

# City of Tampa Recommended Annual Budget for Fiscal Year 2016



Mayor Bob Buckhorn



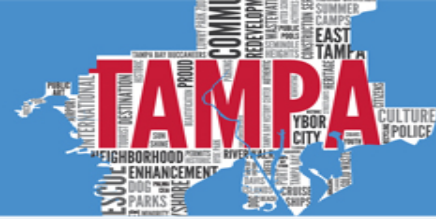
# One City Rising

# OVERVIEW



- BUDGET HIGHLIGHTS
- LEGACY OF THE RECESSION
- ONE CITY RISING
- FY2016 RECOMMENDED BUDGET OVERVIEW
- CAPITAL IMPROVEMENT PROGRAM
- ENTERPRISE DEPARTMENT BUDGET
- BUDGET CALENDAR

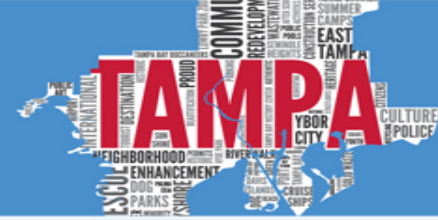
# THE CITY OF TAMPA



- By any measure, Tampa's growth is impressive
  - 12,000 more people are working in the City of Tampa than four years ago - which means that more people are working now than ever before in our city's history
  - Tampa's unemployment is the lowest it's been in six years
  - For the first time since 2008, less than 10,000 people are unemployed
  - Tampa's unemployment rate is 5.1 %, down from 11.4% in January 2010
- The City of Tampa is growing at a higher rate than Hillsborough County or the State of Florida
  - They are choosing to be a part of our city, to call Tampa home
- 10,500 planned residential units are in the works between downtown Tampa and Westshore



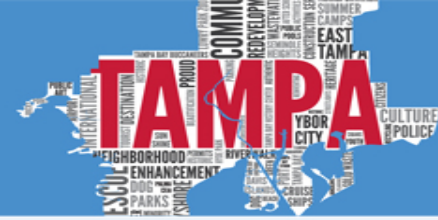
# FY2016 BUDGET OBJECTIVES



- CREATING JOBS AND GROWING OUR ECONOMY
- PROTECTING OUR CHILDREN
- ENHANCING QUALITY OF LIFE
- IMPROVING OUR INFRASTRUCTURE
- RETAINING AND REWARDING OUR EMPLOYEES
- BALANCED BUDGET WITHOUT USING RESERVES
- STREAMLINING REGULATORY AND PERMITTING PROCESSES

# BUDGET HIGHLIGHTS

## EXPANDING SUMMER PROGRAMMING

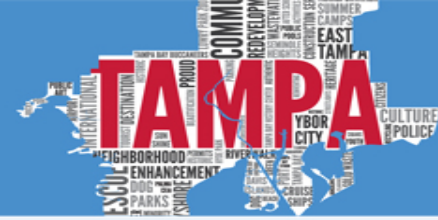


- Expanded Summer Programming at nine Tampa Parks and Recreation facilities to help keep kids safe throughout the summer
- Parks will remain open until midnight, seven days a week until the end of summer
- Activities will be in a semi-structured environment and will range from sporting activities like basketball to indoor movie screenings
- Pools will be open in a free swim environment
- Free Recreation Cards for teenagers between the ages of 13 and 19
- The City of Tampa will provide free snacks to all participating youth



# BUDGET HIGHLIGHTS

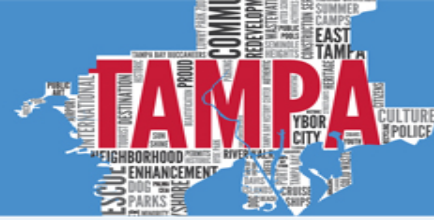
## YEAR ROUND PROGRAMMING



- After school hours in America are at a critical time
  - 15 million school-age children are on their own after school (Afterschool Alliance, 2009)
  - 28 million parents of school-age children are employed, 23 million who work full-time (U.S. Department of Labor, 2010)
  - Only 8.4 million children participate in after school programs (Afterschool Alliance, 2009)
  - The hours between 3 and 6 p.m. are the peak hours for juvenile crime and experimentation with drugs, alcohol, cigarettes and sex (Fight Crime: Invest in Kids, 2003)
- City of Tampa Youth Programs
  - No-cost after school and summer camps are provided to over 6,300 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
  - More than 900 teenagers have signed up for a free rec card and all will have access to facilities, after school programs, and more during the school year
- After school programs offer a range of benefits to youth and their families

# BUDGET HIGHLIGHTS

## AFTER-SCHOOL ALL-STARS

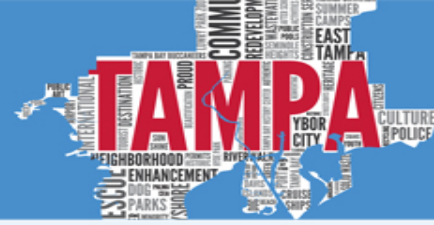


- After-School All-Stars (ASAS) provides comprehensive after school programs that keep children safe and help them succeed in school and life
- In partnership with ASAS, the Hillsborough County School Board will adopt a pilot program to be offered at Sligh Middle School
- ASAS is free to students
- In addition to being a safe and engaging environment, ASAS provides learning opportunities for kids, addresses the major issues kids face today, and provides practical solutions for working families in under resourced communities



# BUDGET HIGHLIGHTS

## OPERATION REVEILLE



- President Obama’s goal to end Veteran homelessness by 2015 ensures that a Veteran never sleeps on the streets or in an emergency shelter in Hillsborough County.
- Launched Operation Reveille in partnership with the Tampa Hillsborough Homeless Initiative, Hillsborough County, and 50 other local organizations
- In 2014, nearly 80 veterans were rapidly re-housed on Veteran’s Day
- In 2015, to meet our goal, we will house approximately 160 veterans.
  - 20 per month for next three months
  - 100 on Veteran’s Day
- Case manager is also assigned to each veteran for 1 year to assist in providing medical, informational, and legal services.
- Approximately \$100,000 contribution to budget





# BUDGET HIGHLIGHTS

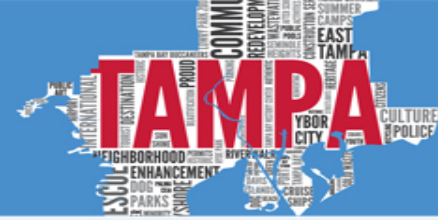
## STRATEGIC INVESTMENT IN OUR URBAN CORE



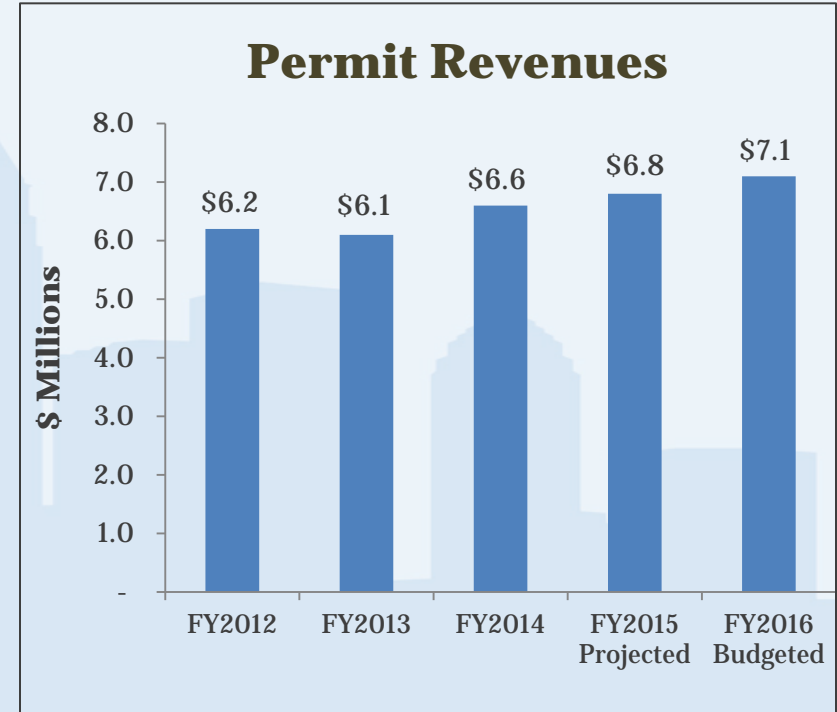
- We are investing **\$85 million** in support of the InVision Tampa Center City Plan
  - Completion of the Tampa Riverwalk
  - 3 new parks in our urban core – Water Works, Perry Harvey, and Julian B. Lane
  - Together, projects represent more than \$40 million in investment in public space
  - Two-waying Cass and Tyler Streets – to make our downtown more functional and provide a true east-west spine for pedestrians and cyclists connecting to historic Ybor City
- Creating a Center City that is connected,
  - 1,206 residential units and 318 hotel rooms have been constructed in the downtown area since 2012
  - As of March 2015, approximately 1,862 additional residential units are under construction

# BUDGET HIGHLIGHTS

## ECONOMIC DEVELOPMENT



- Permitted nearly \$8 billion worth of construction from FY2011 – FY2015
- City of Tampa set a record in FY2014, permitting more than **\$2 billion** worth of projects
- On track to break FY2014 record in FY2015, with \$2.18 billion in projects on schedule to be permitted by October 1, 2015





# BUDGET HIGHLIGHTS

## BUILDING DENSITY IN URBAN AREAS



- **SkyHouse** – 23 story, 320 unit development with street level retail in downtown Tampa
  - Developed by Atlanta's Novare Group
  - Scheduled to open July 23, 2015
- **The Martin at Meridian** – 316-unit apartment tower space in Channelside
  - Approximately 30,000 square feet of retail space to include a grocery store component
  - Expected to break ground in late 2015
  - Will sit adjacent to a 1 acre public park
- **Crescent Westshore** – 374 unit apartment complex
  - Developed by Crescent Communities
  - Scheduled to open in Summer 2016
- **Las Novedades Hotel Redevelopment** – 180 hotel room
  - Adaptive reuse and addition to a historic structure
  - Boutique hotel which provides a unique experience to guests in Tampa's historic district
- **Harbour Island Apartments** – 21 story, 235 apartment units



Harbour Island Apartments



Crescent Westshore

# BUDGET HIGHLIGHTS

## ECONOMIC DEVELOPMENT



- **The Heights** – 1,600-plus homes on a 37 acre site immediately north of downtown acquired by Tampa based developers with SoHo Capital

- Historic style, mixed use neighborhood
- Adapt the Armature Works brick warehouse
- Surround with revival themed offices, boutique hotel, grocery store

- **The Encore Project** – Construction continues on this 30 acre mixed use, mixed income project immediately north of the Central Business District

- The Ella Senior Apartment Complex, which consists of 160 apartments and The Trio, which consist of 141 family units, are both fully opened and occupied

- **The Reed at Encore** – 158 apartment units for seniors expected to be completed summer 2015

- **The Tempo at Encore** – 203 family units expected to be completed spring 2016



The Trio

# BUDGET HIGHLIGHTS

## RIVERWALK



- **Kennedy Boulevard Plaza Segment**

- Crown jewel of the Riverwalk featuring 1,460-foot over-water walkway, four shaded gathering areas
- Links MacDill Park to Curtis Hixon Waterfront Park providing 1.8 miles of continuous Riverwalk
- Completed in March 2015

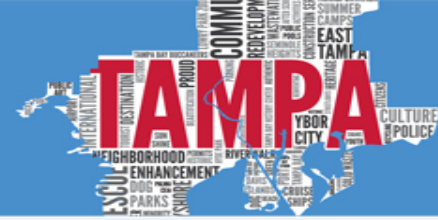
- **Doyle Carlton Segment**

- 2,050-foot connector links the Straz Center with the newly opened Water Works Park
- Completes the Riverwalk providing a total 2.4 miles
- Expected completion date: April 2016



