticipates issuing additional debt within the next fiscal year. Please refer to the "[Anticipated Issuances](#)" section for additional details.



This table doesn't reflect the issuance of anticipated debt and excludes TSA outstanding debt. As guarantor, the City does not make the payment for TSA. The October 1, 2023 principal payment is shown as outstanding.



This table doesn't reflect the issuance of anticipated debt and excludes TSA debt service. As guarantor, the City does not make the payment for TSA.



This table doesn't reflect the issuance of anticipated debt and excludes TSA outstanding debt. As guarantor, the City does not make the payment for TSA.

Anticipated Issuances

Fiscal Year 2024 Operating and Capital Budget

Anticipated Issuances

Non-Ad Valorem Line of Credit

The City anticipates issuing a 5-year term line of credit for approximately \$170.0 million to fund the construction of various capital improvement projects, to include East Tampa Recreational Complex, Fire Station No. 24, Public Safety Training Facilities, Tampa Fire Rescue Maintenance/Supply Shop, Howard Avenue Tampa Police Department Offices, Parks Master Plan Project, transportation projects, Housing Community Land Trust, and a Fleet Maintenance Decentralization. The line of credit will be repaid solely from a covenant to budget and appropriate non-ad valorem revenues and refinanced with a long-term debt instrument.

Please see discussion below regarding the Solid Waste line of credit which will be securitized by a covenant to budget and appropriate non-ad valorem revenues.

Non-Ad Valorem Vehicle Financing

The City has a need to purchase approximately \$150.2 million of replacement vehicles over the next five years (FY2024 - FY2028). The City anticipates obtaining approximately \$66.1 million in financing to assist in these vehicle purchases.

Stormwater Bonds

The City anticipates issuing stormwater debt in FY2024 for \$35.8 million to fund stormwater capital improvement projects within the Central and Lower Basin Improvement Area of the City. Based on the Financial Feasibility Study prepared by the City's financial advisor, the projected stormwater improvement assessment revenues should be sufficient to pay the estimated annual debt service of currently outstanding debt and to support the anticipated issuance of additional parity bonds.

Water and Wastewater System Revenue Bonds

The City anticipates issuing additional Water and Wastewater bonds from 2024 to 2027 to fund capital improvements projects in the total amount of \$827.1 million. Based on the Financial Feasibility Study prepared by the City's financial advisor in May 2022, the projected water and wastewater rate revenues should be sufficient to pay the estimated annual debt service of currently outstanding debt and to support the anticipated issuance of additional parity bonds as follows:

Series 2024 - \$407.5 million

Series 2025 - \$89.3 million

Series 2026 - \$170.1 million

Series 2027 - \$160.2 million

Solid Waste Line of Credit

The City anticipates issuing a series of 5-year term line of credit for approximately \$300 million to fund various capital improvement projects for the Solid Waste and Environmental Program Management Department. The line of credits will be securitized by a non-ad valorem pledge and repaid solely from solid waste rate revenues. The lines of credit will be refinanced with a long-term debt instrument.

The City has engaged a rate consultant to review and update the Solid Waste system's rate structure with a tentative implementation date of October 1, 2024.

Currently, there is no outstanding debt secured with solid waste rate revenues.

Financial Policies Overview

Fiscal Year 2024 Operating and Capital Budget

Financial Policies

The City of Tampa (“City”) has established a series of financial policies to facilitate management actions on financial decisions and to assist interested parties in understanding the City’s finances. These policies are grouped as follows:

1. [General Financial Policies](#)
2. [Debt Financial Policies](#)
3. [Investment Financial Policies](#)
4. [Grants Financial Policies](#)

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).

General Financial Policies

1. Balanced Budget
2. Fund Balances
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. Non-Recurring Revenues
10. Revenue Forecast
11. Payment in Lieu of Taxes/Payment in Lieu of Franchise Fees (PILOT/PILOF)
12. Cost Allocation
13. Revenue Diversification
14. Capital Improvement Program (Five-Year Strategic Plan)
15. Basis of Accounting and Basis of Budgeting
16. Administratively Re-Appropriating Prior Year Budgets
17. Budget Amendment
18. Inter-Fund Transfers

Debt Financial Policies

1. Introduction, Scope, and Authority
2. Objectives
3. Debt Administration
4. Maintaining & Improving Credit Ratings
5. Types of Debt
6. Conduit Debt
7. Investment of Bond Proceeds
8. Purpose of Financing
9. Criteria for Evaluating Debt Options
10. Debt Issuance
11. Continuing Disclosure
12. Professional Services
13. Credit Enhancement
14. Secondary Market Disclosure

Investment Financial Policies

1. Introduction and Scope
2. Investment Objectives
3. Delegation of Authority
4. Investor Advisor
5. Standards of Prudence
6. Ethics and Conflicts of Interest
7. Internal Controls and Investment Procedures
8. Continuing Education
9. Authorized Investment Institutions and Dealers
10. Maturity and Liquidity Requirements
11. Competitive Selection of Investment Instruments
12. Authorized Investment and Portfolio Composition
13. United States Government Securities
14. United States Government Agencies
15. Federal Instrumentalities (United States Government-Sponsored Enterprises)
16. Interest Bearing Time Deposits or Savings Accounts
17. Commercial Paper
18. Corporate Notes
19. State and/or Local Government Taxable and/or Tax-Exempt Debt
20. Registered Investment Companies
21. Intergovernmental Investment Pools
22. Performance Measurements
23. Reporting
24. Third-Party Custodial Agreements
25. Attachments

Grants Financial Policies

1. Grants Administration
2. Applying for a Grant
3. Accepting Grant Awards
4. Managing Grants
5. Procurement Under Grants
6. Grants File
7. Record Retention
8. Annual Single Audit
9. Ethics
10. FEMA/Event Management
11. Grants Manual

General Financial Policies

Fiscal Year 2024 Operating and Capital Budget

General Financial Policies

In this section, you will find information on the City's financial policies related to the following topics:

1. Balanced Budget
2. Fund Balances
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. Non-Recurring Revenues
10. Revenue Forecast
11. Payment in Lieu of Taxes/Payment in Lieu of Franchise Fees (PILOT/PILOF)
12. Cost Allocation
13. Revenue Diversification
14. Capital Improvement Program (Five-Year Strategic Plan)
15. Basis of Accounting and Basis of Budgeting
16. Administratively Re-Appropriating Prior Year Budgets
17. Budget Amendment
18. Inter-Fund Transfers

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 approach 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, as required by law and sound financial practices, the adopted budget must show budgeted revenues and expenditures for each fund 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 Balances

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.

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 funds:

Non-spendable - Amounts that cannot be spent because they are:

- Not in spendable form; and/or
- 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).

Restricted - Fund balance that can only be spent for specific purposes stipulated by:

- External resource providers such as creditors (by debt covenants), grantors, contributors, or laws or regulations of other governments; or
- 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.

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.

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.

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 prohibited by legal documents/contracts 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, Utilities Services Tax Fund, Special Revenue Funds, Debt Service Funds, and Capital Construction Funds.

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.

Special Revenues Funds Reserves (Local Option Gas Tax Fund, Stormwater Services Assessment Fund, and Construction Service Center Fund Reserves) – The City shall strive to maintain a 60 day 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.

Debt Service Funds Reserves – Debt service funds reserves shall include deposits as required by the bond covenants for each outstanding bond issue. The City shall make every effort to only transfer specific amounts, at specific times, as required under the bond covenants for each bond issue.

Capital Construction Funds Reserves – 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 budgeted capital improvement projects.

5. Reserve Policy - Enterprise Funds

Operating Reserves – The Water, Wastewater, and Solid Waste departments will each maintain a minimum operating reserve equal to an average 90 days of actual operating expenses of the prior fiscal year. Optimally, the reserves should be sufficient to obtain and maintain the highest credit rating. These operating reserves may be released at the direction of the City’s Chief Financial Officer for authorized purposes within each respective department.

Infrastructure Reserves – The Water, Wastewater, and Solid Waste departments will each attempt to maintain an infrastructure reserve equal to 1% of total infrastructure assets as identified in the City’s latest Annual Comprehensive 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.

The Solid Waste Infrastructure Reserve is being suspended during the period FY2023 - FY2026 while the City invests in approximately \$100.0 million in upgrades to the Waste-to-Energy Facility and \$80.0 million in upgrades to other facilities.

McKay Bay Waste-To-Energy (WTE) Facility Reserve - The Solid Waste Department shall maintain a minimum \$5.0 million reserve for the repair and renovation of the WTE Facility. This facility reserve may be released at the direction of the City’s Chief Financial Officer for authorized purposes within the department. ***This facility reserve is being suspended during the period FY2023 - FY2026 while the City invests approximately \$100.0 million in upgrades and retrofits to the WTE facility.***

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 a 60 day operating reserve when net revenues become sufficient to fully support operations, maintenance, capital, and related debt service expenses.

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 a 60 day operating reserve when net revenues become sufficient to fully support operations, maintenance, capital, and related debt service expenses.

6. Reserve Policy - Internal Service Fund

The City’s internal service funds (Fleet, Self-Insurance, 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.

Balance Next Fiscal Year Budgets - 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.

Balance Subsequent Year's Budgets - 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 Budget Stabilization Reserve may not be used during the course of the current fiscal year to cover revenue shortfalls or unexpected expenditures unless authorized by the Mayor.

8. Fees and Charges

The City will determine appropriate fees and charges for all services, operations, and maintenance of 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 state and/or local tax rates, 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. Non-Recurring Revenues

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.

10. Revenue Forecast

The City budgets ad valorem taxes at 95% of estimated collection and all other major revenues at 98% of anticipated collection. Grant revenues and transfers are budgeted at 100% of the anticipated collection amount. The City employs a conservative approach in forecasting revenues for determining economic impact. Revenue forecasts are based on historical performance and available economic data.

11. 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. 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.

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.

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.

12. Cost Allocation

The City's cost allocation plan is used 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. This cost allocation plan is revised annually 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.

13. Revenue Diversification

The City strives to diversify its revenue sources in order to maintain adequate levels of service during periods of economic decline through a variety of actions including:

1. Identifying new or expanded revenue sources to assist in achieving a balanced budget after considering all possible cost reduction alternatives;
2. Evaluating revenue-generating opportunities that will support sustainable community growth;
3. Analyzing cost recovery revenue sources on an annual basis to ensure that revenue collections recoup the cost of providing the associated City services;
4. 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;
5. Lobbying to protect current revenues received from state and federal sources;
6. Following an aggressive policy of enforcement of revenue regulations and collection of revenues;
7. Leveraging grant funding opportunities; and
8. 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 appropriation.

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 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.

15a. 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

15b. Basis of Budgeting

The City generally follows the Basis of Accounting when budgeting. However there are several exceptions:

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.

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.

16. Administratively Re-Appropriating Prior-Year Budgets

The Chief Financial Officer is delegated to administratively re-appropriate prior year appropriations in the following circumstances.

- Capital Improvement Projects
- Grants Programs
- Purchase of Capital Equipment Authorized by Council
- Contracts Authorized by Council by which the City Provides Progress Payments to the Vendor for Completion of Tasks (i.e., studies, master plans)
- Remaining Council district year-end balances

The amount that is administratively re-appropriated is calculated based on the following:

- Capital Improvement Projects and Grant Programs: The amount to be re-appropriated shall be the September 30th value of encumbrances and the value of each project's available balance.
- Purchase of Capital Equipment and Contracts: The amount to be re-appropriated shall be the September 30th value of encumbrances.

17. Budget Amendments

The City of Tampa's adopted budget may be modified by Budget Amendment either through Council authorization or administratively. The City of Tampa's Charter Articles 7.07 and 7.08 and Florida Statutes govern the process for amending the budget.

Council Approved Budget Amendments - A Financial Resolution is required when:

- Realigning appropriations between departments;
- Increasing or decreasing a fund's total appropriation by either recognizing new revenues or transfer of funds;
- Realigning appropriations between budgetary category (Personnel, Operating, Capital, Grants & Aids, Transfers, and Reserves) excluding the Community Redevelopment Agency (CRA), grant, and Capital Improvement Project (CIP) funds, as these budgets are adopted by program/project; and
- Appropriating Capital projects not included in the adopted CIP Budget.

Administrative Budget Amendments - The use of an administrative budget amendment is appropriate under the following conditions:

- Realigning appropriation authority within the same fund, department, and budget category;
- Realigning appropriation authority between capital projects within the same department, fund, and program (if applicable);
- The City Attorney has determined a Financial Resolution is not required when moving funds within the Community Investment Tax (CIT) Fund. The Hillsborough County Ordinance that was approved by referendum approving the CIT requires the City to develop a series of five-year CIT plans (e.g., FY97- FY01, FY06-FY11, etc.). The City then allocates the five-year plan's funding into program areas (e.g., Parks and Recreation, Fire, etc.). A Financial Resolution is not required when moving funds within the CIT's plan within the same program area. In this case, an administrative budget amendment can realign the funds.
- Minor adjustments to departmental budgets for the purchase of replacement and/or new vehicles within the fleet vehicle funds.
- Approval authority for posting administrative budget amendments into the General Ledger is:
 - Less than \$500,000 - Lead Fiscal Analyst
 - Between \$500,001 to \$999,999 - Budget Operations Manager
 - Greater than \$1,000,000 - Budget Officer

Office of the City Clerk - Ensures that both the final agenda and action agenda are posted on the City's website.

18. Inter-Fund Transfers

The City fund structure requires the budgeting of inter-fund transfers to move cash between funds. The inter-fund transfer transaction must be properly budgeted and balanced. The outbound or expenditure inter-fund transfer and the inbound or revenue inter-fund transfer shall be in accordance with the State Uniform Chart of Accounts. Funds that may require Internal-Fund transfers include:

- General Government Debt Service Funds and the fund providing the cash to pay the debt;
- Special Revenue Funds and the corresponding Capital Construction Funds;
- Enterprise Operating Funds and the corresponding Enterprise Capital Construction Funds and/or Debt Service Funds;
- Funds providing services to other funds (not including cost allocation or PILOT/PILOF); and
- Billing for inter-departmental services.

Debt Financial Policies

Fiscal Year 2024 Operating and Capital Budget

Debt Financial Policies

In this section, you will find information on the City's financial policies related to the following topics:

1. Introduction, Scope, and Authority
2. Objectives
3. Debt Administration
4. Maintaining & Improving Credit Ratings
5. Types of Debt
6. Conduit Debt
7. Investment of Bond Proceeds
8. Purpose of Financing
9. Criteria for Evaluating Debt Options
10. Debt Issuance
11. Continuing Disclosure
12. Professional Services
13. Credit Enhancement
14. Secondary Market Disclosure

1a. Debt Policy - Introduction

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 to ensure that the City maintains a sound financial position.

