

One City Rising



Recommended Operating and Capital Budget Part 1

Fiscal Year 2016

October 1, 2015 through September 30, 2016

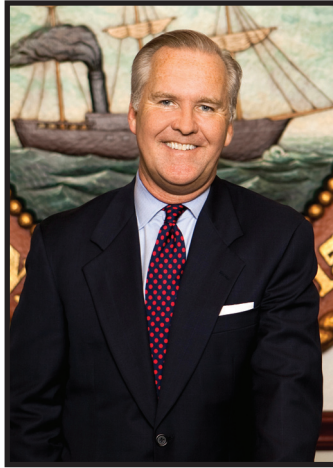
One City Rising

October 1, 2015 through September 30, 2016



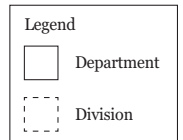
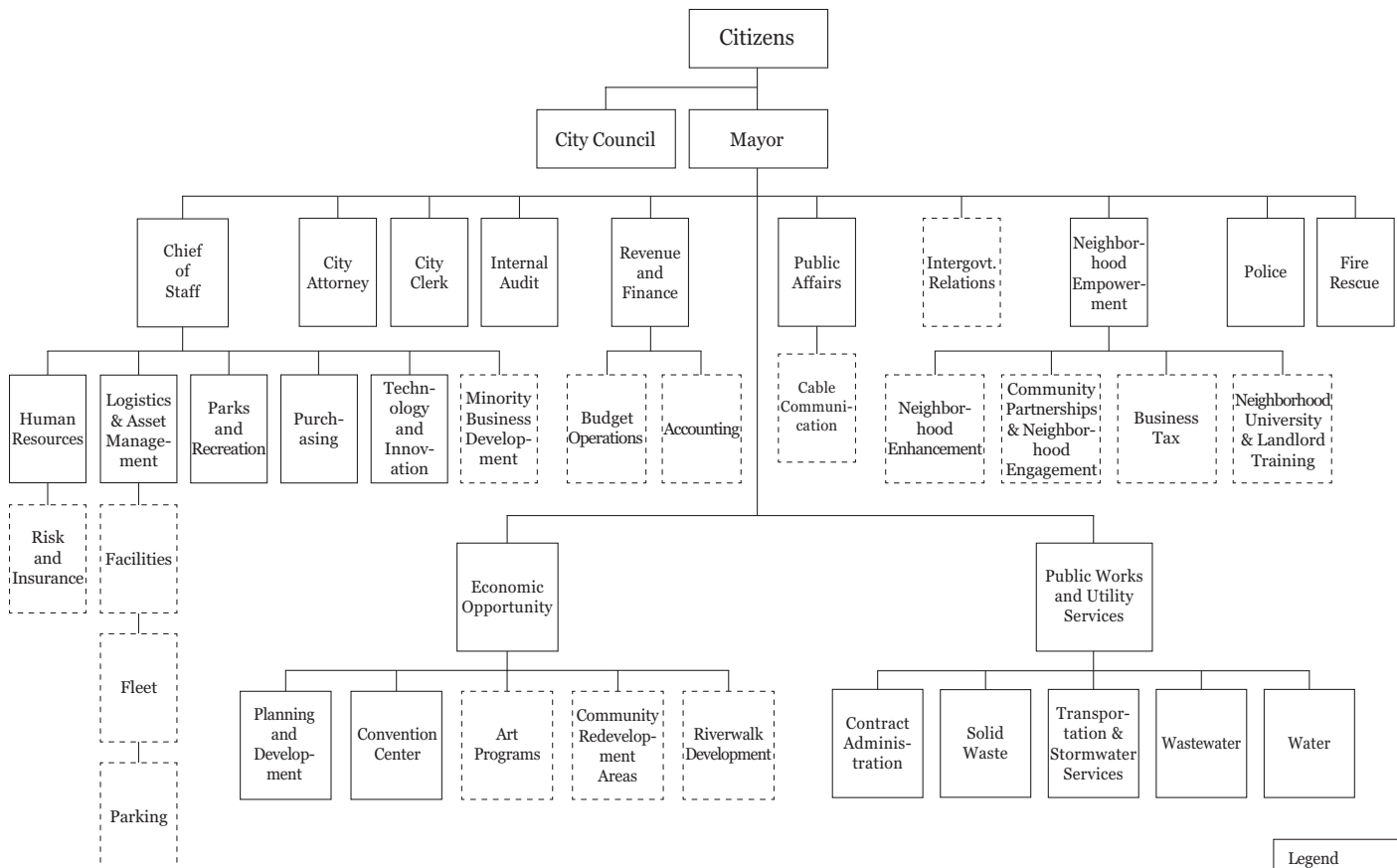
Michael D. Perry, Budget Officer

City of Tampa, Florida



Mayor Bob Buckhorn

Organization Chart



Tampa City Council

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



Mike Suarez
District 1 At-Large



Charlie Miranda
District 2 At-Large



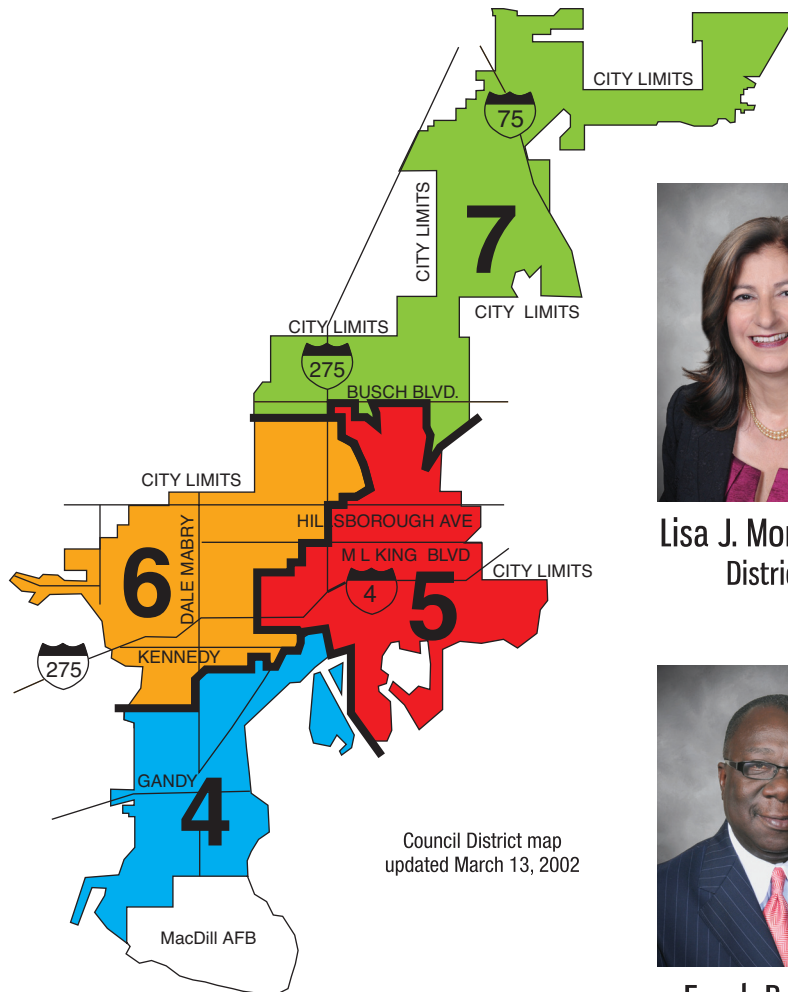
Yvonne Yolie Capin
District 3 At-Large



Guido Maniscalco
District 6



Harry Cohen
District 4
Chair Pro-Tem



Lisa J. Montelione
District 7



Frank Reddick
District 5
Chair

Acknowledgements

Special recognition is hereby given to department directors, staff, and the budget office for their exemplary efforts in the development and preparation of the FY2016 Budget for the City of Tampa, Florida:

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Andy Waitman



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Florida**

For the Fiscal Year Beginning

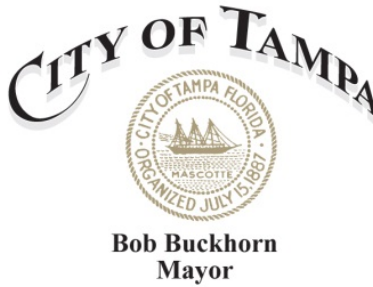
October 1, 2014

Executive Director

The 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, 2014. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

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





July 23, 2015

The Honorable Frank Reddick and
Members of Tampa City Council

I am pleased to present the Recommended Operating and Capital Budget for the City of Tampa for the fiscal year beginning October 1, 2015, and ending September 30, 2016, including the City's Capital Improvements Program (CIP) for FY2016 through FY2020.

This year's budget theme, "One City Rising" reflects the City's continued effort to focus on priorities that will improve quality of life and support Tampa's economic success for the benefit of all citizens. The theme is reflective of the City's three primary strategic goals:

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

To achieve these strategic goals, we must deliberately focus our efforts on providing excellent service to our citizens, maintaining and improving our aging infrastructure, building our reserves, and continuing to invest in our neighborhoods.

The City of Tampa has experienced welcomed economic growth as key economic indicators continue to move in a positive direction. Though the proposed millage rate for FY2016 remains at the current 5.7326 mills, the City's taxable property value has increased for the third consecutive year, home sales have increased and the unemployment rate has declined as the economy continues to improve. Additionally, residential and commercial permits are expected to increase over the prior three fiscal years.

The City of Tampa is structurally and fiscally sound. We will balance the FY2016 budget without the use of reserves. In fact, we will contribute \$1.0 million back to the reserves in FY2016. As a result, the City's reserves will remain strong at over \$88.4 million. This represents a fund balance of 23% of operating expenditures, well above the City's policy of 20%. This modest contribution to the reserve reflects the City's continual commitment to sound financial management.

The City's credit ratings have improved significantly. Since 2014, the City has received five ratings upgrades from Moody's Investors Service, Fitch Ratings and Standard & Poor's, respectively. Recently received ratings upgrades include:

- AAA Issuer Credit Rating by Standard & Poor's;
- AAA Water & Wastewater System by Standard & Poor's;
- AAA Water & Wastewater System by Fitch Ratings;
- AA+ Non-Ad Valorem by Standard & Poor's; and
- A2 Solid Waste by Moody's Investors Service.

The FY2016 total budget is \$850.2 million and achieves the following objectives:

- Creating jobs and growing our economy;
- Protecting our children;
- Enhancing quality of life;
- Improving our infrastructure;
- Retaining and rewarding our employees;
- Streamlining regulatory and permitting processes; and
- Balancing the budget without using reserves.

At \$850.2 million, the FY2016 budget is \$26.0 million less than the FY2015 budget of \$876.2 million. The decrease is primarily due to a reduced Wastewater capital improvement program. The FY2016 budget includes:

- A \$124.3 million capital improvement program which will address a significant amount of deferred infrastructure projects, including:
 - Continuation of the adopted CIP with Stormwater receiving \$18.3 million in FY2016. This funding will provide for major improvements to stormwater conveyance, drainage, pond and ditch systems throughout the City.
 - Transportation Department will receive \$22.9 million for capital improvement projects. Roadway resurfacing will receive \$5.4 million for capital project funding.
 - City Hall will undergo a multi-year \$16.5 million renovation that addresses the building's aging exterior, plumbing, electrical, and HVAC systems.
 - Water and Wastewater will continue funding \$50 million for capital infrastructure improvements. The City's prudent financial and operational management of the utility systems has resulted in a Fitch rating upgrade to 'AAA', the highest available bond rating. Planned improvements include projects at the David L. Tippin Water Treatment Facilities, the Howard F. Curren Advanced Wastewater Treatment Facility, and city-wide pipeline replacement.
 - In FY2016, the City will begin to replace the antiquated utility billing system.

- Parks and Recreation will receive \$8.0 million for capital improvement projects. Projects include \$5.0 million for the design and construction of Julian B. Lane Park, and \$1.8 million for the renovation of Cuscaden Pool.
- In FY2016, city-wide personnel costs are down \$1.0 million from the FY2015 adopted budget due to the continued changing workforce and savings from lower required pension contributions. We will reward our valued employees by providing merit and negotiated pay increases for up to 4% for non-bargaining unit employees, and we will satisfy our commitment to bargaining unit employees under the terms of the existing contracts.

Economic Opportunity

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

- Reorganizing City government to streamline the review of plans and permits;
- Creating incentive packages to target high-tech industries and collaboration between public and private entities identified by the Tampa Hillsborough Economic Development Corporation;
- Addressing the issue of affordable housing for first-time homebuyers and the rehabilitation of existing homes;
- Encouraging and supporting policies that facilitate urban infill;
- Finishing the Tampa Riverwalk to create activity and stimulate development along the Hillsborough River;
- Planning for the City's future through the InVision Tampa project, through which City staff, consultants, and members of the public are creating a master plan for Tampa's urban core that will shape development for the next 20 years;
- Expanding international trade by working with the Directors of Tampa International Airport and the Port of Tampa, and by leveraging Tampa's current multi-modal assets;
- Developing the City's landmark neighborhoods that are critical to the success of the whole City, including Ybor, Channelside, Tampa Heights, and Sulphur Springs;
- Increasing regional approaches to policy and economic development;
- Expanding opportunities for woman and minority-owned businesses;

- Enhancing education programs to ensure that the City has highly trained work forces that will attract new business;
- Expanding the region's infrastructure to include mass transit and other multi-modal forms of transportation linking employment and destination centers in Hillsborough, Pinellas, and Pasco Counties;
- Expanding the City's technology-related services such as creating Wi-Fi hotspots throughout the City as well as updating e-Services, e-Business, and e-Management to ensure the City's and its customers' demands are being met; and
- Creating opportunity corridors along major transportation arteries throughout the downtown core.

Empowering Neighborhoods

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

- Increasing the City's responsiveness and accountability to its neighborhoods by utilizing a rapid response team to end neighborhood blight;
- Encouraging each neighborhood to maintain and enhance its character through the development of neighborhood plans and overlay districts;
- Enhancing the effectiveness of neighborhood leaders by establishing a formal Neighborhood University Training Program;
- Developing and maintaining community partnerships that encourage neighborhood engagement;
- Preventing fire hazards, havens for illegal activity, or neighborhood eyesores by acquiring resources needed for demolishing dilapidated and abandoned buildings;
- Utilizing dedicated programs such as "Bright Lights, Safe Nights" and the Nehemiah Project to focus revitalization efforts on Sulphur Springs, the City's poorest neighborhood;
- Preventing code violations from occurring by establishing a Landlord Training Program to educate the City's landlords on code requirements and minimum housing standards;
- Providing technical support for first-time homebuyers and partnering with lending institutions to create housing initiatives, allowing people to achieve homeownership;
- Creating a City that is bicycle and pedestrian-friendly by embarking on a public service campaign to educate motorists about bicycle safety rules and contracting services for a bicycle sharing program;

- Facilitating the development of safe, enjoyable public parks and green spaces through a series of parks initiatives aimed at adding to the quality of life in Tampa;
- Seeking funding to expand the City's reclaimed water project system to large users; and
- Creating a program to provide for new street lighting along roadway segments for public safety, night-time accident reduction in Community Redevelopment Areas, and deploying a quality assurance program to monitor outages and inadequate fixtures along city roads.

A Safe City Thrives

Each day, City of Tampa Fire Rescue and Police, along with Transportation and Neighborhood Empowerment Departments, look for better, more innovative ways to improve the quality of life for Tampa's citizens and visitors. City employees are dedicated to protecting and serving the citizens of Tampa. Some of the activities currently underway to meet this goal include:

- Developing a crime free housing program by working closely with apartment complexes to establish better lines of communication for addressing crime issues within their community and assisting in the establishment of resident screening and the environmental design to enhance neighborhood safety;
- Utilizing the Focus on Four Crime Reduction Plan strategy of targeting prolific offenders through relentless follow up on investigations and tracking where known offenders reside;
- Expanding community outreach programs by using a smart phone app for keeping people up to date on issues such as wanted people, traffic problems and road closures;
- Establishing a Police Bicycle Operations and Response Unit to patrol in the downtown business and residential districts to improve rapid response times and create a friendlier, more approachable method of policing;
- Expanding partnerships with federal authorities that will aid in pursuit of violent offenders;
- Utilizing social media as a community outreach tool by releasing videos of unsolved crimes to allow police to reach a broad audience quickly, providing citizens with crime prevention tips, showcasing unique operations and highlighting daily police work;
- Evaluating best practice approaches around the country and implementing new technologies that will help the City fight crime;
- Expanding neighborhood watch programs and their role in assisting the Police Department;
- Extending the hours of recreation centers so that teenagers have somewhere to go besides the streets;
- Emphasizing the recruitment of minority and Spanish-speaking officers to better reflect the community served;

- Improving community-oriented policing with uniformed and non-uniformed personnel;
- Continuing the vehicle take home policy for officers; and
- Ensuring the City's parks are safe and secure for residents.

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

Respectfully submitted,



Bob Buckhorn
Mayor

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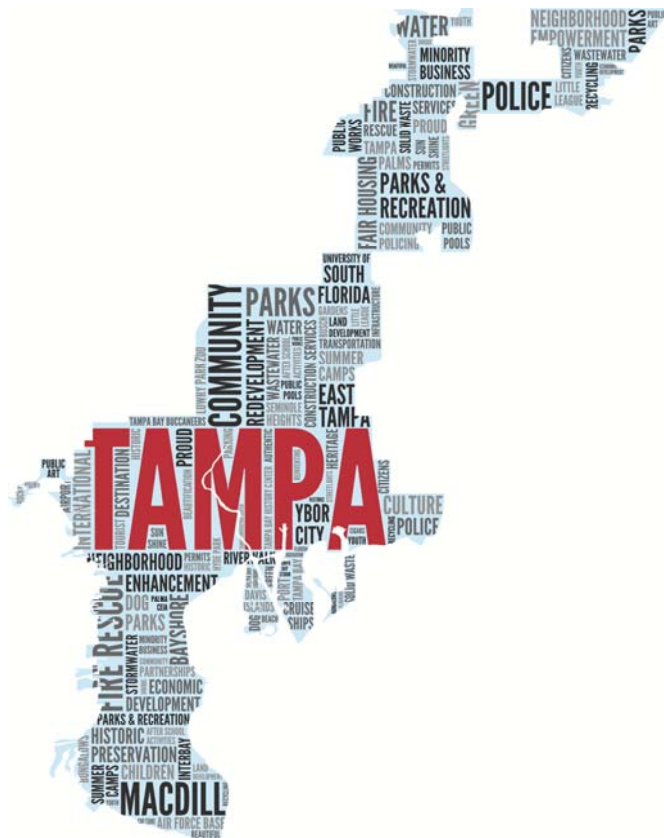
Salary Detail See the Salary Detail section in the Recommended Budget Supplement located on the City’s website @ www.tampagov.net/budget

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City of Tampa Overview



Community

Tampa is located along Florida's west coast and the city currently occupies 113 square miles and serves a population of 352,957. Tampa is the largest city located in the metropolitan statistical area comprised of Hillsborough, Pinellas, Pasco and Hernando Counties, with over 2.9 million residents. Tampa is nestled in the center of the region, approximately 30 minutes from



View of Tampa's Downtown Skyline

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



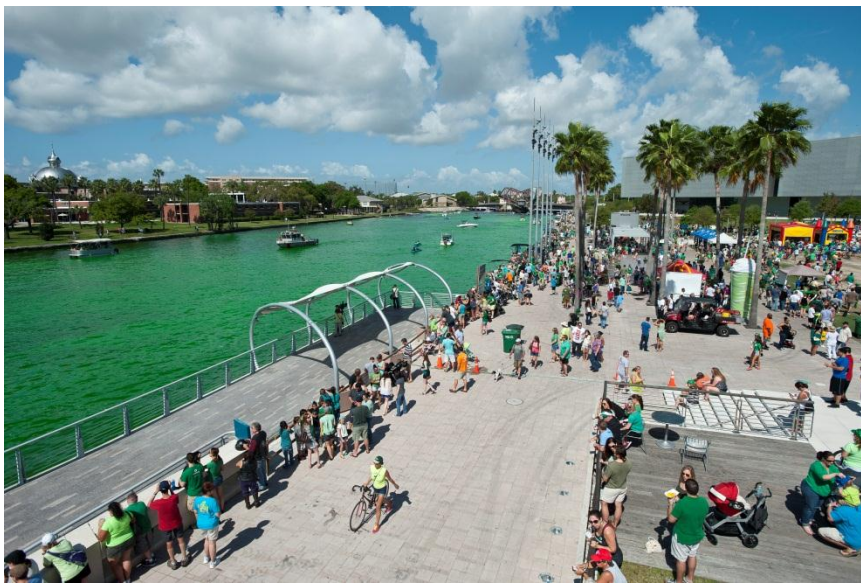
Tampa, Hillsborough County's largest city

Tampa offers year-round cultural events and social activities for people of all ages and interests. Sports fans can enjoy football and hockey while art lovers can attend music and art festivals. The area offers everything from sunny beaches to world-class golf courses; from the excitement of Ybor City to serene strolls along scenic Bayshore Boulevard. Tampa and surrounding areas provide a multitude of opportunities for residents to live, learn, work, and play. Major attractions in and around Tampa include: Busch Gardens, the Florida Aquarium, and Lowry Park Zoo. Recreational venues such as The Tampa Museum of Art, Tampa Bay History Center, Glazer Children's Museum, and The Museum of Science and Industry capture the spirit, history, and creative value of Tampa.

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



Gasparilla 2015



Mayor's 4th Annual River O'Green Fest 2015

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

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

Tampa offers a variety of post-secondary educational opportunities. The University of South Florida (USF) offers premier research opportunities in the fields of science and medicine, serves nearly 48,000 students, and has an annual economic impact of \$11.5 billion. USF recently announced construction of its new medical school and heart institute in downtown Tampa. The

University of Tampa (UT) is a private university situated on a beautiful 100-acre campus adjacent to the Hillsborough River and downtown Tampa. UT has an annual economic impact of \$800 million with an enrollment for 2014-2015 of 7,752 students. Tampa is also home to Stetson University of Law, which is located less than one mile from downtown. The university focuses on developing students for careers in the legal profession. Hillsborough Community College (HCC) is a prominent state college offering two and four year degrees. HCC has five primary campus locations throughout the City of Tampa and Hillsborough County.

The City offers a variety of cultural facilities to residents and visitors. Lowry Park Zoo has been accredited by the Association of Zoos and Aquariums, the Zoo has received recognition for providing the highest standards of animal care, conservation and education. The Zoo has also been recognized by the State of Florida as a center for Florida wildlife conservation and biodiversity. This family-friendly zoo features natural outdoor exhibits covering 56 acres for more than 2,000 animals from Florida and similar habitats, a Native Florida Wildlife Center and manatee hospital, rides, shows, hands-on interactive exhibits, and the Florida Environmental Education Center (Zoo School) which serves more than 147,000 children annually.



Tampa Lowry Park Zoo's Safari Africa Feeding Plateau - Masai Giraffe

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

The Museum of Science and Industry ("MOSI"), is a science and technology center focused on engaging visitors through hands-on displays and interactive exhibits on space, astronomy, technology, robotics, and gaming making science real for people of all ages. With a 74-acre campus and over 400,000 square feet for exhibits, MOSI features more than 450 interactive activities including a butterfly garden, historic tree grove, back woods forest preserve, planetarium, hurricane simulator, IMAX Dome theater, NASA's Mission: Moonbase interactive experience, SkyTrail Ropes Course and Zip Line, and more. MOSI is recognized as the largest children's

science center in the nation, largest science center in the southeast, and the 5th largest science center in the United States.



The Straz Center - Straz Twilight Across River 2012 © Rob Harris

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

opera, as well as presenting a wide variety of concerts, performances and events. Additionally, the Patel Conservatory, the only accredited performing arts school in the region, offers more than 100 performing arts classes in dance, theater and music for students of all ages and experience levels.

The Tampa Bay History Center is located on the waterfront in the Channelside district and is one of the largest history museums on the west coast of Florida. The museum showcases exhibits covering 12,000 years of Florida history, focusing on the Tampa Bay region. Additionally, the Tampa Bay History Center is affiliated with the Smithsonian Institution providing the museum access to the Smithsonian's collection of more than 130 million artifacts as well as support for educational programs.



The Tampa Bay History Center

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

History

In 1824, two months after the arrival of the first non-native settlers, the U.S. Army established Fort Brooke to protect the harbor at Tampa Bay. Development of the region did not begin until the territory became a state in 1845. The City of Tampa first incorporated in 1855 and again in 1887. The discovery of phosphates nearby and the coming of Henry Bradley Plant's Jacksonville, Tampa and Key West Railroad company during the 1880s led



Story of Tampa Mural

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

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

The automobile was partially responsible for a large settlement wave that occurred around 1923-1926. Florida's boom times resulted in explosive growth in Tampa, where the population rose to

over 100,000 by the end of the 1920s. Land developers designed new subdivisions with amenities to attract buyers. Davis Islands, designed by D.P. Davis, was one such development, with a golf course and country club situated on these two man-made islands.

In 1939, MacDill Air Force Base (AFB) was established as Southeast Air Base under the command of the Army Air Corps. Shortly after the base opened, it was renamed to MacDill Field in honor of Colonel Leslie MacDill, a World War I aviator who was killed in a crash near Anacostia. During the United States involvement in World War II, the airfield's mission was to train pilots for deployment across the globe. Following the surrender of Germany and Japan, the base became the return spot for US troops returning from overseas duty. During 1947, control of MacDill Air Field was transferred to the newly formed United States Air Force which was originally part of the Army.

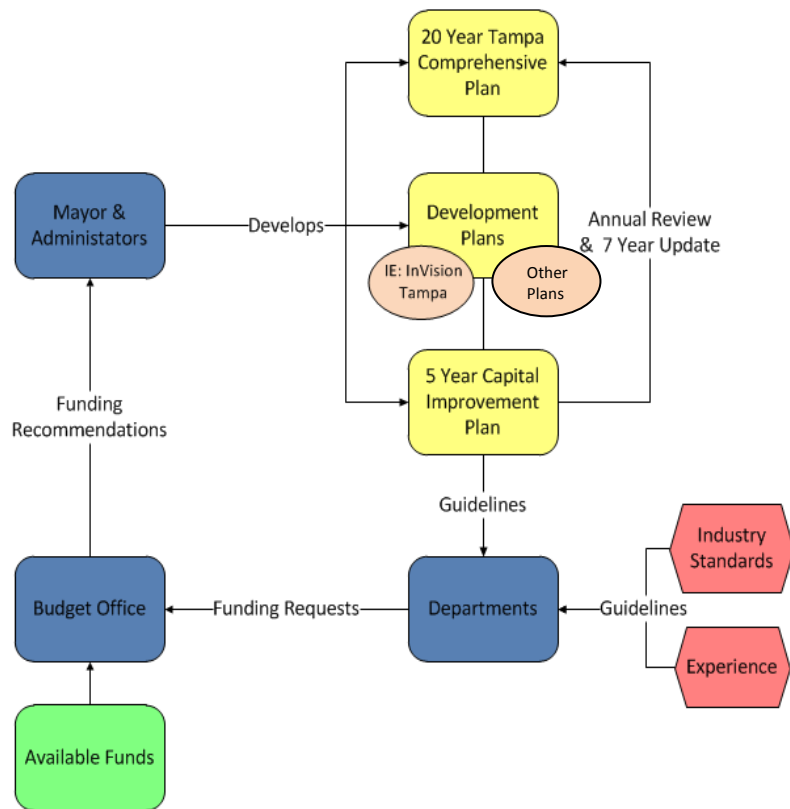
Today, MacDill AFB is a full service support facility for air fueling operations for all aircrafts worldwide. The host unit for MacDill AFB is the 6th Air Mobility Wing, part of the Air Mobility Command's (AMC) Eighteenth Air Force. MacDill AFB is also home to the United States Central Command and the United States Special Operations Command and 51 other tenant units. MacDill AFB employs approximately 14,500 military and civilian personnel and has a total economic impact on the Greater Tampa Bay Region that exceeds \$4.98 billion annually.

Since the 1960s, the Tampa downtown business district has grown significantly. Major banks and corporations occupy large buildings high above Hillsborough Bay and have helped Tampa to evolve into a multi-cultural, diverse business center attracting people of all ages. The most recent growth in the City occurred in 1988 with the annexation of a mostly rural 24 square mile area between I275 and I75 that is now known as New Tampa.

Long-Range Planning Goals

Long-range planning is a cycle directed by the Mayor of Tampa and the City's administrators. The Mayor is guided in his decision making by the Tampa Comprehensive Plan, community vision plans and other long-range development plans. The Mayor's decisions result in the production of the five-year Capital Improvement Program.

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



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

- Greater Seminole Heights Vision Plan (GSH Plan) – The Greater Seminole Heights Planning Area encompasses approximately 4.4 square miles, located within 3.5 miles of Downtown. The GSH Plan sets Guiding Principles for the community that establish the community identity, how and where redevelopment should occur, significance of public realm design, and preservation of the local historic district and neighborhood character. The GSH Plan was completed and accepted by Tampa City Council in 2010. The related amendments to the Tampa Comprehensive Plan, which included amending the future land use category for over 1300 parcels, were completed in 2010.

- 40th Street Community Vision Plan – The 40th Street Community Planning Area encompasses approximately 3.9 square miles, located within 6.5 miles of Downtown. The 40th Street Vision Plan sets Guiding Principles for the community that establish the community identity, how and where redevelopment should occur, significance of public realm design, and importance of re-establishing the 40th Street commercial corridor, and retention of neighborhood character. The 40th Street Vision Plan was completed and accepted by Tampa City Council in 2010. The related amendments to the Tampa Comprehensive Plan, which included amending the Future Land Use Category for over 1300 parcels, were completed in 2010.
- Seminole Heights Form-Based Development Code - The Form-Based Code was adopted in 2011. The related amendments to the City's Official Zoning Atlas, which included rezoning over 10,000 parcels of land, were adopted in 2012 and 2013.
- 40th Street Form-Based Overlay Development Code - The Form-Based Code is underway and will be completed in 2015-2016. The related amendments to the City's Official Zoning Atlas, which included rezoning over 1300 parcels of land, will be processed in 2015-2016.
- Greater Tampa Heights Vision Plan – The Greater Tampa Heights Planning Area encompasses approximately 4 square miles, located within 1 mile of Downtown. The planning process will begin in late 2015.
- Davis Islands Village Center Vision Plan – The Davis Islands Village Center Planning Area encompasses approximately 1 square mile, located within 1 mile of Downtown. The planning process began in early 2015.

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

- Julian B. Lane Riverfront Park – Redevelopment of the 23-acre park on the west bank of the Hillsborough River. The Park Redevelopment Plan was completed in 2015.
- West River Redevelopment Plan – The West River Redevelopment Plan focuses on a 120-acre area bounded by Rome Avenue, Columbus Avenue, the Hillsborough River and Interstate-275. The plan recommends reconnecting the streets and blocks to each other, strong ties with public education and community services, a keen focus on linkages along the Hillsborough River to emergent activities south of I-275 in North Hyde Park to the

waters of Tampa Bay, and more than 1,600 new residential units, with a variety of housing styles and affordability. Ultimately, over the next 10 years, the goal is to create a genuinely diverse and economically integrated community. The Redevelopment Plan was completed in 2014.

- Center City Vision Plan - The Center City Plan establishes a 20-year blueprint for making downtown Tampa and surrounding neighborhoods a community of livable places, connected people and collaborative progress. The Hillsborough River forms the heart of the plan, reflecting the desire to make the river the focus of the community. The plan advances five key themes - A reimagined river, strong center city neighborhoods, connecting neighborhoods to each other and to the river, vital mix of uses and a strong pedestrian environment and places that will support transit. The Vision Plan was completed in 2012.
- Nebraska-Hillsborough Corridor Plan - The Nebraska-Hillsborough Corridor Plan addresses development issues along 5.1 miles of an important transit corridor in Tampa's center city from Downtown north along Nebraska Avenue to Hillsborough Avenue, and east along Hillsborough Avenue to 22nd Street. The Corridor Plan was completed in 2013.

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

The Urban Forest Management Plan's framework includes intermediate 5-year city-wide work plans, and in turn, provides direct input into short-term annual departmental operational plans and decision-making. The City, University of South Florida (USF), University of Florida (UF) and the UF-IFAS/ Hillsborough Extension Service completed a tree canopy study and urban ecological analysis (as required by City Code) in 2006 and 2011. Results from the studies indicated an increase in tree canopy from 2006 to 2011 of 2-3% to a city-wide canopy coverage of 32% in 2011. Each 5-year study is required to monitor the tree canopy and urban forest and collect the data required to evaluate the performance of the Management Plan. The study will also quantify the contribution of trees to property values (i.e., the tax base), and examine the growth and condition of tree canopy on parcels where trees were permitted for removal five or ten years prior to the study.

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

Performance Measurement Dashboard

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

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

- Fire Rescue
- Planning and Development
- Police
- Stormwater
- Transportation
- Wastewater
- Water

Over the next several months, the City will expand its performance metrics for additional services, including code enforcement, municipal solid waste collection, and fleet services.

Goals for the City

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

Changing Tampa's Economic DNA

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

- Reorganizing City government to streamline the review of plans and permits;
- Creating incentive packages to target high-tech industries and collaboration between public and private entities identified by the Tampa Hillsborough Economic Development Corporation;
- Addressing the issue of affordable housing for first-time homebuyers and the rehabilitation of existing homes;
- Encouraging and supporting policies that facilitate urban infill;
- Finishing the Tampa Riverwalk to create activity and stimulate development along the Hillsborough River;
- Implementing the InVision Tampa Plan that will shape development for the next 20 years;
- Expanding international trade by working with the directors of Tampa International Airport and the Port of Tampa, and by leveraging Tampa's current multi-modal assets;
- Developing the City's landmark neighborhoods that are critical to the success of the whole City, including: Ybor, Channelside, Tampa Heights, and Sulphur Springs;
- Increasing regional approaches to policy and economic development;
- Expanding opportunities for women and minority-owned businesses;
- Enhancing education programs to ensure that the City has a highly trained work force that will attract new businesses;

- Expanding the region's infrastructure to include mass transit and other multi-modal forms of transportation linking employment and destination centers in Hillsborough, Pinellas, and Pasco Counties;
- Expanding the City's technology-related services such as creating Wi-Fi hotspots throughout the City as well as updating e-Services, e-Business, and e-Management to ensure the City's and its customers' demands are being met; and
- Creating opportunity corridors along major transportation arteries throughout the downtown core.

Economic Development Initiatives

Changing Tampa's Economic DNA is a focal point of the administration's economic development plan. The City is committed to economic development that is focused on building an environment that will move Tampa to the next level, and create a strong economic climate. The City is committed to attracting new businesses, developing entrepreneurship, and growing and retaining existing businesses. This focus is on development and growth of the City's urban core and the downtown waterfront area. To this end, the City has been working tirelessly to create economic development opportunities that meet ever-changing needs. A few of the prominent initiatives include the following:

Accela Permitting System

As part of an effort to make the City of Tampa's permitting process more user friendly and efficient, the City purchased a license to use Accela, a web based permitting system. The system went live on January 13, 2015, allowing citizens the opportunity to submit and monitor permits on line. The system, more time and material efficient than previous technologies, has allowed the staff at Construction Services to process an estimated \$2.2 billion worth of projects in FY2015.

Tampa Riverwalk

The Tampa Riverwalk is a key element of the Mayor's vision to revitalize the City's urban core. The project is financed through public and private sources and is a catalyst for economic revitalization, cultural education, environmental improvement, and health and fitness activities along the downtown waterfront. This 2.6 mile multi-modal pathway will stretch from the Channel District area to the North Boulevard Bridge providing safe and easy access to the myriad of downtown cultural institutions, parks, restaurants, and other points of interest.

The City is now reaping the benefits of the \$10.9 million dollar Transportation Investment Generating Economic Recovery Grant awarded to the City by the U.S. Department of Transportation in 2012. The Kennedy Boulevard Plaza section is now open, linking the completed mile of Riverwalk on the south side of downtown to a half mile on the north side, providing 1.8 miles of continuous walkway. This 1,460-foot over water walkway with its four



Kennedy Boulevard Plaza Section

shaded gathering areas is illuminated with vibrant colors at night. These beautiful structures, in conjunction with the stunning bridge lighting, provide a magical experience at night.

The City is now building the final leg of Riverwalk, the Doyle Carlton section. This 2,050-foot connector links the Straz Center with the newly opened Water Works Park. The construction of this section is scheduled to be completed in April 2016 providing 2.2 miles of continuous walkway though the heart of downtown Tampa.



Riverwalk Monument Trail Bust

Pedestrian amenities, art and interpretive elements continue to be incorporated as part of the Riverwalk experience. The Friends of the Riverwalk, in partnership with the City, continue to expand the Historical Monument Trail along Tampa's waterfront. A total of 18 bronze busts now honor those that have shaped the history of Tampa. From exciting waterside events to beautifully lighted bridges, our vision is to create a vibrant and

interactive waterfront experience for residents and visitors that reflect the spirit and uniqueness of Tampa. The total estimated cost of the Riverwalk is \$32 million dollars.

In December 2014, Jeff Vinik, owner of the Tampa Bay Lightning, announced plans for a 30 acre, mixed use development on land he had purchased in the south end of Tampa's downtown.

Buttressed by the finances of his joint venture partner, Cascade Investments, an investment vehicle of Bill Gates, Vinik has assembled a talented team of nationally known planners, architects and engineers to design the mixed use development. Anchored by the University of South Florida's Morsani College of Medicine which is being relocated from the school's main campus, this development will include office, residential, retail and structured parking. Infrastructure improvements will be paid for with property taxes generated in downtown. Construction on infrastructure improvements is expected to begin in August 2015.

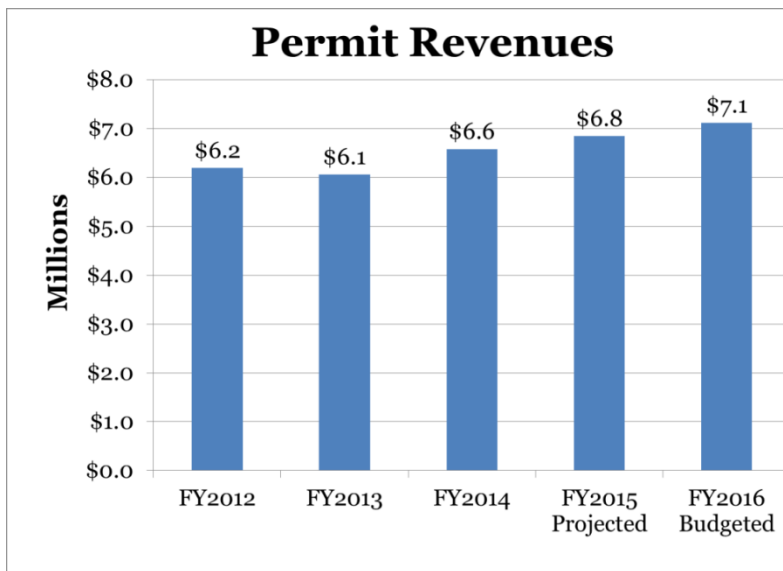
West River Redevelopment

The West River Redevelopment Plan focuses on a 120-acre area bounded by Rome Avenue, Columbus Avenue, the Hillsborough River and Interstate I-275. The plan includes reconnecting the streets and blocks to each other, strong ties with public education and community services, a keen focus on linkages along the Hillsborough River to emergent activities south of I-275 in North Hyde Park to the waters of Tampa Bay, and more than 1,600 new residential units, with a variety of housing styles and affordability. Ultimately, over the next ten years, the goal is to create a genuinely diverse and economically integrated community.



West Tampa Water Tower

Building Activity



FY2016 Permit Revenues are expected to increase 4%

The City is anticipating \$7.1 million in permitting revenue to be generated for FY2016, a 4% increase over FY2015 projected amount of \$6.8 million. For FY2015, a 10% increase in building permits, both commercial and residential, is projected over FY2014.

Currently, there are several other sites in Downtown Tampa under contract for the development of more than 1,300 units of rental residential housing. Several sites are under the control of developers with nation-wide experience. Atlanta's Novare Group is developing Skyhouse Channelside, a

23-story, 320 unit apartment development with street level retail which opened in late Summer of 2015. Lincoln Properties has announced plans to develop a 5-acre site adjacent to the Straz Center. These projects represent development activity with a combined value in excess of \$300 million dollars. Additional groundbreakings are anticipated this fiscal year.

The Martin at Meridian is a mixed-use development with 316 apartments, approximately 30,000 square feet of retail space to include a grocery store component. The project, expected to break ground in late 2015, will sit adjacent to a 1-acre public park.

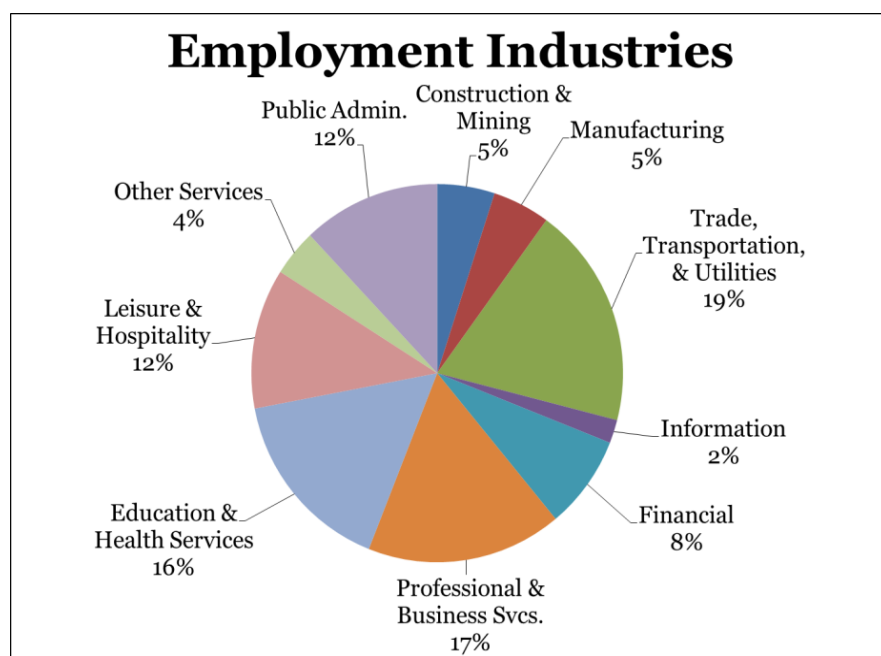
Tampa-based developers with SoHo Capital have acquired the 37-acre site immediately north of downtown and are moving forward with a new vision to build a historic-style, mixed-use neighborhood called The Heights, anchored by adapting the huge Armature Works brick warehouse, and surrounding it with revival-theme offices, a boutique hotel, grocery store, 1,600-plus homes and a broad park on waterfront. Contractors have already started some simple repairs to the Armature Works building. Complete restoration is underway and project-wide subsurface infrastructure construction should begin late 2015.

Construction continues at the Encore project, a 30-acre mixed-use, mixed-income project immediately north of the central business district. The Ella Senior Apartment Complex at Encore, which consists of 160 senior apartments and The Trio, which consists of 141 family units, are both fully opened and occupied. Additionally, construction has begun on two other complexes, the Reed and the Tempo. The Reed consists of 158 apartment units for seniors and is expected to be completed by Summer 2015. The Tempo will consist of 203 family units and is expected to be completed in Spring 2016.



The Trio

Economic Outlook



Major Industries in Tampa Bay Region

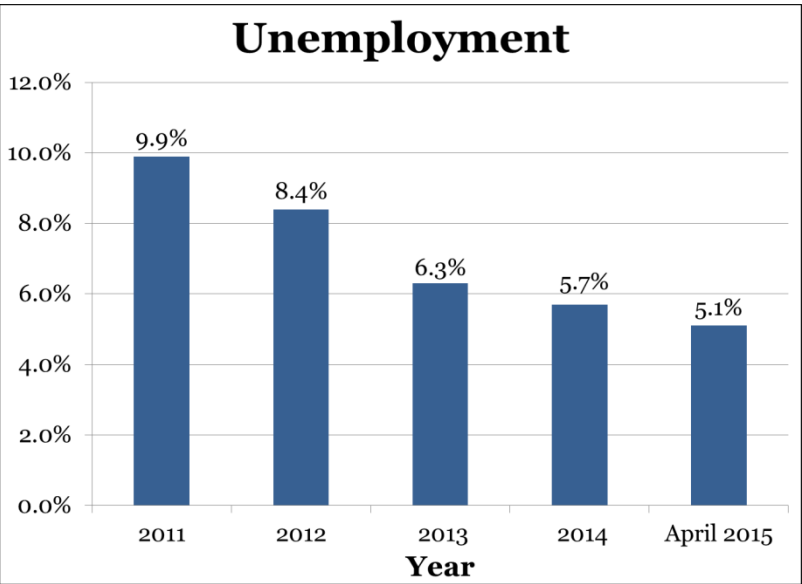
The City of Tampa's budget is affected by a variety of economic factors that are significant drivers of demand for City services and of major revenues. The following is a brief discussion of historical and current key economic indicators including population, employment industries in Tampa, unemployment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

The employment industries chart identifies the various industries located in the Tampa Bay region. The three largest

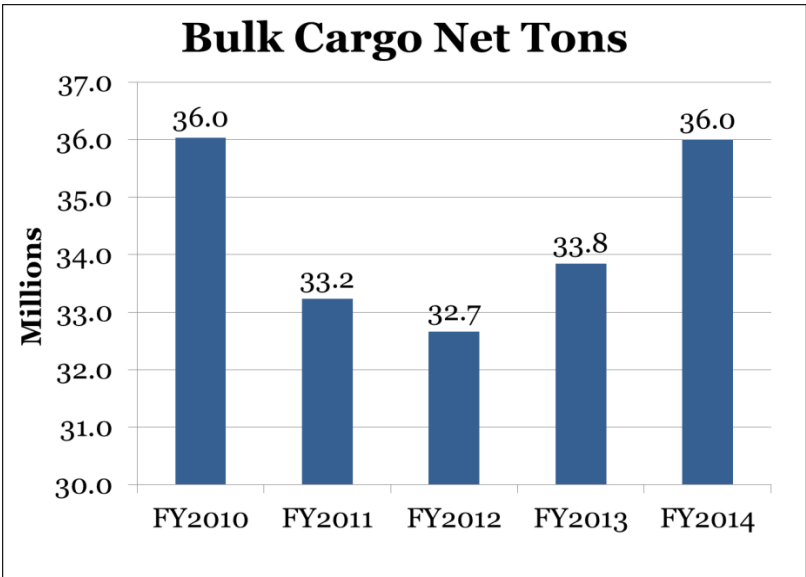
employment sectors are trade, transportation, and utilities (19%); professional and business services (17%); and education and health (16%).

The City and the Tampa Bay region are well-positioned for economic growth due to the various industries that operate here. The City is experiencing an ongoing economic recovery as indicated by the steady decrease in the unemployment rate, from a high of 9.9% in 2011, to 5.1% in April 2015.

Port Tampa Bay (the “Port”), a significant economic engine in West Central Florida, serves as one of the nation’s most diversified ports, providing a \$15 billion annual economic impact and over 80,000 jobs to the region. It is the petroleum and energy gateway for West/Central Florida, the largest



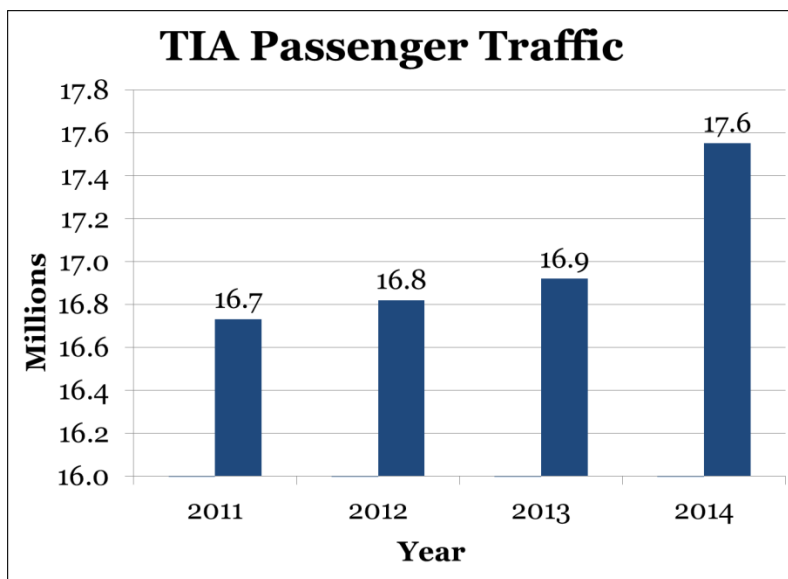
Tampa Unemployment Rate per Year



Tampa Port Authority Bulk Cargo per Year

steel port in Florida, one of the world’s premier fertilizer ports, one of the top shipbuilding and repair centers in the Southeast, and a major cruise home port. Port Tampa Bay, Florida’s largest cargo tonnage port, handled over 36 million tons of cargo and exceeded \$48 million in operating revenue for fiscal year 2014. It serves as the eighth largest cruise port in the U.S. handling roughly under 900,000 passengers in 2014. This number is expected to increase with the German cruise line, AIDA, making six port calls in Tampa during the 2014-2015 season.

Tampa International Airport (TIA) is a major international and domestic airport for the west central region of Florida. During 2014, 17.6 million passengers enplaned and deplaned at the airport, 177.1 million pounds of cargo were handled, and 10.3 million pounds of mail were transported. TIA is highly regarded for its efficiency and passenger convenience. In February 2015, TIA was named North America's second best airport and is ranked fifth in the world in customer satisfaction for airports serving 15 million to 25 million passengers.

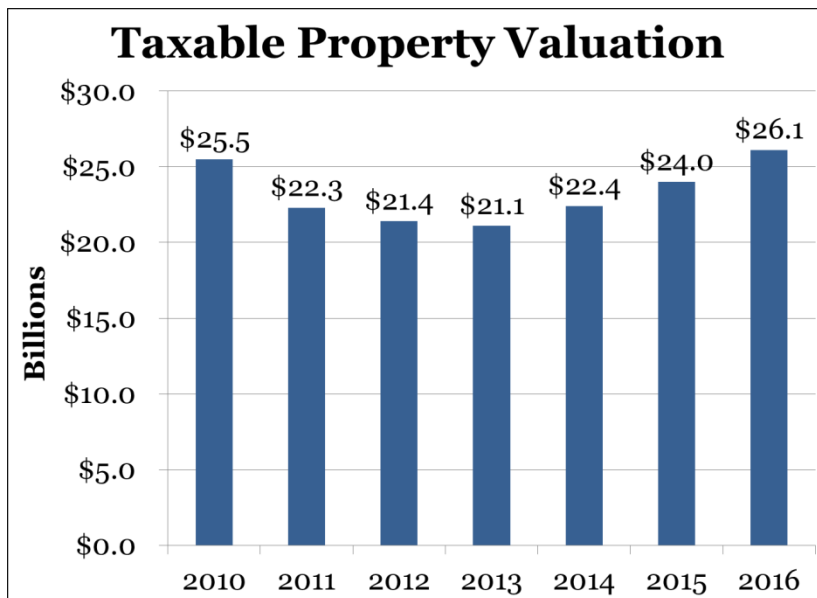


Passengers Served by Tampa International Airport

International passenger traffic at TIA has increased by 52.2% since 2010 as a result of Copa Airlines offering nonstop service between Panama and Tampa and Silver Airways offering nonstop service between the Bahamas and Tampa. In September 2015, Lufthansa began offering nonstop service between Frankfurt and Tampa. To accommodate TIA's continued increase in passenger traffic, TIA's \$1 billion master plan expansion project has been designed to decongest the Airport's roadways, curbsides and main terminal. This project, scheduled for completion in 2017, includes a new automated people mover and rental car center.

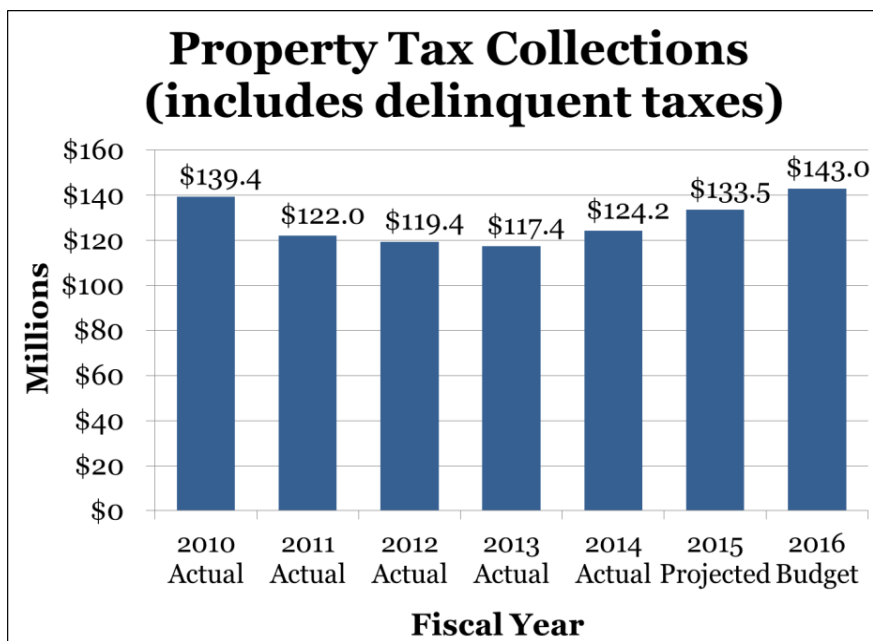
The metropolitan statistical area economic indicators for Tampa-St. Petersburg-Clearwater are expected to show moderate growth over the next several years. In the first quarter of 2015, Tampa came in second in the state for the number of homes and condos sold. Single-family homes sales increased 22.5% in Tampa from last year, and employment growth in the Tampa Bay region is expected to average 2.0% annually. Current forecasts indicate that population growth for Tampa is expected to average 1.6%ⁱ annually.

In FY2013, the City's taxable property values dropped to \$21.1 billion as a result of the slump in the housing and commercial real estate markets. This decrease, coupled with property tax reform, resulted in a corresponding decrease in property tax revenues to \$117.4 million that same fiscal year. Once the housing market began improving, the City's property values increased. Since FY2013, the City's taxable property values have increased 23.7% to this year's value of \$26.1 billion.



2016 Taxable Property Values Expected To Increase

Likewise, property tax revenues collected by the City are expected to increase 21.8% over the amount collected during FY2013, generating an anticipated \$143.0 million in property tax revenue for FY2016.



FY2016 Property Tax Collections Expected To Increase

Community Redevelopment Areas

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

FY2015 privately-funded projects in the CRA's include:

- Opening of Skyhouse Channelside apartments in the Channel District by Novare Group of Atlanta;
- Construction of the \$35 million Aurora apartment complex in Downtown by the Richman Group;
- New and expanded businesses in Ybor City, including Czar at the Ritz Ybor, CORE Training and Consulting, and Ybor City Jazz House;
- Completion of a 35,000 square-foot facility expansion by Electric Supply, Inc. in Drew Park;
- Construction of a \$25 million Walmart Super Center on Hillsborough Avenue in East Tampa; and
- Restoration and opening of the Tampa Armature Works building in Tampa Heights by SoHo Capital.

FY2015 publicly-funded projects in the CRA's include:

- Opening of the Kennedy Blvd. Plaza segment of the Riverwalk in Downtown;
- Landscaping improvements, historic lamp posts upgrades, paver installations and parking garage maintenance in Ybor City;
- Completion of the Madison Street Improvement Project in the Channel District;
- Completed construction of the Lois Avenue Stormwater, Right-of-Way and Streetscape Improvement Project in Drew Park;



Skyhouse Channelside

- Installation of nearly \$100,000 in new streetlights in East Tampa through the Bright Lights Safe Nights program;
- Construction of boats slips and a canoe/kayak launch at Water Works Park in Tampa Heights; and
- Opening of the Reed at Encore apartment complex in Central Park.

Anticipated FY2016 privately-funded projects in the CRA's include:

- Strategic Property Partners to construct infrastructure improvements to support the relocation of the USF Morsani College of Medicine to Downtown;
- Florida Crystals to construct a 300-unit apartment complex on Kennedy Blvd. in the Channel District;
- Renovation of a major Hillsborough Avenue shopping center in Drew Park;
- Construction of a 186-room boutique hotel on 7th Avenue in Ybor City by Broadway Development, HRV Hotel Partners and others;
- Construction of a 15-20 unit single-family housing development in East Tampa; and
- Seawall repair, Riverwalk extension and other Heights Project infrastructure improvements by SoHo Capital.

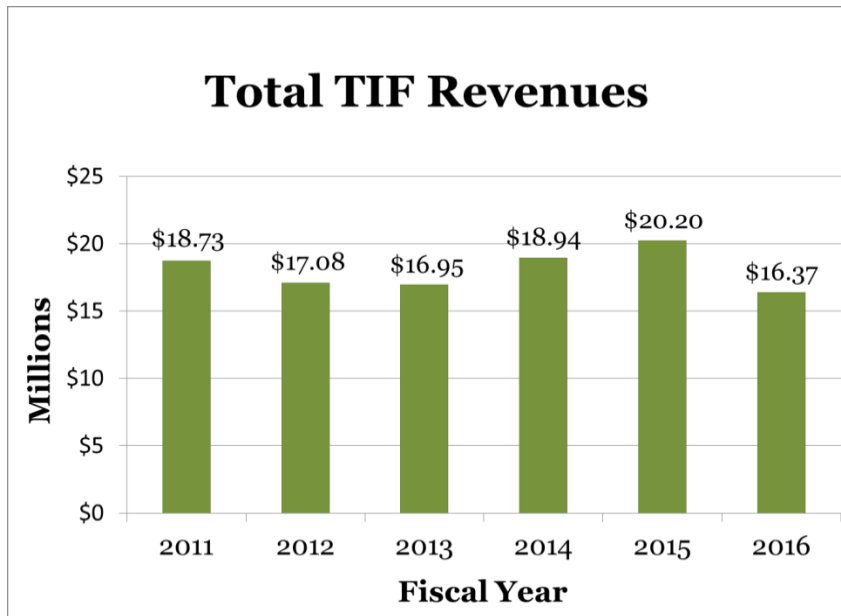


Future Ybor City Hotel

Anticipated FY2016 publicly-funded projects in the CRA's include:

- Completion of design/engineering of the railway Quiet Zone through Downtown;
- Installation of new trailheads, directional signage, lighting and an Ybor connection to complete the new Selmon Greenway Trail;
- Completion of the Doyle Carlton segment of the Tampa Riverwalk connecting the Straz Center to Water Works Park in historic Tampa Heights;
- Completion of the 12th Street Wastewater Pump Station in the Channel District;
- Installation of the Drew Park Community Markers along Dale Mabry Highway at the intersections of Alva, Cayuga, Osborne and South;
- Completion of the N. 34th Street traffic calming project in East Tampa; and
- Completion of phase 1 improvements to Perry Harvey, Sr. Park in Central Park.

Tax Increment Funding



TIF Revenue has decreased 19% from 2015

The Tampa Community Redevelopment Agency was established pursuant to Florida Statutes, to implement redevelopment activities within nine Community Redevelopment Areas (CRA). Each CRA is supported by Tax Increment Funds which are determined by the property values in each of the CRAs. Property values in four CRAs increased in 2015. During 2015, the West Tampa CRA was established as an additional redevelopment area which will assist in the redevelopment of the West River Development. The

decline in revenues is due to the loss of funding from the Hillsborough County's contribution for the Downtown CRA.

Tampa Convention Center

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



The Tampa Convention Center – A First Class Facility

over 42,000 square feet of additional meeting space. Add to that, over 84,000 square feet of flexible space and you have an excellent venue for any meeting, convention or special event. After a busy day of lectures, seminars or classes, attendees are welcome to visit Ybor City or Channelside (restaurants, shops and bars) located just a trolley ride away.

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

- IBM;
- Florida Music Educators Annual Convention;
- ACPA – College Student Educators;
- American Society for Clinical Pathology;
- National Council of Teachers of English;
- American Traffic Safety Services Association;
- Church of God in Christ Auxiliary;
- Education Market Association; and
- American Animal Hospital Yearly Convention.

Some of the major upcoming events in FY2016 include:

- Florida Music Educators Annual Convention;
- American Association for Respiratory Care;
- Ancient Egyptian Arabic Order Nobles of the Mystic;
- National Baptist Convention, USA;
- Florida United Numismatists;
- American College of Medical Genetic and Genomics;
- METALCON International; and
- American String Teachers Association.

Art Programs



Lights on Tampa 2015

In February, the City of Tampa in partnership with the Public Art Alliance, presented Lights on Tampa 2015, featuring eight projects that highlighted multiple art forms including the visual arts, dance, music and literature. This award winning program has been recognized by Americans for the Arts as one of 50 most influential programs over the last 50 years. Since 2006,

Lights on Tampa has been providing free access to artistic excellence with innovative and interactive public art experiences. Thousands of residents and visitors came to Curtis Hixon Waterfront Park to participate and engage in the artwork that included:

- Nick Cave's *HEARD*, a herd of horses made of mixed media and "manned" by professional dancers and accompanied by live music paraded through the park creating a celebratory atmosphere;
- *River Glow*, an underwater lighting installation by Wannamacher-Jensen Architects that is anticipated to return as a permanent installation in 2016;
- *Recurrence* by Luftwerk, a field of light that was programmed to mirror the flow of the Hillsborough River;
- *Sky Striker* by Traction Architecture and Freeman, Inc., a fun and engaging project that turned the notable Rivergate Tower into a High Striker game;
- *UpLit*, an installation that consisted of a phrase by Tampa Poet Silvia Curbelo. Curbelo's phrase was selected from over 200 submissions. After the event, this artwork was relocated for a temporary stay at the Tampa Convention Center;
- *Urban Pixels* by Urban Conga was sponsored by the Tampa Bay Rays and consisted of stackable, connectable objects that were lighted within;
- *The Kiley Garden Amphitheatre*, staged as an open forum and lit by Wannamacher-Jensen Architects became a venue for public engagement. Everything from poetry,

- break dancing and even marriage proposals could be seen and heard over the two nights; and
- *Shadow Plays*, the open dance platform that welcomes all levels of engagement returned by popular demand.

Empowering Neighborhoods

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

- Increasing the City's responsiveness and accountability to its neighborhoods by utilizing a rapid response team to end neighborhood blight;
- Encouraging each neighborhood to maintain and enhance its character through the development of community vision plans and form-based/overlay districts;
- Enhancing the effectiveness of neighborhood leaders by establishing a formal Neighborhood University Training Program;
- Developing and maintaining community partnerships that encourage neighborhood engagement;
- Preventing fire hazards, havens for illegal activity, and neighborhood eyesores by acquiring resources needed for demolishing dilapidated and abandoned buildings;
- Utilizing dedicated programs such as "Bright Lights, Safe Nights" and the Nehemiah Project to focus revitalization efforts on Sulphur Springs, the City's most economically challenged neighborhood;
- Preventing code violations from occurring by establishing a landlord training program to educate the City's landlords on code requirements and minimum housing standards;
- Providing technical support for first-time homebuyers and partnering with lending institutions to create housing initiatives, allowing people to achieve homeownership;
- Creating a City that is bicycle and pedestrian-friendly by embarking on a public service campaign to educate motorists about bicycle safety rules and contracting services for a bicycle sharing program;
- Facilitating the development of safe, enjoyable public parks and green spaces through a series of parks initiatives aimed at adding to the quality of life in Tampa;
- Seeking funding to expand the City's reclaimed water project system to large users; and

- Creating a program to provide for new street lighting along roadway segments for public safety, night-time accident reduction in Community Redevelopment Areas and deploying a quality assurance program to monitor outages and inadequate fixtures along City roads.

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

The City has established an Enhancement team within each district, providing a quick response to environmental concerns and the ability of eliminating illegal dumping immediately. In addition, these Enhancement teams clear and maintain alleys, rights of ways and thoroughfares within the community. In 2014, 1,900 tons of trash, junk and debris was taken off the streets.

In 2015, Code Enforcement Officers joined TPD's Crime-Free Program. Six police officers are assigned to patrol and work with apartment complexes, and coordinate efforts with Code Enforcement Officers to ensure property maintenance and structural standards are maintained.

The Nehemiah Project

To create sustainable change and support homeowners who take pride in their property and neighborhoods, the Mayor launched the Nehemiah Project to revitalize the Sulphur Springs community which has been plagued with abandoned and severely distressed properties.

The Mayor's commitment to revitalize and rebuild the Sulphur Springs neighborhood has resulted in the identification



Sulphur Springs New Home Construction - The Nehemiah Project

of 92 structures legally qualified for demolition. To date, 53 of these structures have been demolished. After a structure is demolished, the City maintains each vacant lot until a new home is constructed.

There is a dedicated team of code enforcement crews assigned to the Sulphur Springs neighborhood to facilitate continued revitalization. During 2014, a total of 190 tons of debris were removed from the area.

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

As part of the Mayor's Investing in Neighborhoods Program, the City coordinates a clean-up effort the third Saturday of each month. The focus of the program is to maintain alleys, remove illegal dumping and clean up abandoned properties. As of the end of June, a total of 51 tons of trash and debris were collected during FY2015.

Mayor's Neighborhood University

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

The Neighborhood University provides an up-close look at the City Departments that have a direct impact on the daily life in Tampa's neighborhoods and introductions to the Administrative Staff who are responsible for the operations. The program has celebrated four graduating classes as of June 2015.

Parks and Recreation Facilities

The City manages 3,548 acres and 183 parks, including: 80 playgrounds; 193 tennis and multi-purpose courts; 126 ball fields; 26 community/activity centers; 11 pools; 7 gymnasiums; 5 art studios; 5 cemeteries; 3 skate parks; one marina; and 61 miles of multi-purpose trails. This year, 1,600 cultural and recreational programs were provided, serving over 35,000 citizens ranging in age from pre-school to seniors. For FY2016, the City is dedicating \$8.55 million for park improvements.

During Summer 2015, nine Parks and Recreation centers were scheduled to remain open until midnight seven days-a-week in an effort to help keep kids safe throughout the Summer. Semi-

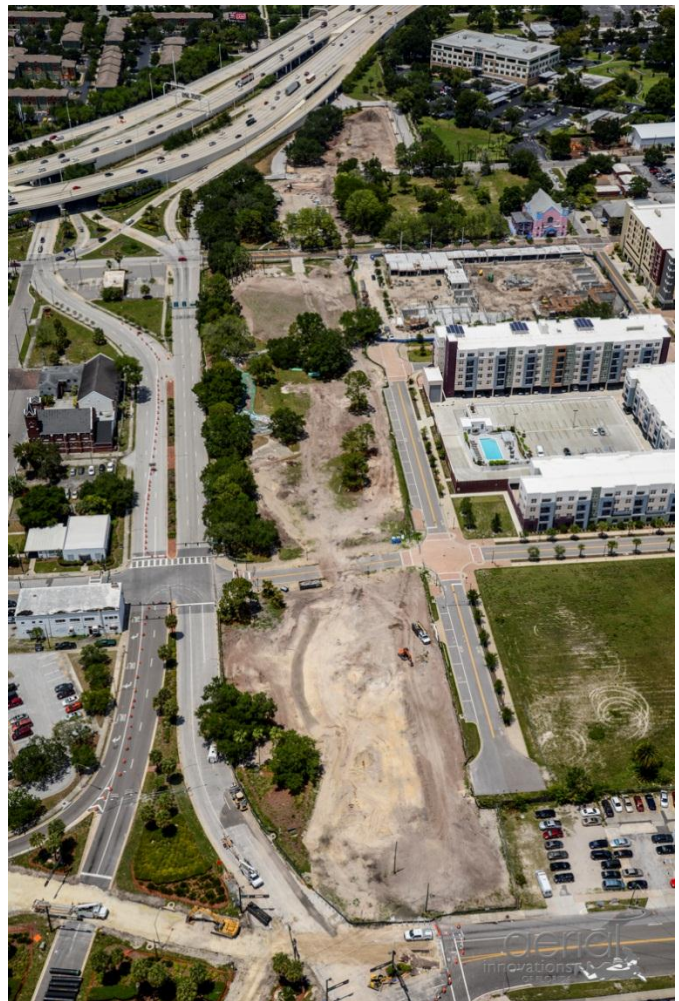
structured activities ranging from sports to indoor movie screenings were offered and free snacks were provided to all participating youth. Additionally, pools remained open in a free swim environment and teenagers between the ages of 13 and 19 were able to register for a free “Rec Card.” These cards allow access into facilities and programming including free After School programs during the school year. City staff, including extra duty Tampa police officers, and contract security worked together to ensure everyone’s safety.

