

# LIFT UP LOCAL



## RECOMMENDED OPERATING AND CAPITAL BUDGET PART 1

Fiscal Year 2021

October 1, 2020 through September 30, 2021

---

# **Recommended Operating and Capital Budget**



**Fiscal Year 2021**

**October 1, 2020 through September 30, 2021**

**Jane Castor, Mayor**

**Dennis Rogero, CGFO, Chief Financial Officer**

**Michael D. Perry, CGFO, Budget Officer**

# Recommended Operating and Capital Budget - FY2021 - Part 1

Mayor’s Message . . . . . 1  
 City of Tampa Organization Chart . . . . . 8  
 Tampa City Council . . . . . 9  
 Government Finance Officers Association Distinguished Budget Presentation Award. . . 10  
 Acknowledgements . . . . . 11

## City of Tampa Overview: Lift Up Local . . . . . 12

## Budget Highlights . . . . . 56

## Related Financial Information . . . . . 65

Major Revenues . . . . . 66  
 Enterprise Funds . . . . . 83  
 Summary of Revenues, Expenditures, and Fund Balance . . . . . 87  
 FY2021 Fund Structure Grouping . . . . . 103  
 Fund Diagram . . . . . 104  
 General Fund Revenue Comparison . . . . . 108  
 General Fund Departmental Expenditure Comparison . . . . . 109  
 Position Summary by Department . . . . . 110  
 FY2021 Operating Capital Items . . . . . 114

## Departmental Summaries . . . . . 117

Art Programs Division . . . . . 118  
 Chief of Staff . . . . . 120  
 City Attorney . . . . . 122  
 City Clerk . . . . . 124  
 City Council . . . . . 126  
 Contract Administration . . . . . 128  
 Convention and Tourism Department . . . . . 130  
 Development and Economic Opportunity Department . . . . . 132  
 Community Redevelopment Agency . . . . . 134  
 Facility Management Division . . . . . 136  
 Logistics and Asset Management . . . . . 138  
 Tampa Fire Rescue . . . . . 139  
 Fleet Maintenance Division . . . . . 141  
 Golf Courses . . . . . 143  
 Government Affairs and Strategic Initiatives . . . . . 145  
 Human Resources and Talent Development, Risk and Insurance . . . . . 147  
 Internal Audit Department . . . . . 150  
 Mayor’s Office . . . . . 152  
 Equal Business Opportunity Division . . . . . 154  
 Neighborhood and Community Affairs Administrator . . . . . 157



Non-Departmental . . . . .160

Parking Division . . . . .162

Parks and Recreation Department . . . . .164

Planning and Development . . . . .167

Community Development Block Grant . . . . .170

Emergency Solutions Grants . . . . .172

HOME Investment Partnerships . . . . .174

Housing Opportunities for Persons with AIDS . . . . .176

State Housing Initiatives Partnership . . . . .178

Construction Service Division . . . . .180

Tampa Police Department . . . . .181

Marketing and Communications Department . . . . .183

Infrastructure and Mobility Administrator . . . . .185

Purchasing Department . . . . .187

Revenue and Finance Department . . . . .190

Solid Waste and Environmental Program Management Department . . . . .192

Technology and Innovation Department . . . . .195

Transportation Division . . . . .197

Stormwater Division . . . . .200

Wastewater Department . . . . .202

Water Department . . . . .204

**Financial Policies . . . . . 206**

Balanced Budget . . . . .207

Fund Balance – Governmental Funds . . . . .208

Spending Order of Fund Balances . . . . .209

Reserve Policy - Governmental Funds . . . . .209

Reserve Policy - Enterprise Funds . . . . .210

Reserve Policy - Internal Service Funds . . . . .210

Budget Stabilization Reserve . . . . .210

Fees and Charges . . . . .211

Non-Recurring Revenues . . . . .211

Revenue Forecast . . . . .211

Payment in Lieu of Taxes/Payment in Lieu of Franchise Fees (PILOT/PILOF) . . . . .211

Cost Allocation . . . . .212

Revenue Diversification . . . . .212

Capital Improvement Program (Five-Year Strategic Plan) . . . . .213

Debt . . . . .214

Basis of Accounting and Basis of Budgeting . . . . .223

Administratively Re-Appropriating Prior-Year Budgets . . . . .224

Grants . . . . .224

Budget Amendment . . . . .228

Investments . . . . .229

Inter-Fund Transfers . . . . .239



**Appendices . . . . .252**  
Glossary . . . . .253  
Acronyms . . . . .260  
Questions and Answers . . . . .262  
City of Tampa Statistical Information . . . . .266  
Budget Supplement - FY2021 Revenues . . . . .267  
Budget Supplement - FY2021 Expenses . . . . .273





# CITY OF TAMPA

— OFFICE OF THE MAYOR —

**Jane Castor, Mayor**

August 6, 2020

The Honorable Chairman Guido Maniscalco and  
Members of Tampa City Council

I am pleased to present the Recommended Operating and Capital Budget for the City of Tampa (the “City”) for the fiscal year beginning October 1, 2020, and ending September 30, 2021, including the City’s Capital Improvement Program for FY2021 through FY2025.

The Fiscal Year 2021 budget theme, “Lift Up Local,” reflects my administration’s desire to create a brighter future for all; where no neighborhood is left behind, and where everyone has a seat at the table. In order to achieve our vision, we have identified five strategic goals that continue to guide us forward. The five strategic goals include:

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

What we are facing with Covid-19 is unprecedented – our entire state and country have been rocked by this crisis, resulting in the first recession since 2008. Despite these obstacles, the City of Tampa is laser-focused on building the city we all want to live, work, and play in. Covid-19 has devastated the local, state, national, and global economies. What is unknown are what the long-term financial effects will be and how long they will last.

While Congress intended for city funding to come through states and counties, it is clear that direct aid from the federal government is the only way to ensure that we have the support we need to recover from Covid-19. Rising to the challenge of decreased employment, slower sales, and the need for increased health standards in public and private spaces, the City of Tampa implemented relief programs such as One Tampa and the Lift Up Local Recovery Plan, providing direct payments to local small businesses and individuals that have been significantly impacted by this crisis. During its multi-phase run, One Tampa offered direct relief payments to individuals and small businesses for assistance with essential utilities and

rent. To lessen the negative impact on local restaurants and retail shops, the Lift Up Local Recovery Plan allowed for businesses in specified areas to expand their business footprint into public rights-of-way or privately-owned parking facilities without meeting certain City code and permit requirements.

The FY2021 budget was developed under the cloud of Covid-19. While the City enjoyed its 8th consecutive year of property value increases, we also saw decreases in other revenues such as sales taxes, electric franchise fees, electric utilities taxes, businesses taxes, Community Investment Tax, and in fuel taxes. The combined decrease for these revenues is \$20 million. Notwithstanding these challenges, there will be no increase in millage; for FY2021, our millage rate will remain at 6.2076 mills.

The FY2021 Budget reinforces the City's steadfast commitment to strong fiscal stewardship. By maintaining General Fund reserves at 23%, we are preparing to meet the challenges of Covid-19 head-on recognizing that no one is fully aware of the long-term financial consequences of this pandemic.

We have done our part to keep costs within our means while providing innovative new programs and new ways to fix old challenges. To some degree, we can control our costs, but there are things outside of our control that significantly affect our bottom line, like rising healthcare costs and the effects of the financial markets. In January 2021, the Police Officers and Firefighters will leave the City's health plan to form their own health care trust. While the City will contribute towards the cost of their health care trust, I am making every effort to control health care costs for our employees remaining in the City's health plan.

The commitment of two administrations and two Councils in increasing water and wastewater fees resulted in Moody's Investors upgrading the system's credit ratings to AAA; which is the first upgrade for our administration. As a result, we are one of a few Florida based utilities that has achieved a AAA bond rating from the major rating agencies.

The budget we are submitting will enable our City to rise together and address many years of deferred maintenance and service. At \$1.25 billion, the FY2021 budget is \$212.7 million more than the FY2020 budget of \$1.04 billion. This increase is primarily due to:

- General Fund increase of approximately \$21.4 million primarily from personnel costs and health insurance increases, additional staffing for emergency medical services and parks programs, as well as increased operating and capital equipment spending for public safety.
- The additional required contribution of approximately \$4.0 million into the community redevelopment areas (CRAs).
- Enterprise Fund increases of approximately \$127.1 million due to an expansion of Wastewater, Water, and Solid Waste capital project funding over the last fiscal year.
- Other Governmental Funds increased by \$85.7 million primarily due to increased funding for stormwater, parks, and facilities capital projects.

While providing funding for all essential governmental services, we've also been able to include funds to start addressing several key requests from the community and the City Council.

- At Fair Oaks Park we will start the process of programming and designing what the community wants in their park. We are committed with providing the funding to construct and staff this new facility.
- At Rivercrest Park we will replace and reinforce the seawall, construct the boardwalks and dock, and build sidewalks.
- In New Tampa we are investing in an Inclusive Playground so that all of our residents can take part in the amenities.
- At Forest Hills Park, we have received a grant to construct a recreational trail, and funding remains from previous years for stormwater and parks amenities.
- We will provide 12 additional staff for Rescue 16, which will provide service to East Tampa, and Rescue 24, which will be assigned to Station 13. This funding will also include a new rescue squad.
- Fire Rescue Self-Contained Breathing Apparatus - \$1.0 million, which the City hopes will be matched with grant funding that will be awarded sometime in late September 2020.
- Eleven new parks positions that will includes six positions to staff the expansion of the New Tampa Gymnastics center plus five recreation leader positions at Port Tampa, Rowlett, Springhill, and therapeutic recreation at Kathryn Malone.
- A contribution to assist in saving the Jackson House.
- Assistance for Zion Cemetery.
- Bias training for all City employees.
- Body-worn Camera funding of \$1.1 million for police officers.
- Five positions within the Construction Services to replace existing contract employees that will save the City approximately \$30,000 and improve our customer service.

The FY2021 budget also serves our city’s mission to focus on the following five strategic goals:

### **Strengthening Community-Centric Services**

To facilitate growth and ensure Tampa continues to evolve as a competitive city, Tampa needs a solid foundation built on strong quality basic services that are connected to the community it serves. Our budget achieves this goal by:

- Hiring a Community Experience Director that will help the community navigate available services and experiences;
- Investing in software that will track and monitor the level of service provided to residents and creation of an online platform to streamline access to services; and
- Assignment of a Neighborhood Coordinator to facilitate communication with the community.

### **Enhancing Workforce Development**

Tampa’s workforce is the backbone of our economy -- now more than ever we need to lift up our workforce. Tampa will define pathways through higher education and certification programs to promote career readiness and foster a healthy workforce by:



- Establishing the Mayor’s Workforce Council, creating a community collaborative with partners like CareerSource. The Council will help manage our talent pipeline by enhancing our workforce programs, working with some of the City’s largest employers, and finding solutions to break down some of the existing barriers to employment.
- Launching the Pathways to Professions model that informs residents of career opportunities, training options, and community resources in Tampa’s high growth employment sectors. We will also launch an internal process that develops pathways to progress which allows contract employees and methods to become full time.
- Align education resources to meet the needs of jobseekers in our community. We want to uplift our youth and job seekers of all ages by empowering them to seek post-secondary education or training so they can continue on a path toward a prosperous future.

### **Increasing Housing Affordability**

Tampa will take an active and aggressive role to ensure there are sufficient housing options for Tampanians at all income levels to afford by:

- Initiating the One Tampa Community Land Trust, which will serve as a new tool for the City to transition renters to homeowners and achieve a sustainable solution to housing affordability--all while preserving the character of our unique neighborhoods.
- Providing a realistic and attainable path to homeownership for our community through a wide range of programs, workshops, and services. By investing in these programs, we can make the dream of homeownership attainable for countless residents.
- Working with our partners to add a targeted 10,000 housing units by the end of 2027. In addition to developing new housing units, the City will also prioritize the maintenance and repair of existing affordable units.

### **Improving Infrastructure and Mobility**

Tampa will take the lead on transportation solutions for the future, developing a first-class transportation system that is affordable, accessible, and innovative. This budget advances us toward this goal by:

- Substantially completing the Tampa M.O.V.E.S. Citywide Mobility Plan. This plan will serve as a roadmap that will identify all new transportation projects over the next 25 years. Projects will focus on improving safety, increasing economic opportunities, promoting sustainability and resilience, making equitable investments across the entire city, and addressing all modes of transportation - especially walking, biking, and high-quality transit services.
- Creating premium transit corridors along major transportation spines in our city. This will allow us to bridge the gap between major economic hubs including Westshore to Downtown, and Downtown to the University Area/Innovative District.
- Continuing to implement PIPES – the largest water and wastewater infrastructure plan in our City’s history. Using this plan to replace our aging infrastructure will help minimize traffic interruptions due to water main breaks and allow us to take a huge step towards a more sustainable future.

- Linking our existing trails and greenways into our transportation network to provide a safe and convenient alternative to driving a car. To better integrate our existing trails and greenways, the City will submit and advocate for a federal grant application for an extension of 2.6 miles of multimodal facilities and the Tampa Riverwalk--which would result in over 12 miles of contiguous trails connecting Gandy to Ybor City. We will also construct the next two phases of the Green Spine and continue planning and design of future phases, Green ARtery, and other mobility projects, like Floribraska which will feature an off-street trail.
- Integrating Vision Zero into all projects. Our goal is to eliminate traffic deaths and serious injuries because no one should have to fear for their life on one of our roads or crossing one of our streets. We will join the Vision Zero Network, an international alliance of cities focused on the best practices and proven strategies to eliminate traffic deaths, complete the Vision Zero Action Plan to identify the most critical streets in our City that should be prioritized for safety investments. By planning and constructing complete streets with proven safety elements, we can create a safer transportation system for all.
- Deploying technology solutions to mobility challenges, such as smart parking and urban mobility.

### **Establishing Sustainability and Resilience**

All Tampa residents deserve healthy, safe, and clean places to call home. The City will strive to ensure that our most vulnerable residents have equal access to these opportunities and that they are not disproportionately burdened by environmental hazards. This budget advances us toward this goal by:

- Promoting connected, healthy, and vibrant neighborhoods by developing a climate equity plan that is focused on climate preparedness, energy efficiency, and environmental protection. We will prioritize green space and infrastructure in vulnerable areas by reviewing all city-owned real estate and identifying areas for targeted sustainability uses including green space, community gardens, solar alternatives, and more. We will also review city code and permits to reflect changing hazards and incentivize “green building”.
- Providing training and orientations to City of Tampa staff and implement internal policies that ensure decisions are made through the lens of sustainability and resilience.
- Increasing water conservation and improving water resiliency through the SWFWMD Water-Wise collaboration. We will also finalize LEED for Cities certification and LEED for our Convention Center, while seeking additional opportunities with other city-owned facilities.
- Increasing coordination and collaboration in response to emergencies -- from hurricanes and flooding to the unexpected like Covid-19 -- between regional partners that have shared interests and risks, such as emergency management and homeland defense and security. The City of Tampa will work with key stakeholders to reimagine preparedness efforts through prevention, mitigation, response, and recovery planning.

I have no doubt that our police department is the best in the United States. I can say this based on three, specific, value-based reasons.

- First, is that over the past 17+ years, we have worked hard to forge police-community trust, which shows itself in the over one million calls for service in and out of our 9-1-1 public safety center. This designed partnership is the reason that Tampa has lowered the crime rate by 80 percent as of last year and is over 50 percent lower than the average of the other major cities in Florida. Crime can take a personal and economic toll on a community and inhibit its ability to thrive – and we cannot tolerate that option.
- Second, the financial rightsizing of the department has been organic to its efficiency, effectiveness, and equitable journey. The department’s deployment has been strategically balanced over the years to give the same high level of service to each neighborhood and to align the officer-to-citizen ratios, which demonstrate governmental best practices. This efficiency alone has a present-day effect of approximately \$48.0 million of cost avoidance to our community and still producing these incredible results by having a focused mission statement, sustainable strategic plan, and a mindset for continuous improvement and quality assurance.
- Lastly, we are not going to “defund the police.” I do not state this out of pride or arrogance, because we have more work to do. I state it because of the value of this high level of service that is virtually unmatched for similar cities. Our citywide strategy, based upon housing, mobility, infrastructure, and workforce, is where we will focus on lifting up our local neighborhoods to meet an improved level of service that will strengthen our communities and reduce the over-reliance on our police – who are already asked and tasked to do too much.

Ending with some data-drivers, we will focus on “investing” not “divesting” to increase police and all department training and provide other quality of life services that will be very apparent in transforming Tampa’s tomorrow. As we grow as a community, our hope is that we have less serious and fatal car crashes, less substance-related calls and overdoses requiring first responder life-support, less domestic-related incidents, less runaways and missing person searches, less high-risk mental illness calls, less homeless outreach calls – all of which happen around the clock and in every neighborhood. Our highest priority calls, on average, are triaged and dispatched within 94 seconds and officers are on scene within minutes. Based on lean operating costs and as mentioned earlier – a personnel deployment based on industry recommendations – any loss of personnel can impact any neighborhood at any hour of the day and place this high level of service in tremendous jeopardy.

By addressing disparities in all forms, including in transportation, housing, workforce, development, and sustainability, we can invest back into our community, make a difference in our city, and continue building a more equitable future for all. Tampa has been tested before. We are being tested now, and we will be tested again on our journey towards a brighter future. Through each challenge, we will continue to set precedents showing that we are Tampa strong. Through every hardship, our city has shown one-of-kind resilience and the people of Tampa have made all the difference. We have worked hard throughout this crisis

and we work together as one to Lift Up Local. This resilience is what sets Tampa apart and is what will continue fueling our community, driving us forward towards a brighter future.

Let's continue lifting up the city we love, because together we are one.

Respectfully submitted,

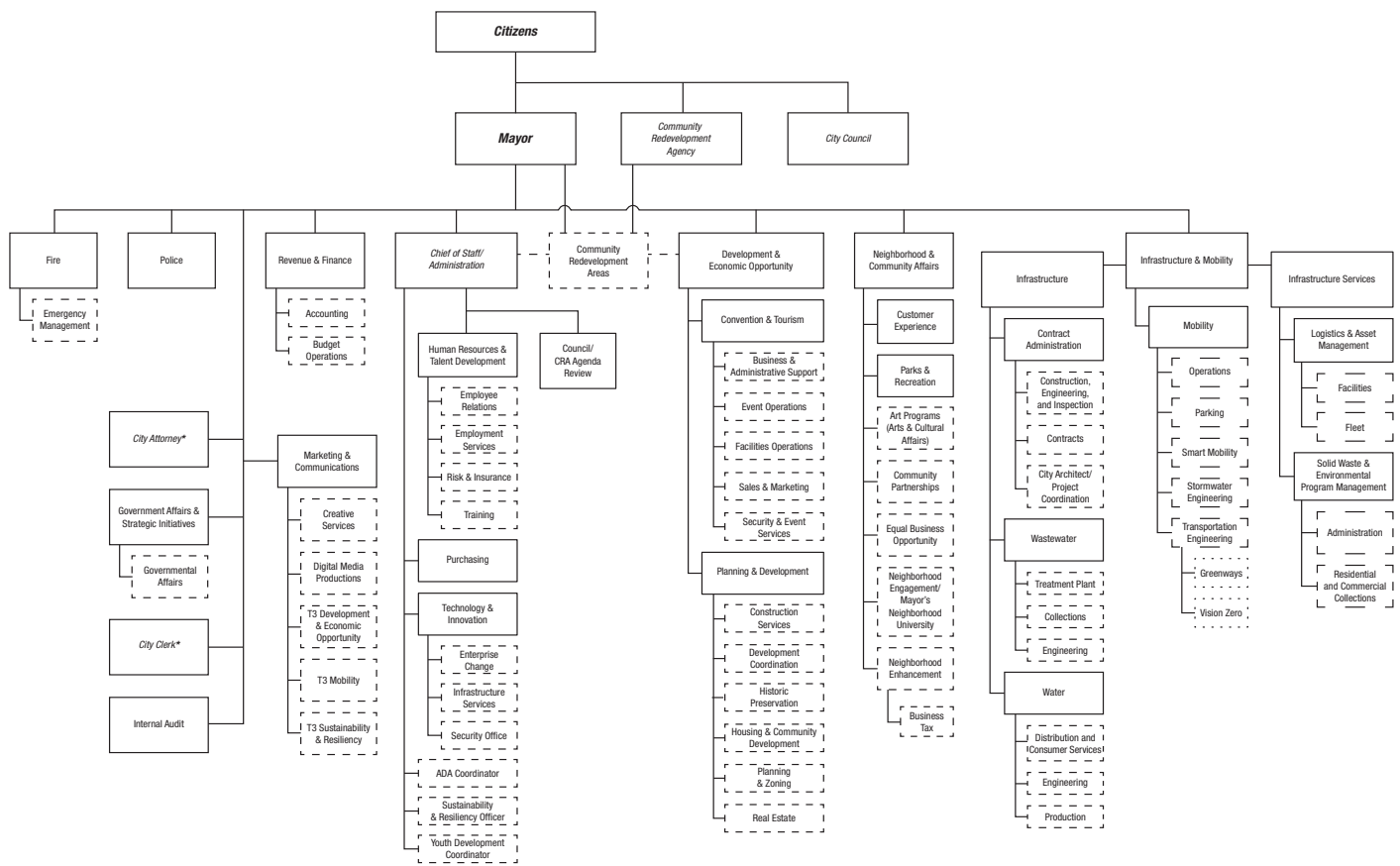
A handwritten signature in black ink that reads "Jane Castor". The signature is written in a cursive, flowing style.

Jane Castor  
Mayor



Mayor Jane Castor

### City of Tampa Organization Chart



**LEGEND**

- Department
- Division
- Initiatives

\* Department also reports directly to City Council



# Tampa City Council Members

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



**Joseph Citro**  
District 1 At-Large  
Chair Pro-Tem



**Charlie Miranda**  
District 2 At-Large



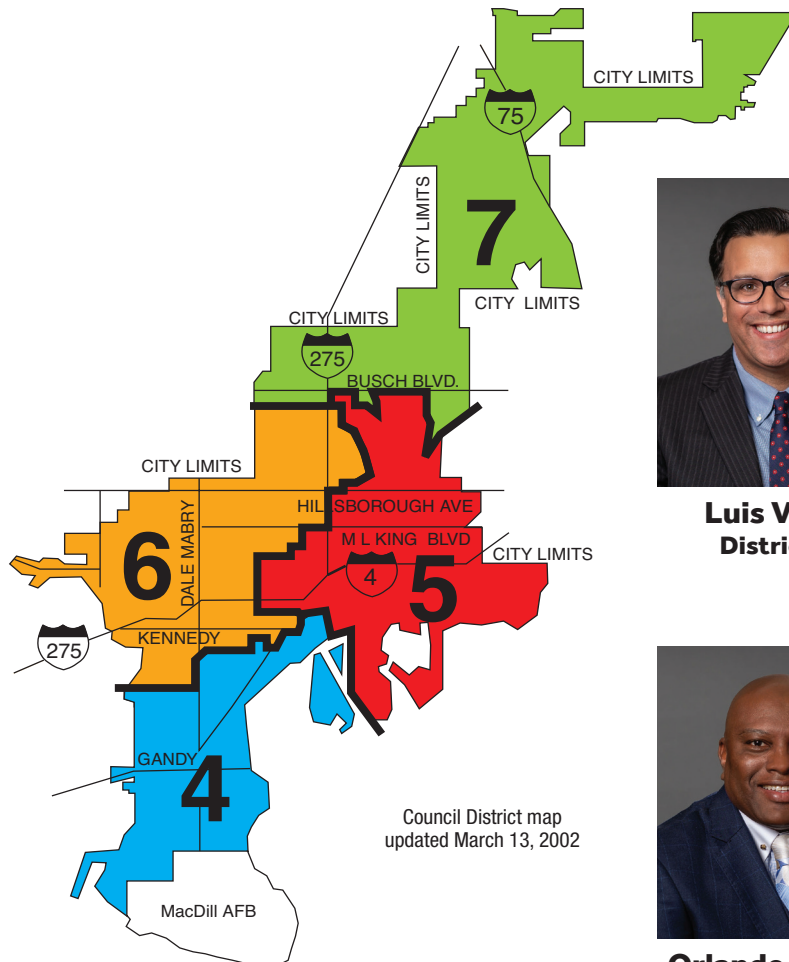
**John Dingfelder**  
District 3 At-Large



**Guido Maniscalco**  
District 6  
Chair



**Bill Carlson**  
District 4



**Luis Viera**  
District 7



**Orlando Gudes**  
District 5





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Tampa  
Florida**

For the Fiscal Year Beginning

**October 1, 2019**

*Christopher P. Morrill*

Executive Director

Government Finance Officers Association of the United States and Canada (GFOA) presented a distinguished Budget Presentation Award to the City of Tampa, Florida, for its Annual Budget for the fiscal year beginning October 1, 2019. 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 the program requirements, and we are submitting it to the GFOA to determine its eligibility for another award.



# Acknowledgements

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

Chief Financial Officer  
Dennis R. Rogero, CGFO

Budget Officer  
Michael D. Perry, CGFO

Budget Operations Managers  
Giannina Carballa, CGFO  
Ty Hawthorne, CGFO

Budget Office Staff  
Ray Herbert, II, CGFO  
Amy Murphy, CGFO  
Kelli Reed, CGFO  
Joe Robles, CPA  
David Vance, CGFO  
Andy Waitman, CPPT  
Sherry Austin  
Carleigh Blesing  
Michael Cain  
Ken Farrell  
Susan Gobble  
Catherine Hayes  
David Lozo  
Thomas McColgan  
Alicia Ortiz  
Nicholas Pastue  
Tom Richardson  
Jennifer Seth  
Trinyce Smith  
Jack Somers





# City of Tampa Overview: Lift Up Local

**LIFT UP  
LOCAL**

*City of  
Tampa*  
Florida



# City of Tampa Overview: Lift Up Local

Like the state, nation and world, the City of Tampa (the “City”) and its residents are experiencing a year of unprecedented challenges. In spite of these challenges, our resilience as a city makes us hopeful about our future. The City is more committed than ever to taking action on the big issues impacting our quality of life, while offering equitable, efficient and effective service to its residents, visitors, and local businesses.

**MAYOR JANE CASTOR'S STRATEGIC PLAN**

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

**VISION**  
To create a brighter future for all who live, work, and play in Tampa—shaping a stronger, more resilient city that can rise above challenges and overcome any obstacle.

**VALUES**  
Fostering a diverse and inclusive city by promoting equity and upward mobility for all as we continue to lift up local while transforming Tampa's tomorrow.

**STRATEGIC GOALS**  
Five strategic goals have been identified that will continue to guide the City of Tampa forward in tackling the real issues facing our city and transform Tampa's tomorrow for generations to come.

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

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

## Strategic Core - Financial Opportunities and Responsibilities.

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

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

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

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

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



**MAYOR JANE CASTOR'S STRATEGIC GOALS**

**CITY OF TAMPA LIFT UP LOCAL**

- STRENGTHENING COMMUNITY-CENTRIC SERVICES**
  - ✓ Community-centric quality services
  - ✓ Enhance inclusivity and improve community trust
  - ✓ Connect city hall to the Tampa community
- ENHANCING WORKFORCE DEVELOPMENT**
  - ✓ Formulate a workforce community collaborative
  - ✓ Support and enhance a career pathways model
  - ✓ Align educational resources
- INCREASING HOUSING AFFORDABILITY**
  - ✓ Work together with partners to add 10,000 units by 2027
  - ✓ Initiate the One Tampa Community Land Trust
  - ✓ Establish a continuum of housing solutions
- IMPROVING INFRASTRUCTURE AND MOBILITY**
  - ✓ Substantially complete the MOVES mobility plan
  - ✓ Create premium transit corridors
  - ✓ Implement PIPES
  - ✓ Integrate Vision Zero
  - ✓ Deploy technology solutions to mobility challenges
- ESTABLISHING SUSTAINABILITY AND RESILIENCE**
  - ✓ Promote connected, healthy, and vibrant neighborhoods
  - ✓ Integrate sustainability and resiliency
  - ✓ Increase coordination and collaboration

**FINANCIAL OPPORTUNITIES AND RESPONSIBILITIES**

- Responsibly manage the City's finances and resources
- Prepare for the City's financial future
- Collaborate with city, state, federal agencies and external partners to finance major development projects and ensure a financially sustainable Tampa
- Invest in maintaining and sustaining the City's infrastructure

## Strategic Goal 1 – Strengthening Citizen Service

**Community-Centric Quality Services.** The City will provide improved delivery of quality services through interdepartmental collaboration and communication by hiring a Customer Experience Director that will help residents navigate City services and experiences.

**Enhance Inclusivity and Improve Community Trust.** The City is always working to improve inclusivity and community trust. The City will procure a customer experience software solution, analyze that data to support decision making, and promote transparency by posting performance measures and metrics. The City will also establish a Citizen Services Center to provide a unified point of contact for all city services to help ensure inclusivity of all residents when optimizing the customer experience through the use of technology.

**Connect City Hall to the Tampa Community.** The City will assign a Neighborhood Coordinator to facilitate communication with the community and to ensure City employees are more accessible to the public. We intend to build upon and promote positive relationships with community partners, neighborhood leaders, and private entities through public outreach and multiple platforms of communication.

## Strategic Goal 2 – Enhancing Workforce Development

**Formulate a Workforce Community Collaborative.** The City will establish partnerships with organizations and community partners like CareerSource to develop and maintain a formal workforce community collaborative.

**Support and Enhance a Career Pathways Model.** The City of Tampa will work with community partners to inform residents of career opportunities, training options, and community resources in Tampa’s high growth employment sectors. The City has a unique opportunity to identify and prioritize current and planned public



works programs as workforce development.

**Align Educational Resources.** The City will help align educational resources to meet the needs and improve awareness of programs and resources, and will develop an asset map or inventory of all workforce initiatives and opportunities.

## Strategic Goal 3 – Increasing Housing Affordability

**Work Together with Partners to add 10,000 units by 2027.** Having a specific target is consistent with our mission to transparently measure our performance. This target demands commitment and creativity across many stakeholders to achieve a game-changing result. The City will work in partnership with all relevant organizations and agencies to increase the types of programs that accelerate the building process, diversify the types of units made available to target the addition of 10,000 housing units spanning all income levels by the end of 2027. In addition to developing new housing units, the City will prioritize the maintenance and repair of existing affordable units.

**Initiate the One Tampa Community Land Trust.** A Community Land Trust is a new tool for the City to transition renters to homeowners and achieve a sustainable solution to housing affordability and preserve the nature and qualities of our unique neighborhoods. The City of Tampa will assist in the development of One Tampa, a non-profit 501(c)(3) organization which will be the foundation under which a community land trust would be established and maintained and ultimately help citizens realize long-term housing affordability and security.

**Increase Opportunities for Generational Wealth.** Providing a realistic and attainable path to homeownership through a range of programs can be a foundation to long-term housing security. The City will expand the availability of services that help accelerate home ownership and build wealth. The City will also provide rental assistance as well as credit and budget counseling to help renters and existing homeowners to achieve housing security and expand their housing options. This is supported by a commitment to and prioritizing education and outreach, communication, workshops, and counseling services to strengthen awareness and ability to navigate available programs.

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

## Strategic Goal 4 – Improving Infrastructure and Mobility

**Substantially complete the Tampa Mobility Opportunity Vision Equity Safety or MOVES Citywide Mobility Plan.** The plan will identify all new transportation projects over the next 25 years. Projects will focus on improving safety, increasing economic opportunities, promoting sustainability and resilience, making equitable investments across the entire city, and addressing all modes - especially walking, biking, and high-quality transit services.

**Develop Mobility Plan priorities and project ideas over the next year using a “grassroots” approach to community engagement.** The City will focus on a “listen first” approach to citizen’s input and will facilitate discussions within neighborhoods, at the corridor level, and on a broader citywide scale. The City must deploy



more active and consistent neighborhood and community engagement practices that continually engage advocates.

**Create premium transit corridors along the major transportation spine of the City, connecting the Westshore District to Downtown, and connecting Downtown to the University Area/Innovation District.**

- Modernization of the Tampa Streetcar System and Extension to Tampa Heights – The City will begin engineering design and submit state and federal grant applications for construction of the Tampa Streetcar system modernization and extension of the line from Whiting Street to Palm Avenue.
- Downtown to University Corridor – Florida Avenue/Fowler Avenue Bus Rapid Transit (BRT) Project. The City will continue to support the ongoing BRT study led by Hillsborough Area Regional Transit (HART), on Florida Avenue, beyond the Streetcar extension, up to USF via Fowler Avenue. The City will also finalize the transit-oriented development (TOD) recommendations led by HART and adopt TOD recommendations for the station areas along the corridor.
- The City will initiate a planning study to determine the alignment for the next extension of the Streetcar system.

**Implement PIPES.** Healthy infrastructure is the foundation of a strong city - which is why the City of Tampa is launching a Progressive Infrastructure Plan to Ensure Sustainability (PIPES). With PIPES, the City of Tampa is investing in Tampa's tomorrow by taking a proactive approach to renew our infrastructure, prevent breakdowns, and provide long-term, permanent fixes to our water and wastewater systems.

**Integrate the Existing Trail and Greenways.** The City will integrate the existing trails and greenways system into the transportation network to provide safe and convenient alternatives to driving a car. To achieve this, we will submit and advocate for a federal grant application for an extension of 2.6 miles of multi-modal facilities and the Tampa Riverwalk, which would result in over 12 miles of contiguous trails connecting Gandy to Ybor City. The City will construct the next two phases of the Green Spine and continue planning and design of future Green Spine phases, Green ARtery, and other mobility projects such as the Floribruska Avenue Complete Streets Project which will feature an off-street trail.

**Become a Vision Zero City.** Vision Zero, is a strategy that seeks to eliminate all traffic fatalities and severe injuries nationwide while increasing safe, healthy, equitable mobility for all. The City is committed to integrate Vision Zero into all projects and programs and complete the Vision Zero Action Plan to identify the most critical streets in the City and prioritize the highest needs for safety investments.

**Plan and Construct Complete Streets.** The City will continue to plan and construct Complete Streets with proven safety elements such as roundabouts that reduce crashes by up to 75% as compared with traditional intersections. The 34th Street Roundabout project is currently under construction.

**Join the Vision Zero Network.** The City will focus on implementing best practices and proven strategies to keep Tampa residents safe on our streets, sidewalks, and bikeways; and continue to expeditiously deploy maximum low-cost solutions, including physical design treatments to reduce speed and improve safety outcomes, such as the Separated Bike Lane Pilot Program and the high visibility projects that create awareness and improve safety, e.g., Painted Intersection projects, Crosswalks to Classrooms projects, and Art on the Block street murals.



**Deploy technology solutions to mobility challenges.** The City will deploy technology solutions to mobility challenges such as smart parking & urban mobility and pursue innovation & integrate functions to achieve the City's mobility goals by reviewing and adopting modifications to the City's parking program to support an improved customer experience, maintain sustainability/resiliency, and reinvestment into the mobility system.

## Strategic Goal 5 - Establishing Sustainability & Resilience

**Promote Connected, Healthy, and Vibrant Neighborhoods.** The City will develop a climate equity plan that is focused on climate preparedness, energy efficiency, and environmental protection. The City will prioritize green space and infrastructure in vulnerable areas by reviewing all city-owned real estate and identifying areas for targeted sustainability uses, e.g., green space, community gardens, and solar. The City will review city code and permits to reflect changing hazards and incentivize "green building".

**Integrate Sustainability & Resiliency.** A strong city values its employees' health, safety, and welfare to best serve the community. A strong city also cares for taxpayer assets, which support high quality services delivery. The City will train City of Tampa staff and implement internal policies that ensure decisions are made through the lens of sustainability and resiliency and require mandatory orientation to City of Tampa sustainability & resiliency activities at onboarding. The City will increase water conservation and improve water resiliency through the SWFWMD Water-Wise collaboration; finalize LEED for Cities certification and LEED for Convention Center, and seek additional opportunities with other city-owned facilities.

**Increase the Coordination and Collaboration.** The City will increase the coordination and collaboration between regional partners that have shared interests and risks such as emergency management and homeland defense and security. The City of Tampa will work with key stakeholders to reimagine preparedness efforts through prevention, mitigation, response, and recovery planning and improve connectivity with academic and practitioner partners through robust intern programs, grants opportunities, and technical training.



## Community

The City of Tampa is located on the west coast of Florida. The City occupies 113 square miles and serves a population of 399,700. Tampa is the third most populous city in Florida and is the largest city located in the metropolitan statistical area comprised of Hillsborough, Pinellas, Pasco, and Hernando counties, with over 3 million residents. Tampa is nestled in the center of the region, approximately 30 miles from the Gulf of Mexico beaches to the west, 70 miles from Walt Disney World and Orlando to the northeast, approximately 200 miles northwest of Miami, 180 miles southwest of Jacksonville, and 20 miles northeast of St. Petersburg. The region's natural environment includes miles of blue waterways, pristine beaches, brilliant sunlit skies, and exceptional weather.

Providing endless opportunities to live, learn, work, and play, Tampa offers year-round cultural events and social activities for people of all ages and interests - everything from serene strolls along scenic Bayshore Boulevard, to paddle board/kayak nature tours, or the excitement of Ybor City. A variety of entertainment activities may be found in the City and surrounding areas including numerous parks, sunny beaches, restaurants with international cuisine, world-class golf courses, racquetball courts, saltwater fishing, tennis, and shopping. Sports fans can enjoy football and hockey while art lovers can attend music and art festivals. Recreational facilities that appeal to both City residents and visitors are either located within the City or are only a short drive away. Major attractions in and around Tampa include Busch Gardens, The Florida Aquarium, and ZooTampa at Lowry Park. Cultural venues such as Tampa Museum of Art, Tampa Bay History Center, Glazer Children's Museum, and Museum of Science and Industry capture the spirit, history, and creative value of Tampa. Walt Disney World including Hollywood Studios Theme Park, Universal Studios, and Sea World are all just over an hour's drive to the east. Two-thirds of the state's major attractions lie within a 100-mile radius of Tampa.

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



*Gasparilla Pirate Fest*



*Boom by the Bay Fireworks Celebration*

Other annual events include the Outback Bowl, a college football bowl game played in January, the Mayor's River O'Green Fest, the Tampa Bay International Dragon Boat Festival, Tampa Riverfest, Tampa's Downtown on Ice, and Santafest. The Mayor's River O'Green Fest is Tampa's official Saint Patrick's Day event at Curtis Hixon Waterfront Park. For the occasion, Tampa water crews transform the Hillsborough River to a bright shade of green while residents and visitors enjoy a free family-friendly celebration including, activities, games, and live entertainment. Boom by the Bay, the City's

Independence Day celebration, features family-friendly activities, live entertainment, and fireworks displays along Tampa's waterfront. New Year's Eve Booty Drop, a family-friendly New Year's Eve event with live entertainment, food and drinks, and games that culminated with the countdown to midnight dropping a 3-D, 320-foot-tall projection of a treasure chest and of course, fireworks.

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

Tampa offers a variety of post-secondary educational opportunities. The University of South Florida (USF) offers premier research opportunities in the fields of science and medicine. USF serves more than 50,000 students and 180 degree programs at the undergraduate, graduate, specialty, and doctoral levels, including the doctor of medicine. USF is designated as a "Preeminent State Research University" and is one of only 56 public research universities classified by the Carnegie Foundation as both, a Doctoral University with "Highest Research Activity" and as a "Community Engaged" institution by the Carnegie Classification of Institutions of Higher Education. In January 2020, the new USF Health Morsani College of Medicine and Heart Institute opened at Water Street Tampa, the world's first wellness district, bringing approximately 1,800 students, faculty, researchers, and staff to Tampa's downtown urban core and waterfront. The USF Taneja College of Pharmacy will start classes at the Water Street location in 2021. The state-of-the-art training facilities at USF Health's Morsani College of Medicine, Taneja College of Pharmacy, and Heart Institute will provide superior medical education, clinical care, and research to improve patient care and health outcomes while transforming health education and pioneering discoveries to end heart disease. The new facility provides immediate access to Tampa General Hospital, USF's primary teaching hospital, as well as proximity to USF's Center for Advanced Medical Learning and Simulation (CAMLS) and the Tampa Bay Research and Innovation Center at CAMLS.

The University of Tampa (UT) is a private university located on approximately 110 acres of prime riverfront land in the heart of downtown Tampa. UT provides more than 200 fields of study to approximately 9,600 students including various graduate studies programs. UT is regarded as one of the nation's best 384 institutions for undergraduate education by The Princeton Review. Only 15 percent of four-year colleges in the U.S. share this honor. U.S. News & World Report consistently ranks UT in the top tier of the category Regional Universities (South), and for 2020 includes it on five additional lists. Since 2010, UT has been included on Forbes' annual ranking of America's Top Colleges. The list is based on factors such as educational quality, graduation rates, and career prospects.



*University of Tampa*

Hillsborough Community College (HCC) offers more than 190 academic options which include an array of business, technical, and health sciences. HCC educates more than 47,000 students annually at five primary campus locations, two satellite locations, a very active distance learning program, and a comprehensive corporate training center.

Also near downtown is the Tampa Law Center of the Stetson University College of Law. Saint Leo University, just north of Tampa, has a center at MacDill Air Force Base and has been recognized as one of the top military-



friendly colleges and universities.

The City offers a variety of entertainment and cultural facilities to residents and visitors. Busch Gardens located in Tampa is a family adventure park offering an array of fascinating attractions based on exotic encounters with the African continent. It offers an appealing blend of thrilling rides, one of the Country's premier zoos featuring more than 200 species of animals, live shows, restaurants, shops and games. Adventure Island, which is located next to Busch Gardens, is a 30-acre waterpark with a beach volleyball complex, waterslides, pools, and kid-friendly attractions.

ZooTampa at Lowry Park was ranked the number-one family-friendly zoo in the United States in 2009 by Parents magazine and in 2004 by Child magazine, eight-time winner of the Trip Advisor Certificate of Excellence (2010-2018). Encompassing 56 acres, ZooTampa cares for more than 1,100 animals with emphasis on endangered, threatened, and vulnerable species from Florida and similar climates/habitats with park areas devoted to Florida, Asia, Africa, and Australia. Other features include aviaries, primate exhibits, the manatee critical care center, a splash pad, rides, shows, hands-on interactive exhibits and animal encounters, and signature seasonal and fundraising events. The Florida Environmental Education Center or "Zoo School" is a 17,400 square foot hands-on learning facility that serves more than 170,000 children annually, and offers daycare, preschool, and summer and holiday camp programs. ZooTampa has again received accreditation by the Association of Zoos and Aquariums, the gold standard for animal care and welfare which is received by only 10% of the zoos across the United States. Additionally, the Zoo has won numerous awards for its animal conservation and management programs and has been recognized by the State of Florida as a center for Florida wildlife conservation and biodiversity.



*ZooTampa at Lowry Park*

Also accredited by the Association of Zoos and Aquariums, The Florida Aquarium is among the top aquariums in the world. The 200,000 square foot aquarium includes more than 20,000 aquatic plants and animals from Florida and around the world, 8 exhibits, and a 2-acre outdoor water play area. In 2018 the Aquarium opened the 100,000-gallon Heart of the Sea exhibit, its second largest exhibit, which prominently features the Aquarium's three conservation priorities - sea turtles, sharks and coral. The Florida Aquarium is ranked in the top 15 aquariums in the country by TripAdvisor.com and ranked in the top 5 "Kid-Friendly Aquariums" by Parents Magazine. The aquarium also features a 4-D theater, dolphin cruises, backstage passes/tours, and various swim and dive experiences.



*The Florida Aquarium*

The David A. Straz Jr. Center for the Performing Arts (“Straz Center”), located on the east bank of the Hillsborough River, is one of the largest performing arts institutions in the country and provides an environment for a wide variety of world-class events. The 335,000 square-foot Straz Center includes five theaters, a rehearsal hall, coffee shop, three restaurants, and showcases community art projects of local artists as well as artists from around the world and through the ages. It boasts one of the nation’s leading Broadway series and is nationally respected for producing grand opera, as well as presenting a wide variety of concerts, performances, and events. Also, the Patel Conservatory, the only accredited performing arts school in the region, offers performing arts classes in dance, theater, and music for students of all ages and experience levels.

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

The Tampa Museum of Art in downtown Tampa features seven interior galleries, focusing on antiquities as well as modern and contemporary art exhibitions. Other museums include the historic H. B. Plant Museum at the University of Tampa, the Contemporary Art Museum at USF, the Scarfone Gallery at the University of Tampa, the Veteran’s Memorial Museum and Park, the Ybor City State Museum, the Florida Museum of Photographic Arts, and the Glazer Children’s Museum.



*Tampa Bay History Center*



by the State of Florida and Hillsborough County. The airfield was established as Southeast Air Base and in 1941, renamed to MacDill Army Air Field in honor of Colonel Leslie MacDill, a World War I aviator killed in the line of duty. During World War II, the airfield's mission involved training pilots in flying and operating bomber aircraft before deployment across the globe. Following the surrender of Germany and Japan, U.S. troops returning from overseas duty would land at the airfield. During 1947, control of MacDill Army Air Field was transferred to the newly formed United States Air Force and in 1948, the facility was renamed MacDill Air Force Base (AFB).

Today, MacDill AFB is a full-service support facility for air fueling operations for military aircraft. The host unit for MacDill AFB is the 6th Air Mobility Wing, part of the Air Mobility Command's Eighteenth Air Force. MacDill AFB is also home to the United States Central Command, the United States Special Operations Command, and 31 other tenant units. According to MacDill AFB, the base employs approximately 23,000 military and civilian personnel and has a total economic impact on the Greater Tampa Bay Region of approximately \$3.18 billion annually.



*City of Tampa Skyline at Night*

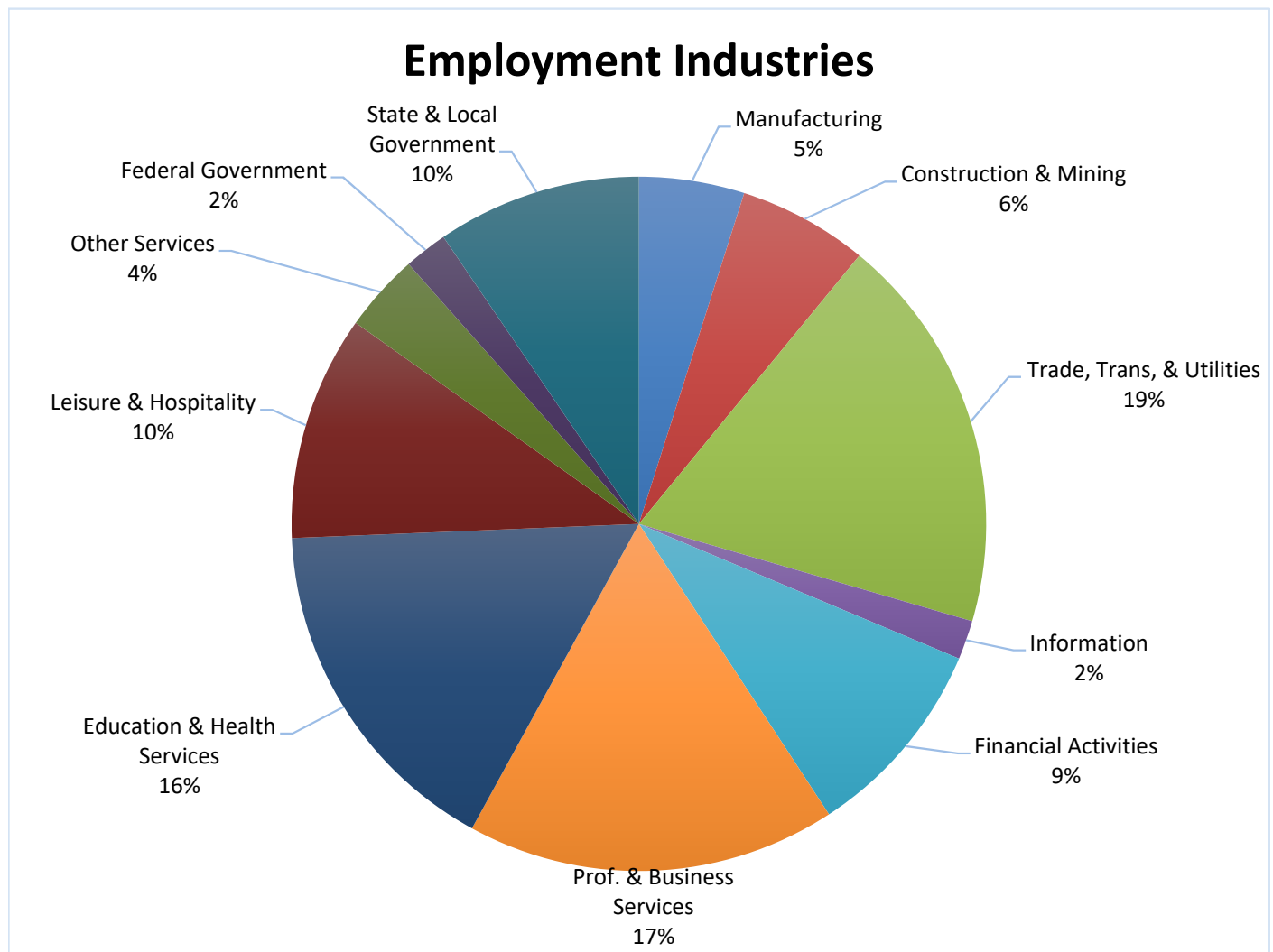
Since the 1960s, the Tampa downtown business district has grown significantly. Major banks and corporations occupy large buildings high above Hillsborough Bay and have helped Tampa evolve into a multi-cultural, diverse business center attracting people of all ages. In 1988, the City annexed a mostly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



# Economic Development Initiatives

## Economic Outlook

The City of Tampa’s budget is affected by a variety of economic factors that are significant drivers of demand for City services and major revenues. The following is a brief discussion of historical and current key economic indicators, including employment and population growth, employment industries in Tampa, unemployment rate, and the performance of two major economic engines (Port Tampa Bay and Tampa International Airport). As of April 2020, the employment industries chart identifies the various industries operating in the Tampa Bay region. According to the University of Central Florida’s Florida & Metro Forecast 2020-2023, the three largest employment sectors are trade, transportation, and utilities (19%), professional and business services (17%), and education and health services (16%).

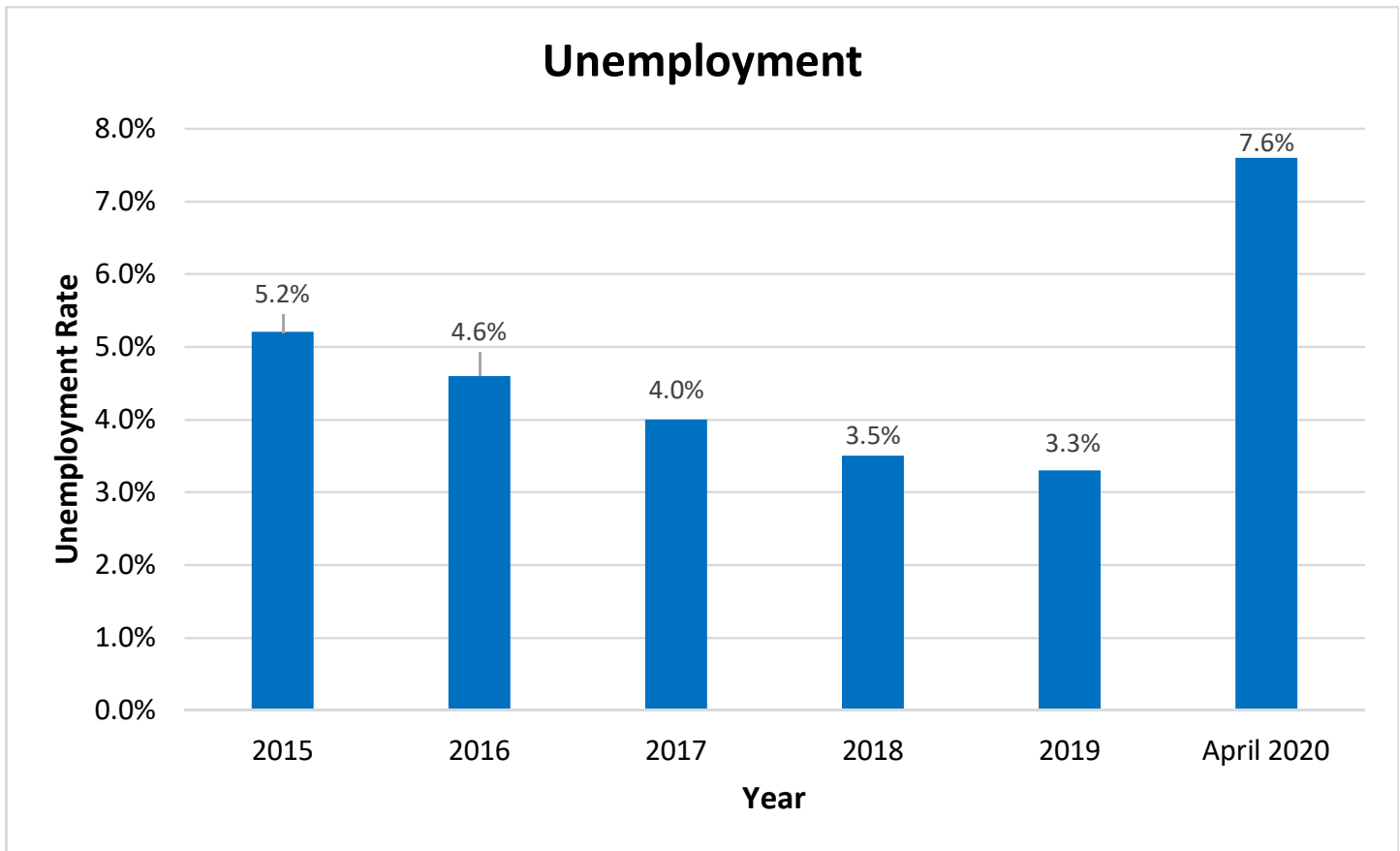


*Breakout of Employment Industry Population in the Tampa-St.Petersburg-Clearwater MSA*



The metropolitan statistical area economic indicators for Tampa-St. Petersburg-Clearwater are expected to show relatively high growth. According to the University of Central Florida's Florida & Metro Forecast 2020-2023, population growth will average 1.2%, employment growth is expected to average 1.7% annually, and the unemployment rate is expected to average 3.1% through 2023.

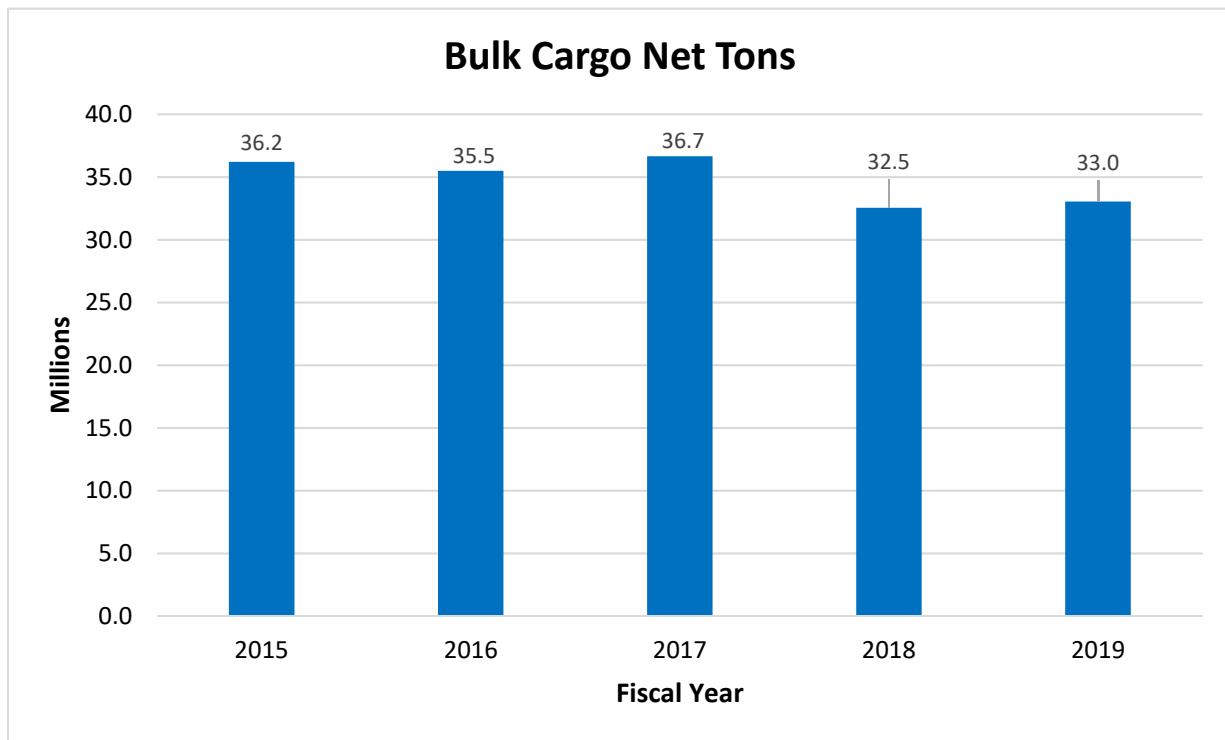
The City's ongoing economic recovery temporarily slowed down during the onset of the Coronavirus pandemic in early 2020. Although the 2020-2023 Florida & Metro Forecast April 2020 edition indicated the Tampa Bay metropolitan statistical area reached an unemployment rate of 7.6%, the unemployment rate is expected to decline as the economy recovers. According to the Tampa Bay Times, in a nationwide report, the Tampa area ranked second on the list for metropolitan areas in terms of job growth in the small business sector. There were only two Florida cities ranked on this list. Miami was the other city in Florida to make the list, but ranked lower than Tampa.



*Bar Chart of Unemployment Rates within the Tampa-St. Petersburg-Clearwater MSA, 2015 - April 2020*



Port Tampa Bay (the “Port”), a significant economic engine in the region, accounting for an economic impact of over \$17 billion, providing 85,000 direct and indirect jobs, and handling more than 33 million net tons of bulk cargo annually. The Port serves as the seventh largest cruise port in the U.S., and welcomed nearly 1.1 million passengers during fiscal year 2019. The 5,000- acre Port is home to many businesses which handled 3,092 vessels in FY2019. Port Tampa Bay is one of the nation’s most diversified ports; it is the petroleum and energy gateway for West/Central Florida, the largest steel port in Florida, one of the world’s premier fertilizer ports, and a major cruise line homeport. With a 43 foot-deep main channel and one of the largest shipbuilding and repair centers in the Southeast, the Port is a full-service facility for shipping lines and is the closest of Florida’s full service ports to the Panama Canal. The Port also hosts North America’s largest dockside cold storage terminal. More than one million square feet of warehouse/storage space is available at the Port. Proximity to Mexico, the Caribbean cruise market, and developing Central and South American markets make the Port a gateway to several destinations both inbound and outbound. Designated as a Foreign Trade Zone (FTZ No. 79), Port Tampa Bay is Florida’s largest cargo tonnage port. Seventy-five percent of Port cargo is inbound, and with its location on the west end of Florida’s Interstate 4 corridor, the Port is ideally located to supply in-state demands for construction materials, commodities, and consumer products.

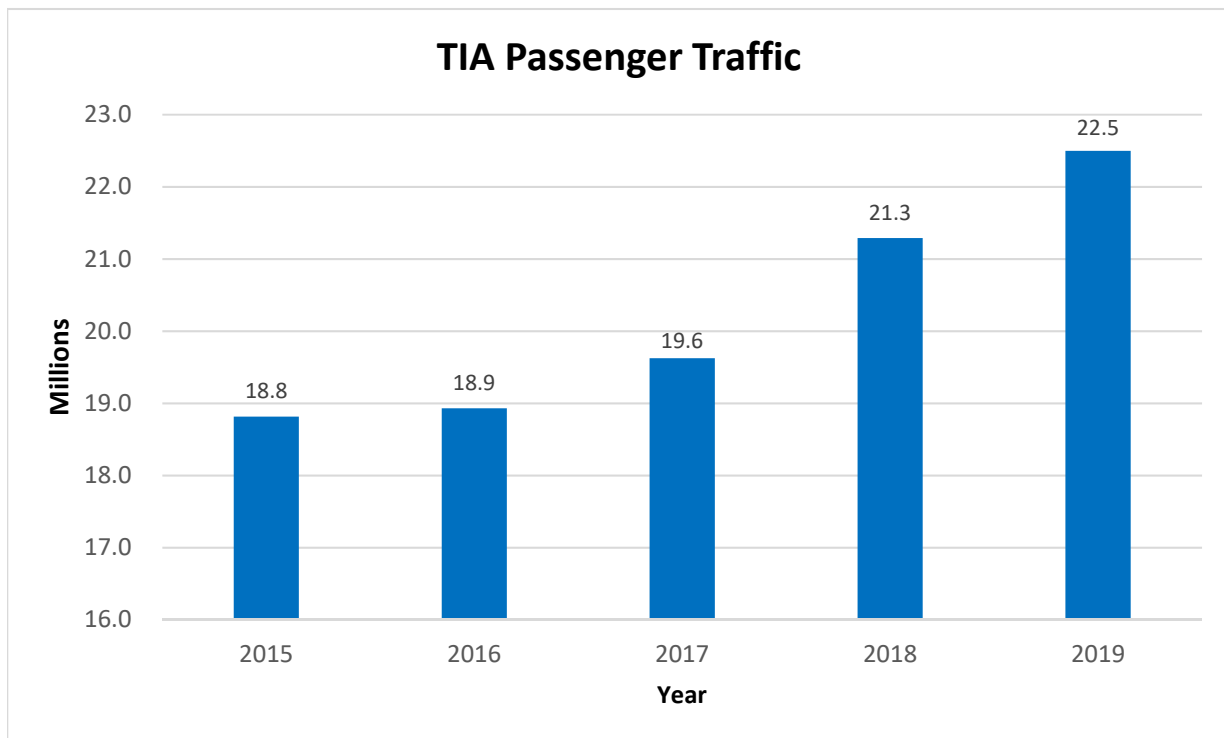


Bar Chart of Bulk Cargo Tonnage handled by Port Tampa Bay, FY2015 - FY2019

Port Tampa Bay has committed to spending \$380 million through 2023, adding new cranes, refrigeration complexes, and additional infrastructure to expand its capabilities. Additionally, in June 2020, Port Tampa Bay awarded a \$19.8 million grant to expand container terminals as part of the US Department of Transportation’s INFRA Grant program. As Florida’s population continues to increase, this grant combined with additional resources, will complement growth and address long-term logistics supply chain needs. This expansion project is one of regional and national significance, and will expand container capacity by 60 percent, increase the number of deep draft container vessels the port can receive, improve the Port’s efficiency with a state-of-the-art truck gate, and improve rail access.



Tampa International Airport (TIA) is a major international and domestic airport for the west central region of Florida and is highly regarded for its efficiency and passenger convenience. During 2019, 22.5 million passengers enplaned and deplaned at the airport, 441.7 million pounds of cargo were handled, and 26.0 million pounds of mail were transported. In 2018, Conde Nast Traveler’s Readers’ Choice Awards Survey, ranked Tampa International Airport as a Top 5 Airport in the country. Considered one of the most user- friendly airports in the world, the airport ranked second in North America in customer satisfaction in the 2018 J.D. Power rating survey. New routes are continuously added to the airport including direct service to international locations such as Zurich, Frankfurt, and Amsterdam.



*Tampa International Passenger Traffic from 2015 to 2019*

To accommodate TIA’s continued increase in passenger traffic, TIA officials began updating the airport’s Master Plan in late 2011. The three phases of the master plan will allow the airport to serve 34 million passengers each year. Tampa International Airport substantially completed the first phase (\$943 million) of its master plan renovations in 2018. Phase I, designed to decongest the airport’s roads, curbsides, and main terminal, included an expansion of the main terminal, a new automated people mover, and a new rental car center near the airport entrance.

The second enabling phase (\$667 million) began in 2019, includes a 35-acre commercial development around the rental car center featuring an office building, convenience store with gas station, hotel, and a commercial curb to accommodate transit and other ground transportation, and connections to regional trail networks. The curbside expansion includes 16 new express lanes exclusively for passengers without checked luggage.

The third and final expansion phase (\$840 million) includes construction of a new Airside D with gates serving domestic and international flights as well as facilities to process international passengers. As a result of the negative impacts of COVID-19, TIA has delayed Phase III for four years. Already considered one of the most user friendly airports in the world by frequent flyers, the planned improvements will further enhance the airport’s reputation.

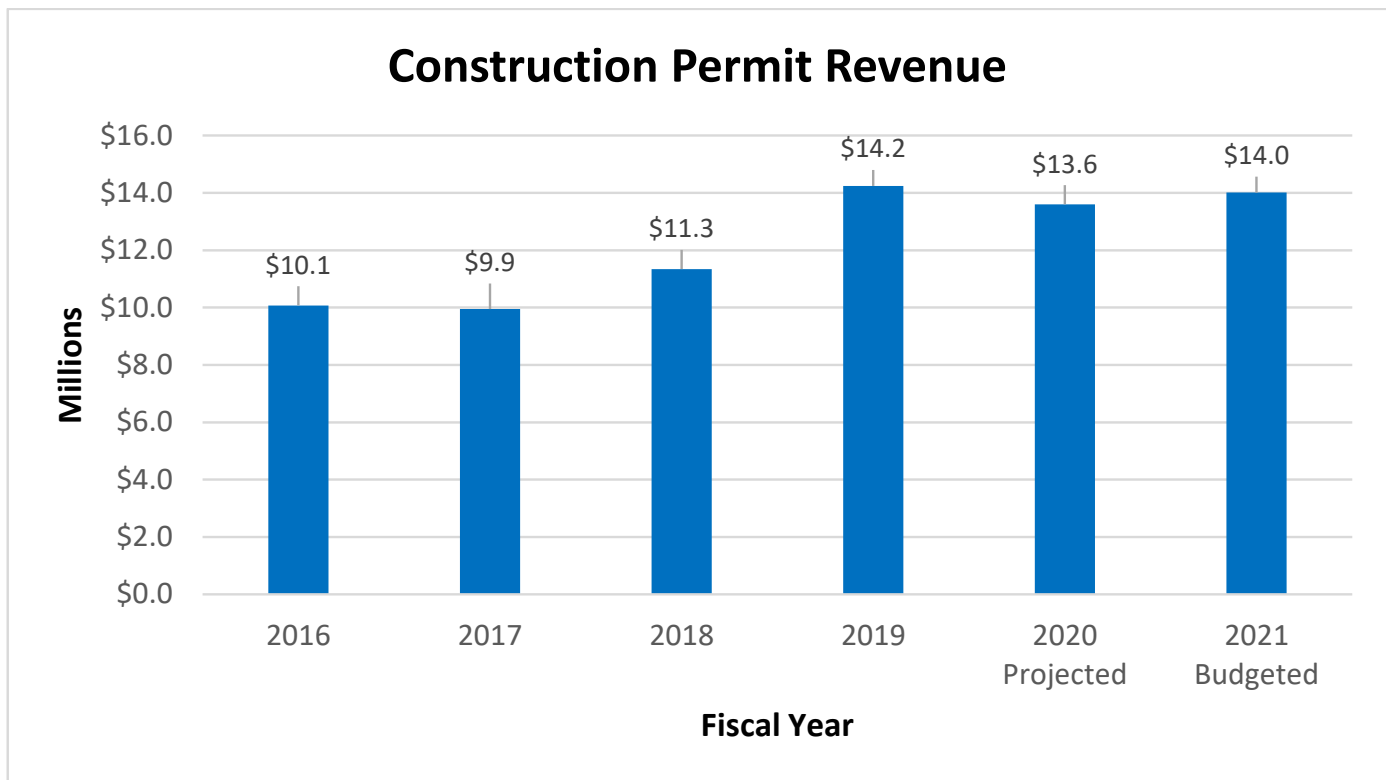




# Building Activity

Tampa continues to grow and prosper. In FY2019, the Construction Services Division permitted construction projects valued at over \$3.1 billion. During FY2020, the City has already permitted projects valued at over \$3.5 billion as of June 2020. The City anticipates \$13.6 million in construction permit and enhancement fee revenues to be generated for FY2020. Construction permit revenues have increased primarily due to an increase of new construction activity and home renovations. Construction permit revenues are anticipated to increase in FY2021 as construction continues as scheduled on large building projects.

The City continues its commitment to economic development. Together, we focus on the City and region’s economic leadership, stability, and most importantly, business opportunity. Today, the City is smarter about how it does business, is more efficient and accessible to citizens, and continues to streamline its permitting process. City employees work hard every day to grow and retain existing business, attract new businesses, develop entrepreneurship, and make Tampa a more competitive city through a variety of initiatives, including enhancing Workforce Development and Housing Affordability programs to ensure the City has the tools necessary to provide for all its residents across all neighborhoods and communities.



*Construction Permit Revenue amounts since Fiscal Year 2016*



## Water Street Tampa

In December 2014, Strategic Property Partners, LLC, in partnership with Cascade Investments, announced plans for the redevelopment of approximately 50 acres in downtown Tampa. The mixed-use development now includes the newest medical school campus in the country – the University of South Florida Health Morsani College of Medicine and Heart Institute – which opened its doors in January 2020. The project is slated to bring additional projects online this year and into 2021 including retail, office buildings, a variety of residential choices, two new hotels, and a walkable neighborhood; and will be the world’s first WELL-Certified city district designed with a focus on health and wellness. Construction on infrastructure improvements, funded by property tax revenues generated downtown, is underway. The 519-room JW Marriott is under construction as well as 815 Water Street, comprised of 420 rental residences, a grocery store, and views of the Tampa skyline and Hillsborough Bay.



*Water Street Tampa*

## West River Redevelopment



*West River Redevelopment*

The West River Redevelopment Plan covers a 120-acre area bounded by Rome Avenue, Columbus Avenue, the Hillsborough River, and I-275. The plan focuses on reconnecting the street grid and increasing access to Julian B. Lane Riverfront Park and the Hillsborough River. The project promotes strong ties with public education and community services and plans for more than 1,600 new residential units, with a variety of housing styles and affordability. The project will provide opportunities for transportation, affordable housing, workforce development, and sustainability and resiliency.

## Midtown Tampa

The Midtown Tampa construction project is rapidly taking shape at the corner of Dale Mabry Highway and Cypress Street. This \$500 million mixed-use development project will span 22 acres, creating residential units, office and retail space, and entertainment and hospitality venues. The finished project will also have a 3-acre central green space with a lake, recreational trail, and dog park.



*Midtown Tampa*

## The Heights

Tampa-based developer, SoHo Capital, acquired the site immediately north of downtown to create a historic-style, mixed-use neighborhood called The Heights. The Heights is anchored by the restored historic Armature



*Heights Union*

Works brick warehouse, now containing The Heights Public Market, an innovative market featuring an open floor plan with communal seating surrounded by restaurants and including event and exclusive coworking spaces. Construction has commenced on two office buildings, Heights Union, and a large, mixed-use garage. Plans for surrounding it with offices, a boutique hotel, grocery store, 1,600- plus homes, and a park along the waterfront are currently underway. The first residential project in The Heights neighborhood, The Pearl, is a 314-unit, residential and mixed-use building that is complete and available for lease.

## Community Redevelopment Areas

The City manages nine Community Redevelopment Areas (CRAs) and stimulates development through citywide regulatory initiatives, administering economic incentive programs, and marketing redevelopment opportunities to the private sector. These efforts have enhanced the CRAs' safety, convenience, and economic stability.

FY2020 privately funded projects in the CRAs include:

- Medical Office Building at Water Street by Strategic Property Partners, LLC and Cascade Investments;
- Spring Hills Suites Hotel, a 169-room hotel developed by Dynamic Tampa LLC;
- Heights Union office building in The Heights with ground-floor retail, a linear park, and 1,500-vehicle parking garage;

- Construction of a 15-20 unit single-family housing development in East Tampa;
- Construction of an additional 35 new single-family homes by Domain Homes within the East Tampa CRA;
- Construction of the HRI dual flag hotel, mixed-use development across from City Hall in downtown;
- Construction of 815 Water Street, a mixed-use residential apartment complex with a grocery store in downtown; and
- Development of Lot 9 of the Encore development by Transwestern Development for \$4.66M for a 288-unit mixed-use market rate development.



*New Single-Family Home in East Tampa*

FY2020 publicly funded projects in the CRAs include:



*Renovations at Madison Park*

- \$13 million of infrastructure in the Channel District CRA;
- Replacement of decorative arches in Ybor;
- \$1.39 million Construction of Tampa Bay Boulevard Linear Park in Drew Park;
- Construction of the Herman Massey Park renovations in Downtown;
- \$1 million in repaving and roadway infrastructure in East Tampa; and
- Continued investment by the East Tampa, Drew Park, and Ybor City CRAs in key facades in each of the districts.

FY2021 privately funded projects in the CRAs include:

- Strategic Property Partners, LLC to complete construction of the 519-room JW Marriott Tampa at Water Street;
- SPP partnered with Marriott International to develop Tampa's first 5-star hotel. The Tampa Edition will be a 26-story tower with 37 condominiums atop 173 luxury hotel rooms, two restaurants, and retail;
- Completion of Aparium, a 176-room boutique hotel on 7th Avenue in Ybor City, by Broadway Development, HRV Hotel Partners, and others;
- Masonite's National Headquarters Office Building at 56,000 s.f. for 300 employees; and
- A five-story, mixed-use project at 26th Street and Adamo Drive providing retail, 237 mid-rise apartments, and a parking garage.



*Aparium on 7th Avenue*

FY2021 publicly funded projects in the CRAs include:

- Construction of 16,000 square foot expansion of the Tampa Convention Center and scheduled



- completion in FY2022;
- Construction of the East 7th Avenue Streetscape and Gateway Monument project from 24th to 26th streets;
- \$13 million of infrastructure in the Channel District CRA; and
- Continued construction at the Tampa Housing Authority West River project.

## Tax Increment Funding

The Tampa Community Redevelopment Agency was established pursuant to Florida Statutes, to implement redevelopment activities within CRAs. Each CRA is supported by Tax Increment Financing, which is determined by the property values in each of the CRAs. Property values in all CRAs increased in 2020, resulting in an 18% increase in revenue for FY2021.

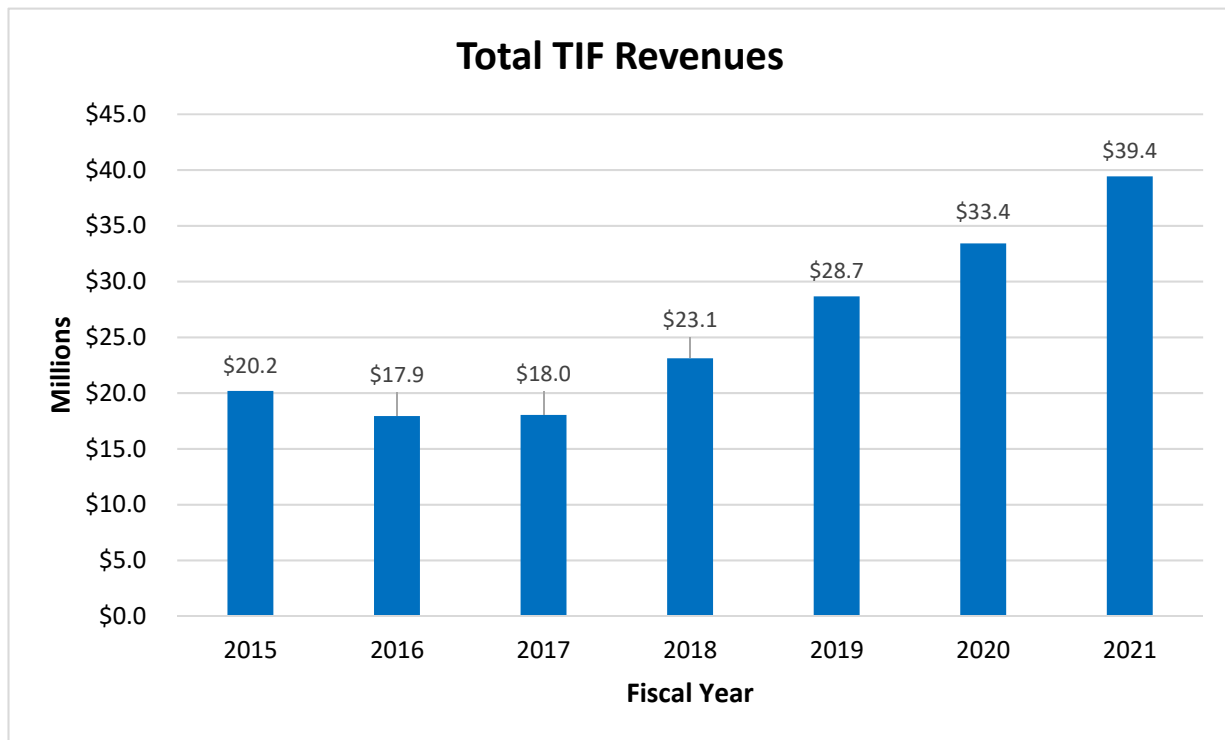


Chart of Total TIF Revenues, FY2015 - FY2021

## Tampa Convention Center

The Tampa Convention Center is located in Downtown Tampa on The Tampa Riverwalk, connecting 2.4 miles of walkable path and overlooking the Garrison Channel’s scenic transition into the Hillsborough River. The 600,000 square-foot building offers 200,000 square-feet of exhibit space, 36,000 square-feet of ballrooms, and 36 meeting rooms used for conventions, meetings, consumer shows, sporting events, and many other special events. Event space is also available along the Riverwalk, allowing attendees to enjoy the waterfront and beautiful weather.



In 2018, Tampa Convention Center began its largest renovation project in history: a \$35 million capital improvement plan that will result in a better customer experience, more efficient operations, and increased revenues. Phase 1 of the project is complete and included full renovation and upgrade of restrooms; addition of a coffee bar; renovation of space for the Datz Deli; remodel of concession stands; addition of a new outdoor restaurant, Big Ray's Fish Camp Riverwalk, next to the existing Sail bar; and addition of a new 7,000 SF outdoor covered event space. The outdoor amenities are collectively called "The Sail Plaza." Phase 2 is currently underway and includes major upgrades to the HVAC system and freight elevator; new ballroom lighting; addition of a second freight elevator and paramedic room; and 18 new spectacular waterfront meeting rooms with construction slated to begin January 2021. Phase 3 will include refurbishing existing meeting rooms and public spaces. When all three phases are complete, the City will have a virtually new, modern convention center.

The Convention Center creates a significant economic impact for the City of Tampa and Hillsborough County by attracting over 400,000 visitors annually. Upcoming large economic-impact events, drawing guests from around the world, include the following:

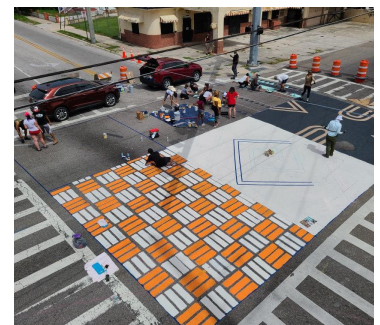
- Disaster Recovery 2021
- Florida State Thespians Annual Festival
- Gasparilla 2021
- MetroCon Annual Convention
- Special Operations Forces Industry Conference (SOFIC) 2021
- Superbowl LV Media Center and Superbowl LV Yacht Village
- Tampa Bay ComicCon



*Tampa Bay ComicCon at the Tampa Convention Center*

## Arts & Cultural Affairs

The Art Programs Division oversees the City's Public Art Program which was established in 1985 with the mission to promote the involvement of artists in projects throughout the City, to enhance the physical environment, celebrate Tampa's unique character and identity. Public art activities are focused on bringing neighborhood improvements to communities by regional and local artists, promote the involvement of artists in projects throughout the city, enhance the physical environment, and celebrate Tampa's unique character and identity. Art programs are also focused on maintenance of artworks within the City's collection. Since the program was established, over 700 artworks, with an asset value of over \$17 million have been incorporated into City parks and facilities. The division recently completed an assessment of the collection to ensure that these assets receive the appropriate maintenance and care, preserving them for future generations.



*Art on the Block*

Highlights of FY2020 accomplishments include:

- Mayor Castor’s first Art on the Block project is completed in Al Barnes Park
- Artist Susan Gott completes stunning artwork for Madison Street Park
- Artist Matt May brings sports photography to the New Tampa Community Center
- Artist Sheila Crowley produces the City’s first sound installation for Centennial Park
- Mayor Castor’s new Wordsmith Program began with an Open Call to Wordsmiths
- Conservators bring the Immigrant Statue in Ybor City by artist Steve Dickey and The Wave, located on Bayshore Boulevard by artist Mary Ann Unger, back to their original condition
- Artists responded to COVID-19 bringing words of reassurance that were placed in our public spaces

The division also started preparing for Lights On Tampa 2021 and increased its interdepartmental partnerships, especially with the Transportation and Stormwater Services, and maintained its outreach efforts with community partners. Education and outreach initiatives included community workshops, presentations, tours, and webinars.

## Quality Services

To facilitate growth and ensure Tampa continues to evolve as a competitive city, Tampa needs a solid foundation built on strong quality basic services and strategic investments in its neighborhoods. City of Tampa employees are committed to creating opportunities for dialogue, information sharing, partnerships, and action between city government and neighborhood leaders that will build a stronger and more resilient city. Such examples include:

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



*Neighborhood Enhancement Clearing Overgrowth*

The City takes an aggressive approach to addressing code violators by issuing civil citations. The civil citation process allows the violator to correct the issue through a warning. If the violator fails to correct the issue, they are issued a citation. Once the citation is issued, the violator must either pay the citation or appear at a civil court hearing. The violator will be issued another citation if the violation has not been corrected. If the situation warrants, the violator may be issued a Notice to Appear for criminal court. Data indicates that in 85% of the cases, compliance is achieved within 25 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 2019, 41,409 code inspections were completed, 41,413 new code cases were opened, 35,602 total cases were brought in to compliance, 3,281 tons of trash and debris were removed, and 2,203 environmental work orders were completed.

## Operation Neighborhood Cleanup

The City coordinates a clean-up effort the third Saturday of each month. The focus of the program is to maintain alleys, remove illegal dumping, and clean up abandoned properties. Approximately 171 tons of trash and debris were removed since the program's inception in 2016.

## Mayor's Neighborhood University

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

The Neighborhood University provides an up-close look at the City departments that have a direct impact on the daily life in Tampa's neighborhoods and introductions to the administrative staff who are responsible for the operations. The program has celebrated 11 graduating classes since the program's inception. To date, 433 participants have graduated from the program.

## Parks and Recreation Programs

The City manages 3,547 acres and 194 parks, including: 80 playgrounds; 173 tennis and multi-purpose courts; 104 athletic fields; 28 community/activity centers; 12 pools; 8 gymnasiums; 5 art studios; 5 cemeteries; 3 skate parks; 2 gymnastics & dance centers, one marina; and 70 miles of multi-purpose trails. The department provided 1,600 cultural and recreational programs, serving over 35,000 citizens ranging in age from infants to seniors.

The City of Tampa Parks and Recreation Department is a finalist for the 2020 National Gold Medal Awards in Parks and Recreation Management. The Gold Medal Awards program honors communities in the United States that demonstrate excellence in parks and recreation through long-range planning, resource management, volunteerism, environmental stewardship, program development, professional development, and agency recognition. The applications are separated into classes based on population. The City of Tampa Parks and Recreation Department is a finalist, for the third consecutive year, in the Class II (population 150,001-400,000) category.

## Youth Programs



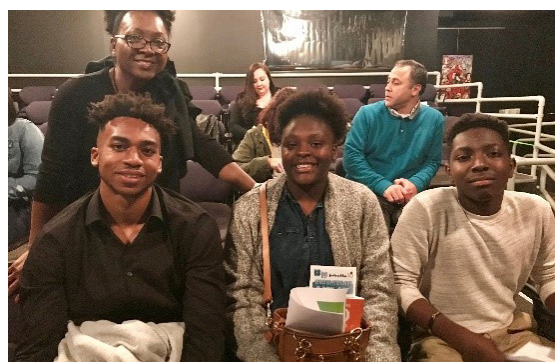


Over the past five years, the City expanded its inexpensive or no-cost after school programs and summer camps. These programs are provided to over 5,900 youth at 30 locations throughout the City. Activities offered include sports, arts and crafts, swimming, and computer technology, as well as various field trips. In addition, athletic leagues (lacrosse, soccer, softball and basketball), fitness classes, and education and leisure opportunities for youth are offered.

The City also continued to offer the Stay and Play program, which provides a safe environment for youth ages 13 to 19 to enjoy recreational activities. Nine facilities extend their hours until midnight seven days a week, for a total attendance of over 300,000 teenage visits since the program began. Additionally, pools remain open in a free swim environment and teenagers are able to register for a free Rec Card. These



*Kickball during Stay and Play*



*TLC teens attending an ArtReach Performance*

cards allow access into facilities and programming, including free after-school programs during the school year. Over 3,600 free Rec Cards have been given out since the program began in July 2015.

TLC (Teens Leading Change) is active in fifteen centers, open to 13-18 year old Rec Card holders, and focuses on leadership skills, community service projects, education, financial literacy, youth professional development, youth sports leagues, creative and fine arts, and career exploration. As a part of their commitment to becoming impactful in the community, these teens also spend time assisting younger participants with homework, after-school activities, and sports activities through the “Leaders in Training” program at their local parks.

## Aquatic Programs

The City operates twelve swimming pools, eight year-round and four seasonal, and ten splash pads. Swim lessons are offered at all pools by certified instructors for participants ranging from six months to adults, along with certification courses in lifeguarding and water safety instructions. The aquatic team teaches over 5,000 swim lessons per year and certifies nearly 80 lifeguards. Competitive swim teams utilize the pools for training and competitions, while specialty aquatic groups provide programs such as synchronized swimming and water polo.

Tampa Parks and Recreation Aquatics continues to partner with other organizations to provide swim lessons and water safety programs. The Head Start



*World's Largest Swim Lesson at Sulphur Springs Pool*

Swim Initiative funded by Hillsborough County brings children ages 3 to 5 to the pools for an 8 lesson session with over 900 served at City of Tampa pools. The Swim with the Rays Program funded by the Rays Baseball Foundation enabled 476 children with a full set of swim lessons.

## Gymnastic & Dance Programs

The Wayne C. Papy Athletic Center and New Tampa Recreation Center offer recreational and competitive gymnastics and dance programs for children preschool age through 18 years old. These popular programs serve over 3,000 participants annually who proudly represent the City of Tampa at local festivals, special events, and parades. The preschool programs alone, introduce over 650 children to the world of dance and gymnastics yearly.

In addition to the performances held throughout the year, the dance program annual recital is held at the David A. Straz Center for the Performing Arts, filling Louise Lykes Ferguson Hall for five shows, giving the children the opportunity to perform on a professional stage. Many of the gymnasts represent the City of Tampa at the state, regional, and national level. Construction continues on the addition to the New Tampa Recreation Center that will provide for increasing student enrollment and expanding classes and programs. The new addition will allow the center to serve over 400 new students from the waiting list. The new space will also include a small group fitness room. Adult and youth small group fitness will be a welcome new programming dynamic to the facility. The “Training Box” will engage adult and youth fitness opportunities outside of the current scope of gymnastics and dance.

