WE BUILT THIS: TRANSFORMING TAMPA TOGETHER

City of Tampa Florida

Recommended Operating and Capital Budget Part 1

Fiscal Year 2017

October 1, 2016 through September 30, 2017

Recommended Operating and Capital Budget

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Fiscal Year 2017

October 1, 2016 through September 30, 2017

Bob Buckhorn, Mayor

Sonya C. Little, Chief Financial Officer

Michael D. Perry, Budget Officer

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Bob Buckhorn
Mayor

July 21, 2016

The Honorable Mike Suarez 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, 2016, and ending September 30, 2017, including the City's Capital Improvements Program (CIP) for FY2017 through FY2021.

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

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

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

The City of Tampa has experienced welcomed economic growth as key economic indicators continue to move in a positive direction. Though the proposed millage rate for FY2017 remains at the current 5.7326 mills, the City's taxable property value has increased for the fourth consecutive year, home sales have increased, and the unemployment rate has declined as the economy continues to improve.

The City of Tampa is structurally and fiscally sound. We will balance the FY2017 budget without the use of reserves. As a result, the City's reserves will remain strong at over $88.0 million. This represents a fund balance of 23% of operating expenditures, well above the City's policy of 20%. This reflects the City's continual commitment to sound financial management.

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

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

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The FY2017 total budget is $905.9 million, and achieves the following objectives:

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

At $905.9 million, the FY2017 budget is $55.7 million more than the FY2016 budget of $850.2 million. This is primarily due to a $28.2 million increase to pay for additional positions, higher pension and healthcare costs, and increased tax increment contributions to the community redevelopment agencies. The enterprise funds' budgets increased by $20.6 million to pay for higher pension and healthcare costs, and increased Solid Waste capital project funding requirements. Grant Funds, Governmental Debt Service Funds, and Fiduciary Funds increased by $6.9 million primarily due to increased receipt of Federal and State grant funds, increased debt service payments, and increased receipt of CRA tax incremental financing revenues.

The FY2017 budget includes the $120.3 million Capital Improvement Program which will address a significant amount of deferred infrastructure projects, including:

- New fire station construction - $4.7 million is budgeted for construction of Fire Station No. 23 in New Tampa;
- The Transportation and Stormwater Services Department will receive $18.7 million for capital improvement projects. Brorein Street Bridge and Cass Street electrical and mechanical rehabilitation will receive $6.2 million. Roadway resurfacing will receive $5.4 million for capital project funding;
- $1.8 million is identified for major improvements and renovations at various parks and recreation facilities;
- The Facility Management Division is continuing its $1.0 million citywide rehabilitation program for facility renovation, roof replacement, and climate control upgrades; and
- The Water and Wastewater Departments will continue funding $55.1 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, Louisiana Avenue Pumping Station Rehabilitation, North Tampa Pressure Enhancements, Sunset Park Distribution Line, and citywide pipeline replacement.

Economic Opportunity

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

- Reorganizing City government to streamline the review of plans and permits;

- Creating incentive packages to target high-tech industries and collaboration between public and private entities identified by the Tampa Hillsborough Economic Development Corporation;
- Addressing the issue of affordable housing for first-time homebuyers and the rehabilitation of existing homes;
- Encouraging and supporting policies that facilitate urban infill;
- Completing The Tampa Riverwalk to create activity and stimulate development along the Hillsborough River;
- Continuing to implement the InVision Tampa Plan that will shape development for the next 20 years;
- Expanding international trade by working with Tampa International Airport and the Port Tampa Bay, and by leveraging Tampa's current multi-modal assets;
- Developing the City's landmark neighborhoods that are critical to the success of the entire City, including Ybor, Channelside, Tampa Heights, and Sulphur Springs;
- Increasing regional approaches to policy and economic development;
- Increasing opportunities for woman and minority-owned businesses;
- Enhancing education programs to ensure that the City has highly trained work forces that will attract new business;
- Expanding the region's infrastructure to include mass transit and other multi-modal forms of transportation, linking employment and destination centers in Hillsborough, Pinellas, and Pasco Counties;
- Improving the City's technology-related services such as creating Wi-Fi hotspots throughout the City, as well as updating e-Services, e-Business, and e-Management to ensure the City's and its customers' demands are being met; and
- Creating opportunity corridors along major transportation arteries throughout the downtown core.

Empowering Neighborhoods

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

- Increasing the City's responsiveness and accountability to its neighborhoods by utilizing a rapid response team to end neighborhood blight;
- Encouraging each neighborhood to maintain and enhance its character through the development of neighborhood plans and overlay districts;
- Enhancing the effectiveness of neighborhood leaders by continuing the Neighborhood University Training Program;
- Maintaining and Developing additional community partnerships that encourage neighborhood engagement;
- Preventing fire hazards, havens for illegal activity, and neighborhood eyesores by acquiring resources needed for demolishing dilapidated and abandoned buildings;
- Utilizing dedicated programs such as "Bright Lights, Safe Nights" and the Nehemiah Project to focus revitalization efforts on Sulphur Springs, the City's poorest neighborhood;
- Preventing code violations from occurring by continuing the Landlord Training Program to educate the City's landlords on code requirements and minimum housing standards;

- Providing technical support for first-time homebuyers and partnering with lending institutions to create housing initiatives, allowing people to achieve homeownership;
- Creating a City that is bicycle and pedestrian-friendly by embarking on a public service campaign to educate motorists about bicycle safety rules and contracting services for a bicycle sharing program;
- Facilitating the development of safe, enjoyable public parks and green spaces through a series of parks initiatives aimed at adding to the quality of life in Tampa;
- Seeking funding to expand the City's reclaimed water project system to large users; and
- Creating a program to provide for new street lighting along roadway segments for public safety, night-time accident reduction in Community Redevelopment Areas, and deploying a quality assurance program to monitor outages and inadequate fixtures along city roads.

A Safe City Thrives

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

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

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

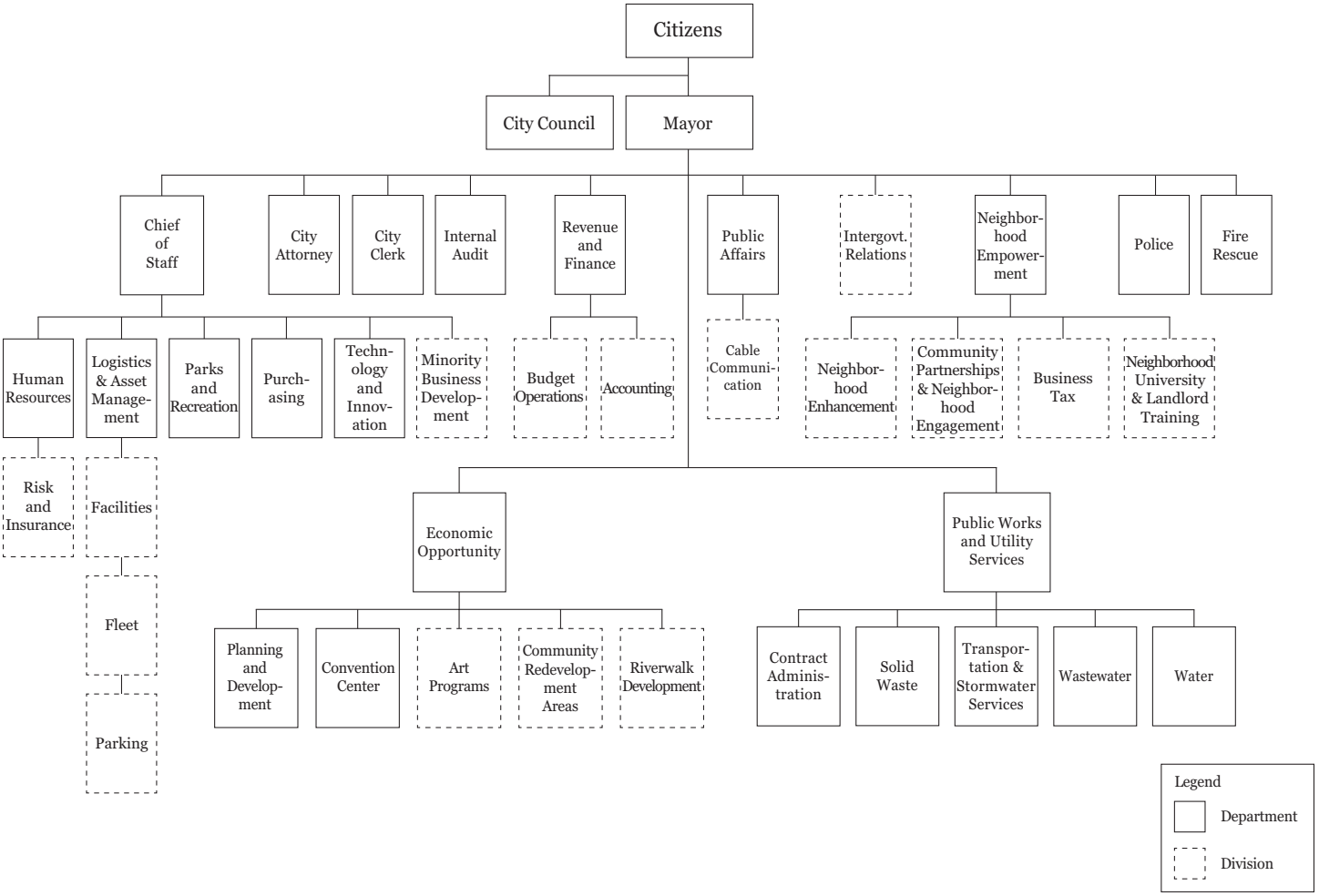
Respectfully submitted,

Bob Buckhorn
Mayor

City of Tampa, Florida

Mayor Bob Buckhorn

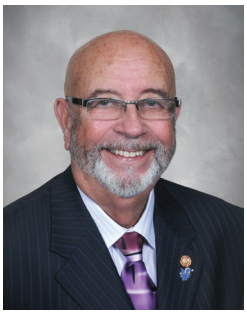
Organization Chart



Tampa City Council

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

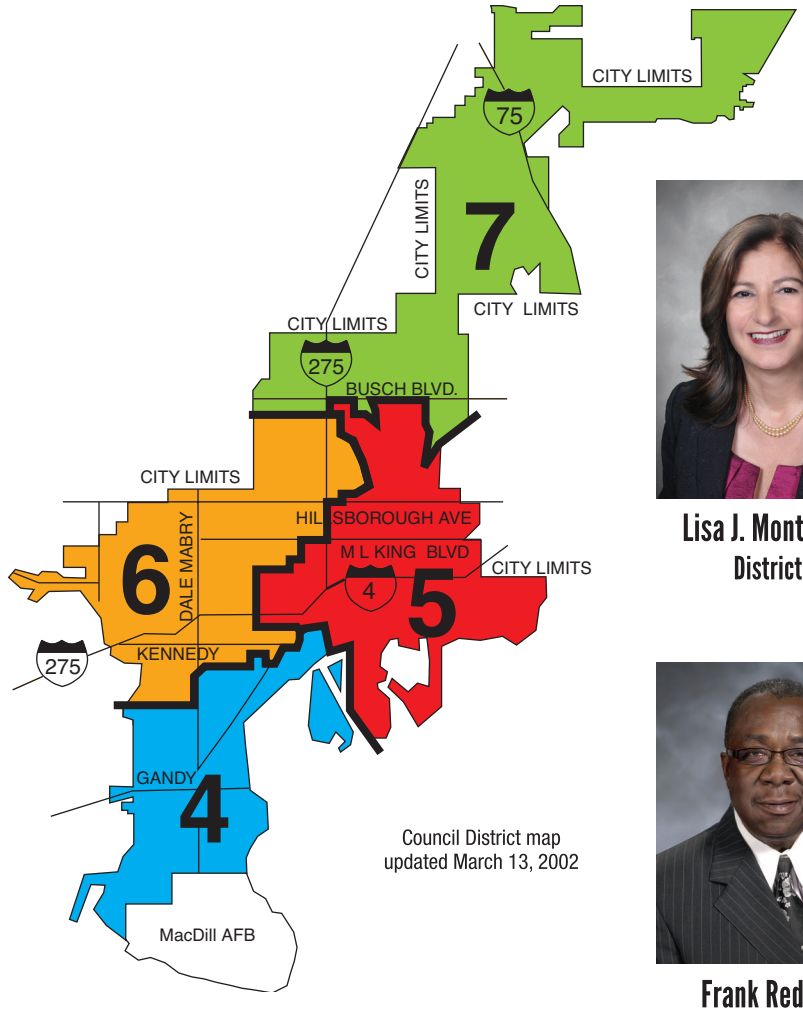
Mike Suarez
District 1 At-Large
Chair



Charlie Miranda
District 2 At-Large

Yvonne Yolie Capin
District 3 At-Large

Guido Maniscalco
District 6



Lisa J. Montelione
District 7

Harry Cohen
District 4
Chair Pro-Tem

Frank Reddick
District 5

GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

City of Tampa

Florida

For the Fiscal Year Beginning

October 1, 2015

Jeffrey R. Emer

Executive Director

Acknowledgements

Special recognition is hereby given to City-wide departments and the budget office for their exemplary efforts in the development and preparation of the City of Tampa FY2017 Budget.

Chief Financial Officer
Sonya C. Little

Budget Officer
Michael D. Perry, CGFO

Budget Office Managers
Peggy Curtin, CGFO
Ty Hawthorne, CGFO

Budget Office Staff
Carl Brown
Michael Cain
Giannina Carballa, CGFO
Susan Gobble
Ray Herbert, II
Yolanda King
Lee Kramer
David Lozo
Amy Murphy, CGFO
Nicholas Pastue
Kelli Reed
Jennifer Seth
Trinyce Smith
Vien Du Tran, CGFO
David Vance
Andy Waitman

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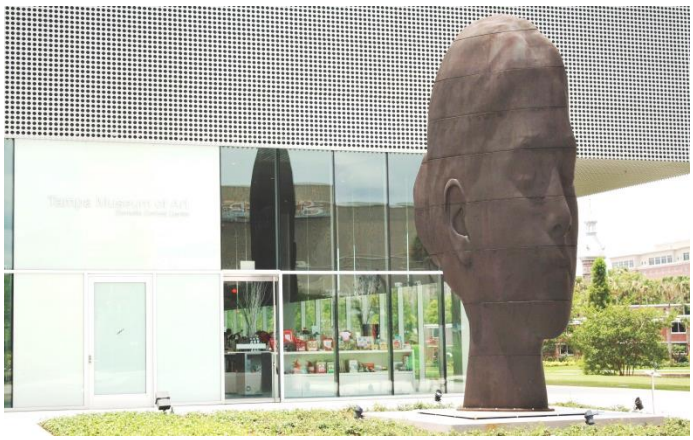
City of Tampa Overview

Community

View of downtown Tampa from the Platt Street Bridge

The City of Tampa (the "City") is located along Florida's west coast and the City currently occupies 113 square miles and serves a population of 369,075. Tampa is the largest city located in the metropolitan statistical area comprised of Hillsborough, Pinellas, Pasco and Hernando Counties, with over 2.9 million residents. Tampa is nestled in the center of the region, approximately 30 minutes from the Gulf of Mexico beaches to the west, and one hour from Walt Disney World and Universal Studios theme parks to the northeast. The region's natural environment includes miles of blue waterways, pristine beaches, brilliant sunlit skies, and exceptional weather.



Tampa Museum of Art

Tampa offers year-round cultural events and social activities for people of all ages and interests. Sports fans can enjoy football and hockey while art lovers can attend music and art festivals. The area offers everything from sunny beaches to world-class golf courses; from the excitement of Ybor City to serene strolls along scenic Bayshore Boulevard. Tampa and surrounding areas provide a multitude of opportunities for residents to live, learn, work, and play. Major attractions in and around Tampa include: Busch Gardens, The Florida Aquarium, and Lowry Park Zoo. 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 celebrations spanning 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.

"Jose Gasparilla" Pirate Ship at the Gasparilla Invasion

Hillsborough River Dyed Green at the Mayor's River O'Green Fest

Other annual events include the Outback Bowl which provides championship college football in January and the Mayor's River O'Green Fest, 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 Tampa Bay area is the proud home of several professional sports teams including the Tampa Bay Lightning, Tampa Bay Buccaneers, Tampa Bay Rays, Tampa Bay Storm, and Tampa Bay Rowdies. The City of Tampa also hosts the New York Yankees spring training each year.

Tampa offers a variety of post-secondary educational opportunities. The University of South Florida (USF) offers premier research opportunities in the fields of science and medicine, serves more than 48,000 students, and has an annual economic impact of $11.5 billion. In December 2015, USF broke ground on the new $153 million Morsani College of Medicine and USF Heart Health Institute in downtown Tampa which is scheduled to be completed by 2020. The University

of Tampa (UT) is a private university situated on a beautiful 105-acre campus adjacent to the Hillsborough River and downtown Tampa. UT has an annual economic impact of $850 million with an enrollment for fall 2015 of 8,037 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 over 160 associate degrees, 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. Tampa's Lowry Park Zoo 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 covering 56 acres for more than 1,200 animals from Florida and similar habitats, a Native Florida Wildlife Center and manatee hospital, rides, shows, hands-on interactive exhibits, and the Florida Environmental Education Center (Zoo School).

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

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 Museum of Science and Industry ("MOSI"), is a science and technology center focused on engaging visitors through hands-on displays and interactive exhibits on space, astronomy, technology, robotics, and gaming, making science real for people of all ages. With a 74-acre campus and over 400,000 square feet for exhibits, MOSI features more than 450 interactive activities including a butterfly garden, historic tree grove, back woods forest preserve, planetarium, hurricane simulator, IMAX Dome theater, 3D printing, MaxFlight Roller Coaster Simulator, Mission: Moonbase Lunar Colony Experience of the Future, Sky Trail® Ropes Course and Zip Line, and more. Accredited by the American Association of Museums and the Association of Science-

Technology Centers, MOSI is recognized as the largest children's science center in the nation, largest science center in the southeast, and the 5th largest science center in the United States.

David A. Straz Jr. 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, and three restaurants. It boasts one of the nation's leading Broadway series and is nationally respected for producing grand opera, as well as presenting a wide variety of concerts, performances and events. Additionally, the Patel Conservatory, the only accredited performing arts school in the region, offers more than 100 performing arts classes in dance, theater and music for students of all ages and experience levels.

The Tampa Bay History Center is located on the waterfront in the Channelside district and is one of the largest history museums on the west coast of Florida. The museum showcases exhibits covering 12,000 years of Florida history, focusing on the Tampa Bay region. Additionally, the Tampa Bay History Center is affiliated with the Smithsonian Institution providing the museum access to the Smithsonian's collection of more than 138 million artifacts and support for educational programs.

Tampa Bay History Center

Other museums in the area include the Tampa Museum of Art featuring over 26,000 square-feet of exhibition space focusing on antiquities as well as modern and contemporary art, the historic H. B.

Plant Museum at the University of Tampa, the Contemporary Art Museum at USF, the Scarfone Gallery at the University of Tampa, the Veteran's Memorial Museum and Park, the Ybor City State Museum, the Florida Museum of Photographic Arts and the Glazer Children's Museum.

History

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 precipitated by the migration of major cigar manufacturers to Tampa. In 1886, Vicente Martinez Ybor established a cigar factory in Tampa, founding Ybor City. By 1900, Ybor City was considered the "cigar capital of the world."

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 MacDill Field and Drew Field (now the site of Tampa International Airport) were established. These sites have had a long-lasting impact on Tampa's physical and economic growth.

The automobile was partially responsible for a large settlement wave that occurred around 1923-1926. Florida's boom times resulted in explosive growth in Tampa, where the population rose to over 100,000 by the end of the 1920s. Land developers designed new subdivisions with amenities

to attract buyers. Davis Islands, designed by D.P. Davis, was one such development, with a golf course and country club situated on these two man-made islands.

In 1939, 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 air field 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 airmen to fly and operate bomber aircraft prior to deployment across the globe. Following the surrender of Germany and Japan, U.S. troops returning from overseas duty would land at the air field. 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).

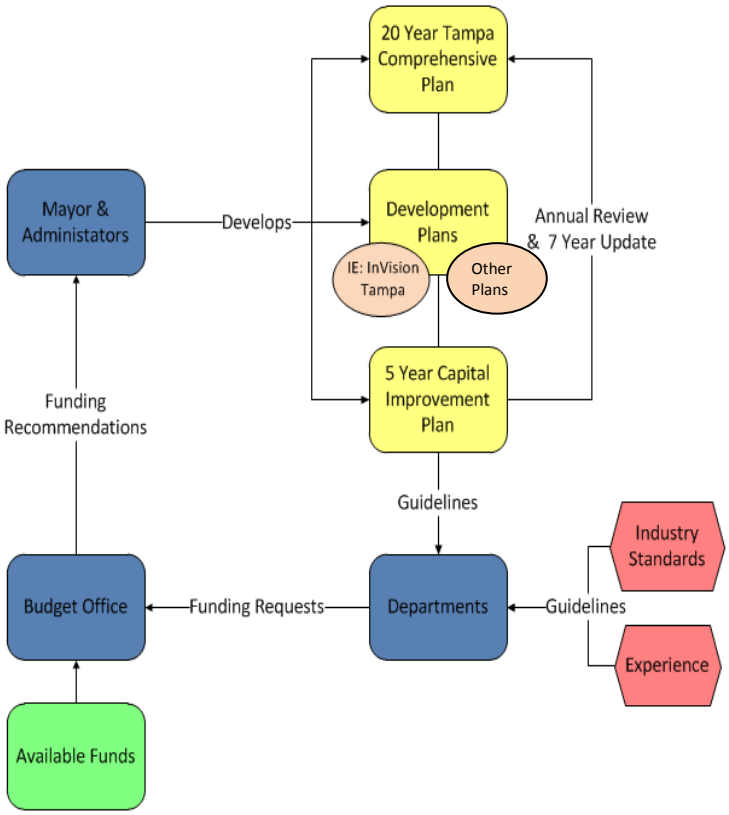
Today, MacDill AFB is a full service support facility for air fueling operations for military aircraft. The host unit for MacDill AFB is the 6th Air Mobility Wing, part of the Air Mobility Command's (AMC) Eighteenth Air Force. MacDill AFB is also home to the United States Central Command and the United States Special Operations Command and 31 other tenant units. MacDill AFB employs approximately 18,800 military and civilian personnel and has a total economic impact on the Greater Tampa Bay Region of $2.94 billion annually.

Since the 1960s, the Tampa downtown business district has grown significantly. Major banks and corporations occupy large buildings high above Hillsborough Bay and have helped Tampa to evolve into a multi-cultural, diverse business center attracting people of all ages. The most recent growth in the City occurred in 1988 with the annexation of a mostly rural 24 square mile area between I-275 and I-75 now known as New Tampa.

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, and other long-term development plans and these decisions result in the production of the five-year Capital Improvement Program.

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



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

- Greater Seminole Heights Vision Plan (GSH Plan) – The Greater Seminole Heights Planning Area encompasses approximately 4.4 square miles, located within 3.5 miles of downtown. The GSH Plan sets guiding principles for the community that establish the community identity, how and where redevelopment should occur, significance of public realm design, and preservation of the local historic district and neighborhood character. The GSH Plan was completed and accepted by Tampa City Council in 2010. The related amendments to the Tampa Comprehensive Plan, which included amending the future land use category for over 1,300 parcels, were completed in 2010.
- 40th Street Community Vision Plan – The 40th Street Community Planning Area encompasses approximately 3.9 square miles, located within 6.5 miles of downtown. The 40th Street Vision Plan sets guiding principles for the community that establish the

community identity, how and where redevelopment should occur, significance of public realm design, importance of re-establishing the 40th Street commercial corridor, and retention of neighborhood character. The 40th Street Vision Plan was completed and accepted by Tampa City Council in 2010. The related amendments to the Tampa Comprehensive Plan, which included amending the Future Land Use Category for over 1,300 parcels, were completed in 2010.

- Seminole Heights Form-Based Development Code - The Form-Based Code was adopted in 2011. The related amendments to the City's Official Zoning Atlas, which included rezoning over 10,000 parcels of land, were adopted in 2012 and 2013.
- 40th Street Form-Based Overlay Development Code - The Form-Based Code is underway and will be completed in 2016. The related amendments to the City's Official Zoning Atlas, which included rezoning over 1,300 parcels of land, will be processed in 2016.
- Greater Tampa Heights Vision Plan – The Greater Tampa Heights Planning Area encompasses approximately 4 square miles, located within 1 mile of downtown. The planning process will begin in mid-to-late 2017.
- Davis Islands Village Center Vision Plan – The Davis Islands Village Center Planning Area encompasses approximately 1 square mile, located within 1 mile of downtown. The planning process began in early 2015.

In 2010, the City embarked on a broad based master planning effort for the Center City, 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 has been gathered from a diverse group of residents and business owners and incorporated into the initiatives. InVision Tampa will position Tampa to be one of the country's most attractive places to open a business, raise a family, and maintain a high quality of life while preserving historic districts and neighborhood character. Example projects and initiatives planned under InVision Tampa include:

- Julian B. Lane Riverfront Park – Redevelopment of the 23-acre park on the west bank of the Hillsborough River. The Park Redevelopment Plan was completed in 2015. Construction began in June 2016 and is anticipated to be completed in late 2017.
- West River Redevelopment Plan – The West River Redevelopment Plan focuses on a 120-acre area bounded by Rome Avenue, Columbus Avenue, the Hillsborough River and Interstate-275. The plan recommends reconnecting the streets and blocks to each other, strong ties with public education and community services, a keen focus on linkages along the Hillsborough River to emergent activities south of I-275 in North Hyde Park to the waters of Tampa Bay, and more than 1,600 new residential units, with a variety of housing styles and affordability. Ultimately, over the next 10 years, the goal is to create a genuinely

diverse and economically integrated community. The Redevelopment Plan was completed in 2014 and updated in 2016.

- Center City Vision Plan - The Center City Plan establishes a 20-year blueprint for making downtown Tampa and surrounding neighborhoods a community of livable places, connected people and collaborative progress. The Hillsborough River forms the heart of the plan, reflecting the desire to make the river the focus of the community. The plan advances five key themes - A reimagined river, strong center city neighborhoods, connecting neighborhoods to each other and to the river, vital mix of uses and a strong pedestrian environment and places that will support transit. The Community Vision Plan was completed in 2012. The new Central Business District Form-Based Code was adopted and made effective on June 1, 2016. This is the first, complete re-write of the downtown regulations since 1989.
- Nebraska-Hillsborough Corridor Plan - The Nebraska-Hillsborough Corridor Plan addresses development issues along 5.1 miles of an important transit corridor in Tampa's center city from downtown north along Nebraska Avenue to Hillsborough Avenue, and east along Hillsborough Avenue to 22nd Street. The Corridor Plan was completed in 2013.

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

The Urban Forest Management Plan's framework includes intermediate 5-year citywide work plans, and in turn, provides direct input into short-term annual departmental operational plans and decision-making. The City, USF, UF, and UF's Institute of Food and Agricultural Sciences/Hillsborough Extension Service completed a tree canopy study and urban ecological analysis, as required by City Code, in 2006 and 2011. The 2016 study is currently underway. Results from the studies indicated an increase in tree canopy from 2006 to 2011 of 2-3% to a city-wide canopy coverage of 32% in 2011. Each 5-year study is required to monitor the tree canopy and urban forest and collect the data required to evaluate the performance of the Management Plan. The study will also quantify the contribution of trees to property values and examine the growth and condition of tree canopy on parcels where trees were permitted for removal five or ten years prior to the study.

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

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 our service delivery to a high standard. Performance measurement in the public sector is an ongoing, systematic approach to improving results through evidence-based decision making, continuous organizational development, and a focus on accountability for performance. Performance measurement is integrated into all aspects of an organization's management and policy-making processes, transforming an organization's practices so it is focused on achieving improved results for the public.

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

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

Goals for the City

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

Changing Tampa's Economic DNA

The City continues its commitment to economic development focused on moving Tampa forward. Together, we 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 has streamlined its permitting process. City employees work hard every day to grow and retain existing business, attract new businesses, develop entrepreneurship and make Tampa a more competitive city through a variety of initiatives, such as:

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

- Expanding the City's technology-related services such as creating Wi-Fi hotspots throughout the City as well as updating e-Services, e-Business, and e-Management to ensure the City's and its customers' demands are being met; and
- Creating opportunity corridors along major transportation arteries throughout the downtown core.

Economic Development Initiatives

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

Future Home of USF Morsani College of Medicine and USF Heart Health Institute

In December 2014, Jeff Vinik, owner of the Tampa Bay Lightning, announced plans for redevelopment of approximately 40 acres in downtown Tampa. Buttressed by the finances of his joint venture partner, Cascade Investments, an investment vehicle of Bill Gates, Vinik has assembled a talented team of nationally known planners, architects and engineers to design the mixed use development which will include creating a new biotech hub, new office centers, a walkable neighborhood and enhancing the waterfront. Anchored by the University of South Florida's Morsani College of Medicine and its new Heart Health Institute which are being relocated from the school's main campus, the Channelside development project will be the world's first WELL Certified city district designed with a focus on health and wellness. Construction on infrastructure improvements is expected to begin in August 2016 and will be funded by incremental property tax revenues generated downtown.

Tampa Riverwalk

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

In 2012, the City was awarded a $10.9 million dollar Transportation Investment Generating Economic Recovery (TIGER) Grant by the U.S. Department of Transportation. This allowed for the completion of the Kennedy Boulevard Plaza and Doyle Carlton sections of the Tampa Riverwalk, providing 2.3 miles of continuous walkway through the heart of downtown Tampa. Kennedy Boulevard Plaza, the 1,460-foot over water walkway with its four shaded gathering areas is illuminated with vibrant colors. These beautiful structures, in conjunction with the stunning bridge lighting, provide a magical experience at night.

Tampa's Riverwalk - Kennedy Boulevard Plaza section

Tampa's Riverwalk - Doyle Carlton section

The Doyle Carlton section, completed in May 2016, provides a 2,050-foot connector between the Straz Center and Water Works Park. The remaining segment from Water Works Park to North Boulevard Bridge will be completed as part of the Heights Riverfront Development.

Pedestrian amenities, art and interpretive elements are continually incorporated as part of the Riverwalk experience. The Friends of the Riverwalk, in partnership with the City, continue to expand the Historical Monument Trail along Tampa's waterfront. A total of 18 bronze busts now honor those that have shaped the history of Tampa. From exciting

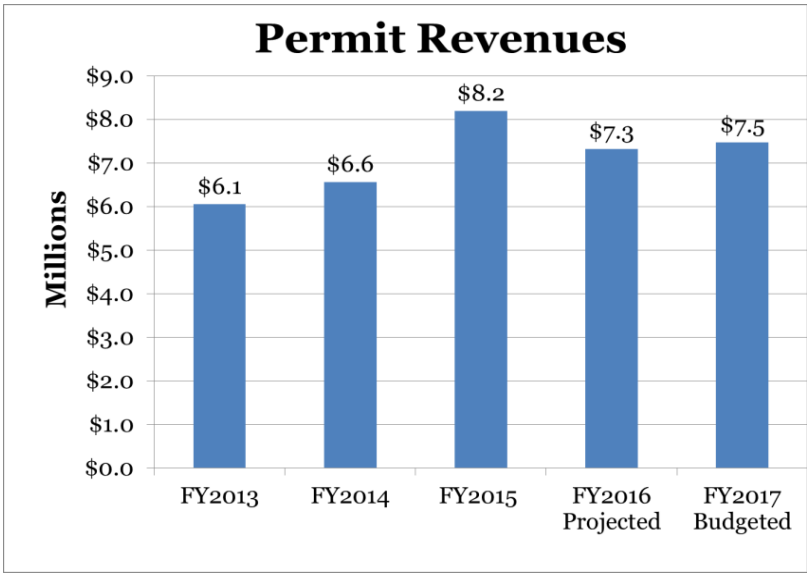
waterside events to beautifully lighted bridges, our vision is to create a vibrant and interactive waterfront experience for residents and visitors that reflects the spirit and uniqueness of Tampa. The total cost of the Tampa Riverwalk is approximately $32 million dollars.

West River Redevelopment

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

Building Activity

The City is anticipating $7.5 million in permitting revenue to be generated for FY2017, a 3% increase over FY2016 projected amount of $7.3 million. In FY2015, Construction Services Division processed an estimated $2.4 billion worth of projects, an increase up from approximately $2 billion from the prior fiscal year making it the second straight year that the value of development has increased from the previous record set in 2007. Moreover, FY2015 permitting revenues increased by 24% over FY2014.



FY2017 Permit Revenues are expected to increase 3%

Downtown Tampa continues to see a tremendous amount of investment in residential properties. There are currently over 3,000 residential units recently completed, under construction or about to start construction in the immediate area of downtown. A considerable amount of this investment is being made by companies from outside of the Tampa area. Outside interests have invested in excess of $300 million in downtown hotels and office buildings in the last year. The construction

of the University of South Florida's Medical school in downtown is expected to spur additional investment.

Rendering of Tampa Heights Development Plan

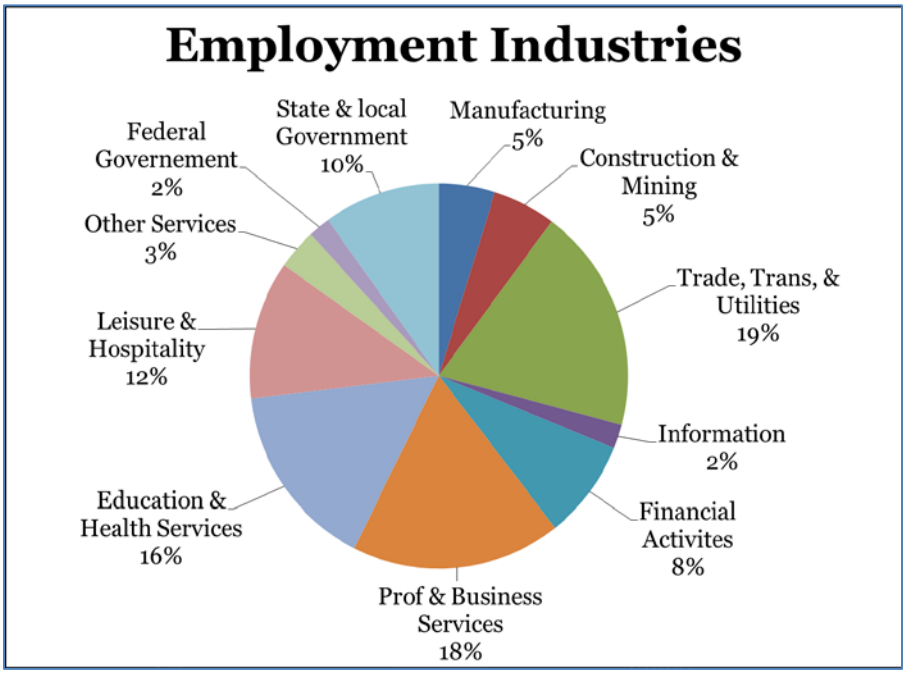
Tampa-based developer, SoHo Capital, has acquired the 37-acre site immediately north of downtown and is moving forward with a vision to build a historic-style, mixed-use neighborhood called The Heights. The Heights is anchored by adapting the huge Armature Works brick warehouse, and surrounding it with offices, a boutique hotel, grocery store, 1,600-plus homes, and a park along the waterfront. Plans call for development to take place in three, two-year phases. The group is currently in permitting for infrastructure improvements, a 350 unit residential property and the renovation of the Armature Works building.

Construction continues on the Encore project, a 30-acre mixed-use, mixed-income project located immediately north of the central business district. Ella Senior Residenses consists of 160 units and the Trio Apartments at Encore consists of 141 family units. Both are opened and fully occupied. Reed Senior Residences, comprised of 158 units for seniors, opened for business in June 2015. The Tempo Apartments, a 203-unit apartment building for families, is expected to open in fall 2016.

Reed Senior Residences at Encore

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 of 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).

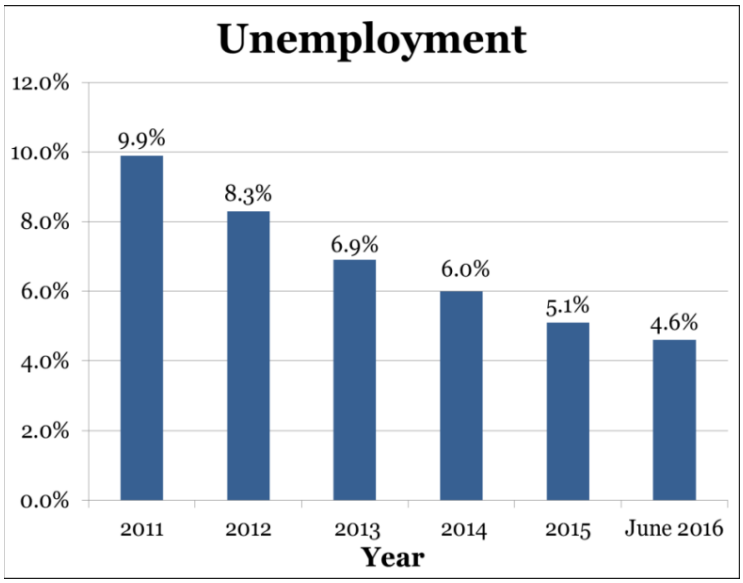


Major Employment Industries - Tampa Bay Region

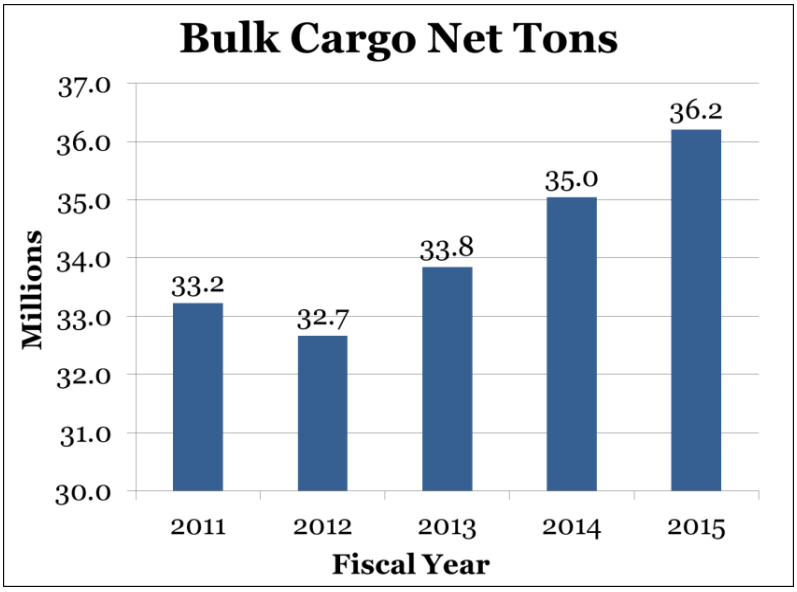
As of June 2016, the employment industries chart identifies the various industries operating in the Tampa Bay region. The three largest employment sectors are trade, transportation, and utilities (19%); professional and business services (18%); and education and health services (16%).

The metropolitan statistical area economic indicators for Tampa-St. Petersburg-Clearwater are expected to show continued growth. According to the Florida & Metro Forecast 2016-2045, population growth is expected to be 1.6% on average each year and employment growth is expected to average 2.1% annually.

Due to a diversified infrastructure base the City and Tampa Bay region are well-positioned for continued economic growth. The City has experienced ongoing economic recovery as indicated by the steady decrease in the unemployment rate, from a high of 9.9% in 2011, to 4.6% as of June 2016. Tampa Bay has led the state in job creation in three of the last five years. Just last year, over 40,000 new jobs were added in the Tampa Bay region. Additionally, in August 2015, *Money Magazine* ranked Tampa as the best large city in the Southeast commending Tampa for its affordable property prices and robust job market which continues to grow as Tampa continues to attract global giants like Google Fiber, Ashley Global Retail, and Johnson & Johnson.



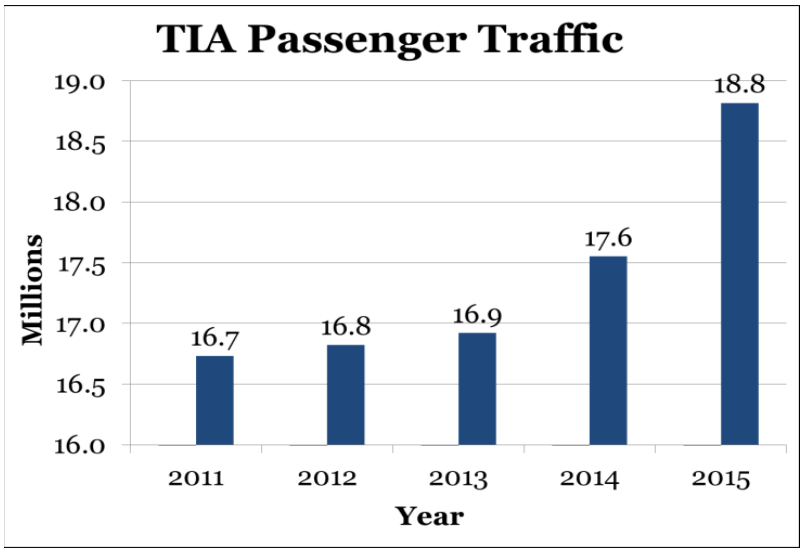
Tampa Unemployment Rate per Year



Tampa Port Authority Bulk Cargo per fiscal year

Port Tampa Bay (the "Port"), a significant economic engine in West Central Florida, serves as one of the nation's most diversified ports, providing a $15 billion annual economic impact and over 100,000 jobs to the region. It is the petroleum and energy gateway for west/central Florida, the largest steel port in Florida, one of the world's premier fertilizer ports, one of the top shipbuilding and repair centers in the Southeast, and a major cruise home port. Port Tampa Bay, Florida's largest cargo tonnage port, handled 36.2 million net tons of bulk cargo, 1.2 million net tons of general cargo, and exceeded $51 million in operating revenue in fiscal year 2015. It serves as the eighth largest cruise port in the U.S. handling over 850,000 passengers in FY2015.

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 2015, 18.8 million passengers enplaned and deplaned at the airport, 187.4 million pounds of cargo were handled, and 203.3 million pounds of mail were transported. Additionally, passenger traffic at TIA has increased by 12.6% since 2011. In February 2015, TIA was named North America's second best airport and is ranked fifth in the world in customer satisfaction for airports serving 15 million to 25 million passengers.



Annual TIA passengers served

To accommodate TIA's continued increase in passenger traffic, TIA's $953 million master plan expansion project has been designed to decongest the Airport's roadways, curbsides and main terminal. This project, scheduled for completion in 2017, includes a new automated people mover and rental car center.

Community Redevelopment Areas

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

FY2016 privately-funded projects in the CRAs include:

- The Fitzgerald apartments in the Channel District by Florida Crystal Development of Miami;
- Completion of the $35 million Aurora apartment complex in downtown by the Richman Group;
- New and expanded businesses in Ybor City, including Ashley Furniture, CORE Training and Consulting, and Ybor City Jazz House;
- Completion of a 35,000 square-foot facility expansion by Electric Supply, Inc. in Drew Park;
- The opening of a $25 million Walmart Super Center on Hillsborough Avenue in East Tampa; and
- The commencement of infrastructure in Tampa Heights by SoHo Capital.

East Tampa Walmart Super Center - Hillsborough Ave

FY2016 publicly-funded projects in the CRAs include:

- Opening of the final segment of the Riverwalk from the Straz to Water Works Park;
- Landscaping improvements, historic lamp posts upgrades, paver installations and parking garage maintenance in Ybor City;
- Continued investment by the East Tampa, Drew Park and Ybor City CRAs in key facades in each of the districts;
- The Grand Opening of the Perry Harvey, Sr. Park in the Central Park CRA and the commencement of construction in the newly formed West Tampa CRA of the Julian B. Lane Riverfront Park; and
- The reconfiguration of 21st and 22nd Streets in Ybor City by the Florida Department of Transportation. Upon completion, truck traffic will no longer be allowed on these streets.

Riverwalk – Straz to Water Works Park segment

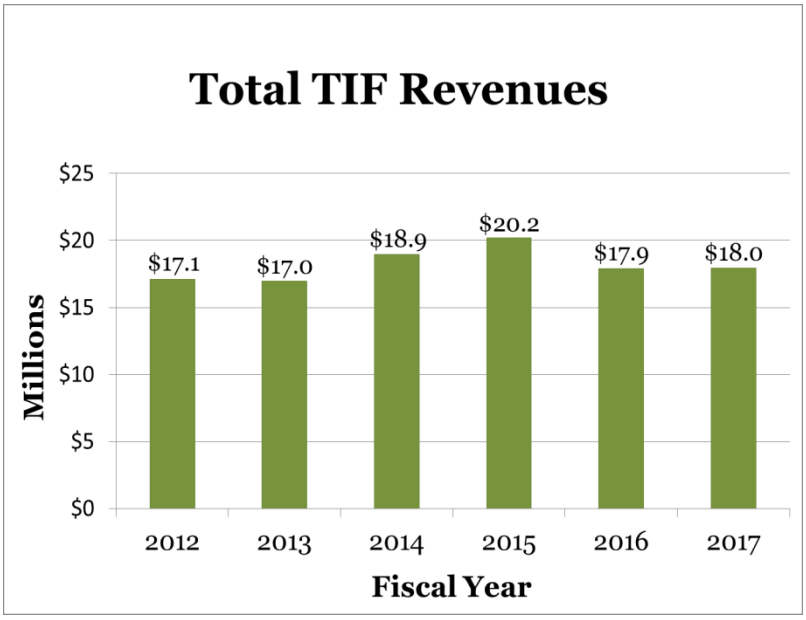
Anticipated FY2017 privately-funded projects in the CRAs include:

- Strategic Property Partners to commence construction of privately-funded development including a hotel, office and residential projects in downtown;
- Florida Crystals to open a 300-unit apartment complex on Kennedy Blvd. in the Channel District;
- Renovation of a major Hillsborough Avenue shopping center in Drew Park;
- The completion of a 186-room boutique hotel on 7th Avenue in Ybor City by Broadway Development, HRV Hotel Partners and others;
- Construction of a 15-20 unit single-family housing development in East Tampa; and
- Completion of a 350 unit residential building and garage by SoHo Capital.

East Tampa single-family home rendition

Anticipated FY2017 publicly-funded projects in the CRAs include:

- Completion of design/engineering of the railway Quiet Zone through downtown;
- Installation of new trailheads, directional signage, lighting and an Ybor connection to complete the new Selmon Greenway Trail;
- Completion of the 12th Street Wastewater Pump Station in the Channel District;
- Installation of the Drew Park community markers along Dale Mabry Highway at the intersections of Alva, Cayuga, Osborne and South;
- Completion of the N. 34th Street traffic calming project in East Tampa; and
- Continued construction of Julian B. Lane Riverfront Park in West Tampa.



TIF Revenue increased .6% from 2016

Tax Increment Funding

The Tampa Community Redevelopment Agency was established pursuant to Florida Statutes, to implement redevelopment activities within nine Community Redevelopment Areas (CRA). Each CRA is supported by Tax Increment Funds which are determined by the property values in each of the CRAs. Property values in all CRAs increased in 2016, resulting in a .6% increase in revenue for 2017.

Tampa Convention Center

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

Tampa Convention Center

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

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

- IBM Commerce Summit;
- American Association for Respiratory Care;
- American College of Osteopathic Internists;
- Independent Electrical Contractors;
- National Business Aviation Association Schedulers & Dispatchers;
- National Biodiesel Board;
- ItWorks! Marketing;
- Florida Veterinary Medical Association;
- Shriners 142nd Imperial Session; and
- Association for the Advancement of Medical Instrumentation.

Some of the major upcoming events in FY2017 include:

- Society for Protective Coatings;
- National Alliance of Black School Educators National Conference;
- International Boat Builders Exposition;
- Dynamic User Group Summit/Forum Conference;
- International Food Service Distribution Solutions Conference;
- American Society for Microbiology Biomedical Research Conference for Minority Students;
- Building Industry Consulting Service International Telecommunication Association;
- National Association of Fleet Administrators 2017 Institute and Exposition;
- Institute of Electrical and Electronics Engineers-Applied Power Electronics Conference;
- METROCON Annual Convention;
- American Fisheries Society; and
- Moose International Annual Convention.

Art Programs

This fiscal year, activities focused on bringing permanent artwork to two City initiatives that have long been underway, Tampa Riverwalk and Perry Harvey, Sr. Park; making a downtown parking garage into a gateway; and raising the City's commitment to the arts with a significant increase in education and outreach.

Highlights of accomplishments in this budget year include:

History Walk - Perry Harvey, Sr. Park

- Four significant artworks at Perry Harvey, Sr. Park were completed. Each artwork captures a part of a significant and rich history of Tampa's African American community. The artworks are:
    - *Monumental Gateway Musicians and Dancers* by James Simon;
    - *History Walk* by Rufus Butler Seder;
    - *Leaders' Row* by Michael Parker;
    - *Perry Harvey, Sr.* statue by Joel Randell;
- Two new artworks came to the Tampa Riverwalk, and one artwork—the first in the City's collection—was restored and relocated to the new Doyle Carlton Section of the Riverwalk. These artworks are:
    - *Woven Waves*, a representation of Tampa's cultural heritage shown through pattern by Shane Albritton and Norman Lee with Metalab. This artwork is located under the Laurel Street Bridge;
    - *Andante*, by Heidi Lippman. This artwork, located under the I-275 bridge, is made of tempered glass with imagery that connects the massiveness of the support columns with the quiet flow of the Hillsborough River;
    - *America, America* by Barbara Neijna has been restored and relocated to this section of the Riverwalk. This artwork, dating from 1972, was originally adjacent to the John F. Germany Public Library Annex;
- William F. Poe Parking Garage was transformed into a gateway for the River Arts District with *Stay Curious* and a series of other murals that celebrate the arts by artists Tes-One and Bask; and

Stay Curious – William F. Poe Parking Garage

- The significant increase in Education and Outreach efforts reached several platforms, including print, social media and a redesigned website that provides downloadable information on artwork, walking and biking tours. Of special interest is From the Scrub to the Twist, a *Newspaper in Education Tampa Bay Times* insert completed in partnership with the Tampa Bay History Center and funded in part with a grant from the Florida Humanities Foundation.

Empowering Neighborhoods

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

- Increasing the City's responsiveness and accountability to its neighborhoods by utilizing a rapid response team to end neighborhood blight;
- Encouraging each neighborhood to maintain and enhance its character through the development of community vision plans and form-based/overlay districts;
- Enhancing the effectiveness of neighborhood leaders by establishing a formal Neighborhood University Training Program;
- Developing and maintaining community partnerships that encourage neighborhood engagement;

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

The City has established an Enhancement team within each district, providing a quick response to environmental concerns and the ability of eliminating illegal dumping immediately. In addition, these Enhancement teams clear and maintain alleys, rights of ways and thoroughfares within the community. In 2015, 44,385 code inspections were completed; 22,904 new code cases were opened; 23,423 total cases were brought in to compliance; 2,000 tons of trash and debris were removed; and 1,828 environmental work orders were completed.

The Nehemiah Project

The Nehemiah Project is intended to help revitalize and rebuild the Sulphur Springs neighborhood by providing affordable housing opportunities for income eligible individuals or households. These affordable housing opportunities are seen as the engine to further opportunities that will help foster place-making and community investment. During Phase I of this project, 92 structures were identified as legally qualified for demolition and 53 of those structures were demolished. After a structure is demolished, the vacant lot is maintained by the City until a new home is constructed on it.

During Phase II of this project, an additional 18 new energy efficient, Energy Star, affordable single family residential homes will be built in the Sulphur Springs area. The City will award several lots to qualified real estate developers to construct, market, and sell new single-family residential homes on those vacant lots. Additionally, the City has dedicated $1 million dollars from various housing grant funding sources to this project.

To facilitate this revitalization effort, a dedicated team of code enforcement personnel has been assigned to the Sulphur Springs neighborhood. Since July 2015, nearly 136 tons of debris were removed from the area.

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

As part of the Mayor's Investing in Neighborhoods Program, the City coordinates a clean-up effort the third Saturday of each month. The focus of the program is to maintain alleys, remove illegal dumping and clean up abandoned properties. As of the end of June, a total of 187 tons of trash and debris were collected through June of 2016.

Mayor's Neighborhood University

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

The Neighborhood University provides an up-close look at the City Departments that have a direct impact on the daily life in Tampa's neighborhoods and introductions to the Administrative Staff who are responsible for the operations. The program has celebrated five graduating classes as of June 2016.

Parks and Recreation Facilities

The City of Tampa Parks and Recreation Department was selected to receive a National Excellence in Innovative Programming Award by the National Recreation and Park Association (NRPA) in 2016. The Excellence in Innovative Programing Award recognizes and honors an agency that demonstrates leadership with advanced groundbreaking ideas in programming.

The City manages 3,547 acres and 178 parks, including: 78 playgrounds; 166 tennis and multi-purpose courts; 81 ball fields; 33 community/activity centers; 14 pools; 12 dog parks; 7 gymnasiums; 5 art studios; 5 cemeteries; 3 skate parks; one marina; and 61 miles of multi-purpose trails. This year, 1,600 cultural and recreational programs were provided, serving over 35,000 citizens ranging in age from infants to seniors.

The Home Depot Workshop Craft at Copeland Gym

Youth Programs

In 2016, the City expanded its inexpensive or no-cost after school programs and summer camps. These programs are provided to over 3,500 youth at 30 locations throughout the City. Activities offered include sports, arts and crafts, swimming, and computer technology as well as various field trips. In addition, athletic leagues (lacrosse, soccer, softball and basketball), fitness classes, and education and leisure opportunities for youth are among the offerings.

Stay and Play Program

Throughout the year, 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. Additionally, pools remained open in a free swim environment and teenagers were able to register for a free “Rec Card.” These cards allow access into facilities and programing including free After School programs during the school year. Over 1,800 free rec cards have been given out since the beginning of the program in July 2015.

Aquatic Programs

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

Loretta Ingraham pool staff

2016 Gasparilla Classic Meet Level 4 – 1st Place Team

Gymnastic & Dance Programs

The Wayne Papy Athletic Center and New Tampa Recreation Center offer preschool, recreational and competitive gymnastics and dance programs. This popular program has over 1,200 participants that proudly represents the City of Tampa at local festivals, special events and parades in addition to their annual recital at the Straz Performing Arts Center that fills Louise Lykes Ferguson Hall for five shows. Many of the athletes compete at the State Regional and National levels representing Tampa throughout the country.

Youth Specialty Camps

The City offers a wide variety of specialty camps during school breaks and the summer that serve over 5,500 youth annually. Camps include the Joe Abrahams Summer Camp Series (offering various sports each week); Reel Fishing; Kids Create Art Camps; Mangrove Marcus Aquatic Adventure; the Art Explorations Camps; and TENT camps (Tampa Environmental Nature Team) and Get Real Spring

Puppet Making Fine Arts Workshop
at Hyde Park Art Studio

Break Camping. The Al Barnes and Tampa Park Plaza Playground Summer Camps were offered to 80 youths at no cost through the Financial Assistance Program.

Senior Day at McFarlane Park

Senior Programs

The City offers over 1,200 senior programs for adults age 50 and older. The 2016 Senior Games were held at various venues within the City and had over 500 participants. They also enjoyed Senior Day in the Park, where they participated in games, socialized and dressed up for an island vacation.

Cal Ripken Youth Development Field, Springhill Park

The City of Tampa recently opened the Cal Ripken Youth Development Field at Springhill Park. The first artificial turf ballfield was made possible with City funding in conjunction with grants from the Baseball Tomorrow Fund, Cal Ripken, Sr. Foundation, CanDo, Tampa Bay Rays, and Conn Memorial Foundation.

Construction of the field started in November 2015, and was completed in February 2016. Improvements included a professional style artificial turf field, new dugouts, pitching mound, bases and foul poles, fencing and backstop, concrete paving, and storage shed. A visit by Cal Ripken, Jr. capped off the opening ceremony in late March 2016. The Foundation is also providing programming support for youth in developing positive life skills.

Youth Baseball Field built by the Cal Ripken, Sr. Foundation

Cal Ripken, Jr. at the official opening of the new youth baseball field in Sulphur Springs

Perry Harvey, Sr. Park

The City of Tampa completed the renovation of Perry Harvey, Sr. Park in April 2016. The City partnered with the Tampa Housing Authority, who was awarded a $30 million Choice Neighborhoods Grant from the Department of Housing and Urban Development for the construction of the Encore development. A $2 million in Choice Neighborhoods Grant went towards transforming the park, with the remaining funds provided by the City of Tampa.