# BUDGET HIGHLIGHTS

## STRATEGIC PROPERTY PARTNERS

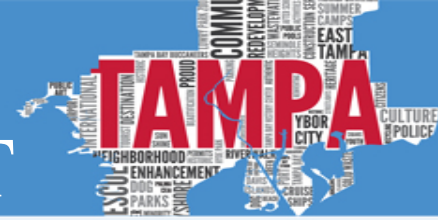


- Total potential investment of \$1 billion over 30 plus acres in southern downtown
- New hotel on Old Waters Street
- USF Morsani College of Medicine and Heart Health Institute
- Redeveloped Channelside Bay Plaza
- Focused on developing improved, complete streetscape to connect neighborhood with downtown
- Connected to historic Ybor City and northern downtown via the historic streetcar
- Construction to begin in August 2015

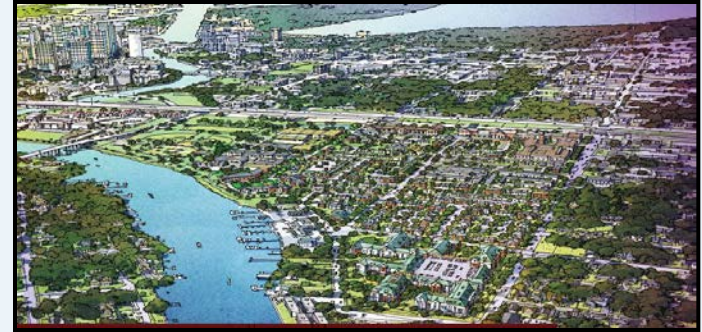


# BUDGET HIGHLIGHTS

## WEST TAMPA REDEVELOPMENT

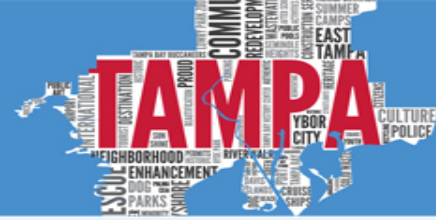


- The goal is to create a genuinely diverse and economically integrated community over the next 10 years that will:
  - Reconnect the streets and blocks to each other
  - Create strong ties with public education and community services
  - Focus on linkages along the Hillsborough River to emergent activities south of I-275 in North Hyde Park to the waters of Tampa Bay
  - Build more than 1,600 new residential units with a variety of housing styles and affordability
- Creation of new Community Redevelopment Area to allow for reinvestment in West Tampa community extending from the Hillsborough River on the east; Armenia Avenue on the west; and Columbus Drive on the north, and south to Kennedy Blvd
- Investing in Julian B. Lane Riverfront Park that reflects the collective vision and history of the community
  - 25 acre park will focus on interaction with the riverfront with a new boathouse, community space, and docks



# BUDGET HIGHLIGHTS

## CORPORATE GROWTH & INVESTMENT



- Thanks to synergies between our mobile, cybersecurity, and software development sectors, Tampa’s IT job growth is exploding
- There’s a growing list of companies headquartered here that are expanding. In total, these expansions represent an investment of more than \$33 million in our city:
  - Connectwise, 112 new jobs
  - LabTech, 100 new jobs
  - Ashley Furniture, 40 new jobs
  - Xcelience, 45 new jobs
  - Inspirata, 70 new jobs
  - Tribridge, 200 new jobs
  - Sunera, LLC, 40 new jobs
- Laser Spine Institute in Avion Park
  - 176,000-square-foot center will create approximately 100 new high-paying jobs and allow doctors to treat 25 % more patients
  - The new facility represents a \$56 million investment
- Moffitt Cancer Center’s Expansion in the university area
  - New outpatient center on its McKinley Drive campus represents an \$88 million investment



Rendering, Laser Spine Institute

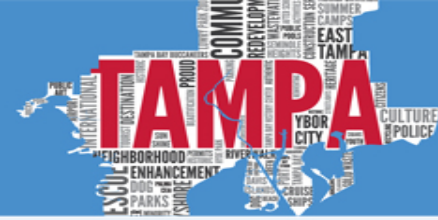


Ashley Furniture Announcement



# BUDGET HIGHLIGHTS

## NEIGHBORHOOD ENHANCEMENT



- **Operation W.I.N.**

- Clean-up effort the third Saturday of each month
- Focus to maintain alleys, remove illegal dumping and clean up abandoned properties

- **Code Enforcement**

- Aggressive approach with flagrant code violators
- More civil citations issued; 85% compliance within 21 days
- Five Solid Waste employees trained to issue citations
- Additional front end loader to remove heavy debris

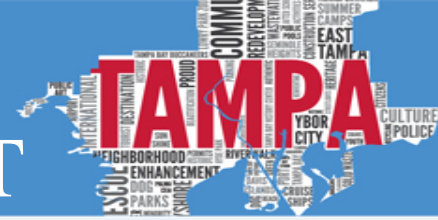
- **Neighborhood University**

- Identify and develop next generation of Tampa's civic and community leaders
- Cultivating leadership skills
- Experience City of Tampa administration



# BUDGET HIGHLIGHTS

## NEIGHBORHOOD ENHANCEMENT



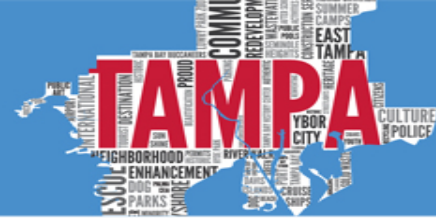
- **Nehemiah Project**

- Revitalize Sulphur Springs community
- 92 structures legally qualified for demolition
- 53 structures demolished, to date
- 11 new homes constructed
- Dedicated code enforcement crews assigned to neighborhood - facilitate continued revitalization
- 150 tons of debris removed in 2015





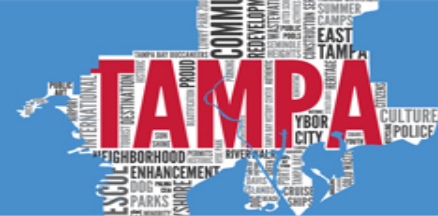
# LEGACY OF THE RECESSION



- **Staff reductions since 2008 – 728 positions**
  - Reorganizing government to improve efficiencies
  - FY2016 reduction of 15 positions
- **Deferred public safety vehicle replacement**
  - Significant backlog remains
  - \$3.6 million for Police vehicles
  - \$1.1 million for fire apparatus
- **Deferred infrastructure needs**
  - Stormwater
  - Roadways and Bridges
  - Facilities Infrastructures



# FY2016 RECOMMENDED BALANCED OPERATING BUDGET



(\$ Millions)

**Projected FY2016 Operating Budget Shortfall**

**\$ (6.7)**

**Solutions**

Increased Property Tax Revenue	\$ 1.9
Departmental Reductions	1.3
Reduced Personnel Costs	1.4
Reduced Required Pension Contributions	2.1

**Total Solutions**

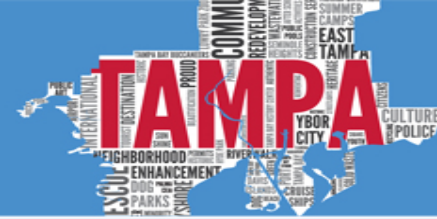
**\$ 6.7**

**Balanced FY2015 Operating Budget**

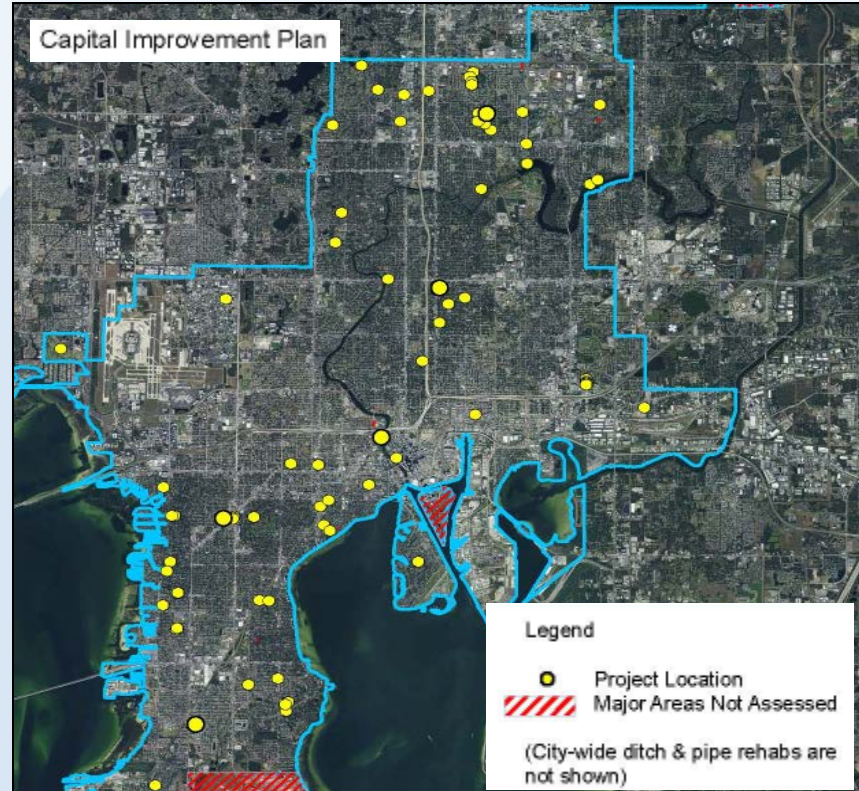
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**Structurally Balanced Operating Budget  
\$1.0 Million Contribution Back to Reserves**

# ONE CITY RISING



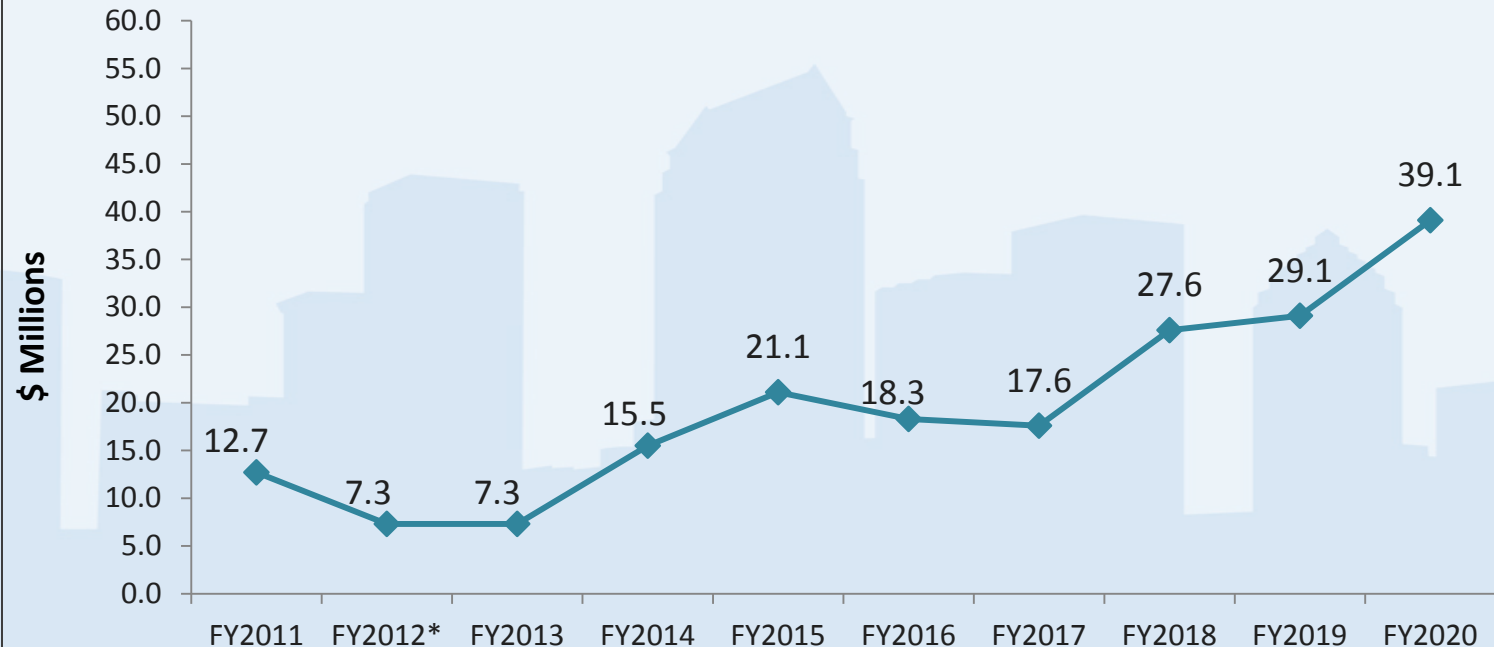
- **Increased Maintenance Levels of Service**
- **Expanded Stormwater Capital Plan**
  - \$250 million investment
  - Pending City Council’s approval of Stormwater Improvement Assessment
  - Projects geared towards reducing house and street flooding
  - Improving the overall water quality