## Athletics

The Athletic Programming Division of the City Tampa Parks and Recreation Department offers quality, affordable, athletic opportunities to promote health and well-being for the citizens of the City of Tampa. The Athletics Division is separated into five areas of responsibilities; Youth and Adult Sports, Citywide Field Rentals and Tournament Reservations, Compliance for Youth Sports Partners, Racquet Sports, and Police Athletic League.

The Athletics Division provides affordable sports leagues for youth and adults in nine different sports serving over 20,000 participants annually. Tennis/Racquet sports alone offers 8 leagues with 3,516 participants a year, has over 8000 walk ups at Sandra Freedman Tennis complex yearly, and has City of Tampa tennis professional contract instructors that teach over 3,000 participants a year.



*Community Rowers on the Hillsborough River*

Athletics division manages 24 youth sports recreational partner organizations for use of our sports fields and complexes adding an additional 4,500 youth participating in Football, Baseball, Lacrosse, and Soccer. All



sports partners must follow City and state compliance guidelines each year to be eligible to operate their youth sports programs on City property. Field rentals and reservations are made available for private, non-profit organizations, independent teams, and tournament promoters with annual attendance in excess of 209,000 participant/spectators.

Police Athletic League (PAL) is a 23,850 sq. feet facility with a 110 kids per day in the after school program that offers a variety of athletic programs to the after school participants. PAL gymnasium is host to indoor volleyball as well as basketball tournaments and leagues on a year-round basis. PAL is the proud home of the Jr. Buccaneer Youth Football team with 200 participants. PAL field rentals and activities have had over 12,000 in attendance and the boxing program offered by TPD officers, in conjunction with the Tampa Housing Authority, works with over 40 youth weekly building strong minds and bodies through the sport of boxing.



*Creative Arts Theatre Summer Camp*

## Youth Specialty Camps

The City offers a wide variety of specialty camps during the summer that serve over 5,500 youth annually. Camps include the Joe Abrahams Summer Camp Series (offering various sports each week), Skate Boarding 101, Reel Fishing, Kids Create Art Camps, Creative Arts Theatre Camps, Mangrove Marcus Aquatic Adventure, the Art Explorations Camps, and more.

## Senior Programs

The City offers over 1,200 programs for adults ages 50 and older, engaging with more than 2,600 active seniors at our facilities. The 2019 Active Life Games were held at various venues within the City; over 400 participants engaged in activities including horseshoes, shuffleboard, swimming, and tennis. More than 400 seniors participated in Senior Day in the Park and enjoyed games, socialized, and danced. The 2nd Annual Silver Night Out was hosted at the Floridan Palace Hotel in Downtown Tampa with almost 250 participants. Seniors were dressed to impress, enjoyed dinner, and danced the night away with a live band.

## Art Studios

The City of Tampa's art studios offer creative experience for all ages, including a wide range of classes such as ceramics, sculpture, pottery, oil painting, watercolor, drawing, glass fusion, mosaics, jewelry making, and more. In addition to year-round programming, these studios host youth specialty camps throughout the summer and private classes for organizations. Specialty workshops are held throughout the year, featuring local and national artists for students interested in gaining a new perspective on different disciplines.

The Roberta M. Golding Visual Arts Center located at the Bryan Glazer Family Jewish Community Center is the City's newest studio. Featuring nine kilns, a glass fusion studio, pottery wheels, and mixed media, this 7,500 square-foot art studio boasts a diverse schedule of fine art classes to cater to every interest. Art programs offered serve both adult and youth including ceramics, glass fusion, fiber arts, painting, jewelry making, printmaking, mixed media, summer camps, and an art lecture series.

## Creative Arts Theatre Company

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

## ArtReach

The mission of the City of Tampa's ArtReach program is to bring arts experiences to the youth in our community centers at no charge. The Performing Arts in Motion teen program was launched in 2017 and has expanded since its inception. Teens attended live, professional arts performances and took part in professionally led theatre, dance, and music workshops at their centers. In addition to serving teens, the ArtReach program also brings theatre, art, music, and dance experiences to children in our community centers. In the City of Tampa's summer CART (Creative Arts and Reading Together) initiative, children create over 3,600 art pieces in six weeks. Active community ArtReach partners include the Straz Center, the Florida Orchestra, Instruments 4 Life, and Didgeridoo Down Under. The ArtReach program serves 5,200 youth annually.

## Forestry Division

The City of Tampa recognizes its urban tree canopy for the economic, environmental, and social benefits it provides. The primary goal of the Forestry Division is to maintain a healthy, expanding, and safe urban forest canopy. With a staff comprised of 17 personnel, including three International Society of Arboriculture certified arborists, the division has the responsibility to plant, prune, and maintain trees along 1,200 miles of right-of-way, and prune and remove trees in 194 parks.

The division provides residents with approximately 400 trees annually through the TreeMendous Tampa residential tree-planting program which is funded by the Tree Trust Fund. Residents may request up to two trees to be planted in the public right-of-way adjacent their property, providing they are willing to water the tree. Forestry is also responsible for 24/7 response to emergencies including public and private tree and branch failure into the public right-of-way. To increase the response to citizen requests, the Forestry Division utilizes contracted services for large projects, special populations, area tree maintenance, and tree removals. In FY2019, the division received 2,081 service requests, removed 726 trees, pruned 1,945 hardwoods and 546 palms, planted 393 TreeMendous Tampa trees in the right-of-way, and responded to 873 emergencies.



## Special Events

Parks and Recreation permits special events hosted in parks or in the City right of way. The size of activity ranges from small gatherings to large, nationally recognized events. Some notable annual events coordinated through the Office of Special events include the Gasparilla Pirate Invasion and Children's Extravaganza, the Gasparilla Distance Classic, and the Dr. Martin Luther



*New Yarrgh's Eve 2020*

King, Jr. Parade, among hundreds of other events. Recent years have featured several national events including the College Football Playoff National Championship, the NHL All-Star Game, and NCAA Women's Final Four Championship; along with preparing for upcoming Super Bowl LV. Special events also produces community events including the recently introduced Boom by the Bay and the New Yarrgh's Eve celebrations.



*Dog Park at Julian B. Lane Riverfont Park*

## Julian B. Lane Riverfront Park

As an integral element of the West River Redevelopment Plan, Julian B. Lane Riverfront Park was restored and improved. It serves as one of the anchors of the plan, representing the strengthening of ties between the community. The newly renovated park on the west bank of the Hillsborough River serves the surrounding communities with new active recreation opportunities and improved access to the water. New tennis and pickleball courts line the west side of the park, along with a multi-purpose sports field on the north side and basketball courts on the east side of the park. Nestled in the middle of the site, amongst a grove of large live oaks, is a playground, splash pad interactive water feature, and the Front Porch area with ping-pong, dominoes, checker tables, and bocce ball, overlooking the Festival Lawn. Live oak trees on the south side of the park surround five new picnic shelters. Along the Hillsborough River are motorized and non-motorized docks available for public use and two dog parks, one for small breed and another for large breed dogs.

The Tampa River Center at Julian B. Lane Riverfront Park provides premier special event venue with floor-to-ceiling windows and a terrace, with views of downtown Tampa along the Hillsborough River. Since opening in May, 2018, over 250 events, with 135,000 visitors, have been hosted at the Tampa River Center. This spectacular venue is booked most weekends for the next year. On the lower level of the River Center is the Boathouse, home to five high school rowing programs, three dragon boat teams, a master rowing team, and the Tampa Parks and Recreation community-rowing program, Team Tampa Rowing. During the spring months, the center hosts rowing teams visiting from out-of-state to train for their upcoming season. Stand up paddleboard and kayak rentals are also available at the Boathouse.

## Friendship Park Playground

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

## Williams Park Building Addition

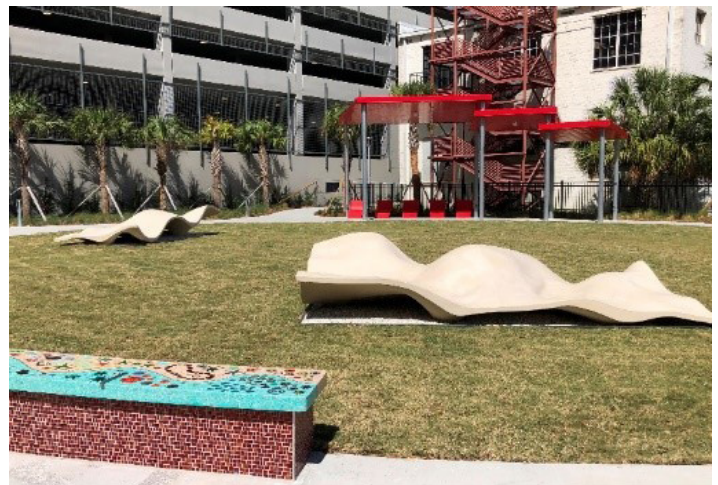


*Building Addition at Williams Park*

The addition to the activity center at Williams Park is nearly complete. The addition adds 1,650 SF of programming space, new and remodeled restrooms, a covered outdoor area, and a newly created entrance with ADA and landscaping improvements. It is anticipated that the addition work will be completed by Fall 2020.

## Wellswood Park Improvements

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



*Madison Street Park*

## Madison Street Park

The City of Tampa partnered with the Downtown CRA District to construct a new neighborhood park in the Channel District. Madison Street Park improvements include a dog park, shuffleboard and multi-purpose courts, a playground, a putting green, multiple shade pavilions, public art, a small event lawn, shade trees, and landscaping. Construction is complete and the park is open.

## Freedom Playground Expansion

The City of Tampa has committed funding to expand Freedom Playground at MacFarlane Park, adding new, inclusive playground elements, and autism-friendly sensory elements. Additional improvements will include shade trees, accessible picnic areas, and expanded parking spaces compliant with the Americans with Disabilities Act. The construction is anticipated to start in summer 2020, with completion in summer 2021.



*Curtis Hixon Shade Structure*

## Curtis Hixon Shade Structure and Playground Improvements

This project provided shade sail structures over this popular playground facility and resurfaced the safety fall surface beneath the equipment. The sails and post colors were selected to match existing materials and equipment in the park. This project was completed in January 2020.

## Vila Brothers Park

The City of Tampa Parks and Recreation Department, with assistance from the Facility Management Division, completed improvements at Vila Brothers Park in November 2019 at a total cost of \$300,000.



*Ribbon Cutting Ceremony at Vila Brothers Park*

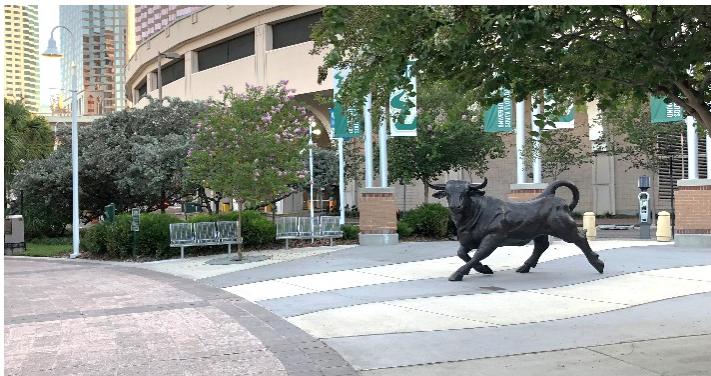
The Vila Family attended the ribbon cutting on November 5th, 2019. Improvements included a new restroom building, entry plaza, walkways to playground and basketball courts, monument relocation and restoration, benches, a drinking fountain, bike rack, landscaping, trees and irrigation, and Americans with Disabilities Act compliant parking. The surrounding neighborhood, Armory Gardens, contributed funding for trees and irrigation.

## Citywide ADA Improvements

The City of Tampa is always working to increase accessibility in our parks. From 2018 to 2020, the department made numerous improvements by adding new ADA compliant drinking fountains, parking spaces and signage at existing parking facilities. The department added a total of 16 new drinking fountains in 8 of our park facilities. New concrete accessible parking spaces were also added to connect to existing accessible routes to provide convenient access to and through 8 of our parks. The department also added new and replacement ADA signage at 14 of our parks. Overall, the project improved the accessibility in all city district parks in 30 sites, and spread over 30 miles from Picnic Island Park in the Southwest to New Tampa Nature Park in the Northeast.

## Tampa Bay Boulevard Linear Park

The City of Tampa partnered with the Drew Park CRA District to improve open space in the Drew Park



*University of South Florida Park on The Tampa Riverwalk*

neighborhood for its residents. Improvements will include an open lawn area, lighting, history markers, benches and picnic tables along a concrete trail, shade trees and landscaping. The project is currently under construction, with completion anticipated in summer 2020.

## Riverwall Relocation at University of South Florida Park

The City of Tampa partnered with the Downtown CRA District to relocate the ‘Riverwall’ public art piece to a small parcel of land adjacent to University of South Florida Park along the Tampa Riverwalk. Included in the project are landscaping, lighting, sidewalk, crosswalk, and ADA parking improvements. The project is currently in the design phase. Construction is anticipated to start in fall 2020, with completion in spring 2021.

## Picnic Island Erosion Project 2019

Erosion was an ongoing issue at Picnic Island over the course of the last several years including the loss of sea dunes, shoreline, and palm trees. Our objective was to create a safe protective barrier from damaging storm surge for our park and patrons. The City undertook a four-week erosion project, which took 206 hours to complete, at Picnic Island. This project involved:





- Replenishing the embankment with sand, installing landscape screen, and creating three restoration points;
- Adding sand to erosion embankment and creating restoration points;
- Covering sand embankments with landscape screen 20’ past each end (300’) fold/secure 4’ to 6’ toward water;
- Covering screen 1st with sand and then covering it with shell;
- Installing Large Rip Rap over shell embankments and creating 200’ sand dune restoration area (natural fencing);
- Fence installation, Restoration plants install, and shell installation;
- Installing railing for fence 2”x6”x8’(4’ highx90’ length) between each post;

- Installing plants along newly developed area along fence; and
- Installing restoration plants along sea dune



Smart Paint Application at Platt Street

## Mobility, Transit, and Neighborhood Planning

During FY2021, the City will further develop the Citywide Mobility Plan – referred to as Tampa M.O.V.E.S (Mobility, Opportunity, Vision, Equity, and Safety). This plan will outline transportation objectives and initiatives for the next 30 years, with an emphasis on memorializing the City’s strategic vision. Based on this citywide initiative, the City will develop an ongoing mobility and corridor program to plan for improvements and the development of vision plans in neighborhoods throughout Tampa. Residents, neighborhood leaders, the business community, local activists, and community partners must all have a voice in the realization of this strategic vision

for a connected, multi-modal, safe, and thriving city.

Special focus will be placed on the citywide goals of improving safety (Vision Zero), improving long-term sustainability and resiliency, and developing added premium transit corridors in the City such as rail or bus rapid transit (BRT). Plans will include prioritized recommendations for future needs and projects and short-term and long-term community visions. These plans will inform the development of future capital projects, programs, and services provided by the City and support effective prioritization of resources in future years.

## Micro-Mobility Program

In May 2019, the City of Tampa successfully launched the first shared motorized scooter pilot program in the region.



Scooter Riders, Downtown

The program introduced a new low-cost transportation alternative to address the “first-/last-mile” needs and replace short-distance car trips within downtown Tampa and adjacent areas. The City contracted with four of the nation’s largest shared motorized scooter vendors. Each operator deployed up to 600 motorized electric scooters within 60 corrals for a total of up to 2,400 scooters and 240 corrals. Since inception, the program has been very popular with over 1 million scooter rides and nearly 1.2 million miles traveled in the first year. The average ride has been approximately one mile long and 13 minutes in duration.

The City has contracted with the University of South Florida Center for Urban Transportation Research to conduct an evaluation of the program and collected ridership data. Data gathered from this pilot program will help the City to develop a multi-faceted, long-term micro-mobility plan that meets the community’s needs and encourages strong public-private partnerships.

During FY2021, the City anticipates transitioning from the pilot program to a permanent micro-mobility program, based on lessons learned from the pilot and evaluation. A permanent program will likely include an expanded service area and a broader range of vehicle options. The current boundaries of the scooter program are Armenia Avenue to the west, 40th Street to the east, Dr. Martin Luther King, Jr. Boulevard to the north, and Hillsborough Bay to the south.

## Painted Intersection and Crosswalks to Classrooms Programs

In an effort to improve the safety and sense of place for our residential neighborhood streets, the City developed the Painted Intersection and Crosswalks to Classrooms programs to allow residents to decorate the pavement with painted murals at certain intersections and pedestrian crosswalks. These murals celebrate the unique aspects of our neighborhoods, strengthen community bonds, and improve the safety and livability for our communities. These unique neighborhood or school identifiers also reinforce that streets are not just for cars; they are places where people live, work, and play and where children walk to get to school.

During FY2020, the following Painted Intersection Program locations were painted:

- Park Circle and Crenshaw Street (Old Seminole Heights)
- Broad Street and Hilton Place (Old Seminole Heights)
- East Ross Avenue and North Lamar Avenue (Tampa Heights)
- Manhattan Avenue and Melrose Street (Culbreath Heights)



*Crosswalks to Classrooms*

In FY2020, painted crosswalks were installed at the following locations through the Crosswalks to Classrooms



## Program:

- Rampello K-8 Downtown Partnership Magnet School at the intersection of Jefferson Street and Washington Street
- Dr. Carter G. Woodson PK-8 Magnet School at the intersection of East Yukon Street and North 22nd Street

## A Safe City Thrives

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

- Utilizing our podcast to reach Tampa residents with influential guest and community leaders;
- Hosting community events across the City to strengthen police-community relationships, while promoting neighborhood safety through collaborative problem-solving;
- Reducing crime and increasing officer safety by using cutting-edge technology and tactical intelligence through the Real Time Crime Center, which supports officers on the street with immediate information and expertise;
- Targeting prolific offenders through the Violent Crime Bureau, with relentless follow-up on investigations and tracking where known offenders reside;
- 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;
- Maintaining a special needs registry called “Help Us-Help You” to identify homes of residents with autism, Alzheimer’s, or similar disabilities as part of our effort to ensure the safety of all Tampa residents when they have interactions with police;
- Continuing the “TPD Safe Place Initiative”, which provides the community with easily accessible safety information and safe places throughout the City, in partnership with community business partners, where victims of crime can safely make a police report;
- Utilizing social media as a community outreach tool by posting photos and videos of unsolved crimes to enable police to reach a broad audience quickly, providing citizens with crime prevention tips, showcasing unique operations and highlighting daily police work; and
- Emphasizing the recruitment of minority and bilingual officers to better reflect the community served.

## Public Safety

The Tampa Police Department continuously strives to find creative solutions for funding initiatives that enhance its crime-fighting efforts to keep Tampa’s citizens safe. These public safety investments allow our officers to police smarter and stay ahead of the crime trends. Government grants and generous community partners, coupled with our officers’ commitment to serve and protect, played a critical role in reducing crime by 30% over the last five years, while forging new and stronger relationships between police officers and the Tampa community.

## Improving Police Effectiveness and Transparency





*Tampa Police K-9 and Handler*

The Tampa Police Department consistently looks for ways to ensure the concerns of the public are addressed while acting as a transparent agency. With this goal in mind, Chief Brian Dugan established the Chief's Community Advisory Team to directly connect with the unfiltered voice of the public; maintain direct, open, and on-going dialogue between members of the community; and generate ideas for positive change to community policing.

Team members will serve as liaisons between the community and the police department. They will discuss community concerns and issues and will provide input and suggestions on how officers can build better relationships and trust within the community. A diverse team of Tampa residents will be selected to ensure the chief hears directly from the community about systemic police conduct, public perceptions, and actions of the department that could positively or negatively impact the community that officers have sworn to serve and protect.

To provide the level of transparency deserved by the community, the Tampa Police Department's Body-Worn Camera Program expanded exponentially in 2020 from a 60-camera pilot program to 650 body-worn cameras, outfitting those officers who have the most direct interaction with the public. Tampa City Council unanimously approved the purchase of these additional cameras in June 2020, after refinancing three existing bond obligations. This \$925,500 investment, coupled with a nearly \$600,000 federal grant, will provide body worn cameras for all patrol corporals, patrol officers, and additional officers throughout the department. Training and implementation is expected to be complete by August 2020. The cameras will provide additional layers of transparency, accountability, and protection for officers and the public.

## Solving Crimes Faster, Improving Officer Safety

The Tampa Police Department continues to use the Real Time Crime Center (RTCC) to provide the expertise of the Tactical Intelligence Unit (TIU), which gives officers a head start solving crimes and making neighborhoods safer. It also enhances officer safety, as officers have additional information and knowledge to actively engage in their calls for service. The RTCC is open seven days a week during the evening and late-night hours when the majority of crimes occur.



*Bicycle Safety Rodeo*



*Joy of Giving with Chief Brian Dugan and Titus O'Neil*

## Safer Roadways

Due to increases in traffic volume on Tampa's roadways, the department launched several safety campaigns that enhanced education and enforcement to prevent crashes and save lives. Units worked with the Florida Department of Transportation to crack down on aggressive driving citywide. Officers also targeted areas throughout the City to enforce speed reduction and bicycle and pedestrian safety.

## Community Engagement

This initiative is aimed toward strengthening community bonds through dialogue between police and community members. Each of the department's three district offices regularly host community meetings and roll calls in various neighborhoods. During these open discussions, residents and police supervisors work together to address neighborhood concerns. This method of community involved problem-solving facilitates quick police action often resulting in an immediate improvement in the quality of life of residents. In addition to hearing residents' concerns, the community engagements also create an opportunity for officers and community members to get to know each other better.

## Safer, More Inclusive

The Tampa Police Department continues to find ways to make the City safer and more inclusive for all residents. Our Military Affairs Liaison works to support veterans in the Tampa community and within the Police Department and have responded to 105 calls for service. The Safe Place Initiative provides valuable safety information as well as safe places throughout the City that people can turn to if they are victims of bullying, hate crimes, or any kind of crime. The voluntary "Help Us. Help You" special needs registry assists officers identify homes of residents with autism, Alzheimer's, or intellectual disabilities in the event of emergency or call for service at the individual's home. This initiative is a part of the City's commitment to provide equitable access to the City's programs and services to accessibility, create an Autism-Friendly Tampa, and ensure the safety of all Tampa residents when they have interactions with police.

## TPD Homeless Initiative

In 2019, officers worked with various agencies across the country to learn best practices on reaching and educating Tampa's homeless population. Homeless liaison officers appeared on radio stations, locally and nationally, to discuss homeless issues. Officer Dan McDonald was the first ever officer invited to be a panelist at the Right to Housing Forum in Washington, DC. Officer McDonald also presented a training session entitled "How to Get a Florida ID Card in Three Easy Steps" to a standing-room-only audience at the Florida Coalition to End Homelessness annual conference in Orlando. Officers also developed and delivered crisis intervention

training to departments and assisted homeless clients with finding temporary shelters as well as permanent housing.

## Emergency Preparedness

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



*Tampa Fire Rescue Responding to a Fire Downtown*

In 2019, the City responded to 83,787 emergency calls. Many of these emergencies resulted in Tampa Fire Rescue's paramedics providing immediate advanced life support intervention that either saved a life or prevented the possible deterioration of a citizen's future quality of life. Throughout 2020, Tampa Fire Rescue made additions to response capabilities by providing two new Rescue units to increase response efficiency and a drone program to better mitigate emergency incidents while reducing firefighter exposure.

## Sustainability and Resilience

City government is working to improve the overall quality of life in the Tampa community by preserving unique and limited natural resources. Several initiatives include:

### Sustainable Tampa

The City received a grant to complete the LEED for Cities certification process. The program gives planners, developers and local governments a framework for implementing plans to address energy, water, waste, pollution and carbon, and accounts for social and economic indicators. Through LEED, local leaders can hone metrics around initiatives, benchmark performance relative to peers, and communicate to and educate stakeholders on progress. The technical assistance provided with the grant is valued at \$75,000 to \$150,000.

- The City's E-Scooter pilot program has been hugely successful and provides a low-cost method of



transportation. Using E-Scooters for short-distance travel instead of cars helps to reduce unnecessary congestion and traffic, improve downtown mobility, and reduce carbon emissions.

- The City is continuing its partnerships with Learning Gate Community School, the USF Patel College of Global Sustainability, and others in the Tampa Bay area environmental community celebrating EcoFest. The City is in its 7th year of this collaboration. Although, this year's event was canceled due to COVID-19, the City's partnership with Learning Gate Community School will continue strong, moving forward.
- The Tree-Mendous Tampa Free Tree Program not only plants trees, but also includes an educational component to help residents by providing best management practices for trees. Since 2013, over 6,000 trees have been planted for residents of the City of Tampa. The program, which is funded by the Tree Trust Fund, contributes to improving the City's urban tree canopy and the City's sustainability efforts; and
- The City boasts over four million trees that assist in the removal of air pollutants, provide energy conservation, conserve soil and water, and bring the natural environment into the lives of Tampa residents and visitors. For four decades, the City has received the Tree City USA designation by the Arbor Day Foundation for its street canopies, planning efforts, planting programs, and proven urban forestry practices, all of which reduce greenhouse gases.



*Free Tree Planting through Tree-Mendous Tampa*

## Resilient Tampa

The City of Tampa partnered with the Resilient Cities Catalyst to begin developing a Resilience Roadmap for Tampa. The Resilient Cities Catalyst has worked with cities around the world to help communities identify, assess, and mitigate shocks and stressors. This effort is more relevant than ever given the global COVID-19 pandemic and social justice issues. The City will review the results of the roadmap and work to close gaps or implement strategies to achieve more resilient city operations and community well-being.

## Sea Level Rise

The City was awarded a \$75,000 grant from The Florida Resilient Coastlines Program (FRCP) to study the impacts of sea level rise on our community and to identify key recommendations for resilience planning. This state-funded grant will provide analysis and recommendations of current land use, zoning, and building regulations to prepare for climate impacts. The City of Tampa requested grant funding to support The Land Regulatory Response to Sea Level Rise research study, which will serve as a legal and regulatory road map to improve sustainability and resilience. The project will identify impacts of sea level rise scenarios on the built environment and it will assess the economic, social, and legal viability of various regulatory measures to protect property and investment while maintaining continued opportunities for economic development in affected areas.



*The City of Tampa is Second in the Nation to Own a Waste-to-Energy Facility*

## Investing in Innovative, Sustainable Disposal Opportunities

The Department of Solid Waste and Environmental Program Management assumed complete responsibility of its McKay Bay Waste-to-Energy (WTE) facility. Tampa is the second city in the nation to own and operate its own waste-to-energy facility and will increase the reliability and the sustainability.

The city-owned facility was operated by a private contractor and transitioned to City operations on June 1, 2020. A 2018 assessment revealed that the transition would improve the efficiency of facility operations and reduce the department's annual operating expenses by approximately \$5 million dollars. The City intends to invest the savings into the facility to increase its longevity and ensure maximum energy production from Tampa's waste stream.

Each day, the McKay Bay WTE facility converts over 2 million pounds of household and commercial refuse into a renewable fuel source, electrical energy. In 2019, the facility processed more than 310,000 tons of waste, generating enough electricity to power approximately 15,000 homes. The process saves over 302,000 barrels of oil and reduces the need to landfill solid waste.

## Social Equity and Inclusion

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



*Old City Hall Lights Up for Pride*





# General Government Program Benefits

## Healthcare

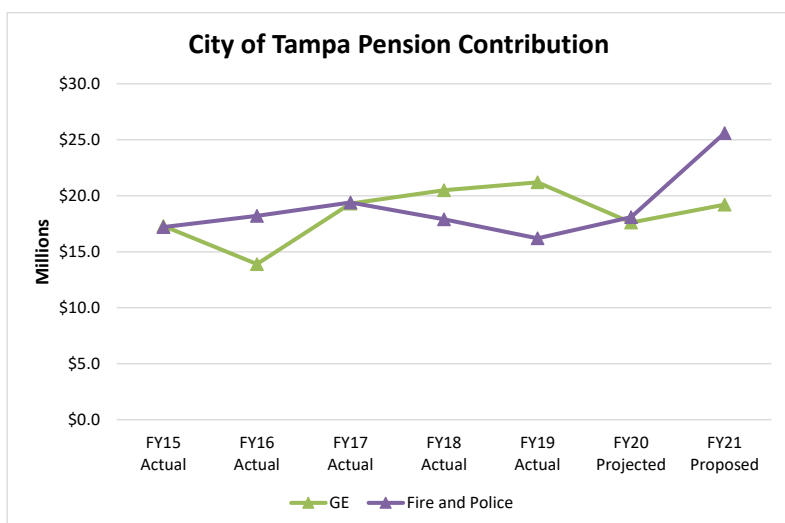
The City offers healthcare benefits to current and past employees. To mitigate costs, the City contracts with CareATC for the operation of two Employee Wellness Centers located in Tampa and Brandon. A third center, recommended by the City’s benefits consultants, is being considered near New Tampa. The 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.

## Healthcare Trust

During the most recent contract negotiations, the City, the Police Benevolent Association and the International Association of Fire Fighters (AFL-CIO) agreed to create a health care trust beginning on January 1, 2021. Sworn employees of the Police and Fire departments will receive health insurance directly from the trust, and the City will contribute its share of health insurance payments to the trust.

## Pension

The City continues its commitment to fully fund the annual required contributions for its General Employee and Fire and Police Pension Fund. Comparing actuarial value of assets to actuarial accrued liability, the Fire and Police Pension Fund is funded at 94.5% and the General Employee Pension Fund is funded at 88.3%. City contributions to the Fire and Police Pension Fund will increase from FY2020 projected costs of \$18.1 million to \$25.6 million in FY2021, which represents a 41.4% or \$7.5 million increase. This is primarily due to a lower actuarial investment rate of return than the Plan’s assumed actuarial rate of return as well as variances between projections and actuals for factors such as salaries, retirements, etc. For FY2021, the City’s contributions to the General Employees’ Pension Fund will increase from a FY2020 projected cost of \$17.6 million to \$19.2 million, which represents a 9.1% or \$1.6 million increase. This increase is largely attributable to the pension fund adopting a lower actuarial investment rate of return assumption.

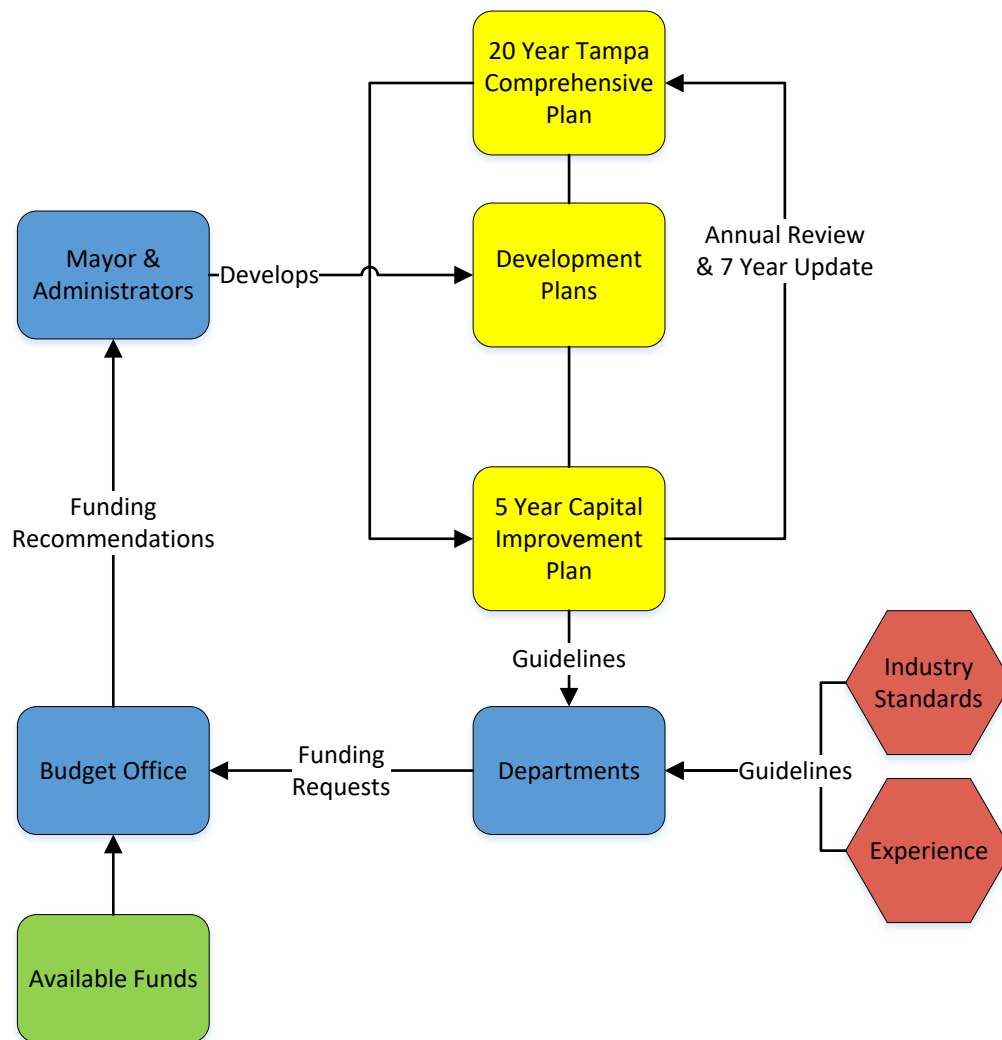


Line Chart of the City's Contributions to the Fire and Police and General Employees' Pension Funds, FY15 - FY21



# Long-Range Planning Goals

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



# Imagine 2040: Tampa Comprehensive Plan

The Imagine 2040: Tampa Comprehensive Plan is a twenty-year plan for the growth and redevelopment of the City of Tampa. The Plan is updated periodically to reflect changes in growth patterns, community aspirations, demands for City services, and incorporation of new supplemental plans (i.e., 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. The Tampa Comprehensive Plan completed a major update in 2016 and was awarded an American Planning Association Silver Level Comprehensive Plan Standards for Sustaining Places. The Imagine 2040: Tampa Comprehensive Plan is due for a major update and revisions in 2023, and will focus on ensuring that sustainability and resiliency are deeply embedded in to the plan and all of its diverse elements. Tampa is a great city to live and work in, offering diversity and a vibrant urban life that nurtures residents' creativity and entrepreneurial spirit. The Plan builds on these qualities and outlines a collective vision for sustaining and enhancing an attractive and safe city that evokes pride, passion, and a sense of belonging using innovative and sustainable strategies and planning techniques, ensuring Tampa will prosper well into the 21st century.

## Community-Based Planning

The City embarked on a strategic, inclusive community-based planning effort, which continues today. Community plans, corridor plans, and transit and mobility plans, will all be embedded and incorporated into comprehensive plan updates in the future under Mayor Castor. These planning efforts will continue to assist in guiding the City in the future. This effort will produce long-range Community Vision plans and associated development codes that guide all private development and public improvement projects.

## New Initiatives

Several new initiatives and programs have come forth under Mayor Castor including FAST PASS permitting, Homeowner's Night, Arborist Certification Program, expanded use of conditional permit approval, and an expanded and stream-lined use of private providers for plans review and inspection services. Homeowner's Night is a program to educate homeowners to understand and more easily navigate the permitting and permit approval processes within the City of Tampa.

## Urban Forest Management Plan

The City of Tampa Urban Forest Management Plan was developed through a collaborative effort of the City, the University of Florida, the University of South Florida, University of Florida's Institute of Food and Agricultural Sciences Extension in Hillsborough County, business and professional organizations, builders and developers, neighborhood associations, and citizens. The Urban Forest Management Plan is a strategic plan with a 20-year planning horizon defining criteria, performance measures, and alternatives for action; and, by following an adaptable, quantifiable, and science-based approach, the City of Tampa will address the challenges to growing and maintaining a healthy urban forest in an efficient and sustainable manner. The plan identifies Smart Code concepts to improve the City's urban environment and encourage a healthy canopy, which will help sequester carbon dioxide, a greenhouse gas. Management of the urban forest, with its long biological life cycles and slow



growth, is a long-term investment. The Urban Forest Management Plan will play an integral part in Tampa's sustainability and resiliency efforts as one of Mayor Castor's key five focus areas.

## Performance Measurement Dashboard

The City of Tampa constantly strives to provide first-class services to our customers. In an effort to provide transparency in government, the City is committed to improve and share this accountability with the citizens of Tampa and to provide measurable service delivery performance data. This performance data will provide 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 learning, and a focus on accountability for performance.

The City publishes performance metrics at [www.tampagov.net/metrics](http://www.tampagov.net/metrics) for the following services:

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

## Capital Improvement Program

The Capital Improvement Program (CIP) is a statement of the City of Tampa's policy regarding long range physical development. The CIP is vital to the City because it is the principal planning tool designed to achieve urban growth and development. By providing a planned schedule, cost estimates, and location of public sector improvements, the CIP provides private sector decision makers with valuable information on which to base investment decisions. The CIP also provides local elected officials and the public with valuable information concerning proposed public facilities and their associated costs. Ultimately, this coordination of orderly and efficient private and public investment programs will benefit the City.

Capital Improvement Program projects are initially identified by departments based on infrastructure needs, industry standards, the Tampa Comprehensive Plan, and development plans like those produced through the InVision Tampa, Community Vision Plans, and Urban Forest Management Plan processes. The City of Tampa's CIP forecasts and aligns projected revenues with capital project priorities and planned capital improvement expenses for maintaining, enhancing, and expanding City infrastructure needs over a five-year period. Departments submit CIP requests to the Budget Office during the annual budget process. The Budget Office then balances all CIP requests against available resources and presents funding recommendations to the Mayor and City administrators. This process culminates in the five-year Capital Improvement Program and is part of the City's annual budget as approved by City Council. Capital projects relating to the level of service requirements are then adopted into the Capital Improvements Section Schedule of the Tampa Comprehensive Plan per state requirements.



# Budget Highlights

**LIFT UP  
LOCAL**



## The Budget Process

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

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

The FY2021 Recommended Operating and Capital Budget will be presented by the Mayor to City Council in August 2020. Budget hearings are held in September 2020 and the budget is adopted by the end of the current fiscal year (September 30, 2020). 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.

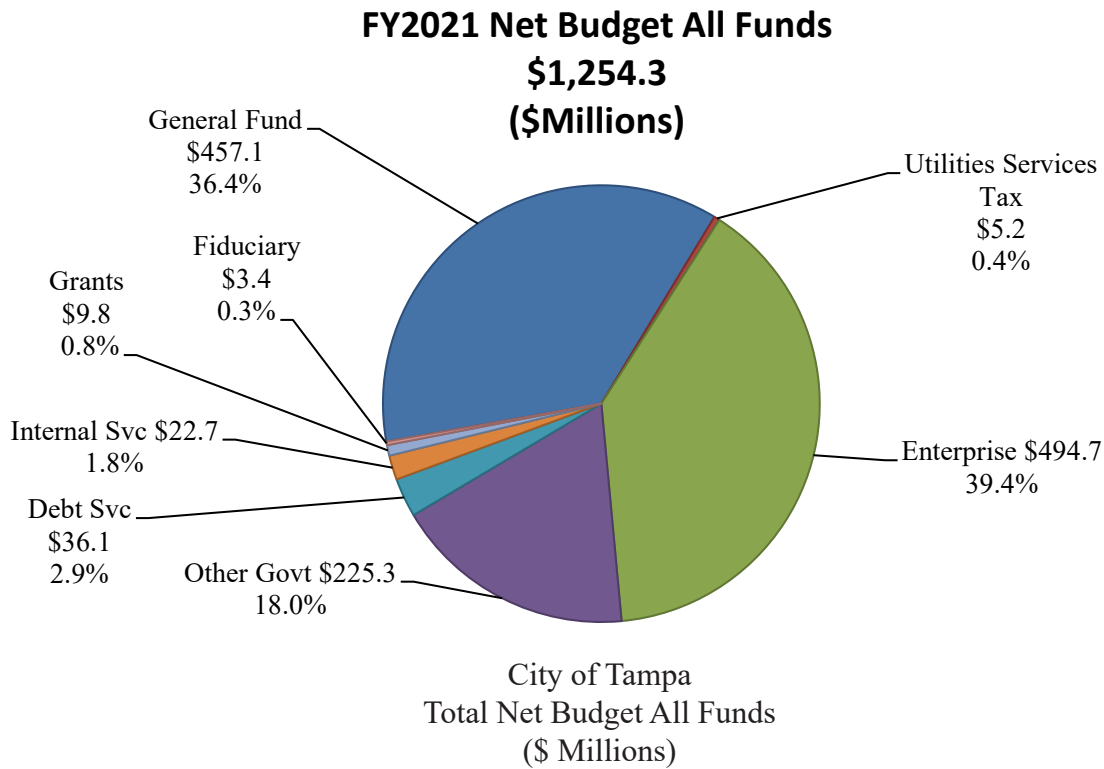


# The Budget Calendar

| <b>Month</b>        | <b>Action</b>  |
|---------------------|--|
| November - December | Initial revenue and expense estimates are prepared.  |
| January – February  | FY2021 – FY2025 Financial Forecast is created and/or modified.   |
| March – April       | <ul style="list-style-type: none"> <li>• Capital Improvement Projects (CIP) and operating budget instructions are distributed to departments.</li> <li>• Departments prepare and submit CIP and operating funding requests.</li> </ul>   |
| March – June        | <ul style="list-style-type: none"> <li>• City Council holds budget workshop</li> </ul>   |
| May – July          | <ul style="list-style-type: none"> <li>• Mayor reviews CIP and operating funding requests.</li> </ul>  |
| August              | <ul style="list-style-type: none"> <li>• The Recommended Operating and Capital Budget is presented to City Council.</li> <li>• Non-ad valorem public hearings are held for the Downtown Tampa Special Services District, Westshore Special Services District, City of Tampa Stormwater Utility, and Tampa-Ybor Historic Electric Streetcar.</li> </ul> |
| September           | <ul style="list-style-type: none"> <li>• Public hearings are held for the FY2021 proposed budget.</li> <li>• The FY2021 budget is approved by City Council.</li> </ul>   |
| October 1           | New fiscal year begins.  |



# The FY2021 Budget



|                                 | FY2020           | FY2021           |
|---------------------------------|------------------|------------------|
| General Fund                    | \$435.7          | \$457.1          |
| Utilities Services Tax Funds    | 8.7              | 5.2              |
| Other Governmental Funds        | 139.6            | 225.3            |
| Governmental Debt Service Funds | 47.9             | 36.1             |
| Grant Funds                     | 11.4             | 9.8              |
| Enterprise Funds                | 367.6            | 494.7            |
| Internal Service Funds          | 27.7             | 22.7             |
| Fiduciary Funds                 | 3.0              | 3.4              |
| <b>Total Funds Appropriated</b> | <b>\$1,041.6</b> | <b>\$1,254.3</b> |

The FY2021 total budget is \$1,254,250,964. This represents a \$212.7 million net increase from the FY2020 budget of \$1,041,578,465 mainly due to:

- A General Fund increase of approximately \$21.4 million primarily due to negotiated labor contracts; fire and police pension contributions; a fire and police lump sum healthcare trust payment; other health insurance and benefits; additional staffing to support parks and recreation programs and emergency medical services; increased operating and capital equipment spending for public safety items such as body-worn cameras for police officers; and personal protective gear upgrades for firefighters. This increase in the General Fund also includes the additional required contribution of approximately \$4.0 million to the community redevelopment area trust funds.
- A \$127.1 million increase in Enterprise Funds primarily due to expansion of Wastewater, Water and Solid Waste capital project program funding over FY2020.

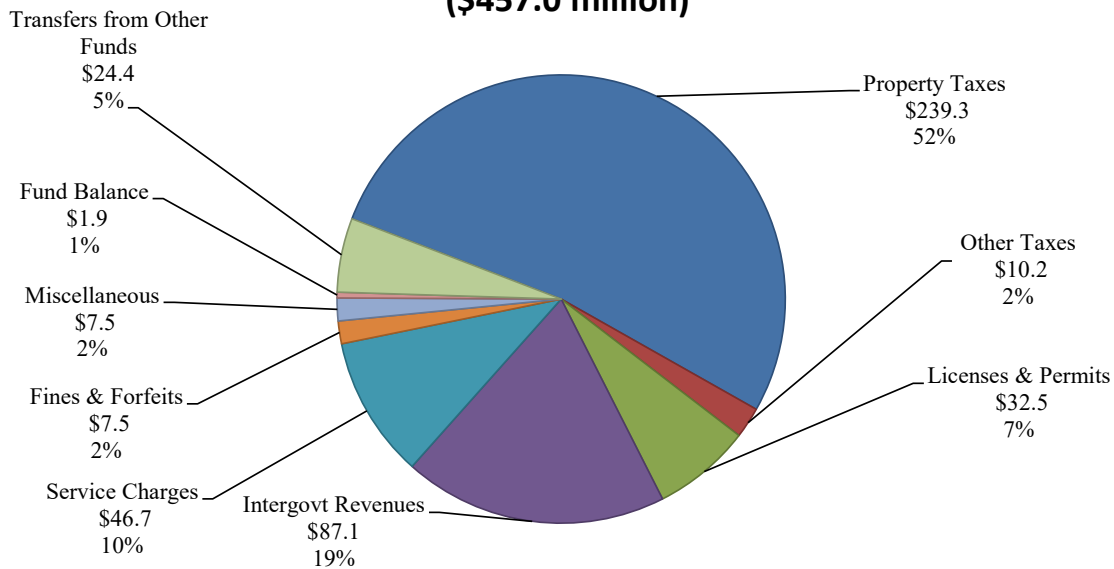




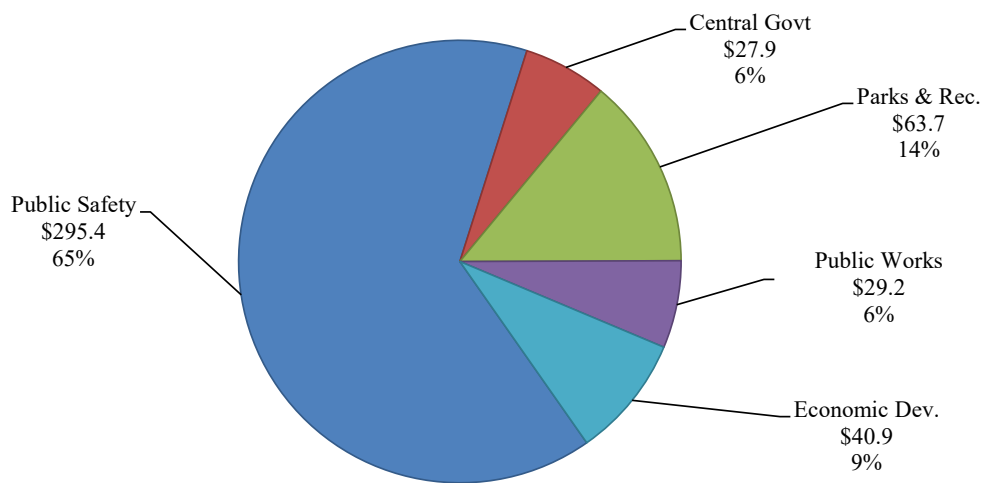
- All other governmental funds increased by \$85.7 million primarily due to additional stormwater and other tax exempt loan financing capital project funding.
- Governmental Debt Service funds decrease of \$11.8 million is due to the restructuring of existing debt.

## General Fund

**FY2021 General Fund Revenue Sources**  
**(\$457.0 million)**



**FY2021 General Fund Expenditures**  
**(\$457.1 million)**



The General Fund supports public safety, general government operations, parks and recreation, economic development programs and other non-enterprise related operations. Revenues such as property taxes, utilities services taxes, sales tax, electric franchise fees, communication services taxes and other revenues are used to pay for these programs. The General Fund increase of approximately \$21.4 million primarily due to negotiated labor contracts; fire and police pension contributions; a fire and police lump sum healthcare trust payment; other health insurance and benefits; additional staffing to support parks and recreation programs and emergency medical services; as well as increased operating and capital equipment spending for public safety items such as body-worn cameras for police officers, and personal protective gear upgrades for firefighters. This increase in the General Fund also includes the additional required contribution of approximately \$4.0 million to the community redevelopment areas. The General Fund expenditures increase are primarily supported by the FY2021 increase in property tax revenue.

## Utilities Services Tax Fund

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

|   | FY2021        |
|---|---------------|
| <b>Revenues:</b>                                |               |
| Electric Utility Services Taxes                 | \$ 33.2       |
| Communications Services Taxes                   | 17.0          |
| Gas Utility Services Taxes                      | 1.4           |
| Water Utility Services Taxes                    | 9.5           |
| Other   | 2.2           |
| <b>Total Revenues</b>                           | <b>\$63.3</b> |
| <b>Transfers and Expenditures:</b>              |               |
| Transfer to General Fund                        | \$22.0        |
| Transfer to Debt Service Fund                   | 13.0          |
| Transfer to Local Option Gas Tax Fund           | 15.0          |
| Transfer to Stormwater Fund                     | 2.0           |
| Transfer to Utilities Services Tax Capital Fund | 4.8           |
| Transfer to Golf Course Operations/Capital Fund | 1.8           |
| Transfer to Fleet Maintenance Capital Fund      | 0.4           |
| Transfer to Other Governmental Funds            | 0.1           |
| Other   | 0.1           |
| Reserves  | 4.1           |
| <b>Total Transfers and Expenditures</b>         | <b>\$63.3</b> |

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 and Utility Service Tax Fund Balance

The City has established a policy of maintaining a minimum fund balance amount equal to at least 20% of the budget for the combined General Fund and Utilities Services Tax Fund. A healthy fund balance greatly impacts whether the City receives favorable bond ratings which reduce interest costs on debt issued by the City. For the 14th consecutive year, the City has maintained a fund balance greater than the minimum 20% policy requirement.

## Other Governmental Funds

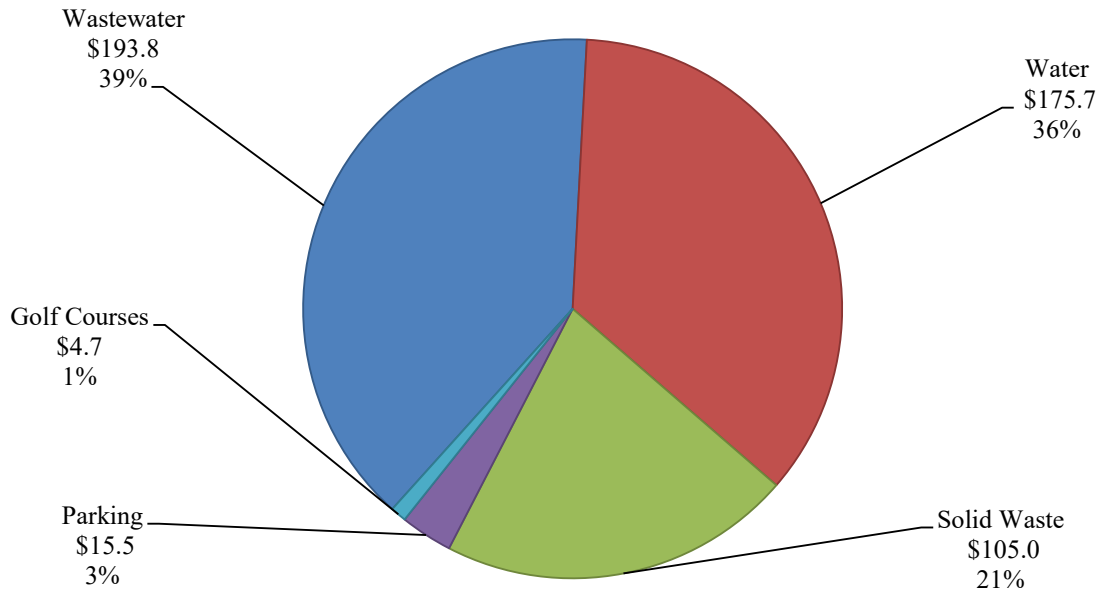
| City of Tampa<br>Other Governmental Funds Net Budget<br>(\$ millions) |                |                |
|---|----------------|----------------|
|   | FY2020         | FY2021         |
| Stormwater Fund   | \$32.1         | \$80.5         |
| Other Capital Construction Funds                                      | 3.9            | 21.7           |
| Local Option Fuel Taxes   | 34.2           | 35.9           |
| Community Investment Tax Funds  | 5.1            | 2.4            |
| Community Redevelopment Agency Funds                                  | 34.3           | 39.3           |
| Transportation Impact Fee Funds                                       | 8.9            | 7.8            |
| Construction Services Fee Funds                                       | 12.8           | 14.0           |
| Non-Ad Valorem Assessments Funds                                      | 3.6            | 3.8            |
| Law Enforcement Funds   | 1.9            | 0.5            |
| Other Special Revenue Funds   | 2.5            | 3.1            |
| Capital Financing   | 0.3            | 16.3           |
| <b>Total</b>  | <b>\$139.6</b> | <b>\$225.3</b> |

Other Governmental Funds are used to support capital improvement programs, transportation operations, stormwater operations, economic development programs, and other operations. Revenues such as community investment taxes, local option fuel taxes, construction permitting fees, stormwater assessments and other revenues are used to pay for these programs. The FY2021 Other Governmental Fund net budget is \$225.3 million, an increase of \$85.7 million from the FY2020 budget. The most significant changes are additions in capital project funding for Stormwater infrastructure, Parks and Recreation parks additions and improvements, and city facilities improvements.



# Enterprise Funds

## FY2021 Enterprise Funds (\$494.7 million)



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

|                     | FY2020         | FY2021         |
|---------------------|----------------|----------------|
| Water Fund          | \$128.2        | \$175.7        |
| Wastewater Fund     | 116.1          | 193.8          |
| Solid Waste Fund    | 98.5           | 105.0          |
| Parking Fund        | 20.1           | 15.5           |
| Golf Courses Fund   | 4.7            | 4.7            |
| <b>Total Budget</b> | <b>\$367.6</b> | <b>\$494.7</b> |

The Enterprise Funds are comprised of the Water, Wastewater, and Solid Waste Departments, the Parking Division, and Golf Courses. The Enterprise Funds FY2021 net budget is \$494.7 million, an increase of \$127.1 million over the FY2020 budget. This is primarily due to the Wastewater and Water Departments increase in capital project spending.

Water fees are used to cover the costs associated with providing safe drinking water which includes planning, construction, operation and maintenance of the City’s water management systems. Water program increase of \$47.5 million in FY2021 over FY2020 is primarily due to higher personnel and operating costs and additional capital improvement project funding for water distribution system repairs/replacement, David L. Tippin Water Treatment Facility improvements, and a new work order management system.



Wastewater fees are used to cover the costs associated with providing sanitary sewer services including the planning, construction, operation and maintenance of the City's wastewater systems. Wastewater program increase of \$77.7 million in FY2021 over FY2020 is primarily due to higher personnel and operating costs and additional capital improvement project funding for the Wastewater collection system, pumping stations and the H. F. Curren Advance Wastewater Treatment Plant.

Solid waste fees are used to cover the costs associated with providing collection and disposal of garbage, refuse and solid waste. Solid Waste program increase of \$6.5 million in FY2021 over FY2020 is primarily due to higher personnel and benefits costs; capital improvement project costs associated with the takeover of McKay Bay Waste to Energy Facility; and offsetting debt service payment reductions related to defeasance of system revenue bonds during FY2020.

Parking fees are used to cover the costs associated with the planning, construction, operation and maintenance of the City's parking assets. Parking decrease of \$4.6 million in FY2021 from FY2020 is due to reductions in Parking's capital improvement program.



## Related Financial Information

**LIFT UP**  
**LOCAL**

---

*City of*  
**Tampa**  
Florida

# Related Financial Information

## Major Revenues

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

### General Governmental Revenues

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

### Utilities Services Tax Funds

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

### Special Revenue Funds

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

### Enterprise Funds

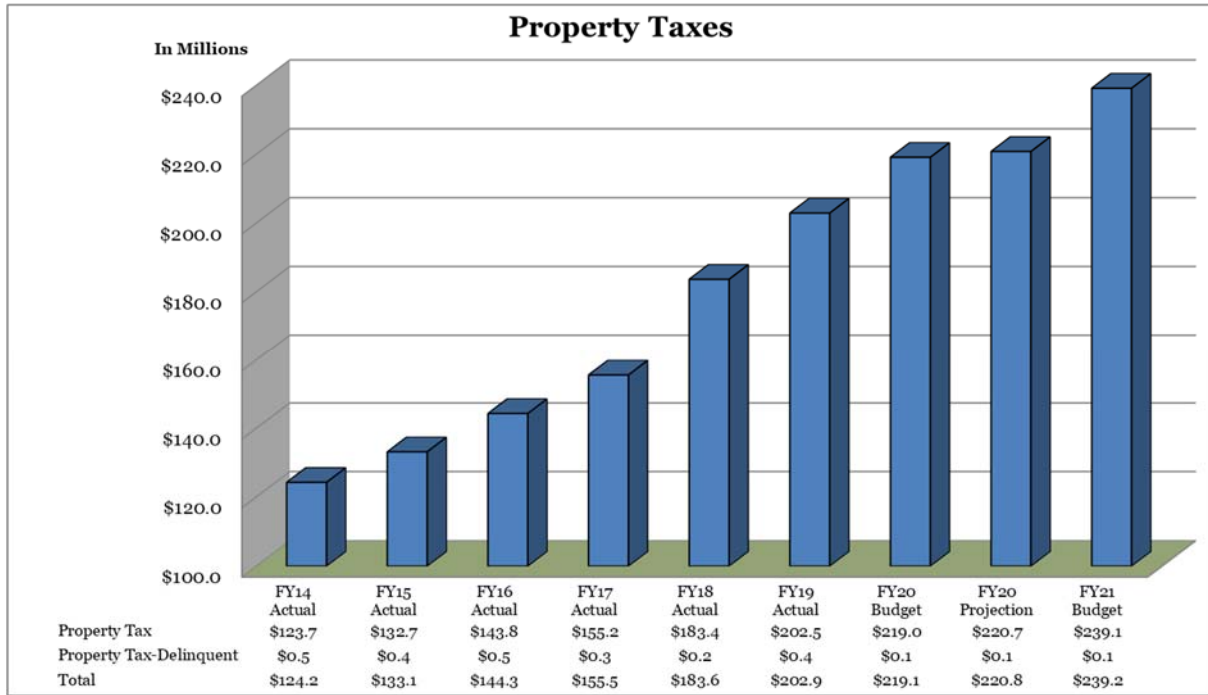
- Parking Revenue
- Solid Waste Revenue
- Wastewater Revenue
- Water Revenue

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



# General Governmental Revenues

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



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

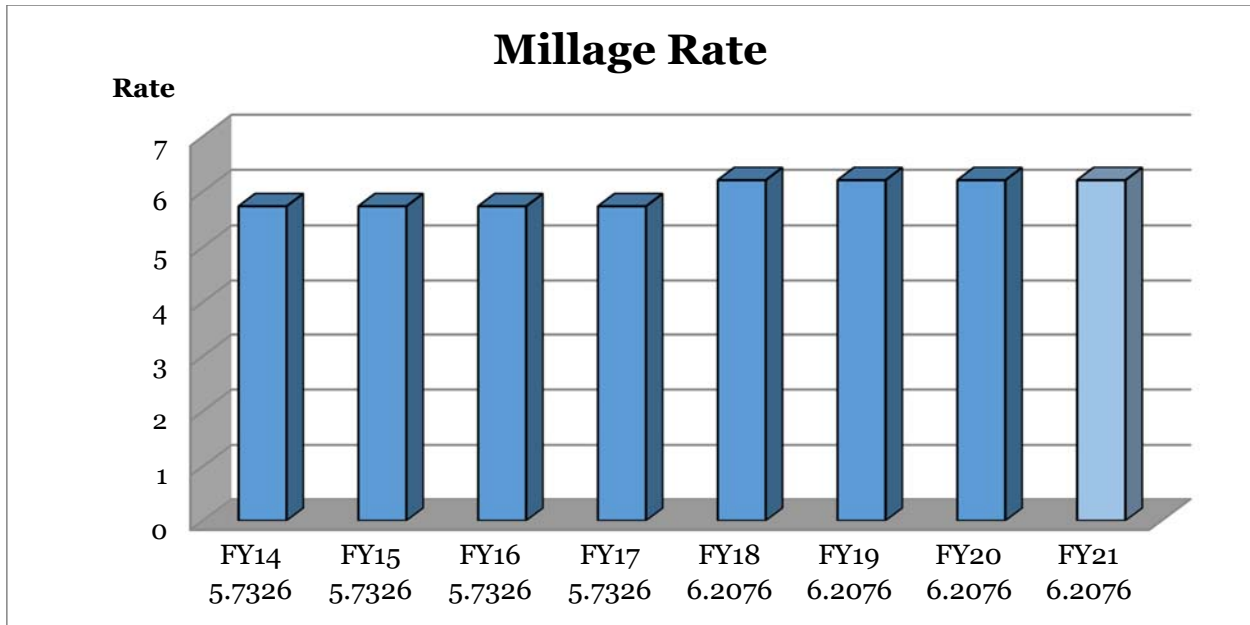
**Source:** Taxes levied against the assessed taxable value of property within the City limits.

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

**Analysis/Assumptions:** Property taxes represent the City’s single largest revenue source and are based on the City’s millage rate (6.2076) and the taxable value of the City’s real property. The Hillsborough County Property Appraiser is responsible for determining and notifying the City of its taxable value by July 1 each year. Revenues decreased from a high of \$162.7 million in FY2008 to a low of \$116.1 million in FY2013, which represents a decrease of 29%. FY2021 reflects the eighth consecutive year of a projected increase in the City’s taxable value since the economic recession began in FY2007. FY2021 property tax revenues are expected to increase \$20.1 million compared to the FY2020 budget due to an increase of 9.2% in the City’s taxable value.







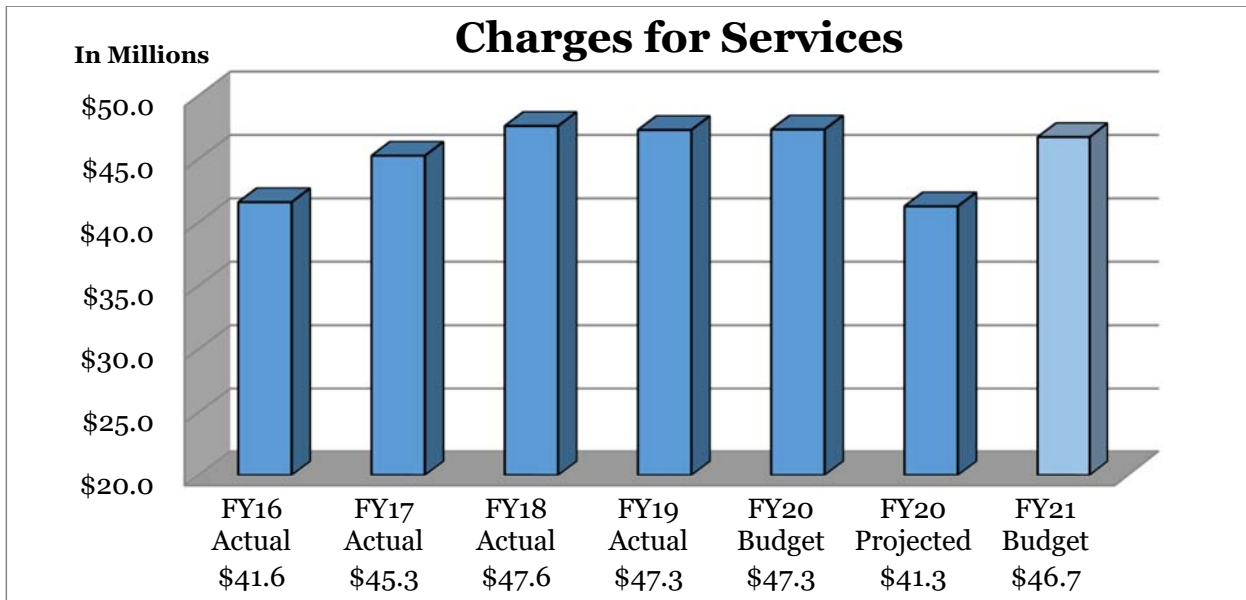
After over 30 years without a millage rate increase, the City adopted a millage rate of 6.2076 mills for FY2018, an increase of 0.475 mills over the previous rate of 5.7326 mills.

## Property Tax Reform

On November 6, 2018 Florida voters opposed Florida Amendment 1, Homestead Exemption Increase Amendment (2018). As a result, the homestead exemption for a home with an assessed value of \$125,000 or more remains at \$50,000.

Florida voters supported Florida Amendment 2, the Permanent Cap on Non-homesteaded Parcel Assessment Increases Amendment (2018). This amendment makes permanent the cap of 10 percent on annual nonhomestead parcel assessment increases that was set to expire on January 1, 2019.





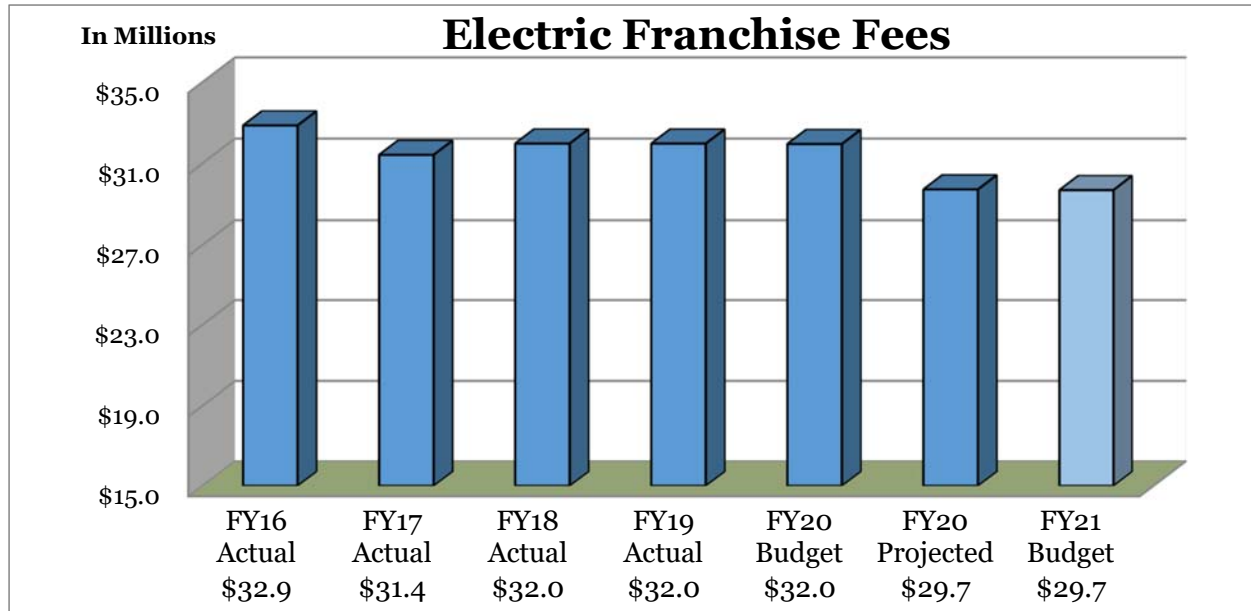
**Legal Authorization:** Authorized by City of Tampa Code of Ordinances, Chapter 24, Article I, Section 24-8.

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

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

**Analysis/Assumptions:** The City charges for certain governmental services including fire inspections, police services for special events, parks and recreation and for the use of the Tampa Convention Center. FY2020 projected revenues are projected to decrease from the FY2020 budget due to COVID-19 impact on rentals at the Tampa Convention Center and Parks and Recreation summer programs.





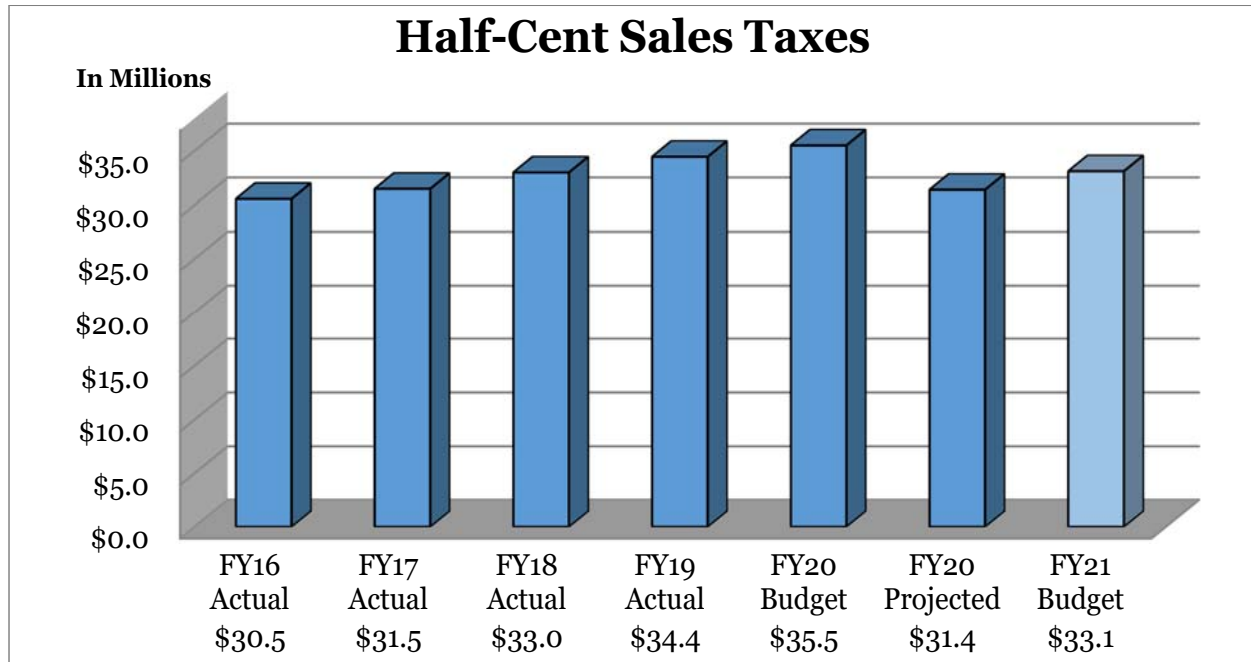
**Legal Authorization:** Authorized by City of Tampa Code of Ordinances Chapter 22, Article I, Division 1, Section 22-4.

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

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

**Analysis/Assumptions:** After maintaining a level franchise fee rate for over 25 years, in FY2012 the City increased the electric franchise fee rate from 4.6% to 6.0% of gross revenues from the sale of electric energy to its customers within the City limits. Electric Franchise Fees are projected to decrease by 7.2% in FY2021 compared to the FY2020 Budget. Because of Covid-19, fuel prices decreased which resulted in Tampa Electric lowering electrical rates. From June through August 2020, residential customers’ bills will decrease by approximately 20%. From September through December 2020, residential customer bills should decrease by approximately 4%. Commercial and industrial customers will see a reduction of between 14% to 20% depending on usage.





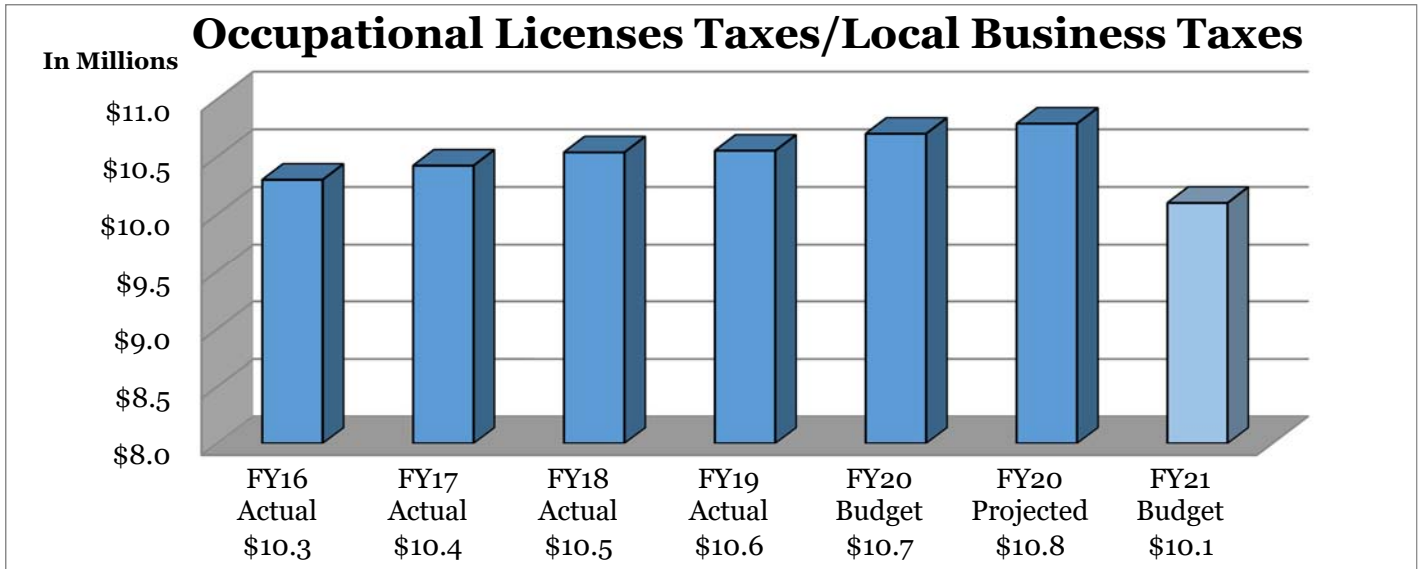
**Legal Authorization:** Authorized by Sections 202.18(2)(c), 212.20(6), and 218.60-.67, Florida Statutes.

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

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

**Analysis/Assumptions:** Half-Cent Sales Tax revenues have increased since FY2016 as the economy continues to recover from the economic downturn. However, FY2021 revenues are anticipated to decrease from the FY2020 budget due to the anticipated COVID-19 impact on consumer spending.





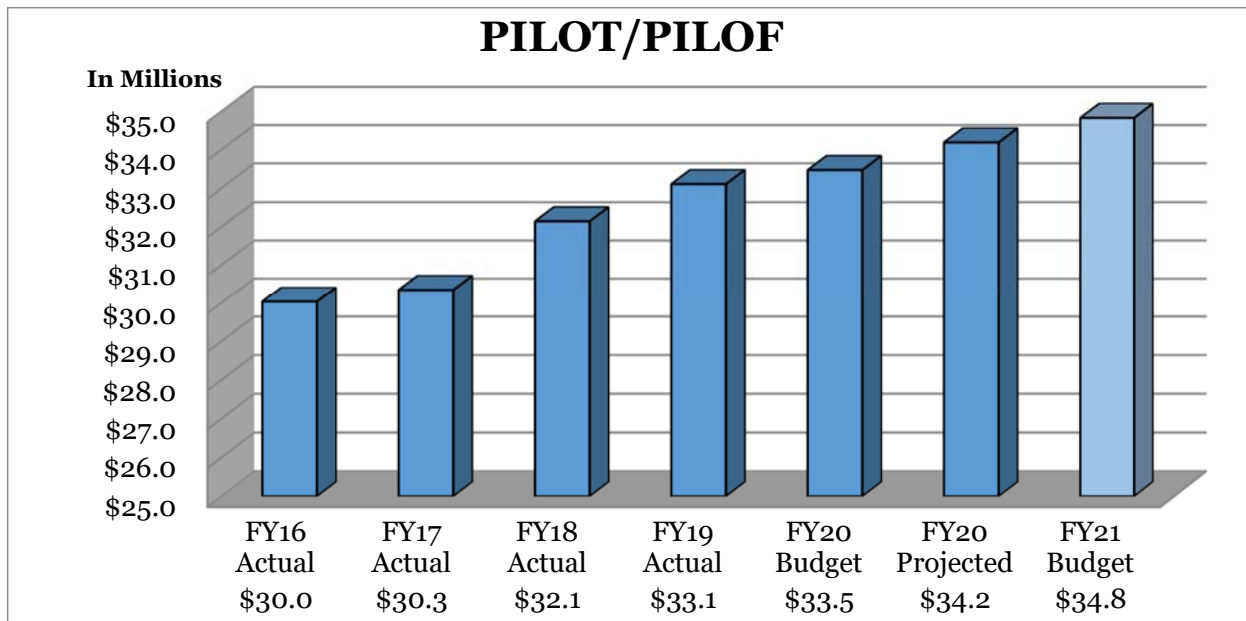
**Legal Authorization:** Authorized by Sections 205.042 and 205.0535, Florida Statutes.

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

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

**Analysis/Assumption:** FY2021 revenues are expected to be slightly lower than the FY2020 revenues due to the anticipated COVID-19 impact on business activity.





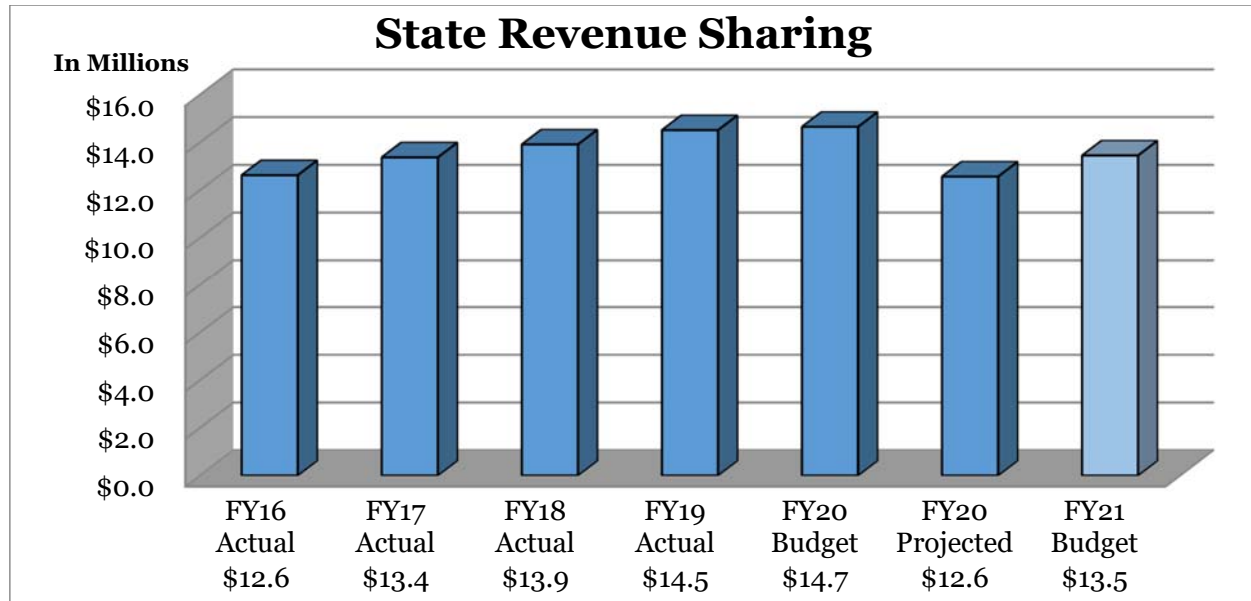
**Legal Authorization:** Authorized pursuant to City of Tampa policy.

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

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

**Analysis/Assumptions:** PILOT revenues increased primarily due to the increase in Water and Wastewater capital programs. Tampa City Council approved a resolution that increased water and wastewater rates for the next 20-years and for the first time, implemented base charges effective November 1, 2019. This will result in annual PILOF revenues increases. For FY2021, the City anticipates an accumulative increase of \$1.3 million in PILOT/PILOF revenues.





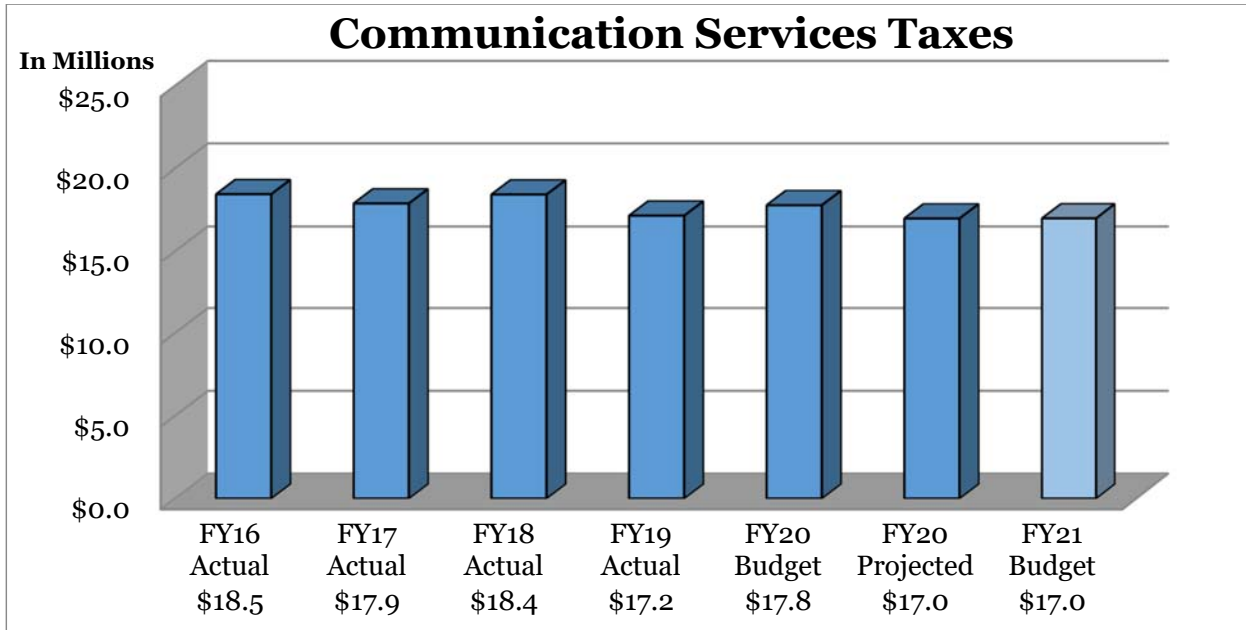
**Legal Authorization:** Authorized by Sections 206.605(1), 206.997, 212.20(6), and 218.20-.26, Florida Statutes.

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

**Uses and restrictions:** According to the Florida Legislature’s Office of Economic and Demographic Research 2018 Local Government Financial Handbook (September 2018) municipalities were to assume that 23.06% of these funds must be used for transportation-related purposes with the balance available for any general governmental purpose. As a matter of policy, the City assigns not less than 28% for transportation-related purposes.

**Analysis/Assumptions:** State Revenue Sharing revenue is projected to decrease by 8.2% in FY2021 compared to the FY2020 budget as a result of COVID-19 impacts on consumer spending.





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

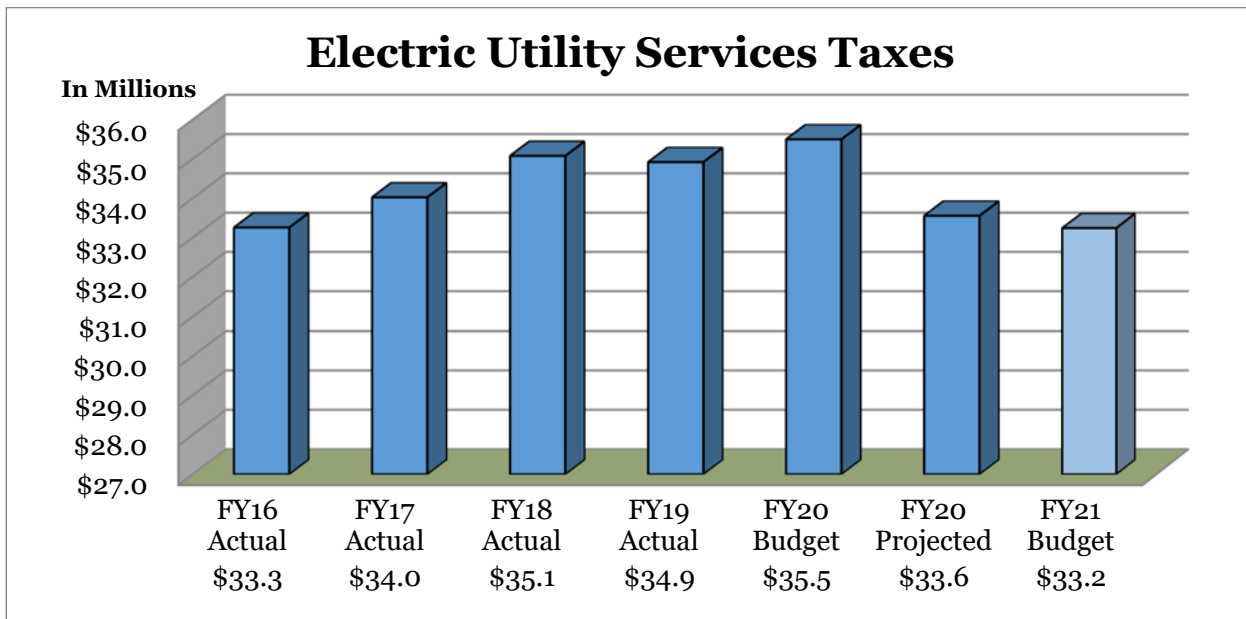
**Source:** Communication Services Taxes are applied to transmission, conveyance, or routing of voice, data, audio, video, or any other information or signals, to a point or between or among points, by or through any electronic, radio, satellite, cable, optical, microwave, or other medium or method now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

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

**Analysis/Assumption:** The FY2021 revenues are expected to decrease slightly compared to FY2020 budget. Since FY2017, the Communications Services Tax revenue has been relatively stable.







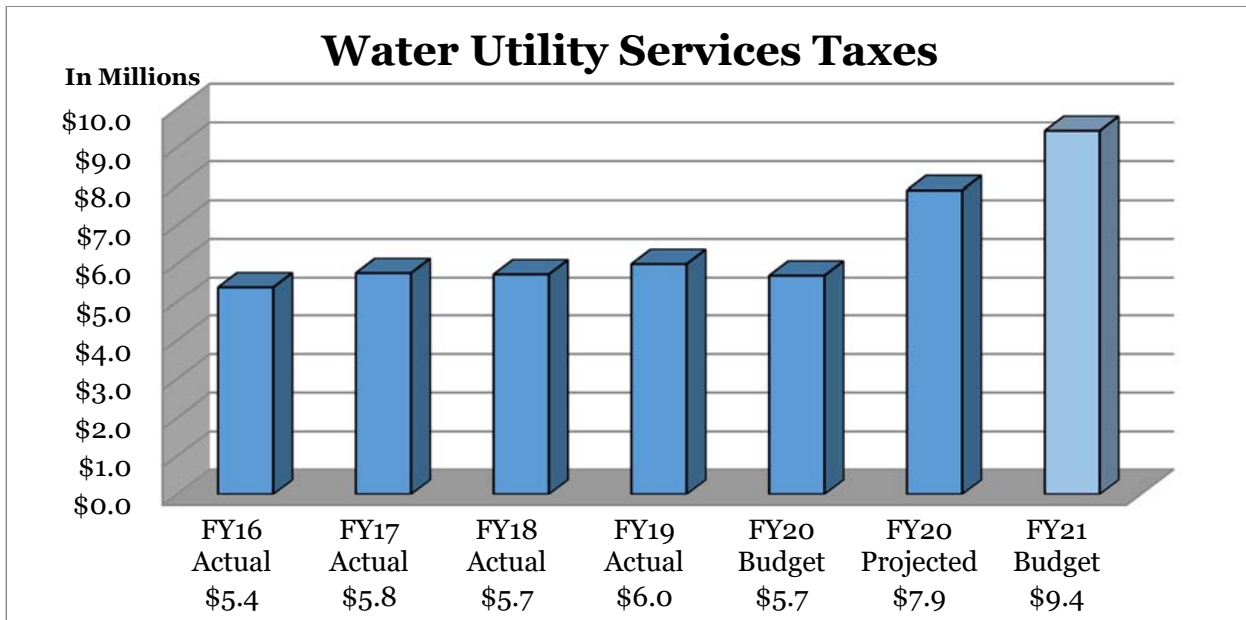
**Legal Authorization:** Authorized by Section 166.231, Florida Statutes and City of Tampa Code of Ordinances, Chapter 24, Article II, Division 1.

