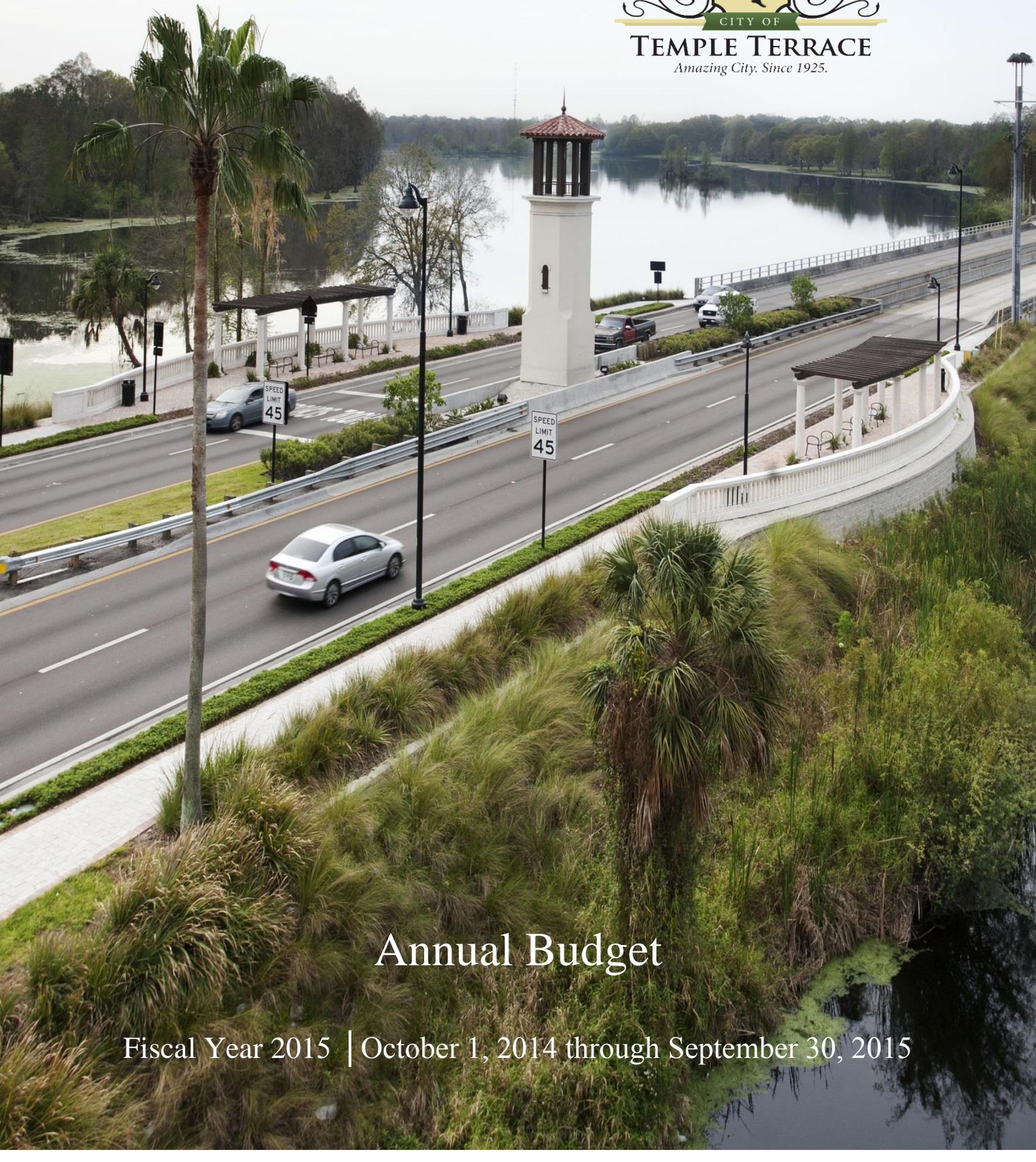




CITY OF

TEMPLE TERRACE

Amazing City. Since 1925.



Annual Budget

Fiscal Year 2015 | October 1, 2014 through September 30, 2015



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Temple Terrace
Florida**

For the Fiscal Year Beginning

October 1, 2013

A handwritten signature in black ink, appearing to read 'Jeffrey R. Egan'.

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Temple Terrace, Florida for its annual budget for the fiscal year beginning October 1, 2013, marking the twenty-sixth consecutive award the City has received.

In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan and as a communications device. The award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

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CITY OF TEMPLE TERRACE, FLORIDA

ANNUAL BUDGET – FISCAL YEAR 2014-15 **Council – Manager Form of Government**

CITY COUNCIL – Elected Officials

Frank M. Chillura, Mayor

Robert M. Boss, Vice Mayor

Alison M. Fernandez

Grant Rimbey

David Pogorilich

Eddie Vance

CITY MANAGER

Gerald J. Seeber, ICMA-CM

APPOINTED OFFICIALS

City Attorney

City Clerk

Code Compliance Director

Community Development Director

Finance Director

Fire Chief

Human Resources Director

Leisure Services Director

Information Technology Director

Police Chief

Public Works Director

Mark A. Connolly

Cheryl A. Mooney

Joseph E. Gross

Charles W. Stephenson

Angela C. Atkinson

B. Keith Chapman

Aleicia N. Latimer

James A. Chambers, Jr.

Robert L. Keel

Kenneth R. Albano

Robert R. Gordon

Prepared By:

Finance Department

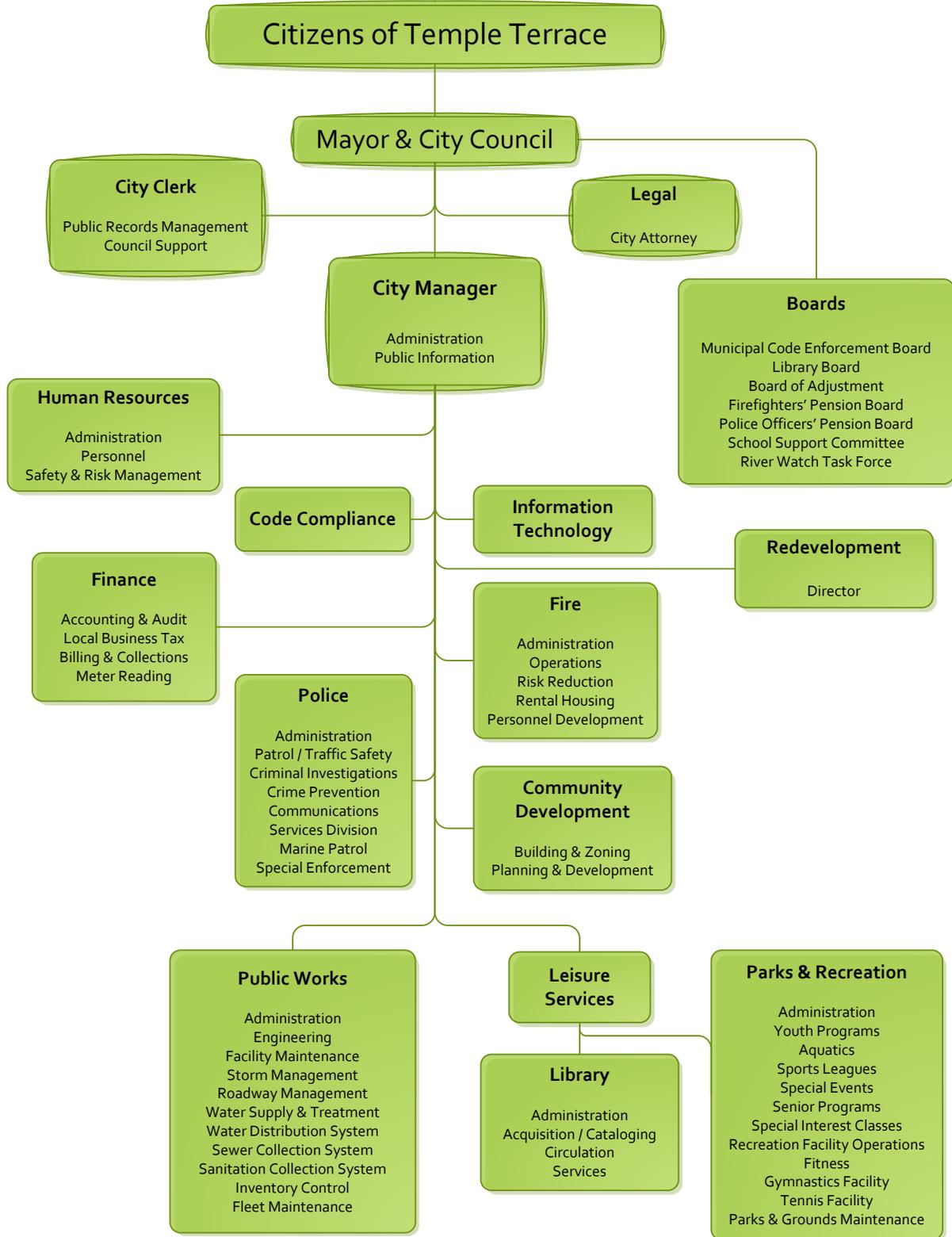
Angela C. Atkinson

Finance Director

Ted Beason

Assistant Finance Director

CITY OF TEMPLE TERRACE, FLORIDA ORGANIZATIONAL CHART





September 16, 2014

The Honorable Mayor and Members of the City Council
11250 North 56th Street
Temple Terrace, Florida 33617

Dear Mayor Chillura and Members of City Council:

In accordance with Section 6.02 of the City Charter, I am pleased to present to you this recommended budget for the 2014-15 Fiscal Year. The budget document includes recommended revenues and appropriations for the 12 months ending September 30, 2015 along with proposed capital expenditures for the five years ending in 2019.

The total budget for the City for all funds amounts to \$44,455,909. This represents a \$4,429,706 or 9% reduction over the amended budget for the current fiscal year. The reductions in several funds reflect the change in budgeting for several capital improvement projects, some of which were completed during the current year and others that will be deferred and not replicated in 2015. In the City's General Fund, the recommended Property Tax levy for the upcoming fiscal year is \$6.305 per \$1,000 of assessed valuation, the same rate as for the current fiscal year. Levels of service provided to our residents and businesses remain unchanged.

Your City, Our Future

Fourteen years ago, Temple Terrace residents, elected officials, and City staff members developed **Vision 2020** – a document incorporating the City's perspective and desires for its future. The City Council has worked diligently over the past decade and a half to realize these long-term goals and while significant progress has been achieved on a number of fronts, much work remains to be addressed while the regional economy, local business environment and the needs of the City's residents continue to change.

In its continual effort toward self-improvement, the City of Temple Terrace engaged in a strategic planning process in the spring of 2014. Utilizing a methodology similar to that used by the Center for Public Safety Excellence (CPSE) Technical Advisor Program (TAP), the City employed a community-driven process, which sought input from its external and internal stakeholders. The result of the effort was the preparation of **Your City, Our Future – A Community Driven Plan**, a strategic plan document designed to provide guidance to the City's policy makers and management staff for a multiple year period.

The mission of the City organization is *to deliver professional services to our community while promoting, protecting, and preserving the heritage, natural resources, and quality of life for future generations of our amazing city*. By focusing the efforts of our elected leadership and employees, the City organization will make progress toward achieving its vision, as contained in the plan document:

Our vision for the future is simple and precise: to serve our community with excellence. In 2020, the City of Temple Terrace will be widely recognized as a community that demonstrates best practices in municipal government while proving its commitment to continuous improvement.

We will enhance, modernize and expand our programs, operations and facilities to ensure our services meet and exceed our customers' expectations. By encouraging increased citizen engagement, the City's communication will keep our customers informed and generate genuine opportunities for citizen feedback. We will strive to maintain strong and respectful relationships with strategic partners and surrounding government agencies.

The City's organizational culture will reflect a responsive, ethical, safety-oriented and professional workforce. Our workforce will be comprised of qualified, experienced and capable employees focused on efficiency and improvement. Transparent operations, and the consistent application of regulations and standards, will help us maintain the community's trust.

We will remain committed to successful economic development to support a historically conscious, sustainable and progressive multimodal community. Our diligent work in code enforcement and public safety will protect public health, revitalize property values and enhance the quality of life throughout our community. These improvements will be balanced with efficient processes for budgeting, procurement, investments and financial sustainability.

Through this work, we will showcase our community as an amazing place to live, work, play and learn.

Your City, Our Future – A Community Driven Plan includes a listing of ten goals for the City to pursue over the five year planning horizon, with the understanding that a periodic review of the plan document will spur changes in priorities over time. These ten goals are as follows:

1. Develop a comprehensive marketing and outreach plan to reach a diverse audience, promoting the City of Temple Terrace as an amazing place to live, work, play, and learn.
2. Develop a multifaceted comprehensive communication plan that engages internal and external audiences.
3. Develop and implement a comprehensive formal plan which would enhance, maintain and promote Leisure Services' facilities, activities and programs and encourage community growth and involvement.
4. Support and enhance a high quality of life for the City's residents, businesses, and visitors by providing sustainable, environmentally-sensitive, cost-effective infrastructure and services to promote public health, personal safety, transportation, economic growth, and civic vitality.
5. Promote orderly growth in the Urban Service Area and those in the Joint Planning Areas of Unincorporated Hillsborough County; Ensure that residents and businesses outside the city limits share tax and maintenance costs for facilities, streets and utilities necessary to meet the demand of future populations.
6. Make certain our Public Safety services continue to thrive and meet the challenges of population growth while delivering the community data to illustrate the level of services provided.
7. Provide a comprehensive code enforcement effort which is consistent, fair and equitable in its application, preserves neighborhood integrity, protects the public health and well-being, and enhances property values.
8. Develop and improve procedures to monitor and address employee compensation, departmental work load, and wellness in an effort to provide the citizens of Temple Terrace with exemplary service from a workforce of qualified, experienced, and healthy employees.

9. Enhance the City's residential, commercial and municipal properties by engaging the residents and business community to promote sustainable, safe, attractive and desirable development by using innovative marketing, progressive regulations and model municipal facilities while supporting and promoting economic opportunity.
10. Establish and promote a long-term stable financial future by effective and efficient use of fiscal resources and improving the purchasing and budgeting processes.

Vision 2020 Progress

Over the past twelve months, the City organization has directed its energies towards addressing the broad goals included in Vision 2020, while learning to operate with new leadership and new ideas among the City Council and the management staff. A summary of those efforts is as follows:

Complete the redevelopment of downtown. The primary objective of the Temple Terrace Redevelopment Agency (TTRA) is to create a downtown area with special emphasis on the southeast quadrant of 56th Street and Busch Boulevard. In July 2009, the City Council transferred ownership of 29 acres in the southeast quadrant to Vlass Temple Terrace, LLC, and approved a conceptual plan and development agreement. While the initial phases of the project have improved the aesthetics of the area, progress has slowed as the private developer and the City arrived at an impasse over the specific building uses and site improvements on subsequent phases. The City and Vlass Temple Terrace, LLC have found themselves at odds over a number of provisions in the Master Developer's Agreement that sets forth the parties' obligations for the downtown redevelopment project and implementation of the conceptual plan. The City filed an action in Hillsborough County Circuit Court in February, 2014 and the case is awaiting attention in the judicial system.

During the past year, Quality Dining, Inc. developed a new Burger King restaurant facility on 56th Street, immediately adjacent to the remodeled shopping center anchored by Winn Dixie grocery store. Prior work in the designated redevelopment area included modifications to 56th Street from 98th Avenue to the Hillsborough River including new medians, lighting, landscaping, crosswalks, decorative pavers, underground utilities and other improvements. Two Federal earmarks totaling \$2.1 million, the County Incentive Grant Program (CIGP) for \$1.85 million, County Community Investment Tax for \$500,000, and local gas tax revenue of \$1 million funded these public improvements.

Since calendar year 2005, the TTRA has received tax increment financing (TIF) from three local tax agencies: Hillsborough County, Tampa Port Authority, and the City of Temple Terrace. However, the tax increment received has not been sufficient to pay the outstanding debt service on the variable rate non ad-valorem short term notes issued by the City, placing additional strain on the City's General Fund. The City will re-finance that outstanding debt prior to the expiration of the current notes in September, 2015.

Make the City more walkable and bikeable. In an effort to promote alternative modes of transportation, the City has designated a multi-modal transportation district that emphasizes pedestrian and transit improvements such as crosswalks, lighting, signage, bike paths, sidewalks, new transit options to meet future transportation needs, and most recently, golf cart crossings at signalized intersections.

Established in 2009 as the first citywide multi-modal district in the State, the Temple Terrace Multimodal Transportation District (MTD) developed a 15-year schedule of capital projects designed to provide an alternative to widening arterial roadways. The MTD was adopted coterminous with the City's jurisdictional boundaries and includes the Downtown Redevelopment Area's Transportation Concurrency Exception Area (TCEA). The MTD included a schedule of district-wide level of service improvement totaling \$35 million, designed to offset the transportation impacts of new development in the City. The planned enhancements include extending East Telecom Parkway (127th Avenue) to Morris Bridge Road, a project slated for construction in FY 2014-15. In

addition, new bus rapid transit service on Fletcher Avenue and North 56th Street was begun last year, on-road bicycle facilities with signage were expanded, while multi-use paths like the Temple Terrace Trail, and sidewalks throughout the district are planned in the future.

In May 2011, the Hillsborough County Planning Commission awarded the City's MTD plan 'Outstanding Contribution' for improving the quality of life in the community. Signage has been completed on several bicycle paths over the past three years -- Druid Hills Road, Whiteway Drive, Ridgedale Road, Gillette Avenue, Sunnyside Road, South Riverhills, and Riverhills Drive between Bannockburn & Fowler. The FDOT placed roadway markings (sharrows) on N. 56th Street and the City has also adopted an ordinance to allow golf carts on local roads and posted appropriate signs to alert drivers to the shared roadways.

The redevelopment in the City's downtown around Busch Boulevard and 56th Street will provide opportunities for a more walkable community as a mix of residential, retail, and office uses is established. The Parks & Recreation Division continues to utilize the State's Environmental Land Acquisition and Protection Program (ELAPP) conservation areas to promote passive walking and nature observation elements, including trails in the Riverfront and West River Preserves. Members of the City staff serve on the Hillsborough County Greenways Committee to coordinate efforts with County officials and a citizens committee assists the City's Leisure Services Department in its efforts.

Improve the appearance of the City by developing and consistently applying design guidelines, planting trees, and effectively enforcing City codes. The City Council has provided the resources to maintain a consistent effort to improve the physical appearance of the City's residential and commercial neighborhoods. A continuation of effective code enforcement activities, accompanied by City Council action to upgrade the minimum standards embodied in the Code, have been complemented by tree planting and neighborhood clean-up activities carried out by volunteer groups all year. The Code Compliance Department remains diligent in addressing conditions on private property to encourage sound property maintenance and strict compliance with the minimum housing code. In addition to regular sweeps in border neighborhoods with participation by the City of Tampa, the City's rental housing ordinance provides greater control over non-owner occupied dwellings by ensuring that minimum housing codes are followed.

The City has continued its work to preserve and expand the urban forest through a variety of creative means to establish new and diverse tree plantings in order to beautify the City, protect and replenish our aging urban forest, and to continue the City's participation in the Tree City USA program promulgated by the National Arbor Day Foundation. The City has approved an "Adopt a Tree" program to encourage more planting of young trees and by directing developer mitigation funds into neighborhood enhancement projects. The Tree Planting Program is available for residents to enhance and expand the tree canopy.

The City has adopted design guidelines applicable to the redevelopment area to establish criteria for landscaping, lighting, and streetscaping. The Temple Heights Road streetscaping project, funded by an American Recovery and Reinvestment Act grant, was completed three years ago and will serve as a model for future road and parkway improvements. The design guidelines will strengthen community-consistent growth as demonstrated with the improvements completed to the 56th Street Corridor from the Hillsborough River to Temple Heights Road including streetscape, landscape, decorative lighting, resurfacing, median, traffic signal improvements and the decorative repaving of the Busch Boulevard intersection.

Maintain the City's services, traditions, small-town atmosphere and family orientation even as we grow. Temple Terrace is a close-knit community and our City's residents value and protect our small-town atmosphere. The City works with many civic groups and citizens to promote a "sense of community," ranging from Town Hall meetings and monthly tree planting events with volunteers to a wholesome, family-oriented Fourth of July celebration – a tradition that has grown over the years. The community outreach associated with **Your City, Our Future** also generated positive feedback from residents on city services and on the initiative to seek resident viewpoints.

Capitalize on the Hillsborough River as the City's greatest natural asset. The City recognizes the Hillsborough River as one of its greatest natural attributes and special events held at Riverhills Park have focused on the river's importance. To promote appreciation of the City's greatest natural resource, the annual River & Trails Cleanup event includes a partnership between city residents and city employees to remove garbage and debris from the banks of the river. The River Watch Task Force, established as a permanent citizen board in July 2008, works closely with the Florida Department of Environmental Protection and the Southwest Florida Water Management District, citizen groups, and other jurisdictions to preserve the quality of the water in the river and improve the caliber of the riverine environment through the city.

Encourage excellent neighborhood schools. The School Support Committee, a seven-member citizen group appointed by the City Council, serves as a communication link between the City Council and the professional staff working at public and private schools attended by students from Temple Terrace. The City Council provides grant awards for a School Improvement Program, available to the teachers working in the schools serving Temple Terrace children. Past projects have included reading enhancement programs, portable labs, and environmental studies programs, with hundreds of students benefiting. The Mayor and City Council have emphasized the goal of promoting the local school system as an integral element of the Temple Terrace community.

Establish closer ties to the University of South Florida and Florida College. Members of the City staff meet regularly with University of South Florida and Florida College representatives to stay informed on the initiatives of both educational institutions. To strengthen the relationship with USF, the City celebrated "USF Day" in March to recognize the strong impact that USF has on the Temple Terrace community. A similar event is planned with Florida College early in FY 2014-15. A great partnership exists between Temple Terrace and Florida College; this four-year accredited institution provides cultural and educational opportunities for students and residents alike. Likewise, the opportunity to partner with the University of South Florida and Florida College provides "on-the-job" administrative internship experience, which has proven beneficial to the City as well.

Create new housing opportunities for senior citizens with convenient access to shopping and services. One of the Temple Terrace Redevelopment Agency's objectives is to provide mixed uses in the downtown redevelopment area, including senior housing and local shopping opportunities. The catastrophic changes in the housing market over the past six years have hurt the City's progress in providing diverse housing opportunities, especially for residents, like many seniors, subsisting on fixed incomes. To address this goal, over the past several years, the City has managed a single family, owner occupied housing rehabilitation program utilizing federal assistance under the Community Development Block Grant (CDBG) Program, targeted to low and moderate income persons, many of whom are seniors.

Enhance economic opportunity through redevelopment and by support of Interstate 75 corridor development for high technology enterprises. The City is a member of the Tampa Hillsborough Economic Development Corporation – a group whose objective is to bring exceptional businesses and industries into Hillsborough County, including Temple Terrace. Mayor Frank Chillura serves on the EDC Board of Directors. In addition, the City is heavily engaged in a Transportation & Economic Development initiative orchestrated by Hillsborough County and the three cities in the county, along with Hillsborough Area Regional Transit to address a key element in the regional infrastructure.

Telecom Parkway, the main road through Telecom Park, has been extended east to Arbor Isle Drive. The 2014-15 Annual Budget provides funding to construct the extension of the roadway eastwardly to Morris Bridge Road. A \$600,000 grant from the State of Florida is instrumental in facilitating the expedited completion of this project. Construction should get underway early in FY2014-15. The Florida Department of Transportation (FDOT) continues work on a project to widen I-75 from Bruce B. Downs Boulevard to south of Fowler Avenue. Upon completion of that project, the Fowler Avenue exit ramps will provide easier access to Temple Terrace. For its part, the City plans additional landscape improvements along Fowler Avenue to be undertaken after the FDOT project is completed.

Encourage neighborhood revitalization outside the City's boundaries to the west and south. In order to maximize cooperative efforts with neighboring jurisdictions, the City Code Compliance staff works with their code enforcement colleagues in the City of Tampa and Hillsborough County to resolve issues of common interest along our borders. For example, joint efforts with the City of Tampa take place on a monthly basis to address code issues on our common border neighborhoods. In addition to maintaining vigilance along the western border with Tampa, interaction among Code Compliance, the law enforcement agencies, and residents of areas to the southeast in unincorporated Hillsborough County have effectively addressed matters of mutual concern.

FY 2014-15 Objectives

The recently completed Your City, Our Future community driven strategic plan includes ten goals and fifty-one specific objectives. These work assignments will serve as a guide to the City Council and the management staff in determining the areas of focus in each fiscal year. Annually, the Mayor and City Council meet in a work session to review the City's objectives and develop their collective priorities for the coming fiscal year. These top priority objectives will be reflected in appropriations included in the City's Annual Budget document. The establishment of specific objectives results in a focused spending plan that reflects the citizens' vision and direction for the community's future.

- Develop a comprehensive marketing and outreach plan to reach a diverse audience, promoting the City of Temple Terrace as an amazing place to live, work, play, and learn.
 - Increase utilization of mainstream social media in departments with frequent community interactions (e.g. Police, Fire, Leisure Services, Public Works, Customer Service).
 - Develop a strategic marketing plan that attracts new residents, businesses, and promotes the City's services and events.
- Develop and implement a comprehensive formal plan which would enhance, maintain and promote Leisure Services' facilities, activities and programs and encourage community growth and involvement.
 - Enhance community involvement by developing and implementing a plan to create opportunity for diverse, high-quality community events.
 - Improve facility conditions at the Temple Terrace Family Recreation Complex.
- Support and enhance a high quality of life for the City's residents, businesses, and visitors by providing sustainable, environmentally-sensitive, cost-effective infrastructure and services to promote public health, personal safety, transportation, economic growth, and civic vitality.
 - Develop a strategy to provide sufficient water treatment and production capacity to accommodate future growth.
 - Develop a program to ensure timely after-hours response for Public Works related issues.
- Promote orderly growth in the Urban Service Area and those in the Joint Planning Areas of Unincorporated Hillsborough County; Ensure that residents and businesses outside the city limits share tax and maintenance costs for facilities, streets and utilities necessary to meet the demand of future populations.
 - Identify areas of possible annexation.
 - Establish annexation policy and direction.
- Provide a comprehensive code enforcement effort which is consistent, fair and equitable in its application, preserves neighborhood integrity, protects the public health and well-being, and enhances property values.
 - Establish Code Compliance staffing levels and programs that meet the code compliance needs of the City.
 - Enhance neighborhoods and areas along our City's borders to ensure comprehensive code compliance.

- Develop and improve procedures to monitor and address employee compensation, departmental work load, and wellness in an effort to provide the citizens of Temple Terrace with exemplary service from a workforce of qualified, experienced, and healthy employees.
 - Coordinate with department directors to update and redefine position descriptions, as well as, evaluate workloads to determine deficiencies, and ascertain appropriate department staffing levels.
 - Provide City employees with a competitive total compensation program in an effort to attract high quality applicants and retain current valued and experienced employees.

- Establish and promote a long-term stable financial future by effective and efficient use of fiscal resources and improving the purchasing and budgeting processes.
 - Establish long-term, realistic strategy consistent with the strategic plan.
 - Improve Budgeting Process for both Operating and Capital budgets.
 - Secure necessary department financing to achieve long-term sustainability.

THE FY 2013-14 BUDGET

Over the past 12 months, Finance Director Angela Atkinson and I had the opportunity to learn more about the needs and desires of the City’s stakeholders. There are a number of recommendations included in the appropriations inside the Annual Budget document that reflect the need for a multiple year perspective on the City’s financial capabilities and its ongoing efforts to achieve a strong measure of sustainability. The re-examination of the City’s long term capital needs and the development of a multiple year schedule of goals and objectives represents the start of a renewed effort by a new City Council to steer the City towards its desired future.

Property values in the City increased markedly this year, a welcome relief to the slow growth experienced over the last several years. Total taxable values were set by the Hillsborough County Property Appraiser at \$1,260,867,860. That total valuation is slightly more than the values in 2010 and about the same as values determined by the County Property Appraiser nine years ago in 2005. As members of the City Council will recall, the changes in the state constitution and statutes over the past decade have drastically impacted the City Council’s ability to meet local service demands with traditional sources of revenue. As a result of changes in Florida law, and changes in consumer demands over time, tax collections have declined and some state revenues have dropped, putting additional pressures on the City to develop a budget where current year operating expenditures match current year revenues.

The FY 2014-15 General Fund budget is balanced with a millage rate of \$6.305 per \$1,000 taxable value and the use of designated reserves. While the budgeted use of reserves is undesirable, the City has typically not used all of its budgeted reserves in any fiscal year. The current year budget assumed the use of over \$509,575 in reserves to help offset the rising cost of defined benefit public safety pension programs. With the fluctuations in the budget that have occurred since last September when the budget was adopted until this past month, it appears that the City will only use about \$281,204 in reserves in the current fiscal year.

As in prior years, the City staff encountered a number of challenges this summer in preparing this recommended budget for City Council consideration. One of the more frequent messages voiced to us over the past year was on compensation for employees who are not represented by a collective bargaining unit. The recommended budget includes appropriations that will allow the City Council the flexibility to award a salary increase in FY 2014-15. The recommended budget includes an adjustment to the flexible benefit stipend paid to employees for their health insurance benefits; that payment will increase to \$618 per month.

The recommended budgets in the operating funds (General Fund, Water & Sewer Fund, Sanitation Fund, and Fleet Maintenance Fund) also include appropriations for wage increases. The City will negotiate compensation with the Fraternal Order of Police and the International Association of Fire Fighters this summer on wages affecting their respective members.

Redevelopment of the City's commercial corridors and the continued investment in Telecom Park remain a high priority for the City. The City's long term financial condition is very dependent upon growing the local tax base through both strategic public and private investment. The recommended budget in the Redevelopment Trust Fund does not include an appropriation to employ additional staff until such time as the City resolves its differences with Vlass Temple Terrace. Any available tax increment proceeds will be devoted to the interest payment on the outstanding debt incurred in prior years for the City's redevelopment efforts. That \$24 million note will be re-financed during the 2014-15 fiscal year, in anticipation of its expiration on September 30, 2015.

BEYOND THE 2015 HORIZON

General Fund:

The increase in the City's assessed valuation was a very welcome piece of news when it arrived in late June. The continued slow recovery of the regional economy has helped the revenue situation in the General Fund but changes in state law have served to reduce the amount of income received from the State of Florida. The City expects to see a \$191,800 reduction in communication services taxes as the industry succeeds in changing the definition of what services are subject to state and local taxes. This reduction, along with more realistic revenue estimates in number of areas, has resulted in reductions in budgeted revenue to the City.

The 2015 budget in the General Fund does not include any cuts in services; there is one position reduction reflected in the budget. The Inspector position in Community Development has been deleted and 4 vacant positions have been frozen. As part of its budget deliberations, the Council elected to recover some of its service delivery costs through the imposition of increased fees in building and development, fire rescue transport and recreation programming. In addition, in view of the prospects for increased service costs in future years and a continuing slow recovery in local property values, the City Council ought to explore the potential for new sources of revenue. Without new or increased fees and taxes, the only recourse available in the future will be to rely again upon a slowly dwindling General Fund reserve to pay for current year operating expenses. The City should examine the possibility of a storm water utility fee or similar fees to support its service delivery operations in the future.

Redevelopment Trust Fund:

The City established its redevelopment area and created the Temple Terrace Redevelopment Agency (TTRA) over a decade ago with a goal of encouraging and spurring private investment within the defined redevelopment boundaries. The increment received by the TTRA includes the additional property taxes paid by the property owner to the City, the County and the Port Authority on any new value created after establishment of the redevelopment district.

The City obtained a series of bank loans to finance that portion of its property acquisition and infrastructure program that was not met on a "pay as you go" basis. That debt service obligation has been paid with proceeds from the tax increment, with the balance being met with Street Improvement and General Fund revenues. The redevelopment debt and the accompanying transfer from the General Fund was envisioned to be temporary until the values inside the redevelopment district increased to a point that the increment was sufficient to retire all of the debt.

The budget includes appropriations to continue to pay interest expenses for the City's outstanding variable rate non ad-valorem short term bank note issued in 2013. The FY 2013-14 Annual Budget includes a recommendation that the savings realized from the 2013 refinancing be used to pay current year expenses, rather than being set aside to reduce future year principal payments. As part of its work in 2015, the City will develop a permanent financing plan to address the outstanding debt that comes due on September 30, 2015.

Capital Investment:

This Annual Budget document includes a section setting forth the City's Five Year Capital Improvement Program (CIP) which lays out the City's plans for a variety of construction projects to be undertaken over a five year period, funded from a variety of revenue sources, all designed to provide for the sustainability of service delivery operations or improvements to the City's infrastructure. Major equipment purchases, maintenance assignments for city facilities, and extensions of the City's utility system are all typical projects included in the CIP.

The FY 2014-15 CIP anticipates significant investment in roadway improvements, public safety and public works equipment, and utility system improvements. Of the roadway projects, the extension of Telecom Parkway is the most notable with financial assistance provided by Hillsborough County and the State of Florida. In addition, the City will tackle some of the outstanding road deterioration in older residential areas, following the priorities established in the City's Pavement Management System.

City Engineer Michael Hall has completed a review of all vehicle replacements from each city department and he utilized a tool recommended by the American Public Works Association to determine the appropriate time to replace a vehicle. The analysis takes into account age, mileage or hours, primary use of the vehicle, and annual expenses for "out of the ordinary" maintenance items like batteries, brake shoes, tires, lubricants, etc. Using this methodology, the City is able to sort through departmental requests, assign point totals for each vehicle, and develop a long range program for vehicle replacements that reflects the data collected on use and condition.

The decisions on which projects to include in the FY 2014-15 Budget reflect the eight criteria that I reviewed with the City Council at the May 20 City Council meeting. We also attempted to include those projects that have been included in the past and are tied to one of the ten objectives included in the Your City, Our Future document. Most are directly addressing objectives set forth in Goals #3,4 & 6.

The Water & Sewer fund includes funding on a "pay as you go" basis to replace older portions of the City water distribution and wastewater collection systems, as well as to upgrade capabilities at the City's lift stations and water treatment facilities. The sanitary sewer planning work completed this past year has helped to determine the top priority projects to be included in future capital programs..

As part of its review of planned capital expenditures, the City Council ought to discuss its preferences regarding the need to address long standing needs for public facility upgrades, deferred maintenance, and potential expansions. The need for a modern police facility to support the City's law enforcement staff, the need for a third fire station to the southeastern side of the City and the need to address the functional obsolescence of other city facilities will demand the attention and the financial support of the City Council in the future. The list of needs and wants in the Capital Projects Fund amounts to \$24 million, all of which will need to be funded over time from a variety of sources. I have elected to follow some advice from Finance Director Angela Atkinson; these unfunded projects area all aggregated in the Capital Projects Fund. Anything that we choose to move forward on this list must be funded with transfers from other funds, federal or state grants or new debt.

Enterprise Funds:

The Water & Sewer fund budget anticipates a 1.6% increase in user fees, tied to the one year change in the CPI for urban consumers. The new rates will take effect on October 1, 2014 and will be used to meet system operating costs and the capital reinvestment needed to ensure long term viability of the utility system. The City's Water & Sewer Utility System remains in relatively good financial health, generating sufficient revenues each year to meet operating and periodic capital expenses. The condition of the City's sanitary sewer collection system and the pump stations that send the waste to the City of Tampa for treatment has been a focal point for the City's utility staff this past year.

The extent of the maintenance work that is needed is substantial. When accompanied by the wish to replace some of the older water distribution lines in the City over the next several years, it is likely that the City will need to incur some additional debt in its utility system in a year or two in order to accommodate the pace of the work. Some infrastructure replacement projects should not wait until the City has amassed enough cash to construct the projects on a “pay as you go” basis. Working with our financial advisors at Public Financial Management, I am confident that we can develop a financing plan that meets the City’s infrastructure needs and our customer’s ability to pay for services over an extended period of time.

The preparation of the annual budget documents is one of the more important and time consuming activities undertaken by the City each year, at both a management and policy level. The work sessions held earlier this year were designed to provide the members of Council with a bit more background on the City’s financial challenges in advance of the annual deliberations over the budget, property tax levy and capital program. Every effort is made to ensure that the budget materials are comprehensive in scope and that the information is presented in a format that is useful to the reader. The work begins early in the spring and culminates when the City Council adopts the Annual Budget and Tax Levy in September. Aside from the challenges of available funding, the process was encumbered this year by a number of format changes that I elected to make in the process and the content of the budget document.

Finance Director Angela Atkinson, Assistant Director Ted Beason, Accounting Supervisor Jackie Diamond each contributed many hours and ideas to meet the critical deadlines and to ensure that the City’s financial information is presented accurately. I also wish to compliment the other members of the City’s Finance staff: Jessica Lundt, Shiela Harkins and Shana Hunt, and my assistant, Rita Brizendine, for their support in assembly of the necessary material. They each deserve our collective thanks for a job well done.

Respectfully submitted,



Gerald J. Seeber
City Manager



Angela C. Atkinson
Finance Director

EXECUTIVE SUMMARY

Citywide revenues and expenditures at \$44.45 million are \$3,520,424 less than the 2014 adopted budget. A summary follows with details provided at the Fund level.

Personal Services – This category increased by \$395,923 or 1.9% from \$20,350,619 to \$20,745,542.

- **Staffing.** The total number of full-time equivalent (FTE) positions decreased by 1.25. The following position has been eliminated: Building Inspector I. Additionally, the Housing Rehab Grant Specialist has been reduced by .25 and the Inventory Control Specialist has been transferred from the General Fund to the Water and Sewer Fund. The following positions have been frozen: Police Officer (1.00), Police Communication Officer (1.00), Firefighter (1.0) and Recreation Leader III (1.00).
- **Staff vacancies.** It is not unusual for personnel costs to be less than budgeted. Since the hiring freeze was initiated in 2008, 18.68 positions have been eliminated. Each position will be reviewed when vacated.
- **Wages and fringe benefits.** A salary increase has been included in the Fiscal 2015 budget for union and non-union employees.
- **Flex contributions.** The City's contribution toward health, life, and other eligible cafeteria plan insurances has increased to \$618 per month for those who purchase the health insurance and remains at \$156 per month for those employees who have health insurance under an outside plan.
- **Retiree health benefits.** The City provides flex dollars to eligible retirees for health insurance coverage. The related accounting rules require that this benefit be treated similar to a defined benefit pension plan. Rather than "pay-as-you-go", the City will make contributions on an actuarial basis for employees who have not retired. Although this benefit is no longer eligible to employees hired after November 1, 2005, a total of \$388,378 annually is required actuarially to fund the future benefit. The General Fund amount of \$276,000 will be delayed for the third consecutive year and is not included in this budget.

Operating Expenses – The City administration and employees worked diligently to hold the line during tough economic times, and operations expense decreased by \$1,106,463 or 7.1% from \$15,690,169 to \$14,583,706.

Capital Outlay – Compared to last year, capital expenditures decreased by \$3,086,913, with a decrease in the Streets Fund of \$973,954 mainly due to the completion of the Fairmont Circle Area and of the Pleasant Terrace street projects. General Fund decreased by \$323,942 and the Community Investment Tax Fund by \$2,100,403. Fiscal Year 2015 includes \$225,000 for Improvements at City Hall and \$100,000 for Master Plan Design and Pool Improvements at the Family Complex in the Community Investment Tax Fund. A detailed list of all capital items by fund is outlined in the Five-Year Capital Improvement Program. The items are also listed in each division throughout the document.

Debt – The debt service category decreased \$606,011 overall. In September 2013, the City refinanced the Redevelopment debt of \$24.34 million at a fixed interest rate of 1.15% for two years. The Temple Terrace Golf and Country Club reimburses the City for debt service payments on the 2005 Revenue Note. The one half-percent premium over the actual interest cost for administration was eliminated October 1, 2009. In March 2012, the City began making the principal payments for the Country Club, so the Club could use the funds for capital improvements over the next three years. Principal and interest payments will resume in March 2015 with an increase monthly cost to cover the delay in principal payments.

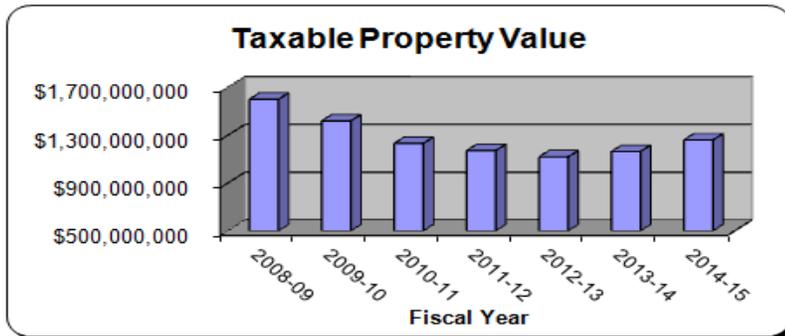
GENERAL FUND

The General Fund reflects a decrease of \$643,369 in revenues and expenditures, which total \$22,549,889 for Fiscal Year 2015. The original budget for Fiscal Year 2014 was revised upward by \$627,255 due to carry forward of unspent reserves, open purchase orders, and grants or contributions received during the year. One position has been eliminated, four positions have been frozen and one position has been transferred to the Water and Sewer Fund, operating expenses were critically reviewed, and capital was delayed unless absolutely necessary in order to reduce the use of fund balance for operating costs. Fiscal Year 2015 includes salary increases for union and non-union employees and \$20,000 for a compensation study.

Revenues

Ad Valorem Tax. The City’s property values rose \$97,050,641, or 8.3%, to \$1.26 billion for Fiscal Year 2015. Over the past five years, taxable property value has decreased annually by an average of 1.7%. Although there was an 11% increase in Fiscal Year 2008, the cumulative decline over the past six years has been 22% or \$340 million in taxable assessed value.

The City lowered the millage rate to 6.305 mills, which is more than the rolled-back rate of 6.0773 mills per \$1,000 assessed property value. With the taxable value increase of 8.5% and the millage rate set higher than the



rolled-back rate, the property tax revenue increased by 6.4% or \$478,799. Temple Terrace’s taxable value increase is more than Tampa’s 7.23% increase and Hillsborough County’s increase of 7.37%. Property values are based on the market at the end of 2013. Temple Terrace anticipates further growth next year based on the activity in the redevelopment area and Telecom Park, as well as annexation. The rate established is well below the

adjusted millage rate or maximum millage rate allowed with a majority vote of 7.6527.

The following table provides a recap of millage levied and property taxes collected for the past four years.

	<u>2011-12</u>	<u>2011-12</u>	<u>2012-13*</u>	<u>2013-14*</u>
Millage Rate (mills per \$1,000)	6.1500	6.4300	6.4300	6.3050
Taxable Property Value	1,171,799,728	1,118,879,995	1,161,893,170	1,260,867,860
Total Taxes Levied	7,206,568	7,194,398	7,470,973	7,949,772
Amount Collected	6,805,186	6,805,186	7,172,134	7,631,781
Percentage Collected	94.43%	94.59%	96.00%	96.00%

* For Fiscal Years 2013-14 and 2014-15, the amount collected and percentage collected are estimates only, based on the budgeted projected collection rate of the taxable value times the millage rates of 6.43 mills and 6.305 mills respectively.

Below is a recap of some of the revenue decreases:

<u>Description</u>	<u>Amount</u>
Red Light Camera Fines	(\$ 188,000)
Civil Traffic Infractions	(15,000)
Local Communications Service Tax	(191,827)
Licenses and Permits	(6,533)
Franchise Fees	(62,150)
TOTAL	<u><u>(\$463,510)</u></u>

The 2015 budget utilizes \$106,243 of the Hamby reserves, \$130,254 of debt service savings and freezes 4 vacant positions to balance. The utilization of the Hamby reserves and the debt service interest savings were necessary to provide a millage decrease to 6.305 mills, to avoid the use of the unassigned reserves, and to fund the salary increases and other initiatives. In accordance with City Council approval, to upgrade the public safety radio system in 2008, the fund balance level fell below the recommended 25%. The current fiscal constraints have not allowed that amount to be replenished and as a result the unassigned fund balance level for Fiscal Year 2015 will be at 13.9%. The 2014 budget originally planned to use \$509,575 of reserves but is currently estimated to decrease to \$281,204. The unassigned fund balance estimated for Fiscal Year 2015 takes this decrease into consideration.

Expenditures

Personal Services increased by 1.2% or \$204,546 to a total of \$17,901,378. The State of Florida’s contribution to the public safety pensions are recorded as on-behalf payments within the General Fund.

Operating expenditures decreased by \$20,088 or 0.4% over Fiscal Year 2014. City administration worked diligently to maintain or reduce operating costs and provide the same level of service.

Capital outlay decreased from \$423,218 in Fiscal Year 2014 to \$99,276 in Fiscal Year 2015, with \$474,476 on the horizon for 2016, to provide a balanced budget while purchasing capital assets essential to operations. The detailed list is outlined in the Five-Year Capital Improvement Program.

SPECIAL REVENUE FUNDS – STREET IMPROVEMENT FUND

The revenues and expenditures for Fiscal Year 2015 total \$2,900,902, a decrease of \$780,492 compared to 2014. Work related to the Fowler Avenue Landscape Enhancement and the Pavement Management Program are recorded in this fund. In addition, Telecom Parkway, Phase II is projected for Fiscal Year 2015.

- **Revenues.** Gas tax revenues earmarked for road improvements have remained stable over the past five years. Hillsborough County has agreed to participate in the Telecom Parkway project with \$750,000 of county community investment tax funding.
- **Expenditures.** The detailed list of projects in the Five-Year Capital Improvement Program complies with the Comprehensive Plan and the multi-modal district transportation requirements. Some repair costs, as allowed by law, and a stormwater assessment fee study for \$100,000 are included in the budget for this fund.

SPECIAL REVENUE FUNDS - CIT FUND

The Community Investment Tax (CIT) Fund at \$1,177,827 shows a \$1,881,376 decrease over Fiscal Year 2014. The Fiscal Year 2015 project balance of \$958,800 includes a Temple Terrace Bicycle Trail, City Hall Improvements, Family Complex Master Design Plan, and Pool Improvements.

- **Revenue.** The projected local option sales tax revenue increased by \$33,869 over Fiscal Year 2014. This funding source is calculated by the County based on population estimates. Temple Terrace anticipates 1.98% in local option sales tax, the smallest percentage of the Hillsborough County jurisdictions. The 2015 budget will add \$219,027 to the reserves for projects in the five-year plan.
- **Expenditures.** Parks and Recreation projects account for 12% of the total expenditures for Fiscal Year 2015. Police and fire vehicles and equipment account for 43% of the total and includes \$31,000 for Fire laptops. Improvements to municipal buildings accounted for 26% of the total and include \$225,000 for City Hall Improvements. The project list is detailed in the Five-Year Capital Improvement Program.

SPECIAL REVENUE FUNDS - TIF FUND

In the 2005 tax year, the Temple Terrace Redevelopment Agency (TTRA) received its first tax increment financing (TIF) revenue of \$71,601 from three entities, Hillsborough County, Tampa Port Authority, and the City of Temple Terrace, using 2004 as the base tax year.

- **Revenue.** The TTRA tax revenue will generate \$65,372, a 14.8% increase, as a result of property values rising 3.1% from \$67.8 million to \$69.9 million, which is \$6,970,167 over the 2004 base year of \$62,978,340. There was no cash carried forward balance.
- **Expenditures.** Since this is a Special Revenue Fund and the collection must be spent within three years, the current appropriations include \$175 in professional fees and \$65,197 for debt service payments.

DEBT SERVICE FUND

Debt Service revenues and expenditures total \$698,965 for Fiscal Year 2015.

- **Revenues.** Transfers come from other governmental revenue sources to fund debt service payments. **General Fund Debt** includes the Temple Terrace Golf and Country Club loan paid by the Club for improvements. **Downtown Debt** consists of a transfer from the General Fund, rental income from developer, and transfer from the excess TIF revenue to fund the interest payments on the fixed rate \$24.34 million note. Transfers from the TIF Fund increased slightly over Fiscal Year 2014. No additional money is available for principal payments. Gas tax will be used to pay the interest payments for 2015 on the 2013 \$24.34 million note, which matures in September 2015.
- **Expenditures.** Debt Service expenditure projections are summarized:

<u>Description</u>	<u>Purpose</u>	<u>Amount</u>
2005 Country Club Note	Country Club Renovation	\$259,332
2013 Revenue Note	Downtown Redevelopment Property	279,853

ENTERPRISE FUNDS – WATER/SEWER FUNDS

The revenues and expenses for the Water/Sewer Funds combined decreased by \$1,259,124 or 9% over Fiscal Year 2014. The Water Improvement Fund will fund two projects: the Chinaberry Pumping Station improvements and the continued installation of radio read meters. The Sewer Improvement Fund had significant projects completed in previous fiscal years, and the reserve has been depleted. The Water/Sewer Operations Fund decreased 5.5% or \$602,089 to \$10,372,876 for Fiscal Year 2015.

- **Revenues.** Operating revenues are projected to increase based on the water, irrigation, and sewer rate increase of 1.6% that was approved on September 3, 2014, as outlined in the 2009 Rate Study. The rate increase along with decreased consumption assumptions will keep revenues stable and allow the City to maintain a net asset position of \$879,553. Improvement fees remain low due to a recovering economy.
- **Expenses.** Operating expenses in the Water and Sewer Utility division account for the majority of the decrease, specifically the reclassification of all depreciation expenses. Capital purchases and projects decreased \$161,936 in 2015 as scheduled and are detailed in the Five-Year Capital Improvement Program.

Debt service related to the Water/Sewer Fund can be summarized as:

<u>Description</u>	<u>Purpose</u>	<u>Amount</u>
2003A Revenue Bonds	Sewer Land/Improvements	485,558
2004 Revenue Bonds	Water/Sewer System	344,066

ENTERPRISE FUND – SANITATION FUND

The Sanitation Fund reflects a \$539,585 or 17.2% increase in revenues and expenses for a total 2015 annual budget of \$3,681,480. Current service rates will be maintained in Fiscal Year 2015.

- **Revenues.**
 - Residential Program – Rates approved in October 2008 cover the cost of the program.
 - Commercial Program – Rates approved in October 2008 cover the cost of the program.
 - Roll-Off Program – Revenues tied to construction adequately offset program expenses. Rates are competitive with the market. Disposal costs are recouped based on the County rate for the type of material disposed.
 - Special Trash Pick-Up – The rate is established to offset the expenses. The City offers one free annual special pickup at the customer’s convenience.
- **Expenditures.** Capital expenditures for five roll off containers and two Automated Recycling Vehicles are part of the scheduled replacement plan in the Five-year Capital Improvement Plan. A Hillsborough County rate decrease went into effect January 2013 and was absorbed by the fund, since the rate increases for the past four years were not passed on to the customers.

INTERNAL SERVICE FUND – FLEET MAINTENANCE FUND

An internal service fund is similar to an enterprise fund, receiving payment for services. Typically, an internal service fund provides goods and services to other City departments on a cost-reimbursement basis. An enterprise fund is self-supported by external customers. This fund maintains a fund balance of \$32,228.

- **Revenues.** Internal Service Funds are derived via transfers from City departments. Rates for maintenance were set based on actual experience. The charges to the departments remained relatively the same.
- **Expenditures.** Overall, total expenses increased by \$46,137 and the costs were passed on proportionately to the departments.

THE CITY OF TEMPLE TERRACE

Temple Terrace enjoys a 87-year reputation as a premier residential community on the picturesque Hillsborough River and abounds with beautiful neighborhoods, state-of-the-art recreational amenities, and a golf course that meanders through the town. Named after the hybrid “Temple” oranges and the surrounding “Terraced” terrain, Temple Terrace was incorporated on May 28, 1925. The City, one of the first master-planned golf course communities in the United States, offers diverse and unique neighborhoods and a wide variety of beautiful homes - historic Mediterranean Revival houses of the 1920s intermingled with modern homes located along grand oak canopied streetscapes rarely seen in Florida.

The City operates under the council-manager form of government with its professional, independent administration, staff of 349, and a host of volunteers dedicated to excellence and committed to innovative approaches for high-quality services. The City with its estimated population of over 25,029 provides a full-range of general municipal services including police, fire, street construction and maintenance, planning and zoning, parks and recreation, library, and general administrative services. In addition, water, sewer, and solid waste collection services are provided and funded with user charges established by the City Council to ensure adequate coverage of operating on outstanding debt. warehouse services, and provided through with charge-backs to user their cost of operation. Terrace contracts with solid waste disposal. emergency medical 24 hours a day and help minutes away by dialing art public library and its a selection of 97,800 access to the world.



expenses and payments Equipment maintenance, facility maintenance are Internal Service Funds departments to cover The City of Temple the City of Tampa for Police, fire, and personnel are available is only three to five 9-1-1. The state-of-the-extensive resources offer holdings and electronic

Leisure and recreational opportunities are endless. The Family Recreation Complex is the focal point for complete recreational activities with its high-caliber facilities including three gymnasiums, a gymnastics studio, year-round aquatics area with heated swimming pool, water playground, fun pools, and water slides - water activities for toddlers, teens, competitive swimmers, families, and seniors. The adjoining tennis center includes six lighted clay courts for open play, leagues, and lessons. A modern fitness center with up-to-date equipment and on-site instruction is also available to accommodate the busiest schedule. The City’s riverfront parks provide access to the Hillsborough River for leisurely boating, fishing, and canoeing. The semi-private club has an elegant clubhouse with formal and casual dining and banquet facilities, pool with cabana, and clubrooms. The historic course winds its way throughout the City and no two holes are adjacent.

On the northeast side of the Tampa Bay area, Temple Terrace is strategically situated between Interstates 4, 75, and 275. Adjacent to the University of South Florida, the second largest university in the state, City residents also have access to major employment centers - the University, Tampa Telecom Park, and Hidden River Corporate Park – offering high-quality, professional settings with a minimal commute. Like many of its suburban counterparts, the City’s employment base is heavily dominated by service industry employment. Additional employment-generating industry is expected to occur as the I-75 corridor develops. Although the percentage of resident workers employed with the City may increase, it will remain predominantly a suburban commuter community, maintaining its reputation as an “Amazing City. Since 1925.”

HISTORY IN BRIEF

1910 – Chicago socialite and businesswoman Bertha Palmer purchased 19,000 acres in Hillsborough County between 1910 and 1914 that included the land area that was to become the City of Temple Terrace. Palmer established Riverhills ranch and game preserve along the west bank of the Hillsborough River, on land now owned by Florida College, which included two bungalows, a main hunting lodge, several outbuildings, and a water supply system large enough for a town of 500. A progressive rancher and land developer, Palmer was involved in the citrus industry and had a great love of golf. Evidence points to her early involvement in the golf course community and citrus grove development that would become Temple Terrace.



1920 – The Palmer Estate was included in a 5,000-acre purchase by W. E. Hamner, who later sold the land to a business partnership made up of Burk L. Hamner, D. Collins. Gillett and Vance W. Helm. This partnership formed Temple Terraces, Inc., to develop a 5,000 acre orange grove, the largest in the world at the time, and Temple Terrace Estates to develop a residential golf course community along the Hillsborough River. The new community was called Temple Terrace after hybrid Temple oranges named after William Chase Temple, and the surrounding terraced landscape. Later in 1920, the town planning team of golf-course architect Tom Bendelow, town planner and landscape architect George F. Young, and noted Tampa architect M. Leo Elliott created the Temple Terrace master plan. In 1926, renowned New York architect Dwight James Baum (architect of John Ringling's Ca' d' Zan) also designed residences in Temple Terrace.

1922 – The original Temple Terrace Golf and Country Club, located on the site of the Riverhills ranch hunting lodge opens with the first annual Washington Ball.

1925 – As a result of increased land sales, the residential section of Temple Terrace was expanding so fast that the developers initiated municipal incorporation proceedings, and by act of the Legislature, the City of Temple Terrace was incorporated May 28, 1925. In June, an election was held, officials [who were known as commissioners until 1955] were sworn in and an organizational meeting was held at City Hall, which was then the development company's real estate office at Belle Terre and Inverness and is presently the Temple Terrace Community Church Parrish Hall. The first ordinance was passed in September and it dealt with a special

election to be held October 3, 1925, to vote on a bond issue to purchase, construct, and extend a municipal water works system and an electric light plant.

1926 – Commissioners passed resolutions establishing the City's criminal code and taking over operation and control of parks, parkways, golf course, and the water system. By the end of 1926, residential development in the City had stopped and for the next 30 years the City "stood still" as it experienced financial difficulties and indebtedness.

1928 – The position of Fire Chief was created, but a used fire truck was not purchased until 1934. At a City Commission meeting on February 29, 1928, R. D. Hoyt, Commissioner and City Manager, presented the need for a police officer to be on full duty at night. He recommended equipping the officer with a bicycle and watchman's clock. A resolution passed at that meeting and records reflect that on March 8, 1928, A. P. DeMott took the oath of office as a policeman. From this humble beginning has developed one of the premier law enforcement agencies in the Tampa Bay area. The first public school in this area was held in a one-room converted horse stable on Woodmont Avenue – presently Woodmont Clubhouse & Park.



1929 – The City was in financial difficulty and citizens agreed to double water and garbage charges; some also paid advances on the 1930 taxes.

1930 – Temple Terrace was a struggling City in the 1930s. Outstanding bills were paid with tax certificates if the creditors were willing, and many employees were also paid with tax certificates. It became increasingly difficult to maintain the golf course. There was a City bus that operated between Sulphur Springs and Temple Terrace that was plagued with unauthorized riders. In **1932**, there were 70 families living in the City.

1937 – A U. S. Congressional Amendment to the National Bankruptcy Act gave the City a way to solve indebtedness through issuing municipal bonds for City lots.

1940 – The City was still a small town in the 1940s and problems persisted. There were only 215 residents; recreational facilities were in critical condition; the City couldn't maintain the golf course and pool; City-owned equipment was in need of repair and replacement; and most of the original 1920 structures were deteriorated.

1945 – In an attempt to resolve the City's financial burden, officials adopted a resolution to shrink the City limits. In January 1946, by act of the State Legislature, the boundaries roughly became Whiteway on the north, the River on the east except for a small area between North Riverhills and the River between Whiteway and Bullard; 330 feet south of Riverhills Drive on the south, and 56th Street on the west.

The City levied a two-cent per front foot assessment on all properties on paved streets to remove grass and weeds and to make minor street repairs.

1946 – After World War II, the City began to experience a rising economy. Citizens who were issued bonds on the swimming pool property were repaid, street signs were installed, the pool building was painted, and a new tractor and street sweeper were purchased. The City had a small savings account.

1947 – A new City Manager was appointed at a salary of \$200 per month. He was also tax collector, city clerk, city treasurer, fire chief, and police chief.

1950 – A resurgence in development occurred. The Federal census said 433 people lived in Temple Terrace. An article in the Tampa Tribune October 29, 1950, listed the advantages of Temple Terrace as good drinking water, good school, excellent swimming pool and recreational facilities, and a number of beautiful homes.

During depression years and up until 1953, anyone wishing to purchase City-owned lots could make an offer to the Commissioners and rarely was an offer refused. Examples: \$300 for five lots, \$700 for three blocks; as little as \$10 for a lot. In 1953, a Planning and Zoning Board was formed to discuss adoption of a building code.

1955 – The Legislature approved a new charter calling for a Council-Manager form of government, as recommended by a Charter Committee.

1956 – Area south of Riverhills Drive (Riversides) was annexed into the City.

1959 – A library established by the Temple Terrace Woman’s Club moved to the City Hall building in 1961 and was taken over by the City in January 1962. The location at 202 Bullard Parkway was dedicated April 17, 1966. O. K. Lightfoot donated land for construction of a Temple Terrace Youth Center, which opened September 1965.

1960 – There were 3,812 residents making Temple Terrace the second fastest-growing city in the United States. Residential development consisted almost entirely of single-family dwellings. Industrial uses did not exist and a nucleus of strip commercial shopping centers was beginning to develop at the intersection of 56th Street and Temple Terrace Highway (Bullard Parkway/Busch Boulevard).

During the 1960s, commercial developments increased resulting in conflicts with through traffic, curb cuts from businesses on 56th Street, and a lack of adequate facilities to serve long-range needs. **1960-1975** was the biggest building boom with banks, shopping centers, new subdivisions, apartments, and homes. The City became concerned about reserving undeveloped land to accommodate future

commercial developments and finding suitable locations for civic and cultural facilities.

1961 – The City annexed land west of 56th Street and in the northeast section north to Fowler Avenue, increasing the population to 4,752.

1962 – The City issued bonds for a sanitary sewer system and improved water supply.

1970 – Census showed 7,347 residents, and by **1975**, the estimated population was 9,600 residents.

1974 – The first Community Arts Festival was organized by a resident, Julia Ames, and was held at the Community Church.

1975 – The City was asked to assist due to the show’s large size and the event moved to its present location at Riverhills Park.

1977 – The present City Hall building was dedicated.

1978 – The old municipal building and property was sold to Florida College and the current City Hall was modified for the physically challenged. The City began participating in the Community Development Block Grant Program to assist senior and physically challenged residents. The Fire Department facility on Bullard Parkway was dedicated and an experimental paper recycling program was introduced.

1979 – The Family Recreation Complex on Whiteway Drive was dedicated. The design phase of a water treatment plant began. The first coaxial cable franchise was granted.

1980 – Curbside garbage pickup began.

1982 – Council established the Municipal Code Enforcement Board, awarded a contract to build the water treatment plant, and considered an “experimental traffic device” – “speed humps” on Whiteway Drive. Temple Terrace voters approved one-half mill property tax to support HARTline busing agency. There was a fire at the Library, which reopened one year later in 1983.

1984 – The City annexed acres of land in northern and eastern boundaries for the first time in 57 years [Tampa Telecom Park and Fisherman’s Landing Apartments]. The “pooper scooper” ordinance passed, parking ordinances were enacted, and fluoride was added to City water. The green and white building at the corner of Glen Arven and Bullard Parkway that once served as Temple Terrace’s first grocery, post office, and telephone exchange was demolished due to dilapidated conditions.

1986 – The City issued building permits for more than \$49 million in new construction for single-family homes, apartments, and commercial buildings – four times the

amount in previous years. Fire Station No. 2 in Tampa Telecom Park was dedicated.

1987 – Land at Fowler Avenue and 56th Street were commercially developed, a hotel was approved at Fowler Avenue/Morris Bridge Road [Shoney's], the City hired its first municipal engineer, the first EMS team was established, and curbside newspaper collection began. The taxable value of property rose 30% due to GTE Data Services in Tampa Telecom Park, Fisherman's Landing Apartments, and annexations such as Raintree Terrace.

1988 – Volunteers started a drive to renovate Lightfoot Center, City elections were first held in November instead of June, the first Fourth of July Parade was a success, the 9-1-1 program was put into operation, and Taste of the Terrace and Terrace Jubilee were introduced.

1989 – Property values increased 21% over the prior year, recycling service expanded to include glass and aluminum products, the City launched its own ambulance service, a Comprehensive Plan was developed, a Business District Revitalization Steering Committee, and the Adopt-A-Park Program were established.

1990 – A public safety computer system was installed and the first Senior Expo was held at the Lightfoot Center.

1991 – A small tornado hit Temple Terrace in April, leaving \$100,000-\$150,000 in cleanup costs. Brenda Schwarzkopf, wife of the Gulf War General, came to lunch at Lightfoot. The recycling program expanded to include plastics.

1992 – The City adopted a human rights ordinance, the chip-seal program was implemented to improve roadways, Temple Terrace Police and Fire personnel went to Florida City to help with Hurricane Andrew cleanup, the first Citizens Police Academy was held, the 20-acre Youth Sports Complex on U.S. Highway 301 opened, and yard waste recycling began.

1993 – A Public Works Operations Center was constructed using the design/build concept; Masque planned a \$1 million theater, and the City contended with leaks in copper water pipes.

1994 – The first public artwork, a metal sculpture, was installed at the Family Recreation Complex. A fitness center and kiddie pool was added at the Family Recreation Complex.



1995 – The School Improvement Task Force was formed, art was placed in City Hall, the City got two new parks (Riverfront and Riverhills Park Addition), and a minimum housing code was adopted.

1996 – The City's first telecommunications tower was built at the Fire Station No. 1, expansion began at the Family Recreation Complex, a final site plan was approved for an expansion to the Library, the Recreation Department added a

van to transport seniors, Tropical Storm Josephine visited, the City debated with Tampa over sewage costs, and the voters approved the Community Investment Tax.

1997 – The School Improvement Task Force Grant program was implemented to benefit area schools, a water slide came to the Family Complex, the first class graduated from the Kids Police Academy, improvements were made to the Ridgedale Sports Complex, and Hillsborough County televised the City's Council meetings for a three-month pilot program. The City also launched its Website.

1998 – The Library re-dedication was held, property was purchased on Riverhills Drive for the Town Center [formerly the building proposed by Masque], the City began an apartment code compliance program, renovation began at the Temple Terrace Golf and Country Club, voters approved term limits for Council members, the City began its own television production, recycling expanded to include steel food cans, clay tennis courts were constructed, and the Police Department's National Night Out won a national award.

1999 – Recreation Department revenues went from \$167,000 to more than \$1 million annually, bringing in annual membership fees of \$350,000. The \$3.7 million Recreation Department expansion was dedicated. Business district redevelopment plans moved forward, the crime rate was at the lowest level in a decade, the Bullard Parkway widening project started after more than a decade of planning, the Chamber of Commerce opened a Farmers' Market next to City Hall, and the millage rate was raised for the first time since 1985 from 4.41 to 4.91 mills.

2000 – The City celebrated its 75th Birthday all year with Diamond Jubilee events, the Broadway Outfall Stormwater Retrofit Project was approved to help clean up the Hillsborough River, and a Temple Terrace model school district was pursued. The City created a Community Redevelopment Agency for business district redevelopment, and a business district redevelopment plan and overlay district were adopted. A contract was awarded to finance land acquisition and engineering costs for a water reclamation facility.

2001 – The 2000 Census revealed the City's population at 20,918. The City adopted a water shortage contingency plan and implemented a state-of-the-art public safety computer system. The City continued the process to revitalize the business district; administration named the project STAR (Strategic Teamwork and Redevelopment). AEDS (Automatic External Defibrillators) were placed in City buildings. The September 11 terrorist attack affected the City's operations and planning. The sluggish economy forced budget cuts. Council passed an ordinance requiring licenses for home-based occupations. Riverfest 2001, formerly the "Great Canoe Challenge", was inaugurated.

2002 – The City pursued land acquisition for its downtown redevelopment. The long-awaited 56th Street wall was built

and the Fire Department began a process to receive accreditation. Congressional redistricting split the City. The City acquired West River Preserve – more than five acres of pristine Florida habitat along the Hillsborough River at the southern tip of Temple Terrace – and mandated underground electrical lines for future residential development. The Police Department instituted "Do the Right Thing" to recognize children for making good choices. A Redevelopment Director was hired to guide the downtown revitalization project. The City began a community newsletter.

2003 – The City appointed its first Deputy Police Chief, the highest-ranking woman in the Police Department's history, and recognized its first "official band" – the Temple Terrace Highlanders bagpipe band. The City mandated uniform newspaper racks and joined federal and state wildlife agencies to eradicate rabies through a mass baiting vaccine program. The permitting process for the water reclamation plant continued and the City adopted a TECO energy program to retrofit electrical systems while saving taxpayers' money. The City received a Community Design Award from The Planning Commission in the Public Participation category for the City's Housing Rehabilitation Program. A second storm water filtering system to protect the Hillsborough River was authorized on Riverhills Drive and the Council declined to allow pet pigs in residential neighborhoods. The City applied for a grant to build a two-mile trail from the City's eastern and southern areas to the Family Recreation Complex. Temple Terrace history was explored in a half-hour documentary produced by Hillsborough County television.

2004 – An additional homestead exemption was adopted for seniors age 65 or older, along with reduced garbage fees for these seniors. Sewer rates were increased after a water/sewer rate study was completed. Fireworks were banned. The City's downtown planning firm was retained. A new K-9 drug detection dog was added to the City's crime fighting force.

2005 – A general obligation bond referendum failed. An annexation referendum for the Terrace Estates community failed. The City's building code processes, permitting, and review fees were modified. The City's first public information officer was hired. The City approved a franchise agreement with Verizon to install fiber cable throughout the City.

2006 – Secured consensus with Sweetbay to construct a New Urbanist grocery store in the redevelopment area similar in style to the Torti Gallas plan. Secured Federal and State financial support for downtown development. Became one of 114 Fire Departments internationally recognized as an accredited agency.

2007 – Upgraded City-wide radio system. Implemented an aggressive annexation plan. Established consensus on developer and site plan for the downtown project. Began streetscaping. Completed traffic oval at Woodmont Drive.

2008 – Upgraded City-wide telephone system. Executed Purchase and Sale Agreement for the downtown redevelopment area. Began renovation of Lightfoot Recreation Center with the assistance of a Community Development Block Grant.



2009 – Completed renovation of Lightfoot Recreation Center. Approved development agreement with The Vlass Group for Downtown Redevelopment area. Initiated Red Light Camera Program to reduce number of intersection accidents.

2010 – Vlass Temple Terrace, LLC held the ground-breaking for redevelopment area in July. Completed beautification project on 56th Street medians and streetscaping on 56th Street from 98th Street to Temple Heights Road. Completed Telecom Parkway extension to Arbor Isle. Began 56th Street reconstruction.

2011 – Construction on the Redevelopment area began and Phase 1 was completed November 2010. Police Department was awarded Law Enforcement Accreditation. The City and Clouds of Hope held ribbon cutting for Lightfoot Park.

2012 – Adopted a new logo and tag line "Amazing City. Since 1925." Established Tree Beautification Fund and Adopt-A-Tree Program to reinvigorate Temple Terrace's majestic aged urban forest. Received an award from the American Water Association for the "Best Drinking Water." Received "Project of the Year – Historic Restoration" award for 56th Street roadway enhancement from American Public Works Association.

2013 – This was a year of changes. City Manager Gerald Seeber was hired, along with a new city clerk and finance director. The City continued with its marketing efforts, replacing the old seal in the council chambers with the new city logo. The downtown redevelopment project was delayed, due to disagreements between the City and the developer. And the City Council approved the construction of a new Temple Terrace Bat Tower, replacing the historic structure that burned down in 1979.

2014 – Temple Terrace began looking to the future when the City Council adopted a five-year Strategic Plan. Marketing and branding continued to be an important focus of the City's comprehensive strategy, while the redevelopment project remained stalled due to conflicts with the developer. The City Council also weighed potential options for facility improvements, including the Family Recreation Complex and City Hall's audio/visual/broadcasting capabilities. The City also commenced construction on a \$1.8-million Telecom Parkway extension project.

New Construction and Additions:

Commercial Construction *

Fiscal Year	Permits	Value
2014	2	\$ 1,294,220
2013	2	\$ 1,121,636
2012	2	\$ 220,000
2010	0	\$ 0
2009	7	\$ 5,205,319
2008	48	\$36,224,451
2007	14	\$47,715,842

Multi-Family Construction

Fiscal Year	Permits	Value
2014	-0-	\$-0-
2013	-0-	\$-0-
2012	-0-	\$-0-
2010	-0-	\$-0-
2009	-0-	\$-0-
2008	5	\$ 6,000,000
2007	-0-	\$-0-
2006	-0-	\$-0-

Residential Construction

Fiscal Year	Permits	Value
2014	6	\$1,625,900
2013	38	\$ 4,574,499
2012	13	\$ 1,426,000
2010	1	\$ 130,000
2009	7	\$ 793,440
2008	5	\$ 774,000
2007	3	\$ 545,000

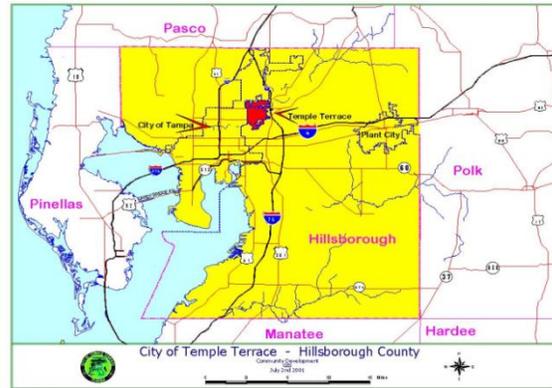
*Includes Townhomes and Condos

Major Employers (Hillsborough County):

Employer	Employees
Hillsborough County Schools.....	25,936
MacDill Air Force Base.....	14,500
University of South Florida.....	10,837
Hillsborough County Government.....	10,238
Tampa International Airport.....	7,450
Publix Super Markets.....	6,826
Tampa General Hospital.....	6,500
City of Tampa.....	4,477
U.S. Postal Service.....	3,285
St. Joseph's Hospitals.....	3,133
Tampa Electric.....	2,541

Major Employers (Temple Terrace):

Employer	Employees
Verizon Data Services, Inc.	2,300
Publix Supermarket.....	461
Coca-Cola Refreshments USA, Inc.	455
Hillsborough County Schools.....	376
Liberty Mutual Insurance.....	300
City of Temple Terrace.....	292
Moffitt Cancer Center.....	268
Betacom Inc.	200
Leslie Controls.....	186
Dept. of Environmental Protection.....	160



Unemployment Rate:

Fiscal Year	Rate
2013	6.8%
2012	8.6%
2011	10.5%
2010	12.5%
2009	11.6%
2008	6.8%
2007	3.7%
2006	2.1%

Property Tax Rate:

Fiscal Year	City Rate	County Rate	School Rate	Special Districts Rate	TOTAL
2015	6.305	5.7339	7.353	1.489	20.881
2014	6.430	5.7960	7.609	1.540	21.456
2013	6.430	5.798	7.877	1.578	21.683
2012	6.150	5.799	7.913	1.583	21.445
2011	5.950	5.801	7.592	1.765	21.108
2010	5.283	5.803	7.692	1.789	20.567
2009	4.569	5.804	7.777	1.805	19.955
2008	4.569	5.805	7.523	1.752	19.649
2007	4.910	6.587	7.823	1.927	21.247
2006	4.910	7.009	7.937	1.967	21.824

	Utility Taxes:	Franchise Fees:
Electric	10.0%	5.4%
Natural Gas	10.0%	5.4%
Water	10.0%	
Communications *	5.4%	

*includes telephone and cable

Principal Taxpayers:

- Verizon Data Services - Telecom Park Offices
- CNLKOR Riverchase, LLC Apartments
- Osprey Tampa Oaks, LLC
- DAEJAN Fisherman's Landing Apartments
- Boardwalk at Morris Bridge, LLP
- HTA 13020 Telecom LLC Florida Orthopaedic
- JMJ Doral Oaks LLC
- Tampa Bay Office Investors
- Lepanto Realty Corp.
- United Dominion Realty Trust Inc.
- College Court, LDT
- G&I VI Laurel Oaks, LLC

Principal Utility Customers:

Verizon Data Services
CNL KOR Riverchase
Lamplighter Mobile Home Park
Meadowood Condominiums
The Preserve at Temple Terrace
M&B Products
The Falls (Arbors at Fletcher Island)
The City of Temple Terrace
JML Doral Oaks
Victoria Terrace Association
Cedar Cove
Cameo Development
Heritage at Temple Terrace
Florida College
Osprey Tampa Oaks/OPUS South

Transportation:

Highways Serving the Area: I-75; US 301; SR 579; SR 582
HARTline Bus Routes: 6, 39, 23x, 57LX MetroRapid N-S

Financial Institutions:

Bank of America TD Bank
PNC Bank Wells Fargo
Republic Bank SunTrust Bank
Regions Bank GTE Federal Credit Union
Pilot Bank Grow Financial
Railroad & Industrial Federal Credit Union

Hotels:

Holiday Inn Express Ramada Inn
Hilton Garden Inn Extended Stay America
Residence Inn Sleep Inn
Towne Place Suites Fairfield Inn

Public Schools:

Temple Terrace Elementary Roland Lewis Elementary
Riverhills Elementary Greco Middle School

Enrollment:

<u>Fiscal Year</u>	<u>Total</u>
2014.....	2,609
2013.....	2,574
2012.....	2,652
2011.....	2,722
2010.....	2,663
2009.....	2,799
2008.....	2,752

Legislative Districts:

U.S. Senator – Marco Rubio
U.S. Senator – Bill Nelson
U.S. Congress – Dennis Ross
U.S. Congress – Kathy Castor
Florida Governor – Rick Scott
Florida State Senator – Tom Lee
Florida State Senator – Arthenia Joyner
Florida State Representative – Dan Raulerson
County Commissioner – Victor Crist

Climate: Semi-tropical

Average annual rainfall – 44.36 inches
Average temperature – 82.8° (summer) 62.7° (winter)

Municipal Employees:

Total.....349
Equivalent Full-Time.....295.77

Streets:

Paved Miles76.13
Unimproved Miles.....0.07
Lights.....2,789

Sanitary Sewers:

Miles of Mains.....94.78
Connections.....10,105

Storm Sewers in Miles36.7

Water:

Miles of Mains.....123.5
Equivalent connections.....12,300
Fire Hydrants865
Water Production.....1,250 million gallons

Police Protection:

Stations1
Employees77
Sworn Officers per 1,000 population.....2.00
Average emergency response time 2:51 minutes

Fire Protection:

Stations2
Employees59
Fractile response time> 7 minutes

Libraries:

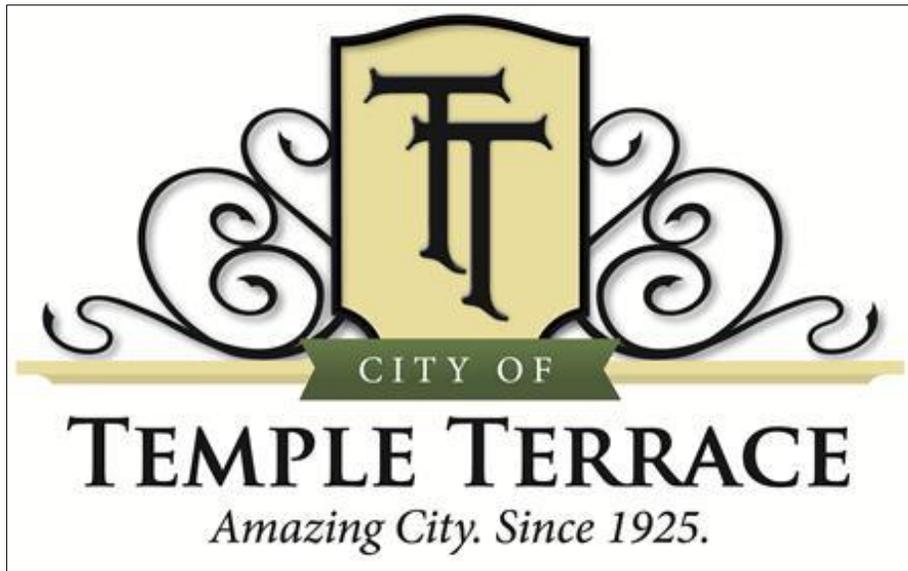
Branches1
Holdings98,061

Recreational Facilities:

Recreation Centers.....2
Fitness Center1
Parks28
Parks in Acres.....419.5
Playgrounds10
Softball Diamonds3
Tennis Courts.....14
Basketball Courts.....6
Soccer Fields8
Racquetball Courts6
Swimming Pools.....5
Baseball Diamonds10
Golf Courses1

Amazing City. Since 1925.





FINANCIAL CONDITION

Introduction: Utilizing the International City Management Association’s (ICMA) guidelines contained in “Evaluating Financial Condition”, a number of financial indicators have been analyzed. The analysis of these indicators is designed to measure the City’s fiscal health. Some of the factors include:

- The City’s economic condition;
- Types and amounts of revenues and their sufficiency to support the population as it grows;
- Expenditure levels and their sufficiency to provide the citizens with the desired level of service as the City grows;
- Debt levels and their impacts upon current City financial resources.

This report examines these issues to determine the City’s current financial condition. Data used in developing this financial trend report was primarily drawn from the City’s Comprehensive Annual Financial Report for fiscal year 2010 through 2013 and the Annual Budgets for 2014 through 2015.

Summary of Trend Analysis: The financial trends that follow provide the administration and City Council with insight into the City’s overall financial position, identifying specific areas where new policies should be implemented or existing ones revised. One of the following ratings has been assigned to each indicator:

Favorable	+	This trend is positive .
Unfavorable	-	This trend is negative .
Mixed	=	This trend has positive and negative aspects.

A brief summary of indicators and the rating assigned to each is listed below:

INDICATOR	2015 Rating	2014 Rating	2013 Rating	2012 Rating	2011 Rating	2010 Rating
Revenues per Capita	=	=	=	=	-	+
Property Tax Revenues	+	=	=	=	=	=
Intergovernmental Revenues	=	-	-	+	+	+
Expenditures Per Capita	=	+	+	+	+	+
Full-Time Equivalent Employees per capita	+	+	+	+	+	+
Fringe Benefits	-	-	-	+	=	=
Revenues vs. Expenditures	=	=	=	+	+	+
Enterprise Net Income	+	+	+	+	+	+
Long-Term Debt	+	+	+	+	+	+
Debt Service	+	=	=	=	=	=
Unfunded Pension Liability	-	-	-	-	-	-
Pension Assets-Police & Fire	=	=	=	=	=	=
Accumulated Employee Leave Liability (Vacation Hours)	=	=	=	=	=	=
Level of Capital Outlay – General Fund	-	-	-	-	-	=
Population	+	+	+	+	+	+
Property Values	=	=	-	-	-	-
Grant Income – State & Federal	=	-	=	+	+	+
Property Values – Change	=	=	-	-	-	-

Of the 18 rating indicators, six show favorable signs, nine show mixed signs, and three show negative signs in 2015.

FINANCIAL CONDITION

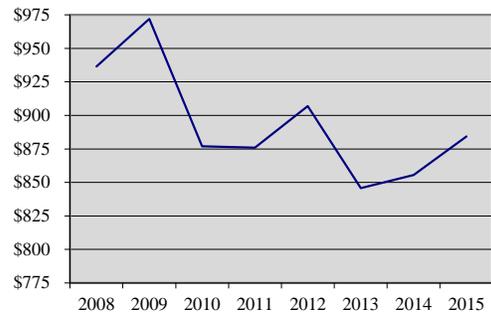
Factor: Revenues
Indicator: Revenues Per Capita - General Fund

DATA

	Year	Revenue	Population	Rev/Pop
(A)	2008	\$ 22,368,066	23,882	\$ 937
(A)	2009	\$ 23,237,926	23,906	\$ 972
(A)	2010	\$ 21,519,045	24,541	\$ 877
(A)	2011	\$ 21,411,762	24,442	\$ 876
(A)	2012	\$ 22,598,292	24,919	\$ 907
(A)	2013	\$ 21,401,692	25,307	\$ 846
(1)	2014	\$ 21,676,629	25,337	\$ 856
(2)	2015	\$ 22,462,446	25,401	\$ 884

General Fund revenue per capita has decreased over time. 2015 is showing a slight increase over 2014.

Revenues Per Capita - General Fund



(A) actual; (1) estimated; (2) budgeted

Comments:

The trend is **MIXED**. While General Fund revenues increased in 2012 with an extraordinary collection of delinquent property taxes; 2015 revenues are projected to increase over 2014.

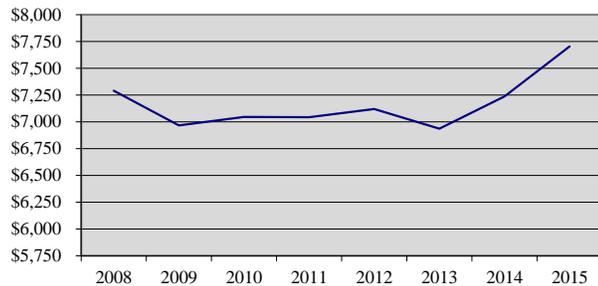
Factor: Revenues
Indicator: Property Tax Revenues

DATA

	Year	Property Tax Revenue
(A)	2008	\$ 7,292,079
(A)	2009	\$ 6,966,685
(A)	2010	\$ 7,047,679
(A)	2011	\$ 7,043,990
(A)	2012	\$ 7,121,260
(A)	2013	\$ 6,935,502
(1)	2014	\$ 7,237,434
(2)	2015	\$ 7,703,620

Property tax revenues increased.

Property Tax Revenues (1,000's)



(A) actual; (1) estimated; (2) budgeted

Comments:

The trend is **FAVORABLE**. After 5 years of appraised property value decreases (FY 2009 to 2013), taxable values increased by 4% for Fiscal Year 2014 and 8.5% in Fiscal Year 2015. The proposed budget lowers the millage rate to 6.305, resulting in an increased levy of \$599,074 to provide the same services to the residents.

FINANCIAL CONDITION

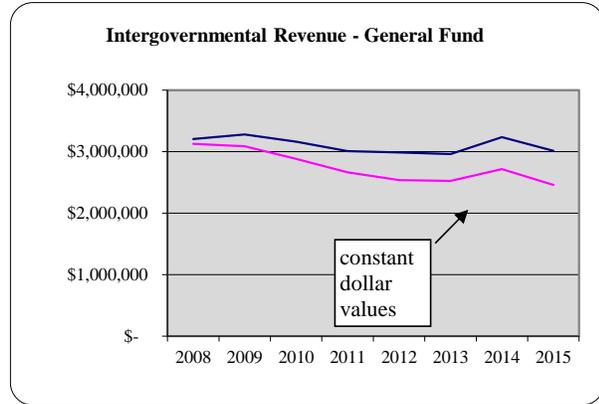
Factor: Revenues
Indicator: Intergovernmental Revenues - General Fund

DATA

	Year	Intergovernmental Revenue
(A)	2008	\$ 3,206,229
(A)	2009	\$ 3,281,776
(A)	2010	\$ 3,164,137
(A)	2011	\$ 3,011,159
(A)	2012	\$ 2,989,439
(A)	2013	\$ 2,961,383
(1)	2014	\$ 3,238,482
(2)	2015	\$ 3,015,497

Intergovernmental revenues fell by 7%.

(A) actual; (1) estimated; (2) budgeted



Comments:

The trend is **MIXED**. Intergovernmental Revenues include Federal, State, and Local shared revenues. The major sources are sales taxes, cigarette taxes, grants, and reimbursements for shared resources. Sales tax has increased 5% a year on average for the last four years to 1,985,671 in Fiscal Year 2014. While some grant opportunities may be available in Fiscal Year 2015, it is not prudent to budget for the funds until the grants are awarded.

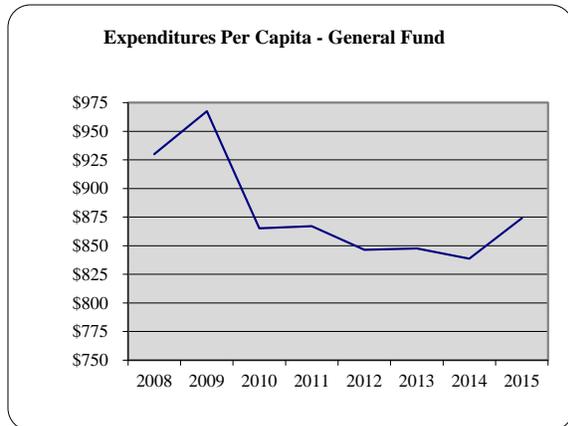
Factor: Expenditures
Indicator: Expenditures Per Capita

DATA

	Year	Expenditures	Population	Exp./Pop.
(A)	2008	\$ 22,209,772	23,882	\$ 930
(A)	2009	\$ 23,133,228	23,906	\$ 968
(A)	2010	\$ 21,231,481	24,541	\$ 865
(A)	2011	\$ 21,194,658	24,442	\$ 867
(A)	2012	\$ 21,093,548	24,919	\$ 846
(A)	2013	\$ 21,453,787	25,307	\$ 848
(1)	2014	\$ 21,247,516	25,337	\$ 839
(2)	2015	\$ 22,205,329	25,401	\$ 874

General Fund expenditures per capita keep pace with revenues per capita.

(A) actual; (1) estimated; (2) budgeted



Comments:

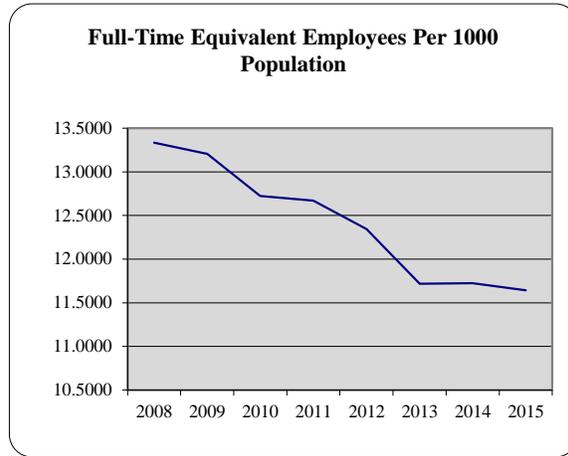
The trend is **MIXED**. While the per capita expenditures have declined for years, in Fiscal Year 2015 per capita expenditures are projected to increase from \$839 to \$874. Ideally, revenues and expenditures per capita should be the same.

FINANCIAL CONDITION

Factor: Expenditures
Indicator: Full-Time Equivalent Employees Per Capita

DATA

	Year	F.T. Employees	Population	FTEs/1000 Pop.
(A)	2008	318.45	23,882	13.3343
(A)	2009	315.70	23,906	13.2059
(A)	2010	312.24	24,541	12.7232
(A)	2011	309.64	24,442	12.6684
(A)	2012	307.62	24,919	12.3448
(A)	2013	296.52	25,307	11.7169
(1)	2014	297.02	25,337	11.7228
(2)	2015	295.77	25,401	11.6440



Full-Time equivalent employees per capita are declining.

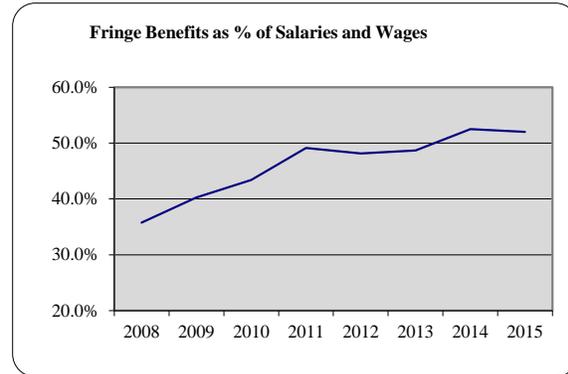
(A) actual; (1) estimated; (2) budgeted

Comments:
 The trend is **FAVORABLE**. The number of FTE per capita is falling. The City employs .012 employees for every City resident, or 12 employees per 1,000 population. Although this may be viewed by some as negative, the City of Temple Terrace continues to provide excellent service with fewer employees.

Factor: Expenditures
Indicator: Fringe Benefits

DATA

	Year	Fringes	Salaries	Fringe %
(A)	2008	\$ 5,053,826	\$ 14,137,783	35.7%
(A)	2009	\$ 5,639,658	\$ 14,010,072	40.3%
(A)	2010	\$ 5,938,972	\$ 13,686,540	43.4%
(A)	2011	\$ 6,667,469	\$ 13,573,529	49.1%
(A)	2012	\$ 6,443,175	\$ 13,384,218	48.1%
(A)	2013	\$ 6,430,797	\$ 13,203,908	48.7%
(1)	2014	\$ 6,806,140	\$ 12,960,349	52.5%
(2)	2015	\$ 7,098,335	\$ 13,647,189	52.0%



Fringe benefit percentage rose slightly in 2015.

(A) actual; (1) estimated; (2) budgeted

Comments:
 The trend is **UNFAVORABLE**. Fringe benefits as a percentage of salaries have increased as the City made additional contributions to public safety pension plans because the market losses. The City strives to provide a benefit package to attract good employees, and currently maintains a healthy percentage of fringe benefit contribution as compared to salaries.