1b. Debt Policy - Scope and Authority

The policy shall apply to all debt issued by the City and the Community Redevelopment Areas, 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 (IRS), Securities and Exchange Commission (SEC), and Municipal Securities Rulemaking Board (MSRB) 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.

2. Debt Policy - 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 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 with Reporting — Comply with all debt management reporting requirements, agreements, laws, contracts, covenants, policies, and obligations

Define and categorize the City's current debt programs as governmental or proprietary within the self-supporting and non-self-supporting categories.

Enhance the City's ability to access the credit markets and improve or maintain the credit ratings for each of its programs.

Identify appropriate debt constraints or limits in an effort to ensure adequate flexibility for future generations of elected officials.

Comply with all continuing disclosure requirements.

Comply with all applicable tax laws, rules and regulations pertaining to tax-exempt indebtedness.

Comply with all state and federal securities law requirements with respect to the issuance of debt.

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;
- Use of public offerings or private placements; and
- Use of fixed rate or variable rate pricing options.

3. 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:

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 and/ or related debt covenants;

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;

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;

Establish the annual subsidy required and compare it to the actual subsidy needed for all non-self-supporting proprietary operations;

Account for the issuance of debt using generally accepted accounting principles as established by the Governmental Accounting Standards Board;

Maintain complete information on the outstanding debt portfolio, including: issue name, purpose of the issue, 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;

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 website; and

Comply with all tax certificates executed in connection with tax-exempt debt issuances to maintain the tax-exempt status of the debt.

4. 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.

5. 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.

General Obligation Debt — Direct debt supported by property tax revenues and utilized as authorized by voters. The City shall not issue general obligation debt without a successful vote by bond referendum election.

Revenue-Backed Debt — Debt supported by dedicated revenue sources including proprietary service revenues, fees, and user charges as well as specific, pledged non-ad valorem revenues, including but not limited to utilities services taxes, sales taxes, state revenue sources, and excise taxes. Revenue-backed debt may be issued in the form of publicly offered or privately placed bonds, notes, or short-term debt for both general governmental uses and enterprise uses.

Covenant to Budget and Appropriate 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 documentation. 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.

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.

Over the lifetime of a lease, the total cost to the City may be higher than the outright purchase cost of the asset. However, in exceptional circumstances, leases may be suitable for financing capital expenditures including acquisition of land and equipment and construction of facilities. 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.

State Revolving 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 Florida's State Revolving Fund loan programs for low-interest loans to fund qualified projects. In addition, various governmental agencies may provide low-cost funding through pooled loan programs.

6. Conduit Debt

Pursuant to City conduit debt policies and guidelines, the City may serve as a conduit issuer for certain non-profit organizations and other entities (the “borrower”). All conduit is secured by revenues pledged by the borrower and shall contain non-recourse provisions and indemnity 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 and policy and procedures for conduit debt. The City may, at its own discretion, decline any request to serve as conduit issuer.

7. 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 laws, the City’s investment policy, and IRS arbitrage rules.

8. Purposes of Financing

New Money Financing – New money issues provide financing 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.

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 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 debt service savings of at least three percent (3%) of the refunded debt.

9. 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 and shall be included within the resolutions authorizing debt:

- Maximum aggregate principal amount;
- Maximum underwriting discount;
- Minimum present value debt service savings;
- Maximum True Interest Cost; and
- Maximum final maturity.

10. Debt Issuance

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:

- **Competitive Bid** - When advantageous for the City, the issuance and sale of debt shall be achieved by competitive bid. Debt issued by competitive bid will be sold to the bidder proposing the lowest true interest cost to the City; or
- **Negotiated Sale** - 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 in accordance with applicable State law.

The negotiation of terms and conditions shall include prices, interest rates, underwriting or remarketing fees, commissions, covenants and other provisions.

The City, with the assistance of a financial advisor, shall evaluate the terms offered and oversee the bond issuance process.

The Chief Financial Officer shall require post-sale analysis and reporting for each bond sale provided by the independent financial advisor.

11. 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, 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 through its service the Electronic Municipal Market Access. The Chief Financial Officer, at his/her discretion, may engage disclosure counsel and/or a qualified disclosure dissemination agent to assist in regulatory compliance.

12. 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.

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 with 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 when determining whether a particular financing package should be sold competitively or negotiated, and attend related bid openings or provide advice during sale process;
- Assist the City with the preparation and evaluation of Requests 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.

Bond Counsel – Publicly issued and privately placed debt issued by the City shall include a written opinion by legal counsel affirming that the City is authorized to issue the proposed debt, has met all federal, state, and local legal requirements as well as a determination of the proposed debt's federal income tax status. The firm selected will be expected to provide a full range of required legal services, 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 any tax-exempt bonds from gross income for federal income tax purposes;
- Preparing and reviewing the documents required for the authorization, issuance, sale, and delivery of the bonds, and coordinating the authorization and execution of those documents, including resolutions;

- Reviewing all legal issues relating to the structure of the bonds;
- Preparing and reviewing 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;
- Participating in meetings as requested relating to legal issues affecting issuance of bonds;
- Reviewing or preparing contracts, including bond purchase contracts, liquidity facility agreements, remarketing agreements, and investment and trust agreements;
- Preparing 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.

Disclosure Counsel - Post-closing activities, such 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;
- Preparing the continuing disclosure certificate and any related on-going requirements; and
- Providing a 10b-5 opinion.

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.

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 and put capital at risk, as well as experience, reputation, competitiveness of fees, and debt to institutional and retail investors. Respondents shall include in their proposals a complete and detailed list of all proposed. 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 underwriter.

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 for purposes of refunding existing debt. The City shall secure the services of an escrow agent when deemed necessary.

Financial Feasibility Consultant – The financial feasibility consultant provides analysis of the City's prospective ability to service the current and projected debt service for primarily the following credits: Water and Wastewater, Solid Waste, and Stormwater.

Consulting Engineer - The consulting engineer provides an opinion primarily on the status of the various infrastructure and/or resources which are the primary means of revenue generation for the following credits: Water and Wastewater, Solid Waste, and Stormwater.

Paying Agent – The paying agent is responsible for transmitting the interest and principal payments to the bond holders.

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 will include determining if requirements of the spending exception applicable to a debt issue has 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.

13. 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.

Bond Insurance - Bond insurance may provide 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. In some circumstances, 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.

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 the 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, those of the City, 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.

14. Secondary Market Disclosure

These policies and procedures are designed to satisfy legal and contractual requirements with respect to outstanding publicly offered bonds for which it is an obligor.

The Chief Financial Officer is responsible for compliance with these policies and procedures. The City shall comply with the annual and material event filing requirements of any written continuing disclosure undertakings with respect to outstanding publicly offered bonds for which it is an obligor (there are and will be no such written continuing disclosure undertakings in connection with private placements, bank loans, or SRF loans) which are promulgated pursuant to Rule 15c2-12 of the Securities and Exchange Commission, as amended, including, if applicable, the amendments which become effective upon the closing of the City's first public offering after February 27, 2019. Such amendments, when they become effective, may require City disclosures on MSRB's EMMA System of new or modified financial obligations (i.e., contracts that are debt, debt-related or debt-like), including without limitation, bank loans, lines of credit, commercial paper, swaps, interlocal capital funding agreements, tax-exempt equipment lease financings, state revolving fund (SRF) loans, or state infrastructure bank loans.

The City shall identify the documents, reports, etc. which customarily contain current information about, for example, the financial and operational condition of the City and establish a process by which the issuer makes such documents, reports, etc. accurate. Depending on facts and circumstances, inaccurate statements that can trigger federal securities law liability under the antifraud provision can be contained in reports or other documents containing financial information and/or operating data disseminated to various governmental or institutional bodies, or to the public, including Comprehensive Annual Financial Reports, budgets, the Mayor's State of the City address, mid-year financial reports, reports submitted by a municipality to a state agency, reports made by a state or local official to a legislative body (such as a state legislature or city council), and other reports made part of a public record and available to the public, even if not filed on MSRB's EMMA System. The City shall retain a dissemination agent to assist with filings on MSRB's EMMA System. When in doubt about its obligations and/or best practices under these policies and procedures, the City should consult with its Disclosure Counsel and Financial Advisors. The City shall have Disclosure Counsel conduct periodic training of City officials.

Given the potential for liability of the City and its officials with respect to information made publicly available about the City that is reasonably expected to reach investors and the trading markets, the statements of the City and its officials who may be viewed as having knowledge regarding the financial condition and operations of the City should be carefully evaluated to assure that they are not materially false or misleading. The SEC has historically encouraged municipal issuers and their officials to take steps to reduce the risk of misleading investors. For example, in 1994, the SEC provided interpretive guidance in order to minimize the risk of misleading investors and recommended that municipal issuers “should establish practices and procedures to identify and timely disclose, in a manner designed to inform the trading market, material information reflecting on the credit worthiness of the issuer and obligor and the terms of the security. In re City of Harrisburg, Pennsylvania, Exchange Act Release No. 69515 (May 6, 2013), the SEC recommended that municipal issuers and their officials, at a minimum, “consider adopting policies and procedures that are reasonably designed to result in accurate, timely, and complete public disclosures; identifying those persons involved in the disclosure process; evaluating other public disclosures that the municipal issuer has made, including financial information and other statements, prior to public dissemination; and assuring that responsible individuals receive adequate training about their obligations under the federal securities laws.”

In the SEC staff’s view, such reasonably designed policies and procedures, when consistently implemented, can help a municipal issuer regularly provide more accurate, timely, and comprehensive information to investors; better manage communications with their investors; and comply with the antifraud provisions. For that reason, the SEC staff encourages issuers to adopt policies and procedures which, among other things, designate an individual responsible for compliance with such policies and procedures; establish a periodic training schedule for issuer staff and officials responsible for developing, reviewing, and disseminating issuer disclosures; identify the documents, reports, etc. which customarily contain current information about, for example, the financial and operational condition of the issuer and establish a process by which the issuer makes such documents, reports, etc. regularly available to investors; and identify the place or places at which the issuer makes such documents, reports, etc. regularly available to the public, which may include a central repository, such as MSRB’s EMMA System, or an investor-relations website.

Care must be taken with respect to any voluntary statement or disclosure of the City that is reasonably expected to reach investors and the trading markets, because the antifraud provisions of Section 10(b) of the Securities Exchange Act of 1934, and Rule 10b-5 promulgated thereunder may apply. Rule 10b-5, in part, prohibits, in connection with the purchase or sale of any security, the making of any untrue statement of material fact or omitting to state a material fact necessary in order to make the statements made, in the light of the circumstances under which they were made, not misleading. Scienter is a required element of a violation of Section 10(b) of the Exchange Act and Rule 10b-5. The term “scienter” refers to a mental state embracing intent to deceive, manipulate, or defraud. Courts and the SEC have stated that the scienter requirement for violations of the antifraud provisions may be satisfied by a showing of recklessness. Recklessness has been defined as an “extreme departure from the standards of ordinary care, and which represents a danger of misleading buyers or sellers that is either known to the defendant or is so obvious that the actor must have been aware of it.”

For purposes of Section 10(b) of the Exchange Act and Rule 10b-5, a fact is “material” if there is a substantial likelihood that the information would have been viewed by the reasonable investor as having significantly altered the total mix of information available.

The City discloses current information about itself in a variety of ways, including the MSRB’s EMMA System, public announcements, press releases, interviews with media representatives, and discussions with groups whose members have a particular interest in their affairs. While there are disparate views on this point, the SEC has stated that the fact that such information is not published for purposes of informing the securities markets does not alter the mandate that they not violate the antifraud provisions; it matters not whoever the intended primary audience and whatever the medium of delivery is; and this standard applies to all statements by a municipal issuer, whether on the MSRB’s EMMA system or elsewhere, whether written or oral, and regardless of the extent to which the municipal issuer has fulfilled its contractual continuing disclosure undertakings. In addition to MSRB’s EMMA system, the SEC has stated that federal securities law liability under the antifraud provisions could occur based on:

1. Posted inaccurate statements contained on the municipal issuer’s website;

2. Posted materials or statements where it is not apparent to the reasonable person that such information speaks as of a certain date or earlier period;
3. Posted inaccurate information that is contained within a hyperlink when the municipal issuer explicitly or implicitly approved or endorsed the statement of a third party; and
4. Posted summaries or overviews of information, particularly financial information that is confusing or misleading to investors

The statements of City officials are also subject to the antifraud provisions if their statements are reasonably expected to reach investors or the securities markets. Notably, statements by City officials, “who may be viewed as having knowledge regarding the financial condition and operation “of the City” could be a principal source of significant, current information about the City of the security and thus be reasonably expected to influence investors and the secondary market. Accordingly, depending on the facts and circumstances, the statements of City officials that may be subject to the antifraud provisions could include verbal statements made by City officials, such as speeches, public announcements, and interviews with media representatives, as well as statements disseminated through other avenues such as, in the staff’s view and/or social media. (Please refer to <https://www.sec.gov/municipal/application-antifraud-provisions-staff-legal-bulletin-21> for further guidance)

Grants Financial Policies

Fiscal Year 2024 Operating and Capital Budget

Grants Financial Policies

In this section, you will find information on the City's financial policies related to the following topics:

1. Grants Administration
2. Applying for a Grant
3. Accepting Grant Awards
4. Managing Grants
5. Procurement Under Grants
6. Grants File
7. Record Retention
8. Annual Single Audit
9. Ethics
10. FEMA/Event Management
11. Grants Manual

1. Grants Administration

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.

Grants Administrator - The Budget Officer is designated as the City's Grant Administrator

Identification Designation - The City will maintain only one DUNS/Unique Entity Identifier (UEI) number, Tax Identification Number (TIN), and System for Award Management (SAM) account. Departments are prohibited from obtaining their own DUNS/UEI, SAM, or TIN.

Adherence to Guidelines - 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.

2. Applying for a Grant

a. Departments are not authorized to submit grant applications without the Mayor's approval. Authorization may be obtained by preparing a staff summary sheet for review by the Grants Administrator, Chief Financial Officer, Chief of Staff, and Mayor. Inclusion within the City adopted budget is considered authorization to submit a grant application (e.g., Federal Block Grants, State Housing Initiatives Partnership, Capital Improvement grants).

If multiple departments wish to apply for the same grant, the respective Administrator must prioritize the City's grant request. For those grant requests that involve more than one Administrator, the Chief of Staff will approve the City's prioritization of requests.