Park Improvements

Perry Harvey Park

The Tampa Housing Authority, in partnership with the City of Tampa, was awarded a \$30 million Choice Neighborhoods Grant from the Department of Housing and Urban Development for the construction of the Tempo apartment complex at Encore. The grant will also provide for the historic preservation of St. James Church for community services, a job training facility on a site donated by the GTE Federal Credit Union, and renovation at Perry Harvey Sr. Park. A master plan for Perry Harvey Sr. Park has been completed and includes active and passive recreation, gateway and cultural amenities, a skate park and a new community center. \$2 million in Choice Neighborhoods Grant funding will go towards transforming the park.

Construction on the Perry Harvey Park began in early 2015. Upon completion in early 2016, this park will serve as a gateway of sculptures honoring the site’s musical history. The park improvements will provide a Performance Plaza and lawn area for special events, along with new restroom facilities, an interactive fountain, skatepark with reconstructed skate bowl and modern elements and a trail connecting the downtown area to Tampa Heights.



Perry Harvey Park Construction Site

Swann Pond at Hyde Park Village

Swann Pond at Hyde Park Village began with the Hyde Park community's desire to beautify and restore the existing pond and surrounding park. The beautification project includes restoration of the existing fountains, removal of invasive plants, Florida-friendly landscape restoration and enhancement, pedestrian-friendly walkways, ornamental iron fencing, and several shaded seating areas with trellises or brick piers and cast stone finials, located along Swann Ave. and Rome Ave. This project has a unique public/private funding partnership, with the City of Tampa agreeing to match 100% of private fundraising dollars. The cost of the improvements totaled \$848,000.

Water Works Park

Opened on August 12, 2014, this new public park provides a stage pavilion and open festival lawn for special events, along with restroom facilities, splash pad, playground, picnic shelters, dog run, Riverwalk and river overlook. Ulele Spring was restored with the financial assistance of the Southwest Florida Water Management District. The lower spring basin connects to the Hillsborough River establishing the original spring run to the river.



The 'Super Splash'

The Changing Colors on Bayshore Boulevard

Bayshore Blvd has become the most beautiful roadway in Florida. The colors change with the seasons. The colorful accent plants change three times per year as different types of flowers come into bloom. The colors complement the larger established trees and shrubs that are there year-round. Design patterns change with the planting to take advantage of the shapes and colors of the seasonal plants. Next time you are out walking, biking or driving along Bayshore, be sure to celebrate the beauty that is all around you.



Bayshore Boulevard

Herman Massey Park Renovations

Work was completed on the addition of a dog park and installation of additional lighting. New ornamental fencing divides the existing turf area into two small dog areas, one for large dogs and one for small. Pet fountains and bag receptacles were also added to the area. The perimeter five foot fence was removed making the park more inviting.

Youth Programs

In 2015, the City expanded its inexpensive or no-cost afterschool programs and summer camps are provided to over 3,000 youth at 30 locations throughout the City. Activities offered include sports, arts and crafts, swimming, and computer technology as well as various field trips. In addition, athletic leagues (lacrosse, soccer, softball and basketball), fitness classes, and education and leisure opportunities for youth are among the offerings.

Aquatic Programs

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



Herman Massey Park Dog Area



Copeland Pool – Swimmers vs. Non-Swimmers Test

Gymnastic & Dance Programs

The Wayne Papy Athletic Center and New Tampa Recreation Center offer preschool, recreational and competitive gymnastics and dance programs. The popular dance program proudly represents the City of Tampa at local festivals, special events and parades in addition to their annual recital at the Straz Performing Arts Center that fills Louise Lykes Ferguson Hall for five shows.



Tampa Gym and Dance Show Stars
Dance Team at the Knight Parade

Youth Specialty Camps

The City offers a wide variety of specialty camps during school breaks and the Summer that serve over 5,500 youth annually. Camps include the Joe Abrahams Summer Camp Series (offering various sports each week); Kids Create Art Camps; Mangrove Marcus Aquatic Adventure; the Art Explorations Camps; and TENT camps (Tampa Environmental Nature Team) and Get Real Spring Break Camping. The Al Barnes Playground Summer Camp was offered to 50 youth at no cost through the Financial Assistance Program.

Senior Programs

The City offers over 1,200 senior programs for adults age 50 and older. The 2014 Senior Games were held at various venues within the City and had over 650 participants. They also enjoyed Senior Day in the Park, where they participated in games, socialized and dressed up for an island vacation.



Loretta Ingraham Senior Exercising Program

A Safe City Thrives

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

- Developing a crime-free housing program by working closely with apartment complexes to establish better lines of communication for addressing crime issues within their community and assisting in the establishment of resident screening and the environmental design to enhance neighborhood safety;
- Utilizing the Focus on Four Crime Reduction Plan strategy of targeting prolific offenders through relentless follow-up on investigations and tracking where known offenders reside;
- Expanding community outreach programs by using a smart phone app for keeping people up-to-date on issues such as wanted people, traffic problems and road closures;
- Utilizing the Bicycle Operations and Response Unit in the downtown business and residential districts to improve rapid response times and create a friendlier, more approachable method of policing;
- Expanding partnerships with federal authorities that will aid in pursuit of violent offenders;
- Utilizing social media as a community outreach tool by releasing videos of unsolved crimes to allow police to reach a broad audience quickly, providing citizens with crime prevention tips, showcasing unique operations and highlighting daily police work;
- Evaluating best practice approaches around the country and implementing new technologies that will help the City fight crime;
- Expanding neighborhood watch programs and their role in assisting the Police Department;
- Emphasizing the recruitment of minority and Spanish-speaking officers to better reflect the community served;
- Improving community-oriented policing with uniformed and non-uniformed personnel; and
- Ensuring the City's parks are safe and secure for residents.

Public Safety

Combatting Violent Crime

Twelve years ago, Tampa had one of the highest crime rates for a city its size. This disturbing outlook for Tampa spurred the City to produce a strategic plan to make Tampa a safer place to live and work. A new progressive approach based on a true partnership with the community was

developed and successfully implemented. As a result, the City experienced a 70% reduction in crime. The plan continues to evolve monthly, weekly and sometimes daily to stay ahead of crime trends in Tampa and to constantly grow partnerships with citizens. Additionally, the City will look for innovative ways to involve technology to combat violent crime.

Community Outreach

The City will expand its community outreach beyond building adult relationships within the neighborhoods. The new concentration will be to reach youth at a young age before crime becomes a reality in their lives. Through specific programs, the goal is to provide positive alternatives and learning opportunities for children in high risk neighborhoods.



Bike Safety Program

Be the Difference Campaign

Through this campaign, City of Tampa police officers share some of the ways that adults and children can be the difference in their neighborhoods through participating in the various outreach programs that the City offers. The efforts will target minorities to get involved. The recruitment effort will encourage adult residents to consider a career in law enforcement and the younger generation to get involved in the Police Explorers Program. It will also inspire those in the community to being a positive voice in their neighborhoods. Together we can help shape the next generation of this great City.

In 2014, the City responded to 77,661 emergency calls. Many of these emergency situations resulted in Tampa Fire Rescue's paramedics providing immediate advanced life support intervention that either saved a life or prevented the possible deterioration of the patient's future quality of life.



Truck Co. 1 Firefighters at an East Tampa Structure Fire

The City's takes a practical, no-nonsense approach to all-hazards emergency planning, which includes threats from hurricanes and other weather related emergencies, as well as man-made or technological events such as utility disruptions, hazardous materials spills, and terrorism. The City also works with non-profit agencies, business community leaders, neighboring jurisdictions, and concerned citizens in a cooperative and collaborative effort to ensure that Tampa and its residents are more than ready to survive any major disaster. As part of this planning process, Tampa has an established Emergency Operations Center (EOC) that hosts more than 75 representatives from an assortment of local government and non-profit organizations. The EOC enables the efficient use of available resources to handle emergency management activities while continuing to provide routine services before, during and after disasters strike.



Green Initiative

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

The City's Green Officer will continue to guide government in enhancing the conservation measures, renewable energy programs and sustainable building practices. These practices include; the City's incentives for green commercial and residential building; incentives for residential Energy Star certification; widely recognized water conservation programs, including car wash and fountain standards, conservation through education, incentives, and rebates for low-flow fixtures; Florida Friendly Landscaping principles to reduce the use of pesticides; the use of a city-wide energy facilities audit that measured and identified goals to reduce energy consumption.

Current major Green Initiatives include:

- The completion of the Riverwalk providing a convenient and efficient pedestrian connection from Channelside to the heart of downtown Tampa;
- The completion of Water Works Park, a 5-acre expanse of green space along the Hillsborough River;
- The restoration of Ulele Springs which established the flow of fresh spring water into the Hillsborough River improving the water quality in the environs nearby the spring;

- The first phases of redeveloping Julian B. Lane Park, a 23-acre riverfront park;
- The COAST Bike Share Program which is in full operation and experiencing great utility from Tampa residents and visitors. The bikes are housed at designated sites and with their onboard technology riders can leave them tied up anywhere when finished;
- Completed redesign of Platt Street which includes bike lanes as a primary mode of transportation;
- Continuing current partnerships celebrating EcoFest with Learning Gate Community School, the USF Patel College of Global Sustainability and others in the environmental community in the Tampa Bay area dedicated to the principles of sustainability – Ecology, Equity and Economy;
- Achieving a Gold Level re-certification as a Florida Green Local Government, improving 12% over the City's previous certification;
- Being one of the first municipalities to join and support the creation of Tampa Bay Clean Cities Coalition. The Mission of Clean Cities is to advance the energy, economic, and environmental security of the United States by supporting local actions to reduce petroleum use in transportation. The U.S. Department of Energy's Clean Cities Program advances the nation's economic, environmental, and energy security;
- GPS Route Optimization (Go-Live 6/15) The Solid Waste & Environmental Program Management has purchased a GPS Route Optimization system to determine the most cost effective routes for garbage pickup;
- The Nehemiah project which built 11 new energy efficient, Energy Star, affordable single family residential homes in the Sulphur Springs area; and
- Active and ongoing partnership with the Environmental Protection Commission Climate Adaptation Workgroup formulating a plan for adaptation and emission reduction policies.

Management and Budget Goals

The City implements ongoing budget and management goals that allow the City to enhance its financial health, and its image and credibility with the public, rating agencies, and investors. The City's goals in developing the FY2016 budget included:

- Creating Jobs and growing the City's economy;
- Protecting the City's children;
- Enhancing the quality of for Tampa citizens;
- Improving the City's infrastructure;
- Retaining and rewarding City of Tampa employees;
- Balancing the City of Tampa's budget without using reserves; and

- Streamlining regulatory and permitting processes.

Improving Technology Infrastructure

- Completing the implementation of an enterprise resource planning system to replace out-of-date commercial and in-house developed systems;
- Upgrading and enhancing the Parks & Recreation management software and citizen access portal to provide high-level performance during public enrollments;
- Completing the implementation of an on-line permitting system to replace the existing 20-year old system;
- Providing continual upgrades to the Tampa Convention Center to enable hosting of technologically demanding shows; and
- Operating the City's INET (Intranet) pages with an advanced, content management system that allows for fast editing and publishing of updated information.

Fiscal

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

Personnel

- Recognizing employees for exceptional performance and creativity;

- Providing employee development by promoting training programs; and
- Offering counseling and referral services for stress, drug abuse, and other personal difficulties.

Service

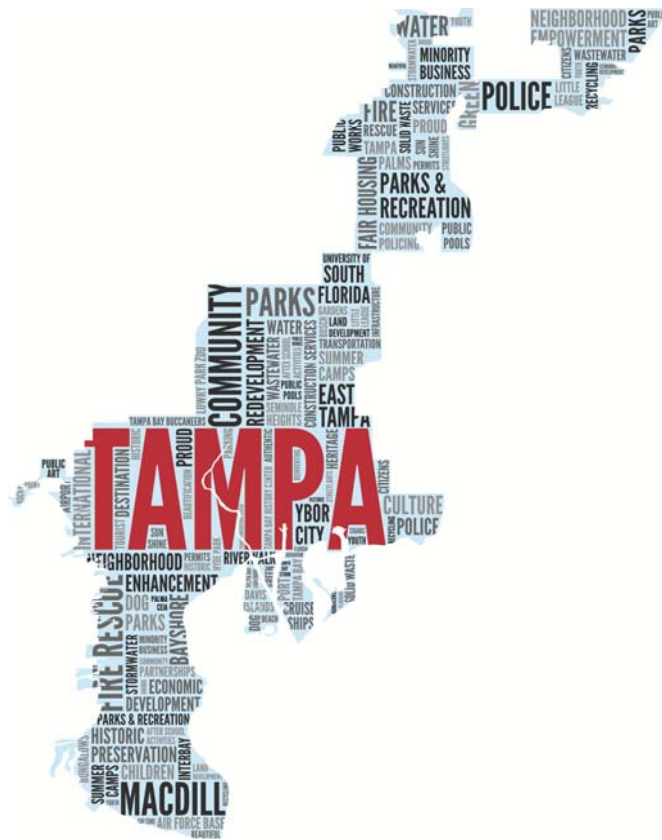
- Providing high quality utility services at reasonable rates;
- Developing long-range plans to meet demands for City services;
- Supporting housing programs through public and private partnerships; and
- Maintaining existing infrastructure and ensuring new development contributes to growth-related infrastructure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

Intergovernmental

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

ⁱ Florida & Metro Forecast 2015-2044, Institute for Economic Competitiveness, College of Business Administration, University of Central Florida, June 2015, Page 84.

Budget Highlights



The Budget Process

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'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.

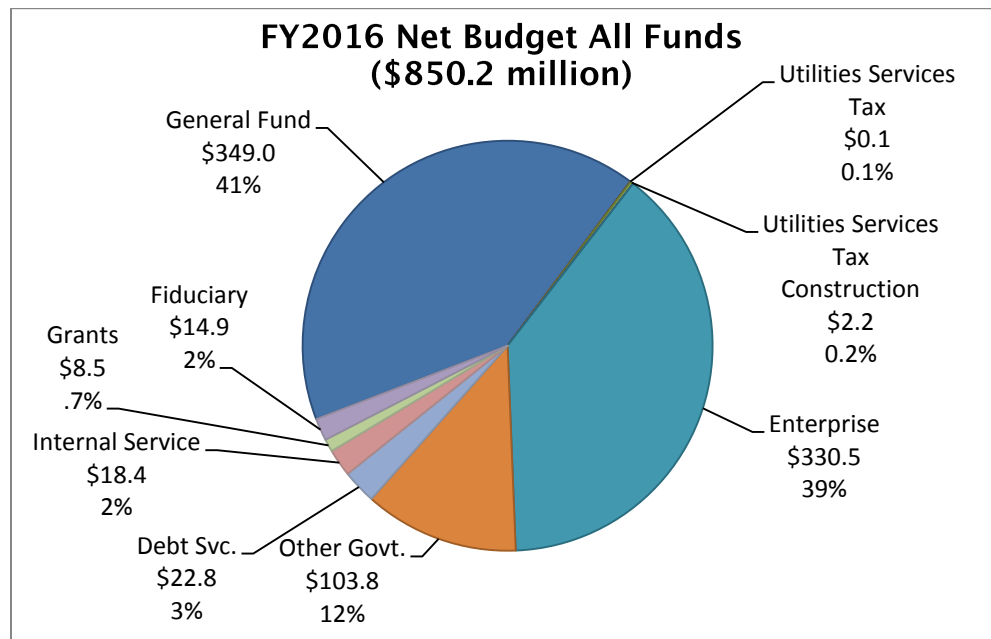
The annual budget process begins in November with the preparation of initial revenue and expense estimates that are then reviewed by the Mayor. City departments prepare capital improvement plans and annual operating budgets during the months of March and April.

The FY2016 *Recommended Operating and Capital Budget* will be presented by the Mayor to City Council in July 2015. Budget hearings will be held in September, and the budget is adopted by the end of the current fiscal year (September 30). The budget process allows for budget amendments as needed during the year. An amendment may be initiated by the Mayor at any time, and after City Council approval, the funds appropriated are adjusted or realigned. For further explanation of budget and financial terms, refer to the related financial information section of this document.

The Budget Calendar

Month	Action
November - December	Preparation of initial revenue and expense estimates.
January - February	Creation and modification of the FY2016 – FY2020 Financial Forecast.
March - April	<ul style="list-style-type: none">➤ Capital Improvement Projects (CIP) and operating budget instructions are distributed to departments.➤ Departments prepare and submit CIP and operating budgets.
May - July	<ul style="list-style-type: none">➤ City Council holds budget workshops.➤ Mayor reviews CIP requests and requests for additional funding.➤ The Recommended Operating and Capital Budget are presented to City Council.
August	Non-ad valorem public hearings are held for the Downtown Tampa Special Services District, the Westshore Special Services District, the City of Tampa Stormwater Utility, and the Tampa-Ybor Historic Electric Streetcar.
September	Public hearings are held and the budget is approved by City Council.
October 1	New fiscal year begins.

The FY2016 Budget



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

	FY2015	FY2016
General Fund	\$363.3	\$349.0
Utilities Services Tax Fund	.2	0.1
Utilities Services Tax Construction Fund	2.0	2.2
Other Governmental Funds	102.0	103.8
Governmental Debt Service Funds	36.9	22.8
Grant Fund	8.0	8.5
Enterprise Funds	339.0	330.5
Internal Service Funds	20.0	18.4
Fiduciary Funds	4.8	14.9
Total Funds Appropriated	\$876.2	\$850.2

The FY2016 total budget is \$850.2 million. This represents a \$26.0 million net decrease from the FY2015 level of \$876.2 million primarily due to:

- A General Fund (Net Budget) decrease of approximately \$14.3 million primarily due to changes in accounting practices resulting from the reclassification of cost allocation from revenue to contra expense.

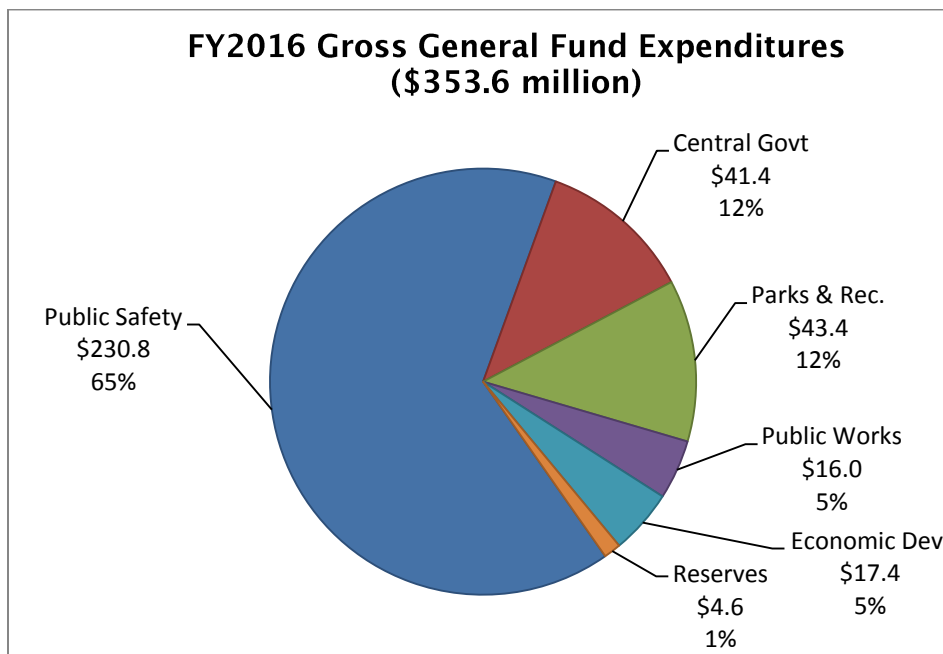
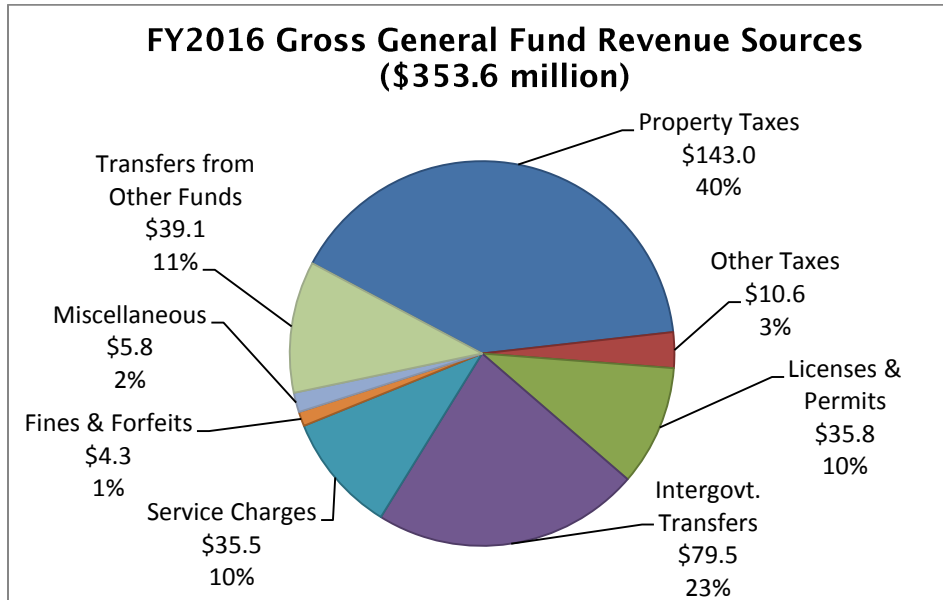
- An \$8.5 million decrease in the Enterprise Funds primarily due to decreased Wastewater capital project funding requirements.

Personnel Authorizations

In FY2016, the City of Tampa will provide the necessary municipal services to the citizens of Tampa with 4,418.81 full time equivalent (FTE) positions, a net decrease of 14.98¹ FTE positions from the FY2015 budget level. This net decrease occurred primarily due to a redistribution of responsibilities from the Parks and Recreation Department to the Logistics and Asset Management Department. Detailed information regarding the decrease, increase and transfer of other positions can be found in the Position Summary by Department schedule located in the Related Financial Information section.

¹ FY2014 and FY2015 FTEs have been restated to account for 20.0 FTE firefighter positions previously funded by a Staffing for Adequate Fire & Emergency Response (SAFER) grant that are now funded by the General Fund.

General Fund

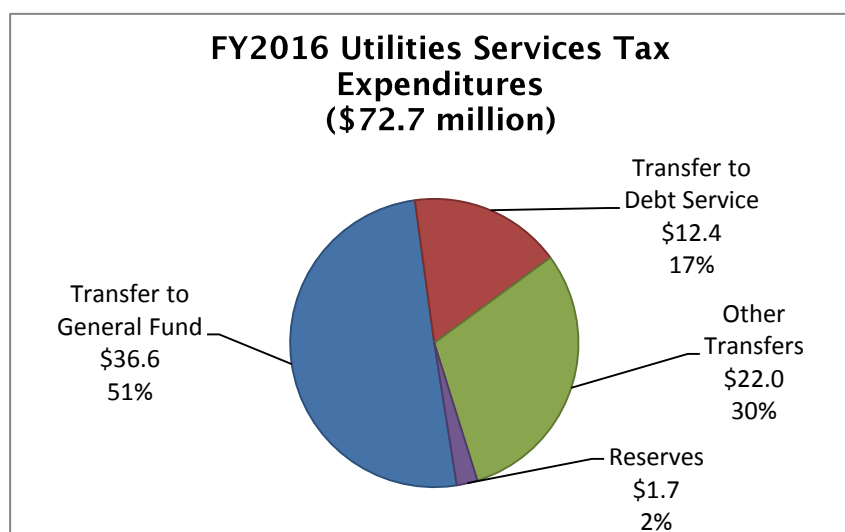
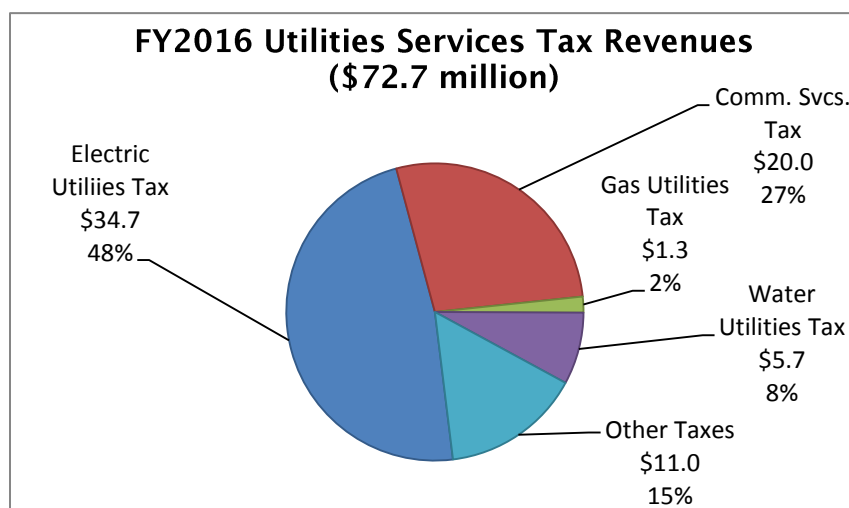


City of Tampa General Fund Budget (\$ millions)

	FY2015	FY2016
Net Budget	\$363.3	\$349.0
Reserves	0	4.6
Gross Budget	\$363.3	\$353.6

The General Fund supports public safety, general government operations, parks and recreation, economic development programs and other non-enterprise related operations. Revenues such as property taxes, sales tax, electric franchise fees, utilities services taxes, communication services taxes and other revenues are used to pay for these programs. The FY2016 General Fund gross budget is \$353.6 million, a decrease of approximately \$9.7 million (Gross Budget) primarily due to changes in accounting practices resulting from the reclassification of cost allocation from revenue to contra expense.

Utilities Services Tax Fund



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

	FY2016
Revenues:	
Electric Utilities Tax	\$ 34.7
Communications Services Tax	20.0
Gas Utilities Tax	1.3
Water Utilities Tax	5.7
Miscellaneous	11.0
Total Revenues	\$72.7
Transfers and Expenditures:	
Transfer to General Fund	\$36.6
Transfer to Debt Service Fund	12.4
Transfer to Golf Course Operations Fund	0.8
Transfer to Local Option Gas Tax Fund	14.6
Transfer to Parking Fund	1.6
Transfer to Stormwater Fund	1.6
Transfer to Utilities Services Tax Capital Fund	3.4
Reserves (Debt Service)	1.7
Total Transfers and Expenditures	\$72.7

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

General Fund & Utilities Services Tax Fund Balance

The City has established a policy of maintaining a minimum fund balance amount equal to at least 20% of the budget for the combined General Fund and Utilities Services Tax Fund. A healthy fund balance greatly impacts whether the City receives favorable bond ratings which reduce interest costs on outstanding debt issued by the City. For the 10th consecutive year, the City has maintained a fund balance greater than the minimum 20% requirement despite a decrease in revenues.

Other Governmental Funds

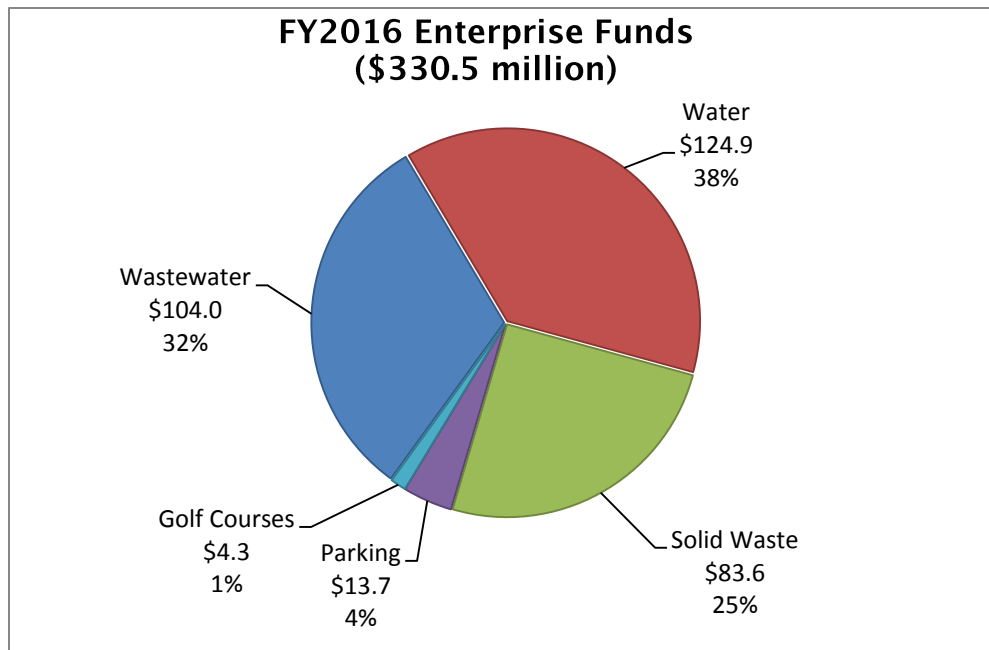
City of Tampa
Other Governmental Funds Net Budget
(\$ millions)

	FY2015	FY2016
Stormwater Fund	\$1.6	\$11.2
Other Capital Construction Fund	6.4	5.4
Local Option Gas Tax & Right of Way Fund	35.4	29.6
Community Investment Tax Fund	8.3	8.8
Transportation Capital Grants Funds	1.2	0.8
Transportation Impact Fee Funds	5.9	11.0
Construction Services Fee Funds	8.6	9.5
Non-Ad Valorem Assessments Fund	2.0	2.3
Law Enforcement Funds	1.0	0.9
Tourist Development Tax Fund	1.1	2.0
Special Revenue Fund	1.0	1.7
Capital Financing	29.5	20.6
Total	\$102.0	\$103.8

Other Governmental Funds are used to support capital improvement programs, transportation operations, economic development programs, and other operations. Revenues such as Community Investment Taxes, Local Option Gas Tax, construction permitting services and other revenues are used to pay for these programs. The FY2016 net budget is \$103.8 million, an increase of \$1.8 million over the FY2015 budget. The most significant changes are:

- An increase in the Stormwater Fund of \$9.6 million primarily due to realignment of flood control activities from the Local Option Gas Tax Fund.
- A decrease in the Local Option Gas Tax & Right-of-Way Fund of \$5.8 million primarily due to realignment of flood control activities to the Stormwater Fund.
- An increase in the Transportation Impact Fee Funds of \$5.1 million primarily due to increase transfers to support transportation capital projects.

Enterprise Funds



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

	FY2015	FY2016
Water Fund	\$121.4	\$124.9
Wastewater Fund	123.5	104.0
Solid Waste Fund	80.2	83.6
Parking Fund	13.8	13.7
Golf Courses Fund	0.0	4.3
Total Budget	\$338.9	\$330.5

The Enterprise Funds are comprised of the Water, Wastewater, and Solid Waste Departments, the Parking Division and the Golf Courses. The FY2016 net budget is \$330.5 million, a decrease of \$8.4 million from the FY2015 budget. This decrease is primarily due to decreased wastewater capital project funding requirements.

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

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

Solid Waste fees are used to cover the costs associated with providing collection and disposal of garbage, refuse and solid waste. To improve service, the Solid Waste Department has made significant changes over the last few years, such as changing collections days and expanding fully-automated refuse collection services.

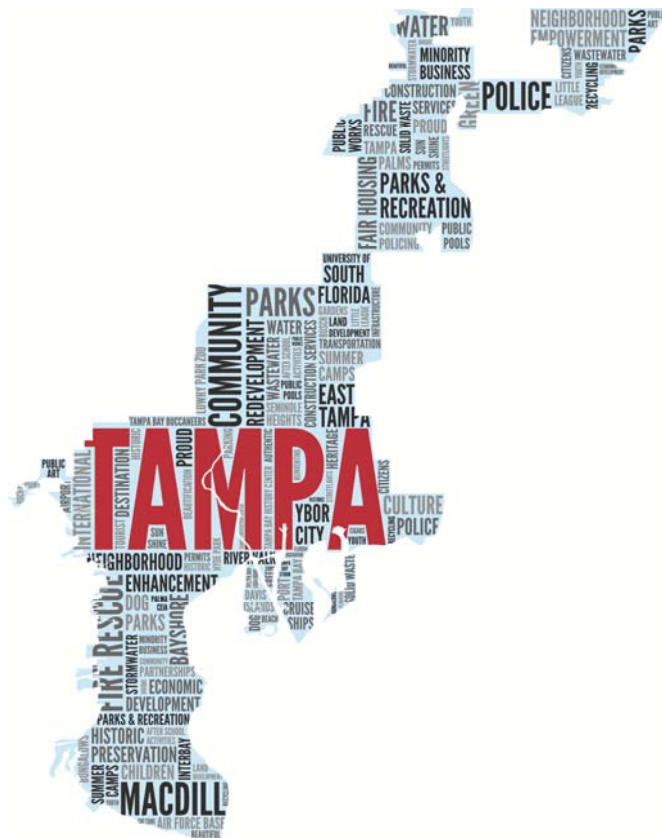
In February 2012, Tampa City Council adopted a five-year residential and commercial rate plan. The first increase in rates took effect on April 1, 2012, with the second increase effective on October 1, 2012. The final increase will go into effect on October 1, 2015.

Additionally, on March 1, 2012, Tampa City Council adopted Ordinance No. 2012-19 which authorizes the City to assess a commercial solid waste franchise fee of 15% effective July 1, 2012. Franchisees must pay a franchise fee equal to 15% of gross revenues. Gross revenues are based on the franchisee's billings for the commercial solid waste services, which includes garbage, rubbish, and other types of processible waste generated by commercial establishments in the City.

These rate increases were needed to ensure the fiscal sustainability of the Solid Waste system, operational readiness of Solid Waste vehicles, and that the City will remain in compliance with its Solid Waste bond requirements.

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

Related Financial Information





Related Financial Information

Major Revenue

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

General Governmental Revenues

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

Utilities Services Tax Funds

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

Special Revenue Funds

- Community Investment Taxes
- Construction Permit Revenues
- Local Option Gas Taxes

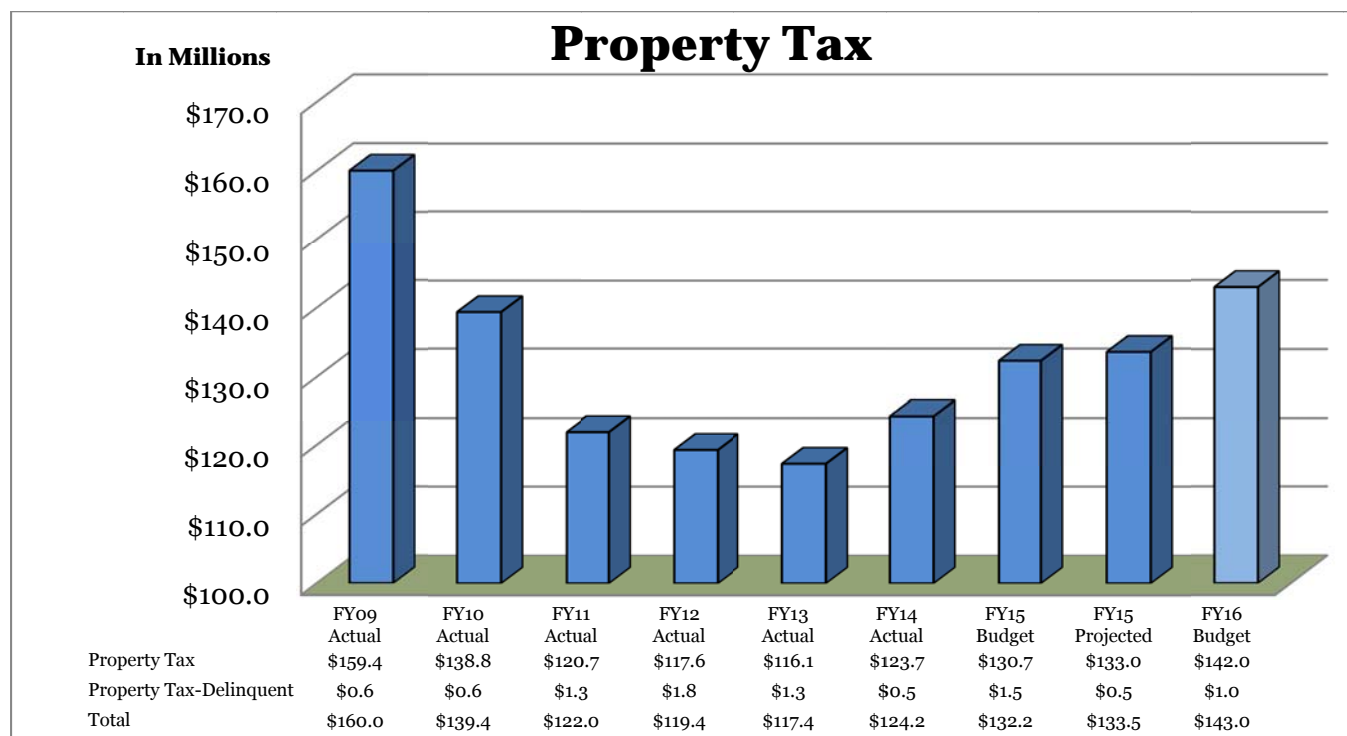
Enterprise Funds

- Parking
- Solid Waste
- Wastewater
- Water

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

General Governmental Revenues

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



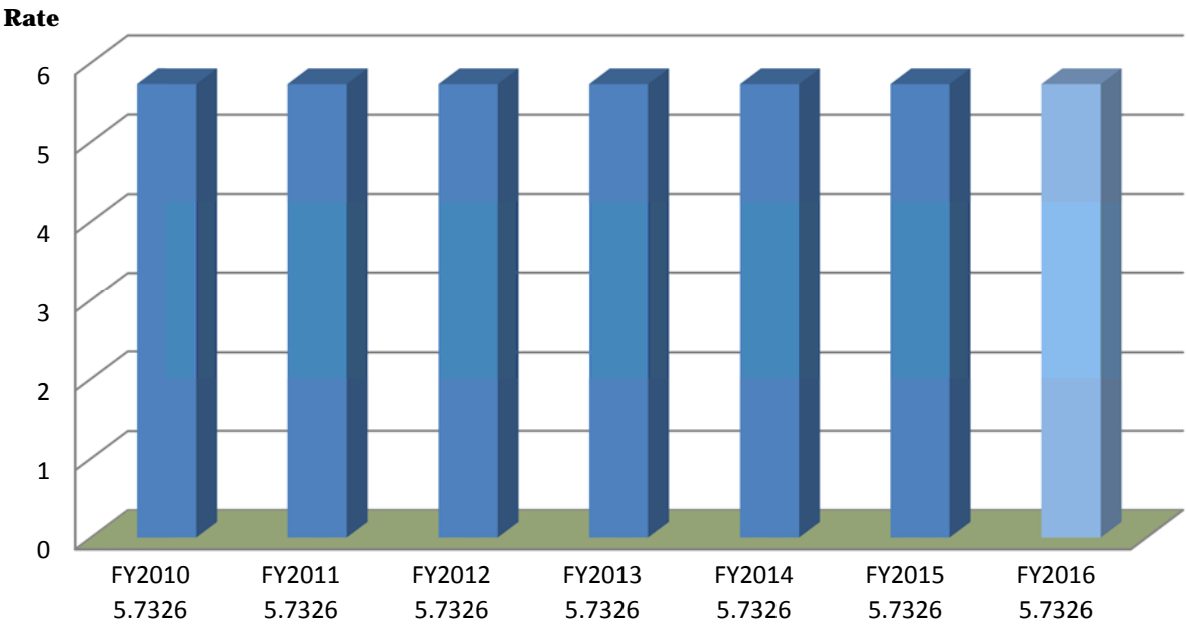
Legal Authorization: Authorized by Florida Constitution and Florida Statutes, Title XIV, Chapter 192-197 and 200.

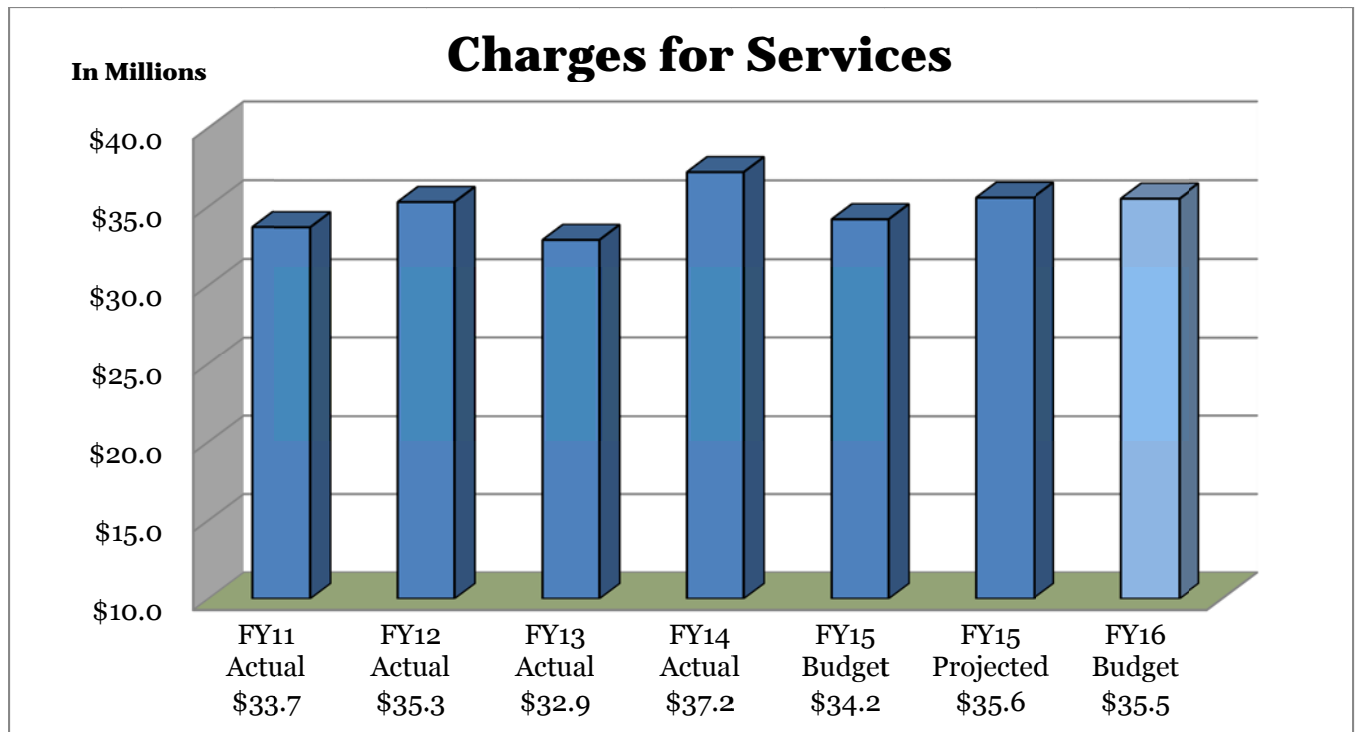
Source: Levied against the assessed value of property within the City limits.

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

Analysis/Assumptions: Property taxes represent the City's single largest revenue source and are based on the City's millage rate (5.7326) and the taxable value of the City's real property. The Hillsborough County Property Appraiser is responsible for determining and notifying the City of its taxable value by July 1 each year. Between FY2008 and FY2013, City's property tax revenues decreased by 29% due to the economic recession. Revenues decreased from a high of \$162.7 million in FY2008 to a low of \$116.1 million in FY2013. FY2016 reflects the third consecutive year of a projected revenue increase since the economic recession began in FY2007. FY2016 revenues are anticipated to increase 8.6% compared to FY2015 budget.

Millage Rate



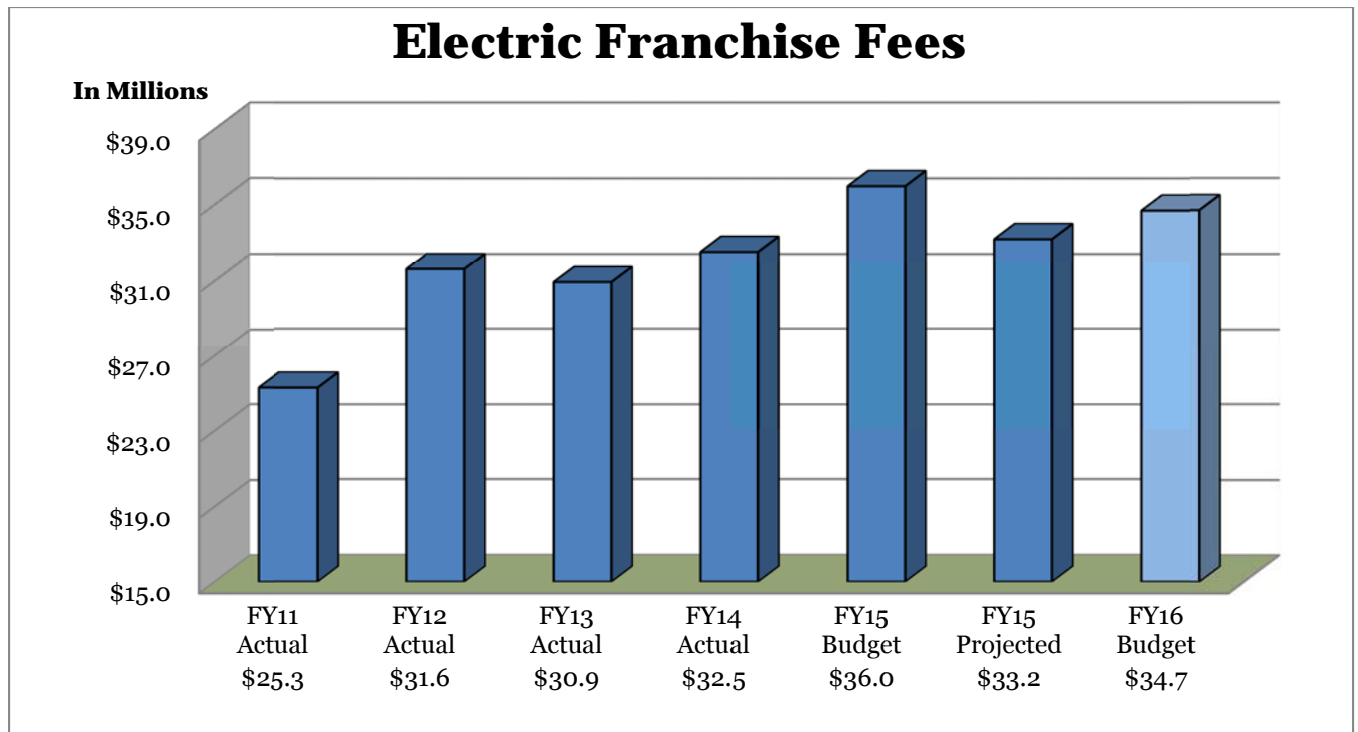


Legal Authorization: Authorized by City of Tampa Code of Ordinances, Chapter 24, Article I, Section 24-8.

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

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

Analysis/Assumptions: The City charges for certain governmental services including fire inspections, police services for special events, Parks and Recreation and for the use of the City's convention center. Actual revenues declined in FY2013 due to a decrease in the number of events scheduled at the convention center and a decrease in emergency medical service revenues. In FY2016, revenues are expected to increase slightly due to higher participation in park and recreation services and an increase in events and activities scheduled at the convention center.

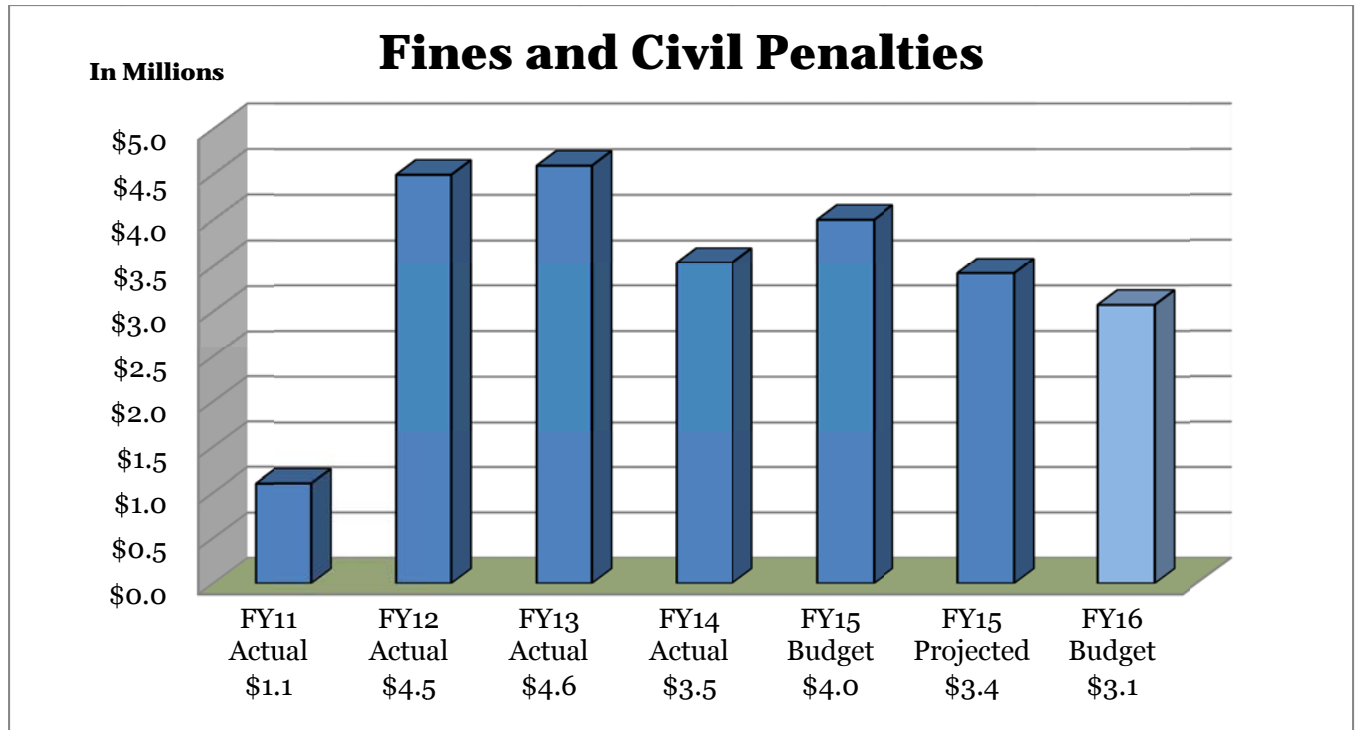


Legal Authorization: Authorized by City of Tampa Code of Ordinances Chapter 22, Article I, Division 1, Section 22-4 and Chapter 24, Article II, Division 1, Section 24-26.

Source: Levied against a corporation or an individual, usually an electric or gas company, conducting business within the boundaries of the City of Tampa.

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

Analysis/Assumptions: Electric Franchise Fee revenues have increased since FY2011. FY2016 budgeted revenues are projected to increase 37% compared to FY2011 as the economy recovers from the recession. After maintaining a level franchise fee rate for over 25 years, in FY2012 the City increased the franchise fee rate from 4.6% to 6.0%. FY2016 revenues are anticipated to decrease compared to FY2015 primarily due to a Tampa Electric Company (TECO) rate decrease approved by State regulators (effective on January 1, 2015).

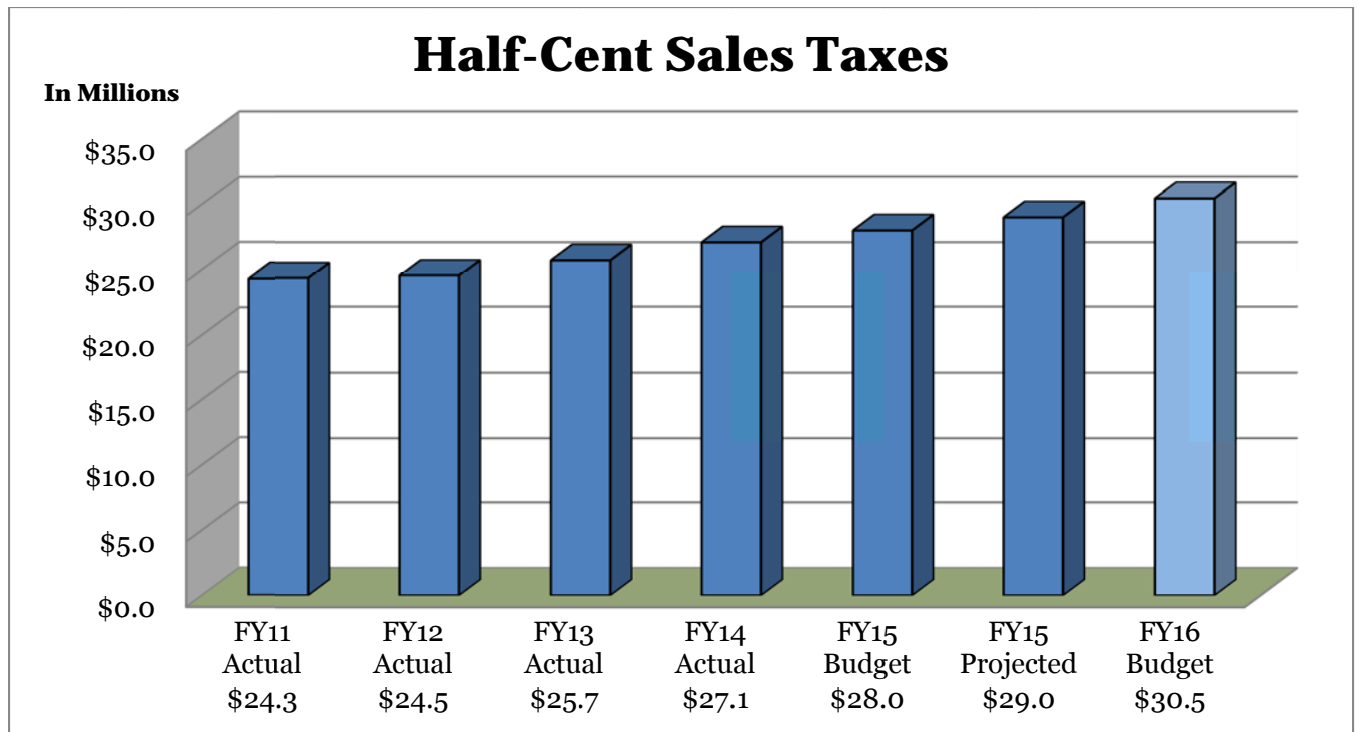


Legal Authorization: Authorized by Florida Statutes, Title V, Chapter 34, Section 34.191 and Title XXIII, Chapter 316, Section 316.007 and Section 316.0083.

Source: Revenue derived from payments associated with City ordinance violations.

Uses and restrictions: Revenues are available for any general governmental purpose such as public safety, infrastructure improvements, or community outreach.

Analysis/Assumption: In an effort to encourage safe driving and reduce accidents, City Council authorized the implementation of new intersection safety camera program during FY2012. As a result, fines and civil penalties increased compared to FY2011. FY2016 revenues are expected to decrease compared to FY2015 as the number of issued violations decreases due to positive changes in driving behavior.

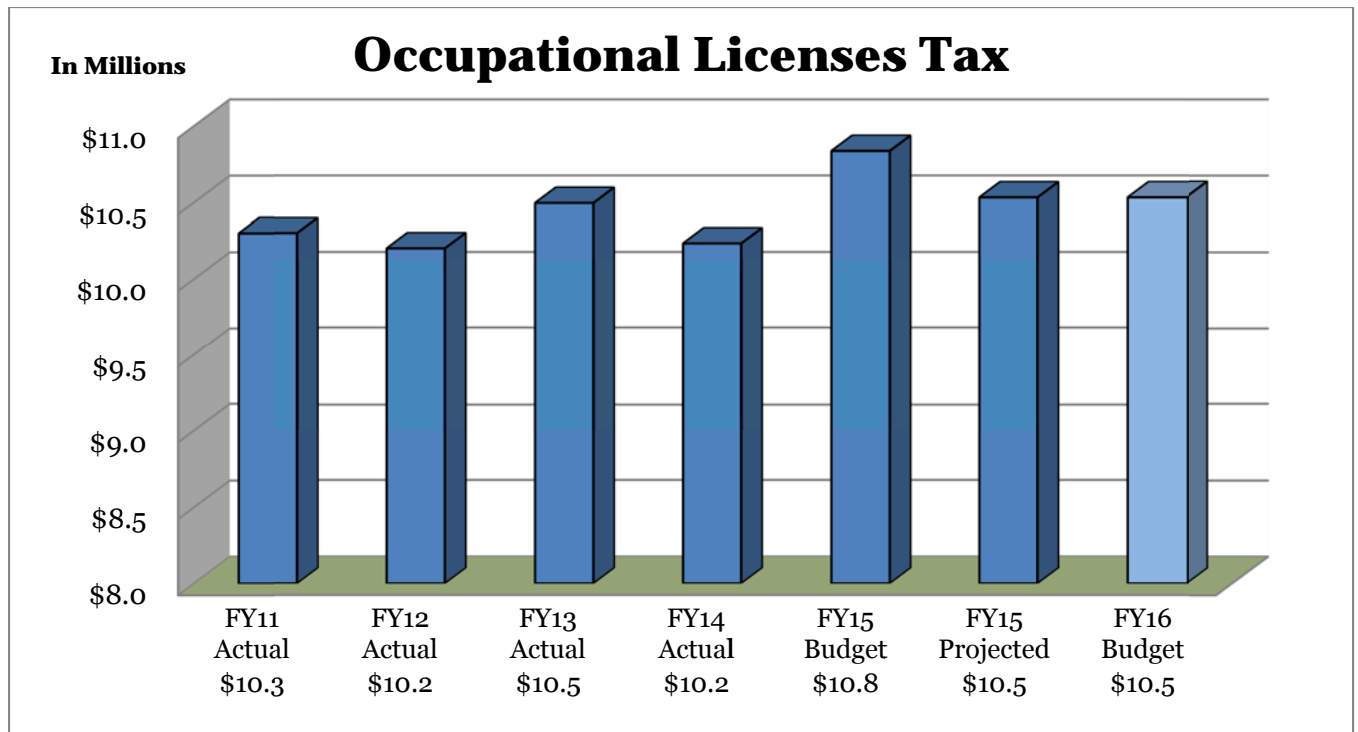


Legal Authorization: Authorized by Florida Statutes Title XIV: Chapter 212, Section 212.20 and Chapter 218, Part VI.

Source: Half-Cent Sales Taxes are collected by the state and distributed to local governments based on the amount of taxable sales within the City limits.

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

Analysis/Assumptions: Half-Cent Sales Tax revenues have increased since FY2011 as the economy recovers from the economic downturn. FY2016 revenues are anticipated to increase as the economy continues to recover, resulting from stronger consumer confidence and increased spending.

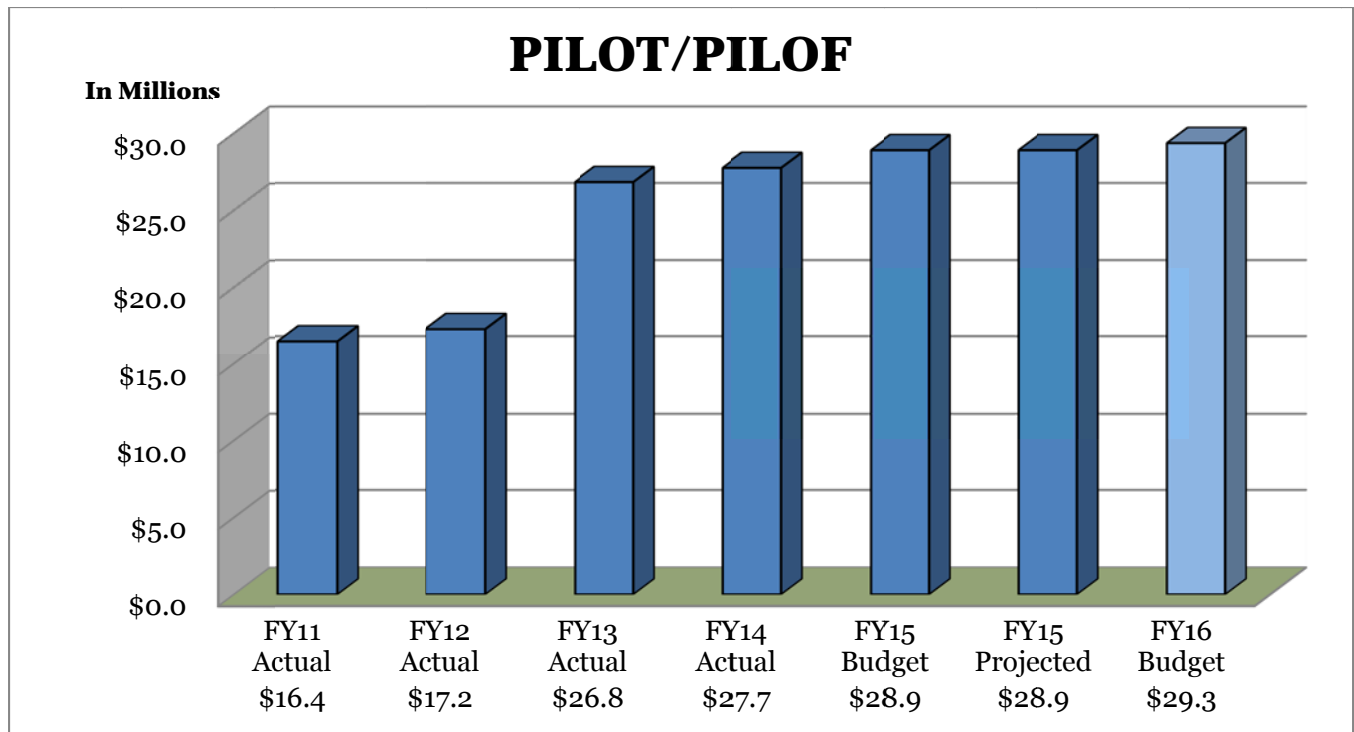


Legal Authorization: Authorized by Florida Statutes Title XIV, Chapter 205, Section 205.042. Also, Florida Statute Section 205.0535 governing local occupational license tax reclassification and rate structure revisions allows municipalities to review and adjust their business license fee structure every two years. The last change was Ordinance 2006-141, enacted June 15, 2006.

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

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

Analysis/Assumption: The Occupational Licenses Tax revenues reflect the economic decline and recovery of the City's business sector. FY2016 revenues are expected to decrease slightly compared to FY2015 primarily due to changes enacted by the State Legislature which exempts certain business classifications and categories from paying an occupational license tax.

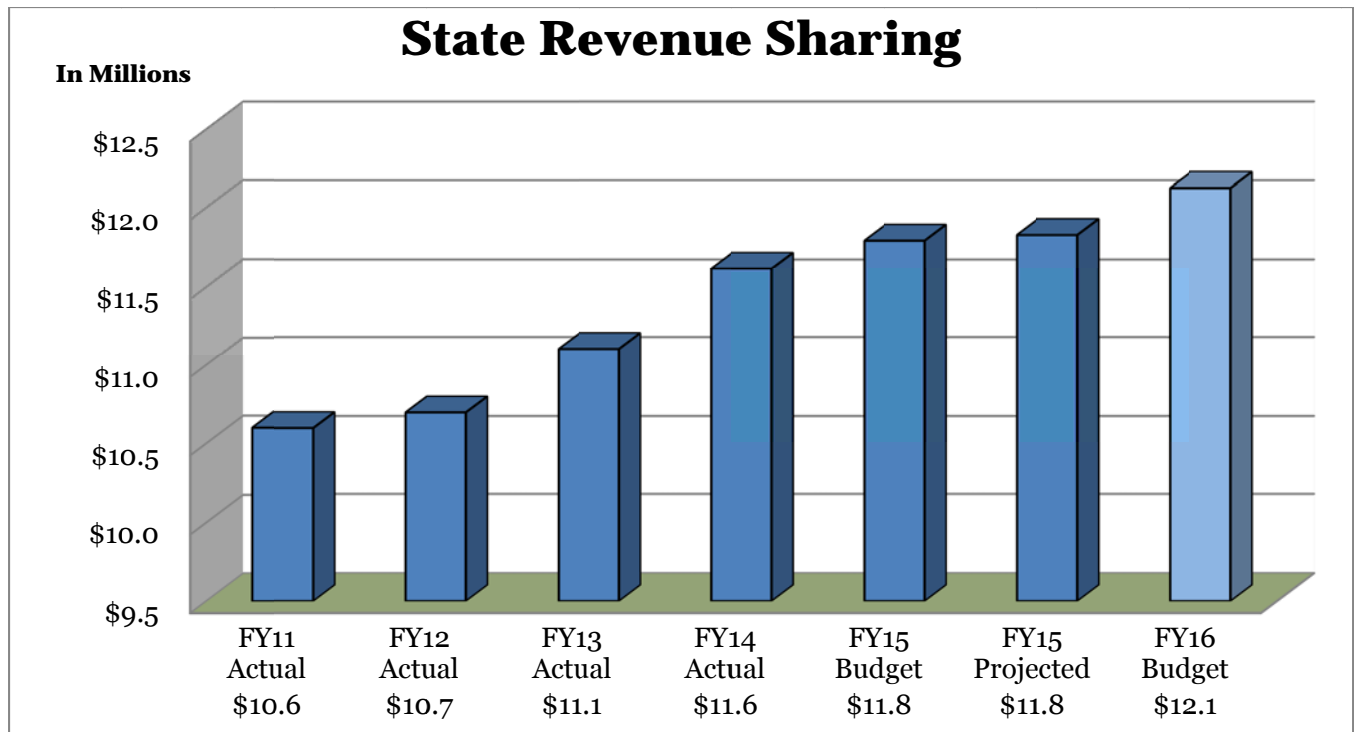


Legal Authorization: Authorized pursuant to City of Tampa policy.

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

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

Analysis/Assumptions: The increase in PILOT revenues is primarily due to the increase in the Water and Wastewater capital programs. The increase in PILOF revenues is primarily due to improving economic conditions and implementing a Solid Waste five-year rate increase program adopted by City Council in FY2012. For FY2016, the City anticipates an increase of \$0.4 million in PILOT/PILOF revenues primarily due to the economic recovery and the last year of the Solid Waste rate increase.