FINANCIAL CONDITION

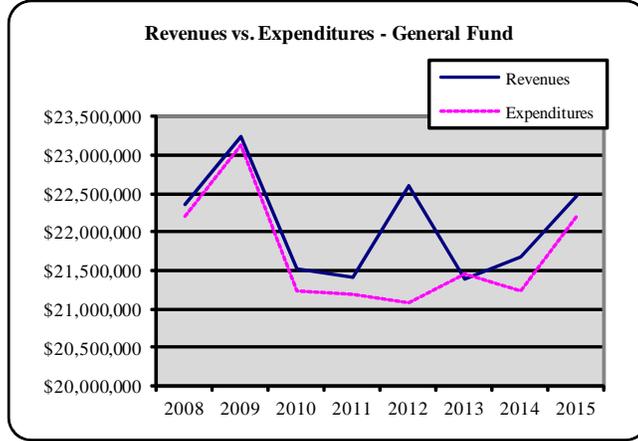
Factor: Operating Position
Indicator: Revenues vs. Expenditures

DATA

	Year	Revenues	Expenditures
(A)	2008	\$ 22,368,066	\$ 22,209,772
(A)	2009	\$ 23,237,926	\$ 23,133,228
(A)	2010	\$ 21,519,045	\$ 21,231,481
(A)	2011	\$ 21,411,762	\$ 21,194,658
(A)	2012	\$ 22,598,292	\$ 21,093,548
(A)	2013	\$ 21,401,692	\$ 21,453,787
(I)	2014	\$ 21,676,629	\$ 21,247,516
(2)	2015	\$ 22,462,446	\$ 22,205,329

Revenues are higher than expenditures.

(A) actual; (I) estimated; (2) budgeted



Comments:

The trend is **MIXED**. Revenues have been greater than expenditures excluding transfers out for debt service for seven of the eight years. The City's General Fund Fund Balance is projected to be 13.9% total General Fund operating expenditures.

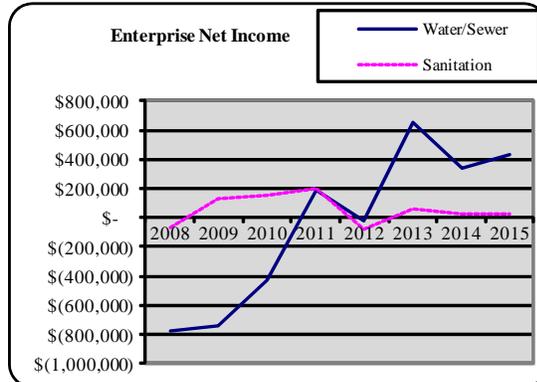
Factor: Operating Position
Indicator: Enterprise Net Income

DATA

	Year	Water/Sewer	Sanitation	Total
(A)	2008	\$ (776,604)	\$ (72,132)	\$ (848,736)
(A)	2009	\$ (738,544)	\$ 132,363	\$ (606,181)
(A)	2010	\$ (429,235)	\$ 151,134	\$ (278,101)
(A)	2011	\$ 183,325	\$ 195,501	\$ 378,826
(A)	2012	\$ (26,381)	\$ (75,881)	\$ (102,262)
(A)	2013	\$ 658,556	\$ 54,939	\$ 713,495
(I)	2014	\$ 343,597	\$ 20,002	\$ 363,599
(2)	2015	\$ 433,852	\$ 29,095	\$ 462,947

Enterprise net income is improving.

(A) actual; (I) estimated; (2) budgeted



Comments:

The trend is **FAVORABLE**. Based on the 2009 Rate Study, the Water/Sewer Enterprise Fund is improving after annual CPI-U rate increases were implemented to eliminate future spikes. Extraordinary items and improvement fees, which are restricted to capital outlays, are removed from calculations of net income. The Sanitation Enterprise Fund improved from 2009 through 2011. Increased disposal fees caused a setback in 2012 before the County provide rate relief in January 2013.

FINANCIAL CONDITION

Factor: Debt Structure
Indicator: Long-Term Debt

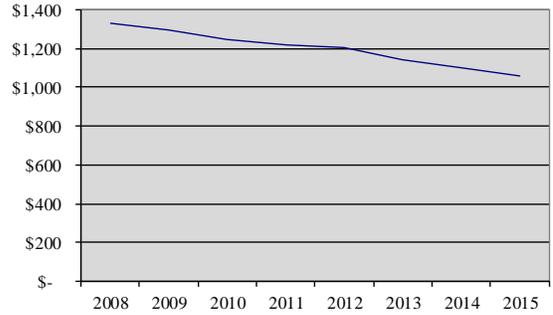
DATA

	Year	Debt	Population	Debt/Pop.
(A)	2008	\$ 31,840,368	23,882	\$ 1,333
(A)	2009	\$ 30,945,595	23,906	\$ 1,294
(A)	2010	\$ 30,602,662	24,541	\$ 1,247
(A)	2011	\$ 29,755,033	24,442	\$ 1,217
(A)	2012	\$ 29,964,164	24,919	\$ 1,202
(A)	2013	\$ 28,991,267	25,307	\$ 1,146
(1)	2014	\$ 27,849,086	25,337	\$ 1,099
(2)	2015	\$ 26,929,429	25,401	\$ 1,060

Long-term debt per capita is declining.

(A) actual; (1) estimated; (2) budgeted

Long-Term Debt Per Capita



Comments:

The trend is **FAVORABLE**. Debt coverage ratios have been met and total debt for the City is declining.

Factor: Debt Structure
Indicator: Debt Service

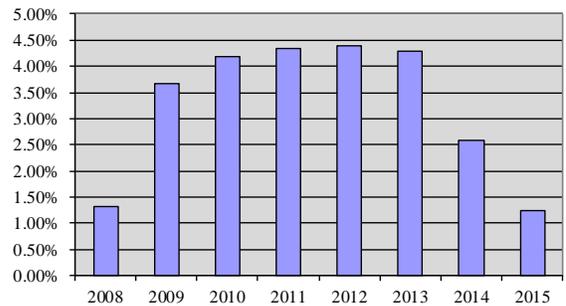
DATA

	Year	Debt Service	Revenue	Debt/Rev.
(A)	2008	\$ 297,586	\$ 22,368,066	1.33%
(A)	2009	\$ 852,672	\$ 23,237,926	3.67%
(A)	2010	\$ 902,346	\$ 21,519,045	4.19%
(A)	2011	\$ 926,675	\$ 21,411,762	4.33%
(A)	2012	\$ 991,644	\$ 22,598,292	4.39%
(A)	2013	\$ 916,328	\$ 21,401,692	4.28%
(1)	2014	\$ 558,176	\$ 21,676,629	2.58%
(2)	2015	\$ 279,853	\$ 22,462,446	1.25%

Debt service as a percentage of revenue is relatively low.

(A) actual; (1) estimated; (2) budgeted

Debt Service as a Percentage of Operating Revenues - General Fund



Comments:

The trend is **FAVORABLE**. Excluding redevelopment, the debt in the General Fund by itself has been low. In September of 2013 the City refinanced \$24.3 million borrowed to purchased land and construct main street in the redevelopment area. This debt will be paid back through rental income, TIF income, and increases to the tax category as construction is completed.

FINANCIAL CONDITION

Factor: Unfunded Liabilities
Indicator: Unfunded Pension Liability

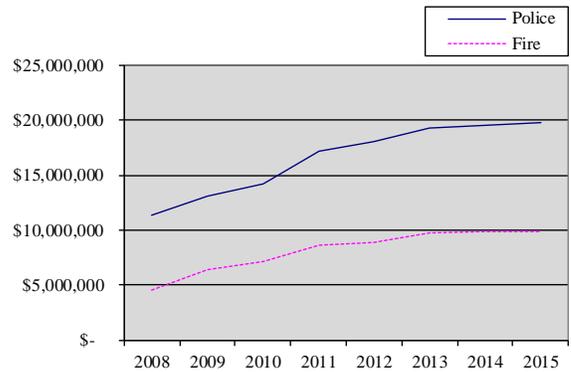
DATA

	Year	Police Liability	Fire Liability	Total
(A)	2008	\$ 11,355,083	\$ 4,487,412	\$ 15,842,495
(A)	2009	\$ 13,081,348	\$ 6,409,731	\$ 19,491,079
(A)	2010	\$ 14,249,425	\$ 7,201,501	\$ 21,450,926
(A)	2011	\$ 17,129,889	\$ 8,663,861	\$ 25,793,750
(A)	2012	\$ 18,049,377	\$ 8,844,663	\$ 26,894,040
(A)	2013	\$ 19,343,271	\$ 9,720,558	\$ 29,063,829
(I)	2014	\$ 19,536,704	\$ 9,817,764	\$ 29,354,467
(2)	2015	\$ 19,732,071	\$ 9,915,941	\$ 29,648,012

The unfunded pension liability continues to rise.

(A) actual; (I) estimated; (2) budgeted

Unfunded Pension Liability - Police & Fire



Comments:

The trend is **UNFAVORABLE**. The City included an additional amount in the budget to fund a portion of the liability. The City and the members are responsible for paying off the liability over time.

Factor: Unfunded Liabilities
Indicator: Pension Assets - Police & Fire

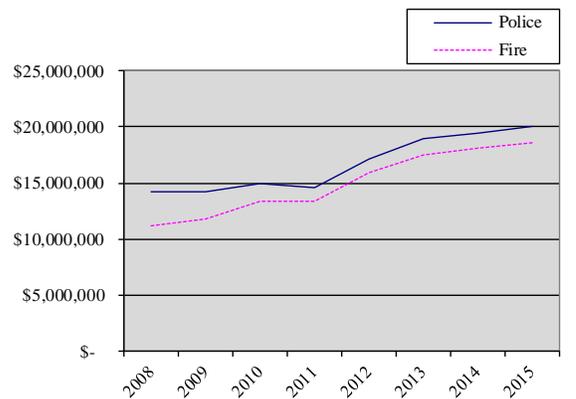
DATA

	Year	Police Assets	Fire Assets	Total
(A)	2008	\$ 14,184,846	\$ 11,200,994	\$ 25,385,840
(A)	2009	\$ 14,222,906	\$ 11,735,370	\$ 25,958,276
(A)	2010	\$ 14,999,097	\$ 13,319,112	\$ 28,318,209
(A)	2011	\$ 14,538,657	\$ 13,395,612	\$ 27,934,269
(A)	2012	\$ 17,111,393	\$ 15,861,886	\$ 32,973,279
(A)	2013	\$ 18,914,297	\$ 17,542,186	\$ 36,456,483
(I)	2014	\$ 19,481,726	\$ 18,068,452	\$ 37,550,177
(2)	2015	\$ 20,066,178	\$ 18,610,505	\$ 38,676,683

Total pension assets are projected to improve in 2014 and 2015.

(A) actual; (I) estimated; (2) budgeted

Pension Assets - Police & Fire



Comments:

The trend is **MIXED**. In 2010, the pension assets were restored to the 2008 level, and are projected to rise with contributions and interest earnings being greater than the plan's expenditures. The Pension Boards reviewed actuary assumptions, provided more diversification in money managers to improve interest earnings, and are making plan modifications to improve the health of the funds. The City contributes the percentage that is actuarially required.

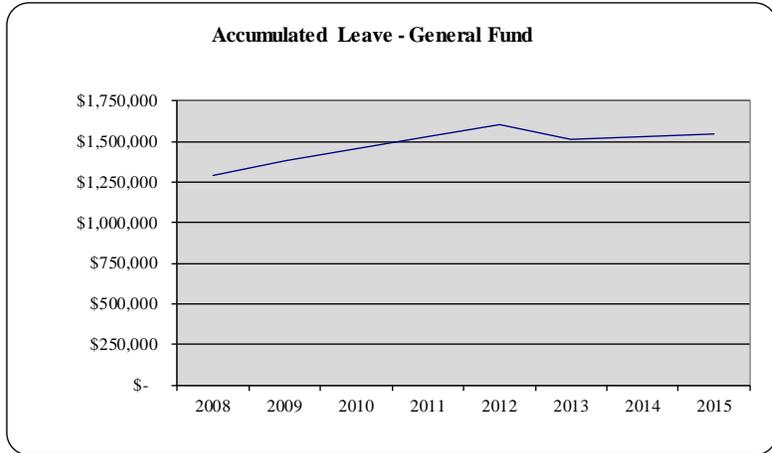
FINANCIAL CONDITION

Factor: Unfunded Liabilities
Indicator: Accumulated Employee Leave Liability

DATA

	Year	Accumulated Leave
(A)	2008	\$ 1,293,321
(A)	2009	\$ 1,378,853
(A)	2010	\$ 1,458,681
(A)	2011	\$ 1,533,209
(A)	2012	\$ 1,601,084
(A)	2013	\$ 1,515,115
(I)	2014	\$ 1,530,266
(2)	2015	\$ 1,545,569

Accumulated leave rose in 2011 and will remain stable through 2015.



(A) actual; (I) estimated; (2) budgeted

Comments:

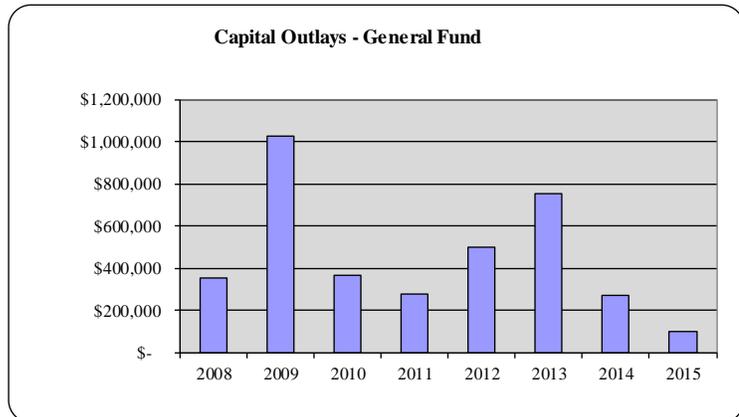
The trend is **MIXED**. Several long-term employees retired or entered DROP in 2013, which should reduced the accumulated leave liability for 2013. The City reviewed options to reduce this liability and will continue to monitor this trend.

Factor: Condition of Capital Plant
Indicator: Level of Capital Outlay - General Fund

DATA

	Year	Capital Outlays
(A)	2008	\$ 356,426
(A)	2009	\$ 1,024,253
(A)	2010	\$ 365,802
(A)	2011	\$ 280,449
(A)	2012	\$ 499,900
(A)	2013	\$ 755,746
(I)	2014	\$ 272,432
(2)	2015	\$ 99,276

Capital outlays are below the minimum average required.



(A) actual; (I) estimated; (2) budgeted

Comments:

The trend is **UNFAVORABLE**. Declining capital outlays is not viewed as favorable, and symbolizes a shortage of funds to maintain assets.

FINANCIAL CONDITION

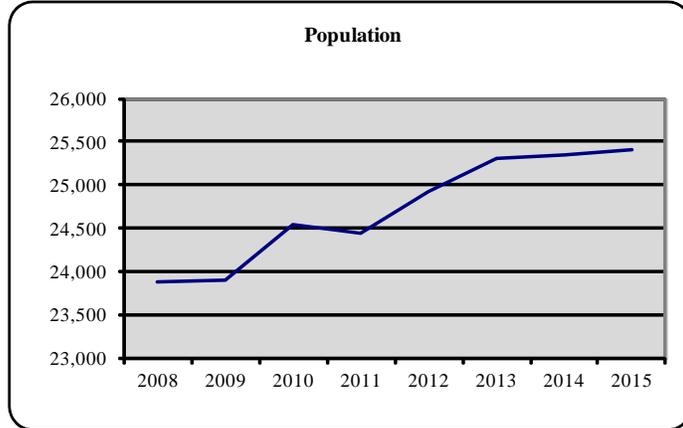
Factor: Community Needs and Resources
Indicator: Population

DATA

Year	Population	% change
(A) 2008	23,882	0.87%
(A) 2009	23,906	0.10%
(A) 2010	24,541	2.66%
(A) 2011	24,442	-0.40%
(A) 2012	24,919	1.95%
(A) 2013	25,307	1.56%
(1) 2014	25,337	0.12%
(2) 2015	25,401	0.25%

Population continues to rise.

(A) actual; (1) estimated; (2) budgeted



Comments:

The trend is **FAVORABLE**. Population continues to rise slow and steady.

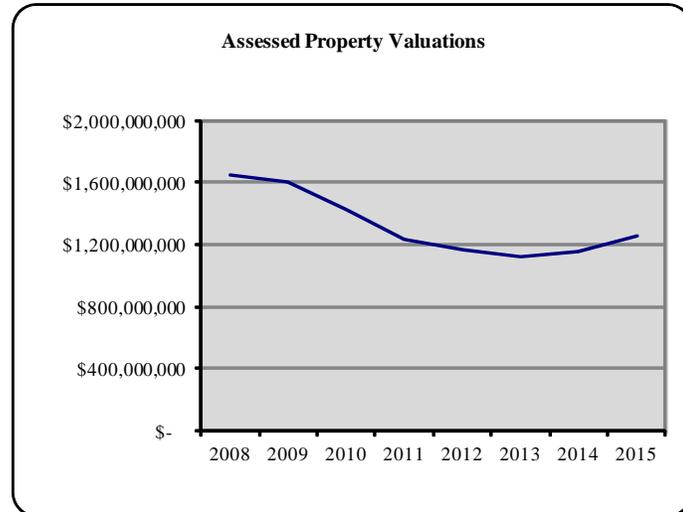
Factor: Community Needs and Resources
Indicator: Property Values

DATA

Year	Assessed Valuations
(A) 2008	\$ 1,645,280,568
(A) 2009	\$ 1,600,795,709
(A) 2010	\$ 1,420,234,629
(A) 2011	\$ 1,231,566,035
(A) 2012	\$ 1,171,799,728
(A) 2013	\$ 1,118,879,995
(A) 2014	\$ 1,161,893,170
(2) 2015	\$ 1,260,867,860

**After years of decline, there was
4% increase in 2014 and 8.5%
increase projected in 2015.**

(A) actual; (1) estimated; (2) budgeted



Comments:

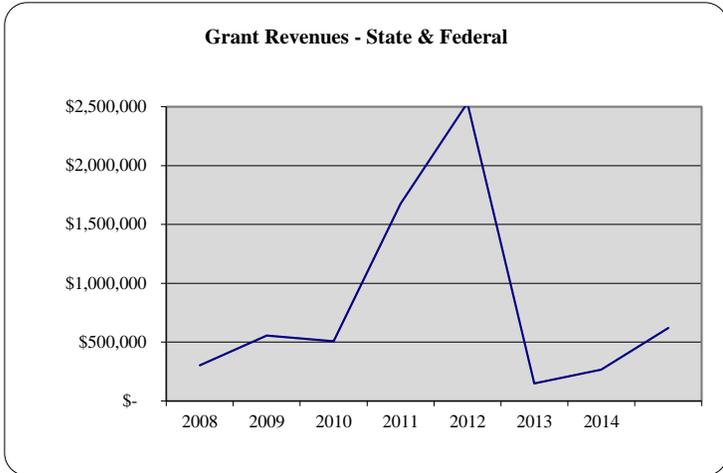
The trend is **MIXED**. Total property values increased due to market conditions that reflect higher real estate values. However, in Fiscal Year 2014 and 2015 taxable property values have increased 4% and 8.5% respectively.

FINANCIAL CONDITION

Factor: Revenues
Indicator: Grant Income - State & Federal

DATA	
Year	Grant Revenues
(A) 2008	\$ 301,365
(A) 2009	\$ 555,452
(A) 2010	\$ 507,015
(A) 2011	\$ 1,674,909
(A) 2012	\$ 2,532,109
(A) 2013	\$ 148,513
(1) 2014	\$ 265,696
(2) 2015	\$ 619,753

Grant revenues in 2010, 2011, and 2012 used for street construction have declined.



(A) actual; (1) estimated; (2) budgeted

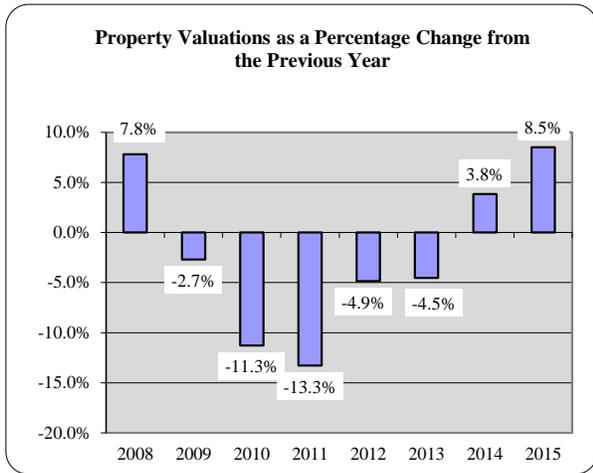
Comments:

The trend is **MIXED**. When the Federal Government offered stimulus money for street projects, the City received millions of dollars in grant funding in 2011 and 2012. We anticipate receiving \$600,000 from the State of Florida to help in the construction of Telecom Parkway Extension

Factor: Community Needs and Resources
Indicator: Property Values - Change

DATA		
Year	Valuations	Percentage Change
(A) 2008	\$ 1,645,280,568	7.8%
(A) 2009	\$ 1,600,795,709	-2.7%
(A) 2010	\$ 1,420,234,629	-11.3%
(A) 2011	\$ 1,231,566,035	-13.3%
(A) 2012	\$ 1,171,799,728	-4.9%
(A) 2013	\$ 1,118,879,995	-4.5%
(A) 2014	\$ 1,161,893,170	3.8%
(2) 2015	\$ 1,260,867,860	8.5%

Property values are rebounding and the preliminary assessed values are very positive.



(A) actual; (1) estimated; (2) budgeted

Comments:

The trend is **MIXED**. After years of decline in property values, residential and commercial property values have started their recovery. Temple Terrace has some positive signs with annexation and redevelopment, but does not anticipate full recovery for several years.

BUDGET PROCESS

Budget Review and Adoption: The Budget process is a year round event. The budget for the fiscal year is implemented beginning **October 1** and runs through the fiscal year ending **September 30**. Each year in **November** the City prepares its Comprehensive Annual Financial Report (CAFR) which is audited by a firm of independent certified public accountants. This report (CAFR) provides the results of the prior year, including comparisons of actual revenues and expenditures to budgeted revenues and expenditures, a form of monitoring budget compliance.

The process to determine the subsequent year's budget begins in **December** with the City Manager and Department Heads holding a goal setting session. At this session top, high, and medium City-wide goals are established from management's perspective. These goals are later shared with City Council. In **January** a budget review team holds brain storming sessions to discuss ways to improve the budget process, including streamlining the process, enhancing reporting usefulness, establishing meeting deadlines, garnering department buy-in, and using performance measures. In **February** the Finance Director reviews budgeting literature, prior year GFOA Budget Award comments, budget team comments, and the prior year budget manual, all with an eye towards crafting the current year budget manual, which is presented to City staff at a kickoff meeting held in **March**. Also **March - April**, the City Council and City Manager hold a goal setting session. In **April** and **May**, the Council holds policy workshop meetings to provide direction on key components of the budget.

Production of the budget numbers begins in **April** and **May** with the preparation of the individual department's various objectives, performance reports, and requests for additional personnel in coordination with the City Council's goals. The individual departments also prepare program narratives outlining anticipated needs and problems with existing operating budgets, goals, organizational charts, and an allocation of personnel to programs. Also during **April**, each department prepares its operating budget and capital outlay requests, while the Finance Director completes preliminary revenue estimates. Capital outlay requests undergo a vigorous review. Each proposed capital item must indicate whether it is a new or replacement item, its impact on the operating budget, and its anticipated life. Further, capital outlays must indicate whether they are a result of growth, deficiency, or simply a replacement item (See Capital Improvement Program). The City Manager, Finance Director, Public Works Director and Planning Department develop the five-year CIP for infrastructure, including project descriptions, priority, and estimated costs to coincide with the comprehensive plan. In **May** and **June**, the City Manager and Finance Director begin an extensive review process with the respective departments and revise the budget accordingly. At the same time, the Finance Director finalizes revenue estimates and recommends budget revisions to the City Manager. The Council holds a budget workshop to review preliminary information and provide direction to finalize budget projections. No later than **July 1**, the County Property Appraiser provides an assessment of the value of all property to the City. Also during **July**, based on the Property Appraiser's preliminary numbers, the City Council approves the millage certification including tentative millage rate, rolled-back rate, and date, time, and place for the first public hearing. This tentative millage rate and hearing data is provided to the County Property Appraiser for distribution to City property owners. Upon the City Manager's review and approval, the Finance Department compiles the proposed budget. In accordance with the City Charter, the City Manager presents the proposed budget to the City Council no later than **August 15**. After Council member's review, recommended changes are presented. During **September**, in accordance with the timing specified in Florida Law (F.S. 200.065), the budget is adopted at a series of two public hearings. At the same public hearings, ad valorem millages required to fund the budget are adopted. The public is invited and encouraged to attend and participate in all work sessions and public hearings.

December - March	Goal setting sessions are held by City Department Heads and City Council. Finance Director develops the budget manual.
March - April	Departments prepare goals and objectives, performance reports, and additional personnel requests. Finance Director evaluates program budget indicators and personnel requests. City Council holds budget policy workshop.
April - May	Departments develop operating budgets and five-year capital improvement budgets. Finance Director completes preliminary revenue estimates. Capital improvement budget is finalized.
May - June	Budget is balanced and reviewed with City Manager.
July	Preliminary budget is presented to City Council and reviewed in workshop sessions. Council approves millage certification, tentative millage rate, date and time of public hearings.
Before August 15	Proposed budget is presented to City Council.
September	Public hearings are held and City Council adopts budget.
October 1	New fiscal year begins.

Budgetary Control: During the fiscal year, budgetary control and revisions are maintained within the department level. The budget process allows for amendments during the year as conditions warrant. Per the City Charter, the City Council is authorized to make such changes to the budget as it deems necessary for the proper and economical operation of the City. If, at any time during the fiscal year, the City Manager recommends the reappropriation of funds not needed for the purpose for which they were appropriated, or the appropriation of any unappropriated cash surplus, the City Council may appropriate such funds to any municipal purpose. An amendment may be initiated by the Finance Director, reviewed and approved by the City Manager, and submitted to the City Council for consideration. With the City Council approval, the fund appropriations are realigned. In addition, the enabling legislation allows the City Manager or Finance Director to transfer part or all of any encumbered appropriated balance among programs within an operating fund, providing such action does not result in the discontinuance of a program. Upon receipt of a donation or grant, the City Manager or Finance Director may appropriate funds in the expenditure line item of the program requested by the donor or grantor.

Department directors are authorized to move funds within categories of its respective divisions. Transfer between categories must be approved by the City Manager.

Budgetary Basis: Budgets for funds that have formal budgetary integration are prepared in accordance with generally accepted accounting principles. This includes an original appropriation ordinance, a budget amendment for encumbrances outstanding at the end of the previous year, and other budget amendments adopted by the City Council. Appropriations for these funds lapse at the end of each fiscal year.

Budgets for governmental funds are adopted using the modified accrual basis of accounting. Revenues are recognized when they become measurable and available. Expenditures are recognized in the period in which the fund liability is incurred (except matured interest on general long-term debt, which is recognized when due). While budgets for the proprietary fund types are not required by generally accepted accounting principles (GAAP) or by state or local law, they are adopted using the modified accrual basis of accounting to provide for comparability with the other funds. Comparing a budget prepared on a cash basis to actual expenses recorded on the accrual basis can be misleading in a budget document. The following three items are presented differently: capital projects expenses, principal debt payments and reserve for future capital.

BUDGET CALENDAR

DATE:

RESPONSIBILITY:

ACTIVITY:

BROAD GOAL SETTING

March – April 2014	Finance Director	Review budgeting literature, prior year GFOA Budget Award Comments, prior year budget documents and prior year budget manual. Draft budget manual.
April 2014	City Manager and City Council	Hold goal setting session. City Manager forwards results to Department Heads at Manager goal setting session.
May – June 2014	City Manager and Department Heads	Hold goal setting session. City Manager to compile results and forward to City Council for use in Council’s subsequent sessions.

KICKOFF: PROGRAM DEVELOPMENT

March 19, 2014	City Manager and Finance Director	<u>Kickoff Budget Meeting.</u> City Manager provides broad based direction, given results of prior goal setting sessions. Finance Director to discuss budget manual.
March 20, 2014	Finance Director	Distribute budget instruction manuals and materials to department directors.
March – April 2014	City Manager and Finance Director	Review and modify tentative budget manual
April, 2014	City Manager, Finance Director, and PW Director	Develop five-year CIP for infrastructure to include project description, priority, and estimated cost.
April 22, 2014	City Council Finance Director and Departmental Staff	Hold goal setting session to establish broad based direction to staff to use in budget preparation. Review Budget Manual with departmental staff.
May 30, 2014	Finance Director, PW Director, and Planning	Complete five-year CIP.

DATA INPUT and BUDGET COMPILATION

April 11, 2014	Department Heads	Submit personnel requests, reclassifications, and employee fund splits.
April 11, 2014	Department Heads	Complete preliminary year end estimates (9/30/14).

BUDGET CALENDAR

<u>DATE:</u>	<u>RESPONSIBILITY:</u>	<u>ACTIVITY:</u>
April 11, 2014	Department Heads	Submit completed Capital Expenditure Request Forms, including funding source. Identify CIT eligible projects.
April 25, 2014	Department Heads	Submit revisions to programs, departmental goals, organizational charts, program descriptions and performance measurements, and pictures.
May 2, 2014	Department Heads	Finalize preliminary revenue estimates.
May 9, 2014	Department Heads	Complete Narratives. Enter operating and capital budgets into computer. Address GFOA comments.
May 12-23, 2014	City Manager, Finance Director and Department Heads	Review departmental requests and develop City Manager's recommendations, incorporating capital outlays and new personnel, and reviewing individual departments as necessary.
May 27 – June 26, 2014	Finance Department	Compile and print proposed operating and capital budget.
June 16, 2014	City Manager and Finance Director	City Manager prepared final budget and reviewed with department heads.
August 5-15, 2014	Property Appraiser	Property Appraiser assessment of the value of all property no later than July 1 of each year (CH 193.023 F.S.). Property Appraiser transmits "Certification of Taxable Value" to the City.

PRESENTATION, MODIFICATION and ADOPTION

May 5 & May 20	City Manager and City Council	Capital Workshops.
July 1, 2014	City Manager and City Council	Deliver summary budget to the City Council.
July 15, 2014	City Council	Approve millage certification including tentative millage rate, date, time and place of first public hearing.
July 29, 2014	City Manager and City Council	Operating Budget Workshop
NLT – August 4, 2013	Finance Director	Within 30 days of Certification of Value, the City advises the Property Appraiser of its rolled-back rate and the date, time, and place at which a public hearing will be held to consider the proposed millage rate and the tentative budget. The Property Appraiser will utilize this information in preparing the notice of proposed property taxes. (CH. 200.065 F.S.)

BUDGET CALENDAR

<u>DATE:</u>	<u>RESPONSIBILITY:</u>	<u>ACTIVITY:</u>
July 24 – August 15, 2014	Finance Department	Compile and print City Council modified operating and capital budget.
NLT – August 24, 2014	Property Appraiser	Within 50 days of the Certification of Taxable Value, the Property Appraiser prepares and mails the "Notice of Proposed Property Taxes for 2014." If the City fails to submit the Certification of Value in a timely manner, it will be prohibited from levying a millage rate greater than the rolled-back rate. (CH. 200.065 F.S.)
August 26, 2014	City Manager and City Council	Hold second operating budget workshop.
September 3, 2014	City Council	Hold first public hearing, adopts tentative millage rate, and first reading on millage and operating and capital budget ordinances.
September 13, 2014	City Clerk	Newspaper publication of "Notice of Public Hearing of City Council's Intent to Adopt Final Millage Rate and Budget." Within 15 days of the meeting adopting the tentative budget, the City must advertise in a newspaper of general circulation in the County its intent to finally adopt a millage rate and budget. A Public Hearing to finalize the budget and adopt a millage rate is held no more than five days after the day that the advertisement is first published. (CH. 200.065 F.S.)
September 16, 2014	City Council	Hold second public hearing and second reading and adoption of millage and operating and capital budget ordinances.
September 20, 2014	Finance Director	Notify Property Appraiser and Tax Collector of adopted millage rate. Certifies compliance with all budget statutory provisions to Dept. of Rev.

IMPLEMENTATION and MONITORING

January, April July, October, 2014	Department Heads	Evaluate operating results quarterly and report results to City Manager.
October 1, 2014	All	Implement new Fiscal Year Budget.
November 2014	Finance Director	Coordinate year-end audit of prior year's performance.

BUDGET OBJECTIVES

The City's **long-range** major budget and management objectives for Fiscal Year 2015 and future years are:

Fiscal

- Keep recurring expenses in line with recurring revenues
- Strive for continued excellence in budgeting and financial reporting
- The Government Finance Officers Association of the United States and Canada has awarded to the City of Temple Terrace the Distinguished Budget Presentation Award for 26 consecutive years and the Certificate of Achievement for Excellence in Financial Reporting for 36 consecutive years
- Review rates, fees, and charges to ensure they reflect the cost of services
- Identify alternative revenue sources and pursue grant opportunities to survive economic times
- Reduce long-term public safety pension plan debt

Personnel

- Recognize employees for exceptional performance and creativity through the monthly Employee Recognition Program as nominated by their peers for outstanding work
- Provide employee development by promoting training programs and opportunities via website
- Offer City employees training, counseling, and referral services for stress, drug abuse, and other personal difficulties through the Employee Assistance Program
- Develop a realistic, competitive compensation package to attract exceptional talent
- Implement salary survey results as revenues become available

Service

- Promote the safety and welfare of Temple Terrace's citizens by controlling and preventing crime
- Provide high-quality utility services at reasonable rates
- Develop long-range plans to meet demands for City services and maintain infrastructure
- Require developers to contribute to growth-related infrastructure improvements
- Contribute to the quality of life in Temple Terrace by developing a long-range plan for leisure services programs and facilities
- Develop a marketing plan to expand marketing and tourism efforts

Community

- Encourage public participation in developing solutions to City problems
- Encourage the development of neighborhood organizations as a means of public participation
- Obtain business community support for improvements desired by the citizens
- Capitalize on parks by increasing signage and developing tours
- Secure contributions coupled with City funding for an Arts Education Center in redevelopment area
- Utilize the business community where its expertise might offer improvements to City performance
- Support partnership with developer to complete downtown redevelopment efforts

Intergovernmental

- Improve planning for growth within the City by coordinating various planning agency proposals
- Cooperate with other local governments in matters of regional interest
- Develop partnership with University of South Florida and Florida College
- Expand boundaries of City through voluntary annexation and annexation agreement with the County
- Consider joint services, contracts, or equipment usage as efficiency measures
- Create unified approach with Tampa and Hillsborough County to improve areas along City borders

YOUR CITY, OUR FUTURE

A COMMUNITY DRIVEN PLAN

In its continual effort toward self-improvement, the City of Temple Terrace engaged in a strategic planning process in February 2014. Utilizing a methodology similar to that used by the Center for Public Safety Excellence (CPSE) Technical Advisor Program (TAP), the City employed a community-driven process, which sought input from its external and internal stakeholders. With its foundation based in stakeholder input, this strategic plan, revisits the City's Mission, Values, and Vision and sets forth a plan for continuous improvement that offers direction for a sustainable future. This process challenged the internal stakeholders to critically examine services, values, philosophies, and desires, while focusing on the future of the city. All participants in this process contributed invaluable feedback resulting in a plan that will guide future decisions, establish priorities, and focus efforts over the next several years.

The City of Temple Terrace's Strategic Plan sets forth a comprehensive vision and mission statement, and establishes core values providing a clear path into the future. These core values embody the manner in which the agency's members, individually and collectively, will carry out the agency's mission. This strategic planning work has produced goals, objectives and critical tasks that will guide the organization to actualize its vision.

The very nature of a strategic planning process allows for flexibility to an ever-changing environment. This plan allows for the prioritization of work on Departmental goals and objectives, while incorporating critical tasks into the annual budget process. The plan will serve as a reference and a means to measure progress throughout the upcoming years.

- Goal 1: Develop a comprehensive marketing and outreach plan to reach a diverse audience, promoting the City of Temple Terrace as an amazing place to live, work, play, and learn.
- Goal 2: Develop a multifaceted comprehensive communication plan that engages internal and external audiences.
- Goal 3: Develop and implement a comprehensive formal plan which would enhance, maintain and promote Leisure Services' facilities, activities and programs and encourage community growth and involvement.
- Goal 4: Support and enhance a high quality of life for the City's residents, businesses, and visitors by providing sustainable, environmentally-sensitive, cost-effective infrastructure and services to promote public health, personal safety, transportation, economic growth, and civic vitality.
- Goal 5: Promote orderly growth in the Urban Service Area and those in the Joint Planning Areas of Unincorporated Hillsborough County; Ensure that residents and businesses outside the city limits share tax and maintenance costs for facilities, streets and utilities necessary to meet the demand of future populations.
- Goal 6: Make certain our Public Safety services continue to thrive and meet the challenges of population growth while delivering the community data to illustrate the level of services provided.
- Goal 7: Provide a comprehensive code enforcement effort which is consistent, fair and equitable in its application, preserves neighborhood integrity, protects the public health and well-being, and enhances property values.
- Goal 8: Develop and improve procedures to monitor and address employee compensation, departmental work load, and wellness in an effort to provide the citizens of Temple Terrace with exemplary service from a workforce of qualified, experienced, and healthy employees.
- Goal 9: Enhance the City's residential, commercial and municipal properties by engaging the residents and business community to promote sustainable, safe, attractive and desirable development by using innovative marketing, progressive regulations and model municipal facilities while supporting and promoting economic opportunity.
- Goal 10: Establish and promote a long-term stable financial future by effective and efficient use of fiscal resources and improving the purchasing and budgeting processes.

CITY COUNCIL GOALS

Mission Statement: To deliver professional services to our community while promoting, protecting, and preserving the heritage, natural resources, and quality of life for future generations of our amazing city.

Goal 1: Develop a comprehensive marketing and outreach plan to reach a diverse audience, promoting the City of Temple Terrace as an amazing place to live, work, play, and learn.

1. Increase utilization of mainstream social media in departments with frequent community interactions (e.g. Police, Fire, Leisure Services, Public Works, Customer Service).
2. Increase visibility and attractiveness of the City by making it a Wi-Fi hot spot.
3. Develop a strategic marketing plan that attracts new residents, businesses, and promotes the City's services and events.

Goal 2: Develop a multifaceted comprehensive communication plan that engages internal and external audiences.

1. Enhance and expand external communication methods and technology.
2. Enhance and expand internal communications.
3. Continue to develop and enhance utilization of social media

Goal 3: Develop and implement a comprehensive formal plan which would enhance, maintain and promote Leisure Services' facilities, activities and programs and encourage community growth and involvement.

1. Enhance and maintain library services that are enjoyable and accessible to the community.
2. Improve the reliability and sustainability of fitness equipment, as well as, expand the varieties of fitness equipment in recreation facilities to enhance the user's fitness experience.
3. Develop and implement a plan which ensures parks and playground equipment are maintained at a level that is consistent with its users' expectations and desires.
4. Enhance community involvement by developing and implementing a plan to create opportunity for diverse, high-quality community events.
5. Improve facility conditions at the Temple Terrace Family Recreation Complex.
6. Increase community involvement in Recreation Programs by initiating new programs, and evaluating and revising current programs.
7. Enhance beautification efforts of common areas throughout the city.

Goal 4: Support and enhance a high quality of life for the City's residents, businesses, and visitors by providing sustainable, environmentally-sensitive, cost-effective infrastructure and services to promote public health, personal safety, transportation, economic growth, and civic vitality.

1. Develop strategies to further reduce water hardness levels.
2. Develop a strategy to provide sufficient water treatment and production capacity to accommodate future growth.
3. Develop strategies/options to assure a sustainable Annual Pickup Program.
4. Develop a program to ensure timely after-hours response for Public Works related issues.
5. Conduct an outreach program to educate the public on the maintenance programs of streets and sidewalks.
6. Review the pavement management plan to ensure effectiveness.
7. Collect and communicate traffic concerns with all stakeholders.
8. Enhance Public Works services to internal and external customers.

Goal 5: Promote orderly growth in the Urban Service Area and those in the Joint Planning Areas of Unincorporated Hillsborough County; Ensure that residents and businesses outside the city limits share tax and maintenance costs for facilities, streets and utilities necessary to meet the demand of future populations.

1. Identify areas of possible annexation.
2. Create Interdepartmental Annexation Committee.
3. Establish annexation policy and direction.
4. Develop marketing strategies for annexation plan.
5. Develop intergovernmental coordination.

Goal 6: Make certain our Public Safety services continue to thrive and meet the challenges of population growth while delivering the community data to illustrate the level of services provided.

1. Ensure adequate staffing, resources and facilities are available to accommodate continued growth of the city and its population.
2. Create media campaign to improve the public perception of crime data and traffic-related initiatives.
3. Implement strategies to identify and communicate traffic concerns and solutions.

Goal 7: Provide a comprehensive code enforcement effort which is consistent, fair and equitable in its application, preserves neighborhood integrity, protects the public health and well-being, and enhances property values.

1. Establish Code Compliance staffing levels and programs that meet the code compliance needs of the City.
2. Increase community awareness of Code Compliance activities and minimum code requirements.
3. Enhance the value of housing stock to ensure our City remains a top-tiered community.
4. Explore accreditation of our City's Code Compliance Department.
5. Enhance neighborhoods and areas along our City's borders to ensure comprehensive code compliance.

Goal 8: Develop and improve procedures to monitor and address employee compensation, departmental work load, and wellness in an effort to provide the citizens of Temple Terrace with exemplary service from a workforce of qualified, experienced, and healthy employees.

1. Coordinate with department directors to update and redefine position descriptions, as well as, evaluate workloads to determine deficiencies, and ascertain appropriate department staffing levels.
2. Provide City employees with a competitive total compensation program in an effort to attract high quality applicants and retain current valued and experienced employees.
3. Create and maintain a diverse and inclusive workforce through the development of recruitment, training, performance management, and retention programs.
4. Establish an effective Wellness Program to identify health risks, promote fitness and balanced lifestyle, reduce insurance costs, and engage broader participation.

Goal 9: Enhance the City's residential, commercial and municipal properties by engaging the residents and business community to promote sustainable, safe, attractive and desirable development by using innovative marketing, progressive regulations and model municipal facilities while supporting and promoting economic opportunity.

1. Influence the development of commercial properties to achieve compatible and supportable markets that are organized to provide various goods and services expected by the community.
2. Develop aesthetically pleasing and functionally well-designed retail and commercial shopping areas.
3. Develop strategies to improve city amenities and facilities
4. Provide a housing inventory and living environment that supports the population and provides safe and pleasing environment for the community.
5. Expand and improve affordable housing options throughout the City by improving the quality of existing housing stock to support neighborhood stability through owner occupancy.

6. Promote economic prosperity by encouraging the diversity of new retail, personal and commercial services, office and light industrial uses within the business corridors.
7. Encourage development and revitalization of the entire Community Redevelopment Area.

Goal 10: Establish and promote a long-term stable financial future by effective and efficient use of fiscal resources and improving the purchasing and budgeting processes.

1. Establish long-term, realistic strategy consistent with the strategic plan.
2. Improve Budgeting Process for both Operating and Capital budgets.
3. Reform purchasing policies for consistency with ordinance, statutes, and best practices.
4. Secure necessary department financing to achieve long-term sustainability.
5. Assist Temple Terrace Golf & Country Club in achieving financial sustainability.

Vision: It is our vision, through the efforts of many, that the values and mission of the City of Temple Terrace will be evident as we serve our community with excellence. In 2020, the City of Temple Terrace will be widely recognized as a community that demonstrates best practices in municipal government. Our commitment to excellence will foster continuous improvement and validate best practices.

We will enhance, modernize, and expand our facilities and programs to ensure delivery of services that meet and exceed our customers' expectations. By encouraging increased citizen engagement, the City's improved communication will keep our customers informed, while providing an opportunity to gather feedback. Our enhanced utilization of information technology and effective management of resources will provide additional support to our mission. These improvements will be balanced with financial sustainability and efficient processes for budgeting, procurement, investments, and financing.

Our organizational culture will reflect a responsive, ethical, safety-oriented, and professional workforce. Transparent operations and consistent application of regulations and standards will help us maintain the trust placed in us by our community. Our workforce will be comprised of qualified, experienced, and capable employees who are focused on continual improvement and efficiency.

Our commitment to commercial, residential, and economic development will ensure a historically conscious, sustainable, progressive, and multimodal community with "small town" appeal. Modernization of maintenance and operations activities will create a sustainable public infrastructure environment to support the economic vitality of the city and the safety of its citizens. Our diligent work in the areas of code enforcement and public safety will improve neighborhood integrity, protect public health, strengthen property values, and enhance the quality of life throughout the city. Our relationships with strategic partners, educational institutions and surrounding government agencies will be strong and supportive of our mission.

Our multifaceted marketing initiatives will showcase our community, as an amazing place to live, work, play, and learn.

ACCOUNTING AND FINANCIAL POLICIES

Accounting Policies

▪ **Basis of Presentation**

The City's accounts are organized by funds or account groups, each of which is considered a separate accounting entity. The operations of each fund are accounted for in separate self-balancing accounts which comprise its assets and other resources, liabilities, net equities or balances and expenditures or expenses. Government resources are allocated to and for individual funds based upon the purposes for which they are to be spent and the means by which spending activities are controlled. The various funds and account groups are reported by generic classification within the budget and other financial statements.

▪ **Basis of Budgeting**

Budgets for governmental fund are adopted using the modified accrual basis of accounting. Revenues are recognized when they become measurable and available. Expenditures are recognized in the period in which the fund liability is incurred (except matured interest on general long-term debt, which is recognized when due). While budgets for the proprietary fund types are not required by generally accepted accounting principles (GAAP) or by state or local law, they are adopted using the modified accrual basis of accounting to provide for comparability with the other funds.

Actual expenses for the enterprise funds are recorded in the full accrual basis, while other funds are reported on the modified accrual basis. Revenues are recognized when earned and expenses are recognized when incurred. Unbilled utility service receivables are estimated and recorded at year-end. Fees collected in advance of the period to which they apply are recorded as deferred revenue. Comparing a budget prepared on the cash basis to actual expenses recorded on the accrual basis can be misleading in a budget document. The following items are presented on a different basis:

- Capital project expenses: Capital projects in the enterprise funds are budgeted on a cash basis, and the actual expenses are zero because they are recorded as assets on the balance sheet.
- Debt Service: Debt service expenses related to principal payments are budgeted in the fiscal year in which they occur, yet they are recorded as a reduction to a liability account.
- Reserve for future capital: Reserves that are budgeted may not be expended in that fiscal year but are appropriated (set aside) for future capital improvements.

Fiduciary expenses are recognized based on the required contribution under the terms of the plan and recognized when incurred.

▪ **Measurement Focus**

All governmental funds are accounted for on a spending or "financial flow" measurement focus -- only current assets and current liabilities are generally included on their balance sheets. Their reported fund balance (net current assets) is considered a measure of "available spendable resources." Governmental fund operating statements present increases (revenues and other financing sources) and decreases (expenditures and other financing uses) in net current assets. Accordingly, they are said to present a summary of sources and uses of "available spendable resources" during a period.

The enterprise fund is accounted for on the flow of economic resources measurement focus -- all assets and all liabilities (whether current or noncurrent) associated with the activity are included on the balance sheet. The enterprise fund operating statement presents increases (revenues) and decreases (expenses) in the net total assets.

▪ **Budget Accounting**

State of Florida Statutes requires that all municipal governments establish budgetary systems and approve annual operating budgets. Budgets are adopted consistent with generally accepted accounting principles. The City adopts a non-appropriated operating budget for the enterprise fund substantially consistent with generally accepted accounting principles. All appropriations lapse at fiscal year-end unless specifically designated to be carried forward.

▪ **Cash and Investments**

Cash and investments of each fund, except certain investments in the debt service and enterprise funds, are accounted for in pooled cash and investment accounts with each fund maintaining its proportionate equity in the pool accounts. The use of a pooled cash and investments account enables the Council to invest idle cash for short periods of time, thereby maximizing earnings potential. Income earned from pooling cash and investments is allocated to the respective funds based upon average monthly proportionate balances. The funds are diversified: invested in U.S. Treasury Securities and Agencies, CDs, local government pool, and money market.

▪ **Restricted and Reserved Fund Equity**

Restricted net assets are used to indicate that a portion of the fund balance/net assets is not available for expenditures or is legally segregated for a specific future use. Committed fund balance represents contractual obligations and is designated for a specific purpose determined by formal action of the governing body. Assigned fund balance indicates resources intended for utilization in a future period for a purpose of the fund.

▪ **Interfund Transactions**

During the course of normal operations, it is necessary for the City to enter into interfund transactions among its various funds. These transactions consist of one or more of the following types:

- Payments from a fund responsible for the expenditures or expenses to a fund that initially paid the cost to provide a service.
- Operating transfers in and out, as appropriate, for all interfund transactions that are shown as other financing sources or uses.
- All other outstanding balances between funds are reported as “due to/from other funds.”

Financial Policies

▪ **Revenues**

- The City will seek a balanced tax base through support of economic development.
- Recognizing the potential cash flow problems associated with property tax collection, the City will maintain a balanced mix of revenue sources.
- The City will continue to emphasize that user fees should finance the costs of related municipal services. The City will maintain its various fees and charges. The City will continue to review all revenue schedules including taxes, rates, licenses, user fees, and other charges to insure that these revenue courses are current.
- Consistent with the historical approach, approximately 29% of the total cost of the City’s recreation programs should be recovered through fees and charges for activities and use of the City’s facilities and equipment. In achieving this overall cost recovery goal, the following guidelines will be used:
 - Cost recovery on adult and youth programs should be sufficient to fund 100% or all direct program costs.
 - There shall be a differential in rates between resident and non-resident membership fees.

- Charges will be assessed for use of rooms, gymnasiums, ball fields, special use areas, pool heating, and recreation equipment for activities not sponsored or co-sponsored by the City. Such charges will conform to an established fee schedule.
- The Recreation Department will consider waiving fees only when the Department Director determines in writing that an undue hardship exists.
- Users of all facilities pay a membership fee to offset administrative costs.
- The City will avoid dependence on temporary revenues to fund mainstream municipal services. One-time revenue sources will generally be used only for one-time expenditures.
- Potential grants shall be carefully examined for matching requirements (both dollar and level-of-effort matches). Fund balance will be used, if available and replenished by year end.
- The City will maintain adequate water and sewer rate structures to insure that the enterprise fund remains firmly and separately self-supporting, including the costs of operation, capital plant maintenance, debt service, and moderate system extensions. Improvement fees will not be used to pay for operating expenses. They will be used solely for system improvements and system expansion.
- An administrative transfer fee shall be paid by the Enterprise Fund to the Governmental Funds for services provided by Governmental Funds departments, including the cost of personnel, equipment, materials, construction, facilities or service usage. Consequently, the amount of each year's transfer fee will be based on the estimated Governmental Funds expenditures that represent direct and indirect services provided to the enterprise fund, less those that are directly billed to those funds.
- Revenue forecasts shall be conservative and will be reviewed and updated annually.
- **Expenditures**
 - Current operating expenditures will be paid with current operating revenues and appropriated fund balance when necessary. Budgetary procedures that fund current expenditures at the expense of future need, such as postponing expenditures, accruing future revenues, or rolling over short-term debt, will be avoided.
 - Assets will be maintained at a level that protects capital investment and minimizes future maintenance and replacement costs.
 - The budget will provide sufficient funding for adequate maintenance and orderly replacement of capital infrastructure and equipment.
 - Equipment needs and replacements for the five subsequent years will be projected and the projection will be reviewed and updated each year.
 - Where practical, performance measures and productivity indicators will be integrated into the budget.
 - Expenditure forecasts shall be all-inclusive and reviewed and updated annually.
- **Capital Improvements Program (CIP)**
 - The City will develop a five-year Capital Improvements Program and update it annually.
 - As a part of the annual operating budget, the City will adopt an annual capital improvement budget based on the multi-year CIP.
 - The City will make all capital improvements in accordance with the adopted CIP.
 - In accordance with state growth management legislation, the City will update annually the Capital Improvements Element (CIE) of the Comprehensive Plan.
 - The CIE will contain multi-year projections of revenues and expenditures.
 - The annual budget will implement the first year of the CIE.

▪ **Contingency and Reserves**

- The City Council will establish a contingency in each year's budget to accomplish:
 - Providing for temporary funding of unforeseen needs of an emergency or nonrecurring nature;
 - Permitting orderly budgetary adjustments when revenues are lost through the action of other governmental bodies;
 - Providing a local match for public or private grants; or
 - Meeting unexpected small increases in service delivery costs.
- The City will maintain fund balance in an amount necessary to maintain adequate cash flow and to reduce the demand for short-term borrowing. The Council has previously approved a fund balance equal to 25% of General Fund expenditures for the prior year excluding extraordinary and capital purchases. Current economic conditions have necessitated reducing the requirement to 11%.
- The Enterprise Fund's net asset balance should equal 25% of expenses for the prior year excluding extraordinary and capital purchases. This goal will not be realized in the Water/Sewer Fund for three years as rates are set to improve the net asset position of these funds. The Sanitation Fund has met the requirement. The balance in improvement fee funds and renewal and replacement fund should be consistent with the utility master plan, capital improvement program and capital improvement element of the comprehensive plan necessary to pay for future capital purchases.

▪ **Debt**

- Proceeds from long-term debt will not be used for current, on-going operations.
- Long-term borrowing will be confined to capital improvements too large to be financed from current revenues.
- Bonds and other long-term borrowings will be paid back within a period not to exceed the expected useful life of the capital project.
- All General Fund long-term debt is collateralized by the City's pledge to covenant to budget and appropriate from legally available non ad valorem sources on an annual basis sufficient to make the debt service payment. The Enterprise Fund debt is secured by the revenues from the related operating funds. The City does not pledge ad valorem taxes or a specific non ad valorem source of revenue to secure borrowings.
- The City will utilize the form of borrowing that is most cost effective, including interest expense, up-front costs, administrative and legal expenses, and reserve requirements.
- Good communication with investment bankers, bond counsel, and bond rating agencies will be maintained and a policy of full disclosure on every financial report and bond prospectus will be followed.

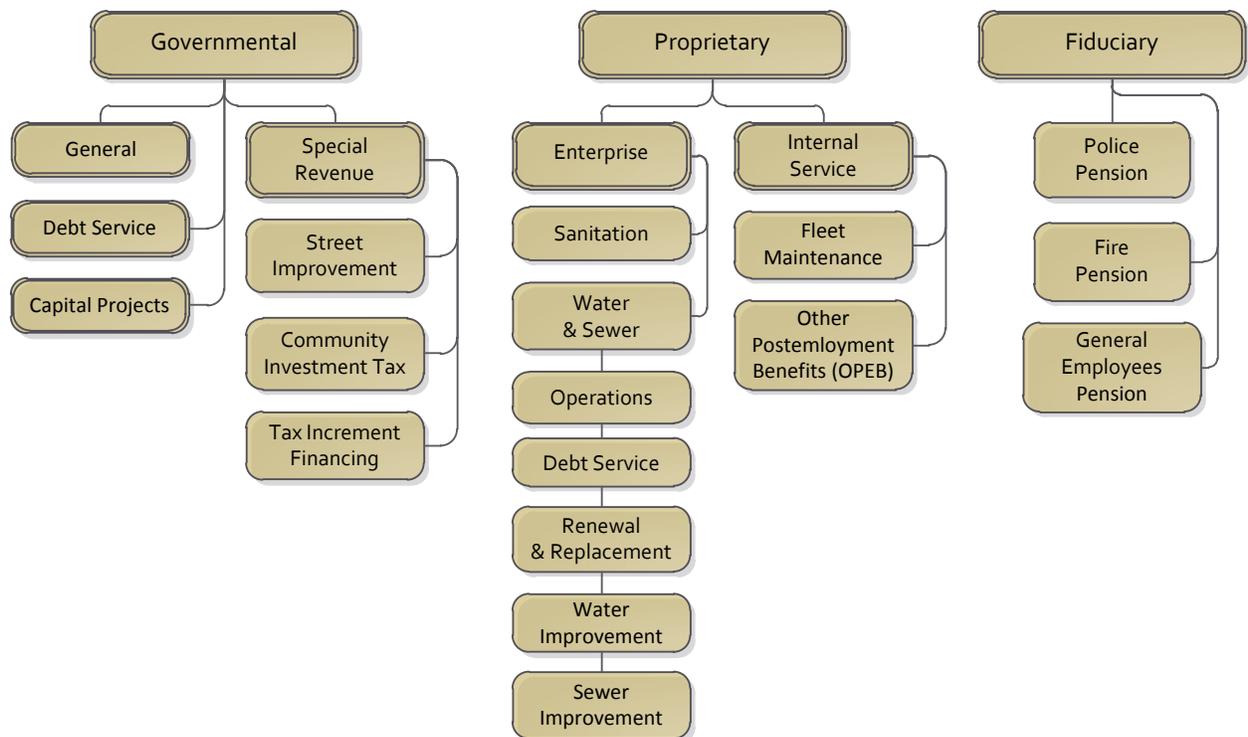
Financial Structure

The City of Temple Terrace utilizes a fund structure, whereby a fund is self-balancing set of accounts that records cash, other financial resources, liabilities, net equities or balances and changes therein, which are segregated to attain certain objectives in accordance with regulations, restrictions, or limitations. Funds are divided into various classifications according to the legal restrictions imposed upon them or by their uses. The following fund structure is contained in the budget:

- Governmental funds use current financial resources measurement focus and available balances of spendable resources. The City maintains six individual government funds and budgetary comparisons are provided in the annual financial report to demonstrate budgetary compliance.
 - The general fund of a government's primary operating fund, accounts all financial resources of government operations except those required to be accounted for in another fund.

- Special revenue funds account for the proceeds of specific revenue sources that are legally restricted or committed to expenditure for specified purposes. The City maintains three special revenue funds.
 - The Street Improvement Fund accounts for various intergovernmental gas tax revenues.
 - The Community Investment Tax Fund accounts for half-cent sales tax revenues.
 - The Tax Increment Financing Fund accounts for revenues associated with Temple Terrace Redevelopment Agency activity.
- The debt service fund accounts for resources that are restricted, committed, or assigned to expenditure for principal and interest.
- The capital projects fund accounts for resources that are restricted, committed or assigned to expenditures for capital outlay.
- Proprietary funds account for operations similar to private business with the intent to recover costs to provide service. Assets, liabilities, and net assets on the balance sheet, and operating statements provide an indication of the economic net worth of the fund. The City maintains two different types of proprietary funds.
 - Enterprise funds are used to report business-type activities, which include water and sewer operations, debt service, renewal and replacement, improvement fees and sanitation operations.
 - Internal services funds are used to account for fleet maintenance and other postemployment benefits that provide goods and services to other City departments on a cost-reimbursement basis.
- Fiduciary funds are used to account for resources held in trust outside the City government for employee retirement benefits. The trust funds are for police and fire pension, and general employees. They are currently not budgeted.

Below is a diagram of all funds:



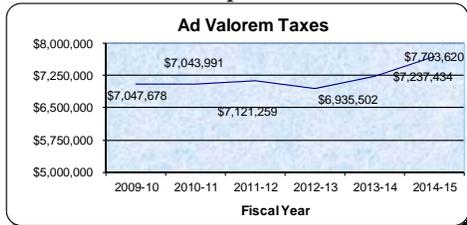
REVENUE FORECAST METHODOLOGY

A balanced budget is presented for each of the City’s thirteen funds. Revenues are estimated, and fund balance is appropriated only to the extent that appropriations exceed estimated revenues. The purpose of detailing forecast methodologies for revenues is to determine the validity of the forecast over time and to utilize the information in making future forecasts.

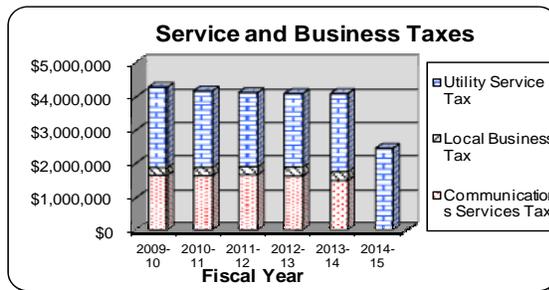
Revenues are classified pursuant to the uniform classification of accounts prescribed by the State Comptroller's office. The following information provides a fund-by-fund basis for major revenues forecasted in the Fiscal Year 2014-15 budget:

General Fund

Ad valorem property tax – The specific formula used to estimate current ad valorem tax revenues are calculated by multiplying the approved millage rate of 6.305 per \$1,000 times the aggregate assessed property value (as certified by the County Property Appraiser) less 4%. Property taxes are collected by the Hillsborough County Tax Collector and remitted to the City monthly. The 2014 taxable assessed property value estimate of \$1,260,867,860 represents an increase of \$98,974,690 or 8.5% over the 2014 final taxable value of \$1,161,893,170. This overall City growth can be attributed to the increase in taxable value of residential real property and commercial tangible personal property. The values are based on the market at the end of 2013 and Temple Terrace is 70% residential. Housing values have stabilized and Temple Terrace anticipates further growth next year. The Ad Valorem revenue for Fiscal Year 2015 increased \$478,799 with a tax rate of 6.305 mills.



Service and Business Taxes – The in this revenue source category been relatively stable compared to growth will generate additional During Fiscal Year 2015, Services Tax is projected to Business Tax revenue source was legislative session resulting in a of digital service. The rates for remain the same.



analysis of recent trends indicates revenues have last year. Annexation revenue in this category. Communications decrease slightly. The reviewed during the 2012 change to the definition business taxes will

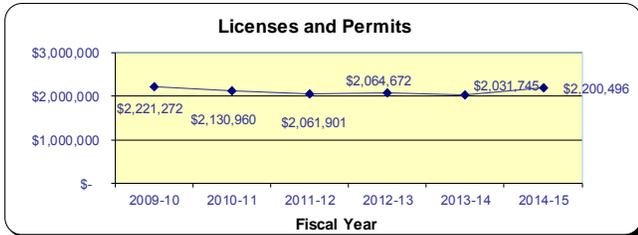
Utility Service Tax - Pursuant to the provisions of Section 166.231 Florida Statutes, the Council approved a 10% public service tax for electric, gas, and water service sold to customers in Temple Terrace. A public service tax was budgeted based on trend projections of receipts directly from utility companies. On July 21, 2010, the Council approved an exemption from this tax on purchases of gas or electricity for certain industrial groups.

Communications Services Tax - The “Communications Services Tax Simplification Law” became effective October 1, 2001. The Council authorized the levy of the maximum discretionary communications services tax of 5.4% and elected not to collect right-of-way permit fees. Communication companies are responsible for an accurate database of customers based on the Department of Revenue database maintained by local jurisdictions. Projected revenues were calculated based on the state projected revenues from telecommunications services.

Local Business Tax – formerly known as occupational licenses is recorded in the tax category. As businesses locate in the redevelopment area, this revenue source may increase. Estimates for Fiscal Year 2015 remain stable.

Local Business Tax – formerly known as occupational licenses is recorded in the tax category. As businesses locate in the redevelopment area, this revenue source may increase. Estimates for Fiscal Year 2015 remain stable.

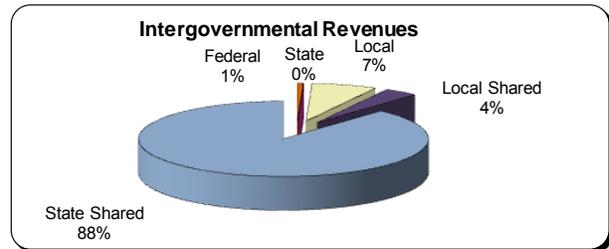
Licenses and Permits - Includes building and utility permits, development review fees, franchise fees, and other local permits. Franchise fees from electric and gas utilities are included in this category and remained relatively stable over the past four years. The franchise agreements in force have the following expiration dates: TECO – September 8, 2017, Verizon – May 17, 2020 and BrightHouse – April 4, 2021. The building and other permit revenue recorded in this category correlates with the historical trends and present economic conditions. Permits are heavily dependent on the economy and market fluctuations related to rising interest rates. The number of building permits has increased but the value of each permit is smaller.



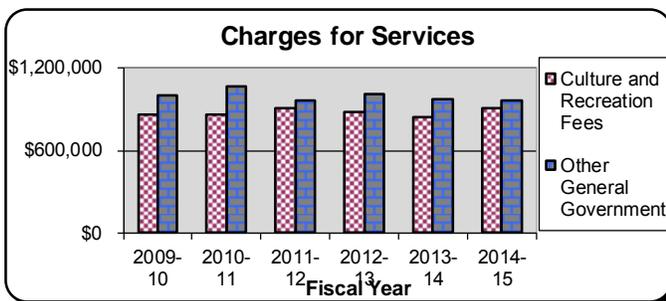
building permits has increased but the value of each permit is smaller.

Intergovernmental Revenues - Includes federal, state, and local grant revenue. *State Shared Revenues* include cigarette tax, half-cent sales tax, alcoholic beverage licenses, and State matching grants for Emergency Medical Services and recreation facility improvements.

Based on agreements, the *Local Shared Revenues* include contributions from Hillsborough County of \$60,000 for marine law enforcement and \$106,100 for the 9-1-1 County-wide system. The County maintained the same funding to operate the Temple Terrace Public Library from \$161,430, which covers 22% of total annual expenditures. The City Council agreed to maintain the same level of service.



Any revenue in this funding source category is not reflected in the budget until a grant has been awarded and the appropriate legal documents are signed. For grants that are pending during the budget process, an adjustment must be made once the grant is approved, which also includes the match portion. The City’s portion of revenue generated from state taxes is based on the state forecasts as reported in the Local Government Financial Information Handbook. The City utilizes grant revenues for planned projects rather than allowing grant approval to skew priorities.



Charges for Services - Are designed to recover the cost of City services provided to outside users, which include payment in lieu of taxes, park and recreational activity fees, EMS billings, certification and copy of City documents and records, sale of official maps and publications, recording, zoning, inspection, and other user charges. Projections are done based on users of services provided and cost recovery. The number of program participants is estimated and the revenue is calculated based on cost recovery rates; and finally

compared to trending analysis. Recreation charges for programs are reviewed to ensure the cost of the program is being recovered from the revenue generated. Recreation fees comprised 49% of the total fees in this category. Revenues are projected to increase slightly due to a stabilizing economy. Other revenues in this category may increase in the future as an alternative to allowing property tax revenue to pay for core services.

classifications. The revenues in this category are examined based on economic conditions and use a variety of methods to develop good estimates. Projections of interest income are based on estimates of the amount expected to be available for investment, coupled with an expected short-term interest rate. Interest income is projected to remain stable as the rates remained low during Fiscal Year 2015, with the 30-day LIBOR rate at 0.15% in June of 2014.

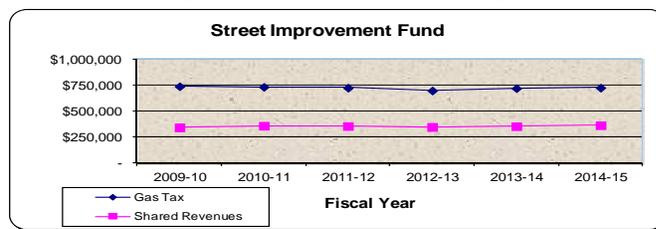
Transfers - Includes interfund transfers and overhead allocation charges. Overhead allocations are based on the equitable share of goods and services provided by administration, engineering, and grounds maintenance.

Fund Balance/Net Assets Appropriated – This budgeted item represents a source of revenue previously accumulated in the fund. The City’s 2015 budget has been prepared using \$87,443 of restricted fund balance. Although the City’s goal is to maintain a 25% fund balance reserve in the general fund, the amount is projected to be 13.9% by September 30, 2015.

Street Improvement Fund

Local option gas tax and the one cent voted gas tax – This tax, approved in a referendum election, provides for the levy of a one cent per gallon tax on motor fuel and special fuel sold in the County and taxed pursuant to the provisions of Section 206, Florida Statutes. Utilization of the proceeds of this tax is limited to the costs of acquisition, construction, reconstruction, and maintenance of roads and streets; and the costs of establishing, operating, and maintaining a transportation system and related facilities. Estimation of this funding source is based on historical trend analysis used in conjunction with state forecasts as reported in the Local Government Financial Information Handbook. Even in the tough economic times, revenues have remained stable. The City continues to complete projects through use of accumulated reserves and grants.

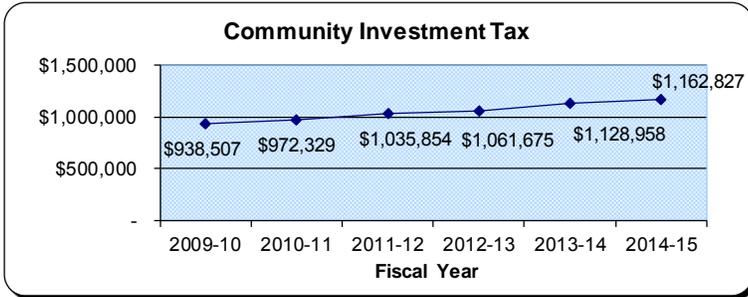
Intergovernmental Revenues - Includes state and county shared revenues such as the City's share of state collected motor fuel taxes. Based on the Interlocal Agreement with Hillsborough, the City will receive 1.97% based on population estimates of all Additional revenues include motor rebates and local alternate fuel decal. trend analysis is used in conjunction forecasts as reported in the Local Financial Information Handbook.



fuel tax
Historical
with state
Government

Community Investment Tax Fund

Community Investment Tax – On September 3, 1996, Hillsborough County voters renewed the levy of an additional county-wide half-cent sales tax pursuant to the provisions of Section 212.055, Florida Statutes. The City receives a portion of the tax based on the distribution formula outlined in the Florida Statutes until December 31, 2026. The Hillsborough County Planning Commission prepared the estimates based on historical information and market conditions to make reasonable projections. The revenue has steadily increased over the past five years. The City will receive 1.65% based on population estimates of all entities. Temple Terrace anticipates the smallest percentage of all Hillsborough County jurisdictions. Utilization of the proceeds is limited to



improvements of public facilities, libraries, parks, trails, transportation, stormwater, land purchases, related design and engineering costs, fire, emergency medical, and police vehicles, or any other vehicle, and such equipment necessary to outfit the vehicle with a life expectancy of at least five years. The five-year plan adopted September 4, 2012, was submitted to the County and will be revised annually.

Tax Increment Financing Fund

On September 23, 1999, the City Council declared the need for a Community Redevelopment Agency to address the City’s blighted area. The **Temple Terrace Redevelopment Agency (TTRA)** was established on May 16, 2000, as a separate, legal entity closely affiliated with the City, with its budget integrated into the City’s budget. On December 16, 2003, by Resolution Number 168-03, the City established TTRA as a component unit of the City pursuant to Section 163.512 Florida Statutes. In the 2005 tax year, the Temple Terrace Redevelopment Agency (TTRA) received its first tax increment financing (TIF) revenue from three entities, Hillsborough County, Tampa Port Authority, and the City of Temple Terrace, using 2004 as the base tax year.

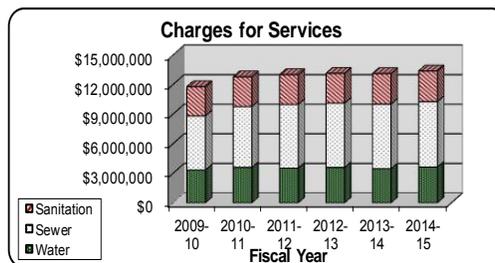
Tax Revenue – The TIF revenue increased as a result of property values in this area rising 3%, which increased the incremental value to \$6,970,167. The new Burger King restaurant was completed in Fiscal Year 2014 which will increase property values for Fiscal Year 2015.

Enterprise Funds

Charges for Services - Are designed to recover the cost of City services provided to outside users. The projections are calculated by assessing current consumption, adjusting to match historic trend analysis and allowing for changes in assumptions based on growth, fees, and rate increases. Annexations of property with customers in the utility area have a negative effect on water and sewer revenue, but generate additional revenue for the Sanitation and General Funds. As depicted in the graph, the charges for services for sewer are the largest portion of revenue generated from the three proprietary funds for the City. This area grew due to a new customer in 2010 that will use a considerable amount of sewer only.

Water and Sewer Utility

In Fiscal Year 2014, water sales have remained stable. A rate increase was approved in August 2013. Based on rates, an acceptable net equity level may be years. The Council’s goal is to establish cash replace assets as they expire. Delaying purchase items necessary to maintain the system would lead deterioration. In Fiscal Year 2014-15, water, sewer rates increased 1.63%.



stable. A rate the approved restored in three reserves to or upgrade of to system irrigation, and

The Water and Sewer utility has several other funds with specific revenue sources:

Renewal and Replacement Fund – As an interfund transfer of 5% of prior year’s operating revenue of the Water and Sewer Utility Funds, this fund can buy and replace deteriorating assets.

Water Improvement Fees – Are calculated using historical trend analysis and industry growth (decline).

Sewer Improvement Fees – Are calculated using historical trend analysis, industry growth (decline), and changes in fees or rates from Tampa. A portion of this fee, added in fiscal year 1997, has no financial impact on Temple Terrace, and is passed through to the City of Tampa.

Sanitation Utility

Revenues remained the same and are sufficient to cover the cost of disposal fees and fuel charges. This fund has every program operating as a self-supporting function. The residential program generated 55% of total revenue, which is the largest portion of the revenue in this fund.

Internal Service Funds

The ***Fleet Maintenance Fund*** is billed to the user departments for services based on vehicle maintenance fees that are based on a set allowance per vehicle type and usage. The internal service rates have been increased by 7 % in 2015.

Questions and Answers

Q. *What is the purpose of the City Budget?*

A. The Budget is an annual financial plan for the City of Temple Terrace. 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. Each spring, the City Council holds a strategic planning session and a budget policy workshop. City departments submit their plans and needs for the coming year to the City Manager. The City Manager presents the Council a Recommended Budget that they review, and hold public hearings to obtain citizen input. The final budget along with ordinances setting the millage rate required to fund the budget are adopted in September.

Q. *Where does the City obtain its revenues?*

A. From local, state, and federal taxes; user fees; licenses; and payments for municipal services such as water, sewer, and refuse collection.

Q. *How is the money used?*

A. It is used to pay for salaries, vehicles, supplies, and materials to provide fire and police protection, water, sewer, 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. Property taxes on a \$150,000 home, with a \$50,000 homestead exemption would be:

Assessed Value	\$150,000
Less: Homestead Exemption	(50,000)
Net taxable assess value	\$100,000

$$\text{Tax} = \$100,000 / 1,000 = 100 \times 6.305 = \$630.50$$

Q. *What is property tax?*

A. When the City adopts its annual budget, it determines the millage tax rate that must be applied on property to generate the necessary General Fund revenue. The City of Temple Terrace millage tax rate for the Fiscal Year 2015 Budget is 6.305 mills or \$6.305 per \$1,000 of taxable value. The Hillsborough County Property Appraiser establishes the taxable value of all City property.

Q. *The total 2014 millage on property in Temple Terrace is 20.88. How much of that was paid to the City?*

A. Only 6.305 mills of the 20.881 levied in 2014 was City tax. Using an example of a \$150,000 home with a \$50,000 homestead exemption, tax was paid on \$100,000 / 1,000 x 20.881 mills, or \$2,088.10 of ad valorem tax; \$630.50 went to the City of Temple Terrace (30% of the total tax) and the remainder went to Hillsborough County, Hillsborough County School Board, Water Management District, etc.

Q. *What is the difference between ad valorem and property tax?*

A. There is no difference between ad valorem tax and property tax. They are different names for the same tax.

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 plan?*

A. A capital improvement plan is a long-range plan for the construction of physical assets such as buildings, streets, and water mains.

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 an enterprise fund?*

A. An 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 services provided.

Q. *What is a budget appropriation?*

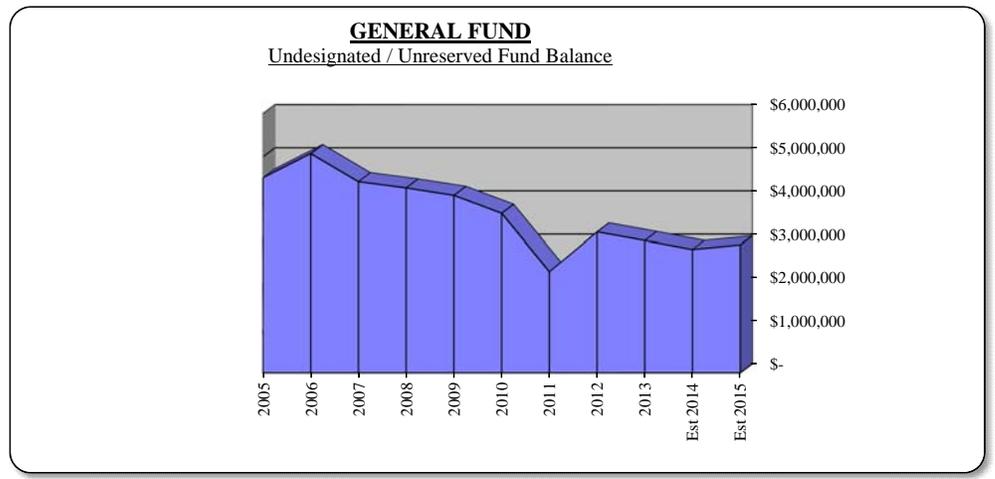
A. A budget appropriation is a specific amount of money that the City Council has approved for use in a particular manner.



COMPUTATION OF ESTIMATED FUND BALANCES AT SEPTEMBER 30, 2014 AND 2015

Fund #	Fund Title	Total Fund Balance (9/30/13)	Estimated Revenues (9/30/14)	Estimated Expenditures (9/30/14)	Estimated Total Fund Balance (9/30/14)	Restricted Fund Balance (9/30/14)	Estimated Unassigned Fund Balance (9/30/14)	Use of Appropriated Fund Balance (9/30/15)	Estimated Unassigned / Fund Balance (9/30/15)
001	General Fund	\$ 4,570,867	\$ 21,676,629	\$ (21,946,353)	\$ 4,301,143	\$ 1,445,610	\$ 2,855,533	\$ 106,243	\$ 2,961,776
130	Street Improvement Fund	1,875,050	1,131,969	(2,457,019)	550,000	550,000	-	(427,595)	-
160	Community Investment Tax Fund	2,147,420	1,143,958	(695,042)	2,596,336	2,596,336	-	269,027	-
170	Tax Increment Financing Fund	1,009	57,012	(57,012)	1,009	1,009	-	-	-
210	Debt Service Fund	2,559,576	1,057,943	(817,506)	2,800,013	2,800,013	-	159,780	-
310	Capital Projects Fund	-	-	-	-	-	-	-	-
410	Water & Sewer Utility Fund	711,847	10,113,298	(9,945,592)	879,553	-	879,553	-	879,553
420	Water & Sewer Debt Service	718,000	817,690	(817,690)	718,000	718,000	-	-	-
430	Water & Sewer - Renewal & Replacement Fund	744,050	515,463	(878,983)	380,530	380,530	-	(239,031)	-
440	Water Improvement Fund	1,993,119	77,000	(988,000)	1,082,119	1,082,119	-	(599,833)	-
450	Sewer Improvement Fund	(17,293)	20,000	-	2,707	2,707	-	-	-
480	Sanitation Fund	1,053,350	3,101,258	(2,903,209)	1,251,399	-	1,251,399	(560,509)	690,890
510	Fleet Maintenance Fund	39,234	716,140	(723,146)	32,228	-	32,228	-	32,228
Total		\$ 16,396,229	\$ 40,428,360	\$ (42,229,552)	\$ 14,595,037	\$ 9,576,324	\$ 5,018,713	\$ (1,291,918)	\$ 4,564,447

Fiscal Year	Balance
Est 2015	\$ 2,961,776
Est 2014	\$ 2,855,533
2013	\$ 3,060,786
2012	\$ 3,259,530
2011	\$ 2,343,181
2010	\$ 3,690,252
2009	\$ 4,101,998
2008	\$ 4,275,285
2007	\$ 4,419,382
2006	\$ 5,070,679
2005	\$ 4,511,131



Footnotes:

General Fund has been striving to maintain a 25% unreserved fund balance and is projected to have a 13.9% balance at the end of Fiscal Year 2015.

Street Improvement Fund includes a major project Telecom Parkway extension to Morris Bridge Road.

Water & Sewer Utility Fund is working to restore fund balance to 20% by adjusting rates annually through 2015.

Water Improvement Fund has some major projects including automatic meter reading, which will reduce operating costs.

CITY OF TEMPLE TERRACE

BUDGET SUMMARY

FISCAL YEAR 2014-15

THE PROPOSED OPERATING BUDGET EXPENDITURES OF THE CITY OF TEMPLE TERRACE ARE .92% MORE THAN LAST YEAR'S TOTAL OPERATING EXPENDITURES.

	GENERAL FUND	SPECIAL REVENUE FUNDS	DEBT SERVICE FUNDS	ENTERPRISE FUNDS	INTERNAL SERVICE FUNDS	TOTAL
Estimated Revenues:						
Taxes: Millage per \$1,000						
Ad Valorem Taxes 6.305	\$ 7,631,780	\$ -	\$ -	\$ -	\$ -	\$ 7,631,780
Sales & Use Taxes	396,840	1,887,827	-	-	-	2,284,667
Other Taxes	4,246,009	-	-	-	-	4,246,009
Licenses & Permits	2,200,496	-	-	-	-	2,200,496
Intergovernmental Revenue	3,035,250	1,743,617	-	-	-	4,778,867
Charges for Services	1,929,253	-	-	13,385,455	689,157	16,003,865
Fines and Forfeitures	560,350	-	-	-	-	560,350
Miscellaneous Revenue	877,010	51,000	228,574	163,500	120	1,320,204
Other Financing Sources	1,585,458	-	-	89,996	-	1,675,454
Total Revenues	22,462,446	3,682,444	228,574	13,638,951	689,277	40,701,692
Transfers In	-	34,062	470,391	1,334,957	-	1,839,410
Fund Balance/Reserves/Net Assets	87,443	427,595	-	1,399,769	-	1,914,807
Total Estimated Revenues, Transfers, & Balances	\$ 22,549,889	\$ 4,144,101	\$ 698,965	\$ 16,373,677	\$ 689,277	\$ 44,455,909
Expenditures:						
General Government	\$ 3,551,051	\$ 509,027	\$ -	\$ -	\$ -	\$ 4,060,078
Public Safety	14,357,458	411,800	-	-	-	14,769,258
Physical Environment	-	-	-	14,148,711	-	14,148,711
Transportation	264,273	2,960,051	-	-	-	3,224,324
Economic Environment	89,949	175	-	-	-	90,124
Culture/Recreation	3,668,532	163,000	-	-	-	3,831,532
Other Financing Uses	274,066	-	-	-	689,277	963,343
Debt Service	-	-	698,965	830,164	-	1,529,129
Total Expenditures	22,205,329	4,044,053	698,965	14,978,875	689,277	42,616,499
Transfers Out	344,560	100,048	-	1,394,802	-	1,839,410
Fund Balance/Reserves/Net Assets	-	-	-	-	-	-
Total Appropriated Expenditures Transfers, & Balances	\$ 22,549,889	\$ 4,144,101	\$ 698,965	\$ 16,373,677	\$ 689,277	\$ 44,455,909

The tentative, adopted, and/or final budgets are on file in the office of the above mentioned taxing authority as a public record.

COMPUTATION OF TOTAL OPERATING BUDGET

	2013-14 Amended Budget As of 6/1/14	Budgeted 2014-15
TOTAL BUDGET	\$ 48,885,615	\$ 44,455,909
Less Depreciation from Fiscal Year 2014	1,254,313	
Less: Interfund Transfers	2,265,779	1,839,410
SUBTOTAL	45,365,523	42,616,499
Less Capital Outlay Expenditures	8,554,389	5,467,476
TOTAL OPERATING BUDGET	36,811,134	37,149,023
Total Operating Budget 2014		36,811,134
FY 2015 Operating Budget Increase (Decrease)		\$ 337,889
FY 2015 Operating Budget Percentage Increase (Decrease)		0.92%

FUND COMPARISONS

Fund #	Fund Title	Adopted Budget 2013-14 (10/01/13)	Amended Budget 2013-14 As of 6/1/14	Budgeted 2014-15 (10/01/14)	Difference (Col. 3-2)	Difference (Col. 4/2)
001	General Fund	\$ 22,566,003	\$ 23,193,258	\$ 22,549,889	\$ (643,369)	-2.77%
130	Street Improvement Fund	3,639,040	3,681,394	2,900,902	(780,492)	-21.20%
160	Community Investment Tax Fund	3,045,187	3,059,203	1,177,827	(1,881,376)	-61.50%
170	Tax Increment Financing Fund	56,947	56,947	65,372	8,425	14.79%
210	Debt Service Fund	1,158,457	1,158,457	698,965	(459,492)	-39.66%
310	Capital Projects Fund	-	-	-	-	0.00%
410	Water & Sewer Utility Fund	10,956,593	10,959,463	10,372,876	(586,587)	-5.35%
420	Water & Sewer Debt Service	816,903	816,903	830,164	13,261	1.62%
430	Water & Sewer - Renewal & Replacement Fund	726,663	936,161	755,324	(180,837)	-19.32%
440	Water Improvement Fund	868,000	1,213,794	698,833	(514,961)	-42.43%
450	Sewer Improvement Fund	25,000	25,000	35,000	10,000	40.00%
480	Sanitation Fund	3,141,895	3,141,895	3,681,480	539,585	17.17%
510	Fleet Maintenance Fund	643,140	643,140	689,277	46,137	7.17%
580	OPEB Fund	332,505	-	-	-	0.00%
	Gross Total	<u>47,976,333</u>	<u>48,885,615</u>	<u>44,455,909</u>	<u>(4,429,706)</u>	
	Less Transfers	<u>2,265,778</u>	<u>2,265,779</u>	<u>1,839,410</u>	<u>(426,369)</u>	
		<u>\$ 45,710,555</u>	<u>\$ 46,619,836</u>	<u>\$ 42,616,499</u>	<u>\$ (4,003,337)</u>	

PERSONNEL BY DEPARTMENT / FUNCTION (FULL-TIME EQUIVALENTS)

<i>DEPARTMENT</i>	Actual 2011-12	Actual 2012-13	Budgeted 2013-14	Budgeted 2014-15
Legislative	3.50	3.50	3.50	3.50
Executive	3.20	3.20	3.20	3.20
Human Resources	3.50	3.50	3.50	3.50
Information Technology	3.00	3.00	3.00	3.00
Finance	6.09	5.89	5.89	5.89
Community Development	10.00	9.00	8.00	7.00
Redevelopment	0.00	0.00	1.00	1.00
Police	76.63	74.63	74.63	74.63
Fire	57.00	57.08	57.58	57.33
Library	12.53	12.50	12.50	12.50
Public Works (includes Engineering)	17.30	14.40	14.65	13.65
Parks & Recreation	54.71	53.44	53.44	53.44
Code Compliance	4.50	4.12	4.12	4.12
<i>Total General Fund</i>	251.96	244.26	245.01	242.76
Finance - Utility Services	7.46	7.16	7.16	7.16
PW - Water & Sewer	24.85	23.85	23.85	24.85
PW - Renewal & Replacement	3.15	2.15	2.15	2.15
<i>Total Water & Sewer Fund</i>	35.46	33.16	33.16	34.16
<i>Sanitation Fund</i>	15.55	14.70	14.70	14.70
<i>Fleet Maintenance Fund</i>	4.65	4.40	4.15	4.15
GRAND TOTAL	307.62	296.52	297.02	295.77

Reason for Change:

General Fund

Eliminate Building Inspector I
 Reduce Housing Rehab Grant Specialist FTE by .25
 Move Inventory Control Specialist to Water and Sewer Fund

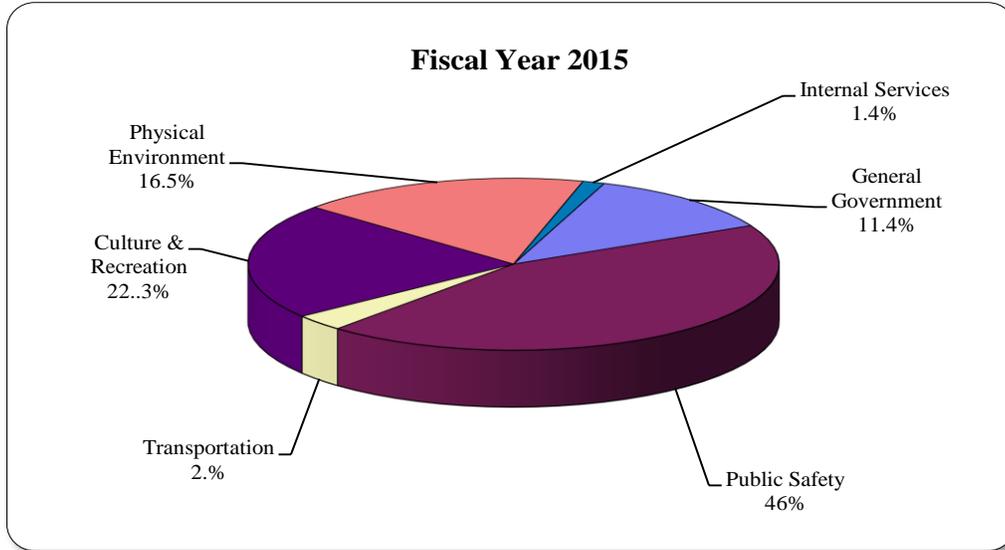
Water and Sewer Fund

Inventory Control Specialist moved from General Fund

**Frozen Positions: included
but no salary budgeted**

Police Officer
 Police Communications Officer
 Firefighter
 Recreation Leader III

PERSONNEL BY FUNCTION



PERSONNEL BY FUNCTION

	<u># Personnel</u>	
General Government	33.74	11.4%
Public Safety	136.08	46.0%
Transportation	6.00	2.0%
Economic Development	1.00	0.3%
Culture & Recreation	65.94	22.3%
Physical Environment	48.86	16.6%
Internal Services	4.15	1.4%
GRAND TOTAL	295.77	100.0%

BUDGETED PERSONNEL SUMMARY TOTAL AUTHORIZED POSITIONS
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<i>DEPARTMENT</i>	Actual 2011-12	Actual 2012-13	Budgeted 2013-14	2014-15 POSITION CHANGES	TOTAL
<i>General Fund</i>					
Legislative	4.00	4.00	4.00		4.00
Executive	3.00	3.00	3.00		3.00
Human Resources	4.00	4.00	4.00		4.00
Information Technology	3.00	3.00	3.00		3.00
Finance	6.00	6.00	6.00		6.00
Community Development	10.00	9.00	8.00	-1.00	7.00
Redevelopment	0.00	0.00	1.00		1.00
Police	79.00	77.00	77.00		77.00
Fire	58.00	58.00	59.00		59.00
Library	17.00	17.00	17.00		17.00
Public Works (includes Engineering)	20.00	17.00	17.00	-1.00	16.00
Parks & Recreation	96.00	95.00	95.00		95.00
Code Compliance	5.00	4.00	4.00		4.00
<i>Total General Fund</i>	305.00	297.00	298.00	-2.00	296.00
Finance - Utility Services	8.00	8.00	8.00		8.00
Water & Sewer	28.00	26.00	26.00	1.00	27.00
<i>Total Water & Sewer Fund</i>	36.00	34.00	34.00	1.00	35.00
<i>Sanitation Fund</i>	15.00	14.00	14.00		14.00
<i>Fleet Maintenance Fund</i>	4.00	4.00	4.00		4.00
GRAND TOTAL	360.00	349.00	350.00	-1.00	349.00

Note: These figures represent actual positions without regard to full-time/part-time status and do not represent full-time equivalents.