When a grant opportunity arises, the grants team will notify the department and the department must confirm if they would like to apply **at least 2 weeks** prior to grant submission deadline 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 Mayors (or designee) approval to submit the grant application
 - Preparation and submission of the grant application packet

3. Accepting Grant Awards

A grant award is a contract between the City and the granting agency; therefore all grant awards must be approved by City Council and be signed (or delegated for electronic submission) by the Mayor.

Modifications to the grant award may also need approval by Council as determined by the Grant Administrator.

4. Managing Grants

Management of grants is a shared responsibility between the respective department (grant manager) and Revenue and Finance (analyst and/or accountant):

The Grant Program Manager is responsible for:

- Adhering to all of the programmatic requirements of grant. This includes, but is not limited to reporting requirements, security of fixed assets, monitoring of sub-grant recipients, review and inspection of engineering services, and/or requesting time extensions.
- Preparing programmatic reports in sufficient time to allow for review and timely submission.
- Establishing and maintaining grants file with all required information (see Section 8 below).

Financial Analyst and/or Accountant are responsible for:

- Establishing the accounting structure to ensure proper accounting of the grant
- Preparing and submitting requests for reimbursement:
 - Competitive Grants - Every 90 days or whenever the reimbursable amount exceeds \$50,000 unless the grant agreement prohibits competitive grants.
 - Formula Grants – Every 30 days or more often as agreed upon between Revenue and Finance and the Grants Program Manager.
 - State Revolving Loan Program – In accordance with the loan documents.
 - In those cases where the grant agreement precludes the City from requesting reimbursement in accordance with the above guidelines, the grant's reimbursement schedule will take precedence.
- Ensuring that all accounting treatments are recorded in accordance with Generally Accepted Accounting Practice and established grant guidelines.
- Ensuring capital items are properly recorded and inventoried. 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.
- Establishing and maintaining a grant file with all required information.

5. Procurement Under Grants

The grants program manager, in collaboration with the Purchasing and/or Contract Administration departments, shall ensure procurement is performed in accordance with the City's procurement procedures and grant requirements.

Federal and some state grants require specific pass-down terms and conditions that must be included in sub-contracts, purchase orders, or other vendor agreements.

At a minimum, each grant procurement file must have the following documentation to support each purchase:

- Onvia Demand Star and GSA posting

- All quotes obtained to support the purchase methodology
- Identification of procurement type (e.g. Competitive Bid, Formal Bid, Sole Source, State Contract); and, if applicable, documentation of approval of contracts and sole source authorizations.
- For federal grants, review of the System for Award Management (www.sam.gov) to ensure that vendors are not debarred or excluded.

6. 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:

- The Notice of Funding Opportunity (NOFO) or description upon which the grant application was based
- Grant application
- Grant award letter
- Modifications to the grant document
- Documents sent to Tampa City Council
- Fully executed grant agreement/contract
- Financial resolutions
- Property records/disposal records
- Purchase orders/contracting documents
- Reimbursement requests
- Periodic program manager reports
- 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.

7. Record Retention

Grant files will be maintained for at least five years. However, the grant agreement may require an additional period of time for retention of grant files.

8. Annual 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.

9. Ethics

The Grants Administrator will ensure that all agencies that receive pass-through grants from the City adhere to the City's ethics policy.

10. FEMA/Event Management

Revenue and Finance shall be responsible for the following:

- The Budget Officer is the City's primary point of contact with FEMA and the State in regards to requesting reimbursement for an event.
- The Budget Officer is responsible for gathering the City's costs and preparing reimbursement requests with supporting documents.
- Tampa Fire Rescue and Tampa Police Department are responsible for ensuring that Revenue and Finance is made aware of each mission or deployment as soon as it is assigned, to enable the City to timely seek reimbursement.
- 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.
- All City Departments and the Director of Contract Administration are responsible for identifying damage to the City's infrastructure and providing preliminary cost estimates. Further, they are responsible for ensuring that projects are

completed in a timely manner with sufficient documentation.

- Risk Management will consider the application of insurance toward event damage.

11. Grants Manual

The Grants Administrator shall publish and maintain a Grants Manual and provide training to the departments on grants processes within the City.

Investment Financial Policies

Fiscal Year 2024 Operating and Capital Budget

Investment Financial Policies

In this section, you will find information on the City's financial policies related to the following topics:

1. Introduction and Scope
2. Investment Objectives
3. Delegation of Authority
4. Investor Advisor
5. Standards of Prudence
6. Ethics and Conflicts of Interest
7. Internal Controls and Investment Procedures
8. Continuing Education
9. Authorized Investment Institutions and Dealers
10. Maturity and Liquidity Requirements
11. Competitive Selection of Investment Instruments
12. Authorized Investment and Portfolio Composition
13. United States Government Securities
14. United States Government Agencies
15. Federal Instrumentalities (United States Government-Sponsored Enterprises)
16. Interest Bearing Time Deposits or Savings Accounts
17. Commercial Paper
18. Corporate Notes
19. State and/or Local Government Taxable and/or Tax-Exempt Debt
20. Registered Investment Companies
21. Intergovernmental Investment Pools
22. Performance Measurements
23. Reporting
24. Third-Party Custodial Agreements
25. Glossary

1a. Investment Policy - Introduction

This policy sets forth investment objectives and parameters and designates authority for the management of City funds. This policy is designed to ensure the prudent management of public funds, the availability of operating and capital funds when needed, and an investment return competitive with comparable funds and financial market indices.

1b. Investment Policy - Scope

This investment policy applies to all cash and investments held or controlled by the City with the exception of pension funds and funds related to the issuance of debt where there are other existing policies or indentures in effect for such funds. Funds held by either state agencies (e.g., Florida Department of Revenue) and/or Hillsborough County governmental agencies that have not been distributed to the City (e.g., taxes) or that the City paid in anticipation of capital projects to be performed by those agencies, are not subject to the provisions of this policy.

2. Investment Objectives

Safety of Principal - The foremost objective of this investment program is the safety of the principal of those funds within the portfolios. Investment transactions shall seek to keep capital losses at a minimum, whether they are from securities

defaults or erosion of market value. To attain this objective, diversification is required so that potential losses on individual securities do not exceed the income generated from the remainder of the portfolio.

Maintenance of Liquidity - The portfolios shall be managed in such a manner that funds are available to meet reasonably anticipated cash flow requirements in an orderly manner. Periodic cash flow analyses will be completed to ensure that the portfolios are positioned to provide sufficient liquidity.

Return on Investment - Investment portfolios shall be designed with the objective of attaining a market rate of return throughout budgetary and economic cycles, taking into account investment risk constraints and liquidity needs. Return on investment is of least importance compared to the safety and liquidity objectives described previously. The core of investments is limited to relatively low risk securities in anticipation of earning a fair return relative to the risk assumed.

3. Delegation of Authority

The Chief Financial Officer, with the consent and approval of the Mayor, is authorized to invest any funds of the City in any manner allowed by Florida Statute 215.47 [as it may be amended from time to time], with the exception that the City may not invest in mortgage securities which represent participation in, or are collateralized by, mortgage loans secured by real property. The City is also authorized to invest in United States Government or United States Treasury bonds, certificates, notes or bills; or may arrange interest time deposits with the depositories of the City. The interest derived from such investments or deposits shall accrue as revenue, as required by agreement or by law, to credit each fund with interest on its invested balances. The Chief Financial Officer shall maintain written procedures for the operation of the investment portfolio and a system of internal accounting and administrative controls to regulate the activities of employees. The City may employ an Investment Advisor to assist in managing some or all of the City's portfolios. Such Investment Advisor must be registered with the Securities Exchange Commission (SEC) under the Investment Advisers Act of 1940.

4. Investor Advisor

If an Investment Advisor is retained, the Investment Advisor will assist the Chief Financial Officer or designee with the following:

- Modifying the investment policy;
- Managing discretionary and/or non-discretionary investments;
- Recommending and monitoring investments;
- Conducting investment activities;
- Preparing a comprehensive set of reports designed to keep the Chief Financial Officer or designee fully informed of all investment transactions and the current status of the investment portfolio;
- Monitoring compliance with the City Investment Policy; and
- Attending the City's Investment Committee meetings on a quarterly basis or as needed. At the discretion of the Chief Financial Officer, the City Investment Policy may require periodic modification based on economic conditions and/or the best value of the short-term operational needs of the City.

5. Standards of Prudence

The standard of prudence to be used by investment representatives shall be the "Prudent Person" standard and shall be applied in the context of managing the overall investment program. Investment representatives acting in accordance with written procedures and this investment policy, and exercising due diligence, shall be relieved of personal responsibility for an individual security's credit risk or market price changes, provided deviations from expectation are reported to the City Mayor in a timely fashion and the liquidity and the sale of securities are carried out in accordance with the terms of this policy. The "Prudent Person" rule states the following:

"Investments shall 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."

Investment representatives who are officers or employees shall use the “Prudent Person” standard, or any person or firm hired or retained to invest, monitor, or advise concerning these assets shall be held to the higher standard of “Prudent Expert”. The “Prudent Expert” standard shall be that in investing and reinvesting moneys and in acquiring, retaining, managing, and disposing of investments of these funds, the Investment Advisor shall exercise: the judgment, care, skill, prudence, and diligence under the circumstances then prevailing, which persons of prudence, discretion, and intelligence, acting in a like capacity and familiar with such matters would use in the conduct of an enterprise of like character and with like aims, by diversifying the investments of the funds so as to minimize the risk, considering the probable income as well as the probable safety of their capital.

6. Ethics and Conflicts of Interest

Employees involved in the investment process shall refrain from personal business activity that could conflict with proper execution of the investment program or could impair their ability to make impartial investment decisions. Also, employees involved in the investment process shall disclose to the Mayor any material financial interests in financial institutions that conduct business with the City, and they shall further disclose any material personal financial/investment positions that could be related to the performance of the City’s investment program.

7. Internal Controls and Investment Procedures

The Chief Financial Officer shall establish a system of internal controls and written standard operating procedures (SOP). The internal controls should be designed to prevent losses of funds, which might arise from fraud, employee error, and misrepresentation by third parties, or imprudent actions by employees. The SOP shall include reference to safekeeping, repurchase agreements, the separation of transaction authority from accounting and record keeping, wire transfer agreements, banking service contracts, and collateralization. No person may engage in an investment transaction except as authorized under the terms of this policy.

8. Continuing Education

The Chief Financial Officer and other City staff that have responsibilities within the City’s treasury and investment program shall annually complete eight (8) hours of continuing education in subjects or courses of study related to investment practices and products in accordance with Florida Statute 218.415.

Continuing education may include internal or external training in a variety of formal or informal sessions and settings. At a minimum, the following employees shall complete eight (8) hours of continuing education training:

- Chief Financial Officer
- Chief Accountant
- Budget Officer
- Accounting Operations Manager – Treasury
- Supervisor – Banking Operations

9. Authorized Investment Institutions and Dealers

Authorized City staff and Investment Advisors shall only purchase securities from financial institutions that are qualified as public depositories by the Chief Financial Officer of the State of Florida; institutions designated as “Primary Securities Dealers” by the Federal Reserve Bank of New York; direct issuers of commercial paper and bankers’ acceptances; or approved non-primary securities dealers.

All approved non-primary securities dealers that qualify under Securities and Exchange Commission Rule 15C3-1 (uniform net capital rule) must provide the following information prior to executing investment trades with the City:

- Annual financial statement as well as the most recent quarterly statement;
- Regulatory history, through either the Office of the Comptroller of the Currency for dealer banks, or the National Association of Securities Dealers (NASD) for securities firms; and
- Statement of any pending lawsuits materially affecting the firm’s business.

10. Maturity and Liquidity Requirements

The Chief Financial Officer or designee shall determine the approximate amount of funds required to meet the day-to-day expenditure needs of the City. In order to have an available source of funds to meet unexpected cash requirements, approximately two (2) months operating expenses will be invested in appropriate short-term securities, i.e. fully-collateralized repurchase agreements, interest bearing time deposits, savings accounts, or money market funds. The balance of the City's funds will be available for investment according to the guidelines incorporated within this policy.

Investments of bond reserves, construction funds, and other non-operating funds ("core funds") shall have a term appropriate with the need for funds and in accordance with debt covenants, but in no event shall exceed five (5) years, and the weighted average maturity will be limited to a period of less than three (3) years. The maturities of the underlying securities of a repurchase agreement will follow the requirements of the Master Repurchase Agreement.

11. Competitive Selection of Investment Instruments

After the Chief Financial Officer, designee, or Investment Advisor, has determined the approximate maturity date based on cash flow needs and market conditions, and has analyzed and selected one or more optimal types of investments, a minimum of three (3) qualified banks and/or approved broker/dealers must be contacted and asked to provide bids/offers on securities, unless multiple bids are not feasible or appropriate based on market conditions. Bids will be held in confidence until the bid deemed best to meet the investment objectives is determined and selected.

However, if obtaining bids/offers is not feasible and appropriate, securities may be purchased utilizing the comparison to current market price method on an exception basis. Acceptable current market price providers include, but are not limited to:

- Bloomberg Information Systems;
- Wall Street Journal or a comparable, nationally recognized financial publication providing daily market pricing; and
- Daily market pricing provided by the City's custodian or their correspondent institutions.

The Chief Financial Officer and/or Investment Advisor shall utilize the competitive bid process to select the securities to be purchased or sold. Selection by comparison to a current market price, as indicated above, shall only be utilized when, in judgment of the Chief Financial Officer and/or the Investment Advisor, competitive bidding would inhibit the selection process.

Examples of when this method may be used include, but are not limited to:

- When time constraints, due to unusual circumstances, preclude the use of the competitive bidding process;
- When no active market exists for the security being traded due to the age or depth of the issue;
- When a security is unique to a single dealer, for example, a private placement; and
- When the transaction involves new issues or issues in the "when issued" market.

Overnight sweep repurchase agreements will not be bid but may be placed with the City's depository bank relating to the demand account for which the repurchase agreement was purchased.

12. Authorized Investment and Portfolio Composition

Investments should be made subject to cash flow requires and such cash flows are subject to revision as market conditions and the City's needs change. However, when the invested funds are needed in whole or in part for the purpose originally intended or for more optimal investments, the Chief Financial Officer or designee may sell or direct the Investment Advisor to sell the investment at the then-prevailing market price and place the proceeds into the proper account as/with the City's custodian.

The table shown below lists the investment requirements and allocation limits on security types, issuers, and maturities as established by the City. The Chief Financial Officer shall have the option to further restrict investment percentages periodically based on market conditions, risk, and diversification investment strategies. The percentage allocation

requirements for investment types and issuers are calculated based on the original cost of each investment. Investments not listed in this policy are prohibited.