# ONE CITY RISING

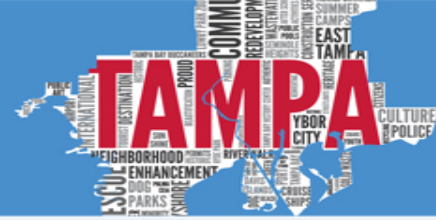


## Stormwater Capital Projects Funding

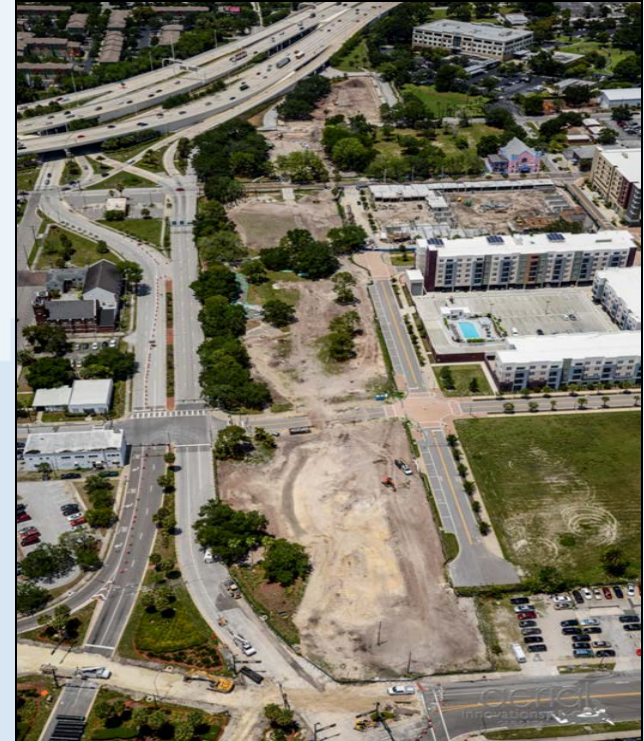


\*FY2012 Stormwater projects were paid with existing fund balance of \$7.3 million.

# ONE CITY RISING

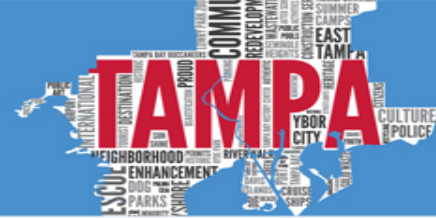


- **Perry Harvey Park**
  - Construction began early 2015, and will be completed early 2016
  - Gateway of sculptures honoring the site’s musical history
  - Performance Plaza and lawn area for special events
  - New skate park with reconstructed skate bowl
  - Interactive fountain
- **Gateway Lighting – Orange Ave. and Franklin St.**
  - Improvements to median planters and gateway entrances
  - To highlight colorful and interesting plantings



Perry Harvey Park Construction Site

# ONE CITY RISING



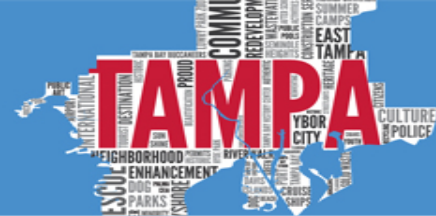
- **Water Works Park**

- Opened August 12, 2014
- Stage Pavilion and open festival lawn
- Restroom facilities, splash pad, playground
- Picnic shelters and dog run
- Ulele Spring was restored with financial assistance from Southwest Florida Water Management District
- Lower spring basin reconnected with Hillsborough River, establishing the original spring run



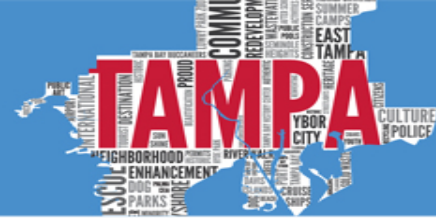


# ONE CITY RISING



- **Swann Pond at Hyde Park Village**
  - Located along Swann Avenue and Rome Avenue
  - Restoration of the existing fountains
  - Florida-friendly landscape restoration and enhancement, and removal of invasive plants
  - Pedestrian-friendly walkways with ornamental iron fencing
  - Several shaded seating areas with trellises or brick piers and cast stone finials
  - City of Tampa matched 100% of private fundraising dollars
- **AIDS Memorial Park**
  - Redesign and construction of old park made by Crescent Communities
  - Original park was to honor those in the community who have suffered or provided support to AIDS victims
  - Members of the AIDS communities and adjacent neighborhoods were invited to brainstorm ideas for the new park
- **Clarence Fort Freedom Trail**
  - Named in Honor of Clarence Fort, a local Civil Rights leader
  - Half mile long trail encircles a pond, and features eight fitness stations in four different locations
  - Three boardwalk sections allows visitors to walk out on the waters edge
  - More than 110 trees provide shade and add aesthetic value

# ONE CITY RISING



- **New Tampa Rotary Club Dog Park**
  - Fenced 0.62 acre site within the New Tampa Community Park
  - Double-gated entry area, drinking fountains, benches, and picnic tables
  - New Tampa Rotary Club raised and donated \$25,000 by selling personalized brick pavers, which line the edge of the concrete entry pad
- **Herman Massey Park Renovations**
  - Work completed on a dog park and installation of additional lighting
  - New ornamental fencing divides existing turf area into two areas, one for large dogs and one for small
  - Pet fountains and bag receptacles were also added to the area
  - The 5' perimeter fence was removed making the park more inviting



Herman Massey Park Dog Area

# ONE CITY RISING



- **Wellswood Park Picnic Shelter**
  - The after school and summer programs needed additional space to get out of the weather
  - Existing shelter roof was no longer repairable
  - Shelter portion was demolished and a new metal structure was installed, spanning the shelter
- **Courtney Campbell Trail Interpretative Signage**
  - Partnered with Keep Tampa Bay Beautiful who received grants for trail signage
  - The interpretative signs were designed by the Parks and Recreation Department and installed by volunteers
  - Five colorful signs tell the story of the scenic highway and the native wildlife existing in the saltwater corridor



Courtney Campbell Trail Interpretative Signs

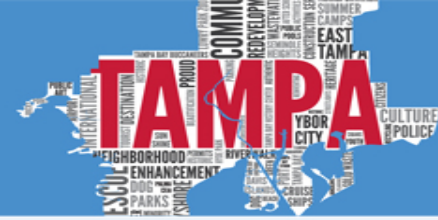
# ONE CITY RISING



- **The Changing Colors on Bayshore Boulevard**
  - Colorful accent plants change three times per year as different types of flowers come into bloom
  - The colors change with the seasons and complement the larger established trees and shrubs that are there year-round
- **Downtown Interchange Planting**
  - Portions of the Downtown Interchange were replanted
  - Combination of native plants and colorful touches were added between the I-4 and the Doyle Carlton/Ashley Drive exits



# ONE CITY RISING



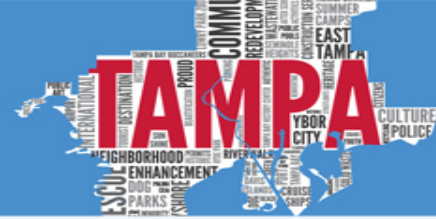
- **Art & Culture Programs**

- Five specialized art studios offer classes such as pottery, jewelry/glass fusion, metal-smithing, stained glass and more
- The program serves more than 2,250 participants annually
- Classes feature renowned local and national artists, as well as two major art shows including Ybor Arts in the Park and Made By Hand Art Show at Cotanchobee Park
- Hyde Park Art Studio will be moving to the Brian Glazer Family JCC complex at the Jewish Community Center



Brian Glazer Family JCC Complex

# ONE CITY RISING



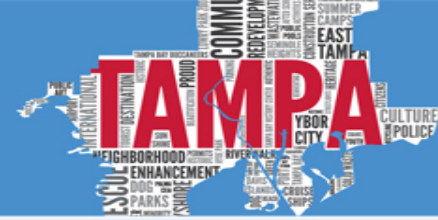
- **Aquatic Programs**

- The City operates six year-round swimming pools, five seasonal pools, and eight splash pads
- Swimming lessons are offered at all pools beginning at age 6 months to adults
- Many competitive swim teams use these pools, such as Greater Tampa Swim Association, TBAY Masters Program, and Hillsborough County high schools
- Specialty aquatic programs offered include lifeguarding, water safety instructor courses, synchronized swimming, water polo, swim meets, the World’s Largest Swim Lesson Event and more



Copeland Pool – Swimmers vs. Non-Swimmers Test

# ONE CITY RISING



## Gymnastic & Dance Programs

- The Wayne Papy Athletic Center and New Tampa Recreation Center offer preschool, recreational, and competitive gymnastics and dance programs
- Offers over 4,700 class slots, with over 200 competitive athletes who place consistently at the state, regional, and national level
- Proud representation of Tampa at local festivals, special events, parades, and annual recital at the Straz Performing Arts Center



Tampa Gym and Dance Show Stars  
Dance Team at the Sant' Yago Knight Parade

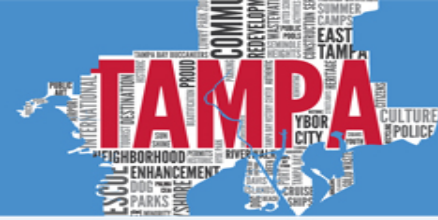


Loretta Ingraham Senior Exercise Program

## Senior Programs

- The City offers over 1,200 senior programs for adults age 50 and older
- The 2014 Senior Games had over 650 participants
- Senior Day in the Park, where they participated in games, socialized, and dressed up for an island vacation

# ONE CITY RISING



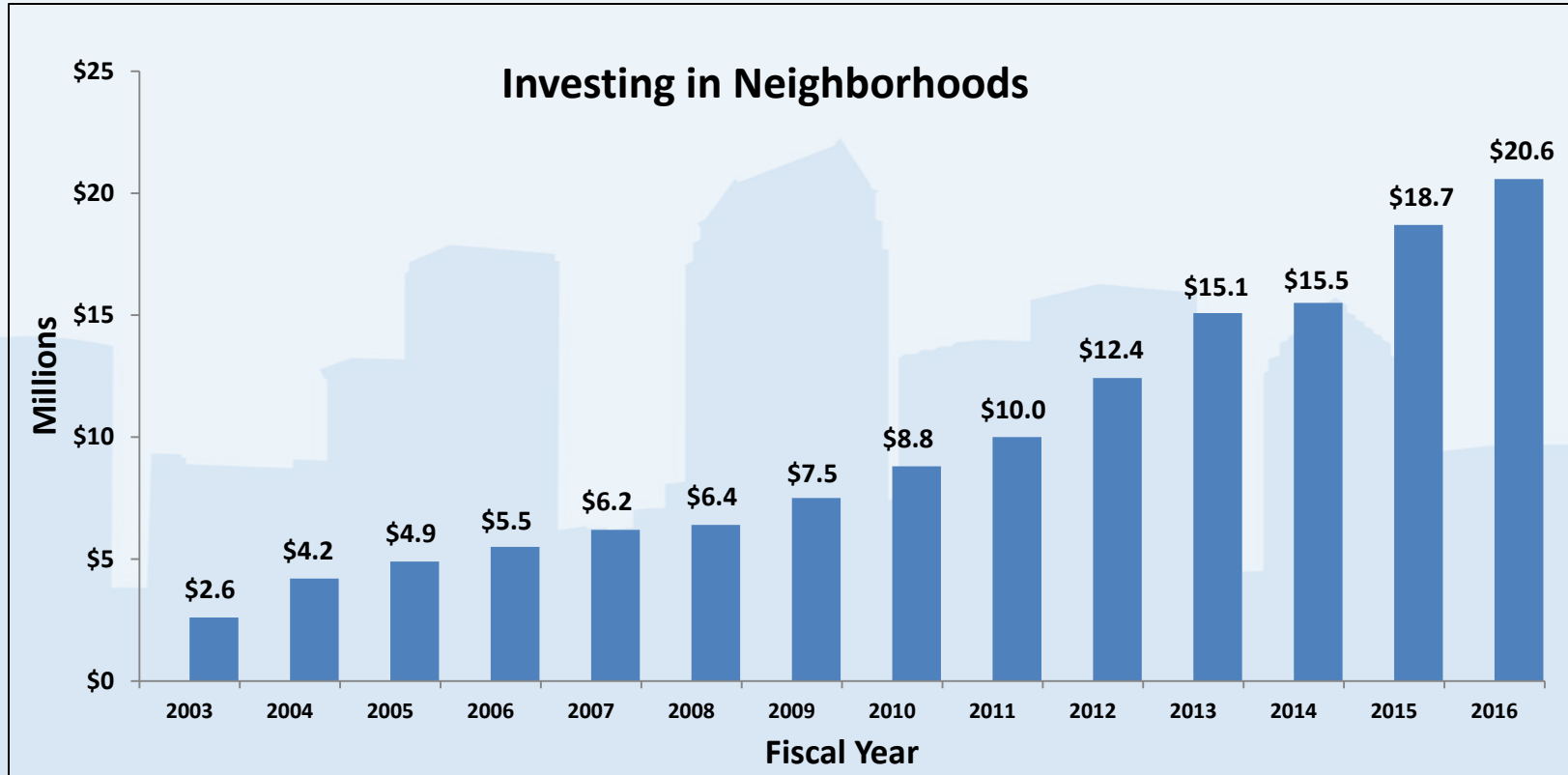
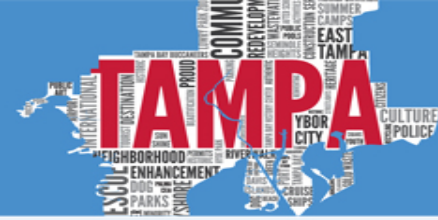
- **Major Road Programs**