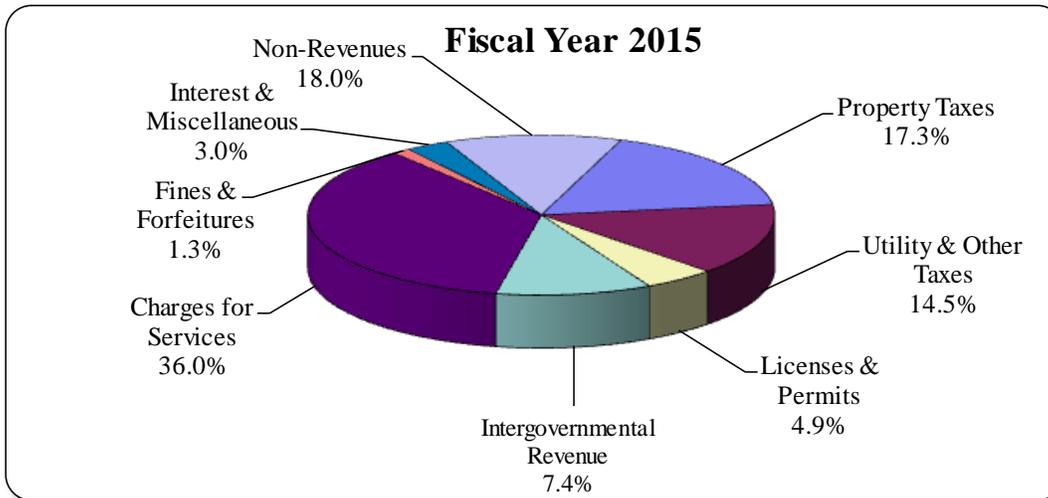
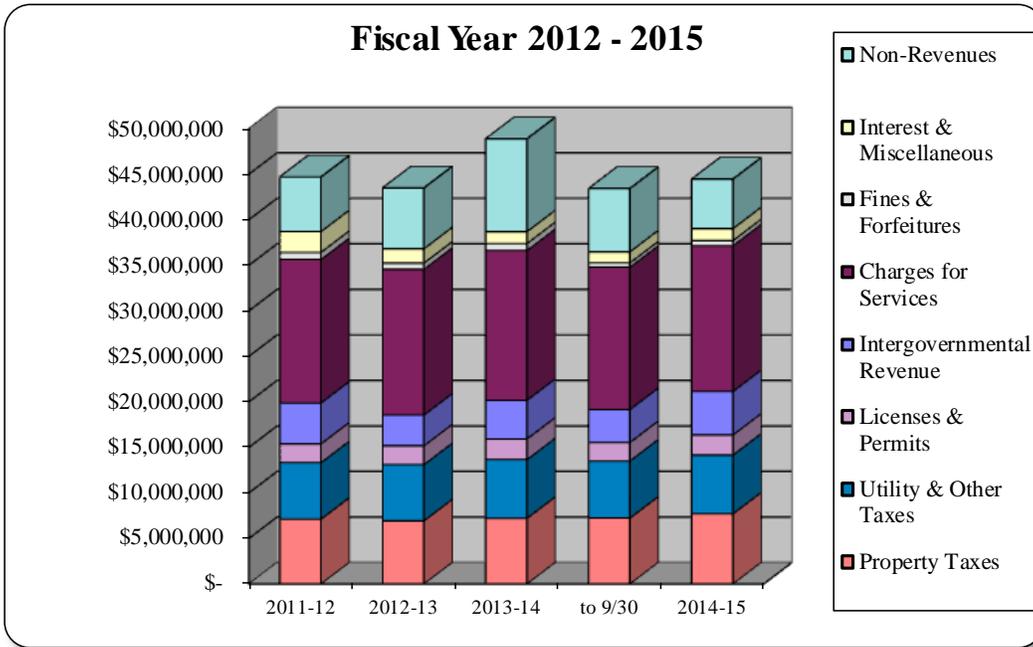
REVENUES BY SOURCE

SOURCE	Actual 2011-12	Actual 2012-13	Budgeted 2013-14	Estimate to 9/30	Budgeted 2014-15
Taxes:					
Property Taxes	\$ 7,121,259	\$ 6,935,502	\$ 7,209,011	\$ 7,237,434	\$ 7,703,620
Utility & Other Taxes	6,204,913	6,173,423	6,446,687	6,270,520	6,458,836
	<u>13,326,172</u>	<u>13,108,925</u>	<u>13,655,698</u>	<u>13,507,954</u>	<u>14,162,456</u>
Licenses & Permits	2,061,901	2,064,672	2,269,179	2,031,745	2,200,496
Intergovernmental Revenue	4,491,973	3,382,448	4,248,045	3,619,296	4,778,867
Charges for Services	15,756,135	16,006,331	16,448,454	15,625,799	16,003,865
Fines & Forfeitures	788,489	685,285	768,000	482,157	560,350
Interest & Miscellaneous	2,277,572	1,571,415	1,301,637	1,212,862	1,320,204
Non-Revenues:					
Interfund Transfers	3,047,063	4,864,262	2,143,955	2,143,956	1,779,565
Interfund Overhead Allocations	1,942,918	1,682,048	1,803,872	1,803,877	1,735,299
Appropriated Balance / Debt Proceeds	1,000,192	127,194	6,246,775	3,001,089	1,914,807
	<u>5,990,173</u>	<u>6,673,504</u>	<u>10,194,602</u>	<u>6,948,922</u>	<u>5,429,671</u>
TOTAL	<u>\$ 44,692,415</u>	<u>\$ 43,492,580</u>	<u>\$ 48,885,615</u>	<u>\$43,428,735</u>	<u>\$44,455,909</u>

PERCENTAGE OF TOTAL REVENUES:

Taxes	29.8%	30.1%	27.9%	31.1%	31.9%
Licenses & Permits	4.6%	4.7%	4.6%	4.7%	4.9%
Intergovernmental Revenue	10.1%	7.8%	8.7%	8.3%	10.7%
Charges for Services	35.3%	36.8%	33.6%	36.0%	36.0%
Fines & Forfeitures	1.8%	1.6%	1.6%	1.1%	1.3%
Interest & Miscellaneous	5.1%	3.6%	2.7%	2.8%	3.0%
Non-Revenues	13.4%	15.3%	20.9%	16.0%	12.2%
TOTAL	<u>100.0%</u>	<u>100.0%</u>	<u>100.0%</u>	<u>100.0%</u>	<u>100.0%</u>

REVENUES BY SOURCE



REVENUES BY SOURCE

Property Taxes	\$ 7,703,620	17.3%
Utility & Other Taxes	6,458,836	14.5%
Licenses & Permits	2,200,496	4.9%
Intergovernmental Revenue	4,778,867	10.7%
Charges for Services	16,003,865	36.0%
Fines & Forfeitures	560,350	1.3%
Interest & Miscellaneous	1,320,204	3.0%
Non-Revenues	5,429,671	12.3%
Total	\$ 44,455,909	100.0%

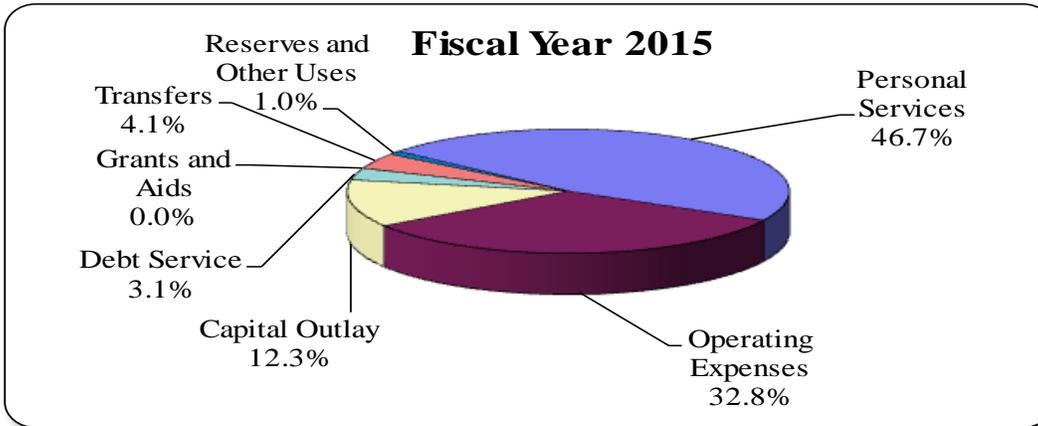
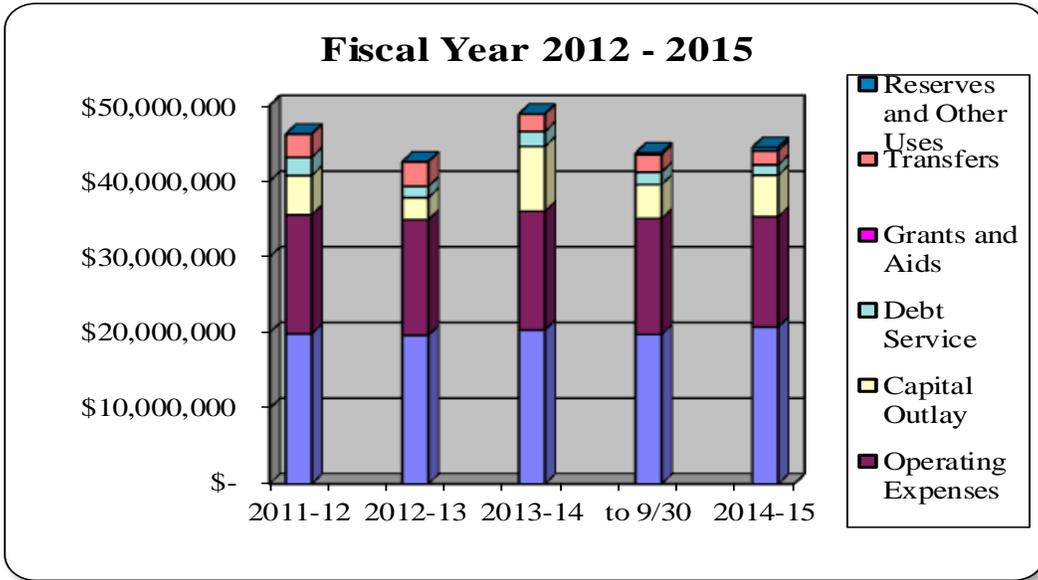
EXPENDITURES BY CATEGORY

<u>CLASSIFICATION</u>	Actual 2011-12	Actual 2012-13	Budgeted 2013-14	Estimate to 9/30	Budgeted 2014-15
Personal Services	\$19,827,393	\$ 19,634,075	\$ 20,350,619	\$ 19,766,489	\$ 20,745,542
Operating Expenses	15,753,049	15,307,325	15,690,169	15,318,359	14,583,706
Capital Outlay	5,176,778	2,883,197	8,554,389	4,478,582	5,467,476
Debt Service	2,392,442	1,482,899	1,976,360	1,635,480	1,370,349
Grants and Aids	29,678	23,300	23,300	23,300	20,300
Transfers	3,047,063	3,233,503	2,265,778	2,265,843	1,839,410
Reserves and Other Uses	-	-	25,000	260,437	429,126
Total	<u>\$46,226,403</u>	<u>\$ 42,564,299</u>	<u>\$ 48,885,615</u>	<u>\$ 43,748,490</u>	<u>\$ 44,455,909</u>

PERCENTAGE OF TOTAL EXPENDITURES

Personal Services	42.9%	46.1%	41.6%	45.2%	46.7%
Operating Expenses	34.1%	36.0%	32.1%	35.0%	32.8%
Capital Outlay	11.2%	6.8%	17.5%	10.2%	12.3%
Debt Service	5.2%	3.5%	4.0%	3.7%	3.1%
Grants and Aids	0.1%	0.1%	0.0%	0.1%	0.0%
Transfers	6.6%	7.6%	4.6%	5.2%	4.1%
Reserves	0.0%	0.0%	0.1%	0.6%	1.0%
Total	<u>100.0%</u>	<u>100.0%</u>	<u>100.0%</u>	<u>100.0%</u>	<u>100.0%</u>

EXPENDITURES BY CATEGORY



EXPENDITURES BY CATEGORY

Personal Services	\$ 20,745,542	46.7%
Operating Expenses	14,583,706	32.8%
Capital Outlay	5,467,476	12.3%
Debt Service	1,370,349	3.1%
Grants and Aids	20,300	0.0%
Transfers	1,839,410	4.1%
Reserves and Other Uses	429,126	1.0%
Total	\$ 44,455,909	100.0%

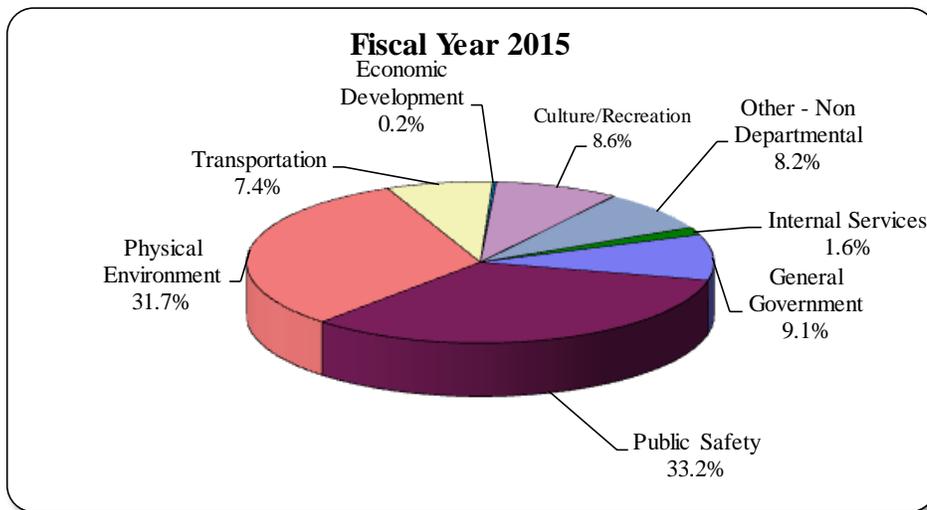
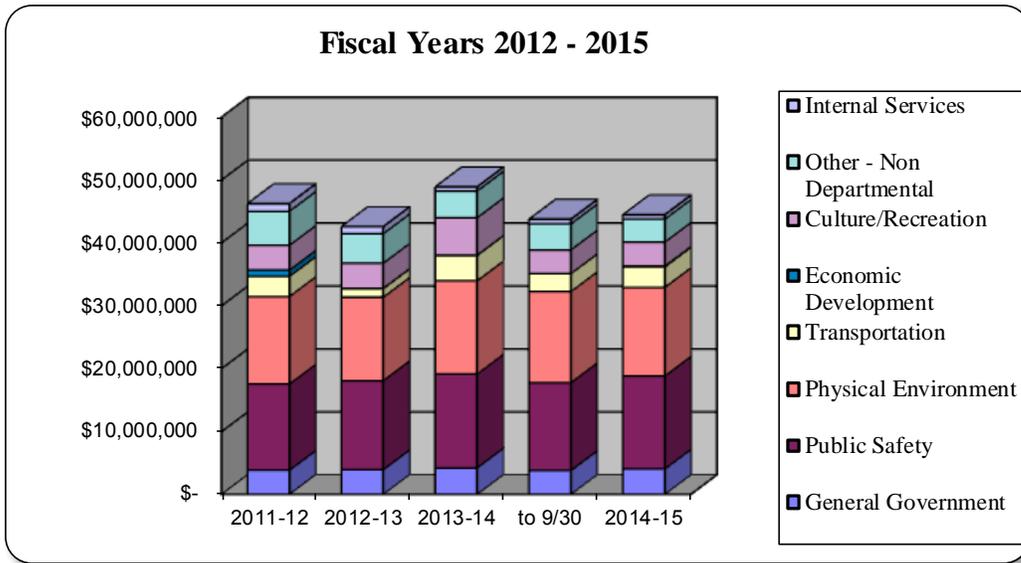
EXPENDITURES BY FUNCTION

FUNCTION	Actual 2011-12	Actual 2012-13	Budgeted 2013-14	Estimate to 9/30	Budgeted 2014-15
General Government	\$ 3,854,010	\$ 3,935,098	\$ 4,230,763	\$ 3,820,398	\$ 4,060,078
Public Safety	13,691,475	14,165,853	14,905,726	13,956,096	14,769,258
Physical Environment	13,920,619	13,246,144	14,818,622	14,486,077	14,089,787
Transportation	3,194,389	1,387,141	4,033,320	2,843,606	3,269,029
Economic Development	1,000,415	21,692	44,693	175	104,343
Culture/Recreation	3,943,439	4,006,324	5,968,213	3,778,232	3,831,532
Other - Non Departmental	5,411,388	4,688,423	4,241,138	4,140,760	3,642,605
Internal Services	1,210,668	1,114,254	643,140	723,146	689,277
Total	\$ 46,226,403	\$ 42,564,929	\$ 48,885,615	\$ 43,748,490	\$ 44,455,909

PERCENTAGE OF TOTAL EXPENDITURES BY FUNCTION

General Government	8.3%	9.2%	8.7%	8.7%	9.1%
Public Safety	29.6%	33.3%	30.5%	31.9%	33.2%
Physical Environment	30.1%	31.1%	30.3%	33.1%	31.7%
Transportation	6.9%	3.3%	8.3%	6.5%	7.4%
Economic Development	2.2%	0.1%	0.1%	0.0%	0.2%
Culture/Recreation	8.5%	9.4%	12.2%	8.6%	8.6%
Other - Non Departmental	11.7%	11.0%	8.7%	9.5%	8.2%
Internal Services	2.6%	2.6%	1.3%	1.7%	1.6%
Total	100.0%	100.0%	100.0%	100.0%	100.0%

EXPENDITURES BY FUNCTION



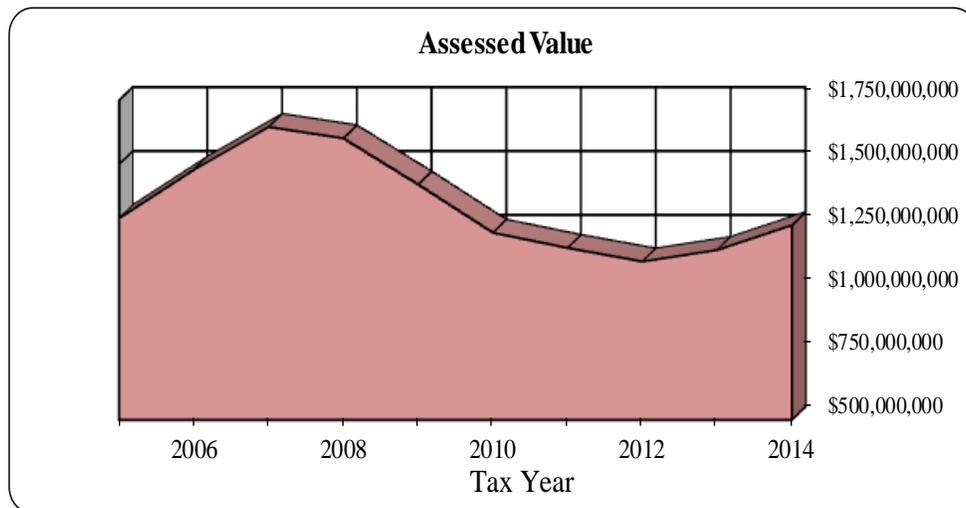
EXPENDITURES BY FUNCTION

General Government	\$ 4,060,078	9.1%
Public Safety	14,769,258	33.2%
Physical Environment	14,089,787	31.7%
Transportation	3,269,029	7.4%
Economic Development	104,343	0.2%
Culture/Recreation	3,831,532	8.6%
Other - Non Departmental	3,642,605	8.2%
Internal Services	689,277	1.6%
Total	\$ 44,455,909	100.0%

PROPERTY VALUES, MILLAGE RATES, and AD VALOREM RECEIPTS FISCAL YEAR 2005-06 THROUGH FISCAL YEAR 2014-15

Fiscal Year	Tax Year	Taxable Valuations (1)	Increase over Previous Year		Millage Levy (2)	Change over Previous Year		Ad Valorem Tax Revenues (3)	Change over Previous Year	
			Year	% Increase		Year	% Change		Year	% Change
2014-15	2014	\$ 1,260,867,860	\$ 97,050,641	8.3%	6.3050	(0.125)	(1.9)%	\$ 7,783,085	\$ 599,074	8.3%
2013-14	2013	1,163,817,219	44,937,224	4.0%	6.4300	0.000	0.0%	7,184,011	238,021	3.4%
2012-13	2012	1,118,879,995	(52,919,733)	(4.5)%	6.4300	0.280	4.6%	6,945,990	132,118	1.9%
2011-12	2011	1,171,799,728	(59,766,307)	(4.9)%	6.1500	0.200	3.4%	6,813,872	(224,441)	(3.2)%
2010-11	2010	1,231,566,035	(188,668,594)	(13.3)%	5.9500	0.667	12.6%	7,038,313	1,531	0.0%
2009-10	2009	1,420,234,629	(180,561,080)	(11.3)%	5.2829	0.714	15.6%	7,036,782	90,306	1.3%
2008-09	2008	1,600,795,709	(44,484,859)	(2.7)%	4.5692	0.000	0.0%	6,946,476	(335,350)	(4.6)%
2007-08	2007	1,645,280,568	168,076,808	11.4%	4.5692	(0.341)	(6.9)%	7,281,826	267,769	3.8%
2006-07	2006	1,477,203,760	189,575,497	14.7%	4.9100	0.000	0.0%	7,014,057	920,947	15.1%
2005-06	2005	1,287,628,263	1,036,861,747	1.2%	4.9100	0.000	0.0%	6,093,110	326,541	6.7%

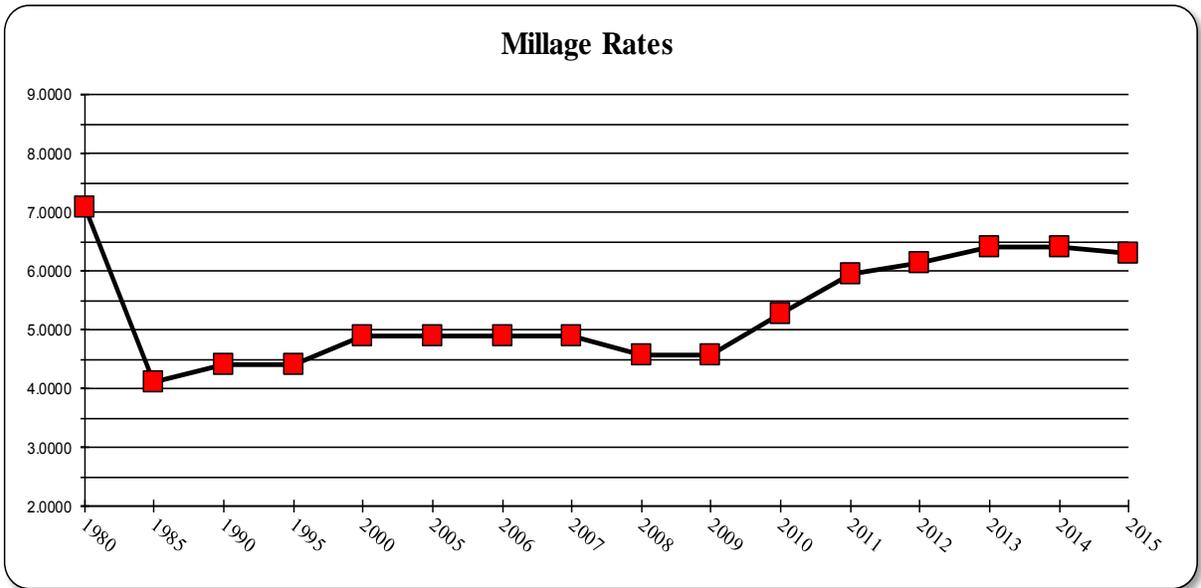
- (1) From HC-420 - Certification of Taxable Value
- (2) Millage is for City-wide levy only
- (3) Ad Valorem Taxes are actuals for tax years 2004 through 2013, and budget for 2014 through 2015.



HISTORICAL ANALYSIS OF MILLAGE RATES

Budget Year	Rate
2015	6.3050
2014	6.4300
2013	6.4300
2012	6.1500
2011	5.9500
2010	5.2829
2009	4.5692
2008	4.5692
2007	4.9100
2006	4.9100
2005	4.9100
2000	4.9100
1995	4.4100
1990	4.4100
1985	4.1090
1980	7.1000

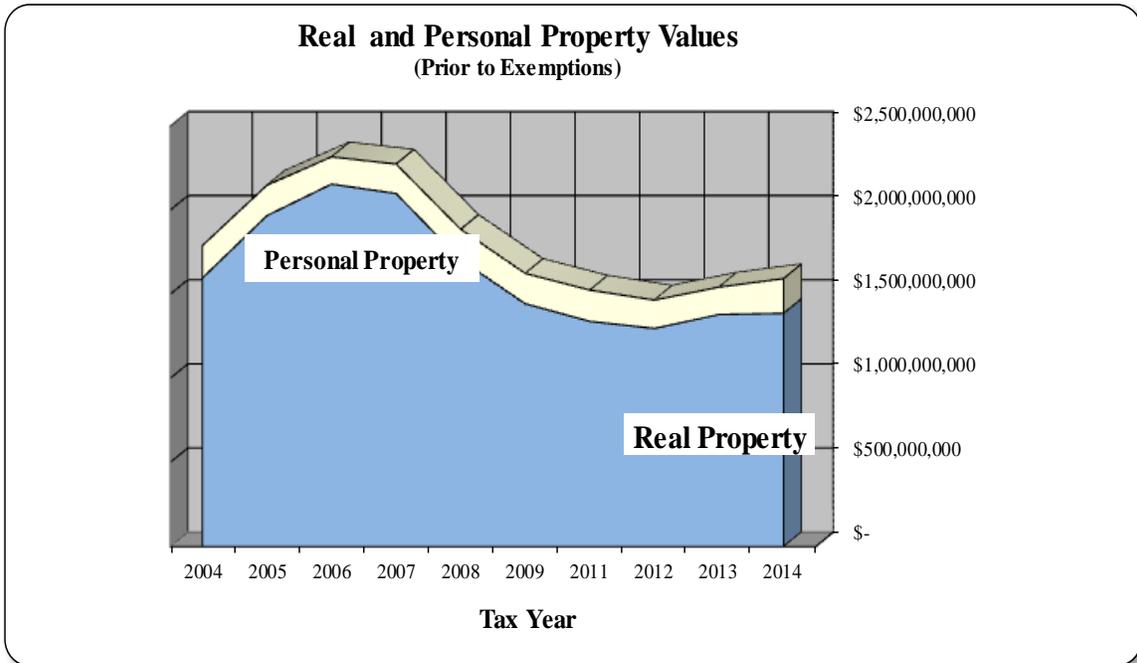
One-half mill was added in 2000, earmarked for capital and downtown development.



JUST PROPERTY VALUES, EXEMPTIONS AND NET TAXABLE VALUES FISCAL YEAR 2004-05 THROUGH FISCAL YEAR 2014-15

Fiscal Year	Tax Year	Real Property Just Value	% of Total Value	Personal Property Just Value	% of Total Value	Total Real and Personal Property Just Value	Total Exemptions Allowed	Total Net Taxable Value
2014-15	2014	\$ 1,386,582,072	87%	\$ 206,367,300	13%	1,592,949,372	(332,081,512)	\$ 1,260,867,860
2013-14	2013	1,379,611,043	89%	162,528,670	11%	1,542,139,713	(378,322,494)	1,163,817,219
2012-13	2012	1,296,779,042	88%	168,532,670	12%	1,465,311,712	(346,431,717)	1,118,879,995
2011-12	2011	1,339,227,728	88%	185,492,400	12%	1,524,720,128	(352,920,400)	1,171,799,728
2009-10	2009	1,443,942,096	89%	180,109,330	11%	1,624,051,426	(392,485,391)	1,231,566,035
2008-09	2008	1,704,757,891	90%	181,624,140	10%	1,886,382,031	(466,147,402)	1,420,234,629
2007-08	2007	2,099,071,550	92%	175,123,060	8%	2,274,194,610	(673,398,901)	1,600,795,709
2006-07	2006	2,154,869,809	93%	161,831,290	7%	2,316,701,099	(671,420,531)	1,645,280,568
2005-06	2005	1,967,358,649	92%	180,806,870	8%	2,148,165,519	(670,961,759)	1,477,203,760
2004-05	2004	1,596,089,938	89%	192,910,270	11%	1,789,000,208	(501,371,945)	1,287,628,263

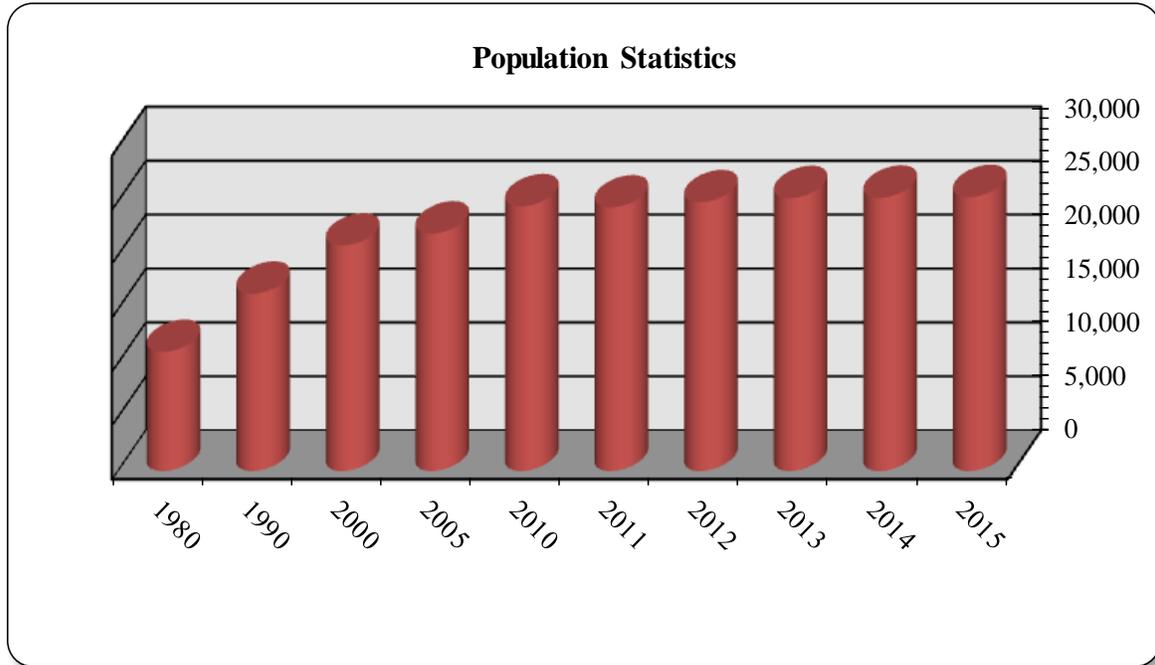
Source: Form HC-489AM The Preliminary Recapitulation of the Ad Valorem Assessment Rolls



POPULATION STATISTICS

	Year	Population	Increase Over Prior Year	% Increase Over Prior Year
Estimated	2015	25,401	64	0.25%
Estimated	2014	25,337	30	0.12%
	2013	25,307	865	3.54%
	2012	24,919	378	1.54%
	2011	24,442	-99	-0.40%
	2010	24,541	2,521	11.45%
	2005	22,020	1,102	5.27%
	2000	20,918	4,474	27.21%
	1990	16,444	5,401	48.91%
	1980	11,043	3,696	50.31%

Source: Hillsborough County City Planning Commission & University of Florida-Bureau of Economic and Business Research



DEBT SUMMARY

ANALYSIS AND SCHEDULES

Overview and Debt Financing Principles: There is no legal debt margin established for the City of Temple Terrace pursuant to the Constitution of the State of Florida, Florida Statutes, City ordinances or other laws applicable to the City of Temple Terrace. The City of Temple Terrace takes a planned and programmed approach to managing its outstanding debt, with a view toward funding from internally generated capital. Capital acquisitions are secured as capital lease purchases or with cash whichever is most feasible.

General Government Funds: Under Florida law, the use of general obligation debt requires approval by referendum due to the implied or expressed pledge of ad valorem taxes. Currently, the City has no outstanding general obligation debt.

As of September 30, 2013 the General Government Funds have \$26,740,540 in outstanding debt (all bank loans), which is collateralized by the City's pledge to covenant to budget and appropriate from legally available non ad valorem sources on an annual basis sufficient to make the debt service payment. The City does not in any way pledge any ad valorem taxes or a specific non ad valorem source of revenue to secure borrowings.

- * On October 3, 2001, the City issued a **\$3,320,000 Promissory Note at 4.11%** with SunTrust Bank for the purpose of refunding its outstanding general government debt. Payment of the loan is secured by a lien upon and a pledge of non ad-valorem funds budgeted and appropriated for purposes of payment. Principal and interest on the note is paid semi-annually through October 1, 2014.
- * On October 26, 2005, the City issued a **\$3,125,000 Taxable Non-Ad Valorem Revenue Note, Series 2005 at 5.45%** with Wachovia Bank on behalf of the Temple Terrace Golf and Country Club to pay off outstanding notes and utilize the remaining proceeds of \$125,496 to construct a maintenance facility. Principal payments are made annually in October. Interest on the note is paid semi-annually commencing April 1, 2006, with funds generated by reimbursement from the Temple Terrace Golf Club to include a 0.5% surcharge over the rate on the note. On July 30, 2010, the Council permanently eliminated this surcharge through October 1, 2025.
- * On September 25, 2013, the City issued a **\$24,335,000 Taxable Non-Ad Valorem Revenue Note at a fixed rate of 1.15%** with PNC to refund the two balloon noted with variable rates. The first refunded issue, \$21,198,748 with SunTrust Bank, had a variable rate of the 1-month LIBOR rate plus 2.57%, was set to mature March 5, 2014. The second, \$21,198,748 with Regions, had a variable rate of the 1-month LIBOR plus 1.75%, was due to mature September 30, 2013. The new note with PNC matures on October 15, 2015, and interest is paid on April 1 and October 1. Payment of the loan is secured by a lien upon and a pledge of non-ad valorem funds budgeted and appropriated for purposes of payment.

Enterprise Funds: The Enterprise Funds have \$2,145,000 in outstanding debt as of September 30, 2013, which is secured solely by the revenues from the operation of the water and sewer systems.

- * On April 11, 2003, the City of Temple Terrace issued **\$4,015,000 of Water and Sewer Refunding Bonds, Series 2003 A** at 3.31%. The Series 2003A bonds were issued to retire the outstanding \$4,000,000 Water and Sewer Promissory Note dated December 6, 2000.
- * On July 15, 2004, the City of Temple Terrace issued **\$3,165,000 of Water and Sewer Refunding Bonds, Series 2004** at 4.156%. The bonds were issued to currently refund the outstanding principal amount of the City's Water and Sewer Revenue Refunding Bonds, Series 1997 maturing on and after October 1, 2006; and to pay the costs of issuing the Series 2004 Bond.

ANALYSIS OF DEBT SERVICE REQUIREMENTS
As of October 1, 2014

	GENERAL GOVERNMENT FUNDS			ENTERPRISE FUNDS		
	Country Club	Redevelopment	Total	2003 Series A W & S Utility	2004 Series W & S Utility	Total
Issue Date	<u>Note</u> 2005	<u>Note</u> 2013		2003	2004	
Retirement Date	2025	2015		2015	2017	
Original Debt	\$ 3,125,000	\$ 24,335,000	\$ 27,460,000	\$ 4,015,000	\$ 3,165,000	\$ 7,180,000
Outstanding						
Principal	\$ 2,104,086	\$ 24,335,000	\$ 26,439,086	\$ 470,000	\$ 940,000	\$ 1,410,000
Interest Rate	5.45%	1.15%		3.31%	4.156%	
Annual Debt Service:						
2014	259,330	279,853	539,183	480,452	335,911	816,363
2015	259,330	279,853	539,183	485,558	344,066	829,624
2016	259,330	279,853	539,183	-	336,391	336,391
Thereafter	2,333,970	24,335,000	26,668,970	-	338,507	338,507
	\$ 3,111,960	\$ 25,174,559	\$ 28,286,519	\$ 966,010	\$ 1,354,875	\$ 2,320,885

NET DEBT PER CAPITA

As of Sept. 30	Population	Notes Payable	Utility Revenue Bonds	Combined Debt	Net Debt per Capita
1990	16,444	\$ 2,204,989	\$ 4,520,000	\$ 6,724,989	\$ 409
1995	18,788	2,887,686	8,045,000	10,932,686	582
2000	20,918	4,412,221	4,825,000	9,237,221	442
2005	22,020	23,204,606	7,165,000	30,369,606	1,379
2006	23,035	26,089,985	6,615,000	32,704,985	1,420
2007	24,026	25,795,368	6,045,000	31,840,368	1,325
2008	23,882	25,490,595	5,455,000	30,945,595	1,296
2009	23,906	25,762,662	4,840,000	30,602,662	1,280
2010	24,541	25,550,033	4,205,000	29,755,033	1,212
2011	24,442	27,482,340	3,540,000	31,022,340	1,269
2012	24,919	26,740,540	2,855,000	29,595,540	1,188
2013	25,307	26,846,267	2,145,000	28,991,267	1,146
2014	25,337	26,439,086	1,410,000	27,849,086	1,099
2015	25,401	26,294,429	635,000	26,929,429	1,060

All applicable debt covenants, such as ratios of net income to debt service, sinking funds and insurance coverage, have been met or exceeded. Water and Sewer Bond Resolutions include a rate and debt service covenant that requires the City to provide fiscal year net revenues adequate to pay at least 115% of the maximum principal and interest requirements for the existing bonds.

CITY OF TEMPLE TERRACE
 \$3,125,000
2005 Revenue Refunding Note
 Taxable Non-Ad Valorem Revenue Note

Purpose: Country Club Renovation
 Paying Agent: Wachovia

Date of Payment	Outstanding Principal	Principal Payment	Interest Payment	Total Payment	Interest Rate
04/01/15	-	-	57,336.35	57,336.35	5.45%
10/01/15	-	144,657.30	57,336.35	201,993.65	5.45%
04/01/16	(144,657)	-	53,394.44	53,394.44	5.45%
10/01/16	(144,657)	152,541.12	53,394.44	205,935.56	5.45%
04/01/17	(297,198)	-	49,237.69	49,237.69	5.45%
10/01/17	(297,198)	160,854.61	49,237.69	210,092.30	5.45%
04/01/18	(458,053)	-	44,854.41	44,854.41	5.45%
10/01/18	(458,053)	169,621.19	44,854.41	214,475.60	5.45%
04/01/19	(627,674)	-	40,232.23	40,232.23	5.45%
10/01/19	(627,674)	178,865.54	40,232.23	219,097.77	5.45%
04/01/20	(806,540)	-	35,358.14	35,358.14	5.45%
10/01/20	(806,540)	188,613.71	35,358.14	223,971.85	5.45%
04/01/21	(995,153)	-	30,218.42	30,218.42	5.45%
10/01/21	(995,153)	198,893.16	30,218.42	229,111.58	5.45%
04/01/22	(1,194,047)	-	24,798.58	24,798.58	5.45%
10/01/22	(1,194,047)	209,732.84	24,798.58	234,531.42	5.45%
04/01/23	(1,403,779)	-	19,083.36	19,083.36	5.45%
10/01/23	(1,403,779)	221,163.28	19,083.36	240,246.64	5.45%
04/01/24	(1,624,943)	-	13,056.66	13,056.66	5.45%
10/01/24	(1,624,943)	233,216.68	13,056.66	246,273.34	5.45%
04/01/25	(1,858,159)	-	6,701.51	6,701.51	5.45%
10/01/25	(1,858,159)	245,926.86	6,701.51	252,628.37	5.45%
		\$ 2,104,086.29	\$ 748,543.58	\$ 2,852,629.87	

	Year	Total	Principal	Interest
This Year's Requirement	2015	\$ 259,330.00	\$ 144,657.30	\$ 114,672.70
Maximum Requirement	2018	\$ 259,330.01	\$ 169,621.19	\$ 89,708.82

CITY OF TEMPLE TERRACE
 \$24,335,000
2013 Revenue Refunding Note
 Taxable Non-Ad Valorem Revenue Note

Purpose: Refinancing Purchase of Downtown Redevelopment Area
 Lender: PNC

Date of Payment	Outstanding Principal	Principal Payment *	Interest Payment	Total Payment	Interest Rate
04/01/15	24,335,000	-	139,926.25	139,926.25	1.15%
09/30/15	24,335,000		139,926.25	139,926.25	1.15%
		<u>\$ -</u>	<u>\$ 279,852.50</u>	<u>\$ 279,852.50</u>	

* Principal payments are not required by the Bank.

	Year		Total		Principal		Interest
This Year's Requirement	2015	\$	139,926.25	\$	-	\$	139,926.25
Maximum Requirement	2015	\$	279,852.50	\$	-	\$	279,852.50

CITY OF TEMPLE TERRACE
 \$4,015,000
Water & Sewer Revenue Refunding Bonds
Series 2003 A

Purpose: Sewer Land and Improvements
 Paying Agent: SunTrust

Date of Payment	Outstanding Principal	Principal Payment	Interest Payment	Total Payment	Interest Rate
04/01/15	470,000	-	7,779.00	7,779.00	3.31%
10/01/15	470,000	470,000.00	7,779.00	477,779.00	3.31%
		<u>\$ 470,000.00</u>	<u>\$ 15,558.00</u>	<u>\$ 485,558.00</u>	

	Year		Total		Principal		Interest
This Year's Requirement	2015	\$	485,558	\$	470,000	\$	15,558
Maximum Requirement	2015	\$	485,558	\$	470,000	\$	15,558

CITY OF TEMPLE TERRACE
 \$3,165,000
Water & Sewer Revenue Refunding Bonds
Series 2004

Purpose: Water and Sewer System
 Paying Agent: Bank of America

Date of Payment	Outstanding Principal	Principal Payment	Interest Payment	Total Payment	Interest Rate	
04/01/15	940,000	-	19,533.20	19,533.20	4.156%	
10/01/15	940,000	305,000.00	19,533.20	324,533.20	4.156%	
04/01/16	635,000	-	13,195.30	13,195.30	4.156%	
10/01/16	635,000	310,000.00	13,195.30	323,195.30	4.156%	
04/01/17	325,000	-	6,753.50	6,753.50	4.156%	
10/01/17	325,000	325,000.00	6,753.50	331,753.50	4.156%	
		\$ 940,000.00	\$ 78,964.00	\$ 1,018,964.00		

	Year	Total	Principal	Interest
This Year's Requirement	2015	\$ 344,066	\$ 305,000	\$ 39,066
Maximum Requirement	2015	\$ 344,066	\$ 305,000	\$ 39,066



REVENUE SUMMARY

By Fund and Major Revenue Source

Fund: ALL

FUND	SOURCE	Actual 2011-12	Actual 2012-13	Budgeted 2013-14	Estimate to 9/30	Budgeted 2014-15
GENERAL FUND						
	Ad Valorem Taxes	\$ 7,121,259	\$ 6,935,502	\$ 7,209,011	\$ 7,237,434	\$ 7,703,620
	Sales Tax	304,620	303,720	325,000	312,000	325,000
	Utility & Other Taxes	4,140,095	4,110,525	4,326,457	4,109,770	4,246,009
	Licenses and Permits	2,061,901	2,064,672	2,269,179	2,031,745	2,200,496
	Federal Shared Revenues	200,369	138,751	206,536	257,591	19,753
	State Shared Revenues	2,415,099	2,483,994	2,531,505	2,644,561	2,679,067
	Local Shared Revenues	373,971	338,638	259,030	336,330	336,430
	Charges for Services	960,438	1,002,998	1,015,950	968,569	1,024,900
	Culture/Recreation Fees	899,706	873,749	901,600	832,098	904,353
	Fines and Forfeitures	788,489	685,285	768,000	482,157	560,350
	Interest Earnings	72,106	(13,377)	45,000	40,495	35,100
	Miscellaneous Revenue	1,427,913	877,507	806,557	824,146	841,910
	Transfers, Reserves, & Other	1,832,326	1,599,728	2,529,433	1,880,937	1,672,901
	Total	22,598,292	21,401,692	23,193,258	21,957,833	22,549,889
STREET IMPROVEMENT FUND						
	Gas Taxes	724,344	697,503	724,030	719,792	725,000
	Federal, State, Local Shared Revenues	1,590,897	483,192	1,108,659	353,532	1,712,307
	Interest Earnings	29,396	12,675	20,000	12,000	6,000
	Impact Fees	-	11,270	-	46,645	30,000
	Transfers, Reserves, & Other	-	-	1,828,705	1,425,050	427,595
	Total	2,344,637	1,204,640	3,681,394	2,557,019	2,900,902
COMMUNITY INVESTMENT TAX FUND						
	Local Option Tax	1,035,854	1,061,675	1,071,200	1,128,958	1,162,827
	Federal, State, Local Shared Revenues	32,000	-	115,000	-	-
	Interest Earnings	24,877	187,129	20,000	15,000	15,000
	Transfers, Reserves, & Other	15,200	-	1,853,003	-	-
	Total	1,107,931	1,248,804	3,059,203	1,143,958	1,177,827
TAX INCREMENT FINANCING FUND						
	Local Shared Revenues	19,733	26,013	27,315	27,282	31,310
	Interest Earnings	151	(99)	-	97	-
	Transfers, Reserves, & Other	20,469	28,242	29,632	29,633	34,062
	Total	40,353	54,156	56,947	57,012	65,372
DEBT SERVICE FUND						
	Interest Earnings	8,336	(1,097)	(1,097)	2,300	1,500
	Transfers, Reserves, & Other	1,968,288	1,165,670	1,159,554	1,055,643	697,465
	Total	1,976,624	1,164,573	1,158,457	1,057,943	698,965
CAPITAL PROJECTS FUND						
	Interest Earnings	-	-	-	-	-
	Transfers, Reserves, & Other	1,000,192	21,467	-	-	-
	Total	1,000,192	21,467	-	-	-
WATER AND SEWER UTILITY FUND						
	Physical Environment Revenues	9,984,173	10,112,818	10,779,119	10,015,884	10,269,880
	Interest Earnings	12,075	(757)	8,000	10,994	9,000
	Miscellaneous Revenues	16,345	4,230	4,654	4,100	4,000
	Transfers, Reserves, & Other	110,592	82,320	167,690	82,320	89,996
	Total	10,123,185	10,198,611	10,959,463	10,113,298	10,372,876

REVENUE SUMMARY

By Fund and Major Revenue Source

Fund: **ALL**

FUND	SOURCE	Actual 2011-12	Actual 2012-13	Budgeted 2013-14	Estimate to 9/30	Budgeted 2014-15
WATER & SEWER DEBT SERVICE						
	Interest Earnings	\$ 20,613	\$ (1,668)	\$ 10,000	\$ 10,073	\$ 7,500
	Transfers, Reserves, & Other	797,606	797,690	806,903	806,903	822,664
	Total	818,219	796,022	816,903	816,976	830,164
RENEWAL & REPLACEMENT FUND						
	Interest Earnings	11,335	(834)	10,000	5,500	4,000
	Transfers, Reserves, & Other	450,696	544,039	926,161	873,483	751,324
	Total	462,031	543,205	936,161	878,983	755,324
WATER IMPROVEMENT FUND						
	Interest Earnings	44,129	(1,662)	10,000	12,000	9,000
	Impact Fees	82,891	111,981	90,000	65,000	90,000
	Transfers, Reserves, & Other	-	-	1,113,794	911,000	599,833
	Total	127,020	110,319	1,213,794	988,000	698,833
SEWER IMPROVEMENT FUND						
	Interest Earnings	(8)	8	-	-	-
	Impact Fees	15,200	26,600	25,000	2,000	35,000
	Total	15,192	26,608	25,000	2,000	35,000
SANITATION FUND						
	Physical Environment Revenues	3,006,628	3,018,123	3,109,395	3,093,858	3,115,575
	Interest Earnings	15,737	3,811	10,000	6,000	3,500
	Miscellaneous Revenues	11,006	2,256	2,500	1,400	1,500
	Transfers, Reserves, & Other	-	-	20,000	20,315	560,905
	Total	3,033,371	3,024,190	3,141,895	3,121,573	3,681,480
FLEET MAINTENANCE FUND						
	Interest Earnings	108	(98)	-	-	-
	Charges for Services	585,302	682,930	642,390	715,390	689,157
	Transfers, Reserves, & Other	11,325	2,615	750	750	120
	Total	596,735	685,447	643,140	716,140	689,277
OPEB FUND						
	Interest Earnings	18,745	(1,251)	-	-	-
	Charges for Services	319,888	1,946,472	-	-	-
	Total	338,633	1,945,221	-	-	-
GROSS TOTAL REVENUES		44,582,415	42,424,955	48,885,615	43,410,735	44,455,909
LESS TRANSFERS		3,047,063	3,233,503	2,265,779	2,265,780	1,839,410
NET TOTAL REVENUES		\$ 41,535,352	\$ 39,191,452	\$ 46,619,836	\$ 41,144,955	\$ 42,616,499

INTERFUND TRANSFERS AND OVERHEAD

Fund: **ALL**

TRANSFERS	Actual 2011-12	Actual 2012-13	Budgeted 2013-14	Estimate to 9/30	Budgeted 2014-15
INTERFUND TRANSFERS					
Tax Increment Financing Fund					
From General Fund	\$ 20,469	\$ 28,242	\$ 29,632	\$ 29,633	\$ 34,062
Debt Service Fund					
From General Fund	737,610	734,645	680,685	680,685	310,498
From Gas Tax Fund	1,000,000	60,000	60,000	60,000	34,851
From Tax Increment Financing Fund	40,682	52,831	56,772	56,772	65,197
From Sanitation	-	-	121,824	121,824	59,845
Water & Sewer Debt Service Fund					
From Water & Sewer Utility Fund	797,606	797,690	806,903	806,903	822,664
Water & Sewer Renewal & Replacement Fund					
From Water & Sewer Utility Fund	450,696	492,470	509,963	509,963	512,293
General Fund					
From OPEB Internal Service Fund	-	1,067,625	-	-	-
Total Interfund Transfers	\$ 3,047,063	\$ 3,233,503	\$ 2,265,779	\$ 2,265,780	\$ 1,839,410
INTERFUND OVERHEAD ALLOCATIONS					
Administration					
From Water & Sewer Utility Fund	\$ 1,104,790	\$ 1,136,126	\$ 1,136,126	\$ 1,136,126	\$ 1,125,357
From Renewal & Replacement Fund	26,810	32,315	32,315	32,316	27,381
From Sanitation Fund	404,424	360,899	360,899	360,899	349,943
From Fleet Maintenance Fund	63,704	70,388	70,388	70,392	82,777
Subtotal Administration	1,599,728	1,599,728	1,599,728	1,599,733	1,585,458
Engineering					
From Street Improvement Fund	107,834	-	-	-	-
From Renewal & Replacement Fund	18,481	-	-	-	-
From Water Improvement Fund	52,571	-	-	-	-
From Sewer Improvement Fund	-	-	-	-	-
Subtotal Engineering	178,886	-	-	-	-
City Grounds Maintenance					
	53,712	-	-	-	-
Sanitation Billing					
	110,592	82,320	82,320	82,230	89,996
Total Interfund Overhead Allocations	\$ 1,942,918	\$ 1,682,048	\$ 1,682,048	\$ 1,681,963	\$ 1,675,454
INTERNAL SERVICE FUND CHARGES					
To Fleet Maintenance Fund	\$ 585,302	\$ 682,930	\$ 642,390	\$ 715,390	\$ 689,157
To OPEB Fund	319,888	315,713	-	-	-
Total Internal Service Fund Charges	\$ 905,190	\$ 998,643	\$ 642,390	\$ 715,390	\$ 689,157

EXPENDITURE SUMMARY

All Funds by Category

EXPENDITURE SUMMARY

Expenditure Classification	Actual 2011-12	Actual 2012-13	Budgeted 2013-14	Estimate to 9/30	Budgeted 2014-15
Personal Services	\$ 19,827,393	\$ 19,634,705	\$ 20,350,619	\$ 19,766,489	\$ 20,745,542
Operating Expenditures	16,372,554	16,185,467	16,568,311	16,196,503	15,596,801
Capital Outlay	5,176,778	2,883,197	8,554,389	4,478,582	5,467,476
Debt Service	2,392,442	1,482,899	1,976,360	1,635,480	1,370,349
Grants and Aids	29,678	23,300	23,300	23,300	20,300
Transfers	3,047,063	3,233,503	2,265,778	2,265,843	1,839,410
Reserves	-	-	25,000	260,437	429,301
Other Uses	(619,505)	(878,142)	(878,142)	(878,144)	(1,013,270)
Total Expenditures	<u>\$ 46,226,403</u>	<u>\$ 42,564,929</u>	<u>\$ 48,885,615</u>	<u>\$ 43,748,490</u>	<u>\$ 44,455,909</u>

EXPENDITURE COMPARISONS

Expenditure Classification	Budgeted 2013-14	Budgeted 2014-15	Dollar Change	Percentage Change
Personal Services	\$ 20,350,619	\$ 20,745,542	\$ 394,923	1.90%
Operating Expenditures	16,568,311	15,596,801	(971,510)	-5.90%
Capital Outlay	8,554,389	5,467,476	(3,086,913)	-36.10%
Debt Service	1,976,360	1,370,349	(606,011)	-30.70%
Grants and Aids	23,300	20,300	(3,000)	-12.90%
Transfers	2,265,778	1,839,410	(426,368)	-18.80%
Reserves and Other Uses	(853,142)	(583,969)	269,173	0.00%
Total Expenditures	<u>\$ 48,885,615</u>	<u>\$ 44,455,909</u>	<u>\$ (4,429,706)</u>	<u>-9.10%</u>

EXPENDITURE SUMMARY

By Fund and Department

Fund: **ALL**

FUND	DEPARTMENT	Actual 2011-12	Actual 2012-13	Budgeted 2013-14	Estimate to 9/30	Budgeted 2014-15
GENERAL FUND						
	Legislative	\$ 340,652	\$ 338,890	\$ 349,518	\$ 344,520	\$ 338,732
	Legal	342,819	393,948	319,830	359,822	360,000
	Executive	390,803	448,621	443,503	427,298	491,595
	Human Resources	642,548	691,897	689,231	676,849	515,310
	Information Technology	801,891	764,702	804,892	693,383	624,306
	Finance	991,725	965,302	903,151	891,909	835,138
	Community Development	502,803	514,181	571,983	571,532	583,835
	Police	7,087,892	7,673,788	7,923,235	7,206,889	7,789,533
	Fire	5,458,362	5,320,069	5,934,760	5,728,394	6,038,496
	Library	687,006	697,899	744,192	695,460	755,261
	Public Works	1,111,846	806,019	799,967	795,854	653,381
	Parks & Recreation	3,235,786	3,336,863	3,378,083	3,299,415	2,913,271
	Redevelopment	-	-	44,518	-	104,168
	Code Compliance	257,494	264,518	286,395	266,508	272,797
	Non-Department	-	-	-	-	274,066
	TOTAL GENERAL FUND	21,851,627	22,216,697	23,193,258	21,957,833	22,549,889
	STREET IMPROVEMENT FUND	3,439,472	1,042,008	3,681,394	2,457,019	2,900,902
	COMMUNITY INVESTMENT TAX FUND	1,078,338	999,382	3,059,203	695,042	1,177,827
	TAX INCREMENT FINANCING FUND	40,905	53,056	56,947	57,012	65,372
	DEBT SERVICE FUND	2,198,126	1,246,622	1,158,457	1,057,943	698,965
	CAPITAL PROJECTS FUND	1,000,192	21,467	-	-	-
	WATER & SEWER UTILITY FUNDS					
	Finance - Utility Services	1,817,343	1,817,420	1,875,631	1,865,761	1,902,146
	Public Works - Water & Sewer	9,288,599	8,784,577	9,083,832	9,109,204	8,470,730
	TOTAL WATER & SEWER FUND	11,105,942	10,601,997	10,959,463	10,974,965	10,372,876
	WATER AND SEWER DEBT SERVICE FUND	166,199	208,298	816,903	816,974	830,164
	RENEWAL AND REPLACEMENT FUND	401,021	538,849	936,161	878,983	755,324
	WATER IMPROVEMENT FUND	640,401	489,233	1,213,794	988,000	698,833
	SEWER IMPROVEMENT FUND	-	-	25,000	20,000	35,000
	SANITATION FUND	3,093,512	2,965,441	3,141,895	3,121,573	3,681,480
	FLEET MAINTENANCE FUND	615,594	690,444	643,140	723,146	689,277
	OPEB	595,074	1,491,435	-	-	-
	GROSS TOTAL EXPENDITURES	46,226,403	42,564,929	48,885,615	43,748,490	44,455,909
	LESS TRANSFERS	3,047,063	3,233,503	2,265,778	2,265,843	1,839,410
	NET TOTAL EXPENDITURES	\$ 43,179,340	\$ 39,331,426	\$ 46,619,837	\$ 41,482,647	\$ 42,616,499

EXPENDITURE SUMMARY

By Category and Element

Element Code	Expenditure Classification	Actual 2011-12	Actual 2012-13	Budgeted 2013-14	Estimate to 9/30	Budgeted 2014-15
PERSONAL SERVICES						
12	Salaries and Wages	\$ 12,645,748	\$ 12,482,492	\$ 12,689,670	\$ 12,183,232	\$ 12,915,850
14	Overtime	361,099	336,658	280,019	350,856	276,956
15	Special Pay	377,371	384,758	439,309	426,261	454,383
21	Payroll Taxes	994,334	985,282	997,488	1,174,060	1,024,586
22	Retirement Contributions	2,697,984	2,912,113	3,591,750	3,373,056	3,614,694
23	Life and Health Insurance	2,414,243	2,176,367	1,972,226	1,882,035	2,037,238
24	Workers' Compensation Insurance	313,397	345,082	380,157	376,989	421,835
25	Unemployment Compensation	23,217	11,953	-	-	-
	TOTAL PERSONAL SERVICES	19,827,393	19,634,705	20,350,619	19,766,489	20,745,542
OPERATING EXPENDITURES						
31	Professional Services	483,143	516,088	454,619	482,178	672,407
32	Accounting and Auditing	31,100	30,950	34,000	34,000	37,000
34	Other Contractual Services	6,471,512	5,940,726	6,035,690	5,835,647	5,965,582
40	Travel and Per Diem	43,262	69,450	119,280	117,005	81,378
41	Communication Services	324,787	310,097	311,133	244,413	297,201
42	Transportation	58,061	56,316	59,622	57,693	57,420
43	Utility Services	1,102,505	1,067,676	1,136,575	1,091,361	1,132,090
44	Rentals and Leases	436,399	423,304	419,360	413,525	412,054
45	Insurance	543,530	544,392	587,750	587,763	605,847
46	Repair and Maintenance Services	1,381,983	1,500,858	1,532,896	1,648,729	1,618,544
47	Printing and Binding	37,113	34,948	45,906	45,472	47,690
48	Promotional Activities	34,127	31,175	98,652	98,352	111,555
49	Other Current Charges	127,562	333,882	200,751	140,341	161,820
51	Office Supplies	54,286	58,534	74,921	77,066	69,342
52	Operating Supplies	1,309,645	1,323,651	1,507,187	1,337,431	1,472,529
53	Road Materials and Supplies	35,213	47,602	48,050	53,050	51,550
54	Books, Publications and Memberships	103,271	101,995	122,169	116,474	112,284
55	Electronic	-	7,196	-	-	500
59	Other Operating Costs	3,795,055	3,786,627	3,779,750	3,816,003	2,690,008
	TOTAL OPERATING EXPENDITURES	16,372,554	16,185,467	16,568,311	16,196,503	15,596,801
CAPITAL OUTLAY						
62	Buildings and Improvements	271,690	306,504	2,806,843	395,425	476,000
63	Improvements Other Than Buildings	3,805,609	1,435,243	4,794,282	3,287,862	3,370,400
64	Machinery and Equipment	1,099,479	1,141,450	953,264	795,295	1,621,076
	TOTAL CAPITAL OUTLAY	5,176,778	2,883,197	8,554,389	4,478,582	5,467,476
DEBT SERVICE						
71	Debt Service - Principal	1,397,675	415,430	1,142,181	1,142,181	919,658
72	Debt Service - Interest	960,674	895,251	833,639	492,688	450,151
73	Other Debt Service Costs	34,093	172,218	540	611	540
	TOTAL DEBT SERVICE	2,392,442	1,482,899	1,976,360	1,635,480	1,370,349
GRANTS AND AIDS						
82	Aid to Private Organizations	29,678	23,300	23,300	23,300	20,300
	TOTAL GRANTS AND AIDS	29,678	23,300	23,300	23,300	20,300
TRANSFERS						
91	Transfers	3,047,063	3,233,503	2,265,778	2,265,843	1,839,410
	TOTAL TRANSFERS	3,047,063	3,233,503	2,265,778	2,265,843	1,839,410
RESERVES AND OTHER USES						
99	Reserve for Contingency	-	-	25,000	260,437	429,301
	Other Uses	(619,505)	(878,142)	(878,142)	(878,144)	(1,013,270)
	TOTAL RESERVES AND OTHER USES	(619,505)	(878,142)	(853,142)	(617,707)	(583,969)
	TOTAL ALL FUNDS	\$ 46,226,403	\$ 42,564,929	\$ 48,885,615	\$ 43,748,490	\$ 44,455,909

EXPENDITURE SUMMARY

By Fund/Department and Category

Fund: ALL

FUND / DEPARTMENT	Personal Services	Operating Exp.	Capital Outlay	Debt Service	Grants and Aids	Transfers	Reserves & Other Uses	Total
GENERAL FUND								
Legislative	\$ 226,970	\$ 91,462	\$ -	\$ -	\$ 20,300	\$ -	\$ -	\$ 338,732
Legal	-	360,000	-	-	-	-	-	360,000
Executive	342,214	149,381	-	-	-	-	-	491,595
Human Resources	258,784	256,526	-	-	-	-	-	515,310
Information Technology	285,170	260,660	78,476	-	-	-	-	624,306
Finance	380,997	109,581	-	-	-	344,560	-	835,138
Community Development	498,493	85,342	-	-	-	-	-	583,835
Police	6,589,018	1,200,515	-	-	-	-	-	7,789,533
Fire	5,350,618	678,378	9,500	-	-	-	-	6,038,496
Library	519,151	235,110	1,000	-	-	-	-	755,261
Public Works	797,373	814,642	-	-	-	-	(958,634)	653,381
Parks & Recreation	2,043,009	914,598	10,300	-	-	-	(54,636)	2,913,271
Redevelopment	89,949	14,219	-	-	-	-	-	104,168
Code Compliance	245,566	27,231	-	-	-	-	-	272,797
Non-Department	274,066	-	-	-	-	-	-	274,066
TOTAL GENERAL FUND	17,901,378	5,197,645	99,276	-	20,300	344,560	(1,013,270)	22,549,889
STREET IMPROVEMENT FUND	-	840,151	2,025,900	-	-	34,851	-	2,900,902
COMMUNITY INVESTMENT TAX	-	-	958,800	-	-	-	219,027	1,177,827
TAX INCREMENT FINANCING	-	175	-	-	-	65,197	-	65,372
DEBT SERVICE FUND	-	-	-	539,185	-	-	159,780	698,965
WATER & SEWER UTILITY FUNDS								
Finance - Utility Services	358,315	196,837	2,000	1,000	-	1,334,957	9,037	1,902,146
Public Works - Water & Sewer	1,393,272	6,632,676	438,500	-	-	-	6,282	8,470,730
TOTAL WATER & SEWER FUND	1,751,587	6,829,513	440,500	1,000	-	1,334,957	15,319	10,372,876
WATER & SEWER DEBT SERVICE	-	-	-	830,164	-	-	-	830,164
RENEWAL & REPLACEMENT FUND	115,037	141,287	499,000	-	-	-	-	755,324
WATER IMPROVEMENT FUND	-	34,833	664,000	-	-	-	-	698,833
SEWER IMPROVEMENT FUND	-	-	-	-	-	-	35,000	35,000
SANITATION FUND	757,359	2,084,276	780,000	-	-	59,845	-	3,681,480
FLEET MAINTENANCE FUND	220,181	469,096	-	-	-	-	-	689,277
GROSS TOTAL EXPENDITURES	20,745,542	15,596,976	5,467,476	1,370,349	20,300	1,839,410	(584,144)	44,455,909
LESS TRANSFERS	-	-	-	-	-	1,839,410	-	1,839,410
NET TOTAL EXPENDITURES	\$ 20,745,542	\$ 15,596,976	\$ 5,467,476	\$ 1,370,349	\$ 20,300	\$ -	\$ (584,144)	\$ 42,616,499

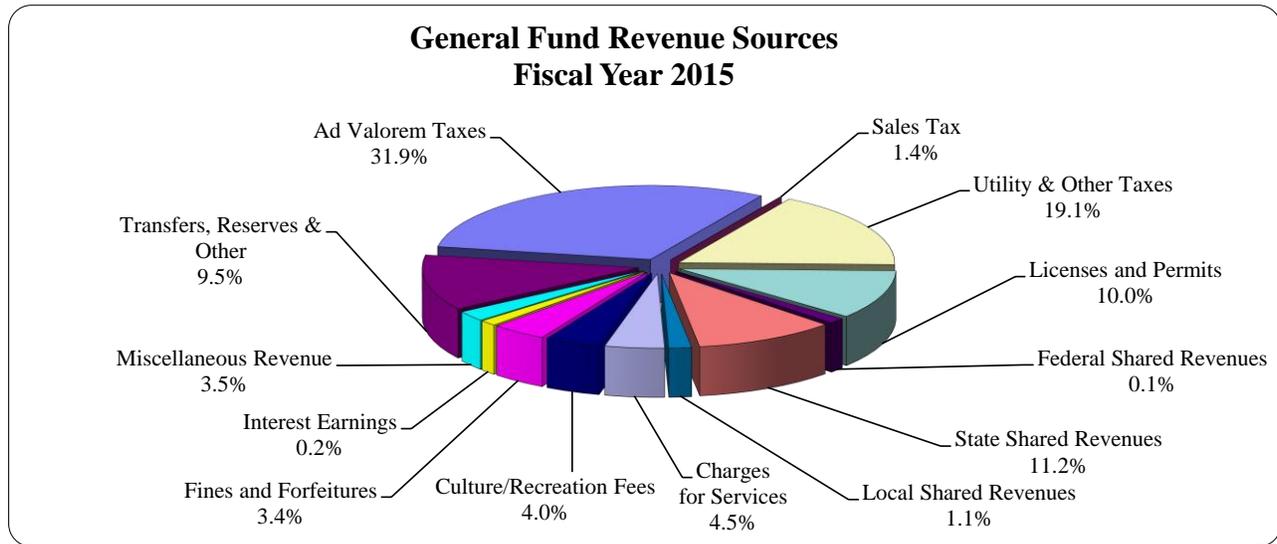


GENERAL FUND REVENUE SUMMARY

By Major Revenue Source

Fund: **GENERAL**

FUND	SOURCE	Actual 2011-12	Actual 2012-13	Budgeted 2013-14	Estimate to 9/30	Budgeted 2014-15
	Ad Valorem Taxes	\$ 7,121,259	\$ 6,935,502	\$ 7,209,011	\$ 7,237,434	\$ 7,703,620
	Sales Tax	304,620	303,720	325,000	312,000	325,000
	Utility & Other Taxes	4,140,095	4,110,525	4,326,457	4,109,770	4,246,009
	Licenses and Permits	2,061,901	2,064,672	2,269,179	2,031,745	2,200,496
	Federal Shared Revenues	200,369	138,751	206,536	257,591	19,753
	State Shared Revenues	2,415,099	2,483,994	2,531,505	2,644,561	2,679,067
	Local Shared Revenues	373,971	338,638	259,030	336,330	336,430
	Charges for Services	960,438	1,002,998	1,015,950	968,569	1,024,900
	Culture/Recreation Fees	899,706	873,749	901,600	832,098	904,353
	Fines and Forfeitures	788,489	685,285	768,000	482,157	560,350
	Interest Earnings	72,106	(13,377)	45,000	40,495	35,100
	Miscellaneous Revenue	1,427,913	877,507	806,557	824,146	841,910
	Transfers, Reserves, & Other	1,832,326	1,599,728	2,529,433	1,880,937	1,672,901
	Total	\$ 22,598,292	\$ 21,401,692	\$ 23,193,258	\$ 21,957,833	\$ 22,549,889



GENERAL FUND

REVENUES

Fund: **GENERAL**
Account #: 001-0000-

Revenue Code	Revenue Classification	Actual 2011-12	Actual 2012-13	Budgeted 2013-14	Estimate to 9/30	Budgeted 2014-15
AD VALOREM TAXES						
311.10-00	Current	\$ 6,805,186	\$ 6,852,255	\$ 7,184,011	\$ 7,187,434	\$ 7,631,780
311.20-00	Delinquent	316,073	83,247	25,000	50,000	71,840
	TOTAL AD VALOREM TAXES	7,121,259	6,935,502	7,209,011	7,237,434	7,703,620
SALES TAX						
312.5x-xx	Insurance Premium Tax	304,620	303,720	325,000	312,000	325,000
		304,620	303,720	325,000	312,000	325,000
UTILITY SERVICE TAXES						
314.10-00	Electric	1,924,442	1,908,035	2,061,168	2,053,356	2,188,364
314.30-00	Water	273,283	273,698	287,528	262,125	269,988
314.40-00	Gas/Fuel Oil	30,661	29,711	35,765	27,000	27,724
315.10-11	Local Communications Service Tax	1,678,859	1,643,243	1,686,103	1,509,369	1,494,276
316.00-00	Local Business Tax	232,850	255,838	255,893	257,920	265,657
	TOTAL UTILITY SERVICE TAXES	4,140,095	4,110,525	4,326,457	4,109,770	4,246,009
LICENSES AND PERMITS						
322.11-00	Building Permits	112,538	169,317	165,000	90,000	125,000
322.11-10	Alarm/Fire Suppression	3,742	8,526	6,800	10,000	12,500
322.12-00	Gas Permits	869	1,004	1,500	1,500	1,900
322.13-00	Electrical Permits	30,235	37,376	40,000	40,000	50,000
322.14-00	Plumbing Permits	12,558	18,775	16,106	14,000	18,100
322.15-00	Mechanical Permits	29,886	31,907	30,076	27,000	33,700
322.17-00	Sign Permits	5,602	4,564	5,500	6,500	8,100
322.18-00	Roofing Permits	23,453	18,856	20,000	18,300	25,000
322.19-10	Document Review Fees	39,023	45,587	41,676	33,600	43,300
322.19-11	Development Review Fees	4,050	7,250	10,000	5,600	9,300
322.19-20	Permit Processing Fee	12,923	14,535	14,000	14,000	17,500
322.19-21	Certification Maint Fees	2,767	3,624	3,000	1,300	3,800
322.20-00	Reinspection Fees	1,430	1,955	2,000	1,300	2,500
323.10-00	Franchise Fees - Electric	1,764,912	1,683,010	1,890,221	1,751,930	1,832,226
323.40-00	Franchise Fees - Gas	14,352	13,249	16,000	11,500	11,845
329.15-00	Special Event Permits	340	280	400	280	400
329.25-00	Business Tax Applications	2,475	2,425	2,900	2,725	3,000
329.30-00	Golf Cart Registration	-	1,500	3,000	1,210	1,300
329.99-00	Miscellaneous	746	932	1,000	1,000	1,025
	TOTAL LICENSES AND PERMITS	2,061,901	2,064,672	2,269,179	2,031,745	2,200,496
FEDERAL SHARED REVENUES						
331.20-xx	JAG Grant	11,775	4,835	-	-	-
331.22-10	Bulletproof Vest Program	1,210	2,420	-	5,142	2,500
331.52-00	Firefighters Assistance	104,070	39,060	-	-	-
331.54-14	Housing Administration	30,152	31,392	30,000	22,449	17,253
331.72-00	Federal Grant - Parks and Recreation	53,162	61,044	176,536	230,000	-
	TOTAL FEDERAL SHARED REVENUES	200,369	138,751	206,536	257,591	19,753

GENERAL FUND

REVENUES

Fund: **GENERAL**
Account #: 001-0000-

Revenue Code	Revenue Classification	Actual 2011-12	Actual 2012-13	Budgeted 2013-14	Estimate to 9/30	Budgeted 2014-15
STATE SHARED REVENUES						
334.22-00	EMS Matching Grant	9,549	9,762	8,105	8,105	-
334.49-00	Transportation	18,389	-	-	-	-
335.12-10	Cigarette Tax (11cents) - SRS	561,926	582,479	581,000	598,000	616,141
335.15-00	Alcoholic Beverage Licenses	10,727	1,305	13,000	10,300	11,000
335.18-10	Ordinary Distribution Half- Cent Sales Tax	1,792,355	1,868,543	1,888,000	1,985,671	2,005,601
335.23-00	Firefighters' Supplemental Compensation	22,153	21,572	21,600	21,600	25,440
335.29-00	Seized Tag Revenues	-	333	-	500	500
335.70-00	Library State Aid	-	-	19,800	20,385	20,385
TOTAL STATE SHARED REVENUES		2,415,099	2,483,994	2,531,505	2,644,561	2,679,067
LOCAL SHARED REVENUES						
337.20-00	Tampa Alcohol Coalition	-	1,000	-	-	-
337.20-10	School Resource Officer Program	44,705	-	-	-	-
337.20-11	Marine Law Enforcement	60,000	60,000	60,000	60,000	60,000
337.70-00	General Government	(5,825)	-	-	-	-
337.70-10	Library - 40% from County	161,308	161,430	161,430	161,430	161,430
338.20-00	County Occupational Licenses-City Share	7,683	10,108	7,600	8,800	8,900
338.40-00	911 County User Fee	106,100	106,100	30,000	106,100	106,100
TOTAL LOCAL SHARED REVENUES		373,971	338,638	259,030	336,330	336,430
CHARGES FOR SERVICES						
341.10-00	Recording Fees	457	369	-	12	-
341.20-00	Zoning Fees	3,300	6,225	4,000	2,000	2,000
341.30-00	Sale of Maps	15	-	-	-	-
341.40-00	Certifications, Copying and Records	1,184	1,538	1,500	881	1,000
341.40-20	Bid Package Fee	3	-	-	-	-
342.10-10	Police Reports	2,957	2,613	2,400	3,142	3,000
342.10-17	Police Admin Fee Extra Duty	6,429	2,758	2,400	3,000	2,400
342.20-10	Fire Reports	719	585	400	600	550
342.50-10	Engineering Inspection Fees	8,000	2,900	2,000	2,000	2,000
342.50-20	Rental Housing Fees	343,375	369,738	315,000	386,932	347,000
342.60-10	EMS Billings	414,061	442,928	500,000	400,002	495,000
342.90-10	CPR Class Registration	566	848	2,250	-	250
343.61-25	Payment in Lieu of Taxes	179,372	172,496	186,000	170,000	171,700
TOTAL CHARGES FOR SERVICES		960,438	1,002,998	1,015,950	968,569	1,024,900
CULTURE / RECREATION FEES						
347.21-16	Gymnastics - Non Member	12,909	16,134	14,000	13,000	15,000
347.21-17	Gymnastics	94,859	102,155	105,000	80,000	105,000
347.21-18	Gymnastics Team Fees	25,696	27,474	23,000	30,473	25,000
347.21-42	Personal Fitness	601	2,131	1,500	3,000	3,000
347.21-43	Scuba Lessons	1,316	1,142	1,000	1,000	1,000
347.22-92	Refundable Facility Use Fees	348	79	1,000	250	1,000

GENERAL FUND

REVENUES

Fund: **GENERAL**
Account #: 001-0000-

Revenue Code	Revenue Classification	Actual 2011-12	Actual 2012-13	Budgeted 2013-14	Estimate to 9/30	Budgeted 2014-15
CULTURE / RECREATION FEES (continued)						
347.22-93	Fitness - Daily Fee	2,895	3,852	2,800	4,455	4,000
347.24-04	Swim Team - Holiday Open	915	1,310	1,000	1,000	1,000
347.24-0x	Swim Team - Camp/PreCompetitive	1,370	560	1,400	400	650
347.24-09	Swim Team - Pre Senior	1,780	3,765	3,500	3,800	4,000
347.24-10	Swim Team - Intermediate	10,140	5,320	8,000	4,175	5,000
347.24-11	Swim Team - Seniors	-	485	1,000	800	1,000
347.24-12	Swim Team - Juniors	4,055	5,920	5,000	6,000	6,000
347.24-13	Swim Team - Masters	5,788	6,603	7,500	5,500	6,000
347.24-16	Swim Team	7,764	3,595	6,000	5,400	5,000
347.24-18	Swimming Lessons	20,317	21,427	18,000	16,500	18,000
347.24-19	Lifeguard Training	7,445	5,295	6,500	-	5,500
347.24-xx	Aquatics Daily Membership Fees	29,183	27,479	31,000	22,700	26,800
347.26-xx	Outdoor Membership Fees	29,140	27,149	25,700	23,900	26,200
347-27.12	After School - Complex	79,588	85,385	90,000	95,000	95,000
347.27-14	Summer Youth Program	98,061	96,650	90,000	90,000	98,000
347.27-15	Field Trips	12,541	15,875	14,000	15,000	14,000
347.29-11	Basketball - Adult	9,153	-	-	-	-
347.29-12	Basketball - Girls	295	-	-	-	-
347.29-13	Basketball - Boys	11,689	11,853	12,000	6,500	8,000
347.29-2x	Football Flag/Adult	10,352	6,931	7,500	6,395	8,000
347.29-31	Softball - Co-Ed	7,413	8,000	7,000	4,700	7,500
347.29-39	Field Light - Reimbursements	7,946	4,952	12,000	7,182	10,000
347.29-41	Tennis Leagues	4,690	2,490	2,300	4,292	4,000
347.29-51	Volleyball - Coed	700	1,400	1,000	378	750
347.29-5x	Volleyball - Youth/Sand Volleyball	(280)	4,722	1,500	765	800
347.31-14	Tennis Membership - Guest Pass	3,363	2,458	2,500	2,500	3,200
347.31-15	Tennis Membership - Group Lessons	2,683	2,778	3,600	2,750	3,000
347.31-16	Tennis Membership - Tournaments	9,765	11,071	12,000	12,892	12,500
347.31-17	Tennis Camps	5,546	6,317	7,500	7,600	7,000
347.31-18	Tennis - Private Lessons	8,709	7,047	7,500	7,000	7,000
347.31-17	Tennis - Non-Member Fees	85	150	150	150	100
347.32-10	Table Tennis Use Fee	2,453	1,142	1,000	1,500	1,200
347.49-33	Special Events - Road Race	1,411	1,117	2,000	1,000	1,500
347.49-40	Special Events - Halloween Carnival	1,720	1,886	1,500	1,324	1,750
347.49-51	Special Events - Dance Events	1,116	4,055	2,000	2,400	2,000
347.50-xx	Yearly Total Membership Fees	313,247	278,903	310,000	278,180	290,902
347.90-11	Vending Machine Income	2,101	2,255	3,500	2,200	2,400
347-90.12	Miscellaneous Revenue	133	-	-	-	7,001
347-90.15	After School Late Pickup Fee	-	410	-	525	400
347-90.16	Look-up Fee	139	97	150	100	100
347.90-23	Bus Transportation - Reimbursement	13,443	17,379	13,000	19,822	20,000
347.90-24	Senior Citizen Contributions	5,230	4,348	5,000	4,700	4,600
347.90-25	Non-member Fee	20,588	23,678	21,000	28,000	27,000
347.90-26	Membership Card Fee	4,517	3,859	4,500	3,373	3,500
347.90-27	Youth Program Payment Plan	120	-	-	-	-
347.90-28	Gym Floor Maintenance Fees	4,263	4,666	4,500	3,517	4,000
347.90-50	Library Sale Items	405	-	-	-	-
TOTAL CULTURE / RECREATION FEES		899,706	873,749	901,600	832,098	904,353

GENERAL FUND

REVENUES

Fund: **GENERAL**

Account #: 001-0000-

Revenue Code	Revenue Classification	Actual 2011-12	Actual 2012-13	Budgeted 2013-14	Estimate to 9/30	Budgeted 2014-15
FINES AND FORFEITURES						
351.10-12	Affidavits	72	172	200	-	150
351.10-13	Civil Traffic Infractions	57,753	36,175	55,000	41,000	40,000
351.10-15	Red Light Cameras	560,344	505,872	588,000	313,000	400,000
351.20-00	Confiscated Property	10,227	21,243	10,000	4,000	1,000
351.30-00	Law Enforcement Education	10,168	9,654	7,000	8,200	8,200
352.10-00	Past Due Books	24,090	26,223	21,000	23,400	24,000
352.20-00	Lost Books	5,341	5,720	4,500	5,311	5,000
352.40-00	Copier	15,801	17,316	15,300	15,000	14,000
354.10-11	Parking Ticket Fines	8,091	11,415	10,000	12,700	12,700
354.10-12	Late Payment Fees	465	270	500	600	500
354.10-13	Fire Lane Surcharge - Education	3,149	2,680	2,500	2,500	2,500
354.10-14	Police Surcharge - Education	7,070	835	7,000	-	-
354.12-00	False Alarms	2,275	1,775	2,000	2,675	2,600
354.13-00	MCEB - Code Compliance	70,130	31,982	35,000	37,000	35,000
354.14-00	Code Compliance Citations	-	90	-	40	-
354.15-00	Fine - Work Without Permit	9,003	7,386	5,000	10,000	8,000
354.16-00	MCEB - Fire	-	-	500	-	-
354.21-00	Business Tax Penalties	1,868	3,637	2,000	2,731	2,700
359.13-00	Court Ordered Restitution	2,642	2,840	2,500	4,000	4,000
TOTAL FINES AND FORFEITURES		788,489	685,285	768,000	482,157	560,350
INTEREST EARNINGS						
361.xx-xx	Interest Earnings	71,697	(13,619)	45,000	40,395	35,000
361.32-00	Tax Collector	409	242	-	100	100
TOTAL INTEREST EARNINGS		72,106	(13,377)	45,000	40,495	35,100
MISCELLANEOUS REVENUE						
362.10-11	Lightfoot Center Rental	15,584	12,813	13,000	13,759	13,000
362.10-12	Swimming Pool Rental	9,454	6,600	10,000	7,000	8,500
362.10-13	Gymnasium Rental	32,689	25,698	30,000	25,693	30,000
362.10-14	Woodmont Clubhouse	1	1	1	1	-
362.10-15	Classroom Rental	1,218	2,429	1,500	2,843	2,500
362.10-17	Gymnastics Rental	8,180	6,128	7,000	4,829	5,000
362.10-22	Tables / Chairs Rental	166	273	175	300	300
362.10-24	Gazebo Rental	2,360	2,235	2,500	2,700	2,700
362.10-25	Softball Field Rental	3,506	363	1,000	4,761	4,700
362.10-26	Soccer Field Rental	3,117	3,311	3,200	2,700	3,200
362.20-10	Telecommunications Pole	86,760	90,571	92,456	94,000	95,000
362.21-11	City Hall - Utility Billing - Facility Rental	23,256	34,092	34,092	34,092	34,092
362.21-12	Public Works Complex - Facility Rental	315,108	315,108	315,108	315,108	315,108
362.31-12	Golf Course Rental	60,454	58,045	59,523	56,665	59,000
362.31-18	Dovie Hamby Property	(16,579)	(1,613)	-	-	-
363.31-00	Developer Tree Replacement	26,980	-	-	-	-

GENERAL FUND

REVENUES

Fund: **GENERAL**

Account #: 001-0000-

Revenue Code	Revenue Classification	Actual 2011-12	Actual 2012-13	Budgeted 2013-14	Estimate to 9/30	Budgeted 2014-15
MISCELLANEOUS REVENUE (Continued)						
364.41-00	Surplus Equipment	69,047	17,608	25,000	20,000	20,000
365.10-00	Scrap Sales	1,175	3,988	3,000	1,000	1,000
366.20-36	Randy Mann Scholarship Fund	-	-	6,891	7,000	1,310
366.90-11	Police	517,467	5,907	600	650	-
366.90-12	Fire - Pluggie	1,597	1,110	2,000	1,000	1,000
366.90-14	Library	16,669	16,527	30,750	16,000	22,000
366.90-15	Recreation	21,734	19,935	12,000	17,000	12,000
366.90-17	Miscellaneous Contributions	1,550	-	500	500	500
366.90-18	Adopt A Tree Donations	-	185	243	-	-
369.30-00	Refund of Prior Year Expenditures	1,388	90	-	-	-
369.40-11	Radon Gas Collection	525	601	500	600	600
369.40-12	Sales Tax Collection	551	1,002	600	600	600
369.40-14	Payroll Deductions - Dues	620	617	650	-	-
369.40-15	School Site Impact Fees	763	2,888	500	40	-
369.40-16	Building Fund	502	602	500	500	500
369.40-17	Discounts Taken	7,723	8,913	7,000	8,200	8,000
369.82-00	Street Light Maintenance Reimbursement	50,560	55,031	55,031	59,950	60,000
369.83-00	Traffic Light Maintenance Reimbursement	13,937	14,355	13,937	14,355	14,000
369.85-00	From Federal Government	39,359	2,387	-	-	-
369.90-00	Other Miscellaneous Revenues	2,481	3,579	2,000	2,000	2,000
369.90-10	Returned Check Charge	275	250	300	300	300
369.90-12	Insurance Proceeds - W/C	17,158	33,674	10,000	10,000	10,000
369.90-13	Insurance Proceeds - Misc	34,708	78,151	25,000	60,000	75,000
369.90-14	401A Forfeitures	55,870	54,053	40,000	40,000	40,000
TOTAL MISCELLANEOUS REVENUES		\$ 1,427,913	\$ 877,507	\$ 806,557	\$ 824,146	\$ 841,910
TRANSFERS, RESERVES & OTHER						
382.11-00	Admin. Overhead From Water and Sewer	1,104,790	1,136,126	1,136,126	1,136,126	1,125,357
382.12-00	Admin. Overhead From Sanitation	404,424	360,899	360,899	360,899	349,943
382.13-00	Admin. Overhead From Fleet Maintenance	63,704	70,388	70,388	70,392	82,777
382.16-00	Admin. Overhead From Renewal & Replacement	26,810	32,315	32,315	32,316	27,381
382.20-11	Engineering Overhead	178,886	-	-	-	-
382.20-15	City Grounds Maintenance - Overhead	53,712	-	-	-	-
389.10-00	Appropriated Balance	-	-	929,705	281,204	-
389.10-13	Appropriated Balance Restricted	-	-	-	-	87,443
389.11-00	Staffing Vacancies	-	-	-	-	-
TOTAL TRANSFERS, RESERVES & OTHER		1,832,326	1,599,728	2,529,433	1,880,937	1,672,901
TOTAL GENERAL FUND		\$ 22,598,292	\$ 21,401,692	\$ 23,193,258	\$ 21,957,833	\$ 22,549,889

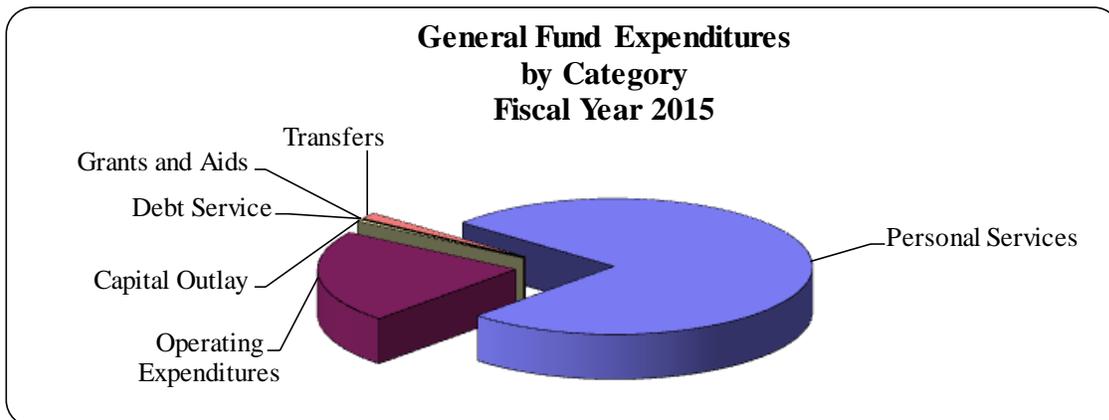
GENERAL FUND

EXPENDITURE SUMMARY BY CATEGORY

Expenditure Classification	Actual 2011-12	Actual 2012-13	Budgeted 2013-14	Estimate to 9/30	Budgeted 2014-15
Personal Services	\$ 16,548,556	\$ 16,641,432	\$ 17,696,832	\$ 16,912,633	\$ 17,901,378
Operating Expenditures	4,608,504	4,885,059	5,217,733	4,917,295	5,197,645
Capital Outlay	499,900	755,746	423,218	272,432	99,276
Debt Service	26,415	26,415	-	-	-
Grants and Aids	29,678	23,300	23,300	23,300	20,300
Transfers	758,079	762,887	710,317	710,317	344,560
Reserves and Other Uses	(619,505)	(878,142)	(878,142)	(878,144)	(1,013,270)
Total Expenditures	\$ 21,851,627	\$ 22,216,697	\$ 23,193,258	\$ 21,957,833	\$ 22,549,889

EXPENDITURE COMPARISON BY CATEGORY

Expenditure Classification	Budgeted 2013-14	Budgeted 2014-15	Dollar Change	Percentage Change
Personal Services	\$ 17,696,832	\$ 17,901,378	\$ 204,546	1.2%
Operating Expenditures	5,217,733	5,197,645	(20,088)	-0.4%
Capital Outlay	423,218	99,276	(323,942)	-76.5%
Grants and Aids	23,300	20,300	(3,000)	-12.9%
Debt Service	-	-	-	NA
Transfers	710,317	344,560	(365,757)	-51.5%
Reserves and Other Uses	(878,142)	(1,013,270)	(135,128)	15.4%
Total Expenditures	\$ 23,193,258	\$ 22,549,889	\$ (643,369)	-2.8%



GENERAL FUND

EXPENDITURE SUMMARY BY DEPARTMENT

Expenditure Classification	Actual 2011-12	Actual 2012-13	Budgeted 2013-14	Estimate to 9/30	Budgeted 2014-15
Legislative	\$ 340,652	\$ 338,890	\$ 349,518	\$ 344,520	\$ 338,732
Legal	342,819	393,948	319,830	359,822	360,000
Executive	390,803	448,621	443,503	427,298	491,595
Human Resources	642,548	691,897	689,231	676,849	515,310
Information Technology	801,891	764,702	804,892	693,383	624,306
Finance	991,725	965,302	903,151	891,909	835,138
Community Development	502,803	514,181	571,983	571,532	583,835
Police	7,087,892	7,673,788	7,923,235	7,206,889	7,789,533
Fire	5,458,362	5,320,069	5,934,760	5,728,394	6,038,496
Library	687,006	697,899	744,192	695,460	755,261
Public Works	1,111,846	806,019	799,967	795,854	653,381
Parks & Recreation	3,235,786	3,336,863	3,378,083	3,299,415	2,913,271
Redevelopment	-	-	44,518	-	104,168
Code Compliance	257,494	264,518	286,395	266,508	272,797
Non-Department	-	-	-	-	274,066
Total Expenditures	<u>\$ 21,851,627</u>	<u>\$ 22,216,697</u>	<u>\$ 23,193,258</u>	<u>\$ 21,957,833</u>	<u>\$ 22,549,889</u>

EXPENDITURE COMPARISON BY DEPARTMENT

COMPARISON BY DEPARTMENT

Expenditure Classification	Budgeted 2013-14	Budgeted 2014-15	Dollar Change	Percentage Change
Legislative	\$ 349,518	\$ 338,732	\$ (10,786)	-3.1%
Legal	319,830	360,000	40,170	12.6%
Executive	443,503	491,595	48,092	10.8%
Human Resources	689,231	515,310	(173,921)	-25.2%
Information Technology	804,892	624,306	(180,586)	-22.4%
Finance	903,151	835,138	(68,013)	-7.5%
Community Development	571,983	583,835	11,852	2.1%
Police	7,923,235	7,789,533	(133,702)	-1.7%
Fire	5,934,760	6,038,496	103,736	1.7%
Library	744,192	755,261	11,069	1.5%
Public Works	799,967	653,381	(146,586)	-18.3%
Parks & Recreation	3,378,083	2,913,271	(464,812)	-13.8%
Redevelopment	-	104,168	104,168	N/A
Code Compliance	286,395	272,797	(13,598)	-4.7%
Non-Department	-	274,066	274,066	NA
Total Expenditures	<u>\$ 23,148,740</u>	<u>\$ 22,549,889</u>	<u>\$ (598,851)</u>	<u>-2.6%</u>

GENERAL FUND EXPENDITURES

Summary by Category and Element

Expenditure Classification	Actual 2011-12	Actual 2012-13	Budgeted 2013-14	Estimate to 9/30	Budgeted 2014-15
PERSONAL SERVICES					
Salaries and Wages	\$ 10,831,296	\$ 10,751,758	\$ 10,900,528	\$ 10,424,547	\$ 10,983,992
Overtime	243,041	210,616	197,045	221,269	187,062
Special Pay	375,821	383,958	436,909	421,261	451,983
Payroll Taxes	852,037	846,861	853,371	829,073	871,284
Retirement Contributions	2,537,076	2,755,540	3,418,793	3,202,202	3,435,642
Life and Health Insurance	1,441,488	1,403,466	1,576,125	1,503,388	1,626,971
Workers' Compensation Insurance	244,837	277,280	314,061	310,893	344,444
Unemployment Compensation	22,960	11,953	-	-	-
TOTAL PERSONAL SERVICES	16,548,556	16,641,432	17,696,832	16,912,633	17,901,378
OPERATING EXPENDITURES					
Professional Services	440,007	503,598	440,294	477,143	555,557
Accounting and Auditing	31,100	30,950	34,000	34,000	37,000
Other Contractual Services	797,146	826,112	957,110	911,758	950,079
Travel and Per Diem	41,492	65,457	108,480	107,005	70,878
Communication Services	302,058	287,691	287,362	220,954	271,983
Transportation	19,829	18,959	20,732	19,663	19,930
Utility Services	766,268	766,261	793,255	761,961	787,356
Rentals and Leases	93,293	83,243	68,999	68,889	60,180
Insurance	403,315	374,185	413,925	413,938	432,304
Repair and Maintenance Services	598,653	584,044	608,865	618,773	617,309
Printing and Binding	23,920	19,053	29,663	28,589	30,050
Promotional Activities	34,127	31,175	98,652	98,352	111,555
Other Current Charges	121,164	327,985	194,861	135,211	154,770
Office Supplies	42,252	46,100	61,021	62,766	55,292
Operating Supplies	689,942	715,999	879,639	743,053	826,214
Road Materials and Supplies	2,113	6,236	8,550	8,550	7,050
Books, Publications and Memberships	102,263	100,031	120,334	114,699	110,344
Electronic	-	6,008	-	-	500
Other Operating Costs	99,562	91,972	91,991	91,991	99,294
TOTAL OPERATING EXPENDITURES	4,608,504	4,885,059	5,217,733	4,917,295	5,197,645
CAPITAL OUTLAY					
Buildings and Improvements	55,906	68,627	44,793	37,425	1,000
Improvements Other Than Buildings	22,960	179,282	186,536	186,536	-
Machinery and Equipment	421,034	507,837	191,889	48,471	98,276
TOTAL CAPITAL OUTLAY	499,900	755,746	423,218	272,432	99,276
DEBT SERVICE					
Debt Service - Principal	24,308	25,339	-	-	-
Debt Service - Interest	2,107	1,076	-	-	-
TOTAL DEBT SERVICE	26,415	26,415	-	-	-
GRANTS AND AIDS					
Aid to Private Organizations	29,678	23,300	23,300	23,300	20,300
TOTAL GRANTS AND AIDS	29,678	23,300	23,300	23,300	20,300
TRANSFERS					
Transfers	758,079	762,887	710,317	710,317	344,560
TOTAL TRANSFERS	758,079	762,887	710,317	710,317	344,560
RESERVES AND OTHER USES					
Reserve for Contingency	(155,820)	(146,247)	(146,247)	(146,249)	(159,559)
Other Uses	(463,685)	(731,895)	(731,895)	(731,895)	(853,711)
TOTAL RESERVES AND OTHER	(619,505)	(878,142)	(878,142)	(878,144)	(1,013,270)
TOTAL GENERAL FUND	\$ 21,851,627	\$ 22,216,697	\$ 23,193,258	\$ 21,957,833	\$ 22,549,889

General Fund Departmental Summaries

This section provides position and budget summaries for all departments in the General Fund. The position summaries are based on the authorizations as of October 1 converted to full-time equivalents. The dollar summaries are based on actual expenditures for prior years, current appropriations and current estimates. Revenue sources and capital expenditures are summarized by program for each department.