Authorized Investments & Portfolio Composition (table)

Authorized Investment - Sector Type	Minimum Rating Requirement	Maturity Limits	Maximum Allocation	Individual Issuer Limit
Cash and Cash Equivalents	N/A	N/A	100%	N/A
United States Government Securities	N/A	5 Years	100%	N/A
United States Government Agencies	AAA	5 Years	50%	25%
Federal Instrumentalities (United States Government Sponsored Enterprises "GSE")	AA	5 Years	80%	25%
Interest Bearing Time Deposit or Savings Accounts	N/A	1 Year	25%	15%
Commercial Paper**	Highest two ratings by two NRSROs*	270 Days	35%	10%
Corporate Notes**	Single "A" category by any two NRSROs*	5 Years	35%	5%
State and/or Local Government Taxable and/or Tax-Exempt Debt	Single "A" category by two NRSROs*	5 Years	20%	5%
Registered Investment Companies (Money Market Mutual Funds)	AAAm	N/A	25%	10%
Intergovernmental Investment Pools	AAAm	N/A	100%	50%

*National Recognized Statistical Rating Organization (NRSRO).

**The maximum amount of corporate investments will not exceed forty percent (40%). Therefore, the combination of Section (p.) Commercial Paper and section (q.) Corporate Notes shall not exceed forty percent (40%). Corporate Notes are limited to 25% per industry.

13. United States Government Securities

Purchase Authorization - The City may invest in negotiable direct obligations, or obligations the principal of and interest on which are unconditionally guaranteed by the United States Government. Such securities include, but are not limited to the following:

- Cash Management Bills
- Treasury Securities – State and Local Government Series ("SLGS") Treasury Bills
- Treasury Notes
- Treasury Bonds
- Treasury Strips

Portfolio Composition - A maximum of 100% of available funds may be invested in United States Government securities.

Maturity Limitations - The maximum length to maturity of any direct investment in United States Government securities is five (5) years from the date of purchase.

14. United States Government Agencies

Purchase Authorization - The City may invest in bonds, debentures, notes, or callables if issued or guaranteed by United States Government agencies, provided such obligations are backed by the full faith and credit of the United States Government or guaranteed by the issuing agency.

Portfolio Composition - A maximum of 50% of available funds may be invested in United States Government agencies.

Limits on Individual Issuers - A maximum of 25% of available funds may be invested in individual United States Government agencies.

Rating Requirements - United States Government Agency funds shall be rated “AAA”.

Maturity Limitations - The maximum length to maturity for an investment in any United States Government agency security is five (5) years from the date of purchase.

15. Federal Instrumentalities (United States Government-Sponsored Enterprises)

Purchase Authorization - The City may invest in bonds, debentures, notes, or callables issued or guaranteed by United States Government-sponsored enterprises. Federal instrumentalities carry the implicit backing of the United States Government but are not direct obligations of it.

Portfolio Composition - A maximum of 80% of available funds may be invested in federal instrumentalities.

Limits on Individual Issuers - A maximum of 25% of available funds may be invested in any one issuer.

Rating Requirements - Federal instrumentalities shall be rated “AA”.

Maturity Limitations - The maximum length to maturity for an investment in any federal instrumentality is five (5) years from the date of purchase.

16. Interest Bearing Time Deposits or Savings Accounts

Purchase Authorization - The City may invest in non-negotiable interest bearing time deposits, such as certificates of deposit, or savings accounts in banks organized under the laws of this state and/or in national banks organized under the laws of the United States and doing business and situated in the State of Florida, provided that any such deposits are secured by the Florida Security for Public Deposits Act, Florida Statutes Chapter 280. Additionally, the bank shall not be listed with any recognized credit watch information service.

Portfolio Composition - A maximum of 25% of available funds may be invested in non-negotiable interest bearing time certificates of deposit.

Limits on Individual Issuers - A maximum of 15% of available funds may be deposited with any one issuer.

Maturity Limitations - The maximum maturity on any certificate of deposit shall be no greater than one (1) year from the date of purchase.

17. Commercial Paper

Purchase Authorization - The City may invest in commercial paper of any company organized and operating in the United States that is rated, at the time of purchase, “Prime-1” by Moody’s Investors Service (Moody’s) and “A-1” by Standard & Poor’s Financial Services, Inc. (Standard & Poor’s) (prime commercial paper). If the commercial paper is backed by a letter of credit (“LOC”), the long-term debt of the LOC provider must be rated “A” or better by at least two nationally recognized rating agencies.

Portfolio Composition - A maximum of 35% of available funds may be directly invested in prime commercial paper.

Limits on Individual Issuers - A maximum of 10% of available funds may be invested with any one issuer.

Rating Requirements - The commercial paper shall hold the highest two ratings by two NRSROs.

Maturity Limitations - The maximum length to maturity for prime commercial paper shall be 270 days from the date of purchase.

18. Corporate Notes

Purchase Authorization - The City may invest in corporate notes issued by corporations organized and operating within the United States or by depository institutions licensed by the United States that have a long term debt rating, at the time of purchase, at a minimum "A" category by Moody's and a minimum long term debt rating of "A" category by Standard & Poor's.

Portfolio Composition - A maximum of 35% of available funds may be directly invested in corporate notes.

Limits on Individual Issuers - A maximum of 5% of available funds may be invested with any one issuer.

Rating Requirements - Corporate notes shall be rated "A" category by two NRSROs.

Maturity Limitations - The maximum length to maturity for corporate notes shall be five years from the date of purchase.

19. State and/or Local Government Taxable and/or Tax-Exempt Debt

Purchase Authorization - The City may invest in state and/or local government taxable and/or tax- exempt debt, general obligation and/or revenue bonds, rated at least a minimum "Aa" category by Moody's and a minimum long term debt rating of "AA" category by Standard & Poor's for long-term debt, or rated at least "VMIG2" by Moody's or "A-2" by Standard & Poor's for short-term debt.

Portfolio Composition - A maximum of 20% of available funds may be invested in taxable and tax- exempt debts.

Limits on Individual Issuers - A maximum of 5% of available funds may be invested with any one issuer.

Rating Requirements - Corporate notes shall be rated "A" category by two NRSROs.

Maturity Limitations for Fixed Income Securities - The maximum length to maturity for an investment in any state or local government debt security is five years from the date of purchase.

Maturity Limitations for Variable Rate Demand Obligations - The maximum length to maturity for an investment in any state or local government debt security is the shorter of put or tender date, where the put or tender does not expire for the life of the security, or final maturity. The interest rate reset date can be daily, weekly, monthly, or semiannually and shall not exceed one year.

20. Registered Investment Companies (Mutual Funds)

Investment Authorization - The City may invest in shares in open-end, no-load mutual funds provided such funds are registered under the Federal Investment Company Act of 1940 and operated in accordance with 17 C.F.R. § 270.2a-7. In addition, the City may invest in other types of mutual funds provided such funds are registered under the Federal Investment Company Act of 1940, invested exclusively in the securities specifically permitted under this investment policy, and are similarly diversified.

Portfolio Composition - A maximum of 25% of available funds may be invested in mutual funds.

Limits on Individual Issuers - A maximum of 10% of available funds may be invested with any one non-SEC Rule 2a-7 investment mutual fund.

Rating Requirements - Mutual funds shall be rated "AAAm" by Standard & Poor's or the equivalent by another rating agency.

Due Diligence Requirements - A thorough review of any investment mutual fund is required prior to investing, and on a continual basis. The City shall use the following investment pool/fund questionnaire, developed by the Chief Financial Officer that covers the major aspects of any investment pool/fund.

Investment Pool/Fund Questionnaire:

- A description of eligible investment securities and a written statement of investment policies and objectives.
- A description of interest calculations and how it is distributed, and how gains and losses are treated.
- A description of how the securities are safeguarded (including the settlement processes), and how often the securities are priced and the program audited.
- A description of who may invest in the program, how often, and what size deposit and withdrawal are allowed.
- A schedule for receiving statements and portfolio listings.
- Are reserves, retained earnings, etc. utilized by the pool/fund?
- A fee schedule with a description of when and how it is assessed.
- Is the pool/fund eligible for bond proceeds and/or will it accept such proceeds?

21. Intergovernmental Investment Pools

Investment Authorization - The City may invest in Florida Prime and any intergovernmental investment pools authorized pursuant to the Florida Interlocal Cooperation Act of 1969, as provided in Florida Statutes Section 163.01, and provided that said funds contain no derivatives or mortgage pass through securities.

Portfolio Composition - A maximum of 100% of available funds may be invested in intergovernmental investment pools.

Limits on Individual Issuers - A maximum of 50% of available funds may be invested with any one intergovernmental investment pool.

Rating Requirements - The investment pools shall be rated “AAAm” by Standard & Poor’s or the equivalent by another rating agency.

Due Diligence Requirements - A thorough review of any investment pool/fund is required prior to investing, and on a continual basis. The investment pool/fund questionnaire in 20 above will be used in this review.

22. Performance Measurements

To assist in the evaluation of the portfolio’s performance, the City will use performance benchmarks for short-term and long-term portfolios. The use of benchmarks will allow the City to measure its returns against other investors in the same markets.

- For the short-term portfolio (less than 12 months maturity), the S&P Rated GIP Index will be used as a benchmark to compare to the portfolios’ net book value rate of return for current operating funds.
- Investment performance of funds designated as core funds and other non-operating funds that have a long-term (greater than 12 months maturity) investment horizon will be compared to an index comprised of U.S. Treasury or government securities. The appropriate index will have a duration and asset mix that approximates the City’s portfolio and will be utilized as a benchmark to compare to the portfolio’s total rate of return. Examples of an appropriate index are as follows: the Merrill Lynch 1-3 Year Government & Corporate AA Index and/or the Merrill Lynch 1-5 Year Government & Corporate AA Index.
- Investment advisors will report performance on both book value and total rate of return basis and compare the results to the above-stated performance benchmarks.

23. Reporting

The Chief Financial Officer shall provide the Investment Committee with quarterly investment reports. Schedules in the quarterly report should include the following:

- A listing of individual securities held at the end of the reporting period
- Coupon, discount, or earning rate
- Average life or duration and final maturity of all investments
- Par value and market value

On an annual basis, the Chief Financial Officer shall provide a written report on all invested funds. The annual report shall provide all, but not limited to, the following: a complete list of all invested funds, name or type of security in which the funds are invested, the amount invested, the maturity date, income earned, the book value, the market value, and the yield on each investment.

The annual report will show performance on both a book value and total rate of return basis and compare the results to the above-stated performance benchmarks. All investments shall be reported at fair value per GASB standards. Investment reports shall be available to the public.

24. Third-Party Custodial Agreements

Securities, with the exception of certificates of deposit, shall be held with a third-party custodian; and, all securities purchased by, and all collateral obtained by the City should be properly designated as an asset of the City. The securities must be held in an account separate and apart from the assets of the financial institution. A third party custodian is defined as any bank depository chartered by the Federal Government, the State of Florida, or any other state or territory of the United States, which has a branch or principal place of business in the State of Florida, as defined in Section 658.12, Florida Statutes, or by a national association organized and existing under the laws of the United States, which is authorized to accept and execute trusts and is doing business in the State of Florida. Certificates of deposit will be placed in the provider's safekeeping department for the term of the deposit.

The custodian shall accept transaction instructions only from those persons who have been duly authorized by the Chief Financial Officer and for which authorization has been provided, in writing, to the custodian. Only a duly authorized person shall be permitted to, in whole or in part, withdraw securities from the custodian.

The custodian shall provide the Chief Financial Officer with safekeeping receipts that provide detailed information on the securities held by the custodian. Security transactions between a broker/dealer and the custodian involving the purchase or sale of securities by transfer of money or securities must be made on a "delivery vs. payment" basis, if applicable, to ensure that the custodian will have the security or money, as appropriate, in hand at the conclusion of the transaction. Securities held as collateral shall be held free and clear of any liens.

25. Glossary of Cash and Investment Management Terms

Accrued Interest. Interest earned but which has not yet been paid or received.

Agency. See "Federal Agency Securities."

Ask Price. Price at which a broker/dealer offers to sell a security to an investor, also known as the "offered price."

Average Life. The average length of time that an issue of serial bonds and/or term bonds with a mandatory sinking fund feature is expected to be outstanding.

Bankers' Acceptance. A draft or bill of exchange drawn upon and accepted by a bank. Frequently used to finance shipping of international goods. Used as a short-term credit instrument, bankers' acceptances are traded at a discount from face value as a money market instrument in the secondary market on the basis of the credit quality of the guaranteeing bank.

Basis Point. A unit of measure for interest rates and percentages used in finance. One hundredth of one percent, or 0.01%. Thus, 1% equals 100 basis points.

Bearer Security. A security whose ownership is determined by the holder of the physical security. Typically, there is no registration on the issuer's books. Title to bearer securities is transferred by delivery of the physical security or certificate. Also known as "physical securities."

Benchmark Bills. In November 1999, Federal National Mortgage Association (FNMA) introduced its Benchmark Bills program, a short-term debt securities issuance program to supplement its existing discount note program. The program includes a schedule of larger, weekly issues in three- and six-month maturities and biweekly issues in one-year maturities

for benchmark bills. Each issue is brought to market via a Dutch (single price) auction. FNMA conducts a weekly auction for each benchmark bill maturity and accepts both competitive and non-competitive bids through a web-based auction system. This program is in addition to the variety of other discount note maturities, with rates posted on a daily basis, which FNMA offers. FNMA's benchmark bills are unsecured general obligations that are issued in book-entry form through the Federal Reserve Banks. There are no periodic interest payments of benchmark bills, which are sold at a discount from the principal amount and payable at par at maturity. Issues under the benchmark bills program constitute the same credit standing as other FNMA discount notes; they simply add organization and liquidity to the short-term agency discount note market.

Benchmark Notes/Bonds. Benchmark notes and bonds are a series of FNMA "bullet" maturities (non-callable) issued according to a pre-announced calendar. Under its Benchmark Notes/Bonds program, 2-, 3-, 5-, 10- and 30- year maturities are issued each quarter. Each new issue has a minimum size of \$4 billion, 30- year new issues having a minimum size of \$1 billion, with re-openings based on investor demand to further enhance liquidity. The amount of non-callable issuance has allowed FNMA to build a yield curve in benchmark notes and bonds in maturities ranging from 2 to 30 years. The liquidity emanating from these large size issues has facilitated favorable financing opportunities through the development of a liquid overnight and term repo market. Issues under the benchmark program constitute the same credit standing as other FNMA issues; they simply add organization and liquidity to the intermediate- and long-term agency market.