- Street Resurfacing
- Bicycle Lanes
- Bridge Rehabilitation
- Complete Streets Projects
- Intersection Improvements
- Street Expansions
- Sidewalk Maintenance
- Traffic Signalization and Upgrades
- Downtown Train Horn Quiet Zone

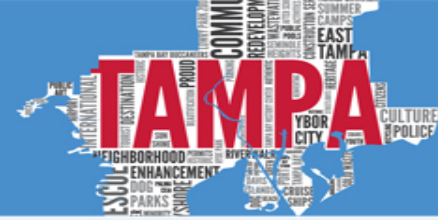




# ONE CITY RISING



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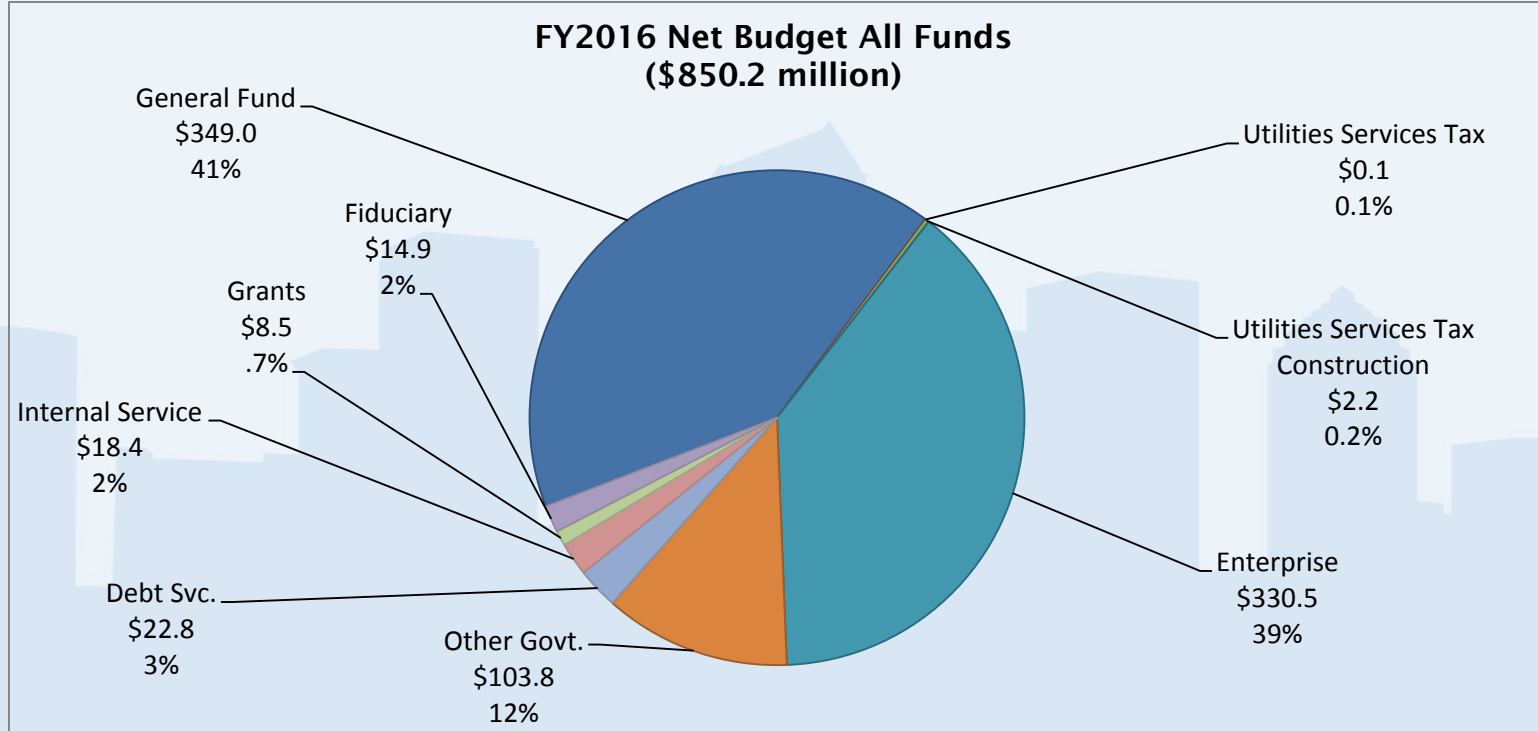
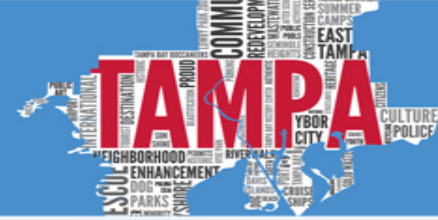


- \$20.6 million in FY2016
- \$71.7 million from FY2016 – FY2020
- Approximately \$138.4 million dedicated to program since FY2003

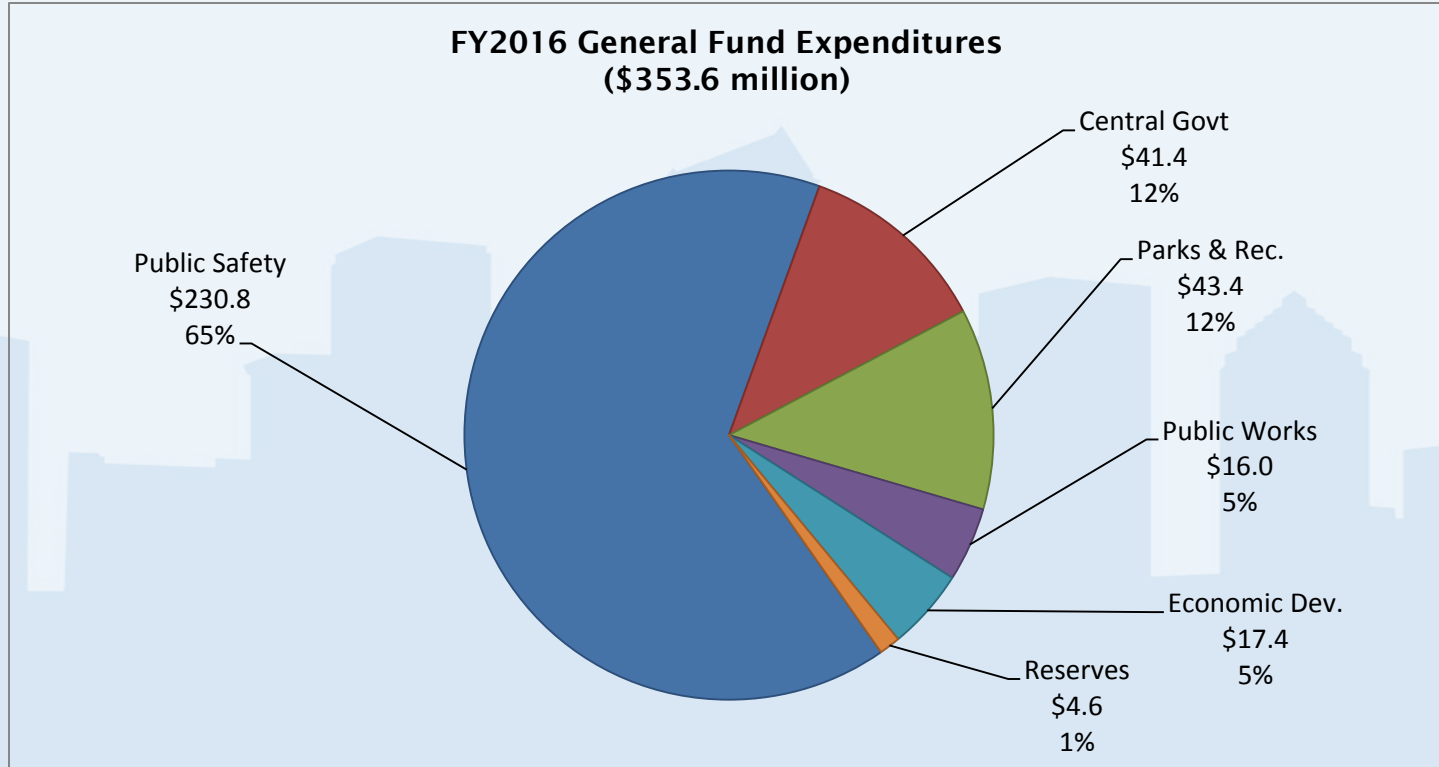
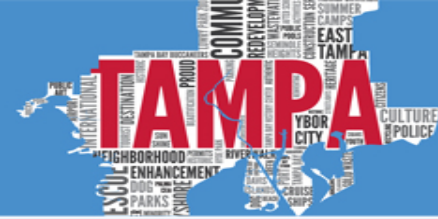
## FY2016 Investing in Neighborhoods by Program Initiative

Complete Streets	\$	500,000
Neighborhood Projects		6,100,000
Parks Facilities Expansion		1,800,000
Sidewalk Construction		500,000
Stormwater		5,600,000
Street Resurfacing		5,400,000
Transportation Signage		680,000
	\$	<hr/> 20,580,000

