FISCAL YEAR 2017

CITY OF

TEMPLE TERRACE

Amazing City. Since 1925.

ANNUAL BUDGET

October 1, 2016 through September 30, 2017

GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

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City of Temple Terrace

Florida

For the Fiscal Year Beginning

October 1, 2015

Executive Director

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CITY OF TEMPLE TERRACE, FLORIDA

ANNUAL BUDGET – FISCAL YEAR 2016-17

Council – Manager Form of Government

CITY COUNCIL – Elected Officials

Frank M. Chillura, Mayor
Grant Rimbey, Vice Mayor

Cheri Donohue
David Pogorilich
Robert M. Boss
Eddie Vance

CITY MANAGER

Charles W. Stephenson

Appointed Officials

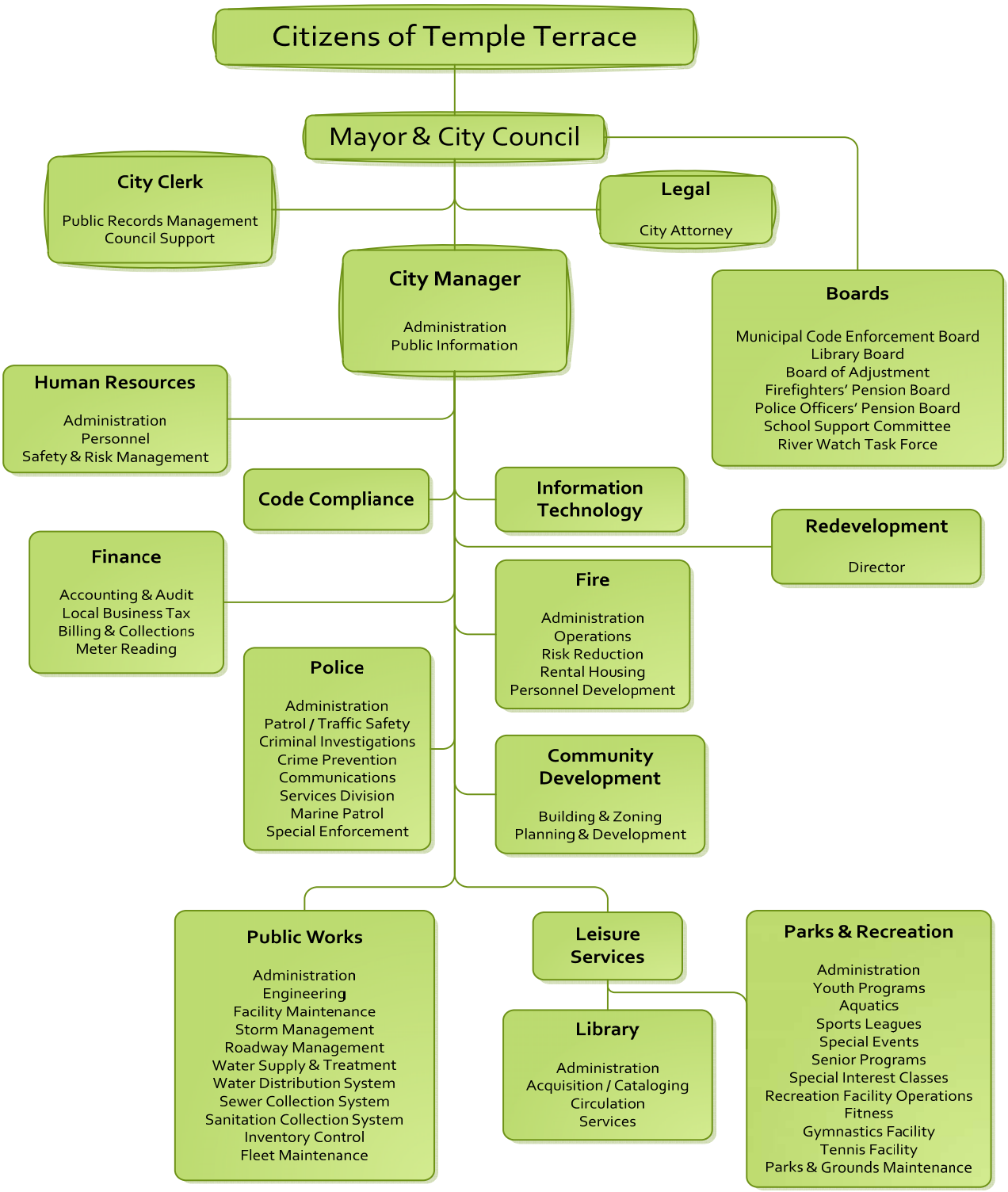
City Attorney	Mark A. Connolly
City Clerk	Cheryl A. Mooney
Code Compliance Director	Joe Damien
Interim Community Development Director	Lorraine Lyn
Finance Director	Angela C. Atkinson
Fire Chief	Ian M. Kemp
Human Resources Director	Janet Bledsoe
Leisure Services Director	Karl W. Langefeld
Information Technology Director	Robert L. Keel
Police Chief	Kenneth R. Albano
Public Works Director	Vacant

Prepared by:
Finance Department

Angela C. Atkinson
Finance Director

Sheina Runions
Assistant Finance Director

CITY OF TEMPLE TERRACE, FLORIDA ORGANIZATIONAL CHART



September 20, 2016

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 2016-17 Fiscal Year. The budget document includes recommended revenues and appropriations for the 12 months ending September 30, 2017 along with proposed capital expenditures for the five years ending in 2021.

The total budget for the City for all funds amounts to $45,481,222. This represents a $294,350 or 0.74% decrease over the amended budget for the current fiscal year. In the City's General Fund, the recommended Property Tax levy for the upcoming fiscal year is $7.205 per $1,000 of assessed valuation, an increase of .25 mil over the current fiscal year. Formal approval of the FY 2016-17 Annual Budget and property tax millage levy must be taken prior to October 1, 2016.

Your City, Our Future

Fifteen 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. While significant progress has been achieved on a number of fronts, much work remains to be addressed because 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.

Your City, Our Future – A Community Driven Plan includes a listing of 10 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. The entire Strategic Plan can be found on the City's website at http://www.templeterrace.com/index.aspx?nid=386.

FY 2016-17 Objectives

Your City, Our Future – A Community Driven Plan includes 10 goals and 51 specific objectives. These work assignments 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.

The following are the 21 objectives that I have recommended to the City Council for the upcoming fiscal year:

- 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.
    - Develop a strategic marketing plan that attracts new residents, businesses, and promotes the City's services and events.

- Develop a multifaceted, comprehensive communication plan that engages internal and external audiences.
    - Enhance and expand external communication methods and technology.

- 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 and maintain library services that are enjoyable and accessible to the community.
    - 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.
    - 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.
    - 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 strategies/options to assure a sustainable Annual Pickup Program.

- 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.
    - Create Interdepartmental Annexation Committee
    - Establish annexation policy and direction.

- 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.
    - Ensure adequate staffing, resources and facilities are available to accommodate continued growth of the City and its population.

- 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 needs of the City.
    - Increase community awareness of Code Compliance activities and minimum code requirements.

- 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.
    - Provide City employees with a competitive total compensation program in an effort to attract high-quality applicants and retain current valued and experienced employees.
    - Create and maintain a diverse and inclusive workforce through the development of recruitment, training, performance management, and retention programs.

- 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.
    - Encourage development and revitalization of the entire Community Redevelopment Area.

- Establish and promote a stable long-term financial future by effective and efficient use of fiscal resources and by 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.
    - Reform purchasing policies for consistency with ordinance, statutes and best practices.
    - Secure necessary department financing to achieve long-term sustainability.
    - Assist Temple Terrace Golf & Country Club in achieving financial sustainability.

THE FY 2016-17 BUDGET

The recommended budget for the upcoming fiscal year includes rate increases for sanitation services, water & sewer services and property taxes. The modest increases in the two utility funds will position the City Council to achieve its objective of a 16.7% undesignated reserve balance in these two operating funds. The planned capital reinvestment in the water and sewer systems will preserve the capacity of both systems to serve customers in the future.

The requested General Fund budget represents an increase of $104,163 over the current year.

The Public Safety Pension contribution represents the increase in the City's share of the annual pension benefit, after taking into account the receipt of state funding, the contributions by the employees, and investment income. The calculation is rendered by the Pension Boards' independent actuary and represents the contribution needed to fund the obligation, including a portion of the accrued unfunded liability. The annual contribution this year for Police Pension amounts to approximately 72% of wages paid; for Fire Pension, the payment is equivalent to 42% of wages paid.

The budget includes appropriations to continue paying interest expenses for the City's outstanding non ad-valorem bank note that will be issued later this year on the $23.54 million outstanding balance. In addition, the annual debt service includes the repayment of the $1.6 million note issued to satisfy the settlement of litigation with Vlass Temple Terrace, LLC and the assumption of the debt incurred in 2005 on behalf of the Temple Terrace Golf & Country Club. Altogether, the City is carrying a little over $26 million in debt, a portion of which is at 5.45%.

The General Fund budget does include an appropriation that will allow the City Council to provide the salary increases promised to members of the International Association of Firefighters in their current collective bargaining agreement. An appropriation of 4% increase for all other current City employees has been included. The City is currently in negotiation of a successor agreement with the Fraternal Order of Police.

The recommended budget in all operating funds includes an adjustment to the flexible benefit stipend paid to employees for their health insurance benefits; that payment will increase to $674 per month or 7%. Health insurance premium costs are expected to increase by about 14% in October; all of that increase will be passed on to the City's employees.

Ad Valorem Taxes:

Total taxable values were set by the Hillsborough County Property Appraiser in June at $1,337,965,797 which represents a 6% increase over current year final adjusted values. Real property values in the City increased by 8.7% this year, while the tangible personal property values dropped by 2.4%, as a result of changes made by the Hillsborough County Property Appraiser's Office in its assessment of personal property.

As members of the City Council will recall, 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 Council to develop a budget in which current year operating expenditures match current year revenues.

The FY 2016-17 General Fund budget is balanced with a millage rate of $7.205 per $1,000 taxable value and the use of $883,807 in undesignated reserves.

Redevelopment Trust Fund:

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 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 values in the Community Redevelopment Area (CRA) have not increased to a point where the annual tax increment can retire the outstanding debt, with the result that the City's General Fund must assume a larger portion of the redevelopment debt load.

During the upcoming fiscal year, the City's redevelopment efforts will focus on building a strong working relationship with the Tampa Innovation Alliance, the Tampa Hillsborough Economic Development Corporation, local civic organizations, and area property owners & businesses. The City will also develop a new zoning overlay for City owned properties, which will focus on a flexible/streamlined development process. The City Council should also explore the development of a Façade Grant Program (FGP) in future years to provide assistance for the redevelopment of current structures within the CRA.

Enterprise Funds:

The Water & Sewer Fund budget anticipates a 4.3% increase in user fees, as depicted in the financial forecast modeling output provided to the City Council in the May work sessions. The new rates should be adopted alongside the Annual Budget and take effect on October 1, 2016. The modest increase in rates 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 move wastewater to the City of Tampa for treatment

has been a focal point for the City's utility staff this past year and will require substantial reinvestment to ensure regulatory compliance and sustainable service to our customers.

The extent of sanitary sewer 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, the City will need to incur some additional debt in its utility system over the next 12-18 months. Some of the lift station replacement work cannot begin 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 customers' ability to pay for services over an extended period of time.

The Sanitation Fund budget also includes a 2.3% rate increase. Similar rate changes will be enacted for commercial and roll-off container customers. The budget anticipates the purchase of new recycling containers for residential customers and the introduction of automated curbside collection of recyclable materials in future years.

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, These projects are funded from a variety of revenue sources, all designed to provide for the sustainability of service operations or improvements to the City's infrastructure. Major equipment purchases, maintenance of city facilities, and extensions of the City's utility system are all typical projects included in the CIP.

The capital expenditures included in this year's annual budget are as follows:

- Resurfacing of streets in several locations, following the priorities established in the City's Pavement Management System
- Police vehicles and in-car cameras
- MSA Packs for the Fire Department
- A Jet-Vac Truck used in Public Works sewer system maintenance
- Building Improvements to comply with the Americans with Disabilities Act (ADA)
- Trucks, trailers and vehicle attachments used in water & sewer system maintenance
- Water Main replacements in the St. Augustine, Live Oak and Grandview areas
- Sanitary sewer collection main replacement and manhole rehabilitation
- Replacement of sanitary sewer lift station pumps
- Replacing older potable water meters with automated reading meters
- New Sanitation vehicles

City Staff has completed a review of all vehicle replacements from each city department utilizing 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. 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.

As part of its review of planned capital expenditures in the budget document, the City Council needs to continue its conversation regarding the need to address deferred facility maintenance and public facility upgrades. The need for a modern police facility to support the City's law enforcement staff, the need for a third fire station on the southeastern side of the City, and the need to address the functional obsolescence of other city facilities will demand the attention and financial support of the City Council in the near future. Developing a broad view of the City's facility needs, coupled with a broad view of funding options from existing sources, will help the Council to render decisions on the diversification of revenue sources to meet future needs, both in operations and in capital investment.

All of the unfunded projects are 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.

****

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 more background on the City's financial challenges in advance of the 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 several format changes that I elected to make in the content of the budget document.

Finance Director Angela Atkinson and Assistant Director Sheina Runions 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, Sheila Harkins and Jessica Cooley, for their support in assembly of the necessary material. They each deserve our collective thanks for a job well done.

Respectfully submitted,

Charles W. Stephenson
City Manager

Angela C. Atkinson
Finance Director

CITY OF

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EXECUTIVE SUMMARY

Citywide revenues and expenditures at $45.48 million are $443,246 less than the 2016 adopted budget. A summary follows with details provided at the Fund level.

Personal Services – This category increased by $872,681 or 4% from $21,810,458, to $22,683,139.

- **Staffing.** The total number of full-time equivalent (FTE) positions increased by 1.00. The following position has been added: Building Inspector II position.

- **Staff vacancies.** It is not unusual for personnel costs to be less than budgeted. Since the hiring freeze was initiated in 2008, 21.93 positions have been eliminated. Each position will be reviewed when vacated**.**

- **Wages and fringe benefits.** A salary increase has been included in the Fiscal 2017 budget for union and non-union employees.

- **Flex contributions.** The City's contribution toward health, life, and other eligible cafeteria plan insurances increased to $674 per month for those who purchase the health insurance and remained the same 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 $315,000 annually is required actuarially to fund the future benefit.

Operating Expenses – The City administration and employees worked diligently to hold the line during tough economic times, and operations expense decreased by $671,840 or 4.3% from $16,154,905, to $15,483,065.

Capital Outlay – Compared to last year, capital expenditures decreased by $6,696,979, with a decrease in the Community Investment Tax Fund of $3,752,838 mainly due to the ABM Project. 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.

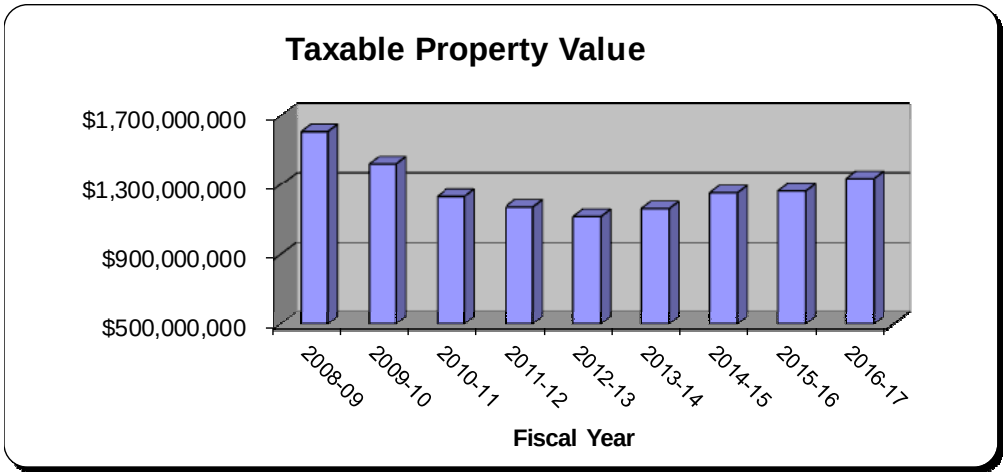
Debt – The debt service category decreased $952,297 overall. In October 2015, the City refinanced the Redevelopment debt of $23.54 million at a fixed interest rate of 2.33%, expiring April 2018. Integrity Golf currently pays the City $125,000 annually for the Temple Terrace Golf and Country Club's debt service payments on the 2005 Revenue Note. The remainder of the Club's payment has been waived until a future date.

GENERAL FUND

The General Fund reflects an increase of $104,163 in revenues and expenditures, which total $24,924,189 for Fiscal Year 2016. The original budget for Fiscal Year 2016 was revised upward by $417,110 due to carry forward of unspent reserves and grants or contributions received during the year. There was one additional position budgeted in Fiscal Year 2016 for Community Development and capital was delayed unless absolutely necessary in order to reduce the use of fund balance for operating costs. Fiscal Year 2017 includes salary increases for union and non-union employees.

Revenues

Ad Valorem Tax. The City's property values rose $75,638,171, or 6%, to $1.33 billion for Fiscal Year 2017. Over the past five years, taxable property value has increased annually by an average of 3.9%. Although there was an 11% increase in Fiscal Year 2008, the cumulative decline over the past ten years has been 4.7% or $300 million in taxable assessed value.



The City will increase the millage rate to 7.205 mills, which is more than the rolled-back rate of 6.7902 mills per $1,000 assessed property value. With the taxable value increase of 6% and the millage rate set higher than the rolled-back rate, the property tax revenue increased by 9.8% or $860,555. Temple Terrace's taxable value increase is less than Tampa's 7.92% increase and Hillsborough County's increase of 7.74%. Property values are based on the market at the end of 2014. Temple Terrace anticipates further growth next year based on the activity in the redevelopment area and Telecom Park. The rate established is below the maximum millage rate allowed with a two-thirds vote of 7.678 mils.

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

	2013-14	2014-15	2015-16*	2016-17*
Millage Rate (mills per $1,000)	6.4300	6.3050	6.9550	7.2050
Taxable Property Value	1,163,817,219	1,252,352,246	1,262,327,626	1,337,965,797
Total Taxes Levied	7,483,345	7,896,081	8,779,489	9,640,044
Amount Collected	7,204,195	7,666,621	8,428,309	9,254,442
Percentage Collected	96.27%	97.09%	96.00%	96.00%

* For Fiscal Years 2015-16 and 2016-17, 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 6.955 mills and 7.205 mills respectively.

The 2017 budget utilizes $883,807 of unassigned reserves to balance. On September 15, 2015, City Council approved decreasing the City's unassigned reserves to two and a half months (16.7%) of operating expenditures. The unassigned reserves for Fiscal Year 2017 is estimated to be 13.8%.

Expenditures

Personal Services increased by 4.8% or $916,744 to a total of $19,716,107. The majority of the increase is due to the increased contribution rate of the public safety pensions. Salary increases, for all union and non-union employees are included in the General Fund. 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 $663,395 or 11.95% over Fiscal Year 2016. City administration worked diligently to maintain or reduce operating costs while continuing to provide the same level of service.

C**apital outlay** decreased from $265,412 in Fiscal Year 2016 to $194,300 in Fiscal Year 2017, with $2,535,300 needed on the horizon for 2018, 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 2017 total $1,117,600, a decrease of $1,452,007 compared to 2016. The Street Improvement Fund is restricted for use and can be used only for eligible street improvement programs. Currently the Rolling Terrace Pond Rehab project and sidewalk, ramp, and curb improvements are budgeted in Fiscal Year 2017. Fiscal Year 2017 ending fund balance is expected to be $1,730,646.

- **Revenues.** Gas tax revenues earmarked for road improvements increased $48,300 compared to Fiscal Year 2016. State and County grant funding decreased $423,504 compared to Fiscal Year 2016 due to the CDBG Grant for ADA street improvement projects.
- **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, are included in the budget for this fund.

SPECIAL REVENUE FUNDS - CIT FUND

The Community Investment Tax (CIT) Fund at $1,245,643 shows a $3,056,820 decrease over Fiscal Year 2016. The Fiscal Year 2017 project balance of $549,625 includes Fire MSA Packs, Patrol Vehicles, City Hall Improvements, and Riverhills Park Boardwalk Improvements.

- **Revenue.** The projected local option sales tax revenue increased by $35,931 over Fiscal Year 2016. This funding source is calculated by the County based on population estimates. Temple Terrace anticipates 1.94% in local option sales tax, the smallest percentage of the Hillsborough County jurisdictions.
- **Expenditures.** Parks and Recreation projects account for 9% of the total expenditures for Fiscal Year 2016. Police and fire vehicles and equipment account for 89% of the total. The remaining 2% is City Hall Improvements. The project list is detailed in the Five-Year Capital Improvement Program found in the back of this document.

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 $152,672, as a result of property values rising 2.8% from $73.14 million to $75.26 million, which is $12,284,495 over the 2004 base year of $62,978,340.
- **Expenditures.** Since this is a Special Revenue Fund and the collection must be spent within three years, the current appropriations include $152,497 for debt service payments.

DEBT SERVICE FUND

Debt Service revenues and expenditures total $1,170,082 for Fiscal Year 2017.

- **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 with $125,000 paid by the Integrity Golf and the remaining $134,330 transferred from the General Fund. **Downtown Debt** consists of a $910,752 transfer from the General Fund, and a transfer of $152,497 from the excess TIF revenue to fund the interest payments on the fixed rate $23.54 million note and the principal and interest payments on the $1.6 million note for the Vlass Settlement. Transfers from the TIF Fund increased slightly over Fiscal Year 2016.

- **Expenditures.** Debt Service expenditure projections are summarized:

Description	Purpose	Amount
2005 Country Club Note	Country Club Renovation	$259,330
2015 Revenue Note	Downtown Redevelopment Property	$562,402
2015 Revenue Note	Vlass Settlement	$348,350

ENTERPRISE FUNDS – WATER/SEWER FUNDS

The revenues and expenses for the Water/Sewer Funds combined decreased by $1,981,387 or 13.6% over Fiscal Year 2016. The Water Improvement Fund will continue to fund the 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 4% or $475,428 to $11,259,864 for Fiscal Year 2017.

- **Revenues.** Operating revenues are projected to increase based on the proposed water, irrigation, and sewer rate increase of 4.3% beginning October 1, 2016. The rate increase will keep revenues stable and allow the City to maintain a net asset position of $1,369,874. Improvement fees remain low due to a recovering economy.
- **Expenses.** Capital purchases and projects in the Water and Sewer Utility division account for the majority of the decrease. Capital purchases and projects decreased $665,710 in 2017 as scheduled and are detailed in the Five-Year Capital Improvement Program.

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

Description	Purpose	Amount
2004 Revenue Bonds	Water/Sewer System	$338,507

ENTERPRISE FUND – SANITATION FUND

The Sanitation Fund reflects a $353,377 or 8.8% decrease in revenues and expenses for a total 2017 annual budget of $3,3658,346. Operating revenues are projected to increase based on the proposed residential, commercial, and roll-off rate increases beginning October 1, 2016.

- **Revenues.**
  - Residential Program – Rates are proposed to increase 2.3% in October 2016 cover the cost of the program.
  - Commercial Program – Rates are proposed to increase 2.3% October 2016 cover the cost of the program.
  - Roll-Off Program – Rates are proposed to increase 2.3% October 2016 cover the cost of the program.
  - 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 four roll off containers and three new operation vehicles are part of the scheduled replacement plan in the Five-year Capital Improvement Plan.

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 $122,479.

- **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 decreased by $48,076 or 6.2%.

CITY OF

TEMPLE TERRACE

Amazing City. Since 1925.

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THE CITY OF TEMPLE TERRACE

Temple Terrace enjoys a 90-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 25,883 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 expenses and payments on outstanding debt. Equipment maintenance, warehouse services, and facility maintenance are provided through Internal Service Funds with charge-backs to user departments to cover their cost of operation. The City of Temple Terrace contracts with the City of Tampa for solid waste disposal. Police, fire, and emergency medical personnel are available 24 hours a day and help is only three to five minutes away by dialing 9-1-1. The state-of-the-art public library and its extensive resources offer a selection of 97,800 holdings and electronic access to the world.

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.

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 kiddy 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.

2015 – After reacquiring 20 acres of property at Bullard Parkway and 56th Street in late 2014, the stage was set in 2015 for a renewed push for downtown redevelopment. A redevelopment director was hired, and the city began soliciting developers to revitalize the project. The City also held its first Craft Brew Festival in partnership with the Rotary Club, and held its first Cyclovia event, closing off 56th Street to traffic for non-motorized activities. Both events were huge successes.

2016 – The City became a key partner in the new Tampa Innovation Alliance, created to establish an economic powerhouse in north Hillsborough County. The City also held its second Craft Brew Fest and Cyclovia events, which again were huge successes. Additionally, the City received bids for up to 3 acres in the downtown redevelopment area, with interest in establishing a technology headquarters and more. Charles W. Stephenson, former Community Development director, was hired as city manager.

GOVERNANCE

Date of Incorporation as Municipality - May 28, 1925

Fiscal Year - October 1 to September 30

Present Charter Adopted - May 5, 1978

Form of Government – Council-Manager

Terms of Office - Four-year staggered terms/Two-term limit

Mayors serving Temple Terrace since 1925: 18

City Managers serving Temple Terrace since 1925: 20

CONTACT INFORMATION

Website address: www.templeterrace.com

Address: 11250 North 56th Street
Temple Terrace, Florida 33617

Phone: 813-506-6420

Email: info@templeterrace.com

CITY FACILITIES

City Hall – 11250 N. 56th Street

Fire Station #1 – 124 Bullard Parkway

Fire Station #2 – 7772 E. Telecom Parkway

Family Recreation Complex – 6610 Whiteway Drive

Library – 202 Bullard Parkway

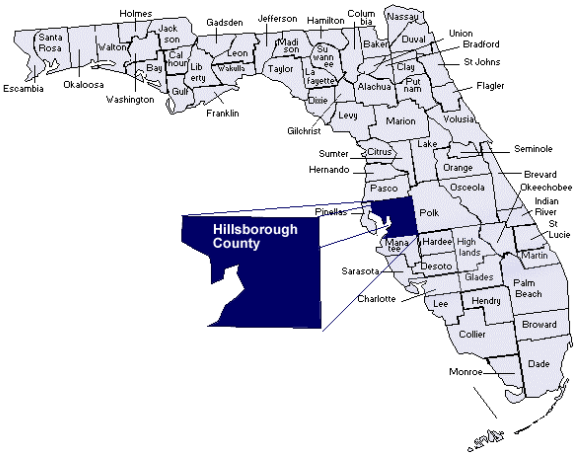
Lightfoot Center – 10901 N. 56th Street

Public Works Complex – 11210 N. 53rd Street

Water Plant – 6009 Whiteway Drive

MAPS AND STATISTICS

Temple Terrace is located in Hillsborough County on the west coast of Florida in the Tampa Bay area.



2016 ..... 7.43 square miles
2015 ..... 7.39 square miles
2014 ..... 7.39 square miles
2013 ..... 7.38 square miles
2010 ..... 7.30 square miles
2000 ..... 6.41 square miles
1990 ..... 5.00 square miles
1970 ..... 4.00 square miles

City Population:
2016 25,873
2015 25,567
2014 25,308
2013 25,370
2010 24,442
2005 22,020
2000 20,918
1990 16,444
1970 7,347

Racial Composition: (2010 census)
White 14,285
Black or African American..... 4,581
American Indian and Alaskan Native..... 84
Asian..... 1,329
Native Hawaiian/Pacific Islander 17
Hispanic..... 3,597
Other..... 79
Two or more races 1,086
Total..... 25,037
Population 18 years and over – 19,613

Housing Units: **2015-16**

Single-Family Residences	8,088
Multi-Family Residences	3,737
Vacant Single-Family Residential Lots (infill)	114
Acres of Undeveloped SFR Zoned Land	106.1
Acres of Undeveloped MFR Zoned Land	0
Acres of Undeveloped Commercial Property	91
Acres of Developed Commercial Property	602
Total City Acreage	4,765.26

New Construction and Additions:

Commercial Construction *

Fiscal Year	Permits	Value
2016	4	$18,475,000
2015	7	$ 3,935,066
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
2016	-0-	$-0-
2015	3	$ 17,794,708
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
2016	5	$ 975,000
2015	3	$ 691,500
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

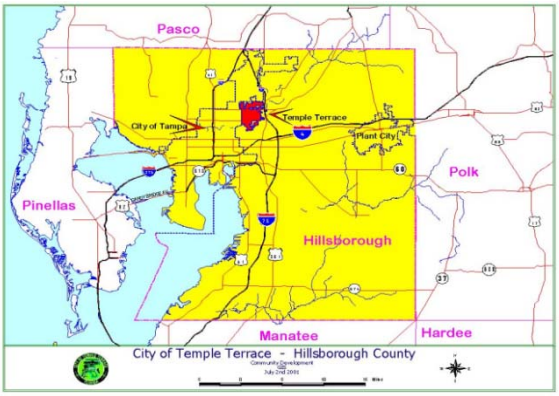
*Includes Townhomes and Condos

Major Employers (Hillsborough County):

Employer	Employees
Hillsborough County Schools	25,915
MacDill Air Force Base	18,853
Hillsborough County Government	9,846
University of South Florida	8,968
Tampa General Hospital	7,819
Publix Super Markets	6,969
St. Joseph's Hospitals	5,869
HCA West Florida	4,171
City of Tampa	4,101
U.S. Postal Service	3,154
Tampa Electric	2,443

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



Unemployment Rate:

Fiscal Year	Rate
2014	6.0%
2013	7.0%
2012	8.6%
2011	10.5%
2010	12.5%
2009	11.6%
2008	6.8%
2007	3.7%

Property Tax Rate:

Fiscal Year	City Rate	County Rate	School Rate	Special Districts Rate	TOTAL
2016	6.955	5.7339	7.247	1.523	21.458
2015	6.305	5.7339	7.247	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

	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
Riverchase at River Hills
Intellicenter
Tampa Oaks Office Multistory
Boardwalk at Morris Bridge
Fisherman's Landing LLC
Florida Orthopedic Institute
Laurel Oaks
Doral Oaks
Terrace Ridge Plaza
College Court
Summit West
Riverside @ Telecom Park
Terrace Plaza

Principal Utility Customers:
Riverchase
Lamplighter
Meadowood Condominiums Inc.
M&B Products
The Preserve at Temple Terrace
JML Doral Oaks
The Falls (Arbors at Fletcher Island)
Summit West (United Dominion)
Verizon Data Services
Victoria Terrace Association
Heritage at Temple Terrace
Cedar Cove
Normandy Park Apartments
Florida College

Transportation:
Highways Service the Area: I-75, Us 301, SR 579, SR 582
HARTline Bus Routes: 6, 39, 57, 21LX, MetroRapid NS

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	Embassy Suites
Wingate by Wyndam	La Quinta Inn
Residence Inn	TownePlace Suites

Public Schools:

Temple Terrace Elementary	Roland Lewis Elementary
Riverhills Elementary	Greco Middle School

Enrollment:

Fiscal Year	Total
2015	2,551
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	348
Equivalent Full-Time	295.52

Streets:

Paved Miles	76.60
Unimproved Miles	0.07
Lights	2,800

Sanitary Sewers:

Miles of Mains	94.78
Connections	10,150

Storm Sewers in Miles 36.7

Water:

Miles of Mains	123.75
Connections	10,150
Fire Hydrants	865
Water Production	1,250 million gallons

Police Protection:

Stations	1
Employees	71.63
Sworn Officers per 1,000 population	2.00
Average emergency response time	2:45 minutes

Fire Protection:

Stations	2
Employees	59
Fractile response time	> 7 minutes

Libraries:

Branches	1
Holdings	94,700

Recreational Facilities:

Recreation Centers	2
Fitness Center	1
Parks	28
Parks in Acres	419.5
Playgrounds	10
Softball Diamonds	3
Tennis Courts	14
Basketball Courts	6
Soccer Fields	8
Racquetball Courts	6
Swimming Pools	5
Baseball Diamonds	10
Golf Courses	1

CITY OF

TEMPLE TERRACE

Amazing City. Since 1925.

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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 2012 through 2015 and the Annual Budgets for 2016 through 2017.

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	2017 Rating	2016 Rating	2015 Rating	2014 Rating	2013 Rating	2012 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, 6 show favorable signs, 8 show mixed signs, and 4 show negative signs in 2017.

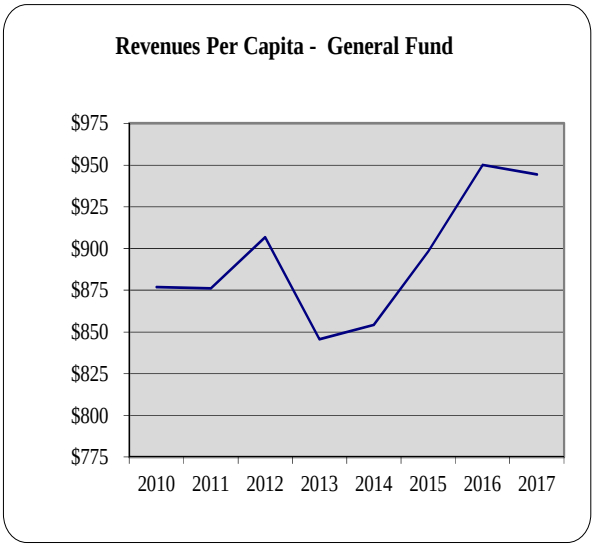
FINANCIAL CONDITION

Factor: Revenues
Indicator: Revenues Per Capita - General Fund

DATA

	Year		Revenue	Population		Rev/Pop
(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
(A)	2014	$	21,676,629	25,377	$	854
(A)	2015	$	22,837,208	25,419	$	898
(1)	2016	$	24,170,385	25,439	$	950
(2)	2017	$	24,040,382	25,458	$	944

General Fund revenue per capita has started to decrease. 2017 is showing a slight decrease over 2016.



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

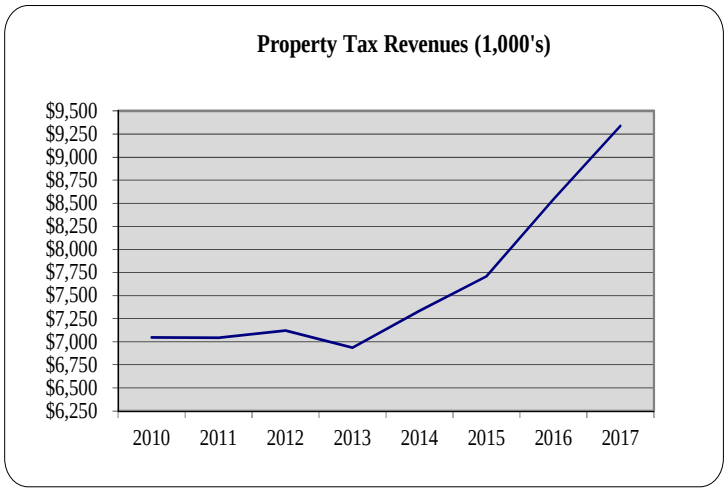
Comments:
The trend is **UNFAVORABLE.** While General Fund revenues increased in 2012 with an extraordinary collection of delinquent property taxes; 2017 revenues are projected to decrease over 2016 due to a transfer from the debt service and enterprise funds in 2016, but not planned for 2017.