Also provided are narratives of the service each department expects to provide in Fiscal Year 2015 and relevant performance measures.

More detailed information regarding capital purchases can be found in the Capital Improvement Budget portion of this document.

LEGISLATIVE/CITY CLERK

The **Legislative Department** is the City's law and policy making body and consists of the Mayor, Council and the City Clerk's Office. The City Council is composed of five citizens serving four-year terms and one citizen elected to serve as Mayor for four years. The Mayor serves as the presiding officer at official meetings and as the ceremonial head of the City. The City Council appoints the City Clerk.

The City Clerk's office is responsible for the proper administration of City legislative affairs and for providing general support to the City Council. Many of the City Clerk's duties are fixed by State and local law. The City Clerk serves as Secretary to the City Council and to the Municipal Corporation and acts as an election official with judicial authority. The Legislative Department's work is divided into two programs: City Clerk Administration and Council/Board Support-Clerical.

As Secretary to the City Council, the City Clerk records, transcribes, and maintains minutes and distributes agendas for Council, the Redevelopment Agency, and citizen board meetings including the River Watch Task Force, Municipal Code Enforcement Board, Board of Adjustment, and the School Support Committee. The City Clerk's Office handles correspondence to and from the Mayor and Council, and works with the City Manager's Office to provide information on matters engaging Council's attention. The Legislative Department maintains the City's Code of Ordinances and prepares supplements, drafts most City ordinances for the Attorney's review, and prepares all resolutions. The Department also prepares the Mayor and Council's proclamations, certificates, and other formal documents.

As Secretary to the Municipal Corporation, the City Clerk is custodian of the City's corporate seal and all City records and documents. The City Clerk prepares legal advertising and required public notices. Although the Hillsborough County Supervisor of Elections holds municipal elections, the City Clerk coordinates local elections and referenda with the Supervisor of Elections Office and provides information to municipal candidates, qualifies the candidates for municipal office, maintains the candidates' financial reports, and coordinates the installation ceremony and reception for incoming elected officials.

Other Legislative Department duties include administering oaths of office, filing municipal documents with the Clerk of the Circuit Court, processing Comprehensive Plan Amendments, and processing applications for land use changes. In addition to the archived microfilm records, the City Clerk's Office manages an electronic records program to safeguard the City's records. The Office serves as an overall information center providing notary service, document research, lien searches, and information about City functions on the government access channel.

Current and Prior Year Accomplishments: In addition to fulfilling the Office's duties and responsibilities, the Department utilizes an electronic records management program to expand several departments' record-scanning in its continuing efforts to go "paperless." The Department works closely with the Code Compliance Department providing administrative support as well as the Community Development Department in processing Comprehensive Plan updates, amendments to the Plan, processing zoning reclassifications, and annexations. The City Clerk's office also works closely with Municipal Code Corporation to codify newly adopted ordinances into the Code. The City Clerk, as the City's Elections Official, will carry out the duties of qualifying the candidates and assisting with candidate inquiries as candidates prepare for the 2014 Municipal Election.



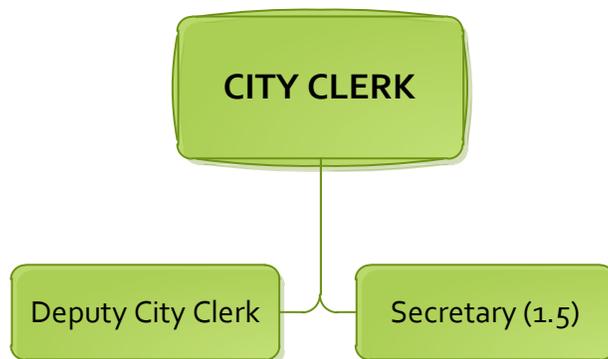
*Seated: Council Member David Pogorilich, Mayor Frank M. Chillura., and Council Member Alison Fernandez.
Standing: Council Members Edward Vance and Grant Rimbey, and Vice Mayor Robert M. Boss.*

Fiscal Year 2015 Highlights: After the 2014 Municipal Election, the City Clerk will participate in the orientation of newly elected officials. The Legislative Department will support the Mayor and Council, administer the City's legislative affairs, and serve as a liaison between the elected officials and the citizens. Accurate recording, safeguarding, and retrieving City records remain a top priority by archiving documents electronically in accordance with statutory requirements and building an electronic database of current information critical to operations.

Long-Term Vision and Future Financial Impact: The Legislative Department's long-term vision is to comply with its statutory duties in an effective and timely manner, utilizing innovative means to achieve these goals. Staff time and resources will be saved by citizens' ability to utilize electronic means to receive information from the City and will greatly reduce the financial impact of software and training required to enhance the capabilities of electronic communications.

Our Relationship to Other Departments and the City's Broad Goals: The Legislative Department supports other departments by serving as a clearinghouse for information, maintaining and preserving records, providing information, and implementing government decisions. The Department provides electronic agendas and minutes and directs people and calls to other City departments and facilities. The Department plays an important role in the City's overall goals by providing the citizenry access to records and carrying out the processes for land use changes, code enforcement, and updates of fees/fines.

In accordance with the City Council's goals, the Legislative Department will coordinate redevelopment meetings by providing proper notice and providing meeting minutes and drafting ordinances for the City Attorney's review. The City Clerk's Office will support expanded communications efforts in disseminating information to the public.



CITY BOARDS

Board of Adjustment. This five-member board was established in 1965 to hear and decide appeals of administrative land development decisions and to authorize variances from the provisions of the Land Development Code where, owing to special conditions, a literal enforcement of the provisions results in unnecessary hardship, while observing the spirit of the regulations and securing public safety and welfare. The Board also acts in an advisory capacity to City Council and makes recommendations concerning the need to study, revise, or amend City Codes and ordinances affecting the City's growth and development. The Board meets the fourth Thursday of each month.

Library Board. This five-member board was created in 1962 to make and adopt rules, bylaws, and regulations for its own guidance and to recommend the adoption of rules and regulations for the Library's operation. The Library Board participates in efforts to keep abreast of standards and library trends and assists in planning and securing funds for the Library Program, to advise the Library Director in budget preparation, and to cooperate with the Library Director to develop policies for book and material selection. The Board meets quarterly the second Thursday of January, April, July, and October.

Municipal Code Enforcement Board. This seven-member board was created in 1983 to hear cases involving violations of the City's Code and issue orders for compliance. The Code Enforcement Board has the authority to levy fines, subpoena witnesses, authorize liens, and foreclose on liens. In effect, the Board replaces the municipal court system, which was abolished several years ago, and provides a mechanism for compliance with the City's technical codes. The Board meets the second Wednesday of each month.

School Support Committee. This seven-member board, first established in 1995 as a Task Force, was designated as a permanent board in 1998. It was established to utilize the knowledge, interest, and insight of citizens to work with the Mayor and City Council, the Hillsborough District Schools, and parents and school-based interest groups to enhance the educational environment for Temple Terrace children and the schools they attend. The SSC meets the fourth Monday of each month and at the call of the chair.

Police Officers' Pension Board. Pursuant to Florida Statutes 185, the five-member board of trustees of the municipal police officers' retirement trust fund is responsible for administering the trust fund. The Board meets quarterly: the second Thursday of February, May, August, and November.

Firefighters' Pension Board. Pursuant to Florida Statutes 175, the five-member board of trustees of the firefighters' pension trust fund is responsible for administering the trust fund. The Board meets quarterly: the second Thursday of February, May, August, and November.

Temple Terrace River Watch Task Force. This five-member board, first established in 2007, was designated as a permanent board in 2008. It was established to better understand and ensure representation in decisions affecting the Hillsborough River. The Task Force meets the third Monday of each month.

Fund:
General

Department:
Legislative

PERSONNEL SUMMARY

Schedule of Budgeted Positions: (Full-Time Equivalents)

Position Title	Pay Grade	11-12	12-13	13-14	14-15
City Clerk	-	1.00	1.00	1.00	1.00
Deputy City Clerk	-	1.00	1.00	1.00	1.00
Secretary	-	1.50	1.50	1.50	1.50
TOTAL		3.50	3.50	3.50	3.50

LEGISLATIVE

EXPENDITURE SUMMARY

Expenditure Classification	Actual 2011-12	Actual 2012-13	Budgeted 2013-14	Estimate to 9/30	Budgeted 2014-15
Personal Services	\$ 257,797	\$ 261,723	\$ 237,825	\$ 233,404	\$ 226,970
Operating Expenditures	53,177	53,867	88,393	87,816	91,462
Grants and Aids	29,678	23,300	23,300	23,300	20,300
Total Expenditures	\$ 340,652	\$ 338,890	\$ 349,518	\$ 344,520	\$ 338,732

EXPENDITURE BY DIVISION/PROGRAM

Division / Program	Actual 2011-12	Actual 2012-13	Budgeted 2013-14	Estimate to 9/30	Budgeted 2014-15
Administration	\$ 61,755	\$ 62,874	\$ -	\$ -	\$ -
City Clerk Administration	84,359	84,889	181,008	177,869	186,736
Code Enforcement	48,799	49,330	-	-	-
Council/Board Support	145,739	141,797	168,510	166,651	151,996
Total Expenditures	\$ 340,652	\$ 338,890	\$ 349,518	\$ 344,520	\$ 338,732

FUNDING SOURCE

Revenue	Records Management	Council/ Board Support	Total
Program Expenditure Budget	\$186,736	\$ 151,996	\$ 338,732
Less: Revenues Generated			
Sale of Publications			-
Certification, Copying, Records	1,000		1,000
Recording Fees			-
Net Unsupported Budget	\$185,736	\$ 151,996	\$ 337,732
% of Budget Supported by Program	1%	0%	0%

Fund:
General

Department:
Legislative/City Clerk

Account #:
001-1000-511.

EXPENDITURE DETAIL

Expense Code	Expenditure Classification	Actual 2011-12	Actual 2012-13	Budgeted 2013-14	Estimate to 9/30	Budgeted 2014-15
PERSONAL SERVICES						
12	Salaries and Wages	\$ 199,247	\$205,726	\$182,061	\$182,061	\$177,486
15	Special Pay	4,200	4,200	4,200	4,200	4,200
21	Payroll Taxes	15,115	15,665	14,328	14,328	13,670
22	Retirement Contributions	16,801	17,274	15,011	15,011	14,509
23	Life and Health Insurance	20,830	18,517	21,910	17,489	16,798
24	Workers' Compensation Insurance	419	341	315	315	307
25	Unemployment Compensation	1,185	-	-	-	-
	TOTAL PERSONAL SERVICES	<u>257,797</u>	<u>261,723</u>	<u>237,825</u>	<u>233,404</u>	<u>226,970</u>
OPERATING EXPENDITURES						
31	Professional Services	50	83	38	-	-
34	Other Contractual Services	3,312	411	20,320	20,320	25,376
40	Travel and Per Diem	5,792	4,724	11,088	11,288	7,688
41	Communication Services	2,256	2,195	2,325	2,488	2,021
42	Transportation	2,502	2,875	2,702	2,300	2,400
44	Rentals and Leases	3,647	2,599	2,820	2,820	3,120
45	Insurance	-	-	300	300	300
46	Repair and Maintenance Services	4,152	3,482	4,650	4,650	5,422
47	Printing and Binding	200	193	300	300	300
48	Promotional Activities	812	3,987	1,494	1,494	2,635
49	Other Current Charges	8,721	7,967	9,000	8,500	9,000
51	Office Supplies	593	1,073	750	750	800
52	Operating Supplies	1,386	3,098	1,956	1,956	1,600
54	Books, Publications and Memberships	19,754	21,180	30,650	30,650	30,800
	TOTAL OPERATING EXPENDITURES	<u>53,177</u>	<u>53,867</u>	<u>88,393</u>	<u>87,816</u>	<u>91,462</u>
GRANTS AND AIDS						
82	Aid to Private Organizations	29,678	23,300	23,300	23,300	20,300
	TOTAL GRANTS AND AIDS	<u>29,678</u>	<u>23,300</u>	<u>23,300</u>	<u>23,300</u>	<u>20,300</u>
	TOTAL DEPARTMENT	<u>\$ 340,652</u>	<u>\$338,890</u>	<u>\$349,518</u>	<u>\$344,520</u>	<u>\$338,732</u>

Program:
City Clerk Administration

Account #:
001-1013-511.

Department:
Legislative/City Clerk

PROGRAM DESCRIPTION:

Provides efficient control over the use, retention, storage, retrieval, protection, preservation and final disposition of essential City documents, records and paperwork. Informs citizens of various City events, programs, and public hearings through legal notices, public notices, and the City Hall cable television news channels; provides notary services; serves as a general information center.

PROGRAM OBJECTIVES:

- 1) Receive inactive records from all City departments to free their filing space.
- 2) Review and consolidate records transferred from other departments.
- 3) Dispose of records that have met retention schedules or have been digitally scanned/microfilmed.
- 4) Electronically scan 100% of eligible records to free up storage space.
- 5) Keep citizens of Temple Terrace informed of various City events, programs, & public hearings through various media.
- 6) Conduct City Elections, if applicable; qualify candidates, and process candidacy paperwork.
- 7) Advertise legal notices as required by law.
- 8) Provide Notary service and perform marriage ceremonies.

PERFORMANCE REVIEW	Actual 2011-12	Actual 2012-13	Estimated 2013-14	Recommended 2014-15
OPERATING COST OF PROGRAMS:	\$ 84,359	\$ 84,889	\$ 177,869	\$ 186,736
FULL TIME EQUIVALENT EMPLOYEES	1.30	1.30	2.60	2.60
DEMAND:				
Employees in department (F.T.E.)	3.50	3.50	3.50	3.50
Total departmental operating budget	\$ 84,464	\$ 85,039	\$ 177,984	\$ 318,432
Number of meeting agendas prepared	13	13	13	12
Number of meetings held	13	13	13	12
Number of cases heard by the MCEB	99	120	80	90
Total records transferred for disposition	113.95 cu. ft.	160 cu.ft.	160 cu.ft.	160 cu. ft.
Hours spent to review and consolidate records	105	150	115	120
Hours spent to scan records	1,503	1,600	1,600	1,600
Documents filed	17,489	16,000	20,000	15,000
WORKLOAD:				
Number of budgeted programs	4	4	2	3
Number of meetings held	13	13	13	12
Number of cases heard by the MCEB **	99	120	80	90
Number of compliance letters prepared **	64	70	52	70
Number of liens/orders prepared	112	135	100	100
Number of liens/orders recorded **	-	45	48	48
Number of liens released	18	11	16	20
Records reviewed and consolidated	59 cu. ft.	60 cu. ft.	60 cu. ft.	60 cu. ft.
Number of public records requests	N/A	300	300	300
Records scanned	78.72 cu.ft.	82 cu.ft.	82 cu. ft.	110 cu. ft.
Number of legal and public notices (newspaper)	71	29	29	60
Number of lien search requests	N/A	318	404	240
Number of documents notarized	140	137	137	120
Number of notices on cable	105	130	130	100
PRODUCTIVITY:				
Cost per employee (F.T.E.)	\$ 24,103	\$ 24,254	\$ 50,820	\$ 53,353
Cost of recording orders/release of liens	\$ 763	\$ 600	\$ 1,864	\$ 1,700
Records disposed	106 cu.ft.	100 cu.ft.	100 cu.ft.	100 cu. ft.
Total notary service hours	12	12	12	12
Number of hours to process cable messages	36	40	40	35
Number of hours to review, consolidate, & scan records	1,608	1,654	1,654	1,654
Number of hours spent on public records requests	N/A	183	183	183
Number of hours spent on lien search requests	N/A	318	318	318
EFFECTIVENESS:				
Submit quarterly reports by due date	100%	100%	100%	100%
Percentage of minutes completed following MCEB Meeting	100%	100%	100%	100%
Percentage of liens released	16%	8%	16%	20%
Storage space freed for other use	165 cu.ft.	-	160 cu.ft.	160 cu.ft.
Percentage of legal notices placed w/i legal time frames	100%	100%	100%	100%

* Began tracking orders recorded separately in FY 2012-13, since some are paid before recording.

** Orders are not recorded until after compliance deadline is passed, which reduces expenses.

One cubic foot = approximately 2,000 documents.

Beginning fiscal year 2013-14, Administration and Code Enforcement combined with Records Division

Program:
Council/Board Support-Clerical

Account #:
001-1021-511.

Department:
Legislative/City Clerk

PROGRAM DESCRIPTION:

Provides clerical support to the Mayor and City Council and all citizen appointed boards; performs clerical duties normally associated with the City Clerk's office.

PROGRAM OBJECTIVES:

- 1) Attend all Council and Citizen Board meetings; record and transcribe minutes within 15 days.
- 2) Provide clerical support to Mayor, City Council, and Citizen Boards.
- 3) Prepare and distribute supplements to the City Code.
- 4) Perform a variety of clerical duties associated with the City Clerk's office.

PERFORMANCE REVIEW	Actual 2011-12	Actual 2012-13	Estimated 2013-14	Recommended 2014-15
OPERATING COST OF PROGRAM:	\$ 116,061	\$ 118,497	\$ 143,351	\$ 131,696
FULL TIME EQUIVALENT EMPLOYEES	0.90	0.90	0.90	0.90
DEMAND:				
Number of Council meetings	24	24	24	24
Number of CRA meetings	2	2	2	4
Number of Board meetings (BOA, SSC, RWTF)*	19	21	28	20
WORKLOAD:				
Number of Council meetings	27	33	26	24
Number of CRA meetings	3	4	2	4
Number of Council workshops	10	21	20	12
Number of Board meetings	19	21	28	18
Number of documents recorded	52	114	120	100
Number of supplements to code	0**	1	2	2
Number of ordinances prepared	34	17	15	20
Number of resolutions prepared	152	182	155	150
Number of proclamations prepared	25	187	28	25
Number of certificates of appreciation	N/A	125	20	12
PRODUCTIVITY:				
Cost per meeting	\$ 4,299	\$ 3,591	\$ 5,514	\$ 5,487
Average number of resolutions per meeting	6	15	6	6
Average number of proclamations per meeting	1	1	1	1
EFFECTIVENESS:				
Percentage of City Council meeting minutes prepared within 15 days	100%	100%	100%	100%
Percentage of City Council meetings attended	100%	100%	100%	100%
Percentage of BOA and SSC meetings attended	100%	100%	100%	100%

NOTE: Cost of program includes Mayor and Council salaries.

** Board of Adjustment (BOA), School Support Committee (SSC), River Watch Task Force (RWTF); and Community Redevelopment Agency (CRA) meetings are included in number of Council meetings since Council sits as CRA.*

*** Beginning in Fiscal Year 2011-12, Code is being entirely revised.*

LEGAL

EXPENDITURE SUMMARY

Expenditure Classification	Actual 2011-12	Actual 2012-13	Budgeted 2013-14	Estimate to 9/30	Budgeted 2014-15
Operating Expenditures	\$ 342,819	\$ 393,948	\$ 319,830	\$ 359,822	\$ 360,000
Total Expenditures	<u>\$ 342,819</u>	<u>\$ 393,948</u>	<u>\$ 319,830</u>	<u>\$ 359,822</u>	<u>\$ 360,000</u>

EXPENDITURES BY DIVISION/PROGRAM

Division / Program	Actual 2011-12	Actual 2012-13	Budgeted 2013-14	Estimate to 9/30	Budgeted 2014-15
Legal Services	\$ 342,819	\$ 393,948	\$ 319,830	\$ 359,822	\$ 360,000
Total Expenditures	<u>\$ 342,819</u>	<u>\$ 393,948</u>	<u>\$ 319,830</u>	<u>\$ 359,822</u>	<u>\$ 360,000</u>

EXPENDITURE DETAIL

Expense Code	Expenditure Classification	Actual 2011-12	Actual 2012-13	Budgeted 2013-14	Estimate to 9/30	Budgeted 2014-15
OPERATING EXPENDITURES						
31	Professional Services	\$ 339,310	\$ 386,897	\$ 316,500	\$ 354,822	\$ 356,500
41	Communication Services	21	-	30	-	-
47	Printing and Binding	193	-	-	-	-
49	Other Current Charges	3,295	7,051	3,300	5,000	3,500
TOTAL OPERATING EXPENDITURES		<u>342,819</u>	<u>393,948</u>	<u>319,830</u>	<u>359,822</u>	<u>360,000</u>
TOTAL DEPARTMENT		<u>\$ 342,819</u>	<u>\$ 393,948</u>	<u>\$ 319,830</u>	<u>\$ 359,822</u>	<u>\$ 360,000</u>



EXECUTIVE

The **Executive Department** (City Manager's Office) directs and monitors the performance of the various City departments that provide services to the residents and businesses in the City. The City Manager's Office is a central location for citizens to access information, request assistance, or notify the City administration of problems or concerns. The City Manager, as the City's Chief Administrative Officer, is appointed by the City Council and is responsible for the City's day-to-day service delivery operations, for implementing the policies and legislation, and for the appointment and supervision of all City employees.

The Public Information Officer (PIO), under the City Manager's direction, coordinates and oversees the City's communication efforts. The PIO's primary responsibility is to ensure that a consistent message is conveyed throughout the media – print, television, and electronic communications. In addition, the PIO serves as a point of contact for the news media and serves as the City's spokesperson in emergency and crisis situations. Public Information includes four areas of responsibility: Marketing, Community and Media Relations, Website Management, and Government Television.

Current and Prior Year Accomplishments: The Executive Department coordinates an annual goal-setting session with the Mayor and City Council to establish priorities for the upcoming fiscal year. In 2014, the City initiated a community driven five year strategic planning effort to refocus the supportive efforts of the City organization with the expectations of our residents and businesses. The City Manager's Office responds routinely to inquiries from elected officials and residents, provides updated information on the web site and disseminates a weekly City Manager's Report to the Mayor and City Council Members. The City Manager's Office also prepares a City newsletter that is distributed electronically and with the utility bills. The biweekly City Council agenda packet, which includes specific business items, is published electronically five days before every City Council meeting.

The City's marketing and branding efforts will continue to be a major focus of the Public Information Office in Fiscal Year 2014-2015. During 2014, working with the City's marketing consultants, the PIO supervised a greatly expanded social media presence to include Facebook, Twitter, Instagram and Google-plus. A new promotional brochure was published, a new USF-centric web page was developed, innovative Savvy Card technology was introduced, PlayBook was expanded, and an "Experience the Terrace" tour map was crafted.

The City has endeavored to develop a stronger working relationship with area Realtors, the Temple Terrace Golf & Country Club, the Chamber of Commerce, and other stakeholders to develop partnership opportunities. In addition, the City's marketing efforts included special efforts held this past year: USF Day, "Bike with the Mayor," and other community events. The City has promoted our geography as an attractive commercial film location, working with the Hillsborough Film & Digital Media Commission.

The City Manager's Office has advanced the Vision 2020 goal of enhanced internal and external communications through the procurement of new audio/visual/broadcast capabilities, the expansion of social media, and a re-launch of the City's newsletter as a fresh, new digital product.

Fiscal Year 2015 Highlights: Redevelopment efforts will continue during Fiscal Year 2014-15, by focusing on potential investment opportunities along the 56th Street corridor and in the defined community redevelopment area located around the New Downtown project. Local economic conditions, including the value of single family housing, continues to recover at a slow pace, presenting ongoing challenges to the City in public capital investment for redevelopment efforts. The City will continue its efforts toward progressive annexation in the industrial areas accessed along US 301 in order to grow and diversify the City's ad valorem tax base.

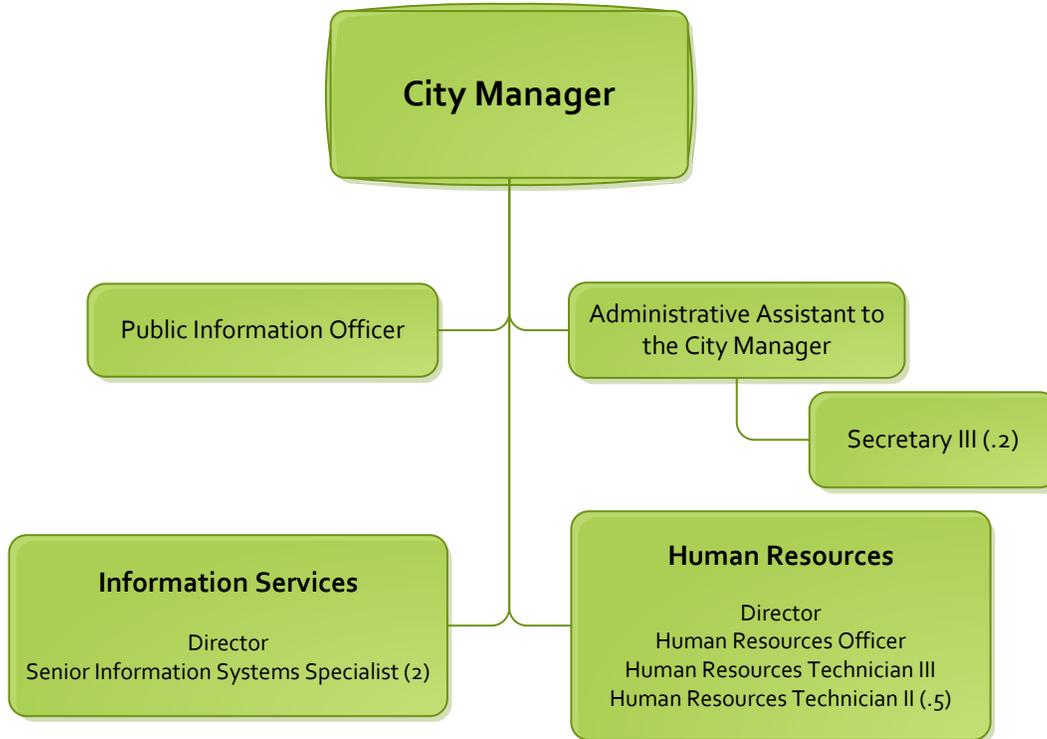
The City will push forward with its marketing efforts, promoting the opportunities for investment in the City, and showcasing the amenities associated with the high quality of life in the City. A Florida College Day is planned for early in the fiscal period and we will continue to grow the City’s efforts in the use of social media to advance the City’s marketing initiatives.

Long-Term Vision and Future Financial Impact: The Executive Department acknowledges the responsibility to remain current on federal, state, and local issues and legislation that can impact the City. Decisions are based on the commitment to ensure high-quality, cost-effective services for Temple Terrace citizens.

During the 2014-15 Fiscal Year, the City Manager’s office will directly support the City Council’s strategic policy initiatives in redevelopment, annexation, public facility planning, public construction and achieving financial sustainability. This includes the identification of alternative revenue sources for the City’s General Fund while working to maintain the high caliber of City services, our traditions, and our small-town family-oriented atmosphere.

Our Relationship to other Departments and the City’s Broad Goals: The Vision 2020 goals and objectives continue to serve as the foundation for the City’s future. The strategic policy initiatives embodied in the 2014 Strategic Plan will guide the efforts of the City Council and the City staff in the collaborative work of improving and preserving the quality of life in the City. To reinforce the commitment and to ensure an informed work force, the City Manager meets regularly with Department Directors, twice per month in a group setting and twice each month in a one on one setting.

The Public Information Officer has established a strong rapport and works closely with City departments to support their missions through a variety of efforts, including media relations, web presence, brochures, presentations, and City TV. The PIO will continue to advance the City Council’s goals to support schools, market the city, promote its history, highlight redevelopment, and showcase services and amenities.



Fund:
General

Department:
Executive

PERSONNEL SUMMARY

Position Title	Pay Grade	11-12	12-13	13-14	14-15
City Manager	-	1.00	1.00	1.00	1.00
Administrative Assistant	26	1.00	1.00	1.00	1.00
Public Information Officer	27	1.00	1.00	1.00	1.00
Secretary III	15	0.20	0.20	0.20	0.20
TOTAL		3.20	3.20	3.20	3.20

EXECUTIVE

EXPENDITURE SUMMARY

Expenditure Classification	Actual 2011-12	Actual 2012-13	Budgeted 2013-14	Estimate to 9/30	Budgeted 2014-15
Personal Services	\$ 328,174	\$ 391,790	\$ 337,002	\$ 322,773	\$ 342,214
Operating Expenditures	62,629	55,444	106,501	104,525	149,381
Total Expenditures	<u>\$ 390,803</u>	<u>\$ 448,621</u>	<u>\$ 443,503</u>	<u>\$ 427,298</u>	<u>\$ 491,595</u>

EXPENDITURES BY DIVISION/PROGRAM

Division / Program	Actual 2011-12	Actual 2012-13	Budgeted 2013-14	Estimate to 9/30	Budgeted 2014-15
City Administration	\$ 268,679	\$ 329,323	\$ 258,836	\$ 243,309	\$ 268,763
Public Information	122,124	119,298	184,667	183,989	222,832
Total Expenditures	<u>\$ 390,803</u>	<u>\$ 448,621</u>	<u>\$ 443,503</u>	<u>\$ 427,298</u>	<u>\$ 491,595</u>

Fund:
General

Department:
Executive

Account #:
001-1100-512.

EXPENDITURE DETAIL

Expense Code	Expenditure Classification	Actual 2011-12	Actual 2012-13	Budgeted 2013-14	Estimate to 9/30	Budgeted 2014-15
PERSONAL SERVICES						
12	Salaries and Wages	\$255,644	\$302,894	\$257,349	\$245,862	\$261,019
15	Special Pay	-	3,675	5,400	4,950	5,400
21	Payroll Taxes	17,990	22,643	17,870	17,829	18,602
22	Retirement Contributions	30,840	39,204	32,485	30,927	32,852
23	Life and Health Insurance	23,116	22,831	23,407	22,737	23,839
24	Workers' Compensation Insurance	584	543	491	468	502
	TOTAL PERSONAL SERVICES	328,174	391,790	337,002	322,773	342,214
OPERATING EXPENDITURES						
31	Professional Services	10,856	7,250	3,000	2,700	3,000
34	Other Contractual Services	55	126	150	50	32,750
40	Travel and Per Diem	2,282	11,439	3,300	3,300	3,300
41	Communication Services	4,008	3,464	2,776	2,776	2,776
42	Transportation	190	116	400	250	200
44	Rentals and Leases	5,868	1,575	330	280	330
45	Insurance	360	301	-	-	-
46	Repair and Maintenance Services	525	421	1,000	1,000	1,000
47	Printing and Binding	3,298	2,109	2,304	1,880	1,905
48	Promotional Activities	31,113	27,188	88,988	88,688	100,500
49	Other Current Charges	710	-	58	-	100
51	Office Supplies	767	310	728	404	400
52	Operating Supplies	1,472	1,145	1,400	1,250	1,050
54	Books, Publications and Memberships	1,125	-	2,067	1,947	2,070
	TOTAL OPERATING EXPENDITURES	62,629	55,444	106,501	104,525	149,381
CAPITAL OUTLAY						
64	Machinery and Equipment	-	1,387	-	-	-
	TOTAL CAPITAL OUTLAY	-	1,387	-	-	-
	TOTAL DEPARTMENT	\$390,803	\$448,621	\$443,503	\$427,298	\$491,595

Program:
City Administration

Account #:
001-1101-512.

Department:
Executive

PROGRAM DESCRIPTION:

Administrates and coordinates all service delivery systems to citizens and customers via department directors; interacts with City Council to assist in developing good public policy and to ensure its proper implementation; maintains good relationship with public and other jurisdictions. Serves as point-of-contact for media and community for distribution of information regarding activities and events related to the City; composes and designs print and electronic documents; designs and maintains information published on City's website; assists departments in developing communications strategies; represents the City at community meetings and public functions; works directly with media during news and crisis events; oversees production, programming, and scheduling of City's Government Access Television channel.

PROGRAM OBJECTIVES:

- 1) Maintain City Administration cost at less than 1% of the City's total operating budget.
- 2) Provide timely information on City-related events to all media outlets in the area.
- 3) Issue press releases within 24 hours of breaking news or City announcements.
- 4) Respond to news media calls within two hours.
- 5) Assist departments by distributing or posting documents online. Update website daily.
- 6) Generate a minimum of 6 news releases per month related to City activities.
- 7) Lead City's communications efforts during emergency and/or crisis situations.

PERFORMANCE REVIEW	Actual 2011-12	Actual 2012-13	Estimated 2013-14	Recommended 2014-15
OPERATING COST OF PROGRAM:	\$ 390,803	\$ 447,234	\$ 427,298	\$ 482,895
FULL TIME EQUIVALENT EMPLOYEES	3.20	3.20	3.20	3.20
DEMAND:				
Total City operating budget	\$ 39,089,985	\$ 39,089,985	\$ 38,102,633	\$ 38,153,258
Number of full-time equivalent employees (City-wide)	307.61	296.52	296.52	297.02
Employees in department (F.T.E.)	3.20	3.20	3.20	3.20
Number of media contacts	55	45	50	50
Number of City Departments	13	13	13	13
WORKLOAD:				
Number of budgeted programs	2	2	2	2
Public Service announcements	45	58	75	70
Number of special productions aired on Temple Terrace T.V.	15	15	15	15
Number of presentations made to citizens and groups	9	6	21	10
Items prepared for City Council meetings/agendas	215	214	220	220
Total number of news releases	100	116	100	100
Total number of citizen contacts via e-mail/phone	2000*	198	1,900	1,900
Total number of news media inquiries	260	310	250	275
PRODUCTIVITY:				
Cost per employee (City-wide F.T.E.)	\$ 1,270	\$ 1,508	\$ 1,441	\$ 1,626
Published articles/broadcasts resulting from news releases	195	300	175	175
Average number of news releases per month	8	8	8	8
EFFECTIVENESS:				
City Administration cost to total operating budget	1.00%	1.14%	1.12%	1.27%
Average news release turnaround time	1 day	1 day	1 day	1 day
Media calls responded to within two hours	100%	100%	100%	100%

* Executive and Public Information Office statistics were combined in 2012.

HUMAN RESOURCES

The **Human Resources Department** provides administrative and personnel resources and support to all City departments and acts as a liaison between employees and management. The staff monitors compliance with established policies and procedures, labor contracts, and employment laws. Human Resources (HR) is responsible for supporting employees and management by administering recruitment, orientation, training and development, safety, labor and employee relations, and contract negotiations. HR assists administrative personnel in managing, motivating, and counseling employees while assuring compliance with local, State and Federal statutes as well as applicable collective bargaining agreements. HR administers the following City's Employee Health and Welfare Platform as well the Risk Management program including: Workers' Compensation, Property, General Liability & Casualty Insurance Programs.

Current and Prior Year Accomplishments: One of many projects for the HR staff continues to prepare current and terminated personnel files for scanning into Laserfiche in accordance with State record retention guidelines. This project will also ensure file availability for emergency preparedness purposes. In compliance with the City's newly developed strategic plan and the Department's previously developed long-term goals, HR continues to update position descriptions. The Department was proud to host the Employee Longevity Award breakfast this year, where we recognized over 500 years of service to the City. A major project that began this fiscal year and will continue into the next fiscal year is the updating and editing of the City's Rules and Regulations. As the needs of our City and statutes change, the Rules and Regulations must be updated.

Fiscal Year 2015 Highlights: In a continued effort to exercise due diligence as well as provide the best and most economical Health and Welfare offerings to our employees, the HR Department in conjunction with our Insurance Broker, Bouchard Insurance Inc., will conduct a market comparison of our current benefit offerings. We continue to promote wellness initiatives and have implemented an Onsite City Sponsored group exercise class. Directors and staff have expressed a desire and need for training on various issues. Human resources with the support of the City Manager has implemented online trainings through our partnerships with ICMA and PRM. The training topics include Risk and Safety, Worker's Compensation, Diversity, Leadership and Performance Management.

Long-Term Vision and Future Financial Impact: With salaries and benefits comprising approximately 78% of the City's general fund budget, effective human resource management is critical. Therefore, HR's primary goal will be to design, evaluate, refine, and implement legally sound policies and procedures that will support the City's strategic plan and fulfill the City's workplace needs during economic conditions that continue to effect recruitment and retention. The Health Insurance Industry continues to be an unpredictable marketplace and a source of concern to our employees. Human Resources will continue to encourage wellness and educated consumerism as a means to mitigate the continued rise in health insurance premiums. The number of retirees will increase, resulting in additional impact on the City's post-employment benefit obligations. HR plans to continue to seek to offer internal training programs by leveraging online trainings. We understand that a crucial part of continuing to provide excellent service to the citizenry is investing in the personal development of our staff.

Our Relationship to Other Departments and the City's Broad Goals: The HR Department truly embodies the City's core Values. We strive daily to treat citizens and staff with RESPECT. The Human Resources Department has worked diligently to become a strategic partner to the City's Departments. In the best interest of the City, Human Resources acts as the liaison between the City and its Staff. HR balances compliance, consistency and the concerns of all City Staff members. HR functions will continue to evolve and reflect changes in the work environments for other City departments. Increased governmental mandates and legislation and technological advances will make employee training increasingly important. Changing workforce demographics will also create additional training needs and demands on employees to meet the City's goal of enhancing services for current and future citizens.

Fund:
General

Department:
Human Resources

PERSONNEL SUMMARY

Schedule of Budgeted Positions: Full-Time Equivalents

Position Title	Pay Grade	11-12	12-13	13-14	14-15
Director	-	1.00	1.00	1.00	1.00
Human Resources Officer	28	1.00	1.00	1.00	1.00
Human Resources Technician III	15	1.00	1.00	1.00	1.00
Human Resources Technician II	12	0.50	0.50	0.50	0.50
TOTAL		3.50	3.50	3.50	3.50

HUMAN RESOURCES

EXPENDITURE SUMMARY

Expenditure Classification	Actual 2011-12	Actual 2012-13	Budgeted 2013-14	Estimate to 9/30	Budgeted 2014-15
Personal Services	\$ 487,602	\$495,933	\$512,744	\$501,365	\$ 258,784
Operating Expenditures	154,946	195,964	176,487	175,484	256,526
Total Expenditures	<u>\$ 642,548</u>	<u>\$691,897</u>	<u>\$689,231</u>	<u>\$676,849</u>	<u>\$ 515,310</u>

EXPENDITURES BY DIVISION/PROGRAM

Division / Program	Actual 2011-12	Actual 2012-13	Budgeted 2013-14	Estimate to 9/30	Budgeted 2014-15
Administration	\$ 329,797	\$327,797	\$346,636	\$347,136	\$ 116,753
Personnel	161,607	172,953	175,166	162,153	180,773
Safety & Risk Management	151,144	191,147	167,429	167,560	217,784
Total Expenditures	<u>\$ 642,548</u>	<u>\$691,897</u>	<u>\$689,231</u>	<u>\$676,849</u>	<u>\$ 515,310</u>

Fund:
General

Department:
Human Resources

Account #:
001-1110-513.

EXPENDITURE DETAIL

Expense Code	Expenditure Classification	Actual 2011-12	Actual 2012-13	Budgeted 2013-14	Estimate to 9/30	Budgeted 2014-15
PERSONAL SERVICES						
12	Salaries and Wages	\$186,950	\$196,809	\$195,638	\$191,429	\$201,508
21	Payroll Taxes	13,540	14,210	13,857	13,674	14,415
22	Retirement Contributions	15,602	16,710	17,156	16,787	20,133
23	Life and Health Insurance	270,287	267,848	285,719	279,101	22,341
24	Workers' Compensation Insurance	437	356	374	374	387
25	Unemployment Compensation	786	-	-	-	-
	TOTAL PERSONAL SERVICES	487,602	495,933	512,744	501,365	258,784
OPERATING EXPENDITURES						
31	Professional Services	2,681	4,414	3,670	3,670	13,670
34	Other Contractual Services	997	980	3,531	2,531	23,535
40	Travel and Per Diem	2,492	1,795	3,175	3,175	3,600
41	Communication Services	2,572	2,427	1,754	1,938	1,900
42	Transportation	440	408	750	750	800
44	Rentals and Leases	1,329	1,200	1,200	1,200	1,200
45	Insurance	100,878	81,587	93,827	93,840	123,296
47	Printing and Binding	1,480	1,473	2,350	2,250	2,250
48	Promotional Activities	200	-	7,250	7,250	7,500
49	Other Current Charges	41,075	99,854	55,450	55,350	75,450
51	Office Supplies	479	707	950	950	950
52	Operating Supplies	88	479	1,750	1,750	1,350
54	Books, Publications and Memberships	235	640	830	830	1,025
	TOTAL OPERATING EXPENDITURES	154,946	195,964	176,487	175,484	256,526
	TOTAL DEPARTMENT	\$642,548	\$691,897	\$689,231	\$676,849	\$515,310

Program:
Administration

Account #:
001-1111-513.

Department:
Human Resources

PROGRAM DESCRIPTION:

Includes administrative support; interprets policies and procedures; attends meetings; purchases supplies; prepares requests for proposals and the department's budget.

PROGRAM OBJECTIVES:

- 1) Maintain zero grievances.
- 2) Maintain zero accidents.
- 3) Provide three training programs for City employees.

PERFORMANCE REVIEW	Actual 2011-12	Actual 2012-13	Estimated 2013-14	Recommended 2014-15
OPERATING COST OF PROGRAM*:	\$ 78,604	\$ 80,780	\$ 90,515	\$ 116,753
FULL TIME EQUIVALENT EMPLOYEES	1.60	1.70	1.70	1.70
DEMAND:				
Employees in department (F.T.E.)	3.50	3.50	3.50	3.50
Total Department Operating Budget	\$ 249,401	\$ 263,439	\$ 284,401	\$ 317,014
WORKLOAD:				
Number of budgeted programs	3	3	3	3
Number of annual training programs	4	3	6	6
Employee evaluations/reviews	3	3	3	3
PRODUCTIVITY:				
Cost per department (F.T.E.)	\$ 22,458	\$ 23,080	\$ 25,861	\$ 33,358
Average cost of benefits per retiree	\$ 5,712	\$ 7,026	\$ 6,144	\$ 6,281
EFFECTIVENESS:				
Number of training programs provided for department employees	5	5	5	7
Percentage of administrative costs compared to total budget	32%	31%	32%	37%

Program:
Personnel

Account #:
001-1112-513

Department:
Human Resources

PROGRAM DESCRIPTION:

Recruits and tests applicants for open positions; reviews, processes, and tracks applications; conducts initial orientation and training; initiates driver's license and background investigations; maintains classification and pay plans, personnel rules and regulations, payroll file, group benefit programs, volunteer services program, and employee award programs; monitors the performance evaluation system. Develops and coordinates training programs for all City employees. Administers labor union contracts, prepares and negotiates union contracts; handles grievances, arbitrations, and special master hearings in accordance with applicable state statutes and federal laws.

PROGRAM OBJECTIVES:

- 1) Provide qualified candidates to fill all City-wide positions.
- 2) Maintain a turnover rate of less than 20%, including seasonal positions.
- 3) Ensure that 100% of all new employees complete the Employee Excellence Program (New Employee Orientation).
- 4) Conduct supervisor training to promote continued development.
- 5) Resolve all grievances prior to reaching third-step.
- 6) Provide open communications to avoid arbitration cases.

PERFORMANCE REVIEW	Actual 2011-12	Actual 2012-13	Estimated 2013-14	Recommended 2014-15
OPERATING COST OF PROGRAM:	\$ 161,607	\$ 172,953	\$ 175,166	\$ 180,773
FULL TIME EQUIVALENT EMPLOYEES	1.80	1.60	1.60	1.60
DEMAND:				
Number of City departments	11	11	11	11
Total authorized positions, including seasonal	360	355	349	349
WORKLOAD:				
Employees attending Employee Excellence Program	20	33	35	30
Training programs coordinated or developed for employees	3	3	3	6
Positions advertised in local newspapers	3	3	3	3
Applications received	1,300	1,700	1,800	2,000
New hires	60	84	62	58
Terminations	78	77	70	61
Revised personnel rules and regulations	4	2	10	7
Classification audits performed	1	2	4	4
EEOC cases processed	2	-	-	-
Hours in contract negotiation	40	80	100	40
PRODUCTIVITY:				
Cost per City-wide position (including seasonal)	\$ 449	\$ 487	\$ 502	\$ 518
EFFECTIVENESS:				
Turnover percent, including seasonal	22%	22%	20%	15%
Number of union grievances resolved	2	-	-	-
Number of non-union grievances resolved	1	-	-	-

Program:
Safety & Risk Management

Account #:
001-1114-513.

Department:
Human Resources

PROGRAM DESCRIPTION:

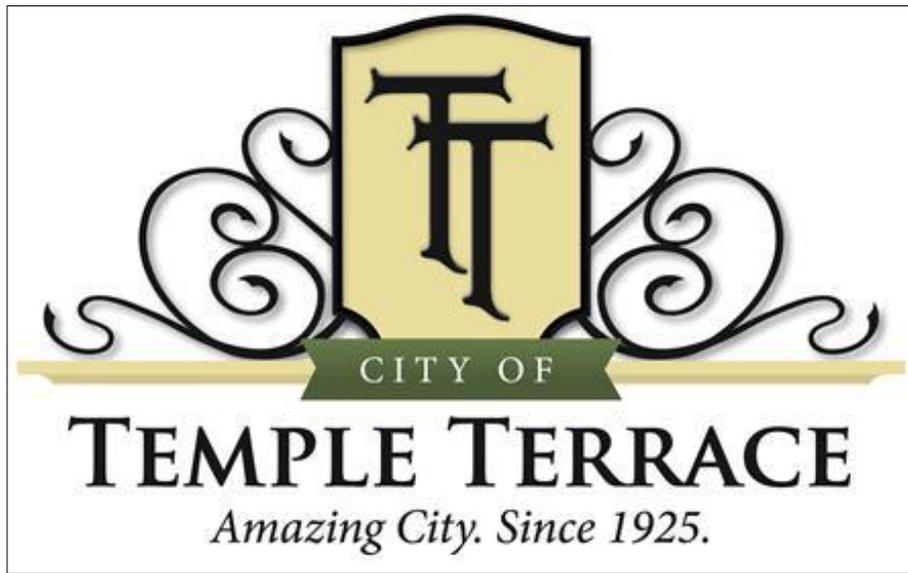
Provides a safe and healthy work environment for City employees, minimizing liability and property losses.

PROGRAM OBJECTIVES:

- 1) Conduct at least two safety inspections in each department during the year.
- 2) Achieve a 30% reduction in the number of employee personal injuries.
- 3) Achieve a 30% reduction in the number of vehicular accidents.

PERFORMANCE REVIEW	Actual 2011-12	Actual 2012-13	Estimated 2013-14	Recommended 2014-15
OPERATING COST OF PROGRAM: *	\$ 9,190	\$ 9,706	\$ 18,720	\$ 19,488
FULL TIME EQUIVALENT EMPLOYEES	0.10	0.20	0.20	0.20
DEMAND:				
Total authorized positions	360	355	349	349
Number of City vehicles	205	180	226	226
Number of facilities	9	9	9	9
WORKLOAD:				
Facility safety inspections	15	15	15	15
Employee injuries	31	21	20	15
Vehicular accidents	12	24	18	12
Property damage (non-vehicular accidents)	11	21	7	5
Liability claims	8	19	5	3
PRODUCTIVITY:				
Cost per employee	\$ 25.53	\$ 27.34	\$ 53.64	\$ 55.84
EFFECTIVENESS:				
Percentage of facility safety inspections	167%	167%	167%	167%
Days lost due to employee's injuries under worker's comp	252	182	200	150

* Insurance expense is recorded in this division and excluded from the total operating cost of this program.



INFORMATION TECHNOLOGY

Information Technology Department administers the City's technology and computer functions. The Department's primary objective is to install and maintain computerized systems to automate and expedite information gathering tasks. The Department's duties are covered in one program – Systems Management. This program manages all aspects of the City's technology and computer automation and covers the administration, implementation, integrity, and operation of computer networks, hardware, software, internet protocol telephony, and user support. Additional duties include: researching and installing new computer systems; administrating internet access; troubleshooting technical service problems; administering and coordinating training; resolving telecommunications, hardware, and software problems; and maintaining system security.

Information Technology (IT) responds to approximately 300 system users with 230 various model personal computers, printers, network hardware, telephone systems, software programs, and associated peripheral equipment for eight City facility locations. The staff manages 31 network servers, which are stored on 11 physical servers.

The City also utilizes a remote IBM I-Series system hosted by software vendor SunGard Public Sector. This system, located in Atlanta, Georgia, facilitates all of the City's utility systems, community services, and financial systems software. SunGard also provides online training classes – free to all users – for numerous software titles, hardware platforms, and personal improvement courses. IT maintains the account security for that system. SunGard performs operating system updates, backups, and hardware maintenance.

Current and Prior Year Accomplishments: IT administered or completed the following projects:

- Migrated our outdated email system to Microsoft Exchange 2010.
- Configured and replaced 31 desktop PCs.
- Facilitated the upgrade of our Mitel phone system to the latest version with more functionality.
- Configured and installed 10 Police Administration Laptops and 37 Police Patrol Toughbook laptops.
- Made security improvements on the network to comply with FDLE's I.T. audit.
- Implemented and configured EPCR Patient reporting software to integrate with Fire Reporting.
- Upgraded NetMotion software to facilitate communication for Police and Fire field PCs.
- Migrated utility billing customer information into new Public Works backflow prevention software.
- Modified the I.T. internal ticketing system (Spiceworks) for reporting and tracking technology issues.
- Added numerous videos and knowledge base documents to the Spiceworks portal for user education.
- Set up an Outlook.com Temple Terrace events calendar to facilitate council involvement in city wide events.
- Configured new Mi-Fi devices for all city mobile PCs to replace the old USB attached cellular cards.
- Added network attached storage to accommodate expanding daily/weekly server backups.

Fiscal Year 2015 Highlights: IT will invest in improvements to the City's bandwidth. The current internet and network bandwidth is inadequate for the City's daily computer functions. The move to fiber optic connections at all facilities will provide the City with solid and quicker connectivity to the internet as well as expediting access to centralized data within our city network. This improvement will also allow the City to enhance our city facilities' offerings with public Wi-Fi. The fiber optic infrastructure facilitates lower costs if the City desires to upgrade the bandwidth to accommodate more capacity in the future.

Investing into virtual servers and shared disk storage will allow I.T. to create servers that automatically failover to standby equipment without disrupting service to our users. An updated virtual environment will also allow I.T. more flexibility in our computing environment. Moving servers to a more powerful processor, adding more memory or performing maintenance can be done during regular production and it will not interrupt our work flow.

Long-Term Vision and Future Financial Impact: The influence of technology on all facets of City business continues to expand I.T.'s scope of responsibility. Ongoing projects include deploying faster, more reliable communication technology, expanding the scope of equipment to include newer mobile technology, promoting citizen web access for records inquiry and online payments, and moving critical record archives to the web for disaster recovery safety and easier global access. The demand for technology solutions creates additional challenges: requests for new equipment, software, and software solutions that interface with numerous devices. The majority of these projects are resolved by our I.T. staff. Occasionally, the City's requests require more complex technology answers that may surpass either our department's practical knowledge or our available time. In these circumstances, I.T. occasionally outsources for technical assistance.

The City relies heavily on technology to function on a day to day basis. Uninterrupted computer services are essential and expected by our users. In order to achieve this, even during disasters, it is crucial to the City's IT infrastructure to have dependable backup and failover systems available. Standby systems, ideally, ones that are not in our geographical region are important due to the nature of our area's susceptibility to hurricanes and storm related damage. Information Technology is focused on working toward cloud computing, remote hosting, offsite storage or hardening our existing facilities for our equipment. These solutions are becoming a necessity for effective, effectual disaster recovery plans.

Internet and intranet demand continues to increase for all City facilities. In addition to employees' need for web browsing, functions such as voice over internet, camera surveillance applications, cloud based applications and the public's demand for Wi-Fi services all point to our need for increased bandwidth. The City needs to migrate to higher capacity connectivity at all facilities. Fiber optic connectivity is a must in order for our organization to continue to move forward.

As remote hosted services become more available and cost justifiable from application vendors, the IT budget will result in ongoing maintenance costs to support them. Increases to operating expenses can be anticipated as our data needs increase. Conversely, capital purchases, specifically network servers should decrease as applications move to the cloud. I.T. will continue to research cost-effective solutions to meet our technology needs. Additionally, most applications for office productivity are moving away from locally installed programs toward a cloud-centric environment where users perform all work from a hosted system away from the home office. Team cooperative software such as Microsoft SharePoint is becoming a standard requirement for departments that need to work together, and one that the city should move toward.

Our Relationship to Other Departments and the City's Broad Goals: The I.T. Department works closely with all departments to provide technology tools that accurately track data, record revenue, and expedite up-to-date information to citizens. Providing computers and specialized software to all employees facilitates immediate access to current information, reduces data redundancy, and permits more efficient use of staff time. Our continued focus toward internet cloud based computing for City business, as well as committing to public access to our information via the internet will put emphasis on citizen involvement and convenience. The Information Technology Department contributes to the City's overall goals, particularly in building community confidence and enhancing departmental communication and efficiency through the use of computer technology.

Fund:
General

Department:
Information Technology

PERSONNEL SUMMARY

Schedule of Budgeted Positions: Full-Time Equivalents

Position Title	Pay Grade	11-12	12-13	13-14	14-15
I.T. Director	-	1.00	1.00	1.00	1.00
Senior Information Systems Specialist	26	1.00	1.00	1.00	2.00
Information Systems Specialist	21	1.00	1.00	1.00	0.00
TOTAL		3.00	3.00	3.00	3.00

INFORMATION TECHNOLOGY

EXPENDITURE SUMMARY

Expenditure Classification	Actual 2011-12	Actual 2012-13	Budgeted 2013-14	Estimate to 9/30	Budgeted 2014-15
Personal Services	\$ 258,461	\$259,926	\$269,350	\$269,350	\$ 285,170
Operating Expenditures	467,835	483,407	505,610	394,101	260,660
Capital Outlay	75,595	21,369	29,932	29,932	78,476
Total Expenditures	<u>\$ 801,891</u>	<u>\$764,702</u>	<u>\$804,892</u>	<u>\$693,383</u>	<u>\$ 624,306</u>

EXPENDITURES BY DIVISION/PROGRAM

Division / Program	Actual 2011-12	Actual 2012-13	Budgeted 2013-14	Estimate to 9/30	Budgeted 2014-15
Systems Management	\$ 801,891	\$764,702	\$804,892	\$693,383	\$ 624,306
Total Expenditures	<u>\$ 801,891</u>	<u>\$764,702</u>	<u>\$804,892</u>	<u>\$693,383</u>	<u>\$ 624,306</u>

CAPITAL OUTLAY SCHEDULE

PROGRAM/Item	Account #	Project #	Budgeted 2014-15
Desktop Computers	001-1121-513.64-23		\$ 36,576
Police Dispatch PC Replacements	001-1121-513.64-23		8,400
Servers and Operating System Replacements	001-1121-513.64-23		30,000
Network Switch Replacement	001-1121-513.64-23		3,500
Total			<u>\$ 78,476</u>

Fund:
General

Department:
Information Technology

Account #:
001-1121-513.

EXPENDITURE DETAIL

Expense Code	Expenditure Classification	Actual 2011-12	Actual 2012-13	Budgeted 2013-14	Estimate to 9/30	Budgeted 2014-15
PERSONAL SERVICES						
12	Salaries and Wages	\$213,199	\$213,156	\$219,542	\$219,542	\$227,148
21	Payroll Taxes	15,838	16,251	15,952	15,952	17,698
22	Retirement Contributions	13,146	14,343	16,936	16,936	17,546
23	Life and Health Insurance	15,790	15,790	16,510	16,510	22,342
24	Workers' Compensation Insurance	488	386	410	410	436
	TOTAL PERSONAL SERVICES	<u>258,461</u>	<u>259,926</u>	<u>269,350</u>	<u>269,350</u>	<u>285,170</u>
OPERATING EXPENDITURES						
31	Professional Services	-	-	38	38	-
34	Other Contractual Services	312,616	345,179	353,170	307,625	119,298
41	Communication Services	85,928	74,327	139,676	73,537	131,812
42	Transportation	49	-	100	50	100
44	Rentals and Leases	44,034	26,688	7,276	7,276	-
45	Insurance	-	1,511	-	-	-
46	Repair and Maintenance Services	1,035	-	-	-	3,500
47	Printing and Binding	239	79	75	75	75
49	Other Current Charges	-	-	-	250	-
51	Office Supplies	20	-	-	-	-
52	Operating Supplies	23,109	28,551	4,775	4,775	4,775
54	Books, Publications and Memberships	805	1,064	500	475	600
55	Electronic	-	6,008	-	-	500
	TOTAL OPERATING EXPENDITURES	<u>467,835</u>	<u>483,407</u>	<u>505,610</u>	<u>394,101</u>	<u>260,660</u>
CAPITAL OUTLAY						
64	Machinery and Equipment	75,595	21,369	29,932	29,932	78,476
	TOTAL CAPITAL OUTLAY	<u>75,595</u>	<u>21,369</u>	<u>29,932</u>	<u>29,932</u>	<u>78,476</u>
	TOTAL DEPARTMENT	<u>\$801,891</u>	<u>\$764,702</u>	<u>\$804,892</u>	<u>\$693,383</u>	<u>\$624,306</u>

Program:
Systems Management

Account #:
001-1121-513.

Department:
Information Technology

PROGRAM DESCRIPTION:

Administers all aspects of computer technology for the City, including administration, implementation, integrity and operation of computer networks, hardware, software and user support. Provides computer automation for all City departments, including research and installation of new computer systems, Internet access, troubleshooting technical service problems; administers and coordinates training; maintains telecommunications, hardware, software and system security.

PROGRAM OBJECTIVES:

- 1) Perform necessary software upgrades to ensure computer system reflects current technology.
- 2) Maintain hardware configuration and communications to optimize performance of computer system.
- 3) Improve user performance by providing in-house training.
- 4) Provide security for all of the City's data and technology hardware.
- 5) Resolve 100% of user trouble tickets.

PERFORMANCE REVIEW	Actual 2011-12	Actual 2012-13	Estimated 2013-14	Recommended 2014-15
OPERATING COST OF PROGRAM:	\$ 726,296	\$ 743,333	\$ 663,451	\$ 554,530
FULL TIME EQUIVALENT EMPLOYEES	3.00	3.00	3.00	3.00
DEMAND:				
Total computer users	300	292	266	266
PCs/Servers supported	210	221	225	235
I.T. trouble tickets submitted	1,032	1,069	1,500	1,650
WORKLOAD:				
Total computer users	300	292	266	300
PCs/Servers supported	210	221	225	210
In-house training sessions	2	2	N/A	N/A
Equipment installations/relocations	50	86	N/A	N/A
Total hours expended on trouble ticket resolution	4,204	1,211	1,619	1,700
PRODUCTIVITY:				
Cost per user	\$ 2,408	\$ 2,408	\$ 2,462	\$ -
Users per I.T. staff member	100	97	89	89
Technology hardware items per staff	70	74	75	78
Trouble tickets per I.T. employee	344	356	500	550
Trouble tickets resolved	1,010	1,016	1,410	1,650
Hours spent per employee:trouble ticket resolution	4,204	1,211	540	567
EFFECTIVENESS:				
Percentage of I.T. trouble tickets resolved	98%	95%	94%	100%
Percentage of I.T. hours spent on trouble tickets	67%	19%	26%	27%
Eligible number of users per training opportunity	150	146	N/A	N/A

FINANCE

The **Finance Department** is primarily responsible for the administration, direction, coordination, and supervision of all City financial functions and operations involving financial planning, budgeting, debt management, investments, accounting, purchasing, payroll, local business taxes, utility accounts, and billing. The Department's work is divided into four programs. Accounting & Auditing and Local Business Tax are accounted for in the General Fund. Utility Customer Service and Meter Reading are accounted for in the Water & Sewer Utility Enterprise Fund.

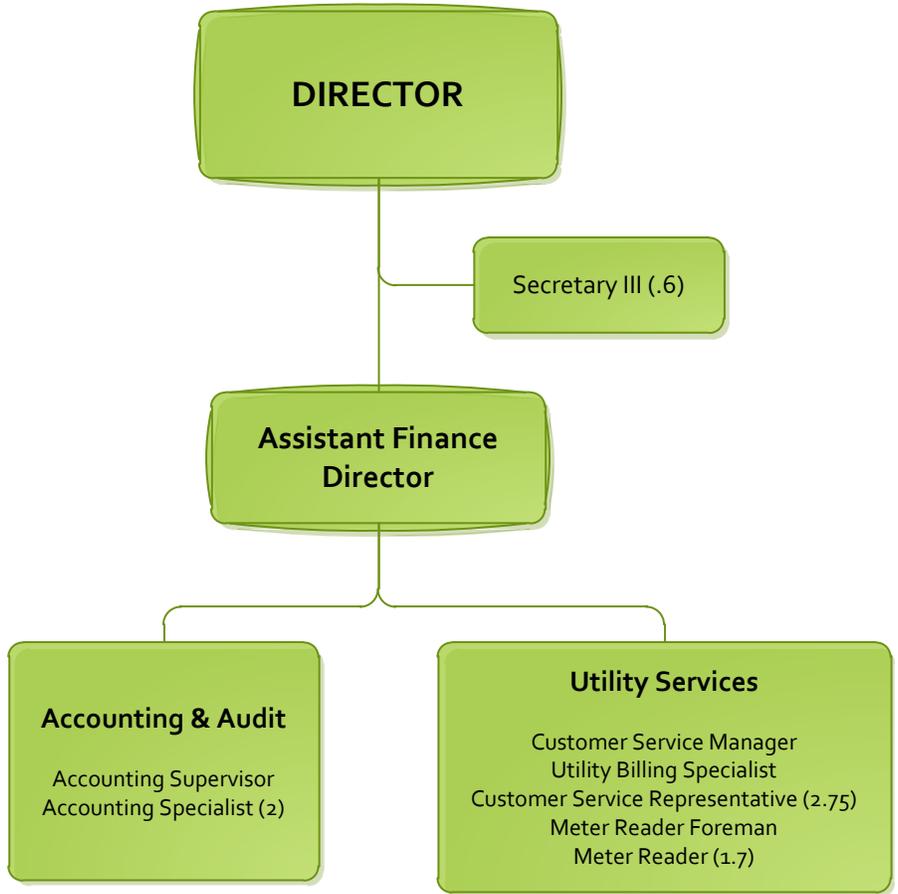
Current and Prior Year Accomplishments: The Department has been involved in several financial matters associated with the downtown redevelopment, pension issues, and grant reimbursement. Administration held a budget policy workshop with the City Council to obtain input and direction to balance the budget. In addition, the Department updated utility rates and fees; disposed of fixed assets through GovDeals.com; worked on updating the purchasing policy; participated in Citywide website update, assisted with online recreation services, and expanded electronic funds transfer (EFT) payments to vendors. Pay stubs are being sent electronically. Finance was involved in several Police and Fire pension meetings to assist in developing a long-term strategy for financial sustainability. For the 36th consecutive year, the Department helped the City garner the prestigious Government Finance Officers Association (GFOA) Award for Excellence in Financial Reporting for Fiscal Year 2012-13; and for the 25th consecutive year, the GFOA Distinguished Budget Presentation Award for Fiscal Year 2013-14.

Fiscal Year 2015 Highlights: Fiscal Year 2015 will find the Finance Department involved in a number of activities to meet the citizens' needs. Beyond the day-to-day program activities, the Department will review policies and expand training in the Accounting Division and will seek opportunities to reduce cost and eliminate risk associated with printing checks. Offering employees the option of pay cards will eliminate checks and save check printing and bank charges. The Customer Service Division will expand the paperless concept and encourage web access for utility payments. In the last four years, 50% of the meters have been converted to radio-read automatic meter reading devices.

Long-Term Vision and Future Financial Impact: The City's long-term vision to expand its boundaries could result in adding personnel to meet increased demands. The City has several potential construction projects that will require the Department to obtain financing. The Department fosters an environment that utilizes technology to develop alternative methods for collecting, remitting, investing, and reporting City finances. The Department anticipates another 15% of the radio-read meters will be installed annually through an in-house program, with project completion expected in Fiscal Year 2017.

Our Relationship to Other Departments and the City's Broad Goals: The Finance Department serves in a variety of support roles related to the other departments. Beyond the day-to-day handling of mail, telephone calls, bills, and receipts, Department personnel serves as grant assistants and budget monitors. The Finance Department supports the City's overall goals by providing financial data for business decisions.

The Finance Department will directly support the City Council goal to develop a comprehensive 2014-15 budget that identifies cost-cutting measures, new revenue sources, and grant opportunities, while considering joint services, contracts, or equipment with neighboring cities as efficiency measures. The Department will coordinate efforts with the pension boards, unions, and management to develop a long-term pension strategy to reduce pension debt. Finally, Finance will provide support to pursue annexation opportunities, create a tourism marketing plan, and develop a long-range plan for the family complex. A financial strategy for the redevelopment effort will focus on decisions regarding the Library, Emergency Operations Center, Police Department, and City Hall.



Fund:
General

Department:
Finance

PERSONNEL SUMMARY

Schedule of Budgeted Positions: Full-Time Equivalents

Position Title	Pay Grade	11-12	12-13	13-14	14-15
<u>General Fund</u>					
Finance Director	-	0.60	0.60	0.60	0.60
Assistant Finance Director	30	1.00	1.00	1.00	1.00
Accounting Supervisor	24	1.00	1.00	1.00	1.00
Accounting Specialist	16	2.00	2.00	2.00	2.00
Secretary III	15	0.80	0.60	0.60	0.60
Customer Service Representative I	12	0.69	0.69	0.69	0.69
TOTAL		6.09	5.89	5.89	5.89

FINANCE

EXPENDITURE SUMMARY

Expenditure Classification	Actual 2011-12	Actual 2012-13	Budgeted 2013-14	Estimate to 9/30	Budgeted 2014-15
Personal Services	\$ 370,812	\$ 356,692	\$ 365,303	\$ 355,287	\$ 380,997
Operating Expenditures	115,909	98,420	106,643	105,417	109,581
Debt Service	26,415	26,415	-	-	-
Transfers	478,589	483,775	431,205	431,205	344,560
Total Expenditures	<u>\$ 991,725</u>	<u>\$ 965,302</u>	<u>\$ 903,151</u>	<u>\$ 891,909</u>	<u>\$ 835,138</u>

EXPENDITURES BY DIVISION/PROGRAM

Division / Program	Actual 2011-12	Actual 2012-13	Budgeted 2013-14	Estimate to 9/30	Budgeted 2014-15
Accounting & Auditing	\$ 409,122	\$ 378,997	\$ 397,149	\$ 388,861	\$ 415,950
Local Business Tax	28,555	28,190	26,872	24,602	27,628
Non-Departmental	554,048	558,115	479,130	478,446	391,560
Total Expenditures	<u>\$ 991,725</u>	<u>\$ 965,302</u>	<u>\$ 903,151</u>	<u>\$ 891,909</u>	<u>\$ 835,138</u>

FUNDING SOURCE

Revenue	Accounting & Budget	Local Business Tax	Non Departmental	Total
Program Expenditure Budget	\$ 415,950	\$ 27,628	\$ 391,560	\$ 835,138
Less: Revenues Generated				
Local Business Tax		265,657		265,657
Business Tax Applications		3,000		3,000
Business Tax Penalties		2,700		2,700
Discounts Taken	8,000			8,000
Golf Course Rental Fess			59,000	59,000
Net Unsupported Budget	<u>\$ 407,950</u>	<u>\$(243,729)</u>	<u>\$ 332,560</u>	<u>\$ 496,781</u>
% of Budget Supported by Program	2%	982%	15%	41%

Fund:
General

Department:
Finance

Account #:
001-1200-513.

EXPENDITURE DETAIL

Expense Code	Expenditure Classification	Actual 2011-12	Actual 2012-13	Budgeted 2013-14	Estimate to 9/30	Budgeted 2014-15
PERSONAL SERVICES						
12	Salaries and Wages	\$ 294,424	\$284,010	\$ 284,836	\$278,150	\$295,956
14	Overtime	104	452	93	500	96
21	Payroll Taxes	21,823	21,229	21,746	20,913	23,554
22	Retirement Contributions	25,655	25,360	26,593	25,647	27,243
23	Life and Health Insurance	28,143	25,124	31,484	29,666	33,579
24	Workers' Compensation Insurance	663	517	551	411	569
	TOTAL PERSONAL SERVICES	370,812	356,692	365,303	355,287	380,997
OPERATING EXPENDITURES						
31	Professional Services	4,090	188	4,038	3,738	-
32	Accounting and Auditing	31,100	30,950	34,000	34,000	37,000
34	Other Contractual Services	10,035	1,028	3,300	3,500	7,000
40	Travel and Per Diem	2,219	1,353	2,930	2,930	3,510
41	Communication Services	3,055	2,458	1,711	1,711	1,711
42	Transportation	6,073	5,742	5,680	5,638	5,680
44	Rentals and Leases	627	1,707	(664)	(664)	(611)
47	Printing and Binding	3,137	1,719	1,850	1,850	2,015
49	Other Current Charges	49,809	49,598	48,925	48,041	48,850
51	Office Supplies	3,336	2,143	2,862	2,862	2,667
52	Operating Supplies	1,107	1,051	952	752	810
54	Books, Publications and Memberships	1,321	483	1,059	1,059	949
	TOTAL OPERATING EXPENDITURES	115,909	98,420	106,643	105,417	109,581
DEBT SERVICE						
71	Debt Service - Principal	24,308	25,339	-	-	-
72	Debt Service - Interest	2,107	1,076	-	-	-
	TOTAL DEBT SERVICE	26,415	26,415	-	-	-
TRANSFERS						
91	Transfers	478,589	483,775	431,205	431,205	344,560
	TOTAL TRANSFERS	478,589	483,775	431,205	431,205	344,560
	TOTAL DEPARTMENT	\$ 991,725	\$965,302	\$ 903,151	\$ 891,909	\$835,138

Program:
Accounting & Audit

Account #:
001-1212-513.

Department:
Finance

PROGRAM DESCRIPTION:

Coordinates and controls all financial transactions of the City; prepares workpapers and coordinates annual audit, including preparing all workpapers and the Financial Report; coordinates payment of all City invoices; prepares and distributes 1099-Misc and W-2 forms. Prepares annual budget; assists departments with budget preparation; processes departmental budget adjustments. Processes regular and pension payrolls; maintains compliance with State and Federal laws. Reviews purchase requisitions and processes purchase orders; attends bid openings and reviews contract tabulations.

PROGRAM OBJECTIVES:

- 1) Obtain "Certificate of Achievement for Excellence in Financial Reporting" from GFOA for 36 consecutive years.
- 2) Complete annual audit and present report to City Council by March 31.
- 3) Obtain "Distinguished Budget Award" from GFOA for the 26th consecutive year.
- 4) Issue state and federal reports by deadline.
- 5) Report investment income 50 basis points over 90-day treasury yield.
- 6) Create an environment that continually expands the department's use of technology.
- 7) Review, recommend, write, and/or modify finance related policies and procedures.

PERFORMANCE REVIEW	Actual 2011-12	Actual 2012-13	Estimated 2013-14	Recommended 2014-15
OPERATING COST OF PROGRAM:	\$ 409,122	\$ 378,997	\$ 388,861	\$ 415,950
FULL TIME EQUIVALENT EMPLOYEES	5.40	5.20	5.20	5.20
DEMAND:				
Employees in Department (F.T.E.)	13.55	13.05	13.05	13.05
Number of total full-time equivalent employees	307.61	296.52	297.02	295.77
Number of fixed assets	10,367	10,378	10,579	10,659
Total authorized positions per budget	360	349	350	350
Total bids processed	8	10	7	7
WORKLOAD:				
Finance staff training hours	209	82	90	90
Quarterly technology initiatives	7	-	1	1
Quarterly policy and procedures initiatives	1	-	-	1
Total department operating budget	\$ 1,005,016	\$ 932,883	\$ 949,777	\$ 998,730
Number of Accounts Payable checks/EFTs	5,973	5,784	5,500	5,500
Total number of invoices paid	10,909	11,747	11,000	11,000
Total number of invoices paid by due date	10,111	10,865	10,010	10,010
1099 Miscellaneous Forms issued	37	40	50	50
Budget adjustments processed	161	256	250	250
Number of payroll checks/direct deposits	10,743	10,056	10,200	10,200
W-2's issued	375	386	390	390
Purchase orders issued	1,206	1,154	1,250	1,250
Bids awarded	9	6	7	7
PRODUCTIVITY:				
Department Cost per Departmental F.T.E.	\$ 74,171	\$ 71,485	\$ 72,780	\$ 76,531
Cost per Citywide F.T.E.	\$ 1,330	\$ 1,278	\$ 1,309	\$ 1,406
EFFECTIVENESS:				
Training hours per employee	15	6	7	7
Investment income (benchmark)	0.10%	0.05%	0.15%	0.15%
Investment income (actual)	1.35%	0.85%	1.25%	1.25%
Receipt of consecutive GFOA CAFR Award	34	36	36	37
Present annual audit to Council	Mar 6	-	Mar 4	Mar 3
Percentage of all invoices paid by their due date	93%	92%	91%	91%
Receipt of consecutive GFOA Budget Award	23	24	25	26
State & federal reports issued on time	Yes	Yes	Yes	Yes

Program:
Local Business Tax

Account #:
001-1224-513.

Department:
Finance

PROGRAM DESCRIPTION:

Processes annual local business tax renewals and applications for new local business tax receipts for all City businesses; verifies application information and secures departmental approval; calculates fees; prepares and distributes receipts.

PROGRAM OBJECTIVES:

- 1) Process 90% of local business tax renewals.
- 2) Issue local business tax receipt for new applicants in 10 business days.

PERFORMANCE REVIEW	Actual 2011-12	Actual 2012-13	Estimated 2013-14	Recommended 2014-15
OPERATING COST OF PROGRAM:	\$ 28,555	\$ 28,190	\$ 24,602	\$ 27,628
FULL TIME EQUIVALENT EMPLOYEES	0.69	0.69	0.69	0.69
DEMAND:				
Number of businesses	933	947	975	1,000
Number of licenses	1,631	1,682	1,725	2,000
Number of new applications	163	219	300	350
Number of renewals mailed in August	1,755	1,731	1,702	1,725
Number of transfers	18	37	50	50
WORKLOAD:				
Number of businesses	933	947	975	1,000
Number of licenses	1,631	1,682	1,725	2,000
Number of new applications	163	219	300	350
Number of renewals processed	1,515	1,537	1,702	1,800
Number of transfers	18	37	50	50
Revenue generated	\$ 232,850	\$ 255,638	\$ 265,000	\$ 300,000
PRODUCTIVITY:				
Cost per license issued	\$ 17.51	\$ 16.76	\$ 14.26	\$ 13.81
Cost per business	\$ 30.61	\$ 29.77	\$ 25.23	\$ 27.63
EFFECTIVENESS:				
Percentage of renewals processed	86%	89%	100%	104%
Percentage of new licenses issued in 10 days	99%	100%	100%	100%
Cost recovery	815%	907%	1077%	1086%

Program:
Non-Departmental

Account #:
001-2711-513.

Department:
Non-Departmental

EXPENDITURE SUMMARY

Expenditure Classification	Actual 2011-12	Actual 2012-13	Budgeted 2013-14	Estimate to 9/30	Budgeted 2014-15
Personal Services	-	-	-	-	274,066
Total Expenditures	-	-	-	-	274,066

EXPENDITURES BY DIVISION/PROGRAM

Division / Program	Actual 2011-12	Actual 2012-13	Budgeted 2013-14	Estimate to 9/30	Budgeted 2014-15
Administration	-	-	-	-	274,066
Total Expenditures	-	-	-	-	274,066

EXPENDITURE DETAIL

Expense Code	Expenditure Classification	Actual 2011-12	Actual 2012-13	Budgeted 2013-14	Estimate to 9/30	Budgeted 2014-15
PERSONAL SERVICES						
23	Retiree Health Insurance	\$ -	\$ -	\$ -	\$ -	\$274,066
	TOTAL PERSONAL SERVICES	-	-	-	-	274,066
RESERVES						
99	Reserve for Contingency	\$ -	\$ -	\$ -	\$ -	\$ -
	TOTAL RESERVES	-	-	-	-	-
	TOTAL FUND	\$ -	\$ -	\$ -	\$ -	\$274,066

RESERVE EXPENDITURES

PROGRAM/Item	Account #	Project #	Budgeted Amount
Retiree Health Benefit	001-2711-519.23-13		\$ 268,822
Long Term Sustainability Analysis	001-2711-519.99-11		50,000
Salary Adjustments	001-2711-519.99-11		456,056
Compensation Study	001-2711-519.99-11		20,000
Annexation Study	001-2711-519.99-11		30,000
Total			\$ 824,878

COMMUNITY DEVELOPMENT

The **Community Development Department** is responsible for administering, directing, coordinating, and supervising land development regulations and operations involving redevelopment planning, general commercial site planning, zoning reviews, permitting, inspections, plan reviews, annexations, geographical information systems, and mapping. The Department's work is divided into three Divisions: Planning/Development, Building/Zoning, and Geographic Information Systems (GIS).

Current and Prior Year Accomplishments: The Community Development Department has been involved in several planning and development projects over the past year, as well as the on-going permitting, inspection services primarily involving tenant completions from older uncompleted commercial properties. The Department continues to spearhead the efforts started in 2011 to conserve energy in City Hall by initiating low cost energy upgrades to include energy savings devices such as LED lighting, office motion sensors and gas-fueled tankless water heater. As a result of these initiatives, City Hall has reduced its electric usage by 20%. In 2012, City Hall was awarded the "Energy Star" label, putting our City Hall in the top 25% of similar existing buildings nationwide.

The Planning/Development Division continues to support and facilitate development investments in the City by reviewing site plans for compliance with land development regulations. Additional areas of responsibility include comprehensive plan amendments, land development code amendments, annexations, alcohol licensing, and business tax zoning reviews. Planning staff embarked on a project to investigate the development of a historic preservation program and conducted public outreach meetings to gauge public perception of such programs. Efforts are continuing on this on-going project. Planning Staff along with collaborating efforts of the Planning Commission have initiated a complete review and consolidation of the Comprehensive Plan for the purpose of reducing redundancy and conflicts within the plan as they relate to surrounding jurisdictions and State mandated requirements.

The Building/Zoning Division remains committed to promoting the health, safety and welfare of the public through the applications of building and fire codes while providing timely and courteous service to the customer. The Department issues building permits for residential and commercial properties and subsequently performs inspections for all new and renovated properties. Inspection services include site development/infrastructure, electrical, mechanical, plumbing, signage, and special events. During the first six months of the fiscal year, 914 permits were issued compared to 878 for the same period last year. Staff completed 2,271 inspections during the first six months of the year, compared to 1,821 for the same period last year.

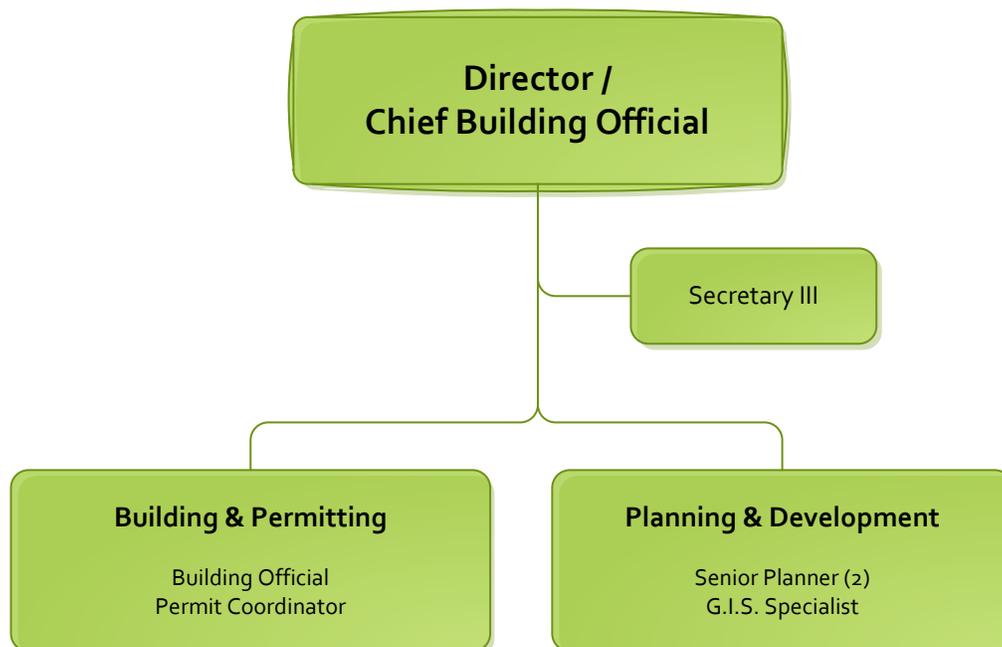
In the commercial sector, four major projects were completed: In Telecom Park, Moffitt Cancer Center leased 130,982 square feet in Intellicenter, Morgan Stanley leased 24,594 square feet in Intellicenter, Chapters Healthcare leased 32,989 square feet in Riverside, and in Tampa Oaks II, Liberty Mutual has leased 33,902 square feet. In the residential sector, Marbella Townhomes built 33 townhomes in 2013.

GIS Division is responsible for developing and maintaining the City's geospatial and digital map database, performing map-based analyses, tracking census information, providing level of service reporting and providing support to various City departments on multiple type projects. Coordinating emergency response mapping systems with Fire and Police Departments as well as collaborating 911 efforts with Hillsborough County remains to be a priority for the division.

Fiscal Year 2015 Highlights: Fiscal Year 2015 will find the Community Development Department involved in many programs beyond routine activities. Commercial development in the City, particularly in Telecom Park and Tampa Oaks, are showing signs of recovery. All available land within these two parks is expected to be built-out over the next few years. Residential development remains slow, but home additions and renovations should remain steady based on the City's housing stock.

Long-Term Vision and Future Financial Impact: The Department will encourage public/private partnerships and participation to facilitate orderly growth and development of the City. We also will create programs to influence the development of neighborhoods and business community in order to produce sustainable environments while protecting natural resources. The Department will embark on developing strategies to revitalize deteriorating commercial and residential properties and will pursue strategies to promote the annexation of new land along with assisting in the review and analyses of fiscal and service impacts related to the expansion of the City’s taxable base. This growth will ensure that the Community Development Department remains active in the future.

Our Relationship to Other Departments and the City’s Broad Goals: The Community Development Department plays a variety of support roles to the other departments. Beyond the day-to-day administration of the City’s land development regulations, Department personnel serve as liaisons to various interagency boards and committees, actively coordinates the annexation process, and serve on various City committees to study and address citizen needs.



Fund:
General

Department:
Community Development

PERSONNEL SUMMARY

Schedule of Budgeted Positions: Full-Time Equivalents

Position Title	Pay Grade	11-12	12-13	13-14	14-15
<u>Regulatory</u>					
Community Development Director		0.50	0.50	0.50	0.50
Secretary III	15	0.50	0.50	0.50	0.50
Building Official	22	0.00	0.00	0.00	1.00
Building Inspector III	22	0.00	1.00	1.00	0.00
Building Inspector I	20	2.00	1.00	1.00	0.00
Permit Coordinator	21	1.00	1.00	1.00	1.00
Permit Clerk	13	1.00	1.00	0.00	0.00
TOTAL		5.00	5.00	4.00	3.00
<u>Planning & Development</u>					
Community Development Director		0.50	0.50	0.50	0.50
Secretary III	15	0.50	0.50	0.50	0.50
Senior Planner	24	1.00	1.00	1.00	2.00
G.I.S. Specialist	21	1.00	1.00	1.00	1.00
Planner	21	2.00	1.00	1.00	0.00
TOTAL		5.00	4.00	4.00	4.00

COMMUNITY DEVELOPMENT

EXPENDITURE SUMMARY

Expenditure Classification	Actual 2011-12	Actual 2012-13	Budgeted 2013-14	Estimated to 9/30	Budgeted 2014-15
Personal Services	\$ 458,839	\$463,186	\$487,173	\$487,173	\$ 498,493
Operating Expenditures	43,964	50,995	84,810	84,359	85,342
Total Expenditures	\$ 502,803	\$514,181	\$571,983	\$571,532	\$ 583,835

EXPENDITURES BY DIVISION/PROGRAM

Division / Program	Actual 2011-12	Actual 2012-13	Budgeted 2013-14	Estimated to 9/30	Budgeted 2014-15
Building & Zoning	\$ 226,718	\$232,030	\$277,183	\$276,732	\$ 256,632
Planning & Development	276,085	282,151	294,800	294,800	327,203
Total Expenditures	\$ 502,803	\$514,181	\$571,983	\$571,532	\$ 583,835

FUNDING SOURCE

	Building	Planning	Total
Program Expenditure Budget	\$256,632	\$327,203	\$583,835
Less: Revenues Generated			
Permits (All)	274,300		274,300
Document Review Fees		43,300	43,300
Reinspection Fees	2,500		2,500
Zoning Fees		2,000	2,000
Commissions - Radon Gas	600		600
Commissions - Building Fund	500		500
Fines - Work without permit	8,000		8,000
Net Unsupported Budget	\$ (29,268)	\$281,903	\$252,635
% of Budget Supported by Program	111%	14%	57%

Fund:
General

Department:
Community Development

Account #:
001-1300-524.

EXPENDITURE DETAIL

Expense Code	Expenditure Classification	Actual 2011-12	Actual 2012-13	Budgeted 2013-14	Estimated to 9/30	Budgeted 2014-15
PERSONAL SERVICES						
12	Salaries and Wages	\$349,569	\$352,157	\$368,058	\$368,058	\$379,875
21	Payroll Taxes	23,776	24,271	23,543	23,543	26,720
22	Retirement Contributions	34,963	35,216	36,806	36,806	37,987
23	Life and Health Insurance	48,603	48,603	54,774	54,774	52,131
24	Workers' Compensation Insurance	1,928	2,939	3,992	3,992	1,780
	TOTAL PERSONAL SERVICES	458,839	463,186	487,173	487,173	498,493
OPERATING EXPENDITURES						
31	Professional Services	8,477	12,783	19,300	19,300	34,983
34	Other Contractual Services	2,656	4,199	3,825	3,825	8,465
40	Travel and Per Diem	4,593	6,088	22,451	22,451	5,060
41	Communication Services	6,932	6,529	4,671	4,671	4,040
42	Transportation	450	791	550	550	550
44	Rentals and Leases	1,320	1,780	2,920	2,920	4,680
45	Insurance	1,441	903	889	889	1,055
46	Repair and Maintenance Services	4,142	4,445	4,099	4,648	4,304
47	Printing and Binding	3,034	1,821	4,350	4,350	4,450
49	Other Current Charges	-	-	400	400	400
51	Office Supplies	3,200	2,432	3,700	3,700	3,500
52	Operating Supplies	4,233	6,749	12,900	11,900	9,100
54	Books, Publications and Memberships	3,486	2,475	4,755	4,755	4,755
	TOTAL OPERATING EXPENDITURES	43,964	50,995	84,810	84,359	85,342
	TOTAL DEPARTMENT	\$502,803	\$514,181	\$571,983	\$571,532	\$583,835

Program:
Building & Zoning

Account #:
001-1321-524.

Department:
Community Development

PROGRAM DESCRIPTION:

Issues permits for construction and development; maintains permit files; registers contractors; performs inspections; provides coordination of site and building plan review process; reviews building plans.

PROGRAM OBJECTIVES:

- 1) Ensure that 90% of permits are issued within established goals (commercial-10 days, new residential-3 days, minor permit-immediate turnaround.)
- 2) Collect permit fees to cover 100% of the cost of permit services, plan reviews, and inspection services.
- 3) Promote public health, safety, and welfare by reviewing and inspecting all private construction.
- 4) Ensure that regulated construction activities are accomplished by licensed contractors with required permits.
- 5) Maintain staff certifications.

PERFORMANCE REVIEW	Actual 2011-12	Actual 2012-13	Estimated 2013-14	Recommended 2014-15
OPERATING COST OF PROGRAM:	\$ 226,718	\$ 232,030	\$ 276,732	\$ 256,632
FULL TIME EQUIVALENT EMPLOYEES	3.00	5.00	4.00	3.00
DEMAND:				
Population - City BEBR 04/01/13	24,919	25,307	25,337	25,401
Single-family (SF) Units - Attached & Detached	8,031	8,043	8,065	8,079
Multi-family (MF) Units	4,181	4,181	4,181	4,181
Vacant single family residential lots (infill)	121	116	113	112
Acres of undeveloped SFR zoned land - Attached & Detached	108	106	105	105
Acres of undeveloped MFR zoned land	1	-	-	-
Acres of undeveloped commercial property	78	78	78	78
Acres of developed commercial property	556	559	565	566
Total City acreage	4,720	4,732	4,824	4,824
WORKLOAD:				
Total new SF permits	14	31	32	8
Total new Commercial permits	1	2	2	2
Total permits	1,831	2,020	1,756	1,800
Building inspections	3,763	3,048	3,642	3,700
PRODUCTIVITY:				
Permits issued per permit clerk/day	7.0	7.8	6.8	6.9
Average number of permits issued/month	153	168	146	150
Inspections/Day/Inspector	14	12	14	14
EFFECTIVENESS				
Percentage of permits issued with minor alteration turnaround	100%	95%	100%	100%
Percentage of residential permits issued in 3 days	100%	95%	100%	95%
Percentage of commercial permits issued in 7 days	90%	95%	90%	90%
Total permit fees collected	\$ 217,748	\$ 290,574	\$ 271,932	\$ 260,000
Total value of all permits	\$ 24,331,590	\$ 38,545,426	\$ 35,862,366	\$ 34,000,000
Total value of single family permits	\$ 1,686,000	\$ 4,712,604	\$ 4,000,000	\$ 1,600,000
Cost recovery: total revenue vs. total cost	0.96	1.25	0.98	1.01
Percentage of inspections completed in 24 hrs	100%	99%	100%	95%

Program:
Planning & Development

Account #:
001-1331-515.

