TRANSFORMING **TAMPA'S** TOMORROW

Blueprint for Tampa's Future

Recommended Operating and Capital Budget Part 1

Fiscal Year 2020

October 1, 2019 through September 30, 2020

City of Tampa Florida

Recommended Operating and Capital Budget

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Fiscal Year 2020

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Jane Castor, Mayor

Sonya C. Little, Chief Financial Officer

Michael D. Perry, Budget Officer

Table of Contents

Part 1 - FY2020 Recommended Operating and Capital Budget

Mayor's Message . . . 1
City of Tampa Organization Chart . . . 5
Tampa City Council . . . 6
Government Finance Officers Association Distinguished Budget Presentation Award . . . 7
Acknowledgements . . . 8

City of Tampa Overview . . . 9

Budget Highlights . . . 43

Related Financial Information . . . 51
- Major Revenues . . . 52
- Summary of Revenues, Expenditures and Fund Balance . . . 72
- Fund Structure Grouping . . . 87
- Fund Diagram . . . 88
- General Fund Revenue Comparison . . . 92
- General Fund Departmental Expenditure Comparison . . . 93
- Position Summary by Department . . . 94
- Operating Capital . . . 97
- General Government Program Benefits . . . 102

Departmental Summaries . . . 103
- Art Programs . . . 104
- Chief of Staff . . . 106
- City Attorney . . . 108
- City Clerk . . . 110
- City Council . . . 112
- Contract Administration . . . 114
- Convention Center . . . 116
- Economic and Urban Development . . . 118
- Community Redevelopment Agency . . . 120
- Facility Management . . . 121
- Logistics and Asset Management . . . 123
- Tampa Fire Rescue . . . 124
- Fleet Maintenance . . . 126
- Golf Courses . . . 128
- Human Resources . . . 130
- Human Resources - Risk and Insurance . . . 131
- Internal Audit . . . 133
- Mayor . . . 135
- Minority Business Development . . . 137
- Neighborhood Empowerment . . . 139
- Non-Departmental . . . 141
- Parking . . . 143
- Parks and Recreation . . . 145
- Planning and Development . . . 147
- Community Development Block Grant . . . 149
- Emergency Solutions Grant . . . 151
- HOME Investment Partnerships . . . 153
- Housing Opportunities for Persons with AIDS . . . 155

State Housing Initiative Partnership . . . 157
Construction Services Center . . . 159
Tampa Police Department . . . 160
Public Affairs . . . 162
Public Works and Utility Services Administration . . . 164
Purchasing . . . 166
Revenue and Finance . . . 168
Solid Waste . . . 170
Technology & Innovation . . . 172
Transportation . . . 174
Stormwater . . . 176
Wastewater . . . 178
Water . . . 180

Financial Policies . . . 182

Balanced Budget . . . 183
Fund Balance . . . 184
Spending Order of Fund Balances . . . 185
Reserve Policy - Governmental Funds . . . 185
Reserve Policy - Enterprise Funds . . . 186
Reserve Policy - Internal Service Funds . . . 186
Budget Stabilization Reserve . . . 186
Fees and Charges . . . 187
Non-Recurring Revenue . . . 187
Revenue Forecast . . . 188
Payment in Lieu of Taxes/Payment in Lieu of Franchise Fees (PILOT/PILOF) . . . 188
Cost Allocation . . . 188
Revenue Diversification . . . 188
Capital Improvement Program (Five-Year Strategic Plan) . . . 189
Debt . . . 191
Basis of Accounting and Basis of Budgeting . . . 198
Administratively Re-appropriating Prior-Year Budgets . . . 199
Grants . . . 199
Budget Amendment . . . 203
Investments . . . 204

Appendices . . . 229

Glossary . . . 230
Acronyms . . . 237
Questions and Answers . . . 239
City of Tampa Statistical Information . . . 243
Budget Supplement - FY2020 Revenues . . . 244
Budget Supplement - FY2020 Expenses . . . 250

CITY OF TAMPA
OFFICE OF THE MAYOR
Jane Castor, Mayor

August 1, 2019

The Honorable Chairman Luis Viera 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, 2019, and ending September 30, 2020, including the City's Capital Improvement Program for FY2020 through FY2024.

This year's budget theme, "Transforming Tampa's Tomorrow," reflects the optimism we feel at the start of my administration. Our city has a bright future that will be defined by the work, hopes, and dreams of our residents who call Tampa home. I am committed to ensuring that all neighborhoods participate in our city's bright future, and have developed this budget around these five strategic goals:

- Neighborhood Empowerment;
- Transportation for Tampa's Future;
- Housing Tampa Can Afford;
- Sustainability and Resilience for Tampa's Future; and
- Ensuring Tampa's Financial Stability.

The City of Tampa has experienced welcomed economic growth as key economic indicators continue to move in a positive direction. The City's taxable property value has increased for the seventh consecutive year, home sales have increased, and the unemployment rate has declined as the economy continues to improve. Additionally, the City's credit ratings have improved significantly, having received 13 rating upgrades from Moody's Investors Service, Fitch Ratings, and Standard & Poor's since 2011.

However, like most American cities, Tampa is not out of the woods, yet. The economic impact of the Great Recession has been long and deep. As you know, property tax revenues are the primary source of money used to fund much of what the City does. From the Tampa Police Department and Tampa Fire Rescue to Parks and Recreation and many other departments in between, the City depends on property tax revenue to provide the services residents expect. In 2007, the City generated more than $166.2 million dollars in property tax revenues. The City finally caught up to 2007 property tax revenue levels in 2018. It took eleven years for property tax revenues to return to pre-recession levels. Overall, the City has absorbed a total loss of approximately $500 million in property tax revenues, interest earnings, and communications services tax revenues over the last decade.

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Due to "Save Our Homes" legislation, the City's ability to recapture the revenue lost during the recession is severely hampered. Even though home values are rising again and have reached 2007 levels or higher, the City can only recapture a maximum increase of 3% a year on certain homesteaded properties.

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.

Together, we are charged with identifying ways to continue moving our City forward by investing in neighborhoods and providing the exceptional services and programs our residents have come to expect, all while preserving our financial reserves. Notwithstanding these challenges, there will be no increase in millage. For FY2020, our millage rate will remain at 6.2076 mills.

The budget we are submitting will enable the City to address many years of deferred maintenance and service. It also meets our goal of ensuring Tampa's financial future. At $1.04 billion, the FY2020 budget is $13.4 million more than the FY2019 budget of $1.03 billion. This is due to a General Fund increase of approximately $21.8 million primarily from personnel costs and health insurance increases, as well as increased operating and capital equipment spending on parks, public safety, and technology programs. This increase in the General Fund also includes the additional required contribution of approximately $3.3 million to the community redevelopment areas. There are decreases of $45.6 million in the Enterprise Funds due to reduced wastewater and water capital project funding. There is a net increase of $4.8 million in capital projects funded by the Utilities Services Tax Fund. All other funds increased by $30.5 million reflecting additional stormwater, transportation, various capital construction, community investment tax, tax exempt loan financing, and community redevelopment agency capital project funding.

The FY2020 budget also includes $95.5 million of capital improvement projects that will address a significant amount of deferred infrastructure projects, including:

- The Stormwater capital improvement budget includes $13.8 million worth of projects. Several significant projects include the Manhattan from Vasconia Street to Obispo Street Flooding Relief Project at $3.2 million, the Lower Peninsula Watershed Plan at $1.5 million, the Southeast Seminole Heights Flood Relief Project at $1.0 million, and North Tampa closed basins at $1.0 million. Additionally, $7.1 million is budgeted for other flooding and drainage relief projects throughout the City;
- Transportation's capital improvement budget totals $11.8 million. In addition to approximately $10.3 million of transportation Investing in Neighborhoods projects, including Complete Streets and Safety Improvements projects on Harbour Island and along Davis Boulevard, the capital projects include $0.7 million for various intersection and roadway improvement projects, $0.5 million for bridge rehabilitation, and $0.3 million for various transportation-related upgrades and improvements;
- The Water and Wastewater departments fund $52.2 million for capital infrastructure improvements. Planned improvements include projects at the David L. Tippin Water Treatment Facility, the Howard F. Curren Advanced Wastewater Treatment Plant, and Citywide pipeline replacement;
- The Solid Waste Department's capital improvement budget of $2.1 million includes $0.2 million for route optimization, $1.5 million for a computerized maintenance management system, $0.1 million to study options for the relocation of their Spruce Street facility, $0.1

million to renovate the truck wash facility, and $0.2 million to repair the water main on 34th Street;

- The Parking Division's capital improvement budget of $3.9 million includes Citywide garage and lot improvements and replacement of revenue control equipment at city-owned parking garages;
- Parks and Recreation improvements of $2.0 million include $0.5 million for New Tampa community center improvements, $0.4 million for Lowry Park dock improvements as well as $1.1 million for various projects including greenways, trails and gateway marker signs, dock and boardwalk replacements, and improvements at City parks and recreation sites; and
- Technology and Innovation's capital improvement budget includes $6.6 million for a new construction management system, upgrades to the customer service center, and for enhanced public safety communications systems.

Neighborhood Empowerment

To facilitate growth and ensure Tampa continues to evolve as a competitive city, Tampa needs a solid foundation built on strong quality basic services and strategic investments in our neighborhoods. My budget achieves this goal by:

- Establishing positions for a Customer Service Center Manager and a Neighborhood Coordinator; and
- Providing $1.1 million for customer service center technology enhancements.

Transportation for Tampa's Future

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:

- Funding transportation capital improvement projects consisting of $11.8 million worth of roadway improvements and complete street reconstructions; and
- Including $4.2 million for street resurfacing projects.

Housing Tampa Can Afford

Tampa will take an active and aggressive role fighting to secure shared state and federal funds to support affordable housing development in our growing city. This budget contains:

- $3.2 million in Community Development Block Grants;
- $4.0 million in Housing Opportunities for Persons with AIDS grants;
- $1.6 million in HOME Investment Partnerships;
- $0.3 million in Emergency Solutions Grants; and
- $0.5 million in State Housing Initiatives Partnership revenue.

Sustainability and Resilience for Tampa's Future

All Tampa residents deserve healthy, safe, and clean places to live, work, and play. 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 by providing equal opportunity for people to participate in decisions about activities that may affect their environment and/or health. This budget advances us toward this goal by:

- Creating a Sustainability and Resilience Officer position; and
- Funding Stormwater's capital improvement projects that include $13.8 million of flood control projects throughout the City.

Ensuring Tampa's Financial Stability

Ensuring that the City's financial status is sustainable - now and in the future - is critical to all other city operations and services. Tampa remains committed to sound financial practices that promote the multiple dimensions of fiscal sustainability.

- We will balance the FY2020 budget without the use of reserves;
- As a result, the City's reserves will remain strong at more than $105.9 million; and
- This represents a fund balance of 23% of operating expenditures, well above the City's policy standard of 20%.

At the start of my time as your Mayor, I am hopeful and excited about Tampa's future. I am pleased to present a budget that is balanced and positions our City for a prosperous future. The City continues to maintain healthy reserves while strategically investing in, and improving, Tampa's infrastructure. At the start of my administration, I am eager to commence working with you on "Transforming Tampa's Tomorrow."

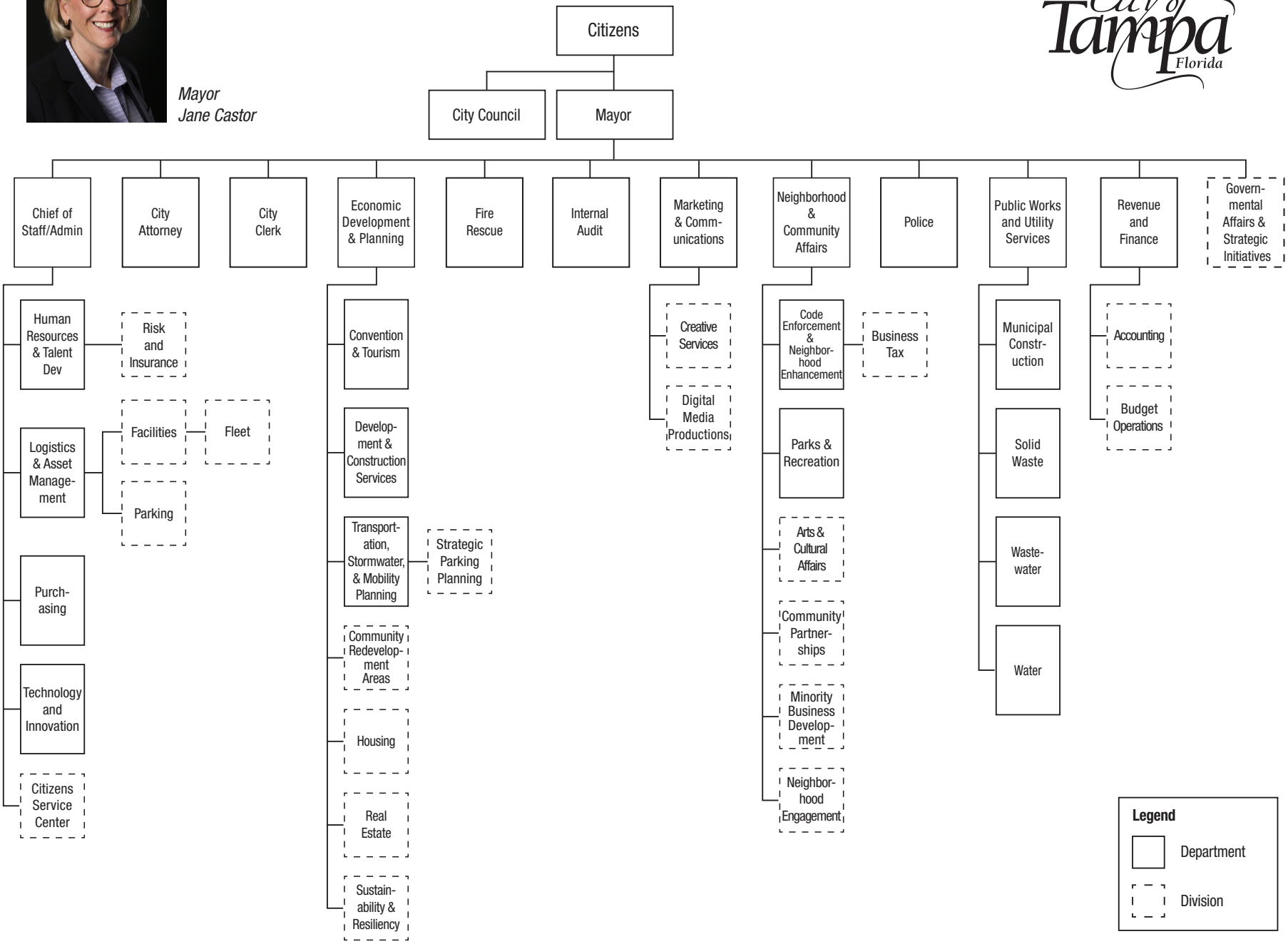
Respectfully submitted,

Jane Castor

Jane Castor
Mayor

City of Tampa Organization Chart

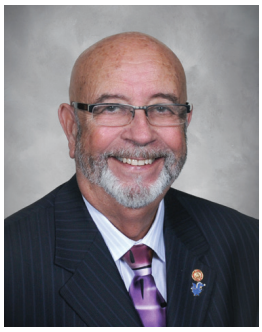
Mayor
Jane Castor



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

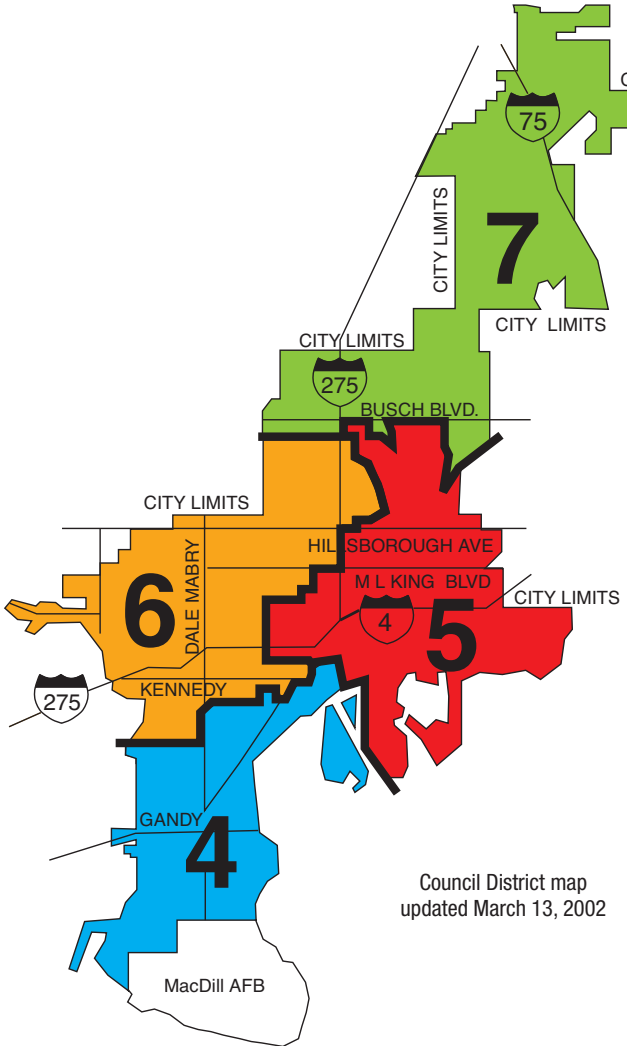


Charlie Miranda
District 2 At-Large

John Dingfelder
District 3 At-Large

Guido Maniscalco
District 6
Chair Pro-Tem

Luis Viera
District 7
Chair



Council District map
updated March 13, 2002

Bill Carlson
District 4

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, 2018

Executive Director

Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to City of Tampa, Florida, for its Annual Budget for the fiscal year beginning October 1, 2018. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

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

Acknowledgements

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

Chief Financial Officer
Sonya C. Little

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Michael D. Perry, CGFO

Budget Operations Managers
Giannina Carballa, CGFO
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Budget Office Staff
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Amy Murphy, CGFO
Kelli Reed, CGFO
David Vance, CGFO
Andy Waitman, CPPT
Sherry Austin
Michael Cain
Ken Farrell
Susan Gobble
Catherine Hayes
David Lozo
Thomas McColgan
Alicia Ortiz
Nicholas Pastue
Tom Richardson
Joe Robles
Jennifer Seth
Trinyce Smith
Praveen Varanasi

City of Tampa Overview

TRANSFORMING
TAMPA'S
TOMORROW

Blueprint for Tampa's Future

City of Tampa Florida

Strategic Goals: Transforming Tampa's Tomorrow

The City of Tampa (the "City") is committed to offering the best services to its residents, visitors, and local businesses. To meet this commitment, the City has identified broad goals that guide the City's actions. These goals will assist the City with meeting current challenges while providing the necessary direction for long-term prosperity. With the transition between mayoral administrations, newly-elected Mayor Jane Castor has established the following strategic goals to transform Tampa's tomorrow:

Tampa Postcard Mural

- Neighborhood Empowerment
- Transportation for Tampa's Future
- Housing Tampa Can Afford
- Sustainability and Resilience for Tampa's Future
- Ensuring Tampa's Financial Stability

Strategic Goal 1 - Neighborhood Empowerment

Community Connect Opportunities. The City will bring city hall to Tampa residents. To achieve this goal, the City will assign staff (a new Customer Service Manager and Neighborhood Coordinator) to facilitate communication between the community and the City. Additionally, the Mayor will hold office hours in neighborhoods to listen to community concerns.

Neighborhood Leadership Development. The City is committed to empower and support existing neighborhood leaders as well as mentor and foster the development of future and emerging leaders. Enhanced collaboration with neighborhood leaders will provide greater understanding of how to make each neighborhood stronger. The City will strive to uplift communities, nurture strong community relationships that lead to success, and help identify the next generation of leaders who can engage, educate, and empower all who want to make a difference in their communities and improve the quality of life for all residents of Tampa.

Mayor's Neighborhood University
with Tampa Fire Rescue

Modernizing and Navigating City Services. Consistent and reliable customer service is critical to the provision of first-class city services. The City of Tampa is committed to ensuring that its residents and local businesses are able to manage each city service and interact with each department in the quickest and most effective way. Using the advantages of technology, the City will provide an interactive tool where residents can access city services and troubleshoot via live chat features, texting, and social media platforms that give them more ways to communicate with city departments. To better ensure all customer service requests are addressed properly and in a timely manner, the City will work to provide a unified point of contact for all city services. Additionally, the current customer service center tracking system will be enhanced. No resident request or concern will go unanswered.

Understanding city departments and the services they provide can be cumbersome. The City will develop interactive videos that focus on educating residents about city services and governmental processes and use these videos to describe how each department operates and the vital services they provide.

Workforce Development. The City of Tampa will collaborate with Hillsborough County Public Schools, local colleges, trade schools, and business leaders to enhance education programs to ensure that the City has a highly trained workforce that will attract new business.

Future Leaders in Action. Building a better, brighter future for Tampa requires commitment to inspire and prepare the leaders of tomorrow, today. It is time to get tomorrow's leaders engaged in the way their community is governed, giving them a voice to make a difference while developing their leadership skills. The City will not only maintain the Mayor's Youth Corps for young leaders in grades 9, 10, and 11, but will expand this program to engage young professionals: hearing what they want from their city and giving them a deeper understanding and respect for local government. These programs create an opportunity to foster a sense of civic responsibility and inspire young professionals to consider a career in city government or public service. Collaborating with public and private schools, institutions of higher education, and workforce training programs, the City will create a program that offers educational site visits to city facilities to showcase and learn about the wide range of careers and opportunities available within city government.

Strategic Goal 2 - Transportation for Tampa's Future

Taking the Lead. The City will take the lead on transportation solutions for the future and work towards the development of a first-class transportation system that is affordable, accessible, and innovative. Through bold action, Tampa will motivate state and federal partners to cooperate to build a transportation system that meets the needs of generations to come. The City will support multimodal connectivity between businesses, both large and small, and the communities they serve. Increased walkability, bikeability, rapid-transit buses, extension of streetcar routes, and rail and ride-share technologies are all key to providing Tampa residents with the reliable, convenient public transportation they deserve.

Investing in Our Neighborhoods. The City will frame a vision for transit connections within city limits, through inclusive neighborhood engagement and in concert with other transportation agencies, and identify an approach to achieve that vision. With the passage of the local option All for Transportation surtax, the Hillsborough Area Rapid Transit Authority (HART) has an unprecedented opportunity not only to improve the transit system and deliver innovative mobility solutions now but also invest in the regional transportation network of the future. Communities in West Tampa, East Tampa, and Sulphur Springs need reliable public bus services and transportation options. The Mayor will personally sit on the HART board to fight for every neighborhood to have the dependable transit system they deserve through creating a rapid transit bus system, upgrading existing stations, and building intermodal hub stations that offer connections to additional transit lines throughout the city and the region.

Tampa's Downtown Bike to Work Ride & Rally

Expanding Rail. The City will support transit as the centerpiece of an integrated multimodal transportation system for long trips.

Improving Public Safety. A transportation system that works for our future starts with keeping our residents safe. The City of Tampa supports the Vision Zero initiative which is the approach that safety should be the highest priority of transportation systems and transportation design should be guided by the principle that there is no acceptable number of traffic deaths and serious injuries on city streets. While Vision Zero is currently incorporated into nearly every transportation program and project, the City will strive to develop and implement a Vision Zero Action Plan to continue to expand upon this vision. Tampa will seek to implement real solutions to address these serious issues including short-term solutions such as installing and repairing sidewalks, and providing better lighting on roadways. The City will develop long-term options to protect our pedestrians, make walking and biking safer and more accessible, improve safety at street crossings, reduce the number of traffic fatalities, and integrate the existing trails system into the transportation network connecting neighborhoods and promoting viable active transportation alternatives.

Strategic Goal 3 - Housing Tampa Can Afford

Focusing on Smart Growth. To make it easier to either build new or rehabilitate older buildings for affordable housing units, the City will evaluate inclusionary zoning policies, revise city codes that burden development such as parking minimums or retail requirements, and improve and streamline the permitting process.

Affordable Housing Down Payment Assistance Program. The City of Tampa offers down payment assistance loans to income-eligible first-time home buyers of property within city limits. Through the "Community Heroes" program, eligible law enforcement, fire rescue, K-12 public school personnel, hospital/medical, and municipal government personnel can also receive a grant from the City to match the funds provided through the City's down payment assistance program. These programs provide opportunities for Tampa's workforce to purchase a home in the city where they work, stabilize their housing costs, and thank them for their service.

Affordable Housing Down Payment Assistance Programs

Expanding Inventory. Searching for vacant lots and expanding the City's program of providing city-owned property to affordable housing developers is vital to providing additional affordable housing inventory. Other solutions, such as re-imagining existing vacant spaces, shall be examined as well.

Offering Incentives. A critical element to increasing affordable housing inventory is ensuring that affordable housing makes financial sense for developers. To maximize opportunities for inventory growth, the City will explore offering incentives to developers such as tax abatement, zoning exemptions, density bonuses for inclusionary housing, and fee waivers which can be used to offset the development costs of affordable housing.

Encouraging Innovation. Solving the affordable housing crisis will require creative solutions and bold action. Tampa will actively explore and implement innovative housing solutions that have worked in other world-class cities to help solve the affordability shortage. By working with local community leaders and nonprofits, and listening to the needs of residents, the City will ensure that all options are identified and considered to best meet Tampa's housing demands and open doors to attainable homes.

Securing State and Federal Funding. Decisions made at the state and federal level directly impact the city's services and available resources. The City of Tampa is charged to stand on the forefront of all federal affordable housing action to ensure that Tampa receives the funding our residents deserve. Efforts and services at the local level must be supplemented by state and federal resources. The City will take an active and aggressive role fighting to secure shared state and federal funds to support affordable housing development in our growing city.

Strategic Goal 4 - Sustainability and Resilience for Tampa's Future

Develop a Tampa Climate Action and Resilience Plan. Major cities across the country are developing climate action plans to help residents and elected officials identify the risks of extreme weather, sea level rise, heat waves, and other impacts of a changing climate. The newly created Office of Sustainability and Resilience will analyze the City's climate risks, develop actionable recommendations, and enhance the City's sustainability policies.

Tackling Stormwater Management and Sea Level Rise. Flooding, including flooding from sea level rise, threatens many properties in Tampa. The City issued Stormwater Green Bonds for stormwater capital improvement projects in April 2018 to address many of these flooding concerns. These projects focus on improving water sustainability and reducing pollution running into water bodies in and around the City. While the City has taken meaningful steps to increase funding for stormwater improvements, many projects are still being developed. Working with City Council, the City will re-evaluate and reprioritize funding for stormwater upgrades. Further, the Tampa Climate Action and Resilience Plan will address the impacts of sea level rise and recommend solutions for coastal resilience, such as implementing living shorelines and utilizing green infrastructure where appropriate.

3Rs' Art Contest - Middle School Winner

Transition the City to 100% Renewable by 2045. The City will conduct an energy audit of the largest city-owned municipal buildings and fleets with a goal to continue retrofitting the most inefficient assets which drain energy and financial resources, making strides to be fully renewable by 2045.

Ensure Environmental Justice. All Tampa residents deserve healthy, safe, and clean places to live, work, and play. The City will strive to ensure that our most vulnerable residents have equal access to opportunities and are not disproportionately burdened by environmental hazards. Moreover, the City will focus on providing equal opportunity for people to participate in decisions about activities that may affect their environment and/or health.

Strategic Goal 5 - Ensuring Tampa's Financial Stability

Enhance Small Business Enterprises. The City is committed to improving outreach to small, minority, and woman-owned businesses, and ensuring they have access to and are aware of City contracting opportunities. Improving the number of minority, woman-owned, and small businesses that have an opportunity to bid on city projects guarantees an inclusive, equitable, and open process for all businesses to have a chance to thrive locally. The "Bridges to Business" initiative seeks to meet minority entrepreneurs in the communities where they serve in an effort to connect them with information and help them navigate the application and certification process. Bringing city services into neighborhoods ensures local businesses have access to the tools they need to build a long-term relationship with the City.

Mayor Castor with Local Business Owners at Bridges to Business Event in East Tampa

Continue Redevelopment Efforts. The City will continue to implement and support transformative long-range development plans such as InVision Tampa, the Ybor Vision Plan, the Westshore Master Plan, and *Imagine 2040: Tampa Comprehensive Plan* that will shape redevelopment in Tampa for decades. Additionally, the revitalization and preservation of historic neighborhoods such as Tampa Heights, Seminole Heights, Old Hyde Park, West Tampa, and Sulphur Springs remains an important priority, critical to the success of the whole City. The City will focus on redeveloping the west bank of the Hillsborough River from Columbus Avenue south to Rome Avenue. Further, as a member of the Tampa Innovation Partnership, the City of Tampa supports redevelopment efforts in the Busch Gardens / USF / New Tampa area.

Transform the Development Services Process. The Construction Services Division of the Planning and Development Department offers residents, businesses, and visitors access to building, zoning, planning, and historic preservation services online, 24 hours a day, 7 days a week, and provides information about building and city codes. To facilitate continued economic development, the City will focus on recruiting and retaining skilled specialists, improving the process and technology associated with issuing permits, and enabling construction and development.

Ensuring Fiscal Sustainability. Ensuring that the City's financial status is sustainable - now and in the future - is critical to all other city operations and services. Tampa remains committed to sound financial practices that promote the multiple dimensions of fiscal sustainability.

- Solvency – Tampa must adopt a balanced budget each fiscal year, expenditures may not exceed revenues.
- Growth – The best way to ensure Tampa can meet future obligations is to build a robust local economy through economic development and growth.
- Stability – Tampa's capacity to meet future obligations also depends on maintaining a stable tax base, determining appropriate fees and charges for services, maintaining reserves in accordance with city policies, and following sound investment practices.
- Fairness – The City will practice responsible financial management by remaining fair, reasonable, and equitable to each generation of taxpayers, users, and other beneficiaries when evaluating fees and charges, tax rates, and distributing debt burdens.

Building/Maintaining Strong Reserves. The City will continue to build and maintain its reserves to prepare for emergencies and assure long-term fiscal sustainability.

Addressing the City's Deferred Maintenance/Equipment Backlog. The City will develop a financial strategy to address citywide deferred maintenance and equipment purchase needs. It is critical that the City not only invests in new infrastructure, but also maintains existing infrastructure to achieve a state-of-good repair. This effort is necessary to provide excellent levels of service to Tampa's residents.

Expanding Intergovernmental Relations. The City will continue to cultivate relationships with local and regional partners to improve the delivery of services, leverage resources, and identify state and federal funding opportunities compatible with the City's strategic goals and priorities.

Community

The City of Tampa is located along Florida's west coast. The City occupies 113 square miles and serves a population of 392,890. Tampa 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 minutes from the Gulf of Mexico beaches to the west, and one hour from Walt Disney World and Universal Studios theme parks to the northeast. The region's natural environment includes miles of blue waterways, pristine beaches, brilliant sunlit skies, and exceptional weather.

City of Tampa Skyline

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

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

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

Gasparilla Pirate Fest

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.

Boom by the Bay Fireworks Celebration

Tampa offers a variety of post-secondary educational opportunities. The University of South Florida (USF) offers premier research opportunities in the fields of science and medicine. According to USF, the university serves a population of 50,755 students and has an estimated annual economic impact of $4.4 billion. The USF Health Morsani College of Medicine and Heart Institute will move to Water Street Tampa in late 2019, bringing together superior medical education, clinical care, and research to improve patient care and health outcomes. The state-of-the-art building will house approximately 1,800 students, faculty, and staff in the heart of the world's first wellness district. The new facility will provide immediate access to Tampa General Hospital, USF's primary teaching hospital, as well as proximity to USF's Center for Advanced Medical Learning and Simulation (CAMLS) and the Tampa Bay Research and Innovation Center at CAMLS.

The University of Tampa (UT) is a private university situated on a beautiful 110-acre campus adjacent to the Hillsborough River and downtown Tampa. According to UT, the university has an estimated annual economic impact of $1 billion with an enrollment of 9,304 students. Tampa is also home to Stetson University of Law, which is located less than one mile from downtown. Hillsborough Community College (HCC) is a prominent state college offering more than 160 academic programs and career and university transfer programs. HCC has five primary campus locations throughout the City of Tampa and Hillsborough County.

The City offers a variety of cultural facilities to residents and visitors. ZooTampa at Lowry Park is accredited by the Association of Zoos and Aquariums and has received recognition for providing the highest standards of animal care, conservation, and education. Additionally, the zoo has been recognized by the State of Florida as a center for Florida wildlife conservation and biodiversity. This family-friendly zoo features natural outdoor exhibits with specific park areas for Asia, Africa, Australia, and Florida, for more than 1,300 animals, including endangered, threatened, and vulnerable species, from Florida and similar climates. A Native Florida Wildlife Center and manatee critical care center, rides, including Roaring Springs, shows, hands-on interactive exhibits and animal encounters, and the Florida Environmental Education Center (Zoo School) are all additional features offered at ZooTampa at Lowry Park.

ZooTampa at Lowry Park

Also accredited by the Association of Zoos and Aquariums, The Florida Aquarium is among the top aquariums in the world. Perfect for all ages, the 200,000 square-foot aquarium highlights more than 20,000 aquatic plants and animals from Florida and around the world. The Aquarium also features The Splash Pad, dolphin cruises, a 4-D theater, and swim and dive experiences.

David A. Straz Center for the Performing Arts

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

The Tampa Bay History Center is one of the largest history museums on the west coast of Florida. The museum presents exhibits spanning 12,000 years of Florida history, focusing on the Tampa Bay region. It is also home to the Touchton Map Library, also known as the Florida Center for Cartographic Education. This library is the only cartographic research center of its kind in Florida. 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.

Tampa Bay History Center

Tampa also has many museums, such as the Tampa Museum of Art, which features seven interior galleries, exhibitions, antiquities, modern and contemporary art, and an exterior sculpture garden. Other museums include the historic H. B. Plant Museum at the University of Tampa, the Contemporary Art Museum at USF, the Scarfone Gallery at the University of Tampa, the Veteran's Memorial Museum and Park, the Ybor City State Museum, the Florida Museum of Photographic Arts, and the Glazer Children's Museum.

History

Story of Tampa Mural

In 1824, two months after the arrival of the first non-native settlers, the U.S. Army established Fort Brooke to protect the harbor at Tampa Bay. Development of the region did not begin until the territory became a state in 1845. The City of Tampa first incorporated in 1855 and again in 1887. The discovery of phosphates nearby and the coming of Henry Bradley Plant's Jacksonville, Tampa, and Key West Railroad company during the 1880s led to continued economic growth in Tampa that lasted for the next fifty years. Tampa's growth was fortified by the migration of major cigar manufacturers to Tampa. In 1886, Vicente Martinez Ybor established a cigar factory in Tampa, founding Ybor City. By 1900, Ybor City was considered the "cigar capital of the world."

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

The automobile was partially responsible for a large settlement wave that occurred around 1923-1926. Florida's boom times resulted in explosive growth in Tampa, where the population rose to over 100,000 by the end of the 1920s. Land developers designed new subdivisions with amenities to attract buyers. Davis Islands, designed by D.P. Davis, was one such development, with a golf course and country club situated on these two human-made islands.

In 1939, the southwestern tip of Interbay Peninsula, known as Catfish Point, was given to the War Department by the State of Florida and Hillsborough County. The airfield was established as Southeast Air Base and in 1941, renamed to MacDill Army Air Field in honor of Colonel Leslie MacDill, a World War I aviator killed in the line of duty. During World War II, the airfield's mission involved training pilots 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).

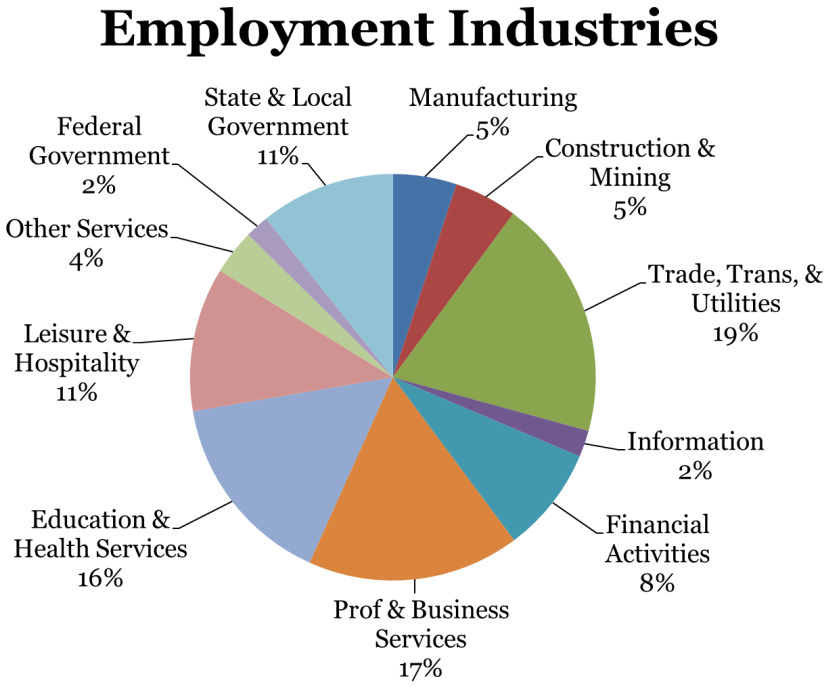
Today, MacDill AFB is a full-service support facility for air fueling operations for military aircraft. The host unit for MacDill AFB is the 6th Air Mobility Wing, part of the Air Mobility Command's (AMC) Eighteenth Air Force. MacDill AFB is also home to the United States Central Command, the United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

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

Economic Development Initiatives

Economic Outlook

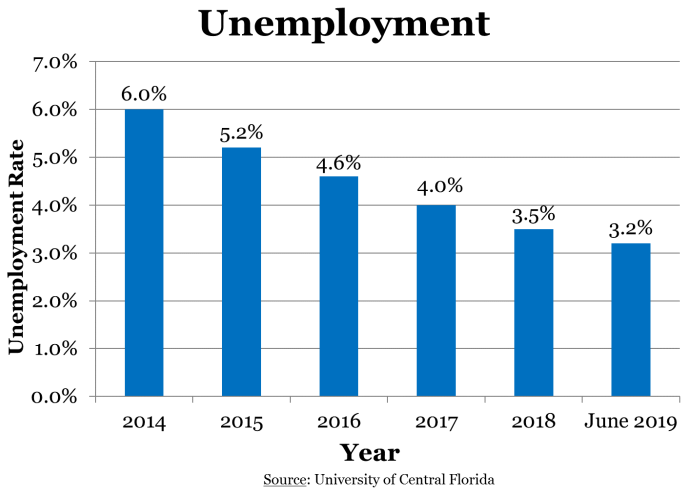
The City of Tampa's budget is affected by a variety of economic factors that are significant drivers of demand for City services and major revenues. The following is a brief discussion of historical and current key economic indicators, including employment and population growth, employment industries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



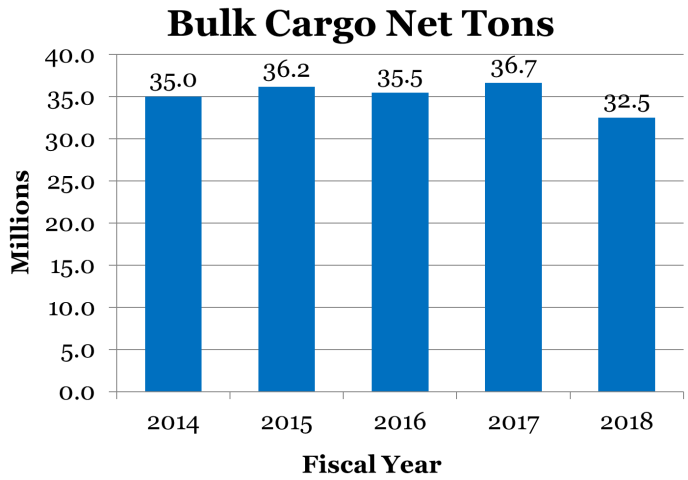
Major Employment Industries in the City of Tampa

As of June 2019, 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 2019-2049, the three largest employment sectors are trade, transportation, and utilities (19%), professional and business services (17%), and education and health services (16%).

The metropolitan statistical area economic indicators for Tampa-St. Petersburg-Clearwater are expected to show moderate growth. According to the University of Central Florida's Florida & Metro Forecast 2019-2049, population growth will average 1.3%, employment growth is expected to average 1.6% annually, and the unemployment rate is expected to average 3.3% through 2022.



Tampa Bay MSA Unemployment Rate by Year



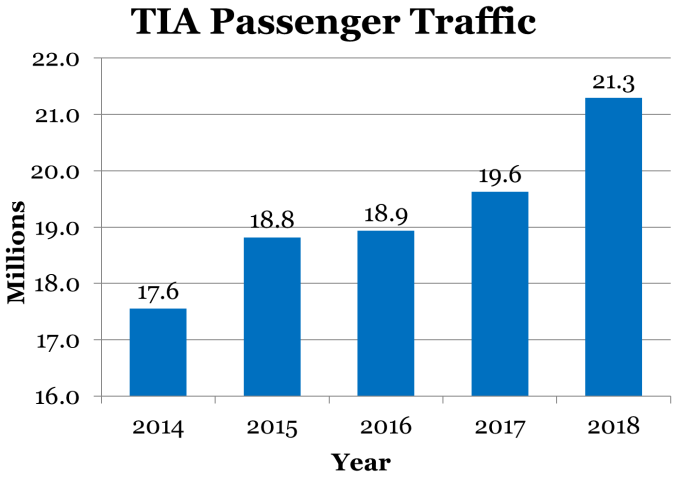
Bulk Cargo Handled by Port Tampa Bay

The City has experienced ongoing economic recovery. The Tampa Bay metropolitan statistical area (MSA) has reached an unemployment rate of 3.2%. Within the past six years, the City has performed better in employment metrics than the state of Florida and the U.S. as a whole, averaging a lower unemployment rate and higher employment growth.

Port Tampa Bay (the "Port"), a significant economic engine in West Central Florida, serves as one of the nation's most diversified ports, providing a $17.2 billion annual economic impact and over 85,000 jobs to the region. The Port serves as the petroleum and energy gateway for west/central Florida, the largest steel port in Florida, one of the world's premier fertilizer ports, one of the top shipbuilding and repair centers in the Southeast, and a major cruise homeport.

Port Tampa Bay, Florida's largest cargo tonnage port, handled 32.5 million net tons of bulk cargo, 1.5 million net tons of general cargo, and exceeded $59 million in operating revenue in Fiscal Year 2018. It serves as the seventh largest cruise port in the U.S., serving over 1 million passengers in FY2018. Port Tampa Bay has committed to spending $380 million through 2023, adding new cranes, refrigeration complexes, and additional infrastructure to expand its capabilities.

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 2018, 21.3 million passengers enplaned and deplaned at the airport, 417.9 million pounds of cargo were handled, and 30.0 million pounds of mail were transported. In 2018, Conde Nast Traveler's Readers' Choice Awards Survey, Tampa International Airport ranked 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.



Annual Passengers Served by TIA

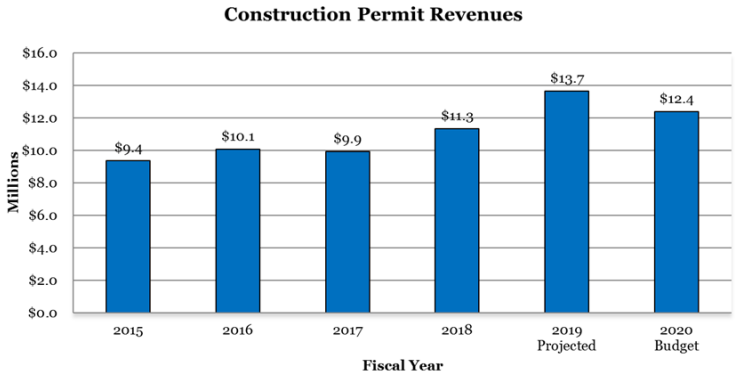
New routes are continuously added to the airport including direct service to international locations such as Zurich, Frankfurt, and Amsterdam. To accommodate TIA's continued increase in passenger traffic, TIA officials began updating the airport's Master Plan in late 2011. The $953 million master plan expansion project outlines three phases of expansion. Phase I of the master plan was designed to help decongest the Airport's roads, curbsides, and the main terminal. Phase I, completed in 2018, included an expansion of the main terminal, a new automated people mover, and a new rental car center near the entrance of the airport.

Phase II broke ground in 2019 and includes a curbside expansion with new express lanes for passengers without checked baggage and commercial development around the rental car center to include a new office building, hotel, and convenience store with a gas station.

Phase III, scheduled to begin in 2020, will bring a new Airside D with international and domestic gates and international passenger processing facilities. All three phases of the master plan will allow the airport to serve 34 million passengers each year.

Building Activity

In FY2019, the Construction Services Division permitted construction projects valued at over $2.7 billion. Moreover, the City has permitted over $16 billion in projects since 2011. The City anticipates $12.4 million in permitting revenue to be generated for FY2020. FY2019's high permit revenues are due to the launch of numerous large construction projects.



Construction Permit Revenues by Fiscal Year

The City continues its commitment to economic development focused on Transforming Tampa's Tomorrow. 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, such as:

- Creating incentive packages to target high-tech industries and collaboration between public and private entities identified by the Tampa Hillsborough Economic Development Corporation;
- Assisting the Innovation Alliance with its planned rebirth of North Tampa on the economic assets that are Moffitt Cancer Center, Florida Hospital, Busch Gardens, and USF;
- Continuing to implement the *Imagine 2040: Tampa Comprehensive Plan* that will shape development for the next 20 years;
- Developing the City's landmark neighborhoods that are critical to the success of the whole City, including Ybor, Channelside, Tampa Heights, and Sulphur Springs;
- Enhancing education programs to ensure that the City has a highly trained workforce that will attract new businesses;
- Working with Strategic Property Partners, LLC on the development of Water Street Tampa, including the relocation of the USF Health Morsani College of Medicine and Heart Institute to a state-of-the-art building in the heart of the world's first WELL-Certified district; and

- Redeveloping the west bank of the Hillsborough River from Columbus Avenue south to Rome Avenue as West River, an extension of Tampa's Downtown.

The City of Tampa recently sold one of the last City-owned blocks to the New Orleans-based HRI Properties for $7.6 million. HRI has commenced construction on the $100 million mixed-use building with 345 hotel rooms, a 220-space garage, and retail and amenities on the first floor.

Water Street Tampa

JW Marriott at Water Street

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 will include a new medical school facility, retail, office buildings, a variety of residential choices, two new hotels, and a walkable neighborhood. Anchored by the University of South Florida Health Morsani College of Medicine and Heart Institute, the development project will be the world's first WELL-Certified city district designed with a focus on health and wellness. Construction on infrastructure improvements, funded by property tax revenues generated downtown, is underway and expected to be complete by early 2020. 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.

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 administration envisions addressing challenges relating to transportation, affordable housing, workforce development, and sustainability and resiliency.

Midtown Tampa

Midtown Tampa Groundbreaking

Midtown Tampa is a new construction project aimed at connecting Westshore to downtown. Located at the corner of Dale Mabry Highway and Cypress Street, the $500-million dollar 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.

Westshore Marina District

Westshore Marina District is a new community comprising of residential, retail, and restaurant space. The development is located in South Tampa off Westshore Boulevard and Gandy Boulevard. Anchored by the 14-acre marina basin, Westshore Marina District will include townhomes, condominiums, and hotel rooms. It will also include a 1.5-mile recreational path that will connect with the Tampa Friendship Trail.

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 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 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. The City also works to attract and retain high-quality jobs through partnerships with the Tampa Hillsborough Economic Development Corporation, Hillsborough County, and Enterprise Florida.

FY2019 privately funded projects in the CRAs include:

- 519-room JW Marriott Tampa at Water Street by Strategic Property Partners, LLC and Cascade Investments;
- Hampton Inn & Home2Suites, a 213-room hotel developed by Tampa-based Liberty Group;
- 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; and
- Domain Homes has completed six single-family homes in the Urban 360 development along North 21st and North 22nd streets. There are five homes currently under construction.

Heights Union Office Building

FY2019 publicly funded projects in the CRAs include:

- Completion of The Tempo at Encore!;
- $13 million of infrastructure in the Channel District CRA;
- Replacement of decorative arches in Ybor;
- $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.

FY2020 privately funded projects in the CRAs include:

- Complete construction of the University of South Florida Morsani College of Medicine in downtown;
- 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;
- Construction of the HRI dual flag hotel, mixed-use development across from City Hall in downtown; and
- Construction of 815 Water Street, a mixed-use residential apartment complex with a grocery store in downtown.

USF Morsani College of Medicine

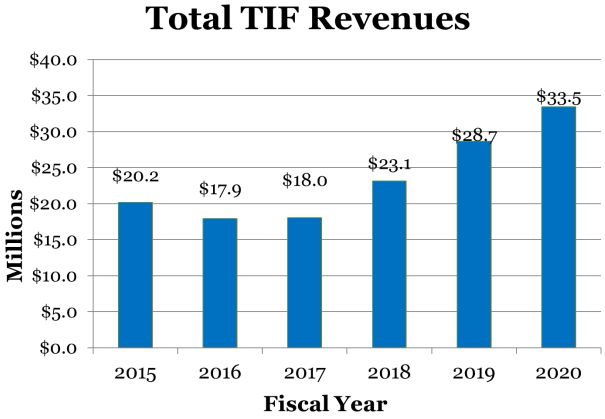
815 Water Street

FY2020 publicly funded projects in the CRAs include:

- Construction of 16,000 square foot expansion of the Tampa Convention Center and scheduled completion in FY2021;
- Construction of the East 7th Avenue Streetscape and Gateway Monument project from 24th to 26th streets;
- Construction of the Madison Street Park in the Channel District;
- Completion of the Linear Park within the Tampa Bay Boulevard median in Drew Park; 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 2019, resulting in a 16.7% increase in revenue for FY2020.



TIF Revenue Increased 16.7% from FY2019

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.

The Tampa Convention Center recently completed full upgrades of restrooms and added a coffee bar, along with new seating and flooring. Currently underway is the modernization of exhibit hall concession stands and an outdoor rentable urban space - all collectively called The Sail Plaza. Datz and Big Ray's Fish Camp, two local favorites, are also being added to the Tampa Convention Center. Construction of 18 beautiful waterfront-meeting rooms will begin in the coming months, adding 16,000 square feet of space to the Tampa Convention Center.

Warrior Games 2019 at the Tampa Convention Center

The Convention Center creates a positive economic impact for the City of Tampa and Hillsborough County by attracting over 400,000 visitors per year. Recent and upcoming events include:

- BISCI Telecommunications Association
- Florida Board Exams
- Florida State Thespians Festival
- Florida Music Education Association Conference
- Humane Society of Tampa Bay
- MetroCon Annual Convention
- Special Operations Forces Industry Conference (SOFIC)
- Tampa Bay Comic Con
- Tampa Bay New Car & Truck Show
- Tampa Boat Show
- Tampa United Volleyball Gasparilla Classic
- Youth Specialties – National Youth Workers Convention

Art Programs

Activities focused on bringing neighborhood improvements to several communities through murals, all by regional and local artists; and through the maintenance of multiple artworks within the City's collection. Highlights of accomplishments include:

- *Welcome to Tampa* sign by artist Tes One
- Two murals by local artist Michael Parker at Rowlett Park in recognition of the 50th anniversary of the Fair Housing Act

- Artistic lighting of the Fortune Taylor Bridge
- Revision and restoration of *The Central Avenue* mural by local artists Tony and Junior Moore
- Revision and restoration of *The Salcines Park Mural* by local artists Illsol
- Complete assessment of all 700+ objects in the City of Tampa's public art collection
- Launch of a Public Art Speaker Series to raise awareness of the City's activities and current issues in the field of public art

Fortune Taylor Bridge Lighting

The division also started preparing for Lights On Tampa 2020 and developing a new program called Art On The Block that seeks to bring art into neighborhoods through a collaborative process. Education and outreach initiatives continued through the Public Art Committee's Public Art Speaker Series, 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.

Neighborhood Enhancement Exit Ramp Clean-up

- 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.

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 22 days using the citation process.

The City has an enhancement team within each district, providing a quick response to environmental concerns and the ability to eliminate illegal dumping immediately. In addition, these enhancement teams clear and maintain alleys, rights of ways, and thoroughfares within the community. In 2018, 43,149 code inspections were completed, 45,044 new code cases were opened, 20,886 total cases were brought in to compliance, 4,247 tons of trash and debris were removed, and 1,762 environmental work orders were completed.