Factor: Revenues
Indicator: Property Tax Revenues

DATA

	Year		Property Tax Revenue
(A)	2010	$	7,047,679
(A)	2011	$	7,043,990
(A)	2012	$	7,121,260
(A)	2013	$	6,935,502
(A)	2014	$	7,334,188
(A)	2015	$	7,707,454
(1)	2016	$	8,545,581
(2)	2017	$	9,339,097

Property tax revenues increased.



(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 1.2% in Fiscal Year 2016 and increased by 4.9% for 2017. The proposed budget raises the millage rate to 7.205, resulting in an increased levy of $334,491 to provide the same services to the residents.

FINANCIAL CONDITION

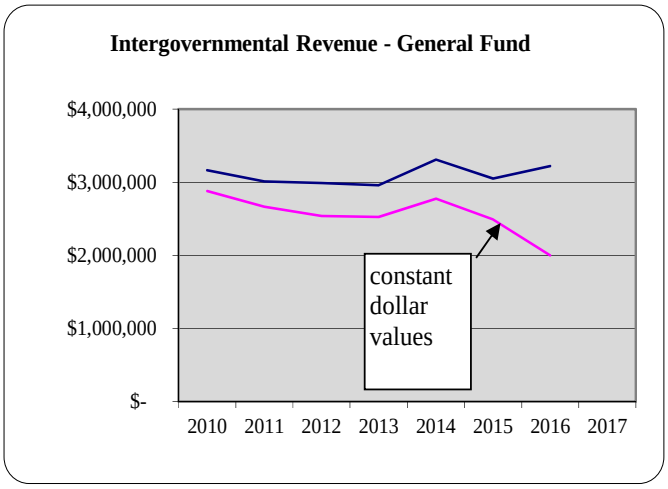
Factor: Revenues
Indicator: Intergovernmental Revenues - General Fund

DATA

	Year	Intergovernmental Revenue
(A)	2010	$ 3,164,137
(A)	2011	$ 3,011,159
(A)	2012	$ 2,989,439
(A)	2013	$ 2,961,383
(A)	2014	$ 3,309,492
(A)	2015	$ 3,053,557
(1)	2016	$ 3,223,978
(2)	2017	$ 3,567,231

Intergovernmental revenues are expected to increase by 9.6%.

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



Comments:
The trend is **FAVORABLE**. 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 3% a year on average for the last three years to $2,163,272 in Fiscal Year 2016. While some grant opportunities may be available in Fiscal Year 2017, it is not prudent to budget for the funds until the grants are awarded.

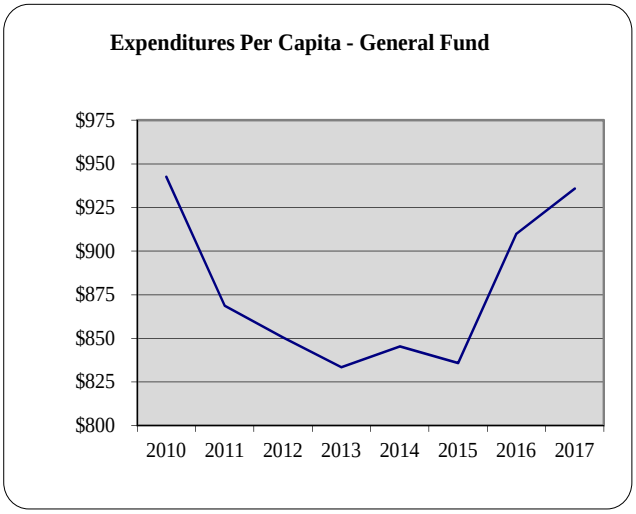
Factor: Expenditures
Indicator: Expenditures Per Capita

DATA

	Year	Expenditures	Population	Exp./Pop.
(A)	2010	$ 23,133,228	24,541	$ 943
(A)	2011	$ 21,231,481	24,442	$ 869
(A)	2012	$ 21,194,658	24,919	$ 851
(A)	2013	$ 21,093,548	25,307	$ 834
(A)	2014	$ 21,453,787	25,377	$ 845
(A)	2015	$ 21,247,516	25,419	$ 836
(1)	2016	$ 23,149,618	25,439	$ 910
(2)	2017	$ 23,825,220	25,458	$ 936

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 2017 per capita expenditures are projected to increase from $910 to $936. Ideally, revenues and expenditures per capita should be the same.

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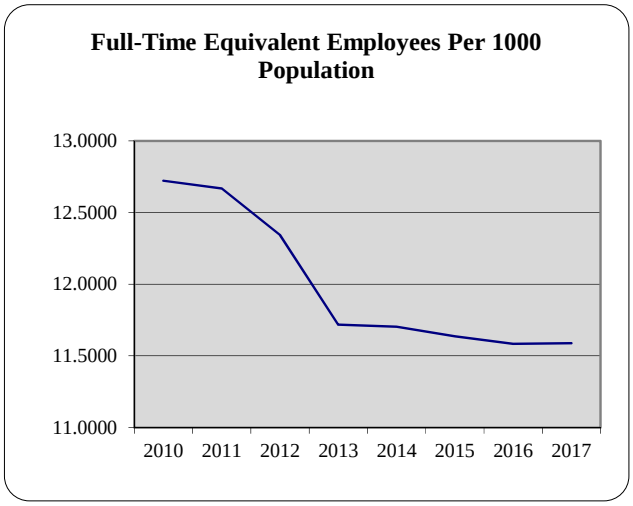
FINANCIAL CONDITION

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

DATA

	Year	F.T. Employees	Population	FTEs/1000 Pop.
(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
(A)	2014	297.02	25,377	11.7043
(A)	2015	295.77	25,419	11.6358
(1)	2016	294.67	25,439	11.5834
(2)	2017	295.04	25,458	11.5893

Full-Time equivalent employees per capita are steady.



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

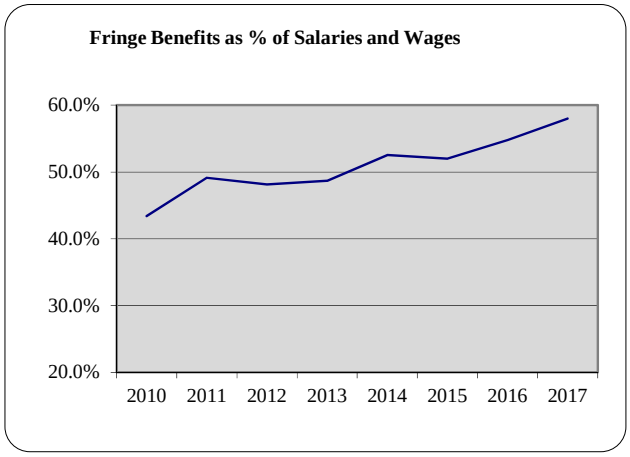
Comments:
The trend is **FAVORABLE**. The number of FTE per capita is steady. The City employs .011 employees for every City resident, or 11 employees per 1,000 population. Although this may be viewed by some as negative, the City of Temple Terrace continues to provide excellent service with fewer employees.

Factor: Expenditures
Indicator: Fringe Benefits

DATA

	Year		Fringes		Salaries	Fringe %
(A)	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%
(A)	2014	$	6,806,140	$	12,960,349	52.5%
(A)	2015	$	7,098,335	$	13,647,189	52.0%
(1)	2016	$	7,595,627	$	13,869,664	54.8%
(2)	2017	$	8,327,632	$	14,355,507	58.0%

Fringe benefit percentage rose in 2015 and this trend is expected to continue.



(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 and an increase in health insurance rates. 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.

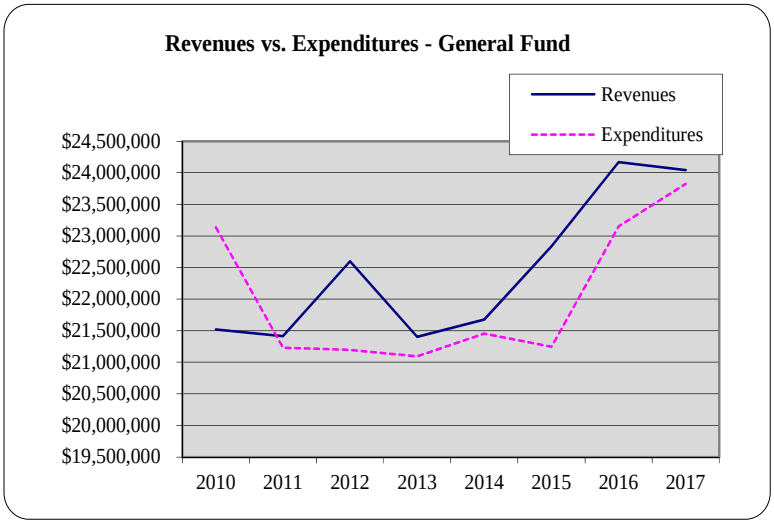
FINANCIAL CONDITION

Factor: Operating Position
Indicator: Revenues vs. Expenditures

DATA

	Year	Revenues	Expenditures
(A)	2010	$ 21,519,045	$ 23,133,228
(A)	2011	$ 21,411,762	$ 21,231,481
(A)	2012	$ 22,598,292	$ 21,194,658
(A)	2013	$ 21,401,692	$ 21,093,548
(A)	2014	$ 21,676,629	$ 21,453,787
(A)	2015	$ 22,837,208	$ 21,247,516
(1)	2016	$ 24,170,385	$ 23,149,618
(2)	2017	$ 24,040,382	$ 23,825,220

Revenues are higher than expenditures.



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

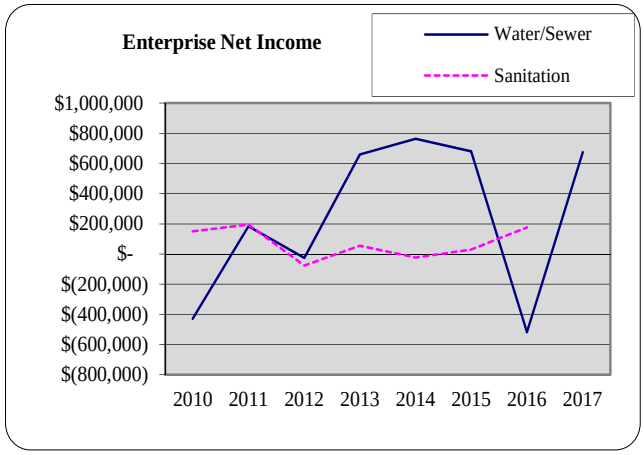
Comments:
The trend is **MIXED**. Revenues have been greater than expenditures excluding transfers out for debt service for seven of the eight years. The City's General Fund Fund Balance is projected to be 13.8% total General Fund operating expenditures.

Factor: Operating Position
Indicator: Enterprise Net Income

DATA

	Year	Water/Sewer	Sanitation	Total
(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
(A)	2014	$ 764,284	$ (23,043)	$ 741,241
(A)	2015	$ 680,328	$ 29,236	$ 709,564
(1)	2016	$ (518,101)	$ 175,700	$ (342,401)
(2)	2017	$ 673,444	$ 579,721	$ 1,253,165

Enterprise net income is improving.



(A) actual; (1) 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 is estimated to improve from 2015 through 2017. Increased disposal fees caused a setback in 2012 and 2014.

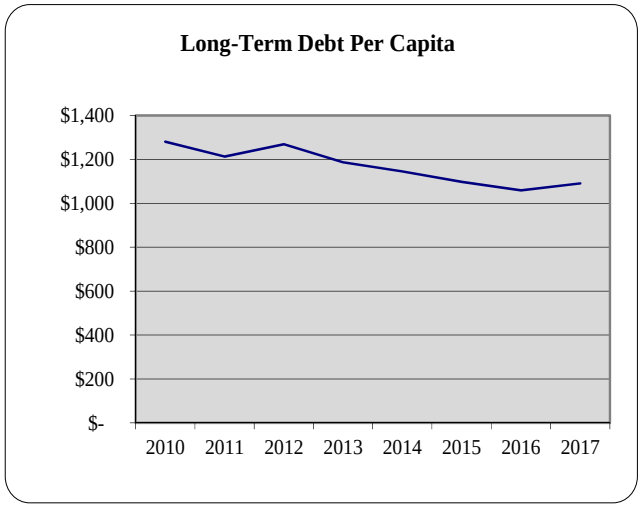
FINANCIAL CONDITION

Factor: Debt Structure
Indicator: Long-Term Debt

DATA

	Year		Debt	Population		Debt/Pop.
(A)	2010	$	30,602,662	23,906	$	1,280
(A)	2011	$	29,755,033	24,541	$	1,212
(A)	2012	$	31,022,340	24,442	$	1,269
(A)	2013	$	29,595,540	24,919	$	1,188
(A)	2014	$	28,991,267	25,307	$	1,146
(A)	2015	$	27,849,086	25,377	$	1,097
(1)	2016	$	26,929,429	25,419	$	1,059
(2)	2017	$	27,766,888	25,439	$	1,092

Long-term debt per capita increased slightly.



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

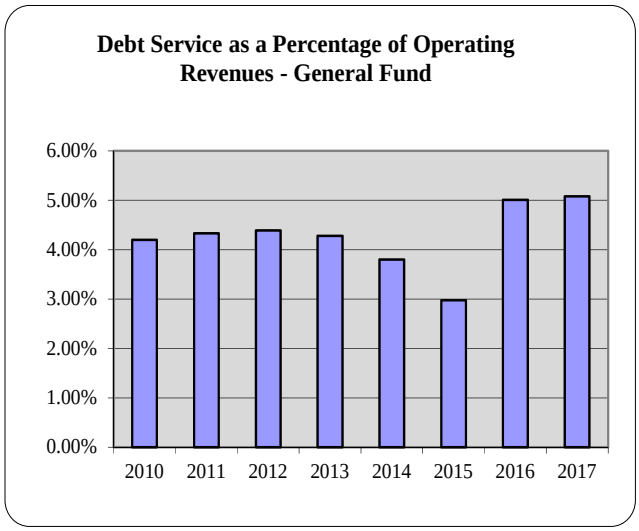
Comments:
The trend is **MIXED.** Debt coverage ratios have been met but total debt for the City is starting to increase.

Factor: Debt Structure
Indicator: Debt Service

DATA

	Year		Debt Service		Revenue	Debt/Rev.
(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%
(A)	2014	$	823,034	$	21,676,629	3.80%
(A)	2015	$	678,958	$	22,837,208	2.97%
(1)	2016	$	1,210,532	$	24,170,385	5.01%
(2)	2017	$	1,220,428	$	24,040,382	5.08%

Debt service as a percentage of revenue is relatively low.



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

Comments:

The trend is **MIXED**. Excluding redevelopment, the debt in the General Fund by itself has been low. In September of 2015 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 non-ad valorem revenues, TIF income, and increases to the tax category as construction is completed.

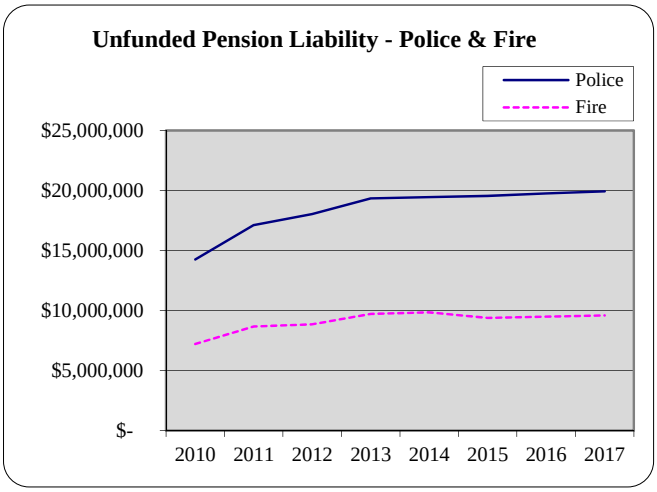
FINANCIAL CONDITION

Factor: Unfunded Liabilities
Indicator: Unfunded Pension Liability

DATA

	Year	Police Liability	Fire Liability	Total
(A)	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
(A)	2014	$ 19,453,959	$ 9,848,942	$ 29,302,901
(A)	2015	$ 19,557,847	$ 9,398,855	$ 28,956,702
(1)	2016	$ 19,753,425	$ 9,492,844	$ 29,246,269
(2)	2017	$ 19,950,960	$ 9,587,772	$ 29,538,732

The unfunded pension liability continues to rise.



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

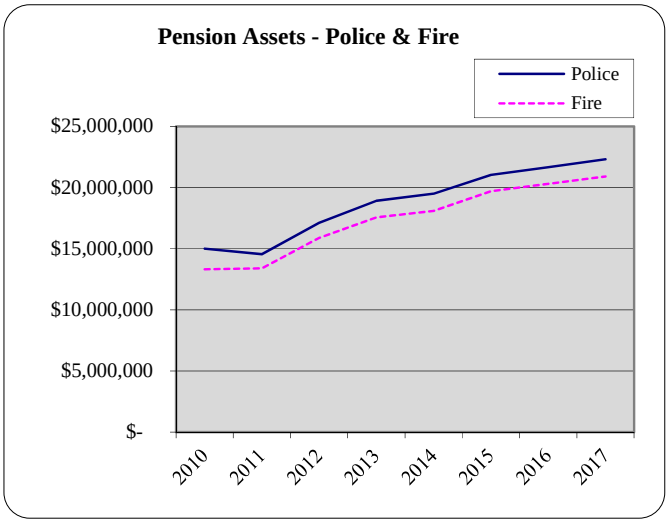
Comments:
The trend is **UNFAVORABLE.** The City included an additional amount in the budget to fund a portion of the liability. The City and the members are responsible for paying off the liability over time.

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

DATA

	Year	Police Assets	Fire Assets	Total
(A)	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
(A)	2014	$ 19,481,726	$ 18,068,452	$ 37,550,177
(A)	2015	$ 21,021,213	$ 19,696,764	$ 40,717,977
(1)	2016	$ 21,651,849	$ 20,287,667	$ 41,939,516
(2)	2017	$ 22,301,405	$ 20,896,297	$ 43,197,702

Total pension assets are projected to improve in 2016 and 2017.



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

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

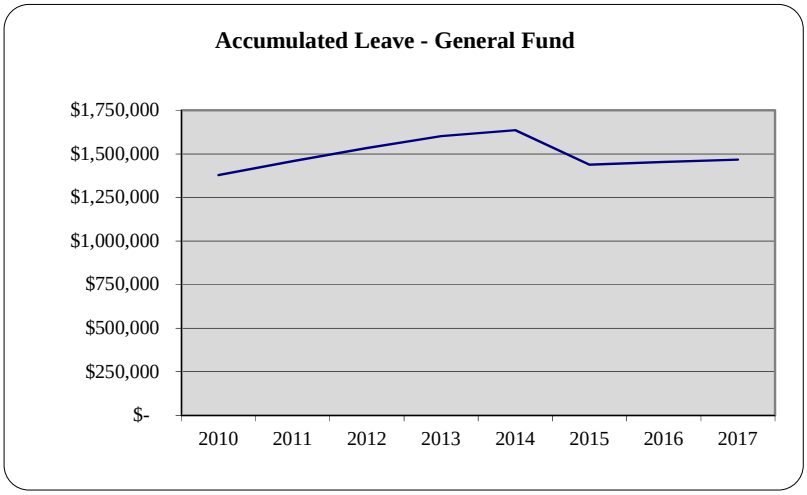
Factor: Unfunded Liabilities
Indicator: Accumulated Employee Leave Liability

DATA

	Year	Accumulated Leave
(A)	2010	$ 1,378,853
(A)	2011	$ 1,458,681
(A)	2012	$ 1,533,209
(A)	2013	$ 1,601,084
(A)	2014	$ 1,635,851
(A)	2015	$ 1,438,558
(1)	2016	$ 1,452,944
(2)	2017	$ 1,467,473

Accumulated leave decreased in 2015 but expected to rise through 2017.

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



Comments:
The trend is **MIXED**. Several long-term employees retired or entered DROP in 2015, which reduced the accumulated leave liability. The City reviewed options to reduce this liability and will continue to monitor this trend.

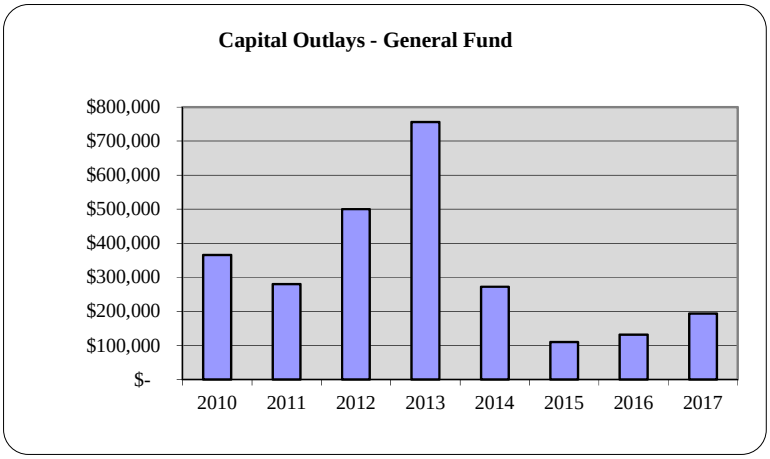
Factor: Condition of Capital Plant
Indicator: Level of Capital Outlay - General Fund

DATA

	Year	Capital Outlays
(A)	2010	$ 365,802
(A)	2011	$ 280,449
(A)	2012	$ 499,900
(A)	2013	$ 755,746
(A)	2014	$ 272,875
(A)	2015	$ 110,374
(1)	2016	$ 131,829
(2)	2017	$ 194,300

Capital outlays are below the minimum average required.

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



Comments:
The trend is **UNFAVORABLE**. Declining capital outlays are not viewed as favorable, and symbolizes a shortage of funds to maintain assets. However, spending is set to increase slightly in 2017.

FINANCIAL CONDITION

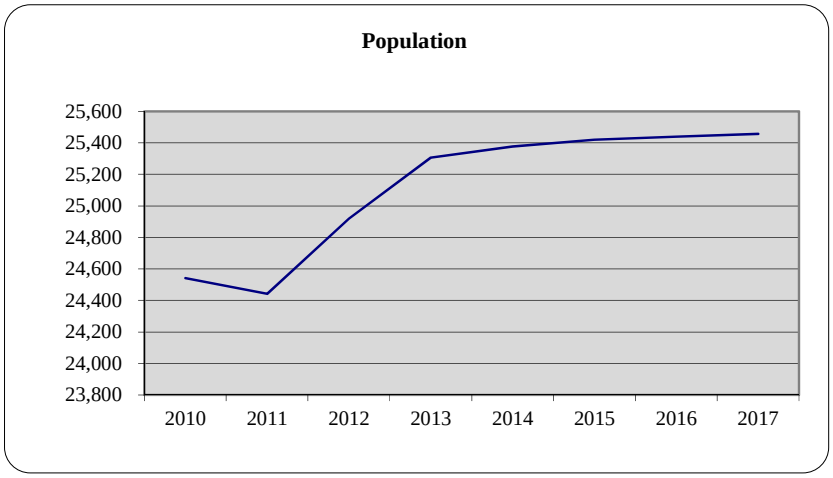
Factor: Community Needs and Resources
Indicator: Population

DATA

	Year	Population	% change
(A)	2010	24,541	0.87%
(A)	2011	24,442	-0.40%
(A)	2012	24,919	1.95%
(A)	2013	25,307	1.56%
(A)	2014	25,377	0.28%
(A)	2015	25,419	0.17%
(1)	2016	25,439	0.08%
(2)	2017	25,458	0.07%

Population continues to rise.

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



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

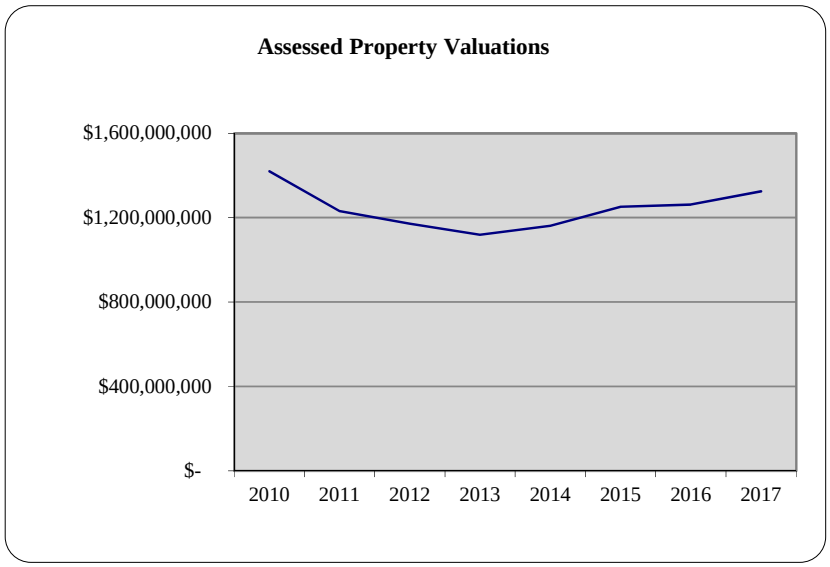
Factor: Community Needs and Resources
Indicator: Property Values

DATA

	Year	Assessed Valuations
(A)	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
(A)	2015	$ 1,252,352,246
(A)	2016	$ 1,262,327,626
(2)	2017	$ 1,324,488,891

There was a 1.2% increase in 2016 and a 4.9% increase projected in 2017.

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



Comments:
The trend is **FAVORABLE**. Total property values increased due to market conditions that reflect higher real estate values. In Fiscal Year 2016 and 2017 taxable property values have increased 1.2% and 4.9% respectively. However, we are still not back to the 2010 levels.

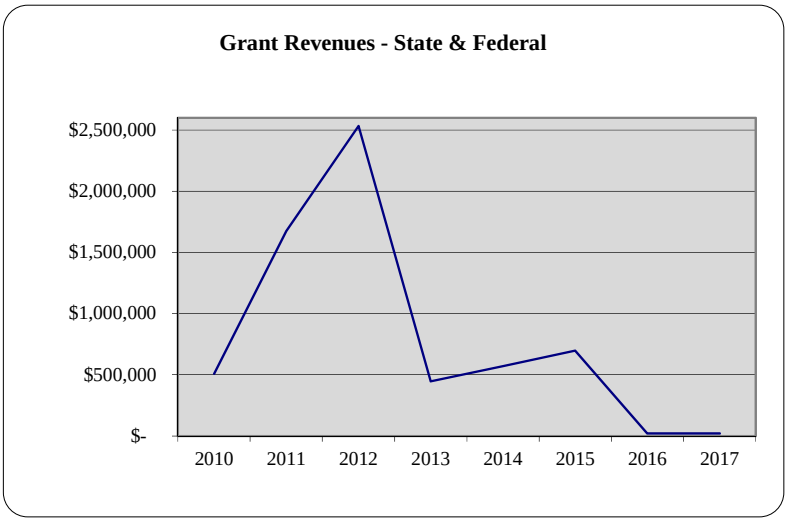
FINANCIAL CONDITION

Factor: Revenues
Indicator: Grant Income - State & Federal

DATA

	Year	Grant Revenues
(A)	2010	$ 507,015
(A)	2011	$ 1,674,909
(A)	2012	$ 2,532,109
(A)	2013	$ 445,504
(A)	2014	$ 570,114
(A)	2015	$ 696,302
(1)	2016	$ 19,753
(2)	2017	$ 20,300

Grant revenues in 2016 used for street construction have declined.



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

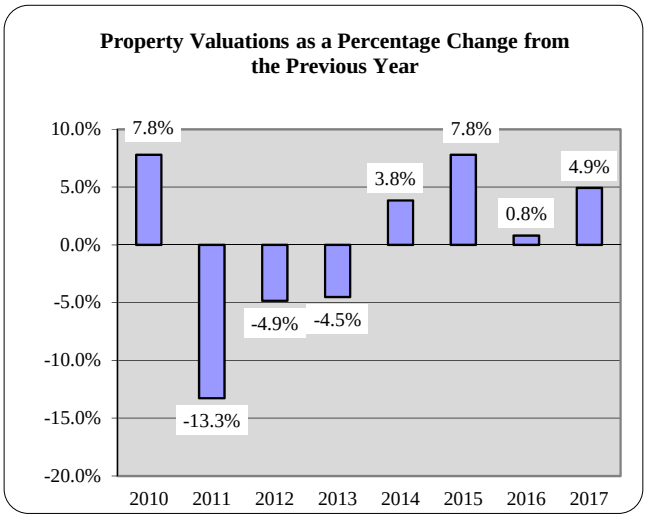
Comments:
The trend is **MIXED.** When the Federal Government offerred stimulus money for street projects , the City received millions of dollars in grant funding in 2011 and 2012. In 2015 we received $600,000 from the State of Florida to help in the construction of Telecom Parkway Extension

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

DATA

	Year	Valuations	Percentage Change
(A)	2010	$ 1,420,234,629	7.8%
(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%
(A)	2015	$ 1,252,352,246	7.8%
(A)	2016	$ 1,262,327,626	0.8%
(2)	2017	$ 1,324,488,891	4.9%

Property values are rebounding and the preliminary assessed values are 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.

CITY OF

TEMPLE TERRACE

Amazing City. Since 1925.

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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 2016	Finance Director	Review budgeting literature, prior year GFOA Budget Award Comments, prior year budget documents and prior year budget manual. Draft budget manual.
TBD	City Manager and City Council	Hold goal setting session. City Manager forwards results to Department Heads at Manager goal setting session.
TBD	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
February 2, 2016	Finance Director	Distribute budget instruction manuals and materials to department directors.
February 3, 2016	City Manager and Finance Director	Kickoff Budget Meeting. City Manager provides broad based direction, given results of prior goal setting sessions. Finance Director to discuss budget manual.
March – April 2016	City Manager and Finance Director	Review and modify tentative budget manual
April 27, 2016	City Manager, Finance Director, and PW Director	Develop five-year CIP for infrastructure to include project description, priority, and estimated cost.
TBD	City Council	Hold goal setting session to establish broad based direction to staff to use in budget preparation.
June 17, 2016	Finance Director, PW Director, and Planning	Complete five-year CIP.
		DATA INPUT and BUDGET COMPILATION
February 29, 2016	Department Heads	Submit personnel requests, reclassifications, and employee fund splits.
February 29, 2016	Department Heads	Complete preliminary year end estimates (9/30/16).
March 7, 2016	Department Heads	Submit completed Capital Expenditure Request Forms, including funding source. Identify CIT eligible projects.

BUDGET CALENDAR

DATE:	RESPONSIBILITY:	ACTIVITY:
March 11, 2016	Department Heads	Finalize preliminary revenue estimates.
March 17, 2016	Department Heads	Complete Narratives. Enter operating and capital budgets into computer. Address GFOA comments.
March 19, 2016	Department Heads	Submit revisions to programs, departmental goals, organizational charts, program descriptions and performance measurements, and pictures.
April 25 – May 2, 2016	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.
June 1, 2016	Property Appraiser	Property Appraiser estimated assessment of the value of all property no later than June 1 of each year (CH 200.065(7) F.S.). Property Appraiser delivers the estimated 2016 assessment roll values.
June 6 – July 1, 2016	Finance Department	Compile and print proposed operating and capital budget.
July 12, 2016	City Manager and Finance Director	City Manager prepared final budget and reviewed with department heads.
August 4-14, 2016	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
June 21, 2016	City Manager and City Council	Capital Workshop – Preliminary numbers
July 5, 2016	City Manager and City Council	Initial Burton & Associates Workshop
July 19, 2016	City Manager and City Council	Operating Budget Workshop and Burton & Associates Financial Sustainability Workshop
July 26, 2016	City Manager and City Council	Deliver summary budget to the City Council.
August 2, 2016	City Manager and City Council	Operating Budget Workshop – Enterprise Funds
August 2, 2016	City Council	Approve millage certification including tentative millage rate, date, time and place of first public hearing.
NLT – August 4, 2016	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

DATE:	RESPONSIBILITY:	ACTIVITY:
July 20 – August 30, 2016	Finance Department	Compile and print City Council modified operating and capital budget.
August 16, 2016	City Manager and City Council	Operating budget workshop and Burton and Associates Financial Sustainability Workshop.
NLT – August 24, 2016	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.)
September 6, 2016	City Council	Hold first public hearing, adopts tentative millage rate, and first reading on millage and operating and capital budget ordinances.
September 17, 2016	**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 20, 2016	City Council	Hold second public hearing and second reading and adoption of millage and operating and capital budget ordinances. **Must be held within two to five days after the advertisement appears in the newspaper (CH 200.065(2) F.S.)**
September 30, 2016	**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, 2016	Department Heads	Evaluate operating results quarterly and report results to City Manager.
October 1, 2016	All	Implement new Fiscal Year Budget.
November 2016	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 measureable 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 two months (16.7%) of General Fund expenditures excluding extraordinary and capital purchases.
  - The Enterprise Fund's net asset balance should equal to two months (16.7%) of expenses excluding extraordinary and capital purchases. 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.