Benchmark. A market index used as a comparative basis for measuring the performance of an investment portfolio. A performance benchmark should represent a close correlation to investment guidelines, risk tolerance, and duration of the actual portfolio's investments.

Bid Price. Price at which a broker/dealer offers to purchase a security from an investor.

Bond. Financial obligation for which the issuer promises to pay the bondholder (the purchaser or owner of the bond) a specified stream of future cash flows, including periodic interest payments and a principal repayment.

Book Entry Securities. Securities that are recorded in a customer's account electronically through one of the financial market's electronic delivery and custody systems.

Book Value. The value at which a debt security is reflected on the holder's records at any point in time. Book value is also called "amortized cost" as it represents the original cost of an investment adjusted for amortization of premium or accretion of discount. Also called "carrying value." Book value can vary over time as an investment approaches maturity and differs from "market value" in that it is not affected by changes in market interest rates.

Broker/Dealer. A person or firm transacting securities business with customers. A "broker" acts as an agent between buyers and sellers and receives a commission for these services. A "dealer" buys and sells financial assets from its own portfolio. A dealer takes risk by owning inventory of securities, whereas a broker merely matches up buyers and sellers. See also "Primary Dealer."

Bullet Notes/Bonds. Notes or bonds that have a single maturity date and are non-callable.

Call Date. Date at which a call option may be or is exercised.

Call Option. The right, but not the obligation, of an issuer of a security to redeem a security at a specified value and at a specified date or dates prior to its stated maturity date. Most fixed-income calls are at par value but can be at any previously established price. Securities issued with a call provision typically carry a higher yield than similar securities issued without a call feature. There are three primary types of call options: (1) European - onetime calls, (2) Bermudan - periodically, on a predetermined schedule (quarterly, semi-annual, annual), and (3) American - continuously callable at any time on or after the call date. There is usually a notice period of at least 5 business days prior to a call date.

Callable Bonds/Notes. Securities which contain an imbedded call option giving the issuer the right to redeem the securities prior to maturity at a predetermined price and time.

Certificate of Deposit (CD). Bank obligation issued by a financial institution generally offering a fixed rate of return (coupon) for a specified period (maturity). CD's can have maturing up to 10 years, but most CDs purchased by public agencies are one year and under.

Collateral. Investment securities or other property that a borrower pledges to secure repayment of a loan, secure deposits of public monies, or provide security for a repurchase agreement.

Collateralization. Process by which a borrower pledges securities, property, or other deposits for securing the repayment of a loan and/or security.

Collateralized Mortgage Obligation (CMO). A security that pools together mortgages and separates them into short-, medium-, and long-term positions (called tranches). Tranches are set up to pay different rates of interest depending upon their maturity. Interest payments are usually paid monthly. In "plain vanilla" CMOs, principal is not paid on a tranche until all shorter tranches have been paid off. This system provides interest and principal in a more predictable manner. A single pool of mortgages can be carved up into numerous tranches each with its own payment and risk characteristics.

Commercial Paper. Short term unsecured promissory note issued by a company or financial institution. Issued at a discount and matures for par or face value. This instrument has maximum maturity of 270 days or less and is given a short-term debt rating by one or more Nationally Recognized Statistical Rating Organization (NRSROs).

Convexity. A measure of a bond's price sensitivity to changing interest rates. A high convexity indicates greater sensitivity of a bond's price to interest rate changes.

Corporate Note. A debt instrument issued by a corporation with a maturity of greater than one year and less than ten years.

Counterparty. The other party in a two-party financial transaction. "Counterparty risk" refers to the risk that the other party to a transaction will fail in its related obligations. For example, the bank or broker/dealer in a repurchase agreement.

Coupon Rate. Annual rate of interest on a debt security, expressed as a percentage of the bond's face value.

Current Yield. Annual rate of return on a bond, based on its price. Calculated as (coupon rate X/ price) but does not accurately reflect a bond's true yield.

Custody. Safekeeping services offered by a bank, financial institution or trust company, referred to as the "custodian." Services normally include holding and reporting of the customer's securities, collection and disbursement of income, securities settlement, and market values.

Dealer. A dealer, as opposed to a broker, acts as a principal in all transactions, buying and selling for his own account.

Delivery Versus Payment (DVP). Settlement procedure in which securities are delivered versus payment of cash, but only after cash has been received.

Depository Trust Company (DTC). A firm through which members can arrange for securities to be delivered electronically to other members without physical delivery of certificates. A member of the Federal Reserve System and owned mostly by the New York Stock Exchange, the Depository Trust Company electronically registers and transfer securities. Most corporate securities, commercial paper, CDs and Banker's Acceptances clear through DTC.

Derivatives. For hedging purposes, common derivatives are options, futures, swaps, and swaptions. All collateralized mortgage obligations are derivatives. Derivatives may be: (1) financial instruments whose return profile is linked to, or derived from, the movement of one or more underlying indexes or securities, and may include a leveraging factor, or (2) financial contracts based upon notional amounts whose value is derived from an underlying index or security (interest rates, foreign exchange rates, equities, or commodities).

Derivative Security. Financial instrument created from, or whose value depends upon, one or more underlying assets or indexes of asset values.

Discount Notes. Unsecured general obligations issued by federal agencies at a discount. Discount notes mature at par and can range in maturity from overnight to one year. Very large primary (new issue) and secondary markets exist.

Discount Rate. Rate charged by the system of Federal Reserve Banks on overnight loans to member banks. Changes to this rate are administered by the Federal Reserve and closely mirror changes to the “fed funds rate.”

Discount Securities. Non-interest-bearing money market instruments issued at discount and redeemed at maturity for full face value. Examples include: U.S. Treasury bills, federal agency discount notes, bankers’ acceptances, and commercial paper.

Discount. The amount by which a bond or other financial instrument sells below its face value. See also “Premium.”

Diversification. Dividing investment funds among a variety of security types, maturities, industries, and issuers offering potentially independent returns.

Dollar Price. A bond’s cost expressed as a percentage of its face value. For example, a bond quoted at a dollar price of 95 ½ would have a principal cost of \$955 per \$1,000 of face value.

Duff & Phelps. One of several NRSROs that provide credit ratings on corporate and bank debt issues.

Duration. The weighted average maturity of a security’s or portfolio’s cash flows, where the present values of the cash flows serve as the weights. The greater the duration of a security/portfolio, the greater its percentage price volatility with respect to changes in interest rates.

Duration. Is used as a measure of risk and a key tool for managing a portfolio versus a benchmark and for hedging risk. There are also different kinds of duration used for different purposes (e.g. Macauley duration, modified duration).

Fannie Mae. See “Federal National Mortgage Association.”

Fed. See “Federal Reserve System.”

Federal Agency Security. A debt instrument issued by one of the federal agencies. Federal agencies are regarded highly in credit quality and liquidity second only to U.S. Treasury bonds.

Federal Agency. Government sponsored/owned entity created by the U.S. Congress, generally for the purpose of acting as a financial intermediary by borrowing in the marketplace and directing proceeds to specific areas of the economy considered to otherwise have restricted access to credit markets.

Federal Deposit Insurance Corporation (FDIC). Federal agency that insures deposits at commercial banks, currently to a limit of \$250,000 per depositor per bank.

Federal Farm Credit Banks (FFCB). A government sponsored enterprise (GSE) system that is a network of cooperatively-owned lending institutions that provides credit services to farmers, agricultural cooperatives, and rural utilities. The FFCBs act as financial intermediaries that borrow money in the capital markets and use the proceeds to make loans and provide other assistance to farmers and farm-affiliated businesses. Consists of the consolidated operations of the Banks for Cooperatives, Federal Intermediate Credit Banks, and Federal Land Banks. Frequent issuer of discount notes, agency notes and callable agency securities. FFCB debt is not an obligation of, nor is it guaranteed by the U.S. government, although it is considered to have minimal credit risk due to its importance to the U.S. financial system and agricultural industry. Also, issues notes under its “designated note” program.

Federal Funds (Fed Funds). Funds placed in Federal Reserve Banks by depository institutions in excess of current reserve requirements, and frequently loaned or borrowed on an overnight basis between depository institutions.

Federal Funds Rate (Fed Funds Rate). The interest rate charged by a depository institution lending Federal Funds to another depository institution. The Federal Reserve influences this rate by establishing a “target” Fed Funds Rate associated with the Fed’s management of monetary policy.

Federal Home Loan Bank System (FHLB). A government sponsored enterprise (GSE) system, consisting of wholesale banks (currently eleven regional banks) owned by their member banks, which provides correspondent banking services and credit to various financial institutions, financed by the issuance of securities. The principal purpose of the FHLB is to add liquidity to the mortgage markets. Although the FHLB system does not directly fund mortgages, it provides a stable supply of credit to its members which include thrift institutions, credit unions, commercial banks, etc., which issue new mortgage loans. FHLB debt is not an obligation of, nor is it guaranteed by the U.S. government, although it is considered to have minimal credit risk due to its importance to the U.S. financial system and housing market. Frequent issuer of discount notes, agency notes, and callable agency securities.

Federal Home Loan Mortgage Corporation (FHLMC or “Freddie Mac”). A government sponsored enterprise (GSE) that provides stability and assistance to the secondary market for home mortgages by purchasing first mortgages and participation interests financed by the sale of debt and guaranteed mortgage backed securities. FHLMC debt is not an obligation of, nor is it guaranteed by the U.S. government, although it is considered to have minimal credit risk due to its importance to the U.S. financial system and housing market. It is a frequent issuer of discount notes, agency notes, callable agency securities, and mortgage-backed securities; and issues notes under its “reference note” program.

Federal National Mortgage Association (FNMA or “Fannie Mae”). A government sponsored enterprise (GSE) that provides liquidity to the residential mortgage market by purchasing mortgage loans from lenders, financed by the issuance of debt securities and mortgage backed securities (pools of mortgages packaged together as a security). FNMA debt is not an obligation of, nor is it guaranteed by the U.S. government, although it is considered to have minimal credit risk due to its importance to the U.S. financial system and housing market. It is a frequent issuer of discount notes, agency notes, callable agency securities, and mortgage backed securities, and issues notes under its “benchmark note” program.

Federal Reserve Bank. One of the 12 regional banks of the Federal Reserve System.

Federal Reserve System (the Fed). The independent central bank system of the United States that regulates the U.S. monetary and financial systems and establishes the nation’s monetary policy. This is accomplished in three major ways: (1) raising or lowering bank reserve requirements, (2) raising or lowering the target Fed Funds Rate and discount rate, and (3) in open market operations by buying and selling government securities.

Fiscal Agent/Paying Agent. A bank or trust company that acts, under a trust agreement with a corporation or municipality, in the capacity of general treasurer. The agent performs such duties as making coupon payments, paying rents, redeeming bonds, and handling taxes relating to the issuance of bonds.

Fitch Investors Service, Inc. One of several NRSROs that provide credit ratings on corporate and municipal debt issues.

Floating Rate Security (FRN or “floater”). A bond with an interest rate that is adjusted according to changes in an interest rate or index. Differs from variable-rate debt in that the changes to the rate take place immediately when the index changes, rather than on a predetermined schedule. See also “Variable Rate Security.”

Freddie Mac. See “Federal Home Loan Mortgage Corporation”.

Ginnie Mae. See “Government National Mortgage Association”.

Government National Mortgage Association (GNMA or “Ginnie Mae”). One of the large federal agencies, Government-owned, that acquires, packages, and resells mortgages and mortgage purchase commitments in the form of mortgage-backed securities. It is the largest issuer of mortgage pass-through securities. GNMA debt is guaranteed by the full faith and credit of the U.S. government.

Government Securities. An obligation of the U.S. government, backed by the full faith and credit of the government. These securities are regarded the highest quality investment available in the U.S. securities market. See “Treasury Bills, Notes, Bonds, and SLGS.”

Government Sponsored Enterprise (GSE). Privately-owned entity subject to federal regulation and supervision, created by the U.S. Congress to reduce the cost of capital for certain borrowing sectors of the economy such as students, farmers, and homeowners. GSEs carry the implicit backing of the U.S. Government, but they are not direct obligations of it.

Government Sponsored Enterprise Security. A security issued by a government sponsored enterprise.

Index. A compilation of statistical data that tracks changes in the economy or in financial markets.

Internal Controls. An internal control structure ensures that the assets of the entity are protected from loss, theft, or misuse. The internal control structure is designed to provide reasonable assurance that these objectives are met.

Inverse Floater. A floating rate security structured in such a way that it reacts inversely to the direction of interest rates. Considered risky as their value moves in the opposite direction of normal fixed-income investments and whose interest rate can fall to zero.

Investment Advisor. A company that provides professional advice managing portfolios, investment recommendations and/or research in exchange for a management fee.

Investment Adviser Act of 1940. Federal legislation that sets the standards by which investment companies, such as mutual funds, are regulated in the areas of advertising, promotion, performance reporting requirements, and securities valuations.

Investment Grade. Bonds considered suitable for preservation of invested capital, including bonds rated a minimum of Baa3 by Moody’s, BBB- by Standard & Poor’s, or BBB- by Fitch. Although “BBB” rated bonds are considered investment grade, most public agencies cannot invest in securities rated below “A”.

Liquidity. The relative ease of converting an asset into cash without significant loss of value. Also, a relative measure of cash and near-cash items in a portfolio of assets. The term describes the marketability of a money market security correlating to the narrowness of the spread between the bids and ask prices.

Local Government Investment Pool (LGIP). An investment by local governments in which money is pooled as a method for managing local funds, (i.e., Florida State Board of Administration’s Florida Prime Fund).

Long-Term Core Investment Program. Funds that are not needed within a one year period.

Market Value. The fair market value of a security or commodity. The price at which a willing buyer and seller would pay for a security.

Mark-to-market. Adjusting the value of an asset to its market value, reflecting in the process unrealized gains or losses.

Master Repurchase Agreement. A widely accepted standard agreement form used to govern and document repurchase agreements and protect the interest of parties in a repo transaction.

Maturity Date. Date on which principal payment of a financial obligation is to be paid.

Medium Term Notes (MTN’s). Used frequently to refer to corporate notes of medium maturity (5-years and under). Technically, any debt security issued by a corporate or depository institution with a maturity from 1 to 10 years and issued under an MTN shelf registration. Usually issued in smaller issues with varying coupons and maturities and underwritten by a variety of broker/dealers (as opposed to large corporate deals issued and underwritten all at once in large size and with a fixed coupon and maturity).

Money Market. The market in which short-term debt instruments (bills, commercial paper, bankers' acceptances, etc.) are issued and traded.