Neighborhood Enhancement Team Maintaining Alleys

Operation Neighborhood Cleanup

As part of the Mayor's Investing in Neighborhoods Program, the City coordinates a clean-up effort the third Saturday of each month. The focus of the program is to maintain alleys, remove illegal dumping, and clean up abandoned properties. Approximately 132.5 tons of trash and debris were removed since the program's inception in 2016.

Mayor's Neighborhood University

Mayor's Neighborhood University Group Tour

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 ten graduating classes since the program's inception; over 400 participants have graduated as of June 2019.

Parks and Recreation Programs

The City manages 3,547 acres and 178 parks, including: 80 playgrounds; 165 tennis and multi-purpose courts; 88 ball fields; 25 community/activity centers; 12 pools; 8 gymnasiums; 5 art studios; 5 cemeteries; 3 skate parks; 2 gymnastics & dance centers, one marina; and 74 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.

Basketball at Jackson Heights NFL YET Center

Youth Programs

Over the past four 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, computer technology, and various field trips. In addition, athletic leagues (lacrosse, soccer, softball, and basketball), fitness classes, and education and leisure opportunities for youth are offered.

Kickball during the Stay and Play Program at Springhill Center

The City also continued to offer the Stay and Play program, which provides a safe environment for youth ages 13 to 19 to enjoy recreational activities. Nine facilities extend their hours until midnight seven days a week, for a total attendance of over 255,000 teenage visits since the program began. Additionally, pools remain open in a free swim environment and teenagers can register for a free Rec Card. These cards allow access into facilities and programming, including free after-school programs during the school year. Over 3,500 free Rec Cards are provided annually since the program began in July 2015.

Teens Leading Change is active in fifteen centers, open to 13 to 18-year-old Rec Card holders, focusing on leadership skills, community service projects, education, financial literacy, communication, personal 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 seasonally, 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. In FY2019, the aquatics staff taught over 5,200 swim lessons. Patrons can enjoy the pools for fitness classes, lap swim, and daily open

World's Largest Swim Lesson at Sulphur Springs Pool

swim. Competitive swim teams also utilize these pools for training and competitions, while specialty aquatic groups provide programs such as synchronized swimming and water polo.

Since 2014, Tampa Parks and Recreation has collaborated with other agencies to provide free swim lessons, focused on life-saving water safety, to children served by Hillsborough County's Head Start program. In 2018, over 800 free Head Start swim lessons were offered at City pools. Additional water safety initiatives focused on drowning prevention are the World's Largest Swim Lesson and Swim with the Rays, which offers no-cost swim lessons to eligible children.

Gymnastic & Dance Programs

Gymnastics Competition at Tampa Convention Center

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 is underway on the addition to the New Tampa Recreation Center that will provide for increasing student enrollment and expanding classes and programs.

Youth Specialty Camps

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

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.

Flo Thrown Art Camp at Taylor Art Studio

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.

Senior Programs

The City offers over 1,200 programs for adults ages 50 and older, engaging more than 2,600 active seniors. The 2018 Active Life Games were held at various venues within the City; over 600 participants engaged in activities including horseshoes, shuffleboard, swimming, and tennis. More than 350 seniors participated in Senior Day in the Park and enjoyed games, socialized, and dressed up for an island vacation.

Senior Hit Club Program at
West Tampa Little League

Creative Arts Theatre Company

Cinderella Secret Agent Creative Arts Theatre
Performance at the Hillsborough County Library

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. In 2017, the Performing Arts in Motion teen program was launched. Teens attended live, professional arts performances and took part in professionally led theatre, dance, and music workshops at their centers. In addition to serving teens, the ArtReach program also brings theatre, art, music, and dance experiences to children in our community centers. In the City of Tampa's summer CART (Creative Arts and Reading Together) initiative, children create over 3,600 art pieces in six weeks. Active community ArtReach partners include the Straz Center, the Florida Orchestra, Instruments 4 Life, and Didgeridoo Down Under. The ArtReach program serves 5,200 youth annually.

University of South Florida Park

The City partnered with the University of South Florida to make improvements at USF Park on the Riverwalk. Improvements include new site furnishings, lighting, signage and banners, and landscaping. The work was completed in June 2019.

Madison Street Park

Construction is underway on a new neighborhood park in the Channel District with expected completion in fall 2020. Madison Street Park will include a dog park, shuffleboard and multi-purpose courts, a playground, multiple shade pavilions, and a small event lawn.

Freedom Playground Expansion

The City has committed funding to expand the Freedom Playground at MacFarlane Park, adding new, inclusive playground elements and autism-friendly sensory elements. Additional improvements include shade trees and expanded parking spaces compliant with the American Disabilities Act. Design completion is expected in FY2019, with construction to follow in FY2020.

Julian B. Lane Riverfront Park

Boom by the Bay at 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, pickleball courts line the west side of the park along, with a multi-purpose sports field on the north 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.

Tampa River Center at Julian B. Lane Riverfront Park provides premier event space with floor-to-ceiling windows and a terrace, with views of downtown Tampa along the Hillsborough River. Since opening in May, 2018, over 100 events, with 35,000 visitors, have been hosted at the 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, four dragon boat teams, a master rowing team, and the Tampa Parks and Recreation community rowing program. During the spring months, an out-of-state visiting rowing team will train for their upcoming season. Stand up paddleboard and kayak rentals are also available at the Boathouse.

Public Safety

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:

Tampa Police Officer in Community Classroom

- 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 leveraging 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;
- Providing officers with increased opportunities to participate in advanced and real-life scenario-based tactical training;
- Creating a Military Affairs Liaison position to support veterans in the City and within the Tampa Police Department family;
- Conducting 'Bicycle Safety Rodeos' at local elementary schools and community events to promote safe cycling to reduce the number of crashes involving bicyclists;

Tampa Police Conducting Bicycle Safety Rodeo

- Utilizing the Bicycle Operations and Response Unit in the downtown business and residential districts to improve rapid response times and create a friendlier, more approachable method of policing;
- Creating a special needs registry called Help Us-Help You to identify homes of residents with Autism, Alzheimer's or intellectual disabilities as part of an effort to ensure the safety of all Tampa residents when they have interactions with police;
- Launching the Safe Place Initiative to provide the community with easily accessible safety information and safe places throughout the City to which victims of crime can turn;
- Utilizing social media as a community outreach tool by posting photos and videos of unsolved crimes enabling police to reach a broad audience quickly, providing citizens with crime prevention tips, showcasing unique operations and highlighting daily police work;
- Expanding resident involvement and their role in assisting the Tampa Police Department;
- Emphasizing the recruitment of minority and Spanish-speaking officers to better reflect the community served;
- Improving community-oriented policing with uniformed and non-uniformed personnel; and
- Ensuring the City's parks are safe and secure for visitors.

Safety Investments

The Tampa Police Department continuously strives to find funding initiatives that enhance its crime-fighting efforts to keep Tampa's citizens safe. These investments into public safety allow 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 percent over the last five years, while forging new and stronger relationships between police officers and the Tampa community.

Tampa Police Officer in Action

Solving Crimes Faster, Improving Officer Safety

In an effort to reduce crime and assist officers in the field as they respond to dynamic, often dangerous situations, the Tampa Police Department created the Real Time Crime Center (RTCC). This newly formed center harnesses cutting-edge technology and provides the expertise of the Tactical Intelligence Unit, giving officers a head start solving crimes and making neighborhoods safer. It also enhances officer safety, as officers have additional information and expertise actively engaged 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.

Community Engagement

Tampa Police Department "Coffee with a Cop"

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

Social Networking Outreach

As social networking continues to expand and become a sought-out source for information, the department has made it a key component of its outreach to the community. This modern form of community-oriented policing allows the department to educate and engage a broader demographic beyond the traditional reach of neighborhood watch programs. In 2018, the Tampa Police Department connected with 11.1 million individuals on Twitter and 7.9 million Facebook subscribers. The department's ability to solicit assistance from such a vast online population has resulted in the quick identification and arrest of wanted suspects. In addition to being a proven tool for solving crimes, social media is also an effective resource for humanizing law enforcement.

By creating entertaining social media police videos and highlighting officers on the job, the Tampa Police Department has shown the community that its officers are friendly, approachable and committed to serving them.

Safer, More Inclusive

The Tampa Police Department continues to find ways to make the City safer and more inclusive for all groups. The Military Affairs Liaison works to support veterans in Tampa and within the Tampa Police Department. The Safe Place Initiative provides valuable safety information and safe places throughout the city to which people can turn if they are victims of bullying, hate crimes, or any kind of crime. The voluntary Help Us-Help You special needs registry helps police identify homes of residents with Autism, Alzheimer's, or other intellectual disabilities. The registry is part of the City's commitment to be an Autism-Friendly City, and helps ensure the safety of all Tampa residents when they have interactions with police.

Body Worn Cameras

The Tampa Police Department introduced body worn cameras in March of 2015, distributing 60 body worn cameras to selected street officers city wide. The Police Department is seeking a Department of Justice grant to expand the program by purchasing approximately 550 body worn cameras, with the ultimate goal of a full deployment. The department is also seeking to raise private donations of $1,000,000. The cameras will help further efforts to improve relations with the community, and increase transparency and accountability. The use of body worn camera footage has been shown to positively affect interactions between officers and members of the public, and increases the quality of evidence.

Emergency Preparedness

Tampa Fire Rescue Firefighters Combating Active Fire

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 non-profit agencies, business community leaders, neighboring jurisdictions, and concerned citizens in a cooperative and collaborative effort to ensure that Tampa and its residents are more than ready to survive any major disaster. As part of this planning process, Tampa has an established Emergency Operations Center (EOC) that hosts more than 75 representatives from an assortment of local government and non-profit organizations. The EOC enables the efficient use of available resources to handle emergency management activities while continuing to provide routine services before, during, and after disasters strike.

Construction of Fire Station #23 in New Tampa was completed in FY2019. The station allows Tampa Fire Rescue to provide greater coverage for residents living in this area of New Tampa. The station is staffed with an engine company, a truck company, and a rescue unit. This station also features a technology-equipped training room to provide training for all fire station crews assigned to the New Tampa area.

Sustainability and Resiliency

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:

Winners of the 3Rs Art Contest

- Encouraging the use of the City's undeveloped lots for the development of public green spaces;
- Modernization of land development codes and practices to promote urban redevelopment;
- Fostering the City's walkable and bikeable urban policies; and
- Implementation of long-term sustainable methods of operations that will increase the City's sense of permanence.

WELL-Certified District

Strategic Property Partners, LLC is creating the world's first WELL-Certified District in the core of Downtown Tampa and the Channel District. WELL-Certified goes far beyond Leadership in Energy and Environmental Design Gold certification, and adds multiple layers of organic healthy living environments, facilities, and opportunities.

Stormwater Green Projects

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

Elmwood Terrace Concrete Flume Ditch Before and After Stormwater Improvements

City Green and Sustainable Initiatives include:

- The completion of the Riverwalk to Water Works Park and Ulele Springs provides a convenient and efficient pedestrian connection from Channelside to Tampa Heights and is annually celebrated during RiverFest, showcasing the improved riverfront area;
- In 2016, the City of Tampa and Hillsborough County Greenways and Trails master plans were updated and combined into one document that acknowledges a regional approach to trail and greenway planning, with identified alignments that connect the City of Tampa to neighboring cities and county facilities. The master plan increases public access to recreational bicycle transit and other non-motorized transportation opportunities and is designed to link parks, schools, transit bus systems, waterfront areas, and places of cultural and historical significance;
- The COAST Bike Share Program is in full operation and experiencing great utility from Tampa residents and visitors. They established approximately 1,000 new station-less smart bikes in and around the USF campus in the spring of 2018. These new bikes were the first deployed in any CycleHop system and add a new transportation mode for students and professionals within the Innovation Alliance boundaries. CycleHop also further expanded the Coast Bikes system in and around downtown Tampa. This expansion to the USF area brought the system to approximately 2,000 bikes across the City;
- There are 130 miles of bicycle facilities in place with over 412 miles of bicycle facilities planned on which to enjoy the CycleHop bicycles;
- The City is continuing partnerships with Learning Gate Community School, the USF Patel College of Global Sustainability, and other local environmental groups celebrating EcoFest. The City is in its 6th year of this collaboration. This year's celebration took place at Julian B. Lane Riverfront Park to fully embrace the riverfront and surrounding neighborhoods;
- The Tree-Mendous Tampa Free Tree Program, established in 1997 was rebranded in 2013 as a part of the City's commitment to renewing the urban forest. The program is funded through the City of Tampa's Tree Trust Fund. In addition to planting trees, an educational component was added to help residents by providing the best management practices for trees. Since 2013, over 5,000 trees have been planted for residents of the City of Tampa; 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 lives of Tampa residents and visitors. For almost 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.

Sustainable Tampa

Tampa continues to expand its concept and initiatives of overall sustainability by focusing on five areas: Greenhouse Gas Emissions Reduction, Sea Level Rise and Resiliency, Environmental, Conservation and Operational Initiatives, Social Equity and Inclusion, and Economic Initiatives and Programs.

Greenhouse Gas Emissions Reduction

Global scientific consensus establishes the threat of climate change to the infrastructure, health, and daily lives of all citizens. The City of Tampa is committed to combating the effects of a changing environment and looks for opportunities in each project to use less, conserve more, and provide educational opportunities. From planting an unprecedented number of new trees to upgrading all City

traffic signals, the City is focused on implementing policies that will have long-term environmental, financial, and quality of life benefits.

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 18 personnel, including four International Society of Arboriculture certified arborists, the division has the responsibility to plant, prune and maintain trees along 1,400 miles of right-of-way, and prune and remove trees in 178 parks. The division provides residents with over 450 trees annually through the TreeMendous Tampa residential tree-planting program. 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.

Sea Level Rise, Resiliency and Climate Change

In 2015, the Florida State Legislature passed the Peril of Flood Act. This legislation placed new requirements for local governments to address flooding, including flooding from sea level rise. As a result, the City adopted 19 separate policies in Tampa's Comprehensive Plan that directly address sea level rise and infrastructure resiliency. To further this commitment, the newly created Office of Sustainability and Resilience will analyze the City's climate risks, develop actionable recommendations, and review the City's sustainability policies.

Environmental, Conservation and Operational Initiatives

The City will continue to guide the government in enhancing the conservation measures, renewable energy programs and sustainable building practices that for the second time has earned the City of Tampa Green Local Government "Gold" status by the Florida Green Building Coalition.

Social Equity and Inclusion

The significant involvement of the City of Tampa in human rights, socio-cultural diversity, social equity, and inclusionary issues demonstrates that the City embraces social equity values. On October 8, 2018, the Human Right Campaign (HRC) released their municipality index highlighting Tampa's perfect 100 scorecard. HRC's Municipal Equality Index demonstrates the ways that many cities can, and do, support the Lesbian, Gay, Bisexual, Transgender, and Questioning people who live and work there, even where states and the federal government have failed to do so. The significant involvement of the City of Tampa in human rights, socio-cultural diversity, social equity, and inclusionary issues demonstrates that the City embraces social equity values. The City has multiple offices and organizations ensuring equitable treatment for all.

Management and Budget Goals

The City implements ongoing budget and management goals that allow the City to enhance its financial health and its image and credibility with the public, rating agencies, and investors. The City's goals in developing the FY2020 budget included:

- Creating jobs and growing the City's economy;

- Keeping our community safe;
- Enhancing quality of life;
- Improving the City's infrastructure;
- Retaining and rewarding City of Tampa employees;
- Balancing the City of Tampa's budget without using reserves;
- Strengthening and empowering our neighborhoods; and
- Preparing for our financial future.

Improving Technology Infrastructure

- Completing the replacement of the City's 25-year-old utility management system for Water, Wastewater, and Solid Waste customer information and billing systems;
- Completing the replacement of the City's fire dispatch and records management systems;
- Implementing a series of radio communication system upgrades to support the City's police and fire departments;
- Completing the migration of the City's primary data center to a new, secure facility with provisions for a remote back-up facility; and
- Introducing business process, training, and system replacement initiatives to reduce business risk and keep pace with continually changing technical, security, and compliance landscape.

Fiscal

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

Personnel

- Recognizing employees for exceptional performance and creativity;
- Providing employee development by promoting training programs;
- Offering counseling and referral services for stress, drug abuse, and other personal difficulties; and
- Encouraging family togetherness by providing paid parental leave to all City employees.

Service

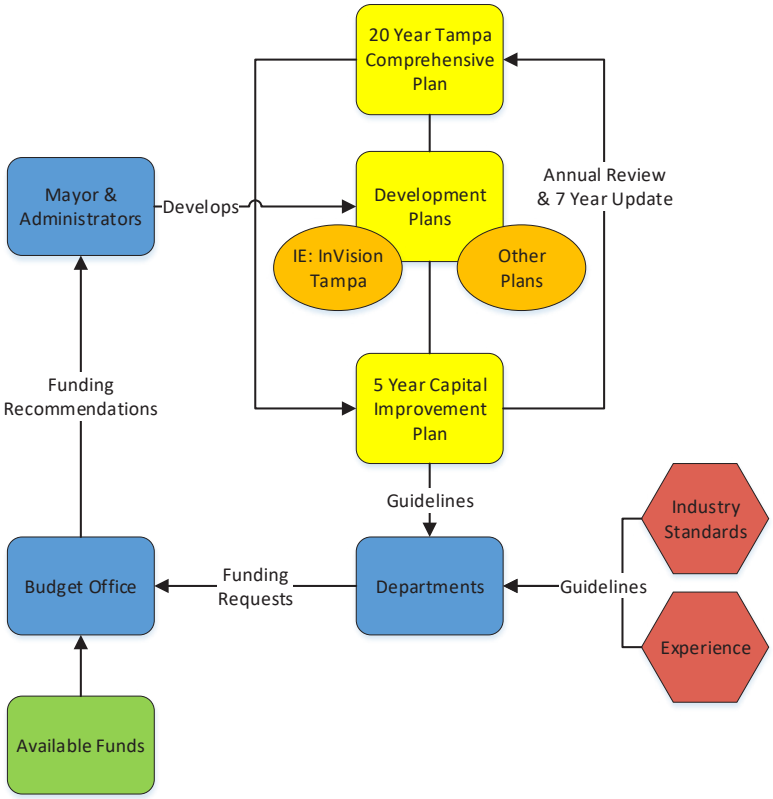
- Providing high-quality utility services at reasonable rates;
- Developing long-range plans to meet demands for City services;
- Supporting housing programs through public and private partnerships; and
- Maintaining existing infrastructure and ensuring new development contributes to growth-related infrastructure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

Intergovernmental

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

Long-Range Planning Goals

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



Long-Range Planning Model

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., InVision Tampa, Community Vision Plans, and the Urban Forest Management Plan). Major updates to the plan are made on a seven-year cycle, while minor revisions are made annually. This process allows the City to respond to changing fiscal, economic, or social conditions while continually aligning annual capital decisions with long-term goals and objectives. 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. Tampa is a great city to live and work in, offering diversity and a vibrant urban life that nurtures residents' creativity and their entrepreneurial spirit. The Plan builds on these qualities and outlines a collective vision for sustaining and enhancing an attractive and safe city that evokes pride, passion, and a sense of belonging using innovative and sustainable strategies and planning techniques. The Plan ensures Tampa will prosper well into the 21st century.

Community-Based Planning

The City embarked on a strategic, inclusive community-based planning effort, which continues today. This effort produced long-range Community Vision Plans and associated Form-Based Development Codes that guide all private development and public improvement projects.

InVision Tampa

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

- Julian B. Lane Riverfront Park – Redevelopment of the 25-acre park on the west bank of the Hillsborough River. The Park Redevelopment Plan was completed in 2015. Construction began in June 2016, and the City celebrated its grand opening on May 12, 2018.
- West River Redevelopment Plan – The West River Redevelopment Plan focuses on a 120-acre area bounded by Rome Avenue, Columbus Avenue, the Hillsborough River, and I-275. The plan recommends reconnecting the streets and blocks to each other, strong ties with public education and community services, a keen focus on linkages along the Hillsborough River to emergent activities south of I-275 in North Hyde Park to the waters of Tampa Bay, and more than 1,600 new residential units, with a variety of housing styles and affordability. Ultimately, over the next ten years, the goal is to create a genuinely diverse and economically integrated community. The mixed-use plan calls for a more walkable community and a reimagined Main Street with robust shopping and dining options. New housing will accommodate residents of all incomes with a mix of single family homes, apartments, and subsidized housing. This project incorporates most, if not all, principles of smart growth planning concepts.

Center City Vision Plan

The Center City Vision Plan establishes a 20-year blueprint for making downtown Tampa and surrounding neighborhoods a community of livable places, connected people, and collaborative progress. The Hillsborough River forms the heart of the plan, reflecting the desire to make the river the focus of the community. The plan advances five key themes: a reimagined river, strong center city neighborhoods, connecting neighborhoods to each other and the river, vital mix of uses, and a strong pedestrian environment, and places that will support transit.

Nebraska-Hillsborough Corridor Plan

The Nebraska-Hillsborough Corridor Plan addresses development issues along 5.1 miles of an important transit corridor in Tampa's Center City from downtown, north along Nebraska Avenue to Hillsborough Avenue, and east along Hillsborough Avenue to 22nd Street.

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's framework served as one of the primary tools in the revisions and update of the City's Tree and Landscape Codes adopted by City Council in April of 2019.

Performance Measurement Dashboard

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

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

- Fire Rescue
- Fleet Maintenance
- Neighborhood Empowerment
- Planning and Development
- Police

- Solid Waste
- Stormwater
- Transportation
- Wastewater
- Water

Capital Improvement Plan

Capital Improvement Program (CIP) 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, Urban Forest Management Plan process. The departments submit CIP requests during the annual CIP budget process to the Budget Office. The Budget Office balances all CIP requests against available funds and presents funding recommendations to the Mayor and City administrators. This process culminates in the five-year Capital Improvement Program that is part of the City's annual budget as approved by City Council. Capital projects relating to the level of service requirements are then adopted into the Capital Improvement Schedule of the Tampa Comprehensive Plan per state requirements.

Budget Highlights

TRANSFORMING
TAMPA'S
TOMORROW

Blueprint for Tampa's Future

City of Tampa Florida

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.

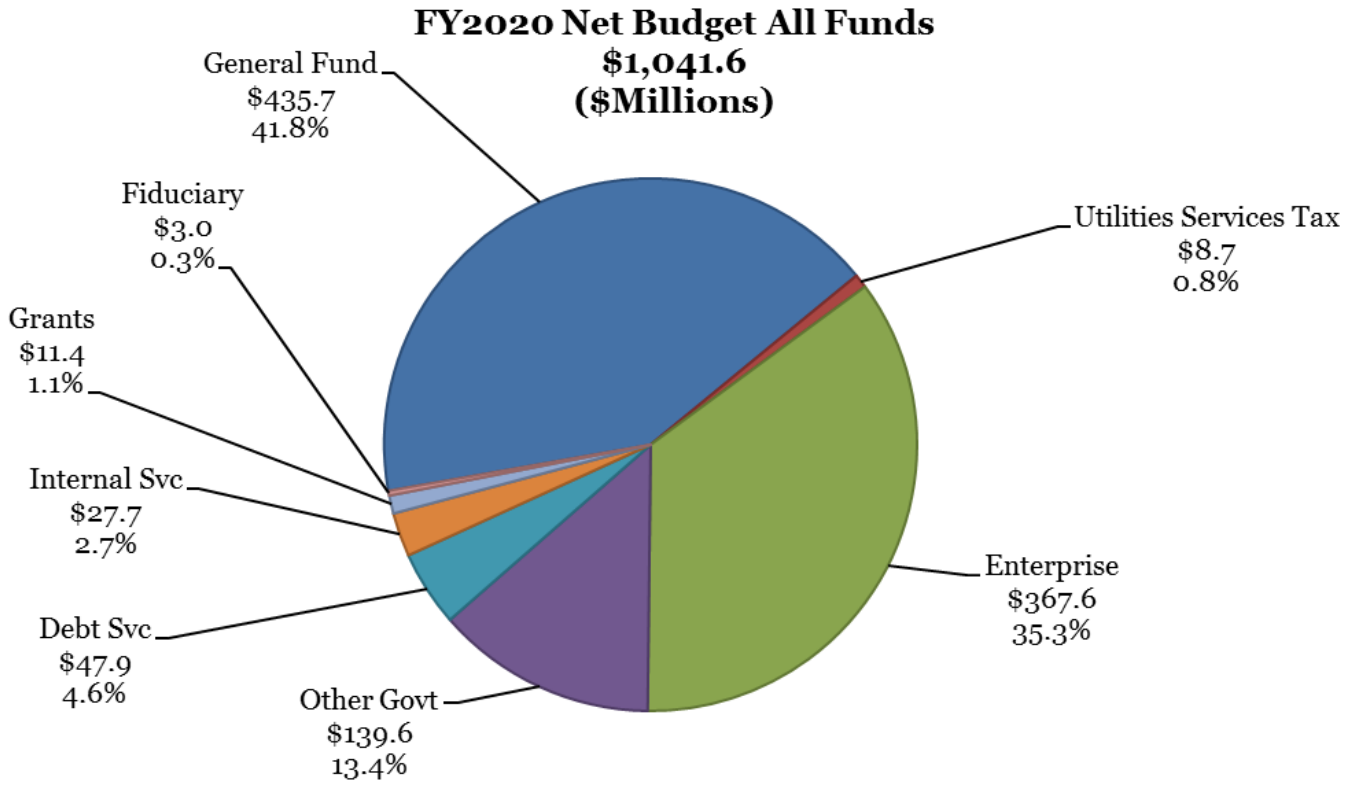
The annual budget process begins in November with the preparation of initial revenue and expense estimates that are then reviewed by the Mayor. City departments prepare capital improvement plans and annual operating budgets during the months of March and April.

The FY2020 Recommended Operating and Capital Budget will be presented by the Mayor to City Council in August 2019. Budget hearings are held in September and the budget is adopted by the end of the current fiscal year (September 30). The budget process allows for budget amendments as needed during the year. An amendment may be initiated by the Mayor at any time, and after City Council approval, the funds appropriated are adjusted or realigned. For further explanation of budget and financial terms, refer to the related financial information section of this document.

The Budget Calendar

Month	**Action**
November - December	Initial revenue and expense estimates are prepared.
January – February	FY2020 – FY2024 Financial Forecast is created and/or modified.
March – April	➢ Capital Improvement Projects (CIP) and operating budget instructions are distributed to departments. ➢ Departments prepare and submit CIP and operating funding requests.
May – July	➢ City Council holds budget workshop. ➢ Mayor reviews CIP and operating funding requests.
August	➢ The *Recommended Operating and Capital Budget* is presented to City Council. ➢ Non-ad valorem public hearings are held for the Downtown Tampa Special Services District, Westshore Special Services District, City of Tampa Stormwater Utility, and Tampa-Ybor Historic Electric Streetcar.
September	➢ Public hearings are held for the FY2020 proposed budget. ➢ The FY2020 budget is approved by City Council.
October 1	New fiscal year begins.

The FY2020 Budget



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

	FY2019	FY2020
General Fund	$413.9	$435.7
Utilities Services Tax Funds	$3.9	$8.7
Other Governmental Funds[1]	$109.1	$139.6
Governmental Debt Service Funds	$46.3	$47.9
Grant Funds	$11.5	$11.4
Enterprise Funds[2]	$413.2	$367.6
Internal Service Funds[2]	$27.4	$27.7
Fiduciary Funds[1]	$2.9	$3.0
Total Funds Appropriated	$1,028.2	$1,041.6

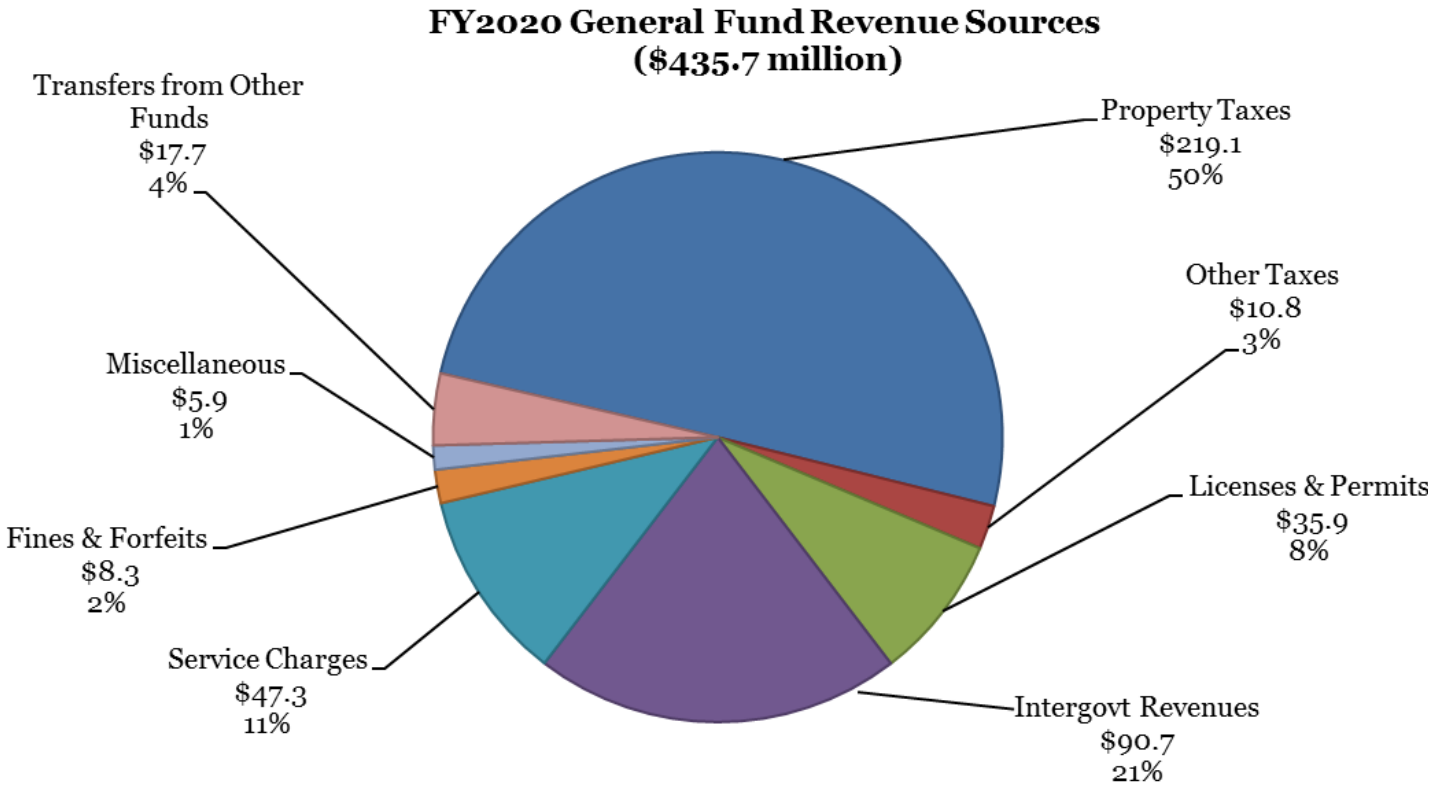
[1]CRA funds are being reclassified from Fiduciary Funds to Other Governmental Funds.

[2]Total reflects the restatement of Consumer Services as an Internal Service Fund.

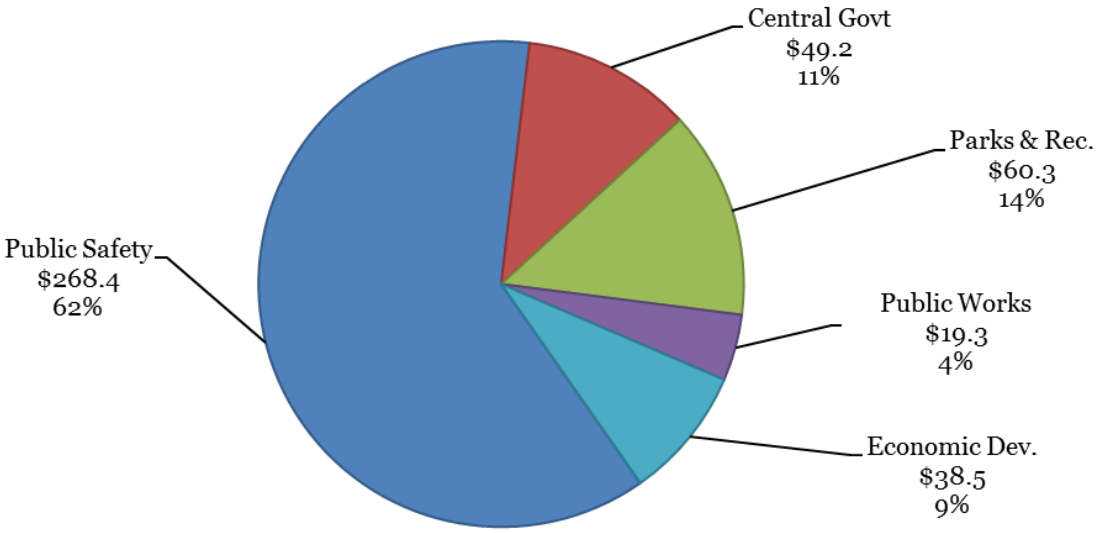
The FY2020 total budget is $1,041,578,465. This represents a $13.4 million net increase from the FY2019 budget of $1,028,208,183 primarily due to:

- A General Fund increase of approximately $21.8 million is primarily due to increased personnel expenses and health insurance increases, as well as increased operating and capital equipment spending on parks, public safety, and programs such as water backflow preventative maintenance, a body worn camera initiative, and technology upgrades. This increase in the General Fund also includes the additional required contribution of approximately $3.3 million to the community redevelopment areas.
- A $45.6 million decrease in Enterprise Funds is primarily due to less wastewater and water capital project funding than in FY2019.
- An increase of $4.8 million in Utilities Services Tax Funds payments is primarily due to an increase in capital project funding.
- All other governmental funds increased by $30.5 million primarily due to additional stormwater, transportation, various capital construction, community investment tax, tax exempt loan financing, and community redevelopment agency capital project funding.

General Fund



FY2020 General Fund Expenditures
($435.7 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 increased by approximately $21.8 million primarily due to increased personnel expenses and health insurance increases, as well as increased operating and capital equipment spending on parks, public safety, and programs such as water backflow preventative maintenance, a body worn camera initiative, and technology upgrades. This increase in the General Fund also includes the additional required contribution of approximately $3.3 million to the community redevelopment areas. The General Fund expenditures increase are primarily supported by the FY2020 increase in property tax revenue.

Utilities Services Tax Fund

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

	FY2020	
Revenues:		
Electric Utility Services Taxes	$35.5	
Communications Services Taxes	17.8	
Gas Utility Services Taxes	1.4	
Water Utility Services Taxes	5.7	
Other	2.0	
Total Revenues		$62.4
Transfers and Expenditures:		
Transfer to General Fund	$6.3	
Transfer to Debt Service Fund	22.0	
Transfer to Local Option Gas Tax Fund	15.9	
Transfer to Stormwater Fund	2.0	
Transfer to Utilities Services Tax Capital Fund	7.1	
Transfer to Golf Course Operations/Capital Fund	1.9	
Transfer to Fleet Maintenance Capital Fund	1.1	
Transfer to Other Governmental Funds	0.3	
Other	0.1	
Reserves	5.7	
Total Transfers and Expenditures		$62.4

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

General Fund & Utilities Services Tax Fund Balance

The City has established a policy of maintaining a minimum fund balance amount equal to at least 20% of the budget for the combined General Fund and Utilities Services Tax Fund. A healthy fund balance greatly impacts whether the City receives favorable bond ratings which reduce interest costs on debt issued by the City. For the 13th consecutive year, the City has maintained a fund balance greater than the minimum 20% policy requirement.

Other Governmental Funds

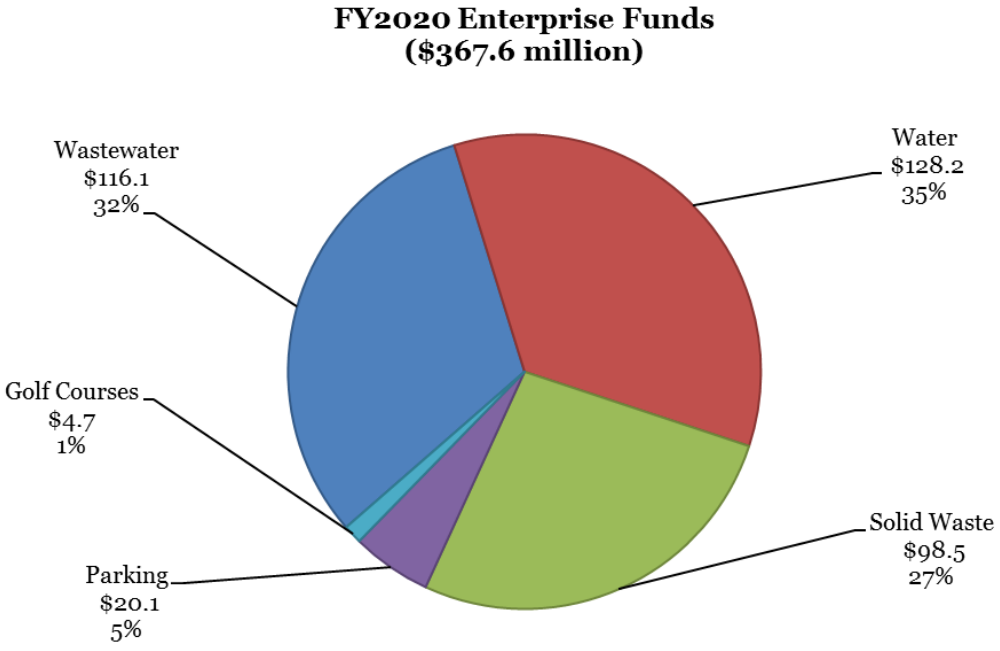
City of Tampa
Other Governmental Funds Net Budget
($ millions)

	FY2019	FY2020
Stormwater Fund	$19.9	$32.1
Other Capital Construction Funds	3.5	4.2
Local Option Gas Taxes	33.6	34.2
Community Investment Tax Funds	3.7	5.1
Community Redevelopment Agency Funds*	29.5	34.3
Transportation Impact Fee Funds	2.2	8.9
Construction Services Funds	10.8	12.8
Non-Ad Valorem Assessment Funds	3.3	3.6
Law Enforcement Funds	0.8	1.9
Other Special Revenue Funds	1.8	2.5
Total	$109.1	$139.6

*CRA funds are being reclassified from Fiduciary Funds to Other Governmental Funds.

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 gas taxes, construction permitting fees, stormwater assessments and other revenues are used to pay for these programs. The FY2020 net budget is $139.6 million, an increase of $30.5 million from the FY2019 budget. The most significant changes are additions in capital project funding in the stormwater, transportation, and community redevelopment agency funds.

Enterprise Funds



City of Tampa
Enterprise Funds Net Budgets
($ millions)

	FY2019	FY2020
Water Fund	$165.5	$128.2
Wastewater Fund	129.9	116.1
Solid Waste Fund	96.1	98.5
Parking Fund	17.3	20.1
Golf Courses Fund	4.4	4.7
Total Budget*	$413.2	$367.6

*Total reflects the restatement of Consumer Services as an Internal Service Fund.

The Enterprise Funds are comprised of the Water, Wastewater, and Solid Waste departments, the Parking Division, and Golf Courses. The Enterprise Funds FY2020 net budget is $367.6 million, a decrease of $45.6 million from the FY2019 budget. This is primarily due to the Wastewater and Water departments decrease in capital project spending.

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

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

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

Related Financial Information

TRANSFORMING
TAMPA'S
TOMORROW

Blueprint for Tampa's Future

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

- Community Investment Taxes
- Construction Permit Revenues
- Local Option Gas Taxes
- Stormwater Non-Ad Valorem Assessments

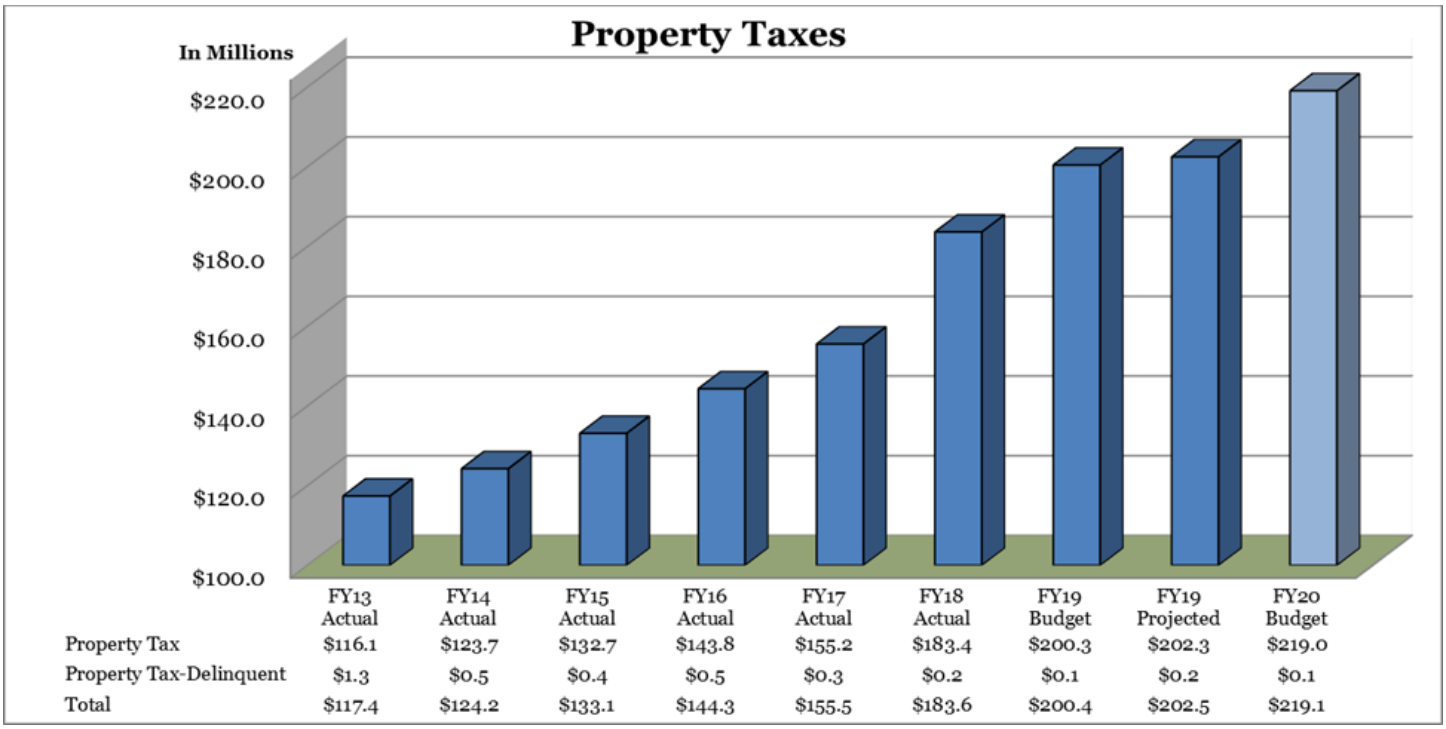
Enterprise Funds

- 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.



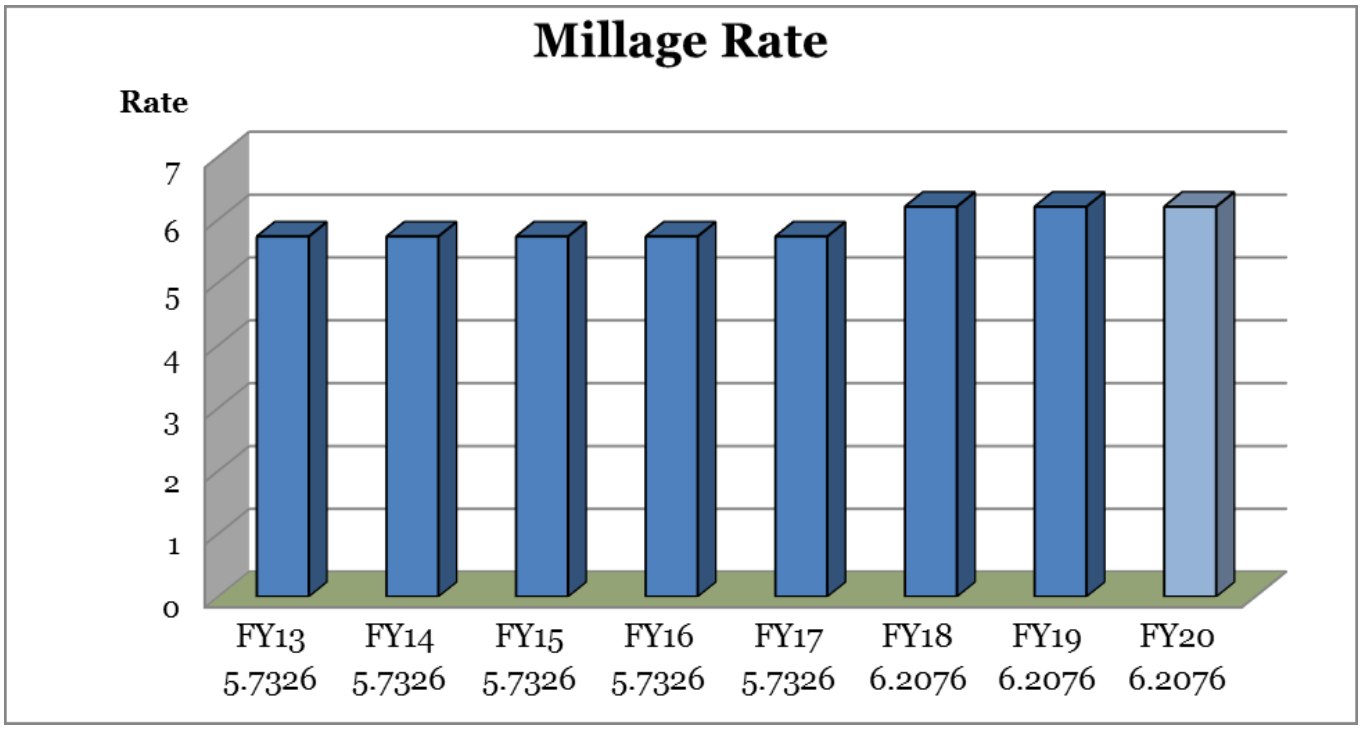
	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Budget	FY19 Projected	FY20 Budget
Property Tax	$116.1	$123.7	$132.7	$143.8	$155.2	$183.4	$200.3	$202.3	$219.0
Property Tax-Delinquent	$1.3	$0.5	$0.4	$0.5	$0.3	$0.2	$0.1	$0.2	$0.1
Total	$117.4	$124.2	$133.1	$144.3	$155.5	$183.6	$200.4	$202.5	$219.1

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.

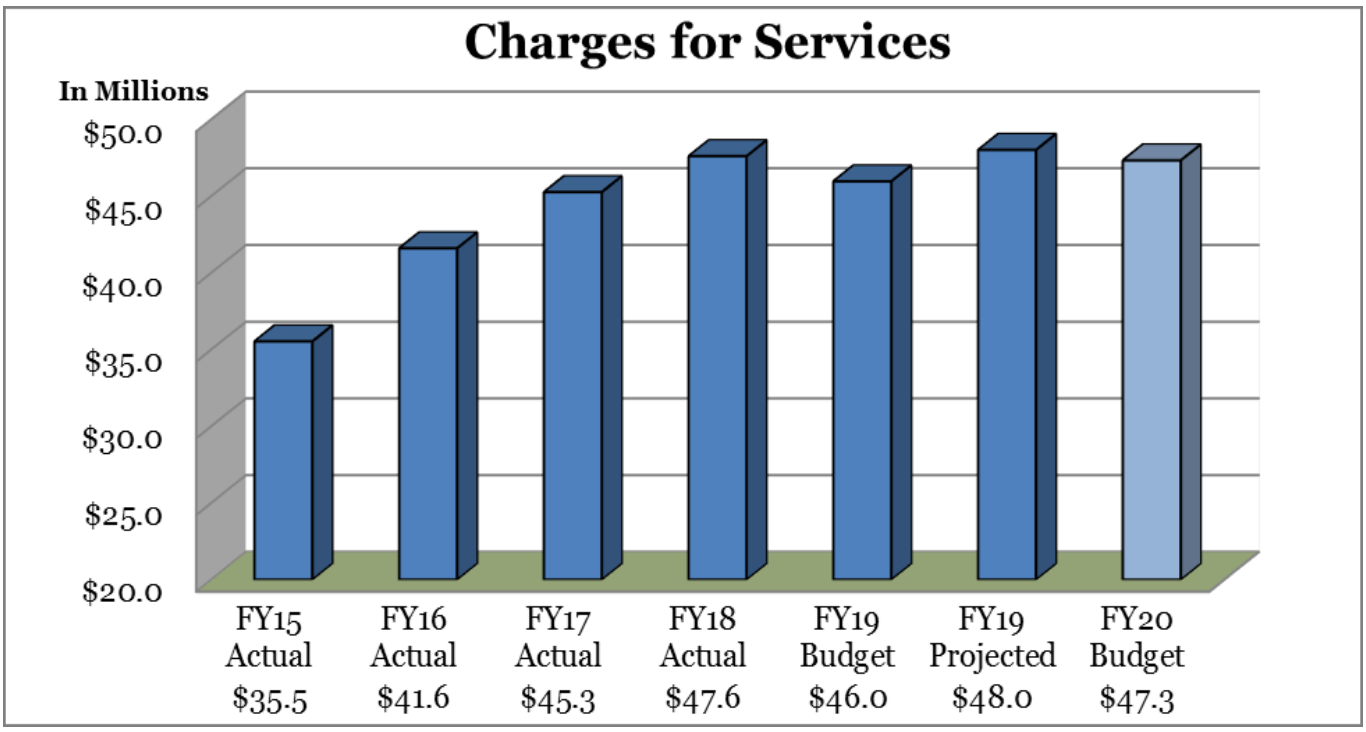
Analysis/Assumptions: Property taxes represent the City's single largest revenue source and are based on the City's millage rate (6.2076) and the taxable value of the City's real property. The Hillsborough County Property Appraiser is responsible for determining and notifying the City of its taxable value by July 1 each year. FY2020 reflects the seventh consecutive year of a projected increase in the City's taxable value since the economic recession began in FY2007. FY2020 property tax revenues are expected to increase $18.7 million compared to the FY2019 budget due to an increase of 9.3% 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 Nonhomesteaded 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.

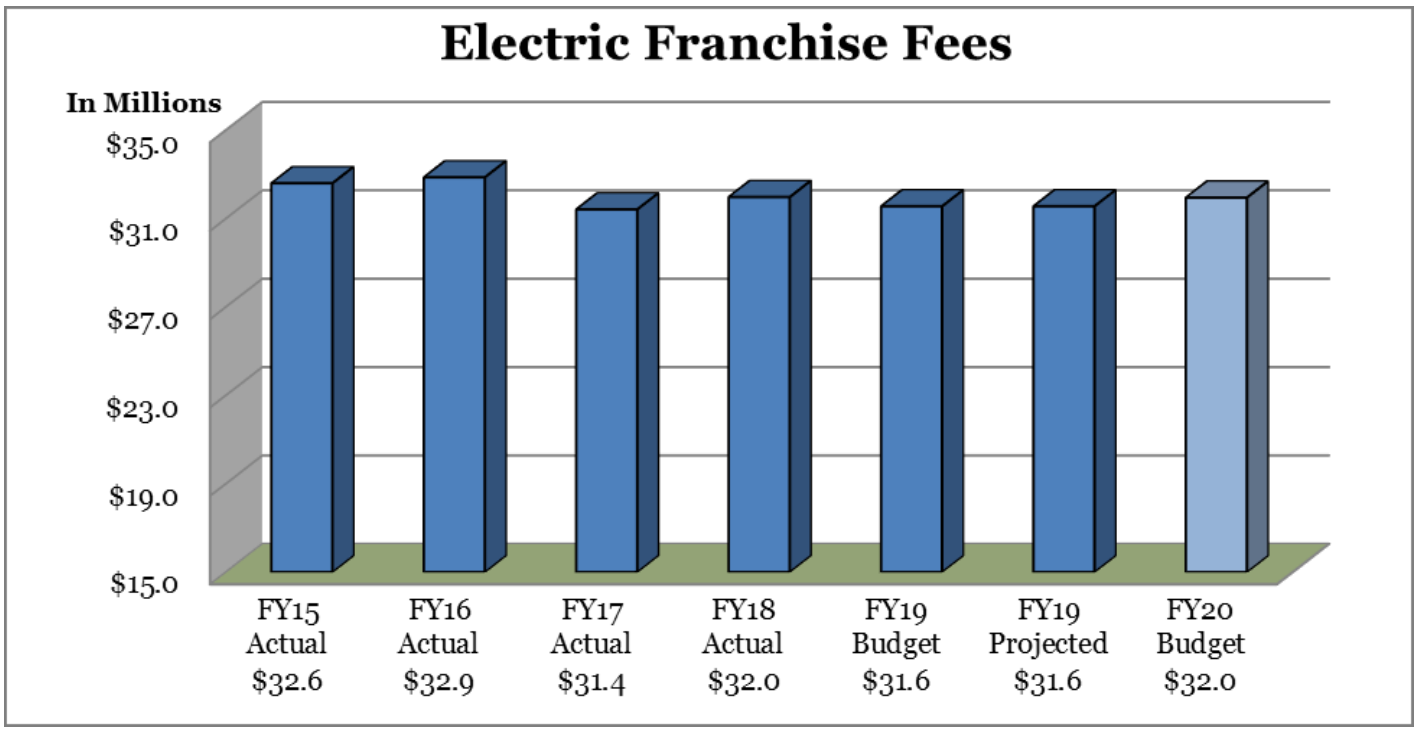


Legal Authorization: Authorized by City of Tampa Code of Ordinances, Chapter 24, Article I, Section 24-8.