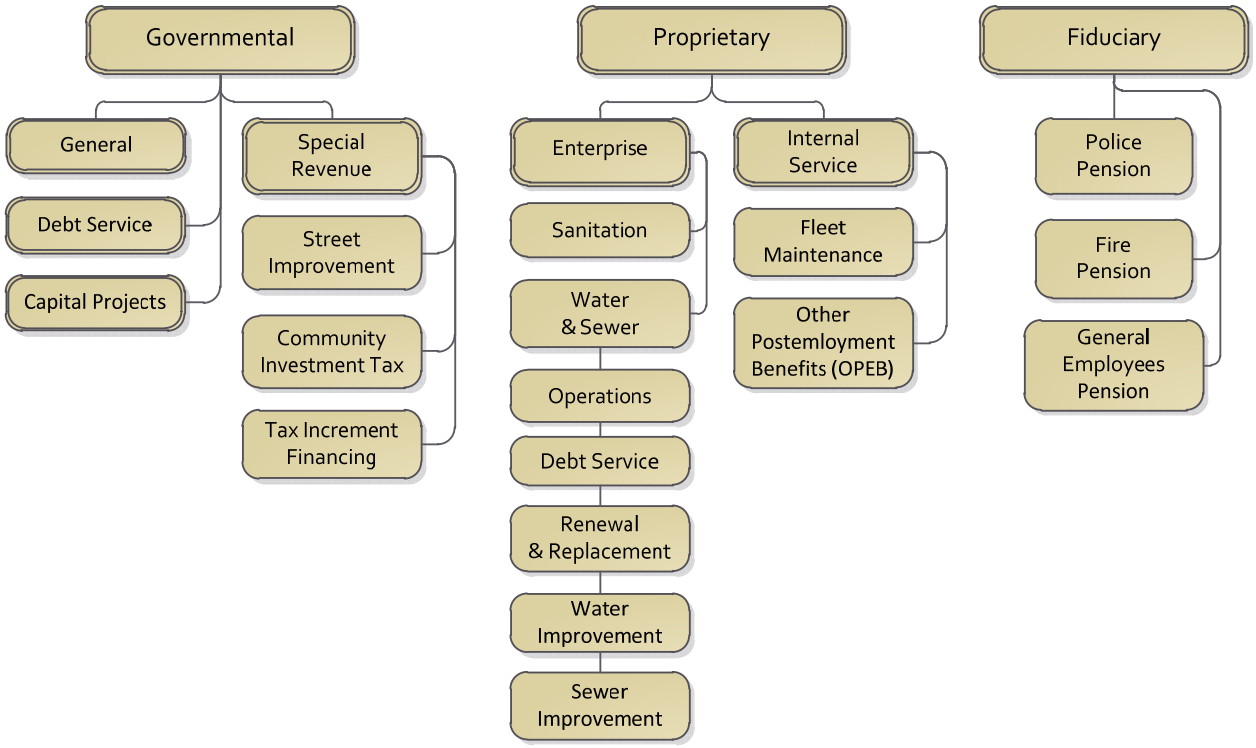
Financial Structure

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:

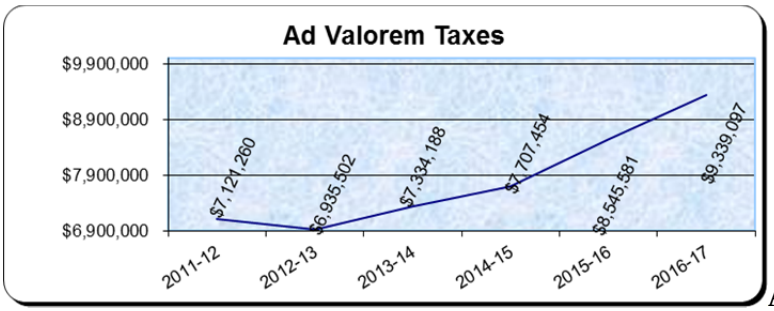


REVENUE FORECAST METHODOLOGY

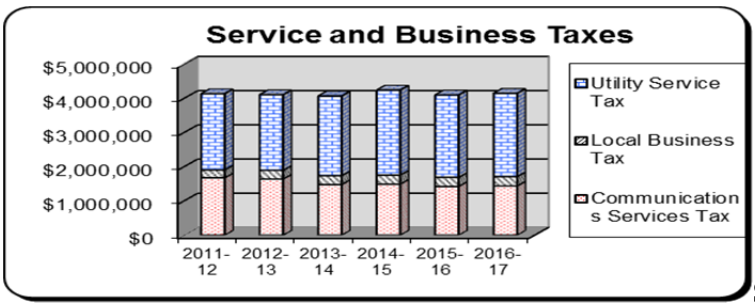
A balanced budget is presented for each of the City's thirteen funds. Revenues are estimated, and fund balance is appropriated only to the extent that appropriations exceed estimated revenues. The purpose of detailing forecast methodologies for revenues is to determine the validity of the forecast over 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 2016-17 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 7.205 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 2016 taxable assessed property value estimate of $1,337,965,797 represents an increase of $75,638,171 or 6% over the 2015 final taxable value of $1,262,327,616. The Ad Valorem revenue for Fiscal Year 2017 increased $860,555 with a tax rate of 7.205 mills.



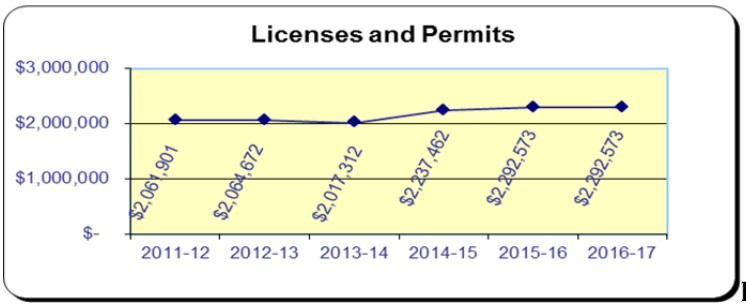
Service and Business Taxes – The analysis of recent trends in this revenue source category indicates revenues have been relatively stable compared to last year. Annexation growth will generate additional revenue in this category. During Fiscal Year 2017, Communications Services Tax is projected to decrease slightly. The Business Tax revenue source was reviewed during the 2012 legislative session resulting in a change to the definition of digital service. The rates for business taxes will remain the same.

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.

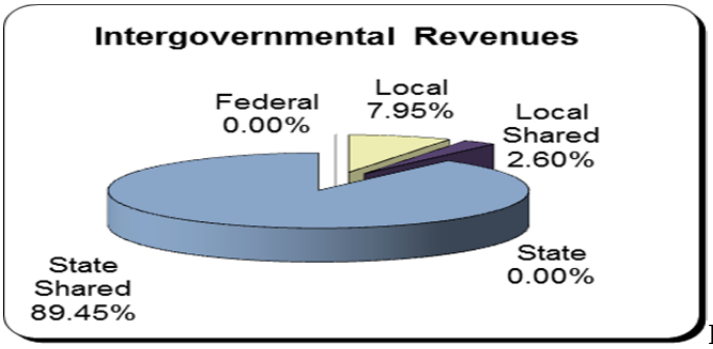
Communications Services Tax - The "Communications Services Tax Simplification Law" became effective October 1, 2001. The Council authorized the levy of the maximum discretionary communications services tax of 5.4% and elected not to collect right-of-way permit fees. Communication companies are responsible 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 2017 remain stable.



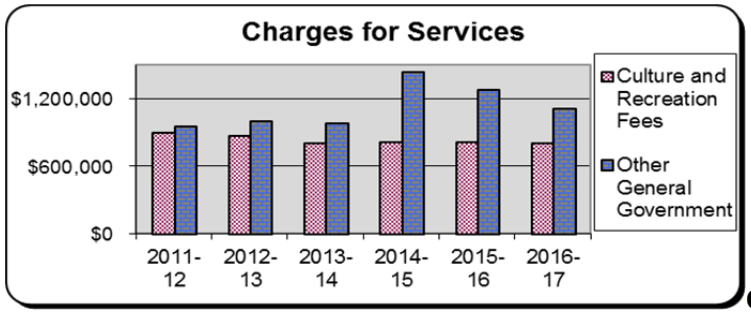
Licenses and Permits - Includes building and utility permits, development review fees, franchise fees, and other local permits. Franchise fees from electric and gas utilities are included in this category and remained relatively stable over the past four years. The franchise agreements in force have 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.



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 $160,000 for the 9-1-1 County-wide system. The County maintained the same funding to operate the Temple Terrace Public Library from $161,430. 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 53% 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.

Fines and Forfeitures - Includes court fines, traffic violations, parking tickets, false alarms, library fines, and other penalties. These estimates are developed from historical data trends, which remain relatively constant from year to year.

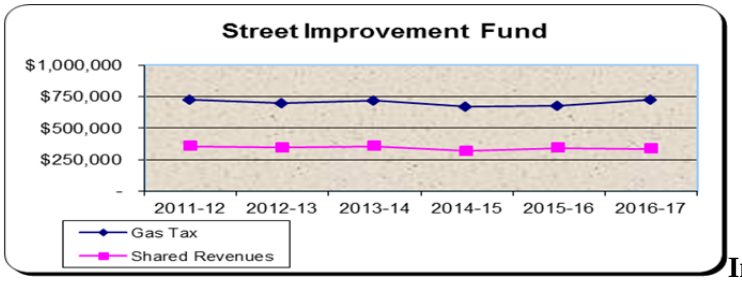
Miscellaneous Revenues - Includes interest on investments, rents, sales of surplus property, insurance proceeds from lost or destroyed property, refunds, contributions, and revenues that are not more properly recorded in other classifications. The revenues in this category are examined based on economic 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 2017, with the 30-day LIBOR rate at 0.54% in June of 2016.

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 2017 budget has been prepared using $883,807 of unassigned fund balance. Although the City's goal is to maintain a 16.7% fund balance reserve in the general fund, the amount is projected to be 13.8% by September 30, 2017.

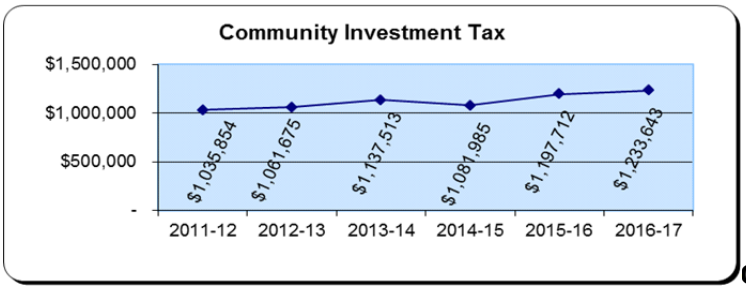
Street Improvement Fund

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 1.94% based on population estimates of all entities. Additional revenues include motor fuel tax rebates and local alternate fuel decal. Historical trend analysis is used in conjunction with state forecasts as reported in the Local Government Financial Information Handbook.

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 1.94% 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.

Tax Increment Financing Fund

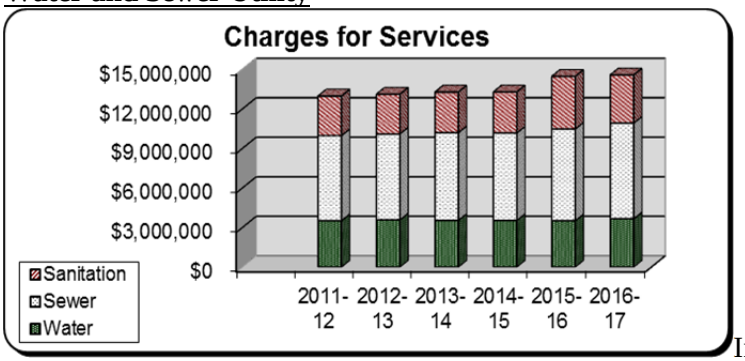
On September 23, 1999, the City Council declared the need for a Community Redevelopment Agency to address the City's blighted area. The **Temple Terrace Redevelopment Agency** (TTRA) was established on May 16, 2000, as a separate, legal entity closely affiliated with the City, with its budget integrated 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 6%, which increased the incremental value to $12,284,495.

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 2016, water sales have remained stable. In Fiscal Year 2016-17, water, irrigation, and sewer rates increased 4.3%.

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 insufficient to cover the cost of disposal fees and fuel charges. In Fiscal Year 2016-17 sanitation rates increased 2.3% for residential and commercial customers. This fund has every program operating as a self-supporting function. The residential program generated 54% 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 decreased in Fiscal Year 2017.

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

Tax = $100,000 / 1,000 = 100 x 7.205 = $720.50

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 2017 Budget is 7.205 mills or $7.205 per $1,000 of taxable value. The Hillsborough County Property Appraiser establishes the taxable value of all City property.

Q. ***The total 2017 millage on property in Temple Terrace is 21.3392. How much of that was paid to the City?***

A. Only 7.205 mills of the 21.3392 levied in 2017 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 21.3392 mills, or $2,133.92 of ad valorem tax; $720.50 went to the City of Temple Terrace (34% 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.

CITY OF

TEMPLE TERRACE

Amazing City. Since 1925.

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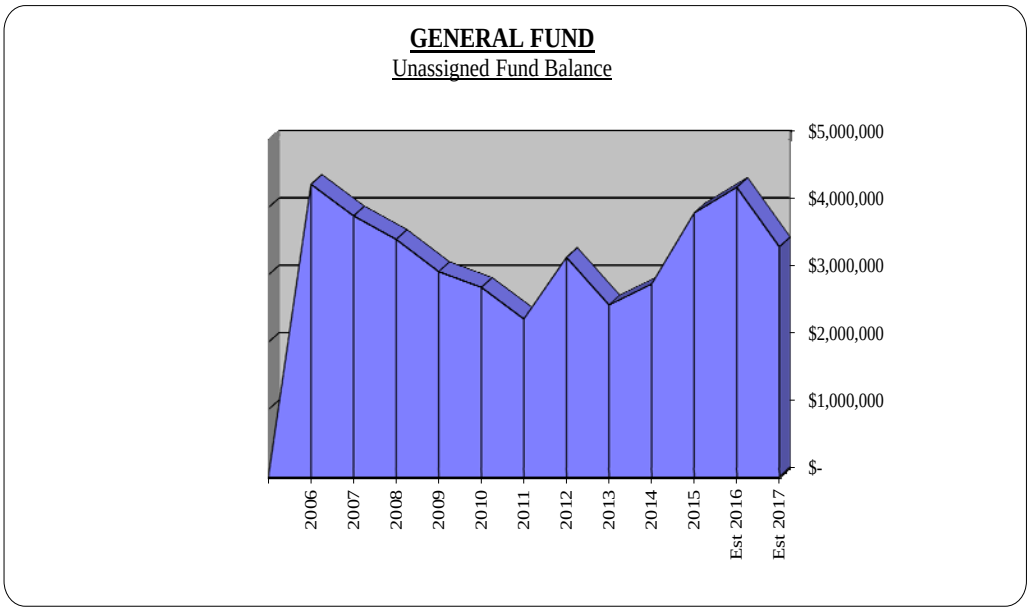
COMPUTATION OF ESTIMATED FUND BALANCES
AT SEPTEMBER 30, 2016 AND 2017

Fund #	Fund Title	Total Fund Balance 9/30/2015	Estimated Revenues 9/30/2016	Estimated Expenditures 9/30/2016	Estimated Total Fund Balance 9/30/2016	Restricted Fund Balance 9/30/2016	Estimated Unassigned Fund Balance 9/30/2016	Use of Appropriated Fund Balance 9/30/2017	Estimated Unassigned / Fund Balance 9/30/2017
001	General Fund	$ 5,759,228	$ 24,170,385	$ (23,787,521)	$ 6,142,092	1,841,911	$ 4,300,181	$ (883,807)	$ 3,416,374
130	Street Improvement Fund	2,594,668	1,544,644	(2,418,426)	1,720,886	1,720,886	-	9,760	-
160	Community Investment Tax Fund	3,201,989	1,206,780	(4,310,601)	98,168	98,168	-	696,018	-
170	Tax Increment Financing Fund	10,094	124,464	(134,558)	-	-	-	-	-
210	Debt Service Fund	46,631	2,149,442	(2,149,442)	46,631	46,631	-	-	-
310	Capital Projects Fund	-	-	-	-	-	-	-	-
410	Water & Sewer Utility Fund	2,073,482	10,820,309	(12,010,282)	883,509	-	883,509	486,365	1,369,874
420	Water & Sewer Debt Service	323,195	337,011	(337,011)	323,195	323,195	-	-	-
430	Water & Sewer - Renewal & Replacement Fund	658,437	521,605	(1,045,680)	134,362	134,362	-	(16,163)	-
440	Water Improvement Fund	1,905,787	234,478	(1,350,491)	789,774	789,774	-	(184,683)	-
450	Sewer Improvement Fund	201,539	43,962	-	245,501	245,501	-	25,000	-
480	Sanitation Fund	1,269,072	3,518,911	(3,998,948)	789,035	-	789,035	(71,789)	717,246
510	Fleet Maintenance Fund	79,957	762,791	(736,801)	105,947	-	105,947	16,532	122,479
	Total	$ 18,124,079	$ 45,434,782	$ (52,279,761)	$ 11,279,100	$ 5,200,428	$ 6,078,672	$ 77,233	$ 5,625,973

Fiscal Year	Balance
Est 2017	$ 3,416,374
Est 2016	$ 4,300,181
2015	$ 3,917,317
2014	$ 2,861,765
2013	$ 2,551,211
2012	$ 3,259,530
2011	$ 2,343,181
2010	$ 2,813,459
2009	$ 3,046,948
2008	$ 3,526,003
2007	$ 3,874,262
2006	$ 4,344,759



Footnotes:

On September 15, 2015, City Council approved decreasing the City's unassigned fund balance to two and a half months (16.7%) of operating expenditures.

The Unassigned Fund Balance for FY 2017 is estimated to be $3,416,374 or 13.8%.

CITY OF TEMPLE TERRACE
BUDGET SUMMARY
FISCAL YEAR 2016-17

BUDGET SUMMARY

City of Temple Terrace - Fiscal Year 2016-17

THE PROPOSED OPERATING BUDGET EXPENDITURES OF THE CITY OF TEMPLE TERRACE ARE 0.74% 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 7.205	$ 9,339,097	$ -	$ -	$ -	$ -	$ 9,339,097
Sales & Use Taxes	2,510,644	1,233,643	-	-	-	3,744,287
Other Taxes	1,965,835	725,000	-	-	-	2,690,835
Licenses & Permits	2,216,130	-	-	-	-	2,216,130
Intergovernmental Revenue	3,162,043	405,188	-	-	-	3,567,231
Charges for Services	2,230,650	50,000	-	14,901,133	715,853	17,897,636
Fines and Forfeitures	128,216	-	-	-	-	128,216
Miscellaneous Revenue	986,806	18,000	2,700	42,000	-	1,049,506
Other Financing Sources	1,500,961	-	-	112,356	-	1,613,317
Total Revenues	24,040,382	2,431,831	2,700	15,055,489	715,853	42,246,255
Transfers In	-	84,084	1,167,382	860,964	-	2,112,430
Fund Balance/Reserves/Net Assets	883,807	-	-	238,730	-	1,122,537
Total Estimated Revenues, Transfers, & Balances	$ 24,924,189	$ 2,515,915	$ 1,170,082	$ 16,155,183	$ 715,853	$ 45,481,222
Expenditures:						
General Government	$ 3,740,491	$ 10,000	$ -	$ 15,000	$ -	$ 3,765,491
Public Safety	15,477,932	489,625	-	-	-	15,967,557
Physical Environment	-	-	-	14,918,909	-	14,918,909
Transportation	304,454	1,107,840	-	21,183	-	1,433,477
Economic Environment	176,805	175	-	-	-	176,980
Culture/Recreation	3,810,538	50,000	-	-	-	3,860,538
Other Financing Uses	315,000	-	-	-	715,853	1,030,853
Debt Service	-	-	1,170,082	339,127	-	1,509,209
Total Expenditures	23,825,220	1,657,640	1,170,082	15,294,219	715,853	42,663,014
Transfers Out	1,098,969	152,497	-	860,964	-	2,112,430
Fund Balance/Reserves/Net Position	-	705,778	-	-	-	705,778
Total Appropriated Expenditures Transfers, & Balances	$ 24,924,189	$ 2,515,915	$ 1,170,082	$ 16,155,183	$ 715,853	$ 45,481,222

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

	2015-16 Amended Budget As of 6/30/16	Budgeted 2016-17
TOTAL BUDGET	$ 53,549,738	$ 45,481,222
Less: Interfund Transfers	3,707,751	2,112,430
SUBTOTAL	49,841,987	43,368,792
Less Capital Outlay Expenditures	10,195,007	3,427,462
TOTAL OPERATING BUDGET	39,646,980	39,941,330
Total Operating Budget 2016		39,646,980
FY 2017 Operating Budget Increase (Decrease)		$ 294,350
FY 2017 Operating Budget Percentage Increase (Decrease)		0.74%

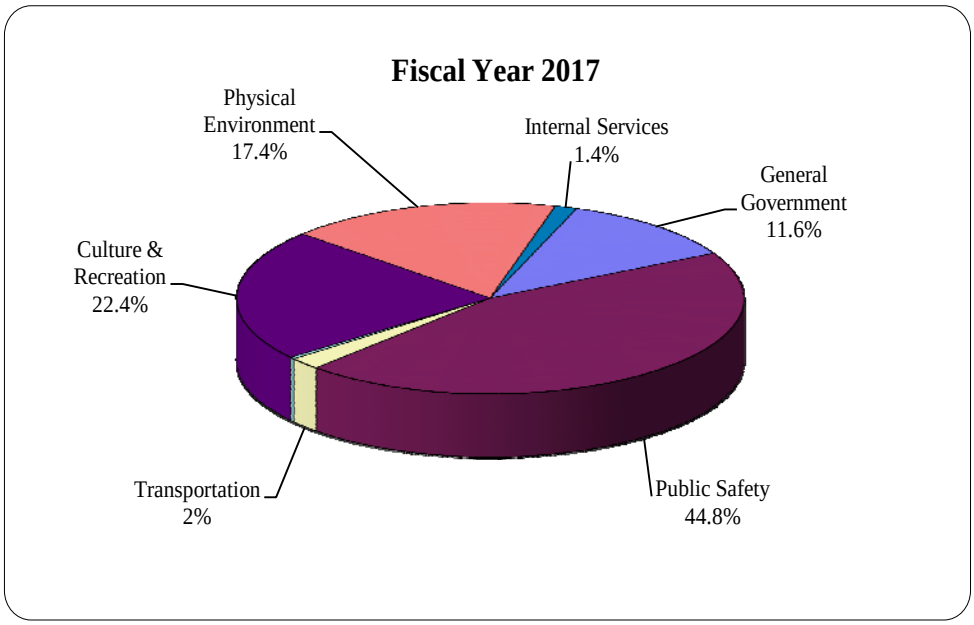
FUND COMPARISONS

Fund #	Fund Title	Adopted Budgeted 2015-16 (10/01/15	Amended Budget 2015-16 As of 6/30/16	Budgeted 2016-17 (10/01/17)	Difference (Col. 3-2)	Difference (Col. 4/2)
001	General Fund	$ 22,549,889	$ 24,820,026	$ 24,924,189	$ 104,163	0.42%
130	Street Improvement Fund	2,900,902	2,569,607	1,117,600	(1,452,007)	-56.51%
160	Community Investment Tax Fund	1,177,827	4,302,463	1,245,643	(3,056,820)	-71.05%
170	Tax Increment Financing Fund	65,372	79,324	152,672	73,348	92.47%
210	Debt Service Fund	698,965	2,524,442	1,170,082	(1,354,360)	-53.65%
410	Water & Sewer Utility Fund	10,372,876	11,735,292	11,246,527	(488,765)	-4.16%
420	Water & Sewer Debt Service	830,164	337,011	339,127	2,116	0.63%
430	Water & Sewer - Renewal & Replacement Fund	755,324	1,045,430	551,000	(494,430)	-47.29%
440	Water Improvement Fund	698,833	1,350,491	335,183	(1,015,308)	-75.18%
450	Sewer Improvement Fund	35,000	10,000	25,000	15,000	150.00%
480	Sanitation Fund	3,681,480	4,011,723	3,658,346	(353,377)	-8.81%
510	Fleet Maintenance Fund	689,277	763,929	715,853	(48,076)	-6.29%
	Gross Total	44,455,909	53,549,738	45,481,222	(8,068,516)	
	Less Transfers	1,839,410	3,707,751	2,112,430	(1,595,321)	
		$ 42,616,499	$ 49,841,987	$ 43,368,792	$ (6,473,195)	

PERSONNEL BY DEPARTMENT / FUNCTION
(FULL-TIME EQUIVALENTS)

	Actual 2013-14	Actual 2014-15	Budgeted 2015-16	Budgeted 2016-17
DEPARTMENT				
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	5.89	5.89	5.49	5.49
Community Development	9.00	8.00	7.00	8.00
Redevelopment	0.00	1.00	1.00	1.00
Police	74.63	74.63	71.63	71.00
Fire	57.58	57.33	57.08	57.08
Library	12.50	12.50	12.50	12.50
Public Works (includes Engineering)	14.65	13.65	13.65	13.65
Parks & Recreation	53.44	53.44	53.44	53.44
Code Compliance	4.12	4.12	4.12	4.12
Total General Fund	245.01	243.76	239.11	239.48
Finance - Utility Services	7.16	7.16	7.56	7.56
PW - Water & Sewer	23.85	24.85	27.00	27.00
PW - Renewal & Replacement	2.15	2.15	2.15	2.15
Total Water & Sewer Fund	33.16	34.16	36.71	36.71
Sanitation Fund	14.70	14.70	14.70	14.70
Fleet Maintenance Fund	4.40	4.15	4.15	4.15
GRAND TOTAL	**297.27**	**296.77**	**294.67**	**295.04**

PERSONNEL BY FUNCTION



PERSONNEL BY FUNCTION	*# Personnel*	
General Government	34.34	11.6%
Public Safety	132.20	44.8%
Transportation	6.00	2.0%
Economic Development	1.00	0.3%
Culture & Recreation	65.94	22.4%
Physical Environment	51.41	17.5%
Internal Services	4.15	1.4%
GRAND TOTAL	295.04	100.0%

BUDGETED PERSONNEL SUMMARY
TOTAL AUTHORIZED POSITIONS

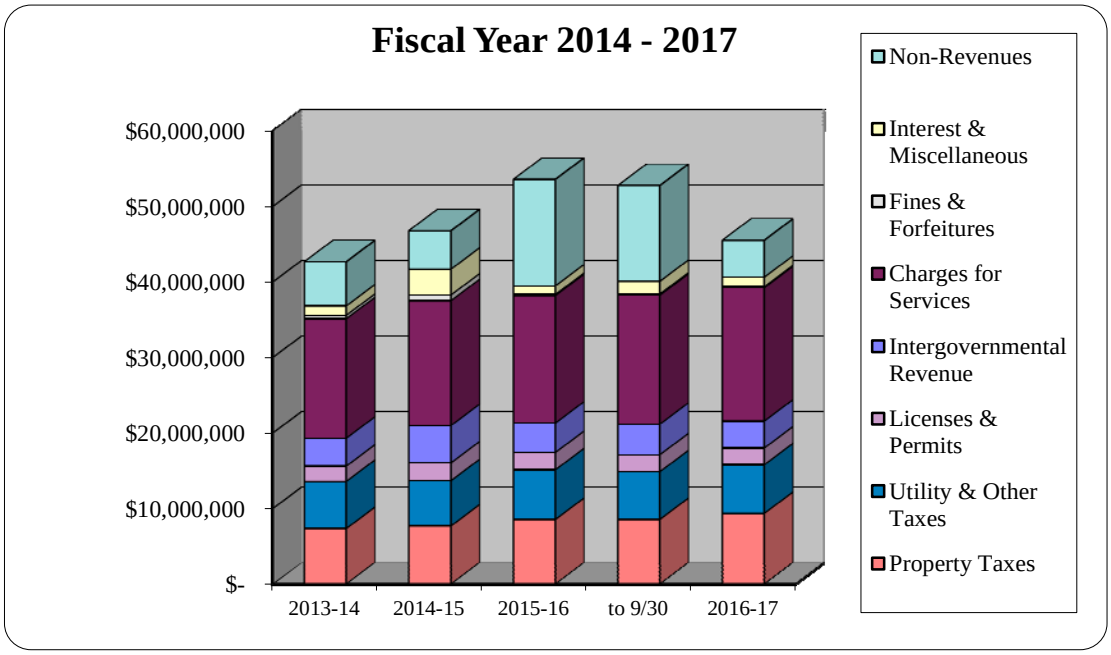
DEPARTMENT	Actual 2014-15	Actual 2015-16	Budgeted 2015-16	2015-16 POSITION CHANGES	2015-16 TOTAL
General Fund					
Legislative	4.00	4.00	4.00		4.00
Executive	3.00	3.00	3.00		3.00
Human Resources	4.00	4.00	4.00		4.00
Information Technology	3.00	3.00	3.00		3.00
Finance	6.00	6.00	6.00		6.00
Community Development	8.00	7.00	7.00	1.00	8.00
Redevelopment	1.00	1.00	1.00		1.00
Police	77.00	77.00	74.00		74.00
Fire	59.00	59.00	58.00		58.00
Library	17.00	17.00	17.00		17.00
Public Works (includes Engineering)	17.00	16.00	16.00		16.00
Parks & Recreation	95.00	95.00	95.00		95.00
Code Compliance	4.00	4.00	4.00		4.00
Total General Fund	298.00	296.00	292.00	1.00	293.00
Finance - Utility Services	8.00	8.00	8.00		8.00
Water & Sewer	26.00	27.00	27.00		27.00
Total Water & Sewer Fund	34.00	35.00	35.00	0.00	35.00
Sanitation Fund	14.00	14.00	14.00		14.00
Fleet Maintenance Fund	4.00	4.00	4.00		4.00
GRAND TOTAL	350.00	349.00	345.00	1.00	346.00

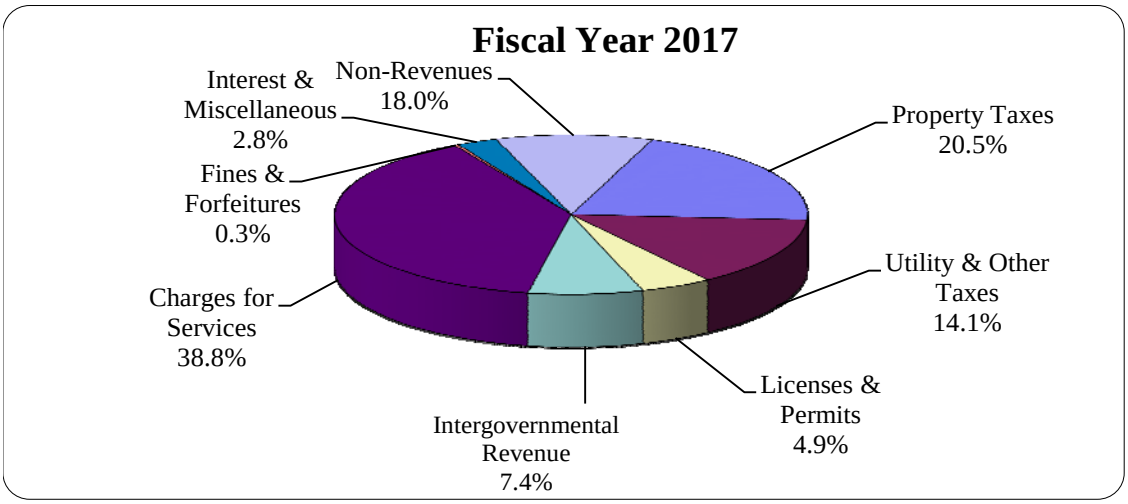
Note: These figures represent actual positions without regard to full-time/part-time status and do not represent full-time equivalents.