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

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

**Analysis/Assumption:** In prior years, Electric Utility Services Taxes have increased, however revenue is expected to decrease in FY2021 primarily due to reduced electrical consumption.





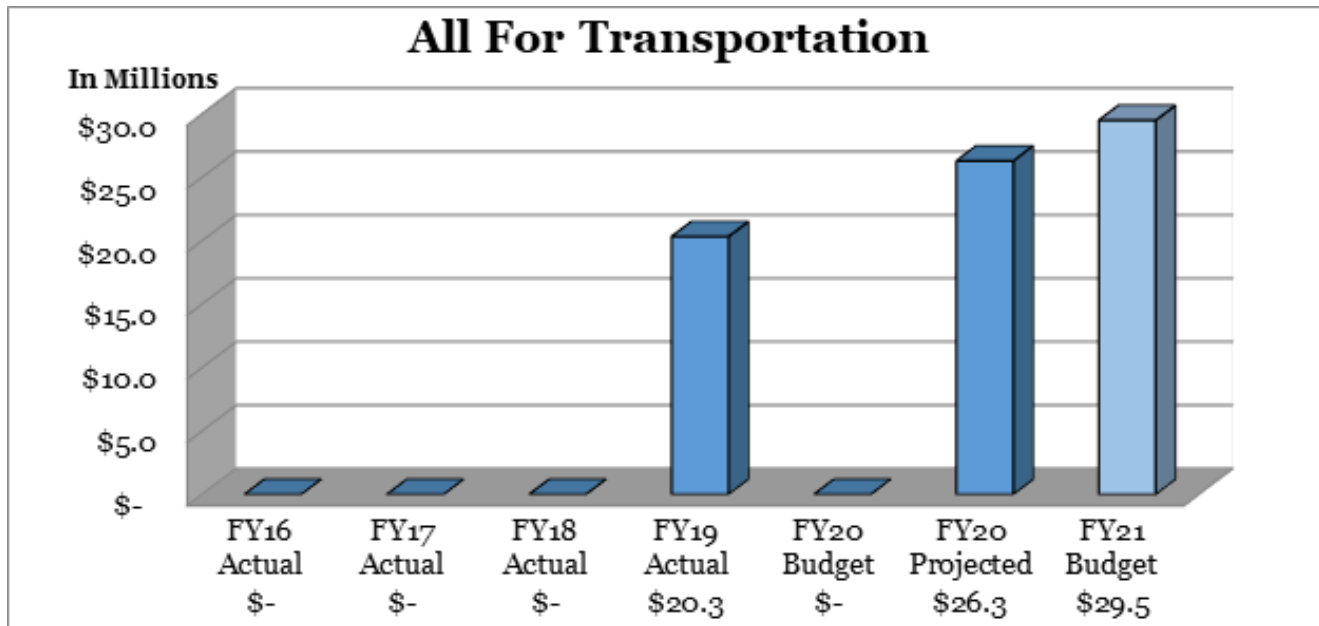
**Legal Authorization:** Authorized by Section 166.231, Florida Statutes and City of Tampa Code of Ordinances, Chapter 24, Article II, Division 1.

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

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

**Analysis/Assumption:** Tampa City Council approved a resolution that increased water and wastewater rates for the next 20 years and for the first time, implemented base charges effective November 1, 2019. As a result, FY2021 revenues are projected to be higher than FY2020 projected.





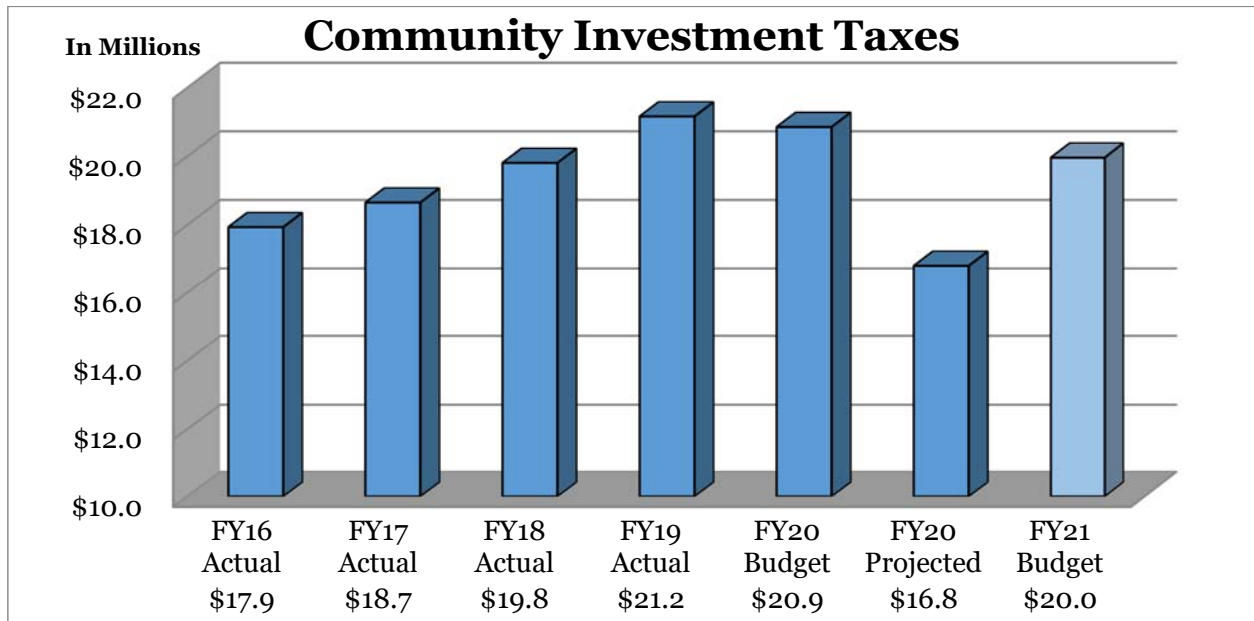
**Legal Authorization:** On November 6, 2018, Hillsborough County voters approved the Hillsborough County Transportation Sales Surtax, which is called All For Transportation (AFT). The AFT is effective for a 30-year period with collections starting on January 1, 2019. However, while AFT taxes are being collected and distributed to the County and municipalities, they are prohibited from expending any of the proceeds due to a legal challenge. The case is awaiting a decision from the Florida Supreme Court.

**Source:** One-cent sales surtax within Hillsborough County and distributed to the City in accordance with the governing interlocal agreement.

**Uses and restrictions:** Revenues are designated for transportation and road projects.

**Analysis/Assumption:** FY2021 budgeted revenues are the City’s share of the surtax to fund transportation improvement projects throughout the City.





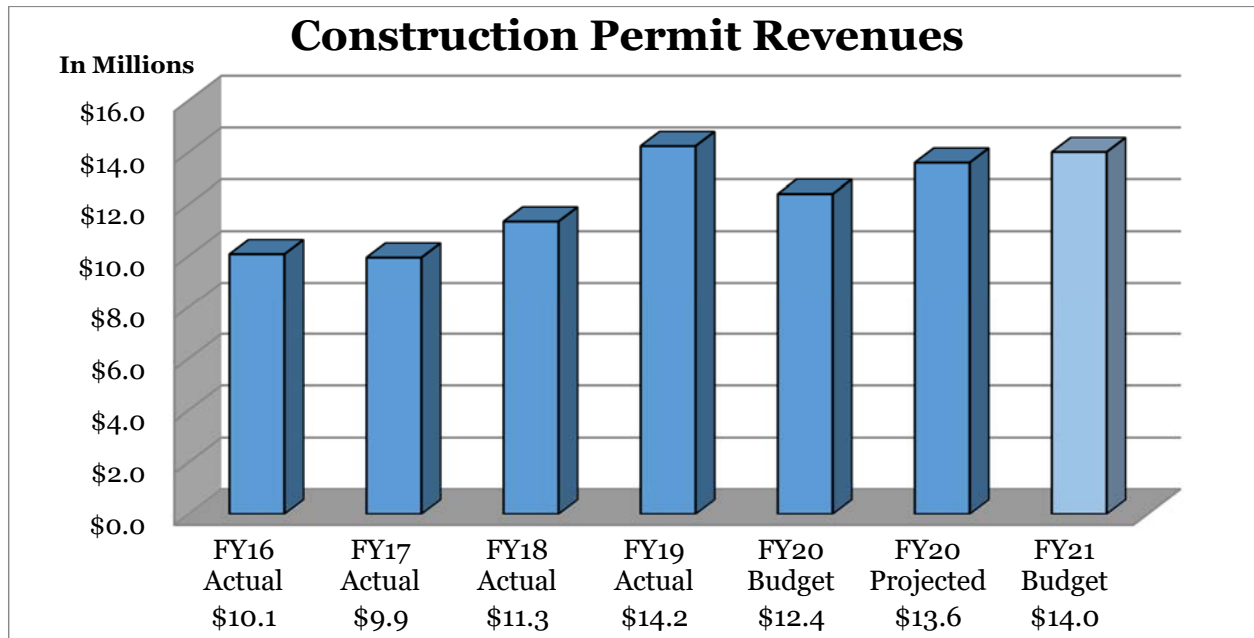
**Legal Authorization:** Section 212.055(2), Florida Statutes, authorizes the governing body of each county to levy a discretionary sales surtax of 0.5 % or 1 %, to finance, plan and construct infrastructure projects, subject to a referendum of the electorate. On September 3, 1996, the electors of Hillsborough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

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

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

**Analysis/Assumption:** FY2021 revenues are anticipated to decrease from the FY2020 budget due to the anticipated COVID-19 impact on consumer spending.





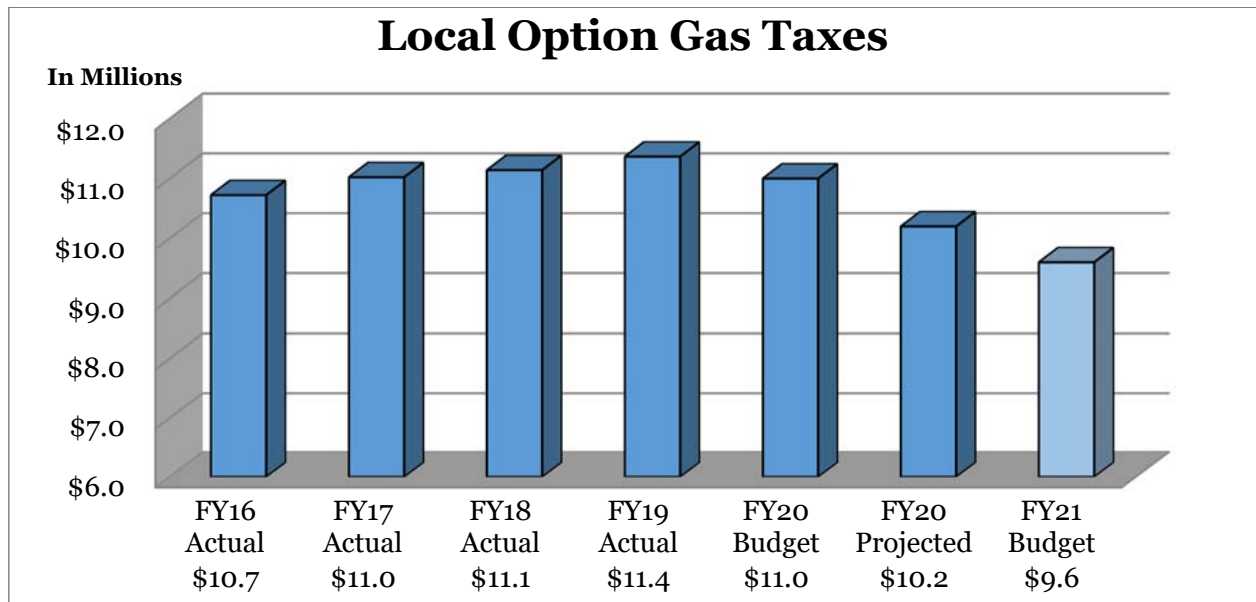
**Legal Authorization:** Authorized by City of Tampa Code of Ordinances Chapter 5, Sections 5-105, and 5-108, and Chapter 22, Article 1, Division 3, Section 22-56.

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

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

**Analysis/Assumptions:** Construction permit revenues have increased primarily due to an increase of new construction activity and home renovations. FY2021 construction permit revenues are anticipated to increase from the FY2020 budget as large construction building projects remain as scheduled.





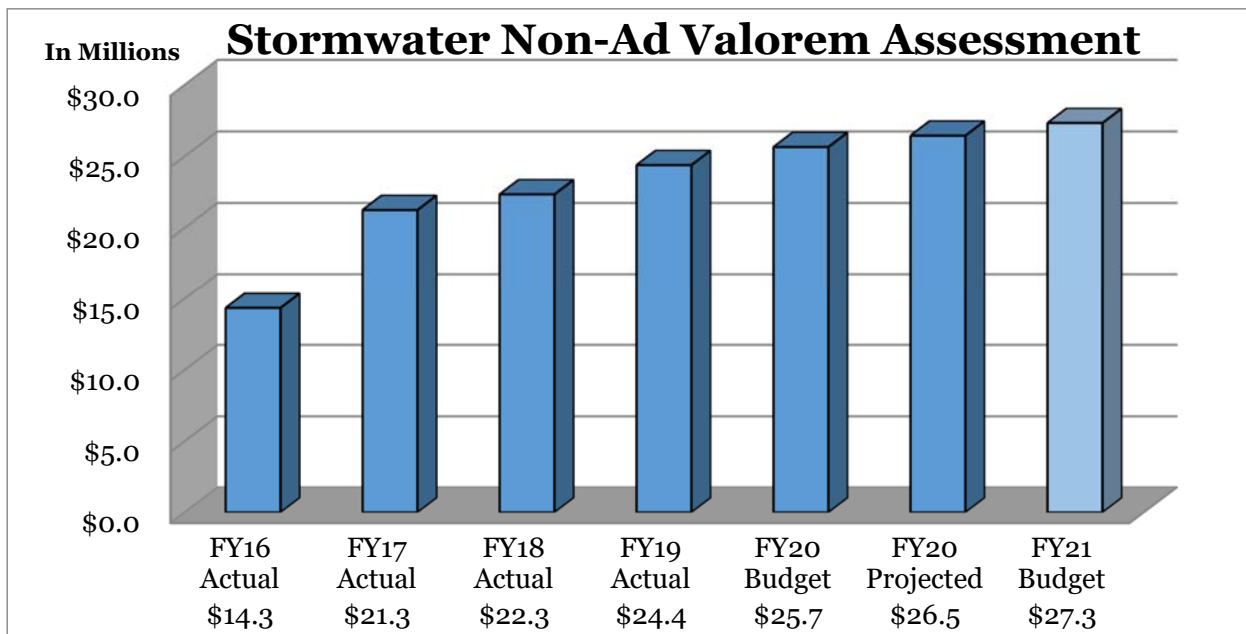
**Legal Authorization:** Authorized by Sections 206.41(1)(e), 206.87(1)(c), and 336.025, Florida Statutes.

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

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

**Analysis/Assumption:** Revenue collections are tied directly to the amount of fuel consumed and not to the price of fuel. FY2021 revenues are expected to decrease due to anticipated COVID-19 impacts on future fuel consumption.





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

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

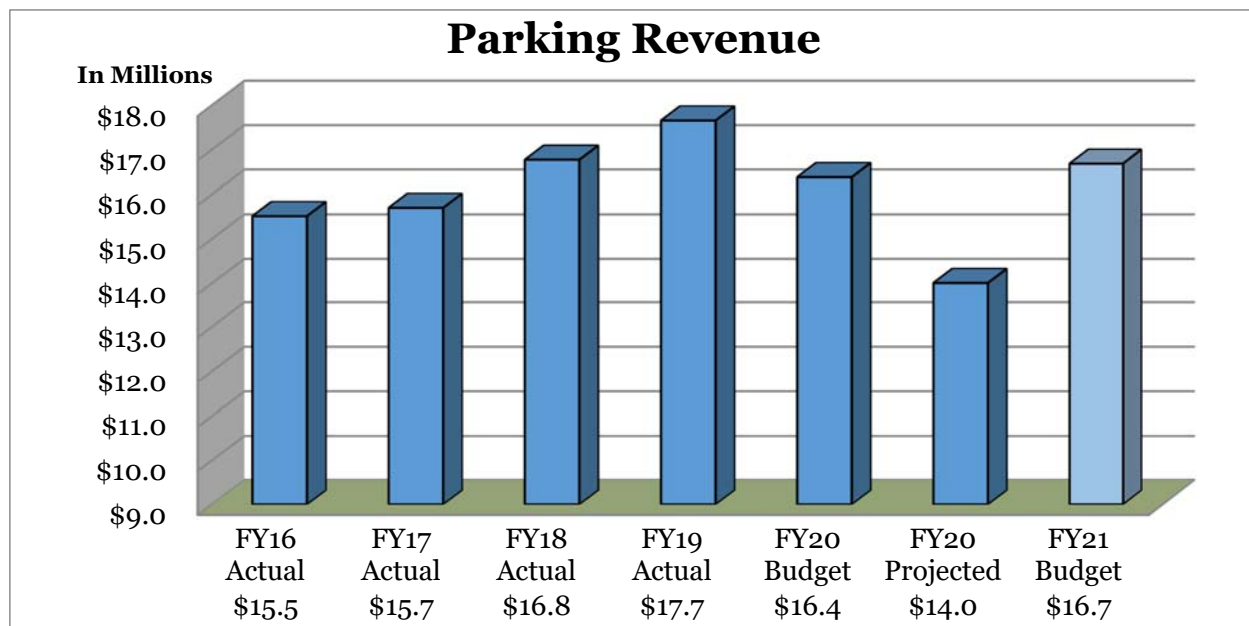
**Uses and restrictions:** Stormwater service assessments and fee revenues are used to support and maintain the stormwater conveyance system. Stormwater improvement assessments may only be used for stormwater-related capital projects within the Central and Lower Basin Improvement Area.

**Analysis/Assumption:** On June 25, 2015, City Council increased the stormwater service assessment from \$36 to \$82 per equivalent stormwater unit. The increased service assessment provided additional funding for the increased maintenance of the stormwater conveyance system. On September 1, 2016, City Council adopted a stormwater improvement assessment effective October 1, 2016, with annual increases occurring through October 1, 2021. The improvement assessment will fund capital stormwater projects in the Central and Lower Basin Improvement Area. The FY2021 improvement assessment rate will increase from \$71.05 to \$82.74 resulting in increased revenues.



# Enterprise Funds

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



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

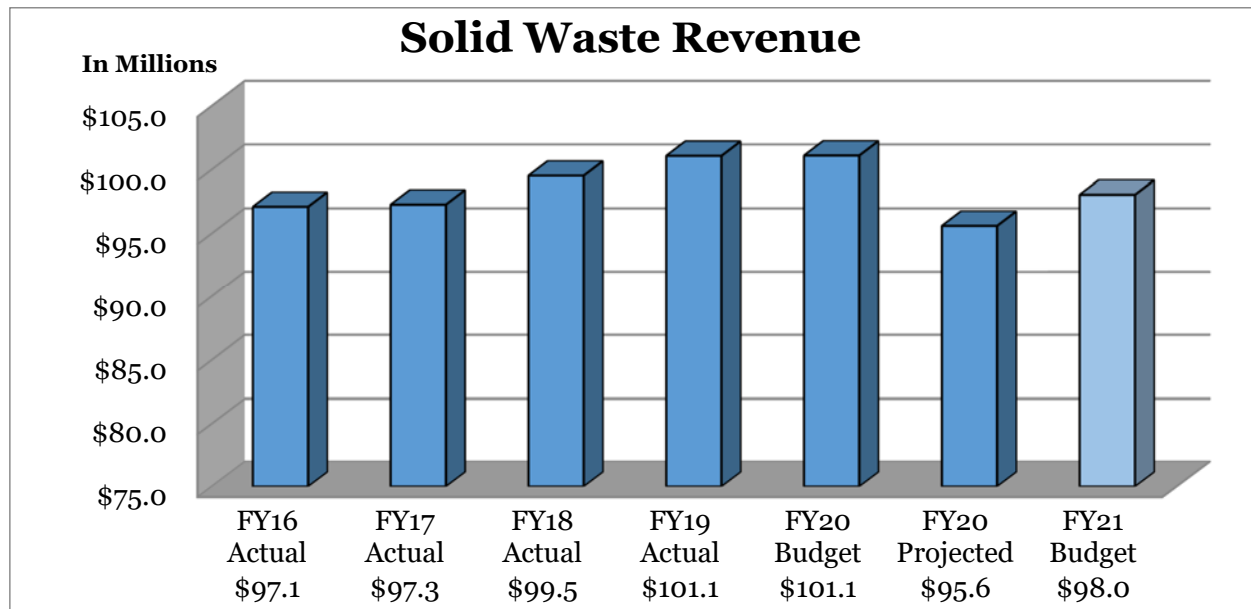
**Source:** Parking fees charged for use of the City’s parking lots, garages, and on-street parking.

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

**Analysis/Assumption:** Overall, Parking revenues have increased in recent years as a result of an improved economy, however, monthly parking reached capacity and remained relatively flat. FY2020 revenue is projected below budget due to COVID-19 significantly impacting daily, on-street, and arena revenues. The FY2021 budget is anticipated to return to accustomed revenues from the FY2020 budget as events will hopefully resume.







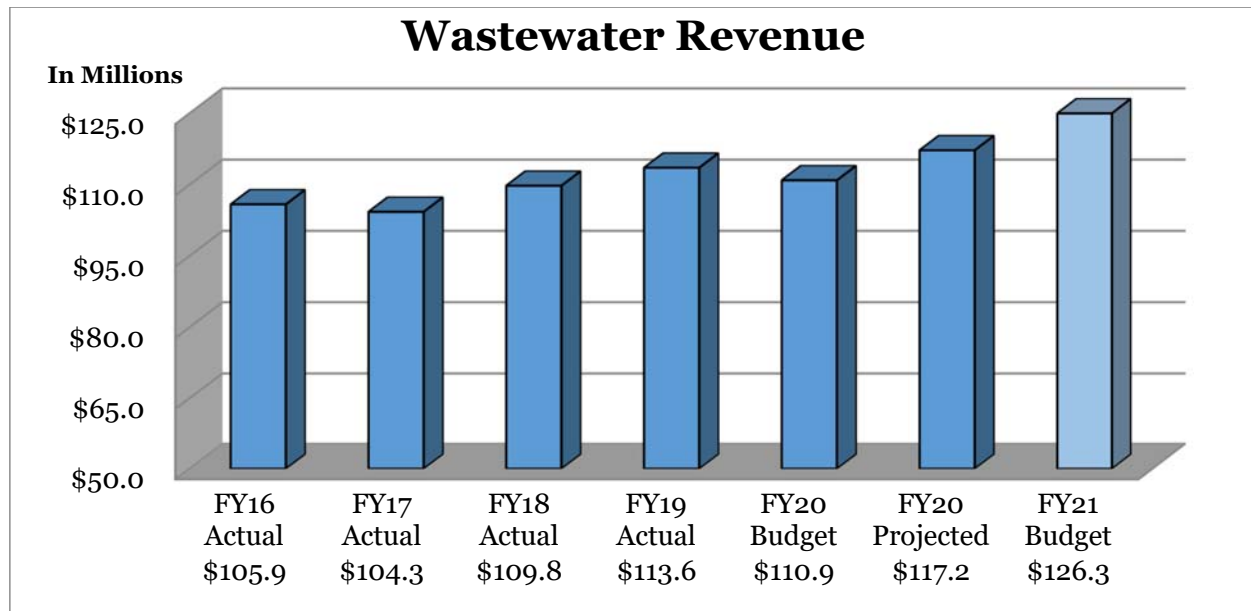
**Legal Authorization:** Authorized by Section 180.13, Florida Statutes and City of Tampa code of Ordinances, Chapter 26, Article I, Division 1, Section 26-28.

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

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

**Analysis/Assumption:** In February 2012, City Council adopted a five-year residential and commercial solid waste rate plan. The first rate increase took effect on April 1, 2012, with the second increase effective on October 1, 2012, and the final increase effective on October 1, 2015. The rate increase plan, plus the implementation of a franchise fee on private commercial solid waste haulers, will ensure the system’s fiscal sustainability. FY2021 revenues are projected to decrease by 3% from the FY2020 budget due to uncertainty related to COVID-19 impacts on commercial customers.





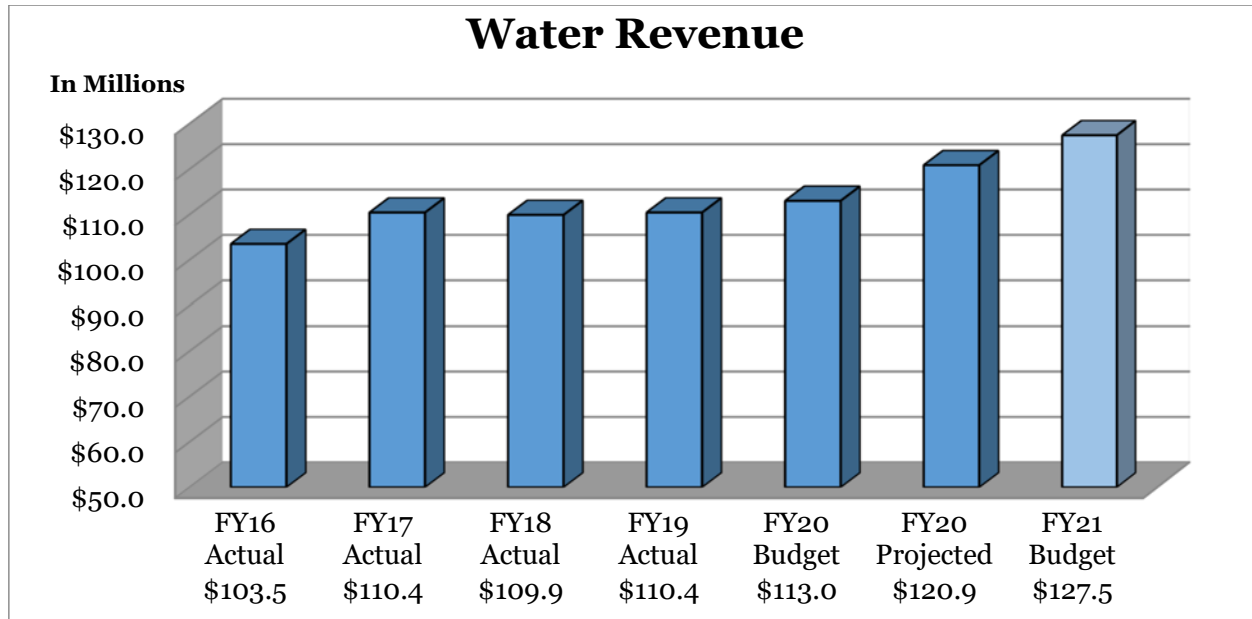
**Legal Authorization:** Authorized by Section 180.13, Florida Statutes and City of Tampa Code of Ordinances, Chapter 26, Article I, Division 1, Section 26-28.

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

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

**Analysis/Assumption:** On September 5, 2019, City Council adopted a 20-year rate increase program via Resolution 2019-694 for the Wastewater Department effective November 1, 2019. The resolution approved a new wastewater base rate including a 3% increase for subsequent years. FY2021 revenues are projected to be 13.9% higher than the FY2020 budget due to implementing the new program and continued customer growth.





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

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

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

**Analysis/Assumption:** On September 5, 2019, City Council adopted a 20-year rate increase program via Resolution 2019-694 for the Water Department effective November 1, 2019. The resolution approved a new water base rate including a 3% increase for subsequent years. FY2021 revenues are projected to be 12.8% higher than the FY2020 budget due to implementing the new program and continued customer growth.



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

|                               | General (1)           |                       |                       | Construction Services (2) |                      |                      |
|-------------------------------|-----------------------|-----------------------|-----------------------|---------------------------|----------------------|----------------------|
|                               | FY2019                | FY2020                | FY2021                | FY2019                    | FY2020               | FY2021               |
|                               | Actual                | Projected             | Recommended           | Projected                 | Recommended          | Recommended          |
| <b>Revenues:</b>              |                       |                       |                       |                           |                      |                      |
| Taxes                         | \$ 213,593,482        | \$ 231,596,888        | \$ 249,467,595        | \$ -                      | \$ -                 | \$ -                 |
| Licenses and permits          | 35,914,435            | 32,892,600            | 32,506,700            | 14,241,121                | 13,600,000           | 14,008,000           |
| Intergovernmental revenue     | 88,895,800            | 85,936,512            | 87,139,827            | -                         | -                    | -                    |
| Charges for services          | 47,296,070            | 41,276,340            | 46,732,961            | 198,898                   | 112,000              | 111,000              |
| Fines and forfeitures         | 8,094,592             | 7,016,825             | 7,443,000             | -                         | -                    | -                    |
| Miscellaneous revenues        | 3,635,051             | 4,028,854             | 9,416,480             | 252,539                   | 233,957              | 228,020              |
| Other sources (uses)          | 22,633,334            | 17,905,292            | 24,341,109            | -                         | -                    | -                    |
| <b>Total revenues</b>         | <b>\$ 420,062,764</b> | <b>\$ 420,653,311</b> | <b>\$ 457,047,672</b> | <b>\$ 14,692,558</b>      | <b>\$ 13,945,957</b> | <b>\$ 14,347,020</b> |
| <b>Expenditures:</b>          |                       |                       |                       |                           |                      |                      |
| Personnel                     | \$ 333,440,442        | \$ 348,780,153        | \$ 368,012,668        | \$ 6,862,701              | \$ 7,491,280         | \$ 8,705,837         |
| Operating                     | 47,594,284            | 48,618,338            | 50,681,298            | 3,633,597                 | 3,818,867            | 5,115,516            |
| Capital Outlay                | 2,418,432             | 1,809,632             | 2,167,500             | 203,170                   | 515,519              | 155,000              |
| Debt service                  | 91,750                | 629,740               | 873,826               | -                         | -                    | -                    |
| Grants and aid                | 25,557,336            | 29,024,023            | 33,587,380            | -                         | -                    | -                    |
| Other uses (sources)          | 574,772               | 13,699                | 1,725,000             | 480,413                   | 548,884              | 370,667              |
| <b>Total expenditures</b>     | <b>\$ 409,677,015</b> | <b>\$ 428,875,585</b> | <b>\$ 457,047,672</b> | <b>\$ 11,179,882</b>      | <b>\$ 12,374,550</b> | <b>\$ 14,347,020</b> |
| Budgeted use of fund balance  | -                     | -                     | -                     | -                         | -                    | -                    |
| Budgeted reserves             | -                     | -                     | -                     | -                         | -                    | 352,667              |
| Prior year appropriation      | -                     | -                     | -                     | -                         | -                    | -                    |
| <b>Change in fund balance</b> | <b>\$ 10,385,749</b>  | <b>\$ (8,222,274)</b> | <b>\$ -</b>           | <b>\$ 3,512,676</b>       | <b>\$ 1,571,407</b>  | <b>\$ 352,667</b>    |
| Beginning fund balance        | \$ 46,684,668         | \$ 57,070,417         | \$ 48,848,143         | \$ 6,726,105              | \$ 10,228,780        | \$ 11,800,187        |
| Ending fund balance           | \$ 57,070,417         | \$ 48,848,143         | \$ 48,848,143         | \$ 10,228,780             | \$ 11,800,187        | \$ 12,152,854        |

|                               | Utilities Services Tax (3) |                      |                      | Utilities Services Tax Projects (4) |                       |                     |
|-------------------------------|----------------------------|----------------------|----------------------|-------------------------------------|-----------------------|---------------------|
|                               | FY2019                     | FY2020               | FY2021               | FY2019                              | FY2020                | FY2021              |
|                               | Actual                     | Projected            | Recommended          | Actual                              | Projected             | Recommended         |
| <b>Revenues:</b>              |                            |                      |                      |                                     |                       |                     |
| Taxes                         | \$ 59,503,612              | \$ 59,800,000        | \$ 61,069,000        | \$ -                                | \$ -                  | \$ -                |
| Licenses and permits          | -                          | -                    | -                    | -                                   | -                     | -                   |
| Intergovernmental revenue     | 417,731                    | 416,061              | 416,061              | 700,000                             | -                     | -                   |
| Charges for services          | -                          | -                    | -                    | 89,257                              | 60,000                | 50,000              |
| Fines and forfeitures         | -                          | -                    | -                    | -                                   | -                     | -                   |
| Miscellaneous revenues        | 1,208,010                  | 975,000              | 965,000              | 919,901                             | 165,048               | 70,835              |
| Other sources (uses)          | 845,000                    | 947,802              | 810,000              | 3,520,317                           | 8,028,157             | 4,749,545           |
| <b>Total revenues</b>         | <b>\$ 61,974,353</b>       | <b>\$ 62,138,863</b> | <b>\$ 63,260,061</b> | <b>\$ 5,229,475</b>                 | <b>\$ 8,253,205</b>   | <b>\$ 4,870,380</b> |
| <b>Expenditures:</b>          |                            |                      |                      |                                     |                       |                     |
| Personnel                     | \$ -                       | \$ -                 | \$ -                 | \$ -                                | \$ 290                | \$ -                |
| Operating                     | 53,220                     | 115,000              | 115,000              | -                                   | -                     | -                   |
| Capital Outlay                | -                          | -                    | -                    | 4,619,262                           | 13,715,521            | 4,780,380           |
| Debt service                  | 4,058                      | 5,000                | 5,000                | -                                   | -                     | -                   |
| Grants and aid                | -                          | -                    | -                    | -                                   | 3,690                 | -                   |
| Other uses (sources)          | 61,512,532                 | 54,891,154           | 63,140,061           | 315,907                             | 90,000                | 90,000              |
| <b>Total expenditures</b>     | <b>\$ 61,569,809</b>       | <b>\$ 55,011,154</b> | <b>\$ 63,260,061</b> | <b>\$ 4,935,169</b>                 | <b>\$ 13,809,501</b>  | <b>\$ 4,870,380</b> |
| Budgeted use of fund balance  | -                          | -                    | -                    | 2,649,052                           | -                     | -                   |
| Budgeted reserves             | -                          | -                    | 4,085,715            | -                                   | -                     | -                   |
| Carry Forward Purchase Orders | -                          | -                    | -                    | -                                   | -                     | -                   |
| Prior year appropriation      | -                          | -                    | -                    | -                                   | 4,326,004             | -                   |
| <b>Change in fund balance</b> | <b>\$ 404,544</b>          | <b>\$ 7,127,709</b>  | <b>\$ 4,085,715</b>  | <b>\$ (2,354,746)</b>               | <b>\$ (1,230,292)</b> | <b>\$ -</b>         |
| Beginning fund balance        | \$ 49,702,784              | \$ 50,107,328        | \$ 57,235,037        | \$ 3,597,485                        | \$ 1,242,739          | \$ 12,448           |
| Ending fund balance           | \$ 50,107,328              | \$ 57,235,037        | \$ 61,320,752        | \$ 1,242,739                        | \$ 12,448             | \$ 12,448           |

Notes can be found following this schedule



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

|                               | Local Option Gas Tax (5) |                      |                       | Local Option Gas Tax Project |                      |                     |
|-------------------------------|--------------------------|----------------------|-----------------------|------------------------------|----------------------|---------------------|
|                               | FY2019                   | FY2020               | FY2021                | FY2019                       | FY2020               | FY2021              |
|                               | Actual                   | Projected            | Recommended           | Actual                       | Projected            | Recommended         |
| <b>Revenues:</b>              |                          |                      |                       |                              |                      |                     |
| Taxes                         | \$ 11,366,735            | \$ 10,200,000        | \$ 9,600,000          | \$ -                         | \$ -                 | \$ -                |
| Licenses and permits          | 552,961                  | 731,000              | 258,637               | -                            | -                    | -                   |
| Intergovernmental revenue     | 9,779,477                | 9,041,210            | 10,890,593            | -                            | -                    | -                   |
| Charges for services          | 588,607                  | 235,000              | 312,000               | -                            | -                    | -                   |
| Fines and forfeitures         | -                        | -                    | -                     | -                            | -                    | -                   |
| Miscellaneous revenues        | 171,566                  | 109,600              | 1,288,006             | 197,437                      | 100,000              | 100,000             |
| Other sources (uses)          | 4,570,988                | 5,457,822            | 5,438,948             | 9,995,982                    | 10,625,677           | 9,659,706           |
| <b>Total revenues</b>         | <b>\$ 27,030,334</b>     | <b>\$ 25,774,632</b> | <b>\$ 27,788,184</b>  | <b>\$ 10,193,419</b>         | <b>\$ 10,725,677</b> | <b>\$ 9,759,706</b> |
| <b>Expenditures:</b>          |                          |                      |                       |                              |                      |                     |
| Personnel                     | \$ 12,320,667            | \$ 12,901,233        | \$ 15,155,268         | \$ -                         | \$ -                 | \$ -                |
| Operating                     | 11,608,978               | 11,865,780           | 11,856,398            | 679,486                      | 752,352              | 893,729             |
| Capital Outlay                | 1,171,654                | 187,500              | -                     | 4,798,777                    | 19,742,848           | 8,006,271           |
| Debt service                  | -                        | -                    | -                     | -                            | -                    | -                   |
| Grants and aid                | -                        | -                    | -                     | -                            | -                    | -                   |
| Other uses (sources)          | 652,383                  | 748,052              | 776,518               | -                            | 25,781               | 859,706             |
| <b>Total expenditures</b>     | <b>\$ 25,753,683</b>     | <b>\$ 25,702,565</b> | <b>\$ 27,788,184</b>  | <b>\$ 5,478,263</b>          | <b>\$ 20,520,981</b> | <b>\$ 9,759,706</b> |
| Budgeted use of fund balance  | (6,299)                  | -                    | 1,263,006             | -                            | -                    | -                   |
| Budgeted reserves             | -                        | -                    | -                     | -                            | -                    | -                   |
| Carry Forward Purchase Orders | -                        | -                    | -                     | (4,715,156)                  | -                    | -                   |
| Prior year appropriation      | -                        | -                    | -                     | -                            | 9,795,304            | -                   |
| <b>Change in fund balance</b> | <b>\$ 1,270,352</b>      | <b>\$ 72,067</b>     | <b>\$ (1,263,006)</b> | <b>\$ (0)</b>                | <b>\$ 0</b>          | <b>\$ -</b>         |
| Beginning fund balance        | \$ 1,643,108             | \$ 2,926,058         | \$ 2,998,125          | \$ 303,541                   | \$ 303,541           | \$ 303,541          |
| Ending fund balance           | \$ 2,926,058             | \$ 2,998,125         | \$ 1,735,119          | \$ 303,541                   | \$ 303,541           | \$ 303,541          |

|                               | Local Option Sales Tax - All for Transportation (6) |                      |                      | FEMA Storm Event  |                      |             |
|-------------------------------|---|----------------------|----------------------|-------------------|----------------------|-------------|
|                               | FY2019  | FY2020               | FY2021               | FY2019            | FY2020               | FY2021      |
|                               | Actual  | Projected            | Recommended          | Actual            | Projected            | Recommended |
| <b>Revenues:</b>              |   |                      |                      |                   |                      |             |
| Taxes                         | \$ 20,336,567                                       | \$ 26,300,000        | \$ 29,500,000        | \$ -              | \$ -                 | \$ -        |
| Licenses and permits          | -   | -                    | -                    | -                 | -                    | -           |
| Intergovernmental revenue     | -   | -                    | -                    | 837,568           | 12,268,500           | -           |
| Charges for services          | -   | -                    | -                    | -                 | -                    | -           |
| Fines and forfeitures         | -   | -                    | -                    | -                 | -                    | -           |
| Miscellaneous revenues        | 58,772  | 460,000              | 36,464,860           | (22,195)          | 1,334,509            | -           |
| Other sources (uses)          | -   | -                    | -                    | -                 | 2,000,000            | -           |
| <b>Total revenues</b>         | <b>\$ 20,395,339</b>                                | <b>\$ 26,760,000</b> | <b>\$ 65,964,860</b> | <b>\$ 815,373</b> | <b>\$ 15,603,009</b> | <b>\$ -</b> |
| <b>Expenditures:</b>          |   |                      |                      |                   |                      |             |
| Personnel                     | \$ -  | \$ -                 | \$ -                 | \$ 775,490        | \$ 500,000           | \$ -        |
| Operating                     | -   | -                    | -                    | 39,884            | 1,243,150            | -           |
| Capital Outlay                | -   | -                    | -                    | -                 | 1,000,000            | -           |
| Debt service                  | -   | -                    | -                    | -                 | -                    | -           |
| Grants and aid                | -   | -                    | -                    | -                 | 3,300,000            | -           |
| Other uses (sources)          | -   | -                    | 65,964,860           | -                 | 7,600,000            | -           |
| <b>Total expenditures</b>     | <b>\$ -</b>   | <b>\$ -</b>          | <b>\$ 65,964,860</b> | <b>\$ 815,373</b> | <b>\$ 13,643,150</b> | <b>\$ -</b> |
| Budgeted use of fund balance  | -   | -                    | 65,964,860           | -                 | 1,959,859            | -           |
| Budgeted reserves             | (20,395,339)  | (26,760,000)         | 65,964,860           | -                 | -                    | -           |
| Prior year appropriation      | -   | -                    | -                    | -                 | -                    | -           |
| <b>Change in fund balance</b> | <b>\$ -</b>   | <b>\$ -</b>          | <b>\$ -</b>          | <b>\$ -</b>       | <b>\$ -</b>          | <b>\$ -</b> |
| Beginning fund balance        | \$ -  | \$ -                 | \$ -                 | \$ -              | \$ -                 | \$ -        |
| Ending fund balance           | \$ -  | \$ -                 | \$ -                 | \$ -              | \$ -                 | \$ -        |

Notes can be found following this schedule



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

|                               | Stormwater Services (7) |                       |                       | Stormwater Projects (8) |                      |                       |
|-------------------------------|-------------------------|-----------------------|-----------------------|-------------------------|----------------------|-----------------------|
|                               | FY2019<br>Actual        | FY2020<br>Projected   | FY2021<br>Recommended | FY2019<br>Actual        | FY2020<br>Projected  | FY2021<br>Recommended |
| <b>Revenues:</b>              |                         |                       |                       |                         |                      |                       |
| Taxes                         | \$ -                    | \$ -                  | \$ -                  | \$ -                    | \$ -                 | \$ -                  |
| Licenses and permits          | 14,658,385              | 14,793,000            | 14,201,000            | 9,735,724               | 11,657,587           | 13,134,640            |
| Intergovernmental revenue     | -                       | -                     | -                     | -                       | -                    | -                     |
| Charges for services          | -                       | 75,000                | -                     | -                       | -                    | -                     |
| Fines and forfeitures         | -                       | -                     | -                     | -                       | -                    | -                     |
| Miscellaneous revenues        | 389,299                 | 238,530               | 1,713,080             | 408,636                 | 16,814               | 1,600,000             |
| Other sources (uses)          | 2,239,836               | 2,720,000             | 2,000,000             | -                       | -                    | -                     |
| <b>Total revenues</b>         | <b>\$ 17,287,519</b>    | <b>\$ 17,826,530</b>  | <b>\$ 17,914,080</b>  | <b>\$ 10,144,360</b>    | <b>\$ 11,674,401</b> | <b>\$ 14,734,640</b>  |
| <b>Expenditures:</b>          |                         |                       |                       |                         |                      |                       |
| Personnel                     | \$ 8,007,125            | \$ 8,877,289          | \$ 9,731,410          | \$ -                    | \$ -                 | \$ -                  |
| Operating                     | 6,693,695               | 7,742,691             | 7,587,670             | 1,231,060               | 295,381              | 1,350,005             |
| Capital Outlay                | 2,535,231               | 2,501,789             | 220,000               | 122,844                 | 18,860,571           | 2,749,995             |
| Debt service                  | 321,757                 | 355,000               | 375,000               | -                       | 200,000              | -                     |
| Grants and aid                | -                       | -                     | -                     | -                       | -                    | -                     |
| Other uses (sources)          | -                       | 87,094                | -                     | 5,637,307               | 5,797,856            | 10,634,640            |
| <b>Total expenditures</b>     | <b>\$ 17,557,808</b>    | <b>\$ 19,563,863</b>  | <b>\$ 17,914,080</b>  | <b>\$ 6,991,212</b>     | <b>\$ 25,153,808</b> | <b>\$ 14,734,640</b>  |
| Budgeted use of fund balance  | -                       | -                     | 1,688,080             | -                       | -                    | -                     |
| Budgeted reserves             | -                       | -                     | -                     | -                       | -                    | 4,941,669             |
| Carry Forward Purchase Orders | -                       | -                     | -                     | (13,203,651)            | -                    | -                     |
| Prior year appropriation      | -                       | -                     | -                     | -                       | 15,254,861           | -                     |
| <b>Change in fund balance</b> | <b>\$ (270,289)</b>     | <b>\$ (1,737,333)</b> | <b>\$ (1,688,080)</b> | <b>\$ (10,050,503)</b>  | <b>\$ 1,775,454</b>  | <b>\$ 4,941,669</b>   |
| Beginning fund balance        | \$ 6,359,722            | \$ 6,089,433          | \$ 4,352,100          | \$ 11,436,644           | \$ 1,386,140         | \$ 3,161,594          |
| Ending fund balance           | \$ 6,089,433            | \$ 4,352,100          | \$ 2,664,020          | \$ 1,386,140            | \$ 3,161,594         | \$ 8,103,263          |

|                               | Stormwater Debt Funded Projects (9) |                      |                       | Non-Major Funds (10) |                       |                       |
|-------------------------------|-------------------------------------|----------------------|-----------------------|----------------------|-----------------------|-----------------------|
|                               | FY2019<br>Actual                    | FY2020<br>Projected  | FY2021<br>Recommended | FY2019<br>Actual     | FY2020<br>Projected   | FY2021<br>Recommended |
| <b>Revenues:</b>              |                                     |                      |                       |                      |                       |                       |
| Taxes                         | \$ -                                | \$ -                 | \$ -                  | \$ -                 | \$ -                  | \$ -                  |
| Licenses and permits          | -                                   | -                    | -                     | 4,220,879            | 4,990,220             | 4,157,585             |
| Intergovernmental revenue     | -                                   | -                    | -                     | 14,910,139           | 22,454,346            | 19,773,000            |
| Charges for services          | -                                   | -                    | -                     | 3,290                | 6,500                 | 400,000               |
| Fines and forfeitures         | -                                   | -                    | -                     | 1,454,001            | 1,114,121             | -                     |
| Miscellaneous revenues        | 1,085,558                           | 39,020               | 3,066,876             | 1,999,386            | 727,654               | 9,825,012             |
| Other sources (uses)          | -                                   | -                    | 53,475,000            | 348,370              | 1,649,007             | 244,000               |
| <b>Total revenues</b>         | <b>\$ 1,085,558</b>                 | <b>\$ 39,020</b>     | <b>\$ 56,541,876</b>  | <b>\$ 22,936,065</b> | <b>\$ 30,941,848</b>  | <b>\$ 34,399,597</b>  |
| <b>Expenditures:</b>          |                                     |                      |                       |                      |                       |                       |
| Personnel                     | \$ 540,547                          | \$ -                 | \$ -                  | \$ 3,316,985         | \$ 4,760,473          | \$ 449,625            |
| Operating                     | 51                                  | 39,020               | 66,876                | 5,309,539            | 7,891,270             | 6,465,166             |
| Capital Outlay                | 11,684,430                          | 50,410,854           | 28,475,000            | 12,896,855           | 20,154,689            | 19,952,000            |
| Debt service                  | -                                   | -                    | -                     | 9,359                | 9,359                 | 9,359                 |
| Grants and aid                | -                                   | -                    | -                     | 25,817               | 468,000               | 198,000               |
| Other uses (sources)          | -                                   | -                    | 28,000,000            | 450,000              | 726,375               | 7,325,447             |
| <b>Total expenditures</b>     | <b>\$ 12,225,027</b>                | <b>\$ 50,449,874</b> | <b>\$ 56,541,876</b>  | <b>\$ 22,008,555</b> | <b>\$ 34,010,166</b>  | <b>\$ 34,399,597</b>  |
| Budgeted use of fund balance  | -                                   | -                    | 4,200,104             | -                    | 36,085,277            | 6,849,510             |
| Budgeted reserves             | -                                   | -                    | 28,000,000            | -                    | -                     | 7,025,537             |
| Carry Forward Purchase Orders | 11,736,881                          | -                    | -                     | 760,495              | -                     | -                     |
| Prior year appropriation      | -                                   | 51,191,829           | -                     | -                    | 38,125,039            | -                     |
| <b>Change in fund balance</b> | <b>\$ 597,412</b>                   | <b>\$ 780,975</b>    | <b>\$ 23,799,896</b>  | <b>\$ 1,688,005</b>  | <b>\$ (1,028,556)</b> | <b>\$ 176,027</b>     |
| Beginning fund balance        | \$ -                                | \$ 597,412           | \$ 1,378,387          | \$ 11,948,621        | \$ 13,636,626         | \$ 12,608,070         |
| Ending fund balance           | \$ 597,412                          | \$ 1,378,387         | \$ 25,178,283         | \$ 13,636,626        | \$ 12,608,070         | \$ 12,784,097         |

Notes can be found following this schedule



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

|                               | Community Investment Taxes (11) |                       |                      | Deepwater Horizon Oil Spill (12) |                     |                  |
|-------------------------------|---------------------------------|-----------------------|----------------------|----------------------------------|---------------------|------------------|
|                               | FY2019                          | FY2020                | FY2021               | FY2019                           | FY2020              | FY2021           |
|                               | Actual                          | Projected             | Recommended          | Actual                           | Projected           | Recommended      |
| <b>Revenues:</b>              |                                 |                       |                      |                                  |                     |                  |
| Taxes                         | \$ 21,162,571                   | \$ 16,804,650         | \$ 19,961,474        | \$ -                             | \$ -                | \$ -             |
| Licenses and permits          | -                               | -                     | -                    | -                                | -                   | -                |
| Intergovernmental revenue     | -                               | -                     | -                    | -                                | -                   | -                |
| Charges for services          | -                               | -                     | -                    | -                                | -                   | -                |
| Fines and forfeitures         | -                               | -                     | -                    | -                                | -                   | -                |
| Miscellaneous revenues        | 622,537                         | 134,500               | 341,495              | 66,139                           | 25,000              | 65,407           |
| Other sources (uses)          | -                               | -                     | -                    | -                                | -                   | -                |
| <b>Total revenues</b>         | <b>\$ 21,785,108</b>            | <b>\$ 16,939,150</b>  | <b>\$ 20,302,969</b> | <b>\$ 66,139</b>                 | <b>\$ 25,000</b>    | <b>\$ 65,407</b> |
| <b>Expenditures:</b>          |                                 |                       |                      |                                  |                     |                  |
| Personnel                     | \$ -                            | \$ (93,996)           | \$ -                 | \$ -                             | \$ -                | \$ -             |
| Operating                     | 612,863                         | 270,933               | 345,347              | 10,000                           | 37,796              | 46,678           |
| Capital Outlay                | 9,176,214                       | 18,193,614            | 1,630,000            | 1,789,164                        | 2,415,555           | -                |
| Debt service                  | -                               | -                     | -                    | -                                | -                   | -                |
| Grants and aid                | -                               | -                     | -                    | -                                | -                   | -                |
| Other uses (sources)          | 15,840,451                      | 17,580,950            | 18,327,622           | 13,453                           | -                   | 18,729           |
| <b>Total expenditures</b>     | <b>\$ 25,629,528</b>            | <b>\$ 35,951,501</b>  | <b>\$ 20,302,969</b> | <b>\$ 1,812,617</b>              | <b>\$ 2,453,351</b> | <b>\$ 65,407</b> |
| Budgeted use of fund balance  | -                               | -                     | 255,062              | -                                | -                   | -                |
| Budgeted reserves             | -                               | -                     | 2,573,072            | -                                | -                   | 18,729           |
| Carry Forward Purchase Orders | 4,158,418                       | -                     | -                    | 1,828,623                        | -                   | -                |
| Prior year appropriation      | -                               | 14,015,476            | -                    | -                                | 2,240,230           | -                |
| <b>Change in fund balance</b> | <b>\$ 313,998</b>               | <b>\$ (4,996,875)</b> | <b>\$ 2,318,010</b>  | <b>\$ 82,145</b>                 | <b>\$ (188,121)</b> | <b>\$ 18,729</b> |
| Beginning fund balance        | \$ 1,346,648                    | \$ 1,660,646          | \$ (3,336,229)       | \$ 110,770                       | \$ 192,915          | \$ 4,795         |
| Ending fund balance           | \$ 1,660,646                    | \$ (3,336,229)        | \$ -                 | \$ 192,915                       | \$ 4,795            | \$ 23,524        |

|                               | Transportation Impact/Mobility Fee (13) |                       |                     | Transportation Impact/Mobility Fee Projects (14) |                      |                       |
|-------------------------------|---|-----------------------|---------------------|--|----------------------|-----------------------|
|                               | FY2019                                  | FY2020                | FY2021              | FY2019   | FY2020               | FY2021                |
|                               | Actual                                  | Projected             | Recommended         | Actual   | Projected            | Recommended           |
| <b>Revenues:</b>              |   |                       |                     |  |                      |                       |
| Taxes                         | \$ -                                    | \$ -                  | \$ -                | \$ -   | \$ -                 | \$ -                  |
| Licenses and permits          | 4,586,100                               | 1,319,000             | 1,500,000           | -  | -                    | -                     |
| Intergovernmental revenue     | -                                       | -                     | -                   | -  | -                    | -                     |
| Charges for services          | -                                       | -                     | -                   | -  | -                    | -                     |
| Fines and forfeitures         | -                                       | -                     | -                   | -  | -                    | -                     |
| Miscellaneous revenues        | 115,968                                 | 80,616                | 4,360,600           | 432,073  | 234,515              | 1,912,800             |
| Other sources (uses)          | -                                       | -                     | -                   | 3,939,683  | 3,490,000            | 3,854,500             |
| <b>Total revenues</b>         | <b>\$ 4,702,068</b>                     | <b>\$ 1,399,616</b>   | <b>\$ 5,860,600</b> | <b>\$ 4,371,756</b>                              | <b>\$ 3,724,515</b>  | <b>\$ 5,767,300</b>   |
| <b>Expenditures:</b>          |   |                       |                     |  |                      |                       |
| Personnel                     | \$ -                                    | \$ -                  | \$ -                | \$ -   | \$ -                 | \$ -                  |
| Operating                     | 427,389                                 | 29,200                | 30,000              | 120,698  | 150,878              | 217,116               |
| Capital Outlay                | -                                       | -                     | -                   | 3,824,447  | 17,408,226           | 4,651,500             |
| Debt service                  | -                                       | -                     | -                   | -  | -                    | -                     |
| Grants and aid                | 180,000                                 | -                     | -                   | -  | 150,611              | -                     |
| Other uses (sources)          | 3,939,683                               | 3,490,000             | 5,830,600           | -  | -                    | 898,684               |
| <b>Total expenditures</b>     | <b>\$ 4,547,072</b>                     | <b>\$ 3,519,200</b>   | <b>\$ 5,860,600</b> | <b>\$ 3,945,145</b>                              | <b>\$ 17,709,715</b> | <b>\$ 5,767,300</b>   |
| Budgeted use of fund balance  | 3,040                                   | -                     | 1,143,500           | 1,129,416  | -                    | 6,862,375             |
| Budgeted reserves             | -                                       | -                     | 1,976,100           | -  | -                    | 898,594               |
| Carry Forward Purchase Orders | -                                       | -                     | -                   | -  | -                    | -                     |
| Prior year appropriation      | -                                       | -                     | -                   | -  | 19,758,132           | -                     |
| <b>Change in fund balance</b> | <b>\$ 158,035</b>                       | <b>\$ (2,119,584)</b> | <b>\$ 832,600</b>   | <b>\$ (702,805)</b>                              | <b>\$ 5,772,932</b>  | <b>\$ (5,963,781)</b> |
| Beginning fund balance        | \$ 6,018,992                            | \$ 6,177,027          | \$ 4,057,443        | \$ 2,169,781                                     | \$ 1,466,975         | \$ 7,239,907          |
| Ending fund balance           | \$ 6,177,027                            | \$ 4,057,443          | \$ 4,890,043        | \$ 1,466,975                                     | \$ 7,239,907         | \$ 1,276,126          |

Notes can be found following this schedule



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

|                               | General Government Debt Funded Projects (15) |                      |                      | General Government Debt Service Funds |                       |                      |
|-------------------------------|--|----------------------|----------------------|---------------------------------------|-----------------------|----------------------|
|                               | FY2019                                       | FY2020               | FY2021               | FY2019                                | FY2020                | FY2021               |
|                               | Actual                                       | Projected            | Recommended          | Actual                                | Projected             | Recommended          |
| <b>Revenues:</b>              |  |                      |                      |                                       |                       |                      |
| Taxes                         | \$ -   | \$ -                 | \$ -                 | \$ 2,166,000                          | \$ 2,166,000          | \$ 166,000           |
| Licenses and permits          | -  | -                    | -                    | -                                     | -                     | -                    |
| Intergovernmental revenue     | -  | -                    | -                    | -                                     | -                     | -                    |
| Charges for services          | -  | -                    | -                    | -                                     | -                     | -                    |
| Fines and forfeitures         | -  | -                    | -                    | -                                     | -                     | -                    |
| Miscellaneous revenues        | 414,515                                      | 97,475               | 336,797              | 311,657                               | 37,125                | 104                  |
| Other sources (uses)          | 1,500,000                                    | -                    | 16,015,139           | 42,855,251                            | 98,747,576            | 35,913,757           |
| <b>Total revenues</b>         | <b>\$ 1,914,515</b>                          | <b>\$ 97,475</b>     | <b>\$ 16,351,936</b> | <b>\$ 45,332,909</b>                  | <b>\$ 100,950,701</b> | <b>\$ 36,079,861</b> |
| <b>Expenditures:</b>          |  |                      |                      |                                       |                       |                      |
| Personnel                     | \$ -   | \$ -                 | \$ -                 | \$ -                                  | \$ -                  | \$ -                 |
| Operating                     | -  | 12,285               | 19,931               | -                                     | -                     | -                    |
| Capital Outlay                | 7,944,379                                    | 12,412,079           | 16,015,139           | -                                     | -                     | -                    |
| Debt service                  | -  | -                    | -                    | 45,289,388                            | 100,914,201           | 36,079,861           |
| Grants and aid                | -  | -                    | -                    | -                                     | -                     | -                    |
| Other uses (sources)          | -  | -                    | 316,866              | -                                     | 37,802                | -                    |
| <b>Total expenditures</b>     | <b>\$ 7,944,379</b>                          | <b>\$ 12,424,364</b> | <b>\$ 16,351,936</b> | <b>\$ 45,289,388</b>                  | <b>\$ 100,952,003</b> | <b>\$ 36,079,861</b> |
| Budgeted use of fund balance  | 6,029,864                                    | -                    | 330,797              | -                                     | -                     | -                    |
| Budgeted reserves             | -  | -                    | 316,866              | -                                     | -                     | -                    |
| Carry Forward Purchase Orders | -  | -                    | -                    | -                                     | -                     | -                    |
| Prior year appropriation      | -  | 12,675,468           | -                    | -                                     | -                     | -                    |
| <b>Change in fund balance</b> | <b>\$ -</b>                                  | <b>\$ 348,579</b>    | <b>\$ (13,931)</b>   | <b>\$ 43,521</b>                      | <b>\$ (1,302)</b>     | <b>\$ -</b>          |
| Beginning fund balance        | \$ -   | \$ -                 | \$ 348,579           | \$ 631,750                            | \$ 675,271            | \$ 673,969           |
| Ending fund balance           | \$ -   | \$ 348,579           | \$ 334,648           | \$ 675,271                            | \$ 673,969            | \$ 673,969           |

|                               | Community Redevelopment Agency (16) |                        |                      | State & Federal Grants Program (17) |                      |                     |
|-------------------------------|-------------------------------------|------------------------|----------------------|-------------------------------------|----------------------|---------------------|
|                               | FY2019                              | FY2020                 | FY2021               | FY2019                              | FY2020               | FY2021              |
|                               | Actual                              | Projected              | Recommended          | Actual                              | Projected            | Recommended         |
| <b>Revenues:</b>              |                                     |                        |                      |                                     |                      |                     |
| Taxes                         | \$ 33,575,267                       | \$ 38,421,057          | \$ 44,423,199        | \$ -                                | \$ -                 | \$ -                |
| Licenses and permits          | 3,045                               | -                      | -                    | -                                   | -                    | -                   |
| Intergovernmental revenue     | -                                   | -                      | -                    | 8,261,456                           | 17,976,211           | 9,386,247           |
| Charges for services          | -                                   | -                      | -                    | -                                   | -                    | -                   |
| Fines and forfeitures         | -                                   | -                      | -                    | -                                   | -                    | -                   |
| Miscellaneous revenues        | 1,375,200                           | 1,058,858              | 1,068,600            | 132,711                             | 61,350               | -                   |
| Other sources (uses)          | 6,000,000                           | 5,000,000              | 5,000,000            | -                                   | -                    | -                   |
| <b>Total revenues</b>         | <b>\$ 40,953,512</b>                | <b>\$ 44,479,915</b>   | <b>\$ 50,491,799</b> | <b>\$ 8,394,167</b>                 | <b>\$ 18,037,561</b> | <b>\$ 9,386,247</b> |
| <b>Expenditures:</b>          |                                     |                        |                      |                                     |                      |                     |
| Personnel                     | \$ 2,239                            | \$ 7,028               | \$ -                 | \$ 786,051                          | \$ 1,167,295         | \$ 1,037,903        |
| Operating                     | 2,375,335                           | 9,701,189              | 6,815,500            | 9,862,529                           | 19,057,504           | 8,348,344           |
| Capital Outlay                | 17,193,938                          | 68,325,592             | 31,423,602           | 14,907                              | 746,184              | -                   |
| Debt service                  | -                                   | -                      | -                    | -                                   | -                    | -                   |
| Grants and aid                | -                                   | 3,006,477              | -                    | -                                   | -                    | -                   |
| Other uses (sources)          | 9,687,150                           | 8,809,168              | 12,252,697           | -                                   | -                    | -                   |
| <b>Total expenditures</b>     | <b>\$ 29,258,661</b>                | <b>\$ 89,849,454</b>   | <b>\$ 50,491,799</b> | <b>\$ 10,663,486</b>                | <b>\$ 20,970,983</b> | <b>\$ 9,386,247</b> |
| Budgeted use of fund balance  | -                                   | -                      | -                    | -                                   | -                    | -                   |
| Budgeted reserves             | -                                   | -                      | 1,068,600            | -                                   | -                    | -                   |
| Carry Forward Purchase Orders | -                                   | -                      | -                    | (17,664)                            | -                    | -                   |
| Prior year appropriation      | -                                   | 28,009,732             | -                    | -                                   | 2,933,422            | -                   |
| <b>Change in fund balance</b> | <b>\$ 11,694,851</b>                | <b>\$ (17,359,807)</b> | <b>\$ 1,068,600</b>  | <b>\$ (2,286,983)</b>               | <b>\$ -</b>          | <b>\$ -</b>         |
| Beginning fund balance        | \$ 7,279,010                        | \$ 18,973,861          | \$ 1,614,054         | \$ 5,749,869                        | \$ 3,462,886         | \$ 3,462,886        |
| Ending fund balance           | \$ 18,973,861                       | \$ 1,614,054           | \$ 2,682,654         | \$ 3,462,886                        | \$ 3,462,886         | \$ 3,462,886        |

Notes can be found following this schedule





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

|                               | Parking (18)         |                       |                      | Water (19)             |                       |                       |
|-------------------------------|----------------------|-----------------------|----------------------|------------------------|-----------------------|-----------------------|
|                               | FY2019               | FY2020                | FY2021               | FY2019                 | FY2020                | FY2021                |
|                               | Actual               | Projected             | Recommended          | Actual                 | Projected             | Recommended           |
| <b>Revenues:</b>              |                      |                       |                      |                        |                       |                       |
| Taxes                         | \$ -                 | \$ -                  | \$ -                 | \$ -                   | \$ -                  | \$ -                  |
| Licenses and permits          | -                    | -                     | -                    | -                      | -                     | -                     |
| Intergovernmental revenue     | -                    | -                     | -                    | 650,947                | 569,105               | -                     |
| Charges for services          | 17,658,938           | 14,010,865            | 16,687,140           | 110,440,314            | 120,871,050           | 127,470,135           |
| Fines and forfeitures         | 1,932,306            | 1,420,000             | 1,915,000            | 27,744                 | 25,000                | 40,000                |
| Miscellaneous revenues        | 6,201,696            | 688,370               | 780,952              | 4,189,881              | 3,071,579             | 8,741,294             |
| Other sources (uses)          | 1,300,000            | 3,827,000             | -                    | 101,346,284            | 58,726,160            | 90,921,658            |
| <b>Total revenues</b>         | <b>\$ 27,092,940</b> | <b>\$ 19,946,235</b>  | <b>\$ 19,383,092</b> | <b>\$ 216,655,169</b>  | <b>\$ 183,262,894</b> | <b>\$ 227,173,087</b> |
| <b>Expenditures:</b>          |                      |                       |                      |                        |                       |                       |
| Personnel                     | \$ 4,686,231         | \$ 4,676,733          | \$ 4,956,964         | \$ 23,393,813          | \$ 22,768,154         | \$ 26,195,220         |
| Operating                     | 9,575,155            | 10,238,606            | 10,135,447           | 47,080,324             | 52,763,378            | 63,003,002            |
| Capital Outlay                | 1,835,474            | 5,921,075             | -                    | 35,837,683             | 146,780,971           | 64,688,358            |
| Debt service                  | -                    | -                     | -                    | 16,584,579             | 17,356,252            | 21,782,349            |
| Grants and aid                | 361,260              | 320,000               | 430,000              | -                      | -                     | -                     |
| Other uses (sources)          | 4,292,608            | 4,574,066             | 3,860,681            | 94,229,338             | 45,949,010            | 51,504,158            |
| <b>Total expenditures</b>     | <b>\$ 20,750,727</b> | <b>\$ 25,730,480</b>  | <b>\$ 19,383,092</b> | <b>\$ 217,125,736</b>  | <b>\$ 285,617,765</b> | <b>\$ 227,173,087</b> |
| Budgeted use of fund balance  | -                    | -                     | -                    | -                      | -                     | 3,501,645             |
| Budgeted reserves             | -                    | -                     | 3,144,258            | -                      | -                     | 26,004,219            |
| Carry Forward Purchase Orders | (1,147,747)          | -                     | -                    | (28,687,459)           | -                     | -                     |
| Prior year appropriation      | -                    | 1,684,079             | -                    | -                      | 106,252,771           | -                     |
| <b>Change in fund balance</b> | <b>\$ 5,194,466</b>  | <b>\$ (4,100,166)</b> | <b>\$ 3,144,258</b>  | <b>\$ (29,158,026)</b> | <b>\$ 3,897,900</b>   | <b>\$ 22,502,574</b>  |
| Beginning fund balance        | \$ 223,162           | \$ 5,417,628          | \$ 1,317,461         | \$ 102,764,574         | \$ 73,606,548         | \$ 77,504,449         |
| Ending fund balance           | \$ 5,417,628         | \$ 1,317,461          | \$ 4,461,719         | \$ 73,606,548          | \$ 77,504,449         | \$ 100,007,023        |

|                               | Wastewater (20)       |                       |                       | Solid Waste (21)       |                       |                       |
|-------------------------------|-----------------------|-----------------------|-----------------------|------------------------|-----------------------|-----------------------|
|                               | FY2019                | FY2020                | FY2021                | FY2019                 | FY2020                | FY2021                |
|                               | Actual                | Projected             | Recommended           | Actual                 | Projected             | Recommended           |
| <b>Revenues:</b>              |                       |                       |                       |                        |                       |                       |
| Taxes                         | \$ -                  | \$ -                  | \$ -                  | \$ -                   | \$ -                  | \$ -                  |
| Licenses and permits          | -                     | -                     | -                     | 704,941                | 731,668               | 735,300               |
| Intergovernmental revenue     | 112,997               | 110,000               | 112,800               | -                      | -                     | -                     |
| Charges for services          | 118,851,168           | 121,452,900           | 130,274,789           | 101,073,712            | 95,598,673            | 98,038,300            |
| Fines and forfeitures         | -                     | -                     | -                     | -                      | -                     | -                     |
| Miscellaneous revenues        | 2,323,749             | 2,525,021             | 1,911,800             | 3,110,881              | 2,007,876             | 6,656,103             |
| Other sources (uses)          | 57,916,052            | 38,523,460            | 105,616,312           | 16,854,877             | 38,956,946            | 17,871,983            |
| <b>Total revenues</b>         | <b>\$ 179,203,965</b> | <b>\$ 162,611,381</b> | <b>\$ 237,915,701</b> | <b>\$ 121,744,411</b>  | <b>\$ 137,295,163</b> | <b>\$ 123,301,686</b> |
| <b>Expenditures:</b>          |                       |                       |                       |                        |                       |                       |
| Personnel                     | \$ 30,518,092         | \$ 29,466,868         | \$ 31,040,769         | \$ 18,621,329          | \$ 18,963,483         | \$ 24,993,501         |
| Operating                     | 51,560,635            | 54,543,813            | 58,517,014            | 53,128,938             | 50,679,578            | 54,321,512            |
| Capital Outlay                | 23,093,339            | 83,927,552            | 95,440,111            | 9,720,859              | 58,650,053            | 25,579,500            |
| Debt service                  | 2,906,111             | 2,907,454             | 7,768,578             | 13,325,168             | 39,091,776            | 56,000                |
| Grants and aid                | -                     | -                     | -                     | -                      | -                     | -                     |
| Other uses (sources)          | 58,245,213            | 34,908,296            | 45,149,229            | 17,309,908             | 39,961,681            | 18,351,173            |
| <b>Total expenditures</b>     | <b>\$ 166,323,390</b> | <b>\$ 205,753,983</b> | <b>\$ 237,915,701</b> | <b>\$ 112,106,202</b>  | <b>\$ 207,346,571</b> | <b>\$ 123,301,686</b> |
| Budgeted use of fund balance  | -                     | -                     | -                     | -                      | (25,703,855)          | 5,083,424             |
| Budgeted reserves             | -                     | -                     | 33,431,381            | -                      | -                     | 24,960                |
| Carry Forward Purchase Orders | (21,272,994)          | -                     | -                     | (36,844,221)           | -                     | -                     |
| Prior year appropriation      | -                     | 50,697,897            | -                     | -                      | 37,686,955            | -                     |
| <b>Change in fund balance</b> | <b>\$ (8,392,419)</b> | <b>\$ 7,555,295</b>   | <b>\$ 33,431,381</b>  | <b>\$ (27,206,012)</b> | <b>\$ (6,660,598)</b> | <b>\$ (5,058,464)</b> |
| Beginning fund balance        | \$ 47,281,811         | \$ 38,889,393         | \$ 46,444,687         | \$ 55,730,572          | \$ 62,150,738         | \$ 55,490,140         |
| Ending fund balance           | \$ 38,889,393         | \$ 46,444,687         | \$ 79,876,068         | \$ 62,150,738          | \$ 55,490,140         | \$ 50,431,676         |

Notes can be found following this schedule



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

|                               | Golf Course         |                     |                     | Internal Service Funds (22) |                       |                       |
|-------------------------------|---------------------|---------------------|---------------------|-----------------------------|-----------------------|-----------------------|
|                               | FY2019              | FY2020              | FY2021              | FY2019                      | FY2020                | FY2021                |
|                               | Actual              | Projected           | Recommended         | Actual                      | Projected             | Recommended           |
| <b>Revenues:</b>              |                     |                     |                     |                             |                       |                       |
| Taxes                         | \$ -                | \$ -                | \$ -                | \$ -                        | \$ -                  | \$ -                  |
| Licenses and permits          | -                   | -                   | -                   | -                           | -                     | -                     |
| Intergovernmental revenue     | -                   | -                   | -                   | 96,558                      | 70,000                | 70,000                |
| Charges for services          | 3,101,893           | 2,864,104           | 2,877,521           | 25,944,987                  | 26,728,100            | 30,102,040            |
| Fines and forfeitures         | -                   | -                   | -                   | -                           | -                     | -                     |
| Miscellaneous revenues        | 16,937              | -                   | -                   | 87,833,933                  | 93,660,175            | 104,496,210           |
| Other sources (uses)          | 2,397,779           | 1,901,223           | 1,813,377           | 6,926,530                   | 8,595,478             | 5,900,000             |
| <b>Total revenues</b>         | <b>\$ 5,516,609</b> | <b>\$ 4,765,327</b> | <b>\$ 4,690,898</b> | <b>\$ 120,802,009</b>       | <b>\$ 129,053,753</b> | <b>\$ 140,568,250</b> |
| <b>Expenditures:</b>          |                     |                     |                     |                             |                       |                       |
| Personnel                     | \$ -                | \$ -                | \$ -                | \$ 12,720,434               | \$ 13,136,624         | \$ 14,628,951         |
| Operating                     | 4,102,297           | 4,179,327           | 4,093,148           | 99,595,180                  | 103,974,760           | 118,281,287           |
| Capital Outlay                | 242,726             | 586,000             | 597,750             | 10,297,307                  | 10,045,665            | 5,930,000             |
| Debt service                  | -                   | -                   | -                   | 87,057                      | 95,000                | 95,000                |
| Grants and aid                | -                   | -                   | -                   | -                           | -                     | -                     |
| Other uses (sources)          | 793,000             | -                   | -                   | 2,045,743                   | 1,613,637             | 1,633,012             |
| <b>Total expenditures</b>     | <b>\$ 5,138,023</b> | <b>\$ 4,765,327</b> | <b>\$ 4,690,898</b> | <b>\$ 124,745,720</b>       | <b>\$ 128,865,686</b> | <b>\$ 140,568,250</b> |
| Budgeted use of fund balance  | -                   | -                   | -                   | -                           | -                     | 500,000               |
| Budgeted reserves             | -                   | -                   | -                   | -                           | -                     | 217,433               |
| Carry Forward Purchase Orders | -                   | -                   | -                   | 3,292,270                   | -                     | -                     |
| Prior year appropriation      | -                   | -                   | -                   | -                           | 121,663               | -                     |
| <b>Change in fund balance</b> | <b>\$ 378,586</b>   | <b>\$ -</b>         | <b>\$ -</b>         | <b>\$ (651,442)</b>         | <b>\$ 309,730</b>     | <b>\$ (282,567)</b>   |
| Beginning fund balance        | \$360,444           | \$ 739,030          | \$ 739,030          | \$ 1,366,992                | \$ 715,550            | \$ 1,025,280          |
| <b>Ending fund balance</b>    | <b>\$ 739,030</b>   | <b>\$ 739,030</b>   | <b>\$ 739,030</b>   | <b>\$ 715,550</b>           | <b>\$ 1,025,280</b>   | <b>\$ 742,713</b>     |

|                               | Fiduciary (23)      |                     |                     |
|-------------------------------|---------------------|---------------------|---------------------|
|                               | FY2019              | FY2020              | FY2021              |
|                               | Actual              | Projected           | Recommended         |
| <b>Revenues:</b>              |                     |                     |                     |
| Taxes                         | \$ 450,000          | \$ 450,000          | \$ 450,000          |
| Licenses and permits          | 870,055             | 965,000             | 1,065,205           |
| Intergovernmental revenue     | 1,090,000           | 1,090,000           | 1,190,000           |
| Charges for services          | 193,282             | 197,000             | 146,300             |
| Fines and forfeitures         | -                   | -                   | -                   |
| Miscellaneous revenues        | 266,446             | 925,300             | 630,471             |
| Other sources (uses)          | -                   | -                   | -                   |
| <b>Total revenues</b>         | <b>\$ 2,869,783</b> | <b>\$ 3,627,300</b> | <b>\$ 3,481,976</b> |
| <b>Expenditures:</b>          |                     |                     |                     |
| Personnel                     | \$ -                | \$ -                | \$ -                |
| Operating                     | 440,631             | 834,735             | 823,018             |
| Capital Outlay                | -                   | -                   | -                   |
| Debt service                  | -                   | -                   | -                   |
| Grants and aid                | 2,242,875           | 2,541,955           | 2,530,000           |
| Other uses (sources)          | 130,096             | 147,832             | 128,958             |
| <b>Total expenditures</b>     | <b>\$ 2,813,602</b> | <b>\$ 3,524,522</b> | <b>\$ 3,481,976</b> |
| Budgeted use of fund balance  | -                   | -                   | 427,471             |
| Budgeted reserves             | -                   | -                   | -                   |
| Prior year appropriation      | -                   | (72,020)            | -                   |
| <b>Change in fund balance</b> | <b>\$ 56,181</b>    | <b>\$ 30,758</b>    | <b>\$ (427,471)</b> |
| Beginning fund balance        | \$ 1,622,769        | \$ 1,678,950        | \$ 1,709,708        |
| <b>Ending fund balance</b>    | <b>\$ 1,678,950</b> | <b>\$ 1,709,708</b> | <b>\$ 1,282,237</b> |

|  |                      |
|--|----------------------|
| Gross Budget:                          | 1,667,448,885        |
| Transfers, Reserves, Internal Charges: | 413,197,921          |
| <b>Net Budget:</b>                     | <b>1,254,250,964</b> |

Notes can be found following this schedule



# Summary of Revenues, Expenditures, and Fund Balance Notes

1. General Fund increase in fund balances in FY2019 is primarily due to lower than projected expenditures. Decreases in fund balances in FY2020 is primarily due to reduced revenues associated with the impacts of Covid-19.
2. Construction Services increase in fund balance in FY2019 and FY2020 is primarily due to increased permit revenues and relatively stable expenses.
3. Utilities Services Tax increase in fund balance in FY2020 is primarily due to restructuring existing debt to assist in addressing the impacts of Covid-19.
4. Utilities Services Tax Projects use of fund balance for in FY2019 and FY2020 is associated with funding general government capital projects.
5. Local Option Fuel Tax increase in fund balance in FY2019 is primarily due to increased fuel taxes and lower operating expenses. Use of fund balance in FY2021 is primarily due to decreased in fuel taxes associated with the impacts of Covid-19.
6. Local Option Sales Tax – All for Transportation is a new local option sales tax approved by Hillsborough County voters in November 2018 with an effective sales tax collection date of January 1, 2019. The use of the tax's proceeds is pending a ruling from the Florida Supreme Court. Therefore, while the City has received funds, the City cannot expend the funds.
7. Stormwater Services use of fund balance in FY2020 and FY2021 is primarily due to higher expenses associated with increasing the service levels and the purchase of replacement vehicles.
8. Stormwater Projects use of fund balance in FY2019 is primarily due to increased capital projects. Increases in FY2020 and FY2021 fund balances are attributable to the use of existing Stormwater and future Stormwater debt proceeds to fund capital projects. Accumulated balances will be used to fund future Stormwater capital projects.
9. Stormwater Debt Funded Projects increase in fund balance in FY2019 is primarily due to interest earnings. Increase in fund balance in FY2020 is primarily due less than anticipated capital project expenses. Increase in FY2021 fund balance is associated with the knowledge that the City will issue approximately \$53.5 million in debt but has not finalized the project list.
10. Non-Major Fund's increase in fund balance for FY2019 is primarily due to decreased costs and/or increased revenues associated with the City's Special Services Districts, Law Enforcement Trust Funds, Private Donations Capital Grants Fund, and newly established Tree Trust District Funds.



11. Community Investment Taxes increase in fund balance in FY2019 is primarily due to increase Community Investment Tax revenues that are being used to mitigate the impact of reduced revenues due to Covid-19 during FY2020. The negative FY2020 fund balance will be eliminated in FY2021 with reducing budgeted amounts for capital projects. The fund is expected to remain positive with cash due to the long-term nature of constructing capital projects.
12. Deepwater Horizon Oil Spill increase in fund balance in FY2019 and FY2021 is primarily due to interest revenues earned during the fiscal year while the City is completing a series of capital projects. The use of fund balance in FY2020 is due to increased capital projects.
13. Transportation Impact/Mobility Fee use of fund balance in FY2020 is primarily due to increased funding of capital projects. FY2021 increase in fund is primarily due to increased impact fee revenues that will fund future capital projects.
14. Transportation Impact/Mobility Fee Projects use of fund balance in FY2019 and FY2021 is primarily due to increased funding of capital projects. Increase in fund balance in FY2020 is primarily due to completion of capital projects with remaining balances falling to fund balance and interest revenues.
15. General Government Debt Funded Projects increase in fund balance in FY2020 is primarily due to interest earnings associated with several debt issuances that will be used to fund capital projects in the future.
16. Community Redevelopment Agency (CRA) increase in fund balance in FY2019 and FY2021 is primarily due to increased Tax Increment Financing revenues that will be used for future capital projects. Use of fund balance in FY2020 is primarily due to increased capital projects.
17. State and Federal Grants Program use of fund balance in FY2019 is primarily due to expenditure of housing grant funds.
18. Parking increase in fund balance in FY2019 is primarily due to the sale of a parking asset, which provided funding in FY2020 for capital projects. The use of prior year fund balance and the effects of Covid-19 reduced revenues are primarily responsible for the reduction in FY2020 fund balance. The increase in FY2021 fund balance results from a management decision to maintain cash fluidity within the Parking Funds until the end of the Covid-19 event.
19. Water use of fund balance in FY2019 is primarily due to funding capital projects. Increase in FY2020 and FY2021 fund balance is a management decision to issue long-term debt during this period of low interest rates while preserving cash to pay for future capital projects.
20. Wastewater use of fund balance in FY2019 is primarily due to funding capital projects. Increase in FY2020 and FY2021 fund balance is a management decision to issue long-term debt during this period of low interest rates while preserving cash to pay for future capital projects.
21. Solid Waste use of fund balance in FY2019 is primarily due to funding capital projects. The use of fund balance in FY2020 is primarily due to defeasing outstanding debt.



22. Internal Service Funds use of fund balance in FY2019 and FY2021 is primarily due to increased costs to maintain the City's aging fleet and in utility billing. Increase in fund balance in FY2020 is primarily due to an increase in the City's health care reserves.

23. Fiduciary use of fund balance in FY2021 is primarily due to the use of trust fund to reimburse the City for the operations and maintenance for developer-installed streetlights and to fund the Historic Tampa Streetcar.



# Financial Structure

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

## General Fund and Utilities Services Tax Fund

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

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

## Federal and State Grant Funds

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

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

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

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



## Special Revenue Funds

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

**All For Transportation Surtax Funds** - The All For Transportation (AFT) surtax funds is a one cent sales surtax approved by Hillsborough County voters on November 10, 2018 for a period of thirty years. These funds account for the City's share of the surtax to fund transportation improvement projects throughout the City.

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

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

**Downtown Special Service District Fund** - Provides funding through an annual non-ad valorem assessment for programs within the Downtown District.

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

**Local Option Gas Tax Fund** - Accounts for the City's share of taxes levied on motor fuel and special fuel sold within Hillsborough County. This revenue supports operations and maintenance of the transportation system and transfers to the capital project fund for transportation capital projects.

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

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

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

**Westshore Special Services District Fund** - Provides funding through an annual non-ad valorem assessment for programs within the Westshore District.



## Debt Service Funds

Debt service funds are used to repay debt incurred by the City including revenue bonds, bank loans, state revolving loans, and commercial paper.

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

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

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

**Occupational License Tax Bonds Fund** - Used for the repayment of the 2012 Gulf Breeze Loan and the Occupational License Tax Refunding Revenue Bonds, Series 2017, which are secured by occupational license taxes and a covenant to budget and appropriate non-ad valorem revenues, as additional security.

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

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

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

**Taxable Non-Ad Valorem Note Fund** - Used for the repayment of the refunded and restructured portion of the Series 1996 Bonds, the Series 2012A Bonds, and the Series 2012B Bonds from Synovus Bank.

## 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.

**All For Transportation Capital Projects Funds** - Provide sales surtax funding for various citywide transportation projects relating to intersection improvements, road and bridge improvements, traffic congestion mitigation, and bicycle and pedestrian safety improvements.

**Bank Note Capital Fund** - Provides debt funding for various general government capital improvement projects excluding stormwater projects.





**Citywide Capital Project Improvements Fund** - Provides funding for various capital improvements whose funding are of a unique or special nature. These projects are funded mainly through revenues transferred from special revenue funds. Special revenue sources typically include donations, grants, or trust and agency funds.

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

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

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

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

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

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

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

**Parks & Recreation Grants Capital Projects Fund** - Used to account for funding of parks and recreation projects that involve grants.

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

**Stormwater Bonds Capital Projects Fund** - Provides debt funding for stormwater related capital projects.

**Stormwater SWFWMD Grants Capital Projects Fund** - Provides funding from Southwest Florida Water Management District (SWFWMD) Grants for the Stormwater related capital projects.

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



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

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

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

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

**Utilities Services Tax Bonds Projects Fund** - Used to account for various capital projects funded by revenue-backed debt, specifically bonds secured by utilities services taxes.

**Utilities Services Tax Capital Projects Fund** - Used to account for utilities services tax revenues appropriated for various capital improvement projects.

**Wastewater Bonds Capital Fund** - Provides debt funding for wastewater related capital projects.

**Water Bonds Capital Fund** - Provides debt funding for water related capital projects.

## 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 Fund** - The City owns and operates three golf courses: Babe Zaharias, Rogers Park, and Rocky Point golf courses. The golf course fund is used to support the operations and capital improvements of city-owned golf courses.

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

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

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

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



## Internal Service Funds

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

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

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

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

## Fiduciary Funds

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

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

**Streetlight Special Services Districts Fund** - Receives contributions from developers to pay for the costs for streetlights in designated neighborhoods. Contributions are amortized over 20 years and used to offset the costs for streetlights.