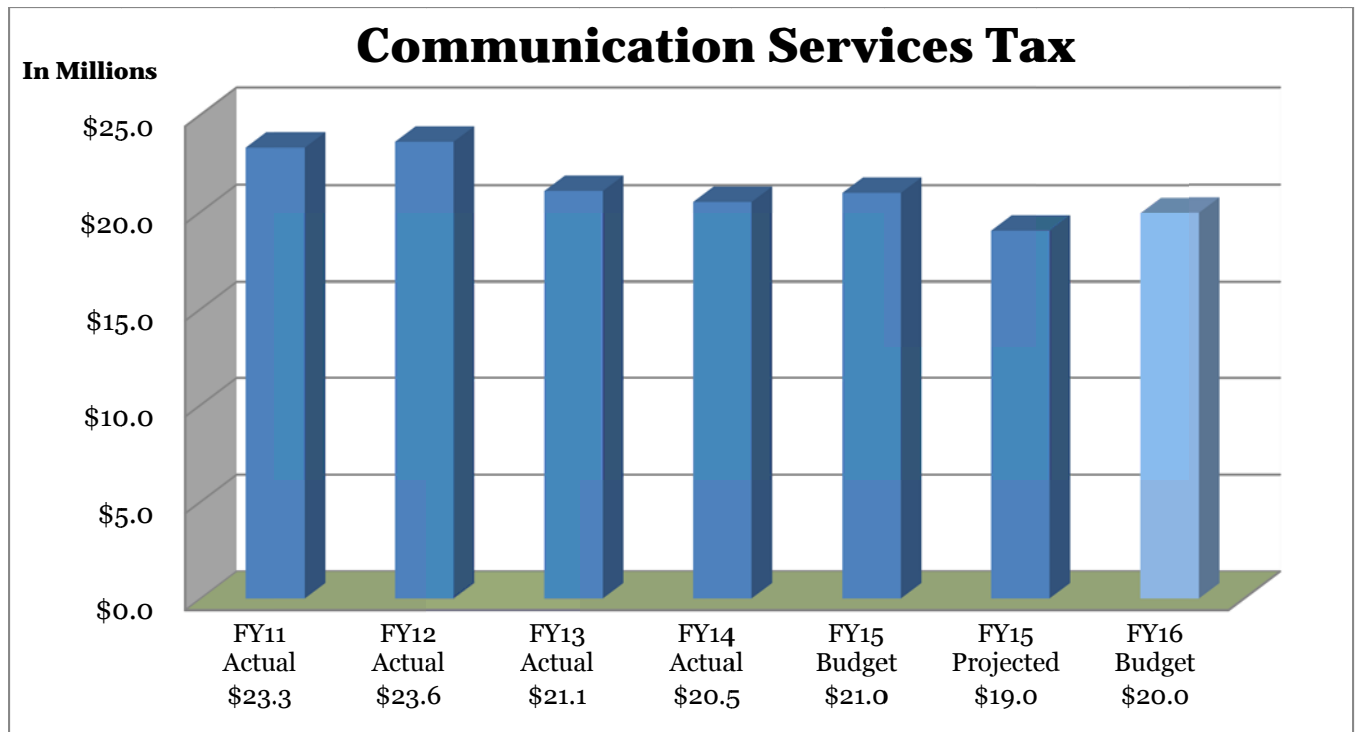


Legal Authorization: Authorized by Florida Statutes Title XIV: Chapter 218, Part II; Chapter 210 Part I, Section 210.20; and Chapter 212, Section 212.20.

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

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

Analysis/Assumptions: The State Revenue Sharing revenue is projected to increase slightly in FY2015 compared to FY2014 actuals as a result of continued economic growth and increased consumer spending. In FY2016 revenues are expected to increase slightly as the economy continues to improve.

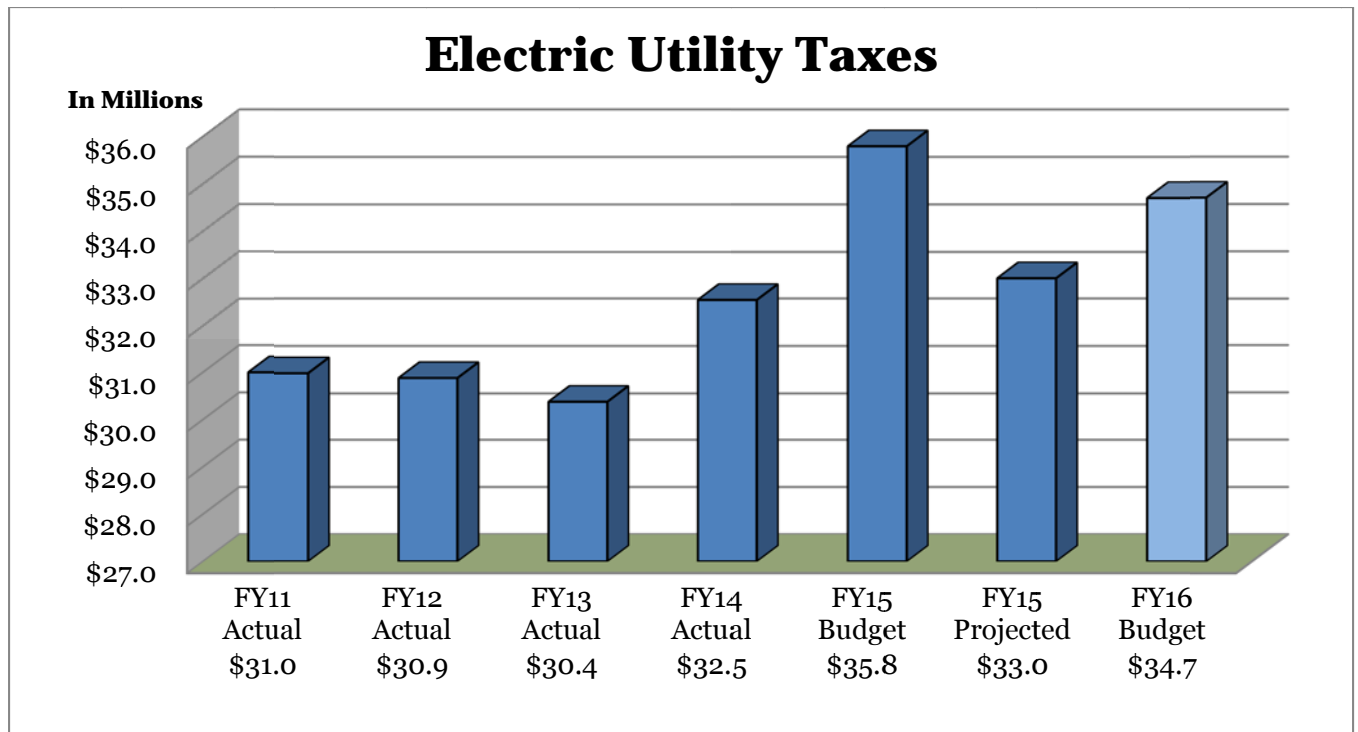


Legal Authorization: Authorized by Florida Statute, Title XIV, Chapter 202, Section 202.19.

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

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

Analysis/Assumption: Advances in technology coupled with shifting consumer trends have resulted in a decrease in Communication Services Tax revenues. Additionally, communication providers are also bundling their services and providing these services at reduced costs.

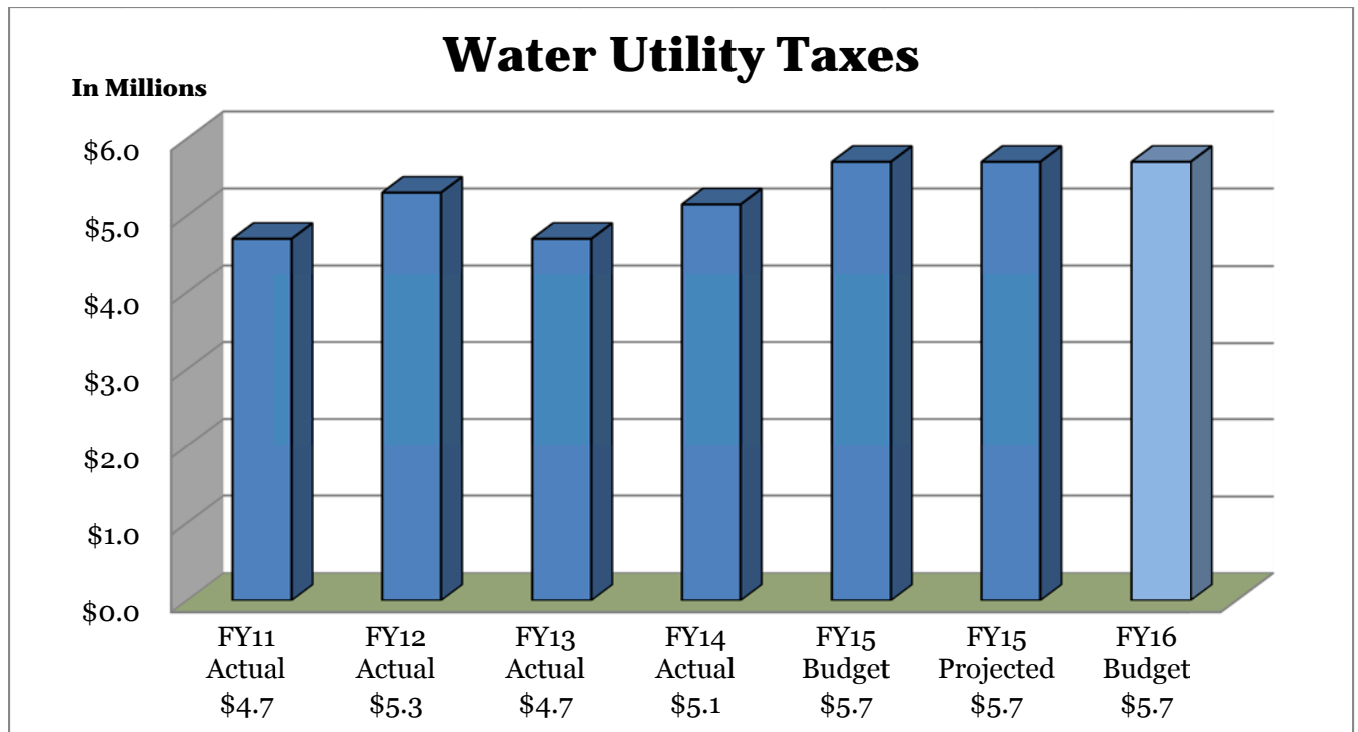


Legal Authorization: Authorized by Florida Statutes Title XII, Chapter 166, Part III, Section 166.231; City of Tampa Code of Ordinance, Chapter 24, Article II, Division 1.

Source: Revenues are based on charges for electricity and fuel consumption.

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

Analysis/Assumption: Electric Utility Taxes have increased since FY2013 as a result of higher electrical demand and increased fuel costs. Projected FY2015 Electric Utility Tax revenues are anticipated to decrease compared to budgeted FY2015 primarily due to a Tampa Electric Company (TECO) rate decrease approved by State regulators (effective on January 1, 2015).

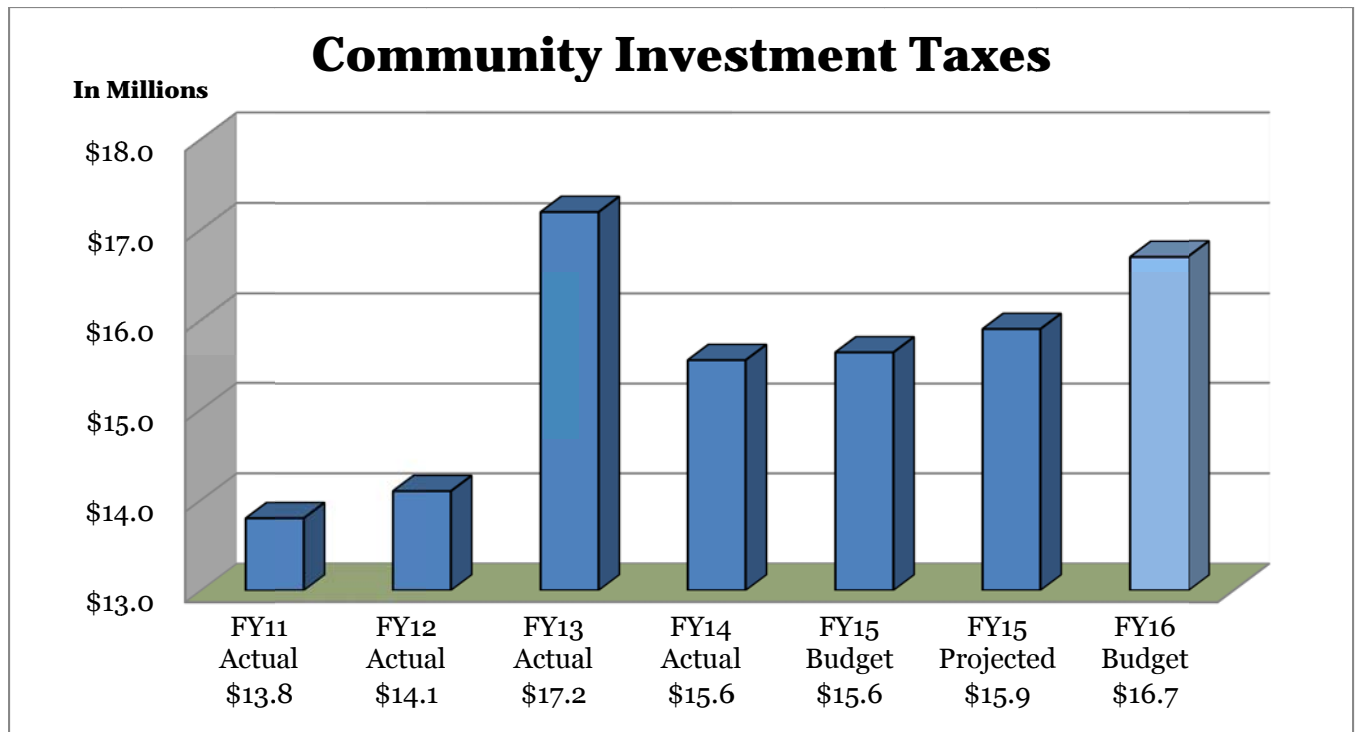


Legal Authorization: Authorized by Florida Statute Title XII, Chapter 166, Part III, Section 166.231; City of Tampa Code of Ordinance, Chapter 24, Article II, Division 1.

Source: Revenues based on water usage charges.

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

Analysis/Assumption: Water Utility Taxes increased from FY2008 to FY2012 primarily due to a five-year water rate increase program approved by City Council. In FY2013, revenues decreased due to watering restrictions implemented during the spring and summer which resulted in a reduction of purchased water. FY2016 revenues are estimated to remain consistent with FY2015 budget.

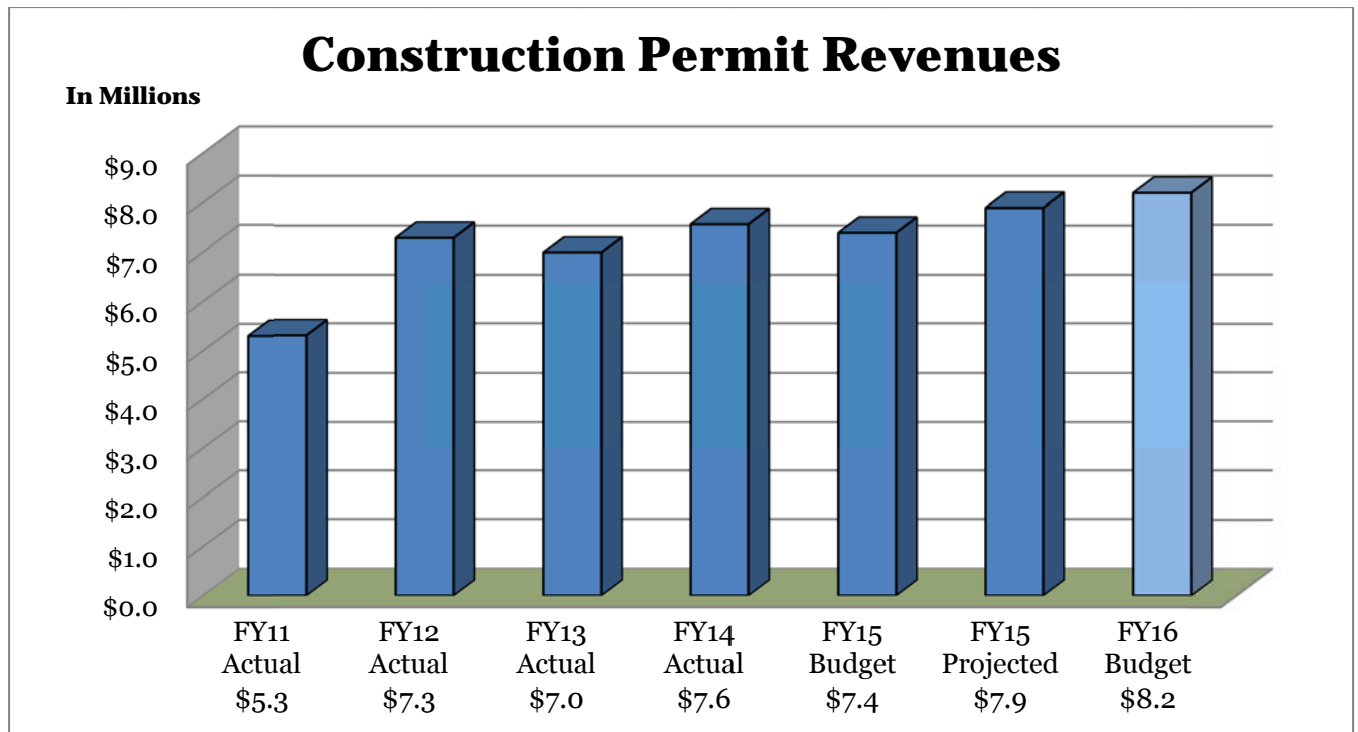


Legal Authorization: Section 212.055(2), Florida Statutes, authorizes the governing body of each county to levy a discretionary sales surtax of 0.5 % or 1 %, to finance, plan and construct infrastructure projects, subject to a referendum of the electorate. On September 3, 1996, the electors of Hillsborough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

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

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

Analysis/Assumption: Community Investment Tax collections have moderately increased as a result of improved economic conditions. In FY2013, the City received a one-time refund in the amount of \$2.6 million for prior years' unused monies. FY2016 revenues are anticipated to continue the upward trend with a 7% increase compared to FY2015 budget.

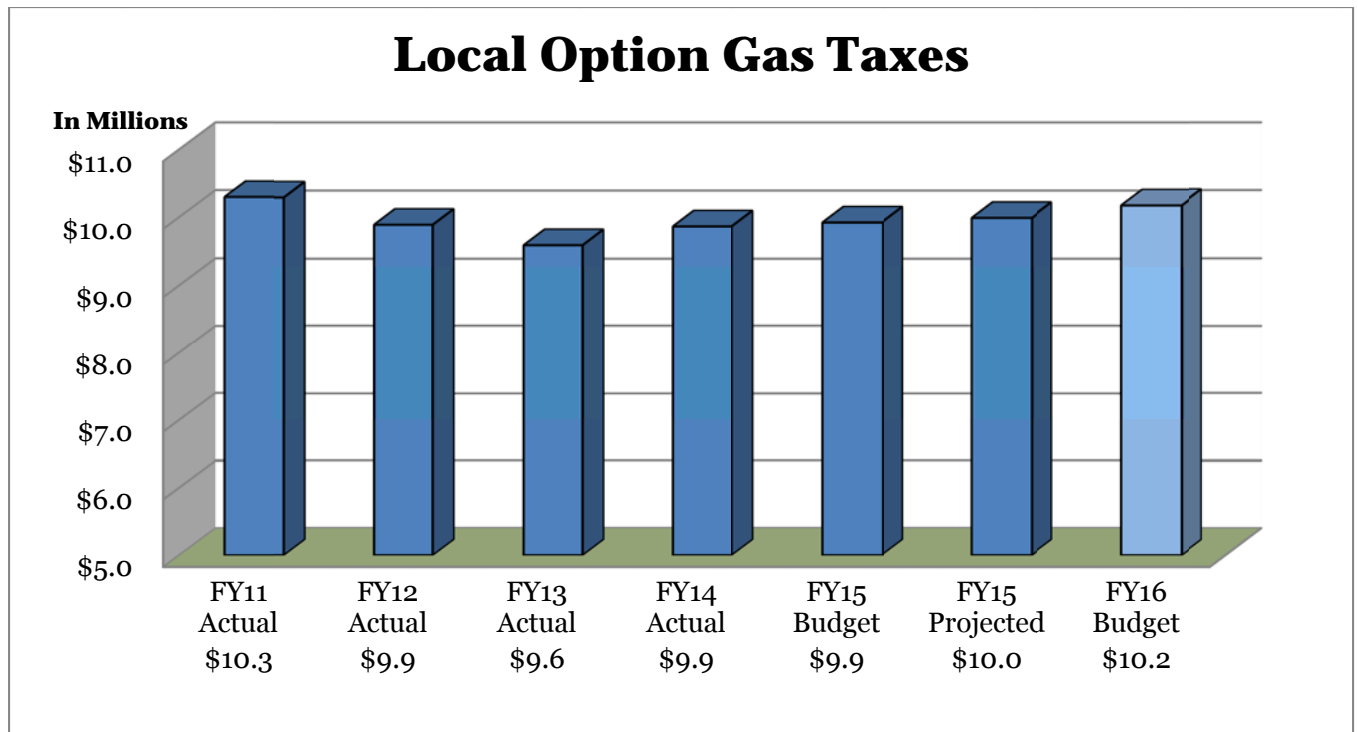


Legal Authorization: Authorized by City of Tampa Code of Ordinances Chapter 5, Section 5-105 and Chapter 22, Article 1, Division 3, Section 22-56.

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

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

Analysis/Assumptions: Construction Permit Revenues have rebounded since FY2009 with revenues of \$5.0 million. Construction permit revenues increase is primarily due to a mix of new construction activity and home renovations. FY2016 construction permit revenues are anticipated to increase from FY2015 as the economy continues to transition from recovery to growth.



Legal Authorization: Authorized by Florida Statutes: Title XII, Chapter 166, Part III, Section 166.231; Title XIV, Chapter 206, Section 206.41, Section 206.87; and Title XXVI, Chapter 336, Section 336.025.

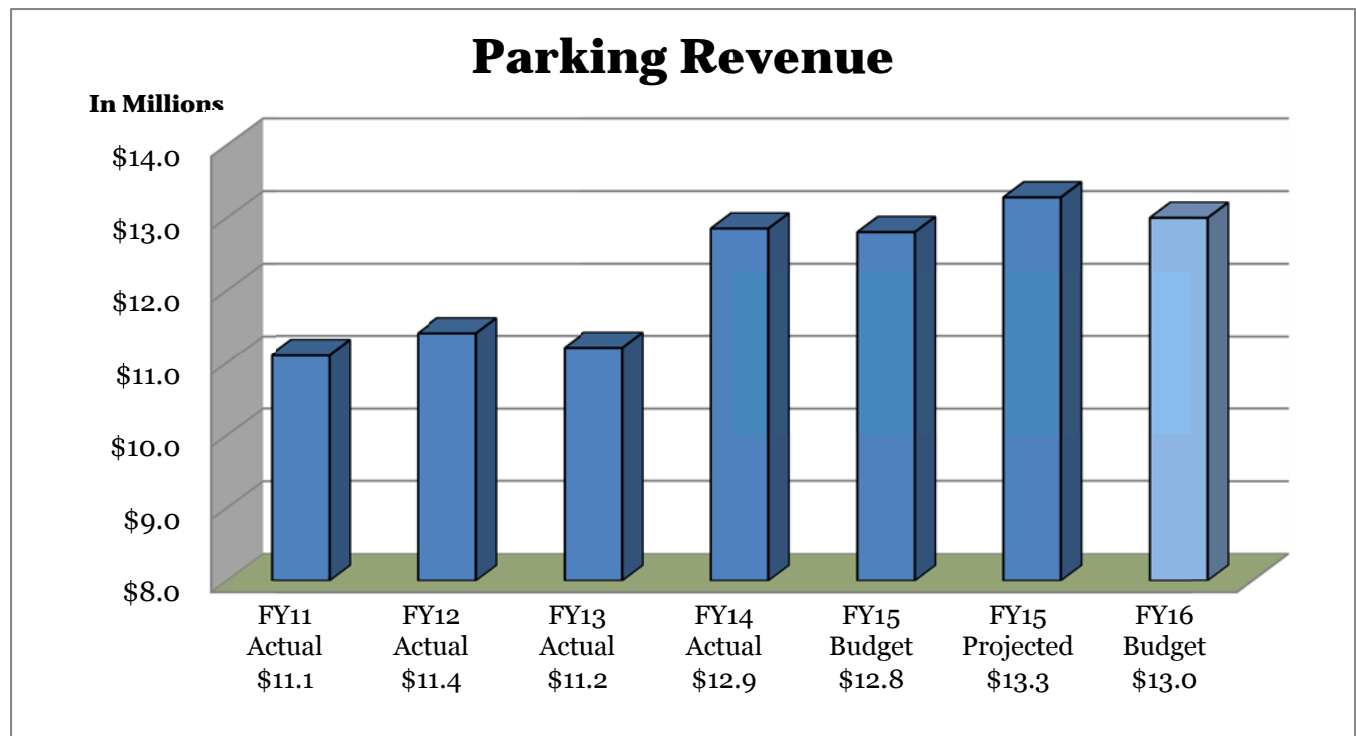
Source: Taxes are assessed on a per gallon purchased basis.

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

Analysis/Assumption: Local Option Gas Tax revenues have remained relatively constant. The amount of revenues collected is tied directly to the amount of fuel consumed and not to the price of fuel. FY2016 revenues are expected to remain consistent with previous years as future fuel consumption is anticipated to remain level as vehicles become more fuel efficient.

Enterprise Funds

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

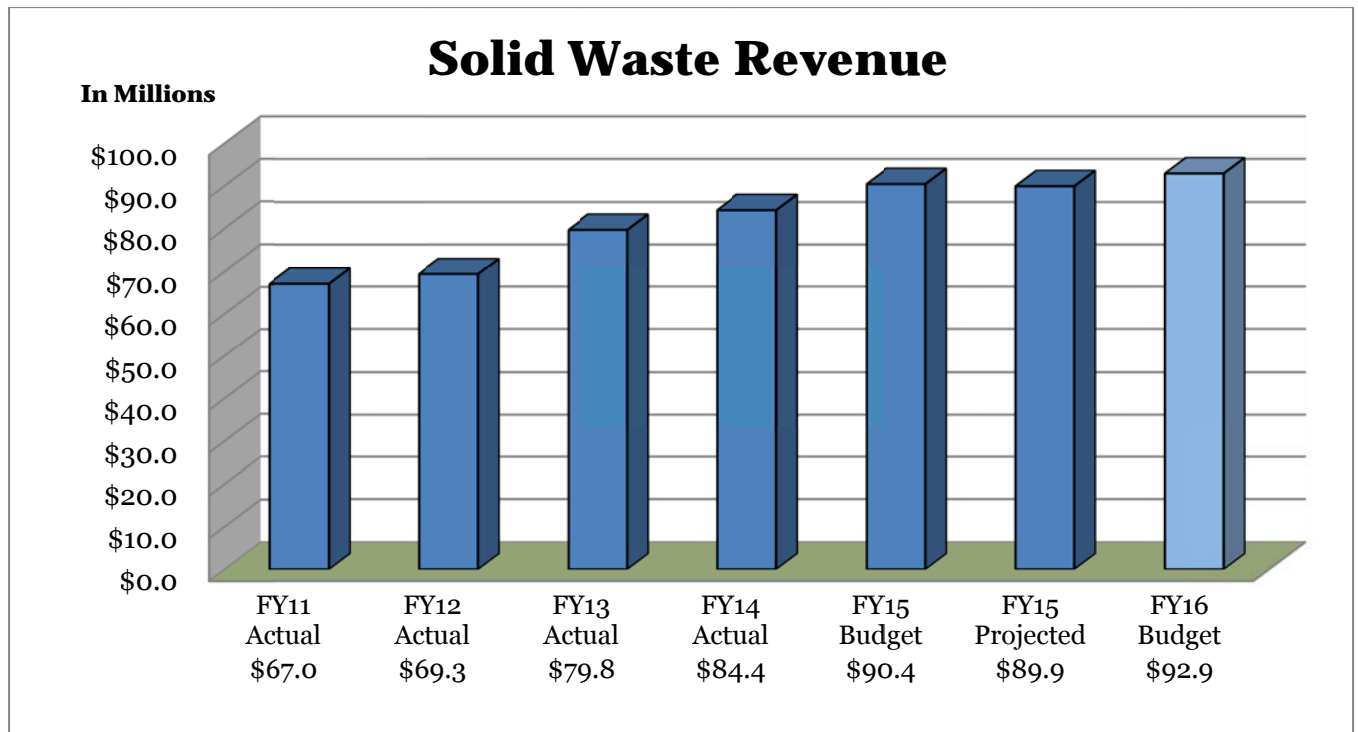


Legal Authorization: Authorized by City of Tampa Code of Ordinances, Chapter 24, Article I, Section 24-8.

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

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

Analysis/Assumption: Since FY2011, Parking revenues have increased as a result of an improved employment environment and an increase in monthly and visitor parking. FY2016 revenues are projected to continue improving as demand increases as a result of the improving economy.

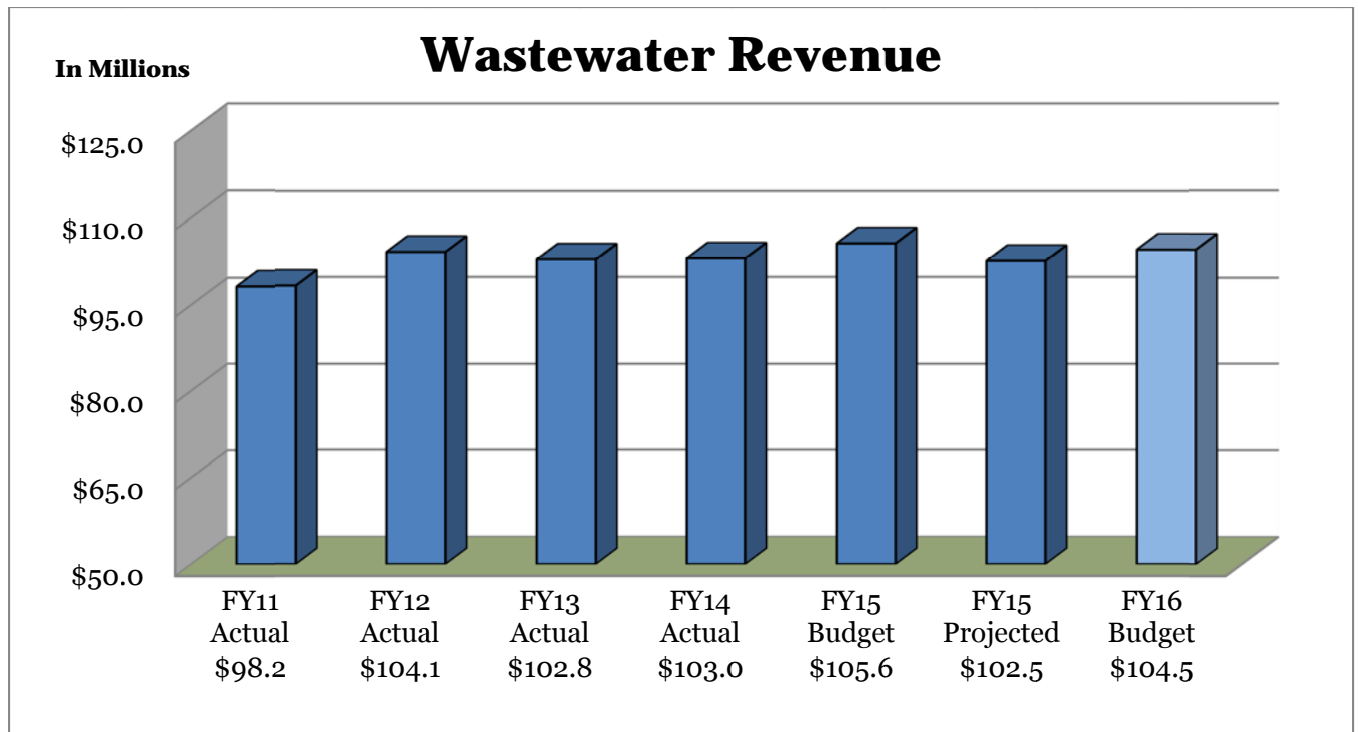


Legal Authorization: Authorized by Florida Statutes, Title XII, Chapter 180, Section 180.13.

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

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

Analysis/Assumption: In February 2012, Tampa City Council adopted a five-year residential and commercial solid waste rate plan. The first rate increase took effect on April 1, 2012, with the second increase effective on October 1, 2012, and the final increase effective on October 1, 2015. The rate increase plan, plus the implementation of a franchise fee on private commercial solid waste haulers, will ensure the system's fiscal sustainability.

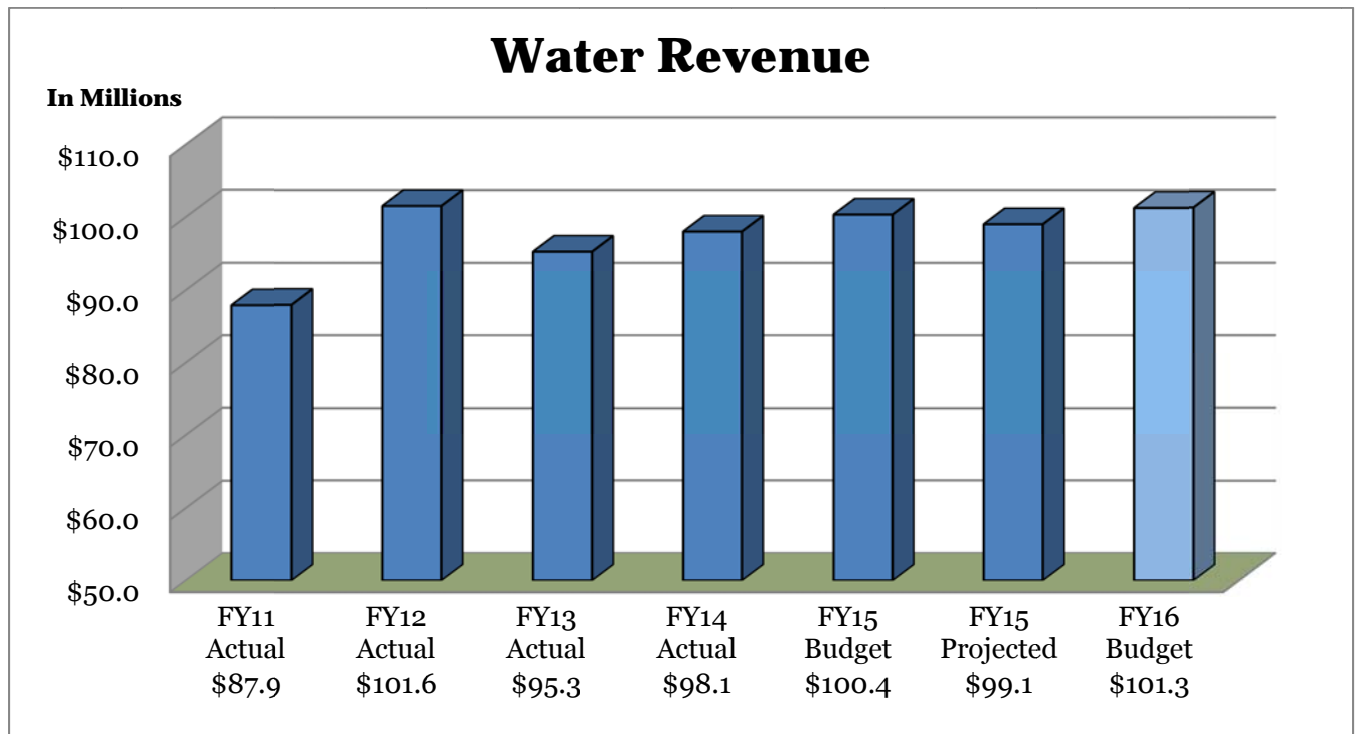


Legal Authorization: Authorized by Florida Statutes, Title XII, Chapter 180, Section 180.13.

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

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

Analysis/Assumption: In FY2010, City Council adopted a three-year rate increase program for the Wastewater Department. The final rate increase approved in this plan occurred in FY2012. Future revenues are projected to remain consistent with minimum growth over the next several years. FY2015 revenues are projected to be slightly lower than the FY2015 budget due to a decrease in water demand (wastewater charges are based on water usage).



Legal Authorization: Authorized by Florida Statutes, Title XII, Chapter 180, Section 180.13.

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

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

Analysis/Assumption: In FY2007, City Council adopted a five-year rate increase program for the Water Department that started in FY2008. The final rate increase approved in this plan occurred in FY2012. FY2013 actual collections are 6% lower than FY2012 actual collections primarily due to watering restrictions implemented during the spring and summer. FY2015 revenues are projected to be slightly lower than the FY2015 budget due to a decrease in water demand. FY2016 reflects an increase in water sales due to continued economic growth.

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

	General (1)			Non Major Funds (2)		
	FY2014 Actual	FY2015 Projected	FY2016 Recommended	FY2014 Actual	FY2015 Projected	FY2016 Recommended
<u>Revenues:</u>						
Taxes	\$ 134,610,759	\$ 144,141,000	\$ 153,606,690	\$ 1,245,869	\$ 1,100,000	\$ 2,000,000
Licenses and permits	33,629,849	34,328,257	35,793,000	29,838	220,000	-
Intergovernmental revenue	73,181,804	76,405,272	79,507,611	18,401,170	19,008,417	8,504,290
Charges for services	37,193,582	52,720,510	35,511,615	-	100,000	172,500
Fines and forfeitures	5,008,374	4,862,700	4,262,500	2,327,011	1,780,866	-
Miscellaneous revenues	1,924,624	5,007,683	5,838,063	1,685,897	2,417,194	9,379,491
Other sources (uses)	40,099,966	39,334,969	39,091,740	3,784,757	11,793,518	20,709,000
Total revenues	\$ 325,648,958	\$ 356,800,391	\$ 353,611,219	\$ 27,474,542	\$ 36,419,995	\$ 40,765,281
<u>Expenditures:</u>						
Personnel	\$ 290,288,731	\$ 296,944,169	\$ 297,560,337	\$ 1,583,593	\$ 498,610	\$ 394,429
Operating	33,763,128	47,597,452	32,685,515	6,562,673	5,386,650	11,383,066
Capital Outlay	2,267,556	982,134	1,868,864	27,302,515	50,376,404	28,347,286
Debt service	368,380	529,535	529,535	-	-	-
Grants and aid	12,930,906	14,011,207	16,321,603	487,245	1,181,500	40,500
Other uses (sources)	200,835	-	4,645,365	300,000	3,393,738	600,000
Total expenditures	\$ 339,819,536	\$ 360,064,497	\$ 353,611,219	\$ 36,236,026	\$ 60,836,902	\$ 40,765,281
Budgeted use of fund balance						\$ 9,082,911
Budgeted reserves			\$ 4,645,365			\$ 6,396,224
Balance sheet adjustment	\$ (684,221)				\$ 11,650,000	
Change in fund balance	\$ (14,854,799)	\$ (3,264,106)	\$ 4,645,365	\$ (8,761,484)	\$ (12,766,907)	\$ (2,686,687)
Beginning fund balance	\$ 54,088,772	\$ 39,233,973	\$ 35,969,867	\$ 25,218,566	\$ 16,457,082	\$ 3,690,175
Ending fund balance	\$ 39,233,973	\$ 35,969,867	\$ 40,615,232	\$ 16,457,082	\$ 3,690,175	\$ 1,003,488

	Local Option Gas Tax (3)			Local Option Gas Tax Capital Projects		
	FY2014 Actual	FY2015 Projected	FY2016 Recommended	FY2014 Actual	FY2015 Projected	FY2016 Recommended
<u>Revenues:</u>						
Taxes	\$ 9,875,419	\$ 10,000,000	\$ 10,184,100	\$ -	\$ -	\$ -
Licenses and permits	-	-	259,300	-	-	-
Intergovernmental revenue	7,790,967	7,474,439	7,833,117	23,729	-	-
Charges for services	608,789	1,417,619	296,000	-	-	-
Fines and forfeitures	-	-	-	-	-	-
Miscellaneous revenues	12,572	100,000	61,000	138,106	270,450	-
Other sources (uses)	12,895,570	13,332,514	12,557,599	15,542,000	13,423,358	11,717,215
Total revenues	\$ 31,183,317	\$ 32,324,572	\$ 31,191,116	\$ 15,703,835	\$ 13,693,808	\$ 11,717,215
<u>Expenditures:</u>						
Personnel	\$ 10,525,887	\$ 11,404,574	\$ 10,401,372	\$ 229,700	\$ -	\$ -
Operating	10,377,964	8,228,419	9,203,125	526,687	295,700	856,800
Capital Outlay	48,687	49,000	100,400	13,374,109	17,036,883	8,860,415
Debt service	75,315	-	280,000	-	-	-
Grants and aid	200,000	-	200,000	750,000	-	-
Other uses (sources)	15,542,000	12,373,358	11,006,219	-	-	2,000,000
Total expenditures	\$ 36,769,853	\$ 32,055,351	\$ 31,191,116	\$ 14,880,496	\$ 17,332,583	\$ 11,717,215
Budgeted use of fund balance						
Budgeted reserves			\$ 1,289,004			
Balance sheet adjustment				\$ (823,339)	\$ 3,638,775	
Change in fund balance	\$ (5,586,536)	\$ 269,221	\$ 1,289,004	\$ -	\$ -	\$ -
Beginning fund balance	\$ 6,444,877	\$ 858,341	\$ 1,127,562	\$ 303,541	\$ 303,541	\$ 303,541
Ending fund balance	\$ 858,341	\$ 1,127,562	\$ 2,416,566	\$ 303,541	\$ 303,541	\$ 303,541

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

	Utilities Services Tax			Utilities Services Tax Construction (4)		
	FY2014 Actual	FY2015 Projected	FY2016 Recommended	FY2014 Actual	FY2015 Projected	FY2016 Recommended
<u>Revenues:</u>						
Taxes	\$ 59,636,476	\$ 58,950,000	\$ 61,635,000	\$ -	\$ -	\$ -
Licenses and permits	-	-	-	-	-	-
Intergovernmental revenue	413,277	413,276	413,276	-	-	-
Charges for services	-	-	-	95,789	60,000	45,000
Fines and forfeitures	-	-	-	-	-	-
Miscellaneous revenues	909,828	2,015,000	9,560,365	2,035,773	146,153	1,440,000
Other sources (uses)	1,635,388	4,222,639	1,080,000	1,894,100	4,900,859	5,787,739
Total revenues	\$ 62,594,969	\$ 65,600,915	\$ 72,688,641	\$ 4,025,662	\$ 5,107,012	\$ 7,272,739
<u>Expenditures:</u>						
Personnel	\$ -	\$ -	\$ -	\$ 94,387	\$ -	\$ -
Operating	111,797	115,252	115,000	572,422	48,000	-
Capital Outlay	-	-	-	8,268,117	2,294,508	1,925,000
Debt service	5,715	293,503	1,743,100	-	-	40,000
Grants and aid	-	100,000	-	-	300,000	300,000
Other uses (sources)	63,097,076	61,099,379	70,830,541	1,078,813	3,772,639	5,007,739
Total expenditures	\$ 63,214,588	\$ 61,608,134	\$ 72,688,641	\$ 10,013,739	\$ 6,415,147	\$ 7,272,739
Budgeted use of fund balance			\$ 3,645,365			\$ 1,390,000
Budgeted reserves						\$ 4,917,739
Balance sheet adjustment	\$ (621,357)			\$ 800,135		\$ (2,000,000)
Change in fund balance	\$ (619,619)	\$ 3,371,424	\$ (3,645,365)	\$ (5,988,077)	\$ (508,000)	\$ 1,527,739
Beginning fund balance	\$ 48,058,709	\$ 48,058,709	\$ 51,430,133	\$ 1,948,000	\$ 1,948,000	\$ 1,440,000
Ending fund balance	\$ 48,058,709	\$ 51,430,133	\$ 47,784,768	\$ 1,948,000	\$ 1,440,000	\$ 2,967,739

	General Government Debt Funds (5)			Community Investment Tax (6)		
	FY2014 Actual	FY2015 Projected	FY2016 Recommended	FY2014 Actual	FY2015 Projected	FY2016 Recommended
<u>Revenues:</u>						
Taxes	\$ 166,000	\$ 166,000	\$ 166,000	\$ 15,557,578	\$ 15,902,030	\$ 16,704,922
Licenses and permits	-	-	-	-	-	-
Intergovernmental revenue	-	-	-	-	-	-
Charges for services	-	-	-	-	-	-
Fines and forfeitures	-	-	-	-	-	-
Miscellaneous revenues	138,338.00	-	1,126,902	(85,441)	-	2,492,163
Other sources (uses)	38,412,323.00	36,894,894	23,853,783	-	-	-
Total revenues	\$ 38,716,661	\$ 37,060,894	\$ 25,146,685	\$ 15,472,137	\$ 15,902,030	\$ 19,197,085
<u>Expenditures:</u>						
Personnel	\$ -	\$ -	\$ -	\$ 405,313	\$ -	\$ -
Operating	-	-	-	1,174,002	409,703	563,000
Capital Outlay	-	-	-	15,607,138	11,242,244	8,188,325
Debt service	37,657,947	36,921,025	24,019,783	-	-	-
Grants and aid	-	-	-	-	600,000	-
Other uses (sources)	1,257,813	-	1,126,902	5,390,785	9,895,407	10,445,760
Total expenditures	\$ 38,915,760	\$ 36,921,025	\$ 25,146,685	\$ 22,577,238	\$ 22,147,354	\$ 19,197,085
Budgeted use of fund balance			\$ 1,126,902			\$ 2,357,163
Budgeted reserves			\$ 1,260,075			\$ 2,403
Balance sheet adjustment				\$ 8,839,401	\$ 2,197,642	
Change in fund balance	\$ (199,099)	\$ 139,869	\$ 133,173	\$ 1,734,300	\$ (4,047,682)	\$ (2,354,760)
Beginning fund balance	\$ 249,484	\$ 50,385	\$ 190,254	\$ 4,670,545	\$ 6,404,845	\$ 2,357,163
Ending fund balance	\$ 50,385	\$ 190,254	\$ 323,427	\$ 6,404,845	\$ 2,357,163	\$ 2,403

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

	Transportation Impact Fee (7)			Transportation Impact Fee Capital Projects (7)		
	FY2014 Actual	FY2015 Projected	FY2016 Recommended	FY2014 Actual	FY2015 Projected	FY2016 Recommended
<u>Revenues:</u>						
Taxes	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Licenses and permits	1,732,626	1,545,500	1,979,000	-	-	-
Intergovernmental revenue	-	-	-	-	-	-
Charges for services	-	-	-	-	-	-
Fines and forfeitures	-	-	-	-	-	-
Miscellaneous revenues	86,142	64,540	8,975,145	151,156	86,047	3,078,470
Other sources (uses)	623,624	115,543	-	16,392,444	3,803,620	8,008,390
Total revenues	\$ 2,442,392	\$ 1,725,583	\$ 10,954,145	\$ 16,543,600	\$ 3,889,667	\$ 11,086,860
<u>Expenditures:</u>						
Personnel	\$ -	\$ -	\$ -	\$ 28,939	\$ -	\$ -
Operating	-	-	213,000	54,417	41,000	901,124
Capital Outlay	-	-	2,732,755	519,004	5,893,986	10,126,019
Debt service	-	-	-	-	-	-
Grants and aid	-	-	-	346,500	1,790,216	59,717
Other uses (sources)	1,533,914	4,058,414	8,008,390	15,482,154	-	-
Total expenditures	\$ 1,533,914	\$ 4,058,414	\$ 10,954,145	\$ 16,431,014	\$ 7,725,202	\$ 11,086,860
Budgeted use of fund balance			\$ 8,974,645			\$ 3,078,470
Budgeted reserves			\$ 323,347			\$ 323,347
Balance sheet adjustment					\$ 4,200,000	
Change in fund balance	\$ 908,478	\$ (2,332,831)	\$ (8,651,298)	\$ 112,586	\$ 364,465	\$ (2,755,123)
Beginning fund balance	\$ 10,360,518	\$ 11,268,996	\$ 8,936,165	\$ 2,886,138	\$ 2,773,552	\$ 3,138,017
Ending fund balance	\$ 11,268,996	\$ 8,936,165	\$ 284,867	\$ 2,773,552	\$ 3,138,017	\$ 382,894

	Community Redevelopment Agency (8)			Construction Services (9)		
	FY2014 Actual	FY2015 Projected	FY2016 Recommended	FY2014 Actual	FY2015 Projected	FY2016 Recommended
<u>Revenues:</u>						
Taxes	\$ 18,903,982	\$ 20,195,030	\$ 16,367,387	\$ -	\$ -	\$ -
Licenses and permits	\$ -	-	-	\$ 7,574,549	7,900,000	8,200,000
Intergovernmental revenue	\$ -	-	-	\$ -	-	-
Charges for services	\$ -	-	-	\$ 125,233	87,000	66,000
Fines and forfeitures	\$ -	-	-	\$ 10,352	10,000	5,000
Miscellaneous revenues	\$ 125,350	97,170	85,070	\$ 54,235	69,328	2,245,300
Other sources (uses)	\$ -	-	-	\$ -	-	-
Total revenues	\$ 19,029,332	\$ 20,292,200	\$ 16,452,457	\$ 7,764,369	\$ 8,066,328	\$ 10,516,300
<u>Expenditures:</u>						
Personnel	\$ 11,755	\$ 35,941	\$ -	\$ 4,347,938	\$ 4,799,338	\$ 5,686,496
Operating	1,884,557	2,542,251	2,100,762	2,742,166	3,981,061	4,618,728
Capital Outlay	4,174,823	7,879,077	10,898,060	290,687	371,594	-
Debt service	-	-	-	-	-	-
Grants and aid	-	-	-	-	-	-
Other uses (sources)	16,343,571	16,561,694	3,453,635	218,564	377,047	211,076
Total expenditures	\$ 22,414,706	\$ 27,018,963	\$ 16,452,457	\$ 7,599,355	\$ 9,529,040	\$ 10,516,300
Budgeted use of fund balance						\$ 2,195,000
Budgeted reserves			\$ 85,070			\$ 788,874
Balance sheet adjustment		\$ 4,174,823				
Change in fund balance	\$ (3,385,374)	\$ (2,551,940)	\$ 85,070	\$ 165,014	\$ (1,462,712)	\$ (1,406,126)
Beginning fund balance	\$ 10,296,951	\$ 6,911,577	\$ 4,359,637	\$ 5,175,835	\$ 5,010,821	\$ 3,548,109
Ending fund balance	\$ 6,911,577	\$ 4,359,637	\$ 4,444,707	\$ 5,010,821	\$ 3,548,109	\$ 2,141,983

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

	Federal Grants Program			Stormwater Operating		
	FY2014 Actual	FY2015 Projected	FY2016 Recommended	FY2014 Actual	FY2015 Projected	FY2016 Recommended
<u>Revenues:</u>						
Taxes	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Licenses and permits	-	-	-	6,175,185	6,245,000	14,000,000
Intergovernmental revenue	9,634,713	8,471,384	8,906,785	-	-	-
Charges for services	-	-	-	100	5,000	-
Fines and forfeitures	-	-	-	-	-	-
Miscellaneous revenues	99,173	2,068	-	18,472	20,300	10,000
Other sources (uses)	26,786	-	-	-	-	1,600,000
Total revenues	\$ 9,760,672	\$ 8,473,452	\$ 8,906,785	\$ 6,193,757	\$ 6,270,300	\$ 15,610,000
<u>Expenditures:</u>						
Personnel	\$ 887,665	\$ 1,129,990	\$ 938,529	\$ 1,129,560	\$ 1,259,737	\$ 7,417,900
Operating	8,247,725	6,898,493	7,545,114	318,285	353,705	3,673,355
Capital Outlay	203,432	-	-	13,407	-	50,000
Debt service	-	-	-	-	-	500,000
Grants and aid	-	-	-	-	-	-
Other uses (sources)	421,850	423,261	423,142	4,785,227	4,646,658	3,968,745
Total expenditures	\$ 9,760,672	\$ 8,451,744	\$ 8,906,785	\$ 6,246,479	\$ 6,260,100	\$ 15,610,000
Budgeted use of fund balance						
Budgeted reserves						
Balance sheet adjustment		\$ (21,708)				
Change in fund balance	\$ -	\$ -	\$ -	\$ (52,722)	\$ 10,200	\$ -
Beginning fund balance	\$ -	\$ -	\$ -	\$ 75,807	\$ 23,085	\$ 33,285
Ending fund balance	\$ -	\$ -	\$ -	\$ 23,085	\$ 33,285	\$ 33,285

	Golf Course			Solid Waste (10)		
	FY2014 Actual	FY2015 Projected	FY2016 Recommended	FY2014 Actual	FY2015 Projected	FY2016 Recommended
<u>Revenues:</u>						
Taxes	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Licenses and permits	-	-	-	836,121	648,500	711,600
Intergovernmental revenue	-	-	-	-	-	-
Charges for services	2,908,238	2,688,436	2,915,623	84,447,859	89,929,889	92,926,183
Fines and forfeitures	-	-	-	-	-	-
Miscellaneous revenues	(3,095)	-	-	543,667	441,594	535,993
Other sources (uses)	1,174,292	1,366,631	1,450,000	12,365,825	15,192,575	15,954,596
Total revenues	\$ 4,079,435	\$ 4,055,067	\$ 4,365,623	\$ 98,193,472	\$ 106,212,558	\$ 110,128,372
<u>Expenditures:</u>						
Personnel	\$ 1,142,292	\$ 517,234	\$ 621,903	\$ 14,748,900	\$ 15,192,486	\$ 15,698,276
Operating	2,446,667	2,937,833	3,084,858	41,902,006	43,009,790	46,901,556
Capital Outlay	-	600,000	658,862	7,111,738	7,365,888	11,136,937
Debt service	3,828	-	-	15,028,882	14,853,228	13,855,325
Grants and aid	-	-	-	-	-	-
Other uses (sources)	-	-	-	13,245,200	15,432,467	22,536,278
Total expenditures	\$ 3,592,787	\$ 4,055,067	\$ 4,365,623	\$ 92,036,726	\$ 95,853,859	\$ 110,128,372
Budgeted use of fund balance						
Budgeted reserves						\$ 9,121,584
Balance sheet adjustment	\$ (486,648)			\$ 1,613,840		
Change in fund balance	\$ -	\$ -	\$ -	\$ 7,770,586	\$ 10,358,699	\$ 9,121,584
Beginning fund balance	\$ -	\$ -	\$ -	\$ 12,257,621	\$ 20,028,207	\$ 30,386,906
Ending fund balance	\$ -	\$ -	\$ -	\$ 20,028,207	\$ 30,386,906	\$ 39,508,490

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

	Water (11)			Wastewater (12)		
	FY2014 Actual	FY2015 Projected	FY2016 Recommended	FY2014 Actual	FY2015 Projected	FY2016 Recommended
<u>Revenues:</u>						
Taxes	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Licenses and permits	-	-	-	-	-	-
Intergovernmental revenue	359,393	50,349	19,634,520	60,101	138,999	50,960
Charges for services	98,059,613	99,071,500	101,308,565	105,677,466	105,540,500	105,502,653
Fines and forfeitures	43,872	50,000	85,500	-	-	-
Miscellaneous revenues	754,933	1,078,800	1,713,500	(71,589)	597,001	2,388,690
Other sources (uses)	54,551,983	51,896,162	29,546,406	71,668,621	55,263,163	35,442,325
Total revenues	\$ 153,769,794	\$ 152,146,811	\$ 152,288,491	\$ 177,334,599	\$ 161,539,663	\$ 143,384,628
<u>Expenditures:</u>						
Personnel	\$ 19,822,752	\$ 20,534,992	\$ 18,678,726	\$ 28,022,672	\$ 27,790,802	\$ 26,922,291
Operating	37,741,209	45,120,123	51,449,977	43,141,548	44,206,165	47,215,358
Capital Outlay	25,445,465	42,187,700	38,988,594	18,522,350	36,473,451	17,893,625
Debt service	14,691,539	14,574,416	14,706,356	17,556,776	16,162,363	15,629,725
Grants and aid	-	-	-	39,901	45,402	84,804
Other uses (sources)	49,954,165	55,443,126	28,464,838	71,880,700	55,167,163	35,638,825
Total expenditures	\$ 147,655,130	\$ 177,860,357	\$ 152,288,491	\$ 179,163,947	\$ 179,845,346	\$ 143,384,628
Budgeted use of fund balance			\$ 60,000			\$ 1,579,864
Budgeted reserves			\$ 11,584,313			\$ 1,033,196
Balance sheet adjustment	\$ (5,841,164)	\$ 1,420,175	\$ (1,078,324)	\$ (4,936,962)	\$ 1,165,290	\$ 1,078,324
Change in fund balance	\$ 273,500	\$ (24,293,371)	\$ 10,445,989	\$ (6,766,310)	\$ (17,140,393)	\$ 531,656
Beginning fund balance	\$ 85,139,240	\$ 84,865,710	\$ 60,572,339	\$ 48,593,529	\$ 41,827,219	\$ 24,686,826
Ending fund balance	\$ 84,865,710	\$ 60,572,339	\$ 71,018,328	\$ 41,827,219	\$ 24,686,826	\$ 25,218,482

	Parking (13)			Internal Services		
	FY2014 Actual	FY2015 Projected	FY2016 Recommended	FY2014 Actual	FY2015 Projected	FY2016 Recommended
<u>Revenues:</u>						
Taxes	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Licenses and permits	-	-	-	-	-	-
Intergovernmental revenue	-	-	-	143,806	169,299	170,000
Charges for services	12,850,778	13,279,721	12,998,900	26,791,190	25,406,586	25,194,852
Fines and forfeitures	1,686,964	1,600,000	1,600,000	-	-	-
Miscellaneous revenues	383,067	321,113	803,290	71,165,680	71,830,303	81,760,497
Other sources (uses)	982,715	1,176,047	1,550,000	-	4,000,000	10,591,000
Total revenues	\$ 15,903,524	\$ 16,376,881	\$ 16,952,190	\$ 98,100,676	\$ 101,406,188	\$ 117,716,349
<u>Expenditures:</u>						
Personnel	\$ 5,694,799	\$ 5,001,037	\$ 5,618,013	\$ 11,616,211	\$ 10,703,191	\$ 11,492,985
Operating	7,861,427	6,696,882	6,682,228	90,241,663	80,958,215	94,122,405
Capital Outlay	573,616	712,501	1,160,300	76,168	5,444,725	9,891,000
Debt service	221	-	-	62,185	55,000	58,000
Grants and aid	306,209	330,000	330,000	-	-	-
Other uses (sources)	4,144,560	3,158,401	3,161,649	2,041,550	2,473,634	2,151,959
Total expenditures	\$ 18,580,832	\$ 15,898,821	\$ 16,952,190	\$ 104,037,777	\$ 99,634,765	\$ 117,716,349
Budgeted use of fund balance			\$ 484,177			\$ 430,896
Budgeted reserves						\$ 417,970
Balance sheet adjustment				\$ 3,729,595		
Change in fund balance	\$ (2,677,308)	\$ 478,060	\$ (484,177)	\$ (2,207,506)	\$ 1,771,423	\$ (12,926)
Beginning fund balance	\$ 2,727,308	\$ 50,000	\$ 528,060	\$ 27,558,042	\$ 25,350,536	\$ 27,121,959
Ending fund balance	\$ 50,000	\$ 528,060	\$ 43,883	\$ 25,350,536	\$ 27,121,959	\$ 27,109,033

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

Other Agency (14)					
	FY2014 Actual	FY2015 Projected	FY2016 Recommended		
<u>Revenues:</u>				Gross Budget:	1,182,072,185
Taxes	\$ 450,000	\$ 450,000	\$ 450,000	Transfers, Reserves, Internal Charges:	(331,858,861)
Licenses and permits	-	-	-	Net Budget	850,213,324
Intergovernmental revenue	800,849	813,693	934,036		
Charges for services	600,964	522,505	522,505		
Fines and forfeitures	-	-	-		
Miscellaneous revenues	163,165	328,103	213,463		
Other sources (uses)	-	-	-		
Total revenues	\$ 2,014,978	\$ 2,114,301	\$ 2,120,004		
<u>Expenditures:</u>					
Personnel	\$ -	\$ -	\$ -		
Operating	488,914	481,281	392,875		
Capital Outlay	-	-	-		
Debt service	-	-	-		
Grants and aid	1,445,100	1,477,849	1,577,129		
Other uses (sources)	352,619	1,302,619	150,000		
Total expenditures	\$ 2,286,633	\$ 3,261,749	\$ 2,120,004		
Budgeted use of fund balance					
Budgeted reserves					
Balance sheet adjustment					
Change in fund balance	\$ (271,655)	\$ (1,147,448)	\$ -		
Beginning fund balance	\$ 1,419,103	\$ 1,147,448	\$ (0)		
Ending fund balance	\$ 1,147,448	\$ (0)	\$ (0)		

1. General Fund use of fund balance in FY2014 and FY2015 reflects higher operating costs, primarily personnel, with little growth in revenues. The use of General Fund balances is partially offset by increases in in fund balances of the Utilities Services Tax fund in FY2015. FY2016 General Fund balances increases primarily due to the realignment of the transportation related services into the Local Option Gas Tax Fund.
2. Non-Major Fund's use of fund balance is primarily due to funding capital projects.
3. Local Option Gas Tax use of fund balance in FY2014 is primarily due to the transfer of funds to the Local Option Gas Tax Capital Projects Fund for capital projects. Increases in FY2015 and FY2016 are primarily due to the need to build available for financial resources and reducing the amount transferred for capital projects.
4. Utilities Services Tax Construction use of fund balance in FY2014 and FY2015 is primarily due to funding of general government capital projects. The FY2016
5. General Government Debt Funds use of fund balance in FY2014 is primarily due to reducing various balances in credits without an escrow requirement. The increase in FY2015 and FY2016 is primarily due to increase the escrow associated with the City's HUD Section 108 loan.
6. Community Investment Tax use of fund balance is primarily due to funding capital projects.
7. Transportation Impact Fee and Transportation Impact Fee Capital Projects use of fund balance is primarily due to funding capital projects.
8. Community Redevelopment Agency (CRA) use of fund balance is primarily due to the completion of CRA programs/projects.
9. Construction Services use of fund balance reflect higher operating costs associated with the economic recovery and the installation of Accela which is the City's new permitting system.
10. Solid Waste increase in fund balance is primarily due to increase revenues resulting from a five-year rate increase program starting in FY2012 and reduced operating costs.
11. Water use of fund balance in FY2015 is primarily due to funding capital projects and FY2016 increase in fund balance is primarily due to capital project funding.
12. Wastewater use of fund balance in FY2014 and FY2015 is primarily due to funding capital projects.
13. Parking fund balance increases and decreases is primarily due to reducing the size of the annual General Fund subsidy.
14. Other Agency use of funding balance in FY2015 is primarily due to closing the agency fund and transferring the funds to the Local Option Gas Tax Special Revenue Fund.

City of Tampa Fund Consolidated Summary

Budget for Fiscal Year 2016	General Fund	Utilities Services Tax Fund	Utilities Services Tax Construction Fund	Other Governmental Funds	Debt Service Funds	Grant Funds	Enterprise Funds	Internal Service Funds	Fiduciary Funds	TOTAL
ESTIMATED REVENUES:										
Tax Revenues-Property Taxes	\$ 142,965,690	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 16,817,387	\$ 159,783,077
Tax Revenues-Other Taxes	\$ 10,641,000	\$ 61,635,000	\$ -	\$ 28,889,022	\$ 166,000	\$ -	\$ -	\$ -	\$ -	\$ 101,331,022
Licenses and Permits	\$ 35,793,000	\$ -	\$ -	\$ 24,438,300	\$ -	\$ -	\$ 711,600	\$ -	\$ -	\$ 60,942,900
Intergovernmental Revenues	\$ 79,507,611	\$ 413,276	\$ -	\$ 16,337,407	\$ -	\$ 8,906,785	\$ 19,685,480	\$ 170,000	\$ 934,036	\$ 125,954,595
Service Charges	\$ 35,511,615	\$ -	\$ 45,000	\$ 534,500	\$ -	\$ -	\$ 325,214,202	\$ -	\$ 522,505	\$ 361,827,822
Fines and Forfeits	\$ 4,262,500	\$ -	\$ -	\$ 5,000	\$ -	\$ -	\$ 1,685,500	\$ -	\$ -	\$ 5,953,000
Miscellaneous Revenue	\$ 4,138,063	\$ 5,915,000	\$ 50,000	\$ 553,380	\$ -	\$ -	\$ 3,396,432	\$ 15,677,331	\$ 298,533	\$ 30,028,739
Transfer from Fund Balances	\$ 1,700,000	\$ 3,645,365	\$ 1,390,000	\$ 25,688,189	\$ 1,126,902	\$ -	\$ 2,239,560	\$ 190,377	\$ -	\$ 35,980,393
Other Revenues	\$ -	\$ -	\$ 200,000	\$ 20,600,000	\$ -	\$ -	\$ 7,422,771	\$ -	\$ -	\$ 28,222,771
User Department Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 81,330,844	\$ -	\$ 81,330,844
Transfer from Other Funds	\$ 39,091,740	\$ 1,080,000	\$ 5,587,739	\$ 33,992,204	\$ 23,853,783	\$ -	\$ 82,220,556	\$ 4,891,000	\$ -	\$ 190,717,022
Total Revenues	\$ 353,611,219	\$ 72,688,641	\$ 7,272,739	\$ 151,038,002	\$ 25,146,685	\$ 8,906,785	\$ 442,576,101	\$ 102,259,552	\$ 18,572,461	\$ 1,182,072,185
ESTIMATED EXPENSES:										
Personnel Services	\$ 291,689,082	\$ -	\$ -	\$ 23,292,140	\$ -	\$ 938,529	\$ 67,711,111	\$ 6,695,395	\$ -	\$ 390,326,257
Contractual Services	\$ 19,324,624	\$ 35,000	\$ -	\$ 7,239,824	\$ -	\$ 7,327,622	\$ 40,567,471	\$ 5,606,000	\$ 1,197,516	\$ 81,298,057
Other Services and Charges	\$ 14,679,195	\$ 80,000	\$ -	\$ 13,837,486	\$ -	\$ 217,492	\$ 82,828,148	\$ 75,582,310	\$ 1,195,121	\$ 188,419,752
Supplies-Materials and Minor Equipment	\$ 10,423,421	\$ -	\$ -	\$ 817,771	\$ -	\$ -	\$ 24,545,099	\$ 7,033,418	\$ 2,000	\$ 42,821,709
Capital	\$ (4,831,136)	\$ -	\$ 1,925,000	\$ 58,101,674	\$ -	\$ -	\$ 71,920,432	\$ 4,891,000	\$ 10,911,990	\$ 142,918,960
Debt Services Related	\$ 529,535	\$ 2,500	\$ -	\$ 100,000	\$ 22,759,708	\$ -	\$ 42,524,407	\$ -	\$ -	\$ 65,916,150
Aids and Grants	\$ 16,321,603	\$ -	\$ 300,000	\$ 300,217	\$ -	\$ -	\$ 414,804	\$ -	\$ 1,577,129	\$ 18,913,753
Other Uses and Sources	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Transfer to Other Funds	\$ -	\$ 70,830,541	\$ 90,000	\$ 29,355,038	\$ 1,126,902	\$ 423,142	\$ 83,255,805	\$ 2,031,959	\$ 3,603,635	\$ 190,717,022
Interdepartmental Charges	\$ 529,530	\$ -	\$ -	\$ 87,500	\$ -	\$ -	\$ 7,217,100	\$ 1,500	\$ -	\$ 7,835,630
Budget Reserves	\$ 4,945,365	\$ 1,740,600	\$ 4,957,739	\$ 17,906,352	\$ 1,260,075	\$ -	\$ 21,591,724	\$ 417,970	\$ 85,070	\$ 52,904,895
Total Expenses	\$ 353,611,219	\$ 72,688,641	\$ 7,272,739	\$ 151,038,002	\$ 25,146,685	\$ 8,906,785	\$ 442,576,101	\$ 102,259,552	\$ 18,572,461	\$ 1,182,072,185

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 city funds, attendant revenue sources and their purposes is provided below.

General Fund and Utilities Services Tax Fund

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

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

Federal and State Grant Funds

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

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

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

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

Special Revenue Funds

Construction Services Fund — Includes construction permit fees, construction service enhancement fees and Florida permit surcharge fees.

Law Enforcement Trust Funds — Includes revenues received pursuant to Florida statute (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 in the county. This money may only be used for various transportation and right-of-way related capital projects.

Stormwater Fund — Includes revenue receipts for non-ad valorem stormwater assessments. Trust funds support engineering, planning, and administration program costs for the City's stormwater system.

Transportation Impact Fee Special Revenue Funds — Receipts for transportation impacts fees collected for use in specific transportation districts.