REVENUES BY SOURCE

SOURCE	Actual 2013-14	Actual 2014-15	Budgeted 2015-16	Estimate to 9/30	Budgeted 2016-17
Taxes:					
Property Taxes	$ 7,334,188	$ 7,679,632	$ 8,545,581	$ 8,545,581	$ 9,339,097
Utility & Other Taxes	6,245,512	5,995,490	6,569,633	6,308,351	6,435,122
	13,579,700	13,675,122	15,115,214	14,853,932	15,774,219
Licenses & Permits	2,017,312	2,351,720	2,292,573	2,250,503	2,216,130
Intergovernmental Revenue	3,693,967	4,941,011	3,891,594	4,041,669	3,567,231
Charges for Services	15,816,758	16,538,930	16,875,600	17,070,479	17,648,731
Fines & Forfeitures	449,747	745,001	144,050	157,808	128,216
Interest & Miscellaneous	1,243,921	3,413,748	1,138,625	1,682,758	1,264,506
Non-Revenues:					
Interfund Transfers	2,143,194	1,779,565	3,707,751	3,666,956	2,112,430
Interfund Overhead Allocations	1,682,048	1,674,238	1,635,677	1,635,677	1,613,317
Bank Note	-	1,600,000	75,000	75,000	-
Appropriated Balance	2,006,008	15,706	8,673,654	7,297,795	1,156,442
	5,831,250	5,069,509	14,092,082	12,675,428	4,882,189
TOTAL	**$ 42,632,655**	**$ 46,735,041**	**$ 53,549,738**	**$52,732,577**	**$45,481,222**

REVENUES BY SOURCE





REVENUES BY SOURCE

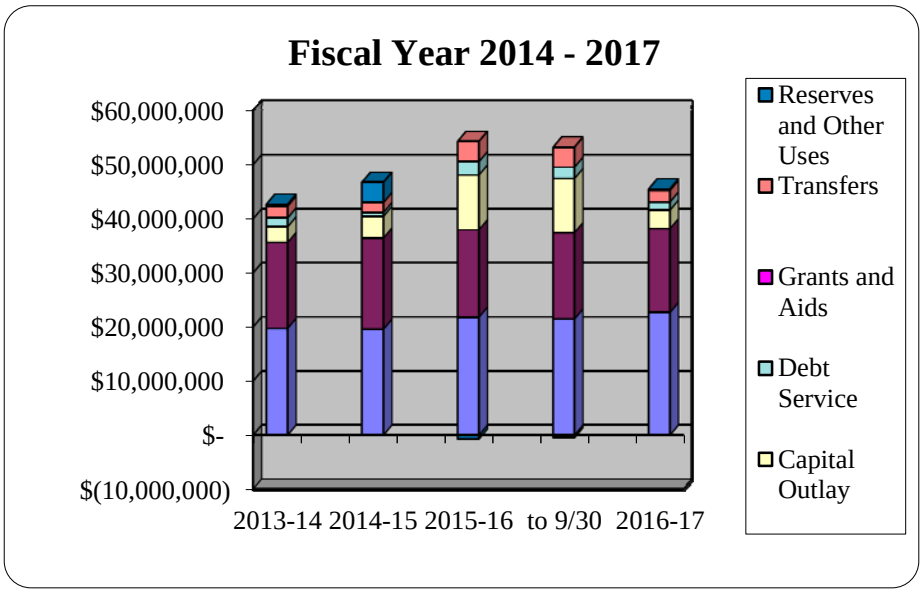
Property Taxes	$	9,339,097	20.5%
Utility & Other Taxes		6,435,122	14.1%
Licenses & Permits		2,216,130	4.9%
Intergovernmental Revenue		3,567,231	7.8%
Charges for Services		17,648,731	38.8%
Fines & Forfeitures		128,216	0.3%
Interest & Miscellaneous		1,264,506	2.8%
Non-Revenues		4,882,189	10.8%
Total	$	45,481,222	100.0%

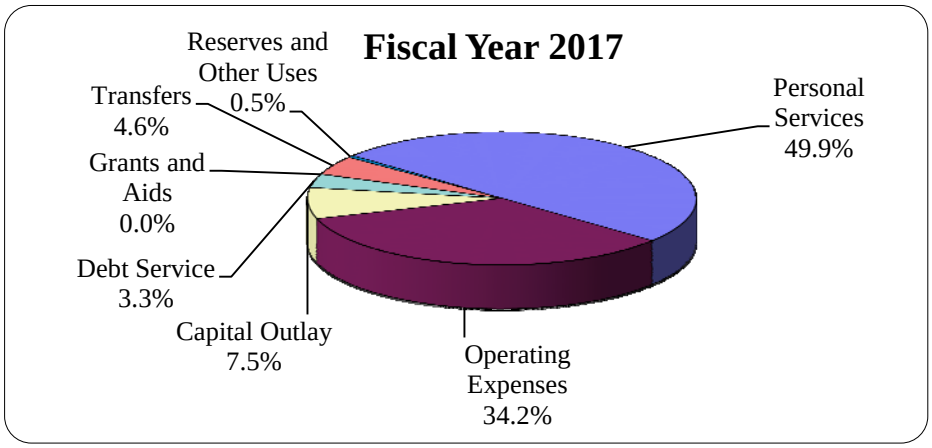
EXPENDITURES BY CATEGORY

CLASSIFICATION	Actual 2013-14	Actual 2014-15	Budgeted 2015-16	Estimate to 9/30	Budgeted 2016-17
Personal Services	$ 19,736,136	$ 19,568,000	$ 21,810,458	$ 21,465,291	$ 22,683,139
Operating Expenses	15,888,002	16,884,203	16,154,905	15,972,499	15,483,065
Capital Outlay	2,881,761	3,990,018	10,124,441	9,995,940	3,427,462
Debt Service	1,641,229	688,824	2,462,506	2,087,506	1,510,209
Grants and Aids	20,300	19,591	19,753	19,753	20,300
Transfers	2,143,194	1,839,410	3,707,751	3,666,956	2,112,430
Reserves and Other Uses	322,033	3,744,995	(730,076)	(475,368)	244,617
Total	**$ 42,632,655**	**$ 46,735,041**	**$ 53,549,738**	**$ 52,732,577**	**$ 45,481,222**

PERCENTAGE OF TOTAL EXPENDITURES					
Personal Services	46.3%	41.9%	40.7%	40.7%	49.9%
Operating Expenses	37.3%	36.1%	30.2%	30.3%	34.2%
Capital Outlay	6.8%	8.5%	18.9%	19.0%	7.5%
Debt Service	3.8%	1.5%	4.6%	4.0%	3.3%
Grants and Aids	0.0%	0.0%	0.0%	0.0%	0.0%
Transfers	5.0%	3.9%	6.9%	7.0%	4.6%
Reserves	0.8%	8.0%	-1.4%	-0.9%	0.5%
Total	**100.0%**	**100.0%**	**100.0%**	**100.0%**	**100.0%**

EXPENDITURES BY CATEGORY





EXPENDITURES BY CATEGORY

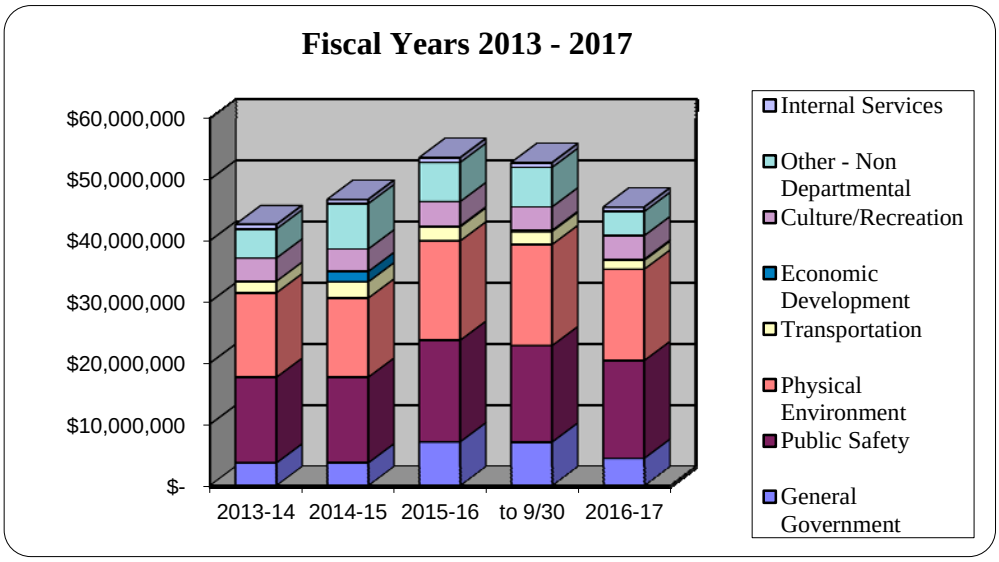
Personal Services	$ 22,683,139	49.9%
Operating Expenses	15,483,065	34.2%
Capital Outlay	3,427,462	7.5%
Debt Service	1,510,209	3.3%
Grants and Aids	20,300	0.0%
Transfers	2,112,430	4.6%
Reserves and Other Uses	244,617	0.5%
Total	$ 45,481,222	100.0%

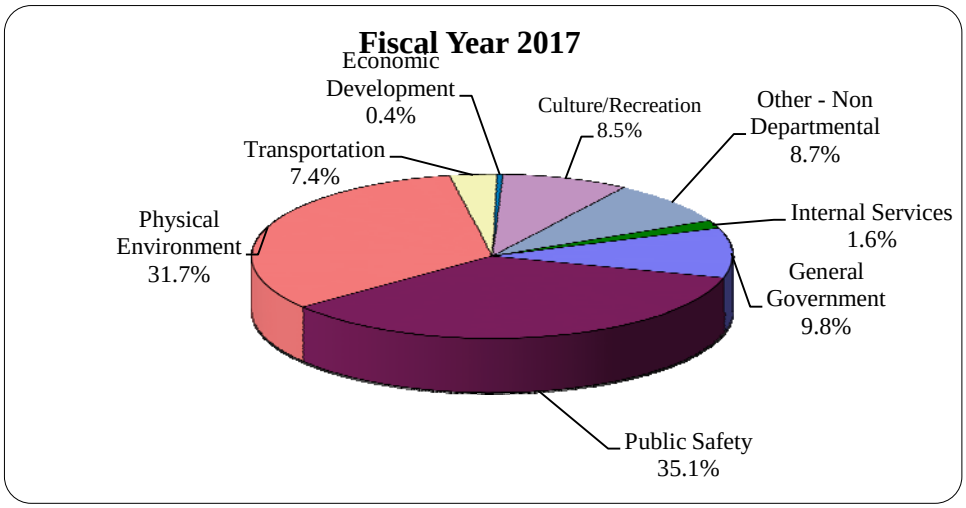
EXPENDITURES BY FUNCTION

FUNCTION	Actual 2013-14	Actual 2014-15	Budgeted 2015-16	Estimate to 9/30	Budgeted 2016-17
General Government	$ 3,711,555	$ 3,724,673	$ 7,150,634	$ 7,114,631	$ 4,461,509
Public Safety	13,988,929	13,988,721	16,587,983	15,742,115	15,967,557
Physical Environment	13,791,900	12,923,722	16,219,901	16,516,328	14,918,909
Transportation	1,886,828	2,641,675	2,294,667	2,141,383	1,443,237
Economic Development	175	1,695,266	154,032	164,077	176,980
Culture/Recreation	3,788,089	3,677,181	3,978,107	3,841,056	3,860,538
Other - Non Departmental	4,748,361	7,409,246	6,400,485	6,450,196	3,936,639
Internal Services	716,818	674,557	763,929	762,791	715,853
Total	**$ 42,632,655**	**$ 46,735,041**	**$ 53,549,738**	**$ 52,732,577**	**$ 45,481,222**

PERCENTAGE OF TOTAL EXPENDITURES BY FUNCTION					
General Government	8.7%	8.0%	13.4%	13.5%	9.8%
Public Safety	32.8%	29.9%	31.0%	29.9%	35.1%
Physical Environment	32.4%	27.7%	30.3%	31.3%	32.8%
Transportation	4.4%	5.7%	4.3%	4.1%	3.2%
Economic Development	0.0%	3.6%	0.3%	0.3%	0.4%
Culture/Recreation	8.9%	7.9%	7.4%	7.3%	8.5%
Other - Non Departmental	11.1%	15.9%	12.0%	12.2%	8.7%
Internal Services	1.7%	1.4%	1.4%	1.5%	1.6%
Total	**100.0%**	**100.0%**	**100.0%**	**100.0%**	**100.0%**

EXPENDITURES BY FUNCTION



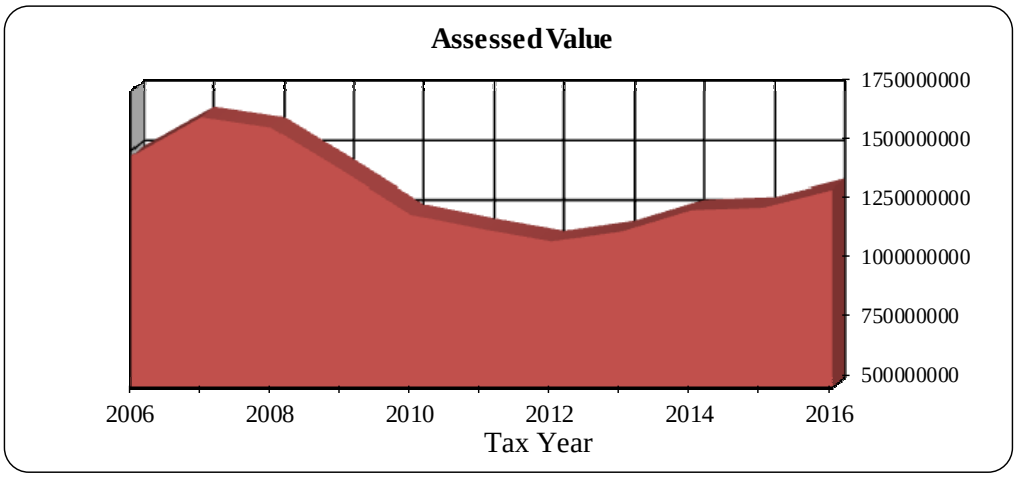


EXPENDITURES BY FUNCTION		
General Government	$ 4,461,509	9.8%
Public Safety	15,967,557	35.1%
Physical Environment	14,918,909	32.8%
Transportation	1,443,237	3.2%
Economic Development	176,980	0.4%
Culture/Recreation	3,860,538	8.5%
Other - Non Departmental	3,936,639	8.7%
Internal Services	715,853	1.6%
Total	$ 45,481,222	100.0%

PROPERTY VALUES, MILLAGE RATES, and AD VALOREM RECEIPTS
FISCAL YEAR 2006-07 THROUGH FISCAL YEAR 2016-17

Fiscal Year	Tax Year	Taxable Valuations (1)	Increase over Previous Year	% Increase	Millage Levy (2)	Change over Previous Year	% Change	Ad Valorem Tax Revenues (3)	Change over Previous Year	% Change
2016-17	2016	$ 1,337,965,797	$ 75,638,171	6.0%	7.2050	0.250	3.6%	$ 9,640,044	$ 821,727	9.3%
2015-16	2015	1,262,327,626	9,975,380	0.8%	6.9550	0.650	10.3%	8,818,317	1,182,703	15.5%
2014-15	2014	1,252,352,246	90,459,076	7.8%	6.3050	(0.125)	(1.9)%	7,635,614	301,426	4.1%
2013-14	2013	1,161,893,170	43,013,175	3.8%	6.4300	0.000	0.0%	7,334,188	481,933	7.0%
2012-13	2012	1,118,879,995	(52,919,733)	(4.5)%	6.4300	0.280	4.6%	6,852,255	47,069	0.7%
2011-12	2011	1,171,799,728	(59,766,307)	(4.9)%	6.1500	0.200	3.4%	6,805,186	(233,127)	(3.3)%
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%

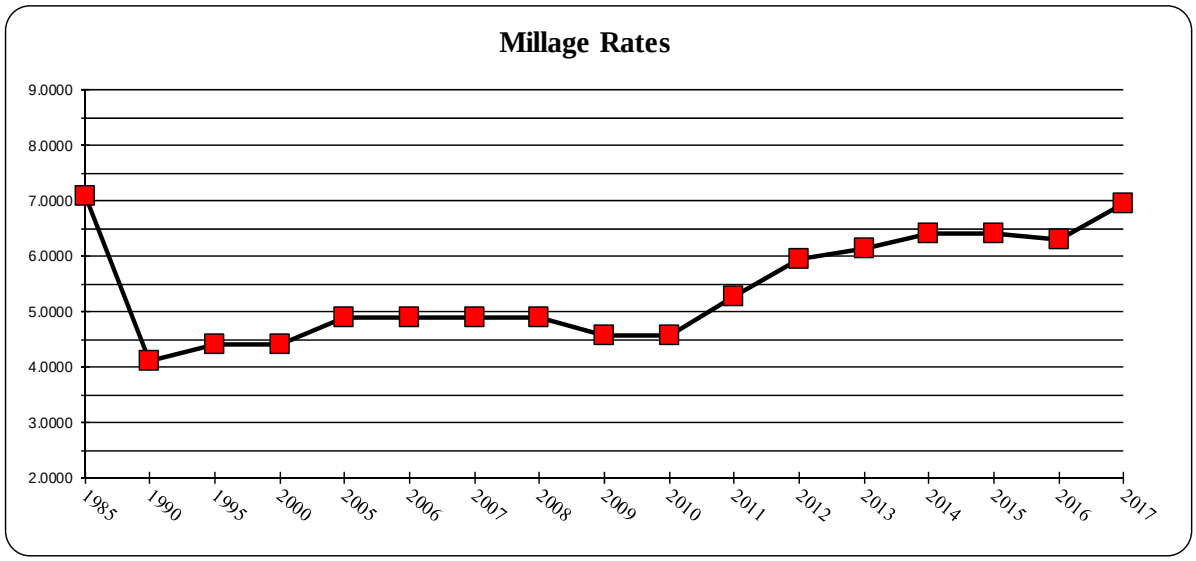
(1) From HC-420 - Certification of Taxable Value
(2) Millage is for City-wide levy only
(3) Ad Valorem Taxes are actuals for tax years 2006 through 2014, and budget for 2015 through 2016.



HISTORICAL ANALYSIS OF MILLAGE RATES

Budget Year	Rate
2017	7.2050
2016	6.9550
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

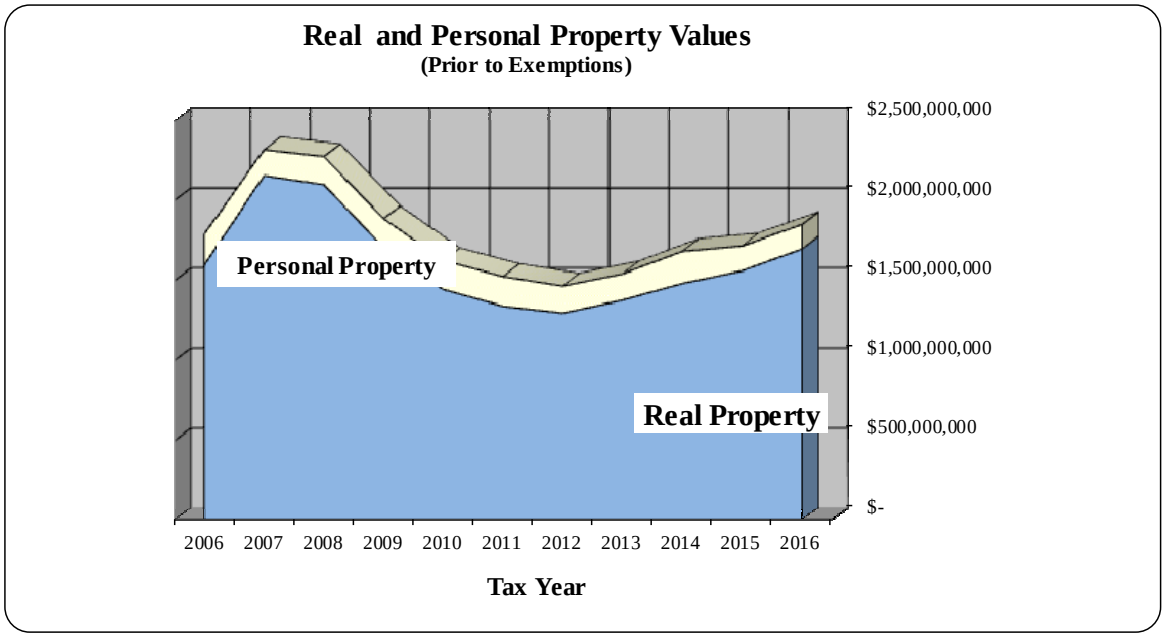
One-half mill was added in 2000, earmarked for capital and downtown development.



JUST PROPERTY VALUES, EXPEMTIONS AND NET TAXABLE VALUES
FISCAL YEAR 2006-07 THROUGH FISCAL YEAR 2016-17

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
2016-17	2016	$ 1,696,972,641	92%	$ 152,006,630	8%	$ 1,848,979,271	$ (511,013,474)	$ 1,337,965,797
2015-16	2015	1,560,204,397	91%	155,760,190	9%	1,715,964,587	(453,636,961)	1,262,327,626
2014-15	2014	1,481,403,262	89%	200,656,340	11%	1,682,059,602	(429,707,356)	1,252,352,246
2013-14	2013	1,377,052,761	89%	164,018,070	11%	1,541,070,831	(379,177,661)	1,118,879,995
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
2010-11	2010	1,443,942,096	89%	180,109,330	11%	1,624,051,426	(392,485,391)	1,231,566,035
2009-10	2009	1,704,757,891	90%	181,624,140	10%	1,886,382,031	(466,147,402)	1,420,234,629
2008-09	2008	2,099,071,550	92%	175,123,060	8%	2,274,194,610	(673,398,901)	1,600,795,709
2007-08	2007	2,154,869,809	93%	161,831,290	7%	2,316,701,099	(671,420,531)	1,645,280,568
2006-07	2006	1,596,089,938	89%	192,910,270	11%	1,789,000,208	(501,371,945)	1,287,628,263

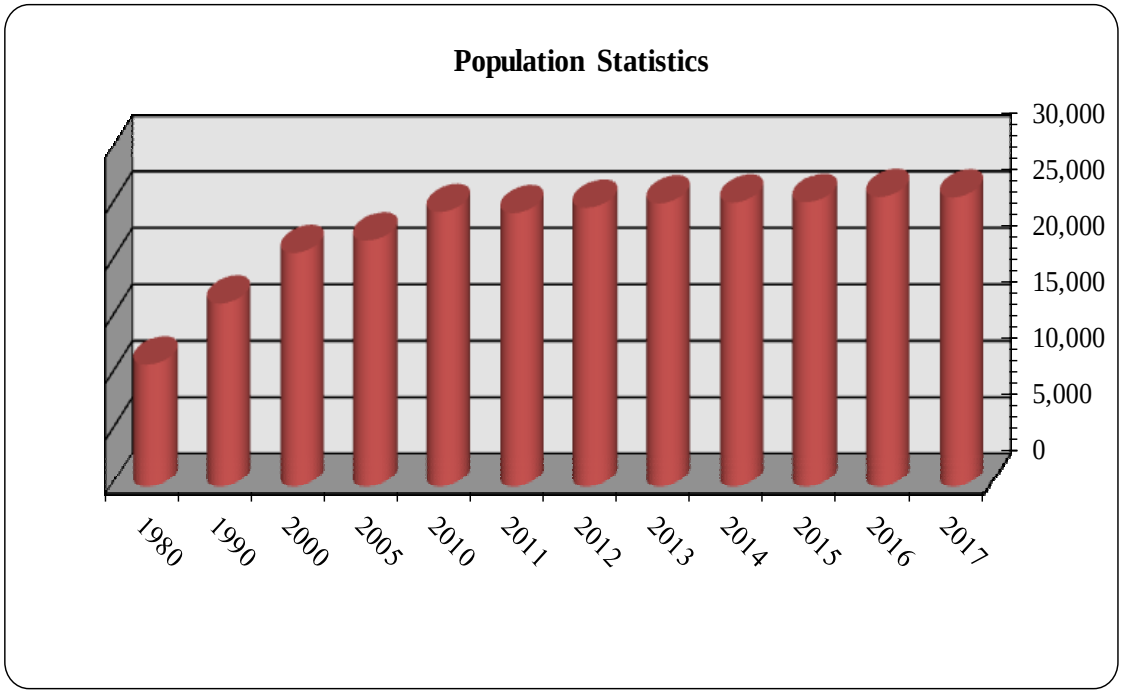
Source: Form HC-489AM The Preliminary Recapitulation of the Ad Valorem Assessment Rolls



POPULATION STATISTICS

	Year	Population	Increase Over Prior Year	% Increase Over Prior Year
Estimated	2017	25,833	(40)	-0.15%
Estimated	2016	25,873	454	1.79%
	2015	25,419	42	0.17%
	2014	25,377	70	0.28%
	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



CITY OF

TEMPLE TERRACE

Amazing City. Since 1925.

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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, 2016 the General Government Funds have $26,646,888 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 26, 2005, the City issued a **$3,125,000 Taxable Non-Ad Valorem Revenue Note, Series 2005 at 5.45%** with Wachovia Bank (now Wells Fargo) 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 October 1, 2015, the City issued a **$23,540,000 Taxable Non-Ad Valorem Revenue Note at 2.3%** as a fixed interest rate with PNC Bank to refund the balloon note due by October 15, 2015, associated with the purchase of property for the redevelopment of the City's downtown area. 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 rate plus 1.75%, was due to mature September 30, 2013. The third, $24,335,000 with PNC, had a fixed rate of 1.15%. The new note with PNC matures April 1, 2018, 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.
* On June 25, 2015, the City issued a **$1,600,000 Taxable Non-Ad Valorem Revenue Note at 2.95%** as a fixed interest rate with PNC Bank to provide funding for the Vlass Settlement. 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. Interest on the note is paid semi-annually commencing October 1, 2015. Principal payments begin October 1, 2016 and can be made at any time without penalty prior to the maturity date of October 1, 2020.

Enterprise Funds: The Enterprise Funds have $325,000 in outstanding debt as of September 30, 2015, which is secured solely by the revenues from the operation of the water and sewer systems.

* 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, 2016

	GENERAL GOVERNMENT FUNDS				ENTERPRISE FUNDS	
	Country Club Note	Redevelopment Note	2015 Series Taxable Non Ad Valorem Revenue Bond	Total	2004 Series W & S Utility	Total
Issue Date	2005	2015A	2015		2004	
Retirement Date	2025	2018	2020		2017	
Original Debt	$ 3,125,000	$ 24,335,000	$ 1,600,000	$ 29,060,000	$ 3,165,000	$ 3,165,000
Outstanding Principal	$ 1,806,888	$ 23,540,000	$ 1,300,000	$ 26,646,888	$ 325,000	$ 325,000
Interest Rate	5.45%	2.33%	2.95%		4.156%	
Annual Debt Service:						
2016	259,330	274,241	348,350	881,921	338,507	338,507
2017	259,330	274,241	349,205	882,776	-	-
2018	259,330	274,241	349,765	883,336	-	-
Thereafter	1,555,980	23,540,000	350,030	25,446,010	-	-
	$ 2,333,970	$ 24,362,723	$ 1,397,350	$ 28,094,043	$ 338,507	$ 338,507

NET DEBT PER CAPITA

As of Sept. 30	Population	Notes Payable	Utility Revenue Bonds	Combined Debt	Net Debt per Capita
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	25,377	26,439,086	1,410,000	27,849,086	1,097
2015	25,419	26,294,429	635,000	26,929,429	1,059
2016	25,439	27,441,888	325,000	27,766,888	1,092

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
Lender: Wells Fargo

Date of Payment	Outstanding Principal	Principal Payment	Interest Payment	Total Payment	Interest Rate
04/01/17	1,806,888	-	49,237.69	49,237.69	5.45%
10/01/17	1,806,888	160,854.61	49,237.69	210,092.30	5.45%
04/01/18	1,646,033	-	44,854.41	44,854.41	5.45%
10/01/18	1,646,033	169,621.19	44,854.41	214,475.60	5.45%
04/01/19	1,476,412	-	40,232.23	40,232.23	5.45%
10/01/19	1,476,412	178,865.54	40,232.23	219,097.77	5.45%
04/01/20	1,297,547	-	35,358.14	35,358.14	5.45%
10/01/20	1,297,547	188,613.71	35,358.14	223,971.85	5.45%
04/01/21	1,108,933	-	30,218.42	30,218.42	5.45%
10/01/21	1,108,933	198,893.16	30,218.42	229,111.58	5.45%
04/01/22	910,040	-	24,798.58	24,798.58	5.45%
10/01/22	910,040	209,732.84	24,798.58	234,531.42	5.45%
04/01/23	700,307	-	19,083.36	19,083.36	5.45%
10/01/23	700,307	221,163.28	19,083.36	240,246.64	5.45%
04/01/24	479,144	-	13,056.66	13,056.66	5.45%
10/01/24	479,144	233,216.68	13,056.66	246,273.34	5.45%
04/01/25	245,927	-	6,701.51	6,701.51	5.45%
10/01/25	245,927	245,926.86	6,701.51	252,628.37	5.45%
		$ 1,806,887.87	$ 527,082.00	$ 2,333,969.87	

	Year	Total	Principal	Interest
This Year's Requirement	2017	$ 259,329.99	$ 160,854.61	$ 98,475.38
Maximum Requirement	2018	$ 259,330.01	$ 169,621.19	$ 89,708.82

CITY OF TEMPLE TERRACE
$23,540,000

2015A Revenue Refunding Note

Taxable Non-Ad Valorem Revenue Note

Purpose: Refinancing Purchase of Downtown Redevelopment Area
Paying Agent: PNC Bank

Date of Payment	Outstanding Principal	Principal Payment	Interest Payment	Total Payment	Interest Rate
04/01/17	23,540,000	-	274,241.00	274,241.00	2.33%
10/01/17	23,540,000	-	274,241.00	274,241.00	2.33%
04/01/18	23,540,000	23,540,000	274,241.00	23,814,241.00	2.33%
		$ 23,540,000.00	$ 822,723.00	$ 24,362,723.00	

	Year	Total	Principal	Interest
This Year's Requirement	2017	$ 548,482.00	$ -	$ 548,482.00
Maximum Requirement	2018	$ 24,088,482.00	$ 23,540,000.00	$ 548,482.00

CITY OF TEMPLE TERRACE
$1,600,000

2015 Revenue Note

Taxable Non-Ad Valorem Revenue Note
Purpose: Vlass Settlement
Paying Agent: PNC

Date of Payment	Outstanding Principal	Principal Payment	Interest Payment	Total Payment	Interest Rate
04/01/17	1,300,000.00	-	19,175.00	19,175.00	2.95%
10/01/17	1,300,000.00	310,000.00	19,175.00	329,175.00	2.95%
04/01/18	990,000.00	-	14,602.50	14,602.50	2.95%
10/01/18	990,000.00	320,000.00	14,602.50	334,602.50	2.95%
04/01/19	670,000.00	-	9,882.50	9,882.50	2.95%
10/01/19	670,000.00	330,000.00	9,882.50	339,882.50	2.95%
04/01/20	340,000.00	-	5,015.00	5,015.00	2.95%
10/01/20	340,000.00	340,000.00	5,015.00	345,015.00	2.95%
		$ 1,300,000.00	$ 97,350.00	$ 1,397,350.00	

	Year	Total	Principal	Interest
This Year's Requirement	2017	$ 348,350	$ 310,000	$ 38,350
Maximum Requirement	2020	$ 350,030	$ 340,000	$ 10,030

City of Temple Terrace
$3,165,000

Water & Sewer Revenue Refunding Bonds
Series 2004

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

Date of Payment	Outstanding Principal	Principal Payment	Interest Payment	Total Payment	Interest Rate
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%
		$ 325,000.00	$ 13,507.00	$ 338,507.00	

	Year	Total	Principal	Interest
This Year's Requirement	2017	$ 338,507	$ 325,000	$ 13,507
Maximum Requirement	2017	$ 338,507	$ 325,000	$ 13,507

REVENUE SUMMARY
By Fund and Major Revenue Source

Fund: **ALL**

FUND	SOURCE	Actual 2013-14	Actual 2014-15	Budgeted 2015-16	Estimate to 9/30	Budgeted 2016-17
GENERAL FUND						
	Ad Valorem Taxes	$ 7,334,188	$ 7,679,632	$ 8,545,581	$ 8,545,581	$ 9,339,097
	Sales Tax	317,450	-	331,500	331,500	325,739
	Utility & Other Taxes	4,071,950	4,048,008	4,363,721	4,102,439	4,150,740
	Licenses and Permits	2,017,312	2,351,720	2,292,573	2,250,503	2,216,130
	Federal Shared Revenues	282,030	8,670	8,005	11,310	-
	State Shared Revenues	2,693,237	2,871,980	2,705,608	2,838,582	2,828,513
	Local Shared Revenues	334,234	345,787	312,028	374,086	333,530
	Charges for Services	988,089	1,437,811	1,203,578	1,284,493	1,416,500
	Culture/Recreation Fees	811,359	823,074	861,796	820,351	814,150
	Fines and Forfeitures	449,747	745,001	144,050	157,808	128,216
	Interest Earnings	43,509	36,583	35,100	28,923	22,400
	Miscellaneous Revenue	861,790	967,525	860,525	1,102,843	964,406
	Transfers, Reserves, & Other	1,797,723	3,184,958	3,155,961	2,321,966	2,384,768
	Total	22,002,618	24,500,749	24,820,026	24,170,385	24,924,189
STREET IMPROVEMENT FUND						
	Gas Taxes	718,599	757,970	676,700	676,700	725,000
	Federal, State, Local Shared Revenues	357,184	1,675,513	760,811	760,811	336,600
	Interest Earnings	13,328	214,461	6,000	3,719	6,000
	Impact Fees	48,645	74,736	50,000	103,414	50,000
	Transfers, Reserves, & Other	381,199	687,267	1,076,096	873,782	-
	Total	1,518,955	3,409,947	2,569,607	2,418,426	1,117,600
COMMUNITY INVESTMENT TAX FUND						
	Local Option Tax	1,137,513	1,189,512	1,197,712	1,197,712	1,233,643
	Interest Earnings	17,243	23,886	12,000	9,068	12,000
	Transfers, Reserves, & Other	-	-	3,092,751	3,103,821	-
	Total	1,154,756	1,213,398	4,302,463	4,310,601	1,245,643
TAX INCREMENT FINANCING FUND						
	Local Shared Revenues	27,280	39,061	34,576	56,880	68,588
	Interest Earnings	172	168	-	387	-
	Transfers, Reserves, & Other	29,632	34,062	44,748	77,291	84,084
	Total	57,084	73,291	79,324	134,558	152,672
DEBT SERVICE FUND						
	Interest Earnings	3,030	3,366	3,500	5,468	2,700
	Transfers, Reserves, & Other	1,054,882	675,592	2,520,942	2,143,974	1,167,382
	Total	1,057,912	678,958	2,524,442	2,149,442	1,170,082
WATER AND SEWER UTILITY FUND						
	Physical Environment Revenues	10,209,968	10,472,977	10,683,275	10,686,835	11,119,171
	Interest Earnings	13,460	16,911	18,500	18,500	15,000
	Miscellaneous Revenues	1,731	21,354	-	1,046	-
	Transfers, Reserves, & Other	360,492	89,280	1,033,517	1,303,901	112,356
	Total	10,585,651	10,600,522	11,735,292	12,010,282	11,246,527

REVENUE SUMMARY
By Fund and Major Revenue Source

Fund: **ALL**

FUND	SOURCE	Actual 2012-13	Actual 2013-14	Budgeted 2014-15	Estimate to 9/30	Budgeted 2015-16
WATER & SEWER DEBT SERVICE						
	Interest Earnings	$ 9,516	$ 9,375	$ 13,500	$ 13,500	$ 9,000
	Transfers, Reserves, & Other	807,467	822,664	323,511	323,511	330,127
	Total	816,983	832,039	337,011	337,011	339,127
RENEWAL & REPLACEMENT FUND						
	Interest Earnings	5,967	4,752	4,000	3,321	4,000
	Miscellaneous Revenues	30,107	6,023	-	31	-
	Transfers, Reserves, & Other	691,830	512,293	1,041,430	1,042,328	547,000
	Total	727,904	523,068	1,045,430	1,045,680	551,000
WATER IMPROVEMENT FUND						
	Interest Earnings	13,929	11,335	17,000	17,000	10,500
	Impact Fees	24,232	860,371	90,000	217,478	140,000
	Transfers, Reserves, & Other	706,009	-	1,243,491	1,116,013	184,683
	Total	744,170	871,706	1,350,491	1,350,491	335,183
SEWER IMPROVEMENT FUND						
	Interest Earnings	(2)	434	-	362	-
	Impact Fees	7,200	211,200	10,000	43,600	25,000
	Total	7,198	211,634	10,000	43,962	25,000
SANITATION FUND						
	Physical Environment Revenues	3,081,458	3,111,798	3,363,022	3,514,871	3,583,057
	Interest Earnings	6,483	6,020	3,500	2,793	3,500
	Miscellaneous Revenues	5,248	8,924	-	1,247	-
	Transfers, Reserves, & Other	138,384	-	645,201	480,037	71,789
	Total	3,231,573	3,126,742	4,011,723	3,998,948	3,658,346
FLEET MAINTENANCE FUND						
	Interest Earnings	(53)	474	-	(284)	-
	Charges for Services	725,884	693,270	763,929	763,929	715,853
	Miscellaneous Revenues	2,020	(757)	-	(854)	-
	Transfers, Reserves, & Other	-	-	-	-	-
	Total	727,851	692,987	763,929	762,791	715,853
	GROSS TOTAL REVENUES	42,632,655	46,735,041	53,549,738	52,732,577	45,481,222
	LESS TRANSFERS	2,143,194	1,839,410	3,707,751	3,307,534	2,112,430
	NET TOTAL REVENUES	$ 40,489,461	$ 44,895,631	$ 49,841,987	$ 49,425,043	$ 43,368,792

INTERFUND TRANSFERS AND OVERHEAD

Fund: **ALL**

TRANSFERS	Actual 2013-14	Actual 2014-15	Budgeted 2015-16	Estimate to 9/30	Budgeted 2016-17
INTERFUND TRANSFERS					
Tax Increment Financing Fund					
From General Fund	$ 29,633	$ 34,062	$ 42,748	$ 42,748	$ 40,525
Debt Service Fund					
From General Fund	680,685	310,498	1,073,698	1,073,698	1,028,152
From Gas Tax Fund	60,000	34,851	870,000	870,000	-
From Tax Increment Financing Fund	56,011	65,197	79,324	79,324	139,230
From Sanitation	-	59,845	-	-	-
Water & Sewer Debt Service Fund					
From Water & Sewer Utility Fund	806,902	822,664	323,511	323,511	330,127
Water & Sewer Renewal & Replacement Fund					
From Water & Sewer Utility Fund	509,963	512,293	518,253	518,253	530,837
General Fund					
From Debt Service	-	-	400,217	-	-
From Water & Sewer Utility Fund	-	-	400,000	400,000	-
Total Interfund Transfers	$ 2,143,194	$ 1,839,410	$ 3,707,751	$ 3,307,534	$ 2,068,871
INTERFUND OVERHEAD ALLOCATIONS					
Administration					
From Water & Sewer Utility Fund	$ 1,136,126	$ 1,125,357	$ 1,103,596	$ 1,103,596	$ 1,090,119
From Renewal & Replacement Fund	32,315	27,381	-	-	-
From Sanitation Fund	360,899	349,943	338,854	338,854	331,982
From Fleet Maintenance Fund	70,388	82,277	79,299	79,299	78,860
Subtotal Administration	1,599,728	1,584,958	1,521,749	1,521,749	1,500,961
Sanitation Billing	82,320	89,280	113,928	113,928	112,356
Total Interfund Overhead Allocations	$ 1,682,048	$ 1,674,238	$ 1,635,677	$ 1,635,677	$ 1,613,317
INTERNAL SERVICE FUND CHARGES					
To Fleet Maintenance Fund	$ 725,884	$ 693,270	$ 763,929	$ 763,929	$ 715,853
Total Internal Service Fund Charges	$ 1,041,597	$ 693,270	$ 763,929	$ 763,929	$ 715,853