Department:
Community Development

PROGRAM DESCRIPTION:

Administers City Land Development Regulations, including review of site plans, subdivision plats, signage, variances, special approvals of use, and conditional uses; works with the Planning Commission to maintain the Comprehensive Plan; conducts special studies; prepares code amendments.

PROGRAM OBJECTIVES:

- 1) Respond to citizen inquiries within 24 hours.
- 2) Process permit sign off's within one day.
- 3) Sign off on building permit applications within one day.
- 4) Achieve 75% of all final site plan approvals in 90 days or less.

PERFORMANCE REVIEW	Actual 2011-12	Actual 2012-13	Estimated 2013-14	Recommended 2014-15
OPERATING COST OF PROGRAM:	\$ 276,085	\$ 282,151	\$ 294,800	\$ 327,203
FULL TIME EQUIVALENT EMPLOYEES	3.00	5.00	4.00	4.00
DEMAND:				
Population - City BEBR 04/01/13	24,919	25,307	25,337	25,401
Single-family (SF) Units - Attached & Detached	8,031	8,043	8,065	8,079
Multi-family (MF) Units	4,181	4,181	4,181	4,181
Vacant single family residential lots (infill)	121	116	113	112
Acres of undeveloped SFR zoned land - Attached & Detached	108	106	105	105
Acres of undeveloped MFR zoned land	1	-	-	-
Acres of undeveloped commercial property	78	78	78	78
Acres of developed commercial property	556	559	565	566
Total City acreage	4,720	4,732	4,824	4,824
WORKLOAD:				
Conditional Use/Special Approvals of Use Processed	1	-	2	3
Zoning Amendments Processed	6	5	10	12
Comprehensive Plan Amendments Processed	11	-	9	9
Site Plans Processed	5	5	6	6
Annexations	11	2	12	12
Variances	2	3	3	6
DRI Applications/Amendments	-	1	1	2
Concurrency Review	-	1	-	6
PRODUCTIVITY:				
Program operating costs per capita	\$ 11.08	\$ 11.15	\$ 11.64	\$ 12.88
Program operating costs per dwelling unit	\$ 22.61	\$ 23.08	\$ 24.07	\$ 26.69
EFFECTIVENESS:				
Permit processing completed within one day	95%	95%	95%	95%
Site plan reviews presented to Council within 120 days	75%	75%	75%	75%



POLICE



The **Police Department's** goal is to maintain social order within prescribed ethical and constitutional limits. To attain this goal, the Department's role is to enforce the law in a fair and impartial manner, recognizing both the statutory and judicial limitations of police authority and the constitutional rights of all persons. The Police Department is divided into four primary programs: Administration, Patrol, Investigative Services and Services. The majority of the Police Department's funding is derived from the General Fund.

The Department's primary responsibilities include: **Protection of Life and Property:** To manage and coordinate departmental resources so that the best possible police services are delivered to the community. To develop and maintain an atmosphere wherein citizens are safe from the threats of crime and other unlawful acts. **Prevention, Detection, and Investigation of Criminal Activity:** To provide the mechanisms to gather and analyze information relevant to discover criminal activities with the City of Temple Terrace. To deter and prevent such acts before they occur and solve such crimes after they are committed. **Apprehension of Criminal Offenders:** To thoroughly investigate all criminal acts to ensure the apprehension, arrest, and prosecution of those persons responsible for such acts. **Recovery of Stolen Property:** To maintain an accurate inventory of and secure all properties, evidence, lost and recovered/stolen property being held by the Police Department, thereby ensuring that it is available when needed or claimed. **Traffic Safety:** To provide for the expeditious movement and control of vehicular traffic, the enforcement of motor vehicle laws and regulations, and the investigation of traffic crashes. **Maintaining High Ethical Standards:** To ensure the Department's integrity and adherence to professional standards by receiving and investigating complaints of alleged misconduct or misuse of force against departmental personnel. **Community Services:** To provide the resources necessary for assisting citizens under special non-criminal circumstances, thereby promoting a quality of life philosophy. **Police Officer Training and Development:** To design and implement a program to serve the officers' training needs and to promote a high rate of officer retention and proficiency.

Current and Prior Year Accomplishments: FY 2013 marked the fifth (5th) consecutive year in which violent crime has been reduced in Temple Terrace. The Uniform Crime Report released by the Florida Department of Law Enforcement indicates that violent crime was reduced by 2.7% in 2013. In all, violent crime has been reduced by **33%** during the course of the last five (5) years. This is truly a tremendous accomplishment and one in which both the Police Department and our citizens can take pride in. This accomplishment is due in no small part to the dedication and hard work of the men and women of the Police Department and the willingness of our citizens to partner with us on a daily basis.

Once again, the City's "National Night Out" activities were a huge success. "National Night Out" is not just any every day event. It is a symbolic, nationwide crime prevention event that reflects the "day in and day out" cooperation of the citizens and the Police. This year marks the City's participation for the 19th consecutive year.

The Police Department in cooperation with the Fire Department, continues to move forward with the comprehensive radio system upgrade which was initiated during FY 2013. Once completed, both police and fire will join the City of Tampa, Plant City and a host of other state and local agencies on the Hillsborough County Sheriff's Office (HCSO) 700/800MHz radio platform. Our migration to the HCSO 700/800MHz platform creates a unified public safety communication platform throughout Hillsborough County for the very first time and will ensure our ability to communicate with our regional public safety partners during situations requiring multi-jurisdictional response. To date, the Police Department has secured nearly one (1) million dollars in grant funding and allocated over \$300,000 in donated funds toward this very important project. It is anticipated that this project will be completed during FY 2015.

The Police Department continues to strengthen relationships with the communities adjacent to the City limits. The Police Chief maintains a close working relationship with Tampa's Chief, USF's Chief, and the Hillsborough County Sheriff; and the Department continues to partner with all three agencies to improve the quality of life both within the City of Temple Terrace and throughout the neighboring communities through joint projects and coordinated criminal investigations.

The Police Department participated in the City's very first reaccreditation assessment process during April 2014. In order to maintain accredited status, a comprehensive review of all policies, procedures and operations must be conducted by a team of outside peer assessors every three (3) years. This process ensures that the agency continues to comply with more than 269 individual accreditation standards. During our onsite assessment, we received very favorable comments from our group of assessors and were advised that we will be recommended for reaccreditation before the Board of Directors of the Commission on Florida Law Enforcement Accreditation at the accreditation conference in June 2014. The Law Enforcement Accreditation process is a long and tedious undertaking that involves every member of the Department. Accreditation is a highly recognized means of acquiring and maintaining the highest possible standards of competency, proficiency, professionalism and service to the community.

Fiscal Year 2015 Highlights: The Police Department will continue to proactively respond to the community's needs by seeking to acquire the necessary equipment and technology to support efficient, effective programs. Ever vigilant, the Department will continue to provide the highest levels of service possible to all our citizens and many visitors. The continued development and growth of the Citizens Volunteer Patrol Program, our city wide Crime Prevention efforts, and the strengthening of our cooperative relationships with our local public safety partners will continue to remain at the forefront of our efforts.

During the City's 2014 Strategic Planning process, ensuring that our public safety services continue to thrive and meet the challenges of population growth, while finding ways to provide data to the community which illustrates the level of services provided, was established as the overall public safety goal.

The Police Department will place considerable emphasis on accomplishing this goal by focusing its efforts on accomplishing the three (3) primary objectives outlined within the established plan namely:

- maintaining adequate staffing and available resources to accommodate the continued growth of the City and its population;
- establishing a media campaign to improve public awareness and perception of police department activities; and
- implementing strategies to identify, address and effectively communicate solutions pertaining to traffic related concerns.

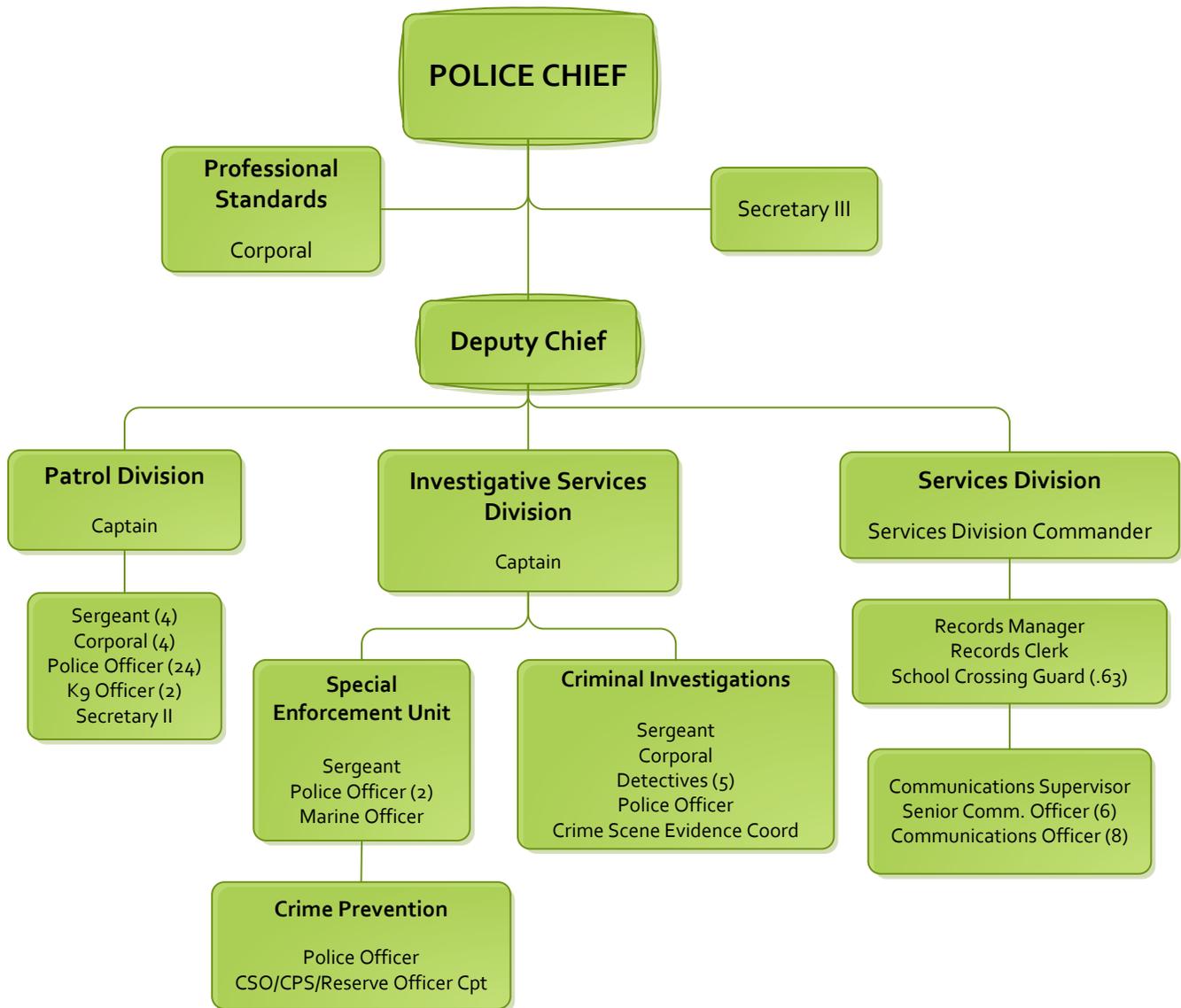
In order to ensure that progress is being made, the Police Department will develop a timeline for accomplishing the critical tasks within each objective that will allow us to meet or exceed the timeline established for the accomplishment of each individual objective.

Long-Term Vision and Future Financial Impact: Currently, the Police Department occupies a portion of City Hall's first and third floors. The building was not originally designed to be a police facility and lacks many features found in modern police facilities. The building does not meet public safety hurricane standards and will be evacuated in the event of a major hurricane, rendering the Police Department without a home facility and limiting functionality. In addition, our current facilities do not meet standards for police accreditation. Several extremely important components of our daily operations had to be significantly modified or, as in the case of our holding cells, discontinued all together in order to meet the professional standards of excellence established by the Commission for Florida Law Enforcement Accreditation. What should be considered routine police operations within our current facility are not ideal and present functionality issues, as well as specific employee safety concerns. These deficiencies if left uncorrected for a prolonged period of time could seriously jeopardize our ability to maintain the accreditation status we have worked so hard to acquire. Based on previous research

conducted into building projects completed by agencies of similar size, the estimated cost to acquire a parcel of land, design and build a new police facility is approximately \$14.5 million.

The Police Department continually studies and analyzes service requirements and crime trends to provide both our citizens and guests with exceptional law enforcement services.

Our Relationship to Other Departments and the City’s Broad Goals: The Police Department serves in a variety of support roles to other departments. The Police Department works with other departments to help identify and solve community problems by recognizing the importance of reviving declining neighborhoods and business districts. Compliance with the City Code and a proactive response to various citizen quality-of-life issues are closely connected to our goal of reducing crime. The Police Department is committed to ensuring the success of the downtown redevelopment area and will continue to provide support and assistance wherever possible.



Fund:
General

Department:
Police

PERSONNEL SUMMARY

Schedule of Budgeted Positions: Full-Time Equivalents

Position Title	Pay Grade	11-12	12-13	13-14	14-15
<u>Administration</u>					
Police Chief	-	1.00	1.00	1.00	1.00
Deputy Police Chief	32	1.00	1.00	1.00	1.00
Corporal	P3	1.00	1.00	1.00	1.00
Secretary III	15	1.00	1.00	1.00	1.00
TOTAL		4.00	4.00	4.00	4.00
<u>Patrol</u>					
Captain	31	1.00	1.00	1.00	1.00
Sergeant	P4	4.00	4.00	4.00	4.00
Corporal	P3	4.00	4.00	4.00	4.00
Police Officer	P1	25.00	25.00	25.00	25.00
Secretary II	12	1.00	1.00	1.00	1.00
TOTAL		35.00	35.00	35.00	35.00
<u>Investigative Services</u>					
Captain	31	1.00	1.00	1.00	1.00
Sergeant	P4	2.00	2.00	2.00	2.00
Corporal	P3	1.00	1.00	1.00	1.00
Detective	P2	6.00	5.00	5.00	4.00
Police Officer	P1	6.00	6.00	6.00	7.00
Crime Scene Evidence Coordinator	20	1.00	1.00	1.00	1.00
CSO/CPS/Reserve Officer Cpt	16	1.00	1.00	1.00	1.00
Secretary II	12	1.00	0.00	0.00	0.00
TOTAL		19.00	17.00	17.00	17.00
<u>Services</u>					
Division Commander	27	1.00	1.00	1.00	1.00
Records Manager	21	1.00	1.00	1.00	1.00
Communications Supervisor	22	1.00	1.00	1.00	1.00
Senior Communications Officer	19	5.00	6.00	6.00	5.00
Communications Officer	16	9.00	8.00	8.00	9.00
Community Service Officer	14	1.00	0.00	0.00	0.00
Records Clerk	13	0.00	1.00	1.00	1.00
School Crossing Guard (PT)	9	0.63	0.63	0.63	0.63
TOTAL		18.63	18.63	18.63	18.63
DEPARTMENT TOTAL		76.63	74.63	74.63	74.63

POLICE

EXPENDITURE SUMMARY

Expenditure Classification	Actual 2011-12	Actual 2012-13	Budgeted 2013-14	Estimated to 9/30	Budgeted 2014-15
Personal Services	\$5,989,805	\$6,159,141	\$6,556,113	\$6,103,482	\$ 6,589,018
Operating Expenditures	1,023,842	1,148,385	1,240,981	1,103,407	1,200,515
Capital Outlay	74,245	366,262	126,141	-	-
Total Expenditures	\$7,087,892	\$7,673,788	\$7,923,235	\$7,206,889	\$ 7,789,533

EXPENDITURES BY DIVISION/PROGRAM

Division / Program	Actual 2011-12	Actual 2012-13	Budgeted 2013-14	Estimated to 9/30	Budgeted 2014-15
Administration	\$1,145,859	\$1,664,791	\$1,458,367	\$1,145,714	\$ 1,306,827
Patrol	3,390,024	3,613,055	3,826,592	3,739,996	3,906,249
Marine Patrol	114,879	124,953	129,031	127,089	136,463
Investigative Services	1,222,197	1,189,659	1,355,834	1,134,235	1,271,013
Crime Prevention	231,566	177,121	168,080	151,058	144,333
Communications	773,596	696,528	772,411	703,430	800,344
Services	209,771	207,681	212,920	205,367	224,304
Total Expenditures	\$7,087,892	\$7,673,788	\$7,923,235	\$7,206,889	\$ 7,789,533

FUNDING SOURCE

Revenue	Administration	Patrol	Investigative Services	Communi- cations	Services	Total
Program Expenditure Budget	\$ 1,306,827	\$ 4,042,712	\$ 1,415,346	\$ 800,344	\$ 224,304	\$ 7,789,533
Less: Revenues Generated						
911 User Fee				106,100		106,100
Police Reports					3,000	3,000
Affidavits		150				150
Civil Traffic Infractions		40,000				40,000
Red Light Cameras		400,000				400,000
Confiscated Property			1,000			1,000
Law Enforcement Education		8,200				8,200
Parking Tickets/Police Surcharge		12,700				12,700
False Alarms		2,600				2,600
Impound Storage Fees/Restitution			4,000			4,000
Net Unsupported Budget	\$ 1,306,827	\$ 3,579,062	\$ 1,410,346	\$ 694,244	\$ 221,304	\$ 7,211,783
% of Budget Supported by Program	0%	11%	0%	13%	1%	7%

Fund:
General

Department:
Police

Account #:
001-1400-521.

EXPENDITURE DETAIL

Expenditure Classification	Actual 2011-12	Actual 2012-13	Budgeted 2013-14	Estimated to 9/30	Budgeted 2014-15
PERSONAL SERVICES					
Salaries and Wages	\$3,700,626	\$ 3,700,758	\$3,771,098	\$ 3,514,828	\$3,767,568
Overtime	129,381	123,939	116,876	141,317	115,217
Special Pay	47,820	44,510	46,150	46,220	40,390
Payroll Taxes	289,443	290,525	299,508	281,893	296,534
Retirement Contributions	1,354,558	1,540,168	1,799,334	1,622,836	1,805,292
Life and Health Insurance	382,877	366,269	426,953	401,945	462,191
Workers' Compensation Insurance	72,153	88,428	96,194	94,443	101,826
Unemployment Compensation	12,947	4,544	-	-	-
TOTAL PERSONAL SERVICES	5,989,805	6,159,141	6,556,113	6,103,482	6,589,018
OPERATING EXPENDITURES					
Professional Services	10,735	9,431	16,055	16,055	16,255
Other Contractual Services	300,493	297,614	332,706	331,706	420,596
Travel and Per Diem	13,654	20,831	41,899	41,899	23,335
Communication Services	128,186	125,163	65,406	69,418	58,860
Transportation	2,102	1,977	1,800	1,800	2,000
Utility Services	-	-	100	100	100
Rentals and Leases	11,431	11,221	15,460	15,460	12,560
Insurance	45,728	61,721	67,313	67,313	67,586
Repair and Maintenance Services	248,403	205,923	226,929	237,941	238,972
Printing and Binding	2,862	2,564	4,160	4,160	4,160
Other Current Charges	200	148,072	57,528	-	-
Office Supplies	12,733	16,601	15,800	17,600	14,800
Operating Supplies	232,813	232,897	382,896	287,026	327,524
Books, Publications and Memberships	2,057	2,871	1,430	1,430	1,355
Other Operating Costs	12,445	11,499	11,499	11,499	12,412
TOTAL OPERATING EXPENDITURES	1,023,842	1,148,385	1,240,981	1,103,407	1,200,515
CAPITAL OUTLAY					
Machinery and Equipment	74,245	366,262	126,141	-	-
TOTAL CAPITAL OUTLAY	74,245	366,262	126,141	-	-
TOTAL DEPARTMENT	\$7,087,892	\$ 7,673,788	\$7,923,235	\$ 7,206,889	\$7,789,533

Program:
Administration

Account #:
001-1411-521.

Department:
Police

PROGRAM DESCRIPTION:

Administers components that report directly to the Chief of Police, including planning, control, policy-setting and decision-making relative to operational, fiscal, personnel, and community matters; reviews and investigates policy compliance matters, employee misconduct and incidents with potential for civil liability; manages accreditation requirements; prepares news media releases; applies for and administers grants and coordinates training and career development for all employees.

PROGRAM OBJECTIVES:

- 1) Maintain budget within 1% of approved budget.
- 2) Maintain a citizen satisfaction rate of 96% of those surveys received.
- 3) Complete employee misconduct complaints within 90 days of receipt.
- 4) Conduct quarterly audits of the property/evidence room.
- 5) Reduce reported crime by 5%.
- 6) Maintain a 44% Departmental clearance rate of all Part I offenses.
- 7) Maintain a 60% Departmental clearance rate of all Part II offenses.

PERFORMANCE REVIEW	Actual 2011-12	Actual 2012-13	Estimated 2013-14	Recommended 2014-15
OPERATING COST OF PROGRAM:	\$ 1,100,985	\$ 1,302,842	\$ 1,145,714	\$ 1,306,827
FULL TIME EQUIVALENT EMPLOYEES	8.00	7.00	7.00	7.00
DEMAND:				
Population - City	24,919	25,307	25,337	25,401
Number of employees in department (F.T.E.)	76.63	74.63	74.63	74.63
Full-Time employees	76	74	74	74
Part-Time employees	3	2	3	3
Total departmental operating budget	\$ 7,013,647	\$ 7,307,526	\$ 7,206,889	\$ 7,789,533
Total departmental budget (including capital)	\$ 7,581,297	\$ 7,613,387	\$ 7,613,387	\$ 7,789,533
Number of households	11,769	11,793	11,802	11,816
Number of businesses	673	673	928	928
Number of offenses reported	1,857	1,570	1,672	1,772
Number of grants administered	4	4	5	5
WORKLOAD:				
Number of police incidents	32,562	34,832	38,548	41,246
Number of formal citizen complaints	8	5	-	-
Annual audits of property/evidence room	4	4	4	4
Department total Part I crimes reported	802	714	720	684
Department total Part II crimes reported	1,055	856	876	896
PRODUCTIVITY:				
Per capita operating cost for program	\$ 44.18	\$ 51.48	\$ 45.22	\$ 51.45
Per capita cost of total departmental budget	\$ 281.46	\$ 288.76	\$ 284.44	\$ 306.66
Cost per department (F.T.E.)	\$ 14,367.55	\$ 17,457.35	\$ 15,351.92	\$ 17,510.75
Department total Part I crimes cleared	399	355	365	375
Department total Part II crimes cleared	916	763	775	780
EFFECTIVENESS:				
Percent satisfied with services per quality control surveys	100.0%	100.0%	100.0%	100.0%
Percent within approved operating budget	1.0%	1.0%	1.0%	1.0%
Formal citizen complaints completed w/in 90 days	100%	100%	100%	100%
Percent +/- of offenses reported from previous year	-7.0%	-15.5%	6.5%	6.0%
Department percentage of Part I cases cleared	50%	50%	51%	55%
Department percentage of Part II cases cleared	87%	89%	88%	87%
Total UCR Index Offenses reported	746	726	720	684
Percent +/- of UCR Index offenses from previous year	-8.4%	-2.7%	-0.8%	-5.0%

Program:
Patrol

Account #:
001-1421-521.

Department:
Police

PROGRAM DESCRIPTION:

Protects life and property; prevents crimes, investigates all reported crimes; recovers stolen property; maintains law and order; enforces all traffic laws; investigates traffic crashes.

PROGRAM OBJECTIVES:

- 1) Maintain an average response time of less than three minutes for In-progress/Emergency calls.
- 2) Maintain an average response time of less than six minutes for Urgent calls.
- 3) Maintain an average response time of less than ten minutes for Non-urgent calls.
- 4) Reduce traffic crashes by 3%.
- 5) Ensure that no more than 15% of vehicles traveling on collector streets exceed 35 m.p.h.
- 6) Conduct ten selective traffic enforcement details per year, addressing community traffic safety concerns.
- 7) Conduct two Comprehensive Roadside Sobriety and Safety Checkpoints per year.

PERFORMANCE REVIEW	Actual 2011-12	Actual 2012-13	Estimated 2013-14	Recommended 2014-15
OPERATING COST OF PROGRAM:	\$ 3,388,143	\$ 3,613,055	\$ 3,739,996	\$ 3,906,249
FULL TIME EQUIVALENT EMPLOYEES	33.00	33.00	33.00	33.00
DEMAND:				
Population - City	24,919	25,307	25,337	25,401
Miles of roadway	76	76	76	76
Vehicles traveling on Fowler Avenue Daily	54,500	55,500	55,500	55,500
Vehicles traveling on 56th Street Daily	37,250	37,500	37,500	37,500
Vehicles traveling on Busch Blvd. Daily	36,000	36,500	36,500	36,500
WORKLOAD:				
Number of citations issued	5,275	3,894	3,982	4,580
Number of written and verbal warnings issued	6,553	8,824	11,040	12,696
Number of traffic crashes, arterial at intersections	254	265	280	271
Number of traffic crashes all residential	55	48	47	45
Number of crashes arterial not at intersections	168	133	150	145
Number of calls for service	32,562	34,832	38,548	41,246
PRODUCTIVITY:				
Per capita operating cost program	\$ 135.97	\$ 142.77	\$ 147.61	\$ 153.78
Cost per call for service	\$ 104.05	\$ 103.73	\$ 97.02	\$ 94.71
EFFECTIVENESS:				
Number of pedestrian fatality crashes	-	-	-	-
Number of vehicle fatality crashes	1	1	-	-
Percent traffic crashes compared to prior year	15%	15%	7%	-3%
Percent of vehicles exceeding 35 m.p.h. on collector streets based on count	15%	5%	15%	15%
Number of traffic enforcement details conducted	15	14	10	10
Number of traffic checkpoints conducted	2	5	10	10
Average response time for In-progress/Emer calls	3:19	2:49	2:51	3:00
Average response time for Urgent calls	5:14	4:29	4:40	6:00
Average response time for Non-urgent calls	6:45	5:48	5:50	10:00

Program:
Marine Patrol

Account #:
001-1424-521.

Department:
Police

PROGRAM DESCRIPTION:

Provides a safe water recreational area on the Hillsborough River; prevents and detects criminal and non-criminal infractions; enforces applicable city and county ordinances and state laws on the river; investigates actual and possible crimes and non-criminal infractions on the river.

PROGRAM OBJECTIVES:

- 1) Patrol the Hillsborough River 800 hours per year to provide a safe water recreation area.
- 2) Provide enforcement initiatives to keep boating accidents under two per year.
- 3) Conduct 500 safety inspections per year to provide safety education to the boating public.

PERFORMANCE REVIEW	Actual 2011-12	Actual 2012-13	Estimated 2013-14	Recommended 2014-15
OPERATING COST OF PROGRAM:	\$ 114,879	\$ 124,953	\$ 127,089	\$ 136,463
FULL TIME EQUIVALENT EMPLOYEES	1.00	1.00	1.00	1.00
DEMAND:				
Population - City	24,919	25,307	25,337	25,401
Miles of Hillsborough River in City limits	8.40	8.40	8.40	8.40
WORKLOAD:				
Boating citations	16	11	15	20
Boating warnings	53	59	65	75
River patrol - man hours	1,324	1,454	1,500	1,500
Safety inspections conducted	897	1,119	1,190	1,100
PRODUCTIVITY:				
Per capita operating cost program	\$ 4.61	\$ 4.94	\$ 5.02	\$ 5.37
EFFECTIVENESS:				
Number of boating accidents	-	-	-	-
Number of man hours on river patrol	1,324	1,454	1,500	1,500
Number of safety inspections conducted	897	1,119	1,190	1,100

Program:
Investigative Services

Account #:
001-1431-521.

Department:
Police

PROGRAM DESCRIPTION:

Latent investigation of assigned crimes, which includes the detection, apprehension, and prosecution of persons suspected of committing criminal offenses; the recovery of stolen property. Also responsible for undercover and surveillance operations, long-term investigations and proactive response to street level crimes, i.e. vice, alcohol and drug-related offenses; and intelligence tracking and analysis.

PROGRAM OBJECTIVES:

- 1) Maintain a 25% Departmental clearance rate of all Part I offenses.
- 2) Maintain a 60% Departmental clearance rate of all Part II offenses.
- 3) Maintain a 25% Departmental recovery rate of stolen property.
- 4) Respond to 90% of requests for crime scene processing.
- 5) Purge property room of impounded items within 30 days of expiration of the statutory requirements.
- 6) Conduct three sting type operations.
- 7) Conduct 50 surveillances.

PERFORMANCE REVIEW	Actual 2011-12	Actual 2012-13	Estimated 2013-14	Recommended 2014-15
OPERATING COST OF PROGRAM:	\$ 1,222,197	\$ 1,189,659	\$ 1,134,235	\$ 1,271,013
FULL TIME EQUIVALENT EMPLOYEES	13.00	13.00	13.00	13.00
DEMAND:				
Population - City	24,919	25,307	25,337	25,401
Number of offenses reported	896	751	785	857
Number of alcohol establishments	37	37	37	37
WORKLOAD:				
Number of Part I cases assigned to detectives	549	491	465	460
Number of Part II cases assigned to detectives	347	260	320	330
Amount of property stolen	\$ 1,617,076	\$ 994,853	\$ 504,300	\$ 640,500
Number of evidence forms processed	1,299	1,228	1,294	1,289
Number of impounded items	3,770	34,333	3,356	3,387
CST processing requests received	16	7	12	15
CST requests responded to	16	7	12	15
Number of impounded items purged	2,577	2,702	3,950	2,585
PRODUCTIVITY:				
Per capita operating cost of program	\$ 49.05	\$ 47.01	\$ 44.77	\$ 50.04
Costs per offense	\$ 1,364.06	\$ 1,584.10	\$ 1,444.89	\$ 1,483.10
Number of CIU assigned Part I cases cleared	146	131	140	138
Number of CIU assigned Part II cases cleared	209	163	198	204
Amount of stolen property recovered	\$ 636,343	\$ 271,215	\$ 145,718	\$ 170,500
EFFECTIVENESS:				
Percent of CIU assigned Part I cases cleared	27%	27%	30%	30%
Percent of CIU assigned Part II cases cleared	60%	63%	62%	62%
Percent of stolen property recovered	39%	27%	29%	27%
Number of surveillances conducted	153	50	72	75
Number of sting type operations	3	4	3	3
Percent of CST crime scene requests responded to	100%	100%	100%	100%
Percent of impounded items purged within 30 days of expiration of the statutory requirements	100%	100%	100%	100%

Program:
Crime Prevention

Account #:
001-1433-521.

Department:
Police

PROGRAM DESCRIPTION:

Develops and perpetuates community public safety awareness and prevention programs; assists citizens and visitors of the City in making their families, homes, automobiles, and businesses more secure; and forms community partnerships to address public safety issues.

PROGRAM OBJECTIVES:

- 1) Ensure that 50% of crime watch areas meet at least once per year.
- 2) Ensure that 30% of businesses are involved in business watch program.
- 3) Ensure that 50% of apartment communities are involved in apartment watch.
- 4) Perform 50 crime prevention and community based programs.
- 5) Recognize 4 youths for "Do The Right Thing" (DTRT) yearly.

PERFORMANCE REVIEW	Actual 2011-12	Actual 2012-13	Estimated 2013-14	Recommended 2014-15
OPERATING COST OF PROGRAM:	\$ 231,566	\$ 172,808	\$ 151,058	\$ 144,333
FULL TIME EQUIVALENT EMPLOYEES	2.00	2.00	2.00	2.00
DEMAND:				
Population - City	24,919	25,307	25,337	25,401
Crime watch areas	79	79	79	79
Businesses	580	580	580	580
Apartment communities	21	21	22	22
WORKLOAD:				
Crime watch areas that meet yearly	40	43	40	43
Businesses with watch programs	202	174	174	178
Apartment communities with watch programs	9	10	11	12
Programs requested	51	85	94	95
PRODUCTIVITY:				
Per capita operating cost program	\$ 9.29	\$ 6.83	\$ 5.96	\$ 5.68
EFFECTIVENESS:				
Percent of crime watch areas that meet once per year	50.6%	54.4%	50.6%	54.4%
Percent of businesses involved in business watch	34.8%	30.0%	30.0%	30.7%
Percent of apartment communities involved in apartment watch	42.9%	47.6%	50.0%	55.0%
Crime Prevention/Community programs presented	51	60	75	50

Program:
Communications

Account #:
001-1440-521.

Department:
Police

PROGRAM DESCRIPTION:

Provides accurate, comprehensive, efficient, and timely receipt of telephone, radio, and state network service to Police, Fire, EMS and other City departments by receiving calls for emergency, non-emergency, and informational situations. Dispatches the appropriate situational resources and equipment.

PROGRAM OBJECTIVES:

- 1) Answer 95% of all 9-1-1 calls in less than 10 seconds.
- 2) Provide prompt response to 100% of telephone calls for service or information from citizens or other agencies.
- 3) Provide prompt response to 100% of radio calls for service or for information from police, fire or E.M.S. personnel.
- 4) Dispatch all emergency/in-progress calls within 90 seconds from receipt.
- 5) Achieve Emergency Medical Dispatch (EMD) Protocol compliance at 95%

PERFORMANCE REVIEW	Actual 2011-12	Actual 2012-13	Estimated 2013-14	Recommended 2014-15
OPERATING COST OF PROGRAM:	\$ 751,176	\$ 696,528	\$ 703,430	\$ 800,344
FULL TIME EQUIVALENT EMPLOYEES	15.00	15.00	15.00	15.00
DEMAND:				
Population - City	24,919	25,307	25,337	25,401
Households	11,769	11,793	11,802	11,816
Businesses	580	580	580	580
WORKLOAD:				
Dispatcher assists/walk-ups	1,002	544	366	370
Amount of police activity generated	33,425	36,027	38,548	41,246
9-1-1 calls	12,553	12,225	13,300	14,300
Fire incidents dispatched	3,020	2,939	3,000	3,120
Non-Emergency telephone calls	54,775	53,712	56,968	59,815
FCIC queries and entries completed	11,566	10,518	8,682	7,813
EMD calls	1,397	1,507	1,492	1,468
PRODUCTIVITY:				
Per capita operating cost for program	\$ 30.14	\$ 27.52	\$ 27.76	\$ 31.51
Average number of requests for service per dispatcher per shift	23	23	24	25
EFFECTIVENESS:				
Percent of 9-1-1 calls answered within 10 seconds	100.0%	100.0%	100.0%	100.0%
Dispatch time for emergency/in-progress calls	1:21	1:14	1:18	1:30
Average time Processing EMD calls	0:36	1:36	1:45	1:38
Percentage of EMD protocol compliant calls	96.3%	98.0%	94.0%	96.0%

Program:
Services

Account #:
001-1450-521.

Department:
Police

PROGRAM DESCRIPTION:

Serves as liaison with the City IT Department; installs software applications and diagnostics of computer issues. Completes report generation for end user and public requests; completes traffic and domestic violence transmittals; validates and verifies Uniform Crime Report (UCR) coding on reports; completes semi-annual and annual UCR reports; completes yearly purges; ensures integrity of all police records by collecting, processing, and disseminating according to statutory provisions and regulations; maintains safe school crossings; and coordinates the Community Service Officer program.

PROGRAM OBJECTIVES:

- 1) Verify and validate UCR coding of all criminal reports/arrests for submission to FDLE on a semi-annual basis.
- 2) Verify each report to include all CRA's, direct files and FCIC/NCIC printouts.
- 3) Achieve 100% compliance with FDLE and DHSMV audits.
- 4) Respond to 100% of requests for police reports.
- 5) Complete 100% of seals/expungements within 48 hours of receipt.

PERFORMANCE REVIEW	Actual 2011-12	Actual 2012-13	Estimated 2013-14	Recommended 2014-15
OPERATING COST OF PROGRAM:	\$ 204,701	\$ 207,681	\$ 205,367	\$ 224,304
FULL TIME EQUIVALENT EMPLOYEES	3.63	3.63	3.63	3.63
DEMAND:				
Population - City	24,919	25,307	25,337	25,401
Criminal reports processed	2,148	1,922	1,944	1,850
Traffic Crash reports processed	477	447	430	461
Citations processed	5,275	3,894	3,982	4,580
Field Interview Reports processed	461	540	500	520
Traffic Warnings processed	921	2,585	5,952	6,551
School crossing locations	3	2	2	2
WORKLOAD:				
Reports requiring UCR validation	9,282	9,388	12,808	13,962
Requests via incoming mail	453	380	312	270
Background checks	357	671	440	420
Report requests processed	472	355	340	330
Requests/transactions via fax and email	2,470	2,350	2,540	2,616
PRODUCTIVITY:				
Per capita operating cost for program	\$ 8.21	\$ 8.21	\$ 8.11	\$ 8.83
Cost per record processed	\$ 5.84	\$ 5.77	\$ 4.23	\$ 3.88
EFFECTIVENESS:				
Annual percentage scored on UCR audit	100%	100%	100%	100%
Annual percentage scored on FDLE/DHSMV audits	100%	100%	100%	100%
Annual percentage of reports verified/purged, to include all reports, CRA's, direct files and FCIC/NCIC printouts.	100%	100%	100%	100%
Percent of seal/expungements completed within 48 hours of receipt.	100%	100%	100%	100%
Response to police report requests	100%	100%	100%	100%



FIRE



Firefighter Tom Loughlin
2013 Firefighter of the Year

The **Fire Department** provides fire suppression, rescue services, basic life support (BLS), as well as advanced life support (ALS) and patient transport to the hospital. Our department also provides hazardous materials mitigation, fire inspection, fire investigation and public education. Housing rehabilitation and rental housing programs are also under the direction of the Fire Department. The Department provides these services through five divisions: Administration, Operations, Personnel Development, Risk Reduction, and Rental Housing. Departmental responsibilities also include planning, budgeting, and emergency management/preparedness.

Current and Prior Year Accomplishments: The Fire Department continues to make significant progress with developing and enhancing the level of service provided to our citizens. During Fiscal Year 2014, the Department continued to provide sufficient on-duty minimum staffing in order to meet the requirements set forth in NFPA 1710 and OSHA 1910.134 “2-in/2-out” rules. The Department strives to ensure personnel safety while establishing and improving performance baselines and benchmarks. The Fire Department has been a strong partner with the City in developing the overall City wide strategic plan. The Fire Chief has diligently assisted the City during its strategic planning sessions, while facilitating both the internal and external stakeholder meetings.

The Department continues to apply for grants each year from many sources, including those at the County, State, and Federal level. The Fire and Police Departments recently received a Federal UASI grant of over \$800,000 to upgrade our emergency dispatch radio system from analog to 700MHZ/800MHZ P25 compliant. This system allows us to operate on the same radio system as our mutual aid partners including Tampa Fire Rescue, Plant City Fire Rescue and Hillsborough County Fire Rescue. This implementation drastically enhances firefighter safety and operational efficiency. After receiving an EMS grant from Hillsborough County this year, the Department was able to replace some existing medical equipment including two (2) intubation training heads, EZ IO’s for enhancing our IV access capabilities, a LIFEPAK 1000 AED, and training AED. This fiscal year, the department also applied for new automatic chest compression devices through the State of Florida EMS grant program. In addition, the department has applied for the Federal Fire Act Grant which includes the replacement of in-field mobile reporting devices. This upgrade of reporting hardware will allow for faster report writing capabilities and improved access to vital fire/medical information.

This year, the Department also upgraded to a new EMS reporting system called ePCR. This improved reporting software will allow our personnel to complete reports faster and more accurately. It will also allow our members in the field to link our reports and EKG strips to the hospital via auto FAX, thus enhancing our patient care capabilities. At the recommendation of our accreditation agency (CPSE), we have also implemented a new medical inventory control system. This inventory bar-code system allows for a more accurate and efficient control of our medical supplies. This system will identify the correct amount of supplies needed, thereby reducing the need to discard expired medication and medical supplies. This inventory system will also be less time consuming and should result in some cost savings associated with medical supplies.

The Department has continued its partnership with Five Bugles Institute by providing a location within the administration building for training. Our firefighters are able to attend fire-related certified and degree seeking courses at a reduced tuition cost. The department continues our relationship with Florida Hospital in which our firefighters attend clinical skills rotations within the hospital’s Cardiac Cath Lab and Surgical Units. This hospital experience has shown to be an invaluable learning and continuing education tool. The current Computer Aided Dispatch (CAD) with Automated Vehicle Locators (AVL) has shown great value in its ability to identify the location of all Fire Department vehicles and dispatching the closest emergency vehicle. The Commission on Fire

Accreditation International (CFAI) unanimously accepted the Department's Annual Compliance Report (ACR) in October 2013. The Department will continue reporting its progress each year until our reaccreditation process begins again in 2016. Providing exceptional service to City residents and its visitors is the Department's goal and obligation.

Fiscal Year 2015 Highlights: In Fiscal Year 2015, the Fire Department will continue its mission of meeting and exceeding the City shareholders' expectations by operating effectively and efficiently to serve the community. The Department will diligently work on the various goals, objectives, and critical tasks identified in the City's Strategic Plan. The Department's priorities will continue to focus on residential and commercial fire prevention, housing compliance, residential rehabilitation, rental permitting, and emergency management. The Department has developed a fiscally responsible 2014-15 budget, while at the same time maintaining the same high level of service our customers demand.

Long-Term Vision and Future Financial Impact: The City's long-term vision to seek future annexations may require additional personnel, equipment, and facilities to meet increased demands for service within the current fiscal restraints. The Department shall assist the City with the Council goals to improve the physical appearance of the City through Rental Housing and Housing Rehabilitation Programs and anticipates the opportunity to assist with the revitalization of the downtown redevelopment area. Preliminary plans for a third fire station to cover possible future annexations have been explored. The Department understands the need to investigate future revenue sources and grant opportunities. The Department continues to foster a positive relationship with the University of South Florida, Busch Gardens, MOSI, Tampa Executive Airport, and many City partners.

Our Relationship to Other Departments and the City's Broad Goals: The Department prides itself in serving the community and assisting other City departments when the need arises. Fire employees provide services for other City departments during and after normal business hours. These efforts include clearing streets blocked during storms and severe wind conditions, investigating water main leaks, emergency lighting for police operations, etc. The Department will maintain a close working relationship with all City departments in an effort to provide residents the quality service they deserve every day.

Pursuit of Strategic Plan Goals: Below are a list of goals and corresponding objectives that the Department will pursue during Fiscal Year 2014-15, which are included in the Department's Strategic Plan:

Develop and implement a formal Workforce Plan.

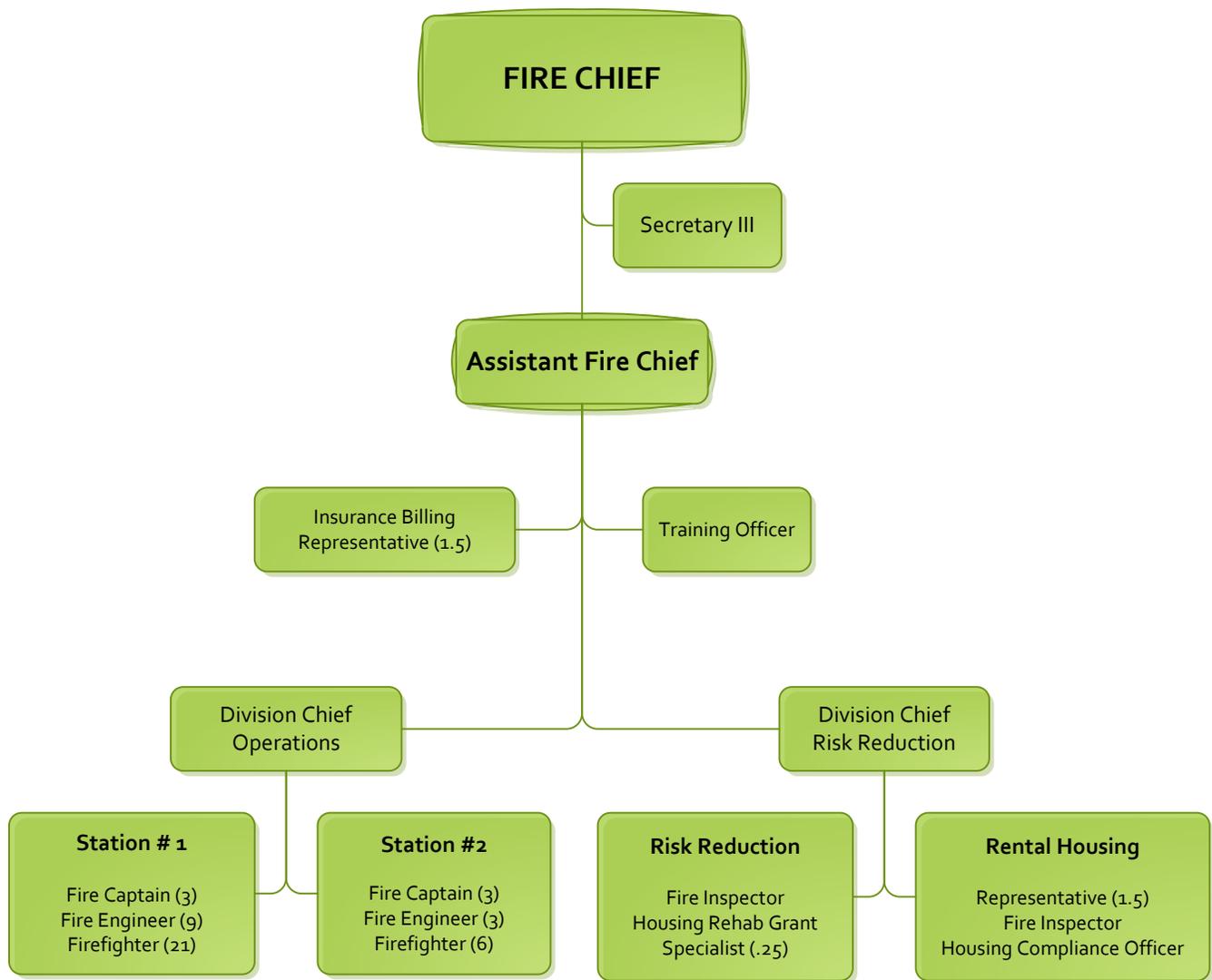
- Include employee development, mentoring, appraisal, career planning, succession management, promotion, while being competitive in the market place.

The Department's standard operating guidelines.

- Develop hazardous materials and technical rescue operations standard operating procedures to coincide with departmental operations. The Department will continue to institute an annual review process for all standard operating guidelines.

The Department should develop a plan to improve response time reliability in the north eastern portion of the City.

- Improve response times by expanding existing roads in Telecom Park to assist with Fire Station 2 response times.



Fund:
General

Department:
Fire

PERSONNEL SUMMARY

Schedule of Budgeted Positions: Full-Time Equivalents

Position Title	Pay Grade	11-12	12-13	13-14	14-15
<u>Administration</u>					
Fire Chief	-	1.00	0.85	0.85	0.85
Assistant Fire Chief	32	1.00	0.85	0.85	0.85
Div. Chief / Operations	29	1.00	0.85	0.85	0.85
Div. Chief / Risk Reduction	29	1.00	0.05	0.05	0.05
Training Officer-Personnel Div	27	1.00	0.05	0.05	0.05
Fire Inspector-Risk Reduction	27	0.00	0.05	0.05	0.05
Secretary III	15	1.00	0.85	0.85	0.85
Insurance Billing Representative	12	1.50	1.50	1.50	1.50
TOTAL		7.50	5.05	5.05	5.05
<u>Stations #1 & #2</u>					
Fire Chief	-	0.00	0.10	0.10	0.10
Assistant Fire Chief	32	0.00	0.10	0.10	0.10
Div. Chief / Operations	29	0.00	0.10	0.10	0.10
Div. Chief / Risk Reduction	29	0.00	0.10	0.10	0.10
Training Officer-Personnel Div	27	0.00	0.90	0.90	0.90
Fire Inspector-Risk Reduction	27	0.00	0.10	0.10	0.10
Secretary III	15	0.00	0.10	0.10	0.10
Fire Captain	F11	6.00	5.70	5.70	5.70
Fire Engineer	F8	12.00	11.40	11.40	11.40
Firefighter	F4	27.00	25.65	25.65	25.65
TOTAL		45.00	44.25	44.25	44.25
<u>Housing Compliance</u>					
Fire Chief	-	0.00	0.05	0.05	0.05
Assistant Fire Chief	32	0.00	0.05	0.05	0.05
Div. Chief / Risk Reduction	29	0.00	0.65	0.65	0.65
Div. Chief / Operations	29	0.00	0.05	0.05	0.05
Fire Inspector-Risk Reduction	27	1.00	0.85	0.85	0.85
Training Officer-Personnel Div	27	0.00	0.05	0.05	0.05
Housing Compliance III	25	1.00	0.00	0.00	0.00
Housing Compliance Officer	22	1.00	0.00	0.00	0.00
Housing Rehab Specialist	22	0.50	0.50	0.50	0.25
Secretary III	15	0.00	0.05	0.05	0.05
Risk Reduction Representative	13	1.00	0.00	0.00	0.00
Fire Captain	F11	0.00	0.30	0.30	0.30
Fire Engineer	F8	0.00	0.60	0.60	0.60
Firefighter	F4	0.00	1.35	1.35	1.35
TOTAL		4.50	4.50	4.50	4.25
<u>Rental Housing</u>					
Code Compliance Director	-	0.00	0.02	0.02	0.02
Div. Chief / Risk Reduction	29	0.00	0.20	0.20	0.20
Fire Inspector-Risk Reduction	27	0.00	0.00	1.00	1.00
Housing Compliance Officer	22	0.00	2.00	1.00	1.00
Code Compliance Officer	18	0.00	0.06	0.06	0.06
Risk Reduction Representative	13	0.00	1.00	1.50	1.50
TOTAL		0.00	3.28	3.78	3.78
DEPARTMENT TOTAL		57.00	57.08	57.58	57.33

FIRE

EXPENDITURE SUMMARY

Expenditure Classification	Actual 2011-12	Actual 2012-13	Budgeted 2013-14	Estimate to 9/30	Budgeted 2014-15
Personal Services	\$4,822,086	\$4,707,071	\$5,315,832	\$ 5,115,229	\$ 5,350,618
Operating Expenditures	561,745	592,212	613,018	607,232	678,378
Capital Outlay	74,531	20,786	5,910	5,933	9,500
Total Expenditures	\$5,458,362	\$5,320,069	\$5,934,760	\$ 5,728,394	\$ 6,038,496

EXPENDITURES BY DIVISION/PROGRAM

Division / Program	Actual 2011-12	Actual 2012-13	Budgeted 2013-14	Estimate to 9/30	Budgeted 2014-15
Administration	\$ 780,622	\$ 767,213	\$ 822,696	\$ 813,736	\$ 900,703
Operations	3,649,634	3,518,926	3,898,983	3,709,708	3,904,013
Risk Reduction	534,972	407,932	452,100	450,073	445,670
Rental Housing	-	140,887	219,820	222,118	242,348
Personnel Development	493,134	485,111	541,161	532,759	545,762
Total Expenditures	\$5,458,362	\$5,320,069	\$5,934,760	\$ 5,728,394	\$ 6,038,496

FUNDING SOURCE

Revenue	Administration	Operations	Risk Management	Rental Housing	Personnel Development	Total
Program Expenditure Budget	\$ 900,703	\$ 3,904,013	\$ 445,670	\$ 242,348	\$ 545,762	\$ 6,038,496
Less: Revenues Generated						
Housing Administration Grant			17,253			17,253
Firefighter Supp. Comp.	3,816	17,044	1,272	1,018	2,290	25,440
Fire Reports		550				550
Rental Housing Fees				347,000		347,000
EMS Billings		495,000				495,000
CPR Class Registration		250				250
Fire Lane Surcharge			2,500			2,500
Pluggie Donations	1,000					1,000
Net Unsupported Budget	\$ 895,887	\$ 3,391,169	\$ 424,645	\$ (105,670)	\$ 543,472	\$ 5,149,503
% of Budget Supported by Program	1%	13%	5%	144%	0%	15%

Fund:
General

Department:
Fire

Account #:
001-1500-522.

EXPENDITURE DETAIL

Expense Code	Expenditure Classification	Actual 2011-12	Actual 2012-13	Budgeted 2013-14	Estimate to 9/30	Budgeted 2014-15
PERSONAL SERVICES						
12	Salaries and Wages	\$ 2,903,267	\$ 2,788,927	\$ 2,900,195	\$ 2,760,125	\$ 2,892,178
14	Overtime	93,280	67,627	74,805	65,410	66,654
15	Special Pay	323,801	331,573	381,159	365,891	401,993
21	Payroll Taxes	248,410	238,718	244,737	242,556	250,537
22	Retirement Contributions	848,871	867,863	1,258,924	1,230,665	1,263,675
23	Life and Health Insurance	308,098	300,934	339,118	331,273	337,870
24	Workers' Compensation Insurance	96,359	106,031	116,894	119,309	137,711
25	Unemployment Compensation	-	5,398	-	-	-
	TOTAL PERSONAL SERVICES	4,822,086	4,707,071	5,315,832	5,115,229	5,350,618
OPERATING EXPENDITURES						
31	Professional Services	53,283	66,417	62,940	62,940	68,100
34	Other Contractual Services	30,614	24,771	32,744	32,294	101,448
40	Travel and Per Diem	6,969	13,345	15,060	15,060	15,060
41	Communication Services	43,203	41,816	40,781	38,668	40,186
42	Transportation	4,610	4,457	5,650	5,450	4,950
43	Utility Services	35,745	33,259	36,750	34,745	36,300
44	Rentals and Leases	7,478	19,657	19,780	19,720	19,524
45	Insurance	38,917	32,303	35,152	35,152	34,041
46	Repair and Maintenance Services	125,609	147,513	132,398	144,490	135,861
47	Printing and Binding	2,713	3,304	4,000	3,500	3,550
48	Promotional Activities	2,002	-	920	920	920
49	Other Current Charges	3,510	607	3,000	3,000	2,900
51	Office Supplies	6,747	6,970	10,510	6,300	6,800
52	Operating Supplies	182,656	182,556	197,895	189,565	192,807
54	Books, Publications and Memberships	5,244	3,738	3,939	3,929	3,519
59	Other Operating Costs	12,445	11,499	11,499	11,499	12,412
	TOTAL OPERATING EXPENDITURES	561,745	592,212	613,018	607,232	678,378
CAPITAL OUTLAY						
64	Machinery and Equipment	74,531	20,786	5,910	5,933	9,500
	TOTAL CAPITAL OUTLAY	74,531	20,786	5,910	5,933	9,500
	TOTAL DEPARTMENT	\$ 5,458,362	\$ 5,320,069	\$ 5,934,760	\$ 5,728,394	\$ 6,038,496

Program:
Administration

Account #:
001-1511-522.

Department:
Fire

PROGRAM DESCRIPTION:

Facilitates the department's operation through planning, organizing, reviewing and maintaining with the goal of dispersing those functions into and throughout the department for greater cost effectiveness and efficiency. Ensures that all elements of the city are prepared to deal with unusual occurrences and disasters.

PROGRAM OBJECTIVES:

- 1) Maintain a citizen satisfaction rate of 98% of those surveys fielded.
- 2) Ensure that the Emergency Operations Center staff attends 75% of the annual emergency preparedness training.
- 3) Maintain EMS billing collection rate at 80%.

PERFORMANCE REVIEW	Actual 2011-12	Actual 2012-13	Estimated 2013-14	Recommended 2014-15
OPERATING COST OF PROGRAM:	\$ 780,622	\$ 767,213	\$ 813,736	\$ 900,703
FULL TIME EQUIVALENT EMPLOYEES	5.05	5.05	5.05	5.05
DEMAND:				
Population - City	24,919	25,307	25,337	25,401
Total departmental operating budget	\$ 5,383,831	\$ 5,158,396	\$ 5,500,343	\$ 5,786,648
Number of surveys returned	250	262	240	250
Number of EOC Staff	20	20	20	20
Emergency Preparedness training hours offered	120	120	120	120
Medical transport services billed	\$ 641,999	\$ 664,680	\$ 735,000	\$ 735,000
WORKLOAD:				
Number of incidents	3,068	3,028	3,300	3,300
Number of satisfied surveys returned	247	259	235	245
Total hours EOC staff attended training	160	120	90	90
Transport services collected	\$ 586,699	\$ 585,319	\$ 585,000	\$ 585,000
PRODUCTIVITY:				
Cost per incident	\$ 254.44	\$ 253.37	\$ 246.59	\$ 272.94
Cost per citizen	\$ 31.33	\$ 30.32	\$ 32.12	\$ 35.46
EFFECTIVENESS:				
Percent of satisfied customer surveys returned	99%	99%	98%	98%
Percent of EOC staff receiving training	133%	100%	75%	75%
Transport services collection rate	91%	88%	80%	80%

Program:
Operations

Account #:
001-1521-522.

Department:
Fire

PROGRAM DESCRIPTION:

Attains and maintains manpower, equipment, apparatus, training and communications to ensure the safety of citizens and to protect city property from the hazards of fire and other emergency situations.

PROGRAM OBJECTIVES:

- 1) Dispatch all calls within 60 seconds 90 % of the time.
- 2) First arriving unit within 7 minutes 90% of the time (priority).
- 3) Provide an (ERF) of 15 FF's within 11 minutes 90% of the time.
- 4) Conduct a quality assurance review of 95% of all incidents.

PERFORMANCE REVIEW	Actual 2011-12	Actual 2012-13	Estimated 2013-14	Recommended 2014-15
OPERATING COST OF PROGRAM:	\$ 3,576,119	\$ 3,499,811	\$ 3,703,775	\$ 3,894,513
FULL TIME EQUIVALENT EMPLOYEES	38.60	38.60	38.60	38.60
DEMAND:				
Population - City	24,919	25,307	25,337	25,401
Total number of incidents	3,068	3,028	3,300	3,300
Number of priority calls	1,938	1,934	2,000	2,000
Number of structure fires with attack requiring ERF of 15 FF	8	8	8	8
WORKLOAD:				
Fire incidents received	914	846	1,050	1,050
Medical incidents received	2,154	2,182	2,250	2,250
Number of medical transports	1,723	1,740	1,900	1,900
Dispatch incidents within 60 seconds	2,933	2,810	2,975	2,975
Number of times first unit arrives w/i 7 min (priority)	1,775	1,745	1,800	1,800
Number of structure fires with attack requiring ERF of 15 FF	8	8	8	8
Number of incidences reviewed for quality assurance	3,068	3,028	3,300	3,300
PRODUCTIVITY:				
Cost per citizen	\$ 143.51	\$ 138.29	\$ 146.18	\$ 153.32
EFFECTIVENESS:				
Percent of incidents dispatched within 60 seconds	96%	93%	90%	90%
Percent of first arriving units within 7 minutes	92%	90%	90%	90%
Percent structure fires ERF of 15 FF within 11 minutes	100%	100%	90%	90%
Percent of incidents reviewed for quality assurance	100%	100%	95%	95%

Program:
Risk Reduction

Account #:
001-1541-522.

Department:
Fire

PROGRAM DESCRIPTION:

Coordinates efforts to inform the public of fire prevention methods, focusing on education, awareness, public relations, fire inspections, and fire investigations to prevent fires before they occur.

PROGRAM OBJECTIVES:

- 1) Provide safety education for 3000 elementary school children within the community 98% of the time.
- 2) Provide annual inspections for 90% of the City's commercial occupancies.
- 3) Provide a three-working-day turn-around time on 95% of requested plan reviews.
- 4) Provide inspections for 100% of the City's target hazards annually.

PERFORMANCE REVIEW	Actual 2011-12	Actual 2012-13	Estimated 2013-14	Recommended 2014-15
OPERATING COST OF PROGRAM:	\$ 533,956	\$ 406,261	\$ 450,073	\$ 445,670
FULL TIME EQUIVALENT EMPLOYEES	7.70	4.50	4.50	4.25
DEMAND:				
Population - City	24,919	25,307	25,337	25,401
Residential Dwelling Units	12,057	12,336	12,336	12,260
Elementary school students requiring education	3,000	3,000	3,000	3,000
Commercial occupancies requiring inspections	1,500	1,500	1,517	1,530
Plans received for approval	113	162	75	80
Number of commercial target hazards	25	25	25	25
WORKLOAD:				
Elementary school children lectured	3,353	4,655	2,950	2,950
Commercial inspections conducted	1,396	1,380	1,370	1,380
Commercial target hazards inspected	25	25	25	25
Commercial plans reviewed within three days	113	162	71	76
PRODUCTIVITY:				
Cost per citizen	\$ 21.43	\$ 16.05	\$ 17.76	\$ 17.55
EFFECTIVENESS:				
Percent of elementary school children receiving annual lecture	112%	155%	98%	98%
Percent of commercial properties receiving inspection	93%	92%	90%	90%
Percent of plans reviewed within three days	100%	100%	95%	95%
Percent of commercial target hazards inspected	100%	100%	100%	100%

Effective 2012-13, Rental Housing Division was created; formerly part of Risk Reduction.

Program:
Rental Housing

Account #:
001-1542-522.

Department:
Fire

PROGRAM DESCRIPTION:

Coordinates housing code compliance efforts with the Housing Rehabilitation Program to adequately maintain/preserve the structural integrity, safety and value of the City's housing stock.

PROGRAM OBJECTIVES:

- 1) Provide four housing-related educational events during the fiscal year.
- 2) Provide inspections for 33% of the City's permitted rental occupancies.

PERFORMANCE REVIEW	Actual 2011-12	Actual 2012-13	Estimated 2013-14	Recommended 2014-15
OPERATING COST OF PROGRAM: *	\$ -	\$ 140,887	\$ 222,118	\$ 242,348
FULL TIME EQUIVALENT EMPLOYEES	-	3.28	3.78	3.78
DEMAND:				
Population - City	24,919	25,307	25,337	25,401
Residential Dwelling Units	12,057	12,336	12,336	12,260
Number of permitted rental occupancies	1,411	1,587	1,700	1,750
Number of registered (exemptions/waiver) rental occupancies	430	N/A	N/A	N/A
Number of permitted/registered rental occupancies	1,761	N/A	N/A	N/A
Housing-related educational events scheduled	4	4	4	4
WORKLOAD:				
Housing-related educational events held	4	5	4	4
Permitted rental occupancies inspected	602	558	N/A	N/A
Permitted rental occupancies inspected (initial)	N/A	N/A	120	140
Permitted rental occupancies inspected (periodic)	356	378	1,530	1,575
PRODUCTIVITY:				
Cost per citizen *	\$ -	\$ 5.57	\$ 8.77	\$ 9.54
Rental occupancies per dwelling unit (percent)	14.61%	12.86%	13.78%	14.27%
Percent of scheduled housing-related events held	100%	125%	100%	100%
Percent of permitted/registered occupancies receiving inspection	25%	24%	90%	90%

* Effective 2012-13, Rental Housing Division was created; formerly part of Risk Reduction.; includes time for Code Compliance.

Program:
Personnel Development

Account #:
001-1551-522.

Department:
Fire

PROGRAM DESCRIPTION:

Coordinates the development of all fire department employees. This program oversees the hiring of new employees, orientation training, continuing fire and medical training, Reserve program and career development of the employees.

PROGRAM OBJECTIVES:

- 1) Career personnel attend 75% of all training classes.
- 2) Reserve personnel attend 50% of all training classes.
- 3) Conduct six training classes that require external specialists to train personnel (i.e. TECO, medical organizations).
- 4) Complete four proficiency evaluations.

PERFORMANCE REVIEW	Actual 2011-12	Actual 2012-13	Estimated 2013-14	Recommended 2014-15
OPERATING COST OF PROGRAM:	\$ 493,134	\$ 485,111	\$ 532,759	\$ 545,762
FULL TIME EQUIVALENT EMPLOYEES	5.65	5.65	5.65	5.65
DEMAND:				
Population - City	24,919	25,307	25,337	25,401
Career training hours	10,000	10,000	10,000	11,000
Reserve training hours	2,000	2,000	2,000	2,000
Training classes conducted by external specialist	8	6	6	6
Proficiency evaluations	4	4	4	4
WORKLOAD:				
Career training hours completed	9,918	9,305	7,500	8,200
Reserve training hours completed	1,200	1,031	1,000	1,000
External specialist training completed	9	10	6	6
Proficiency evaluations completed	4	4	4	4
PRODUCTIVITY:				
Cost per citizen	\$ 19.79	\$ 19.17	\$ 21.03	\$ 21.49
EFFECTIVENESS:				
Percent of career fire training received	99%	93%	75%	75%
Percent of reserve fire training received	60%	52%	50%	50%
Percent of external specialist training received	113%	167%	100%	100%
Percent of proficiency evaluations completed	100%	100%	100%	100%



LIBRARY



The **Library Division** is responsible for administrating, operating and maintaining the City's Library. The Library provides Temple Terrace and Hillsborough County residents with access to quality print, audio-visual, and electronic resources. In addition, the Library offers a variety of popular adult, teen, and children's programs which are informative and educational while encouraging creativity and fostering social skills. Library programs are offered free to the public, and taught by librarians or community experts. The Library has laptops for computer training and public-use computers that offer internet, databases, Microsoft Office, Online Catalog and e-Government access.

Current and Prior Year Accomplishments: The Library offers educational and recreational programs for adults, teens and children. Attendance is limited only by the size of our meeting room. Residents of Temple Terrace and surrounding neighborhoods, enjoy our weekly children's programs of After School Art, Lego Block Party, Story Time and Baby Time as well as special events which include Princess and Pirate Parties, Sesame Street, Dr. Seuss, and Puppet Shows. Teen programs consist of Crafts, Anime and Computer Game Creation. Adult program topics comprise Computer Classes, Genealogy programs and Book Discussion Groups.

Patrons utilize the Library's many public computers to access electronic mail, educational databases, employment resources, e-government services and social networking sites. The Library continues to provide meeting room space for local community groups in addition to Early and Regular Voting and most recently Affordable Care Act representatives who aided individuals in registering for health insurance coverage.

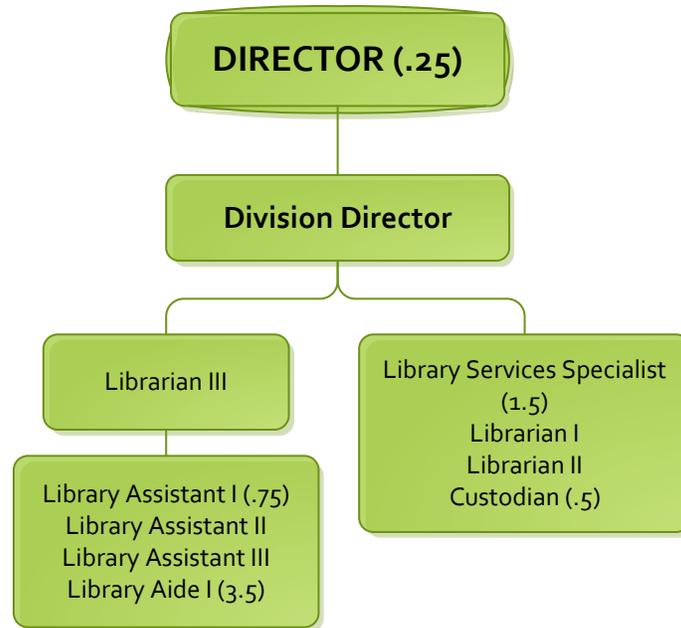
Fiscal Year 2015 Highlights: The Library's priorities will be geared toward fulfilling the City's overall mission to provide a family-oriented community with high-quality library resources and services. The staff will take tours of library facilities and research innovative design ideas for future use. Assuming City, County, State and Federal funding will continue, the Library also gets funding from Friends, Fines, Fees, Printing and Copying.

Long-Term Vision and Future Financial Impact: The Library staff strives to create a positive experience for all patrons to encourage lifelong library use. Based on the results of our current Strategic Planning Process, the long-term goals of the Library include: expanded Library Hours, Community Outreach/Programs, various Facility Improvements, Technology Enhancements, and increasing Collection Development. Most of these will require additional funding resources to complete. As technology and trends change, we endeavor to stay ahead of the curve with essential staff training.

Over 70% of the Library patrons are not City residents. The inter-local agreement with Hillsborough County ensures that some expenses are paid from County funds, to help offset the cost of serving County patrons. However, due to the current trend of decreasing county funding the financial arrangements are being re-examined. A consultant group was hired by the County Cooperative to review other funding options. In addition, the County has decided to fund the City grant through fine revenues

rather than taxing district funds which may reduce grant funding further if the revenue generated by fines decreases.

Our Relationship to Other Departments and the City’s Broad Goals: The Library provides reference and participative committee support to City departments, local businesses and other community organizations. The Library regularly partners with the Parks and Recreation Division on educational and cultural programs. The Division actively supports Vision 2020 goals, “to maintain services, traditions, small-town atmosphere, and family orientation as it grows” and “encourage excellent neighborhood schools.”



Fund:
General

Department:
Library

PERSONNEL SUMMARY

Schedule of Budgeted Positions: Full-Time Equivalents

Position Title	Pay Grade	11-12	12-13	13-14	14-15
Leisure Services Director	-	0.25	0.25	0.25	0.25
Library Division Director	30	1.00	1.00	1.00	1.00
Librarian III	26	1.00	1.00	1.00	1.00
Librarian II	21	1.00	1.00	1.00	1.00
Librarian I	19	1.00	1.00	1.00	1.00
Library Services Specialist	17	1.00	1.00	1.00	1.00
Library Services Specialist (PT)	17	0.50	0.50	0.50	0.50
Library Assistant III	13	1.00	1.00	1.00	1.00
Library Assistant II	11	1.00	1.00	1.00	1.00
Library Assistant I (PT)	9	1.38	0.75	0.75	0.75
Library Aide II (PT)	7	0.50	0.00	0.00	0.00
Library Aide I (PT)	5	2.40	3.50	3.50	3.50
Custodian (PT)	8	0.50	0.50	0.50	0.50
TOTAL		12.53	12.50	12.50	12.50

LIBRARY

EXPENDITURE SUMMARY

Expenditure Classification	Actual 2011-12	Actual 2012-13	Budgeted 2013-14	Estimate to 9/30	Budgeted 2014-15
Personal Services	\$ 501,390	\$ 502,746	\$508,565	\$484,622	\$ 519,151
Operating Expenditures	185,616	195,153	218,327	210,838	235,110
Capital Outlay	-	-	17,300	-	1,000
Total Expenditures	\$ 687,006	\$ 697,899	\$744,192	\$695,460	\$ 755,261

EXPENDITURES BY DIVISION/PROGRAM

Division / Program	Actual 2011-12	Actual 2012-13	Budgeted 2013-14	Estimate to 9/30	Budgeted 2014-15
Administration	\$ 217,306	\$ 231,773	\$265,270	\$246,196	\$ 280,493
Acquisition/Cataloging	147,177	156,894	146,342	141,671	129,698
Circulation	252,056	240,554	247,021	238,863	253,903
Services	70,467	68,678	85,559	68,730	91,167
Total Expenditures	\$ 687,006	\$ 697,899	\$744,192	\$695,460	\$ 755,261

FUNDING SOURCE

Revenue	Administration	Acquisition/ Cataloging	Circulation	Reference Services	Total
Program Expenditure Budget	\$ 280,493	\$ 129,698	\$ 253,903	\$ 91,167	\$ 755,261
Less: Revenues Generated					
Library Grant - County	59,950	27,720	54,270	19,490	161,430
Past Due Books			24,000		24,000
Copy Charges				14,000	14,000
Lost Books			5,000		5,000
Donations		22,000			22,000
Net Unsupported Budget	\$ 220,543	\$ 79,978	\$ 170,633	\$ 57,677	\$ 528,831
% of Budget Supported by Program	21%	38%	33%	37%	30%

CAPITAL OUTLAY SCHEDULE

PROGRAM/Item	Account #	Project #	Budgeted 2014-15
ADMINISTRATION			
Replace Patron Furniture	001-1611-571.62-41		\$ 1,000
			-
		Total	<u>\$ 1,000</u>

Fund:
General

Department:
Library

Account #:
001-1610-572.

EXPENDITURE DETAIL

Expense Code	Expenditure Classification	Actual 2011-12	Actual 2012-13	Budgeted 2013-14	Estimate to 9/30	Budgeted 2014-15
PERSONAL SERVICES						
12	Salaries and Wages	\$397,855	\$398,275	\$400,825	\$377,462	\$403,565
21	Payroll Taxes	29,113	29,651	29,097	28,964	30,352
22	Retirement Contributions	27,329	27,945	29,429	29,408	29,355
23	Life and Health Insurance	45,298	45,298	47,548	47,205	53,992
24	Workers' Compensation Insurance	1,795	1,577	1,666	1,583	1,887
	TOTAL PERSONAL SERVICES	501,390	502,746	508,565	484,622	519,151
OPERATING EXPENDITURES						
31	Professional Services	400	416	185	-	-
34	Other Contractual Services	5,871	5,010	6,613	6,521	10,135
40	Travel and Per Diem	7	-	150	-	-
41	Communication Services	(232)	4,496	6,127	2,290	4,901
42	Transportation	76	20	100	25	50
43	Utility Services	39,545	43,608	39,614	40,814	45,614
44	Rentals and Leases	7,973	7,520	7,600	7,600	7,600
45	Insurance	29,125	31,160	34,900	34,900	32,597
46	Repair and Maintenance Services	5,450	7,091	12,750	13,750	13,750
47	Printing and Binding	1,172	349	900	900	1,200
51	Office Supplies	3,298	2,799	7,800	7,800	7,800
52	Operating Supplies	10,316	10,204	12,290	11,940	30,940
54	Books, Publications and Memberships	57,724	59,482	66,300	61,300	55,700
59	Other Operating Costs	24,891	22,998	22,998	22,998	24,823
	TOTAL OPERATING EXPENDITURES	185,616	195,153	218,327	210,838	235,110
CAPITAL OUTLAY						
62	Buildings and Improvements	-	-	-	-	1,000
64	Machinery and Equipment	-	-	17,300	-	-
	TOTAL CAPITAL OUTLAY	-	-	17,300	-	1,000
	TOTAL DEPARTMENT	\$687,006	\$697,899	\$744,192	\$695,460	\$755,261

Program:
Administration

Account #:
001-1611-571.

Department:
Library

PROGRAM DESCRIPTION:

Prepares and administers departmental budget; accomplishes performance objectives; supervises staff; resolves library problems; works with the Library Board and the Friends of the Temple Terrace Public Library Board.

PROGRAM OBJECTIVES:

- 1) Maintain an overall customer satisfaction level of 90% or higher. (Comment Cards)
- 2) Manage and improve library functions through continuing education to library staff. (number of training sessions)
- 3) Maintain a safe workplace so that there are no more than two employee/volunteer accidents per year.
- 4) Maintain or increase per capita financial support each year. (State Standard)

PERFORMANCE REVIEW	Actual 2011-12	Actual 2012-13	Estimated 2013-14	Recommended 2014-15
OPERATING COST OF PROGRAM:	\$ 217,306	\$ 231,773	\$ 246,196	\$ 279,493
FULL TIME EQUIVALENT EMPLOYEES:	1.80	1.80	1.85	1.85
DEMAND:				
Employees in Division (F.T.E.)	12.50	12.50	12.50	12.50
Full-time employees	7	7	7	7
Part-time employees	10	10	10	10
Square feet of facility	20,000	20,000	20,000	20,000
Annual days open	302	300	300	300
Annual hours open	2,600	2,600	2,600	2,600
Hours per week open	52	52	52	52
Materials budget	\$ 57,200	\$ 60,700	\$ 64,200	\$ 60,700
Total library budget	\$ 715,381	\$ 716,478	\$ 710,905	\$ 729,263
State aid	\$ 18,430	\$ 19,818	\$ 20,385	\$ 20,385
County grant	\$ 161,308	\$ 161,430	\$ 161,430	\$ 161,430
WORKLOAD:				
Number of Employees	16	17	17	17
Population - City	24,919	24,969	25,337	25,401
Population - Service Area*	81,090	81,570	81,570	81,570
Materials expenditures	\$ 57,724	\$ 59,483	\$ 64,200	\$ 59,483
Total operating expen.(w/o capital,donations, materials)	\$ 612,248	\$ 638,416	\$ 649,062	\$ 600,159
Total library expenditures	\$ 669,972	\$ 697,899	\$ 713,262	\$ 709,642
Hours Library Open	\$ 2,600	\$ 2,612	\$ 2,600	\$ 2,600
Number of volunteer hours	2,761	4,955	4,500	4,000
PRODUCTIVITY:				
Cost per open hour based on total operating cost	\$ 235.48	\$ 245.54	\$ 249.64	\$ 230.83
Per capita cost based on library service area	\$ 8.26	\$ 8.56	\$ 8.74	\$ 8.70
Per capita cost based on City population	\$ 26.89	\$ 27.95	\$ 28.15	\$ 27.94
Square feet per capita in service area	0.25	0.25	0.25	0.25
EFFECTIVENESS:				
Number of employee/volunteer accidents	2	1	1	-
Customer satisfaction level (comment cards)	93%	87%	91%	90%
Volunteer hours per annual hours	106%	190%	173%	154%
Percent of Hillsborough County Grant Funding	23%	23%	23%	22%
Number of staff education/training sessions	189	509	220	200

* Based on County Planning Commission population counts of Temple Terrace service area census tracts.

Program:
Acquisition/Cataloging

Account #:
001-1621-571.

Department:
Library

PROGRAM DESCRIPTION:

Orders, receives, prepares, and ensures accessibility of printed and non-printed materials.

PROGRAM OBJECTIVES:

- 1) Acquire and maintain a minimum collection of two items per capita in service area (State Standard).
- 2) Maintain a materials budget equal to a minimum of 20% of the total library operating budget (State Standard).
- 3) Acquire and maintain two periodical subscriptions per 1,000 population (State Standard).

PERFORMANCE REVIEW	Actual 2011-12	Actual 2012-13	Estimated 2013-14	Recommended 2014-15
OPERATING COST OF PROGRAM:	\$ 147,177	\$ 156,894	\$ 141,671	\$ 129,698
FULL TIME EQUIVALENT EMPLOYEES:	2.00	2.00	1.60	1.60
DEMAND:				
Population - City	24,919	25,307	25,337	25,401
Population - Service Area	81,090	81,570	81,570	81,570
City materials budget	\$ 41,200	\$ 44,200	\$ 43,200	\$ 42,200
Donation materials budget	\$ 16,000	\$ 16,500	\$ 21,000	\$ 16,000
Total periodical subscriptions	94	81	90	90
WORKLOAD:				
Books ordered, cataloged, and processed	4,624	4,124	4,500	4,500
AV materials ordered, cataloged, and processed	623	709	750	750
Periodicals cataloged and processed	1,152	1,018	1,000	1,000
Total items added	6,399	5,851	6,250	6,250
Books in library collection	86,989	83,250	87,000	85,000
AV in library collection	8,096	8,485	8,300	8,300
Periodicals in library collection	2,976	2,970	2,500	2,400
Total items in library collection	98,061	94,705	97,800	95,700
City materials expenditures	\$ 41,444	\$ 43,279	\$ 43,200	\$ 42,200
Donation materials expenditures	\$ 16,280	\$ 16,204	\$ 32,000	\$ 16,000
Total materials expenditures	\$ 57,724	\$ 59,483	\$ 75,200	\$ 58,200
Total operating expen.(w/o capital,donations, materials)	\$ 612,248	\$ 638,416	\$ 649,062	\$ (151,200)
Total library expenditures	\$ 669,972	\$ 697,899	\$ 713,262	\$ 709,642
Total items donated and processed	2,487	2,343	2,000	2,000
PRODUCTIVITY:				
Cost per item based on total material expenditures	\$ 9.02	\$ 10.17	\$ 12.03	\$ 9.31
Items added per acquisition/catalog FTE	3,200	2,926	3,906	3,906
EFFECTIVENESS:				
Number of items per capita in City	3.94	3.74	3.86	3.77
Number of items per capita in service area	1.21	1.16	1.20	1.17
Number of periodical subscriptions / 1,000 population	1.16	0.99	1.10	1.10
Percent of library materials from department budget	9%	9%	11%	8%
Percent of materials donated	39%	40%	32%	32%
Percent of donations from materials budget	28%	27%	43%	27%

Program:
Circulation

Account #:
001-1622-571.

Department:
Library

PROGRAM DESCRIPTION:

Provides patrons with items for check-out; maintains the library facilities so patrons can conveniently locate all materials.

PROGRAM OBJECTIVES:

- 1) Maintain the library collection in an orderly fashion. (Total Items Shelved/Library Aide FTE)
- 2) Maintain the loss ratio at less than 2.5%. (books lost/total items in library)

PERFORMANCE REVIEW	Actual 2011-12	Actual 2012-13	Estimated 2013-14	Recommended 2014-15
OPERATING COST OF PROGRAM:	\$ 252,056	\$ 240,554	\$ 237,963	\$ 253,903
FULL TIME EQUIVALENT EMPLOYEES:	7.63	7.60	7.95	7.95
DEMAND:				
Population - City	24,919	24,969	25,337	25,401
Population - Service Area	81,090	81,570	81,570	81,570
Annual hours open	2,600	2,600	2,600	2,600
Previous year's items in library collection	101,890	98,061	98,061	97,800
Fines and fees budget	\$ 20,222	\$ 21,000	\$ 21,000	\$ 21,000
WORKLOAD				
Items in library collection	98,061	94,705	97,800	95,700
Books circulated	219,453	212,843	200,000	200,000
Audio/video materials circulated	198,995	187,345	180,000	180,000
Periodicals circulated	3,677	2,932	2,800	2,800
Interlibrary loan items circulated	94	150	100	100
In-house checkin	27,596	18,784	19,000	19,000
Items loaned to other libraries	32,695	28,911	25,000	25,000
Total circulation	482,510	450,965	426,900	426,900
Items borrowed from other libraries	230,568	*	*	210,000
Total adult circulation for all materials	361,883	338,224	330,000	330,000
Total juvenile circulation for all materials	120,628	112,741	100,000	100,000
Total number of items shelved	455,137	419,262	400,000	400,000
Library Aide FTE	3.5	3.5	3.5	3.5
Materials lost in circulation	1,121	*	*	1,200
Materials lost in inventory (theft)	338	275	300	300
Materials lost and paid	229	199	120	120
Materials withdrawn	8,425	8,014	5,000	4,500
New patron registrations	3,899	3,208	3,400	3,400
TEM Library card holders (from THPL stats)	37,989	48,942	44,067	44,067
Fines and fees revenue	24,090	26,223	21,000	21,000
PRODUCTIVITY:				
Average cost to circulate an item	\$ 0.47	\$ 0.48	\$ 0.51	\$ 0.55
Shelving load (Total items shelved/Library Aide FTE)	130,039	119,789	114,286	114,286
EFFECTIVENESS:				
Percentage of loss ratio for all items	10%	*	*	6%
Library collection turnover rate (circulation/holdings)	4.92	4.76	4.37	4.46
Percentage of TEM card holders in service area	47%	60%	54%	54%
Percentage of items borrowed from other libraries	48%	*	*	49%

* Report Unavailable From Polaris at this time

Program:
Services

Account #:
001-1623-571.

Department:
Library

PROGRAM DESCRIPTION:

Provide adults, teens and children of the community with quality educational, informational, and cultural programs for their enjoyment and education. Foster a love of reading, learning and libraries. Promote cultural literacy, encourage education and provide research assistance.

PROGRAM OBJECTIVES:

- 1) Provide a minimum of 30 adult programs and 150 children/teen programs per year.
- 2) Maintain a 90% rating of users satisfied with the quality of programs provided.
- 3) Provide computer/internet access and training for library patrons. (Technology training line item)

PERFORMANCE REVIEW	Actual 2011-12	Actual 2012-13	Estimated 2013-14	Recommended 2014-15
OPERATING COST OF PROGRAM:	\$ 70,467	\$ 68,678	\$ 61,130	\$ 91,167
FULL TIME EQUIVALENT EMPLOYEES:	1.10	1.10	1.10	1.10
DEMAND:				
Programs per year	360	360	300	300
Population - Service Area	81,090	81,570	81,570	81,570
Annual hours open	2,600	2,600	2,600	2,600
Annual days open	302	300	300	300
Circulation staff FTE	7.63	7.60	7.60	7.95
WORKLOAD:				
In-house programs for adults & seniors	116	88	80	80
Adult attendance at in-house programs	849	713	600	600
In-house teen programs	47	36	45	45
Teen attendance at in-house programs	363	272	220	220
In-house programs for children	176	166	180	180
Children's attendance at in-house programs	3,831	3,915	4,000	4,000
Outreach programs - adult, teen & children	44	38	60	60
Attendance at outreach programs	1,809	2,540	2,750	2,750
Total number of programs	383	328	365	365
Total attendance	6,852	7,440	7,570	7,570
Individuals using meeting & study rooms	6,723	15,059	15,000	15,000
Literacy sessions	221	147	150	150
Attendance at literacy programs	447	294	300	300
Users receiving technology training	30,091	22,660	25,000	25,000
Customer contacts (reference, phone)	67,813	61,062	62,000	62,000
Computer users	76,195	73,755	72,000	72,000
Number of hours open	2,600	2,612	2,600	2,600
Number of days open	302	302	300	300
Library visits counted electronically	244,783	249,762	250,000	250,000
PRODUCTIVITY:				
Average cost of programs per capita in service area	\$ 0.87	\$ 0.84	\$ 0.75	\$ 1.12
Average daily visits	811	833	833	833
Average number of questions per hour	26	23	24	24
Average number of questions per circulation FTE	8,888	8,034	8,158	7,799
Average number of technology trainings per circ FTE	3,944	2,982	3,289	3,145
EFFECTIVENESS:				
Percentage of users satisfied with quality of programs	99%	100%	98%	90%



PUBLIC WORKS



The **Public Works Department** consists of three major divisions operating under Public Works Administration. These divisions are Operations/Maintenance, Utilities, and Engineering/Roadway Management. Water, Sewer, Solid Waste, and Fleet Maintenance activities operate as proprietary funds. The other operational areas are accounted for within the General Fund.

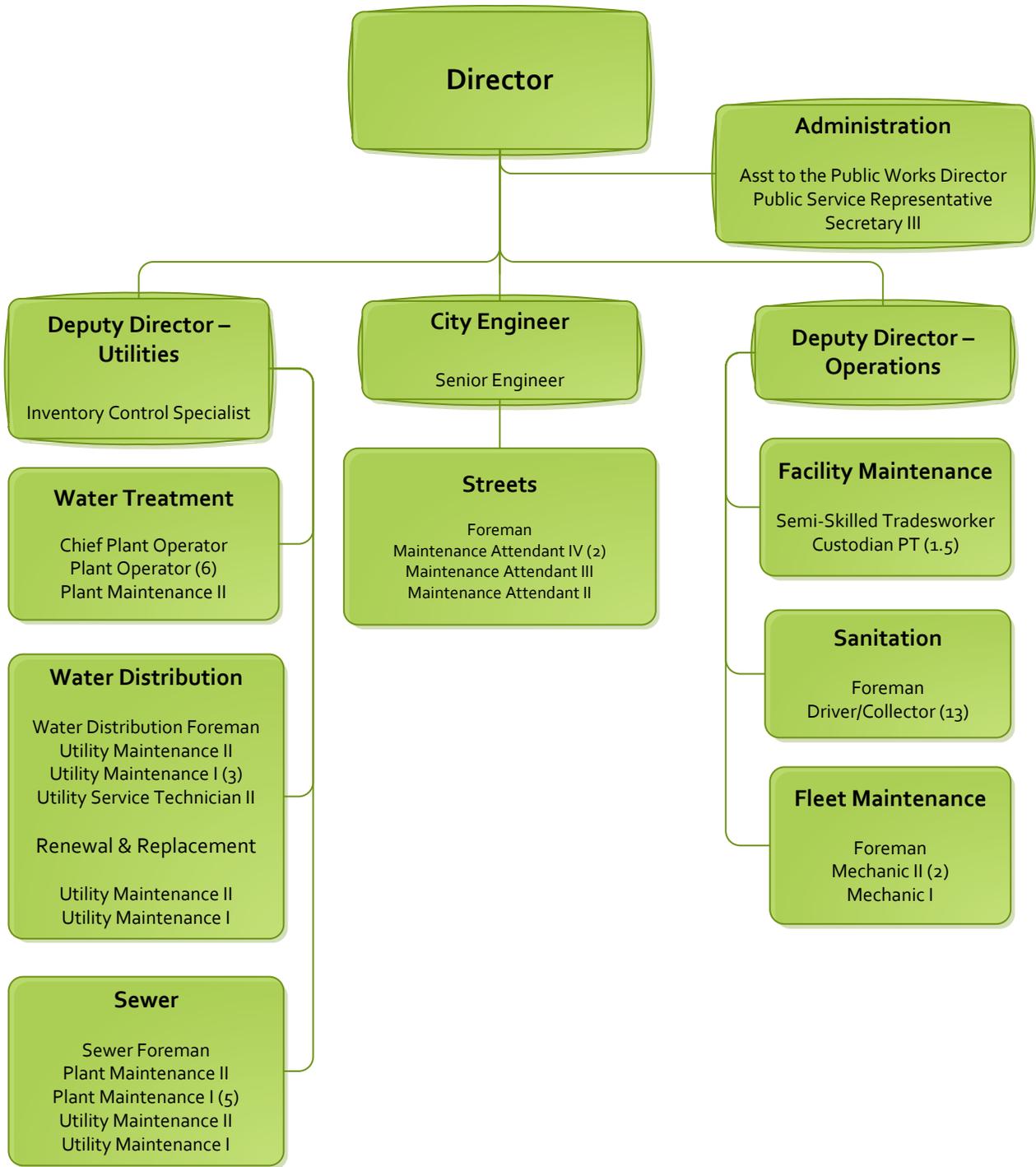
Public Works Administration is primarily responsible for goal-setting, guiding and directing the activities of the department, tracking service order requests, providing citizen information, participating with development reviews and annexation applications; and corresponding with regulatory agencies. The **Operations/Maintenance Division** oversees solid waste collection, fleet maintenance, and facility maintenance. Facility maintenance includes repair and maintenance services for all City facilities and custodial services for City Hall, the Whiteway Water and Sewer Operations Center, and the Public Works Complex on 53rd Street. In addition, this division reviews building improvements to all City facilities. The **Utilities Division** includes water supply, treatment, and distribution, and wastewater collection and transmission. The **Engineering/Roadway Management Division** is primarily responsible for administering the City's Capital Improvements Program (CIP) including design, permitting, construction, and inspection; and reviews site plans and final plats submitted for private development projects. It is also responsible for stormwater system maintenance; mosquito control coordination with Hillsborough County; and maintenance and repairs to the City's streets, rights-of-way, sidewalks, and City-owned paved areas.

Current and Prior Year Accomplishments: Public Works Administration embarked on an unprecedented multi-agency reclaimed water master plan study, managed the re-permitting and first-year compliance of the City's new National Pollution Discharge Elimination System permit, and improved the City's risk rating with FEMA's National Flood Insurance Program Community Rating System. In addition to daily maintenance services, the Operations/Maintenance Division oversaw the installation of a natural gas emergency generator at the Lightfoot Center, and replaced the air conditioners at the Public Works building. Engineering/Roadway Management oversaw the completion the Temple Heights Streetscape Improvement Project from 56th Street to the City Boundary and the final phase of the 56th Street Improvement Project. The Utilities Division is currently replacing 10,000 water meters with automated water meters which are more accurate and require less manpower to read. The expected completion date is Fiscal year 17-18. The division also collaborated with the Engineering/Roadway Management Division on the Temple Park Water Main Improvements.