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. Since FY2015, actual revenues have increased due to an increase in the number of events scheduled at the convention center and an increase in emergency medical service revenues. In FY2020, revenues are expected to increase slightly over FY2019 budget due to continued event rentals at the Tampa Convention Center and payments received for public safety services.

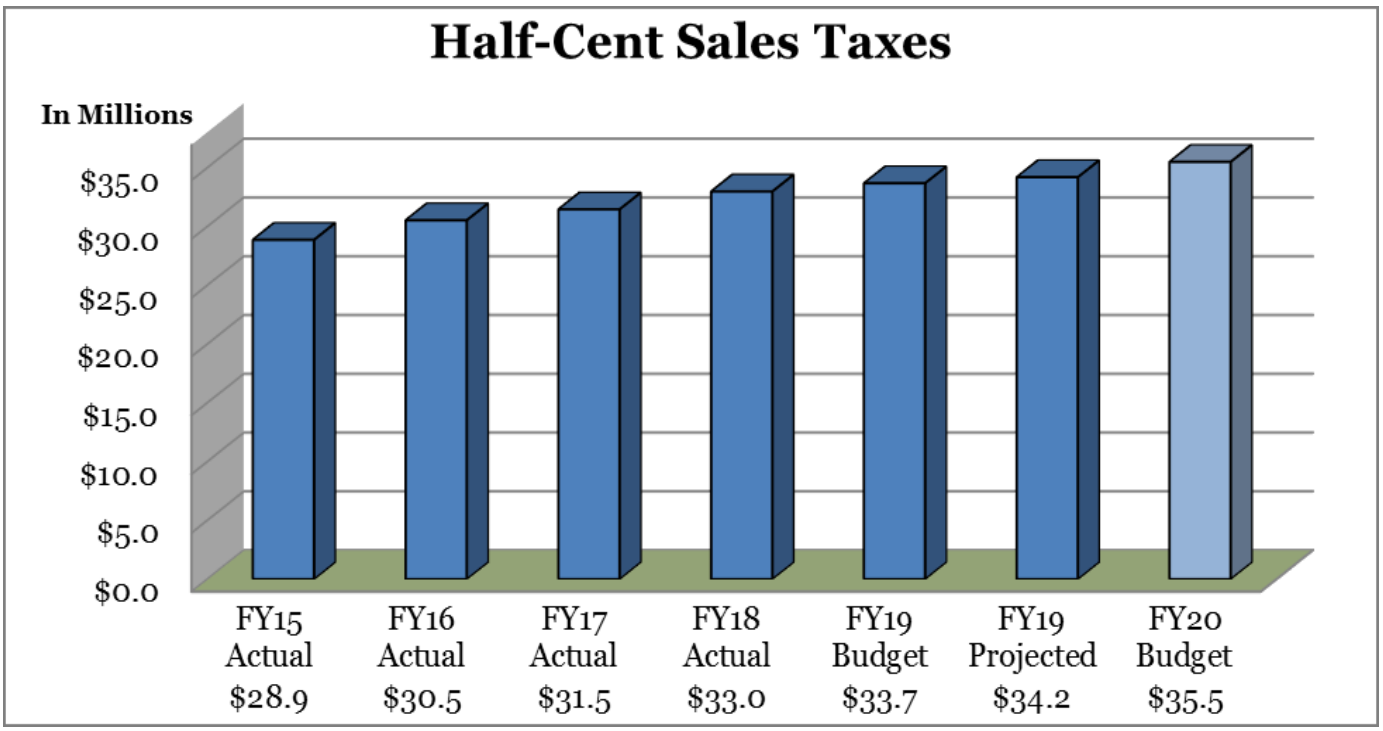


Legal Authorization: Authorized by City of Tampa Code of Ordinances Chapter 22, Article I, Division 1, Section 22-4.

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

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

Analysis/Assumptions: After maintaining a level franchise fee rate for over 25 years, in FY2012 the City increased the electric franchise fee rate from 4.6% to 6.0% of gross revenues from the sale of electric energy to its customers within the City limits. Electric Franchise Fees have remained relatively flat since FY2015.

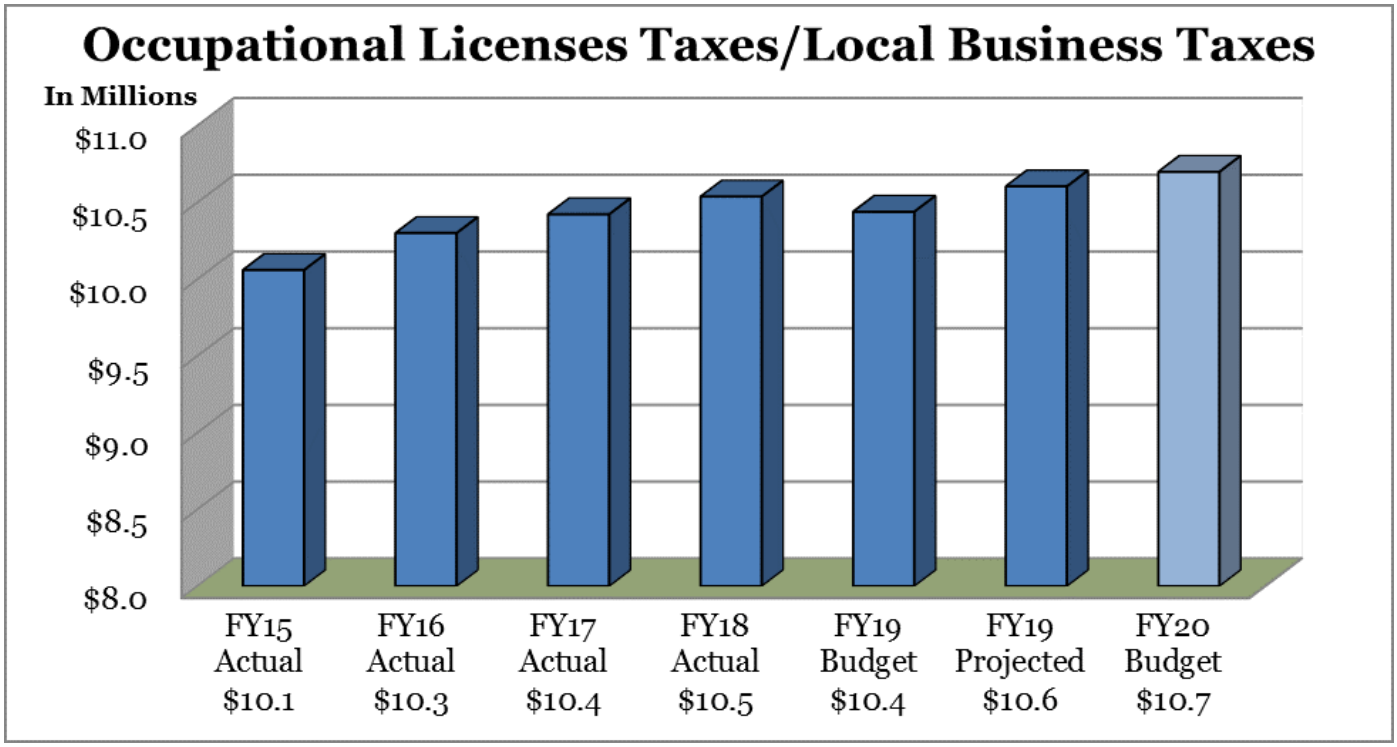


Legal Authorization: Authorized by Sections 202.18(2)(c), 212.20(6), and 218.60-.67, Florida Statutes.

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 FY2015 as the economy continues to recover from the economic downturn. FY2020 revenues are anticipated to increase due to stronger consumer confidence and increased spending.

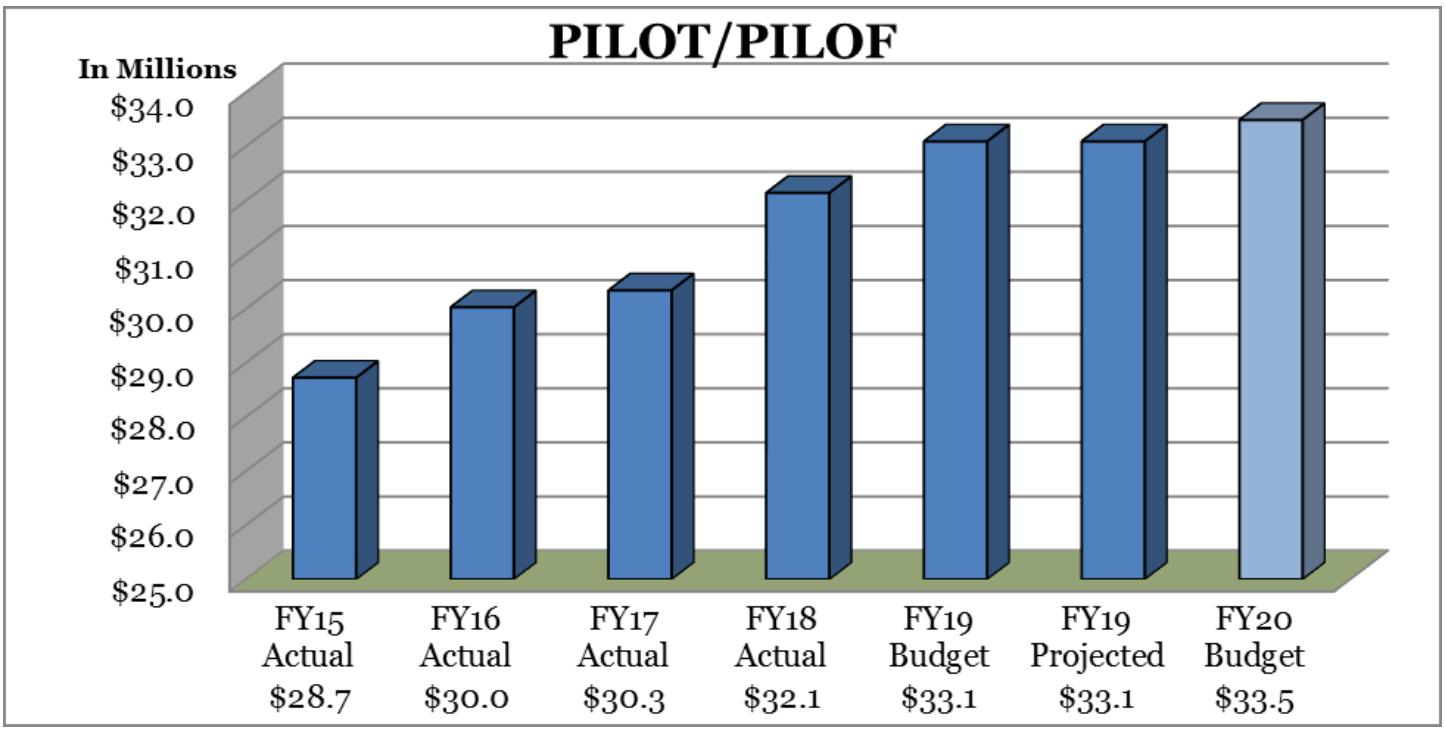


Legal Authorization: Authorized by Sections 205.042 and 205.0535, Florida Statutes.

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

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

Analysis/Assumption: FY2020 revenues are expected to be slightly higher than the FY2019 revenues due to increased business activity.

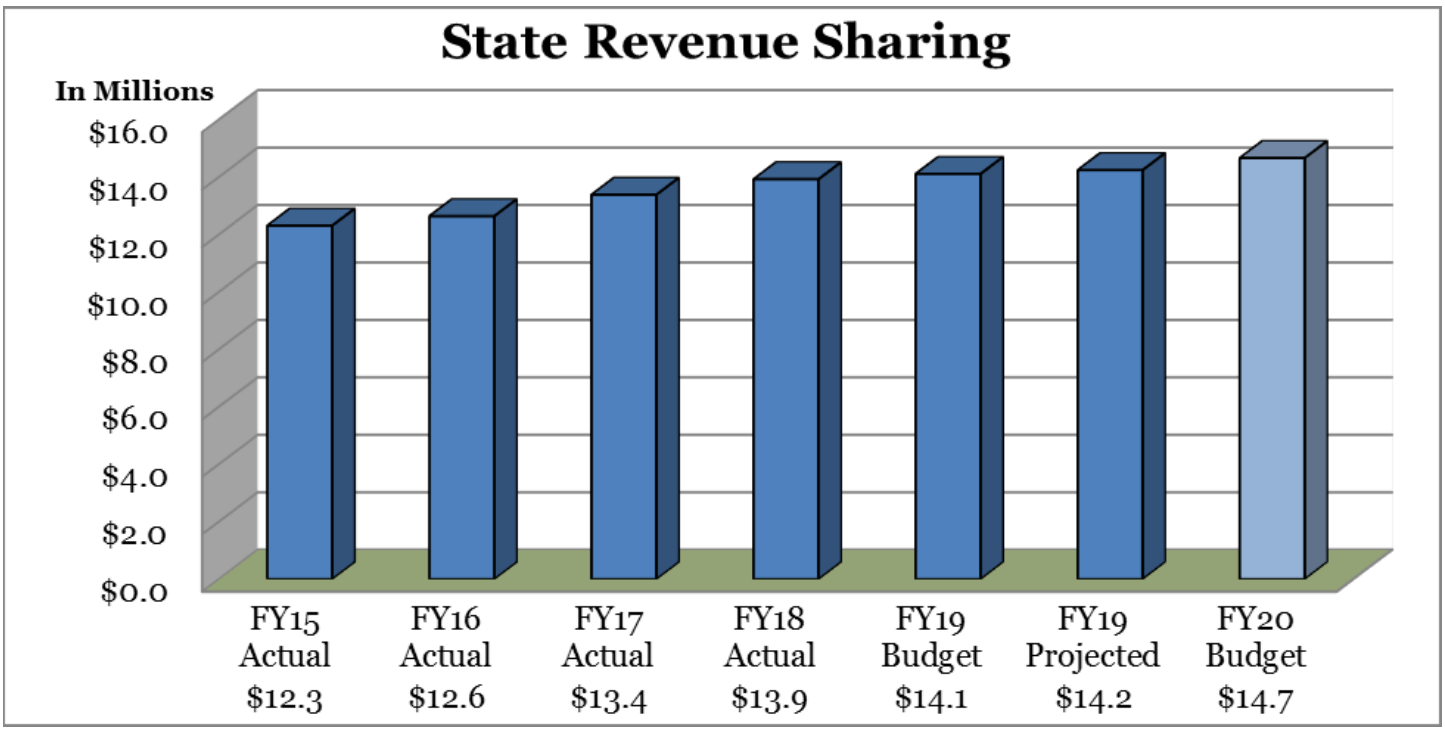


Legal Authorization: Authorized pursuant to City of Tampa policy.

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 increase is primarily due to the increase in Water and Wastewater capital programs. PILOF revenues increase is primarily due to an increase in water sales, sewer disposal charges, and solid waste commercial fees. For FY2020, the City anticipates an accumulative increase of $0.4 million in PILOT/PILOF revenues.

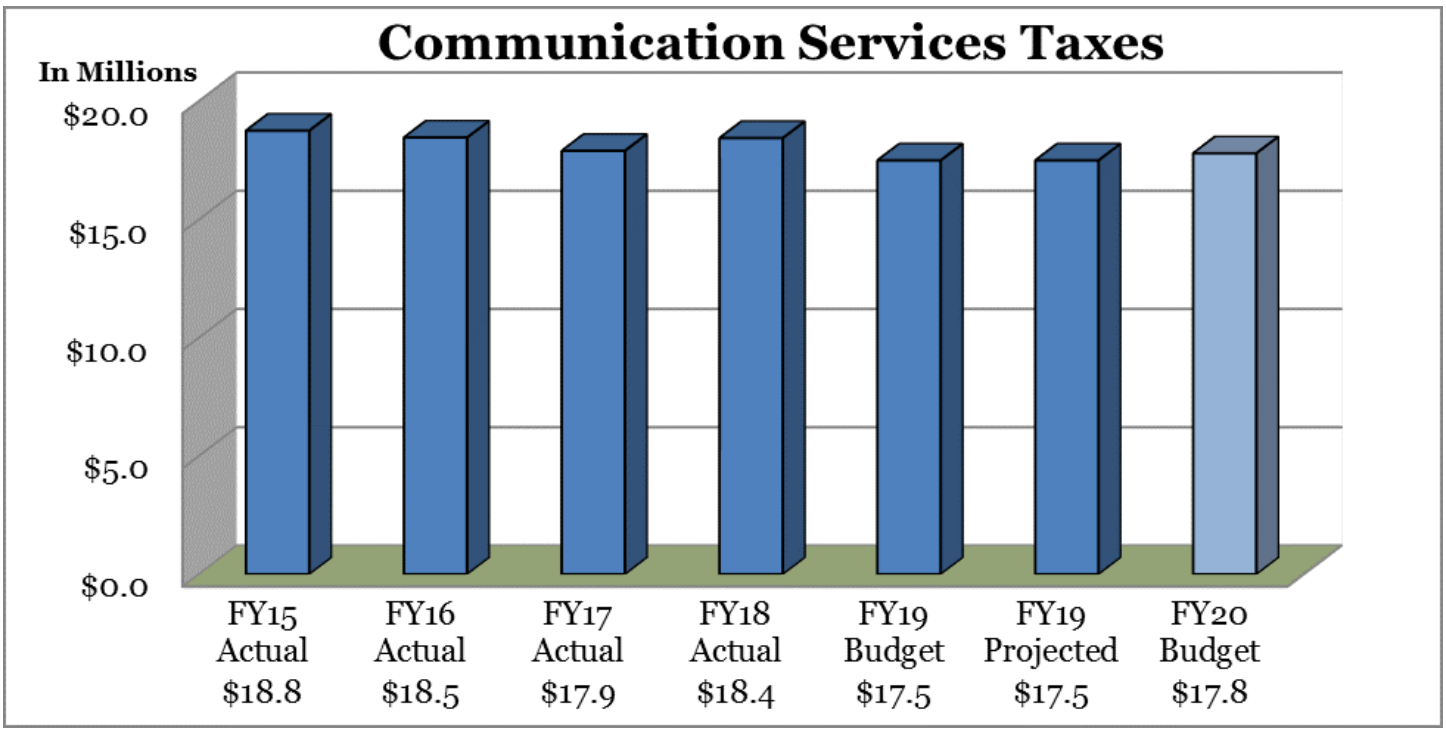


Legal Authorization: Authorized by Sections 206.605(1), 206.997, 212.20(6), and 218.20-.26, Florida Statutes.

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 Information 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 approximately 28% for transportation-related purposes.

Analysis/Assumptions: State Revenue Sharing revenue is projected to increase by 4.3% in FY2020 compared to the FY2019 budget as a result of continued economic growth and increased consumer spending.

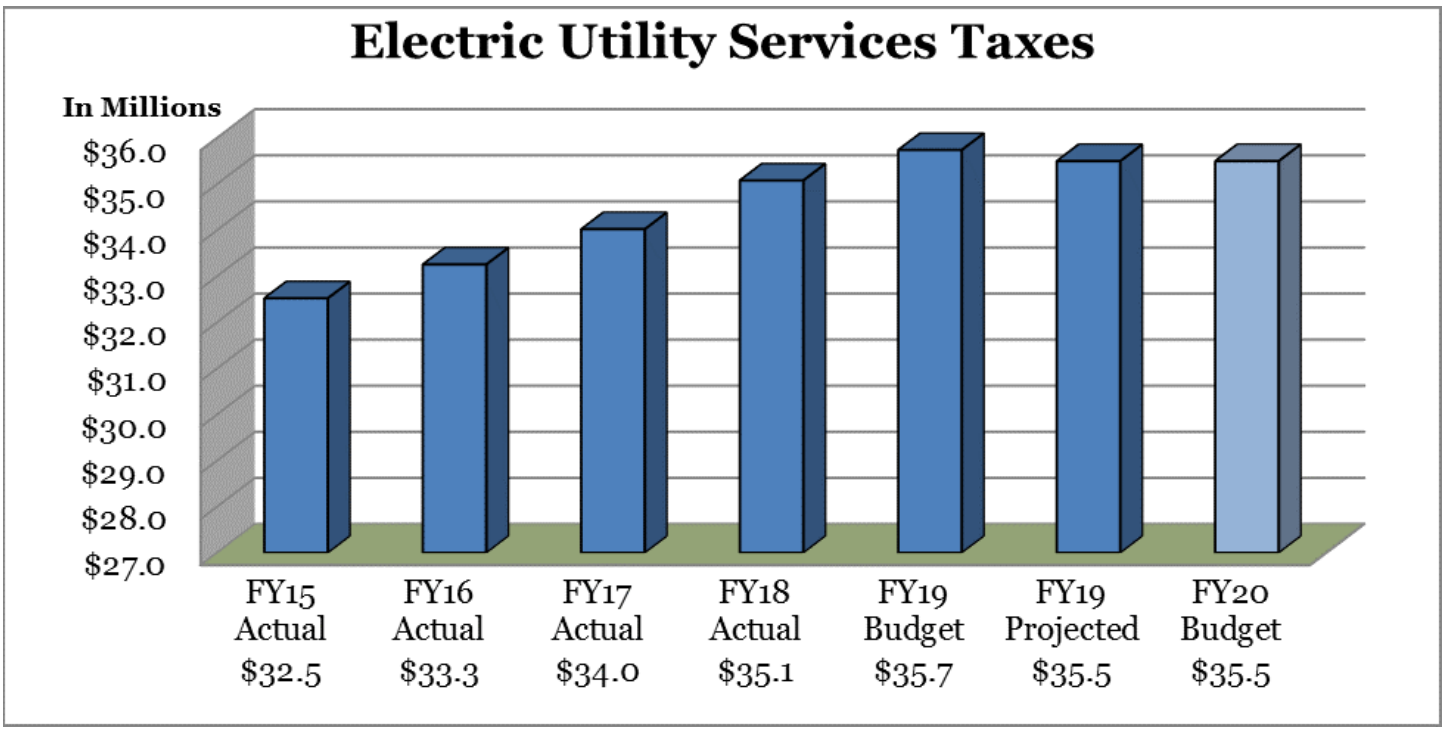


Legal Authorization: Authorized by Chapter 202, Florida Statute and City of Tampa Code of Ordinances, Chapter 24, Article II, Division 2, Section 24-35.

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

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

Analysis/Assumption: The FY2020 revenues are expected to increase slightly compared to FY2019 budget. Since FY2017, the Communications Services Tax revenue has been relatively stable.

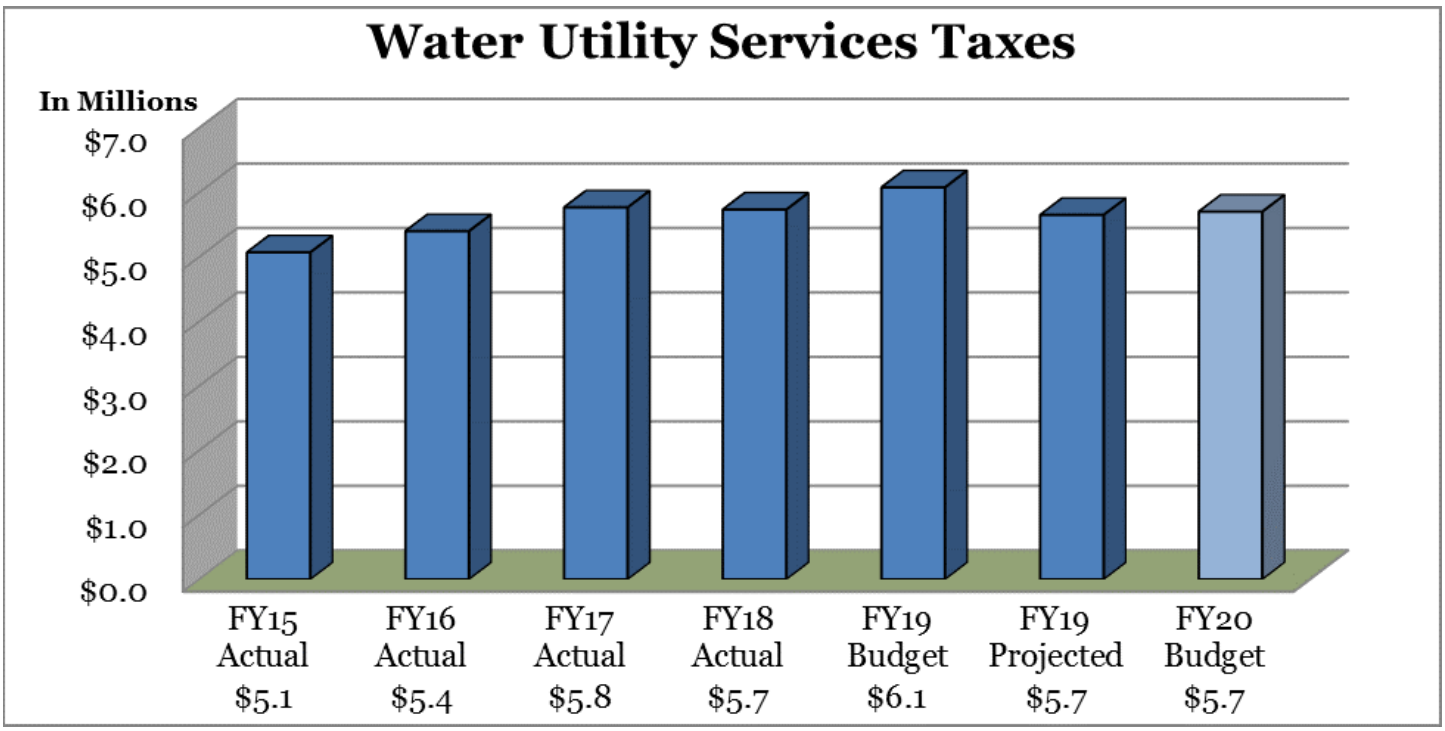


Legal Authorization: Authorized by Section 166.231, Florida Statutes and City of Tampa Code of Ordinances, Chapter 24, Article II, Division 1.

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: Electric Utility Services Taxes have increased since FY2015 from increases in the electric rates and population growth. However, revenue will stabilize in FY2020 primarily due to the Florida Public Service Commission's approval of a rate reduction which offsets growth trends.

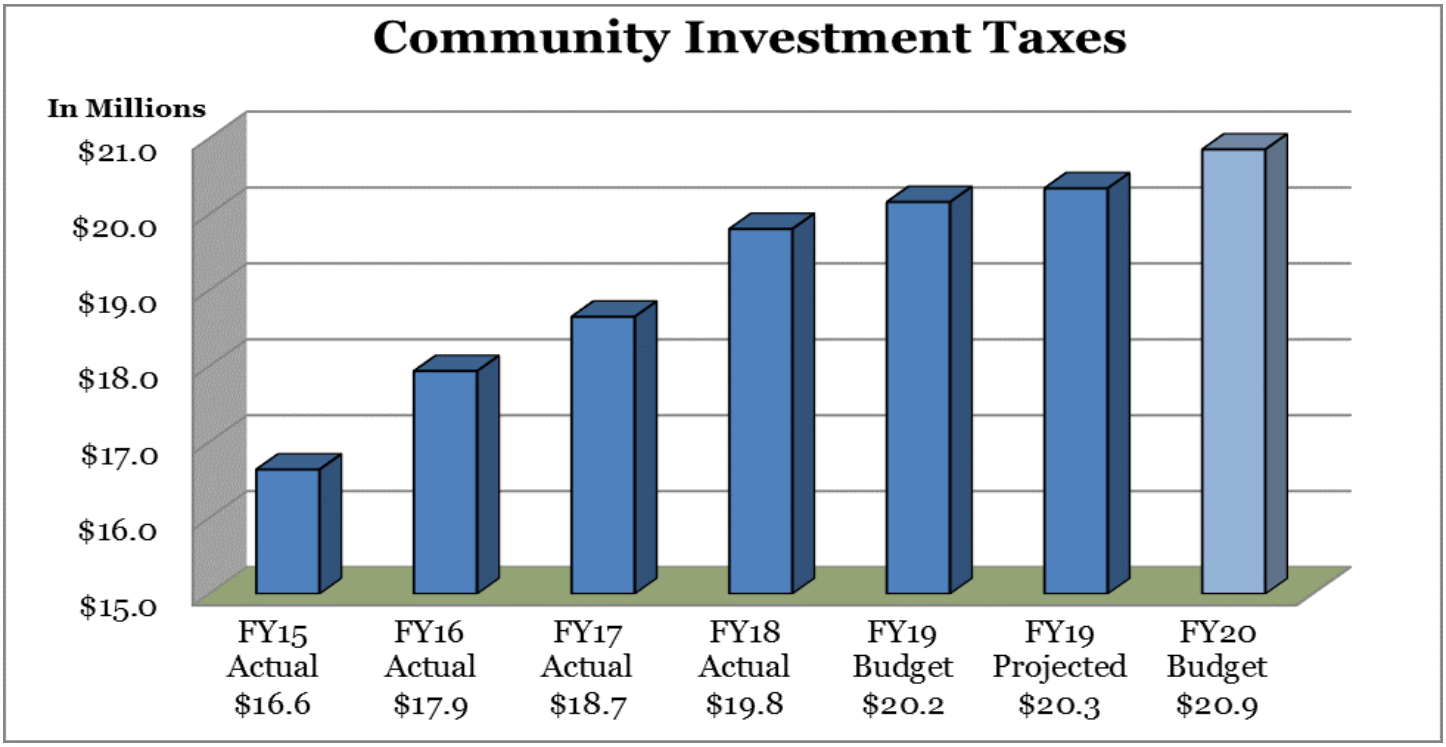


Legal Authorization: Authorized by Section 166.231, Florida Statutes and City of Tampa Code of Ordinances, Chapter 24, Article II, Division 1.

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: For FY2019 Water Utility Services Tax revenue is projected at $5.7 million, remaining consistent with historical trends. FY2020 budget is lower than the FY2019 budget to reflect this trend.

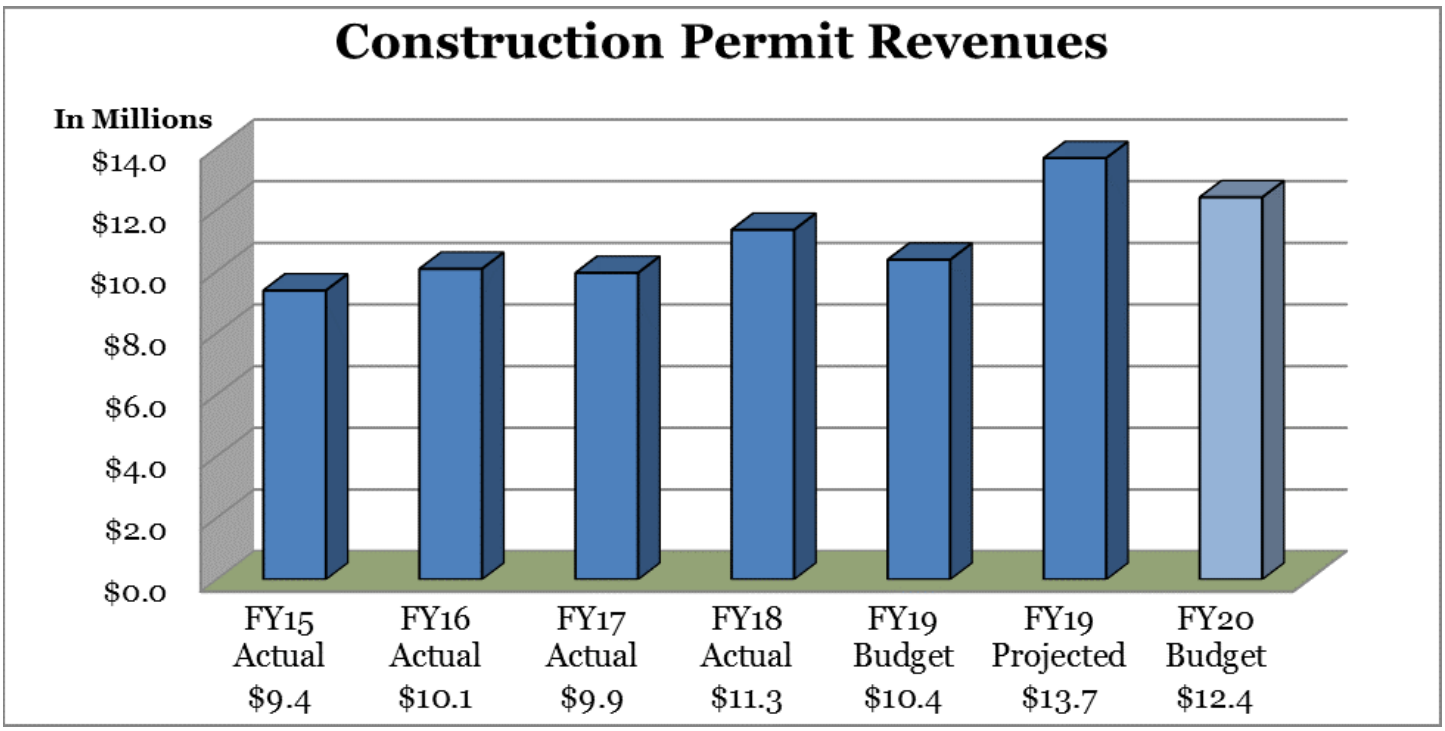


Legal Authorization: Section 212.055(2), Florida Statutes, authorizes the governing body of each county to levy a discretionary sales surtax of 0.5 % or 1 %, to finance, plan and construct infrastructure projects, subject to a referendum of the electorate. On September 3, 1996, the electors of Hillsborough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

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

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

Analysis/Assumption: Community Investment Tax collections have moderately increased as a result of improved economic conditions. FY2020 revenues are anticipated to continue the upward trend.

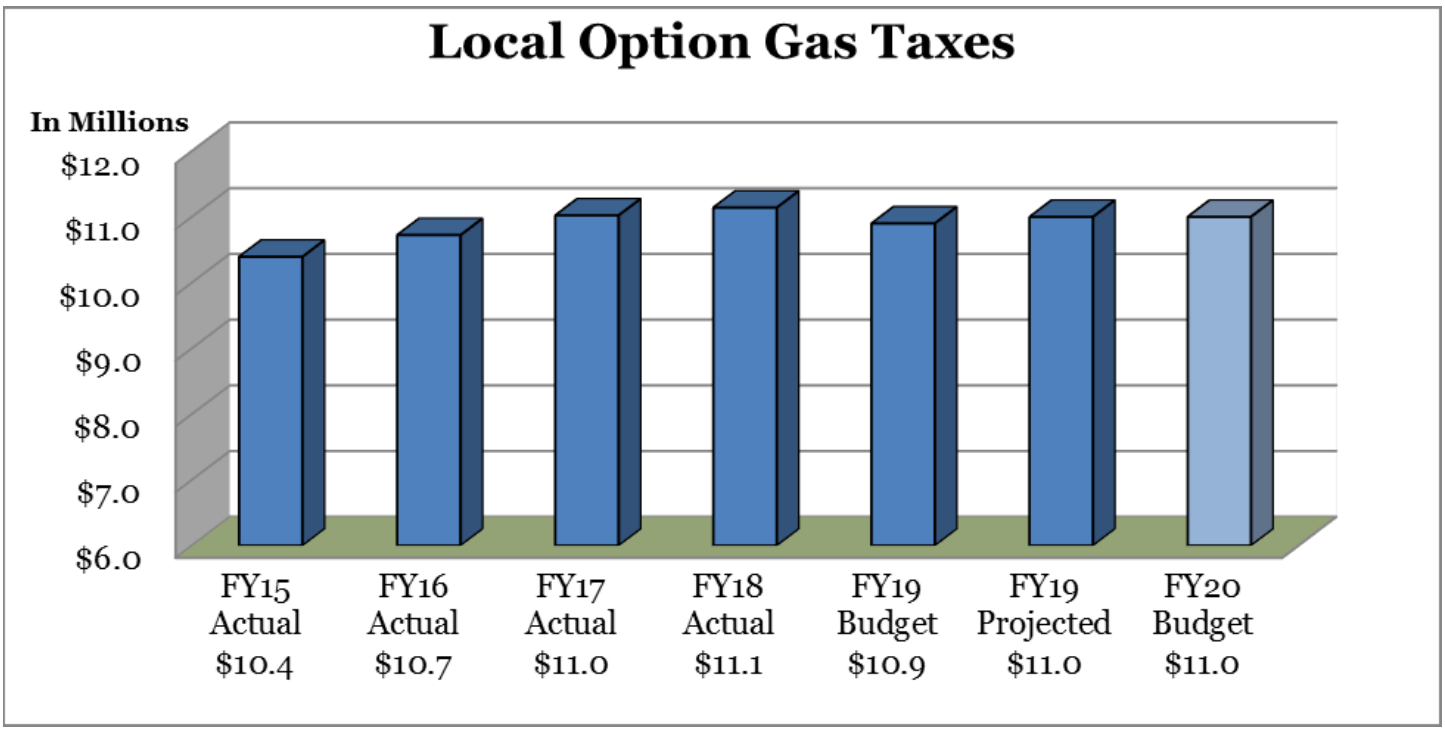


Legal Authorization: Authorized by City of Tampa Code of Ordinances Chapter 5, Sections 5-105, and 5-108, and Chapter 22, Article 1, Division 3, Section 22-56.

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

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

Analysis/Assumptions: Construction permit revenues have increased primarily due to an increase of new construction activity and home renovations. FY2020 construction permit revenues are anticipated to increase from the FY2019 budget as the economy grows and large construction building projects are scheduled.

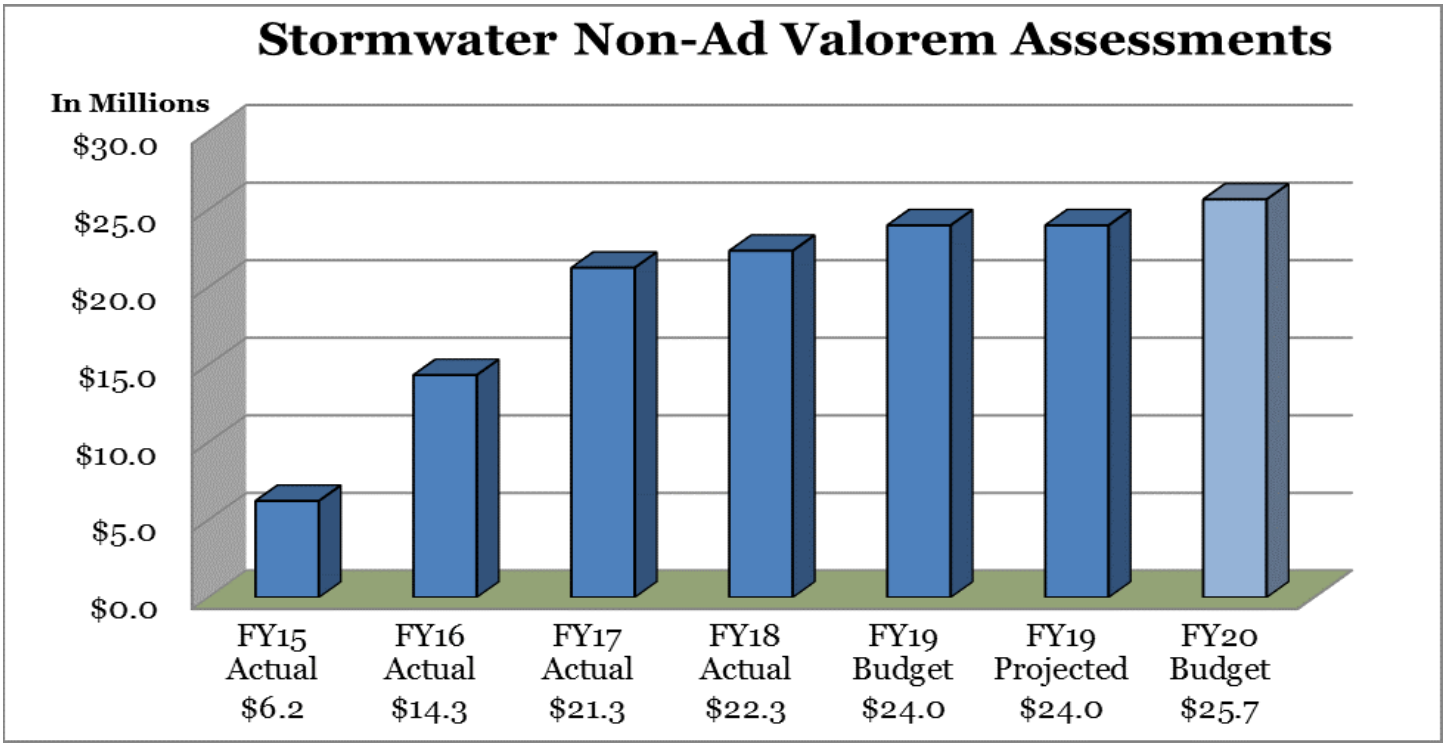


Legal Authorization: Authorized by Sections 206.41(1)(e), 206.87(1)(c), and 336.025, Florida Statutes.

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

Analysis/Assumption: Local Option Gas Tax revenues have remained relatively constant. Revenue collections are tied directly to the amount of fuel consumed and not to the price of fuel. FY2020 revenues are expected to remain flat as future fuel consumption is anticipated to remain constant.



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.

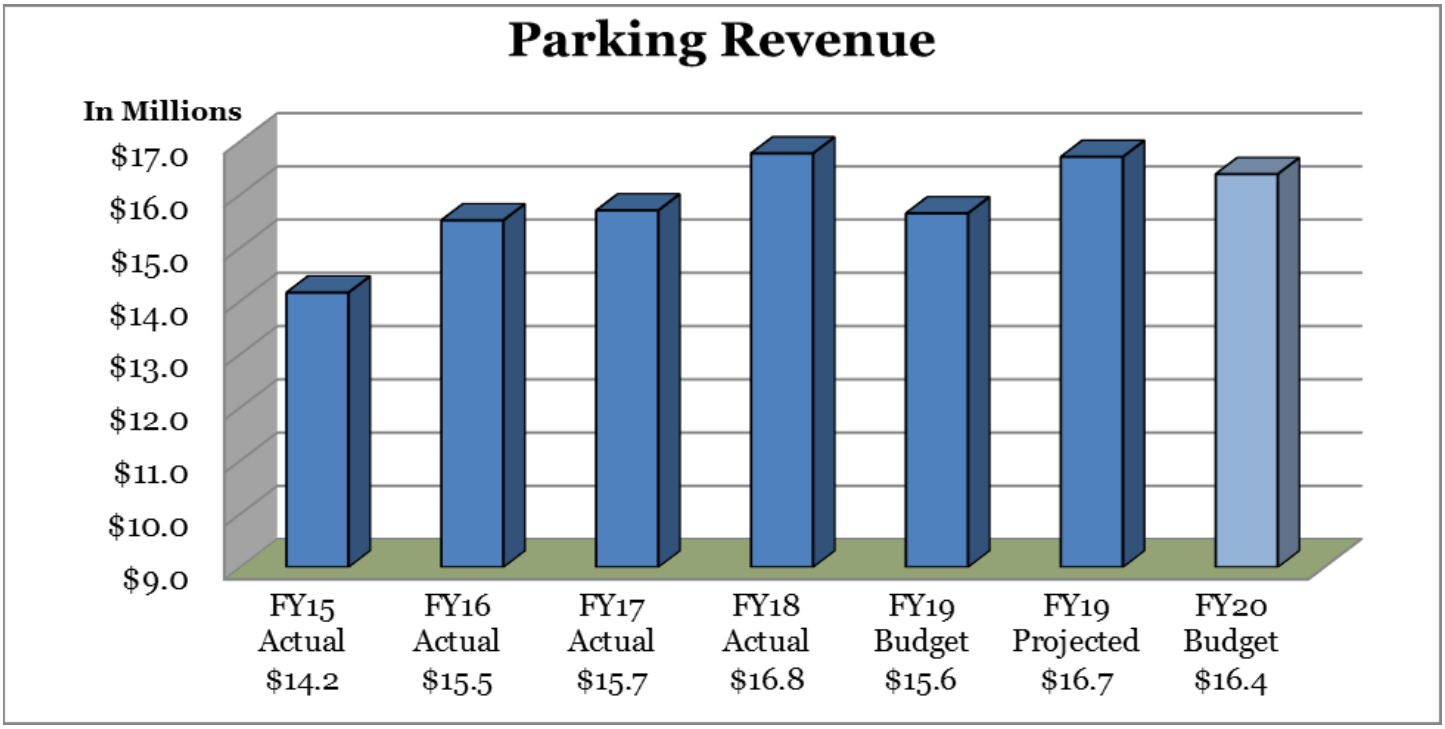
Source: Annual non-ad valorem assessment and fees received from the adopted stormwater roll.

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. FY2020 revenues are projected to increase from FY2019 projected due to the annual improvement assessment increase.

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:

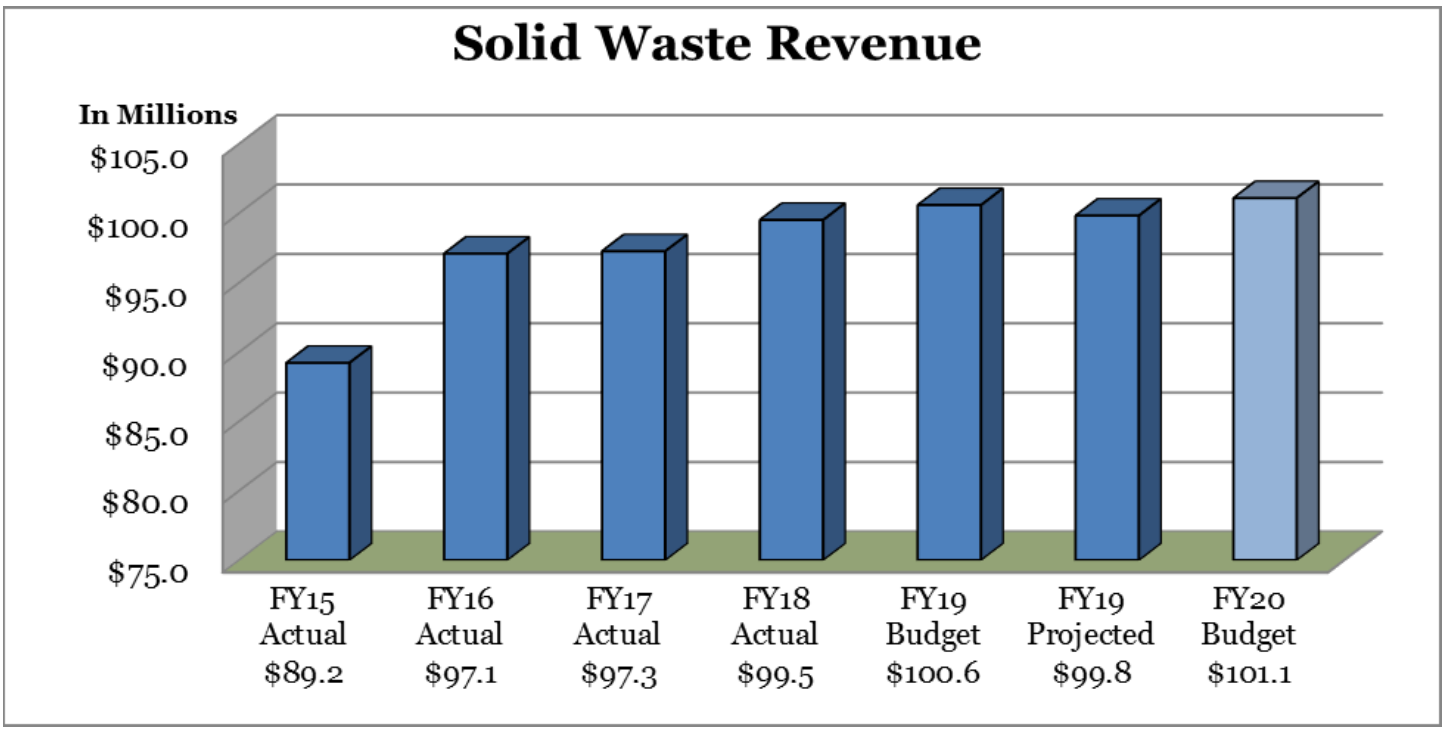


Legal Authorization: Authorized by City of Tampa Code of Ordinances, Chapter 24, Article I, Section 24-8.

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 as a result of an improved economy, however, monthly parking has reached capacity and remains relatively flat. Increased revenues in FY2018 and FY2019 projected are due to an increase in parking volume for arena and special events. Parking arena and special event revenues are budgeted conservatively as these revenues are more volatile due to factors including the number and popularity of events, success of the hockey season, weather, and use of rideshare services.

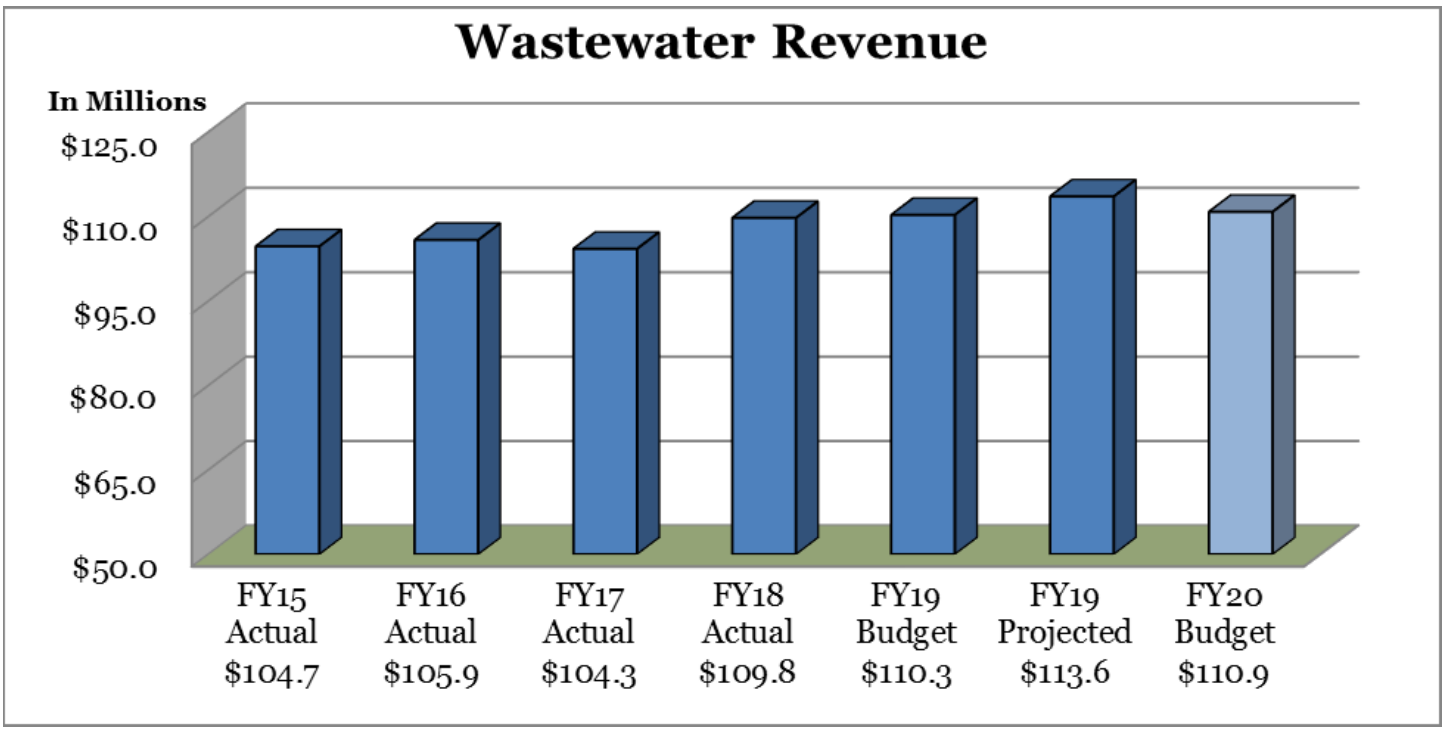


Legal Authorization: Authorized by Section 180.13, Florida Statutes and City of Tampa Code of Ordinances, Chapter 26, Article I, Division 1, Section 26-28.