EXPENDITURE SUMMARY
All Funds by Category

EXPENDITURE SUMMARY

Expenditure Classification	Actual 2013-14	Actual 2014-15	Budgeted 2015-16	Estimate to 9/30	Budgeted 2016-17
Personal Services	$ 19,736,136	$ 19,568,000	$ 21,810,458	$ 21,465,291	$ 22,683,139
Operating Expenditures	15,888,002	16,884,203	16,154,905	15,972,499	15,483,065
Capital Outlay	2,881,761	3,990,018	10,124,441	9,995,940	3,427,462
Debt Service	1,641,229	688,824	2,462,506	2,087,506	1,510,209
Grants and Aids	20,300	19,591	19,753	19,753	20,300
Transfers	2,143,194	1,839,410	3,707,751	3,666,956	2,112,430
Reserves	1,078,351	4,758,263	198,108	452,816	1,233,675
Other Uses	(756,318)	(1,013,268)	(928,184)	(928,184)	(989,058)
Total Expenditures	$ 42,632,655	$ 46,735,041	$ 53,549,738	$ 52,732,577	$ 45,481,222

EXPENDITURE COMPARISONS

Expenditure Classification	Budgeted 2015-16	Budgeted 2016-17	Dollar Change	Percentage Change
Personal Services	$ 21,810,458	$ 22,683,139	$ 872,681	4.00%
Operating Expenditures	16,154,905	15,483,065	(671,840)	-4.20%
Capital Outlay	10,124,441	3,427,462	(6,696,979)	-66.10%
Debt Service	2,462,506	1,510,209	(952,297)	-38.70%
Grants and Aids	19,753	20,300	547	2.80%
Transfers	3,707,751	2,112,430	(1,595,321)	-43.00%
Reserves and Other Uses	(730,076)	244,617	974,693	0.00%
Total Expenditures	$ 53,549,738	$ 45,481,222	$ (8,068,516)	-15.10%

EXPENDITURE SUMMARY
By Fund and Department

Fund: **ALL**

FUND DEPARTMENT	Actual 2013-14	Actual 2014-15	Budgeted 2015-16	Estimate to 9/30	Budgeted 2016-17
GENERAL FUND					
Legislative	$ 308,713	$ 332,197	$ 384,364	$ 379,341	$ 366,540
Legal	400,875	476,117	304,800	304,800	306,500
Executive	433,560	492,821	565,364	565,464	538,290
Human Resources	691,427	512,134	547,436	507,923	494,136
Information Technology	680,958	552,002	672,754	684,616	761,379
Finance	896,264	872,851	1,639,541	1,546,183	1,619,544
Community Development	515,589	566,514	572,121	611,108	670,698
Police	7,240,127	7,131,688	8,426,073	7,654,411	8,196,339
Fire	5,795,787	5,724,070	6,298,418	6,246,171	6,660,991
Library	726,964	725,313	745,957	744,799	723,817
Public Works	735,617	599,030	867,452	875,089	708,253
Parks & Recreation	3,306,003	2,863,034	3,015,150	2,880,057	3,086,721
Redevelopment	-	1,695,266	154,032	163,727	176,805
Code Compliance	270,734	288,290	282,424	278,692	299,176
Non-Department	-	1,669,422	344,140	728,004	315,000
TOTAL GENERAL FUND	22,002,618	24,500,749	24,820,026	24,170,385	24,924,189
STREET IMPROVEMENT FUND	1,518,955	3,409,947	2,569,607	2,418,426	1,117,600
COMMUNITY INVESTMENT TAX FUND	1,154,756	1,213,398	4,302,463	4,310,601	1,245,643
TAX INCREMENT FINANCING FUND	57,084	73,291	79,324	134,558	152,672
DEBT SERVICE FUND	1,057,912	678,958	2,524,442	2,149,442	1,170,082
WATER & SEWER UTILITY FUNDS					
Finance - Utility Services	1,861,793	1,780,964	2,445,046	2,471,099	2,118,722
Public Works - Water & Sewer	8,723,858	8,819,558	9,290,246	9,539,183	9,127,805
TOTAL WATER & SEWER FUND	10,585,651	10,600,522	11,735,292	12,010,282	11,246,527
WATER AND SEWER DEBT SERVICE FUND	816,983	832,039	337,011	337,011	339,127
RENEWAL AND REPLACEMENT FUND	727,904	523,068	1,045,430	1,045,680	551,000
WATER IMPROVEMENT FUND	744,170	871,706	1,350,491	1,350,491	335,183
SEWER IMPROVEMENT FUND	7,198	211,634	10,000	43,962	25,000
SANITATION FUND	3,231,573	3,126,742	4,011,723	3,998,948	3,658,346
FLEET MAINTENANCE FUND	727,851	692,987	763,929	762,791	715,853
GROSS TOTAL EXPENDITURES	42,632,655	46,735,041	53,549,738	52,732,577	45,481,222
LESS TRANSFERS	2,143,194	1,839,410	3,707,751	3,666,956	2,112,430
NET TOTAL EXPENDITURES	$ 40,489,461	$ 44,895,631	$ 49,841,987	$ 49,065,621	$ 43,368,792

EXPENDITURE SUMMARY

By Category and Element

Fund: ALL

Element Code	Expenditure Classification	Actual 2013-14	Actual 2014-15	Budgeted 2015-16	Estimate to 9/30	Budgeted 2016-17
	PERSONAL SERVICES					
12	Salaries and Wages	$ 12,237,915	$ 12,452,640	$ 13,088,481	$ 12,867,145	$ 13,558,211
14	Overtime	423,652	548,223	528,998	552,392	373,724
15	Special Pay	419,910	446,924	469,650	450,127	423,572
21	Payroll Taxes	980,395	1,008,533	1,070,339	1,032,538	1,127,678
22	Retirement Contributions	3,471,700	3,168,910	4,092,217	4,076,182	4,499,410
23	Life and Health Insurance	1,799,832	1,510,760	2,105,499	2,056,911	2,251,260
24	Workers' Compensation Insurance	387,787	425,275	455,274	429,996	449,284
25	Unemployment Compensation	14,945	6,735	-	-	-
	TOTAL PERSONAL SERVICES	19,736,136	19,568,000	21,810,458	21,465,291	22,683,139
	OPERATING EXPENDITURES					
31	Professional Services	495,024	672,759	590,470	572,534	529,300
32	Accounting and Auditing	31,900	34,000	48,500	48,500	50,000
34	Other Contractual Services	5,955,001	6,422,648	6,240,163	6,557,411	6,084,032
40	Travel and Per Diem	52,444	54,234	106,478	84,746	87,084
41	Communication Services	234,774	236,825	319,892	354,289	301,102
42	Transportation	53,873	57,910	61,079	61,735	62,200
43	Utility Services	1,093,520	1,104,699	1,162,220	1,150,667	1,143,848
44	Rentals and Leases	411,087	390,337	439,994	439,994	448,116
45	Insurance	664,179	605,653	642,224	642,244	736,516
46	Repair and Maintenance Services	1,608,527	1,687,349	1,740,411	1,680,850	1,710,963
47	Printing and Binding	39,247	44,343	50,859	50,091	54,266
48	Promotional Activities	89,587	112,406	138,517	138,517	111,270
49	Other Current Charges	89,704	157,178	257,463	167,911	156,222
51	Office Supplies	66,686	62,809	88,450	83,253	77,850
52	Operating Supplies	1,321,878	1,188,159	1,523,823	1,196,459	1,185,231
53	Road Materials and Supplies	41,961	39,064	67,845	67,845	42,845
54	Books, Publications and Memberships	111,023	113,474	105,656	101,316	92,778
55	Electronic	-	-	500	500	-
59	Other Operating Costs	3,527,587	3,900,356	2,570,361	2,573,637	2,609,442
	TOTAL OPERATING EXPENDITURES	15,888,002	16,884,203	16,154,905	15,972,499	15,483,065
	CAPITAL OUTLAY					
61	Land Acquisition	-	1,600,000	-	-	-
62	Buildings and Improvements	305,190	152,163	3,555,124	3,551,553	128,000
63	Improvements Other Than Buildings	2,012,728	1,559,393	3,898,274	3,855,480	1,398,500
64	Machinery and Equipment	563,843	678,462	2,671,043	2,588,907	1,900,962
	TOTAL CAPITAL OUTLAY	2,881,761	3,990,018	10,124,441	9,995,940	3,427,462
	DEBT SERVICE					
71	Debt Service - Principal	1,142,181	144,657	1,632,541	1,332,541	795,855
72	Debt Service - Interest	497,541	462,948	754,345	754,345	713,734
73	Other Debt Service Costs	1,507	81,219	75,620	620	620
	TOTAL DEBT SERVICE	1,641,229	688,824	2,462,506	2,087,506	1,510,209
	GRANTS AND AIDS					
82	Aid to Private Organizations	20,300	19,591	19,753	19,753	20,300
	TOTAL GRANTS AND AIDS	20,300	19,591	19,753	19,753	20,300
	TRANSFERS					
91	Transfers	2,143,194	1,839,410	3,707,751	3,666,956	2,112,430
	TOTAL TRANSFERS	2,143,194	1,839,410	3,707,751	3,666,956	2,112,430
	RESERVES AND OTHER USES					
99	Reserve for Contingency	1,078,351	4,758,263	198,108	452,816	1,233,675
	Other Uses	(756,318)	(1,013,268)	(928,184)	(928,184)	(989,058)
	TOTAL RESERVES AND OTHER USES	322,033	3,744,995	(730,076)	(475,368)	244,617
	TOTAL ALL FUNDS	$ 42,632,655	$ 46,735,041	$ 53,549,738	$ 52,732,577	$ 45,481,222

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	$ 252,491	$ 93,749	$ -	$ -	$ 20,300	$ -	$ -	$ 366,540
Legal	-	306,500	-	-	-	-	-	306,500
Executive	381,907	153,383	3,000	-	-	-	-	538,290
Human Resources	268,341	225,795	-	-	-	-	-	494,136
Information Technology	298,490	308,489	154,400	-	-	-	-	761,379
Finance	341,826	178,749	-	-	-	1,098,969	-	1,619,544
Community Development	600,806	69,892	-	-	-	-	-	670,698
Police	7,331,147	828,292	36,900	-	-	-	-	8,196,339
Fire	5,913,758	747,233	-	-	-	-	-	6,660,991
Library	524,292	199,525	-	-	-	-	-	723,817
Public Works	816,460	817,623	-	-	-	-	(925,830)	708,253
Parks & Recreation	2,279,785	870,164	-	-	-	-	(63,228)	3,086,721
Redevelopment	118,571	58,234	-	-	-	-	-	176,805
Code Compliance	273,233	25,943	-	-	-	-	-	299,176
Non-Departmental	315,000	-	-	-	-	-	-	315,000
TOTAL GENERAL FUND	19,716,107	4,883,571	194,300	-	20,300	1,098,969	(989,058)	24,924,189
STREET IMPROVEMENT FUND	-	730,840	377,000	-	-	-	9,760	1,117,600
COMMUNITY INVESTMENT TAX	-	-	549,625	-	-	-	696,018	1,245,643
TAX INCREMENT FINANCING	-	175	-	-	-	152,497	-	152,672
DEBT SERVICE FUND	-	-	-	1,170,082	-	-	-	1,170,082
WATER & SEWER UTILITY FUNDS								
Finance - Utility Services	454,998	252,695	62,700	1,000	-	860,964	486,365	2,118,722
Public Works - Water & Sewer	1,460,576	6,944,129	723,100	-	-	-	-	9,127,805
TOTAL WATER & SEWER FUND	1,915,574	7,196,824	785,800	1,000	-	860,964	486,365	11,246,527
WATER & SEWER DEBT SERVICE	-	-	-	339,127	-	-	-	339,127
RENEWAL & REPLACEMENT FUND	-	-	551,000	-	-	-	-	551,000
WATER IMPROVEMENT FUND	-	21,183	314,000	-	-	-	-	335,183
SEWER IMPROVEMENT FUND	-	-	-	-	-	-	25,000	25,000
SANITATION FUND	805,257	2,197,352	655,737	-	-	-	-	3,658,346
FLEET MAINTENANCE FUND	246,201	453,120	-	-	-	-	16,532	715,853
GROSS TOTAL EXPENDITURES	22,683,139	15,483,065	3,427,462	1,510,209	20,300	2,112,430	244,617	45,481,222
LESS TRANSFERS	-	-	-	-	-	2,112,430	-	2,112,430
NET TOTAL EXPENDITURES	$ 22,683,139	$ 15,483,065	$ 3,427,462	$ 1,510,209	$ 20,300	$ -	$ 244,617	$ 43,368,792

CITY OF

TEMPLE TERRACE

Amazing City. Since 1925.

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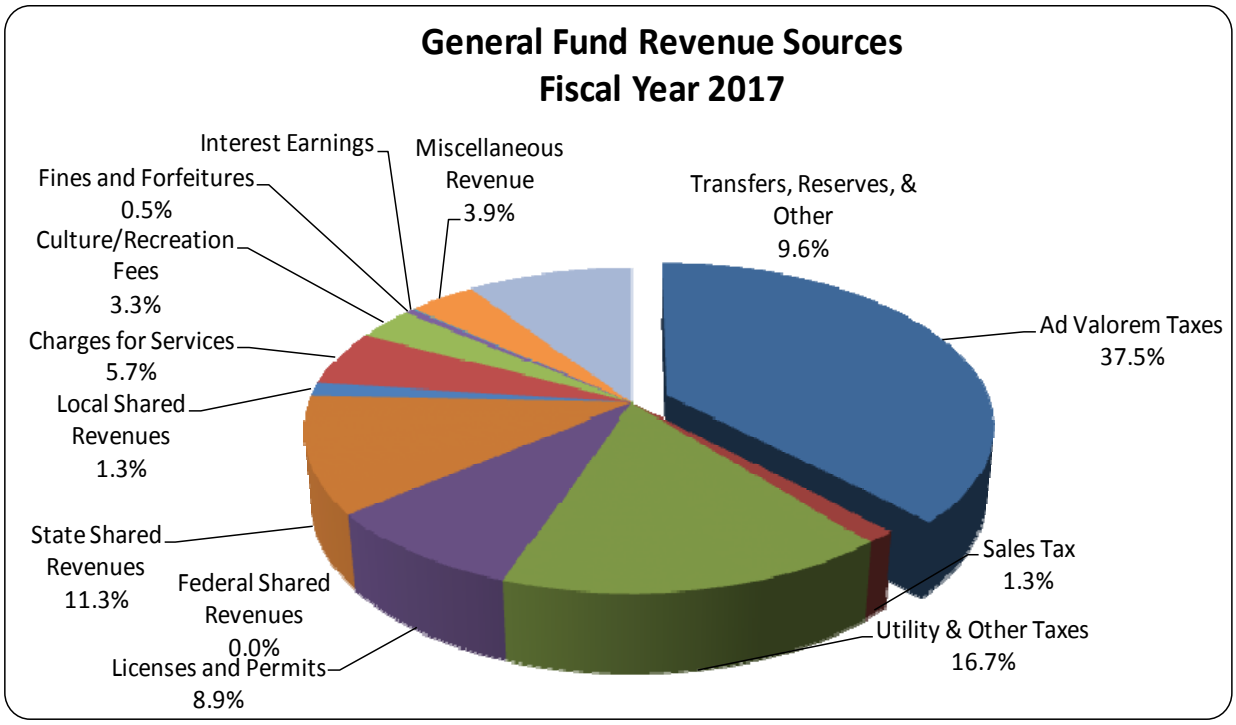
GENERAL FUND REVENUE SUMMARY

By Major Revenue Source

GENERAL

SOURCE	Actual 2013-14	Actual 2014-15	Budgeted 2015-16	Estimate to 9/30	Budgeted 2016-17
Ad Valorem Taxes	$ 7,334,188	$ 7,679,632	$ 8,545,581	$ 8,545,581	$ 9,339,097
Sales Tax	317,450	-	331,500	331,500	325,739
Utility & Other Taxes	4,071,950	4,048,008	4,363,721	4,102,439	4,150,740
Licenses and Permits	2,017,312	2,351,720	2,292,573	2,250,503	2,216,130
Federal Shared Revenues	282,030	8,670	8,005	11,310	-
State Shared Revenues	2,693,237	2,871,980	2,705,608	2,838,582	2,828,513
Local Shared Revenues	334,234	345,787	312,028	374,086	333,530
Charges for Services	988,089	1,437,811	1,203,578	1,284,493	1,416,500
Culture/Recreation Fees	811,359	823,074	861,796	820,351	814,150
Fines and Forfeitures	449,747	745,001	144,050	157,808	128,216
Interest Earnings	43,509	36,583	35,100	28,923	22,400
Miscellaneous Revenue	861,790	967,525	860,525	1,102,843	964,406
Transfers, Reserves, & Other	1,797,723	3,184,958	3,155,961	2,321,966	2,384,768
Total	$ 22,002,618	$ 24,500,749	$ 24,820,026	$ 24,170,385	$ 24,924,189



GENERAL FUND

REVENUES

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

Revenue Code	Revenue Classification	Actual 2013-14	Actual 2014-15	Budgeted 2015-16	Estimate to 9/30	Budgeted 2016-17
	AD VALOREM TAXES					
311.10-00	Current	$ 7,204,195	$ 7,666,621	$ 8,465,581	$ 8,465,581	$ 9,254,441
311.20-00	Delinquent	129,993	13,011	80,000	80,000	84,656
	TOTAL AD VALOREM TAXES	7,334,188	7,679,632	8,545,581	8,545,581	9,339,097
	SALES TAX					
312.5x-xx	Insurance Premium Tax	317,450	-	331,500	331,500	325,739
		317,450	-	331,500	331,500	325,739
	UTILITY SERVICE TAXES					
314.10-00	Electric	2,025,540	2,099,997	2,319,666	2,109,087	2,130,178
314.30-00	Water	272,013	268,612	270,636	270,636	273,342
314.40-00	Gas/Fuel Oil	32,320	31,932	27,791	30,000	32,251
315.10-11	Local Communications Service Tax	1,481,202	1,398,859	1,479,333	1,426,421	1,440,685
316.00-00	Local Business Tax	260,875	248,608	266,295	266,295	274,284
	TOTAL UTILITY SERVICE TAXES	4,071,950	4,048,008	4,363,721	4,102,439	4,150,740
	LICENSES AND PERMITS					
322.11-00	Building Permits	80,143	208,706	179,147	179,147	144,424
322.11-10	Alarm/Fire Suppression	7,980	13,500	10,000	10,350	10,740
322.12-00	Gas Permits	900	1,490	2,000	2,000	1,195
322.13-00	Electrical Permits	33,186	66,504	26,321	42,817	49,845
322.14-00	Plumbing Permits	12,954	59,416	18,000	23,242	36,185
322.15-00	Mechanical Permits	24,948	54,363	35,000	50,117	39,655
322.17-00	Sign Permits	6,890	3,200	5,000	5,000	5,045
322.18-00	Roofing Permits	20,643	47,870	30,000	59,355	34,256
322.19-10	Document Review Fees	29,472	50,655	35,000	41,500	40,063
322.19-11	Development Review Fees	9,600	7,550	7,500	7,500	8,575
322.19-20	Permit Processing Fee	14,618	16,546	15,000	15,000	15,582
322.19-21	Certification Maint Fees	2,686	6,326	3,500	4,767	4,506
322.20-00	Reinspection Fees	750	3,100	1,000	1,275	1,925
323.10-00	Franchise Fees - Electric	1,754,960	1,794,871	1,905,515	1,787,363	1,805,237
323-40-00	Franchise Fees - Gas	11,797	11,078	12,190	12,190	12,000
329.15-00	Special Event Permits	320	730	400	630	525
329.25-00	Business Tax Applications	3,000	1,725	3,000	2,200	2,222
329.30-00	Golf Cart Registration	1,290	1,020	3,000	1,140	1,150
329.99-00	Miscellaneous	1,175	3,070	1,000	4,910	3,000
	TOTAL LICENSES AND PERMITS	2,017,312	2,351,720	2,292,573	2,250,503	2,216,130
	FEDERAL SHARED REVENUES					
331.20-xx	JAG Grant	4,424	4,178	5,505	5,505	-
331.22-10	Bulletproof Vest Program	5,143	-	2,500	5,805	-
331.54-14	Housing Administration	18,349	4,492	-	-	-
331.72-00	Federal Grant - Parks and Recreation	254,114	-	-	-	-
	TOTAL FEDERAL SHARED REVENUES	282,030	8,670	8,005	11,310	-

GENERAL FUND

REVENUES

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

Revenue Code	Revenue Classification	Actual 2013-14	Actual 2014-15	Budgeted 2015-16	Estimate to 9/30	Budgeted 2016-17
	STATE SHARED REVENUES					
334.22-00	EMS Matching Grant	18,510	8,469	-	22,977	5,000
335.12-10	Cigarette Tax (11cents) - SRS	632,866	691,809	620,700	593,944	599,883
335.15-00	Alcoholic Beverage Licenses	19,634	10,205	11,000	11,012	11,000
335.18-10	Ordinary Distribution Half- Cent Sales Tax	1,978,508	2,108,615	2,020,442	2,163,272	2,184,905
335.23-00	Firefighters' Supplemental Compensation	23,017	24,893	25,560	25,560	27,225
335.25-00	FDLE - Crime Invest Reimb	-		-	50	-
335.29-00	Seized Tag Revenues	317	583	500	500	500
335.70-00	Library State Aid	20,385	27,406	27,406	21,267	-
	TOTAL STATE SHARED REVENUES	2,693,237	2,871,980	2,705,608	2,838,582	2,828,513
	LOCAL SHARED REVENUES					
337.20-00	Tampa Alcohol Coalition	480	6,489	1,898	7,856	-
337.20-11	Marine Law Enforcement	60,000	60,000	60,000	60,000	60,000
337.70-00	General Government	-	-	30,000	30,000	-
337.70-10	Library - 40% from County	161,430	161,430	161,430	161,430	161,430
338.20-00	County Occupational Licenses-City Share	6,224	11,768	8,700	8,700	6,000
338.40-00	911 County User Fee	106,100	106,100	50,000	106,100	106,100
	TOTAL LOCAL SHARED REVENUES	334,234	345,787	312,028	374,086	333,530
	CHARGES FOR SERVICES					
341.10-00	Recording Fees	10	120	-	-	-
341.20-00	Zoning Fees	2,025	11,100	2,000	5,850	7,500
341.40-00	Certifications, Copying and Records	1,207	1,233	1,000	1,842	1,200
342.10-10	Police Reports	2,917	1,870	3,000	3,000	2,000
342.10-17	Police Admin Fee Extra Duty	3,726	3,591	2,400	7,905	5,000
342.20-10	Fire Reports	588	725	550	550	550
342.40-10	Fees/Charges	-	-	-	553	-
342.50-10	Engineering Inspection Fees	3,650	1,100	2,000	2,000	1,000
342.50-20	Rental Housing Fees	381,273	380,253	362,000	406,600	374,000
342.60-10	EMS Billings	420,753	861,619	650,000	675,000	850,000
342.90-10	CPR Class Registration	290	259	-	565	250
343.61-25	Payment in Lieu of Taxes	171,650	175,941	180,628	180,628	175,000
	TOTAL CHARGES FOR SERVICES	988,089	1,437,811	1,203,578	1,284,493	1,416,500
	CULTURE / RECREATION FEES					
347.21-16	Gymnastics - Non Member	11,814	14,411	14,000	14,000	14,000
347.21-17	Gymnastics	87,758	84,983	85,000	84,000	85,000
347.21-18	Gymnastics Team Fees	28,335	24,857	31,680	27,000	26,000
347.21-42	Personal Fitness	4,100	4,277	4,500	3,000	4,000
347.21-43	Scuba Lessons	718	648	1,000	1,000	800
347.22-92	Refundable Facility Use Fees	1,242	511	1,000	1,129	1,000

GENERAL FUND

REVENUES

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

Revenue Code	Revenue Classification	Actual 2013-14	Actual 2014-15	Budgeted 2015-16	Estimate to 9/30	Budgeted 2016-17
	CULTURE / RECREATION FEES (continued)					
347.22-93	Fitness - Daily Fee	4,152	3,820	4,000	3,200	2,500
347.24-04	Swim Team - Holiday Open	815	380	815	400	400
347.24-0x	Swim Team - Camp/PreCompetitive	430	455	650	500	500
347.24-09	Swim Team - Pre Senior	3,430	3,350	4,000	3,500	3,500
347.24-10	Swim Team - Intermediate	4,895	4,535	5,000	4,365	4,600
347.24-11	Swim Team - Seniors	1,030	235	1,000	600	900
347.24-12	Swim Team - Juniors	5,155	3,215	6,000	4,300	4,600
347.24-13	Swim Team - Masters	5,295	4,225	5,000	5,000	5,000
347.24-16	Swim Team	6,659	6,797	6,500	6,500	6,500
347.24-18	Swimming Lessons	16,996	20,665	18,000	19,000	18,000
347.24-19	Lifeguard Training	540	2,776	2,500	2,500	2,500
347.24-xx	Aquatics Daily Membership Fees	20,321	20,853	24,500	22,000	23,000
347.26-xx	Outdoor Membership Fees	19,915	21,524	26,250	26,000	26,250
347-27.12	After School - Complex	91,813	112,354	95,000	95,000	95,000
347.27-14	Summer Youth Program	86,850	88,840	98,000	98,000	90,000
347.27-15	Field Trips	15,468	17,757	14,000	14,000	16,000
347.29-13	Basketball - Boys	7,922	12,457	9,000	9,000	12,000
347.29-2x	Football Flag/Adult	5,125	4,875	8,000	8,120	6,600
347.29-31	Softball - Co-Ed	7,112	3,612	7,200	4,500	3,000
347.29-39	Field Light - Reimbursements	7,403	8,444	8,000	8,000	8,500
347.29-41	Tennis Leagues	4,114	3,267	3,500	3,500	3,200
347.29-51	Volleyball - Coed	378	-	-	-	-
347.29-5x	Volleyball - Youth/Sand Volleyball	1,019	773	1,500	1,000	1,000
347.31-14	Tennis Membership - Guest Pass	2,594	2,819	3,000	3,000	3,000
347.31-15	Tennis Membership - Group Lessons	2,994	4,142	3,000	3,500	3,500
347.31-16	Tennis Membership - Tournaments	12,170	15,288	15,000	15,000	16,000
347.31-17	Tennis Camps	9,105	9,428	7,000	7,000	7,000
347.31-18	Tennis - Private Lessons	4,709	2,674	3,800	2,500	2,500
347.31-17	Tennis - Non-Member Fees	355	504	500	3,827	400
347.32-10	Table Tennis Use Fee	1,488	1,221	1,200	1,200	1,200
347.49-33	Special Events - Road Race	325	-	1,000	300	300
347.49-40	Special Events - Halloween Carnival	1,324	1,383	1,700	1,460	1,500
347.49-51	Special Events - Dance Events	2,123	744	1,000	1,000	1,000
347.50-xx	Yearly Total Membership Fees	264,361	248,896	270,000	248,500	253,500
347.90-11	Vending Machine Income	1,838	1,468	2,400	2,400	2,400
347-90.12	Miscellaneous Revenue	-	1,843	7,001	3,000	2,000
347-90.15	After School Late Pickup Fee	475	350	400	500	400
347-90.16	Look-up Fee	84	182	100	100	100
347.90-23	Bus Transportation - Reimbursement	18,198	16,286	18,000	18,000	18,000
347.90-24	Senior Citizen Contributions	4,506	4,024	4,400	4,000	4,000
347.90-25	Non-member Fee	26,369	28,509	27,000	27,000	27,000
347.90-26	Membership Card Fee	3,701	4,321	4,500	3,750	2,000
347.90-28	Gym Floor Maintenance Fees	3,836	4,096	4,000	4,000	4,000
349.10-11	Public Safety Reimbursement Training	-	-	1,200	1,200	-
	TOTAL CULTURE / RECREATION FEES	811,359	823,074	861,796	820,351	814,150

GENERAL FUND

REVENUES

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

Revenue Code	Revenue Classification	Actual 2013-14	Actual 2014-15	Budgeted 2015-16	Estimate to 9/30	Budgeted 2016-17
	FINES AND FORFEITURES					
351.10-12	Affidavits	112	44	150	150	50
351.10-13	Civil Traffic Infractions	33,725	22,148	30,000	20,000	20,000
351.10-15	Red Light Cameras	300,484	342,865	-	16,502	-
351.20-00	Confiscated Property	4,530	11,426	1,000	6,618	5,000
351.30-00	Law Enforcement Education	7,206	5,444	8,200	3,000	3,500
352.10-00	Past Due Books	24,924	19,738	19,000	13,600	13,000
352.20-00	Lost Books	5,164	4,535	5,000	5,000	4,500
352.40-00	Copier	16,295	16,123	13,000	16,000	16,000
354.10-11	Parking Ticket Fines	751	12,844	12,700	12,700	9,500
354.10-12	Late Payment Fees	(480)	370	500	180	200
354.10-13	Fire Lane Surcharge - Education	(134)	1,608	2,200	1,500	750
354.10-14	Police Surcharge - Education	(1,067)	(3,240)	-	-	-
354.12-00	False Alarms	2,450	(6,069)	2,600	2,600	1,750
354.13-00	MCEB - Code Compliance	38,215	297,413	35,000	40,900	35,000
354.14-00	Code Compliance Citations	80	80	-	-	-
354.15-00	Fine - Work Without Permit	9,907	12,525	8,000	10,874	11,216
354.21-00	Business Tax Penalties	2,823	2,493	2,700	4,140	3,000
359.13-00	Court Ordered Restitution	4,762	4,654	4,000	4,044	4,750
	TOTAL FINES AND FORFEITURES	449,747	745,001	144,050	157,808	128,216
	INTEREST EARNINGS					
361.xx-xx	Interest Earnings	43,268	36,002	35,000	28,508	22,000
361.32-00	Tax Collector	241	581	100	415	400
	TOTAL INTEREST EARNINGS	43,509	36,583	35,100	28,923	22,400
	MISCELLANEOUS REVENUE					
362.10-11	Lightfoot Center Rental	13,970	17,327	14,700	14,700	16,000
362.10-12	Swimming Pool Rental	6,510	6,453	8,500	8,500	7,000
362.10-13	Gymnasium Rental	32,774	33,424	30,000	30,000	30,000
362.10-14	Woodmont Clubhouse	1	-	-	1	1
362.10-15	Classroom Rental	2,397	583	2,500	2,500	2,000
362.10-17	Gymnastics Rental	6,698	5,639	4,400	5,500	5,500
362.10-22	Tables / Chairs Rental	453	394	300	300	400
362.10-24	Gazebo Rental	2,312	2,152	2,500	2,500	2,500
362.10-25	Softball Field Rental	5,211	6,045	5,500	5,500	5,500
362.10-26	Soccer Field Rental	3,886	4,430	3,800	3,800	4,000
362.20-10	Telecommunications Pole	86,101	104,974	92,456	92,456	95,000
362.21-11	City Hall - Utility Billing - Facility Rental	34,092	34,180	35,664	35,664	49,788
362.21-12	Public Works Complex - Facility Rental	315,108	315,108	342,696	342,696	339,480
362.31-12	Golf Course Rental	54,687	39,905	30,000	144,375	173,387
363.31-00	Developer Tree Replacement	-	30,400	-	30,400	-

GENERAL FUND

REVENUES

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

Revenue Code	Revenue Classification	Actual 2013-14	Actual 2014-15	Budgeted 2015-16	Estimate to 9/30	Budgeted 2016-17
	MISCELLANEOUS REVENUE (Continued)					
364.41-00	Surplus Equipment	29,816	63,541	20,000	20,000	25,000
365.10-00	Scrap Sales	303	680	1,000	1,000	300
366.20-36	Randy Mann Scholarship Fund	8,821	786	22,525	-	-
366.90-11	Police	650	1,600	-	600	750
366.90-12	Fire - Pluggie	644	409	500	785	500
366.90-14	Library	32,441	26,154	21,000	22,249	21,000
366.90-15	Recreation	20,568	20,788	15,516	26,282	20,000
366.90-17	Miscellaneous Contributions	-	-	-	5,250	5,000
366.90-18	Adopt A Tree Donations	743	124	1,000	1,280	1,000
369.30-00	Refund of Prior Year Expenditures	(281)	5,267	-	12,200	-
369.40-11	Radon Gas Collection	633	663	600	600	500
369.40-12	Sales Tax Collection	758	502	600	600	600
369.40-14	Payroll Deductions - Dues	578	607	-	511	550
369.40-15	School Site Impact Fees	308	13,600	-	408	500
369.40-16	Building Fund	582	641	500	895	500
369.40-17	Discounts Taken	8,401	6,887	8,000	8,000	6,000
369.82-00	Street Light Maintenance Reimbursement	59,951	61,750	55,031	64,533	60,000
369.83-00	Traffic Light Maintenance Reimbursement	14,786	15,227	13,937	13,937	12,000
369.85-00	From Federal Government	-	-	-	-	-
369.87-00	From State	8,446	7,935	-	3,234	-
369.90-00	Other Miscellaneous Revenues	1,264	2,191	2,000	58,992	2,000
369.90-10	Returned Check Charge	350	185	300	300	150
369.90-12	Insurance Proceeds - W/C	11,230	8,617	10,000	27,295	12,500
369.90-13	Insurance Proceeds - Misc	60,495	73,147	75,000	75,000	65,000
369.90-14	401A Forfeitures	36,103	55,210	40,000	40,000	-
	TOTAL MISCELLANEOUS REVENUES	$ 861,790	$ 967,525	$ 860,525	$ 1,102,843	$ 964,406
	TRANSFERS, RESERVES & OTHER					
381.21-00	Transfer from Debt Service Fund	-	-	400,217	400,217	-
381.41-00	Transfers from Water and Sewer	-	-	400,000	400,000	-
382.11-00	Admin. Overhead From Water and Sewer	1,136,126	1,125,357	1,103,596	1,103,596	1,090,119
382.12-00	Admin. Overhead From Sanitation	360,899	349,943	338,854	338,854	331,982
382.13-00	Admin. Overhead From Fleet Maintenance	70,388	82,277	79,299	79,299	78,860
382.16-00	Admin. Overhead From Renewal & Replacement	32,315	27,381	-	-	-
384.10-00	Bank Loan	-	1,600,000	-	-	-
389.10-00	Appropriated Balance	197,995	-	833,995	-	883,807
389.10-13	Appropriated Balance Restricted	-	-	-	-	-
	TOTAL TRANSFERS, RESERVES & OTHER	1,797,723	3,184,958	3,155,961	2,321,966	2,384,768
	TOTAL GENERAL FUND	$ 22,002,618	$ 24,500,749	$ 24,820,026	$ 24,170,385	$ 24,924,189