Fiscal Year 2015 Highlights: The Engineering Division has project management responsibilities for the 127th Avenue Extension project along with the Entry Tower and Landscape Enchantments on Fowler Avenue near the Morris Bridge Road and I-75 corridor. The Utilities and Engineering divisions will collaborate on the installation of the automated meter reading water meters. The Public Works Department will continue to utilize the pavement management system to update the five-year resurfacing program. The Streets Department will begin replacing street signs as identified in the sign retro-reflectively program by taking advantage of the newly purchased sign plotter. The Sanitation Division will investigate the possibility of utilizing compressed natural gas in its trucks.

Long-Term Vision and Future Financial Impact: Long-term goals for the Department include pursuing cost-effective solutions for independence with regard to wastewater treatment and reclaimed water services. Other goals include the development of an automated asset management program that would interface with the City's GIS to track the maintenance, repair, and replacement of assets including facilities, water and wastewater, stormwater, pavement management, traffic signs, sidewalks, striping, and bike lanes.

The City's Strategic Plan and Our Relationship to Other Departments: The Public Works Department is committed to supporting the City's newly adopted Strategic Plan by providing high quality program and infrastructure services which promote public health, economic growth, transportation and environmental responsibility. By providing critical public works services such as; Storm water management, water/sewer services, roadway maintenance, and sanitation support, the Department provides the fundamental services required to develop and sustain a growth-oriented, thriving economy. Public Works pursues the goal of providing the best services possible by actively partnering with other City departments.



Fund:
General

Department:
Public Works

PERSONNEL SUMMARY

Schedule of Budgeted Positions: Full-Time Equivalents

Position Title	Pay Grade	11-12	12-13	13-14	14-15
<u>General Fund - Administration</u>					
Public Works Director	-	1.00	1.00	1.00	1.00
Assistant to the Public Works Director	22	1.00	1.00	1.00	1.00
Inventory Control Specialist	19	1.00	1.00	1.00	0.00
Secretary III	15	0.50	0.75	1.00	1.00
Public Service Representative	15	0.75	1.00	1.00	1.00
TOTAL		4.25	4.75	5.00	4.00
<u>General Fund - Facility Maintenance</u>					
Deputy Public Works Director/Operations	30	0.15	0.15	0.15	0.15
Semi-Skilled Trades worker	13	2.00	1.00	1.00	1.00
Custodian (PT)	8	1.50	1.50	1.50	1.50
TOTAL		3.65	2.65	2.65	2.65
<u>General Fund - Engineering</u>					
City Engineer	32	0.00	0.00	0.00	0.85
Assisant City Engineer	32	1.00	0.85	0.85	0.00
Senior Engineer	28	1.00	1.00	1.00	1.00
Construction Inspector	20	1.00	0.00	0.00	0.00
Public Service Representative	15	0.25	0.00	0.00	0.00
TOTAL		3.25	1.85	1.85	1.85
<u>General Fund - Streets</u>					
City Engineer	32	0.00	0.00	0.00	0.15
Assistant City Engineer	32	0.00	0.15	0.15	0.00
Deputy Public Works Director/Operations	30	0.15	0.00	0.00	0.00
Foreman	22	1.00	1.00	1.00	1.00
Traffic Maintenance	16	1.00	1.00	0.00	0.00
Maintenance Attendant IV	18	1.00	1.00	2.00	2.00
Maintenance Attendant III	15	2.00	1.00	1.00	1.00
Maintenance Attendant II	12	1.00	1.00	1.00	1.00
TOTAL		6.15	5.15	5.15	5.15
DEPARTMENT TOTAL		17.30	14.40	14.65	13.65

PUBLIC WORKS

EXPENDITURE SUMMARY

Expenditure Classification	Actual 2011-12	Actual 2012-13	Budgeted 2013-14	Estimate to 9/30	Budgeted 2014-15
Personal Services	\$ 867,867	\$ 822,290	\$ 826,778	\$ 829,828	\$ 797,373
Operating Expenditures	714,301	742,393	789,731	782,570	814,642
Capital Outlay	149,183	67,878	10,000	10,000	-
Other Uses	(619,505)	(826,542)	(826,542)	(826,544)	(958,634)
Total Expenditures	\$1,111,846	\$ 806,019	\$ 799,967	\$ 795,854	\$ 653,381

EXPENDITURES BY DIVISION/PROGRAM

Division / Program	Actual 2011-12	Actual 2012-13	Budgeted 2013-14	Estimate to 9/30	Budgeted 2014-15
Administration	\$ 296,335	\$ 319,718	\$ 334,105	\$ 334,783	\$ 275,903
Engineering	222,190	52,280	56,102	47,656	64,135
Facility Maintenance	131,646	139,923	122,938	123,239	127,424
Stormwater Management	124,124	119,359	135,459	136,291	123,972
Roadway Management	337,551	174,739	151,363	153,885	61,947
Total Expenditures	\$1,111,846	\$ 806,019	\$ 799,967	\$ 795,854	\$ 653,381

FUNDING SOURCE

Revenue	Administration	Engineering	Facility Maintenance	Drainage System	Street Main Maintenance	Total
Program Expenditure Budget	\$ 275,903	\$ 64,135	\$ 127,424	\$ 123,972	\$ 61,947	\$ 653,381
Less: Revenues Generated						
Facility Rental			34,092			34,092
Street Light Maint Reimbursement					60,000	60,000
Traffic Light Maint Reimbursement					14,000	14,000
Net Unsupported Budget	\$ 275,903	\$ 64,135	\$ 93,332	\$ 123,972	\$ (12,053)	\$ 545,289
% of Budget Supported by Program	0%	0%	27%	0%	119%	17%

Fund:
General

Department:
Public Works

Account #:
001-1710-519.

EXPENDITURE DETAIL

Expenditure Classification	Actual 2011-12	Actual 2012-13	Budgeted 2013-14	Estimate to 9/30	Budgeted 2014-15
PERSONAL SERVICES					
Salaries and Wages	\$ 650,417	\$ 624,312	\$ 617,537	\$ 623,059	\$ 592,114
Overtime	9,313	5,262	-	1,200	-
Payroll Taxes	49,074	46,117	44,697	44,741	45,367
Retirement Contributions	57,142	55,152	56,514	56,246	54,607
Life and Health Insurance	80,222	73,180	85,238	85,238	84,940
Workers' Compensation Insurance	15,374	17,319	22,792	19,344	20,345
Unemployment Compensation	6,325	948	-	-	-
TOTAL PERSONAL SERVICES	867,867	822,290	826,778	829,828	797,373
OPERATING EXPENDITURES					
Professional Services	6,591	11,931	10,530	10,330	45,330
Other Contractual Services	67,267	94,787	121,110	125,720	106,320
Travel and Per Diem	1,717	2,819	3,652	3,652	3,800
Communication Services	9,431	9,202	7,628	8,802	9,476
Transportation	470	372	500	500	700
Utility Services	432,391	460,294	451,028	443,980	450,700
Rentals and Leases	6,573	6,409	8,827	8,827	8,327
Insurance	68,724	38,992	42,683	42,683	41,064
Repair and Maintenance Services	68,558	64,660	69,625	64,528	74,585
Printing and Binding	30	82	745	745	695
Other Current Charges	265	831	275	275	275
Office Supplies	4,129	2,586	9,350	12,450	7,550
Operating Supplies	44,889	43,484	56,750	53,050	58,050
Road Materials and Supplies	1,633	4,708	5,700	5,700	5,700
Books, Publications and Memberships	1,633	1,255	1,328	1,328	2,070
Other Operating Costs	-	(19)	-	-	-
TOTAL OPERATING EXPENDITURES	714,301	742,393	789,731	782,570	814,642
CAPITAL OUTLAY					
Buildings and Improvements	-	21,757	-	-	-
Machinery and Equipment	149,183	46,121	10,000	10,000	-
TOTAL CAPITAL OUTLAY	149,183	67,878	10,000	10,000	-
Other Uses					
Other Uses	(619,505)	(826,542)	(826,542)	(826,544)	(958,634)
TOTAL TRANSFERS	(619,505)	(826,542)	(826,542)	(826,544)	(958,634)
TOTAL DEPARTMENT	\$1,111,846	\$ 806,019	\$ 799,967	\$ 795,854	\$ 653,381

Program:
Administration

Account #:
001-1711-519.

Department:
Public Works

PROGRAM DESCRIPTION:

Provides general supervision, departmental level management, and administrative support to all divisions within the department. Documents and tracks all service requests and work orders; monitors service delivery by periodic reviews and surveys; coordinates public announcements regarding departmental services. Procures, controls, and distributes inventory stock to effectively and efficiently meet user department needs.

PROGRAM OBJECTIVES:

- 1) Monitor and control 14 department programs within budget.
- 2) Provide management direction and administrative support to department employees.
- 3) Provide review of Project Site Plans to assure conformance to infrastructure requirements.
- 4) Ensure service requests are completed with a 95% customer satisfaction level by reviewing service requests/work order responses.
- 5) Ensure that customers are properly informed about departmental services via media releases, mailings, presentations, and displays.
- 6) Fill all inventory orders within 24 hours.
- 7) Maintain shelf count to book accuracy at 98% or better.

PERFORMANCE REVIEW	Actual 2011-12	Actual 2012-13	Estimated 2013-14	Recommended 2014-15
OPERATING COST OF PROGRAM:	\$ 296,335	\$ 319,718	\$ 334,783	\$ 275,903
FULL TIME EQUIVALENT EMPLOYEES	4.25	4.75	4.75	4.00
DEMAND:				
Departmental programs	17	14	14	14
Departmental positions	65	61	61	61
Total inventory items	636	570	800	800
WORKLOAD:				
Service requests	5,624	5,614	4,700	5,600
Work orders for Facility Maintenance	175	139	400	340
Special trash pickups & AP/roll-off requests	1,743	2,001	1,700	1,900
Inventory requests	3,918	3,563	3,500	3,900
PRODUCTIVITY:				
Number of service requests, work orders, special trash pick up/roll-off orders received and monitored	5,799	5,753	6,800	7,840
EFFECTIVENESS:				
Customer satisfaction level	95%	95%	95%	95%
Shelf count to book accuracy	98%	98%	98%	98%
Percentage of orders filled within 24 hours	100%	100%	100%	100%

Program:
Engineering

Account #:
001-1715-541.

Department:
Public Works

PROGRAM DESCRIPTION:

Provides overall administration and in-house design for the Capital Improvement Program.

PROGRAM OBJECTIVES:

- 1) Design minor CIP projects due to efficiency and/or emergency conditions.
- 2) Complete 90% of engineering contracts on time.
- 3) Award construction contracts within 30 days of bid opening.
- 4) Manage construction costs to no more than 10% above the Engineer's estimate of probable construction costs
- 5) Complete construction within contract time, or as extended by change order.
- 6) Review consultant's reports/plans within 10 working days.
- 7) Keep unanticipated changes in scope to engineering contracts within 10% of original contract amount.
- 8) Keep construction change order costs within 10% of contract award amount.
- 9) Respond to development technical review requests for building, row, permit/co, annexations, etc., within one week.
- 10) Respond to requests for flood zone data in three days.

PERFORMANCE REVIEW	Actual 2011-12	Actual 2012-13	Estimated 2013-14	Recommended 2014-15
OPERATING COST OF PROGRAM:	\$ 122,163	\$ 177,290	\$ 172,666	\$ 217,583
FULL TIME EQUIVALENT EMPLOYEES	1.85	1.85	1.85	1.85
DEMAND:				
Number of CIP projects	12	12	12	7
Street projects (#/Cost)	\$ 1,611,222	\$ 1,925,376	\$ 2,957,500	\$ 675,900
Stormwater drainage	56,691	100,000	210,000	70,000
Sidewalk improvements	113,475	115,000	110,500	105,900
Roadway management	-	-	2,367,000	-
Water distribution	271,832	1,049,000	556,000	206,500
Traffic signals	\$ 23,895	\$ -	\$ 270,000	\$ -
Number of in-house design projects	2	3	3	3
WORKLOAD:				
Number of CIP projects	12	7	12	7
Street projects (#/Cost)	\$ 1,611,222	\$ 410,934	\$ 2,957,500	\$ 1,925,376
Stormwater drainage	56,691	51,495	210,000	70,000
Sidewalk improvements	113,475	48,404	110,500	105,900
Roadway management	-	-	2,367,000	-
Water distribution	271,832	-	556,000	206,500
Number of consulting engineer contracts administered	5	14	6	6
Value of in-house design projects	70,000	82,692	106,000	90,000
Development technical reviews	40	19	15	15
Requests for flood zone data	4	13	9	9
PRODUCTIVITY:				
Cost per CIP project	\$ 10,180	\$ 14,774	\$ 14,389	\$ 31,083
EFFECTIVENESS:				
Engineering contracts completed on time	100%	100%	100%	100%
Construction contracts awarded within 30 days of bid opening	100%	100%	100%	100%
Award bid within 10% above the Engineer's estimate	100%	100%	100%	100%
Construction contracts completed on time	100%	100%	100%	100%
Consultant's plans/reports reviewed in 10 working days	100%	100%	100%	100%
Change in scope less than 10% of contract	100%	100%	100%	100%
Change orders less than 10% of contract	100%	100%	100%	100%
In-house design projects completed	100%	100%	100%	100%
Development technical reviews completed in one week	100%	100%	100%	100%
Flood zone data requests responded to in three days	100%	100%	100%	100%

Program:
Facility Maintenance

Account #:
001-1719-519.

Department:
Public Works

PROGRAM DESCRIPTION:

Maintains City buildings; pest control, and emergency repairs; includes special projects to enhance the appearance and operation of the facilities. Monitors and directs custodial services for City facilities including City Hall, Public Works Complex, and Water/Sewer Divisions office area.

PROGRAM OBJECTIVES:

- 1) Maintain efficient maintenance and custodial programs which provides an acceptable level of service to user departments.
- 2) Coordinate and schedule cleaning services not provided by regular custodial staff (i.e. window washing, carpet cleaning, floor waxing, etc.)
- 3) Provide customer satisfaction of 95%.

PERFORMANCE REVIEW	Actual 2011-12	Actual 2012-13	Estimated 2013-14	Recommended 2014-15
OPERATING COST OF PROGRAM:	\$ 287,466	\$ 264,413	\$ 269,488	\$ 286,983
FULL TIME EQUIVALENT EMPLOYEES	1.00	2.65	2.65	2.65
DEMAND:				
Number of City-owned facilities	9	9	9	9
Square feet of City-owned facilities	241,072	241,072	241,072	241,072
Square feet requiring custodial services	44,974	44,974	44,974	44,974
WORKLOAD:				
Square feet of building maintained	241,072	241,072	241,072	241,072
Square feet receiving custodial services	44,974	44,974	44,974	44,974
Work orders completed	142	139	280	310
PRODUCTIVITY:				
Cost per square foot maintained - City buildings	\$ 1.19	\$ 1.10	\$ 1.12	\$ 1.19
Custodial services cost	\$ 32,515	\$ 32,515	\$ 37,358	\$ 37,358
Custodial costs per square foot	\$ 0.72	\$ 0.72	\$ 0.83	\$ 0.83
EFFECTIVENESS:				
Customer satisfaction of 95%	95%	95%	95%	95%

City-owned facilities includes: City Hall, Public Works, Water Treatment Plant, Library, Family Recreation Complex

Program:
Stormwater Management

Account #:
001-1721-541.

Department:
Public Works

PROGRAM DESCRIPTION:

Maintains surface drainage, inlets, outfalls, and retention ponds throughout the City.

PROGRAM OBJECTIVES:

- 1) Maintain a system designed to effectively store and discharge storm water within the City, accommodating an average rainfall of 54 inches and a ten-year recurrent, interval-design storm event
- 2) Annually inspect 100% of all storm inlets/catch basins; 50% of outlets, manholes, and outfalls and clean 50% of retention pond square footage. Inspect problem structures prior to and after each 1/2 inch or more, of rainfall.
- 3) Complete 85% of service requests within 3 days and 90% of work orders within 10 days.
- 4) Annually inspect and maintain 20% of under-drains.

PERFORMANCE REVIEW	Actual 2011-12	Actual 2012-13	Estimated 2013-14	Recommended 2014-15
OPERATING COST OF PROGRAM:	\$ 124,124	\$ 119,359	\$ 136,291	\$ 123,972
FULL TIME EQUIVALENT EMPLOYEES	1.80	1.50	1.50	1.90
DEMAND:				
Number of storm inlets/catch basins	1,129	1,129	1,129	1,129
Square footage of retention ponds to clean	292,517	292,517	292,517	292,517
Outfall/ditch footage to clean annually	8,238	8,238	8,238	8,238
Feet of storm sewer	145,511	145,511	145,511	145,511
Feet of under-drains	6,180	6,180	6,180	6,180
Number of CDS Units	5	5	5	5
WORKLOAD:				
Storm inlets/catch basins inspected	1,217	674	1,129	1,129
Square footage of retention ponds cleaned	226,469	685,418	115,000	115,000
Outfall and ditch footage cleaned	6,870	8,580	4,119	4,119
Service requests completed	49	69	45	45
Feet of under-drains cleaned annually	10,660	17,582	10,000	10,000
Monthly inspections & cleaning of CDS Units	48	63	60	60
PRODUCTIVITY:				
Annual cost per feet of drainage system maintenance	\$ 0.85	\$ 0.82	\$ 0.94	\$ 0.85
EFFECTIVENESS:				
Percent of storm inlets/catch basins inspections completed	108%	60%	100%	100%
Percent of outfall ditch footage cleaned	83%	104%	50%	50%
Percent of retention ponds cleaned	77%	234%	39%	39%
Percent of service requests completed in 3 days	85%	85%	85%	85%
Percent of work orders completed in 10 days	90%	90%	90%	90%
Percent of under-drains cleaned annually	172%	284%	162%	162%
Percent of monthly inspections & cleaning of CDS Units	80%	105%	100%	100%
Percent of cleaning of CDS Sumps	100%	100%	100%	100%

Program:
Roadway Management

Account #:
001-1724-541.

Department:
Public Works

PROGRAM DESCRIPTION:

Maintains and repairs City streets, rights-of-way, and City-owned paved areas, and existing City sidewalks (does not include new sidewalk construction). Provides adequate legal and informational signs and striping on City Streets and City-owned paved areas.

PROGRAM OBJECTIVES:

- 1) Complete 85% of work orders and 95% of service requests within 10 days.
- 2) Inspect 100% of sidewalk system annually.
- 3) Repair sidewalk footage identified as deficient in annual inspections.
- 4) Replace defective curbing.
- 5) Complete 50% of City parking facilities striping annually.
- 6) Maintain striping replacement schedule for roadways at 40% per year.

PERFORMANCE REVIEW	Actual 2011-12	Actual 2012-13	Estimated 2013-14	Recommended 2014-15
OPERATING COST OF PROGRAM:	\$ 652,053	\$ 683,903	\$ 699,170	\$ 707,574
FULL TIME EQUIVALENT EMPLOYEES	4.35	3.65	5.00	3.25
DEMAND:				
Number of street lights in City	2,725	2,789	2,789	2,789
Number of street miles	76.63	76.20	76.20	76.20
Lineal footage of sidewalk	315,078	315,078	315,078	315,078
Curb miles swept annually (4 times/year)	900	900	900	900
Lineal footage of striping to maintain City parking facilities	20,806	20,806	20,806	20,806
Lineal footage of striping for speed humps, crosswalks, stop bars, center lines, and edge stripes	38,490	38,490	38,490	38,490
Number of signs	5,000	5,000	5,000	5,000
Street light expense	\$ 301,777	\$ 394,765	\$ 360,000	\$ 360,000
WORKLOAD:				
Service requests completed	414	358	350	350
Lineal footage of sidewalk inspected	92,632	49,255	48,000	48,000
Lineal feet of sidewalk repaired/replaced	32,964	11,162	6,667	6,667
Feet of defective curbing repaired/replaced	326	680	200	200
Curb miles swept (in miles)	694	836	650	650
Tons of debris	244	297	300	300
Lineal footage of City facilities striped	6,114	1,628	4,000	4,000
PRODUCTIVITY:				
Annual cost per mile for street maintenance	\$ 8,509.11	\$ 8,975.10	\$ 9,175.46	\$ 9,285.75
Annual cost per street light	\$ 110.74	\$ 141.54	\$ 129.08	\$ 129.08
EFFECTIVENESS:				
Percent of service requests completed in 10 days	85%	85%	85%	85%
Percent of sidewalk inspections made	29%	16%	15%	15%
Percent of City facilities striped	29%	8%	19%	19%

PARKS AND RECREATION



The Family Recreation Complex is a focal point for the City of Temple Terrace and the main hub for recreational activity.

The **Parks and Recreation Division** is responsible for administrating, supervising, operating, and maintaining City parks and recreation facilities. In addition, the Division oversees the landscape maintenance of rights-of-way, retention ponds, medians, and City facilities.

The Division's work is divided among five areas including Parks, Athletic Field Maintenance, Facility Operations, Aquatics, and Recreation, employing nearly 95 employees throughout the year. The Division oversees 13 individual programs including administration, youth programs, aquatics, sports leagues, special events, senior programs, special interest classes, facility operations, fitness, gymnastics, tennis, parks and grounds maintenance, and athletic fields.

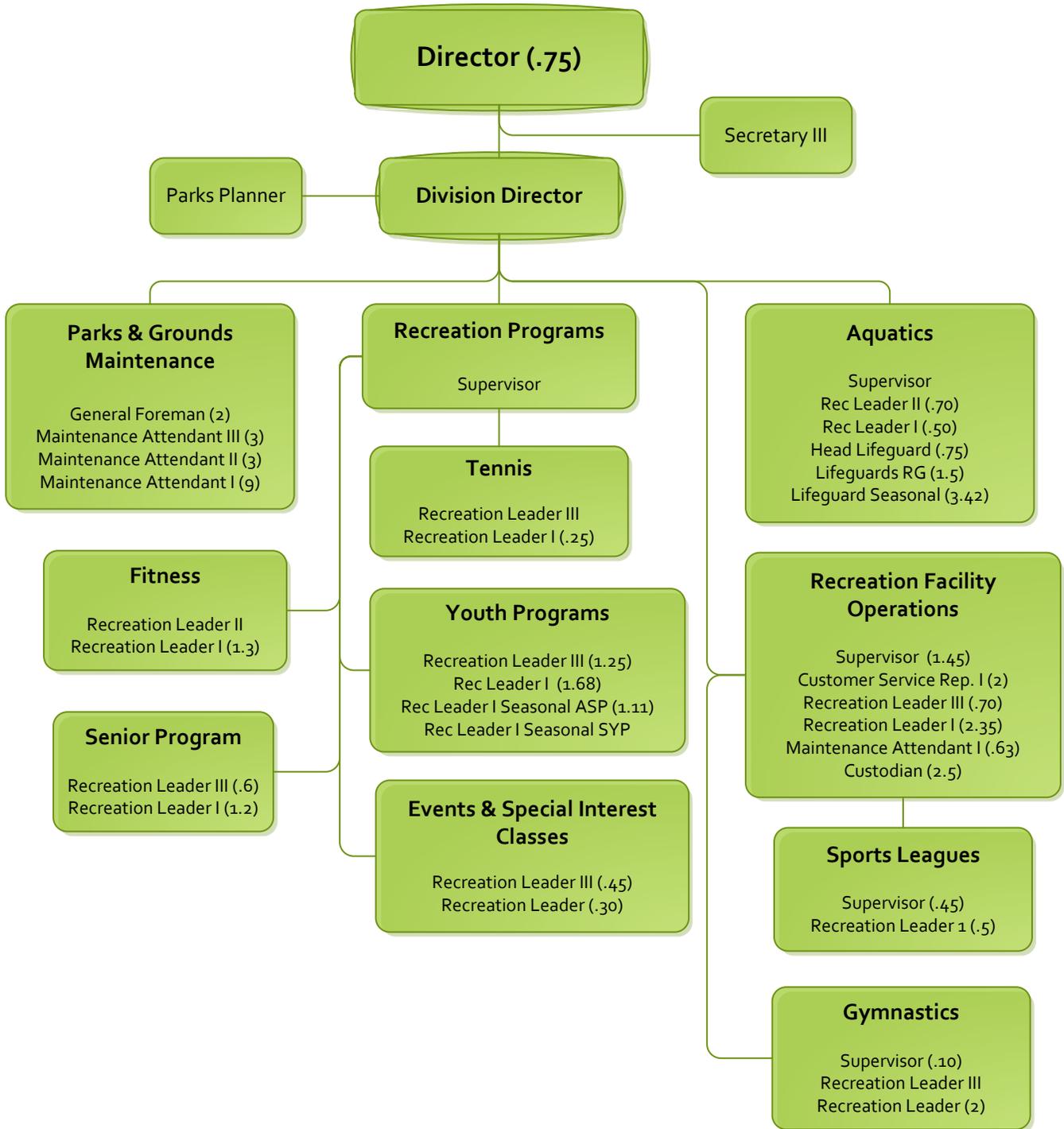
Current and Prior Year Accomplishments: The Parks and Recreation Division's Family Recreation Complex continues to be a highlight for those who live in and around Temple Terrace. During Fiscal Year 2014, the Parks and Recreation Division completed many projects including the construction of University Square Park, replacement of the HVAC unit for the Family Complex Gymnastics Room, and improvements to the drainage at the Youth Sports Complex soccer fields. The Parks and Recreation Division provided a variety of events to the Temple Terrace community. The Temple Terrace Arts Festival, Winter Wonderland, Halloween Spooktacular, and the Fourth of July parade and fireworks continue to be the signature events which the Parks and Recreation Division administer.

Staff will work towards the implementation of the goals and objectives outlined in the Strategic Plan which includes enlisting the services of a consultant to assist in the development of a Master Plan for the future of the Parks and Recreation Division. The Master Plan will include a study of renovations and improvements necessary at the Family Recreation Complex, as well as an assessment of fees for memberships, and participation in recreation programs. In FY 2014 staff completed a comprehensive review and adjustment of the rental rates charged for use of Parks and Recreation facilities and the adjustments were made to rental rates in an effort to increase utilization of Parks and Recreation facilities and Department revenues.

Fiscal Year 2015 Highlights: During Fiscal Year 2015, the Division will continue to serve the community and strive to offer the highest quality programming and services as the City faces ever-tightening fiscal constraints. Projects moving forward will include continued improvements to the Family Complex as detailed in the Strategic and Master Plans.

Long-Term Vision and Future Financial Impact: The Division's long-term mission is to provide the highest levels of service for the community's recreational interests, while staying on the forefront of innovativeness, technology, and creativity. The City's Strategic Plan has provided a road map towards the future success of the Parks and Recreation Division through the establishment of goals for Parks and Recreation programming, streetscape beautification, and community involvement in City sponsored events.

Our Relationship to Other Departments and the City’s Broad Goals: The Parks and Recreation Division works closely with all City departments providing special events, day-to-day landscape maintenance, resources, and support. Developing annual and long-term goals hinges heavily upon the City Council and the community’s overall goals and implementing the goals and objectives as dictated in the Strategic Planning Initiative. This year’s focus will be on the City Council’s goals to maintain the small-town, family-oriented atmosphere through special events and programs, to assist in developing a City-wide plan for landscaping and lighting, and to capitalize on the Hillsborough River - one of Temple Terrace’s greatest assets.



Fund:
General

Department:
Parks & Recreation

PERSONNEL SUMMARY

Schedule of Budgeted Positions: Full-Time Equivalents

<u>Position Title</u>	<u>Pay Grade</u>	<u>11-12</u>	<u>12-13</u>	<u>13-14</u>	<u>14-15</u>
<u>Administration</u>					
Leisure Services Director	-	0.75	0.75	0.75	0.75
Parks & Recreation Division Director	30	1.00	1.00	1.00	1.00
Parks Planner	22	1.00	1.00	1.00	1.00
Secretary III	15	1.00	1.00	1.00	1.00
TOTAL		3.75	3.75	3.75	3.75
<u>Youth Programs</u>					
Rec Leader III	14	1.00	1.25	1.25	1.25
Rec Leader I (SN) - Summer Program	9	1.90	1.00	1.00	1.00
Rec Leader I (SN) - After School Program	9	1.48	1.11	1.11	1.11
Rec Leader I (PT) - Year-Round RG	9	1.68	1.68	1.68	1.68
TOTAL		6.06	5.04	5.04	5.04
<u>Aquatics</u>					
Supervisor	24	1.00	1.00	1.00	1.00
Head Lifeguard	12	0.75	0.75	0.75	0.75
Rec Leader II	12	0.70	0.70	0.70	0.70
Rec Leader I	9	0.50	0.50	0.50	0.50
Lifeguard Instructor (RG) - PT	8	1.50	1.50	1.50	1.50
Lifeguard Instructor (SN) - Seasonal	8	3.42	3.42	3.42	3.42
TOTAL		7.87	7.87	7.87	7.87
<u>Sports Leagues</u>					
Supervisor	24	0.50	0.50	0.50	0.50
Rec Leader I (PT)	9	0.50	0.50	0.50	0.50
TOTAL		1.00	1.00	1.00	1.00
<u>Senior Programs</u>					
Rec Leader III	14	1.00	1.00	1.00	1.00
Rec Leader I	9	1.00	1.00	1.00	1.00
TOTAL		2.00	2.00	2.00	2.00
<u>Recreation Facility Operations</u>					
Supervisor	24	1.50	1.50	1.50	1.50
Rec Leader III	14	1.00	0.75	0.75	0.75
Customer Service Representative I	12	2.00	2.00	2.00	2.00
Rec Leader I	9	1.00	1.00	1.00	1.00
Rec Leader I (PT)	9	1.85	1.85	1.85	1.85
Maintenance Attendant I (PT)	9	0.63	0.63	0.63	0.63
Custodian	8	1.00	1.00	1.00	1.00
Custodian (PT)	8	1.50	1.50	1.50	1.50
TOTAL		10.48	10.23	10.23	10.23
<u>Fitness</u>					
Rec Leader III	14	1.00	1.00	0.00	0.00
Rec Leader II	12	0.00	0.00	1.00	1.00
Rec Leader I (PT)	9	1.30	1.30	1.30	1.30
TOTAL		2.30	2.30	2.30	2.30
<u>Gymnastics</u>					
Rec Leader III	14	1.00	1.00	1.00	1.00
Rec Leader I (PT)	9	2.00	2.00	2.00	2.00
		3.00	3.00	3.00	3.00
<u>Tennis</u>					
Rec Leader III - Tennis Pro	14	1.00	1.00	1.00	1.00
Rec Leader I (PT)	9	0.25	0.25	0.25	0.25
TOTAL		1.25	1.25	1.25	1.25
<u>Parks & Grounds Maintenance</u>					
General Foreman	22	2.00	2.00	2.00	2.00
Maintenance Attendant III	15	3.00	3.00	3.00	3.00
Maintenance Attendant II	12	3.00	3.00	3.00	3.00
Maintenance Attendant I	9	9.00	9.00	9.00	9.00
TOTAL		17.00	17.00	17.00	17.00
DEPARTMENT TOTAL		54.71	53.44	53.44	53.44

PARKS & RECREATION

EXPENDITURE SUMMARY

Expenditure Classification	Actual 2011-12	Actual 2012-13	Budgeted 2013-14	Estimate to 9/30	Budgeted 2014-15
Personal Services	\$ 1,971,935	\$ 1,987,715	\$ 1,992,551	\$ 1,968,700	\$ 2,043,009
Operating Expenditures	858,015	843,572	924,085	876,636	914,598
Capital Outlay	126,346	278,064	233,935	226,567	10,300
Transfers	279,490	279,112	279,112	279,112	-
Other Uses	-	(51,600)	(51,600)	(51,600)	(54,636)
Total Expenditures	<u>\$ 3,235,786</u>	<u>\$ 3,336,863</u>	<u>\$ 3,378,083</u>	<u>\$ 3,299,415</u>	<u>\$ 2,913,271</u>

EXPENDITURES BY DIVISION/PROGRAM

Division / Program	Actual 2011-12	Actual 2012-13	Budgeted 2013-14	Estimate to 9/30	Budgeted 2014-15
Administration	\$ 651,314	\$ 615,792	\$ 627,257	\$ 617,520	\$ 358,469
Youth Programs	136,919	139,616	147,387	137,336	148,922
Aquatics	255,669	288,119	252,927	249,615	275,436
Sports Leagues	71,439	60,042	66,416	61,623	61,749
Special Events	27,272	29,878	30,273	34,506	20,200
Senior Programs	84,465	83,062	86,488	86,188	91,712
Special Interest Classes	18,578	20,173	21,144	21,142	21,285
Recreation Facility Operation	772,699	782,488	787,893	753,390	714,907
Fitness	70,284	78,974	66,310	70,735	80,453
Gymnastics	102,228	113,376	101,442	101,872	100,512
Tennis	67,818	80,589	71,582	68,171	75,542
Parks & Grounds Maintenance	592,706	655,190	751,195	729,188	589,748
Athletic Field Maintenance	384,395	389,564	367,769	368,129	374,336
Total Expenditures	<u>\$ 3,235,786</u>	<u>\$ 3,336,863</u>	<u>\$ 3,378,083</u>	<u>\$ 3,299,415</u>	<u>\$ 2,913,271</u>

PARKS & RECREATION

FUNDING SOURCE

Revenue	Administration	Youth Programs	Aquatics	Sports Leagues	Special Events	Senior Programs
Program Expenditure Budget	\$358,469	\$ 148,922	\$275,436	\$ 61,749	\$ 20,200	\$ 91,712
Less: Revenues Generated						
Rentals			8,500	7,900		
Membership Fees			26,800			
Registration Fees		207,000	55,250	25,050	5,250	
Misc. Fees & Reimbursements		20,000		10,000		4,600
Net Unsupported Budget	\$358,469	\$ (78,078)	\$184,886	\$ 18,799	\$ 14,950	\$ 87,112
% of Budget Supported by Program	0%	152%	33%	70%	26%	5%

Revenue	Special Interest Classes	Facility Maintenance	Fitness Center	Gymnastics Facility	Tennis Facility	Grounds Maintenance	Total
Program Expenditure Budget	\$ 21,285	\$ 714,907	\$ 80,453	\$100,512	\$ 75,542	\$964,084	\$2,913,271
Less: Revenues Generated							
Rentals		48,501		5,000			69,901
Membership Fees		290,902					317,702
Registration Fees			43,000	145,000	36,800		517,350
Misc. Fees & Reimbursements		15,601					50,201
Donations		12,000					12,000
Net Unsupported Budget	\$ 21,285	\$ 347,903	\$ 37,453	\$ (49,488)	\$ 38,742	\$964,084	\$1,946,117
% of Budget Supported by Program	0%	51%	53%	149%	49%	0%	33%

Fund:
General

Department:
Parks & Recreation

Account #:
001-1800-572.

EXPENDITURE DETAIL

Expense Code	Expenditure Classification	Actual 2011-12	Actual 2012-13	Budgeted 2013-14	Estimate to 9/30	Budgeted 2014-15
PERSONAL SERVICES						
12	Salaries and Wages	\$1,498,747	\$1,503,333	\$1,485,673	\$1,480,811	\$1,524,046
14	Overtime	10,963	13,336	5,271	12,842	5,095
21	Payroll Taxes	115,244	115,120	111,984	112,265	114,934
22	Retirement Contributions	94,439	98,129	106,834	102,412	106,291
23	Life and Health Insurance	200,404	201,357	221,386	199,024	218,078
24	Workers' Compensation Insurance	50,421	55,377	61,403	61,346	74,565
25	Unemployment Compensation	1,717	1,063	-	-	-
	TOTAL PERSONAL SERVICES	1,971,935	1,987,715	1,992,551	1,968,700	2,043,009
OPERATING EXPENDITURES						
31	Professional Services	3,454	3,740	3,500	3,500	3,500
34	Other Contractual Services	63,042	51,810	79,386	77,341	94,836
40	Travel and Per Diem	1,724	2,927	4,500	3,000	4,500
41	Communication Services	11,345	10,574	8,702	8,775	9,261
42	Transportation	1,091	186	1,000	750	1,000
43	Utility Services	258,587	229,100	265,763	242,322	254,642
44	Rentals and Leases	3,013	2,887	3,450	3,450	3,450
45	Insurance	116,701	124,503	137,675	137,675	130,607
46	Repair and Maintenance Services	135,835	144,582	151,949	141,569	132,742
47	Printing and Binding	4,744	4,850	7,904	7,854	8,700
49	Other Current Charges	13,579	14,005	16,925	14,395	14,295
51	Office Supplies	6,583	10,315	7,988	9,950	9,450
52	Operating Supplies	179,522	189,912	179,272	170,464	189,452
53	Road Materials and Supplies	480	1,528	2,850	2,850	1,350
54	Books, Publications and Memberships	8,534	6,658	7,226	6,746	7,166
59	Other Operating Costs	49,781	45,995	45,995	45,995	49,647
	TOTAL OPERATING EXPENDITURES	858,015	843,572	924,085	876,636	914,598
CAPITAL OUTLAY						
62	Buildings and Improvements	55,906	46,870	44,793	37,425	-
63	Improvements Other Than Buildings	22,960	179,282	186,536	186,536	-
64	Machinery and Equipment	47,480	51,912	2,606	2,606	10,300
	TOTAL CAPITAL OUTLAY	126,346	278,064	233,935	226,567	10,300
TRANSFERS						
91	Transfers	279,490	279,112	279,112	279,112	-
	TOTAL TRANSFERS	279,490	279,112	279,112	279,112	-
OTHER USES						
99	Other Uses	-	(51,600)	(51,600)	(51,600)	(54,636)
	TOTAL OTHER USES	-	(51,600)	(51,600)	(51,600)	(54,636)
	TOTAL DEPARTMENT	\$3,235,786	\$3,336,863	\$3,378,083	\$3,299,415	\$2,913,271

Program:
Administration

Account #:
001-1811-572.

Department:
Parks & Recreation

PROGRAM DESCRIPTION:

Encompasses the overall administration of the Department including general supervision, fiscal management including purchasing and budget, administrative and secretarial support, human resource management, and the supervision of the delivery of parks and recreation services to the residents.

PROGRAM OBJECTIVES:

- 1) Supervise Department personnel including employee evaluation and maintain employee morale.
- 2) Implement "Citizens Are Our Stockholders" program and set good examples for department personnel to follow.
- 3) Offer enhanced programming and facilities to stimulate membership purchases to 25% of residential households.

PERFORMANCE REVIEW	Actual 2011-12	Actual 2012-13	Estimated 2013-14	Recommended 2014-15
OPERATING COST OF PROGRAM:	\$ 338,336	\$ 328,874	\$ 338,408	\$ 358,469
FULL TIME EQUIVALENT EMPLOYEES	3.75	3.75	3.75	3.75
DEMAND:				
Total department operating budget	\$ 2,829,950	\$ 2,831,287	\$ 2,845,336	\$ 2,890,851
Number of employees in department (F.T.E.)	50.93	53.44	53.44	53.44
Number of full-time employees	35	35	35	35
Number of part-time employees	49	50	50	50
Residential households	11,853	12,237	12,246	12,260
WORKLOAD:				
Number of full-time employees	35	35	35	35
Number of part-time employees	49	50	50	50
Residential households with facility memberships (memberships sold)	3,019	3,489	3,500	3,750
PRODUCTIVITY:				
Administrative cost per department (F.T.E.)	\$ 6,643	\$ 6,431	\$ 6,332	\$ 6,708
Administrative staff/staff ratio (F.T.E.)	13.58	14.25	14.25	14.25
Administrative staff/staff ratio (position)	22.40	22.67	22.67	22.67
EFFECTIVENESS:				
Percent of residential households with facility memberships	25%	29%	29%	31%
Percent of surveyed residential households using parks, recreation facilities, and programs rating satisfactory	98%	98%	98%	98%

Program:
Youth Program

Account #:
001-1820-572.

Department:
Parks & Recreation

PROGRAM DESCRIPTION:

Encompasses the provision of recreational activities to area youth including after-school and summer youth programs and various programs and events for the elementary school and middle school age youth.

PROGRAM OBJECTIVES:

- 1) Provide a summer youth program for area youth consistent with the facility's capacity.
- 2) Provide an after-school youth program for area youth consistent with the facility's capacity.
- 3) Recover 125% of the costs associated with the summer youth program and after school programs through user fees.

PERFORMANCE REVIEW	Actual 2011-12	Actual 2012-13	Estimated 2013-14	Recommended 2014-15
OPERATING COST OF PROGRAM:	\$ 136,919	\$ 139,616	\$ 134,730	\$ 148,922
FULL TIME EQUIVALENT EMPLOYEES	4.82	5.04	5.04	5.04
DEMAND:				
Capacity of the Summer Youth Program	275	275	275	275
Capacity of the After School Program per Semester	175	175	130	130
Summer Youth Program Budget	\$ 104,000	\$ 104,000	\$ 104,000	\$ 104,000
After School Program Budget	\$ 84,000	\$ 90,000	\$ 90,000	\$ 90,000
Summer Youth Program Projected Revenue	\$ 121,800	\$ 90,000	\$ 90,000	\$ 90,000
After School Program Projected Revenue	\$ 97,600	\$ 90,000	\$ 90,000	\$ 90,000
Youth Events Program Projected Budget	\$ 800	\$ 800	\$ 800	\$ 800
Youth Events Program Projected Revenue	\$ 1,500	\$ 2,000	\$ 2,000	\$ 2,000
WORKLOAD:				
Summer Youth Program participants	277	277	275	275
After School Program participants	159	131	130	130
Summer Youth Program Expense	\$ 43,335	\$ 51,042	\$ 65,000	\$ 65,000
After School Program Expense	\$ 77,877	\$ 90,635	\$ 73,000	\$ 73,000
Summer Youth Program Revenue	\$ 98,061	\$ 120,742	\$ 115,000	\$ 115,000
After School Program Revenue	\$ 79,587	\$ 109,362	\$ 85,000	\$ 85,000
Youth Events Program Expense	\$ 200	\$ 400	\$ 400	\$ 400
Youth Events Program Revenue	\$ 843	\$ 4,573	\$ 4,573	\$ 4,573
PRODUCTIVITY:				
Cost per child - Summer Youth Program	\$ 156	\$ 184	\$ 236	\$ 236
Cost per child - After School Program per Semester	\$ 245	\$ 346	\$ 281	\$ 281
EFFECTIVENESS:				
Capacity Reached:				
Summer Youth Program	101%	101%	100%	100%
After School Program	91%	75%	100%	100%
Cost Recovery:				
Summer Youth Program	226%	237%	177%	177%
After School Program	102%	121%	116%	116%
Youth Events	422%	1143%	1143%	1143%
Percent of users rating satisfactory or greater	98%	98%	98%	98%

Program:
Aquatics

Account #:
001-1830-572.

Department:
Parks & Recreation

PROGRAM DESCRIPTION:

Encompasses the overall delivery of aquatic based recreation including the maintenance and operation of the Family Recreation Complex Aquatic Center and the delivery of aquatic instructional classes, special events, and facility rentals.

PROGRAM OBJECTIVES:

- 1) Maintain the five-pool aquatics area at the Family Complex.
- 2) Provide instructional swim lessons at 250% of cost recovery.
- 3) Maintain and operate the Aquatic Club of Temple Terrace with 100% cost recovery.
- 4) Provide Lifeguard instructional classes at 100% cost recovery.
- 5) Provide pool rentals to local residents and groups at 130% cost recovery.
- 6) Maintain a 95% satisfaction level on all evaluations.
- 7) Expand open swim attendance annually.

PERFORMANCE REVIEW	Actual 2011-12	Actual 2012-13	Estimated 2013-14	Recommended 2014-15
OPERATING COST OF PROGRAM:	\$ 255,669	\$ 276,568	\$ 249,615	\$ 275,436
FULL TIME EQUIVALENT EMPLOYEES	6.18	7.87	7.87	7.87
DEMAND:				
Swim lesson students	725	612	428	500
Open swim visitors	36,874	30,087	32,000	35,000
Open swim days offered	338	336	340	340
Aquatics area pools	5	5	5	5
WORKLOAD:				
Swim lesson students	725	612	428	500
Swim lesson expense	\$ 9,430	\$ 6,560	\$ 6,250	\$ 7,000
Swim lesson revenue	\$ 20,316	\$ 21,427	\$ 15,000	\$ 17,500
Lifeguard class expense	\$ 4,879	\$ 1,522	\$ 1,400	\$ 2,150
Lifeguard class revenue	\$ 9,365	\$ 8,025	\$ 3,500	\$ 5,000
Pool rental expense	\$ 1,998	\$ 2,660	\$ 5,500	\$ 6,000
Pool rental revenue	\$ 10,098	\$ 6,780	\$ 7,000	\$ 8,500
ACTT expenses	\$ 25,163	\$ 24,495	\$ 25,000	\$ 26,000
ACTT revenue	\$ 31,769	\$ 27,429	\$ 25,900	\$ 27,000
Open swim visitors	36,874	30,087	32,000	35,000
PRODUCTIVITY:				
Cost of swim lessons per student	\$ 13.01	\$ 10.72	\$ 14.60	\$ 14.00
Aquatic area cost per day	\$ 756	\$ 823	\$ 734	\$ 810
Open swim visitors per day	109	90	94	103
EFFECTIVENESS:				
Cost Recovery:				
Swim lessons	215%	327%	240%	250%
Lifeguard classes	192%	527%	250%	233%
Pool rentals	505%	255%	127%	142%
ACTT program	126%	112%	104%	104%
Annual difference in open swim visitors	-15%	-18%	6%	9%
Percent of lesson evaluations, satisfactory or greater	100%	100%	98%	98%
Percent of swim team evaluations, satisfactory or greater	100%	100%	98%	100%

Program:
Sports Leagues – Adult

Account #:
001-1840-572.

Department:
Parks & Recreation

PROGRAM DESCRIPTION:

Encompasses the overall management, development, and delivery of sports based recreational programs for adults and youth including coordination with local independent leagues serving Temple Terrace.

PROGRAM OBJECTIVES:

- 1) Provide competitive leagues in volleyball, basketball, flag football, and softball.
- 2) Maintain cost recovery for in-house sports leagues at 100%.
- 3) Continually develop new sports based recreational programs for the membership.
- 4) Maintain a 95% satisfaction level on all evaluations.

PERFORMANCE REVIEW	Actual 2011-12	Actual 2012-13	Estimated 2013-14	Recommended 2014-15
OPERATING COST OF PROGRAM:	\$ 71,439	\$ 60,042	\$ 61,623	\$ 61,749
FULL TIME EQUIVALENT EMPLOYEES	1.00	1.00	1.00	1.00
DEMAND:				
Adult Sports:				
Volleyball teams	4	7	2	N/A
Volleyball revenue	\$ 900	\$ 1,400	\$ 378	N/A
Volleyball expenses	\$ 100	\$ 340	N/A	N/A
Softball teams	33	26	15	18
Softball revenue	\$ 10,408	\$ 8,000	\$ 4,700	\$ 5,400
Softball expenses	\$ 4,140	\$ 2,320	\$ 3,000	\$ 2,500
Basketball teams	27	N/A	N/A	N/A
Basketball revenue	\$ 7,700	N/A	N/A	N/A
Basketball expense	\$ 5,600	\$ 198	N/A	N/A
Flag Football teams	14	11	5	9
Flag Football revenue	\$ 4,712	\$ 4,590	\$ 1,750	\$ 3,000
Flag Football expense	\$ 3,000	\$ 1,861	\$ 1,180	\$ 1,920
WORKLOAD:				
Adult Sports:				
Volleyball teams	4	7	2	N/A
Volleyball revenue	\$ 900	\$ 1,400	\$ 378	N/A
Volleyball expenses	\$ 100	\$ 340	N/A	N/A
Softball teams	33	26	15	18
Softball revenue	\$ 10,408	\$ 8,000	\$ 4,700	\$ 5,400
Softball expenses	\$ 4,140	\$ 2,320	\$ 3,000	\$ 2,500
Basketball teams	27	N/A	N/A	N/A
Basketball revenue	7,700	N/A	N/A	N/A
Basketball expense	5,600	198	N/A	N/A
Flag Football teams	14	11	5	9
Flag Football revenue	4,712	4,590	1,750	3,000
Flag Football expense	3,000	1,861	1,180	1,920
PRODUCTIVITY:				
Cost per adult team:				
Volleyball	\$ 25.00	\$ 48.57	N/A	N/A
Softball	\$ 125.45	\$ 89.23	\$ 200.00	\$ 138.89
Basketball	\$ 207.41	N/A	N/A	N/A
Flag Football	\$ 214.29	\$ 169.18	\$ 236.00	\$ 213.33
EFFECTIVENESS:				
Cost recovery per adult team:				
Volleyball	900%	412%	N/A	N/A
Softball	251%	345%	157%	216%
Basketball	138%	N/A	N/A	N/A
Flag Football	157%	247%	148%	156%
Percent of sports evaluations, satisfactory or greater	95%	96%	100%	100%

Program:
Sports Leagues – Youth

Account #:
001-1840-572.

Department:
Parks & Recreation

PERFORMANCE REVIEW	Actual 2011-12	Actual 2012-13	Estimated 2013-14	Recommended 2014-15
DEMAND:				
Youth Sports:				
Youth Basketball participants	350	238	130	200
Youth Basketball revenue	\$ 14,112	\$ 11,987	\$ 6,500	\$ 10,000
Youth Basketball expenses	\$ 8,700	\$ 6,468	\$ 1,500	\$ 5,000
Flag Football participants	160	51	42	60
Flag Football revenue	\$ 8,065	\$ 2,691	\$ 1,975	\$ 3,000
Flag Football expenses	\$ 3,800	\$ 981	\$ 550	\$ 1,000
Youth Volleyball participants	N/A	\$ 95	\$ 16	N/A
Youth Volleyball revenue	N/A	\$ 4,692	\$ 765	N/A
Youth Volleyball expense	N/A	\$ 520	\$ 260	N/A
WORKLOAD:				
Youth Sports:				
Youth Basketball participants	350	238	130	200
Youth Basketball revenue	\$ 14,112	\$ 11,987	\$ 6,500	\$ 10,000
Youth Basketball expenses	\$ 8,700	\$ 6,468	\$ 1,500	\$ 5,000
Flag Football participants	160	51	42	60
Flag Football revenue	\$ 8,065	\$ 2,691	\$ 1,975	\$ 3,000
Flag Football expenses	\$ 3,800	\$ 981	\$ 550	\$ 1,000
Youth Volleyball participants	N/A	\$ 95	16	N/A
Youth Volleyball revenue	N/A	\$ 4,692	\$ 765	N/A
Youth Volleyball expense	N/A	\$ 520	\$ 260	N/A
PRODUCTIVITY:				
Cost per youth participant:				
Youth Basketball	\$ 24.86	\$ 27.18	\$ 11.54	\$ 25.00
Flag Football	\$ 23.75	\$ 19.24	\$ 13.10	\$ 16.67
Youth Volleyball	N/A	\$ 5.47	\$ 16.25	N/A
EFFECTIVENESS:				
Cost recovery per participant:				
Youth Basketball	162%	185%	433%	200%
Flag Football	212%	274%	359%	300%
Youth Volleyball	N/A	902%	294%	N/A
Percent of sports evaluations, satisfactory or greater	95%	95%	100%	100%

Program:
Special Events

Account #:
001-1850-572.

Department:
Parks & Recreation

PROGRAM DESCRIPTION:

Encompasses the coordination and delivery of special events related to seasonal and special occasions for the public's enjoyment.

PROGRAM OBJECTIVES:

- 1) Provide at least twelve events throughout the year with 50% being co-sponsored.
- 2) Maintain a 95% evaluation satisfaction level on all evaluations.
- 3) Develop well-attended special events that help to generate additional City revenue.

PERFORMANCE REVIEW	Actual 2011-12	Actual 2012-13	Estimated 2013-14	Recommended 2014-15
OPERATING COST OF PROGRAM:	\$ 27,272	\$ 29,878	\$ 34,506	\$ 20,200
FULL TIME EQUIVALENT EMPLOYEES	0.25	0.25	0.25	0.25
DEMAND:				
Events offered	21	19	19	19
Events co-sponsored	8	5	5	5
Civic events supported	8	6	6	6
Attendants	15,000	12,950	12,950	12,950
WORKLOAD:				
Supply expense for all events	\$ 14,141	\$ 16,163	\$ 19,175	\$ 20,200
Employee expense for all events	\$ 12,977	\$ 13,608	\$ 15,301	\$ 15,500
PRODUCTIVITY:				
Average cost per event	\$ 1,299	\$ 1,572	\$ 1,816	\$ 1,063
EFFECTIVENESS:				
Percent of co-sponsored events	38%	26%	26%	26%
Percent of participant responses, satisfactory or greater	100%	100%	100%	100%

Program:
Senior Programs

Account #:
001-1861-572.

Department:
Parks & Recreation

PROGRAM DESCRIPTION:

Encompasses the delivery of recreation based services, including daily activities and special events, and facilities to senior aged residents.

PROGRAM OBJECTIVES:

- 1) Maintain an average daily attendance of 50 participants through the provision of senior activities.
- 2) Provide On-Demand-Transportation with an annual use of 400 trips.
- 3) Maintain a resident participation level of 60%.
- 4) Maintain at least 50 different recreational opportunities per quarter.
- 5) Provide a senior based recreational program at a cost no greater than \$350 per day.
- 6) Maintain a 95% satisfactory level on all evaluations.

PERFORMANCE REVIEW	Actual 2011-12	Actual 2012-13	Estimated 2013-14	Recommended 2014-15
OPERATING COST OF PROGRAM:	\$ 82,473	\$ 83,062	\$ 86,188	\$ 89,412
FULL TIME EQUIVALENT EMPLOYEES	1.80	1.80	1.80	1.80
DEMAND:				
Senior Center - annual participants	11,835	12,913	12,466	12,500
Residents	6,249	6,993	6,636	6,625
Non-residents	5,586	5,920	5,830	5,875
Senior Center - days offered	246	251	248	248
Senior recreational opportunities	249	283	292	300
Senior residents in Temple Terrace	3,220	3,220	3,220	3,220
Demand transportation trips	556	467	586	590
Senior Citizen Nutritional Assistance Program (SCNAP) lunches served	6,259	7,507	6,402	6,400
WORKLOAD:				
Senior Center - annual participants	11,835	12,913	12,466	12,500
Residents	6,249	6,993	6,636	6,625
Non-residents	5,586	5,920	5,830	5,875
Senior Center - days offered	246	251	248	248
Senior recreational opportunities	249	283	292	300
Senior residents in Temple Terrace	3,220	3,220	3,220	3,220
Demand transportation trips	556	467	586	590
SCNAP lunches served	6,259	7,507	6,402	6,400
PRODUCTIVITY:				
Operating cost per day for Senior Center	\$ 335.26	\$ 330.92	\$ 347.53	\$ 360.53
Average Senior Center daily participation	48	51	50	50
Daily demand transportation usage	3	2	3	3
Average SCNAP lunches served daily	25	30	26	26
EFFECTIVENESS:				
Percent of Senior participants who are residents	53%	54%	53%	53%
Percent of change in senior recreational opportunities	0%	12%	3%	3%
Percent of evaluations, satisfactory or better	100%	100%	100%	100%

Program:
Special Interest Classes

Account #:
001-1871-572.

Department:
Parks & Recreation

PROGRAM DESCRIPTION:

Encompasses the development and delivery of instructional classes for all ages and interests whether instructed internally or through non-employee instructors.

PROGRAM OBJECTIVES:

- 1) Provide a wide opportunity of special interest classes for all ages, abilities, and interests at all Parks and Recreation Facilities.
- 2) Maintain a 95% satisfaction level on all evaluations.
- 3) Maintain support cost below \$25 per class.

PERFORMANCE REVIEW	Actual 2011-12	Actual 2012-13	Estimated 2013-14	Recommended 2014-15
OPERATING COST OF PROGRAM:	\$ 18,578	\$ 20,173	\$ 21,142	\$ 21,285
FULL TIME EQUIVALENT EMPLOYEES	0.50	0.50	0.50	0.50
DEMAND:				
Sessions	4	4	4	4
Programs	32	32	32	32
Classes	171	177	175	180
Lessons	3,216	3,355	3,342	3,420
Locations	4	4	3	4
Total participants	7,901	9,156	10,554	11,000
WORKLOAD:				
Sessions	4	4	4	4
Programs	32	32	32	32
Classes	171	177	175	180
Lessons	3,216	3,355	3,342	3,420
Locations	4	4	3	4
Total participants	7,901	9,156	10,554	11,000
Instructor fees/Non-member fees revenue	\$ 20,577	\$ 23,679	\$ 22,000	\$ 23,000
PRODUCTIVITY:				
New classes offered	1	4	3	3
Support cost per class lesson	\$ 5.78	\$ 6.01	\$ 6.33	\$ 6.22
EFFECTIVENESS:				
Cost recovery for classes	111%	117%	104%	108%
Percent of participants rating classes satisfactory or greater	98%	100%	100%	100%
Percent of annual change in participation	42%	14%	13%	4%

Program:
Recreation Facility Operations

Account #:
001-1881-572.

Department:
Parks & Recreation

PROGRAM DESCRIPTION:

Encompasses the overall operation of Recreation facilities including the Family Recreation Complex and the Omar K. Lightfoot Recreation Center including facility maintenance, rental, general upkeep, and customer service.

PROGRAM OBJECTIVES:

- 1) Provide for open facility use at the Family Recreation Complex and the Omar K. Lightfoot Recreation Center.
- 2) Issue rental agreements and permits for facility rentals, park rentals, block parties, and other special events.
- 3) Maintain open facility use at a minimum of 75% residents.
- 4) Maintain custodial hours per square foot at a 15 to 1 ratio.
- 5) Maintain utility cost at \$0.18 per square foot per month.
- 6) Maintain a 95% satisfaction level on all evaluations.

PERFORMANCE REVIEW	Actual 2011-12	Actual 2012-13	Estimated 2013-14	Recommended 2014-15
OPERATING COST OF PROGRAM:	\$ 720,281	\$ 718,703	\$ 715,965	\$ 706,907
FULL TIME EQUIVALENT EMPLOYEES	9.68	9.68	9.68	9.68
DEMAND:				
Population - City	24,919	25,307	25,337	25,401
Family Recreation Complex:				
Open days	361	360	361	361
Square footage	48,700	48,700	48,700	48,700
Custodial hours	3,168	3,653	4,000	4,000
Utility cost	\$ 99,514	\$ 90,435	\$ 92,000	\$ 95,000
Lightfoot:				
Square footage	10,900	10,900	10,900	10,900
Custodial hours	1,154	1,087	1,100	1,248
Utility cost	\$ 22,792	\$ 20,654	\$ 21,000	\$ 21,000
Permits issued for parks and gazebo	47	45	45	50
WORKLOAD:				
Family Recreation Complex:				
Annual visits	94,305	123,135	125,000	125,000
Resident visits	76,370	91,189	93,750	93,750
Rentals	218	201	215	225
Lightfoot Rentals	66	80	85	95
Permits issued for parks and gazebo	47	45	45	50
PRODUCTIVITY:				
Family Recreation Complex:				
Average daily users	261	342	346	346
Custodial hours per square foot ratio monthly	15	13	12	12
Utility Cost per square foot per month	\$ 0.17	\$ 0.15	\$ 0.16	\$ 0.16
Lightfoot:				
Custodial hours per square foot ratio monthly	9	10	10	9
Utility Cost per square foot per month	\$ 0.17	\$ 0.16	\$ 0.16	\$ 0.16
EFFECTIVENESS:				
Percent change in annual visitors	-8%	31%	2%	0%
Percent of Family Complex users that are residents	81%	74%	75%	75%
Percent of facilities rated aesthetically satisfactory or greater	98%	98%	98%	98%
Overall custodial hours per square foot ratio	14	13	12	11
Overall utility cost per square foot per month	\$ 0.17	\$ 0.16	\$ 0.16	\$ 0.16

Program:
Fitness Program

Account #:
001-1884-572.

Department:
Parks & Recreation

PROGRAM DESCRIPTION:

Encompasses the overall development, delivery, and supervision of fitness based programs including the daily operation of the Family Recreation Complex Fitness Center, instructional activities associated with fitness, and the annual Temple Terrace Wellness Fair and other special events.

PROGRAM OBJECTIVES:

- 1) Provide a wellness/fitness program for approximately 250 participants per day.
- 2) Maintain a 95% satisfaction level on all evaluations.
- 3) Conduct the annual Wellness Fair and achieve over 100% cost recovery through entry fees and sponsorship.
- 4) Maintain a residency percentage of 70% with regard to Fitness Center users.

PERFORMANCE REVIEW	Actual 2011-12	Actual 2012-13	Estimated 2013-14	Recommended 2014-15
OPERATING COST OF PROGRAM:	\$ 68,534	\$ 68,193	\$ 70,735	\$ 80,453
FULL TIME EQUIVALENT EMPLOYEES	2.30	2.30	2.30	2.30
DEMAND:				
Population - City	24,919	25,307	25,337	25,401
Fitness Room:				
Days Open	361	360	361	361
Yearly Visitors	51,975	54,700	52,000	54,000
Daily Visitors	144	152	144	150
Fitness workout consultations per year	1,111	1,217	176	200
Wellness Fair				
Vendors	20	17	15	15
Expenses	\$ 120	\$ 100	\$ 100	\$ 100
Revenue	\$ 1,411	\$ 1,117	\$ 1,000	\$ 1,000
WORKLOAD:				
Fitness Room:				
Days Open	361	360	360	360
Yearly visitors	51,975	54,700	52,000	54,000
Yearly resident visitors	39,788	43,025	40,040	41,580
Fitness workout consultations per year	1,111	1,217	176	200
Wellness Fair				
Attendants	450	450	200	250
Vendors	20	17	15	15
Expenses	\$ 120	\$ 100	\$ 100	\$ 100
Revenue	\$ 1,411	\$ 1,117	\$ 1,000	\$ 1,000
PRODUCTIVITY:				
Fitness participant's cost per year	\$ 1.32	\$ 1.25	\$ 1.36	\$ 1.49
Average daily fitness visitors	144	152	144	150
Wellness Fair cost recovery	1176%	1117%	1000%	1000%
EFFECTIVENESS:				
Percent of participants using the fitness facility, rating as satisfactory or greater	95%	95%	90%	95%
Percent of participants that are residents	77%	79%	77%	77%

Program:
Gymnastics Program

Account #:
001-1886-572.

Department:
Parks & Recreation

PROGRAM DESCRIPTION:

Encompasses the operation and management of the Family Recreation Complex Gymnastics Center including the development and delivery of instructional classes, competitive teams, open use, special events, competitions, and rentals.

PROGRAM OBJECTIVES:

- 1) Provide a skilled-leveled gymnastics curriculum for approximately 200 participants per session.
- 2) Provide for a gymnastics team with a membership of 75 participants annually.
- 3) Maintain over 100% cost recovery for gymnastics teams and classes.
- 4) Maintain over 130% cost recovery for gymnastics birthday party rentals.
- 5) Maintain 70% overall cost recovery including debt service.
- 6) Maintain 95% satisfaction level on all evaluations.

PERFORMANCE REVIEW	Actual 2011-12	Actual 2012-13	Estimated 2013-14	Recommended 2014-15
OPERATING COST OF PROGRAM:	\$ 98,989	\$ 111,384	\$ 101,872	\$ 100,512
FULL TIME EQUIVALENT EMPLOYEES	2.40	3.00	3.00	3.00
DEMAND:				
Gymnastics class students	2,608	2,932	2,085	2,500
Gymnastic sessions	7	7	7	7
Gymnastics team members	85	81	25	25
Birthday party rentals	58	43	37	40
Debt Utility/Service Fee	\$ 35,600	\$ 35,600	\$ 35,600	\$ 35,600
WORKLOAD:				
Gymnastics class hours	1,660	1,841	1,800	1,900
Gymnastics class revenue - members	\$ 94,859	\$ 102,124	\$ 80,000	\$ 85,000
Gymnastics class revenue - non-member fees	\$ 12,909	\$ 16,133	\$ 14,000	\$ 14,000
Gymnastics class expense	\$ 63,697	\$ 72,417	\$ 55,000	\$ 55,000
Gymnastics team revenue	\$ 25,696	\$ 27,473	\$ 23,000	\$ 23,000
Gymnastics team expenses	\$ 14,305	\$ 15,976	\$ 16,500	\$ 16,500
Birthday party rental revenue	\$ 8,180	\$ 6,127	\$ 6,000	\$ 6,200
Birthday party rental expenses	\$ 2,489	\$ 1,843	\$ 1,589	\$ 1,600
Total Revenue	\$ 141,644	\$ 151,857	\$ 123,000	\$ 128,200
PRODUCTIVITY:				
Cost of gymnastics class per student	\$ 24.42	\$ 24.70	\$ 26.38	\$ 22.00
Cost of gymnastic team member per month	\$ 14.02	\$ 16.44	\$ 55.00	\$ 55.00
EFFECTIVENESS:				
Cost recovery:				
Gymnastics classes	169%	163%	171%	180%
Gymnastics team	180%	172%	139%	139%
Birthday rentals	329%	332%	378%	388%
Program cost recovery (includes debt/utility fee)	105%	103%	89%	94%
Percent of gymnastics class evaluations, satisfactory or greater	100%	100%	100%	100%
Percent of gymnastics team evaluation, satisfactory or greater	100%	100%	100%	100%

Program:
Tennis Program

Account #:
001-1887-572.

Department:
Parks & Recreation

PROGRAM DESCRIPTION:

Encompasses the overall development and delivery of tennis-based programs at the Whiteway Hard Courts and the Family Recreation Complex Clay Tennis Center including lessons, competitions, special events, leagues, open play and maintenance.

PROGRAM OBJECTIVES:

- 1) Provide group lessons for approximately 100 participants per session.
- 2) Provide adult tennis leagues for approximately 75 participants.
- 3) Operate and program both the Whiteway Hard Courts and the Family Recreation Complex Clay Tennis Center.
- 4) Provide monthly tennis tournaments and/or special events with an average attendance of 25 participants per month.
- 5) Maintain over 100% cost recovery for lessons, leagues, and tournaments.
- 6) Maintain a 95% satisfaction level on evaluations.

PERFORMANCE REVIEW	Actual 2011-12	Actual 2012-13	Estimated 2013-14	Recommended 2014-15
OPERATING COST OF PROGRAM:	\$ 65,618	\$ 62,890	\$ 68,171	\$ 75,542
FULL TIME EQUIVALENT EMPLOYEES:	1.25	1.25	1.25	1.25
DEMAND:				
Open play and leagues	8,384	8,545	8,500	8,500
Days open	335	321	330	330
Number of group lessons	120	69	70	120
Group lesson sessions	10	11	10	10
Number of tournaments	6	6	6	6
Tournament participants	372	335	400	400
Junior summer camp sessions	10	10	10	10
Junior summer camp participants	79	75	75	75
Number of adult leagues	10	4	6	6
Adult league participants	100	40	60	60
WORKLOAD:				
Group lesson revenue	\$ 2,683	\$ 2,778	\$ 2,400	\$ 3,500
Group lesson expenses	\$ 610	\$ 935	\$ 700	\$ 900
Private Lesson court fees	\$ 8,709	\$ 7,047	\$ 7,000	\$ 7,000
Tournament revenue	\$ 9,765	\$ 11,071	\$ 13,000	\$ 12,500
Tournament expenses	\$ 7,582	\$ 2,298	\$ 3,984	\$ 4,000
Junior summer camp revenue	\$ 5,546	\$ 6,317	\$ 6,500	\$ 7,500
Junior summer camp expenses	\$ 1,922	\$ 2,042	\$ 2,400	\$ 2,400
Adult league revenue	\$ 4,690	\$ 2,490	\$ 3,800	\$ 2,500
Non-member fees revenue	\$ 265	\$ 150	\$ 150	\$ 150
Guest revenue	\$ 3,522	\$ 2,457	\$ 2,500	\$ 2,500
Total Revenue	\$ 35,180	\$ 32,310	\$ 35,350	\$ 35,650
PRODUCTIVITY:				
Cost of group lessons per session	\$ 5.08	\$ 13.55	\$ 10.00	\$ 7.50
Cost per participant per tournament	\$ 20.38	\$ 6.86	\$ 9.96	\$ 10.00
Cost per Junior summer participant	\$ 2.43	\$ 2.72	\$ 3.20	\$ 3.20
Average daily attendance	25	27	26	26
EFFECTIVENESS:				
Costs recovery:				
Group lessons	440%	297%	343%	389%
Tournaments	129%	482%	326%	313%
Junior summer camp	289%	309%	271%	313%
Program cost recovery (excluding memberships)	54%	51%	52%	47%
Percent of evaluations, satisfactory or greater	98%	98%	98%	98%

Program:
Parks & Grounds Maintenance

Account #:
001-1891-572.

Department:
Parks & Recreation

PROGRAM DESCRIPTION:

Encompasses the regular landscape maintenance of three categories of properties:
 - Non-park City facilities including the Lightfoot Center, Family Recreation Complex, Library, City Hall, Public Works, and Fire Stations 1 and 2
 - Medians, rights-of-ways, islands, and retention ponds as performed under the Parks Division.
 - City owned / operated parklands including working directly with civic groups associated with the Adopt-A-Park program.

PROGRAM OBJECTIVES:

- 1) Maintain a weekly mowing/routine maintenance schedule during the growing season from April 15 through October 15, and a bi-weekly schedule, as needed, for the remainder of the year.
- 2) Maintain a 90% satisfaction level on all evaluations.
- 3) Inspect irrigation systems bi-weekly and repair and upgrade each system as required.

PERFORMANCE REVIEW	Actual 2011-12	Actual 2012-13	Estimated 2013-14	Recommended 2014-15
OPERATING COST OF PROGRAM:	\$ 592,206	\$ 573,050	\$ 594,252	\$ 644,384
FULL TIME EQUIVALENT EMPLOYEES:	12.00	12.00	12.00	12.00
DEMAND:				
City Facilities	9	9	9	9
Facility acres	16.00	16.00	16.00	16.00
Irrigation systems	17	17	17	17
Lift stations	17	17	17	17
Lift station acres	7.50	7.50	7.50	7.50
Medians, Right-of-Ways, Islands				
Landscaped medians	48	48	48	48
Islands	28	28	28	28
Total retention ponds	30	30	30	30
Landscaped retention ponds	29	29	29	29
Wet ponds	3	3	3	3
Median acres	11.53	11.53	11.53	11.53
Island acres	1.84	1.84	1.84	1.84
Sodded right-of-way acres	26.88	26.88	26.88	29.44
Landscaped right-of-way acres	2.45	2.45	2.45	2.45
Retention pond acres	3.46	3.46	3.46	4.12
Irrigation systems	53	54	53	53
City Parks				
Number of Parks	20	20	20	20
Park acres	172.50	172.50	172.50	172.50
Playgrounds	10	10	10	10
Irrigation systems	7	7	7	7
Total acres	242.16	242.16	242.16	245.38
Total irrigation systems	77	78	77	77
WORKLOAD:				
Irrigation and planting inspections completed per system	42	20	42	24
Pesticide applications completed per facility	-	1	1	1
Fertilization applications completed per facility	1	3	2	2
Mowings, routine maintenance completed per area	42	35	42	42
Special projects (man hours)	110	16	50	50
Irrigation inspections completed per system/year	24	9	24	24
PRODUCTIVITY:				
Annual maintenance cost per acre	\$ 2,446	\$ 2,366	\$ 2,454	\$ 2,626
EFFECTIVENESS:				
Percent of completed pesticide and fertilization applications	100%	100%	100%	100%
Percent of mowing and irrigation inspections completed	100%	100%	100%	100%
Percent of maintained areas rated aesthetically satisfactory or	100%	100%	100%	100%
Percent of Adopt-a-Park and special event organizations who view the parks' maintenance as satisfactory or greater	100%	100%	100%	100%

Beginning Fiscal Year 2010-11, programs for City Grounds, Median/Right-of-Way and Parks combined to one division.

Program:

Athletic Fields Maintenance

Account #:

001-1896-572.

Department:

Parks & Recreation

PROGRAM DESCRIPTION:

Encompasses the routine maintenance of the Youth Sports Complex, Ridgedale Sports Complex, Family Recreation Complex athletic fields, and various secondary areas known as "bush hog" areas, including coordination with Department and league use.

PROGRAM OBJECTIVES:

- 1) Ensure that all associated playing areas are safe for use.
- 2) Maintain turf areas on a weekly scheduled basis ensuring that weekly maintenance procedures are followed.
- 3) Work directly with the independent youth leagues and Department sponsored leagues to address athletic complex issues.
- 4) Maintain a 90% satisfaction level on all evaluations.

PERFORMANCE REVIEW	Actual 2011-12	Actual 2012-13	Estimated 2013-14	Recommended 2014-15
OPERATING COST OF PROGRAM:	\$ 353,636	\$ 358,854	\$ 368,129	\$ 374,336
FULL TIME EQUIVALENT EMPLOYEES	5.00	5.00	5.00	5.00
DEMAND:				
Number of athletic complexes maintained	3	3	3	3
Acres of athletic complexes	63.06	63.06	63.06	63.06
Acres maintained by bush hog mowing/secondary mowing	61.16	61.16	61.16	61.16
Acres of parks maintained: West River & Dog Park	6.88	6.88	6.88	6.88
WORKLOAD:				
Service requests completed yearly	19	18	18	18
Fertilizations per year	3	4	3	3
Weed control applications per year	5	6	5	5
Pesticide control applications per year	3	3	3	3
Aerations per year	2	2	2	2
Topdressings per year	3	3	3	3
PRODUCTIVITY:				
Annual cost per acre	\$ 5,608	\$ 5,691	\$ 5,838	\$ 5,936
Acres maintained (F.T.E.)	24.84	24.84	24.84	24.84
EFFECTIVENESS:				
Service requests completed in 3 work days	100%	100%	100%	100%
Weekly maintenance procedures completed satisfactorily	95%	95%	95%	95%
Percent of Athletic Field users who rate the facilities as satisfactory or greater	90%	90%	90%	90%

REDEVELOPMENT

The **Redevelopment Department** was created to provide oversight on economic development incentives and redevelopment activities taking place in the City. The enhancement of commercial growth will help to revitalize neighborhoods adjacent to the defined community redevelopment area. The City's redevelopment activities are carried out on behalf of the Temple Terrace Redevelopment Agency (TTRA), and are focused on the 225-acre community redevelopment area, as well as the commercial corridors along 56th Street, Fowler Avenue and Busch Boulevard/Bullard Parkway.

Fiscal Year 2015 Highlights: Quality Dining Inc. operates the Burger King franchise locations in Temple Terrace; the firm has constructed a new building in keeping with the Mediterranean Revival design theme included in the City's Land Development Code for the community redevelopment area. Construction was completed in a little over 100 days and the new facility opened in December, 2013. Development of the remainder of the parcels owned by Vlass Temple Terrace (VTT) has stalled as the City and the Developer resolve their dispute on contractual issues.

Long-Term Vision and Future Financial Impact: The City's long-term objective is to promote and encourage continued private investment in the commercial properties located within the community redevelopment area, providing a much needed boost to the City's ad valorem tax base and improving the caliber of services and job opportunities afforded to area residents. Implementing a successful partnership with private investors is a key to the successful achievement of the City's redevelopment objectives.

The City has committed substantial resources to the assembly of property and for the reconstruction of public infrastructure to serve the private property in the community redevelopment area. The successful partnership between the City and VTT to revitalize the commercial area at 56th and Bullard Parkway in 2009 through 2011 is an excellent example of the collaborative efforts needed for future success in the creation of a new town center in this area. Good aesthetics and pedestrian functionality will be characteristics of the new development. The effect of this new investment should elevate property values throughout the City and help the City achieve its strategic goal of financial sustainability, providing resources to maintain and enhance City services.

Our Relationship to Other Departments and to the City's Broad Goals: The City's redevelopment efforts will help in addressing several key strategic initiatives in the 2014 Strategic Plan and serve to achieve objectives outlined in the Vision 2020 Goals adopted in 2001. The work embodied in the City's marketing initiatives, in business friendly construction review and building inspection, and in housing rehabilitation, will all serve to support the redevelopment program.



Director

PERSONNEL SUMMARY

Schedule of Budgeted Positions: Full-Time Equivalents

Position Title	Pay Grade	11-12	12-13	13-14	14-15
Redevelopment Director	-	0.00	0.00	1.00	1.00
TOTAL		0.00	0.00	1.00	1.00

REDEVELOPMENT

EXPENDITURE SUMMARY

Expenditure Classification	Actual 2011-12	Actual 2012-13	Budgeted 2013-14	Estimate to 9/30	Budgeted 2014-15
Personal Services	\$ -	\$ -	\$ 44,018	\$ -	\$ 89,949
Operating Expenditures	-	-	500	-	14,219
Total Expenditures	\$ -	\$ -	\$ 44,518	\$ -	\$ 104,168

EXPENDITURES BY DIVISION/PROGRAM

Division / Program	Actual 2011-12	Actual 2012-13	Budgeted 2013-14	Estimate to 9/30	Budgeted 2014-15
Administration	\$ -	\$ -	\$ 44,518	\$ -	\$ 104,168
Total Expenditures	\$ -	\$ -	\$ 44,518	\$ -	\$ 104,168

Fund:
General

Account #:
001-2411-552.

Department:
Redevelopment

EXPENDITURE DETAIL

Expense Code	Expenditure Classification	Actual 2011-12	Actual 2012-13	Budgeted 2013-14	Estimate to 9/30	Budgeted 2014-15
12	PERSONAL SERVICES					
14	Salaries and Wages	\$ -	\$ -	\$ 32,505	\$ -	\$ 70,763
22	Payroll Taxes	-	-	3,530	-	5,878
23	Retirement Contributions	-	-	4,250	-	7,076
24	Life and Health Insurance	-	-	3,652	-	6,096
25	Workers' Compensation Insurance	-	-	81	-	136
	TOTAL PERSONAL SERVICES	-	-	44,018	-	89,949
31	OPERATING EXPENDITURES					
32	Professional Services	-	-	500	-	14,219
41	Travel and Per Diem	-	-	-	-	-
42	Communication Services	-	-	-	-	-
52	Office Supplies	-	-	-	-	-
53	Operating Supplies	-	-	-	-	-
59	Books, Publications and Memberships	-	-	-	-	-
	TOTAL OPERATING EXPENDITURES	-	-	500	-	14,219
	TOTAL DEPARTMENT	\$ -	\$ -	\$ 44,518	\$ -	\$104,168

Program:
Administration

Account #:
001-2411-552.

Department:
Redevelopment

PROGRAM DESCRIPTION:

Provides overall leadership, management, and supervision of the Agency/department. Promotes improvements to increase property values in the Temple Terrace Redevelopment Agency (TTRA); creates a positive business climate; promotes a stable tax base.

PROGRAM OBJECTIVES:

- 1) Provide for development and management of activities and resources to optimize the TTRA area and provide high quality services.
- 2) Promote stable and increasing property values in the TTRA, with the base year value in 2004 being \$62,978,340.
- 3) Create positive business environment by supporting existing businesses and encouraging new businesses.
- 4) Revitalize Southeast Quadrant by increasing square footage available for occupancy.

PERFORMANCE REVIEW	Actual 2011-12	Actual 2012-13	Estimated 2013-14	Recommended 2014-15
OPERATING COST OF PROGRAM:	\$ -	\$ -	\$ -	\$ 104,168
FULL TIME EQUIVALENT EMPLOYEES	-	-	-	-
DEMAND:				
Total department operating budget	\$ -	\$ -	\$ -	\$ 104,168
WORKLOAD:				
Number of Budgeted Programs	-	-	-	-
Number of tenants in Southeast quadrant	-	12	14	14
EFFECTIVENESS:				
Assessed value increase over base value	\$ 66,481,801	\$ 67,601,737	\$ 67,829,411	\$ 70,700,000



CODE COMPLIANCE



Code Compliance is a full service department committed to enforcing City ordinances efficiently and equitably by ensuring the public is aware of code and regulation expectations. The unit maintains an office in City Hall but centers its operation on daily field interactions. The team consists of three officers assigned geographically and a director. Their approach is primarily proactive, with officers initiating cases as well as responding to citizen complaints and interdepartmental referrals. When violations are observed or verified, escalating measures are taken with a goal of achieving voluntary compliance. In the vast majority of cases, formal adjudication is avoided but processes are in place to use fines or liens to leverage corrective action within a reasonable timeframe.

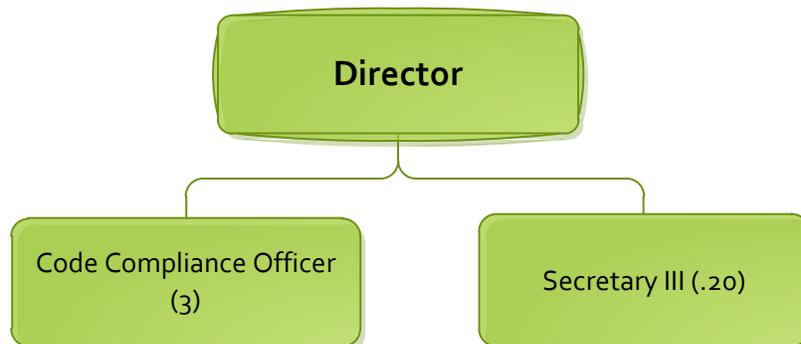
Current and Prior Year Accomplishments: Established in 2004, Code Compliance has seen dramatic evolution in both its size and responsibilities. Initially a team of three, department staff peaked at six between 2006 through 2008 but lost its part-time officer (2009) and clerk (2012) during the economic downturn. Its base location has also migrated beginning at Fire Station Two in Telecom Park, occupying space for several years in the redevelopment district and eventually landing in City Hall. In its current form, the unit consists of a director and three officers dispersed to north, central and south zones. Proactive, initiated cases continue to represent two-thirds of the department's growing caseload as staff attempts to prevent problems from intensifying and to be prepared for anticipated complaints. Personnel also work closely to support and enhance other departments in their service delivery. Although voluntary compliance rates remain high, formal adjudication becomes necessary in a small percentage of cases. Using devoted citizen volunteers, the quasi-judicial Municipal Code Enforcement Board convenes on the second Wednesday evening of each month to conduct hearings. Beginning in early 2012, officers also utilize county court citations to resolve often transitory conditions such as unauthorized watering or illegal signage. Ultimately both venues provide possible sanctions of fines or liens to discourage non-compliance.

Fiscal Year 2015 Highlights: The 2014-15 fiscal year not only represents completion of the first decade of the department's existence and but also the introduction of major reforms to a wide variety of City ordinances. In addition to changes for clarity, other maintenance concerns were added to existing codes. Amendments ranged from edging curbs to ensuring chimneys remain in good repair. Homeowner association leaders and property managers were notified of the code changes at the end of 2013 and cooperation remains high. Materials mailed in advance of monthly neighborhood sweeps have also been revised to reflect regulation upgrades. Sweeps enable staff to collectively visit areas of the City, often on foot, to compare notes during their door-to-door assessment and ensure homes throughout the community consistently adhere to maintenance requirements.

Collaboration has proven valuable to the department in tackling a wide variety of concerns. Aesthetic improvements have led to partnerships with Keep Tampa Bay Beautiful, the Environmental Task Force and the Temple Terrace Preservation Society. Ensuring the Hillsborough River is protected and preserved is fostered through serving as liaison to the River Watch Task Force. Border concerns have prompted an exchange of regular referrals to Hillsborough County Code Enforcement, and since August of 2013 Tampa counterparts have met monthly to jointly traverse contiguous neighborhoods. Rejuvenating the urban forest is fostered through a wide variety of tree planting enterprises including Arbor Day and the Adopt-A-Tree Program. Combating invasive species has been undertaken through alliances through the Suncoast Cooperative Invasive Species Management Areas and Department of Agriculture's Division of Plant Industry. Being alert to regulatory advancements and innovations is ensured by active participation in the Tampa Bay Association of Code Enforcement. And especially rewarding has been the expanding coalition formed with civic groups and non-profits to coordinate projects and workdays for residents in Temple Terrace. Rotary, Somebody Cares Tampa Bay, First Baptist, Temple Terrace Professional Fire Fighters Local 3582 and Goodwill Suncoast are representative of the organizations who have assisted our constituents over the past year.

Long-Term Vision and Future Financial Impact: As the department embarks on a new course of shifting from minimum to moderate neighborhood preservation standards, it will also focus on opportunities stemming from the 2014 Strategic Plan. Overall operations will be assessed by comparing officer-to-citizen ratios and caseloads to regional and industry standards, analyzing time of day and weekend coverage and the value in educating colleagues from other departments of code issues that may be encountered. A heavy emphasis on increasing community code awareness is anticipated and may include expansion of online resources and reporting tools. Recent revisions to condemnation guidelines seek to balance due process with protection of adjacent property owners by emphasizing interdepartmental cooperation of Code Compliance, Community Development and the Fire Department. Officers will continue to work closely with Risk Reduction counterparts to ensure rental properties obtain the necessary inspections and permits. The foreclosure crisis has stabilized but monitoring of unoccupied homes in transition continues to be a worthy albeit resource-demanding responsibility. Should wide scale destruction result from a major storm event, the team also remains prepared to deploy with other City coworkers for post-event damage assessment. Despite limited funding, continuing education is pursued in a variety of disciplines of value to the unit to ensure a well-informed workforce.

Our Relationship to Other Departments and the City’s Broad Goals: Daily interaction between officers and the public provides opportunities to demonstrate dedicated public service and serve as ambassadors for the City. Notwithstanding the need to coordinate timely maintenance, repairs and corrective action, department staff attempt to perform professionally and offer knowledgeable assistance. Building solid working relationships with representatives in other departments and agencies is not taken for granted and requires ongoing reciprocal cooperation. Consequently we greatly value our constructive rapport and strive to extend our networking. In all endeavors, the Department remains cognizant of 2020 vision and City Council goals and objectives.



PERSONNEL SUMMARY

Schedule of Budgeted Positions: Full-Time Equivalents

Position Title	Pay Grade	11-12	12-13	13-14	14-15
Director	-	1.00	1.00	0.98	0.98
Code Compliance Officer	18	3.00	3.00	2.94	2.94
Secretary III	15	0.00	0.20	0.20	0.20
Code Compliance Clerk	10	0.50	0.00	0.00	0.00
TOTAL		4.50	4.20	4.12	4.12

CODE COMPLIANCE

EXPENDITURE SUMMARY

Expenditure Classification	Actual 2011-12	Actual 2012-13	Budgeted 2013-14	Estimate to 9/30	Budgeted 2014-15
Personal Services	\$233,788	\$233,219	\$ 243,578	\$241,420	\$245,566
Operating Expenditures	23,706	31,299	42,817	25,088	27,231
Total Expenditures	\$257,494	\$264,518	\$ 286,395	\$266,508	\$272,797

EXPENDITURES BY DIVISION/PROGRAM

Division / Program	Actual 2011-12	Actual 2012-13	Budgeted 2013-14	Estimate to 9/30	Budgeted 2014-15
Code Compliance	\$257,494	\$264,518	\$ 286,395	\$266,508	\$272,797
Total Expenditures	\$257,494	\$264,518	\$ 286,395	\$266,508	\$272,797

FUNDING SOURCE

Revenue	Code	
	Enforcement	Total
Program Expenditure Budget	\$ 272,797	\$272,797
Less: Revenues Generated		
MCEB - Code Compliance	35,000	35,000
Net Unsupported Budget	\$ 237,797	\$237,797
% of Budget Supported by Program	13%	13%

Program:
Code Compliance

Account #:
001-2512-524.

Department:
Code Compliance

EXPENDITURE DETAIL

Expense Code	Expenditure Classification	Actual 2011-12	Actual 2012-13	Budgeted 2013-14	Estimate to 9/30	Budgeted 2014-15
PERSONAL SERVICES						
12	Salaries and Wages	\$181,351	\$ 181,401	\$185,211	\$ 183,160	\$ 190,766
21	Payroll Taxes	12,671	12,461	12,522	12,415	13,023
22	Retirement Contributions	17,730	18,176	18,521	18,521	19,076
23	Life and Health Insurance	17,820	17,715	18,426	18,426	18,708
24	Workers' Compensation Insurance	4,216	3,466	8,898	8,898	3,993
25	Unemployment Compensation	-	-	-	-	-
	TOTAL PERSONAL SERVICES	233,788	233,219	243,578	241,420	245,566
OPERATING EXPENDITURES						
31	Professional Services	80	48	-	50	-
34	Other Contractual Services	188	197	255	325	320
40	Travel and Per Diem	43	136	275	250	1,025
41	Communication Services	5,353	5,040	5,775	5,880	5,039
42	Transportation	1,776	2,015	1,500	1,600	1,500
45	Insurance	1,441	1,204	1,186	1,186	1,758
46	Repair and Maintenance Services	4,944	5,927	5,465	6,197	7,173
47	Printing and Binding	818	510	725	725	750
51	Office Supplies	367	164	583	-	575
52	Operating Supplies	8,351	15,873	26,803	8,625	8,756
54	Books, Publications and Memberships	345	185	250	250	335
	TOTAL OPERATING EXPENDITURES	23,706	31,299	42,817	25,088	27,231
	TOTAL DEPARTMENT	\$257,494	\$ 264,518	\$286,395	\$ 266,508	\$ 272,797

Program:
Code Compliance

Account #:
001-2512-524.

Department:
Code Compliance

PROGRAM DESCRIPTION:

Inspects and investigates residential and commercial properties for compliance with City codes and ordinances; pursues compliance and referral in formal enforcement proceedings when necessary. Ensures maintenance of property. Increases awareness of City regulations through interaction with citizens, homeowner associations, civic groups and organizations in attempt to maximize neighborhood preservation and enhancement. Coordinates monthly residential plantings through the Adopt-A-Tree program

PROGRAM OBJECTIVES:

- 1) Provide for efficient and effective development and management of departmental programs and resources to optimize productivity at the least possible cost while providing the highest possible quality of services.
- 2) Provide efficient, effective, and consolidated administrative support to the department's operating elements.
- 3) Obtain compliance with all codes.
- 4) Maintain proactive code enforcement.
- 5) Maintain 97% voluntary compliance without resorting to MCEB or county court.
- 6) Increase awareness of City codes and regulations.