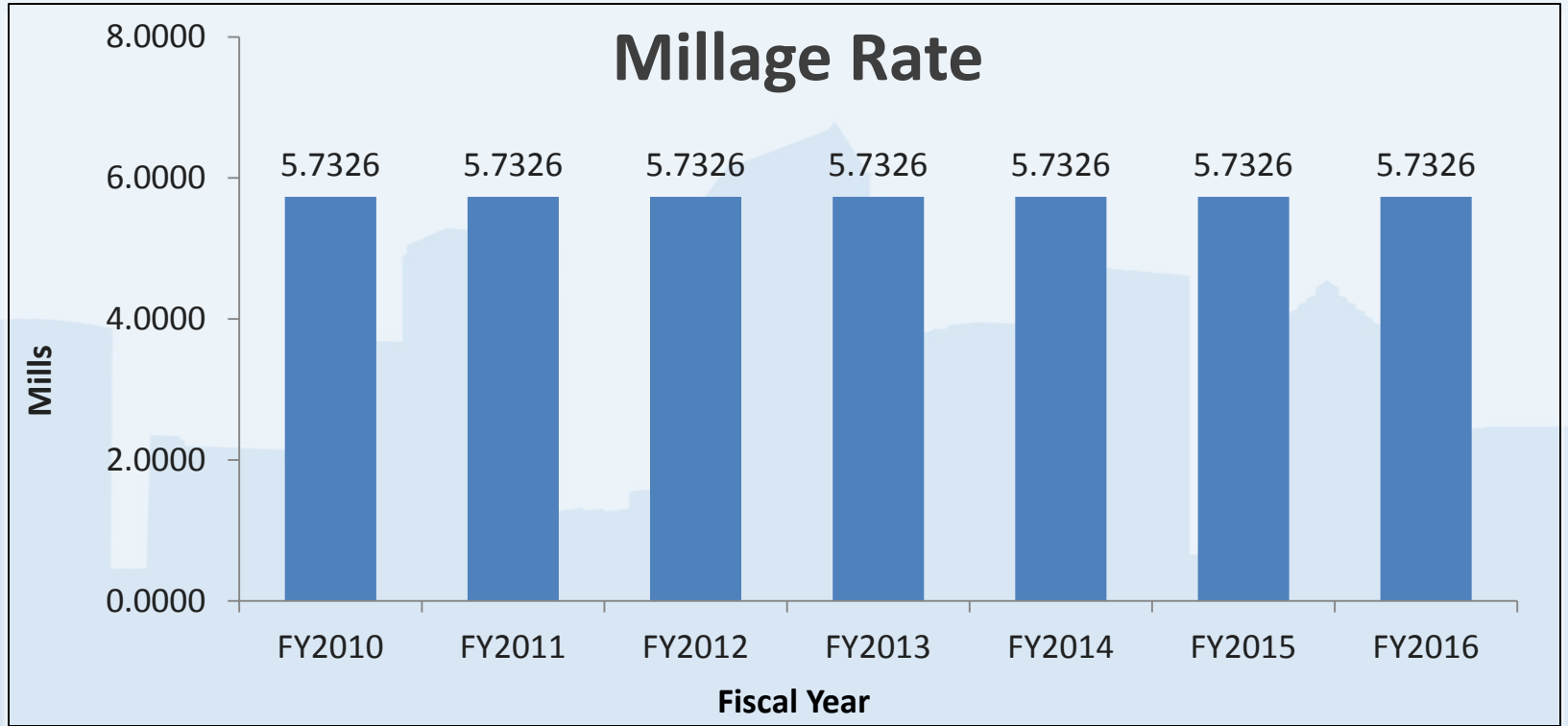
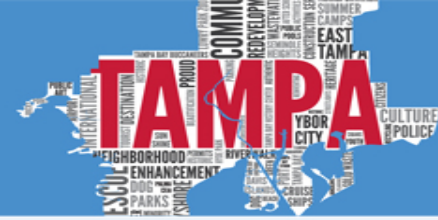
# FY2016 RECOMMENDED BUDGET ALL FUNDS



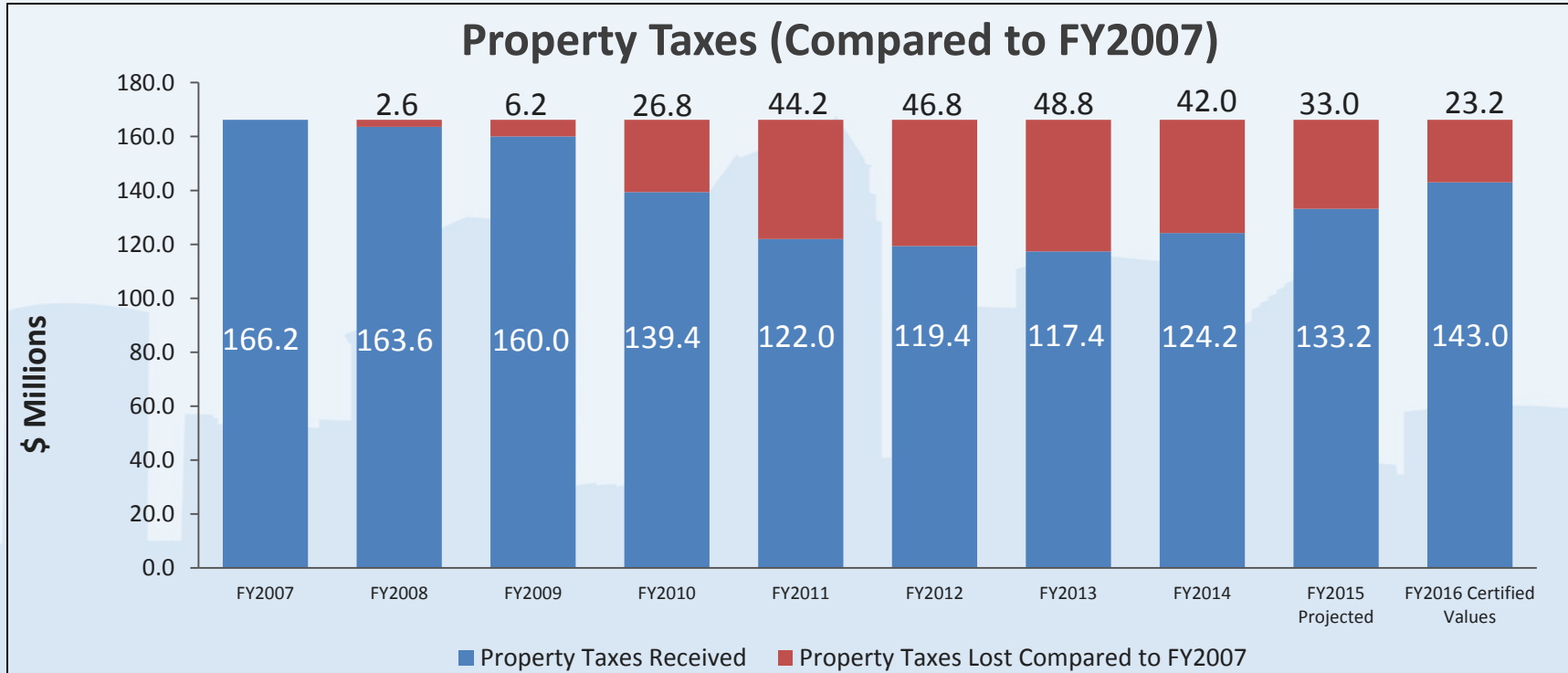
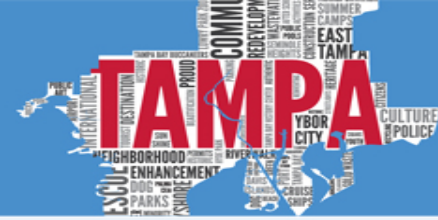
# FY2016 RECOMMENDED BUDGET GENERAL FUND EXPENDITURES



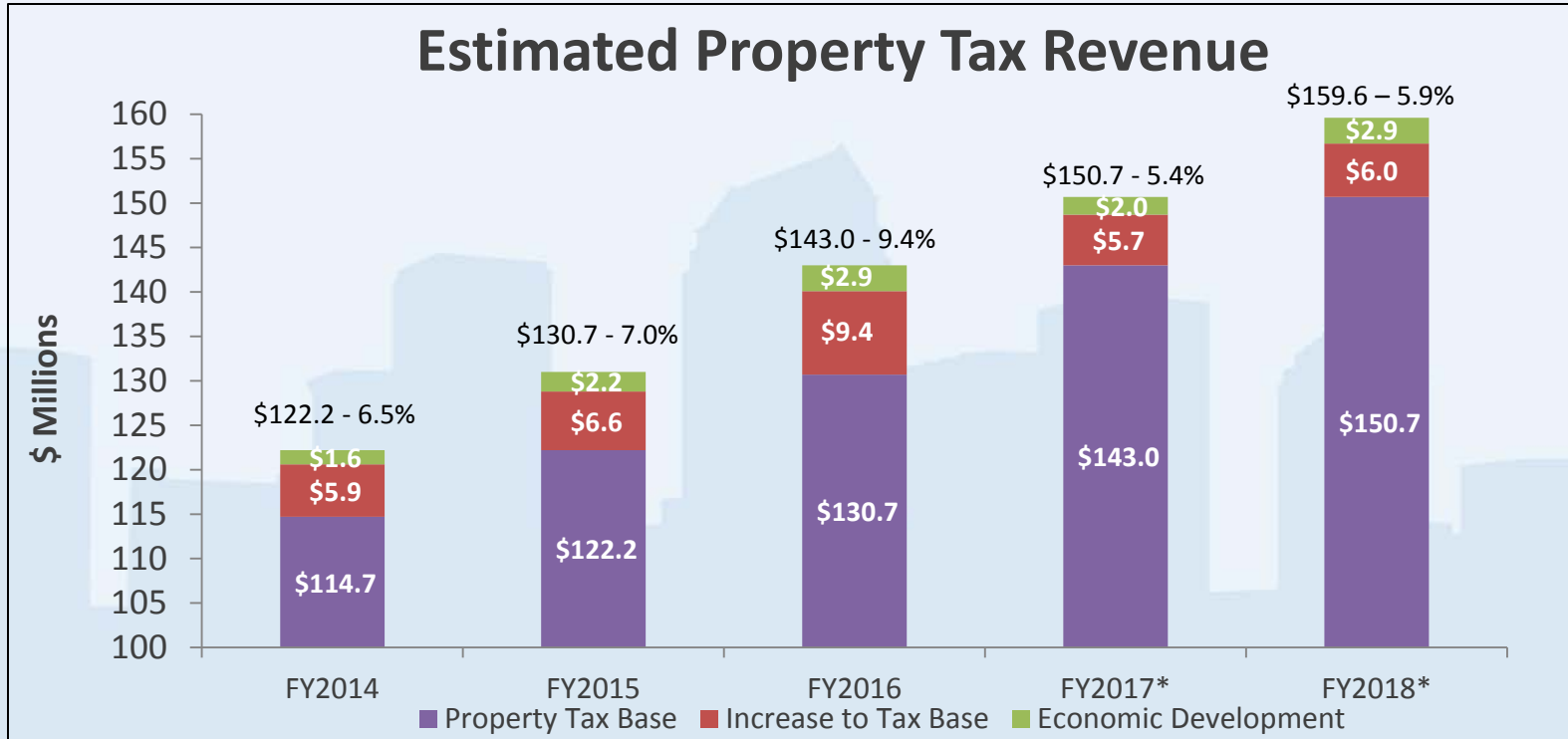
# FY2016 RECOMMENDED BUDGET PROPERTY TAXES



# FY2016 RECOMMENDED BUDGET GENERAL FUND REVENUES

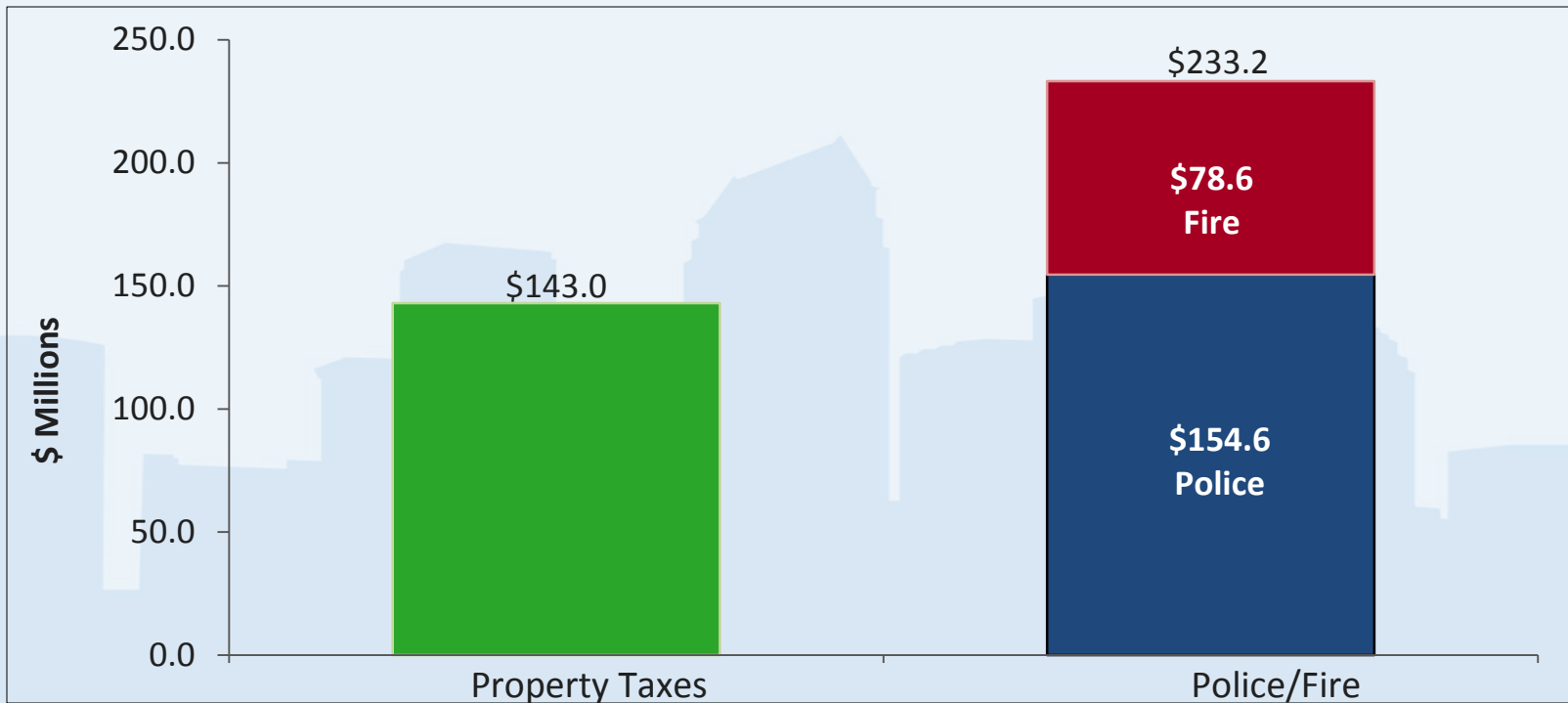
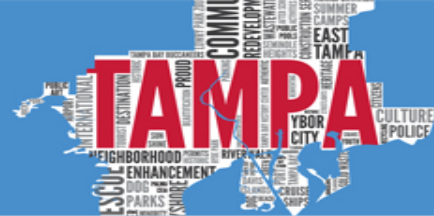