## FY2021 Fund Structure Grouping

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



## TOTAL FY2021 NET BUDGET \$1,254,250,964

### GOVERNMENTAL FUNDS \$733,488,376

|   |  |
|---|--|
| General Fund Operating<br>\$457,047,672 | 01100<br>General Fund<br>\$457,047,672 |
|---|--|

|  |  |   |  |
|--|--|---|--|
| Special Revenue Funds Operating<br>\$117,586,956 | 10100<br>Utilities Services Tax<br>\$120,000               | 10200<br>Local Option Gas Tax<br>\$27,011,666                 | 10400-10600<br>Construction Services Funds<br>\$13,976,353   |
|  | 10700<br>Stormwater Service Assessment<br>\$17,914,080     | 10800-11300<br>Transportation Impact Fees<br>\$404,500        | 11350-11600<br>Transportation Sidewalk Fees<br>\$51,600      |
|  | 11900<br>Non-Ad Valorem Downtown Assessment<br>\$3,116,227 | 12000<br>Non-Ad Valorem Westshore Assessment<br>\$657,098     | 12100<br>CDBG Grants<br>\$3,220,824                          |
|  | 12200<br>Housing Grants<br>\$6,165,423                     | 12400-12500<br>Fire & Police Grants<br>\$449,625              | 12900-13200<br>Law Enforcement Trust Funds<br>\$497,920      |
|  | 13600<br>Conservation Area<br>\$100,000                    | 13700<br>Arts Development<br>\$442,892                        | 13800<br>Landscape Districts<br>\$968,301                    |
|  | 13900<br>Qualified Targeted Industries<br>\$608,000        | 14100-14105<br>Tree Trust Fund<br>\$1,024,745                 | 15000-15500<br>Multi-Modal Transportation Fee<br>\$1,550,000 |
|  |  | 61800-63700<br>Community Redevelopment Agency<br>\$39,307,702 |  |



## TOTAL FY2021 NET BUDGET \$1,254,250,964

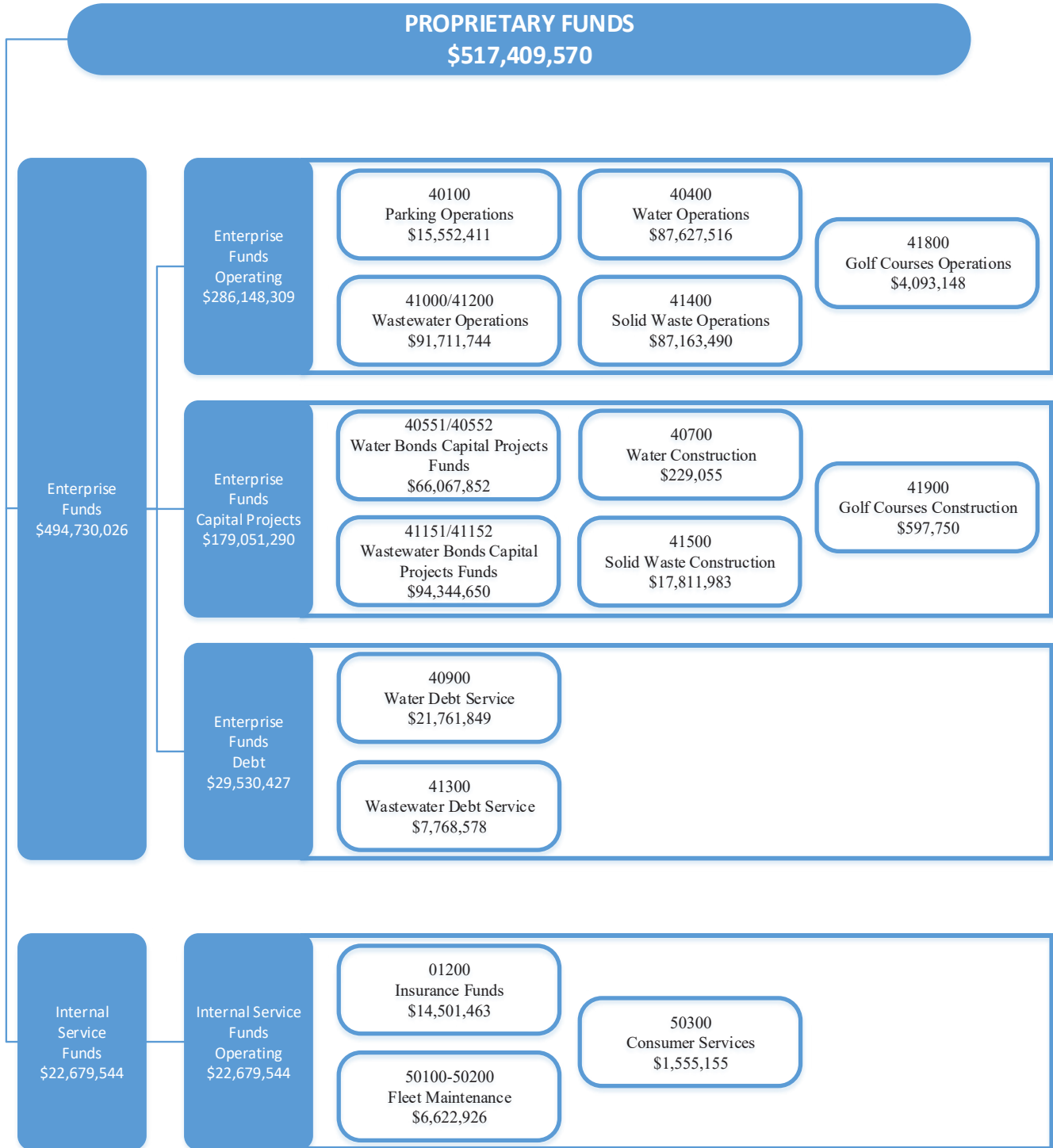
### GOVERNMENTAL FUNDS \$733,488,376

|   |  |   |  |
|---|--|---|--|
| Capital Projects Funds<br>\$122,773,887 | 30100<br>Citywide Capital Project Improvements<br>\$6,058      | 30110<br>Deepwater Horizon<br>\$46,678                            | 30120<br>Development For The Arts<br>\$3,272               |
|   | 30200-30210<br>CIT Capital Projects<br>\$2,063,507             | 30250<br>CIT Series 2016 Bonds Capital Projects Fund<br>\$318,892 | 30300<br>Convention Center Capital<br>\$14,568             |
|   | 30508-30513<br>Transportation Impact Fees<br>\$1,519,500       | 30514-30516<br>Transportation Sidewalk Funds<br>\$187,200         | 30600<br>Local Option Gas Tax Capital<br>\$8,900,000       |
|   | 30800<br>Private Donations Capital<br>\$2,005,775              | 30900<br>SWFWMD Grants<br>\$19,575,000                            | 31100<br>Tourist Development Tax Capital<br>\$393          |
|   | 31200-31201<br>DRI Funds<br>\$260,000                          | 31350<br>FY16 Bank Note<br>\$16,015,139                           | 31400<br>Utilities Services Tax<br>\$4,780,380             |
|   | 31500<br>University of Tampa Plant Hall<br>\$296,583           | 31600<br>Non-Ad Bonds CIP Series 2016<br>\$290,276                | 31700<br>Stormwater Improvements Assessment<br>\$6,041,669 |
|   | 31800/31801<br>Stormwater Bonds Projects Funds<br>\$56,541,876 | 31900<br>Downtown CRA Bank Note Convention Center<br>\$46,521     | 35000-35500<br>Multi-Modal Transportation<br>\$3,860,600   |

|                                    |  |   |  |
|------------------------------------|--|---|--|
| Debt Service Funds<br>\$36,079,861 | 20200<br>Community Investment Tax<br>\$10,254,550    | 20700<br>Insurance<br>\$1,325,579                   | 20900<br>Occupational License<br>\$7,192,590           |
|                                    | 21000<br>Utilities Services Tax Bonds<br>\$2,435,196 | 21100<br>Stormwater Bank Note<br>\$1,371,920        | 21200<br>Downtown CRA Bank Note<br>\$4,109,740         |
|                                    | 21300<br>Stormwater Assessment Bonds<br>\$5,693,075  | 21400<br>Taxable Non-Ad Valorem Bond<br>\$1,132,573 | 22000<br>Non-Ad Valorem Assessment Bond<br>\$2,564,638 |



## TOTAL FY2021 NET BUDGET \$1,254,250,964



**TOTAL FY2021 NET BUDGET**  
**\$1,254,250,964**

**FIDUCIARY FUNDS**  
**\$3,353,018**

Fiduciary  
Funds  
Operating  
\$3,353,018

61300  
Streetcar Administration  
\$3,353,018





# General Fund Revenue Comparison

|                                | FY20<br>Adopted Budget | FY20<br>Projection    | FY21<br>Recommended<br>Budget |     |
|--------------------------------|------------------------|-----------------------|-------------------------------|-----|
| <b>Revenues</b>                |                        |                       |                               |     |
| Tax Revenues-Property Taxes    | \$ 219,090,985         | \$ 220,778,188        | \$ 239,253,095                | (1) |
| Tax Revenues-Other Taxes       | 10,814,500             | 10,818,700            | 10,214,500                    | (2) |
| Licenses and Permits           | 35,868,700             | 32,892,600            | 32,506,700                    | (3) |
| Intergovernmental Revenues     | 90,722,402             | 85,936,512            | 87,139,827                    |     |
| Service Charges                | 47,330,967             | 41,276,340            | 46,732,961                    |     |
| Fines and Forfeits             | 8,279,500              | 7,016,825             | 7,443,000                     |     |
| Miscellaneous Revenue          | 5,842,639              | 4,028,855             | 7,478,925                     | (4) |
| Use of Fund Balance - assigned | -                      | -                     | 1,937,555                     | (5) |
| Transfer from Other Funds      | 17,722,720             | 17,905,292            | 24,341,109                    | (6) |
| <b>Total Revenues</b>          | <b>\$ 435,672,413</b>  | <b>\$ 420,653,311</b> | <b>\$ 457,047,672</b>         |     |

**Footnotes** reference budget year to budget year comparisons greater than five percent (5%) and \$500,000.

- (1) Property Taxes are expected to increase \$20.2 million in FY21 or 9.2% over FY20 Adopted Budget.
- (2) Other Taxes decreased \$0.6 million in FY21 or 5.5% from FY20 primarily due to anticipated impacts of COVID-19 on occupational license revenue.
- (3) License and permit revenue are expected to decline \$3.4 million or 9.4% from FY2020 primarily due to fuel adjustments reducing electricity rates for a portion of FY21.
- (4) Miscellaneous revenue increased \$1.6 million in FY21 or 28.0% from FY20 primarily due to higher interest earnings and sale of city assets.
- (5) Use of assigned fund balance in FY2021 is related to Fire and Police healthcare expenses.
- (6) Transfer from other funds increased \$6.6 million in FY21 or 37.3% from FY20 primarily due transfers from the Utility Tax Fund.



# General Fund Departmental Expenditure Comparison

| Department                                | FY21                   |                       |                       |
|---|------------------------|-----------------------|-----------------------|
|   | FY20<br>Adopted Budget | FY20<br>Projection    | Recommended<br>Budget |
| Art Programs Division                     | \$ 261,687             | \$ 260,192            | \$ 290,908            |
| Chief of Staff Office                     | 637,350                | 628,154               | 618,352               |
| City Attorney                             | 5,865,110              | 5,788,774             | 5,595,668             |
| City Clerk                                | 1,746,194              | 1,771,581             | 1,861,502             |
| City Council                              | 1,454,577              | 1,486,528             | 1,560,869             |
| Community Redevelopment Areas             | -                      | -                     | 1,297,754 (1)         |
| Contract Administration                   | 8,294,522              | 8,586,268             | 9,203,002 (2)         |
| Convention and Tourism                    | 11,384,666             | 9,732,172             | 11,354,986            |
| Development and Economic Opportunity      | 2,498,220              | 2,404,197             | 1,650,772 (1)         |
| Environmental Services Division           | 115,000                | 85,000                | 115,000               |
| Equal Business Opportunity                | 910,868                | 617,166               | 951,936               |
| Facilities Division                       | 14,931,164             | 14,167,946            | 15,294,216            |
| Fire Rescue                               | 93,653,010             | 100,400,671           | 106,306,779 (3)       |
| Government Affairs and Strategic Services | -                      | 456,101               | 516,497 (4)           |
| Human Resources and Talent Development    | 3,718,844              | 3,689,972             | 4,078,303             |
| Infrastructure and Mobility               | 360,272                | 360,324               | 984,745 (5)           |
| Internal Audit                            | 778,992                | 796,549               | 872,252               |
| Logistics and Asset Management            | 288,203                | 215,202               | 238,742               |
| Marketing and Communications              | 1,536,189              | 1,601,654             | 1,649,185             |
| Mayor's Office                            | 1,071,504              | 627,120               | 663,045               |
| Neighborhood and Community Affairs        | 10,557,433             | 10,783,611            | 10,823,073            |
| Non-Departmental                          | 25,153,735             | 7,530,467             | 12,888,463 (6)        |
| Parks and Recreation                      | 45,385,464             | 45,027,215            | 48,133,709 (7)        |
| Planning and Development                  | 7,404,214              | 7,647,675             | 7,495,268             |
| Tampa Police Department                   | 162,695,004            | 169,030,505           | 175,939,953 (8)       |
| Purchasing                                | 2,679,909              | 2,620,745             | 2,887,248             |
| Revenue and Finance                       | 9,180,634              | 9,511,283             | 10,334,223 (9)        |
| Technology and Innovation                 | 23,109,648             | 23,048,782            | 23,441,222            |
| <b>Total Expenditures</b>                 | <b>\$ 435,672,413</b>  | <b>\$ 428,875,854</b> | <b>\$ 457,047,672</b> |

**Footnotes** reference budget year to budget year comparisons greater than five percent (5%) and \$500,000.

- (1) Increase represents a transfer of 11 FTEs and operating costs from Development and Economic Opportunity department.
- (2) Reflects higher salaries and benefits and addition of 2 FTE's over FY20 Adopted Budget.
- (3) Increase is due to negotiated contract salaries and benefits, higher pension contributions, lump sum contribution to Fire & Police healthcare trust, addition of 12 sworn FTEs and 4.5 civilian FTEs.
- (4) Increase represents a transfer of 2 FTEs and operating costs from the Mayor's Office.
- (5) Increase is due to 2 new FTEs and a transfer of 1 FTE from Mobility - Transportation.
- (6) Decrease is largely due to a reduction of personnel reserves offset by higher payments to the community redevelopment areas (CRAs).
- (7) Reflects higher salaries and benefits and addition of approximately 11 FTEs.
- (8) Increase is due to negotiated contract salaries and benefits, higher pension contributions, lump sum contribution to Fire & Police healthcare trust, body worn cameras, and cyclical aviation maintenance.
- (9) Reflects higher salaries and benefits and addition of 4 FTEs.



# Position Summary by Department

## by Full-Time Equivalent (FTE)

| <u>Tax Operating Funds</u>                 | Budgeted<br>FTEs FY19 | Budgeted<br>FTEs FY20 | Projected<br>FTEs FY20 | Recommended<br>FTEs FY21 | Notes |
|--|-----------------------|-----------------------|------------------------|--------------------------|-------|
| <b>General Fund</b>                        |                       |                       |                        |                          |       |
| Art Programs                               | 2.00                  | 2.00                  | 2.00                   | 2.00                     |       |
| Chief of Staff                             | 3.00                  | 4.00                  | 4.00                   | 4.00                     |       |
| City Attorney                              | 37.50                 | 37.50                 | 35.50                  | 35.50                    | A     |
| City Clerk                                 | 17.00                 | 17.00                 | 17.00                  | 17.00                    |       |
| City Council                               | 16.00                 | 16.00                 | 16.18                  | 16.18                    | B     |
| Community Redevelopment Agency             | 0.00                  | 0.00                  | 0.00                   | 11.00                    | C     |
| Contract Administration                    | 77.00                 | 77.00                 | 79.00                  | 79.00                    | D     |
| Convention and Tourism                     | 51.00                 | 50.00                 | 50.00                  | 50.00                    |       |
| Development and Economic Opportunity       | 10.00                 | 11.00                 | 13.00                  | 2.00                     | E     |
| Equal Business Opportunity                 | 6.00                  | 6.00                  | 6.00                   | 6.00                     |       |
| Facilities                                 | 62.50                 | 63.50                 | 63.50                  | 63.50                    |       |
| Tampa Fire Rescue                          |                       |                       |                        |                          |       |
| Sworn                                      | 697.00                | 699.00                | 699.00                 | 711.00                   | F     |
| Civilian                                   | 50.00                 | 51.50                 | 56.00                  | 56.00                    | G     |
| Total Fire Rescue                          | 747.00                | 750.50                | 755.00                 | 767.00                   |       |
| Government Affairs & Strategic Initiatives | 1.00                  | 0.00                  | 2.00                   | 2.00                     | H     |
| Human Resources & Talent Development       | 35.95                 | 36.00                 | 37.00                  | 37.00                    | I     |
| Infrastructure and Mobility Administration | 2.00                  | 2.00                  | 5.00                   | 5.00                     | J     |
| Internal Audit                             | 5.00                  | 5.00                  | 6.00                   | 6.00                     | K     |
| Logistics and Asset Management             | 2.00                  | 2.00                  | 1.00                   | 1.00                     | L     |
| Marketing and Communications               | 12.00                 | 12.00                 | 12.00                  | 12.00                    |       |
| Mayor                                      | 5.00                  | 7.00                  | 5.00                   | 5.00                     | M     |
| Neighborhood and Community Affairs         | 99.00                 | 106.00                | 112.00                 | 112.00                   | N     |
| Parks and Recreation                       | 442.48                | 443.98                | 443.73                 | 454.73                   | O     |
| Planning and Development                   | 79.75                 | 80.75                 | 83.75                  | 69.75                    | P     |
| Tampa Police Department                    |                       |                       |                        |                          |       |
| Sworn                                      | 969.00                | 972.00                | 972.00                 | 972.00                   |       |
| Civilian                                   | 267.50                | 269.50                | 269.50                 | 269.50                   |       |
| Total Police                               | 1,236.50              | 1,241.50              | 1,241.50               | 1,241.50                 |       |
| Purchasing                                 | 29.00                 | 29.00                 | 29.00                  | 29.00                    |       |
| Revenue and Finance                        | 88.50                 | 88.50                 | 91.50                  | 92.50                    | Q     |
| Technology and Innovation                  | 120.75                | 122.75                | 123.75                 | 123.75                   | R     |
| <b>Total General Fund</b>                  | <b>3,187.93</b>       | <b>3,210.98</b>       | <b>3,234.41</b>        | <b>3,244.41</b>          |       |
| <b>Other Tax Operating Funds</b>           |                       |                       |                        |                          |       |
| Construction Services                      | 67.00                 | 77.00                 | 79.00                  | 84.00                    | S     |
| Mobility - Stormwater                      | 94.00                 | 102.00                | 102.00                 | 102.00                   |       |
| Mobility - Transportation                  | 138.00                | 133.00                | 132.00                 | 146.00                   | T     |
| <b>Total Other Tax Operating Funds</b>     | <b>299.00</b>         | <b>312.00</b>         | <b>313.00</b>          | <b>332.00</b>            |       |
| <b>Total Tax Operating Funds</b>           | <b>3,486.93</b>       | <b>3,522.98</b>       | <b>3,547.41</b>        | <b>3,576.41</b>          |       |
| <b>Enterprise Funds</b>                    |                       |                       |                        |                          |       |
| Mobility - Parking                         | 72.00                 | 72.00                 | 72.00                  | 72.00                    |       |
| Solid Waste & Environmental Program Mgmt   | 213.50                | 212.50                | 265.50                 | 270.50                   | U     |
| Wastewater                                 | 313.00                | 312.00                | 312.00                 | 312.00                   |       |
| Water                                      | 309.50                | 319.50                | 347.50                 | 347.50                   | V     |
| <b>Total Enterprise Funds</b>              | <b>908.00</b>         | <b>916.00</b>         | <b>997.00</b>          | <b>1,002.00</b>          |       |
| <b>Internal Services Funds</b>             |                       |                       |                        |                          |       |
| Fleet                                      | 62.00                 | 62.00                 | 62.00                  | 64.00                    | W     |
| Risk and Insurance                         | 23.00                 | 25.00                 | 24.00                  | 24.00                    | X     |
| <b>Total Internal Services Funds</b>       | <b>85.00</b>          | <b>87.00</b>          | <b>86.00</b>           | <b>88.00</b>             |       |
| <b>GRAND TOTAL ALL FUNDS</b>               | <b>4,479.93</b>       | <b>4,525.98</b>       | <b>4,630.41</b>        | <b>4,666.41</b>          |       |



## Position Summary by Department Notes

A. City Attorney: During FY2020, City Attorney decreased by 2 FTE's (2 Legal Secretaries II).

B. City Council: During FY2020, City Council increased by .18 FTE (.18 Clerk II General).

C. Community Redevelopment Agency: During preparation of the FY2021 budget, Community Redevelopment Agency increased by 11 FTE's (11 transferred from Development and Economic Opportunity: 2 Economic Development Specialists II, 1 Community Redevelopment Agency Director, 1 Downtown/Chan District/Hts/Central Park Development Manager, 1 Drew Park/West Tampa Development Manager, 1 Manager East Tampa Development and Community Lending, 1 Ybor Development Manager, 1 Urban Planner III, 1 Urban Development Project Coordinator, 1 Office Support Specialist IV, 1 Office Support Specialist III).

D. Contract Administration: During FY2020, Contract Administration increased by 2 FTE's (1 Project Coordinator, 1 Contract Specialist).

E. Development and Economic Opportunity: During FY2020, Development and Economic Opportunity increased by 3 FTE's (1 Community Redevelopment Agency Director, 1 Urban Development Project Coordinator, 1 Senior Executive Aide transferred from Planning and Development) and decreased by 1 FTE (1 Sustainability and Resilience Officer transferred to Chief of Staff). During preparation of the FY2021 budget, Development and Economic Opportunity decreased by 11 FTE's (11 transferred to Community Redevelopment Agency: 2 Economic Development Specialists II, 1 Community Redevelopment Agency Director, 1 Downtown/Chan District/Hts/Central Park Development Manager, 1 Drew Park/West Tampa Development Manager, 1 Manager East Tampa Development and Community Lending, 1 Ybor Development Manager, 1 Urban Planner III, 1 Urban Development Project Coordinator, 1 Office Support Specialist IV, 1 Office Support Specialist III).

F. Tampa Fire Rescue-Sworn: During preparation of the FY2021 budget, Fire-Sworn increased by 12 FTE's (12 Firefighters).

G. Tampa Fire Rescue-Civilian: During FY2020, Fire-Civilian increased by 4.5 FTE's (4.5 Fire Inspectors (Part-Time)).

H. Government Affairs and Strategic Initiatives: During preparation of the FY2021 budget, Government Affairs and Strategic Initiatives increased by 2 FTE's (2 transferred from Mayor: 1 Director of Strategic Initiatives, 1 Government Affairs Liaison). These changes are reflected in the FY2020 projections.

I. Human Resources and Talent Development: During FY2020, Human Resources and Talent Development increased by 1 FTE (1 HRMS Analyst transferred from Risk and Insurance).

J. Infrastructure and Mobility Administration: During FY2020, Infrastructure and Mobility Administration increased by 3 FTE's (1 Administrator of Infrastructure and Mobility, 1 Deputy Administrator of Infrastructure Services, 1 Senior Executive Aide transferred from Mobility-Transportation).

K. Internal Audit: During FY2020, Internal Audit increased by 1 FTE (1 Senior Auditor).



L. Logistics and Asset Management: During FY2020, Logistics and Asset Management decreased by 1 FTE (1 Senior Executive Aide transferred to Neighborhood and Community Affairs).

M. Mayor: During Preparation of the FY2021 budget, Mayor decreased by 2 FTE's (2 transferred to Government Affairs & Strategic Initiatives: 1 Director of Strategic Initiatives, 1 Government Affairs Liason). These changes are reflected in the FY2020 projection.

N. Neighborhood and Community Affairs: During FY2020, Neighborhood and Community Affairs increased by 7 FTE's (4 Services Attendants I, 1 Business Operations Analyst, 1 Senior Executive Aide transferred from Logistics and Asset Management, 1 Customer Experience Director transferred from Chief of Staff) and decreased by 1 FTE (1 Neighborhood Coordinator transferred to Planning and Development).

O. Parks and Recreation: During FY2020, Parks and Recreation increased by 1 FTE (1 Gymnastics Instructor II) and decreased by 1.25 FTE's (1.25 Gymnastics Instructors I). During preparation of the FY2021 budget, Parks and Recreation increased by 11 FTE's (5 Recreation Leaders II, 2 Recreation Center Coordinators, 2 Gymnastics Instructors III, 2 Gymnastics Instructors II).

P. Planning and Development: During FY2020, Planning and Development increased by 5 FTE's (2 Housing Counselors I, 1 Engineer II, 1 Engineer I, 1 Neighborhood Coordinator transferred from Neighborhood and Community Affairs) and decreased by 2 FTE's (1 Senior Applications Programmer transferred to Technology and Innovation, 1 Senior Executive Aide transferred to Development and Economic Opportunity). During preparation of the FY2021 budget, Planning and Development decreased by 14 FTE's (14 transferred to Mobility-Transportation: 3 Planning Permit Technicians I, 2 Engineers I, 2 Engineering Technicians III (N/S), 1 Transportation Professional Engineer, 1 Department Applications Systems Analyst Supervisor, 1 Engineer III (N/S), 1 Engineer II, 1 Transportation Technician III, 1 Engineering Technician II, 1 Pavement Inspection Technician).

Q. Revenue and Finance: During FY2020, Revenue and Finance increased by 3 FTE's (1 Grants Supervisor, 1 Accounting Supervisor, 1 Accountant II). During preparation of the FY2021 budget, Revenue and Finance increased by 2 FTE's (2 Grants Specialists) and decreased by 1 FTE (1 Tax Revenue Coordinator).

R. Technology and Innovation: During FY2020, Technology and Innovation increased by 1 FTE (1 Senior Applications Programmer transferred from Planning and Development).

S. Construction Services: During FY2020, Construction Services increased by 2 FTE's (1 Construction Services Center Manager, 1 Forester Examiner). During preparation of the FY2021 budget, Construction Services increased by 5 FTE's (5 Client Facilitator Specialists).

T. Mobility-Transportation: During FY2020, Mobility-Transportation decreased by 1 FTE (1 Senior Executive Aide transferred to Mobility and Infrastructure Administration). During preparation of the FY2021 budget, Mobility-Transportation increased by 14 FTE's (14 transferred from Planning and Development: 3 Planning Permit Technicians I, 2 Engineers I, 2 Engineering Technicians III (N/S), 1 Transportation Professional Engineer, 1 Department Applications Systems Analyst Supervisor, 1 Engineer III (N/S), 1 Engineer II, 1 Transportation Technician III, 1 Engineering Technician II, 1 Pavement Inspection Technician).

U. Solid Waste and Environmental Program Management: During FY2020, Solid Waste and Environmental



Program Management increased by 55 FTE's (55 for staffing of McKay Bay Waste-To-Energy Facility) and decreased by 2 FTE's (1 Department Vehicle and Equipment Coordinator, 1 Work Order Technician). During preparation of the FY2021 budget, Solid Waste and Environmental Management increased by 5 FTE's (3 Roll-Off Truck Drivers, 1 Maintenance Repairer II, 1 Solid Waste Planner Scheduler).

V. Water: During FY2020, Water increased by 28 FTE's (25 for PIPES Program, 2 Environmental Specialists I, 1 Department Vehicle and Equipment Coordinator).

W. Fleet: During preparation of the FY2021 budget, Fleet increased by 2 FTE's (2 Fleet Inspections/Workload Technicians).

X. Risk and Insurance: During FY2020, Risk and Insurance decreased by 1 FTE (1 HRMS Analyst transferred to Human Resources and Talent Development).



# FY2021 Operating Capital Items

## General Fund

### Parks and Recreation

|   |                   |
|---|-------------------|
| Pour In Place Tree Grates               | 25,000            |
| Irrigation Control Unit Controllers (6) | 63,000            |
| Irrigation Sub Unit Controller (12)     | 75,000            |
| Well                                    | 16,500            |
| Pool Heaters and Blankets               | 50,000            |
| Mower Replacement                       | 28,000            |
| JBL Equipment                           | 10,000            |
| Gymnastic Equipment Replacement         | 20,000            |
| Fitness Equipment                       | 5,000             |
| <b>Total Parks and Recreation</b>       | <b>\$ 292,500</b> |

### Revenue & Finance

|                                    |                   |
|------------------------------------|-------------------|
| Software                           | 250,000           |
| <b>Total Revenue &amp; Finance</b> | <b>\$ 250,000</b> |

### Tampa Fire Rescue

|                                |                     |
|--------------------------------|---------------------|
| Zoll Monitors                  | 128,000             |
| Bulk Breathing Apparatus       | 1,000,000           |
| Maintenance Equipment          | 10,000              |
| Bariatric Stretchers           | 102,000             |
| Fire Marshall Equipment        | 10,000              |
| Occupational Health Equipment  | 10,000              |
| Bulk Fire Equipment            | 10,000              |
| Bulk Training Equipment        | 5,000               |
| Training Portable              | 95,000              |
| Office Equipment               | 10,000              |
| Specialty Equipment            | 20,000              |
| Ambulance                      | 400,000             |
| <b>Total Tampa Fire Rescue</b> | <b>\$ 1,800,000</b> |

### Technology and Innovation

|  |                   |
|--|-------------------|
| Time Clocks (16)                       | 55,000            |
| Service Monitor                        | 45,000            |
| <b>Total Technology and Innovation</b> | <b>\$ 100,000</b> |

|                           |                     |
|---------------------------|---------------------|
| <b>Total General Fund</b> | <b>\$ 2,442,500</b> |
|---------------------------|---------------------|



# Other Funds

## Art Programs Division

|                             |            |
|-----------------------------|------------|
| Works of Art                | 230,000    |
| Total Art Programs Division | \$ 230,000 |

## Construction Service Center

|                                   |            |
|-----------------------------------|------------|
| Hybrid Sport Utility Vehicles (5) | 155,000    |
| Total Construction Service Center | \$ 155,000 |

## Solid Waste

|                                 |              |
|---------------------------------|--------------|
| 65-Gallon Carts (616)           | 24,000       |
| 95-Gallon Carts (4,392)         | 205,000      |
| Front-Load Containers (300)     | 210,000      |
| Compost Bins (2,000)            | 70,000       |
| 35-Gallon Carts (100)           | 5,000        |
| 20-Yard Roll-Offs (10)          | 40,000       |
| Compactors (15)                 | 225,000      |
| RDI Storage Tank Replacement    | 50,000       |
| Neutralization Tank Replacement | 50,000       |
| Grapple Truck                   | 435,000      |
| Front End Loader                | 305,000      |
| Work Truck                      | 155,000      |
| Fully Automated Loaders (9)     | 3,600,000    |
| Roll Offs (2)                   | 695,000      |
| Container Delivery Truck        | 120,000      |
| Semi-automated Side Loaders (2) | 790,000      |
| Rear Loaders (3)                | 960,000      |
| Full-Size Pickup Truck          | 50,000       |
| Total Solid Waste               | \$ 7,989,000 |

## Stormwater

|                  |            |
|------------------|------------|
| Sweeper          | 185,000    |
| Pickup Truck     | 35,000     |
| Total Stormwater | \$ 220,000 |





**Wastewater**

|                                   |              |
|-----------------------------------|--------------|
| Arrow Boards (2)                  | 22,000       |
| Back-Hoes (3)                     | 309,501      |
| Forklifts (4)                     | 181,501      |
| Payloader                         | 85,373       |
| Medium Duty Commercial Truck      | 115,000      |
| Heavy Duty Commercial Truck       | 395,000      |
| Severe Duty Commercial Trucks (2) | 784,000      |
| Transit Van                       | 46,000       |
| Trailer                           | 25,000       |
| Specialty Trailer                 | 114,323      |
| Utility Carts (4)                 | 44,000       |
| Pickup Trucks (5)                 | 216,000      |
| Pumps (5)                         | 199,000      |
| Generators (2)                    | 228,000      |
| Bypass Pumps (2)                  | 270,000      |
| Turbidity Analyzers (2)           | 12,000       |
| Automatic Samplers (2)            | 17,000       |
| Loader                            | 85,373       |
| Tool Carts (3)                    | 33,000       |
| Backhoe                           | 218,000      |
| Lifts (2)                         | 90,000       |
| Crawler                           | 57,000       |
| Cement Mixer                      | 10,000       |
| Total Wastewater                  | \$ 3,557,071 |

**Water**

|                       |              |
|-----------------------|--------------|
| Specialty Trucks (3)  | 110,000      |
| Machinery & Equipment | 58,000       |
| Computer Software     | 185,000      |
| Hardware              | 30,000       |
| Valve Machines (2)    | 250,000      |
| Work Trucks (3)       | 240,000      |
| Commercial Trucks (2) | 240,000      |
| Utility Carts         | 12,000       |
| Pickup Trucks (5)     | 155,000      |
| Total Water           | \$ 1,280,000 |

|                   |               |
|-------------------|---------------|
| Total Other Funds | \$ 13,431,071 |
|-------------------|---------------|

|                                       |                      |
|---------------------------------------|----------------------|
| <b>Total FY2021 Operating Capital</b> | <b>\$ 15,873,571</b> |
|---------------------------------------|----------------------|



# Departmental Summaries

**LIFT UP  
LOCAL**



# Department Name: Art Programs Division

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

**VISION AND MISSION:**

• The vision of the Art Programs Division is to make a positive impact on the lives of the citizens of Tampa. Its mission is to deliver cultural programs that are equitable, sustainable and can be scaled as the city grows.

**GOALS AND OBJECTIVES:**

- Facilitate access through placemaking with the creation of art and spaces that are representative of the character and identity of the city of Tampa and its neighborhoods;
- Oversee the care and conservation of the city’s art assets for future generations;
- Provide art engagement opportunities to citizens and visitors alike that are diverse and of high quality; and
- Provide access to educational content for and about the artworks within the City’s collection.

**CURRENT OPERATIONS AND INITIATIVES:**

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

In FY2021, initiatives will focus on providing access to the city’s cultural richness, celebrate its diversity and continue to cultivate creative places. This is based on the awareness that access to culture builds communities and cultivates resilience. Mayor Castor’s Art on the Block Program brings art and artists directly into neighborhoods to create spaces that represent and become a part of that community. Lights On Tampa is an internationally recognized program that provides free access to artistic excellence. Both of these programs provide opportunities for multiple levels of engagement and are public private partnerships. In this coming fiscal year, the Division will also continue the development and coordination of arts-based planning for projects that bring public benefit through interdepartmental and interagency coordination on high visibility sites.

FY2021 projects include: Art on the Block projects in at least three neighborhoods; the commissioning of artwork for three roundabouts in East Tampa; the beginning of planning for several projects with the Florida Department of Transportation; the completion of the Lights On Tampa 2021 Program that includes turning the Channelside Drive Tunnel into a gateway to downtown; and the continued coordination of maintenance and conservation of city’s public art collection based on priorities given by consultant.

| Performance Measures                                   | Actual FY2019 | Projected FY2020 | Estimated FY2021 |
|--|---------------|------------------|------------------|
| Collection Inventory                                   | 722           | 727              | 740              |
| Education/Outreach/Awards                              | 7             | 10               | 17               |
| Projects Completed                                     | 12            | 10               | 15               |
| Supplemented Funds for Programs (Grants, Partnerships) | \$20,000      | \$30,000         | \$100,000        |



### Art Programs Division

| <b>Operating Budget</b>      |                  |                  |                    |                   |                     |
|------------------------------|------------------|------------------|--------------------|-------------------|---------------------|
|                              | Actual<br>FY18   | Actual<br>FY19   | Current<br>FY20    | Projected<br>FY20 | Recommended<br>FY21 |
| Taxes                        | -                | -                | -                  | -                 | -                   |
| Licenses & Permits           | -                | -                | -                  | -                 | -                   |
| Intergovernmental            | -                | -                | -                  | -                 | -                   |
| Charges for Services & Fines | -                | -                | -                  | -                 | -                   |
| Other                        | 139,086          | 152,455          | 1,058,276          | 322,475           | 717,884             |
| <b>Total Revenues</b>        | <b>\$139,086</b> | <b>\$152,455</b> | <b>\$1,058,276</b> | <b>\$322,475</b>  | <b>\$717,884</b>    |
| Personnel Services           | 209,995          | 222,793          | 227,109            | 227,109           | 250,167             |
| Non-Personnel                | 124,349          | 161,759          | 125,138            | 122,243           | 253,633             |
| Capital                      | 52,622           | 141,263          | 806,467            | 350,928           | 230,000             |
| Debt Service                 | -                | -                | -                  | -                 | -                   |
| Other                        | 311,350          | -                | 669,116            | 200,000           | 274,992             |
| <b>Total Expenses</b>        | <b>\$698,316</b> | <b>\$525,814</b> | <b>\$1,827,830</b> | <b>\$900,280</b>  | <b>\$1,008,792</b>  |

| <b>Capital Improvement Budget</b> |                  |                  |                  |                  |                |
|-----------------------------------|------------------|------------------|------------------|------------------|----------------|
| <b>Total Revenues</b>             | <b>\$311,350</b> | <b>\$33,120</b>  | <b>\$325,554</b> | <b>\$325,554</b> | <b>\$1,685</b> |
| Personnel Services                | -                | -                | -                | -                | -              |
| Non-Personnel                     | -                | -                | -                | -                | -              |
| Capital                           | 285              | 176,085          | 562,913          | 562,913          | -              |
| Debt Service                      | -                | -                | -                | -                | -              |
| Other                             | -                | -                | -                | -                | 1,685          |
| <b>Total Expenses</b>             | <b>\$285</b>     | <b>\$176,085</b> | <b>\$562,913</b> | <b>\$562,913</b> | <b>\$1,685</b> |

| <b>Total Budget</b>   |                  |                  |                    |                    |                    |
|-----------------------|------------------|------------------|--------------------|--------------------|--------------------|
| <b>Total Revenues</b> | <b>\$450,436</b> | <b>\$185,575</b> | <b>\$1,383,830</b> | <b>\$648,029</b>   | <b>\$719,569</b>   |
| <b>Total Expenses</b> | <b>\$698,601</b> | <b>\$701,900</b> | <b>\$2,390,744</b> | <b>\$1,463,193</b> | <b>\$1,010,477</b> |

|   |      |      |      |      |      |
|---|------|------|------|------|------|
| Authorized Full Time<br>Equivalents (FTE) | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 |
|---|------|------|------|------|------|

**Analysis**

**Revenues:**  
No revenues are earned by this General Fund department. General revenues provide all funding. Other revenue is a carryover of the unused balance in the Arts Fund from previous fiscal years.

**Expenses:**  
Personnel Services increase from Current FY2020 is due to increases in salaries, pension contributions, and healthcare costs. Non-Personnel increase due to planned art project expenditures. Capital decrease due to decrease in planned major art projects.



## Department Name: Chief of Staff Office

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

### **VISION AND MISSION:**

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

### **GOALS AND OBJECTIVES:**

- Improve staff coordination and morale;
- Improve communications within the City government and with outside agencies;
- Increase accountability for all employees;
- Improve input, output, and outcome efficiencies of all employees;
- Improve effective and equitable customer service; and
- Create a positive and productive working relationship with City Council, on behalf of the public.

### **CURRENT OPERATIONS AND INITIATIVES:**

- Advocate for efficient, effective and equitable city government focused on decreasing costs, increasing revenue, and providing outstanding customer service;
- Oversee staff efforts to prepare for and respond to emergencies;
- Support continued implementation of the Diversity Management Initiative; and
- Oversee and support City departments including Human Resources, Purchasing, and Technology and Innovation, along with the ADA Coordinator, Sustainability and Resiliency Positions, and Youth Development Coordinator, as well as administration oversight of major events.



### Chief of Staff Office

| <b>Operating Budget</b> |  |  |  |  |  |
|-------------------------|--|--|--|--|--|
|-------------------------|--|--|--|--|--|

|                              | Actual<br>FY18   | Actual<br>FY19   | Current<br>FY20  | Projected<br>FY20 | Recommended<br>FY21 |
|------------------------------|------------------|------------------|------------------|-------------------|---------------------|
| Taxes                        | -                | -                | -                | -                 | -                   |
| Licenses & Permits           | -                | -                | -                | -                 | -                   |
| Intergovernmental            | -                | -                | -                | -                 | -                   |
| Charges for Services & Fines | -                | -                | -                | -                 | -                   |
| Other                        | -                | -                | -                | -                 | -                   |
| <b>Total Revenues</b>        | <b>-</b>         | <b>-</b>         | <b>-</b>         | <b>-</b>          | <b>-</b>            |
| Personnel Services           | 407,037          | 414,791          | 632,816          | 602,797           | 592,588             |
| Non-Personnel                | 8,286            | 7,025            | 25,357           | 25,357            | 25,764              |
| Capital                      | -                | -                | -                | -                 | -                   |
| Debt Service                 | -                | -                | -                | -                 | -                   |
| Other                        | -                | -                | -                | -                 | -                   |
| <b>Total Expenses</b>        | <b>\$415,323</b> | <b>\$421,816</b> | <b>\$658,173</b> | <b>\$628,154</b>  | <b>\$618,352</b>    |

| <b>Capital Improvement Budget</b> |  |  |  |  |  |
|-----------------------------------|--|--|--|--|--|
|-----------------------------------|--|--|--|--|--|

|                       |          |          |          |          |          |
|-----------------------|----------|----------|----------|----------|----------|
| <b>Total Revenues</b> | -        | -        | -        | -        | -        |
| Personnel Services    | -        | -        | -        | -        | -        |
| Non-Personnel         | -        | -        | -        | -        | -        |
| Capital               | -        | -        | -        | -        | -        |
| Debt Service          | -        | -        | -        | -        | -        |
| Other                 | -        | -        | -        | -        | -        |
| <b>Total Expenses</b> | <b>-</b> | <b>-</b> | <b>-</b> | <b>-</b> | <b>-</b> |

| <b>Total Budget</b> |  |  |  |  |  |
|---------------------|--|--|--|--|--|
|---------------------|--|--|--|--|--|

|   |                  |                  |                  |                  |                  |
|---|------------------|------------------|------------------|------------------|------------------|
| <b>Total Revenues</b>                     | -                | -                | -                | -                | -                |
| <b>Total Expenses</b>                     | <b>\$415,323</b> | <b>\$421,816</b> | <b>\$658,173</b> | <b>\$628,154</b> | <b>\$618,352</b> |
| Authorized Full Time<br>Equivalents (FTE) | 3.00             | 3.00             | 4.00             | 4.00             | 4.00             |

**Analysis**

**Revenues:**

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

**Expenses:**

Personnel Services decrease from Current FY2020 is due to a decrease in pension participation partially offset by increases in salaries and healthcare costs.



## Department Name: City Attorney Department

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

### **VISION AND MISSION:**

The vision of the City Attorney is to efficiently provide legal services required by the City Charter and more effectively anticipate legal problems thereby minimizing City liability, reducing the cost of legal services, and advancing justice and good government in Tampa. The mission is to maximize our achievement of departmental goals which also includes providing high quality and efficient legal services to the Mayor, City Council, and all City Departments.

### **GOALS AND OBJECTIVES:**

- A 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;
- A primary objective is to also provide effective and efficient legal services to the Mayor, City Council, and all City Departments;
- Improve the management and administration of operations;
- To improve the technology services of the City Attorney's Office;
- 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 to the City.



### City Attorney Department

|                         |  |  |  |  |  |
|-------------------------|--|--|--|--|--|
| <b>Operating Budget</b> |  |  |  |  |  |
|-------------------------|--|--|--|--|--|

|                              | Actual<br>FY18     | Actual<br>FY19     | Current<br>FY20    | Projected<br>FY20  | Recommended<br>FY21 |
|------------------------------|--------------------|--------------------|--------------------|--------------------|---------------------|
| Taxes                        | -                  | -                  | -                  | -                  | -                   |
| Licenses & Permits           | -                  | -                  | -                  | -                  | -                   |
| Intergovernmental            | -                  | -                  | -                  | -                  | -                   |
| Charges for Services & Fines | 308,357            | 348,023            | 368,875            | 368,920            | 251,975             |
| Other                        | 1,274              | 114                | -                  | 54                 | 200                 |
| <b>Total Revenues</b>        | <b>\$309,631</b>   | <b>\$348,137</b>   | <b>\$368,875</b>   | <b>\$368,974</b>   | <b>\$252,175</b>    |
| Personnel Services           | 4,813,161          | 5,550,155          | 5,135,611          | 5,159,186          | 5,078,692           |
| Non-Personnel                | 412,143            | 639,598            | 633,242            | 629,588            | 516,976             |
| Capital                      | -                  | -                  | -                  | -                  | -                   |
| Debt Service                 | -                  | -                  | -                  | -                  | -                   |
| Other                        | 21,750             | 15,850             | -                  | -                  | -                   |
| <b>Total Expenses</b>        | <b>\$5,247,054</b> | <b>\$6,205,602</b> | <b>\$5,768,853</b> | <b>\$5,788,774</b> | <b>\$5,595,668</b>  |

|                                   |  |  |  |  |  |
|-----------------------------------|--|--|--|--|--|
| <b>Capital Improvement Budget</b> |  |  |  |  |  |
|-----------------------------------|--|--|--|--|--|

|                       |          |          |          |          |          |
|-----------------------|----------|----------|----------|----------|----------|
| <b>Total Revenues</b> | -        | -        | -        | -        | -        |
| Personnel Services    | -        | -        | -        | -        | -        |
| Non-Personnel         | -        | -        | -        | -        | -        |
| Capital               | -        | -        | -        | -        | -        |
| Debt Service          | -        | -        | -        | -        | -        |
| Other                 | -        | -        | -        | -        | -        |
| <b>Total Expenses</b> | <b>-</b> | <b>-</b> | <b>-</b> | <b>-</b> | <b>-</b> |

|                     |  |  |  |  |  |
|---------------------|--|--|--|--|--|
| <b>Total Budget</b> |  |  |  |  |  |
|---------------------|--|--|--|--|--|

|                       |                    |                    |                    |                    |                    |
|-----------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| <b>Total Revenues</b> | <b>\$309,631</b>   | <b>\$348,137</b>   | <b>\$368,875</b>   | <b>\$368,974</b>   | <b>\$252,175</b>   |
| <b>Total Expenses</b> | <b>\$5,247,054</b> | <b>\$6,205,602</b> | <b>\$5,768,853</b> | <b>\$5,788,774</b> | <b>\$5,595,668</b> |

|   |       |       |       |       |       |
|---|-------|-------|-------|-------|-------|
| Authorized Full Time<br>Equivalents (FTE) | 38.00 | 37.50 | 37.50 | 35.50 | 35.50 |
|---|-------|-------|-------|-------|-------|

**Analysis**

**Revenues:**

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

**Expenses:**

Personnel Services decrease from Current FY2020 is due to the reduction of two FTEs partially offset by increases in salaries, pension contributions, and healthcare costs.





# Department Name: City Clerk Department

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

**VISION AND MISSION:**

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

**GOALS AND OBJECTIVES:**

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

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

**CURRENT OPERATIONS AND INITIATIVES:**

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

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

| Performance Measures   | Actual FY2019  | Projected FY2020 | Estimated FY2021 |
|--|----------------|------------------|------------------|
| Number of Council Agendas Published by Deadline                        | 58             | 59               | 59               |
| Average Turnaround for Completing Council Action Summaries             | 1-2 Days       | 1-2 Days         | 1-2 Days         |
| Average Number of Publications for Council Only                        | 162            | 160              | 223              |
| Number and Turnaround for Completing Code Enforcement Action Summaries | 72<br>2-3 Days | 74<br>2-3 Days   | 82<br>2-3 Days   |
| Number of Records (Boxes) Disposed                                     | 2,702          | 2,000            | 2,500            |
| Number of Images Scanned by Micrographics                              | 1,118,919      | 1,000,000        | 1,000,000        |
| Number of Historical Books Repaired                                    | 43             | 40               | 40               |



### City Clerk Department

| <b>Operating Budget</b> |  |  |  |  |  |
|-------------------------|--|--|--|--|--|
|-------------------------|--|--|--|--|--|

|                              | Actual<br>FY18     | Actual<br>FY19     | Current<br>FY20    | Projected<br>FY20  | Recommended<br>FY21 |
|------------------------------|--------------------|--------------------|--------------------|--------------------|---------------------|
| Taxes                        | -                  | -                  | -                  | -                  | -                   |
| Licenses & Permits           | -                  | -                  | -                  | -                  | -                   |
| Intergovernmental            | -                  | -                  | -                  | -                  | -                   |
| Charges for Services & Fines | 893,907            | 592,631            | 834,946            | 834,946            | 834,946             |
| Other                        | 11                 | 11                 | -                  | -                  | -                   |
| <b>Total Revenues</b>        | <b>\$893,919</b>   | <b>\$592,642</b>   | <b>\$834,946</b>   | <b>\$834,946</b>   | <b>\$834,946</b>    |
| Personnel Services           | 1,296,255          | 1,409,280          | 1,436,571          | 1,418,402          | 1,512,947           |
| Non-Personnel                | 372,660            | 326,494            | 353,179            | 353,179            | 348,555             |
| Capital                      | 2,600              | 8,861              | -                  | -                  | -                   |
| Debt Service                 | -                  | -                  | -                  | -                  | -                   |
| Other                        | -                  | -                  | -                  | -                  | -                   |
| <b>Total Expenses</b>        | <b>\$1,671,515</b> | <b>\$1,744,635</b> | <b>\$1,789,750</b> | <b>\$1,771,581</b> | <b>\$1,861,502</b>  |

| <b>Capital Improvement Budget</b> |  |  |  |  |  |
|-----------------------------------|--|--|--|--|--|
|-----------------------------------|--|--|--|--|--|

|                       |   |   |   |   |   |
|-----------------------|---|---|---|---|---|
| <b>Total Revenues</b> | - | - | - | - | - |
| Personnel Services    | - | - | - | - | - |
| Non-Personnel         | - | - | - | - | - |
| Capital               | - | - | - | - | - |
| Debt Service          | - | - | - | - | - |
| Other                 | - | - | - | - | - |
| <b>Total Expenses</b> | - | - | - | - | - |

| <b>Total Budget</b> |  |  |  |  |  |
|---------------------|--|--|--|--|--|
|---------------------|--|--|--|--|--|

|                       |                    |                    |                    |                    |                    |
|-----------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| <b>Total Revenues</b> | <b>\$893,919</b>   | <b>\$592,642</b>   | <b>\$834,946</b>   | <b>\$834,946</b>   | <b>\$834,946</b>   |
| <b>Total Expenses</b> | <b>\$1,671,515</b> | <b>\$1,744,635</b> | <b>\$1,789,750</b> | <b>\$1,771,581</b> | <b>\$1,861,502</b> |

|                      |       |       |       |       |       |
|----------------------|-------|-------|-------|-------|-------|
| Authorized Full Time |       |       |       |       |       |
| Equivalents (FTE)    | 17.00 | 17.00 | 17.00 | 17.00 | 17.00 |

**Analysis**

|                  |   |
|------------------|---|
| <b>Revenues:</b> | The revenues above are earned by this General Fund department. General revenues provide the remaining funding.                |
| <b>Expenses:</b> | Personnel Services increase from Current FY2020 is due to increases in salaries, pension contributions, and healthcare costs. |



## Department Name: City Council Department

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

### VISION AND MISSION:

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

### GOALS AND OBJECTIVES:

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

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

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

### CURRENT OPERATIONS AND INITIATIVES:

City Council members serve individually as board members of:

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



### City Council Department

|                         |  |  |  |  |  |
|-------------------------|--|--|--|--|--|
| <b>Operating Budget</b> |  |  |  |  |  |
|-------------------------|--|--|--|--|--|

|                              | Actual<br>FY18     | Actual<br>FY19     | Current<br>FY20    | Projected<br>FY20  | Recommended<br>FY21 |
|------------------------------|--------------------|--------------------|--------------------|--------------------|---------------------|
| Taxes                        | -                  | -                  | -                  | -                  | -                   |
| Licenses & Permits           | -                  | -                  | -                  | -                  | -                   |
| Intergovernmental            | -                  | -                  | -                  | -                  | -                   |
| Charges for Services & Fines | -                  | -                  | -                  | -                  | -                   |
| Other                        | -                  | 668                | 9,083              | -                  | -                   |
| <b>Total Revenues</b>        | <b>-</b>           | <b>\$668</b>       | <b>\$9,083</b>     | <b>-</b>           | <b>-</b>            |
| Personnel Services           | 1,304,114          | 1,374,234          | 1,422,157          | 1,408,904          | 1,478,124           |
| Non-Personnel                | 117,566            | 92,669             | 91,460             | 77,624             | 82,745              |
| Capital                      | -                  | -                  | -                  | -                  | -                   |
| Debt Service                 | -                  | -                  | -                  | -                  | -                   |
| Other                        | -                  | -                  | -                  | -                  | -                   |
| <b>Total Expenses</b>        | <b>\$1,421,680</b> | <b>\$1,466,903</b> | <b>\$1,513,617</b> | <b>\$1,486,528</b> | <b>\$1,560,869</b>  |

|                                   |  |  |  |  |  |
|-----------------------------------|--|--|--|--|--|
| <b>Capital Improvement Budget</b> |  |  |  |  |  |
|-----------------------------------|--|--|--|--|--|

|                       |          |          |          |          |          |
|-----------------------|----------|----------|----------|----------|----------|
| <b>Total Revenues</b> | -        | -        | -        | -        | -        |
| Personnel Services    | -        | -        | -        | -        | -        |
| Non-Personnel         | -        | -        | -        | -        | -        |
| Capital               | -        | -        | -        | -        | -        |
| Debt Service          | -        | -        | -        | -        | -        |
| Other                 | -        | -        | -        | -        | -        |
| <b>Total Expenses</b> | <b>-</b> | <b>-</b> | <b>-</b> | <b>-</b> | <b>-</b> |

|                     |  |  |  |  |  |
|---------------------|--|--|--|--|--|
| <b>Total Budget</b> |  |  |  |  |  |
|---------------------|--|--|--|--|--|

|                       |                    |                    |                    |                    |                    |
|-----------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| <b>Total Revenues</b> | -                  | \$668              | \$9,083            | -                  | -                  |
| <b>Total Expenses</b> | <b>\$1,421,680</b> | <b>\$1,466,903</b> | <b>\$1,513,617</b> | <b>\$1,486,528</b> | <b>\$1,560,869</b> |

|                      |       |       |       |       |       |
|----------------------|-------|-------|-------|-------|-------|
| Authorized Full Time |       |       |       |       |       |
| Equivalents (FTE)    | 16.00 | 16.00 | 16.00 | 16.18 | 16.18 |

**Analysis**

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

**Expenses:**  
 Personnel Services increase from Current FY2020 is due to increases in salaries, pension contributions, and healthcare costs.



# Department Name: Contract Administration

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

## **VISION AND MISSION:**

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

## **GOALS AND OBJECTIVES:**

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

## **CURRENT OPERATIONS AND INITIATIVES:**

- Continued enhancement of the availability of project information to user departments and bidders;
- Execution of the PIPES Program;
- Comprehensive Infrastructure for Tampa's Neighborhoods;
- Implementation of the new eBuilder Construction Management software; and
- Award all projects.



### Contract Administration

|                         |  |  |  |  |  |
|-------------------------|--|--|--|--|--|
| <b>Operating Budget</b> |  |  |  |  |  |
|-------------------------|--|--|--|--|--|

|                              | Actual<br>FY18     | Actual<br>FY19     | Current<br>FY20    | Projected<br>FY20  | Recommended<br>FY21 |
|------------------------------|--------------------|--------------------|--------------------|--------------------|---------------------|
| Taxes                        | -                  | -                  | -                  | -                  | -                   |
| Licenses & Permits           | -                  | -                  | -                  | -                  | -                   |
| Intergovernmental            | -                  | -                  | -                  | -                  | -                   |
| Charges for Services & Fines | 30,511             | 35,356             | 25,000             | 34,000             | 25,000              |
| Other                        | -                  | -                  | -                  | 10                 | -                   |
| <b>Total Revenues</b>        | <b>\$30,511</b>    | <b>\$35,356</b>    | <b>\$25,000</b>    | <b>\$34,010</b>    | <b>\$25,000</b>     |
| Personnel Services           | 7,489,226          | 7,781,077          | 8,171,012          | 8,203,093          | 8,669,341           |
| Non-Personnel                | 612,815            | 341,520            | 525,354            | 383,175            | 533,661             |
| Capital                      | 82,053             | 142,043            | 93,643             | 88,603             | -                   |
| Debt Service                 | -                  | -                  | -                  | -                  | -                   |
| Other                        | -                  | -                  | -                  | -                  | -                   |
| <b>Total Expenses</b>        | <b>\$8,184,094</b> | <b>\$8,264,641</b> | <b>\$8,790,009</b> | <b>\$8,674,871</b> | <b>\$9,203,002</b>  |

|                                   |  |  |  |  |  |
|-----------------------------------|--|--|--|--|--|
| <b>Capital Improvement Budget</b> |  |  |  |  |  |
|-----------------------------------|--|--|--|--|--|

|                       |   |   |   |   |   |
|-----------------------|---|---|---|---|---|
| <b>Total Revenues</b> | - | - | - | - | - |
| Personnel Services    | - | - | - | - | - |
| Non-Personnel         | - | - | - | - | - |
| Capital               | - | - | - | - | - |
| Debt Service          | - | - | - | - | - |
| Other                 | - | - | - | - | - |
| <b>Total Expenses</b> | - | - | - | - | - |

|                     |  |  |  |  |  |
|---------------------|--|--|--|--|--|
| <b>Total Budget</b> |  |  |  |  |  |
|---------------------|--|--|--|--|--|

|                       |                    |                    |                    |                    |                    |
|-----------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| <b>Total Revenues</b> | <b>\$30,511</b>    | <b>\$35,356</b>    | <b>\$25,000</b>    | <b>\$34,010</b>    | <b>\$25,000</b>    |
| <b>Total Expenses</b> | <b>\$8,184,094</b> | <b>\$8,264,641</b> | <b>\$8,790,009</b> | <b>\$8,674,871</b> | <b>\$9,203,002</b> |

|                      |       |       |       |       |       |
|----------------------|-------|-------|-------|-------|-------|
| Authorized Full Time |       |       |       |       |       |
| Equivalents (FTE)    | 77.00 | 77.00 | 77.00 | 79.00 | 79.00 |

**Analysis**

|                  |   |
|------------------|---|
| <b>Revenues:</b> | The revenues above are earned by this General Fund department. General revenues provide the remaining funding.  |
| <b>Expenses:</b> | Personnel Services increase from Current FY2020 is due to increases in salaries, pension contributions, healthcare costs, and the addition of two FTEs. |



# Department Name: Convention and Tourism Department

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

**VISION AND MISSION:**

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

**GOALS AND OBJECTIVES:**

- Create memorable experiences for clients and their guests so they return year after year;
- Utilize all sources of technology to promote the Center and the surrounding amenities to the fullest extent possible;
- Become known as a Convention Center with exceptional food and beverage offerings;
- Increase revenues, maximize resources, and implement best practices in all areas of operation; and
- Update and expand the facility and grounds while maintaining the architectural integrity of the original design.

**CURRENT OPERATIONS AND INITIATIVES:**

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

In 2018, Tampa Convention Center began its largest renovation project in history: a \$35 million capital improvement plan that will result in a better customer experience, more efficient operations, and increased revenues. Phase 1 of the plan is completed and includes the renovation of restrooms; remodeling of concession stands; a new outdoor restaurant, Big Ray’s Fish Camp Riverwalk, next to the existing Sail bar; and a new 7,000 SF outdoor covered event space. The outdoor amenities are collectively called “The Sail Plaza.” The next phase is currently underway and includes major upgrades to the HVAC system and freight elevator; new ballroom lighting; the addition of a second freight elevator and paramedic room; and 18 new spectacular waterfront meeting rooms slated to begin January 2021. Phase 3 will include the revamping of existing meeting rooms and public spaces. When all complete, the City will have a virtually new, modern convention center.

| Performance Measures                    | Actual FY2019 | Projected FY2020 | Estimated FY2021 |
|---|---------------|------------------|------------------|
| Consumer Shows                          | 10            | 13               | 9                |
| Conventions & Conventions with Exhibits | 27            | 25               | 31               |
| Sporting Events                         | 13            | 9                | 9                |
| Food Functions                          | 8             | 12               | 6                |
| General Meetings/Other                  | 51            | 38               | 15               |
| Trade Shows                             | 7             | 8                | 5                |



### Convention and Tourism Department

|                         |  |  |  |  |  |
|-------------------------|--|--|--|--|--|
| <b>Operating Budget</b> |  |  |  |  |  |
|-------------------------|--|--|--|--|--|

|                              | Actual<br>FY18      | Actual<br>FY19      | Current<br>FY20     | Projected<br>FY20  | Recommended<br>FY21 |
|------------------------------|---------------------|---------------------|---------------------|--------------------|---------------------|
| Taxes                        | -                   | -                   | -                   | -                  | -                   |
| Licenses & Permits           | -                   | -                   | -                   | -                  | -                   |
| Intergovernmental            | -                   | -                   | -                   | -                  | -                   |
| Charges for Services & Fines | 14,403,606          | 12,668,446          | 14,190,174          | 7,235,356          | 11,032,603          |
| Other                        | 110,132             | 185,620             | 275,000             | 227,225            | 227,000             |
| <b>Total Revenues</b>        | <b>\$14,513,738</b> | <b>\$12,854,066</b> | <b>\$14,465,174</b> | <b>\$7,462,581</b> | <b>\$11,259,603</b> |
| Personnel Services           | 4,401,358           | 4,128,346           | 4,276,120           | 4,214,242          | 4,533,137           |
| Non-Personnel                | 5,976,183           | 6,496,481           | 6,743,131           | 5,449,526          | 6,821,849           |
| Capital                      | 16,583              | 88,235              | 153,749             | 148,404            | -                   |
| Debt Service                 | -                   | -                   | -                   | -                  | -                   |
| Other                        | 1,000               | -                   | -                   | -                  | -                   |
| <b>Total Expenses</b>        | <b>\$10,395,125</b> | <b>\$10,713,062</b> | <b>\$11,173,000</b> | <b>\$9,812,172</b> | <b>\$11,354,986</b> |

|                                   |  |  |  |  |  |
|-----------------------------------|--|--|--|--|--|
| <b>Capital Improvement Budget</b> |  |  |  |  |  |
|-----------------------------------|--|--|--|--|--|

|                       |                    |                    |                    |                    |                    |
|-----------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| <b>Total Revenues</b> | <b>\$986,663</b>   | <b>\$415,286</b>   | <b>\$531,725</b>   | <b>\$882</b>       | <b>\$61,482</b>    |
| Personnel Services    | -                  | -                  | -                  | -                  | -                  |
| Non-Personnel         | -                  | -                  | 11,554             | 11,554             | 19,931             |
| Capital               | 6,155,523          | 7,554,197          | 8,384,072          | 5,163,901          | 3,500,000          |
| Debt Service          | -                  | -                  | -                  | -                  | -                  |
| Other                 | -                  | -                  | -                  | -                  | 41,551             |
| <b>Total Expenses</b> | <b>\$6,155,523</b> | <b>\$7,554,197</b> | <b>\$8,395,626</b> | <b>\$5,175,455</b> | <b>\$3,561,482</b> |

|                     |  |  |  |  |  |
|---------------------|--|--|--|--|--|
| <b>Total Budget</b> |  |  |  |  |  |
|---------------------|--|--|--|--|--|

|                       |                     |                     |                     |                     |                     |
|-----------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| <b>Total Revenues</b> | <b>\$15,500,402</b> | <b>\$13,269,353</b> | <b>\$14,996,899</b> | <b>\$7,463,463</b>  | <b>\$11,321,085</b> |
| <b>Total Expenses</b> | <b>\$16,550,647</b> | <b>\$18,267,259</b> | <b>\$19,568,626</b> | <b>\$14,987,627</b> | <b>\$14,916,468</b> |

|   |       |       |       |       |       |
|---|-------|-------|-------|-------|-------|
| Authorized Full Time<br>Equivalents (FTE) | 53.00 | 51.00 | 50.00 | 50.00 | 50.00 |
|---|-------|-------|-------|-------|-------|

**Analysis**

**Revenues:**

Charges for Services and Fines decrease from current FY2020 is primarily due to a decrease in activity caused by COVID-19 Pandemic.

**Expenses:**

Personnel Services increase from Current FY2020 is due to increases in salaries, pension contributions, and healthcare costs.





# Department Name: Development and Economic Opportunity Department

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

## **VISION AND MISSION:**

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

## **GOALS AND OBJECTIVES:**

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

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

## **CURRENT OPERATIONS AND INITIATIVES:**

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



### Development and Economic Opportunity Department

| <b>Operating Budget</b>      |                    |                    |                    |                    |                     |
|------------------------------|--------------------|--------------------|--------------------|--------------------|---------------------|
|                              | Actual<br>FY18     | Actual<br>FY19     | Current<br>FY20    | Projected<br>FY20  | Recommended<br>FY21 |
| Taxes                        | -                  | -                  | -                  | -                  | -                   |
| Licenses & Permits           | -                  | -                  | -                  | -                  | -                   |
| Intergovernmental            | -                  | -                  | -                  | -                  | -                   |
| Charges for Services & Fines | -                  | -                  | -                  | -                  | -                   |
| Other                        | 1,225,650          | 1,041,800          | 1,733,275          | 1,083,275          | 640,950             |
| <b>Total Revenues</b>        | <b>\$1,225,650</b> | <b>\$1,041,800</b> | <b>\$1,733,275</b> | <b>\$1,083,275</b> | <b>\$640,950</b>    |
| Personnel Services           | 1,202,518          | 1,274,164          | 1,303,926          | 1,159,022          | 340,277             |
| Non-Personnel                | 900,555            | 785,434            | 1,332,883          | 748,175            | 1,380,495           |
| Capital                      | -                  | -                  | -                  | -                  | -                   |
| Debt Service                 | -                  | -                  | -                  | -                  | -                   |
| Other                        | 538,000            | 538,000            | 538,000            | 538,000            | 538,000             |
| <b>Total Expenses</b>        | <b>\$2,641,073</b> | <b>\$2,597,598</b> | <b>\$3,174,809</b> | <b>\$2,445,197</b> | <b>\$2,258,772</b>  |

| <b>Capital Improvement Budget</b> |   |   |   |   |   |
|-----------------------------------|---|---|---|---|---|
| <b>Total Revenues</b>             | - | - | - | - | - |
| Personnel Services                | - | - | - | - | - |
| Non-Personnel                     | - | - | - | - | - |
| Capital                           | - | - | - | - | - |
| Debt Service                      | - | - | - | - | - |
| Other                             | - | - | - | - | - |
| <b>Total Expenses</b>             | - | - | - | - | - |

| <b>Total Budget</b>   |                    |                    |                    |                    |                    |
|-----------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| <b>Total Revenues</b> | <b>\$1,225,650</b> | <b>\$1,041,800</b> | <b>\$1,733,275</b> | <b>\$1,083,275</b> | <b>\$640,950</b>   |
| <b>Total Expenses</b> | <b>\$2,641,073</b> | <b>\$2,597,598</b> | <b>\$3,174,809</b> | <b>\$2,445,197</b> | <b>\$2,258,772</b> |

|                      |       |       |       |       |      |
|----------------------|-------|-------|-------|-------|------|
| Authorized Full Time |       |       |       |       |      |
| Equivalents (FTE)    | 10.00 | 10.00 | 11.00 | 13.00 | 2.00 |

**Analysis**

**Revenues:**

The revenues above are earned by this General Fund department. General revenues provide the remaining funding. Other revenue decrease from Current FY2020 is primarily due to staff realignment to the Community Redevelopment Agency budget.

**Expenses:**

Personnel Services decrease from Current FY2020 is due to the reduction of nine FTEs partially offset by increases in salaries, pension contributions, and healthcare costs.



# Department Name: Community Redevelopment Agency

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

**VISION AND MISSION:**

To preserve and improve the residential viability and livability of the neighborhoods within the Community Redevelopment Agency (CRA) area by encouraging and initiating activities which empower residents to effect change, and to enhance and improve the commercial areas of the CRA by encouraging and implementing activities that promote economic growth.

**GOALS AND OBJECTIVES:**

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

- Develop and maintain effective working relations and community presence with residents, community organization and businesses;
- Engage the community in CRA projects;
- Identify and develop potential community partners who will contribute to a better community;
- Identify potential developments or investment opportunities with long-term community benefits;
- Work with the City to anticipate future infrastructure needs and projects and collaborate on joint City-CRA projects; and
- Maintain financially sound CRAs.

**CURRENT OPERATIONS AND INITIATIVES:**

The department is responsible for revitalizing specifically designated areas within our city through a focus on good planning and the implementation of sound infrastructure and streetscape improvements, affordable housing initiatives, public safety, historic preservation, thus enabling us to generate successful redevelopment projects, from both the private and public sector. We are totally committed to the preservation and enhancement of property values, stimulating the creation of new job opportunities for residents, and improving the quality of life of those who reside within the redevelopment neighborhoods.

| <b>Performance Measures</b>     | <b>Actual<br/>FY2019</b> | <b>Projected<br/>FY2020</b> | <b>Estimated<br/>FY2021</b> |
|---------------------------------|--------------------------|-----------------------------|-----------------------------|
| Number of Programs Managed      | 9                        | 9                           | 9                           |
| Number of Façade Grants Awarded | 12                       | 7                           | 10                          |



### Community Redevelopment Agency

|                         |  |  |  |  |  |
|-------------------------|--|--|--|--|--|
| <b>Operating Budget</b> |  |  |  |  |  |
|-------------------------|--|--|--|--|--|

|                              | Actual<br>FY18      | Actual<br>FY19      | Current<br>FY20     | Projected<br>FY20   | Recommended<br>FY21 |
|------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| Taxes                        | 28,784,906          | 33,575,267          | 38,421,056          | 38,421,057          | 44,423,199          |
| Licenses & Permits           | -                   | 3,045               | -                   | -                   | -                   |
| Intergovernmental            | 163,048             | -                   | -                   | -                   | -                   |
| Charges for Services & Fines | -                   | -                   | -                   | -                   | -                   |
| Other                        | 5,998,285           | 7,375,200           | 9,596,177           | 6,058,858           | 7,444,900           |
| <b>Total Revenues</b>        | <b>\$34,946,239</b> | <b>\$40,953,512</b> | <b>\$48,017,233</b> | <b>\$44,479,915</b> | <b>\$51,868,099</b> |
| Personnel Services           | -                   | 2,239               | 7,028               | 7,028               | 1,293,864           |
| Non-Personnel                | 2,628,228           | 2,375,335           | 9,707,189           | 9,701,189           | 6,819,390           |
| Capital                      | 14,555,528          | 16,535,568          | 68,325,590          | 68,325,592          | 27,346,687          |
| Debt Service                 | -                   | -                   | -                   | -                   | -                   |
| Other                        | 9,009,107           | 9,687,150           | 12,884,730          | 11,815,645          | 12,252,697          |
| <b>Total Expenses</b>        | <b>\$26,192,863</b> | <b>\$28,600,291</b> | <b>\$90,924,536</b> | <b>\$89,849,454</b> | <b>\$47,712,638</b> |

|                                   |  |  |  |  |  |
|-----------------------------------|--|--|--|--|--|
| <b>Capital Improvement Budget</b> |  |  |  |  |  |
|-----------------------------------|--|--|--|--|--|

|                       |          |          |          |          |          |
|-----------------------|----------|----------|----------|----------|----------|
| <b>Total Revenues</b> | -        | -        | -        | -        | -        |
| Personnel Services    | -        | -        | -        | -        | -        |
| Non-Personnel         | -        | -        | -        | -        | -        |
| Capital               | -        | -        | -        | -        | -        |
| Debt Service          | -        | -        | -        | -        | -        |
| Other                 | -        | -        | -        | -        | -        |
| <b>Total Expenses</b> | <b>-</b> | <b>-</b> | <b>-</b> | <b>-</b> | <b>-</b> |

|                     |  |  |  |  |  |
|---------------------|--|--|--|--|--|
| <b>Total Budget</b> |  |  |  |  |  |
|---------------------|--|--|--|--|--|

|                       |                     |                     |                     |                     |                     |
|-----------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| <b>Total Revenues</b> | <b>\$34,946,239</b> | <b>\$40,953,512</b> | <b>\$48,017,233</b> | <b>\$44,479,915</b> | <b>\$51,868,099</b> |
| <b>Total Expenses</b> | <b>\$26,192,863</b> | <b>\$28,600,291</b> | <b>\$90,924,536</b> | <b>\$89,849,454</b> | <b>\$47,712,638</b> |

|   |   |   |   |   |       |
|---|---|---|---|---|-------|
| Authorized Full Time<br>Equivalents (FTE) | - | - | - | - | 11.00 |
|---|---|---|---|---|-------|

**Analysis**

**Revenues:**  
 Taxes reflect a revenue increase from Current FY2020 due to an increase in the property values for all nine CRAs. Other revenue decrease is due to non-recurring appropriations.

**Expenses:**  
 Personnel Services increase from FY2020 is due to increases in salaries, pension contributions, healthcare costs, the transfer in of nine FTEs, and the addition of two new FTEs.



# Department Name: Facility Management Division

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

**VISION AND MISSION:**

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

**GOALS AND OBJECTIVES:**

- Maximize energy savings and improve lighting levels through continued installations of energy management systems and upgraded lighting in City facilities;
- Complete 95% of the annual maintenance and repair work orders in a timely manner;
- Identify and implement strategies to reduce citywide maintenance and facility operating costs;
- Focus on preventative maintenance to increase equipment life cycles and reduce maintenance costs; and
- Improve Parks and Recreation locations by addressing maintenance and custodial services in the most efficient manner while standardizing procedures across the department.

**CURRENT OPERATIONS AND INITIATIVES:**

- Provide maintenance and repair service for over 500 City structures;
- Provide maintenance, repair, and contractual services for office buildings and departmental facilities including Parks and Recreation, Tampa Fire Rescue, and Tampa Police Department;
- Continue to implement energy saving measures such as lighting upgrades and energy management systems; and
- Improve and implement time management measures and procedural changes to reduce overtime.

| Performance Measures                | Actual<br>FY2019 | Projected<br>FY2020 | Estimated<br>FY2021 |
|-------------------------------------|------------------|---------------------|---------------------|
| Facilities Maintained (Square Feet) | 7.5 Million      | 7.5 Million         | 7.5 Million         |
| Number of Work Orders Completed     | 19,163           | 18,396              | 20,168              |
| Percentage of Work Orders Completed | 94 .5%           | 94 .0%              | 95%                 |



### Facility Management Division

|                         |  |  |  |  |  |
|-------------------------|--|--|--|--|--|
| <b>Operating Budget</b> |  |  |  |  |  |
|-------------------------|--|--|--|--|--|

|                              | Actual<br>FY18      | Actual<br>FY19      | Current<br>FY20     | Projected<br>FY20   | Recommended<br>FY21 |
|------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| Taxes                        | -                   | -                   | -                   | -                   | -                   |
| Licenses & Permits           | -                   | -                   | -                   | -                   | -                   |
| Intergovernmental            | -                   | -                   | -                   | -                   | -                   |
| Charges for Services & Fines | -                   | -                   | -                   | -                   | -                   |
| Other                        | 1,019               | 1,287               | -                   | 153                 | -                   |
| <b>Total Revenues</b>        | <b>\$1,019</b>      | <b>\$1,287</b>      | <b>-</b>            | <b>\$153</b>        | <b>-</b>            |
| Personnel Services           | 4,738,238           | 5,041,643           | 5,459,533           | 5,279,301           | 5,769,816           |
| Non-Personnel                | 8,831,801           | 9,030,287           | 9,428,096           | 8,884,645           | 9,524,400           |
| Capital                      | -                   | 209,710             | 228,213             | 228,213             | -                   |
| Debt Service                 | -                   | -                   | -                   | -                   | -                   |
| Other                        | -                   | -                   | -                   | -                   | -                   |
| <b>Total Expenses</b>        | <b>\$13,570,039</b> | <b>\$14,281,639</b> | <b>\$15,115,842</b> | <b>\$14,392,159</b> | <b>\$15,294,216</b> |

|                                   |  |  |  |  |  |
|-----------------------------------|--|--|--|--|--|
| <b>Capital Improvement Budget</b> |  |  |  |  |  |
|-----------------------------------|--|--|--|--|--|

|                       |                    |                    |                     |                    |                     |
|-----------------------|--------------------|--------------------|---------------------|--------------------|---------------------|
| <b>Total Revenues</b> | <b>\$959,955</b>   | <b>\$1,474</b>     | <b>-</b>            | <b>\$225</b>       | <b>-</b>            |
| Personnel Services    | 71,186             | -                  | -                   | -                  | -                   |
| Non-Personnel         | -                  | -                  | -                   | -                  | -                   |
| Capital               | 4,164,090          | 2,289,256          | 7,847,075           | 7,830,761          | 12,409,839          |
| Debt Service          | -                  | -                  | -                   | -                  | -                   |
| Other                 | -                  | 9,157              | 11,937,559          | -                  | -                   |
| <b>Total Expenses</b> | <b>\$4,235,276</b> | <b>\$2,298,413</b> | <b>\$19,784,634</b> | <b>\$7,830,761</b> | <b>\$12,409,839</b> |

|                     |  |  |  |  |  |
|---------------------|--|--|--|--|--|
| <b>Total Budget</b> |  |  |  |  |  |
|---------------------|--|--|--|--|--|

|                       |                     |                     |                     |                     |                     |
|-----------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| <b>Total Revenues</b> | <b>\$960,974</b>    | <b>\$2,761</b>      | <b>-</b>            | <b>\$378</b>        | <b>-</b>            |
| <b>Total Expenses</b> | <b>\$17,805,315</b> | <b>\$16,580,053</b> | <b>\$34,900,477</b> | <b>\$22,222,920</b> | <b>\$27,704,055</b> |

|   |       |       |       |       |       |
|---|-------|-------|-------|-------|-------|
| Authorized Full Time<br>Equivalents (FTE) | 65.63 | 62.50 | 63.50 | 63.50 | 63.50 |
|---|-------|-------|-------|-------|-------|

**Analysis**

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

**Expenses:**  
Personnel Services increase from Current FY2020 is due to increases in salaries, pension contributions, and healthcare costs.



### Logistics and Asset Management

| <b>Operating Budget</b>      |                  |                  |                  |                   |                     |
|------------------------------|------------------|------------------|------------------|-------------------|---------------------|
|                              | Actual<br>FY18   | Actual<br>FY19   | Current<br>FY20  | Projected<br>FY20 | Recommended<br>FY21 |
| Taxes                        | -                | -                | -                | -                 | -                   |
| Licenses & Permits           | -                | -                | -                | -                 | -                   |
| Intergovernmental            | -                | -                | -                | -                 | -                   |
| Charges for Services & Fines | -                | -                | -                | -                 | -                   |
| Other                        | -                | -                | -                | -                 | -                   |
| <b>Total Revenues</b>        | <b>-</b>         | <b>-</b>         | <b>-</b>         | <b>-</b>          | <b>-</b>            |
| Personnel Services           | 249,022          | 263,250          | 269,905          | 196,244           | 211,100             |
| Non-Personnel                | 7,730            | 13,698           | 27,558           | 18,958            | 27,642              |
| Capital                      | -                | -                | -                | -                 | -                   |
| Debt Service                 | -                | -                | -                | -                 | -                   |
| Other                        | -                | -                | -                | -                 | -                   |
| <b>Total Expenses</b>        | <b>\$256,752</b> | <b>\$276,948</b> | <b>\$297,463</b> | <b>\$215,202</b>  | <b>\$238,742</b>    |

| <b>Capital Improvement Budget</b> |          |          |          |          |          |
|-----------------------------------|----------|----------|----------|----------|----------|
| <b>Total Revenues</b>             | -        | -        | -        | -        | -        |
| Personnel Services                | -        | -        | -        | -        | -        |
| Non-Personnel                     | -        | -        | -        | -        | -        |
| Capital                           | -        | -        | -        | -        | -        |
| Debt Service                      | -        | -        | -        | -        | -        |
| Other                             | -        | -        | -        | -        | -        |
| <b>Total Expenses</b>             | <b>-</b> | <b>-</b> | <b>-</b> | <b>-</b> | <b>-</b> |

| <b>Total Budget</b>   |                  |                  |                  |                  |                  |
|-----------------------|------------------|------------------|------------------|------------------|------------------|
| <b>Total Revenues</b> | -                | -                | -                | -                | -                |
| <b>Total Expenses</b> | <b>\$256,752</b> | <b>\$276,948</b> | <b>\$297,463</b> | <b>\$215,202</b> | <b>\$238,742</b> |

|                      |      |      |      |      |      |
|----------------------|------|------|------|------|------|
| Authorized Full Time |      |      |      |      |      |
| Equivalents (FTE)    | 2.00 | 2.00 | 2.00 | 1.00 | 1.00 |

**Analysis**

**Revenues:**  
No revenues are earned by this General Fund division. General revenues provide all funding.

**Expenses:**  
Personnel Services decrease from Current FY2020 is due to the reduction of one FTE partially offset by increases in salaries, pension contributions, and healthcare costs.



# Department Name: Tampa Fire Rescue

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

## VISION AND MISSION:

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

## GOALS AND OBJECTIVES:

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

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

## CURRENT OPERATIONS AND INITIATIVES:

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

- Fire Rescue personnel are assigned to 24 fire stations throughout the City, including the Airport Rescue Firefighting station at Tampa International Airport;
- Enhancement of firefighting and EMS training programs;
- Expansion of awareness and educational opportunities for community outreach;
- Expanding cooperation with other governmental agencies to improve response and recovery effectiveness;
- Providing contractual EMS support to MacDill Air Force Base;
- Rescue 16 and 24 were implemented in East and North Tampa to reduce response times; and
- Fire Rescue made additions by adding a drone program to better mitigate emergency incidents while reducing firefighter exposure.

| Performance Measures  | Actual FY2019   | Projected FY2020 | Estimated FY2021 |
|---|-----------------|------------------|------------------|
| Total TFR Alarms  | 83,787          | 79,000           | 88,000           |
| Fire Alarms   | 9,152           | 9,000            | 9,600            |
| Medical Alarms  | 74,635          | 70,000           | 78,400           |
| Medical Transports  | 28,120          | 29,526           | 31,002           |
| Fire Loss   | 4.4 million     | 4.9 million      | 5.2 million      |
| Response Time: Fire/EMS (8 min. 30 sec. or less for 1st Unit) | 90th Percentile | 90th Percentile  | 90th Percentile  |





### Tampa Fire Rescue

|                         |  |  |  |  |  |
|-------------------------|--|--|--|--|--|
| <b>Operating Budget</b> |  |  |  |  |  |
|-------------------------|--|--|--|--|--|

|                              | Actual<br>FY18      | Actual<br>FY19      | Current<br>FY20      | Projected<br>FY20    | Recommended<br>FY21  |
|------------------------------|---------------------|---------------------|----------------------|----------------------|----------------------|
| Taxes                        | -                   | -                   | -                    | -                    | -                    |
| Licenses & Permits           | -                   | -                   | -                    | -                    | -                    |
| Intergovernmental            | 4,990,807           | 5,948,082           | 4,670,126            | 4,479,764            | 3,624,762            |
| Charges for Services & Fines | 16,661,216          | 16,771,994          | 19,567,388           | 20,048,050           | 20,172,749           |
| Other                        | 2,739,710           | 30,276              | 90,499               | 39,015               | 25,800               |
| <b>Total Revenues</b>        | <b>\$24,391,733</b> | <b>\$22,750,351</b> | <b>\$24,328,013</b>  | <b>\$24,566,829</b>  | <b>\$23,823,311</b>  |
| Personnel Services           | 78,476,202          | 84,436,722          | 88,763,221           | 90,248,821           | 95,035,579           |
| Non-Personnel                | 9,057,593           | 8,797,399           | 11,506,641           | 10,914,094           | 10,069,200           |
| Capital                      | 1,170,933           | 3,263,111           | 648,880              | 656,279              | 1,800,000            |
| Debt Service                 | -                   | -                   | 9,872                | 9,872                | -                    |
| Other                        | 56,521              | 21,250              | 1,553,005            | 9,306                | -                    |
| <b>Total Expenses</b>        | <b>\$88,761,248</b> | <b>\$96,518,481</b> | <b>\$102,481,619</b> | <b>\$101,838,372</b> | <b>\$106,904,779</b> |

|                                   |  |  |  |  |  |
|-----------------------------------|--|--|--|--|--|
| <b>Capital Improvement Budget</b> |  |  |  |  |  |
|-----------------------------------|--|--|--|--|--|

|                       |                    |                    |                    |                    |                    |
|-----------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| <b>Total Revenues</b> | <b>\$1,291,217</b> | <b>\$(861,952)</b> | <b>\$5,440,000</b> | <b>\$3,849,500</b> | <b>\$2,000,000</b> |
| Personnel Services    | -                  | -                  | -                  | -                  | -                  |
| Non-Personnel         | -                  | -                  | -                  | -                  | -                  |
| Capital               | 7,618,706          | 2,633,296          | 4,270,358          | 4,270,357          | 1,941,700          |
| Debt Service          | -                  | -                  | -                  | -                  | -                  |
| Other                 | 1,250,000          | 1,175,000          | 2,820,000          | 2,820,000          | -                  |
| <b>Total Expenses</b> | <b>\$8,868,706</b> | <b>\$3,808,296</b> | <b>\$7,090,359</b> | <b>\$7,090,357</b> | <b>\$1,941,700</b> |

|                     |  |  |  |  |  |
|---------------------|--|--|--|--|--|
| <b>Total Budget</b> |  |  |  |  |  |
|---------------------|--|--|--|--|--|

|   |                     |                      |                      |                      |                      |
|---|---------------------|----------------------|----------------------|----------------------|----------------------|
| <b>Total Revenues</b>                     | <b>\$25,682,950</b> | <b>\$21,888,400</b>  | <b>\$29,768,013</b>  | <b>\$28,416,329</b>  | <b>\$25,823,311</b>  |
| <b>Total Expenses</b>                     | <b>\$97,629,954</b> | <b>\$100,326,778</b> | <b>\$109,571,977</b> | <b>\$108,928,729</b> | <b>\$108,846,479</b> |
| Authorized Full Time<br>Equivalents (FTE) | 744.00              | 747.00               | 750.50               | 755.00               | 767.00               |

**Analysis**

**Revenues:**  
 The revenues above are earned by this General Fund department. General revenues provide the remaining funding. Intergovernmental revenue decrease from Current FY2020 is primarily due to the expiring SAFER grant.

**Expenses:**  
 Personnel Services increase is due to an increase in healthcare costs, the addition of 16.5 FTEs, and increased contributions to the Fire and Police Pension program. Capital Improvement budget is for new fire apparatus and training equipment.



# Department Name: Fleet Maintenance Division

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

**VISION AND MISSION:**

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

**GOALS AND OBJECTIVES:**

- Maintain average Vehicle Availability Rate of 90%;
- Transition light duty fleet to 100% sustainable vehicles by 2030; and
- Address City’s deferred equipment backlog with effective vehicle replacement plan.