Perry Harvey, Sr. Park Gateway Sculptures

This park honors Tampa's history with a gateway of music-related sculptures at the south entrance, a History Walk, Leader's Row, and a bronze sculpture of the park's namesake. Other park improvements include a Performance Plaza and lawn area for special events, along with new restroom facilities, an interactive fountain programmed with lights and music, skate park with replicated skate bowl and modern skate elements, picnic and basketball areas, and a multi-purpose trail connecting the downtown area to Tampa Heights. We invite people to come learn about Tampa's history, and enjoy the evening fountain show.

Perry Harvey, Sr. Bronze Sculpture

Perry Harvey, Sr. Park New Skateboard Area

Historic Cuscaden Pool

Historic Cuscaden Pool

Historic Cuscaden Pool is one of the City's most unique pools. Located in V.M. Ybor City neighborhood, the pool was built in the 1930s by the Works Progress Administration. The pool was designed by a Michigan engineer, Wesley Bintz, who patented the above-ground pool structures in the early 1900's. Rehabilitation includes caulking and repairs to brick joints, a new pool filtration system, a new interactive water feature, pool heaters and repair of the pool deck. Newly enhanced first floor multi-purpose rooms may be available for future community meetings. Historic Cuscaden Pool is currently under construction and scheduled to be open for public swim in the summer of 2016.

Swann Pond in Hyde Park

Swann Pond at Hyde Park Village

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

New Tampa Rotary Dog Park

This shaded 0.62 acre site across from New Tampa Community Center was built in spring 2015 as a private-public partnership with the New Tampa Rotary Club, with total construction costs of $84,900. The organization sold personalized bricks to raise $25,000 to donate to the construction, as well as providing main entry and donor recognition signage. The facility is divided into small and large dog sections, and offers an ADA-accessible paved double-gated entry accented by the personalized bricks, drinking fountains with dog bowls, waste receptacles, dog station with disposal bags, benches and picnic tables, and a doggy wash off station.

New Tampa Rotary Dog Park

AIDS Memorial Park

AIDS Memorial Park

A celebration was held on World AIDS Day (December 1, 2015) for the reopening of the newly re-constructed AIDS Memorial Park. The original park was designed to honor those in our community who have been affected by AIDS – whether they or a loved one, and the medical professionals who have helped people struggling with the disease. Through numerous public meetings held in 2015, the new park design is based on citizen input and the color red is the theme. Red features are sprinkled throughout the park: a symbolic red ribbon mosaic art piece, red Adirondack chairs for lounging, red planters with flowering perennials and red tables and seats for picnicking and gathering. Additional park features include a gurgling water feature, a quilted paver pattern, several bench swings for relaxing, a green space for play, and shaded seating areas for quiet reflection.

The Changing Colors on Bayshore Boulevard

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

Bayshore Boulevard landscape

West River Trail-University of Tampa section

West River Trail - University of Tampa section

Completed in February of 2016, the 0.30 mile of 10' wide concrete provides a trail connection along the Hillsborough River between Plant Park and Cass Street on the University of Tampa Campus. The City has an easement from the University for this trail connection.

A Safe City Thrives

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

- Developing a crime-free housing program by working closely with apartment complexes to establish better lines of communication for addressing crime issues within their community and assisting in the establishment of resident screening and the environmental design to enhance neighborhood safety;
- Utilizing the Focus on Four Crime Reduction Plan strategy of targeting prolific offenders through relentless follow-up on investigations and tracking where known offenders reside;
- Expanding community outreach programs by using a smart phone app for keeping people up-to-date on issues such as wanted people, traffic problems and road closures;
- Utilizing the Bicycle Operations and Response Unit in the downtown business and residential districts to improve rapid response times and create a friendlier, more approachable method of policing;

- Expanding partnerships with federal authorities that will aid in pursuit of violent offenders;
- Utilizing social media as a community outreach tool by releasing videos of unsolved crimes to allow police to reach a broad audience quickly, providing citizens with crime prevention tips, showcasing unique operations and highlighting daily police work;
- Evaluating best practice approaches around the country and implementing new technologies that will help the City fight crime;
- Expanding neighborhood watch programs and their role in assisting the Police Department;
- Emphasizing the recruitment of minority and Spanish-speaking officers to better reflect the community served;
- Improving community-oriented policing with uniformed and non-uniformed personnel; and
- Ensuring the City's parks are safe and secure for residents.

Public Safety

Over the last ten years, crime in Tampa has been reduced by 57% and in some of the City's toughest neighborhoods, crime has been cut in half. In late June 2015, the Tampa Police Department hosted a gun buyback program in which more than 500 guns were collected that otherwise could have ended up in the wrong hands. Tampa's Police Department continues to look for ways to strengthen relationships with the community and build bonds of trust in the neighborhoods the City services. When patrolling the City's community centers Tampa police officers interact with the children there in an effort to forge new and stronger relationships between the City's law enforcement officers and the young people of Tampa.

Combatting Violent Crime

Thirteen years ago, Tampa had one of the highest crime rates for a city its size. This disturbing outlook for Tampa spurred the City to produce a strategic plan to make Tampa a safer place to live and work. A new progressive approach based on a true partnership with the community was developed and successfully implemented. As a result, the City experienced a 70% reduction in crime. The plan continues to evolve monthly, weekly and sometimes daily to stay ahead of crime trends in Tampa and to constantly grow partnerships with citizens. Additionally, the City will look for innovative ways to involve technology to combat violent crime.

Community Outreach

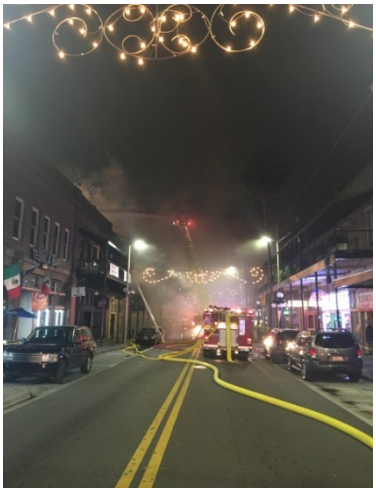
The City will expand its community outreach beyond building adult relationships within the neighborhoods. The new concentration will be to reach youth at a young age before crime becomes

a reality in their lives. Through specific programs, the goal is to provide positive alternatives and learning opportunities for children in high risk neighborhoods.

Be the Difference Campaign

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

Middleton High School Education and Career Fair



Three Alarm Fire in Ybor

In 2015, the City responded to 84,505 emergency calls. Many of these emergency situations resulted in Tampa Fire Rescue's paramedics providing immediate advanced life support intervention that either saved a life or prevented the possible deterioration of the patient's future quality of life.

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 man-made or technological events such as utility disruptions, hazardous materials spills, and terrorism. The City also works with non-profit agencies, business community leaders, neighboring jurisdictions, and concerned citizens in a cooperative and collaborative effort to ensure that Tampa and its residents are more

Mayor Buckhorn joins Tampa Fire Rescue for hazmat training

than ready to survive any major disaster. As part of this planning process, Tampa has an established Emergency Operations Center (EOC) that hosts more than 75 representatives from an assortment of local government and non-profit organizations. The EOC enables the efficient use of available resources to handle emergency management activities while continuing to provide routine services before, during and after disasters strike.

Green Initiative

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

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

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;
- The first phases of redeveloping Julian B. Lane Riverfront Park, a 23-acre riverfront park;
- The COAST Bike Share Program which is in full operation and experiencing great utility from Tampa residents and visitors;
- Additional bike lanes as a primary mode of transportation throughout the City including Cass Street's new two-way bike track, the first two-way bike track in Florida;
- Continuing our partnerships celebrating EcoFest with Learning Gate Community School, the USF Patel College of Global Sustainability, and others in the environmental community in the Tampa Bay area;
- Stronger collaborative partnerships with several colleges at the University of South Florida;

- Building on the City's Gold Level certification as a Florida Green Local Government;
- Further implementation of GPS Route Optimization for the Solid Waste & Environmental Program Management Department;
- The Nehemiah project Phase – II, which will build an additional 18 new energy efficient, Energy Star, affordable single family residential homes in the Sulphur Springs area;
- Ongoing partnership with the Environmental Protection Commission Climate Adaptation Workgroup formulating a plan for adaptation and emission reduction policies;
- Department of Solid Waste and Environmental Program Management expanded its recycling program and sustainability initiatives to include all City of Tampa government buildings. This enhancement will also assist the State of Florida with meeting its goal to recycle 75% of all waste generated by the year 2020;
- Recycling cans were added along the Riverwalk through a partnership with Keep Tampa Bay Beautiful;
- Completion of the New Tampa Rotary Dog Park: This shady 0.62 acre site across from New Tampa Community Center was built as a private-public partnership with the New Tampa Rotary Club, providing additional much needed green space;
- New high efficiency heaters were installed at Bobby Hicks Pool providing savings of gas to heat the pool water during the cool weather, helping conserve energy, and reducing GHG emissions;
- Hyde Park Gateway Improvements: A City-Community partnership transformed a storm water drainage pond into a community asset. The Swan Pond improvements in Hyde Park include new fencing, walks, sitting areas, landscaping, and decorative fountains in the pond eliminating a polluting blight; and
- Scott Street Improvements: The City's first Complete Street will be a pedestrian thoroughfare connecting Perry Harvey, Sr. Park and the Encore redevelopment project to 7th Avenue in Ybor City. Pedestrian amenities include benches, lighting, water fountains, landscaped areas, and creative storm water treatment areas.

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 FY2017 budget included:

- Creating jobs and growing the City's economy;
- Protecting the City's children;
- Enhancing the quality of life for Tampa citizens;

- Improving the City's infrastructure;
- Retaining and rewarding City of Tampa employees;
- Balancing the City of Tampa's budget without using reserves; and
- Streamlining regulatory and permitting processes.

Improving Technology Infrastructure

- Activating the replacement of the City's 25 year-old Multi Service System which drives 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;
- Beginning the migration of the City's primary data center to a new, secure facility with provisions for a remote back-up facility; and
- Utilizing 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 a long-range forecast model to measure the effectiveness of budgetary and financial decisions.

Personnel

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

Service

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

Intergovernmental

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

Budget Highlights

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.

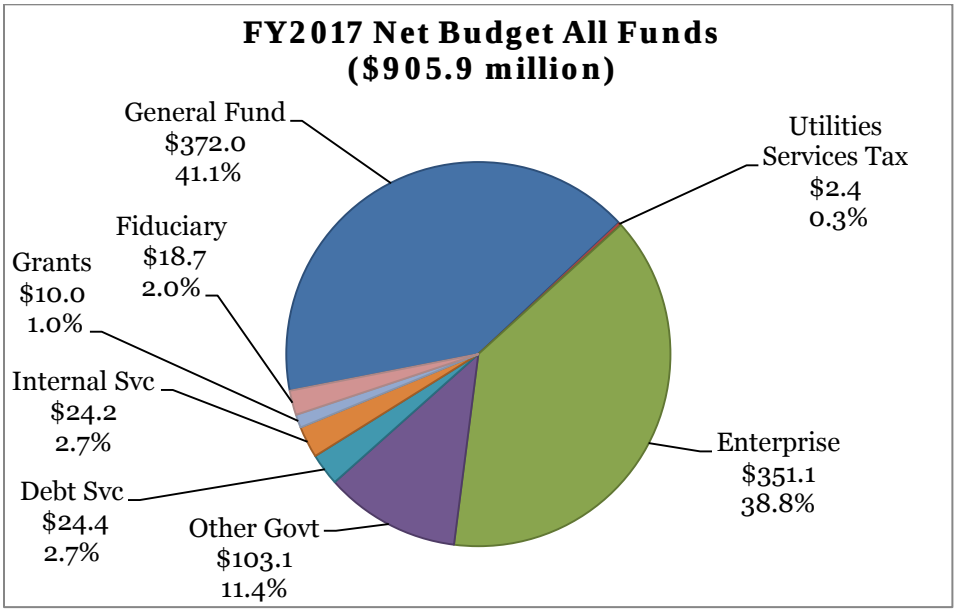
The annual budget process begins in November with the preparation of initial revenue and expense estimates that are then reviewed by the Mayor. City departments prepare capital improvement plans and annual operating budgets during the months of March and April.

The FY2017 *Recommended Operating and Capital Budget* will be presented by the Mayor to City Council in July 2016. Budget hearings will be held in September, and the budget is adopted by the end of the current fiscal year (September 30). The budget process allows for budget amendments as needed during the year. An amendment may be initiated by the Mayor at any time, and after City Council approval, the funds appropriated are adjusted or realigned. For further explanation of budget and financial terms, refer to the related financial information section of this document.

The Budget Calendar

Month	Action
November - December	Preparation of initial revenue and expense estimates.
January - February	Creation and modification of the FY2017 – FY2021 Financial Forecast.
March - April	➢ Capital Improvement Projects (CIP) and operating budget instructions are distributed to departments. ➢ Departments prepare and submit CIP and operating budgets.
May - July	➢ City Council holds budget workshops. ➢ Mayor reviews CIP requests and requests for additional funding. ➢ The Recommended Operating and Capital Budget are presented to City Council.
August	Non-ad valorem public hearings are held for the Downtown Tampa Special Services District, the Westshore Special Services District, the City of Tampa Stormwater Utility, and the Tampa-Ybor Historic Electric Streetcar.
September	➢ Public hearings are held for the FY2017 budget and the City of Tampa Stormwater Utility Improvement Assessment. ➢ The FY2017 budget is approved by City Council.
October 1	New fiscal year begins.

The FY2017 Budget



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

	FY2016	FY2017
General Fund	$349.0	$372.0
Utilities Services Tax Fund	0.1	0.1
Utilities Services Tax Construction Fund	2.2	2.3
Other Governmental Funds	103.8	103.1
Governmental Debt Service Funds	22.8	24.4
Grant Funds	8.5	10.0
Enterprise Funds	330.5	351.1
Internal Service Funds	18.4	24.2
Fiduciary Funds	14.9	18.7
Total Funds Appropriated	$850.2	$905.9

The FY2017 total budget is $905.9 million. This represents a $55.7 million net increase from the FY2016 level of $850.2 million primarily due to:

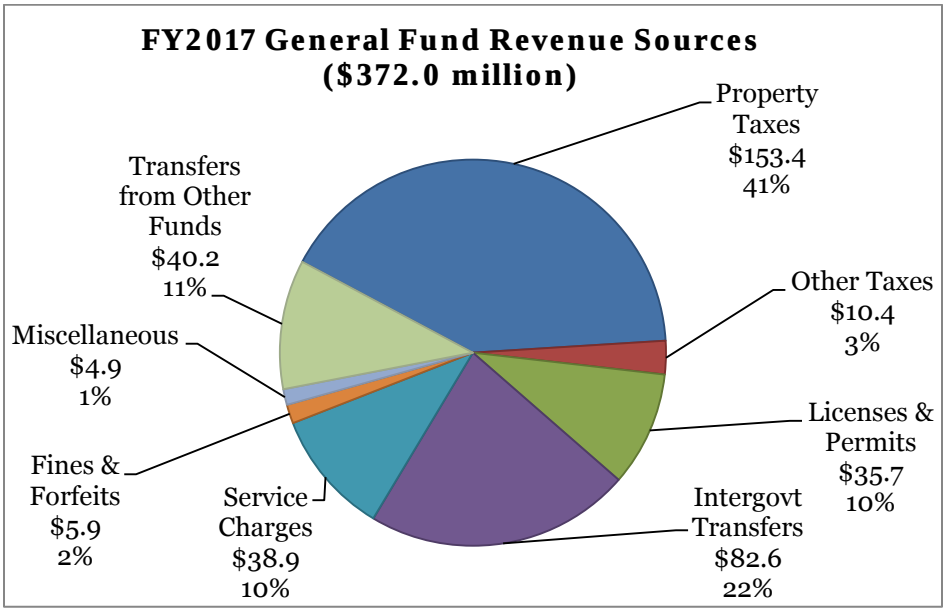
- An increase of approximately $28.2 million primarily due to additional positions, higher pension and healthcare costs, and increased tax increment contributions to the community redevelopment agencies.
- A $20.6 million increase in the Enterprise Funds primarily due to higher healthcare and pension costs and increased Solid Waste capital project funding requirements.

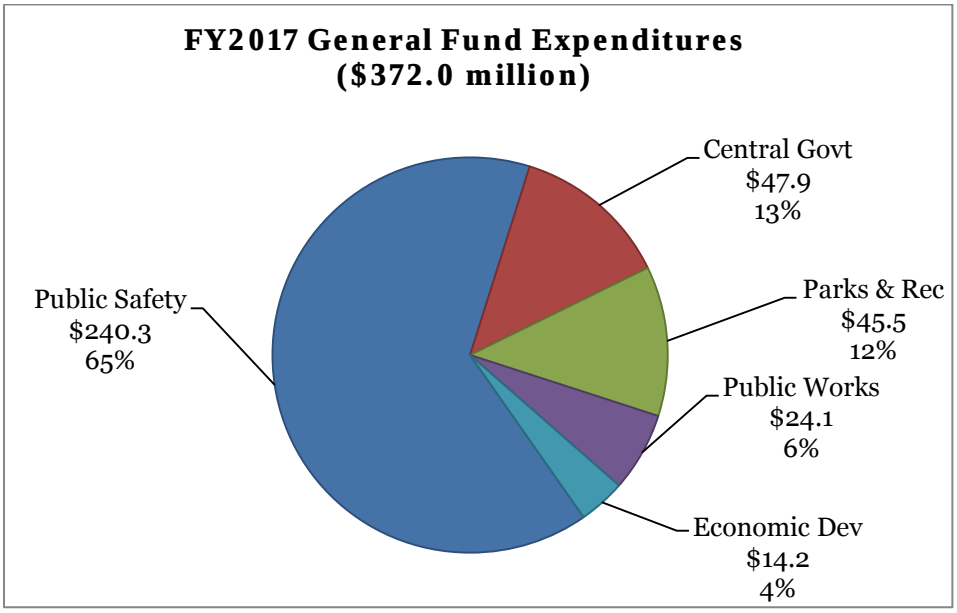
- Grant Funds, Governmental Debt Service Funds, and Fiduciary Funds increased by $6.9 million primarily due to increase receipt of Federal and State grant funds, increased debt service payments, and increased receipt of CRA tax incremental financing revenues.

Personnel Authorizations

In FY2017, the City of Tampa will provide the necessary municipal services to the citizens of Tampa with 4,396.85 full time equivalent (FTE) positions, a net increase of 26.75 FTE positions from the FY2016 budget. This net increase occurred primarily due to increases in Contract Administration, Planning and Development, Construction Services, and Water. Detailed information regarding the decrease, increase and transfer of other positions can be found in the Position Summary by Department schedule located in the Related Financial Information section.

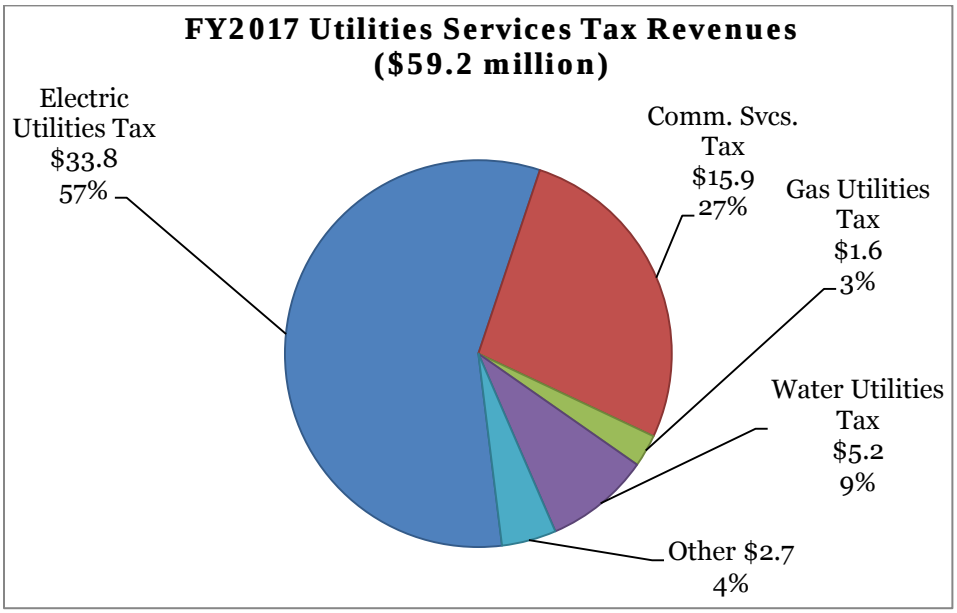
General Fund

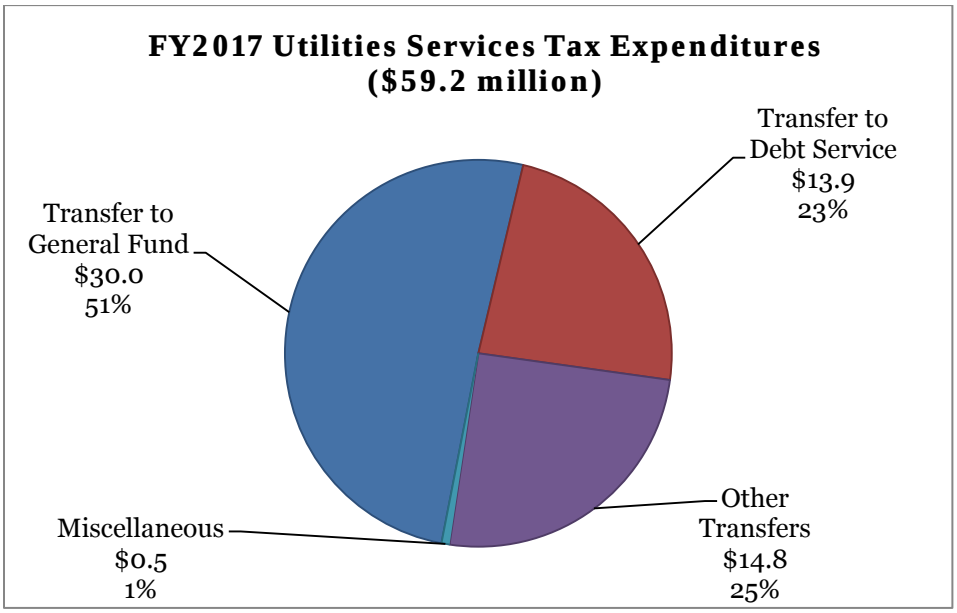




The General Fund supports public safety, central government, parks and recreation, economic development programs and other non-enterprise related operations. Revenues such as property taxes, sales tax, electric franchise fees, utilities services taxes, and other revenues are used to pay for these programs. The FY2017 General Fund gross budget is $372.0 million, an increase of approximately $18.4 million primarily due to addition of new positions, higher pension and health costs, and contribution to the community redevelopment agencies.

Utilities Services Tax Fund





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

	FY2017	
Revenues:		
Electric Utilities Tax	$ 33.8	
Communications Services Tax	15.9	
Gas Utilities Tax	1.6	
Water Utilities Tax	5.2	
Other	2.7	
Total Revenues		$59.2
Transfers and Expenditures:		
Transfer to General Fund	$30.0	
Transfer to Debt Service Fund	13.9	
Transfer to Golf Course Operations Fund	1.1	
Transfer to Local Option Gas Tax Fund	11.5	
Transfer to Stormwater Fund	2.0	
Transfer to Utilities Services Tax Capital Fund	0.2	
Other	0.1	
Debt Service Reserves	0.4	
Total Transfers and Expenditures		$59.2

The City collects taxes levied on communications and utilities and uses these revenues to fund central government operations, capital equipment and vehicles, capital projects, and debt service.

General Fund & Utilities Services Tax Fund Balance

The City has established a policy of maintaining a minimum fund balance amount equal to at least 20% of the budget for the combined General Fund and Utilities Services Tax Fund. A healthy fund balance greatly impacts whether the City receives favorable bond ratings which reduce interest costs on outstanding debt issued by the City. For the 11th consecutive year, the City has maintained a fund balance greater than the minimum 20% requirement.

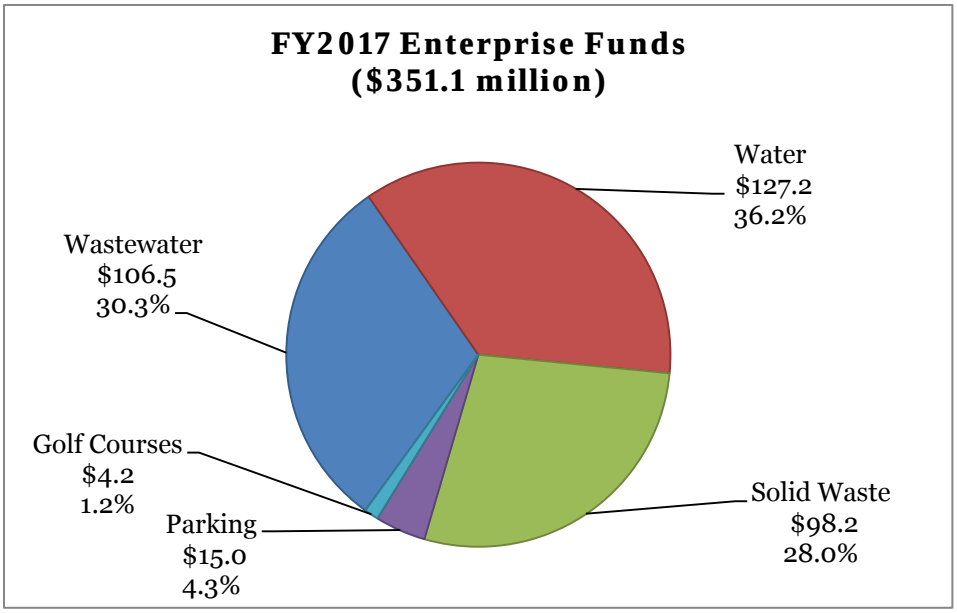
Other Governmental Funds

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

	FY2016	FY2017
Stormwater Fund	$11.2	$14.5
Other Capital Construction Fund	5.4	1.4
Local Option Gas Tax & Right of Way Fund	29.6	30.9
Community Investment Tax Fund	8.8	15.5
Transportation Capital Grants Funds	0.8	2.6
Transportation Impact Fee Funds	11.0	1.3
Construction Services Fee Funds	9.5	10.9
Non-Ad Valorem Assessments Fund	2.3	2.5
Law Enforcement Funds	0.9	1.0
Tourist Development Tax Fund	2.0	2.0
Special Revenue Fund	1.7	1.9
Capital Financing	20.6	18.6
Total	$103.8	$103.1

Other Governmental Funds (Special Revenue Funds) are used to support capital improvement programs, transportation operations, economic development programs, and other operations. Revenues such as Community Investment Taxes, Local Option Gas Tax, construction permitting services and other revenues are used to pay for these programs.

Enterprise Funds



City of Tampa
Enterprise Funds Net Budgets
($ millions)

	FY2016	FY2017
Water Fund	$124.9	$127.2
Wastewater Fund	104.0	106.5
Solid Waste Fund	83.6	98.2
Parking Fund	13.7	15.0
Golf Courses Fund	4.3	4.2
Total Budget	$330.5	$351.1

The Enterprise Funds are comprised of the Water, Wastewater, and Solid Waste Departments, the Parking Division and the Golf Courses. The FY2017 net budget is $351.1 million, an increase of $20.6 million over the FY2016 budget. This increase is primarily due to increased solid waste capital project funding requirements.

Golf Fees are applied to cover the costs associated with operating and maintaining the City's three golf courses.

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

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

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

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

Related Financial Information

WE BUILT THIS: TRANSFORMING TAMPA TOGETHER

Related Financial Information

Major Revenues

Major revenues consist of a variety of funding sources that support city-wide general governmental and enterprise related activities. General Governmental Revenues and Utilities Services Tax Funds primarily support general governmental activities including public safety, central government, parks and recreation, public works and economic development. Special Revenue Funds are legally restricted and may only be used to fund a specific expenditure. Enterprise Funds are generated by user fees charged for services by self-supporting departments and include parking, solid waste, wastewater and water. Major revenues by category are as follows:

General Governmental Revenues

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

Utilities Services Tax Funds

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

Special Revenue Funds

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

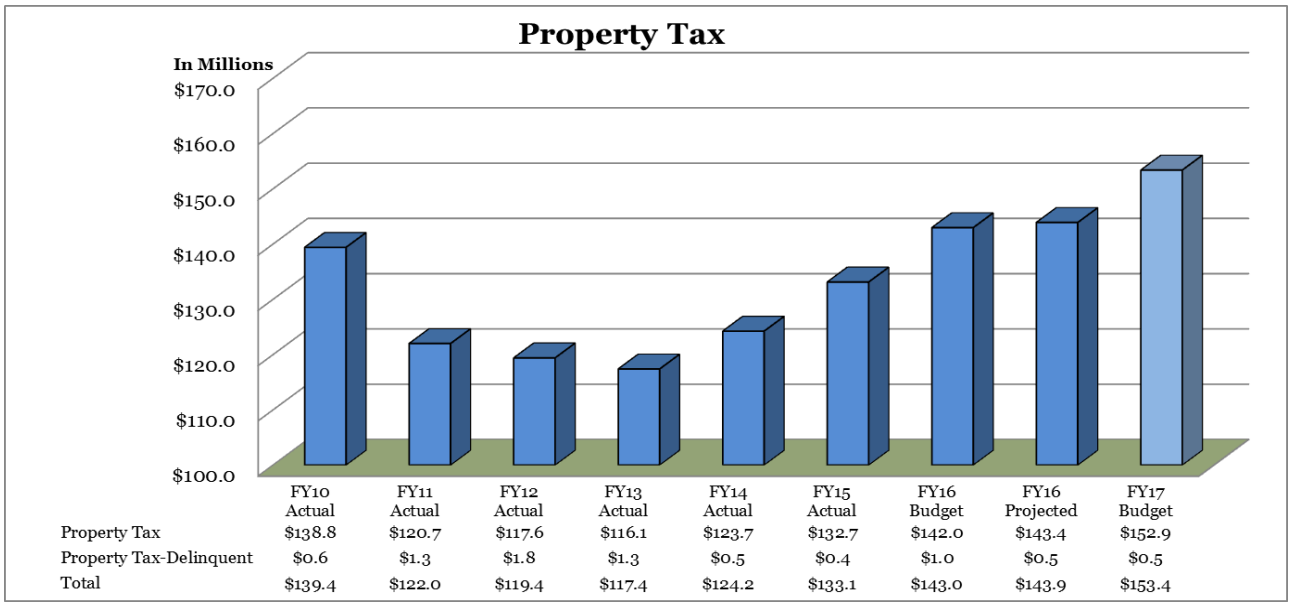
Enterprise Funds

- Parking
- Solid Waste
- Wastewater
- Water

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

General Governmental Revenues

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



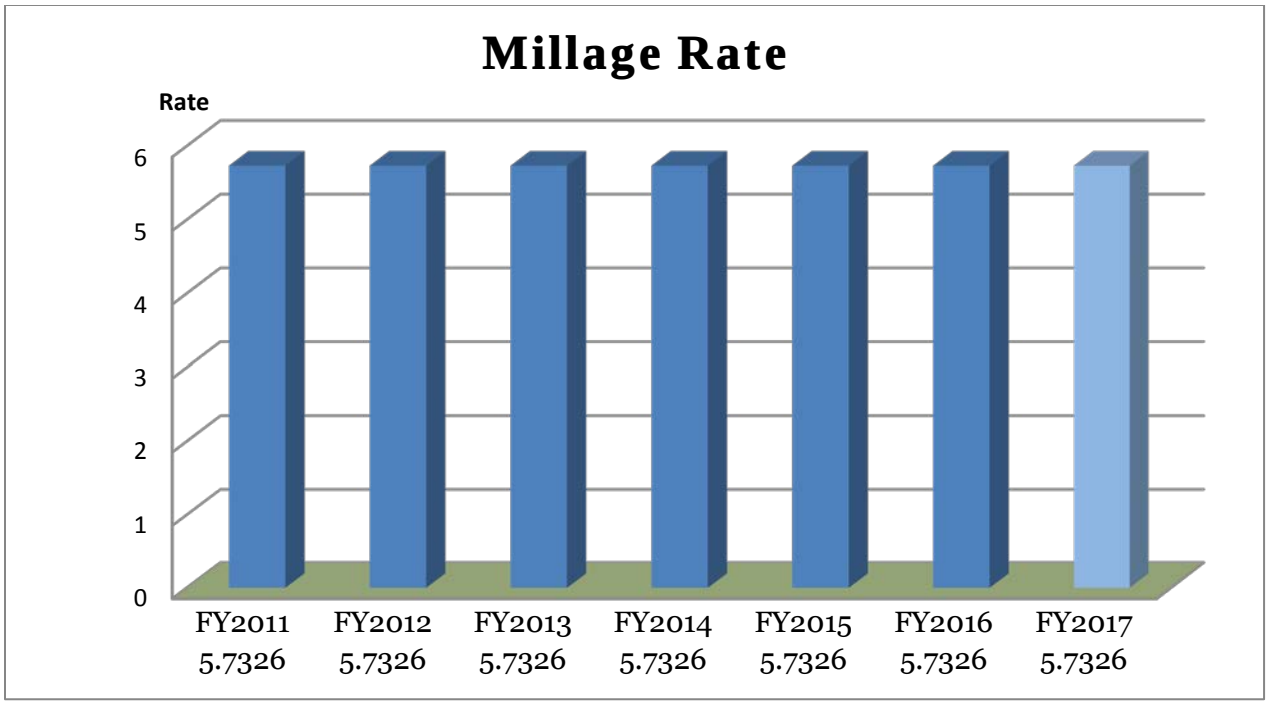
	FY10 Actual	FY11 Actual	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Budget	FY16 Projected	FY17 Budget
Property Tax	$138.8	$120.7	$117.6	$116.1	$123.7	$132.7	$142.0	$143.4	$152.9
Property Tax-Delinquent	$0.6	$1.3	$1.8	$1.3	$0.5	$0.4	$1.0	$0.5	$0.5
Total	$139.4	$122.0	$119.4	$117.4	$124.2	$133.1	$143.0	$143.9	$153.4

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

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

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

Analysis/Assumptions: Property taxes represent the City's single largest revenue source and are based on the City's millage rate (5.7326) and the taxable value of the City's real property. The Hillsborough County Property Appraiser is responsible for determining and notifying the City of its taxable value by July 1 each year. Between FY2010 and FY2013, the City's property tax revenues decreased by 16% due to the economic recession. Revenues decreased from a high of $162.7 million in FY2008 to a low of $116.1 million in FY2013. FY2017 reflects the fourth consecutive year of a projected revenue increase since the economic recession began in FY2007. FY2017 total revenues are anticipated to increase 7.3% compared to FY2016 budget as property values continue to recover.



Property Tax Reform

On January 29, 2008, Florida voters approved Amendment 1:

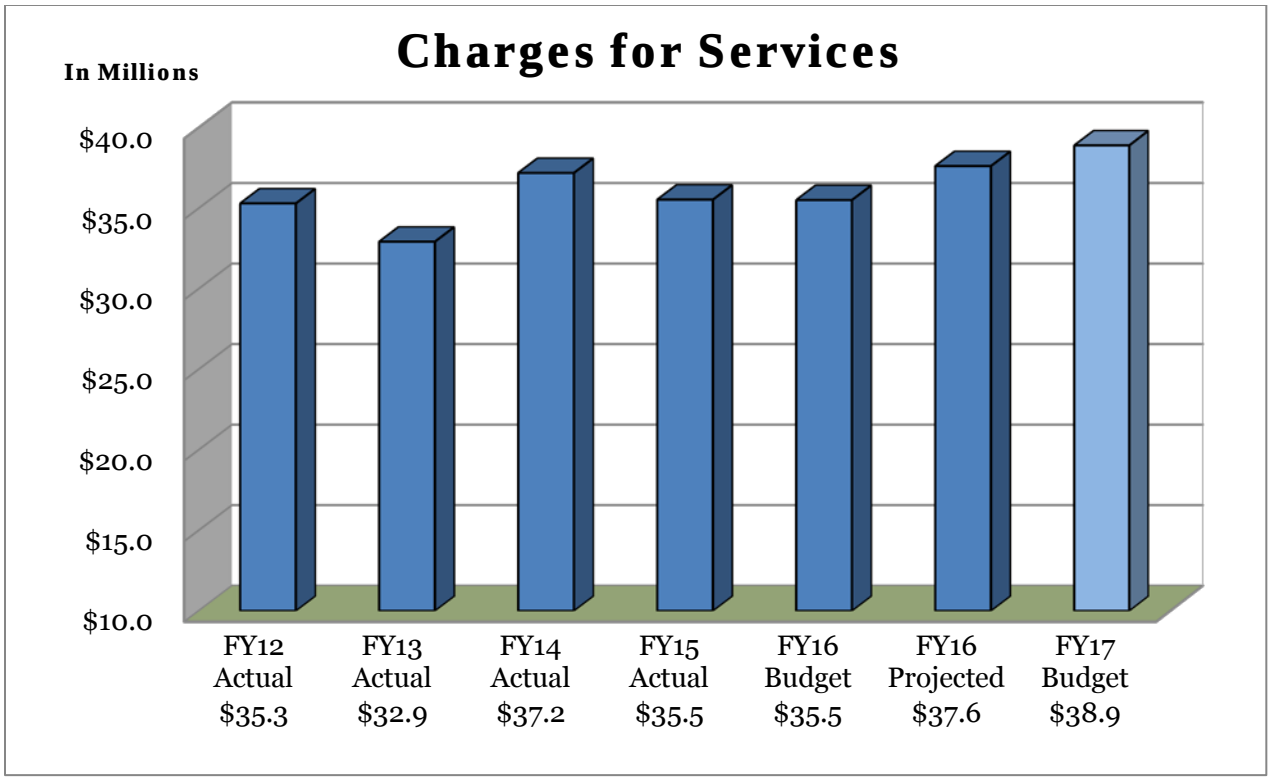
- Amendment 1 impacted how the millage rates are determined and how property appraisers value property subject to taxation. Amendment 1 had the following impacts:
  - Required the City to decrease its millage rate 10.5% from 6.408 to the current 5.7326 mills per thousand dollars of assessed value;
  - Increased the homestead exemption by granting an additional $25,000 on qualifying properties and capping annual increases of non-homesteaded and commercial properties taxable valuations at 10% per year; and
  - Introduced portability for homestead property owners of up to $500,000 of taxable value to a new homestead within two years of giving up the old one.

On November 2, 2010, Florida voters approved Amendment 2:

- Amendment 2 provides an additional homestead exemption for members of the U.S. military or military reserves, the U.S. Coast Guard or reserves, or the Florida National Guard who receive a homestead exemption and where deployed in the previous year on active duty outside the continental U.S., Alaska, or Hawaii in support of military operations designated by the Legislature.

On November 6, 2012, Florida voters approved Amendments 2, 9, and 11:

- Amendment 2 expands the eligibility of the combat-related disabled veterans homestead property tax discount to include those who were not Florida residents when they joined the military. The discount received is equal to the veteran's percentage of disability, which is determined by the United States Department of Veterans Affairs.
- Amendment 9 provides ad valorem homestead property tax relief to surviving spouses of military veterans who died from service-related causes while on active duty and spouses of first responders who died in the line of duty.
- Amendment 11 provides an additional homestead tax exemption equal to the assessed value of the homesteaded property if the just value is less than $250,000, the owner is at least 65 years old, and has maintained permanent residency on the property for at least 25 years, and has a low household income as defined by general law.

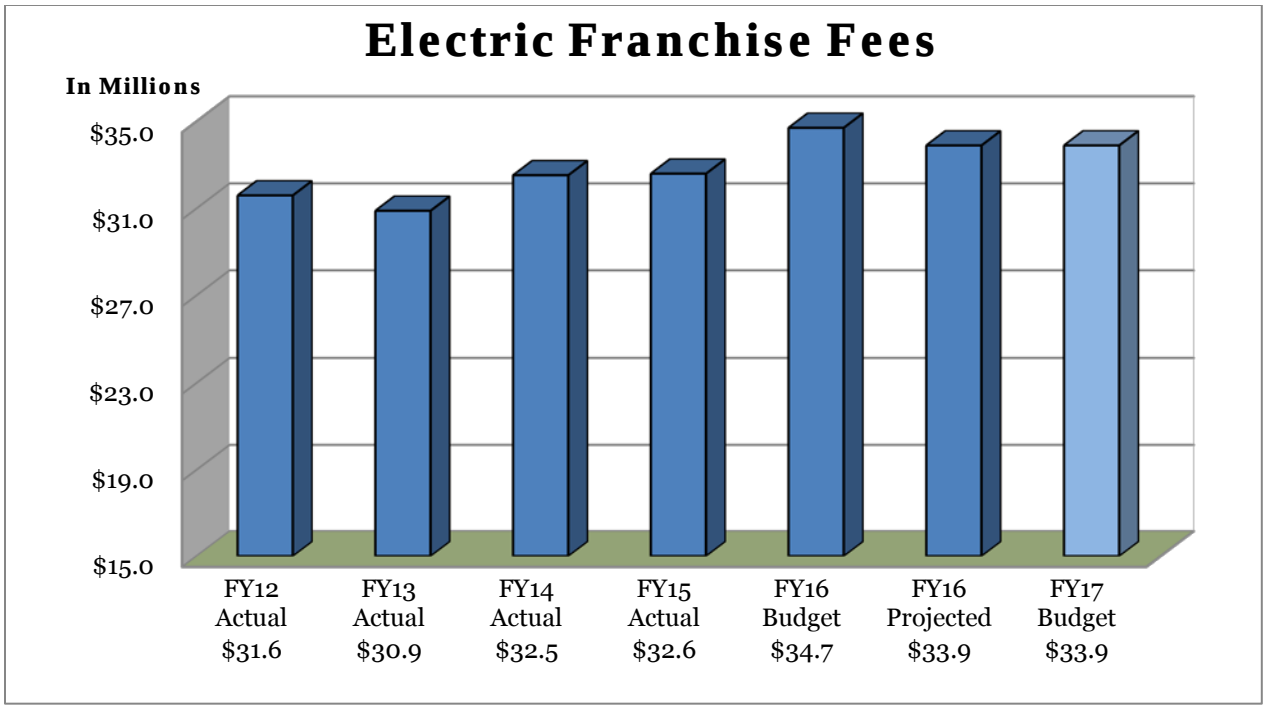


Legal Authorization: Authorized by City of Tampa Code of Ordinances, Chapter 24, Article I, Section 24-8.

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

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

Analysis/Assumptions: The City charges for certain governmental services including fire inspections, police services for special events, Parks and Recreation and for the use of the City's convention center. Actual revenues declined in FY2013 due to a decrease in the number of events scheduled at the convention center and a decrease in emergency medical service revenues. In FY2017, revenues are expected to increase slightly due to increased service by public safety and a higher collection rate.

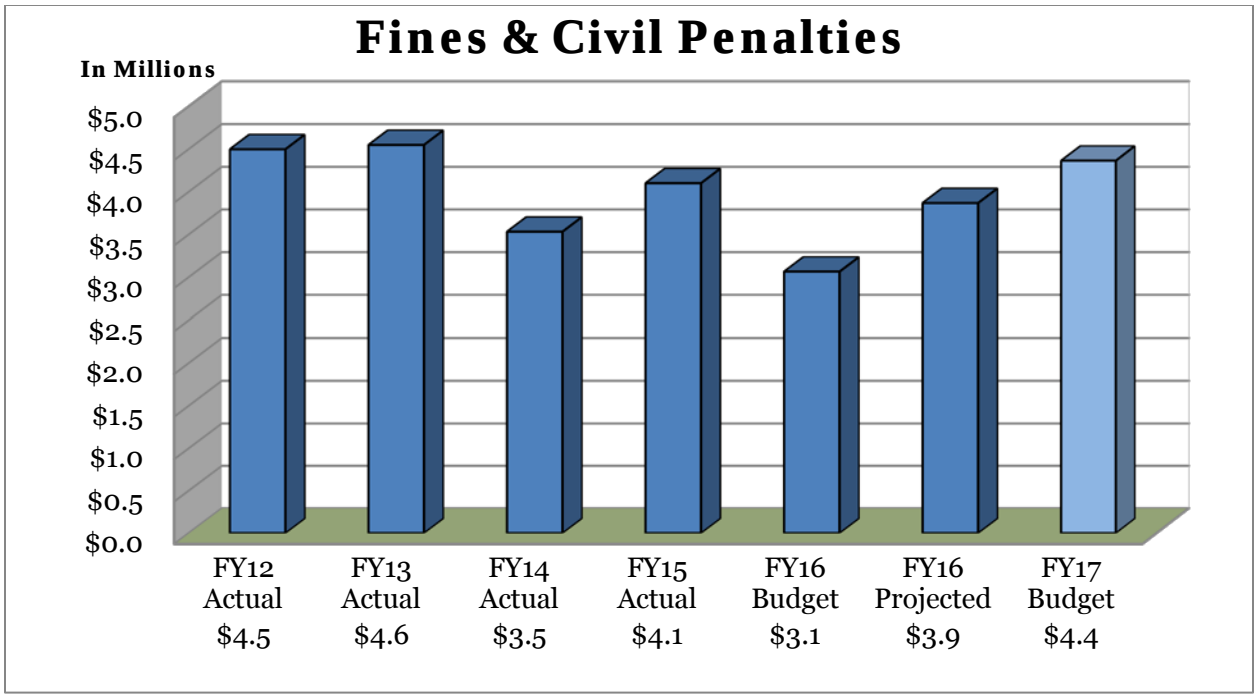


Legal Authorization: Authorized by City of Tampa Code of Ordinances Chapter 22, Article I, Division 1, Section 22-4.

Source: Levied against a corporation or an entity which 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 (ROW) and to provide a fair compensation for the rental value of the ROW. 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. While FY2017 budgeted revenues are projected to be an increase of 7.3% when compared to FY2012 as the result of continued economic recovery from the recession, they are anticipated to decrease when compared to FY2016's budget as a result of a Tampa Electric Company (TECO) rate cut approved by the state regulators (effective on January 1, 2016).

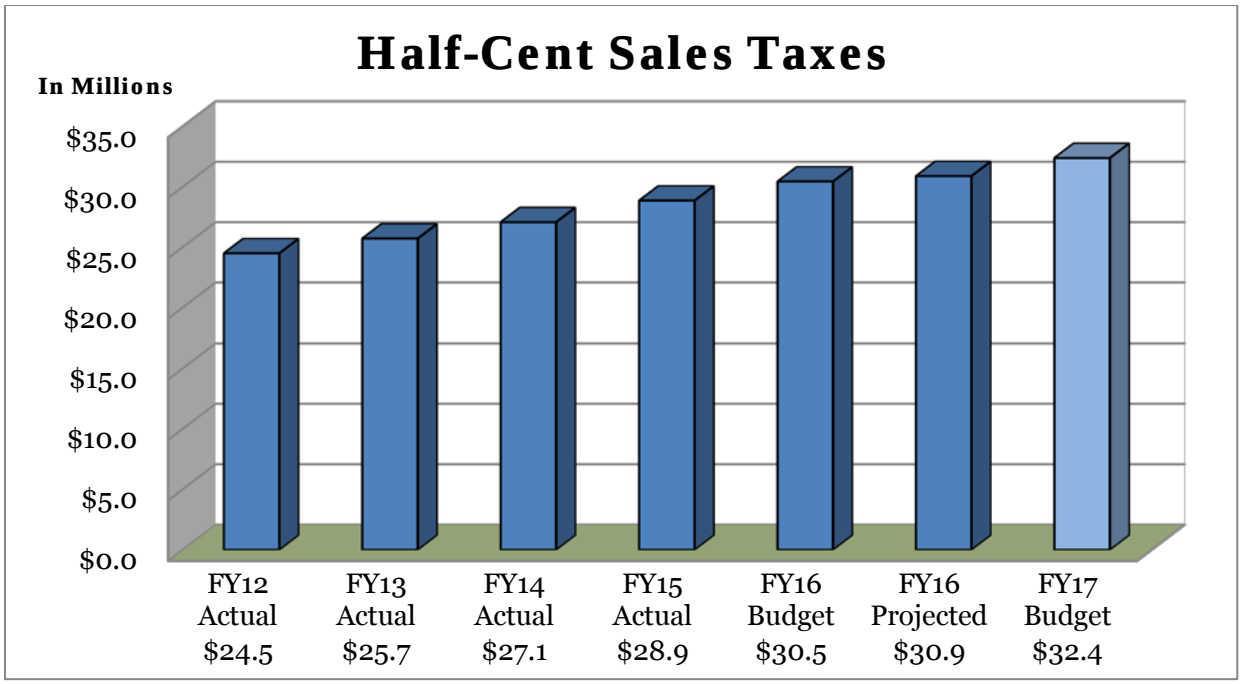


Legal Authorization: Authorized by Sections 34.191, 316.007, and 316.0083, Florida Statutes.

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

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

Analysis/Assumption: In an effort to encourage safe driving and reduce accidents, City Council authorized the implementation of the new intersection safety camera program during FY2012. As a result, fines and civil penalties increased compared to past years. FY2017 revenues are expected to increase compared to FY2016 due to the intersection safety camera program.

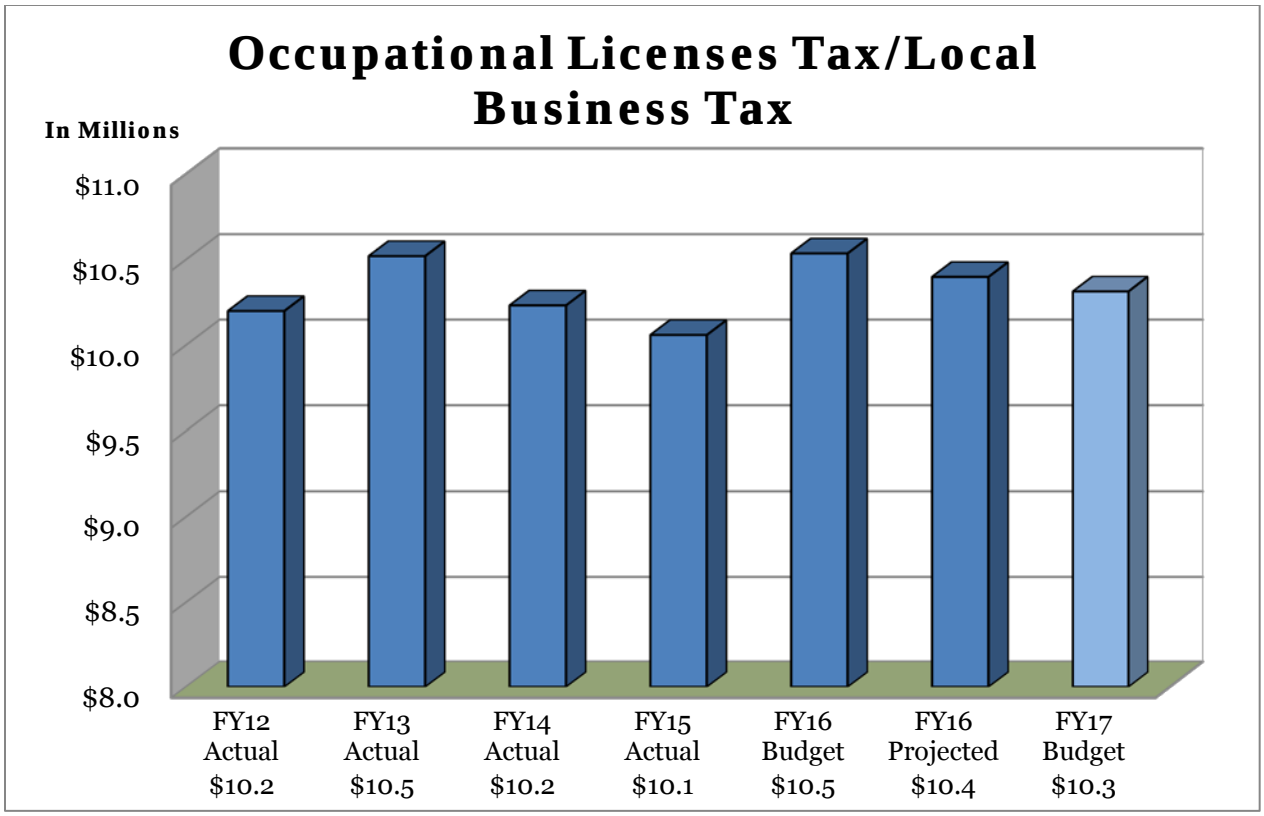


Legal Authorization: Authorized by Sections 202.18(2)(c), 212.20(6), and 218.60-.67, Florida Statutes.

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

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

Analysis/Assumptions: Half-Cent Sales Tax revenues have increased since FY2012 as the economy recovers from the economic downturn. FY2017 revenues are anticipated to increase as the economy continues to recover, resulting from stronger consumer confidence and increased spending.

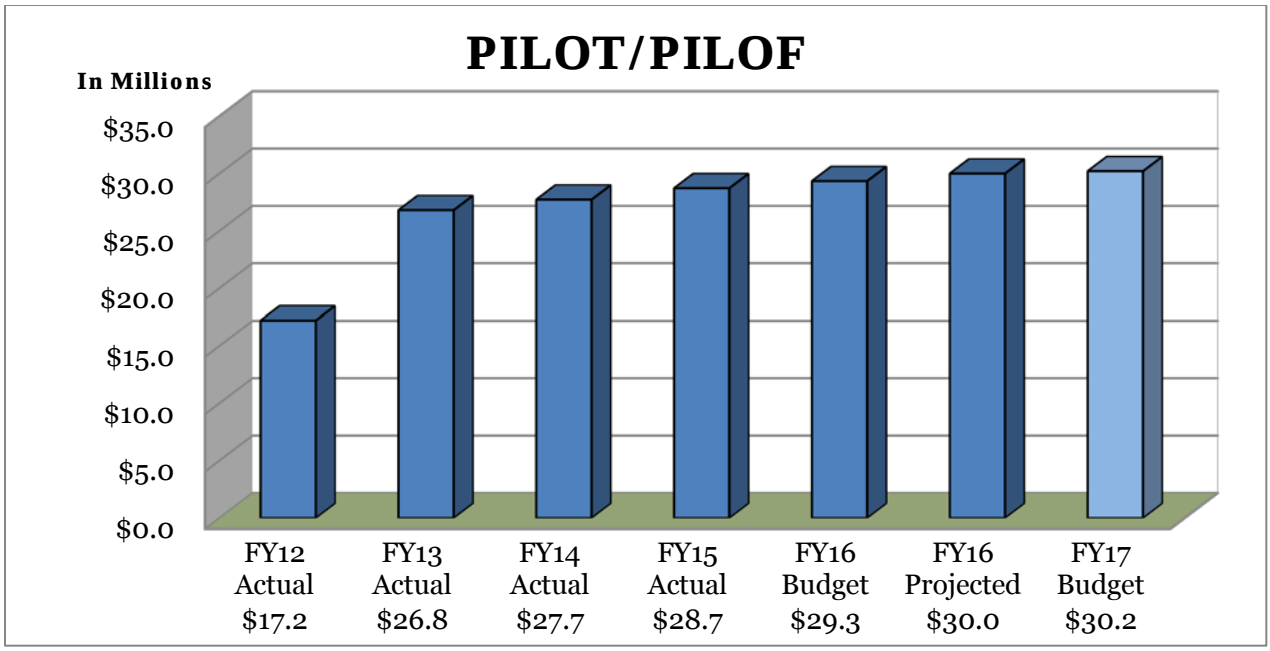


Legal Authorization: Authorized by Sections 205.042 and 205.0535, Florida Statutes

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: The Occupational Licenses Tax/Local Business Tax revenues reflect the economic decline and recovery of the City's business sector. FY2017 revenues are expected to decrease slightly compared to FY2016 primarily due to changes enacted by the State Legislature which exempt certain business classifications and categories from paying the tax.