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

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. FY2020 revenues are projected to increase by 0.5% over the FY2019 budget due to continued customer growth.

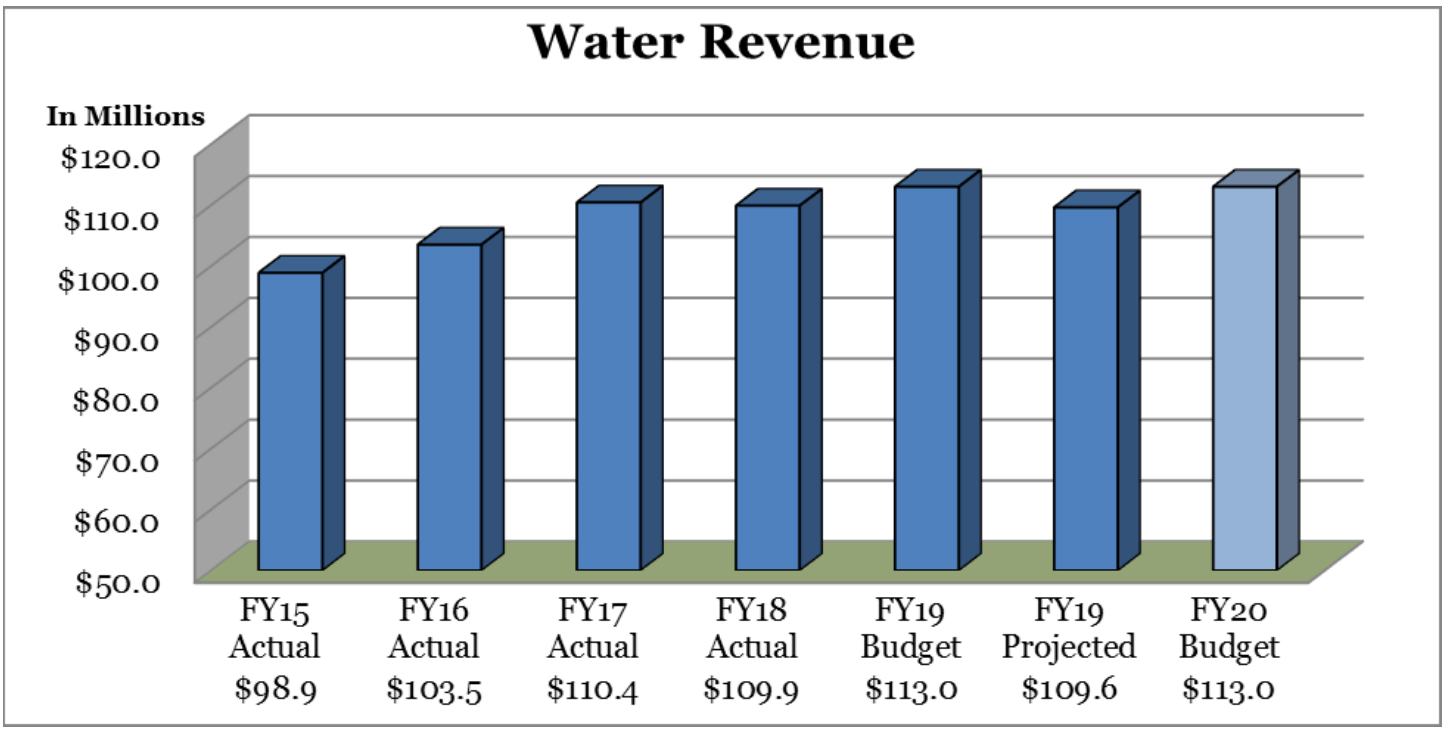


Legal Authorization: Authorized by Section 180.13, Florida Statutes and City of Tampa Code of Ordinances, Chapter 26, Article I, Division 1, Section 26-28.

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

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

Analysis/Assumption: In FY2010, City Council adopted a three-year rate increase program for the Wastewater Department. The final rate increase approved in this plan occurred in FY2012. FY2019 projected includes a one-time revenue of approximately $3.0 million received from Hillsborough County. FY2020 revenues are projected to be 0.5% higher than the FY2019 budget due to continued customer growth.



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

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

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

Analysis/Assumption: In FY2007, City Council adopted a five-year rate increase program for the Water Department that began in FY2008. The final rate increase approved in that plan occurred in FY2012. FY2020 revenues are anticipated to increase compared to FY2019 projected due to continued customer growth.

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

	General (1)			Construction Services (2)		
	FY2018 Actual	FY2019 Projected	FY2020 Recommended	FY2018 Actual	FY2019 Projected	FY2020 Recommended
Revenues:						
Taxes	$ 194,289,132	$ 213,210,000	$ 229,905,485	$ -	$ -	$ -
Licenses and permits	35,596,048	35,571,700	35,868,700	11,343,710	13,672,104	12,400,000
Intergovernmental revenue	86,196,349	88,402,342	90,722,402	-	-	-
Charges for services	47,608,353	48,018,109	47,330,967	139,161	200,000	120,000
Fines and forfeitures	7,552,937	7,271,496	8,279,500	-	-	-
Miscellaneous revenues	2,596,373	3,576,384	5,842,639	147,980	163,476	6,954,968
Other sources (uses)	25,506,380	22,385,224	17,722,720	-	-	-
Total revenues	$ 399,345,572	$ 418,435,255	$ 435,672,413	$ 11,630,851	$ 14,035,580	$ 19,474,968
Expenditures:						
Personnel	$ 320,939,070	$ 333,487,476	$ 339,088,394	$ 6,456,890	$ 6,831,293	$ 7,514,221
Operating	46,107,046	53,150,150	52,836,102	3,532,088	3,947,176	4,689,609
Capital Outlay	1,335,843	2,805,689	1,317,920	11,964	186,521	325,000
Debt service	214,953	486,573	545,826	-	-	-
Grants and aid	21,622,837	25,691,486	28,987,023	-	-	-
Other uses (sources)	86,519	21,250	12,897,148	410,064	470,413	6,946,138
Total expenditures	$ 390,306,269	$ 415,642,624	$ 435,672,413	$ 10,411,005	$ 11,435,403	$ 19,474,968
Budgeted use of fund balance	-	-	-			6,891,879
Budgeted reserves	-	-	-			6,143,025
Balance sheet adjustment	(4,784,675)	-	-	-	-	-
Prior year appropriation	-	-	-	83,908	-	-
Change in fund balance	$ 4,254,628	$ 2,792,631	$ -	$ 1,303,753	$ 2,600,177	$ (748,854)
Beginning fund balance	$ 42,430,040	$ 46,684,668	$ 49,477,299	$ 5,422,352	$ 6,726,105	$ 9,326,282
Ending fund balance	$ 46,684,668	$ 49,477,299	$ 49,477,299	$ 6,726,105	$ 9,326,282	$ 8,577,428

	Utilities Services Tax			Utilities Services Tax Projects (3)		
	FY2018 Actual	FY2019 Projected	FY2020 Recommended	FY2018 Actual	FY2019 Projected	FY2020 Recommended
Revenues:						
Taxes	$ 60,710,128	$ 60,050,000	$ 60,400,000	$ -	$ -	$ -
Licenses and permits	-	-	-	-	-	-
Intergovernmental revenue	416,061	414,950	416,061	-	700,000	-
Charges for services	-	-	-	107,063	114,000	50,000
Fines and forfeitures	-	-	-	-	-	-
Miscellaneous revenues	385,681	880,000	765,000	299,174	186,400	1,272,739
Other sources (uses)	810,000	810,000	847,802	3,588,695	2,365,503	7,056,344
Total revenues	$ 62,321,871	$ 62,154,950	$ 62,428,863	$ 3,994,932	$ 3,365,903	$ 8,379,083
Expenditures:						
Personnel	$ -	$ -	$ -	$ -	$ 290	$ -
Operating	84,816	115,000	115,000	-	555	-
Capital Outlay	-	-	-	2,684,037	8,751,479	6,907,344
Debt service	4,090	5,000	5,000	-	-	-
Grants and aid	-	-	-	-	3,690	-
Other uses (sources)	59,948,141	61,075,270	62,308,863	90,000	306,750	1,471,739
Total expenditures	$ 60,037,047	$ 61,195,270	$ 62,428,863	$ 2,774,037	$ 9,062,763	$ 8,379,083
Budgeted use of fund balance	-	-	-	-	-	1,242,739
Budgeted reserves	-	-	5,725,638	-	-	1,242,739
Prior year appropriation	-	-	-	-	3,342,114	-
Change in fund balance	$ 2,284,824	$ 959,680	$ 5,725,638	$ 1,220,895	$ (2,354,746)	$ -
Beginning fund balance	$ 47,417,960	$ 49,702,784	$ 50,662,464	$ 2,376,590	$ 3,597,485	$ 1,242,739
Ending fund balance	$ 49,702,784	$ 50,662,464	$ 56,388,102	$ 3,597,485	$ 1,242,739	$ 1,242,739

Totals may vary due to rounding

Notes can be found following this schedule

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

	Local Option Gas Tax (4)			Local Option Gas Tax Project		
	FY2018 Actual	FY2019 Projected	FY2020 Recommended	FY2018 Actual	FY2019 Projected	FY2020 Recommended
Revenues:						
Taxes	$ 11,140,824	$ 11,000,000	$ 11,000,000	$ -	$ -	$ -
Licenses and permits	357,878	381,000	381,000	-	-	-
Intergovernmental revenue	9,547,743	9,565,776	9,641,550	-	-	-
Charges for services	567,335	422,096	312,000	-	-	-
Fines and forfeitures	-	-	-	-	-	-
Miscellaneous revenues	142,370	119,628	31,850	110,937	130,000	100,000
Other sources (uses)	12,122,064	4,621,084	5,457,822	8,520,000	9,995,982	10,625,677
Total revenues	$ 33,878,213	$ 26,109,584	$ 26,824,222	$ 8,630,937	$ 10,125,982	$ 10,725,677
Expenditures:						
Personnel	$ 11,971,526	$ 12,533,652	$ 12,915,081	$ 71,186	$ -	$ -
Operating	11,267,873	11,819,327	12,052,183	805,362	747,988	683,846
Capital Outlay	293,869	1,180,261	187,500	4,709,770	16,450,183	8,016,154
Debt service	-	-	-	-	-	-
Grants and aid	-	-	-	-	-	-
Other uses (sources)	9,137,385	747,607	1,669,458	-	-	2,025,677
Total expenditures	$ 32,670,653	$ 26,280,847	$ 26,824,222	$ 5,586,318	$ 17,198,171	$ 10,725,677
Budgeted use of fund balance	-	-	-	-	-	-
Budgeted reserves	-	-	547,221	-	-	-
Balance sheet adjustment	(152,259)	-	-	-	-	-
Prior year appropriation	-	-	-	(3,044,619)	7,072,189	-
Change in fund balance	$ 1,055,301	$ (171,263)	$ 547,221	$ -	$ -	$ -
Beginning fund balance	$ 587,807	$ 1,643,108	$ 1,471,845	$ 303,541	$ 303,541	$ 303,541
Ending fund balance	$ 1,643,108	$ 1,471,845	$ 2,019,066	$ 303,541	$ 303,541	$ 303,541

	Local Option Sales Tax - All for Transportation (5)			FEMA Storm Event		
	FY2018 Actual	FY2019 Projected	FY2020 Recommended	FY2018 Actual	FY2019 Projected	FY2020 Recommended
Revenues:						
Taxes	$ -	$ 7,472,282	$ -	$ -	$ -	$ -
Licenses and permits	-	-	-	-	-	-
Intergovernmental revenue	-	-	-	8,029,432	-	-
Charges for services	-	-	-	-	-	-
Fines and forfeitures	-	-	-	-	-	-
Miscellaneous revenues	-	9,945	7,472,281	(25,881)		7,600,000
Other sources (uses)	-	-	-	-	-	-
Total revenues	$ -	$ 7,482,227	$ 7,472,281	$ 8,003,551	$ -	$ 7,600,000
Expenditures:						
Personnel	$ -	$ -	$ -	$ 1,314,981	$ -	$ -
Operating	-	-	-	6,215,791	-	-
Capital Outlay	-	-	-	455,303	-	-
Debt service	-	-	-	-	-	-
Grants and aid	-	-	-	17,476	-	-
Other uses (sources)	-	-	7,472,281	-	-	7,600,000
Total expenditures	$ -	$ -	$ 7,472,281	$ 8,003,551	$ -	$ 7,600,000
Budgeted use of fund balance	-	-	7,472,281	-	-	-
Budgeted reserves	-	-	7,221,513	-	-	-
Prior year appropriation	-	-	-	-	-	-
Change in fund balance	$ -	$ 7,482,227	$ (250,768)	$ -	$ -	$ -
Beginning fund balance	$ -	$ -	$ 7,482,227	$ -	$ -	$ -
Ending fund balance	$ -	$ 7,482,227	$ 7,231,459	$ -	$ -	$ -

Totals may vary due to rounding

Notes can be found following this schedule

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

	Stormwater Services (6)			Stormwater Projects (7)		
	FY2018 Actual	FY2019 Projected	FY2020 Recommended	FY2018 Actual	FY2019 Projected	FY2020 Recommended
Revenues:						
Taxes	$ -	$ -	$ -	$ -	$ -	$ -
Licenses and permits	14,208,440	14,001,000	14,001,000	8,138,350	9,989,329	11,657,587
Intergovernmental revenue	-	-	-	-	-	-
Charges for services	-	-	75,000	-	-	-
Fines and forfeitures	-	-	-	-	-	-
Miscellaneous revenues	347,399	289,584	2,001,816	61,858	414,300	7,049,639
Other sources (uses)	2,000,000	2,000,000	2,000,000	-	-	-
Total revenues	$ 16,555,839	$ 16,290,584	$ 18,077,816	$ 8,200,208	$ 10,403,629	$ 18,707,226
Expenditures:						
Personnel	$ 7,062,549	$ 7,290,893	$ 9,008,051	$ -	$ -	$ -
Operating	6,272,043	6,419,762	8,211,232	126,491	1,282,072	144,370
Capital Outlay	617,802	2,720,437	140,500	94,823	6,218,417	12,765,000
Debt service	295,282	350,000	355,000	-	200,000	-
Grants and aid	-	-	-	-	-	-
Other uses (sources)	200,000	-	363,033	3,695,247	6,431,286	5,797,856
Total expenditures	$ 14,447,676	$ 16,781,092	$ 18,077,816	$ 3,916,561	$ 14,131,775	$ 18,707,226
Budgeted use of fund balance	-	-	1,976,816	-	-	7,049,639
Budgeted reserves	-	-		-	-	
Prior year appropriation	764,550	-	-		12,029,664	-
Change in fund balance	$ 2,872,714	$ (490,508)	$ (1,976,816)	$ 4,283,648	$ 8,301,518	$ (7,049,639)
Beginning fund balance	$ 3,487,008	$ 6,359,722	$ 5,869,214	$ 7,152,996	$ 11,436,644	$ 19,738,162
Ending fund balance	$ 6,359,722	$ 5,869,214	$ 3,892,398	$ 11,436,644	$ 19,738,162	$ 12,688,523

	Stormwater Debt Funded Projects			Non-Major Funds (8)		
	FY2018 Actual	FY2019 Projected	FY2020 Recommended	FY2018 Actual	FY2019 Projected	FY2020 Recommended
Revenues:						
Taxes	$ -	$ -	$ -	$ (169,925)	$ -	$ -
Licenses and permits	-	-	-	3,264,650	3,746,271	3,749,112
Intergovernmental revenue	-	-	-	14,765,728	12,070,417	3,706,686
Charges for services	-	-	-	-	-	406,500
Fines and forfeitures	-	-	-	1,083,330	688,416	75,000
Miscellaneous revenues	103,842	1,860,390	1,207,598	2,291,459	970,802	10,639,839
Other sources (uses)	99,033,443	-	-	628,348	349,620	1,300,877
Total revenues	$ 99,137,286	$ 1,860,390	$ 1,207,598	$ 21,863,591	$ 17,825,526	$ 19,878,014
Expenditures:						
Personnel	$ 146,692	$ 309,602	$ -	$ 2,898,796	$ 4,495,669	$ 1,730,600
Operating	62,463	-	39,020	6,481,593	7,453,994	7,554,820
Capital Outlay	8,697,843	62,095,283	-	12,819,351	40,901,836	4,508,877
Debt service	692,017	-	-	9,359	9,359	9,359
Grants and aid	-	-	-	29,068	337,500	187,500
Other uses (sources)	26,220,000	-	1,168,578	702,137	450,000	5,886,858
Total expenditures	$ 35,819,015	$ 62,404,885	$ 1,207,598	$ 22,940,304	$ 53,648,358	$ 19,878,014
Budgeted use of fund balance	-	-	1,168,578	-	-	8,644,716
Budgeted reserves	63,318,271	-	1,168,578	-	-	5,436,814
Prior year appropriation	-	61,713,073	-	(827,387)	35,514,703	-
Change in fund balance	$ -	$ 1,168,578	$ -	$ (1,904,100)	$ (308,129)	$ (3,207,902)
Beginning fund balance	$ -	$ -	$ 1,168,578	$ 14,373,752	$ 12,469,652	$ 12,161,523
Ending fund balance	$ -	$ 1,168,578	$ 1,168,578	$ 12,469,652	$ 12,161,523	$ 8,953,621

Totals may vary due to rounding

Notes can be found following this schedule

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

	Community Investment Taxes (9)			Deepwater Horizon Oil Spill (10)		
	FY2018 Actual	FY2019 Projected	FY2020 Recommended	FY2018 Actual	FY2019 Projected	FY2020 Recommended
Revenues:						
Taxes	$ 19,807,317	$ 20,343,739	$ 20,855,246	$ -	$ -	$ -
Licenses and permits	-	-	-	-	-	-
Intergovernmental revenue	-	-	-	-	-	-
Charges for services	-	-	-	-	-	-
Fines and forfeitures	-	-	-	-	-	-
Miscellaneous revenues	164,960	276,000	1,793,978	106,790	50,000	242,825
Other sources (uses)	-	-	-		-	-
Total revenues	$ 19,972,277	$ 20,619,739	$ 22,649,224	$ 106,790	$ 50,000	$ 242,825
Expenditures:						
Personnel	$ -	$ -	$ -	$ -	$ -	$ -
Operating	66,321	612,863	270,933	1,404	10,000	37,796
Capital Outlay	22,580,666	24,448,039	2,595,000	7,964,951	3,999,918	205,000
Debt service	-	-	-	-	-	-
Grants and aid	-	-	-	-	-	-
Other uses (sources)	16,370,547	15,931,600	19,783,291	-	-	29
Total expenditures	$ 39,017,534	$ 40,992,502	$ 22,649,224	$ 7,966,355	$ 4,009,918	$ 242,825
Budgeted use of fund balance	-	-	1,660,646	-	-	192,625
Budgeted reserves	-	-	2,402,341	-	-	29
Prior year appropriation	18,420,817	20,686,761	-	2,650,793	4,042,063	-
Change in fund balance	$ (624,440)	$ 313,998	$ 741,695	$ (5,208,772)	$ 82,145	$ (192,596)
Beginning fund balance	$ 1,971,088	$ 1,346,648	$ 1,660,646	$ 5,319,542	$ 110,770	$ 192,915
Ending fund balance	$ 1,346,648	$ 1,660,646	$ 2,402,341	$ 110,770	$ 192,915	$ 319

	Transportation Impact/Multi-Modal (11)			Transportation Impact/Multi-Modal Projects (12)		
	FY2018 Actual	FY2019 Projected	FY2020 Recommended	FY2018 Actual	FY2019 Projected	FY2020 Recommended
Revenues:						
Taxes	$ -	$ -	$ -	$ -	$ -	$ -
Licenses and permits	2,941,992	2,015,000	1,304,500	-	-	-
Intergovernmental revenue	-	-	-	-	-	-
Charges for services	-	-	-	-	-	-
Fines and forfeitures	-	-	-	-	-	-
Miscellaneous revenues	79,626	97,704	4,892,000	351,838	267,523	1,683,000
Other sources (uses)	-	-	-	1,697,588	2,872,106	1,340,000
Total revenues	$ 3,021,618	$ 2,112,704	$ 6,196,500	$ 2,049,426	$ 3,139,629	$ 3,023,000
Expenditures:						
Personnel	$ -	$ -	$ -	$ -	$ -	$ -
Operating	23,000	479,390	274,200	87,400	120,698	150,878
Capital Outlay	-	-	-	1,442,923	15,985,292	1,547,884
Debt service	-	-	-	-	-	-
Grants and aid	-	180,000	-	21,412	100,611	-
Other uses (sources)	1,697,588	2,872,106	5,922,300	-	-	1,324,238
Total expenditures	$ 1,720,588	$ 3,531,496	$ 6,196,500	$ 1,551,734	$ 16,206,601	$ 3,023,000
Budgeted use of fund balance	-	-	4,823,000	-	-	1,467,000
Budgeted reserves	-	-	4,582,300	-	-	1,324,238
Balance sheet adjustment	3,038	222,800	-	-	-	-
Prior year appropriation	-	-	-		12,364,191	-
Change in fund balance	$ 1,304,068	$ (1,195,992)	$ (240,700)	$ 497,692	$ (702,781)	$ (142,762)
Beginning fund balance	$ 4,714,924	$ 6,018,992	$ 4,823,000	$ 1,672,089	$ 2,169,781	$ 1,467,000
Ending fund balance	$ 6,018,992	$ 4,823,000	$ 4,582,300	$ 2,169,781	$ 1,467,000	$ 1,324,238

Totals may vary due to rounding

Notes can be found following this schedule

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

	General Government Debt Funded Projects (13)			General Government Debt Service Funds (14)		
	FY2018 Actual	FY2019 Projected	FY2020 Recommended	FY2018 Actual	FY2019 Projected	FY2020 Recommended
Revenues:						
Taxes	$ -	$ -	$ -	$ 2,729,222	$ 166,000	$ 166,000
Licenses and permits	-	-	-	-	-	-
Intergovernmental revenue	-	-	-	-	-	-
Charges for services	-	-	-	-	-	-
Fines and forfeitures	-	-	-	-	-	-
Miscellaneous revenues	117,845	193,775	787,578	308,713		38,427
Other sources (uses)	5,030,000		-	110,159,204	46,089,833	47,749,953
Total revenues	$ 5,147,845	$ 193,775	$ 787,578	$ 113,197,139	$ 46,255,833	$ 47,954,380
Expenditures:						
Personnel	$ -	$ -	$ -	$ -	$ -	$ -
Operating	13,792	9,278	11,554	-	-	-
Capital Outlay	12,682,818	35,871,100	-	-	-	-
Debt service	-	-	-	112,997,367	46,279,844	47,916,578
Grants and aid	-	-	-	-	-	-
Other uses (sources)	-	-	776,024	2,376,934	-	37,802
Total expenditures	$ 12,696,610	$ 35,880,378	$ 787,578	$ 115,374,301	$ 46,279,844	$ 47,954,380
Budgeted use of fund balance	-	-	776,024	-		38,427
Budgeted reserves	-	-	776,024	-		
Prior year appropriation	7,548,764	36,464,520	-	-		
Change in fund balance	$ -	$ 777,917	$ -	$ (2,177,162)	$ (24,011)	$ (38,427)
Beginning fund balance	$ -	$ -	$ 777,917	$ 2,808,912	$ 631,750	$ 607,739
Ending fund balance	$ -	$ 777,917	$ 777,917	$ 631,750	$ 607,739	$ 569,312

	Community Redevelopment Agency (15)			State & Federal Grants Program		
	FY2018 Actual	FY2019 Projected	FY2020 Recommended	FY2018 Actual	FY2019 Projected	FY2020 Recommended
Revenues:						
Taxes	$ 28,784,906	$ 34,665,253	$ 38,461,597	$ -	$ -	$ -
Licenses and permits	-	3,045	-	-	-	-
Intergovernmental revenue	-	-	-	11,516,525	9,411,450	9,515,703
Charges for services	-	-	-	-	-	-
Fines and forfeitures	-	-	-	-	-	-
Miscellaneous revenues	333,285	1,006,300	1,514,700	87,794	-	-
Other sources (uses)	5,665,000	6,000,000	5,000,000		-	-
Total revenues	$ 34,783,191	$ 41,674,598	$ 44,976,297	$ 11,604,320	$ 9,411,450	$ 9,515,703
Expenditures:						
Personnel	$ -	$ -	$ -	$ 1,074,386	$ 973,952	$ 712,847
Operating	2,506,950	3,088,909	4,375,137	8,572,075	8,437,498	8,802,856
Capital Outlay	12,920,535	43,058,918	28,410,623	10,377	-	-
Debt service	-	-	-	-	-	-
Grants and aid	-	-	-	-	-	-
Other uses (sources)	9,009,107	11,708,697	12,190,537	771,713	-	-
Total expenditures	$ 24,436,593	$ 57,856,524	$ 44,976,297	$ 10,428,551	$ 9,411,450	$ 9,515,703
Budgeted use of fund balance	-	-	-	-	-	-
Budgeted reserves	-	-	-	-	-	-
Prior year appropriation	(32,265,635)	18,749,054	-	-	-	-
Change in fund balance	$ (21,919,037)	$ 2,567,128	$ -	$ 1,175,769	$ -	$ -
Beginning fund balance	$29,198,047	$ 7,279,010	$ 9,846,138	$ 4,745,101	$ 5,920,870	$ 5,920,870
Ending fund balance	$7,279,010	$ 9,846,138	$ 9,846,138	$ 5,920,870	$ 5,920,870	$ 5,920,870

Totals may vary due to rounding

Notes can be found following this schedule

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

	Parking (16)			Water (17)		
	FY2018 Actual	FY2019 Projected	FY2020 Recommended	FY2018 Actual	FY2019 Projected	FY2020 Recommended
Revenues:						
Taxes	$ -	$ -	$ -	$ -	$ -	$ -
Licenses and permits	-	-	-	-	-	-
Intergovernmental revenue	-	-	-	1,011,546	1,295,500	-
Charges for services	16,775,038	16,709,840	16,384,360	109,905,418	109,625,900	113,019,100
Fines and forfeitures	1,865,190	1,750,000	1,750,000	34,916	43,000	40,000
Miscellaneous revenues	591,691	8,187,084	5,164,443	1,470,047	3,172,649	19,508,991
Other sources (uses)	1,350,000	1,300,000	3,867,000	49,662,400	98,676,832	39,153,696
Total revenues	$ 20,581,919	$ 27,946,924	$ 27,165,803	$ 162,084,326	$ 212,813,881	$ 171,721,787
Expenditures:						
Personnel	$ 4,502,826	$ 4,641,972	$ 4,745,284	$ 21,027,677	$ 20,100,380	$ 21,702,579
Operating	9,529,639	9,681,451	10,562,244	50,706,769	45,917,697	59,364,781
Capital Outlay	814,163	3,499,697	4,157,000	25,845,116	143,638,134	29,436,517
Debt service	-	-	-	15,467,322	16,935,956	16,985,350
Grants and aid	388,980	390,000	430,000	-	-	-
Other uses (sources)	4,526,398	4,304,648	7,271,275	45,497,632	94,376,764	44,232,560
Total expenditures	$ 19,762,007	$ 22,517,768	$ 27,165,803	$ 158,544,515	$ 320,968,931	$ 171,721,787
Budgeted use of fund balance	-	-	4,492,336	-	-	15,768,191
Budgeted reserves	-	-	96,000	-	-	6,451,342
Balance sheet adjustment	(407,410)	(3,000,000)	-	-	-	-
Prior year appropriation	-	1,840,018	-	8,363,890	72,628,281	-
Change in fund balance	$ 412,502	$ 4,269,174	$ (4,396,336)	$ 11,903,701	$ (35,526,769)	$ (9,316,849)
Beginning fund balance	$ (189,340)	$ 223,162	$ 4,492,336	$ 90,860,873	$ 102,764,574	$ 67,237,805
Ending fund balance	$ 223,162	$ 4,492,336	$ 96,000	$ 102,764,574	$ 67,237,805	$ 57,920,956

	Wastewater (18)			Solid Waste (19)		
	FY2018 Actual	FY2019 Projected	FY2020 Recommended	FY2018 Actual	FY2019 Projected	FY2020 Recommended
Revenues:						
Taxes	$ -	$ -	$ -	$ -	$ -	$ -
Licenses and permits	-	-	-	611,539	732,928	746,600
Intergovernmental revenue	80,168	82,000	112,800	-	-	-
Charges for services	113,368,513	117,363,400	114,895,600	99,520,441	99,833,270	101,096,900
Fines and forfeitures	-	-	-	-	-	-
Miscellaneous revenues	656,762	1,589,500	2,522,578	983,016	2,174,569	13,622,100
Other sources (uses)	27,802,698	57,920,168	33,794,510	32,697,610	16,998,425	15,837,885
Total revenues	$ 141,908,141	$ 176,955,068	$ 151,325,488	$ 133,812,606	$ 119,739,192	$ 131,303,485
Expenditures:						
Personnel	$ 28,345,198	$ 28,253,823	$ 28,543,454	$ 16,950,846	$ 17,484,990	$ 17,515,922
Operating	52,373,437	50,784,993	55,457,547	49,920,999	52,931,429	55,868,183
Capital Outlay	23,240,531	75,594,951	27,593,510	5,295,569	47,415,858	11,299,217
Debt service	12,484,705	2,906,112	2,907,454	13,310,075	13,325,275	13,310,825
Grants and aid	-	-	-	-	-	-
Other uses (sources)	28,157,061	58,270,600	36,823,523	33,170,120	24,013,261	33,309,338
Total expenditures	$ 144,600,932	$ 215,810,479	$ 151,325,488	$ 118,647,610	$ 155,170,813	$ 131,303,485
Budgeted use of fund balance	-	-	1,642,578	-	-	12,820,000
Budgeted reserves	-	-	1,101,656	12,375,057	-	15,958,606
Prior year appropriation	15,525,345	29,570,969	-	-	33,626,178	-
Change in fund balance	$ 12,832,554	$ (9,284,442)	$ (540,922)	$ 2,789,940	$ (1,805,443)	$ 3,138,606
Beginning fund balance	$ 34,449,257	$ 47,281,811	$ 37,997,369	$ 52,940,632	$ 55,730,572	$ 53,925,129
Ending fund balance	$ 47,281,811	$ 37,997,369	$ 37,456,447	$ 55,730,572	$ 53,925,129	$ 57,063,735

Totals may vary due to rounding

Notes can be found following this schedule

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

	Golf Course			Internal Service Funds (20)		
	FY2018 Actual	FY2019 Projected	FY2020 Recommended	FY2018 Actual	FY2019 Projected	FY2020 Recommended
Revenues:						
Taxes	$ -	$ -	$ -	$ -	$ -	$ -
Licenses and permits	-	-	-	-	-	-
Intergovernmental revenue	-	-	-	110,695	120,000	125,000
Charges for services	2,983,656	2,788,188	2,864,104	25,964,737	25,592,200	28,005,791
Fines and forfeitures	-	-	-	-	-	-
Miscellaneous revenues	415	15,230	-	86,016,184	86,624,198	95,127,945
Other sources (uses)	1,626,881	2,397,779	1,901,223	9,236,071	7,250,000	8,215,000
Total revenues	$ 4,610,951	$ 5,201,197	$ 4,765,327	$ 121,327,687	$ 119,586,398	$ 131,473,736
Expenditures:						
Personnel	$ -	$ -	$ -	$ 11,305,723	$ 12,204,892	$ 13,150,309
Operating	4,007,936	3,955,267	4,104,327	98,987,711	99,697,289	107,330,859
Capital Outlay	274,333	437,700	661,000	6,916,815	9,129,227	8,323,256
Debt service	-	-	-	55,499	65,000	65,000
Grants and aid	-	-	-	-	-	-
Other uses (sources)	-	793,000	-	2,043,377	2,062,298	2,604,312
Total expenditures	$ 4,282,269	$ 5,185,967	$ 4,765,327	$ 119,309,125	$ 123,158,706	$ 131,473,736
Budgeted use of fund balance	-	-		-	-	1,392,071
Budgeted reserves	-	-		-	-	413,070
Balance Sheet Adjustment	350,996	-	-	(2,435,350)	-	-
Prior year appropriation	-	-	-	-	4,156,250	-
Change in fund balance	$ 679,678	$ 15,230	$ -	$ (416,788)	$ 583,942	$ (979,001)
Beginning fund balance	$ 382,758	$ 1,062,436	$ 1,077,666	$ 1,783,780	$ 1,366,992	$ 1,950,934
Ending fund balance	$ 1,062,436	$ 1,077,666	$ 1,077,666	$ 1,366,992	$ 1,950,934	$ 971,933

	Fiduciary (21)		
	FY2018 Actual	FY2019 Projected	FY2020 Recommended
Revenues:			
Taxes	$ 600,000	$ 450,000	$ 450,000
Licenses and permits	777,912	861,881	964,938
Intergovernmental revenue	300,000	1,190,000	1,090,000
Charges for services	446,476	125,000	225,000
Fines and forfeitures	-	-	-
Miscellaneous revenues	66,500	205,000	410,349
Other sources (uses)	-	-	-
Total revenues	$ 2,190,889	$ 2,831,881	$ 3,140,287
Expenditures:			
Personnel	$ -	$ -	$ -
Operating	401,948	360,000	450,500
Capital Outlay	-	-	-
Debt service	-	-	-
Grants and aid	1,574,750	2,514,578	2,541,955
Other uses (sources)	143,458	130,096	147,832
Total expenditures	$ 2,120,156	$ 3,004,674	$ 3,140,287
Budgeted use of fund balance	-	-	205,349
Budgeted reserves	-	-	-
Prior year appropriation	74,028	-	-
Change in fund balance	$ 144,760	$ (172,793)	$ (205,349)
Beginning fund balance	$ 1,478,009	$ 1,622,769	$ 1,449,976
Ending fund balance	$ 1,622,769	$ 1,449,976	$ 1,244,627

Totals may vary due to rounding

Gross Budget:	1,392,689,581
Transfers, Reserves, Internal Charges:	351,111,116
Net Budget	1,041,578,465

Notes can be found following this schedule

Summary of Revenues, Expenditures, and Fund Balance Notes

1. General Fund increase in fund balances in FY2018 is primarily due to lower than projected healthcare expenditures.

2. Construction Services increase in fund balance in FY2018 and FY2019 is primarily due to increased permit revenues and relatively stable expenses.

3. Utilities Services Tax Projects use of fund balance in FY2019 is associated with funding general government capital projects.

4. Local Option Gas Tax increase in fund balance in FY2018 is primarily due to increased fuel taxes and lower operating expenses. Use of fund balance in FY2019 is primarily due to higher operating expenses. Increase in fund balance in FY2020 is primarily due to lower projected operating expenses.

5. Local Option Sales Tax – All for Transportation Surtax 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. Hillsborough County made distributions to the City based on the referendum's language, however, the Courts ruled the referendum's distribution language was unconstitutional. As a result, the County ceased making further distributions until the Hillsborough County Commission makes the legislative decision on the allocation of the sales tax.

6. Stormwater Services increase in fund balance in FY2018 is primarily due to lower than anticipated expenses. The use of fund balance in FY2019 and FY2020 is primarily due to higher expenses associated with increasing the service levels.

7. Stormwater Projects increase in fund balance in FY2018 is primarily due to lower than projected annual debt service associated with the Series 2018 Stormwater Bonds and will be used to fund future fiscal year's capital projects. The use of fund balance in FY2020 is due to increased capital projects.

8. Non-Major Funds use of fund balance for all years is primarily due to increased costs associated with the City's Law Enforcement Trust Funds, Landscape Area program, and the Development of the Arts.

9. Community Investment Taxes use of fund balance in FY2018 is primarily due to increased capital projects. Increase in fund balance in FY2019 and FY2020 is primarily due to increased revenues that will fund future capital projects.

10. Deepwater Horizon Oil Spill use of fund balance in FY2018 and FY2020 is due to the funding of capital projects. Increase in fund balance in FY2019 is primarily due to interest revenues earned during the fiscal year while the City is completing a series of capital projects.

11. Transportation Impact/Multi-Modal Fee increase in fund balance in FY2018 is primarily due to increase impact fee revenues that will fund future capital projects. FY2019 and FY2020 use of fund balance is primarily due to increased funding of capital projects.

12. Transportation Impact/Multi-Modal Fee Projects use of fund balance in FY2019 and FY2020 is primarily due to increased funding of capital projects. Increase in fund balance in FY2018 is primarily due to completion of capital projects with remaining balances falling to fund balance and interest revenues.

13. General Government Debt Funded Projects increase in fund balance in FY2019 is primarily due to interest earnings associated with several debt issuances.

14. General Government Debt Service Funds use of fund balance in FY2018 is primarily due to the use of the HUD Section 108 Loan escrow to retire the associated debt.

15. Community Redevelopment Agency (CRA) use of fund balance in FY2018 and FY2019 is primarily due to developer reimbursements for installed public infrastructure and debt service associated with the Tampa Convention Center.

16. Parking increase in fund balance in FY2018 is primarily due level revenues and lower than projected expenses. The increase in fund balance in FY2019 is primarily due to the sale of a parking asset which will provide funding in FY2020 for capital projects, resulting in the use of fund balance in FY2020.

17. Water increase in fund balance in FY2018 is primarily due to level revenues and lower than projected expenses. Use of fund balance in FY2019 is primarily due to funding capital projects. Use of fund balance in FY2020 is primarily due to increasing expenses with level revenues and funding capital projects.

18. Wastewater increase in fund balance in FY2018 is due to increased revenues that will fund future capital projects. Use of fund balance in FY2019 is primarily due to funding capital projects. Use of fund balance in FY2020 is primarily due to increasing expenses with level revenues and funding capital projects.

19. Solid Waste use of fund balance in FY2019 is primarily due to funding capital projects.

20. Internal Service Funds use of fund balance in FY2018 and FY2020 is primarily due to increased costs to maintain the City's aging fleet. Increase in fund balance in FY2019 is primarily due to an increase in the City's healthcare reserves.

21. Fiduciary use of fund balance in FY2019 and FY2020 is primarily due to the use of trust fund to reimburse the City for the operations and maintenance for developer installed street lights 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 Area (CRA) funds receive revenue from Tax Increment Financing (TIF) contributions to fund redevelopment activities within the respective CRA.

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

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

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

Local Option 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.

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 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 Project 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.

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

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

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

Fund Structure Grouping

FY2020 Fund Structure Grouping						
	Governmental Funds				Proprietary Funds	
Department	**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				
Construction Services		x				
Contract Administration	x					
Convention Center	x		x			
Economic and Urban Development	x					
Facility Management	x		x			
Tampa Fire Rescue	x	x	x			
Fleet Maintenance						x
Golf Courses					x	
Human Resources	x					x
Internal Audit	x					
Logistics and Asset Management	x					
Mayor	x					
Minority & Small Business Development	x					
Neighborhood Empowerment	x					
Non-Department	x	x	x	x		
Parking					x	
Parks and Recreation	x	x	x			
Planning & Development	x	x				
Tampa Police Department	x	x	x			
Public Affairs	x					
Public Works & Utility Services	x					
Purchasing	x					
Revenue & Finance	x					
Solid Waste	x				x	
Stormwater		x	x			
Technology and Innovation	x		x			
Transportation		x	x			
Wastewater					x	
Water					x	x

Fund Diagram

TOTAL FY2020 NET BUDGET
$1,041,578,465

GOVERNMENTAL FUNDS
$643,316,569

General Fund Operating $435,672,413

- 01100 General Fund $435,672,413

Special Revenue Funds Operating $115,084,716

- 10100 Utilities Services Tax $120,000
- 10200 Local Option Gas Tax $25,528,949
- 10400-10600 Construction Services Funds $12,783,059
- 10700 Stormwater Service Assessment $17,990,722
- 10800-11300 Transportation Impact Fees $1,286,000
- 11400-11600 Transportation Sidewalk Fees $160,000
- 11900 Non-Ad Valorem Downtown Assessment $3,001,182
- 12000 Non-Ad Valorem Westshore Assessment $647,930
- 12100 CDBG Grants $3,179,489
- 12200 Housing Grants $5,813,324
- 12300 State Housing Initiatives $522,890
- 12400-12500 Fire & Police Grants $1,907,516
- 12900-13200 Law Enforcement Trust Funds $937,734
- 13310 Public Safety Contributions & Donations $1,000,000
- 13600 Conservation Area $100,000
- 13700 Arts Development $389,160
- 13800 Landscape Districts $968,301
- 13900 Qualified Targeted Industries $650,000
- 15000-15500 Multi-Modal Transportation Fee $3,410,500
- 14100 Tree Trust Fund $387,500
- 61800-63700 Community Redevelopment Agency $34,300,460

TOTAL FY2020 NET BUDGET
$1,041,578,465

GOVERNMENTAL FUNDS
$643,316,569

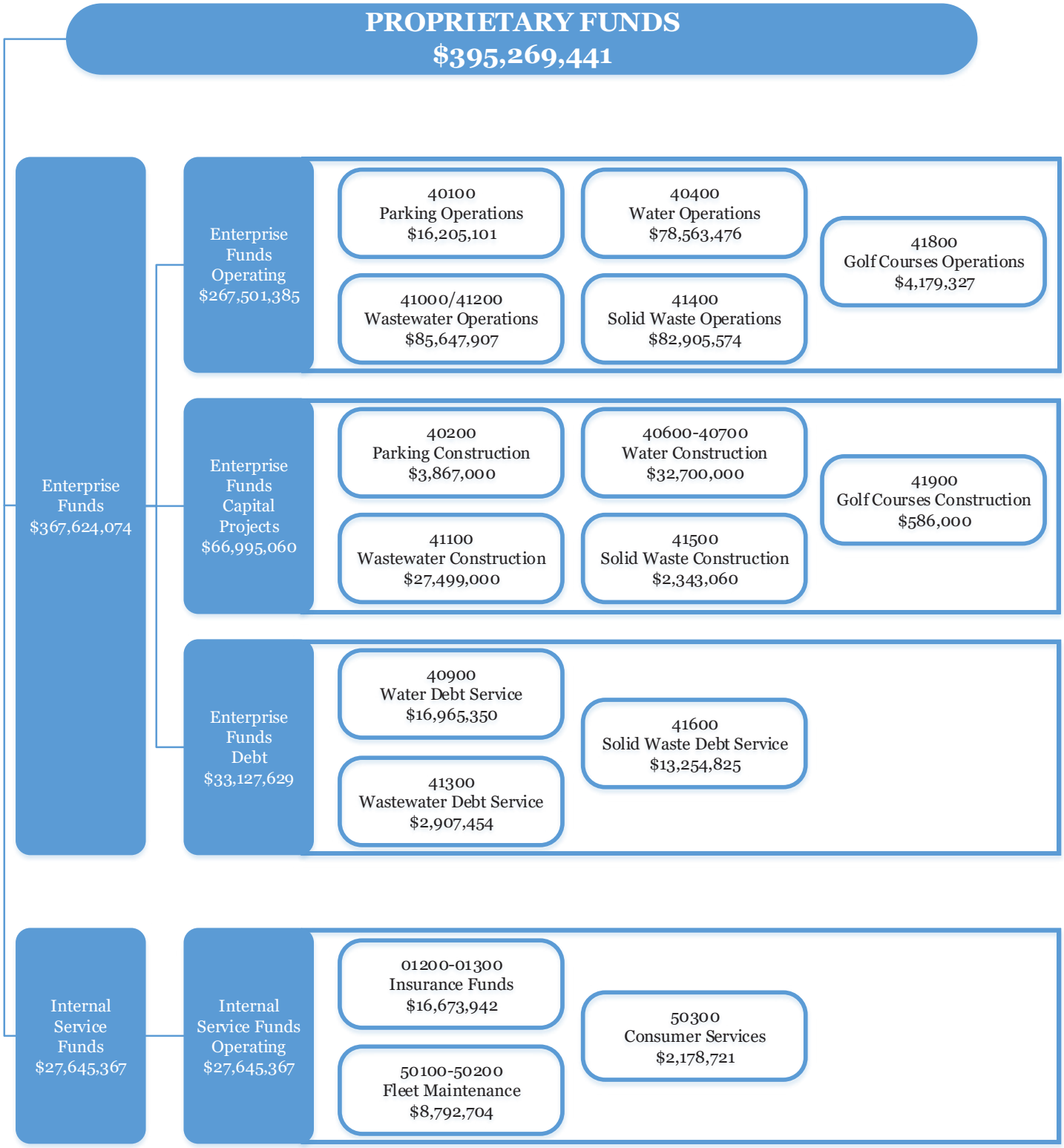
Capital Project Funds $44,642,862

- 30100 Citywide Capital Project Improvements $1,966,323
- 30110 Deepwater Horizon $242,796
- 30120 Development For The Arts $125,554
- 30200-30210 CIT Capital Projects $4,652,673
- 30250 CIT Series 2016 Bonds Capital Projects Fund $466,608
- 30508-30513 Transportation Impact Fees $1,075,000
- 30514-30516 Transportation Sidewalk Funds $18,000
- 30600 Local Option Gas Tax Capital $8,700,000
- 30900 SWFWMD Grants $1,000,000
- 31200-31201 DRI Funds $1,140,000
- 31400 Utilities Services Tax $8,289,083
- 31500 University of Tampa Plant Hall $282,279
- 31600 Non-Ad Bonds CIP Series 2016 $255,853
- 31700 Stormwater Improvements Assessment $12,909,370
- 31800 Stormwater Bonds Projects $1,207,598
- 31900 Downtown CRA Bank Note Convention Center $531,725
- 32000 Tampa Union Station $10,000
- 35000-35500 Multi-Modal Transportation $1,770,000

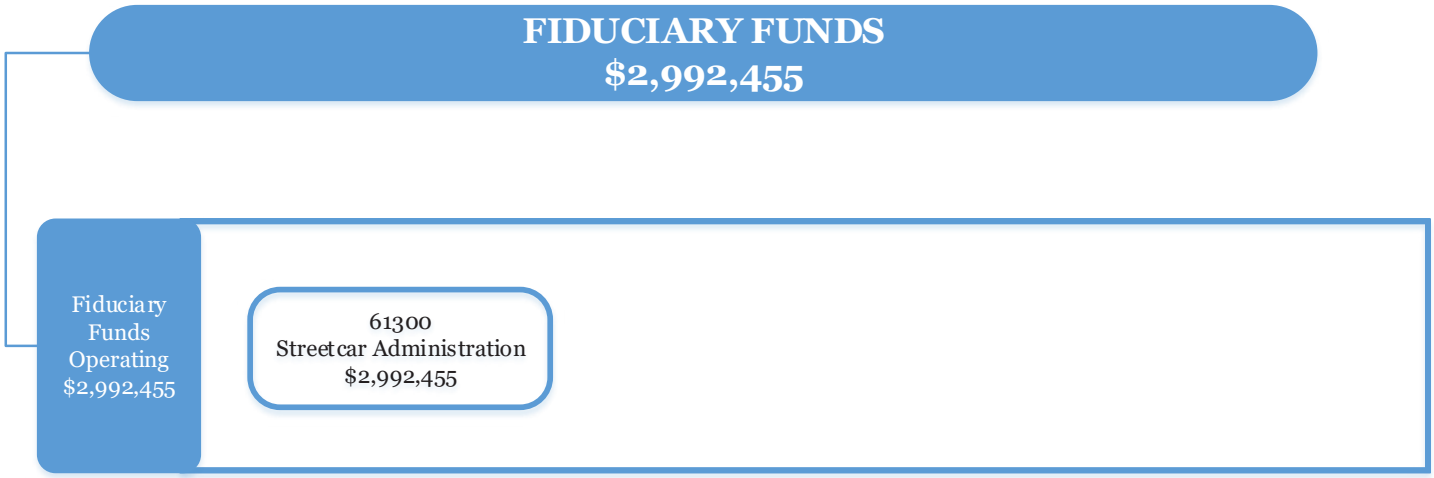
Debt Service Funds $47,916,578

- 20200 Community Investment Tax $10,260,950
- 20700 Insurance $1,698,916
- 20900 Occupational License $898,403
- 21000 Utilities Services Tax Bonds $21,823,196
- 21100 Stormwater Bank Note $793,000
- 21200 Downtown CRA Bank Note $4,182,900
- 21300 Stormwater Assessment Bonds $5,694,575
- 22000 Non-Ad Valorem Assessment Bond $2,564,638

TOTAL FY2020 NET BUDGET
$1,041,578,465



TOTAL FY2020 NET BUDGET
$1,041,578,465



GENERAL FUND REVENUE COMPARISON

	FY19 Adopted Budget	FY19 Projection	FY20 Recommended Budget	
Revenues				
Property Taxes	$ 200,447,414	$ 202,498,000	$ 219,090,985	(1)
Other Taxes	10,554,500	10,712,000	10,814,500	
Licenses and Permits	35,238,597	35,571,700	35,868,700	
Intergovernmental Revenues	87,633,196	88,402,342	90,722,402	
Service Charges	45,967,017	48,018,109	47,330,967	
Fines and Forfeits	6,704,500	7,271,496	8,279,500	
Miscellaneous Revenue	5,217,595	3,576,384	5,842,639	
Other Revenues	-	294,462	-	
Transfer from Other Funds	22,090,762	22,090,762	17,722,720	(2)
Total Revenues	$ 413,853,581	$ 418,435,255	$ 435,672,413	

Footnotes reference budget year to budget year comparisons greater or less than five percent (5%).

(1) Property tax revenues are expected to increase approximately $18.7 million in FY2020 or 9.3% over FY2019 Adopted Budget.
(2) Transfer from Other Funds decreased $4.4 million compared to FY2019 budget primarily due to reduced funding from the Utility Services Tax Fund.

GENERAL FUND DEPARTMENTAL EXPENDITURE COMPARISON

Department	FY19 Adopted Budget	FY19 Projection	FY20 Recommended Budget	
Art Programs	$ 258,153	$ 256,826	$ 261,687	
Chief of Staff	445,536	443,879	637,350	(1)
City Attorney	5,551,476	5,892,467	5,865,110	(2)
City Clerk	1,739,345	1,739,345	1,746,194	
City Council	1,445,753	1,452,749	1,454,577	
Contract Administration	8,386,377	8,254,984	8,294,522	
Convention Center	11,547,466	11,302,306	11,384,666	
Economic and Urban Development	2,289,867	2,256,942	2,498,220	(3)
Environmental Services Division	115,000	85,200	115,000	
Facility Management	13,944,940	14,108,345	14,931,164	(4)
Tampa Fire Rescue	88,403,094	91,742,790	93,653,010	(5)
Human Resources	3,577,054	3,654,725	3,718,844	
Internal Audit	780,909	780,909	778,992	
Logistics and Asset Management	288,018	276,383	288,203	
Mayor	961,031	945,281	1,071,504	(6)
Minority and Small Business Development	639,821	615,619	910,868	(7)
Neighborhood Empowerment	9,616,195	9,897,789	10,557,433	(8)
Non-Departmental	15,413,840	12,143,413	25,153,735	(9)
Parks and Recreation	44,816,838	43,889,730	45,385,464	
Planning and Development	7,597,840	7,362,602	7,404,214	
Tampa Police Department	160,101,697	162,953,285	162,695,004	
Public Affairs	1,501,282	1,517,210	1,536,189	
Public Works & Utilities Services Admin.	361,184	358,601	360,272	
Purchasing	2,762,008	2,723,502	2,679,909	
Revenue and Finance	8,944,778	8,753,746	9,180,634	
Technology and Innovation	22,364,079	22,233,996	23,109,648	
Total Expenditures	$ 413,853,581	$ 415,642,624	$ 435,672,413	

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

(1) Chief of Staff increased due to the addition of one FTE and higher personnel benefits.
(2) City Attorney increased due to the addition of a temporary position and higher personnel benefits.
(3) Economic and Urban Development increased due to the addition of one FTE and higher personnel benefits.
(4) Facility Management increased due to the addition of one FTE, higher personnel benefits, and building maintenance contractual costs.
(5) Tampa Fire Rescue increased due to the addition of 3.5 FTEs, higher personnel benefits, inspection and training contractual services, inventory supplies and equipment.
(6) Mayor increased due to higher personnel and operating costs. Prior year results have been restated due to the merger with Intergovernmental Relations.
(7) Minority and Small Business Development increased due to higher personnel benefits and the costs related to the City's disparity study mandated by ordinance.
(8) Neighborhood Empowerment increased due higher personnel benefits and seven FTEs. Six of these positions are funded by transfers from the Solid Waste Fund.
(9) Non-Departmental increased due to higher tax increment financing payments.