# PROPERTY TAXES



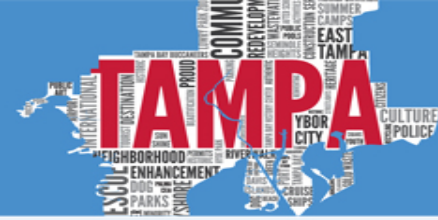
\*Assumes a 4% annual increase on property tax base

# PROPERTY TAXES COMPARED TO FIRE AND POLICE



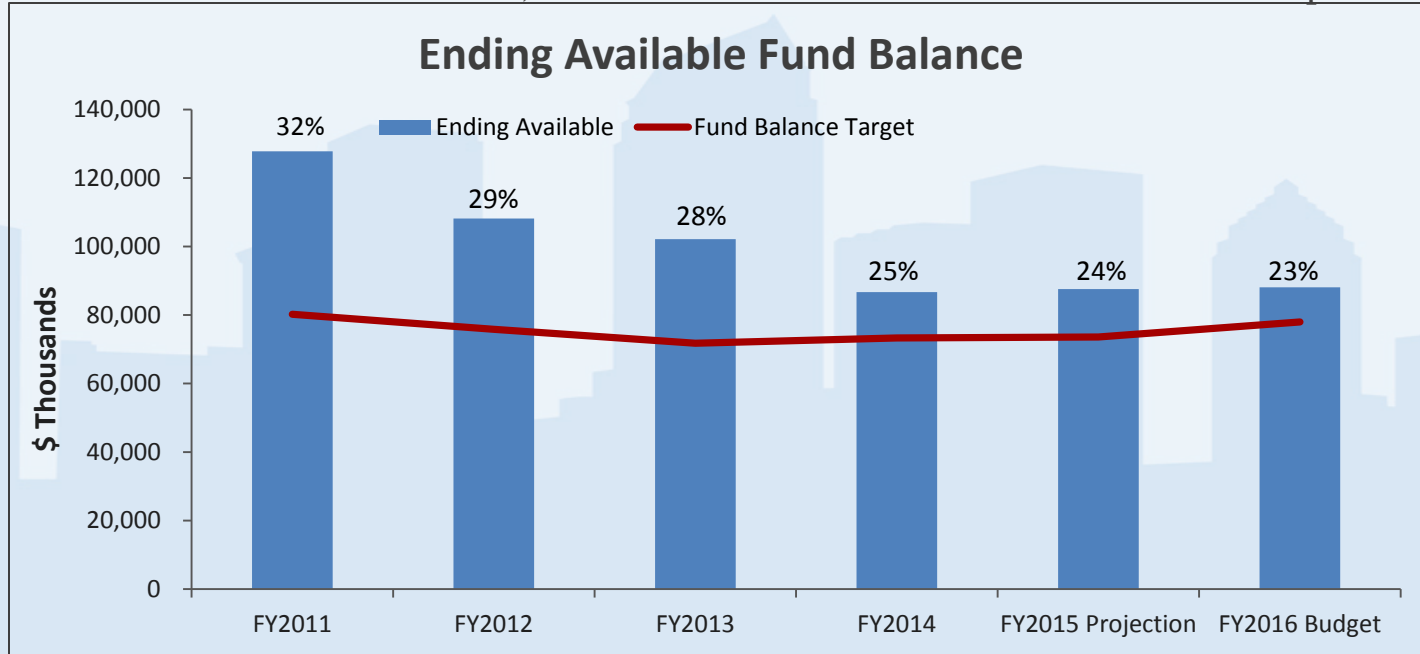


# FY2016 RECOMMENDED BALANCED BUDGET

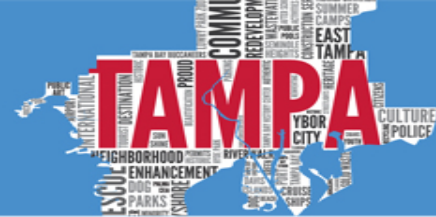


## FUND BALANCE

- FY2016 Fund Balance \$88.4 million; 23% of General Fund / Utilities Services Tax expenditures

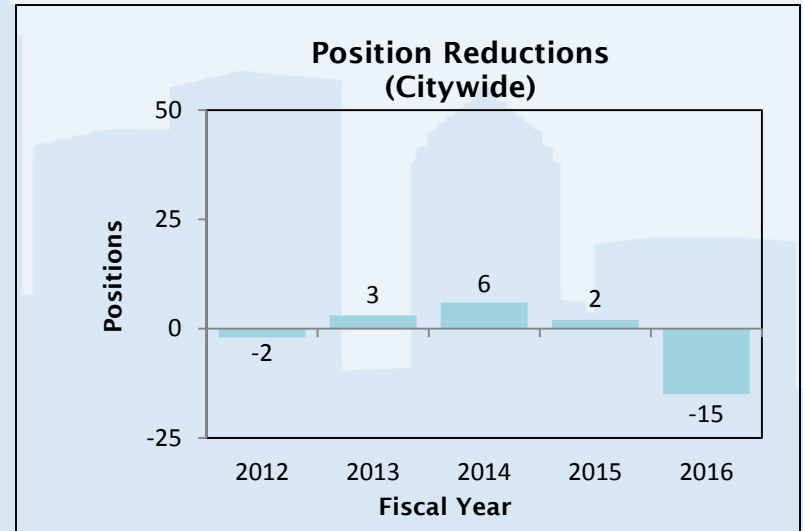
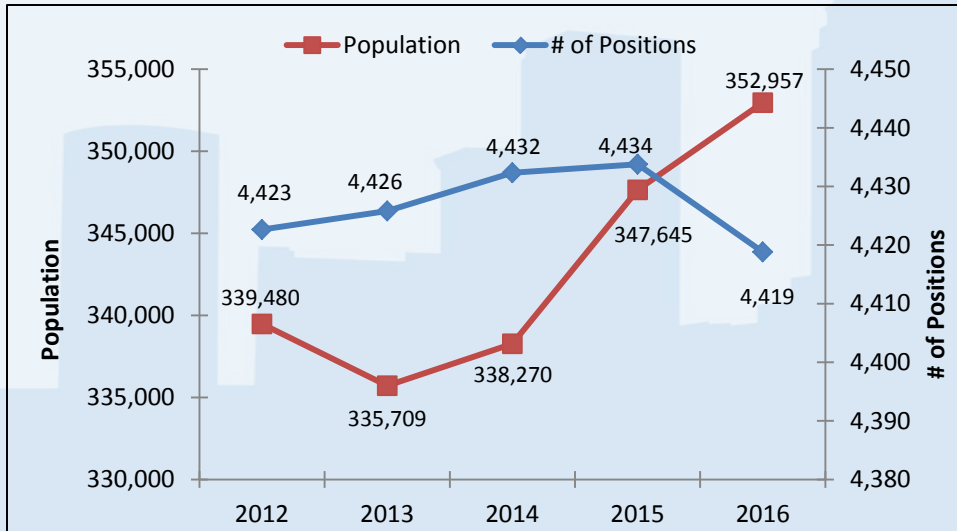


# FY2016 RECOMMENDED BUDGET PERSONNEL

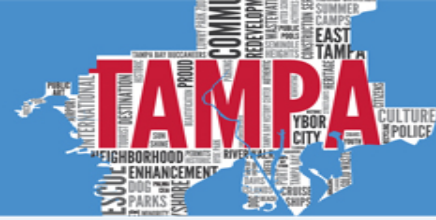


## Position Staffing

- Net reduction of 15 positions for FY2016
- Cumulative reduction of 6 positions since 2012



# FY2016 RECOMMENDED BUDGET PERSONNEL



- **Retaining Our Valued Employees**

- Collective Bargaining Unit Employees Contracts

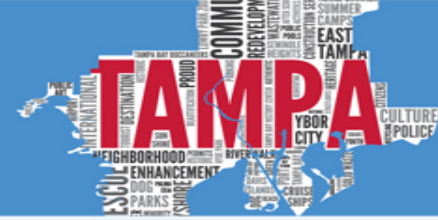
- Firefighter and Police step and 3.5% negotiated increase
    - Amalgamated Transit Union (ATU) performance based merit and 3.5% negotiated increase