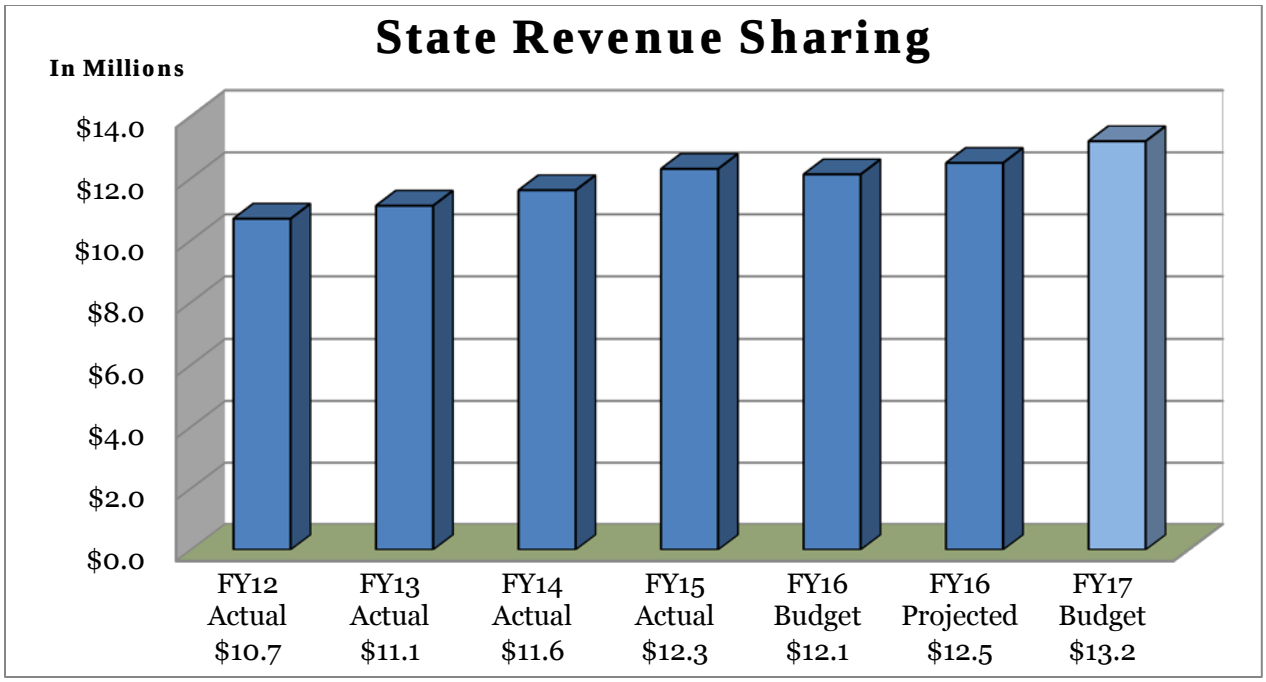


Legal Authorization: Authorized pursuant to City of Tampa policy.

Source: The amounts of Payment In Lieu of Taxes/Payment In Lieu of Franchise Fees (PILOT/PILOF) are assessed to the enterprise departments Parking, Solid Waste Wastewater, and Water. PILOT is calculated based on the value of the assets for the respective enterprise department times the City's prior year millage rate. PILOF is calculated based on the propesed budget year revenues for 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: The increase in PILOT revenues is primarily due to the increase in the Water and Wastewater capital programs. The increase in PILOF revenues is primarily due to improving economic conditions and implementing a Solid Waste five-year rate increase program adopted by City Council in FY2012. For FY2017, the City anticipates an increase of $0.9 million in PILOT/PILOF revenues resulting from a strengthening economy.

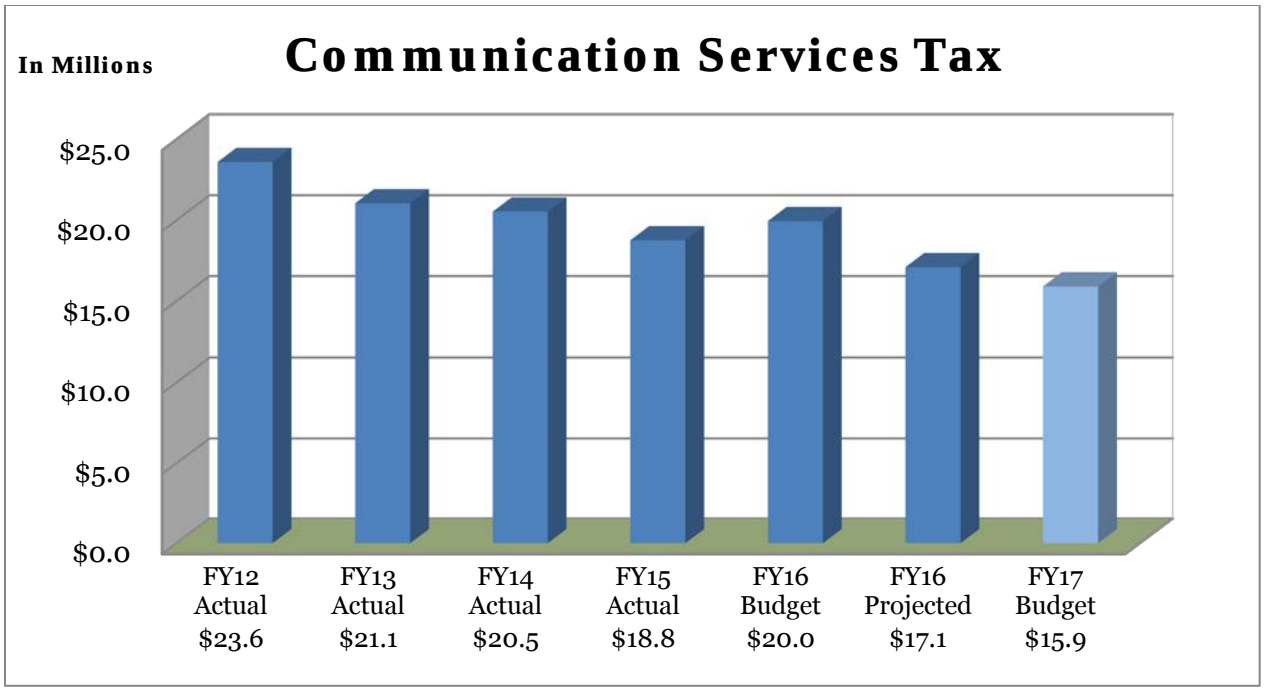


Legal Authorization: Authorized by Sections 206.605(1), 206.997, 212.20(6), and 218.20-.26, Florida Statutes.

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: A portion of these funds must be used for transportation-related purposes with the balance available for any general governmental purpose based upon the amount of each year's distribution derived from municipal fuel tax.

Analysis/Assumptions: The State Revenue Sharing revenue is projected to increase by 9.1% in FY2017 compared to FY2016 budget as a result of continued economic growth and increased consumer spending.

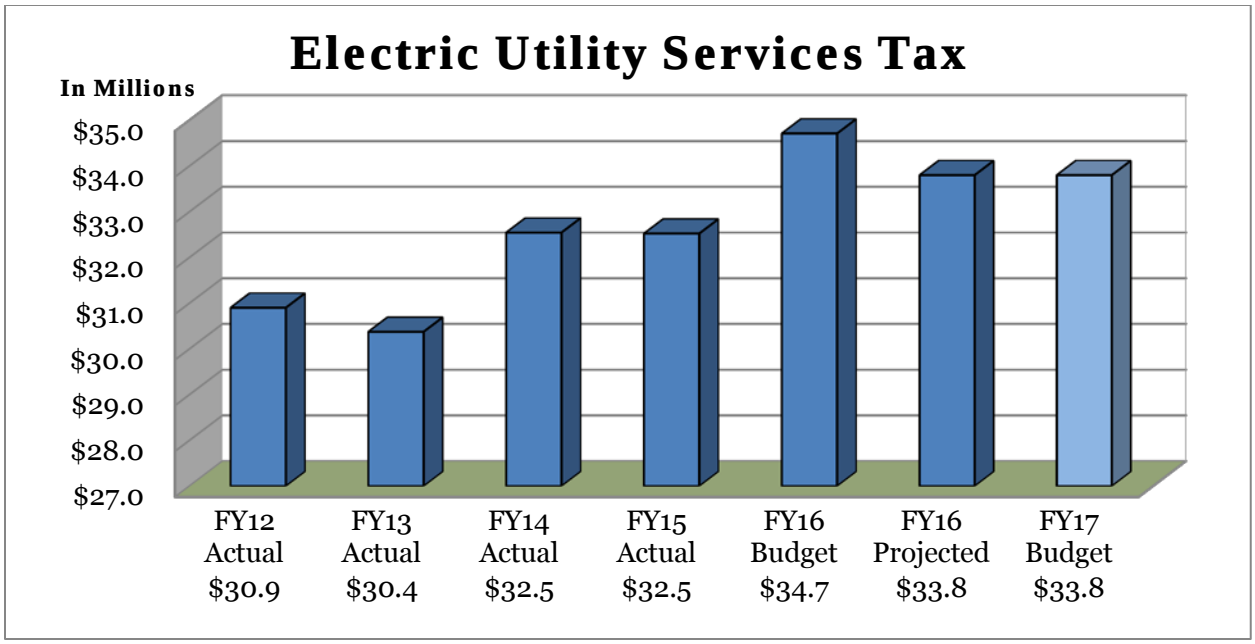


Legal Authorization: Authorized by Chapter 202, Florida Statute and City of Tampa Code of Ordinances, Chapter 24, Article II, Division 2, Section 24-35.

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

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

Analysis/Assumption: Communication Services Tax continues to decline as technology evolves and consumers are no longer dependent on traditional methods of communications and cable services.

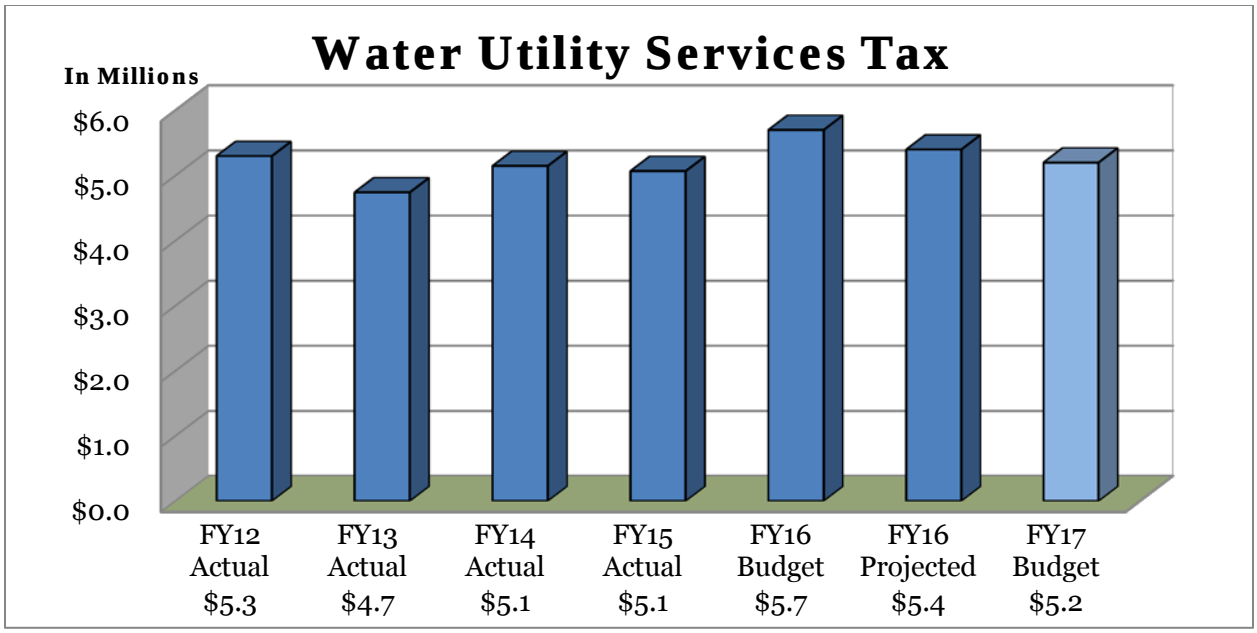


Legal Authorization: Authorized by Section 166.231, Florida Statutes and City of Tampa Code of Ordinances, Chapter 24, Article II, Division 1.

Source: Revenues are based on the purchase of electricity within the City of Tampa in the amount of ten percent of the payments received by the seller.

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

Analysis/Assumption: Electric Utility Services Tax has increased since FY2013 as a result of higher electrical demand. Projected FY2017 Electric Utility Services Tax revenues are anticipated to decrease compared to budgeted FY2016 primarily due to a Tampa Electric Company (TECO) rate decrease approved by State regulators (effective on January 1, 2016).

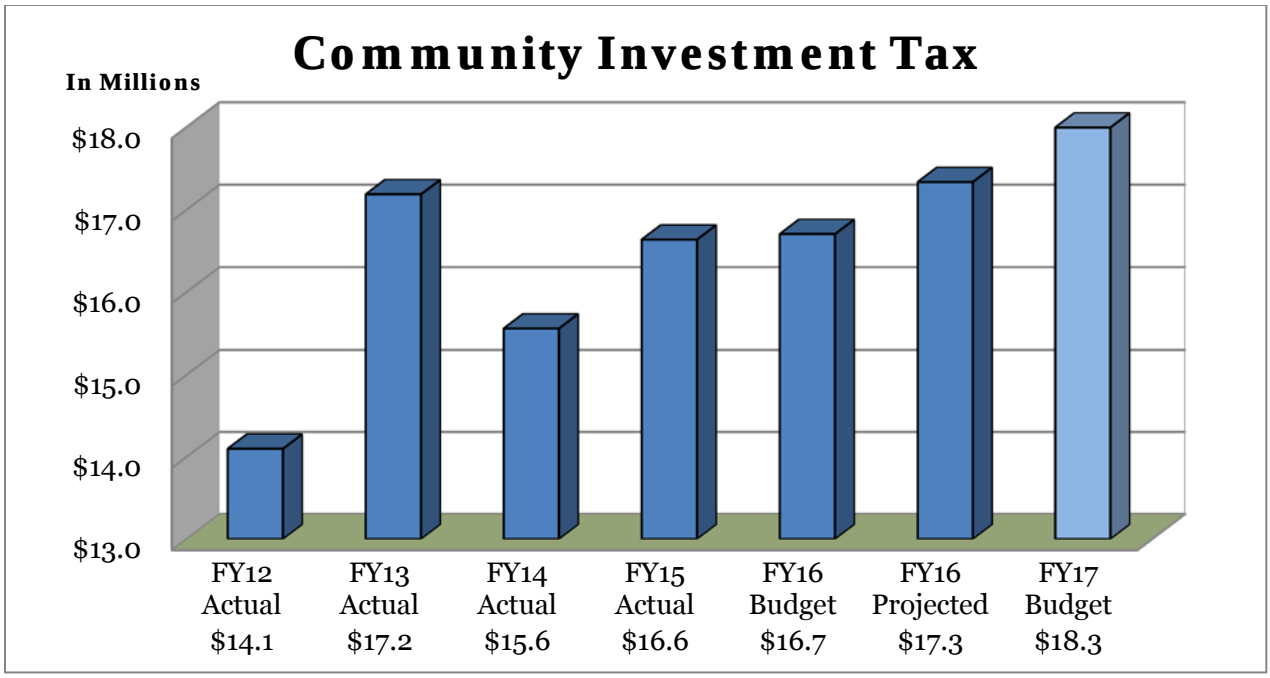


Legal Authorization: Authorized by Section 166.231, Florida Statutes and City of Tampa Code of Ordinances, Chapter 24, Article II, Division 1.

Source: Revenues based on water usage charges.

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

Analysis/Assumption: In FY2013, revenues decreased due to watering restrictions implemented during the spring and summer which resulted in a reduction of purchased water. FY2017 revenues are budgeted at $5.2 million based on historical collections.

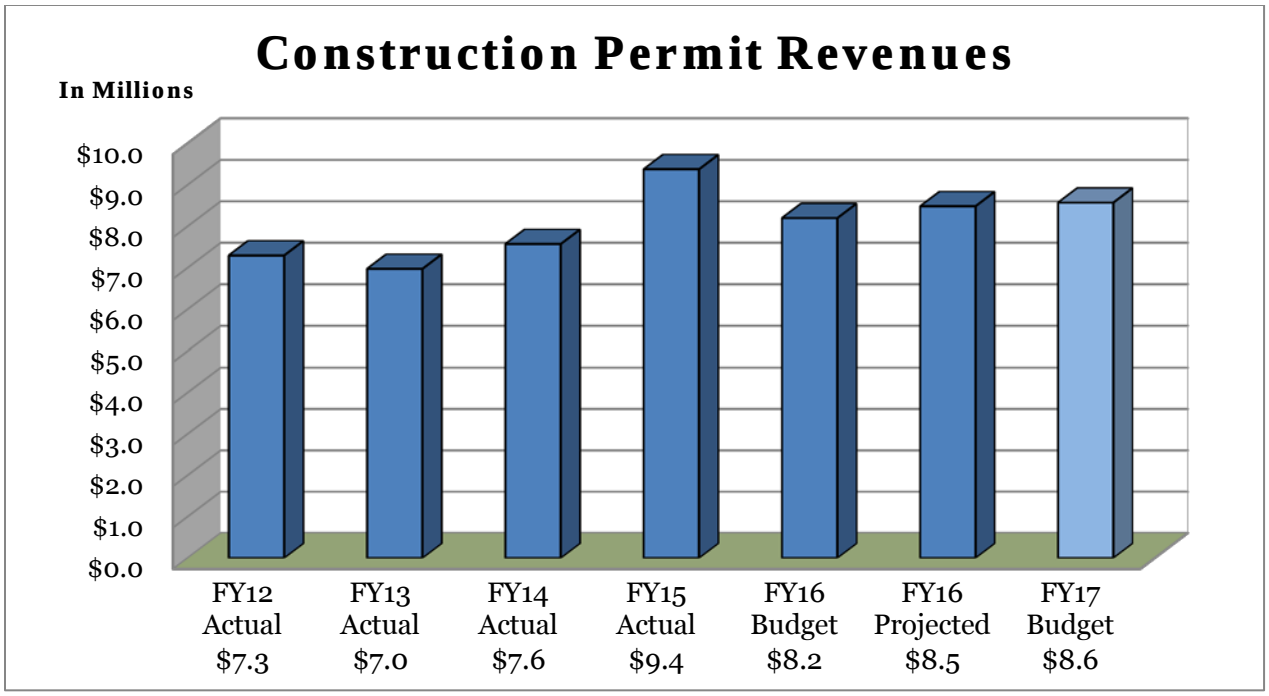


Legal Authorization: Section 212.055(2), Florida Statutes, authorizes the governing body of each county to levy a discretionary sales surtax of 0.5 % or 1 %, to finance, plan and construct infrastructure projects, subject to a referendum of the electorate. On September 3, 1996, the electors of Hillsborough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

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

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

Analysis/Assumption: Community Investment Tax collections have moderately increased as a result of improved economic conditions. In FY2013, the City received a one-time refund in the amount of $2.6 million for prior years' unused monies. FY2017 revenues are anticipated to continue the upward trend with a 9.6% increase compared to the FY2016 budget.

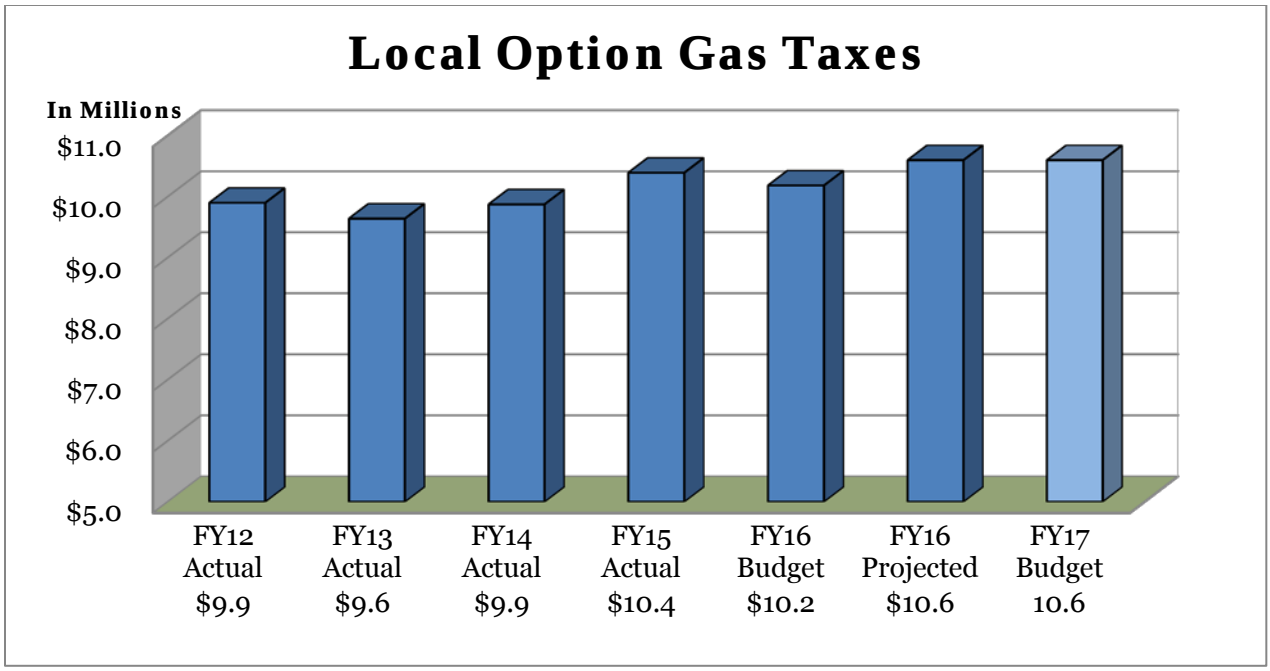


Legal Authorization: Authorized by City of Tampa Code of Ordinances Chapter 5, Sections 5-105, and 5-108, and Chapter 22, Article 1, Division 3, Section 22-56.

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

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

Analysis/Assumptions: Construction permit revenues increase is primarily due to a mix of new construction activity and home renovations. FY2017 construction permit revenues are anticipated to increase from FY2016 as the economy continues to recover.



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

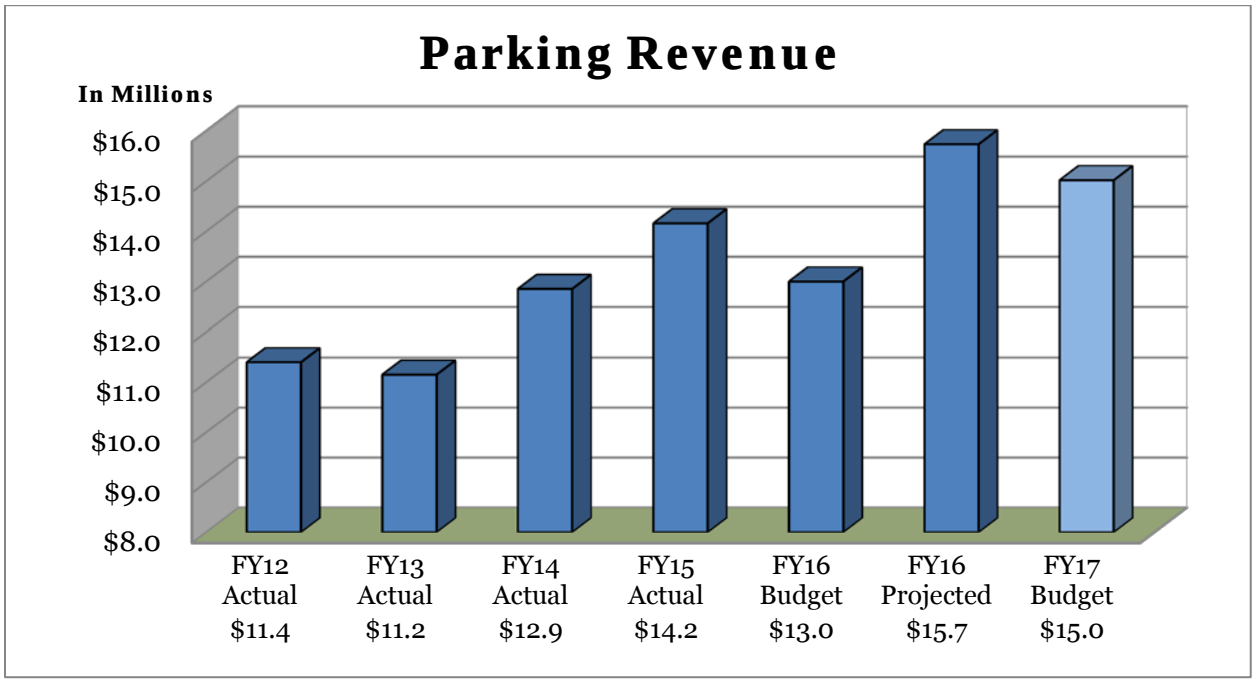
Source: Taxes are assessed on a per gallon purchased basis.

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

Analysis/Assumption: Local Option Gas Tax revenues have remained relatively constant. The amount of revenues collected is tied directly to the amount of fuel consumed and not to the price of fuel. FY2017 revenues are expected to increase by 4% from the FY2016 budget as future fuel consumption is anticipated to increase slightly.

Enterprise Funds

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

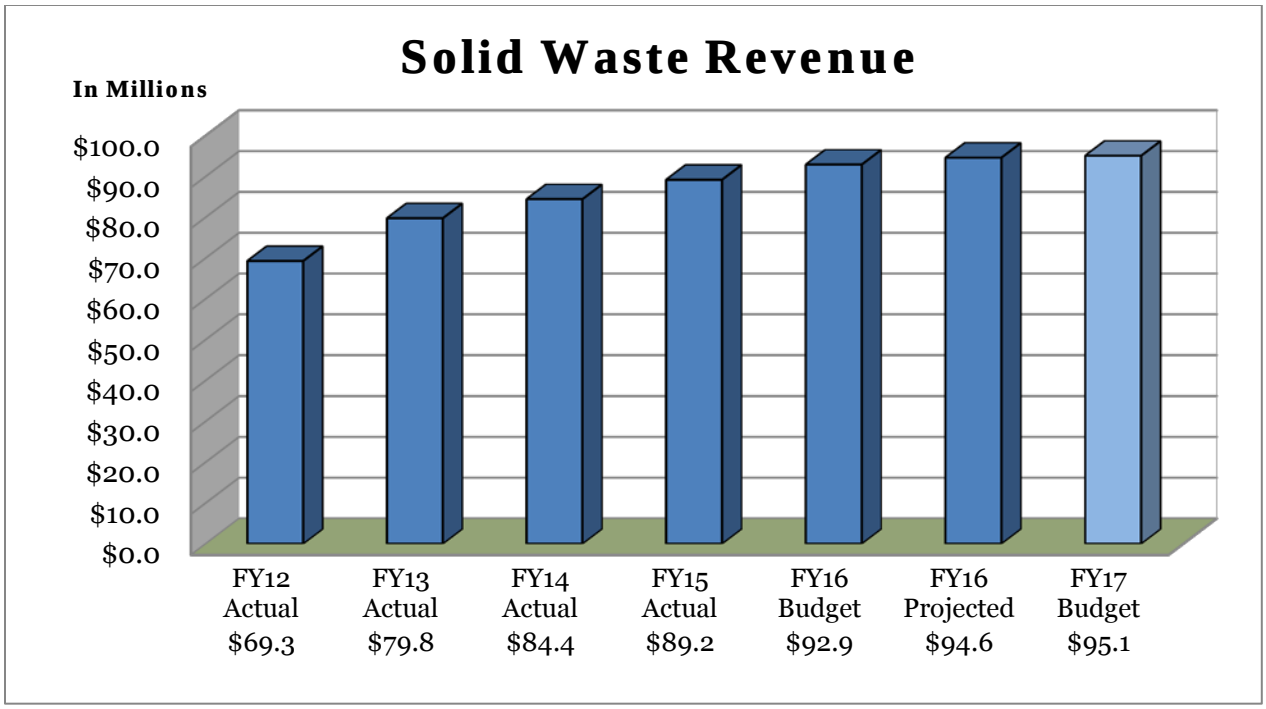


Legal Authorization: Authorized by City of Tampa Code of Ordinances, Chapter 24, Article I, Section 24-8.

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

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

Analysis/Assumption: Since FY2011, Parking revenues have increased as a result of an improved employment environment and an increase in monthly and visitor parking. FY2017 revenues are projected to continue improving as demand increases as a result of the improving economy. FY2016 projected Parking revenues were higher due to increased usage resulting from the Tampa Bay Lightning reaching the NHL playoffs.

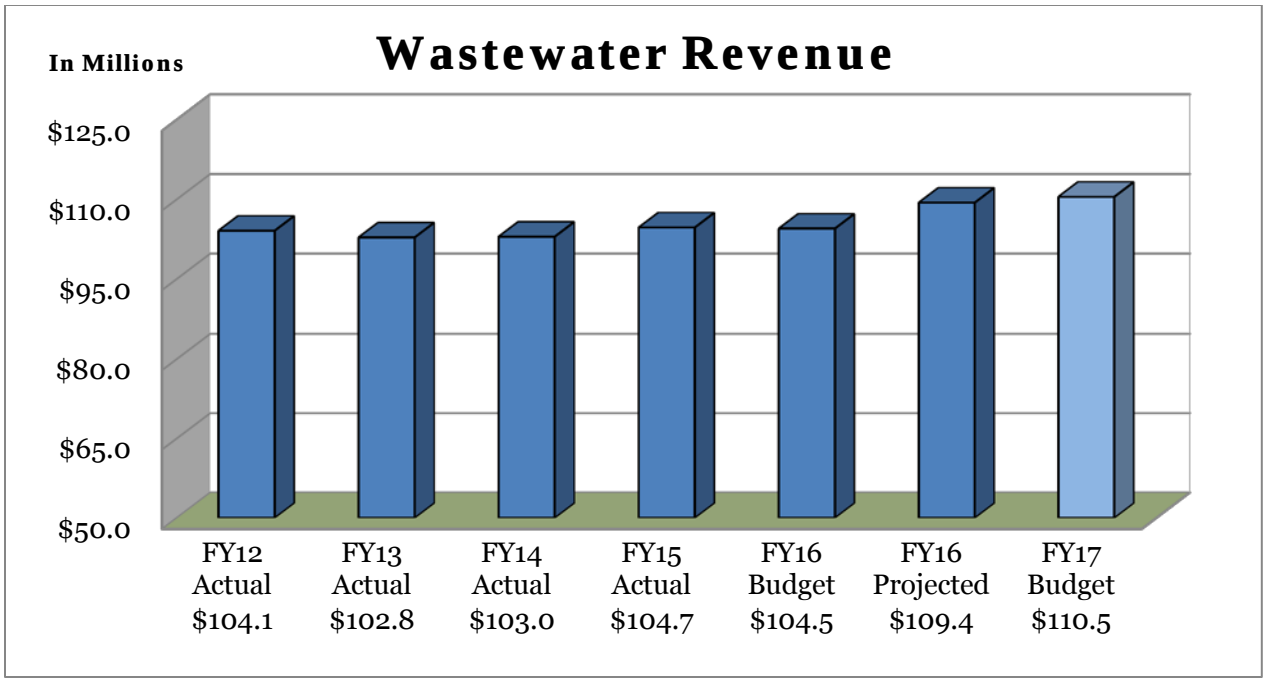


Legal Authorization: Authorized by Section 180.13, Florida Statutes and City of Tampa code of Ordinances, Chapter 26, Article I, Division 1, Section 26-28.

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

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

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

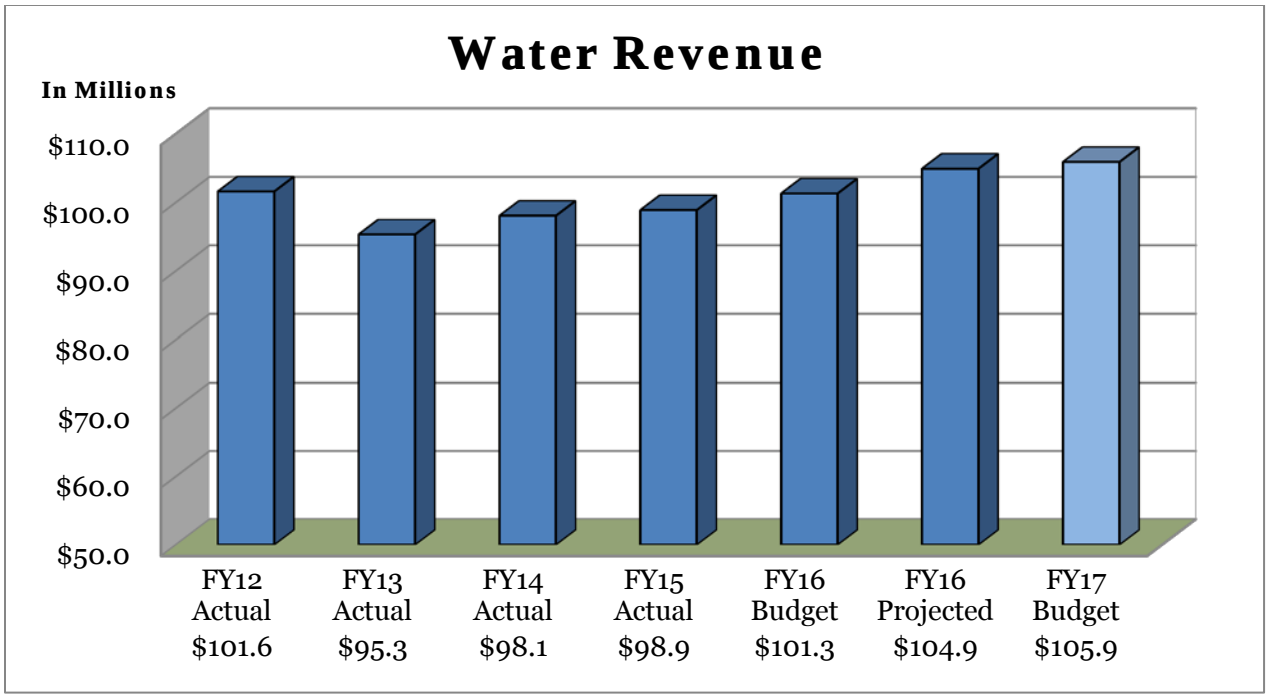


Legal Authorization: Authorized by Section 180.13, Florida Statutes and City of Tapa Code of Ordinances, Chapter 26, Article I, Division 1, Section 26-28.

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

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

Analysis/Assumption: In FY2010, City Council adopted a three-year rate increase program for the Wastewater Department. The final rate increase approved in this plan occurred in FY2012. Future revenues are projected to remain consistent with minimum growth over the next several years. FY2017 revenues are projected to be higher than the FY2016 budget due to an increase in water demand (wastewater charges are based on water usage).



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 rate charges associated with the sale of water.

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

Analysis/Assumption: In FY2007, City Council adopted a five-year rate increase program for the Water Department that started in FY2008. The final rate increase approved in this plan occurred in FY2012. FY2013 actual collections are 6% lower than FY2012 actual collections primarily due to watering restrictions implemented during the spring and summer. FY2017 reflects an anticipated increase in water sales due to continued economic growth.

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

	General (1)			Construction Services (2)		
	FY2015 Actual	FY2016 Projected	FY2017 Recommended	FY2015 Actual	FY2016 Projected	FY2017 Recommended
Revenues:						
Taxes	$ 143,182,006	$ 154,403,500	$ 163,805,667	$ -	$ -	$ -
Licenses and permits	34,012,579	35,268,200	35,647,000	9,377,809	8,485,000	8,571,400
Intergovernmental revenue	77,253,355	79,901,507	82,626,911	-	-	-
Charges for services	35,534,572	37,621,249	38,900,797	89,523	66,000	65,000
Fines and forfeitures	5,896,231	5,111,500	5,909,500	1,170	-	-
Miscellaneous revenues	3,265,291	3,635,200	4,872,996	94,947	37,500	3,092,746
Other sources (uses)	39,334,969	38,923,463	40,230,666	-	-	-
Total revenues	$ 338,479,003	$ 354,864,619	$ 371,993,537	$ 9,563,449	$ 8,588,500	$ 11,729,146
Expenditures:						
Personnel	$ 289,769,560	$ 293,612,608	$ 303,384,441	$ 4,746,479	$ 5,170,700	$ 6,086,601
Operating	45,053,423	38,330,853	39,856,485	3,845,374	4,644,200	4,685,194
Capital Outlay	(3,761,609)	1,947,047	405,559	83,321	154,037	-
Debt service	474,550	545,975	568,268	-	-	-
Grants and aid	13,945,415	16,315,303	18,405,579	-	-	-
Other uses (sources)	44,972	123,613	9,373,205	377,047	211,049	957,351
Total expenditures	$ 345,526,311	$ 350,875,399	$ 371,993,537	$ 9,052,221	$ 10,179,986	$ 11,729,146
Budgeted use of fund balance						3,046,046
Budgeted reserves						518,742
Balance sheet adjustment	3,668,644	931,723		174,265		
Change in fund balance	$ (3,378,664)	$ 4,920,943	$ -	$ 685,493	$ (1,591,486)	$ (2,527,304)
Beginning fund balance	$ 39,233,973	$ 35,855,309	$ 40,776,252	$ 5,010,821	$ 5,696,314	$ 4,104,828
Ending fund balance	$ 35,855,309	$ 40,776,252	$ 40,776,252	$ 5,696,314	$ 4,104,828	$ 1,577,524

	Utilities Services Tax (3)			Utilities Services Tax Projects (4)		
	FY2015 Actual	FY2016 Projected	FY2017 Recommended	FY2015 Actual	FY2016 Projected	FY2017 Recommended
Revenues:						
Taxes	$ 57,910,899	$ 57,600,000	$ 56,520,904	$ -	$ -	$ -
Licenses and permits	-	-	-	-	-	-
Intergovernmental revenue	412,646	412,645	415,059	-	-	-
Charges for services	-	-	-	123,031	82,000	80,000
Fines and forfeitures	-	-	-	-	-	-
Miscellaneous revenues	1,132,673	6,165,000	1,415,000	464,097	160,654	556,000
Other sources (uses)	4,322,639	1,080,000	810,000	4,750,859	5,359,332	1,716,137
Total revenues	$ 63,778,857	$ 65,257,645	$ 59,160,963	$ 5,337,987	$ 5,601,986	$ 2,352,137
Expenditures:						
Personnel	$ -	$ -	$ -	$ 25,333	$ 290	$ -
Operating	81,666	115,000	115,000	91,839	555	382,137
Capital Outlay	-	-	-	4,407,873	9,278,657	1,880,000
Debt service	4,384	4,000	5,000	-	-	-
Grants and aid	-	-	-	-	463,619	-
Other uses (sources)	60,012,433	69,759,588	59,040,963	3,872,639	52,500	90,000
Total expenditures	$ 60,098,483	$ 69,878,588	$ 59,160,963	$ 8,397,684	$ 9,795,621	$ 2,352,137
Budgeted use of fund balance						536,000
Budgeted reserves						
Balance sheet adjustment	1,455			3,059,697	2,785,635	
Change in fund balance	$ 3,681,829	$ (4,620,943)	$ -	$ -	$ (1,408,000)	$ (536,000)
Beginning fund balance	$ 47,439,090	$ 51,120,919	$ 46,499,976	$ 1,948,000	$ 1,948,000	$ 540,000
Ending fund balance	$ 51,120,919	$ 46,499,976	$ 46,499,976	$ 1,948,000	$ 540,000	$ 4,000

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

	Local Option Gas Tax (5)			Local Option Gas Tax Project		
	FY2015 Actual	FY2016 Projected	FY2017 Recommended	FY2015 Actual	FY2016 Projected	FY2017 Recommended
Revenues:						
Taxes	$ 10,393,406	$ 10,600,000	$ 10,600,000	$ -	$ -	$ -
Licenses and permits	-	157,300	31,000	-	-	-
Intergovernmental revenue	7,952,800	8,413,059	9,336,835	-	-	-
Charges for services	601,482	346,500	427,000	-	-	-
Fines and forfeitures	-	-	-	-	-	-
Miscellaneous revenues	101,523	70,540	1,041,669	466,413	32,500	-
Other sources (uses)	13,332,514	10,999,669	10,983,655	11,723,358	11,717,215	10,534,976
Total revenues	$ 32,381,725	$ 30,587,068	$ 32,420,159	$ 12,189,771	$ 11,749,715	$ 10,534,976
Expenditures:						
Personnel	$ 9,293,824	$ 9,201,560	$ 11,429,379	$ 312,397	$ -	$ -
Operating	11,621,728	9,884,541	10,420,822	11,277	131,150	1,053,056
Capital Outlay	49,151	100,400	10,000	20,385,215	21,202,278	7,481,920
Debt service	209,097	-	-	-	-	-
Grants and aid	200,000	200,000	-	-	30,000	-
Other uses (sources)	11,723,358	9,717,215	10,559,958	-	-	2,000,000
Total expenditures	$ 33,097,158	$ 29,103,716	$ 32,420,159	$ 20,708,889	$ 21,363,428	$ 10,534,976
Budgeted use of fund balance			978,629			
Budgeted reserves			500,000			
Balance sheet adjustment	1,001			8,519,118	9,588,633	
Change in fund balance	$ (714,432)	$ 1,483,352	$ (478,629)	$ -	$ (25,080)	$ -
Beginning fund balance	$ 858,341	$ 143,909	$ 1,627,261	$ 303,541	$ 303,541	$ 278,461
Ending fund balance	$ 143,909	$ 1,627,261	$ 1,148,632	$ 303,541	$ 278,461	$ 278,461

	Stormwater Services (6)			Stormwater Projects (7)		
	FY2015 Actual	FY2016 Projected	FY2017 Recommended	FY2015 Actual	FY2016 Projected	FY2017 Recommended
Revenues:						
Taxes	$ -	$ -	$ -	$ -	$ -	$ -
Licenses and permits	6,218,601	14,325,000	14,000,000	-	-	-
Intergovernmental revenue	-	-	-	2,143,299	2,531,837	-
Charges for services	4,696	-	-	-	-	-
Fines and forfeitures	-	-	-	-	-	-
Miscellaneous revenues	13,244	29,500	380,295	47,330	14,630	-
Other sources (uses)	-	1,600,000	2,000,000	4,521,514	-	-
Total revenues	$ 6,236,541	$ 15,954,500	$ 16,380,295	$ 6,712,143	$ 2,546,467	$ -
Expenditures:						
Personnel	$ 1,027,310	$ 6,518,456	$ 7,161,140	$ 85,126	$ -	$ -
Operating	435,544	6,071,473	6,816,745	8,138	-	-
Capital Outlay	-	2,837,083	88,600	9,401,293	3,408,114	-
Debt service	5,341	208,130	277,800	-	-	-
Grants and aid	-	-	-	236,490	233,016	-
Other uses (sources)	9,168,172	291,723	2,036,010	648,036	-	-
Total expenditures	$ 10,636,367	$ 15,926,865	$ 16,380,295	$ 10,379,083	$ 3,641,130	$ -
Budgeted use of fund balance			355,295			
Budgeted reserves						
Balance sheet adjustment	4,521,514			3,666,940	3,626,500	
Change in fund balance	$ 121,688	$ 27,635	$ (355,295)	$ -	$ 2,531,837	$ -
Beginning fund balance	$ 250,000	$ 371,688	$ 399,323	$ 2,540,281	$ 2,540,281	$ 8,445
Ending fund balance	$ 371,688	$ 399,323	$ 44,028	$ 2,540,281	$ 8,445	$ 8,445

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

	Stormwater Debt Funded Projects			Non-Major Funds (8)		
	FY2015 Actual	FY2016 Projected	FY2017 Recommended	FY2015 Actual	FY2016 Projected	FY2017 Recommended
Revenues:						
Taxes	$ -	$ -	$ -	$ -	$ 2,000,000	$ 2,000,000
Licenses and permits	-	-	-	188,806	62,329	100,000
Intergovernmental revenue	-	-	-	16,902,960	21,658,547	6,136,411
Charges for services	-	-	-	-	65,000	150,000
Fines and forfeitures	-	-	-	1,531,078	796,703	-
Miscellaneous revenues	(7,636)	-	-	1,504,300	2,649,944	4,121,046
Other sources (uses)	-	33,593,197	889,186	836,526	820,000	359,000
Total revenues	$ (7,636)	$ 33,593,197	$ 889,186	$ 20,963,670	$ 28,052,523	$ 12,866,457
Expenditures:						
Personnel	$ 152,790	$ -	$ -	$ 1,370,003	$ 714,776	$ 624,010
Operating	-	-	889,186	5,567,472	4,638,669	4,850,371
Capital Outlay	3,485,796	29,979,247	-	11,327,768	23,160,374	5,945,956
Debt service	-	-	-	-	-	-
Grants and aid	-	-	-	1,129,774	68,100	78,500
Other uses (sources)	-	-	-	3,393,738	1,211,000	1,367,620
Total expenditures	$ 3,638,586	$ 29,979,247	$ 889,186	$ 22,788,755	$ 29,792,919	$ 12,866,457
Budgeted use of fund balance						3,646,646
Budgeted reserves						725,120
Balance sheet adjustment	3,646,222	(3,613,950)		2,000,000	1,150,000	
Change in fund balance	$ -	$ -	$ -	$ 174,915	$ (590,396)	$ (2,921,526)
Beginning fund balance	$ -	$ -	$ -	$ 16,457,082	$ 14,631,697	$ 14,041,301
Ending fund balance		$ -	$ -	$ 14,631,697	$ 14,041,301	$ 11,119,775

	Community Investment Taxes (9)			Deepwater Horizon Oil Spill (10)		
	FY2015 Actual	FY2016 Projected	FY2017 Recommended	FY2015 Actual	FY2016 Projected	FY2017 Recommended
Revenues:						
Taxes	$ 16,638,400	$ 17,338,165	$ 18,328,745	$ -	$ -	$ -
Licenses and permits	-	-	-	-	-	-
Intergovernmental revenue	-	-	-	-	-	-
Charges for services	-	-	-	-	-	-
Fines and forfeitures	-	-	-	27,428,307	-	-
Miscellaneous revenues	152,102	60,000	2,647,029	413	105,000	5,588,000
Other sources (uses)	-	-	35,000,000	-	-	-
Total revenues	$ 16,790,502	$ 17,398,165	$ 55,975,774	$ 27,428,720	$ 105,000	$ 5,588,000
Expenditures:						
Personnel	$ 299,392	$ -	$ -	$ -	$ -	$ -
Operating	10,714	13,788	754,302	7,004,536	-	19,525
Capital Outlay	10,536,359	19,551,541	14,766,805	-	15,000,000	-
Debt service	-	-	-	-	-	-
Grants and aid	-	-	-	-	-	-
Other uses (sources)	9,895,407	-	40,454,667	-	-	5,568,475
Total expenditures	$ 20,741,872	$ 19,565,329	$ 55,975,774	$ 7,004,536	$ 15,000,000	$ 5,588,000
Budgeted use of fund balance			1,997,028			5,508,000
Budgeted reserves			26,498,510			5,068,475
Balance sheet adjustment		1,715,086				
Change in fund balance	$ (3,951,370)	$ (452,078)	$ 24,501,482	$ 20,424,184	$ (14,895,000)	$ (439,525)
Beginning fund balance	$ 6,404,845	$ 2,453,475	$ 2,001,397	$ -	$ 20,424,184	$ 5,529,184
Ending fund balance	$ 2,453,475	$ 2,001,397	$ 26,502,879	$ 20,424,184	$ 5,529,184	$ 5,089,659

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

	Transportation Impact/Mobility Fee (11)			Transportation Impact/Mobility Fee Projects (12)		
	FY2015 Actual	FY2016 Projected	FY2017 Recommended	FY2015 Actual	FY2016 Projected	FY2017 Recommended
Revenues:						
Taxes	$ -	$ -	$ -	$ -	$ -	$ -
Licenses and permits	1,792,211	1,337,400	1,304,500	-	-	-
Intergovernmental revenue	-	-	-	-	-	-
Charges for services	-	-	-	-	-	-
Fines and forfeitures	-	-	-	-	-	-
Miscellaneous revenues	96,888	41,950	2,946,643	240,499	88,409	1,613,458
Other sources (uses)	115,543	-	-	3,803,620	8,008,390	958,430
Total revenues	$ 2,004,642	$ 1,379,350	$ 4,251,143	$ 4,044,119	$ 8,096,799	$ 2,571,888
Expenditures:						
Personnel	$ -	$ -	$ -	$ 59,839	$ -	$ -
Operating	-	-	-	-	-	336,392
Capital Outlay	-	-	-	3,380,842	27,495,569	950,423
Debt service	-	-	-	-	-	-
Grants and aid	-	-	-	1,801,201	59,717	-
Other uses (sources)	4,058,414	8,008,390	4,251,143	-	-	1,285,073
Total expenditures	$ 4,058,414	$ 8,008,390	$ 4,251,143	$ 5,241,882	$ 27,555,286	$ 2,571,888
Budgeted use of fund balance			2,931,643			1,613,458
Budgeted reserves			3,292,713			1,285,073
Balance sheet adjustment	(73,312)				19,589,382	
Change in fund balance	$ (2,127,084)	$ (6,629,040)	$ 361,070	$ (1,197,763)	$ 130,895	$ (328,385)
Beginning fund balance	$ 11,268,996	$ 9,141,912	$ 2,512,872	$ 2,773,552	$ 1,575,789	$ 1,706,684
Ending fund balance	$ 9,141,912	$ 2,512,872	$ 2,873,942	$ 1,575,789	$ 1,706,684	$ 1,378,299

	General Government Debt Funded Projects			General Government Debt Service Funds (13)		
	FY2015 Actual	FY2016 Projected	FY2017 Recommended	FY2015 Actual	FY2016 Projected	FY2017 Recommended
Revenues:						
Taxes	$ -	$ -	$ -	$ 166,000	$ 166,000	$ 166,000
Licenses and permits	-	-	-	-	-	-
Intergovernmental revenue	-	-	-	-	-	-
Charges for services	-	-	-	-	-	-
Fines and forfeitures	-	-	-	-	-	-
Miscellaneous revenues	23,016	(30,862)	74,168	132,384	-	-
Other sources (uses)	-	18,677,243	17,656,000	77,173,069	25,429,383	24,315,508
Total revenues	$ 23,016	$ 18,646,381	$ 17,730,168	$ 77,471,453	$ 25,595,383	$ 24,481,508
Expenditures:						
Personnel	$ 5,658	$ -	$ -	$ -	$ -	$ -
Operating	1,226,935	877,996	292,168	-	-	-
Capital Outlay	11,299,931	23,205,456	17,438,000	-	-	-
Debt service	-	-	-	78,294,310	24,300,308	24,355,298
Grants and aid	-	-	-	-	-	-
Other uses (sources)	-	-	-	-	1,260,075	126,210
Total expenditures	$ 12,532,524	$ 24,083,452	$ 17,730,168	$ 78,294,310	$ 25,560,383	$ 24,481,508
Budgeted use of fund balance			38,000			
Budgeted reserves						126,210
Balance sheet adjustment	12,509,508	5,475,071		2,242,453		
Change in fund balance	$ -	$ 38,000	$ (38,000)	$ 1,419,596	$ 35,000	$ 126,210
Beginning fund balance	$ -	$ -	$ 38,000	$ 50,385	$ 1,469,981	$ 1,504,981
Ending fund balance	$ -	$ 38,000	$ -	$ 1,469,981	$ 1,504,981	$ 1,631,191

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

	Community Redevelopment Agency (14)			Federal Grants Program		
	FY2015 Actual	FY2016 Projected	FY2017 Recommended	FY2015 Actual	FY2016 Projected	FY2017 Recommended
Revenues:						
Taxes	$ 20,195,030	$ 17,946,419	$ 17,960,377	$ -	$ -	$ -
Licenses and permits	-	-	-	-	-	-
Intergovernmental revenue	-	-	-	8,474,510	9,423,769	10,257,269
Charges for services	-	-	-	-	-	-
Fines and forfeitures	-	-	-	-	-	-
Miscellaneous revenues	123,676	85,070	101,550	299,605	-	-
Other sources (uses)	-	-	-	-	-	-
Total revenues	$ 20,318,706	$ 18,031,489	$ 18,061,927	$ 8,774,115	$ 9,423,769	$ 10,257,269
Expenditures:						
Personnel	$ 24,187	$ 12,201	$ -	$ 625,096	$ 698,182	$ 963,874
Operating	1,621,882	2,033,899	1,936,532	5,540,004	7,966,399	8,872,000
Capital Outlay	1,364,634	14,659,170	14,570,157	186,309	444,940	-
Debt service	-	-	-	-	-	-
Grants and aid	-	-	-	-	-	-
Other uses (sources)	16,561,694	3,538,637	1,555,238	423,261	423,142	421,395
Total expenditures	$ 19,572,397	$ 20,243,907	$ 18,061,927	$ 6,774,670	$ 9,532,663	$ 10,257,269
Budgeted use of fund balance						
Budgeted reserves			101,550			
Balance sheet adjustment				(1,999,445)	108,894	
Change in fund balance	$ 746,309	$ (2,212,418)	$ 101,550	$ -	$ -	$ -
Beginning fund balance	$ 6,911,577	$ 7,658,297	$ 5,445,879	$ -	$ -	$ -
Ending fund balance	$ 7,658,297	$ 5,445,879	$ 5,547,429	$ -	$ -	$ -

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	Parking (15)			Water (16)		
	FY2015 Actual	FY2016 Projected	FY2017 Recommended	FY2015 Actual	FY2016 Projected	FY2017 Recommended
Revenues:						
Taxes	$ -	$ -	$ -	$ -	$ -	$ -
Licenses and permits	-	-	-	-	-	-
Intergovernmental revenue	-	-	-	40,726	19,634,520	500,000
Charges for services	14,160,258	15,736,926	15,019,208	98,885,070	104,931,051	105,915,200
Fines and forfeitures	1,591,618	1,675,000	1,691,800	44,923	50,000	50,000
Miscellaneous revenues	470,644	319,603	1,566,285	938,160	683,237	13,278,955
Other sources (uses)	700,000	-	1,055,000	110,752,075	33,430,665	53,599,673
Total revenues	$ 16,922,520	$ 17,731,529	$ 19,332,293	$ 210,660,954	$ 158,729,473	$ 173,343,828
Expenditures:						
Personnel	$ 3,930,716	$ 3,572,568	$ 4,909,614	$ 18,400,230	$ 17,193,732	$ 18,326,571
Operating	8,313,563	8,237,826	8,496,641	37,552,789	47,181,778	50,231,603
Capital Outlay	214,378	2,349,587	1,041,459	27,749,194	100,493,493	35,576,393
Debt service	-	-	-	63,925,044	14,573,865	15,542,499
Grants and aid	303,011	430,000	430,000	-	-	-
Other uses (sources)	3,158,401	3,161,649	4,454,579	58,448,596	31,994,915	53,666,762
Total expenditures	$ 15,920,069	$ 17,751,630	$ 19,332,293	$ 206,075,853	$ 211,437,783	$ 173,343,828
Budgeted use of fund balance			972,815			12,419,755
Budgeted reserves			115,000			841,317
Balance sheet adjustment	(764,444)	1,186,957		(15,899,723)	60,230,985	
Change in fund balance	$ 238,007	$ 1,166,856	$ (857,815)	$ (11,314,622)	$ 7,522,675	$ (11,578,438)
Beginning fund balance	$ 658,302	$ 896,309	$ 2,063,165	$ 82,656,706	$ 71,342,084	$ 78,864,759
Ending fund balance	$ 896,309	$ 2,063,165	$ 1,205,350	$ 71,342,084	$ 78,864,759	$ 67,286,321

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

	Wastewater (17)			Solid Waste (18)		
	FY2015 Actual	FY2016 Projected	FY2017 Recommended	FY2015 Actual	FY2016 Projected	FY2017 Recommended
Revenues:						
Taxes	$ -	$ -	$ -	$ -	$ -	$ -
Licenses and permits	-	-	-	762,297	780,000	784,000
Intergovernmental revenue	114,610	49,941	49,900	-	-	-
Charges for services	107,924,325	111,769,263	112,020,423	89,221,924	94,618,000	95,091,500
Fines and forfeitures	-	-	-	-	-	-
Miscellaneous revenues	1,624,001	867,139	1,717,100	965,561	355,000	12,273,460
Other sources (uses)	99,965,663	36,062,677	35,119,907	15,202,575	15,930,325	29,003,805
Total revenues	$ 209,628,599	$ 148,749,020	$ 148,907,330	$ 106,152,357	$ 111,683,325	$ 137,152,765
Expenditures:						
Personnel	$ 24,957,139	$ 24,329,487	$ 25,526,618	$ 14,260,290	$ 14,974,312	$ 15,385,669
Operating	46,157,183	46,160,175	49,798,466	43,149,894	44,877,446	47,467,147
Capital Outlay	24,964,300	65,759,108	19,638,037	6,357,960	12,659,538	22,828,883
Debt service	60,471,667	14,539,016	13,201,196	14,853,228	13,360,325	13,393,325
Grants and aid	39,402	84,804	88,640	-	-	-
Other uses (sources)	55,088,556	35,223,379	40,654,373	15,102,575	16,259,893	38,077,741
Total expenditures	$ 211,678,247	$ 186,095,969	$ 148,907,330	$ 93,723,947	$ 102,131,514	$ 137,152,765
Budgeted use of fund balance			870,000			11,968,460
Budgeted reserves			4,001,057			525,000
Balance sheet adjustment	(9,355,205)	44,359,987		(1,517,004)	1,865,409	
Change in fund balance	$ (11,404,853)	$ 7,013,038	$ 3,131,057	$ 10,911,406	$ 11,417,220	$ (11,443,460)
Beginning fund balance	$ 37,367,382	$ 25,962,529	$ 32,975,567	$ 19,091,975	$ 30,003,381	$ 41,420,601
Ending fund balance	$ 25,962,529	$ 32,975,567	$ 36,106,624	$ 30,003,381	$ 41,420,601	$ 29,977,141

	Golf Course			Internal Service Funds		
	FY2015 Actual	FY2016 Projected	FY2017 Recommended	FY2015 Actual	FY2016 Projected	FY2017 Recommended
Revenues:						
Taxes	$ -	$ -	$ -	$ -	$ -	$ -
Licenses and permits	-	-	-	-	-	-
Intergovernmental revenue	-	-	-	144,375	160,000	160,000
Charges for services	2,624,953	2,915,623	2,658,055	23,532,473	25,042,300	25,240,074
Fines and forfeitures	270,418	-	-	-	-	-
Miscellaneous revenues	4,963	-	-	74,746,119	76,795,448	87,465,588
Other sources (uses)	1,591,631	1,486,377	1,569,812	4,000,000	16,951,000	8,520,500
Total revenues	$ 4,491,965	$ 4,402,000	$ 4,227,867	$ 102,422,967	$ 118,948,748	$ 121,386,162
Expenditures:						
Personnel	$ 1,126,194	$ 621,903	$ 628,039	$ 10,578,819	$ 10,365,279	$ 11,474,187
Operating	2,547,975	3,084,858	3,067,828	83,902,410	88,988,099	97,835,632
Capital Outlay	46,755	536,788	532,000	2,426,761	17,115,660	8,626,300
Debt service	-	-	-	35,263	15,000	-
Grants and aid	41,260	-	-	-	-	-
Other uses (sources)	-	-	-	2,476,909	2,151,959	3,450,043
Total expenditures	$ 3,762,184	$ 4,243,549	$ 4,227,867	$ 99,420,162	$ 118,635,997	$ 121,386,162
Budgeted use of fund balance						1,701,168
Budgeted reserves						985,381
Balance sheet adjustment	(700,000)	(88,409)		(2,500,000)		
Change in fund balance	$ 29,781	$ 70,042	$ -	$ 502,805	$ 312,751	$ (715,787)
Beginning fund balance	$ -	$ 29,781	$ 22,951	$ 13,067,385	$ 13,570,190	$ 13,882,941
Ending fund balance	$ 29,781	$ 22,951	$ 22,951	$ 13,570,190	$ 13,882,941	$ 13,167,154

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

	Other Agency (19)		
	FY2015 Actual	FY2016 Projected	FY2017 Recommended
Revenues:			
Taxes	$ 450,000	$ 450,000	$ 450,000
Licenses and permits	-	-	-
Intergovernmental revenue	816,285	934,036	1,001,966
Charges for services	638,264	522,505	657,885
Fines and forfeitures	-	-	-
Miscellaneous revenues	173,199	67,805	1,452,911
Other sources (uses)	-	-	-
Total revenues	$ 2,077,748	$ 1,974,346	$ 3,562,762
Expenditures:			
Personnel	$ -	$ -	$ -
Operating	419,344	392,875	364,000
Capital Outlay	-	-	-
Debt service	-	-	-
Grants and aid	1,444,038	1,277,129	1,818,762
Other uses (sources)	391,654	-	1,380,000
Total expenditures	$ 2,255,036	$ 1,670,004	$ 3,562,762
Budgeted use of fund balance			1,295,969
Budgeted reserves			918,409
Balance sheet adjustment	271,056		
Change in fund balance	$ 93,768	$ 304,342	$ (377,560)
Beginning fund balance	$ 1,147,448	$ 1,241,216	$ 1,545,558
Ending fund balance	$ 1,241,216	$ 1,545,558	$ 1,167,998

Gross Budget:	1,265,157,540
Transfers, Reserves, Internal Charges:	359,255,134
Net Budget	905,902,406

1. General Fund use of fund balance in FY2015 reflects higher operating costs, primarily personnel, with little growth in revenues. The use of General Fund balances is partially offset by increases in fund balances of the Utilities Services Tax fund in FY2015. FY2016 General Fund balances increases primarily due to the realignment of the transportation related services into the Local Option Gas Tax Fund. Increases in FY2016 are offset by decreases in fund balances of the Utilities Services Tax fund.