Position Summary by Department

By Full-Time Equivalent (FTE)

Tax Operating Funds	Budgeted FTEs FY18		Budgeted FTEs FY19		Projected FTEs FY19		Recommended FTEs FY20		Notes
General Fund									
Art Programs	2.00		2.00		2.00		2.00		
Chief of Staff	3.00		3.00		3.00		4.00		A
City Attorney	38.00		37.50		37.50		37.50		
City Clerk	17.00		17.00		17.00		17.00		
City Council	16.00		16.00		16.00		16.00		
Contract Administration	77.00		77.00		77.00		77.00		
Convention Center	53.00		51.00		50.00		50.00		B
Economic and Urban Development	10.00		10.00		10.00		11.00		C
Facility Management	65.63		62.50		62.50		63.50		D
Tampa Fire Rescue									
Sworn	694.00		697.00		699.00		699.00		E
Civilian	50.00		50.00		51.50		51.50		F
Total Fire Rescue		744.00		747.00		750.50		750.50	
Human Resources	39.60		35.95		36.00		36.00		G
Intergovernmental Relations	1.00		1.00		1.00		0.00		H
Internal Audit	6.00		5.00		5.00		5.00		
Logistics and Asset Management	2.00		2.00		2.00		2.00		
Mayor	5.00		5.00		7.00		7.00		I
Minority and Small Business Development	6.00		6.00		6.00		6.00		
Neighborhood Empowerment	100.00		99.00		100.00		106.00		J
Parks and Recreation	446.20		442.48		441.98		443.98		K
Planning and Development	75.75		79.75		80.75		80.75		L
Tampa Police Department									
Sworn	973.00		969.00		973.00		972.00		M
Civilian	268.13		267.50		267.50		269.50		N
Total Police		1,241.13		1,236.50		1,240.50		1,241.50	
Public Affairs	15.00		12.00		12.00		12.00		
Public Works & Utility Svcs. Admin.	2.00		2.00		2.00		2.00		
Purchasing	29.00		29.00		29.00		29.00		
Revenue and Finance	91.50		88.50		88.50		88.50		
Technology and Innovation	123.75		120.75		120.75		122.75		O
Total General Fund	3,209.55		3,187.93		3,197.98		3,210.98		
Other Tax Operating Funds									
Construction Services	67.00		67.00		75.00		77.00		P
Stormwater	94.00		94.00		100.00		102.00		Q
Transportation	137.00		138.00		133.00		133.00		R
Total Other Tax Operating Funds	298.00		299.00		308.00		312.00		
Total Tax Operating Funds	3,507.55		3,486.93		3,505.98		3,522.98		
Enterprise Funds									
Parking	81.25		72.00		72.00		72.00		
Solid Waste	208.00		213.50		212.50		212.50		S
Wastewater	314.00		313.00		313.00		312.00		T
Water	302.00		309.50		309.50		319.50		U
Total Enterprise Funds	905.25		908.00		907.00		916.00		
Internal Services Funds									
Fleet Maintenance	62.00		62.00		62.00		62.00		
Risk and Insurance	19.00		23.00		25.00		25.00		V
Total Internal Services Funds	81.00		85.00		87.00		87.00		
GRAND TOTAL ALL FUNDS	4,493.80		4,479.93		4,499.98		4,525.98		

Position Summary by Department

A. Chief of Staff: During preparation of the FY2020 budget, Chief of Staff increased by 1 FTE (1 Citizens Service Center Manager).

B. Convention Center: During FY2019, Convention Center decreased by 1 FTE (1 Lead Coating Technician).

C. Economic and Urban Development: During preparation of the FY2020 budget, Economic Opportunity increased by 1 FTE (1 Sustainability and Resilience Officer).

D. Facility Management: During preparation of the FY2020 budget, Facility Management increased by 1 FTE (1 Building Maintenance Plumber I).

E. Tampa Fire Rescue-Sworn: During FY2019, Fire-Sworn increased by 2 FTE's (2 Rescue Lieutenants).

F. Tampa Fire Rescue-Civilian: During FY2019, Fire-Civilian increased by 1.5 FTE's (1.5 Fire Special Events Coordinators).

G. Human Resources: During FY2019, Human Resources increased by 2 FTE's (2 Mailroom Clerks) and decreased by 1.95 FTE's (1.95 Office Support Specialists II).

H. Intergovernmental Relations: During preparation of the FY2020 budget, Intergovernmental Relations decreased by 1 FTE (1 Intergovernmental Relations Manager).

I. Mayor: During FY2019, Mayor increased by 2 FTE's (1 Government Affairs Liaison, 1 Executive Security Officer).

J. Neighborhood Empowerment: During FY2019, Neighborhood Empowerment increased by 1 FTE (1 Neighborhood Coordinator). During preparation of the FY2020 budget, Neighborhood Empowerment increased by 6 FTE's (6 transferred from Solid Waste: 5 Certified Code Enforcement Officers, 1 Neighborhood Team Leader).

K. Parks and Recreation: During FY2019, Parks and Recreation increased by 4 FTE's (1 Parks and Recreation Center Coordinator, 1 Special Programs Leader II, 1 Gymnastics Instructor I, 1 Aquatics Leader II) and decreased by 4.5 FTE's (2.63 Recreation Leaders I, 1.5 Special Programs Leaders I, .37 Recreation Instructor). During preparation of the FY2020 budget, Parks and Recreation increased by 2 FTE's (1 Landscape Architect II, 1 Landscape and Irrigation Specialist).

L. Planning and Development: During FY2019, Planning and Development increased by 3 FTE's (2 Planning Permit Technicians I, 1 Housing Counselor I) and decreased by 2 FTE's (1 Development Coordination Manager, 1 Real Estate Technician transferred to Construction Services).

M. Tampa Police Department-Sworn: During FY2019, Police-Sworn increased by 4 FTE's (4 Police Officers). During preparation of the FY2020 budget, Police-Sworn decreased by 1 FTE (1 Police-Sworn).

Position Summary by Department (Continued)

N. Tampa Police Department-Civilian: During preparation of the FY2020 budget, Police-Civilian increased by 2 FTE's (2 Body Worn Camera Analysts).

O. Technology and Innovation: During preparation of the FY2020 budget, Technology and Innovation increased by 2 FTE's (1 Senior Application Programmer, 1 Senior GIS Analyst II).

P. Construction Services: During FY2019, Construction Services increased by 8 FTE's (4 Lead Construction Inspectors, 1 Lead Professional Plans Reviewer, 1 Construction Inspector I, 1 Client Facilitator I, 1 Professional Plans Reviewer IV transferred from Planning and Development). During preparation of the FY2020 budget, Construction Services increased by 3 FTE's (3 Client Facilitators III) and decreased by 1 FTE (1 Construction Services Center Manager).

Q. Stormwater: During FY2019, Stormwater increased by 6 FTE's (6 transferred from Transportation: 2 Office Support Specialists II, 1 Sewer Operations Planner/Scheduler, 1 Engineering Technician II, 1 Electrical Technician I, 1 Stormwater Operations Supervisor). During preparation of the FY2020 budget, Stormwater increased by 2 FTE's (1 Engineer III, 1 GIS Analyst I).

R. Transportation: During FY2019, Transportation increased by 1 FTE (1 Transportation Project Coordinator) and decreased by 6 FTE's (6 transferred to Stormwater: 2 Office Support Specialists II, 1 Sewer Operations Planner/Scheduler, 1 Engineering Technician II, 1 Electrical Technician I, 1 Stormwater Operations Supervisor).

S. Solid Waste: During FY2019, Solid Waste decreased by 1 FTE (1 Work Order Technician). During Preparation of the FY2020 budget, Solid Waste increased by 6 FTE's (2 Automated Collection Drivers, 2 Roll-Off Truck Drivers, 1 Automated Collection Driver, 1 Departmental Vehicle and Equipment Coordinator) and decreased by 6 FTE's (6 transferred to Neighborhood Empowerment: 5 Certified Code Enforcement Officers, 1 Neighborhood Team Leader).

T. Wastewater: During preparation of the FY2020 budget, Wastewater decreased by 1 FTE (1 Safety and Loss Prevention Specialist).

U. Water: During preparation of the FY2020 budget, Water increased by 10 FTE's (2 Services Attendants II, 2 Distribution Technicians I, 1 Engineer III (N/S), 1 Engineer I, 1 Utilities Permitting Technician, 1 AWT Instrumentation and Controls Specialist, 1 Utility Administrative Support Technician, 1 HVAC Mechanic II).

V. Risk and Insurance: During FY2019, Risk and Insurance increased by 2 FTE's (1 Benefits and Wellness Supervisor, 1 Risk and Insurance Analyst).

FY2020 Operating Capital Items

Construction Services Division		
Utility Vehicles (3)		325,000
Total Construction Services Division	$	325,000
Contract Administration		
3D Modeling Software		2,040
Lab Equipment		3,000
Work Trucks (2)		66,000
Work Van		27,000
Total Contract Administration	$	98,040
Convention Center		
Forklifts (2)		80,000
Utility Carts (2)		24,000
Total Convention Center	$	104,000
Facility Management		
Work Trucks (5)		204,000
Total Facility Management	$	204,000
Tampa Fire Rescue		
Fire Equipment		15,577
Monitor Defibrillators (4)		128,000
Stretchers (5)		102,000
Training Equipment		5,000
Vehicles		2,620,000
Vision Testing Machine		3,639
Total Tampa Fire Rescue	$	2,874,216
Fleet Maintenance		
Drive-On 4 Post Lift		20,000
Electronic Hydra Lift Posts		54,200
Total Fleet Maintenance	$	74,200
Golf Courses		
Machinery and Equipment		75,000
Total Golf Courses	$	75,000

FY2020 Operating Capital Items

Human Resources		
Desktop Computers		10,000
Fingerprint Machine & Software		9,359
Sedan		25,000
Tablets (8)		9,056
Total Human Resources	$	53,415
Internal Audit		
Laptop		1,200
Total Internal Audit	$	1,200
Neighborhood Empowerment		
Box Trucks (2)		150,000
Work Trucks (2)		74,000
Total Neighborhood Empowerment	$	224,000
Non-Departmental		
Hardware/Software Enhancement		125,000
Total Non-Departmental	$	125,000
Parking		
License Plate Recognition System		100,000
Vehicle Immobilization (Boot) Truck		35,000
Work Trucks (5)		155,000
Total Parking	$	290,000
Parks and Recreation		
Fitness Equipment		5,000
Forestry Aerial Truck		248,000
Gymnastic Equipment		20,000
Irrigation Control Unit Controllers (6)		63,000
Irrigation Sub Unit Controllers (12)		75,000
JBL Park Facility Equipment		10,000
Outdoor Bottle Fill Stations (8)		40,800
Outdoor Drinking Fountains (2)		10,200
Pool Heater & Blankets		50,000
Pour In Place Tree Grates		25,000
Rental Facility Furniture		12,000
Rental Facility Furniture - Racking System		2,000
Well Replacement		16,500

FY2020 Operating Capital Items

Parks and Recreation (Continued)		
Work Trucks (3)		85,000
Z-Turn Mowers		28,000
Total Parks and Recreation	$	690,500
Tampa Police		
Bicycles (2)		7,500
Boat Engines and Installation (2)		42,498
Dive Dry Suits (3)		6,500
Radar/Laser Speed Measuring Devices		30,000
Safety Mats		17,000
Software Licenses		6,000
Tactical Team Vests/Gear		31,307
Vehicles (115)		4,500,000
Total Tampa Police	$	4,640,805
Revenue and Finance		
Hardware/Software		250,000
Total Revenue and Finance	$	250,000
Solid Waste & Environmental Program Management		
Container Acquisitions		679,000
Container Delivery Truck		115,000
Excavator		395,000
Front End Loaders (4)		1,440,000
Fully Automated Side Loaders (7)		2,702,000
Lightning Loader		215,000
Rear Loaders (3)		945,000
Roll Offs (5)		1,400,000
Sedans (2)		60,000
Semi-automated Side Loaders (2)		760,000
Tablets (130)		307,000
Work Truck		155,000
Total Solid Waste & Environmental Program Management	$	9,173,000
Stormwater		
Generator		85,000
Hardware/Software		5,500
Small Tools		50,000
Total Stormwater	$	140,500

FY2020 Operating Capital Items

Technology and Innovation		
Sedans (2)		54,000
Service Monitor		45,000
Software & Support Licenses		58,000
Software Licenses		16,800
Sport Utility Vehicle		28,000
Time Clocks (16)		55,000
Work Truck		30,000
Total Technology and Innovation	$	286,800
Transportation		
Data Collector		5,400
Laptop		2,100
Printer		80,000
Security		50,000
Small Tools		50,000
Total Transportation	$	187,500
Wastewater		
Back-Hoes (2)		230,000
Collection Equipment		231,900
Computers & Hardware/Software		79,700
Dump Truck		135,000
Flatbed Dump Truck		120,000
Generators (2)		220,000
Office Furniture, Machinery, and Equipment		8,000
Pay loader Truck		165,000
Plant Equipment		598,200
Pumps (4)		180,000
Sewer Cleaner Truck		400,000
Tool Trailer		12,000
Trailers (2)		80,000
Utility Carts (4)		44,000
Work Trucks (6)		454,000
Work Vans (2)		60,000
Total Wastewater	$	3,017,800
Water		
Boat		25,000
Boat Trailer		5,000
Computers		65,804
Distribution Equipment		263,000
Meter Reading Units (6)		15,000
Operations Equipment		406,324

FY2020 Operating Capital Items

Water (Continued)		
Trailers (3)		54,000
Utility Carts (3)		33,000
Vacuum Pump		80,000
Water Quality Equipment		426,100
Work Trucks (9)		350,000
XL Work Truck		150,000
Total Water	$	1,873,228
Total FY2020 Operating Capital	$	24,708,204

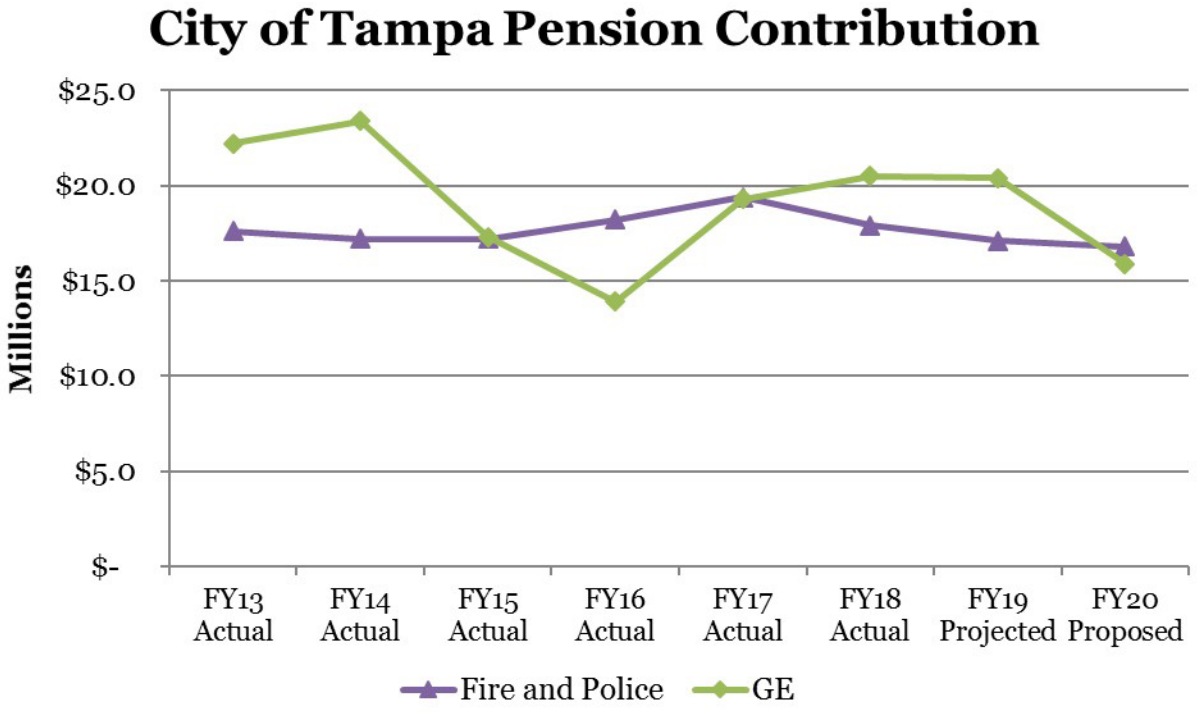
General Government Program Benefits

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. During FY2019, the City increased staffing and expanded hours at its two centers. 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.

Pension

The City continues its commitment to fully fund the annual required contributions for its General Employee and Fire and Police Pension Fund. Comparing actuarial value of assets to actuarial accrued liability, the Fire and Police Pension Fund is funded at 96.0% and the General Employee Pension Fund is funded at 90.8%. The General Employee Pension Fund funded ratio decreased from last year due to a change in actuarial cost methods and updating demographic data. For FY2020, General Employees' Pension fund will decrease from a FY2019 projected cost of $20.4 million to $15.9 million, which represents a 22.1% or $4.5 million decrease. The Fire & Police Pension fund will decrease from a FY2019 projected cost of $17.1 million to $16.8 million in FY2020, which represents a 1.8% or $0.3 million decrease.



Departmental Summaries

TRANSFORMING
TAMPA'S
TOMORROW

Blueprint for Tampa's Future

City of Tampa Florida

Department Name: Art Programs

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

VISION AND MISSION:

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

GOALS AND OBJECTIVES:

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

CURRENT OPERATIONS AND INITIATIVES:

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

FY2020 initiatives include: organization and start-up of the Art On The Block program, a new initiative that seeks to bring art and artists into neighborhoods. Additional projects on deck for 2020 include the planning and implementation of Lights On Tampa 2020; continued development and coordination of arts-based planning for projects that bring public benefit through public-private partnerships; and continued interdepartmental and interagency coordination on high visibility sites.

FY2020 projects include: a sound installation in Ybor City, a photo installation at New Tampa Recreation Center, artwork for three roundabouts in East Tampa, coordination of several projects with the Florida Department of Transportation, and the development of a maintenance plan for the City's art collection that prioritizes artworks in need and budget appropriately over the next five years.

Performance Measures	Actual FY2018	Projected FY2019	Estimated FY2020
Collection Inventory	716	722	730
Education/Outreach/Awards	25	8	9
Projects Completed	16	11	8
Supplemented Funds (Through Grants, Partnerships, etc.)	$8,000	$10,000	$50,000

Art Programs

Operating Budget	Actual FY17	Actual FY18	Current FY19	Projected FY19	Recommended FY20
Taxes	-	-	-	-	-
Licenses & Permits	-	-	-	-	-
Intergovernmental	-	-	-	-	-
Charges for Services & Fines	-	-	-	-	-
Other	149,245	139,086	964,153	125,402	858,276
Total Revenues	**$149,245**	**$139,086**	**$964,153**	**$125,402**	**$858,276**
Personnel Services	211,318	209,995	217,729	217,729	221,120
Non-Personnel	62,861	124,349	284,988	247,044	129,727
Capital	21,375	52,622	285,731	185,731	300,000
Debt Service	-	-	-	-	-
Other	-	311,350	550,858	-	469,116
Total Expenses	**$295,554**	**$698,316**	**$1,339,306**	**$650,504**	**$1,119,963**

Capital Improvement Budget					
Total Revenues	**-**	**$311,350**	**$33,120**	**$33,120**	**$125,554**
Personnel Services	-	-	-	-	-
Non-Personnel	-	-	-	-	-
Capital	-	285	413,445	408,004	125,554
Debt Service	-	-	-	-	-
Other	-	-	-	-	-
Total Expenses	**-**	**$285**	**$413,445**	**$408,004**	**$125,554**

Total Budget					
Total Revenues	**$149,245**	**$450,436**	**$997,273**	**$158,522**	**$983,830**
Total Expenses	**$295,554**	**$698,601**	**$1,752,751**	**$1,058,508**	**$1,245,517**
Authorized Full Time 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 revenues is a carryover of the unused balance in the Arts Fund from previous fiscal years.

Expenses:
Personnel Services increase from Current FY2019 is due to an increase in healthcare costs partially offset by a decreased contribution to the City's pension program. Non-Personnel decrease is due to one-time costs in FY2019.

Department Name: Chief of Staff

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

VISION AND MISSION:

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

GOALS AND OBJECTIVES:

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

CURRENT OPERATIONS AND INITIATIVES:

- Advocate for efficient city government focused on decreasing costs, increasing revenue, and providing outstanding customer service;
- Oversee staff efforts to prepare for and respond to emergencies;
- Support continued implementation of the Diversity Management Initiative; and
- Oversee and support City departments including Human Resources, Logistics and Asset Management, Parks and Recreation, Purchasing, and Technology and Innovation, along with the Minority and Small Business Development Division, the ADA Coordinator and Youth Development Coordinator, as well as administration of major events.

Chief of Staff

Operating Budget	Actual FY17	Actual FY18	Current FY19	Projected FY19	Recommended FY20
Taxes	-	-	-	-	-
Licenses & Permits	-	-	-	-	-
Intergovernmental	-	-	-	-	-
Charges for Services & Fines	-	-	-	-	-
Other	-	-	-	-	-
Total Revenues	**-**	**-**	**-**	**-**	**-**
Personnel Services	331,906	407,037	428,338	426,681	619,993
Non-Personnel	5,718	8,286	17,198	17,198	17,357
Capital	-	-	-	-	-
Debt Service	-	-	-	-	-
Other	-	-	-	-	-
Total Expenses	**$337,624**	**$415,323**	**$445,536**	**$443,879**	**$637,350**

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

Total Budget					
Total Revenues	**-**	**-**	**-**	**-**	**-**
Total Expenses	**$337,624**	**$415,323**	**$445,536**	**$443,879**	**$637,350**
Authorized Full Time Equivalents (FTE)	2.00	3.00	3.00	3.00	4.00

Analysis

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

Expenses:
Personnel Services increase from Current FY2019 is due to an increase in healthcare costs and the addition of one FTE partially offset by a decreased contribution to the City's pension program.

Department Name: City Attorney

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

VISION AND MISSION:

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

GOALS AND OBJECTIVES:

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

CURRENT OPERATIONS AND INITIATIVES:

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

City Attorney

Operating Budget	Actual FY17	Actual FY18	Current FY19	Projected FY19	Recommended FY20
Taxes	-	-	-	-	-
Licenses & Permits	-	-	-	-	-
Intergovernmental	-	-	-	-	-
Charges for Services & Fines	268,389	308,357	251,875	252,195	251,875
Other	1,503	1,274	-	100	-
Total Revenues	**$269,892**	**$309,631**	**$251,875**	**$252,295**	**$251,875**
Personnel Services	4,623,454	4,813,161	4,975,780	5,322,771	5,348,868
Non-Personnel	789,500	412,143	540,696	534,696	481,242
Capital	-	-	-	-	-
Debt Service	-	-	-	-	-
Other	33,850	21,750	35,000	35,000	35,000
Total Expenses	**$5,446,805**	**$5,247,054**	**$5,551,476**	**$5,892,467**	**$5,865,110**

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

Total Budget					
Total Revenues	**$269,892**	**$309,631**	**$251,875**	**$252,295**	**$251,875**
Total Expenses	**$5,446,805**	**$5,247,054**	**$5,551,476**	**$5,892,467**	**$5,865,110**
Authorized Full Time Equivalents (FTE)	37.38	38.00	37.50	37.50	37.50

Analysis

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

Expenses:
Personnel Services increase from Current FY2019 is due to an increase in healthcare costs partially offset by a decreased contribution to the City's pension program.

Department Name: City Clerk

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

VISION AND MISSION:

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

GOALS AND OBJECTIVES:

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

- Striving to provide excellent customer service to all City departments and citizens;
- 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, Citizen Review Board, and Charter Review Board meetings.

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

Performance Measures	Actual FY2018	Projected FY2019	Estimated FY2020
Number of Council Agendas Published by Deadline	59	59	59
Average Turnaround for Completing Council Action Summaries	1-2 Days	1-2 Days	1-2 Days
Average Number of Publications for Council Only	207	224	243
Number and Turnaround for Completing Code Enforcement Action Summaries	72 2- 3 Days	94 2-3 Days	94 2-3 Days
Number of Records (Boxes) Disposed	4,107	3,000	3,000
Number of Images Filmed and Scanned by Micrographics	1,905,048	1,500,000	1,500,000
Number of Historical Books Repaired	29	27	27

City Clerk

Operating Budget	Actual FY17	Actual FY18	Current FY19	Projected FY19	Recommended FY20
Taxes	-	-	-	-	-
Licenses & Permits	-	-	-	-	-
Intergovernmental	-	-	-	-	-
Charges for Services & Fines	661,458	893,907	834,500	834,500	834,946
Other	(2,216)	11	-	-	-
Total Revenues	**$659,242**	**$893,919**	**$834,500**	**$834,500**	**$834,946**
Personnel Services	1,165,963	1,296,255	1,386,402	1,386,402	1,393,015
Non-Personnel	388,255	372,660	352,943	352,943	353,179
Capital	-	2,600	-	-	-
Debt Service	-	-	-	-	-
Other	-	-	-	-	-
Total Expenses	**$1,554,217**	**$1,671,515**	**$1,739,345**	**$1,739,345**	**$1,746,194**

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

Total Budget					
Total Revenues	**$659,242**	**$893,919**	**$834,500**	**$834,500**	**$834,946**
Total Expenses	**$1,554,217**	**$1,671,515**	**$1,739,345**	**$1,739,345**	**$1,746,194**
Authorized Full Time Equivalents (FTE)	17.00	17.00	17.00	17.00	17.00

Analysis

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

Expenses:
Personnel Services increase from Current FY2019 is due to an increase in healthcare costs partially offset by a decreased contribution to the City's pension program.

Department Name: City Council

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

VISION AND MISSION:

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

GOALS AND OBJECTIVES:

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

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

All City Council members serve on the City of Tampa Community Redevelopment Agency Board. The Community Redevelopment Agency 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

Operating Budget	Actual FY17	Actual FY18	Current FY19	Projected FY19	Recommended FY20
Taxes	-	-	-	-	-
Licenses & Permits	-	-	-	-	-
Intergovernmental	-	-	-	-	-
Charges for Services & Fines	-	-	-	-	-
Other	-	-	-	-	-
Total Revenues	**-**	**-**	**-**	**-**	**-**
Personnel Services	1,280,372	1,304,114	1,340,579	1,342,531	1,376,200
Non-Personnel	95,016	117,566	110,218	110,218	78,377
Capital	-	-	-	-	-
Debt Service	-	-	-	-	-
Other	-	-	-	-	-
Total Expenses	**$1,375,388**	**$1,421,680**	**$1,450,797**	**$1,452,749**	**$1,454,577**

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

Total Budget					
Total Revenues	**-**	**-**	**-**	**-**	**-**
Total Expenses	**$1,375,388**	**$1,421,680**	**$1,450,797**	**$1,452,749**	**$1,454,577**
Authorized Full Time Equivalents (FTE)	16.00	16.00	16.00	16.00	16.00

Analysis

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

Expenses:
Personnel Services increase from Current FY2019 is due to an increase in healthcare costs partially offset by a decreased contribution to the City's pension program.

Department Name: Contract Administration

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

VISION AND MISSION:

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

GOALS AND OBJECTIVES:

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

CURRENT OPERATIONS AND INITIATIVES:

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

Contract Administration

Operating Budget	Actual FY17	Actual FY18	Current FY19	Projected FY19	Recommended FY20
Taxes	-	-	-	-	-
Licenses & Permits	-	-	-	-	-
Intergovernmental	-	-	-	-	-
Charges for Services & Fines	29,235	30,511	25,000	25,000	25,000
Other	-	-	23,753	-	-
Total Revenues	**$29,235**	**$30,511**	**$48,753**	**$25,000**	**$25,000**
Personnel Services	7,101,769	7,489,226	7,854,842	7,750,104	7,757,378
Non-Personnel	501,637	612,815	525,006	474,598	532,104
Capital	112,818	82,053	142,592	30,282	98,040
Debt Service	-	-	-	-	-
Other	-	-	-	-	-
Total Expenses	**$7,716,224**	**$8,184,094**	**$8,522,440**	**$8,254,984**	**$8,387,522**

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

Total Budget					
Total Revenues	**$29,235**	**$30,511**	**$48,753**	**$25,000**	**$25,000**
Total Expenses	**$7,716,224**	**$8,184,094**	**$8,522,440**	**$8,254,984**	**$8,387,522**
Authorized Full Time Equivalents (FTE)	74.00	77.00	77.00	77.00	77.00

Analysis

Revenues:
The revenues above are earned by this General Fund department. General revenues provide the remaining funding. Other revenues decrease from Current FY2019 is primarily due to non-recurring appropriations.

Expenses:
Personnel Services decrease from Current FY2019 is due to an increase in healthcare costs offset by a decreased contribution to the City's pension program.

Department Name: Convention Center

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

VISION AND MISSION:

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

GOALS AND OBJECTIVES:

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

CURRENT OPERATIONS AND INITIATIVES:

The Tampa Convention Center 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. Rental fees and commission revenue streams will continue through contracted partners for communication services, audio visual, production and rigging services, event utilities, food & beverage, and business services.

The Tampa Convention Center is undergoing its largest renovation project in history, resulting in better customer experience, efficiencies, increased revenues, and cost savings. Renovations include 18 new waterfront meeting rooms, remodeling of concession stands, revamping existing meeting rooms and public spaces, upgrades to the HVAC, and lighting, mechanical, and electrical systems. A new outdoor restaurant is being constructed next to The Sail restaurant and bar. A covered event space is also being added with all spaces collectively called The Sail Plaza.

Performance Measures	Actual FY2018	Projected FY2019	Estimated FY2020
Consumer Shows	11	10	9
Conventions and Convention with Exhibits	36	33	34
Entertainment/Sports	11	13	10
Food Functions	28	18	7
General Meetings	43	33	16
Trade Shows	5	7	5

Convention Center

Operating Budget	Actual FY17	Actual FY18	Current FY19	Projected FY19	Recommended FY20
Taxes	-	-	-	-	-
Licenses & Permits	-	-	-	-	-
Intergovernmental	-	-	-	-	-
Charges for Services & Fines	16,304,762	14,403,606	13,741,400	12,727,999	14,190,174
Other	234,604	110,132	275,000	275,000	275,000
Total Revenues	**$16,539,366**	**$14,513,738**	**$14,016,400**	**$13,002,999**	**$14,465,174**
Personnel Services	4,331,534	4,401,358	4,387,577	4,087,577	4,263,635
Non-Personnel	6,860,063	5,976,183	7,226,399	7,207,399	7,121,031
Capital	4,542	16,583	7,330	7,330	104,000
Debt Service	-	-	-	-	-
Other	37,200	1,000	-	-	-
Total Expenses	**$11,233,339**	**$10,395,125**	**$11,621,306**	**$11,302,306**	**$11,488,666**

Capital Improvement Budget					
Total Revenues	**$21,590,772**	**$986,663**	**-**	**$13,000**	**$531,725**
Personnel Services	-	-	-	-	-
Non-Personnel	53,847	-	-	-	11,554
Capital	2,630,973	6,155,523	13,054,747	13,054,746	-
Debt Service	-	-	-	-	-
Other	-	-	-	-	520,171
Total Expenses	**$2,684,820**	**$6,155,523**	**$13,054,747**	**$13,054,746**	**$531,725**

Total Budget					
Total Revenues	**$38,130,138**	**$15,500,402**	**$14,016,400**	**$13,015,999**	**$14,996,899**
Total Expenses	**$13,918,159**	**$16,550,647**	**$24,676,053**	**$24,357,052**	**$12,020,391**
Authorized Full Time Equivalents (FTE)	52.00	53.00	51.00	50.00	50.00

Analysis

Revenues:
The revenues above are earned by this General Fund department. Charges for Services and Fines increase from Current FY2019 is due to an anticipated increase in restaurant revenue.

Expenses:
Personnel Services decrease from Current FY2019 is due to an increase in healthcare costs offset by the reduction of one FTE and a decreased contribution to the City's pension program.

Department Name: Economic and Urban Development

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

VISION AND MISSION:

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

GOALS AND OBJECTIVES:

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

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

CURRENT OPERATIONS AND INITIATIVES:

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

Performance Measures	Actual FY2018	Projected FY2019	Estimated FY2020
Number of Programs Managed	9	9	9
Number of Facade Grants Awarded	14	11	15
Number of Qualified Target Industry Projects Approved	7	6	7

Economic and Urban Development

Operating Budget	Actual FY17	Actual FY18	Current FY19	Projected FY19	Recommended FY20
Taxes	-	-	-	-	-
Licenses & Permits	-	-	-	-	-
Intergovernmental	4,905	-	-	-	-
Charges for Services & Fines	-	-	-	-	-
Other	900,925	1,225,650	1,549,575	1,049,575	1,733,275
Total Revenues	**$905,830**	**$1,225,650**	**$1,549,575**	**$1,049,575**	**$1,733,275**
Personnel Services	1,221,770	1,202,518	1,226,555	1,226,555	1,434,684
Non-Personnel	704,318	900,555	1,025,325	804,987	1,175,536
Capital	-	-	-	-	-
Debt Service	-	-	-	-	-
Other	-	538,000	538,000	538,000	538,000
Total Expenses	**$1,926,088**	**$2,641,073**	**$2,789,880**	**$2,569,542**	**$3,148,220**

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

Total Budget					
Total Revenues	**$905,830**	**$1,225,650**	**$1,549,575**	**$1,049,575**	**$1,733,275**
Total Expenses	**$1,926,088**	**$2,641,073**	**$2,789,880**	**$2,569,542**	**$3,148,220**
Authorized Full Time Equivalents (FTE)	10.00	10.00	10.00	10.00	11.00

Analysis

Revenues:
The revenues above are earned by this General Fund department. General revenues provide the remaining funding. Other revenues increase from Current FY2019 due to an anticipated increase in revenues for the Qualified Target Industries program.

Expenses:
Personnel Services increase from Current FY2019 is due to an increase in healthcare costs and the addition of one FTE. Non-Personnel increase is due to the corresponding increase of Qualified Target Industries program expenditures.

Community Redevelopment Agency

Operating Budget	Actual FY17	Actual FY18	Current FY19	Projected FY19	Recommended FY20
Taxes	18,033,425	28,784,906	34,665,253	34,665,253	38,461,597
Licenses & Permits	-	-	-	3,045	-
Intergovernmental	416,430	163,048	-	-	-
Charges for Services & Fines	-	-	-	-	-
Other	296,941	5,998,285	6,575,800	7,006,300	6,514,700
Total Revenues	**$18,746,796**	**$34,946,239**	**$41,241,053**	**$41,674,598**	**$44,976,297**
Personnel Services	-	-	9,267	-	-
Non-Personnel	2,703,874	2,628,228	6,982,477	3,088,909	4,375,137
Capital	2,187,853	14,555,528	57,917,846	42,941,918	27,910,623
Debt Service	-	-	-	-	-
Other	1,643,180	9,009,107	14,268,057	11,708,697	12,190,537
Total Expenses	**$6,534,907**	**$26,192,863**	**$79,177,647**	**$57,739,524**	**$44,476,297**

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

Total Budget					
Total Revenues	**$18,746,796**	**$34,946,239**	**$41,241,053**	**$41,674,598**	**$44,976,297**
Total Expenses	**$6,534,907**	**$26,192,863**	**$79,177,647**	**$57,739,524**	**$44,476,297**
Authorized Full Time Equivalents (FTE)	-	-	-	-	-

Analysis

Revenues:
Taxes reflect a revenue increase from Current FY2019 due to an increase in the property values for all nine CRAs.

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

Department Name: Facility Management

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

VISION AND MISSION:

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

GOALS AND OBJECTIVES:

- Maximize energy savings and improve lighting levels through continued installations of energy management systems and upgraded lighting in City facilities;
- Complete 92% of the annual maintenance and repair work orders in a timely manner;
- 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;
- Optimize maintenance and repair operations with the utilization of a second work shift to minimize interruptions to the customers, increase productivity, and reduce overtime;
- Continue to implement energy saving measures such as lighting upgrades and energy management systems; and
- Improve and implement time management measures and procedural changes to reduce overtime.

Performance Measures	Actual FY2018	Projected FY2019	Estimated FY2020
Facilities Maintained (Square Feet)	7.2 Million	7.2 Million	7.5 Million
Number of Work Orders Completed	20,684	18,310	20,168
Percentage of Work Orders Completed	96.6%	88.0%	94.6%

Facility Management

Operating Budget	Actual FY17	Actual FY18	Current FY19	Projected FY19	Recommended FY20
Taxes	-	-	-	-	-
Licenses & Permits	-	-	-	-	-
Intergovernmental	-	-	-	-	-
Charges for Services & Fines	-	-	-	-	-
Other	1,400	1,019	500,000	185	-
Total Revenues	**$1,400**	**$1,019**	**$500,000**	**$185**	**-**
Personnel Services	4,527,941	4,738,238	5,369,646	5,167,988	5,303,068
Non-Personnel	8,132,126	8,831,801	9,075,294	8,940,357	9,628,096
Capital	-	-	209,865	-	204,000
Debt Service	-	-	-	-	-
Other	-	-	-	-	-
Total Expenses	**$12,660,067**	**$13,570,039**	**$14,654,805**	**$14,108,345**	**$15,135,164**

Capital Improvement Budget					
Total Revenues	**$1,960,656**	**$959,955**	**$342,499**	**$6,000**	**-**
Personnel Services	-	71,186	-	-	-
Non-Personnel	941	-	-	-	-
Capital	10,536,606	4,164,090	7,771,282	24,948,792	2,345,000
Debt Service	-	-	-	-	-
Other	-	-	17,567,621	-	-
Total Expenses	**$10,537,547**	**$4,235,276**	**$25,338,903**	**$24,948,792**	**$2,345,000**

Total Budget					
Total Revenues	**$1,962,056**	**$960,974**	**$842,499**	**$6,185**	**-**
Total Expenses	**$23,197,614**	**$17,805,315**	**$39,993,708**	**$39,057,137**	**$17,480,164**
Authorized Full Time Equivalents (FTE)	63.38	65.63	62.50	62.50	63.50

Analysis

Revenues:
No revenues are earned by this General Fund department. General revenues provide all funding. Other revenues decrease from Current FY2019 is primarily due to the decrease in use of fund balance for janitorial services.

Expenses:
Personnel Services decrease from Current FY2019 is due to an increase in healthcare costs and the addition of one FTE offset by a decreased contribution to the City's pension program. Non-Personnel increase is due to increased janitorial costs.

Logistics and Asset Management

Operating Budget	Actual FY17	Actual FY18	Current FY19	Projected FY19	Recommended FY20
Taxes	-	-	-	-	-
Licenses & Permits	-	-	-	-	-
Intergovernmental	-	-	-	-	-
Charges for Services & Fines	-	-	-	-	-
Other	-	-	-	-	-
Total Revenues	**-**	**-**	**-**	**-**	**-**
Personnel Services	228,963	249,022	260,614	262,483	260,645
Non-Personnel	3,139	7,730	27,404	13,900	27,558
Capital	-	-	-	-	-
Debt Service	-	-	-	-	-
Other	-	-	-	-	-
Total Expenses	**$232,102**	**$256,752**	**$288,018**	**$276,383**	**$288,203**

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

Total Budget					
Total Revenues	**-**	**-**	**-**	**-**	**-**
Total Expenses	**$232,102**	**$256,752**	**$288,018**	**$276,383**	**$288,203**
Authorized Full Time 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.

Expenses:
Personnel Services increase from Current FY2019 is due to an increase in healthcare costs partially offset by a decreased contribution to the City's pension program.

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 healthcare initiatives;
- Create innovative ways to address issues identified within the community risk analysis; and
- Evaluate the identified fire safety strategies through data analysis and fire education initiatives.

CURRENT OPERATIONS AND INITIATIVES:

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

- Tampa Fire Rescue personnel are assigned to 24 fire stations throughout the City, which includes the Airport Rescue Firefighting Station at Tampa International Airport and EMS support at MacDill Air Force Base;
- Enhancement of firefighting and EMS training programs;
- Expansion of awareness and education opportunities for community outreach;
- Expanding cooperation with other governmental agencies to improve response and recovery effectiveness;
- Providing contractual EMS support to MacDill Air Force Base; and
- Continued staffing of Fire Station 23 to support the growing population in the northern section of New Tampa.

Performance Measures	Actual FY2018	Projected FY2019	Estimated FY2020
Total TFR Alarms	85,690	89,000	91,000
Fire Alarms	9,168	9,500	9,800
Medical Alarms	76,522	79,000	82,000
Medical Transports	41,514	42,344	43,195
Fire Loss	$5.5 Million	$5.8 Million	$6.0 Million
Response Time: Fire/EMS (8 Min. 30 Sec. or Less for 1st Unit)	90%	90%	90%

Tampa Fire Rescue

Operating Budget	Actual FY17	Actual FY18	Current FY19	Projected FY19	Recommended FY20
Taxes	-	-	-	-	-
Licenses & Permits	-	-	-	-	-
Intergovernmental	3,355,933	4,990,807	5,209,668	5,042,642	4,481,345
Charges for Services & Fines	13,686,586	16,661,216	16,340,998	16,892,147	17,459,249
Other	73,078	2,739,710	2,437,848	31,375	25,800
Total Revenues	**$17,115,597**	**$24,391,733**	**$23,988,514**	**$21,966,164**	**$21,966,394**
Personnel Services	76,803,573	78,476,202	82,230,417	84,221,690	85,128,857
Non-Personnel	7,673,237	9,057,593	8,473,438	9,218,032	9,354,937
Capital	752,261	1,170,933	3,445,357	963,001	254,216
Debt Service	-	-	-	-	-
Other	-	56,521	1,545,556	16,857	-
Total Expenses	**$85,229,071**	**$88,761,248**	**$95,694,768**	**$94,419,580**	**$94,738,010**

Capital Improvement Budget					
Total Revenues	**$1,220,046**	**$1,291,217**	**$2,175,000**	**$1,789,500**	**$5,240,000**
Personnel Services	-	-	-	-	-
Non-Personnel	319	-	-	-	-
Capital	1,463,193	7,618,706	4,098,445	4,510,003	2,620,000
Debt Service	-	-	-	-	-
Other	1,000,000	1,250,000	1,175,000	1,175,000	2,620,000
Total Expenses	**$2,463,512**	**$8,868,706**	**$5,273,445**	**$5,685,003**	**$5,240,000**

Total Budget					
Total Revenues	**$18,335,644**	**$25,682,950**	**$26,163,514**	**$23,755,664**	**$27,206,394**
Total Expenses	**$87,692,583**	**$97,629,954**	**$100,968,213**	**$100,104,583**	**$99,978,010**
Authorized Full Time Equivalents (FTE)	696.00	744.00	747.00	750.50	750.50

Analysis

Revenues:
The revenues above are earned by this General Fund department. General revenues provide the remaining funding. Other revenues decrease from Current FY2019 is primarily due to non-recurring appropriations.

Expenses:
Personnel Services increase is due to an increase in healthcare costs, the addition of three and a half FTEs, and increased contributions to the Fire and Police pension program. Capital Improvement budget is for the purchase of new fire apparatus.

Department Name: Fleet Maintenance

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

VISION AND MISSION:

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

GOALS AND OBJECTIVES:

- Ensure fuel is available to City vehicles at all times;
- On time completion of preventive maintenance;
- Maintain average vehicle availability rate of 90%;
- Increase ranking as one of the "100 Best Fleets in North America" and "The 50 Leading Fleets" award; and
- Maintain facility Automotive Service Excellence Blue Seal of Excellence Certification.

CURRENT OPERATIONS AND INITIATIVES:

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

- Fuel management software upgraded from an archaic 1999 program to a modern PC-based system resulting in leveraging technology to automate fuel procurement reconciliation process and saving $10,000 in annual labor costs;
- Fleet fire maintenance parts room renovation; and
- Fleet infrastructure upgrades to technician locker room/shower and antiquated building pipe replacement.

Performance Measures	Actual FY2018	Projected FY2019	Estimated FY2020
Gallons of Fuel Purchased City Wide Usage/Emergency Mgmt.	2,282,338	2,151,412	2,065,360
% of Time Fuel is Available	100%	100%	100%
%Preventive Maintenance Current	97%	98%	98%
% Vehicle Availability	89%	90%	93%

Fleet Maintenance

Operating Budget	Actual FY17	Actual FY18	Current FY19	Projected FY19	Recommended FY20
Taxes	-	-	-	-	-
Licenses & Permits	-	-	-	-	-
Intergovernmental	122,108	110,695	130,000	120,000	125,000
Charges for Services & Fines	-	-	-	-	-
Other	15,200,369	17,125,945	17,846,822	17,272,500	18,247,704
Total Revenues	**$15,322,476**	**$17,236,640**	**$17,976,822**	**$17,392,500**	**$18,372,704**
Personnel Services	4,541,114	4,686,520	5,225,670	5,084,166	5,431,918
Non-Personnel	9,954,991	11,702,135	10,899,221	11,000,994	11,616,816
Capital	68,581	41,077	319,589	1,246,891	74,200
Debt Service	-	-	-	-	-
Other	1,847	-	600,000	-	154,770
Total Expenses	**$14,566,534**	**$16,429,732**	**$17,044,480**	**$17,332,051**	**$17,277,704**

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

Total Budget					
Total Revenues	**$15,322,476**	**$17,236,640**	**$17,976,822**	**$17,392,500**	**$18,372,704**
Total Expenses	**$14,566,534**	**$16,429,732**	**$17,044,480**	**$17,332,051**	**$17,277,704**
Authorized Full Time Equivalents (FTE)	62.00	62.00	62.00	62.00	62.00

Analysis

Revenues:
Revenues for this department are earned through services provided to other departments. Other revenues increase from Current FY2019 is due to increased funding for the replacement of vehicles.

Expenses:
Personnel Services increase from Current FY2019 is due to an increase in healthcare costs partially offset by a decreased contribution to the City's pension program. Non-Personnel increase is due to an increase in contractor operated parts.

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 dining area and kitchen at Babe Zaharias Golf Course; and
- Driving range enhancements to Rocky Point Golf Course.

Performance Measures	Actual FY2018	Projected FY2019	Estimated FY2020
Rounds Played	95,500	95,770	96,000

Golf Courses

Operating Budget	Actual FY17	Actual FY18	Current FY19	Projected FY19	Recommended FY20
Taxes	-	-	-	-	-
Licenses & Permits	-	-	-	-	-
Intergovernmental	-	-	-	-	-
Charges for Services & Fines	2,897,899	2,983,656	2,788,188	2,788,188	2,864,104
Other	1,024,967	1,324,816	2,035,079	2,036,159	1,315,223
Total Revenues	**$3,922,866**	**$4,308,471**	**$4,823,267**	**$4,824,347**	**$4,179,327**
Personnel Services	-	-	-	-	-
Non-Personnel	3,838,068	4,007,936	4,030,267	3,955,267	4,104,327
Capital	-	1,320	-	75,000	75,000
Debt Service	-	-	-	-	-
Other	-	-	793,000	-	-
Total Expenses	**$3,838,068**	**$4,009,256**	**$4,823,267**	**$4,030,267**	**$4,179,327**

Capital Improvement Budget					
Total Revenues	**$488,557**	**$302,480**	**$1,155,700**	**$376,850**	**$586,000**
Personnel Services	-	-	-	-	-
Non-Personnel	-	-	-	-	-
Capital	277,272	273,013	485,309	362,700	586,000
Debt Service	-	-	-	-	-
Other	-	-	890,471	793,000	-
Total Expenses	**$277,272**	**$273,013**	**$1,375,780**	**$1,155,700**	**$586,000**

Total Budget					
Total Revenues	**$4,411,423**	**$4,610,951**	**$5,978,967**	**$5,201,197**	**$4,765,327**
Total Expenses	**$4,115,340**	**$4,282,269**	**$6,199,047**	**$5,185,967**	**$4,765,327**
Authorized Full Time Equivalents (FTE)	-	-	-	-	-

Analysis

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

Expenses:
Capital expenditures are used to support the City's three golf courses.

Department Name: Human Resources

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

VISION AND MISSION:

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

GOALS AND OBJECTIVES:

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

CURRENT OPERATIONS AND INITIATIVES:

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

Performance Measures	Actual FY2018	Projected FY2019	Estimated FY2020
Position Transactions (Requisitions)	449	428	390
Applications Received	22,296	22,716	20,000
External Hires	316	250	225
Time to Fill (Requisition to Hire, in days)	119	116	110

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 FY2018	Projected FY2019	Estimated FY2020
Total Health Insurance Claims	$51,111,040	$54,439,000	$57,600,000
Number of Wellness Center Visits	19,140	19,400	19,650
Number of Wellness Class Participants	4,365	4,500	4,600
Flexible Spending Account Participants	1,025	1,082	1,100
Total Reported General Liabilities Claims	704	707	734
Workers' Compensation Claims Reported	740	725	794

Human Resources

Operating Budget	Actual FY17	Actual FY18	Current FY19	Projected FY19	Recommended FY20
Taxes	-	-	-	-	-
Licenses & Permits	-	-	-	-	-
Intergovernmental	-	-	-	-	-
Charges for Services & Fines	43,685	43,685	81,444	81,444	79,908
Other	81,174,752	85,858,466	88,560,945	86,368,238	94,489,841
Total Revenues	**$81,218,437**	**$85,902,151**	**$88,642,389**	**$86,449,682**	**$94,569,749**
Personnel Services	4,695,899	4,998,474	5,369,477	5,223,613	5,585,621
Non-Personnel	77,055,395	82,591,335	84,662,634	84,290,931	90,613,203
Capital	19,384	37,030	208,702	98,702	53,415
Debt Service	-	2,415	7,990	7,990	10,058
Other	1,969,329	1,953,377	1,972,298	1,972,298	1,955,788
Total Expenses	**$83,740,007**	**$89,582,631**	**$92,221,101**	**$91,593,534**	**$98,218,085**

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

Total Budget					
Total Revenues	**$81,218,437**	**$85,902,151**	**$88,642,389**	**$86,449,682**	**$94,569,749**
Total Expenses	**$83,740,007**	**$89,582,631**	**$92,221,101**	**$91,593,534**	**$98,218,085**
Authorized Full Time Equivalents (FTE)	59.25	58.60	58.95	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 FY2019 is due to an increase in healthcare costs and the addition of two FTEs. Non-Personnel increase is due to an anticipated increase in insurance claims.

Department Name: Internal Audit

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

VISION AND MISSION:

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

GOALS AND OBJECTIVES:

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

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

CURRENT OPERATIONS AND INITIATIVES:

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

Performance Measures	Actual FY2018	Projected FY2019	Estimated FY2020
Audits Completed	20	15	15
Special Audit Request	0	1	1
Post Audit Reviews	8	15	15
Fraud Hotline Reports	2	2	2
Average Chargeable Time per Auditor (Hours)	1,462	1,400	1,400
Direct Time to Available Time per Auditor	88%	80%	80%
Planned Audits In-Progress	9	8	8

Internal Audit

Operating Budget	Actual FY17	Actual FY18	Current FY19	Projected FY19	Recommended FY20
Taxes	-	-	-	-	-
Licenses & Permits	-	-	-	-	-
Intergovernmental	-	-	-	-	-
Charges for Services & Fines	-	-	-	-	-
Other	-	-	-	-	-
Total Revenues	**-**	**-**	**-**	**-**	**-**
Personnel Services	633,686	707,352	664,634	664,634	662,742
Non-Personnel	28,952	26,418	115,075	115,075	115,050
Capital	2,166	2,354	1,200	1,200	1,200
Debt Service	-	-	-	-	-
Other	-	-	-	-	-
Total Expenses	**$664,804**	**$736,124**	**$780,909**	**$780,909**	**$778,992**

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

Total Budget					
Total Revenues	**-**	**-**	**-**	**-**	**-**
Total Expenses	**$664,804**	**$736,124**	**$780,909**	**$780,909**	**$778,992**
Authorized Full Time Equivalents (FTE)	6.00	6.00	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 decrease from Current FY2019 is due to an increase in healthcare costs offset by a decreased contribution to the City's pension program.