- Non-Bargaining Unit Employees

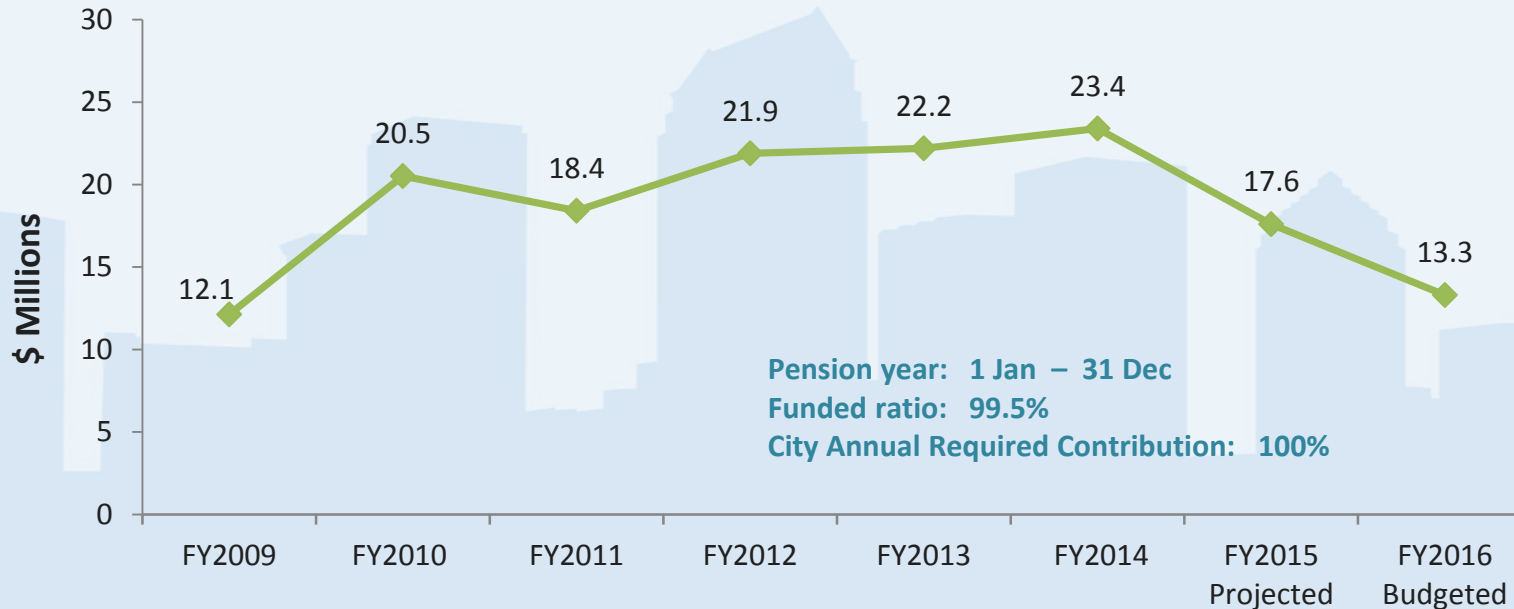
- Up to 4% pay increase

# FY2016 RECOMMENDED BUDGET

## PENSIONS

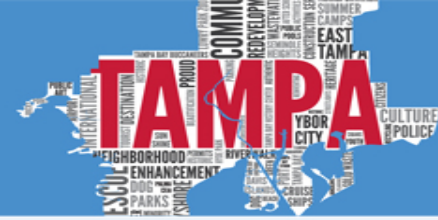


### General Employees Pension City of Tampa Annual Required Contribution

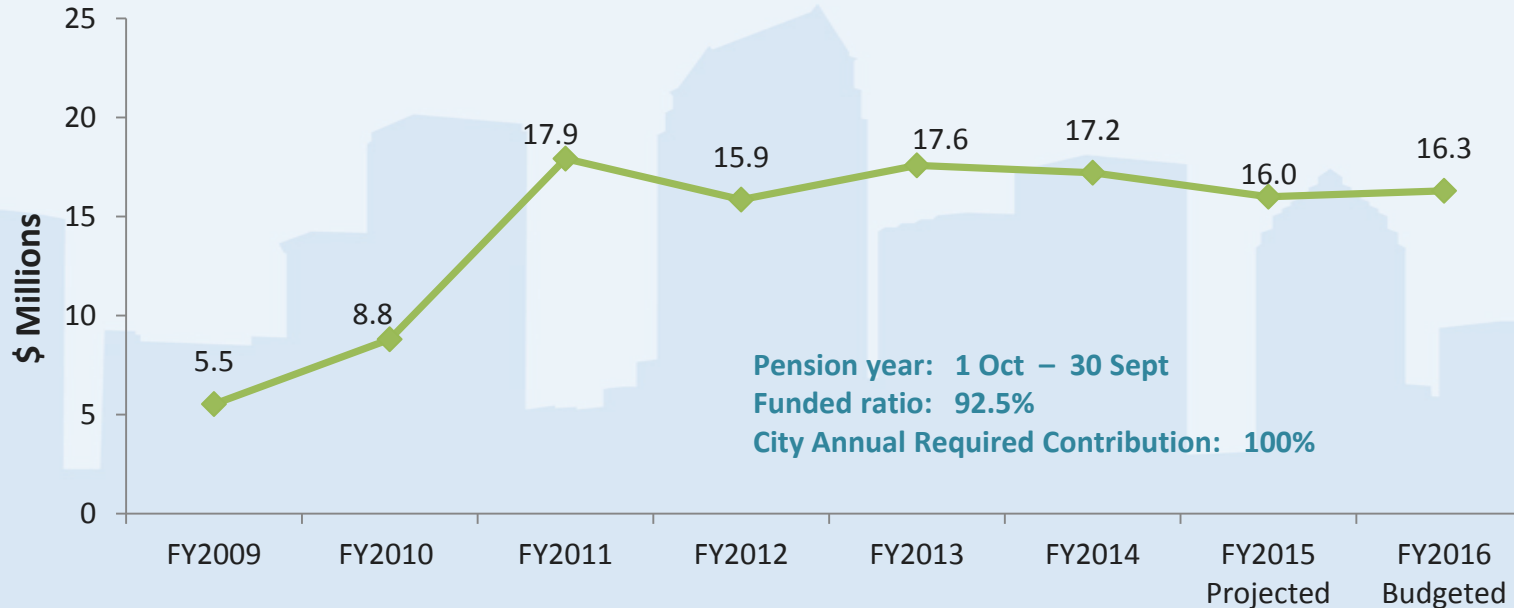


# FY2016 RECOMMENDED BUDGET

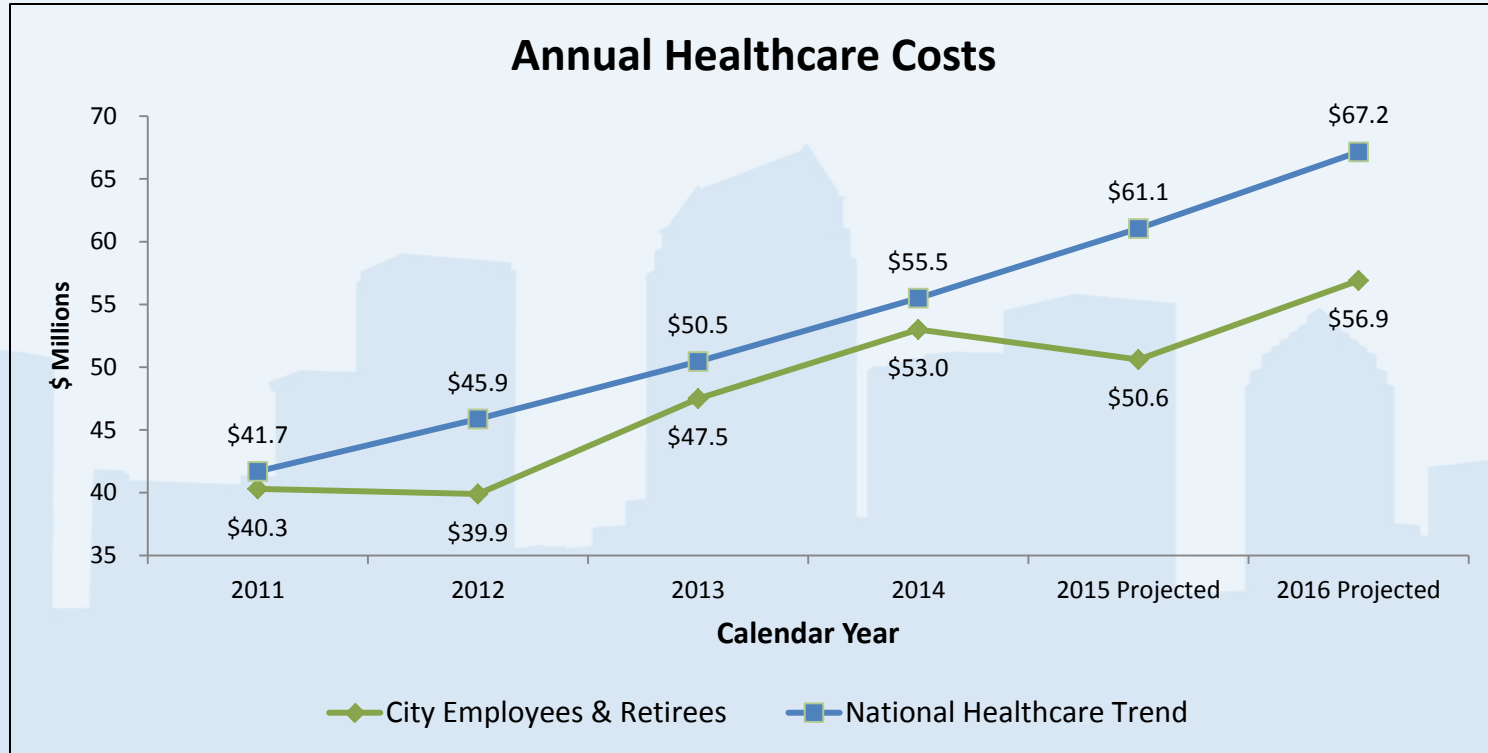
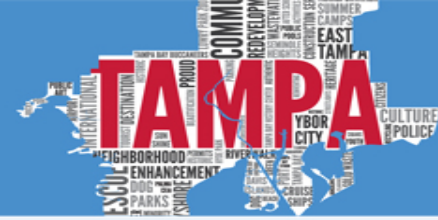
## PENSIONS



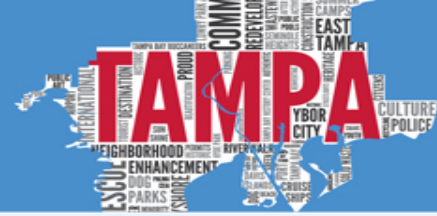
### Fire & Police Employees Pension City of Tampa Annual Required Contribution



# FY2016 RECOMMENDED BUDGET HEALTHCARE COSTS



# MEDICAL TREND RATES



Local Jurisdiction	Medical Trend	% Premium Increase (2015)
City of Tampa	8.0%	10.0%
City of St. Petersburg	8.2%	15.0%
Hillsborough County	8.0%	15.0%
Palm Beach County	7.5%	12.0%
City of Lakeland	9.0%	15.0%
District School Board of Pasco County	7.0%	7.0%

Source: Florida Department of Insurance Regulation

# CAPITAL IMPROVEMENT PROGRAM

## FY2016 - FY2020 SUMMARY

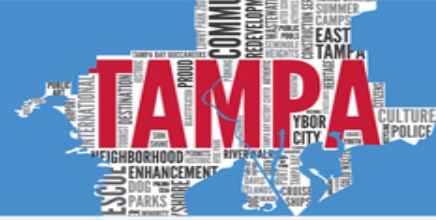


### FY2016 - FY2020 Capital Improvement Program

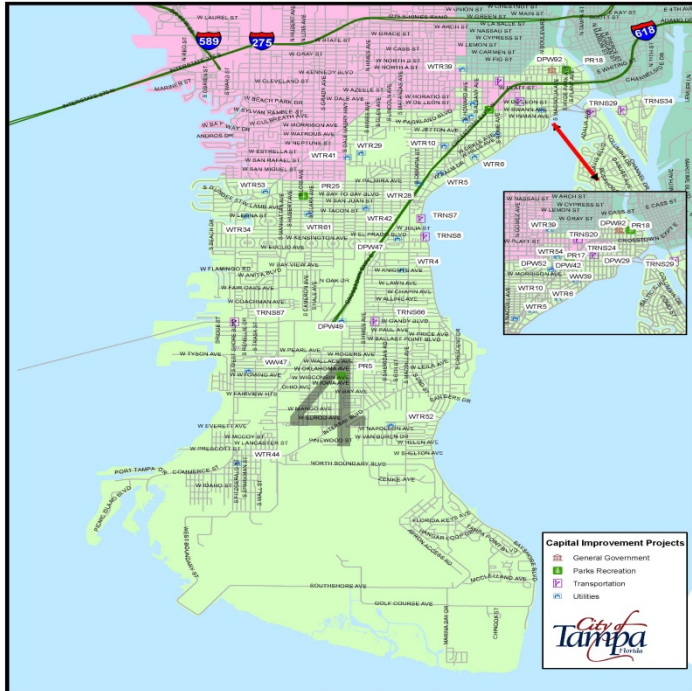
Convention Center	\$	10,171,000
Economic Opportunity		3,151,780
Facilities Management		15,850,000
Parking		4,150,000
Parks & Recreation		8,550,000
Solid Waste		14,182,000
Stormwater		131,800,000
Technology & Innovation		5,793,337
Transportation		67,940,925
Wastewater		101,149,100
Water		137,588,147
Other Projects		2,325,000
	\$	<hr/> 502,651,289



# CAPITAL IMPROVEMENT PROJECTS DISTRICT 4



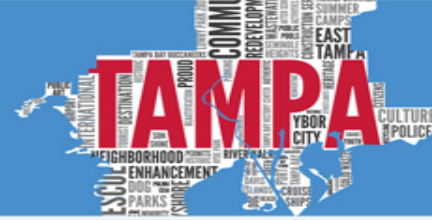
City of Tampa  
Capital Improvement Projects  
Council District 4