Money Market Fund (MMF). A type of mutual fund that invests solely in money market instruments, such as: U.S. Treasury bills, commercial paper, bankers' acceptances, and repurchase agreements.

Moody's Investors Service. One of several NRSROs that provide credit ratings on corporate and municipal debt issues.

Municipal Note/Bond. A debt instrument issued by a state or local government unit or public agency. The vast majority of municipals are exempt from state and federal income tax, although some non-qualified issues are taxable.

Mutual Fund. Portfolio of securities professionally managed by a registered investment company that issues shares to investors. Many different types of mutual funds exist (bond, equity, money fund); all except money market funds operate on a variable net asset value (NAV).

National Association of Securities Dealers (NASD). Organization of brokers and dealers who trade securities in the United States, are supervised by the SEC, and provide regulatory exams for industry participants.

Negotiable Certificate of Deposit (Negotiable CD). Large denomination CDs (\$100,000 and larger) issued in bearer form and can be traded in the secondary market.

Net Asset Value. The market value of one share of an investment company, such as a mutual fund. This figure is calculated by totaling a fund's assets which includes securities, cash, and any accrued earnings, subtracting this from the fund's liabilities, and dividing this total by the number of shares outstanding. This is calculated once a day based on the closing price for each security in the fund's portfolio. (See below.)

$$[(\text{Total assets}) - (\text{Liabilities})] / (\text{Number of shares outstanding}).$$

Nationally Recognized Statistical Rating Organization "NRSRO". A designated rating organization that the SEC has deemed a strong national presence in the United States NRSROs provide credit ratings on corporate and bank debt issues. Only ratings of a NRSRO may be used for the regulatory purposes of rating. Includes Moody's, Standard & Poor's, Fitch, and Duff & Phelps.

Offered Price. See also "Ask Price."

Open Market Operations. Federal Reserve monetary policy tactic entailing the purchase or sale of government securities in the open market by the Federal Reserve System from and to primary dealers in order to influence the money supply, credit conditions, and interest rates.

Par Value. Face value, stated value, or maturity value of a security.

Portfolio. Collection of securities and investments held by an investor.

Premium. The amount by which a bond or other financial instrument sells above its face value. See also "Discount"

Primary Dealer. Certain government securities dealers designated by the Federal Reserve Bank of New York. Primary dealers can buy and sell government securities directly with the Fed. Primary dealers also submit daily reports of market activity and security positions held to the Fed and are subject to its informal oversight. Primary dealers are considered the largest players in the U.S. Treasury securities market.

Prime Paper. Commercial paper of high quality. Highest rated paper is A-1+/A-1 by S&P and P-1 by Moody's.

Principal. Face value of a financial instrument on which interest accrues. May be less than par value if some principal has been repaid or retired. For a transaction, principal is par value times the price and includes any premium or discount.

Prudent Investor Standard. A standard requiring that when investing, reinvesting, purchasing, acquiring, exchanging, selling, or managing public funds, a trustee shall act with care, skill, prudence, and diligence under the circumstances then prevailing, including, but not limited to, the general economic conditions and the anticipated needs of the agency, that a prudent person acting in a like capacity and familiarity with those matters would use in the conduct of funds of a like character and with like aims to safeguard the principal and maintain the liquidity needs of the agency. More stringent than the “prudent person” standard as it implies a level of knowledge commensurate with the responsibility at hand.

Qualified Public Depository. Per Florida Statute 280, means any bank, saving bank or savings association that:

1. Is organized and exists under the laws of the United States, the laws of this state, or any other state or territory of the United States;
2. Has its principal place of business in this state or has a branch office in this state, which is authorized under the laws of this state or of the United States to receive deposits in this state;
3. Has deposit insurance under the provision of the Federal Deposit Insurance Act, as amended, 12 U.S.C. ss.1811 seq.;
4. Meets all requirements of Florida Statute 280; and
5. Has been designed by the Treasurer as a qualified public depository.

Rate of Return. Amount of income received from an investment, expressed as a percentage of the amount invested.

Realized Gains (Losses). The difference between the sale price of an investment and its book value. Gains/losses are “realized” when the security is actually sold, as compared to “unrealized” gains/losses which are based on current market value. See “Unrealized Gains (Losses).”

Repurchase Agreement (Repo). A short-term investment vehicle where an investor agrees to buy securities from a counterparty and simultaneously agrees to resell the securities back to the counterparty at an agreed upon time and for an agreed upon price.

Reverse Repurchase Agreement (Reverse Repo). A repo from the point of view of the original seller of securities. It is used by dealers to finance their inventory of securities by essentially borrowing at short-term rates and can also be used to leverage a portfolio, which can be considered risky if used improperly.

Safekeeping. Service offered for a fee, usually by financial institutions, for the holding of securities and other valuables. Safekeeping is a component of custody services.

Secondary Market. Markets for the purchase and sale of any previously issued financial instrument.

Securities Lending. An arrangement between an investor and a custody bank that allows the custody bank to “loan” the investors’ investment holdings, reinvest the proceeds in permitted investments, and shares any profits with the investor be governed by a securities lending agreement. It can increase the risk of a portfolio in that the investor takes on the default risk on the reinvestment at the discretion of the custodian.

Sinking Fund. A separate accumulation of cash or investments (including earnings on investments) in a fund in accordance with the terms of a trust agreement or indenture, funded by periodic deposits by the issuer (or other entity responsible for debt service), for the purpose of assuring timely availability of moneys for payment of debt service. Usually used in connection with term bonds.

Spread. The difference between the price of a security and similar maturity U.S. Treasury investments, expressed in percentage terms or basis points. A spread can also be the absolute difference in yield between two securities. The securities can be in different markets or within the same securities market between different credits, sectors, or other relevant factors.

Standard & Poor's Financial Services, Inc. One of several NRSROs that provide credit ratings on corporate and municipal debt issues.

STRIPS (Separate Trading of Registered Interest and Principal of Securities). Acronym applied to U.S. Treasury securities that have had their coupons and principal repayments separated into individual zero-coupon Treasury securities. The same technique and "strips" description can be applied to non-Treasury securities (e.g. FNMA strips).

Structured Notes. Notes that have imbedded into their structure options such as step-up coupons or derivative based returns.

Swap. Trading one asset for another.

Total Return. Investment performance measured over a period of time that includes coupon interest, interest on interest, and both realized and unrealized gains or losses. Total return includes, therefore, any market value appreciation/depreciation on investments held at period end.

Treasuries. Collective term used to describe debt instruments backed by the U.S. Government and issued through the U.S. Department of the Treasury. It includes treasury bills, treasury notes, and treasury bonds; and is also a benchmark term used as a basis by which the yields of non-treasury securities are compared (e.g., "trading at 50 basis points over Treasuries").

Treasury Bills (T-Bills). Short-term direct obligations of the United States Government issued with an original term of one year or less. Treasury bills are sold at a discount from face value and do not pay interest before maturity. The difference between the purchase price of the bill and the maturity value is the interest earned on the bill. Currently, the U.S. Treasury issues 4-week, 13-week, and 26-week T-Bills.

Treasury Bonds. Long-term interest-bearing debt securities backed by the U.S. Government and issued with maturities of ten years and longer by the U.S. Department of the Treasury. The U.S. Treasury stopped issuing treasury bonds in August 2001.

Treasury Notes. Intermediate interest-bearing debt securities backed by the U.S. Government and issued with maturities ranging from one to ten years by the U.S. Department of the Treasury. The Treasury currently issues 2-year, 5-year and 10-year Treasury Notes.

Trustee. A bank designated by an issuer of securities as the custodian of funds and official representative of bondholders. Trustees are appointed to ensure compliance with the bond documents and represent bondholders in enforcing their contract with the issuer.

Uniform Net Capital Rule. SEC regulation 15C3-1 that outlines the minimum net capital ratio (ratio of indebtedness to net liquid capital) of member firms and non-member broker/dealers.

Unrealized Gains (Losses). The difference between the market value of an investment and its book value. Gains/losses are "realized" when the security is actually sold, as compared to "unrealized" gains/losses which are based on current market value. See also "Realized Gains (Losses)."

Variable-Rate Security. A bond that bears interest at a rate that varies over time based on a specified schedule of adjustment (e.g., daily, weekly, monthly, semi-annually, or annually). See also "Floating Rate Note".

Weighted Average Maturity (or just "Average Maturity"). The average maturity of all securities and investments of a portfolio, determined by multiplying the par or principal value of each security or investment by its maturity (days or years), summing the products, and dividing the sum by the total principal value of the portfolio. It is a simple measure of risk of a fixed-income portfolio.

Weighted Average Maturity to Call. The average maturity of all securities and investments of a portfolio, adjusted to substitute the first call date per security for maturity date for those securities with call provisions.

Yield. Refers to the earnings generated and realized on an investment over a particular period of time. There are numerous methods of yield determination. In this glossary, see also “Current Yield,” “Yield Curve,” “Yield to Call” and “Yield to Maturity.”

Yield Curve. A graphic depiction of yields on like securities in relation to remaining maturities spread over a time line. The traditional yield curve depicts yields on U.S. treasuries, although yield curves exist for federal agencies and various credit quality corporates as well. Yield curves can be positively sloped (normal) where longer-term investments have higher yields, or “inverted” (uncommon) where longer-term investments have lower yields than shorter ones.

Yield to Call (YTC). Same as “Yield to Maturity,” except the return is measured to the first call date rather than the maturity date. Yield to call can be significantly higher or lower than a security’s yield to maturity.

Yield to Maturity (YTM). The calculated return on an investment, assuming all cash flows from the security are reinvested at the same original yield. Yield to maturity can be higher or lower than the coupon rate depending on market rates and whether the security was purchased at a premium or discount. There are different conventions for calculating YTM for various types of securities.

Charter Required Documents

Fiscal Year 2024 Operating and Capital Budget

This section contains links to external PDF documents, schedules, and other budget content that cannot be applied to any one specific part of the budget. This is a great place to find "just the facts" about the budget (like department budgets) or look at a copy of the actual budget resolutions ultimately voted on by City Council. Links to the documents and brief explanatory descriptions of each link can be found below.

Schedule of Revenues and Expenses by Fund

This document displays the FY2024 Budget from the perspective of individual funds. Revenue and expense accounts are reported using the state of Florida Uniform Accounting Standards.

Schedule of Revenues and Expenses by Department

This document displays the FY2024 budget from the perspective of each city department.

Schedule of Positions and Salaries

This document lists all positions (and their salaries) that are included in the FY2024 budget.

Operating Budget Resolution

This section will be updated with a copy of City Council's Resolution adopting the FY2024 Operating Budget.

Capital Budget Resolution

This section will be updated with a copy of City Council's Resolution adopting the FY2024 Capital Budget.

Millage Ordinance

This section will be updated with a copy of City Council's Ordinance adopting the FY2024 ad-valorem tax rate.

Acknowledgements and Special Thanks

Fiscal Year 2024 Operating and Capital Budget

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 Budget.

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Arnetha Lewis

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Nicholas Pastue

Adam Reffert

Thomas Richardson

Chauncey Rotimi

Jennifer Seth

Tampa Statistical Information

Fiscal Year 2024 Operating and Capital Budget

The growth, success, and resilience of a city cannot be measured by any singular metric. The City of Tampa monitors its health and prosperity through a number of different variables provided by various businesses, governmental offices, and private enterprises in the region.



The City at a Glance

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 Charter Amendment - February 13, 2023

Land Area

Square Miles of Land Area - 175.3

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 7, 2023

Next City Election - March 2027

Registered Voters - 240,748

Votes Cast - 25,913

Voter Turnout Percentage -10.76%

The previous three mayors:

- April 1, 1995 - April 1, 2003, Mayor Greco
- April 1, 2003- April 1, 2011, Mayor Iorio
- April 1, 2011- May 1, 2019, Mayor Buckhorn

Current mayor:

- May 1, 2019 - Present, Mayor Castor elected (Currently in Office)

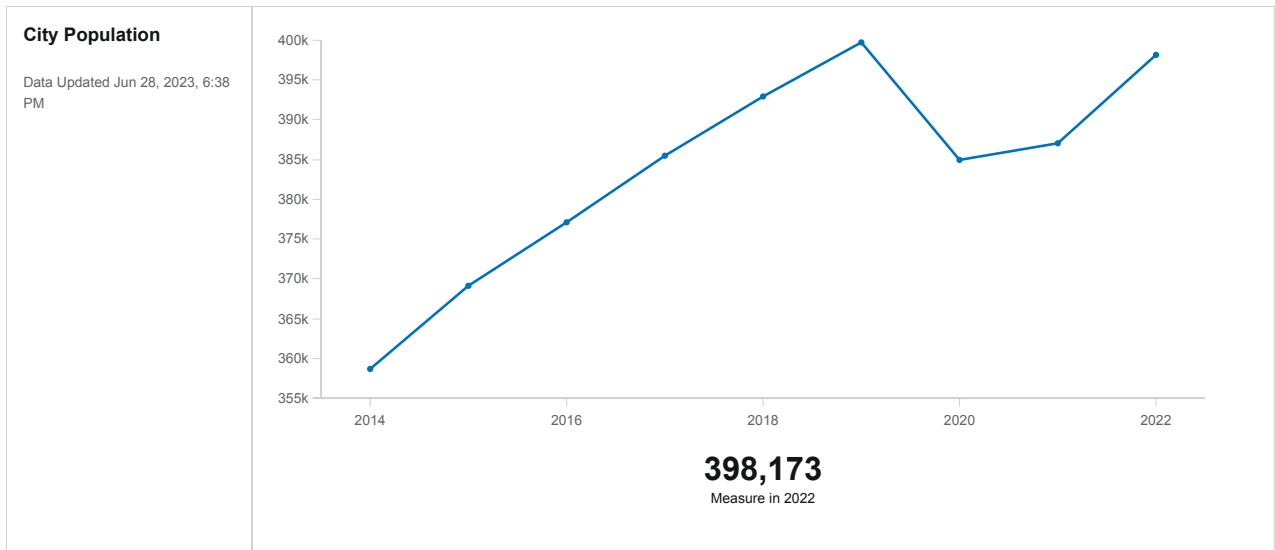
Sources:

<https://enr.electionsfl.org/HIL/3388/Summary/>

[http://www.colliers.com/en-](http://www.colliers.com/en-us/us/insights/usresearchlibrary)

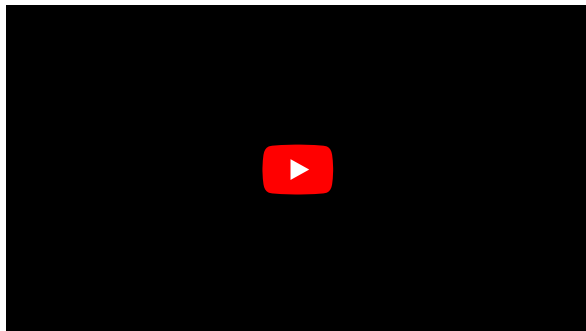
[us/us/insights/usresearchlibrary](http://www.colliers.com/en-us/us/insights/usresearchlibrary)

Image Courtesy, Tampa-Hillsborough County Public Library System



Source:

<https://www.census.gov/quickfacts/fact/table/tampacityflorida,US/PST045219>
<https://www.bls.gov/>

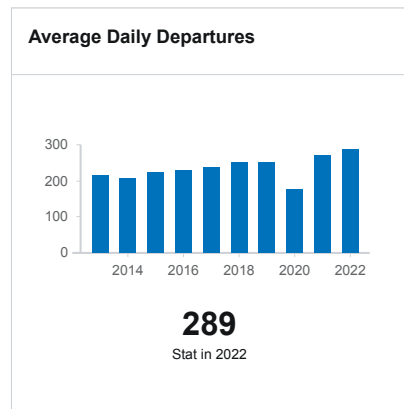


Tampa International Airport

Tampa International Airport is an international airport six miles west of Downtown. The airport is publicly owned by Hillsborough County Aviation Authority (HCAA).