Department Name: Mayor

DEPARTMENT WEBSITE: https://www.tampagov.net/mayor

VISION AND MISSION:

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

GOALS AND OBJECTIVES:

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

- Neighborhood Empowerment: Focus on community connection opportunities, neighborhood leadership development, modernizing and navigating City services, and workforce development;
- Transportation for Tampa's Future: Focus on first-class transportation system that is affordable, accessible and innovative; connecting businesses and communities through increase walkability, bike-ability, rapid-transit buses, extension of streetcar routes, rail and ride-share technologies that are frequent, reliable, and convenient public transportation modes. Including investing in our neighborhoods through the All For Transportation Sales Tax, Expanding Rail for Tampa's transportation future, and Improving Public Safety through well-designed bicycle routes, safer street crossings, and new and repaired sidewalks, better roadway lighting and reducing speed limits in high-traffic areas;
- Affordable Housing: Focus on housing Tampa can afford through smart growth, expanding inventory through affordable housing developers, offering incentives, encouraging innovation, and securing state and federal aid; and
- Sustainability and Resilience for Tampa's Future: Focus on the development of healthy neighborhoods through creating a City of Tampa Climate Action and Resilience Plan, Tackling Stormwater Management and Sea Level Rise, Transition City of Tampa Assets to 100% Renewable by 2045, Environmental Justice for Vulnerable Populations by expanding green space and zero-emissions programs.

CURRENT OPERATIONS AND INITIATIVES:

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

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

Mayor

Operating Budget	Actual FY17	Actual FY18	Current FY19	Projected FY19	Recommended FY20
Taxes	-	-	-	-	-
Licenses & Permits	-	-	-	-	-
Intergovernmental	-	-	-	-	-
Charges for Services & Fines	-	-	-	-	-
Other	-	-	-	-	-
Total Revenues	**-**	**-**	**-**	**-**	**-**
Personnel Services	672,290	671,528	685,073	669,323	770,185
Non-Personnel	271,728	272,749	275,958	275,958	301,319
Capital	-	-	-	-	-
Debt Service	-	-	-	-	-
Other	-	-	-	-	-
Total Expenses	**$944,018**	**$944,277**	**$961,031**	**$945,281**	**$1,071,504**

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

Total Budget					
Total Revenues	**-**	**-**	**-**	**-**	**-**
Total Expenses	**$944,018**	**$944,277**	**$961,031**	**$945,281**	**$1,071,504**
Authorized Full Time Equivalents (FTE)	6.00	6.00	6.00	7.00	7.00

Analysis

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

Expenses:
Personnel Services increase is due to an increase in healthcare costs and the addition of one FTE partially offset by a decreased contribution to the City's pension program.

Department Name: Minority and Small Business Development

DEPARTMENT WEBSITE: https://www.tampagov.net/minority-business-development

VISION AND MISSION:

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

GOALS AND OBJECTIVES:

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

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

CURRENT OPERATIONS AND INITIATIVES:

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

Performance Measures	Actual FY2018	Projected FY2019	Estimated FY2020
Number of Current SLBE/WMBE Certifications	1,000	1,050	1,100
Conduct/Facilitate Workshops and Outreach Initiatives	125	127	130
Monitor Contracts and Perform Compliance Desk Audits	6,015	6,100	6,125
Produce and Publish Required DMI Statistical Reports	540	550	565
Sheltered Market/Goal-Set/Good Faith Efforts Compliance Plan (GFECP)/RFP Project Evaluations	365	380	400
Number of Firms Dual Certified SLBE/WMBE	312	325	350

Minority and Small Business Development

Operating Budget	Actual FY17	Actual FY18	Current FY19	Projected FY19	Recommended FY20
Taxes	-	-	-	-	-
Licenses & Permits	-	-	-	-	-
Intergovernmental	-	-	-	-	-
Charges for Services & Fines	-	-	-	-	-
Other	-	-	-	-	-
Total Revenues	**-**	**-**	**-**	**-**	**-**
Personnel Services	456,243	439,491	537,019	515,612	571,320
Non-Personnel	90,066	88,782	102,802	100,007	339,548
Capital	-	-	-	-	-
Debt Service	-	-	-	-	-
Other	-	-	-	-	-
Total Expenses	**$546,309**	**$528,274**	**$639,821**	**$615,619**	**$910,868**

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

Total Budget					
Total Revenues	**-**	**-**	**-**	**-**	**-**
Total Expenses	**$546,309**	**$528,274**	**$639,821**	**$615,619**	**$910,868**
Authorized Full Time Equivalents (FTE)	5.75	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 FY2019 is due to an increase in healthcare costs partially offset by a decreased contribution to the City's pension program. Non-Personnel increase is due to costs related to the City's disparity study.

Department Name: Neighborhood Empowerment

DEPARTMENT WEBSITE: https://www.tampagov.net/neighborhood-empowerment

VISION AND MISSION:

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

GOALS AND OBJECTIVES:

- Ensure the effective enforcement of codes which address property maintenance standards along with the timely removal of litter, abatements in blighted conditions, illegal dumping, graffiti removal and the appropriate alleyway clean-up;
- Ensure that all tax classifications and tax assessments/collections comply with State Law and City Code and to actively pursue collections of unpaid prior year business taxes and fees;
- Maintain community outreach efforts through meetings, e-mails, telephone contacts, special events, and direct contact with neighborhood and community stakeholders;
- Facilitate the development of new and existing associations along with maintaining various databases and an interactive website (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.

Performance Measures	Actual FY2018	Projected FY2019	Estimated FY2020
Business Tax Revenue	$10 Million	$10 Million	$10 Million
Code Violations Complaint Response Time	20 Days	11 Days	11 Days
Average Number of Days Code Cases Are Open	56 Days	10 Days	16 Days
Code Violations Voluntary Compliance Rate	73%	70%	70%
Mayor's Neighborhood University Graduating Class	2	2	0

Neighborhood Empowerment

Operating Budget	Actual FY17	Actual FY18	Current FY19	Projected FY19	Recommended FY20
Taxes	(5,250)	(2,190)	-	-	-
Licenses & Permits	-	-	-	-	-
Intergovernmental	-	-	-	-	-
Charges for Services & Fines	466,752	604,088	508,500	565,336	509,525
Other	305,725	480,840	328,457	306,535	306,597
Total Revenues	**$767,227**	**$1,082,738**	**$836,957**	**$871,871**	**$816,122**
Personnel Services	7,111,255	7,354,516	7,756,414	7,916,891	8,714,082
Non-Personnel	1,765,903	1,894,819	1,840,155	1,863,611	1,834,535
Capital	-	208,908	227,965	107,611	224,000
Debt Service	141,014	13,188	9,675	9,676	8,816
Other	-	-	-	-	-
Total Expenses	**$9,018,172**	**$9,471,431**	**$9,834,209**	**$9,897,789**	**$10,781,433**

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

Total Budget					
Total Revenues	**$767,227**	**$1,082,738**	**$836,957**	**$871,871**	**$816,122**
Total Expenses	**$9,018,172**	**$9,471,431**	**$9,834,209**	**$9,897,789**	**$10,781,433**
Authorized Full Time Equivalents (FTE)	100.00	100.00	99.00	100.00	106.00

Analysis

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

Expenses:
Personnel Services increase from Current FY2019 is due to an increase in healthcare costs and the addition of seven FTEs partially offset by a decreased contribution to the City's pension program.

Non-Departmental

NO POSITIONS ARE BUDGETED IN THIS DEPARTMENT

The non-departmental budget contains funds for a variety of programs that are not related to traditional department functions. This includes funds budgeted for outside agencies that provide service to the community for special operations or services provided by city departments. The FY2020 general fund programs included in this department are:

Tax Increment Financing Transfers	25,165,373	Plant Museum	62,302
Tampa Sports Authority	2,441,995	Cultural Asset Commission	58,500
Intersection Safety Program	2,308,000	Film Commission	58,500
Non-Department Fees and Assessments	2,241,452	Museum of Science and Industry	46,080
Hotel Tourism	1,372,000	Ybor City Museum	46,080
Convention Center Hotel Lease	797,500	Tampa Bay WaVE	45,000
Property Insurance	662,394	Tampa-Hillsborough Protocol Office	36,000
Tampa Museum of Art	656,100	City-wide Bus Passes	30,000
David A. Straz, Jr. Center for the Performing Arts	582,075	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
ZooTampa at Lowry Park	291,600	Actuary Services	20,000
Tampa Theatre	223,710	U.S. Conference of Mayors Membership	19,000
TECO Line Streetcar	200,000	Humane Society	11,520
Florida Orchestra	178,200	Ybor Chamber of Commerce	11,520
Homeless Coalition	150,000	Tampa Black Heritage Festival	9,216
Audit Services	120,000	NAACP Empowerment Center	7,200
CDC of Tampa, Inc.-100 Youth Leadership Program	85,248	Tampa Museum of Photographic Arts	6,912
Hillsborough County Small Business	84,150	Sister Cities	5,120
League of Cities	69,000	Master Chorale	4,608
Tampa Bay History Center	64,800	Spanish Lyric Theater	4,608

Total Non-Departmental Budget	**$ 39,024,334**

Non-Departmental

Operating Budget	Actual FY17	Actual FY18	Current FY19	Projected FY19	Recommended FY20
Taxes	225,081,003	255,001,450	271,713,914	273,260,000	290,305,485
Licenses & Permits	35,506,648	37,218,094	37,521,551	37,521,551	38,267,812
Intergovernmental	72,325,444	76,079,497	78,047,259	78,701,259	80,801,195
Charges for Services & Fines	5,787,499	5,974,922	5,305,000	5,862,922	6,880,000
Other	41,053,878	26,349,600	32,582,918	30,427,226	36,552,201
Total Revenues	**$379,754,473**	**$400,623,563**	**$425,170,642**	**$425,772,958**	**$452,806,693**
Personnel Services	129	-	2,000,000	-	2,500,000
Non-Personnel	(14,177,208)	(13,678,434)	(9,896,805)	(10,051,126)	(14,999,526)
Capital	1,140	52,350	494,747	494,747	125,000
Debt Service	3,572	4,090	6,881,907	6,881,907	13,739,952
Other	86,128,447	80,955,476	89,276,739	86,110,006	104,463,547
Total Expenses	**$71,956,080**	**$67,333,482**	**$88,756,588**	**$83,435,534**	**$105,828,973**

Capital Improvement Budget					
Total Revenues	**$20,594,668**	**$21,112,194**	**$18,097,841**	**$25,228,517**	**$25,359,165**
Personnel Services	-	-	-	-	-
Non-Personnel	1,192,991	81,517	622,863	622,863	-
Capital	369,450	586,217	1,332,375	1,332,376	185,000
Debt Service	-	-	-	-	-
Other	11,857,637	10,260,547	11,557,420	10,616,600	12,211,205
Total Expenses	**$13,420,079**	**$10,928,281**	**$13,512,658**	**$12,571,839**	**$12,396,205**

Total Budget					
Total Revenues	**$400,349,141**	**$421,735,757**	**$443,268,483**	**$451,001,475**	**$478,165,858**
Total Expenses	**$85,376,159**	**$78,261,764**	**$102,269,246**	**$96,007,373**	**$118,225,178**
Authorized Full Time Equivalents (FTE)	-	-	-	-	-

Analysis

Revenues:
Tax revenue increase is primarily due to property taxable values growing by 9.3% which represents an increase of approximately $18.7 million in property tax revenue compared to Current FY2019.

Expenses:
Non-Personnel expenses are negative due to cost allocation being treated as a contra-expense in the General Fund. In FY2017, Non-Personnel expenses have been restated due to the realignment of the Tampa Theatre budget.

Department Name: Parking

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 pre-paid parking.

Performance Measures	Actual FY2018	Projected FY2019	Estimated FY2020
Consumer Online Parking Transactions	134,450	135,000	137,000
On-Street Pay Station Revenue	$2.1 Million	$1.8 Million	$1.9 Million
Off-Street Visitor Revenue	$7.1 Million	$7.1 Million	$7.1 Million
Off-Street Permit Revenue	$5.7 Million	$5.0 Million	$5.5 Million

Parking

Operating Budget	Actual FY17	Actual FY18	Current FY19	Projected FY19	Recommended FY20
Taxes	-	-	-	-	-
Licenses & Permits	-	-	-	-	-
Intergovernmental	-	-	-	-	-
Charges for Services & Fines	17,373,307	18,640,228	17,344,440	18,459,840	18,134,360
Other	567,012	571,992	3,786,681	8,131,084	5,098,443
Total Revenues	**$17,940,318**	**$19,212,220**	**$21,131,121**	**$26,590,924**	**$23,232,803**
Personnel Services	4,581,594	4,502,826	4,854,545	4,641,972	4,745,284
Non-Personnel	9,111,554	9,529,640	9,640,227	9,681,451	10,562,244
Capital	16,445	62,542	125,311	125,311	290,000
Debt Service	-	-	-	-	-
Other	4,462,245	4,915,378	6,511,038	4,694,648	7,635,275
Total Expenses	**$18,171,838**	**$19,010,386**	**$21,131,121**	**$19,143,382**	**$23,232,803**

Capital Improvement Budget					
Total Revenues	**$1,056,767**	**$1,369,699**	**$1,300,000**	**$1,356,000**	**$3,933,000**
Personnel Services	-	-	-	-	-
Non-Personnel	13,541	-	-	-	-
Capital	483,206	751,621	3,389,488	3,374,386	3,867,000
Debt Service	-	-	-	-	-
Other	-	-	42,741	-	66,000
Total Expenses	**$496,747**	**$751,621**	**$3,432,228**	**$3,374,386**	**$3,933,000**

Total Budget					
Total Revenues	**$18,997,085**	**$20,581,919**	**$22,431,121**	**$27,946,924**	**$27,165,803**
Total Expenses	**$18,668,585**	**$19,762,007**	**$24,563,349**	**$22,517,768**	**$27,165,803**
Authorized Full Time Equivalents (FTE)	84.50	81.25	72.00	72.00	72.00

Analysis

Revenues:
Charges for Services and Fines increase from Current FY2019 due to an increase in parking volume. Other revenues in Projected FY2019 include the proceeds of $7.6 million from the sale of the Jackson Street lot.

Expenses:
Personnel Services decrease from Current FY2019 is due to an increase in healthcare costs offset by a decreased contribution to the City's pension program.

Department Name: Parks and Recreation

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

VISION AND MISSION:

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

GOALS AND OBJECTIVES:

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

CURRENT OPERATIONS AND INITIATIVES:

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. Repair of the Sulphur Springs swimming pool deck, in an effort to extend the life of this valuable amenity. In an effort to support an already popular park amenity, we will be expanding the existing ADA accessible Freedom Playground at MacFarlane Park. 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 and responsive parks and recreation.

Performance Measures	Actual FY2018	Projected FY2019	Estimated FY2020
Special Event Days	459	480	490
Picnic Shelter Reservations	4,449	4,490	4,530
Tree Plantings	1,557	1,550	1,550
Recreation Cards Issued	20,960	18,410	18,960
Aquatic Class Participants	5,921	6,000	6,100
Aquatic Facility Visits	159,303	160,000	162,000
Art Participants	3,558	3,730	3,920
Afterschool Participants	4,189	5,150	6,300
Youth and Adult Sports League Participants	16,200	19,000	21,500
Camp Participants	6,275	6,800	7,300
Senior Visits	46,960	48,850	50,500
Stay and Play (Summer Only)	32,352	38,500	45,500
Spectators (Recreation & Pool)	66,354	65,500	68,600

Parks and Recreation

Operating Budget	Actual FY17	Actual FY18	Current FY19	Projected FY19	Recommended FY20
Taxes	-	-	-	-	-
Licenses & Permits	138,030	3,424	-	-	-
Intergovernmental	16,369	10,000	10,000	10,000	10,100
Charges for Services & Fines	3,740,560	4,083,976	4,586,825	4,186,825	4,375,794
Other	787,294	1,017,624	2,178,695	905,071	2,596,049
Total Revenues	**$4,682,253**	**$5,115,024**	**$6,775,520**	**$5,101,896**	**$6,981,943**
Personnel Services	26,744,244	27,682,501	30,224,956	29,270,056	30,810,386
Non-Personnel	11,898,208	13,062,805	14,987,511	14,556,282	15,373,379
Capital	246,709	322,759	1,011,689	795,492	690,500
Debt Service	-	-	-	-	-
Other	-	30,000	1,304,986	30,000	1,830,948
Total Expenses	**$38,889,161**	**$41,098,064**	**$47,529,142**	**$44,651,830**	**$48,705,213**

Capital Improvement Budget					
Total Revenues	**$2,734,660**	**$280,304**	**$1,239,086**	**$499,697**	**$1,725,000**
Personnel Services	-	-	-	-	-
Non-Personnel	679	-	1	-	308,729
Capital	25,136,566	17,247,465	9,705,836	9,737,099	1,950,000
Debt Service	-	-	-	-	-
Other	42,500	12,827	323,329	-	2,326,986
Total Expenses	**$25,179,745**	**$17,260,292**	**$10,029,166**	**$9,737,099**	**$4,585,715**

Total Budget					
Total Revenues	**$7,416,913**	**$5,395,328**	**$8,014,606**	**$5,601,593**	**$8,706,943**
Total Expenses	**$64,068,905**	**$58,358,356**	**$57,558,308**	**$54,388,929**	**$53,290,928**
Authorized Full Time Equivalents (FTE)	426.23	446.20	442.48	441.98	443.98

Analysis

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

Expenses:
Personnel Services increase from Current FY2019 is due to an increase in healthcare costs and the addition of one and a half FTEs partially offset by a decreased contribution to the City's pension program.

Department Name: Planning and Development

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

VISION AND MISSION:

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

GOALS AND OBJECTIVES:

- Focus on education, outreach, and planning initiatives;
- Coordinating the City's review and response for comprehensive plan amendments, and dissemination of changes to local and state planning-related law to applicable internal agencies;
- Utilize available federal and state funding to provide housing rehabilitation services as well as provide safe and affordable rental and single family homes;
- Encourage historic preservation, stabilize neighborhoods, increase property values, and facilitate investments;
- Provide community outreach and educational programs on the benefits of historic designation, historic preservation, housing foreclosure prevention assistance, and environmentally sustainable practices;
- Implement a strategic plan to reduce the City's green-house gas emissions;
- Ensure the design of new urban projects contribute to the compatible redevelopment of downtown and meet the standards of detail and function representative of a successful urban center;
- Implement the Comprehensive Plan, major planning initiatives, and increasing the use of Form Based Code;
- Continue to acquire and dispose of valuable City real estate assets and monitor city lease agreements for the benefit of the citizens of Tampa; 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 Green Officer tracks conservation, environmental, and resiliency adaptation and emissions reduction. Architectural Review and Historic Preservation administers historic design guidelines in historic districts and implements the successful Interstate Preservation trust fund issuing grants and loans for rehabilitation projects. Real Estate provides services of acquisition, disposition, and leasing while seeking ways to profitably market City-owned real estate. Housing and Community Development continues housing, rehabilitation, and assistance programs and is now embarking on a major affordable housing project with a for profit builder that will become the model program for others to follow. Community Affairs investigates/conciliates complaints involving accessibility and discrimination issues within the City of Tampa. Land Development Coordination has streamlined development review and public hearing processes. The Planning and Urban Design Division manages the implementation of the InVision Plan, the West River Project, and coordinates several legacy development projects.

Performance Measures	Actual FY2018	Projected FY2019	Estimated FY2020
Residential Permits	17,127	17,641	18,170
Commercial Permits	5,301	5,460	5,623
Construction Inspections	101,407	108,747	110,400
Zoning Related Applications	1,562	1,610	1,659
Right-of-Way Related Applications	115	124	133
Subdivision Applications	80	42	44

Planning and Development

Operating Budget	Actual FY17	Actual FY18	Current FY19	Projected FY19	Recommended FY20
Taxes	-	-	-	-	-
Licenses & Permits	907,687	1,247,222	1,013,897	1,347,000	1,250,000
Intergovernmental	29,723	438,704	128,800	-	-
Charges for Services & Fines	734,225	741,909	782,450	667,280	719,830
Other	932,369	716,532	1,039,740	1,051,517	542,295
Total Revenues	**$2,604,005**	**$3,144,365**	**$2,964,887**	**$3,065,797**	**$2,512,125**
Personnel Services	6,110,126	6,250,080	7,095,286	6,876,982	6,870,972
Non-Personnel	430,034	584,378	938,455	495,065	533,242
Capital	7,355	-	77,354	277	-
Debt Service	-	-	-	-	-
Other	-	-	10,658	-	-
Total Expenses	**$6,547,515**	**$6,834,458**	**$8,121,753**	**$7,372,324**	**$7,404,214**

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

Total Budget					
Total Revenues	**$2,604,005**	**$3,144,365**	**$2,964,887**	**$3,065,797**	**$2,512,125**
Total Expenses	**$6,547,515**	**$6,834,458**	**$8,121,753**	**$7,372,324**	**$7,404,214**
Authorized Full Time Equivalents (FTE)	78.00	75.75	79.75	80.75	80.75

Analysis

Revenues:
The revenues above are earned by this General Fund department. General revenues provide the remaining funding. Licenses and Permits revenue increase from Current FY2019 due to an increase in right of way permitting activities.

Expenses:
Personnel Services decrease from Current FY2019 is due to an increase in healthcare costs and the addition of one FTE offset by a decreased contribution to the City's pension program.

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 funds will support projects that will provide a range of activities through programs operated by non-profit organizations under contract with the City. A request for proposal is underway for projects to meet needs identified in the City's Consolidated Plan. The maximum allocation for programs paid with CDBG funds is 15% per year. The allocation for CDBG funded projects from the FY2020 allocation is $476,923.

Multi-Family Housing and Public Facility Improvements – CDBG funds will be provided through a request for proposals for both projects to benefit low-moderate income families. Additional projects are carried out by non-profit organizations to create affordable housing opportunities and improve public service facilities to for better access to such services.

In addition, Housing Counseling services will continue to be provided by local non-profits to benefit low-income households seeking the dream of homeownership or dealing with housing financial challenges. Other services provided by the City include property acquisition and demolition. The estimated allocation for Housing and Community Development Activities for FY2020 is $3,179,489.

FY2020 Community Development Block Grant (CDBG) Budget

Administration	$635,898
Public Service Projects	$476,923
Program Delivery	$425,000
Economic Development	$200,000
Housing Counseling	$500,000
Housing Projects	$941,668
Total	**$3,179,489**

Community Development Block Grant

Operating Budget	Actual FY17	Actual FY18	Current FY19	Projected FY19	Recommended FY20
Taxes	-	-	-	-	-
Licenses & Permits	-	-	-	-	-
Intergovernmental	2,129,950	3,075,429	3,159,459	3,159,459	3,179,489
Charges for Services & Fines	-	-	-	-	-
Other	(7,821)	-	-	-	-
Total Revenues	**$2,122,129**	**$3,075,429**	**$3,159,459**	**$3,159,459**	**$3,179,489**
Personnel Services	530,216	549,965	1,009,380	631,891	364,914
Non-Personnel	998,875	1,543,723	5,638,132	2,527,568	2,814,575
Capital	2,500	10,377	8,029	-	-
Debt Service	-	-	-	-	-
Other	425,220	771,713	27,575	-	-
Total Expenses	**$1,956,811**	**$2,875,778**	**$6,683,116**	**$3,159,459**	**$3,179,489**

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

Total Budget					
Total Revenues	**$2,122,129**	**$3,075,429**	**$3,159,459**	**$3,159,459**	**$3,179,489**
Total Expenses	**$1,956,811**	**$2,875,778**	**$6,683,116**	**$3,159,459**	**$3,179,489**
Authorized Full Time Equivalents (FTE)	-	-	-	-	-

Analysis

Revenues:
This program is funded by a federal grant. Federal grant requirements enable spending over multiple years. In FY2020, the U.S. Dept. of Housing and Urban Development (HUD) is awarding the City $3.18 million a 0.63% increase over the FY2019 award.

Expenses:
This program is funded by a federal grant. Federal grant requirements enable spending over multiple years. In FY2020, the U.S. Dept. of Housing and Urban Development (HUD) is awarding the City $3.18 million a 0.63% increase over the FY2019 award.

Planning and Development
Emergency Solutions Grants

GOALS AND OBJECTIVES:

The Emergency Solutions Grants (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 (HMIS). In accordance with the U.S. Department of Housing and Urban Development (HUD) Consolidated Planning Process, the City collaborates with representatives of the local Continuum of Care lead agency to review and evaluate proposals for FY2019 -2021 ESG program. The three-year contracts are in the second year and provide for continuity of services. These contracts also allow staff 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-profits 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 FY2020 ESG funding allocations.

Total Funding FY2020: $268,087

Performance Measures	Actual FY2018	Projected FY2019	Estimated FY2020
Emergency Shelter (Clients Served)	1,633	1,350	1,350
Rapid Re-Housing (Clients Served)	58	150	150

Emergency Solutions Grant

Operating Budget	Actual FY17	Actual FY18	Current FY19	Projected FY19	Recommended FY20
Taxes	-	-	-	-	-
Licenses & Permits	-	-	-	-	-
Intergovernmental	260,467	223,183	251,923	251,923	268,087
Charges for Services & Fines	-	-	-	-	-
Other	-	-	-	-	-
Total Revenues	**$260,467**	**$223,183**	**$251,923**	**$251,923**	**$268,087**
Personnel Services	12,465	13,486	12,596	12,596	20,107
Non-Personnel	248,002	236,833	327,895	239,327	247,980
Capital	-	-	-	-	-
Debt Service	-	-	-	-	-
Other	-	-	-	-	-
Total Expenses	**$260,467**	**$250,319**	**$340,491**	**$251,923**	**$268,087**

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

Total Budget					
Total Revenues	**$260,467**	**$223,183**	**$251,923**	**$251,923**	**$268,087**
Total Expenses	**$260,467**	**$250,319**	**$340,491**	**$251,923**	**$268,087**
Authorized Full Time Equivalents (FTE)	-	-	-	-	-

Analysis

Revenues:
This program is funded by a federal grant. Federal grant requirements enable spending over multiple years. In FY2020, the U.S. Dept. of Housing and Urban Development (HUD) is awarding the City $268,087, a 6.4% increase over the FY2019 award.

Expenses:
This program is funded by a federal grant. Federal grant requirements enable spending over multiple years. In FY2020, the U.S. Dept. of Housing and Urban Development (HUD) is awarding the City $268,087, a 6.4% increase over the FY2019 award.

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 acquisition/rehabilitation of single-family units by non-profit organizations, development subsidy for the construction of new multi-family rental developments, mortgage down payment assistance and Tenant Based Rental Assistance (TBRA).

CURRENT OPERATIONS AND INITIATIVES:

The City of Tampa currently partners with non-profits to administer the homeowner rehabilitation program and CHDO activity. The first-time homebuyer program is administered directly by Housing Counseling Agencies and 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 FY2020 HOME funding allocations.

Total Funding FY2020: $1,559,724

Performance Measures	Actual FY2018	Projected FY2019	Estimated FY2020
Down-Payment Assistance (Households)	31	40	50
Housing Rehabilitation (Households)	15	0	20
New Construction - Multi-Family (Units)	0	50	50
Infill New Construction - Single Family (Units)	5	10	20
Community Housing Development Org. (CHDO) (Units)	6	8	7
Tenant-Based Rental Assistance (Households)	40	40	40

HOME Investment Partnerships

Operating Budget	Actual FY17	Actual FY18	Current FY19	Projected FY19	Recommended FY20
Taxes	-	-	-	-	-
Licenses & Permits	-	-	-	-	-
Intergovernmental	2,284,498	2,326,858	1,695,248	1,695,248	1,559,724
Charges for Services & Fines	-	-	-	-	-
Other	13,626	9,881	-	-	-
Total Revenues	**$2,298,123**	**$2,336,740**	**$1,695,248**	**$1,695,248**	**$1,559,724**
Personnel Services	116,726	137,281	202,307	169,524	155,972
Non-Personnel	2,126,367	1,236,073	4,398,195	1,525,724	1,403,752
Capital	-	-	5,000	-	-
Debt Service	-	-	-	-	-
Other	22,961	-	(1,172)	-	-
Total Expenses	**$2,266,054**	**$1,373,354**	**$4,604,331**	**$1,695,248**	**$1,559,724**

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

Total Budget					
Total Revenues	**$2,298,123**	**$2,336,740**	**$1,695,248**	**$1,695,248**	**$1,559,724**
Total Expenses	**$2,266,054**	**$1,373,354**	**$4,604,331**	**$1,695,248**	**$1,559,724**
Authorized Full Time Equivalents (FTE)	-	-	-	-	-

Analysis

Revenues:
This program is funded by a federal grant. Federal grant requirements enable spending over multiple years. In FY2020, the U.S. Dept. of Housing and Urban Development (HUD) is awarding the City $1.56 million, an 8.2% decrease from the FY2019 award.

Expenses:
Current FY2019 reflects both the FY2019 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 FY2018 through FY2020 HOPWA funding. The City entered into three-year contracts that provide service continuity for a population that often has difficulty maintaining stable housing.

CURRENT OPERATIONS AND INITIATIVES:

The City of Tampa partners with non-profit agencies across the four counties to provide Tenant Based Rental Assistance (TBRA), Short-term Rent, Mortgage and Utility assistance (STRMU), Transitional Housing and Permanent Supportive Housing, support services which include mental health and substance abuse counseling, day care, nutritional services and assistance in gaining access to local, state and federal government benefits and services.

Total Funding FY2020: $3,985,513

Performance Measures	Actual FY2018	Projected FY2019	Estimated FY2020
Facility-Based Housing (Clients)	19	34	30
Short-Term Rent, Mortgage and Utility Assistance (Clients)	48	50	50
Tenant-Based Rental Assistance (Clients)	370	340	350
Supportive Services (Clients)	649	350	350
Transitional Housing (Clients)	22	24	20

Housing Opportunities for Persons with AIDS

Operating Budget	Actual FY17	Actual FY18	Current FY19	Projected FY19	Recommended FY20
Taxes	-	-	-	-	-
Licenses & Permits	-	-	-	-	-
Intergovernmental	3,823,341	3,559,849	3,864,852	3,864,852	3,985,513
Charges for Services & Fines	-	-	-	-	-
Other	-	-	-	-	-
Total Revenues	**$3,823,341**	**$3,559,849**	**$3,864,852**	**$3,864,852**	**$3,985,513**
Personnel Services	53,569	72,243	159,371	115,945	119,565
Non-Personnel	3,528,531	3,952,083	4,269,368	3,748,907	3,865,948
Capital	-	-	-	-	-
Debt Service	-	-	-	-	-
Other	-	-	-	-	-
Total Expenses	**$3,582,100**	**$4,024,326**	**$4,428,739**	**$3,864,852**	**$3,985,513**

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

Total Budget					
Total Revenues	**$3,823,341**	**$3,559,849**	**$3,864,852**	**$3,864,852**	**$3,985,513**
Total Expenses	**$3,582,100**	**$4,024,326**	**$4,428,739**	**$3,864,852**	**$3,985,513**
Authorized Full Time Equivalents (FTE)	-	-	-	-	-

Analysis

Revenues:
This program is funded by a federal grant. Federal grant requirements enable spending over multiple years. In FY2020, the U.S. Dept. of Housing and Urban Development (HUD) is awarding the City $3.99 million, which is a 3.4% increase over the FY2019 award.

Expenses:
Current FY2019 reflects both the FY2019 entitlement amount and the remaining grant fund balances, which rolled over from prior year allocations.

Planning and Development
State Housing Initiatives Partnership

GOALS AND OBJECTIVES:

Since its inception, the City of Tampa has been annually awarded State Housing Initiatives Partnership (SHIP) program funds. The activities identified in the City's Local Housing Assistance Plan (LHAP) guide and 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 LHAP, which was updated for the 2019-2022 fiscal years. The City of Tampa implemented programs with approximately $498,688 in SHIP funding in FY2019.

The City will receive a total allocation of $522,890 for FY2020. 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 FY2020: $522,890

Performance Measures	Actual FY2018	Projected FY2019	Estimated FY2020
Rehabilitation - Owner Occupied (Units)	30	30	50
Down-Payment Assistance (Households)	37	40	40
Multi-Family Rehabilitation (Units)	0	0	50
New Single Family Home Construction	0	30	75

State Housing Initiatives Partnership

Operating Budget	Actual FY17	Actual FY18	Current FY19	Projected FY19	Recommended FY20
Taxes	-	-	-	-	-
Licenses & Permits	-	-	-	-	-
Intergovernmental	3,837,623	2,104,315	1,153,676	439,968	522,890
Charges for Services & Fines	-	-	-	-	-
Other	38,059	77,786	95,918	-	-
Total Revenues	**$3,875,682**	**$2,182,101**	**$1,249,594**	**$439,968**	**$522,890**
Personnel Services	219,687	228,672	199,664	43,996	52,289
Non-Personnel	972,635	1,017,027	6,046,877	395,972	470,601
Capital	-	-	1,168	-	-
Debt Service	-	-	-	-	-
Other	-	-	-	-	-
Total Expenses	**$1,192,322**	**$1,245,699**	**$6,247,709**	**$439,968**	**$522,890**

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

Total Budget					
Total Revenues	**$3,875,682**	**$2,182,101**	**$1,249,594**	**$439,968**	**$522,890**
Total Expenses	**$1,192,322**	**$1,245,699**	**$6,247,709**	**$439,968**	**$522,890**
Authorized Full Time Equivalents (FTE)	-	-	-	-	-

Analysis

Revenues:
The Florida Housing Finance Corporation state grant funds this program. State grant regulations enable spending over multiple years. In FY2020, the Florida Housing Finance Corporation is awarding the City $522,890, an 18.8% increase over the FY2019 award.

Expenses:
Current FY2019 reflects both the FY2019 entitlement amount and the remaining grant fund balances, which rolled over from prior year allocations.

Construction Services Division

Operating Budget	Actual FY17	Actual FY18	Current FY19	Projected FY19	Recommended FY20
Taxes	-	-	-	-	-
Licenses & Permits	9,947,953	11,343,710	10,613,226	13,672,104	12,400,000
Intergovernmental	-	-	-	-	-
Charges for Services & Fines	146,157	139,161	120,000	200,000	120,000
Other	106,006	147,980	5,185,476	163,476	6,954,968
Total Revenues	**$10,200,116**	**$11,630,851**	**$15,918,702**	**$14,035,580**	**$19,474,968**
Personnel Services	6,149,950	6,456,890	6,866,035	6,831,293	7,514,221
Non-Personnel	4,132,489	3,532,088	4,064,565	3,947,176	4,689,609
Capital	148,482	11,964	208,521	186,521	325,000
Debt Service	-	-	-	-	-
Other	243,066	410,064	4,779,581	470,413	6,946,138
Total Expenses	**$10,673,987**	**$10,411,005**	**$15,918,702**	**$11,435,403**	**$19,474,968**

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

Total Budget					
Total Revenues	**$10,200,116**	**$11,630,851**	**$15,918,702**	**$14,035,580**	**$19,474,968**
Total Expenses	**$10,673,987**	**$10,411,005**	**$15,918,702**	**$11,435,403**	**$19,474,968**
Authorized Full Time Equivalents (FTE)	67.00	67.00	67.00	75.00	77.00

Analysis

Revenues:
Licenses and Permits increase from Current FY2019 is primarily due to increased building activity.

Expenses:
Personnel Services increase from Current FY2019 is due to an increase in healthcare costs and the addition of ten FTEs. Non-Personnel increase is due to an anticipated increase in contractual temporary services.

Department Name: Tampa Police Department

DEPARTMENT WEBSITE: https://www.tampagov.net/police

VISION AND MISSION:

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

GOALS AND OBJECTIVES:

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

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

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

- Increase community engagement through a dynamic combination of online and offline interactions that promote effective police-community relationships;
- Reduce and maintain Tampa's crime rate in accordance with the Uniform Crime Reporting national standard; and
- Improve officer performance through an enhanced training program.

CURRENT OPERATIONS AND INITIATIVES:

In an effort to reduce crime and assist officers in the field as they respond to dynamic, often dangerous situations, the Tampa Police Department created the Real Time Crime Center (RTCC). This newly formed center harnesses cutting-edge technology and provides the expertise of the Tactical Intelligence Unit, giving officers a head start solving crimes, which makes neighborhoods safer. It also enhances officer safety, as officers have additional information and expertise actively engaged 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.

Performance Measures	Actual FY2018	Projected FY2019	Estimated FY2020
Police Service Calls*	516,687	479,687	444,687
Response Times - Priority 1 (Minutes)	4:29	4:29	4:29
Response Times - Priority 2 (Minutes)	7:22	7:22	7:22
Community Partnerships (Neighborhood Watch Programs)	233	248	248
Total Part One Arrests	2,912	2,767	2,629
All Arrests, All Offenses	20,529	19,473	18,889
Victims Reported (Total Part One Offenses)	8,253	8,088	7,927

*Calls for service do not count admin calls.

Tampa Police Department

Operating Budget	Actual FY17	Actual FY18	Current FY19	Projected FY19	Recommended FY20
Taxes	-	-	-	-	-
Licenses & Permits	-	-	-	-	-
Intergovernmental	9,454,720	11,012,688	10,780,518	10,022,418	7,517,509
Charges for Services & Fines	11,675,749	12,498,442	10,688,525	13,882,373	10,759,166
Other	1,341,745	1,081,863	5,451,520	842,374	5,173,050
Total Revenues	**$22,472,214**	**$24,592,993**	**$26,920,563**	**$24,747,165**	**$23,449,725**
Personnel Services	142,352,454	147,193,451	147,800,227	150,921,064	146,786,246
Non-Personnel	14,670,132	15,617,713	17,009,914	16,341,379	17,868,050
Capital	2,501,765	3,189,128	5,331,758	4,557,623	152,805
Debt Service	215,851	208,709	401,359	401,359	401,359
Other	674,165	462,278	5,883,104	571,250	2,774,002
Total Expenses	**$160,414,366**	**$166,671,279**	**$176,426,361**	**$172,792,675**	**$167,982,462**

Capital Improvement Budget					
Total Revenues	**$4,720,500**	**$4,950,000**	**$9,473,522**	**$4,500,000**	**$9,000,000**
Personnel Services	-	-	-	-	-
Non-Personnel	-	-	-	-	-
Capital	4,214,325	4,838,143	5,593,225	5,119,703	4,500,000
Debt Service	-	-	-	-	-
Other	4,720,500	4,950,000	4,500,000	4,500,000	4,500,000
Total Expenses	**$8,934,825**	**$9,788,143**	**$10,093,225**	**$9,619,703**	**$9,000,000**

Total Budget					
Total Revenues	**$27,192,714**	**$29,542,993**	**$36,394,085**	**$29,247,165**	**$32,449,725**
Total Expenses	**$169,349,191**	**$176,459,422**	**$186,519,586**	**$182,412,378**	**$176,982,462**
Authorized Full Time Equivalents (FTE)	1,241.13	1,241.13	1,236.50	1,240.50	1,241.50

Analysis

Revenues:
The revenues above are earned by this General Fund department. General revenues provide the remaining funding. Intergovernmental revenues decrease from Current FY2019 is primarily due to one-time law enforcement grants.

Expenses:
Personnel Services decrease is due to a changing workforce partially offset by increases in healthcare costs and contributions to the Fire and Police pension program. Capital Improvement budget is for communication center upgrades and new vehicles.

Department Name: Public Affairs

DEPARTMENT WEBSITE: https://www.tampagov.net/public-affairs

VISION AND MISSION:

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

GOALS AND OBJECTIVES:

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

CURRENT OPERATIONS AND INITIATIVES:

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

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

Public Affairs

Operating Budget	Actual FY17	Actual FY18	Current FY19	Projected FY19	Recommended FY20
Taxes	-	-	-	-	-
Licenses & Permits	-	-	-	-	-
Intergovernmental	-	-	-	-	-
Charges for Services & Fines	206	-	-	-	-
Other	-	375	16,001	-	-
Total Revenues	**$206**	**$375**	**$16,001**	**-**	**-**
Personnel Services	1,208,467	1,211,080	1,257,113	1,257,040	1,292,002
Non-Personnel	218,572	206,303	236,669	236,669	244,187
Capital	66,549	117,939	49,407	23,501	-
Debt Service	-	-	-	-	-
Other	-	-	-	-	-
Total Expenses	**$1,493,588**	**$1,535,322**	**$1,543,189**	**$1,517,210**	**$1,536,189**

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

Total Budget					
Total Revenues	**$206**	**$375**	**$16,001**	**-**	**-**
Total Expenses	**$1,493,588**	**$1,535,322**	**$1,543,189**	**$1,517,210**	**$1,536,189**
Authorized Full Time Equivalents (FTE)	14.00	15.00	12.00	12.00	12.00

Analysis

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

Expenses:
Personnel Services increase from Current FY2019 is due to an increase in healthcare costs partially offset by a decreased contribution to the City's pension program.

Department Name: Public Works and Utility Services Administrator

DEPARTMENT WEBSITE: https://www.tampagov.net/public-works-and-utility-services-administrator

VISION AND MISSION:

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

GOALS AND OBJECTIVES:

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

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

CURRENT OPERATIONS AND INITIATIVES:

- Directs and coordinates the services provided by the five public works departments to provide the essential core services;
- Executes the work necessary to exceed the requirements of the Mayor, City Council, outside agencies, other departments, citizens, and customers; and
- Works with developers, citizen committees, other governmental agencies, and support departments to develop, establish, and protect the interest of the City's infrastructure.

Public Works and Utility Services Administrator

Operating Budget	Actual FY17	Actual FY18	Current FY19	Projected FY19	Recommended FY20
Taxes	-	-	-	-	-
Licenses & Permits	-	-	-	-	-
Intergovernmental	-	-	-	-	-
Charges for Services & Fines	-	-	-	-	-
Other	-	-	-	-	-
Total Revenues	**-**	**-**	**-**	**-**	**-**
Personnel Services	314,309	306,680	343,618	343,847	342,550
Non-Personnel	9,535	8,740	17,566	14,754	17,722
Capital	1,764	-	-	-	-
Debt Service	-	-	-	-	-
Other	-	-	-	-	-
Total Expenses	**$325,608**	**$315,420**	**$361,184**	**$358,601**	**$360,272**

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

Total Budget					
Total Revenues	**-**	**-**	**-**	**-**	**-**
Total Expenses	**$325,608**	**$315,420**	**$361,184**	**$358,601**	**$360,272**
Authorized Full Time 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.

Expenses:
Personnel Services decrease from Current FY2019 is due to an increase in healthcare costs offset by a decreased contribution to the City's pension program.

Department Name: Purchasing

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

VISION AND MISSION:

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

GOALS AND OBJECTIVES:

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

CURRENT OPERATIONS AND INITIATIVES:

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

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

Performance Measures	Actual FY2018	Projected FY2019	Estimated FY2020
Total Dollar Purchased ($000)	$354,606	$372,336	$390,953
Dollars for Small Local Business Enterprises (SLBE) ($000)	$22,826	$23,967	$25,166
Number of Bids Processed	210	242	278
Number of Resolutions Processed	265	318	355
Number of Purchasing Office Transmittals Processed	163	187	215
Public Records Requests	153	183	220
City Council Agenda Items	275	310	335
Dollars of Inventory ($000)	$5,003	$5,000	$5,000

Purchasing

Operating Budget	Actual FY17	Actual FY18	Current FY19	Projected FY19	Recommended FY20
Taxes	-	-	-	-	-
Licenses & Permits	-	-	-	-	-
Intergovernmental	-	-	-	-	-
Charges for Services & Fines	-	-	-	-	-
Other	24	151	-	-	-
Total Revenues	**$24**	**$151**	**-**	**-**	**-**
Personnel Services	1,879,077	2,574,772	2,668,512	2,627,329	2,622,616
Non-Personnel	39,141	44,438	53,496	51,790	57,293
Capital	-	19,781	44,383	44,383	-
Debt Service	-	-	-	-	-
Other	-	-	-	-	-
Total Expenses	**$1,918,218**	**$2,638,991**	**$2,766,391**	**$2,723,502**	**$2,679,909**

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

Total Budget					
Total Revenues	**$24**	**$151**	**-**	**-**	**-**
Total Expenses	**$1,918,218**	**$2,638,991**	**$2,766,391**	**$2,723,502**	**$2,679,909**
Authorized Full Time Equivalents (FTE)	18.00	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 decrease from Current FY2019 is due to an increase in healthcare costs offset by a decreased contribution to the City's pension program.

Department Name: Revenue and Finance

DEPARTMENT WEBSITE: https://www.tampagov.net/revenue-and-finance

VISION AND MISSION:

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

GOALS AND OBJECTIVES:

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

- Maintain and improve financial management excellence: Maintain annual eligibility for the Government Finance Officers Association's Distinguished Budget Presentation Award and Certificate of Achievement for Excellence in Financial Reporting;
- Preserve financial soundness: Ensure compliance with secondary market disclosure requirements and maintain the City's bond 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 FY2018	Projected FY2019	Estimated FY2020
GFOA Financial Reporting Award	33 Years	34 Years	35 Years
GFOA Budget Presentation Award	34 Years	35 Years	36 Years
Implied GO Bond Rating (S&P AAA, Fitch-AA+, Moody's-Aa1)	Yes	Yes	Yes
CAFR Finalized by March 31 off the Subsequent Year	Yes	Yes	Yes
Number of Audit Findings and Comments	1	0	0

Revenue and Finance

Operating Budget	Actual FY17	Actual FY18	Current FY19	Projected FY19	Recommended FY20
Taxes	-	-	-	-	-
Licenses & Permits	-	-	-	-	-
Intergovernmental	-	-	-	-	-
Charges for Services & Fines	-	-	-	-	-
Other	619,195	219,528	377,427	377,377	418,078
Total Revenues	**$619,195**	**$219,528**	**$377,427**	**$377,377**	**$418,078**
Personnel Services	7,928,015	7,986,242	8,522,789	8,335,537	8,308,430
Non-Personnel	500,421	372,973	421,989	418,209	622,204
Capital	26,769	15,248	-	-	250,000
Debt Service	58,893	-	-	-	-
Other	-	-	-	-	-
Total Expenses	**$8,514,098**	**$8,374,463**	**$8,944,778**	**$8,753,746**	**$9,180,634**

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

Total Budget					
Total Revenues	**$681,203**	**$219,528**	**$377,427**	**$377,377**	**$418,078**
Total Expenses	**$8,514,098**	**$8,374,463**	**$8,944,778**	**$8,753,746**	**$9,180,634**
Authorized Full Time Equivalents (FTE)	90.50	91.50	88.50	88.50	88.50

Analysis

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

Expenses:
Personnel Services decrease from Current FY2019 is due to an increase in healthcare costs offset by a decreased contribution to the City's pension program.

Department Name: Solid Waste & Environmental Program Management

DEPARTMENT WEBSITE: https://www.tampagov.net/solid-waste

VISION AND MISSION:

The Department of Solid Waste and Environmental Program Management's vision is to be recognized as a world-class organization in the provision of waste resource management and the public's choice for sage and innovative services. Its mission is to enhance the quality of life within our community while providing industry leading collection, disposal, and environmental services.

GOALS AND OBJECTIVES:

- Secure a reasonable new recycling handling and processing agreement;
- Implement the use of a dedicated route optimization program;
- Reduce industry related risks through proactive safety training and risk management programs;
- Install dedicated truck wash facility to improve vehicle maintenance;
- Reduce greenhouse gas emissions by increasing the number of alternative fuel vehicles in department fleet;
- Develop a full cost accounting model to accurately capture expenses associated with providing solid waste management services; and
- Modernize existing codes and ordinances to reflect current industry collection practices.

CURRENT OPERATIONS AND INITIATIVES:

- Utilizing the new Utility Management System to reduce service delivery times;
- Reducing operating expenses and customer service fees through advanced collection service methods;
- Improving the quality of recycling materials collected by focusing on education, outreach campaigns, and partnerships with local institutions;
- Evaluating feasibility options to address aging components at the McKay Bay Refuse-to-Energy facility; and
- Constructing new and improved facilities to support current operations – welding shop, McKay Bay Transfer Station, compressed natural gas station, etc.

Performance Measures	Actual FY2018	Projected FY2019	Estimated FY2020
Solid Waste Enhanced Environmental Program (SWEEP) Tonnage	3,025	3,500	3,675
Tons of Waste Incinerated at McKay Bay	311,314	315,000	316,000
Number of Vehicles Powered by Alternative Fuels	69	80	115
Same Day and On Time Collection - Residential	99.6%	99.6%	99.6%
Same Day and On Time Collection - Commercial	92%	88.3%	95%
Residential Curbside Recycling Participation Rate	77%	79%	81%
Brownfield Designations since the Program's Inception	39	41	44

Solid Waste & Environmental Program Management

Operating Budget	Actual FY17	Actual FY18	Current FY19	Projected FY19	Recommended FY20
Taxes	-	-	-	-	-
Licenses & Permits	746,980	611,539	742,900	732,928	746,600
Intergovernmental	175,184	-	-	-	-
Charges for Services & Fines	97,266,383	99,520,441	100,593,900	99,833,270	101,096,900
Other	14,852,084	14,649,938	16,879,536	15,577,979	27,116,925
Total Revenues	**$113,040,631**	**$114,781,918**	**$118,216,336**	**$116,144,177**	**$128,960,425**
Personnel Services	17,192,432	16,952,936	17,855,197	17,436,097	17,515,922
Non-Personnel	44,746,536	48,805,937	53,192,666	52,819,840	55,766,340
Capital	7,301,625	2,879,926	10,276,549	10,276,549	9,173,000
Debt Service	13,333,325	13,310,075	13,325,325	13,325,275	13,310,825
Other	36,975,925	33,170,120	23,681,599	24,013,261	33,309,338
Total Expenses	**$119,549,843**	**$115,118,995**	**$118,331,336**	**$117,871,022**	**$129,075,425**

Capital Improvement Budget					
Total Revenues	**$15,179,910**	**$19,043,019**	**$3,080,300**	**$3,595,015**	**$2,343,060**
Personnel Services	-	-	48,893	48,893	-
Non-Personnel	16,636	1,230,226	196,789	196,789	216,843
Capital	266,488	2,426,337	37,139,309	37,139,309	2,126,217
Debt Service	-	-	-	-	-
Other	-	-	18,556	-	-
Total Expenses	**$283,124**	**$3,656,563**	**$37,403,546**	**$37,384,991**	**$2,343,060**

Total Budget					
Total Revenues	**$128,220,541**	**$133,824,937**	**$121,296,636**	**$119,739,192**	**$131,303,485**
Total Expenses	**$119,832,968**	**$118,775,558**	**$155,734,882**	**$155,256,013**	**$131,418,485**
Authorized Full Time Equivalents (FTE)	213.00	208.00	213.50	212.50	212.50

Analysis

Revenues:
Charges for Services and Fines increase from Current FY2019 is primarily due to an increase in the number of Solid Waste customers.

Expenses:
Personnel Services decrease from Current FY2019 is due to an increase in healthcare costs offset by the reduction of one FTE and a decreased contribution to the City's pension program. Non-Personnel increase is due to disposal costs.

Department Name: Technology and Innovation

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 FY2018	Projected FY2019	Estimated FY2020
Requests	41,984	46,183	50,800
Priority 1 Incidents	27	29	30
Priority 2 Incidents	57	59	60
Repair Work Orders	11,984	11,546	11,750

Technology and Innovation

Operating Budget	Actual FY17	Actual FY18	Current FY19	Projected FY19	Recommended FY20
Taxes	-	-	-	-	-
Licenses & Permits	-	-	-	-	-
Intergovernmental	-	-	-	-	-
Charges for Services & Fines	-	-	-	-	-
Other	71,881	21,923	252	-	-
Total Revenues	**$71,881**	**$21,923**	**$252**	**-**	**-**
Personnel Services	13,116,847	13,873,663	14,223,924	14,187,842	14,324,288
Non-Personnel	6,445,945	7,043,403	7,980,155	7,885,902	8,610,560
Capital	77,938	327,960	231,718	160,252	286,800
Debt Service	-	-	-	-	-
Other	-	-	-	-	-
Total Expenses	**$19,640,730**	**$21,245,026**	**$22,435,797**	**$22,233,996**	**$23,221,648**

Capital Improvement Budget					
Total Revenues	**-**	**$1,062,337**	**-**	**-**	**-**
Personnel Services	-	-	290	290	-
Non-Personnel	110,079	-	9,832	9,833	-
Capital	3,937,413	2,280,564	1,872,337	1,872,339	6,588,667
Debt Service	-	-	-	-	-
Other	-	-	5,735	-	-
Total Expenses	**$4,047,493**	**$2,280,564**	**$1,888,194**	**$1,882,462**	**$6,588,667**

Total Budget					
Total Revenues	**$71,881**	**$1,084,260**	**$252**	**-**	**-**
Total Expenses	**$23,688,223**	**$23,525,590**	**$24,323,991**	**$24,116,458**	**$29,810,315**
Authorized Full Time Equivalents (FTE)	121.75	123.75	120.75	120.75	122.75

Analysis

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

Expenses:
Personnel Services increase from Current FY2019 is due to an increase in healthcare costs and the addition of two FTEs. Capital Improvement budget is for public safety communications projects and construction management services.

Department Name: Transportation

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:

- Support InVision initiatives and philosophies for the City of Tampa through effective coordination with outside agencies;
- Support Comprehensive Plan policies that encourage a multi-modal transportation system through integrated land use and transportation planning;
- Continue to implement projects that promote safety and appropriately balance smart mobility; and
- Continue to improve management and maintenance of the transportation infrastructure.