2. Construction Services increase in FY2015 is a result of higher than normal permit revenues. Use of balance in FY2016 and FY2017 are associated with higher costs associated to increase permit inspection activity.

3. Utilities Services Tax use of fund balance in FY2016 is primarily due to decreasing Communications Services Taxes and increased operating subsidy transfers primarily for transportation related services.

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

5. Local Option Gas Tax use of fund balance in FY2015 is primarily due to the transfer of funds to the Local Option Gas Tax Capital Projects Fund for capital projects. Increases in FY2016 balance in primarily due to increased gas taxes and decreased operating expenses. FY2017 decrease is primarily due to higher operating expenses and increased transfers for capital projects.

6. Stormwater Services increase in fund balance in FY2015 and FY2016 is attributable to higher revenue collections and lower operating expenses. FY2017 decrease in fund balance is primarily due to increased operating costs associated with an increased level of service of maintaining the stormwater conveyance system.

7. Stormwater Projects decrease in fund balance in FY2016 is primarily due to increased capital projects.

8. Non-Major Funds decrease in fund balance is attributable to increase costs associate with the City's Tree Trust program, Quality Targeting Industry program, and Landscape-in-Lieu program.

9. Community Investment Taxes use of fund balance in FY2016 is primarily due to increased capital projects and using the remaining funds for the Community Investment Tax Program (FY2012 – FY2016) program. The FY2017 increase in fund balance is primarily due to the

reservation of funds for a future debt issuance and the allocation of reserves for stormwater related projects.

10. Deepwater Horizon Oil Spill increase in FY2015 fund balance is due to the receipt of funds resulting from the 2010 oil spill in the Gulf of Mexico. The FY2016 use of fund balance is due to appropriating $15.0 million for the construction of Julian B. Lane Waterfront Park.

11. Transportation Impact/Mobility Fee use of fund balance in FY2015 and FY2016 is primarily due to funding of transportation capital projects. Increase in FY2017 is primarily due to a decrease in the amount needed to be transferred to the respective capital project funds.

12. Transportation Impact/Mobility Fee Projects use of fund balance in FY2015 and FY2017 is primarily due to increased funding of capital projects.

13. General Government Debt Funds increase in FY2015 is primarily due to increase the escrow associated with the City's HUD Section 108 loan.

14. Community Redevelopment Agency use of fund balance in FY2015 and FY2016 is primarily due to increase funding various projects within the community redevelopment areas.

15. Parking increase in fund balance in FY2015 and FY2016 is primarily due to increases revenues with decreasing operating costs. Use of fund balance in FY2017 is a result of decreased revenues that were earned with the Tampa Bay Lighting playing in the NHL playoffs.

16. Water use of fund balance in FY2015 and FY2017 is primarily due to funding capital projects. Increases in FY2016 fund balance is primarily due to increased revenues and decreased operating expenses.

17. Wastewater use of fund balance in FY2015 is primarily due to funding capital projects. Increase in FY2015 and FY2016 fund balance is primarily due to increased revenues and decreased operating expenses.

18. Solid Waste increase in FY2015 and FY2016 fund balance is primarily due to increase revenues resulting from a five-year rate increase program starting in FY2012 and reduced operating costs. Use of FY2017 fund balance is primarily due to funding capital projects.

19. Other Agency increase of fund balance in FY2015 and FY2016 is primarily due to increased revenues and decreased expenditures for the Tampa Historic Streetcar (THS). The decrease in FY2017 balance is primarily due to increased capital maintenance for the THS.

City of Tampa Fund Consolidated Summary

Budget for Fiscal Year 2017	General Fund	Utilities Services Tax Fund	Utilities Services Tax Construction Fund	Other Governmental Funds	Debt Service Funds	Grant Funds	Enterprise Funds	Internal Service Funds	Fiduciary Funds	TOTAL
ESTIMATED REVENUES:										
Tax Revenues-Property Taxes	$ 153,387,167	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 18,410,377	$ 171,797,544
Tax Revenues-Other Taxes	$ 10,418,500	$ 56,520,904	$ -	$ 30,928,745	$ 166,000	$ -	$ -	$ -	$ -	$ 98,034,149
Licenses and Permits	$ 35,647,000	$ -	$ -	$ 24,006,900	$ -	$ -	$ 784,000	$ -	$ -	$ 60,437,900
Intergovernmental Revenues	$ 82,626,911	$ 415,059	$ -	$ 15,473,246	$ -	$ 10,257,269	$ 549,900	$ 160,000	$ 1,001,966	$ 110,484,351
Service Charges	$ 38,900,797	$ -	$ 80,000	$ 642,000	$ -	$ -	$ 340,229,386	$ -	$ 657,885	$ 380,510,068
Fines and Forfeits	$ 5,909,500	$ -	$ -	$ -	$ -	$ -	$ 1,741,800	$ -	$ -	$ 7,651,300
Miscellaneous Revenue	$ 4,872,996	$ 1,415,000	$ 20,000	$ 1,390,308	$ -	$ -	$ 2,683,770	$ 17,166,886	$ 266,550	$ 27,815,510
Transfer from Fund Balances	$ -	$ -	$ 574,000	$ 19,874,331	$ -	$ 202,415	$ 26,588,698	$ 1,343,500	$ 1,287,911	$ 49,870,855
Other Revenues	$ -	$ -	$ -	$ 53,545,186	$ -	$ -	$ 1,938,600	$ -	$ -	$ 55,483,786
User Department Charges	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 84,233,608	$ -	$ 84,233,608
Transfer from Other Funds	$ 40,230,666	$ 810,000	$ 1,716,137	$ 24,836,061	$ 24,315,508	$ -	$ 118,409,597	$ 8,520,500	$ -	$ 218,838,469
Total Revenues	**$ 371,993,537**	**$ 59,160,963**	**$ 2,390,137**	**$ 170,696,777**	**$ 24,481,508**	**$ 10,459,684**	**$ 492,925,751**	**$ 111,424,494**	**$ 21,624,689**	**$ 1,265,157,540**
ESTIMATED EXPENSES:										
Personnel Services	$ 303,384,441	$ -	$ -	$ 25,098,715	$ -	$ 1,166,289	$ 69,494,829	$ 6,755,869	$ -	$ 405,900,143
Contractual Services	$ 21,563,950	$ 35,000	$ -	$ 10,392,356	$ -	$ 6,897,378	$ 42,676,669	$ 8,346,000	$ 1,559,532	$ 91,470,885
Other Services and Charges	$ 7,746,574	$ 80,000	$ 382,137	$ 18,473,928	$ -	$ 1,949,072	$ 87,937,602	$ 79,831,717	$ 739,000	$ 197,140,030
Supplies-Materials and Minor Equipment	$ 10,000,592	$ -	$ -	$ 1,229,957	$ -	$ 24,150	$ 26,214,323	$ 4,723,841	$ 2,000	$ 42,194,863
Capital	$ 405,559	$ -	$ 1,918,000	$ 46,643,704	$ -	$ -	$ 79,696,972	$ 8,546,100	$ 14,570,157	$ 151,780,492
Debt Services Related	$ 568,268	$ 5,000	$ -	$ 277,800	$ 24,355,298	$ -	$ 42,137,020	$ -	$ -	$ 67,343,386
Aids and Grants	$ 18,405,579	$ -	$ -	$ 78,500	$ -	$ -	$ 518,640	$ -	$ 1,818,762	$ 20,821,481
Other Uses and Sources	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Transfer to Other Funds	$ -	$ 58,679,063	$ 90,000	$ 26,254,611	$ -	$ 421,395	$ 129,427,486	$ 2,050,635	$ 1,915,279	$ 218,838,469
Interdepartmental Charges	$ 545,369	$ -	$ -	$ 21,520	$ -	$ 1,400	$ 7,165,665	$ 1,500	$ -	$ 7,735,454
Budget Reserves	$ 9,373,205	$ 361,900	$ -	$ 42,225,686	$ 126,210	$ -	$ 7,656,545	$ 1,168,832	$ 1,019,959	$ 61,932,337
Total Expenses	**$ 371,993,537**	**$ 59,160,963**	**$ 2,390,137**	**$ 170,696,777**	**$ 24,481,508**	**$ 10,459,684**	**$ 492,925,751**	**$ 111,424,494**	**$ 21,624,689**	**$ 1,265,157,540**

Financial Structure

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

General Fund and Utilities Services Tax Fund

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

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

Federal and State Grant Funds

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

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

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

households including facilities and services for the homeless and specialized housing services for persons with AIDS.

The State Housing Initiatives Partnership (SHIP) program is authorized by the state legislature under the William E. Sadowski Affordable Housing Bill which allocates funds that are received from an additional 10 cent documentary stamp tax on real estate transactions and an additional 10 cent contribution from the state general revenue documentary stamp tax. This program is administered by the state and the balance, after the state's needs are met, is allocated to local governments. Funding for a variety of housing programs 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 does not include trusts for individuals, private organizations, or other governments, or for major capital projects.

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

Law Enforcement Trust Funds — Includes revenues received form 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 in the county. This revenue may only be used for transportation and right-of-way related capital projects.

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

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

Transportation Multi-modal Fee Revenue Funds — Receipts for transportation impact fees collected for use in specific transportation districts for capacity –related projects improvements

Debt Service Funds

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

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

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

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

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

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

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

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

Capital Projects Funds

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

Bank Note — Provides debt funding for various general government capital improvement projects excluding Stormwater projects.

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

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

Deep Water Horizon Oil Spill Fund — Provides funding to offset the cost and damages cause by the Deep Water Horizon Oil Spill.

Housing Grants Capital Project Fund — Used for housing grant transaction such as CDBG expenses

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

Parks & Recreation Grants Capital Projects — Used to account for funding of Parks and Recreation projects that involves a separate specific account.

Stormwater Bank Note — Provides for debt funding of Stormwater related projects.

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

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

Transportation Multimodal Fund — Funds may be 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.

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

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

Enterprise Funds

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

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

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

State Revolving Fund – Low interest loans for investments in water and sanitation infrastructure and implementation of nonpoint source pollution control and estuary protection projects.

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

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

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

Internal Service Funds

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

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 and billed to user city departments.

Self-Insurance Fund — Used for Risk management insurance activity including: workers' compensation, various employee benefits, general liability, property insurance, and safety monitoring.

Agency 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 accounts for the flow of assets

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

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.

FY2017 Fund Structure Grouping						
	Governmental Funds				Proprietary Funds	
Department	**General**	**Special Revenue**	**Capital**	**Debt Service**	**Enterprise**	**Internal**
Arts Programs	x	x				
Chief of Staff	x					
City Attorney	x					
City Clerk	x					
City Council	x					
Community Redevelopment Agency		x				
Construction Services		x				
Contract Administration	x					
Convention Center	x		x			
Economic and Urban Development	x					
Facility Management	x		x			
Tampa Fire Rescue	x	x	x			
Fleet Maintenance						x
Golf Courses					x	
Human Resources	x					x
Intergovernmental Relations	x					
Internal Audit	x					
Mayor	x					
Minority Business Development	x					
Neighborhood Empowerment	x					
Parking					x	
Parks and Recreation	x	x	x			
Planning & Development	x	x				
Tampa Police	x	x	x			
Public Affairs	x					
Public Works & Utility Services	x					
Purchasing	x					
Revenue & Finance	x			x		
Riverwalk	x		x			
Solid Waste					x	
Stormwater		x	x			
Tampa Theatre	x					
Technology and Innovation	x		x			
Transportation		x	x			
Wastewater					x	
Water					x	x

GENERAL FUND REVENUE COMPARISON

	FY16 Adopted Budget	FY16 Projection	FY17 Adopted Budget	
Revenues				
Tax Revenues-Property Taxes	$ 142,965,690	$ 143,900,000	$ 153,387,167	(1)
Tax Revenues-Other Taxes	10,641,000	10,503,500	10,418,500	
Licenses and Permits	35,793,000	35,268,200	35,647,000	
Intergovernmental Revenues	79,507,611	79,901,507	82,626,911	
Service Charges	35,511,615	37,621,249	38,900,797	(2)
Fines and Forfeits	4,262,500	5,111,500	5,909,500	(3)
Miscellaneous Revenue	4,138,063	3,635,200	4,872,996	
Use of Fund Balance - assigned	1,700,000	-	-	
Transfer from Other Funds	39,091,740	38,923,463	40,230,666	
Total Revenues	$ 353,611,219	$ 354,864,619	$ 371,993,537	

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

(1) Reflects an 7.3% increase from the FY2016 budget based on certified taxable value as of July 1, 2016.
(2) Increase of 9.5% due to increase activities for Parks and Recreation, Convention Center, and Enterprise Departments.
(3) Increase of 38.6% due to increase revenues from the Traffic Safety Program.

GENERAL FUND DEPARTMENTAL EXPENDITURE COMPARISON

Department	FY16 Adopted Budget	FY16 Projection	FY17 Adopted Budget	
Arts Programs Division	$ 244,763	$ 243,016	$ 251,178	
Chief of Staff Office	318,707	$ 314,267	318,256	
City Attorney Department	5,028,696	$ 5,047,163	5,251,833	
City Clerk Department	1,684,770	$ 1,649,190	1,754,311	
City Council Department	1,321,804	$ 1,303,116	1,424,033	
Contract Administration	6,949,554	$ 6,614,041	7,970,222	(1)
Convention Center Department	8,798,891	$ 9,743,842	10,376,632	(2)
Economic Opportunity Department	1,697,267	$ 1,659,824	1,657,611	
Environmental Services Division	539,665	$ 456,625	668,265	
Facility Management	12,239,523	$ 11,805,957	12,174,960	
Fire Rescue Department	77,512,989	$ 79,734,922	81,936,016	(3)
Human Resources Department	3,558,071	$ 3,347,770	3,513,410	
Intergovernmental Relations Division	367,624	$ 364,040	368,680	
Internal Audit Department	671,506	$ 670,000	712,199	
Logistics and Asset Management	-	-	241,938	(4)
Mayor's Office	577,583	$ 577,057	596,898	
Minority Business Development Division	566,826	$ 554,646	606,802	
Neighborhood Empowerment Departmer	9,080,383	$ 8,916,850	9,123,979	
Non Departmental	6,583,869	$ (582,202)	10,565,278	(5)
Parks and Recreation Department	34,228,031	$ 33,926,880	34,748,105	
Planning and Development Department	6,090,206	$ 5,690,290	6,664,350	(6)
Police Department	143,858,376	$ 147,678,456	148,561,236	
Public Affairs Department	1,733,788	$ 1,682,947	1,676,890	
Public Works & Utilities Services Admin.	309,489	$ 301,561	322,635	
Purchasing Department	1,846,126	$ 1,813,725	1,949,214	
Revenue and Finance Department	8,250,415	$ 8,176,321	8,304,000	
Riverwalk Division	142,981	$ 142,552	-	(7)
Tampa Theatre	133,167	$ 133,167	133,100	
Technology and Innovation Department	19,276,149	$ 18,909,378	20,121,506	
Total Expenditures	$ 353,611,219	$ 350,875,400	$ 371,993,537	

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

(1) Contract Administration budget increased from FY2016 due to adding 4 FTE's and acquisition of Primavera contract management system.

(2) Convention Center expenses increase from FY2016 to FY2017 due to increases in contractual services

(3) Fire Rescue increased primarily due to increases in health and pension costs, overtime, and materials and equipment.

(4) Logistics and Asset Management increase from Current FY2016 due to this is the first budget year for this department.

(5) Non Departmental increased due to higher contributions to community redevelopment agencies (CRAs), aid to other governments.

(6) Planning and Development increased due to the addition of 6 FTE's.

(7) Riverwalk Division budget decrease from FY2016 current as the division was eliminated due to the completion of the Riverwalk in FY2016

City of Tampa Position Summary by Department

Tax Operating Funds	Budgeted FTEs FY15		Budgeted FTEs FY16		Projected FTEs FY16		Recommended FTEs FY17		Notes
General Fund									
Arts Program	2.00		2.00		2.00		2.00		
Chief of Staff	2.00		2.00		2.00		2.00		
City Attorney	38.75		38.75		38.75		38.38		A
City Clerk	17.00		17.00		17.00		17.00		
City Council	16.12		16.13		16.13		16.00		B
Contract Administration	68.00		70.00		70.00		74.00		C
Convention Center	54.00		54.00		54.00		52.00		D
Economic Development	10.00		10.00		10.00		10.00		
Facility Management	46.00		76.38		76.38		63.38		E
Fire Rescue									
Sworn	648.00		648.00		648.00		648.00		
Civilian	48.00		48.00		48.00		48.00		
Total Fire Rescue		696.00		696.00		696.00		696.00	
Human Resources	39.24		39.25		39.25		38.25		F
Intergovernmental Relations	1.00		1.00		1.00		1.00		
Internal Audit	6.00		6.00		6.00		6.00		
Logistics & Asset Mgmt Admin.	0.00		0.00		0.00		2.00		G
Mayor	5.00		5.00		5.00		5.00		
Minority Business Development	5.75		5.75		5.75		5.75		
Neighborhood Empowerment	108.00		100.00		100.00		100.00		
Parks & Recreation	436.10		411.42		411.42		425.23		H
Planning and Development	59.00		68.00		68.00		77.00		I
Police									
Sworn	969.00		969.00		969.00		969.00		
Civilian	261.12		261.13		261.13		262.13		J
Total Police		1,230.12		1,230.13		1,230.13		1,231.13	
Public Affairs	14.00		14.00		14.00		14.00		
Public Works & Utility Svcs. Admin.	2.00		2.00		2.00		2.00		
Purchasing	19.00		18.00		18.00		18.00		
Revenue and Finance	91.00		91.00		91.00		90.50		K
Riverwalk	1.00		1.00		1.00		0.00		L
Technology and Innovation	122.00		122.25		122.25		121.75		M
Total General Fund	3,089.08		3,097.05		3,097.05		3,108.35		
Other Tax Operating Funds									
Construction Services	59.00		59.00		59.00		67.00		N
Stormwater	12.00		88.00		88.00		88.00		
Right of Way	163.00		0.00		0.00		0.00		
Transportation	57.00		142.00		142.00		135.00		O
Total Other Tax Operating Funds	291.00		289.00		289.00		290.00		
Total Tax Operating Funds	3,380.08		3,386.05		3,386.05		3,398.35		
Other Funds									
Fire and Police Pension	1.00		0.00		0.00		0.00		
Total Other Funds	1.00		0.00		0.00		0.00		
Enterprise Funds									
Logistics & Asset Mgmt./Parking	88.25		82.25		82.25		83.00		P
Solid Waste	213.75		213.75		213.75		213.00		Q
Wastewater	321.00		311.00		311.00		315.00		R
Water	301.00		298.00		298.00		306.50		S
Total Enterprise Funds	924.00		905.00		905.00		917.50		
Internal Services Funds									
Fleet Maintenance	61.00		60.05		60.05		61.00		T
Risk & Insurance	19.00		19.00		19.00		20.00		U
Total Internal Services Funds	80.00		79.05		79.05		81.00		
GRAND TOTAL ALL FUNDS	4,385.08		4,370.10		4,370.10		4,396.85		

City of Tampa Position Summary by Department*

*Notes: Full Time Equivalent (FTE)

A. City Attorney: During FY2016, City Attorney decreased by .375 FTE (Assistant City Attorney).
B. City Council: During FY2016, City Council decreased by .125 FTE (Legislative Aide).
C. Contract Administration: During the preparation of the FY2017 budget, Contract Administration increased 4.0 FTE (Engineering Technician III).
D. Convention Center: During FY2016, Convention Center decreased by 2.0 FTEs (1.0 Contract/Insurance Specialist, 1.0 Account Clerk II).
E. Facility Management: During FY2016, Facilities Management increased by 2.0 FTEs (1.0 Custodial Services Supervisor and 1.0 Building Maintenance Supervisor III) and decreased by 13.0 FTEs (2.0 Building Maintenance Tradesworker, 2.0 Parking Equipment Technician III and 9.0 Services Attendant I). During the preparation of the FY2017 budget, Facilities Management transferred 2.0 FTEs to Logistics & Asset Management Administration (1.0 Director of Logistics & Asset Management and 1.0 Executive Aide).
F. Human Resources: During FY2016, Human Resources decreased by 1.0 FTE (Employee Relations Specialist).
G. Logistics & Asset Management Administration: During the preparation of the FY2017 budget, Logistics & Asset Management Administration increased by 2.0 FTEs (1.0 Director of Logistics & Asset Management and 1.0 Executive Aide) transferred from Facilities Management.
H. Parks and Recreation: During FY2016, Parks and Recreation decreased by 4.19 FTEs (2.48 Recreation Leader I, 1.12 Recreation Instructor and .59 Parks Attendant). During the preparation of the FY2017 budget, Parks and Recreation increased by 18.0 FTE (1.0 Parks & Rec Site Supervisor II, 1.0 Aquatics Maintenance Repairer, 1.0 Special Programs Leader III, 1.0 Special Programs Leader II, 2.0 Special Programs Leader I, 2.0 Aquatics Leader III, 2.0 Aquatics Leader II and 8.0 Aquatics Leader I).
I. Planning and Development: During FY2016, Planning and Development decreased by 2.0 FTE (1.0 Planning and Development Coordinator and 1.0 Urban Planner) and increased by 5.0 FTE (1.0 Disability Rights Coordinator, 1.0 Planning and Design Coordinator and 3.0 Planning Permit Technician I). During the preparation of the FY2017 budget, Planning and Development increased by 6.0 FTE (1.0 Engineer III, 1.0 Engineering Technician III and 4.0 transferred from Transportation).
J. Police: During FY2016, Police increased by 1.0 FTE (Police Quality Assurance Strategic Planner).
K. Revenue and Finance: During the preparation of the FY2017 budget, Revenue and Finance decreased for positions transferred to Water.

City of Tampa Position Summary by Department* (Cont.)

*Notes: Full Time Equivalent (FTE)

L. Riverwalk: During the preparation of the FY2017 budget, Riverwalk decreased 1.0 FTE (Riverwalk Development Manager).

M. Technology and Innovation: During FY2016, Technology and Innovation increased by 2.0 FTEs (1.0 Applications System Analyst and 1.0 Change Management Analyst) and decreased by .5 FTE (Senior Applications Programmer). During the preparation of the FY2017 budget, Technology and Innovation decreased by 2.0 FTE (1.0 Senior Departmental Systems Analyst and 1.0 Senior Applications Programmer) transferred to Water.

N. Construction Services: During the preparation of the FY2017 budget, Construction Services increased by 8.0 FTE (2.0 Professional Plan Reviewer IV, 2.0 Construction Inspector I, 1.0 Client Facilitator I and 3.0 Reproduction Equipment Operator II).

O. Transportation: During FY2016, Transportation decreased by 3.0 FTEs (1.0 Utility Administrative Support Technician, 1.0 Traffic Control Technician I and 1.0 Construction Project Coordinator). During the preparation of the FY2017 budget, Transportation decreased by 4.0 FTE (1.0 Transportation Professional Engineer, 1.0 Pavement Inspection Technician, 1.0 Department Applications Systems Analyst and 1.0 Engineering Technician III) transferred to Planning and Development.

P. Logistics and Asset Management/Parking: During FY2016, Logistics and Asset Management/Parking decreased by 1.0 FTE (Customer Service Clerk I) and increased by 1.75 FTE (.5 Building Maintenance Inspections Specialist, .75 Safety & Loss Prevention Specialist, .25 Inventory Specialist and .25 AWT Plant Technician I).

Q. Solid Waste: During FY2016, Solid Waste decreased by .75 FTEs (Communications & Public Relations Specialist).

R. Wastewater: During FY2016, Wastewater increased by 5.0 FTEs (2.0 Safety & Loss Prevention Specialists, 1.0 Building Maintenance Inspections Specialist, 1.0 Inventory Specialist and 1.0 AWT Plant Technician I) and decreased by 1.0 FTE (Wastewater Plant Operator I).

S. Water: During FY2016, Water decreased by 1.0 FTE (I&C Electrical Technician). During the FY2017 budget, Water increased by 9.5 FTEs (1.0 Senior Departmental Systems Analyst and 1.0 Senior Applications Programmer (transferred from Technology and Innovation), 1.0 Customer Service Representative I and .5 Customer Service Clerk II (transferred from Revenue and Finance) and 6.0 FTEs added (2.0 Engineer II, 1.0 Utilities Permit Technician, 1.0 Engineering Technician III, 1.0 Office Support Specialist III and 1.0 Drafting Technician IV).

T. Fleet Maintenance: During FY2016, Fleet Maintenance decreased by 3.0 FTEs (1.0 Management Method Analyst Supervisor, 1.0 Inventory Technician II and 1.0 Lead Inventory Specialist) and increased by .95 FTE (Fleet Mechanic II). During the preparation of the FY2017 budget, Fleet Maintenance increased by 3.0 FTE (Fleet Mechanic II).

U. Risk & Insurance: During FY2016, Risk & Insurance increased by 1.0 FTE (Claims Investigator Supervisor).

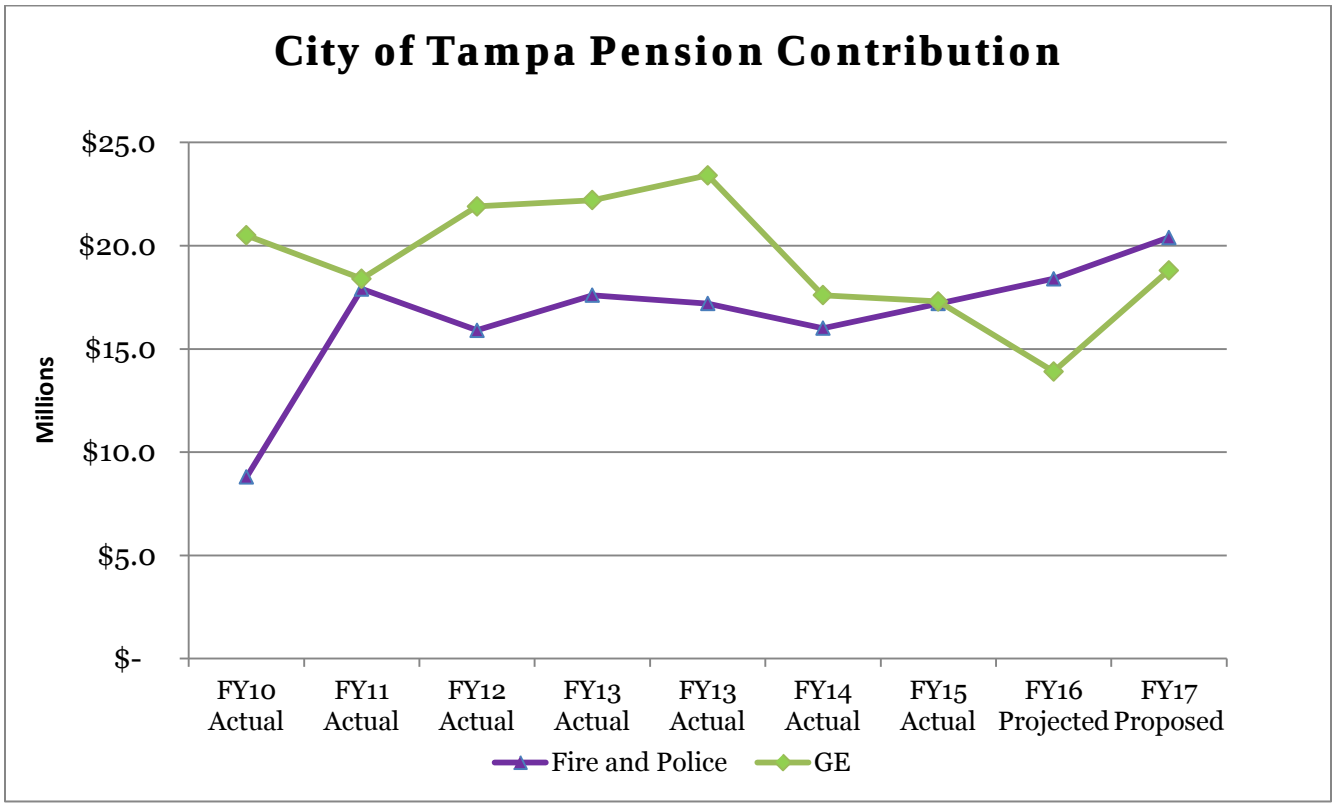
General Government Program Benefits

Health Care

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

Pension

The City continues its commitment to fully fund the annual required contributions for its General Employee and Fire and Police Pension Fund. Comparing actuarial value of assets to accrued liability, the Fire and Police Pension Fund is funded at 93% and the General Employee Pension Fund is funded at 92%. For FY2017, General Employees' Pension fund will increase from FY2016 by $4.9 million or 35% and the Fire & Police Pension fund will increase by $2 million or 11%.



WE BUILT THIS: TRANSFORMING TAMPA TOGETHER

Departmental Summaries

Department Name: Art Programs

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

VISION AND MISSION:

The vision of the Art Programs Division is to create and implement cultural programs that are varied, sustainable, relevant, and responsive to the needs, desires, and diversity of Tampa's citizens and visitors. The mission of the division is to bring free access to artistic excellence 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 educational content about art work within the City's collection.

CURRENT OPERATIONS AND INITIATIVES:

The Art Programs Division oversees the City's cultural programs. This includes the Public Art Program, Lights On Tampa, a partnership program that works with businesses and neighborhoods known as the Win-Win Program, and occasional series or projects such as the Photographer Laureate Program. The Division is also responsible for the care and maintenance of the City's public art collection inventory. FY2017 initiatives include bringing opportunities for cultural engagement to high visibility sites currently under development, including the Tampa Riverwalk, Julian B. Lane Riverfront Park and the Selmon Greenway in partnership with the Tampa Hillsborough Expressway Authority.

CITY STRATEGIC PRIORITY:

☒Changing Tampa's Economic DNA ☐Keeping our Streets Safe
☒Strengthen our Neighborhoods ☒Effective & Efficient Government

Performance Measures	Actual FY2015	Projected FY2016	Estimated FY2017
Collection Inventory	695	703	710
Education / Outreach / Awards	18	33	20
Projects Completed	10	14	12
Supplemented Funds (through Grants, Partnerships, etc.)	$67,314	$105,000	$650,000

Art Programs

Operating Budget	Actual FY 2014	Actual FY 2015	Current FY 2016	Projected FY 2016	Recommended FY 2017
Taxes	$ -	$ -	$ -	$ -	$ -
Licenses & Permits	$ -	$ -	$ -	$ -	$ -
Intergovernmental	$ -	$ 50,000	$ -	$ -	$ -
Charges for Services & Fines	$ -	$ -	$ -	$ -	$ -
Other	$ 229,179	$ 537,917	$ 945,407	$ 1,142,787	$ 113,700
Total Revenues	**$ 229,179**	**$ 587,917**	**$ 945,407**	**$ 1,142,787**	**$ 113,700**
Personnel Services	$ 198,784	$ 196,395	$ 200,172	$ 199,285	$ 206,157
Non-Personnel	$ 143,903	$ 288,461	$ 59,091	$ 56,981	$ 74,702
Operating Capital	$ 62,500	$ 51,555	$ 155,000	$ 155,000	$ 84,019
Debt Service	$ -	$ -	$ -	$ -	$ -
Other	$ -	$ -	$ 775,907	$ -	$ -
Total Expenses	**$ 405,187**	**$ 536,411**	**$ 1,190,170**	**$ 411,266**	**$ 364,878**

Capital Improvement Budget					
Total Revenues	**$ 100,000**	**$ 50,000**	**$ -**	**$ -**	**$ -**
Personnel Services	$ -	$ -	$ -	$ -	$ -
Non-Personnel	$ -	$ -	$ -	$ -	$ -
Capital	$ 8,500	$ -	$ -	$ -	$ -
Debt Service	$ -	$ -	$ -	$ -	$ -
Other	$ 205,000	$ 90,000	$ -	$ -	$ -
Total Expenses	**$ 213,500**	**$ 90,000**	**$ -**	**$ -**	**$ -**

Total Budget					
Total Revenues	**$ 329,179**	**$ 637,917**	**$ 945,407**	**$ 1,142,787**	**$ 113,700**
Total Expenses	**$ 618,687**	**$ 626,411**	**$ 1,190,170**	**$ 411,266**	**$ 364,878**
Authorized Full Time Equivalents (FTE)	2.00	2.00	2.00	2.00	2.00

Analysis

Revenues:

The revenues shown above are those that are earned by services delivered by this General Fund department. General revenues such as property taxes, franchise fees, and half-cent sales tax provide the remaining funding.

Expenses:

Personnel Services increase from Current FY2016 primarily due to increased healthcare costs and an increased contribution to the City's pension program.

Overall expenses decrease in Recommended FY2017 due to the initial appropriation of Art Trust Funds in budget reserves.

Department Name: Chief of Staff

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

VISION AND MISSION:

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

GOALS AND OBJECTIVES:

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

CURRENT OPERATIONS AND INITIATIVES:

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

Chief of Staff

Operating Budget	Actual FY 2014	Actual FY 2015	Current FY 2016	Projected FY 2016	Recommended FY 2017
Taxes	$ -	$ -	$ -	$ -	$ -
Licenses & Permits	$ -	$ -	$ -	$ -	$ -
Intergovernmental	$ -	$ -	$ -	$ -	$ -
Charges for Services & Fines	$ -	$ -	$ -	$ -	$ -
Other	$ -	$ -	$ -	$ -	$ -
Total Revenues	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
Personnel Services	$ 322,284	$ 295,611	$ 313,532	$ 309,092	$ 311,577
Non-Personnel	$ 3,542	$ 4,139	$ 5,175	$ 5,175	$ 6,679
Operating Capital	$ -	$ -	$ -	$ -	$ -
Debt Service	$ -	$ -	$ -	$ -	$ -
Other	$ -	$ -	$ -	$ -	$ -
Total Expenses	**$ 325,826**	**$ 299,750**	**$ 318,707**	**$ 314,267**	**$ 318,256**

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

Total Budget					
Total Revenues	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
Total Expenses	**$ 325,826**	**$ 299,750**	**$ 318,707**	**$ 314,267**	**$ 318,256**
Authorized Full Time Equivalents (FTE)	2.00	2.00	2.00	2.00	2.00

Analysis

Revenues:

The revenues shown above are those that are earned by services delivered by this General Fund department. General revenues such as property taxes, franchise fees, and half-cent sales tax provide the remaining funding.

Expenses:

Personnel Services decrease from Current FY2016 primarily due to reduced contribution to the City's pension program.

Department Name: City Attorney

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

VISION AND MISSION:

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

GOALS AND OBJECTIVES:

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

CURRENT OPERATIONS AND INITIATIVES:

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

City Attorney

Operating Budget	Actual FY 2014	Actual FY 2015	Current FY 2016	Projected FY 2016	Recommended FY 2017
Taxes	$ -	$ -	$ -	$ -	$ -
Licenses & Permits	$ -	$ -	$ -	$ -	$ -
Intergovernmental	$ -	$ -	$ -	$ -	$ -
Charges for Services & Fines	$ 608	$ -	$ 76,875	$ 76,875	$ 76,875
Other	$ 22,010	$ 3,899	$ 2,500	$ 3,950	$ 11,450
Total Revenues	**$ 22,618**	**$ 3,899**	**$ 79,375**	**$ 80,825**	**$ 88,325**
Personnel Services	$ 4,255,391	$ 4,380,165	$ 4,389,868	$ 4,382,290	$ 4,537,280
Non-Personnel	$ 470,206	$ 403,508	$ 635,703	$ 629,873	$ 679,553
Operating Capital	$ -	$ -	$ -	$ -	$ -
Debt Service	$ -	$ -	$ -	$ -	$ -
Other	$ 23,400	$ 19,700	$ 80,000	$ 35,000	$ 35,000
Total Expenses	**$ 4,748,997**	**$ 4,803,373**	**$ 5,105,571**	**$ 5,047,163**	**$ 5,251,833**

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

Total Budget					
Total Revenues	**$ 22,618**	**$ 3,899**	**$ 79,375**	**$ 80,825**	**$ 88,325**
Total Expenses	**$ 4,748,997**	**$ 4,803,373**	**$ 5,105,571**	**$ 5,047,163**	**$ 5,251,833**
Authorized Full Time Equivalents (FTE)	38.75	38.75	38.75	38.75	38.38

Analysis

Revenues:

The revenues shown above are those that are earned by services delivered by this General Fund department. General revenues such as property taxes, franchise fees, and half-cent sales tax provide the remaining funding.

Expenses:

Personnel Services increase from Current FY2016 primarily due to the decrease of .375 FTE's, increased healthcare costs and an increased contribution to the City's pension program.

Department Name: City Clerk

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

VISION AND MISSION:

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

GOALS AND OBJECTIVES:

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

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

CURRENT OPERATIONS AND INITIATIVES:

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

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

CITY STRATEGIC PRIORITY:

☐Changing Tampa's Economic DNA ☐Keeping our Streets Safe
☐Strengthen our Neighborhoods ☒Effective & Efficient Government

Performance Measures	Actual FY2015	Projected FY2016	Estimated FY2017
Number of Council agendas published by deadline	62	66	68
Average turnaround for completing Council Action Summaries	1.5 days	1.5 days	1.5 days
Average number of publications for Council only	218	240	280
Number & turnaround for completing Code Enforcement Action Summaries	76/2 days	76/2 days	78/1.5 days
Number of records (boxes) disposed	2,846	3,000	3,500
Number of images filmed and scanned by Micrographics	1,030,580	1,500,000	2,000,000
Number of historical books repaired	40	40	40

City Clerk

Operating Budget	Actual FY 2014	Actual FY 2015	Current FY 2016	Projected FY 2016	Recommended FY 2017
Taxes	$ -	$ -	$ -	$ -	$ -
Licenses & Permits	$ -	$ -	$ -	$ -	$ -
Intergovernmental	$ -	$ -	$ -	$ -	$ -
Charges for Services & Fines	$ 944,245	$ 1,274,527	$ 782,950	$ 808,920	$ 1,044,950
Other	$ -	$ 1,190	$ -	$ 1,440	$ -
Total Revenues	**$ 944,245**	**$ 1,275,717**	**$ 782,950**	**$ 810,360**	**$ 1,044,950**
Personnel Services	$ 1,180,757	$ 1,190,952	$ 1,253,582	$ 1,236,800	$ 1,322,044
Non-Personnel	$ 297,823	$ 315,891	$ 431,188	$ 412,390	$ 432,267
Operating Capital	$ 5,605	$ 26,379	$ -	$ -	$ -
Debt Service	$ -	$ -	$ -	$ -	$ -
Other	$ -	$ -	$ -	$ -	$ -
Total Expenses	**$ 1,484,185**	**$ 1,533,222**	**$ 1,684,770**	**$ 1,649,190**	**$ 1,754,311**

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

Total Budget					
Total Revenues	**$ 944,245**	**$ 1,275,717**	**$ 782,950**	**$ 810,360**	**$ 1,044,950**
Total Expenses	**$ 1,484,185**	**$ 1,533,222**	**$ 1,684,770**	**$ 1,649,190**	**$ 1,754,311**
Authorized Full Time Equivalents (FTE)	16.50	17.00	17.00	17.00	17.00

Analysis

Revenues:

The revenues shown above are those that are earned by services delivered by this General Fund department. General revenues such as property taxes, franchise fees, and half-cent sales tax provide the remaining funding.
Charges for Services & Fines increased from Current FY2016 primarily due to increased code enforcement board fine collections.

Expenses:

Personnel Services increased from Current FY2016 primarily due to increased healthcare costs and an increased contribution to the City's pension program.

Department Name: City Council

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

VISION AND MISSION:

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

GOALS AND OBJECTIVES:

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

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

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

CURRENT OPERATIONS AND INITIATIVES:

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

City Council

Operating Budget	Actual FY 2014	Actual FY 2015	Current FY 2016	Projected FY 2016	Recommended FY 2017
Taxes	$ -	$ -	$ -	$ -	$ -
Licenses & Permits	$ -	$ -	$ -	$ -	$ -
Intergovernmental	$ -	$ -	$ -	$ -	$ -
Charges for Services & Fines	$ -	$ -	$ -	$ -	$ -
Other	$ -	$ -	$ -	$ -	$ -
Total Revenues	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
Personnel Services	$ 1,252,846	$ 1,193,502	$ 1,249,250	$ 1,215,658	$ 1,350,592
Non-Personnel	$ 75,328	$ 69,936	$ 87,554	$ 87,458	$ 73,441
Operating Capital	$ -	$ -	$ -	$ -	$ -
Debt Service	$ -	$ -	$ -	$ -	$ -
Other	$ -	$ -	$ -	$ -	$ -
Total Expenses	**$ 1,328,174**	**$ 1,263,438**	**$ 1,336,804**	**$ 1,303,116**	**$ 1,424,033**

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

Total Budget					
Total Revenues	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
Total Expenses	**$ 1,328,174**	**$ 1,263,438**	**$ 1,336,804**	**$ 1,303,116**	**$ 1,424,033**
Authorized Full Time Equivalents (FTE)	15.99	16.12	16.13	16.13	16.00

Analysis

Revenues:

The revenues shown above are those that are earned by services delivered by this General Fund department. General revenues such as property taxes, franchise fees, and half-cent sales tax provide the remaining funding.

Expenses:

Personnel Services increase from Current FY2016 primarily due to increased healthcare costs and an increased contribution to the City's pension program.

Non-Personnel decrease from Current FY2016 is primarily due to a reduction in use of professional services.

Department Name: Contract Administration

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

VISION AND MISSION:

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

GOALS AND OBJECTIVES:

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

CURRENT OPERATIONS AND INITIATIVES:

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

Contract Administration

Operating Budget	Actual FY 2014	Actual FY 2015	Current FY 2016	Projected FY 2016	Recommended FY 2017
Taxes	$ -	$ -	$ -	$ -	$ -
Licenses & Permits	$ -	$ -	$ -	$ -	$ -
Intergovernmental	$ -	$ -	$ -	$ -	$ -
Charges for Services & Fines	$ 19,794	$ 18,660	$ 3,000	$ 17,045	$ 19,500
Other	$ -	$ -	$ -	$ -	$ -
Total Revenues	**$ 19,794**	**$ 18,660**	**$ 3,000**	**$ 17,045**	**$ 19,500**
Personnel Services	$ 3,714,749	$ 3,733,290	$ 6,730,535	$ 6,406,752	$ 7,201,538
Non-Personnel	$ 289,268	$ 276,031	$ 209,019	$ 197,289	$ 652,684
Operating Capital	$ 14,675	$ (4,483,888)	$ 10,000	$ 10,000	$ 12,000
Debt Service	$ -	$ -	$ -	$ -	$ -
Other	$ -	$ -	$ -	$ -	$ 104,000
Total Expenses	**$ 4,018,692**	**$ (474,567)**	**$ 6,949,554**	**$ 6,614,041**	**$ 7,970,222**

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

Total Budget					
Total Revenues	**$ 19,794**	**$ 18,660**	**$ 3,000**	**$ 17,045**	**$ 19,500**
Total Expenses	**$ 4,018,692**	**$ (474,567)**	**$ 6,949,554**	**$ 6,614,041**	**$ 7,970,222**
Authorized Full Time Equivalents (FTE)	68.00	68.00	70.00	70.00	74.00

Analysis

Revenues:

The revenues shown above are those that are earned by services delivered by this General Fund department. General revenues such as property taxes, franchise fees, and half-cent sales tax provide the remaining funding.

Expenses:

Personnel Services increase from Current FY2016 primarily due to the addition of 4 FTE's, increased healthcare costs and an increased contribution to the City's pension program.

Non-Personnel increase from Current FY2016 due to the additional equipment needed for new staff members and software upgrade to Oracle Primavera Unifier.

Other expenses increase from Current FY2016 for the purchase of vehicles to support the new positions.

Department Name: Convention Center

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

VISION AND MISSION:

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

GOALS AND OBJECTIVES:

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

CURRENT OPERATIONS AND INITIATIVES:

During FY2017, the Tampa Convention Center continues to be responsible for being the Tampa Bay area's largest hotel demand generator, directly responsible for producing $100 million of economic impact.

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

CITY STRATEGIC PRIORITY:

☒Changing Tampa's Economic DNA ☐Keeping our Streets Safe
☐Strengthen our Neighborhoods ☒Effective & Efficient Government

Performance Measures	Actual FY2015	Projected FY2016	Estimated FY2017
Consumer Shows	8	15	6
Conventions	3	0	1
Conventions with Exhibits	46	44	39
Entertainment/Sports	12	14	10
Food Functions	25	24	15
General Meetings	67	53	60

Convention Center

Operating Budget	Actual FY 2014	Actual FY 2015	Current FY 2016	Projected FY 2016	Recommended FY 2017
Taxes	$ 35,489	$ -	$ -	$ -	$ -
Licenses & Permits	$ -	$ -	$ -	$ -	$ -
Intergovernmental	$ -	$ -	$ -	$ -	$ -
Charges for Services & Fines	$ 10,969,457	$ 9,028,684	$ 9,160,600	$ 10,441,000	$ 10,669,000
Other	$ 125,102	$ 141,000	$ 141,000	$ 148,000	$ 141,000
Total Revenues	**$ 11,130,048**	**$ 9,169,684**	**$ 9,301,600**	**$ 10,589,000**	**$ 10,810,000**
Personnel Services	$ 4,119,730	$ 4,034,603	$ 4,357,753	$ 4,064,647	$ 4,213,836
Non-Personnel	$ 5,283,967	$ 5,477,933	$ 4,441,138	$ 5,679,195	$ 6,117,796
Operating Capital	$ 80,493	$ 70,362	$ -	$ -	$ -
Debt Service	$ -	$ -	$ -	$ -	$ -
Other	$ 44,000	$ 36,000	$ -	$ -	$ 45,000
Total Expenses	**$ 9,528,190**	**$ 9,618,898**	**$ 8,798,891**	**$ 9,743,842**	**$ 10,376,632**

Capital Improvement Budget					
Total Revenues	**$ 1,238,240**	**$ (1,521)**	**$ 2,000,000**	**$ 2,000,000**	**$ 2,000,000**
Personnel Services	$ -	$ 448	$ -	$ -	$ -
Non-Personnel	$ -	$ -	$ -	$ -	$ -
Capital	$ 653,456	$ 1,675,966	$ 3,852,381	$ 2,155,098	$ 2,000,000
Debt Service	$ -	$ -	$ -	$ -	$ -
Other	$ -	$ -	$ -	$ -	$ -
Total Expenses	**$ 653,456**	**$ 1,676,414**	**$ 3,852,381**	**$ 2,155,098**	**$ 2,000,000**

Total Budget					
Total Revenues	**$ 12,368,288**	**$ 9,168,163**	**$ 11,301,600**	**$ 12,589,000**	**$ 12,810,000**
Total Expenses	**$ 10,181,646**	**$ 11,295,312**	**$ 12,651,272**	**$ 11,898,940**	**$ 12,376,632**
Authorized Full Time Equivalents (FTE)	54.00	54.00	54.00	54.00	52.00

Analysis

Revenues:

Charges for Services & Fines increase from Current FY2016 due to increased activities/events occurring at the Tampa Convention Center.

Expenses:

Personnel Services decrease from Current FY2016 primarily due to a decrease of 2 FTEs.
Non-Personnel increase from Current FY2016 due to increased costs in contractual services for cleaning, labor, security and hospitality services.
Other expense increase of $45,000 is a result of Tampa Convention Center supporting the promotion of the Tampa Bay area through Visit Tampa Bay.
Annual capital improvement appropriations are applied over multiple fiscal years. As a result, prior year appropriations are used in subsequent fiscal years.

Department Name: Economic and Urban Development

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

VISION AND MISSION:

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

GOALS AND OBJECTIVES:

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

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

CURRENT OPERATIONS AND INITIATIVES:

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

CITY STRATEGIC PRIORITY:

☒Changing Tampa's Economic DNA ☐Keeping our Streets Safe
☒Strengthen our Neighborhoods ☒Effective & Efficient Government

Performance Measures	Actual FY2015	Projected FY2016	Estimated FY2017
Number of Programs Managed	8	8	8
Number of Facade Grants Awarded	11	10	13
Number of Qualified Target Industry Projects Approved	8	5	5

Economic and Urban Development

Operating Budget	Actual FY 2014	Actual FY 2015	Current FY 2016	Projected FY 2016	Recommended FY 2017
Taxes	$ -	$ -	$ -	$ -	$ -
Licenses & Permits	$ -	$ -	$ -	$ -	$ -
Intergovernmental	$ 74,723	$ 41,991	$ -	$ -	$ -
Charges for Services & Fines	$ -	$ -	$ -	$ -	$ -
Other	$ 775,350	$ 818,650	$ 1,309,000	$ 1,309,000	$ 1,293,000
Total Revenues	**$ 850,073**	**$ 860,641**	**$ 1,309,000**	**$ 1,309,000**	**$ 1,293,000**
Personnel Services	$ 1,212,492	$ 1,235,054	$ 1,178,043	$ 1,140,700	$ 1,137,182
Non-Personnel	$ 669,350	$ 775,162	$ 919,224	$ 919,124	$ 920,429
Operating Capital	$ -	$ -	$ -	$ -	$ -
Debt Service	$ -	$ -	$ -	$ -	$ -
Other	$ -	$ -	$ -	$ -	$ -
Total Expenses	**$ 1,881,842**	**$ 2,010,216**	**$ 2,097,267**	**$ 2,059,824**	**$ 2,057,611**

Capital Improvement Budget					
Total Revenues	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
Personnel Services	$ -	$ -	$ -	$ -	$ -
Non-Personnel	$ -	$ -	$ -	$ -	$ -
Capital	$ -	$ -	$ 500,000	$ -	$ -
Debt Service	$ -	$ -	$ -	$ -	$ -
Other	$ -	$ -	$ -	$ -	$ -
Total Expenses	**$ -**	**$ -**	**$ 500,000**	**$ -**	**$ -**

Total Budget					
Total Revenues	**$ 850,073**	**$ 860,641**	**$ 1,309,000**	**$ 1,309,000**	**$ 1,293,000**
Total Expenses	**$ 1,881,842**	**$ 2,010,216**	**$ 2,597,267**	**$ 2,059,824**	**$ 2,057,611**
Authorized Full Time Equivalents (FTE)	10.00	10.00	10.00	10.00	10.00

Analysis

Revenues:

The revenues shown above are those that are earned by services delivered by this General Fund department. General revenues such as property taxes, franchise fees, and half-cent sales tax provide the remaining funding.

Other revenues decreased from Current FY2016 due to a decrease in the General Fund transfer for salaries based on personnel cost reductions resulting from staff retirements.

Expenses:

Personnel Services decrease from Current FY2016 primarily due to personnel cost reductions due to staff retirements.

Non-Personnel expenses increase slightly from Current FY2016 primarily due to an increase in contractual services for the street sweeping and sidewalk pressure washing program contract the City maintains for Ybor City.

Community Redevelopment Agency

Operating Budget	Actual FY 2014	Actual FY 2015	Current FY 2016	Projected FY 2016	Recommended FY 2017
Taxes	$ 18,885,032	$ 20,116,434	$ 17,879,488	$ 17,879,488	$ 17,529,186
Licenses & Permits	$ -	$ -	$ -	$ -	$ -
Intergovernmental	$ -	$ -	$ -	$ -	$ -
Charges for Services & Fines	$ -	$ -	$ -	$ -	$ -
Other	$ 125,241	$ 123,344	$ 85,000	$ 85,000	$ 101,200
Total Revenues	**$ 19,010,273**	**$ 20,239,778**	**$ 17,964,488**	**$ 17,964,488**	**$ 17,630,386**
Personnel Services	$ 11,755	$ 12,799	$ 23,143	$ 12,201	$ -
Non-Personnel	$ 1,882,377	$ 1,621,882	$ 3,433,000	$ 2,033,899	$ 1,936,532
Operating Capital	$ 3,014,233	$ 989,454	$ 14,365,072	$ 14,659,170	$ 14,219,018
Debt Service	$ -	$ -	$ -	$ -	$ -
Other	$ 16,343,571	$ 16,464,145	$ 6,167,397	$ 3,471,636	$ 1,474,836
Total Expenses	**$ 21,251,936**	**$ 19,088,280**	**$ 23,988,612**	**$ 20,176,906**	**$ 17,630,386**

Capital Improvement Budget					
Total Revenues	**$ 19,059**	**$ 78,930**	**$ 67,001**	**$ 67,001**	**$ 431,541**
Personnel Services	$ -	$ -	$ -	$ -	$ -
Non-Personnel	$ -	$ -	$ -	$ -	$ -
Capital	$ -	$ -	$ -	$ -	$ 351,139
Debt Service	$ -	$ -	$ -	$ -	$ -
Other	$ -	$ 97,548	$ 67,096	$ 67,001	$ 80,402
Total Expenses	**$ -**	**$ 97,548**	**$ 67,096**	**$ 67,001**	**$ 431,541**

Total Budget					
Total Revenues	**$ 19,029,332**	**$ 20,318,708**	**$ 18,031,489**	**$ 18,031,489**	**$ 18,061,927**
Total Expenses	**$ 21,251,936**	**$ 19,185,828**	**$ 24,055,708**	**$ 20,243,907**	**$ 18,061,927**

Authorized Full Time Equivalents (FTE)

No positions assigned to this department.