**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.

- Developing citywide purchasing plan for sustainable vehicles;
- Upgrade Fleet Information Management System; and
- Create strategic maintenance plan ensuring vehicle availability to facilitate user departments’ operational readiness.

| <b>Performance Measures</b>                                     | <b>Actual<br/>FY2019</b> | <b>Projected<br/>FY2020</b> | <b>Estimated<br/>FY2021</b> |
|---|--------------------------|-----------------------------|-----------------------------|
| Gallons of Fuel Purchased<br>City Wide Usage/Emergency<br>Mgmt. | 2,228,185                | 2,001,136                   | 2,170,553                   |
| Sustainable Vehicle<br>Purchases                                | 28                       | 45                          | 54                          |
| Vehicle/Equipment<br>Replacements                               | 295                      | 305                         | 315                         |
| % Vehicle Availability  | 93%                      | 95%                         | 95%                         |



### Fleet Maintenance Division

| <b>Operating Budget</b> |  |  |  |  |  |
|-------------------------|--|--|--|--|--|
|-------------------------|--|--|--|--|--|

|                              | Actual<br>FY18      | Actual<br>FY19      | Current<br>FY20     | Projected<br>FY20   | Recommended<br>FY21 |
|------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| Taxes                        | -                   | -                   | -                   | -                   | -                   |
| Licenses & Permits           | -                   | -                   | -                   | -                   | -                   |
| Intergovernmental            | 110,695             | 96,558              | 125,000             | 70,000              | 70,000              |
| Charges for Services & Fines | -                   | -                   | -                   | -                   | -                   |
| Other                        | 17,125,945          | 17,284,883          | 18,247,704          | 17,921,000          | 19,186,466          |
| <b>Total Revenues</b>        | <b>\$17,236,640</b> | <b>\$17,381,441</b> | <b>\$18,372,704</b> | <b>\$17,991,000</b> | <b>\$19,256,466</b> |
| Personnel Services           | 4,686,520           | 5,257,575           | 5,586,688           | 5,449,372           | 6,216,295           |
| Non-Personnel                | 11,702,135          | 11,120,985          | 11,411,466          | 11,118,697          | 12,640,171          |
| Capital                      | 41,077              | 238,550             | 82,373              | 82,373              | -                   |
| Debt Service                 | -                   | -                   | -                   | -                   | -                   |
| Other                        | -                   | -                   | 200,000             | -                   | -                   |
| <b>Total Expenses</b>        | <b>\$16,429,732</b> | <b>\$16,617,109</b> | <b>\$17,280,527</b> | <b>\$16,650,442</b> | <b>\$18,856,466</b> |

| <b>Capital Improvement Budget</b> |  |  |  |  |  |
|-----------------------------------|--|--|--|--|--|
|-----------------------------------|--|--|--|--|--|

|                       |          |          |          |          |          |
|-----------------------|----------|----------|----------|----------|----------|
| <b>Total Revenues</b> | -        | -        | -        | -        | -        |
| Personnel Services    | -        | -        | -        | -        | -        |
| Non-Personnel         | -        | -        | -        | -        | -        |
| Capital               | -        | -        | -        | -        | -        |
| Debt Service          | -        | -        | -        | -        | -        |
| Other                 | -        | -        | -        | -        | -        |
| <b>Total Expenses</b> | <b>-</b> | <b>-</b> | <b>-</b> | <b>-</b> | <b>-</b> |

| <b>Total Budget</b> |  |  |  |  |  |
|---------------------|--|--|--|--|--|
|---------------------|--|--|--|--|--|

|                       |                     |                     |                     |                     |                     |
|-----------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| <b>Total Revenues</b> | <b>\$17,236,640</b> | <b>\$17,381,441</b> | <b>\$18,372,704</b> | <b>\$17,991,000</b> | <b>\$19,256,466</b> |
| <b>Total Expenses</b> | <b>\$16,429,732</b> | <b>\$16,617,109</b> | <b>\$17,280,527</b> | <b>\$16,650,442</b> | <b>\$18,856,466</b> |

|   |       |       |       |       |       |
|---|-------|-------|-------|-------|-------|
| Authorized Full Time<br>Equivalents (FTE) | 62.00 | 62.00 | 62.00 | 62.00 | 64.00 |
|---|-------|-------|-------|-------|-------|

**Analysis**

**Revenues:**

Revenues for this division are generated by services provided and billed to City departments. Other revenue increase from Current FY2020 is due to an increase in Fleet user billing charges.

**Expenses:**

Personnel Services increase from Current FY2020 is due to increases in salaries, pension contributions, healthcare costs, and the addition of two FTEs. Non-Personnel increase from Current FY2020 is primarily due to the Cost Allocation.



# Department Name: Golf Courses

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

**VISION AND MISSION:**

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

**GOALS AND OBJECTIVES:**

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

- Maintain or improve the quality of courses, buildings and equipment;
- Maintain or expand player development programs;
- Hold golf tournaments and leagues;
- Maintain or expand marketing initiatives;
- Maintain or expand programs designed for City of Tampa residents,
- Maintain or expand programs designed for juniors, seniors and veterans;
- Expand player development programs;
- Redesign of the Golf Shop and patio at Babe Zaharias Golf Course;
- Driving range and rest area enhancements at Rogers Park Golf Course; and
- Kitchen equipment replacements at all three golf courses.

| <b>Performance Measures</b> | <b>Actual<br/>FY2019</b> | <b>Projected<br/>FY2020</b> | <b>Estimated<br/>FY2021</b> |
|-----------------------------|--------------------------|-----------------------------|-----------------------------|
| Rounds Played               | 95,500                   | 88,250                      | 90,725                      |



### Golf Courses

| <b>Operating Budget</b>      |                    |                    |                    |                    |                     |
|------------------------------|--------------------|--------------------|--------------------|--------------------|---------------------|
|                              | Actual<br>FY18     | Actual<br>FY19     | Current<br>FY20    | Projected<br>FY20  | Recommended<br>FY21 |
| Taxes                        | -                  | -                  | -                  | -                  | -                   |
| Licenses & Permits           | -                  | -                  | -                  | -                  | -                   |
| Intergovernmental            | -                  | -                  | -                  | -                  | -                   |
| Charges for Services & Fines | 2,983,656          | 3,101,893          | 2,864,104          | 2,864,104          | 2,877,521           |
| Other                        | 1,324,816          | 2,040,542          | 1,315,223          | 1,315,223          | 1,215,627           |
| <b>Total Revenues</b>        | <b>\$4,308,471</b> | <b>\$5,142,435</b> | <b>\$4,179,327</b> | <b>\$4,179,327</b> | <b>\$4,093,148</b>  |
| Personnel Services           | -                  | -                  | -                  | -                  | -                   |
| Non-Personnel                | 4,007,936          | 4,102,297          | 4,104,327          | 4,179,327          | 4,093,148           |
| Capital                      | 1,320              | -                  | 75,000             | -                  | -                   |
| Debt Service                 | -                  | -                  | -                  | -                  | -                   |
| Other                        | -                  | -                  | -                  | -                  | -                   |
| <b>Total Expenses</b>        | <b>\$4,009,256</b> | <b>\$4,102,297</b> | <b>\$4,179,327</b> | <b>\$4,179,327</b> | <b>\$4,093,148</b>  |

| <b>Capital Improvement Budget</b> |                  |                    |                  |                  |                  |
|-----------------------------------|------------------|--------------------|------------------|------------------|------------------|
| <b>Total Revenues</b>             | <b>\$302,480</b> | <b>\$374,174</b>   | <b>\$586,000</b> | <b>\$586,000</b> | <b>\$597,750</b> |
| Personnel Services                | -                | -                  | -                | -                | -                |
| Non-Personnel                     | -                | -                  | -                | -                | -                |
| Capital                           | 273,013          | 242,726            | 793,205          | 586,000          | 597,750          |
| Debt Service                      | -                | -                  | -                | -                | -                |
| Other                             | -                | 793,000            | 132,849          | -                | -                |
| <b>Total Expenses</b>             | <b>\$273,013</b> | <b>\$1,035,726</b> | <b>\$926,054</b> | <b>\$586,000</b> | <b>\$597,750</b> |

| <b>Total Budget</b>   |                    |                    |                    |                    |                    |
|-----------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| <b>Total Revenues</b> | <b>\$4,610,951</b> | <b>\$5,516,609</b> | <b>\$4,765,327</b> | <b>\$4,765,327</b> | <b>\$4,690,898</b> |
| <b>Total Expenses</b> | <b>\$4,282,269</b> | <b>\$5,138,023</b> | <b>\$5,105,381</b> | <b>\$4,765,327</b> | <b>\$4,690,898</b> |

Authorized Full Time  
Equivalents (FTE)

|   |   |   |   |   |
|---|---|---|---|---|
| - | - | - | - | - |
|---|---|---|---|---|

**Analysis**

**Revenues:**

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

**Expenses:**

Operating Capital decrease from Current FY20 is due to all capital expenditures being budgeted in the Capital Improvement Budget. Capital expenditures are used to support the City's three golf courses.



## Department Name: Government Affairs and Strategic Initiatives Department

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

### **VISION AND MISSION:**

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

### **GOALS AND OBJECTIVES:**

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

### **CURRENT OPERATIONS AND INITIATIVES:**

The Office of Government Affairs & Strategic Initiatives cultivates and develops the Mayor's strategic initiatives and addresses state and federal legislative actions that impact the City and works with City departments in identifying funding opportunities that support their mission. The office consistently strives to achieve the above goals and further the Mayor's vision for our community.



### Government Affairs and Strategic Initiatives Department

| <b>Operating Budget</b>      |                |                |                  |                   |                     |
|------------------------------|----------------|----------------|------------------|-------------------|---------------------|
|                              | Actual<br>FY18 | Actual<br>FY19 | Current<br>FY20  | Projected<br>FY20 | Recommended<br>FY21 |
| Taxes                        | -              | -              | -                | -                 | -                   |
| Licenses & Permits           | -              | -              | -                | -                 | -                   |
| Intergovernmental            | -              | -              | -                | -                 | -                   |
| Charges for Services & Fines | -              | -              | -                | -                 | -                   |
| Other                        | -              | -              | -                | -                 | -                   |
| <b>Total Revenues</b>        | <b>-</b>       | <b>-</b>       | <b>-</b>         | <b>-</b>          | <b>-</b>            |
| Personnel Services           | -              | -              | 202,546          | 202,546           | 247,523             |
| Non-Personnel                | -              | -              | 253,555          | 253,555           | 268,974             |
| Capital                      | -              | -              | -                | -                 | -                   |
| Debt Service                 | -              | -              | -                | -                 | -                   |
| Other                        | -              | -              | -                | -                 | -                   |
| <b>Total Expenses</b>        | <b>-</b>       | <b>-</b>       | <b>\$456,101</b> | <b>\$456,101</b>  | <b>\$516,497</b>    |

| <b>Capital Improvement Budget</b> |          |          |          |          |          |
|-----------------------------------|----------|----------|----------|----------|----------|
| <b>Total Revenues</b>             | -        | -        | -        | -        | -        |
| Personnel Services                | -        | -        | -        | -        | -        |
| Non-Personnel                     | -        | -        | -        | -        | -        |
| Capital                           | -        | -        | -        | -        | -        |
| Debt Service                      | -        | -        | -        | -        | -        |
| Other                             | -        | -        | -        | -        | -        |
| <b>Total Expenses</b>             | <b>-</b> | <b>-</b> | <b>-</b> | <b>-</b> | <b>-</b> |

| <b>Total Budget</b>   |          |          |                  |                  |                  |
|-----------------------|----------|----------|------------------|------------------|------------------|
| <b>Total Revenues</b> | -        | -        | -                | -                | -                |
| <b>Total Expenses</b> | <b>-</b> | <b>-</b> | <b>\$456,101</b> | <b>\$456,101</b> | <b>\$516,497</b> |

|                      |   |   |      |      |      |
|----------------------|---|---|------|------|------|
| Authorized Full Time |   |   |      |      |      |
| Equivalents (FTE)    | - | - | 2.00 | 2.00 | 2.00 |

**Analysis**

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

**Expenses:**  
 Variance in assigned FTE numbers is due to this department merging with Mayor's Office. Department was re-established in FY2020.



## Department Name: Human Resources and Talent Development Department

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

### VISION AND MISSION:

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

### GOALS AND OBJECTIVES:

- Provide a recruitment experience that produces the highest caliber of employee within an optimal time-frame;
- Provide appropriate compensation and benefits plans for employees;
- Ensure employees are properly trained to do their jobs, leveraging a citywide training council;
- Provide pro-active communication and guidance to employees and managers that ensure consistency and fairness in the execution of human resources policies and procedures;
- Recognize employees for their contributions; and
- Maintain all HRMS data to ensure accurate processing of payroll and personnel transactions.

### CURRENT OPERATIONS AND INITIATIVES:

- Continue to build on improvements to the recruitment process, including both internal efficiency and communication with applicants;
- Continue to explore opportunities to leverage technology to enhance the customer experience;
- Provide organizational design expertise to City departments that ensure efficient operations;
- Implement citywide training initiatives that support core values and equip employees to excel in their roles;
- Continue to improve our human resources data analytics capabilities using the Oracle Enterprise Resource Planning (ERP) solution; and
- Maintain the employee "Know Your Role" system in support of the City's Emergency Preparedness Program.

| Performance Measures                        | Actual<br>FY2019 | Projected<br>FY2020 | Estimated<br>FY2021 |
|---|------------------|---------------------|---------------------|
| Position Transactions (Requisitions)        | 697              | 716                 | 590                 |
| Applications Received                       | 28,032           | 29,200              | 26,500              |
| Hires                                       | 428              | 520                 | 375                 |
| Time to Fill (Requisition to Hire, in days) | 95               | 90                  | 85                  |





# Department Name: Human Resources - Risk and Insurance

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

**VISION AND MISSION:**

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

**GOALS AND OBJECTIVES:**

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

**CURRENT OPERATIONS AND INITIATIVES:**

- Build upon the successful reduction in injury costs through implementation of safety programs, supporting departmental safety committees, a Citywide Risk Council, and by embedding safety into training;
- Updating the claims management system and implementing a document management system;
- 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;
- Expand wellness program and incentive rewards to covered spouses/partners to stimulate health improvement and lower cost; and
- Continue to implement proactive healthcare strategies and make selective plan changes to minimize premium cost increases, including optimizing the City Wellness Centers’ service offerings.

| Performance Measures                      | Actual<br>FY2019 | Projected<br>FY2020 | Estimated<br>FY2021 |
|---|------------------|---------------------|---------------------|
| Total Health Insurance Claims             | \$55,932,000     | \$56,430,000        | \$49,825,000        |
| Number of Wellness Center Visits          | 18,641           | 19,650              | 19,800              |
| Number of Wellness Class Participants     | 4,657            | 4,825               | 4,900               |
| Flexible Spending Account Participants    | 1,037            | 1,120               | 1,150               |
| Total Reported General Liabilities Claims | 707              | 734                 | 752                 |
| Workers’ Compensation Claims Reported     | 793              | 721                 | 708                 |



## Human Resources and Talent Development Department

| <b>Operating Budget</b> |  |  |  |  |  |
|-------------------------|--|--|--|--|--|
|-------------------------|--|--|--|--|--|

|                              | Actual<br>FY18      | Actual<br>FY19      | Current<br>FY20      | Projected<br>FY20   | Recommended<br>FY21  |
|------------------------------|---------------------|---------------------|----------------------|---------------------|----------------------|
| Taxes                        | -                   | -                   | -                    | -                   | -                    |
| Licenses & Permits           | -                   | -                   | -                    | -                   | -                    |
| Intergovernmental            | -                   | -                   | -                    | -                   | -                    |
| Charges for Services & Fines | 43,685              | 81,844              | 79,908               | 79,908              | 79,908               |
| Other                        | 85,858,466          | 87,590,532          | 97,818,634           | 93,460,525          | 103,767,134          |
| <b>Total Revenues</b>        | <b>\$85,902,151</b> | <b>\$87,672,376</b> | <b>\$97,898,542</b>  | <b>\$93,540,433</b> | <b>\$103,847,042</b> |
| Personnel Services           | 4,998,474           | 5,411,384           | 5,525,390            | 5,533,121           | 6,193,505            |
| Non-Personnel                | 82,591,335          | 84,000,017          | 93,824,018           | 88,532,021          | 100,099,445          |
| Capital                      | 37,030              | 43,566              | 110,732              | 91,676              | -                    |
| Debt Service                 | 2,415               | 7,988               | 10,058               | 8,100               | 10,058               |
| Other                        | 1,953,377           | 1,956,018           | 2,054,394            | 1,523,637           | 1,525,579            |
| <b>Total Expenses</b>        | <b>\$89,582,631</b> | <b>\$91,418,973</b> | <b>\$101,524,592</b> | <b>\$95,688,555</b> | <b>\$107,828,587</b> |

| <b>Capital Improvement Budget</b> |  |  |  |  |  |
|-----------------------------------|--|--|--|--|--|
|-----------------------------------|--|--|--|--|--|

|                       |   |   |   |   |   |
|-----------------------|---|---|---|---|---|
| <b>Total Revenues</b> | - | - | - | - | - |
| Personnel Services    | - | - | - | - | - |
| Non-Personnel         | - | - | - | - | - |
| Capital               | - | - | - | - | - |
| Debt Service          | - | - | - | - | - |
| Other                 | - | - | - | - | - |
| <b>Total Expenses</b> | - | - | - | - | - |

| <b>Total Budget</b> |  |  |  |  |  |
|---------------------|--|--|--|--|--|
|---------------------|--|--|--|--|--|

|                       |                     |                     |                      |                     |                      |
|-----------------------|---------------------|---------------------|----------------------|---------------------|----------------------|
| <b>Total Revenues</b> | <b>\$85,902,151</b> | <b>\$87,672,376</b> | <b>\$97,898,542</b>  | <b>\$93,540,433</b> | <b>\$103,847,042</b> |
| <b>Total Expenses</b> | <b>\$89,582,631</b> | <b>\$91,418,973</b> | <b>\$101,524,592</b> | <b>\$95,688,555</b> | <b>\$107,828,587</b> |

|   |       |       |       |       |       |
|---|-------|-------|-------|-------|-------|
| Authorized Full Time<br>Equivalents (FTE) | 58.60 | 58.95 | 61.00 | 61.00 | 61.00 |
|---|-------|-------|-------|-------|-------|

**Analysis**

**Revenues:**

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

**Expenses:**

Personnel Services increase from Current FY2020 is due to increases in salaries, pension contributions, and healthcare costs. Non-Personnel increase is due to an increase in healthcare plan costs and property damage insurance premiums.



# Department Name: Internal Audit Department

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

**VISION AND MISSION:**

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

**GOALS AND OBJECTIVES:**

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

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

**CURRENT OPERATIONS AND INITIATIVES:**

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

| Performance Measures                      | Actual FY2019 | Projected FY2020 | Estimated FY2021 |
|---|---------------|------------------|------------------|
| Audits Completed                          | 18            | 18               | 20               |
| Special Audit Request                     | 0             | 8                | 8                |
| Post Audit Reviews                        | 12            | 12               | 12               |
| Fraud Hotline Reports                     | 3             | 2                | 2                |
| Direct Time to Available Time per Auditor | 87%           | 87%              | 87%              |
| Planned Audits In-Progress                | 9             | 6                | 6                |



### Internal Audit Department

| <b>Operating Budget</b>      |                  |                  |                  |                   |                     |
|------------------------------|------------------|------------------|------------------|-------------------|---------------------|
|                              | Actual<br>FY18   | Actual<br>FY19   | Current<br>FY20  | Projected<br>FY20 | Recommended<br>FY21 |
| Taxes                        | -                | -                | -                | -                 | -                   |
| Licenses & Permits           | -                | -                | -                | -                 | -                   |
| Intergovernmental            | -                | -                | -                | -                 | -                   |
| Charges for Services & Fines | -                | -                | -                | -                 | -                   |
| Other                        | -                | 125              | -                | -                 | -                   |
| <b>Total Revenues</b>        | <b>-</b>         | <b>\$125</b>     | <b>-</b>         | <b>-</b>          | <b>-</b>            |
| Personnel Services           | 707,352          | 665,940          | 682,723          | 681,317           | 836,894             |
| Non-Personnel                | 26,418           | 60,376           | 114,309          | 114,032           | 35,358              |
| Capital                      | 2,354            | -                | 1,200            | 1,200             | -                   |
| Debt Service                 | -                | -                | -                | -                 | -                   |
| Other                        | -                | -                | -                | -                 | -                   |
| <b>Total Expenses</b>        | <b>\$736,124</b> | <b>\$726,316</b> | <b>\$798,232</b> | <b>\$796,549</b>  | <b>\$872,252</b>    |

| <b>Capital Improvement Budget</b> |          |          |          |          |          |
|-----------------------------------|----------|----------|----------|----------|----------|
| <b>Total Revenues</b>             | -        | -        | -        | -        | -        |
| Personnel Services                | -        | -        | -        | -        | -        |
| Non-Personnel                     | -        | -        | -        | -        | -        |
| Capital                           | -        | -        | -        | -        | -        |
| Debt Service                      | -        | -        | -        | -        | -        |
| Other                             | -        | -        | -        | -        | -        |
| <b>Total Expenses</b>             | <b>-</b> | <b>-</b> | <b>-</b> | <b>-</b> | <b>-</b> |

| <b>Total Budget</b>   |                  |                  |                  |                  |                  |
|-----------------------|------------------|------------------|------------------|------------------|------------------|
| <b>Total Revenues</b> | -                | \$125            | -                | -                | -                |
| <b>Total Expenses</b> | <b>\$736,124</b> | <b>\$726,316</b> | <b>\$798,232</b> | <b>\$796,549</b> | <b>\$872,252</b> |

|                      |      |      |      |      |      |
|----------------------|------|------|------|------|------|
| Authorized Full Time |      |      |      |      |      |
| Equivalents (FTE)    | 6.00 | 5.00 | 5.00 | 6.00 | 6.00 |

**Analysis**

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

**Expenses:**  
 Personnel Services increase from Current FY2020 is due to increases in salaries, pension contributions, healthcare costs, and the addition of one FTE. Non-Personnel drop due to reduction of contract labor expenses, offset by the hiring of one FTE.



## Department Name: Mayor's Office

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

### VISION AND MISSION:

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

### GOALS AND OBJECTIVES:

Under the Mayor's leadership, the City is focused on the following strategic areas that are centered the core strategic function of Financial Opportunities and Responsibilities:

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

The City has identified five strategic goals that guide our actions and help meet current challenges while providing a path for long-term community prosperity, balanced around the core of resource stability (for a further discussion on the City's Strategic Plan, please go to Page 11 of this book):

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

### CURRENT OPERATIONS AND INITIATIVES:

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

- Hillsborough County Aviation Authority
- Port Tampa Bay Commission
- Tampa Hillsborough Expressway Authority
- Tampa Bay Area Regional Transit Authority
- Hillsborough Area Regional Transit Authority (HART)



### Mayor's Office

|                         |  |  |  |  |  |
|-------------------------|--|--|--|--|--|
| <b>Operating Budget</b> |  |  |  |  |  |
|-------------------------|--|--|--|--|--|

|                              | Actual<br>FY18   | Actual<br>FY19   | Current<br>FY20  | Projected<br>FY20 | Recommended<br>FY21 |
|------------------------------|------------------|------------------|------------------|-------------------|---------------------|
| Taxes                        | -                | -                | -                | -                 | -                   |
| Licenses & Permits           | -                | -                | -                | -                 | -                   |
| Intergovernmental            | -                | -                | -                | -                 | -                   |
| Charges for Services & Fines | -                | -                | -                | -                 | -                   |
| Other                        | -                | -                | -                | -                 | -                   |
| <b>Total Revenues</b>        | -                | -                | -                | -                 | -                   |
| Personnel Services           | 671,528          | 677,895          | 584,193          | 579,356           | 616,073             |
| Non-Personnel                | 272,749          | 272,043          | 47,764           | 47,764            | 46,972              |
| Capital                      | -                | -                | -                | -                 | -                   |
| Debt Service                 | -                | -                | -                | -                 | -                   |
| Other                        | -                | -                | -                | -                 | -                   |
| <b>Total Expenses</b>        | <b>\$944,277</b> | <b>\$949,939</b> | <b>\$631,957</b> | <b>\$627,120</b>  | <b>\$663,045</b>    |

|                                   |  |  |  |  |  |
|-----------------------------------|--|--|--|--|--|
| <b>Capital Improvement Budget</b> |  |  |  |  |  |
|-----------------------------------|--|--|--|--|--|

|                       |   |   |   |   |   |
|-----------------------|---|---|---|---|---|
| <b>Total Revenues</b> | - | - | - | - | - |
| Personnel Services    | - | - | - | - | - |
| Non-Personnel         | - | - | - | - | - |
| Capital               | - | - | - | - | - |
| Debt Service          | - | - | - | - | - |
| Other                 | - | - | - | - | - |
| <b>Total Expenses</b> | - | - | - | - | - |

|                     |  |  |  |  |  |
|---------------------|--|--|--|--|--|
| <b>Total Budget</b> |  |  |  |  |  |
|---------------------|--|--|--|--|--|

|                       |                  |                  |                  |                  |                  |
|-----------------------|------------------|------------------|------------------|------------------|------------------|
| <b>Total Revenues</b> | -                | -                | -                | -                | -                |
| <b>Total Expenses</b> | <b>\$944,277</b> | <b>\$949,939</b> | <b>\$631,957</b> | <b>\$627,120</b> | <b>\$663,045</b> |

|                      |      |      |      |      |      |
|----------------------|------|------|------|------|------|
| Authorized Full Time |      |      |      |      |      |
| Equivalents (FTE)    | 5.00 | 5.00 | 5.00 | 5.00 | 5.00 |

**Analysis**

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

**Expenses:**  
 Personnel Services increase from Current FY2020 is due to increases in salaries, pension contributions, and healthcare costs offset by the reduction of two FTEs.



## Department Name: Equal Business Opportunity Division

**DEPARTMENT WEBSITE:** <https://www.tampagov.net/msbd>

### VISION AND MISSION:

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

### GOALS AND OBJECTIVES:

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

- Engaging in supplier diversity best practices that effectively address key challenges for WMBEs/SLBEs/LGBTBEs;
- Targeted recruitment of eligible SLBE's, WMBE's and LGBTBE'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/LGBTBE participation relative to awards and payments;
- Developing business processes and procedures for compliance with City Code of Ordinance in response to directives for Equal Business Opportunity/Economic Development programs;
- Ensuring data collection is performed and contracts are monitored to produce reliable data and credible reports for policy formulation through the Diversity Management Information System (DMI); and
- Analyzing department procurement activity/budgets for sheltered market and subcontract goal opportunities.

### CURRENT OPERATIONS AND INITIATIVES:

EBO facilitates vendor compliance with City contracting policies by implementing and managing diversity software applications and DMI Business Practices. DMI governs the business process for tracking, collecting, and reporting contract award activity pursuant to City code. A paradigm shift in EBO operating requirements that form the basis of SLBE/WMBE/LGBTBE program methodology is on-going under DMI rules and disparity analysis. The EBO citywide data management integrates software and enterprise data providing analytical tools and metrics to report expenditures of all contracts, including SLBE, WMBE and LGBTBE at both the prime and subcontracting participation levels. EBO is responsible for developing policies and procedures to comply with the Equal Business Opportunity Ordinance. EBO initiatives to accomplish economic development objectives for inclusion of WMBE's/SLBE's/LGBTBE's 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.



| <b>Performance Measures</b>  | <b>Actual<br/>FY2019</b> | <b>Projected<br/>FY2020</b> | <b>Estimated<br/>FY2021</b> |
|--|--------------------------|-----------------------------|-----------------------------|
| Number of Current SLBE/WMBE Certifications   | 1,100                    | 1,050                       | 1,100                       |
| Conduct/Facilitate Workshops and Outreach Initiatives  | 175                      | 185                         | 190                         |
| Monitor Contracts and Perform Compliance Desk Audits   | 6,000                    | 5,950                       | 6,050                       |
| Produce and Publish Required and Adhoc DMI Statistical Reports                               | 540                      | 545                         | 550                         |
| Sheltered Market/Goal-Set/Good Faith Efforts Compliance Plan (GFECF)/RFP Project Evaluations | 380                      | 340                         | 375                         |
| Number of Firms Dual Certified SLBE/WMBE   | 325                      | 320                         | 325                         |





### Equal Business Opportunity Division

| <b>Operating Budget</b>      |                  |                  |                  |                   |                     |
|------------------------------|------------------|------------------|------------------|-------------------|---------------------|
|                              | Actual<br>FY18   | Actual<br>FY19   | Current<br>FY20  | Projected<br>FY20 | Recommended<br>FY21 |
| Taxes                        | -                | -                | -                | -                 | -                   |
| Licenses & Permits           | -                | -                | -                | -                 | -                   |
| Intergovernmental            | -                | -                | -                | -                 | -                   |
| Charges for Services & Fines | -                | -                | -                | -                 | -                   |
| Other                        | -                | -                | -                | -                 | -                   |
| <b>Total Revenues</b>        | <b>-</b>         | <b>-</b>         | <b>-</b>         | <b>-</b>          | <b>-</b>            |
| Personnel Services           | 439,491          | 518,331          | 587,845          | 560,852           | 615,715             |
| Non-Personnel                | 88,782           | 69,882           | 57,948           | 56,314            | 336,221             |
| Capital                      | -                | -                | -                | -                 | -                   |
| Debt Service                 | -                | -                | -                | -                 | -                   |
| Other                        | -                | -                | -                | -                 | -                   |
| <b>Total Expenses</b>        | <b>\$528,274</b> | <b>\$588,213</b> | <b>\$645,793</b> | <b>\$617,166</b>  | <b>\$951,936</b>    |

| <b>Capital Improvement Budget</b> |          |          |          |          |          |
|-----------------------------------|----------|----------|----------|----------|----------|
| <b>Total Revenues</b>             | -        | -        | -        | -        | -        |
| Personnel Services                | -        | -        | -        | -        | -        |
| Non-Personnel                     | -        | -        | -        | -        | -        |
| Capital                           | -        | -        | -        | -        | -        |
| Debt Service                      | -        | -        | -        | -        | -        |
| Other                             | -        | -        | -        | -        | -        |
| <b>Total Expenses</b>             | <b>-</b> | <b>-</b> | <b>-</b> | <b>-</b> | <b>-</b> |

| <b>Total Budget</b>   |                  |                  |                  |                  |                  |
|-----------------------|------------------|------------------|------------------|------------------|------------------|
| <b>Total Revenues</b> | -                | -                | -                | -                | -                |
| <b>Total Expenses</b> | <b>\$528,274</b> | <b>\$588,213</b> | <b>\$645,793</b> | <b>\$617,166</b> | <b>\$951,936</b> |

|                      |      |      |      |      |      |
|----------------------|------|------|------|------|------|
| Authorized Full Time |      |      |      |      |      |
| Equivalents (FTE)    | 6.00 | 6.00 | 6.00 | 6.00 | 6.00 |

**Analysis**

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

**Expenses:**  
 Personnel Services increase from Current FY2020 is due to increases in salaries, pension contributions, and healthcare costs. Non-Personnel increase is attributable to studies deferred until 2021.



# Department Name: Neighborhood and Community Affairs

## Administrator

**DEPARTMENT WEBSITE:** <https://www.tampagov.net/neighborhood-and-community-affairs>

### **VISION AND MISSION:**

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

### **GOALS AND OBJECTIVES:**

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

### **CURRENT OPERATIONS AND INITIATIVES:**

- Continue to monitor operations and resources of Neighborhood Enhancement to increase the overall efficiency of addressing enforcement of property related code violations and blighted conditions in the neighborhoods;
- Continue Operation Neighborhood Cleanup thereby enhancing neighborhood blight and beautification efforts;
- Collect business taxes as authorized by Florida State Law, monitor rental certificate registry program, and foreclosed properties and issue business operating permits to pain management clinics;
- Continue to organize and schedule the Mayor's Neighborhood University to cultivate neighborhood leadership abilities and provide an in-depth informative overview of the City of Tampa's governmental operations;
- Inception of Environmental Enforcement Unit working in conjunction with Tampa Police Department to arrest violators of illegal dumping; and
- Community Partnerships & Neighborhood Engagement continue to engage and work with existing association leaders in areas of creating effective by-laws.



| <b>Performance Measures</b>                      | <b>Actual<br/>FY2019</b> | <b>Projected<br/>FY2020</b> | <b>Estimated<br/>FY2021</b> |
|--|--------------------------|-----------------------------|-----------------------------|
| Business Tax Revenue                             | \$10.6 Million           | \$10.8 Million              | \$10.1 Million              |
| Code Violations Complaint Response Time          | 22 Days                  | 25 Days                     | 23 Days                     |
| Average Number of Days Code Cases Are Open       | 38 Days                  | 36 Days                     | 35 Days                     |
| Code Violations Voluntary Compliance Rate        | 67 %                     | 70%                         | 70%                         |
| Mayor’s Neighborhood University Graduating Class | 2                        | 2                           | 4                           |



### Neighborhood and Community Affairs Administrator

| <b>Operating Budget</b>      |                    |                    |                     |                     |                     |
|------------------------------|--------------------|--------------------|---------------------|---------------------|---------------------|
|                              | Actual<br>FY18     | Actual<br>FY19     | Current<br>FY20     | Projected<br>FY20   | Recommended<br>FY21 |
| Taxes                        | (2,190)            | (126)              | -                   | -                   | -                   |
| Licenses & Permits           | -                  | -                  | -                   | -                   | -                   |
| Intergovernmental            | -                  | -                  | -                   | -                   | -                   |
| Charges for Services & Fines | 604,088            | 656,169            | 509,525             | 509,325             | 495,000             |
| Other                        | 480,840            | 327,851            | 534,953             | 440,128             | 549,007             |
| <b>Total Revenues</b>        | <b>\$1,082,738</b> | <b>\$983,894</b>   | <b>\$1,044,478</b>  | <b>\$949,453</b>    | <b>\$1,044,007</b>  |
| Personnel Services           | 7,354,516          | 7,663,068          | 8,897,821           | 8,662,472           | 9,592,824           |
| Non-Personnel                | 1,894,819          | 1,893,720          | 2,084,560           | 2,068,366           | 1,777,741           |
| Capital                      | 208,908            | 287,227            | 272,419             | 272,419             | -                   |
| Debt Service                 | 13,188             | 9,674              | 8,816               | 8,816               | 8,816               |
| Other                        | -                  | -                  | -                   | -                   | -                   |
| <b>Total Expenses</b>        | <b>\$9,471,431</b> | <b>\$9,853,688</b> | <b>\$11,263,616</b> | <b>\$11,012,073</b> | <b>\$11,379,381</b> |

| <b>Capital Improvement Budget</b> |   |   |   |   |   |
|-----------------------------------|---|---|---|---|---|
| <b>Total Revenues</b>             | - | - | - | - | - |
| Personnel Services                | - | - | - | - | - |
| Non-Personnel                     | - | - | - | - | - |
| Capital                           | - | - | - | - | - |
| Debt Service                      | - | - | - | - | - |
| Other                             | - | - | - | - | - |
| <b>Total Expenses</b>             | - | - | - | - | - |

| <b>Total Budget</b>   |                    |                    |                     |                     |                     |
|-----------------------|--------------------|--------------------|---------------------|---------------------|---------------------|
| <b>Total Revenues</b> | <b>\$1,082,738</b> | <b>\$983,894</b>   | <b>\$1,044,478</b>  | <b>\$949,453</b>    | <b>\$1,044,007</b>  |
| <b>Total Expenses</b> | <b>\$9,471,431</b> | <b>\$9,853,688</b> | <b>\$11,263,616</b> | <b>\$11,012,073</b> | <b>\$11,379,381</b> |

|                      |        |       |        |        |        |
|----------------------|--------|-------|--------|--------|--------|
| Authorized Full Time |        |       |        |        |        |
| Equivalents (FTE)    | 100.00 | 99.00 | 106.00 | 112.00 | 112.00 |

**Analysis**

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

**Expenses:**  
Personnel Services increase from Current FY2020 is due to increases in salaries, pension contributions, healthcare costs, and the addition of six FTEs.



# Non-Departmental

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 a service to the community for special operations or services provided by the city departments. The FY2021 general fund programs included in this department are:

## NON-DEPARTMENTAL DETAIL

### GENERAL FUND

|  |               |                                      |           |
|--|---------------|--------------------------------------|-----------|
| Tax Increment Financing Transfers                  | \$ 29,192,101 | Cultural Assets Commission           | \$ 58,500 |
| Tampa Sports Authority                             | \$ 3,429,160  | Film Commission                      | \$ 58,500 |
| Intersection Safety Program                        | \$ 2,308,000  | Museum of Science and Industry       | \$ 46,080 |
| Non-Department Fees and Assessments                | \$ 2,304,452  | Ybor City Museum                     | \$ 46,080 |
| Property Insurance                                 | \$ 724,972    | Tampa Bay WAVE                       | \$ 45,000 |
| Tampa Museum of Art                                | \$ 656,100    | Tampa-Hillsborough Protocol Office   | \$ 36,000 |
| David A. Straz, Jr. Center for the Performing Arts | \$ 582,075    | City-wide Bus Passes                 | \$ 30,000 |
| Pathway to Professionalism                         | \$ 500,000    | Boys and Girls Club                  | \$ 25,344 |
| Florida Aquarium                                   | \$ 437,400    | Glazer Children’s Museum             | \$ 23,328 |
| Banking Services                                   | \$ 340,000    | Mendez Drug Prevention Program       | \$ 22,499 |
| Lowry Park Zoo                                     | \$ 291,600    | Actuary Services                     | \$ 20,000 |
| Tampa Theatre                                      | \$ 223,710    | U.S. Conference of Mayors Membership | \$ 19,000 |
| TECO Line Streetcar                                | \$ 200,000    | Ybor Chamber of Commerce             | \$ 11,520 |
| Florida Orchestra                                  | \$ 178,200    | Humane Society of Tampa Bay          | \$ 11,520 |
| Tampa Hillsborough Homeless Initiative             | \$ 150,000    | Tampa Black Heritage Festival        | \$ 9,216  |
| Audit Service                                      | \$ 120,000    | NAACP Empowerment Center             | \$ 7,200  |
| Educational Cable Consortium                       | \$ 108,629    | Florida Museum of Photographic Arts  | \$ 6,912  |
| CDC of Tampa, Inc.-100 Youth Leadership Program    | \$ 85,248     | Sister Cities                        | \$ 5,120  |
| Hillsborough County Small Business                 | \$ 84,150     | Master Chorale of Tampa Bay          | \$ 4,608  |
| League of Cities                                   | \$ 69,000     | Spanish Lyrics Theatre               | \$ 4,608  |
| Tampa Bay History Center                           | \$ 64,800     | Tampa Bay Regional Planning Council  | \$ 2,000  |
| Henry B. Plant Museum                              | \$ 62,302     |                                      |           |

**Total Non-Departmental Budget**

**\$ 42,604,934**



### Non-Departmental

|                         |  |  |  |  |  |
|-------------------------|--|--|--|--|--|
| <b>Operating Budget</b> |  |  |  |  |  |
|-------------------------|--|--|--|--|--|

|                              | Actual<br>FY18       | Actual<br>FY19       | Current<br>FY20      | Projected<br>FY20    | Recommended<br>FY21  |
|------------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
| Taxes                        | 255,001,450          | 273,097,219          | 290,305,485          | 291,396,888          | 310,536,595          |
| Licenses & Permits           | 37,218,094           | 37,817,709           | 38,267,812           | 34,725,000           | 34,793,025           |
| Intergovernmental            | 76,079,497           | 78,677,160           | 81,609,192           | 75,772,510           | 77,124,080           |
| Charges for Services & Fines | 5,974,922            | 6,793,924            | 6,880,000            | 5,580,000            | 6,030,000            |
| Other                        | 26,349,600           | 31,995,154           | 23,327,451           | 21,268,879           | 31,707,388           |
| <b>Total Revenues</b>        | <b>\$400,623,563</b> | <b>\$428,381,167</b> | <b>\$440,389,940</b> | <b>\$428,743,277</b> | <b>\$460,191,088</b> |
| Personnel Services           | -                    | -                    | 900,000              | -                    | -                    |
| Non-Personnel                | (13,678,434)         | (13,446,725)         | (14,209,512)         | (17,628,149)         | (18,103,794)         |
| Capital                      | 52,350               | 337,563              | 125,285              | 125,000              | 125,000              |
| Debt Service                 | 4,090                | 6,877,700            | 139,952              | 139,952              | 139,952              |
| Other                        | 80,955,476           | 86,558,877           | 96,209,378           | 83,323,427           | 97,760,691           |
| <b>Total Expenses</b>        | <b>\$67,333,482</b>  | <b>\$80,327,415</b>  | <b>\$83,165,103</b>  | <b>\$65,960,230</b>  | <b>\$79,921,849</b>  |

|                                   |  |  |  |  |  |
|-----------------------------------|--|--|--|--|--|
| <b>Capital Improvement Budget</b> |  |  |  |  |  |
|-----------------------------------|--|--|--|--|--|

|                       |                     |                     |                     |                     |                     |
|-----------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| <b>Total Revenues</b> | <b>\$21,112,194</b> | <b>\$27,240,015</b> | <b>\$25,359,165</b> | <b>\$20,654,201</b> | <b>\$38,814,459</b> |
| Personnel Services    | -                   | -                   | -                   | -                   | -                   |
| Non-Personnel         | 81,517              | 622,863             | -                   | -                   | 318,285             |
| Capital               | 586,217             | 770,440             | 746,935             | 746,935             | 185,000             |
| Debt Service          | -                   | -                   | -                   | -                   | -                   |
| Other                 | 10,260,547          | 10,255,451          | 11,673,449          | 10,755,950          | 13,113,100          |
| <b>Total Expenses</b> | <b>\$10,928,281</b> | <b>\$11,648,754</b> | <b>\$12,420,384</b> | <b>\$11,502,885</b> | <b>\$13,616,385</b> |

|                     |  |  |  |  |  |
|---------------------|--|--|--|--|--|
| <b>Total Budget</b> |  |  |  |  |  |
|---------------------|--|--|--|--|--|

|                       |                      |                      |                      |                      |                      |
|-----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
| <b>Total Revenues</b> | <b>\$421,735,757</b> | <b>\$455,621,182</b> | <b>\$465,749,105</b> | <b>\$449,397,478</b> | <b>\$499,005,547</b> |
| <b>Total Expenses</b> | <b>\$78,261,764</b>  | <b>\$91,976,170</b>  | <b>\$95,585,487</b>  | <b>\$77,463,115</b>  | <b>\$93,538,234</b>  |

|   |   |   |   |   |   |
|---|---|---|---|---|---|
| Authorized Full Time<br>Equivalents (FTE) | - | - | - | - | - |
|---|---|---|---|---|---|

**Analysis**

**Revenues:**  
Tax revenue increase is primarily due to property taxable values growing by 9.2% which represents a \$20.2 million increase in property tax revenue compared to Current FY2020.

**Expenses:**  
Non-Personnel expenses are negative due to cost allocation being treated as a contra-expense in the General Fund.



# Department Name: Parking Division

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

**VISION AND MISSION:**

The Parking Division’s vision is to offer quality service to its customers and continually strive to satisfy the parking-related needs and expectations of the public. Parking’s 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:**

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

**CURRENT OPERATIONS AND INITIATIVES:**

- Implement current best practices with the parking industry;
- Begin comprehensive rehabilitation and maintenance of all parking structures;
- Upgrade all off-street revenue control equipment; and
- Continue to expand prepaid parking.

| <b>Performance Measures</b>          | <b>Actual<br/>FY2019</b> | <b>Projected<br/>FY2020</b> | <b>Estimated<br/>FY2021</b> |
|--------------------------------------|--------------------------|-----------------------------|-----------------------------|
| Consumer Online Parking Transactions | 126,194                  | 145,812                     | 164,767                     |
| On-Street Pay Station Revenue        | \$2.4 Million            | \$1.8 Million               | \$2.3 Million               |
| Off-Street Visitor Revenue           | \$7.5 Million            | \$5.6 Million               | \$7.2 Million               |
| Off-Street Permit Revenue            | \$5.8 Million            | \$5.7 Million               | \$5.8 Million               |



### Parking Division

| <b>Operating Budget</b> |  |  |  |  |  |
|-------------------------|--|--|--|--|--|
|-------------------------|--|--|--|--|--|

|                              | Actual<br>FY18      | Actual<br>FY19      | Current<br>FY20     | Projected<br>FY20   | Recommended<br>FY21 |
|------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| Taxes                        | -                   | -                   | -                   | -                   | -                   |
| Licenses & Permits           | -                   | -                   | -                   | -                   | -                   |
| Intergovernmental            | -                   | -                   | -                   | -                   | -                   |
| Charges for Services & Fines | 18,640,228          | 19,591,245          | 18,134,360          | 15,430,865          | 18,602,140          |
| Other                        | 571,992             | 6,151,015           | 5,098,443           | 665,870             | 780,952             |
| <b>Total Revenues</b>        | <b>\$19,212,220</b> | <b>\$25,742,260</b> | <b>\$23,232,803</b> | <b>\$16,096,735</b> | <b>\$19,383,092</b> |
| Personnel Services           | 4,502,826           | 4,686,231           | 4,842,857           | 4,676,733           | 4,956,964           |
| Non-Personnel                | 9,529,640           | 9,575,155           | 10,217,244          | 10,238,606          | 10,135,447          |
| Capital                      | 62,542              | 130,065             | 370,000             | 370,000             | -                   |
| Debt Service                 | -                   | -                   | -                   | -                   | -                   |
| Other                        | 4,915,378           | 4,651,368           | 7,802,702           | 4,894,066           | 4,290,681           |
| <b>Total Expenses</b>        | <b>\$19,010,386</b> | <b>\$19,042,818</b> | <b>\$23,232,803</b> | <b>\$20,179,405</b> | <b>\$19,383,092</b> |

| <b>Capital Improvement Budget</b> |  |  |  |  |  |
|-----------------------------------|--|--|--|--|--|
|-----------------------------------|--|--|--|--|--|

|                       |                    |                    |                    |                    |   |
|-----------------------|--------------------|--------------------|--------------------|--------------------|---|
| <b>Total Revenues</b> | <b>\$1,369,699</b> | <b>\$1,350,680</b> | <b>\$3,893,000</b> | <b>\$3,849,500</b> | - |
| Personnel Services    | -                  | -                  | -                  | -                  | - |
| Non-Personnel         | -                  | -                  | -                  | -                  | - |
| Capital               | 751,621            | 1,705,409          | 5,511,077          | 5,551,075          | - |
| Debt Service          | -                  | -                  | -                  | -                  | - |
| Other                 | -                  | 2,500              | 66,002             | -                  | - |
| <b>Total Expenses</b> | <b>\$751,621</b>   | <b>\$1,707,909</b> | <b>\$5,577,079</b> | <b>\$5,551,075</b> | - |

| <b>Total Budget</b> |  |  |  |  |  |
|---------------------|--|--|--|--|--|
|---------------------|--|--|--|--|--|

|                       |                     |                     |                     |                     |                     |
|-----------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| <b>Total Revenues</b> | <b>\$20,581,919</b> | <b>\$27,092,940</b> | <b>\$27,125,803</b> | <b>\$19,946,235</b> | <b>\$19,383,092</b> |
| <b>Total Expenses</b> | <b>\$19,762,007</b> | <b>\$20,750,727</b> | <b>\$28,809,882</b> | <b>\$25,730,480</b> | <b>\$19,383,092</b> |

|   |       |       |       |       |       |
|---|-------|-------|-------|-------|-------|
| Authorized Full Time<br>Equivalents (FTE) | 81.25 | 72.00 | 72.00 | 72.00 | 72.00 |
|---|-------|-------|-------|-------|-------|

**Analysis**

**Revenues:**  
Charges for Services and Fines increase from Current FY2020 due to an increase in parking lease revenue.

**Expenses:**  
Other decrease from Current FY2020 is due to reduced annual debt service as a result of restructuring debt related to the Parking system. Capital decrease from Current FY20 is due to a decreased funding for the division's capital improvement program.





## Department Name: Parks and Recreation Department

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

### **VISION AND MISSION:**

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

### **GOALS AND OBJECTIVES:**

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

### **CURRENT OPERATIONS AND INITIATIVES:**

This coming year there are several capital projects to improve our existing recreational amenities. Those improvements include funding for security cameras and enhanced park lighting at our most critical park locations. Enhancing the access to our parks by all our residents by supporting our plan to achieve Americans with Disabilities Act (ADA) compliance.

Improvements and protection of park shorelines by making repair or replacement to sea walls, boardwalks and piers. As to recreational programming, the department will continue to offer a wide variety of programs, leagues and classes across the City for all ages. Stay and Play will again provide positive leisure time opportunities for our youth summer evenings daily until midnight. All of these efforts are to provide a balanced, efficient, effective, and responsive parks and recreation system.



| <b>Performance Measures</b>                | <b>Actual<br/>FY2019</b> | <b>Projected<br/>FY2020</b> | <b>Estimated<br/>FY2021</b> |
|--|--------------------------|-----------------------------|-----------------------------|
| Special Event Days                         | 555                      | 350                         | 500                         |
| Picnic Shelter Reservations                | 4,610                    | 3,800                       | 4,500                       |
| Tree Plantings                             | 961                      | 1,000                       | 1,400                       |
| Recreation Cards Issued                    | 20,917                   | 15,000                      | 21,000                      |
| Aquatic Class Participants                 | 6,312                    | 5,000                       | 6,500                       |
| Aquatic Facility Visits                    | 150,998                  | 100,000                     | 160,000                     |
| Art Participants                           | 3,829                    | 3,600                       | 4,000                       |
| Afterschool Participants                   | 6,755                    | 6,500                       | 6,800                       |
| Youth and Adult Sports League Participants | 18,550                   | 12,000                      | 20,000                      |
| Camp Participants                          | 5,880                    | 3,000                       | 6,000                       |
| Senior Visits                              | 50,799                   | 45,000                      | 52,500                      |
| Stay and Play (Summer Only)                | 38,542                   | 30,000                      | 40,000                      |
| Spectators (Recreation & Pool)             | 45,904                   | 35,000                      | 46,000                      |



### Parks and Recreation Department

| <b>Operating Budget</b> |  |  |  |  |  |
|-------------------------|--|--|--|--|--|
|-------------------------|--|--|--|--|--|

|                              | Actual<br>FY18      | Actual<br>FY19      | Current<br>FY20     | Projected<br>FY20   | Recommended<br>FY21 |
|------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| Taxes                        | -                   | -                   | -                   | -                   | -                   |
| Licenses & Permits           | 3,424               | 51,246              | -                   | 353,133             | 334,260             |
| Intergovernmental            | 10,000              | 10,000              | 281,530             | 10,100              | 10,000              |
| Charges for Services & Fines | 4,083,976           | 4,621,099           | 4,375,794           | 2,312,430           | 4,375,894           |
| Other                        | 1,017,624           | 909,641             | 2,596,049           | 161,785             | 3,003,114           |
| <b>Total Revenues</b>        | <b>\$5,115,024</b>  | <b>\$5,591,987</b>  | <b>\$7,253,373</b>  | <b>\$2,837,448</b>  | <b>\$7,723,268</b>  |
| Personnel Services           | 27,682,501          | 29,949,574          | 31,726,462          | 30,568,621          | 33,721,027          |
| Non-Personnel                | 13,062,805          | 14,013,191          | 15,626,857          | 14,390,041          | 15,575,983          |
| Capital                      | 322,759             | 837,684             | 1,808,713           | 688,053             | 292,500             |
| Debt Service                 | -                   | -                   | -                   | -                   | -                   |
| Other                        | 30,000              | 30,000              | 1,730,948           | -                   | 2,272,273           |
| <b>Total Expenses</b>        | <b>\$41,098,064</b> | <b>\$44,830,449</b> | <b>\$50,892,980</b> | <b>\$45,646,715</b> | <b>\$51,861,783</b> |

| <b>Capital Improvement Budget</b> |  |  |  |  |  |
|-----------------------------------|--|--|--|--|--|
|-----------------------------------|--|--|--|--|--|

|                       |                     |                    |                     |                    |                    |
|-----------------------|---------------------|--------------------|---------------------|--------------------|--------------------|
| <b>Total Revenues</b> | <b>\$280,304</b>    | <b>\$653,154</b>   | <b>\$1,744,935</b>  | <b>\$1,794,110</b> | <b>\$100,816</b>   |
| Personnel Services    | -                   | -                  | -                   | -                  | -                  |
| Non-Personnel         | -                   | -                  | 308,729             | 308,729            | 75,327             |
| Capital               | 17,247,465          | 3,393,758          | 9,671,647           | 9,666,648          | 5,243,600          |
| Debt Service          | -                   | -                  | -                   | -                  | -                  |
| Other                 | 12,827              | 13,453             | 1,256,697           | -                  | 281,168            |
| <b>Total Expenses</b> | <b>\$17,260,292</b> | <b>\$3,407,211</b> | <b>\$11,237,073</b> | <b>\$9,975,377</b> | <b>\$5,600,095</b> |

| <b>Total Budget</b> |  |  |  |  |  |
|---------------------|--|--|--|--|--|
|---------------------|--|--|--|--|--|

|                       |                     |                     |                     |                     |                     |
|-----------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| <b>Total Revenues</b> | <b>\$5,395,328</b>  | <b>\$6,245,140</b>  | <b>\$8,998,308</b>  | <b>\$4,631,558</b>  | <b>\$7,824,084</b>  |
| <b>Total Expenses</b> | <b>\$58,358,356</b> | <b>\$48,237,660</b> | <b>\$62,130,053</b> | <b>\$55,622,092</b> | <b>\$57,461,878</b> |

|                      |        |        |        |        |        |
|----------------------|--------|--------|--------|--------|--------|
| Authorized Full Time |        |        |        |        |        |
| Equivalents (FTE)    | 446.20 | 442.48 | 443.98 | 443.73 | 454.73 |

**Analysis**

**Revenues:**  
The revenues above are earned by this General Fund department. General revenues provide the remaining funding. Licenses and Permits increase from Current FY2020 is primarily due to new Tree Trust funds for tree removal permits.

**Expenses:**  
Personnel Services increase from Current FY2020 is due to increases in salaries, pension contributions, healthcare costs and the addition of 10.75 FTEs. Other expense increase from Current FY2020 is due to budget reserves in new Tree Trust funds.



# Department Name: Planning and Development Department

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

## **VISION AND MISSION:**

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

## **GOALS AND OBJECTIVES:**

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

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

## **CURRENT OPERATIONS AND INITIATIVES:**

Construction Services is achieving its service goals to enhance quality and timeliness of service. The division has added several initiatives aimed at providing additional services to our citizens to better navigate building and development processes. Architectural Review and Historic Preservation administers historic design guidelines in historic districts and implements the Interstate Preservation trust fund issuing grants and loans for rehabilitation projects. Real Estate 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 its affordable housing project with a for profit builder. The Tampa Office of Human Rights investigates/conciliates complaints involving accessibility and discrimination issues within the City of Tampa. Planning, Design and Development Coordination continues development review and public hearing processes and coordinates several legacy development projects.



| <b>Performance Measures</b>          | <b>Actual<br/>FY2019</b> | <b>Projected<br/>FY2020</b> | <b>Estimated<br/>FY2021</b> |
|--------------------------------------|--------------------------|-----------------------------|-----------------------------|
| Residential Permits                  | 17,543                   | 17,641                      | 18,170                      |
| Commercial Permits                   | 5,743                    | 5,460                       | 5,623                       |
| Construction Inspections             | 115,610                  | 108,747                     | 110,400                     |
| Zoning Related Applications          | 1,391                    | 1,536                       | 1,600                       |
| Right of Way Related Applications    | 80                       | 78                          | 78                          |
| Right of Way Permits                 | 2,741                    | 3,637                       | 3,773                       |
| Tree Permits                         | 2,288                    | 2,367                       | 2,447                       |
| Design District Related Applications | 24                       | 12                          | 16                          |
| Subdivision Applications             | 43                       | 40                          | 40                          |



### Planning and Development Department

| <b>Operating Budget</b>      |                    |                    |                    |                    |                     |
|------------------------------|--------------------|--------------------|--------------------|--------------------|---------------------|
|                              | Actual<br>FY18     | Actual<br>FY19     | Current<br>FY20    | Projected<br>FY20  | Recommended<br>FY21 |
| Taxes                        | -                  | -                  | -                  | -                  | -                   |
| Licenses & Permits           | 1,247,222          | 1,419,362          | 1,250,000          | 1,822,600          | 1,487,000           |
| Intergovernmental            | 438,704            | 258,425            | 36,800             | -                  | -                   |
| Charges for Services & Fines | 741,909            | 671,063            | 719,830            | 760,368            | 720,330             |
| Other                        | 716,532            | 801,011            | 542,295            | 648,158            | 649,291             |
| <b>Total Revenues</b>        | <b>\$3,144,365</b> | <b>\$3,149,861</b> | <b>\$2,548,925</b> | <b>\$3,231,126</b> | <b>\$2,856,621</b>  |
| Personnel Services           | 6,250,080          | 6,757,042          | 7,298,647          | 7,089,783          | 6,978,192           |
| Non-Personnel                | 584,378            | 702,938            | 927,001            | 547,092            | 517,076             |
| Capital                      | -                  | 77,057             | 10,820             | 10,820             | -                   |
| Debt Service                 | -                  | -                  | -                  | -                  | -                   |
| Other                        | -                  | -                  | -                  | -                  | -                   |
| <b>Total Expenses</b>        | <b>\$6,834,458</b> | <b>\$7,537,037</b> | <b>\$8,236,468</b> | <b>\$7,647,695</b> | <b>\$7,495,268</b>  |

| <b>Capital Improvement Budget</b> |   |   |   |   |   |
|-----------------------------------|---|---|---|---|---|
| <b>Total Revenues</b>             | - | - | - | - | - |
| Personnel Services                | - | - | - | - | - |
| Non-Personnel                     | - | - | - | - | - |
| Capital                           | - | - | - | - | - |
| Debt Service                      | - | - | - | - | - |
| Other                             | - | - | - | - | - |
| <b>Total Expenses</b>             | - | - | - | - | - |

| <b>Total Budget</b>   |                    |                    |                    |                    |                    |
|-----------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| <b>Total Revenues</b> | <b>\$3,144,365</b> | <b>\$3,149,861</b> | <b>\$2,548,925</b> | <b>\$3,231,126</b> | <b>\$2,856,621</b> |
| <b>Total Expenses</b> | <b>\$6,834,458</b> | <b>\$7,537,037</b> | <b>\$8,236,468</b> | <b>\$7,647,695</b> | <b>\$7,495,268</b> |

|   |       |       |       |       |       |
|---|-------|-------|-------|-------|-------|
| Authorized Full Time<br>Equivalents (FTE) | 75.75 | 79.75 | 80.75 | 83.75 | 69.75 |
|---|-------|-------|-------|-------|-------|

**Analysis**

**Revenues:**  
The revenues above are earned by this General Fund department. General revenues provide the remaining funding. Licenses and Permits increase from Current FY2020 is due to an increase in right-of-way permitting activities.

**Expenses:**  
Personnel Services decrease from Current FY2020 is due to the reduction of fourteen FTEs partially offset by increases in salaries, pension contributions, and healthcare costs.



# 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. FY2021 activities will include education, job training, social services, youth programs, and housing services.

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

In addition, Housing Counseling services are provided by the City and local non-profits to benefit low-income households with housing financial challenges. Other services provided by the City include infrastructure improvements in eligible areas. The estimated allocation for Housing and Community Development Activities for FY2021 is \$3,220,824.

**FY2021 Community Development Block Grant (CDBG) Budget**

|                          |             |
|--------------------------|-------------|
| Administration:          | \$644,165   |
| CDBG Program Activities: | \$2,576,659 |
| Total:                   | \$3,220,824 |



### Community Development Block Grant

|                         |  |  |  |  |  |
|-------------------------|--|--|--|--|--|
| <b>Operating Budget</b> |  |  |  |  |  |
|-------------------------|--|--|--|--|--|

|                              | Actual<br>FY18     | Actual<br>FY19     | Current<br>FY20    | Projected<br>FY20  | Recommended<br>FY21 |
|------------------------------|--------------------|--------------------|--------------------|--------------------|---------------------|
| Taxes                        | -                  | -                  | -                  | -                  | -                   |
| Licenses & Permits           | -                  | -                  | -                  | -                  | -                   |
| Intergovernmental            | 3,075,429          | 1,992,080          | 3,765,541          | 5,888,175          | 3,220,824           |
| Charges for Services & Fines | -                  | -                  | -                  | -                  | -                   |
| Other                        | -                  | -                  | -                  | -                  | -                   |
| <b>Total Revenues</b>        | <b>\$3,075,429</b> | <b>\$1,992,080</b> | <b>\$3,765,541</b> | <b>\$5,888,175</b> | <b>\$3,220,824</b>  |
| Personnel Services           | 549,965            | 353,579            | 605,857            | 600,761            | 644,165             |
| Non-Personnel                | 1,543,723          | 1,632,611          | 5,750,627          | 4,541,230          | 2,576,659           |
| Capital                      | 10,377             | 5,900              | 774,385            | 746,184            | -                   |
| Debt Service                 | -                  | -                  | -                  | -                  | -                   |
| Other                        | 771,713            | -                  | 75,697             | -                  | -                   |
| <b>Total Expenses</b>        | <b>\$2,875,778</b> | <b>\$1,992,090</b> | <b>\$7,206,567</b> | <b>\$5,888,175</b> | <b>\$3,220,824</b>  |

|                                   |  |  |  |  |  |
|-----------------------------------|--|--|--|--|--|
| <b>Capital Improvement Budget</b> |  |  |  |  |  |
|-----------------------------------|--|--|--|--|--|

|                       |   |   |   |   |   |
|-----------------------|---|---|---|---|---|
| <b>Total Revenues</b> | - | - | - | - | - |
| Personnel Services    | - | - | - | - | - |
| Non-Personnel         | - | - | - | - | - |
| Capital               | - | - | - | - | - |
| Debt Service          | - | - | - | - | - |
| Other                 | - | - | - | - | - |
| <b>Total Expenses</b> | - | - | - | - | - |

|                     |  |  |  |  |  |
|---------------------|--|--|--|--|--|
| <b>Total Budget</b> |  |  |  |  |  |
|---------------------|--|--|--|--|--|

|                       |                    |                    |                    |                    |                    |
|-----------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| <b>Total Revenues</b> | <b>\$3,075,429</b> | <b>\$1,992,080</b> | <b>\$3,765,541</b> | <b>\$5,888,175</b> | <b>\$3,220,824</b> |
| <b>Total Expenses</b> | <b>\$2,875,778</b> | <b>\$1,992,090</b> | <b>\$7,206,567</b> | <b>\$5,888,175</b> | <b>\$3,220,824</b> |

|   |   |   |   |   |   |
|---|---|---|---|---|---|
| Authorized Full Time<br>Equivalents (FTE) | - | - | - | - | - |
|---|---|---|---|---|---|

**Analysis**

**Revenues:**  
 This program is funded by a federal grant. Federal grant requirements enable spending over multiple years. In FY2021, the U.S. Dept. of Housing and Urban Development (HUD) is awarding the City \$3.22 million a 1.3% increase over the FY2020 award.

**Expenses:**  
 Current FY2020 reflects both the FY2020 entitlement amount and the remaining grant fund balances, which rolled over from prior year allocations.





# Planning and Development

## Emergency Solutions Grants

**GOALS AND OBJECTIVES:**

The Emergency Solutions Grant (ESG) program is designed to support essential services related to emergency shelter and street outreach, emergency shelter operation and renovation, short-term and medium-term rental assistance, housing relocation and stabilization services for individuals and families who are homeless or at risk of homelessness, and the Homeless Management Information Systems. In accordance with the U.S. Department of Housing and Urban Development Consolidated Planning Process, the City shall collaborate with representatives of the local Continuum of Care lead agency to review and evaluate proposals for the FY2021 ESG program. The City will continue to focus on increasing the availability and accessibility of suitable living environments in support of the local Continuum of Care 5-year strategic plan to end homelessness by providing emergency shelter and related services.

**CURRENT OPERATIONS AND INITIATIVES:**

The City of Tampa currently partners with non-profit partners to carry out Shelter Operations and Rapid Re-Housing. In accordance with the U.S. Department of Housing and Urban Development Consolidated Planning Process, the City will complete the reviews of funding proposals to be received this summer for FY2021 ESG funding allocations.

Total Funding FY2021: \$279,374

| <b>Performance Measures</b> | <b>Actual<br/>FY2019</b> | <b>Projected<br/>FY2020</b> | <b>Estimated<br/>FY2021</b> |
|-----------------------------|--------------------------|-----------------------------|-----------------------------|
| Emergency Shelter (Clients) | 1,350                    | 1,350                       | 1,350                       |
| Rapid Re-Housing (Clients)  | 150                      | 150                         | 160                         |



### Emergency Solutions Grant

| <b>Operating Budget</b>      |                  |                  |                  |                   |                     |
|------------------------------|------------------|------------------|------------------|-------------------|---------------------|
|                              | Actual<br>FY18   | Actual<br>FY19   | Current<br>FY20  | Projected<br>FY20 | Recommended<br>FY21 |
| Taxes                        | -                | -                | -                | -                 | -                   |
| Licenses & Permits           | -                | -                | -                | -                 | -                   |
| Intergovernmental            | 223,183          | 175,138          | 268,087          | 268,087           | 279,374             |
| Charges for Services & Fines | -                | -                | -                | -                 | -                   |
| Other                        | -                | -                | -                | -                 | -                   |
| <b>Total Revenues</b>        | <b>\$223,183</b> | <b>\$175,138</b> | <b>\$268,087</b> | <b>\$268,087</b>  | <b>\$279,374</b>    |
| Personnel Services           | 13,486           | 12,596           | 13,404           | 20,107            | 13,968              |
| Non-Personnel                | 236,833          | 162,542          | 420,035          | 247,980           | 265,406             |
| Capital                      | -                | -                | -                | -                 | -                   |
| Debt Service                 | -                | -                | -                | -                 | -                   |
| Other                        | -                | -                | -                | -                 | -                   |
| <b>Total Expenses</b>        | <b>\$250,319</b> | <b>\$175,138</b> | <b>\$433,439</b> | <b>\$268,087</b>  | <b>\$279,374</b>    |

| <b>Capital Improvement Budget</b> |   |   |   |   |   |
|-----------------------------------|---|---|---|---|---|
| <b>Total Revenues</b>             | - | - | - | - | - |
| Personnel Services                | - | - | - | - | - |
| Non-Personnel                     | - | - | - | - | - |
| Capital                           | - | - | - | - | - |
| Debt Service                      | - | - | - | - | - |
| Other                             | - | - | - | - | - |
| <b>Total Expenses</b>             | - | - | - | - | - |

| <b>Total Budget</b>   |                  |                  |                  |                  |                  |
|-----------------------|------------------|------------------|------------------|------------------|------------------|
| <b>Total Revenues</b> | <b>\$223,183</b> | <b>\$175,138</b> | <b>\$268,087</b> | <b>\$268,087</b> | <b>\$279,374</b> |
| <b>Total Expenses</b> | <b>\$250,319</b> | <b>\$175,138</b> | <b>\$433,439</b> | <b>\$268,087</b> | <b>\$279,374</b> |

|   |   |   |   |   |   |
|---|---|---|---|---|---|
| Authorized Full Time<br>Equivalents (FTE) | - | - | - | - | - |
|---|---|---|---|---|---|

**Analysis**

**Revenues:**  
 This program is funded by a federal grant. Federal grant requirements enable spending over multiple years. In FY2021, the U.S. Dept. of Housing and Urban Development (HUD) is awarding the City \$279,374 a 4.2% increase over the FY2020 award.

**Expenses:**  
 Current FY2020 reflects both the FY2020 entitlement amount and the remaining grant fund balances, which rolled over from prior year allocations.



# Planning and Development

## HOME Investment Partnerships

**GOALS AND OBJECTIVES:**

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

**CURRENT OPERATIONS AND INITIATIVES:**

The City of Tampa currently partners with non-profits to administer the homeowner rehabilitation program, and CHDO activity. The first-time homebuyer program is administered directly by the City of Tampa Housing and Community Development staff. In accordance with the U.S. Department of Housing and Urban Development Consolidated Planning Process, the City will complete the reviews of funding proposals to be received this summer for FY2021 HOME funding allocations.

Total Funding FY2021: \$1,709,362

| Performance Measures                            | Actual<br>FY2019 | Projected<br>FY2020 | Estimated<br>FY2021 |
|---|------------------|---------------------|---------------------|
| Down-Payment Assistance (Households)            | 33               | 30                  | 30                  |
| Housing Rehabilitation (Households)             | 19               | 25                  | 35                  |
| New Construction – Multi-Family (Units)         | -                | 225                 | 250                 |
| Infill New Construction – Single Family (Units) | 61               | 58                  | 60                  |
| Tenant Based Rental Assistance (Households)     | 68               | 68                  | 75                  |



### HOME Investment Partnerships

| <b>Operating Budget</b>      |                    |                    |                    |                    |                     |
|------------------------------|--------------------|--------------------|--------------------|--------------------|---------------------|
|                              | Actual<br>FY18     | Actual<br>FY19     | Current<br>FY20    | Projected<br>FY20  | Recommended<br>FY21 |
| Taxes                        | -                  | -                  | -                  | -                  | -                   |
| Licenses & Permits           | -                  | -                  | -                  | -                  | -                   |
| Intergovernmental            | 2,326,858          | 1,151,701          | 1,691,290          | 6,699,011          | 1,709,362           |
| Charges for Services & Fines | -                  | -                  | -                  | -                  | -                   |
| Other                        | 9,881              | 21,045             | (5)                | 12,034             | -                   |
| <b>Total Revenues</b>        | <b>\$2,336,740</b> | <b>\$1,172,746</b> | <b>\$1,691,285</b> | <b>\$6,711,045</b> | <b>\$1,709,362</b>  |
| Personnel Services           | 137,281            | 164,552            | 190,727            | 269,338            | 170,936             |
| Non-Personnel                | 1,236,073          | 946,856            | 5,734,210          | 6,441,707          | 1,538,426           |
| Capital                      | -                  | 4,185              | -                  | -                  | -                   |
| Debt Service                 | -                  | -                  | -                  | -                  | -                   |
| Other                        | -                  | -                  | 446,178            | -                  | -                   |
| <b>Total Expenses</b>        | <b>\$1,373,354</b> | <b>\$1,115,593</b> | <b>\$6,371,115</b> | <b>\$6,711,045</b> | <b>\$1,709,362</b>  |

| <b>Capital Improvement Budget</b> |   |   |   |   |   |
|-----------------------------------|---|---|---|---|---|
| <b>Total Revenues</b>             | - | - | - | - | - |
| Personnel Services                | - | - | - | - | - |
| Non-Personnel                     | - | - | - | - | - |
| Capital                           | - | - | - | - | - |
| Debt Service                      | - | - | - | - | - |
| Other                             | - | - | - | - | - |
| <b>Total Expenses</b>             | - | - | - | - | - |

| <b>Total Budget</b>   |                    |                    |                    |                    |                    |
|-----------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| <b>Total Revenues</b> | <b>\$2,336,740</b> | <b>\$1,172,746</b> | <b>\$1,691,285</b> | <b>\$6,711,045</b> | <b>\$1,709,362</b> |
| <b>Total Expenses</b> | <b>\$1,373,354</b> | <b>\$1,115,593</b> | <b>\$6,371,115</b> | <b>\$6,711,045</b> | <b>\$1,709,362</b> |

|   |   |   |   |   |   |
|---|---|---|---|---|---|
| Authorized Full Time<br>Equivalents (FTE) | - | - | - | - | - |
|---|---|---|---|---|---|

**Analysis**

**Revenues:**  
 This program is funded by a federal grant. Federal grant requirements enable spending over multiple years. In FY2021, the U.S. Dept. of Housing and Urban Development (HUD) is awarding the City \$1.71 million, a 9.6% increase from the FY2020 award.

**Expenses:**  
 Current FY2020 reflects both the FY2020 entitlement amount and the remaining grant fund balances, which rolled over from prior year allocations.



# Planning and Development

## Housing Opportunities for Persons with AIDS

**GOALS AND OBJECTIVES:**

The Housing Opportunities for Persons with AIDS (HOPWA) program provides housing assistance and related supportive services for low- and moderate- income persons living with HIV/AIDS and their affected family members. HOPWA funds are allocated to the City of Tampa to provide services throughout the Tampa Bay area including Hernando, Hillsborough, Pasco, and Pinellas Counties. The City collaborated with representatives of the four counties to review and evaluate proposals for FY2021 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 795 persons.

**CURRENT OPERATIONS AND INITIATIVES:**

The City of Tampa partners with non-profit agencies across the four counties to provide Tenant Based Rental Assistance, Short-term Rent, Mortgage and Utility assistance, Transitional Housing and Permanent Supportive Housing, Support Services which include mental health and substance abuse counseling, day care, nutritional services and assistance in gaining access to local, state and federal government benefits and services. In accordance with the U.S. Department of Housing and Urban Development Consolidated Planning Process, the City will complete the reviews of funding proposals to be received this summer for FY2021 HOPWA funding allocations.

Total Funding FY2021: \$4,176,687

| Performance Measures                                     | Actual<br>FY2019 | Projected<br>FY2020 | Estimated<br>FY2021 |
|--|------------------|---------------------|---------------------|
| Facility-Based Housing (Clients)                         | 34               | 30                  | 30                  |
| Short-term Rent, Mortgage & Utility Assistance (Clients) | 50               | 50                  | 75                  |
| Tenant-based Rental Assistance (Clients)                 | 340              | 305                 | 320                 |
| Supportive Services (Clients)                            | 350              | 350                 | 350                 |
| Transitional Housing (Clients)                           | 24               | 20                  | 20                  |



### Housing Opportunities for Persons with AIDS

| <b>Operating Budget</b> |  |  |  |  |  |
|-------------------------|--|--|--|--|--|
|-------------------------|--|--|--|--|--|

|                              | Actual<br>FY18     | Actual<br>FY19     | Current<br>FY20    | Projected<br>FY20  | Recommended<br>FY21 |
|------------------------------|--------------------|--------------------|--------------------|--------------------|---------------------|
| Taxes                        | -                  | -                  | -                  | -                  | -                   |
| Licenses & Permits           | -                  | -                  | -                  | -                  | -                   |
| Intergovernmental            | 3,559,849          | 3,726,283          | 4,932,990          | 3,985,513          | 4,176,687           |
| Charges for Services & Fines | -                  | -                  | -                  | -                  | -                   |
| Other                        | -                  | -                  | -                  | -                  | -                   |
| <b>Total Revenues</b>        | <b>\$3,559,849</b> | <b>\$3,726,283</b> | <b>\$4,932,990</b> | <b>\$3,985,513</b> | <b>\$4,176,687</b>  |
| Personnel Services           | 72,243             | 70,382             | 221,324            | 119,565            | 208,834             |
| Non-Personnel                | 3,952,083          | 3,737,251          | 5,332,772          | 3,865,948          | 3,967,853           |
| Capital                      | -                  | -                  | -                  | -                  | -                   |
| Debt Service                 | -                  | -                  | -                  | -                  | -                   |
| Other                        | -                  | -                  | -                  | -                  | -                   |
| <b>Total Expenses</b>        | <b>\$4,024,326</b> | <b>\$3,807,633</b> | <b>\$5,554,096</b> | <b>\$3,985,513</b> | <b>\$4,176,687</b>  |

| <b>Capital Improvement Budget</b> |  |  |  |  |  |
|-----------------------------------|--|--|--|--|--|
|-----------------------------------|--|--|--|--|--|

|                       |          |          |          |          |          |
|-----------------------|----------|----------|----------|----------|----------|
| <b>Total Revenues</b> | -        | -        | -        | -        | -        |
| Personnel Services    | -        | -        | -        | -        | -        |
| Non-Personnel         | -        | -        | -        | -        | -        |
| Capital               | -        | -        | -        | -        | -        |
| Debt Service          | -        | -        | -        | -        | -        |
| Other                 | -        | -        | -        | -        | -        |
| <b>Total Expenses</b> | <b>-</b> | <b>-</b> | <b>-</b> | <b>-</b> | <b>-</b> |

| <b>Total Budget</b> |  |  |  |  |  |
|---------------------|--|--|--|--|--|
|---------------------|--|--|--|--|--|

|                       |                    |                    |                    |                    |                    |
|-----------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| <b>Total Revenues</b> | <b>\$3,559,849</b> | <b>\$3,726,283</b> | <b>\$4,932,990</b> | <b>\$3,985,513</b> | <b>\$4,176,687</b> |
| <b>Total Expenses</b> | <b>\$4,024,326</b> | <b>\$3,807,633</b> | <b>\$5,554,096</b> | <b>\$3,985,513</b> | <b>\$4,176,687</b> |

|   |   |   |   |   |   |
|---|---|---|---|---|---|
| Authorized Full Time<br>Equivalents (FTE) | - | - | - | - | - |
|---|---|---|---|---|---|

**Analysis**

**Revenues:**  
 This program is funded by a federal grant. Federal grant requirements enable spending over multiple years. In FY2021, the U.S. Dept. of Housing and Urban Development (HUD) is awarding the City \$4.18 million, which is a 4.8% increase over the FY2019 award.

**Expenses:**  
 Current FY2020 reflects both the FY2020 entitlement amount and the remaining grant fund balances, which rolled over from prior year allocations.



# Planning and Development

## State Housing Initiatives Partnership

**GOALS AND OBJECTIVES:**

Since its inception, the City of Tampa has been annually awarded State Housing Initiatives Partnership (SHIP) program funds. The activities identified in the City’s Local Housing Assistance Plan 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 2019-2022 fiscal years.

In an effort to focus on deploying the CARES Act funds, which need to be expended by the end of December, the funding for SHIP was vetoed from the budget. The decision to appropriate SHIP funds will be re-evaluated in the fall, during the special session. Consequently, the City anticipates receiving a total allocation of \$4,175,885 for FY2021. These funds along with unexpended funds and program income received will be utilized for Mortgage Assistance, Owner Occupied Rehabilitation (including for Special Needs persons), as well as rehabilitation of multi-family rental properties to expand the supply of affordable housing.

Total Funding FY2021: \$4,175,885 (Pending state action)

| <b>Performance Measures</b>             | <b>Actual<br/>FY2019</b> | <b>Projected<br/>FY2020</b> | <b>Estimated<br/>FY2021</b> |
|---|--------------------------|-----------------------------|-----------------------------|
| Rehabilitation - Owner Occupied (Units) | 47                       | 30                          | 50                          |
| Down-Payment Assistance (Households)    | 20                       | 13                          | 19                          |
| Multi-Family Rehabilitation (Units)     | 0                        | 0                           | 50                          |



### State Housing Initiatives Partnership

|                         |  |  |  |  |  |
|-------------------------|--|--|--|--|--|
| <b>Operating Budget</b> |  |  |  |  |  |
|-------------------------|--|--|--|--|--|

|                              | Actual<br>FY18     | Actual<br>FY19     | Current<br>FY20    | Projected<br>FY20  | Recommended<br>FY21 |
|------------------------------|--------------------|--------------------|--------------------|--------------------|---------------------|
| Taxes                        | -                  | -                  | -                  | -                  | -                   |
| Licenses & Permits           | -                  | -                  | -                  | -                  | -                   |
| Intergovernmental            | 2,104,315          | 959,313            | 1,243,475          | 1,135,425          | -                   |
| Charges for Services & Fines | -                  | -                  | -                  | -                  | -                   |
| Other                        | 77,786             | 93,991             | 114,838            | 49,316             | -                   |
| <b>Total Revenues</b>        | <b>\$2,182,101</b> | <b>\$1,053,304</b> | <b>\$1,358,314</b> | <b>\$1,184,741</b> | -                   |
| Personnel Services           | 228,672            | 180,645            | 55,756             | 157,524            | -                   |
| Non-Personnel                | 1,017,027          | 3,159,643          | 3,888,039          | 3,960,639          | -                   |
| Capital                      | -                  | -                  | -                  | -                  | -                   |
| Debt Service                 | -                  | -                  | -                  | -                  | -                   |
| Other                        | -                  | -                  | 321,940            | -                  | -                   |
| <b>Total Expenses</b>        | <b>\$1,245,699</b> | <b>\$3,340,287</b> | <b>\$4,265,735</b> | <b>\$4,118,163</b> | -                   |

|                                   |  |  |  |  |  |
|-----------------------------------|--|--|--|--|--|
| <b>Capital Improvement Budget</b> |  |  |  |  |  |
|-----------------------------------|--|--|--|--|--|

|                       |   |   |   |   |   |
|-----------------------|---|---|---|---|---|
| <b>Total Revenues</b> | - | - | - | - | - |
| Personnel Services    | - | - | - | - | - |
| Non-Personnel         | - | - | - | - | - |
| Capital               | - | - | - | - | - |
| Debt Service          | - | - | - | - | - |
| Other                 | - | - | - | - | - |
| <b>Total Expenses</b> | - | - | - | - | - |

|                     |  |  |  |  |  |
|---------------------|--|--|--|--|--|
| <b>Total Budget</b> |  |  |  |  |  |
|---------------------|--|--|--|--|--|

|                       |                    |                    |                    |                    |   |
|-----------------------|--------------------|--------------------|--------------------|--------------------|---|
| <b>Total Revenues</b> | <b>\$2,182,101</b> | <b>\$1,053,304</b> | <b>\$1,358,314</b> | <b>\$1,184,741</b> | - |
| <b>Total Expenses</b> | <b>\$1,245,699</b> | <b>\$3,340,287</b> | <b>\$4,265,735</b> | <b>\$4,118,163</b> | - |

|   |   |   |   |   |   |
|---|---|---|---|---|---|
| Authorized Full Time<br>Equivalents (FTE) | - | - | - | - | - |
|---|---|---|---|---|---|

**Analysis**

**Revenues:**  
 The Florida Housing Finance Corporation state grant funds this program. State grant regulations enable spending over multiple years. Currently, SHIP funding was vetoed from the budget. Pending re-evaluation in the fall, \$4.2 million is anticipated.

**Expenses:**  
 Current FY2020 reflects both the FY2020 entitlement amount and the remaining grant fund balances, which rolled over from prior year allocations.





### Construction Service Division

| <b>Operating Budget</b> |  |  |  |  |  |
|-------------------------|--|--|--|--|--|
|-------------------------|--|--|--|--|--|

|                              | Actual<br>FY18      | Actual<br>FY19      | Current<br>FY20     | Projected<br>FY20   | Recommended<br>FY21 |
|------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| Taxes                        | -                   | -                   | -                   | -                   | -                   |
| Licenses & Permits           | 11,343,710          | 14,241,121          | 12,400,000          | 13,600,000          | 14,008,000          |
| Intergovernmental            | -                   | -                   | -                   | -                   | -                   |
| Charges for Services & Fines | 139,161             | 198,898             | 120,000             | 112,000             | 111,000             |
| Other                        | 147,980             | 252,539             | 6,954,968           | 233,957             | 228,020             |
| <b>Total Revenues</b>        | <b>\$11,630,851</b> | <b>\$14,692,558</b> | <b>\$19,474,968</b> | <b>\$13,945,957</b> | <b>\$14,347,020</b> |
| Personnel Services           | 6,456,890           | 6,862,701           | 7,667,470           | 7,491,280           | 8,705,837           |
| Non-Personnel                | 3,532,088           | 3,633,597           | 4,501,191           | 3,818,867           | 5,115,516           |
| Capital                      | 11,964              | 203,170             | 515,519             | 515,519             | 155,000             |
| Debt Service                 | -                   | -                   | -                   | -                   | -                   |
| Other                        | 410,064             | 480,413             | 6,815,270           | 548,884             | 370,667             |
| <b>Total Expenses</b>        | <b>\$10,411,005</b> | <b>\$11,179,882</b> | <b>\$19,499,450</b> | <b>\$12,374,550</b> | <b>\$14,347,020</b> |

| <b>Capital Improvement Budget</b> |  |  |  |  |  |
|-----------------------------------|--|--|--|--|--|
|-----------------------------------|--|--|--|--|--|

|                       |   |   |   |   |   |
|-----------------------|---|---|---|---|---|
| <b>Total Revenues</b> | - | - | - | - | - |
| Personnel Services    | - | - | - | - | - |
| Non-Personnel         | - | - | - | - | - |
| Capital               | - | - | - | - | - |
| Debt Service          | - | - | - | - | - |
| Other                 | - | - | - | - | - |
| <b>Total Expenses</b> | - | - | - | - | - |

| <b>Total Budget</b> |  |  |  |  |  |
|---------------------|--|--|--|--|--|
|---------------------|--|--|--|--|--|

|                       |                     |                     |                     |                     |                     |
|-----------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| <b>Total Revenues</b> | <b>\$11,630,851</b> | <b>\$14,692,558</b> | <b>\$19,474,968</b> | <b>\$13,945,957</b> | <b>\$14,347,020</b> |
| <b>Total Expenses</b> | <b>\$10,411,005</b> | <b>\$11,179,882</b> | <b>\$19,499,450</b> | <b>\$12,374,550</b> | <b>\$14,347,020</b> |

|   |       |       |       |       |       |
|---|-------|-------|-------|-------|-------|
| Authorized Full Time<br>Equivalents (FTE) | 67.00 | 67.00 | 77.00 | 79.00 | 84.00 |
|---|-------|-------|-------|-------|-------|

**Analysis**

|                  |   |
|------------------|---|
| <b>Revenues:</b> | Licenses and Permits increase from Current FY2020 is primarily due to increased building activity.  |
| <b>Expenses:</b> | Personnel Services increase from Current FY2020 is due to increases in salaries, pension contributions, healthcare costs, and the addition of seven FTEs. |



# Department Name: Tampa Police Department

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

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

**GOALS AND OBJECTIVES:**

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

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

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

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

**CURRENT OPERATIONS AND INITIATIVES:**

It’s been a year since the launch of the Real Time Crime Center and since its inception, the department has recognized it as a useful tool to help fight crime in the city. The Tactical Intelligence Unit, along with cutting edge technology, has provided officers with up to the minute information which prepares for dangerous situations and helps solves crimes. The Department also rolled out the department’s first ever podcast, “Role Call with Chief Brian Dugan” which includes a variety of guests from various backgrounds and entrepreneurs around the city. The informative podcasts reach thousands of citizens on the department’s social media sites, such as Facebook, Twitter and Instagram. Listeners stayed informed and engaged on economic, social and neighborhood events involving the police in their districts.

| Performance Measures                       | Actual FY2019 | Projected FY2020 | Estimated FY2021 |
|--|---------------|------------------|------------------|
| Police Service Calls*                      | 599,996       | 695,995          | 807,354          |
| Response Times Priority 1 (minutes)        | 4:37          | 4:45             | 4:53             |
| Response Times Priority 2 (minutes)        | 7:35          | 7:38             | 7:41             |
| Total Part One Arrests                     | 2,667         | 2,587            | 2,510            |
| All Arrests, All Offenses                  | 18,924        | 18,357           | 18,905           |
| Victims Reported (Total Part One Offenses) | 8,223         | 8,182            | 8,142            |

\*Calls for service do not count admin calls.