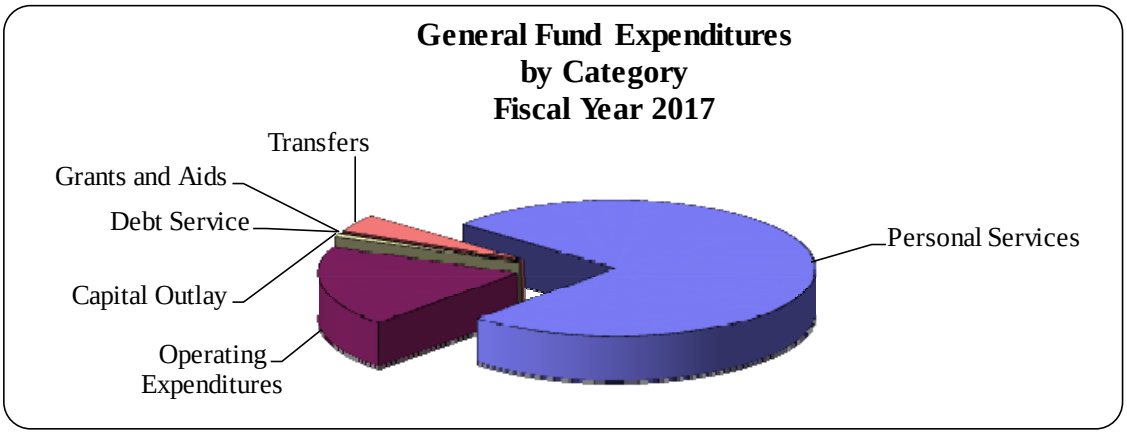
GENERAL FUND

EXPENDITURE SUMMARY BY CATEGORY

Expenditure Classification	Actual 2013-14	Actual 2014-15	Budgeted 2015-16	Estimate to 9/30	Budgeted 2016-17
Personal Services	$ 17,102,860	$ 17,142,964	$ 18,799,363	$ 18,452,295	$ 19,716,107
Operating Expenditures	4,718,305	4,910,141	5,546,966	5,090,791	4,883,571
Capital Outlay	328,977	1,710,374	265,412	131,829	194,300
Debt Service	-	-	270	270	-
Grants and Aids	20,300	19,591	19,753	19,753	20,300
Transfers	710,318	344,560	1,116,446	1,020,767	1,098,969
Reserves and Other Uses	(878,142)	373,119	(928,184)	(545,320)	(989,058)
Total Expenditures	$ 22,002,618	$ 24,500,749	$ 24,820,026	$ 24,170,385	$ 24,924,189

EXPENDITURE COMPARISON BY CATEGORY

Expenditure Classification	Budgeted 2015-16	Budgeted 2016-17	Dollar Change	Percentage Change
Personal Services	$ 18,799,363	$ 19,716,107	$ 916,744	4.9%
Operating Expenditures	5,546,966	4,883,571	(663,395)	-12.0%
Capital Outlay	265,412	194,300	(71,112)	-26.8%
Grants and Aids	19,753	20,300	547	2.8%
Debt Service	270	-	(270)	NA
Transfers	1,116,446	1,098,969	(17,477)	-1.6%
Reserves and Other Uses	(928,184)	(989,058)	(60,874)	6.6%
Total Expenditures	$ 24,820,026	$ 24,924,189	$ 104,163	0.4%



GENERAL FUND

EXPENDITURE SUMMARY BY DEPARTMENT

Expenditure Classification	Actual 2013-14	Actual 2014-15	Budgeted 2015-16	Estimate to 9/30	Budgeted 2016-17
Legislative	$ 308,713	$ 332,197	$ 384,364	$ 379,341	$ 366,540
Legal	400,875	476,117	304,800	304,800	306,500
Executive	433,560	492,821	565,364	565,464	538,290
Human Resources	691,427	512,134	547,436	507,923	494,136
Information Technology	680,958	552,002	672,754	684,616	761,379
Finance	896,264	872,851	1,639,541	1,546,183	1,619,544
Community Development	515,589	566,514	572,121	611,108	670,698
Police	7,240,127	7,131,688	8,426,073	7,654,411	8,196,339
Fire	5,795,787	5,724,070	6,298,418	6,246,171	6,660,991
Library	726,964	725,313	745,957	744,799	723,817
Public Works	735,617	599,030	867,452	875,089	708,253
Parks & Recreation	3,306,003	2,863,034	3,015,150	2,880,057	3,086,721
Redevelopment	-	1,695,266	154,032	163,727	176,805
Code Compliance	270,734	288,290	282,424	278,692	299,176
Non-Department	-	1,669,422	344,140	728,004	315,000
Total Expenditures	$ 22,002,618	$ 24,500,749	$ 24,820,026	$ 24,170,385	$ 24,924,189

EXPENDITURE COMPARISON BY DEPARTMENT

Expenditure Classification	Budgeted 2015-16	Budgeted 2016-17	Dollar Change	Percentage Change
Legislative	$ 384,364	$ 366,540	$ (17,824)	-4.6%
Legal	304,800	306,500	1,700	0.6%
Executive	565,364	538,290	(27,074)	-4.8%
Human Resources	547,436	494,136	(53,300)	-9.7%
Information Technology	672,754	761,379	88,625	13.2%
Finance	1,639,541	1,619,544	(19,997)	-1.2%
Community Development	572,121	670,698	98,577	17.2%
Police	8,426,073	8,196,339	(229,734)	-2.7%
Fire	6,298,418	6,660,991	362,573	5.8%
Library	745,957	723,817	(22,140)	-3.0%
Public Works	867,452	708,253	(159,199)	-18.4%
Parks & Recreation	3,015,150	3,086,721	71,571	2.4%
Redevelopment	154,032	176,805	22,773	14.8%
Code Compliance	282,424	299,176	16,752	5.9%
Non-Department	344,140	315,000	(29,140)	-8.5%
Total Expenditures	$ 24,820,026	$ 24,924,189	$ 104,163	0.4%

GENERAL FUND EXPENDITURES
Summary by Category and Element

Expenditure Classification	Actual 2013-14	Actual 2014-15	Budgeted 2015-16	Estimate to 9/30	Budgeted 2016-17
PERSONAL SERVICES					
Salaries and Wages	$ 10,502,684	$ 10,660,522	$ 11,124,990	$ 10,890,621	$ 11,563,959
Overtime	264,198	327,082	341,342	375,787	300,291
Special Pay	416,510	445,474	467,250	447,727	422,372
Payroll Taxes	838,266	859,024	910,568	872,758	961,106
Retirement Contributions	3,307,792	3,016,011	3,902,932	3,886,897	4,295,412
Life and Health Insurance	1,442,529	1,484,135	1,677,855	1,629,357	1,801,378
Workers' Compensation Insurance	318,456	348,660	374,426	349,148	371,589
Unemployment Compensation	12,425	2,056	-	-	-
TOTAL PERSONAL SERVICES	17,102,860	17,142,964	18,799,363	18,452,295	19,716,107
OPERATING EXPENDITURES					
Professional Services	493,318	631,846	546,240	526,696	507,280
Accounting and Auditing	31,900	34,000	48,500	48,500	50,000
Other Contractual Services	812,933	845,149	998,372	970,217	824,502
Travel and Per Diem	50,419	53,854	98,246	75,896	80,484
Communication Services	213,319	214,978	294,774	329,212	279,371
Transportation	16,919	19,919	22,389	22,178	20,500
Utility Services	787,794	793,992	793,170	783,702	802,848
Rentals and Leases	59,000	46,561	59,576	59,576	62,144
Insurance	488,276	432,110	480,659	372,680	419,585
Repair and Maintenance Services	625,922	640,017	706,098	683,528	667,294
Printing and Binding	22,539	28,025	32,343	31,610	34,426
Promotional Activities	89,587	112,406	138,517	138,517	111,270
Other Current Charges	84,245	151,778	139,093	158,016	147,662
Office Supplies	60,500	54,406	67,724	63,053	67,650
Operating Supplies	675,665	635,049	914,903	625,190	628,202
Road Materials and Supplies	3,595	4,077	4,845	4,845	4,845
Books, Publications and Memberships	110,383	112,680	103,123	98,981	91,238
Other Operating Costs	91,991	99,294	98,394	98,394	84,270
TOTAL OPERATING EXPENDITURES	4,718,305	4,910,141	5,546,966	5,090,791	4,883,571
CAPITAL OUTLAY					
Buildings and Improvements	51,665	1,600,000	14,983	12,268	-
Improvements Other Than Buildings	192,070	5,053	4,600	4,600	3,000
Machinery and Equipment	85,242	105,321	245,829	114,961	191,300
TOTAL CAPITAL OUTLAY	328,977	1,710,374	265,412	131,829	194,300
DEBT SERVICE					
Debt Service - Interest	-	-	270	270	-
TOTAL DEBT SERVICE	-	-	270	270	-
GRANTS AND AIDS					
Aid to Private Organizations	20,300	19,591	19,753	19,753	20,300
TOTAL GRANTS AND AIDS	20,300	19,591	19,753	19,753	20,300
TRANSFERS					
Transfers	710,318	344,560	1,116,446	1,020,767	1,098,969
TOTAL TRANSFERS	710,318	344,560	1,116,446	1,020,767	1,098,969
RESERVES AND OTHER USES					
Reserve for Contingency	-	1,386,387	-	382,864	-
Other Uses	(878,142)	(1,013,268)	(928,184)	(928,184)	(989,058)
TOTAL RESERVES AND OTHER	(878,142)	373,119	(928,184)	(545,320)	(989,058)
TOTAL GENERAL FUND	$ 22,002,618	$ 24,500,749	$ 24,820,026	$ 24,170,385	$ 24,924,189

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 2017 and relevant performance measures.

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

CITY OF

TEMPLE TERRACE

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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 a four-year term. 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.

Seated: Council Member David Pogorilich, Mayor Frank M. Chillura, and Council Member Cheri Donohue. Standing: Council Member Robert M. Boss, Vice Mayor Edward Vance, and Council Member Grant Rimbey.

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 the City's an election official. The Legislative Department's work is divided into four areas: Administration, Public Records Management, Code Enforcement, and Council Support.

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, 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, and information about City functions on the government access channel.

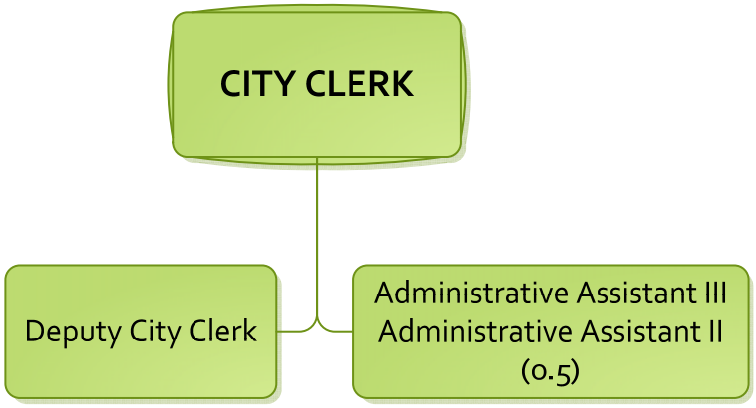
Current and Prior Year Accomplishments: In addition to fulfilling the Office's duties and responsibilities, the Department continues to utilize an electronic records management program to expand several departments' record-scanning in their continuing efforts to go "paperless." The Department processed the Comprehensive Plan update, numerous amendments to the Plan, and worked with the Community Development Department to process the amendments and zoning reclassifications. A significant amount of time was expended by the City Clerk and City Attorney to prepare, review, and revise the City's Code. The City Clerk, as the City's Elections Official, effectively carried out the duties of qualifying candidates and assisting with candidate inquiries throughout the 2016 Municipal Election.

Fiscal Year 2017 Highlights: 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. The City Clerk will assist in the orientation of newly elected officials.

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. With the updating of the LaserFiche archival records management program on the horizon, the City Clerk's office will prepare LaserFiche records for the ability to be accessed directly by the general public via the internet and mobile devices, which will require an intensive review of existing records within the LaserFiche archives. The addition of security features and redaction to specific records volumes in the archives will allow easier public access in accordance with law and further the City's transparency. 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 transparently 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:	**Department:**
General	Legislative

PERSONNEL SUMMARY

Schedule of Budgeted Positions: (Full-Time Equivalents)

Position Title	Pay Grade	13-14	14-15	15-16	16-17
City Clerk	-	1.00	1.00	1.00	1.00
Deputy City Clerk	-	1.00	1.00	1.00	1.00
Administrative Assistant II	-	0.00	0.00	0.00	0.50
Administrative Assistant III	-	1.50	1.50	1.50	1.00
TOTAL		3.50	3.50	3.50	3.50

LEGISLATIVE

EXPENDITURE SUMMARY

Expenditure Classification	Actual 2013-14	Actual 2014-15	Budgeted 2015-16	Estimate to 9/30	Budgeted 2016-17
Personal Services	$ 222,320	$ 231,699	$ 237,572	$ 237,572	$ 252,491
Operating Expenditures	64,296	80,907	127,039	122,016	93,749
Grants and Aids	20,300	19,591	19,753	19,753	20,300
Reserves	-	-	-	-	-
Total Expenditures	$ 308,713	$ 332,197	$ 384,364	$ 379,341	$ 366,540

EXPENDITURE BY DIVISION/PROGRAM

Division / Program	Actual 2013-14	Actual 2014-15	Budgeted 2015-16	Estimate to 9/30	Budgeted 2016-17
City Clerk Administration	$ 168,067	$ 173,437	$ 189,069	$ 184,046	$ 192,854
Council/Board Support	140,646	158,760	195,295	195,295	173,686
Reserves	-	-	-	-	-
Total Expenditures	$ 308,713	$ 332,197	$ 384,364	$ 379,341	$ 366,540

FUNDING SOURCE

Revenue	Records Management	Council/ Board Support	Total
Program Expenditure Budget	**$ 192,854**	**$ 173,686**	**$ 366,540**
Less: Revenues Generated			
Sale of Publications			-
Certification, Copying, Records	1,200		1,200
Recording Fees			-
Net Unsupported Budget	$ 191,654	$ 173,686	$ 365,340
% of Budget Supported by Program	1%	0%	0%

Fund:	Department:	Account #:
General	Legislative/City Clerk	001-1000-511.

EXPENDITURE DETAIL

Expense Code	Expenditure Classification	Actual 2013-14	Actual 2014-15	Budgeted 2015-16	Estimate to 9/30	Budgeted 2016-17
	PERSONAL SERVICES					
12	Salaries and Wages	$ 173,543	$ 178,116	$ 181,799	$ 181,799	$191,307
14	Overtime	-	-	-	-	1,732
15	Special Pay	4,200	4,200	4,200	4,200	4,200
21	Payroll Taxes	13,359	13,543	13,576	13,576	14,770
22	Retirement Contributions	14,119	14,569	14,900	14,900	15,472
23	Life and Health Insurance	16,801	20,956	22,774	22,774	24,359
24	Workers' Compensation Insurance	298	315	323	323	651
	TOTAL PERSONAL SERVICES	222,320	231,699	237,572	237,572	252,491
	OPERATING EXPENDITURES					
31	Professional Services	38	-	14,000	14,000	-
34	Other Contractual Services	9,110	18,377	27,062	27,061	20,062
40	Travel and Per Diem	4,805	1,809	5,388	5,388	5,000
41	Communication Services	2,030	1,559	2,377	2,377	1,590
42	Transportation	2,060	3,200	2,400	2,400	2,400
44	Rentals and Leases	2,761	2,312	3,180	3,180	3,200
45	Insurance	146	105	-	-	-
46	Repair and Maintenance Services	3,570	380	6,172	1,150	2,740
47	Printing and Binding	295	315	1,412	1,412	1,500
48	Promotional Activities	872	4,782	2,297	2,297	2,350
49	Other Current Charges	5,765	5,187	9,000	9,000	9,000
51	Office Supplies	678	839	1,020	1,020	800
52	Operating Supplies	1,754	1,206	1,600	1,600	2,116
54	Books, Publications and Memberships	30,412	40,836	51,131	51,131	42,991
	TOTAL OPERATING EXPENDITURES	64,296	80,907	127,039	122,016	93,749
	CAPITAL OUTLAY					
64	Machinery and Equipment	1,797	-	-	-	-
	TOTAL CAPITAL OUTLAY	1,797	-	-	-	-
	GRANTS AND AIDS					
82	Aid to Private Organizations	20,300	19,591	19,753	19,753	20,300
	TOTAL GRANTS AND AIDS	20,300	19,591	19,753	19,753	20,300
	RESERVES					
99	Reserve for Contingency	-	-	-	-	-
	TOTAL RESERVES	-	-	-	-	-
	TOTAL DEPARTMENT	$ 308,713	$ 332,197	$ 384,364	$ 379,341	$366,540

Program:	Account #:	Department:
City Clerk Administration	001-1013-511.	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 2013-14	Actual 2014-15	Estimated 2015-16	Recommended 2016-17
OPERATING COST OF PROGRAMS:	$ 168,067	$ 173,437	$ 184,046	$ 192,854
FULL TIME EQUIVALENT EMPLOYEES	2.60	2.60	2.60	2.60
DEMAND:				
Employees in department (F.T.E.)	3.50	3.50	3.50	3.50
Total departmental operating budget	$ 308,713	$ 332,197	$ 379,341	$ 366,540
Number of meeting agendas prepared	13	12	12	12
Number of meetings held	13	12	12	12
Number of cases heard by the MCEB	95	95	80	85
Total records transferred for disposition	160 cu.ft.	160 cu. ft.	160 cu. ft.	160 cu. Ft.
Hours spent to review and consolidate records	115	120	120	120
Hours spent to scan records	1,600	1,600	1,600	1,600
Documents filed	16,000	16,000	16,000	16,000
WORKLOAD:				
Number of budgeted programs	2	2	3	3
Number of meetings held	13	13	12	12
Number of cases heard by the MCEB *	95	95	80	80
Number of compliance letters prepared *	54	50	35	50
Number of liens/orders prepared	109	100	96	96
Number of liens/orders recorded *	33	40	48	30
Number of liens released	12	15	54	40
Records reviewed and consolidated	60 cu. ft.	60 cu. ft.	60 cu. ft.	60 cu. Ft.
Number of public records requests	300	300	500	500
Records scanned	90 cu.ft.	110 cu. ft.	110 cu. ft.	110 cu. Ft.
Number of legal and public notices (newspaper)	18	20	38	30
Number of lien search requests	420	400	560	560
Number of documents notarized	135	120	120	120
Number of notices on cable	120	100	110	110
PRODUCTIVITY:				
Cost per employee (F.T.E.)	$ 48,019	$ 49,553	$ 52,585	$ 55,101
Cost of recording orders/release of liens	$ 1,292	$ 1,500	$ 1,800	$ 1,800
Records disposed	100 cu.ft.	100 cu. ft.	104 cu. ft.	100 cu. ft.
Total notary service hours	12	12	12	12
Number of hours to process cable messages	24	20	30	25
Number of hours to review, consolidate, & scan records	1,320	1,400	1,500	1,600
Number of hours spent on public records requests	170	180	160	160
Number of hours spent on lien search requests	300	300	400	400
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	11%	15%	56%	42%
Storage space freed for other use	160 cu.ft.	160 cu.ft.	160 cu.ft.	160 cu.ft.
Percentage of legal notices placed w/i legal time frames	100%	100%	100%	100%

** 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:	Account #:	Department:
Council/Board Support-Clerical	001-1021-511.	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 2013-14	Actual 2014-15	Estimated 2015-16	Recommended 2016-17
OPERATING COST OF PROGRAM:	$ 140,646	$ 158,760	$ 195,295	$ 173,686
FULL TIME EQUIVALENT EMPLOYEES	0.90	0.90	0.90	0.90
DEMAND:				
Number of Council meetings	26	24	24	24
Number of CRA meetings	2	4	4	6
Number of Board meetings (BOA, SSC, RWTF)*	23	20	25	25
WORKLOAD:				
Number of Council meetings	26	24	24	24
Number of CRA meetings	2	4	4	6
Number of Council workshops	23	12	21	20
Number of Board meetings	23	18	25	25
Number of documents recorded	102	100	104	100
Number of supplements to code	3	3	2	2
Number of ordinances prepared	12	20	50	30
Number of resolutions prepared	167	160	150	150
Number of proclamations prepared	28	25	25	25
Number of certicates of appreciation	28	20	10	10
PRODUCTIVITY:				
Cost per meeting	$ 5,409	$ 6,615	$ 8,137	$ 7,237
Average number of resolutions per meeting	6	7	10	8
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.*

LEGAL

EXPENDITURE SUMMARY

Expenditure Classification	Actual 2013-14	Actual 2014-15	Budgeted 2015-16	Estimate to 9/30	Budgeted 2016-17
Operating Expenditures	$ 400,875	$ 476,117	$ 304,800	$ 304,800	$ 306,500
Total Expenditures	$ 400,875	$ 476,117	$ 304,800	$ 304,800	$ 306,500

EXPENDITURES BY DIVISION/PROGRAM

Division / Program	Actual 2013-14	Actual 2014-15	Budgeted 2015-16	Estimate to 9/30	Budgeted 2016-17
Legal Services	$ 400,875	$ 476,117	$ 304,800	$ 304,800	$ 306,500
Total Expenditures	$ 400,875	$ 476,117	$ 304,800	$ 304,800	$ 306,500

EXPENDITURE DETAIL

Expense Code	Expenditure Classification	Actual 2013-14	Actual 2014-15	Budgeted 2015-16	Estimate to 9/30	Budgeted 2016-17
	OPERATING EXPENDITURES					
31	Professional Services	$ 389,480	$ 468,090	$ 300,900	$ 300,900	$ 301,500
49	Other Current Charges	11,395	8,027	3,900	3,900	5,000
	TOTAL OPERATING EXPENDITURES	400,875	476,117	304,800	304,800	306,500
	TOTAL DEPARTMENT	$ 400,875	$ 476,117	$ 304,800	$ 304,800	$ 306,500

CITY OF

TEMPLE TERRACE

Amazing City. Since 1925.

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EXECUTIVE

The **Executive Department** (City Manager's Office) is the central hub for management of the City's day-to-day operations. The City Manager is appointed by the City Council and serves as the chief administrative officer, overseeing all City departments, setting the tone and expectations for department directors and working with them to maintain service levels and create cohesive, long-term objectives. The City Manager also meets regularly with residents, business owners, area leaders and elected officials to capture their input and help develop solutions to their concerns and other municipal problems.

The Public Information Officer (PIO), under the city manager's direction, coordinates the City's communication efforts. The PIO ensures that the City maintains a consistent message in print, television, electronic, marketing and social media. The PIO serves as the point of contact for the news media and acts as the official spokesperson in emergency and crisis situations. The PIO also acts as the City's webmaster, coordinates TV and film broadcasts and production, and oversees the City's marketing efforts, among other duties.

Current and Prior Year Accomplishments: Important accomplishments included the contractual agreement with Integrity Golf Co. to manage and operate the Temple Terrace Golf & Country Club. ABM completed a comprehensive facilities improvement project that is expected to save the City nearly $1.5-million in energy and operational costs over the next 15 years. Temple Terrace also became a pivotal partner in the Tampa Innovation Alliance. This new economic development district includes the University of South Florida, Busch Gardens, Moffitt Cancer Center, Florida Hospital and University Mall. Millions of dollars are projected to be spent in this area in the coming years to create an economic superstructure.

The City's marketing efforts surged ahead with another highly successful Temple Terrace Craft Brew Festival, along with Cyclovia and the new Farm Night BBQ, which raised $10,000 for youth recreation. The City introduced a new website that emphasizes economic opportunity and showcases our position in the innovation alliance. We also teamed with MOSI for mutual advertising opportunities, and continued to surge on social media as our "likes" on Facebook grew to more than 3,000.

Fiscal Year 2017 Highlights: The City's downtown redevelopment efforts will begin to take center stage in the coming months as new construction emerges. The city manager will implement financial sustainability policies in accordance with financial forecasts, will implement energy-saving measures in City facilities, and complete the design of the Family Recreation Complex improvements. The city manager will continue to be engaged with the Tampa Innovation Alliance, and along with the PIO, will continue to be involved with the county's Safe & Sound initiatives. We will continue working with the marketing consultant on promoting events and downtown redevelopment, and will continue to explore the expansion of WiFi availability throughout our facilities. We also will continue building on our outreach to businesses and other strategic partners.

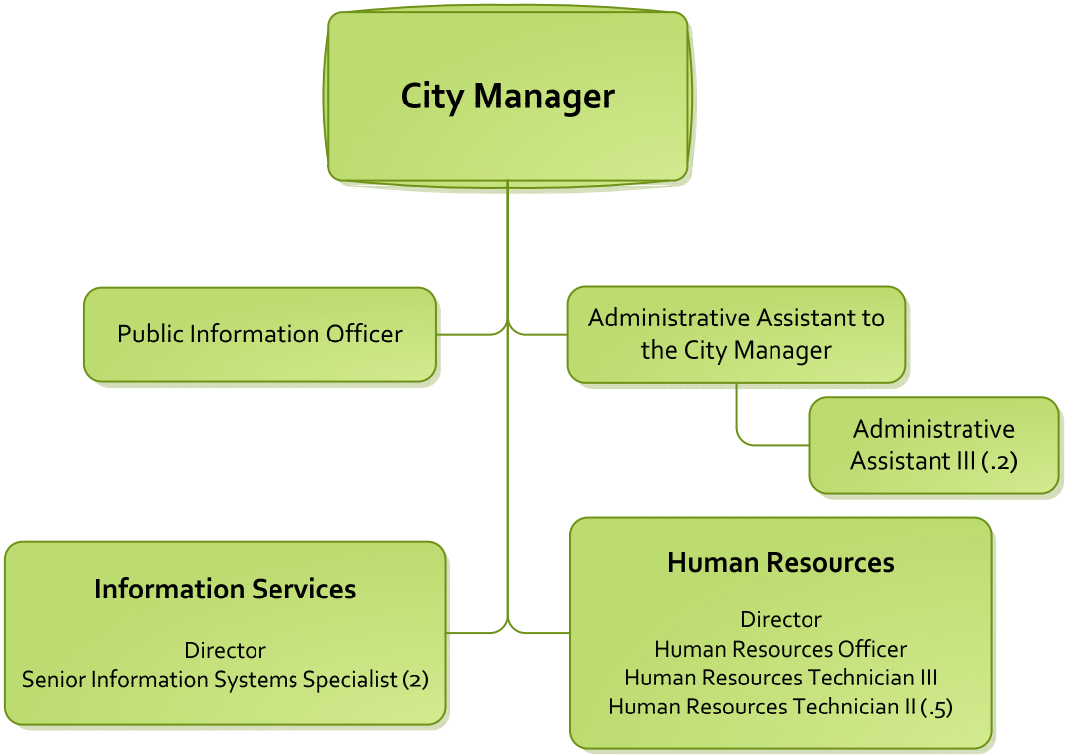
The City will push forward with its marketing efforts, promoting the opportunities for investment in the City, and showcasing the amenities associated with the high quality of life in the City. A Florida College Day is planned for early in the fiscal period and we will continue to grow the City's efforts 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 2016-17 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.

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:	**Department:**
General	Executive

PERSONNEL SUMMARY

Schedule of Budgeted Positions: (Full-Time Equivalents)

Position Title	Pay Grade	13-14	14-15	15-16	16-17
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
Administrative Assistant III	15	0.00	0.00	0.20	0.20
Secretary III	15	0.20	0.20	0.00	0.00
TOTAL		3.20	3.20	3.20	3.20

EXECUTIVE

EXPENDITURE SUMMARY

Expenditure Classification	Actual 2013-14	Actual 2014-15	Budgeted 2015-16	Estimate to 9/30	Budgeted 2016-17
Personal Services	$ 340,925	$ 347,886	$395,370	$395,370	$381,907
Operating Expenditures	92,635	144,935	169,994	170,094	153,383
Capital Outlay	-	-	-	-	3,000
Total Expenditures	$ 433,560	$ 492,821	$565,364	$565,464	$538,290

EXPENDITURES BY DIVISION/PROGRAM

Division / Program	Actual 2013-14	Actual 2014-15	Budgeted 2015-16	Estimate to 9/30	Budgeted 2016-17
City Administration	$ 258,009	$ 271,497	$314,643	$314,643	$311,050
Public Information	175,551	221,324	250,721	250,821	227,240
Total Expenditures	$ 433,560	$ 492,821	$565,364	$565,464	$538,290

CAPITAL OUTLAY SCHEDULE

PROGRAM/Item	Account #	Project #	Budgeted 2016-17
Exterior Stair Replacement	001-1100-512.62-41		$ 3,000
		Total	$ 3,000

Fund:	Department:	Account #:
General	Executive	001-1100-512.

EXPENDITURE DETAIL

Expense Code	Expenditure Classification	Actual 2013-14	Actual 2014-15	Budgeted 2015-16	Estimate to 9/30	Budgeted 2016-17
	PERSONAL SERVICES					
12	Salaries and Wages	$259,340	$265,318	$300,696	$300,696	$278,359
15	Special Pay	5,400	5,759	5,400	5,400	-
21	Payroll Taxes	19,570	19,215	20,684	20,684	21,297
22	Retirement Contributions	32,716	33,288	41,308	41,308	49,256
23	Life and Health Insurance	23,406	23,791	26,689	26,689	32,452
24	Workers' Compensation Insurance	493	515	593	593	543
	TOTAL PERSONAL SERVICES	340,925	347,886	395,370	395,370	381,907
	OPERATING EXPENDITURES					
31	Professional Services	1,785	2,579	300	300	3,100
34	Other Contractual Services	780	31,950	32,244	32,244	31,950
40	Travel and Per Diem	2,260	2,525	906	1,006	3,650
41	Communication Services	2,576	2,758	2,776	2,776	1,756
42	Transportation	114	63	200	200	150
44	Rentals and Leases	129	108	130	130	130
45	Insurance	-	-	-	-	417
46	Repair and Maintenance Services	444	-	1,000	1,000	771
47	Printing and Binding	1,038	575	653	653	1,509
48	Promotional Activities	81,436	101,072	126,800	126,800	100,500
49	Other Current Charges	57	-	1,200	1,200	150
51	Office Supplies	171	299	400	400	500
52	Operating Supplies	118	1,420	1,350	1,350	6,450
54	Books, Publications and Memberships	1,727	1,586	2,035	2,035	2,350
59	Other Operating Costs	-	-	-	-	-
	TOTAL OPERATING EXPENDITURES	92,635	144,935	169,994	170,094	153,383
	CAPITAL OUTLAY					
62	Buildings and Improvements	-	-	-	-	3,000
	TOTAL CAPITAL OUTLAY	-	-	-	-	3,000
	TOTAL DEPARTMENT	$433,560	$492,821	$565,364	$565,464	$538,290

Program:	Account #:	Department:
City Administration	001-1101-512.	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 2013-14	Actual 2014-15	Estimated 2015-16	Recommended 2016-17
OPERATING COST OF PROGRAM:	$ 433,560	$ 492,821	$ 565,464	$ 535,290
FULL TIME EQUIVALENT EMPLOYEES	3.20	3.20	3.20	3.20
DEMAND:				
Total City operating budget	$ 38,434,194	$ 37,570,366	$ 39,646,980	$ 39,860,896
Number of full-time equivalent employees (City-wide)	297.02	295.77	295.52	
Employees in department (F.T.E.)	3.20	3.20	3.20	3.20
Number of media contacts	50	50	50	50
Number of City Departments	13	13	13	13
WORKLOAD:				
Number of budgeted programs	2	2	2	2
Public Service announcements	75	140	85	90
Number of presentations made to citizens and groups	21	13	10	15
Items prepared for City Council meetings/agendas	243	240	232	240
Total number of news releases	57	95	100	100
Total number of news media inquiries	337	250	280	250
Total number of social media posts (Facebook, twitter, instagram)	-	475	490	550
PRODUCTIVITY:				
Cost per employee (City-wide F.T.E.)	$ 1,460	$ 1,666	$ 1,913	#DIV/0!
Published articles/broadcasts resulting from news releases	219	130	250	150
Average number of news releases per month	8	8	8	8
EFFECTIVENESS:				
City Administration cost to total operating budget	1.13%	1.31%	1.43%	1.34%
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 (HR) Department** provides administrative and personnel resources and support to City departments; acts as a liaison between employees and management; and monitors compliance with established policies and procedures, labor contracts, and employment laws. Responsibilities include supporting employees and management by administering recruitment, orientation, training and development, safety, labor and employee relations, and contract negotiations. HR balances the needs of the employees and assists administrative personnel in managing, motivating, and counseling employees and ensuring compliance with local, State, and Federal statues, and collective bargaining agreements. HR administers the Employee Health and Welfare platform, & Risk Management, including Safety programs, Workers' Compensation, Property, General Liability, and Casualty Insurance.

Current and Prior Year Accomplishments: The HR staff continues to prepare personnel files for scanning into Laserfiche in accordance with state record retention guidelines. This ensures file protection and availability for emergency preparedness purposes. In compliance with the City's newly developed strategic plan and HR's previously developed long-term goals, HR continues to update the City's position descriptions. The needs of employees continue to be a focus of the department. HR has spent a great deal of time being proactive and managing the Risk Management program. HR is a voting member of our Health Trust and Property/Casualty Pools, manages claims, and works with outside counsel to seek resolutions that are in the City's best interest. HR will continue to update the Rules and Regulations. HR coordinated and hosted an Employee Wellness event and coordinated employee health screenings in May 2015. The event included numerous vendors and wellness exhibitors which provided information and services to promote employee health and wellness.

Fiscal Year 2017 Highlights: HR continues to promote wellness initiatives. Department directors and employees have expressed a desire and need for training on various topics. HR implemented an online training program offered by Public Risk Management. HR administered the *Affordable Care Act (ACA).* As a large employer, the City participates and maintains a self-insured group health plan and must satisfy ACA and IRS reporting requirements. HR staff played a vital role by entering data and creating the work file for full-time employees, retirees, and their dependents. HR participates in the Employees for Employees Committee and manages the Employee Recognition Program. HR works in collaboration with benefit providers/representatives by coordinating and administering the annual Open Enrollment (OE) sessions. OE is vital in providing employees an opportunity to meet with representatives; discuss issues and concerns with the representatives and HR, and gather information so they can make informed decisions regarding their benefit elections.