Other Special Revenue Funds — Includes miscellaneous small special revenue funds including QTI fund, Tree Trust Fund, Parks Improvement Fund and Landscape Area Special Revenue fund.

Debt Service Funds

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

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

Senior Utilities Services Tax and Special Revenue Bonds Fund — Used for the payment of Utilities Tax and Special Revenue Refunding Bonds, Series 2001B, that are payable solely from and secured by utilities services tax proceeds and tax increment revenues.

Junior Utilities Services Tax Bonds Fund — Used for payment of Utilities Services Tax Improvement Bonds and Utilities Services Tax Refunding Revenue Bonds, Series 1996, 1997, 2006, 2010 and 2012 that are secured by utilities services tax proceeds.

Community Investment Tax Bonds Fund — Used for the payment of Community Investment Tax Bonds; Sales Tax Revenue Bonds, Series 2006 and Sales Tax Revenue Bonds, Series 2010 that are payable solely from the Community Investment Tax proceeds.

Non Ad Valorem Fund — Primarily used for the Taxable Non-Ad Valorem Revenue Bonds, Series 2011 and 2015. Used for the payment of bonds that are pledged with non-ad valorem revenues through a covenant to budget and appropriate.

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

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

Capital Projects Funds

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

Utilities Services Tax Bond Projects Fund — Used to account for the cost of various capital projects funded by revenue-backed debt; specifically, the bonds are secured by utilities services taxes (communications services tax and electric, water and gas utilities services taxes).

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

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

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

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

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

Transportation Impact Fees Funds — A charge based on projected trips that will be generated as a result of development or redevelopment of a property. Revenues are used to provide roadway improvements and related infrastructure necessitated by new development.

Stormwater Capital Projects Fund – Funding for the Stormwater Capital Improvement Program (CIP) is provided from three major sources, (i) the annual CIP is primarily funded from the Utilities Services Tax Fund, (ii) various state and federal grants provide funding for large capital improvements, and (iii) to provide security for short-term and/or long-term financings. These CIP projects include land acquisition, pond construction, the installation of drainage systems as well as pumping station rehabilitation and construction.

Enterprise Funds

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

Golf Course — The City owns and operates three golf courses Babe Zaharias, Rogers Park, and Rocky Point golf courses.

Parking Fund — The Parking Division owns and operates on-street metered parking spaces, several downtown and Ybor City parking garages and lots. The division is funded by garage and lot fees, parking meter collections and fines, and from general revenues.

Solid Waste Fund — The City owns and operates a refuse collection and disposal system for city residents. The City also owns a refuse-to-energy incinerator facility. The system is supported by user fees and resale of energy generated by the disposal facility.

Wastewater Fund — The City's Wastewater Department provides collection, treatment, and disposal of wastewater. The system is supported by user fees and capacity charges.

Water Fund — The City's Water Department provides treatment and includes pumping, treatment, and distribution facilities. The system is supported by user fees and connection charges.

Internal Service Funds

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

Self Insurance Fund — Risk management insurance activity related to health, workers' compensation, various employee benefits, general liability, property insurance, and safety monitoring.

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

Utility Accounting Fund — Includes fees charged for the costs related to utility billings, collections, and customer service.

Agency Funds

Funds which hold monies in an agency capacity for various government units, individuals or funds.

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

Street Car Administration — Includes contributions from governmental agencies for the operation of the street car.

FY2016 Fund Structure Grouping						
	Governmental Funds				Proprietary Funds	
Department	General	Special Revenue	Capital	Debt Service	Enterprise	Internal
Arts Programs	X	X				
Chief of Staff	X					
City Attorney	X					
City Clerk	X					
City Council	X					
Community Redevelopment Agency		X				
Construction Services		X				
Contract Administration	X					
Convention Center	X		X			
Economic and Urban Development	X					
Facilities Maintenance	X		X			
Tampa Fire Rescue	X		X			X
Fleet Maintenance						X
Golf Courses					X	
Human Resources	X					
Intergovernmental Relations	X					
Internal Audit	X					
Mayor	X					
Minority Business Development	X					
Neighborhood Empowerment	X					
Parking					X	
Parks and Recreation	X	X	X			
Planning & Development	X	X				
Tampa Police	X	X	X			X
Public Affairs	X					
Public Works & Utility Services	X					
Purchasing	X					
Revenue & Finance	X			X		
Riverwalk	X		X			
Solid Waste					X	
Stormwater		X	X			
Tampa Theatre	X					
Technology and Innovation	X		X			
Transportation		X	X			
Wastewater					X	
Water					X	
Basis of Accounting	Modified Accrual Accounting	Modified Accrual Accounting	Modified Accrual Accounting	Modified Accrual Accounting	Accrual Accounting	Accrual Accounting
Basis of Budgeting	Modified Accrual Accounting	Modified Accrual Accounting	Modified Accrual Accounting	Modified Accrual Accounting	Accrual Accounting	Accrual Accounting

GENERAL FUND REVENUE COMPARISON (Gross)

	FY15 Adopted Budget	FY15 Projection	FY16 Adopted Budget	
Revenues				
Tax Revenues-Property Taxes	\$ 132,224,356	\$ 133,500,000	\$ 142,965,690	(1)
Tax Revenues-Other Taxes	10,942,000	10,641,000	10,641,000	
Licenses and Permits	37,124,600	34,328,257	35,793,000	
Intergovernmental Revenues	75,199,349	76,405,272	79,507,611	
Service Charges	50,854,120	52,720,450	35,511,615	(2)
Fines and Forfeits	4,830,462	4,862,700	4,262,500	(3)
Miscellaneous Revenue	6,897,375	5,007,683	4,138,063	(4)
Transfer from Fund Balances	5,912,743	-	1,700,000	(5)
Transfer from Other Funds	39,335,969	39,334,969	39,091,740	
Total Revenues	<u>\$ 363,320,974</u>	<u>\$ 356,800,331</u>	<u>\$ 353,611,219</u>	

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

(1) Reflects an 8.1% increase from the FY2015 budget based on certified taxable value as of July 1, 2015.

(2) Decrease of of 30.2% due to the reclassification of Cost Allocation from a revenue to a contra expense.

(3) Decrease of 11.8% due to a 26.7% decrease in Traffic Safety Improvement revenue.

(4) Decrease in miscellaneous revenue due to a 63.3% reduction in interest earnings.

(5) Reflects a 71.2% decrease in the budgeted use of fund balance.

GENERAL FUND DEPARTMENTAL EXPENDITURE COMPARISON (Gross)

Department	FY15	FY15	FY16
	Adopted Budget	Projection	Adopted Budget
Arts Programs Division	\$ 248,885	\$ 247,530	\$ 244,763
Chief of Staff Office	318,623	\$ 315,815	318,707
City Attorney Department	5,145,105	\$ 5,066,032	5,028,696
City Clerk Department	1,763,589	\$ 1,677,565	1,684,770 (1)
City Council Department	1,314,883	\$ 1,306,391	1,321,804
Contract Administration	56,364	\$ (120,271)	249,554
Convention Center Department	8,927,076	\$ 9,245,026	8,798,891
Economic Opportunity Department	1,647,291	\$ 1,643,842	1,697,267
Environmental Services Division	549,407	\$ -	539,665
Facilities Maintenance Division	10,045,989	\$ 10,300,425	12,239,523 (2)
Fire Rescue Department	74,539,136	\$ 76,162,203	77,512,989 (3)
Human Resources Department	3,674,441	\$ 3,629,684	3,558,071
Intergovernmental Relations Division	370,446	\$ 370,269	367,624
Internal Audit Department	737,854	\$ 690,506	671,506 (4)
Mayor's Office	580,014	\$ 579,025	577,583
Minority Business Development Division	580,497	\$ 564,396	566,826
Neighborhood Empowerment Department	9,196,442	\$ 8,909,037	9,080,383
Non Departmental	22,571,181	\$ 22,361,022	13,283,869 (5)
Parks and Recreation Department	35,696,050	\$ 34,340,503	34,228,031 (6)
Planning and Development Department	5,616,901	\$ 5,333,813	6,090,206 (7)
Police Department	143,170,906	\$ 142,197,690	143,858,376
Public Affairs Department	1,619,298	\$ 1,591,403	1,733,788
Public Works & Utilities Services Admin.	317,229	\$ 317,590	309,489
Purchasing Department	1,831,342	\$ 1,718,027	1,846,126
Revenue and Finance Department	8,300,349	\$ 7,964,634	8,250,415
Riverwalk Division	152,578	\$ 190,495	142,981
Tampa Theatre	133,167	\$ 125,600	133,167
Technology and Innovation Department	18,312,483	\$ 17,746,503	19,276,149
Transportation Division	5,903,448	\$ 5,589,742	0 (8)
Total Expenditures	\$ 363,320,974	\$ 360,064,497	\$ 353,611,219

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

(1) City Clerk decrease 4.5% primarily due to a decreased contribution to the City's pension program.

(2) Facilities Maintenance increase of 21.8% primarily due to the assimilation of FTE's from other departments, negotiated increases, increased healthcare costs and realigning operating expenses associated with the additional FTE's.

(3) Fire Rescue increase of 4.0% primarily due to an increase of 0.75 FTE in FY2015, negotiated increases and increased healthcare costs.

(4) Internal Audit decrease 9.0% primarily due to a decreased contribution to the City's pension program.

(5) Non Departmental decrease of 41.1% due to a change in budget practices cost allocation charges for General Fund services will be treated as a contra-expense instead of a revenue.

(6) Parks and Recreation decrease 4.1% due to transfer of 43.36 FTE's, a decreased contribution to the City's pension program, and realigning operating expenses associated with the additional FTE's.

(7) Planning and Development increase 8.4% due to the addition of 9.0 FTE's, negotiated increases and increased healthcare costs.

(8) Transportation costs within the General Fund were realigned to the Local Option Gas Tax Fund (LOGT).

City of Tampa Position Summary by Department*

<u>Tax Operating Funds</u>	Budgeted FTEs FY14	Budgeted FTEs FY15	Projected FTEs FY15	Recommended FTEs FY16	Notes
General Fund					
Arts Program	2.00	2.00	2.00	2.00	
Chief of Staff	2.00	2.00	2.00	2.00	
City Attorney	38.75	38.75	38.75	38.75	
City Clerk	16.50	17.00	17.00	17.00	
City Council	15.99	16.12	16.62	16.62	A
Contract Administration	68.00	68.00	70.00	70.00	B
Convention Center	54.00	54.00	54.00	54.00	
Economic Development	10.00	10.00	10.00	10.00	
Facilities Management	46.00	46.00	76.38	76.38	C
Fire Rescue					
Sworn	648.00	648.00	648.00	648.00	
Civilian	47.00	48.00	48.75	48.75	
Total Fire Rescue	695.00	696.00	696.75	696.75	D
Human Resources	58.00	58.24	58.24	58.24	
Intergovernmental Relations	1.00	1.00	1.00	1.00	
Internal Audit	6.00	6.00	6.00	6.00	
Mayor	5.00	5.00	5.00	5.00	
Minority Business Development	5.75	5.75	5.75	5.75	
Neighborhood Empowerment	107.62	108.00	102.00	102.00	E
Parks & Recreation	492.09	484.81	443.45	445.45	F
Planning and Development	61.00	59.00	67.00	68.00	G
Police					
Sworn	969.00	969.00	969.00	969.00	
Civilian	261.12	261.12	261.12	261.12	
Total Police	1,230.12	1,230.12	1,230.12	1,230.12	H
Public Affairs	15.00	14.00	14.00	14.00	
Purchasing	17.00	19.00	17.00	17.00	I
Revenue and Finance	92.00	91.00	91.00	91.00	
Riverwalk	1.00	1.00	1.00	1.00	
Technology and Innovation	124.00	122.00	121.25	121.25	J
Total General Fund	3,163.82	3,154.79	3,146.31	3,149.31	
Other Tax Operating Funds					
Construction Services	52.00	59.00	59.00	59.00	
Stormwater	10.00	12.00	12.00	89.00	K
Right of Way	163.00	163.00	161.00	0.00	L
Transportation	57.00	57.00	55.00	142.00	M
Total Other Tax Operating Funds	282.00	291.00	287.00	290.00	
Total Tax Operating Funds	<u>3,445.82</u>	<u>3,445.79</u>	<u>3,433.31</u>	<u>3,439.31</u>	
Other Funds					
Fire and Police Pension	1.00	1.00	0.00	0.00	N
Total Other Funds	1.00	1.00	0.00	0.00	
Enterprise Funds					
Logistics & Asset Mgmt./Parking	88.25	88.25	87.25	82.75	O
Public Works & Utility Svcs. Admin.	2.00	2.00	2.00	2.00	
Solid Waste	215.25	213.75	213.75	213.75	
Wastewater	320.00	321.00	317.00	317.00	P
Water	301.00	301.00	303.00	303.00	Q
Total Enterprise Funds	926.50	926.00	923.00	918.50	
Internal Services Funds					
Fleet Maintenance	59.00	61.00	61.00	61.00	
Total Internal Services Funds	59.00	61.00	61.00	61.00	
GRAND TOTAL ALL FUNDS	<u>4,432.32</u>	<u>4,433.79</u>	<u>4,417.31</u>	<u>4,418.81</u>	

City of Tampa Position Summary by Department*

*Notes: Full Time Equivalent (FTE)

- A. City Council: During FY2015, City Council increased .50 FTE (Intern).
- B. Contract Administration: During FY2015, Contract Administration increased 2.0 FTEs (Project Coordinators).
- C. Facilities Management: During FY2015, Facilities Management increased 30.38 FTEs (2.0 transferred from Right of Way (1.0 Public Works Director and 1.0 Executive Aide) and 24.38 from Parks and Recreation (15.75 Services Attendants, 6.75 Maintenance Repairers, 1.0 Welder Metal Worker and 0.88 Custodial Attendant)). In addition, Facilities Management increased 4.0 FTEs (3.0 Custodial Services Supervisors, 1.0 Building Maintenance Supervisor).
- D. Fire Rescue: During FY2015, Fire Rescue increased .75 FTE (Inventory Technician). Note: FY2014 & FY2015 FTEs have been restated to account for 20.0 FTEs (Firefighters) originally funded by a Staffing for Adequate Fire and Emergency Response (SAFER) grant that is no longer appropriated.
- E. Neighborhood Empowerment: During FY2015, Neighborhood Empowerment decreased 6.0 FTEs (1.0 Disability Rights Coordinator was deleted and 5.0 Community Affairs personnel transferred to Planning & Development).
- F. Parks & Recreation: During FY2015, Parks and Recreation increased 3.79 FTEs (2.0 Services Attendants and 1.79 Aquatics Maintenance Repairers) and decreased 20.77 FTEs (19.77 Services Attendants and 1.0 Maintenance Supervisor). Additionally, 24.38 FTEs were transferred to Facilities Maintenance (15.75 Services Attendants, 6.75 Maintenance Repairers, 1.0 Welder Metal Worker and 0.88 Custodial Attendant). During the preparation of the FY2016 budget, Parks & Recreation increased 2.0 FTEs (Services Attendants).
- G. Planning & Development: During FY2015, Planning & Development increased 8.0 FTEs (5.0 Community Affairs personnel transferred from Neighborhood Empowerment, 1.0 Urban Planner added and 2.0 transferred from Transportation (1.0 Transportation Technician and 1.0 Office Support Specialist)). During the preparation of the FY2016 budget, Planning & Development increased 1.0 FTE (Planning & Development Coordinator).
- H. Police: Does not include 30.0 temporary over hire FTEs authorized for FY2015 only.
- I. Purchasing: During FY2015, Purchasing decreased 2.0 FTEs (1.0 Procurement Specialist and 1.0 Inventory Technician) due to contracting Fleet Maintenance warehouse operations.
- J. Technology & Innovation: During FY2015, Technology & Innovation decreased .75 FTE (Applications System Analyst).
- K. Stormwater Services: During the preparation of the FY2016 budget, Stormwater Services increased 77.0 FTEs transferred from Right of Way.
- L. Right of Way (ROW): During FY2015, ROW decreased 2.0 FTEs transferred to Facilities Management. In FY2016, ROW is being merged into the Transportation Department (84.0 FTEs), and the remaining 77.0 FTEs were transferred to the Stormwater Division.
- M. Transportation: During FY2015, Transportation decreased 2.0 FTEs transferred to Planning and Development. In FY2016 Transportation increased 87.0 FTEs; 84.0 were transferred from Right of Way and 3.0 new positions were approved for FY16 budget (1.0 Survey Party Chief, 1.0 Survey Technician and 1.0 Survey Aide).
- N. Fire and Police Pension: During FY2015, Fire & Police Pension decreased 1.0 FTE (F&P Pension Fund Plan Administrator).
- O. Logistics & Asset Mgmt./Parking: During FY2015, Parking decreased 1.0 FTE (Customer Service Clerk). During the preparation of the FY2016 budget, Parking decreased 4.50 FTEs (Security Officers).
- P. Wastewater: During FY2015, Wastewater decreased 4.0 FTEs (1.0 Utility Technician Trainee, 1.0 Plant Technician, 1.0 Building Maintenance Inspector and 1.0 Safety & Loss Prevention Specialist).
- Q. Water: During FY2015, Water increased 2.0 FTEs (1.0 Engineer and 1.0 Inventory Technician).

General Government Program Benefits

Health Care

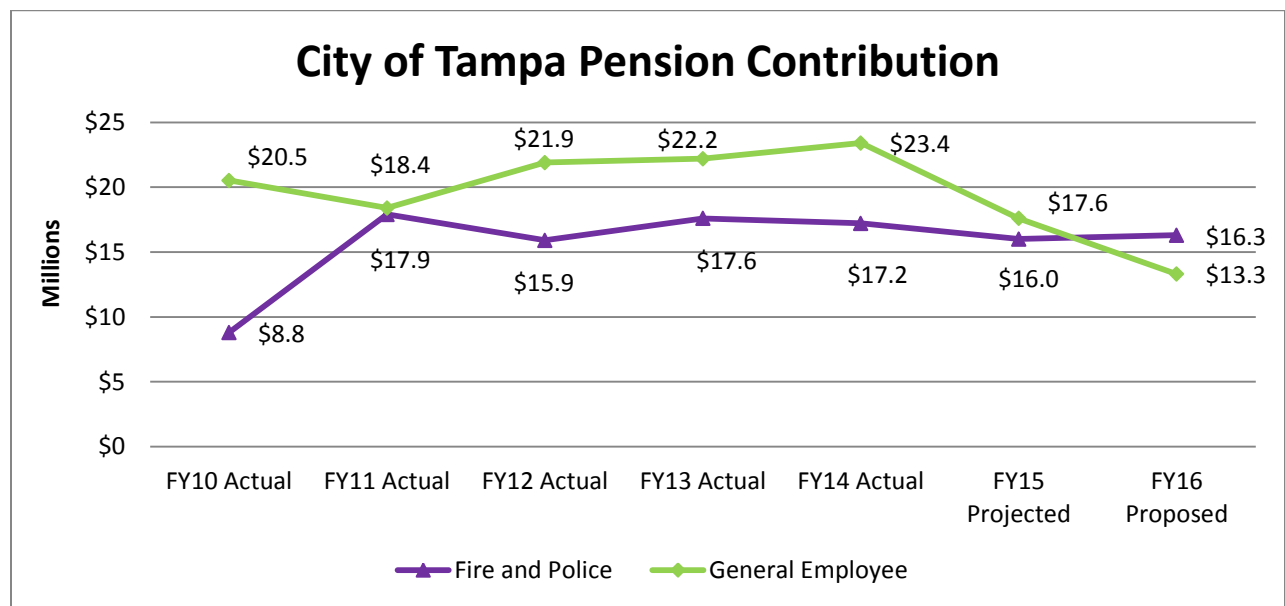
The City offers health care benefits to current and past employees. To mitigate costs, the City contracts with CareATC for the operation of two Employee Wellness Centers located in Tampa and Brandon. The centers offer primary, acute and urgent care for employees and their families. The City continues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

Pay and Labor Agreements

The FY2016 budget contains step/merit increases consistent with the terms of the previous agreement for all employees that qualify, to include the City's employee labor unions: Amalgamated Transit Union; International Association of Firefighters, AFL-CIO-CLC, Local 754; Tampa Police Benevolent Association; Tampa Police Benevolent Association – Police Lieutenants.

Pension

The City continues its commitment to fully fund the annual required contributions for its General Employee and Fire and Police Pension Fund. Comparing actuarial value of assets to accrued liability, the Fire and Police Pension Fund is funded at 93.7% and the General Employee Pension Fund is funded at 99.5%. For FY2016, General Employees' Pension fund will decrease from FY2015 by \$4.2 million or 24% and the Fire & Police Pension fund will increase by \$0.3 million or 2%.



Departmental Summaries



Department Name: Art Programs

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

VISION AND MISSION:

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

GOALS AND OBJECTIVES:

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

CURRENT OPERATIONS AND INITIATIVES:

The Art Programs Division oversees the City's cultural programs and includes among others, the Public Art Program, Lights On Tampa, and a partnership program that works with businesses and neighborhoods known as Win-Win. The Division is also responsible for the care and maintenance of the City's Public Art collection inventory. FY2016 initiatives include bringing opportunities for cultural engagement to sites currently under development, including Tampa Riverwalk, Perry Harvey Sr. Park, and Julian B. Lane Riverfront Park. Planning will also get underway for Lights On Tampa 2017.

CITY STRATEGIC PRIORITY:

☒ Changing Tampa's Economic DNA

☐ Keeping our streets safe

☒ Strengthen our Neighborhoods

☒ Effective & Efficient Government

Performance Measures	Actual FY2014	Projected FY2015	Estimated FY2016
Inventory Collection	693	717	725
Education & Outreach	10	25	15
Special Projects	9	9	6
Supplemented Funds (through Grants, Partnerships, etc.)	\$85,000	\$290,672	\$25,000

Art Programs

	Actual FY 2013	Actual FY 2014	Current FY 2015	Projected FY 2015	Recommended FY 2016
Tax Revenues-Property Taxes	\$ -	\$ -	\$ -	\$ -	\$ -
Tax Revenues-Other Taxes	\$ -	\$ -	\$ -	\$ -	\$ -
Licenses and Permits	\$ -	\$ -	\$ -	\$ -	\$ -
Intergovernmental Revenues	\$ 13,150	\$ -	\$ 50,000	\$ 50,000	\$ -
Charges for Services	\$ -	\$ -	\$ -	\$ -	\$ -
Fines and Forfeits	\$ -	\$ -	\$ -	\$ -	\$ -
Miscellaneous Revenue	\$ 105,426	\$ 105,179	\$ 4,000	\$ 4,375	\$ 4,700
Transfer from Fund Balances	\$ -	\$ -	\$ 688,772	\$ -	\$ 831,707
Other Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
User Department Charges	\$ -	\$ -	\$ -	\$ -	\$ -
Transfer From Other Funds	\$ 109,000	\$ 224,000	\$ 500,212	\$ 500,212	\$ 109,000
Contributions From General Fund or Other	\$ 209,130	\$ 289,508	\$ 368,562	\$ 15,802	\$ 244,763
Total Revenue	\$ 436,706	\$ 618,687	\$ 1,611,546	\$ 570,389	\$ 1,190,170
Personnel Services	\$ 194,232	\$ 198,784	\$ 198,922	\$ 197,562	\$ 200,172
Contractual Services	\$ 7,300	\$ 37,353	\$ 285,636	\$ 87,170	\$ 19,164
Other Services and Charges	\$ 8,565	\$ 94,995	\$ 74,814	\$ 74,829	\$ 22,845
Supplies & Minor Equipment	\$ 2,133	\$ 10,500	\$ 2,050	\$ 2,040	\$ 1,550
Capital & Overhead Allocation	\$ 95,380	\$ 71,000	\$ 124,212	\$ 117,962	\$ -
Debt Services Related	\$ -	\$ -	\$ -	\$ -	\$ -
Aids and Grants	\$ 13,150	\$ -	\$ -	\$ -	\$ -
Other Uses and Sources	\$ 2,059	\$ -	\$ -	\$ -	\$ -
Transfer To Other Funds	\$ 112,900	\$ 205,000	\$ 90,000	\$ 90,000	\$ -
Interdepartmental Charges	\$ 987	\$ 1,055	\$ 826	\$ 826	\$ 1,032
Budget Reserves	\$ -	\$ -	\$ 835,086	\$ -	\$ 945,407
Total Expenses	\$ 436,706	\$ 618,687	\$ 1,611,546	\$ 570,389	\$ 1,190,170
Authorized Full Time Equivalents	2.00	2.00	2.00	2.00	2.00

Analysis

Revenue:

Intergovernmental Revenues decrease in Recommended FY2016; in FY2015 the Arts Programs received a one-time grant of \$50,000 from the National Endowment for the Arts for Lights on Tampa 2015.

Transfer From Other Funds decrease from Current FY2015 primarily due to a one-time reconciliation transfer to the Public Arts Program for various capital projects completed in prior years.

Expenses:

Expenses decrease from Current FY2015 primarily due to the initial appropriation of Art Trust Funds in Budget Reserves. As needs for various operating expenses and capital projects are identified throughout the year funds will be realigned.

Transfer to Other Funds decrease from Current FY2015 due to realigning the Public Art transfer to Non-Departmental.

Department Name: Chief of Staff

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

VISION AND MISSION:

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

GOALS AND OBJECTIVES:

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

CURRENT OPERATIONS AND INITIATIVES:

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

CITY STRATEGIC PRIORITY:

- ☒ Changing Tampa's Economic DNA
- ☐ Strengthen our Neighborhoods

- ☐ Keeping our streets safe
- ☒ Effective & Efficient Government

Chief of Staff

	Actual		Actual		Current		Projected		Recommended	
	FY 2013		FY 2014		FY 2015		FY 2015		FY 2016	
Tax Revenues-Property Taxes	\$	-	\$	-	\$	-	\$	-	\$	-
Tax Revenues-Other Taxes	\$	-	\$	-	\$	-	\$	-	\$	-
Licenses and Permits	\$	-	\$	-	\$	-	\$	-	\$	-
Intergovernmental Revenues	\$	-	\$	-	\$	-	\$	-	\$	-
Charges for Services	\$	-	\$	-	\$	-	\$	-	\$	-
Fines and Forfeits	\$	-	\$	-	\$	-	\$	-	\$	-
Miscellaneous Revenue	\$	-	\$	-	\$	-	\$	-	\$	-
Transfer from Fund Balances	\$	-	\$	-	\$	-	\$	-	\$	-
Other Revenues	\$	-	\$	-	\$	-	\$	-	\$	-
User Department Charges	\$	-	\$	-	\$	-	\$	-	\$	-
Transfer From Other Funds	\$	-	\$	-	\$	-	\$	-	\$	-
Contributions From										
General Fund or Other	\$	328,248	\$	325,826	\$	319,623	\$	315,815	\$	318,707
Total Revenue	\$	328,248	\$	325,826	\$	319,623	\$	315,815	\$	318,707
Personnel Services	\$	325,524	\$	322,284	\$	315,142	\$	311,334	\$	313,532
Contractual Services	\$	-	\$	-	\$	-	\$	-	\$	-
Other Services and Charges	\$	1,244	\$	2,160	\$	3,039	\$	3,039	\$	3,850
Supplies & Minor Equipment	\$	275	\$	207	\$	410	\$	410	\$	293
Capital & Overhead Allocation	\$	-	\$	-	\$	-	\$	-	\$	-
Debt Services Related	\$	-	\$	-	\$	-	\$	-	\$	-
Aids and Grants	\$	-	\$	-	\$	-	\$	-	\$	-
Other Uses and Sources	\$	-	\$	-	\$	-	\$	-	\$	-
Transfer To Other Funds	\$	-	\$	-	\$	-	\$	-	\$	-
Interdepartmental Charges	\$	1,205	\$	1,175	\$	1,032	\$	1,032	\$	1,032
Budget Reserves	\$	-	\$	-	\$	-	\$	-	\$	-
Total Expenses	\$	328,248	\$	325,826	\$	319,623	\$	315,815	\$	318,707
Authorized Full Time Equivalents		2.00		2.00		2.00		2.00		2.00

Analysis

Revenue:

Revenue allocated from the General Fund.

Expenses:

Personnel Services decrease from Current FY2015 primarily due to a decreased contribution to the City's pension program.

Department Name: City Attorney

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

VISION AND MISSION:

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

GOALS AND OBJECTIVES:

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

CURRENT OPERATIONS AND INITIATIVES:

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

CITY STRATEGIC PRIORITY:

- ☐ Changing Tampa's Economic DNA
- ☐ Strengthen our Neighborhoods

- ☐ Keeping our streets safe
- ☒ Effective & Efficient Government

City Attorney

	Actual		Actual		Current		Projected		Recommended	
	FY 2013		FY 2014		FY 2015		FY 2015		FY 2016	
Tax Revenues-Property Taxes	\$	-	\$	-	\$	-	\$	-	\$	-
Tax Revenues-Other Taxes	\$	-	\$	-	\$	-	\$	-	\$	-
Licenses and Permits	\$	-	\$	-	\$	-	\$	-	\$	-
Intergovernmental Revenues	\$	-	\$	-	\$	-	\$	-	\$	-
Charges for Services	\$	-	\$	608	\$	-	\$	-	\$	-
Fines and Forfeits	\$	-	\$	-	\$	-	\$	-	\$	-
Miscellaneous Revenue	\$	-	\$	22,010	\$	-	\$	3,307	\$	2,500
Transfer from Fund Balances	\$	-	\$	-	\$	-	\$	-	\$	-
Other Revenues	\$	-	\$	-	\$	-	\$	-	\$	-
User Department Charges	\$	-	\$	-	\$	-	\$	-	\$	-
Transfer From Other Funds	\$	-	\$	-	\$	-	\$	-	\$	-
Contributions From										
General Fund or Other	\$	4,407,324	\$	4,726,379	\$	5,145,105	\$	5,062,725	\$	5,026,196
Total Revenue	\$	4,407,324	\$	4,748,997	\$	5,145,105	\$	5,066,032	\$	5,028,696
Personnel Services	\$	4,044,897	\$	4,255,391	\$	4,470,918	\$	4,397,649	\$	4,389,868
Contractual Services	\$	192,982	\$	307,221	\$	472,367	\$	472,055	\$	436,448
Other Services and Charges	\$	27,645	\$	50,642	\$	58,088	\$	53,525	\$	42,391
Supplies & Minor Equipment	\$	81,650	\$	88,462	\$	87,732	\$	86,871	\$	94,989
Capital & Overhead Allocation	\$	-	\$	-	\$	-	\$	-	\$	-
Debt Services Related	\$	-	\$	-	\$	-	\$	-	\$	-
Aids and Grants	\$	39,000	\$	23,400	\$	22,000	\$	22,000	\$	35,000
Other Uses and Sources	\$	-	\$	-	\$	-	\$	-	\$	-
Transfer To Other Funds	\$	-	\$	-	\$	-	\$	-	\$	-
Interdepartmental Charges	\$	21,150	\$	23,881	\$	34,000	\$	33,932	\$	30,000
Budget Reserves	\$	-	\$	-	\$	-	\$	-	\$	-
Total Expenses	\$	4,407,324	\$	4,748,997	\$	5,145,105	\$	5,066,032	\$	5,028,696
Authorized Full Time Equivalents		37.37		38.75		38.75		38.75		38.75

Analysis

Revenue:

Revenue allocated from the General Fund.

Expenses:

Personnel Services decrease from Current FY2015 primarily due to a decreased contribution to the City's pension program.

Aids and Grants increase from Current FY2015 due to an increase in County Public Defender costs.

Department Name: City Clerk

DEPARTMENT WEBSITE: <http://www.tampagov.net/City-Clerk>

VISION AND MISSION:

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

GOALS AND OBJECTIVES:

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

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

CURRENT OPERATIONS AND INITIATIVES:

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

As the City's official records custodian, inactive and vital records are stored for all city departments. Several functions have been streamlined in areas of code enforcement hearings and processing public records requests. A new responsibility has been added to provide a Domestic Partnership Registry for the City of Tampa.

CITY STRATEGIC PRIORITY:

☐ Changing Tampa's Economic DNA

☐ Keeping our streets safe

☐ Strengthen our Neighborhoods

☒ Effective & Efficient Government

Performance Measures	Actual FY2014	Projected FY2015	Estimated FY2016
Number of Council agendas published by deadline	52	55	62
Average turnaround for completing Council Action Summaries	2.5 days	1.5 days	1.5 days
Average number of publications for Council only	218	240	280
Number & turnaround for completing Code Enforcement Action Summaries	83/2 days	83/2 days	83/1.5 days
Number of records (boxes) disposed	5,837	4,300	4300
Number of images filmed and scanned by Micrographics	684,631	1,161,000	1,300,000
Number of historical books repaired	42	52	52
Number of Domestic Partner Registration Certificates issued	238	199	25

City Clerk

	Actual FY 2013	Actual FY 2014	Current FY 2015	Projected FY 2015	Recommended FY 2016
Tax Revenues-Property Taxes	\$ -	\$ -	\$ -	\$ -	\$ -
Tax Revenues-Other Taxes	\$ -	\$ -	\$ -	\$ -	\$ -
Licenses and Permits	\$ -	\$ -	\$ -	\$ -	\$ -
Intergovernmental Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
Charges for Services	\$ 17,142	\$ 16,733	\$ 17,000	\$ 55,724	\$ 32,950
Fines and Forfeits	\$ 389,728	\$ 927,512	\$ 400,000	\$ 900,000	\$ 750,000
Miscellaneous Revenue	\$ -	\$ -	\$ -	\$ -	\$ -
Transfer from Fund Balances	\$ -	\$ -	\$ 9,896	\$ -	\$ -
Other Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
User Department Charges	\$ -	\$ -	\$ -	\$ -	\$ -
Transfer From Other Funds	\$ -	\$ -	\$ -	\$ -	\$ -
Contributions From General Fund or Other	\$ 1,040,109	\$ 539,940	\$ 1,346,589	\$ 721,841	\$ 901,820
Total Revenue	\$ 1,446,979	\$ 1,484,185	\$ 1,773,485	\$ 1,677,565	\$ 1,684,770
Personnel Services	\$ 1,132,346	\$ 1,180,757	\$ 1,312,193	\$ 1,255,231	\$ 1,253,582
Contractual Services	\$ 199,301	\$ 181,721	\$ 298,100	\$ 266,567	\$ 289,063
Other Services and Charges	\$ 70,198	\$ 95,261	\$ 117,396	\$ 112,613	\$ 104,375
Supplies & Minor Equipment	\$ 26,015	\$ 15,527	\$ 31,650	\$ 29,016	\$ 33,500
Capital & Overhead Allocation	\$ 14,000	\$ 5,605	\$ 9,896	\$ 9,896	\$ -
Debt Services Related	\$ -	\$ -	\$ -	\$ -	\$ -
Aids and Grants	\$ -	\$ -	\$ -	\$ -	\$ -
Other Uses and Sources	\$ -	\$ -	\$ -	\$ -	\$ -
Transfer To Other Funds	\$ -	\$ -	\$ -	\$ -	\$ -
Interdepartmental Charges	\$ 5,119	\$ 5,314	\$ 4,250	\$ 4,242	\$ 4,250
Budget Reserves	\$ -	\$ -	\$ -	\$ -	\$ -
Total Expenses	\$ 1,446,979	\$ 1,484,185	\$ 1,773,485	\$ 1,677,565	\$ 1,684,770
Authorized Full Time Equivalents	16.50	16.50	17.00	17.00	17.00

Analysis

Revenue:

Fines and Forfeits increase from Current FY2015 primarily due to increased code enforcement fine collections.

Expenses:

Personnel Services decrease from Current FY2015 primarily due to a decreased contribution to the City's pension program.

Department Name: City Council

DEPARTMENT WEBSITE: http://www.tampagov.net/dept_City_Council/

VISION AND MISSION:

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

GOALS AND OBJECTIVES:

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

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

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

CURRENT OPERATIONS AND INITIATIVES:

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

CITY STRATEGIC PRIORITY:

☒ Changing Tampa's Economic DNA

☒ Strengthen our Neighborhoods

☒ Keeping our streets safe

☒ Effective & Efficient Government

City Council

	Actual FY 2013	Actual FY 2014	Current FY 2015	Projected FY 2015	Recommended FY 2016
Tax Revenues-Property Taxes	\$ -	\$ -	\$ -	\$ -	\$ -
Tax Revenues-Other Taxes	\$ -	\$ -	\$ -	\$ -	\$ -
Licenses and Permits	\$ -	\$ -	\$ -	\$ -	\$ -
Intergovernmental Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
Charges for Services	\$ -	\$ -	\$ -	\$ -	\$ -
Fines and Forfeits	\$ -	\$ -	\$ -	\$ -	\$ -
Miscellaneous Revenue	\$ 520	\$ -	\$ -	\$ -	\$ -
Transfer from Fund Balances	\$ -	\$ -	\$ -	\$ -	\$ -
Other Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
User Department Charges	\$ -	\$ -	\$ -	\$ -	\$ -
Transfer From Other Funds	\$ -	\$ -	\$ -	\$ -	\$ -
Contributions From General Fund or Other	\$ 1,269,139	\$ 1,328,174	\$ 1,314,883	\$ 1,306,391	\$ 1,321,804
Total Revenue	\$ 1,269,659	\$ 1,328,174	\$ 1,314,883	\$ 1,306,391	\$ 1,321,804
Personnel Services	\$ 1,201,170	\$ 1,252,846	\$ 1,240,330	\$ 1,233,049	\$ 1,249,250
Contractual Services	\$ 515	\$ -	\$ 1,800	\$ 1,100	\$ 1,800
Other Services and Charges	\$ 42,312	\$ 45,257	\$ 49,503	\$ 41,124	\$ 49,604
Supplies & Minor Equipment	\$ 11,904	\$ 12,463	\$ 11,550	\$ 11,532	\$ 11,550
Capital & Overhead Allocation	\$ -	\$ -	\$ -	\$ -	\$ -
Debt Services Related	\$ -	\$ -	\$ -	\$ -	\$ -
Aids and Grants	\$ -	\$ -	\$ -	\$ -	\$ -
Other Uses and Sources	\$ -	\$ -	\$ -	\$ -	\$ -
Transfer To Other Funds	\$ -	\$ -	\$ -	\$ -	\$ -
Interdepartmental Charges	\$ 13,758	\$ 17,608	\$ 11,700	\$ 19,586	\$ 9,600
Budget Reserves	\$ -	\$ -	\$ -	\$ -	\$ -
Total Expenses	\$ 1,269,659	\$ 1,328,174	\$ 1,314,883	\$ 1,306,391	\$ 1,321,804
Authorized Full Time Equivalents	15.99	15.99	16.12	16.62	16.62

Analysis

Revenue:

Revenue allocated from the General Fund.

Expenses:

Staffing: Increase of 0.50 FTE during FY2015.

Personnel Services increase from Current FY2015 primarily due to an increase of 0.50 FTE's during FY2015, negotiated increases and increased healthcare costs partially offset by a decreased contribution to the City's pension program.



Community Redevelopment Agency

	Actual FY 2013	Actual FY 2014	Current FY 2015	Projected FY 2015	Recommended FY 2016
Tax Revenues-Property Taxes	\$ 16,947,689	\$ 18,903,982	\$ 20,195,030	\$ 20,195,030	\$ 16,367,387
Tax Revenues-Other Taxes	\$ -	\$ -	\$ -	\$ -	\$ -
Licenses and Permits	\$ -	\$ -	\$ -	\$ -	\$ -
Intergovernmental Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
Charges for Services	\$ -	\$ -	\$ -	\$ -	\$ -
Fines and Forfeits	\$ -	\$ -	\$ -	\$ -	\$ -
Miscellaneous Revenue	\$ (122,165)	\$ 125,350	\$ 97,170	\$ 97,170	\$ 85,070
Transfer from Fund Balances	\$ -	\$ -	\$ -	\$ -	\$ -
Other Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
User Department Charges	\$ -	\$ -	\$ -	\$ -	\$ -
Transfer From Other Funds	\$ 19,145	\$ -	\$ -	\$ -	\$ -
Contributions From General Fund or Other	\$ 1,483,971	\$ 2,222,604	\$ 6,057,296	\$ 6,057,307	\$ (1,346,121)
Total Revenue	\$ 18,328,640	\$ 21,251,936	\$ 26,349,496	\$ 26,349,507	\$ 15,106,336
Personnel Services	\$ 19,398	\$ 11,755	\$ 35,941	\$ 35,941	\$ -
Contractual Services	\$ 943,400	\$ 1,151,813	\$ 2,086,769	\$ 2,086,770	\$ 1,158,394
Other Services and Charges	\$ 337,321	\$ 716,677	\$ 413,500	\$ 413,506	\$ 841,368
Supplies & Minor Equipment	\$ 14,461	\$ 8,190	\$ 40,637	\$ 40,637	\$ 2,000
Capital & Overhead Allocation	\$ 3,024,956	\$ 3,014,233	\$ 5,615,423	\$ 5,615,425	\$ 9,565,869
Debt Services Related	\$ 339	\$ -	\$ -	\$ -	\$ -
Aids and Grants	\$ -	\$ -	\$ -	\$ -	\$ -
Other Uses and Sources	\$ -	\$ -	\$ -	\$ 1	\$ -
Transfer To Other Funds	\$ 13,979,089	\$ 16,343,571	\$ 16,561,694	\$ 16,561,693	\$ 3,453,635
Interdepartmental Charges	\$ 9,676	\$ 5,697	\$ 1,337	\$ 1,338	\$ -
Budget Reserves	\$ -	\$ -	\$ 1,594,195	\$ 1,594,196	\$ 85,070
Total Expenses	\$ 18,328,640	\$ 21,251,936	\$ 26,349,496	\$ 26,349,507	\$ 15,106,336

Authorized Full Time Equivalents No Positions assigned to this department.

Analysis

Revenue:

Tax Revenues-Property Taxes reflect a revenue decrease from Current FY2015 due to decreased funding from the Hillsborough County taxing authority for the CRA.

Expenses:

Other Services and Charges increase from Current FY2015 for marketing, facade grant and promotional activities due to higher demand in the communities.

Capital & Overhead Allocation includes \$9.6 million in Recommended FY2016 for capital outlay and capital improvement projects.

Transfer to Other Funds decrease from Current FY2015 due to reduced debt service.

Department Name: Contract Administration

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

VISION AND MISSION:

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

GOALS AND OBJECTIVES:

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

CURRENT OPERATIONS AND INITIATIVES:

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

CITY STRATEGIC PRIORITY:

- ☐ Changing Tampa's Economic DNA
- ☐ Strengthen our Neighborhoods

- ☐ Keeping our streets safe
- ☒ Effective & Efficient Government

Contract Administration

	Actual FY 2013	Actual FY 2014	Current FY 2015	Projected FY 2015	Recommended FY 2016
Tax Revenues-Property Taxes	\$ -	\$ -	\$ -	\$ -	\$ -
Tax Revenues-Other Taxes	\$ -	\$ -	\$ -	\$ -	\$ -
Licenses and Permits	\$ -	\$ -	\$ -	\$ -	\$ -
Intergovernmental Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
Charges for Services	\$ 29,110	\$ 19,794	\$ -	\$ 13,015	\$ 3,000
Fines and Forfeits	\$ -	\$ -	\$ -	\$ -	\$ -
Miscellaneous Revenue	\$ 1	\$ -	\$ -	\$ -	\$ -
Transfer from Fund Balances	\$ -	\$ -	\$ -	\$ -	\$ -
Other Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
User Department Charges	\$ -	\$ -	\$ -	\$ -	\$ -
Transfer From Other Funds	\$ -	\$ -	\$ -	\$ -	\$ -
Contributions From General Fund or Other	\$ 3,449,067	\$ 3,998,898	\$ 56,364	\$ (133,286)	\$ 246,554
Total Revenue	\$ 3,478,178	\$ 4,018,692	\$ 56,364	\$ (120,271)	\$ 249,554
Personnel Services	\$ 6,346,767	\$ 3,714,749	\$ 6,525,262	\$ 6,356,136	\$ 6,730,535
Contractual Services	\$ 1,877	\$ 162	\$ 3,910	\$ 2,157	\$ 3,000
Other Services and Charges	\$ 3,794,685	\$ 248,498	\$ 174,684	\$ 170,923	\$ 157,930
Supplies & Minor Equipment	\$ 40,733	\$ 37,282	\$ 46,844	\$ 44,962	\$ 42,185
Capital & Overhead Allocation	\$ (1,283,695)	\$ 14,675	\$ (6,700,000)	\$ (6,700,000)	\$ (6,690,000)
Debt Services Related	\$ -	\$ -	\$ -	\$ -	\$ -
Aids and Grants	\$ -	\$ -	\$ -	\$ -	\$ -
Other Uses and Sources	\$ (5,288,068)	\$ -	\$ -	\$ -	\$ -
Transfer To Other Funds	\$ -	\$ -	\$ -	\$ -	\$ -
Interdepartmental Charges	\$ (134,121)	\$ 3,326	\$ 5,664	\$ 5,551	\$ 5,904
Budget Reserves	\$ -	\$ -	\$ -	\$ -	\$ -
Total Expenses	\$ 3,478,178	\$ 4,018,692	\$ 56,364	\$ (120,271)	\$ 249,554
Authorized Full Time Equivalents	69.00	68.00	68.00	70.00	70.00

Analysis

Revenue:

Contribution from General Fund decrease due to a change in budgetary practice in Current FY 2015; the contra-expense for the recovery of costs from user departments for capital project contract management costs, previously budgeted in the Non-Departmental, is re-aligned to Contract Administration as an expense in Capital & Overhead Allocation.

Expenses:

Staffing: Increase 2.0 FTE's during FY2015.

Personnel Services increase from Current FY2015 primarily due to an increase of 2.0 FTE's during FY2015, negotiated increases and increased healthcare costs partially offset by a decreased contribution to the City's pension program.

Department Name: Convention Center

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

VISION AND MISSION:

Tampa Convention Center (TCC) will provide superior guest experiences and become the premier destination for events in the nation, being the first municipal venue to provide a five-star product. The venue partners with area stakeholders to increase the amenities of the downtown area and encourage people to live, work, and play downtown.

GOALS AND OBJECTIVES:

For FY2016, TCC will focus on the following goals and objectives:

- Continue to develop the best convention and meeting venue in the nation;
- Provide exceptional guest services through creation of concierge level services for every guest and visitor;
- Strive to attain the cleanest, safest, and greenest facility possible;
- Create first class opportunities along with new amenities for patrons unlike any other event venue in the world;
- Partner with the community to increase awareness of downtown activities for visitors and local citizens through promotion of the Riverwalk, Sail Pavilion, and TCC marina;
- Continue to increase utilization of electronic and social media to market the convention center as well as the destination; and
- Build working relationships with key Tampa hospitality partners to increase opportunities to attract business to the destination.

CURRENT OPERATIONS AND INITIATIVES:

During FY2016, the Tampa Convention Center continues to be responsible for being the Tampa Bay area's largest hotel demand generator, directly responsible for producing \$100 million of economic impact.

The venue will continue diversifying revenue opportunities by adding upgraded telecommunications and internet services that will enable the venue to provide additional services to customers and visitors to the venue. The venue will also continue its efforts to introduce and promote the creative and production services offered by the exclusive audio visual provider. The venue obtained a business center operator that can provide top quality services and products, which provides additional revenues for TCC and needed services to our customers. Facility infrastructure improvements will continue with the upgrade and replacement of the vertical transportation system throughout the building for efficiency and safety.

CITY STRATEGIC PRIORITY:

☒ Changing Tampa's Economic DNA

☐ Keeping our streets safe

☐ Strengthen our Neighborhoods

☒ Effective & Efficient Government

Performance Measures	Actual FY2014	Projected FY2015	Estimated FY2016
Consumer Shows	13	8	14
Conventions	0	3	2
Conventions with Exhibits	47	45	55
Entertainment/Sports	1	12	12
Food Functions	31	22	11
General Meetings	55	65	70

Convention Center

	Actual FY 2013	Actual FY 2014	Current FY 2015	Projected FY 2015	Recommended FY 2016
Tax Revenues-Property Taxes	\$ -	\$ -	\$ -	\$ -	\$ -
Tax Revenues-Other Taxes	\$ 988,891	\$ 1,281,358	\$ 2,306,882	\$ 1,100,000	\$ 2,000,000
Licenses and Permits	\$ -	\$ -	\$ -	\$ -	\$ -
Intergovernmental Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
Charges for Services	\$ 8,367,783	\$ 10,969,457	\$ 8,952,000	\$ 9,718,900	\$ 9,213,600
Fines and Forfeits	\$ -	\$ -	\$ -	\$ -	\$ -
Miscellaneous Revenue	\$ 134,156	\$ 117,473	\$ 90,000	\$ 100,000	\$ 88,000
Transfer from Fund Balances	\$ -	\$ -	\$ -	\$ -	\$ -
Other Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
User Department Charges	\$ -	\$ -	\$ -	\$ -	\$ -
Transfer From Other Funds	\$ -	\$ -	\$ -	\$ -	\$ -
Contributions From General Fund or Other	\$ (52,963)	\$ (2,186,642)	\$ 1,106,990	\$ (573,874)	\$ (502,709)
Total Revenue	\$ 9,437,867	\$ 10,181,646	\$ 12,455,872	\$ 10,345,026	\$ 10,798,891
Personnel Services	\$ 4,010,778	\$ 4,119,730	\$ 4,321,815	\$ 4,023,926	\$ 4,357,753
Contractual Services	\$ 2,096,412	\$ 2,494,131	\$ 1,733,700	\$ 1,856,684	\$ 1,650,059
Other Services and Charges	\$ 2,226,681	\$ 2,400,960	\$ 2,329,014	\$ 2,813,336	\$ 2,396,279
Supplies & Minor Equipment	\$ 376,629	\$ 339,255	\$ 371,547	\$ 392,080	\$ 344,800
Capital & Overhead Allocation	\$ 639,743	\$ 733,949	\$ 3,612,796	\$ 1,172,000	\$ 2,000,000
Debt Services Related	\$ -	\$ -	\$ -	\$ -	\$ -
Aids and Grants	\$ 48,497	\$ 44,000	\$ 40,000	\$ 40,000	\$ -
Other Uses and Sources	\$ -	\$ -	\$ -	\$ -	\$ -
Transfer To Other Funds	\$ -	\$ -	\$ -	\$ -	\$ -
Interdepartmental Charges	\$ 39,127	\$ 49,621	\$ 47,000	\$ 47,000	\$ 50,000
Budget Reserves	\$ -	\$ -	\$ -	\$ -	\$ -
Total Expenses	\$ 9,437,867	\$ 10,181,646	\$ 12,455,872	\$ 10,345,026	\$ 10,798,891
Authorized Full Time Equivalents	52.00	54.00	54.00	54.00	54.00

Analysis

Revenue:

Tax Revenues-Other Taxes in Recommended FY2016 includes \$2 million of Tourist Development Tax funds for capital improvement projects. Charges for Services increase from Current FY2015 due to an increase in events.

Expenses:

Personnel Services increase from Current FY2015 primarily due to negotiated increases and increased healthcare costs partially offset by a decreased contribution to the City's pension program.

Capital & Overhead Allocation of \$2 million in Recommended FY2016 for capital improvement projects. Current FY2015 includes a one-time additional appropriation of Tourist Development Tax funds for Tampa Convention Center upgrades.

Department Name: Economic and Urban Development

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

VISION AND MISSION:

The Department's mission is to take actions that generate sustained and widespread private market reaction which improves the quality of life of Tampa's redeveloping communities, thereby making them more attractive, safe, convenient, environmentally healthy and economically strong.

GOALS AND OBJECTIVES:

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

- Revitalizing our Community Redevelopment Areas by investing tax increment revenues, shaping the City's regulatory environment to create a business-friendly atmosphere, and developing/participating in various incentive programs to help stimulate private investment;
- Reshaping the City's downtown waterfront by focusing on the Riverwalk as the key element for success;
- Fostering growth in international trade and direct foreign investment;
- Attracting and retaining quality jobs for our community and supporting the growth of Tampa's industries; and
- Maintaining productive relationships with various entities such as the Tampa Hillsborough Economic Development Corporation, Tampa Bay Partnership, Hillsborough County, Visit Tampa Bay, Tampa Port Authority, Tampa International Airport, local colleges and universities, and cultural and recreational organizations.

CURRENT OPERATIONS AND INITIATIVES:

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

CITY STRATEGIC PRIORITY:

☒ Changing Tampa's Economic DNA

☒ Keeping our streets safe

☒ Strengthen our Neighborhoods

☒ Effective & Efficient Government

Performance Measures	Actual FY2014	Projected FY2015	Estimated FY2016
Number of Programs Managed	8	8	8
Number of Facade Grants Awarded	12	15	13
Number of Qualified Target Industry Projects Approved	10	8-10	8-10

Economic and Urban Development

	Actual FY 2013	Actual FY 2014	Current FY 2015	Projected FY 2015	Recommended FY 2016
Tax Revenues-Property Taxes	\$ -	\$ -	\$ -	\$ -	\$ -
Tax Revenues-Other Taxes	\$ -	\$ -	\$ -	\$ -	\$ -
Licenses and Permits	\$ -	\$ -	\$ -	\$ -	\$ -
Intergovernmental Revenues	\$ 19,272	\$ 74,723	\$ -	\$ -	\$ -
Charges for Services	\$ -	\$ -	\$ -	\$ -	\$ -
Fines and Forfeits	\$ -	\$ -	\$ -	\$ -	\$ -
Miscellaneous Revenue	\$ 57,077	\$ 36,750	\$ 38,500	\$ 38,500	\$ 38,500
Transfer from Fund Balances	\$ -	\$ -	\$ 400,000	\$ 400,000	\$ 400,000
Other Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
User Department Charges	\$ -	\$ -	\$ -	\$ -	\$ -
Transfer From Other Funds	\$ 752,200	\$ 738,600	\$ 779,100	\$ 779,100	\$ 870,500
Contributions From General Fund or Other	\$ 979,894	\$ 1,031,769	\$ 1,328,691	\$ 826,242	\$ 788,267
Total Revenue	\$ 1,808,443	\$ 1,881,842	\$ 2,546,291	\$ 2,043,842	\$ 2,097,267
Personnel Services	\$ 1,164,355	\$ 1,212,492	\$ 1,182,250	\$ 1,187,515	\$ 1,178,043
Contractual Services	\$ 542,846	\$ 593,718	\$ 783,515	\$ 787,653	\$ 852,762
Other Services and Charges	\$ 45,087	\$ 69,746	\$ 68,526	\$ 63,546	\$ 60,262
Supplies & Minor Equipment	\$ 2,557	\$ 2,511	\$ 10,000	\$ 2,678	\$ 4,000
Capital & Overhead Allocation	\$ -	\$ -	\$ 500,000	\$ -	\$ -
Debt Services Related	\$ -	\$ -	\$ -	\$ -	\$ -
Aids and Grants	\$ -	\$ -	\$ -	\$ -	\$ -
Other Uses and Sources	\$ -	\$ -	\$ -	\$ -	\$ -
Transfer To Other Funds	\$ 51,945	\$ -	\$ -	\$ -	\$ -
Interdepartmental Charges	\$ 1,653	\$ 3,375	\$ 2,000	\$ 2,450	\$ 2,200
Budget Reserves	\$ -	\$ -	\$ -	\$ -	\$ -
Total Expenses	\$ 1,808,443	\$ 1,881,842	\$ 2,546,291	\$ 2,043,842	\$ 2,097,267
Authorized Full Time Equivalents	10.00	10.00	10.00	10.00	10.00

Analysis

Revenue:

Transfer from Fund Balances reflects Qualified Targeted Industries (QTI) funding appropriated during Current FY2015.

Expenses:

Personnel Services decrease from Current FY2015 due to a decreased contribution to the City's pension programs.

Contractual Services increase from Current FY2015 due to an increase in the YES Team contract and the Ybor parking garage security contract.

Capital & Overhead Allocation of \$500,000 rolled over from prior fiscal years for anticipated projects in Tampa Heights.

Department Name: Facility Management

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

VISION AND MISSION:

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

GOALS AND OBJECTIVES:

- Maximize energy savings and improve lighting levels through continued installations of energy management systems and upgraded lighting in city facilities;
- Complete 85% of the annual maintenance and repair work orders in a timely manner;
- Continue to identify and implement strategies to reduce city-wide maintenance and facility operating costs; and
- Continue to focus on preventative maintenance to increase equipment life cycles and reduce maintenance costs.

CURRENT OPERATIONS AND INITIATIVES:

- Provides maintenance and repair services for over 500 city buildings that equates to 7.7 million square feet;
- Provides maintenance, repair, and contractual services for office buildings and departmental facilities including Parks and Recreation, Tampa Fire Rescue, and Tampa Police Department;
- Optimizes maintenance and repair operations with the utilization of a second work shift. To minimize interruptions to the customers, increases productivity, and reduces overtime; and
- Continues to implement energy saving measures such as lighting upgrades and energy management systems.

CITY STRATEGIC PRIORITY:

☐ Changing Tampa's Economic DNA

☐ Keeping our streets safe

☐ Strengthen our Neighborhoods

☒ Effective & Efficient Government

Performance Measures	Actual FY2014	Projected FY2015	Estimated FY2016
Facilities Maintained (square feet)	7.7 million	7.7 million	7.9 million
Work Orders Completed	50,000	50,000	50,000
Work Orders Completed	63%	63 %	63 %
Average Operational Cost per sq. ft. maintained (Industry Standard is \$4.15/sq. ft. maintained)	\$3.00	\$3.00	\$3.00
Citywide Electrical Usage (Average Kilowatt hour/square foot)	18.92	18.92	18.92

Facility Management

	Actual FY 2013	Actual FY 2014	Current FY 2015	Projected FY 2015	Recommended FY 2016
Tax Revenues-Property Taxes	\$ -	\$ -	\$ -	\$ -	\$ -
Tax Revenues-Other Taxes	\$ -	\$ -	\$ -	\$ -	\$ -
Licenses and Permits	\$ -	\$ -	\$ -	\$ -	\$ -
Intergovernmental Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
Charges for Services	\$ 726,724	\$ 718,743	\$ 850,000	\$ 600,000	\$ 800,000
Fines and Forfeits	\$ -	\$ -	\$ -	\$ -	\$ -
Miscellaneous Revenue	\$ 9,025	\$ 10,908	\$ 187,000	\$ 156,860	\$ 7,000
Transfer from Fund Balances	\$ -	\$ -	\$ -	\$ -	\$ -
Other Revenues	\$ -	\$ -	\$ 7,000,000	\$ -	\$ 7,300,000
User Department Charges	\$ -	\$ -	\$ -	\$ -	\$ -
Transfer From Other Funds	\$ -	\$ -	\$ 560,000	\$ 560,000	\$ 1,350,000
Contributions From General Fund or Other	\$ 10,086,804	\$ 12,823,337	\$ 15,583,509	\$ 16,850,544	\$ 11,432,523
Total Revenue	\$ 10,822,553	\$ 13,552,988	\$ 24,180,509	\$ 18,167,404	\$ 20,889,523
Personnel Services	\$ 3,299,733	\$ 3,600,775	\$ 3,803,405	\$ 3,693,651	\$ 5,017,077
Contractual Services	\$ 1,824,320	\$ 1,588,494	\$ 1,434,255	\$ 1,425,260	\$ 2,117,248
Other Services and Charges	\$ 3,612,817	\$ 4,117,336	\$ 3,668,874	\$ 4,332,936	\$ 4,338,954
Supplies & Minor Equipment	\$ 672,992	\$ 578,530	\$ 882,108	\$ 848,087	\$ 684,477
Capital & Overhead Allocation	\$ 1,412,265	\$ 3,666,086	\$ 14,134,520	\$ 7,866,979	\$ 8,730,000
Debt Services Related	\$ -	\$ -	\$ -	\$ -	\$ -
Aids and Grants	\$ -	\$ -	\$ -	\$ -	\$ -
Other Uses and Sources	\$ -	\$ -	\$ -	\$ -	\$ -
Transfer To Other Funds	\$ -	\$ -	\$ -	\$ -	\$ -
Interdepartmental Charges	\$ 426	\$ 1,767	\$ 500	\$ 490	\$ 1,767
Budget Reserves	\$ -	\$ -	\$ 256,847	\$ 1	\$ -
Total Expenses	\$ 10,822,553	\$ 13,552,988	\$ 24,180,509	\$ 18,167,404	\$ 20,889,523
Authorized Full Time Equivalents	46.00	46.00	46.00	76.38	76.38

Analysis

Revenue:

Miscellaneous Revenue decreases in Recommended FY2016 due to a one time contribution from Hillsborough County in FY2015. Other Revenues in Recommended FY2016 reflect Bank Note funding used for capital improvement projects.

Expenses:

Staffing: Increase of 30.38 FTE's primarily due to the assimilation FTE's from other departments.

Personnel Services increase from Current FY2015 primarily due to the assimilation of FTE's from other departments, negotiated increases and increased healthcare costs partially offset by a decreased contribution to the City's pension program.

Contractual Services and Other Services and Charges increase in Recommended FY2016 primarily due to realigning operating expenses associated with the additional FTE's.

Capital & Overhead Allocation includes \$8.7 million in Recommended FY2016 for capital outlay and capital improvement projects.

Department Name: Tampa Fire Rescue

DEPARTMENT WEBSITE: <http://www.tampagov.net/Fire-rescue>

VISION AND MISSION:

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

GOALS AND OBJECTIVES:

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

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

CURRENT OPERATIONS AND INITIATIVES:

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

- Fire Rescue personnel are assigned to 22 fire stations throughout the City, including the Airport Rescue Firefighting station at Tampa International Airport;
- Enhancement of firefighting and EMS training programs;
- Expansion of awareness and educational opportunities for community outreach; and
- Expanding cooperation with other governmental agencies to improve response and recovery effectiveness.

CITY STRATEGIC PRIORITY:

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Performance Measures	Actual FY2014	Projected FY2015	Estimated FY2016
Total TFR Alarms	76,317	81,700	87,083
Fire Alarms	8,329	8,800	9,271
Medical Alarms	68,738	73,615	78,492
Medical Transports	21,558	22,633	23,989
Fire Loss	4.9million	4.5 million	4.3 million
Response Time: Fire / EMS (8 min. 30 sec. or less)	92.8%	91.5%	90%

Tampa Fire Rescue

	Actual FY 2013	Actual FY 2014	Current FY 2015	Projected FY 2015	Recommended FY 2016
Tax Revenues-Property Taxes	\$ -	\$ -	\$ -	\$ -	\$ -
Tax Revenues-Other Taxes	\$ -	\$ -	\$ -	\$ -	\$ -
Licenses and Permits	\$ -	\$ -	\$ -	\$ -	\$ -
Intergovernmental Revenues	\$ 4,826,667	\$ 4,422,229	\$ 3,598,529	\$ 3,529,908	\$ 3,522,308
Charges for Services	\$ 10,194,384	\$ 11,317,172	\$ 10,518,000	\$ 11,590,360	\$ 11,534,000
Fines and Forfeits	\$ 639	\$ 69,987	\$ 7,000	\$ 7,000	\$ 5,000
Miscellaneous Revenue	\$ 7,547	\$ 9,052	\$ 41,600	\$ 39,991	\$ 6,700
Transfer from Fund Balances	\$ -	\$ -	\$ 1,100,000	\$ -	\$ -
Other Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
User Department Charges	\$ -	\$ -	\$ -	\$ -	\$ -
Transfer From Other Funds	\$ 42,634	\$ -	\$ -	\$ -	\$ 1,100,000
Contributions From General Fund or Other	\$ 60,386,307	\$ 65,065,933	\$ 62,777,943	\$ 62,457,689	\$ 62,444,981
Total Revenue	\$ 75,458,178	\$ 80,884,373	\$ 78,043,072	\$ 77,624,948	\$ 78,612,989
Personnel Services	\$ 68,006,437	\$ 70,168,083	\$ 68,517,621	\$ 69,977,830	\$ 70,937,307
Contractual Services	\$ 860,674	\$ 862,873	\$ 900,746	\$ 644,212	\$ 782,872
Other Services and Charges	\$ 3,468,212	\$ 3,788,776	\$ 3,692,433	\$ 3,572,965	\$ 3,617,639
Supplies & Minor Equipment	\$ 1,798,545	\$ 1,880,442	\$ 1,729,866	\$ 1,605,584	\$ 1,548,171
Capital & Overhead Allocation	\$ 1,280,314	\$ 4,183,371	\$ 1,953,244	\$ 1,822,957	\$ 1,727,000
Debt Services Related	\$ -	\$ -	\$ -	\$ -	\$ -
Aids and Grants	\$ -	\$ -	\$ -	\$ -	\$ -
Other Uses and Sources	\$ -	\$ -	\$ -	\$ -	\$ -
Transfer To Other Funds	\$ 42,634	\$ -	\$ -	\$ -	\$ -
Interdepartmental Charges	\$ 1,362	\$ 828	\$ 1,900	\$ 1,400	\$ -
Budget Reserves	\$ -	\$ -	\$ 1,247,262	\$ -	\$ -
Total Expenses	\$ 75,458,178	\$ 80,884,373	\$ 78,043,072	\$ 77,624,948	\$ 78,612,989
Authorized Full Time Equivalents	695.00	695.00	696.00	696.75	696.75

Analysis

Revenue:

Charges for Services increase from Current FY2015 due to increased EMS revenue collections.

Transfer from Fund Balances in Current FY2015 includes \$1.1 million of Fleet fund balance for vehicle replacement.

Transfer From Other Funds in Recommended FY2016 includes \$1.1 million of Community Investment Tax funds for vehicle replacement.

Expenses:

Staffing: Increase of 0.75 FTE in FY2015.

Personnel Services increase from Current FY2015 primarily due to an increase of 0.75 FTE in FY2015, negotiated increases and increased healthcare costs partially offset by a decreased contribution to the City's pension program.

Capital & Overhead Allocation includes \$1.7 million in Recommended FY2016 for capital outlay and vehicle replacement.

Department Name: Fleet Maintenance

DEPARTMENT WEBSITE: <http://www.tampagov.net/logistics-and-asset-management/contact-us>

VISION AND MISSION:

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

GOALS AND OBJECTIVES:

- Ensure fuel is available to city vehicles at all times;
- Complete repairs and maintenance in one day or less on 85% of work orders;
- Complete 100% preventive maintenance tasks on equipment per manufacturer's specifications or selective city needs;
- Achieve Vehicle Availability Rate of 95%; and
- Continue to be recognized as one of the best 100 government fleets in North America and maintain the Blue Seal of Excellence accreditation.

CURRENT OPERATIONS AND INITIATIVES:

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

- Use of commercial vendors for selected repair work when in the best interest of the City;
- Manage the logistics of vehicle replacement, new vehicle acquisition, and disposal of vehicles and equipment; and
- To increase the use of alternative fuels and reduce reliance on fossil fuels, Fleet is partnering with the Department of Solid Waste and Environmental Programs, as well as other local government agencies, to continue transitioning the City's vehicles to operate on compressed natural gas.