PERFORMANCE REVIEW	2011-12 Actual	2012-13 Actual	2013-14 Estimated	2014-15 Recommended
OPERATING COST OF PROGRAM:	\$ 257,494	\$ 264,518	\$ 266,508	\$ 272,797
FULL TIME EQUIVALENT EMPLOYEES	4.50	4.12	4.12	4.12
DEMAND:				
Population - City	24,919	25,307	25,337	25,401
Single-family residences - Attached & Detached	8,031	8,043	8,065	8,079
Multi-family residences	4,181	4,181	4,181	4,181
Vacant single family residential lots (infill)	121	116	113	112
Acres of undeveloped SFR zoned land	108	106	105	105
Acres of undeveloped MFR zoned land	1	-	-	-
Acres of undeveloped commercial property	78	78	78	78
Acres of developed commercial property	556	559	565	566
Total City acreage	4,720	4,732	4,824	4,824
WORKLOAD:				
Caseload	3,596	3,648	3,725	3,800
Advisories and informational material	2,370	2,416	2,575	2,625
Notices of Violation (NOV) and repeat NOV issued	399	389	400	425
Citations warnings issued	67	56	80	100
Cases referred to MCEB	100	114	120	125
Citations referred to County Court	-	4	5	10
PRODUCTIVITY:				
Cost per department (F.T.E.)	\$ 57,221	\$ 64,203	\$ 64,686	\$ 66,213
Inspections per case	3.65	3.65	3.65	3.65
Cases - reported/initiated	.5/1	.5/1	.5/1	.5/1
Field inspections per officer/day	15	15	15	15
EFFECTIVENESS:				
Number of cases per F.T.E	899	912	931	950
Percent of compliance without MCEB referral	97%	97%	97%	97%

STREET IMPROVEMENT FUND

REVENUES

Fund: **STREET IMPROVEMENT**
 Account # 130-0000-

Revenue Code	Revenue Classification	Actual 2011-12	Actual 2012-13	Budgeted 2013-14	Estimate to 9/30	Budgeted 2014-15
GASOLINE TAXES						
312.41-00	Local Option Gas Tax	\$ 724,344	\$ 697,503	\$ 724,030	\$ 719,792	\$ 725,000
	TOTAL GASOLINE TAXES	724,344	697,503	724,030	719,792	725,000
FEDERAL, STATE, LOCAL SHARED REVENUES						
331.49-00	Stormwater Management Grant	596,443	-	-	-	-
334.49-00	State - 56th Street Improvement (CIGP)	227,237	-	-	-	600,000
335-12.20	Sales Tax - State Revenue Sharing	215,634	208,846	216,500	213,236	216,000
335-41.00	Motor Fuel Tax Rebate	19,522	22,040	20,193	20,883	25,307
337-40-00	Transportation	-	-	-	-	-
337-49-00	County Transportation Grant	161,897	48,548	750,000	-	750,000
338.30-00	County One Cent Gas Tax	120,068	115,618	121,966	119,413	121,000
	TOTAL LOCAL SHARED REVENUES	1,340,801	395,052	1,108,659	353,532	1,712,307
INTEREST EARNINGS						
361.xx-xx	Interest Earnings	29,327	13,035	20,000	12,000	6,000
361.91-00	Special Assessments	58	-	-	-	-
363.20-11	Transportation Impact Fees	-	11,270	-	46,645	30,000
369.40-17	Commissions	11	(360)	-	-	-
369.85-00	From Federal Government	250,096	88,140	-	-	-
	TOTAL INTEREST EARNINGS	279,492	112,085	20,000	58,645	36,000
TRANSFERS, RESERVES, & OTHER						
389.10-00	Appropriated Fund Balance	-	-	1,828,705	1,425,050	427,595
	TOTAL TRANSFERS, RESERVES, & OTHER	-	-	1,828,705	1,425,050	427,595
	TOTAL STREET IMPROVEMENT FUND	<u>\$ 2,344,637</u>	<u>\$ 1,204,640</u>	<u>\$ 3,681,394</u>	<u>\$ 2,557,019</u>	<u>\$ 2,900,902</u>

STREET IMPROVEMENT FUND

EXPENDITURE SUMMARY

Expenditure Classification	Actual 2011-12	Actual 2012-13	Budgeted 2013-14	Estimate to 9/30	Budgeted 2014-15
Operating Expenditures	\$ 571,519	\$ 621,540	\$ 621,540	\$ 621,540	\$ 840,151
Capital Outlay	1,867,953	360,468	2,999,854	1,775,479	2,025,900
Transfers	1,000,000	60,000	60,000	60,000	34,851
Total Expenditures	\$3,439,472	\$ 1,042,008	\$ 3,681,394	\$ 2,457,019	\$ 2,900,902

EXPENDITURES BY DIVISION/PROGRAM

Division / Program	Actual 2011-12	Actual 2012-13	Budgeted 2013-14	Estimate to 9/30	Budgeted 2014-15
Engineering Administration	\$ 107,834	\$ 66,255	\$ 66,255	\$ 66,255	\$ 94,524
Stormwater Management	93,773	51,497	231,841	210,000	170,000
Sidewalks	113,475	48,407	110,500	80,000	105,900
Roadway Management	2,104,784	815,849	2,942,798	1,770,764	2,495,627
Traffic Management	19,606	-	270,000	270,000	-
Transfers	1,000,000	60,000	60,000	60,000	34,851
Total Expenditures	\$3,439,472	\$ 1,042,008	\$ 3,681,394	\$ 2,457,019	\$ 2,900,902

FUNDING SOURCE

Revenue	Engineering Administration	Stormwater Management	Sidewalks	Roadway Management	Transfers/ Reserves	Total
Program Expenditure Budget	\$ 94,524	\$ 170,000	\$ 105,900	\$ 2,495,627	\$ 34,851	\$ 2,900,902
Less: Revenues Generated						
Local Option Gas Tax		169,648	105,681	449,671		725,000
Municipal Gas Tax				216,000		216,000
Motor Fuel Tax Rebate				25,307		25,307
County 1cent Gas Tax				121,000		121,000
County Transportation Grant				750,000		750,000
Interest Earnings		352	219	5,429		6,000
Appropriated Fund Balance	94,524			298,220	34,851	427,595
Net Unsupported Budget	\$ -	\$ -	\$ -	\$ 630,000	\$ -	\$ 630,000
% of Budget Supported by Program	100%	100%	100%	75%	100%	78%

Fund:
Street Improvement Fund

Account #:
130-

CAPITAL OUTLAY SCHEDULE

<u>PROGRAM/Item</u>	<u>Account #</u>	<u>Project #</u>	<u>Budgeted 2014-15</u>
STORM SEWER PROJECTS			
Miscellaneous Stormwater Projects	130-1721-541.63-17	35-575	\$ 70,000
SIDEWALK PROJECTS			
Sidewalks, Ramps, Curbs & ADA Transition Plan	130-1723-541.63-13	34-659	85,900
ADA Compliance	130-1723-541.63-13		20,000
STREETS PROJECTS			
Telecom Parkway extension - TECO ROW to Morris Bridge	130-1724-541.63-11	33696c	1,300,000
Fowler Avenue Landscape Enhancements (Riverhills to I75)	130-1724-541.63-11	33-300	75,000
Entry Tower - Fowler at Morris Bridge	130-1724-541.63-11		225,000
Pavement Management Plan	130-1724-541.63-11	33-PMP	250,000
Total			<u><u>\$ 2,025,900</u></u>

EXPENDITURE DETAIL

<u>Expense Code</u>	<u>Expenditure Classification</u>	<u>Actual 2011-12</u>	<u>Actual 2012-13</u>	<u>Budgeted 2013-14</u>	<u>Estimate to 9/30</u>	<u>Budgeted 2014-15</u>
OPERATING EXPENDITURES						
31	Professional Services	\$ -	\$ -	\$ -	\$ -	\$ 100,000
59	Other Operating Costs	571,519	621,540	621,540	621,540	740,151
TOTAL OPERATING EXPENDITURES		<u>571,519</u>	<u>621,540</u>	<u>621,540</u>	<u>621,540</u>	<u>840,151</u>
CAPITAL OUTLAY						
63	Improvements Other Than Buildings	1,803,497	360,468	2,999,854	1,775,479	2,025,900
64	Machinery and Equipment	64,456	-	-	-	-
TOTAL CAPITAL OUTLAY		<u>1,867,953</u>	<u>360,468</u>	<u>2,999,854</u>	<u>1,775,479</u>	<u>2,025,900</u>
TRANSFERS						
91	Transfers	1,000,000	60,000	60,000	60,000	34,851
TOTAL TRANSFERS		<u>1,000,000</u>	<u>60,000</u>	<u>60,000</u>	<u>60,000</u>	<u>34,851</u>
TOTAL FUND		<u><u>\$ 3,439,472</u></u>	<u><u>\$ 1,042,008</u></u>	<u><u>\$ 3,681,394</u></u>	<u><u>\$ 2,457,019</u></u>	<u><u>\$ 2,900,902</u></u>



COMMUNITY INVESTMENT TAX FUND

REVENUES

Fund: **COMMUNITY INVESTMENT TAX**
 Account # 160-0000-

Revenue Code	Revenue Classification	Actual 2011-12	Actual 2012-13	Budgeted 2013-14	Estimate to 9/30	Budgeted 2014-15
SALES TAX						
312.10-00	Local Option Tax	\$ 1,035,854	\$ 1,061,675	\$ 1,071,200	\$ 1,128,958	\$ 1,162,827
	TOTAL SALES TAXES	<u>1,035,854</u>	<u>1,061,675</u>	<u>1,071,200</u>	<u>1,128,958</u>	<u>1,162,827</u>
FEDERAL, STATE, LOCAL SHARED REVENUES						
337-70-00	Culture - Recreation	32,000	-	115,000	-	-
	TOTAL STATE SHARED REVENUES	<u>32,000</u>	<u>-</u>	<u>115,000</u>	<u>-</u>	<u>-</u>
INTEREST EARNINGS						
361.xx-xx	Interest Earnings	24,877	(772)	20,000	15,000	15,000
	TOTAL INTEREST EARNINGS	<u>24,877</u>	<u>(772)</u>	<u>20,000</u>	<u>15,000</u>	<u>15,000</u>
CONTRIBUTIONS						
366.90-15	Contributions/Donations	15,000	-	-	-	-
	TOTAL CONTRIBUTIONS	<u>15,000</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
MISCELLANEOUS REVENUE						
369.00-00	Miscellaneous Revenue	-	187,901	-	-	-
369.30-00	Other Miscellaneous Revenue	200	-	-	-	-
	TOTAL MISCELLANEOUS REVENUE	<u>200</u>	<u>187,901</u>	<u>-</u>	<u>-</u>	<u>-</u>
TRANSFERS, RESERVES, & OTHER						
389.10-00	Appropriated Fund Balance	-	-	1,853,003	-	-
	TOTAL TRANSFERS, RESERVES, & OTHER	<u>-</u>	<u>-</u>	<u>1,853,003</u>	<u>-</u>	<u>-</u>
	TOTAL COMMUNITY INVESTMENT TAX FUND	<u>\$ 1,107,931</u>	<u>\$ 1,248,804</u>	<u>\$ 3,059,203</u>	<u>\$ 1,143,958</u>	<u>\$ 1,177,827</u>

COMMUNITY INVESTMENT TAX FUND

EXPENDITURE SUMMARY

Expenditure Classification	Actual 2011-12	Actual 2012-13	Budgeted 2013-14	Estimate to 9/30	Budgeted 2014-15
Operating Expenditures	\$ 312	\$ -	\$ -	\$ -	\$ -
Capital Outlay	1,078,026	999,382	3,059,203	695,042	958,800
Reserves	-	-	-	-	219,027
Total Expenditures	\$ 1,078,338	\$ 999,382	\$ 3,059,203	\$ 695,042	\$ 1,177,827

EXPENDITURES BY DIVISION/PROGRAM

Division / Program	Actual 2011-12	Actual 2012-13	Budgeted 2013-14	Estimate to 9/30	Budgeted 2014-15
Community Development	\$ -	\$ -	\$ 30,000	\$ 27,700	\$ 5,000
Police	219,518	537,309	371,653	367,373	23,800
Fire	441,491	138,139	82,500	82,500	388,000
Library	-	-	-	-	50,000
Public Works	117,192	73,260	450,000	155,000	379,000
Parks and Recreation	300,137	250,674	2,125,050	62,469	113,000
Council Reserves	-	-	-	-	219,027
Total Expenditures	\$ 1,078,338	\$ 999,382	\$ 3,059,203	\$ 695,042	\$ 1,177,827

FUNDING SOURCE

Revenue	Public Safety	Library	Parks & Recreation	Public Works	Council Reserve	Community Development	Total
Program Expenditure Budget	\$ 411,800	\$ 50,000	\$ 113,000	\$ 379,000	\$ 219,027	\$ 5,000	\$ 1,177,827
Less: Revenues Generated							
Community Investment Tax Revenue	406,556	49,362	111,562	374,173	216,238	4,936	1,162,827
Interest	5,244	638	1,438	4,827	2,789	64	15,000
Net Unsupported Budget	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
% of Budget Supported by Program	100%	100%	100%	100%	100%	100%	100%

Fund:
Community Investment Tax Fund

Account #:
160-

CAPITAL OUTLAY SCHEDULE

<u>PROGRAM/Item</u>	<u>Account #</u>	<u>Project #</u>	<u>Budgeted 2014-15</u>
COMMUNITY DEVELOPMENT			
Temple Terrace Bicycle Trail	160-1331-515.63-14	BCYCLE	\$ 5,000
POLICE			
Criminal Investigations Vehicle	160-1431-521.64-11		23,800
FIRE			
Fire Rescue Unit	160-1521-522.64-12		310,000
Laptop Replacement	160-1521-522.64-23		31,000
MSA Airbottle Replacement	160-1521-522.64-99		47,000
LIBRARY			
Add Dehumidifiers to HVAC	160-1611-571.62-41		50,000
CITY HALL BUILDING			
City Hall Improvements	160-1719-519.62-41		225,000
City Hall Message Board	160-1719-519.62-41		25,000
PUBLIC WORKS			
ADA Compliance	160-1719-519.62-41		35,000
Bobcat with Tracks #36	160-1724-541.64-12		40,000
Asphalt Roller	160-1724-541.64-99		54,000
CULTURE/RECREATION			
Family Complex Master Design Plan	160-1811-572.62-41		50,000
Main Pool Gutter Replacement	160-1830-572.63-27		50,000
Parks & Grounds - 60" Riding Mower	160-1891-572.64-12		13,000
		Total	<u>\$ 958,800</u>

Fund:
Community Investment Tax Fund

Account #:
160-

EXPENDITURE DETAIL

Expense Code	Expenditure Classification	Actual 2011-12	Actual 2012-13	Budgeted 2013-14	Estimate to 9/30	Budgeted 2014-15
OPERATING EXPENDITURES						
49	Other Current Charges	\$ 312	\$ -	\$ -	\$ -	\$ -
	TOTAL OPERATING EXPENDITURES	<u>312</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
CAPITAL OUTLAY						
62	Buildings and Improvements	207,284	190,977	2,457,050	100,000	385,000
63	Improvements Other Than Buildings	256,753	239,789	-	-	55,000
64	Machinery and Equipment	613,989	568,616	602,153	595,042	518,800
	TOTAL CAPITAL OUTLAY	<u>1,078,026</u>	<u>999,382</u>	<u>3,059,203</u>	<u>695,042</u>	<u>958,800</u>
RESERVES						
99	Reserve for Contingency	-	-	-	-	219,027
	TOTAL RESERVES	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>219,027</u>
	TOTAL FUND	<u>\$ 1,078,338</u>	<u>\$ 999,382</u>	<u>\$ 3,059,203</u>	<u>\$ 695,042</u>	<u>\$ 1,177,827</u>

TEMPLE TERRACE REDEVELOPMENT AGENCY

On September 23, 1999, the City Council declared the need for a Community Redevelopment Agency to address the City's blighted area. The **Temple Terrace Redevelopment Agency** (TTRA) was established on May 16, 2000, as a separate, legal entity closely affiliated with the City, with its budget integrated into the City's budget. The TTRA's primary responsibility is to direct, supervise, coordinate, and administer the Agency's ongoing, multi-faceted efforts to redevelop and revitalize the TTRA 225-acre area, which encompasses the City's primary commercial district at North 56th Street and Busch Boulevard/Bullard Parkway. The City Manager is the TTRA's executive director; the Mayor and City Councilmembers serve as its chairperson and board of directors.

Current and Prior Year Accomplishments: Construction and streetscape efforts on 56th Street to improve pedestrian safety for the district's main arterials were completed in May 2011. Non-City revenue sources total \$4.45 million, including \$1.85 million in matching County Incentive Grant Program (CIGP) funds from the Florida Department of Transportation, \$500,000 in Hillsborough County funds, and \$2.1 million from Federal earmarks. The Temple Heights project, funded with an American Recovery and Reinvestment Act grant, was complete in June 2012. Associated with the street work, City Council approved funding for underground utilities south of Busch Boulevard/Bullard Parkway on 56th Street. The 56th Street streetscape south of Busch Boulevard/Bullard Parkway has become one of the most outstanding street segments in Hillsborough County. Burger King completed construction on a new Mediterranean Revival design building in December 2013.

The final site plan for the 29-acre site southeast of Bullard Parkway and 56th Street includes the construction of a New Urbanism-style development incorporating retail, residential, office, restaurant, and civic/cultural components, including a Main Street with a central park area and a multi-use Arts Education Center. The aesthetics of the area have improved with the renovation of the Sweetbay Supermarket parcel, which includes an 18,000 square-foot Post Office.

Fiscal Year 2015 Highlights: The total appraised value of the CRA District increased by \$2,119,096 from \$67,829,411 to \$69,948,507. Development of the remainder of the parcels owned by Vlass Temple Terrace (VTT) has stalled as the City and the developer resolve their dispute on contractual issues.

Long-Term Vision and Future Financial Impact: The long-term objective of the public-private redevelopment process is to replace the buildings in the project area's southeast quadrant with a new, dramatically upgraded physical environment. Good aesthetics and pedestrian functionality are characteristics of the new town center. The substantial public-private investment in the southeast quadrant is expected to catalyze considerable, additional investment elsewhere in the Temple Terrace Redevelopment Agency area. Improvements to this area should elevate property values in the CRA district and throughout the City to bolster the City's finances, thus allowing the City to maintain its current high level of services.

Our Relationship to Other Departments and to the City's Broad Goals: The Redevelopment Agency's efforts directly address one of the City's Vision 2020 Goals to "Complete the redevelopment of downtown." Redevelopment decisions impact all departments in the City.

TAX INCREMENT FINANCING FUND

REVENUES

Fund: **TAX INCREMENT FINANCING**

Account # 170-0000-

Revenue Code	Revenue Classification	Actual 2011-12	Actual 2012-13	Budgeted 2013-14	Estimate to 9/30	Budgeted 2014-15
LOCAL SHARED REVENUES						
337.15-20	Ad Valorem Contribution - Hillsborough County	\$ 19,101	\$ 25,200	\$ 26,440	\$ 26,433	\$30,383
337.15-22	Ad Valorem Contribution - Tampa Port Authority	632	813	875	849	927
	TOTAL AD VALOREM TAXES	19,733	26,013	27,315	27,282	31,310
INTEREST EARNINGS						
361.xx-xx	Interest Earnings	151	(99)	-	97	-
	TOTAL INTEREST EARNINGS	151	(99)	-	97	-
TRANSFERS, RESERVES, & OTHER						
	Transfer from General Fund	20,469	28,242	29,632	29,633	34,062
	TOTAL TRANSFERS, RESERVES, & OTHER	20,469	28,242	29,632	29,633	34,062
	TOTAL TAX INCREMENT FINANCING FUND	\$ 40,353	\$ 54,156	\$ 56,947	\$ 57,012	\$ 65,372

EXPENDITURE SUMMARY

Expenditure Classification	Actual 2011-12	Actual 2012-13	Budgeted 2013-14	Estimate to 9/30	Budgeted 2014-15
Operating Expenditures	\$ 223	\$ 225	\$ 175	\$ 175	\$ 175
Transfers	40,682	52,831	56,772	56,837	65,197
Total Expenditures	\$ 40,905	\$ 53,056	\$ 56,947	\$ 57,012	\$ 65,372

EXPENDITURES BY DIVISION/PROGRAM

Division / Program	Actual 2011-12	Actual 2012-13	Budgeted 2013-14	Estimate to 9/30	Budgeted 2014-15
Administration	\$ 40,682	\$ 52,831	\$ 56,772	\$ 56,837	\$ 65,197
Redevelopment	223	225	175	175	175
Total Expenditures	\$ 40,905	\$ 53,056	\$ 56,947	\$ 57,012	\$ 65,372

Fund:
Tax Increment Financing Fund

Account #:
170-

EXPENDITURE DETAIL

Expense Code	Expenditure Classification	Actual 2011-12	Actual 2012-13	Budgeted 2013-14	Estimate to 9/30	Budgeted 2014-15
OPERATING EXPENDITURES						
31	Professional Services	\$ 175	\$ 175	\$ 175	\$ 175	\$ 175
49	Other Current Charges	48	50	-	-	-
	TOTAL OPERATING EXPENDITURES	<u>223</u>	<u>225</u>	<u>175</u>	<u>175</u>	<u>175</u>
TRANSFERS						
91	Transfers	40,682	52,831	56,772	56,837	65,197
	TOTAL TRANSFERS	<u>40,682</u>	<u>52,831</u>	<u>56,772</u>	<u>56,837</u>	<u>65,197</u>
	TOTAL FUND	<u>\$ 40,905</u>	<u>\$ 53,056</u>	<u>\$ 56,947</u>	<u>\$ 57,012</u>	<u>\$ 65,372</u>

DEBT SERVICE FUND

REVENUES

Fund: DEBT SERVICE FUND
Account # 210-0000-

Revenue Code	Revenue Classification	Actual 2011-12	Actual 2012-13	Budgeted 2013-14	Estimate to 9/30	Budgeted 2014-15
INTEREST EARNINGS						
361.xx-xx	Interest Earnings	\$ 8,336	\$ (1,097)	\$ -	\$ 2,300	\$ 1,500
	TOTAL INTEREST EARNINGS	8,336	(1,097)	-	2,300	1,500
TRANSFERS, RESERVES, & OTHER						
369.31-00	Country Club Debt Reimbursement	136,827	136,363	135,646	136,362	227,074
369.32-00	CRA Development	53,169	76,104	103,530	-	-
381.01-00	From General Fund	737,610	734,645	680,685	680,685	310,498
381.13-00	From Gas Tax	1,000,000	60,000	60,000	60,000	34,851
381.17-00	From Tax Increment Financing Fund	40,682	52,831	56,772	56,772	65,197
382.12-00	Sanitation	-	-	121,824	121,824	59,845
384.10-00	Bank Loan	-	105,727	-	-	-
	TOTAL TRANSFERS, RESERVES, & OTHER	1,968,288	1,165,670	1,158,457	1,055,643	697,465
	TOTAL DEBT SERVICE FUND	\$1,976,624	\$1,164,573	\$1,158,457	\$1,057,943	\$ 698,965

EXPENDITURE DETAIL

Expense Code	Expenditure Classification	Actual 2011-12	Actual 2012-13	Budgeted 2013-14	Estimate to 9/30	Budgeted 2014-15
DEBT SERVICE						
Debt Service - Principal						
7101	2001 Series	\$ 250,000	\$ 260,000	\$ 270,000	\$ 270,000	\$ -
7131	2005 Series Country Club	123,367	130,091	137,181	137,181	144,658
7113	2010 Regions	1,000,000	-	-	-	-
	TOTAL DEBT SERVICE - PRINCIPAL	1,373,367	390,091	407,181	407,181	144,658
Debt Service - Interest						
7201	2001 Series	29,489	19,112	8,323	8,323	-
7208	Redevelopment Series	597,780	577,413	560,804	279,853	279,853
7231	2005 Series Country Club	135,945	129,183	122,149	122,149	114,674
7213	2010 Regions	61,545	59,804	60,000	-	-
	TOTAL DEBT SERVICE - INTEREST	824,759	785,512	751,276	410,325	394,527
73	Other Debt Service Costs	-	71,019	-	-	-
	TOTAL DEBT SERVICE	2,198,126	1,246,622	1,158,457	817,506	539,185
TRANSFERS						
91	Transfers	-	-	-	-	-
	TOTAL TRANSFERS	-	-	-	-	-
RESERVES						
99	Reserve for Contingency	-	-	-	240,437	159,780
	TOTAL RESERVES	-	-	-	240,437	159,780
	TOTAL FUND	\$ 2,198,126	\$ 1,246,622	\$ 1,158,457	\$ 1,057,943	\$ 698,965

CAPITAL PROJECTS FUND

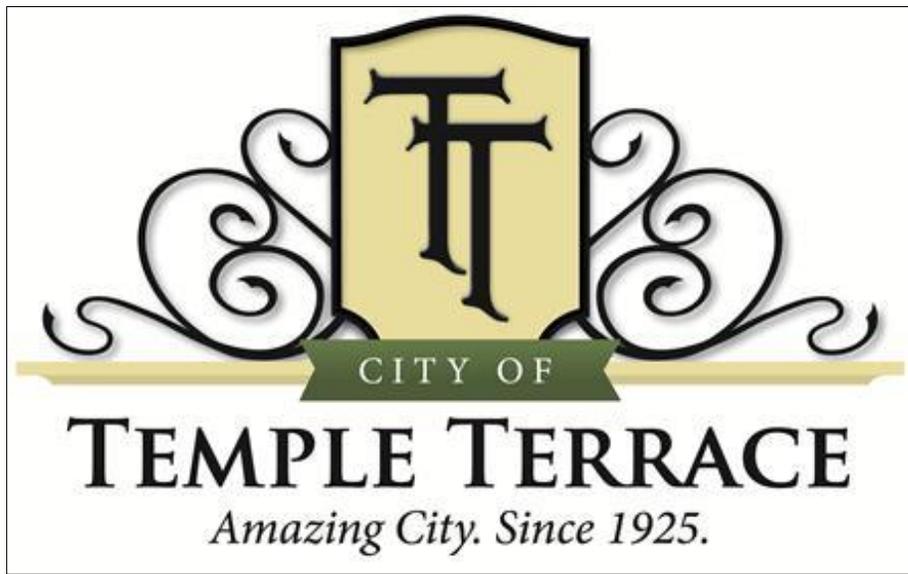
REVENUES

Fund: CAPITAL PROJECTS FUND
Account # 310-0000-

Revenue Code	Revenue Classification	Actual 2011-12	Actual 2012-13	Budgeted 2013-14	Estimate to 9/30	Budgeted 2014-15
INTEREST EARNINGS						
361.10-12	Interest Earnings	\$ -	\$ -	\$ -	\$ -	\$ -
	TOTAL INTEREST EARNINGS	-	-	-	-	-
TRANSFERS, RESERVES, & OTHER						
384.10-00	Bank Loan	1,000,192	21,467	-	-	-
	TOTAL TRANSFERS, RESERVES, & OTHER	1,000,192	21,467	-	-	-
	TOTAL CAPITAL PROJECTS FUND	\$ 1,000,192	\$ 21,467	\$ -	\$ -	\$ -

EXPENDITURE DETAIL

Expense Code	Expenditure Classification	Actual 2011-12	Actual 2012-13	Budgeted 2013-14	Estimate to 9/30	Budgeted 2014-15
OPERATING EXPENDITURES						
31	Professional Services	\$ 20,252	\$ -	\$ -	\$ -	\$ -
	TOTAL OPERATING EXPENDITURES	20,252	-	-	-	-
CAPITAL OUTLAY						
63	Improvements Other Than Buildings	979,940	21,467	-	-	-
	TOTAL CAPITAL OUTLAY	979,940	21,467	-	-	-
	TOTAL FUND	\$ 1,000,192	\$ 21,467	\$ -	\$ -	\$ -



WATER & SEWER UTILITY FUND

REVENUES

Fund: **WATER & SEWER UTILITY FUND**
 Account # 410-0000-

Revenue Code	Revenue Classification	Actual 2011-12	Actual 2012-13	Budgeted 2013-14	Estimate to 9/30	Budgeted 2014-15
PHYSICAL ENVIRONMENT REVENUES						
343.31-11	Water Sales - Domestic	\$ 2,411,186	\$ 2,551,363	\$ 2,676,401	\$ 2,539,625	\$ 2,581,021
343.31-21	Water Sales - Irrigation	867,404	784,292	895,819	700,000	812,493
343.31-31	Meter Installations	27,010	27,306	32,468	10,000	20,000
343.31-41	Fire Hydrant Rentals	16,359	16,398	17,690	17,133	17,000
343.51-11	Sewer Sales	6,450,034	6,519,641	6,941,616	6,542,472	6,631,241
343.51-31	Sewer Connections	3,250	8,625	10,000	10,000	10,000
343.65-11	Late Payment Penalties	159,433	147,588	150,000	137,000	140,000
343.65-12	Service Charges	44,126	51,534	49,000	53,529	52,000
343.65-13	Returned Check Charges	2,800	2,950	3,125	3,125	3,125
343.65-99	Miscellaneous	2,571	3,121	3,000	3,000	3,000
TOTAL PHYSICAL ENVIRONMENT		9,984,173	10,112,818	10,779,119	10,015,884	10,269,880
INTEREST EARNINGS						
361.xx-xx	Interest Earnings	12,075	(757)	8,000	10,994	9,000
362.xx-xx	Interest Earnings	-	-	-	-	-
TOTAL INTEREST EARNINGS		12,075	(757)	8,000	10,994	9,000
MISCELLANEOUS REVENUES						
364.49-00	Gain/Loss on Sale of Assets	-	169	-	-	-
365.10-00	Scrap Sales	7,893	3,272	4,204	4,000	4,000
369.30-00	Refund of Prior Year Expenditures	1,611	456	-	-	-
369.40-17	Discounts Taken	124	480	450	100	-
369.85-00	From Federal Government	6,604	-	-	-	-
369.90-xx	Other Miscellaneous Revenues	-	178	-	-	-
369.95-00	Billed Deposits	113	(325)	-	-	-
TOTAL MISCELLANEOUS REVENUES		16,345	4,230	4,654	4,100	4,000
TRANSFERS, RESERVES, & OTHER						
382.20-16	Billing Allocation from Sanitation Fund	110,592	82,320	82,320	82,320	89,996
383.20-11	TECO Performance Contract	-	-	-	-	-
389.10-00	Appropriated Balance	-	-	2,870	-	-
389.10-12	Capital Purchases	-	-	82,500	-	-
TOTAL TRANSFERS, RESERVES, & OTHER		110,592	82,320	167,690	82,320	89,996
TOTAL GROSS REVENUE FUND		\$ 10,123,185	\$ 10,198,611	\$ 10,959,463	\$ 10,113,298	\$ 10,372,876

WATER & SEWER UTILITY FUND

EXPENDITURE SUMMARY

Expenditure Classification	Actual 2011-12	Actual 2012-13	Budgeted 2013-14	Estimate to 9/30	Budgeted 2014-15
Personal Services	\$ 1,594,409	\$ 1,543,087	\$ 1,639,237	\$ 1,788,943	\$ 1,751,587
Operating Expenditures	8,261,529	7,766,592	7,848,539	7,721,775	6,829,513
Capital Outlay	-	-	153,822	146,382	440,500
Debt Service	1,702	1,564	1,000	1,000	1,000
Transfers	1,248,302	1,290,160	1,316,865	1,316,865	1,334,957
Total Expenditures	\$11,105,942	\$ 10,601,403	\$ 10,959,463	\$ 10,974,965	\$10,372,876

EXPENDITURE COMPARISONS

Expenditure Classification	Budgeted 2013-14	Budgeted 2014-15	Dollar Change	Percentage Change
Personal Services	\$ 1,639,237	\$ 1,751,587	\$ 112,350	6.9%
Operating Expenditures	7,848,539	6,829,513	(1,019,026)	-13.0%
Capital Outlay	153,822	440,500	286,678	186.4%
Debt Service	1,000	1,000	-	0.0%
Transfers	1,316,865	1,334,957	18,092	1.4%
Total Expenditures	\$10,959,463	\$ 10,372,876	\$ (586,587)	-5.4%

EXPENDITURE BY DIVISION/PROGRAM

Division / Program	Actual 2011-12	Actual 2012-13	Budgeted 2013-14	Estimate to 9/30	Budgeted 2014-15
Utility Billing	\$ 401,326	\$ 397,058	\$ 435,869	\$ 382,109	\$ 406,566
Meter Reading	240,668	236,325	197,229	166,787	160,623
Non-Departmental	1,183,534	1,212,967	1,259,624	1,316,865	1,334,957
Water Supply & Treatment	1,621,416	1,624,408	1,742,629	1,920,104	1,695,663
Distribution System Maintenance	931,372	897,491	891,098	1,033,274	916,086
Collection System Maintenance	5,741,936	6,227,648	6,546,500	6,155,826	5,858,981
Total Expenditures	\$10,120,252	\$ 10,595,897	\$ 11,072,949	\$ 10,974,965	\$10,372,876

WATER & SEWER UTILITY FUND

Expenditure Summary by Category and Element

Element Code	Expenditure Classification	Actual 2011-12	Actual 2012-13	Budgeted 2013-14	Estimate to 9/30	Budgeted 2014-15
PERSONAL SERVICES						
12	Salaries and Wages	\$ 1,082,539	\$ 1,046,700	\$ 1,123,250	\$ 1,055,336	\$ 1,191,716
14	Overtime	73,170	83,239	62,767	85,587	67,921
21	Payroll Taxes	86,370	84,477	89,749	285,070	96,974
22	Retirement Contributions	97,367	94,958	105,847	105,326	109,887
23	Life and Health Insurance	223,402	206,593	230,651	230,651	252,757
24	Workers' Compensation Insurance	31,304	27,120	26,973	26,973	32,332
25	Unemployment Compensation	257	-	-	-	-
	TOTAL PERSONAL SERVICES	1,594,409	1,543,087	1,639,237	1,788,943	1,751,587
OPERATING EXPENDITURES						
31	Professional Services	12,862	11,532	13,000	3,550	15,550
34	Other Contractual Services	4,515,277	4,011,594	3,950,367	3,863,610	3,925,481
40	Travel and Per Diem	1,661	2,945	8,300	8,300	7,300
41	Communication Services	21,928	21,240	22,271	21,859	23,358
42	Transportation	38,232	37,357	38,790	37,930	37,390
43	Utility Services	336,237	301,415	343,320	329,400	344,734
44	Rentals and Leases	251,750	248,705	255,255	248,280	256,768
45	Insurance	122,070	152,136	155,274	155,274	152,133
46	Repair and Maintenance Services	300,438	307,991	361,544	369,734	380,938
47	Printing and Binding	12,675	15,245	14,850	16,050	16,350
49	Other Current Charges	4,973	5,847	5,855	5,095	6,715
51	Office Supplies	10,461	10,031	10,700	11,100	10,850
52	Operating Supplies	395,304	366,750	389,723	375,863	406,148
53	Road Materials and Supplies	933	-	1,500	1,500	1,500
54	Books, Publications and Memberships	818	1,869	1,435	1,375	1,540
59	Other Operating Costs	2,235,910	2,271,935	2,276,355	2,272,855	1,242,758
	TOTAL OPERATING EXPENDITURES	8,261,529	7,766,592	7,848,539	7,721,775	6,829,513
CAPITAL OUTLAY						
63	Improvements Other Than Buildings	-	-	19,800	19,800	216,500
64	Machinery and Equipment	-	-	134,022	126,582	224,000
	TOTAL CAPITAL OUTLAY	-	-	153,822	146,382	440,500
DEBT SERVICE						
72	Debt Service - Interest	1,702	1,564	1,000	1,000	1,000
	TOTAL DEBT SERVICE	1,702	1,564	1,000	1,000	1,000
TRANSFERS						
91	Transfers	1,248,302	1,290,160	1,316,865	1,316,865	1,334,957
	TOTAL TRANSFERS	1,248,302	1,290,160	1,316,865	1,316,865	1,334,957
TOTAL WATER & SEWER UTILITY FUND		\$11,105,942	\$ 10,601,403	\$ 10,959,463	\$ 10,974,965	\$ 10,372,876

Water & Sewer Utility Fund Departmental Summaries

This section provides position and budget summaries for all departments in the Water and Sewer Utility Fund. The position summaries are based on October 1 authorizations converted to full-time equivalents. The dollar summaries are based on actual expenditures for prior years, current appropriations, and current estimates. Revenue sources and capital expenditures are summarized by program for each department.

Also provided are narratives of the service each department expects to provide in Fiscal Year 2015 and relevant performance measures.

More detailed information regarding capital purchases can be found in the Capital Improvement Budget portion of this document.

FINANCE – UTILITY SERVICES

The **Finance Department** is primarily responsible for the administration, direction, coordination, and supervision of all City financial functions and operations involving financial planning, budgeting, debt management, investments, accounting, purchasing, payroll, local business taxes, utility accounts, and billing. The Department's work is divided into four programs. Accounting & Auditing and Local Business Tax are accounted for in the General Fund. Utility Customer Service and Meter Reading are accounted for in the Water & Sewer Utility Enterprise Fund.

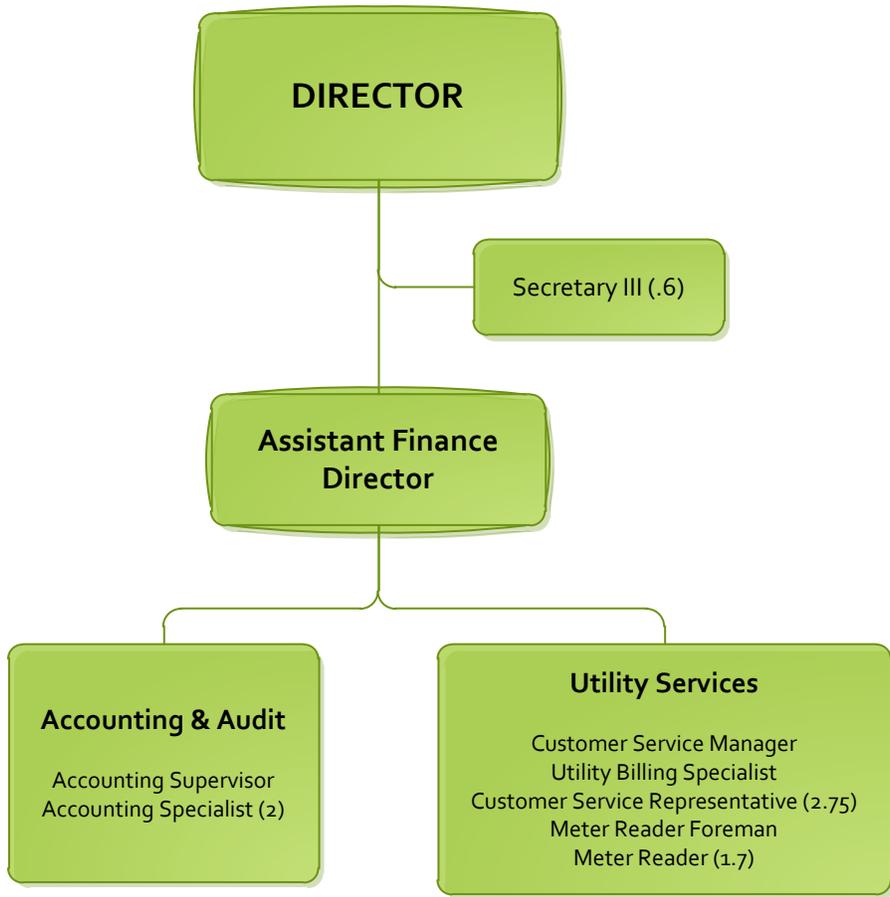
Current and Prior Year Accomplishments: The Department has updated utility rates and fees; participated in Citywide website update, assisted with online recreation services, and implemented Click-to-Gov online bill pay and e-check system. The department efficiently serves the customers from the first floor of City Hall. Since implementation of online bill pay in January 2012, approximately 3,750 customers have signed up to participate, and 39% of payments are received electronically.

Fiscal Year 2015 Highlights: Fiscal Year 2015 will find the Finance Department involved in a number of activities to meet the citizens' needs. Beyond the day-to-day program activities, the Department will review policies and expand through SunGard. The Customer Service Division will encourage web access for utility payments and will continue to review various revenues and fee structures. In the last five years, 58% of the meters have been converted to radio-read automatic meter reading devices.

Long-Term Vision and Future Financial Impact: The City's long-term vision to expand its boundaries could result in adding personnel to meet increased demands. The Department fosters an environment that utilizes technology to develop alternative methods for collecting, remitting, investing, and reporting City finances. The Department anticipates 15% of the radio-read meters will be installed annually through an in-house program, with project completion expected in Fiscal Year 2017.

Our Relationship to Other Departments and the City's Broad Goals: The Finance Department serves in a variety of support roles related to the other departments. Beyond the day-to-day handling of mail, telephone calls, bills, and receipts, Department personnel serve as budget monitors, which is important to maintain low rates. Further, the Finance Department supports the City's overall goals by providing financial data for business decisions.

The Finance Department will directly support the City Council goal to identify cost-cutting measures by considering joint services, contracts, or equipment with neighboring cities as efficiency measures. The Department will provide support to pursue annexation opportunities, and create a tourism marketing plan. The Department will strive to "Maintain the City's services, traditions, small-town atmosphere, and family orientation even as we grow" by providing the level of service the citizens expect. The Department coordinates many of its activities with other departments and will seek opportunities to provide excellent customer service.



Fund:
Water & Sewer Utility Fund

Department:
Utility Services

PERSONNEL SUMMARY

Schedule of Budgeted Positions: Full-Time Equivalents

Position Title	Pay Grade	11-12	12-13	13-14	14-15
Finance Director	-	0.40	0.40	0.40	0.40
<u>Utility Billing</u>					
Customer Service Supervisor	22	1.00	1.00	1.00	1.00
Utility Billing Specialist	17	1.00	1.00	1.00	1.00
Customer Service Representative I	12	2.06	2.06	2.06	2.06
TOTAL		4.46	4.46	4.46	4.46
<u>Meter Reading</u>					
Meter Reader Foreman	19	1.00	1.00	1.00	1.00
Meter Reader	10	2.00	1.70	1.70	1.70
TOTAL		3.00	2.70	2.70	2.70
DEPARTMENT TOTAL		7.46	7.16	7.16	7.16

FINANCE-UTILITY SERVICES

EXPENDITURE SUMMARY

Expenditure Classification	Actual 2011-12	Actual 2012-13	Budgeted 2013-14	Estimate to 9/30	Budgeted 2014-15
Personal Services	\$ 361,307	\$ 340,897	\$ 351,959	\$ 343,272	\$ 358,315
Operating Expenditures	206,032	184,799	194,225	193,042	196,837
Debt Service	1,702	1,564	1,000	1,000	1,000
Transfers	1,248,302	1,290,160	1,316,865	1,316,865	1,334,957
Reserves	-	-	-	-	9,037
Total Expenditures	\$ 1,817,343	\$ 1,817,420	\$ 1,875,631	\$ 1,865,761	\$ 1,902,146

EXPENDITURES BY DIVISION/PROGRAM

Division / Program	Actual 2011-12	Actual 2012-13	Budgeted 2013-14	Estimate to 9/30	Budgeted 2014-15
Utility Billing	\$ 400,153	\$ 369,639	\$ 390,553	\$ 382,109	\$ 406,566
Meter Reading	167,985	157,160	168,213	166,787	160,623
Non-Departmental	1,249,205	1,290,621	1,316,865	1,316,865	1,334,957
Total Expenditures	\$ 1,817,343	\$ 1,817,420	\$ 1,875,631	\$ 1,865,761	\$ 1,902,146

FUNDING SOURCE

Revenue	Billing & Collections	Meter Reading	Non Departmental	Total
Program Expenditure Budget	\$406,566	\$160,623	\$1,334,957	\$1,902,146
Less: Revenues Generated				
Penalties		140,000		140,000
Service Charges		52,000		52,000
Returned Check Charges		3,125		3,125
Miscellaneous Services		3,000		3,000
Net Unsupported Budget	\$260,441	\$108,623	\$1,334,957	\$1,704,021
% of Budget Supported by Program	36%	32%	0%	10%

CAPITAL OUTLAY SCHEDULE

PROGRAM/Item	Account #	Project #	Budgeted 2014-15
METER READERS			
Upgrade to meter reading system	410-1250-536.64-23		\$ 2,000
			<u>\$ 2,000</u>

Fund:
Water & Sewer Utility Fund

Department:
Finance-Utility Services

Account #:
410-1200

EXPENDITURE DETAIL

Expense Code	Expenditure Classification	Actual 2011-12	Actual 2012-13	Budgeted 2013-14	Estimate to 9/30	Budgeted 2014-15
PERSONAL SERVICES						
12	Salaries and Wages	\$ 267,222	\$ 254,561	\$ 261,705	\$ 253,286	\$ 266,226
14	Overtime	3,018	1,793	433	1,400	446
21	Payroll Taxes	19,845	18,595	19,208	18,544	19,743
22	Retirement Contributions	19,586	17,521	19,837	19,266	20,099
23	Life and Health Insurance	48,051	45,499	48,071	48,071	48,776
24	Workers' Compensation Insurance	3,328	2,928	2,705	2,705	3,025
25	Unemployment Compensation	257	-	-	-	-
	TOTAL PERSONAL SERVICES	361,307	340,897	351,959	343,272	358,315
OPERATING EXPENDITURES						
31	Professional Services	165	50	50	-	-
34	Other Contractual Services	23,841	24,951	27,635	28,110	30,035
40	Travel and Per Diem	924	363	3,000	3,000	3,000
41	Communication Services	3,751	3,386	2,617	2,520	2,550
42	Transportation	35,769	35,610	36,360	36,300	36,360
44	Rentals and Leases	25,305	23,520	23,528	23,528	23,616
45	Insurance	1,441	903	889	889	1,055
46	Repair and Maintenance Services	4,712	5,243	4,897	5,446	5,804
47	Printing and Binding	10,418	13,433	12,550	14,150	14,100
49	Other Current Charges	13	-	-	-	-
51	Office Supplies	1,578	970	1,150	1,550	1,300
52	Operating Supplies	7,916	8,837	8,320	7,820	8,200
55	Electronics	-	594	-	-	-
59	Other Operating Costs	90,199	66,939	73,229	69,729	70,817
	TOTAL OPERATING EXPENDITURES	206,032	184,799	194,225	193,042	196,837
CAPITAL OUTLAY						
64	Machinery and Equipment	-	-	11,582	11,582	2,000
	TOTAL CAPITAL OUTLAY	-	-	11,582	11,582	2,000
DEBT SERVICE						
71	Debt Service - Principal	-	-	-	-	-
72	Debt Service - Interest	1,702	1,564	1,000	1,000	1,000
	TOTAL DEBT SERVICE	1,702	1,564	1,000	1,000	1,000
TRANSFERS						
91	Transfers	1,248,302	1,290,160	1,316,865	1,316,865	1,334,957
	TOTAL TRANSFERS	1,248,302	1,290,160	1,316,865	1,316,865	1,334,957
RESERVES						
99	Reserve for Contingency	-	-	-	-	9,037
	TOTAL RESERVES	-	-	-	-	9,037
	TOTAL DEPARTMENT	\$ 1,817,343	\$ 1,817,420	\$ 1,875,631	\$ 1,865,761	\$ 1,902,146

Program:
Customer Service

Account #:
410-1220-536.

Department:
Finance

PROGRAM DESCRIPTION:

Responsible for all elements of Customer Service; including new service applications, work order information, meter readings, customer inquiries, cut-off list for delinquent accounts, oversees timely collections through internal means and the collection agency; calculates and processes uncollectible accounts; provides requested customer information, verbal and written; performs central cashier responsibilities, including collection and depositing all City revenues; prepares and distributes receipt documents including daily receipt balancing; prepares daily deposits; follows-up on bad checks.

PROGRAM OBJECTIVES:

- 1) Maintain less than 30 incidents per year of cash overages/shortages.
- 2) Maintain annual dollar volume of cash over/short under \$25 per year.
- 3) Process 100% of daily transactions within current day.
- 4) Maintain percentage of write-offs at .1% or less of revenue collected.

PERFORMANCE REVIEW	Actual 2011-12	Actual 2012-13	Estimated 2013-14	Recommended 2014-15
OPERATING COST OF PROGRAM:	\$ 399,354	\$ 368,536	\$ 381,109	\$ 396,529
FULL TIME EQUIVALENT EMPLOYEES	4.65	4.46	4.46	4.46
DEMAND:				
Total payment receipts	81,514	85,491	87,000	90,000
Electronic payments	21,335	30,040	34,000	35,000
Dollar volume of receipts	\$ 17,648,885	\$ 17,263,829	\$ 17,000,000	\$ 21,000,000
Actual water connections	N/A	N/A	10,030	10,035
Actual sewer connections	N/A	N/A	7,025	7,030
Utility bills issued	84,885	86,987	87,000	88,000
WORKLOAD:				
Receipts	\$ 81,514	\$ 85,491	\$ 87,000	\$ 90,000
Utility liens filed	22	29	25	15
Service charges - utilities	\$ 13,177,470	\$ 13,756,831	\$ 15,000,000	\$ 15,000,000
Dollar volume of receipts	\$ 17,648,885	\$ 17,263,829	\$ 17,000,000	\$ 21,000,000
Customers:				
Water	6,585	6,643	6,675	6,700
Sewer	6,372	6,402	6,430	6,450
Irrigation	3,009	3,027	3,050	3,100
Garbage	5,523	5,560	5,590	5,600
Click 2 Gov customers	2,348	3,202	3,590	3,990
PRODUCTIVITY:				
Cost per invoice/bill	\$ 4.70	\$ 4.24	\$ 4.38	\$ 4.51
Cost per customer (water)	\$ 60.65	\$ 55.48	\$ 57.09	\$ 59.18
Utility liens collected/released	27	39	20	10
EFFECTIVENESS:				
Percentage of payments which are electronic	26%	35%	39%	39%
Bad debt write-offs (utilities)	3,216	2,485	5,000	10,000
Frequency of cash over/short	24	26	10	10
Annual dollar amount of cash over/short	\$ (5)	\$ 1	\$ 5	\$ 5
Daily transactions processed within current day	100%	100%	100%	100%
Write-off as a percentage of revenue	0.02%	0.02%	0.03%	0.07%
Percentage of Click 2 Gov vs total customers	33%	44%	50%	54%

Program:
Meter Reading

Account #:
410-1250-536.

Department:
Finance

PROGRAM DESCRIPTION:

Responsible for monthly reading of all City water and irrigation meters; identifies meter problems and prepares associated work orders; routes all meters for reading purposes; identifies and documents meter locations and read hazards; reviews and processes work orders; performs and documents requested services; maintains meter boxes from overgrowth and damage.

PROGRAM OBJECTIVES:

- 1) Complete 100% of all read cycles on time.
- 2) Maintain rereads at below 1%.
- 3) Complete 100% of all work orders on requested date.
- 4) Respond to request for meter box replacement in one week.
- 5) Maintain 2% of all meter boxes in system.
- 6) Complete in-house installation of 69% of all meters in system as radio-read.

PERFORMANCE REVIEW	Actual 2011-12	Actual 2012-13	Estimated 2013-14	Recommended 2014-15
OPERATING COST OF PROGRAM:	\$ 167,985	\$ 157,160	\$ 155,205	\$ 158,623
FULL TIME EQUIVALENT EMPLOYEES	2.70	2.70	2.70	2.70
DEMAND:				
Meters in system	9,895	9,930	10,050	10,100
Radio-read meters system	3,743	5,082	6,000	7,500
Rereads	291	312	350	100
Misreads	38	27	30	15
Meters read annually	118,911	118,536	120,600	121,200
Work orders requested	5,096	5,704	5,000	5,500
Meter boxes in system	9,895	9,930	10,050	10,100
WORKLOAD:				
New radio read meters installed	1,199	1,339	1,000	1,500
Rereads	291	312	350	100
Misreads	38	27	30	15
Turn offs processed	828	971	1,300	1,200
Meters read annually	118,911	118,536	120,600	121,200
Service orders processed	5,096	5,704	5,000	5,500
Meter boxes replaced	52	28	25	100
Meter boxes maintained	102	116	75	200
Meter reading hours spent	2,384	2,114	2,000	1,500
Meter box maintenance hours	17	19	35	100
Delinquent account hours	414	486	650	600
PRODUCTIVITY:				
Cost per meter read	\$ 1.41	\$ 1.33	\$ 1.29	\$ 1.31
Average meters read per hour	49.9	51.6	60.3	80.8
Average meters read per person per day	205	258	302	404
Meter boxes maintained per month	9	10	6	17
Delinquent accounts processed per month	69	81	108	100
EFFECTIVENESS:				
Percent read cycles completed on time	100%	100%	100%	100%
Percent of rereads	0.24%	0.26%	0.29%	0.08%
Percent of work order completed on requested date	100%	100%	100%	100%
Percent of meter boxes maintained	1.0%	1.2%	0.7%	2.0%
Requests fulfilled in one day	100%	100%	100%	100%
Percent of radio-read meters installed	38%	51%	60%	74%



PUBLIC WORKS - WATER & SEWER

The **Water & Sewer Divisions'** work is divided into three programs: Drinking Water Supply & Treatment; Distribution System Maintenance; and Sewer Collection System Maintenance. Two separate programs are under the Finance Department's supervision: Customer Service and Meter Reading.



The **Water Division** is primarily responsible for maintaining and operating the City's water treatment and distribution system. Ten wells supply water to two water treatment plants. Treatment includes aeration, multi-media filtration, fluoridation, chlorination, lime softening, and corrosion control. Operations are monitored twenty-four hours a day. Approximately 1.24 billion gallons of water were pumped and treated last year with an average daily flow of 3.4 million gallons distributed to City customers. The City has five auxiliary storage tanks with a storage capacity totaling 2.8 million gallons. Water pressure from the treatment plant averages 55 to 65 p.s.i. The City currently has 124 miles of water mains that distribute water to a population of over 30,000 City and water service area customers.

The **Sewer Division** is responsible for operating and maintaining 94.6 miles of sewer mains that transmit all wastewater to 30 City-owned and operated lift stations. The City's wastewater is transmitted to the City of Tampa Regional Wastewater Treatment Plant via three major lift stations. Approximately 725 million gallons were transmitted last year.



Current and Prior Year Accomplishments:

- Completed Lift Station "SR" Gail Drive rehabilitation.
- Completed Well # 5 restoration project.
- Started Whiteway Water Treatment Plant painting and rehabilitation project.
- Designed and constructed new water mains in the Temple Park and South Riverhills area.
- Contracted 56th Street, US 301 & I-75 FDOT relocation projects.
- Installed 4,900 automated meter reading devices since the program's inception.
- Organized a multi-agency reclaimed water master plan study.

Fiscal Year 2015 Highlights:

- Continue to evaluate alternative opportunities for wastewater treatment.
- Recondition Lift Station "A" sewer force main.
- Conduct a wastewater master plan study.
- Continue the Whiteway Water Treatment Plant painting and rehabilitation project.
- Continue the in-house automatic meter reading device installation project by adding 1,400 meter replacements.
- Construct the West Riverhills/Grandview water main improvements project.

Long-Term Vision and Future Financial Impact: The Water Division's long-term vision is to provide uninterrupted, high-quality water and service to a growing area. Annually, the Department coordinates utility relocations with the Engineering Division for street rehabilitation and resurfacing projects. The City's vision is to own and operate its own wastewater treatment plant. As the City expands, the Department will be cognizant of plans to expand the water treatment plant and determine alternative treatment methods and sources.

Our Relationship to other Departments and the City's Broad Goals: Two Vision 2020 goals directly relate to the Department – "Enhance economic opportunity through redevelopment" and "support Interstate 75 corridor development for high technology enterprises." The Water and Sewer Division can assist in these goals becoming a reality by providing support as new customers inquire about the services and benefits of being in Temple Terrace. The Department will strive to "Maintain the City's services, traditions, small-town atmosphere, and family orientation even as we grow" by providing the level of service the citizens expect, while expanding its service to accommodate increased customer base. The Department coordinates many of its activities with other departments and will seek opportunities to continue providing excellent customer service.

Fund:
Water & Sewer Utility Fund

Department:
Water & Sewer

PERSONNEL SUMMARY

Schedule of Budgeted Positions: Full-Time Equivalents

Position Title	Pay Grade	11-12	12-13	13-14	14-15
<u>Water:</u>					
Deputy Public Works Director	30	0.55	0.65	0.65	0.65
Chief Plant Operator	22	1.00	1.00	1.00	1.00
Distribution Foreman	22	0.90	0.90	0.90	0.90
Inventory Control Specialist	19	0.00	0.00	0.00	0.80
Plant Operator - Water	17	6.00	6.00	6.00	6.00
Plant Maintenance II w/o "C"	16	1.00	1.00	1.00	1.00
Utility Maintenance II	15	1.00	1.00	1.00	1.00
Utility Service Technician II	15	1.00	1.00	1.00	1.00
Utility Maintenance I	13	3.00	3.00	3.00	3.00
TOTAL		14.45	14.55	14.55	15.35
<u>Sewer:</u>					
Deputy Public Works Director	30	0.40	0.30	0.30	0.30
Sewer Maintenance Foreman	22	1.00	1.00	1.00	1.00
Inventory Control Specialist	19	0.00	0.00	0.00	0.20
Plant Maintenance II w "C"	17	1.00	1.00	1.00	1.00
Utility Maintenance II	15	1.00	1.00	1.00	1.00
Plant Maintenance I w/o "C"	14	6.00	5.00	5.00	5.00
Utility Maintenance I	13	1.00	1.00	1.00	1.00
TOTAL		10.40	9.30	9.30	9.50
DEPARTMENT TOTAL		24.85	23.85	23.85	24.85

PUBLIC WORKS – WATER & SEWER

EXPENDITURE SUMMARY

Expenditure Classification	Actual 2011-12	Actual 2012-13	Budgeted 2013-14	Estimate to 9/30	Budgeted 2014-15
Personal Services	\$1,233,102	\$ 1,202,190	\$ 1,287,278	\$ 1,445,671	\$ 1,393,272
Operating Expenditures	8,055,497	7,582,387	7,654,314	7,528,733	6,632,676
Capital Outlay	-	-	142,240	134,800	438,500
Reserves	-	-	-	-	6,282
Total Expenditures	\$9,288,599	\$ 8,784,577	\$ 9,083,832	\$ 9,109,204	\$ 8,470,730

EXPENDITURES BY DIVISION/PROGRAM

Division / Program	Actual 2011-12	Actual 2012-13	Budgeted 2013-14	Estimate to 9/30	Budgeted 2014-15
Water Supply & Treatment	\$1,682,265	\$ 1,638,929	\$ 1,784,074	\$ 1,920,104	\$ 1,695,663
Distribution System Maintenance	871,482	938,132	1,054,527	1,033,274	916,086
Collection System Maintenance	6,734,852	6,207,516	6,245,231	6,155,826	5,858,981
Total Expenditures	\$9,288,599	\$ 8,784,577	\$ 9,083,832	\$ 9,109,204	\$ 8,470,730

FUNDING SOURCE

Revenue	Water Supply & Treatment	Distribution System Maintenance	Collection System Maintenance	Total
Program Expenditure Budget	\$ 1,695,663	\$ 916,086	\$ 5,858,981	\$ 8,470,730
Less: Revenue Generated				
Water revenue	1,664,935	916,086		2,581,021
Irrigation Revenue	812,493			812,493
Water Connection Fees	20,000			20,000
Sewer Revenue			6,631,241	6,631,241
Sewer Connection Fees			10,000	10,000
Fire Hydrant Rental	17,000			17,000
Net Unsupported Budget	\$ (801,765)	\$ 916,086	\$ (782,260)	\$ (1,601,025)
% of Budget Supported by Program	147%	0%	113%	119%

Fund:
Water & Sewer Utility Fund

Department:
Public Works

Account#:
410-1900

CAPITAL OUTLAY SCHEDULE

<u>PROGRAM/Item</u>	<u>Account #</u>	<u>Project #</u>	<u>Budgeted 2014-15</u>
WATER SYSTEM			
Safety Respirator Air packs for water plant	410-1921-533.63-31		\$ 10,000
Backhoe #79	410-1921-533.64-12		90,000
St. Augustine/Live Oak Water Main	410-1922-533.63-32		206,500
Air Compressor #74	410-1922-533.64-12		10,000
Truck Generator	410-1922-533.64-99		4,000
Cut Off Saw	410-1922-533.64-99		3,000
SEWER SYSTEM			
Two-Ton Utility Truck with crane for lift station #56	410-1931-535.64-12		100,000
Root Cutter For Sewer Lines	410-1931-535.64-28		15,000
		Total	<u>\$ 438,500</u>

Fund:
Water & Sewer Utility Fund

Department:
Public Works

EXPENDITURE DETAIL

Expense Code	Expenditure Classification	Actual 2011-12	Actual 2012-13	Budgeted 2013-14	Estimate to 9/30	Budgeted 2014-15
PERSONAL SERVICES						
12	Salaries and Wages	\$ 815,317	\$ 792,139	\$ 861,545	\$ 802,050	\$ 925,490
14	Overtime	70,152	81,446	62,334	84,187	67,475
21	Payroll Taxes	66,525	65,882	70,541	266,526	77,231
22	Retirement Contributions	77,781	77,437	86,010	86,060	89,788
23	Life and Health Insurance	175,351	161,094	182,580	182,580	203,981
24	Workers' Compensation Insurance	27,976	24,192	24,268	24,268	29,307
	TOTAL PERSONAL SERVICES	1,233,102	1,202,190	1,287,278	1,445,671	1,393,272
OPERATING EXPENDITURES						
31	Professional Services	12,697	11,482	12,950	3,550	15,550
32	Accounting and Auditing					
34	Other Contractual Services	4,491,436	3,986,643	3,922,732	3,835,500	3,895,446
40	Travel and Per Diem	737	2,582	5,300	5,300	4,300
41	Communication Services	18,177	17,854	19,654	19,339	20,808
42	Transportation	2,463	1,747	2,430	1,630	1,030
43	Utility Services	336,237	301,415	343,320	329,400	344,734
44	Rentals and Leases	226,445	225,185	231,727	224,752	233,152
45	Insurance	120,629	151,233	154,385	154,385	151,078
46	Repair and Maintenance Services	295,726	302,748	356,647	364,288	375,134
47	Printing and Binding	2,257	1,812	2,300	1,900	2,250
49	Other Current Charges	4,960	5,847	5,855	5,095	6,715
51	Office Supplies	8,883	9,061	9,550	9,550	9,550
52	Operating Supplies	387,388	357,913	381,403	368,043	397,948
53	Road Materials and Supplies	933	-	1,500	1,500	1,500
54	Books, Publications and Memberships	818	1,869	1,435	1,375	1,540
59	Other Operating Costs	2,145,711	2,204,996	2,203,126	2,203,126	1,171,941
	TOTAL OPERATING EXPENDITURES	8,055,497	7,582,387	7,654,314	7,528,733	6,632,676
CAPITAL OUTLAY						
62	Buildings and Improvements	-	-	-	-	-
63	Improvements Other Than Buildings	-	-	19,800	19,800	216,500
64	Machinery and Equipment	-	-	122,440	115,000	222,000
	TOTAL CAPITAL OUTLAY	-	-	142,240	134,800	438,500
RESERVES						
99	Reserve for Contingency	-	-	-	-	6,282
	TOTAL RESERVES	-	-	-	-	6,282
	TOTAL DEPARTMENT	\$ 9,288,599	\$ 8,784,577	\$ 9,083,832	\$ 9,109,204	\$ 8,470,730

Program:
Water Supply Treatment & Pumping

Account #:
410-1921-533.

Department:
Public Works

PROGRAM DESCRIPTION:

Operates and maintains efficient water treatment and pumping systems providing users with high quality potable water at adequate pressure and quantity. Maintains water treatment operations to assure 100% compliance with all physical and chemical quality parameters set by the Department of Environmental Protection.

PROGRAM OBJECTIVES:

- 1) Maintain water production and treatment system to adequately provide average demand of less than 307 gallons per day per person and peak day demand of 753 GPP. *
- 2) Complete 100% water quality and water supply service requests in 3 days.
- 3) Maintain a level of 150 gallons per capita per day or less per SWFWMD permit.

PERFORMANCE REVIEW	Actual 2011-12	Actual 2012-13	Estimated 2013-14	Recommended 2014-15
OPERATING COST OF PROGRAM:	\$ 1,682,265	\$ 1,638,929	\$ 1,917,604	\$ 1,595,663
FULL TIME EQUIVALENT EMPLOYEES	8.20	8.30	8.30	8.70
DEMAND:				
Wells	13	13	13	13
connections	9,998	10,029	10,050	10,105
Service area population (by SWFWMD)	30,465	30,850	31,264	31,500
WORKLOAD:				
Millions of gallons of raw water pumped	1,346	1,255	1,375	1,425
Millions of gallons treated to be billed	1,199	1,147	1,250	1,300
Actual peak demand in MG	4.733	4.450	5.100	5.250
Water samples collected - Outside	4,586	4,644	4,600	4,600
Water samples collected - Inside	96,360	96,888	96,700	96,700
Water quality service requests	23	17	25	25
Water supply service requests	162	99	125	125
PRODUCTIVITY:				
Cost per thousand gallons pumped	\$ 1.25	\$ 1.31	\$ 1.39	\$ 1.12
Average monthly cost per person	\$ 4.60	\$ 4.43	\$ 5.11	\$ 4.22
EFFECTIVENESS:				
Water quality service requests responded to in 12 hours	100%	100%	100%	100%
Water supply service requests responded to in 3 days	100%	100%	100%	100%
System capability to actual average day demand	36%	35%	38%	39%
System capability to actual peak day demand	191%	203%	177%	172%
Gallons per capita per day	108	107	103	105
Gallons per day per person	107.9	101.9	109.5	113.1

* Based on adopted levels of service (LOS) in our Comprehensive Plan.

Program:
Distribution System Maintenance

Account #:
410-1922-533.

Department:
Public Works

PROGRAM DESCRIPTION:

Operates and maintains an efficient water distribution system providing users with high-quality potable water at adequate pressure and quantity. Inspects all service connections to the City water system ensuring that there are no cross connections; inspects and monitors all backflow devices installed in the system. Maintains City water meters to maximize the percent of water billed to water produced. Installation of new water services and metering.

PROGRAM OBJECTIVES:

- 1) Installation of annual allocation of automatic meter reading (AMR) water meters.
- 2) Annually test and repair all large meters, 50% of intermediate meters, and 10% of small meters.
- 3) Test all City-owned backflow devices annually.
- 4) Complete 100% of all work orders and service requests in 3 days.
- 5) Manage system leakage to maintain a daily consumption below 391.8 gpp / per SWFWMD permit requirements.
- 6) Perform water audits at 5% of service connections per year.
- 7) Install all new meters within 10 working days of receipt of work order.
- 8) Perform all sunshine utility line locates to protect city distribution piping within the allowable time frame.
- 9) Exercise 10% of system valves annually.

PERFORMANCE REVIEW	Actual 2011-12	Actual 2012-13	Estimated 2013-14	Recommended 2014-15
OPERATING COST OF PROGRAM:	\$ 871,482	\$ 938,132	\$ 963,274	\$ 692,586
FULL TIME EQUIVALENT EMPLOYEES	6.25	6.25	6.25	6.65
DEMAND:				
Miles of water mains	122.50	123.50	123.50	123.50
Fire hydrants	860	860	865	865
Valves	2,070	2,080	2,080	2,080
Small meters (5/8", 3/4", and 1")	9,656	9,660	9,660	9,675
Intermediate meters (1.5" and 2")	320	325	325	325
Large meters (3" and larger)	44	45	45	45
Backflow preventers connections	79	78	78	78
Number of service requests	9,998	10,029	10,050	10,105
Total number of new meters to be installed	2,400	2,500	2,500	2,500
Total number of meters to be changed out	50	50	50	50
Total number of sunshine line locates to be done	1,500	1,400	1,400	1,400
Service area population (by SWFWMD)	3,500	2,500	2,500	2,500
	30,465	30,850	31,264	31,500
WORKLOAD:				
Valves exercised	95	105	100	100
Small meters tested *	47	21	25	25
Intermediate meters tested *	160	12	25	25
Large meters tested	38	38	45	45
Water audits completed	140	100	100	100
Backflow preventers tested	79	78	78	78
Number of service requests completed	2,126	2,180	2,500	2,500
Total number of new meters installed and/or replaced	1,191	1,400	1,400	1,400
Number of sunshine line locates	2,022	2,461	2,500	2,500
PRODUCTIVITY:				
Cost per person per month	\$ 2.38	\$ 2.53	\$ 2.57	\$ 1.83
EFFECTIVENESS:				
Percent of valves exercised	5%	5%	5%	5%
Percent of small meters tested*	0%	0%	0%	0%
Percent of intermediate meters tested *	50%	4%	8%	8%
Percent of large meters tested	86%	84%	100%	100%
Percent of water audits completed	1%	1%	1%	1%
Percent of City-owned backflow preventers tested	100%	100%	100%	100%
Percent of service requests & work orders completed in 3 days	89%	87%	100%	100%
Gallons per day per equivalent connection	107.9	101.9	109.5	113.1

* With the in-house AMR program to replace all meters within 10 years, testing percentages decreased.

Program:
Collection System Maintenance

Account #:
410-1931-533.

Department:
Public Works

PROGRAM DESCRIPTION:

Operates and maintains sewer collection systems providing efficient and sanitary waste water transmittal to City of Tampa system.

PROGRAM OBJECTIVES:

- 1) Inspect 33% of the manholes per year.
- 2) Conduct video inspection of 5% of gravity sewer mains annually.
- 3) Inspect all critical manholes monthly.
- 4) Inspect commercial grease traps semi-annually.
- 5) Complete 98% of all service requests in 3 days.
- 6) Limit wastewater pumping to 2.938 MGD or 1072 MG to the City of Tampa system annually.
- 7) Inspect the 4 critical lift stations daily, and the rest every other day.
- 8) Maintain all lift stations to keep pumps continuously operable.
- 9) Perform all sunshine utility line locates to protect sewer collection piping within the allowable time frame.

PERFORMANCE REVIEW	Actual 2011-12	Actual 2012-13	Estimated 2013-14	Recommended 2014-15
OPERATING COST OF PROGRAM:	\$ 6,734,852	\$ 6,207,516	\$ 6,093,526	\$ 5,737,699
FULL TIME EQUIVALENT EMPLOYEES	10.40	9.30	9.30	9.50
DEMAND:				
Manholes	1,928	1,935	1,935	1,935
Critical manholes	25	36	25	25
Feet of force main	152,825	152,950	152,950	152,950
Feet of gravity main	347,385	347,450	347,450	347,450
Grease traps	45	45	45	45
Millions of gallons of wastewater to be pumped*	730	714	725	725
Sewer connections	6,995	7,025	7,050	7,075
Lift stations	30	30	30	30
Miles of sewer main	94.70	94.78	94.78	94.78
Service requests and work orders	158	200	200	200
Service area population (by SWFWMD)	30,465	30,850	31,264	31,500
WORKLOAD:				
Manholes inspected	1,048	1,271	650	650
Critical manhole inspections	477	342	450	450
Feet of sewer main "TV'd"	16,709	16,936	17,500	17,500
Semi - annual grease trap inspections made	82	100	90	90
Service requests completed in three days	158	188	200	200
Lift Station inspections made	4,980	5,400	5,000	5,000
Number of sunshine line locates	2,022	2,392	2,500	2,500
PRODUCTIVITY:				
Cost per month per person	\$ 18.42	\$ 16.77	\$ 16.24	\$ 15.18
EFFECTIVENESS:				
Percent of annual manhole inspections completed	54%	66%	34%	34%
Percent of quarterly inspections of critical manholes completed	80%	40%	75%	75%
Percent of sewer main "TV'd"	4.8%	4.9%	5.0%	5.0%
Percent of grease trap inspections completed	91%	111%	100%	100%
Percent of lift stations inspections completed	100%	100%	100%	100%
Percent of service requests completed in three days	100%	94%	100%	100%

* Represents volume billed by the City of Tampa

WATER & SEWER DEBT SERVICE FUND

REVENUES

Fund: **WATER & SEWER DEBT SERVICE**

Account # 420-0000-

Revenue Code	Revenue Classification	Actual 2011-12	Actual 2012-13	Budgeted 2013-14	Estimate to 9/30	Budgeted 2014-15
INTEREST EARNINGS						
361.xx-xx	Interest Earnings	\$ 20,613	\$ (1,668)	\$ 10,000	\$ 10,073	\$ 7,500
	TOTAL INTEREST EARNINGS	20,613	(1,668)	10,000	10,073	7,500
TRANSFERS, RESERVES, & OTHER						
381.41-00	Transfer from Water/Sewer Utility Fund	797,606	797,690	806,903	806,903	822,664
	TOTAL TRANSFERS, RESERVES, & OTHER	797,606	797,690	806,903	806,903	822,664
	TOTAL WATER & SEWER DEBT SERVICE	\$ 818,219	\$ 796,022	\$ 816,903	\$ 816,976	\$ 830,164

EXPENDITURE DETAIL

Expense Code	Expenditure Classification	Actual 2011-12	Actual 2012-13	Budgeted 2013-14	Estimate to 9/30	Budgeted 2014-15
DEBT SERVICE						
71	Debt Service - Principal	\$ -	\$ -	\$ 735,000	\$ 735,000	\$ 775,000
72	Debt Service - Interest	132,106	107,099	81,363	81,363	54,624
73	Other Debt Service Costs	34,093	101,199	540	611	540
	TOTAL DEBT SERVICE	166,199	208,298	816,903	816,974	830,164
	TOTAL DEPARTMENT	\$ 166,199	\$ 208,298	\$ 816,903	\$ 816,974	\$ 830,164

RENEWAL & REPLACEMENT FUND

REVENUES

Fund: **RENEWAL AND REPLACEMENT**

Account # 430-0000-

Revenue Code	Revenue Classification	Actual 2011-12	Actual 2012-13	Budgeted 2013-14	Estimate to 9/30	Budgeted 2014-15
INTEREST EARNINGS						
361.xx-xx	Interest Earnings	\$ 11,335	\$ (834)	\$ 10,000	\$ 5,500	\$ 4,000
	TOTAL INTEREST EARNINGS	11,335	(834)	10,000	5,500	4,000
MISCELLANEOUS REVENUES						
366.20-45	Contributions from Other Entities	-	51,569	-	-	-
	TOTAL MISCELLANEOUS REVENUES	-	51,569	-	-	-
TRANSFERS, RESERVES, & OTHER						
381.41-00	Transfer from Water/Sewer Utility Fund	450,696	492,470	509,963	509,963	512,293
389.10-00	Appropriated Balance	-	-	416,198	363,520	239,031
	TOTAL TRANSFERS, RESERVES, & OTHER	450,696	492,470	926,161	873,483	751,324
	TOTAL RENEWAL & REPLACEMENT	\$ 462,031	\$ 543,205	\$ 936,161	\$ 878,983	\$ 755,324

Fund:
Renewal & Replacement Fund

Department:
Water & Sewer

PERSONNEL SUMMARY

Schedule of Budgeted Positions: (Full-Time Equivalents)

Position Title	Pay Grade	11-12	12-13	13-14	14-15
Deputy Public Works Director	30	0.05	0.05	0.05	0.05
Distribution Foreman	22	0.10	0.10	0.10	0.10
Utility Maintenance II	15	1.00	1.00	1.00	1.00
Utility Maintenance I	13	2.00	1.00	1.00	1.00
TOTAL		3.15	2.15	2.15	2.15

EXPENDITURE SUMMARY

Expenditure Classification	Actual 2011-12	Actual 2012-13	Budgeted 2013-14	Estimate to 9/30	Budgeted 2014-15
Personal Services	\$ 111,358	\$ 109,529	\$ 115,549	\$ 115,995	\$ 115,037
Operating Expenditures	117,634	132,666	136,114	141,988	141,287
Capital Outlay	172,029	296,654	684,498	621,000	499,000
Reserves	-	-	-	-	-
Total Expenditures	\$ 401,021	\$ 538,849	\$ 936,161	\$ 878,983	\$ 755,324

EXPENDITURES BY DIVISION/PROGRAM

Division / Program	Actual 2011-12	Actual 2012-13	Budgeted 2013-14	Estimate to 9/30	Budgeted 2014-15
Engineering Administration	\$ 18,481	\$ 19,002	\$ 19,002	\$ 19,002	\$ 24,091
Water Supply and Treatment	29,431	117,763	334,000	287,000	119,000
Distribution System	24,533	15,081	24,800	24,800	30,000
Water Main Rehabilitation	276,229	280,791	237,861	244,181	232,233
Sewer Collection System	52,347	106,212	320,498	304,000	350,000
Total Expenditures	\$ 401,021	\$ 538,849	\$ 936,161	\$ 878,983	\$ 755,324

Fund:
Renewal & Replacement Fund

Department:
Public Works

Account #:
430-

CAPITAL OUTLAY SCHEDULE

<u>PROGRAM/Item</u>	<u>Account #</u>	<u>Project #</u>	<u>Budgeted 2014-15</u>
WATER TREATMENT			
Whitway Painting & Rehab Project	430-1921-533.62-41		\$ 75,000
Electrical Distribution Breaker Replacement	430-1921-533.62-41		15,000
Rebuild Water Supply Wells	430-1921-533.63-36	37-001	17,000
Rebuild Turbine Pumps	430-1921-533.63-36		12,000
DISTRIBUTION SYSTEM			
Valve Replacement Project	430-1922-533.63-32		30,000
COLLECTION SYSTEM			
Submersible Pump Replacements	430-1931-535.63-33		50,000
Generator & Switch Gear Replacement at Liftstations	430-1931-535.63-33		200,000
Radio Telemetry Replacements	430-1931-535.63-33		15,000
Sewer Manhole Rehabilitation	430-1931-535.63-34	38-023	50,000
Sewer Main Rehabilitation	430-1931-535.63-34		20,000
Reclaimed Water Funding - Grant Match	430-1931-535.63-34		15,000
			<u>\$ 499,000</u>

Fund:
Renewal & Replacement Fund

Department:
Public Works

EXPENDITURE DETAIL

Expense Code	Expenditure Classification	Actual 2011-12	Actual 2012-13	Budgeted 2013-14	Estimate to 9/30	Budgeted 2014-15
PERSONAL SERVICES						
12	Salaries and Wages	\$ 81,708	\$ 79,697	\$ 79,520	\$ 80,820	\$ 77,929
14	Overtime	2,187	2,609	7,354	6,500	7,575
21	Payroll Taxes	6,187	6,231	6,692	6,692	6,900
22	Retirement Contributions	6,090	6,172	6,850	6,850	7,054
23	Life and Health Insurance	12,279	12,215	12,613	12,613	12,771
24	Workers' Compensation Insurance	2,907	2,605	2,520	2,520	2,808
	TOTAL PERSONAL SERVICES	111,358	109,529	115,549	115,995	115,037
OPERATING EXPENDITURES						
31	Professional Services	-	-	250	250	250
34	Other Contractual Services	18,406	20,697	27,500	27,500	27,500
41	Communication Services	107	131	240	240	240
45	Insurance	1,441	1,204	1,186	1,186	1,055
46	Repair and Maintenance Services	6,084	7,072	6,521	7,395	6,847
51	Office Supplies	1,446	1,100	1,000	1,000	1,000
52	Operating Supplies	12,692	9,779	10,100	10,100	9,923
53	Road Materials and Supplies	32,167	41,366	38,000	43,000	43,000
59	Other Operating Costs	45,291	51,317	51,317	51,317	51,472
	TOTAL OPERATING EXPENDITURES	117,634	132,666	136,114	141,988	141,287
CAPITAL OUTLAY						
62	Buildings and Improvements	8,500	46,900	305,000	258,000	90,000
63	Improvements Other Than Buildings	163,529	184,757	374,298	357,800	409,000
64	Machinery and Equipment	-	64,997	5,200	5,200	-
	TOTAL CAPITAL OUTLAY	172,029	296,654	684,498	621,000	499,000
	TOTAL FUND	\$ 401,021	\$ 538,849	\$ 936,161	\$ 878,983	\$ 755,324

Program:
Water Main Rehabilitation

Account #:
430-1923-533.

Department:
Public Works

PROGRAM DESCRIPTION:

Replaces undersized water mains and service lines, upgrades neighborhood water systems throughout the City. Also replaces and rebuilds and tests non functioning valves and all fire hydrants.

PROGRAM DESCRIPTION:

- 1) Recondition and test all fire hydrants in the system yearly.
- 2) Replace 500 feet of water main and 2,000 feet of service line.
- 3) Replace 10 fire hydrants in the system a year.
- 3) Provide replacement of service to 50 homes.
- 4) Replace 5 line valves per year.
- 5) Complete 100% of all service requests in three days.

PERFORMANCE REVIEW	Actual 2011-12	Actual 2012-13	Estimated 2013-14	Recommended 2014-15
OPERATING COST OF PROGRAM:	\$ 210,511	\$ 223,193	\$ 227,374	\$ 232,233
FULL TIME EQUIVALENT EMPLOYEES	2.15	2.15	2.15	2.15
DEMAND:				
Feet of water main to be replaced	16,721	6,220	11,871	11,371
Feet of service line to be replaced	31,648	29,757	29,428	27,428
Homes to receive new service	50	50	50	50
Fire hydrants to be replaced annually	10	10	10	10
Valves to be replaced annually	5	5	5	5
Fire hydrants to be reconditioned /tested	855	860	865	865
Equivalent connections	9,998	10,029	10,050	10,105
Service area population (by SWFWMD)	30,465	30,850	31,264	31,500
WORKLOAD:				
Feet of water main replaced	4,850	400	500	500
Feet of service line replaced	2,190	1,200	2,000	2,000
Homes provided replaced service line	221	105	50	50
Fire hydrants replaced	5	7	10	10
Valves replaced	17	21	5	5
Fire hydrant reconditioned/tested	865	865	865	865
PRODUCTIVITY:				
Cost per person per month	\$ 0.58	\$ 0.60	\$ 0.61	\$ 0.61
EFFECTIVENESS:				
Percent of water main replaced	29%	6.4%	4%	4%
Percent of service lines replaced	7%	4.0%	7%	7%
Percent of homes receiving service	442%	210.0%	100%	100%
Percent of fire hydrants reconditioned/tested	101%	100.6%	100%	100%

WATER IMPROVEMENT FUND

REVENUES

Fund: **WATER IMPROVEMENT FEE TRUST FUND**
 Account # 440-0000-

Revenue Code	Revenue Classification	Actual 2011-12	Actual 2012-13	Budgeted 2013-14	Estimate to 9/30	Budgeted 2014-15
INTEREST EARNINGS						
361.xx-xx	Interest Earnings	\$ 44,129	\$ (1,662)	\$ 10,000	\$ 12,000	\$ 9,000
	TOTAL INTEREST EARNINGS	44,129	(1,662)	10,000	12,000	9,000
IMPACT FEES						
363.20-15	Water Distribution	35,905	52,942	40,000	30,000	40,000
363.20-18	Water Treatment Plant	40,048	59,039	40,000	30,000	40,000
363.20-19	Water Improvement Surcharge	6,938	-	10,000	5,000	10,000
	TOTAL IMPACT FEES	82,891	111,981	90,000	65,000	90,000
TRANSFERS, RESERVES, & OTHER						
389.10-00	Appropriated Balance	-	-	1,113,794	911,000	599,833
	TOTAL TRANSFERS, RESERVES, & OTHER	-	-	1,113,794	911,000	599,833
	TOTAL WATER IMPROVEMENT FUND	\$ 127,020	\$ 110,319	\$ 1,213,794	\$ 988,000	\$ 698,833

CAPITAL OUTLAY SCHEDULE

PROGRAM/Item	Account #	Project #	Budgeted 2014-15
DISTRIBUTION SYSTEM IMPROVEMENTS			
Miscellaneous Water Main Extensions	440-1922-533.63-32	37-726	\$ 13,000
Chinaberry Pumping Station Improvements	440-1922-533.63-32	37-245	351,000
Automatic Meter Reading	440-1922-533.63-37		300,000
			\$ 664,000

EXPENDITURE DETAIL

Expense Code	Expenditure Classification	Actual 2011-12	Actual 2012-13	Budgeted 2013-14	Estimate to 9/30	Budgeted 2014-15
OPERATING EXPENDITURES						
31	Professional Services	\$ 8,900	\$ -	\$ -	\$ -	\$ -
59	Other Operating Costs	52,571	39,753	-	39,753	34,833
	TOTAL OPERATING EXPENDITURES	61,471	39,753	-	39,753	34,833
CAPITAL OUTLAY						
63	Improvements Other Than Buildings	578,930	449,480	1,213,794	948,247	664,000
	TOTAL CAPITAL OUTLAY	578,930	449,480	1,213,794	948,247	664,000
	TOTAL FUND	\$ 640,401	\$ 489,233	\$ 1,213,794	\$ 988,000	\$ 698,833

SEWER IMPROVEMENT FUND

REVENUES

Fund: **SEWER IMPROVEMENT**
 Account # 450-0000-

Revenue Code	Revenue Classification	Actual 2011-12	Actual 2012-13	Budgeted 2013-14	Estimate to 9/30	Budgeted 2014-15
INTEREST EARNINGS						
361.xx-xx	Interest Earnings	\$ (8)	\$ 8	\$ -	\$ -	\$ -
	TOTAL INTEREST EARNINGS	(8)	8	-	-	-
IMPACT FEES						
363.20-16	Sewer Collection	15,200	26,600	25,000	20,000	35,000
	TOTAL IMPACT FEES	15,200	26,600	25,000	20,000	35,000
	TOTAL SEWER IMPROVEMENT FUND	\$ 15,192	\$ 26,608	\$ 25,000	\$ 20,000	\$ 35,000

EXPENDITURE DETAIL

Expense Code	Expenditure Classification	Actual 2011-12	Actual 2012-13	Budgeted 2013-14	Estimate to 9/30	Budgeted 2014-15
RESERVES						
99	Reserve for Contingency	\$ -	\$ -	\$ 25,000	\$ 20,000	\$ 35,000
	TOTAL RESERVES	-	-	25,000	20,000	35,000
	TOTAL FUND	\$ -	\$ -	\$ 25,000	\$ 20,000	\$ 35,000

SANITATION

The **Sanitation Division** is divided into four programs: Residential Service, Commercial Dumpster Service, Roll-Off Service, and Special Trash Pick-Up Service.

The **Residential Service Program** provides “2-1-1 service” (twice-per-week curbside garbage collection, once-per-week “green bin” recycling collection and once per week yard waste collection) to approximately 6,000 single-family City residences. The City pursues environmental sustainability of its waste management program through an aggressive waste diversion strategy that recycles approximately 1,200 tons of aluminum, steel and tin cans, mixed paper, cardboard, plastics, and glass. Additionally, 2,200 tons of yard-waste is removed annually from the solid waste disposal stream and is repurposed as decorative mulch and/or soil amendments. Overall, the City collects approximately 5,600 tons of waste annually.



The **Commercial Dumpster Program** collects about 6,100 tons of solid waste per year from 265 customers. Because of the volume generated, most apartment complexes and commercial establishments need containers that require mechanical lifting. The City provides dumpsters ranging from 2 to 8 cubic yards. The rates include the cost of the dumpster and the cost of collection and disposal.

The **Roll-Off Program** provides 20 and 30 yard container service to establishments that generate large volumes of solid waste. The large volume compactors or containers require the use of roll-off trucks for servicing. The Roll-Off Program services 20 commercial compactors and 60 construction roll-off containers. Commercial compactors were serviced with approximately 600 collection trips. 690 collection trips were needed to service the city’s construction roll-off containers.

The **Special Trash Pick-up Program** provides service to the community for refuse pickup that does not meet the pre-collection requirements for normal curbside pick-up, such as furniture, appliances, tree limbs, etc. The Sanitation Division removed 350 tons of special trash or refuse from the City. 840 property owners took advantage of the City’s free annual pickup resulting in the removal of approximately 1,025 tons of special trash removal.

Current and Prior Year Accomplishments: Public Works staff promotes recycling throughout the City. The Division conducts advanced planning and training to prepare for disaster relief activities. The Sanitation Division implemented the initial phase of the GPS tracking/engine diagnostic reporting system for its vehicles.

Fiscal Year 2015 Highlights: Public Works staff will provide proactive and effective disaster relief operations, if needed, by coordinating service with city, county and state agencies. The possible use of compressed natural gas in its vehicles to reduce operating expenses will be explored. Increased recycling tonnages will be realized through promoting the City’s recycling program. The focus of these programs includes quality service at a reasonable cost.

Long-Term Vision and Future Financial Impact: As the Division provides consistent, reliable service to residential and commercial customers, the staff will encourage recycling throughout the community to promote environmental sustainability and reduce operational costs through waste reduction. The Sanitation Division will explore phased automation to improve service, increase efficiency and reduce costs.

Our Relationship to other Departments and the City’s Strategic Plan: The Sanitation Division supports the City’s mission, as articulated in its Strategic Plan, by delivering professional solid waste management services which promote, protect and preserve a high quality of life for all citizens, visitors and workers in our amazing city. The Department will continue to pursue cost control measures for solid waste and recycling collection and disposal.

Fund:
Sanitation

Department:
Public Works

PERSONNEL SUMMARY

Schedule of Budgeted Positions: Full-Time Equivalents

Position Title	Pay Grade	11-12	12-13	13-14	14-15
Deputy Public Works Director	30	0.55	0.70	0.70	0.70
General Foreman	22	1.00	1.00	1.00	1.00
Driver/Collector	14	14.00	13.00	13.00	13.00
TOTAL		15.55	14.70	14.70	14.70

SANITATION FUND

REVENUES

Revenue Code	Revenue Classification	Actual 2011-12	Actual 2012-13	Budgeted 2013-14	Estimate to 9/30	Budgeted 2014-15
PHYSICAL ENVIRONMENT REVENUES						
343.41-11	Residential Garbage Fees	\$1,655,660	\$1,659,113	\$1,655,660	\$1,666,942	\$1,671,942
343.41-14	Commercial Garbage Fees	775,436	778,644	806,605	835,533	845,533
343.41-17	Special Trash Pick-Up	24,625	26,774	25,900	29,328	32,000
343.41-23	Roll-Off Service - Pull Charges	174,225	187,239	229,121	187,820	188,000
343.41-24	Roll-Off Service - Disposal Charges	257,569	289,269	300,294	302,452	309,100
343.41-25	Roll-Off Service - Misc Services	6,750	7,400	7,500	9,260	10,000
343.42-11	Residential Recycling	84,134	54,752	60,000	44,134	42,000
343.42-14	Commercial Recycling	23,043	14,932	24,315	18,389	17,000
343.42-16	Multi-Family Recycling	5,186	-	-	-	-
	TOTAL PHYSICAL ENVIRONMENT	3,006,628	3,018,123	3,109,395	3,093,858	3,115,575
INTEREST EARNINGS						
361.xx-xx	Interest Earnings	15,737	3,811	10,000	6,000	3,500
	TOTAL INTEREST EARNINGS	15,737	3,811	10,000	6,000	3,500
MISCELLANEOUS REVENUES						
365.10-00	Scrap Sales	2,434	2,241	2,500	1,400	1,500
369.30-00	Refund Prior Year	-	(35)	-	-	-
369.40-17	Discounts Taken	40	50	-	-	-
369.90-12	Insurance Proceeds	8,532	-	-	-	-
	TOTAL MISCELLANEOUS REVENUES	11,006	2,256	2,500	1,400	1,500
TRANSFERS, RESERVES, & OTHER						
389.10-00	Appropriated Balance	-	-	-	20,315	560,905
389.10-12	Depreciation	-	-	20,000	-	-
	TOTAL TRANSFERS, RESERVES, & OTHER	-	-	20,000	20,315	560,905
	TOTAL SANITATION FUND	\$3,033,371	\$3,024,190	\$3,141,895	\$3,121,573	\$3,681,480

SANITATION

EXPENDITURE SUMMARY

Expenditure Classification	Actual 2011-12	Actual 2012-13	Budgeted 2013-14	Estimate to 9/30	Budgeted 2014-15
Personal Services	\$ 728,825	\$ 721,613	\$ 686,719	\$ 731,484	\$ 757,359
Operating Expenditures	2,364,687	2,243,828	2,313,352	2,248,265	2,084,276
Capital Outlay	-	-	20,000	20,000	780,000
Transfers/Special Items	-	-	121,824	121,824	59,845
Total Expenditures	\$ 3,093,512	\$ 2,965,441	\$ 3,141,895	\$ 3,121,573	\$ 3,681,480

EXPENDITURES BY DIVISION/PROGRAM

Division / Program	Actual 2011-12	Actual 2012-13	Budgeted 2013-14	Estimate to 9/30	Budgeted 2014-15
Commercial Dumpster Service	\$ 731,295	\$ 662,252	\$ 665,851	\$ 667,017	\$ 601,369
Roll-Off Service	457,151	469,279	471,419	483,758	450,602
Residential Garbage Pickup	1,857,389	1,762,345	1,787,942	1,750,419	2,477,950
Special Pickup Service	47,677	71,565	94,859	98,555	91,714
Transfer to Debt Service (TTGCC Loan)	-	-	121,824	121,824	59,845
Total Expenditures	\$ 3,093,512	\$ 2,965,441	\$ 3,141,895	\$ 3,121,573	\$ 3,681,480

FUNDING SOURCE

Revenue	Commercial Dumpster Service	Roll-Off Service	Residential Pickup	Special Pickup	Transfer Debt Service	Total
Program Expenditure Budget	\$ 601,369	\$ 450,602	\$ 2,477,950	\$ 91,714	\$ 59,845	\$ 3,681,480
Less: Revenues Generated						
Less: Revenues Generated						
Garbage Fees	845,533	507,100	-			1,352,633
Special Trash Collections				32,000		32,000
Recycling	17,000		42,000			59,000
Interest Earnings	572	428	2,324	105		3,500
Net Unsupported Budget	\$(261,736)	\$(56,926)	\$ 2,433,626	\$ 59,609	\$ 59,845	\$ 2,234,347
% of Budget Supported by Program	144%	113%	2%	35%	0%	160%

Fund:
Sanitation

Department:
Public Works

Account #:
480-

CAPITAL OUTLAY SCHEDULE

<u>PROGRAM/Item</u>	<u>Account #</u>	<u>Project #</u>	<u>Budgeted 2014-15</u>
RESIDENTIAL GARBAGE SERVICE			
Roll off Construction Containers (5)	480-2032-534.64-99		\$ 20,000
Automated Recycling Vehicles (2)	480-2041-534.64-12		\$ 520,000
Recycle Containers	480-2041-534.64-99		\$ 240,000
			<u>\$ 780,000</u>

EXPENDITURE DETAIL

<u>Expense Code</u>	<u>Expenditure Classification</u>	<u>Actual 2011-12</u>	<u>Actual 2012-13</u>	<u>Budgeted 2013-14</u>	<u>Estimate to 9/30</u>	<u>Budgeted 2014-15</u>
PERSONAL SERVICES						
12	Salaries and Wages	\$ 475,122	\$ 468,722	\$ 439,922	\$ 476,079	\$ 501,046
14	Overtime	37,096	29,459	8,853	26,500	9,083
21	Payroll Taxes	36,805	36,572	35,159	40,708	36,639
22	Retirement Contributions	42,606	43,848	46,636	44,521	47,787
23	Life and Health Insurance	107,626	108,210	122,948	110,475	124,922
24	Workers' Compensation Insurance	29,570	34,802	33,201	33,201	37,882
	TOTAL PERSONAL SERVICES	<u>728,825</u>	<u>721,613</u>	<u>686,719</u>	<u>731,484</u>	<u>757,359</u>
OPERATING EXPENDITURES						
31	Professional Services	847	700	660	860	810
34	Other Contractual Services	1,133,380	1,051,175	1,089,955	1,020,519	1,054,362
40	Travel and Per Diem	-	-	-	200	1,200
41	Communication Services	694	1,035	1,260	1,310	1,530
44	Rentals and Leases	91,356	91,356	95,106	96,356	95,106
45	Insurance	15,623	15,964	16,476	16,476	19,300
46	Repair and Maintenance Services	209,627	241,771	237,229	266,208	262,320
47	Printing and Binding	518	411	1,153	533	1,040
49	Other Current Charges	450	-	35	35	35
51	Office Supplies	53	157	200	200	200
52	Operating Supplies	192,099	207,432	209,695	183,985	209,150
55	Electronics	-	594	-	-	-
59	Other Operating Costs	720,040	633,233	661,583	661,583	439,223
	TOTAL OPERATING EXPENDITURES	<u>2,364,687</u>	<u>2,243,828</u>	<u>2,313,352</u>	<u>2,248,265</u>	<u>2,084,276</u>
CAPITAL OUTLAY						
64	Machinery and Equipment	-	-	20,000	20,000	780,000
	TOTAL CAPITAL OUTLAY	<u>-</u>	<u>-</u>	<u>20,000</u>	<u>20,000</u>	<u>780,000</u>
TRANSFERS/SPECIAL ITEMS						
91	Transfers to Debt Service (TTGCC Loan)	-	-	121,824	121,824	59,845
	TOTAL TRANSFERS	<u>-</u>	<u>-</u>	<u>121,824</u>	<u>121,824</u>	<u>59,845</u>
	TOTAL FUND	<u>\$ 3,093,512</u>	<u>\$ 2,965,441</u>	<u>\$ 3,141,895</u>	<u>\$ 3,121,573</u>	<u>\$ 3,681,480</u>

Program:
Commercial Service

Account #:
480-2031-534.