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
- Continue to optimize our customer service center to improve responsiveness.

Performance Measures	Actual FY2018	Projected FY2019	Estimated FY2020
Capital Improvement Projects	73	65	69
Special Event Maintenance of Traffic Plans	480	525	612
Traffic Studies (Speed, Crash, Signs, and Marking)	1,044	900	900
Traffic Signs Replaced	11,480	9,500	9,500
Traffic Signals (Preventative Maintenance Work Orders)	535	541	542

Transportation

Operating Budget	Actual FY17	Actual FY18	Current FY19	Projected FY19	Recommended FY20
Taxes	11,022,125	11,140,824	10,900,000	18,472,282	11,000,000
Licenses & Permits	1,702,649	3,296,446	1,685,500	2,396,000	1,685,500
Intergovernmental	10,419,327	9,654,092	9,559,315	9,768,214	9,641,550
Charges for Services & Fines	452,191	567,335	312,000	422,096	312,000
Other	11,746,272	12,316,208	8,371,987	4,842,061	18,001,785
Total Revenues	**$35,342,563**	**$36,974,904**	**$30,828,802**	**$35,900,653**	**$40,640,835**
Personnel Services	11,432,625	11,971,526	12,847,635	12,533,652	12,915,081
Non-Personnel	10,410,038	11,291,121	12,273,897	12,148,551	12,326,383
Capital	2,403,097	(1,336,099)	2,634,732	1,607,250	687,500
Debt Service	-	-	-	-	-
Other	12,054,408	10,978,431	4,527,009	3,929,809	15,211,871
Total Expenses	**$36,300,168**	**$32,904,979**	**$32,283,273**	**$30,219,262**	**$41,140,835**

Capital Improvement Budget					
Total Revenues	**$15,865,599**	**$19,446,420**	**$18,221,162**	**$15,749,684**	**$15,478,677**
Personnel Services	-	-	-	-	-
Non-Personnel	1,448,965	892,762	876,454	868,686	834,724
Capital	15,924,939	11,437,902	57,772,468	51,689,674	11,274,038
Debt Service	-	-	-	-	-
Other	635,693	21,412	4,678,620	321,051	3,369,915
Total Expenses	**$18,009,597**	**$12,352,076**	**$63,327,542**	**$52,879,411**	**$15,478,677**

Total Budget					
Total Revenues	**$51,208,163**	**$56,421,324**	**$49,049,964**	**$51,650,337**	**$56,119,512**
Total Expenses	**$54,309,765**	**$45,257,055**	**$95,610,814**	**$83,098,673**	**$56,619,512**
Authorized Full Time Equivalents (FTE)	135.00	137.00	138.00	133.00	133.00

Analysis

Revenues:
Taxes increase from Current FY2019 is primarily due to the passage of the All For Transportation surtax. Other revenues increase from Current FY2019 is due to the increase in use of fund balance from prior year's All For Transportation surtax.

Expenses:
Personnel Services increase from Current FY2019 is due to an increase in healthcare costs partially offset by the reduction of five FTEs and a decreased contribution to the City's pension program.

Department Name: Stormwater

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

VISION AND MISSION:

Stormwater's vision is to deliver the highest quality stormwater services to enhance the safety and quality of life within our community. The 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:

- Support InVision initiatives and philosophies for the City of Tampa through effective coordination with outside agencies;
- 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.

Performance Measures	Actual FY2018	Projected FY2019	Estimated FY2020
Inspect and Clean Ditches (Miles)	31.37	32.28	32.28
Capital Improvement Projects	25	24	22
Stormwater Pipe Inspection and Cleaning (Miles)	142	115	115
Street Sweeping (Frequency in Days)	57	52	50

Stormwater

Operating Budget	Actual FY17	Actual FY18	Current FY19	Projected FY19	Recommended FY20
Taxes	-	-	-	-	-
Licenses & Permits	14,284,314	14,208,440	14,001,000	14,001,000	14,001,000
Intergovernmental	15,450	-	-	-	-
Charges for Services & Fines	3,684	-	-	-	75,000
Other	2,999,763	2,347,547	3,299,229	2,289,584	4,001,816
Total Revenues	**$17,303,211**	**$16,555,987**	**$17,300,229**	**$16,290,584**	**$18,077,816**
Personnel Services	6,562,722	7,062,549	7,509,096	7,290,893	9,008,051
Non-Personnel	6,145,784	6,271,795	6,480,696	6,419,762	8,211,232
Capital	2,377,952	617,802	2,960,437	2,720,437	140,500
Debt Service	323,056	295,282	350,000	350,000	355,000
Other	-	200,000	-	-	363,033
Total Expenses	**$15,409,514**	**$14,447,428**	**$17,300,229**	**$16,781,092**	**$18,077,816**

Capital Improvement Budget					
Total Revenues	**$9,284,410**	**$113,452,383**	**$13,949,269**	**$15,956,954**	**$19,746,246**
Personnel Services	160,726	146,692	193,861	309,602	-
Non-Personnel	890,443	188,954	1,279,100	1,282,072	183,390
Capital	10,551,784	22,553,904	108,580,754	104,956,716	13,765,000
Debt Service	-	692,017	214,427	200,000	-
Other	389,252	29,915,246	11,584,013	6,431,286	6,966,434
Total Expenses	**$11,992,205**	**$53,496,813**	**$121,852,155**	**$113,179,676**	**$20,914,824**

Total Budget					
Total Revenues	**$26,587,622**	**$130,008,370**	**$31,249,498**	**$32,247,538**	**$37,824,062**
Total Expenses	**$27,401,718**	**$67,944,241**	**$139,152,384**	**$129,960,768**	**$38,992,640**
Authorized Full Time Equivalents (FTE)	89.00	94.00	94.00	100.00	102.00

Analysis

Revenues:
Other revenues increase from Current FY2019 is primarily due to an increase in the use of fund balance for maintenance and repair costs.

Expenses:
Personnel Services increase from Current FY2019 is due to an increase in healthcare costs and the addition of eight FTEs partially offset by a decreased contribution to the City's pension program.

Department Name: Wastewater

DEPARTMENT WEBSITE: https://www.tampagov.net/wastewater

VISION AND MISSION:

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

GOALS AND OBJECTIVES:

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

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

CURRENT OPERATIONS AND INITIATIVES:

In FY2020, the department will continue with the following initiatives in support of its primary objectives:

- Complete design and award contracts for the rehabilitation of the Dayflower, Adalee, Ralston Beach, and Virginia pumping stations. In addition, installation of permanent electrical generator at the Krause Pumping Station;
- Design and award additional construction contracts to continue with the department's collections system renewal and replacement program to repair and replace deteriorated force mains and gravity sewers located throughout the collection system, and complete the treatment plant's methanol store tank replacement, Digester No. 4 Rehabilitation and Standby Power Improvements; and
- Continue large diameter wastewater pipe cleaning to restore full capacity of the collection system.

Performance Measures	Actual FY2018	Projected FY2019	Estimated FY2020
Gravity Sewer Pipe Cleaned (Miles)	610	567	545
Gravity Sewer Pipe CCTV Inspected (Miles)	334	365	352
Manholes Inspected	7,354	7,812	7,200
Grease Traps Inspected	6,985	6,840	6,144

Wastewater

Operating Budget	Actual FY17	Actual FY18	Current FY19	Projected FY19	Recommended FY20
Taxes	-	-	-	-	-
Licenses & Permits	-	-	-	-	-
Intergovernmental	113,966	80,168	112,800	82,000	112,800
Charges for Services & Fines	108,885,893	113,368,513	114,252,300	117,363,400	114,895,600
Other	16,493,558	5,352,160	31,339,903	15,757,668	8,818,088
Total Revenues	**$125,493,417**	**$118,800,841**	**$145,705,003**	**$133,203,068**	**$123,826,488**
Personnel Services	28,478,410	28,345,198	28,772,576	28,253,823	28,543,454
Non-Personnel	45,611,411	50,692,718	50,004,071	50,784,985	52,534,257
Capital	2,581,322	2,561,876	3,164,788	3,164,503	3,017,800
Debt Service	13,188,521	12,484,705	2,906,112	2,906,112	2,907,454
Other	35,325,675	28,193,433	60,857,456	58,270,600	36,823,523
Total Expenses	**$125,185,339**	**$122,277,930**	**$145,705,003**	**$143,380,023**	**$123,826,488**

Capital Improvement Budget					
Total Revenues	**$19,316,838**	**$23,107,300**	**$43,026,000**	**$43,752,000**	**$27,499,000**
Personnel Services	-	-	-	-	-
Non-Personnel	2,245,332	1,635,347	1,726,430	8	2,923,290
Capital	21,666,596	20,290,662	70,704,010	72,430,448	24,575,710
Debt Service	-	-	-	-	-
Other	9,000	9,000	1,251	-	-
Total Expenses	**$23,920,928**	**$21,935,009**	**$72,431,692**	**$72,430,456**	**$27,499,000**

Total Budget					
Total Revenues	**$144,810,255**	**$141,908,141**	**$188,731,003**	**$176,955,068**	**$151,325,488**
Total Expenses	**$149,106,267**	**$144,212,940**	**$218,136,695**	**$215,810,479**	**$151,325,488**
Authorized Full Time Equivalents (FTE)	315.00	314.00	313.00	313.00	312.00

Analysis

Revenues:
Charges for Services increase from Current FY2019 is due to a one-time revenue from Hillsborough County. Other revenues decrease is due to decreased transfers from the connection fee and operations funds for the department's capital improvement budget.

Expenses:
Personnel Services decrease from Current FY2019 is due to an increase in healthcare costs offset by the reduction of one FTE and a decreased contribution to the City's pension program.

Department Name: Water

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

VISION AND MISSION:

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

GOALS AND OBJECTIVES:

- Focus on customer satisfaction and trust;
- Improve infrastructure stability;
- Improve operational resiliency;
- Engage employees;
- Improve communication and collaboration;
- 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;
- Improve customer service through implementation of a new Utility Management System, a robust online customer portal; advanced metering infrastructure, and an enhanced social media presence;
- Establish employee developed section level performance measures that support department 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 FY2018	Projected FY2019	Estimated FY2020
Non-Revenue Producing Water	13.8%	11.9%	11.7%
Reclaimed Water Demand (Million Gallons per Day – MGD)	3.7	3.8	4.0
Call Center – Average Call Wait Time (Minutes:Seconds)	1:12	1:30	1:30
Call Center – Calls Abandoned	9.2%	8%	8%
Meter Reading Accuracy	99.8%	99.8%	99.8%
Hydrants Inspected	100%	100%	100%

Water

Operating Budget	Actual FY17	Actual FY18	Current FY19	Projected FY19	Recommended FY20
Taxes	-	-	-	-	-
Licenses & Permits	-	-	-	-	-
Intergovernmental	6,331	-	-	-	-
Charges for Services & Fines	118,338,072	118,823,031	122,335,400	119,061,100	124,364,891
Other	20,089,154	21,652,531	70,391,474	22,236,356	21,710,796
Total Revenues	**$138,433,557**	**$140,475,562**	**$192,726,874**	**$141,297,456**	**$146,075,687**
Personnel Services	23,992,459	24,473,491	26,054,291	24,285,757	26,971,061
Non-Personnel	49,062,986	52,802,683	56,381,773	50,832,668	59,907,625
Capital	1,781,059	1,049,547	1,488,090	1,488,085	1,873,228
Debt Service	14,585,189	15,522,821	16,684,012	17,000,956	17,050,350
Other	51,256,336	45,577,632	92,118,708	91,801,764	40,273,423
Total Expenses	**$140,678,028**	**$139,426,175**	**$192,726,874**	**$185,409,230**	**$146,075,687**

Capital Improvement Budget					
Total Revenues	**$37,422,335**	**$30,618,338**	**$82,122,425**	**$81,069,625**	**$37,152,891**
Personnel Services	1,233,282	1,244,840	1,728,185	696,213	-
Non-Personnel	2,472,894	3,092,142	2,021,849	53,949	5,121,711
Capital	31,974,211	24,555,560	140,591,046	142,150,049	27,578,289
Debt Service	-	-	-	-	-
Other	986,483	10,000	13,965,018	2,665,000	4,452,891
Total Expenses	**$36,666,870**	**$28,902,542**	**$158,306,098**	**$145,565,211**	**$37,152,891**

Total Budget					
Total Revenues	**$175,855,892**	**$171,093,900**	**$274,849,299**	**$222,367,081**	**$183,228,578**
Total Expenses	**$177,344,898**	**$168,328,716**	**$351,032,972**	**$330,974,441**	**$183,228,578**
Authorized Full Time Equivalents (FTE)	307.50	302.00	309.50	309.50	319.50

Analysis

Revenues:
Charges for Services and Fines increase from Current FY2019 is primarily due to an increase in the contribution to the Consumer Services Division from the three utility departments.

Expenses:
Personnel Services increase from Current FY2019 is due to an increase in healthcare costs and the addition of ten FTEs. Other expenses decrease from Current FY2019 due to a decreased transfer to the capital construction fund.

Financial Policies

TRANSFORMING
TAMPA'S
TOMORROW

Blueprint for Tampa's Future

City of Tampa Florida

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

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

- A concise and transparent guide for making informed decisions related to City financial matters;
- Comprehensive focus on the overall financial condition of the City rather than a narrow focus on single issues;
- Formal communication of a commitment to sound financial management and fiscal integrity with a distinct commitment to strengthening credibility and confidence of citizens, investors, rating agencies, and other interested parties; and
- Commitment to long-term fiscal sustainability (a balanced budget where revenues equal expenditures).

1. Balanced Budget

A balanced budget provides the framework for obtaining fiscal sustainability and is achieved when total anticipated operating revenues equal total planned operating expenditures for each fund. Additionally, the City's five-year Capital Improvement Program (CIP) is balanced in each year. This approach ensures that the City has sufficient financial resources to implement the CIP.

In accordance with Florida Statute 166.241, the City must adopt a balanced budget each fiscal year. The budget must be adopted by ordinance or resolution unless otherwise specified in the respective municipality's charter. Pursuant to the Tampa City Charter, City Council adopts the budget annually by ordinance. The amount available from taxation and other sources, including balances brought forward from prior fiscal years, must equal the total appropriations for expenditures and reserves. At a minimum, as required by law and sound financial practices, the adopted budget must show budgeted revenues and expenditures for each fund by organizational unit, which are at least at the level of detail required for the annual financial report under Florida Statute 218.32(1). The adopted budget must regulate expenditures of the municipality and an officer of a municipal government may not expend or contract expenditures in any fiscal year except pursuant to the adopted budget.

2. Fund 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.

3. Spending Order of Fund Balances

Fund balances may only be spent for authorized purposes. The City will expend fund balances in the following order:

1. Restricted Fund Balance (unless prohibited by legal documents/contracts such as grant agreements requiring dollar-for-dollar spending)
2. Committed Fund Balance
3. Assigned Fund Balance
4. Unassigned Fund Balance

4. Reserve Policy - Governmental Funds

The reserve policies within this section apply to the City's governmental funds which include the General Fund, Utilities Services Tax Fund, Special Revenue Funds, Debt Service Funds, and Capital Construction Funds.

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 Service Center 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.

5. 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.

6. 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.

7. Budget Stabilization Reserve

To the extent that unassigned fund balance in the General Fund exceeds 20% of operating expenditures, excess amounts may be designated as a Budget Stabilization Reserve to support subsequent fiscal year budget shortfalls. The Budget Stabilization Reserve is intended to allow for

a measured drawdown of reserves with the expectation that revenues will return to sustainable levels in future budgets.

The City may designate any portion of fund balance in the General Fund as either assigned fund balance or committed fund balance with the intent to balance the subsequent year's budget.

a. Amounts designated to balance the next fiscal year will be designated as assigned fund balance. The amounts designated as assigned fund balance cannot exceed the budgeted excess of expenditures over revenues in the immediately subsequent year's budget.

b. Amounts designated to balance subsequent years' budgets (beyond the next fiscal year) will be designated as committed fund balance.

The establishment and/or use of the Budget Stabilization Reserve will be recommended by the Mayor and approved by City Council as part of the annual budget process. Additionally, any Budget Stabilization Reserve that is deemed unnecessary to balance subsequent budgets may be re-designated as unassigned fund balance through the annual budget process.

The Budget Stabilization Reserve may not be used during the course of the current fiscal year to cover revenue shortfalls or unexpected expenditures unless authorized by the Mayor.

8. Fees and Charges

The City will determine appropriate fees and charges for all services, operations, and maintenance of City facilities, and infrastructure. Fees and charges will be reviewed and updated to ensure that they keep pace with inflation and adjust for changes in state and/or local tax rates, methods, or levels of service.

Fees and charges should not exceed the overall cost of providing the service, operations and maintenance expenses, and/or infrastructure costs for which the fee is imposed. Direct and indirect costs may be used in calculating fees.

9. Non-Recurring Revenues

To the extent feasible, non-recurring revenues will be applied toward non-recurring expenditures. By definition, non-recurring revenues cannot be relied on in future budget periods, and by avoiding the use of these revenues, the City minimizes the possible disruptive effects on services due to the non-recurrence of these revenue sources. Examples of non-recurring revenues include: sale of government assets, savings generated from a bond refunding, revenues from economic development, and grants. These revenues may be available for more than one year (e.g., a three-year grant) but are expected to be non-recurring. Examples of expenditures for which one-time revenues may be applied include start-up costs for stabilization, early debt retirement, and capital costs.

10. Revenue Forecast

The City budgets ad valorem taxes at 95% of estimated collection and all other major revenues at 98% of anticipated collection. Grant revenues and transfers are budgeted at 100% of the anticipated collection amount.

The City employs a conservative approach in forecasting revenues for determining economic impact. Revenue forecasts are based on historical performance and available economic data.

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

Annually, the City charges the Water, Wastewater, and Solid Waste departments, and the Parking Division (collectively, the enterprise departments) for payment in lieu of taxes (PILOT) and payment in lieu of franchise fees (PILOF). These payments are collected and deposited in the General Fund. PILOT and PILOF charges are intended to replace General Fund revenues the City would receive if the enterprise departments were private sector operations. If the enterprise departments were private companies, they would pay property taxes and franchise fees.

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.

12. Cost Allocation

The City's cost allocation plan is used to distribute the indirect costs incurred by its departments for various services or cost categories in reasonable proportion with the benefits provided for these services or cost categories. This cost allocation plan is revised annually to ensure accuracy for determining indirect costs, maintaining compliance for grant programs with the U.S. Office of Management and Budget (OMB) Uniform Administrative Requirements for Cost Principles, and audit requirements for Federal awards. The Revenue and Finance Department shall maintain a complete file regarding the cost allocation plan and supporting documentation.

13. Revenue Diversification

The City strives to diversify its revenue sources in order to maintain adequate levels of service during periods of economic decline through a variety of actions including:

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.

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

The City of Tampa develops a five-year capital improvement program (CIP) annually in support of the City's mission and strategic plan. The CIP is a plan that forecasts and aligns projected revenues with capital project priorities and planned capital improvement expenses for maintaining, enhancing, and expanding City infrastructure needs over a five-year period. The CIP is updated and submitted to City Council for adoption annually ensuring that new and/or changing priorities are addressed. Projects are subject to change based on level of service standards and needs, special funding opportunities, emergency requirements, or other directives or priorities established by the Mayor and City Council. Because priorities may change, planned projects included in years two through five of the program are subject to annual appropriation.

The CIP is designed to promote long-range financial planning and provide for capital projects to be carried out in accordance with predetermined priorities of need and affordability. Specifically, the CIP:

- Identifies the need for public facilities in support of the City's adopted level of service (LOS) standards and measurable objectives;
- Estimates the costs of improvements (for which the City has fiscal responsibility);
- Analyzes the fiscal ability of the City to fund and construct improvements;
- Adopts financial policies to guide funding of improvements; and
- Schedules funding and construction of improvements to ensure that they are provided, when required.

The CIP includes estimated costs and the funding sources for each project. The CIP must be adopted concurrently with the City's annual budget prior to the commencement of the fiscal year (October 1). Program managers are responsible for developing methods of assessing assets and determining costs and prioritization for new, repair/upgrades, or replacement projects in order to secure funding.

The benefits of the capital improvement program are as follows:

- Facilitates coordination between capital needs and the operating budgets;
- Identifies the most economical funding vehicle;
- Increases opportunities for obtaining federal and state aid;
- Relates public facilities to other public and private development, and redevelopment policies and plans;
- Focuses attention on community objectives and fiscal capacity;
- Provides full transparency;
- Coordinates the activities of neighboring and overlapping units of local government to reduce duplication;
- Encourages careful project planning and design to avoid costly mistakes; and
- Supports the community in achieving its desired goals.

The five-year CIP must be financially feasible and provide both the project's funding source(s) and capital costs. The CIP also identifies anticipated post-construction operational costs of each project by fund.

Capital improvements are provided to correct existing deficiencies, repair and replace deteriorating or obsolete facilities, and to accommodate new growth in an efficient, cost effective, and timely manner upon plan adoption. These capital improvements generally have an estimated cost greater than $100,000, have a useful life of greater than three (3) years, and fulfill one of four purposes:

- Protect the public health and safety by preventing a critical breakdown in the City's public facilities and services;
- Maintain, upgrade, repair, or replace existing public facilities;
- Eliminate existing deficiencies; and
- Expand existing public facilities or construct new facilities concurrent with new growth.

City Council adopts the 5-year CIP (capital budget) on an annual basis. However, sources of funding are only appropriated for year one (1) of the CIP. Years two (2) through five (5) of the CIP are only programmed and will receive annual appropriations during the adoption of subsequent annual capital budgets by City Council. The CIP, showing estimated annualized costs of capital projects, is updated on an annual basis.

All amendments made during the current fiscal year must be approved by City Council. A capital project cannot be added or deleted without approval of City Council; neither can funds be added or deleted which change the outcome of the project without City Council approval. However, funding the Community Investment Tax (CIT) program may be amended administratively within previously authorized program categories.

All capital project costs will include the corresponding operating budgetary impact at the time the project is presented for City Council approval.

15. Debt

As a commitment to long-term financial planning, the City has developed a debt policy which meets the following objectives:

- Facilitates the execution of strategic goals;
- Maintains the City's fiscal strength;
- Ensures that public funds are protected; and
- Maximizes the City's ability to provide quality services.

The City recognizes that revenue sources are limited; therefore, careful attention must be focused on balancing future flexibility with the need to consume scarce resources. This policy validates the City's commitment to adhere to best financial management practices to guarantee that appropriations for capital purposes are equitable to each generation of taxpayers and other beneficiaries. The policy sets forth comprehensive guidelines 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, 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, 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. **Continuing Disclosure** - Pursuant to the City's disclosure policies and procedures, the City has covenanted to provide certain financial information and operating data annually and, provide notices of the occurrence of certain enumerated material events. The City has agreed to file annual financial information, operating data, and the audited financial statements with each entity authorized and approved by the Securities and Exchange Commission (the SEC) to act as a repository (each a Repository) for the purpose of complying with Rule 15c2-12 adopted by the SEC under the Securities Exchange Act of 1934 (the Rule). Effective July 1, 2009, the sole Repository is the Municipal Securities Rulemaking Board (MSRB). The City has agreed to file notices of certain enumerated material events, when and if they occur, with the Repository. The Chief Financial Officer, at his/her discretion, may engage disclosure counsel and/or a qualified disclosure dissemination agent to assist in regulatory compliance.

l. **Professional Services** - The City shall obtain professional services as required to execute financing transactions. Professional services may include financial advisors, bond counsel, disclosure counsel, trustees, and others.

i. Financial Advisors - The City shall select a financial advisor(s) to assist in the issuance and administration of debt. The financial advisor(s) will provide the City with objective advice and analysis, maintain confidentiality of financial plans, and be free from any conflict of interest. Scope of service may include:

- Comprehensive financial analysis and recommendations of specific covenants, financing structure, indentures, and terms;
- Preparation/review of preliminary and final official statements;
- Review of contracts as necessary, including bond purchase contracts, liquidity facility agreements, remarketing agreements, and investment and trust agreements;
- Review of resolutions concerning the authorization and award of financing;
- Preparation and review of advertisements of sales in published and electronic media;
- Assist the City 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 providing 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 of services 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.

m. **Credit Enhancement** - The City shall always endeavor to maintain or improve its credit ratings. The City shall strive to maintain a minimum of investment grade ratings from Standard & Poor's, Fitch Rating Inc., and Moody's Investors Service for bonds and the City's issuer credit rating.

i. Bond Insurance - Bond insurance provides improved credit quality for the bonds as a result of the insurance provider's guarantee of the payment of principal, and interest on the bonds. Because of the decreased risk, investors are willing to purchase bonds with lower yields than uninsured bonds, thus providing the issuer with interest cost savings. Bond insurance shall be utilized when it provides an economic advantage to a particular bond maturity or entire issue. An analysis comparing the present value of the interest savings to the cost of the insurance premium shall be performed. Insurance shall be purchased when the premium cost is less than the present value of the projected interest savings. The financial advisor shall undertake a competitive selection process when soliciting pricing for bond insurance. In the case of a competitive bond sale, the financial advisor shall facilitate the pre-qualification of bonds by insurance providers. For a negotiated sale, the Chief Financial Officer shall have the authority to purchase bond insurance when deemed advantageous and the terms and conditions governing the guarantee are satisfactory.

ii. Letters of Credit - Letters of credit represent a bank's promise to pay principal and interest when due for a defined period of time and subject to certain conditions. In a direct pay letter of credit, the trustee may draw upon the letter of credit to make debt service payments. A stand-by letter of credit may be used to ensure the availability of funds to pay 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.

16. 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.

17. 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.

18. Grants

This policy shall cover all grants received by the City of Tampa. A grant is defined as the receipt of funds from another governmental agency (e.g., Federal, State of Florida, or Southwest Florida Water Management District), whether or not services were performed by the City in exchange, as well as funding from private foundations or entities for specific activities or the purchase of equipment.

a. **Grant Administrator** - The Budget Officer is designated as the City's Grant Administrator.

b. **City Identification Numbers** - The City will maintain only one DUNS number, Tax Identification Number (TIN), and System of Awards Management (SAM). Departments are prohibited from obtaining their own DUNS or TIN.

c. **Federal and State Requirements** - The City will adhere to the guidelines of the Uniform Guidance as published by the White House Office of Management and Budget.

Additionally, the City will adhere to the guidelines of the Florida Single Audit Act, Florida Statute 315.97, for state grants.

d. **Applying for a Grant**

i. Departments are not authorized to submit grant applications without the Mayor's approval. Authorization may be obtained by preparing a staff summary sheet for review by the Grant Administrator, City Attorney's Office, Chief Financial Officer, respective Administrator, and Chief of Staff. Inclusion within the City's adopted budget is considered authorization to submit a grant application (e.g., Federal Block Grants, State Housing Initiatives Partnership, capital improvement grants).

ii. If multiple departments wish to apply for the same grant, the respective Administrator must prioritize the City's grant request. For grant requests that involve more than one Administrator, the Mayor will approve the City's prioritization of requests.

iii. Departments wishing to apply for a grant must provide a draft grant application to the Grant Administrator in sufficient time to allow for:

- The Budget Office to conduct a financial analysis of the following:
  - Long-term financial impact on the City's operating budget and staffing;
  - Identification of required matches;
  - Cost benefit analysis of managing the grant; and/or
  - Conflicts with existing City covenants
- Obtaining the Mayor or designee's approval to submit the grant application.

e. **Accepting the Grant**

i. A grant award is a contract between the City and the granting agency; therefore, all grant awards must be signed (or delegated for electronic signature) by the Mayor and approved by Council.

ii. Modifications to the grant award must also be approved by Council as determined by the Grants Administrator.

f. **Grant Management** - Management of grants is a shared responsibility between the respective department (program manager) and the Revenue and Finance Department (financial manager):

i. The program manager is responsible for:

- Adhering to all programmatic requirements of grant including, but not limited to, reporting requirements, security of fixed assets, monitoring of sub-grant recipients, review and inspection of engineering services, and/or requesting extensions.
- Preparing programmatic reports in sufficient time to allow for review.
- Establishing and maintaining a grant file with all required information included in Section (i) – Grant File.

ii. The financial manager 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 grant's program manager.
  - State Revolving Fund Programs – In accordance with the loan documents.
  - In those cases where the grant agreement precludes the City from requesting reimbursement in accordance with the preceding guidelines, the grant's reimbursement schedule will take precedence.
- Ensuring all accounting treatments are recorded in accordance with Generally Accepted Accounting Principles and established grant guidelines.
- Ensuring capital items are properly recorded and inventoried.
- Establishing and maintaining a grant file with all required information included in Section (i) – Grant File.

g. **Procurement under Grants**

i. The Program Manager, in collaboration with the Purchasing and/or Contract Administration department's, 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.

h. **Fixed Assets** - All fixed assets acquired with grant funds will be recorded and inventoried in accordance with the grant's requirements and the City's fixed asset policy. Please refer the City's Fixed Asset Policy for additional guidance.

i. **Grant File** - Both the grant program manager and financial manager will maintain a file for each grant. When possible, these files may be electronic in nature. At a minimum, the grant file will contain the following information:

i. Notice of Funding Opportunity (NOFO) or description upon which the grant application was based;
ii. Grant application;
iii. Grant award letter;
iv. Modifications to the grant document;
v. Documents sent to Tampa City Council;
vi. Fully executed grant agreement/contract;
vii. Financial resolutions;

viii. Property records/disposal records;
ix. Purchase orders/contracting documents;
x. Reimbursement requests;
xi. Periodic program manager reports; and
xii. Site visit letters.

The grant file must contain all documentation relating to the grant including emails, notes, and other correspondence. A summary sheet with important dates, terms, names or contacts, and other pertinent information is recommended.

Grant records will be maintained for a minimum of five years. However, some grant agreements may require additional retention terms for grant files; and, in such cases, the grant's record keeping requirements will take precedence.

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 Grant Administrator will ensure that all agencies that receive pass-through grants from the City adhere to the City's Code of Ethics policy.

l. **FEMA/Event Management**

i. The Budget Officer is the City's primary point of contact with the Federal Emergency Management Agency (FEMA) and the state in regards to requesting reimbursement for a storm event.
ii. The Budget Officer is responsible for gathering the City's costs, filing the Request for Public Assistance with the state, preparing reimbursement requests with supporting documentation, uploading documents to the federal grants portal, working with FEMA representatives to close out event projects, and work with state officials to ensure final remittance.
iii. Tampa Fire Rescue, Tampa Police, or any other City department that provides Mutual Aid is responsible for ensuring that Revenue and Finance is made aware of each mission or deployment as soon as it is assigned, and reporting staff, equipment and materials utilized for the deployment in a timely manner, which will enable the Budget Office to seek timely reimbursement.
iv. Departments and Emergency Response Center commanders are responsible for identifying and reporting related operating costs. Reporting of related operating costs shall be in accordance with the City's established standards and federal guidelines.
v. All City departments are responsible for identifying damage to the City's infrastructure and providing preliminary cost estimates. Further, they are responsible for ensuring that projects are completed in a timely manner with sufficient documentation.
vi. Risk Management will work with the insurance companies to review event damage and provide required supporting documentation to the Budget Office.

m. **Grants Manual** - The Grants Administrator shall publish and maintain a grants manual and provide training to the departments.

19. 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.

1. Council Approved Budget Amendments.
    a. A Financial Resolution is required when:
        i. Increasing or decreasing a fund's total appropriation by either recognizing new revenues or transfer of funds;
        ii. Realigning appropriations between departments;
        iii. 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
        iv. Appropriating Capital projects not included in the adopted CIP Budget.

    b. 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.
        i. The item is reviewed within the Budget Office by an additional analyst;
        ii. Upon review, the item shall be routed to a Budget Operations Manager, serving as the department director in the workflow approval system;
        iii. Upon approval by a Budget Operations Manager, the item is routed to the City Attorney, and applicable department directors and Administrators for approval; and
        iv. The item is returned to the Budget Office for assignment to the originating analyst or their proxy for continuation through the final approval path.

    c. The Clerk's Office ensures that both the final agenda and action agenda are posted on the City's website.

2. 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.

3. 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.

    a. Approval authority for posting budget amendments into the General Ledger is:
        i. Less than $500,000 – Lead Analyst;
        ii. Between $500,001 - $999,999 – Budget Operations Manager;
        iii. Greater than $1,000,000 – Budget Officer.

    b. Supporting documentation is maintained by individual analysts.

20. 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, and; 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, 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, 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.

Authorized Investment-Sector Type	Minimum Rating Requirement	Maturity Limits	Maximum Allocation	Individual Issuer Limit
Cash and Cash Equivalents	N/A	N/A	100%	N/A
United States Government Securities	N/A	5 Years	100%	N/A
United States Government Agencies	AAA	5 Years	50%	25%
Federal Instrumentalities (United States Government Sponsored Enterprises "GSE")	AA	5 Years	80%	25%
Interest Bearing Time Deposit or Savings Accounts	N/A	1 Year	25%	15%
Commercial Paper**	Highest two ratings by two NRSROs*	270 Days	35%	10%
Corporate Notes**	Single "A" category by any two NRSROs*	5 Years	35%	5%
State and/or Local Government Taxable and/or Tax-Exempt Debt	Single "A" category by two NRSROs*	5 Years	20%	5%
Registered Investment Companies (Money Market Mutual Funds)	AAAm	N/A	25%	10%
Intergovernmental Investment Pools	AAAm	N/A	100%	50%

*National Recognized Statistical Rating Organization (NRSRO).

**The maximum amount of corporate investments will not exceed forty percent (40%). Therefore, the combination of Section (p.) Commercial Paper and section (q.) Corporate Notes shall not exceed forty percent (40%). Corporate Notes are limited to 25% per industry.

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 Unites 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 5 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.

- Maturity Limitations for Fixed Income Securities - The maximum length to maturity for an investment in any state or local government debt security is five (5) 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.

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. 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 up to 10 years, but most CDs purchased by public agencies are one year and under.

Collateral. Investment securities or other property that a borrower pledges to secure repayment of a loan, secure deposits of public monies, or provide security for a repurchase agreement.

Collateralization. Process by which a borrower pledges securities, property, or other deposits for securing the repayment of a loan and/or security.

Collateralized Mortgage Obligation (CMO). A security that pools together mortgages and separates them into short-, medium-, and long-term positions (called tranches). Tranches are set up to pay different rates of interest depending upon their maturity. Interest payments are usually paid monthly. In "plain vanilla" CMOs, principal is not paid on a tranche until all shorter tranches have been paid off. This system provides interest and principal in a more predictable manner. A single pool of mortgages can be carved up into numerous tranches each with its own payment and risk characteristics.

Commercial Paper. Short term unsecured promissory note issued by a company or financial institution. Issued at a discount and matures for par or face value. This instrument has maximum maturity of 270 days or less and is given a short-term debt rating by one or more Nationally Recognized Statistical Rating Organization (NRSROs).

Convexity. A measure of a bond's price sensitivity to changing interest rates. A high convexity indicates greater sensitivity of a bond's price to interest rate changes.

Corporate Note. A debt instrument issued by a corporation with a maturity of greater than one year and less than ten years.

Counterparty. The other party in a two-party financial transaction. "Counterparty risk" refers to the risk that the other party to a transaction will fail in its related obligations. For example, the bank or broker/dealer in a repurchase agreement.

Coupon Rate. Annual rate of interest on a debt security, expressed as a percentage of the bond's face value.

Current Yield. Annual rate of return on a bond, based on its price. Calculated as (coupon rate X/ price) but does <u>not</u> accurately reflect a bond's true yield.

Custody. Safekeeping services offered by a bank, financial institution or trust company, referred to as the "custodian." Services normally include holding and reporting of the customer's securities, collection and disbursement of income, securities settlement, and market values.

Dealer. A dealer, as opposed to a broker, acts as a principal in all transactions, buying and selling for his own account.

Delivery Versus Payment (DVP). Settlement procedure in which securities are delivered versus payment of cash, but only after cash has been received.

Depository Trust Company (DTC). A firm through which members can arrange for securities to be delivered electronically to other members without physical delivery of

certificates. A member of the Federal Reserve System and owned mostly by the New York Stock Exchange, the Depository Trust Company electronically registers and transfer securities. Most corporate securities, commercial paper, CDs and Banker's Acceptances clear through DTC.

Derivatives. For hedging purposes, common derivatives are options, futures, swaps and swaptions. All collateralized mortgage obligations are derivatives. Derivatives 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.

Discount Rate. Rate charged by the system of Federal Reserve Banks on overnight loans to member banks. Changes to this rate are administered by the Federal Reserve and closely mirror changes to the "fed funds rate."

Discount Securities. Non-interest-bearing money market instruments issued at discount and redeemed at maturity for full face value. Examples include: U.S. Treasury bills, federal agency discount notes, bankers' acceptances and commercial paper.

Discount. The amount by which a bond or other financial instrument sells below its face value. See also "Premium."

Diversification. Dividing investment funds among a variety of security types, maturities, industries, and issuers offering potentially independent returns.

Dollar Price. A bond's cost expressed as a percentage of its face value. For example, a bond quoted at a dollar price of 95 ½ would have a principal cost of $955 per $1,000 of face value.

Duff & Phelps. One of several NRSROs that provide credit ratings on corporate and bank debt issues.

Duration. The weighted average maturity of a security's or portfolio's cash flows, where the present values of the cash flows serve as the weights. The greater the duration of a security/portfolio, the greater its percentage price volatility with respect to changes in interest rates. Duration is used as a measure of risk and a key tool for managing a portfolio versus a benchmark and for hedging risk. There are also different kinds of duration used for different purposes (e.g. Macauley duration, modified duration).

Fannie Mae. See "Federal National Mortgage Association."

Fed. See "Federal Reserve System."

Federal Agency Security. A debt instrument issued by one of the federal agencies. Federal agencies are regarded highly in credit quality and liquidity second only to U.S. Treasury bonds.

Federal Agency. Government sponsored/owned entity created by the U.S. Congress, generally for the purpose of acting as a financial intermediary by borrowing in the marketplace and directing proceeds to specific areas of the economy considered to otherwise have restricted access to credit markets.

Federal Deposit Insurance Corporation (FDIC). Federal agency that insures deposits at commercial banks, currently to a limit of $250,000 per depositor per bank.

Federal Farm Credit Banks (FFCB). A government sponsored enterprise (GSE) system that is a network of cooperatively-owned lending institutions that provides credit services to farmers, agricultural cooperatives and rural utilities. The FFCBs act as financial intermediaries that borrow money in the capital markets and use the proceeds to make loans and provide other assistance to farmers and farm-affiliated businesses. Consists of the consolidated operations of the Banks for Cooperatives, Federal Intermediate Credit Banks, and Federal Land Banks. Frequent issuer of discount notes, agency notes and callable agency securities. FFCB debt is not an obligation of, nor is it guaranteed by the U.S. government, although it is considered to have minimal credit risk due to its importance to the U.S. financial system and agricultural industry. Also, issues notes under its “designated note” program.

Federal Funds (Fed Funds). Funds placed in Federal Reserve Banks by depository institutions in excess of current reserve requirements, and frequently loaned or borrowed on an overnight basis between depository institutions.

Federal Funds Rate (Fed Funds Rate). The interest rate charged by a depository institution lending Federal Funds to another depository institution. The Federal Reserve influences this rate by establishing a "target" Fed Funds Rate associated with the Fed's management of monetary policy.

Federal Home Loan Bank System (FHLB). A government sponsored enterprise (GSE) system, consisting of wholesale banks (currently eleven regional banks) owned by their member banks, which provides correspondent banking services and credit to various financial institutions, financed by the issuance of securities. The principal purpose of the FHLB is to add liquidity to the mortgage markets. Although 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. Frequent issuer of discount notes, agency notes, callable agency securities and mortgage-backed securities. Also,

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. 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 federal agency that acquires, packages, and resells mortgages and mortgage purchase commitments in the form of mortgage-backed securities. 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; 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, 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.)

[(Total assets) - (Liabilities)] / (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. Any of a group of designated government securities dealers designated by to 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. Used by dealers to finance their inventory of securities by essentially borrowing at short-term rates. Can also be used to leverage a portfolio and in this sense, 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. 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. Includes treasury bills, treasury notes, and treasury bonds. Also a benchmark term used as a basis by which the yields of non-treasury securities are compared (e.g., "trading at 50 basis points over Treasuries").

Treasury Bills (T-Bills). Short-term direct obligations of the United States Government issued with an original term of one year or less. Treasury bills are sold at a discount from face value and do not pay interest before maturity. The difference between the purchase price of the bill and the maturity value is the interest earned on the bill. Currently, the U.S. Treasury issues 4-week, 13-week, and 26-week T-Bills.

Treasury Bonds. Long-term interest-bearing debt securities backed by the U.S. Government and issued with maturities of ten years and longer by the U.S. Department of the Treasury. The U.S. Treasury stopped issuing treasury bonds in August 2001.

Treasury Notes. Intermediate interest-bearing debt securities backed by the U.S. Government and issued with maturities ranging from one to ten years by the U.S. Department of the Treasury. The Treasury currently issues 2-year, 5-year and 10-year Treasury Notes.

Trustee. A bank designated by an issuer of securities as the custodian of funds and official representative of bondholders. Trustees are appointed to ensure compliance with the bond documents and represent bondholders in enforcing their contract with the issuer.

Uniform Net Capital Rule. SEC regulation 15C3-1 that outlines the minimum net capital ratio (ratio of indebtedness to net liquid capital) of member firms and non-member broker/dealers.

Unrealized Gains (Losses). The difference between the market value of an investment and its book value. Gains/losses are “realized” when the security is actually sold, as compared to “unrealized” gains/losses which are based on current market value. See also “Realized Gains (Losses).”

Variable-Rate Security. A bond that bears interest at a rate that varies over time based on a specified schedule of adjustment (e.g., daily, weekly, monthly, semi-annually or annually). See also “Floating Rate Note.”

Weighted Average Maturity (or just "Average Maturity"). The average maturity of all securities and investments of a portfolio, determined by multiplying the par or principal value of each security or investment by its maturity (days or years), summing the products, and dividing the sum by the total principal value of the portfolio. 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 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). Calculated return on an investment, assuming all cash flows from the security are reinvested at the same original yield. 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.

Yield. There are numerous methods of yield determination. In this glossary, see also "Current Yield," "Yield Curve," "Yield to Call" and "Yield to Maturity."

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, 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

TRANSFORMING
TAMPA'S
TOMORROW

Blueprint for Tampa's Future

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 $1,000, with an expected life of more than one year such as automobiles, computers and furniture.

Capital Improvement Program
A statement of the City of Tampa's policy regarding long-range physical development, and is the principal planning tool designed to achieve urban growth and development for a five year period.

Capital Improvement Project (CIP) Expenditure
Major construction, acquisition, or renovation activities which add value to the City's physical assets or significantly increase their useful life.

Capital Improvement Project Budget
A financial plan for construction of physical assets such as buildings, streets, sewers and recreation facilities. It comes from the first year of the Capital Improvement Project.

Capital Outlay
The purchase, acquisition, or construction of any item having a unit cost of $1,000 or more, or a useful life of one or more years. Typical capital outlay items include vehicles, construction equipment, photocopiers, computers, and office furniture.

Chief Financial Officer
Senior financial advisor to the Mayor. Supervises the Revenue and Finance Department which oversees the City's centralized Accounting and Budget Offices.

City Charter
Document setting forth the principles, functions, and organization of a City's government.

Communications Services Tax
A tax levied by the State on telecommunication and cable services.

Comprehensive Annual Financial Report (CAFR)
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 service.

Full-Time Equivalent (FTE)
A position which works a 40-hour week on an ongoing basis and is specifically authorized for ongoing funding by classification in the annual budget. Two half-time positions equal one FTE.

Fund
A set of interrelated accounts to record revenues and expenditures associated with a specific purpose such as the General Fund or an enterprise fund.

Fund Balance
The balance remaining in a fund after expenditures have been subtracted from revenues.

General Fund
A fund supported by revenues, such as property taxes, not designated by law for a special purpose. Some of the departments funded by the General Fund typically include fire rescue, police, 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 for further explanation.

Mission
The mission statement clearly states the purpose of the organization. The reason the organization exists.

Modified Accrual Basis of Accounting
Revenues are being recognized in the period when they become available and measurable (known). The term “available” means collectible within the current period or soon enough thereafter to be used to pay the liabilities of the current period. Expenditures, if measurable, are recognized in the accounting period in which the liabilities are incurred, regardless of when the receipt or payment of cash takes place. Also see Accrual Basis of Accounting.

Non-Recurring Expense
Non-recurring expenses comprise those that exist only for a limited period or whose amounts vary considerably from one year to the next. Examples of non-recurring expenses include grants to private organizations or other governments, and one-time expenses for special projects.

Non-Recurring Revenue
Non-recurring revenues 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 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 2019 tax bills are reflected as revenue receipts to the City in FY20.

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
AFB – Air Force Base
AFL-CIO- CLC- American Federation of Labor, Congress of Industrial Organizations, and Canadian Labour Congress
AFT - All For Transportation
AMC – Air Mobility Command
ASE – Automotive Service Excellence
CAFR – Comprehensive Annual Financial Report
CAMLS - Center for Advanced Medical Learning and Simulation
CARD - Center for Autism and Related Disabilities
CART - Creative Arts and Reading Together
CDBG – Community Development Block Grant
CDC – Corporation to Develop Communities
CEI - Construction Engineering and Inspection
CHDO – Community Housing Development Organization
CIAC – Contribution in Aid of Construction
CIP – Capital Improvement Project
CIT – Community Investment Tax
CNG-Compressed Natural Gas
CPI-Consumer Price Index
CRA – Community Redevelopment Area
CTTV – City of Tampa Television
DLTWTF – David L. Tippin Water Treatment Facility
DMI - Diversity Management Information System
DRI - Development of Regional Impact
DROP - Deferred Retirement Option Program
DVIR - Digital Vehicle Information Recorders
EBS – E-Business Suite
ECM – Enterprise Content Management
EECP - Energy Efficiency and Conservation Plan
EMS – Emergency Medical Service
EOC-Emergency Operations Center
ERP – Enterprise Resource Planning
ESG – Emergency Solutions Grants
ESU - Equivalent Stormwater Unit
FDOT – Florida Department of Transportation
FEMA – Federal Emergency Management Agency
FTE – Full-Time Equivalent
FY – Fiscal Year
GAAP – Generally Accepted Accounting Principles
GAGAS – Generally Accepted Government Auditing Standards
GASB – Government Accounting Standards Board
GFOA – Government Finance Officers' Association
GHG - Green House Gas emissions
GIS – Geographic Information System
GO – General Obligation
GPS - Global Positioning System
HARTline – Hillsborough Area Regional Transit Authority
HCC-Hillsborough Community College
HCD – Housing and Community Development
HFCAWTP – Howard F. Curren Advanced Wastewater Treatment Plant
HOME – HOME Investment Partnerships Program
HOPWA – Housing Opportunities for Persons With AIDS
HUD – U.S. Department of Housing and Urban Development
HVAC - Heating, Ventilation, and Air Conditioning
IAFF – International Association of Fire Fighters
LEED - Leadership in Energy and Environmental Design
LGBT - Lesbian, Gay, Bi-sexual and Transgender
LHAP-Local Housing Assistance Plan
LOS-Level of Service
MBD- Minority Business Development
MGD – Million Gallons per Day
MNU - Mayor's Neighborhood University
MSA - Metropolitan Statistical Area
MSRB - Municipal Securities Rulemaking Board
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
QTI-Qualified Targeted Industries
RFP – Request for Proposal
SAM - System of Awards Management
SEC – Securities and Exchange Commission
SHIP – State Housing Initiatives Partnership
SLBE – Small Local Business Enterprise
SOFIC - Special Operations Forces Industry Conference
STRMU - Short-term Rent, Mortgage and Utility assistance
SWFWMD – Southwest Florida Water Management District
TBRA -Tenant Based Rental Assistance
TCC – Tampa Convention Center
TECO – Tampa Electric Company
TFR – Tampa Fire Rescue
TIA – Tampa International Airport
TIF – Tax Increment Financing Funding
TPD – Tampa Police Department
TRIM – Truth in Millage
TSA – Tampa Sports Authority
UF - University of Florida
USF – University of South Florida
UT – University of Tampa
WIN - Working in the Neighborhood
WMBE – Women and Minority Business Enterprise
YET – Youth Education Town

Questions and Answers

Q: What is the purpose of the City budget?
A: The budget is an annual financial plan for the City of Tampa. It specifies the level of municipal services to be provided in the coming year. It reflects the policies and priorities set by the Mayor and City Council.

Q: How and when is the budget prepared?
A: The City of Tampa's annual budget process routinely begins in November with the preparation of initial revenue and expense estimates which are reviewed with the Mayor. In January, departments consider strategic and City wide goals and develop service delivery objectives for use in building the budget for the coming year. Target budgets for each department are then determined. Targets are based on current budget levels, levels of service desired by the administration, and estimates of available revenues. Each department then prepares its budget for the upcoming fiscal year within the target amount. The resulting budgets are reviewed and requests for additional funding are considered. The Recommended Annual Operating and Capital Budget is presented to City Council by August 15. Finally, budget hearings are held and the budget is adopted by the end of the current fiscal year (September 30).

Q: Where does the City obtain its revenues?
A: From local, state, and federal taxes, fees, licenses, and payments for municipal services such as water, wastewater, and solid waste collection.

Q: How is the money used?
A: It is used to pay for salaries, operating expenses, equipment, supplies, capital improvements, and debt service needed to provide fire and police protection, cultural and recreational activities, economic development, neighborhood services, water, wastewater, solid waste collection, and other municipal services specified in the City budget.

Q: What is a mill of tax?
A: One mill is equal to $1.00 for each $1,000 of assessed property value. City property taxes on a $181,680 home, with a $50,000 homestead exemption and millage rate of 6.2076 (example only), would be $817.

Assessed Value (FY2020)	$ 181,680
Less homestead exemption	50,000
Net taxable value	$ 131,680
	÷ 1,000
	$ 131.68
	x 6.2076 Millage
	$ 817 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 FY2020 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 FY2020, the average home assessed value provided by the Hillsborough County Property Appraiser is $181,680, which after a $50,000 homestead exemption, results in a taxable amount of $131,680. In this example, your taxes paid to the City would be $817 ($131,680/1,000 x 6.2076 mills).