Long-Term Vision and Future Financial Impact: With salaries and benefits comprising a significant portion of the City's general fund budget, effective human resources management is critical. HR's primary goal will be to design, evaluate, refine, and implement legally sound policies and procedures to support the City's strategic plan and fulfill workplace needs during economic conditions which continue to effect recruitment and retention. The health insurance industry continues to be an unpredictable marketplace and a source of concern to our employees. HR will continue to encourage wellness and educated consumerism as a means to mitigate the continued rise in health insurance premiums. The number of retirees continues to increase, resulting in additional impact on the City's post-employment benefit obligations. HR will seek to offer internal training programs by leveraging online opportunities.

Our Relationship to Other Departments and the City's Broad Goals: HR truly embodies the City's core values. We strive daily to treat citizens and employees with respect. HR has worked diligently to become a strategic partner to the City's departments and acts as the liaison between the City and its employees. HR balances compliance, consistency, and the concerns of City employees. HR functions will continue to evolve and reflect changes in the work environment. 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 in meeting the City's goals.

Fund:	**Department:**
General	Human Resources

PERSONNEL SUMMARY

Schedule of Budgeted Positions: (Full-Time Equivalents)

Position Title	Pay Grade	13-14	14-15	15-16	16-17
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 2013-14	Actual 2014-15	Budgeted 2015-16	Estimate to 9/30	Budgeted 2016-17
Personal Services	$ 510,599	$272,477	$262,236	$262,236	$ 268,341
Operating Expenditures	180,828	239,657	285,200	245,687	225,795
Total Expenditures	$ 691,427	$512,134	$547,436	$507,923	$ 494,136

EXPENDITURES BY DIVISION/PROGRAM

Division / Program	Actual 2013-14	Actual 2014-15	Budgeted 2015-16	Estimate to 9/30	Budgeted 2016-17
Administration	$ 351,615	$132,607	$115,550	$115,133	$ 103,780
Personnel	161,349	163,762	197,061	190,965	177,621
Safety & Risk Management	178,463	215,765	234,825	201,825	212,735
Total Expenditures	$ 691,427	$512,134	$547,436	$507,923	$ 494,136

Fund:	Department:	Account #:
General	Human Resources	001-1110-513.

EXPENDITURE DETAIL

Expense Code	Expenditure Classification	Actual 2013-14	Actual 2014-15	Budgeted 2015-16	Estimate to 9/30	Budgeted 2016-17
	PERSONAL SERVICES					
12	Salaries and Wages	$196,343	$213,792	$203,679	$203,679	$206,993
14	Overtime	-	346	417	417	-
21	Payroll Taxes	14,106	15,529	14,630	14,630	15,837
22	Retirement Contributions	17,275	19,914	20,332	20,332	20,750
23	Life and Health Insurance	281,827	22,341	22,773	22,773	24,359
24	Workers' Compensation Insurance	373	420	405	405	402
25	Unemployment Compensation	675	135	-	-	-
	TOTAL PERSONAL SERVICES	510,599	272,477	262,236	262,236	268,341
	OPERATING EXPENDITURES					
31	Professional Services	1,527	1,320	17,889	11,889	6,500
34	Other Contractual Services	1,868	26,097	31,567	31,500	6,500
40	Travel and Per Diem	2,806	2,533	2,600	2,600	3,100
41	Communication Services	1,668	1,371	1,900	1,700	950
42	Transportation	421	428	800	800	500
44	Rentals and Leases	1,136	816	1,200	1,200	1,200
45	Insurance	159,337	195,784	214,348	181,348	192,526
47	Printing and Binding	1,930	2,499	2,346	2,250	2,894
48	Promotional Activities	6,505	5,649	8,500	8,500	7,500
49	Other Current Charges	250	152	450	450	250
51	Office Supplies	1,817	847	1,000	900	1,075
52	Operating Supplies	736	1,336	1,350	1,300	2,000
54	Books, Publications and Memberships	827	825	1,250	1,250	800
	TOTAL OPERATING EXPENDITURES	180,828	239,657	285,200	245,687	225,795
	TOTAL DEPARTMENT	$691,427	$512,134	$547,436	$507,923	$494,136

Program:	Account #:	Department:
Administration	001-1111-513.	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 2013-14	Actual 2014-15	Estimated 2015-16	Recommended 2016-17
OPERATING COST OF PROGRAM*:	$ 351,615	$ 132,607	$ 115,133	$ 103,780
FULL TIME EQUIVALENT EMPLOYEES	1.70	1.70	1.70	2.20
DEMAND:				
Employees in department (F.T.E.)	3.50	3.50	3.50	4.00
Total Department Operating Budget	$ 691,427	$ 512,134	$ 507,923	$ 494,136
WORKLOAD:				
Number of budgeted programs	3	3	3	3
Number of annual training programs	6	6	6	6
Employee evaluations/reviews	3	3	3	3
PRODUCTIVITY:				
Cost per department (F.T.E.)	$ 100,461	$ 37,888	$ 32,895	$ 25,945
Average cost of benefits per retiree	$ 6,144	$ 6,281	$ 6,281	$ 6,281
EFFECTIVENESS:				
Number of training programs provided for department employees	5	7	5	6
Percentage of administrative costs compared to total budget	51%	26%	23%	21%

Program:	Account #:	Department:
Personnel	001-1112-513	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 statues 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 2013-14	Actual 2014-15	Estimated 2015-16	Recommended 2016-17
OPERATING COST OF PROGRAM:	$ 161,349	$ 163,762	$ 190,965	$ 177,621
FULL TIME EQUIVALENT EMPLOYEES	1.60	1.60	1.60	1.60
DEMAND:				
Number of City departments	11	11	12	12
Total authorized positions, including seasonal	349	353	351	355
WORKLOAD:				
Employees attending Employee Excellence Program	35	26	41	40
Training programs coordinated or developed for employees	3	6	6	6
Positions advertised in local newspapers	3	4	5	5
Applications received	1,800	810	1,000	1,100
New hires	62	65	58	60
Terminations	70	63	50	60
Revised personnel rules and regulations	10	7	4	10
Classification audits performed	4	2	8	6
EEOC cases processed	-	-	-	-
Hours in contract negotiation	100	40	100	100
PRODUCTIVITY:				
Cost per City-wide position (including seasonal)	$ 462	$ 464	$ 544	$ 500
EFFECTIVENESS:				
Turnover percent, including seasonal	20%	15%	14%	17%
Number of union grievances resolved	-	-	-	-
Number of non-union grievances resolved	-	-	-	-

Program:	Account #:	Department:
Safety & Risk Management	001-1114-513.	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 2013-14	Actual 2014-15	Estimated 2015-16	Recommended 2016-17
OPERATING COST OF PROGRAM: *	$ 178,463	$ 215,765	$ 201,825	$ 212,735
FULL TIME EQUIVALENT EMPLOYEES	0.20	0.20	0.20	0.20
DEMAND:				
Total authorized positions	349	353	351	355
Number of City vehicles	226	226	200	200
Number of facilities	9	9	11	11
WORKLOAD:				
Facility safety inspections	15	15	15	15
Employee injuries	20	15	15	15
Vehicular accidents	18	12	10	10
Property damage (non-vehicular accidents)	7	5	10	10
Liability claims	5	3	3	3
PRODUCTIVITY:				
Cost per employee	$ 511.36	$ 611.23	$ 575.00	$ 599.25
EFFECTIVENESS:				
Percentage of facility safety inspections	167%	167%	136%	136%
Days lost due to employee's injuries under worker's comp	200	150	135	135

CITY OF

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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 (I.T.) responds to approximately 275 system users with 230 various model personal computers, printers, network devices, telephone systems, a wide variety of software programs, and associated peripheral equipment for eight City facility locations. The staff manages 36 virtual network servers, which are stored on 7 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. I.T. maintains the account security for that system. SunGard performs operating system updates, backups, and hardware maintenance.

Current and Prior Year Accomplishments: I.T. administered or completed the following projects:

- Completed migration of our network and internet connectivity to Bright House Networks fiber connections. Communication speeds were increased from 2 – 6 times the previous speed.
- Completed implementation of Wi-Fi capabilities at 6 City facilities. Each building has 2 separate Wi-Fi internet connections: one exclusively for our citizens and customers and one for employees.
- Configured and installed 42 new desktop computers.
- Made improvements to network switches and routers to improve network and internet performance.
- Added additional security measures by adding Malware software to all client computers.
- Began the migration of 150 users from varying versions of Microsoft Office to Office 365 with cloud storage for city documents.
- Continued to make security improvements on the network to comply with FDLE's and F.B.I.'s technology audit.
- Made advancements toward separating the Police Department onto its own network domain to facilitate FDLE auditing requirements for security.
- Modified the I.T. internal ticketing system (Spiceworks) by adding more educational videos and instructional documentation to allow users more access to our technology knowledge base.
- I.T. migrated all city email accounts from a single on premise server to Exchange365. This process put our email in the cloud, and eliminated disaster vulnerability for email as well as eliminating the need for computer hardware, I.T. email maintenance and backup/restore processes.

Fiscal Year 2017 Highlights: I.T. will continue to invest in virtual servers and shared disk storage to allow I.T. to create servers that seamlessly failover to standby equipment with minimal or no disruption of service to our users. An updated virtual environment will also allow I.T. more flexibility in our computing environment. Routine tasks, such as moving servers to more powerful processors, increasing memory or performing software maintenance, can be done during regular production hours and will not disrupt normal work flow. The focus in Fiscal Year 2017 will be on the public safety applications and servers – especially as it relates to disaster recovery purposes.

Long-Term Vision and Future Financial Impact: Technology influences all facets of City business continues to grow, thus expanding I.T.'s scope of responsibility. Primarily, continuing projects include deploying faster, more reliable communication technology, expanding the scope of equipment to include newer technology, promoting citizen access to public records inquiry and online payments, and improving critical archival processes to preserve information for the future. The demand for technology solutions creates additional challenges: requests for new equipment, software, and software solutions that interface with numerous devices. Although the majority of the City's technology projects are resolved by 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.

Uninterrupted computer services are essential and expected by our users. To achieve this, it is crucial for I.T. to have a sustainable infrastructure while protecting that environment from harmful outside influences by securing our data and equipment using the best methods possible. Due to the nature of our state's susceptibility to hurricanes and storm related damage, Information Technology is focused on working toward cloud computing, offsite storage or hardening our existing facilities to protect our equipment. These solutions are a necessity for effective, successful disaster recovery plans.

Internet and intranet demand continues to increase for all City facilities. In addition to employees' need for web based processing, voice/video services over the internet, surveillance applications, cloud-based applications and the public's demand for Wi-Fi services all point to our need for increased bandwidth. With our recent move to fiber, increases to bandwidth will now be easier and cost effective.

As remote hosted services become more available and cost justifiable from application vendors, the I.T. 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 and processing equipment moves into 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 hardware 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:	**Department:**
General	Information Technology

PERSONNEL SUMMARY

Schedule of Budgeted Positions: Full-Time Equivalents

Position Title	Pay Grade	13-14	14-15	15-16	16-17
I.T. Director	-	1.00	1.00	1.00	1.00
Senior Information Systems Specialist	26	1.00	2.00	2.00	2.00
Information Systems Specialist	21	1.00	0.00	0.00	0.00
TOTAL		3.00	3.00	3.00	3.00

INFORMATION TECHNOLOGY

EXPENDITURE SUMMARY

Expenditure Classification	Actual 2013-14	Actual 2014-15	Budgeted 2015-16	Estimate to 9/30	Budgeted 2016-17
Personal Services	$ 270,601	$283,157	$292,814	$292,814	$298,490
Operating Expenditures	388,210	223,404	336,889	348,751	308,489
Capital Outlay	22,147	45,441	43,051	43,051	154,400
Total Expenditures	$ 680,958	$552,002	$672,754	$684,616	$761,379

EXPENDITURES BY DIVISION/PROGRAM

Division / Program	Actual 2013-14	Actual 2014-15	Budgeted 2015-16	Estimate to 9/30	Budgeted 2016-17
Sytems Management	$ 680,958	$552,002	$672,754	$684,616	$761,379
Total Expenditures	$ 680,958	$552,002	$672,754	$684,616	$761,379

CAPITAL OUTLAY SCHEDULE

PROGRAM/Item	Account #	Project #	Budgeted 2016-17
Desktop Computers	001-1121-513.64-23		$ 17,000
Senior Staff Laptops	001-1121-513.64-23		15,400
Software Upgrade	001-1121-513.64-23		32,000
Network Hardware Replacement	001-1121-513.64-23		10,000
Public Safety Servers & System Replication	001-1121-513.64-23		80,000
		Total	$ 154,400

Fund:	Department:	Account #:
General	Information Technology	001-1121-513.

EXPENDITURE DETAIL

Expense Code	Expenditure Classification	Actual 2013-14	Actual 2014-15	Budgeted 2015-16	Estimate to 9/30	Budgeted 2016-17
	PERSONAL SERVICES					
12	Salaries and Wages	$217,298	$225,076	$233,256	$233,256	$239,354
14	Overtime	-	-	-	-	-
21	Payroll Taxes	16,744	17,280	17,577	17,577	16,669
22	Retirement Contributions	16,935	18,018	18,748	18,748	17,649
23	Life and Health Insurance	19,210	22,342	22,774	22,774	24,358
24	Workers' Compensation Insurance	414	441	459	459	460
	TOTAL PERSONAL SERVICES	270,601	283,157	292,814	292,814	298,490
	OPERATING EXPENDITURES					
31	Professional Services	38	-	-	-	-
34	Other Contractual Services	302,290	144,898	185,748	177,811	159,022
41	Communication Services	73,954	74,021	145,104	165,690	143,844
42	Transportation	25	166	200	150	100
44	Rentals and Leases	7,275	-	-	-	-
46	Repair and Maintenance Services	-	-	500	400	500
47	Printing and Binding	116	188	237	150	223
52	Operating Supplies	3,937	3,821	4,500	4,000	4,800
54	Books, Publications and Memberships	575	310	600	550	-
	TOTAL OPERATING EXPENDITURES	388,210	223,404	336,889	348,751	308,489
	CAPITAL OUTLAY					
64	Machinery and Equipment	22,147	45,441	43,051	43,051	154,400
	TOTAL CAPITAL OUTLAY	22,147	45,441	43,051	43,051	154,400
	TOTAL DEPARTMENT	$680,958	$552,002	$672,754	$684,616	$761,379

Program:	Account #:	Department:
Systems Management	001-1121-513.	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 2013-14	Actual 2014-15	Estimated 2015-16	Recommmended 2016-17
OPERATING COST OF PROGRAM:	$ 658,811	$ 506,561	$ 641,565	$ 606,979
FULL TIME EQUIVALENT EMPLOYEES	3.00	3.00	3.00	4.00
DEMAND:				
Total computer users	266	245	250	250
PCs/Servers supported	225	245	245	245
I.T. trouble tickets submitted	1,500	1,567	1,950	2,000
WORKLOAD:				
Total computer users	266	245	250	250
PCs/Servers supported	225	235	235	245
Equipment installations/relocations	N/A	45	60	70
Total hours expended on trouble ticket resolution	1,619	1,923	2,000	2,800
PRODUCTIVITY:				
Cost per user	$ 2,477	$ 2,068	$ 2,566	$ 2,428
Users per I.T. staff member	89	82	83	63
Technology hardware items per staff	75	82	82	61
Trouble tickets per I.T. employee	500	522	650	500
Trouble tickets resolved	1,410	1,557	1,900	1,400
Hours spent per employee:trouble ticket resolution	540	641	667	700
EFFECTIVENESS:				
Percentage of I.T. trouble tickets resolved	94%	99%	97%	70%
Percentage of I.T. hours spent on trouble tickets	26%	31%	32%	34%

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.

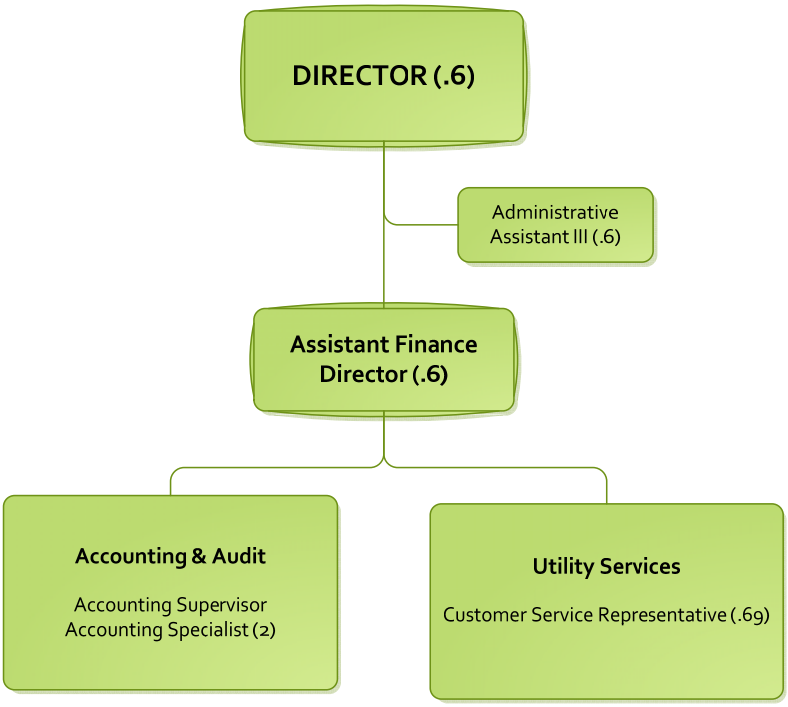
Current and Prior Year Accomplishments: The Department has been involved in several financial matters associated with the downtown redevelopment, pension issues, and grant reimbursement. Administration held a budget policy workshop with the City Council to obtain input and direction to balance the budget. 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 39th consecutive year, the Department helped the City garner the prestigious Government Finance Officers Association (GFOA) Award for Excellence in Financial Reporting for Fiscal Year 2014-15; and for the 28th consecutive year, the GFOA Distinguished Budget Presentation Award for Fiscal Year 2015-16.

Fiscal Year 2017 Highlights: Fiscal Year 2017 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, 67% 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 2015-16 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.


DIRECTOR (.6)
Administrative Assistant III (.6)
Assistant Finance Director (.6)
Accounting & Audit
Accounting Supervisor
Accounting Specialist (2)
Utility Services
Customer Service Representative (.69)

Fund:	**Department:**
General	Finance

PERSONNEL SUMMARY

Schedule of Budgeted Positions: Full-Time Equivalents

Position Title	Pay Grade	13-14	14-15	15-16	16-17
General Fund					
Finance Director	-	0.60	0.60	0.60	0.60
Assistant Finance Director	30	1.00	1.00	0.60	0.60
Accounting Supervisor	24	1.00	1.00	1.00	1.00
Accounting Specialist	16	2.00	2.00	2.00	2.00
Administrative Assistant III	15	0.00	0.00	0.60	0.60
Secretary III	15	0.60	0.60	0.00	0.00
Customer Service Representative I	12	0.69	0.69	0.69	0.69
TOTAL		5.89	5.89	5.49	5.49

FINANCE

EXPENDITURE SUMMARY

Expenditure Classification	Actual 2013-14	Actual 2014-15	Budgeted 2015-16	Estimate to 9/30	Budgeted 2016-17
Personal Services	$360,077	$367,830	$ 355,985	$ 356,876	$ 341,826
Operating Expenditures	104,981	160,461	164,740	166,170	178,749
Debt Service	-	-	270	270	-
Capital Outlay	-	-	2,100	2,100	-
Transfers	431,206	344,560	1,116,446	1,020,767	1,098,969
Total Expenditures	$896,264	$872,851	$1,639,541	$ 1,546,183	$ 1,619,544

EXPENDITURES BY DIVISION/PROGRAM

Division / Program	Actual 2013-14	Actual 2014-15	Budgeted 2015-16	Estimate to 9/30	Budgeted 2016-17
Accounting & Auditing	$390,506	$454,524	$ 448,038	$ 448,081	$ 442,352
Local Business Tax	27,311	27,617	28,057	28,948	29,836
Non-Departmental	478,447	390,710	1,163,446	1,069,154	1,147,356
Total Expenditures	$896,264	$872,851	$1,639,541	$ 1,546,183	$ 1,619,544

FUNDING SOURCE

Revenue	Accounting & Budget	Local Business Tax	Non Departmental	Total
Program Expenditure Budget	**$ 442,352**	**$ 29,836**	**$ 1,147,356**	**$1,619,544**
Less: Revenues Generated				
Local Business Tax		274,284		274,284
Business Tax Applications		2,222		2,222
Business Tax Penalties		3,000		3,000
Discounts Taken	6,000			6,000
Golf Course Rental Fess			173,387	173,387
Net Unsupported Budget	$ 436,352	$(249,670)	$ 973,969	$1,160,651
% of Budget Supported by Program	1%	937%	15%	28%

Fund:	Department:	Account #:
General	Finance	001-1200-513.

EXPENDITURE DETAIL

Expense Code	Expenditure Classification	Actual 2013-14	Actual 2014-15	Budgeted 2015-16	Estimate to 9/30	Budgeted 2016-17
	PERSONAL SERVICES					
12	Salaries and Wages	$ 281,422	$288,827	$ 278,499	$ 279,390	$ 258,450
14	Overtime	559	206	479	479	823
21	Payroll Taxes	20,782	21,342	20,735	20,735	19,549
22	Retirement Contributions	25,907	26,606	24,582	24,582	25,551
23	Life and Health Insurance	30,870	30,286	31,133	31,133	36,817
24	Workers' Compensation Insurance	537	563	557	557	636
	TOTAL PERSONAL SERVICES	360,077	367,830	355,985	356,876	341,826
	OPERATING EXPENDITURES					
31	Professional Services	3,738	45,433	29,040	29,040	35,150
32	Accounting and Auditing	31,900	34,000	48,500	48,500	50,000
34	Other Contractual Services	1,586	16,956	18,200	18,200	20,100
40	Travel and Per Diem	2,635	4,161	4,000	4,000	6,200
41	Communication Services	1,433	1,409	1,567	1,610	1,550
42	Transportation	5,285	5,075	5,677	5,677	6,000
44	Rentals and Leases	1,460	(1,707)	(1,990)	(1,990)	(3,200)
46	Repair and Maintenance Services	-	-	-	-	1,000
47	Printing and Binding	3,002	3,887	3,789	3,789	4,142
49	Other Current Charges	47,752	46,798	48,412	49,799	49,417
51	Office Supplies	4,465	3,782	4,882	4,882	4,500
52	Operating Supplies	551	223	1,427	1,427	2,850
54	Books, Publications and Memberships	1,174	444	1,236	1,236	1,040
	TOTAL OPERATING EXPENDITURES	104,981	160,461	164,740	166,170	178,749
	CAPITAL OUTLAY					
64	Machinery and Equipment	-	-	2,100	2,100	-
	TOTAL CAPITAL OUTLAY	-	-	2,100	2,100	-
	DEBT SERVICE					
72	Debt Service - Interest	-	-	270	270	-
	TOTAL DEBT SERVICE	-	-	270	270	-
	TRANSFERS					
91	Transfers	431,206	344,560	1,116,446	1,020,767	1,098,969
	TOTAL TRANSFERS	431,206	344,560	1,116,446	1,020,767	1,098,969
	RESERVES					
99	Reserve for Contingency	-	-	-	-	-
	TOTAL RESERVES	-	-	-	-	-
	TOTAL DEPARTMENT	$ 896,264	$872,851	$ 1,639,541	$ 1,546,183	$ 1,619,544

Program:	Account #:	Department:
Accounting & Audit	001-1212-513.	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 38 consecutive years.
2) Complete annual audit and present report to City Council by March 31.
3) Obtain "Distinguished Budget Award" from GFOA for the 28th 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 2013-14	Actual 2014-15	Estimated 2015-16	Recommended 2016-17
OPERATING COST OF PROGRAM:	$ 390,506	$ 454,524	$ 445,981	$ 442,352
FULL TIME EQUIVALENT EMPLOYEES	5.20	5.20	4.80	4.80
DEMAND:				
Employees in Department (F.T.E.)	13.05	13.05	13.05	13.05
Number of total full-time equivalent employees	297.02	295.77	295.77	
Number of fixed assets	3,337	3,439	10,799	10,907
Total authorized positions per budget	350	349	349	
Total bids processed	7	11	8	10
WORKLOAD:				
Finance staff training hours	90	90	90	90
Quarterly technology initiatives	1	1	1	1
Quarterly policy and procedures initiatives	-	1	1	1
Total department operating budget	$ 962,745	$ 993,605	$ 1,112,243	$ 1,243,581
Number of Accounts Payable checks/EFTs	5,310	5,586	5,500	5,500
Total number of invoices paid	6,408	6,454	11,000	11,000
Total number of invoices paid by due date	6,024	6,014	9,800	9,800
1099 Miscellaneous Forms issued	45	38	45	45
Budget adjustments processed	280	218	245	250
Number of payroll checks/direct deposits	12,091	13,885	10,200	10,200
W-2's issued	372	384	395	390
Purchase orders issued	1,487	1,716	1,500	1,500
Bids awarded	7	5	7	8
PRODUCTIVITY:				
Department Cost per Departmental F.T.E.	$ 73,774	$ 76,138	$ 85,229	$ 95,294
Cost per Citywide F.T.E.	$ 1,315	$ 1,537	$ 1,508	#DIV/0!
EFFECTIVENESS:				
Training hours per employee	7	7	7	7
Investment income (benchmark)	0.15%	0.15%	0.15%	0.15%
Investment income (actual)	1.25%	1.25%	1.25%	1.25%
Receipt of consecutive GFOA CAFR Award	37	38	39	40
Present annual audit to Council	Mar 4	June 2	Mar 1	Mar 1
Percentage of all invoices paid by their due date	94%	93%	89%	89%
Receipt of consecutive GFOA Budget Award	26	27	28	29
State & federal reports issued on time	Yes	Yes	Yes	Yes

Program:	Account #:	Department:
Local Business Tax	001-1224-513.	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 2013-14	Actual 2014-15	Estimated 2015-16	Recommended 2016-17
OPERATING COST OF PROGRAM:	$ 27,311	$ 27,617	$ 28,948	$ 29,836
FULL TIME EQUIVALENT EMPLOYEES	0.69	0.69	0.69	0.69
DEMAND:				
Number of businesses	975	950	1,000	1,000
Number of licenses	1,725	1,700	1,750	1,700
Number of new applications	300	165	200	125
Number of renewals mailed in August	1,702	1,700	1,750	1,750
Number of transfers	50	25	35	15
WORKLOAD:				
Number of businesses	975	950	1,000	1,000
Number of licenses	1,725	1,700	1,750	3,165
Number of new applications	300	165	200	250
Number of renewals processed	1,702	1,700	1,750	2,000
Number of transfers	50	25	35	30
Revenue generated	$ 265,000	$ 255,000	$ 265,000	$ 500,000
PRODUCTIVITY:				
Cost per license issued	$ 15.83	$ 16.25	$ 16.54	$ 9.00
Cost per business	$ 28.01	$ 29.07	$ 28.95	$ 28.50
EFFECTIVENESS:				
Percentage of renewals processed	100%	100%	100%	114%
Percentage of new licenses issued in 10 days	100%	100%	100%	100%
Cost recovery	970%	923%	915%	1676%

Program:	Account #:	Department:
Non-Departmental	001-2711-513.	Non-Departmental

EXPENDITURE SUMMARY

Expenditure Classification	Actual 2013-14	Actual 2014-15	Budgeted 2015-16	Estimate to 9/30	Budgeted 2016-17
Personal Services	-	283,035	314,140	314,140	315,000
Operating Expenditures	-	-	30,000	31,000	-
Reserves	-	1,386,387	-	382,864	-
Total Expenditures	-	1,669,422	344,140	728,004	315,000

EXPENDITURES BY DIVISION/PROGRAM

Division / Program	Actual 2013-14	Actual 2014-15	Budgeted 2015-16	Estimate to 9/30	Budgeted 2016-17
Administration	-	1,669,422	344,140	728,004	315,000
Total Expenditures	-	1,669,422	344,140	728,004	315,000

EXPENDITURE DETAIL

Expense Code	Expenditure Classification	Actual 2013-14	Actual 2014-15	Budgeted 2015-16	Estimate to 9/30	Budgeted 2016-17
	PERSONAL SERVICES					
23	Retiree Health Insurance	$ -	$ 283,035	$314,140	$314,140	$315,000
	TOTAL PERSONAL SERVICES	-	283,035	314,140	314,140	315,000
	OPERATING EXPENDITURES					
31	Miscellaneous	-	-	30,000	31,000	-
	TOTAL OPERATING EXPENDITURES	-	-	30,000	31,000	-
	RESERVES					
99	Reserve for Contingency	-	1,386,387	-	382,864	-
	TOTAL RESERVES	-	1,386,387	-	382,864	-
	TOTAL FUND	$ -	$ 1,669,422	$344,140	$728,004	$315,000

COMMUNITY DEVELOPMENT

The **Community Development Department** is responsible for administering, directing, coordinating, and supervising land development regulations and operations involving general commercial site planning, zoning reviews, permitting, inspections, plan reviews, annexations, geographical information systems, and mapping. The Department also coordinates the City's Damage Assessment Teams. 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 on-going permitting and inspection services primarily involving new multi-family and commercial construction and commercial renovations. The Department is working with the reestablished Redevelopment Department to reinvigorate and attract development to the City's Downtown. The Department organized our first Cyclovia event which was well attended and supported by local residents, businesses and transportation groups. We hope to host this event again in the future.

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 along with collaborating efforts of the Planning Commission have completed the Comprehensive Plan Update for the purpose of reducing redundancy and conflicts within the plan as they relate to surrounding jurisdictions and State mandated requirements and to create a new Industrial plan category. Planning staff collaborated with the Planning Commission, Hillsborough County, Tampa, and Plant City to develop greater consistency between the jurisdictions in the format, goals, objectives, and policies for the 2040 Comprehensive Plan update and state mandated evaluation and appraisal of the regional development regulations. Over the next year, the City will begin to update its land development regulations to address changes in development trends.

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, structural, electrical, mechanical, plumbing, signage, and special events. During the first six months of the fiscal year an estimated 1,000 permits will have been issued compared to 963 for the same period last year. Staff is estimated to complete 2,400 inspections during the first six months of the year, compared to 1,851 for the same period last year.

In the commercial sector, Titan LLC has begun site development activity in preparation for a new concrete batch plant in the 301 Industrial Park, Baycare has begun construction of its new 222,000 square foot Service Center building in Telecom Park, several other buildings in Telecom Park have undergone renovations and modernizations, Woodspring Suites Site Plan has been approved for a 222 room hotel on Morris Bridge Rd. in Tampa Oaks. In the residential sector, Addison Apartments has begun construction of 3 multifamily buildings totaling 262 units and a Clubhouse in Tampa Oaks, Newman Center student housing has been approved and is expected to start construction of Phase I, 69 units, in preparation for Occupancy in summer 2016.

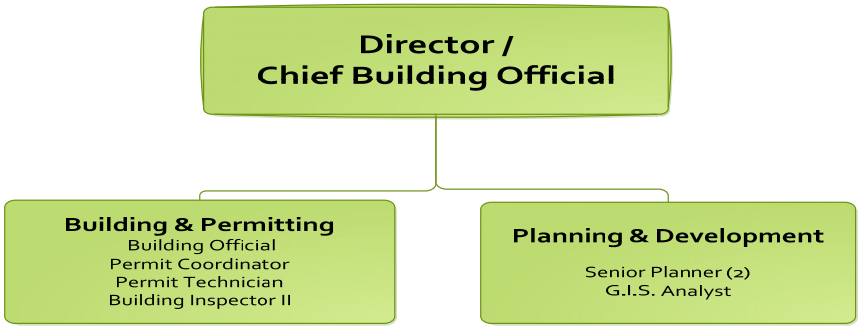
The GIS Division is responsible for developing and maintaining the City's geospatial and digital map database, performing map-based analyses, tracking census information, providing level of service reporting and providing support to various City departments on multiple type projects. Administers a standardized addressing system to ensure that it meets standards of county 911 addressing procedures. Coordinates 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 2017 Highlights: Fiscal Year 2017 will find the Community Development Department involved in many

programs beyond routine activities. Commercial development in the City, particularly in Telecom Park, Tampa Oaks and 301 Industrial Park have shown great signs of recovery. Almost all of the available land within these parks is expected to be built-out over the next few years. Residential infill development appears to be on the rise and we expect home additions and renovations to remain steady based on the City's housing stock.

Long-Term Vision: 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 the 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 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:	**Department:**
General	Community Development

PERSONNEL SUMMARY

Schedule of Budgeted Positions: Full-Time Equivalents

Position Title	Pay Grade	13-14	14-15	15-16	16-17
Regulatory					
Community Development Director		0.50	0.50	0.50	0.50
Administrative Assistant III*	15	0.00	0.00	0.50	0.00
Secretary III	15	0.50	0.50	0.00	0.00
Building Official	22	0.00	0.00	1.00	1.00
Building Inspector III	22	1.00	1.00	0.00	0.00
Building Inspector II**	20	1.00	1.00	0.00	1.00
Permit Coordinator	21	1.00	1.00	1.00	1.00
Permit Technician	13	1.00	0.00	0.00	1.00
TOTAL		5.00	4.00	3.00	4.50
Planning & Development					
Community Development Director		0.50	0.50	0.50	0.50
Secretary III	15	0.50	0.50	0.50	0.00
Senior Planner	24	1.00	1.00	2.00	2.00
G.I.S. Analyst	21	1.00	1.00	1.00	1.00
Planner	21	1.00	1.00	0.00	0.00
TOTAL		4.00	4.00	4.00	3.50
DEPARTMENT TOTAL		9.00	8.00	7.00	8.00

* Administrative Assistant III position deleted in exchange for new Permit Technician position.