Department:
Public Works

PROGRAM DESCRIPTION:

Collects and transfers to the disposal site all non-recyclable solid waste generated by multi-family complexes, commercial, and industrial establishments not receiving curbside or roll-off service. Provides selected recycling service to high volume generators within the commercial sector; provides recycling service to multi-family complexes not covered by the curbside service program.

PROGRAM OBJECTIVES:

- 1) Maintain a level of service for pounds per lift between 350 and 450 pounds.
- 2) Maintain operating cost recovery rate at 100%.
- 3) Complete 100% of all service requests within three working days and 100% of all work orders within 10 working days.
- 4) Increase recovery rates of recyclables to the following levels:
 - Cardboard - 30%
 - Mixed Paper - 15%
 - Glass/Aluminum/Plastic - 18%

PERFORMANCE REVIEW	Actual 2011-12	Actual 2012-13	Estimated 2013-14	Recommended 2014-15
OPERATING COST OF PROGRAM:	\$ 731,295	\$ 662,252	\$ 667,017	\$ 601,369
FULL TIME EQUIVALENT EMPLOYEES	1.50	1.60	1.60	1.60
DEMAND:				
Tons of solid waste requiring pickup	6,000	6,100	6,100	6,250
Tons of recycling in wastestreams of:				
Cardboard	410	410	410	410
Mixed Paper	60	60	60	60
Glass/Aluminum/Plastic	24	24	24	24
Dumpster units requiring service	348	360	360	375
Commercial recycling sites served	73	73	73	75
Dumpster service sites	259	265	265	268
WORKLOAD:				
Number of tons of solid waste	5,881	5,926	6,000	6,200
Number of yards	152,454	185,999	150,000	155,000
Number of lifts	26,580	24,978	32,500	32,750
Number of tons of recycling:				
Cardboard	264	205	300	312
Mixed Paper	31	41	50	55
Glass/Aluminum/Plastic	24	21	30	33
Number of service requests	216	211	150	154
Revenue generated	\$ 798,479	\$ 793,576	\$ 853,922	\$ 862,533
PRODUCTIVITY:				
Pounds per lift	443	474	369	379
EFFECTIVENESS:				
Recovery rate	109%	120%	128%	143%
Service requests completed in 3 days	100%	100%	100%	100%

Program:
Roll-Off Service

Account #:
480-2032-534.

Department:
Public Works

PROGRAM DESCRIPTION:

Provides roll-off service to commercial, multi-family, and construction sites.

PROGRAM OBJECTIVES:

- 1) Meet 100% of all service requests within 48 hours.
- 2) Maintain operating cost recovery at 100%.
- 3) Complete 100% of all service requests within three working days.

PERFORMANCE REVIEW	Actual 2011-12	Actual 2012-13	Estimated 2013-14	Recommended 2014-15
OPERATING COST OF PROGRAM:	\$ 457,151	\$ 469,279	\$ 463,758	\$ 430,602
FULL TIME EQUIVALENT EMPLOYEES	1.20	1.10	1.10	1.10
DEMAND:				
Sites requiring service:				
Commercial compactors	20	20	20	20
Construction	60	60	60	60
Number of service requests	500	500	500	500
WORKLOAD:				
Service Trips:				
Commercial compactors	602	492	615	615
Construction	440	543	400	400
Number of tons picked up:				
Processable	3,171	3,134	3,100	3,100
Construction and Demolition	919	1,030	1,000	1,000
Non-processable	390	620	400	400
Number of service requests	692	833	500	500
Revenue generated	\$ 438,544	\$ 455,544	\$ 483,907	\$ 390,765
PRODUCTIVITY:				
Cost per service trip	\$ 438.72	\$ 453.41	\$ 456.90	\$ 424.24
EFFECTIVENESS:				
Requests for service completed within 48 hours	100%	100%	100%	100%
Recovery rate	96%	97%	104%	91%
Percent of service requests completed in 3 days	100%	100%	100%	100%

Program:
Residential

Account #:
480-2041-534.

Department:
Public Works

PROGRAM DESCRIPTION:

Collects and transfers all non-recyclable solid waste meeting precollection requirements for curbside customers. Provides a one-time, annual collection and transfer of solid waste service that does not meet precollection requirements to all curbside customers.

PROGRAM OBJECTIVES:

- 1) Maintain operating cost recovery rate at 100%.
- 3) Complete 100% of all service requests and work orders within 3 working days.
- 4) Maintain recovery rates of recyclables to the following levels:
 - Super Mix/ Mixed Paper/Glass/Aluminum/Steel and Tin Cans/Plastic - 25%
 - Yard-waste - 50%

PERFORMANCE REVIEW	Actual 2011-12	Actual 2012-13	Estimated 2013-14	Recommended 2014-15
OPERATING COST OF PROGRAM:	\$ 1,857,389	\$ 1,762,345	\$ 1,750,419	\$ 1,717,950
FULL TIME EQUIVALENT EMPLOYEES	12.80	11.95	11.95	11.95
DEMAND:				
Number of residential sites	5,260	5,260	5,260	5,260
Tons of recycling in wastestreams:				
Super Mix/Mixed Paper/Glass/Aluminum/ Steel and Tin Cans/Plastic	1,150	1,150	1,150	1,150
Yard-waste	2,000	2,000	2,000	2,000
Number of tons of solid waste	6,100	6,100	6,100	6,100
WORKLOAD:				
Tons of garbage collected	5,347	5,359	5,600	5,600
Tons of recycling picked up:				
Super Mix/Mixed Paper/Glass/Aluminum/ Steel and Tin Cans/Plastic	1,208	1,220	1,200	1,200
Yard-waste	1,892	1,715	2,200	2,200
Service requests completed	511	583	320	320
Number of Special Annual Pickups (AP) completed	840	963	900	900
Number of Tons collected from AP requests	1,025	1,158	900	900
Revenue generated	\$ 1,744,980	\$ 1,659,112	\$ 1,690,950	\$ 1,705,250
PRODUCTIVITY:				
Monthly cost per household served	\$ 29.43	\$ 27.92	\$ 27.73	\$ 27.22
EFFECTIVENESS:				
Operating cost recovered	94%	94%	97%	99%
Percent of work orders completed in 3 days	100%	100%	100%	100%
Annual pickups completed within 4 days	100%	100%	100%	100%
Percent of Super Mix recycling	23%	23%	21%	21%
Percent of yardwaste recycling	35%	32%	39%	39%

Program:
Special Trash Pickup Service

Account #:
480-2042-534.

Department:
Public Works

PROGRAM DESCRIPTION:

Collects and transfers solid waste not meeting precollection requirements, basing fees upon actual program costs; ensures service availability to all users.

PROGRAM OBJECTIVES:

- 1) Recover 100% of operating cost.
- 2) Complete 100% of special trash pickup work orders within three working days.
- 3) Complete 100% of all service requests and work orders within three working days.
- 4) Maintain 1.30 stops per hour.

PERFORMANCE REVIEW	Actual 2011-12	Actual 2012-13	Estimated 2013-14	Recommended 2014-15
OPERATING COST OF PROGRAM:	\$ 47,677	\$ 71,565	\$ 98,555	\$ 91,714
FULL TIME EQUIVALENT EMPLOYEES	.05	.05	.05	.05
DEMAND:				
Tons of special trash pickup	300	300	325	300
Number of special pickups	200	200	200	200
Number of service requests	250	250	250	250
WORKLOAD:				
Tons collected	193	52	350	350
Number of special pickups completed	211	205	250	250
Revenue generated	\$ 24,625	\$ 26,744	\$ 27,699	\$ 27,699
PRODUCTIVITY:				
Cost per special pick up	\$ 225.96	\$ 349.10	\$ 394.22	\$ 366.86
EFFECTIVENESS:				
Percent of operating cost recovered	52%	37%	28%	30%
Pickups completed within 3 working days	100%	100%	100%	100%
Percent of service requests completed in 3 days	100%	100%	100%	100%



FLEET MAINTENANCE

The **Fleet Maintenance Division** is responsible for maintaining the entire City fleet comprised of approximately 205 vehicles, equipment, and rolling stock.

This internal service fund program derives its revenue from charges to user departments for the fleet maintenance service it provides. The Fleet Maintenance foreman and three mechanics provide a wide range of mechanical repair services in-house and coordinate all specialized, out-sourced repairs.

Approximately 1,900 job orders are completed annually (900 heavy equipment and 1,000 medium equipment). Each job order includes multiple repair tasks. Additionally, approximately 410 preventive maintenance orders are scheduled annually.



Current and Prior Year Accomplishments: The Fleet Maintenance Division instituted an extended drain synthetic oil conversion program for vehicle transmissions and drive train components on fleet vehicles. The same program is now being utilized to include all engines in the fleet vehicles. The programs use of synthetic products reduces wear and tear and produces longer routine maintenance service intervals.

Fiscal Year 2015 Highlights: The Fleet Maintenance Division will continue to evaluate the need for additional or updated repair tools and diagnostic equipment to improve vehicle and equipment maintenance for all departments. Individualized annual training programs will be developed for each technician.

Long-Term Vision and Future Financial Impact: The Fleet Maintenance Division will continue cost effective repairs to the City's fleet utilizing the most up-to-date practices and equipment. Public/Private parts procurement will increase the efficiency and effectiveness of in-house repair technicians to strengthen the City's in-house repair capability and remain competitive with the private sector.



Our Relationship to Other Departments and the City's Broad Goals: Two of the Vision 2020 goals directly relate to this Department, "Enhance economic opportunity through redevelopment" and "support Interstate 75 corridor development for high technology enterprises." Fleet Maintenance can assist in these goals

becoming a reality by supporting other departments in their efforts to provide service to the citizens. The Department will strive to "Maintain the City's services, traditions, small-town atmosphere, and family orientation even as we grow" by providing the level of service our customers desire. The Fleet Maintenance Division supports other departments and will seek opportunities to continue improving customer service. The Fleet Division is actively seeking the Hillsborough County Environmental Protection Commission's Green Certification.

FLEET MAINTENANCE FUND

REVENUES

Fund: **FLEET MAINTENANCE**

Account # 510-0000-

Revenue Code	Revenue Classification	Actual 2011-12	Actual 2012-13	Budgeted 2013-14	Estimate to 9/30	Budgeted 2014-15
STATE SHARED REVENUES						
341.22-00	Fleet Billings to Other Funds	\$ 585,302	\$ 682,930	\$ 642,390	\$ 715,390	\$ 689,157
	TOTAL STATE SHARED REVENUES	585,302	682,930	642,390	715,390	689,157
INTEREST EARNINGS						
361.xx-xx	Interest Earnings	108	(98)	-	-	-
	TOTAL INTEREST EARNINGS	108	(98)	-	-	-
MISCELLANEOUS REVENUES						
364.49-00	Gain/Loss on Sale of Assets	4,301	-	-	-	-
365.10-00	Scrap Sales	93	234	-	-	-
369-30-00	Refund of Prior Year Expenditure	1,300	1,250	-	-	-
369.40-17	Discounts Taken	877	1,131	750	750	-
369.90-xx	Other Miscellaneous Revenue	4,754	-	-	-	120
	TOTAL MISCELLANEOUS REVENUES	11,325	2,615	750	750	120
	TOTAL FLEET MAINTENANCE	\$ 596,735	\$ 685,447	\$ 643,140	\$ 716,140	\$ 689,277

FLEET MAINTENANCE

PERSONNEL SUMMARY

Schedule of Budgeted Positions: Full-Time Equivalents

Schedule of Budgeted Positions: (Full-Time Equivalents)

Position Title	Pay Grade	11-12	12-13	13-14	14-15
Deputy Public Works Director	30	0.15	0.15	0.15	0.15
Foreman	22	1.00	1.00	1.00	1.00
Mechanic II	17	2.00	2.00	2.00	2.00
Secretary III	15	0.50	0.25	0.00	0.00
Mechanic I	15	1.00	1.00	1.00	1.00
TOTAL		4.65	4.40	4.15	4.15

EXPENDITURE SUMMARY

Expenditure Classification	Actual 2011-12	Actual 2012-13	Budgeted 2013-14	Estimate to 9/30	Budgeted 2014-15
Personal Services	\$249,171	\$195,234	\$212,282	\$ 217,434	\$ 220,181
Operating Expenditures	366,423	495,210	430,858	505,712	469,096
Total Expenditures	\$615,594	\$690,444	\$643,140	\$ 723,146	\$ 689,277

EXPENDITURES BY DIVISION/PROGRAM

Division / Program	Actual 2011-12	Actual 2012-13	Budgeted 2013-14	Estimate to 9/30	Budgeted 2014-15
Repairs	\$615,594	\$690,444	\$643,140	\$ 723,146	\$ 689,277
Total Expenditures	\$615,594	\$690,444	\$643,140	\$ 723,146	\$ 689,277

Fund:
Fleet Maintenance

Department:
Public Works

Account #:
510-

EXPENDITURE DETAIL

Expense Code	Expenditure Classification	Actual 2011-12	Actual 2012-13	Budgeted 2013-14	Estimate to 9/30	Budgeted 2014-15
PERSONAL SERVICES						
12	Salaries and Wages	\$ 175,083	\$ 135,615	\$ 146,450	\$ 146,450	\$ 161,167
14	Overtime	5,605	10,735	4,000	11,000	5,315
15	Special Pay	1,550	800	2,400	5,000	2,400
21	Payroll Taxes	12,935	11,141	12,517	12,517	12,789
22	Retirement Contributions	14,845	11,595	13,624	14,157	14,324
23	Life and Health Insurance	34,374	22,073	29,889	24,908	19,817
24	Workers' Compensation Insurance	4,779	3,275	3,402	3,402	4,369
	TOTAL PERSONAL SERVICES	249,171	195,234	212,282	217,434	220,181
OPERATING EXPENDITURES						
31	Professional Services	100	83	240	200	240
34	Other Contractual Services	7,303	31,148	10,758	12,260	8,160
40	Travel and Per Diem	109	1,048	2,500	1,500	2,000
41	Communication Services	-	-	-	50	90
42	Transportation	-	-	100	100	100
45	Insurance	1,081	903	889	889	1,055
46	Repair and Maintenance Services	267,181	359,980	318,737	386,619	351,130
47	Printing and Binding	-	239	240	300	250
49	Other Current Charges	615	-	-	-	300
51	Office Supplies	74	1,146	2,000	2,000	2,000
52	Operating Supplies	19,608	23,691	18,030	24,430	21,094
54	Books, Publications and Memberships	190	95	400	400	400
59	Other Operating Costs	70,162	76,877	76,964	76,964	82,277
	TOTAL OPERATING EXPENDITURES	366,423	495,210	430,858	505,712	469,096
	TOTAL FUND	\$ 615,594	\$ 690,444	\$ 643,140	\$ 723,146	\$ 689,277

Program:
Fleet Maintenance

Account #:
510-2112-590.

Department:
Public Works

PROGRAM DESCRIPTION:

Repairs all motorized and non-motorized equipment operated by user departments.

PROGRAM OBJECTIVES:

- 1) Maintain a recovery rate at a minimum of 95% of operating cost.
- 2) Maintain chargeable hours at a minimum of 65% of mechanic's available hours.
- 3) Maintain turn-around time as follows:
 - 24 hours or less - 88%
 - 24-48 hours - 9%
 - over 48 hours - 3%
- 4) Complete 95% of scheduled preventive maintenance within 2 weeks of scheduled maintenance date.

PERFORMANCE REVIEW	Actual 2011-12	Actual 2012-13	Estimated 2013-14	Recommended 2014-15
OPERATING COST OF PROGRAM:	\$ 615,594	\$ 690,444	\$ 723,146	\$ 683,679
FULL TIME EQUIVALENT EMPLOYEES	4.65	4.40	4.15	4.15
DEMAND:				
Number of vehicles/equipment	210	205	205	205
Total required PM's	420	410	410	410
Labor cost	\$ 242,260	\$ 249,062	\$ 249,062	\$ 249,062
WORKLOAD:				
Repair orders completed	2,276	2,558	2,000	2,000
Heavy equipment repairs	940	1,049	950	950
Medium equipment repairs	1,336	1,509	1,050	1,050
Number of available hours	4,835	5,732	7,600	7,600
Number of charged hours	3,173	3,669	5,100	5,100
Number of PM's completed	298	294	294	294
Revenue generated	\$ 596,735	\$ 610,446	\$ 604,430	\$ 642,390
PRODUCTIVITY:				
Labor cost per hour	\$ 76.35	\$ 67.88	\$ 48.84	\$ 48.84
Operating cost per chargeable hour	\$ 194.01	\$ 188.18	\$ 141.79	\$ 134.05
EFFECTIVENESS:				
Percent of turn-around time (24 hours or less)	82%	82%	82%	82%
Percent of turn-around time (24-48 hours)	11%	11%	11%	11%
Percent of turn-around time (over 48 hours)	7%	7%	7%	7%
Maintain chargeable hours	66%	64%	67%	67%
Percent of operating cost recovered	97%	88%	84%	94%
Percent of scheduled PM's achieved	70%	70%	70%	70%

OTHER POSTEMPLOYMENT BENEFITS

REVENUES

Fund: **OTHER POSTEMPLOYMENT BENEFITS**
 Account # 580-0000-

Revenue Code	Revenue Classification	Actual 2011-12	Actual 2012-13	Budgeted 2013-14	Estimate to 9/30	Budgeted 2014-15
CHARGES FOR SERVICES						
341.21-00	OPEB Billings to Other Funds	\$ 319,888	\$ 315,713	\$ -	\$ -	\$ -
361.xx-xx	Interest Earnings	18,745	(1,251)	-	-	-
381.xx-xx	From General Fund	-	1,630,759	-	-	-
	TOTAL CHARGES FOR SERVICES	338,633	1,945,221	-	-	-
	TOTAL OTHER POSTEMPLOYEMENT BENEFITS	\$ 338,633	\$ 1,945,221	\$ -	\$ -	\$ -

EXPENDITURE DETAIL

Expense Code	Expenditure Classification	Actual 2011-12	Actual 2012-13	Budgeted 2013-14	Estimate to 9/30	Budgeted 2014-15
PERSONAL SERVICES						
23-13	Retiree Health Insurance	\$229,242	\$234,183	\$ -	\$ -	\$ -
23-15	OPEB Postemployment Benefit	597,121	360,890	-	-	-
	TOTAL PERSONAL SERVICES	826,363	595,073	-	-	-
	TOTAL FUND	\$826,363	\$595,073	\$ -	\$ -	\$ -

CAPITAL IMPROVEMENT PROGRAM

The Capital Improvement Program is a planned approach to utilizing its financial resources in the most responsive and efficient manner to meet service and facility needs. The capital budgeting process is developed to achieve the following results:

- Consolidating and coordinating various requests to incorporate the individual improvement programs of the departments.
- Scheduling the capital items and projects over a five-year period whereby the Capital Improvement Program can be achieved.
- Anticipating future needs and relating them to existing and projected fiscal capacity.

Capital improvements are comprised of major additions to the inventory of assets. The classification of items as “capital” or “operating” is determined by two criteria: cost and the length of an improvement’s useful life. For purposes of this program, a capital improvement will involve expenditures for an asset having:

1. A five-year collective project cost of \$5,000 or more, or;
2. An individual item cost of \$1,000 or more, and;
3. A useful life of two or more years.

For the purposes of this budget, there are two basic categories of capital improvements:

- **Capital projects:** Capital projects are capital improvements involving water or sewer lines, sidewalks, drainage facilities, construction, purchase or renovation of land, buildings, streets, or any other major physical structure improvements.
- **Capital items:** Capital items include major equipment items which are not permanently attached to a public facility. Items can be acquired through purchase or lease-purchase.

CAPITAL SPENDING DECISIONS

The City of Temple Terrace maintains the policy of containing day-to-day operating costs so that adequate funds are available for capital purchases. The City takes a systematic approach to capital improvements programming to ensure that personal services or operating costs affected by the capital spending decisions are included in the appropriate operating budget. The City reviews each capital improvement project in terms of cost versus benefits. An analysis of each project and resulting operating costs are included in the recommended Annual Budget.

- For new programs, the budget process requires that all personnel, operating, and capital costs be included in order to review and approve the total cost of a new program.
- Replacement capital equipment or facilities are included and operating and maintenance costs are adjusted accordingly. A specific example is the purchase of a replacement vehicle that is more fuel efficient and requires less maintenance. In this instance, a corresponding reduction would be required in the fuel and maintenance expense.
- The budgetary review process ensures that adequate provision is made for maintenance contracts on new equipment.
- If facility construction is planned and its staffing and other operating costs in the subsequent year are discussed and reviewed during work sessions prior to requesting the capital project. The subsequent year’s budget planning will include provisions for staffing and operating costs for the new facility.

OPERATIONAL IMPACTS ON CAPITAL IMPROVEMENTS

Capital Improvement Projects and other major capital spending will impact the City's current and future operating budget. The capital purchases in the **General Fund** for Fiscal Year 2015 are replacements of current equipment. They have little impact on operational costs. The majority of the roadway improvements in the **Streets Fund** will have little future impact. The **Water and Sewer Utility Fund** and **Renewal and Replacement Fund** items are capital purchases with little impact on the operating budget. The **Water Improvement Fund** has several items that will impact the operating budget and provide excellent service.

General Fund – The majority of capital purchases are replacing computer equipment with little impact on operational costs

Streets Fund – The majority of the improvements in this fund will have little future impact since the roads currently exist. Maintenance of City streets costs \$9,210 per mile.

- Telecom Parkway extension – Phase II to extend Telecom Parkway from Arbor Isle to Morris Bridge Road is under design and will cost an additional \$5,000 annually for mowing, once complete.
- Fowler Avenue Landscape Enhancements- Landscape Improvements from Riverhills to I75 Right of Way will increase the operating budget of the Parks Department.
- New Entry Tower - Fowler Avenue at Morris Bridge Road will increase the maintenance operating budget of the Public Works Department.

Community Investment Tax Fund –

- Police Vehicle – There is no impact to the operating budget. This is an example of purchasing a replacement vehicle that is more efficient and requires less maintenance before the asset exceeds its useful life.
- Modular Ambulance and Equipment-There is no impact to the operating budget. This is an example of purchasing a replacement vehicle that is more efficient and requires less maintenance before the asset exceeds its useful life.
- Fire Laptops – There is no impact to the operating budget.
- Municipal Building – Installation of LED lights, Solar Photovoltaic System – installation of energy saving initiatives will reduce energy consumption.
- Municipal Building Hurricane Proof Windows -- In addition to providing much need protection during a storm, the windows would reduce electrical consumption.
- Municipal Building Retrofit Copper Plumbing -- Without the retrofitting of the plumbing the estimated maintenance costs would be \$5,000 annually.
- Recreation Complex – Improvements to the Main Pool and development of a Master Plan for the Family Complex.

Water and Sewer – The Utility Fund and Renewal and Replacement items are capital purchases with little impact on the operating budget. The Water Improvement Fund has several opportunities for ongoing cost savings that are necessary to continue to provide excellent service.

- Automatic Meter Reading (AMR) devices – This is a ten-year in-house project to replace all meters with AMR in order to reduce staff time and expense and provide the ability to read meters through a radio read system. Some savings has already been realized in the first four years.

- St. Augustine/Live Oak Area Water Lines – This project will replace aging water lines and increase flow capacity and size to area neighborhoods. In addition, some water lines will be moved from the backyard to the front and also provide water lines to streets currently without water lines.
- Generator and Switch Gear Replacement – Replacement of standby emergency power generators and switch gear at Lift Stations Tupelo North and Telecom Number One.

CAPITAL IMPROVEMENT PROGRAM (CIP)

Various funding sources contributed to the CIP shown below. The details of each project can be found in the Capital Improvement Program section of this document.

General Fund:

Information Technology	\$	78,476	
Police			
Fire		9,500	
Library		1,000	
Parks & Recreation		10,300	
<i>Total General Fund</i>			\$ 99,276

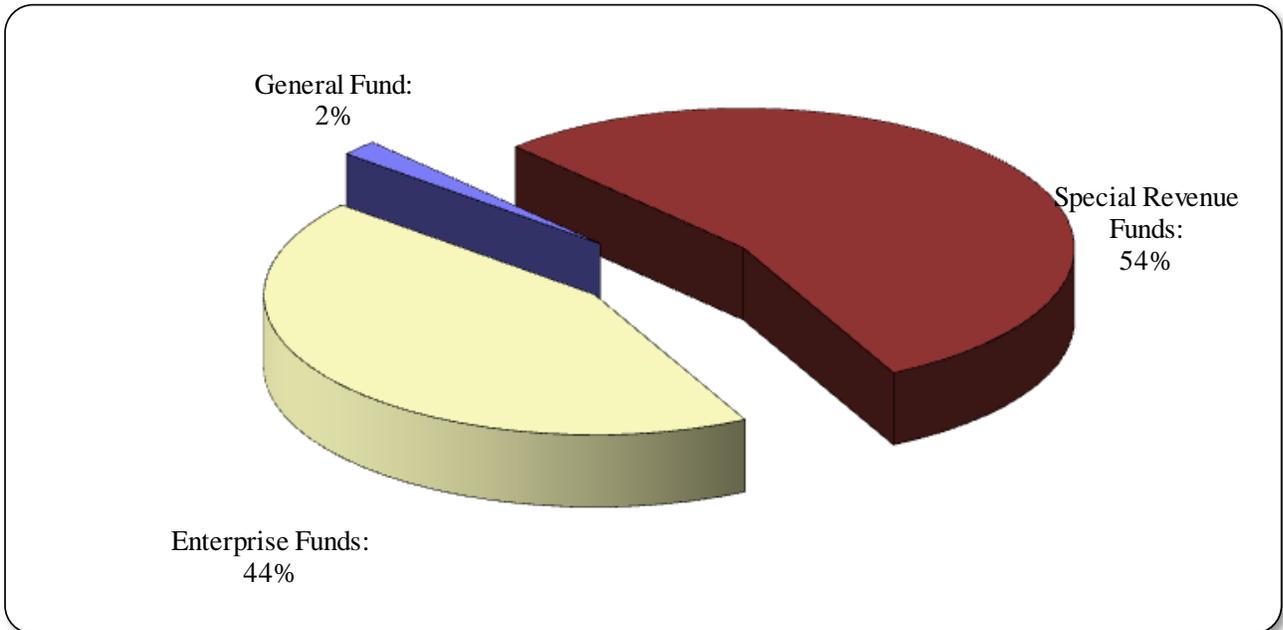
Special Revenue Funds:

Street Improvement Fund		2,025,900	
Community Investment Tax Fund		958,800	
<i>Total Special Revenue Funds</i>			2,984,700

Enterprise Funds:

Water & Sewer Utility Fund		440,500	
Water & Sewer Renewal & Replacement		499,000	
Water Improvement Fund		664,000	
Sanitation		780,000	
<i>Total Enterprise Funds</i>			2,383,500

Total Fiscal Year 2015 Capital Improvement Program	\$	5,467,476
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**CITY OF TEMPLE TERRACE
FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM
FY 2014-15 THROUGH FY 2018-19**

GENERAL FUND			Cost of Five-Year Program		FY 14-15		FY 15-16		FY 16-17		FY 17-18		FY 18-19
DESCRIPTION	CIE												
LEGISLATIVE/CITY CLERK													
14-100	Scanner	R	\$ 5,600	\$ -	\$ 5,600	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Laser Fiche Software Upgrade	R	14,000	-	14,000	-	-	-	-	-	-	-	-
LEGISLATIVE/CITY CLERK TOTAL			\$ 19,600	\$ -	\$ 19,600	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
HUMAN RESOURCES													
14-101	Photo ID Equipment	R	\$ 4,500	\$ -	\$ 4,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
HUMAN RESOURCES TOTAL			\$ 4,500	\$ -	\$ 4,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
INFORMATION SERVICES													
14-102	Desktop PC Replacement	R	\$ 182,880	\$ 36,576	\$ 36,576	\$ 36,576	\$ 36,576	\$ 36,576	\$ 36,576	\$ 36,576	\$ 36,576	\$ 36,576	\$ 36,576
14-103	Desktop PC Replacement - GIS	R	4,400	-	4,400	-	-	-	-	-	-	-	-
14-104	Police Dispatch PC Replacement	R	16,800	8,400	-	-	-	-	-	-	-	-	8,400
14-105	Laptops	R	28,000	-	-	-	28,000	-	-	-	-	-	-
14-107	Email Spam/Virus Server Solution	R	3,600	-	-	-	-	-	3,600	-	-	-	-
14-108	Document Imaging Upgrade and Cloud Storage	R	45,000	-	45,000	-	-	-	-	-	-	-	-
14-110	Legislative Laptop and Audio Visual	R	1,500	-	-	-	1,500	-	-	-	-	-	-
14-111	Servers and Operating System Replacement	R	30,000	30,000	-	-	-	-	-	-	-	-	-
14-113	Servers and Operating System Replacement - Public Safety	R	8,500	-	8,500	-	-	-	-	-	-	-	-
14-114	Network Shared Disk Storage Replacement	R	40,000	-	40,000	-	-	-	-	-	-	-	-
14-116	Network Switch Replacement	R	7,000	3,500	-	-	-	-	-	-	-	-	3,500
14-117	UPS/Power Backup Equipment	R	4,000	-	4,000	-	-	-	-	-	-	-	-
INFORMATION SERVICES TOTAL			\$ 371,680	\$ 78,476	\$ 138,476	\$ 66,076	\$ 40,176	\$ 48,476	\$ -				
POLICE													
14-118	SWAT Replacement Body Armor	R	\$ 39,200	\$ -	\$ -	\$ 19,600	\$ 19,600	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
14-119	Replacement SWAT Automatic Tactical Weapons	R	12,600	-	12,600	-	-	-	-	-	-	-	-
POLICE TOTAL			\$ 51,800	\$ -	\$ 12,600	\$ 19,600	\$ 19,600	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
FIRE													
14-120	Digital Video Camera	R	\$ 3,500	\$ 3,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
14-121	Blood Pressure/IV Pumps	R	7,500	-	3,500	-	-	4,000	-	-	-	-	-
14-122	Telescoping Cribbing Kit	D	12,000	-	-	-	6,000	-	-	-	-	-	6,000
14-123	Trauma Sonogram	D	82,000	-	-	-	40,000	-	-	-	-	-	42,000
14-125	Automatic External Defibrillators	R	12,000	4,000	-	-	4,000	-	-	-	-	-	4,000
14-126	Physical Fitness Equipment	R	11,000	-	3,000	-	5,000	-	-	-	-	-	3,000

14-127	Ventilators / Airway Equipment	R	6,500	2,000	-	-	4,500	-
14-128	SAR K-9	R	8,000	-	8,000	-	-	-
14-129	Audio Visual Training Projector	R	3,500	-	3,500	-	-	-
14-130	Rescue Boat / Jet Ski	G	50,000	-	-	-	50,000	-
FIRE TOTAL			\$ 196,000	\$ 9,500	\$ 18,000	\$ 55,000	\$ 58,500	\$ 55,000

LIBRARY

14-131	Main Library Carpeting	R	\$ 65,000	\$ -	\$ 65,000	\$ -	\$ -	\$ -
14-134	Replace Patron Furniture	R	26,000	1,000	10,000	15,000	-	-
14-135	Replace Workroom Furniture	R	4,200	-	-	4,200	-	-
14-136	Replace Patron Tables and Desks	R	36,000	-	-	-	36,000	-
LIBRARY TOTAL			\$ 131,200	\$ 1,000	\$ 75,000	\$ 19,200	\$ 36,000	\$ -

PARKS & RECREATION

Senior Program									
14-158	Pool Table	R	\$ 4,600	\$ 2,300	\$ 2,300	\$ -	\$ -	\$ -	
14-159	Carpet/Flooring	R	4,000	-	-	4,000	-	-	
14-160	Resurface Shuffleboard Court	R	2,000	-	-	2,000	-	-	
Special Interest Classes									
14-161	Kiln Replacement	R	3,200	-	3,200	-	-	-	
Family Complex									
14-170	Man Lift	R	8,000	8,000	-	-	-	-	
14-172	Repaint Lightfoot Center	R	65,000	-	65,000	-	-	-	
Fitness Facility									
14-180	Flooring	R	12,000	-	6,000	3,000	-	3,000	
14-181	Cable Cross Over	R	4,000	-	4,000	-	-	-	
14-182	Free Weights	R	6,000	-	2,000	2,000	2,000	-	
14-183	Abdominal/Low Back	R	4,500	-	4,500	-	-	-	
14-184	Leg Press	R	3,000	-	3,000	-	-	-	
14-185	Weight Bench	R	1,500	-	500	500	500	-	
14-186	Tricep Extension	R	3,500	-	3,500	-	-	-	
14-187	Pectoral Fly Machine	R	3,000	-	-	3,000	-	-	
14-188	Lat Pull Down	R	4,000	-	-	4,000	-	-	
Gymnastics Facility									
14-189	Mat Replacements	R	11,500	-	3,000	2,500	4,000	2,000	
14-190	Mirror Replacement	R	2,500	-	2,500	-	-	-	
14-191	Vault Table	R	4,500	-	4,500	-	-	-	
14-192	Balance Beam	R	3,600	-	-	3,600	-	-	
14-193	Tumble Track Mat Renovation	R	2,000	-	-	-	2,000	-	

Tennis									
14-194	Riverhills Court Resurfacing	R	5,500	-	5,500	-	-	-	-
14-195	Tractor	R	5,000	-	2,500	-	2,500	-	-
14-196	Whiteway Hardcourt Resurfacing	R	18,000	-	18,000	-	-	-	-
14-197	Racquetball Court Resurfacing	R	5,000	-	-	5,000	-	-	-
14-198	Clay Court Re-lining/Resurfacing	R	18,000	-	-	18,000	-	-	-
14-199	Fence Replacement - Clay Courts	R	46,000	-	-	-	46,000	-	-
14-200	Fence Replacement - Hard Courts	R	30,000	-	-	-	-	-	30,000
14-201	Roof Replacement	R	20,000	-	-	-	-	-	20,000
Athletic Field Maintenance									
14-209	Youth Sports Fence Replacement	R	31,000	-	7,000	24,000	-	-	-
14-210	Dog Park Concrete	D	16,000	-	16,000	-	-	-	-
14-211	Mini Trencher	D	5,200	-	5,200	-	-	-	-
14-212	Ridgedale Playground Fence	R	1,800	-	1,800	-	-	-	-
14-213	Power Broom Attachment	D	5,600	-	5,600	-	-	-	-
14-214	Wood Fencing	R	2,200	-	2,200	-	-	-	-
14-215	Youth Sports Soccer Drainage Improvements	D	15,000	-	15,000	-	-	-	-
14-216	Mower	R	26,000	-	13,000	-	13,000	-	-
14-217	Sod Cutter	R	5,500	-	5,500	-	-	-	-
14-218	80-Gallon sprayer	R	5,000	-	5,000	-	-	-	-
14-220	Field Rake	R	16,000	-	-	16,000	-	-	-
14-221	Tractor	R	40,000	-	-	-	40,000	-	-
PARKS & RECREATION TOTAL			\$ 495,200	\$ 10,300	\$ 206,300	\$ 87,600	\$ 136,000	\$ 55,000	
GENERAL FUND TOTAL			\$ 1,269,980	\$ 99,276	\$ 474,476	\$ 247,476	\$ 290,276	\$ 158,476	

**CITY OF TEMPLE TERRACE
FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM
FY 2014-15 THROUGH FY 2018-19**

STREET IMPROVEMENT FUND			Cost of						
PROJECT	DESCRIPTION	CIE	Five-Year Program	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-19	
STORMWATER MANAGEMENT									
35-575	Miscellaneous Stormwater Projects	R	\$ 370,000	\$ 70,000	\$ 70,000	\$ 70,000	\$ 80,000	\$ 80,000	
STORMWATER MANAGEMENT TOTAL			\$ 370,000	\$ 70,000	\$ 70,000	\$ 70,000	\$ 80,000	\$ 80,000	
SIDEWALKS									
34-659	Sidewalks, Ramps, Curbs (see appendix)	G	\$ 449,600	\$ 85,900	\$ 50,000	\$ 143,700	\$ 120,000	\$ 50,000	
	ADA Compliance	G	100,000	20,000	20,000	20,000	20,000	20,000	
SIDEWALKS TOTAL			\$ 549,600	\$ 105,900	\$ 70,000	\$ 163,700	\$ 140,000	\$ 70,000	
ROADWAY MANAGEMENT									
Street Construction									
33696C	Telecom Parkway Extension	G	\$ 1,300,000	\$ 1,300,000	\$ -	\$ -	\$ -	\$ -	
33-300	Fowler Avenue Landscape Enhancements (Riverhills to I75)	R	75,000	75,000	-	-	-	-	
	Entry Tower - Fowler at Morris Bridge	G	225,000	225,000	-	-	-	-	
Full-Depth Reclamation									
33-722	Sleepy Hollow Area	D	432,000	-	-	432,000	-	-	
33-723	South of Bullard Area	D	197,000	-	-	-	197,000	-	
Structural Resurfacing Projects (Asphalt only)									
33-PMP	Pavement Management Projects (see appendix)	D	1,250,000	250,000	250,000	250,000	250,000	250,000	
ROADWAY MANAGEMENT TOTAL			\$ 2,179,000	\$ 1,850,000	\$ 250,000	\$ 682,000	\$ 447,000	\$ 250,000	
50,000									
TOTAL STREET IMPROVEMENT FUND			\$ 3,748,600	\$ 2,025,900	\$ 390,000	\$ 915,700	\$ 667,000	\$ 400,000	
PROJECTED FUNDING									
	Cash Carried Forward			\$ 550,000	\$ 1,093,031	\$ 1,043,778	\$ 457,341	\$ 108,222	
	Gas Tax			1,093,307	1,082,374	1,071,550	1,060,835	1,050,227	
	County Transportation Grant			750,000	-	-	-	-	
	Developer Contribution Ryan Company			870,626	-	-	-	-	
	State Grant			600,000	-	-	-	-	
	Multimodal Impact Fees			30,000	30,000	30,000	30,000	30,000	
	Less: Non-capital Use for Maintenance 1-1724-541.99-13			(645,627)	(645,627)	(645,627)	(645,627)	(645,627)	
	Less: Engineering Overhead 001-1715-541-99-49			(94,524)	(66,000)	(66,660)	(67,327)	(68,000)	
	Less: Debt Service on \$4 million 210-0000-381.13-00			(34,851)	(60,000)	(60,000)	(60,000)	(60,000)	
TOTAL FUNDING AVAILABLE			\$ 3,118,931	\$ 1,433,778	\$ 1,373,041	\$ 775,222	\$ 414,823		
BALANCE AVAILABLE AT SEPTEMBER 30			\$ 1,093,031	\$ 1,043,778	\$ 457,341	\$ 108,222	\$ 14,823		

**CITY OF TEMPLE TERRACE
FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM
FY 2014-15 THROUGH FY 2018-19**

COMMUNITY INVESTMENT TAX FUND			Cost of					
DESCRIPTION	CIE	Five-Year Program	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-19	
COMMUNITY DEVELOPMENT								
Half-Ton Pickup Truck (#204)	R	\$ 25,000	\$ -	\$ 25,000	\$ -	\$ -	-	
Temple Terrace Bicycle Trail	G	119,228	5,000	37,794	43,638	27,796	5,000	
COMMUNITY DEVELOPMENT TOTAL		\$ 144,228	\$ 5,000	\$ 62,794	\$ 43,638	\$ 27,796	\$ 5,000	
POLICE								
CID Vehicles	R	\$ 272,800	\$ 23,800	\$ 28,500	\$ 82,500	\$ 27,600	\$ 110,400	
800 MHz Radio System	R	530,917	-	130,423	236,676	163,818	-	
Patrol Vehicles	R	633,345	-	215,991	179,224	238,130	-	
In-Car Video Cameras	R	102,158	-	35,764	29,184	37,210	-	
Administration Vehicles	R	103,500	-	34,000	34,500	35,000	-	
Replacement Crime Prevention Vehicles	R	52,500	-	-	-	-	52,500	
Surveillance Van Vehicle	R	110,000	-	-	110,000	-	-	
POLICE TOTAL		\$ 1,805,220	\$ 23,800	\$ 444,678	\$ 672,084	\$ 501,758	\$ 162,900	
FIRE								
Fire Engine	R	\$ 700,000	\$ -	\$ 700,000	\$ -	\$ -	-	
Fire Support Vehicles	R	100,000	-	33,000	33,500	33,500	-	
Modular Ambulance and Equipment	R	657,000	310,000	-	-	-	347,000	
Shift Commander Vehicle (Station #3)	G	40,000	-	-	40,000	-	-	
MSA Air Bottles and Equipment	R	47,000	47,000	-	-	-	-	
MSA Packs	R	175,000	-	-	-	175,000	-	
Thermal Imaging Cameras	R	40,000	-	20,000	-	20,000	-	
Safety Education House	D	50,000	-	-	50,000	-	-	
Laptop Replacement	R	31,000	31,000	-	-	-	-	
FIRE TOTAL		\$ 1,840,000	\$ 388,000	\$ 753,000	\$ 123,500	\$ 228,500	\$ 347,000	
MUNICIPAL BUILDINGS								
City Hall								
City Hall Improvements	R	\$ -	\$ 225,000	\$ 488,000	\$ -	\$ -	-	
Message Board Sign	G	25,000	25,000	-	-	-	-	

Energy Efficiency Improvements

Fire Station #1	R	23,976	-	-	23,976	-	-
Fire Station #2	R	12,417	-	-	12,417	-	-
Public Works	R	28,339	-	-	-	28,339	-
Library	R	80,850	-	80,850	-	-	-
Parks & Rec	R	31,784	-	-	-	-	31,784
Lightfoot Center	R	25,238	-	-	-	-	25,238

MUNICIPAL BUILDINGS TOTAL		\$ 227,604	\$ 250,000	\$ 568,850	\$ 36,393	\$ 28,339	\$ 57,022
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PUBLIC WORKS

Roadway Management

One-Ton Pickup Truck #35	R	\$ 45,000	\$ -	\$ -	\$ -	\$ -	\$ 45,000
Half-Ton Pickup Truck #30	R	35,000	-	-	35,000	-	-
Claw Truck #27	R	200,000	-	-	-	200,000	-
Bobcat With Tracks #36	R	40,000	40,000	-	-	-	-
Backhoe 4x4 #28	R	95,000	-	95,000	-	-	-
Asphalt Roller	R	54,000	54,000	-	-	-	-

Engineering

1/4-Ton Pickup 4x4 Truck #212	R	35,000	-	-	35,000	-	-
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Facility Maintenance

3/4-Ton Pickup Truck #46	R	35,000	-	-	35,000	-	-
ADA Compliance (see appendix)	R	175,000	35,000	35,000	35,000	35,000	35,000

Central Warehouse

Fork Lift #50	R	28,000	-	-	-	28,000	-
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PUBLIC WORKS TOTAL		\$ 742,000	\$ 129,000	\$ 130,000	\$ 140,000	\$ 263,000	\$ 80,000
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CULTURE/ RECREATION

Self-Checkout and Theft Deterrent System (RFID)	D	\$ 58,000	\$ -	\$ 18,000	\$ 40,000	\$ -	\$ 35,000
Add Dehumidifiers to HVAC in Library	R	50,000	50,000	-	-	-	-
Arts Education Center (16,800 sq. ft.)	G	187,600	-	-	-	187,600	-
Park Boardwalks	R	25,000	-	-	-	-	25,000
Riverside Park - Phase 2 (County Funded)	R	115,000	-	115,000	-	-	-

Family Complex

Youth Program Van(302/301)	R	130,000	-	65,000	-	-	65,000
Senior Van	G	65,000	-	65,000	-	-	-
Master Design Plan	G	50,000	50,000	-	-	-	-
Main Pool Gutter Replacement	R	50,000	50,000	-	-	-	-

Parks & Grounds Maintenance

Crew Truck (TBD)	R	30,000	-	-	30,000	-	-
Foreman Truck (307)	R	25,000	-	25,000	-	-	-
1-Ton Dump Truck Body (350)	R	45,000	-	45,000	-	-	-

Foreman Truck (TBD)	R	25,000	-	25,000	-	-	-
60" Riding Mower	R	13,000	13,000	-	-	-	-
CULTURE/RECREATION TOTAL		\$ 868,600	\$ 163,000	\$ 358,000	\$ 70,000	\$ 187,600	\$ 125,000
CODE COMPLIANCE							
Replace 2004 Ford Taurus 200 8284	R	\$ 25,000	\$ -	\$ 25,000	\$ -	\$ -	\$ -
Replace 2004 Ford Taurus 202 8285	R	25,000	-	25,000	-	-	-
Replace 2007 Chevrolet Colorado 205 8633	R	25,000	-	-	-	25,000	-
Replace 2007 Ford F-150 207 8703	R	25,000	-	-	-	25,000	-
CODE COMPLIANCE TOTAL		\$ 100,000	\$ -	\$ 50,000	\$ -	\$ 50,000	\$ -
TOTAL CIT FUND		\$ 5,727,652	\$ 958,800	\$ 2,367,322	\$ 1,085,615	\$ 1,286,993	\$ 776,922
PROJECTED FUNDING							
Cash Carried Forward		\$ 2,596,336	\$ 2,815,363	\$ 1,661,203	\$ 1,825,144	\$ 1,825,195	
One-Cent Local Option Sales Tax		1,177,827	1,213,162	1,249,557	1,287,043	1,325,655	
TOTAL FUNDING AVAILABLE		\$ 3,774,163	\$ 4,028,525	\$ 2,910,759	\$ 3,112,188	\$ 3,150,850	
BALANCE AVAILABLE AT SEPTEMBER 30		\$ 2,815,363	\$ 1,661,203	\$ 1,825,144	\$ 1,825,195	\$ 2,373,928	

**CITY OF TEMPLE TERRACE
FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM
FY 2014-15 THROUGH FY 2018-19**

CAPITAL FUND			Cost of Five-Year Program	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-19
DESCRIPTION	CIE							
POLICE								
14-403	City Incident Command Post (\$325,000)	R	\$ 325,000	\$ -	\$ -	\$ -	\$ -	\$ 325,000
14-404	Public Safety Building	R	14,430,000	-	-	-	100,000	14,330,000
POLICE TOTAL			\$ 14,755,000	\$ -	\$ -	\$ -	\$ 100,000	\$ 14,655,000
FIRE								
14-405	Fire Station #1 Façade Improvement	R	\$ 147,500	\$ -	\$ -	15,000	\$ 132,500	\$ -
14-406	Fire Station #3 - \$1,750,000 - New Station	G	1,750,000	-	-	-	50,000	1,700,000
14-407	- \$330,000 - Temporary Facility	G	330,000	-	-	-	330,000	-
14-408	Fire Training Tower (\$100,000)	G	100,000	-	-	-	5,000	95,000
FIRE TOTAL			\$ 2,327,500	\$ -	\$ -	\$ 15,000	\$ 517,500	\$ 1,795,000
CULTURE/ RECREATION								
14-203	Riverhills Park Boardwalk Replacment	R	\$ 200,000	\$ -	200,000	\$ -	\$ -	-
14-204	Biltmore Park Exercise Area	D	40,000	-	40,000	-	-	-
14-458	Library Addition (\$3,500,000)	G	3,500,000	-	-	-	100,000	3,400,000
14-459	Parks Concession Renovation	R	100,000	-	-	-	-	100,000
14-460	Greenway Trail Improvements	R	200,000	-	-	-	-	200,000
Family Complex								
14-162 -169 & 171	General Family Complex Improvements	R	1,348,500	-	1,268,500	-	80,000	-
14-139 -145	Pool Improvements	R	658,000	-	517,000	88,500	38,500	14,000
Athletic Field Improvements								
14-205	Ridgedale Complex Bathroom Renovation	D	65,000	-	65,000	-	-	-
14-206	Ridgedale Complex Bathroom Addition	G	55,000	-	55,000	-	-	-
14-207	113th Parking Lot Paving	D	90,000	-	90,000	-	-	-
14-219	Youth Sports Complex Soccer Field Addition	G	400,000	-	-	-	400,000	-
14-208	Scout Park Parking Lot Paving	D	125,000	-	125,000	-	-	-
CULTURE/RECREATION TOTAL			\$ 6,781,500	\$ -	\$ 2,360,500	\$ 88,500	\$ 618,500	\$ 3,714,000
TOTAL CAPITAL FUND			\$ 23,864,000	\$ -	\$ 2,360,500	\$ 103,500	\$ 1,236,000	\$ 20,164,000
PROJECTED FUNDING								
	Cash Carried Forward			\$ -	\$ -	4,539,500	\$ 21,536,000	\$ 20,300,000
	New Debt			-	6,900,000	17,100,000	-	-
TOTAL FUNDING AVAILABLE			\$ -	\$ 6,900,000	\$ 21,639,500	\$ 21,536,000	\$ 20,300,000	
BALANCE AVAILABLE AT SEPTEMBER 30			\$ -	\$ 4,539,500	\$ 21,536,000	\$ 20,300,000	\$ 136,000	

**CITY OF TEMPLE TERRACE
FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM
FY 2014-15 THROUGH FY 2018-19**

WATER AND SEWER UTILITY FUND			Cost of						
DESCRIPTION	CIE	Five-Year Program	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-19		
FINANCE (Meter Readers)									
GPS Program For Neptune Software	G	\$ 2,000	\$ 2,000	\$ -	\$ -	\$ -	\$ -		
Half-Ton Pickup Truck (#219, 216, 218)	R	74,600	-	-	24,200	24,900	25,500		
FINANCE TOTAL		\$ 76,600	\$ 2,000	\$ -	\$ 24,200	\$ 24,900	\$ 25,500		
WATER UTILITY EQUIPMENT									
14-500 Plate Compactor	R	\$ 5,000	\$ -	\$ 2,500	\$ -	\$ 2,500	\$ -		
Backhoe #79	R	90,000	90,000	-	-	-	-		
Two-Ton Utility Truck With Crane #64	R	105,000	-	-	105,000	-	-		
Two-Ton Utility Truck With Dump Bed #68	R	60,000	-	60,000	-	-	-		
14-501 Cut Off Saw	R	9,000	3,000	3,000	-	-	3,000		
14-502 Valve Exerciser	R	4,000	-	-	4,000	-	-		
14-503 Safety Respirator Air Packs For Water Plant	R	10,000	10,000	-	-	-	-		
14-504 Truck Generator	R	8,000	4,000	-	-	4,000	-		
14-505 Welder	R	5,000	-	-	5,000	-	-		
14-506 Air Compressor #74	R	10,000	10,000	-	-	-	-		
14-507 Mud Pump	R	3,000	-	1,500	-	-	1,500		
14-508 Ditch Witch	R	10,000	-	-	-	-	10,000		
DISTRIBUTION SYSTEM - WATER MAINS TOTAL		\$ 319,000	\$ 117,000	\$ 67,000	\$ 114,000	\$ 6,500	\$ 14,500		
DISTRIBUTION SYSTEM - WATER MAINS									
14-702 St Augustine /Live Oak Area Improvements	R	\$ 894,000	\$ 206,500	\$ 687,500	\$ -	\$ -	\$ -		
14-703 Bannockburn/ Glen Arven Area Improvements	R	215,000	-	-	215,000	-	-		
14-704 University Square Improvements	R	200,000	-	-	-	200,000	-		
14-705 North Riverhills/Glen Arven Improvements	R	24,000	-	-	24,000	-	-		
14-706 Gail, Belmont, Serrento, Holland Improvements	R	234,000	-	-	-	234,000	-		
14-707 Bonnie Brae Area Improvements	R	360,000	-	-	-	-	360,000		
DISTRIBUTION SYSTEM - WATER MAINS TOTAL		\$ 1,927,000	\$ 206,500	\$ 687,500	\$ 239,000	\$ 434,000	\$ 360,000		
WATER TOTAL		\$ 2,322,600	\$ 325,500	\$ 754,500	\$ 377,200	\$ 465,400	\$ 400,000		
SEWER UTILITY									
Two-Ton Utility Truck With Crane For Lift Station #56	R	\$ 100,000	\$ 100,000	\$ -	\$ -	\$ -	\$ -		
14-509 Trailer Mounted Pump With Controls For Lift Stations	R	45,000	-	-	45,000	-	-		
14-510 Root Cutter For Sewer Lines	R	15,000	15,000	-	-	-	-		
Two-Ton Utility Truck #63	R	60,000	-	60,000	-	-	-		
Jet-Vac Truck #72	R	350,000	-	350,000	-	-	-		
SEWER TOTAL		\$ 570,000	\$ 115,000	\$ 410,000	\$ 45,000	\$ -	\$ -		
WATER & SEWER UTILITY FUND TOTAL		\$ 2,892,600	\$ 440,500	\$ 1,164,500	\$ 422,200	\$ 465,400	\$ 400,000		

**CITY OF TEMPLE TERRACE
FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM
FY 2014-15 THROUGH FY 2018-19**

RENEWAL AND REPLACEMENT FUND			Cost of						
PROJECT	DESCRIPTION	CIE	Five-Year Program	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-19	
WATER TREATMENT									
	Whiteway Operations Rehab / Paint Project								
	Chemical and Pumping Building	R	\$ 150,000	\$ 75,000	\$ 75,000	\$ -	\$ -	\$ -	
	Water Tanks and Yard Piping	R	75,000	-	-	75,000	-	-	
	Rebuild Water Supply Wells	R	89,000	17,000	17,000	18,000	18,000	19,000	
	Rebuild Turbine Pumps	R	64,000	12,000	12,000	13,000	13,000	14,000	
37-001	Lime Slaker Replacement	R	325,000	-	160,000	165,000	-	-	
	Chinaberry Water Storage Tank	R	30,000	-	-	-	-	30,000	
	Radio Telemetry Replacement	R	15,000	-	15,000	-	-	-	
	Air Release Valve Replacement	R	15,000	-	-	-	15,000	-	
	Electrical Distribution Breaker Replacement	R	60,000	15,000	15,000	-	15,000	15,000	
	Wear Plates	R	30,000	-	15,000	-	15,000	-	
	Chemical Metering Pump Replacements	R	3,000	-	-	1,500	-	1,500	
	DFS Well Control Telemetry	R	60,000	-	-	-	-	60,000	
	WATER TREATMENT TOTAL		\$ 916,000	\$ 119,000	\$ 309,000	\$ 272,500	\$ 76,000	\$ 139,500	
DISTRIBUTION SYSTEM									
	Valve Replacement Project	R	\$ 150,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	
	WATER DISTRIBUTION TOTAL		\$ 150,000	\$ 30,000					
SEWER COLLECTION SYSTEM									
38-023	Sewer Manhole Rehabilitation	R	\$ 250,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	
	Sewer Main Rehabilitation	R	100,000	20,000	20,000	20,000	20,000	20,000	
	Radio Telemetry Replacements	R	15,000	15,000	-	-	-	-	
	Reclaimed Water Funding - Grant Match Requirement	R	15,000	15,000	-	-	-	-	
	SEWER TOTAL		\$ 380,000	\$ 100,000	\$ 70,000	\$ 70,000	\$ 70,000	\$ 70,000	

LIFT STATIONS									
38-183	Lift Station "SA" Rehabilitation	R	\$ 780,000	\$ -	\$ 780,000	\$ -	\$ -	\$ -	\$ -
	Lift Station Tupelo Panel and Generator Upgrade	R	86,000	-	18,000	68,000	-	-	-
	Lift Station "ST" Telcom# 1 Rehabilitation	R	142,000	-	-	30,000	112,000	-	-
	Lift Station "A" Rehabilitation	R	260,000	-	-	46,000	214,000	-	-
	Lift Station "D" Rehabilitation	R	295,000	-	-	-	53,000	242,000	-
	Lift Station River Run Rehabilitation	R	184,000	-	-	-	-	184,000	-
	Lift Station Tree Tops Rehabilitation	R	299,000	-	299,000	-	-	-	-
	Submersible Pump Replacement	R	139,000	50,000	30,000	30,000	15,000	14,000	-
	Generator and Switch Gear Replacement at Lift Stations	R	200,000	200,000	-	-	-	-	-
	Miscellaneous Electrical Replacement at Lift Stations	R	100,000	-	-	-	-	100,000	-
	LIFT STATION TOTAL		\$ 2,485,000	\$ 250,000	\$ 1,127,000	\$ 174,000	\$ 394,000	\$ 540,000	
TOTAL RENEWAL & REPLACEMENT FUND			\$ 3,931,000	\$ 499,000	\$ 1,536,000	\$ 546,500	\$ 570,000	\$ 779,500	
PROJECTED FUNDING									
	Cash Carried Forward		\$ 384,530	\$ 141,499	\$ 1,263,906	\$ 973,217	\$ 656,251		
	Transfer From Water & Sewer Fund		512,293	517,416	522,590	527,816	533,094		
	New Debt		-	2,400,000	-	-	-		
	Less Non-capital Use		(232,233)	(234,195)	(241,221)	(248,457)	(255,911)		
	Less Engineering Overhead		(24,091)	(24,814)	(25,558)	(26,325)	(27,115)		
	TOTAL FUNDING AVAILABLE		\$ 640,499	\$ 2,799,906	\$ 1,519,717	\$ 1,226,251	\$ 906,319		
BALANCE AVAILABLE AT SEPTEMBER 30			\$ 141,499	\$ 1,263,906	\$ 973,217	\$ 656,251	\$ 126,819		

**CITY OF TEMPLE TERRACE
FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM
FY 2014-15 THROUGH FY 2018-19**

WATER IMPROVEMENT FUND			Cost of						
PROJECT	DESCRIPTION	CIE	Five-Year Program	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-19	
DISTRIBUTION SYSTEM - WATER MAINS									
	Automatic Meter Reading	G	\$ 1,050,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 85,000	\$ 65,000	
37-726	Water Main Extensions	R	71,000	13,000	14,000	14,000	15,000	15,000	
37-245	Chinaberry Pumping Station Improvemnts	R	351,000	351,000	-	-	-	-	
DISTRIBUTION SYSTEM - WATER MAINS TOTAL				\$ 1,472,000	\$ 664,000	\$ 314,000	\$ 314,000	\$ 100,000	\$ 80,000
TOTAL WATER IMPROVEMENT FUND				\$ 1,472,000	\$ 664,000	\$ 314,000	\$ 314,000	\$ 100,000	\$ 80,000
PROJECTED FUNDING									
	Cash Carried Forward			\$ 1,082,119	\$ 473,286	\$ 242,814	\$ 12,342	\$ 7,096	
	Impact Fees			90,000	100,000	100,000	100,000	100,000	100,000
	Less Engineering Overhead			(34,833)	(16,472)	(16,472)	(5,246)	(4,197)	
TOTAL FUNDING AVAILABLE				\$ 1,137,286	\$ 556,814	\$ 326,342	\$ 107,096	\$ 102,899	
BALANCE AVAILABLE AT SEPTEMBER 30				\$ 473,286	\$ 242,814	\$ 12,342	\$ 7,096	\$ 22,899	

**CITY OF TEMPLE TERRACE
FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM
FY 2014-15 THROUGH FY 2018-19**

SEWER IMPROVEMENT FUND			Cost of						
PROJECT	DESCRIPTION	CIE	Five-Year Program	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-19	
LIFT STATIONS									
14-800	Lift Station "A" Force Main Improvement	G	\$ 250,000	\$ -	\$ -	\$ 250,000	\$ -	\$ -	
14-801	Lift Station "D" Force Main Improvement	G	350,000	-	-	-	-	350,000	
	LIFT STATION TOTAL		\$ 600,000	\$ -	\$ -	\$ 250,000	\$ -	\$ 350,000	
TOTAL SEWER IMPROVEMENT FUND			\$ 600,000	\$ -	\$ -	\$ 250,000	\$ -	\$ 350,000	
PROJECTED FUNDING									
	Cash Carried Forward			\$ -	\$ 35,000	\$ 100,000	\$ -	\$ 75,000	
	Impact Fees			35,000	65,000	75,000	75,000	75,000	
	New Debt			-	-	75,000	-	200,000	
TOTAL FUNDING AVAILABLE				\$ 35,000	\$ 100,000	\$ 250,000	\$ 75,000	\$ 350,000	
BALANCE AVAILABLE AT SEPTEMBER 30				\$ 35,000	\$ 100,000	\$ -	\$ 75,000	\$ -	

**CITY OF TEMPLE TERRACE
FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM
FY 2014-15 THROUGH FY 2018-19**

SANITATION FUND			Cost of Five-Year Program	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-19
DESCRIPTION	CIE							
Commercial								
Front-Load Vehicle	G	\$	260,000	\$ -	\$ 260,000	\$ -	\$ -	-
Roll-Off								
14-900 Construction Roll-Off Containers	R		70,000	20,000	20,000	10,000	10,000	10,000
Roll-Off Vehicle (#13, #7)	R		600,000	-	200,000	-	200,000	200,000
Residential								
Rear-Load Vehicle (#40,# 41,# 8,# 9)	R		1,040,000	520,000	-	-	260,000	260,000
Half-Ton Pickup Truck #32	R		22,000	-	-	-	22,000	-
Recycle Vehicle #5	R		210,000	-	-	210,000	-	-
Recycle Containers	D		240,000	240,000	-	-	-	-
Special Pick Up Service								
Claw Truck #20	R		200,000	-	-	200,000	-	-
SANITATION TOTAL		\$	2,642,000	\$ 780,000	\$ 480,000	\$ 420,000	\$ 492,000	\$ 470,000

**CITY OF TEMPLE TERRACE
FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM
FY 2014-15 THROUGH FY 2018-19**

<i>ALL FUNDS</i>	Cost of Five-Year Program	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-19
Appropriations						
General Fund	\$ 1,269,980	\$ 99,276	\$ 474,476	\$ 247,476	\$ 290,276	\$ 158,476
Street Improvement	3,748,600	2,025,900	390,000	915,700	667,000	400,000
CIT	5,727,652	958,800	2,367,322	1,085,615	1,286,993	776,922
Capital Fund	23,864,000	-	2,360,500	103,500	1,236,000	20,164,000
Water & Sewer	2,892,600	440,500	1,164,500	422,200	465,400	400,000
Renewal & Replacement	3,931,000	499,000	1,536,000	546,500	570,000	779,500
Water Improvement	1,472,000	664,000	314,000	314,000	100,000	80,000
Sewer Improvement	600,000	-	-	250,000	-	350,000
Sanitation	2,642,000	780,000	480,000	420,000	492,000	470,000
ALL FUNDS TOTAL	\$ 46,147,832	\$ 5,467,476	\$ 9,086,798	\$ 4,304,991	\$ 5,107,669	\$ 23,578,898
Revenue Sources						
General Fund Revenue	\$ 1,269,980	\$ 99,276	\$ 474,476	\$ 247,476	\$ 290,276	\$ 158,476
Gas Tax	5,358,293	1,093,307	1,082,374	1,071,550	1,060,835	1,050,227
Hillsborough County Transportation Grant	750,000	750,000	-	-	-	-
Developer Contribution Ryan Company	870,626	870,626	-	-	-	-
State Grant	600,000	600,000	-	-	-	-
Multimodal Impact Fees	150,000	30,000	30,000	30,000	30,000	30,000
New Debt	26,675,000	-	9,300,000	17,175,000	-	200,000
One-Cent Local Option Sales Tax (CIT)	6,253,244	1,177,827	1,213,162	1,249,557	1,287,043	1,325,655
Water & Sewer User Fees	2,892,600	440,500	1,164,500	422,200	465,400	400,000
Transfer From Water & Sewer Fund (R & R)	2,613,209	512,293	517,416	522,590	527,816	533,094
Water Improvement Fee	490,000	90,000	100,000	100,000	100,000	100,000
Sewer Improvement Fee	325,000	35,000	65,000	75,000	75,000	75,000
Sanitation User Fees	2,642,000	780,000	480,000	420,000	492,000	470,000
ALL FUNDS TOTAL	\$ 50,889,952	\$ 6,478,829	\$ 14,426,928	\$ 21,313,373	\$ 4,328,370	\$ 4,342,452

CITY OF TEMPLE TERRACE
FIVE-YEAR INFORMATION TECHNOLOGY CAPITAL AND MAINTENANCE PROGRAM
FY 2014-15 THROUGH FY 2018-19

GENERAL FUND - INFORMATION SERVICES ONLY			Cost of					
	CIE		Five-Year Program	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-19
Hardware - A summary is included in the capital section								
<i>General</i>								
Desktop PC Replacement	R	\$	182,880	\$ 36,576	36,576	36,576	36,576	36,576
GIS PCs (2)	R		4,400	-	4,400	-	-	-
Police Dispatch PC Replacement	R		16,800	8,400	-	-	-	8,400
Director/IT Laptops	R		28,000	-	-	28,000	-	-
Email Spam/Virus Server Solution	R		3,600	-	-	-	3,600	-
Document Imaging Upgrade and Cloud Storage	R		45,000	-	45,000	-	-	-
Legislative Laptop and Audio Visual	R		1,500	-	-	1,500	-	-
Servers and Operating System Replacement	R		30,000	30,000	-	-	-	-
Servers and Operating System Replacement - Public Safety	R		8,500	-	8,500	-	-	-
Network Shared Disk Storage Replacement	R		40,000	-	40,000	-	-	-
Network Switch Replacement	R		7,000	3,500	-	-	-	3,500
UPS/Power Backup Equipment	R		4,000	-	4,000	-	-	-
HARDWARE TOTAL			371,680	78,476	138,476	66,076	40,176	48,476
Software - maintenance operating costs								
Sungard Annual Maintenance	R		492,175	97,848	97,848	97,848	97,848	100,783
GFI - Email Archiver Annual Maintenance	R		4,980	938	966	995	1,025	1,056
VM maintenance for virtualization/backups	G		42,473	8,000	8,240	8,487	8,742	9,004
AVG Antivirus Business	R		23,891	4,500	4,635	4,774	4,917	5,065
Outsource Technical Assistance	D		8,000	8,000	-	-	-	-
SOFTWARE TOTAL			571,519	119,286	111,689	112,104	112,532	115,908
INFORMATION SERVICES TOTAL			\$ 943,199.01	\$ 197,762.00	\$ 250,165.14	\$ 178,180.32	\$ 152,707.79	\$ 164,383.75

GLOSSARY

Accrual Basis – A basis of accounting in which transactions are recognized at the time they are incurred, as opposed to when cash is received or spent.

Activity – Departmental efforts that contribute to the achievement of a specific set of program objectives; the smallest unit of the program budget.

Ad Valorem Taxes – Real estate and personal property taxes. Webster’s New World Dictionary defines “ad valorem” as “in proportion to the value”. The taxes are assessed on a portion of the value of the property. Local governments set the levy.

Adjusted Final Millage – Under Florida law, the actual tax rate levied by a local government when tax bills are issued. The rate is adjusted for corrected errors in property assessments for tax purposes and for changes in assessments made by property appraisal adjustment boards in each county. Usually, changes are slight and the adjusted millage does not change from the taxing agency’s levy.

Aggregate Millage Rate – The sum of all property tax levies imposed by a county’s governing body. State law limits the aggregate rate for a county or municipality to \$10 per \$1,000 worth of assessed taxable value.

Appropriation – A specific amount of money authorized by City Council for the purchase of goods and services.

Assessment – The value of real or personal property determined by the property appraiser to establish a basis for levying property taxes.

Assessment Ratio – The ratio at which the tax rate is applied to the tax base.

Asset – Resources owned or held by governments that have monetary value.

Attrition – A method of achieving a reduction in personnel by not refilling the positions vacated through resignation, reassignment, transfer, retirement, or means other than layoffs.

Authorized Position – An employee position, authorized in the adopted budget to be filled during the year.

Balanced Budget – Total estimated receipts, including appropriated fund balance/reserve, shall equal total of appropriations and reserves for future use.

Base Budget – Cost of continuing the existing levels of service in the current budget year.

Bond – A long-term written promise to pay a specified amount of money on a specific date (the maturity date) at a specific interest rate as detailed in a bond ordinance. Bonds are primarily used to finance capital projects.

Bond Refinancing – A payoff and re-issuance of bonds to obtain better interest rates and/or bond conditions.

Budget – A financial plan for the operation of a program or organization for a specified period of time (fiscal year) that matches anticipated revenues with proposed expenditures.

Budgetary Basis – The basis of accounting used to estimate financing sources and uses in the budget. Generally takes one of three forms: GAAP, cash, or modified accrual.

GLOSSARY

Budgetary Control – The control or management of a government in accordance with the approved budget for the purpose of keeping expenditures within the limitations of available appropriations and resources.

Capital Assets – An item with a unit cost in excess of \$1,000 and a useful life greater than two years.

Capital Improvement – A collective project with a total cost in excess of \$5,000 and a useful life greater than five years.

Capital Improvement Program (CIP) – A plan for capital outlay to be incurred each year over a fixed number of years to meet capital needs arising from the government's long-term needs.

Capital Outlay – The cost of acquiring land, building, equipment, furnishings, etc.

Capital Project – Major construction, acquisition, or renovation activities that add value to a government's physical assets or significantly increase its useful life.

Capital Reserve – A portion of the government's fund equity equal to the annual equipment depreciation segregated to fund future capital program expenditures.

Cash Basis – A basis of accounting in which transactions are recognized when cash is increased or decreased. The cash basis of accounting is not in conformance with the accrual and modified accrual bases prescribed by the Governmental Accounting Standards Board.

Collective Bargaining Agreement – A legal contract between the employer and a verified representative of a recognized bargaining unit for specific terms and conditions of employment (e.g., hours, working conditions, salary, fringe benefits, and matters affecting employees' health and safety).

Commodities – Expendable items that are consumable or have a short life span such as office supplies and gasoline.

Constant or Real Dollars – The presentation of dollar amounts adjusted for inflation to reflect the real purchasing power of money as compared to a certain point in time.

Consumer Price Index (CPI) – A statistical description of price levels provided by the U.S. Department of Labor. The index is used to measure the increase in the cost of living economic inflation.

Contingency – Funds that may be used for emergency or unanticipated expenditures during a fiscal year.

Contractual Services – Services rendered to a government by private firms, individuals, or other governmental agencies; i.e., utilities, rent, maintenance agreements, and professional consulting services.

Cost allocation – The method used to charge Enterprise Funds for central administration costs.

CIE – Capital Improvement Element. Used in the Capital Improvement Program budget to indicate if the expenditure will correct a deficiency, replace facilities or equipment, or accommodate desired future growth.

GLOSSARY

Debt Service – The City's obligation of principal and interest payments required to retire bonds and other instruments used as a financing source.

Deficit – A term generally applied to the budget as a whole, reflecting real or projected revenue shortages indicating funds are insufficient to cover expenses.

Department – A government's major organizational unit that is functionally unique in its service delivery and provides overall management responsibility for related activities.

Depreciation – The periodic expiration of an asset's useful life; a requirement in proprietary-type funds, such as enterprises and internal service funds. A non-cash expense that should be budgeted in proprietary funds to ensure sufficient revenue is collected from rates to cover the expense, as required by most bond rate covenants.

Development Fees – Fees and charges generated by building, development, and growth, including building and street permits, development review fees, and zoning, platting and subdivision fees.

Encumbrance – An amount of money committed for the payment of goods and services not received or paid.

Entitlements – Payments to which local governmental units are entitled, pursuant to an allocation formula determined by the agency providing the monies, usually the state or the federal government.

Enterprise Fund – A self-supporting fund designed to account for activities supported by user charges.

Exempt, Exemption – Amounts that State law determines should be deducted from the assessed value of property for tax purposes. Tax rates are applied to the balance, or the non-exempt portion of the assessment. In addition to the homestead exemption, other exemptions apply to agricultural land and property owned by widows, the blind, seniors, and permanently and totally disabled people who meet certain income criteria.

Expenditure – Decreases in (uses of) financial resources other than through inter-fund transfers.

Expense – A use of financial resources to obtain goods and services in the proprietary funds; accounted for on the full accrual basis consistent with the business accounting model.

Final Millage – The tax rate adopted in the taxing agency's second public budget hearing.

Fiscal Policy – A government's standard for revenues, spending, and debt management as related to government services, programs, and capital investment. Provides an agreed-upon set of principles for the planning and programming of government budgets and their funding.

Fiscal Year – A 12-month period in which the annual operating budget applies and at the end of which a government determines its financial position and results of operations. The City's fiscal year is October 1 through September 30.

Fixed Assets – Assets of long-term character that are used for the government, such as land, buildings, machinery, furniture, and other equipment.

GLOSSARY

Franchise Fees – A fee assessed on a business, usually a public utility, in return for its exclusive right to operate inside the City limits such as electric, gas, cable television, and telephone services.

Fringe Benefits – Government contributions to meet employee commitments or obligations, including social security, retirement, medical, and life insurance plans.

FTE – Full-time equivalent. The hourly equivalent of a full-time employee. An FTE is either a full-time employee or two or more part-time employees whose total hours equal 40 hours per week.

Full Faith and Credit – A pledge of a government's taxing power to repay debt obligations.

Function – A major class or group of activities established by the State of Florida, whereby financial reports are categorized according to those established functions. Categories describe groups of tasks directed toward a common goal such as public safety, physical environment, and economic environment.

Fund – A fiscal and accounting entity with a self-balancing set of accounts to record financial resources and segregate specific activities or objectives in accordance with special regulations, restrictions, or limitations.

Fund Balance – Unspent funds remaining from the prior year that are available for appropriation and expenditure in the current year.

GAAP – Generally Accepted Accounting Principles. Uniform minimum standards for financial recording and reporting that encompass the conventions, rules, and procedures that define accepted accounting practices.

General Fund – A fund supported by revenues, such as property taxes, not designed by law for a special purpose

General Obligation (G.O.) Bond – Bonds backed by the full faith and credit of the issuing government.

Goal – A general and timeless statement of direction, purpose or intent based on the community's needs.

Grants – A contribution by a government or other organization to support a particular function.

Homestead Exemption – A \$25,000 deduction from the total taxable assessed value of property occupied by the qualified owner in the State of Florida, which was approved in 1980 and increased to \$50,000 in 2008. Eligible homeowners must apply for exemption by March 1 each year.

Impact Fee – A fee charged to a developer or individual to fund the future cost of improvements associated with the development's impact on various City services; charged as a condition for obtaining a building permit.

Indirect Cost – Cost associated with, but not directly attributed to, providing a product or service.

Infrastructure – A government's public support structure such as streets, roads, water lines and sewer lines.

Inter-fund Transfers – Budgeted amounts transferred from one fund to another for work or services provided.

GLOSSARY

Intergovernmental Revenue – Funds received from federal, state, and local government sources in the form of grants, shared revenues, and payments in lieu of taxes.

Internal Service Charges – Charges to user departments for financing goods or service provided by one department to another on a cost-reimbursement basis.

Lapsing Appropriation – An appropriation made for a certain period of time, generally for the budget year that ends when the unexpected or unencumbered balance lapses, unless otherwise provided by law.

Levy – To impose taxes to support government activities.

Long-Term Debt – Debt with a maturity of more than one year after the date of issuance.

Materials and Supplies - Expendable materials and operating supplies necessary for departmental operation.

Mill – 1/1000 of one dollar; used to compute taxes by multiplying the rate times the taxable value divided by 1,000.
Example: millage rate of \$6.43 per thousand, taxable value of \$100,000

$$\frac{\$100,000}{\$1,000} \times 6.43 = \$643.00$$

Millage – Rate assigned to each taxing authority to calculate taxes the authority will receive from the property owners based on the taxable value.

Net Budget – The legally adopted budget less all inter-fund transfers and inter-departmental charges.

Nominal Dollars – The presentation of dollar amounts not adjusted for inflation.

Non-operating Expenditures – Items such as transfers in, transfers out, and reserves for contingency.

Object Code – An account to which an expense or expenditure is recorded in order to categorize the various types of payments based on the State of Florida Uniform Accounting System.

Object of Expenditure – An expenditure classification referring to the lowest and most detailed level of classification.

Objective – Something to be accomplished in specific, well-defined, and measurable terms and achievable within a specific timeframe.

Operating Budget – A budget of general expenditures for day-to-day operations such as salaries, utilities, and supplies.

Operating Revenue – Funds that the government receives as income for day-do-day services including taxes, fees from specific services, interest earnings, and grant revenues.

Operating Expenses – The cost for personnel, materials, and equipment required for a department to function.

Output Indicator – A unit of work accomplished without reference to the resources required to do the work (e.g., number of permits issued, number of refuse collections made, or number of burglary arrests). Output indicators do not reflect the effectiveness or efficiency of the work performed.

Pay-As-You-Go – Term used to describe a financial policy by which capital outlays are financed from current revenues rather than through borrowing.

GLOSSARY

Performance Budget – A budget wherein expenditures are based primarily upon measurable performance of activities and work programs.

Performance Indicator – Specific quantitative and qualitative measure of work performed.

Performance Measure – Data collected to determine a program’s effectiveness or efficiency in achieving its objectives.

Personal Property – Livestock, commercial equipment and furnishings, attachments to mobile homes, railroad cars and similar possessions that are taxable under State law.

Personal Services – Costs related to compensating employees including salaries, wages, and benefits.

Prior Year Carryover – Cash earned in one year carried forward to the subsequent fiscal year to pay operating expenses.

Prior-Year Encumbrances – Obligations from previous fiscal year in the form of purchase orders, contracts, or salary commitments for which an appropriation is reserved.

Program – A group of related activities performed by one or more organizational units for the purpose of accomplishing a government function.

Program Budget – Identifies major goals and performance objectives based upon a financial plan that allows decisions based on long-range consequences. Develops a structure that draws attention to service provided, rather than the organizational unit that provides that service. Reports units of physical output or performance measurement data that quantifies specific productivity and effectiveness levels of service.

Program Performance Budget – A method of budgeting whereby the services provided are broken down in identifiable service programs or performance units. Effectiveness and efficiency of providing the service by the program is measured by performance indicators.

Program Revenue – Income earned by a program including fees for services, license and permit fees, and fines.

Property Appraiser – Elected county official responsible for setting property valuations for tax purposes and preparing the annual tax roll.

Proposed Millage – The tax rate certified to a property appraiser by each taxing agency. A taxing agency may not approve a levy higher than proposed.

Purpose – A broad statement of goals to meeting public service needs.

Real Property – Land and the buildings and other structures attached to it that are taxable under State law

Recurring Expenses – Expenses similar in amount that continue from year to year, such as personnel expenses and charges for utilities.

Recurring Revenue – Revenue sources similar in amounts that continue from year to year, such as property taxes, utility taxes, and license fees.

GLOSSARY

Reserve - An account used to set aside budgeted revenues that are not required for expenditure in the current budget year or to earmark revenues for a specific future purpose.

Resolution – A specific or temporary order of a legislative body requiring less legal formality than an ordinance or statute.

Resources – Total amounts available for appropriation including estimated revenues, transfers, and beginning balances.

Revenue – An increase in fund financial resources other than from inter-fund transfers or debt issue proceeds.

Revenue Bond – Bond backed only by the revenues from a specific enterprise or project, such as a hospital or toll road.

Revenue Sharing – State money allocated to local governments.

Rolled-Back Rate – The millage necessary to raise the same amount of ad valorem tax revenue as the previous year, excluding taxes from new construction.

Service Lease – A lease under which the lessor maintains and services the asset.

Service Level – Service or product that comprises actual or expected output of a given program, focusing on results.

Source of Revenue – Source or point of origin.

State-Shared Revenue – Money that cities and counties receive from the state, including local share of cigarette taxes, fuel taxes, mobile home license taxes, liquor taxes, and sales taxes based on State distribution formulas.

Supplemental Appropriation – The governing body's additional appropriation after the budget year has commenced.

Supplemental Request – Program and service a department would like to have added (in priority order) over its target budget, or if revenue is greater than anticipated.

Target Budget – Desirable expenditure levels provided to departments to develop a recommended budget. Based on the prior year's adopted budget, excluding one-time expenditures, projected revenues, and reserve requirements.

Target Budget – Desirable expenditure levels provided to departments to develop a recommended budget. Based on the prior year's adopted budget, excluding one-time expenditures, projected revenues, and reserve requirements.

Tax Base – The total property valuations on which each taxing agency levies its tax rates.

Tax Levy – The resultant product when the tax rate per one hundred dollars is multiplied by the tax base.

Taxes – Compulsory charges levied by a government for the purpose of financing services performed for the common benefit of the people.

Tax Roll – The certification of assessed/taxable values prepared by the Property Appraiser and presented to the taxing authority by July 1 of each year.

GLOSSARY

Tax Year – A calendar year. The tax bills mailed November 1 represent the property taxes due for the 2006 tax year.

Taxable Valuation – The value of property after subtracting all allowable exemptions; the value on which ad valorem taxes are computed.

Tentative Millage – The tax rate adopted at the taxing agency's first budget public hearing. Under State law, the agency may reduce, but not increase, the tentative millage during the second budget public hearing.

Transfers In/Out – Amounts transferred from one fund to another to assist in financing the services for the recipient fund.

Trim Bill – Florida's Truth-in-Millage law. Requires cities to calculate next year's budget on the same tax dollars they received during the current fiscal year. A 1980 law designed to keep the public informed about the intentions of the taxing agencies.

Unencumbered Balance – The amount of an appropriation that was not expended or encumbered and is still available for future purposes.

Uniform Accounting System – The chart of accounts prescribed by the Office of the State Comptroller designed to standardize financial information to facilitate comparison and evaluation.

Unreserved Fund Balance – The portion of a fund's balance that is not restricted for a specific purpose and is available for general appropriation.

User Charges – The payment of a fee by the party benefiting from the public service, such as Water and Sewer.

User Fee – A fee charged for use of services such as recreation facilities and programs.

Utility Tax – A tax levied by cities on the consumer of utilities such as electricity, telephone, or gas.

Valuation – The dollar value of property assigned by the county property appraiser.

Voted Millage – Property tax levies authorized by voters within a taxing agency. Bond issues backed by property taxes are a common form of voted millage called general obligation bonds.

Working Cash – Excess of current assets including cash-on-hand equivalents over current liabilities that can be used to satisfy cash flow needs.

Workload Indicator – A unit of work (e.g., number of permit applications received, the number of households receiving refuse collection service, or the number of burglaries to be investigated).

Work Year – The amount of personnel resources required for a program expressed in terms of the "full-time equivalent" number of employees. One "work year" is equal to one full-time, permanent employee, or 2,080 hours. The number of hours a part-time employee is budgeted to work during the year is divided by 2,080 to arrive at the equivalent number of "work years" for the position.

CHART OF ACCOUNTS GLOSSARY

PERSONAL SERVICES

Salary – Base wages paid to an employee.

Overtime – Payment in addition to regular salary and wages for an employee working in excess of regular hours.

Special Pay – Allowances not included in an employee's base pay and not used to compute overtime or retirement contributions.

FICA Taxes – City's match for Social Security and Medicare.

Life and Health Insurance – City's contribution toward an employee's health and life insurance premiums and benefits.

Worker's Compensation – Premiums and benefits paid for Worker's Compensation.

OPERATING EXPENSES

Professional Services – Legal, medical, engineering, architectural, surveying, appraisal, and other services procured for independent professional assistance and not directly involved with accounting and/or auditing.

Accounting and Auditing – Expenditures for an independent certified public accountant's services.

Other Contractual Services – Payments for custodial services and other services procured by contract or agreement with persons, firms, corporations, or other governmental units.

Election Expenses – Charges for ballot preparation and holding municipal elections.

Travel and Per Diem – Expenditures for transportation costs, including public transportation and reimbursements for use of private vehicles, per diem, meals, and incidental travel expenses.

Communications Services – Payments for telephone, cellular phone, or other communication services.

Postage – Expenditures for mail, freight, shipping, and courier services.

Utility – Charges for gas, water, sewer, electricity and solid waste disposal services.

Rental and Lease – Amounts paid for the lease or rental of land, buildings, equipment, or vehicles.

Insurance – Fire, theft, casualty, vehicle, general and professional liability for City protection.

Repair and Maintenance Services – Costs incurred to repair and maintain buildings and equipment except custodial or janitorial services. Includes maintenance and service contracts.

Printing and Binding – Costs of reproduction services from outside vendors.

Promotional Activities – Expenses for promotions or advertising on the City's behalf, not including legal ads.

Other Current Charges – Obligations not otherwise classified, such as legal ads and witness fees.

Office Supplies – Materials, such as paper, charts, maps, and equipment under \$500 in unit value.

CHART OF ACCOUNTS GLOSSARY

Operating Supplies – Materials consumed to conduct departmental operations, including fuel, lubricants, chemicals, laboratory supplies, janitorial and institutional supplies, uniforms, and tapes.

Memberships and Publications – Books, or sets of books, journals and periodical subscriptions, dues and professional data costs, and conferences/seminar registration fees and other training and education costs.

Depreciation – A fixed asset's lessening of value over time.

CAPITAL OUTLAY

Land – Cost of land, easement, and right-of-ways acquisition.

Buildings – City office buildings and additions, parks and recreational buildings, garages, and additions including equipment installed in new buildings or additions that become a permanent part of the building.

Improvements other than buildings – Structures and facilities such as, roads, bridges, curbs, gutters, docks, fences, landscaping, lighting systems, parking areas, storm water and wastewater structures, lift stations, park areas, and athletic fields.

Machinery and Equipment – Motor vehicles, light and heavy equipment, office furniture and equipment, and other machinery and equipment having a value greater than \$1,000 and a useful life greater than two years.

OTHER EXPENSES

Debt Service – Principal, interest, and other charges or payments for loans, bonds, lease - purchases, and other multi-year obligations.

Contributions – City donations to civic, charitable, or other organizations or for other specific purposes.

Contingency – A reserve set aside to allow for emergencies or unforeseen needs not otherwise budgeted.

ACRONYMS

AAU	Amateur Athletic Union
ACTT	Aquatic Club of Temple Terrace
ADA	Americans with Disabilities Act
AED	Automatic External Defibrillator
ALS	Advanced Life Support
ASP	After-School Program
BATS	Bicycle and Traffic Safety
BEDI	Brownsfield Economic Development Initiative
BDRA	Business District Redevelopment Agency
BLS	Basic Life Support
BOA	Board of Adjustment
CAD	Computer-Aided Design, or Computer-Aided Drafting, or Computer-Aided Dispatch
CAFR	Comprehensive Annual Financial Report
CARE	Commercial Area Response & Enforcement
CDBG	Community Development Block Grant
CDPD	Cellular Digital Packet Data
CGFO	Certified Government Finance Officer
CIA	Certified Internal Auditor
CIE	Capital Improvement Element
CIP	Capital Improvement Plan or Construction in Progress
CIT	Community Investment Tax
CO	Certificate of Occupancy
COLA	Cost-of-living allowance
COPS	Community-Oriented Policing Service - refers to Department of Justice grant program
CPA	Certified Public Accountant
CPR	Cardio-Pulmonary Resuscitation
CPSA	Center for Public Safety Excellence
CRA	Community Redevelopment Agency
DCA	Department of Community Affairs
DER	Department of Environmental Regulation
DOS	Disk Operating System - refers to computer software used to run computer programs
DPW	Department of Public Works
DRC	Development Review Committee
DRI	Development of Regional Impact
EAR	Evaluation and Appraisal Report
EKG	Electrocardiogram
ELAPP	Environmental Land Acquisition and Protection Program
EMD	Emergency Medical Dispatch
EMS	Emergency Medical Services
EMT	Emergency Medical Technician
EOC	Emergency Operations Center
EPA	Environmental Protection Agency
ePCR	Electronic Patient Care Reporting
FC	Full Capacity
FCIC	Florida Crime Information Center
FDLE	Florida Department of Law Enforcement
FDOT	Florida Department of Transportation
FEMA	Federal Emergency Management Agency
FICA	Federal Insurance Contribution Act - refers to employer social security/Medicare payments
FLC	Florida League of Cities
FTE	Full-Time Equivalent
FLSA	Fair Labor Standards Act
FMLA	Family Medical Leave Act
FRDAP	Florida Recreation Department Assistance Program

ACRONYMS

FRS	Florida Retirement System
FY	Fiscal Year
GASB	Government Accounting Standards Board
GATV	Government Access Television
GFOA	Government Finance Officers Association
GIS	Global Information System, or Government Information System, or Geographic Information System
GPERC	Gallons Per Day Equivalent Residential Connection
HR	Human Resources
IAFF	International Association of Firefighters
ICMA	International City and County Management Association
IS	Internal Service, or Information System
IV	Intravenous Therapy
JPA	Joint Project Agreement
LLEBG	Local Law Enforcement Block Grant
LOS	Length of Service/Level of Service
MCEB	Municipal Code Enforcement Board
MGD	Million Gallons per Day - refers to capacity of water & wastewater treatment plants
MFR	Multi-Family Residential
MIS	Management Information System
MPO	Metropolitan Planning Organization
NFPA	National Fire Protection Association
NIMS	National Incident Management System
NOV	Notice of Violation
O/H	Overhead
OSHA	Occupational Safety and Health Administration
PEBSCO	Public Employees Benefit & Services Corporation
PM	Preventive Maintenance
PT	Part-Time
PY	Prior Year
R&M	Repairs & Maintenance
R&R	Repair & Replacement or Renewal & Replacement
RFP	Request for Proposal
RFQ	Request for Qualifications
RMS	Records Management System
RV	Recreational Vehicle
SBA	State Board of Administration - refers to agency holding City-invested funds
SCNAP	Senior Citizen Nutritional Assistance Program
SFR	Single-Family Residential
SRO	School Resources Officer
SWFWMD	Southwest Florida Water Management District
SYP	Summer Youth Program
TIF	Tax Increment Financing
TTRA	Temple Terrace Redevelopment Agency
UASI	Urban Areas Security Initiative
WRF	Water Reclamation Facility
W&S	Water & Sewer
WSI	Water Safety Instruction
YSC	Youth Sports Complex