Q: How much of the total millage on property in Tampa was paid to the City?
A: In FY2019, only 6.2076 mills of the 20.3406 mills levied for tax year 2018 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 tax 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 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

Airport

Tampa International

Passengers	21,289,390
Cargo	417,890,192 lbs.
Mail	30,028,050 lbs.
Averages Daily	
Departures	252
Passengers Traveling	58,327

Boundaries

City Boundaries	
Square Miles of Land Area	113
City Population*	392,890

Port

Port Tampa Bay

Vessel Arrivals	
Barge	933
Cruise	234
Tug	877
Vessel	1,190
General Cargo	1,516,067 net tons
Bulk Cargo	32,544,756 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

Education

Universities	**Enrolled**
University of South Florida	50,755
University of Tampa	9,304
Stetson University	901
Public Schools (K-12)	
Hillsborough County	215,996

Tampa Central Business District Office Space

Number of Office Buildings	64
Total Office Space	7.87 million sq. ft.
Average Rent	$29.45/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/sites/default/master/files/FactSheet-0219.pdf
http://www.ut.edu/utprofile/
http://www.stetson.edu/law/about/home/profile.php#demographics
http://www.fldoe.org/core/fileparse.php/7507/urlt/18193rdCalc.pdf
http://www.colliers.com/en-us/us/insights/usresearchlibrary
https://www.census.gov/quickfacts/fact/table/tampacityflorida,US/PST045216

*Census Bureau's Population Estimates Program Population estimate, July 1, 2018 (V2018)

Budget Supplement-Revenue
(In Cost Center Order)

		FY17 ACTUAL	FY18 ACTUAL	FY19 ADOPTED	FY19 PROJECTED	FY20 RECOMMENDED
CC_700100 : Stormwater Division						
Licenses and Permits		$21,253,624	$22,346,790	$23,990,329	$23,990,329	$25,658,587
Intergovernmental Revenues		$2,303,768	$6,304,466	$3,500,000	$5,497,660	$1,000,000
Service Charges		$3,684	$0	$0	$0	$75,000
Miscellaneous Revenue		$296,420	$323,670	$484,940	$759,549	$64,020
Transfer from Fund Balances		$0	$0	$262,592	$0	$9,026,455
Other Revenues		$730,126	$98,002,033	$0	$0	$0
Transfer From Other Funds		$2,000,000	$3,031,411	$2,000,000	$2,000,000	$2,000,000
	Sub Total	$26,587,622	$130,008,370	$30,237,861	$32,247,538	$37,824,062
CC_700200 : Public Affairs Department						
Service Charges		$206	$0	$0	$0	$0
Miscellaneous Revenue		$0	$375	$0	$0	$0
	Sub Total	$206	$375	$0	$0	$0
CC_700300 : Convention Center Department						
Tax Revenues-Other Taxes		$1,606,702	($169,925)	$0	$0	$0
Service Charges		$16,304,762	$14,403,606	$13,741,400	$12,727,999	$14,190,174
Miscellaneous Revenue		$218,674	$1,266,720	$275,000	$288,000	$286,554
Transfer from Fund Balances		$0	$0	$0	$0	$520,171
Other Revenues		$20,000,000	$0	$0	$0	$0
	Sub Total	$38,130,138	$15,500,402	$14,016,400	$13,015,999	$14,996,899
CC_700400 : Fire Rescue Department						
Tax Revenues-Other Taxes		$0	$0	$1,000,000	$0	$2,620,000
Intergovernmental Revenues		$3,355,933	$4,994,438	$5,150,410	$5,042,642	$4,481,345
Service Charges		$13,679,228	$16,660,043	$16,330,998	$16,858,937	$17,449,249
Fines and Forfeits		$7,358	$1,173	$10,000	$33,210	$10,000
Miscellaneous Revenue		$275,125	$52,775	$7,800	$52,875	$7,800
Transfer From Other Funds		$1,018,000	$3,974,521	$1,193,000	$1,768,000	$2,638,000
	Sub Total	$18,335,644	$25,682,950	$23,692,208	$23,755,664	$27,206,394
CC_700500 : Facility Management Division						
Miscellaneous Revenue		$985,573	($14,905)	$0	$6,185	$0
Transfer From Other Funds		$976,483	$975,879	$0	$0	$0
	Sub Total	$1,962,056	$960,974	$0	$6,185	$0
CC_700600 : City Attorney Department						
Service Charges		$268,389	$308,357	$251,875	$252,195	$251,875
Miscellaneous Revenue		$1,503	$1,274	$0	$100	$0
	Sub Total	$269,892	$309,631	$251,875	$252,295	$251,875
CC_700700 : Wastewater Department						
Intergovernmental Revenues		$113,966	$80,168	$112,800	$82,000	$112,800
Service Charges		$108,885,893	$113,368,513	$114,252,300	$117,363,400	$114,895,600

Budget Supplement-Revenue
(In Cost Center Order)

	FY17 ACTUAL	FY18 ACTUAL	FY19 ADOPTED	FY19 PROJECTED	FY20 RECOMMENDED
Miscellaneous Revenue	$929,737	$656,762	$623,000	$1,589,500	$880,000
Transfer from Fund Balances	$0	$0	$15,775,822	$0	$1,642,578
Other Revenues	$327,940	$366,193	$325,000	$420,000	$325,000
Transfer From Other Funds	$34,552,719	$27,436,505	$57,500,168	$57,500,168	$33,469,510
Sub Total	$144,810,255	$141,908,141	$188,589,090	$176,955,068	$151,325,488
CC_700800 : Solid Waste Department					
Licenses and Permits	$746,980	$611,539	$742,900	$732,928	$746,600
Intergovernmental Revenues	$175,184	$0	$0	$0	$0
Service Charges	$97,266,383	$99,520,441	$100,593,900	$99,833,270	$101,096,900
Miscellaneous Revenue	$1,119,542	$983,016	$802,100	$2,174,569	$802,100
Transfer from Fund Balances	$0	$0	$158,000	$0	$12,820,000
Other Revenues	$55,000	$50,000	$60,000	$58,800	$60,000
Transfer From Other Funds	$28,857,453	$32,659,941	$16,862,825	$16,939,625	$15,777,885
Sub Total	$128,220,541	$133,824,937	$119,219,725	$119,739,192	$131,303,485
CC_700900 : Water Department					
Intergovernmental Revenues	$952,641	$1,011,546	$0	$1,295,500	$0
Service Charges	$118,304,628	$118,788,116	$122,290,400	$119,018,100	$124,324,891
Fines and Forfeits	$33,445	$34,916	$45,000	$43,000	$40,000
Miscellaneous Revenue	$1,425,332	$1,596,923	$1,422,649	$3,333,649	$3,941,800
Transfer from Fund Balances	$0	$0	$52,393,999	$0	$15,768,191
Other Revenues	$3,436,417	$3,627,661	$2,260,000	$3,755,000	$2,260,000
Transfer From Other Funds	$51,703,430	$46,034,739	$94,921,832	$94,921,832	$36,893,696
Sub Total	$175,855,892	$171,093,900	$273,333,880	$222,367,081	$183,228,578
CC_701000 : Parks and Recreation Department					
Tax Revenues-Other Taxes	$0	$0	$1,100,000	$0	$1,600,000
Licenses and Permits	$138,030	$3,424	$0	$0	$0
Intergovernmental Revenues	$2,320,545	$173,882	$10,000	$284,664	$10,100
Service Charges	$3,740,560	$4,083,976	$4,586,825	$4,186,825	$4,375,794
Miscellaneous Revenue	$1,091,681	$1,041,219	$196,517	$1,100,104	$973,648
Transfer from Fund Balances	$0	$0	$1,915,886	$0	$1,747,401
Transfer From Other Funds	$126,097	$92,827	$0	$30,000	$0
Sub Total	$7,416,913	$5,395,328	$7,809,228	$5,601,593	$8,706,943
CC_701100 : Contract Administration Budget					
Service Charges	$29,235	$30,511	$25,000	$25,000	$25,000
Sub Total	$29,235	$30,511	$25,000	$25,000	$25,000
CC_701300 : Police Department					
Tax Revenues-Other Taxes	$0	$0	$4,500,000	$0	$4,500,000
Intergovernmental Revenues	$9,454,720	$11,012,688	$6,690,477	$10,022,418	$7,517,509
Service Charges	$10,331,764	$11,240,947	$10,430,025	$13,010,857	$10,500,666
Fines and Forfeits	$1,343,985	$1,257,495	$258,500	$871,516	$258,500

Budget Supplement-Revenue
(In Cost Center Order)

	FY17 ACTUAL	FY18 ACTUAL	FY19 ADOPTED	FY19 PROJECTED	FY20 RECOMMENDED
Miscellaneous Revenue	$136,891	$96,433	$8,075	$73,420	$1,008,138
Transfer from Fund Balances	$0	$0	$3,305,211	$0	$3,625,772
Other Revenues	$53,757	$0	$0	$0	$0
Transfer From Other Funds	$5,871,597	$5,935,430	$5,226,454	$5,268,954	$5,039,140
Sub Total	$27,192,714	$29,542,993	$30,418,742	$29,247,165	$32,449,725
CC_701600 : Fleet Maintenance Division Budget					
Intergovernmental Revenues	$122,108	$110,695	$130,000	$120,000	$125,000
Miscellaneous Revenue	$14,962	$43,905	$21,000	$72,500	$82,000
Transfer from Fund Balances	$0	$0	$0	$0	$370,704
User Department Charges	$15,185,407	$17,082,039	$16,782,800	$16,200,000	$16,700,000
Transfer From Other Funds	$0	$0	$1,000,000	$1,000,000	$1,095,000
Sub Total	$15,322,476	$17,236,640	$17,933,800	$17,392,500	$18,372,704
CC_701800 : Technology and Innovation Department					
Miscellaneous Revenue	$1,156	$21,923	$0	$0	$0
Transfer From Other Funds	$70,725	$1,062,337	$0	$0	$0
Sub Total	$71,881	$1,084,260	$0	$0	$0
CC_701900 : Purchasing Department					
Miscellaneous Revenue	$24	$151	$0	$0	$0
Sub Total	$24	$151	$0	$0	$0
CC_702200 : Parking Division					
Service Charges	$15,703,367	$16,775,038	$15,649,440	$16,709,840	$16,384,360
Fines and Forfeits	$1,669,940	$1,865,190	$1,695,000	$1,750,000	$1,750,000
Miscellaneous Revenue	$568,778	$591,691	$3,743,870	$8,187,084	$672,107
Transfer from Fund Balances	$0	$0	$0	$0	$4,492,336
Transfer From Other Funds	$1,055,000	$1,350,000	$1,300,000	$1,300,000	$3,867,000
Sub Total	$18,997,085	$20,581,919	$22,388,310	$27,946,924	$27,165,803
CC_702300 : Transportation Division Budget					
Tax Revenues-Other Taxes	$11,022,125	$11,140,824	$11,400,000	$18,472,282	$11,500,000
Licenses and Permits	$1,899,284	$3,691,829	$1,785,500	$2,845,420	$1,785,500
Intergovernmental Revenues	$13,082,651	$11,882,326	$9,559,315	$10,904,842	$9,641,550
Service Charges	$452,191	$567,335	$312,000	$422,096	$312,000
Miscellaneous Revenue	$714,528	$614,378	$39,002	$632,400	$426,850
Transfer from Fund Balances	$0	$0	$3,337,202	$0	$14,780,113
Other Revenues	$0	$5,030,000	$0	$0	$0
Transfer From Other Funds	$24,037,383	$23,494,632	$16,244,728	$18,373,297	$17,673,499
Sub Total	$51,208,163	$56,421,324	$42,677,747	$51,650,337	$56,119,512
CC_702400 : Human Resources Department					
Service Charges	$43,685	$43,685	$81,444	$81,444	$79,908
Miscellaneous Revenue	$15,699,986	$16,731,050	$18,637,392	$17,487,856	$17,542,091

Budget Supplement-Revenue
(In Cost Center Order)

	FY17 ACTUAL	FY18 ACTUAL	FY19 ADOPTED	FY19 PROJECTED	FY20 RECOMMENDED
Transfer from Fund Balances	$0	$0	$0	$0	$1,021,367
Other Revenues	$0	$33,269	$0	$0	$0
User Department Charges	$65,474,766	$69,094,148	$69,672,023	$68,880,382	$75,926,383
Sub Total	$81,218,437	$85,902,151	$88,390,859	$86,449,682	$94,569,749
CC_702500 : Revenue and Finance Department					
Miscellaneous Revenue	$681,203	$219,528	$377,427	$377,377	$418,078
Sub Total	$681,203	$219,528	$377,427	$377,377	$418,078
CC_702600 : Neighborhood Empowerment Department					
Tax Revenues-Other Taxes	($5,250)	($2,190)	$0	$0	$0
Service Charges	$101,601	$62,704	$102,500	$65,950	$103,525
Fines and Forfeits	$365,151	$541,385	$406,000	$499,386	$406,000
Miscellaneous Revenue	($221)	($167)	$0	($62)	$0
Transfer From Other Funds	$305,946	$481,007	$306,597	$306,597	$306,597
Sub Total	$767,227	$1,082,738	$815,097	$871,871	$816,122
CC_702700 : Arts Programs Division					
Miscellaneous Revenue	$40,245	$30,086	$4,900	$16,402	$10,775
Transfer from Fund Balances	$0	$0	$826,522	$0	$738,501
Transfer From Other Funds	$109,000	$420,350	$109,000	$142,120	$234,554
Sub Total	$149,245	$450,436	$940,422	$158,522	$983,830
CC_702900 : Economic Opportunity Department					
Intergovernmental Revenues	$4,905	$0	$0	$0	$0
Miscellaneous Revenue	$46,425	$39,550	$42,675	$42,675	$36,075
Transfer from Fund Balances	$0	$0	$0	$0	$650,000
Transfer From Other Funds	$854,500	$1,186,100	$1,006,900	$1,006,900	$1,047,200
Sub Total	$905,830	$1,225,650	$1,049,575	$1,049,575	$1,733,275
CC_703000 : City Clerk Department					
Service Charges	$34,868	$31,745	$34,500	$34,500	$34,946
Fines and Forfeits	$626,591	$862,162	$800,000	$800,000	$800,000
Miscellaneous Revenue	($2,216)	$11	$0	$0	$0
Sub Total	$659,242	$893,919	$834,500	$834,500	$834,946
CC_703100 : Non Departmental Budget					
Tax Revenues-Property Taxes	$155,432,184	$183,641,459	$200,447,414	$202,498,000	$219,090,985
Tax Revenues-Other Taxes	$88,300,183	$91,167,309	$84,329,481	$91,105,739	$82,849,746
Licenses and Permits	$35,506,648	$37,218,094	$37,521,551	$37,521,551	$38,267,812
Intergovernmental Revenues	$72,325,444	$76,079,497	$78,047,259	$79,401,259	$81,836,195
Service Charges	$114,788	$107,933	$114,000	$221,122	$56,500
Fines and Forfeits	$5,787,499	$5,974,052	$5,305,000	$5,755,800	$6,880,000
Miscellaneous Revenue	$3,122,927	$3,218,284	$4,659,090	$5,209,452	$5,518,885
Transfer from Fund Balances	$0	$0	$1,966,940	$0	$5,533,483

Budget Supplement-Revenue
(In Cost Center Order)

	FY17 ACTUAL	FY18 ACTUAL	FY19 ADOPTED	FY19 PROJECTED	FY20 RECOMMENDED
Other Revenues	$0	$0	$0	$294,462	$0
Transfer From Other Funds	$39,759,467	$24,329,129	$29,487,882	$28,994,090	$38,132,252
Sub Total	$400,349,141	$421,735,757	$441,878,617	$451,001,475	$478,165,858
CC_703400 : Planning and Development Department					
Licenses and Permits	$907,687	$1,247,222	$1,013,897	$1,347,000	$1,250,000
Intergovernmental Revenues	$29,723	$438,704	$0	$0	$0
Service Charges	$734,225	$741,909	$782,450	$667,280	$719,830
Miscellaneous Revenue	$827,379	$605,198	$770,411	$786,418	$542,295
Transfer From Other Funds	$104,990	$111,334	$265,099	$265,099	$0
Sub Total	$2,604,005	$3,144,365	$2,831,857	$3,065,797	$2,512,125
CC_703500 : Riverwalk Division					
Intergovernmental Revenues	($1,628)	$0	$0	$0	$0
Sub Total	($1,628)	$0	$0	$0	$0
CC_703600 : Construction Service Center					
Licenses and Permits	$9,947,953	$11,343,710	$10,373,226	$13,672,104	$12,400,000
Service Charges	$146,157	$139,161	$120,000	$200,000	$120,000
Miscellaneous Revenue	$106,006	$147,980	$46,359	$163,476	$63,089
Transfer from Fund Balances	$0	$0	$5,135,356	$0	$6,891,879
Sub Total	$10,200,116	$11,630,851	$15,674,941	$14,035,580	$19,474,968
CC_703900 : Debt Service Department					
Tax Revenues-Other Taxes	$166,000	$2,729,222	$166,000	$166,000	$166,000
Transfer from Fund Balances	$0	$0	$24,011	$0	$38,427
Other Revenues	$35,000	$45,871,878	$0	$0	$0
Transfer From Other Funds	$31,020,098	$64,287,322	$39,289,833	$39,289,833	$34,149,953
Sub Total	$31,221,098	$112,888,422	$39,479,844	$39,455,833	$34,354,380
CC_704000 : HCD CDBG Department					
Intergovernmental Revenues	$2,129,950	$3,075,429	$3,159,459	$3,159,459	$3,179,489
Miscellaneous Revenue	($7,821)	$0	$0	$0	$0
Sub Total	$2,122,129	$3,075,429	$3,159,459	$3,159,459	$3,179,489
CC_704100 : HCD ESG Department					
Intergovernmental Revenues	$260,467	$223,183	$251,923	$251,923	$268,087
Sub Total	$260,467	$223,183	$251,923	$251,923	$268,087
CC_704200 : HCD HOME Department					
Intergovernmental Revenues	$2,284,498	$2,326,858	$1,695,248	$1,695,248	$1,559,724
Miscellaneous Revenue	$13,626	$9,881	$0	$0	$0
Sub Total	$2,298,123	$2,336,740	$1,695,248	$1,695,248	$1,559,724
CC_704300 : HCD HOPWA Department					
Intergovernmental Revenues	$3,823,341	$3,559,849	$3,864,852	$3,864,852	$3,985,513
Sub Total	$3,823,341	$3,559,849	$3,864,852	$3,864,852	$3,985,513

Budget Supplement-Revenue
(In Cost Center Order)

	FY17 ACTUAL	FY18 ACTUAL	FY19 ADOPTED	FY19 PROJECTED	FY20 RECOMMENDED
CC_704400 : HCD NSP Department					
Intergovernmental Revenues	$96,350	$103,723	$0	$0	$0
Sub Total	$96,350	$103,723	$0	$0	$0
CC_704500 : HCD SHIP Department					
Intergovernmental Revenues	$3,837,623	$2,104,315	$439,968	$439,968	$522,890
Miscellaneous Revenue	$38,059	$77,786	$0	$0	$0
Sub Total	$3,875,682	$2,182,101	$439,968	$439,968	$522,890
CC_704600 : Community Redevelopment Agency Budget					
Tax Revenues-Property Taxes	$18,033,425	$28,784,906	$34,718,027	$34,665,253	$38,461,597
Licenses and Permits	$0	$0	$0	$3,045	$0
Intergovernmental Revenues	$416,430	$163,048	$0	$0	$0
Miscellaneous Revenue	$296,941	$333,285	$575,800	$1,006,300	$1,514,700
Transfer From Other Funds	$0	$5,665,000	$6,000,000	$6,000,000	$5,000,000
Sub Total	$18,746,796	$34,946,239	$41,293,827	$41,674,598	$44,976,297
CC_704700 : Golf Courses Budget					
Service Charges	$2,897,899	$2,983,656	$2,788,188	$2,788,188	$2,864,104
Miscellaneous Revenue	($69,614)	$415	$0	$15,230	$0
Transfer from Fund Balances	$0	$0	$793,000	$0	$0
Other Revenues	$13,326	$0	$0	$0	$0
Transfer From Other Funds	$1,569,812	$1,626,881	$2,397,779	$2,397,779	$1,901,223
Sub Total	$4,411,423	$4,610,951	$5,978,967	$5,201,197	$4,765,327
CC_704800 : Streetcar Budget					
Tax Revenues-Property Taxes	$450,000	$600,000	$450,000	$450,000	$450,000
Licenses and Permits	$709,783	$777,912	$861,881	$861,881	$964,938
Intergovernmental Revenues	$300,000	$300,000	$1,190,000	$1,190,000	$1,090,000
Service Charges	$634,697	$446,476	$125,000	$125,000	$225,000
Miscellaneous Revenue	$66,756	$13,326	$205,000	$205,000	$205,000
Transfer from Fund Balances	$0	$0	$42,697	$0	$57,517
Other Revenues	$7,500	$0	$0	$0	$0
Sub Total	$2,168,736	$2,137,714	$2,874,578	$2,831,881	$2,992,455
CC_705000 : Non Departmental Systems					
Intergovernmental Revenues	($3,926)	$0	$0	$0	$0
Sub Total	($3,926)	$0	$0	$0	$0
CC_799999 : Disaster Events					
Intergovernmental Revenues	($1,654,771)	$8,029,432	$0	$0	$0
Transfer from Fund Balances	$0	$0	$0	$0	$7,600,000
Transfer From Other Funds	$7,600,000	$0	$0	$0	$0
Sub Total	$5,945,229	$8,029,432	$0	$0	$7,600,000
Total	$1,226,909,004	$1,449,961,984	$1,422,425,827	$1,376,621,879	$1,392,689,581

Budget Supplement-Expense
(In Cost Center Order)

	FY17 ACTUAL	FY18 ACTUAL	FY19 ADOPTED	FY19 PROJECTED	FY20 RECOMMENDED
CC 700100 - Stormwater Division					
Personnel Service	$6,723,448	$7,209,241	$7,969,036	$7,600,495	$9,008,051
Contractual Services	$2,220,680	$2,706,089	$2,893,153	$2,647,300	$476,060
Other Services and Charges	$3,928,694	$2,995,815	$4,383,134	$4,363,134	$7,331,312
Supplies-Materials and Minor Equipment	$873,896	$749,701	$695,800	$688,400	$584,250
Capital	$12,929,736	$23,171,706	$7,460,000	$107,677,153	$13,905,500
Debt Services Related	$323,056	$987,299	$0	$550,000	$355,000
Aids and Grants	$25,470	$0	$0	$0	$0
Other Uses and Sources	$0	(1)	$0	$0	$0
Transfer To Other Funds	$363,782	$30,115,247	$6,248,511	$6,431,286	$5,884,950
Interdepartmental Charges	$12,956	$9,143	$3,000	$3,000	$3,000
Budget Reserves	$0	$0	$585,227	$0	$1,444,517
Sub Total	$27,401,718	$67,944,241	$30,237,861	$129,960,768	$38,992,640
CC 700200 - Public Affairs Department					
Personnel Service	$1,208,467	$1,211,080	$1,257,113	$1,257,040	$1,292,002
Contractual Services	$62,575	$63,999	$84,613	$84,613	$83,176
Other Services and Charges	$85,540	$75,938	$112,779	$105,279	$108,318
Supplies-Materials and Minor Equipment	$66,414	$55,282	$43,047	$43,047	$45,887
Capital	$66,549	$117,939	$0	$23,501	$0
Interdepartmental Charges	$4,043	$11,084	$3,730	$3,730	$6,806
Sub Total	$1,493,588	$1,535,322	$1,501,282	$1,517,210	$1,536,189
CC 700300 - Convention Center Department					
Personnel Service	$4,331,534	$4,401,358	$4,387,577	$4,087,577	$4,263,635
Contractual Services	$3,613,337	$2,536,247	$3,339,245	$3,450,247	$3,276,545
Other Services and Charges	$2,762,773	$3,034,306	$2,991,374	$2,983,697	$3,171,270
Supplies-Materials and Minor Equipment	$482,650	$353,252	$724,270	$713,455	$639,770
Capital	$2,635,516	$6,172,106	$0	$13,062,076	$104,000
Aids and Grants	$37,200	$0	$45,000	$0	$0
Other Uses and Sources	$0	$1,000	$0	$0	$0
Interdepartmental Charges	$55,148	$52,378	$60,000	$60,000	$45,000
Budget Reserves	$0	$0	$0	$0	$520,171
Sub Total	$13,918,159	$16,550,647	$11,547,466	$24,357,052	$12,020,391
CC 700400 - Fire Rescue Department					
Personnel Service	$76,803,573	$78,476,202	$81,677,330	$84,221,690	$85,128,857
Contractual Services	$1,057,718	$1,480,177	$1,687,950	$1,694,022	$1,744,858
Other Services and Charges	$4,580,111	$5,091,353	$4,211,958	$5,028,866	$4,774,041
Supplies-Materials and Minor Equipment	$2,035,413	$2,485,980	$2,325,627	$2,374,915	$2,835,888
Capital	$2,215,454	$8,789,639	$1,905,000	$5,473,004	$2,874,216
Other Uses and Sources	$0	$0	$0	(4,393)	$0
Transfer To Other Funds	$1,000,000	$1,306,521	$1,175,000	$1,196,250	$2,620,000

Budget Supplement-Expense
(In Cost Center Order)

		FY17 ACTUAL	FY18 ACTUAL	FY19 ADOPTED	FY19 PROJECTED	FY20 RECOMMENDED
Interdepartmental Charges		$314	$83	$120,229	$120,229	$150
	Sub Total	$87,692,583	$97,629,954	$93,103,094	$100,104,583	$99,978,010
CC_700500 - Facility Management Division						
Personnel Service		$4,527,941	$4,809,424	$5,369,646	$5,167,988	$5,303,068
Contractual Services		$2,414,426	$3,106,233	$2,775,421	$3,219,898	$3,703,813
Other Services and Charges		$4,543,368	$4,648,075	$4,943,487	$4,869,372	$4,879,508
Supplies-Materials and Minor Equipment		$1,172,497	$1,076,993	$853,586	$848,343	$1,044,025
Capital		$10,536,606	$4,164,090	$1,400,000	$24,948,792	$2,549,000
Interdepartmental Charges		$2,776	$499	$2,800	$2,744	$750
	Sub Total	$23,197,614	$17,805,315	$15,344,940	$39,057,137	$17,480,164
CC_700600 - City Attorney Department						
Personnel Service		$4,623,454	$4,813,161	$5,035,780	$5,322,771	$5,348,868
Contractual Services		$607,983	$168,473	$296,514	$296,514	$296,414
Other Services and Charges		$45,222	$47,567	$45,892	$45,892	$46,438
Supplies-Materials and Minor Equipment		$112,253	$174,206	$113,290	$167,290	$113,390
Aids and Grants		$33,850	$21,750	$35,000	$35,000	$35,000
Interdepartmental Charges		$24,043	$21,897	$25,000	$25,000	$25,000
	Sub Total	$5,446,805	$5,247,054	$5,551,476	$5,892,467	$5,865,110
CC_700700 - Wastewater Department						
Personnel Service		$28,478,410	$28,345,198	$28,772,576	$28,253,823	$28,543,454
Contractual Services		$2,572,302	$2,196,387	$2,991,949	$2,674,000	$2,866,454
Other Services and Charges		$30,969,938	$32,852,613	$33,967,724	$29,766,522	$35,441,724
Supplies-Materials and Minor Equipment		$11,905,001	$14,555,288	$12,062,476	$15,434,700	$13,549,369
Capital		$24,247,918	$22,852,538	$44,322,497	$75,594,951	$27,593,510
Debt Services Related		$13,188,521	$12,484,705	$2,906,112	$2,906,112	$2,907,454
Other Uses and Sources		$10,981	$0	$0	$0	$0
Transfer To Other Funds		$35,323,694	$28,202,433	$58,270,600	$58,270,600	$34,808,071
Interdepartmental Charges		$2,409,502	$2,723,777	$2,708,300	$2,909,771	$3,600,000
Budget Reserves		$0	$0	$2,586,856	$0	$2,015,452
	Sub Total	$149,106,267	$144,212,940	$188,589,090	$215,810,479	$151,325,488
CC_700800 - Solid Waste Department						
Personnel Service		$17,192,432	$16,952,936	$17,788,622	$17,484,990	$17,515,922
Contractual Services		$20,915,019	$22,462,134	$25,452,583	$24,908,834	$26,442,190
Other Services and Charges		$21,712,640	$25,101,592	$25,619,158	$25,640,086	$26,258,161
Supplies-Materials and Minor Equipment		$907,410	$1,009,102	$904,467	$883,386	$824,467
Capital		$7,568,114	$5,306,263	$11,083,149	$47,415,858	$11,299,217
Debt Services Related		$13,333,325	$13,310,075	$13,284,325	$13,325,275	$13,310,825
Other Uses and Sources		$4,409	$0	$0	$0	$0
Transfer To Other Funds		$36,971,516	$33,170,120	$17,376,461	$24,013,261	$16,841,420
Interdepartmental Charges		$1,228,104	$1,463,336	$1,454,247	$1,584,323	$2,458,365

Budget Supplement-Expense
(In Cost Center Order)

	FY17 ACTUAL	FY18 ACTUAL	FY19 ADOPTED	FY19 PROJECTED	FY20 RECOMMENDED
Budget Reserves	$0	$0	$6,371,713	$0	$16,467,918
Sub Total	$119,832,968	$118,775,558	$119,334,725	$155,256,013	$131,418,485
CC_700900 - Water Department					
Personnel Service	$25,225,741	$25,718,331	$26,702,694	$24,981,970	$26,971,061
Contractual Services	$11,124,142	$5,803,731	$12,369,997	$6,999,500	$12,348,996
Other Services and Charges	$27,834,672	$35,760,574	$31,035,909	$28,630,576	$36,854,692
Supplies-Materials and Minor Equipment	$10,056,189	$11,318,927	$11,992,915	$11,959,175	$11,965,248
Capital	$33,755,270	$25,605,107	$74,097,435	$143,638,134	$29,451,517
Debt Services Related	$14,585,189	$15,522,821	$16,644,012	$17,000,956	$17,050,350
Other Uses and Sources	$18,944	$0	$0	$0	$0
Transfer To Other Funds	$52,223,875	$45,587,632	$94,466,764	$94,466,764	$37,135,319
Interdepartmental Charges	$2,520,877	$3,011,593	$3,004,400	$3,297,366	$3,860,400
Budget Reserves	$0	$0	$3,019,754	$0	$7,590,995
Sub Total	$177,344,898	$168,328,716	$273,333,880	$330,974,441	$183,228,578
CC_701000 - Parks and Recreation Department					
Personnel Service	$26,744,244	$27,682,501	$30,257,456	$29,270,056	$30,810,386
Contractual Services	$3,813,469	$4,632,446	$6,379,898	$5,775,998	$6,618,970
Other Services and Charges	$6,171,274	$6,436,341	$6,664,710	$6,636,710	$6,959,824
Supplies-Materials and Minor Equipment	$1,903,963	$1,971,360	$2,278,574	$2,105,574	$2,093,314
Capital	$25,383,274	$17,570,224	$2,149,200	$10,532,591	$2,640,500
Aids and Grants	$0	$0	$0	$30,000	$0
Transfer To Other Funds	$42,500	$42,827	$0	$0	$0
Interdepartmental Charges	$10,181	$22,658	$10,000	$38,000	$10,000
Budget Reserves	$0	$0	$917,886	$0	$4,157,934
Sub Total	$64,068,905	$58,358,356	$48,657,724	$54,388,929	$53,290,928
CC_701100 - Contract Administration Budget					
Personnel Service	$7,101,769	$7,489,226	$7,854,842	$7,750,104	$7,757,378
Contractual Services	$242,744	$300,872	$5,500	$37,679	$5,500
Other Services and Charges	$208,507	$258,997	$459,183	$384,025	$455,304
Supplies-Materials and Minor Equipment	$47,194	$49,767	$63,300	$49,444	$69,300
Capital	$112,818	$82,053	$0	$30,282	$98,040
Interdepartmental Charges	$3,192	$3,180	$3,552	$3,450	$2,000
Sub Total	$7,716,224	$8,184,094	$8,386,377	$8,254,984	$8,387,522
CC_701200 - Mayor's Office Budget					
Personnel Service	$672,290	$671,528	$685,073	$669,323	$770,185
Contractual Services	$240,180	$241,293	$244,096	$244,096	$244,096
Other Services and Charges	$20,853	$21,529	$20,152	$20,152	$45,613
Supplies-Materials and Minor Equipment	$9,772	$9,152	$10,700	$10,700	$10,600
Interdepartmental Charges	$923	$775	$1,010	$1,010	$1,010
Sub Total	$944,018	$944,277	$961,031	$945,281	$1,071,504

Budget Supplement-Expense
(In Cost Center Order)

	FY17 ACTUAL	FY18 ACTUAL	FY19 ADOPTED	FY19 PROJECTED	FY20 RECOMMENDED
CC_701300 - Police Department					
Personnel Service	$142,352,454	$147,193,451	$145,679,328	$150,921,064	$146,786,246
Contractual Services	$1,864,949	$1,938,561	$1,710,086	$3,735,982	$4,224,845
Other Services and Charges	$8,622,761	$8,566,188	$8,330,149	$8,279,891	$8,753,259
Supplies-Materials and Minor Equipment	$4,180,943	$5,110,727	$4,238,145	$4,321,706	$4,886,146
Capital	$6,716,089	$8,027,270	$5,223,806	$9,677,326	$4,652,805
Debt Services Related	$215,851	$208,709	$401,359	$401,359	$401,359
Aids and Grants	$126,222	$84,318	$96,250	$121,250	$116,750
Transfer To Other Funds	$5,268,443	$5,327,960	$4,900,000	$4,950,000	$4,900,000
Interdepartmental Charges	$1,480	$2,238	$3,800	$3,800	$3,800
Budget Reserves	$0	$0	$1,898,985	$0	$2,257,252
Sub Total	$169,349,191	$176,459,422	$172,481,908	$182,412,378	$176,982,462
CC_701400 - City Council Department					
Personnel Service	$1,280,372	$1,304,114	$1,368,579	$1,342,531	$1,376,200
Contractual Services	$29,261	$46,807	(920)	$30,200	$1,800
Other Services and Charges	$41,586	$47,067	$50,587	$58,481	$51,790
Supplies-Materials and Minor Equipment	$7,416	$13,053	$7,907	$9,907	$7,907
Interdepartmental Charges	$16,753	$10,639	$19,600	$11,630	$16,880
Sub Total	$1,375,388	$1,421,680	$1,445,753	$1,452,749	$1,454,577
CC_701500 - Internal Audit Department					
Personnel Service	$633,686	$707,352	$664,634	$664,634	$662,742
Contractual Services	$8,584	$9,921	$91,230	$91,230	$91,230
Other Services and Charges	$9,210	$5,496	$13,484	$13,484	$13,459
Supplies-Materials and Minor Equipment	$11,158	$10,993	$10,261	$10,261	$10,261
Capital	$2,166	$2,354	$1,200	$1,200	$1,200
Interdepartmental Charges	$0	$8	$100	$100	$100
Sub Total	$664,804	$736,124	$780,909	$780,909	$778,992
CC_701600 - Fleet Maintenance Division Budget					
Personnel Service	$4,541,114	$4,686,520	$5,225,670	$5,084,166	$5,431,918
Contractual Services	$4,574,426	$4,754,772	$4,610,527	$4,906,500	$4,902,600
Other Services and Charges	$3,032,589	$4,234,726	$3,235,659	$3,458,394	$3,648,516
Supplies-Materials and Minor Equipment	$2,347,803	$2,712,543	$3,058,900	$2,636,000	$3,065,600
Capital	$68,581	$41,077	$1,022,340	$1,246,891	$74,200
Other Uses and Sources	$1,847	$0	$0	$0	$0
Interdepartmental Charges	$173	$93	$200	$100	$100
Budget Reserves	$0	$0	$780,504	$0	$154,770
Sub Total	$14,566,534	$16,429,732	$17,933,800	$17,332,051	$17,277,704
CC_701700 - Chief of Staff Office					
Personnel Service	$331,906	$407,037	$428,338	$426,681	$619,993
Contractual Services	$0	$0	$4,000	$4,000	$4,000
Other Services and Charges	$3,946	$6,585	$10,498	$10,498	$10,574

Budget Supplement-Expense
(In Cost Center Order)

	FY17 ACTUAL	FY18 ACTUAL	FY19 ADOPTED	FY19 PROJECTED	FY20 RECOMMENDED
Supplies-Materials and Minor Equipment	$735	$669	$1,300	$1,300	$1,383
Interdepartmental Charges	$1,036	$1,032	$1,400	$1,400	$1,400
Sub Total	$337,624	$415,323	$445,536	$443,879	$637,350
CC_701800 - Technology and Innovation Department					
Personnel Service	$13,116,847	$13,873,663	$14,223,924	$14,188,132	$14,324,288
Contractual Services	$1,109,552	$1,175,831	$1,538,805	$1,539,091	$1,858,331
Other Services and Charges	$4,928,107	$5,220,338	$5,633,582	$5,539,283	$5,795,690
Supplies-Materials and Minor Equipment	$507,448	$642,475	$806,938	$814,861	$955,709
Capital	$4,015,351	$2,608,524	$1,617,870	$2,032,591	$6,875,467
Interdepartmental Charges	$10,918	$4,759	$830	$2,500	$830
Sub Total	$23,688,223	$23,525,590	$23,821,949	$24,116,458	$29,810,315
CC_701900 - Purchasing Department					
Personnel Service	$1,879,077	$2,574,772	$2,668,512	$2,627,329	$2,622,616
Contractual Services	$0	$2,304	$0	$495	$0
Other Services and Charges	$24,162	$22,185	$29,012	$28,215	$28,653
Supplies-Materials and Minor Equipment	$10,677	$15,761	$20,084	$18,680	$24,240
Capital	$0	$19,781	$40,000	$44,383	$0
Interdepartmental Charges	$4,302	$4,188	$4,400	$4,400	$4,400
Sub Total	$1,918,218	$2,638,991	$2,762,008	$2,723,502	$2,679,909
CC_702010 - Logistics and Asset Management Budget					
Personnel Service	$228,963	$249,022	$260,614	$262,483	$260,645
Contractual Services	$0	$0	$7,500	$3,000	$7,500
Other Services and Charges	$516	$5,392	$12,104	$7,800	$12,258
Supplies-Materials and Minor Equipment	$2,623	$1,779	$5,800	$2,400	$5,800
Interdepartmental Charges	$0	$559	$2,000	$700	$2,000
Sub Total	$232,102	$256,752	$288,018	$276,383	$288,203
CC_702200 - Parking Division					
Personnel Service	$4,581,594	$4,502,826	$4,854,545	$4,641,972	$4,745,284
Contractual Services	$2,862,834	$2,695,704	$2,963,678	$2,792,600	$3,322,270
Other Services and Charges	$4,744,329	$5,263,332	$4,898,912	$5,125,851	$5,462,837
Supplies-Materials and Minor Equipment	$178,664	$174,229	$180,637	$180,000	$180,137
Capital	$499,652	$814,163	$1,382,500	$3,499,697	$4,157,000
Aids and Grants	$356,544	$388,980	$430,000	$390,000	$430,000
Other Uses and Sources	$1,124	$0	$0	$0	$0
Transfer To Other Funds	$4,104,576	$4,526,398	$4,304,648	$4,304,648	$7,027,702
Interdepartmental Charges	$1,339,267	$1,396,375	$1,597,000	$1,583,000	$1,597,000
Budget Reserves	$0	$0	$1,776,390	$0	$243,573
Sub Total	$18,668,585	$19,762,007	$22,388,310	$22,517,768	$27,165,803
CC_702300 - Transportation Division Budget					
Personnel Service	$11,432,625	$11,971,526	$12,847,635	$12,533,652	$12,915,081

Budget Supplement-Expense
(In Cost Center Order)

	FY17 ACTUAL	FY18 ACTUAL	FY19 ADOPTED	FY19 PROJECTED	FY20 RECOMMENDED
Contractual Services	$543,256	$804,896	$917,729	$1,339,216	$1,666,173
Other Services and Charges	$10,710,288	$10,626,388	$11,016,291	$10,973,861	$10,885,759
Supplies-Materials and Minor Equipment	$564,847	$715,076	$447,871	$689,360	$591,175
Capital	$18,328,036	$10,101,803	$10,713,986	$53,296,924	$11,961,538
Aids and Grants	(4,307)	$21,412	$0	$284,301	$0
Transfer To Other Funds	$12,694,408	$10,978,431	$2,255,365	$3,966,559	$2,512,433
Interdepartmental Charges	$40,612	$37,523	$14,800	$14,800	$18,000
Budget Reserves	$0	$0	$4,464,070	$0	$16,069,353
Sub Total	$54,309,765	$45,257,055	$42,677,747	$83,098,673	$56,619,512
CC_702400 - Human Resources Department					
Personnel Service	$4,695,899	$4,998,474	$5,369,477	$5,223,613	$5,585,621
Contractual Services	$4,595,351	$8,357,373	$10,349,104	$9,030,827	$10,670,541
Other Services and Charges	$72,408,740	$74,191,037	$74,267,446	$75,200,950	$79,896,578
Supplies-Materials and Minor Equipment	$45,976	$37,490	$40,084	$54,133	$40,084
Capital	$19,384	$37,030	$110,000	$98,702	$53,415
Debt Services Related	$0	$2,415	$7,990	$7,990	$10,058
Transfer To Other Funds	$1,969,329	$1,953,377	$1,720,768	$1,972,298	$1,698,916
Interdepartmental Charges	$5,328	$5,435	$6,000	$5,021	$6,000
Budget Reserves	$0	$0	$0	$0	$256,872
Sub Total	$83,740,007	$89,582,631	$91,870,869	$91,593,534	$98,218,085
CC_702500 - Revenue and Finance Department					
Personnel Service	$7,928,015	$7,986,242	$8,522,789	$8,335,537	$8,308,430
Contractual Services	$261,360	$167,222	$193,447	$187,447	$408,482
Other Services and Charges	$139,898	$145,482	$170,135	$172,496	$154,638
Supplies-Materials and Minor Equipment	$90,467	$52,270	$48,607	$48,466	$56,484
Capital	$26,769	$15,248	$0	$0	$250,000
Debt Services Related	$58,893	$0	$0	$0	$0
Interdepartmental Charges	$8,697	$7,999	$9,800	$9,800	$2,600
Sub Total	$8,514,098	$8,374,463	$8,944,778	$8,753,746	$9,180,634
CC_702600 - Neighborhood Empowerment Department					
Personnel Service	$7,111,255	$7,354,516	$7,756,414	$7,916,891	$8,714,082
Contractual Services	$554,264	$501,227	$576,249	$536,886	$519,860
Other Services and Charges	$1,111,829	$1,274,078	$1,158,611	$1,235,137	$1,232,681
Supplies-Materials and Minor Equipment	$90,429	$112,487	$107,229	$87,146	$75,004
Capital	$0	$208,908	$9,951	$107,611	$224,000
Debt Services Related	$141,014	$13,188	$0	$9,676	$8,816
Interdepartmental Charges	$9,382	$7,026	$7,741	$4,442	$6,990
Sub Total	$9,018,172	$9,471,431	$9,616,195	$9,897,789	$10,781,433
CC_702700 - Arts Programs Division					
Personnel Service	$211,318	$209,995	$217,729	$217,729	$221,120

Budget Supplement-Expense
(In Cost Center Order)

	FY17 ACTUAL	FY18 ACTUAL	FY19 ADOPTED	FY19 PROJECTED	FY20 RECOMMENDED
Contractual Services	$22,631	$95,737	$248,627	$197,600	$43,627
Other Services and Charges	$34,182	$24,864	$31,166	$44,449	$80,905
Supplies-Materials and Minor Equipment	$5,014	$2,692	$4,150	$3,950	$4,150
Capital	$21,375	$52,907	$145,000	$593,735	$425,554
Transfer To Other Funds	$0	$311,350	$0	$0	$0
Interdepartmental Charges	$1,034	$1,055	$1,045	$1,045	$1,045
Budget Reserves	$0	$0	$550,858	$0	$469,116
Sub Total	$295,554	$698,601	$1,198,575	$1,058,508	$1,245,517
CC_702800 - Public Works and Utility Services Administrator					
Personnel Service	$314,309	$306,680	$343,618	$343,847	$342,550
Contractual Services	$99	$174	$250	$250	$250
Other Services and Charges	$4,794	$5,252	$12,752	$10,061	$12,908
Supplies-Materials and Minor Equipment	$4,600	$3,299	$2,500	$2,420	$2,500
Capital	$1,764	$0	$0	$0	$0
Interdepartmental Charges	$42	$15	$2,064	$2,023	$2,064
Sub Total	$325,608	$315,420	$361,184	$358,601	$360,272
CC_702900 - Economic Opportunity Department					
Personnel Service	$1,221,770	$1,202,518	$1,226,555	$1,226,555	$1,434,684
Contractual Services	$637,111	$867,124	$447,175	$758,275	$1,091,075
Other Services and Charges	$64,357	$31,185	$72,462	$43,462	$75,461
Supplies-Materials and Minor Equipment	$1,501	$1,677	$4,275	$2,500	$7,500
Aids and Grants	$0	$538,000	$538,000	$538,000	$538,000
Interdepartmental Charges	$1,350	$568	$1,500	$750	$1,500
Sub Total	$1,926,088	$2,641,073	$2,289,967	$2,569,542	$3,148,220
CC_703000 - City Clerk Department					
Personnel Service	$1,165,963	$1,296,255	$1,386,402	$1,386,402	$1,393,015
Contractual Services	$272,677	$237,417	$247,000	$247,000	$247,400
Other Services and Charges	$91,723	$111,266	$73,760	$73,760	$73,596
Supplies-Materials and Minor Equipment	$18,841	$19,659	$26,933	$26,933	$26,933
Capital	$0	$2,600	$0	$0	$0
Interdepartmental Charges	$5,015	$4,319	$5,250	$5,250	$5,250
Sub Total	$1,554,217	$1,671,515	$1,739,345	$1,739,345	$1,746,194
CC_703100 - Non Departmental Budget					
Personnel Service	$129	$0	$2,000,000	$0	$2,500,000
Contractual Services	$7,628,644	$9,285,524	$12,536,044	$12,344,009	$11,711,038
Other Services and Charges	(21,073,971)	(23,326,612)	(22,528,452)	(22,503,838)	(27,264,264)
Supplies-Materials and Minor Equipment	$119,558	$99,724	$95,200	$99,686	$163,700
Capital	$370,590	$638,568	$512,000	$1,827,123	$310,000
Debt Services Related	$3,572	$4,090	$6,805,000	$6,881,907	$13,739,952
Aids and Grants	$18,301,684	$21,007,837	$25,169,736	$25,304,736	$28,495,273

Budget Supplement-Expense
(In Cost Center Order)

	FY17 ACTUAL	FY18 ACTUAL	FY19 ADOPTED	FY19 PROJECTED	FY20 RECOMMENDED
Other Uses and Sources	$147,277	(502)	$0	$0	$0
Transfer To Other Funds	$79,537,123	$70,208,688	$71,421,870	$71,421,870	$66,934,175
Interdepartmental Charges	$341,553	$344,447	$671,880	$631,880	$390,000
Budget Reserves	$0	$0	$5,195,584	$0	$21,245,304
Sub Total	$85,376,159	$78,261,764	$101,878,862	$96,007,373	$118,225,178
CC_703400 - Planning and Development Department					
Personnel Service	$6,110,126	$6,250,080	$7,095,286	$6,876,982	$6,870,972
Contractual Services	$132,280	$197,737	$175,404	$214,000	$175,404
Other Services and Charges	$232,505	$343,750	$251,950	$226,504	$291,506
Supplies-Materials and Minor Equipment	$55,393	$35,311	$55,562	$47,561	$57,352
Capital	$7,355	$0	$0	$277	$0
Interdepartmental Charges	$9,857	$7,580	$8,980	$7,000	$8,980
Budget Reserves	$0	$0	$10,658	$0	$0
Sub Total	$6,547,515	$6,834,458	$7,597,840	$7,372,324	$7,404,214
CC_703500 - Riverwalk Division					
Capital	$300,069	$0	$0	$0	$0
Sub Total	$300,069	$0	$0	$0	$0
CC_703600 - Construction Service Center					
Personnel Service	$6,149,950	$6,456,890	$6,866,035	$6,831,293	$7,514,221
Contractual Services	$1,416,789	$1,095,002	$1,384,203	$1,615,604	$2,162,694
Other Services and Charges	$2,602,227	$2,341,295	$2,331,312	$2,219,509	$2,404,465
Supplies-Materials and Minor Equipment	$111,148	$93,326	$136,050	$107,063	$117,450
Capital	$148,482	$11,964	$54,000	$186,521	$325,000
Other Uses and Sources	$2,591	$0	$0	$0	$0
Transfer To Other Funds	$240,475	$410,064	$470,413	$470,413	$548,884
Interdepartmental Charges	$2,325	$2,464	$5,000	$5,000	$5,000
Budget Reserves	$0	$0	$4,427,928	$0	$6,397,254
Sub Total	$10,673,987	$10,411,005	$15,674,941	$11,435,403	$19,474,968
CC_703700 - Minority Business Development Division					
Personnel Service	$456,243	$439,491	$582,019	$515,612	$571,320
Contractual Services	$36,495	$34,996	$0	$45,000	$275,000
Other Services and Charges	$44,601	$46,467	$51,524	$50,513	$50,919
Supplies-Materials and Minor Equipment	$8,878	$7,284	$6,078	$4,294	$13,429
Interdepartmental Charges	$93	$36	$200	$200	$200
Sub Total	$546,309	$528,274	$639,821	$615,619	$910,868
CC_703900 - Debt Service Department					
Debt Services Related	$30,851,932	$112,997,367	$39,479,844	$39,479,844	$34,316,578
Transfer To Other Funds	$0	$2,376,934	$0	$0	$37,802
Sub Total	$30,851,932	$115,374,301	$39,479,844	$39,479,844	$34,354,380
CC_704000 - HCD CDBG Department					

Budget Supplement-Expense
(In Cost Center Order)

	FY17 ACTUAL	FY18 ACTUAL	FY19 ADOPTED	FY19 PROJECTED	FY20 RECOMMENDED
Personnel Service	$530,216	$549,965	$631,891	$631,891	$364,914
Contractual Services	$828,332	$1,015,949	$2,294,604	$2,294,604	$2,565,591
Other Services and Charges	$144,717	$487,788	$232,964	$232,964	$248,984
Supplies-Materials and Minor Equipment	$23,339	$36,471	$0	$0	$0
Capital	$2,500	$10,377	$0	$0	$0
Other Uses and Sources	$3,825	$0	$0	$0	$0
Transfer To Other Funds	$421,395	$771,713	$0	$0	$0
Interdepartmental Charges	$2,487	$3,515	$0	$0	$0
Sub Total	$1,956,811	$2,875,778	$3,159,459	$3,159,459	$3,179,489
CC_704100 - HCD ESG Department					
Personnel Service	$12,465	$13,486	$12,596	$12,596	$20,107
Contractual Services	$248,002	$236,833	$239,327	$239,327	$247,980
Sub Total	$260,467	$250,319	$251,923	$251,923	$268,087
CC_704200 - HCD HOME Department					
Personnel Service	$116,726	$137,281	$169,524	$169,524	$155,972
Contractual Services	$2,055,196	$1,149,847	$1,525,724	$1,525,724	$1,403,752
Other Services and Charges	$71,172	$86,226	$0	$0	$0
Other Uses and Sources	$22,961	$0	$0	$0	$0
Sub Total	$2,266,054	$1,373,354	$1,695,248	$1,695,248	$1,559,724
CC_704300 - HCD HOPWA Department					
Personnel Service	$53,569	$72,243	$115,945	$115,945	$119,565
Contractual Services	$3,528,531	$3,952,083	$3,748,907	$3,748,907	$3,865,948
Sub Total	$3,582,100	$4,024,326	$3,864,852	$3,864,852	$3,985,513
CC_704400 - HCD NSP Department					
Personnel Service	$0	$109	$0	$0	$0
Contractual Services	$334,971	$562,269	$0	$0	$0
Sub Total	$334,971	$562,378	$0	$0	$0
CC_704500 - HCD SHIP Department					
Personnel Service	$219,687	$228,672	$43,996	$43,996	$52,289
Contractual Services	$481,486	$452,683	$395,972	$395,972	$470,601
Other Services and Charges	$491,149	$564,344	$0	$0	$0
Sub Total	$1,192,322	$1,245,699	$439,968	$439,968	$522,890
CC_704600 - Community Redevelopment Agency Budget					
Contractual Services	$2,391,783	$2,251,911	$2,897,026	$2,437,097	$2,827,987
Other Services and Charges	$307,724	$358,910	$363,500	$607,734	$1,532,100
Supplies-Materials and Minor Equipment	$3,713	$16,829	$37,800	$43,078	$14,850
Capital	$2,187,853	$14,555,528	$25,710,904	$42,941,918	$27,910,623
Transfer To Other Funds	$1,643,180	$9,009,107	$11,708,697	$11,708,697	$10,675,837
Interdepartmental Charges	$654	$578	$0	$1,000	$200
Budget Reserves	$0	$0	$575,800	$0	$1,514,700

Budget Supplement-Expense
(In Cost Center Order)

		FY17 ACTUAL	FY18 ACTUAL	FY19 ADOPTED	FY19 PROJECTED	FY20 RECOMMENDED
	Sub Total	$6,534,907	$26,192,863	$41,293,727	$57,739,524	$44,476,297
CC_704700 - Golf Courses Budget						
Contractual Services		$3,070,264	$3,169,613	$3,155,267	$3,155,267	$3,304,327
Other Services and Charges		$767,804	$838,323	$800,000	$800,000	$800,000
Capital		$277,272	$274,333	$437,700	$437,700	$661,000
Transfer To Other Funds		$0	$0	$793,000	$793,000	$0
Budget Reserves		$0	$0	$793,000	$0	$0
	Sub Total	$4,115,340	$4,282,269	$5,978,967	$5,185,967	$4,765,327
CC_704800 - Streetcar Budget						
Contractual Services		$56,237	$62,655	$17,500	$17,500	$98,500
Other Services and Charges		$343,779	$339,293	$342,500	$342,500	$352,000
Aids and Grants		$1,669,084	$1,574,750	$2,514,578	$2,514,578	$2,541,955
	Sub Total	$2,069,100	$1,976,698	$2,874,578	$2,874,578	$2,992,455
CC_799999 - Disaster Events						
Personnel Service		$3,978,431	$1,314,981	$0	$0	$0
Contractual Services		$864,350	$4,741,400	$0	$0	$0
Other Services and Charges		$421,081	$1,355,309	$0	$0	$0
Supplies-Materials and Minor Equipment		$333,211	$103,780	$0	$0	$0
Capital		$348,584	$455,303	$0	$0	$0
Aids and Grants		$0	$17,476	$0	$0	$0
Transfer To Other Funds		$0	$0	$0	$0	$7,600,000
Interdepartmental Charges		$0	$15,302	$0	$0	$0
	Sub Total	$5,945,658	$8,003,551	$0	$0	$7,600,000
Total		$1,231,201,627	$1,367,371,317	$1,422,425,827	$1,747,767,241	$1,392,689,581