CITY STRATEGIC PRIORITY:

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Performance Measures	Actual FY2014	Projected FY2015	Estimated FY2016
Gallons of Fuel Purchased	1,371,009	1,360,000	1,360,000
% of Time Fuel is Available	100	100	100
% of Work Completed in One Day or Less	87	87	90
% Preventive Maintenance Tasks Complete	100	100	100
% Vehicle Availability	91	93	95
% of Billable Hours to Total Hours	79	81	82

Fleet Maintenance

	Actual FY 2013	Actual FY 2014	Current FY 2015	Projected FY 2015	Recommended FY 2016
Tax Revenues-Property Taxes	\$ -	\$ -	\$ -	\$ -	\$ -
Tax Revenues-Other Taxes	\$ -	\$ -	\$ -	\$ -	\$ -
Licenses and Permits	\$ -	\$ -	\$ -	\$ -	\$ -
Intergovernmental Revenues	\$ 140,698	\$ 143,806	\$ 172,754	\$ 169,299	\$ 170,000
Charges for Services	\$ -	\$ -	\$ -	\$ -	\$ -
Fines and Forfeits	\$ -	\$ -	\$ -	\$ -	\$ -
Miscellaneous Revenue	\$ 38,422	\$ 36,623	\$ 33,516	\$ 342,720	\$ 59,980
Transfer from Fund Balances	\$ -	\$ -	\$ 1,643,371	\$ -	\$ -
Other Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
User Department Charges	\$ 17,046,014	\$ 17,036,104	\$ 15,093,720	\$ 16,916,769	\$ 15,632,574
Transfer From Other Funds	\$ -	\$ -	\$ -	\$ -	\$ -
Contributions From General Fund or Other	\$ 1,571,861	\$ 2,878,450	\$ 2,921,329	\$ 1,930,073	\$ -
Total Revenue	\$ 18,796,995	\$ 20,094,983	\$ 19,864,690	\$ 19,358,861	\$ 15,862,554
Personnel Services	\$ 4,661,036	\$ 4,899,728	\$ 5,098,947	\$ 4,899,898	\$ 5,033,687
Contractual Services	\$ 35,362	\$ 89,481	\$ 223,413	\$ 1,812,040	\$ -
Other Services and Charges	\$ 3,987,572	\$ 5,448,902	\$ 2,928,300	\$ 3,258,945	\$ 3,167,379
Supplies & Minor Equipment	\$ 8,297,438	\$ 7,257,513	\$ 7,211,915	\$ 5,636,401	\$ 7,017,618
Capital & Overhead Allocation	\$ 1,815,227	\$ 2,398,777	\$ 3,181,075	\$ 3,181,076	\$ -
Debt Services Related	\$ -	\$ -	\$ -	\$ -	\$ -
Aids and Grants	\$ -	\$ -	\$ -	\$ -	\$ -
Other Uses and Sources	\$ -	\$ -	\$ -	\$ -	\$ -
Transfer To Other Funds	\$ -	\$ -	\$ 570,000	\$ 570,000	\$ 225,400
Interdepartmental Charges	\$ 360	\$ 582	\$ 500	\$ 500	\$ 500
Budget Reserves	\$ -	\$ -	\$ 650,540	\$ 1	\$ 417,970
Total Expenses	\$ 18,796,995	\$ 20,094,983	\$ 19,864,690	\$ 19,358,861	\$ 15,862,554
Authorized Full Time Equivalents	59.00	59.00	61.00	61.00	61.00

Analysis

Revenue:

User Department Charges increase slightly from Current FY2015 primarily due to an increase in cost of materials and labor charged the departments.

Expenses:

Personnel Services decrease from Current FY2015 due to a decreased contribution to the City's pension programs.

Capital & Overhead Allocation decrease from Current FY2015 as vehicle purchases for Police and Fire have been reallocated to their departmental budgets.

Department Name: Golf Courses

DEPARTMENT WEBSITE: <http://www.tampasportsauthority.com>

VISION AND MISSION:

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

GOALS AND OBJECTIVES:

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

- Hold Marquee and other Special Events;
- Hold tournaments and summer leagues;
- Maintain or improve the quality of courses and equipment;
- Maintain or expand marketing initiatives;
- Expand the Event business;
- Finish the renovation of the Rocky Point Course.

CURRENT OPERATIONS AND INITIATIVES:

TSA has been successful in implementing its' agenda and responding to special requests from the community .

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Performance Measures	Actual FY2014	Estimated FY2015	Estimated FY2016
Rounds Played	105,983	100,936	116,000
Special Events Hosted	25	20	30

Golf Courses

	Actual		Actual		Current		Projected		Recommended	
	FY 2013		FY 2014		FY 2015		FY 2015		FY 2016	
Tax Revenues-Property Taxes	\$	-	\$	-	\$	-	\$	-	\$	-
Tax Revenues-Other Taxes	\$	-	\$	-	\$	-	\$	-	\$	-
Licenses and Permits	\$	-	\$	-	\$	-	\$	-	\$	-
Intergovernmental Revenues	\$	-	\$	-	\$	-	\$	-	\$	-
Charges for Services	\$	-	\$	-	\$	2,815,394	\$	2,688,436	\$	2,915,623
Fines and Forfeits	\$	-	\$	-	\$	-	\$	-	\$	-
Miscellaneous Revenue	\$	-	\$	-	\$	-	\$	-	\$	-
Transfer from Fund Balances	\$	-	\$	-	\$	-	\$	-	\$	-
Other Revenues	\$	-	\$	-	\$	-	\$	-	\$	-
User Department Charges	\$	-	\$	-	\$	-	\$	-	\$	-
Transfer From Other Funds	\$	-	\$	-	\$	766,631	\$	766,631	\$	850,000
Contributions From General Fund or Other	\$	-	\$	-	\$	600,000	\$	600,000	\$	600,000
Total Revenue	\$	-	\$	-	\$	4,182,025	\$	4,055,067	\$	4,365,623
Personnel Services	\$	-	\$	-	\$	549,879	\$	517,234	\$	621,903
Contractual Services	\$	-	\$	-	\$	2,753,040	\$	2,683,690	\$	2,791,794
Other Services and Charges	\$	-	\$	-	\$	1,650	\$	-	\$	-
Supplies & Minor Equipment	\$	-	\$	-	\$	227,456	\$	254,143	\$	293,064
Capital & Overhead Allocation	\$	-	\$	-	\$	50,000	\$	-	\$	600,000
Debt Services Related	\$	-	\$	-	\$	-	\$	-	\$	-
Aids and Grants	\$	-	\$	-	\$	600,000	\$	600,000	\$	-
Other Uses and Sources	\$	-	\$	-	\$	-	\$	-	\$	-
Transfer To Other Funds	\$	-	\$	-	\$	-	\$	-	\$	-
Interdepartmental Charges	\$	-	\$	-	\$	-	\$	-	\$	-
Budget Reserves	\$	-	\$	-	\$	-	\$	-	\$	58,862
Total Expenses	\$	-	\$	-	\$	4,182,025	\$	4,055,067	\$	4,365,623

Authorized Full Time Equivalents No positions assigned to this department.

Revenue:

The City contracts with the Tampa Sports Authority (TSA) for the management and operations of the City's three golf courses. The TSA reports all financial information related to the golf courses in the TSA annual audited financial report. However, pursuant to new financial reporting requirements, the City must now post and report the same financial information related to the golf courses. During FY2015 the City amended its budget to include an appropriation for golf course operations.

Charges for Services increase in Recommended FY2016 which includes fees for the use of the golf course, facilities and food and beverage sales.

Expenses:

Capital and Overhead Allocation increase in Recommended FY2016 as Aids and Grants decrease in Recommended FY2016 due to cost realignment.

Department Name: Human Resources

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

VISION AND MISSION:

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

GOALS AND OBJECTIVES:

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

CURRENT OPERATIONS AND INITIATIVES:

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

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Performance Measures	Actual FY2014	Projected FY2015	Estimated FY2016
Position Transactions	689	796	860
Applications Received	17,086	20,621	35,778
Jobs Posted	152	127	172
External Hires	260	270	352

Department Name: Human Resources-Risk and Insurance

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

VISION AND MISSION:

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

GOALS AND OBJECTIVES:

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

CURRENT OPERATIONS AND INITIATIVES:

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

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Performance Measures	Actual FY2014	Projected FY2015	Estimated FY2016
Total Health Insurance Claims	122,042	122,520	126,646
Number of Wellness Center Visits	15,591	16,427	17,027
Number of Wellness Class Participants	1,007	1,175	1,245
Flexible Spending Account Participants	716	718	802
Total Reported General Liabilities Claims	358	463	501
Workers' Compensation Claims Reported	773	807	840



Human Resources

	Actual FY 2013	Actual FY 2014	Current FY 2015	Projected FY 2015	Recommended FY 2016
Tax Revenues-Property Taxes	\$ -	\$ -	\$ -	\$ -	\$ -
Tax Revenues-Other Taxes	\$ -	\$ -	\$ -	\$ -	\$ -
Licenses and Permits	\$ -	\$ -	\$ -	\$ -	\$ -
Intergovernmental Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
Charges for Services	\$ 44,421	\$ 1,024,683	\$ 50,520	\$ 50,520	\$ 43,685
Fines and Forfeits	\$ -	\$ -	\$ -	\$ -	\$ -
Miscellaneous Revenue	\$ 14,065,081	\$ 13,399,036	\$ 14,596,140	\$ 12,420,898	\$ 15,631,001
Transfer from Fund Balances	\$ -	\$ -	\$ 1,575,130	\$ -	\$ 190,377
Other Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
User Department Charges	\$ 53,942,895	\$ 57,756,371	\$ 63,297,410	\$ 58,752,373	\$ 65,698,270
Transfer From Other Funds	\$ 112,884	\$ -	\$ -	\$ -	\$ -
Contributions From General Fund or Other	\$ 5,542,030	\$ 8,342,752	\$ 3,623,921	\$ 1,618,958	\$ 3,500,736
Total Revenue	\$ 73,707,311	\$ 80,522,842	\$ 83,143,121	\$ 72,842,749	\$ 85,064,069
Personnel Services	\$ 4,520,082	\$ 4,580,828	\$ 4,665,444	\$ 4,365,149	\$ 4,690,674
Contractual Services	\$ 4,279,751	\$ 4,410,254	\$ 5,346,280	\$ 4,338,919	\$ 5,999,280
Other Services and Charges	\$ 63,137,226	\$ 69,491,344	\$ 71,225,444	\$ 62,256,877	\$ 72,520,237
Supplies & Minor Equipment	\$ 33,750	\$ 48,823	\$ 41,319	\$ 32,772	\$ 41,319
Capital & Overhead Allocation	\$ 6,299	\$ 2,592	\$ -	\$ -	\$ -
Debt Services Related	\$ -	\$ -	\$ -	\$ -	\$ -
Aids and Grants	\$ -	\$ -	\$ -	\$ -	\$ -
Other Uses and Sources	\$ -	\$ -	\$ -	\$ -	\$ -
Transfer To Other Funds	\$ 1,723,934	\$ 1,981,550	\$ 1,843,634	\$ 1,843,634	\$ 1,806,559
Interdepartmental Charges	\$ 6,269	\$ 7,451	\$ 6,000	\$ 5,398	\$ 6,000
Budget Reserves	\$ -	\$ -	\$ 15,000	\$ -	\$ -
Total Expenses	\$ 73,707,311	\$ 80,522,842	\$ 83,143,121	\$ 72,842,749	\$ 85,064,069
Authorized Full Time Equivalents	56.92	58.00	58.24	58.24	58.24

Revenue:

User Department Charges increased from Current FY2015 primarily due to higher health, property, and general liability contributions from City departments.

Expenses:

Personnel Services increase from Current FY2015 primarily due to negotiated increases and increased healthcare costs partially offset by a decreased contribution to the City's pension program.

Other Services and Charges increase in Recommended FY2016 primarily due to changes in health and other insurances.

Department Name: Intergovernmental Relations

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

VISION AND MISSION:

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

GOALS AND OBJECTIVES:

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

CURRENT OPERATIONS AND INITIATIVES:

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

CITY STRATEGIC PRIORITY:

☐ Changing Tampa's Economic DNA

☐ Strengthen our Neighborhoods

☐ Keeping our streets safe

☒ Effective & Efficient Government

Intergovernmental Relations

	Actual		Actual		Current		Projected		Recommended	
	FY 2013		FY 2014		FY 2015		FY 2015		FY 2016	
Tax Revenues-Property Taxes	\$	-	\$	-	\$	-	\$	-	\$	-
Tax Revenues-Other Taxes	\$	-	\$	-	\$	-	\$	-	\$	-
Licenses and Permits	\$	-	\$	-	\$	-	\$	-	\$	-
Intergovernmental Revenues	\$	-	\$	-	\$	-	\$	-	\$	-
Charges for Services	\$	-	\$	-	\$	-	\$	-	\$	-
Fines and Forfeits	\$	-	\$	-	\$	-	\$	-	\$	-
Miscellaneous Revenue	\$	-	\$	-	\$	-	\$	-	\$	-
Transfer from Fund Balances	\$	-	\$	-	\$	-	\$	-	\$	-
Other Revenues	\$	-	\$	-	\$	-	\$	-	\$	-
User Department Charges	\$	-	\$	-	\$	-	\$	-	\$	-
Transfer From Other Funds	\$	-	\$	-	\$	-	\$	-	\$	-
Contributions From										
General Fund or Other	\$	345,277	\$	355,315	\$	370,446	\$	370,269	\$	367,624
Total Revenue	\$	345,277	\$	355,315	\$	370,446	\$	370,269	\$	367,624
Personnel Services	\$	106,563	\$	108,316	\$	113,242	\$	113,240	\$	114,896
Contractual Services	\$	232,330	\$	240,557	\$	245,000	\$	245,000	\$	245,000
Other Services and Charges	\$	2,324	\$	2,227	\$	7,929	\$	7,754	\$	3,478
Supplies & Minor Equipment	\$	4,060	\$	4,215	\$	4,275	\$	4,275	\$	4,250
Capital & Overhead Allocation	\$	-	\$	-	\$	-	\$	-	\$	-
Debt Services Related	\$	-	\$	-	\$	-	\$	-	\$	-
Aids and Grants	\$	-	\$	-	\$	-	\$	-	\$	-
Other Uses and Sources	\$	-	\$	-	\$	-	\$	-	\$	-
Transfer To Other Funds	\$	-	\$	-	\$	-	\$	-	\$	-
Interdepartmental Charges	\$	-	\$	-	\$	-	\$	-	\$	-
Budget Reserves	\$	-	\$	-	\$	-	\$	-	\$	-
Total Expenses	\$	345,277	\$	355,315	\$	370,446	\$	370,269	\$	367,624
Authorized Full Time Equivalents		1.00		1.00		1.00		1.00		1.00

Analysis

Revenue:

Revenue allocated from the General Fund.

Expenses:

Personnel Services increase from Current FY2015 primarily due to negotiated increases and increased healthcare costs partially offset by a decreased contribution to the City's pension program.

Other Services and Charges decrease from Current FY2015 due to a decrease in property and general liability insurance fees.

Department Name: Internal Audit

DEPARTMENT WEBSITE: <http://www.tampagov.net/Internal-Audit>

VISION AND MISSION:

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

GOALS AND OBJECTIVES:

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

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

CURRENT OPERATIONS AND INITIATIVES:

The Department has been successful in implementing its audit agenda and responding to special requests from the Mayor and city departments. Using a risk-based approach, audit objectives have been developed to identify ways to improve effectiveness, efficiency, and customer service. The Department continues to manage an anonymous internal hotline for city employees to report situations where fraud, waste, or abuse may have occurred. The Department also continues to strive to identify methods to work effectively with management and ensure the timely and effective capture of management views on recommendations. The Department has also reviewed and updated its policy and procedures manual and implemented a formal annual review/update process. For FY2015 and beyond, the Department will continue to refine and update the City's audit universe in order to effectively deploy available audit resources to best benefit the City.

CITY STRATEGIC PRIORITY:

☐ Changing Tampa's Economic DNA

☐ Keeping our streets safe

☐ Strengthen our Neighborhoods

☒ Effective & Efficient Government

Performance Measures	Actual FY2014	Estimated FY2015	Estimated FY2016
Audits Completed	14	14	17
Special Audit Requests	2	2	2
Post Audit Reviews	6	15	15
Fraud Hotline Reports	9	5	5
Average Chargeable Time per Auditor	1,262	1,400	1,400
Direct Time to Available Time per Auditor (%)	75%	80%	80%
Planned Audits In-Progress or Completed (%)	100%	71%	90%

Internal Audit

	Actual		Actual		Current		Projected		Recommended	
	FY 2013		FY 2014		FY 2015		FY 2015		FY 2016	
Tax Revenues-Property Taxes	\$	-	\$	-	\$	-	\$	-	\$	-
Tax Revenues-Other Taxes	\$	-	\$	-	\$	-	\$	-	\$	-
Licenses and Permits	\$	-	\$	-	\$	-	\$	-	\$	-
Intergovernmental Revenues	\$	-	\$	-	\$	-	\$	-	\$	-
Charges for Services	\$	-	\$	-	\$	-	\$	-	\$	-
Fines and Forfeits	\$	-	\$	-	\$	-	\$	-	\$	-
Miscellaneous Revenue	\$	-	\$	-	\$	-	\$	-	\$	-
Transfer from Fund Balances	\$	-	\$	-	\$	41,000	\$	-	\$	-
Other Revenues	\$	-	\$	-	\$	-	\$	-	\$	-
User Department Charges	\$	-	\$	-	\$	-	\$	-	\$	-
Transfer From Other Funds	\$	-	\$	-	\$	-	\$	-	\$	-
Contributions From										
General Fund or Other	\$	589,763	\$	710,005	\$	766,854	\$	690,506	\$	671,506
Total Revenue	\$	589,763	\$	710,005	\$	807,854	\$	690,506	\$	671,506
Personnel Services	\$	556,649	\$	670,874	\$	690,650	\$	592,067	\$	635,214
Contractual Services	\$	10,218	\$	13,225	\$	28,250	\$	28,250	\$	11,100
Other Services and Charges	\$	12,496	\$	9,440	\$	26,190	\$	23,752	\$	14,361
Supplies & Minor Equipment	\$	10,394	\$	10,324	\$	7,300	\$	7,300	\$	10,731
Capital & Overhead Allocation	\$	-	\$	6,130	\$	55,364	\$	39,037	\$	-
Debt Services Related	\$	-	\$	-	\$	-	\$	-	\$	-
Aids and Grants	\$	-	\$	-	\$	-	\$	-	\$	-
Other Uses and Sources	\$	-	\$	-	\$	-	\$	-	\$	-
Transfer To Other Funds	\$	-	\$	-	\$	-	\$	-	\$	-
Interdepartmental Charges	\$	6	\$	12	\$	100	\$	100	\$	100
Budget Reserves	\$	-	\$	-	\$	-	\$	-	\$	-
Total Expenses	\$	589,763	\$	710,005	\$	807,854	\$	690,506	\$	671,506
Authorized Full Time Equivalents		6.00		6.00		6.00		6.00		6.00

Analysis

Revenue:

Transfer from Fund Balances decreased from FY2015 as funds were used for non-recurring office remodeling project.

Expenses:

Personnel Services decrease from Current FY2015 primarily due to a decreased contribution to the City's pension program.

Contractual Services and Other Services and Charges decreased in Recommended FY2016 due to mid-year appropriations for audit software in FY2015.

Capital & Overhead Allocation decrease from Current FY2015 primarily due to completion of the office remodeling project.

Department Name: Mayor

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

VISION AND MISSION:

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

GOALS AND OBJECTIVES:

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

- **Economic Development:** Focus on moving Tampa forward and ensuring the City is open for business; aggressive efforts to grow existing businesses, recruit and nurture new businesses, and launch a long-term strategy for economic competitiveness;
- **Neighborhoods:** Focus on strengthening and engaging neighborhoods, while assuring quality of life crimes are prosecuted; ensure that neighborhoods receive timely and effective code enforcement and nuisance abatement; and provide neighborhood leaders with training and support needed to continue to make Tampa great;
- **Safe Streets:** A commitment to Tampa Police to ensure the department remains focused on the future and continues to be aggressive about incorporating new crime fighting tactics in its arsenal, improving the quality of life for all of Tampa's citizens; and
- **Effective and Efficient Government:** Focus on task force(s) of respected leaders representing every segment of the business community as well as neighborhood and community leaders to look at regulatory and bureaucratic processes to help the City to streamline and expedite plans, permits, and regulations. Focusing on technology critical to the economic future of the City including e-Services, e-Business, and e-Management.

CURRENT OPERATIONS AND INITIATIVES:

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

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

CITY STRATEGIC PRIORITY:

- ☒ Changing Tampa's Economic DNA
- ☒ Strengthen our Neighborhoods

- ☒ Keeping our streets safe
- ☒ Effective & Efficient Government

Mayor

	Actual		Actual		Current		Projected		Recommended	
	FY 2013		FY 2014		FY 2015		FY 2015		FY 2016	
Tax Revenues-Property Taxes	\$	-	\$	-	\$	-	\$	-	\$	-
Tax Revenues-Other Taxes	\$	-	\$	-	\$	-	\$	-	\$	-
Licenses and Permits	\$	-	\$	-	\$	-	\$	-	\$	-
Intergovernmental Revenues	\$	-	\$	-	\$	-	\$	-	\$	-
Charges for Services	\$	-	\$	-	\$	-	\$	-	\$	-
Fines and Forfeits	\$	-	\$	-	\$	-	\$	-	\$	-
Miscellaneous Revenue	\$	-	\$	-	\$	-	\$	-	\$	-
Transfer from Fund Balances	\$	-	\$	-	\$	-	\$	-	\$	-
Other Revenues	\$	-	\$	-	\$	-	\$	-	\$	-
User Department Charges	\$	-	\$	-	\$	-	\$	-	\$	-
Transfer From Other Funds	\$	-	\$	-	\$	-	\$	-	\$	-
Contributions From										
General Fund or Other	\$	512,139	\$	472,469	\$	580,014	\$	579,025	\$	577,583
Total Revenue	\$	512,139	\$	472,469	\$	580,014	\$	579,025	\$	577,583
Personnel Services	\$	492,671	\$	449,120	\$	530,117	\$	529,968	\$	528,322
Contractual Services	\$	-	\$	552	\$	-	\$	-	\$	-
Other Services and Charges	\$	12,947	\$	14,959	\$	38,725	\$	37,885	\$	38,047
Supplies & Minor Equipment	\$	4,965	\$	5,545	\$	9,672	\$	9,672	\$	9,614
Capital & Overhead Allocation	\$	-	\$	-	\$	-	\$	-	\$	-
Debt Services Related	\$	-	\$	-	\$	-	\$	-	\$	-
Aids and Grants	\$	-	\$	-	\$	-	\$	-	\$	-
Other Uses and Sources	\$	-	\$	-	\$	-	\$	-	\$	-
Transfer To Other Funds	\$	-	\$	-	\$	-	\$	-	\$	-
Interdepartmental Charges	\$	1,556	\$	2,293	\$	1,500	\$	1,500	\$	1,600
Budget Reserves	\$	-	\$	-	\$	-	\$	-	\$	-
Total Expenses	\$	512,139	\$	472,469	\$	580,014	\$	579,025	\$	577,583
Authorized Full Time Equivalents		5.00		5.00		5.00		5.00		5.00

Analysis

Revenue:

Revenue allocated from the General Fund.

Expenses:

Personnel Services decrease from Current FY2015 primarily due to a decreased contribution to the City's pension program.

Department Name: Minority Business Development

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

VISION AND MISSION:

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

GOALS AND OBJECTIVES:

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

- Engaging in Supplier Diversity best practices that effectively address key challenges for WMBEs/SLBEs;
- Targeted recruitment of eligible SLBE's and WMBE's through outreach, seminars, and workshops;
- Implementing policy initiatives to highlight the importance, benefits, and successes of the City's programs;
- Continued integration of technology to track all SLBE/WMBE participation relative to awards and payments;
- Developing business processes and procedures for compliance with Ordinance 2008-89 in response to directives for Equal Business Opportunity/Economic Development programs;
- Ensuring data collection is performed and contracts are monitored to produce reliable data and credible reports for policy formulation through the Diversity Management Information system (DMI); and
- Analyzing department procurement activity/budgets for sheltered market and subcontract goal opportunities.

CURRENT OPERATIONS AND INITIATIVES:

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

CITY STRATEGIC PRIORITY:

☒ Changing Tampa's Economic DNA

☐ Keeping our streets safe

☐ Strengthen our Neighborhoods

☐ Effective & Efficient Government

Performance Measures	Actual FY2014	Projected FY2015	Estimated FY2016
Number of current SLBE/WMBE Certifications	1,100	1,075	1,150
Conduct/Facilitate Workshops and Outreach Initiatives	47	50	50
Monitor Contracts and Perform Compliance Desk Audits	632	650	675
Produce and Publish Required DMI Statistical Reports	480	500	500
Intake/Certify Eligible SLBE/WMBE Companies	780	790	800
Number of Firms Dual Certified SLBE/WMBE	356	360	365

Minority Business Development

	Actual		Actual		Current		Projected		Recommended	
	FY 2013		FY 2014		FY 2015		FY 2015		FY 2016	
Tax Revenues-Property Taxes	\$	-	\$	-	\$	-	\$	-	\$	-
Tax Revenues-Other Taxes	\$	-	\$	-	\$	-	\$	-	\$	-
Licenses and Permits	\$	-	\$	-	\$	-	\$	-	\$	-
Intergovernmental Revenues	\$	-	\$	-	\$	-	\$	-	\$	-
Charges for Services	\$	-	\$	-	\$	-	\$	-	\$	-
Fines and Forfeits	\$	-	\$	-	\$	-	\$	-	\$	-
Miscellaneous Revenue	\$	-	\$	-	\$	-	\$	-	\$	-
Transfer from Fund Balances	\$	-	\$	-	\$	-	\$	-	\$	-
Other Revenues	\$	-	\$	-	\$	-	\$	-	\$	-
User Department Charges	\$	-	\$	-	\$	-	\$	-	\$	-
Transfer From Other Funds	\$	-	\$	-	\$	-	\$	-	\$	-
Contributions From										
General Fund or Other	\$	537,833	\$	552,229	\$	579,497	\$	564,396	\$	566,826
Total Revenue	\$	537,833	\$	552,229	\$	579,497	\$	564,396	\$	566,826
Personnel Services	\$	477,518	\$	479,322	\$	515,482	\$	500,381	\$	509,509
Contractual Services	\$	60	\$	-	\$	2,197	\$	2,197	\$	-
Other Services and Charges	\$	16,755	\$	42,679	\$	24,760	\$	24,797	\$	50,567
Supplies & Minor Equipment	\$	5,573	\$	6,074	\$	6,238	\$	6,201	\$	6,550
Capital & Overhead Allocation	\$	37,900	\$	24,139	\$	30,620	\$	30,620	\$	-
Debt Services Related	\$	-	\$	-	\$	-	\$	-	\$	-
Aids and Grants	\$	-	\$	-	\$	-	\$	-	\$	-
Other Uses and Sources	\$	-	\$	-	\$	-	\$	-	\$	-
Transfer To Other Funds	\$	-	\$	-	\$	-	\$	-	\$	-
Interdepartmental Charges	\$	27	\$	15	\$	200	\$	200	\$	200
Budget Reserves	\$	-	\$	-	\$	-	\$	-	\$	-
Total Expenses	\$	537,833	\$	552,229	\$	579,497	\$	564,396	\$	566,826
Authorized Full Time Equivalents		5.00		5.75		5.75		5.75		5.75

Analysis

Revenue:

Revenue allocated from the General Fund.

Expenses:

Personnel Services decrease from Current FY2015 primarily due to a decreased contribution to the City's pension program.

Other Services and Charges increase from Current FY2015 for maintenance costs associated with the diversity management software.

Department Name: Neighborhood Empowerment

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

VISION AND MISSION:

The Neighborhood Empowerment Department serves as a convenient single point of contact for the citizens to access services. The Department continues to focus 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:

- Assure the effective and efficient operations of the Neighborhood Enhancement Teams;
- Ensure the effective and efficient enforcement of codes which address property maintenance standards along with the timely removal of litter, illegal dumping, graffiti removal, and appropriate alley way clean ups;
- To be recognized a leading metro city dedicated to the improvement of the quality of life through timeliness of abatements and blighted conditions in the neighborhoods;
- To serve as the main liaison for the neighborhood associations and helping Tampa's residents to be more civically engaged in their neighborhood.
- To work with community partners and private entities to promote and build positive relationships that showcase the City of Tampa as a desirable living and working environment;
- Provide impartial unbiased investigations of discrimination complaints in the area of housing, employment, and public accommodations;
- Implement pro-active approaches to eliminate housing discrimination in the City of Tampa and to affirmatively further Fair Housing policies and programs; and
- Provide for the administration, issuance and collection of business tax receipts and foreclosure registrations.

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 lighted conditions in the neighborhoods;
- Continue to integrate the Accela software application into the code enforcement process with emphasis on identifying performance management goals;
- Continue to organize and schedule the Mayor's Neighborhood University (MNU) to cultivate neighborhood leadership abilities and provide an in-depth and informative overview of the City of Tampa's governmental operations. The third MNU session is scheduled for September of 2015; and
- To complete the revisions of the Rental Inspection Program working in conjunction with the community partners with approval by the Administration and City Council with an implementation date in late 2015.

CITY STRATEGIC PRIORITY:

☐ Changing Tampa's Economic DNA

☒ Strengthen our Neighborhoods

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Department Name: Community Partnerships and Neighborhood Engagement

DEPARTMENT WEBSITE: <http://www.tampagov.net/community-partnerships-and-neighborhood-engagement>

VISION AND MISSION:

The Community Partnerships and Neighborhood Engagement Division is committed to identifying community areas citywide and developing a diverse array of partners in these designated areas to engage with each other. Our mission is to create a holistic approach that connects new and existing diverse stakeholders with similar vested interests. Our vision is to facilitate open communications in an effort to generate solution focused initiatives.

GOALS AND OBJECTIVES:

The Community Partnerships and Neighborhood Engagement Division's focus is to:

- Maintain community outreach efforts through meetings, public forums, email, media, telephone, special events and direct contact with our stakeholders;
- Facilitate the development of new and existing associations;
- Maintain various databases and the interactive website (www.tampagov.net/neighborhoods);
- Support various committees, task forces, boards and organizations in the community; and
- Communicate, Educate, Celebrate and Promote.

CURRENT OPERATIONS AND INITIATIVES:

The Community Partnerships and Neighborhood Engagement Division serves as the Mayor's primary main liaison to the neighborhood associations and as their voice at City Hall.

This Division also works with all community partners and private entities to promote and build positive relationships that will showcase the City of Tampa as a desirable living and working environment.

CITY STRATEGIC PRIORITY:

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Performance Measures	Actual FY2014	Projected FY2015	Estimated FY2016
To measure the contributions of programs and services provided by the City of Tampa to changes in community conditions and meaningful participation. Extent of operations of the Community Partnerships and Neighborhood Engagement Office to measure the increase in community engagement and the relevance and impact of both. This will be done by linking community indicators to government activities and basing City of Tampa performance measures on input from citizens.	N/A	N/A	Yes

Department Name: Neighborhood Empowerment- Business Tax

DEPARTMENT WEBSITE: <http://www.tampagov.net/Business-Tax>

VISION AND MISSION:

The Business Tax Division's mission is to provide accurate, efficient, and responsive services to the business community in the lawful assessment and collection of business taxes as authorized under the authority of Chapter 24 of the City of Tampa Code.

GOALS AND OBJECTIVES:

- Continue to ensure correct classification and assessment of business taxes and fees;
- Actively pursue collection of unpaid prior year business taxes and/or fees;
- Operate at no less than 80% loss of administrative handling fees for business taxes and fees; and
- Continue to support and process Foreclosure Registry applications.

CURRENT OPERATIONS AND INITIATIVES:

The Business Tax Division will continue to assess and collect business taxes from businesses as authorized by Florida State Law. In addition, the Business Tax Division will oversee the registration of foreclosed properties and accept required payments, as defined in local City of Tampa Ordinances.

In addition, the Business Tax Division will provide a referral to the inspection staff of Neighborhood Enhancement Division for the required monitoring of the vacant/foreclosed properties; continue to monitor and collect the required Business Taxes from businesses operating within the City of Tampa, and to issue Business Operating Permits to regulated businesses and pain management clinics.

Implementation of Accela in-late 2015 after 2016 renewal mailings.

CITY STRATEGIC PRIORITY:

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Performance Measures	Actual FY2014	Projected FY2015	Estimated FY2016
Number of new Business Tax Applications	890	950	1,000
Business Tax Revenues	\$10 million	\$10 million	\$10 million
Foreclosure Registry Applications	2,229	2,300	2,300

Department Name: Neighborhood Empowerment- Enhancement

DEPARTMENT WEBSITE: <http://www.tampagov.net/neighborhood-enhancement>

VISION AND MISSION:

The mission of the Neighborhood Enhancement Division will be to enforce all non-criminal city ordinances, codes, and regulations and to improve the quality of life for Tampa residents through maintenance of medians and vacant lots. The Division will also continue the effort to enforce structural standards, property maintenance, zoning and land use, foreclosure registry, illegal signs, reduce litter and graffiti abatement, and illegal dumping.

GOALS AND OBJECTIVES:

- Neighborhood Enhancement continues integrating resources, expediting abatements, eliminating blighted conditions, providing a more effective and efficient method of addressing the needs of citizens in neighborhoods and quality of life issues;
- Continue a proactive approach in neighborhoods by developing five districts and increasing efforts regarding the enforcement and maintenance of dilapidated and/or deteriorated structures, property maintenance, reducing litter, trimming trees, rights-of-way maintenance, removing illegal snipe signs, herbicide treatments, and graffiti removal;
- Continue with the alley maintenance program and partner with the Tampa Police Department to eliminate illegal dumping;
- Continue to partner with the Solid Waste Department on code enforcement issues; and
- Continue to monitor and evaluate the effectiveness of the current collection processes using the Code Enforcement Board Special Magistrate and Hillsborough County Civil and Criminal Courts, with an emphasis on repeat offenders thereby reducing costs.

CURRENT OPERATIONS AND INITIATIVES:

- Implement a now workable Rental Inspection Program;
- Increase Operation Working In Neighborhoods (W.I.N.) to twice a month, thereby enhancing our neighborhood beautification efforts;
- Continue participation in the Mayor's Bright Lights/Safe Nights initiative with increased tree trimming in order to raise the overall canopy providing a brighter visibility;
- Ensure open vacant structures become secured to prevent criminal activities or further deterioration of the property;
- Continue to monitor the Foreclosure Registry Ordinance Program by providing inspections of registered properties to ensure property maintenance; and
- Continue with routine thoroughfare and corridor maintenance.

CITY STRATEGIC PRIORITY:

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Performance Measures	Actual FY2014	Projected FY2015	Estimated FY2016
Number of Code Inspections	67,353	43,108	45,263
Community Service Work (Man hours)	7,848	8,442	8,442
Neighborhood Tree Service (Responses)	243	192	202
Illegal Dumping Sites Cleaned	437	710	746
Litter / Debris (Tonnage)	1,891	1,610	1,610

Department Name: Mayor's Neighborhood University & Landlord Training

DEPARTMENT WEBSITE: www.tampagov.net/mayorsneighborhooduniversity and
<http://www.tampagov.net/neighborhood-empowerment/info/mayors-landlord-training>

VISION AND MISSION:

The vision of the Neighborhood University and Landlord Training Office is to meet the administration's goal of establishing a Neighborhood University to support the development of existing and future neighborhood leaders along with additional development programs.

GOALS AND OBJECTIVES:

The goal of this Office is to support the development of learning solutions to help existing neighborhood leaders optimize their role as well as to help mentor emerging and future neighborhood leaders. Additional development programs have been created for specific audiences to help with the awareness of city government, life skills, and useful training in the real estate environment. Below are some of the specific leadership development programs:

- Neighborhood University;
- Landlord and Tenant Training;

CURRENT OPERATIONS AND INITIATIVES:

- Develop, implement, and sustain plans for the above listed leadership development programs;
- Recruit attendees for the Mayor's Neighborhood University and Landlord training programs;
- Produce instructional support materials for the attendees of each leadership development program;
- Analyze program participants through Survey Monkey to determine the best delivery methods for each program; and
- Conduct post-program evaluations for quality, impact, and sustainability: strengths, weaknesses, opportunities, and threats (SWOT) analyses.
- Partner with the Tampa Housing Authority during their monthly required land-lord tenant training for new landlords in proving an overview of The City of Tampa minimum housing standards.
- Participate in revisions and announcements of the revised City of Tampa Rental Program scheduled late 2015

CITY STRATEGIC PRIORITY:

☐ Changing Tampa's Economic DNA

☐ Keeping our streets safe

☒ Strengthen our Neighborhoods

☒ Effective & Efficient Government

Performance Measures	Actual FY2014	Projected FY2015	Estimated FY2016
Mayor's Neighborhood University Graduating Classes	N/A	3	2
Landlord Tenant Training	2	2	3

Neighborhood Empowerment

	Actual FY 2013	Actual FY 2014	Current FY 2015	Projected FY 2015	Recommended FY 2016
Tax Revenues-Property Taxes	\$ -	\$ -	\$ -	\$ -	\$ -
Tax Revenues-Other Taxes	\$ (1,576)	\$ (2,436)	\$ -	\$ (1,000)	\$ (1,000)
Licenses and Permits	\$ -	\$ -	\$ -	\$ -	\$ -
Intergovernmental Revenues	\$ 145,368	\$ 36,763	\$ -	\$ -	\$ -
Charges for Services	\$ 958,013	\$ 910,877	\$ 692,000	\$ 395,700	\$ 401,200
Fines and Forfeits	\$ 161,605	\$ 280,437	\$ 160,000	\$ 326,200	\$ 228,000
Miscellaneous Revenue	\$ 2,369	\$ 2	\$ -	\$ (100)	\$ (100)
Transfer from Fund Balances	\$ -	\$ -	\$ -	\$ -	\$ -
Other Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
User Department Charges	\$ -	\$ -	\$ -	\$ -	\$ -
Transfer From Other Funds	\$ 589,363	\$ 307,164	\$ 307,164	\$ 307,164	\$ 307,164
Contributions From General Fund or Other	\$ 6,634,832	\$ 8,523,608	\$ 7,445,361	\$ 7,881,073	\$ 8,145,119
Total Revenue	\$ 8,489,974	\$ 10,056,415	\$ 8,604,525	\$ 8,909,037	\$ 9,080,383
Personnel Services	\$ 6,499,633	\$ 7,224,123	\$ 6,886,613	\$ 7,195,286	\$ 7,149,846
Contractual Services	\$ 1,030,690	\$ 844,565	\$ 577,784	\$ 483,800	\$ 594,484
Other Services and Charges	\$ 1,043,195	\$ 1,171,568	\$ 764,836	\$ 866,459	\$ 915,242
Supplies & Minor Equipment	\$ 119,721	\$ 24,969	\$ 113,246	\$ 108,824	\$ 128,046
Capital & Overhead Allocation	\$ 98,085	\$ 586,127	\$ 60,960	\$ 58,822	\$ 99,664
Debt Services Related	\$ 170,401	\$ 199,208	\$ 186,845	\$ 186,845	\$ 186,860
Aids and Grants	\$ -	\$ -	\$ -	\$ -	\$ -
Other Uses and Sources	\$ (779,846)	\$ -	\$ -	\$ -	\$ -
Transfer To Other Funds	\$ 304,818	\$ -	\$ -	\$ -	\$ -
Interdepartmental Charges	\$ 3,277	\$ 5,855	\$ 14,241	\$ 9,001	\$ 6,241
Budget Reserves	\$ -	\$ -	\$ -	\$ -	\$ -
Total Expenses	\$ 8,489,974	\$ 10,056,415	\$ 8,604,525	\$ 8,909,037	\$ 9,080,383
Authorized Full Time Equivalents	105.62	107.62	108.00	102.00	102.00

Analysis

Revenue:

Intergovernmental Revenues decrease in Recommended FY2016 due to the cessation of Special Inspections due to changes in City Code.

Expenses:

Staffing: Decrease of 1.0 FTE and transfer of 5.0 FTE's to another department.

Personnel Services increase from Current FY2015 primarily due to a reduction of 6.0 FTE's, negotiated increases and increased healthcare costs partially offset by a decreased contribution to the City's pension program.

Capital & Overhead Allocation increase from Current FY2015 for capital outlay for the purchase of equipment.

Non-Departmental

NO POSITIONS ARE BUDGETED IN THIS DEPARTMENT

The non-departmental budget contains funds for a variety of programs that are not related to traditional department functions. This includes funds budgeted for outside agencies that provide service to the community for special operations or services provided by city departments. The FY2016 general fund programs included in this department are:

NON-DEPARTMENTAL DETAIL

GENERAL FUND

Tax Increment Financing Transfers	12,023,152	Museum of Science and Industry	51,200
Intersection Safety Program	2,208,000	Ybor City Museum	51,200
Tampa Sports Authority	1,874,490	League of Cities	51,000
Convention Center Hotel Lease	1,460,000	Tampa Bay WaVE	50,000
Streetcar Study	1,250,000	Tampa Bay Partnership	50,000
Tampa Museum of Art	730,500	TECO Line Streetcar	46,778
Property Insurance	647,266	Tampa-Hillsborough Protocol Office	40,000
David A. Straz, Jr. Center for the Performing Arts	586,750	City-wide Bus Passes	30,000
Tampa Hillsborough Economic Development Corp.	538,000	Boys and Girls Club	28,160
Florida Aquarium	486,000	Glazer Children's Museum	25,920
Non-Department Fees and Assessments	399,000	Mendez Drug Prevention Program	24,999
Lowry Park Zoo	324,000	Actuary Services	20,000
Speak Up Tampa Bay	207,360	U.S. Conference of Mayors Membership	20,000
Florida Orchestra	194,800	Humane Society	12,800
Homeless Coalition	150,000	Ybor Chamber of Commerce	12,800
Banking Services	125,000	Tampa Black Heritage Festival	10,240
Educational Cable Consortium	108,629	NAACP Empowerment Center	8,000
Tampa Theatre	97,900	Tampa Museum of Photographic Arts	7,680
CDC of Tampa, Inc.-100 Youth Leadership Program	94,720	Plant Hall	6,300
Hillsborough County Small Business	93,500	Master Chorale	5,120
Audit Services	74,500	Sister Cities	5,120
Tampa Bay History Center	72,000	Spanish Lyric Theater	5,120
Plant Museum	69,225	Tampa Bay Regional Planning Council	2,000
Film Commission	65,000		
TOTAL NON-DEPARTMENT BUDGET			<u>\$ 24,444,229</u>

Non-Departmental

	Actual FY 2013	Actual FY 2014	Current FY 2015	Projected FY 2015	Recommended FY 2016
Tax Revenues-Property Taxes	\$ 117,394,250	\$ 124,243,854	\$ 132,224,356	\$ 133,500,000	\$ 142,965,690
Tax Revenues-Other Taxes	\$ 85,133,932	\$ 85,527,907	\$ 82,684,255	\$ 77,843,030	\$ 80,930,597
Licenses and Permits	\$ 31,515,234	\$ 33,169,642	\$ 36,632,000	\$ 33,832,000	\$ 35,492,000
Intergovernmental Revenues	\$ 63,277,376	\$ 66,017,051	\$ 68,435,703	\$ 69,475,570	\$ 72,900,597
Charges for Services	\$ 3,031,332	\$ 2,967,087	\$ 16,690,709	\$ 17,205,709	\$ 45,000
Fines and Forfeits	\$ 4,563,906	\$ 3,534,766	\$ 4,028,000	\$ 3,426,000	\$ 3,076,000
Miscellaneous Revenue	\$ 2,779,722	\$ 1,764,151	\$ 8,017,400	\$ 5,955,763	\$ 9,413,400
Transfer from Fund Balances	\$ -	\$ -	\$ 8,268,514	\$ 1,152,619	\$ 8,842,528
Other Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
User Department Charges	\$ -	\$ -	\$ -	\$ -	\$ -
Transfer From Other Funds	\$ 45,020,518	\$ 42,465,403	\$ 39,137,548	\$ 42,868,713	\$ 42,812,739
Contributions From General Fund or Other	\$ (268,382,620)	\$ (283,635,446)	\$ (289,224,819)	\$ (282,869,854)	\$ (291,899,052)
Total Revenue	\$ 84,333,650	\$ 76,054,415	\$ 106,893,666	\$ 102,389,550	\$ 104,579,499
Personnel Services	\$ 1,123,287	\$ 1,142,298	\$ (370,000)	\$ -	\$ 2,000,000
Contractual Services	\$ 7,416,791	\$ 7,954,984	\$ 7,099,299	\$ 8,142,669	\$ 8,075,600
Other Services and Charges	\$ 5,626,666	\$ (12,952,788)	\$ 2,643,893	\$ 2,643,893	\$ (15,713,459)
Supplies & Minor Equipment	\$ 86,323	\$ 73,627	\$ 73,000	\$ 75,234	\$ 73,000
Capital & Overhead Allocation	\$ (19,737,567)	\$ (4,682,995)	\$ 4,299,564	\$ 66,000	\$ 95,000
Debt Services Related	\$ 25,824	\$ 9,542	\$ 2,500	\$ 2,500	\$ 2,500
Aids and Grants	\$ 11,527,633	\$ 13,161,246	\$ 14,660,277	\$ 15,023,207	\$ 16,721,853
Other Uses and Sources	\$ -	\$ 835	\$ -	\$ -	\$ -
Transfer To Other Funds	\$ 78,101,254	\$ 71,167,091	\$ 71,272,324	\$ 75,980,044	\$ 81,513,898
Interdepartmental Charges	\$ 163,439	\$ 180,575	\$ 165,000	\$ 165,000	\$ 365,000
Budget Reserves	\$ -	\$ -	\$ 7,047,809	\$ 291,003	\$ 11,446,107
Total Expenses	\$ 84,333,650	\$ 76,054,415	\$ 106,893,666	\$ 102,389,550	\$ 104,579,499

Authorized Full Time Equivalents No positions assigned to this department.

Analysis

Revenue:

Tax Revenues – Property Taxes in Recommended FY2016 reflect an increase in taxable value of 8.5% or an increase in property tax revenue of \$11.2 million compared to FY2015, representing an increase for the third consecutive year.

Tax Revenues – Other Taxes decrease in Projected FY2015 due to a decrease in TECO rates, a decrease in TECO Franchise Fees and Utilities Services Taxes due to a mild winter, offset by an increase in residential and business occupancy rates.

Intergovernmental Revenues increase in Recommended FY2016 as a Half-cent sales tax revenue continues to trend upward as the economy recovers.

Miscellaneous Revenues in Projected FY2015 reflect decreased interest primarily due to high yield investments maturing. Recommended FY2016 includes \$4 million reflecting sale of City property.

Expenses:

Due to a change in budget practices cost allocation charges for General Fund services will be treated as a contra-expense instead of a revenue.

Aids and Grants increase in Recommended FY2016 primarily due to higher contributions to the City's Community Redevelopment Agencies resulting from higher property tax revenue.

Department Name: Parking

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

VISION AND MISSION:

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

GOALS AND OBJECTIVES:

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

CURRENT OPERATIONS AND INITIATIVES:

- Initiate and implement a comprehensive maintenance improvement program for all parking assets;
- Continue to re-brand Parking Division assets and streetscape;
- Modernize all elevator cabs at Fort Brooke parking facility;

CITY STRATEGIC PRIORITY:

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Performance Measures	Actual FY2014	Projected FY2015	Estimated FY2016
Consumer Online Parking Transactions	41,693	65,040	68,427
On Street Pay Station Revenue	\$1.6 million	\$1.58 million	\$1.59 million
Off Street Visitor Revenue	\$5 million	\$5.5 million	\$5.53 million
Off Street Permit Revenue	\$4.7 million	\$5.2 million	\$5.24million

Parking

	Actual FY 2013	Actual FY 2014	Current FY 2015	Projected FY 2015	Recommended FY 2016
Tax Revenues-Property Taxes	\$ -	\$ -	\$ -	\$ -	\$ -
Tax Revenues-Other Taxes	\$ -	\$ -	\$ -	\$ -	\$ -
Licenses and Permits	\$ -	\$ -	\$ -	\$ -	\$ -
Intergovernmental Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
Charges for Services	\$ 11,151,256	\$ 12,850,778	\$ 12,802,420	\$ 13,279,721	\$ 12,998,900
Fines and Forfeits	\$ 1,492,779	\$ 1,686,964	\$ 2,150,000	\$ 1,600,000	\$ 1,600,000
Miscellaneous Revenue	\$ 143,232	\$ 428,067	\$ 300,009	\$ 321,113	\$ 319,113
Transfer from Fund Balances	\$ -	\$ -	\$ 632,314	\$ -	\$ 484,177
Other Revenues	\$ (258)	\$ -	\$ -	\$ -	\$ -
User Department Charges	\$ -	\$ -	\$ -	\$ -	\$ -
Transfer From Other Funds	\$ 796,000	\$ 982,715	\$ 1,176,047	\$ 1,176,047	\$ 1,550,000
Contributions From General Fund or Other	\$ 1,489,466	\$ 2,634,658	\$ 738,821	\$ (478,060)	\$ -
Total Revenue	\$ 15,072,475	\$ 18,583,182	\$ 17,799,611	\$ 15,898,821	\$ 16,952,190
Personnel Services	\$ 5,024,982	\$ 4,971,669	\$ 5,307,558	\$ 4,267,830	\$ 4,880,442
Contractual Services	\$ 1,877,923	\$ 3,401,711	\$ 2,278,300	\$ 2,816,500	\$ 2,439,832
Other Services and Charges	\$ 8,134,125	\$ 3,797,276	\$ 4,788,566	\$ 3,876,711	\$ 4,670,216
Supplies & Minor Equipment	\$ 73,081	\$ 606,202	\$ 284,665	\$ 278,878	\$ 236,751
Capital & Overhead Allocation	\$ 401,658	\$ 607,502	\$ 1,579,121	\$ 712,501	\$ 1,160,300
Debt Services Related	\$ 380	\$ 221	\$ -	\$ -	\$ -
Aids and Grants	\$ 149,424	\$ 306,209	\$ 330,000	\$ 330,000	\$ 330,000
Other Uses and Sources	\$ (4,555,268)	\$ -	\$ -	\$ -	\$ -
Transfer To Other Funds	\$ 3,169,093	\$ 4,144,560	\$ 3,158,401	\$ 3,158,401	\$ 3,161,649
Interdepartmental Charges	\$ 797,077	\$ 747,832	\$ 73,000	\$ 458,000	\$ 73,000
Budget Reserves	\$ -	\$ -	\$ -	\$ -	\$ -
Total Expenses	\$ 15,072,475	\$ 18,583,182	\$ 17,799,611	\$ 15,898,821	\$ 16,952,190
Authorized Full Time Equivalents	94.45	88.25	88.25	87.25	82.75

Analysis

Revenue:

Charges for Services increase from Current FY2015 due to an increase in monthly and daily parking.

Fines and Forfeits decrease from Current FY2015 due to a decline in issued tickets.

Transfer From Other Funds in Recommended FY2016 includes an operating subsidy of \$400,000 and a capital improvement program subsidy of \$1,150,000.

Expenses:

Staffing: Decrease 1.0 FTE during FY2015 and 4.5 FTE's in FY2016.

Personnel Services decrease from Current FY2015 due to a reduction of 5.5 FTE's and a decreased contribution to the City's pension program.

Capital & Overhead Allocation includes \$1,160,300 million in Recommended FY2016 for capital outlay and capital improvement projects.

Department Name: Parks and Recreation

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

VISION AND MISSION:

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

GOALS AND OBJECTIVES:

- Provide quality recreational opportunities that will focus on encouraging health and wellness, promoting respect and appreciation of the environment, and supporting the arts and culture;
- Plan for expansion of quality recreational programming opportunities for all citizens;
- Plan for the future open space needs of the City by increasing restoration of the urban forest and open space with a focus on preservation through community partnerships and seek ways to revitalize city parks;
- Manage the City's land and facilities in a manner that contributes to public pride and a high quality of life in Tampa. Focus on preventive maintenance, ensuring public safety at parks and facilities, expanding green management, developing a strategic asset management plan, and preparing for emergencies;
- Develop an organizational culture that provides the internal foundation to serve the public successfully with opportunities for professional development and team learning, promote health and safety, and a workforce succession plan; and
- Collect and analyze information that supports the efficient management of land, facilities, staff, services, and partnerships to deliver quality programs and services.

CURRENT OPERATIONS AND INITIATIVES:

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

CITY STRATEGIC PRIORITY:

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Performance Measures	Actual FY2014	Projected FY2015	Estimated FY2016
Special Event Days	550	575	600
Picnic Shelter Reservations	4,483	4,500	4,650
Tree Plantings	505	600	600
Rec Cards Issued	16,235	16,500	17,000
Aquatic Class Participants	2,414	2,600	2,750
Art Participants	2,289	2,500	3,000
Afterschool Participants	1,439	1,500	2,000
Adult Sports League Participants	12,578	12,750	13,000
Camp Participants	12,662	15,000	17,500
Senior Participants	4,357	4,500	4,750

Parks and Recreation

	Actual FY 2013	Actual FY 2014	Current FY 2015	Projected FY 2015	Recommended FY 2016
Tax Revenues-Property Taxes	\$ -	\$ -	\$ -	\$ -	\$ -
Tax Revenues-Other Taxes	\$ -	\$ -	\$ 7,651,000	\$ 7,651,000	\$ 7,425,000
Licenses and Permits	\$ -	\$ 72,984	\$ 15,600	\$ 75,000	\$ 67,500
Intergovernmental Revenues	\$ 10,000	\$ 10,000	\$ 2,735,000	\$ 1,600,000	\$ 350,000
Charges for Services	\$ 3,370,749	\$ 3,215,762	\$ 3,739,800	\$ 3,315,794	\$ 3,816,016
Fines and Forfeits	\$ -	\$ -	\$ -	\$ -	\$ -
Miscellaneous Revenue	\$ 1,027,418	\$ 1,651,716	\$ 480,851	\$ 1,319,895	\$ 191,700
Transfer from Fund Balances	\$ -	\$ -	\$ 375,218	\$ -	\$ 1,045,000
Other Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
User Department Charges	\$ -	\$ -	\$ -	\$ -	\$ -
Transfer From Other Funds	\$ 1,686,909	\$ 5,017	\$ 200,000	\$ 200,000	\$ -
Contributions From General Fund or Other	\$ 35,094,681	\$ 42,806,782	\$ 45,224,952	\$ 33,516,603	\$ 31,250,915
Total Revenue	\$ 41,189,757	\$ 47,762,261	\$ 60,422,421	\$ 47,678,292	\$ 44,146,131
Personnel Services	\$ 23,342,647	\$ 23,722,759	\$ 25,397,468	\$ 24,165,596	\$ 23,337,215
Contractual Services	\$ 1,782,271	\$ 3,113,237	\$ 3,460,305	\$ 3,184,250	\$ 4,814,739
Other Services and Charges	\$ 19,355,747	\$ 6,004,979	\$ 5,571,221	\$ 5,569,930	\$ 5,117,917
Supplies & Minor Equipment	\$ 1,552,262	\$ 1,652,505	\$ 1,801,875	\$ 1,780,777	\$ 1,847,260
Capital & Overhead Allocation	\$ 6,732,354	\$ 13,251,477	\$ 24,179,552	\$ 12,966,739	\$ 8,719,000
Debt Services Related	\$ -	\$ -	\$ -	\$ -	\$ -
Aids and Grants	\$ -	\$ -	\$ -	\$ -	\$ -
Other Uses and Sources	\$ (13,274,720)	\$ -	\$ -	\$ -	\$ -
Transfer To Other Funds	\$ 1,686,909	\$ 5,017	\$ -	\$ -	\$ -
Interdepartmental Charges	\$ 12,287	\$ 12,287	\$ 12,000	\$ 11,000	\$ 10,000
Budget Reserves	\$ -	\$ -	\$ -	\$ -	\$ 300,000
Total Expenses	\$ 41,189,757	\$ 47,762,261	\$ 60,422,421	\$ 47,678,292	\$ 44,146,131
Authorized Full Time Equivalents	484.84	492.09	484.81	443.45	445.45

Analysis

Revenue:

Tax Revenues-Other Taxes in Recommended FY2016 includes \$7.4 million of Community Investment Tax funds for capital improvement projects. Intergovernmental Revenues decrease from Current FY2015; FY2015 includes grant revenues appropriated during the fiscal year. Transfer from Fund Balances increased from Current FY2015 primarily due to a change in budgetary practice associated with the Landscape Area Trust Funds and Tree Trust Funds.

Expenses:

Staffing: Decrease of 39.36 FTE's from Current FY2015 to Recommended FY2016.

Personnel Services decrease from Current FY2015 primarily due to transfer of 39.36 FTE's and a decreased contribution to the City's pension program.

Contractual Services increase from Current FY2015 due to appropriating the Landscape Area Trust Funds and Tree Trust Funds for installation of trees, and landscape, irrigation, and beautification improvements.

Capital & Overhead Allocation includes \$8.7 million in Recommended FY2016 for capital outlay and capital improvement projects.

Department Name: Planning and Development

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

VISION AND MISSION:

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

GOALS AND OBJECTIVES:

- Focus on education, outreach, and planning initiatives;
- Coordinating the City's review and response for comprehensive plan amendments, planning-related grant writing, and dissemination of changes to local and state planning-related law to applicable internal agencies;
- Utilize available federal and state funding to provide housing rehabilitation services as well as provide safe and affordable rental and single family homes;
- Encourage historic preservation, stabilize neighborhoods, increase property values, and facilitate investments;
- Provide community outreach and educational programs on the benefits of historic designation, historic preservation, housing foreclosure prevention assistance, and environmentally sustainable practices;
- Implement a strategic plan to reduce the City's green-house gas emissions;
- Ensure the design of new urban projects contribute to the compatible redevelopment of downtown and meet the standards of detail and function representative of a successful urban center;
- Implement the Comprehensive Plan, major planning initiatives, and increasing the use of Form Based Code;
- Continue to acquire and dispose of valuable city real estate assets and monitor city lease agreements for the benefit of the citizens of Tampa.
- Continue to investigate complaints of illegal discrimination in housing, employment, and public accommodations.

CURRENT OPERATIONS AND INITIATIVES:

Construction Services is achieving its service goals to enhance quality and timeliness of service. The Green Officer will focus on the implementation of the City's Energy Efficiency and Conservation Plan, resiliency adaptation and emissions reduction. Architectural Review and Historic Preservation will administer historic design guidelines in all historic districts. Real Estate provides services of acquisition, disposition, and leasing, while seeking ways to profitably market city-owned real estate. Housing and Community Development continues housing, rehabilitation, and assistance programs and furthering the improvements achieved through the Nehemiah project in Sulphur Springs. Community Affairs investigates/conciliates complaints involving accessibility issues within the City of Tampa. Land Development Coordination continues to streamline the development review and public hearing processes. The Planning and Urban Design Division manages and coordinates the implementation of the InVision Plan, West Bank project and coordinates several major infill and development projects. The Department migrated to an automated permitting and entitlement system, Accela Automation, as of January 2015.

CITY STRATEGIC PRIORITY:

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Performance Measures	Actual FY2014	Projected FY2015	Estimated FY2016
Residential Permits	22,493	24,742	27,217
Commercial Permits	12,007	13,208	14,528
Construction Inspections	107,985	118,784	130,662
Zoning Related Applications	1,089	1,132	1,200
Right of Way Related Applications	66	76	80
Subdivision Applications	30	42	50

Planning and Development

	Actual FY 2013	Actual FY 2014	Current FY 2015	Projected FY 2015	Recommended FY 2016
Tax Revenues-Property Taxes	\$ -	\$ -	\$ -	\$ -	\$ -
Tax Revenues-Other Taxes	\$ -	\$ -	\$ -	\$ -	\$ -
Licenses and Permits	\$ 182,816	\$ 145,080	\$ 213,500	\$ 239,110	\$ 301,000
Intergovernmental Revenues	\$ -	\$ -	\$ -	\$ -	\$ 12,150
Charges for Services	\$ 595,033	\$ 617,755	\$ 613,800	\$ 639,800	\$ 615,800
Fines and Forfeits	\$ -	\$ -	\$ -	\$ -	\$ -
Miscellaneous Revenue	\$ 370,100	\$ 732,710	\$ 503,449	\$ 505,399	\$ 506,100
Transfer from Fund Balances	\$ -	\$ -	\$ -	\$ -	\$ -
Other Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
User Department Charges	\$ -	\$ -	\$ -	\$ -	\$ -
Transfer From Other Funds	\$ -	\$ 102,564	\$ 108,518	\$ 108,518	\$ 99,548
Contributions From General Fund or Other	\$ 3,671,066	\$ 3,563,710	\$ 4,704,551	\$ 3,840,986	\$ 4,555,608
Total Revenue	\$ 4,819,015	\$ 5,161,819	\$ 6,143,818	\$ 5,333,813	\$ 6,090,206
Personnel Services	\$ 4,598,405	\$ 4,918,022	\$ 5,580,428	\$ 4,782,165	\$ 5,605,230
Contractual Services	\$ 66,527	\$ 72,484	\$ 194,116	\$ 174,826	\$ 139,720
Other Services and Charges	\$ 99,576	\$ 136,858	\$ 303,792	\$ 314,379	\$ 299,811
Supplies & Minor Equipment	\$ 41,059	\$ 27,614	\$ 58,872	\$ 55,833	\$ 38,645
Capital & Overhead Allocation	\$ 8,194	\$ -	\$ -	\$ -	\$ -
Debt Services Related	\$ -	\$ -	\$ -	\$ -	\$ -
Aids and Grants	\$ -	\$ -	\$ -	\$ -	\$ -
Other Uses and Sources	\$ -	\$ -	\$ -	\$ -	\$ -
Transfer To Other Funds	\$ -	\$ -	\$ -	\$ -	\$ -
Interdepartmental Charges	\$ 5,254	\$ 6,841	\$ 6,610	\$ 6,610	\$ 6,800
Budget Reserves	\$ -	\$ -	\$ -	\$ -	\$ -
Total Expenses	\$ 4,819,015	\$ 5,161,819	\$ 6,143,818	\$ 5,333,813	\$ 6,090,206
Authorized Full Time Equivalents	61.00	61.00	59.00	67.00	68.00

Analysis

Revenue:

Licenses and Permits increase from Current FY2015 due to an increase in building permits and zoning applications.

Intergovernmental Revenues increase over Current FY2015 due to Equal Employment Opportunity Commission contract responsibilities being transferred from Neighborhood Empowerment to Planning and Development.

Transfer From Other Funds decrease from Current FY2015 due to reimbursement for two positions from another department.

Expenses:

Staffing: Increased 9.0 FTE's from Current FY2015.

Personnel Services increase from Current FY2015 primarily due to the addition of 9.0 FTE's, negotiated increases and increased healthcare costs partially offset by a decreased contribution to the City's pension program.

Contractual Services decrease from Current FY2015 due to a reduction of professional service needs.

Supplies & Minor Equipment decrease from Current FY2015 due to a reduction in office supplies and PC hardware/software needs.

Planning and Development Community Development Block Grant

GOALS AND OBJECTIVES:

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

CURRENT OPERATIONS AND INITIATIVES:

Public Service - CDBG funded projects provide a range of activities through programs operated by independent organizations under contract with the City. FY2016 activities include education, job training, social services, youth programs, and housing services. The maximum allocation for Public Service programs paid with CDBG funds is 15% per year. The allocation for CDBG funded Public Service Projects for FY2016 is \$415,000.

Housing and Public Facility Improvements - Additional projects are carried out by independent non-profit organizations to create affordable housing opportunities and improve public service facilities for increased access to such services, as well as improved economic opportunities. In addition, Housing Counseling services are provided by the City and local non-profits to benefit low income households with housing financial challenges. Other services provided by the City include infrastructure improvements in eligible areas, emergency relocation, and inspection services. The City must also continue to pay towards the Section 108 HUD loan for services provided for economic development activity in the Ybor area. The estimated allocation for Housing and Community Development Activities for FY2016 is 2,769,391.

FY2016 Community Development Block Grant (CDBG) Budget

Administration	\$553,878
Public Service Projects	415,409
Section 108 HUD Loan	421,850
Program Delivery	200,000
Public Facilities Projects	300,000
Economic Development	150,000
Housing Counseling	187,500
Community Outreach	50,000
Accessibility Grant	90,754
Housing Projects	<u>400,000</u>
Total	<u><u>\$2,769,391</u></u>

Community Development Block Grant

	Actual FY 2013	Actual FY 2014	Current FY 2015	Projected FY 2015	Recommended FY 2016
Tax Revenues-Property Taxes	\$ -	\$ -	\$ -	\$ -	\$ -
Tax Revenues-Other Taxes	\$ -	\$ -	\$ -	\$ -	\$ -
Licenses and Permits	\$ -	\$ -	\$ -	\$ -	\$ -
Intergovernmental Revenues	\$ 2,454,869	\$ 2,612,089	\$ 2,630,580	\$ 2,650,580	\$ 2,769,391
Charges for Services	\$ -	\$ -	\$ -	\$ -	\$ -
Fines and Forfeits	\$ -	\$ -	\$ -	\$ -	\$ -
Miscellaneous Revenue	\$ (1,641)	\$ (1,703)	\$ -	\$ 2,068	\$ -
Transfer from Fund Balances	\$ -	\$ -	\$ -	\$ -	\$ -
Other Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
User Department Charges	\$ -	\$ -	\$ -	\$ -	\$ -
Transfer From Other Funds	\$ 200,000	\$ -	\$ -	\$ -	\$ -
Contributions From General Fund or Other	\$ (170,591)	\$ (401,045)	\$ 1,681,992	\$ (22,068)	\$ -
Total Revenue	\$ 2,482,637	\$ 2,209,341	\$ 4,312,572	\$ 2,630,580	\$ 2,769,391
Personnel Services	\$ 292,238	\$ 354,910	\$ 1,285,021	\$ 762,208	\$ 553,878
Contractual Services	\$ 1,068,141	\$ 1,221,073	\$ 1,977,379	\$ 1,355,000	\$ 1,574,879
Other Services and Charges	\$ 314,609	\$ 151,836	\$ 451,184	\$ 90,111	\$ 217,492
Supplies & Minor Equipment	\$ -	\$ 3,440	\$ 158	\$ -	\$ -
Capital & Overhead Allocation	\$ 177,097	\$ 20,633	\$ 14,390	\$ -	\$ -
Debt Services Related	\$ -	\$ -	\$ -	\$ -	\$ -
Aids and Grants	\$ -	\$ -	\$ -	\$ -	\$ -
Other Uses and Sources	\$ -	\$ -	\$ -	\$ -	\$ -
Transfer To Other Funds	\$ 629,574	\$ 421,850	\$ 423,261	\$ 423,261	\$ 423,142
Interdepartmental Charges	\$ 978	\$ 35,599	\$ 19,129	\$ -	\$ -
Budget Reserves	\$ -	\$ -	\$ 142,050	\$ -	\$ -
Total Expenses	\$ 2,482,637	\$ 2,209,341	\$ 4,312,572	\$ 2,630,580	\$ 2,769,391

Authorized Full Time Equivalents Positions for this program are assigned by the Planning & Development Department.

Analysis

Revenue:

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

In FY2016, the U.S. Department of Housing and Urban Development (HUD) is awarding the City \$2.77 million, a 5.3% increase over the FY2015 \$2.63 million award. Entitlement program funding levels are determined by Congress and vary from year to year depending upon the federal budget. Additionally, HUD determines the amount of each grant by using a statutory formula comprised of several measures of community need, including the extent of poverty, population housing overcrowding, age of housing, and population growth lag in relationship to other metropolitan areas. Census Bureau American Community Survey data, which is updated annually, is used as well.

Expenses:

Total expenses increase in Recommended FY2016 due to increased funding, however, Current FY2015 reflects remaining grant fund balances which rolled over from prior year allocations.

Planning and Development Emergency Solutions Grant

GOALS AND OBJECTIVES:

The Emergency Solutions Grant (ESG) program is designed to identify sheltered and unsheltered homeless persons, as well as those at risk of homelessness. ESG funding to outside non-profit organizations provides the services necessary to help those persons quickly regain stability in permanent housing after experiencing a housing crisis and/or homelessness. The ESG program provides funding to engaged homeless individuals and families living on the street, improves the number and quality of emergency shelters for homeless individuals and families, helps operate these shelters, provides essential services to shelter residents, rapidly re-houses homeless individuals and families, and prevents families and individuals from becoming homeless. In accordance with the U.S. Department of Housing and Urban Development (HUD) Consolidated Planning Process, the City shall collaborate with representatives of the local Continuum of Care lead agency to review and evaluate proposals for FY2016 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 10-year plan to end homelessness, by providing emergency shelter and related services. Additionally, the City will continue to participate in HUD initiatives to support ending homelessness among Veterans, children, families and youth by 2020.

CURRENT OPERATIONS AND INITIATIVES:

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 FY2016 ESG funding allocations.