### Tampa Police Department

| <b>Operating Budget</b> |  |  |  |  |  |
|-------------------------|--|--|--|--|--|
|-------------------------|--|--|--|--|--|

|                              | Actual<br>FY18       | Actual<br>FY19       | Current<br>FY20      | Projected<br>FY20    | Recommended<br>FY21  |
|------------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
| Taxes                        | -                    | -                    | -                    | -                    | -                    |
| Licenses & Permits           | -                    | -                    | -                    | -                    | -                    |
| Intergovernmental            | 11,012,688           | 10,743,701           | 13,683,330           | 17,951,760           | 6,995,046            |
| Charges for Services & Fines | 12,498,442           | 13,604,114           | 13,306,477           | 11,643,983           | 10,557,556           |
| Other                        | 1,081,863            | 1,385,319            | 5,875,228            | 845,369              | 4,264,215            |
| <b>Total Revenues</b>        | <b>\$24,592,993</b>  | <b>\$25,733,134</b>  | <b>\$32,865,035</b>  | <b>\$30,441,112</b>  | <b>\$21,816,817</b>  |
| Personnel Services           | 147,193,451          | 148,585,125          | 157,747,378          | 156,775,106          | 158,034,183          |
| Non-Personnel                | 15,617,713           | 13,886,716           | 21,430,666           | 19,043,310           | 17,697,206           |
| Capital                      | 3,189,128            | 3,251,821            | 5,404,754            | 5,226,076            | 12,000               |
| Debt Service                 | 208,709              | 9,804                | 477,359              | 477,359              | 729,359              |
| Other                        | 462,278              | 929,682              | 6,184,878            | 643,125              | 3,274,870            |
| <b>Total Expenses</b>        | <b>\$166,671,279</b> | <b>\$166,663,149</b> | <b>\$191,245,034</b> | <b>\$182,164,976</b> | <b>\$179,747,618</b> |

| <b>Capital Improvement Budget</b> |  |  |  |  |  |
|-----------------------------------|--|--|--|--|--|
|-----------------------------------|--|--|--|--|--|

|                       |                    |                     |                    |                    |                    |
|-----------------------|--------------------|---------------------|--------------------|--------------------|--------------------|
| <b>Total Revenues</b> | <b>\$4,950,000</b> | <b>\$4,973,522</b>  | <b>\$9,150,000</b> | <b>\$7,150,000</b> | <b>\$9,000,000</b> |
| Personnel Services    | -                  | -                   | -                  | -                  | -                  |
| Non-Personnel         | -                  | -                   | -                  | -                  | -                  |
| Capital               | 4,838,143          | 5,501,035           | 4,742,190          | 4,742,189          | 4,500,000          |
| Debt Service          | -                  | -                   | -                  | -                  | -                  |
| Other                 | 4,950,000          | 4,500,000           | 4,500,000          | 4,500,000          | -                  |
| <b>Total Expenses</b> | <b>\$9,788,143</b> | <b>\$10,001,035</b> | <b>\$9,242,190</b> | <b>\$9,242,189</b> | <b>\$4,500,000</b> |

| <b>Total Budget</b> |  |  |  |  |  |
|---------------------|--|--|--|--|--|
|---------------------|--|--|--|--|--|

|                       |                      |                      |                      |                      |                      |
|-----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
| <b>Total Revenues</b> | <b>\$29,542,993</b>  | <b>\$30,706,656</b>  | <b>\$42,015,035</b>  | <b>\$37,591,112</b>  | <b>\$30,816,817</b>  |
| <b>Total Expenses</b> | <b>\$176,459,422</b> | <b>\$176,664,184</b> | <b>\$200,487,225</b> | <b>\$191,407,165</b> | <b>\$184,247,618</b> |

|   |          |          |          |          |          |
|---|----------|----------|----------|----------|----------|
| Authorized Full Time<br>Equivalents (FTE) | 1,241.13 | 1,236.50 | 1,241.50 | 1,241.50 | 1,241.50 |
|---|----------|----------|----------|----------|----------|

**Analysis**

**Revenues:**  
 Revenues above are earned by this General Fund department. General Revenues provide the remaining funding. Intergovernmental and Charges for Services decrease from Current FY2020 due to one-time law enforcement grants and COVID-19 impacts on extra duty.

**Expenses:**  
 Personnel Services increase is due to increased healthcare costs and contributions to the Fire and Police Pension program. Non-Personnel, Capital, and Other expenses decrease due to one-time police grants. Capital Improvement budget is for replacement vehicles.



# Department Name: Marketing and Communications

## Department

**DEPARTMENT WEBSITE:** <https://www.tampagov.net/communications>

### **VISION AND MISSION:**

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

### **GOALS AND OBJECTIVES:**

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

### **CURRENT OPERATIONS AND INITIATIVES:**

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

Marketing & Communications includes Creative Services, the City's in-house graphics and social media team, and Digital Media Production, home of City of Tampa Television (CTTV). Creative Services works to bring creative ideas to the development of print and digital collateral pieces for all City departments. Through social media, the team tells City of Tampa's story and educates the public on programs and services, while also providing customer service. The award-winning CTTV provides easy access through cablecast, internet, and on-demand programming, for the latest in government meetings, City information, and initiatives.



### Marketing and Communications Department

| <b>Operating Budget</b> |  |  |  |  |  |
|-------------------------|--|--|--|--|--|
|-------------------------|--|--|--|--|--|

|                              | Actual<br>FY18     | Actual<br>FY19     | Current<br>FY20    | Projected<br>FY20  | Recommended<br>FY21 |
|------------------------------|--------------------|--------------------|--------------------|--------------------|---------------------|
| Taxes                        | -                  | -                  | -                  | -                  | -                   |
| Licenses & Permits           | -                  | -                  | -                  | -                  | -                   |
| Intergovernmental            | -                  | -                  | -                  | -                  | -                   |
| Charges for Services & Fines | -                  | -                  | -                  | -                  | -                   |
| Other                        | 375                | -                  | -                  | -                  | -                   |
| <b>Total Revenues</b>        | <b>\$375</b>       | <b>-</b>           | <b>-</b>           | <b>-</b>           | <b>-</b>            |
| Personnel Services           | 1,211,080          | 1,267,060          | 1,312,989          | 1,359,328          | 1,407,806           |
| Non-Personnel                | 206,303            | 192,958            | 224,487            | 219,825            | 241,379             |
| Capital                      | 117,939            | 81,378             | 22,501             | 22,501             | -                   |
| Debt Service                 | -                  | -                  | -                  | -                  | -                   |
| Other                        | -                  | -                  | -                  | -                  | -                   |
| <b>Total Expenses</b>        | <b>\$1,535,322</b> | <b>\$1,541,396</b> | <b>\$1,559,977</b> | <b>\$1,601,654</b> | <b>\$1,649,185</b>  |

| <b>Capital Improvement Budget</b> |  |  |  |  |  |
|-----------------------------------|--|--|--|--|--|
|-----------------------------------|--|--|--|--|--|

|                       |          |          |          |          |          |
|-----------------------|----------|----------|----------|----------|----------|
| <b>Total Revenues</b> | -        | -        | -        | -        | -        |
| Personnel Services    | -        | -        | -        | -        | -        |
| Non-Personnel         | -        | -        | -        | -        | -        |
| Capital               | -        | -        | -        | -        | -        |
| Debt Service          | -        | -        | -        | -        | -        |
| Other                 | -        | -        | -        | -        | -        |
| <b>Total Expenses</b> | <b>-</b> | <b>-</b> | <b>-</b> | <b>-</b> | <b>-</b> |

| <b>Total Budget</b> |  |  |  |  |  |
|---------------------|--|--|--|--|--|
|---------------------|--|--|--|--|--|

|                       |                    |                    |                    |                    |                    |
|-----------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| <b>Total Revenues</b> | <b>\$375</b>       | <b>-</b>           | <b>-</b>           | <b>-</b>           | <b>-</b>           |
| <b>Total Expenses</b> | <b>\$1,535,322</b> | <b>\$1,541,396</b> | <b>\$1,559,977</b> | <b>\$1,601,654</b> | <b>\$1,649,185</b> |

|   |       |       |       |       |       |
|---|-------|-------|-------|-------|-------|
| Authorized Full Time<br>Equivalents (FTE) | 15.00 | 12.00 | 12.00 | 12.00 | 12.00 |
|---|-------|-------|-------|-------|-------|

**Analysis**

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

**Expenses:**  
Personnel Services increase from Current FY2020 is due to increases in salaries, pension contributions, and healthcare costs.



# Department Name: Infrastructure and Mobility

## Administrator

**DEPARTMENT WEBSITE:** <https://www.tampagov.net/infrastructure-mobility>

### VISION AND MISSION:

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

### GOALS AND OBJECTIVES:

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

- **Contract Administration:** Provide project management, design, and construction contracts administration services for all City departments in a timely, and cost effective manner;
- **Facility Maintenance:** Maintain over 500 structural assets throughout the City to ensure safe and ADA compliant buildings, parking garages, and other structural assets;
- **Fleet Management:** Support all City department vehicle and equipment needs through outstanding maintenance, customer service, and fleet management protocols;
- **Mobility:** Continuous operation, maintenance, and capital planning to support the roadway, sidewalk, seawall, bridge, stormwater, traffic signal system, parking structures, and streetlight system. Maintain safe and efficient rights-of-ways, promote Vision Zero objectives, and pursue and accomplish projects identified in the Five-Year Master Capital Plan;
- **Solid Waste & Environmental Program Management:** Collection of residential and commercial solid waste, refuse, recyclable, and vegetative waste. Maintenance and operation of the McKay Bay Refuse-to-Energy facility. Provide environmental program support;
- **Wastewater:** Collection and treatment of wastewater as well as continuous maintenance and operation of the wastewater treatment plant. Fully comply with all permit and regulatory requirements. Reduce and/or eliminate overflows. Pursue odor control and biosolid reuse solutions; and
- **Water:** Production of safe, clean potable water exceeding all federal and state standards, maintenance of potable and reclaimed water distribution systems and continued planning for sustainable potable water.

### CURRENT OPERATIONS AND INITIATIVES:

- Coordinate services provided by Infrastructure and Mobility departments to provide essential core services;
- Executes the work necessary to exceed the requirements of the Mayor, City Council, outside agencies, other departments, citizens, and customers;
- Works with developers, residents, citizen committees, other governmental agencies, and support departments to develop, establish, and protect the interest of the City's infrastructure and core services;
- Works with Sustainability and Resiliency Officer to promote best practices and policies in the City of Tampa regarding infrastructure maintenance and capital investment;
- Oversee the citywide overhaul of the aged water and wastewater system through the Progressive Infrastructure Planning to Ensure Sustainability initiative (PIPES); and
- Administer the transfer of the McKay Bay Waste to Energy plant from the private sector to City management.



### Infrastructure and Mobility Administrator

| <b>Operating Budget</b> |  |  |  |  |  |
|-------------------------|--|--|--|--|--|
|-------------------------|--|--|--|--|--|

|                              | Actual<br>FY18   | Actual<br>FY19   | Current<br>FY20  | Projected<br>FY20 | Recommended<br>FY21 |
|------------------------------|------------------|------------------|------------------|-------------------|---------------------|
| Taxes                        | -                | -                | -                | -                 | -                   |
| Licenses & Permits           | -                | -                | -                | -                 | -                   |
| Intergovernmental            | -                | -                | -                | -                 | -                   |
| Charges for Services & Fines | -                | -                | -                | -                 | -                   |
| Other                        | -                | -                | -                | -                 | -                   |
| <b>Total Revenues</b>        | -                | -                | -                | -                 | -                   |
| Personnel Services           | 306,680          | 342,249          | 351,809          | 349,233           | 968,087             |
| Non-Personnel                | 8,740            | 9,990            | 15,722           | 10,822            | 16,658              |
| Capital                      | -                | -                | -                | -                 | -                   |
| Debt Service                 | -                | -                | -                | -                 | -                   |
| Other                        | -                | -                | -                | -                 | -                   |
| <b>Total Expenses</b>        | <b>\$315,420</b> | <b>\$352,239</b> | <b>\$367,531</b> | <b>\$360,055</b>  | <b>\$984,745</b>    |

| <b>Capital Improvement Budget</b> |  |  |  |  |  |
|-----------------------------------|--|--|--|--|--|
|-----------------------------------|--|--|--|--|--|

|                       |   |   |   |   |   |
|-----------------------|---|---|---|---|---|
| <b>Total Revenues</b> | - | - | - | - | - |
| Personnel Services    | - | - | - | - | - |
| Non-Personnel         | - | - | - | - | - |
| Capital               | - | - | - | - | - |
| Debt Service          | - | - | - | - | - |
| Other                 | - | - | - | - | - |
| <b>Total Expenses</b> | - | - | - | - | - |

| <b>Total Budget</b> |  |  |  |  |  |
|---------------------|--|--|--|--|--|
|---------------------|--|--|--|--|--|

|   |                  |                  |                  |                  |                  |
|---|------------------|------------------|------------------|------------------|------------------|
| <b>Total Revenues</b>                     | -                | -                | -                | -                | -                |
| <b>Total Expenses</b>                     | <b>\$315,420</b> | <b>\$352,239</b> | <b>\$367,531</b> | <b>\$360,055</b> | <b>\$984,745</b> |
| Authorized Full Time<br>Equivalents (FTE) | 2.00             | 2.00             | 2.00             | 5.00             | 5.00             |

**Analysis**

**Revenues:**

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

**Expenses:**

Personnel Services increase from Current FY2020 is due to increases in salaries, pension contributions, healthcare costs, and the addition of three FTEs.



## Department Name: Purchasing Department

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

### VISION AND MISSION:

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

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

### CURRENT OPERATIONS AND INITIATIVES:

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

- Purchasing Team is implementing bar coding to improve functionality of new Oracle Inventory System and investigating implementing the Sourcing module as well as an online/automated system for RFP evaluations; updating a new comprehensive Purchasing and Procedures Manual and installing bar coding at City Inventory locations;
- Purchasing is expanding the epayables program to enhance the City's rebate earned on spend through the City's Purchasing Card Program. Suppliers who opt in to be paid via electronic credit card on larger dollar transactions therefore resulting in a larger annual rebate;
- Purchasing has implemented the Job Order Contracting program for construction projects that includes subcontracting goals for WMBE and SLBE firms and will be incorporating all contracts for goods and services for the City's transition to operating the McKay Bay Transfer Station (over 300 current contracts);
- Purchasing is working with T&I to develop a new dashboard for customers to track project status real time. This tool will also be used to manage human capital resources in meeting the Mayor's T3 initiatives; and
- Purchasing metrics and data collection and reporting are in development using the City's new Splash BI tool.





| <b>Performance Measures</b>                                 | <b>Actual<br/>FY2019</b> | <b>Projected<br/>FY2020</b> | <b>Estimated<br/>FY2021</b> |
|---|--------------------------|-----------------------------|-----------------------------|
| Total Dollars Purchased (\$000)                             | \$407,395                | \$427,765                   | \$449,153                   |
| Dollars for Small Local Business Enterprises (SLBE) (\$000) | \$22,089                 | \$23,193                    | \$24,353                    |
| Number of Bids Processed                                    | 242                      | 278                         | 336                         |
| Number of EBO/MBD Program Bids Processed                    | 63                       | 78                          | 97                          |
| Number of Resolutions Processed                             | 318                      | 406                         | 446                         |
| Number of Purchasing Office Transmittals Processed          | 187                      | 222                         | 233                         |
| Public Records Requests                                     | 183                      | 250                         | 341                         |
| Dollars of Inventory (\$000)                                | \$4,957                  | \$5,000                     | \$5,000                     |



### Purchasing Department

| <b>Operating Budget</b>      |                    |                    |                    |                    |                     |
|------------------------------|--------------------|--------------------|--------------------|--------------------|---------------------|
|                              | Actual<br>FY18     | Actual<br>FY19     | Current<br>FY20    | Projected<br>FY20  | Recommended<br>FY21 |
| Taxes                        | -                  | -                  | -                  | -                  | -                   |
| Licenses & Permits           | -                  | -                  | -                  | -                  | -                   |
| Intergovernmental            | -                  | -                  | -                  | -                  | -                   |
| Charges for Services & Fines | -                  | -                  | -                  | -                  | -                   |
| Other                        | 151                | -                  | -                  | -                  | -                   |
| <b>Total Revenues</b>        | <b>\$151</b>       | <b>-</b>           | <b>-</b>           | <b>-</b>           | <b>-</b>            |
| Personnel Services           | 2,574,772          | 2,601,164          | 2,706,806          | 2,521,606          | 2,829,394           |
| Non-Personnel                | 44,438             | 45,784             | 97,293             | 94,139             | 57,854              |
| Capital                      | 19,781             | 25,819             | 5,000              | 5,000              | -                   |
| Debt Service                 | -                  | -                  | -                  | -                  | -                   |
| Other                        | -                  | -                  | -                  | -                  | -                   |
| <b>Total Expenses</b>        | <b>\$2,638,991</b> | <b>\$2,672,767</b> | <b>\$2,809,099</b> | <b>\$2,620,745</b> | <b>\$2,887,248</b>  |

| <b>Capital Improvement Budget</b> |          |          |          |          |          |
|-----------------------------------|----------|----------|----------|----------|----------|
| <b>Total Revenues</b>             | <b>-</b> | <b>-</b> | <b>-</b> | <b>-</b> | <b>-</b> |
| Personnel Services                | -        | -        | -        | -        | -        |
| Non-Personnel                     | -        | -        | -        | -        | -        |
| Capital                           | -        | -        | -        | -        | -        |
| Debt Service                      | -        | -        | -        | -        | -        |
| Other                             | -        | -        | -        | -        | -        |
| <b>Total Expenses</b>             | <b>-</b> | <b>-</b> | <b>-</b> | <b>-</b> | <b>-</b> |

| <b>Total Budget</b>   |                    |                    |                    |                    |                    |
|-----------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| <b>Total Revenues</b> | <b>\$151</b>       | <b>-</b>           | <b>-</b>           | <b>-</b>           | <b>-</b>           |
| <b>Total Expenses</b> | <b>\$2,638,991</b> | <b>\$2,672,767</b> | <b>\$2,809,099</b> | <b>\$2,620,745</b> | <b>\$2,887,248</b> |

|   |       |       |       |       |       |
|---|-------|-------|-------|-------|-------|
| Authorized Full Time<br>Equivalents (FTE) | 29.00 | 29.00 | 29.00 | 29.00 | 29.00 |
|---|-------|-------|-------|-------|-------|

**Analysis**

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

**Expenses:**  
Personnel Services increase from Current FY2020 is due to increases in salaries, pension contributions, and healthcare costs. Non-Personnel decrease from Current FY2020 is due to non-recurring temporary personnel contractual services.



# Department Name: Revenue and Finance Department

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

**VISION AND MISSION:**

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

**GOALS AND OBJECTIVES:**

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

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

**CURRENT OPERATIONS AND INITIATIVES:**

The department is divided into two primary functions: accounting and budget. 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.

| Performance Measures                                     | Actual<br>FY2019 | Projected<br>FY2020 | Estimated<br>FY2021 |
|--|------------------|---------------------|---------------------|
| GFOA Financial Reporting Award                           | 34 Years         | 35 Years            | 36 Years            |
| GFOA Budget Presentation Award                           | 35 Years         | 36 Years            | 37 Years            |
| Implied GO Bond Rating (S&P AAA, Fitch-AA+, Moody’s-Aa1) | Yes              | Yes                 | Yes                 |
| CAFR Finalized by March 31 of the Subsequent Year        | Yes              | Yes                 | Yes                 |
| Number of Audit Findings and Comments                    | 0                | 0                   | 0                   |



### Revenue and Finance Department

| <b>Operating Budget</b>      |                    |                    |                    |                    |                     |
|------------------------------|--------------------|--------------------|--------------------|--------------------|---------------------|
|                              | Actual<br>FY18     | Actual<br>FY19     | Current<br>FY20    | Projected<br>FY20  | Recommended<br>FY21 |
| Taxes                        | -                  | -                  | -                  | -                  | -                   |
| Licenses & Permits           | -                  | -                  | -                  | -                  | -                   |
| Intergovernmental            | -                  | -                  | -                  | -                  | -                   |
| Charges for Services & Fines | -                  | -                  | -                  | -                  | -                   |
| Other                        | 219,528            | 383,711            | 418,078            | 418,081            | 481,953             |
| <b>Total Revenues</b>        | <b>\$219,528</b>   | <b>\$383,711</b>   | <b>\$418,078</b>   | <b>\$418,081</b>   | <b>\$481,953</b>    |
| Personnel Services           | 7,986,242          | 8,322,537          | 8,673,275          | 8,643,307          | 9,460,155           |
| Non-Personnel                | 372,973            | 393,663            | 622,204            | 617,976            | 624,068             |
| Capital                      | 15,248             | -                  | 250,000            | 250,000            | 250,000             |
| Debt Service                 | -                  | -                  | -                  | -                  | -                   |
| Other                        | -                  | -                  | -                  | -                  | -                   |
| <b>Total Expenses</b>        | <b>\$8,374,463</b> | <b>\$8,716,200</b> | <b>\$9,545,479</b> | <b>\$9,511,283</b> | <b>\$10,334,223</b> |

| <b>Capital Improvement Budget</b> |   |   |   |   |   |
|-----------------------------------|---|---|---|---|---|
| <b>Total Revenues</b>             | - | - | - | - | - |
| Personnel Services                | - | - | - | - | - |
| Non-Personnel                     | - | - | - | - | - |
| Capital                           | - | - | - | - | - |
| Debt Service                      | - | - | - | - | - |
| Other                             | - | - | - | - | - |
| <b>Total Expenses</b>             | - | - | - | - | - |

| <b>Total Budget</b>   |                    |                    |                    |                    |                     |
|-----------------------|--------------------|--------------------|--------------------|--------------------|---------------------|
| <b>Total Revenues</b> | <b>\$219,528</b>   | <b>\$383,711</b>   | <b>\$418,078</b>   | <b>\$418,081</b>   | <b>\$481,953</b>    |
| <b>Total Expenses</b> | <b>\$8,374,463</b> | <b>\$8,716,200</b> | <b>\$9,545,479</b> | <b>\$9,511,283</b> | <b>\$10,334,223</b> |

|                      |       |       |       |       |       |
|----------------------|-------|-------|-------|-------|-------|
| Authorized Full Time | 91.50 | 88.50 | 88.50 | 91.50 | 92.50 |
| Equivalents (FTE)    |       |       |       |       |       |

**Analysis**

**Revenues:**

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

**Expenses:**

Personnel Services increase from Current FY2020 is due to increases in salaries, pension contributions, healthcare costs, and the addition of four FTEs.



# Department Name: Solid Waste and Environmental Program Management Department

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

## **VISION AND MISSION:**

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

## **GOALS AND OBJECTIVES:**

- Increase fleet availability and reliability by investing in proactive measures such as scheduled preventative maintenance inspections and a dedicated truck wash facility;
- Flawlessly and seamlessly transform the McKay Bay Waste to Energy plant operation from private to government run;
- Strategically position the McKay Bay Disposal Complex to sustain Tampa's continued growth. In alignment with our master plan, this includes relocation of all business units to McKay Bay and steady construction of a state-of-the-art transfer station. The new transfer station will be double the size of the current facility with added, convenient and safety focused customer traffic patterns, signage and unloading bays;
- Reduce recycling contamination to protect the City's recycling programs through field cart inspections, enhanced education, outreach campaigns, partnerships with local institutions and community engagement;
- Incorporate a route optimization program to provide prime solid waste collection service;
- Finalize Solid Waste Code Revisions, last updated in 1989, to accurately reflect current collection methods and industry best practices; and
- Reduce overtime costs by lowering the departmental vacancy rate to below 8% using improved hiring outreach efforts and onboarding practices and implementing collection and special event clean-up industry best practices.

## **CURRENT OPERATIONS AND INITIATIVES:**

- Sustainability leader in greenhouse gas emission reduction with the completion of our on-site permanent, CNG fueling stations by the end of FY20 and increase in departmental alternative fuel vehicles to nearly 100;
- Commercial account and service audits to ensure accurate container types, collection schedules and billing;
- Converting Scalehouse operating vehicle weighing and reporting system to an advanced level vehicle weighing system that uses state-of-the-art technology to capture real-time, key disposal information like tonnage, commodities and customers for proper planning and long term, maintainable and environmentally responsible disposal options;
- Reduce solid waste collection accidents and incidents, the nation's 3rd most dangerous industry, by proactive safety observations, increased precautionary training, communications, incentive programs and technology; and
- Enhance the customer experience by establishing a dedicated team to assist clients and facilitate accurate, timely and accountable service.



| <b>Performance Measures</b>                                   | <b>Actual<br/>FY2019</b> | <b>Projected<br/>FY2020</b> | <b>Estimated<br/>FY2021</b> |
|---|--------------------------|-----------------------------|-----------------------------|
| Solid Waste Enhanced Environmental Program (SWEEP)<br>Tonnage | 1,584                    | 2,050                       | 2,200                       |
| Tons of Waste Incinerated at McKay Bay                        | 314,427                  | 314,236                     | 305,000*                    |
| Number of Vehicles Powered by Alternative Fuels               | 80                       | 97                          | 116                         |
| Same Day and On Time Collection - Residential                 | 99.6%                    | 99.6%                       | 99.6%                       |
| Same Day and On Time Collection - Commercial                  | 88.3%                    | 95%                         | 95%                         |
| Residential Curbside Recycling Participation Rate             | 79%                      | 81%                         | 84%                         |
| Brownfield Designations since the Program's Inception         | 41                       | 44                          | 46                          |

\* Extended down time required for plant maintenance



## Solid Waste and Environmental Program Management Department

### Operating Budget

|                              | Actual<br>FY18       | Actual<br>FY19       | Current<br>FY20      | Projected<br>FY20    | Recommended<br>FY21  |
|------------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
| Taxes                        | -                    | -                    | -                    | -                    | -                    |
| Licenses & Permits           | 611,539              | 704,941              | 746,600              | 731,668              | 735,300              |
| Intergovernmental            | -                    | -                    | -                    | -                    | -                    |
| Charges for Services & Fines | 99,520,441           | 101,073,712          | 101,096,900          | 95,598,673           | 98,038,300           |
| Other                        | 14,649,938           | 16,123,860           | 68,413,435           | 28,515,922           | 6,716,103            |
| <b>Total Revenues</b>        | <b>\$114,781,918</b> | <b>\$117,902,514</b> | <b>\$170,256,935</b> | <b>\$124,846,263</b> | <b>\$105,489,703</b> |
| Personnel Services           | 16,952,936           | 18,621,329           | 19,751,084           | 18,914,590           | 24,437,193           |
| Non-Personnel                | 48,805,937           | 52,975,856           | 60,341,490           | 50,547,735           | 54,215,029           |
| Capital                      | 2,879,926            | 7,511,837            | 12,630,775           | 12,280,775           | 7,989,000            |
| Debt Service                 | 13,310,075           | 13,325,168           | 39,092,150           | 39,091,776           | 56,000               |
| Other                        | 33,170,120           | 17,303,128           | 41,264,211           | 39,961,681           | 18,351,173           |
| <b>Total Expenses</b>        | <b>\$115,118,995</b> | <b>\$109,737,318</b> | <b>\$173,079,710</b> | <b>\$160,796,557</b> | <b>\$105,048,395</b> |

### Capital Improvement Budget

|                       |                     |                    |                     |                     |                     |
|-----------------------|---------------------|--------------------|---------------------|---------------------|---------------------|
| <b>Total Revenues</b> | <b>\$19,043,019</b> | <b>\$3,841,897</b> | <b>\$11,849,466</b> | <b>\$12,448,900</b> | <b>\$17,811,983</b> |
| Personnel Services    | -                   | -                  | 48,893              | 48,893              | -                   |
| Non-Personnel         | 1,230,226           | 196,789            | 216,843             | 216,843             | 221,483             |
| Capital               | 2,426,337           | 2,209,022          | 45,949,106          | 46,369,278          | 17,590,500          |
| Debt Service          | -                   | -                  | -                   | -                   | -                   |
| Other                 | -                   | 6,780              | 625,579             | -                   | -                   |
| <b>Total Expenses</b> | <b>\$3,656,563</b>  | <b>\$2,412,591</b> | <b>\$46,840,421</b> | <b>\$46,635,014</b> | <b>\$17,811,983</b> |

### Total Budget

|                       |                      |                      |                      |                      |                      |
|-----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
| <b>Total Revenues</b> | <b>\$133,824,937</b> | <b>\$121,744,411</b> | <b>\$182,106,401</b> | <b>\$137,295,163</b> | <b>\$123,301,686</b> |
| <b>Total Expenses</b> | <b>\$118,775,558</b> | <b>\$112,149,909</b> | <b>\$219,920,132</b> | <b>\$207,431,571</b> | <b>\$122,860,378</b> |

|   |        |        |        |        |        |
|---|--------|--------|--------|--------|--------|
| Authorized Full Time<br>Equivalents (FTE) | 208.00 | 213.50 | 212.50 | 265.50 | 270.50 |
|---|--------|--------|--------|--------|--------|

**Analysis**

**Revenues:**

Charges for Services and Fines decrease from Current FY2020 is primarily due to a decrease in the number of Solid Waste commercial customers because of COVID-19 stay-at-home restrictions.

**Expenses:**

Personnel Services increase from Current FY2020 is due to increases in pension contributions, healthcare costs, and fifty-eight FTEs. Non-Personnel decrease from Current FY2020 is due to the City operating the Waste-To-Energy plant with City staff.



# Department Name: Technology and Innovation Department

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

## VISION AND MISSION:

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

## GOALS AND OBJECTIVES:

The Technology 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, Utility Management, Land Management, departmental information processing systems, and the City's web portal;
- Support of the City's telecommunications and networks, client hardware and electronics technology, and host systems for servers and storage; and
- Provide protection for the City's critical information and technology resources.

| Performance Measures | Actual<br>FY2019 | Projected<br>FY2020 | Estimated<br>FY2021 |
|----------------------|------------------|---------------------|---------------------|
| Requests             | 46,183           | 46,716              | 49,051              |
| Priority 1 Incidents | 29               | 15                  | 18                  |
| Priority 2 Incidents | 59               | 25                  | 30                  |
| Repair Work Orders   | 12,501           | 10,570              | 11,000              |





### Technology and Innovation Department

| <b>Operating Budget</b>      |                     |                     |                     |                     |                     |
|------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
|                              | Actual<br>FY18      | Actual<br>FY19      | Current<br>FY20     | Projected<br>FY20   | Recommended<br>FY21 |
| Taxes                        | -                   | -                   | -                   | -                   | -                   |
| Licenses & Permits           | -                   | -                   | -                   | -                   | -                   |
| Intergovernmental            | -                   | -                   | -                   | -                   | -                   |
| Charges for Services & Fines | -                   | -                   | -                   | -                   | -                   |
| Other                        | 21,923              | 50,809              | -                   | 6,851               | -                   |
| <b>Total Revenues</b>        | <b>\$21,923</b>     | <b>\$50,809</b>     | <b>-</b>            | <b>\$6,851</b>      | <b>-</b>            |
| Personnel Services           | 13,873,663          | 14,438,998          | 14,298,642          | 14,436,559          | 15,441,222          |
| Non-Personnel                | 7,043,403           | 7,857,931           | 8,602,490           | 8,479,100           | 7,900,000           |
| Capital                      | 327,960             | 199,849             | 246,162             | 246,162             | 100,000             |
| Debt Service                 | -                   | -                   | -                   | -                   | -                   |
| Other                        | -                   | -                   | -                   | -                   | -                   |
| <b>Total Expenses</b>        | <b>\$21,245,026</b> | <b>\$22,496,777</b> | <b>\$23,147,294</b> | <b>\$23,161,821</b> | <b>\$23,441,222</b> |

| <b>Capital Improvement Budget</b> |                    |                    |                    |                    |                    |
|-----------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| <b>Total Revenues</b>             | <b>\$1,062,337</b> | <b>\$1,034</b>     | <b>-</b>           | <b>-</b>           | <b>-</b>           |
| Personnel Services                | -                  | -                  | 290                | 290                | -                  |
| Non-Personnel                     | -                  | -                  | 731                | 731                | -                  |
| Capital                           | 2,280,564          | 1,681,109          | 7,906,761          | 7,265,310          | 3,280,380          |
| Debt Service                      | -                  | -                  | -                  | -                  | -                  |
| Other                             | -                  | -                  | 2,666              | -                  | -                  |
| <b>Total Expenses</b>             | <b>\$2,280,564</b> | <b>\$1,681,109</b> | <b>\$7,910,448</b> | <b>\$7,266,331</b> | <b>\$3,280,380</b> |

| <b>Total Budget</b>   |                     |                     |                     |                     |                     |
|-----------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| <b>Total Revenues</b> | <b>\$1,084,260</b>  | <b>\$51,843</b>     | <b>-</b>            | <b>\$6,851</b>      | <b>-</b>            |
| <b>Total Expenses</b> | <b>\$23,525,590</b> | <b>\$24,177,886</b> | <b>\$31,057,742</b> | <b>\$30,428,152</b> | <b>\$26,721,602</b> |

|   |        |        |        |        |        |
|---|--------|--------|--------|--------|--------|
| Authorized Full Time<br>Equivalents (FTE) | 123.75 | 120.75 | 122.75 | 123.75 | 123.75 |
|---|--------|--------|--------|--------|--------|

**Analysis**

**Revenues:**

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

**Expenses:**

Personnel Services increase from Current FY2020 is due to increases in salaries, pension contributions, healthcare costs, and the addition of one FTE.



## Department Name: Transportation Division

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

### VISION AND MISSION:

Transportation's vision is to deliver the highest quality transportation services to enhance the safety and quality of life within our community. The mission is to provide safe, reliable, and efficient multimodal connectivity within the City of Tampa by optimizing resources, implementing best practices, and leveraging innovative technologies.

### GOALS AND OBJECTIVES:

**Mobility for All** – Promote accessibility and mobility by increasing and improving multi-modal transportation choices, and the connectivity across and between modes.

- All transportation projects will address Vision Zero.
- All projects will support the context & identity of the neighborhood it serves.
- All projects will focus on moving people, not just moving cars.

**Economic Opportunity** – Promote economic vitality by improving reliability and efficiency of the transportation system.

- Connect people to jobs.
- Improve and maintain reliability of the transportation system.
- Preserve and protect the transportation system.
- Promote economic growth and development, especially in key areas (CRAs, etc.)

**Vision** – Pursue a vision for strategic long-term benefits in addition to short-term impacts.

- Improve resiliency of transportation infrastructure.
- Improve sustainability by increasing system capacity while eliminating and reducing negative impacts.
- Leverage transportation decision-making to achieve positive community health outcomes.

**Transportation Equity** – Remove barriers and provide options to people who need it most.

- Improve transportation in communities of concern.
- Improve connections across physical barriers and between neighborhoods.
- All city streets will be accessible for persons with disabilities.

**Public Safety** – Enhance the safety and security of the transportation system for people of all ages and abilities.

- Reduce and eliminate all fatal and severe injury crashes.
- All projects will improve safety and convenience for vulnerable road users (cyclists, pedestrians, micromobility, children, seniors, etc.)
- All city streets will be operated, maintained and improved as safe and comfortable components of the public realm.

### CURRENT OPERATIONS AND INITIATIVES:

- Develop multi-modal system via promotion of mass transit initiatives and complete streets program to enhance public safety;
  - Develop a comprehensive resurfacing, rehabilitation, and restoration approach to pavement management to ensure appropriate inclusion of Americans with Disabilities Act sidewalk, signing, pavement markings, and signalization upgrades;
  - Enhance coordination of special events promoting economic development for the City of Tampa; and
- Departmental Summaries City of Tampa
- Continue to optimize our customer service center to improve responsiveness.



| <b>Performance Measures</b>                            | <b>Actual<br/>FY2019</b> | <b>Projected<br/>FY2020</b> | <b>Estimated<br/>FY2021</b> |
|--|--------------------------|-----------------------------|-----------------------------|
| Capital Improvement Projects                           | 65                       | 65                          | 70                          |
| Special Event Maintenance of Traffic Plans             | 482                      | 583                         | 650                         |
| Traffic Studies (Speed, Crash, Signs, and Marking)     | 924                      | 980                         | 1,035                       |
| Traffic Signs Replaced                                 | 10,928                   | 10,099                      | 10,099                      |
| Traffic Signals (Preventative Maintenance Work Orders) | 541                      | 542                         | 550                         |



### Transportation Division

|                         |  |  |  |  |  |
|-------------------------|--|--|--|--|--|
| <b>Operating Budget</b> |  |  |  |  |  |
|-------------------------|--|--|--|--|--|

|                              | Actual<br>FY18      | Actual<br>FY19      | Current<br>FY20     | Projected<br>FY20   | Recommended<br>FY21 |
|------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| Taxes                        | 11,140,824          | 31,703,302          | 11,000,000          | 36,500,000          | 39,100,000          |
| Licenses & Permits           | 3,296,446           | 5,136,065           | 1,685,500           | 2,043,000           | 1,758,637           |
| Intergovernmental            | 9,654,092           | 10,206,465          | 9,641,550           | 9,041,210           | 10,890,593          |
| Charges for Services & Fines | 567,335             | 588,607             | 312,000             | 235,000             | 312,000             |
| Other                        | 12,316,208          | 4,888,272           | 18,046,785          | 6,103,038           | 47,286,372          |
| <b>Total Revenues</b>        | <b>\$36,974,904</b> | <b>\$52,522,711</b> | <b>\$40,685,835</b> | <b>\$53,922,248</b> | <b>\$99,347,602</b> |
| Personnel Services           | 11,971,526          | 12,320,667          | 13,239,266          | 12,901,233          | 15,155,268          |
| Non-Personnel                | 11,291,121          | 12,035,947          | 12,216,383          | 11,894,980          | 11,886,398          |
| Capital                      | (1,336,099)         | 2,148,725           | 1,164,899           | 188,542             | 576,915             |
| Debt Service                 | -                   | -                   | -                   | -                   | -                   |
| Other                        | 10,978,431          | 4,902,162           | 15,042,686          | 4,385,884           | 72,305,936          |
| <b>Total Expenses</b>        | <b>\$32,904,979</b> | <b>\$31,407,502</b> | <b>\$41,663,234</b> | <b>\$29,370,639</b> | <b>\$99,924,517</b> |

|                                   |  |  |  |  |  |
|-----------------------------------|--|--|--|--|--|
| <b>Capital Improvement Budget</b> |  |  |  |  |  |
|-----------------------------------|--|--|--|--|--|

|                       |                     |                     |                     |                     |                     |
|-----------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| <b>Total Revenues</b> | <b>\$19,446,420</b> | <b>\$18,909,749</b> | <b>\$23,522,659</b> | <b>\$17,654,854</b> | <b>\$18,092,781</b> |
| Personnel Services    | -                   | -                   | -                   | -                   | -                   |
| Non-Personnel         | 892,762             | 800,184             | 903,230             | 903,230             | 1,110,845           |
| Capital               | 11,437,902          | 11,899,282          | 64,860,302          | 53,012,800          | 13,157,771          |
| Debt Service          | -                   | -                   | -                   | -                   | -                   |
| Other                 | 21,412              | 216,750             | 5,863,316           | 180,082             | 3,824,165           |
| <b>Total Expenses</b> | <b>\$12,352,076</b> | <b>\$12,916,216</b> | <b>\$71,626,849</b> | <b>\$54,096,112</b> | <b>\$18,092,781</b> |

|                     |  |  |  |  |  |
|---------------------|--|--|--|--|--|
| <b>Total Budget</b> |  |  |  |  |  |
|---------------------|--|--|--|--|--|

|                       |                     |                     |                      |                     |                      |
|-----------------------|---------------------|---------------------|----------------------|---------------------|----------------------|
| <b>Total Revenues</b> | <b>\$56,421,324</b> | <b>\$71,432,459</b> | <b>\$64,208,494</b>  | <b>\$71,577,102</b> | <b>\$117,440,383</b> |
| <b>Total Expenses</b> | <b>\$45,257,055</b> | <b>\$44,323,719</b> | <b>\$113,290,083</b> | <b>\$83,466,751</b> | <b>\$118,017,298</b> |

|   |        |        |        |        |        |
|---|--------|--------|--------|--------|--------|
| Authorized Full Time<br>Equivalents (FTE) | 137.00 | 138.00 | 133.00 | 132.00 | 146.00 |
|---|--------|--------|--------|--------|--------|

**Analysis**

**Revenues:**  
 Taxes increase from Current FY2020 is primarily due to the All for Transportation surtax. Other revenue increase from Current FY2020 is due to the increase in use of fund balance from the prior year's All For Transportation surtax.

**Expenses:**  
 Personnel Services increase from Current FY2020 is due to increases in salaries, pension contributions, healthcare costs, and the addition of 14 positions from Planning and Development and the transfer of one position to Mobility and Infrastructure Administration.



# Department Name: Stormwater Division

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

**VISION AND MISSION:**

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

**GOALS AND OBJECTIVES:**

- Strive to attain the optimum level of service for stormwater management;
- Continue to implement projects that promote stormwater needs with neighborhood desires; and
- Continue to improve management and maintenance of the stormwater infrastructure.

**CURRENT OPERATIONS AND INITIATIVES:**

- Implement a capital improvement program that will provide incremental improvement to the overall stormwater system;
- Execute strategic operations leveraging the Stormwater Assessment Fee and ensuring National Pollutant Discharge Elimination System permit compliance including Green Infrastructure; and
- Continue to optimize our customer service center to improve responsiveness.

| <b>Performance Measures</b>             | <b>Actual<br/>FY2019</b> | <b>Projected<br/>FY2020</b> | <b>Estimated<br/>FY2021</b> |
|---|--------------------------|-----------------------------|-----------------------------|
| Stormwater Engineering CIP's            | 25                       | 23                          | 25                          |
| Inspect and Clean Ditches               | 20.6                     | 20                          | 20                          |
| Stormwater Pipe Inspection and Cleaning | 87.7                     | 60                          | 60                          |
| Street Sweeping (Frequency in days)     | 53.4                     | 55                          | 55                          |



### Stormwater Division

|                         |  |  |  |  |  |
|-------------------------|--|--|--|--|--|
| <b>Operating Budget</b> |  |  |  |  |  |
|-------------------------|--|--|--|--|--|

|                              | Actual<br>FY18      | Actual<br>FY19      | Current<br>FY20     | Projected<br>FY20   | Recommended<br>FY21 |
|------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| Taxes                        | -                   | -                   | -                   | -                   | -                   |
| Licenses & Permits           | 14,208,440          | 14,658,385          | 14,001,000          | 14,793,000          | 14,201,000          |
| Intergovernmental            | -                   | -                   | -                   | 2,500               | -                   |
| Charges for Services & Fines | -                   | -                   | 75,000              | 75,000              | -                   |
| Other                        | 2,347,547           | 2,629,135           | 6,007,249           | 2,958,530           | 3,713,080           |
| <b>Total Revenues</b>        | <b>\$16,555,987</b> | <b>\$17,287,519</b> | <b>\$20,083,249</b> | <b>\$17,829,030</b> | <b>\$17,914,080</b> |
| Personnel Services           | 7,062,549           | 8,012,167           | 9,283,990           | 8,877,289           | 9,731,410           |
| Non-Personnel                | 6,271,795           | 6,693,695           | 7,846,232           | 7,742,691           | 7,587,670           |
| Capital                      | 617,802             | 2,535,231           | 2,643,785           | 2,501,789           | 220,000             |
| Debt Service                 | 295,282             | 321,757             | 355,000             | 355,000             | 375,000             |
| Other                        | 200,000             | -                   | 452,094             | 87,094              | -                   |
| <b>Total Expenses</b>        | <b>\$14,447,428</b> | <b>\$17,562,850</b> | <b>\$20,581,101</b> | <b>\$19,563,863</b> | <b>\$17,914,080</b> |

|                                   |  |  |  |  |  |
|-----------------------------------|--|--|--|--|--|
| <b>Capital Improvement Budget</b> |  |  |  |  |  |
|-----------------------------------|--|--|--|--|--|

|                       |                      |                     |                      |                     |                     |
|-----------------------|----------------------|---------------------|----------------------|---------------------|---------------------|
| <b>Total Revenues</b> | <b>\$113,452,383</b> | <b>\$18,883,027</b> | <b>\$19,846,246</b>  | <b>\$20,630,769</b> | <b>\$87,784,640</b> |
| Personnel Services    | 146,692              | 540,547             | (346,686)            | (93,996)            | -                   |
| Non-Personnel         | 188,954              | 1,231,111           | 331,379              | 334,401             | 1,416,881           |
| Capital               | 22,553,904           | 25,453,822          | 107,068,756          | 83,397,691          | 50,799,995          |
| Debt Service          | 692,017              | -                   | 214,427              | 200,000             | -                   |
| Other                 | 29,915,246           | 5,637,307           | 12,145,137           | 5,797,856           | 38,634,640          |
| <b>Total Expenses</b> | <b>\$53,496,813</b>  | <b>\$32,862,787</b> | <b>\$119,413,013</b> | <b>\$89,635,952</b> | <b>\$90,851,516</b> |

|                     |  |  |  |  |  |
|---------------------|--|--|--|--|--|
| <b>Total Budget</b> |  |  |  |  |  |
|---------------------|--|--|--|--|--|

|                       |                      |                     |                      |                      |                      |
|-----------------------|----------------------|---------------------|----------------------|----------------------|----------------------|
| <b>Total Revenues</b> | <b>\$130,008,370</b> | <b>\$36,170,546</b> | <b>\$39,929,495</b>  | <b>\$38,459,799</b>  | <b>\$105,698,720</b> |
| <b>Total Expenses</b> | <b>\$67,944,241</b>  | <b>\$50,425,637</b> | <b>\$139,994,115</b> | <b>\$109,199,815</b> | <b>\$108,765,596</b> |

|   |       |       |        |        |        |
|---|-------|-------|--------|--------|--------|
| Authorized Full Time<br>Equivalents (FTE) | 94.00 | 94.00 | 102.00 | 102.00 | 102.00 |
|---|-------|-------|--------|--------|--------|

**Analysis**

**Revenues:**  
Other revenue decrease from Current FY2020 is primarily due to a decrease in the use of fund balance.

**Expenses:**  
Personnel Services increase from Current FY2020 is due to increases in salaries, pension contributions, and healthcare costs.



# Department Name: Wastewater Department

**DEPARTMENT WEBSITE:** <https://www.tampagov.net/wastewater>

**VISION AND MISSION:**

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

**GOALS AND OBJECTIVES:**

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

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

**CURRENT OPERATIONS AND INITIATIVES:**

In FY2021, the department will continue with the following initiatives in support of its primary objectives:

- Award design-build contracts for the rehabilitation of the Sulphur Springs, Bayshore, and miscellaneous pumping stations. In addition, installation of permanent electrical generators at the Ybor and Krause pumping stations;
- Award design-build contract for the department’s collection system renewal and replacement program under the Progressive Infrastructure Planning to Ensure Sustainability Program (PIPES). In addition, repair and replace deteriorated force mains and gravity sewers located throughout the collection system;
- Award design-build contract for the Howard F. Curren Advanced Wastewater Treatment Plant Master Plan to include the Sludge Dewatering Facility Rehabilitation and Standby Power System Improvements; and
- Continue large diameter wastewater pipe cleaning to restore full capacity of the collection system.

| Performance Measures                      | Actual<br>FY2019 | Projected<br>FY2020 | Estimated<br>FY2021 |
|---|------------------|---------------------|---------------------|
| Gravity Sewer Pipe Cleaned (miles)        | 625              | 465                 | 545                 |
| Gravity Sewer Pipe CCTV Inspected (miles) | 382              | 319                 | 302                 |
| Manholes Inspected                        | 7,791            | 7,764               | 7,200               |
| Grease Traps Inspected                    | 6,513            | 6,000               | 6,144               |



### Wastewater Department

|                         |  |  |  |  |  |
|-------------------------|--|--|--|--|--|
| <b>Operating Budget</b> |  |  |  |  |  |
|-------------------------|--|--|--|--|--|

|                              | Actual<br>FY18       | Actual<br>FY19       | Current<br>FY20      | Projected<br>FY20    | Recommended<br>FY21  |
|------------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
| Taxes                        | -                    | -                    | -                    | -                    | -                    |
| Licenses & Permits           | -                    | -                    | -                    | -                    | -                    |
| Intergovernmental            | 80,168               | 112,997              | 112,800              | 110,000              | 112,800              |
| Charges for Services & Fines | 113,368,513          | 118,850,743          | 122,687,134          | 121,452,900          | 130,274,789          |
| Other                        | 5,352,160            | 16,293,854           | 8,818,088            | 7,414,510            | 13,183,462           |
| <b>Total Revenues</b>        | <b>\$118,800,841</b> | <b>\$135,257,594</b> | <b>\$131,618,022</b> | <b>\$128,977,410</b> | <b>\$143,571,051</b> |
| Personnel Services           | 28,345,198           | 30,518,092           | 29,457,250           | 29,466,868           | 31,040,769           |
| Non-Personnel                | 50,692,718           | 49,834,266           | 54,132,240           | 54,543,813           | 56,055,404           |
| Capital                      | 2,561,876            | 2,887,880            | 3,017,027            | 3,017,027            | 3,557,071            |
| Debt Service                 | 12,484,705           | 2,906,111            | 2,907,454            | 2,907,454            | 7,768,578            |
| Other                        | 28,193,433           | 58,245,213           | 42,198,278           | 34,908,296           | 45,149,229           |
| <b>Total Expenses</b>        | <b>\$122,277,930</b> | <b>\$144,391,561</b> | <b>\$131,712,249</b> | <b>\$124,843,458</b> | <b>\$143,571,051</b> |

|                                   |  |  |  |  |  |
|-----------------------------------|--|--|--|--|--|
| <b>Capital Improvement Budget</b> |  |  |  |  |  |
|-----------------------------------|--|--|--|--|--|

|                       |                     |                     |                     |                     |                     |
|-----------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| <b>Total Revenues</b> | <b>\$23,107,300</b> | <b>\$43,946,371</b> | <b>\$32,185,950</b> | <b>\$33,633,971</b> | <b>\$94,344,650</b> |
| Personnel Services    | -                   | -                   | -                   | -                   | -                   |
| Non-Personnel         | 1,635,347           | 1,726,370           | 2,923,350           | -                   | 2,461,610           |
| Capital               | 20,290,662          | 20,336,387          | 78,246,231          | 80,910,525          | 91,883,040          |
| Debt Service          | -                   | -                   | -                   | -                   | -                   |
| Other                 | 9,000               | -                   | 1,608,632           | -                   | -                   |
| <b>Total Expenses</b> | <b>\$21,935,009</b> | <b>\$22,062,757</b> | <b>\$82,778,213</b> | <b>\$80,910,525</b> | <b>\$94,344,650</b> |

|                     |  |  |  |  |  |
|---------------------|--|--|--|--|--|
| <b>Total Budget</b> |  |  |  |  |  |
|---------------------|--|--|--|--|--|

|                       |                      |                      |                      |                      |                      |
|-----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
| <b>Total Revenues</b> | <b>\$141,908,141</b> | <b>\$179,203,965</b> | <b>\$163,803,972</b> | <b>\$162,611,381</b> | <b>\$237,915,701</b> |
| <b>Total Expenses</b> | <b>\$144,212,940</b> | <b>\$166,454,318</b> | <b>\$214,490,462</b> | <b>\$205,753,983</b> | <b>\$237,915,701</b> |

|                      |        |        |        |        |        |
|----------------------|--------|--------|--------|--------|--------|
| Authorized Full Time |        |        |        |        |        |
| Equivalents (FTE)    | 314.00 | 313.00 | 312.00 | 312.00 | 312.00 |

**Analysis**

**Revenues:**  
Charges for Services and Fines increase from FY2020 is primarily due to an increase in sewer disposal rates and monthly base charges for service.

**Expenses:**  
Personnel Services increase from Current FY2020 is due to increases in salaries, pension contributions, and healthcare costs. Debt Service increase is due to the issuance of Water and Wastewater Systems Bonds.





# Department Name: Water Department

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

**VISION AND MISSION:**

The Water Department will inspire trust by providing premier water service. We will deliver high-quality water and provide exceptional customer experiences in a safe, reliable, efficient, and sustainable manner, with our skilled, diverse, and committed workforce.

**GOALS AND OBJECTIVES:**

- Focus on customer and stakeholder satisfaction and trust;
- Improve infrastructure stability;
- Improve operational resiliency;
- Engage employees;
- Optimize processes; and
- Produce water of high quality exceeding all federal and state requirements.

**CURRENT OPERATIONS AND INITIATIVES:**

- Ensure that Tampa’s water supply can meet demands during normal and emergency conditions;
- Increase renewal and replacement of aging and end-of-life pipes, valves, and treatment facilities;
- Continue to improve customer service by upgrading the Utility Management System, adding a robust online customer portal; implementing advanced metering infrastructure, and enhancing our social media presence;
- Develop section level performance measures that support departmental key performance measures and continuous process optimization; and
- Continued participation in the Partnership for Safe Water, a commitment to our customers to deliver water of such high quality that goes well beyond just meeting regulatory requirements.

| Performance Measures                                   | Actual<br>FY2019 | Projected<br>FY2020 | Estimated<br>FY2021 |
|--|------------------|---------------------|---------------------|
| Non-Revenue Producing Water                            | 12.7%            | 12.6%               | 12.8%               |
| Reclaimed Water Demand (Million Gallons per Day – MGD) | 3.6              | 3.8                 | 4.0                 |
| Call Center – Average Call Wait Time (Minutes:Seconds) | 2:48             | 1:30                | 1:30                |
| Call Center – Calls Abandoned                          | 11.4%            | 8%                  | 8%                  |
| Meter Reading Accuracy                                 | 99.8%            | 99.8%               | 99.8%               |
| Hydrants Inspected                                     | 100%             | 100%                | 100%                |



### Water Department

| <b>Operating Budget</b>      |                      |                      |                      |                      |                      |
|------------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
|                              | Actual<br>FY18       | Actual<br>FY19       | Current<br>FY20      | Projected<br>FY20    | Recommended<br>FY21  |
| Taxes                        | -                    | -                    | -                    | -                    | -                    |
| Licenses & Permits           | -                    | -                    | -                    | -                    | -                    |
| Intergovernmental            | -                    | -                    | -                    | -                    | -                    |
| Charges for Services & Fines | 118,823,031          | 120,185,893          | 133,071,016          | 130,824,150          | 139,478,635          |
| Other                        | 21,652,531           | 25,565,730           | 29,506,368           | 21,601,067           | 30,176,455           |
| <b>Total Revenues</b>        | <b>\$140,475,562</b> | <b>\$145,751,623</b> | <b>\$162,577,384</b> | <b>\$152,425,217</b> | <b>\$169,655,090</b> |
| Personnel Services           | 24,473,491           | 27,744,483           | 29,367,409           | 27,915,704           | 31,918,245           |
| Non-Personnel                | 52,802,683           | 50,051,956           | 64,302,639           | 57,710,672           | 66,250,495           |
| Capital                      | 1,049,547            | 1,166,320            | 2,853,603            | 2,735,000            | 1,280,000            |
| Debt Service                 | 15,522,821           | 16,671,635           | 17,421,752           | 17,451,252           | 21,877,349           |
| Other                        | 45,577,632           | 91,653,108           | 48,756,856           | 46,029,008           | 48,329,001           |
| <b>Total Expenses</b>        | <b>\$139,426,175</b> | <b>\$187,287,503</b> | <b>\$162,702,259</b> | <b>\$151,841,636</b> | <b>\$169,655,090</b> |

| <b>Capital Improvement Budget</b> |                     |                     |                      |                      |                     |
|-----------------------------------|---------------------|---------------------|----------------------|----------------------|---------------------|
| <b>Total Revenues</b>             | <b>\$30,618,338</b> | <b>\$80,792,146</b> | <b>\$56,655,963</b>  | <b>\$40,928,777</b>  | <b>\$69,579,497</b> |
| Personnel Services                | 1,244,840           | 767,753             | 315,071              | -                    | -                   |
| Non-Personnel                     | 3,092,142           | 2,021,619           | 5,121,941            | -                    | 2,858,549           |
| Capital                           | 24,555,560          | 33,212,651          | 131,187,889          | 144,060,971          | 63,438,358          |
| Debt Service                      | -                   | -                   | -                    | -                    | -                   |
| Other                             | 10,000              | 2,666,230           | 28,357,485           | 10,000               | 3,282,590           |
| <b>Total Expenses</b>             | <b>\$28,902,542</b> | <b>\$38,668,253</b> | <b>\$164,982,386</b> | <b>\$144,070,971</b> | <b>\$69,579,497</b> |

| <b>Total Budget</b>   |                      |                      |                      |                      |                      |
|-----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
| <b>Total Revenues</b> | <b>\$171,093,900</b> | <b>\$226,543,769</b> | <b>\$219,233,347</b> | <b>\$193,353,994</b> | <b>\$239,234,587</b> |
| <b>Total Expenses</b> | <b>\$168,328,716</b> | <b>\$225,955,755</b> | <b>\$327,684,645</b> | <b>\$295,912,607</b> | <b>\$239,234,587</b> |

|   |        |        |        |        |        |
|---|--------|--------|--------|--------|--------|
| Authorized Full Time<br>Equivalents (FTE) | 302.00 | 309.50 | 319.50 | 347.50 | 347.50 |
|---|--------|--------|--------|--------|--------|

**Analysis**

|                  |  |
|------------------|--|
| <b>Revenues:</b> | Charges for Services and Fines increase from FY2020 is primarily due to an increase in water consumption rates and monthly base charges for service.   |
| <b>Expenses:</b> | Personnel Services increase from Current FY2020 is due to increases in pension contributions, healthcare costs, and the addition of twenty-eight FTEs. Debt Service increase is due to the issuance of Water and Wastewater Systems Bonds. |



# Financial Policies

**LIFT UP**  
**LOCAL**

---



# Financial Policies

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

1. Balanced Budget
2. Fund Balance
3. Spending Order of Fund Balances
4. Reserve Policy – Governmental Funds
5. Reserve Policy – Enterprise Funds
6. Reserve Policy – Internal Service Funds
7. Budget Stabilization Reserve
8. Fees and Charges
9. Non-Recurring Revenues
10. Revenue Forecast
11. Payment in Lieu of Taxes/Payment in Lieu of Franchise Fees (PILOT/PILOF)
12. Cost Allocation
13. Revenue Diversification
14. Capital Improvement Program (Five-Year Strategic Plan)
15. Debt
16. Basis of Accounting and Basis of Budgeting
17. Administratively Re-Appropriating Prior Year Budgets
18. Grants
19. Budget Amendment
20. Investments
21. Inter-Fund Transfers

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

- A concise and transparent guide for making informed decisions related to City financial matters;
- Comprehensive focus on the overall financial condition of the City rather than a narrow focus on single issues;
- Formal communication of a commitment to sound financial management and fiscal integrity with a distinct commitment to strengthening credibility and confidence of citizens, investors, rating agencies, and other interested parties; and
- Commitment to long-term fiscal sustainability (a balanced budget where revenues equal expenditures).

## Balanced Budget

A balanced budget provides the framework for obtaining fiscal sustainability and is achieved when total anticipated operating revenues equal total planned operating expenditures for each fund. Additionally, the City’s five-year Capital Improvement Program (CIP) is balanced in each year. This approach ensures that the City has sufficient financial resources to implement the CIP.



In accordance with Florida Statute 166.241, the City must adopt a balanced budget each fiscal year. The budget must be adopted by ordinance or resolution unless otherwise specified in the respective municipality's charter.

Pursuant to the Tampa City Charter, City Council adopts the budget annually by ordinance. The amount available from taxation and other sources, including balances brought forward from prior fiscal years, must equal the total appropriations for expenditures and reserves. At a minimum, as required by law and sound financial practices, the adopted budget must show budgeted revenues and expenditures for each fund by organizational unit, which are at least at the level of detail required for the annual financial report under Florida Statute 218.32(1). The adopted budget must regulate expenditures of the municipality and an officer of a municipal government may not expend or contract expenditures in any fiscal year except pursuant to the adopted budget.

## Fund Balance – Governmental Funds

The City seeks to maintain a fund balance that is sufficient to fund all cash flow requirements, reserves for unanticipated one-time expenditures, revenue shortfalls, and emergency needs. Maintaining an adequate fund balance is essential to the financial health of the City and ensures the City's ability to serve its citizens and maintain high credit ratings.

The purpose of this policy is to specify the size and composition of the City's desired fund balance and to identify certain requirements for classifying fund balance in accordance with Governmental Accounting Standards Board (GASB) Statement No. 54, Fund Balance Reporting and Governmental Fund Type Definitions. The following individual components shall constitute the fund balance for all of the City's governmental funds:

- a. **Non-spendable** - Amounts that cannot be spent because they are:
- i. Not in spendable form; and/or
  - ii. Legally or contractually required to be maintained intact.

“Not in spendable form” includes items that are not expected to be converted to cash (such as inventories' prepaid amounts, long-term loans, notes receivable, and property acquired for resale).

- b. **Restricted** - Fund balance that can only be spent for specific purposes stipulated by:
- i. External resource providers such as creditors (by debt covenants), grantors, contributors, or laws or regulations of other governments; or
  - ii. Imposed by law through constitutional provisions or enabling legislation.

Examples include funds restricted by federal, state, and local legislation, bond covenants, grants earned but not spent, and taxes dedicated to a specific purpose.

- c. **Committed** - Amounts that can only be used for the specific purposes determined by a formal action of either City Council and/or the Mayor. Examples include bond proceeds, non-ad valorem assessments, and revenues being accumulated to fund large capital projects.

- d. **Assigned** - Includes spendable fund balance amounts established by the Mayor that are intended to be used for specific purposes that are neither considered restricted nor committed. The Mayor delegates the



authority to assign fund balance to the Chief Financial Officer.

e. **Unassigned** - Represents fund balance that has not been assigned to other funds and has not been restricted, committed, or assigned to specific purposes within the General Fund. Unassigned fund balance may also include negative balances for any governmental fund if expenditures exceed amounts restricted, committed, or assigned for those specific purposes.

## Spending Order of Fund Balances

Fund balances may only be spent for authorized purposes. The City will expend fund balances in the following order:

1. Restricted Fund Balance (unless prohibited by legal documents/contracts such as grant agreements requiring dollar-for-dollar spending)
2. Committed Fund Balance
3. Assigned Fund Balance
4. Unassigned Fund Balance

## Reserve Policy - Governmental Funds

The reserve policies within this section apply to the City's governmental funds which include the General Fund, Utilities Services Tax Fund, Special Revenue Funds, Debt Service Funds, and Capital Construction Funds.

- a. **General Fund and Utilities Services Tax Fund Reserves** - The City has established a policy to maintain a minimum reserve balance that equals 20% of the combined operating expenditures for the General Fund and Utilities Services Tax Fund. The reserves may only be released by the Mayor.
- b. **Special Revenues Funds Reserves** (Local Option Gas Tax Fund, Stormwater Operating Fund, and Construction Services Fund Reserves) - The City shall attempt to maintain a 60 day operating reserve for each of these funds. Only personnel and operating expenditures are considered when calculating these operating reserves. These operating reserves may be released at the direction of the City's Chief Financial Officer for authorized purposes.
- c. **Debt Service Funds Reserves** - Debt service funds reserves shall include deposits as required by the bond covenants for each outstanding bond issue. The City shall make every effort to only transfer specific amounts, at specific times, as required under the bond covenants for each bond issue.
- d. **Capital Construction Funds Reserves** - Capital construction funds do not require reserves. The annual transfer from the respective special revenue or other fund, plus interest earnings, should be sufficient to fund budgeted capital improvement projects.



## Reserve Policy - Enterprise Funds

- a. **Operating Reserves** - The Water, Wastewater, and Solid Waste departments will each maintain an operating reserve equal to an average 90 days of actual operating expenses of the prior fiscal year. These operating reserves may be released at the direction of the City's Chief Financial Officer for authorized purposes within each respective department.
- b. **Infrastructure Reserves** - The Water, Wastewater, and Solid Waste departments will each attempt to maintain an infrastructure reserve equal to 1% of total infrastructure assets as identified in the City's latest Comprehensive Annual Financial Report. Each department director may request the release of all or a portion of the infrastructure reserves to fund capital improvement programs if there are insufficient current year revenues and/or budgeted reserves. The infrastructure reserves may be released at the direction of the City's Chief Financial Officer for authorized purposes within each respective department.
- c. **McKay Bay Refuse-To-Energy Facility Reserve** - The Solid Waste Department shall maintain a minimum \$5.0 million reserve for the repair and renovation of the McKay Bay Refuse-To-Energy Facility. This facility reserve may be released at the direction of the City's Chief Financial Officer for authorized purposes within the department.
- d. The Parking System does not have a reserve requirement since operations may be subsidized by the General Fund. The Parking System shall attempt to maintain a 60 day operating reserve when net revenues become sufficient to fully support operations, maintenance, capital, and related debt service expenses.
- e. The Golf Course System does not have a reserve requirement since operations may be subsidized by the General Fund. The Golf Course System shall attempt to maintain a 60 day operating reserve when net revenues become sufficient to fully support operations, maintenance, capital, and related debt service expenses.

## Reserve Policy - Internal Service Funds

The City's internal service funds (Fleet, Self-Insurance, and Consumer Services) shall maintain minimal reserves for the purpose of supporting services provided to City departments. Excess reserve balances may be returned to contributing departments at the end of each fiscal year.

## Budget Stabilization Reserve

To the extent that unassigned fund balance in the General Fund exceeds 20% of operating expenditures, excess amounts may be designated as a Budget Stabilization Reserve to support subsequent fiscal year budget shortfalls. The Budget Stabilization Reserve is intended to allow for a measured drawdown of reserves with the expectation that revenues will return to sustainable levels in future budgets.

The City may designate any portion of fund balance in the General Fund as either assigned fund balance or committed fund balance with the intent to balance the subsequent year's budget.



- a. Amounts designated to balance the next fiscal year will be designated as assigned fund balance. The amounts designated as assigned fund balance cannot exceed the budgeted excess of expenditures over revenues in the immediately subsequent year's budget.
- b. Amounts designated to balance subsequent years' budgets (beyond the next fiscal year) will be designated as committed fund balance. The establishment and/or use of the Budget Stabilization Reserve will be recommended by the Mayor and approved by City Council as part of the annual budget process. Additionally, any Budget Stabilization Reserve that is deemed unnecessary to balance subsequent budgets may be re-designated as unassigned fund balance through the annual budget process. The Budget Stabilization Reserve may not be used during the course of the current fiscal year to cover revenue shortfalls or unexpected expenditures unless authorized by the Mayor.

## Fees and Charges

The City will determine appropriate fees and charges for all services, operations, and maintenance of City facilities, and infrastructure. Fees and charges will be reviewed and updated to ensure that they keep pace with inflation and adjust for changes in state and/or local tax rates, methods, or levels of service. Fees and charges should not exceed the overall cost of providing the service, operations and maintenance expenses, and/or infrastructure costs for which the fee is imposed. Direct and indirect costs may be used in calculating fees.

## Non-Recurring Revenues

To the extent feasible, non-recurring revenues will be applied toward non-recurring expenditures. By definition, non-recurring revenues cannot be relied on in future budget periods, and by avoiding the use of these revenues, the City minimizes the possible disruptive effects on services due to the non-recurrence of these revenue sources. Examples of non-recurring revenues include: sale of government assets, savings generated from a bond refunding, revenues from economic development, and grants. These revenues may be available for more than one year (e.g., a three-year grant) but are expected to be non-recurring. Examples of expenditures for which one-time revenues may be applied include start-up costs for stabilization, early debt retirement, and capital costs.

## Revenue Forecast

The City budgets ad valorem taxes at 95% of estimated collection and all other major revenues at 98% of anticipated collection. Grant revenues and transfers are budgeted at 100% of the anticipated collection amount. The City employs a conservative approach in forecasting revenues for determining economic impact. Revenue forecasts are based on historical performance and available economic data.

## Payment in Lieu of Taxes/Payment in Lieu of Franchise Fees (PILOT/PILOF)

Annually, the City charges the Water, Wastewater, and Solid Waste departments, and the Parking Division (collectively, the enterprise departments) for payment in lieu of taxes (PILOT) and payment in lieu of franchise





fees (PILOF). These payments are collected and deposited in the General Fund. PILOT and PILOF charges are intended to replace General Fund revenues the City would receive if the enterprise departments were private sector operations. If the enterprise departments were private companies, they would pay property taxes and franchise fees.

- a. Payment in Lieu of Taxes - PILOT is calculated annually based on the prior year value of real property assets for each enterprise department times the City's current year millage rate.
- b. Payment in Lieu of Franchise Fees - PILOF is calculated annually based on annual revenues collected for each enterprise department times the currently authorized franchise fee percentage.

## Cost Allocation

The City's cost allocation plan is used to distribute the indirect costs incurred by its departments for various services or cost categories in reasonable proportion with the benefits provided for these services or cost categories. This cost allocation plan is revised annually to ensure accuracy for determining indirect costs, maintaining compliance for grant programs with the U.S. Office of Management and Budget (OMB) Uniform Administrative Requirements for Cost Principles, and audit requirements for Federal awards. The Revenue and Finance Department shall maintain a complete file regarding the cost allocation plan and supporting documentation.

## Revenue Diversification

The City strives to diversify its revenue sources in order to maintain adequate levels of service during periods of economic decline through a variety of actions including:

- a. Identifying new or expanded revenue sources to assist in achieving a balanced budget after considering all possible cost reduction alternatives;
- b. Evaluating revenue-generating opportunities that will support sustainable community growth;
- c. Analyzing cost recovery revenue sources on an annual basis to ensure that revenue collections recoup the cost of providing the associated City services;
- d. Actively opposing state and/or federal legislation which increase operating costs without providing a new revenue source or increasing an existing revenue source to offset the increased operating costs;
- e. Lobbying to protect current revenues received from state and federal sources;
- f. Following an aggressive policy of enforcement of revenue regulations and collection of revenues;
- g. Leveraging grant funding opportunities; and
- h. Maintaining a stable user base.



# Capital Improvement Program (Five-Year Strategic Plan)

The City of Tampa develops a five-year capital improvement program (CIP) annually in support of the City's mission and strategic plan. The CIP is a plan that forecasts and aligns projected revenues with capital project priorities and planned capital improvement expenses for maintaining, enhancing, and expanding City infrastructure needs over a five-year period. The CIP is updated and submitted to City Council for adoption annually ensuring that new and/or changing priorities are addressed. Projects are subject to change based on level of service standards and needs, special funding opportunities, emergency requirements, or other directives or priorities established by the Mayor and City Council. Because priorities may change, planned projects included in years two through five of the program are subject to annual appropriation.

The CIP is designed to promote long-range financial planning and provide for capital projects to be carried out in accordance with predetermined priorities of need and affordability. Specifically, the CIP:

- Identifies the need for public facilities in support of the City's adopted level of service (LOS) standards and measurable objectives;
- Estimates the costs of improvements (for which the City has fiscal responsibility);
- Analyzes the fiscal ability of the City to fund and construct improvements;
- Adopts financial policies to guide funding of improvements; and
- Schedules funding and construction of improvements to ensure that they are provided, when required.

The CIP includes estimated costs and the funding sources for each project. The CIP must be adopted concurrently with the City's annual budget prior to the commencement of the fiscal year (October 1). Program managers are responsible for developing methods of assessing assets and determining costs and prioritization for new, repair/upgrades, or replacement projects in order to secure funding.

The benefits of the capital improvement program are as follows:

- Facilitates coordination between capital needs and the operating budgets;
- Identifies the most economical funding vehicle;
- Increases opportunities for obtaining federal and state aid;
- Relates public facilities to other public and private development, and redevelopment policies and plans;
- Focuses attention on community objectives and fiscal capacity;
- Provides full transparency;
- Coordinates the activities of neighboring and overlapping units of local government to reduce duplication;
- Encourages careful project planning and design to avoid costly mistakes; and
- Supports the community in achieving its desired goals.

The five-year CIP must be financially feasible and provide both the project's funding source(s) and capital costs. The CIP also identifies anticipated post-construction operational costs of each project by fund.

Capital improvements are provided to correct existing deficiencies, repair and replace deteriorating or obsolete facilities, and to accommodate new growth in an efficient, cost effective, and timely manner upon plan adoption. These capital improvements generally have an estimated cost greater than \$100,000, have a useful life of greater



than three (3) years, and fulfill one of four purposes:

- Protect the public health and safety by preventing a critical breakdown in the City's public facilities and services;
- Maintain, upgrade, repair, or replace existing public facilities;
- Eliminate existing deficiencies; and
- Expand existing public facilities or construct new facilities concurrent with new growth.

City Council adopts the 5-year CIP (capital budget) on an annual basis. However, sources of funding are only appropriated for year one (1) of the CIP. Years two (2) through five (5) of the CIP are only programmed and will receive annual appropriations during the adoption of subsequent annual capital budgets by City Council. The CIP, showing estimated annualized costs of capital projects, is updated on an annual basis.

All amendments made during the current fiscal year must be approved by City Council. A capital project cannot be added or deleted without approval of City Council; neither can funds be added or deleted which change the outcome of the project without City Council approval. However, funding the Community Investment Tax (CIT) program may be amended administratively within previously authorized program categories.

All capital project costs will include the corresponding operating budgetary impact at the time the project is presented for City Council approval.

## Debt

As a commitment to long-term financial planning, the City has developed a debt policy which meets the following objectives:

- Facilitates the execution of strategic goals;
- Maintains the City's fiscal strength;
- Ensures that public funds are protected; and
- Maximizes the City's ability to provide quality services.

The City recognizes that revenue sources are limited; therefore, careful attention must be focused on balancing future flexibility with the need to consume scarce resources. This policy validates the City's commitment to adhere to best financial management practices to guarantee that appropriations for capital purposes are equitable to each generation of taxpayers and other beneficiaries. The policy sets forth comprehensive guidelines to ensure that the City maintains a sound financial position.

a. **Scope and Authority** - The policy shall apply to all debt issued by the City and the Community Redevelopment Areas, and shall govern the issuance process, including the selection and management of related financial services and products and investment of debt proceeds.

The Chief Financial Officer or designee is the designated administrator of the policy. As administrator, the Chief Financial Officer shall provide for the issuance of debt at the lowest possible cost and risk, determine available debt capacity, comply with all Internal Revenue Service (IRS), Securities and Exchange Commission (SEC), and Municipal Securities Rulemaking Board (MSRB) rules and regulations, submit to the Mayor and City Council all recommendations to issue debt, and apply and promote prudent fiscal



practices. Each debt financing shall be approved by the Mayor and City Council.

b. **Objectives** - The following goals shall define the objectives for the issuance of debt of the City which are subject to the scope of this policy.

i. Balance multiple financial management objectives, including:

- Innovation - Analyze all available financing options and select the financing vehicles that address the City's objectives at the lowest possible cost;
- Flexibility - Preservation of the greatest level of long-term flexibility to address any future financial needs;
- Responsibility - Fair, reasonable and equitable to each generation of taxpayers, rate payers, users, and other beneficiaries when distributing the debt burden;
- Credit Strength - Act as a good corporate citizen to maintain or enhance the City's credit worthiness and reputation and to ensure the trust of investors and all stakeholders; and
- Compliance and Continuing Disclosure - Comply with all debt management reporting requirements, agreements, laws, contracts, covenants, policies, and obligations.

ii. Define and categorize the City's current debt programs as governmental or proprietary within the self-supporting and non-self-supporting categories.

iii. Enhance the City's ability to access the credit markets and improve or maintain the credit ratings for each of its programs.

iv. Evaluate each of the following in anticipation of new borrowing initiatives:

- Amount of funding currently available in addition to contemplated debt issuance;
- Outstanding debt that utilizes the same revenue stream as a source of repayment;
- Appropriate final maturity;
- Use of short-term or long-term credit vehicles; and
- Use of fixed rate or variable rate pricing options.

v. Identify appropriate debt constraints or limits in an effort to ensure adequate flexibility for future generations of elected officials.

vi. Comply with all continuing disclosure requirements.

c. **Debt Administration** - In recognition of its fiduciary responsibility to City taxpayers, ratepayers, and other stakeholders, the City will institute and comply with the following financial best practices:

i. Act with regard to self-supporting proprietary operations, when necessary, to increase rates to ensure each operation maintains rate coverage (revenue to debt service ratios) as required by City policy and/or related debt covenants;

ii. Limit the level of annual debt service as a percentage of available annual revenues to ensure a reasonable ability to address recurring operations and maintenance and/or capital requirements on a pay-as-you-go basis for all self-supporting governmental operations;



- iii. The City is not subject to any legal debt limit restrictions but shall monitor the amount of annual debt to ensure adequate debt level capacities;
- iv. Establish the annual subsidy required and compare it to the actual subsidy needed for all non-self-supporting proprietary operations;
- v. Account for the issuance of debt using generally accepted accounting principles as established by the Governmental Accounting Standards Board;
- vi. Maintain complete information on the outstanding debt portfolio, including: issue name, initial par amount, dated date and sale date, purpose, security type, issue type, sale type, true interest cost, arbitrage yield, average life, underwriter(s), underwriter's discount, principal amounts by maturity, coupon rate, coupon type, original yield, interest payment frequency by maturity, principal payment by maturity, call provisions, sinking provisions, and ratings and credit enhancement, if any;
- vii. Implement processes and assign all roles and responsibilities necessary to ensure timely compliance with all continuing disclosure requirements, up to and including posting of said items on the Electronic Municipal Market Access website; and
- viii. Revenue bonds shall be payable from pledged revenues actually budgeted, appropriated, and deposited into the funds and accounts created and established pursuant to, and in the manner provided in, the bond resolution. Covenants on the part of the City to budget and appropriate sufficient pledged revenues shall be cumulative, and shall continue until such revenues accrued are sufficient to make all required payments as, and when due. Such pledges shall not constitute a lien, neither legal or equitable, on any of the City's covenant revenues or other revenues, nor shall it preclude the City from issuing additional bonds payable from the same pledged revenue stream, so long as sufficient coverage exists after the additional issue is taken into account.

d. **Maintaining/Improving Credit Ratings** - The City shall strive to maintain and improve the overall credit standing of its general credit and each of its specific debt programs. When addressing efforts to improve ratings, the City will seek to balance financial flexibility (and related ability to meet the challenges facing the community) with potential limitations or restrictions.

e. **Types of Debt** - Prior to issuing debt, the City analyzes which type of debt is most appropriate and the term based on costs and potential covenants.

- i. **General Obligation Debt** — Direct debt supported by property tax revenues and utilized as authorized by voters. The City shall not issue general obligation debt without a successful vote by referendum.
- ii. **Revenue-Backed Debt** — Debt supported by dedicated revenue sources including proprietary service revenues, fees, and user charges as well as non-ad valorem tax revenues, utilities services taxes, sales taxes, state revenue sources, and excise taxes. Revenue-backed debt may be issued in the form of bonds, notes, or short-term debt for both general governmental uses and enterprise uses.
- iii. **Non-Ad Valorem Debt** – The City may covenant to appropriate in its annual budget non-ad valorem revenues sufficient to service the debt in the manner and to the extent, and subject to certain conditions, as provided by the bond resolution. Such bonds are not secured by a specific lien or pledge of specific



non-ad valorem revenues. Such covenant is subject to the requirement that the City pay for all essential governmental services.

iv. Capital Leases — Capital leases are often used to obtain long-term assets in lieu of purchasing the assets outright. Capital leases are initially reported as long-term liabilities on the balance sheet and exhibit one or more of the following qualities:

- Transfer of ownership at lease termination;
- Bargain purchase option (to lessee) at lease termination;
- Lease term equal to more than 75% of the asset's useful life; and
- The present value of the minimum lease payments is equal to more than 90% of the fair market value of the asset.

Over the lifetime of a lease, the total cost to the City may be higher than the outright purchase cost of the asset. However, in exceptional circumstances, leases may be suitable for financing capital expenditures including acquisition of land and equipment and construction of facilities. Capital lease financing shall be utilized on a case-by-case basis and must be approved by the Chief Financial Officer prior to entering into any such agreement.

v. State Revolving Funds and Pools — The Federal Government provides states with funding to create low-interest loan programs to fund water, sewer, and flood control infrastructure projects. When in its best interest, the City may apply to Florida's State Revolving Fund programs for low -interest loans to fund qualified projects. In addition, various governmental agencies may provide low-cost funding through pooled loan programs.

f. Conduit Debt — Pursuant to City conduit debt policies and guidelines, the City may serve as a conduit issuer for certain non-profit organizations (the "borrower"). All conduit is secured by revenues pledged by the borrower and shall contain a non-recourse provision in favor of the City. Approved borrowers shall pay all fees and comply with all terms and conditions as outlined in the separately published application and policy and procedures for conduit debt. The City may, at its own discretion, decline any request to serve as conduit issuer.

g. Investment of Bond Proceeds — All bond proceeds shall be invested as part of the City's consolidated cash pool unless otherwise specified by the loan agreement, bond legislation, or bond indenture, and approved by the Chief Financial Officer. Investments will be consistent with City and state laws, the City's investment policy, and IRS arbitrage rules.

#### h. Purposes of Financing

i. New Money Financing — New money issues provide financing for new capital improvement expenditures. These funds are utilized for the acquisition, construction, and improvement of capital assets, and shall not be utilized to fund operational activities.

ii. Refunding Bonds — Refunding bonds are issued to retire all or a portion of an outstanding bond issue. Refunding bonds may be issued to achieve cash flow savings, restructure the repayment schedule, change the type of debt instrument or security, or remove undesirable covenants.



The City may refinance debt to achieve interest cost savings in a declining interest rate market. A refunding transaction for the sole purpose of achieving interest cost savings shall require a present value savings of at least three percent (3%) of the refunded debt.

i. **Criteria for Evaluating Debt Options** - The City has established specific target benchmarks for potential exercise of debt options. Within the framework established by the goals, objectives, and established target benchmarks, the Mayor is authorized to act on behalf of the City, in a manner intended to lower the effective cost of debt to the citizens of Tampa. The following criterion have been established for evaluating debt options:

- i. Maximum aggregate principal amount;
- ii. Maximum underwriting discount;
- iii. Minimum present value debt service savings;
- iv. Maximum True Interest Cost; and
- v. Maximum final maturity.

j. **Debt Issuance**

i. Method of Sale - City debt issuances shall be offered for sale to investors by one of the following two methods. The method chosen shall be determined on a case-by-case basis:

- **Competitive Bid** - When advantageous for the City, the issuance and sale of debt shall be achieved by competitive bid. Debt issued by competitive bid will be sold to the bidder proposing the lowest true interest cost to the City; or
- **Negotiated Sale** - To minimize the costs and risks associated with the issuance of debt, the Chief Financial Officer may elect to sell the debt on a negotiated basis.

ii. The negotiation of terms and conditions shall include prices, interest rates, underwriting or remarketing fees, and commissions.

iii. The City, with the assistance of a financial advisor, shall evaluate the terms offered and oversee the bond allocation process.

iv. The Chief Financial Officer shall require post-sale analysis and reporting for each bond sale provided by the independent financial advisor.

k. **Professional Services** - The City shall obtain professional services as required to execute financing transactions. Professional services may include financial advisors, bond counsel, disclosure counsel, trustees, and others.

i. **Financial Advisors** - The City shall select a financial advisor(s) to assist in the issuance and administration of debt. The financial advisor(s) will provide the City with objective advice and analysis, maintain confidentiality of financial plans, and be free from any conflict of interest. Scope of service



may include:

- Comprehensive financial analysis and recommendations of specific covenants, financing structure, indentures, and terms;
- Preparation/review of preliminary and final official statements;
- Review of contracts as necessary, including bond purchase contracts, liquidity facility agreements, remarketing agreements, and investment and trust agreements;
- Review of resolutions concerning the authorization and award of financing;
- Preparation and review of advertisements of sales in published and electronic media;
- Assist the City with the development and presentation of information to rating agencies, investors, and other municipal market participants;
- Attendance at meetings related to financial issues affecting financing;
- Assist the City when determining whether a particular financing package should be sold competitively or negotiated, and attend related bid openings or provide advice during sale process;
- Assist the City with the preparation and evaluation of Requests for Proposal for financial services related to underwriting or trustee services;
- Provide the City a post-sale analysis including an issue summary and final report;
- Provide advice regarding the administration of the City's debt program and recommend modifications as requested;
- Assist the City with any other financing matters relating to issuances; and
- Provide other services as requested by the City.

ii. Bond Counsel - Publically issued and privately placed debt issued by the City shall include a written opinion by legal counsel affirming that the City is authorized to issue the proposed debt has met all federal, state, and local legal requirements as well as a determination of the proposed debt's federal income tax status. The firm selected will be expected to provide a full range of required legal services, including:

- Rendering the bond counsel opinion regarding the validity and binding effect of the bonds, the source of payment and security for the bonds, and the excludability of interest on the bonds from gross income for federal income tax purposes;
- Preparing and reviewing the documents required for the authorization, issuance, sale, and delivery of the bonds, and coordinating the authorization and execution of those documents, including resolutions;
- Reviewing all legal issues relating to the structure of the bonds;
- Preparing and reviewing of those sections of the offering documents to be disseminated in connection with the sale of the bonds, financing documents, bond counsel opinion, tax exemption, and the continuing disclosure undertaking of the City;
- Participating in meetings as requested relating to legal issues affecting issuance of bonds;
- Reviewing or preparing contracts, including bond purchase contracts, liquidity facility agreements, remarketing agreements, and investment and trust agreements;
- Preparing bound official transcripts of the financing proceedings including all documentation relating to the authorization, offering, sale, and delivery of the issue; and
- Assisting the City with other legal matters relating to issuance of the bonds that may be identified during a transaction, including investment of proceeds and reserves and compliance with federal arbitrage regulations.





iii. Disclosure Counsel - Post-closing activities, such as responding to IRS examinations or preparing continuing disclosure documents, are often performed by disclosure counsel. The City will engage these services as needed which typically include:

- Drafting official statements;
- Conducting due diligence investigation;
- Preparing the continuing disclosure certificate and any related on-going requirements; and
- Providing a 10b-5 opinion.

iv. Verification Agent - The verification agent confirms that sufficient proceeds are escrowed to ensure timely repayment of principal and interest on refunded bonds. The City shall procure the services of a verification agent in conjunction with the cash defeasance or sale of refunding bonds. Selection criteria shall include: demonstrated ability to provide accurate verification of escrow funding, accuracy, timely reports, and the competitiveness of fees.

v. Underwriters - The City shall select underwriters based on the firm's demonstrated ability to serve on financial transactions with similar complexity, structure a debt issue efficiently and put capital at risk, as well as experience, reputation, competitiveness of fees, and debt to institutional and retail investors. Respondents shall include in their proposals a complete and detailed list of all proposed. The underwriting expense component must be finalized and approved by the City no later than forty-eight (48) hours prior to the day of pricing. The City and its financial advisor shall monitor the services of the underwriters.

vi. Escrow Agent - The escrow agent holds securities and/or funds that are to be delivered upon compliance with the conditions contained in the escrow agreement. The City shall secure the services of an escrow agent when deemed necessary.

vii. Arbitrage Rebate Calculation Firm - The arbitrage rebate calculation firm provides arbitrage rebate compliance services in accordance with the Internal Revenue Code of 1986 as amended (Code). The City shall procure the services of an arbitrage rebate calculation firm when deemed necessary. The scope will include determining if requirements of the spending exception applicable to a debt issue has been met, preparing initial rebate calculations if required, preparing any computations required by the Code, and consulting with the City as requested concerning arbitrage regulations and related issues. Selection criteria shall include the firm's qualifications and experience, staff qualifications, demonstrated ability to provide timely reports, and cost of services.

1. Credit Enhancement - The City shall always endeavor to maintain or improve its credit ratings. The City shall strive to maintain a minimum of investment grade ratings from Standard & Poor's, Fitch Rating Inc., and Moody's Investors Service for bonds, and the City's issuer credit rating.

i. Bond Insurance - Bond insurance provides improved credit quality for the bonds as a result of the insurance provider's guarantee of the payment of principal, and interest on the bonds. Because of the decreased risk, investors are willing to purchase bonds with lower yields than uninsured bonds, thus providing the issuer with interest cost savings. Bond insurance shall be utilized when it provides an economic advantage to a particular bond maturity or entire issue. An analysis comparing the present value of the interest savings to the cost of the insurance premium shall be performed. Insurance shall be purchased when the premium cost is less than the present value of the projected interest savings.