Analysis

Revenues:

Tax Revenue-Property Taxes (including capital improvement budget revenues) reflect a revenue increase from Current FY2016 due to an increase in the property values for all nine CRAs.

Other revenues increase slightly from Current FY016 due to the appropriation of interest to various CRA projects.

Expenses:

Non-Personnel expenses decrease from Current FY2016 due to a decrease for marketing, facade grant, and promotional activities throughout the CRA communities.

Other expenses decrease from Current FY2016 due to debt service obligations being fully met and a decrease in the General Fund transfer for salaries based on personnel cost reductions due to staff retirements.

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

WE BUILT THIS: TRANSFORMING TAMPA TOGETHER

Department Name: Facility Management

DEPARTMENT WEBSITE: http://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 85% of the annual maintenance and repair work orders in a timely manner;
- Continue to identify and implement strategies to reduce city-wide maintenance and facility operating costs;
- Continue to focus on preventative maintenance to increase equipment life cycles and reduce maintenance costs; and
- Continue to improve Parks and Recreation sites and location 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 services for over 500 City structures that equates to 7.9 million square feet;
- 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, increases productivity, and reduces overtime; and
- Continue to implement energy saving measures such as lighting upgrades and energy management systems.

CITY STRATEGIC PRIORITY:

☐Changing Tampa's Economic DNA ☐Keeping our Streets Safe
☐Strengthen our Neighborhoods ☒Effective & Efficient Government

Performance Measures	Actual FY2015	Projected FY2016	Estimated FY2017
Facilities Maintained (square feet)	7.7 million	7.9 million	7.9 million
Number of Work Orders Completed	19,000	25,000	28,000
Percentage of Work Orders Completed	88%	70 %	63 %

Facility Management

Operating Budget	Actual FY 2014	Actual FY 2015	Current FY 2016	Projected FY 2016	Recommended FY 2017
Taxes	$ -	$ -	$ -	$ -	$ -
Licenses & Permits	$ -	$ -	$ -	$ -	$ -
Intergovernmental	$ -	$ -	$ -	$ -	$ -
Charges for Services & Fines	$ 718,743	$ 559,067	$ 800,000	$ 499,999	$ -
Other	$ 10,909	$ 182	$ 7,000	$ 107	$ -
Total Revenues	**$ 729,652**	**$ 559,249**	**$ 807,000**	**$ 500,106**	**$ -**
Personnel Services	$ 3,524,598	$ 3,937,803	$ 5,017,077	$ 4,754,150	$ 4,670,552
Non-Personnel	$ 6,239,798	$ 6,491,598	$ 7,142,446	$ 6,971,807	$ 7,504,408
Operating Capital	$ -	$ -	$ 80,000	$ 80,000	$ -
Debt Service	$ -	$ -	$ -	$ -	$ -
Other	$ -	$ -	$ -	$ -	$ -
Total Expenses	**$ 9,764,396**	**$ 10,429,401**	**$ 12,239,523**	**$ 11,805,957**	**$ 12,174,960**

Capital Improvement Budget					
Total Revenues	**$ (1)**	**$ 627,743**	**$ 9,000,000**	**$ 18,647,243**	**$ 14,156,000**
Personnel Services	$ 76,177	$ 19,673	$ -	$ -	$ -
Non-Personnel	$ 46,329	$ -	$ -	$ -	$ -
Capital	$ 3,666,086	$ 1,528,107	$ 22,084,974	$ 20,207,497	$ 14,156,000
Debt Service	$ -	$ -	$ -	$ -	$ -
Other	$ -	$ -	$ -	$ -	$ -
Total Expenses	**$ 3,788,592**	**$ 1,547,780**	**$ 22,084,974**	**$ 20,207,497**	**$ 14,156,000**

Total Budget					
Total Revenues	**$ 729,651**	**$ 1,186,992**	**$ 9,807,000**	**$ 19,147,349**	**$ 14,156,000**
Total Expenses	**$ 13,552,988**	**$ 11,977,181**	**$ 34,324,497**	**$ 32,013,454**	**$ 26,330,960**
Authorized Full Time Equivalents (FTE)	46.00	46.00	76.38	76.38	63.38

Analysis

Revenues:

The revenues shown above are those that are earned by services delivered by this General Fund department. General revenues such as property taxes, franchise fees, and half-cent sales tax provide the remaining funding.

Charges for Services & Fines decrease in Recommended FY2017 due to a billing process change wherein reimbursement for work performed for enterprise departments is now incorporated into the City's cost allocation plan.

Expenses:

Personnel Services decrease from Current FY2016 primarily due to transfer of 2 FTE's to Logistics and Asset Management Administration and the elimination of 11 FTE's positions and realignment of funding to Non-Personnel.

Non-Personnel expenses increase from Current FY2016 due to the realignment of funding for attrited positions to contractual services.

Annual capital improvement appropriations are applied over multiple fiscal years. As a result, prior year appropriations are used in subsequent fiscal years.

Logistics and Asset Management

Operating Budget	Actual FY 2014	Actual FY 2015	Current FY 2016	Projected FY 2016	Recommended FY 2017
Taxes	$ -	$ -	$ -	$ -	$ -
Licenses & Permits	$ -	$ -	$ -	$ -	$ -
Intergovernmental	$ -	$ -	$ -	$ -	$ -
Charges for Services & Fines	$ -	$ -	$ -	$ -	$ -
Other	$ -	$ -	$ -	$ -	$ -
Total Revenues	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
Personnel Services	$ -	$ -	$ -	$ -	$ 216,938
Non-Personnel	$ -	$ -	$ -	$ -	$ 25,000
Operating Capital	$ -	$ -	$ -	$ -	$ -
Debt Service	$ -	$ -	$ -	$ -	$ -
Other	$ -	$ -	$ -	$ -	$ -
Total Expenses	**$ -**	**$ -**	**$ -**	**$ -**	**$ 241,938**

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

Total Budget					
Total Revenues	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
Total Expenses	**$ -**	**$ -**	**$ -**	**$ -**	**$ 241,938**
Authorized Full Time Equivalents (FTE)	0.00	0.00	0.00	0.00	2.00

Analysis

Revenues:

The revenues shown above are those that are earned by services delivered by this General Fund department. General revenues such as property taxes, franchise fees, and half-cent sales tax provide the remaining funding.

Expenses:

Personnel Services increase from Current FY2016 primarily due to the transfer of 2 FTE's from the Facility Management Division.
In FY2017, Logistics and Asset Management Administration is presented in its own cost center.
Therefore, Personnel Services and Non-Personnel both increase from Current FY2016 to provide funding for personnel costs for 2 FTE's realigned from Facility Management and related operating expenses.

WE BUILT THIS: TRANSFORMING TAMPA TOGETHER

Department Name: Tampa Fire Rescue

DEPARTMENT WEBSITE: http://www.tampagov.net/fire-rescue

VISION AND MISSION:

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

GOALS AND OBJECTIVES:

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

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

CURRENT OPERATIONS AND INITIATIVES:

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

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

CITY STRATEGIC PRIORITY:

☐Changing Tampa's Economic DNA ☒Keeping our Streets Safe
☒Strengthen our Neighborhoods ☐Effective & Efficient Government

Performance Measures	Actual FY2015	Projected FY2016	Estimated FY2017
Total TFR Alarms	84,505	87,039	89,619
Fire Alarms	9,061	9,332	9,611
Medical Alarms	75,444	77,707	80,008
Medical Transports	25,201	25,957	26,735
Fire Loss	$6.1 million	$6.3 million	$6.3 million
Response Time: Fire / EMS (8 min. 30 sec. or less)	90%	90%	90%

Tampa Fire Rescue

Operating Budget	Actual FY 2014	Actual FY 2015	Current FY 2016	Projected FY 2016	Recommended FY 2017
Taxes	$ -	$ -	$ -	$ -	$ -
Licenses & Permits	$ -	$ -	$ -	$ -	$ -
Intergovernmental	$ 4,422,229	$ 3,719,871	$ 3,605,547	$ 3,814,033	$ 3,682,060
Charges for Services & Fines	$ 11,387,159	$ 12,555,071	$ 11,539,000	$ 12,787,532	$ 14,460,281
Other	$ 9,052	$ 4,394	$ 2,214,963	$ 1,111,602	$ 3,806,700
Total Revenues	**$ 15,818,440**	**$ 16,279,336**	**$ 17,359,510**	**$ 17,713,167**	**$ 21,949,041**
Personnel Services	$ 70,037,851	$ 70,935,167	$ 70,947,947	$ 72,024,404	$ 74,921,107
Non-Personnel	$ 6,506,838	$ 7,001,600	$ 6,084,993	$ 7,244,198	$ 6,904,909
Operating Capital	$ 568,483	$ 273,937	$ 2,912,198	$ 1,762,968	$ 110,000
Debt Service	$ -	$ -	$ -	$ -	$ -
Other	$ -	$ -	$ 1,684,353	$ -	$ 3,800,000
Total Expenses	**$ 77,113,172**	**$ 78,210,704**	**$ 81,629,491**	**$ 81,031,570**	**$ 85,736,016**

Capital Improvement Budget					
Total Revenues	**$ -**	**$ 34,900**	**$ 507**	**$ -**	**$ 9,420,000**
Personnel Services	$ 130,232	$ 2,492	$ -	$ -	$ -
Non-Personnel	$ 26,081	$ -	$ -	$ -	$ -
Capital	$ 3,614,888	$ 272,493	$ 112,848	$ 53,274	$ 9,420,000
Debt Service	$ -	$ -	$ -	$ -	$ -
Other	$ -	$ -	$ -	$ -	$ -
Total Expenses	**$ 3,771,201**	**$ 274,985**	**$ 112,848**	**$ 53,274**	**$ 9,420,000**

Total Budget					
Total Revenues	**$ 15,818,440**	**$ 16,314,236**	**$ 17,360,017**	**$ 17,713,167**	**$ 31,369,041**
Total Expenses	**$ 80,884,373**	**$ 78,485,689**	**$ 81,742,339**	**$ 81,084,844**	**$ 95,156,016**
Authorized Full Time Equivalents (FTE)	675.00	696.00	696.00	696.00	696.00

Analysis

Revenues:

The revenues shown above are those that are earned by services delivered by this General Fund department. General revenues such as property taxes, franchise fees, and half-cent sales tax provide the remaining funding.
Charges for Services & Fines increase in FY2017 primarily due to increased EMS collections.

Expenses:

Personnel Services increase from Current FY2016 primarily due to increased healthcare costs and an increased contribution to the City's pension program.
Operating Capital decrease from Current FY2016 due to non-recurring budget increases in FY2016.
Other expenses increase from Current FY2016 due to the appropriation of Community Investment Tax funds.

Department Name: Fleet Maintenance

DEPARTMENT WEBSITE: http://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;
- Complete repairs and maintenance in one day or less on 85% of work orders;
- On time completion of preventive maintenance;
- Achieve Vehicle Availability Rate of 95%; and
- Continue to be recognized as one of the "Best 100 government fleets in North America" and maintain the ASE "Blue Seal of Excellence" accreditation.

CURRENT OPERATIONS AND INITIATIVES:

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

- Updating the City's antiquated fuel system;
- Manage the logistics of vehicle replacement, new vehicle acquisition, and disposal of vehicles and equipment; and
- Increase the use of alternative fuels and reduce reliance on fossil fuels. Fleet is partnering with the Department of Solid Waste and Environmental Programs, as well as other local government agencies, to continue transitioning the City's vehicles to operate on compressed natural gas.

CITY STRATEGIC PRIORITY:

☐Changing Tampa's Economic DNA ☐Keeping our Streets Safe
☐Strengthen our Neighborhoods ☒Effective & Efficient Government

Performance Measures	Actual FY2015	Projected FY2016	Estimated FY2017
Gallons of Fuel Purchased	1,349,830	1,350,000	1,360,000
% of Time Fuel is Available	100%	100%	100%
% of Work Completed in One Day or Less	79%	90%	95%
% Preventive Maintenance Past due	2.9%	0%	0%
% Vehicle Availability	88%	95%	95%

Fleet Maintenance

Operating Budget	Actual FY 2014	Actual FY 2015	Current FY 2016	Projected FY 2016	Recommended FY 2017
Taxes	$ -	$ -	$ -	$ -	$ -
Licenses & Permits	$ -	$ -	$ -	$ -	$ -
Intergovernmental	$ 143,806	$ 144,375	$ 170,000	$ 160,000	$ 160,000
Charges for Services & Fines	$ -	$ -	$ -	$ -	$ -
Other	$ 17,072,727	$ 15,351,867	$ 16,377,214	$ 16,239,750	$ 15,770,174
Total Revenues	**$ 17,216,533**	**$ 15,496,242**	**$ 16,547,214**	**$ 16,399,750**	**$ 15,930,174**
Personnel Services	$ 4,899,728	$ 4,749,988	$ 5,033,687	$ 4,598,207	$ 4,944,791
Non-Personnel	$ 12,796,478	$ 11,200,327	$ 10,185,497	$ 9,981,931	$ 9,846,441
Operating Capital	$ 45,943	$ 131,234	$ 424,660	$ 424,660	$ 25,600
Debt Service	$ -	$ -	$ -	$ -	$ -
Other	$ -	$ 570,000	$ 643,370	$ 225,400	$ 1,113,342
Total Expenses	**$ 17,742,149**	**$ 16,651,549**	**$ 16,287,214**	**$ 15,230,198**	**$ 15,930,174**

Capital Improvement Budget					
Total Revenues	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
Personnel Services	$ -	$ -	$ -	$ -	$ -
Non-Personnel	$ -	$ 10,714	$ -	$ -	$ -
Capital	$ 2,352,834	$ 3,017,361	$ 52,235	$ -	$ -
Debt Service	$ -	$ -	$ -	$ -	$ -
Other	$ -	$ -	$ -	$ -	$ -
Total Expenses	**$ 2,352,834**	**$ 3,028,075**	**$ 52,235**	**$ -**	**$ -**

Total Budget					
Total Revenues	**$ 17,216,533**	**$ 15,496,242**	**$ 16,547,214**	**$ 16,399,750**	**$ 15,930,174**
Total Expenses	**$ 20,094,983**	**$ 19,679,624**	**$ 16,339,449**	**$ 15,230,198**	**$ 15,930,174**
Authorized Full Time Equivalents (FTE)	59.00	61.00	60.05	60.05	61.00

Analysis

Revenues:

Other revenues decrease slightly from Current FY2016 due to a decrease in the cost of materials and labor charges to the user departments.

Expenses:

Personnel Services decrease from Current FY2016 primarily due to a changing workforce and the addition of .95 FTE's, increased healthcare costs, and an increased contribution to the City's pension program.

Operating Capital expenses decrease from Current FY2016 due to appropriation of funds for additional vehicles for Neighborhood Empowerment in FY2016.

Department Name: Golf Courses

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

VISION AND MISSION:

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

GOALS AND OBJECTIVES:

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

- Hold marquee and other special events;
- Hold tournaments and summer leagues;
- Maintain or improve the quality of courses and equipment;
- Maintain or expand marketing initiatives;
- Expand the event business; and
- Capitalize on the recent renovations at Rocky Point.

CURRENT OPERATIONS AND INITIATIVES:

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

CITY STRATEGIC PRIORITY:

☐Changing Tampa's Economic DNA ☐Keeping our Streets Safe
☐Strengthen our Neighborhoods ☒Effective & Efficient Government

Performance Measures	Actual FY2015	Estimated FY2016	Estimated FY2017
Rounds Played	91,078	91,000	95,500
Special Events Hosted	27	45	50

Golf Courses

Operating Budget	Actual FY 2014	Actual FY 2015	Current FY 2016	Projected FY 2016	Recommended FY 2017
Taxes	$ -	$ -	$ -	$ -	$ -
Licenses & Permits	$ -	$ -	$ -	$ -	$ -
Intergovernmental	$ -	$ -	$ -	$ -	$ -
Charges for Services & Fines	$ -	$ 2,895,371	$ 2,915,623	$ 2,915,623	$ 2,658,055
Other	$ 527,996	$ 995,660	$ 850,000	$ 886,377	$ 1,087,812
Total Revenues	**$ 527,996**	**$ 3,891,031**	**$ 3,765,623**	**$ 3,802,000**	**$ 3,745,867**
Personnel Services	$ -	$ 1,126,194	$ 621,903	$ 621,903	$ 628,039
Non-Personnel	$ -	$ 3,200,219	$ 3,084,858	$ 3,084,858	$ 3,067,828
Operating Capital	$ -	$ 46,755	$ 90,682	$ -	$ 50,000
Debt Service	$ -	$ -	$ -	$ -	$ -
Other	$ -	$ -	$ 58,862	$ -	$ -
Total Expenses	**$ -**	**$ 4,373,168**	**$ 3,856,305**	**$ 3,706,761**	**$ 3,745,867**

Capital Improvement Budget					
Total Revenues	**$ -**	**$ 600,934**	**$ 600,000**	**$ 600,000**	**$ 482,000**
Personnel Services	$ -	$ -	$ -	$ -	$ -
Non-Personnel	$ -	$ -	$ -	$ -	$ -
Capital	$ -	$ -	$ 645,575	$ 536,788	$ 482,000
Debt Service	$ -	$ -	$ -	$ -	$ -
Other	$ -	$ 463,743	$ -	$ -	$ -
Total Expenses	**$ -**	**$ 463,743**	**$ 645,575**	**$ 536,788**	**$ 482,000**

Total Budget					
Total Revenues	**$ 527,996**	**$ 4,491,965**	**$ 3,765,623**	**$ 3,802,000**	**$ 4,227,867**
Total Expenses	**$ -**	**$ 4,836,911**	**$ 4,501,880**	**$ 4,243,549**	**$ 4,227,867**

Authorized Full Time Equivalents (FTE) No positions assigned to this department.

Analysis

Revenues:

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

Expenses:

Annual capital improvement appropriations are applied over multiple fiscal years. As a result, prior year appropriations are used in subsequent fiscal years.

Department Name: Human Resources

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

VISION AND MISSION:

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

GOALS AND OBJECTIVES:

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

CURRENT OPERATIONS AND INITIATIVES:

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

CITY STRATEGIC PRIORITY:

☐Changing Tampa's Economic DNA ☐Keeping our Streets Safe
☐Strengthen our Neighborhoods ☒Effective & Efficient Government

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

Department Name: Human Resources-Risk and Insurance

DEPARTMENT WEBSITE: http://www.tampagov.net/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 the City of Tampa departments, employees, and retirees.

GOALS AND OBJECTIVES:

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

CURRENT OPERATIONS AND INITIATIVES:

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

CITY STRATEGIC PRIORITY:

☐Changing Tampa's Economic DNA ☐Keeping our Streets Safe
☐Strengthen our Neighborhoods ☒Effective & Efficient Government

Performance Measures	Actual FY2015	Projected FY2016	Estimated FY2017
Total Health Insurance Claims	122,042	122,520	126,646
Number of Wellness Center Visits	15,591	16,427	17,027
Number of Wellness Class Participants	1,007	1,175	1,245
Flexible Spending Account Participants	716	718	802
Total Reported General Liabilities Claims	358	463	501
Workers' Compensation Claims Reported	773	807	840

Human Resources

Operating Budget	Actual FY 2014	Actual FY 2015	Current FY 2016	Projected FY 2016	Recommended FY 2017
Taxes	$ -	$ -	$ -	$ -	$ -
Licenses & Permits	$ -	$ -	$ -	$ -	$ -
Intergovernmental	$ -	$ -	$ -	$ -	$ -
Charges for Services & Fines	$ 1,024,683	$ 50,520	$ 43,685	$ 43,685	$ 43,685
Other	$ 71,155,407	$ 74,379,422	$ 81,636,174	$ 76,256,828	$ 86,987,470
Total Revenues	**$ 72,180,090**	**$ 74,429,942**	**$ 81,679,859**	**$ 76,300,513**	**$ 87,031,155**
Personnel Services	$ 4,580,828	$ 4,314,722	$ 4,690,674	$ 4,118,844	$ 4,794,086
Non-Personnel	$ 73,957,872	$ 68,982,445	$ 78,566,836	$ 74,762,612	$ 83,587,019
Operating Capital	$ 2,592	$ 5,216	$ -	$ -	$ -
Debt Service	$ -	$ -	$ -	$ -	$ -
Other	$ 1,981,550	$ 1,843,634	$ 1,923,085	$ 1,806,559	$ 2,106,125
Total Expenses	**$ 80,522,842**	**$ 75,146,017**	**$ 85,180,595**	**$ 80,688,015**	**$ 90,487,230**

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

Total Budget					
Total Revenues	**$ 72,180,090**	**$ 74,429,942**	**$ 81,679,859**	**$ 76,300,513**	**$ 87,031,155**
Total Expenses	**$ 80,522,842**	**$ 75,146,017**	**$ 85,180,595**	**$ 80,688,015**	**$ 90,487,230**
Authorized Full Time Equivalents (FTE)	58.00	58.24	58.25	58.25	58.25

Analysis

Revenues:

The revenues shown above are those that are earned by services delivered by this General Fund department. General revenues such as property taxes, franchise fees, and half-cent sales tax provide the remaining funding.
Other Revenues increased from Current FY2016 is primarily due to higher health contributions from City departments.

Expenses:

Personnel Services increase from Current FY2016 primarily due to increased healthcare costs, and an increased contribution to the City's pension program.
Non-Personnel increase from Current FY2016 is primarily due to changes in the City's health and other insurance programs.
Other Expenses increase from Current FY2016 due to a transfer to Technology and Innovation capital projects for risk management claims system replacement.

WE BUILT THIS: TRANSFORMING TAMPA TOGETHER

Department Name: Intergovernmental Relations

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

VISION AND MISSION:

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

GOALS AND OBJECTIVES:

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

CURRENT OPERATIONS AND INITIATIVES:

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

Intergovernmental Relations

Operating Budget	Actual FY 2014	Actual FY 2015	Current FY 2016	Projected FY 2016	Recommended FY 2017
Taxes	$ -	$ -	$ -	$ -	$ -
Licenses & Permits	$ -	$ -	$ -	$ -	$ -
Intergovernmental	$ -	$ -	$ -	$ -	$ -
Charges for Services & Fines	$ -	$ -	$ -	$ -	$ -
Other	$ -	$ -	$ -	$ -	$ -
Total Revenues	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
Personnel Services	$ 108,316	$ 106,537	$ 114,896	$ 114,544	$ 115,581
Non-Personnel	$ 246,999	$ 252,806	$ 252,728	$ 249,496	$ 253,099
Operating Capital	$ -	$ -	$ -	$ -	$ -
Debt Service	$ -	$ -	$ -	$ -	$ -
Other	$ -	$ -	$ -	$ -	$ -
Total Expenses	**$ 355,315**	**$ 359,343**	**$ 367,624**	**$ 364,040**	**$ 368,680**

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

Total Budget					
Total Revenues	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
Total Expenses	**$ 355,315**	**$ 359,343**	**$ 367,624**	**$ 364,040**	**$ 368,680**
Authorized Full Time Equivalents (FTE)	1.00	1.00	1.00	1.00	1.00

Analysis

Revenues:

The revenues shown above are those that are earned by services delivered by this General Fund department. General revenues such as property taxes, franchise fees, and half-cent sales tax provide the remaining funding.

Expenses:

Personnel Services increase from Current FY2016 primarily due to increased healthcare costs and an increased contribution to the City's pension program.

Department Name: Internal Audit

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

VISION AND MISSION:

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

GOALS AND OBJECTIVES:

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

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

CURRENT OPERATIONS AND INITIATIVES:

The department has been successful in implementing its audit agenda and responding to special requests from the Mayor and City departments. Using a risk-based approach, audit objectives have been developed to identify ways to improve effectiveness, efficiency, and customer service. The department continues to manage an anonymous internal hotline for City employees to report situations where fraud, waste, or abuse may have occurred. The department also continues to strive to identify methods to work effectively with management and ensure the timely and effective capture of management views on recommendations. The department has also reviewed and updated its policy and procedures manual and implemented a formal annual review/update process. For FY2017 and beyond, the department will continue to refine and update the City's audit universe in order to effectively deploy available audit resources to best benefit the City.

CITY STRATEGIC PRIORITY:

☐Changing Tampa's Economic DNA ☐Keeping our Streets Safe
☐Strengthen our Neighborhoods ☒Effective & Efficient Government

Performance Measures	Actual FY2015	Projected FY2016	Estimated FY2017
Audits Completed	14	13	15
Special Audit Requests	2	0	1
Post Audit Reviews	6	8	10
Fraud Hotline Reports	9	2	2
Average Chargeable Time per Auditor	1,262	1,305	1,400
Direct Time to Available Time per Auditor (%)	75%	79%	80%
Planned Audits In-Progress or Completed (%)	100%	80%	90%

Internal Audit

Operating Budget	Actual FY 2014	Actual FY 2015	Current FY 2016	Projected FY 2016	Recommended FY 2017
Taxes	$ -	$ -	$ -	$ -	$ -
Licenses & Permits	$ -	$ -	$ -	$ -	$ -
Intergovernmental	$ -	$ -	$ -	$ -	$ -
Charges for Services & Fines	$ -	$ -	$ -	$ -	$ -
Other	$ -	$ -	$ -	$ -	$ -
Total Revenues	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
Personnel Services	$ 670,874	$ 632,642	$ 635,214	$ 635,100	$ 675,551
Non-Personnel	$ 33,001	$ 36,247	$ 33,692	$ 32,300	$ 36,648
Operating Capital	$ 6,130	$ 53,401	$ 2,600	$ 2,600	$ -
Debt Service	$ -	$ -	$ -	$ -	$ -
Other	$ -	$ -	$ -	$ -	$ -
Total Expenses	**$ 710,005**	**$ 722,290**	**$ 671,506**	**$ 670,000**	**$ 712,199**

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

Total Budget					
Total Revenues	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
Total Expenses	**$ 710,005**	**$ 722,290**	**$ 671,506**	**$ 670,000**	**$ 712,199**
Authorized Full Time Equivalents (FTE)	6.00	6.00	6.00	6.00	6.00

Analysis

Revenues:

The revenues shown above are those that are earned by services delivered by this General Fund department. General revenues such as property taxes, franchise fees, and half-cent sales tax provide the remaining funding.

Expenses:

Personnel Services increase from Current FY2016 primarily due to increased healthcare costs and an increased contribution to the City's pension program.

Operating Capital decrease from Current FY2016 as funds were used for computer purchases.

Department Name: Mayor

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

VISION AND MISSION:

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

GOALS AND OBJECTIVES:

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

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

CURRENT OPERATIONS AND INITIATIVES:

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

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

Mayor

Operating Budget	Actual FY 2014	Actual FY 2015	Current FY 2016	Projected FY 2016	Recommended FY 2017
Taxes	$ -	$ -	$ -	$ -	$ -
Licenses & Permits	$ -	$ -	$ -	$ -	$ -
Intergovernmental	$ -	$ -	$ -	$ -	$ -
Charges for Services & Fines	$ -	$ -	$ -	$ -	$ -
Other	$ -	$ -	$ -	$ -	$ -
Total Revenues	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
Personnel Services	$ 449,120	$ 505,226	$ 528,322	$ 527,846	$ 546,818
Non-Personnel	$ 23,349	$ 36,827	$ 49,261	$ 49,211	$ 50,080
Operating Capital	$ -	$ -	$ -	$ -	$ -
Debt Service	$ -	$ -	$ -	$ -	$ -
Other	$ -	$ -	$ -	$ -	$ -
Total Expenses	**$ 472,469**	**$ 542,053**	**$ 577,583**	**$ 577,057**	**$ 596,898**

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

Total Budget					
Total Revenues	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
Total Expenses	**$ 472,469**	**$ 542,053**	**$ 577,583**	**$ 577,057**	**$ 596,898**
Authorized Full Time Equivalents (FTE)	5.00	5.00	5.00	5.00	5.00

Analysis

Revenues:

The revenues shown above are those that are earned by services delivered by this General Fund department. General revenues such as property taxes, franchise fees, and half-cent sales tax provide the remaining funding.

Expenses:

Personnel Services increase from Current FY2016 primarily due to increased healthcare costs and an increased contribution to the City's pension program.

Department Name: Minority and Small Business Development

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

CURRENT OPERATIONS AND INITIATIVES:

MBD facilitates vendor compliance with City contracting policies by implementing and managing Diversity Software Applications and DMI Business Practices. 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 City-wide data management integrates software and enterprise data providing analytical tools and metrics to report expenditures of all contracts, including SLBE and WMBE, at both the prime and subcontracting participation levels. MBD is responsible for developing policies and procedures to comply with the Equal Business Opportunity Ordinance. MBD initiatives to accomplish economic development objectives for inclusion of WMBE's/SLBE's are achieved with input by internal/external stakeholders and the Equal Business Opportunity Advisory Committee. Pursuant to contract activity reports, narrowly-tailored WMBE/SLBE initiatives are in effect to address under-utilized business groups.

CITY STRATEGIC PRIORITY:

☒Changing Tampa's Economic DNA ☐Keeping our Streets Safe
☐Strengthen our Neighborhoods ☐Effective & Efficient Government

Performance Measures	Actual FY2015	Projected FY2016	Estimated FY2017
Number of current SLBE/WMBE Certifications	1,040	1,050	1,075
Conduct/Facilitate Workshops and Outreach Initiatives	47	50	50
Monitor Contracts and Perform Compliance Desk Audits	632	650	675
Produce and Publish Required DMI Statistical Reports	480	500	510
Intake/Certify Eligible SLBE/WMBE Companies	718	720	725
Number of Firms Dual Certified SLBE/WMBE	320	330	330

Minority Business Development

Operating Budget	Actual FY 2014	Actual FY 2015	Current FY 2016	Projected FY 2016	Recommended FY 2017
Taxes	$ -	$ -	$ -	$ -	$ -
Licenses & Permits	$ -	$ -	$ -	$ -	$ -
Intergovernmental	$ -	$ -	$ -	$ -	$ -
Charges for Services & Fines	$ -	$ -	$ -	$ -	$ -
Other	$ -	$ -	$ -	$ -	$ -
Total Revenues	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
Personnel Services	$ 479,322	$ 479,181	$ 509,509	$ 497,279	$ 548,927
Non-Personnel	$ 48,768	$ 55,154	$ 57,317	$ 57,367	$ 57,875
Operating Capital	$ 24,139	$ -	$ -	$ -	$ -
Debt Service	$ -	$ -	$ -	$ -	$ -
Other	$ -	$ -	$ -	$ -	$ -
Total Expenses	**$ 552,229**	**$ 534,335**	**$ 566,826**	**$ 554,646**	**$ 606,802**

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

Total Budget					
Total Revenues	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
Total Expenses	**$ 552,229**	**$ 534,335**	**$ 566,826**	**$ 554,646**	**$ 606,802**
Authorized Full Time Equivalents (FTE)	5.75	5.75	5.75	5.75	5.75

Analysis

Revenues:

The revenues shown above are those that are earned by services delivered by this General Fund department. General revenues such as property taxes, franchise fees, and half-cent sales tax provide the remaining funding.

Expenses:

Personnel Services increase from Current FY2016 primarily due to increased healthcare costs and an increased contribution to the City's pension program.

Department Name: Neighborhood Empowerment

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

VISION AND MISSION:

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

GOALS AND OBJECTIVES:

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

CURRENT OPERATIONS AND INITIATIVES:

- Continue to monitor operations and resources of Neighborhood Enhancement to increase the overall efficiency of addressing enforcement of property related code violations and blighted conditions in the neighborhoods;
- To monitor identified performance measures to ensure an ongoing, systematic approach in improving results through evidence based decision making focused on achieving improved results for the public;
- Continue to organize and schedule the Mayor's Neighborhood University (MNU) to cultivate neighborhood leadership abilities and provide an in-depth and informative overview of the City of Tampa's governmental operations. The sixth MNU session is scheduled for September of 2016;
- To complete the revisions of the Rental Inspection Program working in conjunction with the community partners with registrations beginning August 2016; and
- To provide a performance oriented work environment by implementing an on-going supervisory review of the inspection efficiency and enforcement results of staff personnel.

CITY STRATEGIC PRIORITY:

☐Changing Tampa's Economic DNA ☒Keeping our streets safe
☒Strengthen our Neighborhoods ☒Effective & Efficient Government

Performance Measures	Actual FY2015	Projected FY2016	Estimated FY2017
Number of new Business Tax Applications	550	750	800
Business Tax Revenues	$10.1 million	$10.4 million	$10.3 million
Complaint Response Time	15	10	10
Average Number of Days Cases are Open	30	25	25
Voluntary Compliance Rate	75%	80%	80%
Mayor's Neighborhood University Graduating Classes	1	2	2
Landlord Tenant Training	1	0	2

Neighborhood Empowerment

Operating Budget	Actual FY 2014	Actual FY 2015	Current FY 2016	Projected FY 2016	Recommended FY 2017
Taxes	$ (2,436)	$ (1,968)	$ (1,000)	$ (1,000)	$ (1,000)
Licenses & Permits	$ -	$ -	$ -	$ -	$ -
Intergovernmental	$ 36,763	$ (1,677)	$ -	$ -	$ -
Charges for Services & Fines	$ 1,191,314	$ 553,907	$ 629,200	$ 479,200	$ 511,200
Other	$ 307,166	$ 306,815	$ 307,064	$ 307,064	$ 310,064
Total Revenues	**$ 1,532,807**	**$ 857,077**	**$ 935,264**	**$ 785,264**	**$ 820,264**
Personnel Services	$ 7,224,123	$ 6,671,961	$ 7,149,846	$ 6,998,263	$ 7,232,406
Non-Personnel	$ 2,046,957	$ 1,632,119	$ 1,627,573	$ 1,615,623	$ 1,671,829
Operating Capital	$ 586,127	$ 17,511	$ 359,664	$ 99,664	$ -
Debt Service	$ 199,208	$ 186,859	$ 203,300	$ 203,300	$ 219,744
Other	$ -	$ -	$ -	$ -	$ -
Total Expenses	**$ 10,056,415**	**$ 8,508,450**	**$ 9,340,383**	**$ 8,916,850**	**$ 9,123,979**

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

Total Budget					
Total Revenues	**$ 1,532,807**	**$ 857,077**	**$ 935,264**	**$ 785,264**	**$ 820,264**
Total Expenses	**$ 10,056,415**	**$ 8,508,450**	**$ 9,340,383**	**$ 8,916,850**	**$ 9,123,979**
Authorized Full Time Equivalents (FTE)	106.62	108.00	100.00	100.00	100.00

Analysis

Revenues:

The revenues shown above are those that are earned by services delivered by this General Fund department. General revenues such as property taxes, franchise fees, and half-cent sales tax provide the remaining funding.

Charges for Services & Fines decrease in recommended FY2017 primarily due to a decrease in foreclosure registry application fees.

Expenses:

Personnel Services increase from Current FY2016 primarily due to increased healthcare costs and an increased contribution to the City's pension program.

Department Name: 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 FY2017 general fund programs included in this department are:

NON-DEPARTMENTAL DETAIL

GENERAL FUND

Tax Increment Financing Transfers	13,879,428	Plant Museum	69,225
Intersection Safety Program	2,508,000	Film Commision	65,000
Tampa Sports Authority	1,563,642	Museum of Science and Industry	51,200
Convention Center Hotel Lease	1,485,000	Ybor City Museum	51,200
Tampa Museum of Art	730,500	League of Cities	51,000
Property Insurance	680,368	Tampa Bay WaVE	50,000
Banking Services	625,000	TECO Line Streetcar	46,778
David A. Straz, Jr. Center for the Performing Arts	586,750	Tampa-Hillsborough Protocol Office	40,000
Tampa Hillsborough Economic Development Corp.	538,000	City-wide Bus Passes	30,000
Florida Aquarium	486,000	Boys and Girls Club	28,160
Non-Department Fees and Assessments	463,750	Glazer Children's Museum	25,920
Lowry Park Zoo	324,000	Mendez Drug Prevention Program	24,999
Streetcar Study	250,000	Actuary Services	20,000
Florida Orchestra	244,800	U.S. Conference of Mayors Membership	20,000
Speak Up Tampa Bay	207,360	Humane Society	12,800
City Elections	200,000	Ybor Chamber of Commerce	12,800
Homeless Coalition	150,000	Tampa Black Heritage Festival	10,240
Audit Services	122,500	NAACP Empowerment Center	8,000
Educational Cable Consortium	108,629	Tampa Museum of Photographic Arts	7,680
Tampa Theatre	97,900	Master Chorale	5,120
CDC of Tampa, Inc.-100 Youth Leadership Program	94,720	Sister Cities	5,120
Hillsborough County Small Business	93,500	Spanish Lyric Theater	5,120
Tampa Bay History Center	72,000	Tampa Bay Regional Planning Council	2,000
		TOTAL NON-DEPARTMENT BUDGET	**$ 26,154,209**

Non-Departmental

Operating Budget	Actual FY 2014	Actual FY 2015	Current FY 2016	Projected FY 2016	Recommended FY 2017
Taxes	$ 194,214,183	$ 201,094,874	$ 215,242,690	$ 212,004,500	$ 220,327,571
Licenses & Permits	$ 33,169,642	$ 33,407,051	$ 35,492,000	$ 34,682,000	$ 34,922,000
Intergovernmental	$ 66,017,051	$ 69,775,277	$ 72,900,597	$ 73,205,556	$ 75,785,594
Charges for Services & Fines	$ 6,442,931	$ 4,104,348	$ 3,076,000	$ 3,875,000	$ 4,376,000
Other	$ 42,085,203	$ 45,009,359	$ 53,488,765	$ 46,674,065	$ 43,592,293
Total Revenues	**$ 341,929,010**	**$ 353,390,909**	**$ 380,200,052**	**$ 370,441,121**	**$ 379,003,458**
Personnel Services	$ 1,142,298	$ -	$ 2,000,000	$ -	$ 1,508,414
Non-Personnel	$ (4,748,802)	$ (6,448,183)	$ (7,199,859)	$ (7,714,265)	$ (15,841,996)
Operating Capital	$ (4,943,348)	$ 6,675	$ 50,000	$ 50,000	$ 50,000
Debt Service	$ 9,542	$ 4,384	$ 2,500	$ 4,000	$ 5,000
Other	$ 78,069,591	$ 74,447,802	$ 94,033,359	$ 86,175,141	$ 86,731,997
Total Expenses	**$ 69,529,281**	**$ 68,010,678**	**$ 88,886,000**	**$ 78,514,876**	**$ 72,453,415**

Capital Improvement Budget					
Total Revenues	**$ 17,760,851**	**$ 44,985,649**	**$ 17,777,092**	**$ 15,060,014**	**$ 19,664,774**
Personnel Services	$ -	$ -	$ -	$ -	$ -
Non-Personnel	$ 5,200	$ 6,999,336	$ -	$ -	$ 1,192,132
Capital	$ 260,353	$ 243,088	$ 613,931	$ 405,042	$ 880,000
Debt Service	$ -	$ -	$ -	$ -	$ -
Other	$ 6,259,581	$ 13,678,046	$ 15,582,482	$ 352,500	$ 17,592,642
Total Expenses	**$ 6,525,134**	**$ 20,920,470**	**$ 16,196,413**	**$ 757,542**	**$ 19,664,774**

Total Budget					
Total Revenues	**$ 359,689,861**	**$ 398,376,558**	**$ 397,977,144**	**$ 385,501,135**	**$ 398,668,232**
Total Expenses	**$ 76,054,415**	**$ 88,931,148**	**$ 105,082,413**	**$ 79,272,418**	**$ 92,118,189**

Authorized Full Time Equivalents (FTE) No positions assigned to this department.

Analysis

Revenues:

Tax revenue increase is primarily due to the property taxable value growing by 7.7% which represents a $10.9 million increase in property tax revenue compared to Current FY2016.
Intergovernmental increase is primarily due to an upward trend in the half-cent sales tax resulting from an economy that continues to recover.
Other Revenues decrease is primarily due a reduction in the transfer from the Utilities Services Tax to the General Fund as a result of property tax increases. In addition, the City anticipates a decrease in the sale of City assets during FY2017.

Expenses:

Reserves in the Community Investment Tax fund will be used to pay the debt service upon issuing the Series, 2016 Half-Cent Sales Tax Bonds (Community Investment Tax).

Department Name: Parking

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

VISION AND MISSION:

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

GOALS AND OBJECTIVES:

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

CURRENT OPERATIONS AND INITIATIVES:

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

CITY STRATEGIC PRIORITY:

☒ Changing Tampa's Economic DNA
☐ Keeping our Streets Safe
☐ Strengthen our Neighborhoods
☒ Effective & Efficient Government

Performance Measures	Actual FY2015	Projected FY2016	Estimated FY2017
Consumer Online Parking Transactions	60,700	65,040	70,000
On Street Pay Station Revenue (millions)	$1.86	$1.87	$1.7
Off Street Visitor Revenue (millions)	$5.5	$5.6	$5.8
Off Street Permit Revenue (millions)	$4.6	$5.2	$5.26

Parking

Operating Budget	Actual FY 2014	Actual FY 2015	Current FY 2016	Projected FY 2016	Recommended FY 2017
Taxes	$ -	$ -	$ -	$ -	$ -
Licenses & Permits	$ -	$ -	$ -	$ -	$ -
Intergovernmental	$ -	$ -	$ -	$ -	$ -
Charges for Services & Fines	$ 14,537,742	$ 15,789,509	$ 14,598,900	$ 17,411,926	$ 16,711,008
Other	$ 912,630	$ 503,460	$ 1,203,290	$ 317,273	$ 1,566,285
Total Revenues	**$ 15,450,372**	**$ 16,292,969**	**$ 15,802,190**	**$ 17,729,199**	**$ 18,277,293**
Personnel Services	$ 4,954,726	$ 3,925,833	$ 4,880,442	$ 3,572,568	$ 4,909,614
Non-Personnel	$ 8,553,021	$ 8,283,508	$ 7,319,799	$ 8,237,826	$ 8,483,100
Operating Capital	$ 90,902	$ 145,310	$ 10,300	$ 10,300	$ -
Debt Service	$ 221	$ -	$ -	$ -	$ -
Other	$ 3,968,054	$ 3,461,412	$ 3,591,649	$ 3,591,649	$ 4,884,579
Total Expenses	**$ 17,566,924**	**$ 15,816,063**	**$ 15,802,190**	**$ 15,412,343**	**$ 18,277,293**

Capital Improvement Budget					
Total Revenues	**$ 498,152**	**$ 700,644**	**$ 1,150,000**	**$ 2,330**	**$ 1,055,000**
Personnel Services	$ 16,943	$ 4,849	$ -	$ -	$ -
Non-Personnel	$ -	$ -	$ -	$ -	$ -
Capital	$ 516,600	$ 69,068	$ 2,557,644	$ 2,339,287	$ 1,055,000
Debt Service	$ -	$ -	$ -	$ -	$ -
Other	$ 482,715	$ -	$ -	$ -	$ -
Total Expenses	**$ 1,016,258**	**$ 73,917**	**$ 2,557,644**	**$ 2,339,287**	**$ 1,055,000**

Total Budget					
Total Revenues	**$ 15,948,524**	**$ 16,993,613**	**$ 16,952,190**	**$ 17,731,529**	**$ 19,332,293**
Total Expenses	**$ 18,583,182**	**$ 15,889,980**	**$ 18,359,834**	**$ 17,751,630**	**$ 19,332,293**
Authorized Full Time Equivalents (FTE)	88.25	88.25	82.25	82.25	83.00

Analysis

Revenues:

Charges for Services & Fines increase from Current FY2016 due to continued growth across the City's parking system including monthly permit parking, daily parking volume, on-street parking, and event revenue.

Expenses:

Personnel Services increase from Current FY2016 primarily due to the addition of .75 FTE, increased healthcare costs and an increase contribution to the City's pension program.

Non-Personnel expenses increase from Current FY2016 due to the realignment of costs allocated for various indirect services and costs incurred by the division.

Other expenses increase from Current FY2016 primarily due to an increase in transfers to the capital construction fund.

Annual capital improvement appropriations are applied over multiple fiscal years. As a result, prior year appropriations are used in subsequent fiscal years.

Department Name: Parks and Recreation

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

VISION AND MISSION:

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

GOALS AND OBJECTIVES:

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

CURRENT OPERATIONS AND INITIATIVES:

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

CITY STRATEGIC PRIORITY:

☒Changing Tampa's Economic DNA ☒Keeping our Streets Safe
☒Strengthen our Neighborhoods ☒Effective & Efficient Government

Performance Measures	Actual FY2015	Projected FY2016	Estimated FY2017
Special Event Days	475	500	550
Picnic Shelter Reservations	4,961	5,000	5,050
Tree Plantings	532	525	550
Rec Cards Issued	18,436	19,000	19,500
Aquatic Class Participants	2,422	2,600	2,750
Art Participants	1,809	1,825	1,850
Afterschool Participants	1,593	1,700	1,800
Adult Sports League Participants	8,190	8,500	8,500
Camp Participants	14,689	16,000	17,500
Senior Participants	4,752	4,800	4,850

Parks and Recreation

Operating Budget	Actual FY 2014	Actual FY 2015	Current FY 2016	Projected FY 2016	Recommended FY 2017
Taxes	$ -	$ -	$ -	$ -	$ -
Licenses & Permits	$ 72,984	$ 69,122	$ 67,500	$ -	$ -
Intergovernmental	$ 10,000	$ 86,768	$ -	$ 10,000	$ 10,000
Charges for Services & Fines	$ 3,178,895	$ 3,318,760	$ 3,816,016	$ 3,713,239	$ 3,883,050
Other	$ 1,116,399	$ 1,375,467	$ 1,497,700	$ 757,577	$ 1,432,954
Total Revenues	**$ 4,378,278**	**$ 4,850,117**	**$ 5,381,216**	**$ 4,480,816**	**$ 5,326,004**
Personnel Services	$ 23,548,479	$ 24,025,275	$ 23,337,215	$ 23,288,662	$ 24,342,073
Non-Personnel	$ 10,783,008	$ 11,019,967	$ 11,339,916	$ 11,041,493	$ 11,632,973
Operating Capital	$ 380,522	$ 193,115	$ 360,794	$ 344,000	$ 133,559
Debt Service	$ -	$ -	$ -	$ -	$ -
Other	$ -	$ -	$ 1,011,000	$ 711,000	$ -
Total Expenses	**$ 34,712,009**	**$ 35,238,357**	**$ 36,048,925**	**$ 35,385,155**	**$ 36,108,605**

Capital Improvement Budget					
Total Revenues	**$ 577,201**	**$ 480,127**	**$ 39,217,000**	**$ 14,276,218**	**$ 3,212,500**
Personnel Services	$ 174,280	$ 258,034	$ -	$ -	$ -
Non-Personnel	$ -	$ -	$ 13,788	$ 13,788	$ -
Capital	$ 12,870,955	$ 7,921,897	$ 55,796,648	$ 40,736,596	$ 3,170,000
Debt Service	$ -	$ -	$ -	$ -	$ -
Other	$ 5,017	$ -	$ -	$ -	$ 42,500
Total Expenses	**$ 13,050,252**	**$ 8,179,931**	**$ 55,810,436**	**$ 40,750,384**	**$ 3,212,500**

Total Budget					
Total Revenues	**$ 4,955,479**	**$ 5,330,244**	**$ 44,598,216**	**$ 18,757,034**	**$ 8,538,504**
Total Expenses	**$ 47,762,261**	**$ 43,418,288**	**$ 91,859,361**	**$ 76,135,539**	**$ 39,321,105**
Authorized Full Time Equivalents (FTE)	443.38	436.10	411.42	411.42	425.23

Analysis

Revenues:

The revenues shown above are those that are earned by services delivered by this General Fund department. General revenues such as property taxes, franchise fees, and half-cent sales tax provide the remaining funding.

Charges for Services & Fines increase from Current FY2016 primarily due to the redevelopment of Perry Harvey, Sr. Park as a special event venue.

Expenses:

Personnel Services increase from Current FY2016 primarily due to the addition of 13.81 FTE's, increased healthcare costs, and an increased contribution to the City's pension program.

Non-Personnel increased from Current FY2016 primarily due to an increase in parks and playground maintenance services.

Annual capital improvement appropriations are applied over multiple fiscal years. As a result, prior year appropriations are used in subsequent fiscal years.

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

CURRENT OPERATIONS AND INITIATIVES:

Construction Services is achieving its service goals to enhance quality and timeliness of service. The Green Officer works to implement City's Energy Efficiency and Conservation Plan, resiliency adaptation and emissions reduction and is currently expanding the City's partnership with the University of South Florida addressing sustainable policies. Architectural Review and Historic Preservation administers historic design guidelines in all 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. Community Affairs investigates/conciliates complaints involving accessibility 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, West Bank project and coordinates several legacy development projects.

CITY STRATEGIC PRIORITY:

☒ Changing Tampa's Economic DNA ☐ Keeping our streets safe

☒ Strengthen our Neighborhoods ☒ Effective & Efficient Government

Performance Measures	Actual FY2015	Projected FY2016	Estimated FY2017
Residential Permits	14,169	15,586	17,144
Commercial Permits	4,887	5,376	5,913
Construction Inspections	78,010	85,811	94,392
Zoning Related Applications	1,224	1,369	1,504
Right of Way Related Applications	76	102	113
Subdivision Applications	34	38	40

Planning and Development

Operating Budget	Actual FY 2014	Actual FY 2015	Current FY 2016	Projected FY 2016	Recommended FY 2017
Taxes	$ -	$ -	$ -	$ -	$ -
Licenses & Permits	$ 145,080	$ 338,408	$ 301,000	$ 586,200	$ 725,000
Intergovernmental	$ 291,723	$ (512,468)	$ 145,163	$ 119,363	$ 16,750
Charges for Services & Fines	$ 619,429	$ 562,363	$ 615,800	$ 622,000	$ 667,300
Other	$ 925,274	$ 909,727	$ 605,648	$ 891,648	$ 954,781
Total Revenues	**$ 1,981,506**	**$ 1,298,030**	**$ 1,667,611**	**$ 2,219,211**	**$ 2,363,831**
Personnel Services	$ 4,926,218	$ 5,046,918	$ 5,606,329	$ 5,216,600	$ 6,241,307
Non-Personnel	$ 463,388	$ 757,360	$ 1,274,968	$ 535,903	$ 439,793
Operating Capital	$ 4,168	$ -	$ 183,447	$ 20,000	$ -
Debt Service	$ -	$ -	$ -	$ -	$ -
Other	$ -	$ -	$ -	$ -	$ -
Total Expenses	**$ 5,393,774**	**$ 5,804,278**	**$ 7,064,744**	**$ 5,772,503**	**$ 6,681,100**

Capital Improvement Budget					
Total Revenues	**$ 1,460,400**	**$ -**	**$ -**	**$ -**	**$ -**
Personnel Services	$ -	$ -	$ -	$ -	$ -
Non-Personnel	$ -	$ -	$ -	$ -	$ -
Capital	$ -	$ -	$ -	$ -	$ -
Debt Service	$ -	$ -	$ -	$ -	$ -
Other	$ -	$ -	$ -	$ -	$ -
Total Expenses	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

Total Budget					
Total Revenues	**$ 3,441,906**	**$ 1,298,030**	**$ 1,667,611**	**$ 2,219,211**	**$ 2,363,831**
Total Expenses	**$ 5,393,774**	**$ 5,804,278**	**$ 7,064,744**	**$ 5,772,503**	**$ 6,681,100**
Authorized Full Time Equivalents (FTE)	61.00	59.00	68.00	68.00	77.00

Analysis

Revenues:

The revenues shown above are those that are earned by services delivered by this General Fund department. General revenues such as property taxes, franchise fees, and half-cent sales tax provide the remaining funding.
Licenses and Permits increase in Recommended FY2017 due to an increase in building permits.
Intergovernmental revenues decrease in Recommended FY2017 due to receipt of one-time state grants and other federal grants appropriated throughout FY2016.
Charges for Services & Fines increase in Recommended FY2017 due to an increase in zoning applications.
Other revenues increase in Recommended FY2017 primarily due to an increase in the sale of City property.

Expenses:

Personnel Services increase from Current FY2016 primarily due to the addition of 9 FTE's, increased healthcare costs, and an increased contribution to the City's pension program.
Non-Personnel expenses decrease in Recommended FY2017 due to expenses pertaining to one-time yearly state grants and other federal grants appropriated throughout FY2016.
Operating Capital decrease in Recommended FY2016 due to one-time PC hardware/software needs.

Planning and Development
Community Development Block Grant

GOALS AND OBJECTIVES:

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

CURRENT OPERATIONS AND INITIATIVES:

Public Service - CDBG funded projects provide a range of activities through programs operated by independent organizations under contract with the City. FY2017 activities include education, job training, social services, youth programs, and housing services. The maximum allocation for Public Service programs paid with CDBG funds is 15% per year. The allocation for CDBG funded Public Service Projects for FY2017 is $400,000.

Housing and Public Facility Improvements - Additional projects are carried out by independent non-profit organizations to create affordable housing opportunities and improve public service facilities for increased access to such services, as well as improved economic opportunities.

In addition, Housing Counseling services are provided by the City and local non-profits to benefit low income households with housing financial challenges. Other services provided by the City include infrastructure improvements in eligible areas. The City must also continue to pay towards the Section 108 HUD loan for services provided for economic development activity in the Ybor area. The estimated allocation for Housing and Community Development Activities for FY2017 is 2,743,824.

FY2017 Community Development Block Brant (CDBG) Budget

Administration	$548,764
Public Service Projects	400,000
Section 108 HUD Loan	421,395
Program Delivery	150,000
Public Facilities Projects	750,000
Economic Development	150,000
Housing Projects	323,665
Total	$2,743,824

Community Development Block Grant

Operating Budget	Actual FY 2014	Actual FY 2015	Current FY 2016	Projected FY 2016	Recommended FY 2017
Taxes	$ -	$ -	$ -	$ -	$ -
Licenses & Permits	$ -	$ -	$ -	$ -	$ -
Intergovernmental	$ 2,612,089	$ 1,877,599	$ 2,769,391	$ 2,769,391	$ 2,743,824
Charges for Services & Fines	$ -	$ -	$ -	$ -	$ -
Other	$ (1,703)	$ (5,863)	$ -	$ -	$ -
Total Revenues	**$ 2,610,386**	**$ 1,871,736**	**$ 2,769,391**	**$ 2,769,391**	**$ 2,743,824**
Personnel Services	$ 354,910	$ 287,689	$ 1,305,949	$ 320,781	$ 486,532
Non-Personnel	$ 1,411,948	$ 876,894	$ 3,613,478	$ 2,025,468	$ 1,835,897
Operating Capital	$ 20,633	$ 10,000	$ 4,399	$ -	$ -
Debt Service	$ -	$ -	$ -	$ -	$ -
Other	$ 421,850	$ 423,261	$ 565,192	$ 423,142	$ 421,395
Total Expenses	**$ 2,209,341**	**$ 1,597,844**	**$ 5,489,018**	**$ 2,769,391**	**$ 2,743,824**

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

Total Budget					
Total Revenues	**$ 2,610,386**	**$ 1,871,736**	**$ 2,769,391**	**$ 2,769,391**	**$ 2,743,824**
Total Expenses	**$ 2,209,341**	**$ 1,597,844**	**$ 5,489,018**	**$ 2,769,391**	**$ 2,743,824**

Authorized Full Time Equivalents (FTE)

Positions for this program are assigned by the Planning & Development Department.