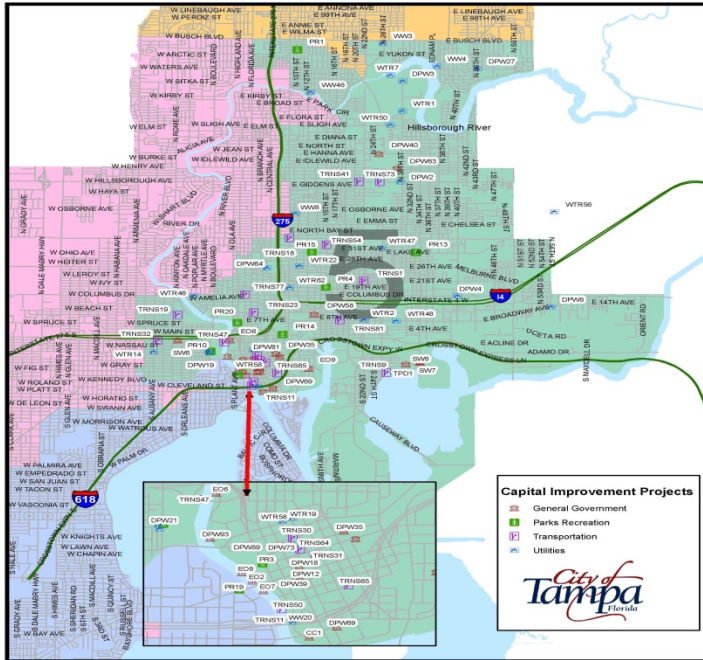
## Major projects include:

- Howard Avenue Flood Relief
- Lower Peninsula Watershed
- Friendship Park Improvements
- Complete Streets – Willow Avenue
- Westshore Boulevard at Gandy Boulevard Intersection Improvements

# CAPITAL IMPROVEMENT PROJECTS DISTRICT 5



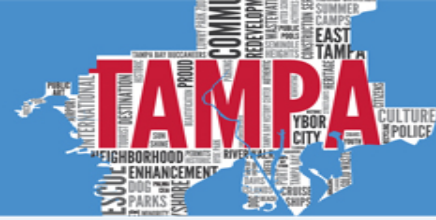
City of Tampa  
Capital Improvement Projects  
Council District 5



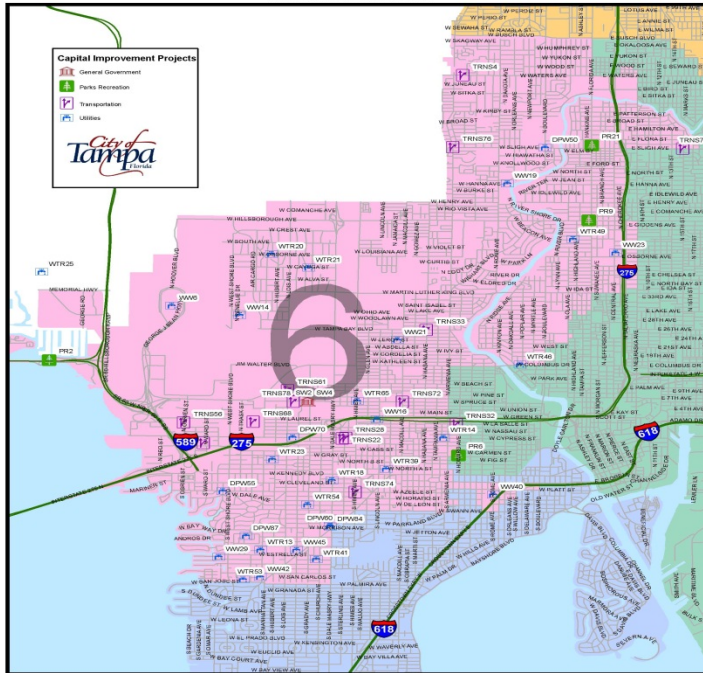
## Major projects include:

- 43<sup>rd</sup> Street Outfall
- 12<sup>th</sup> Street Improvements
- Julian B. Lane Park
- Ragan Park Restroom
- Curtis Hixon Park Improvements
- Cuscaden Pool Renovation

# CAPITAL IMPROVEMENT PROJECTS DISTRICT 6



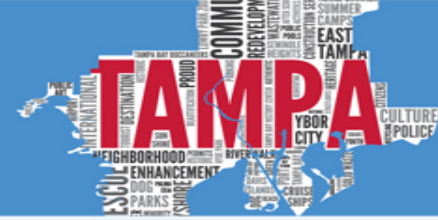
City of Tampa  
Capital Improvement Projects  
Council District 6



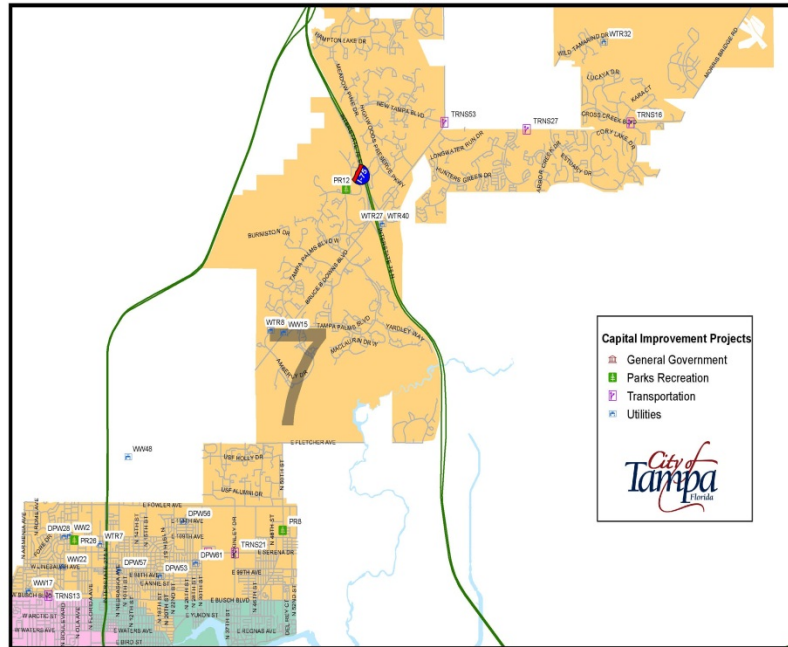
## Major projects include:

- Peninsula Regional Drainage
- Brian Glazer Family JCC Complex
- Cypress Street Improvements
- North O'Brien Street Improvements
- Upper Peninsula Flood Relief

# CAPITAL IMPROVEMENT PROJECTS DISTRICT 7



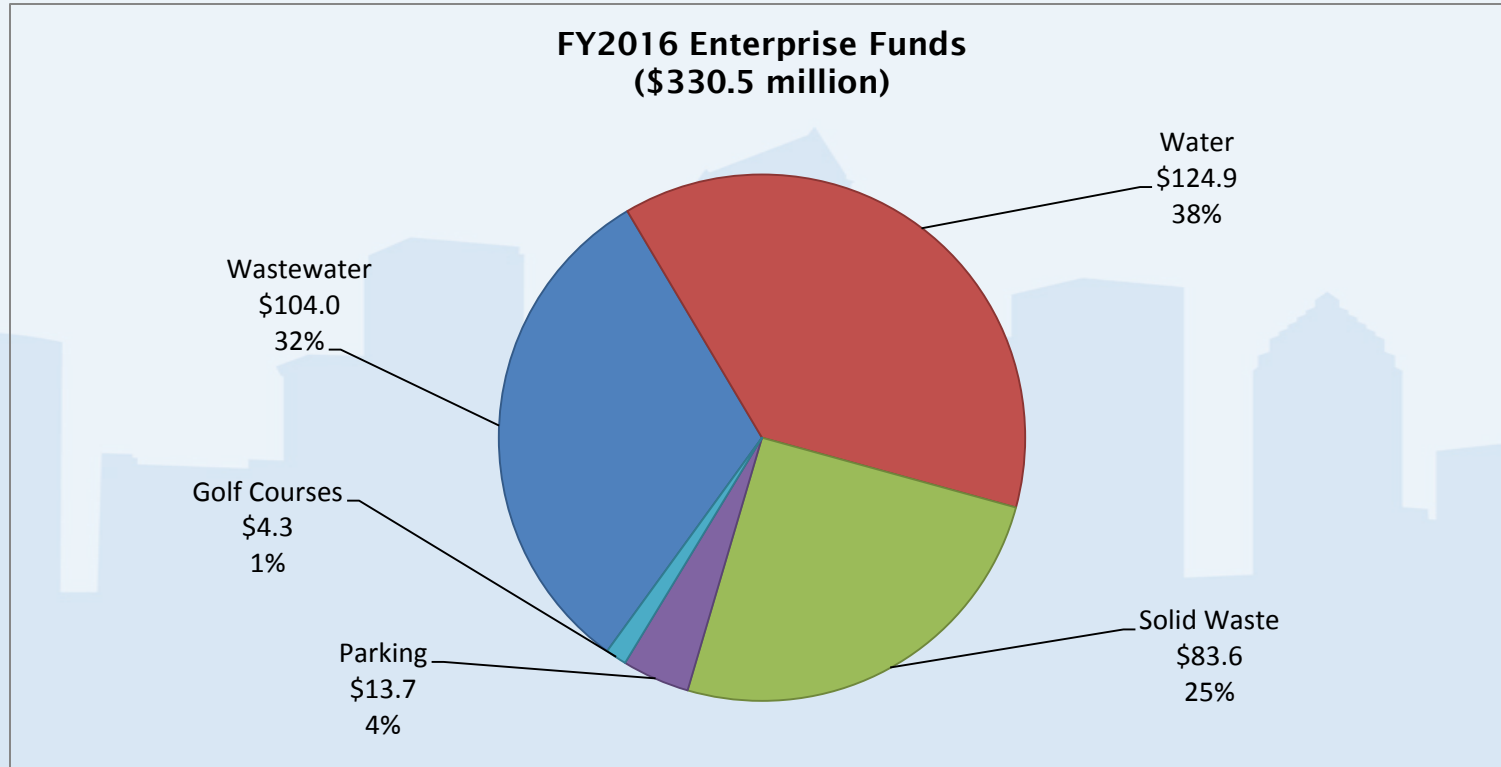
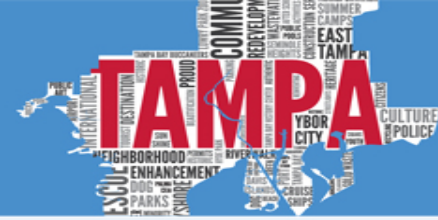
City of Tampa  
Capital Improvement Projects  
Council District 7



## Major projects include:

- North Tampa Closed Basins
- Bougainvillea Shared Use Path
- Forest Hills Park
- Cross Creek Boulevard Phase II
- North Tampa Water Pressure Enhancements
- Forest Hills Wastewater Rehabilitation Phase I

# FY2016 RECOMMENDED BUDGET ENTERPRISE DEPARTMENTS



# BOND RATINGS



Implied General Obligation

Moody's/Fitch/S&P

Aa1 / AA / AAA

Utilities Tax Revenue Bonds - Senior Lien

Aa2 / AA / AA

Utilities Tax Revenue Bonds - Junior Lien

Aa3 / AA- / AA-

Occupational License Tax Revenue Bonds

Aa2 / AA- / none

Sales Tax Revenue Bonds

Aa2 / AA / AA+

Non-Ad Valorem Revenue Bonds

Aa2 / AA- / AA+

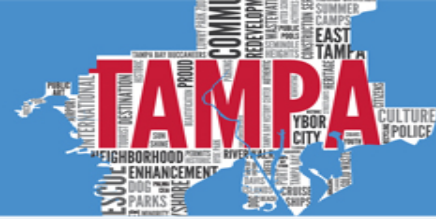
Water and Sewer Bonds

Aa1 / AAA / AAA

Solid Waste Bonds

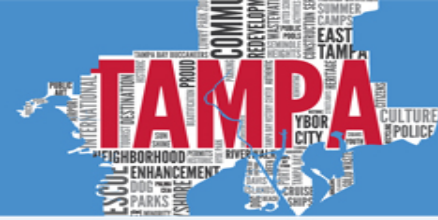
A2 / A+ / none

# FY2016 BUDGET OBJECTIVES



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

# FY2016 BUDGET CALENDAR



- Non-Ad Valorem Public Hearings      August 27, 2015
- Budget Public Hearings
  - Preliminary      September 3, 2015
  - Final Adoption      September 15, 2015