The financial advisor shall undertake a competitive selection process when soliciting pricing for bond insurance. In the case of a competitive bond sale, the financial advisor shall facilitate the pre-qualification of bonds by insurance providers. For a negotiated sale, the Chief Financial Officer shall have the authority to purchase bond insurance when deemed advantageous and the terms and conditions governing the guarantee are satisfactory.

ii. Letters of Credit - Letters of credit represent a bank's promise to pay principal and interest when due for a defined period of time and subject to certain conditions. In a direct pay letter of credit, the trustee may draw upon the letter of credit to make debt service payments. A stand-by letter of credit may be used to ensure the availability of funds to pay the principal and interest of an obligation. The issuance of most variable rate debt requires the use of a liquidity facility. The financial advisor shall conduct a competitive process to recommend a letter of credit provider. Only those banks with long-term ratings greater than, or equal to, those of the City, and short-term ratings of P-1/A-1 by Moody's Investors Service and Standard & Poor's, respectively, may be solicited. Selection criteria shall include the bank's acceptance of terms and conditions acceptable to the City, review of representative lists of clients, and an evaluation of fees.

m. **Secondary Market Disclosure**

These policies and procedures are designed to satisfy legal and contractual requirements with respect to outstanding publicly offered bonds for which it is an obligor. As discussed below, at a future date, in order to satisfy such legal and contractual requirements, the posting on MSRB's EMMA System or new or modified financial obligations (i.e., contracts that are debt, debt-related or debt-like), including without limitation, bank loans, lines of credit, commercial paper, swaps, interlocal capital funding agreements, tax-exempt equipment lease financings, state revolving fund loans or state infrastructure bank loans, will be required.

The Chief Financial Officer is responsible for compliance with these policies and procedures. The City shall comply with the annual and material event filing requirements of any written continuing disclosure undertakings with respect to outstanding publicly offered bonds for which it is an obligor (there are and will be no such written continuing disclosure undertakings in connection with private placements, bank loans, or SRF loans) which are promulgated pursuant to Rule 15c2-12 of the Securities and Exchange Commission, as amended, including, if applicable, the amendments which become effective upon the closing of the City's first public offering after February 27, 2019. Such amendments, when they become effective, may require City disclosures on MSRB's EMMA System of new or modified financial obligations (i.e., contracts that are debt, debt-related or debt-like), including without limitation, bank loans, lines of credit, commercial paper, swaps, interlocal capital funding agreements, tax-exempt equipment lease financings, state revolving fund loans, or state infrastructure bank loans.

The City shall identify the documents, reports, etc. which customarily contain current information about, for example, the financial and operational condition of the City and establish a process by which the issuer makes such documents, reports, etc. accurate. Depending on facts and circumstances, inaccurate statements that can trigger federal securities law liability under the antifraud provision can be contained in reports or other documents containing financial information and/or operating data disseminated to various governmental or institutional bodies, or to the public, including Comprehensive Annual Financial Reports, budgets, the Mayor's State of the City address, mid-year financial reports, reports submitted by a municipality to a state agency, reports made by a state or local official to a legislative body (such as a state



legislature or city council), and other reports made part of a public record and available to the public, even if not filed on MSRB's EMMA System.

The City shall retain a dissemination agent to assist with filings on MSRB's EMMA System. When in doubt about its obligations and/or best practices under these policies and procedures, the City should consult with its Disclosure Counsel and Financial Advisors. The City shall have Disclosure Counsel conduct periodic training of City officials.

Given the potential for liability of the City and its officials with respect to information made publicly available about the City that is reasonably expected to reach investors and the trading markets, the statements of the City and its officials who may be viewed as having knowledge regarding the financial condition and operations of the City should be carefully evaluated to assure that they are not materially false or misleading. The SEC has historically encouraged municipal issuers and their officials to take steps to reduce the risk of misleading investors. For example, in 1994, the SEC provided interpretive guidance in order to minimize the risk of misleading investors, and recommended that municipal issuers "should establish practices and procedures to identify and timely disclose, in a manner designed to inform the trading market, material information reflecting on the creditworthiness of the issuer and obligor and the terms of the security. In the City of Harrisburg, Pennsylvania, Exchange Act Release No. 69515 (May 6, 2013), the SEC recommended that municipal issuers and their officials, at a minimum, "consider adopting policies and procedures that are reasonably designed to result in accurate, timely, and complete public disclosures; identifying those persons involved in the disclosure process; evaluating other public disclosures that the municipal issuer has made, including financial information and other statements, prior to public dissemination; and assuring that responsible individuals receive adequate training about their obligations under the federal securities laws."

In the SEC staff's view, such reasonably designed policies and procedures, when consistently implemented, can help a municipal issuer regularly provide more accurate, timely, and comprehensive information to investors; better manage communications with their investors; and comply with the antifraud provisions. For that reason, the SEC staff encourages issuers to adopt policies and procedures which, among other things, designate an individual responsible for compliance with such policies and procedures; establish a periodic training schedule for issuer staff and officials responsible for developing, reviewing, and disseminating issuer disclosures; identify the documents, reports, etc. which customarily contain current information about, for example, the financial and operational condition of the issuer and establish a process by which the issuer makes such documents, reports, etc. regularly available to investors; and identify the place or places at which the issuer makes such documents, reports, etc. regularly available to the public, which may include a central repository, such as MSRB's EMMA System, or an investor-relations website.

Care must be taken with respect to any voluntary statement or disclosure of the City that is reasonably expected to reach investors and the trading markets, because the antifraud provisions of Section 10(b) of the Securities Exchange Act of 1934, and Rule 10b-5 promulgated thereunder may apply. Rule 10b-5, in part, prohibits, in connection with the purchase or sale of any security, the making of any untrue statement of material fact or omitting to state a material fact necessary in order to make the statements made, in the light of the circumstances under which they were made, not misleading. Scierter is a required element of a violation of Section 10(b) of the Exchange Act and Rule 10b-5. The term "scierter" refers to a mental state embracing intent to deceive, manipulate, or defraud. Courts and the SEC have stated that the scierter requirement for violations of the antifraud provisions may be satisfied by a showing of recklessness. Recklessness has been defined as an "extreme departure from the standards of ordinary care, and which



represents a danger of misleading buyers or sellers that is either known to the defendant or is so obvious that the actor must have been aware of it.”

For purposes of Section 10(b) of the Exchange Act and Rule 10b-5, a fact is “material” if there is a substantial likelihood that the information would have been viewed by the reasonable investor as having significantly altered the total mix of information available.

The SEC discloses current information about itself in a variety of ways, including the MSRB’s EMMA System, public announcements, press releases, interviews with media representatives, and discussions with groups whose members have a particular interest in their affairs. While there are disparate views on this point, the SEC has stated that: the fact that such information is not published for purposes of informing the securities markets does not alter the mandate that they not violate the antifraud provisions; it matters not whoever the intended primary audience and whatever the medium of delivery is; and this standard applies to all statements by a municipal issuer, whether on the MSRB’s EMMA system or elsewhere, whether written or oral, and regardless of the extent to which the municipal issuer has fulfilled its contractual continuing disclosure undertakings. In addition to MSRB’s EMMA system, the SEC has stated that federal securities law liability under the antifraud provisions could occur based on:

1. Posted inaccurate statements contained on the municipal issuer’s website;
2. Posted materials or statements where it is not apparent to the reasonable person that such information speaks as of a certain date or earlier period;
3. Posted inaccurate information that is contained within a hyperlink when the municipal issuer explicitly or implicitly approved or endorsed the statement of a third party; and
4. Posted summaries or overviews of information, particularly financial information that is confusing or misleading to investors.

The statements of City officials are also subject to the antifraud provisions if their statements are reasonably expected to reach investors or the securities markets. Notably, statements by City officials, “who may be viewed as having knowledge regarding the financial condition and operation of the City,” could be a principal source of significant, current information about the City of the security and thus be reasonably expected to influence investors and the secondary market. Accordingly, depending on the facts and circumstances, the statements of City officials that may be subject to the antifraud provisions could include verbal statements made by City officials, such as speeches, public announcements, and interviews with media representatives, as well as statements disseminated through other avenues such as, in the staff’s view and/or social media. (Please refer to <https://www.sec.gov/municipal/application-antifraud-provisions-staff-legal-bulletin-21> for further guidance.)

## Basis of Accounting and Basis of Budgeting

- a. **Basis of Accounting** – The City uses the modified accrual basis of accounting for governmental funds and accrual basis of accounting for proprietary and fiduciary funds.
- b. **Basis of Budgeting** – The City generally follows the above Basis of Accounting when budgeting. However there are several exceptions:



i. The City budgets the following items within the proprietary and fiduciary funds for transparency purposes:

- Principal debt payments;
- Receipt of long-term debt proceeds; and
- Operating capital outlay.

ii. The City does not budget the following items within the proprietary and fiduciary funds:

- Amortization expenses;
- Depreciation expenses; and
- Net increase/(decrease) in fair value of investments.

## Administratively Re-Appropriating Prior-Year Budgets

The Chief Financial Officer is delegated to administratively re-appropriate prior year appropriations in the following circumstances.

- i. Capital Improvement Projects
- ii. Grants Programs
- iii. Purchase of Capital Equipment Authorized by Council
- iv. Contracts Authorized by Council by which the City Provides Progress Payments to the Vendor for Completion of Tasks (i.e., studies, master plans)

The amount that is administratively re-appropriated is calculated based on the following:

- i. Capital Improvement Projects and Grant Programs: The amount to be re-appropriated shall be the September 30th value of encumbrances and the value of each project's available balance.
- ii. Purchase of Capital Equipment and Contracts: The amount to be re-appropriated shall be the September 30th value of encumbrances.

## Grants

This policy shall cover all grants received by the City of Tampa. A grant is defined as the receipt of funds from another governmental agency (e.g., Federal, State of Florida, or Southwest Florida Water Management District), whether or not services were performed by the City in exchange, as well as funding from private foundations or entities for specific activities or the purchase of equipment.

- a. **Grant Administrator** - The Budget Officer is designated as the City's Grant Administrator.
- b. **Identification Designation** - The City will maintain only one DUNS/Unique Entity Identifier number, Tax Identification Number (TIN), and System for Award Management (SAM) account. Departments are prohibited from obtaining their own DUNS or TIN.



c. **Adherence to Guidelines** - The City will adhere to the guidelines of the Uniform Guidance as published by the White House Office of Management and Budget. Additionally, the City will adhere to the guidelines of the Florida Single Audit Act FS 315.97 for state grants.

d. **Applying for a Grant**

- i. Departments are not authorized to submit grant applications without the Mayor's approval. Authorization may be obtained by preparing a staff summary sheet for review by the Grants Administrator, City Attorney, Chief Financial Officer, and Chief of Staff. Inclusion within the City adopted budget is considered authorization to submit a grant application (e.g., Federal Block Grants, State Housing Initiatives Partnership, Capital Improvement grants).
- ii. If multiple departments wish to apply for the same grant, the respective Administrator must prioritize the City's grant request. For those grant requests that involve more than one Administrator, the Chief of Staff will approve the City's prioritization of requests.
- iii. Departments wishing to apply for a grant must provide a grant application summary or draft grant application to the Grant Administrator at least two weeks prior to grant submission deadline to allow for the:
  - Budget Office to conduct a financial analysis of the following:
    - Long-term financial impact on the City's operating budget and staffing;
    - Identification of required matches;
    - Cost benefit analysis of managing the grant; and/or
    - Conflicts with existing City covenants
  - Obtain the Mayors (or designee) approval to submit the grant application.

e. **Accepting Grant Awards**

- i. A grant award is a contract between the City and the granting agency; therefore all grant awards must be approved by City Council and be signed (or delegated for electronic submission) by the Mayor.
- ii. Modifications to the grant award may also need approval by Council as determined by the Grant Administrator.

f. **Grant Management** - Management of grants is a shared responsibility between the respective department (program manager) and Revenue and Finance (finance manager):

- i. The Program Manager is responsible for:
  - Adhering to all of the programmatic requirements of grant. This includes, but is not limited to reporting requirements, security of fixed assets, monitoring of sub-grant recipients, review and inspection of engineering services, and/or requesting time extensions.
  - Preparing programmatic reports in sufficient time to allow for review.
  - Using the City's accounting system to prepare programmatic reports.
  - Establishing and maintaining grants file with all required information (see Section (h) below).
- ii. Financial Management is responsible for:



- Establishing the accounting structure to ensure proper accounting of the grant
- Preparing and submitting requests for reimbursement:
  - Competitive Grants - Every 90 days or whenever the reimbursable amount exceeds \$50,000 unless the grant agreement prohibits competitive grants.
  - Formula Grants – Every 30 days or more often as agreed upon between Revenue and Finance and the Grants Program Manager.
  - State Revolving Loan Program – In accordance with the loan documents.
  - In those cases where the grant agreement precludes the City from requesting reimbursement in accordance with the above guidelines, the grant’s reimbursement schedule will take precedence.
- Ensuring that all accounting treatments are recorded in accordance with Generally Accepted Accounting Practice and established grant guidelines.
- Ensuring capital items are properly recorded and inventoried. All fixed assets acquired with grant funds will be recorded and inventoried in accordance with the grant’s requirements and the City’s fixed asset policy. Please refer the City’s Fixed Asset Policy for additional guidance.
- Establishing and maintaining a grant file with all required information.

**g. Procurement under Grants**

- i. The Program Manager, in collaboration with the Purchasing and/or Contract Administration departments, shall ensure procurement is performed in accordance with the City’s procurement procedures and grant requirements.
- ii. Federal and some state grants require specific pass-down terms and conditions that must be included in sub-contracts, purchase orders, or other vendor agreements.
- iii. At a minimum, each grant procurement file must have the following documentation to support each purchase:
  - Onvia Demand Star or GSA posting.
  - All quotes obtained to support the purchase methodology.
  - Identification of procurement type (e.g. Competitive Bid, Formal Bid, Sole Source, State Contract); and, if applicable, documentation of approval of contracts and sole source authorizations.
  - For federal grants, review of the System for Award Management ([www.sam.gov](http://www.sam.gov)) to ensure that vendors are not debarred or excluded.

**h. Grants File** - Both the grant program manager and the financial manager will maintain a file for each grant. When possible, these files may be electronic in nature. As a minimum, the grant file will contain the following information:

- i. The Notice of Funding Opportunity (NOFO) or description upon which the grant application was based
- ii. Grant application
- iii. Grant award letter



- iv. Modifications to the grant document
- v. Documents sent to Tampa City Council
- vi. Fully executed grant agreement/contract
- vii. Financial resolutions
- viii. Property records/disposal records
- ix. Purchase orders/contracting documents
- x. Reimbursement requests
- xi. Periodic program manager reports
- xii. Site visit letters

The grant file must contain all documentation relating to the grant including emails, notes, and other information correspondence. A summary sheet with important dates, terms, names or contacts, and other pertinent information is recommended.

i. **Record Retention** - Grant files will be maintained for at least five years. However, the grant agreement may require an additional period of time for retention of grant files.

j. **Single Audit** - The Chief Accountant is responsible for preparing the annual single audit in accordance with guidance from the U.S. Office of Management and Budget and the State of Florida's Office of the Chief Financial Officer.

k. **Ethics** - The Grants Administrator will ensure that all agencies that receive pass-through grants from the City adhere to the City's ethics policy.

l. **FEMA/Event Management** - Revenue and Finance shall be responsible for the following:

- i. The Budget Officer is the City's primary point of contact with FEMA and the State in regards to requesting reimbursement for an event.
- ii. Budget Officer is responsible for gathering the City's costs and preparing reimbursement requests with supporting documents.
- iii. Tampa Fire Rescue is responsible for ensuring that Revenue and Finance is made aware of each mission or deployment as soon as it is assigned, to enable the City to timely seek reimbursement.
- iv. Departments/Emergency Response Center commanders are responsible for identifying and reporting related operating costs. Reporting of related operating costs shall be in accordance with the City's established standards.
- v. All City Departments and the Director of Contract Administration are responsible for identifying





damage to the City's infrastructure and providing preliminary cost estimates. Further, they are responsible for ensuring that projects are completed in a timely manner with sufficient documentation.

vi. Risk Management will consider the application of insurance toward event damage.

m. **Grants Manual** - The Grants Administrator shall publish and maintain a Grants Manual and provide training to the departments.

## Budget Amendment

The City of Tampa's adopted budget may be modified by Budget Amendment either through Council authorization or administratively. The City of Tampa's Charter Articles 7.07 and 7.08 and Florida Statutes govern the process for amending the budget.

a. Council Approved Budget Amendments.

i. A Financial Resolution is required when:

- Increasing or decreasing a fund's total appropriation by either recognizing new revenues or transfer of funds;
- Realigning appropriations between departments;
- Realigning appropriations between budgetary category (Personnel, Operating, Capital, Grants & Aids, Transfers, and Reserves) excluding the Community Redevelopment Agency (CRA), grant, and Capital Improvement Project (CIP) funds, as these budgets are adopted by program/project; and
- Appropriating Capital projects not included in the adopted CIP Budget.

ii. An analyst within the Budget Office prepares and submits the Agenda package to include the Financial Resolution, Agenda Item Request Form, and any other supporting documentation into the City's legislative workflow approval system.

- The item is reviewed within the Budget Office by an additional analyst;
- Upon review, the item shall be routed to a Budget Operations Manager, serving as the department director in the workflow approval system;
- Upon approval by a Budget Operations Manager, the item is routed to the City Attorney, and applicable department directors and Administrators for approval; and
- The item is returned to the Budget Office for assignment to the originating analyst or their proxy for continuation through the final approval path.

iii. The Clerk's Office ensures that both the final agenda and action agenda are posted on the City's website.

b. Administrative Budget Amendments.

The use of an administrative budget amendment is appropriate under the following conditions:

i. Realigning appropriation authority within the same fund, department, and budget category;



ii. Realigning appropriation authority between capital projects within the same department, fund, and program (if applicable);

iii. The City Attorney has determined a Financial Resolution is not required when moving funds within the Community Investment Tax (CIT) Fund. The Hillsborough County Ordinance that was approved by referendum approving the CIT requires the City to develop a series of five-year CIT plans (e.g., FY97-FY01, FY06-FY11, etc.). The City then allocates the five-year plan's funding into program areas (e.g., Parks and Recreation, Fire, etc.). A Financial Resolution is not required when moving funds within the CIT's plan within the same program area. In this case, an administrative budget amendment can realign the funds.

c. Budget Amendments and associated information (ex. Council approval date, etc.) shall be entered into an electronic log based on the fiscal year and then posted to the General Ledger.

i. Approval authority for posting budget amendments into the General Ledger is:

- Less than \$500,000 – Lead Analyst;
- Between \$500,001 - \$999,999 – Budget Operations Manager;
- Greater than \$1,000,000 – Budget Officer.

ii. Supporting documentation is maintained by individual analysts.

## Investments

This policy sets forth investment objectives and parameters and designates authority for the management of City funds. This policy is designed to ensure the prudent management of public funds, the availability of operating and capital funds when needed, and an investment return competitive with comparable funds and financial market indices.

a. **Scope** - This investment policy applies to all cash and investments held or controlled by the City with the exception of pension funds and funds related to the issuance of debt where there are other existing policies or indentures in effect for such funds. Funds held by either state agencies (e.g., Florida Department of Revenue) and/or Hillsborough County governmental agencies that have not been distributed to the City (e.g., taxes) or that the City paid in anticipation of capital projects to be performed by those agencies, are not subject to the provisions of this policy.

b. **Investment Objectives**

- **Safety of Principal** - The foremost objective of this investment program is the safety of the principal of those funds within the portfolios. Investment transactions shall seek to keep capital losses at a minimum, whether they are from securities defaults or erosion of market value. To attain this objective, diversification is required so that potential losses on individual securities do not exceed the income generated from the remainder of the portfolio.
- **Maintenance of Liquidity** - The portfolios shall be managed in such a manner that funds are available to meet reasonably anticipated cash flow requirements in an orderly manner. Periodic cash flow analyses



will be completed to ensure that the portfolios are positioned to provide sufficient liquidity.

- **Return on Investment** - Investment portfolios shall be designed with the objective of attaining a market rate of return throughout budgetary and economic cycles, taking into account investment risk constraints and liquidity needs. Return on investment is of least importance compared to the safety and liquidity objectives described previously. The core of investments is limited to relatively low risk securities in anticipation of earning a fair return relative to the risk assumed.

c. **Delegation of Authority** - The Chief Financial Officer, with the consent and approval of the Mayor, is authorized to invest any funds of the City in any manner allowed by Florida Statute 215.47 [as it may be amended from time to time], with the exception that the City may not invest in mortgage securities which represent participation in, or are collateralized by, mortgage loans secured by real property. The City is also authorized to invest in United States Government or United States Treasury bonds, certificates, notes or bills; or may arrange interest time deposits with the depositories of the City. The interest derived from such investments or deposits shall accrue as revenue, as required by agreement or by law, to credit each fund with interest on its invested balances. The Chief Financial Officer shall maintain written procedures for the operation of the investment portfolio and a system of internal accounting and administrative controls to regulate the activities of employees. The City may employ an Investment Advisor to assist in managing some or all of the City's portfolios. Such Investment Advisor must be registered with the Securities Exchange Commission (SEC) under the Investment Advisers Act of 1940.

If an Investment Advisor is retained, the Investment Advisor will assist the Chief Financial Officer or designee with the following:

- Modifying the investment policy;
- Managing discretionary and/or non-discretionary investments;
- Recommending and monitoring investments;
- Conducting investment activities;
- Preparing a comprehensive set of reports designed to keep the Chief Financial Officer or designee fully informed of all investment transactions and the current status of the investment portfolio;
- Monitoring compliance with the City Investment Policy; and
- Attending the City's Investment Committee meetings on a quarterly basis or as needed. At the discretion of the Chief Financial Officer, the City Investment Policy may require periodic modification based on economic conditions and/or the best value of the short-term operational needs of the City.

d. **Standards of Prudence** - The standard of prudence to be used by investment representatives shall be the "Prudent Person" standard and shall be applied in the context of managing the overall investment program. Investment representatives acting in accordance with written procedures and this investment policy, and exercising due diligence, shall be relieved of personal responsibility for an individual security's credit risk or market price changes, provided deviations from expectation are reported to the City Mayor in a timely fashion and the liquidity and the sale of securities are carried out in accordance with the terms of this policy. The "Prudent Person" rule states the following:

"Investments shall be made with judgment and care, under circumstances then prevailing, which persons of prudence, discretion and intelligence exercise in the management of their



own affairs, not for speculation, but for investment, considering the probable safety of their capital as well as the probable income to be derived from the investment.”

Investment representatives who are officers or employees shall use the “Prudent Person” standard, or any person or firm hired or retained to invest, monitor, or advise concerning these assets shall be held to the higher standard of “Prudent Expert”. The “Prudent Expert” standard shall be that in investing and reinvesting moneys and in acquiring, retaining, managing, and disposing of investments of these funds, the Investment Advisor shall exercise: the judgment, care, skill, prudence, and diligence under the circumstances then prevailing, which persons of prudence, discretion, and intelligence, acting in a like capacity and familiar with such matters would use in the conduct of an enterprise of like character and with like aims, by diversifying the investments of the funds so as to minimize the risk, considering the probable income as well as the probable safety of their capital.

e. **Ethics and Conflicts of Interest** - Employees involved in the investment process shall refrain from personal business activity that could conflict with proper execution of the investment program, or could impair their ability to make impartial investment decisions. Also, employees involved in the investment process shall disclose to the Mayor any material financial interests in financial institutions that conduct business with the City, and they shall further disclose any material personal financial/investment positions that could be related to the performance of the City’s investment program.

f. **Internal Controls and Investment Procedures** - The Chief Financial Officer shall establish a system of internal controls and written standard operating procedures (SOP). The internal controls should be designed to prevent losses of funds, which might arise from fraud, employee error, and misrepresentation by third parties, or imprudent actions by employees. The SOP shall include reference to safekeeping, repurchase agreements, the separation of transaction authority from accounting and record keeping, wire transfer agreements, banking service contracts, and collateralization. No person may engage in an investment transaction except as authorized under the terms of this policy.

g. **Continuing Education** - The Chief Financial Officer and other City staff that have responsibilities within the City’s treasury and investment program shall annually complete eight (8) hours of continuing education in subjects or courses of study related to investment practices and products in accordance with Florida Statute 218.415.

Continuing education may include internal or external training in a variety of formal or informal sessions and settings. At a minimum, the following employees shall complete eight (8) hours of continuing education training:

- Chief Financial Officer
- Chief Accountant
- Budget Officer
- Accounting Operations Manager – Treasury
- Supervisor – Banking Operations

h. **Authorized Investment Institutions and Dealers** - Authorized City staff and Investment Advisors shall only purchase securities from financial institutions that are qualified as public depositories by the



Chief Financial Officer of the State of Florida; institutions designated as “Primary Securities Dealers” by the Federal Reserve Bank of New York; direct issuers of commercial paper and bankers’ acceptances; or approved non-primary securities dealers.

All approved non-primary securities dealers that qualify under Securities and Exchange Commission Rule 15C3-1 (uniform net capital rule) must provide the following information prior to executing investment trades with the City:

- Annual financial statement as well as the most recent quarterly statement;
- Regulatory history, through either the Office of the Comptroller of the Currency for dealer banks, or the National Association of Securities Dealers (NASD) for securities firms; and
- Statement of any pending lawsuits materially affecting the firm’s business.

i. **Maturity and Liquidity Requirements** - The Chief Financial Officer or designee shall determine the approximate amount of funds required to meet the day-to-day expenditure needs of the City. In order to have an available source of funds to meet unexpected cash requirements, approximately two (2) months operating expenses will be invested in appropriate short-term securities, i.e. fully-collateralized repurchase agreements, interest bearing time deposits, savings accounts, or money market funds. The balance of the City’s funds will be available for investment according to the guidelines incorporated within this policy.

Investments of bond reserves, construction funds, and other non-operating funds (“core funds”) shall have a term appropriate with the need for funds and in accordance with debt covenants, but in no event shall exceed five (5) years, and the weighted average maturity will be limited to a period of less than three (3) years. The maturities of the underlying securities of a repurchase agreement will follow the requirements of the Master Repurchase Agreement.

j. **Competitive Selection of Investment Instruments** - After the Chief Financial Officer, designee, or Investment Advisor, has determined the approximate maturity date based on cash flow needs and market conditions, and has analyzed and selected one or more optimal types of investments, a minimum of three (3) qualified banks and/or approved broker/dealers must be contacted and asked to provide bids/offers on securities, unless multiple bids are not feasible or appropriate based on market conditions. Bids will be held in confidence until the bid deemed best to meet the investment objectives is determined and selected.

However, if obtaining bids/offers is not feasible and appropriate, securities may be purchased utilizing the comparison to current market price method on an exception basis. Acceptable current market price providers include, but are not limited to:

- Bloomberg Information Systems;
- Wall Street Journal or a comparable, nationally recognized financial publication providing daily market pricing; and
- Daily market pricing provided by the City’s custodian or their correspondent institutions.

The Chief Financial Officer and/or Investment Advisor shall utilize the competitive bid process to select the securities to be purchased or sold. Selection by comparison to a current market price, as indicated above, shall only be utilized when, in judgment of the Chief Financial Officer and/or the Investment Advisor,



| <b>Authorized Investment - Sector Type</b>                                       | <b>Minimum Rating Requirement</b>      | <b>Maturity Limits</b> | <b>Maximum Allocation</b> | <b>Individual Issuer Limit</b> |
|--|--|------------------------|---------------------------|--------------------------------|
| Cash and Cash Equivalents  | N/A                                    | N/A                    | 100%                      | N/A                            |
| United States Government Securities  | N/A                                    | 5 Years                | 100%                      | N/A                            |
| United States Government Agencies  | AAA                                    | 5 Years                | 50%                       | 25%                            |
| Federal Instrumentalities (United States Government Sponsored Enterprises "GSE") | AA                                     | 5 Years                | 80%                       | 25%                            |
| Interest Bearing Time Deposit or Savings Accounts                                | N/A                                    | 1 Year                 | 25%                       | 15%                            |
| Commercial Paper**   | Highest two ratings by two NRSROs*     | 270 Days               | 35%                       | 10%                            |
| Corporate Notes**  | Single "A" category by any two NRSROs* | 5 Years                | 35%                       | 5%                             |
| State and/or Local Government Taxable and/or Tax-Exempt Debt                     | Single "A" category by two NRSROs*     | 5 Years                | 20%                       | 5%                             |
| Registered Investment Companies (Money Market Mutual Funds)                      | AAAm                                   | N/A                    | 25%                       | 10%                            |
| Intergovernmental Investment Pools   | AAAm                                   | N/A                    | 100%                      | 50%                            |

\*National Recognized Statistical Rating Organization (NRSRO).

\*\*The maximum amount of corporate investments will not exceed forty percent (40%). Therefore, the combination of Section (p.) Commercial Paper and section (q.) Corporate Notes shall not exceed forty percent (40%). Corporate Notes are limited to 25% per industry.



competitive bidding would inhibit the selection process.

Examples of when this method may be used include, but are not limited to:

- When time constraints, due to unusual circumstances, preclude the use of the competitive bidding process;
- When no active market exists for the security being traded due to the age or depth of the issue;
- When a security is unique to a single dealer, for example, a private placement; and
- When the transaction involves new issues or issues in the “when issued” market.

Overnight sweep repurchase agreements will not be bid but may be placed with the City’s depository bank relating to the demand account for which the repurchase agreement was purchased.

k. **Authorized Investments and Portfolio Composition** - Investments should be made subject to cash flow requires and such cash flows are subject to revision as market conditions and the City’s needs change. However, when the invested funds are needed in whole or in part for the purpose originally intended or for more optimal investments, the Chief Financial Officer or designee may sell or direct the Investment Advisor to sell the investment at the then-prevailing market price and place the proceeds into the proper account as/ with the City’s custodian.

The following table lists the investment requirements and allocation limits on security types, issuers, and maturities as established by the City. The Chief Financial Officer shall have the option to further restrict investment percentages periodically based on market conditions, risk, and diversification investment strategies. The percentage allocation requirements for investment types and issuers are calculated based on the original cost of each investment. Investments not listed in this policy are prohibited.

l. **United States Government Securities:**

- Purchase Authorization - The City may invest in negotiable direct obligations, or obligations the principal of and interest on which are unconditionally guaranteed by the United States Government. Such securities include, but are not limited to the following:
  - Cash Management Bills
  - Treasury Securities – State and Local Government Series (“SLGS”) Treasury Bills
  - Treasury Notes
  - Treasury Bonds
  - Treasury Strips
- Portfolio Composition - A maximum of 100% of available funds may be invested in United States Government securities.
- Maturity Limitations - The maximum length to maturity of any direct investment in United States Government securities is five (5) years from the date of purchase.

m. **United States Government Agencies**

- Purchase Authorization - The City may invest in bonds, debentures, notes, or callables if issued or guaranteed by United States Government agencies, provided such obligations are backed by the full



faith and credit of the United States Government or guaranteed by the issuing agency.

- Portfolio Composition - A maximum of 50% of available funds may be invested in United States Government agencies.
- Limits on Individual Issuers - A maximum of 25% of available funds may be invested in individual United States Government agencies.
- Rating Requirements - United States Government Agency funds shall be rated “AAA”.
- Maturity Limitations - The maximum length to maturity for an investment in any United States Government agency security is five (5) years from the date of purchase.

n. **Federal Instrumentalities (United States Government-Sponsored Enterprises)**

- Purchase Authorization - The City may invest in bonds, debentures, notes, or callables issued or guaranteed by United States Government-sponsored enterprises. Federal instrumentalities carry the implicit backing of the United States Government but are not direct obligations of it.
- Portfolio Composition - A maximum of 80% of available funds may be invested in federal instrumentalities.
- Limits on Individual Issuers - A maximum of 25% of available funds may be invested in any one issuer.
- Rating Requirements - Federal instrumentalities shall be rated “AA”.
- Maturity Limitations - The maximum length to maturity for an investment in any federal instrumentality is five (5) years from the date of purchase.

o. **Interest Bearing Time Deposits or Saving Accounts**

- Purchase Authorization - The City may invest in non-negotiable interest bearing time deposits, such as certificates of deposit, or savings accounts in banks organized under the laws of this state and/or in national banks organized under the laws of the United States and doing business and situated in the State of Florida, provided that any such deposits are secured by the Florida Security for Public Deposits Act, Florida Statutes Chapter 280. Additionally, the bank shall not be listed with any recognized credit watch information service.
- Portfolio Composition - A maximum of 25% of available funds may be invested in non-negotiable interest bearing time certificates of deposit.
- Limits on Individual Issuers - A maximum of 15% of available funds may be deposited with any one issuer.
- Maturity Limitations - The maximum maturity on any certificate of deposit shall be no greater than one (1) year from the date of purchase.





p. **Commercial Paper**

- Purchase Authorization - The City may invest in commercial paper of any company organized and operating in the United States that is rated, at the time of purchase, “Prime-1” by Moody’s Investors Service (Moody’s) and “A-1” by Standard & Poor’s Financial Services, Inc. (Standard & Poor’s) (prime commercial paper). If the commercial paper is backed by a letter of credit (“LOC”), the long-term debt of the LOC provider must be rated “A” or better by at least two nationally recognized rating agencies.
- Portfolio Composition - A maximum of 35% of available funds may be directly invested in prime commercial paper.
- Limits on Individual Issuers - A maximum of 10% of available funds may be invested with any one issuer.
- Rating Requirements - The commercial paper shall hold the highest two ratings by two NRSROs.
- Maturity Limitations - The maximum length to maturity for prime commercial paper shall be 270 days from the date of purchase.

q. **Corporate Notes**

- Purchase Authorization - The City may invest in corporate notes issued by corporations organized and operating within the United States or by depository institutions licensed by the United States that have a long term debt rating, at the time of purchase, at a minimum “A” category by Moody’s and a minimum long term debt rating of “A” category by Standard & Poor’s.
- Portfolio Composition - A maximum of 35% of available funds may be directly invested in corporate notes.
- Limits on Individual Issuers - A maximum of 5% of available funds may be invested with any one issuer.
- Rating Requirements - Corporate notes shall be rated “A” category by two NRSROs.
- Maturity Limitations - The maximum length to maturity for corporate notes shall be five years from the date of purchase.

r. **State and/or Local Government Taxable and/or Tax-Exempt Debt**

- Purchase Authorization - The City may invest in state and/or local government taxable and/or tax-exempt debt, general obligation and/or revenue bonds, rated at least a minimum “Aa” category by Moody’s and a minimum long term debt rating of “AA” category by Standard & Poor’s for long-term debt, or rated at least “VMIG2” by Moody’s or “A-2” by Standard & Poor’s for short-term debt.
- Portfolio Composition - A maximum of 20% of available funds may be invested in taxable and tax-exempt debts.
- Limits on Individual Issuers - A maximum of 5% of available funds may be invested with any one



issuer.

- Rating Requirements - Corporate notes shall be rated “A” category by two NRSROs.
- Maturity Limitations for Fixed Income Securities - The maximum length to maturity for an investment in any state or local government debt security is five years from the date of purchase.
- Maturity Limitations for Variable Rate Demand Obligations - The maximum length to maturity for an investment in any state or local government debt security is the shorter of put or tender date, where the put or tender does not expire for the life of the security, or final maturity. The interest rate reset date can be daily, weekly, monthly, or semiannually and shall not exceed one year.

s. **Registered Investment Companies (Mutual Funds)**

- Investment Authorization - The City may invest in shares in open-end, no-load mutual funds provided such funds are registered under the Federal Investment Company Act of 1940 and operated in accordance with 17 C.F.R. § 270.2a-7. In addition, the City may invest in other types of mutual funds provided such funds are registered under the Federal Investment Company Act of 1940, invested exclusively in the securities specifically permitted under this investment policy, and are similarly diversified.
- Portfolio Composition - A maximum of 25% of available funds may be invested in mutual funds.
- Limits on Individual Issuers - A maximum of 10% of available funds may be invested with any one non-SEC Rule 2a-7 investment mutual fund.
- Rating Requirements - Mutual funds shall be rated “AAAm” by Standard & Poor’s or the equivalent by another rating agency.
- Due Diligence Requirements - A thorough review of any investment mutual fund is required prior to investing, and on a continual basis. The City shall use a questionnaire, developed by the Chief Financial Officer that covers the major aspects of any investment pool/fund (see Attachment B – Investment Pool/ Fund Questionnaire).

t. **Intergovernmental Investment Pools**

- Investment Authorization - The City may invest in Florida Prime and any intergovernmental investment pools authorized pursuant to the Florida Interlocal Cooperation Act of 1969, as provided in Florida Statutes Section 163.01, and provided that said funds contain no derivatives or mortgage pass through securities.
- Portfolio Composition - A maximum of 100% of available funds may be invested in intergovernmental investment pools.
- Limits on Individual Issuers - A maximum of 50% of available funds may be invested with any one intergovernmental investment pool.
- Rating Requirements - The investment pools shall be rated “AAAm” by Standard & Poor’s or the equivalent by another rating agency.



- Due Diligence Requirements - A thorough review of any investment pool/fund is required prior to investing, and on a continual basis. The City shall use a questionnaire, developed by the Chief Financial Officer that will contain a list of questions that covers the major aspects of any investment pool/fund (see Attachment B – Investment Pool/Fund Questionnaire).

u. **Performance Measurements** - To assist in the evaluation of the portfolio's performance, the City will use performance benchmarks for short-term and long-term portfolios. The use of benchmarks will allow the City to measure its returns against other investors in the same markets.

- For the short-term portfolio (less than 12 months maturity), the S&P Rated GIP Index will be used as a benchmark to compare to the portfolios' net book value rate of return for current operating funds.
- Investment performance of funds designated as core funds and other non-operating funds that have a long-term (greater than 12 months maturity) investment horizon will be compared to an index comprised of U.S. Treasury or government securities. The appropriate index will have a duration and asset mix that approximates the City's portfolio and will be utilized as a benchmark to compare to the portfolio's total rate of return. Examples of an appropriate index are as follows: the Merrill Lynch 1-3 Year Government & Corporate AA Index and/or the Merrill Lynch 1-5 Year Government & Corporate AA Index.
- Investment advisors will report performance on both book value and total rate of return basis and compare the results to the above-stated performance benchmarks.

v. **Reporting** - The Chief Financial Officer shall provide the Investment Committee with quarterly investment reports. Schedules in the quarterly report should include the following:

- A listing of individual securities held at the end of the reporting period;
- Percentage of available funds represented by each investment type;
- Coupon, discount, or earning rate;
- Average life or duration and final maturity of all investments; and
- Par value and market value.

On an annual basis, the Chief Financial Officer shall provide a written report on all invested funds. The annual report shall provide all, but not limited to, the following: a complete list of all invested funds, name or type of security in which the funds are invested, the amount invested, the maturity date, income earned, the book value, the market value, and the yield on each investment.

The annual report will show performance on both a book value and total rate of return basis and compare the results to the above-stated performance benchmarks. All investments shall be reported at fair value per GASB standards. Investment reports shall be available to the public.



w. **Third-Party Custodial Agreements** - Securities, with the exception of certificates of deposit, shall be held with a third-party custodian; and, all securities purchased by, and all collateral obtained by the City should be properly designated as an asset of the City. The securities must be held in an account separate and apart from the assets of the financial institution. A third party custodian is defined as any bank depository chartered by the Federal Government, the State of Florida, or any other state or territory of the United States, which has a branch or principal place of business in the State of Florida, as defined in Section 658.12, Florida Statutes, or by a national association organized and existing under the laws of the United States, which is authorized to accept and execute trusts and is doing business in the State of Florida. Certificates of deposit will be placed in the provider's safekeeping department for the term of the deposit.

The custodian shall accept transaction instructions only from those persons who have been duly authorized by the Chief Financial Officer and for which authorization has been provided, in writing, to the custodian. Only a duly authorized person shall be permitted to, in whole or in part, withdraw securities from the custodian.

The custodian shall provide the Chief Financial Officer with safekeeping receipts that provide detailed information on the securities held by the custodian. Security transactions between a broker/dealer and the custodian involving the purchase or sale of securities by transfer of money or securities must be made on a "delivery vs. payment" basis, if applicable, to ensure that the custodian will have the security or money, as appropriate, in hand at the conclusion of the transaction. Securities held as collateral shall be held free and clear of any liens.

## Inter-Fund Transfers

The City fund structure requires the budgeting of inter-fund transfers to move cash between funds. The inter-fund transfer transaction must be properly budgeted and balanced. The outbound or expenditure inter-fund transfer and the inbound or revenue inter-fund transfer shall be in accordance with the State Uniform Chart of Accounts. Funds that may require Internal-Fund transfers include:

- General Government Debt Service Funds and the fund providing the cash to pay the debt;
- Special Revenue Funds and the corresponding Capital Construction Funds;
- Enterprise Operating Funds and the corresponding Enterprise Capital Construction Funds and/or Debt Service Funds;
- Funds providing services to other funds (not including cost allocation or PILOT/PILOF); and
- Billing for inter-departmental services.



# Attachment A

## Glossary of Cash and Investment Management Terms

**Accrued Interest.** Interest earned but which has not yet been paid or received.

**Agency.** See “Federal Agency Securities.”

**Ask Price.** Price at which a broker/dealer offers to sell a security to an investor, also known as the “offered price.”

**Average Life.** The average length of time that an issue of serial bonds and/or term bonds with a mandatory sinking fund feature is expected to be outstanding.

**Bankers’ Acceptance.** A draft or bill of exchange drawn upon and accepted by a bank. Frequently used to finance shipping of international goods. Used as a short-term credit instrument, bankers’ acceptances are traded at a discount from face value as a money market instrument in the secondary market on the basis of the credit quality of the guaranteeing bank.

**Basis Point.** A unit of measure for interest rates and percentages used in finance. One hundredth of one percent, or 0.01%. Thus, 1% equals 100 basis points.

**Bearer Security.** A security whose ownership is determined by the holder of the physical security. Typically, there is no registration on the issuer’s books. Title to bearer securities is transferred by delivery of the physical security or certificate. Also known as “physical securities.”

**Benchmark Bills.** In November 1999, Federal National Mortgage Association (FNMA) introduced its Benchmark Bills program, a short-term debt securities issuance program to supplement its existing discount note program. The program includes a schedule of larger, weekly issues in three- and six-month maturities and biweekly issues in one-year maturities for benchmark bills. Each issue is brought to market via a Dutch (single price) auction. FNMA conducts a weekly auction for each benchmark bill maturity and accepts both competitive and non-competitive bids through a web-based auction system. This program is in addition to the variety of other discount note maturities, with rates posted on a daily basis, which FNMA offers. FNMA’s benchmark bills are unsecured general obligations that are issued in book-entry form through the Federal Reserve Banks. There are no periodic interest payments of benchmark bills, which are sold at a discount from the principal amount and payable at par at maturity. Issues under the benchmark bills program constitute the same credit standing as other FNMA discount notes; they simply add organization and liquidity to the short-term agency discount note market.

**Benchmark Notes/Bonds.** Benchmark notes and bonds are a series of FNMA “bullet” maturities (non-callable) issued according to a pre-announced calendar. Under its Benchmark Notes/Bonds program, 2-, 3-, 5-, 10- and 30- year maturities are issued each quarter. Each new issue has a minimum size of \$4 billion, 30- year new issues having a minimum size of \$1 billion, with re-openings based on investor demand to further enhance liquidity. The amount of non-callable issuance has allowed FNMA to build a yield curve in benchmark notes and bonds in maturities ranging from 2 to 30 years. The liquidity emanating from these large size issues has facilitated favorable financing opportunities through the development of a liquid overnight and term repo



market. Issues under the benchmark program constitute the same credit standing as other FNMA issues; they simply add organization and liquidity to the intermediate- and long-term agency market.

**Benchmark.** A market index used as a comparative basis for measuring the performance of an investment portfolio. A performance benchmark should represent a close correlation to investment guidelines, risk tolerance, and duration of the actual portfolio's investments.

**Bid Price.** Price at which a broker/dealer offers to purchase a security from an investor.

**Bond.** Financial obligation for which the issuer promises to pay the bondholder (the purchaser or owner of the bond) a specified stream of future cash flows, including periodic interest payments and a principal repayment.

**Book Entry Securities.** Securities that are recorded in a customer's account electronically through one of the financial market's electronic delivery and custody systems.

**Book Value.** The value at which a debt security is reflected on the holder's records at any point in time. Book value is also called "amortized cost" as it represents the original cost of an investment adjusted for amortization of premium or accretion of discount. Also called "carrying value." Book value can vary over time as an investment approaches maturity and differs from "market value" in that it is not affected by changes in market interest rates.

**Broker/Dealer.** A person or firm transacting securities business with customers. A "broker" acts as an agent between buyers and sellers and receives a commission for these services. A "dealer" buys and sells financial assets from its own portfolio. A dealer takes risk by owning inventory of securities, whereas a broker merely matches up buyers and sellers. See also "Primary Dealer."

**Bullet Notes/Bonds.** Notes or bonds that have a single maturity date and are non-callable.

**Call Date.** Date at which a call option may be or is exercised.

**Call Option.** The right, but not the obligation, of an issuer of a security to redeem a security at a specified value and at a specified date or dates prior to its stated maturity date. Most fixed-income calls are at par value but can be at any previously established price. Securities issued with a call provision typically carry a higher yield than similar securities issued without a call feature. There are three primary types of call options: (1) European - one-time calls, (2) Bermudan - periodically, on a predetermined schedule (quarterly, semi-annual, annual), and (3) American - continuously callable at any time on or after the call date. There is usually a notice period of at least 5 business days prior to a call date.

**Callable Bonds/Notes.** Securities which contain an imbedded call option giving the issuer the right to redeem the securities prior to maturity at a predetermined price and time.

**Certificate of Deposit (CD).** Bank obligation issued by a financial institution generally offering a fixed rate of return (coupon) for a specified period (maturity). CD's can have maturing periods up to 10 years, but most CD's purchased by public agencies are one year and under.

**Collateral.** Investment securities or other property that a borrower pledges to secure repayment of a loan,



secure deposits of public monies, or provide security for a repurchase agreement.

**Collateralization.** Process by which a borrower pledges securities, property, or other deposits for securing the repayment of a loan and/or security.

**Collateralized Mortgage Obligation (CMO).** A security that pools together mortgages and separates them into short-, medium-, and long-term positions (called tranches). Tranches are set up to pay different rates of interest depending upon their maturity. Interest payments are usually paid monthly. In “plain vanilla” CMOs, principal is not paid on a tranche until all shorter tranches have been paid off. This system provides interest and principal in a more predictable manner. A single pool of mortgages can be carved up into numerous tranches each with its own payment and risk characteristics.

**Commercial Paper.** Short term unsecured promissory note issued by a company or financial institution. Issued at a discount and matures for par or face value. This instrument has maximum maturity of 270 days or less and is given a short-term debt rating by one or more Nationally Recognized Statistical Rating Organization (NRSROs).

**Convexity.** A measure of a bond’s price sensitivity to changing interest rates. A high convexity indicates greater sensitivity of a bond’s price to interest rate changes.

**Corporate Note.** A debt instrument issued by a corporation with a maturity of greater than one year and less than ten years.

**Counterparty.** The other party in a two-party financial transaction. “Counterparty risk” refers to the risk that the other party to a transaction will fail in its related obligations. For example, the bank or broker/dealer in a repurchase agreement.

**Coupon Rate.** Annual rate of interest on a debt security, expressed as a percentage of the bond’s face value.

**Current Yield.** Annual rate of return on a bond, based on its price. Calculated as (coupon rate / price) but does not accurately reflect a bond’s true yield.

**Custody.** Safekeeping services offered by a bank, financial institution or trust company, referred to as the “custodian.” Services normally include holding and reporting of the customer’s securities, collection and disbursement of income, securities settlement, and market values.

**Dealer.** A dealer, as opposed to a broker, acts as a principal in all transactions, buying and selling for his own account.

**Delivery Versus Payment (DVP).** Settlement procedure in which securities are delivered versus payment of cash, but only after cash has been received.

**Depository Trust Company (DTC).** A firm through which members can arrange for securities to be delivered electronically to other members without physical delivery of certificates. A member of the Federal Reserve System and owned mostly by the New York Stock Exchange, the Depository Trust Company electronically registers and transfer securities. Most corporate securities, commercial paper, CDs, and Bankers’ Acceptances clear through DTC.



**Derivatives.** For hedging purposes, common derivatives are options, futures, swaps, and swaptions. All collateralized mortgage obligations are derivatives. Derivatives maybe: (1) financial instruments whose return profile is linked to, or derived from, the movement of one or more underlying indexes or securities, and may include a leveraging factor, or (2) financial contracts based upon notional amounts whose value is derived from an underlying index or security (interest rates, foreign exchange rates, equities, or commodities).

**Derivative Security.** Financial instrument created from, or whose value depends upon, one or more underlying assets or indexes of asset values.

**Discount Notes.** Unsecured general obligations issued by federal agencies at a discount. Discount notes mature at par and can range in maturity from overnight to one year. Very large primary (new issue) and secondary markets exist.

**Discount Rate.** Rate charged by the system of Federal Reserve Banks on overnight loans to member banks. Changes to this rate are administered by the Federal Reserve and closely mirror changes to the “fed funds rate.”

**Discount Securities.** Non-interest-bearing money market instruments issued at discount and redeemed at maturity for full face value. Examples include: U.S. Treasury bills, federal agency discount notes, bankers’ acceptances, and commercial paper.

**Discount.** The amount by which a bond or other financial instrument sells below its face value. See also “Premium.”

**Diversification.** Dividing investment funds among a variety of security types, maturities, industries, and issuers offering potentially independent returns.

**Dollar Price.** A bond’s cost expressed as a percentage of its face value. For example, a bond quoted at a dollar price of 95 ½ would have a principal cost of \$955 per \$1,000 of face value.

**Duff & Phelps.** One of several NRSROs that provide credit ratings on corporate and bank debt issues. Duration is the weighted average maturity of a security’s or portfolio’s cash flows, where the present values of the cash flows serve as the weights. The greater the duration of a security/portfolio, the greater its percentage price volatility with respect to changes in interest rates.

**Duration.** Is used as a measure of risk and a key tool for managing a portfolio versus a benchmark and for hedging risk. There are also different kinds of duration used for different purposes (e.g. Macauley duration, modified duration).

**Fannie Mae.** See “Federal National Mortgage Association.”

**Fed.** See “Federal Reserve System.”

**Federal Agency Security.** A debt instrument issued by one of the federal agencies. Federal agencies are regarded highly in credit quality and liquidity second only to U.S. Treasury bonds.





**Federal Agency.** Government sponsored/owned entity created by the U.S. Congress, generally for the purpose of acting as a financial intermediary by borrowing in the marketplace and directing proceeds to specific areas of the economy considered to otherwise have restricted access to credit markets.

**Federal Deposit Insurance Corporation (FDIC).** Federal agency that insures deposits at commercial banks, currently to a limit of \$250,000 per depositor per bank.

**Federal Farm Credit Banks (FFCB).** A government sponsored enterprise (GSE) system that is a network of cooperatively-owned lending institutions that provides credit services to farmers, agricultural cooperatives, and rural utilities. The FFCBs act as financial intermediaries that borrow money in the capital markets and use the proceeds to make loans and provide other assistance to farmers and farm-affiliated businesses. Consists of the consolidated operations of the Banks for Cooperatives, Federal Intermediate Credit Banks, and Federal Land Banks. Frequent issuer of discount notes, agency notes and callable agency securities. FFCB debt is not an obligation of, nor is it guaranteed by the U.S. government, although it is considered to have minimal credit risk due to its importance to the U.S. financial system and agricultural industry. Also, issues notes under its “designated note” program.

**Federal Funds (Fed Funds).** Funds placed in Federal Reserve Banks by depository institutions in excess of current reserve requirements, and frequently loaned or borrowed on an overnight basis between depository institutions.

**Federal Funds Rate (Fed Funds Rate).** The interest rate charged by a depository institution lending Federal Funds to another depository institution. The Federal Reserve influences this rate by establishing a “target” Fed Funds Rate associated with the Fed’s management of monetary policy.

**Federal Home Loan Bank System (FHLB).** A government sponsored enterprise (GSE) system, consisting of wholesale banks (currently eleven regional banks) owned by their member banks, which provides correspondent banking services and credit to various financial institutions, financed by the issuance of securities. The principal purpose of the FHLB is to add liquidity to the mortgage markets. Although the FHLB system does not directly fund mortgages, it provides a stable supply of credit to its members which include thrift institutions, credit unions, commercial banks, etc., which issue new mortgage loans. FHLB debt is not an obligation of, nor is it guaranteed by the U.S. government, although it is considered to have minimal credit risk due to its importance to the U.S. financial system and housing market. Frequent issuer of discount notes, agency notes, and callable agency securities.

**Federal Home Loan Mortgage Corporation (FHLMC or “Freddie Mac”).** A government sponsored enterprise (GSE) that provides stability and assistance to the secondary market for home mortgages by purchasing first mortgages and participation interests financed by the sale of debt and guaranteed mortgage-backed securities. FHLMC debt is not an obligation of, nor is it guaranteed by the U.S. government, although it is considered to have minimal credit risk due to its importance to the U.S. financial system and housing market. It is a frequent issuer of discount notes, agency notes, callable agency securities, and mortgage-backed securities; and issues notes under its “reference note” program.

**Federal National Mortgage Association (FNMA or “Fannie Mae”).** A government sponsored enterprise (GSE) that provides liquidity to the residential mortgage market by purchasing mortgage loans from lenders, financed by the issuance of debt securities and mortgage backed securities (pools of mortgages packaged



together as a security). FNMA debt is not an obligation of, nor is it guaranteed by the U.S. government, although it is considered to have minimal credit risk due to its importance to the U.S. financial system and housing market. It is a frequent issuer of discount notes, agency notes, callable agency securities, and mortgage-backed securities, and issues notes under its “benchmark note” program.

**Federal Reserve Bank.** One of the 12 regional banks of the Federal Reserve System.

**Federal Reserve System (the Fed).** The independent central bank system of the United States that regulates the U.S. monetary and financial systems and establishes the nation’s monetary policy. This is accomplished in three major ways: (1) raising or lowering bank reserve requirements, (2) raising or lowering the target Fed Funds Rate and discount rate, and (3) in open market operations by buying and selling government securities.

**Fiscal Agent/Paying Agent.** A bank or trust company that acts, under a trust agreement with a corporation or municipality, in the capacity of general treasurer. The agent performs such duties as making coupon payments, paying rents, redeeming bonds, and handling taxes relating to the issuance of bonds.

**Fitch Investors Service, Inc.** One of several NRSROs that provide credit ratings on corporate and municipal debt issues.

**Floating Rate Security (FRN or “floater”).** A bond with an interest rate that is adjusted according to changes in an interest rate or index. Differs from variable-rate debt in that the changes to the rate take place immediately when the index changes, rather than on a predetermined schedule. See also “Variable Rate Security.”

**Freddie Mac.** See “Federal Home Loan Mortgage Corporation”.

**Ginnie Mae** See “Government National Mortgage Association”.

**Government National Mortgage Association (GNMA or “Ginnie Mae”).** One of the large federal agencies, Government-owned, that acquires, packages, and resells mortgages and mortgage purchase commitments in the form of mortgage-backed securities. It is the largest issuer of mortgage pass-through securities. GNMA debt is guaranteed by the full faith and credit of the U.S. government.

**Government Securities.** An obligation of the U.S. government, backed by the full faith and credit of the government. These securities are regarded the highest quality investment available in the U.S. securities market. See “Treasury Bills, Notes, Bonds, and SLGS.”

**Government Sponsored Enterprise (GSE).** Privately-owned entity subject to federal regulation and supervision, created by the U.S. Congress to reduce the cost of capital for certain borrowing sectors of the economy such as students, farmers, and homeowners. GSEs carry the implicit backing of the U.S. Government, but they are not direct obligations of it.

**Government Sponsored Enterprise Security.** A security issued by a government sponsored enterprise.

**Index.** A compilation of statistical data that tracks changes in the economy or in financial markets.

**Internal Controls.** An internal control structure ensures that the assets of the entity are protected from loss,



theft, or misuse. The internal control structure is designed to provide reasonable assurance that these objectives are met.

**Inverse Floater.** A floating rate security structured in such a way that it reacts inversely to the direction of interest rates. Considered risky as their value moves in the opposite direction of normal fixed-income investments and whose interest rate can fall to zero.

**Investment Advisor.** A company that provides professional advice managing portfolios, investment recommendations and/or research in exchange for a management fee.

**Investment Adviser Act of 1940.** Federal legislation that sets the standards by which investment companies, such as mutual funds, are regulated in the areas of advertising, promotion, performance reporting requirements, and securities valuations.

**Investment Grade.** Bonds considered suitable for preservation of invested capital, including bonds rated a minimum of Baa3 by Moody's, BBB- by Standard & Poor's, or BBB- by Fitch. Although "BBB" rated bonds are considered investment grade, most public agencies cannot invest in securities rated below "A".

**Liquidity.** The relative ease of converting an asset into cash without significant loss of value. Also, a relative measure of cash and near-cash items in a portfolio of assets. The term describes the marketability of a money market security correlating to the narrowness of the spread between the bids and ask prices.

**Local Government Investment Pool (LGIP).** An investment by local governments in which money is pooled as a method for managing local funds, (i.e., Florida State Board of Administration's Florida Prime Fund).

**Long-Term Core Investment Program.** Funds that are not needed within a one year period.

**Market Value.** The fair market value of a security or commodity. The price at which a willing buyer and seller would pay for a security.

**Mark-to-market.** Adjusting the value of an asset to its market value, reflecting in the process unrealized gains or losses.

**Master Repurchase Agreement.** A widely accepted standard agreement form used to govern and document repurchase agreements and protect the interest of parties in a repo transaction.

**Maturity Date.** Date on which principal payment of a financial obligation is to be paid.

**Medium Term Notes (MTN's).** Used frequently to refer to corporate notes of medium maturity (5-years and under). Technically, any debt security issued by a corporate or depository institution with a maturity from 1 to 10 years and issued under an MTN shelf registration. Usually issued in smaller issues with varying coupons and maturities and underwritten by a variety of broker/dealers (as opposed to large corporate deals issued and underwritten all at once in large size and with a fixed coupon and maturity).

**Money Market.** The market in which short-term debt instruments (bills, commercial paper, bankers' acceptances, etc.) are issued and traded.



**Money Market Fund (MMF).** A type of mutual fund that invests solely in money market instruments, such as: U.S. Treasury bills, commercial paper, bankers' acceptances, and repurchase agreements.

**Moody's Investors Service.** One of several NRSROs that provide credit ratings on corporate and municipal debt issues.

**Municipal Note/Bond.** A debt instrument issued by a state or local government unit or public agency. The vast majority of municipals are exempt from state and federal income tax, although some non-qualified issues are taxable.

**Mutual Fund.** Portfolio of securities professionally managed by a registered investment company that issues shares to investors. Many different types of mutual funds exist (bond, equity, money fund); all except money market funds operate on a variable net asset value (NAV).

**National Association of Securities Dealers (NASD).** Organization of brokers and dealers who trade securities in the United States, are supervised by the SEC, and provide regulatory exams for industry participants.

**Negotiable Certificate of Deposit (Negotiable CD).** Large denomination CDs (\$100,000 and larger) issued in bearer form and can be traded in the secondary market.

**Net Asset Value.** The market value of one share of an investment company, such as a mutual fund. This figure is calculated by totaling a fund's assets which includes securities, cash, and any accrued earnings, subtracting this from the fund's liabilities, and dividing this total by the number of shares outstanding. This is calculated once a day based on the closing price for each security in the fund's portfolio. (See below.)

$$[(\text{Total assets}) - (\text{Liabilities})] / (\text{Number of shares outstanding})$$

**Nationally Recognized Statistical Rating Organization "NRSRO".** A designated rating organization that the SEC has deemed a strong national presence in the United States NRSROs provide credit ratings on corporate and bank debt issues. Only ratings of a NRSRO may be used for the regulatory purposes of rating. Includes Moody's, Standard & Poor's, Fitch, and Duff & Phelps.

**Offered Price.** See also "Ask Price."

**Open Market Operations.** Federal Reserve monetary policy tactic entailing the purchase or sale of government securities in the open market by the Federal Reserve System from and to primary dealers in order to influence the money supply, credit conditions, and interest rates.

**Par Value.** Face value, stated value, or maturity value of a security.

**Portfolio.** Collection of securities and investments held by an investor.

**Premium.** The amount by which a bond or other financial instrument sells above its face value. See also "Discount"



**Primary Dealer.** Certain government securities dealers designated by the Federal Reserve Bank of New York. Primary dealers can buy and sell government securities directly with the Fed. Primary dealers also submit daily reports of market activity and security positions held to the Fed and are subject to its informal oversight. Primary dealers are considered the largest players in the U.S. Treasury securities market.

**Prime Paper.** Commercial paper of high quality. Highest rated paper is A-1+/A-1 by S&P and P-1 by Moody's.

**Principal.** Face value of a financial instrument on which interest accrues. May be less than par value if some principal has been repaid or retired. For a transaction, principal is par value times the price and includes any premium or discount.

**Prudent Investor Standard.** A standard requiring that when investing, reinvesting, purchasing, acquiring, exchanging, selling, or managing public funds, a trustee shall act with care, skill, prudence, and diligence under the circumstances then prevailing, including, but not limited to, the general economic conditions and the anticipated needs of the agency, that a prudent person acting in a like capacity and familiarity with those matters would use in the conduct of funds of a like character and with like aims to safeguard the principal and maintain the liquidity needs of the agency. More stringent than the "prudent person" standard as it implies a level of knowledge commensurate with the responsibility at hand.

**Qualified Public Depository.** Per Florida Statute 280, means any bank, saving bank or savings association that:

1. Is organized and exists under the laws of the United States, the laws of this state, or any other state or territory of the United States;
2. Has its principal place of business in this state or has a branch office in this state, which is authorized under the laws of this state or of the United States to receive deposits in this state;
3. Has deposit insurance under the provision of the Federal Deposit Insurance Act, as amended, 12 U.S.C. ss.1811 seq.;
4. Meets all requirements of Florida Statute 280; and
5. Has been designed by the Treasurer as a qualified public depository.

**Rate of Return.** Amount of income received from an investment, expressed as a percentage of the amount invested.

**Realized Gains (Losses).** The difference between the sale price of an investment and its book value. Gains/losses are "realized" when the security is actually sold, as compared to "unrealized" gains/losses which are based on current market value. See "Unrealized Gains (Losses)."

**Repurchase Agreement (Repo).** A short-term investment vehicle where an investor agrees to buy securities from a counterparty and simultaneously agrees to resell the securities back to the counterparty at an agreed upon time and for an agreed upon price.

**Reverse Repurchase Agreement (Reverse Repo).** A repo from the point of view of the original seller of securities. It is used by dealers to finance their inventory of securities by essentially borrowing at short-term rates and can also be used to leverage a portfolio, which can be considered risky if used improperly.

**Safekeeping.** Service offered for a fee, usually by financial institutions, for the holding of securities and other valuables. Safekeeping is a component of custody services.

**Secondary Market.** Markets for the purchase and sale of any previously issued financial instrument.



**Securities Lending.** An arrangement between an investor and a custody bank that allows the custody bank to “loan” the investors’ investment holdings, reinvest the proceeds in permitted investments, and shares any profits with the investor be governed by a securities lending agreement. It can increase the risk of a portfolio in that the investor takes on the default risk on the reinvestment at the discretion of the custodian.

**Sinking Fund.** A separate accumulation of cash or investments (including earnings on investments) in a fund in accordance with the terms of a trust agreement or indenture, funded by periodic deposits by the issuer (or other entity responsible for debt service), for the purpose of assuring timely availability of moneys for payment of debt service. Usually used in connection with term bonds.

**Spread.** The difference between the price of a security and similar maturity U.S. Treasury investments, expressed in percentage terms or basis points. A spread can also be the absolute difference in yield between two securities. The securities can be in different markets or within the same securities market between different credits, sectors, or other relevant factors.

**Standard & Poor’s Financial Services, Inc.** One of several NRSROs that provide credit ratings on corporate and municipal debt issues.

**STRIPS (Separate Trading of Registered Interest and Principal of Securities).** Acronym applied to U.S. Treasury securities that have had their coupons and principal repayments separated into individual zero-coupon Treasury securities. The same technique and “strips” description can be applied to non-Treasury securities (e.g. FNMA strips).

**Structured Notes.** Notes that have imbedded into their structure options such as step-up coupons or derivative-based returns.

**Swap.** Trading one asset for another.

**Total Return.** Investment performance measured over a period of time that includes coupon interest, interest on interest, and both realized and unrealized gains or losses. Total return includes, therefore, any market value appreciation/depreciation on investments held at period end.

**Treasuries.** Collective term used to describe debt instruments backed by the U.S. Government and issued through the U.S. Department of the Treasury. It includes treasury bills, treasury notes, and treasury bonds; and is also a benchmark term used as a basis by which the yields of non-treasury securities are compared (e.g., “trading at 50 basis points over Treasuries”).

**Treasury Bills (T-Bills).** Short-term direct obligations of the United States Government issued with an original term of one year or less. Treasury bills are sold at a discount from face value and do not pay interest before maturity. The difference between the purchase price of the bill and the maturity value is the interest earned on the bill. Currently, the U.S. Treasury issues 4-week, 13-week, and 26-week T-Bills.

**Treasury Bonds.** Long-term interest-bearing debt securities backed by the U.S. Government and issued with maturities of ten years and longer by the U.S. Department of the Treasury.



**Treasury Notes.** Intermediate interest-bearing debt securities backed by the U.S. Government and issued with maturities ranging from one to ten years by the U.S. Department of the Treasury. The Treasury currently issues 2-year, 5-year and 10-year Treasury Notes.

**Trustee.** A bank designated by an issuer of securities as the custodian of funds and official representative of bondholders. Trustees are appointed to ensure compliance with the bond documents and represent bondholders in enforcing their contract with the issuer.

**Uniform Net Capital Rule.** SEC regulation 15C3-1 that outlines the minimum net capital ratio (ratio of indebtedness to net liquid capital) of member firms and non-member broker/dealers.

**Unrealized Gains (Losses).** The difference between the market value of an investment and its book value. Gains/losses are “realized” when the security is actually sold, as compared to “unrealized” gains/losses which are based on current market value. See also “Realized Gains (Losses).”

**Variable-Rate Security.** A bond that bears interest at a rate that varies over time based on a specified schedule of adjustment (e.g., daily, weekly, monthly, semi-annually, or annually). See also “Floating Rate Note”.

**Weighted Average Maturity (or just “Average Maturity”).** The average maturity of all securities and investments of a portfolio, determined by multiplying the par or principal value of each security or investment by its maturity (days or years), summing the products, and dividing the sum by the total principal value of the portfolio. It is a simple measure of risk of a fixed-income portfolio.

**Weighted Average Maturity to Call.** The average maturity of all securities and investments of a portfolio, adjusted to substitute the first call date per security for maturity date for those securities with call provisions.

**Yield.** Refers to the earnings generated and realized on an investment over a particular period of time. There are numerous methods of yield determination. In this glossary, see also “Current Yield,” “Yield Curve,” “Yield to Call” and “Yield to Maturity.”

**Yield Curve.** A graphic depiction of yields on like securities in relation to remaining maturities spread over a time line. The traditional yield curve depicts yields on U.S. treasuries, although yield curves exist for federal agencies and various credit quality corporates as well. Yield curves can be positively sloped (normal) where longer-term investments have higher yields, or “inverted” (uncommon) where longer-term investments have lower yields than shorter ones.

**Yield to Call (YTC).** Same as “Yield to Maturity,” except the return is measured to the first call date rather than the maturity date. Yield to call can be significantly higher or lower than a security’s yield to maturity.

**Yield to Maturity (YTM).** The calculated return on an investment, assuming all cash flows from the security are reinvested at the same original yield. Yield to maturity can be higher or lower than the coupon rate depending on market rates and whether the security was purchased at a premium or discount. There are different conventions for calculating YTM for various types of securities.



## Attachment B

# Investment Pool/Fund Questionnaire

1. A description of eligible investment securities and a written statement of investment policies and objectives.
2. A description of interest calculations and how it is distributed, and how gains and losses are treated.
3. A description of how the securities are safeguarded (including the settlement processes), and how often the securities are priced and the program audited.
4. A description of who may invest in the program, how often, and what size deposit and withdrawal are allowed.
5. A schedule for receiving statements and portfolio listings.
6. Are reserves, retained earnings, etc. utilized by the pool/fund?
7. A fee schedule with a description of when and how it is assessed.
8. Is the pool/fund eligible for bond proceeds and/or will it accept such proceeds?





# Appendices

**LIFT UP  
LOCAL**

---

*City of*  
**Tampa**  
Florida



# Glossary

## Accrual Basis of Accounting

Accounting method where revenues are recorded when earned (regardless of when cash is received) and expenses are recorded when liabilities are incurred (regardless of when payment is made). Method of budgeting used for Enterprise and Internal Service funds. Also, see Modified Accrual Basis of Accounting.

## Ad Valorem Tax

A tax levied on the assessed value of real and personal property. This tax is also known as property tax.

## Adopted Budget

A financial plan presented, reviewed, and approved by a governing body for the upcoming or current fiscal year beginning October 1.

## Annexation

The process by which an unincorporated area is brought into a city. Rules governing annexation are established by Florida Statute.

## Appropriation

A specific amount of money authorized by city council for the purpose of providing or acquiring goods and services.

## Arbitrage

Borrowing money under a jurisdiction's tax exempt status and relending it at higher interest rates, then keeping the earnings for discretionary use.

## Assessed Property Value

The value set upon real estate or other property by the County Property Appraiser and the State as a basis for levying taxes.

## Assets

Resources that have monetary value and are owned or held by a government.

## Balanced Budget

A budget in which planned funds available equal planned expenditures as required by Florida State Statute 166.241.

## Bond

A certificate of debt issued by an entity, guaranteeing payment of the original investment plus interest, by a specified future date.

## Budget

An annual financial plan that identifies revenues, specifies the type and level of services to be provided and establishes the amount of money which can be spent.

## Budget Allocation

The distribution of a sum of money for a particular purpose according to a specific plan.

## Budget Amendment

Legal means by which an adopted revenue or expenditure authorization limit is increased or decreased.

## Capital Equipment

Equipment, costing more than \$5,000, with an expected life of more than two years such as automobiles, computers and furniture.

## Capital Improvement Program

A statement of the City of Tampa's policy regarding long-range physical development, and 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 \$5,000 or more, or a useful life of two or more years. Typical capital outlay items include vehicles, construction equipment, photocopiers, computers, and office furniture.

**Chief Financial Officer**

Senior financial advisor to the Mayor. Supervises the Revenue and Finance Department which oversees the City's centralized Accounting and Budget Offices.

**City Charter**

Document setting forth the principles, functions, and organization of a city's government.

**Communications Services Tax**

A tax levied by the State on telecommunication and cable services.

**Comprehensive Annual Financial Report (CAFR)**

A complete set of financial statements published each year in accordance with state law. It is presented in conformity with accounting principles and audited by a certified public accounting firm. It contains information regarding all general purpose financial statements for revenue and expenditures, selected financial and demographic information, and amortization of long-term debt and selected investment portfolio data.

**Conduit Debt**

Debt payable by third parties for which the state or government is not providing credit or security.

**Consumer Price Index (CPI)**

A statistical description of price levels provided by the U.S. Department of Labor. The index is used as a measure of cost of living and economic inflation.

**Contingency**

An appropriation of funds to cover unanticipated expenditures that occur during the fiscal year.

**Cost Allocation**

A method used to charge enterprise, internal service, federal funds, and other governmental funds for their share of central administration costs.

**Current Operations**

The existing processes, functions, or procedures used by the City to carry out its vision, mission, and goals.

**Debt Service**

The payment of principal and interest on borrowed funds such as bonds, bank loans, and/or short-term commercial paper.

**Department**

An organizational unit responsible for carrying out a major governmental function, such as police, fire rescue, parks and recreation, water, solid waste, etc.

**Depreciation**

The decrease in value of physical assets due to use and the passage of time.

**Employee (or Fringe) Benefits**

Contributions made by the City to meet commitments or obligations for employees beyond base pay, such as the City's share of costs for social security, worker's compensation, and the various pension, medical, and life insurance plans.

**Encumbrance**

An amount of money committed for the payment of goods and services not yet paid for.

**Enterprise Fund**

A self-supporting fund designed to account for activities supported by user charges. Examples include wastewater, water, solid waste, and parking funds.



**Entitlement**

Payments guaranteed by Congress and/or state legislatures to eligible recipients for a certain period of time. These payments are provided outside of the discretionary part of the state or federal budget.

**Fiduciary Fund**

A set of interrelated accounts to record revenues and expenditures associated with a specific purpose held by the government for other parties. In the case of the City of Tampa, an example is the General Employee's Pension Fund.

**Financial Statement**

A written report of the financial condition of an organization 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 services.

**Full-Time Equivalent (FTE)**

A position which works a 40-hour week on an ongoing basis and is specifically authorized for ongoing funding by classification in the annual budget. Two half-time positions equal one FTE.

**Fund**

A set of interrelated accounts to record revenues and expenditures associated with a specific purpose such as the General Fund or an enterprise fund.

**Fund Balance**

The balance remaining in a fund after expenditures have been subtracted from revenues.

**General Fund**

A fund supported by revenues, such as property taxes, not designated by law for a special purpose. Some of the departments funded by the General Fund typically include fire rescue, police, and parks and recreation.

**General Obligation Bond**

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 assessed value of a primary residence for qualified property owners in the State of Florida. Other exemptions such as Senior Citizen, Blind Disability, etc. are available with varying amounts of deductions.

**Impact Fees/Multi-Modal Fees**

A charge for services which is assessed on new construction in order to support specific new demands on a given type of service such as transportation, schools, parks, libraries, wastewater and water supply systems, fire and police protection, and other government agencies and services. Local governments generally implement impact fees so existing residents and businesses do not have to pay for needs caused by new development.

**Infrastructure**

The basic facilities, services and installations needed for the functioning of a community or society, such as: public transportation, road repair and maintenance, communications systems, and water and sewer line repair and replacement.

**Initiatives**

Specific programs, activities, projects, or actions an organization will undertake in an effort to meet performance targets.

**Interfund Transfers**

Payments from one fund to another fund, primarily for work or services provided.

**Intergovernmental Revenue**

Funds received from federal, state and other local government sources in the form of grants, shared revenues, and payments in lieu of taxes for a specific purpose.

**Internal Service Fund**

A fund to account for activities associated with providing services to customers within the government on a cost-reimbursement basis. In the case of the City of Tampa, an example is the Fleet Maintenance Fund.

**Local Option Gas Tax**

The local option gas tax is a 30-year tax, renewed in 2013, to fund transportation related improvements.

**Millage**

The tax rate on real property, based on 1 mill, equals \$1 per \$1,000 of assessed property value. See Questions and Answers section for further explanation.

**Mission**

The mission statement clearly states the purpose of the organization. It is the reason the organization exists.



**Modified Accrual Basis of Accounting**

Revenues are being recognized in the period when they become available and measurable (known). The term “available” means collectible within the current period or soon enough thereafter to be used to pay the liabilities of the current period. Expenditures, if measurable, are recognized in the accounting period in which the liabilities are incurred, regardless of when the receipt or payment of cash takes place. Also, see Accrual Basis of Accounting.

**Non-Recurring Expense**

Non-recurring expenses comprise those that exist only for a limited period or whose amounts vary considerably from one year to the next. Examples of non-recurring expenses include grants to private organizations or other governments, and one-time expenses for special projects.

**Non-Recurring Revenue**

Non-recurring revenues are sources that exist only for a limited period of time or amounts which vary considerably from one year to the next. Examples of non-recurring revenue include proceeds from grants and the sale of land.

**Objectives**

Specific concrete and measurable statements of what will be done to make progress toward a specific goal. Generally, they are attainable within 6-12 months out and have associated performance measures.

**Operating Budget**

A budget for general expenditures such as salaries, utilities, and supplies.

**Operating Expenses**

The cost for personnel, materials, and equipment required for a department to function. They are expenses directly related to service activities.

**Ordinance**

A formal legislative enactment by the legislative body which, if not in conflict with any higher form of law, has the full force and effect of law within the boundaries of the municipality to which it applies. An ordinance requires more legal formality and has a higher legal status than a resolution. Revenue raising measures, such as the imposition of taxes, special assessments, and service charges, universally require ordinances.

**Payment in Lieu of Franchise Fees (PILOF)**

Payments by enterprise departments for use and maintenance of city rights-of-way similar to payments made by private sector entities.

**Payment in Lieu of Taxes (PILOT)**

Payments by enterprise departments for compensation of tax supported services similar to payments made by private sector entities.

**Performance Measures**

Indicators of the work performed and the results achieved in an activity, process, or organizational unit. Performance measures may be financial or non-financial.

**Personnel Expenses**

Salaries, wages, and fringe benefit costs such as pensions and insurance.

**Property Tax**

A tax levied on the assessed value of real property. This tax is also known as ad valorem tax.

**Proprietary Funds**

One of the three classifications of funds in governmental accounting. Proprietary funds consist of enterprise funds and internal service funds, and are used to account for business type activities.

**Reclaimed Water**

Treated wastewater that is used for irrigation.



**Recommended Annual Budget**

Presented to City Council in August to be adopted by the end of the current fiscal year (September 30). The Mayor shall prepare an annual budget for the operation of the municipality, which 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 sources other than expenditure refunds, operating transfers, and other financial sources.

**Sales Tax**

A 6% tax levied by the State of Florida on most goods and services. The City of Tampa currently receives a percentage of the state sales tax collected in Hillsborough County. Hillsborough County also has a 1/2 cent local option sales tax for indigent healthcare, a 1/2 cent sales tax for school capital outlay, a 1 cent sales tax for transportation improvements, 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, 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 2020 tax bills are reflected as revenue receipts to the City in FY21.

**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, water, or natural gas.

### Vision

A statement that provides an inspiring picture of a preferred future state, "the dream" of an organization.





# Acronyms

|  |   |
|--|---|
| ADA - Americans with Disabilities Act  | FDIC - Federal Deposit Insurance Corporation                      |
| AFB – Air Force Base   | FDOT – Florida Department of Transportation                       |
| AFL-CIO- CLC- American Federation of Labor,<br>Congress of Industrial Organizations, and Canadian<br>Labour Congress | FEMA – Federal Emergency Management Agency                        |
| AFT - All For Transportation   | FFCB - Federal Farm Credit Banks                                  |
| AMC – Air Mobility Command   | FHLB - Federal Home Loan Bank                                     |
| ASE – Automotive Service Excellence  | FHLMC - Federal Home Loan Mortgage Corporation                    |
| CAFR – Comprehensive Annual Financial Report   | FNMA - Federal National Mortgage Association                      |
| CAMLS - Center for Advanced Medical Learning and<br>Simulation   | FRN - Floating Rate Security                                      |
| CARD - Center for Autism and Related Disabilities  | FTE – Full-Time Equivalent  |
| CART - Creative Arts and Reading Together  | FY – Fiscal Year  |
| CD - Certificate of Deposit  | GAAP – Generally Accepted Accounting Principles                   |
| CDBG – Community Development Block Grant   | GAGAS – Generally Accepted Government Auditing<br>Standards       |
| CDC – Corporation to Develop Communities   | GASB – Government Accounting Standards Board                      |
| CEI - Construction Engineering and Inspection  | GFOA – Government Finance Officers Association                    |
| CHDO – Community Housing Development<br>Organization   | GHG - Green House Gas emissions                                   |
| CIAC – Contribution in Aid of Construction   | GIS – Geographic Information System                               |
| CIP – Capital Improvement Project  | GNMA - Government National Mortgage Association                   |
| CIT – Community Investment Tax   | GO – General Obligation   |
| CMO - Collateralized Mortgage Operation  | GPS - Global Positioning System                                   |
| CNG - Compressed Natural Gas   | GSA - U.S. General Service Administration                         |
| COs - Contracting Officers   | GSE - Government Sponsored Enterprise                             |
| CPI - Consumer Price Index   | HARTline – Hillsborough Area Regional Transit<br>Authority        |
| CRA – Community Redevelopment Area   | HCC - Hillsborough Community College                              |
| CRA - Community Redevelopment Agency   | HCD – Housing and Community Development                           |
| CTTV – City of Tampa Television  | HFCAWTP – Howard F. Curren Advanced Wastewater<br>Treatment Plant |
| DLTWTF – David L. Tippin Water Treatment Facility  | HOME – HOME Investment Partnerships Program                       |
| DMI - Diversity Management Information System  | HOPWA – Housing Opportunities for Persons With<br>AIDS            |
| DRI - Development of Regional Impact   | HUD – U.S. Department of Housing and Urban<br>Development         |
| DROP - Deferred Retirement Option Program  | HVAC - Heating, Ventilation, and Air Conditioning                 |
| DVIR - Digital Vehicle Information Recorders   | IAFF – International Association of Fire Fighters                 |
| DVP - Delivery Versus Payment  | LEED - Leadership in Energy and Environmental<br>Design           |
| DTP - Depository Trust Company   | LGBT - Lesbian, Gay, Bi-sexual, and Transgender                   |
| EBS – E-Business Suite   | LGIP - Local Government Investment Pool                           |
| ECM – Enterprise Content Management  | LHAP - Local Housing Assistance Plan                              |
| EECP - Energy Efficiency and Conservation Plan   | LOC - Letter Of Credit  |
| EMMA - Electronic Municipal Market Access  | LOS - Level of Service  |
| EMS – Emergency Medical Service  | MBD - Minority Business Development                               |
| EOC- Emergency Operations Center   | MGD – Million Gallons per Day                                     |
| ERP – Enterprise Resource Planning   | MMF - Money Market Fund   |
| ESG – Emergency Solutions Grants   | MNU - Mayor’s Neighborhood University                             |
| ESU - Equivalent Stormwater Unit   | MOVES - Mobility Opportunity Vision Equity Safety                 |



MSA - Metropolitan Statistical Area  
MSRB - Municipal Securities Rulemaking Board  
MTNs - Medium Term Notes  
NASD - National Association of Securities Dealers  
NAV - Net Asset Value  
NFL – National Football League  
NOFO - Notice of Funding Opportunity  
NRSRO - National Recognized Statistical Rating Organization  
OMB - U.S. Office of Management and Budget  
PILOF – Payment in Lieu of Franchise Fees  
PILOT – Payment in Lieu of Taxes  
PIPES –Progressive Infrastructure Planning to Ensure Stability  
QTI-Qualified Targeted Industries  
RFP – Request for Proposal  
SAM - System for Award Management  
SEC – Securities and Exchange Commission  
SHIP – State Housing Initiatives Partnership  
SLBE – Small Local Business Enterprise  
SLGS - State and Local Government Series  
SOFIC - Special Operations Forces Industry Conference  
SRF - State Revolving Fund  
STRIPS - Separate Trading of Registered Interest and Principal of Securities  
STRMU - Short-term Rent, Mortgage, and Utility Assistance  
SWFWMD – Southwest Florida Water Management District  
TBRA -Tenant Based Rental Assistance  
TCC – Tampa Convention Center  
TECO – Tampa Electric Company  
TFR – Tampa Fire Rescue  
TIA – Tampa International Airport  
TIF – Tax Increment Financing Funding  
TIN - Taxpayer Identification Numbers  
TPD – Tampa Police Department  
TRIM – Truth in Millage  
TSA – Tampa Sports Authority  
UF - University of Florida  
USF – University of South Florida  
UT – University of Tampa  
WIN - Working in the Neighborhood  
WMBE – Women and Minority Business Enterprise  
YET – Youth Education Town  
YTC - Yield to Call



# 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 citywide goals and develop service delivery objectives for use in building the budget for the coming year. Target budgets for each department are then determined. Targets are based on current budget levels, levels of service desired by the administration, and estimates of available revenues. Each department then prepares its budget for the upcoming fiscal year within the target amount. The resulting budgets are reviewed and requests for additional funding are considered. The Recommended Annual Operating and Capital Budget is presented to City Council by August 15. Finally, budget hearings are held and the budget is adopted by the end of the current fiscal year (September 30).

Q: Where does the City obtain its revenues?

A: From local, state, and federal taxes, fees, licenses, and payments for municipal services such as water, wastewater, and solid waste collection.

Q: How is the money used?

A: It is used to pay for salaries, operating expenses, equipment, supplies, capital improvements, and debt service needed to provide fire and police protection, cultural and recreational activities, economic development, neighborhood services, water, wastewater, solid waste collection, and other municipal services specified in the City budget.

Q: What is a mill of tax?

A: One mill is equal to \$1.00 for each \$1,000 of assessed property value. City property taxes on a \$209,776 home, with a \$50,000 homestead exemption and millage rate of 6.2076 (example only), would be \$992.

|                          |                         |
|--------------------------|-------------------------|
| Assessed Value (FY2020)  | \$ 209,776              |
| Less homestead exemption | <u>50,000</u>           |
| Net taxable value        | \$ 159,776              |
|                          | <u>÷ 1,000</u>          |
|                          | \$ 159.78               |
|                          | <u>x 6.2076 Millage</u> |
|                          | \$ 992 Property Tax     |

Q: What is property tax?

A: When the City adopts its annual budget, it determines the tax rate that must be applied on property to generate the necessary general fund revenue. The estimated tax rate (millage) in the City of Tampa’s



recommended FY2021 budget is 6.2076 mills or \$6.2076 per \$1,000 of taxable value. The Hillsborough County Property Appraiser establishes the taxable value of all property within the City. For FY2021, the average home assessed value provided by the Hillsborough County Property Appraiser is \$209,776, which after a \$50,000 homestead exemption, results in a taxable amount of \$159,776. In this example, your taxes paid to the City would be \$992 ( $\$159,776/1,000 \times 6.2076$  mills).

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

A: In FY2020, only 6.2076 mills of the 20.0302 mills levied for tax year 2019 was paid to the City.

Q: What is the difference between ad valorem tax and property tax

A: There is no difference between ad valorem tax and property tax. They are different names for the same tax.

Q: Why is the City collecting more property taxes if the millage rate is constant?

A: On each parcel of real estate or tangible personal property, a taxable valuation is established by the Hillsborough County Property Appraiser as a basis for levying taxes. This valuation is determined by subtracting all exemptions from the assessed value of a property which is determined by comparing a home to similar homes that have sold recently. Property taxes increase even though the millage rate remains constant, when taxable property values within the City increase.

Q: What is an operating budget?

A: An operating budget is an annual financial plan for recurring expenditures such as salaries, utilities, and supplies.

Q: What is a capital improvement budget?

A: A capital improvement budget is a long-range plan for the construction of physical assets such as buildings, streets, parks, and sewers.

Q: How is the Capital Improvement Program funded?

A: There are three primary means to fund and/or finance the City's capital projects: 1) current revenues (pay as you go), 2) grants, and/or 3) debt.

Current Revenues (Cash Basis) – The City primarily funds its capital improvement program on a cash basis. There are various revenues sources used for this purpose. Some revenues are restricted, such as transportation impact fees, local option fuel taxes, and community investment taxes.