Analysis

Revenues:

This program does not receive funding from the City's General Fund and is funded through a federal grant.
Federal grant award requirements enable spending to occur over multiple years.
In FY2017, the U.S. Department of Housing and Urban Development (HUD) is awarding the City $2.74 million, a 1.1% reduction from the FY2016 $2.77 million award.
Entitlement program funding levels are determined by Congress and vary from year to year depending upon the federal budget. Additionally, HUD determines the amount of each grant by using a statutory formula comprised of several measures of community need, including the extent of poverty, population housing overcrowding, age of housing, and population growth lag in relationship to other metropolitan areas.
Census Bureau American Community Survey data which is updated annually, is used as well.

Expenses:

Current FY2016 expenses reflect both the FY2016 entitlement amount and the remaining grant fund balances which rolled over from prior year allocations.

Planning and Development
Emergency Solutions Grant

GOALS AND OBJECTIVES:

The Emergency Solutions Grant (ESG) program is designed to 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 Homeless Management Information Systems (HMIS). In accordance with the U.S. Department of Housing and Urban Development (HUD) Consolidated Planning Process, the City shall collaborate with representatives of the local Continuum of Care lead agency to review and evaluate proposals for FY2017 ESG program. The City will continue to focus on increasing the availability and accessibility of suitable living environments in support of the local Continuum of Care 5-year strategic plan to end homelessness, by providing emergency shelter and related services.

CURRENT OPERATIONS AND INITIATIVES:

The City of Tampa currently partners with non-profit partners to carry out Shelter Operations and Rapid Re-Housing. In accordance with the U.S. Department of Housing and Urban Development Consolidated Planning Process, the City will complete the reviews of funding proposals to be received this summer for FY2017 ESG funding allocations.

Total Funding FY2017 $249,301

Performance Measures	Actual FY2015	Projected FY2016	Estimated FY2017
Emergency Shelter (clients)	1,253	1,300	1,350
Rapid Re-Housing (clients)	129	150	150

Emergency Solutions Grant

Operating Budget	Actual FY 2014	Actual FY 2015	Current FY 2016	Projected FY 2016	Recommended FY 2017
Taxes	$ -	$ -	$ -	$ -	$ -
Licenses & Permits	$ -	$ -	$ -	$ -	$ -
Intergovernmental	$ 285,470	$ 193,556	$ 234,481	$ 234,481	$ 249,301
Charges for Services & Fines	$ -	$ -	$ -	$ -	$ -
Other	$ -	$ -	$ -	$ -	$ -
Total Revenues	**$ 285,470**	**$ 193,556**	**$ 234,481**	**$ 234,481**	**$ 249,301**
Personnel Services	$ 7,853	$ 8,407	$ 8,874	$ 8,874	$ 9,615
Non-Personnel	$ 277,617	$ 185,149	$ 340,215	$ 225,607	$ 239,686
Operating Capital	$ -	$ -	$ -	$ -	$ -
Debt Service	$ -	$ -	$ -	$ -	$ -
Other	$ -	$ -	$ -	$ -	$ -
Total Expenses	**$ 285,470**	**$ 193,556**	**$ 349,089**	**$ 234,481**	**$ 249,301**

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

Total Budget					
Total Revenues	**$ 285,470**	**$ 193,556**	**$ 234,481**	**$ 234,481**	**$ 249,301**
Total Expenses	**$ 285,470**	**$ 193,556**	**$ 349,089**	**$ 234,481**	**$ 249,301**

Authorized Full Time Equivalents (FTE)

Positions for this program are assigned by the Planning & Development Department.

Analysis

Revenues:

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

In FY2017, the U.S. Department of Housing and Urban Development (HUD) is awarding the City $249,301, a 6.3% increase over the FY2016 $234,481 award. Entitlement program funding levels are determined by Congress and vary from year to year depending on the federal budget. Allocation amounts are based on the Community Development Block Grant statutory formula for the prior year.

Expenses:

Current FY2016 reflects both the FY2016 entitlement amount and the remaining grant fund balances which rolled over from prior year allocations.

Planning and Development
HOME Investment Partnerships

GOALS AND OBJECTIVES:

The Home Investment Partnerships (HOME) program provides a variety of affordable housing activities including expanding the supply of suitable housing for low- to very low- income families. The City provides assistance to renters, first-time homebuyers, and existing homeowners with funding for rehabilitation, and housing acquisition and rehabilitation assistance to designated Community Housing Development Organizations (CHDOs). HOME funds will be used for the rehabilitation of single-family units by nonprofit organizations, development subsidy for the construction of new multi-family rental developments, acquisition and rehab, Mortgage assistance, and Tenant Based Rental Assistance (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 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 FY2017 HOME funding allocations.

Total Funding FY2017 $1,166,223

Performance Measures	Actual FY2015	Projected FY2016	Estimated FY2017
Down-Payment Assistance (households)	7	14	10
Housing Rehabilitation (households)	14	25	0
New Construction – Multi-family (units)	0	0	20
Community Housing Development Organizations (CHDO) (units)	3	3	7
Tenant Based Rental Assistance (households)	20	20	10

HOME Investment Partnerships

Operating Budget	Actual FY 2014	Actual FY 2015	Current FY 2016	Projected FY 2016	Recommended FY 2017
Taxes	$ -	$ -	$ -	$ -	$ -
Licenses & Permits	$ -	$ -	$ -	$ -	$ -
Intergovernmental	$ 1,336,121	$ 1,080,558	$ 1,106,845	$ 1,106,845	$ 1,166,223
Charges for Services & Fines	$ -	$ -	$ -	$ -	$ -
Other	$ 27,925	$ 12,690	$ -	$ -	$ -
Total Revenues	**$ 1,364,046**	**$ 1,093,248**	**$ 1,106,845**	**$ 1,106,845**	**$ 1,166,223**
Personnel Services	$ 158,828	$ 118,056	$ 110,581	$ 108,684	$ 114,101
Non-Personnel	$ 1,130,462	$ 722,525	$ 3,823,685	$ 998,161	$ 1,052,122
Operating Capital	$ -	$ -	$ -	$ -	$ -
Debt Service	$ -	$ -	$ -	$ -	$ -
Other	$ -	$ -	$ 21,789	$ -	$ -
Total Expenses	**$ 1,289,290**	**$ 840,581**	**$ 3,956,055**	**$ 1,106,845**	**$ 1,166,223**

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

Total Budget					
Total Revenues	**$ 1,364,046**	**$ 1,093,248**	**$ 1,106,845**	**$ 1,106,845**	**$ 1,166,223**
Total Expenses	**$ 1,289,290**	**$ 840,581**	**$ 3,956,055**	**$ 1,106,845**	**$ 1,166,223**

Authorized Full Time Equivalents (FTE)

Positions for this program are assigned by the Planning & Development Department.

Analysis

Revenues:

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

In FY2017, the U.S. Department of Housing and Urban Development (HUD) is awarding the City $1.17 million, a 5.4% increase over the FY2016 $1.11 million award.

Entitlement program funding levels are determined by Congress and vary from year to year depending upon the federal budget. Additionally, HUD determines grant amounts by using a statutory formula that considers the relative inadequacy of each jurisdiction's housing supply, incidence of poverty, fiscal distress, and other factors.

Expenses:

Current FY2016 reflects both the FY2016 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 FY2017 HOPWA funding. The City will focus on increasing the availability and accessibility of decent, affordable housing for income-eligible persons with HIV/AIDS for approximately 500 persons.

CURRENT OPERATIONS AND INITIATIVES:

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 (STRMU) assistance, Transitional Housing and Permanent Supportive Housing, Support Services which include mental health and substance abuse counseling, day care, nutritional services, and assistance in gaining access to local, state and federal government benefits and services. In accordance with the U.S. Department of Housing and Urban Development Consolidated Planning Process, the City will complete the reviews of funding proposals to be received this summer for FY2017 HOPWA funding allocations.

Total Funding FY2017 $3,819,145

Performance Measures	Actual FY2015	Projected FY2016	Estimated FY2017
Facility-Based Housing (clients)	32	34	30
Short-Term Rent, Mortgage and Utility Assistance (clients)	25	50	50
Tenant Based Rental Assistance (clients)	309	307	305
Supportive Services (clients)	334	350	350
Transitional Housing (clients)	24	24	20

Housing Opportunities for Persons with AIDS

Operating Budget	Actual FY 2014	Actual FY 2015	Current FY 2016	Projected FY 2016	Recommended FY 2017
Taxes	$ -	$ -	$ -	$ -	$ -
Licenses & Permits	$ -	$ -	$ -	$ -	$ -
Intergovernmental	$ 3,097,684	$ 2,695,727	$ 3,105,185	$ 3,105,185	$ 3,819,145
Charges for Services & Fines	$ -	$ -	$ -	$ -	$ -
Other	$ -	$ -	$ -	$ -	$ -
Total Revenues	**$ 3,097,684**	**$ 2,695,727**	**$ 3,105,185**	**$ 3,105,185**	**$ 3,819,145**
Personnel Services	$ 119,155	$ 61,917	$ 124,581	$ 92,755	$ 114,074
Non-Personnel	$ 2,977,876	$ 2,633,810	$ 3,700,950	$ 3,012,430	$ 3,705,071
Operating Capital	$ -	$ -	$ -	$ -	$ -
Debt Service	$ -	$ -	$ -	$ -	$ -
Other	$ -	$ -	$ -	$ -	$ -
Total Expenses	**$ 3,097,031**	**$ 2,695,727**	**$ 3,825,531**	**$ 3,105,185**	**$ 3,819,145**

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

Total Budget					
Total Revenues	**$ 3,097,684**	**$ 2,695,727**	**$ 3,105,185**	**$ 3,105,185**	**$ 3,819,145**
Total Expenses	**$ 3,097,031**	**$ 2,695,727**	**$ 3,825,531**	**$ 3,105,185**	**$ 3,819,145**

Authorized Full Time Equivalents (FTE)

Positions for this program are assigned by the Planning & Development Department.

Analysis

Revenues:

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

In FY2017, the U.S. Department of Housing and Urban Development (HUD) awarded the City $3.82 million, a 22.8% increase over the FY2016 $3.11 million award.

Entitlement program funding levels are determined by Congress and vary from year to year depending upon the federal budget. Additionally, HUD determines the amount of each grant by using a statutory formula that relies on data such as cumulative AIDS cases, AIDS incidence, or new AIDS cases per year along with population updates.

Expenses:

Current FY2016 reflects both the FY2016 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 how those funds are spent. The City's SHIP program is designed to meet the housing needs of the very low-, low-, and moderate-income households, expand the production and preservation of affordable housing, and increase the supply and delivery of safe, decent, and affordable housing in the City of Tampa.

CURRENT OPERATIONS AND INITIATIVES:

The City's SHIP program will consist of implementing programs and funding projects utilizing program income and allocated funds. Activities are selected based on the priorities in the Local Housing Assistance Plan which was updated for the 2014-2016 fiscal years. The City of Tampa implemented programs with approximately $1.6 million in SHIP funding in FY2016. This year Affordable Housing Advisory Committee worked with staff to update and submit the 2017-2019 Local Housing Assistance Plan.

The City will receive a total allocation of $2,262,026 for FY2017. These funds along with 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 FY2017 $2,262,026

Performance Measures	Actual FY2015	Projected FY2016	Estimated FY2017
Rehabilitation - Owner Occupied (units)	12	21	30
Down-Payment Assistance (households)	16	23	27
Multi-Family Rehabilitation (units)	0	18	20

State Housing Initiatives Partnership

Operating Budget	Actual FY 2014	Actual FY 2015	Current FY 2016	Projected FY 2016	Recommended FY 2017
Taxes	$ -	$ -	$ -	$ -	$ -
Licenses & Permits	$ -	$ -	$ -	$ -	$ -
Intergovernmental	$ 474,357	$ 2,701,637	$ 1,789,608	$ 1,789,608	$ 2,262,026
Charges for Services & Fines	$ -	$ -	$ -	$ -	$ -
Other	$ 9,737	$ 13,528	$ -	$ -	$ -
Total Revenues	**$ 484,094**	**$ 2,715,165**	**$ 1,789,608**	**$ 1,789,608**	**$ 2,262,026**
Personnel Services	$ 22,543	$ 90,351	$ 232,735	$ 167,088	$ 224,202
Non-Personnel	$ 604,806	$ 889,319	$ 3,334,249	$ 1,622,520	$ 2,037,824
Operating Capital	$ -	$ -	$ -	$ -	$ -
Debt Service	$ -	$ -	$ -	$ -	$ -
Other	$ -	$ -	$ -	$ -	$ -
Total Expenses	**$ 627,349**	**$ 979,670**	**$ 3,566,984**	**$ 1,789,608**	**$ 2,262,026**

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

Total Budget					
Total Revenues	**$ 484,094**	**$ 2,715,165**	**$ 1,789,608**	**$ 1,789,608**	**$ 2,262,026**
Total Expenses	**$ 627,349**	**$ 979,670**	**$ 3,566,984**	**$ 1,789,608**	**$ 2,262,026**

Authorized Full Time Equivalents (FTE)

Positions for this program are assigned by the Planning & Development Department.

Analysis

Revenues:

This program does not receive funding from the City's General Fund and is funded through a state grant by the Florida Housing Finance Corporation. State grant award requirements enable spending to occur over multiple years.
In FY2017, the Florida Housing Finance Corporation awarded the City $2.26 million, 26.3% increase over the FY2016 $1.79 million award.
This significant increase in funding is based upon the projected increase in documentary stamp tax revenues anticipated to be collected for FY2016, plus the projected balance in the housing trust funds as of June 30, 2016.

Expenses:

Current FY2016 reflects both the FY2016 entitlement amount and the remaining grant fund balances which rolled over from prior year allocations.

Construction Services Division

Operating Budget	Actual FY 2014	Actual FY 2015	Current FY 2016	Projected FY 2016	Recommended FY 2017
Taxes	$ -	$ -	$ -	$ -	$ -
Licenses & Permits	$ 7,574,549	$ 9,377,809	$ 8,200,000	$ 8,485,000	$ 8,571,400
Intergovernmental	$ -	$ -	$ -	$ -	$ -
Charges for Services & Fines	$ 135,585	$ 90,693	$ 71,000	$ 66,000	$ 65,000
Other	$ 54,235	$ 94,947	$ 2,381,520	$ 37,500	$ 3,092,746
Total Revenues	**$ 7,764,369**	**$ 9,563,449**	**$ 10,652,520**	**$ 8,588,500**	**$ 11,729,146**
Personnel Services	$ 4,313,827	$ 4,746,479	$ 5,510,925	$ 5,170,700	$ 6,086,601
Non-Personnel	$ 2,776,268	$ 3,845,374	$ 4,118,237	$ 4,644,200	$ 4,685,194
Operating Capital	$ 290,687	$ 83,321	$ 174,551	$ 154,037	$ -
Debt Service	$ -	$ -	$ -	$ -	$ -
Other	$ 218,564	$ 377,046	$ 848,807	$ 211,049	$ 957,351
Total Expenses	**$ 7,599,346**	**$ 9,052,220**	**$ 10,652,520**	**$ 10,179,986**	**$ 11,729,146**

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

Total Budget					
Total Revenues	**$ 7,764,369**	**$ 9,563,449**	**$ 10,652,520**	**$ 8,588,500**	**$ 11,729,146**
Total Expenses	**$ 7,599,346**	**$ 9,052,220**	**$ 10,652,520**	**$ 10,179,986**	**$ 11,729,146**
Authorized Full Time Equivalents (FTE)	52.00	59.00	59.00	59.00	67.00

Analysis

Revenues:

Licenses and Permits increase from Current FY2016 primarily due to an increase in commercial and residential permits issued.

Expenses:

Personnel Services increase from Current FY2016 primarily due to the addition of 8 FTE's, increased healthcare costs, and an increased contribution to the City's pension program.

Non-Personnel increase from Current FY2016 due to an increase in credit card transaction fees from the implementation of the Accela permitting system and the hiring of temporary staff to meet the extra demand for permitting.

WE BUILT THIS: TRANSFORMING TAMPA TOGETHER

Department Name: Tampa Police Department

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

VISION AND MISSION:

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

GOALS AND OBJECTIVES:

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

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

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

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

CURRENT OPERATIONS AND INITIATIVES:

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

CITY STRATEGIC PRIORITY:

☐Changing Tampa's Economic DNA ☒Keeping our Streets Safe
☒Strengthen our Neighborhoods ☐Effective & Efficient Government

Performance Measures	Actual FY2015	Projected FY2016	Estimated FY2017
Police Service Calls	640,639	573,499	506,359
Response Times - Priority 1 (minutes)	3.56	3.56	3.56
Response Times - Priority 2 (minutes)	4.2	4.2	4.2
Crime Prevention - Events / Programs	865	870	870
Community Partnerships (Neighborhood Watch Programs)	300	300	300
Total Part One Arrests	3,476	3,006	2,536
All Arrests, All Offenses	39,156	30,179	21,202
Victims Reported (Total Part One Offenses)	10,247	10,105	9,963

Tampa Police Department

Operating Budget	Actual FY 2014	Actual FY 2015	Current FY 2016	Projected FY 2016	Recommended FY 2017
Taxes	$ -	$ -	$ -	$ -	$ 4,500,000
Licenses & Permits	$ -	$ -	$ -	$ -	$ -
Intergovernmental	$ 10,252,248	$ 10,635,776	$ 9,454,047	$ 8,025,500	$ 6,141,490
Charges for Services & Fines	$ 11,587,890	$ 10,573,768	$ 9,092,364	$ 9,894,602	$ 9,208,456
Other	$ 769,269	$ 4,707,317	$ 13,702,631	$ 4,673,758	$ 2,981,334
Total Revenues	**$ 22,609,407**	**$ 25,916,861**	**$ 32,249,042**	**$ 22,593,860**	**$ 22,831,280**
Personnel Services	$ 127,386,742	$ 130,807,001	$ 130,223,014	$ 134,219,593	$ 134,576,621
Non-Personnel	$ 16,052,710	$ 15,612,092	$ 16,159,202	$ 14,654,333	$ 14,757,709
Operating Capital	$ 1,875,643	$ 4,379,792	$ 8,254,558	$ 4,923,210	$ 72,700
Debt Service	$ 75,000	$ 199,350	$ 254,333	$ 254,333	$ 260,182
Other	$ 371,818	$ 3,462,806	$ 10,958,577	$ 756,463	$ 5,477,870
Total Expenses	**$ 145,761,913**	**$ 154,461,041**	**$ 165,849,684**	**$ 154,807,932**	**$ 155,145,082**

Capital Improvement Budget					
Total Revenues	**$ -**	**$ 3,048,526**	**$ 123,613**	**$ -**	**$ 4,720,500**
Personnel Services	$ -	$ 72	$ -	$ -	$ -
Non-Personnel	$ 228,901	$ 33,246	$ -	$ -	$ -
Capital	$ 35,406	$ 3,083,763	$ 2,582,677	$ 2,582,677	$ 4,720,500
Debt Service	$ -	$ -	$ -	$ -	$ -
Other	$ -	$ -	$ 135,619	$ 135,619	$ -
Total Expenses	**$ 264,307**	**$ 3,117,081**	**$ 2,718,296**	**$ 2,718,296**	**$ 4,720,500**

Total Budget					
Total Revenues	**$ 22,609,407**	**$ 28,965,387**	**$ 32,372,655**	**$ 22,593,860**	**$ 27,551,780**
Total Expenses	**$ 146,026,220**	**$ 157,578,122**	**$ 168,567,980**	**$ 157,526,228**	**$ 159,865,582**
Authorized Full Time Equivalents (FTE)	1230.12	1230.12	1230.13	1230.13	1231.13

Analysis

Revenues:

The revenues shown above are those that are earned by services delivered by this General Fund department. General revenues such as property taxes, franchise fees, and half-cent sales tax provide the remaining funding.
Other Funds decrease in FY2017 due to Current FY2016 containing grant and trust fund revenues appropriated during the fiscal year.
Taxes increase in FY2017 due to funds being appropriated for vehicle replacement.

Expenses:

Personnel Services increase from Current FY2016 primarily due to the addition of 1 FTE, increased healthcare costs, and an increased contribution to the City's pension program.
Operating Capital decrease from Current FY2016 due to non-recurring budget increases in FY2016.
Annual capital improvement appropriations are applied over multiple fiscal years. As a result, prior year appropriations are used in subsequent fiscal years.

Department Name: Public Affairs

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

Public Affairs

Operating Budget	Actual FY 2014	Actual FY 2015	Current FY 2016	Projected FY 2016	Recommended FY 2017
Taxes	$ -	$ -	$ -	$ -	$ -
Licenses & Permits	$ -	$ -	$ -	$ -	$ -
Intergovernmental	$ -	$ -	$ -	$ -	$ -
Charges for Services & Fines	$ 330	$ 360	$ -	$ 355	$ -
Other	$ -	$ -	$ -	$ -	$ -
Total Revenues	**$ 330**	**$ 360**	**$ -**	**$ 355**	**$ -**
Personnel Services	$ 1,350,597	$ 1,294,382	$ 1,351,939	$ 1,303,915	$ 1,415,396
Non-Personnel	$ 210,064	$ 230,643	$ 261,849	$ 259,032	$ 261,494
Operating Capital	$ -	$ 44,907	$ 120,000	$ 120,000	$ -
Debt Service	$ -	$ -	$ -	$ -	$ -
Other	$ -	$ -	$ -	$ -	$ -
Total Expenses	**$ 1,560,661**	**$ 1,569,932**	**$ 1,733,788**	**$ 1,682,947**	**$ 1,676,890**

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

Total Budget					
Total Revenues	**$ 330**	**$ 360**	**$ -**	**$ 355**	**$ -**
Total Expenses	**$ 1,560,661**	**$ 1,569,932**	**$ 1,733,788**	**$ 1,682,947**	**$ 1,676,890**
Authorized Full Time Equivalents (FTE)	15.00	14.00	14.00	14.00	14.00

Analysis

Revenues:

The revenues shown above are those that are earned by services delivered by this General Fund department. General revenues such as property taxes, franchise fees, and half-cent sales tax provide the remaining funding.

Expenses:

Personnel Services increase from Current FY2016 primarily due to increased healthcare costs and an increased contribution to the City's pension program.

Operating Capital decrease from Current FY2016 due to a non-recurring budget increase in FY2016.

Department Name: Public Works and Utility Services Administration

DEPARTMENT WEBSITE: http://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. 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 Administration

Operating Budget	Actual FY 2014	Actual FY 2015	Current FY 2016	Projected FY 2016	Recommended FY 2017
Taxes	$ -	$ -	$ -	$ -	$ -
Licenses & Permits	$ -	$ -	$ -	$ -	$ -
Intergovernmental	$ -	$ -	$ -	$ -	$ -
Charges for Services & Fines	$ 302,781	$ 303,282	$ 335,000	$ 335,000	$ -
Other	$ -	$ -	$ -	$ -	$ -
Total Revenues	**$ 302,781**	**$ 303,282**	**$ 335,000**	**$ 335,000**	**$ -**
Personnel Services	$ 296,632	$ 306,804	$ 294,030	$ 291,270	$ 306,768
Non-Personnel	$ 5,675	$ 20,558	$ 15,459	$ 10,291	$ 15,867
Operating Capital	$ -	$ -	$ -	$ -	$ -
Debt Service	$ -	$ -	$ -	$ -	$ -
Other	$ -	$ -	$ -	$ -	$ -
Total Expenses	**$ 302,307**	**$ 327,362**	**$ 309,489**	**$ 301,561**	**$ 322,635**

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

Total Budget					
Total Revenues	**$ 302,781**	**$ 303,282**	**$ 335,000**	**$ 335,000**	**$ -**
Total Expenses	**$ 302,307**	**$ 327,362**	**$ 309,489**	**$ 301,561**	**$ 322,635**
Authorized Full Time Equivalents (FTE)	2.00	2.00	2.00	2.00	2.00

Analysis

Revenues:

The revenues shown above are those that are earned by services delivered by this General Fund department. General revenues such as property taxes, franchise fees, and half-cent sales tax provide the remaining funding.

Expenses:

Personnel Services increase from Current FY2016 primarily due to increased healthcare costs and an increased contribution to the City's pension program.

Department Name: Purchasing

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

VISION AND MISSION:

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

GOALS AND OBJECTIVES:

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

CURRENT OPERATIONS AND INITIATIVES:

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

- Purchasing Team evaluating options to improve functionality of new Oracle Inventory System;
- Partnering with the MBD Office to implement B2G payment tracking and SLBE/ WMBE vendor registration and certification modules;
- Partnering with departmental customers to award major contracts such as the new Utility Management System, development of a City-wide Emergency Fuel Plan in conjunction with Logistic Asset Management (LAM) and Emergency Management, development of a new RFP for Alert Tampa Notification, development of an RFP and award process for Food Services for the Tampa Convention Center and an RFP for a Citywide Grants Management System.

CITY STRATEGIC PRIORITY:

☒Changing Tampa's Economic DNA ☒Keeping our Streets Safe
☒Strengthen our Neighborhoods ☒Effective & Efficient Government

Performance Measures	Actual FY2015	Projected FY2016	Estimated FY2017
Total Dollars Purchased (millions)	$295,580	$325,138	$357,652
Dollars for Small Local Business Enterprises (SLBE) (millions)	$9,580	$10,538	$11,592
Number of Bids Processed	228	250	275
Number of Resolutions Processed	176	195	214
Number of Purchasing Office Transmittals Processed	117	130	145
Public Records Requests Since October 1, 2015	45	80	100
City Council Agenda Items	175	204	238
Dollars of Inventory ($000)	$ 4,337	$ 4,554	$ 4,781

Purchasing

Operating Budget	Actual FY 2014	Actual FY 2015	Current FY 2016	Projected FY 2016	Recommended FY 2017
Taxes	$ -	$ -	$ -	$ -	$ -
Licenses & Permits	$ -	$ -	$ -	$ -	$ -
Intergovernmental	$ -	$ -	$ -	$ -	$ -
Charges for Services & Fines	$ -	$ -	$ -	$ -	$ -
Other	$ 325	$ 133	$ -	$ 90	$ -
Total Revenues	**$ 325**	**$ 133**	**$ -**	**$ 90**	**$ -**
Personnel Services	$ 1,648,539	$ 1,656,082	$ 1,799,466	$ 1,767,065	$ 1,901,336
Non-Personnel	$ 45,114	$ 43,072	$ 46,660	$ 46,660	$ 47,878
Operating Capital	$ -	$ -	$ -	$ -	$ -
Debt Service	$ -	$ -	$ -	$ -	$ -
Other	$ -	$ -	$ -	$ -	$ -
Total Expenses	**$ 1,693,653**	**$ 1,699,154**	**$ 1,846,126**	**$ 1,813,725**	**$ 1,949,214**

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

Total Budget					
Total Revenues	**$ 325**	**$ 133**	**$ -**	**$ 90**	**$ -**
Total Expenses	**$ 1,693,653**	**$ 1,699,154**	**$ 1,846,126**	**$ 1,813,725**	**$ 1,949,214**
Authorized Full Time Equivalents (FTE)	17.00	19.00	18.00	18.00	18.00

Analysis

Revenues:

The revenues shown above are those that are earned by services delivered by this General Fund department. General revenues such as property taxes, franchise fees, and half-cent sales tax provide the remaining funding.

Expenses:

Personnel Services increase from Current FY2016 primarily due to increased healthcare costs and an increased contribution to the City's pension program.

Department Name: Revenue and Finance

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

VISION AND MISSION:

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

GOALS AND OBJECTIVES:

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

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

CURRENT OPERATIONS AND INITIATIVES:

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

CITY STRATEGIC PRIORITY:

☐Changing Tampa's Economic DNA ☐Keeping our Streets Safe
☐Strengthen our Neighborhoods ☒Effective & Efficient Government

Performance Measures	Actual FY2015	Projected FY2016	Estimated FY2017
GFOA Financial Reporting Award	30 Years	31 Years	32 Years
GFOA Budget Presentation Award	31 Years	32 Years	33 Years
Implied GO Bond Ratings (S&P AAA, Fitch-AA, Moody's-Aa1)	Yes	Yes	Yes
CAFR Finalized by March 31 of the Subsequent Year	No	Yes	Yes
Number of Audit Findings and Comments	1	0	0

Revenue and Finance

Operating Budget	Actual FY 2014	Actual FY 2015	Current FY 2016	Projected FY 2016	Recommended FY 2017
Taxes	$ -	$ -	$ -	$ -	$ -
Licenses & Permits	$ -	$ -	$ -	$ -	$ -
Intergovernmental	$ -	$ -	$ -	$ -	$ -
Charges for Services & Fines	$ 82	$ -	$ -	$ -	$ -
Other	$ 142,458	$ 522,000	$ 366,783	$ 419,651	$ 435,782
Total Revenues	**$ 142,540**	**$ 522,000**	**$ 366,783**	**$ 419,651**	**$ 435,782**
Personnel Services	$ 7,349,774	$ 7,495,654	$ 7,757,823	$ 7,683,729	$ 7,787,404
Non-Personnel	$ 444,200	$ 311,705	$ 384,250	$ 384,250	$ 428,254
Operating Capital	$ 64,178	$ 2,955	$ 20,000	$ 20,000	$ -
Debt Service	$ 94,173	$ 88,341	$ 88,342	$ 88,342	$ 88,342
Other	$ -	$ -	$ -	$ -	$ -
Total Expenses	**$ 7,952,325**	**$ 7,898,655**	**$ 8,250,415**	**$ 8,176,321**	**$ 8,304,000**

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

Total Budget					
Total Revenues	**$ 142,540**	**$ 522,000**	**$ 366,783**	**$ 419,651**	**$ 435,782**
Total Expenses	**$ 7,952,325**	**$ 7,898,655**	**$ 8,250,415**	**$ 8,176,321**	**$ 8,304,000**
Authorized Full Time Equivalents (FTE)	92.00	91.00	91.00	91.00	90.50

Analysis

Revenues:

The revenues shown above are those that are earned by services delivered by this General Fund department. General revenues such as property taxes, franchise fees, and half-cent sales tax provide the remaining funding.

Expenses:

During FY2016, Revenue and Finance decreased by 0.5 FTEs.
Personnel Services increase from Current FY2016 primarily due to increased healthcare costs and an increased contribution to the City's pension program.

Department Name: Solid Waste and Environmental Program Management

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

VISION AND MISSION:

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

GOALS AND OBJECTIVES:

- Transform business operations to continue maximizing our resources and economic effectiveness;
- Advance our commitment to improving environmental awareness by establishing an environmental resource center to educate the community about waste resource management;
- Develop a master plan as our comprehensive, long-range guide for efficient service, fiscally responsible growth and development and minimization of risk; and
- Continue to invest in staff development to ensure that our employees represent industry excellence.

CURRENT OPERATIONS AND INITIATIVES:

- Active contributor in developing the City-wide Utility Management System;
- Utilizing business intelligence solutions to improve the reliability of service delivery;
- Improving the reduction of our carbon footprint with an additional portable compressed natural gas (CNG) station and constructing a permanent time-fill station;
- Improving the customer service experience by dedicating elite team members as representatives to support the City's Key Accounts; and
- Advancing our newly created Asset Management business unit to ensure adequate resources are available to fulfill the departments' mission, vision, and values.

CITY STRATEGIC PRIORITY:

☒Changing Tampa's Economic DNA ☐Keeping our Streets Safe
☒Strengthen our Neighborhoods ☒Effective & Efficient Government

Performance Measures	Actual FY2015	Projected FY2016	Estimated FY2017
Solid Waste Code Enforcement Compliance Rates	75%	75%	77%
Brownfield Designations	3	4	5
Residential Curbside Recycling Participation Rate	84%	84%	85%
Number of Vehicles Powered By Alternative Fuels	15	39	56
Same Day and On Time Collection-Residential	99%	99%	99%
Tons Processed at McKay Bay	300,315	313,000	316,000

Solid Waste

Operating Budget	Actual FY 2014	Actual FY 2015	Current FY 2016	Projected FY 2016	Recommended FY 2017
Taxes	$ -	$ -	$ -	$ -	$ -
Licenses & Permits	$ 836,121	$ 762,297	$ 711,600	$ 780,000	$ 784,000
Intergovernmental	$ 35,416	$ -	$ -	$ -	$ -
Charges for Services & Fines	$ 84,447,859	$ 89,221,924	$ 92,926,183	$ 94,618,000	$ 95,091,500
Other	$ 11,535,606	$ 14,968,169	$ 14,475,589	$ 14,270,325	$ 26,191,785
Total Revenues	**$ 96,855,002**	**$ 104,952,390**	**$ 108,113,372**	**$ 109,668,325**	**$ 122,067,285**
Personnel Services	$ 14,432,899	$ 14,446,311	$ 15,716,941	$ 15,301,557	$ 15,815,714
Non-Personnel	$ 42,643,431	$ 43,848,296	$ 46,827,110	$ 45,006,826	$ 47,688,731
Operating Capital	$ 7,049,983	$ 6,232,749	$ 8,278,937	$ 8,278,937	$ 7,760,039
Debt Service	$ 15,028,881	$ 14,853,228	$ 13,360,325	$ 13,360,325	$ 13,393,325
Other	$ 12,110,547	$ 15,102,575	$ 24,492,278	$ 16,259,893	$ 38,077,741
Total Expenses	**$ 91,265,741**	**$ 94,483,159**	**$ 108,675,591**	**$ 98,207,538**	**$ 122,735,550**

Capital Improvement Budget					
Total Revenues	**$ 1,373,886**	**$ 1,199,967**	**$ 2,015,000**	**$ 2,015,000**	**$ 15,085,480**
Personnel Services	$ 2,533	$ 6,275	$ -	$ -	$ -
Non-Personnel	$ -	$ -	$ -	$ -	$ -
Capital	$ 73,904	$ 127,370	$ 4,402,249	$ 4,380,601	$ 15,085,480
Debt Service	$ -	$ -	$ -	$ -	$ -
Other	$ 1,134,653	$ -	$ -	$ -	$ -
Total Expenses	**$ 1,211,090**	**$ 133,645**	**$ 4,402,249**	**$ 4,380,601**	**$ 15,085,480**

Total Budget					
Total Revenues	**$ 98,228,888**	**$ 106,152,357**	**$ 110,128,372**	**$ 111,683,325**	**$ 137,152,765**
Total Expenses	**$ 92,476,831**	**$ 94,616,804**	**$ 113,077,840**	**$ 102,588,139**	**$ 137,821,030**
Authorized Full Time Equivalents (FTE)	215.25	213.75	213.75	213.75	213.00

Analysis

Revenues:

Revenues are expected to increase from Current FY2016 with the addition of new commercial accounts.
The Solid Waste Funds are balanced where total revenues equal total expense.
The Environmental Division is funded by General Fund revenues which results in the department's total expenses exceeding total revenues.

Expenses:

Personnel Services increase from Current FY2016 primarily due to the decrease of .75 FTE's , increased healthcare costs, and an increased contribution to the City's pension program.
Non Personnel increase from Current FY2016 due to increase costs in contractual services for hauling and landfill cost.
Other expenses increase as a result of funds transfer from operating to capital improvements for FY2017 projects.
Annual capital improvement appropriations are applied over multiple fiscal years. As a result, prior year appropriations are used in subsequent fiscal years.

Department Name: Technology and Innovation

DEPARTMENT WEBSITE: http://www.tampagov.net/technology-and-innovation

VISION AND MISSION:

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

GOALS AND OBJECTIVES:

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

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

CURRENT OPERATIONS AND INITIATIVES:

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

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

CITY STRATEGIC PRIORITY:

☐Changing Tampa's Economic DNA ☐Keeping our Streets Safe
☐Strengthen our Neighborhoods ☒Effective & Efficient Government

Performance Measures	Actual FY2015	Projected FY2016	Estimated FY2017
Requests	38,152	33,237	36,560
Priority 1 Incidents	40	26	28
Priority 2 Incidents	32	36	39
Repair Work Orders	10,844	10,880	10,916

Technology and Innovation

Operating Budget	Actual FY 2014	Actual FY 2015	Current FY 2016	Projected FY 2016	Recommended FY 2017
Taxes	$ -	$ -	$ -	$ -	$ -
Licenses & Permits	$ -	$ -	$ -	$ -	$ -
Intergovernmental	$ -	$ -	$ -	$ -	$ -
Charges for Services & Fines	$ -	$ -	$ -	$ -	$ -
Other	$ 1,706	$ 1,045	$ -	$ -	$ -
Total Revenues	**$ 1,706**	**$ 1,045**	**$ -**	**$ -**	**$ -**
Personnel Services	$ 13,266,921	$ 12,848,472	$ 13,099,274	$ 12,755,559	$ 13,323,343
Non-Personnel	$ 4,634,208	$ 4,816,606	$ 5,678,675	$ 5,655,618	$ 6,718,163
Operating Capital	$ 1,102,363	$ 27,578	$ 498,200	$ 498,200	$ 80,000
Debt Service	$ -	$ -	$ -	$ -	$ -
Other	$ -	$ -	$ -	$ -	$ -
Total Expenses	**$ 19,003,492**	**$ 17,692,656**	**$ 19,276,149**	**$ 18,909,377**	**$ 20,121,506**

Capital Improvement Budget					
Total Revenues	**$ -**	**$ -**	**$ 906,325**	**$ 626,325**	**$ 5,404,805**
Personnel Services	$ -	$ 145	$ 290	$ 290	$ -
Non-Personnel	$ 1,272,166	$ 1,290,728	$ 961,515	$ 878,551	$ -
Capital	$ 3,953,648	$ 2,051,656	$ 3,576,678	$ 3,657,290	$ 5,404,805
Debt Service	$ -	$ -	$ -	$ -	$ -
Other	$ -	$ -	$ -	$ -	$ -
Total Expenses	**$ 5,225,814**	**$ 3,342,529**	**$ 4,538,483**	**$ 4,536,131**	**$ 5,404,805**

Total Budget					
Total Revenues	**$ 1,706**	**$ 1,045**	**$ 906,325**	**$ 626,325**	**$ 5,404,805**
Total Expenses	**$ 24,229,306**	**$ 21,035,185**	**$ 23,814,632**	**$ 23,445,508**	**$ 25,526,311**
Authorized Full Time Equivalents (FTE)	124.00	122.00	122.25	122.25	121.75

Analysis

Revenues:

The revenues shown above are those that are earned by services delivered by this General Fund department. General revenues such as property taxes, franchise fees, and half-cent sales tax provide the remaining funding.

Expenses:

Personnel Services increase from Current FY2016 primarily due to decrease of 0.5 FTE's, increased healthcare costs and an increased contribution to the City's pension program.

Non-Personnel increase due to Oracle maintenance costs for FY2017.

Annual capital improvement appropriations are applied over multiple fiscal years. As a result, prior year appropriations are used in subsequent fiscal years.

Department Name: Transportation and Stormwater Services

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

VISION AND MISSION:

Our vision is to deliver the highest quality transportation and stormwater services to enhance the safety and quality of life within our community. Our mission is to provide safe, reliable, and efficient multimodal connectivity, 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;
- Support Comprehensive Plan policies that encourage a multi-modal transportation system through integrated land use and transportation planning, and strive to attain the optimum level of service for stormwater management;
- Continue to implement projects that promote safety and appropriately balance transportation and stormwater needs with neighborhood desires; and
- Continue to improve management and maintenance of the transportation and stormwater infrastructure.

CURRENT OPERATIONS AND INITIATIVES:

- Develop multi-modal system via promotion of mass transit initiatives and complete streets program to enhance public safety;
- Implement a capital improvement program that will provide incremental improvement to the overall stormwater system;
- Develop a comprehensive resurfacing, rehabilitation and restoration approach to pavement management to ensure appropriate inclusion of ADA sidewalk, stormwater, signing, pavement markings and signalization upgrades;
- Execute strategic operations leveraging the Stormwater Assessment Fee and ensuring National Pollutant Discharge Elimination System (NPDES) permit compliance;
- Enhance coordination of special events promoting economic development for the City of Tampa; and
- Continue to optimize our customer service center to improve responsiveness.

CITY STRATEGIC PRIORITY:

☒Changing Tampa's Economic DNA ☒Keeping our Streets Safe
☒Strengthen our Neighborhoods ☒Effective & Efficient Government

Performance Measures	Actual FY2015	Projected FY2016	Estimated FY2017
Capital Improvement Projects (Transportation)	71	76	68
Inspect and Clean Ditches (feet)	89,970	115,000	171,000
Traffic Studies (speed, crash, signs & marking)	850	825	800
Capital Improvement Projects (Stormwater)	25	29	30
Special Event Maintenance of Traffic Plans	343	372	403
Stormwater Pipe Inspection and Cleaning (feet)	304,612	255,000	506,880
Traffic Signs Replaced	6,476	7,364	7,500
Street Sweeping (frequency in days)	63	49	45
Traffic Signals (preventive maintenance work orders)	538	538	542

Transportation

Operating Budget	Actual FY 2014	Actual FY 2015	Current FY 2016	Projected FY 2016	Recommended FY 2017
Taxes	$ 9,175,419	$ 10,393,406	$ 10,184,100	$ 10,600,000	$ 10,600,000
Licenses & Permits	$ 1,974,769	$ 1,990,210	$ 2,170,800	$ 1,494,700	$ 1,335,500
Intergovernmental	$ 11,407	$ 7,968,000	$ 7,833,117	$ 8,413,059	$ 9,336,835
Charges for Services & Fines	$ 24,048	$ 622,344	$ 296,000	$ 346,500	$ 427,000
Other	$ 712,975	$ 13,577,937	$ 21,448,244	$ 11,112,159	$ 15,951,967
Total Revenues	**$ 11,898,618**	**$ 34,551,897**	**$ 41,932,261**	**$ 31,966,418**	**$ 37,651,302**
Personnel Services	$ 5,471,332	$ 5,196,261	$ 10,186,859	$ 9,201,560	$ 11,429,379
Non-Personnel	$ 461,490	$ 7,242,703	$ 9,414,304	$ 9,884,542	$ 10,420,822
Operating Capital	$ 89,709	$ -	$ 100,400	$ 100,400	$ 10,000
Debt Service	$ -	$ -	$ -	$ -	$ -
Other	$ 17,075,914	$ 15,781,772	$ 22,027,364	$ 17,725,605	$ 15,791,101
Total Expenses	**$ 23,098,445**	**$ 28,220,736**	**$ 41,728,927**	**$ 36,912,107**	**$ 37,651,302**

Capital Improvement Budget					
Total Revenues	**$ 34,302,360**	**$ 19,627,997**	**$ 26,625,373**	**$ 25,963,078**	**$ 22,726,101**
Personnel Services	$ 167,803	$ 504,927	$ -	$ -	$ -
Non-Personnel	$ 85,706	$ 11,277	$ 131,150	$ 131,150	$ -
Capital	$ 6,421,851	$ 27,892,617	$ 57,585,375	$ 54,843,819	$ 18,741,028
Debt Service	$ -	$ -	$ -	$ -	$ -
Other	$ 16,578,654	$ 1,801,201	$ 2,441,064	$ 117,717	$ 3,985,073
Total Expenses	**$ 23,254,014**	**$ 30,210,022**	**$ 60,157,589**	**$ 55,092,686**	**$ 22,726,101**

Total Budget					
Total Revenues	**$ 46,200,978**	**$ 54,179,894**	**$ 68,557,634**	**$ 57,929,496**	**$ 60,377,403**
Total Expenses	**$ 46,352,459**	**$ 58,430,758**	**$ 101,886,516**	**$ 92,004,793**	**$ 60,377,403**
Authorized Full Time Equivalents (FTE)	58.00	57.00	142.00	142.00	135.00

Analysis

Revenues:

Licenses & Permits decrease from Current FY2016 due to a reduction of anticipated appropriation of University North Impact Fee Revenue.
Intergovernmental revenues increase in Recommended FY2017 due to the appropriation of additional grants awarded to the City for capital improvement projects.
Other revenues decrease from Current FY2016 primarily due to a decrease in transfers to the capital construction funds for the department's capital improvement budget.

Expenses:

Personnel Services increase from Current FY2016 primarily due to increased healthcare costs and an increased contribution to the City's pension program, which was partially offset by the reduction of 3 FTE's and transfer of 4 FTE's to Planning and Development.
Annual capital improvement appropriations are applied over multiple fiscal years. As a result, prior year appropriations are used in subsequent fiscal years.

Stormwater

Operating Budget	Actual FY 2014	Actual FY 2015	Current FY 2016	Projected FY 2016	Recommended FY 2017
Taxes	$ -	$ -	$ -	$ -	$ -
Licenses & Permits	$ 6,175,185	$ 6,218,601	$ 14,000,000	$ 14,325,000	$ 14,000,000
Intergovernmental	$ -	$ -	$ -	$ -	$ -
Charges for Services & Fines	$ 100	$ 4,696	$ -	$ -	$ -
Other	$ 18,472	$ 133,244	$ 1,610,000	$ 1,629,500	$ 2,380,295
Total Revenues	**$ 6,193,757**	**$ 6,356,541**	**$ 15,610,000**	**$ 15,954,500**	**$ 16,380,295**
Personnel Services	$ 1,078,472	$ 1,981,323	$ 7,196,593	$ 6,518,456	$ 7,161,140
Non-Personnel	$ 381,268	$ 3,781,205	$ 4,888,662	$ 6,071,473	$ 6,816,745
Operating Capital	$ 1,671,594	$ 259,026	$ 2,078,290	$ 2,837,083	$ 88,600
Debt Service	$ -	$ 214,438	$ 208,130	$ 208,130	$ 277,800
Other	$ 4,785,227	$ 9,168,172	$ 1,556,026	$ 291,723	$ 2,036,010
Total Expenses	**$ 7,916,561**	**$ 15,404,164**	**$ 15,927,701**	**$ 15,926,865**	**$ 16,380,295**

Capital Improvement Budget					
Total Revenues	**$ 9,220,897**	**$ 6,916,607**	**$ 18,300,000**	**$ 41,758,227**	**$ 20,889,186**
Personnel Services	$ 361,771	$ 292,966	$ -	$ -	$ -
Non-Personnel	$ -	$ 8,138	$ -	$ -	$ -
Capital	$ 19,970,349	$ 15,181,977	$ 47,192,453	$ 39,223,882	$ 889,186
Debt Service	$ -	$ -	$ -	$ -	$ -
Other	$ 2,252	$ 884,526	$ 233,016	$ 233,016	$ 20,000,000
Total Expenses	**$ 20,334,372**	**$ 16,367,607**	**$ 47,425,469**	**$ 39,456,898**	**$ 20,889,186**

Total Budget					
Total Revenues	**$ 15,414,654**	**$ 13,273,148**	**$ 33,910,000**	**$ 57,712,727**	**$ 37,269,481**
Total Expenses	**$ 28,250,933**	**$ 31,771,771**	**$ 63,353,170**	**$ 55,383,763**	**$ 37,269,481**
Authorized Full Time Equivalents (FTE)	10.00	12.00	88.00	88.00	88.00

Analysis

Revenues:

Other revenues increase from Current FY2016 due to a transfer from the Utilities Services Tax Fund.

Expenses:

Operating Capital expenses decrease in Recommended FY2017; Current FY2016 includes funding for a one-time purchase of stormwater capital equipment.

The City has dedicated $20.0 million of Community Investment Tax bond proceeds to support the City's stormwater capital needs. These funds have been placed in reserve pending adoption of a Stormwater Improvement Assessment, at which time the $20.0 million will be allocated to specific projects. Annual capital improvement appropriations are applied over multiple fiscal years. As a result, prior year appropriations are used in subsequent fiscal years.

WE BUILT THIS: TRANSFORMING TAMPA TOGETHER

Department Name: Wastewater

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

VISION AND MISSION:

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

GOALS AND OBJECTIVES:

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

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

CURRENT OPERATIONS AND INITIATIVES:

In FY2017, the department will continue with the following initiatives in support of its primary objectives:

- Complete design and award contracts for the rehabilitation of the Louisiana Pumpstation and improvements to the 109th Street Pump Station;
- Design and award additional construction contracts to continue with the department's collection system renewal and replacement program to repair and replace deteriorated force mains and gravity sewers located throughout the collection system, and complete the construction of the rehabilitation of the Bayshore Beautiful collection system, Airport Pump Station, and the treatment plant's Diffused Aeration Reactor System and final sedimentation tanks; and
- Complete treatment plant master plant to identify and prioritize capital improvements needed to maintain reliability and reduce operating cost at the Howard F. Curren Wastewater Treatment plant.

CITY STRATEGIC PRIORITY:

☐Changing Tampa's Economic DNA ☐Keeping our Streets Safe
☐Strengthen our Neighborhoods ☒Effective & Efficient Government

Performance Measures	Actual FY2015	Projected FY2016	Estimated FY2017
Gravity Sewer Pipe Cleaned (miles)	596	480	620
Gravity Sewer Pipe CCTV Inspected (miles)	345	250	370
Manholes Inspected	5,111	5,400	6,000
Grease Traps Inspected	3,901	4,000	5,200

Wastewater

Operating Budget	Actual FY 2014	Actual FY 2015	Current FY 2016	Projected FY 2016	Recommended FY 2017
Taxes	$ -	$ -	$ -	$ -	$ -
Licenses & Permits	$ -	$ -	$ -	$ -	$ -
Intergovernmental	$ 60,101	$ 114,610	$ 50,960	$ 49,941	$ 49,900
Charges for Services & Fines	$ 105,677,466	$ 107,924,325	$ 105,502,653	$ 111,769,263	$ 112,020,423
Other	$ 46,608,433	$ 65,390,554	$ 25,751,304	$ 19,645,486	$ 17,604,007
Total Revenues	**$ 152,346,000**	**$ 173,429,489**	**$ 131,304,917**	**$ 131,464,690**	**$ 129,674,330**
Personnel Services	$ 24,118,043	$ 23,440,647	$ 24,535,414	$ 24,329,487	$ 25,526,618
Non-Personnel	$ 44,728,240	$ 45,461,625	$ 47,364,573	$ 46,160,175	$ 47,553,498
Operating Capital	$ 2,771,321	$ 1,278,282	$ 2,728,625	$ 2,728,625	$ 2,659,005
Debt Service	$ 17,546,776	$ 59,910,401	$ 14,539,016	$ 14,539,016	$ 13,201,196
Other	$ 43,361,413	$ 55,118,958	$ 42,137,289	$ 35,299,183	$ 40,734,013
Total Expenses	**$ 132,525,793**	**$ 185,209,913**	**$ 131,304,917**	**$ 123,056,486**	**$ 129,674,330**

Capital Improvement Budget					
Total Revenues	**$ 24,989,499**	**$ 36,228,588**	**$ 17,320,700**	**$ 17,284,330**	**$ 19,233,000**
Personnel Services	$ 1,311,373	$ 1,490,871	$ -	$ -	$ -
Non-Personnel	$ 18,009	$ 69,530	$ 6,270	$ -	$ -
Capital	$ 15,414,790	$ 22,864,364	$ 63,024,213	$ 63,030,483	$ 19,224,000
Debt Service	$ -	$ -	$ -	$ -	$ -
Other	$ 28,559,189	$ 9,000	$ 9,000	$ 9,000	$ 9,000
Total Expenses	**$ 45,303,361**	**$ 24,433,765**	**$ 63,039,483**	**$ 63,039,483**	**$ 19,233,000**

Total Budget					
Total Revenues	**$ 177,335,499**	**$ 209,658,077**	**$ 148,625,617**	**$ 148,749,020**	**$ 148,907,330**
Total Expenses	**$ 177,829,154**	**$ 209,643,678**	**$ 194,344,400**	**$ 186,095,969**	**$ 148,907,330**
Authorized Full Time Equivalents (FTE)	320.00	321.00	311.00	311.00	315.00

Analysis

Revenues:

Charges for Services increase from Current FY2016 due to increased customer usage.
Other revenue decrease from Actual FY2015 to Current FY2016 is primarily due to the refinancing of bonds in FY2015 and the receipt of bond proceeds. Current FY2016 decrease due to increase of Fund Balance for capital projects in FY2016.

Expenses:

Personnel Services increase from Current FY2016 primarily due to the addition of 4 FTE's, increased healthcare costs and an increased contribution to the City's pension program.
Annual capital improvement appropriations are applied over multiple fiscal years. As a result, prior year appropriations are used in subsequent fiscal years.

Department Name: Water

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

VISION AND MISSION:

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

GOALS AND OBJECTIVES:

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

CURRENT OPERATIONS AND INITIATIVES:

- Continue high treatment levels necessary to achieve the Partnership for Safe Water, 20-year Director's Award in 2019;
- By 2017, the department will have replaced 128 miles of pipeline since the inception of the pipeline replacement program in 2007. Continue to invest into pipeline replacement, especially the undersized systems in South Tampa;
- The department will continue to make significant progress toward providing minimum flows for the Lower Hillsborough River by October 2017;
- Continue to upgrade technology at the David L. Tippin Water Treatment Facility; and
- Replace and complete implementation of the Consumer Service's Utility Management System by 2018.

CITY STRATEGIC PRIORITY:

☒Changing Tampa's Economic DNA ☐Keeping our Streets Safe
☒Strengthen our Neighborhoods ☒Effective & Efficient Government

Performance Measures	Actual FY2015	Projected FY2016	Estimated FY2017
Non-Revenue Producing Water	10.3%	10.3%	10.0%
Reclaimed Water Demand (mgd)	3.0	3.3	3.5
Call Center - Average Call Wait Time (minutes:seconds)	2:27	1:38	1:30
Call Center - Calls Abandoned	8.62%	5.50%	8.00%
Meter Reading Accuracy	99.78%	99.77%	99.80%
Hydrants Inspected	100%	100%	100%

Water

Operating Budget	Actual FY 2014	Actual FY 2015	Current FY 2016	Projected FY 2016	Recommended FY 2017
Taxes	$ -	$ -	$ -	$ -	$ -
Licenses & Permits	$ -	$ -	$ -	$ -	$ -
Intergovernmental	$ 5,500	$ 5,029	$ -	$ -	$ -
Charges for Services & Fines	$ 106,883,387	$ 107,415,996	$ 110,956,343	$ 114,523,351	$ 115,490,200
Other	$ 16,089,894	$ 2,925,831	$ 4,169,926	$ 2,225,767	$ 13,326,196
Total Revenues	**$ 122,978,781**	**$ 110,346,856**	**$ 115,126,269**	**$ 116,749,118**	**$ 128,816,396**
Personnel Services	$ 22,676,144	$ 21,735,679	$ 22,283,856	$ 21,669,177	$ 21,804,308
Non-Personnel	$ 41,456,029	$ 42,053,523	$ 52,122,646	$ 51,945,887	$ 53,295,767
Operating Capital	$ 1,565,134	$ 683,675	$ 2,880,395	$ 2,173,870	$ 1,670,300
Debt Service	$ 355,324	$ 235,955	$ 58,000	$ 15,000	$ -
Other	$ 38,723,435	$ 58,501,871	$ 38,488,610	$ 32,104,915	$ 52,046,021
Total Expenses	**$ 104,776,066**	**$ 123,210,703**	**$ 115,833,507**	**$ 107,908,849**	**$ 128,816,396**

Capital Improvement Budget					
Total Revenues	**$ 39,557,364**	**$ 108,847,853**	**$ 57,034,307**	**$ 63,395,175**	**$ 54,489,100**
Personnel Services	$ 802,864	$ 1,114,124	$ -	$ -	$ 1,240,581
Non-Personnel	$ 144,529	$ 2,575	$ -	$ -	$ -
Capital	$ 25,914,159	$ 30,662,626	$ 108,193,189	$ 113,426,053	$ 35,854,703
Debt Service	$ 14,398,400	$ 64,285,617	$ 14,201,435	$ 14,573,865	$ 15,542,499
Other	$ 11,272,764	$ 10,000	$ 1,768,302	$ 10,000	$ 1,851,317
Total Expenses	**$ 52,532,716**	**$ 96,074,942**	**$ 124,162,926**	**$ 128,009,918**	**$ 54,489,100**

Total Budget					
Total Revenues	**$ 162,536,145**	**$ 219,194,709**	**$ 172,160,576**	**$ 180,144,293**	**$ 183,305,496**
Total Expenses	**$ 157,308,782**	**$ 219,285,645**	**$ 239,996,433**	**$ 235,918,767**	**$ 183,305,496**
Authorized Full Time Equivalents (FTE)	301.00	301.00	298.00	298.00	306.50

Analysis

Revenues:

Other revenues increase from Current FY2016 primarily due to an increase in Use of Fund Balance to fund FY2017 capital projects.

Expenses:

Personnel Services in the operating budget decrease from Current FY2016 primarily due to the transfer of 11 FTE's to capital improvement projects which offset an increase in Personnel Services in the capital improvement budget in Recommended FY2017. Overall, the department had an increase of 8.5 FTE's from Current FY2016, increased healthcare costs, and an increased contribution to the City's pension program. Other expenses increase from Current FY2016 primarily due to an increase in transfers to the capital construction funds. Annual capital improvement appropriations are applied over multiple fiscal years. As a result, prior year appropriations are used in subsequent fiscal years.