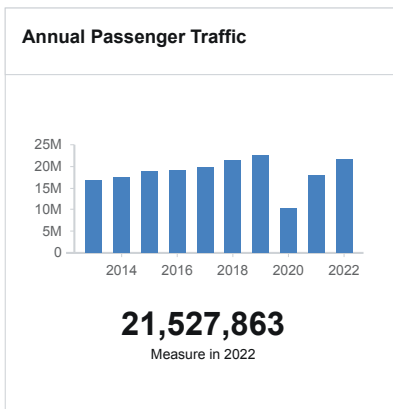
The airport is served by over twenty major air carrier airlines, four regional airlines, and three air cargo carriers. The airport presently serves 81 non-stop destinations throughout North America, Central America, the Caribbean, and Europe.

Departures



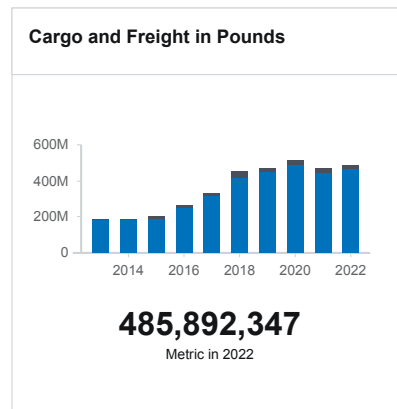
Source:
<https://www.tampaairport.com/facts-statistics-financials>

Passengers



Source:
<https://www.tampaairport.com/facts-statistics-financials>

Cargo and Freight



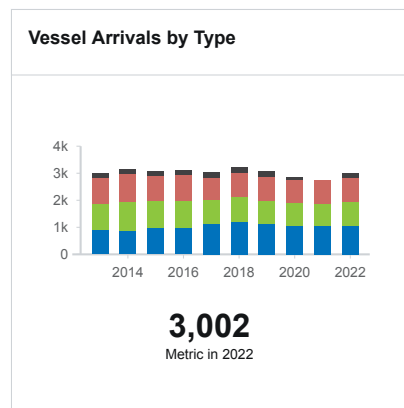
Source:
<https://www.tampaairport.com/facts-statistics-financials>



Port Tampa Bay

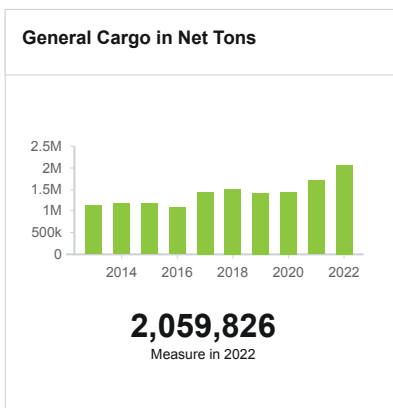
Located east of downtown, Port Tampa Bay is Florida's largest port and handles over 30 million tons of cargo per year. Formerly known as "Port of Tampa" until 2014, Port Tampa Bay is overseen by the Tampa Port Authority.

Vessel Arrivals



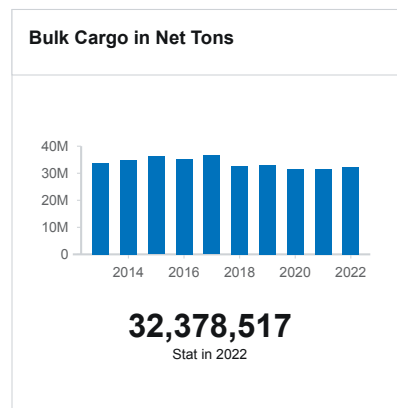
Source:
<https://www.porttb.com/statistics>

General Cargo



Source:
<https://www.porttb.com/statistics>

Bulk Cargo



Source:
<https://www.porttb.com/statistics>



Local Education

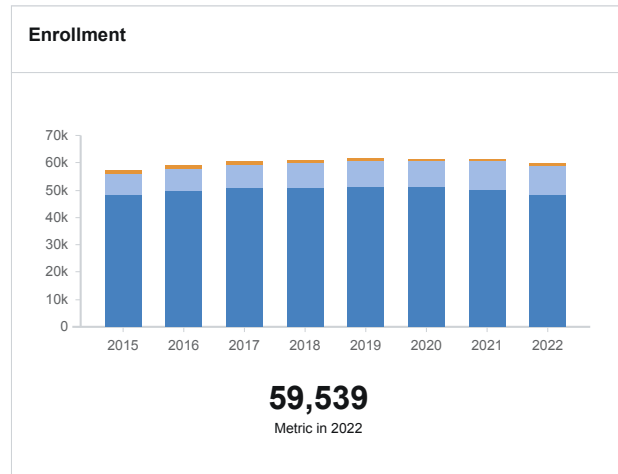
Founded in 1956, the University of South Florida (USF) is a high-impact global research university dedicated to student success, with three campuses across the Tampa Bay region. USF serves approximately 50,000 students and offers more than 240 degrees at the undergraduate, graduate, specialty, and doctoral levels, including the Doctor of Medicine.

The University of Tampa ("UT") is a private university located on approximately 110 acres of prime riverfront land in the heart of downtown Tampa. UT provides more than 200 fields of study including various graduate studies programs.

Hillsborough Community College ("HCC") offers more than 190 academic options which include an array of business, technical, and health sciences. HCC has five primary campus locations, two satellite locations, a very active distance learning program, and a comprehensive corporate training center.

Also, near downtown is the Tampa Law Center of the Stetson University College of Law which is ranked No. 1 by U.S. News in trial advocacy and No. 3 in legal writing, both vital skills for attorneys. Saint Leo University, just north of Tampa, has a center at MacDill Air Force Base and has been recognized as one of the top military-friendly colleges and universities.

Local College and University



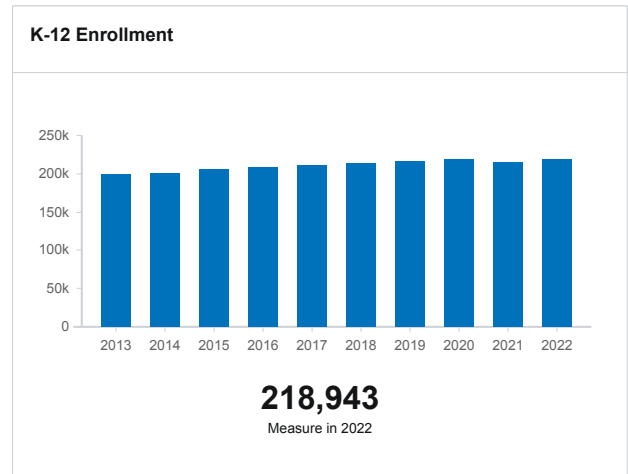
Sources:

<https://www.ut.edu/about-ut/university-profile>

<https://www.stetson.edu/law/admissions/home/>

<https://www.usf.edu/ods/documents/factbook-2021-22-final.pdf.pdf>

Hillsborough County Public Schools



Source:

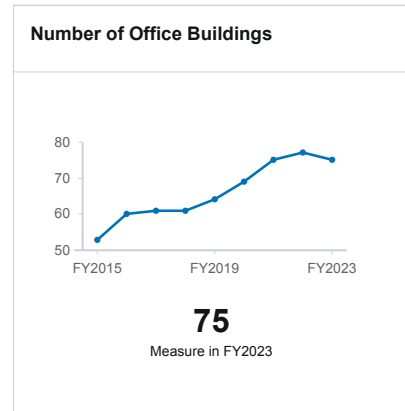
<https://www.fldoe.org/finance/fl-edu-finance-program-fefp/fl-edu-finance-program-fefp-calculatio.stml>

Tampa Central Business District

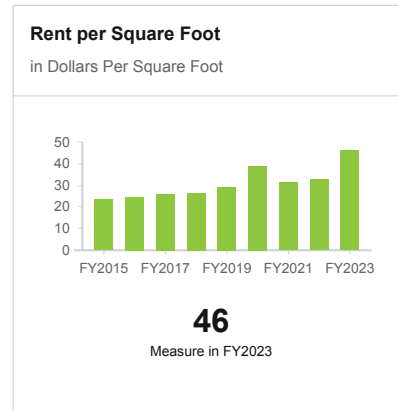
Downtown Tampa is considered the heart of the business district. We are also known as the chief financial district of the Bay area. The Central business district is home to hundreds of businesses ranging from small shops to large corporations.



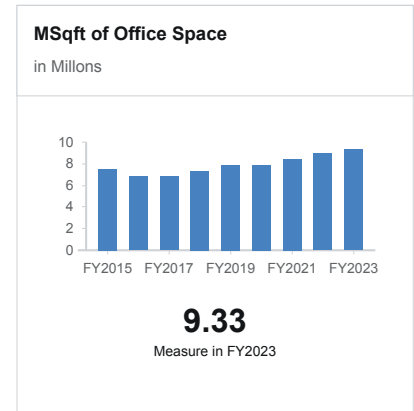
Office Buildings



Rent



Office Space



Source:

<https://www.colliers.com/en/research/tampa-bay/tampa-bay-office-market-report-q1-2023>

Source:

<https://www.colliers.com/en/research/tampa-bay/tampa-bay-office-market-report-q1-2023>

Source:

<https://www.colliers.com/en/research/tampa-bay/tampa-bay-office-market-report-q1-2023>

Glossary

Fiscal Year 2024 Operating and Capital budget

Glossary

Accrual Basis of Accounting

The method of accounting under which revenues are recorded when earned (regardless of when cash is received) and expenditures are recorded when liabilities are incurred (regardless of when payment is made). 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.

Annual Comprehensive Financial Report (ACFR)

A complete set of financial statements published each year in accordance with state law. It is presented in conformity with accounting principles and audited by a 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.

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

Property with monetary value owned by the City that can be converted to cash.

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 specified future dates.

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 \$5,000, with an expected life of more than two years such as automobiles, computers and furniture.

Capital Improvement Program

A statement of the City of Tampa's policy regarding long-range physical development and 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 the 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 \$5,000 or more, or a useful life of two 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.

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, federal funds, and other governmental 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 that displays elements including assets, liabilities, revenues, expenses, and income (the difference between revenues and expenses) of the organization as of a certain date or 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 services.

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, and parks and recreation.

General Obligation Bond (GO Bonds)

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 five different types of governmental funds: general, special revenue, debt service, capital projects, and permanent.

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 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.

Impact Fees/Multi-Modal 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 section for further explanation.

Mission

The mission statement clearly states the purpose of the organization. It is the reason the organization exists.

Modified Accrual Basis of Accounting

The method of accounting under which 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 are sources that exist only for a limited period of time or 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 and 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 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 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 sources 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 healthcare, a 1/2 cent sales tax for school capital outlay, and a 1/2 cent community investment tax.

Self Insurance

A City program that administers workers' compensation, benefits and claims, general liability, property damage, healthcare, long-term disability, 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. Revenues from tax bills are received by the City in the subsequent fiscal year. As an example, the calendar year 2021 tax bills are reflected as revenue receipts to the City in fiscal year 2022.

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 that are typically held for a short period (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, water, or natural gas.

Vision

A statement that provides an inspiring picture of a preferred future state, "the dream" of an organization.