- Community Investment Tax (CIT) – The Community Investment Tax was approved by voters in 1996 and can only be used to fund certain capital improvement projects and/or debt service for qualified capital projects.
- Stormwater Improvement Assessment – Stormwater Improvement Assessment pay for capital improvements associated with the stormwater system construction within the Central and Lower Basin Improvement Area.
- All For Transportation – The All For Transportation sales surtax was approved by voters in 2018. The tax provides funding for various citywide transportation projects relating to intersection improvements, road and bridge improvements, traffic congestion mitigation, and bicycle and pedestrian safety improvements.



- Transportation Impact Fees – Impact Fees were assessed on land development in six impact fee districts to support the added demands on the transportation network due to expanded or new construction. Transportation impact fees are restricted to projects that provide for increased roadway (vehicle) capacity improvements, address right-of-way and construction, and can only be spent within the transportation impact fee district in which they were collected. Effective August 1, 2015, Tampa ceased collection of transportation impact fees and instead collects multi-modal fees.
- Transportation Multi-Modal Fees – Transportation Multi-Modal Fees are assessed on land development to support the added demands on the transportation network due to expanded or new construction. The new multi-modal fee provides flexibility to expand capital facilities for bicycle, pedestrian, and transit modes in addition to funding automobile capacity along the classified roadway network. Multi-modal fees can only be spent within the transportation impact fee district in which they were collected.
- Local Option Fuel Tax (Fuel Tax) – Fuel Tax usage is restricted for various transportation capital improvement projects including resurfacing, complete streets such as multi-median sidewalks, bike lanes, medians, and traffic signals. Local governments may assess up to 11 cents per gallon. Hillsborough County currently assesses 6 cents per gallon of fuel purchased within County boundaries for transportation capital funding.
- Utilities Services Taxes – Utilities Services Taxes are levied by the City on taxable sales for communications and utilities. The tax is assessed on the following services: communications, water, electricity, and gas. Utilities taxes may be used to fund general governmental operations, to purchase capital equipment, for capital improvement projects, and/or to pay the debt associated with capital projects.
- Enterprise Revenues – Enterprise revenues are collected within the Parking, Water, Wastewater, and Solid Waste departments for the delivery of their respective services. These revenues are restricted to funding the operations, capital projects, and/or debt within the respective departments (e.g., wastewater rate revenue cannot be used to fund a solid waste capital project).

Grants – The City receives both operating and capital grants from several sources. These grants are for specific purposes and often require a local match. The granting agencies usually impose specific requirements to qualify for the grant.

Debt – The City issues debt to either refund an existing debt issuance or to obtain new funds to acquire and/or construct major improvements to the City’s infrastructure. The City uses a combination of fixed-rate and variable rate, long and short-term debt based on the lowest possible cost and risk to the City to fund its capital needs. The financing methodology for each transaction is determined based on funding priorities and available debt capacity. For each debt issuance, the City will comply with all prudent financial policies, the City charter, and all legal, Internal Revenue Service, Securities and Exchange Commission, and Municipal Securities Rulemaking Board rules and regulations.

Q: What is a revenue or enterprise fund?

A: A revenue or enterprise fund earns its own revenues by charging patrons for municipal services. The Water operating fund is an example of an enterprise fund. It generates revenues by billing its customers for the water they use.

Q: What is a budget appropriation?

A: A budget appropriation is a specific amount of money that has been approved for use in a particular manner by City Council.



Q: Why doesn't the City add an income tax to generate additional revenue?

A: The laws of the State of Florida prohibit the levying of such taxes by cities.

Q: What is the difference between recurring and non-recurring revenues?

A: Recurring revenue is income from sources which continue from year to year, where a similar amount can be expected annually. Property taxes and franchise fees are examples of recurring revenue. 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 or one-time grants.

Q: What are the purposes of bond/state loans?

A: The purpose of bond/state loans is to lend money to the government so that they can cover their capital construction costs.

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 98% of expected collections as a reserve for contingencies and potential revenue shortfalls. These measures, along with reserving a portion of existing fund balance (\$7.6 million), help the City prepare for future emergencies.



# City of Tampa Statistical Information

## History

|                                  |                   |
|----------------------------------|-------------------|
| Initial Incorporation            | December 15, 1855 |
| Second Incorporation             | July 15, 1887     |
| Adoption of Original Charter     | December 15, 1855 |
| Adoption of Present City Charter | October 1, 1975   |
| Last Charter Amendment           | March 5, 2019     |

## Education

| Universities                 | Enrolled |
|------------------------------|----------|
| University of South Florida  | 50,927   |
| University of Tampa          | 9,600    |
| Stetson University Law       | 921      |
| <b>Public Schools (K-12)</b> |          |
| Hillsborough County          | 217,140  |

## Boundaries

|                           |         |
|---------------------------|---------|
| City Boundaries           |         |
| Square Miles of Land Area | 113     |
| City Population           | 399,700 |

## Port

| Port Tampa Bay  |                     |
|-----------------|---------------------|
| Vessel Arrivals |                     |
| Barge           | 841                 |
| Cruise          | 246                 |
| Tug             | 897                 |
| Vessel          | 1,108               |
| General Cargo   | 1,425,435 net tons  |
| Bulk Cargo      | 33,037,536 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 April 23, 2019 (Runoff) |            |
| Registered Voters                             | 230,193    |
| Votes Cast                                    | 53,400     |
| Voter Turnout Percentage                      | 23.2%      |
| Next City Election                            | March 2023 |

## Airport

| Tampa International                |                  |
|------------------------------------|------------------|
| Passengers                         | 22,497,953       |
| Cargo                              | 441,708,830 lbs. |
| Mail                               | 26,064,045 lbs.  |
| Average Daily Passengers Traveling | 61,638           |
| Average Daily Departures           | 252*             |
| <i>*2018 calendar year</i>         |                  |

## Tampa Central Business District Office Space

|                            |                      |
|----------------------------|----------------------|
| Number of Office Buildings | 69                   |
| Total Office Space         | 7.88 million sq. ft. |
| Average Rent               | \$38.87/sq. ft.      |

### Sources:

- <https://enr.electionsfl.org/HIL/Summary/2119/>
- <https://frontrunner-bucket.s3.amazonaws.com/01F52343-5056-907D-8D25-892F83095544.pdf>
- <http://www.tampaairport.com/>
- <http://www.ut.edu/utprofile/>
- <http://www.stetson.edu/law/about/home/profile.php#demographics>
- <http://www.fldoe.org/core/fileparse.php/7507/urlt/1920FEFP3rdCalc.pdf>
- <http://www.colliers.com/en-us/us/insights/usresearchlibrary>
- <https://www.census.gov/quickfacts/fact/table/tampacityflorida,US/PST045216>



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

|   | FY 2018<br>ACTUAL | FY 2019<br>ACTUAL | FY 2020<br>ADOPTED | FY 2020<br>PROJECTED | FY 2021<br>RECOMMENDED |
|---|-------------------|-------------------|--------------------|----------------------|------------------------|
| <b><u>CC 700100 : Stormwater Division</u></b>                     |                   |                   |                    |                      |                        |
| Licenses and Permits  | \$22,346,790      | \$24,394,108      | \$25,658,587       | \$26,450,587         | \$27,335,640           |
| Intergovernmental Revenues  | \$6,304,466       | \$9,136,929       | \$1,000,000        | \$8,919,848          | \$19,575,000           |
| Service Charges   | \$0               | \$0               | \$75,000           | \$75,000             | \$0                    |
| Miscellaneous Revenue   | \$323,670         | \$399,673         | \$64,020           | \$294,364            | \$25,000               |
| Transfer from Fund Balances                                       | \$0               | \$0               | \$9,026,455        | \$0                  | \$3,288,080            |
| Other Revenues  | \$98,002,033      | \$239,836         | \$0                | \$720,000            | \$53,475,000           |
| Transfer From Other Funds   | \$3,031,411       | \$2,000,000       | \$2,000,000        | \$2,000,000          | \$2,000,000            |
| Sub Total   | \$130,008,370     | \$36,170,546      | \$37,824,062       | \$38,459,799         | \$105,698,720          |
| <b><u>CC 700200 : Marketing and Communications Department</u></b> |                   |                   |                    |                      |                        |
| Miscellaneous Revenue   | \$375             | \$0               | \$0                | \$0                  | \$0                    |
| Sub Total   | \$375             | \$0               | \$0                | \$0                  | \$0                    |
| <b><u>CC 700300 : Convention and Tourism Department</u></b>       |                   |                   |                    |                      |                        |
| Tax Revenues-Other Taxes  | (\$169,925)       | \$0               | \$0                | \$0                  | \$0                    |
| Service Charges   | \$14,403,606      | \$12,668,446      | \$14,190,174       | \$7,235,356          | \$11,032,603           |
| Miscellaneous Revenue   | \$1,266,720       | \$600,907         | \$286,554          | \$228,107            | \$233,000              |
| Transfer from Fund Balances                                       | \$0               | \$0               | \$520,171          | \$0                  | \$55,482               |
| Sub Total   | \$15,500,402      | \$13,269,353      | \$14,996,899       | \$7,463,463          | \$11,321,085           |
| <b><u>CC 700400 : Fire Rescue Department</u></b>                  |                   |                   |                    |                      |                        |
| Tax Revenues-Other Taxes  | \$0               | \$0               | \$2,620,000        | \$1,000,000          | \$1,000,000            |
| Intergovernmental Revenues  | \$4,994,438       | \$3,875,754       | \$4,481,345        | \$4,479,764          | \$3,624,762            |
| Service Charges   | \$16,660,043      | \$16,738,784      | \$17,449,249       | \$20,038,050         | \$20,162,749           |
| Fines and Forfeits  | \$1,173           | \$33,210          | \$10,000           | \$10,000             | \$10,000               |
| Miscellaneous Revenue   | \$52,775          | \$37,651          | \$7,800            | \$36,816             | \$7,800                |
| Transfer From Other Funds   | \$3,974,521       | \$1,203,000       | \$2,638,000        | \$2,851,699          | \$1,018,000            |
| Sub Total   | \$25,682,950      | \$21,888,400      | \$27,206,394       | \$28,416,329         | \$25,823,311           |
| <b><u>CC 700500 : Facility Management Division</u></b>            |                   |                   |                    |                      |                        |
| Miscellaneous Revenue   | (\$14,905)        | \$2,761           | \$0                | \$378                | \$0                    |
| Transfer From Other Funds   | \$975,879         | \$0               | \$0                | \$0                  | \$0                    |
| Sub Total   | \$960,974         | \$2,761           | \$0                | \$378                | \$0                    |
| <b><u>CC 700600 : City Attorney Department</u></b>                |                   |                   |                    |                      |                        |
| Service Charges   | \$308,357         | \$348,023         | \$251,875          | \$368,920            | \$251,975              |
| Miscellaneous Revenue   | \$1,274           | \$114             | \$0                | \$54                 | \$200                  |
| Sub Total   | \$309,631         | \$348,137         | \$251,875          | \$368,974            | \$252,175              |
| <b><u>CC 700700 : Wastewater Department</u></b>                   |                   |                   |                    |                      |                        |
| Intergovernmental Revenues  | \$80,168          | \$112,997         | \$112,800          | \$110,000            | \$112,800              |
| Service Charges   | \$113,368,513     | \$118,851,168     | \$114,895,600      | \$121,452,900        | \$130,274,789          |
| Miscellaneous Revenue   | \$656,762         | \$2,323,749       | \$880,000          | \$2,525,021          | \$1,911,800            |
| Transfer from Fund Balances                                       | \$0               | \$0               | \$1,642,578        | \$0                  | \$0                    |
| Other Revenues  | \$366,193         | \$441,271         | \$325,000          | \$5,053,950          | \$94,669,650           |
| Transfer From Other Funds   | \$27,436,505      | \$57,474,781      | \$33,469,510       | \$33,469,510         | \$10,946,662           |
| Sub Total   | \$141,908,141     | \$179,203,965     | \$151,325,488      | \$162,611,381        | \$237,915,701          |





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

|  | FY 2018<br>ACTUAL    | FY 2019<br>ACTUAL    | FY 2020<br>ADOPTED   | FY 2020<br>PROJECTED | FY 2021<br>RECOMMENDED |
|--|----------------------|----------------------|----------------------|----------------------|------------------------|
| <u>CC 700800 : Solid Waste and Environmental Program<br/>Management Department</u> |                      |                      |                      |                      |                        |
| Licenses and Permits   | \$611,539            | \$704,941            | \$746,600            | \$731,668            | \$735,300              |
| Service Charges  | \$99,520,441         | \$101,073,712        | \$101,096,900        | \$95,598,673         | \$98,038,300           |
| Miscellaneous Revenue  | \$983,016            | \$3,110,881          | \$802,100            | \$2,007,876          | \$1,271,100            |
| Transfer from Fund Balances  | \$0                  | \$0                  | \$12,820,000         | \$0                  | \$5,385,003            |
| Other Revenues   | \$50,000             | \$65,385             | \$60,000             | \$58,800             | \$60,000               |
| Transfer From Other Funds  | \$32,659,941         | \$16,789,492         | \$15,777,885         | \$38,898,146         | \$17,811,983           |
| <b>Sub Total</b>   | <b>\$133,824,937</b> | <b>\$121,744,411</b> | <b>\$131,303,485</b> | <b>\$137,295,163</b> | <b>\$123,301,686</b>   |
| <u>CC 700900 : Water Department</u>  |                      |                      |                      |                      |                        |
| Intergovernmental Revenues   | \$1,011,546          | \$650,947            | \$0                  | \$569,105            | \$0                    |
| Service Charges  | \$118,788,116        | \$120,158,149        | \$124,324,891        | \$130,799,150        | \$139,438,635          |
| Fines and Forfeits   | \$34,916             | \$27,744             | \$40,000             | \$25,000             | \$40,000               |
| Miscellaneous Revenue  | \$1,596,923          | \$4,360,645          | \$3,941,800          | \$3,234,579          | \$5,332,649            |
| Transfer from Fund Balances  | \$0                  | \$0                  | \$15,768,191         | \$0                  | \$3,501,645            |
| Other Revenues   | \$3,627,661          | \$6,573,109          | \$2,260,000          | \$13,029,000         | \$64,875,303           |
| Transfer From Other Funds  | \$46,034,739         | \$94,773,176         | \$36,893,696         | \$45,697,160         | \$26,046,355           |
| <b>Sub Total</b>   | <b>\$171,093,900</b> | <b>\$226,543,769</b> | <b>\$183,228,578</b> | <b>\$193,353,994</b> | <b>\$239,234,587</b>   |
| <u>CC 701000 : Parks and Recreation Department</u>                                 |                      |                      |                      |                      |                        |
| Tax Revenues-Other Taxes   | \$0                  | \$0                  | \$1,600,000          | \$1,500,000          | \$0                    |
| Licenses and Permits   | \$3,424              | \$51,246             | \$0                  | \$353,133            | \$334,260              |
| Intergovernmental Revenues   | \$173,882            | \$66,388             | \$10,100             | \$164,275            | \$10,000               |
| Service Charges  | \$4,083,976          | \$4,621,099          | \$4,375,794          | \$2,312,430          | \$4,375,894            |
| Miscellaneous Revenue  | \$1,041,219          | \$1,506,407          | \$973,648            | \$301,720            | \$969,629              |
| Transfer from Fund Balances  | \$0                  | \$0                  | \$1,747,401          | \$0                  | \$2,134,301            |
| Transfer From Other Funds  | \$92,827             | \$0                  | \$0                  | \$0                  | \$0                    |
| <b>Sub Total</b>   | <b>\$5,395,328</b>   | <b>\$6,245,140</b>   | <b>\$8,706,943</b>   | <b>\$4,631,558</b>   | <b>\$7,824,084</b>     |
| <u>CC 701100 : Contract Administration Budget</u>                                  |                      |                      |                      |                      |                        |
| Service Charges  | \$30,511             | \$35,356             | \$25,000             | \$34,000             | \$25,000               |
| Miscellaneous Revenue  | \$0                  | \$0                  | \$0                  | \$10                 | \$0                    |
| <b>Sub Total</b>   | <b>\$30,511</b>      | <b>\$35,356</b>      | <b>\$25,000</b>      | <b>\$34,010</b>      | <b>\$25,000</b>        |
| <u>CC 701300 : Police Department</u>   |                      |                      |                      |                      |                        |
| Tax Revenues-Other Taxes   | \$0                  | \$0                  | \$4,500,000          | \$2,500,000          | \$4,500,000            |
| Intergovernmental Revenues   | \$11,012,688         | \$10,743,701         | \$7,517,509          | \$17,951,760         | \$6,995,046            |
| Service Charges  | \$11,240,947         | \$11,955,828         | \$10,500,666         | \$10,338,177         | \$10,374,056           |
| Fines and Forfeits   | \$1,257,495          | \$1,648,286          | \$258,500            | \$1,305,806          | \$183,500              |
| Miscellaneous Revenue  | \$96,433             | \$119,335            | \$1,008,138          | \$149,376            | \$7,500                |
| Transfer from Fund Balances  | \$0                  | \$0                  | \$3,625,772          | \$0                  | \$3,807,665            |
| Transfer From Other Funds  | \$5,935,430          | \$6,239,506          | \$5,039,140          | \$5,345,993          | \$4,949,050            |
| <b>Sub Total</b>   | <b>\$29,542,993</b>  | <b>\$30,706,656</b>  | <b>\$32,449,725</b>  | <b>\$37,591,112</b>  | <b>\$30,816,817</b>    |



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

|  | FY 2018<br>ACTUAL | FY 2019<br>ACTUAL | FY 2020<br>ADOPTED | FY 2020<br>PROJECTED | FY 2021<br>RECOMMENDED |
|--|-------------------|-------------------|--------------------|----------------------|------------------------|
| <b><u>CC 701400 : City Council Department</u></b>              |                   |                   |                    |                      |                        |
| Miscellaneous Revenue  | \$0               | \$668             | \$0                | \$0                  | \$0                    |
| Sub Total  | \$0               | \$668             | \$0                | \$0                  | \$0                    |
| <b><u>CC 701500 : Internal Audit Department</u></b>            |                   |                   |                    |                      |                        |
| Miscellaneous Revenue  | \$0               | \$125             | \$0                | \$0                  | \$0                    |
| Sub Total  | \$0               | \$125             | \$0                | \$0                  | \$0                    |
| <b><u>CC 701600 : Fleet Maintenance Division Budget</u></b>    |                   |                   |                    |                      |                        |
| Intergovernmental Revenues                                     | \$110,695         | \$96,558          | \$125,000          | \$70,000             | \$70,000               |
| Miscellaneous Revenue  | \$43,905          | \$57,731          | \$82,000           | \$26,000             | \$26,000               |
| Transfer from Fund Balances                                    | \$0               | \$0               | \$370,704          | \$0                  | \$626,926              |
| User Department Charges  | \$17,082,039      | \$16,227,151      | \$16,700,000       | \$16,800,000         | \$18,133,540           |
| Transfer From Other Funds                                      | \$0               | \$1,000,000       | \$1,095,000        | \$1,095,000          | \$400,000              |
| Sub Total  | \$17,236,640      | \$17,381,441      | \$18,372,704       | \$17,991,000         | \$19,256,466           |
| <b><u>CC 701800 : Technology and Innovation Department</u></b> |                   |                   |                    |                      |                        |
| Miscellaneous Revenue  | \$21,923          | \$51,843          | \$0                | \$6,851              | \$0                    |
| Transfer From Other Funds                                      | \$1,062,337       | \$0               | \$0                | \$0                  | \$0                    |
| Sub Total  | \$1,084,260       | \$51,843          | \$0                | \$6,851              | \$0                    |
| <b><u>CC 701900 : Purchasing Department</u></b>                |                   |                   |                    |                      |                        |
| Miscellaneous Revenue  | \$151             | \$0               | \$0                | \$0                  | \$0                    |
| Sub Total  | \$151             | \$0               | \$0                | \$0                  | \$0                    |
| <b><u>CC 702200 : Parking Division</u></b>                     |                   |                   |                    |                      |                        |
| Service Charges  | \$16,775,038      | \$17,658,938      | \$16,384,360       | \$14,010,865         | \$16,687,140           |
| Fines and Forfeits   | \$1,865,190       | \$1,932,306       | \$1,750,000        | \$1,420,000          | \$1,915,000            |
| Miscellaneous Revenue  | \$591,691         | \$6,201,696       | \$672,107          | \$688,370            | \$780,952              |
| Transfer from Fund Balances                                    | \$0               | \$0               | \$4,492,336        | \$0                  | \$0                    |
| Transfer From Other Funds                                      | \$1,350,000       | \$1,300,000       | \$3,867,000        | \$3,827,000          | \$0                    |
| Sub Total  | \$20,581,919      | \$27,092,940      | \$27,165,803       | \$19,946,235         | \$19,383,092           |
| <b><u>CC 702300 : Transportation Division Budget</u></b>       |                   |                   |                    |                      |                        |
| Tax Revenues-Other Taxes                                       | \$11,140,824      | \$31,703,302      | \$11,500,000       | \$37,000,000         | \$39,600,000           |
| Licenses and Permits   | \$3,691,829       | \$5,986,058       | \$1,785,500        | \$3,032,087          | \$1,808,637            |
| Intergovernmental Revenues                                     | \$11,882,326      | \$11,195,095      | \$9,641,550        | \$9,524,972          | \$10,890,593           |
| Service Charges  | \$567,335         | \$588,607         | \$312,000          | \$235,000            | \$312,000              |
| Miscellaneous Revenue  | \$614,378         | \$881,120         | \$426,850          | \$989,731            | \$403,300              |
| Transfer from Fund Balances                                    | \$0               | \$0               | \$14,780,113       | \$0                  | \$45,472,699           |
| Other Revenues   | \$5,030,000       | \$1,500,000       | \$0                | \$0                  | \$0                    |
| Transfer From Other Funds                                      | \$23,494,632      | \$19,578,278      | \$17,673,499       | \$20,795,312         | \$18,953,154           |
| Sub Total  | \$56,421,324      | \$71,432,459      | \$56,119,512       | \$71,577,102         | \$117,440,383          |



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

|  | FY 2018<br>ACTUAL | FY 2019<br>ACTUAL | FY 2020<br>ADOPTED | FY 2020<br>PROJECTED | FY 2021<br>RECOMMENDED |
|--|-------------------|-------------------|--------------------|----------------------|------------------------|
| <u>CC 702400 : Human Resources and Talent Development Department</u> |                   |                   |                    |                      |                        |
| Service Charges  | \$43,685          | \$81,844          | \$79,908           | \$79,908             | \$79,908               |
| Miscellaneous Revenue  | \$16,731,050      | \$16,964,336      | \$17,542,091       | \$24,884,624         | \$37,352,864           |
| Transfer from Fund Balances  | \$0               | \$0               | \$1,021,367        | \$0                  | \$1,565,359            |
| Other Revenues   | \$33,269          | \$0               | \$0                | \$0                  | \$0                    |
| User Department Charges  | \$69,094,148      | \$70,626,196      | \$75,926,383       | \$68,575,901         | \$64,848,911           |
| Sub Total  | \$85,902,151      | \$87,672,376      | \$94,569,749       | \$93,540,433         | \$103,847,042          |
| <u>CC 702500 : Revenue and Finance Department</u>                    |                   |                   |                    |                      |                        |
| Miscellaneous Revenue  | \$219,528         | \$383,711         | \$418,078          | \$418,081            | \$481,953              |
| Sub Total  | \$219,528         | \$383,711         | \$418,078          | \$418,081            | \$481,953              |
| <u>CC 702600 : Neighborhood and Community Affairs Administrator</u>  |                   |                   |                    |                      |                        |
| Tax Revenues-Other Taxes   | (\$2,190)         | (\$126)           | \$0                | \$0                  | \$0                    |
| Service Charges  | \$62,704          | \$57,589          | \$103,525          | \$77,500             | \$75,500               |
| Fines and Forfeits   | \$541,385         | \$598,580         | \$406,000          | \$431,825            | \$419,500              |
| Miscellaneous Revenue  | (\$167)           | (\$105)           | \$0                | \$200                | \$0                    |
| Other Revenues   | \$0               | \$21,360          | \$0                | \$0                  | \$0                    |
| Transfer From Other Funds  | \$481,007         | \$306,597         | \$306,597          | \$439,928            | \$549,007              |
| Sub Total  | \$1,082,738       | \$983,894         | \$816,122          | \$949,453            | \$1,044,007            |
| <u>CC 702700 : Art Programs Division</u>                             |                   |                   |                    |                      |                        |
| Miscellaneous Revenue  | \$30,086          | \$43,455          | \$10,775           | \$213,475            | \$10,775               |
| Transfer from Fund Balances  | \$0               | \$0               | \$738,501          | \$0                  | \$599,794              |
| Transfer From Other Funds  | \$420,350         | \$142,120         | \$234,554          | \$434,554            | \$109,000              |
| Sub Total  | \$450,436         | \$185,575         | \$983,830          | \$648,029            | \$719,569              |
| <u>CC 702900 : Development and Economic Opportunity Department</u>   |                   |                   |                    |                      |                        |
| Miscellaneous Revenue  | \$39,550          | \$34,900          | \$36,075           | \$36,075             | \$32,950               |
| Transfer from Fund Balances  | \$0               | \$0               | \$650,000          | \$0                  | \$608,000              |
| Transfer From Other Funds  | \$1,186,100       | \$1,006,900       | \$1,047,200        | \$1,047,200          | \$0                    |
| Sub Total  | \$1,225,650       | \$1,041,800       | \$1,733,275        | \$1,083,275          | \$640,950              |
| <u>CC 703000 : City Clerk Department</u>                             |                   |                   |                    |                      |                        |
| Service Charges  | \$31,745          | \$10,915          | \$34,946           | \$34,946             | \$34,946               |
| Fines and Forfeits   | \$862,162         | \$581,716         | \$800,000          | \$800,000            | \$800,000              |
| Miscellaneous Revenue  | \$11              | \$11              | \$0                | \$0                  | \$0                    |
| Sub Total  | \$893,919         | \$592,642         | \$834,946          | \$834,946            | \$834,946              |
| <u>CC 703100 : Non Departmental Budget</u>                           |                   |                   |                    |                      |                        |
| Tax Revenues-Property Taxes  | \$183,641,459     | \$202,878,796     | \$219,090,985      | \$220,778,188        | \$239,253,095          |
| Tax Revenues-Other Taxes   | \$91,167,309      | \$91,380,994      | \$82,849,746       | \$81,923,350         | \$85,244,974           |
| Licenses and Permits   | \$37,218,094      | \$37,817,709      | \$38,267,812       | \$34,725,000         | \$34,793,025           |
| Intergovernmental Revenues   | \$76,079,497      | \$79,377,160      | \$81,836,195       | \$76,807,510         | \$77,124,080           |
| Service Charges  | \$107,933         | \$199,669         | \$56,500           | \$66,500             | \$50,000               |
| Fines and Forfeits   | \$5,974,052       | \$6,686,802       | \$6,880,000        | \$5,580,000          | \$6,030,000            |



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

|   | FY 2018<br>ACTUAL    | FY 2019<br>ACTUAL    | FY 2020<br>ADOPTED   | FY 2020<br>PROJECTED | FY 2021<br>RECOMMENDED |
|---|----------------------|----------------------|----------------------|----------------------|------------------------|
| Miscellaneous Revenue   | \$3,218,284          | \$7,462,707          | \$5,518,885          | \$4,826,996          | \$7,694,255            |
| Transfer from Fund Balances                                   | \$0                  | \$0                  | \$5,533,483          | \$0                  | \$5,157,682            |
| Other Revenues  | \$0                  | \$329,462            | \$0                  | \$100,000            | \$16,015,139           |
| Transfer From Other Funds                                     | \$24,329,129         | \$29,487,882         | \$24,532,252         | \$24,589,934         | \$27,643,297           |
| <b>Sub Total</b>  | <b>\$421,735,757</b> | <b>\$455,621,182</b> | <b>\$464,565,858</b> | <b>\$449,397,478</b> | <b>\$499,005,547</b>   |
| <b><u>CC 703400 : Planning and Development Department</u></b> |                      |                      |                      |                      |                        |
| Licenses and Permits  | \$1,247,222          | \$1,419,362          | \$1,250,000          | \$1,822,600          | \$1,487,000            |
| Intergovernmental Revenues                                    | \$438,704            | \$258,425            | \$0                  | \$0                  | \$0                    |
| Service Charges   | \$741,909            | \$671,063            | \$719,830            | \$757,053            | \$720,330              |
| Fines and Forfeits  | \$0                  | \$0                  | \$0                  | \$3,315              | \$0                    |
| Miscellaneous Revenue   | \$605,198            | \$535,912            | \$542,295            | \$648,158            | \$649,291              |
| Transfer From Other Funds                                     | \$111,334            | \$265,099            | \$0                  | \$0                  | \$0                    |
| <b>Sub Total</b>  | <b>\$3,144,365</b>   | <b>\$3,149,861</b>   | <b>\$2,512,125</b>   | <b>\$3,231,126</b>   | <b>\$2,856,621</b>     |
| <b><u>CC 703500 : Riverwalk Division</u></b>                  |                      |                      |                      |                      |                        |
| Intergovernmental Revenues                                    | \$0                  | \$91                 | \$0                  | \$0                  | \$0                    |
| <b>Sub Total</b>  | <b>\$0</b>           | <b>\$91</b>          | <b>\$0</b>           | <b>\$0</b>           | <b>\$0</b>             |
| <b><u>CC 703600 : Construction Service Center</u></b>         |                      |                      |                      |                      |                        |
| Licenses and Permits  | \$11,343,710         | \$14,241,121         | \$12,400,000         | \$13,600,000         | \$14,008,000           |
| Service Charges   | \$139,161            | \$198,898            | \$120,000            | \$112,000            | \$111,000              |
| Miscellaneous Revenue   | \$147,980            | \$252,539            | \$63,089             | \$233,957            | \$228,020              |
| Transfer from Fund Balances                                   | \$0                  | \$0                  | \$6,891,879          | \$0                  | \$0                    |
| <b>Sub Total</b>  | <b>\$11,630,851</b>  | <b>\$14,692,558</b>  | <b>\$19,474,968</b>  | <b>\$13,945,957</b>  | <b>\$14,347,020</b>    |
| <b><u>CC 703900 : Debt Service Department</u></b>             |                      |                      |                      |                      |                        |
| Tax Revenues-Other Taxes                                      | \$2,729,222          | \$2,166,000          | \$166,000            | \$2,166,000          | \$166,000              |
| Transfer from Fund Balances                                   | \$0                  | \$0                  | \$38,427             | \$625                | \$104                  |
| Other Revenues  | \$45,871,878         | \$0                  | \$0                  | \$58,538,900         | \$0                    |
| Transfer From Other Funds                                     | \$64,287,322         | \$36,055,251         | \$47,749,953         | \$40,208,676         | \$35,913,757           |
| <b>Sub Total</b>  | <b>\$112,888,422</b> | <b>\$38,221,251</b>  | <b>\$47,954,380</b>  | <b>\$100,914,201</b> | <b>\$36,079,861</b>    |
| <b><u>CC 704000 : HCD CDBG Department</u></b>                 |                      |                      |                      |                      |                        |
| Intergovernmental Revenues                                    | \$3,075,429          | \$1,992,080          | \$3,179,489          | \$5,888,175          | \$3,220,824            |
| <b>Sub Total</b>  | <b>\$3,075,429</b>   | <b>\$1,992,080</b>   | <b>\$3,179,489</b>   | <b>\$5,888,175</b>   | <b>\$3,220,824</b>     |
| <b><u>CC 704100 : HCD ESG Department</u></b>                  |                      |                      |                      |                      |                        |
| Intergovernmental Revenues                                    | \$223,183            | \$175,138            | \$268,087            | \$268,087            | \$279,374              |
| <b>Sub Total</b>  | <b>\$223,183</b>     | <b>\$175,138</b>     | <b>\$268,087</b>     | <b>\$268,087</b>     | <b>\$279,374</b>       |
| <b><u>CC 704200 : HCD HOME Department</u></b>                 |                      |                      |                      |                      |                        |
| Intergovernmental Revenues                                    | \$2,326,858          | \$1,151,701          | \$1,559,724          | \$6,699,011          | \$1,709,362            |
| Miscellaneous Revenue   | \$9,881              | \$21,045             | \$0                  | \$12,034             | \$0                    |
| <b>Sub Total</b>  | <b>\$2,336,740</b>   | <b>\$1,172,746</b>   | <b>\$1,559,724</b>   | <b>\$6,711,045</b>   | <b>\$1,709,362</b>     |



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

|   | FY 2018<br>ACTUAL      | FY 2019<br>ACTUAL      | FY 2020<br>ADOPTED     | FY 2020<br>PROJECTED   | FY 2021<br>RECOMMENDED |
|---|------------------------|------------------------|------------------------|------------------------|------------------------|
| <b><u>CC 704300 : HCD HOPWA Department</u></b>                  |                        |                        |                        |                        |                        |
| Intergovernmental Revenues                                      | \$3,559,849            | \$3,726,283            | \$3,985,513            | \$3,985,513            | \$4,176,687            |
| Sub Total   | \$3,559,849            | \$3,726,283            | \$3,985,513            | \$3,985,513            | \$4,176,687            |
| <b><u>CC 704400 : HCD NSP Department</u></b>                    |                        |                        |                        |                        |                        |
| Intergovernmental Revenues                                      | \$103,723              | (\$11,031)             | \$0                    | \$0                    | \$0                    |
| Sub Total   | \$103,723              | (\$11,031)             | \$0                    | \$0                    | \$0                    |
| <b><u>CC 704500 : HCD SHIP Department</u></b>                   |                        |                        |                        |                        |                        |
| Intergovernmental Revenues                                      | \$2,104,315            | \$959,313              | \$522,890              | \$1,135,425            | \$0                    |
| Miscellaneous Revenue   | \$77,786               | \$93,991               | \$0                    | \$49,316               | \$0                    |
| Sub Total   | \$2,182,101            | \$1,053,304            | \$522,890              | \$1,184,741            | \$0                    |
| <b><u>CC 704600 : Community Redevelopment Agency Budget</u></b> |                        |                        |                        |                        |                        |
| Tax Revenues-Property Taxes                                     | \$28,784,906           | \$33,575,267           | \$38,461,597           | \$38,421,057           | \$44,423,199           |
| Licenses and Permits  | \$0                    | \$3,045                | \$0                    | \$0                    | \$0                    |
| Intergovernmental Revenues                                      | \$163,048              | \$0                    | \$0                    | \$0                    | \$0                    |
| Miscellaneous Revenue   | \$333,285              | \$1,375,200            | \$1,514,700            | \$1,058,858            | \$1,068,600            |
| Transfer From Other Funds                                       | \$5,665,000            | \$6,000,000            | \$5,000,000            | \$5,000,000            | \$6,376,300            |
| Sub Total   | \$34,946,239           | \$40,953,512           | \$44,976,297           | \$44,479,915           | \$51,868,099           |
| <b><u>CC 704700 : Golf Courses Budget</u></b>                   |                        |                        |                        |                        |                        |
| Service Charges   | \$2,983,656            | \$3,101,893            | \$2,864,104            | \$2,864,104            | \$2,877,521            |
| Miscellaneous Revenue   | \$415                  | \$16,937               | \$0                    | \$0                    | \$0                    |
| Transfer From Other Funds                                       | \$1,626,881            | \$2,397,779            | \$1,901,223            | \$1,901,223            | \$1,813,377            |
| Sub Total   | \$4,610,951            | \$5,516,609            | \$4,765,327            | \$4,765,327            | \$4,690,898            |
| <b><u>CC 704800 : Streetcar Budget</u></b>                      |                        |                        |                        |                        |                        |
| Tax Revenues-Property Taxes                                     | \$600,000              | \$450,000              | \$450,000              | \$450,000              | \$450,000              |
| Licenses and Permits  | \$777,912              | \$870,055              | \$964,938              | \$965,000              | \$1,065,205            |
| Intergovernmental Revenues                                      | \$300,000              | \$1,090,000            | \$1,090,000            | \$1,090,000            | \$1,190,000            |
| Service Charges   | \$446,476              | \$193,282              | \$225,000              | \$197,000              | \$146,300              |
| Miscellaneous Revenue   | \$13,326               | \$252,156              | \$205,000              | \$254,300              | \$203,000              |
| Transfer from Fund Balances                                     | \$0                    | \$0                    | \$57,517               | \$0                    | \$298,513              |
| Sub Total   | \$2,137,714            | \$2,855,494            | \$2,992,455            | \$2,956,300            | \$3,353,018            |
| <b><u>CC 799999 : Disaster Events</u></b>                       |                        |                        |                        |                        |                        |
| Intergovernmental Revenues                                      | \$8,029,432            | \$1,155,147            | \$0                    | \$12,268,500           | \$0                    |
| Miscellaneous Revenue   | \$0                    | \$0                    | \$0                    | \$1,334,509            | \$0                    |
| Transfer from Fund Balances                                     | \$0                    | \$0                    | \$7,600,000            | \$0                    | \$0                    |
| Transfer From Other Funds                                       | \$0                    | \$0                    | \$0                    | \$2,000,000            | \$0                    |
| Sub Total   | \$8,029,432            | \$1,155,147            | \$7,600,000            | \$15,603,009           | \$0                    |
| <b>Total</b>  | <b>\$1,449,961,984</b> | <b>\$1,413,252,192</b> | <b>\$1,392,689,581</b> | <b>\$1,470,552,439</b> | <b>\$1,667,448,885</b> |



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

|  | FY18<br>ACTUAL | FY19<br>ACTUAL | FY20<br>ADOPTED | FY20<br>PROJECTED | FY21<br>RECOMMENDED |
|--|----------------|----------------|-----------------|-------------------|---------------------|
| <u>CC 700100 - Stormwater Division</u>                     |                |                |                 |                   |                     |
| Personnel Service  | \$7,209,241    | \$8,552,714    | \$9,008,051     | \$8,783,293       | \$9,731,410         |
| Contractual Services                                       | \$2,706,089    | \$2,972,645    | \$476,060       | \$620,345         | \$695,510           |
| Other Services and Charges                                 | \$2,995,815    | \$4,411,593    | \$7,331,312     | \$6,873,197       | \$7,726,291         |
| Supplies-Materials and Minor Equipment                     | \$749,701      | \$530,200      | \$584,250       | \$578,550         | \$579,750           |
| Capital  | \$23,171,706   | \$27,989,053   | \$13,905,500    | \$85,899,480      | \$51,019,995        |
| Debt Services Related                                      | \$987,299      | \$321,757      | \$355,000       | \$555,000         | \$375,000           |
| Other Uses and Sources                                     | (1)            | \$0            | \$0             | \$0               | \$0                 |
| Transfer To Other Funds                                    | \$30,115,247   | \$5,637,307    | \$5,884,950     | \$5,884,950       | \$5,692,971         |
| Interdepartmental Charges                                  | \$9,143        | \$10,368       | \$3,000         | \$5,000           | \$3,000             |
| Budget Reserves  | \$0            | \$0            | \$1,444,517     | \$0               | \$32,941,669        |
| Sub Total  | \$67,944,241   | \$50,425,637   | \$38,992,640    | \$109,199,815     | \$108,765,596       |
| <u>CC 700200 - Marketing and Communications Department</u> |                |                |                 |                   |                     |
| Personnel Service  | \$1,211,080    | \$1,267,060    | \$1,292,002     | \$1,359,328       | \$1,407,806         |
| Contractual Services                                       | \$63,999       | \$59,854       | \$83,176        | \$82,721          | \$83,076            |
| Other Services and Charges                                 | \$75,938       | \$77,106       | \$108,318       | \$85,343          | \$110,510           |
| Supplies-Materials and Minor Equipment                     | \$55,282       | \$48,847       | \$45,887        | \$48,955          | \$41,443            |
| Capital  | \$117,939      | \$81,378       | \$0             | \$22,501          | \$0                 |
| Interdepartmental Charges                                  | \$11,084       | \$7,152        | \$6,806         | \$2,806           | \$6,350             |
| Sub Total  | \$1,535,322    | \$1,541,396    | \$1,536,189     | \$1,601,654       | \$1,649,185         |
| <u>CC 700300 - Convention and Tourism Department</u>       |                |                |                 |                   |                     |
| Personnel Service  | \$4,401,358    | \$4,128,346    | \$4,263,635     | \$4,214,242       | \$4,533,137         |
| Contractual Services                                       | \$2,536,247    | \$3,227,276    | \$3,276,545     | \$2,552,555       | \$3,154,545         |
| Other Services and Charges                                 | \$3,034,306    | \$2,750,984    | \$3,171,270     | \$2,527,357       | \$3,056,165         |
| Supplies-Materials and Minor Equipment                     | \$353,252      | \$474,875      | \$639,770       | \$336,168         | \$586,070           |
| Capital  | \$6,172,106    | \$7,642,432    | \$104,000       | \$5,312,305       | \$3,500,000         |
| Other Uses and Sources                                     | \$1,000        | \$0            | \$0             | \$0               | \$0                 |
| Interdepartmental Charges                                  | \$52,378       | \$43,346       | \$45,000        | \$45,000          | \$45,000            |
| Budget Reserves  | \$0            | \$0            | \$520,171       | \$0               | \$41,551            |
| Sub Total  | \$16,550,647   | \$18,267,259   | \$12,020,391    | \$14,987,627      | \$14,916,468        |
| <u>CC 700400 - Fire Rescue Department</u>                  |                |                |                 |                   |                     |
| Personnel Service  | \$78,476,202   | \$84,436,722   | \$85,128,857    | \$90,248,821      | \$95,035,579        |
| Contractual Services                                       | \$1,480,177    | \$1,426,369    | \$1,744,858     | \$2,369,876       | \$2,296,825         |
| Other Services and Charges                                 | \$5,091,353    | \$4,819,352    | \$4,774,041     | \$5,668,364       | \$4,971,898         |
| Supplies-Materials and Minor Equipment                     | \$2,485,980    | \$2,457,173    | \$2,835,888     | \$2,875,704       | \$2,800,347         |
| Capital  | \$8,789,639    | \$5,896,407    | \$2,874,216     | \$4,926,636       | \$3,741,700         |
| Debt Services Related                                      | \$0            | \$0            | \$0             | \$9,872           | \$0                 |
| Other Uses and Sources                                     | \$0            | \$0            | \$0             | (4,393)           | \$0                 |
| Transfer To Other Funds                                    | \$1,306,521    | \$1,196,250    | \$2,620,000     | \$2,833,699       | \$1,000,000         |
| Interdepartmental Charges                                  | \$83           | \$94,505       | \$150           | \$150             | \$130               |
| Sub Total  | \$97,629,954   | \$100,326,778  | \$99,978,010    | \$108,928,729     | \$109,846,479       |



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

|  | FY18<br>ACTUAL | FY19<br>ACTUAL | FY20<br>ADOPTED | FY20<br>PROJECTED | FY21<br>RECOMMENDED |
|--|----------------|----------------|-----------------|-------------------|---------------------|
| <u>CC 700500 - Facility Management Division</u>                                |                |                |                 |                   |                     |
| Personnel Service  | \$4,809,424    | \$5,041,643    | \$5,303,068     | \$5,279,301       | \$5,769,816         |
| Contractual Services   | \$3,106,233    | \$3,512,436    | \$3,703,813     | \$3,373,650       | \$3,640,000         |
| Other Services and Charges   | \$4,648,075    | \$4,635,879    | \$4,879,508     | \$4,512,841       | \$4,874,950         |
| Supplies-Materials and Minor Equipment   | \$1,076,993    | \$881,911      | \$1,044,025     | \$997,419         | \$1,009,300         |
| Capital  | \$4,164,090    | \$2,498,966    | \$2,549,000     | \$8,058,974       | \$12,409,839        |
| Transfer To Other Funds  | \$0            | \$9,157        | \$0             | \$0               | \$0                 |
| Interdepartmental Charges  | \$499          | \$62           | \$750           | \$735             | \$150               |
| Sub Total  | \$17,805,315   | \$16,580,053   | \$17,480,164    | \$22,222,920      | \$27,704,055        |
| <u>CC 700600 - City Attorney Department</u>                                    |                |                |                 |                   |                     |
| Personnel Service  | \$4,813,161    | \$5,550,155    | \$5,348,868     | \$5,159,186       | \$5,078,692         |
| Contractual Services   | \$168,473      | \$360,685      | \$296,414       | \$398,250         | \$286,789           |
| Other Services and Charges   | \$47,567       | \$49,126       | \$46,438        | \$51,282          | \$57,187            |
| Supplies-Materials and Minor Equipment   | \$174,206      | \$207,871      | \$113,390       | \$157,056         | \$148,000           |
| Aids and Grants  | \$21,750       | \$15,850       | \$35,000        | \$0               | \$0                 |
| Interdepartmental Charges  | \$21,897       | \$21,916       | \$25,000        | \$23,000          | \$25,000            |
| Sub Total  | \$5,247,054    | \$6,205,602    | \$5,865,110     | \$5,788,774       | \$5,595,668         |
| <u>CC 700700 - Wastewater Department</u>                                       |                |                |                 |                   |                     |
| Personnel Service  | \$28,345,198   | \$30,518,092   | \$28,543,454    | \$29,466,868      | \$31,040,769        |
| Contractual Services   | \$2,196,387    | \$2,710,569    | \$2,866,454     | \$2,683,000       | \$3,998,705         |
| Other Services and Charges   | \$32,852,613   | \$31,904,557   | \$35,441,724    | \$33,122,402      | \$35,822,166        |
| Supplies-Materials and Minor Equipment   | \$14,555,288   | \$13,633,416   | \$13,549,369    | \$15,139,911      | \$14,626,378        |
| Capital  | \$22,852,538   | \$23,224,267   | \$27,593,510    | \$83,927,552      | \$95,440,111        |
| Debt Services Related  | \$12,484,705   | \$2,906,111    | \$2,907,454     | \$2,907,454       | \$7,768,578         |
| Transfer To Other Funds  | \$28,202,433   | \$58,245,213   | \$34,808,071    | \$34,908,296      | \$11,717,848        |
| Interdepartmental Charges  | \$2,723,777    | \$3,312,094    | \$3,600,000     | \$3,598,500       | \$4,069,765         |
| Budget Reserves  | \$0            | \$0            | \$2,015,452     | \$0               | \$33,431,381        |
| Sub Total  | \$144,212,940  | \$166,454,318  | \$151,325,488   | \$205,753,983     | \$237,915,701       |
| <u>CC 700800 - Solid Waste and Environmental Program Management Department</u> |                |                |                 |                   |                     |
| Personnel Service  | \$16,952,936   | \$18,621,329   | \$17,515,922    | \$18,963,483      | \$24,437,193        |
| Contractual Services   | \$22,462,134   | \$24,472,548   | \$26,442,190    | \$18,263,670      | \$9,492,934         |
| Other Services and Charges   | \$25,101,592   | \$25,910,931   | \$26,258,161    | \$28,433,886      | \$35,854,719        |
| Supplies-Materials and Minor Equipment   | \$1,009,102    | \$966,645      | \$824,467       | \$1,589,723       | \$6,294,207         |
| Capital  | \$5,306,263    | \$9,720,859    | \$11,299,217    | \$58,650,053      | \$25,579,500        |
| Debt Services Related  | \$13,310,075   | \$13,325,168   | \$13,310,825    | \$39,091,776      | \$56,000            |
| Transfer To Other Funds  | \$33,170,120   | \$17,309,908   | \$16,841,420    | \$39,961,681      | \$18,326,213        |
| Interdepartmental Charges  | \$1,463,336    | \$1,822,521    | \$2,458,365     | \$2,477,299       | \$2,794,652         |
| Budget Reserves  | \$0            | \$0            | \$16,467,918    | \$0               | \$24,960            |
| Sub Total  | \$118,775,558  | \$112,149,909  | \$131,418,485   | \$207,431,571     | \$122,860,378       |



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

|  | FY18<br>ACTUAL | FY19<br>ACTUAL | FY20<br>ADOPTED | FY20<br>PROJECTED | FY21<br>RECOMMENDED |
|--|----------------|----------------|-----------------|-------------------|---------------------|
| <u>CC 700900 - Water Department</u>                |                |                |                 |                   |                     |
| Personnel Service                                  | \$25,718,331   | \$28,512,236   | \$26,971,061    | \$27,915,704      | \$31,918,245        |
| Contractual Services                               | \$5,803,731    | \$5,592,606    | \$12,348,996    | \$9,059,160       | \$12,894,100        |
| Other Services and Charges                         | \$35,760,574   | \$30,390,496   | \$36,854,692    | \$32,552,635      | \$39,541,256        |
| Supplies-Materials and Minor Equipment             | \$11,318,927   | \$12,350,524   | \$11,965,248    | \$12,311,002      | \$12,204,840        |
| Capital  | \$25,605,107   | \$34,378,971   | \$29,451,517    | \$146,795,971     | \$64,718,358        |
| Debt Services Related                              | \$15,522,821   | \$16,671,635   | \$17,050,350    | \$17,451,252      | \$21,877,349        |
| Other Uses and Sources                             | \$0            | \$0            | \$0             | \$0               | \$0                 |
| Transfer To Other Funds                            | \$45,587,632   | \$94,319,338   | \$37,135,319    | \$46,039,008      | \$25,589,939        |
| Interdepartmental Charges                          | \$3,011,593    | \$3,739,949    | \$3,860,400     | \$3,787,875       | \$4,468,848         |
| Budget Reserves                                    | \$0            | \$0            | \$7,590,995     | \$0               | \$26,021,652        |
| Sub Total  | \$168,328,716  | \$225,955,755  | \$183,228,578   | \$295,912,607     | \$239,234,587       |
| <u>CC 701000 - Parks and Recreation Department</u> |                |                |                 |                   |                     |
| Personnel Service                                  | \$27,682,501   | \$29,949,574   | \$30,810,386    | \$30,568,621      | \$33,721,027        |
| Contractual Services                               | \$4,632,446    | \$4,674,169    | \$6,618,970     | \$5,645,558       | \$6,403,970         |
| Other Services and Charges                         | \$6,436,341    | \$6,719,819    | \$6,959,824     | \$6,951,900       | \$7,195,926         |
| Supplies-Materials and Minor Equipment             | \$1,971,360    | \$2,572,310    | \$2,093,314     | \$2,091,312       | \$2,041,414         |
| Capital  | \$17,570,224   | \$4,231,442    | \$2,640,500     | \$10,354,701      | \$5,536,100         |
| Aids and Grants                                    | \$0            | \$30,000       | \$0             | \$0               | \$0                 |
| Transfer To Other Funds                            | \$42,827       | \$13,453       | \$0             | \$0               | \$0                 |
| Interdepartmental Charges                          | \$22,658       | \$46,893       | \$10,000        | \$10,000          | \$10,000            |
| Budget Reserves                                    | \$0            | \$0            | \$4,157,934     | \$0               | \$2,553,441         |
| Sub Total  | \$58,358,356   | \$48,237,660   | \$53,290,928    | \$55,622,092      | \$57,461,878        |
| <u>CC 701100 - Contract Administration Budget</u>  |                |                |                 |                   |                     |
| Personnel Service                                  | \$7,489,226    | \$7,781,077    | \$7,757,378     | \$8,203,093       | \$8,669,341         |
| Contractual Services                               | \$300,872      | \$23,451       | \$5,500         | \$35,000          | \$40,500            |
| Other Services and Charges                         | \$258,997      | \$268,532      | \$455,304       | \$291,775         | \$427,932           |
| Supplies-Materials and Minor Equipment             | \$49,767       | \$46,405       | \$69,300        | \$53,000          | \$62,229            |
| Capital  | \$82,053       | \$142,043      | \$98,040        | \$88,603          | \$0                 |
| Interdepartmental Charges                          | \$3,180        | \$3,133        | \$2,000         | \$3,400           | \$3,000             |
| Sub Total  | \$8,184,094    | \$8,264,641    | \$8,387,522     | \$8,674,871       | \$9,203,002         |
| <u>CC 701200 - Mayor's Office Budget</u>           |                |                |                 |                   |                     |
| Personnel Service                                  | \$671,528      | \$677,895      | \$770,185       | \$579,356         | \$616,073           |
| Contractual Services                               | \$241,293      | \$241,286      | \$244,096       | \$0               | \$0                 |
| Other Services and Charges                         | \$21,529       | \$18,973       | \$45,613        | \$39,964          | \$40,672            |
| Supplies-Materials and Minor Equipment             | \$9,152        | \$11,022       | \$10,600        | \$6,800           | \$5,300             |
| Interdepartmental Charges                          | \$775          | \$762          | \$1,010         | \$1,000           | \$1,000             |
| Sub Total  | \$944,277      | \$949,939      | \$1,071,504     | \$627,120         | \$663,045           |





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

|   | FY18<br>ACTUAL       | FY19<br>ACTUAL       | FY20<br>ADOPTED      | FY20<br>PROJECTED    | FY21<br>RECOMMENDED  |
|---|----------------------|----------------------|----------------------|----------------------|----------------------|
| <b><u>CC 701300 - Police Department</u></b>                 |                      |                      |                      |                      |                      |
| Personnel Service   | \$147,193,451        | \$148,585,125        | \$146,786,246        | \$156,775,106        | \$158,034,183        |
| Contractual Services  | \$1,938,561          | \$2,329,219          | \$4,224,845          | \$5,245,227          | \$3,567,986          |
| Other Services and Charges                                  | \$8,566,188          | \$7,287,353          | \$8,753,259          | \$8,438,923          | \$9,777,910          |
| Supplies-Materials and Minor Equipment                      | \$5,110,727          | \$4,267,735          | \$4,886,146          | \$5,355,360          | \$4,347,510          |
| Capital   | \$8,027,270          | \$8,752,857          | \$4,652,805          | \$9,968,265          | \$4,512,000          |
| Debt Services Related                                       | \$208,709            | \$9,804              | \$401,359            | \$477,359            | \$729,359            |
| Aids and Grants   | \$84,318             | \$77,067             | \$116,750            | \$116,750            | \$116,750            |
| Transfer To Other Funds                                     | \$5,327,960          | \$5,352,615          | \$4,900,000          | \$5,026,375          | \$4,800,000          |
| Interdepartmental Charges                                   | \$2,238              | \$2,409              | \$3,800              | \$3,800              | \$3,800              |
| Budget Reserves   | \$0                  | \$0                  | \$2,257,252          | \$0                  | \$2,858,120          |
| <b>Sub Total</b>  | <b>\$176,459,422</b> | <b>\$176,664,184</b> | <b>\$176,982,462</b> | <b>\$191,407,165</b> | <b>\$188,747,618</b> |
| <b><u>CC 701400 - City Council Department</u></b>           |                      |                      |                      |                      |                      |
| Personnel Service   | \$1,304,114          | \$1,374,234          | \$1,376,200          | \$1,408,904          | \$1,478,124          |
| Contractual Services  | \$46,807             | \$23,426             | \$1,800              | \$1,800              | \$1,800              |
| Other Services and Charges                                  | \$47,067             | \$44,626             | \$51,790             | \$55,917             | \$56,158             |
| Supplies-Materials and Minor Equipment                      | \$13,053             | \$14,631             | \$7,907              | \$9,907              | \$7,907              |
| Interdepartmental Charges                                   | \$10,639             | \$9,986              | \$16,880             | \$10,000             | \$16,880             |
| <b>Sub Total</b>  | <b>\$1,421,680</b>   | <b>\$1,466,903</b>   | <b>\$1,454,577</b>   | <b>\$1,486,528</b>   | <b>\$1,560,869</b>   |
| <b><u>CC 701500 - Internal Audit Department</u></b>         |                      |                      |                      |                      |                      |
| Personnel Service   | \$707,352            | \$665,940            | \$662,742            | \$681,317            | \$836,894            |
| Contractual Services  | \$9,921              | \$42,125             | \$91,230             | \$91,230             | \$11,230             |
| Other Services and Charges                                  | \$5,496              | \$6,413              | \$13,459             | \$12,441             | \$12,567             |
| Supplies-Materials and Minor Equipment                      | \$10,993             | \$11,838             | \$10,261             | \$10,261             | \$11,461             |
| Capital   | \$2,354              | \$0                  | \$1,200              | \$1,200              | \$0                  |
| Interdepartmental Charges                                   | \$8                  | \$0                  | \$100                | \$100                | \$100                |
| <b>Sub Total</b>  | <b>\$736,124</b>     | <b>\$726,316</b>     | <b>\$778,992</b>     | <b>\$796,549</b>     | <b>\$872,252</b>     |
| <b><u>CC 701600 - Fleet Maintenance Division Budget</u></b> |                      |                      |                      |                      |                      |
| Personnel Service   | \$4,686,520          | \$5,257,575          | \$5,431,918          | \$5,449,372          | \$6,216,295          |
| Contractual Services  | \$4,754,772          | \$5,107,341          | \$4,902,600          | \$5,029,000          | \$4,905,000          |
| Other Services and Charges                                  | \$4,234,726          | \$3,537,660          | \$3,648,516          | \$3,910,957          | \$4,761,664          |
| Supplies-Materials and Minor Equipment                      | \$2,712,543          | \$2,475,918          | \$3,065,600          | \$2,178,640          | \$2,973,437          |
| Capital   | \$41,077             | \$238,550            | \$74,200             | \$82,373             | \$0                  |
| Interdepartmental Charges                                   | \$93                 | \$65                 | \$100                | \$100                | \$70                 |
| Budget Reserves   | \$0                  | \$0                  | \$154,770            | \$0                  | \$0                  |
| <b>Sub Total</b>  | <b>\$16,429,732</b>  | <b>\$16,617,109</b>  | <b>\$17,277,704</b>  | <b>\$16,650,442</b>  | <b>\$18,856,466</b>  |
| <b><u>CC 701700 - Chief of Staff Office</u></b>             |                      |                      |                      |                      |                      |
| Personnel Service   | \$407,037            | \$414,791            | \$619,993            | \$602,797            | \$592,588            |
| Contractual Services  | \$0                  | \$93                 | \$4,000              | \$2,000              | \$7,000              |
| Other Services and Charges                                  | \$6,585              | \$4,451              | \$10,574             | \$9,602              | \$11,481             |
| Supplies-Materials and Minor Equipment                      | \$669                | \$1,457              | \$1,383              | \$12,355             | \$4,683              |
| Interdepartmental Charges                                   | \$1,032              | \$1,024              | \$1,400              | \$1,400              | \$2,600              |
| <b>Sub Total</b>  | <b>\$415,323</b>     | <b>\$421,816</b>     | <b>\$637,350</b>     | <b>\$628,154</b>     | <b>\$618,352</b>     |



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

|  | FY18<br>ACTUAL | FY19<br>ACTUAL | FY20<br>ADOPTED | FY20<br>PROJECTED | FY21<br>RECOMMENDED |
|--|----------------|----------------|-----------------|-------------------|---------------------|
| <u>CC 701800 - Technology and Innovation Department</u>  |                |                |                 |                   |                     |
| Personnel Service  | \$13,873,663   | \$14,438,998   | \$14,324,288    | \$14,436,849      | \$15,441,222        |
| Contractual Services                                     | \$1,175,831    | \$1,443,428    | \$1,858,331     | \$1,722,852       | \$1,882,160         |
| Other Services and Charges                               | \$5,220,338    | \$5,597,135    | \$5,795,690     | \$5,760,774       | \$5,107,555         |
| Supplies-Materials and Minor Equipment                   | \$642,475      | \$814,652      | \$955,709       | \$993,205         | \$909,455           |
| Capital  | \$2,608,524    | \$1,880,957    | \$6,875,467     | \$7,511,472       | \$3,380,380         |
| Interdepartmental Charges                                | \$4,759        | \$2,716        | \$830           | \$3,000           | \$830               |
| Sub Total  | \$23,525,590   | \$24,177,886   | \$29,810,315    | \$30,428,152      | \$26,721,602        |
| <u>CC 701900 - Purchasing Department</u>                 |                |                |                 |                   |                     |
| Personnel Service  | \$2,574,772    | \$2,601,164    | \$2,622,616     | \$2,521,606       | \$2,829,394         |
| Contractual Services                                     | \$2,304        | \$795          | \$0             | \$40,000          | \$0                 |
| Other Services and Charges                               | \$22,185       | \$23,966       | \$28,653        | \$25,531          | \$25,879            |
| Supplies-Materials and Minor Equipment                   | \$15,761       | \$16,838       | \$24,240        | \$24,208          | \$27,575            |
| Capital  | \$19,781       | \$25,819       | \$0             | \$5,000           | \$0                 |
| Interdepartmental Charges                                | \$4,188        | \$4,185        | \$4,400         | \$4,400           | \$4,400             |
| Sub Total  | \$2,638,991    | \$2,672,767    | \$2,679,909     | \$2,620,745       | \$2,887,248         |
| <u>CC 702010 - Logistics and Asset Management Budget</u> |                |                |                 |                   |                     |
| Personnel Service  | \$249,022      | \$263,250      | \$260,645       | \$196,244         | \$211,100           |
| Contractual Services                                     | \$0            | \$0            | \$7,500         | \$0               | \$7,500             |
| Other Services and Charges                               | \$5,392        | \$8,392        | \$12,258        | \$9,458           | \$12,342            |
| Supplies-Materials and Minor Equipment                   | \$1,779        | \$4,230        | \$5,800         | \$8,100           | \$5,800             |
| Interdepartmental Charges                                | \$559          | \$1,076        | \$2,000         | \$1,400           | \$2,000             |
| Sub Total  | \$256,752      | \$276,948      | \$288,203       | \$215,202         | \$238,742           |
| <u>CC 702200 - Parking Division</u>                      |                |                |                 |                   |                     |
| Personnel Service  | \$4,502,826    | \$4,686,231    | \$4,745,284     | \$4,676,733       | \$4,956,964         |
| Contractual Services                                     | \$2,695,704    | \$2,899,187    | \$3,322,270     | \$3,050,000       | \$2,609,885         |
| Other Services and Charges                               | \$5,263,332    | \$5,083,654    | \$5,462,837     | \$5,467,106       | \$5,672,925         |
| Supplies-Materials and Minor Equipment                   | \$174,229      | \$239,267      | \$180,137       | \$181,500         | \$177,637           |
| Capital  | \$814,163      | \$1,835,474    | \$4,157,000     | \$5,921,075       | \$0                 |
| Aids and Grants  | \$388,980      | \$361,260      | \$430,000       | \$320,000         | \$430,000           |
| Transfer To Other Funds                                  | \$4,526,398    | \$4,292,608    | \$7,027,702     | \$4,574,066       | \$716,423           |
| Interdepartmental Charges                                | \$1,396,375    | \$1,353,047    | \$1,597,000     | \$1,540,000       | \$1,675,000         |
| Budget Reserves  | \$0            | \$0            | \$243,573       | \$0               | \$3,144,258         |
| Sub Total  | \$19,762,007   | \$20,750,727   | \$27,165,803    | \$25,730,480      | \$19,383,092        |
| <u>CC 702300 - Transportation Division Budget</u>        |                |                |                 |                   |                     |
| Personnel Service  | \$11,971,526   | \$12,320,667   | \$12,915,081    | \$12,901,233      | \$15,155,268        |
| Contractual Services                                     | \$804,896      | \$1,086,533    | \$1,666,173     | \$1,219,946       | \$1,028,624         |
| Other Services and Charges                               | \$10,626,388   | \$10,591,154   | \$10,885,759    | \$10,847,079      | \$11,294,945        |
| Supplies-Materials and Minor Equipment                   | \$715,076      | \$1,120,180    | \$591,175       | \$713,185         | \$655,474           |
| Capital  | \$10,101,803   | \$14,048,008   | \$11,961,538    | \$53,201,342      | \$13,734,686        |
| Aids and Grants  | \$21,412       | \$180,000      | \$0             | \$154,301         | \$0                 |



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

|                           | FY18<br>ACTUAL      | FY19<br>ACTUAL      | FY20<br>ADOPTED     | FY20<br>PROJECTED   | FY21<br>RECOMMENDED  |
|---------------------------|---------------------|---------------------|---------------------|---------------------|----------------------|
| Transfer To Other Funds   | \$10,978,431        | \$4,938,912         | \$2,512,433         | \$4,411,665         | \$4,759,976          |
| Interdepartmental Charges | \$37,523            | \$38,264            | \$18,000            | \$18,000            | \$18,200             |
| Budget Reserves           | \$0                 | \$0                 | \$16,069,353        | \$0                 | \$71,370,125         |
| <b>Sub Total</b>          | <b>\$45,257,055</b> | <b>\$44,323,719</b> | <b>\$56,619,512</b> | <b>\$83,466,751</b> | <b>\$118,017,298</b> |

CC\_702400 - Human Resources and Talent Development Department

|  |                     |                     |                     |                     |                      |
|--|---------------------|---------------------|---------------------|---------------------|----------------------|
| Personnel Service                      | \$4,998,474         | \$5,411,384         | \$5,585,621         | \$5,533,121         | \$6,193,505          |
| Contractual Services                   | \$8,357,373         | \$8,892,861         | \$10,670,541        | \$9,180,899         | \$11,189,359         |
| Other Services and Charges             | \$74,191,037        | \$75,052,490        | \$79,896,578        | \$79,288,348        | \$88,854,702         |
| Supplies-Materials and Minor Equipment | \$37,490            | \$49,254            | \$40,084            | \$55,569            | \$49,384             |
| Capital                                | \$37,030            | \$43,566            | \$53,415            | \$91,676            | \$0                  |
| Debt Services Related                  | \$2,415             | \$7,988             | \$10,058            | \$8,100             | \$10,058             |
| Other Uses and Sources                 | \$0                 | \$275               | \$0                 | \$0                 | \$0                  |
| Transfer To Other Funds                | \$1,953,377         | \$1,955,743         | \$1,698,916         | \$1,523,637         | \$1,325,579          |
| Interdepartmental Charges              | \$5,435             | \$5,412             | \$6,000             | \$7,205             | \$6,000              |
| Budget Reserves                        | \$0                 | \$0                 | \$256,872           | \$0                 | \$200,000            |
| <b>Sub Total</b>                       | <b>\$89,582,631</b> | <b>\$91,418,973</b> | <b>\$98,218,085</b> | <b>\$95,688,555</b> | <b>\$107,828,587</b> |

CC\_702500 - Revenue and Finance Department

|  |                    |                    |                    |                    |                     |
|--|--------------------|--------------------|--------------------|--------------------|---------------------|
| Personnel Service                      | \$7,986,242        | \$8,322,537        | \$8,308,430        | \$8,643,307        | \$9,460,155         |
| Contractual Services                   | \$167,222          | \$182,146          | \$408,482          | \$383,300          | \$408,482           |
| Other Services and Charges             | \$145,482          | \$153,671          | \$154,638          | \$144,726          | \$156,502           |
| Supplies-Materials and Minor Equipment | \$52,270           | \$51,318           | \$56,484           | \$82,850           | \$56,484            |
| Capital                                | \$15,248           | \$0                | \$250,000          | \$250,000          | \$250,000           |
| Interdepartmental Charges              | \$7,999            | \$6,528            | \$2,600            | \$7,100            | \$2,600             |
| <b>Sub Total</b>                       | <b>\$8,374,463</b> | <b>\$8,716,200</b> | <b>\$9,180,634</b> | <b>\$9,511,283</b> | <b>\$10,334,223</b> |

CC\_702600 - Neighborhood and Community Affairs Administrator

|  |                    |                    |                     |                     |                     |
|--|--------------------|--------------------|---------------------|---------------------|---------------------|
| Personnel Service                      | \$7,354,516        | \$7,663,068        | \$8,714,082         | \$8,662,472         | \$9,592,824         |
| Contractual Services                   | \$501,227          | \$421,638          | \$519,860           | \$581,785           | \$509,560           |
| Other Services and Charges             | \$1,274,078        | \$1,369,390        | \$1,232,681         | \$1,375,437         | \$1,198,687         |
| Supplies-Materials and Minor Equipment | \$112,487          | \$96,701           | \$75,004            | \$104,354           | \$64,154            |
| Capital                                | \$208,908          | \$287,227          | \$224,000           | \$272,419           | \$0                 |
| Debt Services Related                  | \$13,188           | \$9,674            | \$8,816             | \$8,816             | \$8,816             |
| Interdepartmental Charges              | \$7,026            | \$5,991            | \$6,990             | \$6,790             | \$5,340             |
| <b>Sub Total</b>                       | <b>\$9,471,431</b> | <b>\$9,853,688</b> | <b>\$10,781,433</b> | <b>\$11,012,073</b> | <b>\$11,379,381</b> |

CC\_702700 - Art Programs Division

|  |                  |                  |                    |                    |                    |
|--|------------------|------------------|--------------------|--------------------|--------------------|
| Personnel Service                      | \$209,995        | \$222,793        | \$221,120          | \$227,109          | \$250,167          |
| Contractual Services                   | \$95,737         | \$124,761        | \$43,627           | \$41,532           | \$163,627          |
| Other Services and Charges             | \$24,864         | \$34,547         | \$80,905           | \$76,316           | \$84,656           |
| Supplies-Materials and Minor Equipment | \$2,692          | \$1,416          | \$4,150            | \$3,350            | \$4,150            |
| Capital                                | \$52,907         | \$317,348        | \$425,554          | \$913,841          | \$230,000          |
| Transfer To Other Funds                | \$311,350        | \$0              | \$0                | \$200,000          | \$0                |
| Interdepartmental Charges              | \$1,055          | \$1,035          | \$1,045            | \$1,045            | \$1,200            |
| Budget Reserves                        | \$0              | \$0              | \$469,116          | \$0                | \$276,677          |
| <b>Sub Total</b>                       | <b>\$698,601</b> | <b>\$701,900</b> | <b>\$1,245,517</b> | <b>\$1,463,193</b> | <b>\$1,010,477</b> |



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

|  | FY18<br>ACTUAL | FY19<br>ACTUAL | FY20<br>ADOPTED | FY20<br>PROJECTED | FY21<br>RECOMMENDED |
|--|----------------|----------------|-----------------|-------------------|---------------------|
| <u>CC 702800 - Infrastructure and Mobility Administrator</u>       |                |                |                 |                   |                     |
| Personnel Service  | \$306,680      | \$342,249      | \$342,550       | \$349,233         | \$968,087           |
| Contractual Services   | \$174          | \$529          | \$250           | \$120             | \$250               |
| Other Services and Charges   | \$5,252        | \$6,666        | \$12,908        | \$7,727           | \$12,344            |
| Supplies-Materials and Minor Equipment                             | \$3,299        | \$2,782        | \$2,500         | \$1,975           | \$2,000             |
| Interdepartmental Charges  | \$15           | \$13           | \$2,064         | \$1,000           | \$2,064             |
| Sub Total  | \$315,420      | \$352,239      | \$360,272       | \$360,055         | \$984,745           |
| <u>CC 702900 - Development and Economic Opportunity Department</u> |                |                |                 |                   |                     |
| Personnel Service  | \$1,202,518    | \$1,274,164    | \$1,434,684     | \$1,159,022       | \$340,277           |
| Contractual Services   | \$867,124      | \$749,872      | \$1,091,075     | \$699,700         | \$1,293,950         |
| Other Services and Charges   | \$31,185       | \$33,235       | \$75,461        | \$40,475          | \$77,345            |
| Supplies-Materials and Minor Equipment                             | \$1,677        | \$1,736        | \$7,500         | \$7,000           | \$7,700             |
| Aids and Grants  | \$538,000      | \$538,000      | \$538,000       | \$538,000         | \$538,000           |
| Interdepartmental Charges  | \$568          | \$591          | \$1,500         | \$1,000           | \$1,500             |
| Sub Total  | \$2,641,073    | \$2,597,598    | \$3,148,220     | \$2,445,197       | \$2,258,772         |
| <u>CC 703000 - City Clerk Department</u>                           |                |                |                 |                   |                     |
| Personnel Service  | \$1,296,255    | \$1,409,280    | \$1,393,015     | \$1,418,402       | \$1,512,947         |
| Contractual Services   | \$237,417      | \$209,587      | \$247,400       | \$232,900         | \$247,400           |
| Other Services and Charges   | \$111,266      | \$93,519       | \$73,596        | \$88,096          | \$68,972            |
| Supplies-Materials and Minor Equipment                             | \$19,659       | \$19,371       | \$26,933        | \$26,933          | \$26,933            |
| Capital  | \$2,600        | \$8,861        | \$0             | \$0               | \$0                 |
| Interdepartmental Charges  | \$4,319        | \$4,017        | \$5,250         | \$5,250           | \$5,250             |
| Sub Total  | \$1,671,515    | \$1,744,635    | \$1,746,194     | \$1,771,581       | \$1,861,502         |
| <u>CC 703100 - Non Departmental Budget</u>                         |                |                |                 |                   |                     |
| Personnel Service  | \$0            | \$0            | \$2,500,000     | \$0               | \$0                 |
| Contractual Services   | \$9,285,524    | \$9,048,100    | \$11,711,038    | \$8,430,535       | \$11,388,348        |
| Other Services and Charges   | (23,326,612)   | (22,342,533)   | (27,264,264)    | (26,573,384)      | (29,704,557)        |
| Supplies-Materials and Minor Equipment                             | \$99,724       | \$117,306      | \$163,700       | \$138,700         | \$140,700           |
| Capital  | \$638,568      | \$1,108,004    | \$310,000       | \$871,935         | \$310,000           |
| Debt Services Related  | \$4,090        | \$6,877,700    | \$139,952       | \$139,952         | \$139,952           |
| Aids and Grants  | \$21,007,837   | \$24,922,236   | \$28,495,273    | \$28,837,273      | \$33,130,630        |
| Other Uses and Sources   | (502)          | (26,798)       | \$0             | \$0               | \$0                 |
| Transfer To Other Funds  | \$70,208,688   | \$71,918,890   | \$66,934,175    | \$65,242,104      | \$69,398,896        |
| Interdepartmental Charges  | \$344,447      | \$353,266      | \$390,000       | \$376,000         | \$390,000           |
| Budget Reserves  | \$0            | \$0            | \$21,245,304    | \$0               | \$8,344,265         |
|  | \$78,261,764   | \$91,976,170   | \$104,625,178   | \$77,463,115      | \$93,538,234        |



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

|  | FY18<br>ACTUAL | FY19<br>ACTUAL | FY20<br>ADOPTED | FY20<br>PROJECTED | FY21<br>RECOMMENDED |
|--|----------------|----------------|-----------------|-------------------|---------------------|
| <u>CC 703400 - Planning and Development Department</u>                     |                |                |                 |                   |                     |
| Personnel Service  | \$6,250,080    | \$6,757,042    | \$6,870,972     | \$7,089,783       | \$6,978,192         |
| Contractual Services   | \$197,737      | \$400,552      | \$175,404       | \$187,542         | \$149,767           |
| Other Services and Charges   | \$343,750      | \$207,610      | \$291,506       | \$275,650         | \$293,915           |
| Supplies-Materials and Minor Equipment                                     | \$35,311       | \$87,527       | \$57,352        | \$75,200          | \$65,614            |
| Capital  | \$0            | \$77,057       | \$0             | \$10,820          | \$0                 |
| Interdepartmental Charges  | \$7,580        | \$7,249        | \$8,980         | \$8,700           | \$7,780             |
| Sub Total  | \$6,834,458    | \$7,537,037    | \$7,404,214     | \$7,647,695       | \$7,495,268         |
| <u>CC 703600 - Construction Service Center</u>                             |                |                |                 |                   |                     |
| Personnel Service  | \$6,456,890    | \$6,862,701    | \$7,514,221     | \$7,491,280       | \$8,705,837         |
| Contractual Services   | \$1,095,002    | \$1,249,485    | \$2,162,694     | \$1,293,287       | \$1,249,362         |
| Other Services and Charges   | \$2,341,295    | \$2,291,563    | \$2,404,465     | \$2,405,874       | \$3,635,094         |
| Supplies-Materials and Minor Equipment                                     | \$93,326       | \$90,188       | \$117,450       | \$116,856         | \$226,060           |
| Capital  | \$11,964       | \$203,170      | \$325,000       | \$515,519         | \$155,000           |
| Transfer To Other Funds  | \$410,064      | \$480,413      | \$548,884       | \$548,884         | \$18,000            |
| Interdepartmental Charges  | \$2,464        | \$2,362        | \$5,000         | \$2,850           | \$5,000             |
| Budget Reserves  | \$0            | \$0            | \$6,397,254     | \$0               | \$352,667           |
| Sub Total  | \$10,411,005   | \$11,179,882   | \$19,474,968    | \$12,374,550      | \$14,347,020        |
| <u>CC 703700 - Equal Business Opportunity Division</u>                     |                |                |                 |                   |                     |
| Personnel Service  | \$439,491      | \$518,331      | \$571,320       | \$560,852         | \$615,715           |
| Contractual Services   | \$34,996       | \$44,584       | \$275,000       | \$700             | \$275,000           |
| Other Services and Charges   | \$46,467       | \$20,715       | \$50,919        | \$49,239          | \$52,143            |
| Supplies-Materials and Minor Equipment                                     | \$7,284        | \$4,540        | \$13,429        | \$5,575           | \$8,878             |
| Interdepartmental Charges  | \$36           | \$43           | \$200           | \$800             | \$200               |
| Sub Total  | \$528,274      | \$588,213      | \$910,868       | \$617,166         | \$951,936           |
| <u>CC 703800 - Government Affairs and Strategic Initiatives Department</u> |                |                |                 |                   |                     |
| Personnel Service  | \$0            | \$0            | \$0             | \$202,546         | \$247,523           |
| Contractual Services   | \$0            | \$0            | \$0             | \$244,096         | \$247,096           |
| Other Services and Charges   | \$0            | \$0            | \$0             | \$4,149           | \$11,068            |
| Supplies-Materials and Minor Equipment                                     | \$0            | \$0            | \$0             | \$5,300           | \$8,300             |
| Interdepartmental Charges  | \$0            | \$0            | \$0             | \$10              | \$2,510             |
| Sub Total  | \$0            | \$0            | \$0             | \$456,101         | \$516,497           |
| <u>CC 703900 - Debt Service Department</u>                                 |                |                |                 |                   |                     |
| Debt Services Related  | \$112,997,367  | \$38,489,388   | \$47,916,578    | \$100,914,201     | \$36,079,861        |
| Transfer To Other Funds  | \$2,376,934    | \$0            | \$37,802        | \$37,802          | \$0                 |
| Sub Total  | \$115,374,301  | \$38,489,388   | \$47,954,380    | \$100,952,003     | \$36,079,861        |
| <u>CC 704000 - HCD CDBG Department</u>                                     |                |                |                 |                   |                     |
| Personnel Service  | \$549,965      | \$353,579      | \$364,914       | \$600,761         | \$644,165           |
| Contractual Services   | \$1,015,949    | \$1,218,196    | \$2,565,591     | \$4,100,368       | \$2,350,368         |
| Other Services and Charges   | \$487,788      | \$386,355      | \$248,984       | \$373,442         | \$221,291           |
| Supplies-Materials and Minor Equipment                                     | \$36,471       | \$24,920       | \$0             | \$64,670          | \$5,000             |



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

|  | FY18<br>ACTUAL      | FY19<br>ACTUAL      | FY20<br>ADOPTED     | FY20<br>PROJECTED   | FY21<br>RECOMMENDED |
|--|---------------------|---------------------|---------------------|---------------------|---------------------|
| Capital  | \$10,377            | \$5,900             | \$0                 | \$746,184           | \$0                 |
| Transfer To Other Funds                                  | \$771,713           | \$0                 | \$0                 | \$0                 | \$0                 |
| Interdepartmental Charges                                | \$3,515             | \$3,140             | \$0                 | \$2,750             | \$0                 |
| <b>Sub Total</b>   | <b>\$2,875,778</b>  | <b>\$1,992,090</b>  | <b>\$3,179,489</b>  | <b>\$5,888,175</b>  | <b>\$3,220,824</b>  |
| <b><u>CC_704100 - HCD ESG Department</u></b>             |                     |                     |                     |                     |                     |
| Personnel Service  | \$13,486            | \$12,596            | \$20,107            | \$20,107            | \$13,968            |
| Contractual Services                                     | \$236,833           | \$162,542           | \$247,980           | \$247,980           | \$265,406           |
| <b>Sub Total</b>   | <b>\$250,319</b>    | <b>\$175,138</b>    | <b>\$268,087</b>    | <b>\$268,087</b>    | <b>\$279,374</b>    |
| <b><u>CC_704200 - HCD HOME Department</u></b>            |                     |                     |                     |                     |                     |
| Personnel Service  | \$137,281           | \$164,552           | \$155,972           | \$269,338           | \$170,936           |
| Contractual Services                                     | \$1,149,847         | \$633,628           | \$1,403,752         | \$6,059,514         | \$1,538,426         |
| Other Services and Charges                               | \$86,226            | \$313,228           | \$0                 | \$379,193           | \$0                 |
| Supplies-Materials and Minor Equipment                   | \$0                 | \$0                 | \$0                 | \$3,000             | \$0                 |
| Capital  | \$0                 | \$4,185             | \$0                 | \$0                 | \$0                 |
| <b>Sub Total</b>   | <b>\$1,373,354</b>  | <b>\$1,115,593</b>  | <b>\$1,559,724</b>  | <b>\$6,711,045</b>  | <b>\$1,709,362</b>  |
| <b><u>CC_704300 - HCD HOPWA Department</u></b>           |                     |                     |                     |                     |                     |
| Personnel Service  | \$72,243            | \$70,382            | \$119,565           | \$119,565           | \$208,834           |
| Contractual Services                                     | \$3,952,083         | \$3,735,021         | \$3,865,948         | \$3,865,948         | \$3,967,853         |
| Other Services and Charges                               | \$0                 | \$2,130             | \$0                 | \$0                 | \$0                 |
| Supplies-Materials and Minor Equipment                   | \$0                 | \$100               | \$0                 | \$0                 | \$0                 |
| <b>Sub Total</b>   | <b>\$4,024,326</b>  | <b>\$3,807,633</b>  | <b>\$3,985,513</b>  | <b>\$3,985,513</b>  | <b>\$4,176,687</b>  |
| <b><u>CC_704400 - HCD NSP Department</u></b>             |                     |                     |                     |                     |                     |
| Personnel Service  | \$109               | \$4,297             | \$0                 | \$0                 | \$0                 |
| Contractual Services                                     | \$562,269           | \$0                 | \$0                 | \$0                 | \$0                 |
| <b>Sub Total</b>   | <b>\$562,378</b>    | <b>\$4,297</b>      | <b>\$0</b>          | <b>\$0</b>          | <b>\$0</b>          |
| <b><u>CC_704500 - HCD SHIP Department</u></b>            |                     |                     |                     |                     |                     |
| Personnel Service  | \$228,672           | \$180,645           | \$52,289            | \$157,524           | \$0                 |
| Contractual Services                                     | \$452,683           | \$1,663,255         | \$470,601           | \$1,778,689         | \$0                 |
| Other Services and Charges                               | \$564,344           | \$1,492,131         | \$0                 | \$2,181,950         | \$0                 |
| Supplies-Materials and Minor Equipment                   | \$0                 | \$4,257             | \$0                 | \$0                 | \$0                 |
| <b>Sub Total</b>   | <b>\$1,245,699</b>  | <b>\$3,340,287</b>  | <b>\$522,890</b>    | <b>\$4,118,163</b>  | <b>\$0</b>          |
| <b><u>CC_704600 - Community Redevelopment Agency</u></b> |                     |                     |                     |                     |                     |
| <b><u>Budget</u></b>                                     |                     |                     |                     |                     |                     |
| Personnel Service  | \$0                 | \$2,239             | \$0                 | \$7,028             | \$1,293,864         |
| Contractual Services                                     | \$2,251,911         | \$1,936,020         | \$2,827,987         | \$7,191,859         | \$3,126,850         |
| Other Services and Charges                               | \$358,910           | \$432,253           | \$1,532,100         | \$2,412,785         | \$3,663,290         |
| Supplies-Materials and Minor Equipment                   | \$16,829            | \$6,298             | \$14,850            | \$95,877            | \$27,950            |
| Capital  | \$14,555,528        | \$16,535,568        | \$27,910,623        | \$68,325,592        | \$27,346,687        |
| Aids and Grants  | \$0                 | \$0                 | \$0                 | \$3,006,477         | \$0                 |
| Transfer To Other Funds                                  | \$9,009,107         | \$9,687,150         | \$10,675,837        | \$8,809,168         | \$11,184,097        |
| Interdepartmental Charges                                | \$578               | \$763               | \$200               | \$668               | \$1,300             |
| Budget Reserves  | \$0                 | \$0                 | \$1,514,700         | \$0                 | \$1,068,600         |
| <b>Sub Total</b>   | <b>\$26,192,863</b> | <b>\$28,600,291</b> | <b>\$44,476,297</b> | <b>\$89,849,454</b> | <b>\$47,712,638</b> |



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

|  | FY18<br>ACTUAL  | FY19<br>ACTUAL  | FY20<br>ADOPTED | FY20<br>PROJECTED | FY21<br>RECOMMENDED |
|--|-----------------|-----------------|-----------------|-------------------|---------------------|
| <u>CC_704700 - Golf Courses Budget</u> |                 |                 |                 |                   |                     |
| Contractual Services                   | \$3,169,613     | \$3,295,173     | \$3,304,327     | \$3,379,327       | \$3,293,148         |
| Other Services and Charges             | \$838,323       | \$807,124       | \$800,000       | \$800,000         | \$800,000           |
| Capital                                | \$274,333       | \$242,726       | \$661,000       | \$586,000         | \$597,750           |
| Transfer To Other Funds                | \$0             | \$793,000       | \$0             | \$0               | \$0                 |
| Sub Total                              | \$4,282,269     | \$5,138,023     | \$4,765,327     | \$4,765,327       | \$4,690,898         |
| <u>CC_704800 - Streetcar Budget</u>    |                 |                 |                 |                   |                     |
| Contractual Services                   | \$62,655        | \$94,960        | \$98,500        | \$98,500          | \$87,518            |
| Other Services and Charges             | \$339,293       | \$345,671       | \$352,000       | \$736,235         | \$735,500           |
| Aids and Grants                        | \$1,574,750     | \$2,242,875     | \$2,541,955     | \$2,541,955       | \$2,530,000         |
| Sub Total                              | \$1,976,698     | \$2,683,506     | \$2,992,455     | \$3,376,690       | \$3,353,018         |
| <u>CC_799999 - Disaster Events</u>     |                 |                 |                 |                   |                     |
| Personnel Service                      | \$1,314,981     | \$775,490       | \$0             | \$500,000         | \$0                 |
| Contractual Services                   | \$4,741,400     | \$4,917         | \$0             | \$600,000         | \$0                 |
| Other Services and Charges             | \$1,355,309     | \$33,575        | \$0             | \$143,650         | \$0                 |
| Supplies-Materials and Minor Equipment | \$103,780       | \$1,392         | \$0             | \$499,500         | \$0                 |
| Capital                                | \$455,303       | \$0             | \$0             | \$1,000,000       | \$0                 |
| Aids and Grants                        | \$17,476        | \$0             | \$0             | \$3,300,000       | \$0                 |
| Transfer To Other Funds                | \$0             | \$0             | \$7,600,000     | \$7,600,000       | \$0                 |
| Interdepartmental Charges              | \$15,302        | \$0             | \$0             | \$0               | \$0                 |
| Sub Total                              | \$8,003,551     | \$815,373       | \$7,600,000     | \$13,643,150      | \$0                 |
| Total                                  | \$1,367,371,317 | \$1,356,285,474 | \$1,392,689,581 | \$1,844,550,102   | \$1,667,448,885     |