WE BUILT THIS: TRANSFORMING TAMPA TOGETHER

Financial Policies

Financial Policies

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

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

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

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

1. Balanced Budget

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

2. Fund Balance

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

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

Purpose

The purpose of this policy is to specify the size and composition of the City's desired fund balance and to identify certain requirements for classifying fund balance in accordance with Governmental Accounting Standards Board (GASB) Statement No. 54, *Fund Balance Reporting and Governmental Fund Type Definitions*.

Policy

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

Nonspendable - Amounts that cannot be spent because they are either:

a. not in spendable form; or
b. legally or contractually required to be maintained intact.

Examples include inventories, prepaid items, long-term receivables and permanent endowments.

Restricted - Fund balance should be reported as restricted when constraints placed on the use of resources are either:

a. External resource providers such as creditors (by debt covenants), grantors, contributors, or laws or regulations of other governments; or
b. Imposed by law through constitutional provisions or enabling legislation.

Examples include restricted by state statute, unspent bond proceeds, grants earned but not spent, debt covenants, taxes dedicated to a specific purpose, and revenues restricted by enabling legislation.

Committed - Amounts that can be used only for the specific purposes determined by a formal action (such as City ordinance or resolution or mayoral executive order).

Assigned - Includes spendable fund balance amounts established by management of the City that are intended to be used for specific purposes that are neither considered restricted or committed.

An example is the Mayor delegates the authority to assign fund balance to the Chief Financial Officer.

Unassigned - Unassigned fund balance is the residual classification for the General Fund. This classification represents fund balance that has not been assigned to other funds and that has not been restricted, committed, or assigned to specific purposes within the General Fund. Unassigned fund balance may also include negative balances for any governmental fund if expenditures exceed amounts restricted, committed, or assigned for those specific purposes.

3. Spending Order of Fund Balances

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

4. Governmental Funds Reserve

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

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

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

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

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

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

5. Enterprise Fund Reserve

Operating Reserves — The Water, Wastewater, and Solid Waste Departments will each maintain a reserve that is equal to 90 days of current budget year expenses.

- This reserve can be released at the direction of the City's Chief financial Officer.
- The Solid Waste Department will maintain a $7.6 million reserve to conduct debris management due to emergency weather events that require debris clean up following a storm event. This reserve can be released at the direction of the Chief Financial Officer.

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

The Solid Waste Department shall attempt to maintain a $5.0 million reserve for the repair and renovation of the McKay Bay Refuse-To-Energy Facility. This reserve can be released at the direction of the City's Chief Financial Officer.

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

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

6. Internal Service Funds Reserves

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

7. Fees and Charges

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

The amount of a fee should not exceed the overall cost of providing the service and operations and maintenance for the facility and infrastructure for which the fee is imposed. Direct and indirect costs may be used in calculating fees.

8. Investments

Scope – This policy pertains to the City of Tampa's (the "City") investment practices employed for the City's Pooled Cash Account which is used for all operating receipts and disbursements. It does not pertain to bond related escrow or pension accounts.

Investment Objectives – It is the policy of the City to invest funds in safe, liquid, minimum risk instruments that will provide the maximum amount of interest earnings.

Performance Measurement – The earnings of these instruments will be measured by comparison to the three (3) year and the five (5) year United States Treasury Notes on a monthly basis.

Ethics – The City will follow the Prudent Person Rule, which states; "Investments should 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".

Authorized Investments – It is the policy of the City, as provided in Section 7.10-Investment of Funds, of the Revised Charter of the City of Tampa of 1975, that the Director of Finance, with the approval and consent of the Mayor, is authorized to invest any funds of the City in United States Government or United States Treasury bonds, certificates, notes or bills, or may arrange interest bearing time deposits with the depositories of the City; and the interest derived from such investments or deposits shall be accrued as revenue to the general fund of the City, except in the case of special funds for which the City is required by agreement or by law to credit such special funds with interest on its invested balances.

Maturity and Liquidity Requirements – The City's policy is to promote investments that enable it to meet the day to day requirements of the City. Investments will be made in accordance with known/anticipated cash needs and cash flow requirements. All known needs for the upcoming (6) six months will be coordinated with maturing investments or revenues. After all short-term needs have been met, the remaining funds should be invested in minimum risk, liquid instruments with the highest yield possible; however preference is given to securities with maturity dates the coincide with debt service and end of quarter payments. The maximum maturity term for a single investment will not exceed five (5) years.

Portfolio Composition* – Short-term investments are limited to thirty three percent (33%) of the total portfolio. No more than thirty percent (30%) of the portfolio should be invested in certificates of deposits.

Risk and Diversification* – A maximum of twenty percent (20%) of the total portfolio is permitted in a single institution. All securities purchased must be backed by the full faith and credit of the United States Government.

**At the discretion of the CFO, may need to be altered from time-to-time based on economic conditions and/or the best value of the short-term operational needs of the city.*

Redemption – The City is permitted to sale investments early (redemption before maturity) to meet short-term liquidity requirements. Permission and coordination is needed from the Investment Committee, CFO, Chief Accountant and/or Banking Manager. Every effort should be made first by utilizing the treasury cashflow forecasting model to time cash requirements. Upon redemption, the investment accountant will update the portfolio.

Authorized Investment Institutions & Dealers – The Investment Committee shall establish a list of authorized investment institutions and dealers. The list will be reviewed on an annual basis. Securities must be purchased from primary dealers only, with a maximum of five (5) dealers solicited per transaction. All certificates of deposits must be purchased from banks that are Qualified Public Depositories of the State of Florida.

Third-Party Custodial Agreements – All purchases of securities are to be made on a delivery versus payment basis. Delivery instructions are provided to each institution on the list of authorized investment institutions and dealers. All securities will be delivered to a safekeeping institution that will hold securities under a third party custodial agreement. The safekeeping institution will receive instruction regarding type, description, cost, and authorization for payment of each transaction at the time of purchase.

Master Repurchase Agreement – All authorized institutions or dealers involved in repurchase agreement transactions must execute, and perform transactions in accordance with, a master repurchase agreement in substantially the same for as form of master repurchase agreement approved by the Public Securities Association.

Bid Requirements - Availability of funds, market conditions and City needs must be analyzed in selecting the appropriate type of instrument to purchase. All purchases must be bid competitively.

Internal Controls – The Director of Finance shall establish a system of written internal controls. Such controls will be reviewed on an annual basis by an independent audit firm to ensure that they are being followed to prevent the loss of funds from fraud, employee error, and misrepresentation by third parties, or imprudent actions by employees of the City.

Continuing Education – The Investment Coordinator must annually complete 8 hours of continuing education in subjects or courses of study related to investment practices and products.

Reporting – The City shall provide an annual financial statement which will include the investment portfolio by class/type, book value, income earned and market value as well as the date of the report.

Authorized Investments; Written Investment Policies -

(a) Interest bearing time deposits or savings accounts in qualified public depositories as defined in s. 280.02.

(b) Direct obligations of the United States Treasury.

(c) Other investments authorized by law or by ordinance for municipality, so long as such investments do not conflict with the City Section 7.10, Investment of Funds, of the Revised Charter of the City of Tampa of 1975.

9. Non-Recurring Revenue

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

10. Revenue Forecast

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

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

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

Annually, the City charges Water, Wastewater, Solid Waste, and Parking Division (collectively, the enterprise funds) for payment in lieu of taxes (PILOT) and payment in lieu of franchise fees (PILOF). These revenues are collected and deposited in the General Fund. The basis for collecting both revenues is to equate all of the enterprise funds to private companies. If the enterprise funds were private companies, they would be paying property taxes (PILOT) and franchise fees (PILOF).

Payment in Lieu of Taxes — PILOT is calculated annually based on the fixed asset value for each enterprise department times the City's prior year millage rate.

Payment in Lieu of Franchise Fees — PILOF is calculated annually based on budgeted revenues for each enterprise fund times the currently authorized franchise fee percentage.

12. Revenue Diversification

The City strives to diversify its revenues in order to maintain needed services during periods of declining economic activity through a variety of actions such as:

- Explore the possibility of new or expanded revenue sources as a way to help achieve a balanced budget after considering all possible cost reduction alternatives;
- Evaluate other revenue-generating opportunities that will support sustainable community growth;
- Analyze cost recovery revenue sources on an annual basis to insure that revenue collections reflect the cost of providing the associated City services;
- Actively oppose state and/or federal legislation which would mandate costs to the City of Tampa without providing or increasing a revenue source to offset those mandated costs;
- Continue lobbying efforts to protect current revenues received from state and federal sources;
- Follow an aggressive policy of enforcement of revenue regulations and collection of revenues; and
- Maintain a stable user base.

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

The City of Tampa develops a five-year capital improvement plan (CIP) annually in support of the City's mission and strategic plan. The CIP is designed to promote long-range financial planning, and provide for capital projects to be carried out in accordance with predetermined priorities of need and affordability. Specifically the CIP:

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

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

The benefits of the capital improvement plan are as follows:

- Facilitates coordination between capital needs, and the operating budgets;
- Identifies the most economical means of identifying funding;
- Increases opportunities for obtaining federal and state aid;

- Relates public facilities to other public and private development, and redevelopment policies and plans;
- Focuses attention on community objectives and fiscal capacity;
- Provides full transparency;
- Coordinates the activities of neighboring and overlapping units of local government to reduce duplication; and
- Encourages careful project planning and design to avoid costly mistakes and help a community reach desired goals.

The five-year capital improvements plan must be financially feasible and provide both the project's funding source and capital cost and also the funding source and amount of funding that will be required for the anticipated post-construction operational costs of each project.

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

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

The first year of the CIP represents the capital budget that is adopted by City Council. The capital budget includes the first year of the capital improvements fund schedule and all other capital improvements identified in the CIP. Years two (2) through five (5) of the capital improvements fund schedule are included in the CIP.

The CIP budget, showing estimated annualized costs of capital projects, is updated on an annual basis <u>with all</u> amendments during the year approved by City Council.

A capital project cannot be added or deleted without approval of the City Council; neither can funds be added or deleted which change the outcome of the project without City Council approval. However, funding levels in the Community Investment Tax (CIT) program can be amended administratively.

All capital projects costs include the impact upon the operating budget at the time the project is presented for City Council approval.

The following criteria are applied to determine the fiscal impact of capital improvements:

- Consideration of the fiscal impact on the operating and capital budget;
- Relationship between project costs and potential revenue;
- Protection of a prior or potential public investment;
- Value of project to improve the City's efficiency; and

- Avoidance of inefficient duplication of public facilities and services.

14. Debt

Introduction

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

- Facilitate the execution of strategic goals;
- Maintain the City's fiscal strength;
- Ensure public funds are protected; and
- To maximize the City's ability to provide quality services.

The City recognizes that pledgable revenue sources are limited, and the City will treat the use of each as a deployment of a scarce resource; therefore, careful attention must be focused on balancing future flexibility with the need to consume scarce resources. This policy validates the City's commitment to adhere to best financial management practices in order to guarantee that the appropriations for capital purposes are equitable to each generation of taxpayers and other beneficiaries. The policy sets forth comprehensive guidelines and adherence as it is essential to ensure that the City maintains a sound financial position.

Scope and Authority

The policy shall apply to all debt issued by the City and the Community Redevelopment Agency on behalf of the citizens, ratepayers, and taxpayers of the City of Tampa, and shall govern the issuance and management of debt funded from capital markets, including the selection and management of related financial services and products, and investment of debt proceeds.

The Chief Financial Officer (or designee) is the designated administrator of the Policy. As administrator, the Chief Financial Officer shall provide for the issuance of debt at the lowest possible cost and risk, determine available debt capacity, comply with all Internal Revenue Service, Securities and Exchange Committee, and Municipal Securities Rulemaking Board rules and regulations, submit to the Mayor and City Council all recommendations to issue debt, and apply and promote prudent fiscal practices. Each debt financing shall be approved by the Mayor and City Council.

Objectives

The following goals shall define the objectives for the issuance of debt of the City which are subject to the scope of this Policy.

A. Balance multiple financial management objectives, including:

- <u>Creativity</u> — Examine new or different means to achieve established objectives at the lowest possible cost;

- Innovation — Analyze all available financing options and select the financing vehicles that address the City's objectives at the lowest possible cost;
- Flexibility — Retain the City's current and future options to meet the financing challenges of the City;
- Responsibility — Be fair, reasonable and equitable to each generation of taxpayers, rate payers, users and other beneficiaries when distributing the debt burden or costs of government;
- Credit Strength — Act as a good corporate citizen, to maintain or enhance the City's credit worthiness and reputation and to ensure the trust of those who have or will purchase the City's debt or other forms of borrowing; and
- Compliance and Continuing Disclosure — Pay timely attention to and comply with all reporting requirements, agreements, laws, contracts, covenants, policies and obligations which make up or are related to the City debt management program(s).

B. Define and categorize the City's current debt programs as governmental or proprietary within the self-supporting and non self-supporting categories.

C. Enhance the City's ability to access the credit markets and enhance or maintain the credit ratings for each of its programs.

D. Evaluate each of the following in anticipation of new borrowing initiatives:

- Amount of funding currently available in addition to contemplated debt issuance;
- Existing outstanding debt that utilizes the same revenue stream as a source of repayment;
- Appropriate final maturity (1 to 40 years);
- Use of short-term or long-term credit vehicles; and
- Use of fixed rate or variable rate pricing options.

E. Identify appropriate debt constraints or limits in an effort to ensure adequate flexibility for future generations of elected officials.

F. Comply with all continuing disclosure requirements.

Debt Administration

In recognition of its fiduciary responsibility to City taxpayers, ratepayers and other stakeholders, the City will institute and comply with the following financial best practices:

A. Act with regard to self-supporting proprietary operations, when necessary, to increase rates to ensure each operation maintains rate coverage (revenue to debt service ratios) as required by the higher of either the city policy or related debt covenants;

B. Limit the level of annual debt service as a percentage of available annual revenues to ensure a reasonable ability to address recurring operations and maintenance and/or capital requirements on a pay-as-you-go basis for all self-supporting governmental operations;

C. The City is not subject to any legal debt limit restrictions and shall monitor the amount of annual debt to ensure adequate debt level capacities;

D. The City will not securitize various types of debt and consolidate them as bonds, or pass-through securities to investors;

E. Establish the annual subsidy required and compare it to the actual subsidy needed for all non self-supporting proprietary operations;

F. Account for the issuance of debt using general accepted accounting principles as established by the Governmental Accounting Standards Board;

G. Maintain complete information on its outstanding debt portfolio, including: issue name, initial par amount, dated date and sale date, purpose, security type, issue type, sale type, true interest cost, arbitrage yield, average life, underwriters, underwriter's discount, principal amounts by maturity, coupon rate, coupon type, original yield, interest payment frequency by maturity, first interest payment by maturity, call provisions, sinking provisions, and credit enhancement, if any;

H. Implement processes, and assign all roles and responsibilities necessary to ensure timely compliance with all continuing disclosure requirements, up to and including posting of said items on the Electronic Municipal Market Access web site; and

I. Revenue bonds shall be payable from pledged revenues actually budgeted, appropriated, and deposited into the funds and accounts created and established pursuant to, and in the manner provided in, the bond resolution. Such a covenant on the part of the City to budget and appropriate sufficient amounts of pledged revenues shall be cumulative, and shall continue until such revenues accrued are sufficient to make all required payments as, and when, due. Such pledges shall not constitute a lien, either legal or equitable, on any of the City's covenant revenues or other revenues, nor shall it preclude the City from issuing additional bonds payable from the same pledged revenue stream, so long as sufficient coverage still exists after the additional issue is taken into account.

Maintaining/Improving Credit Ratings

The City shall strive to maintain and improve the overall credit standing of its general credit, and each of its specific debt programs. When addressing efforts to improve ratings, the City will seek to balance financial flexibility (and related ability to meet the challenges facing the community) with potential limitations or restrictions.

Types of Debt

Prior to issuing debt, the City analyzes which type of debt is most appropriate and the term based on costs and potential covenants.

General Obligation Debt — General obligation debt, or direct debt, is debt which is supported by property tax revenues and will be utilized as authorized by voters. The City shall issue no general

obligation debt without a successful vote by referendum. The City has no outstanding general obligation debt (and currently has no plans to try to obtain general obligation financing).

Revenue-Backed Debt — Revenue-backed debt is debt that is supported by dedicated revenue sources including proprietary service revenues, fees, and user charges, as well as non-ad valorem tax revenues (sales taxes, state revenue sources, excise taxes, etc.). Revenue-backed debt may be issued in the form of bonds, notes or short-term debt for both general governmental uses and enterprise uses.

Covenant to Budget and Appropriate – Issued bonds are secured by a covenant to budget and appropriate legally available non-ad valorem revenues for the payment of debt service. Such bonds are not secured by a specific lien upon or pledge of specific non-ad valorem revenues. Such covenant is subject to the requirement that the City pay for all essential governmental services.

Non-Ad Valorem Debt – The City may covenant to appropriate in its annual budget non-ad valorem revenues sufficient to service the debt in the manner and to the extent and subject to certain conditions as provided by the bond resolution.

Capital Leases — Capital leases are often used to obtain the use and enjoyment of long-term assets without purchasing the assets outright. Capital leases are reported (initially) as long-term liabilities on the balance sheet and exhibit one or more of the following qualities:

- Transfer of ownership at lease termination;
- Bargain purchase option (to lessee) at lease termination;
- Lease term equal to more than 75% of the asset's useful life; and
- The present value of the minimum lease payments is equal to more than 90% of the fair (market) value of the asset.

Over the lifetime of a lease, the total cost to the City may be higher than purchasing the asset outright. However, in exceptional circumstances leases may be suitable for financing capital expenditures, including the acquisition of land and equipment and the construction of facilities in certain circumstances. Capital lease financing shall be utilized on a case-by-case basis and must be approved by the Chief Financial Officer prior to entering into any such agreement.

State Revolving Loan Funds and Pools — The federal government provides state governments with funding to create low interest loan programs to fund water, sewer, and flood control infrastructure projects. The federal government provides the largest portion of these funds and the state matches at 20%. However, states may disburse funds as they see fit. As loans are repaid, they may be applied to other projects. The state must provide a 20% match in order to receive the federal funds. Pursuant to certain loan agreements, the City has obtained several low interest rate loans from the State of Florida Revolving Loan Program for the purpose of funding several water and wastewater projects.

Conduit Debt — Pursuant to the City conduit debt policies and guidelines any conduit financing shall contain a no-recourse provision to the City. Any conduit financing structures established must implement formal underwriting standards that require exemption from securities registration (if applicable); be projects that have acceptance by the local community and public purpose and

benefits; be nonprofit borrowers with a demonstrated ability to provide debt service; be private for-profit borrowers that have a history of growth, strong prospects of continued growth, substantial participation of funds from other sources, and participants of integrity; have an independent financial advisor; and be in compliance with all pertinent laws and regulations. Separately published application and administrative fees must be paid for conduit debt proposals.

Investment of Bond Proceeds — All general obligation and revenue bond proceeds shall be invested as part of the City's consolidated cash pool unless otherwise specified by the loan agreement, bond legislation, or bond indenture, and approved by the Chief Financial Officer. Investments will be consistent with those authorized by existing City and state law and by the City's investment policies.

Purposes of Financing

New Money Financing — New money issues generate additional funding to be available for expenditure on capital projects. Funds are to be utilized for the acquisition, construction, and major improvement of capital assets with a minimum of 15 years of useful life. These funds shall not be utilized to fund operational activities.

Refunding Bonds — Refunding bonds are issued to retire an outstanding bond issue or a portion thereof. This is done to refinance at a lower interest rate, to restructure the repayment schedule of the debt, to change the type of debt instruments being issued, or to remove undesirable covenants.

The City may refinance debt to achieve true savings as market opportunities arise. A refunding transaction to achieve interest cost savings shall require a present value savings of at least three percent (3%) of the refunded debt.

Criteria for Evaluating Debt Options

The City has established specific target benchmarks for potential exercise of debt options. Within the framework established by the goals, objectives and established target benchmarks, the Mayor is authorized to act on behalf of the City, in a manner intended to lower the effective cost of debt to the taxpayers and citizens of Tampa. With regard to this delegation of authority, the following criterion for evaluating debt options has been established:

Method of Sale

A. City debt issuances shall be offered for sale to investors by one of the following two methods. The method chosen shall be determined on a case-by-case basis:

- When advantageous for the City, the issuance and sale of debt shall be achieved by competitive bid. Debt issued on a competitive bid basis will be sold to the bidder proposing the lowest true interest cost to the City; and
- To minimize the costs and risks of the City's debt issue, the Chief Financial Officer may elect to sell the debt issue on a negotiated basis.

B. The negotiation of terms and conditions shall include prices, interest rates, underwriting or remarketing fees, and commissions.

C. The City, with the assistance of a financial advisor, shall evaluate the terms offered and oversee the bond allocation process.

D. The Chief Financial Officer shall require a post-sale analysis and reporting for each bond sale provided by the independent financial advisor.

Continuing Disclosure

Pursuant to the City's Disclosure Policies and Procedures, the City has covenanted to provide certain financial information and operating data relating to the City annually, and to provide notices of the occurrence of certain enumerated material events. The City has agreed to file annual financial information and operating data and the audited financial statements with each entity authorized and approved by the Securities and Exchange Commission (the 'SEC") to act as a repository (each a "Repository") for the purpose of complying with Rule 15c2-12 adopted by the SEC under the Securities Exchange Act of 1934 (the "Rule"). Effective July 1, 2009, the sole Repository is the Municipal Securities Rulemaking Board ("MSRB"). The City has agreed to file notices of certain enumerated material events, when and if they occur, with the Repository.

Professional Services

The City shall secure professional services as required to execute financing transactions. Professional services may include financial advisors, bond counsel, trustees, and others. Such financial and legal services shall include the following:

A. Financial Advisors

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

- Recommendation of specific covenants, financing structure, indentures, and terms;
- Preparation/review of preliminary and final official statements;
- Review of contracts as necessary, including bond purchase contracts, liquidity facility agreements, remarketing agreements, and investment and trust agreements;
- Review of resolutions concerning the authorization and award of financing;
- Preparation and review of advertisements of sales in published and electronic media;
- Assist the City in the development and presentation of information to rating agencies, investors, and other municipal market participants;
- Attendance at meetings related to financial issues affecting financing;
- Assist the City in determining whether a particular financing package should be sold competitively or negotiated, and attending related bid openings or providing advice during sale process;
- Assist the City in the preparation and evaluation of RFPs for financial services related to underwriting or trustee services;
- Provide the City a post-sale analysis, including an issue summary and final report;

- Provide advice regarding the administration of the City's program, and recommending modifications as requested;
- Assist the City with any other financing matters relating to issuances; and
- Provide other services as requested by the City.

B. Bond Counsel

All debt issued by the City shall include a written opinion by legal counsel affirming the City is authorized to issue the proposed debt, the City has met all federal, state, and local legal requirements, and a determination of the proposed debt's federal income tax status. The firm selected will be expected to provide the full range of legal services required, including:

- Rendering the bond counsel opinion regarding the validity and binding effect of the bonds, the source of payment and security for the bonds, and the excludability of interest on the bonds from gross income for federal income tax purposes;
- Preparation and review of the documents necessary to the authorization, issuance, sale, and delivery of the bonds, coordination of the authorization and execution of these documents (including resolutions);
- Review of all legal issues relating to the structure of the bonds;
- Preparation and review of those sections of the offering documents to be disseminated in connection with the sale of the bonds that relate to the bonds, financing documents, bond counsel opinion, tax exemption, and the continuing disclosure undertaking of the City;
- Participation in meetings as requested relating to legal issues affecting issuance of bonds;
- Review or preparation of contracts, including bond purchase contracts, liquidity facility agreements, remarketing agreements, and investment and trust agreements;
- Preparation of bound official transcripts of the proceedings of the financing, including all documentation relating to the authorization, offering, sale, and delivery of the issue; and
- Assisting the City with other legal matters relating to issuance of the bonds that may be identified during a transaction, including investment of proceeds and reserves, and compliance with federal arbitrage regulations.

C. Disclosure Counsel

Post-closing activities, such as responding to IRS examinations or preparing continuing disclosure documents, are often performed by disclosure counsel. The City will engage these services as needed, which typically include:

- Drafting of official statements;
- Conducting due diligence investigation;
- Preparation of the continuing disclosure certificate; and
- Providing a 10b-5 opinion.

D. Verification Agent

The purpose of the verification agent is to confirm that sufficient proceeds are escrowed to ensure timely repayment of principal and interest on refunded bonds. The City shall procure the services of a verification agent in conjunction with the sale of refunding bonds. Selection criteria shall include: demonstrated ability to provide accurate verification of escrow funding accuracy, timely reports, and the competitiveness of fees.

E. Underwriters

The City shall select underwriters based on the firm's demonstrated ability serving on financial transactions with similar complexity, to structure a debt issue efficiently, to sell debt to institutional and retail investors, to put capital at risk, experience and reputation, and competitiveness of fees. Respondents shall include in their proposals a complete and detailed list of all proposed fees. The underwriting expense component must be finalized and approved by the City no later than forty-eight (48) hours prior to the day of pricing. The City and its financial advisor shall monitor the services of the underwriters.

F. Escrow Agent

The purpose of the escrow agent is to hold securities and/or funds that are to be delivered upon compliance with the conditions contained in the escrow agreement. The City shall procure the services of an escrow agent when deemed necessary.

G. Arbitrage Rebate Calculation Firm

The purpose of the arbitrage rebate calculation firm is to provide arbitrage rebate compliance services in accordance with the Internal Revenue Code of 1986 as amended (Code). The City shall procure the services of an arbitrage rebate calculation firm when deemed necessary. The scope of services will be to determine if requirements of the spending exception applicable to a debt issue have been met, to prepare initial rebate calculations if required, to prepare any computations required by the Code, and to consult with the City as requested concerning arbitrage regulations and related issues. Selection criteria shall include the firm's qualifications and experience, staff qualifications, demonstrated ability to provide timely reports, and cost of services.

Communication Policy

The Chief Financial Officer shall manage relationships with the rating analysts assigned to the City's credit by both formal and informal methods. Communication with rating agencies shall include full disclosure on an annual basis of the financial condition of the City; on a periodic basis a formal presentation covering economic, financial, operational, and other issues that impact the City's credit; timely disclosure of any financial events that may impact the City's credit; timely dissemination of the Comprehensive Annual Financial Report, following its adoption; and complete and timely distribution of any documents pertaining to the sale of bonds. The Chief Financial Officer shall also manage relationships with the analysts and the bond insurers assigned to the City's credit by both formal and informal methods.

The City will attempt to coordinate future debt issuance and planning with all other overlapping jurisdictions with which a common tax base is shared.

Credit Enhancement

The City shall always endeavor to maintain or improve its credit ratings. The City shall maintain a minimum of an "A" rating from Standard & Poor's, Fitch, and Moody's for revenue bonds.

A. Bond Insurance

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

B. Letters of Credit

Letters of credit represent a bank's promise to pay principal and interest when due for a defined period of time and subject to certain conditions. In a direct pay letter of credit, the trustee may draw upon the letter of credit to make debt service payments. A stand-by letter of credit may be used to ensure the availability of funds to pay principal and interest of an obligation. The issuance of most variable rate debt requires the use of a liquidity facility. The financial advisor shall conduct a competitive process to recommend a letter of credit provider. Only those banks with long-term ratings greater than, or equal to, that of the City's, and short-term ratings of P-1/A-1, by Moody's Investor Service and Standard & Poor's, respectively, may be solicited. Selection criteria shall include the bank's acceptance of terms and conditions acceptable to the City, review of representative lists of clients, and an evaluation of fees.

15. Cost Allocation

The City implements a cost allocation policy to distribute the indirect costs incurred by its departments for various services or cost categories in reasonable proportion with the benefits provided for these services or cost categories.

The City annually revises its cost allocation plan to ensure accuracy in determining indirect costs associated to the respective departments. The Revenue and Finance Department shall maintain a complete file regarding the cost allocation plan and supporting documentation.

16. Basis of Accounting and Basis of Budgeting

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.

Basis of Budgeting – The City generally follows the above Basis of Accounting when budgeting. However there are several exceptions:

a. The City budgets the following items within the proprietary and fiduciary funds for transparency purposes:
    - Principal debt payments
    - Receipt of long-term debt proceeds
    - Operating capital outlay

b. The City does not budget the following items within the proprietary and fiduciary funds:
    - Amortization expenses
    - Depreciation expenses
    - Net increase/(decrease) in fair value of investments

c. The City is authorized by policy to re-appropriate sufficient funds within all capital construction funds, certain grant funds, and community redevelopment agency funds administratively to complete the capital project and accomplish the grant's purpose. The amount that is administratively re-appropriated is calculated by adding the September 30 value for encumbrances and the value for each project's available balance.

Appendices

Glossary

Accrual Basis of Accounting
Accounting method where revenues are recorded when earned (regardless of when cash is received) and expenses are recorded when liabilities are incurred (regardless of when payment is made). Method of budgeting used for Enterprise and Internal Service funds. *Also see Modified Accrual Basis of Accounting.*

Ad Valorem Tax
A tax levied on the assessed value of real and personal property. This tax is also known as property tax.

Adopted Budget
A financial plan presented, reviewed, and approved by a governing body for the upcoming or current fiscal year beginning October 1.

Annexation
The process by which an unincorporated area is brought into a city. Rules governing annexation are established by Florida Statute.

Appropriation
A specific amount of money authorized by city council for the purpose of providing or acquiring goods and services.

Arbitrage
Borrowing money under a jurisdiction's tax exempt status and relending it at higher interest rates, then keeping the earnings for discretionary use.

Assessed Property Value
The value set upon real estate or other property by the County Property Appraiser and the State as a basis for levying taxes.

Assets
Resources that have monetary value and are owned or held by a government.

Authorized Positions
Employee positions, which are authorized in the adopted budget, to be filled during the year.

Balanced Budget
A budget in which planned funds available equal planned expenditures as required by Florida State Statute 166.241.

Bond
A certificate of debt issued by an entity, guaranteeing payment of the original investment plus interest, by a specified future date.

Bond Refinancing
The payoff and reissuance of bonds to obtain better interest rates and/or bond conditions.

Budget
An annual financial plan that identifies revenues, specifies the type and level of services to be provided and establishes the amount of money which can be spent.

Budget Allocation
The distribution of a sum of money for a particular purpose according to a specific plan.

Budget Amendment
Legal means by which an adopted revenue or expenditure authorization limit is increased or decreased.

Capital Equipment
Equipment, costing more than $1,000, with an expected life of more than one year such as automobiles, computers and furniture.

Capital Improvement Program
A statement of the City of Tampa's policy regarding long-range physical development, and is the principal planning tool designed to achieve urban growth and development for a five year period.

Capital Improvement Project (CIP)/ Expenditure
Major construction, acquisition, or renovation activities which add value to the City's physical assets or significantly increase their useful life.

Capital Improvement Project Budget
A financial plan for construction of physical assets such as buildings, streets, sewers and recreation facilities. It comes from the first year of the Capital Improvement Project.

Capital Outlay
The purchase, acquisition, or construction of any item having a unit cost of $1,000 or more, or a useful life of one or more years. Typical capital outlay items include vehicles, construction equipment, photocopiers, computers, and office furniture.

Chief Financial Officer
Senior financial advisor to the Mayor. Supervises the Revenue and Finance Department which oversees the City's centralized Accounting and Budget Offices.

City Charter
Document setting forth the principles, functions, and organization of a City's government.

Collective Bargaining Agreement
A legal contract between the City and representatives of a recognized bargaining unit for specific terms and conditions of employment (e.g. hours, working conditions, salary, fringe benefits, and matters affecting health and safety of employees).

Communications Services Tax
A tax levied by the State on telecommunication and cable services. This replaces telecommunication and cable franchise fees and utility taxes previously collected by local governments.

Comprehensive Annual Financial Report (CAFR)
This report is commonly known as the annual audit which is conducted by an independent certified public accounting firm. It contains information regarding all general purpose financial statements for revenue and expenditures, selected financial and demographic information, and amortization of long-term debt and selected investment portfolio data.

Conduit Debt
Debt payable by third parties for which the state or government is not providing credit or security.

Consumer Price Index (CPI)
A statistical description of price levels provided by the U.S. Department of Labor. The index is used as a measure of cost of living and economic inflation.

Contingency
An appropriation of funds to cover unanticipated expenditures that occur during the fiscal year.

Cost Allocation
A method used to charge enterprise, internal service and federal funds for their share of central administration costs.

Current Operations
The existing processes, functions, or procedures used by the City to carry out its vision, mission, and goals.

Debt Service
The payment of principal and interest on borrowed funds such as bonds, bank loans, and/or short-term commercial paper.

Department
An organizational unit responsible for carrying out a major governmental function, such as police, fire rescue, parks and recreation, water, solid waste, etc.

Depreciation
The decrease in value of physical assets due to use and the passage of time.

Derivative
Types of investments in which payoffs are produced over time from the performance of assets, interest rates, foreign exchange rates or indices.

Employee (or Fringe) Benefits
Contributions made by the City to meet commitments or obligations for employees beyond base pay, such as the City's share of costs for social security, worker's compensation and the various pension, medical and life insurance plans.

Encumbrance
An amount of money committed for the payment of goods and services not yet paid for.

Enterprise Fund
A self-supporting fund designed to account for activities supported by user charges. Examples include golf courses, parking, solid waste, wastewater, and water funds.

Entitlement
Payments guaranteed by Congress and/or state legislatures to eligible recipients for a certain period of time. These payments are provided outside of the discretionary part of the state or federal budget.

Fiduciary Fund
A set of interrelated accounts to record revenues and expenditures associated with a specific purpose held by the government for other parties. In the case of the City of Tampa, an example is the General Employee's Pension Fund.

Financial Statement
A written report of the financial condition of an organization which shows revenues, expenses, and income (the difference between revenues and expenses) of the organization over a period of time.

Fiscal Year (FY)
Any period of 12 consecutive months designated as the budget year. The City's fiscal year begins October 1 and ends September 30, which is the same for Hillsborough County and the federal government. The State of Florida's fiscal year runs from July 1 through June 30.

Franchise Fee
A fee assessed on a business, usually a public utility, in return for the right to operate inside the city limits. The City of Tampa has granted franchises for electric and natural gas service.

Full-Time Equivalent (FTE)
A position which works a 40-hour week on an ongoing basis and is specifically authorized for ongoing funding by classification in the annual budget. Two half-time positions equal one FTE.

Fund
A set of interrelated accounts to record revenues and expenditures associated with a specific purpose such as the General Fund or an enterprise fund.

Fund Balance
The balance remaining in a fund after expenditures have been subtracted from revenues.

General Fund
A fund supported by revenues, such as property taxes, not designated by law for a special purpose. Some of the departments are funded by the General Fund include fire rescue, police, administration, and parks and recreation.

General Obligation Bond
Bonds that finance public projects such as streets, municipal facilities and park improvements. The repayment of these bonds is made from property taxes and is backed by the full faith and credit of the issuing government.

Generally Accepted Accounting Principles (GAAP)
The uniform set of authoritative standards and procedures adopted by the accounting profession.

Goals
Broad statements the organization works towards to accomplish identified strategies. Usually accomplished in 1-3 years.

Government Accounting Standards Board (GASB)
A seven-member board organized in 1984 to establish standards of financial accounting and reporting for state and local governmental entities.

Government Finance Officers' Association (GFOA)
The professional association of state/provincial and local finance officers in the United States and Canada which has served the public finance profession since 1906. The GFOA administers the Distinguished Budget Presentation Awards Program, a voluntary awards program which encourages governments to prepare effective budget documents.

Governmental Funds
Funds generally used to account for tax-supported activities that rely mostly on current assets and current liabilities. There are four different types of governmental funds: general, special revenue, debt service and capital projects.

Grants
Financial assistance in the form of money, property or technical assistance in lieu of money, awarded by a government agency or private organization to an eligible applicant to accomplish public purposes. Grants obligate the grantee to meet specified objectives and hold the grantee financially liable if funds are not spent in accordance with applicable laws, rules, and regulations of the funding agency.

Homestead Exemption
A deduction of up to $50,000 (The homestead exemption for school districts is $25,000) from the total taxable assessed value of a primary residence for qualified property owners in the State of Florida. Other exemptions such as Senior Citizen, Blind Disability, etc. are available with varying amounts of deductions.

Impact Fees
A charge for services which is assessed on new construction in order to support specific new demands on a given type of service such as transportation, schools, parks, libraries, wastewater and water supply systems, fire and police protection and other government agencies and services. Local governments generally implement impact fees so existing residents and businesses do not have to pay for needs caused by new development.

Infrastructure
The basic facilities, services and installations needed for the functioning of a community or society, such as: public transportation, road repair and maintenance, communications systems and water and sewer line repair and replacement.

Initiatives
Specific programs, activities, projects, or actions an organization will undertake in an effort to meet performance targets.

Interfund Transfers
Payments from one fund to another fund, primarily for work or services provided.

Intergovernmental Revenue
Funds received from federal, state and other local government sources in the form of grants, shared revenues and payments in lieu of taxes for a specific purpose.

Internal Service Fund
A fund to account for activities associated with providing services to customers within the government on a cost-reimbursement basis. In the case of the City of Tampa, an example is the Fleet Maintenance Fund.

Local Option Gas Tax
The local option gas tax is a 30-year tax, renewed in 2013, to fund transportation related improvements.

Millage
The tax rate on real property, based on 1 mill, equals $1 per $1,000 of assessed property value. *See Questions and Answers for further explanation.*

Mission
The mission statement clearly states the purpose of the organization. The reason the organization exists.

Modified Accrual Basis of Accounting
Revenues are being recognized in the period when they become available and measurable (known). The term "available" means collectible within the current period or soon enough thereafter to be used to pay the liabilities of the current period. Expenditures, if measurable, are recognized in the accounting period in which the liabilities are incurred, regardless of when the receipt or payment of cash takes place. *Also see Accrual Basis of Accounting.*

Non-Recurring Expense
Non-recurring expenses comprise those that exist only for a limited period, or whose amounts vary considerably from one year to the next. Examples of non-recurring expenses include grants to private organizations or other governments, and one-time expenses for special projects.

Non-Recurring Revenue
Non-recurring revenues comprise sources that exist only for a limited period of time, or are amounts which vary considerably from one year to the next. Examples of non-recurring revenue include proceeds from grants and the sale of land.

Objectives
Specific concrete, measurable statements of what will be done to make progress toward a specific goal. Generally, they are attainable within 6-12 months out and have associated performance measures.

Operating Budget
A budget for general expenditures such as salaries, utilities and supplies.

Operating Expenses
The cost for personnel, materials and equipment required for a department to function. They are expenses that are directly related to service activities.

Ordinance
A formal legislative enactment by the legislative body which, if not in conflict with any higher form of law, has the full force and effect of law within the boundaries of the municipality to which it applies. An ordinance requires more legal formality and has a higher legal status than a resolution. Revenue raising measures, such as the imposition of taxes, special assessments and service charges, universally require ordinances.

Part 1 Crimes
Includes some of the most serious criminal offenses such as: murder, rape, robbery, assault, burglary, larceny, and auto theft.

Payment in Lieu of Franchise Fees (PILOF)
Payments by enterprise departments for use and maintenance of city rights-of-way similar to payments made by private sector entities.

Payment in Lieu of Taxes (PILOT)
Payments by enterprise departments for compensation of tax supported services similar to payments made by private sector entities.

Performance Measures
Indicators of the work performed and the results achieved in an activity, process or organizational unit. Performance measures may be financial or non-financial.

Personnel Expenses
Salaries, wages and fringe benefit costs such as pensions and insurance.

Property Tax
A tax levied on the assessed value of real property. This tax is also known as ad valorem tax.

Proprietary Funds
One of the three classifications of funds in governmental accounting. Proprietary funds consist of enterprise funds and internal service funds, and are used to account for business type activities.

Reclaimed Water
Wastewater that is treated well enough to use for irrigation.

Recommended Annual Budget
Presented to City Council in August to be adopted by the end of the current fiscal year (September 30). The Mayor shall prepare an annual budget for the operation of the municipality, which budget shall be presented to the City Council not less than forty-five (45) days before the expiration of each fiscal year.

Recurring Expense
Expenses which continue from year to year, where a similar amount can be expected annually. Examples include personnel expenses, and charges for utilities.

Recurring Revenue
Revenue sources which continue from year to year, where a similar amount can be expected annually. Examples include property taxes, utility taxes and license fees.

Reserve
An unappropriated source of funding not required for expenditures in the current budget year that is set aside to meet unexpected budgetary needs such as emergencies or unforeseen requirements.

Reserve for Vacancies
Anticipated savings resulting from authorized positions being temporarily vacant. Estimated vacancies are subtracted from the amount budgeted for salaries.

Resolution
A special or temporary order of a legislative body that requires less legal formality and has a lower legal status than an ordinance or statute.

Revenue
Increases in the net current assets of a government fund type from other than expenditure refunds, operating transfers and other financial sources.

Sales Tax
A 6% tax levied by the State of Florida on most goods and services. The City of Tampa currently receives a percentage of the state sales tax collected in Hillsborough County. Hillsborough County also has a 1/2 cent local option sales tax for indigent health care and a 1/2 cent community investment tax.

Self Insurance
A city program that administers workers' compensation, benefit and claims programs, general liability, property damage, health coverage and long-term disability insurance, and, life and accidental death and dismemberment insurance programs.

Special Revenue Fund
A fund that is used to account for the proceeds of specific revenue sources that are legally restricted to expenditures for specified purposes.

Tax Increment Financing (TIF)
TIF is a mechanism for using property taxes to stimulate investment in economically depressed areas. Property taxes generated as a result of new construction are reinvested in projects designed to further enhance the area's economic vitality.

Tax Operating Fund
A tax operating fund receives its money from the City's general revenues, such as property taxes. Police and fire protection are examples of services provided through a tax operating fund.

Tax Year
The calendar year in which tax bills are sent to property owners. The 2015 tax bills are reflected as revenue receipts to the City in FY16.

Taxing Authority
A government body, such as a city, county, or school board, with authority to levy property taxes.

Trust and Agency Funds
Funds used to account for resources received and held by the government in the capacity of trustee, custodian, or agent. As the name implies, these funds include both resources to be held over a long period (trust funds) and those resources that can be used currently (agency funds).

Truth in Millage (TRIM) Notice
A notice sent annually to property taxpayers which explains any changes in the millage rate of each taxing authority from the prior year. The notice also shows changes in a property's value and includes the time and place of public hearings on proposed millage rates.

User Charges
The payment of a fee for direct receipt of a public service by the party benefiting from the service. Examples are wastewater and water services.

Utilities Services Tax
A tax levied by cities on the consumers of various utilities such as electricity, telephones, or natural gas.

Vision
A statement that provides an inspiring picture of a preferred future state, "the dream" of an organization.

Acronyms

ADA - Americans with Disabilities Act
AFB – Air Force Base
ARC-Annual Required Contributions
AFL-CIO- CLC- American Federation of Labor, Congress of Industrial Organizations, and Canadian Labour Congress
ALS – Advanced Life Support
AMC – Air Mobility Command
BA – Budget Amendment
BT – Council Approved Budget Amendment
CAFR – Comprehensive Annual Financial Report
CBD - Central Business District
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
COLA – Cost of Living Adjustment
CDBG - Community Development Block Grant
CPI-Consumer Price Index
CRA – Community Redevelopment Area
CSC – Customer Service Center
CST – Communication Services Tax
CTTV – City of Tampa Television
DLTWTF – David L. Tippin Water Treatment Facility
DMI – Diversity Management Information
DRI - Development of Regional Impact
DROP – Deferred Retirement Option Program
EBS – E-Business Suite
ECM – Enterprise Content Management
EOC-Emergency Operations Center
EEO– Equal Employment Opportunity
EEOC – Equal Employment Opportunity Commission
EMS – Emergency Medical Service
ERP – Enterprise Resource Planning
ESG – Emergency Solutions Grants
EUD -Economic and Urban Development
F&P – Fire and Police
FAA – Federal Aviation Administration
FDOR – Florida Department of Revenue
FDOT – Florida Department of Transportation
FEMA – Federal Emergency Management Agency
FPI – Florida Personal Income
FTE – Full-Time Equivalent
FY – Fiscal Year
GAAP – Generally Accepted Accounting Principles
GAS – Government Auditing Standards
GASB – Government Accounting Standards Board
GFOA – Government Finance Officers' Association
GHG – Greenhouse Gas
GIS – Geographic Information System
GO – General Obligation
GPS - Global Positioning System
GSH – Greater Seminole Heights
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
HOPE – Housing Opportunities for People Everywhere
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
INET – City of Tampa's Intranet
IT – Information Technologies
K-9 – Canine (Dog)
LDC – Land Development Coordination

LEED – Leadership in Energy and Environmental Design
LHAP-Local Housing Assistance Plan
LOS-Level of Service
MAAAC – Mayor's African American Advisory Council
MBD- Minority Business Development
MHAC – Mayor's Hispanic Advisory Council
MFL – Minimum Flows and Levels
MGD – Million Gallons per Day
MHAC – Mayor's Hispanic Advisory Council
MIS – Management Information System
MOSI-Museum of Science and Industry
MSA – Metropolitan Statistical Area
MSRB - Municipal Securities Rulemaking Board
NCAA – National Collegiate Athletic Association
NCR – Neighborhood and Community Relations
NFL – National Football League
NRPW – Non-Revenue Producing Water
OEM-Office of Emergency Management
OPEB – Other Postemployment Benefit
PAL – Police Athletic League
P & D -Planning and Development
PILOF – Payment in Lieu of Franchise Fees
PILOT – Payment in Lieu of Taxes
PM – Preventative Maintenance
POETA – Project Organization Expenditure Task Award
QTI-Qualified Targeted Industries
RFP – Request for Proposal
RFID-Radio Frequency Identification
RNC – Republican National Convention
ROW-Rights-of-Way
SAFER – Staffing for Adequate Fire & Emergency Response
SB – Senate Bill
SEC – Securities and Exchange Commission
SHIP – State Housing Initiatives Partnership
SJR – Senate Joint Resolution
SLBE – Small Local Business Enterprise
SWFWMD – Southwest Florida Water Management District
SWOT-Strengths, Weaknesses, Opportunities and Threats
T&I – Technology and Innovation
TBS – Tampa Budget System
TBRA -Tenant Based Rental Assistance
TBW – Tampa Bay Water
TCC – Tampa Convention Center
TECO – Tampa Electric Company
TENT – Tampa Environmental Nature Team
TFR – Tampa Fire Rescue
THA – Tampa Housing Authority
TIA – Tampa International Airport
TIF – Tax Increment Financing Funding
TIGER-Transportation Investment Generating Economic Recovery Grant
TMDL – Total Maximum Daily Load
TPD – Tampa Police Department
TRIM – Truth in Millage
TSA – Tampa Sports Authority
UCR – Uniform Crime Rate
UF - University of Florida
USCG – United States Coast Guard
USCM – United States Conference of Mayors
USF – University of South Florida
USGBC – United States Green Building Council
USPS – United States Postal Service
UT – University of Tampa
WMBE – Women and Minority Business Enterprise
YET – Youth Education Town
YTD – Year–to-Date

Questions and Answers

Q: What is the purpose of the City budget?

A: The budget is an annual financial plan for the City of Tampa. It specifies the level of municipal services to be provided in the coming year. It reflects the policies and priorities set by the Mayor and City Council.

Q: How and when is the budget prepared?

A: The City of Tampa's annual budget process routinely begins in November with the preparation of initial revenue and expense estimates which are reviewed with the Mayor. In January, departments consider strategic and City-wide goals, and develop service delivery objectives for use in building the budget for the coming year. Then, amounts of funding or threshold budgets for each department are determined. Thresholds are based on current budget levels, level of service desired by the administration and estimates of available revenues. Each department then prepares its budget for the upcoming fiscal year within the threshold amount. The resulting budgets are reviewed and requests for additional funding are considered. The Recommended Annual Budget is presented to City Council by August 15. Finally, budget hearings are held and the budget is adopted by the end of the current fiscal year (September 30).

Q: Where does the City obtain its revenues?

A: From local, state and federal taxes, fees, licenses, and payments for municipal services such as water, wastewater and solid waste collection.

Q: How is the money used?

A: It is used to pay for salaries, equipment, supplies, capital improvements and debt service needed to provide fire and police protection, cultural and recreational activities, economic development, neighborhood services, water, wastewater, solid waste collection and other municipal services specified in the City budget.

Q: What is a mill of tax?

A: One mill is equal to $1.00 for each $1,000 of assessed property value. City property taxes on an $185,000 home, with a $50,000 homestead exemption and millage rate of 10 (example only), would be $1,350.

Assessed Value	$ 185,000	
Less homestead exemption	50,000	
Net taxable value	$ 135,000	
	÷ 1,000	
	$ 135	
	x 10	Millage
	$ 1,350	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 FY17 budget is 5.7326 mills or $5.7326 per $1,000 of taxable value. The Hillsborough County Property Appraiser establishes the taxable value of all property within the City. If your home is valued at $185,000 and you have a $50,000 homestead

exemption, you pay tax on the remaining $135,000. In this example, your taxes paid to the City would be $773.90, (135,000/1,000 x 5.7326 mills).

Q: How much of the total millage on property in Tampa was paid to the City?

A: Only 5.7326 mills of the 20.7932 mills levied for tax year 2015 was paid to the City. Using above example of a $185,000 home with a $50,000 homestead exemption, tax was paid on $135,000 x 21.3165 mills, or $2877.73 of ad valorem tax; $773.90 went to the City (27% of the total tax); and the remainder went to Hillsborough County, the Hillsborough County School Board, Southwest Florida Water Management District, the Children's Board, HART, the Port Authority and the Public Library.

Q: What is the difference between ad valorem tax and property tax?

A: There is no difference between ad valorem tax and property tax. They are different names for the same tax.

Q: Why is the City collecting more property taxes if the millage rate is constant?

A: On each parcel of real estate or tangible personal property, a taxable valuation is established by the Hillsborough County Property Appraiser to be used as a basis for levying taxes. This valuation is determined by subtracting all exemptions from the assessed value of a property which is determined by comparing a home to similar homes that have sold recently. Property taxes increase even though the millage rate remains constant when taxable property values within the City increase.

Q: What is an operating budget?

A: An operating budget is an annual financial plan for recurring expenditures such as salaries, utilities and supplies.

Q: What is a capital improvement budget?

A: A capital improvement budget is a long-range plan for the construction of physical assets such as buildings, streets, parks, and sewers.

Q: How is the Capital Improvement Program funded?

A: There are three primary means to fund and/or finance the City's capital projects: 1) pay as you go, 2) grants, and/or 3) debt.

Current Revenues - Paying for projects with either current or past taxes is the primary means to fund the City's capital program. There are various revenues sources that are used for this purpose. Some of the revenues are restricted such as transportation impact fees, local option fuel tax, and community investment tax.

- Community Investment Tax (CIT) - The Community Investment Tax was approved by voters in 1996 and can only be used to pay for capital projects and/or debt for qualified capital projects.
- Transportation Impact Fees - Transportation impact fees are assessed on new construction to support the demands on the transportation network. Transportation impact fees are restricted to increasing the transportation system's capacity and can only be spent within the district where collected.

- Local Option Fuel Tax (Gas Tax) - The gas tax is restricted to be used for either the maintenance of the City's roadway or for capital improvements to the roadway network.
- Utilities Services Tax - A utility tax is assessed on the consumption of utility services within the City. The tax is assessed on the following utility services: water, electricity, and electricity/gas. Utilities services taxes may be used for the purchase of capital equipment, capital improvement projects, pay the debt associated with capital projects, and fund general governmental operations.
- Enterprise Revenues - These are rates collected within the Water, Wastewater, and Solid Waste Departments for the delivery of their respective products and/or services. These revenues are restricted in that they can only be used for the operations, capital projects, and debt service within the respective departments.

Grants - The City receives capital grants from several sources. These grants are for specific purposes and may require a local match. The granting agencies usually impose specific requirements to qualify for the grant.

Prior to including grant revenues and the corresponding expenditures in the CIP, there must be a high probability that the City will be awarded the grant. In most cases this is a judgment call made between the department and Revenue and Finance. Documents to assist in this decision may include pre-award letters/notification or the grant award documents. Because of the high visibility of the grant funds and specific accounting requirements, departments need to work with Revenue and Finance to set up the proper accounting structure.

Debt - The City issues debt to either refund an existing debt issuance or to obtain new funds to acquire and/or construct major improvements to the City's infrastructure. The City uses a combination of long and short-term debt based on the lowest possible cost and risk to the City, determined by available debt capacity, compliance with City charter, legal requirements, and prudent financial policies. The budgeting and/or use of new debt financing requires the approval of the Budget Officer.

Q: What is a tax operating fund?

A: A tax operating fund receives its money from the City's general revenues, such as property taxes. Police and fire protection are examples of services provided through a tax operating fund.

Q: What is a revenue or enterprise fund?

A: A revenue or enterprise fund earns its own revenues by charging patrons for municipal services. The Water Department is an example of an enterprise fund. It generates revenues by billing its customers for the water they use.

Q: What is a budget appropriation?

A: A budget appropriation is a specific amount of money that has been approved for use in a particular manner by City Council.

Q: Why doesn't the City add an income tax to generate additional revenue?

A: The City Charter and the laws of the State of Florida prohibit the levying of such taxes by cities.

Q: What is the difference between recurring and non-recurring revenues?

A: Recurring revenue is income from sources which continue from year to year, where a similar amount can be expected annually. Property taxes and franchise fees are examples of recurring revenue. Non-recurring revenues are those that exist only for a limited period of time, or whose amounts vary considerably from one year to the next. Examples of non-recurring revenues include surplus land sales, use of Fund Balance and "one-time" grants.

Q: What are the purposes of bond/state loans?

A: To lend money to the government so that they can cover their capital construction costs.

Q: How does the City prepare/pay for unforeseen emergencies such as hurricanes, terrorist threats, etc.?

A: In the tax operating funds, the City's policy is to budget property taxes at 95% and other major revenues at approximately 99% of expected collections as a reserve for contingencies and potential revenue shortfalls.

City of Tampa Statistical Information

History

Initial Incorporation December 15, 1855

Second Incorporation July 15, 1887

Adoption of Original Charter December 15, 1855

Adoption of Present City Charter October 1, 1975

Last Amendment July 31, 2008

Airport

Tampa International

Passengers	18,815,425
Cargo	187,356,168 lbs.
Mail	203,266,320 lbs.

Averages Daily

Departures	222
Passengers Traveling	51,550

Boundaries

City Boundaries

Miles of Land Area	113
City Population*	369,075

Port

Tampa Port Authority

Vessels

Barge	997
Cruise	206
Tug	941
Vessel	949
General Cargo	1,172,723 net tons
Bulk Cargo	36,201,567 net tons

Government

Form of Government

Mayor – Council

Mayor is elected for a four-year term.

Council members are elected, one from each of four districts and three at-large, for four-year terms.

Last Mayoral Election March 3, 2015

Registered Voters	211,158
Votes Cast	26,992
Percentage	12.78%
Next Mayoral Election	March 2019

Education

Universities	**Enrolled**
University of South Florida	48,000
University of Tampa	8,037
Stetson University	931

Public Schools (K-12)

Hillsborough County	204,089

Tampa Central Business District Office Space

Number of Office Buildings	60
Total Office Space	6.80 million sq. ft.
Average Rent	$24.45/sq. ft.