Total Funding FY2016

\$234,481

Performance Measures	Actual FY2014	Projected FY2015	Estimated FY2016
Emergency Shelter/Transitional Housing (clients)	6,500	6,500	6,500

Emergency Solutions Grant

	Actual FY 2013	Actual FY 2014	Current FY 2015	Projected FY 2015	Recommended FY 2016
Tax Revenues-Property Taxes	\$ -	\$ -	\$ -	\$ -	\$ -
Tax Revenues-Other Taxes	\$ -	\$ -	\$ -	\$ -	\$ -
Licenses and Permits	\$ -	\$ -	\$ -	\$ -	\$ -
Intergovernmental Revenues	\$ 211,830	\$ 285,470	\$ 225,784	\$ 225,784	\$ 234,481
Charges for Services	\$ -	\$ -	\$ -	\$ -	\$ -
Fines and Forfeits	\$ -	\$ -	\$ -	\$ -	\$ -
Miscellaneous Revenue	\$ (33)	\$ -	\$ -	\$ -	\$ -
Transfer from Fund Balances	\$ -	\$ -	\$ -	\$ -	\$ -
Other Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
User Department Charges	\$ -	\$ -	\$ -	\$ -	\$ -
Transfer From Other Funds	\$ -	\$ -	\$ -	\$ -	\$ -
Contributions From General Fund or Other	\$ (30,909)	\$ -	\$ 82,380	\$ 360	\$ -
Total Revenue	\$ 180,888	\$ 285,470	\$ 308,164	\$ 226,144	\$ 234,481
Personnel Services	\$ 14,673	\$ 7,853	\$ 8,407	\$ 11,307	\$ 11,724
Contractual Services	\$ 166,215	\$ 275,571	\$ 296,857	\$ 214,837	\$ 222,757
Other Services and Charges	\$ -	\$ 2,046	\$ 1,760	\$ -	\$ -
Supplies & Minor Equipment	\$ -	\$ -	\$ 1,140	\$ -	\$ -
Capital & Overhead Allocation	\$ -	\$ -	\$ -	\$ -	\$ -
Debt Services Related	\$ -	\$ -	\$ -	\$ -	\$ -
Aids and Grants	\$ -	\$ -	\$ -	\$ -	\$ -
Other Uses and Sources	\$ -	\$ -	\$ -	\$ -	\$ -
Transfer To Other Funds	\$ -	\$ -	\$ -	\$ -	\$ -
Interdepartmental Charges	\$ -	\$ -	\$ -	\$ -	\$ -
Budget Reserves	\$ -	\$ -	\$ -	\$ -	\$ -
Total Expenses	\$ 180,888	\$ 285,470	\$ 308,164	\$ 226,144	\$ 234,481

Authorized Full Time Equivalents Positions for this program are assigned by the Planning & Development Department.

Analysis

Revenue:

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

In FY2016, the U.S. Department of Housing and Urban Development (HUD) is awarding the City \$234,481, a 3.7% increase over the FY2015 \$226,144 award. Entitlement program funding levels are determined by Congress and vary from year to year depending on the federal budget. Allocation amounts are based on the Community Development Block Grant statutory formula for the prior year.

Expenses:

Total expenses increase in Recommended FY2016 due to increased funding, however, Current FY2015 reflects remaining grant fund balances which rolled over from prior year allocations.

Planning and Development

HOME Investment Partnerships

GOALS AND OBJECTIVES:

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

CURRENT OPERATIONS AND INITIATIVES:

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 FY2016 HOME funding allocations. The City may utilize HOME funds for mortgage assistance to income qualified home buyers, TBRA, owner occupied rehabilitation, and CHDO eligible projects.

Total Funding FY2016

\$1,106,845

Performance Measures	Actual FY2014	Projected FY2015	Estimated FY2016
Down-Payment Assistance (households)	0	10	15
Housing Rehabilitation (households)	14	4	20
New Construction – Multi-family (units)	16	0	0
Infill New Construction – Single Family (units)	0	0	0
Community Housing Development Org. (CHDO) (units)	6	6	3
Tenant Based Rental Assistance (households)	5	20	10

HOME Investment Partnerships

	Actual FY 2013	Actual FY 2014	Current FY 2015	Projected FY 2015	Recommended FY 2016
Tax Revenues-Property Taxes	\$ -	\$ -	\$ -	\$ -	\$ -
Tax Revenues-Other Taxes	\$ -	\$ -	\$ -	\$ -	\$ -
Licenses and Permits	\$ -	\$ -	\$ -	\$ -	\$ -
Intergovernmental Revenues	\$ 2,479,037	\$ 1,336,121	\$ 1,180,601	\$ 1,180,601	\$ 1,106,845
Charges for Services	\$ -	\$ -	\$ -	\$ -	\$ -
Fines and Forfeits	\$ -	\$ -	\$ -	\$ -	\$ -
Miscellaneous Revenue	\$ (4,200)	\$ 27,925	\$ -	\$ -	\$ -
Transfer from Fund Balances	\$ -	\$ -	\$ -	\$ -	\$ -
Other Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
User Department Charges	\$ -	\$ -	\$ -	\$ -	\$ -
Transfer From Other Funds	\$ -	\$ -	\$ -	\$ -	\$ -
Contributions From General Fund or Other	\$ 131,640	\$ (74,756)	\$ 2,510,900	\$ -	\$ -
Total Revenue	\$ 2,606,477	\$ 1,289,290	\$ 3,691,501	\$ 1,180,601	\$ 1,106,845
Personnel Services	\$ 193,762	\$ 158,828	\$ 117,781	\$ 113,060	\$ 110,684
Contractual Services	\$ 2,406,953	\$ 1,129,091	\$ 3,506,986	\$ 1,067,541	\$ 996,161
Other Services and Charges	\$ 3,740	\$ 549	\$ 43,633	\$ -	\$ -
Supplies & Minor Equipment	\$ 2,022	\$ 822	\$ 1,312	\$ -	\$ -
Capital & Overhead Allocation	\$ -	\$ -	\$ -	\$ -	\$ -
Debt Services Related	\$ -	\$ -	\$ -	\$ -	\$ -
Aids and Grants	\$ -	\$ -	\$ -	\$ -	\$ -
Other Uses and Sources	\$ -	\$ -	\$ -	\$ -	\$ -
Transfer To Other Funds	\$ -	\$ -	\$ -	\$ -	\$ -
Interdepartmental Charges	\$ -	\$ -	\$ -	\$ -	\$ -
Budget Reserves	\$ -	\$ -	\$ 21,789	\$ -	\$ -
Total Expenses	\$ 2,606,477	\$ 1,289,290	\$ 3,691,501	\$ 1,180,601	\$ 1,106,845

Authorized Full Time Equivalents Positions for this program are assigned by the Planning & Development Department.

Analysis

Revenue:

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

In FY2016, the U.S. Department of Housing and Urban Development (HUD) is awarding the City \$1.11 million, a 6.2% reduction from the FY2015 \$1.18 million award. Entitlement program funding levels are determined by Congress and vary from year to year depending upon the federal budget. Additionally, HUD determines grant amounts by using a statutory formula that considers the relative inadequacy of each jurisdiction's housing supply, incidence of poverty, fiscal distress, and other factors.

Expenses:

Total expenses increase in Recommended FY2016 due to increased funding, however, Current FY2015 reflects remaining grant fund balances which rolled over from prior year allocations.

Planning and Development

Housing Opportunities for Persons with AIDS

GOALS AND OBJECTIVES:

The Housing Opportunities for Persons with AIDS (HOPWA) program provides housing assistance and related supportive services for low- and moderate- income persons living with HIV/AIDS, and their affected family members. HOPWA funds are allocated to the City of Tampa to provide services throughout the Tampa Bay area including Hernando, Hillsborough, Pasco, and Pinellas Counties. Services include short-term rent, mortgage and utility assistance, supportive services that 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. The City collaborated with representatives of the four-counties to review and evaluate proposals for FY2016 HOPWA funding. The City will focus on increasing the availability and accessibility of decent, affordable housing for income-eligible persons with HIV/AIDS for approximately 500 persons.

CURRENT OPERATIONS AND INITIATIVES:

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 FY2015 HOPWA funding allocations.

Total Funding FY2016

\$3,105,185

Performance Measures	Actual FY2014	Projected FY2015	Estimated FY2016
Facility-Based Housing (clients)	75	60	63
Short-term Rent, Mortgage & Utility Assistance	35	60	50
Tenant-based Rental Assistance (clients)	300	310	373
Supportive Services (clients)	475	350	350

Housing Opportunities For Persons with AIDS

	Actual FY 2013	Actual FY 2014	Current FY 2015	Projected FY 2015	Recommended FY 2016
Tax Revenues-Property Taxes	\$ -	\$ -	\$ -	\$ -	\$ -
Tax Revenues-Other Taxes	\$ -	\$ -	\$ -	\$ -	\$ -
Licenses and Permits	\$ -	\$ -	\$ -	\$ -	\$ -
Intergovernmental Revenues	\$ 3,227,483	\$ 3,097,684	\$ 2,828,956	\$ 2,828,946	\$ 3,105,185
Charges for Services	\$ -	\$ -	\$ -	\$ -	\$ -
Fines and Forfeits	\$ -	\$ -	\$ -	\$ -	\$ -
Miscellaneous Revenue	\$ 2,677	\$ -	\$ -	\$ -	\$ -
Transfer from Fund Balances	\$ -	\$ -	\$ -	\$ -	\$ -
Other Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
User Department Charges	\$ -	\$ -	\$ -	\$ -	\$ -
Transfer From Other Funds	\$ -	\$ -	\$ -	\$ -	\$ -
Contributions From General Fund or Other	\$ (1,916)	\$ (653)	\$ 497,455	\$ -	\$ -
Total Revenue	\$ 3,228,244	\$ 3,097,031	\$ 3,326,411	\$ 2,828,946	\$ 3,105,185
Personnel Services	\$ 152,898	\$ 119,155	\$ 93,743	\$ 84,868	\$ 93,155
Contractual Services	\$ 3,068,637	\$ 2,976,598	\$ 3,232,168	\$ 2,744,078	\$ 3,012,030
Other Services and Charges	\$ 4,567	\$ -	\$ -	\$ -	\$ -
Supplies & Minor Equipment	\$ 2,142	\$ 1,278	\$ 500	\$ -	\$ -
Capital & Overhead Allocation	\$ -	\$ -	\$ -	\$ -	\$ -
Debt Services Related	\$ -	\$ -	\$ -	\$ -	\$ -
Aids and Grants	\$ -	\$ -	\$ -	\$ -	\$ -
Other Uses and Sources	\$ -	\$ -	\$ -	\$ -	\$ -
Transfer To Other Funds	\$ -	\$ -	\$ -	\$ -	\$ -
Interdepartmental Charges	\$ -	\$ -	\$ -	\$ -	\$ -
Budget Reserves	\$ -	\$ -	\$ -	\$ -	\$ -
Total Expenses	\$ 3,228,244	\$ 3,097,031	\$ 3,326,411	\$ 2,828,946	\$ 3,105,185

Authorized Full Time Equivalents Positions for this program are assigned by the Planning & Development Department.

Analysis

Revenue:

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

In FY2016, the U.S. Department of Housing and Urban Development (HUD) awarded the City \$3.11 million, a 9.8% increase over the FY2015 \$2.83 million award. Entitlement program funding levels are determined by Congress and vary from year to year depending upon the federal budget. Additionally, HUD determines the amount of each grant by using a statutory formula that relies on data such as cumulative AIDS cases, AIDS incidence, or new AIDS cases per year along with population updates.

Expenses:

Total expenses increase in Recommended FY2016 due to increased funding, however, Current FY2015 reflects remaining grant fund balances which rolled over from prior year allocations.

Planning and Development

State Housing Initiatives Partnership

GOALS AND OBJECTIVES:

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

CURRENT OPERATIONS AND INITIATIVES:

The City's SHIP program will consist of implementing programs and funding projects utilizing program income and allocated funds. Activities are selected based on the priorities in the Local Housing Assistance Plan which was updated for the 2014-2016 fiscal years. The City of Tampa implemented programs with approximately \$489,127 in SHIP funding in FY2013-FY2014, from anticipated program income, and allocated funds.

The City received a total allocation of \$1,585,473 for FY2015. These funds along with program income received were utilized for Mortgage Assistance, Owner Occupied Rehabilitation (for Special Needs persons), as well as rehabilitation of a 48 unit multi-family rental property for the Housing First model to serve homeless persons and families with support services.

The allocation amount for FY2016 is \$1,690,883. The funds will be utilized to implement the goals and objectives and to provide additional opportunities for affordable housing within the City.

Performance Measures	Actual FY2014	Projected FY2015	Estimated FY2016
Rehabilitation - Owner Occupied (units)	20	21	50
Down-Payment Assistance (households)	9	4	15
Multi-Family Rehabilitation (Units)	0	8	0

State Housing Initiatives Partnership

	Actual FY 2013	Actual FY 2014	Current FY 2015	Projected FY 2015	Recommended FY 2016
Tax Revenues-Property Taxes	\$ -	\$ -	\$ -	\$ -	\$ -
Tax Revenues-Other Taxes	\$ -	\$ -	\$ -	\$ -	\$ -
Licenses and Permits	\$ -	\$ -	\$ -	\$ -	\$ -
Intergovernmental Revenues	\$ 2,322	\$ 474,357	\$ 1,585,473	\$ 1,585,473	\$ 1,690,883
Charges for Services	\$ -	\$ -	\$ -	\$ -	\$ -
Fines and Forfeits	\$ -	\$ -	\$ -	\$ -	\$ -
Miscellaneous Revenue	\$ 5,548	\$ 9,737	\$ -	\$ -	\$ -
Transfer from Fund Balances	\$ -	\$ -	\$ -	\$ -	\$ -
Other Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
User Department Charges	\$ -	\$ -	\$ -	\$ -	\$ -
Transfer From Other Funds	\$ 5,333	\$ -	\$ -	\$ -	\$ -
Contributions From General Fund or Other	\$ 205,189	\$ 143,255	\$ 744,141	\$ -	\$ -
Total Revenue	\$ 218,392	\$ 627,349	\$ 2,329,614	\$ 1,585,473	\$ 1,690,883
Personnel Services	\$ 12,712	\$ 22,543	\$ 157,297	\$ 158,547	\$ 169,088
Contractual Services	\$ 53,424	\$ 604,606	\$ 2,172,317	\$ 1,426,926	\$ 1,521,795
Other Services and Charges	\$ 146,923	\$ -	\$ -	\$ -	\$ -
Supplies & Minor Equipment	\$ -	\$ 200	\$ -	\$ -	\$ -
Capital & Overhead Allocation	\$ -	\$ -	\$ -	\$ -	\$ -
Debt Services Related	\$ -	\$ -	\$ -	\$ -	\$ -
Aids and Grants	\$ -	\$ -	\$ -	\$ -	\$ -
Other Uses and Sources	\$ -	\$ -	\$ -	\$ -	\$ -
Transfer To Other Funds	\$ 5,333	\$ -	\$ -	\$ -	\$ -
Interdepartmental Charges	\$ -	\$ -	\$ -	\$ -	\$ -
Budget Reserves	\$ -	\$ -	\$ -	\$ -	\$ -
Total Expenses	\$ 218,392	\$ 627,349	\$ 2,329,614	\$ 1,585,473	\$ 1,690,883

Authorized Full Time Equivalents Positions for this program are assigned by the Planning & Development Department.

Analysis

Revenue:

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

In FY2016, the Florida Housing Finance Corporation awarded the City \$1.70 million, a 6.6% increase over the FY2015 \$1.59 million award. This significant increase occurred because the Senate and House budget conference committee agreed to increase the level of funding in the housing trust funds for housing programs. Entitlement program funding levels are determined by Congress and vary from year to year depending on the federal budget. Allocation amounts are based on a population-based formula.

Expenses:

Total expenses increase in Recommended FY2016 primarily due to increased funding, however, Current FY2015 reflects the remaining grant fund balances which rolled over from prior year allocations.

Construction Services Center

	Actual FY 2013	Actual FY 2014	Current FY 2015	Projected FY 2015	Recommended FY 2016
Tax Revenues-Property Taxes	\$ -	\$ -	\$ -	\$ -	\$ -
Tax Revenues-Other Taxes	\$ -	\$ -	\$ -	\$ -	\$ -
Licenses and Permits	\$ 6,976,399	\$ 7,574,549	\$ 7,400,000	\$ 7,900,000	\$ 8,200,000
Intergovernmental Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
Charges for Services	\$ 93,274	\$ 125,233	\$ 87,000	\$ 87,000	\$ 66,000
Fines and Forfeits	\$ 32,494	\$ 10,352	\$ 10,000	\$ 10,000	\$ 5,000
Miscellaneous Revenue	\$ 45,343	\$ 54,235	\$ 33,000	\$ 69,328	\$ 50,300
Transfer from Fund Balances	\$ -	\$ -	\$ 4,433,091	\$ -	\$ 2,195,000
Other Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
User Department Charges	\$ -	\$ -	\$ -	\$ -	\$ -
Transfer From Other Funds	\$ 400,000	\$ -	\$ -	\$ -	\$ -
Contributions From General Fund or Other	\$ (1,737,826)	\$ (165,023)	\$ -	\$ 1,462,712	\$ -
Total Revenue	\$ 5,809,684	\$ 7,599,346	\$ 11,963,091	\$ 9,529,040	\$ 10,516,300
Personnel Services	\$ 4,268,885	\$ 4,313,827	\$ 5,240,524	\$ 4,799,338	\$ 5,510,925
Contractual Services	\$ 113,052	\$ 732,423	\$ 1,169,124	\$ 1,163,774	\$ 900,000
Other Services and Charges	\$ 723,262	\$ 1,925,419	\$ 2,883,572	\$ 2,743,307	\$ 3,037,725
Supplies & Minor Equipment	\$ 178,768	\$ 116,250	\$ 74,000	\$ 69,980	\$ 65,200
Capital & Overhead Allocation	\$ 193,646	\$ 290,687	\$ 378,965	\$ 371,594	\$ -
Debt Services Related	\$ -	\$ -	\$ -	\$ -	\$ -
Aids and Grants	\$ -	\$ -	\$ -	\$ -	\$ -
Other Uses and Sources	\$ -	\$ -	\$ -	\$ -	\$ -
Transfer To Other Funds	\$ 329,920	\$ 218,564	\$ 377,046	\$ 377,046	\$ 211,076
Interdepartmental Charges	\$ 2,151	\$ 2,176	\$ 4,000	\$ 4,000	\$ 2,500
Budget Reserves	\$ -	\$ -	\$ 1,835,860	\$ 1	\$ 788,874
Total Expenses	\$ 5,809,684	\$ 7,599,346	\$ 11,963,091	\$ 9,529,040	\$ 10,516,300
Authorized Full Time Equivalents	52.00	52.00	59.00	59.00	59.00

Analysis

Revenue:

Licenses and Permits increase from Current FY2015 primarily due to an increase in commercial and residential permits issued.
 Charges for Services decrease from Current FY2015 due to a decrease in Hillsborough County School Impact Fees.
 Miscellaneous Revenue increase from Current FY2015 due to an increase in Radon Surcharge fees and associated interest earnings.

Expenses:

Contractual Services decrease from Current FY2015 primarily due to completion of the implementation of the Accela permitting system and a reduction in professional services for the integration.
 Other Services and Charges increase from Current FY2015 primarily due to an increase in departmental insurance and cost allocation expenses.
 This increase was partially offset by a decrease in Accela maintenance fees.

Riverwalk

	Actual FY 2013	Actual FY 2014	Current FY 2015	Projected FY 2015	Recommended FY 2016
Tax Revenues-Property Taxes	\$ -	\$ -	\$ -	\$ -	\$ -
Tax Revenues-Other Taxes	\$ -	\$ -	\$ -	\$ -	\$ -
Licenses and Permits	\$ -	\$ -	\$ -	\$ -	\$ -
Intergovernmental Revenues	\$ 851,160	\$ 3,278,424	\$ -	\$ 6,567,800	\$ -
Charges for Services	\$ -	\$ -	\$ -	\$ -	\$ -
Fines and Forfeits	\$ -	\$ -	\$ -	\$ -	\$ -
Miscellaneous Revenue	\$ 61,412	\$ -	\$ 16,269	\$ 159,026	\$ -
Transfer from Fund Balances	\$ -	\$ -	\$ -	\$ -	\$ -
Other Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
User Department Charges	\$ -	\$ -	\$ -	\$ -	\$ -
Transfer From Other Funds	\$ -	\$ -	\$ 492,785	\$ 492,785	\$ -
Contributions From General Fund or Other	\$ 388,229	\$ 1,006,931	\$ 11,452,466	\$ 4,525,800	\$ 142,981
Total Revenue	\$ 1,300,801	\$ 4,285,355	\$ 11,961,520	\$ 11,745,411	\$ 142,981
Personnel Services	\$ 148,460	\$ 218,487	\$ 243,778	\$ 220,857	\$ 140,124
Contractual Services	\$ 140	\$ -	\$ 225	\$ 225	\$ 225
Other Services and Charges	\$ 4,001	\$ 747	\$ 9,303	\$ 9,303	\$ 2,522
Supplies & Minor Equipment	\$ 90	\$ -	\$ 100	\$ 100	\$ 100
Capital & Overhead Allocation	\$ 1,148,080	\$ 3,750,686	\$ 10,551,032	\$ 10,444,916	\$ -
Debt Services Related	\$ -	\$ -	\$ -	\$ -	\$ -
Aids and Grants	\$ -	\$ 315,435	\$ 1,155,565	\$ 1,070,000	\$ -
Other Uses and Sources	\$ -	\$ -	\$ 1,507	\$ -	\$ -
Transfer To Other Funds	\$ -	\$ -	\$ -	\$ -	\$ -
Interdepartmental Charges	\$ 30	\$ -	\$ 10	\$ 10	\$ 10
Budget Reserves	\$ -	\$ -	\$ -	\$ -	\$ -
Total Expenses	\$ 1,300,801	\$ 4,285,355	\$ 11,961,520	\$ 11,745,411	\$ 142,981
Authorized Full Time Equivalents	1.00	1.00	1.00	1.00	1.00

Analysis

Revenue:

Intergovernmental Revenues in Projected FY2015 reflect anticipated TIGER grant reimbursement from the U.S. Department of Transportation for work completed on the Riverwalk Capital Project.

Expenses:

Capital & Overhead Allocation decreases in Recommended FY2016 due to completion of the Riverwalk Capital Project.

Department Name: Tampa Police Department

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

VISION AND MISSION:

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

GOALS AND OBJECTIVES:

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

The current organizational structure consists of three patrol districts, a Criminal Investigations Division, a Special Support Division, a newly formed Special Operations Division, a Professional Standards Bureau, a Legal Bureau, a Criminal Intelligence Bureau, and a Public Information Office.

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

- Work with the citizens to increase the number of watch groups in multi-family dwellings, homes, and businesses;
- Reduce Tampa's crime rate by 3% in accordance with the Uniform Crime Reporting national standard; and
- Improve officer performance through an enhanced training program.

CURRENT OPERATIONS AND INITIATIVES:

Along with our traditional operations we have developed a bicycle squad. This squad focuses on the downtown core but also reaches out to all of our neighborhoods. This method of policing enhances our direct contact to the citizens and removes barriers of communication that can happen when in a patrol car. The addition of the bike team has been very popular with the community. Their ability to quickly move throughout neighborhoods, parks and roads has not been lost on those that they serve. Their friendly quick response is becoming a trademark of this program.

CITY STRATEGIC PRIORITY:

☐ Changing Tampa's Economic DNA

☒ Keeping our streets safe

☒ Strengthen our Neighborhoods

☐ Effective & Efficient Government

Performance Measures	Actual FY2014	Projected FY2015	Estimated FY2016
Police Service Calls	707,779	711,280	714,800
Response Times - Priority 1 (minutes)	4.1	4.1	4.1
Response Times - Priority 2 (minutes)	4.2	4.2	4.2
Crime Prevention - Events / Programs	865	870	870
Community Partnerships (Neighborhood Watch Programs)	300	300	300
Total Part One Arrests	3,946	4,150	4,400
All Arrests, All Offenses	48,133	44,000	39,800
Victims Reported (Total Part One Offenses)	10,389	11,300	12,300

Tampa Police Department

	Actual		Actual		Current		Projected		Recommended	
	FY 2013		FY 2014		FY 2015		FY 2015		FY 2016	
Tax Revenues-Property Taxes	\$	-	\$	-	\$	-	\$	-	\$	-
Tax Revenues-Other Taxes	\$	-	\$	-	\$	-	\$	-	\$	-
Licenses and Permits	\$	-	\$	-	\$	-	\$	-	\$	-
Intergovernmental Revenues	\$	21,011,164	\$	10,252,248	\$	8,199,148	\$	5,781,737	\$	5,804,322
Charges for Services	\$	8,305,493	\$	9,066,880	\$	8,688,791	\$	8,936,153	\$	8,888,864
Fines and Forfeits	\$	2,162,399	\$	2,521,010	\$	235,462	\$	1,984,366	\$	203,500
Miscellaneous Revenue	\$	(118,101)	\$	228,269	\$	57,204	\$	108,064	\$	46,210
Transfer from Fund Balances	\$	-	\$	-	\$	12,805,830	\$	-	\$	6,951,204
Other Revenues	\$	-	\$	-	\$	-	\$	-	\$	-
User Department Charges	\$	-	\$	-	\$	-	\$	-	\$	-
Transfer From Other Funds	\$	572,165	\$	541,000	\$	7,588,713	\$	7,540,187	\$	4,630,528
Contributions From										
General Fund or Other	\$	122,921,836	\$	123,416,813	\$	138,272,243	\$	126,643,955	\$	128,110,232
Total Revenue	\$	154,854,956	\$	146,026,220	\$	175,847,391	\$	150,994,462	\$	154,634,860
Personnel Services	\$	124,109,653	\$	127,386,742	\$	130,565,743	\$	128,703,729	\$	128,777,093
Contractual Services	\$	5,174,673	\$	2,515,818	\$	2,946,422	\$	1,610,864	\$	1,648,693
Other Services and Charges	\$	10,172,919	\$	7,169,420	\$	8,743,524	\$	8,507,555	\$	8,696,102
Supplies & Minor Equipment	\$	4,950,947	\$	6,592,548	\$	5,990,314	\$	3,853,206	\$	5,194,634
Capital & Overhead Allocation	\$	7,437,343	\$	1,911,049	\$	13,607,233	\$	4,629,737	\$	3,904,138
Debt Services Related	\$	-	\$	75,000	\$	254,333	\$	254,333	\$	254,333
Aids and Grants	\$	503,633	\$	71,818	\$	177,399	\$	37,500	\$	105,250
Other Uses and Sources	\$	(3,261)	\$	-	\$	-	\$	-	\$	-
Transfer To Other Funds	\$	2,506,696	\$	300,000	\$	3,393,738	\$	3,393,738	\$	600,000
Interdepartmental Charges	\$	2,353	\$	3,825	\$	3,800	\$	3,800	\$	3,800
Budget Reserves	\$	-	\$	-	\$	10,164,885	\$	-	\$	5,450,817
Total Expenses	\$	154,854,956	\$	146,026,220	\$	175,847,391	\$	150,994,462	\$	154,634,860
Authorized Full Time Equivalents		1227.12		1230.12		1230.12		1230.12		1230.12

Analysis

Revenue:

Intergovernmental Revenues and Transfer from Fund Balances decrease from Current FY2015; FY2015 includes grant revenues and Law Enforcement Trust Fund appropriated during the fiscal year.
Transfer From Other Funds in Recommended FY2016 includes \$3.9 million of Community Investment Tax funds for vehicle replacement.

Expenses:

Personnel Services decrease from Current FY2015 due to a decreased contribution to the City's pension programs.
Capital & Overhead Allocation includes \$3.9 million in Recommended FY2016 for capital outlay and vehicle replacement. Current FY2015 includes appropriation for the construction of a new firing range.

Department Name: Public Affairs

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

VISION AND MISSION:

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

GOALS AND OBJECTIVES:

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

CURRENT OPERATIONS AND INITIATIVES:

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

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

CITY STRATEGIC PRIORITY:

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

Public Affairs

	Actual	Actual	Current	Projected	Recommended
	FY 2013	FY 2014	FY 2015	FY 2015	FY 2016
Tax Revenues-Property Taxes	\$ -	\$ -	\$ -	\$ -	\$ -
Tax Revenues-Other Taxes	\$ -	\$ -	\$ -	\$ -	\$ -
Licenses and Permits	\$ -	\$ -	\$ -	\$ -	\$ -
Intergovernmental Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
Charges for Services	\$ 210	\$ 330	\$ -	\$ -	\$ -
Fines and Forfeits	\$ -	\$ -	\$ -	\$ -	\$ -
Miscellaneous Revenue	\$ 360	\$ -	\$ -	\$ -	\$ -
Transfer from Fund Balances	\$ -	\$ -	\$ -	\$ -	\$ -
Other Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
User Department Charges	\$ -	\$ -	\$ -	\$ -	\$ -
Transfer From Other Funds	\$ -	\$ -	\$ -	\$ -	\$ -
Contributions From General Fund or Other	\$ 1,681,799	\$ 1,560,331	\$ 1,619,298	\$ 1,591,403	\$ 1,733,788
Total Revenue	\$ 1,682,369	\$ 1,560,661	\$ 1,619,298	\$ 1,591,403	\$ 1,733,788
Personnel Services	\$ 1,374,389	\$ 1,350,597	\$ 1,340,424	\$ 1,315,130	\$ 1,351,939
Contractual Services	\$ 67,167	\$ 58,685	\$ 65,192	\$ 64,978	\$ 93,182
Other Services and Charges	\$ 106,175	\$ 94,973	\$ 126,693	\$ 126,490	\$ 128,659
Supplies & Minor Equipment	\$ 67,005	\$ 54,206	\$ 40,082	\$ 37,898	\$ 38,508
Capital & Overhead Allocation	\$ 65,764	\$ -	\$ 44,907	\$ 44,907	\$ 120,000
Debt Services Related	\$ -	\$ -	\$ -	\$ -	\$ -
Aids and Grants	\$ -	\$ -	\$ -	\$ -	\$ -
Other Uses and Sources	\$ -	\$ -	\$ -	\$ -	\$ -
Transfer To Other Funds	\$ -	\$ -	\$ -	\$ -	\$ -
Interdepartmental Charges	\$ 1,869	\$ 2,200	\$ 2,000	\$ 2,000	\$ 1,500
Budget Reserves	\$ -	\$ -	\$ -	\$ -	\$ -
Total Expenses	\$ 1,682,369	\$ 1,560,661	\$ 1,619,298	\$ 1,591,403	\$ 1,733,788
Authorized Full Time Equivalents	15.00	15.00	14.00	14.00	14.00

Analysis

Revenue:

Revenue allocated from the General Fund.

Expenses:

Personnel Services increase from Current FY2015 primarily due to negotiated increases and increased healthcare costs partially offset by a decreased contribution to the City's pension program.

Capital & Overhead Allocation increases from Current FY2015 for replacement of the Cable Division's video playback system.

Department Name: Public Works and Utility Services Administration

Department Website: <http://www.tampagov.net/public-works-and-utility-services-administrator>

Vision and Mission:

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

Goals and Objectives:

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

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

Current Operations and Initiatives:

- Directs and coordinates the services provided by the utility departments to provide the essential core services;
- Accomplishes the requirements of the mayor, city council, outside agencies, other departments, citizens, and customers;
- Works with developers, citizen committees, other governmental agencies, and support departments to develop, establish, and protect the interest of the City's infrastructure.

CITY STRATEGIC PRIORITY:

- ☒ Changing Tampa's Economic DNA
- ☒ Strengthen our Neighborhoods

- ☒ Keeping our streets safe
- ☒ Effective & Efficient Government

Public Works And Utility Services Administration

	Actual FY 2013	Actual FY 2014	Current FY 2015	Projected FY 2015	Recommended FY 2016
Tax Revenues-Property Taxes	\$ -	\$ -	\$ -	\$ -	\$ -
Tax Revenues-Other Taxes	\$ -	\$ -	\$ -	\$ -	\$ -
Licenses and Permits	\$ -	\$ -	\$ -	\$ -	\$ -
Intergovernmental Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
Charges for Services	\$ 302,781	\$ 302,781	\$ 327,500	\$ 327,500	\$ 335,000
Fines and Forfeits	\$ -	\$ -	\$ -	\$ -	\$ -
Miscellaneous Revenue	\$ -	\$ -	\$ -	\$ -	\$ -
Transfer from Fund Balances	\$ -	\$ -	\$ -	\$ -	\$ -
Other Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
User Department Charges	\$ -	\$ -	\$ -	\$ -	\$ -
Transfer From Other Funds	\$ -	\$ -	\$ -	\$ -	\$ -
Contributions From General Fund or Other	\$ (48,236)	\$ (474)	\$ (10,271)	\$ (9,910)	\$ (25,511)
Total Revenue	\$ 254,545	\$ 302,307	\$ 317,229	\$ 317,590	\$ 309,489
Personnel Services	\$ 249,730	\$ 296,632	\$ 291,906	\$ 292,149	\$ 294,030
Contractual Services	\$ 49	\$ -	\$ 500	\$ 500	\$ 250
Other Services and Charges	\$ 2,810	\$ 3,077	\$ 22,023	\$ 22,141	\$ 10,645
Supplies & Minor Equipment	\$ 1,872	\$ 2,450	\$ 2,700	\$ 2,700	\$ 2,500
Capital & Overhead Allocation	\$ -	\$ -	\$ -	\$ -	\$ -
Debt Services Related	\$ -	\$ -	\$ -	\$ -	\$ -
Aids and Grants	\$ -	\$ -	\$ -	\$ -	\$ -
Other Uses and Sources	\$ -	\$ -	\$ -	\$ -	\$ -
Transfer To Other Funds	\$ -	\$ -	\$ -	\$ -	\$ -
Interdepartmental Charges	\$ 84	\$ 148	\$ 100	\$ 100	\$ 2,064
Budget Reserves	\$ -	\$ -	\$ -	\$ -	\$ -
Total Expenses	\$ 254,545	\$ 302,307	\$ 317,229	\$ 317,590	\$ 309,489
Authorized Full Time Equivalents	2.00	2.00	2.00	2.00	2.00

Analysis

Revenue:

Charges for Services recover costs from the various departments supervised by the Public Work and Utility Services Administrator.

Expenses:

Personnel Services increase from Current FY2015 primarily due to negotiated increases and increased healthcare costs partially offset by a decreased contribution to the City's pension program.

Department Name: Purchasing

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

VISION AND MISSION:

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

GOALS AND OBJECTIVES:

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

CURRENT OPERATIONS AND INITIATIVES:

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

- Purchasing Team evaluating options to improve functionality of new Oracle Inventory System;
- Partnering with the MBD Office to implement B2G payment tracking and SLBE/ WMBE vendor registration and certification modules;
- Researching new technologies such as Reverse Auctions, Electronic Bid Distribution and Electronic "On Line" Evaluation of RFP's; and
- Partnering with Technology and Innovation to implement a new Enterprise Wide Multifunctional Print Solution.

CITY STRATEGIC PRIORITY:

☒ Changing Tampa's Economic DNA

☒ Keeping our streets safe

☒ Strengthen our Neighborhoods

☒ Effective & Efficient Government

Performance Measures	Actual FY2014	Projected FY2015	Estimated FY2016
Total Dollars Purchased (\$000)	\$307,270	\$348,671	\$366,107
Dollars for Small Local Business Enterprises (SLBE) (\$000)	\$15,586	\$16,053	\$16,535
Number of Bids Processed	42	48	52
Number of Resolutions Processed	60	66	72
Number of Purchasing Office Transmittals Processed	116	128	140
Dollars of Inventory (\$000)	\$3,991	\$3,767	\$4,030

Purchasing

	Actual FY 2013	Actual FY 2014	Current FY 2015	Projected FY 2015	Recommended FY 2016
Tax Revenues-Property Taxes	\$ -	\$ -	\$ -	\$ -	\$ -
Tax Revenues-Other Taxes	\$ -	\$ -	\$ -	\$ -	\$ -
Licenses and Permits	\$ -	\$ -	\$ -	\$ -	\$ -
Intergovernmental Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
Charges for Services	\$ -	\$ -	\$ -	\$ -	\$ -
Fines and Forfeits	\$ -	\$ -	\$ -	\$ -	\$ -
Miscellaneous Revenue	\$ -	\$ 325	\$ -	\$ 57	\$ -
Transfer from Fund Balances	\$ -	\$ -	\$ -	\$ -	\$ -
Other Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
User Department Charges	\$ -	\$ -	\$ -	\$ -	\$ -
Transfer From Other Funds	\$ -	\$ -	\$ -	\$ -	\$ -
Contributions From General Fund or Other	\$ 1,587,765	\$ 1,693,328	\$ 1,831,342	\$ 1,717,970	\$ 1,846,126
Total Revenue	\$ 1,587,765	\$ 1,693,653	\$ 1,831,342	\$ 1,718,027	\$ 1,846,126
Personnel Services	\$ 1,516,129	\$ 1,648,539	\$ 1,779,282	\$ 1,666,090	\$ 1,799,466
Contractual Services	\$ 35,652	\$ 630	\$ 3,700	\$ 3,701	\$ 1,795
Other Services and Charges	\$ 18,025	\$ 28,770	\$ 32,560	\$ 32,505	\$ 25,465
Supplies & Minor Equipment	\$ 13,633	\$ 11,543	\$ 12,300	\$ 12,231	\$ 15,900
Capital & Overhead Allocation	\$ -	\$ -	\$ -	\$ -	\$ -
Debt Services Related	\$ -	\$ -	\$ -	\$ -	\$ -
Aids and Grants	\$ -	\$ -	\$ -	\$ -	\$ -
Other Uses and Sources	\$ -	\$ -	\$ -	\$ -	\$ -
Transfer To Other Funds	\$ -	\$ -	\$ -	\$ -	\$ -
Interdepartmental Charges	\$ 4,326	\$ 4,171	\$ 3,500	\$ 3,500	\$ 3,500
Budget Reserves	\$ -	\$ -	\$ -	\$ -	\$ -
Total Expenses	\$ 1,587,765	\$ 1,693,653	\$ 1,831,342	\$ 1,718,027	\$ 1,846,126
Authorized Full Time Equivalents	17.00	17.00	19.00	17.00	17.00

Analysis

Revenue:

Revenue allocated from the General Fund.

Expenses:

Staffing: Decrease 2.0 FTE's during FY2015.

Personnel Services increase from Current FY2015 primarily due to negotiated increases and increased healthcare costs partially offset by a reduction of 2.0 FTE's and a decreased contribution to the City's pension program.

Department Name: Revenue and Finance

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

VISION AND MISSION:

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

GOALS AND OBJECTIVES:

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

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

CURRENT OPERATIONS AND INITIATIVES:

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

CITY STRATEGIC PRIORITY:

☐ Changing Tampa's Economic DNA

☐ Keeping our streets safe

☐ Strengthen our Neighborhoods

☒ Effective & Efficient Government

Performance Measures	Actual FY2014	Projected FY2015	Estimated FY2016
GFOA Financial Reporting Award	Yes	Yes	Yes
GFOA Budget Presentation Award	Yes	Yes	Yes
Implied GO Bond Ratings (S&P AAA, Fitch-AA, Moody's-Aa1)	Yes	Yes	Yes
GFOA Excellence in Financial Reporting Award	Yes	Yes	Yes
CAFR Finalized by March 31 of the Subsequent Year	Yes	Yes	Yes
Number of Audit Findings and Comments	0	0	0

Revenue and Finance

	Actual FY 2013	Actual FY 2014	Current FY 2015	Projected FY 2015	Recommended FY 2016
Tax Revenues-Property Taxes	\$ -	\$ -	\$ -	\$ -	\$ -
Tax Revenues-Other Taxes	\$ -	\$ -	\$ -	\$ -	\$ -
Licenses and Permits	\$ -	\$ -	\$ -	\$ -	\$ -
Intergovernmental Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
Charges for Services	\$ -	\$ 82	\$ -	\$ -	\$ -
Fines and Forfeits	\$ -	\$ -	\$ -	\$ -	\$ -
Miscellaneous Revenue	\$ 313,845	\$ 142,458	\$ 730,519	\$ 222,072	\$ 366,783
Transfer from Fund Balances	\$ -	\$ -	\$ -	\$ -	\$ -
Other Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
User Department Charges	\$ -	\$ -	\$ -	\$ -	\$ -
Transfer From Other Funds	\$ -	\$ -	\$ -	\$ -	\$ -
Contributions From General Fund or Other	\$ 6,841,669	\$ 7,809,785	\$ 7,569,830	\$ 7,742,562	\$ 7,883,632
Total Revenue	\$ 7,155,514	\$ 7,952,325	\$ 8,300,349	\$ 7,964,634	\$ 8,250,415
Personnel Services	\$ 6,806,611	\$ 7,349,774	\$ 7,848,247	\$ 7,516,963	\$ 7,757,823
Contractual Services	\$ 62,620	\$ 280,707	\$ 148,987	\$ 148,979	\$ 167,100
Other Services and Charges	\$ 143,395	\$ 112,765	\$ 161,024	\$ 159,767	\$ 160,250
Supplies & Minor Equipment	\$ 34,427	\$ 42,120	\$ 38,181	\$ 35,015	\$ 45,000
Capital & Overhead Allocation	\$ 19,158	\$ 64,178	\$ 5,753	\$ 5,753	\$ 20,000
Debt Services Related	\$ 80,559	\$ 94,173	\$ 88,357	\$ 88,357	\$ 88,342
Aids and Grants	\$ -	\$ -	\$ -	\$ -	\$ -
Other Uses and Sources	\$ -	\$ -	\$ -	\$ -	\$ -
Transfer To Other Funds	\$ -	\$ -	\$ -	\$ -	\$ -
Interdepartmental Charges	\$ 8,744	\$ 8,608	\$ 9,800	\$ 9,800	\$ 11,900
Budget Reserves	\$ -	\$ -	\$ -	\$ -	\$ -
Total Expenses	\$ 7,155,514	\$ 7,952,325	\$ 8,300,349	\$ 7,964,634	\$ 8,250,415
Authorized Full Time Equivalents	93.00	92.00	91.00	91.00	91.00

Analysis

Revenue:

Miscellaneous Revenue decreases from Current FY2015 primarily due to realigning purchasing card rebates to Non-Departmental.

Expenses:

Personnel Services decrease from Current FY2015 primarily due to a decreased contribution to the City's pension program.

Capital & Overhead Allocation increase from Current FY2015 due to additional software to allow the use of a lock box for customers to pay occupational license fees.

Department Name: Solid Waste

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

VISION AND MISSION:

The Solid Waste Department'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 innovative services. Our mission is to enhance the quality of life within our community while providing industry leading collection, disposal, and environmental services.

GOALS AND OBJECTIVES:

- Invest in dynamic safety awareness programs that minimize risks and focus on protecting lives and property through education, training, and employee incentives.
- Enhance effective and timely message management designed to promote education and awareness of our services to employees, customers, and stakeholders.
- Implement improved and innovative practices that strategically support sustainable growth and development of the Department's core services.
- Install time-fill portable compressed natural gas (CNG) station and permanent time-fill station;
- Develop a competitive solid waste business plan to improve the added value of solid waste collection in the local commercial market
- Continue a culture of service delivery that enhances the customer experience and supports our commitment to be a world-class organization.

CURRENT OPERATIONS AND INITIATIVES:

- Continue to facilitate environmental cleanup and redevelopment of contaminated properties by promoting the City's Brownfield Area Designation Program.
- Invest in the use of RFID technology to enhance the department's internal and external customer service experience.
- Certified Solid Waste Code Enforcement Officers to reduce the number of property code violations and nuisance abatement concerns by increasing the awareness of available debris removal services provided.
- Reducing operating and personnel expenses by converting all labor-intense commercial garbage accounts to fully automated service.
- Developed outreach programs to educate customers about the benefits of Tampa's recycling program.

CITY STRATEGIC PRIORITY:

☒ Changing Tampa's Economic DNA

☐ Keeping our streets safe

☒ Strengthen our Neighborhoods

☒ Effective & Efficient Government

Performance Measures	Actual FY2014	Projected FY2015	Estimated FY2016
Solid Waste Code Enforcement Compliance Rates	74%	60%	74%
Brownfield Designations	4	5	5
Residential Curbside Recycling Participation Rate	32%	72%	78%
Number of Vehicles Powered By Alternative Fuels	5	30	20
Same Day and On Time Collection-Residential	99.9%	99.9%	99.9%
Tons Processed at McKay Bay	307,382	313,000	318,000

Solid Waste

	Actual FY 2013	Actual FY 2014	Current FY 2015	Projected FY 2015	Recommended FY 2016
Tax Revenues-Property Taxes	\$ -	\$ -	\$ -	\$ -	\$ -
Tax Revenues-Other Taxes	\$ -	\$ -	\$ -	\$ -	\$ -
Licenses and Permits	\$ 821,027	\$ 836,121	\$ 709,000	\$ 648,500	\$ 711,600
Intergovernmental Revenues	\$ 11,281	\$ 35,416	\$ -	\$ -	\$ -
Charges for Services	\$ 79,786,272	\$ 84,447,859	\$ 90,431,000	\$ 89,929,889	\$ 92,926,183
Fines and Forfeits	\$ -	\$ -	\$ -	\$ -	\$ -
Miscellaneous Revenue	\$ 1,578,704	\$ 543,667	\$ 840,800	\$ 441,594	\$ 535,993
Transfer from Fund Balances	\$ -	\$ -	\$ -	\$ -	\$ -
Other Revenues	\$ 26,936,024	\$ -	\$ -	\$ 40,000	\$ 84,271
User Department Charges	\$ -	\$ -	\$ -	\$ -	\$ -
Transfer From Other Funds	\$ 13,365,531	\$ 12,365,825	\$ 15,152,575	\$ 15,152,575	\$ 15,870,325
Contributions From General Fund or Other	\$ (3,574,157)	\$ (6,051,460)	\$ 2,011,404	\$ (10,674,816)	\$ 539,665
Total Revenue	\$ 118,924,682	\$ 92,177,428	\$ 109,144,779	\$ 95,537,742	\$ 110,668,037
Personnel Services	\$ 14,112,154	\$ 14,435,432	\$ 15,866,116	\$ 14,679,779	\$ 15,716,941
Contractual Services	\$ 19,363,896	\$ 20,454,462	\$ 20,773,779	\$ 20,037,391	\$ 21,031,956
Other Services and Charges	\$ 21,015,551	\$ 21,398,198	\$ 21,459,475	\$ 21,745,334	\$ 22,964,923
Supplies & Minor Equipment	\$ 446,790	\$ (638,702)	\$ 552,965	\$ 540,984	\$ 871,594
Capital & Overhead Allocation	\$ 6,202,672	\$ 7,123,887	\$ 8,692,280	\$ 7,379,662	\$ 10,210,937
Debt Services Related	\$ 42,889,273	\$ 14,729,478	\$ 14,853,228	\$ 14,853,228	\$ 13,360,325
Aids and Grants	\$ -	\$ -	\$ -	\$ -	\$ -
Other Uses and Sources	\$ -	\$ 369,814	\$ -	\$ -	\$ -
Transfer To Other Funds	\$ 13,465,531	\$ 12,875,386	\$ 15,102,575	\$ 15,102,575	\$ 16,115,925
Interdepartmental Charges	\$ 1,428,815	\$ 1,429,473	\$ 1,223,251	\$ 1,198,787	\$ 1,480,083
Budget Reserves	\$ -	\$ -	\$ 10,621,110	\$ 2	\$ 8,915,353
Total Expenses	\$ 118,924,682	\$ 92,177,428	\$ 109,144,779	\$ 95,537,742	\$ 110,668,037
Authorized Full Time Equivalents	215.00	215.25	213.75	213.75	213.75

Analysis

Revenue:

Charges for Services increase in Recommended FY2016 due to final year of rate increase plan adopted in 2012.

Expenses:

Personnel Services decrease from Current FY2015 due to a decreased contribution to the City's pension programs.

Contractual Services increase in Recommended FY2016 due to higher landfill hauling fees and increased operator charges pertaining to the McKay Bay Waste to Energy Facility.

Supplies & Minor Equipment increase in Recommended FY2016 due to costs associated with purchasing a new vehicle wash rack and purchasing fuel for the portable CNG station.

Capital & Overhead Allocation includes \$10.2 million in Recommended FY2016 for vehicle replacements, capital outlay, and capital improvement projects.

Department Name: Stormwater

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

VISION AND MISSION:

The vision of the Stormwater Division is to provide outstanding stormwater services, to protect against flooding, and to improve water quality. The mission is to maximize resources using the most effective methods and technologies to provide stormwater service levels that best serve the community.

GOALS AND OBJECTIVES:

- Prevent flooding and pollution by implementing community standards for stormwater management;
- Plan and design flooding relief and water quality programs for the City of Tampa;
- Implement the five year capital improvement program including project design and permitting;
- Administer water quality programs required under the National Pollutant Discharge Elimination System permit for stormwater discharges;
- Review utility permits, right of way design permits, and vacating petitions; as well as
- Establish community standards for stormwater management, identify alternative funding sources, reduce water pollution, and reduce flooding.

CURRENT OPERATIONS AND INITIATIVES:

- Plan, schedule, and complete asset maintenance in three geographic zones focusing on drainage infrastructure by drainage basins; and
- Stormwater assessments and fees (stormwater charges) provide dedicated funding sources for the Division. These charges are being reviewed to insure that they adequately offset the cost of addressing the City's stormwater system construction, maintenance, operational planning, and water quality needs.

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Performance Measures	Actual FY2014	Projected FY2015	Estimated FY2016
Design Capital Improvements	16	16	20
Utility Reviews / Right of Way Permits Processed	1120	1,200	1,200
Flooding Complaints Accommodated	110	120	115
Right Of Way – vacating, easement, encroachments, etc.	42	50	60

Stormwater

	Actual FY 2013	Actual FY 2014	Current FY 2015	Projected FY 2015	Recommended FY 2016
Tax Revenues-Property Taxes	\$ -	\$ -	\$ -	\$ -	\$ -
Tax Revenues-Other Taxes	\$ -	\$ -	\$ -	\$ -	\$ -
Licenses and Permits	\$ 5,950,944	\$ 6,175,185	\$ 6,245,000	\$ 6,245,000	\$ 14,000,000
Intergovernmental Revenues	\$ 4,261,567	\$ 5,520,421	\$ 6,125,000	\$ 7,700,000	\$ 5,000,000
Charges for Services	\$ -	\$ 100	\$ -	\$ 5,000	\$ -
Fines and Forfeits	\$ -	\$ -	\$ -	\$ -	\$ -
Miscellaneous Revenue	\$ (24,351)	\$ 70,912	\$ 20,100	\$ 20,300	\$ 10,000
Transfer from Fund Balances	\$ -	\$ -	\$ -	\$ -	\$ -
Other Revenues	\$ -	\$ -	\$ 17,903,504	\$ -	\$ 13,300,000
User Department Charges	\$ -	\$ -	\$ -	\$ -	\$ -
Transfer From Other Funds	\$ 8,350,000	\$ 3,648,036	\$ -	\$ 5,351,964	\$ 1,600,000
Contributions From General Fund or Other	\$ 4,641,903	\$ 12,836,279	\$ 26,549,673	\$ 12,314,551	\$ -
Total Revenue	\$ 23,180,063	\$ 28,250,933	\$ 56,843,277	\$ 31,636,815	\$ 33,910,000
Personnel Services	\$ 893,401	\$ 1,440,243	\$ 3,181,474	\$ 1,172,807	\$ 7,196,593
Contractual Services	\$ 81,897	\$ 48,198	\$ 1,536,000	\$ 81,000	\$ 877,198
Other Services and Charges	\$ 1,267,916	\$ 298,305	\$ 1,819,568	\$ 338,485	\$ 2,797,364
Supplies & Minor Equipment	\$ 37,790	\$ 31,204	\$ 346,650	\$ 16,650	\$ 152,100
Capital & Overhead Allocation	\$ 13,281,431	\$ 21,641,943	\$ 45,591,307	\$ 25,376,715	\$ 18,350,000
Debt Services Related	\$ -	\$ -	\$ -	\$ -	\$ 100,000
Aids and Grants	\$ 694,481	\$ 2,252	\$ 405,799	\$ -	\$ -
Other Uses and Sources	\$ (268,396)	\$ -	\$ (750,000)	\$ -	\$ -
Transfer To Other Funds	\$ 7,185,000	\$ 4,785,227	\$ 4,646,658	\$ 4,646,658	\$ 375,000
Interdepartmental Charges	\$ 6,543	\$ 3,561	\$ 65,821	\$ 4,500	\$ 68,000
Budget Reserves	\$ -	\$ -	\$ -	\$ -	\$ 3,993,745
Total Expenses	\$ 23,180,063	\$ 28,250,933	\$ 56,843,277	\$ 31,636,815	\$ 33,910,000
Authorized Full Time Equivalents	10.00	10.00	12.00	12.00	89.00

Analysis

Revenue:

Licenses and Permits increase in Recommended FY2016 due to increased annual stormwater assesment rate from \$36 to \$82.
Other Revenues in Recommended FY2016 allocates \$13.3 million in Bank Note funding for capital improvement projects.

Expenses:

Staffing: Increase of 77.0 FTE's from Current FY2015 realigned from other departments.

Personnel Services increase from Current FY2015 primarily due to an assimilation of 77.0 FTE's, negotiated increases and increased healthcare costs partially offset by a decreased contribution to the City's pension program.

Other Services and Charges increase in Recommended FY2016 primarily due to realigning operating expenses associated with the additional FTE's.

Capital & Overhead Allocation includes \$18.4 million in Recommended FY2016 for capital improvement projects.



Tampa Theatre

	Actual		Actual		Current		Projected		Recommended	
	FY 2013		FY 2014		FY 2015		FY 2015		FY 2016	
Tax Revenues-Property Taxes	\$	-	\$	-	\$	-	\$	-	\$	-
Tax Revenues-Other Taxes	\$	-	\$	-	\$	-	\$	-	\$	-
Licenses and Permits	\$	-	\$	-	\$	-	\$	-	\$	-
Intergovernmental Revenues	\$	-	\$	-	\$	-	\$	-	\$	-
Charges for Services	\$	-	\$	-	\$	-	\$	-	\$	-
Fines and Forfeits	\$	-	\$	-	\$	-	\$	-	\$	-
Miscellaneous Revenue	\$	-	\$	-	\$	-	\$	-	\$	-
Transfer from Fund Balances	\$	-	\$	-	\$	-	\$	-	\$	-
Other Revenues	\$	-	\$	-	\$	-	\$	-	\$	-
User Department Charges	\$	-	\$	-	\$	-	\$	-	\$	-
Transfer From Other Funds	\$	-	\$	-	\$	-	\$	-	\$	-
Contributions From										
General Fund or Other	\$	-	\$	121,444	\$	133,167	\$	125,600	\$	133,167
Total Revenue	\$	-	\$	121,444	\$	133,167	\$	125,600	\$	133,167
Personnel Services	\$	-	\$	-	\$	-	\$	-	\$	-
Contractual Services	\$	-	\$	-	\$	133,167	\$	5,000	\$	33,167
Other Services and Charges	\$	-	\$	99,782	\$	-	\$	100,600	\$	100,000
Supplies & Minor Equipment	\$	-	\$	21,662	\$	-	\$	20,000	\$	-
Capital & Overhead Allocation	\$	-	\$	-	\$	-	\$	-	\$	-
Debt Services Related	\$	-	\$	-	\$	-	\$	-	\$	-
Aids and Grants	\$	-	\$	-	\$	-	\$	-	\$	-
Other Uses and Sources	\$	-	\$	-	\$	-	\$	-	\$	-
Transfer To Other Funds	\$	-	\$	-	\$	-	\$	-	\$	-
Interdepartmental Charges	\$	-	\$	-	\$	-	\$	-	\$	-
Budget Reserves	\$	-	\$	-	\$	-	\$	-	\$	-
Total Expenses	\$	-	\$	121,444	\$	133,167	\$	125,600	\$	133,167

Authorized Full Time Equivalents No Positions assigned to this department.

Analysis

Revenue:

Revenue allocated from the General Fund.

Expenses:

Contractual Services decrease from Current FY2015 due to realigning the budget to Other Services and Charges.

Department Name: Technology and Innovation

DEPARTMENT WEBSITE: <http://www.tampagov.net/Technology-and-Innovation>

VISION AND MISSION:

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

GOALS AND OBJECTIVES:

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

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

CURRENT OPERATIONS AND INITIATIVES:

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

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

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Performance Measures	Actual FY2014	Projected FY2015	Estimated FY2016
Service Requests	20,908	28,074	30,881
Severity 1 Incidents	32	40	44
Severity 2 Incidents	37	32	36
Repair Work Orders	9,991	10,500	11,000

Technology and Innovation

	Actual		Actual		Current		Projected		Recommended	
	FY 2013		FY 2014		FY 2015		FY 2015		FY 2016	
Tax Revenues-Property Taxes	\$	-	\$	-	\$	-	\$	-	\$	-
Tax Revenues-Other Taxes	\$	-	\$	-	\$	-	\$	-	\$	626,325
Licenses and Permits	\$	-	\$	-	\$	-	\$	-	\$	-
Intergovernmental Revenues	\$	-	\$	-	\$	-	\$	-	\$	-
Charges for Services	\$	-	\$	-	\$	-	\$	-	\$	-
Fines and Forfeits	\$	-	\$	-	\$	-	\$	-	\$	-
Miscellaneous Revenue	\$	94,045	\$	1,706	\$	75,000	\$	500	\$	-
Transfer from Fund Balances	\$	-	\$	-	\$	475,000	\$	-	\$	-
Other Revenues	\$	16,653,825	\$	-	\$	-	\$	-	\$	200,000
User Department Charges	\$	-	\$	-	\$	-	\$	-	\$	-
Transfer From Other Funds	\$	8,899,485	\$	-	\$	-	\$	-	\$	80,000
Contributions From General Fund or Other	\$	5,249,667	\$	24,227,600	\$	24,248,749	\$	18,528,873	\$	19,276,149
Total Revenue	\$	30,897,022	\$	24,229,306	\$	24,798,749	\$	18,529,373	\$	20,182,474
Personnel Services	\$	13,208,136	\$	13,266,921	\$	13,272,871	\$	13,216,761	\$	13,099,274
Contractual Services	\$	967,887	\$	1,709,661	\$	1,727,716	\$	745,000	\$	997,183
Other Services and Charges	\$	2,915,564	\$	3,721,179	\$	5,133,663	\$	3,458,700	\$	4,190,983
Supplies & Minor Equipment	\$	542,900	\$	467,189	\$	303,353	\$	278,012	\$	484,479
Capital & Overhead Allocation	\$	6,657,262	\$	5,056,011	\$	4,355,116	\$	824,870	\$	1,404,525
Debt Services Related	\$	68,806	\$	-	\$	-	\$	-	\$	-
Aids and Grants	\$	-	\$	-	\$	-	\$	-	\$	-
Other Uses and Sources	\$	-	\$	-	\$	-	\$	-	\$	-
Transfer To Other Funds	\$	6,532,685	\$	-	\$	-	\$	-	\$	-
Interdepartmental Charges	\$	3,782	\$	8,345	\$	6,030	\$	6,030	\$	6,030
Budget Reserves	\$	-	\$	-	\$	-	\$	-	\$	-
Total Expenses	\$	30,897,022	\$	24,229,306	\$	24,798,749	\$	18,529,373	\$	20,182,474
Authorized Full Time Equivalents		124.00		124.00		122.00		121.25		121.25

Analysis

Revenue:

Tax Revenues-Other Taxes in Recommended FY2016 includes \$626,325 of Community Investment Tax funds for capital improvement projects. Miscellaneous Revenue and Transfer from Fund Balance decrease from Current FY2015 due to completion of the Server Virtualization Project. Other Revenues increased in Recommended FY2016 for the Public Safety Communication Laptops for the Police and Fire Departments. Transfer From Other Funds increased in Recommended FY2016 due to Human Resources Reporting Module.

Expenses:

Staffing: Decreased 0.75 FTE during FY2015.
Contractual, Other Services and Charges, Capital & Overhead Allocation decrease from Current FY2015 primarily due to completion of the Server Virtualization Project and a reduction in associated costs.

Department Name: Transportation

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

VISION AND MISSION:

Our vision is to provide a safe, reliable transportation system for all modes of travel, and to ensure continuous operation and maintenance of right of way assets such as roads, traffic signals, traffic signs, pavement markings, and bridges. Our mission is to promote mass transit initiatives and multi-modal opportunities for motorists, bicycles and pedestrians while delivering outstanding repair, maintenance, and new street light service, special events coordination, and permitting to enhance quality of life within our community.

GOALS AND OBJECTIVES:

- Support InVision initiatives and philosophies for the City of Tampa through effective coordination with outside agencies;
- Support Comprehensive Plan policies that encourage a multi-modal transportation system through integrated land use and transportation planning;
- Continue to implement projects that promote safety, and appropriately balance transportation needs with neighborhood desires.
- Promote and maintain the safety and livability of Tampa streets;
- Repave city streets based on acceptable pavement conditions (typically 20 years);
- Replace simulated brick crosswalks (BCW) every seven years. Note: Oldest BCW is five-years old.
- Replace and maintain increased amount of pavement markings and signage; and
- Continue to provide infrastructure maintenance and improvements thereby reducing the number and severity of traffic accidents throughout the City.

CURRENT OPERATIONS AND INITIATIVES:

- Develop multi-modal system via promotion of mass transit initiatives and complete streets program;
- Development of a mobility plan to provide for prioritization of transportation needs;
- Efficient coordination of special events that promote economic development for the City of Tampa;
- Updating traffic management center technology to enhance effectiveness of the system;
- Complete asset maintenance focusing on potholes, utility cutout restoration, traffic signs, and road markings.
- Repave streets based on a 40-year cycle and replace pavement markings based on a 4-year cycle;
- Respond to Citizen concerns and to pothole repair requests within three days of notification;
- Provide preventive maintenance on traffic signals and respond to calls within one hour at any time; and,
- Respond to regulatory sign knock-downs within two hours of notification at any time and replace traffic signs based on expected life cycle.

CITY STRATEGIC PRIORITY:

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Performance Measures	Actual FY2013	Projected FY2014	Estimated FY2015
Capital Improvement Projects	43	66	46
Customer Service Inquires	15,017	16,000	18,000
Traffic Studies (speed, crash, sign & marking)	876	811	795
Right of Way Permits	3,409	3,400	3,400
Special Event Maintenance of Traffic Plans	342	350	360
Customer Service Inquiries	15017	16000	18000
Signs Replaced	6215	6500	6750
Streetlights	2412	2000	2000
Traffic Signals (preventive maintenance work orders)	538	460	425

Transportation

	Actual FY 2013	Actual FY 2014	Current FY 2015	Projected FY 2015	Recommended FY 2016
Tax Revenues-Property Taxes	\$ -	\$ -	\$ -	\$ -	\$ -
Tax Revenues-Other Taxes	\$ 9,641,719	\$ 9,875,419	\$ 9,933,036	\$ 10,000,000	\$ 10,184,100
Licenses and Permits	\$ 3,261,664	\$ 2,004,607	\$ 2,190,000	\$ 1,947,647	\$ 2,170,800
Intergovernmental Revenues	\$ 8,912,149	\$ 9,640,836	\$ 9,126,457	\$ 8,646,389	\$ 8,668,917
Charges for Services	\$ 349,842	\$ 632,837	\$ 551,619	\$ 1,448,894	\$ 296,000
Fines and Forfeits	\$ -	\$ -	\$ -	\$ -	\$ -
Miscellaneous Revenue	\$ (91,392)	\$ 404,532	\$ 1,011,000	\$ 944,564	\$ 61,000
Transfer from Fund Balances	\$ -	\$ -	\$ 19,702,540	\$ -	\$ 12,158,115
Other Revenues	\$ -	\$ -	\$ 6,050,000	\$ 5,650,000	\$ -
User Department Charges	\$ -	\$ -	\$ -	\$ -	\$ -
Transfer From Other Funds	\$ 25,151,582	\$ 45,653,638	\$ 31,168,377	\$ 31,168,377	\$ 32,283,204
Contributions From General Fund or Other	\$ 13,708,807	\$ 5,710,986	\$ 37,924,723	\$ 10,113,258	\$ 1,146,121
Total Revenue	\$ 60,934,371	\$ 73,922,855	\$ 117,657,752	\$ 69,919,129	\$ 66,968,257
Personnel Services	\$ 16,401,609	\$ 15,753,376	\$ 16,121,928	\$ 15,936,633	\$ 10,190,193
Contractual Services	\$ 1,263,847	\$ 1,318,060	\$ 1,359,660	\$ 1,114,180	\$ 1,256,316
Other Services and Charges	\$ 16,265,940	\$ 8,884,345	\$ 7,714,877	\$ 7,870,064	\$ 7,815,517
Supplies & Minor Equipment	\$ 2,151,779	\$ 1,037,559	\$ 70,075	\$ 227,761	\$ 325,471
Capital & Overhead Allocation	\$ 18,688,084	\$ 13,122,780	\$ 60,565,769	\$ 26,474,406	\$ 22,953,332
Debt Services Related	\$ 75,315	\$ 75,315	\$ -	\$ -	\$ -
Aids and Grants	\$ 19,537	\$ 1,096,500	\$ 2,579,643	\$ 1,790,216	\$ 59,717
Other Uses and Sources	\$ (7,851,456)	\$ -	\$ (1,050,000)	\$ (1,050,000)	\$ -
Transfer To Other Funds	\$ 12,830,783	\$ 32,558,068	\$ 17,481,772	\$ 17,481,772	\$ 17,725,605
Interdepartmental Charges	\$ 1,088,933	\$ 76,852	\$ 14,600	\$ 74,097	\$ 17,000
Budget Reserves	\$ -	\$ -	\$ 12,799,428	\$ -	\$ 6,625,106
Total Expenses	\$ 60,934,371	\$ 73,922,855	\$ 117,657,752	\$ 69,919,129	\$ 66,968,257
Authorized Full Time Equivalents	224.00	220.00	220.00	216.00	142.00

Analysis

Revenue:

Miscellaneous Revenue in Projected FY2015 reflects a one time private donation for repairs to the Harbor Island bridge.
Other Revenues in FY2015 reflect Bank Note funding used for FY2015 capital improvement projects.

Expenses:

Staffing: Decrease of 78.0 FTE's from Current FY2015 transferred to other departments.
Personnel Services decrease from Current FY2015 primarily due to a reduction of 78.0 FTE's and a decreased contribution to the City's pension program.
Capital & Overhead Allocation includes \$22.9 million in Recommended FY2016 for capital outlay and capital improvement projects.
Aids and Grants reflect the City's FY2015 contribution to the FDOT Westshore Automatic Transportation Management System project.

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;
- Rehabilitation and/or replacement of facilities as necessary to maximize reliability and minimize operating costs.

CURRENT OPERATIONS AND INITIATIVES:

In FY2016, the Department will continue with the following initiatives in support of its primary objectives:

- Complete design and award contracts for the rehabilitation of the Louisiana and improvements to University Pump Stations;
- Design and award additional construction contracts to continue with Department's collection system renewal and replacement program to repair and replace deteriorated force mains and gravity sewers located throughout the collection system; and
- Complete the construction for the rehabilitation of the Krause St. Pumping Station and improvements to Treatment Plant's Denitrification Filter System, High Purity Oxygen Generator System, Raw Sewage Pump Station, and the Diffused Aeration Reactor System.