Acronyms

Fiscal Year 2024 Operating and Capital Budget

Acronyms

ADA

Americans with Disabilities Act

AFB

Air Force Base

AFL-CIO-CLC

American Federation of Labor, Congress of Industrial Organizations, and Canadian Labour Congress

AFT

All For Transportation

AMC

Air Mobility Command

ACFR

Annual Comprehensive Financial Report

ASE

Automotive Service Excellence

CAMLS

Center for Advanced Medical Learning and Simulation

CARD

Center for Autism and Related Disabilities

CART

Creative Arts and Reading Together

CD

Certificate of Deposit

CDBG

Community Development Block Grant

CDC

Corporation to Develop Communities

CEI

Construction Engineering and Inspection

CHDO

Community Housing Development Organization

CIAC

Contribution in Aid of Construction

CIP

Capital Improvement Project

CIT

Community Investment Tax

CMO

Collateralized Mortgage Operation

CNG

Compressed Natural Gas

COs

Contracting Officers

CPI

Consumer Price Index

CRA

Community Redevelopment Area

CRA

Community Redevelopment Agency

CTTV

City of Tampa Television

DLTWTF

David L. Tippin Water Treatment Facility

DMI

Diversity Management Information System

DRI

Development of Regional Impact

DROP

Deferred Retirement Option Program

DTCC

Depository Trust and Clearing Company

DVIR

Digital Vehicle Information Recorders

DVP

Delivery Versus Payment

ECM

Enterprise Content Management

EECP

Energy Efficiency and Conservation Plan

EMMA

Electronic Municipal Market Access

EMS

Emergency Medical Service

EOC

Emergency Operations Center

ERP

Enterprise Resource Planning

ESG

Emergency Solutions Grants

ESU

Equivalent Stormwater Unit

FDIC

Federal Deposit Insurance Corporation

FDOT

Florida Department of Transportation

FEMA

Federal Emergency Management Agency

FFCB

Federal Farm Credit Banks

FHLB

Federal Home Loan Bank

FHLMC

Federal Home Loan Mortgage Corporation

FNMA

Federal National Mortgage Association

FRN

Floating Rate Security

FTE

Full-Time Equivalent

FY

Fiscal Year

GAAP

Generally Accepted Accounting Principles

GAGAS

Generally Accepted Government Auditing Standards

GASB

Government Accounting Standards Board

GFOA

Government Finance Officers Association

GHG

Green House Gas emissions

GIS

Geographic Information System

GNMA

Government National Mortgage Association

GO Bonds

General Obligation Bonds

GPS

Global Positioning System

GSA

U.S. General Service Administration

GSE

Government Sponsored Enterprise

HARTline

Hillsborough Area Regional Transit Authority

HCC

Hillsborough Community College

HCD

Housing and Community Development

HFCAWTP

Howard F. Curren Advanced Wastewater Treatment Plant

HOME

HOME Investment Partnerships Program

HOPWA

Housing Opportunities for Persons With AIDS

HUD

U.S. Department of Housing and Urban Development

HVAC

Heating, Ventilation, and Air Conditioning

IAFF

International Association of Fire Fighters

LEED

Leadership in Energy and Environmental Design

LGBT

Lesbian, Gay, Bi-sexual, and Transgender

LGIP

Local Government Investment Pool

LHAP

Local Housing Assistance Plan

LOC

Letter Of Credit

LOS

Level of Service

MBD

Minority Business Development

MGD

Million Gallons per Day

MMF

Money Market Fund

MNU

Mayor's Neighborhood University

MOVES

Mobility Opportunity Vision Equity Safety

MSA

Metropolitan Statistical Area

MSRB

Municipal Securities Rulemaking Board

MTNs

Medium Term Notes

NASD

National Association of Securities Dealers

NAV

Net Asset Value

NFL

National Football League

NOFO

Notice of Funding Opportunity

NRSRO

National Recognized Statistical Rating Organization

OMB

U.S. Office of Management and Budget

PILOF

Payment in Lieu of Franchise Fees

PILOT

Payment in Lieu of Taxes

PIPES

Progressive Infrastructure Planning to Ensure Stability

QTI

Qualified Targeted Industries

RFP

Request for Proposal

SAM

System for Award Management

SEC

Securities and Exchange Commission

SHIP

State Housing Initiatives Partnership

SLBE

Small Local Business Enterprise

SLGS

State and Local Government Series

SOFIC

Special Operations Forces Industry Conference

SRF

State Revolving Fund

STRIPS

Separate Trading of Registered Interest and Principal of Securities

STRMU

Short-term Rent, Mortgage, and Utility Assistance

SWFWMD

Southwest Florida Water Management District

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

TIN

Taxpayer Identification Numbers

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

YTC

Yield to Call

YTM

Yield to Maturity

Frequently Asked Questions (FAQs)

Fiscal Year 2024 Operating and Capital Budget

Frequently Asked Questions (FAQs)

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 citywide 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 \$281,496 single family home, with a \$50,000 homestead exemption and millage rate of 7.2076 (example only), would be \$1,668.

Assessed Value (FY2024)	\$ 281,496.00
Less homestead exemption	<u>50,000.00</u>
Net taxable value	\$ 231,496.00
	<u>÷ 1,000.00</u>
	\$ 231.50
	<u>x 7.2076 Millage</u>
	= \$ 1,668 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 FY2024 budget is 7.2076 mills or \$7.2076 per \$1,000 of taxable value. The Hillsborough County Property Appraiser establishes the taxable value of all property within the City. For FY2024, the average home assessed value provided by the Hillsborough County Property Appraiser is \$281,496, which after a \$50,000 homestead exemption, results in a taxable amount of \$231,496. In this example, your taxes paid to the City would be \$1,668 ($\$231,496/1,000 \times 7.2076$ mills).

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

A: In FY2022, only 6.2076 mills (32%) of the total 19.7121 mills levied for tax year 2021 was paid to the City.

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.
- Stormwater Improvement Assessment – Stormwater Improvement Assessment pay for capital improvements associated with the stormwater system construction within the Central and Lower Basin Improvement Area.
- 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 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 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 both operating and 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 revenue or enterprise fund?

A: A revenue or enterprise fund earns its own revenues by charging patrons for municipal services. The Water operating fund 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 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. Nonrecurring 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 or 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.

GFOA Program Application

Fiscal Year 2024 Operating and Capital Budget

Detailed Location Criteria Guide

Table of Contents

#C1. *Mandatory:* Include a table of contents that makes it simple to locate information.

1. Is a comprehensive table of contents provided for easy navigation (may take a variety of forms related to the approach used to present budgetary information)?
2. Do all pages in the table of contents electronically link to the corresponding content location (pages in a traditional document or other content in an electronic form)?
3. Are the page numbers or similar reference points in the table of contents consistent with the referenced page numbers?

Strategic Goals and Strategies

#P1. *Mandatory:* Provide a coherent statement of organization-wide, strategic goals and strategies that address long-term concerns and issues.

1. Are strategic goals included?
2. Is the process for creating the strategic goals explained?
3. Are action plans and/or strategies included to show how these goals will be accomplished?

Priorities and Issues

#P2. Mandatory: Provide a budget message that articulates priorities and issues for the upcoming year. The message should describe significant changes in priorities from the current year and explain the factors that led to those changes. The message may take one of several forms (*e.g., transmittal letter, budget summary section*).

1. Does the message highlight the principal issues facing the governing body in developing the budget (*e.g., policy issues, economic factors, regulatory, and legislative challenges*)?
2. Does the message describe the actions to be taken to address these issues?
3. Does the message explain how the priorities for the budget year differ from the priorities of the current year?
4. Are major changes in service levels, fees, and/or taxes presented?

Budget Overview

#C2. Mandatory: An overview of significant budgetary items and trends should be provided. The overview should be presented within the budget as a separate section (*e.g., budget-in brief*) or integrated within the transmittal letter.

1. Is an overview contained in the budget message/transmittal letter, executive summary, or in a separate budget-in-brief?
2. Is summary information on significant budgetary items conveyed in an easy to consume format?
3. Is summary information on budgetary trends provided?
4. Is a summary of changes presented between the proposed to adopted budget?

Organization Chart

#O1. Mandatory: Provide an organization chart for the entire entity.

1. Is a legible organization chart provided which shows the entire entity?

Fund Descriptions and Fund Structure

#F1. Describe all funds that are subject to appropriation.

1. Are a narrative and/or a graphic overview of the entity's budgetary fund structure included in the document?
2. Do the materials indicate which funds are appropriated? (Other funds for which financial plans are prepared also may be included in the document.)
3. Is each individual major fund described?
4. If additional or fewer funds are included in the audited financial statements, is this indicated?

Department/Fund Relationship

#O2. Provide narrative, tables, schedules, or matrices to show the relationship between functional units, major funds, and nonmajor funds in the aggregate.

1. Is the relationship between the entity's functional units, major funds, and nonmajor funds in the aggregate explained or illustrated?

Basis of Budgeting

#F2. Explain the basis of budgeting for all funds, whether cash, modified accrual, or some other statutory basis.

1. Is the basis of budgeting defined (*eg. modified accrual, cash, or accrual*) for all funds?
2. If the basis of budgeting is the same as the basis of accounting used in the entity's audited financial statements, is that fact clearly stated?
3. If the basis of budgeting is not the same as the basis of accounting used in the entity's audited financial statements, are the differences described?

Financial Policies

#P3. *Mandatory*. Include a coherent statement of entity-wide long-term financial policies.

1. Is there a summary of financial policies?
2. Do the financial policies include the entity's definition of a balanced budget?
3. Does the budget comply with relevant financial policies?

Budget Process

#P4. Mandatory: The document shall describe the process for preparing, reviewing, and adopting the budget for the coming fiscal year. It also should describe the procedures for amending the budget after adoption.

1. Is a description of the process (including amendments) used to develop, review, and adopt the budget included?
2. Is a budget calendar provided to supplement (not replace) the narrative information on the budget process?
3. Is there a discussion of how the public is involved in the budget process?

Consolidated Financial Schedule

#F3. Mandatory: Present a summary of major revenues and expenditures, as well as other financing sources and uses, to provide an overview of the total resources budgeted by the organization.

1. Is an overview of revenues and other financing sources and expenditures and other financing uses of all appropriated funds included?
2. Are revenues and other financing sources and expenditures and other financing uses presented either (1) together in a single schedule or (2) in separate but adjacent/sequential schedules or (3) in a matrix?
3. Are revenues presented by major type in this schedule (*e.g., property taxes, intergovernmental, sales taxes, fees and charges*)?
4. Are expenditures presented by function, program, or spending component in this schedule?

Three Year Consolidated and Fund Financial Schedules

#F4. Include summaries of revenues and other financing sources, and of expenditures and other financing uses for the prior year actual, the current year budget and/or estimated current year actual, and the proposed budget year.

1. Are revenues and other financing sources and expenditures and other financing uses for the prior year, the current year, and the budget year presented together on the same schedule(s) or on schedules presented on adjacent/sequential pages?
2. Is this information presented for the appropriated funds in total?
3. Is this information also presented at a minimum for each major fund and for other (i.e. nonmajor) funds in the aggregate (or for each significant fund and other funds in the aggregate if no appropriated funds are included)?
4. Are revenues presented by major type in this schedule (*e.g., property taxes, intergovernmental, sales taxes, fees and charges*)?
5. Are expenditures presented by function, program, or spending component in this schedule?

Fund Balance

#F5. Mandatory: Include projected changes in fund balance/net position for appropriated funds included in the budget presentation.

1. Is the entity's definition of fund balance (net position if no governmental funds) included?
2. Is the fund balance /net position information presented for the budget year?
3. Is there a schedule showing (1) beginning fund balances, (2) increases or decreases in total fund balances, and (3) ending fund balances for appropriated governmental funds?
4. Is this information presented at a minimum for each major fund and for nonmajor governmental funds in the aggregate?
5. If fund balances of any major fund or the nonmajor funds in the aggregate are anticipated to increase or decline by more than 10%, does the document include a discussion of the causes and/or consequences of these changes in fund balance?
6. If an entity has no governmental funds, is the change in net position presented for (1) the entity as a whole, (2) the main operating fund, and (3) each significant fund?
7. If an entity has no governmental funds and the net position is anticipated to change by more than 10%, do the materials include a discussion of the causes and/or consequences of those changes?

Revenues

#F6. Mandatory: Describe major revenue sources, explain the underlying assumptions for the revenue estimates, and discuss significant revenue trends.

1. Are individual revenue sources described?
2. Do the revenue sources that are described represent at least 75 percent of the total revenues of all appropriated funds?
3. Are the methods used to estimate revenues for the budget year described (*e.g., trend analysis, estimates from another government or consulting firm*)?
4. If revenues are projected based on trend information, are both those trends and the underlying assumptions adequately described?

Long-range Operating Financial Plans

#F7. Explain long-range operating financial plans and its effect upon the budget and the budget process.

1. Do your long-range financial plans for major funds (beyond just the General Fund) extend out at least two years beyond the budget year?
2. Are the assumptions used in the long-range operating financial plans identified?
3. Is there a concise explanation of the significance of the long-range operating financial plans in its relation to achieving strategic goals?

Capital Program

#F8. *Mandatory.* Include budgeted capital expenditures, whether authorized in the operating budget or in a separate capital budget.

1. Are "capital expenditures" defined?
2. Do the materials indicate the total dollar amount (for both sources and uses) of the capital program for the budget year(s) and/or multiyear capital plan?
3. Are significant nonrecurring capital expenditures described along with dollar amounts?
4. What is the process to identify funded projects?
5. Is there a description and quantification of how specific nonrecurring capital projects will affect the entity's current and future operating budget?

Debt

#F9. *Mandatory.* Include financial data on current debt obligations, describe the relationship between current debt levels and legal debt limits, and explain the effects of existing debt levels on current operations.

1. Are debt limits and coverage requirements described and calculated?
2. Is the amount of principal and interest payments presented through maturity for each fund?
3. Are bond ratings shown?
4. Is the purpose of the different debt obligations included?

Position Summary Schedule

#03. Mandatory: A schedule or summary table of personnel or position counts for prior, current and budgeted years shall be provided.

1. Is a summary table of position counts provided for the entire entity?
2. Does the table include the prior year, the current year, and budget year position counts?
3. Are changes in staffing levels for the budget year explained?

Departmental/Program Descriptions

#04. Mandatory: Include departmental/program descriptions.

1. Are organizational units clearly presented (*e.g., divisions, departments, offices, agencies, or programs*)?
2. Are descriptions provided along with major priorities in each organizational program?

Departmental/Program Goals and Objectives

#05: Include clearly stated goals and objectives of the department or program.

1. Are departmental/program goals and objectives described?
2. Are departmental/program goals clearly linked to the strategic goals of the entity?
3. Are objectives quantifiable?
4. Are timeframes on objectives noted?

Performance Measures

#06: Mandatory: Provide objective measures of progress toward accomplishing the government's mission as well as goals and objectives for specific departments and programs.

1. Are performance data for individual departments or programs included in the document?
2. Are performance data directly related to the stated goals and objectives of the department or program?
3. Do performance measures focus on results and accomplishments (*e.g., output measures, efficiency and effectiveness measures*) rather than inputs (*e.g., dollars spent*)?

Statistical/Supplemental Section

#C3: Include statistical and supplemental data that describe the organization, its community, and population. It should also furnish other pertinent background information related to the services provided.

1. Is statistical information that defines the community included (*e.g., population, composition of population, land area, and average household income*)?
2. Is supplemental information on the local economy included (*e.g., major industries, top taxpayers, employment levels, and comparisons to other local communities*)?
3. Is other pertinent information on the community (*e.g., local history, location, public safety, education, culture, recreation, transportation, healthcare, utilities, and governmental structure*) included?

Glossary

#C4: A glossary should be included for any terminology (including abbreviations and acronyms) that is not readily understandable to a reasonably informed lay reader.

1. Is a glossary that defines technical terms related to finance and accounting, as well as non-financial terms related to the entity?
2. Are acronyms or abbreviations used in the document defined in the glossary?
3. Is the glossary written in non-technical language?

Charts and Graphs

#C5: Charts and graphs should be used, where appropriate, to highlight financial and statistical information. Narrative interpretation should be provided when the messages conveyed by the graphs are not self-evident.

1. Are charts and graphs used in the document to convey essential information (*e.g., key policies, trends, choices and impacts*)?
2. Are graphics explained?

Understandability and Usability

#C6: The budget information should be produced and formatted in such a way as to enhance its understanding by the average reader. It should be attractive, consistent, and oriented to the reader's needs.

1. Are page formatting and font consistent?
2. Is the level of detail appropriate?
3. Are text, tables, and graphs legible and accurate?
4. Are links included to other forms of budget communication, like videos, social media, etc.?