Sources:
http://www.usf.edu
http://www.ut.edu/utprofile/
http://www.law.stetson.edu/about/home/profile.php#demographics
http://publicschoolsk12.com/all-schools/fl/hillsborough-county/
https://www.tampaport.com/about-port-tampa-bay/statistics.aspx
http://www.tampaairport.com/facts-statistics-financials
http://www.colliers.com/en-us/tampabay/insights
http://www.census.gov/quickfacts/map/PST045214/1271000

*Census Bureau's Population Estimates Program Population estimate, July 1, 2015 (V2015)

Budget Supplement-Revenue
(In Cost Center Order)

		FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 PROJECTED	FY 2017 RECOMMENDED
CC_700100 : Stormwater Division						
Licenses and Permits		$6,175,185	$6,218,601	$14,000,000	$14,325,000	$14,000,000
Intergovernmental Revenues		$5,520,421	$2,355,399	$5,000,000	$8,150,400	$0
Service Charges		$100	$4,696	$0	$0	$0
Miscellaneous Revenue		$70,912	$172,938	$10,000	$44,130	$25,000
Transfer from Fund Balances		$0	$0	$0	$0	$355,295
Other Revenues		$0	$0	$13,300,000	$33,593,197	$20,889,186
Transfer From Other Funds		$3,648,036	$4,521,514	$1,600,000	$1,600,000	$2,000,000
	Sub Total	$15,414,654	$13,273,148	$33,910,000	$57,712,727	$37,269,481
CC_700200 : Public Affairs Department						
Service Charges		$330	$360	$0	$355	$0
	Sub Total	$330	$360	$0	$355	$0
CC_700300 : Convention Center Department						
Tax Revenues-Other Taxes		$1,281,358	$0	$2,000,000	$2,000,000	$2,000,000
Service Charges		$10,969,457	$9,028,684	$9,213,600	$10,441,000	$10,669,000
Miscellaneous Revenue		$117,473	$139,479	$88,000	$148,000	$141,000
	Sub Total	$12,368,288	$9,168,163	$11,301,600	$12,589,000	$12,810,000
CC_700400 : Fire Rescue Department						
Tax Revenues-Other Taxes		$0	$0	$0	$0	$1,620,000
Intergovernmental Revenues		$4,422,229	$3,719,871	$3,522,308	$3,814,033	$3,682,060
Service Charges		$11,317,172	$12,503,213	$11,534,000	$12,782,532	$14,455,281
Fines and Forfeits		$69,987	$51,858	$5,000	$5,000	$5,000
Miscellaneous Revenue		$9,052	$39,294	$6,700	$11,602	$6,700
Other Revenues		$0	$0	$0	$0	$7,800,000
Transfer From Other Funds		$0	$0	$1,100,000	$1,100,000	$3,800,000
	Sub Total	$15,818,439	$16,314,236	$16,168,008	$17,713,168	$31,369,041
CC_700500 : Facilities Maintenance Division						
Service Charges		$718,743	$559,067	$800,000	$499,999	$0
Miscellaneous Revenue		$10,908	$67,925	$7,000	($29,893)	$0
Other Revenues		$0	$0	$7,300,000	$18,677,243	$13,156,000
Transfer From Other Funds		$0	$560,000	$1,350,000	$0	$1,000,000
	Sub Total	$729,652	$1,186,992	$9,457,000	$19,147,349	$14,156,000
CC_700600 : City Attorney Department						
Service Charges		$608	$0	$0	$76,875	$76,875
Miscellaneous Revenue		$22,010	$3,899	$2,500	$3,950	$11,450
	Sub Total	$22,618	$3,899	$2,500	$80,825	$88,325
CC_700700 : Wastewater Department						
Intergovernmental Revenues		$60,101	$114,610	$50,960	$49,941	$49,900
Service Charges		$105,677,466	$107,924,325	$105,502,653	$111,769,263	$112,020,423
Miscellaneous Revenue		($70,689)	$1,653,479	$808,826	$867,139	$847,100

Budget Supplement-Revenue
(In Cost Center Order)

	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 PROJECTED	FY 2017 RECOMMENDED
Transfer from Fund Balances	$0	$0	$1,579,864	$0	$870,000
Other Revenues	$193,427	$44,856,107	$73,500	$200,000	$73,500
Transfer From Other Funds	$71,475,194	$55,109,556	$35,368,825	$35,862,677	$35,046,407
Sub Total	$177,335,498	$209,658,078	$143,384,628	$148,749,020	$148,907,330
CC_700800 : Solid Waste Department					
Licenses and Permits	$836,121	$762,297	$711,600	$780,000	$784,000
Intergovernmental Revenues	$35,416	$0	$0	$0	$0
Service Charges	$84,447,859	$89,221,924	$92,926,183	$94,618,000	$95,091,500
Miscellaneous Revenue	$543,667	$965,561	$535,993	$355,000	$305,000
Transfer from Fund Balances	$0	$0	$0	$0	$11,968,460
Other Revenues	$0	$50,000	$84,271	$60,000	$60,000
Transfer From Other Funds	$12,365,825	$15,152,575	$15,870,325	$15,870,325	$28,943,805
Sub Total	$98,228,887	$106,152,358	$110,128,372	$111,683,325	$137,152,765
CC_700900 : Water Department					
Intergovernmental Revenues	$359,393	$40,723	$19,634,520	$19,634,520	$500,000
Service Charges	$106,839,515	$107,371,073	$110,870,843	$114,473,351	$115,440,200
Fines and Forfeits	$43,872	$44,923	$85,500	$50,000	$50,000
Miscellaneous Revenue	$741,382	$985,915	$1,732,500	$755,757	$938,200
Transfer from Fund Balances	$0	$0	$175,519	$0	$12,777,423
Other Revenues	$5,435,853	$51,652,169	$7,265,000	$13,605,000	$1,805,100
Transfer From Other Funds	$49,116,130	$59,099,906	$27,981,406	$31,625,665	$51,794,573
Sub Total	$162,536,145	$219,194,710	$167,745,288	$180,144,293	$183,305,496
CC_701000 : Parks and Recreation Department					
Tax Revenues-Other Taxes	$0	$0	$7,425,000	$7,425,000	$200,000
Licenses and Permits	$72,984	$69,122	$67,500	$0	$0
Intergovernmental Revenues	$10,000	$906,608	$350,000	$5,556,408	$1,100,000
Service Charges	$3,215,762	$3,364,049	$3,816,016	$3,713,239	$3,883,050
Miscellaneous Revenue	$1,651,716	$790,465	$191,700	$1,351,387	$660,454
Transfer from Fund Balances	$0	$0	$1,045,000	$0	$1,095,000
Other Revenues	$0	$0	$0	$0	$1,600,000
Transfer From Other Funds	$5,017	$200,000	$0	$711,000	$0
Sub Total	$4,955,479	$5,330,243	$12,895,216	$18,757,034	$8,538,504
CC_701100 : Contract Administration Budget					
Service Charges	$19,794	$18,660	$3,000	$17,045	$19,500
Sub Total	$19,794	$18,660	$3,000	$17,045	$19,500
CC_701300 : Police Department					
Tax Revenues-Other Taxes	$0	$0	$0	$0	$4,500,000
Intergovernmental Revenues	$10,252,248	$10,635,776	$5,804,322	$8,025,500	$6,141,490
Service Charges	$9,066,880	$8,822,547	$8,888,864	$8,894,399	$9,004,956
Fines and Forfeits	$2,521,010	$1,751,221	$203,500	$1,000,203	$203,500

Budget Supplement-Revenue
(In Cost Center Order)

	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 PROJECTED	FY 2017 RECOMMENDED
Miscellaneous Revenue	$228,269	$122,158	$46,210	$43,230	$43,630
Transfer from Fund Balances	$0	$0	$6,951,204	$0	$2,052,146
Transfer From Other Funds	$541,000	$7,633,685	$4,630,528	$4,630,528	$5,606,058
Sub Total	$22,609,407	$28,965,387	$26,524,628	$22,593,860	$27,551,780
CC_701600 : Fleet Maintenance Division Budget					
Intergovernmental Revenues	$143,806	$144,375	$170,000	$160,000	$160,000
Miscellaneous Revenue	$36,623	$305,397	$59,980	$55,090	$45,300
Transfer from Fund Balances	$0	$0	$0	$424,660	$9,800
User Department Charges	$17,036,104	$15,046,470	$15,632,574	$15,500,000	$15,715,074
Transfer From Other Funds	$0	$0	$0	$260,000	$0
Sub Total	$17,216,533	$15,496,243	$15,862,554	$16,399,750	$15,930,174
CC_701800 : Technology and Innovation Department					
Tax Revenues-Other Taxes	$0	$0	$626,325	$626,325	$0
Miscellaneous Revenue	$1,706	$1,045	$0	$0	$0
Transfer from Fund Balances	$0	$0	$0	$0	$904,805
Other Revenues	$0	$0	$200,000	$0	$4,500,000
Transfer From Other Funds	$0	$0	$80,000	$0	$0
Sub Total	$1,706	$1,045	$906,325	$626,325	$5,404,805
CC_701900 : Purchasing Department					
Miscellaneous Revenue	$325	$133	$0	$90	$0
Sub Total	$325	$133	$0	$90	$0
CC_702000 : Public Works Department					
Miscellaneous Revenue	$0	$122	$0	$0	$0
Sub Total	$0	$122	$0	$0	$0
CC_702100 : Right of Way Operations Division					
Tax Revenues-Other Taxes	$700,000	$0	$0	$0	$0
Intergovernmental Revenues	$7,790,967	$0	$7,817,457	$0	$0
Service Charges	$608,789	$0	$270,000	$0	$0
Miscellaneous Revenue	$15,565	$0	$60,000	$0	$0
Transfer From Other Funds	$12,895,570	$0	$6,736,000	$0	$0
Sub Total	$22,010,890	$0	$14,883,457	$0	$0
CC_702200 : Parking Division					
Service Charges	$12,850,778	$14,197,891	$12,998,900	$15,736,926	$15,019,208
Fines and Forfeits	$1,686,964	$1,591,618	$1,600,000	$1,675,000	$1,691,800
Miscellaneous Revenue	$428,067	$504,104	$319,113	$319,603	$593,470
Transfer from Fund Balances	$0	$0	$484,177	$0	$972,815
Transfer From Other Funds	$982,715	$700,000	$1,550,000	$0	$1,055,000
Sub Total	$15,948,524	$16,993,613	$16,952,190	$17,731,529	$19,332,293
CC_702300 : Transportation Division Budget					
Tax Revenues-Other Taxes	$9,175,419	$10,393,406	$10,184,100	$10,600,000	$10,600,000

Budget Supplement-Revenue
(In Cost Center Order)

	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 PROJECTED	FY 2017 RECOMMENDED
Licenses and Permits	$2,004,607	$2,179,016	$2,170,800	$1,557,029	$1,435,500
Intergovernmental Revenues	$1,849,869	$10,191,243	$851,460	$14,464,594	$11,806,072
Service Charges	$24,048	$622,344	$26,000	$346,500	$427,000
Miscellaneous Revenue	$388,967	$1,325,508	$1,000	$236,099	$678,040
Transfer from Fund Balances	$0	$0	$12,158,115	$0	$7,353,730
Other Revenues	$0	$0	$0	$0	$5,600,000
Transfer From Other Funds	$32,758,068	$29,468,377	$25,547,204	$30,725,274	$22,477,061
Sub Total	$46,200,977	$54,179,894	$50,938,679	$57,929,496	$60,377,403
CC_702400 : Human Resources Department					
Service Charges	$1,024,683	$50,520	$43,685	$43,685	$43,685
Miscellaneous Revenue	$13,399,036	$14,127,713	$15,631,001	$14,620,107	$17,135,236
Transfer from Fund Balances	$0	$0	$190,377	$0	$1,333,700
User Department Charges	$57,756,371	$60,251,709	$65,698,270	$61,636,721	$68,518,534
Sub Total	$72,180,090	$74,429,942	$81,563,333	$76,300,513	$87,031,155
CC_702500 : Revenue and Finance Department					
Service Charges	$82	$0	$0	$0	$0
Miscellaneous Revenue	$142,458	$522,000	$366,783	$419,651	$435,782
Sub Total	$142,540	$522,000	$366,783	$419,651	$435,782
CC_702600 : Neighborhood Empowerment Department					
Tax Revenues-Other Taxes	($2,436)	($1,968)	($1,000)	($1,000)	($1,000)
Intergovernmental Revenues	$36,763	($1,677)	$0	$0	$0
Service Charges	$910,877	$250,178	$401,200	$201,200	$186,200
Fines and Forfeits	$280,437	$303,729	$228,000	$278,000	$325,000
Miscellaneous Revenue	$2	($349)	($100)	($100)	($100)
Transfer From Other Funds	$307,164	$307,164	$307,164	$307,164	$310,164
Sub Total	$1,532,808	$857,076	$935,264	$785,264	$820,264
CC_702700 : Arts Programs Division					
Intergovernmental Revenues	$0	$50,000	$0	$0	$0
Miscellaneous Revenue	$105,179	$87,705	$4,700	$202,080	$4,700
Transfer from Fund Balances	$0	$0	$831,707	$831,707	$0
Transfer From Other Funds	$224,000	$500,212	$109,000	$109,000	$109,000
Sub Total	$329,179	$637,917	$945,407	$1,142,787	$113,700
CC_702800 : Public Works and Utility Services Administrator					
Service Charges	$302,781	$303,282	$335,000	$335,000	$0
Sub Total	$302,781	$303,282	$335,000	$335,000	$0
CC_702900 : Economic Opportunity Department					
Intergovernmental Revenues	$74,723	$41,991	$0	$0	$0
Miscellaneous Revenue	$36,750	$39,550	$38,500	$38,500	$38,500
Transfer from Fund Balances	$0	$0	$400,000	$400,000	$400,000
Transfer From Other Funds	$738,600	$779,100	$870,500	$870,500	$854,500

Budget Supplement-Revenue
(In Cost Center Order)

	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 PROJECTED	FY 2017 RECOMMENDED
Sub Total	$850,073	$860,641	$1,309,000	$1,309,000	$1,293,000
CC_703000 : City Clerk Department					
Service Charges	$16,733	$58,374	$32,950	$58,920	$44,950
Fines and Forfeits	$927,512	$1,216,153	$750,000	$750,000	$1,000,000
Miscellaneous Revenue	$0	$1,190	$0	$1,440	$0
Sub Total	$944,245	$1,275,717	$782,950	$810,360	$1,044,950
CC_703100 : Non Departmental Budget					
Tax Revenues-Property Taxes	$124,243,854	$133,027,354	$142,965,690	$143,900,000	$153,387,167
Tax Revenues-Other Taxes	$85,527,907	$84,705,920	$80,930,597	$77,391,340	$78,949,149
Licenses and Permits	$33,169,642	$33,407,051	$35,492,000	$34,682,000	$34,922,000
Intergovernmental Revenues	$66,017,051	$69,775,277	$72,900,597	$73,205,556	$75,785,594
Service Charges	$2,967,087	$77,743	$45,000	$82,000	$80,000
Fines and Forfeits	$3,534,766	$31,532,655	$3,076,000	$3,875,000	$4,376,000
Miscellaneous Revenue	$1,764,151	$3,680,371	$9,413,400	$8,519,184	$4,893,007
Transfer from Fund Balances	$0	$0	$8,842,528	$0	$6,423,724
Transfer From Other Funds	$42,465,403	$42,170,187	$42,812,739	$43,846,055	$39,851,591
Sub Total	$359,689,860	$398,376,556	$396,478,551	$385,501,135	$398,668,232
CC_703200 : General Employee Pension Office					
Miscellaneous Revenue	$260,649	$0	$0	$0	$0
Sub Total	$260,649	$0	$0	$0	$0
CC_703400 : Planning and Development Department					
Licenses and Permits	$145,080	$338,408	$301,000	$586,200	$725,000
Intergovernmental Revenues	$291,723	($512,468)	$12,150	$119,363	$16,750
Service Charges	$617,755	$562,363	$615,800	$622,000	$667,300
Fines and Forfeits	$1,674	$0	$0	$0	$0
Miscellaneous Revenue	$2,283,110	$801,209	$506,100	$792,100	$849,791
Transfer From Other Funds	$102,564	$108,518	$99,548	$99,548	$104,990
Sub Total	$3,441,906	$1,298,029	$1,534,598	$2,219,211	$2,363,831
CC_703500 : Riverwalk Division					
Intergovernmental Revenues	$3,278,424	$6,729,488	$0	$0	$0
Service Charges	$0	$70	$0	$0	$0
Miscellaneous Revenue	$0	$159,026	$0	$0	$0
Transfer From Other Funds	$0	$492,785	$0	$0	$0
Sub Total	$3,278,424	$7,381,369	$0	$0	$0
CC_703600 : Construction Service Center					
Licenses and Permits	$7,574,549	$9,377,809	$8,200,000	$8,485,000	$8,571,400
Service Charges	$125,233	$89,523	$66,000	$66,000	$65,000
Fines and Forfeits	$10,352	$1,170	$5,000	$0	$0
Miscellaneous Revenue	$54,235	$94,947	$50,300	$37,500	$46,700
Transfer from Fund Balances	$0	$0	$2,195,000	$0	$3,046,046

Budget Supplement-Revenue
(In Cost Center Order)

	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 PROJECTED	FY 2017 RECOMMENDED
Sub Total	$7,764,369	$9,563,449	$10,516,300	$8,588,500	$11,729,146
CC_703900 : Debt Service Department					
Tax Revenues-Other Taxes	$166,000	$166,000	$166,000	$166,000	$166,000
Transfer from Fund Balances	$0	$0	$1,126,902	$0	$0
Other Revenues	$35,000	$41,114,074	$0	$35,000	$0
Transfer From Other Funds	$38,198,342	$36,058,995	$23,853,783	$25,394,383	$24,315,508
Sub Total	$38,399,342	$77,339,069	$25,146,685	$25,595,383	$24,481,508
CC_704000 : HCD CDBG Department					
Intergovernmental Revenues	$2,612,089	$1,877,599	$2,769,391	$2,769,391	$2,743,824
Miscellaneous Revenue	($1,703)	($5,863)	$0	$0	$0
Sub Total	$2,610,386	$1,871,736	$2,769,391	$2,769,391	$2,743,824
CC_704100 : HCD ESG Department					
Intergovernmental Revenues	$285,470	$193,556	$234,481	$234,481	$249,301
Sub Total	$285,470	$193,556	$234,481	$234,481	$249,301
CC_704200 : HCD HOME Department					
Intergovernmental Revenues	$1,336,121	$1,080,558	$1,106,845	$1,106,845	$1,166,223
Miscellaneous Revenue	$27,925	$12,690	$0	$0	$0
Sub Total	$1,364,046	$1,093,247	$1,106,845	$1,106,845	$1,166,223
CC_704300 : HCD HOPWA Department					
Intergovernmental Revenues	$3,097,684	$2,695,727	$3,105,185	$3,105,185	$3,819,145
Sub Total	$3,097,684	$2,695,727	$3,105,185	$3,105,185	$3,819,145
CC_704400 : HCD NSP Department					
Intergovernmental Revenues	$1,916,852	$767,139	$0	$0	$0
Sub Total	$1,916,852	$767,139	$0	$0	$0
CC_704500 : HCD SHIP Department					
Intergovernmental Revenues	$474,357	$2,701,637	$1,690,883	$1,789,608	$2,262,026
Miscellaneous Revenue	$9,737	$13,528	$0	$0	$0
Sub Total	$484,094	$2,715,165	$1,690,883	$1,789,608	$2,262,026
CC_704600 : Community Redevelopment Agency Budget					
Tax Revenues-Property Taxes	$18,903,982	$20,195,032	$16,367,387	$17,946,419	$17,960,377
Miscellaneous Revenue	$125,350	$123,676	$85,070	$85,070	$101,550
Sub Total	$19,029,332	$20,318,708	$16,452,457	$18,031,489	$18,061,927
CC_704700 : Golf Courses Budget					
Service Charges	$0	$2,624,953	$2,915,623	$2,915,623	$2,658,055
Fines and Forfeits	$0	$270,418	$0	$0	$0
Miscellaneous Revenue	$0	$4,963	$0	$0	$0
Transfer From Other Funds	$527,996	$1,591,631	$850,000	$886,377	$1,569,812
Sub Total	$527,996	$4,491,965	$3,765,623	$3,802,000	$4,227,867
CC_704800 : Streetcar Budget					

Budget Supplement-Revenue
(In Cost Center Order)

		FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ADOPTED	FY 2016 PROJECTED	FY 2017 RECOMMENDED
Tax Revenues-Property Taxes		$450,000	$450,000	$450,000	$450,000	$450,000
Intergovernmental Revenues		$800,849	$816,285	$934,036	$934,036	$1,001,966
Service Charges		$600,964	$638,264	$522,505	$522,505	$657,885
Miscellaneous Revenue		$4,868	$163,198	$63,463	$63,463	$15,000
Transfer from Fund Balances		$0	$0	$0	$0	$307,911
	Sub Total	$1,856,681	$2,067,746	$1,970,004	$1,970,004	$2,432,762
CC_705000 : Non Departmental Systems						
Intergovernmental Revenues		$0	($68,151)	$0	$0	$0
Miscellaneous Revenue		$0	($81,264)	$0	$0	$0
	Sub Total	$0	($149,415)	$0	$0	$0
Total		$1,131,706,954	$1,304,847,905	$1,182,072,185	$1,217,690,997	$1,265,157,540

Budget Supplement-Expense
(In Cost Center Order)

	FY14 ACTUAL	FY15 ACTUAL	FY16 ADOPTED	FY16 PROJECTED	FY17 RECOMMENDED
CC_700100 - Stormwater Division					
Personnel Service	$1,440,243	$2,274,289	$7,031,466	$6,518,456	$7,161,140
Contractual Services	$48,198	$1,113,409	$877,198	$2,831,600	$3,160,124
Other Services and Charges	$298,305	$2,351,142	$2,797,364	$2,826,973	$3,953,927
Supplies-Materials and Minor Equipment	$31,204	$256,858	$152,100	$344,900	$588,880
Capital	$21,641,943	$15,441,003	$18,350,000	$42,060,965	$88,600
Debt Services Related	$0	$214,438	$100,000	$208,130	$277,800
Aids and Grants	$2,252	$236,490	$0	$233,016	$0
Transfer To Other Funds	$4,785,227	$9,816,208	$375,000	$206,723	$400,000
Interdepartmental Charges	$3,561	$67,934	$68,000	$68,000	$3,000
Budget Reserves	$0	$0	$4,158,872	$85,000	$21,636,010
Sub Total	$28,250,932	$31,771,772	$33,910,000	$55,383,763	$37,269,481
CC_700200 - Public Affairs Department					
Personnel Service	$1,350,597	$1,294,382	$1,338,049	$1,303,915	$1,415,396
Contractual Services	$58,685	$74,925	$93,182	$90,200	$88,668
Other Services and Charges	$94,973	$111,382	$128,659	$128,629	$134,471
Supplies-Materials and Minor Equipment	$54,206	$42,352	$38,508	$38,308	$36,495
Capital	$0	$44,907	$120,000	$120,000	$0
Interdepartmental Charges	$2,200	$1,984	$1,500	$1,895	$1,860
Budget Reserves	$0	$0	$13,890	$0	$0
Sub Total	$1,560,661	$1,569,931	$1,733,788	$1,682,947	$1,676,890
CC_700300 - Convention Center Department					
Personnel Service	$4,119,730	$4,035,051	$4,288,003	$4,064,647	$4,213,836
Contractual Services	$2,494,131	$2,644,577	$1,650,059	$2,860,000	$3,142,185
Other Services and Charges	$2,400,960	$2,423,210	$2,396,279	$2,428,895	$2,523,398
Supplies-Materials and Minor Equipment	$339,255	$352,289	$344,800	$340,300	$392,213
Capital	$733,949	$1,746,328	$2,000,000	$2,155,098	$2,000,000
Aids and Grants	$44,000	$36,000	$0	$0	$45,000
Interdepartmental Charges	$49,621	$57,857	$50,000	$50,000	$60,000
Budget Reserves	$0	$0	$69,750	$0	$0
Sub Total	$10,181,646	$11,295,312	$10,798,891	$11,898,940	$12,376,632
CC_700400 - Fire Rescue Department					
Personnel Service	$70,168,083	$70,937,659	$70,212,107	$72,024,404	$74,921,107
Contractual Services	$862,873	$731,884	$782,872	$897,450	$965,494
Other Services and Charges	$3,788,776	$4,426,652	$3,617,639	$4,110,676	$3,726,051
Supplies-Materials and Minor Equipment	$1,880,442	$1,842,835	$1,548,171	$2,235,912	$2,213,135
Capital	$4,183,371	$546,430	$1,727,000	$1,816,242	$9,530,000
Transfer To Other Funds	$0	$0	$0	$0	$3,800,000
Interdepartmental Charges	$828	$229	$0	$160	$229
Budget Reserves	$0	$0	$725,200	$0	$0

Budget Supplement-Expense
(In Cost Center Order)

	FY14 ACTUAL	FY15 ACTUAL	FY16 ADOPTED	FY16 PROJECTED	FY17 RECOMMENDED
Sub Total	$80,884,374	$78,485,688	$78,612,989	$81,084,845	$95,156,016
CC_700500 - Facilities Maintenance Division					
Personnel Service	$3,600,775	$3,957,476	$4,881,677	$4,754,150	$4,670,552
Contractual Services	$1,588,494	$1,358,726	$2,117,248	$1,907,501	$2,539,936
Other Services and Charges	$4,117,336	$4,302,700	$4,338,954	$4,290,432	$4,555,706
Supplies-Materials and Minor Equipment	$578,530	$826,018	$684,477	$770,874	$661,758
Capital	$3,666,086	$1,528,107	$8,730,000	$20,287,497	$13,900,000
Interdepartmental Charges	$1,767	$4,154	$1,767	$3,000	$3,008
Budget Reserves	$0	$0	$135,400	$0	$0
Sub Total	$13,552,988	$11,977,180	$20,889,523	$32,013,454	$26,330,960
CC_700600 - City Attorney Department					
Personnel Service	$4,255,391	$4,380,165	$4,389,868	$4,382,290	$4,537,280
Contractual Services	$307,221	$223,462	$436,448	$461,528	$483,948
Other Services and Charges	$50,642	$51,791	$42,391	$45,743	$43,116
Supplies-Materials and Minor Equipment	$88,462	$103,730	$94,989	$92,602	$122,489
Aids and Grants	$23,400	$19,700	$35,000	$35,000	$35,000
Interdepartmental Charges	$23,881	$24,525	$30,000	$30,000	$30,000
Sub Total	$4,748,997	$4,803,373	$5,028,696	$5,047,163	$5,251,833
CC_700700 - Wastewater Department					
Personnel Service	$25,429,416	$24,931,518	$24,311,304	$24,329,487	$25,526,618
Contractual Services	$2,626,287	$3,246,791	$4,115,372	$3,645,660	$4,021,683
Other Services and Charges	$29,013,345	$29,997,836	$29,525,938	$28,780,088	$31,956,847
Supplies-Materials and Minor Equipment	$10,460,494	$9,931,133	$11,208,526	$11,031,296	$11,109,886
Capital	$18,186,111	$24,142,646	$19,230,325	$65,759,108	$19,638,037
Debt Services Related	$17,546,776	$59,910,401	$14,687,491	$14,539,016	$13,201,196
Aids and Grants	$39,901	$39,402	$84,804	$84,804	$88,640
Other Uses and Sources	$196,507	$0	$0	$0	$0
Transfer To Other Funds	$71,684,194	$55,088,556	$35,638,825	$35,223,379	$35,821,727
Interdepartmental Charges	$2,646,123	$2,355,395	$2,664,737	$2,703,131	$2,710,050
Budget Reserves	$0	$0	$1,257,306	$0	$4,832,646
Sub Total	$177,829,153	$209,643,679	$142,724,628	$186,095,969	$148,907,330
CC_700800 - Solid Waste Department					
Personnel Service	$14,435,432	$14,452,586	$15,327,304	$15,301,557	$15,815,714
Contractual Services	$20,454,462	$19,884,037	$21,031,956	$20,840,250	$22,632,444
Other Services and Charges	$21,398,198	$21,912,181	$22,964,923	$21,860,986	$22,713,182
Supplies-Materials and Minor Equipment	(638,702)	$844,085	$871,594	$832,880	$908,526
Capital	$7,123,887	$6,360,119	$10,210,937	$12,659,538	$22,828,883
Debt Services Related	$15,028,881	$14,853,228	$13,360,325	$13,360,325	$13,393,325
Other Uses and Sources	$369,814	$0	$0	$0	$0
Transfer To Other Funds	$12,875,386	$15,102,575	$16,115,925	$16,259,893	$37,061,293

Budget Supplement-Expense
(In Cost Center Order)

	FY14 ACTUAL	FY15 ACTUAL	FY16 ADOPTED	FY16 PROJECTED	FY17 RECOMMENDED
Interdepartmental Charges	$1,429,473	$1,207,993	$1,480,083	$1,472,710	$1,451,215
Budget Reserves	$0	$0	$9,304,990	$0	$1,016,448
Sub Total	$92,476,833	$94,616,805	$110,668,037	$102,588,139	$137,821,030
CC_700900 - Water Department					
Personnel Service	$23,479,008	$22,849,803	$21,915,296	$21,669,177	$23,044,889
Contractual Services	$4,436,873	$4,973,460	$10,386,517	$11,370,400	$11,570,917
Other Services and Charges	$24,982,164	$24,588,252	$25,673,121	$25,704,361	$27,956,914
Supplies-Materials and Minor Equipment	$9,951,208	$9,908,826	$11,943,334	$11,837,856	$12,631,946
Capital	$27,479,293	$31,346,301	$40,718,870	$115,599,923	$35,656,593
Debt Services Related	$14,753,724	$64,521,572	$14,476,591	$14,588,865	$15,542,499
Transfer To Other Funds	$50,014,165	$58,511,871	$28,339,406	$32,114,915	$52,330,765
Interdepartmental Charges	$2,230,313	$2,585,560	$2,999,280	$3,033,270	$3,004,400
Budget Reserves	(17,966)	$0	$11,952,873	$0	$1,566,573
Sub Total	$157,308,781	$219,285,646	$168,405,288	$235,918,767	$183,305,496
CC_701000 - Parks and Recreation Department					
Personnel Service	$23,722,759	$24,283,309	$22,349,482	$23,288,662	$24,342,073
Contractual Services	$3,113,237	$3,751,405	$4,814,739	$4,257,702	$4,749,760
Other Services and Charges	$6,004,979	$5,932,926	$5,117,917	$5,407,579	$5,173,568
Supplies-Materials and Minor Equipment	$1,652,505	$1,326,135	$1,847,260	$1,380,000	$1,700,145
Capital	$13,251,477	$8,115,012	$8,719,000	$41,080,596	$3,303,559
Transfer To Other Funds	$5,017	$0	$0	$711,000	$42,500
Interdepartmental Charges	$12,287	$9,501	$10,000	$10,000	$9,500
Budget Reserves	$0	$0	$1,287,733	$0	$0
Sub Total	$47,762,262	$43,418,288	$44,146,131	$76,135,539	$39,321,105
CC_701100 - Contract Administration Budget					
Personnel Service	$3,714,749	$3,733,290	$6,681,025	$6,406,752	$7,201,538
Contractual Services	$162	$18,324	$3,000	$4,817	$114,500
Other Services and Charges	$248,498	$222,464	$157,930	(6,545,868)	$466,640
Supplies-Materials and Minor Equipment	$37,282	$31,732	$42,185	$33,295	$64,544
Capital	$14,675	(4,483,888)	(6,690,000)	$10,000	$12,000
Interdepartmental Charges	$3,326	$3,511	$5,904	$5,045	$7,000
Budget Reserves	$0	$0	$49,510	$0	$104,000
Sub Total	$4,018,692	($474,568)	$249,554	($85,959)	$7,970,222
CC_701200 - Mayor's Office Budget					
Personnel Service	$449,120	$505,226	$528,322	$527,846	$546,818
Contractual Services	$552	$0	$0	$0	$0
Other Services and Charges	$14,959	$28,003	$38,047	$38,047	$38,866
Supplies-Materials and Minor Equipment	$5,545	$6,845	$9,614	$9,564	$9,614
Interdepartmental Charges	$2,293	$1,979	$1,600	$1,600	$1,600
Sub Total	$472,469	$542,053	$577,583	$577,057	$596,898

Budget Supplement-Expense
(In Cost Center Order)

	FY14 ACTUAL	FY15 ACTUAL	FY16 ADOPTED	FY16 PROJECTED	FY17 RECOMMENDED
CC 701300 - Police Department					
Personnel Service	$127,386,742	$130,807,073	$128,148,513	$134,219,593	$134,576,621
Contractual Services	$2,515,818	$2,667,884	$1,648,693	$2,008,560	$1,687,938
Other Services and Charges	$7,169,420	$8,262,479	$8,696,102	$8,374,497	$9,008,646
Supplies-Materials and Minor Equipment	$6,592,548	$4,711,980	$5,194,634	$4,268,186	$4,057,325
Capital	$1,911,049	$7,463,555	$3,904,138	$7,505,887	$4,793,200
Debt Services Related	$75,000	$199,350	$254,333	$254,333	$260,182
Aids and Grants	$71,818	$24,096	$105,250	$268,469	$132,250
Transfer To Other Funds	$300,000	$3,438,710	$600,000	$623,613	$5,320,500
Interdepartmental Charges	$3,825	$2,995	$3,800	$3,090	$3,800
Budget Reserves	$0	$0	$6,079,397	$0	$25,120
Sub Total	$146,026,220	$157,578,122	$154,634,860	$157,526,228	$159,865,582
CC 701400 - City Council Department					
Personnel Service	$1,252,846	$1,193,502	$1,249,250	$1,215,658	$1,350,592
Contractual Services	$0	$0	$1,800	$16,500	$1,800
Other Services and Charges	$45,257	$42,322	$49,604	$49,852	$50,491
Supplies-Materials and Minor Equipment	$12,463	$9,977	$11,550	$11,506	$11,550
Interdepartmental Charges	$17,608	$17,637	$9,600	$9,600	$9,600
Sub Total	$1,328,173	$1,263,439	$1,321,804	$1,303,116	$1,424,033
CC 701500 - Internal Audit Department					
Personnel Service	$670,874	$632,642	$602,354	$635,100	$675,551
Contractual Services	$13,225	$15,479	$11,100	$11,000	$11,100
Other Services and Charges	$9,440	$14,366	$14,361	$11,750	$14,717
Supplies-Materials and Minor Equipment	$10,324	$6,389	$10,731	$9,450	$10,731
Capital	$6,130	$53,401	$0	$2,600	$0
Interdepartmental Charges	$12	$13	$100	$100	$100
Budget Reserves	$0	$0	$32,860	$0	$0
Sub Total	$710,006	$722,290	$671,506	$670,000	$712,199
CC 701600 - Fleet Maintenance Division Budget					
Personnel Service	$4,899,728	$4,749,988	$4,945,527	$4,598,207	$4,944,791
Contractual Services	$89,481	$2,932,049	$0	$2,703,700	$2,800,000
Other Services and Charges	$5,448,902	$3,498,781	$3,167,379	$2,617,739	$2,337,900
Supplies-Materials and Minor Equipment	$7,257,513	$4,779,969	$7,017,618	$4,659,992	$4,708,041
Capital	$2,398,777	$3,148,595	$0	$424,660	$25,600
Transfer To Other Funds	$0	$570,000	$225,400	$225,400	$0
Interdepartmental Charges	$582	$242	$500	$500	$500
Budget Reserves	$0	$0	$506,130	$0	$1,113,342
Sub Total	$20,094,983	$19,679,623	$15,862,554	$15,230,198	$15,930,174
CC 701700 - Chief of Staff Office					
Personnel Service	$322,284	$295,611	$313,532	$309,092	$311,577
Other Services and Charges	$2,160	$2,374	$3,850	$3,523	$4,849

Budget Supplement-Expense
(In Cost Center Order)

	FY14 ACTUAL	FY15 ACTUAL	FY16 ADOPTED	FY16 PROJECTED	FY17 RECOMMENDED
Supplies-Materials and Minor Equipment	$207	$459	$293	$452	$630
Interdepartmental Charges	$1,175	$1,306	$1,032	$1,200	$1,200
Sub Total	$325,826	$299,749	$318,707	$314,267	$318,256
CC_701800 - Technology and Innovation Department					
Personnel Service	$13,266,921	$12,848,617	$13,014,454	$12,755,849	$13,323,343
Contractual Services	$1,709,661	$1,437,185	$997,183	$1,374,411	$1,376,284
Other Services and Charges	$3,721,179	$4,180,911	$4,190,983	$4,679,558	$4,864,786
Supplies-Materials and Minor Equipment	$467,189	$480,991	$484,479	$474,170	$471,063
Capital	$5,056,011	$2,079,234	$1,404,525	$4,155,490	$5,484,805
Interdepartmental Charges	$8,345	$8,247	$6,030	$6,030	$6,030
Budget Reserves	$0	$0	$84,820	$0	$0
Sub Total	$24,229,305	$21,035,186	$20,182,474	$23,445,508	$25,526,311
CC_701900 - Purchasing Department					
Personnel Service	$1,648,539	$1,656,082	$1,785,316	$1,767,065	$1,901,336
Contractual Services	$630	$1,000	$1,795	$1,795	$2,000
Other Services and Charges	$28,770	$27,201	$25,465	$25,465	$27,668
Supplies-Materials and Minor Equipment	$11,543	$10,653	$15,900	$15,900	$13,850
Interdepartmental Charges	$4,171	$4,218	$3,500	$3,500	$4,360
Budget Reserves	$0	$0	$14,150	$0	$0
Sub Total	$1,693,654	$1,699,153	$1,846,126	$1,813,725	$1,949,214
CC_702000 - Public Works Department					
Other Services and Charges	$4,581	$3,944	$0	$0	$0
Supplies-Materials and Minor Equipment	$4,013	$5	$0	$0	$0
Sub Total	$8,595	$3,949	$0	$0	$0
CC_702010 - Logistics and Asset Management Budget					
Personnel Service	$0	$0	$0	$0	$216,938
Contractual Services	$0	$0	$0	$0	$7,500
Other Services and Charges	$0	$0	$0	$0	$9,700
Supplies-Materials and Minor Equipment	$0	$0	$0	$0	$5,800
Interdepartmental Charges	$0	$0	$0	$0	$2,000
Sub Total	$0	$0	$0	$0	$241,938
CC_702100 - Right of Way Operations Division					
Personnel Service	$10,114,241	$7,824,026	$5,569,724	$0	$0
Contractual Services	$1,036,817	$363,858	$886,000	$0	$0
Other Services and Charges	$8,670,857	$408,497	$7,671,621	$0	$0
Supplies-Materials and Minor Equipment	$996,378	$679,642	$280,700	$0	$0
Capital	$6,611,220	$8,601	$0	$0	$0
Debt Services Related	$75,315	$0	$0	$0	$0
Interdepartmental Charges	$65,568	$3,983	$1,200	$0	$0
Budget Reserves	$0	$0	(688,999)	$0	$0

Budget Supplement-Expense
(In Cost Center Order)

	FY14 ACTUAL	FY15 ACTUAL	FY16 ADOPTED	FY16 PROJECTED	FY17 RECOMMENDED
Sub Total	$27,570,396	$9,288,606	$13,720,246	$0	$0
CC_702200 - Parking Division					
Personnel Service	$4,971,669	$3,930,682	$4,706,942	$3,572,568	$4,909,614
Contractual Services	$3,401,711	$2,844,503	$2,439,832	$3,579,400	$3,021,103
Other Services and Charges	$3,797,276	$4,608,723	$4,670,216	$4,421,951	$5,316,709
Supplies-Materials and Minor Equipment	$606,202	$259,585	$236,751	$236,475	$158,829
Capital	$607,502	$214,378	$1,160,300	$2,349,587	$1,041,459
Debt Services Related	$221	$0	$0	$0	$0
Aids and Grants	$306,209	$303,011	$330,000	$430,000	$430,000
Transfer To Other Funds	$4,144,560	$3,158,401	$3,161,649	$3,161,649	$4,213,701
Interdepartmental Charges	$747,832	$570,697	$73,000	$0	$0
Budget Reserves	$0	$0	$173,500	$0	$240,878
Sub Total	$18,583,181	$15,889,981	$16,952,190	$17,751,630	$19,332,293
CC_702300 - Transportation Division Budget					
Personnel Service	$5,639,135	$5,701,188	$5,181,268	$9,201,560	$11,429,379
Contractual Services	$281,243	$289,134	$370,316	$1,029,150	$1,167,500
Other Services and Charges	$213,488	$6,800,375	$143,896	$8,020,802	$10,241,353
Supplies-Materials and Minor Equipment	$41,181	$147,836	$44,771	$880,982	$385,197
Capital	$6,511,560	$27,892,617	$22,953,332	$54,944,219	$17,361,580
Aids and Grants	$1,096,500	$1,801,201	$59,717	$117,717	$0
Transfer To Other Funds	$32,558,068	$15,781,772	$17,725,605	$17,725,605	$10,554,997
Interdepartmental Charges	$11,284	$16,635	$15,800	$84,758	$16,220
Budget Reserves	$0	$0	$6,753,306	$0	$9,221,177
Sub Total	$46,352,459	$58,430,759	$53,248,011	$92,004,792	$60,377,403
CC_702400 - Human Resources Department					
Personnel Service	$4,580,828	$4,314,722	$4,530,674	$4,118,844	$4,794,086
Contractual Services	$4,410,254	$5,145,783	$5,999,280	$6,020,163	$5,944,480
Other Services and Charges	$69,491,344	$63,790,193	$72,520,237	$68,677,574	$77,593,200
Supplies-Materials and Minor Equipment	$48,823	$39,297	$41,319	$58,875	$43,339
Capital	$2,592	$5,216	$0	$0	$0
Transfer To Other Funds	$1,981,550	$1,843,634	$1,806,559	$1,806,559	$2,050,635
Interdepartmental Charges	$7,451	$7,172	$6,000	$6,000	$6,000
Budget Reserves	$0	$0	$160,000	$0	$55,490
Sub Total	$80,522,841	$75,146,017	$85,064,069	$80,688,015	$90,487,230
CC_702500 - Revenue and Finance Department					
Personnel Service	$7,349,774	$7,495,654	$7,665,633	$7,683,729	$7,787,404
Contractual Services	$280,707	$122,571	$167,100	$165,100	$194,175
Other Services and Charges	$112,765	$153,001	$160,250	$157,919	$169,224
Supplies-Materials and Minor Equipment	$42,120	$27,704	$45,000	$49,331	$54,355
Capital	$64,178	$2,955	$20,000	$20,000	$0

Budget Supplement-Expense
(In Cost Center Order)

	FY14 ACTUAL	FY15 ACTUAL	FY16 ADOPTED	FY16 PROJECTED	FY17 RECOMMENDED
Debt Services Related	$94,173	$88,341	$88,342	$88,342	$88,342
Interdepartmental Charges	$8,608	$8,429	$11,900	$11,900	$10,500
Budget Reserves	$0	$0	$92,190	$0	$0
Sub Total	$7,952,324	$7,898,656	$8,250,415	$8,176,321	$8,304,000
CC_702600 - Neighborhood Empowerment Department					
Personnel Service	$7,224,123	$6,671,961	$7,023,936	$6,998,263	$7,232,406
Contractual Services	$844,565	$561,694	$594,484	$541,406	$583,044
Other Services and Charges	$1,171,568	$931,651	$915,242	$909,922	$954,498
Supplies-Materials and Minor Equipment	$24,969	$129,931	$128,046	$158,054	$128,046
Capital	$586,127	$17,511	$99,664	$99,664	$0
Debt Services Related	$199,208	$186,859	$186,860	$203,300	$219,744
Interdepartmental Charges	$5,855	$8,843	$6,241	$6,241	$6,241
Budget Reserves	$0	$0	$125,910	$0	$0
Sub Total	$10,056,415	$8,508,450	$9,080,383	$8,916,850	$9,123,979
CC_702700 - Arts Programs Division					
Personnel Service	$198,784	$196,395	$200,172	$199,285	$206,157
Contractual Services	$37,353	$211,066	$19,164	$32,250	$31,664
Other Services and Charges	$94,995	$71,419	$22,845	$22,174	$40,256
Supplies-Materials and Minor Equipment	$10,500	$4,791	$1,550	$1,525	$1,750
Capital	$71,000	$51,555	$0	$155,000	$84,019
Transfer To Other Funds	$205,000	$90,000	$0	$0	$0
Interdepartmental Charges	$1,055	$1,185	$1,032	$1,032	$1,032
Budget Reserves	$0	$0	$945,407	$0	$0
Sub Total	$618,686	$626,411	$1,190,170	$411,266	$364,878
CC_702800 - Public Works and Utility Services Administrator					
Personnel Service	$296,632	$306,804	$294,030	$291,270	$306,768
Contractual Services	$0	$147	$250	$249	$250
Other Services and Charges	$3,077	$19,765	$10,645	$5,500	$11,053
Supplies-Materials and Minor Equipment	$2,450	$646	$2,500	$2,488	$2,500
Interdepartmental Charges	$148	$0	$2,064	$2,054	$2,064
Sub Total	$302,307	$327,362	$309,489	$301,561	$322,635
CC_702900 - Economic Opportunity Department					
Personnel Service	$1,212,492	$1,235,054	$1,178,043	$1,140,700	$1,137,182
Contractual Services	$593,718	$699,208	$852,762	$852,762	$840,300
Other Services and Charges	$69,746	$71,046	$60,262	$60,162	$72,929
Supplies-Materials and Minor Equipment	$2,511	$1,950	$4,000	$4,000	$5,000
Interdepartmental Charges	$3,375	$2,958	$2,200	$2,200	$2,200
Sub Total	$1,881,842	$2,010,217	$2,097,267	$2,059,824	$2,057,611
CC_703000 - City Clerk Department					
Personnel Service	$1,180,757	$1,190,952	$1,253,582	$1,236,800	$1,322,044

Budget Supplement-Expense
(In Cost Center Order)

	FY14 ACTUAL	FY15 ACTUAL	FY16 ADOPTED	FY16 PROJECTED	FY17 RECOMMENDED
Contractual Services	$181,721	$203,430	$289,063	$278,170	$282,700
Other Services and Charges	$95,261	$82,072	$104,375	$97,640	$112,687
Supplies-Materials and Minor Equipment	$15,527	$25,108	$33,500	$32,370	$31,630
Capital	$5,605	$26,379	$0	$0	$0
Interdepartmental Charges	$5,314	$5,281	$4,250	$4,210	$5,250
Sub Total	$1,484,184	$1,533,223	$1,684,770	$1,649,190	$1,754,311
CC_703100 - Non Departmental Budget					
Personnel Service	$1,142,298	$0	$2,000,000	$0	$1,508,414
Contractual Services	$7,954,984	$14,414,035	$8,075,600	$7,522,480	$7,941,799
Other Services and Charges	(12,952,788)	(14,108,563)	(15,713,459)	(15,673,709)	(23,029,773)
Supplies-Materials and Minor Equipment	$73,627	$57,162	$73,000	$56,964	$73,100
Capital	(4,682,995)	$249,763	$95,000	$455,042	$930,000
Debt Services Related	$9,542	$4,384	$2,500	$4,000	$5,000
Aids and Grants	$13,161,246	$14,043,715	$16,721,853	$16,715,553	$18,271,829
Other Uses and Sources	$835	$0	$0	$0	$0
Transfer To Other Funds	$71,167,091	$74,082,133	$81,513,898	$69,612,088	$64,854,720
Interdepartmental Charges	$180,575	$188,519	$365,000	$380,000	$365,010
Budget Reserves	$0	$0	$11,446,107	$200,000	$21,198,090
Sub Total	$76,054,414	$88,931,148	$104,579,499	$79,272,418	$92,118,189
CC_703200 - General Employee Pension Office					
Personnel Service	$241,272	$0	$0	$0	$0
Contractual Services	$473	$0	$0	$0	$0
Other Services and Charges	$16,126	$0	$0	$0	$0
Supplies-Materials and Minor Equipment	$1,138	$0	$0	$0	$0
Sub Total	$259,009	$0	$0	$0	$0
CC_703400 - Planning and Development Department					
Personnel Service	$4,926,218	$5,046,918	$5,357,442	$5,216,600	$6,241,307
Contractual Services	$272,719	$230,700	$139,720	$175,838	$140,157
Other Services and Charges	$155,184	$472,287	$299,811	$286,550	$248,816
Supplies-Materials and Minor Equipment	$28,644	$47,005	$38,645	$66,445	$43,245
Capital	$4,168	$0	$0	$20,000	$0
Interdepartmental Charges	$6,841	$7,368	$6,800	$7,070	$7,575
Budget Reserves	$0	$0	$247,788	$0	$0
Sub Total	$5,393,775	$5,804,278	$6,090,206	$5,772,503	$6,681,100
CC_703500 - Riverwalk Division					
Personnel Service	$218,487	$221,472	$140,124	$139,720	$0
Contractual Services	$0	$294	$225	$225	$0
Other Services and Charges	$747	$8,778	$2,522	$2,497	$0
Supplies-Materials and Minor Equipment	$0	$70	$100	$100	$0
Capital	$3,750,686	$6,775,975	$0	$4,306,977	$0

Budget Supplement-Expense
(In Cost Center Order)

	FY14 ACTUAL	FY15 ACTUAL	FY16 ADOPTED	FY16 PROJECTED	FY17 RECOMMENDED
Aids and Grants	$315,435	$1,151,678	$0	$0	$0
Interdepartmental Charges	$0	$0	$10	$10	$0
Sub Total	$4,285,354	$8,158,267	$142,981	$4,449,529	$0
CC_703600 - Construction Service Center					
Personnel Service	$4,313,827	$4,746,479	$5,140,923	$5,170,700	$6,086,601
Contractual Services	$732,423	$1,058,536	$900,000	$1,525,800	$1,611,000
Other Services and Charges	$1,925,419	$2,722,433	$3,037,725	$3,047,900	$2,994,894
Supplies-Materials and Minor Equipment	$116,250	$62,276	$65,200	$68,000	$77,000
Capital	$290,687	$83,321	$0	$154,037	$0
Transfer To Other Funds	$218,564	$377,046	$211,076	$211,048	$262,548
Interdepartmental Charges	$2,176	$2,129	$2,500	$2,500	$2,300
Budget Reserves	$0	$0	$1,158,876	$1	$694,803
Sub Total	$7,599,347	$9,052,221	$10,516,300	$10,179,986	$11,729,146
CC_703700 - Minority Business Development Division					
Personnel Service	$479,322	$479,181	$509,509	$497,279	$548,927
Other Services and Charges	$42,679	$49,300	$50,567	$50,117	$51,555
Supplies-Materials and Minor Equipment	$6,074	$5,823	$6,550	$7,050	$6,120
Capital	$24,139	$0	$0	$0	$0
Interdepartmental Charges	$15	$31	$200	$200	$200
Sub Total	$552,228	$534,336	$566,826	$554,646	$606,802
CC_703800 - Intergovernmental Relations Division					
Personnel Service	$108,316	$106,537	$114,896	$114,544	$115,581
Contractual Services	$240,557	$240,135	$245,000	$241,786	$245,000
Other Services and Charges	$2,227	$8,516	$3,478	$3,275	$3,614
Supplies-Materials and Minor Equipment	$4,215	$4,155	$4,250	$4,425	$4,475
Interdepartmental Charges	$0	$0	$0	$10	$10
Sub Total	$355,315	$359,343	$367,624	$364,040	$368,680
CC_703900 - Debt Service Department					
Debt Services Related	$37,657,947	$78,294,310	$22,759,708	$24,300,308	$24,355,298
Transfer To Other Funds	$0	$0	$1,126,902	$0	$0
Budget Reserves	$0	$0	$1,260,075	$1,260,075	$126,210
Sub Total	$37,657,947	$78,294,310	$25,146,685	$25,560,383	$24,481,508
CC_704000 - HCD CDBG Department					
Personnel Service	$354,910	$287,689	$553,878	$320,781	$486,532
Contractual Services	$1,221,073	$810,573	$1,574,879	$1,130,933	$1,368,025
Other Services and Charges	$151,836	$64,607	$217,492	$846,835	$445,472
Supplies-Materials and Minor Equipment	$3,440	$544	$0	$46,700	$21,000
Capital	$20,633	$10,000	$0	$0	$0
Transfer To Other Funds	$421,850	$423,261	$423,142	$423,142	$421,395
Interdepartmental Charges	$35,599	$1,170	$0	$1,000	$1,400

Budget Supplement-Expense
(In Cost Center Order)

	FY14 ACTUAL	FY15 ACTUAL	FY16 ADOPTED	FY16 PROJECTED	FY17 RECOMMENDED
Sub Total	$2,209,342	$1,597,844	$2,769,391	$2,769,391	$2,743,824
CC_704100 - HCD ESG Department					
Personnel Service	$7,853	$8,407	$11,724	$8,874	$9,615
Contractual Services	$275,571	$182,249	$222,757	$222,757	$236,836
Other Services and Charges	$2,046	$1,560	$0	$1,500	$1,500
Supplies-Materials and Minor Equipment	$0	$1,340	$0	$1,350	$1,350
Sub Total	$285,470	$193,556	$234,481	$234,481	$249,301
CC_704200 - HCD HOME Department					
Personnel Service	$158,828	$118,056	$110,684	$108,684	$114,101
Contractual Services	$1,129,091	$720,797	$996,161	$612,764	$550,122
Other Services and Charges	$549	$416	$0	$384,097	$500,700
Supplies-Materials and Minor Equipment	$822	$1,312	$0	$1,300	$1,300
Sub Total	$1,289,289	$840,581	$1,106,845	$1,106,845	$1,166,223
CC_704300 - HCD HOPWA Department					
Personnel Service	$119,155	$61,917	$93,155	$92,755	$114,074
Contractual Services	$2,976,598	$2,633,310	$3,012,030	$3,012,030	$3,704,571
Supplies-Materials and Minor Equipment	$1,278	$500	$0	$400	$500
Sub Total	$3,097,030	$2,695,727	$3,105,185	$3,105,185	$3,819,145
CC_704400 - HCD NSP Department					
Personnel Service	$169,758	$58,676	$0	$0	$0
Contractual Services	$1,637,483	$52,630	$0	$0	$0
Other Services and Charges	$11,299	$6,116	$0	$0	$0
Supplies-Materials and Minor Equipment	$14,930	$1,633	$0	$0	$0
Capital	$7,816	$0	$0	$0	$0
Sub Total	$1,841,287	$119,056	$0	$0	$0
CC_704500 - HCD SHIP Department					
Personnel Service	$22,543	$90,351	$169,088	$167,088	$224,202
Contractual Services	$604,606	$889,319	$1,521,795	$1,002,000	$1,037,824
Other Services and Charges	$0	$0	$0	$620,520	$1,000,000
Supplies-Materials and Minor Equipment	$200	$0	$0	$0	$0
Sub Total	$627,349	$979,670	$1,690,883	$1,789,608	$2,262,026
CC_704600 - Community Redevelopment Agency Budget					
Personnel Service	$11,755	$12,799	$0	$12,201	$0
Contractual Services	$1,151,813	$1,281,787	$1,158,394	$1,190,431	$1,526,532
Other Services and Charges	$716,677	$333,657	$841,368	$841,468	$408,000
Supplies-Materials and Minor Equipment	$8,190	$5,867	$2,000	$2,000	$2,000
Capital	$3,014,233	$989,454	$9,565,869	$14,659,170	$14,570,157
Transfer To Other Funds	$16,343,571	$16,561,693	$3,453,635	$3,453,567	$1,453,688
Interdepartmental Charges	$5,697	$571	$0	$0	$0
Budget Reserves	$0	$0	$85,070	$85,070	$101,550

Budget Supplement-Expense
(In Cost Center Order)

		FY14 ACTUAL	FY15 ACTUAL	FY16 ADOPTED	FY16 PROJECTED	FY17 RECOMMENDED
	Sub Total	$21,251,936	$19,185,828	$15,106,336	$20,243,907	$18,061,927
CC_704700 - Golf Courses Budget						
Personnel Service		$0	$1,126,194	$0	$621,903	$0
Contractual Services		$0	$2,436,362	$2,791,794	$2,791,794	$2,282,561
Other Services and Charges		$0	$763,857	$0	$0	$0
Supplies-Materials and Minor Equipment		$0	$0	$293,064	$293,064	$1,413,306
Capital		$0	$46,755	$600,000	$536,788	$532,000
Aids and Grants		$0	$463,743	$0	$0	$0
Budget Reserves		$0	$0	$680,765	$0	$0
	Sub Total	$0	$4,836,910	$4,365,623	$4,243,549	$4,227,867
CC_704800 - Streetcar Budget						
Contractual Services		$72,136	$56,479	$39,122	$39,122	$33,000
Other Services and Charges		$416,778	$362,759	$353,753	$353,753	$331,000
Aids and Grants		$1,445,100	$1,444,038	$1,577,129	$1,277,129	$1,818,762
Transfer To Other Funds		$0	$0	$0	$0	$250,000
	Sub Total	$1,934,014	$1,863,276	$1,970,004	$1,670,004	$2,432,762
CC_704900 - Grand Parent Tampa Theatre						
Contractual Services		$0	$0	$33,167	$33,167	$0
Other Services and Charges		$99,782	$108,387	$100,000	$100,000	$110,900
Supplies-Materials and Minor Equipment		$21,662	$21,582	$0	$0	$22,200
	Sub Total	$121,444	$129,969	$133,167	$133,167	$133,100
Total		$1,173,603,733	$1,312,452,672	$1,182,072,185	$1,362,052,758	$1,265,157,540

WE BUILT THIS: TRANSFORMING TAMPA TOGETHER