CITY STRATEGIC PRIORITY:

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Performance Measures	Actual FY2014	Projected FY2015	Estimated FY2016
Gravity Sewer Pipe Cleaned (miles)	629	620	620
Gravity Sewer Pipe CCTV Inspected (miles)	344	362	370
Manholes Inspected	6,108	5,400	6,00
Grease Traps Inspected	4,930	4,560	5,580

Wastewater

	Actual FY 2013	Actual FY 2014	Current FY 2015	Projected FY 2015	Recommended FY 2016
Tax Revenues-Property Taxes	\$ -	\$ -	\$ -	\$ -	\$ -
Tax Revenues-Other Taxes	\$ -	\$ -	\$ -	\$ -	\$ -
Licenses and Permits	\$ -	\$ -	\$ -	\$ -	\$ -
Intergovernmental Revenues	\$ 110,902	\$ 60,101	\$ 52,000	\$ 138,999	\$ 50,960
Charges for Services	\$ 104,994,447	\$ 105,677,466	\$ 106,584,960	\$ 105,540,500	\$ 105,502,653
Fines and Forfeits	\$ -	\$ -	\$ -	\$ -	\$ -
Miscellaneous Revenue	\$ 1,611,454	\$ (70,689)	\$ 1,708,732	\$ 597,001	\$ 808,826
Transfer from Fund Balances	\$ -	\$ -	\$ 19,795,972	\$ -	\$ 1,579,864
Other Revenues	\$ 175,546	\$ 193,427	\$ 75,000	\$ 75,000	\$ 73,500
User Department Charges	\$ -	\$ -	\$ -	\$ -	\$ -
Transfer From Other Funds	\$ 21,009,045	\$ 71,475,194	\$ 55,188,163	\$ 55,188,163	\$ 35,368,825
Contributions From General Fund or Other	\$ (6,106,735)	\$ 516,486	\$ 35,425,685	\$ 17,362,021	\$ (660,000)
Total Revenue	\$ 121,794,659	\$ 177,851,985	\$ 218,830,512	\$ 178,901,684	\$ 142,724,628
Personnel Services	\$ 23,601,632	\$ 25,429,416	\$ 26,342,520	\$ 25,494,446	\$ 24,535,414
Contractual Services	\$ 1,880,249	\$ 2,626,287	\$ 4,265,020	\$ 3,780,400	\$ 4,115,372
Other Services and Charges	\$ 45,113,848	\$ 29,013,345	\$ 28,855,081	\$ 28,172,292	\$ 29,525,938
Supplies & Minor Equipment	\$ 9,119,792	\$ 10,460,494	\$ 11,301,742	\$ 10,944,460	\$ 11,208,526
Capital & Overhead Allocation	\$ 15,533,672	\$ 18,186,111	\$ 71,948,284	\$ 36,892,323	\$ 19,230,325
Debt Services Related	\$ 17,647,738	\$ 17,569,607	\$ 16,162,363	\$ 16,162,363	\$ 14,687,491
Aids and Grants	\$ 39,402	\$ 39,901	\$ 45,402	\$ 45,402	\$ 84,804
Other Uses and Sources	\$ (16,989,019)	\$ 196,507	\$ -	\$ -	\$ -
Transfer To Other Funds	\$ 21,218,045	\$ 71,684,194	\$ 55,167,163	\$ 55,167,163	\$ 35,638,825
Interdepartmental Charges	\$ 4,629,300	\$ 2,646,123	\$ 2,243,681	\$ 2,242,835	\$ 2,664,737
Budget Reserves	\$ -	\$ -	\$ 2,499,256	\$ -	\$ 1,033,196
Total Expenses	\$ 121,794,659	\$ 177,851,985	\$ 218,830,512	\$ 178,901,684	\$ 142,724,628
Authorized Full Time Equivalents	320.00	320.00	321.00	317.00	317.00

Analysis

Revenue:

Charges for Services remain relatively flat over the past several years.

Expenses:

Staffing: Decrease of 4.0 FTE's during FY2015.

Personnel Services decrease from Current FY2015 primarily due to a reduction of 4.0 FTE's and a decreased contribution to the City's pension program.

Capital & Overhead Allocation includes \$19.2 million in Recommended FY2016 for capital outlay and capital improvement projects.

Department Name: Water

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

VISION AND MISSION:

The Department's vision is to be renowned for high quality water and the outstanding manner in which customers are served through successful implementation of the Strategic Plan. The Department's mission is to provide our customers superior drinking water, reclaimed water, and utility support services. The vision, mission, and goals of the Department will be guided by four core values: Respect, Integrity, Teamwork, and Excellence.

GOALS AND OBJECTIVES:

- Continue the 200 mile pipeline replacement program;
- Protect the Hillsborough River, the City's primary source of drinking water;
- Ensure that Tampa's water supply can meet demands during normal and emergency conditions;
- Improve customer service by measuring service response levels for Engineering, Production, and Distribution and Consumer Services divisions;
- Maximize resources through grant funding and low cost loan opportunities from the Southwest Florida Water Management District, Florida Department of Environmental Protection, the State of Florida, and the federal government; and
- Produce water of high quality exceeding all federal and state requirements.

CURRENT OPERATIONS AND INITIATIVES:

- Continue high treatment levels necessary to achieve the Partnership for Safe Water, 20-year Director's Award in 2019;
- By 2016, the Department will have replaced 118 miles of pipeline since the inception of the pipeline replacement program in 2007. Continue beyond 2016 to invest into pipeline replacement, especially the undersized systems in South Tampa;
- The Department will continue to make significant progress toward providing minimum flows for the Lower Hillsborough River by October 2017;
- Continue to upgrade technology at the David L. Tippin Water Treatment Facility; and
- Replace the Multi-Services System utility billing system by 2018.

CITY STRATEGIC PRIORITY:

☒ Changing Tampa's Economic DNA

☐ Keeping our streets safe

☒ Strengthen our Neighborhoods

☒ Effective & Efficient Government

Performance Measures	Actual FY2014	Projected FY2015	Estimated FY2016
Non-Revenue Producing Water (%)	10.9	10.5	10.0
Reclaimed Water Demand (mgd)	3.3	3.3	3.4
Call Center - Average Call Wait Time (minutes:seconds)	2:09	1:30	1:30
Call Center - Calls Abandoned (%)	7.52	8.00	8.00
Meter Reading Accuracy (%)	99.75	99.78	99.80
Hydrants Inspected (%)	100	100	100

Water

	Actual FY 2013	Actual FY 2014	Current FY 2015	Projected FY 2015	Recommended FY 2016
Tax Revenues-Property Taxes	\$ -	\$ -	\$ -	\$ -	\$ -
Tax Revenues-Other Taxes	\$ -	\$ -	\$ -	\$ -	\$ -
Licenses and Permits	\$ -	\$ -	\$ -	\$ -	\$ -
Intergovernmental Revenues	\$ 518,634	\$ 359,393	\$ 24,024	\$ 50,349	\$ 19,634,520
Charges for Services	\$ 105,083,206	\$ 106,839,515	\$ 108,765,436	\$ 107,561,317	\$ 110,870,843
Fines and Forfeits	\$ 76,221	\$ 43,872	\$ 85,500	\$ 50,000	\$ 85,500
Miscellaneous Revenue	\$ 964,007	\$ 741,382	\$ 1,659,957	\$ 1,157,575	\$ 1,732,500
Transfer from Fund Balances	\$ -	\$ -	\$ 18,005,826	\$ -	\$ 175,519
Other Revenues	\$ 3,209,812	\$ 5,435,853	\$ 3,469,914	\$ 1,805,000	\$ 7,265,000
User Department Charges	\$ -	\$ -	\$ -	\$ -	\$ -
Transfer From Other Funds	\$ 14,687,020	\$ 49,116,130	\$ 55,503,604	\$ 50,091,162	\$ 27,981,406
Contributions From General Fund or Other	\$ (16,632,375)	\$ (5,483,063)	\$ 53,344,175	\$ 27,929,282	\$ 660,000
Total Revenue	\$ 107,906,525	\$ 157,053,082	\$ 240,858,436	\$ 188,644,685	\$ 168,405,288
Personnel Services	\$ 21,810,127	\$ 23,461,042	\$ 24,089,627	\$ 23,662,751	\$ 22,283,856
Contractual Services	\$ 4,725,123	\$ 4,436,873	\$ 10,753,226	\$ 8,450,200	\$ 10,386,517
Other Services and Charges	\$ 30,841,129	\$ 24,982,164	\$ 24,911,179	\$ 24,833,308	\$ 25,673,121
Supplies & Minor Equipment	\$ 10,614,494	\$ 9,951,208	\$ 12,315,803	\$ 12,530,177	\$ 11,943,334
Capital & Overhead Allocation	\$ 12,718,578	\$ 27,479,293	\$ 95,323,322	\$ 46,508,694	\$ 40,718,870
Debt Services Related	\$ 14,658,349	\$ 14,498,024	\$ 14,574,416	\$ 14,629,416	\$ 14,476,591
Aids and Grants	\$ -	\$ -	\$ -	\$ -	\$ -
Other Uses and Sources	\$ (5,803,410)	\$ -	\$ -	\$ -	\$ -
Transfer To Other Funds	\$ 14,937,020	\$ 50,014,165	\$ 55,563,604	\$ 55,503,126	\$ 28,339,406
Interdepartmental Charges	\$ 3,405,115	\$ 2,230,313	\$ 2,526,513	\$ 2,527,013	\$ 2,999,280
Budget Reserves	\$ -	\$ -	\$ 800,746	\$ -	\$ 11,584,313
Total Expenses	\$ 107,906,525	\$ 157,053,082	\$ 240,858,436	\$ 188,644,685	\$ 168,405,288
Authorized Full Time Equivalents	300.00	301.00	301.00	303.00	303.00

Analysis

Revenue:

Intergovernmental Revenues increase from Current FY2015 to reflect \$19.6 million of State Revolving Loan proceeds from the Florida Department of Environmental Protection for capital improvement projects in FY2016.

Expenses:

Staffing: Increase of 2.0 FTE's.

Personnel Services decrease from Current FY2015 primarily due to a decreased contribution to the City's pension program.

Capital & Overhead Allocation includes \$40.7 million in Recommended FY2016 for capital outlay and capital improvement projects.



Financial Policies



Financial Policies

The City of Tampa (“City”) has established the following financial policies to facilitate management actions on financial decisions, as well as to assist interested parties in understanding the City’s finances:

1. Balanced Budget
2. Fund Balance
3. Spending Order of Fund Balances
4. Governmental Funds Reserve
5. Enterprise Funds Reserve
6. Internal Service Funds Reserve
7. Fees and Charges
8. Investment
9. Non-Recurring Revenue
10. Revenue Forecast
11. Payment in Lieu of Taxes/Payment in Lieu of Franchise Fees (PILOT/PILOF)
12. Revenue Diversification
13. Capital Improvement Program (Five-Year Strategic Plan)
14. Debt
15. Cost Allocation

These policies generally apply to all City funds. Federal, state, and local laws, regulations and standards and specific financial policies may supersede these statements. The benefits derived from consolidated financial policies include:

- A concise guide for consideration in decisions associated with City financial matters;
- Related re-direction of the financial focus to the over-all financial condition of the City rather than to a narrow focus on single issues;
- Communication of a commitment to sound financial management and fiscal integrity, and strengthening credibility and confidence aspects for citizens, investors and rating agencies; and
- Ensure that a balanced budget is obtained. (A balanced budget is when revenues equal expenditures.)

The City’s Revenue and Finance Department develops the budget and implements all financial activities. The City uses the modified accrual basis accounting for government funds activities and the accrual basis accounting for proprietary and fiduciary fund activities.

1. Balanced Budget

In accordance with Florida Statute 166.241, the City must adopt a balanced budget each fiscal year that shows for each fund revenues and expenditures by organizational unit. A balanced budget provides the framework for obtaining structural balance and is attained when total anticipated revenues equal total planned expenditures for each fund.

2. Fund Balance

The City seeks to consistently maintain a sufficient level of financial resources in order to avoid material reductions to service and to avoid the need to increase taxes and fees because of temporary revenue shortfalls or unpredicted one time expenditures. The City believes that sound financial management principles require that sufficient funds be retained to provide a stable financial base at all times.

The City seeks to maintain fund balance sufficient to fund all cash flows of the City, to provide for financial reserves for unanticipated one-time expenditures, revenue shortfalls, and/or emergency needs. Maintaining an adequate fund balance is essential to the financial health of the City to meet emergency needs and unforeseen circumstances, and to ensure the City's ability to serve its citizens and maintain high bond ratings. Fund balance targets are not required but are considered goals of the City.

Purpose

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*.

Policy

The following individual components shall constitute the fund balance for all of the City's funds:

Classification	Definition	Examples
Nonspendable	Amounts that cannot be spent because they are either: (a) not in spendable form or (b) legally or contractually required to be maintained intact.	<ul style="list-style-type: none">• Inventories• Prepaid items• Long-term receivables• Permanent endowments
Restricted	Fund balance should be reported as restricted when constraints placed on the use of resources are either: a. External resource providers such as creditors (by debt covenants), grantors, contributors, or laws or regulations of other governments; or b. Imposed by law through constitutional provisions or enabling legislation.	<ul style="list-style-type: none">• Restricted by state statute• Unspent bond proceeds• Grants earned but not spent• Debt covenants• Taxes dedicated to a specific purpose, and• Revenues restricted by enabling legislation
Committed	Amounts that can be used only for the specific purposes determined by a formal action (ordinance/resolution of the City Council, the City's highest level of decision-making authority).	<ul style="list-style-type: none">• Amounts City Council sets aside by ordinance/resolution

Assigned	Includes spendable fund balance amounts established by management of the City that are intended to be used for specific purposes that are neither considered restricted or committed.	<ul style="list-style-type: none"> • Mayor delegates the authority to assign fund balance to the Chief Financial Officer • City Council has appropriated fund balance during the budget process
Unassigned	Unassigned fund balance is the residual classification for the General Fund. This classification represents fund balance that has not been assigned to other funds and that has not been restricted, committed, or assigned to specific purposes within the General Fund. Unassigned fund balance may also include negative balances for any governmental fund if expenditures exceed amounts restricted, committed, or assigned for those specific purposes.	

3. Spending Order of Fund Balances

First, the City uses restricted amounts first when both restricted and unrestricted fund balances are available, unless there are legal documents/contracts that prohibit doing this, such as in grant agreements requiring dollar for dollar spending. Additionally, the City would first use committed fund balance, followed by assigned fund balance, and finally, unassigned fund balance when expenditures are incurred for purposes for which amounts in any of the unrestricted fund balance classifications could be used.

4. Governmental Funds Reserve

The reserve policies within this section apply to the City's governmental funds which include the General Fund, special revenue funds, debt service funds, and the capital construction funds.

General Fund and the Utilities Services Tax Fund — The City has established a policy to maintain at a minimum reserve that equals 20% of the two funds' combined expenditures. This reserve can only be released by the Mayor.

Additionally, the General Fund includes an emergency reserve fund of \$7.6 million that is to be used during emergency situations. The emergency reserve funds can only be released by the Mayor.

Local Option Gas Tax Fund and the Construction Service Center Fund — These two funds shall each attempt to maintain a two-month operating reserve. The operating reserves shall only consider personal services and operating expenses in calculating the reserve.

Other Special Revenue Funds — The other special revenue funds do not have a reserve requirement. This includes but is not limited to the impact fee special revenue funds which collects impact fees prior to transferring funding to the various impact fee capital construction funds; other operating funds that rely on the General Fund as a funding source; and grants funds which receive revenues for specific reasons.

Debt Service Funds — Debt service funds should only maintain reserves that are required by the respective issue's bond covenants. The City shall make every effort to only transfer sufficient funds plus interest earnings to make required debt service payments.

Capital Construction Funds — Capital construction funds do not require reserves. The annual transfer from the respective special revenue or other fund, plus interest earnings, should be sufficient to fund the budgeted capital improvement projects.

5. Enterprise Fund Reserve

The City adopted the following reserve policies with the adoption of the FY2015 budget. All components of the policy were implemented with the exception of the stabilization fund which became effective with the sale of the Water and Sewer Revenue Refunding Bonds, Series 2015 and the associated springing provisions of the authorizing resolution. The City's enterprise funds include: Parking, Water, Wastewater, and Solid Waste systems and the Golf Courses.

Operating Reserves — The Water, Wastewater, and Solid Waste Departments will each maintain a reserve that is equal to 90 days of current budget year expenditures based on the following requirements:

- The City's Water, Wastewater, and Solid Waste bond covenants require that each department maintain reserves equal to 60 days of operating expenses.
- Each department will also maintain an additional 30 days of operating reserves. For the Water and Wastewater Departments these reserves shall be considered to be a stabilization fund as defined within the various bond documents. This reserve can be released at the direction of the City's Chief Financial Officer.
- The Solid Waste Department will attempt to maintain a \$5.0 million reserve to conduct debris management due to emergency weather events that require debris clean up following a storm event. This reserve can be released at the direction of the Chief Financial Officer.

Infrastructure Reserves — The Water, Wastewater, and Solid Waste Departments will each attempt to maintain an infrastructure reserve that is equal to 1% of the total infrastructure assets as identified in the latest City's Comprehensive Annual Financial Report. Each department director may request the release of a portion of the reserves or all of the infrastructure reserves to fund their respective capital improvement programs if there are insufficient current year revenues and/or budgeted reserves. This reserve can be released at the direction of the City's Chief Financial Officer.

The Solid Waste Department shall attempt to maintain a \$5.0 million reserve for the repair and renovation of the McKay Bay Refuse-To-Energy Facility.

The Parking System does not have a reserve requirement since it is currently subsidized by the General Fund. The Parking System shall attempt to maintain 60 days operating reserves when the

net revenues become sufficient to fully support its operations and maintenance expenses, capital expenditures, and related debt service.

The Gold Course does not have a reserve requirement since it is currently subsidized by the General Fund. The Golf Course shall attempt to maintain 60 days operating reserves when the net revenues become sufficient to fully support its operations and maintenance expenses, capital expenditures, and related debt service.

6. Internal Service Funds Reserves

The City's internal service funds (Fleet and Utility Accounting) shall maintain minimal reserves. This is to ensure that the supported departments are able to meet their respective reserve requirements.

7. Fees and Charges

The City has the ability to determine the extent to which fees should be used to fund services, operations and maintenance for City facilities, and infrastructure. Fees are reviewed and updated to ensure that they keep pace with inflation and changes in methods or levels of service.

The amount of a fee should not exceed the overall cost of providing the service and operations and maintenance for the facility and infrastructure for which the fee is imposed. Direct and indirect costs may be used in calculating fees.

8. Investment

All City funds are prudently and safely invested according to the City charter to provide a sufficient level of liquidity to meet cash flow needs and to provide the maximum yield possible.

The City's investment policy applies to all funds held by the City other than pension fund assets. The investment objective of the City is to invest funds in safe, liquid, minimum risk instruments that will provide the maximum amount of interest earnings. Pursuant to the City charter, the Chief Financial Officer, with the approval and consent of the Mayor, is authorized to invest funds of the City in United States Government or United States Treasury bonds, certificates, notes or bills, or may arrange interest bearing time deposits with the depositories of the City.

The City's policy is to acquire investments that enable it to meet its day-to-day requirements. Investments will be made in accordance with known/anticipated cash needs and cash flow requirements. Short term investments are limited to thirty-three percent (33%) of the City's total portfolio. No more than thirty percent (30%) of the City's total portfolio is permitted to be invested in certificates of deposit. All certificates of deposit must be purchased from banks that are collateralized by the State of Florida Local Government Surplus Funds Trust Fund. A maximum of twenty percent (20%) of the total portfolio is permitted to be invested with a single institution. All securities purchased must be backed by the full faith and credit of the United States government.

It is the policy of the City, as provided in Section 7.10-Investment of Funds, of the Revised Charter of the City of Tampa of 1975, that the Director of Finance, with the approval and consent of the Mayor, is authorized to invest any funds of the City in United States Government or United States Treasury bonds, certificates, notes or bills, or may arrange interest bearing time deposits with the depositories of the City; and the interest derived from such investments or deposits shall be accrued as revenue to the general fund of the City, except in the case of special funds for which the City is required by agreement or by law to credit such special funds with interest on its invested balances.

9. Non-Recurring Revenue

To the extent feasible, non-recurring revenues will be applied toward one-time expenditures; they will not be used to finance ongoing programs. By definition, non-recurring revenues cannot be relied on in future budget periods, and by avoiding the use of these revenues, the City minimizes the possible disruptive effects on services due to the non-recurrence of these revenue sources. Examples of non-recurring revenues include: non-recurring sale of government assets, bond refunding savings, infrequent revenues from development, and grants. These revenues may be available for more than one-year (e.g., a three-year grant), but are expected to be non-recurring. Examples of expenditures for which one-time revenues may be applied include start-up cost, stabilization, early debt retirement and capital costs.

10. Revenue Forecast

The City budgets ad valorem taxes at 95% of estimated collection and all other major revenues at 98% of anticipated collection. The City budgets grant revenues and transfers at 100% of the anticipated collection amount.

The City implements a conservative approach in forecasting revenues for determining economic impact. Revenue forecasts are based on historical performance and available economic data.

11. Payment in Lieu of Taxes/Payment in Lieu of Franchise Fees (PILOT/PILOF)

Annually, the City charges Water, Wastewater, Solid Waste, and Parking Division (collectively, the enterprise funds) for payment in lieu of taxes (PILOT) and payment in lieu of franchise fees (PILOF). These revenues are collected and deposited in the General Fund. The basis for collecting both revenues is to equate all of the enterprise funds to private companies. If the enterprise funds were private companies, they would be paying property taxes (PILOT) and franchise fees (PILOF).

Payment in Lieu of Taxes — PILOT is calculated annually based on the fixed asset value for each enterprise department times the City's prior year millage rate.

Payment in Lieu of Franchise Fees — PILOF is calculated annually based on budgeted revenues for each enterprise fund times the currently authorized franchise fee percentage.

12. Revenue Diversification

The City strives to diversify its revenues in order to maintain needed services during periods of declining economic activity through a variety of actions such as:

- Explore the possibility of new or expanded revenue sources as a way to help achieve a balanced budget after considering all possible cost reduction alternatives;
- Evaluate other revenue-generating opportunities that will support sustainable community growth;
- Analyze cost recovery revenue sources on an annual basis to insure that revenue collections reflect the cost of providing the associated City services;
- Actively oppose state and/or federal legislation which would mandate costs to the City of Tampa without providing or increasing a revenue source to offset those mandated costs;
- Continue lobbying efforts to protect current revenues received from state and federal sources;
- Follow an aggressive policy of enforcement of revenue regulations and collection of revenues; and
- Maintain a stable user base.

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

The City of Tampa develops a five-year capital improvement plan (CIP) annually in support of the City's mission and strategic plan. The CIP is 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 finance 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 capital improvement plan 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; determine prioritization for new, repair/upgrades, or replacement projects, and determination of project costs in order to secure funding.

The benefits of the capital improvement plan are as follows:

- Facilitates coordination between capital needs, and the operating budgets;
- Identifies the most economical means of identifying funding;
- 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; and
- Encourages careful project planning and design to avoid costly mistakes and help a community reach desired goals.

The five-year capital improvements plan must be financially feasible and provide both the project's funding source and capital cost and also the funding source and amount of funding that will be required for the anticipated post-construction operational costs of each project.

Capital improvements are provided to correct existing deficiencies, repair and replace worn out or obsolete facilities, and to accommodate new growth in an efficient, cost effective, and timely manner upon plan adoption. Capital improvements generally have an estimated cost greater than \$100,000, have a useful life of greater than three years and fulfill one of four purposes:

- Protect the public's health and safety by preventing a critical breakdown in the City's public facilities and services;
- Maintain, upgrade, repair or replace existing public facilities;
- Eliminate existing deficiencies; and
- Expand existing public facilities or construct new public facilities concurrent with new growth.

The first year of the CIP represents the capital budget that is adopted by City Council. The capital budget includes the first year of the capital improvements fund schedule and all other capital improvements identified in the CIP. Years two (2) through five (5) of the capital improvements fund schedule are included in the CIP.

The CIP budget, showing estimated annualized costs of capital projects, is updated on an annual basis with all amendments during the year approved by City Council.

A capital project cannot be added or deleted without approval of the City Council; neither can funds be added or deleted which change the outcome of the project without City Council approval. However, funding levels in the Community Investment Tax (CIT) program can be amended administratively.

All capital projects costs include the impact upon the operating budget at the time the project is presented for City Council approval.

The following criteria are applied to determine the fiscal impact of capital improvements:

- Consideration of the fiscal impact on the operating and capital budget;
- Relationship between project costs and potential revenue;
- Protection of a prior or potential public investment;
- Value of project to improve the City's efficiency; and
- Avoidance of inefficient duplication of public facilities and services.

14. Debt

Introduction

As a commitment to long-term financial planning, the City of Tampa has developed a debt policy to which meets the following objectives:

- Facilitate the execution of strategic goals;
- Maintain the City's fiscal strength;
- Ensure public funds are protected; and
- To maximize the City's ability to provide quality services.

The City recognizes that pledgable revenue sources are limited, and the City will treat the use of each as a deployment of a scarce resource; therefore, careful attention must be focused on balancing future flexibility with the need to consume scarce resources. This policy validates the City's commitment to adhere to best financial management practices in order to guarantee that the appropriations for capital purposes are equitable to each generation of taxpayers and other beneficiaries. The policy sets forth comprehensive guidelines and adherence as it is essential to ensure that the City maintains a sound financial position.

Scope and Authority

The policy shall apply to all debt issued by the City and the Community Redevelopment Agency on behalf of the citizens, ratepayers, and taxpayers of the City of Tampa, and shall govern the issuance and management of debt funded from capital markets, including the selection and management of related financial services and products, and investment of debt proceeds.

The Chief Financial Officer (or designee) is the designated administrator of the Policy. As administrator, the Chief Financial Officer shall provide for the issuance of debt at the lowest possible cost and risk, determine available debt capacity, comply with all Internal Revenue Service, Securities and Exchange Committee, and Municipal Securities Rulemaking Board rules and regulations, submit to the Mayor and City Council all recommendations to issue debt, and apply and promote prudent fiscal practices. Each debt financing shall be approved by the Mayor and City Council.

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.

A. Balance multiple financial management objectives, including:

- Creativity — Examine new or different means to achieve established objectives at the lowest possible cost;
- Innovation — Analyze all available financing options and select the financing vehicles that address the City's objectives at the lowest possible cost;
- Flexibility — Retain the City's current and future options to meet the financing

- challenges of the City;
 - Responsibility — Be fair, reasonable and equitable to each generation of taxpayers, rate payers, users and other beneficiaries when distributing the debt burden or costs of government;
 - 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 those who have or will purchase the City's debt or other forms of borrowing; and
 - Compliance and Continuing Disclosure — Pay timely attention to and comply with all reporting requirements, agreements, laws, contracts, covenants, policies and obligations which make up or are related to the City debt management program(s).
- B. Define and categorize the City's current debt programs as governmental or proprietary within the self-supporting and non self-supporting categories.
- C. Enhance the City's ability to access the credit markets and enhance or maintain the credit ratings for each of its programs.
- D. Evaluate each of the following in anticipation of new borrowing initiatives:
- Amount of funding currently available in addition to contemplated debt issuance;
 - Existing outstanding debt that utilizes the same revenue stream as a source of repayment;
 - Appropriate final maturity (1 to 40 years);
 - Use of short-term or long-term credit vehicles; and
 - Use of fixed rate or variable rate pricing options.
- E. Identify appropriate debt constraints or limits in an effort to ensure adequate flexibility for future generations of elected officials.
- F. Comply with all continuing disclosure requirements.

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:

- A. 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 the higher of either the city policy or related debt covenants;
- B. 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;
- C. The City is not subject to any legal debt limit restrictions and shall monitor the amount of annual debt to ensure adequate debt level capacities;

- D. The City will not securitize various types of debt and consolidate them as bonds, or pass-through securities to investors;
- E. Establish the annual subsidy required and compare it to the actual subsidy needed for all non self-supporting proprietary operations;
- F. Account for the issuance of debt using general accepted accounting principles as established by the Governmental Accounting Standards Board;
- G. Maintain complete information on its outstanding debt portfolio, including: issue name, initial par amount, dated date and sale date, purpose, security type, issue type, sale type, true interest cost, arbitrage yield, average life, underwriters, underwriter's discount, principal amounts by maturity, coupon rate, coupon type, original yield, interest payment frequency by maturity, first interest payment by maturity, call provisions, sinking provisions, and credit enhancement, if any;
- H. Implement processes, and assign all roles and responsibilities necessary to ensure timely compliance with all continuing disclosure requirements, up to and including posting of said items on the Electronic Municipal Market Access web site; and
- I. Revenue bonds shall be payable from pledged revenues actually budgeted, appropriated, and deposited into the funds and accounts created and established pursuant to, and in the manner provided in, the bond resolution. Such a covenant on the part of the City to budget and appropriate sufficient amounts of pledged revenues shall be cumulative, and shall continue until such revenues accrued are sufficient to make all required payments as, and when, due. Such pledges shall not constitute a lien, either legal or equitable, on any of the City's covenant revenues or other revenues, nor shall it preclude the City from issuing additional bonds payable from the same pledged revenue stream, so long as sufficient coverage still exists after the additional issue is taken into account.

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.

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 — General obligation debt, or direct debt, is debt which is supported by property tax revenues and will be utilized as authorized by voters. The City shall issue no general obligation debt without a successful vote by referendum. The City has no outstanding general obligation debt (and currently has no plans to try to obtain general obligation financing).

Revenue-Backed Debt — Revenue-backed debt is debt that is supported by dedicated revenue sources including proprietary service revenues, fees, and user charges, as well as non-ad valorem tax revenues (sales taxes, state revenue sources, excise taxes, etc.). Revenue-backed debt may be issued in the form of bonds, notes or short-term debt for both general governmental uses and enterprise uses.

Non-Ad Valorem Debt — The City may covenant to appropriate in its annual budget non-ad valorem revenues sufficient to service the debt in the manner and to the extent and subject to certain conditions as provided by the bond resolution.

Capital Leases — Capital leases are often used to obtain the use and enjoyment of long-term assets without purchasing the assets outright. Capital leases are reported (initially) as long-term liabilities on the balance sheet and exhibit one or more of the following qualities:

- Transfer of ownership at lease termination;
- Bargain purchase option (to lessee) at lease termination;
- Lease term equal to more than 75% of the asset's useful life; and
- The present value of the minimum lease payments is equal to more than 90% of the fair (market) value of the asset.

Over the lifetime of a lease, the total cost to the City may be higher than purchasing the asset outright. However, in exceptional circumstances leases may be suitable for financing capital expenditures, including the acquisition of land and equipment and the construction of facilities in certain circumstances. Capital lease financing shall be utilized on a case-by-case basis and must be approved by the Chief Financial Officer prior to entering into any such agreement.

State Revolving Loan Funds and Pools — The federal government provides state governments with funding to create low interest loan programs to fund water, sewer, and flood control infrastructure projects. The federal government provides the largest portion of these funds and the state matches at 20%. However, states may disburse funds as they see fit. As loans are repaid, they may be applied to other projects. The state must provide a 20% match in order to receive the federal funds. Pursuant to certain loan agreements, the City has obtained several low interest rate loans from the State of Florida Revolving Loan Program for the purpose of funding several water and wastewater projects.

Conduit Debt — Pursuant to the City conduit debt policies and guidelines any conduit financing shall contain a no-recourse provision to the City. Any conduit financing structures established must implement formal underwriting standards that require exemption from securities registration (if applicable); be projects that have acceptance by the local community and public purpose and benefits; be nonprofit borrowers with a demonstrated ability to provide debt service; be private for-profit borrowers that have a history of growth, strong prospects of continued growth, substantial participation of funds from other sources, and participants of integrity; have an independent financial advisor; and be in compliance with all pertinent laws and regulations. Separately published application and administrative fees must be paid for conduit debt proposals.

Investment of Bond Proceeds — All general obligation and revenue bond proceeds shall be invested as part of the City's consolidated cash pool unless otherwise specified by the loan agreement, bond

legislation, or bond indenture, and approved by the Chief Financial Officer. Investments will be consistent with those authorized by existing City and state law and by the City's investment policies.

Purposes of Financing

New Money Financing — New money issues generate additional funding to be available for expenditure on capital projects. Funds are to be utilized for the acquisition, construction, and major improvement of capital assets with a minimum of 15 years of useful life. These funds shall not be utilized to fund operational activities.

Refunding Bonds — Refunding bonds are issued to retire an outstanding bond issue or a portion thereof. This is done to refinance at a lower interest rate, to restructure the repayment schedule of the debt, to change the type of debt instruments being issued, or to remove undesirable covenants.

The City may refinance debt to achieve true savings as market opportunities arise. A refunding transaction to achieve interest cost savings shall require a present value savings of at least three percent (3%) of the refunded debt.

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 taxpayers and citizens of Tampa. With regard to this delegation of authority, the following criterion for evaluating debt options has been established:

Method of Sale

- A. City debt issuances shall be offered for sale to investors by one of the following two methods. The method chosen shall be determined on a case-by-case basis:
 - When advantageous for the City, the issuance and sale of debt shall be achieved by competitive bid. Debt issued on a competitive bid basis will be sold to the bidder proposing the lowest true interest cost to the City; and
 - To minimize the costs and risks of the City's debt issue, the Chief Financial Officer may elect to sell the debt issue on a negotiated basis.
- B. The negotiation of terms and conditions shall include prices, interest rates, underwriting or remarketing fees, and commissions.
- C. The City, with the assistance of a financial advisor, shall evaluate the terms offered and oversee the bond allocation process.
- D. The Chief Financial Officer shall require a post-sale analysis and reporting for each bond sale provided by the independent financial advisor.

Continuing Disclosure

Pursuant to the City's Disclosure Policies and Procedures, the City has covenanted to provide certain financial information and operating data relating to the City annually, and to provide notices of the occurrence of certain enumerated material events. The City has agreed to file annual financial information and operating data and the audited financial statements with each entity authorized and approved by the Securities and Exchange Commission (the "SEC") to act as a repository (each a "Repository") for the purpose of complying with Rule 15c2-12 adopted by the SEC under the Securities Exchange Act of 1934 (the "Rule"). Effective July 1, 2009, the sole Repository is the Municipal Securities Rulemaking Board ("MSRB"). The City has agreed to file notices of certain enumerated material events, when and if they occur, with the Repository.

Professional Services

The City shall procure professional services as required to execute financing transactions. Professional services may include financial advisors, bond counsel, trustees, and others. The selection of financial and legal professionals to assist the City shall be made through a competitive bid process involving request for proposals (RFP).

A. Financial Advisors

The City shall select a financial advisor(s) to assist in the issuance and administration of all 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:

- Recommendation of specific covenants, financing structure, indentures, and terms;
- Preparation/review of preliminary and final official statements;
- Review of contracts as necessary, including bond purchase contracts, liquidity facility agreements, remarketing agreements, and investment and trust agreements;
- Review of resolutions concerning the authorization and award of financing;
- Preparation and review of advertisements of sales in published and electronic media;
- Assist the City in the development and presentation of information to rating agencies, investors, and other municipal market participants;
- Attendance at meetings related to financial issues affecting financing;
- Assist the City in determining whether a particular financing package should be sold competitively or negotiated, and attending related bid openings or providing advice during sale process;
- Assist the City in the preparation and evaluation of RFPs for financial services related to underwriting or trustee services;
- Provide the City a post-sale analysis, including an issue summary and final report;
- Provide advice regarding the administration of the City's program, and recommending modifications as requested;
- Assist the City with any other financing matters relating to issuances; and
- Provide other services as requested by the City.

B. Bond Counsel

All debt issued by the City shall include a written opinion by legal counsel affirming the City is authorized to issue the proposed debt, the City has met all federal, state, and local legal requirements, and a determination of the proposed debt's federal income tax status. The firm selected will be expected to provide the full range of legal services required, including:

- Rendering the bond counsel opinion regarding the validity and binding effect of the bonds, the source of payment and security for the bonds, and the excludability of interest on the bonds from gross income for federal income tax purposes;
- Preparation and review of the documents necessary to the authorization, issuance, sale, and delivery of the bonds, coordination of the authorization and execution of these documents (including resolutions);
- Review of all legal issues relating to the structure of the bonds;
- Preparation and review of those sections of the offering documents to be disseminated in connection with the sale of the bonds that relate to the bonds, financing documents, bond counsel opinion, tax exemption, and the continuing disclosure undertaking of the City;
- Participation in meetings as requested relating to legal issues affecting issuance of bonds;
- Review or preparation of contracts, including bond purchase contracts, liquidity facility agreements, remarketing agreements, and investment and trust agreements;
- Preparation of bound official transcripts of the proceedings of the financing, including all documentation relating to the authorization, offering, sale, and delivery of the issue; and
- Assisting the City with other legal matters relating to issuance of the bonds that may be identified during a transaction, including investment of proceeds and reserves, and compliance with federal arbitrage regulations.

C. Disclosure Counsel

Post-closing activities, such as responding to IRS examinations or preparing continuing disclosure documents, are often performed by disclosure counsel. The City will engage these services as needed, which typically include:

- Drafting of official statements;
- Conducting due diligence investigation;
- Preparation of the continuing disclosure certificate; and
- Providing a 10b-5 opinion.

D. Verification Agent

The purpose of the verification agent is to confirm that sufficient proceeds are escrowed to ensure timely repayment of principal and interest on refunded bonds. The City shall procure the services of a verification agent in conjunction with the 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.

E. Underwriters

The City shall select underwriters based on the firm's demonstrated ability serving on financial transactions with similar complexity, to structure a debt issue efficiently, to sell debt to institutional and retail investors, to put capital at risk, experience and reputation, and competitiveness of fees. Respondents shall include in their proposals a complete and detailed list of all proposed fees. The underwriting expense component must be finalized and approved by the City no later than forty-eight (48) hours prior to the day of pricing. The City and its financial advisor shall monitor the services of the underwriters.

F. Escrow Agent

The purpose of the escrow agent is to hold securities and/or funds that are to be delivered upon compliance with the conditions contained in the escrow agreement. The City shall procure the services of an escrow agent when deemed necessary.

G. Arbitrage Rebate Calculation Firm

The purpose of the arbitrage rebate calculation firm is to provide arbitrage rebate compliance services in accordance with the Internal Revenue Code of 1986 as amended (Code). The City shall procure the services of an arbitrage rebate calculation firm when deemed necessary. The scope of services will be to determine if requirements of the spending exception applicable to a debt issue have been met, to prepare initial rebate calculations if required, to prepare any computations required by the Code, and to consult with the City as requested concerning arbitrage regulations and related issues. Selection criteria shall include the firm's qualifications and experience, staff qualifications, demonstrated ability to provide timely reports, and cost of services.

Communication Policy

The Chief Financial Officer shall manage relationships with the rating analysts assigned to the City's credit by both formal and informal methods. Communication with rating agencies shall include full disclosure on an annual basis of the financial condition of the City; on a periodic basis a formal presentation covering economic, financial, operational, and other issues that impact the City's credit; timely disclosure of any financial events that may impact the City's credit; timely dissemination of the Comprehensive Annual Financial Report, following its adoption; and complete and timely distribution of any documents pertaining to the sale of bonds. The Chief Financial Officer shall also manage relationships with the analysts and the bond insurers assigned to the City's credit by both formal and informal methods.

The City will attempt to coordinate future debt issuance and planning with all other overlapping jurisdictions with which a common tax base is shared.

Credit Enhancement

The City shall always endeavor to maintain or improve its credit ratings. The City shall maintain a minimum of an "A" rating from Standard & Poor's, Fitch, and Moody's for revenue bonds.

A. Bond Insurance

Bond insurance provides improved credit quality for the bonds as a result of the insurance provider's guarantee of the payment of principal, and interest on the bonds. Because of the decreased risk, investors are willing to purchase bonds with lower yields than uninsured bonds, thus providing the issuer with interest cost savings. Bond insurance shall be utilized when it provides an economic advantage to a particular bond maturity or entire issue. An analysis comparing the present value of the interest savings to the cost of the insurance premium shall be performed. Insurance shall be purchased when the premium cost is less than the present value of the projected interest savings. The financial advisor shall undertake a competitive selection process when soliciting pricing for bond insurance. In the case of a competitive bond sale, the financial advisor shall facilitate the pre-qualification of bonds by insurance providers. For a negotiated sale, the Chief Financial Officer shall have the authority to purchase bond insurance when deemed advantageous, and the terms and conditions governing the guarantee are satisfactory.

B. Letters of Credit

Letters of credit represent a bank's promise to pay principal and interest when due for a defined period of time and subject to certain conditions. In a direct pay letter of credit, the trustee may draw upon the letter of credit to make debt service payments. A stand-by letter of credit may be used to ensure the availability of funds to pay principal and interest of an obligation. The issuance of most variable rate debt requires the use of a liquidity facility. The financial advisor shall conduct a competitive process to recommend a letter of credit provider. Only those banks with long-term ratings greater than, or equal to, that of the City's, and short-term ratings of P-1/A-1, by Moody's Investor Service and Standard & Poor's, respectively, may be solicited. Selection criteria shall include the bank's acceptance of terms and conditions acceptable to the City, review of representative lists of clients, and an evaluation of fees.

15. Cost Allocation

The City implements a cost allocation policy to distribute the indirect costs incurred by its departments for various services or cost categories in reasonable proportion with the benefits provided for these services or cost categories.

The City annually revises its cost allocation plan to ensure accuracy in determining indirect costs associated to the respective departments. The Revenue and Finance Department shall maintain a complete file regarding the cost allocation plan and supporting documentation.

Appendices



Glossary

Accrual Basis of Accounting

Accounting method where revenues are recorded when earned (regardless of when cash is received) and expenses are recorded when liabilities are incurred (regardless of when payment is made). Method of budgeting used for Enterprise and Internal Service funds. *Also see Modified Accrual Basis of Accounting.*

Ad Valorem Tax

A tax levied on the assessed value of real and personal property. This tax is also known as property tax.

Adopted Budget

A financial plan presented, reviewed, and approved by a governing body for the upcoming or current fiscal year beginning October 1.

Annexation

The process by which an unincorporated area is brought into a city. Rules governing annexation are established by Florida Statute.

Appropriation

A specific amount of money authorized by city council for the purpose of providing or acquiring goods and services.

Arbitrage

Borrowing money under a jurisdiction's tax exempt status and relending it at higher interest rates, then keeping the earnings for discretionary use.

Assessed Property Value

The value set upon real estate or other property by the County Property Appraiser and the State as a basis for levying taxes.

Assets

Resources that have monetary value and are owned or held by a government.

Authorized Positions

Employee positions, which are authorized in the adopted budget, to be filled during the year.

Balanced Budget

A budget in which planned funds available equal planned expenditures as required by Florida State Statute 166.241.

Bond

A certificate of debt issued by an entity, guaranteeing payment of the original investment plus interest, by a specified future date.

Bond Refinancing

The payoff and reissuance of bonds to obtain better interest rates and/or bond conditions.

Budget

An annual financial plan that identifies revenues, specifies the type and level of services to be provided and establishes the amount of money which can be spent.

Budget Allocation

The distribution of a sum of money for a particular purpose according to a specific plan.

Budget Amendment

Legal means by which an adopted revenue or expenditure authorization limit is increased or decreased.

Capital Equipment

Equipment, costing more than \$1,000, with an expected life of more than one year such as automobiles, computers and furniture.

Capital Improvement Program

A statement of the City of Tampa's policy regarding long-range physical development, and is the principal planning tool designed to achieve urban growth and development for a five year period.

**Capital Improvement Project (CIP)/
Expenditure**

Major construction, acquisition, or renovation activities which add value to the City's physical assets or significantly increase their useful life.

Capital Improvement Project Budget

A financial plan for construction of physical assets such as buildings, streets, sewers and recreation facilities. It comes from the first year of the Capital Improvement Project.

Capital Outlay

The purchase, acquisition, or construction of any item having a unit cost of \$1,000 or more, or a useful life of one or more years. Typical capital outlay items include vehicles, construction equipment, photocopiers, computers, and office furniture.

Chief Financial Officer

Senior financial advisor to the Mayor. Supervises the Revenue and Finance Department which oversees the City's centralized Accounting and Budget Offices.

City Charter

Document setting forth the principles, functions, and organization of a city's government.

Collective Bargaining Agreement

A legal contract between the City and representatives of a recognized bargaining unit for specific terms and conditions of employment (e.g. hours, working conditions, salary, fringe benefits, and matters affecting health and safety of employees).

Communications Services Tax

A tax levied by the State on telecommunication and cable services. This replaces telecommunication and cable franchise fees and utility taxes previously collected by local governments.

Comprehensive Annual Financial Report (CAFR)

This report is commonly known as the annual audit which is conducted by an independent certified public accounting firm. It contains information regarding all general purpose financial statements for revenue and expenditures, selected financial and demographic information, and amortization of long-term debt and selected investment portfolio data.

Conduit Debt

Debt payable by third parties for which the state or government is not providing credit or security.

Consumer Price Index (CPI)

A statistical description of price levels provided by the U.S. Department of Labor. The index is used as a measure of cost of living and economic inflation.

Contingency

An appropriation of funds to cover unanticipated expenditures that occur during the fiscal year.

Cost Allocation

A method used to charge enterprise, internal service and federal funds for their share of central administration costs.

Current Operations

The existing processes, functions, or procedures used by the City to carry out its vision, mission, and goals.

Debt Service

The payment of principal and interest on borrowed funds such as bonds, bank loans, and/or short-term commercial paper.

Department

An organizational unit responsible for carrying out a major governmental function, such as police, fire rescue, parks and recreation, water, solid waste, etc.

Depreciation

The decrease in value of physical assets due to use and the passage of time.

Derivative

Types of investments in which payoffs are produced over time from the performance of assets, interest rates, foreign exchange rates or indices.

Employee (or Fringe) Benefits

Contributions made by the City to meet commitments or obligations for employees beyond base pay, such as the City's share of costs for social security, worker's compensation and the various pension, medical and life insurance plans.

Encumbrance

An amount of money committed for the payment of goods and services not yet paid for.

Enterprise Fund

A self-supporting fund designed to account for activities supported by user charges. Examples include wastewater, water, solid waste, and parking funds.

Entitlement

Payments guaranteed by Congress and/or state legislatures to eligible recipients for a certain period of time. These payments are provided outside of the discretionary part of the state or federal budget.

Fiduciary Fund

A set of interrelated accounts to record revenues and expenditures associated with a specific purpose held by the government for other parties. In the case of the City of Tampa, an example is the General Employee's Pension Fund.

Financial Statement

A written report of the financial condition of an organization which shows revenues, expenses, and income (the difference between revenues and expenses) of the organization over a period of time.

Fiscal Year (FY)

Any period of 12 consecutive months designated as the budget year. The city's fiscal year begins October 1 and ends September 30, which is the same for Hillsborough County and the federal government. The State of Florida's fiscal year runs from July 1 through June 30.

Franchise Fee

A fee assessed on a business, usually a public utility, in return for the right to operate inside the city limits. The City of Tampa has granted franchises for electric and natural gas service.

Full-Time Equivalent (FTE)

A position which works a 40-hour week on an ongoing basis and is specifically authorized for ongoing funding by classification in the annual budget. Two half-time positions equal one FTE.

Fund

A set of interrelated accounts to record revenues and expenditures associated with a specific purpose such as the General Fund or an enterprise fund.

Fund Balance

The balance remaining in a fund after expenditures have been subtracted from revenues.

General Fund

A fund supported by revenues, such as property taxes, not designated by law for a special purpose. Some of the departments are funded by the General Fund include fire rescue, police, administration, and parks and recreation.

General Obligation Bond

Bonds that finance public projects such as streets, municipal facilities and park improvements. The repayment of these bonds is made from property taxes and is backed by the full faith and credit of the issuing government.

Generally Accepted Accounting Principles (GAAP)

The uniform set of authoritative standards and procedures adopted by the accounting profession.

Goals

Broad statements the organization works towards to accomplish identified strategies. Usually accomplished in 1-3 years.

Government Accounting Standards Board (GASB)

A seven-member board organized in 1984 to establish standards of financial accounting and reporting for state and local governmental entities.

Government Finance Officers' Association (GFOA)

The professional association of state/provincial and local finance officers in the United States and Canada which has served the public finance profession since 1906. The GFOA administers the Distinguished Budget Presentation Awards Program, a voluntary awards program which encourages governments to prepare effective budget documents.

Governmental Funds

Funds generally used to account for tax-supported activities that rely mostly on current assets and current liabilities. There are four different types of governmental funds: general, special revenue, debt service and capital projects.

Grants

Financial assistance in the form of money, property or technical assistance in lieu of money, awarded by a government agency or private organization to an eligible applicant to accomplish public purposes. Grants obligate the grantee to meet specified objectives and hold the grantee financially liable if funds are not spent in accordance with applicable laws, rules, and regulations of the funding agency.

Homestead Exemption

A deduction of up to \$50,000 (The homestead exemption for school districts is \$25,000) from the total taxable assessed value of a primary residence for qualified property owners in the State of Florida. Other exemptions such as Senior Citizen, Blind Disability, etc. are available with varying amounts of deductions.

Impact Fees

A charge for services which is assessed on new construction in order to support specific new demands on a given type of service such as transportation, schools, parks, libraries, wastewater and water supply systems, fire and police protection and other government agencies and services. Local governments generally implement impact fees so existing residents and businesses do not have to pay for needs caused by new development.

Infrastructure

The basic facilities, services and installations needed for the functioning of a community or society, such as: public transportation, road repair and maintenance, communications systems and water and sewer line repair and replacement.

Initiatives

Specific programs, activities, projects, or actions an organization will undertake in an effort to meet performance targets.

Interfund Transfers

Payments from one fund to another fund, primarily for work or services provided.

Intergovernmental Revenue

Funds received from federal, state and other local government sources in the form of grants, shared revenues and payments in lieu of taxes for a specific purpose.

Internal Service Fund

A fund to account for activities associated with providing services to customers within the government on a cost-reimbursement basis. In the case of the City of Tampa, an example is the Fleet Maintenance Fund.

Local Option Gas Tax

The local option gas tax is a 30-year tax, renewed in 2013, to fund transportation related improvements.

Millage

The tax rate on real property, based on 1 mill, equals \$1 per \$1,000 of assessed property value. *See Questions and Answers for further explanation.*

Mission

The mission statement clearly states the purpose of the organization. The reason the organization exists.

Modified Accrual Basis of Accounting

Revenues are being recognized in the period when they become available and measurable (known). The term “available” means collectible within the current period or soon enough thereafter to be used to pay the liabilities of the current period.

Expenditures, if measurable, are recognized in the accounting period in which the liabilities are incurred, regardless of when the receipt or payment of cash takes place. *Also see Accrual Basis of Accounting.*

Non-Recurring Expense

Non-recurring expenses comprise those that exist only for a limited period, or whose amounts vary considerably from one year to the next. Examples of non-recurring expenses include grants to private organizations or other governments, and one-time expenses for special projects.

Non-Recurring Revenue

Non-recurring revenues comprise sources that exist only for a limited period of time, or are amounts which vary considerably from one year to the next. Examples of non-recurring revenue include proceeds from grants and the sale of land.

Objectives

Specific concrete, measurable statements of what will be done to make progress toward a specific goal. Generally, they are attainable within 6-12 months out and have associated performance measures.

Operating Budget

A budget for general expenditures such as salaries, utilities and supplies.

Operating Expenses

The cost for personnel, materials and equipment required for a department to function. They are expenses that are directly related to service activities.

Ordinance

A formal legislative enactment by the legislative body which, if not in conflict with any higher form of law, has the full force and effect of law within the boundaries of the municipality to which it applies. An ordinance requires more legal formality and has a higher legal status than a resolution. Revenue raising measures, such as the imposition of taxes, special assessments and service charges, universally require ordinances.

Part 1 Crimes

Includes some of the most serious criminal offenses such as: murder, rape, robbery, assault, burglary, larceny, and auto theft.

Payment in Lieu of Franchise Fees (PILOF)

Payments by enterprise departments for use and maintenance of city rights-of-way similar to payments made by private sector entities.

Payment in Lieu of Taxes (PILOT)

Payments by enterprise departments for compensation of tax supported services similar to payments made by private sector entities.

Performance Measures

Indicators of the work performed and the results achieved in an activity, process or organizational unit. Performance measures may be financial or non-financial.

Personnel Expenses

Salaries, wages and fringe benefit costs such as pensions and insurance.

Property Tax

A tax levied on the assessed value of real property. This tax is also known as ad valorem tax.

Proprietary Funds

One of the three classifications of funds in governmental accounting. Proprietary funds consist of enterprise funds and internal service funds, and are used to account for business type activities.

Reclaimed Water

Wastewater that is treated well enough to use for irrigation.

Recommended Annual Budget

Presented to City Council in August to be adopted by the end of the current fiscal year (September 30). The Mayor shall prepare an annual budget for the operation of the municipality, which budget shall be presented to the City Council not less than forty-five (45) days before the expiration of each fiscal year.

Recurring Expense

Expenses which continue from year to year, where a similar amount can be expected annually. Examples include personnel expenses, and charges for utilities.

Recurring Revenue

Revenue sources which continue from year to year, where a similar amount can be expected annually. Examples include property taxes, utility taxes and license fees.

Reserve

An unappropriated source of funding not required for expenditures in the current budget year that is set aside to meet unexpected budgetary needs such as emergencies or unforeseen requirements.

Reserve for Vacancies

Anticipated savings resulting from authorized positions being temporarily vacant. Estimated vacancies are subtracted from the amount budgeted for salaries.

Resolution

A special or temporary order of a legislative body that requires less legal formality and has a lower legal status than an ordinance or statute.

Revenue

Increases in the net current assets of a government fund type from other than expenditure refunds, operating transfers and other financial sources.

Sales Tax

A 6% tax levied by the State of Florida on most goods and services. The City of Tampa currently receives a percentage of the state sales tax collected in Hillsborough County. Hillsborough County also has a 1/2 cent local option sales tax for indigent health care and a 1/2 cent community investment tax.

Self Insurance

A city program that administers workers' compensation, benefit and claims programs, general liability, property damage, health coverage and long-term disability insurance, and, life and accidental death and dismemberment insurance programs.

Special Revenue Fund

A fund that is used to account for the proceeds of specific revenue sources that are legally restricted to expenditures for specified purposes.

Tax Increment Financing (TIF)

TIF is a mechanism for using property taxes to stimulate investment in economically depressed areas. Property taxes generated as a result of new construction are reinvested in projects designed to further enhance the area's economic vitality.

Tax Operating Fund

A tax operating fund receives its money from the city's general revenues, such as property taxes. Police and fire protection are examples of services provided through a tax operating fund.

Tax Year

The calendar year in which tax bills are sent to property owners. The 2015 tax bills are reflected as revenue receipts to the City in FY16.

Taxing Authority

A government body, such as a city, county, or school board, with authority to levy property taxes.

Trust and Agency Funds

Funds used to account for resources received and held by the government in the capacity of trustee, custodian, or agent. As the name implies, these funds include both resources to be held over a long period (trust funds) and those resources that can be used currently (agency funds).

Truth in Millage (TRIM) Notice

A notice sent annually to property taxpayers which explains any changes in the millage rate of each taxing authority from the prior year. The notice also shows changes in a property's value and includes the time and place of public hearings on proposed millage rates.

User Charges

The payment of a fee for direct receipt of a public service by the party benefiting from the service. Examples are wastewater and water services.

Utilities Services Tax

A tax levied by cities on the consumers of various utilities such as electricity, telephones, or natural gas.

Vision

A statement that provides an inspiring picture of a preferred future state, "the dream" of an organization.

Acronyms

AED – Automatic External Defibrillator	FAA – Federal Aviation Administration
AFB – Air Force Base	FDOT – Florida Department of Transportation
ARC-Annual Required Contributions	FEMA – Federal Emergency Management Agency
AFL-CIO- CLC- American Federation of Labor, Congress of Industrial Organizations, and Canadian Labour Congress	FGBC – Florida Green Building Coalition
ALS – Advanced Life Support	FHOP – Florida Homebuyer Opportunity Program
AVL – Automatic Vehicle Locator	FPI – Florida Personal Income
BA – Budget Amendment	FTE – Full-Time Equivalent
BLS – Basic Life Support	FY – Fiscal Year
BT – Council Approved Budget Amendment	GAAP – Generally Accepted Accounting Principles
CAFR – Comprehensive Annual Financial Report	GAS – Government Auditing Standards
CCF – 100 Cubic Feet (equivalent to 748 gallons)	GASB – Government Accounting Standards Board
CDBG – Community Development Block Grant	GFOA – Government Finance Officers' Association
CDC – Corporation to Develop Communities	GIS – Geographic Information System
CHDO – Community Housing Development Organization	GPS - Global Positioning System
CIAC – Contribution in Aid of Construction	GPCD – Gallons Per Capita Daily
CIE – Capital Improvements Element	HARTline – Hillsborough Area Regional Transit Authority
CIP – Capital Improvement Project	HCC-Hillsborough Community College
CIT – Community Investment Tax	HCD – Housing and Community Development
CNG-Compressed Natural Gas	HFCAWTP – Howard F. Curren Advanced Wastewater Treatment Plant
COLA – Cost of Living Adjustment	HOME – HOME Investment Partnerships Program
CPI-Consumer Price Index	HOPE – Housing Opportunities for People Everywhere
CRA – Community Redevelopment Area	HOPWA – Housing Opportunities for Persons With AIDS
CTTV – City of Tampa Television	HPRP – Homeless Prevention and Rapid Re-Housing Program
DLTWTF – David L. Tippin Water Treatment Facility	HRC – Human Rights Council
DMI – Diversity Management Information	HUD – U.S. Department of Housing and Urban Development
DROP – Deferred Retirement Option Program	HVAC – Heating, Ventilation and Air Conditioning
EBS – E-Business Suite	IAFF – International Association of Fire Fighters
ECM – Enterprise Content Management	INET – City of Tampa's Intranet
EOC-Emergency Operations Center	IT – Information Technologies
EEO– Equal Employment Opportunity	K-9 – Canine (Dog)
EEOC – Equal Employment Opportunity Commission	
EMS – Emergency Medical Service	
ERP – Enterprise Resource Planning	
ESG – Emergency Solutions Grants	
EUD-Economic and Urban Development	
F&P – Fire and Police	

LDC – Land Development Coordination	SHIP – State Housing Initiatives Partnership
LEED – Leadership in Energy and Environmental Design	SJR – Senate Joint Resolution
LHAP-Local Housing Assistance Plan	SLBE – Small Local Business Enterprise
LOS-Level of Service	STEPS – Success through Environmental Partnerships and Service
MAAAC – Mayor’s African American Advisory Council	SWFWMD – Southwest Florida Water Management District
MBD- Minority Business Development	SWOT-Strengths, Weaknesses, Opportunities and Threats
MHAC – Mayor’s Hispanic Advisory Council	SYEP – Summer Youth Employment Program
MFL – Minimum Flows and Levels	T&I – Technology and Innovation
MGD – Million Gallons per Day	TBS – Tampa Budget System
MHAC – Mayor’s Hispanic Advisory Council	TBRA-Tenant Based Rental Assistance
MIS – Management Information System	TBW – Tampa Bay Water
MOSI-Museum of Science and Industry	TCC – Tampa Convention Center
MSA – Metropolitan Statistical Area	TECO – Tampa Electric Company
NCAA – National Collegiate Athletic Association	TFR – Tampa Fire Rescue
NCR – Neighborhood and Community Relations	THA – Tampa Housing Authority
NFL – National Football League	TIA – Tampa International Airport
NRPW – Non-Revenue Producing Water	TIF – Tax Increment Financing Funding
NSP – Neighborhood Stabilization Program	TIGER-Transportation Investment Generating Economic Recovery Grant
OEM-Office of Emergency Management	TMDL – Total Maximum Daily Load
PAL – Police Athletic League	TPD – Tampa Police Department
P & D-Planning and Development	TRIM – Truth in Millage
PILOF – Payment in Lieu of Franchise Fees	UASI – Urban Areas Security Initiative
PILOT – Payment in Lieu of Taxes	UCR – Uniform Crime Rate
PM – Preventative Maintenance	USCG – United States Coast Guard
POETA – Project Organization Expenditure Task Award	USCM – United States Conference of Mayors
QTI-Qualified Targeted Industries	USF – University of South Florida
RBR – Roll Back Rate	USGBC – United States Green Building Council
RFP – Request for Proposal	USPS – United States Postal Service
RFID-Radio Frequency Identification	WMBE – Women and Minority Business Enterprise
RNC – Republican National Convention	YET – Youth Education Town
ROC-Rapid Offender Control	YTD – Year-to-Date
ROW-Rights-of-Way	
SB – Senate Bill	

Questions and Answers

Q: What is the purpose of the City budget?

A: The budget is an annual financial plan for the City of Tampa. It specifies the level of municipal services to be provided in the coming year. It reflects the policies and priorities set by the Mayor and City Council.

Q: How and when is the budget prepared?

A: The City of Tampa's annual budget process routinely begins in November with the preparation of initial revenue and expense estimates which are reviewed with the Mayor. In January, departments consider strategic and City-wide goals, and develop service delivery objectives for use in building the budget for the coming year. Then, amounts of funding or threshold budgets for each department are determined. Thresholds are based on current budget levels, level of service desired by the administration and estimates of available revenues. Each department then prepares its budget for the upcoming fiscal year within the threshold amount. The resulting budgets are reviewed and requests for additional funding are considered. The Recommended Annual Budget is presented to City Council by August 15. Finally, budget hearings are held and the budget is adopted by the end of the current fiscal year (September 30).

Q: Where does the City obtain its revenues?

A: From local, state and federal taxes, fees, licenses, and payments for municipal services such as water, wastewater and solid waste collection.

Q: How is the money used?

A: It is used to pay for salaries, equipment, supplies, capital improvements and debt service needed to provide fire and police protection, cultural and recreational activities, economic development, neighborhood services, water, wastewater, solid waste collection and other municipal services specified in the City budget.

Q: What is a mill of tax?

A: One mill is equal to \$1.00 for each \$1,000 of assessed property value. City property taxes on an \$185,000 home, with a \$50,000 homestead exemption and millage rate of 10 (example only), would be \$1,350.

Assessed Value	\$ 185,000	
Less homestead exemption	<u>50,000</u>	
Net taxable value	\$ 135,000	
	$\div 1,000 =$	\$135
	$\times 10$	Millage
	<u>\$ 1,350</u>	Property Tax

Q: What is property tax?

A: When the City adopts its annual budget, it determines the tax rate that must be applied on property in order to generate the necessary general fund revenue. The estimated tax rate (millage) in the City of Tampa's recommended FY16 budget is 5.7326 mills or \$5.7326 per \$1,000 of taxable value. The Hillsborough County Property Appraiser establishes the taxable value of all property within the City. If your home is valued at \$185,000 and you have a \$50,000

homestead exemption, you pay tax on the remaining \$135,000. In this example, your taxes paid to the City would be \$773.90, $(135,000/1,000 \times 5.7326 \text{ mills})$.

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

A: Only 5.7326 mills of the 20.9279 mills levied for tax year 2014 was paid to the City. Using above example of a \$185,000 home with a \$50,000 homestead exemption, tax was paid on \$135,000 x 21.3165 mills, or \$2877.73 of ad valorem tax; \$773.90 went to the City (27% of the total tax); and the remainder went to Hillsborough County, the Hillsborough County School Board, Southwest Florida Water Management District, the Children's Board, HART, the Port Authority and the Public Library.

Q: What is the difference between ad valorem tax and property tax?

A: There is no difference between ad valorem tax and property tax. They are different names for the same tax.

Q: Why is the City collecting more property taxes if the millage rate is constant?

A: On each parcel of real estate or tangible personal property, a taxable valuation is established by the Hillsborough County Property Appraiser to be used as a basis for levying taxes. This valuation is determined by subtracting all exemptions from the assessed value of a property which is determined by comparing a home to similar homes that have sold recently. Property taxes increase even though the millage rate remains constant when taxable property values within the City increase.

Q: What is an operating budget?

A: An operating budget is an annual financial plan for recurring expenditures such as salaries, utilities and supplies.

Q: What is a capital improvement budget?

A: A capital improvement budget is a long-range plan for the construction of physical assets such as buildings, streets, parks, and sewers.

Q: How is the Capital Improvement Program funded?

A: There are three primary means to fund and/or finance the City's capital projects: 1) pay as you go, 2) grants, and/or 3) debt.

Current Revenues - Paying for projects with either current or past taxes is the primary means to fund the City's capital program. There are various revenues sources that are used for this purpose. Some of the revenues are restricted such as transportation impact fees, local option fuel tax, and community investment tax.

- Community Investment Tax (CIT) - The Community Investment Tax was approved by voters in 1996 and can only be used to pay for capital projects and/or debt for qualified capital projects.
- Transportation Impact Fees - Transportation impact fees are assessed on new construction to support the demands on the transportation network. Transportation impact fees are restricted to increasing the transportation system's capacity and can only be spent within the district where collected.

- Local Option Fuel Tax (Gas Tax) - The gas tax is restricted to be used for either the maintenance of the City's roadway or for capital improvements to the roadway network.
- Utilities Services Tax - A utility tax is assessed on the consumption of utility services within the City. The tax is assessed on the following utility services: water, electricity, and electricity/gas. Utilities services taxes may be used for the purchase of capital equipment, capital improvement projects, pay the debt associated with capital projects, and fund general governmental operations.
- Enterprise Revenues - These are rates collected within the Water, Wastewater, and Solid Waste Departments for the delivery of their respective products and/or services. These revenues are restricted in that they can only be used for the operations, capital projects, and debt service within the respective departments.

Grants - The City receives capital grants from several sources. These grants are for specific purposes and may require a local match. The granting agencies usually impose specific requirements to qualify for the grant.

Prior to including grant revenues and the corresponding expenditures in the CIP, there must be a high probability that the City will be awarded the grant. In most cases this is a judgment call made between the department and Revenue and Finance. Documents to assist in this decision may include pre-award letters/notification or the grant award documents. Because of the high visibility of the grant funds and specific accounting requirements, departments need to work with Revenue and Finance to set up the proper accounting structure.

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 long and short-term debt based on the lowest possible cost and risk to the City, determined by available debt capacity, compliance with City charter, legal requirements, and prudent financial policies. The budgeting and/or use of new debt financing requires the approval of the Budget Officer.

Q: What is a tax operating fund?

A: A tax operating fund receives its money from the City's general revenues, such as property taxes. Police and fire protection are examples of services provided through a tax operating fund.

Q: What is a revenue or enterprise fund?

A: A revenue or enterprise fund earns its own revenues by charging patrons for municipal services. The Water Department is an example of an enterprise fund. It generates revenues by billing its customers for the water they use.

Q: What is a budget appropriation?

A: A budget appropriation is a specific amount of money that has been approved for use in a particular manner by City Council.

Q: Why doesn't the City add an income tax to generate additional revenue?

A: The City Charter and the laws of the State of Florida prohibit the levying of such taxes by cities.

Q: What is the difference between recurring and non-recurring revenues?

A: Recurring revenue is income from sources which continue from year to year, where a similar amount can be expected annually. Property taxes and franchise fees are examples of recurring revenue. Non-recurring revenues are those that exist only for a limited period of time, or whose amounts vary considerably from one year to the next. Examples of non-recurring revenues include surplus land sales, use of Fund Balance and “one-time” grants.

Q: What are the purposes of bond/state loans?

A: To lend money to the government so that they can cover their capital construction costs.

Q: How does the City prepare/pay for unforeseen emergencies such as hurricanes, terrorist threats, etc.?

A: In the tax operating funds, the City’s policy is to budget property taxes at 95% and other major revenues at approximately 99% of expected collections as a reserve for contingencies and potential revenue shortfalls. These measures, along with reserving a portion of existing fund balance (\$7.6 million) are to help the City prepare for future emergencies.

Property Tax Reform

The passage of Amendment 1 to Florida's Constitution in 2008 has impacted how the millage rates are determined and how property appraisers value property subject to taxation.

The impact of Amendment 1 is as follows:

- In 2008, it required the City to decrease its millage rate 10.5% from 6.408 to the current 5.7326 mills per thousand dollars of assessed value;
- Increased the homestead exemption by granting an additional \$25,000 on qualifying properties and capping annual increases of non-homesteaded and commercial properties taxable valuations at 10% per year; and
- Allows portability of homestead property owners of up to \$500,000 of taxable value to a new homestead within two years of giving up the homestead.

On November 6, 2012, Florida voters approved Amendments 2, 9, and 11:

- Amendment 2 expands the eligibility of the combat-related disabled veterans homestead property tax discount to include those who were not Florida residents when they joined the military. The discount received is equal to the veteran's percentage of disability, which is determined by the United States Department of Veterans Affairs.
- Amendment 9 provides ad valorem homestead property tax relief to surviving spouses of military veterans who died from service-related causes while on active duty and spouses of first responders who died in the line of duty.
- Amendment 11 provides an additional homestead tax exemption equal to the assessed value of the homesteaded property if the just value is less than \$250,000, the owner is at least 65 years old, and has maintained permanent residency on the property for at least 25 years, and has a low household income as defined by general law.

City of Tampa Statistical Information

History

Initial Incorporation December 15, 1855
 Second Incorporation July 15, 1887
 Adoption of Original Charter December 15, 1855
 Adoption of Present City Charter October 1, 1975
 Last Amendment July 31, 2008

Airport

Tampa International

Passengers	17,552,707
Cargo	177,094,542 lbs.
Mail	10,273,749 lbs.

Averages Daily

Departures	207
Passengers Traveling	46,085

Boundaries

City Boundaries	
Miles of Land Area	113
City Population	352,957

Port

Tampa Port Authority

Vessels	
Barge	1,068
Cruise	198
Tug	1,034
Vessel	853
General Cargo	1,176,334 net tons
Bulk Cargo	35,041,109 net tons

Government

Form of Government
 Mayor – Council
 Mayor is elected for a four-year term.
 Council members are elected, one from each of four districts and three at-large, for four-year terms.

Last Mayoral Election March 3, 2015

Registered Voters	211,158
Votes Cast	26,992
Percentage	12.78%
Next Mayoral Election	March 2019

Education

Universities	Enrolled
University of South Florida	48,000
University of Tampa	7,752
Stetson University	931

Public Schools (K-12)

Hillsborough County	201,431
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Tampa CBD Office Space

Number of Office Buildings	53
Total Office Space	7.47 million sq. ft.
Average Rent	\$23.49/sq. ft.

Sources:

<http://www.dtz.com>
<http://www.usf.edu>
<http://www.ut.edu/utprofile/>
<http://www.law.stetson.edu/about/home/profile.php#demographics>
<http://www.sdhc.k12.fl.us/docs/00/00/01/43/14cafr.pdf>
<http://enr.electionsfl.org/HIL/Summary/1246>
<https://www.tampaairport.com/about-port-tampa-bay/statistics.aspx>
<http://www.tampaairport.com/facts-statistics-financials>

*As of June 2015.

**Budget Supplement-Revenue
(In Cost Center Order)
FY2016**

	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 PROJECTED	FY 2016 RECOMMENDED
<u>CC 700100 : Stormwater Division</u>					
Licenses and Permits	\$5,950,944	\$6,175,185	\$6,245,000	\$6,245,000	\$14,000,000
Intergovernmental Revenues	\$4,261,567	\$5,520,421	\$6,125,000	\$7,700,000	\$5,000,000
Service Charges	\$0	\$100	\$0	\$5,000	\$0
Miscellaneous Revenue	(\$24,351)	\$70,912	\$20,100	\$20,300	\$10,000
Other Revenues	\$0	\$0	\$15,000,000	\$0	\$13,300,000
Transfer From Other Funds	\$8,350,000	\$3,648,036	\$0	\$5,351,964	\$1,600,000
Sub Total	\$18,538,160	\$15,414,654	\$27,390,100	\$19,322,264	\$33,910,000
<u>CC 700200 : Public Affairs Department</u>					
Service Charges	\$210	\$330	\$0	\$0	\$0
Miscellaneous Revenue	\$360	\$0	\$0	\$0	\$0
Sub Total	\$570	\$330	\$0	\$0	\$0
<u>CC 700300 : Convention Center Department</u>					
Tax Revenues-Other Taxes	\$988,891	\$1,281,358	\$1,100,000	\$1,100,000	\$2,000,000
Service Charges	\$8,367,783	\$10,969,457	\$8,952,000	\$9,718,900	\$9,213,600
Miscellaneous Revenue	\$134,156	\$117,473	\$90,000	\$100,000	\$88,000
Sub Total	\$9,490,830	\$12,368,288	\$10,142,000	\$10,918,900	\$11,301,600
<u>CC 700400 : Fire Rescue Department</u>					
Intergovernmental Revenues	\$4,826,667	\$4,422,229	\$3,522,308	\$3,529,908	\$3,522,308
Service Charges	\$10,194,384	\$11,317,172	\$10,518,000	\$11,590,360	\$11,534,000
Fines and Forfeits	\$639	\$69,987	\$7,000	\$7,000	\$5,000
Miscellaneous Revenue	\$7,547	\$9,052	\$6,700	\$39,991	\$6,700
Transfer from Fund Balances	\$0	\$0	\$1,100,000	\$0	\$0
Transfer From Other Funds	\$42,634	\$0	\$0	\$0	\$1,100,000
Sub Total	\$15,071,871	\$15,818,439	\$15,154,008	\$15,167,259	\$16,168,008
<u>CC 700500 : Facilities Maintenance Division</u>					
Service Charges	\$726,724	\$718,743	\$850,000	\$600,000	\$800,000
Miscellaneous Revenue	\$9,025	\$10,908	\$187,000	\$156,860	\$7,000
Other Revenues	\$0	\$0	\$7,000,000	\$0	\$7,300,000
Transfer From Other Funds	\$0	\$0	\$560,000	\$560,000	\$1,350,000
Sub Total	\$735,749	\$729,652	\$8,597,000	\$1,316,860	\$9,457,000
<u>CC 700600 : City Attorney Department</u>					
Service Charges	\$0	\$608	\$0	\$0	\$0
Miscellaneous Revenue	\$0	\$22,010	\$0	\$3,307	\$2,500
Sub Total	\$0	\$22,618	\$0	\$3,307	\$2,500
<u>CC 700700 : Wastewater Department</u>					
Intergovernmental Revenues	\$110,902	\$60,101	\$52,000	\$138,999	\$50,960
Service Charges	\$104,994,447	\$105,677,466	\$106,584,960	\$105,540,500	\$105,502,653
Miscellaneous Revenue	\$1,611,454	(\$70,689)	\$1,708,732	\$597,001	\$808,826

**Budget Supplement-Revenue
(In Cost Center Order)
FY2016**

	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 PROJECTED	FY 2016 RECOMMENDED
Transfer from Fund Balances	\$0	\$0	\$19,795,972	\$0	\$1,579,864
Other Revenues	\$175,546	\$193,427	\$75,000	\$75,000	\$73,500
Transfer From Other Funds	<u>\$21,009,045</u>	<u>\$71,475,194</u>	<u>\$55,188,163</u>	<u>\$55,188,163</u>	<u>\$35,368,825</u>
Sub Total	\$127,901,394	\$177,335,498	\$183,404,827	\$161,539,663	\$143,384,628

CC 700800 : Solid Waste Department

Licenses and Permits	\$821,027	\$836,121	\$709,000	\$648,500	\$711,600
Intergovernmental Revenues	\$11,281	\$35,416	\$0	\$0	\$0
Service Charges	\$79,786,272	\$84,447,859	\$90,431,000	\$89,929,889	\$92,926,183
Miscellaneous Revenue	\$1,578,704	\$543,667	\$840,800	\$441,594	\$535,993
Other Revenues	\$26,936,024	\$0	\$0	\$40,000	\$84,271
Transfer From Other Funds	<u>\$13,365,531</u>	<u>\$12,365,825</u>	<u>\$14,902,575</u>	<u>\$15,152,575</u>	<u>\$15,870,325</u>
Sub Total	\$122,498,839	\$98,228,887	\$106,883,375	\$106,212,558	\$110,128,372

CC 700900 : Water Department

Intergovernmental Revenues	\$518,634	\$359,393	\$0	\$50,349	\$19,634,520
Service Charges	\$105,083,206	\$106,839,515	\$108,765,436	\$107,561,317	\$110,870,843
Fines and Forfeits	\$76,221	\$43,872	\$85,500	\$50,000	\$85,500
Miscellaneous Revenue	\$964,007	\$741,382	\$1,659,957	\$1,157,575	\$1,732,500
Transfer from Fund Balances	\$0	\$0	\$12,443,233	\$0	\$175,519
Other Revenues	\$3,209,812	\$5,435,853	\$1,805,000	\$1,805,000	\$7,265,000
Transfer From Other Funds	<u>\$14,687,020</u>	<u>\$49,116,130</u>	<u>\$50,091,162</u>	<u>\$50,091,162</u>	<u>\$27,981,406</u>
Sub Total	\$124,538,900	\$162,536,145	\$174,850,288	\$160,715,403	\$167,745,288

CC 701000 : Parks and Recreation Department

Tax Revenues-Other Taxes	\$0	\$0	\$7,651,000	\$7,651,000	\$7,425,000
Licenses and Permits	\$0	\$72,984	\$15,600	\$75,000	\$67,500
Intergovernmental Revenues	\$10,000	\$10,000	\$10,000	\$1,600,000	\$350,000
Service Charges	\$3,370,749	\$3,215,762	\$3,739,800	\$3,315,794	\$3,816,016
Miscellaneous Revenue	\$1,027,418	\$1,651,716	\$480,851	\$1,319,895	\$191,700
Transfer from Fund Balances	\$0	\$0	\$75,218	\$0	\$1,045,000
Transfer From Other Funds	<u>\$1,686,909</u>	<u>\$5,017</u>	<u>\$200,000</u>	<u>\$200,000</u>	<u>\$0</u>
Sub Total	\$6,095,075	\$4,955,479	\$12,172,469	\$14,161,689	\$12,895,216

CC 701100 : Contract Administration Budget

Service Charges	\$29,110	\$19,794	\$0	\$13,015	\$3,000
Miscellaneous Revenue	<u>\$1</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
Sub Total	\$29,111	\$19,794	\$0	\$13,015	\$3,000

CC 701300 : Police Department

Intergovernmental Revenues	\$21,011,164	\$10,252,248	\$5,640,696	\$5,781,737	\$5,804,322
Service Charges	\$8,305,493	\$9,066,880	\$8,688,791	\$8,936,153	\$8,888,864
Fines and Forfeits	\$2,162,399	\$2,521,010	\$235,462	\$1,984,366	\$203,500
Miscellaneous Revenue	(\$118,101)	\$228,269	\$15,307	\$108,064	\$46,210
Transfer from Fund Balances	\$0	\$0	\$9,712,092	\$0	\$6,951,204

**Budget Supplement-Revenue
(In Cost Center Order)
FY2016**

	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 PROJECTED	FY 2016 RECOMMENDED
Transfer From Other Funds	\$572,165	\$541,000	\$4,540,187	\$7,540,187	\$4,630,528
Sub Total	\$31,933,120	\$22,609,407	\$28,832,535	\$24,350,507	\$26,524,628

CC 701400 : City Council Department

Miscellaneous Revenue	\$520	\$0	\$0	\$0	\$0
Sub Total	\$520	\$0	\$0	\$0	\$0

CC 701600 : Fleet Maintenance Division Budget

Intergovernmental Revenues	\$140,698	\$143,806	\$172,754	\$169,299	\$170,000
Miscellaneous Revenue	\$38,422	\$36,623	\$33,516	\$342,720	\$59,980
Transfer from Fund Balances	\$0	\$0	\$1,643,371	\$0	\$0
User Department Charges	\$17,046,014	\$17,036,104	\$15,093,720	\$16,916,769	\$15,632,574
Sub Total	\$17,225,134	\$17,216,533	\$16,943,361	\$17,428,788	\$15,862,554

CC 701800 : Technology and Innovation Department

Tax Revenues-Other Taxes	\$0	\$0	\$0	\$0	\$626,325
Miscellaneous Revenue	\$94,045	\$1,706	\$75,000	\$500	\$0
Transfer from Fund Balances	\$0	\$0	\$475,000	\$0	\$0
Other Revenues	\$16,653,825	\$0	\$0	\$0	\$200,000
Transfer From Other Funds	\$8,899,485	\$0	\$0	\$0	\$80,000
Sub Total	\$25,647,355	\$1,706	\$550,000	\$500	\$906,325

CC 701900 : Purchasing Department

Miscellaneous Revenue	\$0	\$325	\$0	\$57	\$0
Sub Total	\$0	\$325	\$0	\$57	\$0

CC 702100 : Right of Way Operations Division

Tax Revenues-Other Taxes	\$3,600,000	\$700,000	\$700,000	\$700,000	\$0
Intergovernmental Revenues	\$7,953,689	\$7,790,967	\$7,658,439	\$7,474,439	\$7,817,457
Service Charges	\$319,989	\$608,789	\$265,000	\$1,417,619	\$270,000
Miscellaneous Revenue	\$8,084	\$15,565	\$100,000	\$100,000	\$60,000
Other Revenues	\$0	\$0	\$4,000,000	\$3,600,000	\$0
Transfer From Other Funds	\$12,320,799	\$12,895,570	\$13,585,133	\$13,332,514	\$6,736,000
Sub Total	\$24,202,560	\$22,010,890	\$26,308,572	\$26,624,572	\$14,883,457

CC 702200 : Parking Division

Service Charges	\$11,151,256	\$12,850,778	\$12,802,420	\$13,279,721	\$12,998,900
Fines and Forfeits	\$1,492,779	\$1,686,964	\$2,150,000	\$1,600,000	\$1,600,000
Miscellaneous Revenue	\$143,232	\$428,067	\$300,009	\$321,113	\$319,113
Transfer from Fund Balances	\$0	\$0	\$632,314	\$0	\$484,177
Other Revenues	(\$258)	\$0	\$0	\$0	\$0
Transfer From Other Funds	\$796,000	\$982,715	\$1,176,047	\$1,176,047	\$1,550,000
Sub Total	\$13,583,008	\$15,948,524	\$17,060,790	\$16,376,881	\$16,952,190

CC 702300 : Transportation Division Budget

Tax Revenues-Other Taxes	\$6,041,719	\$9,175,419	\$9,233,036	\$9,300,000	\$10,184,100
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**Budget Supplement-Revenue
(In Cost Center Order)
FY2016**

	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 PROJECTED	FY 2016 RECOMMENDED
Licenses and Permits	\$3,261,664	\$2,004,607	\$2,190,000	\$1,947,647	\$2,170,800
Intergovernmental Revenues	\$958,460	\$1,849,869	\$1,160,668	\$1,171,950	\$851,460
Service Charges	\$29,853	\$24,048	\$34,000	\$31,275	\$26,000
Miscellaneous Revenue	(\$99,476)	\$388,967	\$911,000	\$844,564	\$1,000
Transfer from Fund Balances	\$0	\$0	\$19,447,746	\$0	\$12,158,115
Other Revenues	\$0	\$0	\$3,500,000	\$2,050,000	\$0
Transfer From Other Funds	\$12,830,783	\$32,758,068	\$17,428,978	\$17,835,863	\$25,547,204
Sub Total	\$23,023,003	\$46,200,977	\$53,905,428	\$33,181,299	\$50,938,679

CC 702400 : Human Resources Department

Service Charges	\$44,421	\$1,024,683	\$50,520	\$50,520	\$43,685
Miscellaneous Revenue	\$14,065,081	\$13,399,036	\$14,596,140	\$12,420,898	\$15,631,001
Transfer from Fund Balances	\$0	\$0	\$1,650,623	\$0	\$190,377
User Department Charges	\$53,942,895	\$57,756,371	\$63,221,917	\$58,752,373	\$65,698,270
Transfer From Other Funds	\$112,884	\$0	\$0	\$0	\$0
Sub Total	\$68,165,281	\$72,180,090	\$79,519,200	\$71,223,791	\$81,563,333

CC 702500 : Revenue and Finance Department

Service Charges	\$0	\$82	\$0	\$0	\$0
Miscellaneous Revenue	\$313,845	\$142,458	\$730,519	\$222,072	\$366,783
Sub Total	\$313,845	\$142,540	\$730,519	\$222,072	\$366,783

CC 702600 : Neighborhood Empowerment Department

Tax Revenues-Other Taxes	(\$1,576)	(\$2,436)	\$0	(\$1,000)	(\$1,000)
Intergovernmental Revenues	\$145,368	\$36,763	\$0	\$0	\$0
Service Charges	\$958,013	\$910,877	\$692,000	\$395,700	\$401,200
Fines and Forfeits	\$161,605	\$280,437	\$160,000	\$326,200	\$228,000
Miscellaneous Revenue	\$2,369	\$2	\$0	(\$100)	(\$100)
Transfer From Other Funds	\$589,363	\$307,164	\$307,164	\$307,164	\$307,164
Sub Total	\$1,855,143	\$1,532,808	\$1,159,164	\$1,027,964	\$935,264

CC 702700 : Arts Programs Division

Intergovernmental Revenues	\$13,150	\$0	\$0	\$50,000	\$0
Miscellaneous Revenue	\$105,426	\$105,179	\$4,000	\$4,375	\$4,700
Transfer from Fund Balances	\$0	\$0	\$688,772	\$0	\$831,707
Transfer From Other Funds	\$109,000	\$224,000	\$455,000	\$500,212	\$109,000
Sub Total	\$227,576	\$329,179	\$1,147,772	\$554,587	\$945,407

CC 702800 : Public Works and Utility Services
Administrator

Service Charges	\$302,781	\$302,781	\$327,500	\$327,500	\$335,000
Sub Total	\$302,781	\$302,781	\$327,500	\$327,500	\$335,000

CC 702900 : Economic Opportunity Department

Intergovernmental Revenues	\$19,272	\$74,723	\$0	\$0	\$0
Miscellaneous Revenue	\$57,077	\$36,750	\$38,500	\$38,500	\$38,500

**Budget Supplement-Revenue
(In Cost Center Order)
FY2016**

	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 PROJECTED	FY 2016 RECOMMENDED
Transfer from Fund Balances	\$0	\$0	\$400,000	\$400,000	\$400,000
Transfer From Other Funds	\$752,200	\$738,600	\$780,100	\$779,100	\$870,500
Sub Total	\$828,549	\$850,073	\$1,218,600	\$1,217,600	\$1,309,000

CC 703000 : City Clerk Department

Service Charges	\$17,142	\$16,733	\$17,000	\$55,724	\$32,950
Fines and Forfeits	\$389,728	\$927,512	\$400,000	\$900,000	\$750,000
Sub Total	\$406,870	\$944,245	\$417,000	\$955,724	\$782,950

CC 703100 : Non Departmental Budget

Tax Revenues-Property Taxes	\$117,394,250	\$124,243,854	\$132,224,356	\$133,500,000	\$142,965,690
Tax Revenues-Other Taxes	\$85,133,932	\$85,527,907	\$82,684,255	\$77,843,030	\$80,930,597
Licenses and Permits	\$31,515,234	\$33,169,642	\$36,632,000	\$33,832,000	\$35,492,000
Intergovernmental Revenues	\$63,277,376	\$66,017,051	\$68,435,703	\$69,475,570	\$72,900,597
Service Charges	\$3,031,332	\$2,967,087	\$16,690,709	\$17,205,709	\$45,000
Fines and Forfeits	\$4,563,906	\$3,534,766	\$4,028,000	\$3,426,000	\$3,076,000
Miscellaneous Revenue	\$2,779,722	\$1,764,151	\$8,017,400	\$5,955,763	\$9,413,400
Transfer from Fund Balances	\$0	\$0	\$8,268,514	\$1,152,619	\$8,842,528
Transfer From Other Funds	\$45,020,518	\$42,465,403	\$38,440,000	\$42,868,713	\$42,812,739
Sub Total	\$352,716,271	\$359,689,860	\$395,420,937	\$385,259,404	\$396,478,551

CC 703200 : General Employee Pension Office

Miscellaneous Revenue	\$208,270	\$260,649	\$0	\$289,502	\$0
Sub Total	\$208,270	\$260,649	\$0	\$289,502	\$0

CC 703400 : Planning and Development Department

Licenses and Permits	\$182,816	\$145,080	\$213,500	\$239,110	\$301,000
Intergovernmental Revenues	\$538,452	\$291,723	\$0	\$0	\$12,150
Service Charges	\$595,033	\$617,755	\$613,800	\$639,800	\$615,800
Fines and Forfeits	\$481	\$1,674	\$0	\$0	\$0
Miscellaneous Revenue	\$795,602	\$2,283,110	\$503,449	\$505,399	\$506,100
Transfer From Other Funds	\$0	\$102,564	\$108,518	\$108,518	\$99,548
Sub Total	\$2,112,383	\$3,441,906	\$1,439,267	\$1,492,827	\$1,534,598

CC 703500 : Riverwalk Division

Intergovernmental Revenues	\$851,160	\$3,278,424	\$0	\$6,567,800	\$0
Miscellaneous Revenue	\$61,412	\$0	\$0	\$159,026	\$0
Transfer From Other Funds	\$0	\$0	\$0	\$492,785	\$0
Sub Total	\$912,572	\$3,278,424	\$0	\$7,219,611	\$0

CC 703600 : Construction Service Center

Licenses and Permits	\$6,976,399	\$7,574,549	\$7,400,000	\$7,900,000	\$8,200,000
Service Charges	\$93,274	\$125,233	\$87,000	\$87,000	\$66,000
Fines and Forfeits	\$32,494	\$10,352	\$10,000	\$10,000	\$5,000
Miscellaneous Revenue	\$45,343	\$54,235	\$33,000	\$69,328	\$50,300

**Budget Supplement-Revenue
(In Cost Center Order)
FY2016**

	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 PROJECTED	FY 2016 RECOMMENDED
Transfer from Fund Balances	\$0	\$0	\$4,281,000	\$0	\$2,195,000
Transfer From Other Funds	\$400,000	\$0	\$0	\$0	\$0
Sub Total	\$7,547,511	\$7,764,369	\$11,811,000	\$8,066,328	\$10,516,300

CC 703900 : Debt Service Department

Tax Revenues-Other Taxes	\$166,000	\$166,000	\$166,000	\$166,000	\$166,000
Transfer from Fund Balances	\$0	\$0	\$0	\$0	\$1,126,902
Other Revenues	\$36,699,361	\$35,000	\$0	\$0	\$0
Transfer From Other Funds	\$38,177,486	\$38,198,342	\$36,894,894	\$36,894,894	\$23,853,783
Sub Total	\$75,042,847	\$38,399,342	\$37,060,894	\$37,060,894	\$25,146,685

CC 704000 : HCD CDBG Department

Intergovernmental Revenues	\$2,454,869	\$2,612,089	\$2,630,580	\$2,650,580	\$2,769,391
Miscellaneous Revenue	(\$1,641)	(\$1,703)	\$0	\$2,068	\$0
Transfer From Other Funds	\$200,000	\$0	\$0	\$0	\$0
Sub Total	\$2,653,228	\$2,610,386	\$2,630,580	\$2,652,648	\$2,769,391

CC 704100 : HCD ESG Department

Intergovernmental Revenues	\$211,830	\$285,470	\$226,144	\$225,784	\$234,481
Miscellaneous Revenue	(\$33)	\$0	\$0	\$0	\$0
Sub Total	\$211,797	\$285,470	\$226,144	\$225,784	\$234,481

CC 704200 : HCD HOME Department

Intergovernmental Revenues	\$2,479,037	\$1,336,121	\$1,180,601	\$1,180,601	\$1,106,845
Miscellaneous Revenue	(\$4,200)	\$27,925	\$0	\$0	\$0
Sub Total	\$2,474,837	\$1,364,046	\$1,180,601	\$1,180,601	\$1,106,845

CC 704300 : HCD HOPWA Department

Intergovernmental Revenues	\$3,227,483	\$3,097,684	\$2,828,946	\$2,828,946	\$3,105,185
Miscellaneous Revenue	\$2,677	\$0	\$0	\$0	\$0
Sub Total	\$3,230,161	\$3,097,684	\$2,828,946	\$2,828,946	\$3,105,185

CC 704400 : HCD NSP Department

Intergovernmental Revenues	\$384,114	\$1,916,852	\$0	\$0	\$0
Miscellaneous Revenue	\$105	\$0	\$0	\$0	\$0
Sub Total	\$384,220	\$1,916,852	\$0	\$0	\$0

CC 704500 : HCD SHIP Department

Intergovernmental Revenues	\$2,322	\$474,357	\$1,585,473	\$1,585,473	\$1,690,883
Miscellaneous Revenue	\$5,548	\$9,737	\$0	\$0	\$0
Transfer From Other Funds	\$5,333	\$0	\$0	\$0	\$0
Sub Total	\$13,204	\$484,094	\$1,585,473	\$1,585,473	\$1,690,883

CC 704600 : Community Redevelopment Agency Budget

Tax Revenues-Property Taxes	\$16,947,689	\$18,903,982	\$20,243,425	\$20,195,030	\$16,367,387
Miscellaneous Revenue	(\$122,165)	\$125,350	\$97,170	\$97,170	\$85,070
Transfer from Fund Balances	\$0	\$0	\$363,589	\$0	\$0

**Budget Supplement-Revenue
(In Cost Center Order)
FY2016**

	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 PROJECTED	FY 2016 RECOMMENDED
Transfer From Other Funds	\$19,145	\$0	\$0	\$0	\$0
Sub Total	\$16,844,668	\$19,029,332	\$20,704,184	\$20,292,200	\$16,452,457
<u>CC 704700 : Golf Courses Budget</u>					
Service Charges	\$0	\$0	\$0	\$2,688,436	\$2,915,623
Transfer From Other Funds	\$0	\$527,996	\$0	\$766,631	\$850,000
Sub Total	\$0	\$527,996	\$0	\$3,455,067	\$3,765,623
<u>CC 704800 : Streetcar Budget</u>					
Tax Revenues-Property Taxes	\$450,000	\$450,000	\$0	\$450,000	\$450,000
Intergovernmental Revenues	\$821,604	\$800,849	\$0	\$813,693	\$934,036
Service Charges	\$599,957	\$600,964	\$0	\$522,505	\$522,505
Miscellaneous Revenue	\$48,615	\$4,868	\$0	\$164,685	\$63,463
Transfer from Fund Balances	\$0	\$0	\$0	\$8,247	\$0
Sub Total	\$1,920,176	\$1,856,681	\$0	\$1,959,130	\$1,970,004
<u>CC 705000 : Non Departmental Systems</u>					
Intergovernmental Revenues	(\$726,408)	\$0	\$0	\$0	\$0
Fines and Forfeits	(\$1)	\$0	\$0	\$0	\$0
Miscellaneous Revenue	(\$1,723,404)	\$0	\$0	\$0	\$0
Other Revenues	(\$187,807)	\$0	\$0	\$0	\$0
Transfer From Other Funds	\$177,699,549	\$0	\$0	\$0	\$0
Sub Total	\$175,061,930	\$0	\$0	\$0	\$0
Total	\$1,273,949,318	\$1,131,706,954	\$1,241,602,534	\$1,156,431,175	\$1,182,072,185

**Budget Supplement-Expense
(In Cost Center Order)
FY2016**

	FY13 ACTUAL	FY14 ACTUAL	FY15 ADOPTED	FY15 PROJECTED	FY16 RECOMMENDED
<u>CC 700100 - Stormwater Division</u>					
Personnel Service	\$893,401	\$1,440,243	\$1,172,807	\$1,172,807	\$7,196,593
Contractual Services	\$81,897	\$48,198	\$86,000	\$81,000	\$877,198
Other Services and Charges	\$1,267,916	\$298,305	\$338,485	\$338,485	\$2,797,364
Supplies-Materials and Minor Equipment	\$37,790	\$31,204	\$16,650	\$16,650	\$152,100
Capital	\$13,281,431	\$21,641,943	\$21,125,000	\$25,376,715	\$18,350,000
Debt Services Related	\$0	\$0	\$0	\$0	\$100,000
Aids and Grants	\$694,481	\$2,252	\$0	\$0	\$0
Other Uses and Sources	(268,396)	\$0	\$0	\$0	\$0
Transfer To Other Funds	\$7,185,000	\$4,785,227	\$4,646,658	\$4,646,658	\$375,000
Interdepartmental Charges	\$6,543	\$3,561	\$4,500	\$4,500	\$68,000
Budget Reserves	\$0	\$0	\$0	\$0	\$3,993,745
Sub Total	\$23,180,062	\$28,250,932	\$27,390,100	\$31,636,815	\$33,910,000
<u>CC 700200 - Public Affairs Department</u>					
Personnel Service	\$1,374,389	\$1,350,597	\$1,340,424	\$1,315,130	\$1,351,939
Contractual Services	\$67,167	\$58,685	\$110,099	\$64,978	\$93,182
Other Services and Charges	\$106,175	\$94,973	\$126,693	\$126,490	\$128,659
Supplies-Materials and Minor Equipment	\$67,005	\$54,206	\$41,082	\$37,898	\$38,508
Capital	\$65,764	\$0	\$0	\$44,907	\$120,000
Interdepartmental Charges	\$1,869	\$2,200	\$1,000	\$2,000	\$1,500
Sub Total	\$1,682,368	\$1,560,661	\$1,619,298	\$1,591,403	\$1,733,788
<u>CC 700300 - Convention Center Department</u>					
Personnel Service	\$4,010,778	\$4,119,730	\$4,321,815	\$4,023,926	\$4,357,753
Contractual Services	\$2,096,412	\$2,494,131	\$1,733,700	\$1,856,684	\$1,650,059
Other Services and Charges	\$2,226,681	\$2,400,960	\$2,413,014	\$2,813,336	\$2,396,279
Supplies-Materials and Minor Equipment	\$376,629	\$339,255	\$371,547	\$392,080	\$344,800
Capital	\$639,743	\$733,949	\$1,100,000	\$1,172,000	\$2,000,000
Aids and Grants	\$48,497	\$44,000	\$40,000	\$40,000	\$0
Interdepartmental Charges	\$39,127	\$49,621	\$47,000	\$47,000	\$50,000
Sub Total	\$9,437,866	\$10,181,646	\$10,027,076	\$10,345,026	\$10,798,891
<u>CC 700400 - Fire Rescue Department</u>					
Personnel Service	\$68,006,437	\$70,168,083	\$68,287,913	\$69,977,830	\$70,937,307
Contractual Services	\$860,674	\$862,873	\$656,542	\$644,212	\$782,872
Other Services and Charges	\$3,468,212	\$3,788,776	\$3,626,390	\$3,572,965	\$3,617,639
Supplies-Materials and Minor Equipment	\$1,798,545	\$1,880,442	\$1,629,891	\$1,605,584	\$1,548,171
Capital	\$1,280,314	\$4,183,371	\$1,436,500	\$1,822,957	\$1,727,000
Transfer To Other Funds	\$42,634	\$0	\$0	\$0	\$0
Interdepartmental Charges	\$1,362	\$828	\$1,900	\$1,400	\$0
Sub Total	\$75,458,179	\$80,884,374	\$75,639,136	\$77,624,947	\$78,612,989

**Budget Supplement-Expense
(In Cost Center Order)
FY2016**

	FY13 ACTUAL	FY14 ACTUAL	FY15 ADOPTED	FY15 PROJECTED	FY16 RECOMMENDED
<u>CC 700500 - Facilities Maintenance Division</u>					
Personnel Service	\$3,299,733	\$3,600,775	\$3,803,405	\$3,693,651	\$5,017,077
Contractual Services	\$1,824,320	\$1,588,494	\$2,029,255	\$1,425,260	\$2,117,248
Other Services and Charges	\$3,612,817	\$4,117,336	\$3,650,721	\$4,332,936	\$4,338,954
Supplies-Materials and Minor Equipment	\$672,992	\$578,530	\$562,108	\$848,087	\$684,477
Capital	\$1,412,265	\$3,666,086	\$7,740,000	\$7,866,979	\$8,730,000
Interdepartmental Charges	\$426	\$1,767	\$500	\$490	\$1,767
Budget Reserves	\$0	\$0	\$0	\$1	\$0
Sub Total	\$10,822,552	\$13,552,988	\$17,785,989	\$18,167,404	\$20,889,523
<u>CC 700600 - City Attorney Department</u>					
Personnel Service	\$4,044,897	\$4,255,391	\$4,470,918	\$4,397,649	\$4,389,868
Contractual Services	\$192,982	\$307,221	\$472,367	\$472,055	\$436,448
Other Services and Charges	\$27,645	\$50,642	\$58,020	\$53,525	\$42,391
Supplies-Materials and Minor Equipment	\$81,650	\$88,462	\$87,800	\$86,871	\$94,989
Aids and Grants	\$39,000	\$23,400	\$22,000	\$22,000	\$35,000
Interdepartmental Charges	\$21,150	\$23,881	\$34,000	\$33,932	\$30,000
Sub Total	\$4,407,324	\$4,748,997	\$5,145,105	\$5,066,032	\$5,028,696
<u>CC 700700 - Wastewater Department</u>					
Personnel Service	\$23,601,632	\$25,429,416	\$26,342,520	\$25,494,446	\$24,535,414
Contractual Services	\$1,880,249	\$2,626,287	\$4,189,819	\$3,780,400	\$4,115,372
Other Services and Charges	\$45,113,848	\$29,013,345	\$28,855,081	\$28,172,292	\$29,525,938
Supplies-Materials and Minor Equipment	\$9,119,792	\$10,460,494	\$11,301,742	\$10,944,460	\$11,208,526
Capital	\$15,533,672	\$18,186,111	\$36,597,800	\$36,892,323	\$19,230,325
Debt Services Related	\$17,647,738	\$17,569,607	\$16,162,363	\$16,162,363	\$14,687,491
Aids and Grants	\$39,402	\$39,901	\$45,402	\$45,402	\$84,804
Other Uses and Sources	(16,989,019)	\$196,507	\$0	\$0	\$0
Transfer To Other Funds	\$21,218,045	\$71,684,194	\$55,167,163	\$55,167,163	\$35,638,825
Interdepartmental Charges	\$4,629,300	\$2,646,123	\$2,243,681	\$2,242,835	\$2,664,737
Budget Reserves	\$0	\$0	\$2,499,256	\$0	\$1,033,196
Sub Total	\$121,794,660	\$177,851,984	\$183,404,827	\$178,901,684	\$142,724,628
<u>CC 700800 - Solid Waste Department</u>					
Personnel Service	\$14,112,154	\$14,435,432	\$15,880,073	\$14,679,779	\$15,716,941
Contractual Services	\$19,363,896	\$20,454,462	\$20,631,262	\$20,037,391	\$21,031,956
Other Services and Charges	\$21,015,551	\$21,398,198	\$21,452,125	\$21,745,334	\$22,964,923
Supplies-Materials and Minor Equipment	\$446,790	(638,702)	\$552,772	\$540,984	\$871,594
Capital	\$6,202,672	\$7,123,887	\$7,366,386	\$7,379,662	\$10,210,937
Debt Services Related	\$42,889,273	\$14,729,478	\$14,853,228	\$14,853,228	\$13,360,325
Other Uses and Sources	\$0	\$369,814	\$0	\$0	\$0
Transfer To Other Funds	\$13,465,531	\$12,875,386	\$14,852,575	\$15,102,575	\$16,115,925
Interdepartmental Charges	\$1,428,815	\$1,429,473	\$1,223,251	\$1,198,787	\$1,480,083
Budget Reserves	\$0	\$0	\$10,621,110	\$2	\$8,915,353

**Budget Supplement-Expense
(In Cost Center Order)
FY2016**

	FY13 ACTUAL	FY14 ACTUAL	FY15 ADOPTED	FY15 PROJECTED	FY16 RECOMMENDED
Sub Total	\$118,924,681	\$92,177,429	\$107,432,782	\$95,537,742	\$110,668,037
<u>CC_700900 - Water Department</u>					
Personnel Service	\$21,810,127	\$23,461,042	\$24,069,666	\$23,662,751	\$22,283,856
Contractual Services	\$4,725,123	\$4,436,873	\$10,716,600	\$8,450,200	\$10,386,517
Other Services and Charges	\$30,841,129	\$24,982,164	\$24,913,472	\$24,833,308	\$25,673,121
Supplies-Materials and Minor Equipment	\$10,614,494	\$9,951,208	\$12,368,303	\$12,530,177	\$11,943,334
Capital	\$12,718,578	\$27,479,293	\$34,729,410	\$46,508,694	\$40,718,870
Debt Services Related	\$14,658,349	\$14,498,024	\$14,574,416	\$14,629,416	\$14,476,591
Other Uses and Sources	(5,803,410)	\$0	\$0	\$0	\$0
Transfer To Other Funds	\$14,937,020	\$50,014,165	\$50,151,162	\$55,503,126	\$28,339,406
Interdepartmental Charges	\$3,405,115	\$2,230,313	\$2,526,513	\$2,527,013	\$2,999,280
Budget Reserves	\$0	\$0	\$800,746	\$0	\$11,584,313
Sub Total	\$107,906,526	\$157,053,082	\$174,850,288	\$188,644,685	\$168,405,288
<u>CC_701000 - Parks and Recreation Department</u>					
Personnel Service	\$23,342,647	\$23,722,759	\$25,397,468	\$24,165,596	\$23,337,215
Contractual Services	\$1,782,271	\$3,113,237	\$3,871,458	\$3,184,250	\$4,814,739
Other Services and Charges	\$19,355,747	\$6,004,979	\$5,100,618	\$5,569,930	\$5,117,917
Supplies-Materials and Minor Equipment	\$1,552,262	\$1,652,505	\$1,801,875	\$1,780,777	\$1,847,260
Capital	\$6,732,354	\$13,251,477	\$8,141,200	\$12,966,739	\$8,719,000
Other Uses and Sources	(13,274,720)	\$0	\$0	\$0	\$0
Transfer To Other Funds	\$1,686,909	\$5,017	\$0	\$0	\$0
Interdepartmental Charges	\$12,287	\$12,287	\$6,000	\$11,000	\$10,000
Budget Reserves	\$0	\$0	\$0	\$0	\$300,000
Sub Total	\$41,189,757	\$47,762,262	\$44,318,619	\$47,678,292	\$44,146,131
<u>CC_701100 - Contract Administration Budget</u>					
Personnel Service	\$6,346,767	\$3,714,749	\$6,525,262	\$6,356,136	\$6,730,535
Contractual Services	\$1,877	\$162	\$3,910	\$2,157	\$3,000
Other Services and Charges	\$3,794,685	\$248,498	\$174,684	\$170,923	\$157,930
Supplies-Materials and Minor Equipment	\$40,733	\$37,282	\$46,844	\$44,962	\$42,185
Capital	(1,283,695)	\$14,675	(6,700,000)	(6,700,000)	(6,690,000)
Other Uses and Sources	(5,288,068)	\$0	\$0	\$0	\$0
Interdepartmental Charges	(134,121)	\$3,326	\$5,664	\$5,551	\$5,904
Sub Total	\$3,478,179	\$4,018,692	\$56,364	(\$120,271)	\$249,554
<u>CC_701200 - Mayor's Office Budget</u>					
Personnel Service	\$492,671	\$449,120	\$530,117	\$529,968	\$528,322
Contractual Services	\$0	\$552	\$0	\$0	\$0
Other Services and Charges	\$12,947	\$14,959	\$38,725	\$37,885	\$38,047
Supplies-Materials and Minor Equipment	\$4,965	\$5,545	\$9,672	\$9,672	\$9,614
Interdepartmental Charges	\$1,556	\$2,293	\$1,500	\$1,500	\$1,600
Sub Total	\$512,139	\$472,469	\$580,014	\$579,025	\$577,583

**Budget Supplement-Expense
(In Cost Center Order)
FY2016**

	FY13 ACTUAL	FY14 ACTUAL	FY15 ADOPTED	FY15 PROJECTED	FY16 RECOMMENDED
<u>CC 701300 - Police Department</u>					
Personnel Service	\$124,109,653	\$127,386,742	\$127,914,613	\$128,703,729	\$128,777,093
Contractual Services	\$5,174,673	\$2,515,818	\$1,603,018	\$1,610,864	\$1,648,693
Other Services and Charges	\$10,172,919	\$7,169,420	\$8,444,704	\$8,507,555	\$8,696,102
Supplies-Materials and Minor Equipment	\$4,950,947	\$6,592,548	\$5,706,540	\$3,853,206	\$5,194,634
Capital	\$7,437,343	\$1,911,049	\$4,250,000	\$4,629,737	\$3,904,138
Debt Services Related	\$0	\$75,000	\$254,333	\$254,333	\$254,333
Aids and Grants	\$503,633	\$71,818	\$36,000	\$37,500	\$105,250
Other Uses and Sources	(3,261)	\$0	\$0	\$0	\$0
Transfer To Other Funds	\$2,506,696	\$300,000	\$300,000	\$3,393,738	\$600,000
Interdepartmental Charges	\$2,353	\$3,825	\$3,800	\$3,800	\$3,800
Budget Reserves	\$0	\$0	\$8,369,990	\$0	\$5,450,817
Sub Total	\$154,854,957	\$146,026,220	\$156,882,998	\$150,994,462	\$154,634,860
<u>CC 701400 - City Council Department</u>					
Personnel Service	\$1,201,170	\$1,252,846	\$1,240,330	\$1,233,049	\$1,249,250
Contractual Services	\$515	\$0	\$1,800	\$1,100	\$1,800
Other Services and Charges	\$42,312	\$45,257	\$51,603	\$41,124	\$49,604
Supplies-Materials and Minor Equipment	\$11,904	\$12,463	\$11,550	\$11,532	\$11,550
Interdepartmental Charges	\$13,758	\$17,608	\$9,600	\$19,586	\$9,600
Sub Total	\$1,269,659	\$1,328,173	\$1,314,883	\$1,306,391	\$1,321,804
<u>CC 701500 - Internal Audit Department</u>					
Personnel Service	\$556,649	\$670,874	\$690,650	\$592,067	\$635,214
Contractual Services	\$10,218	\$13,225	\$16,000	\$28,250	\$11,100
Other Services and Charges	\$12,496	\$9,440	\$23,804	\$23,752	\$14,361
Supplies-Materials and Minor Equipment	\$10,394	\$10,324	\$7,300	\$7,300	\$10,731
Capital	\$0	\$6,130	\$0	\$39,037	\$0
Interdepartmental Charges	\$6	\$12	\$100	\$100	\$100
Sub Total	\$589,762	\$710,006	\$737,854	\$690,506	\$671,506
<u>CC 701600 - Fleet Maintenance Division Budget</u>					
Personnel Service	\$4,661,036	\$4,899,728	\$5,098,947	\$4,899,898	\$5,033,687
Contractual Services	\$35,362	\$89,481	\$23,413	\$1,812,040	\$0
Other Services and Charges	\$3,987,572	\$5,448,902	\$2,928,300	\$3,258,945	\$3,167,379
Supplies-Materials and Minor Equipment	\$8,297,438	\$7,257,513	\$7,401,201	\$5,636,401	\$7,017,618
Capital	\$1,815,227	\$2,398,777	\$121,000	\$3,181,076	\$0
Transfer To Other Funds	\$0	\$0	\$570,000	\$570,000	\$225,400
Interdepartmental Charges	\$360	\$582	\$500	\$500	\$500
Budget Reserves	\$0	\$0	\$800,000	\$1	\$417,970
Sub Total	\$18,796,995	\$20,094,983	\$16,943,361	\$19,358,861	\$15,862,554
<u>CC 701700 - Chief of Staff Office</u>					
Personnel Service	\$325,524	\$322,284	\$315,142	\$311,334	\$313,532
Other Services and Charges	\$1,244	\$2,160	\$2,149	\$3,039	\$3,850

**Budget Supplement-Expense
(In Cost Center Order)
FY2016**

	FY13 ACTUAL	FY14 ACTUAL	FY15 ADOPTED	FY15 PROJECTED	FY16 RECOMMENDED
Supplies-Materials and Minor Equipment	\$275	\$207	\$300	\$410	\$293
Interdepartmental Charges	\$1,205	\$1,175	\$1,032	\$1,032	\$1,032
Sub Total	\$328,248	\$325,826	\$318,623	\$315,815	\$318,707
<u>CC 701800 - Technology and Innovation Department</u>					
Personnel Service	\$13,208,136	\$13,266,921	\$13,272,871	\$13,216,761	\$13,099,274
Contractual Services	\$967,887	\$1,709,661	\$852,768	\$745,000	\$997,183
Other Services and Charges	\$2,915,564	\$3,721,179	\$3,902,461	\$3,458,700	\$4,190,983
Supplies-Materials and Minor Equipment	\$542,900	\$467,189	\$278,353	\$278,012	\$484,479
Capital	\$6,657,262	\$5,056,011	\$550,000	\$824,870	\$1,404,525
Debt Services Related	\$68,806	\$0	\$0	\$0	\$0
Transfer To Other Funds	\$6,532,685	\$0	\$0	\$0	\$0
Interdepartmental Charges	\$3,782	\$8,345	\$6,030	\$6,030	\$6,030
Sub Total	\$30,897,022	\$24,229,305	\$18,862,483	\$18,529,373	\$20,182,474
<u>CC 701900 - Purchasing Department</u>					
Personnel Service	\$1,516,129	\$1,648,539	\$1,779,282	\$1,666,090	\$1,799,466
Contractual Services	\$35,652	\$630	\$3,700	\$3,701	\$1,795
Other Services and Charges	\$18,025	\$28,770	\$29,560	\$32,505	\$25,465
Supplies-Materials and Minor Equipment	\$13,633	\$11,543	\$15,300	\$12,231	\$15,900
Interdepartmental Charges	\$4,326	\$4,171	\$3,500	\$3,500	\$3,500
Sub Total	\$1,587,765	\$1,693,654	\$1,831,342	\$1,718,027	\$1,846,126
<u>CC 702000 - Public Works Department</u>					
Other Services and Charges	\$0	\$4,581	\$0	\$0	\$0
Supplies-Materials and Minor Equipment	\$0	\$4,013	\$0	\$0	\$0
Sub Total	\$0	\$8,595	\$0	\$0	\$0
<u>CC 702100 - Right of Way Operations Division</u>					
Personnel Service	\$11,722,092	\$10,114,241	\$12,941,301	\$10,902,968	\$4,880,725
Contractual Services	\$1,042,996	\$1,036,817	\$2,256,000	\$803,480	\$886,000
Other Services and Charges	\$13,643,476	\$8,670,857	\$8,942,389	\$7,671,787	\$7,671,621
Supplies-Materials and Minor Equipment	\$2,128,641	\$996,378	\$365,325	\$194,661	\$280,700
Capital	\$7,311,088	\$6,611,220	\$12,250,000	\$12,249,000	\$0
Debt Services Related	\$75,315	\$75,315	\$0	\$0	\$0
Other Uses and Sources	(5,366,051)	\$0	(1,800,000)	(1,050,000)	\$0
Interdepartmental Charges	\$1,050,972	\$65,568	\$61,321	\$60,097	\$1,200
Sub Total	\$31,608,531	\$27,570,396	\$35,016,336	\$30,831,993	\$13,720,246
<u>CC 702200 - Parking Division</u>					
Personnel Service	\$5,024,982	\$4,971,669	\$5,307,558	\$4,267,830	\$4,880,442
Contractual Services	\$1,877,923	\$3,401,711	\$2,278,300	\$2,816,500	\$2,439,832
Other Services and Charges	\$8,134,125	\$3,797,276	\$4,788,566	\$3,876,711	\$4,670,216
Supplies-Materials and Minor Equipment	\$73,081	\$606,202	\$284,665	\$278,878	\$236,751
Capital	\$401,658	\$607,502	\$840,300	\$712,501	\$1,160,300

**Budget Supplement-Expense
(In Cost Center Order)
FY2016**

	FY13 ACTUAL	FY14 ACTUAL	FY15 ADOPTED	FY15 PROJECTED	FY16 RECOMMENDED
Debt Services Related	\$380	\$221	\$0	\$0	\$0
Aids and Grants	\$149,424	\$306,209	\$330,000	\$330,000	\$330,000
Other Uses and Sources	(4,555,268)	\$0	\$0	\$0	\$0
Transfer To Other Funds	\$3,169,093	\$4,144,560	\$3,158,401	\$3,158,401	\$3,161,649
Interdepartmental Charges	\$797,077	\$747,832	\$73,000	\$458,000	\$73,000
Sub Total	\$15,072,475	\$18,583,181	\$17,060,790	\$15,898,821	\$16,952,190

CC 702300 - Transportation Division Budget

Personnel Service	\$4,679,517	\$5,639,135	\$5,189,294	\$5,033,665	\$5,309,468
Contractual Services	\$220,851	\$281,243	\$411,233	\$310,700	\$370,316
Other Services and Charges	\$2,622,464	\$213,488	\$253,571	\$198,277	\$143,896
Supplies-Materials and Minor Equipment	\$23,138	\$41,181	\$34,750	\$33,100	\$44,771
Capital	\$11,376,996	\$6,511,560	\$15,003,275	\$14,225,406	\$22,953,332
Aids and Grants	\$19,537	\$1,096,500	\$57,450	\$1,790,216	\$59,717
Other Uses and Sources	(2,485,405)	\$0	\$0	\$0	\$0
Transfer To Other Funds	\$12,830,783	\$32,558,068	\$17,226,978	\$17,481,772	\$17,725,605
Interdepartmental Charges	\$37,961	\$11,284	\$14,600	\$14,000	\$15,800
Budget Reserves	\$0	\$0	\$12,392,543	\$0	\$6,625,106
Sub Total	\$29,325,843	\$46,352,459	\$50,583,694	\$39,087,136	\$53,248,011

CC 702400 - Human Resources Department

Personnel Service	\$4,520,082	\$4,580,828	\$4,815,444	\$4,365,149	\$4,690,674
Contractual Services	\$4,279,751	\$4,410,254	\$5,196,280	\$4,338,919	\$5,999,280
Other Services and Charges	\$63,137,226	\$69,491,344	\$71,240,444	\$62,256,877	\$72,520,237
Supplies-Materials and Minor Equipment	\$33,750	\$48,823	\$41,319	\$32,772	\$41,319
Capital	\$6,299	\$2,592	\$0	\$0	\$0
Transfer To Other Funds	\$1,723,934	\$1,981,550	\$1,843,634	\$1,843,634	\$1,806,559
Interdepartmental Charges	\$6,269	\$7,451	\$6,000	\$5,398	\$6,000
Sub Total	\$73,707,311	\$80,522,841	\$83,143,121	\$72,842,749	\$85,064,069

CC 702500 - Revenue and Finance Department

Personnel Service	\$6,806,611	\$7,349,774	\$7,898,247	\$7,516,963	\$7,757,823
Contractual Services	\$62,620	\$280,707	\$101,330	\$148,979	\$167,100
Other Services and Charges	\$143,395	\$112,765	\$144,611	\$159,767	\$160,250
Supplies-Materials and Minor Equipment	\$34,427	\$42,120	\$52,251	\$35,015	\$45,000
Capital	\$19,158	\$64,178	\$5,753	\$5,753	\$20,000
Debt Services Related	\$80,559	\$94,173	\$88,357	\$88,357	\$88,342
Interdepartmental Charges	\$8,744	\$8,608	\$9,800	\$9,800	\$11,900
Sub Total	\$7,155,514	\$7,952,324	\$8,300,349	\$7,964,634	\$8,250,415

CC 702600 - Neighborhood Empowerment Department

Personnel Service	\$6,499,633	\$7,224,123	\$7,403,180	\$7,195,286	\$7,149,846
Contractual Services	\$1,030,690	\$844,565	\$531,684	\$483,800	\$594,484
Other Services and Charges	\$1,043,195	\$1,171,568	\$900,986	\$866,459	\$915,242

**Budget Supplement-Expense
(In Cost Center Order)
FY2016**

	FY13 ACTUAL	FY14 ACTUAL	FY15 ADOPTED	FY15 PROJECTED	FY16 RECOMMENDED
Supplies-Materials and Minor Equipment	\$119,721	\$24,969	\$115,246	\$108,824	\$128,046
Capital	\$98,085	\$586,127	\$55,260	\$58,822	\$99,664
Debt Services Related	\$170,401	\$199,208	\$186,845	\$186,845	\$186,860
Other Uses and Sources	(779,846)	\$0	\$0	\$0	\$0
Transfer To Other Funds	\$304,818	\$0	\$0	\$0	\$0
Interdepartmental Charges	\$3,277	\$5,855	\$3,241	\$9,001	\$6,241
Sub Total	\$8,489,976	\$10,056,415	\$9,196,442	\$8,909,037	\$9,080,383

CC 702700 - Arts Programs Division

Personnel Service	\$194,232	\$198,784	\$198,922	\$197,562	\$200,172
Contractual Services	\$7,300	\$37,353	\$20,825	\$87,170	\$19,164
Other Services and Charges	\$8,565	\$94,995	\$26,688	\$74,829	\$22,845
Supplies-Materials and Minor Equipment	\$2,133	\$10,500	\$2,050	\$2,040	\$1,550
Capital	\$95,380	\$71,000	\$0	\$117,962	\$0
Aids and Grants	\$13,150	\$0	\$0	\$0	\$0
Other Uses and Sources	\$2,059	\$0	\$0	\$0	\$0
Transfer To Other Funds	\$112,900	\$205,000	\$90,000	\$90,000	\$0
Interdepartmental Charges	\$987	\$1,055	\$400	\$826	\$1,032
Budget Reserves	\$0	\$0	\$1,057,772	\$0	\$945,407
Sub Total	\$436,706	\$618,686	\$1,396,657	\$570,389	\$1,190,170

CC 702800 - Public Works and Utility Services
Administrator

Personnel Service	\$249,730	\$296,632	\$291,906	\$292,149	\$294,030
Contractual Services	\$49	\$0	\$500	\$500	\$250
Other Services and Charges	\$2,810	\$3,077	\$22,023	\$22,141	\$10,645
Supplies-Materials and Minor Equipment	\$1,872	\$2,450	\$2,700	\$2,700	\$2,500
Interdepartmental Charges	\$84	\$148	\$100	\$100	\$2,064
Sub Total	\$254,545	\$302,307	\$317,229	\$317,590	\$309,489

CC 702900 - Economic Opportunity Department

Personnel Service	\$1,164,355	\$1,212,492	\$1,183,250	\$1,187,515	\$1,178,043
Contractual Services	\$542,846	\$593,718	\$783,515	\$787,653	\$852,762
Other Services and Charges	\$45,087	\$69,746	\$68,526	\$63,546	\$60,262
Supplies-Materials and Minor Equipment	\$2,557	\$2,511	\$10,000	\$2,678	\$4,000
Transfer To Other Funds	\$51,945	\$0	\$0	\$0	\$0
Interdepartmental Charges	\$1,653	\$3,375	\$2,000	\$2,450	\$2,200
Sub Total	\$1,808,443	\$1,881,842	\$2,047,291	\$2,043,842	\$2,097,267

CC 703000 - City Clerk Department

Personnel Service	\$1,132,346	\$1,180,757	\$1,312,193	\$1,255,231	\$1,253,582
Contractual Services	\$199,301	\$181,721	\$298,100	\$266,567	\$289,063
Other Services and Charges	\$70,198	\$95,261	\$117,396	\$112,613	\$104,375
Supplies-Materials and Minor Equipment	\$26,015	\$15,527	\$31,650	\$29,016	\$33,500
Capital	\$14,000	\$5,605	\$0	\$9,896	\$0

**Budget Supplement-Expense
(In Cost Center Order)
FY2016**

	FY13 ACTUAL	FY14 ACTUAL	FY15 ADOPTED	FY15 PROJECTED	FY16 RECOMMENDED
Interdepartmental Charges	\$5,119	\$5,314	\$4,250	\$4,242	\$4,250
Sub Total	\$1,446,979	\$1,484,184	\$1,763,589	\$1,677,565	\$1,684,770
<u>CC 703100 - Non Departmental Budget</u>					
Personnel Service	\$1,123,287	\$1,142,298	(370,000)	\$0	\$2,000,000
Contractual Services	\$7,416,791	\$7,954,984	\$8,141,208	\$8,142,669	\$8,075,600
Other Services and Charges	\$5,626,666	(12,952,788)	\$2,643,893	\$2,643,893	(15,713,459)
Supplies-Materials and Minor Equipment	\$86,323	\$73,627	\$73,000	\$75,234	\$73,000
Capital	(19,737,567)	(4,682,995)	\$145,000	\$66,000	\$95,000
Debt Services Related	\$25,824	\$9,542	\$2,500	\$2,500	\$2,500
Aids and Grants	\$11,527,633	\$13,161,246	\$14,320,547	\$15,023,207	\$16,721,853
Other Uses and Sources	\$0	\$835	\$0	\$0	\$0
Transfer To Other Funds	\$78,101,254	\$71,167,091	\$69,537,989	\$75,980,044	\$81,513,898
Interdepartmental Charges	\$163,439	\$180,575	\$165,000	\$165,000	\$365,000
Budget Reserves	\$0	\$0	\$8,095,346	\$291,003	\$11,446,107
Sub Total	\$84,333,651	\$76,054,414	\$102,754,483	\$102,389,550	\$104,579,499
<u>CC 703200 - General Employee Pension Office</u>					
Personnel Service	\$182,664	\$241,272	\$0	\$0	\$0
Contractual Services	\$6,340	\$473	\$0	\$0	\$0
Other Services and Charges	\$18,554	\$16,126	\$0	\$0	\$0
Supplies-Materials and Minor Equipment	\$2,226	\$1,138	\$0	\$0	\$0
Sub Total	\$209,784	\$259,009	\$0	\$0	\$0
<u>CC 703400 - Planning and Development Department</u>					
Personnel Service	\$4,664,681	\$4,926,218	\$5,103,861	\$4,782,165	\$5,605,230
Contractual Services	\$460,553	\$272,719	\$159,786	\$174,826	\$139,720
Other Services and Charges	\$484,248	\$308,654	\$285,772	\$314,379	\$299,811
Supplies-Materials and Minor Equipment	\$40,214	\$28,644	\$60,872	\$55,833	\$38,645
Capital	\$25,419	\$4,168	\$0	\$0	\$0
Transfer To Other Funds	\$100,000	\$0	\$0	\$0	\$0
Interdepartmental Charges	\$5,254	\$6,841	\$6,610	\$6,610	\$6,800
Sub Total	\$5,780,370	\$5,547,245	\$5,616,901	\$5,333,813	\$6,090,206
<u>CC 703500 - Riverwalk Division</u>					
Personnel Service	\$148,460	\$218,487	\$142,940	\$220,857	\$140,124
Contractual Services	\$140	\$0	\$225	\$225	\$225
Other Services and Charges	\$4,001	\$747	\$9,303	\$9,303	\$2,522
Supplies-Materials and Minor Equipment	\$90	\$0	\$100	\$100	\$100
Capital	\$1,148,080	\$3,750,686	\$0	\$10,444,916	\$0
Aids and Grants	\$0	\$315,435	\$0	\$1,070,000	\$0
Interdepartmental Charges	\$30	\$0	\$10	\$10	\$10
Sub Total	\$1,300,800	\$4,285,354	\$152,578	\$11,745,411	\$142,981
<u>CC 703600 - Construction Service Center</u>					

**Budget Supplement-Expense
(In Cost Center Order)
FY2016**

	FY13	FY14	FY15	FY15	FY16
	ACTUAL	ACTUAL	ADOPTED	PROJECTED	RECOMMENDED
Personnel Service	\$4,268,885	\$4,313,827	\$5,240,524	\$4,799,338	\$5,510,925
Contractual Services	\$113,052	\$732,423	\$310,000	\$1,163,774	\$900,000
Other Services and Charges	\$723,262	\$1,925,419	\$2,686,583	\$2,743,307	\$3,037,725
Supplies-Materials and Minor Equipment	\$178,768	\$116,250	\$65,000	\$69,980	\$65,200
Capital	\$193,646	\$290,687	\$289,030	\$371,594	\$0
Transfer To Other Funds	\$329,920	\$218,564	\$224,955	\$377,046	\$211,076
Interdepartmental Charges	\$2,151	\$2,176	\$204,000	\$4,000	\$2,500
Budget Reserves	\$0	\$0	\$2,790,908	\$1	\$788,874
Sub Total	\$5,809,684	\$7,599,347	\$11,811,000	\$9,529,040	\$10,516,300
<u>CC 703700 - Minority Business Development Division</u>					
Personnel Service	\$477,518	\$479,322	\$515,482	\$500,381	\$509,509
Contractual Services	\$60	\$0	\$15,992	\$2,197	\$0
Other Services and Charges	\$16,755	\$42,679	\$10,953	\$24,797	\$50,567
Supplies-Materials and Minor Equipment	\$5,573	\$6,074	\$7,250	\$6,201	\$6,550
Capital	\$37,900	\$24,139	\$30,620	\$30,620	\$0
Interdepartmental Charges	\$27	\$15	\$200	\$200	\$200
Sub Total	\$537,833	\$552,228	\$580,497	\$564,396	\$566,826
<u>CC 703800 - Intergovernmental Relations Division</u>					
Personnel Service	\$106,563	\$108,316	\$113,242	\$113,240	\$114,896
Contractual Services	\$232,330	\$240,557	\$245,000	\$245,000	\$245,000
Other Services and Charges	\$2,324	\$2,227	\$7,929	\$7,754	\$3,478
Supplies-Materials and Minor Equipment	\$4,060	\$4,215	\$4,275	\$4,275	\$4,250
Sub Total	\$345,277	\$355,315	\$370,446	\$370,269	\$367,624
<u>CC 703900 - Debt Service Department</u>					
Contractual Services	\$195,111	\$0	\$0	\$0	\$0
Debt Services Related	\$73,536,892	\$37,657,947	\$36,921,025	\$36,921,025	\$22,759,708
Transfer To Other Funds	\$1,093,426	\$0	\$0	\$0	\$1,126,902
Budget Reserves	\$0	\$0	\$139,869	\$0	\$1,260,075
Sub Total	\$74,825,429	\$37,657,947	\$37,060,894	\$36,921,025	\$25,146,685
<u>CC 704000 - HCD CDBG Department</u>					
Personnel Service	\$292,238	\$354,910	\$762,208	\$762,208	\$553,878
Contractual Services	\$1,068,141	\$1,221,073	\$1,355,000	\$1,355,000	\$1,574,879
Other Services and Charges	\$314,609	\$151,836	\$90,111	\$90,111	\$217,492
Supplies-Materials and Minor Equipment	\$0	\$3,440	\$0	\$0	\$0
Capital	\$177,097	\$20,633	\$0	\$0	\$0
Transfer To Other Funds	\$629,574	\$421,850	\$423,261	\$423,261	\$423,142
Interdepartmental Charges	\$978	\$35,599	\$0	\$0	\$0
Sub Total	\$2,482,637	\$2,209,342	\$2,630,580	\$2,630,580	\$2,769,391
<u>CC 704100 - HCD ESG Department</u>					
Personnel Service	\$14,673	\$7,853	\$11,307	\$11,307	\$11,724

**Budget Supplement-Expense
(In Cost Center Order)
FY2016**

	FY13 ACTUAL	FY14 ACTUAL	FY15 ADOPTED	FY15 PROJECTED	FY16 RECOMMENDED
Contractual Services	\$166,215	\$275,571	\$214,837	\$214,837	\$222,757
Other Services and Charges	\$0	\$2,046	\$0	\$0	\$0
Sub Total	\$180,888	\$285,470	\$226,144	\$226,144	\$234,481

CC 704200 - HCD HOME Department

Personnel Service	\$193,762	\$158,828	\$113,060	\$113,060	\$110,684
Contractual Services	\$2,406,953	\$1,129,091	\$1,067,541	\$1,067,541	\$996,161
Other Services and Charges	\$3,740	\$549	\$0	\$0	\$0
Supplies-Materials and Minor Equipment	\$2,022	\$822	\$0	\$0	\$0
Sub Total	\$2,606,477	\$1,289,289	\$1,180,601	\$1,180,601	\$1,106,845

CC 704300 - HCD HOPWA Department

Personnel Service	\$152,898	\$119,155	\$84,868	\$84,868	\$93,155
Contractual Services	\$3,068,637	\$2,976,598	\$2,744,078	\$2,744,078	\$3,012,030
Other Services and Charges	\$4,567	\$0	\$0	\$0	\$0
Supplies-Materials and Minor Equipment	\$2,142	\$1,278	\$0	\$0	\$0
Sub Total	\$3,228,245	\$3,097,030	\$2,828,946	\$2,828,946	\$3,105,185

CC 704400 - HCD NSP Department

Personnel Service	\$188,148	\$169,758	\$0	\$0	\$0
Contractual Services	\$148,518	\$1,637,483	\$0	\$0	\$0
Other Services and Charges	\$3,951	\$11,299	\$0	\$0	\$0
Supplies-Materials and Minor Equipment	\$1,294	\$14,930	\$0	\$0	\$0
Capital	\$0	\$7,816	\$0	\$0	\$0
Interdepartmental Charges	\$823	\$0	\$0	\$0	\$0
Sub Total	\$342,735	\$1,841,287	\$0	\$0	\$0

CC 704500 - HCD SHIP Department

Personnel Service	\$12,712	\$22,543	\$158,547	\$158,547	\$169,088
Contractual Services	\$53,424	\$604,606	\$1,426,926	\$1,426,926	\$1,521,795
Other Services and Charges	\$146,923	\$0	\$0	\$0	\$0
Supplies-Materials and Minor Equipment	\$0	\$200	\$0	\$0	\$0
Transfer To Other Funds	\$5,333	\$0	\$0	\$0	\$0
Sub Total	\$218,393	\$627,349	\$1,585,473	\$1,585,473	\$1,690,883

CC 704600 - Community Redevelopment Agency
Budget

Personnel Service	\$19,398	\$11,755	\$0	\$35,941	\$0
Contractual Services	\$943,400	\$1,151,813	\$964,521	\$2,086,770	\$1,158,394
Other Services and Charges	\$337,321	\$716,677	\$360,073	\$413,506	\$841,368
Supplies-Materials and Minor Equipment	\$14,461	\$8,190	\$0	\$40,637	\$2,000
Capital	\$3,024,956	\$3,014,233	\$2,817,275	\$5,615,425	\$9,565,869
Debt Services Related	\$339	\$0	\$0	\$0	\$0
Other Uses and Sources	\$0	\$0	\$0	\$1	\$0
Transfer To Other Funds	\$13,979,089	\$16,343,571	\$16,465,145	\$16,561,693	\$3,453,635
Interdepartmental Charges	\$9,676	\$5,697	\$0	\$1,338	\$0

**Budget Supplement-Expense
(In Cost Center Order)
FY2016**

	FY13 ACTUAL	FY14 ACTUAL	FY15 ADOPTED	FY15 PROJECTED	FY16 RECOMMENDED
Budget Reserves	\$0	\$0	\$97,170	\$1,594,196	\$85,070
Sub Total	\$18,328,641	\$21,251,936	\$20,704,184	\$26,349,507	\$15,106,336
<u>CC 704700 - Golf Courses Budget</u>					
Personnel Service	\$0	\$0	\$0	\$517,234	\$621,903
Contractual Services	\$0	\$0	\$0	\$2,683,690	\$2,791,794
Supplies-Materials and Minor Equipment	\$0	\$0	\$0	\$254,143	\$293,064
Capital	\$0	\$0	\$0	\$0	\$600,000
Aids and Grants	\$0	\$0	\$0	\$600,000	\$0
Budget Reserves	\$0	\$0	\$0	\$0	\$58,862
Sub Total	\$0	\$0	\$0	\$4,055,067	\$4,365,623
<u>CC 704800 - Streetcar Budget</u>					
Contractual Services	\$451,900	\$72,136	\$0	\$46,026	\$39,122
Other Services and Charges	\$10,994	\$416,778	\$0	\$435,255	\$353,753
Aids and Grants	\$1,387,920	\$1,445,100	\$0	\$1,477,849	\$1,577,129
Sub Total	\$1,850,814	\$1,934,014	\$0	\$1,959,130	\$1,970,004
<u>CC 704900 - Grand Parent Tampa Theatre</u>					
Contractual Services	\$0	\$0	\$133,167	\$5,000	\$33,167
Other Services and Charges	\$0	\$99,782	\$0	\$100,600	\$100,000
Supplies-Materials and Minor Equipment	\$0	\$21,662	\$0	\$20,000	\$0
Sub Total	\$0	\$121,444	\$133,167	\$125,600	\$133,167
<u>CC 705000 - Non Departmental Systems</u>					
Other Services and Charges	\$1,353,326	\$0	\$0	\$0	\$0
Supplies-Materials and Minor Equipment	\$526,780	\$0	\$0	\$0	\$0
Aids and Grants	\$18,125	\$0	\$0	\$0	\$0
Transfer To Other Funds	\$177,682,294	\$0	\$0	\$0	\$0
Interdepartmental Charges	(3,240,096)	\$0	\$0	\$0	\$0
Sub Total	\$176,340,429	\$0	\$0	\$0	\$0
Total	\$1,275,147,110	\$1,173,224,931	\$1,241,602,534	\$1,236,504,526	\$1,182,072,185