** Add Building Inspector II

COMMUNITY DEVELOPMENT

EXPENDITURE SUMMARY

Expenditure Classification	Actual 2013-14	Actual 2014-15	Budgeted 2015-16	Estimated to 9/30	Budgeted 2016-17
Personal Services	$ 463,101	$503,180	$480,940	$534,445	$ 600,806
Operating Expenditures	52,488	63,334	91,181	76,663	69,892
Total Expenditures	$ 515,589	$566,514	$572,121	$611,108	$ 670,698

EXPENDITURES BY DIVISION/PROGRAM

Division / Program	Actual 2013-14	Actual 2014-15	Budgeted 2015-16	Estimated to 9/30	Budgeted 2016-17
Building & Zoning	$ 240,980	$247,087	$279,238	$278,845	$ 321,426
Planning & Development	274,609	319,427	292,883	332,263	349,272
Total Expenditures	$ 515,589	$566,514	$572,121	$611,108	$ 670,698

FUNDING SOURCE

`	Building	Planning	Total
Program Expenditure Budget	**$321,426**	**$349,272**	**$670,698**
Less: Revenues Generated			
Permits (All)	310,605		310,605
Document Review Fees		40,063	40,063
Reinspection Fees	1,925		1,925
Zoning Fees		1,200	1,200
Commissions - Radon Gas	500		500
Commissions - Building Fund	600		600
Fines - Work without permit	11,216		11,216
Net Unsupported Budget	$ (3,420)	$308,009	$304,589
% of Budget Supported by Program	101%	12%	55%

Fund:	Department:	Account #:
General	Community Development	001-1300-524.

EXPENDITURE DETAIL

Expense Code	Expenditure Classification	Actual 2013-14	Actual 2014-15	Budgeted 2015-16	Estimated to 9/30	Budgeted 2016-17
	PERSONAL SERVICES					
12	Salaries and Wages	$352,676	$383,905	$361,681	$411,306	$453,018
21	Payroll Taxes	24,589	27,089	28,844	28,844	34,657
22	Retirement Contributions	35,284	38,228	36,273	39,273	45,302
23	Life and Health Insurance	46,861	52,131	51,753	53,139	64,954
24	Workers' Compensation Insurance	3,691	1,827	2,389	1,883	2,875
	TOTAL PERSONAL SERVICES	463,101	503,180	480,940	534,445	600,806
	OPERATING EXPENDITURES					
31	Professional Services	13,549	18,738	30,385	15,760	14,800
34	Other Contractual Services	3,695	9,862	14,639	14,246	14,352
40	Travel and Per Diem	5,149	2,912	8,185	8,185	3,960
41	Communication Services	3,982	3,370	4,040	4,040	2,960
42	Transportation	496	599	1,350	1,350	700
44	Rentals and Leases	2,093	4,521	5,516	5,516	5,544
45	Insurance	889	1,055	1,149	1,149	835
46	Repair and Maintenance Services	4,857	6,170	6,947	6,947	5,847
47	Printing and Binding	2,403	3,800	4,966	4,966	5,404
49	Other Current Charges	140	-	400	400	-
51	Office Supplies	2,958	2,792	3,500	3,500	2,500
52	Operating Supplies	9,534	5,992	6,204	6,204	7,800
54	Books, Publications and Memberships	2,743	3,523	3,900	4,400	5,190
	TOTAL OPERATING EXPENDITURES	52,488	63,334	91,181	76,663	69,892
	TOTAL DEPARTMENT	$515,589	$566,514	$572,121	$611,108	$670,698

Program:	Account #:	Department:
Building & Zoning	001-1321-524.	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 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 2013-14	Actual 2014-15	Estimated 2015-16	Recommended 2016-17
OPERATING COST OF PROGRAM:	$ 240,980	$ 247,087	$ 278,845	$ 321,426
FULL TIME EQUIVALENT EMPLOYEES	4.00	3.00	3.00	3.00
DEMAND:				
Population - City BEBR 04/01/13	25,370	25,873	25,883	25,883
Single-family (SF) Units - Attached & Detached	8,083	8,088	8,091	8,091
Multi-family (MF) Units	4,181	4,443	4,443	4,705
Vacant single family residential lots (infill)	118	118	114	108
Acres of undeveloped SFR zoned land - Attached & Detached	105	105	104	104
Acres of undeveloped MFR zoned land	-	-	-	-
Acres of undeveloped commercial property	81	82	85	93
Acres of developed commercial property	568	574	605	602
Total City acreage	4,732	4,825	4,860	4,868
WORKLOAD:				
Total new SF permits	6	8	6	6
Total new Commercial permits	2	2	8	8
Total permits	2,036	1,800	2,020	2,020
Building inspections	4,438	3,700	3,700	3,700
PRODUCTIVITY:				
Permits issued per permit clerk/day	7.8	6.9	7.8	8.3
Average number of permits issued/month	170	150	168	172
Inspections/Day/Inspector	17	14	14	15
EFFECTIVENESS				
Percentage of permits issued with minor alteration turnaround	100%	100%	95%	95%
Percentage of residential permits issued in 3 days	100%	95%	90%	90%
Percentage of commercial permits issued in 7 days	90%	90%	80%	80%
Total permit fees collected	$ 186,664	$ 455,533	$ 350,000	$ 350,000
Total value of all permits	$ 24,485,591	$ 72,767,718	$ 45,000,000	$ 45,000,000
Total value of single family permits	$ 10,523,602	$ 9,932,256	$ 9,000,000	$ 9,000,000
Cost recovery: total revenue vs. total cost	0.77	1.84	1.26	1.09
Percentage of inspections completed in 24 hrs	100%	95%	90%	90%

Program:	Account #:	Department:
Planning & Development	001-1331-515.	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 2013-14	Actual 2014-15	Estimated 2015-16	Recommended 2016-17
OPERATING COST OF PROGRAM:	$ 274,609	$ 319,427	$ 332,263	$ 349,272
FULL TIME EQUIVALENT EMPLOYEES	4.00	4.00	4.00	4.00
DEMAND:				
Population - City BEBR 04/01/13	25,370	25,567	25,873	25,883
Single-family (SF) Units - Attached & Detached	8,083	8,084	8,084	8,091
Multi-family (MF) Units	4,181	4,181	4,373	4,705
Vacant single family residential lots (infill)	118	113	111	108
Acres of undeveloped SFR zoned land - Attached & Detached	105	106	105	104
Acres of undeveloped MFR zoned land	-	-	-	-
Acres of undeveloped commercial property	81	91	91	93
Acres of developed commercial property	568	569	602	602
Total City acreage	4,732	4,733	4,765	4,868
WORKLOAD:				
Conditional Use/Special Approvals of Use Processed	1	2	1	2
Zoning Amendments Processed	3	6	4	4
Comprehensive Plan Amendments Processed	1	5	2	2
Site Plans Processed	7	8	8	6
Annexations	2	4	2	2
Variances	4	2	2	3
DRI Applications/Amendments	-	1	1	1
Concurrency Review	-	-	2	1
PRODUCTIVITY:				
Program operating costs per capita	$ 10.82	$ 12.49	$ 12.84	$ 13.49
Program operating costs per dwelling unit	$ 22.39	$ 26.04	$ 26.67	$ 27.30
EFFECTIVENESS:				
Permit processing completed within one day	95%	95%	95%	95%
Site plan reviews pressented to Council within 120 days	75%	75%	75%	75%

CITY OF

TEMPLE TERRACE

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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: In October 2015, the Temple Terrace Police Department launched our new "Coffee with a Cop" community outreach program. The concept of this new program is to provide an opportunity for police officers and community members to come together in a friendly and neutral space to discuss community concerns, solve neighborhood problems and build lasting relationships. All of this is done informally, while enjoying a cup of coffee with one another. One of the keys to *Coffee with a Cop's* success is that it removes the physical barriers that routinely exist between police officers and community members, allowing for relaxed, one-on-one interactions. Informal contact in a friendly atmosphere increases trust between police officers and the members of our community. Temple Terrace PD schedules *Coffee with a Cop* get-togethers once each month at various locations throughout the City.

In December 2015, the Temple Terrace Police Department began publishing monthly online videos designed to keep community members up-to-date on the latest programs and activities of the Temple Terrace Police Department. This video series, entitled "*On-Duty with Temple Terrace PD,*" provides the viewers with a first-hand look into the latest crime trends affecting our community. It also offers crime prevention tips and strategies to help community members fight back against crime. The videos are posted on YouTube and Facebook for instant viewing by our community of online followers. These crime prevention and public safety messages, delivered through the web, are yet another facet in our ongoing effort to help make Temple Terrace a safer community in which to live, work and play.

A new strategic deployment plan was implemented in January 2016 to help us focus our response to emerging crime trends and respond more effectively to the general needs of our citizens. Intelligence data is analyzed by our Special Enforcement Unit and then utilized to strategically deploy our personnel to areas identified as having specific crime trends or other enforcement needs.

The Patrol Division has been diligently working to meet the goals and objectives established in the City's strategic plan "Your City, Our Future, A Community Driven Plan." To that end, we have been posting residential speed surveys as well as traffic crash and enforcement related data on the City's webpage and on the Department's Facebook page. In cooperation with the University of South Florida, we also successfully acquired our third (3) FDOT sponsored bicycle and pedestrian grant. This grant specifically reimburses participating agencies with the cost associated with providing staffing specifically utilized for bicyclist and pedestrian education and enforcement efforts.

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 21th consecutive year.

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.

Law Enforcement Accreditation is a highly recognized and valued means of establishing and maintaining the highest possible standards of competency, proficiency, professionalism and service. To that end, the Police Department continues to meet or exceed the standards established by the Commission for Florida Law Enforcement Accreditation. The Commission accepted the Department's 2016 Annual Compliance Report which was submitted in January 2016.

Fiscal Year 2017 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 regional public safety partners will continue to remain at the forefront of our efforts.

The Police Department will continue to place considerable emphasis on meeting the goals and objectives established within the *"Your City, Our Future, A Community Driven Plan"* City of Temple Terrace strategic plan by focusing our efforts toward satisfying the requirements of the three (3) primary police department related objectives established therein namely:

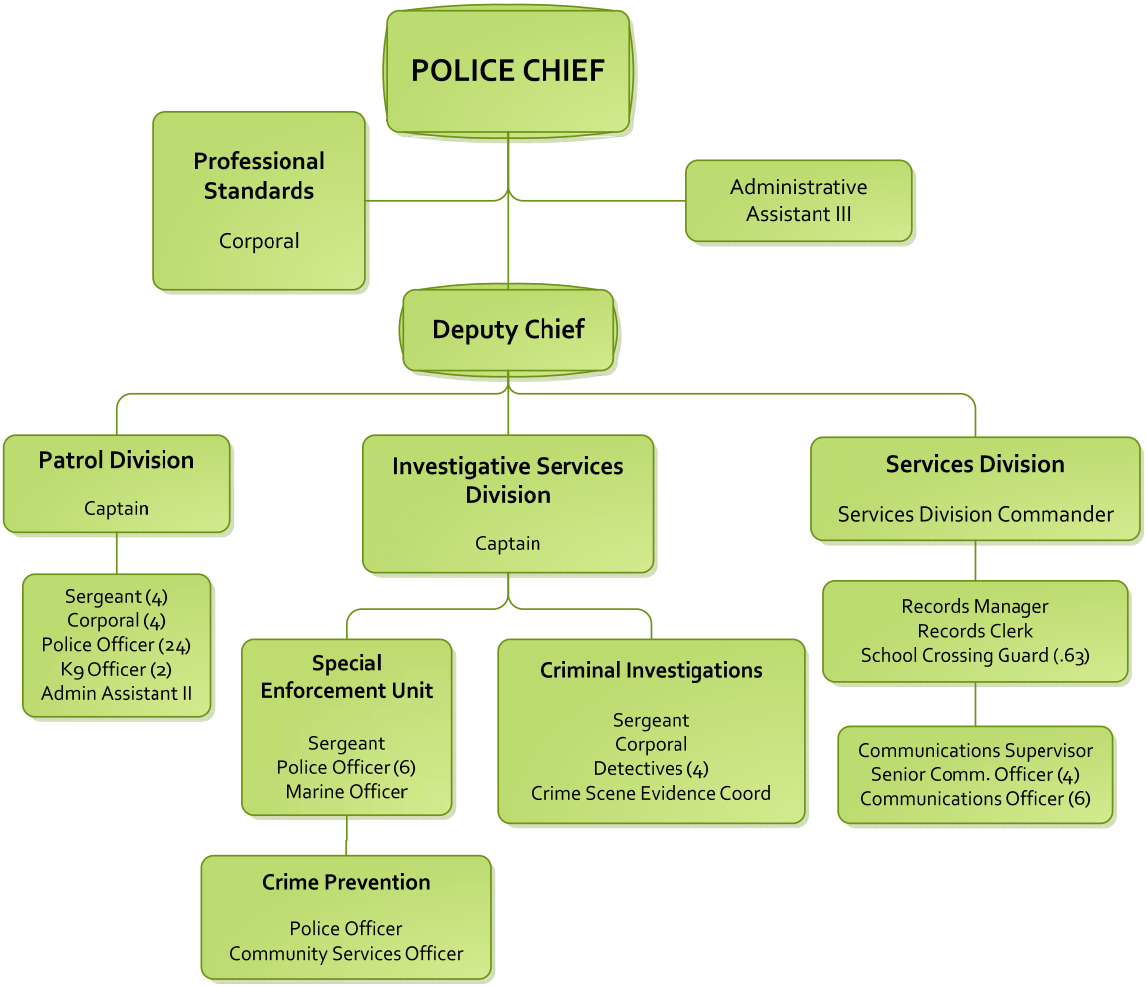
- maintaining adequate staffing and available resources to accommodate the continued growth of the City and its population;
- establishing a media campaign to improve public awareness and perception of police department activities; and
- implementing strategies to identify, address and effectively communicate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

The Police Department will participate in our second reaccreditation assessment culminating with an appearance before the Board of Directors of the Commission on Florida Law Enforcement Accreditation in June 2017.

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 $10 million.

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.


POLICE CHIEF
Professional Standards
Corporal
Administrative Assistant III
Deputy Chief
Patrol Division
Captain
Sergeant (4)
Corporal (4)
Police Officer (24)
K9 Officer (2)
Admin Assistant II
Investigative Services Division
Captain
Special Enforcement Unit
Sergeant
Police Officer (6)
Marine Officer
Crime Prevention
Police Officer
Community Services Officer
Criminal Investigations
Sergeant
Corporal
Detectives (4)
Crime Scene Evidence Coord
Services Division
Services Division Commander
Records Manager
Records Clerk
School Crossing Guard (.63)
Communications Supervisor
Senior Comm. Officer (4)
Communications Officer (6)

Fund:	Department:
General	Police

PERSONNEL SUMMARY

Schedule of Budgeted Positions: Full-Time Equivalents

Position Title	Pay Grade	13-14	14-15	15-16	16-17
Administration					
Police Chief	-	1.00	1.00	1.00	1.00
Deputy Police Chief	32	1.00	1.00	1.00	1.00
Sergeant of Professional Standards	P3	1.00	1.00	1.00	1.00
Administrative Assistant III	15	0.00	0.00	1.00	1.00
Secretary III	15	1.00	1.00	0.00	0.00
TOTAL		4.00	4.00	4.00	4.00
Patrol					
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
Administrative Assisant II	12	0.00	0.00	1.00	1.00
Secretary II	12	1.00	1.00	0.00	0.00
TOTAL		35.00	35.00	35.00	35.00
Investigative Services					
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	5.00	4.00	4.00	4.00
Police Officer	P1	6.00	7.00	7.00	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	0.00	0.00
Marine Officer	P2	1.00	1.00	1.00	1.00
Police Community Svc Officer	16	0.00	0.00	1.00	1.00
TOTAL		18.00	18.00	18.00	18.00
Services					
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	6.00	5.00	5.00	4.00
Communications Officer	16	8.00	9.00	6.00	6.00
Records Clerk	13	1.00	1.00	1.00	1.00
School Crossing Guard (PT)	9	0.63	0.63	0.63	0.00
TOTAL		18.63	18.63	15.63	14.00
DEPARTMENT TOTAL		75.63	75.63	72.63	71.00

POLICE

EXPENDITURE SUMMARY

Expenditure Classification	Actual 2013-14	Actual 2014-15	Budgeted 2015-16	Estimated to 9/30	Budgeted 2016-17
Personal Services	$6,221,028	$6,136,880	$7,111,562	$6,793,890	$ 7,331,147
Operating Expenditures	996,750	984,696	1,150,713	818,146	828,292
Capital Outlay	22,349	10,112	163,798	42,375	36,900
Total Expenditures	$7,240,127	$7,131,688	$8,426,073	$7,654,411	$ 8,196,339

EXPENDITURES BY DIVISION/PROGRAM

Division / Program	Actual 2013-14	Actual 2014-15	Budgeted 2015-16	Estimated to 9/30	Budgeted 2016-17
Administration	$1,164,405	$1,161,554	$1,577,164	$1,412,622	$ 1,508,043
Patrol	3,774,185	3,744,552	4,028,746	3,975,434	4,079,455
Marine Patrol	127,470	132,337	150,951	143,117	156,656
Investigative Services	1,203,345	1,201,949	1,344,993	1,176,428	1,415,395
Crime Prevention	139,975	107,360	224,692	117,794	178,043
Communications	627,936	590,457	904,282	638,799	667,676
Services	202,811	193,479	195,245	190,217	191,071
Total Expenditures	$7,240,127	$7,131,688	$8,426,073	$7,654,411	$ 8,196,339

FUNDING SOURCE

Revenue	Administration	Patrol	Investigative Services	Communi-cations	Services	Total
Program Expenditure Budget	**$ 1,508,043**	**$ 4,236,111**	**$1,593,438**	**$ 667,676**	**$ 191,071**	**$8,196,339**
Less: Revenues Generated						
911 User Fee				106,100		106,100
Police Reports					2,000	2,000
Affidavits		50				50
Civil Traffic Infractions		20,000				20,000
Confiscated Property			5,000			5,000
Law Enforcement Education		3,500				3,500
Parking Tickets/Police Surcharge		9,500				9,500
False Alarms		1,750				1,750
Impound Storage Fees/Restitution		4,750	-			4,750
Net Unsupported Budget	$ 1,508,043	$ 4,196,561	$1,588,438	$ 561,576	$ 189,071	$8,043,689
% of Budget Supported by Program	0%	1%	0%	16%	1%	2%

CAPITAL OUTLAY SCHEDULE

PROGRAM/Item	Account #	Project #	Budgeted 2016-17
SWAT Replacement Body Armour	001-1411-521.64-99		$18,200
SWAT Ballistic Helmets	001-1411-521.64-99		5,700
AED Replacements	001-1421-521.64-99		13,000
		Total	$36,900

Fund:	Department:	Account #:
General	Police	001-1400-521.

EXPENDITURE DETAIL

Expense Code	Expenditure Classification	Actual 2013-14	Actual 2014-15	Budgeted 2015-16	Estimated to 9/30	Budgeted 2016-17
	PERSONAL SERVICES					
12	Salaries and Wages	$3,533,776	$ 3,551,967	$3,768,396	$ 3,494,548	$3,832,344
14	Overtime	168,336	211,414	232,799	271,086	187,631
15	Special Pay	44,290	46,240	48,070	48,390	46,570
21	Payroll Taxes	282,579	287,423	315,224	281,037	321,229
22	Retirement Contributions	1,723,038	1,565,988	2,162,576	2,151,369	2,350,964
23	Life and Health Insurance	372,238	371,780	470,639	435,887	481,320
24	Workers' Compensation Insurance	95,169	102,068	113,858	111,573	111,089
25	Unemployment Compensation	1,602	-	-	-	-
	TOTAL PERSONAL SERVICES	6,221,028	6,136,880	7,111,562	6,793,890	7,331,147
	OPERATING EXPENDITURES					
31	Professional Services	14,363	9,169	12,280	11,718	16,680
34	Other Contractual Services	309,657	352,192	159,878	157,924	158,002
40	Travel and Per Diem	12,808	15,088	43,267	22,200	31,596
41	Communication Services	66,057	53,079	57,790	57,435	46,120
42	Transportation	1,679	1,451	2,000	2,000	1,500
44	Rentals and Leases	9,221	8,950	12,560	12,560	12,560
45	Insurance	69,712	67,586	61,765	61,775	67,869
46	Repair and Maintenance Services	244,628	233,629	258,384	258,337	258,175
47	Printing and Binding	2,510	2,733	3,750	3,750	3,650
49	Other Current Charges	810	-	56,717	-	-
51	Office Supplies	15,010	18,817	22,911	22,911	20,950
52	Operating Supplies	237,751	208,725	445,757	193,882	199,310
54	Books, Publications and Memberships	1,045	865	1,355	1,355	1,355
59	Other Operating Costs	11,499	12,412	12,299	12,299	10,525
	TOTAL OPERATING EXPENDITURES	996,750	984,696	1,150,713	818,146	828,292
	CAPITAL OUTLAY					
64	Machinery and Equipment	22,349	10,112	163,798	42,375	36,900
	TOTAL CAPITAL OUTLAY	22,349	10,112	163,798	42,375	36,900
	TOTAL DEPARTMENT	$7,240,127	$ 7,131,688	$8,426,073	$ 7,654,411	$8,196,339

Program:	Account #:	Department:
Administration	001-1411-521.	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 2013-14	Actual 2014-15	Estimated 2015-16	Recommended 2016-17
OPERATING COST OF PROGRAM:	$ 1,154,738	$ 1,155,620	$ 1,398,222	$ 1,484,143
FULL TIME EQUIVALENT EMPLOYEES	7.00	7.00	7.00	7.00
DEMAND:				
Population - City	25,308	25,567	25,873	25,883
Number of employees in department (F.T.E.)	74.63	74.63	69.00	73.00
Full-Time employees	74	74	69	73
Part-Time employees	3	-	-	-
Total departmental operating budget	$ 7,217,777	$ 7,121,576	$ 7,612,036	$ 8,159,439
Total departmental budget (including capital)	$ 7,240,127	$ 7,131,688	$ 7,654,411	$ 8,196,339
Number of households	11,822	11,821	12,017	12,353
Number of offenses reported	1,690	1,705	1,637	1,556
Number of grants administered	5	4	5	5
WORKLOAD:				
Number of police incidents	34,750	28,488	30,875	30,900
Number of formal citizen complaints	2	2	2	-
Annual audits of property/evidence room	4	3	4	4
Department total Part I crimes reported	821	884	849	810
Department total Part II crimes reported	869	821	788	746
PRODUCTIVITY:				
Per capita operating cost for program	$ 46	$ 45	$ 54	$ 57
Per capita cost of total departmental budget	$ 285	$ 279	$ 294	$ 315
Cost per department (F.T.E.)	$ 15,473	$ 15,485	$ 20,264	$ 20,331
Department total Part I crimes cleared	424	393	380	360
Department total Part II crimes cleared	758	790	700	496
EFFECTIVENESS:				
Percent satisfied with services per quality control surveys	100.0%	100.0%	100.0%	96.0%
Percent within approved operating budget	-1.4%	-1.3%	-2.5%	-25.0%
Formal citizen complaints completed w/in 90 days	100%	100%	100%	100%
Percent +/- of offenses reported from previous year	8.0%	1.0%	4.0%	5.0%
Department percentage of Part I cases cleared	52%	44%	45%	44%
Department percentage of Part II cases cleared	87%	96%	89%	66%
Total UCR Index Offenses reported	879	865	850	810
Percent +/- of UCR Index offenses from previous year	21.1%	-1.6%	-1.8%	-4.9%

Program:	Account #:	Department:
Patrol	001-1421-521.	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 or less for Urgent calls.
3) Maintain an average response time of less than ten minutes or for Non-urgent calls.
4) Reduce traffic crashes by 3%.
5) Deploy JAMAR Traffic Data Recorder 24 times per year.
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 2013-14	Actual 2014-15	Estimated 2015-16	Recommended 2016-17
OPERATING COST OF PROGRAM:	$ 3,766,435	$ 3,740,374	$ 3,947,459	$ 4,066,455
FULL TIME EQUIVALENT EMPLOYEES	34.00	34.00	34.00	34.00
DEMAND:				
Population - City	25,308	25,567	25,873	25,883
Miles of roadway	76	79	79	79
Vehicles traveling on Fowler Avenue Daily	54,500	54,500	51,500	51,500
Vehicles traveling on 56th Street Daily	33,000	33,000	34,500	34,500
Vehicles traveling on Busch Blvd. Daily	39,500	39,500	39,500	39,500
WORKLOAD:				
Number of citations issued	2,967	2,315	2,500	2,550
Number of written and verbal warnings issued	9,152	6,839	7,500	7,600
Number of traffic crashes, arterial at intersections	277	284	268	260
Number of traffic crashes all residential	45	27	34	30
Number of crashes arterial not at intersections	166	143	142	140
Number of Police Incidents	34,750	28,488	30,875	30,900
PRODUCTIVITY:				
Per capita operating cost program	$ 148.82	$ 146.30	$ 152.57	$ 157.11
Cost per call for service	$ 108.39	$ 131.30	$ 127.85	$ 131.60
EFFECTIVENESS:				
Number of pedestrian fatality crashes	1	1	1	-
Number of vehicle fatality crashes	1	3	1	-
Percent traffic crashes compared to prior year	10%	-7%	-2%	-3%
Number of JAMAR Deployments	N/A	NA	24	24
Number of traffic enforcement details conducted	14	14	10	10
Number of traffic checkpoints conducted	6	9	10	10
Average response time for In-progress/Emer calls	2:46	2:45	2:50	≤3:00
Average response time for Urgent calls	4:37	4:37	4:30	≤6:00
Average response time for Non-urgent calls	5:53	5:56	5:50	≤10:00

Program:	Account #:	Department:
Marine Patrol	001-1424-521.	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 1500 hours per year to provide a safe water recreation area.
2) Provide enforcement initiatives to keep boating accidents under two per year.
3) Conduct 1000 safety inspections per year to provide safety education to the boating public.

PERFORMANCE REVIEW	Actual 2013-14	Actual 2014-15	Estimated 2015-16	Recommended 2016-17
OPERATING COST OF PROGRAM:	$ 127,470	$ 132,337	$ 143,117	$ 156,656
FULL TIME EQUIVALENT EMPLOYEES	1.00	1.00	1.00	1.00
DEMAND:				
Population - City	25,308	25,567	25,873	25,883
Miles of Hillsborough River in City limits	8.40	8.40	8.40	8.40
WORKLOAD:				
Boating citations	8	7	8	10
Boating warnings	47	30	45	50
River patrol - man hours	1,610	1,541	1,650	1,670
Safety inspections conducted	1,329	802	1,100	1,150
PRODUCTIVITY:				
Per capita operating cost program	$ 5.04	$ 5.18	$ 5.53	$ 6.05
EFFECTIVENESS:				
Number of boating accidents	-	-	-	-
Number of man hours on river patrol	1,610	1,541	1,650	1,670
Number of safety inspections conducted	1,329	802	1,100	1,150

Program:	Account #:	Department:
Investigative Services	001-1431-521.	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) Crime Scene Technician (CST) Response 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 2013-14	Actual 2014-15	Estimated 2015-16	Recommended 2016-17
OPERATING COST OF PROGRAM:	$ 1,203,345	$ 1,201,949	$ 1,176,428	$ 1,415,395
FULL TIME EQUIVALENT EMPLOYEES	12.00	12.00	12.00	13.00
DEMAND:				
Population - City	25,308	25,567	25,873	25,883
Number of offenses assigned to Detectives	857	1,007	960	975
Number of alcohol establishments	38	38	40	40
WORKLOAD:				
Number of Part I cases assigned to detectives	532	644	620	630
Number of Part II cases assigned to detectives	325	363	340	345
Amount of property stolen	$ 624,713	$ 1,250,387	$ 1,300,000	$ 1,300,900
Number of evidence forms processed	857	1,430	1,300	1,400
Number of impounded items	3,686	4,052	3,300	3,350
CST processing requests received	13	27	25	28
CST requests responded to	13	27	25	28
Number of impounded items purged	3,078	3,065	3,900	3,980
PRODUCTIVITY:				
Per capita operating cost of program	$ 47.55	$ 47.01	$ 45.47	$ 54.68
Costs per offense	$ 1,404.14	$ 1,193.59	$ 1,225.45	$ 1,451.69
Number of CIU assigned Part I cases cleared	135	153	165	160
Number of CIU assigned Part II cases cleared	212	297	220	208
Amount of stolen property recovered	$ 181,497	$ 426,982	$ 330,000	$ 340,200
EFFECTIVENESS:				
Percent of CIU assigned Part I cases cleared	25%	24%	27%	25%
Percent of CIU assigned Part II cases cleared	65%	82%	65%	60%
Percent of stolen property recovered	29%	34%	25%	26%
Number of surveillances conducted	74	75	60	50
Number of sting type operations	3	6	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:	Account #:	Department:
Crime Prevention	001-1433-521.	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) Disseminate 100 crime prevention publications annually via multiple social media platforms.
2) Develop 4 virtual crime prevention and public safety programs for presentation via the Internet or digital media sharing.
3) Present 20 community based crime prevention or public safety programs annually.
4) Present 5 business based crime prevention or public safety programs annually.
5) Present 10 residential based crime prevention or public safety programs annually.
6) Promote good citizenship by recognizing 10 youth annually for positive and admirable actions.

PERFORMANCE REVIEW	Actual 2013-14	Actual 2014-15	Estimated 2015-16	Recommended 2016-17
OPERATING COST OF PROGRAM:	$ 139,975	$ 107,360	$ 117,794	$ 178,043
FULL TIME EQUIVALENT EMPLOYEES	2.00	2.00	2.00	3.00
DEMAND:				
Population - City	25,308	25,567	25,873	25,883
Crime watch areas	947	79	79	79
Acres of Developed Commercial Property	568	569	602	602
Apartment Units	3,737	3,737	3,929	4,261
Number of social media platforms utilized	N/A	3	3	3
WORKLOAD:				
Crime prevention publications disseminated through social media	N/A	104	100	100
Virtual crime prevention programs presented	N/A	3	4	4
Community based crime prevention programs presented	N/A	15	20	20
Business based crime prevention programs presented	N/A	7	5	5
Residential based crime prevention programs presented	N/A	25	10	10
Youths recognized for positive and admirable actions	N/A	72	15	10
PRODUCTIVITY:				
Per capita operating cost program	$ 5.53	$ 4.20	$ 4.55	$ 6.88
EFFECTIVENESS:				
Number of crime prevention publications disseminated annually through social media	N/A	104	100	100
Number of virtual crime prevention/public safety programs developed annually	N/A	3	4	4
Community based crime prevention programs presented	N/A	15	20	20
Business based crime prevention programs presented	N/A	7	5	5
Residential based crime prevention programs presented	N/A	25	10	10
Number of youth recognized for positive and admirable actions annually	N/A	72	15	10

Program:	Account #:	Department:
Communications	001-1440-521.	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 2013-14	Actual 2014-15	Estimated 2015-16	Recommended 2016-17
OPERATING COST OF PROGRAM:	$ 623,003	$ 590,457	$ 638,799	$ 667,676
FULL TIME EQUIVALENT EMPLOYEES	15.00	15.00	11.00	11.00
DEMAND:				
Population - City	25,308	25,567	25,873	25,883
Households	11,822	11,821	12,017	12,353
Acres of Developed Commercial Property	568	569	602	602
WORKLOAD:				
Dispatcher assists/walk-ups	358	382	410	420
Number of police incidents	36,376	26,897	30,875	30,900
9-1-1 calls	14,608	16,161	16,900	17,200
Fire incidents dispatched	3,097	3,529	3,550	3,730
Non-Emergency telephone calls	56,904	55,436	57,300	60,200
FCIC queries and entries completed	9,391	9,189	8,990	9,035
EMD calls	1,547	2,057	EMD DOWN	EMD DOWN
PRODUCTIVITY:				
Per capita operating cost for program	$ 24.62	$ 23.09	$ 24.69	$ 25.80
Average number of requests for service per dispatcher per shift	22	21	29	30
EFFECTIVENESS:				
Percent of 9-1-1 calls answered within 10 seconds	100.0%	100.0%	100.0%	0.0%
Dispatch time for emergency/in-progress calls	1:21	1:30	1:30	1:30
Average time Processing EMD calls	1:47	1:53	EMD DOWN	EMD DOWN
Percentage of EMD protocol compliant calls	94.0%	95.8%	EMD DOWN	EMD DOWN

Program:	Account #:	Department:
Services	001-1450-521.	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 2013-14	Actual 2014-15	Estimated 2015-16	Recommended 2016-17
OPERATING COST OF PROGRAM:	$ 202,811	$ 193,479	$ 190,217	$ 191,071
FULL TIME EQUIVALENT EMPLOYEES	3.63	3.63	3.00	3.00
DEMAND:				
Population - City	25,308	25,567	25,873	25,883
Criminal reports processed	2,032	1,979	2,030	2,058
Traffic Crash reports processed	488	469	444	430
Citations processed	2,967	2,316	2,500	2,550
Field Interview Reports processed	542	541	560	580
Traffic Warnings processed	4,589	4,505	4,800	4,950
WORKLOAD:				
Reports requiring UCR validation	10,618	9,810	10,334	10,568
Requests via incoming mail	340	389	390	400
Background checks	494	663	590	600
Report requests processed	346	299	295	300
Requests/transactions via fax and email	2,302	2,179	2,500	2,550
PRODUCTIVITY:				
Per capita operating cost for program	$ 8.01	$ 7.57	$ 7.35	$ 7.38
Cost per record processed	$ 5.11	$ 5.53	$ 3.66	$ 3.58
EFFECTIVENESS:				
Annual percentage scored on UCR audit	100%	100%	100%	0%
Annual percentage scored on FDLE/DHSMV audits	100%	100%	100%	0%
Annual percentage of reports verified/purged, to include all reports, CRA's, direct files and FCIC/NCIC printouts.	100%	100%	100%	0%
Percent of seal/expungements completed within 48 hours of receipt.	100%	100%	100%	0%
Response to police report requests	100%	100%	100%	0%

CITY OF

TEMPLE TERRACE

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FIRE

Captain
L. Michael Schaer
2015
Firefighter of the Year

The **Fire Department** provides fire suppression, rescue services, basic life support (BLS), advanced life support (ALS) and patient transport services. The department also provides hazardous materials mitigation, fire inspection, fire investigation and public education. The city's rental housing program is also under the direction of the fire department. The department provides these services through five (5) divisions: Administration, Operations, Personnel Development, Risk Reduction, and Rental Housing. Departmental responsibilities also include planning, budgeting, strategic planning 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 and visitors. During Fiscal Year 2015-16, the department continued 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 department maintains a leadership role in the establishment of best practices and responsible legislation through its participation in the Florida Fire Chiefs Association and other statewide and national fire and emergency service organizations.

In 2015, the department worked in collaboration with International Association of Firefighters Local 3582 to negotiate and ratify a three (3) year collective bargaining agreement. This agreement addressed a number of long standing issues with firefighter compensation, promotional improvements, and the implementation of random drug testing. While this agreement did not completely address all compensation issues, it establishes a solid foundation in which both parties can build upon. The working relationship between administration and union members continues to foster continuous improvement.

The department continues its partnership with Tampa Fire Rescue by participating in multi-agency fire training at Tampa Fire's training facility. The department has also started a new training initiative with Hillsborough County Fire Rescue. Training resources and facilities are extremely limited in Temple Terrace. The establishment of strong relationships with mutual aid partners is invaluable to not only for resource redundancy, but also for firefighter development. The department continues to monitor mutual aid responses and resource availability. Open dialog is maintained with all mutual aid partners.

The Commission on Fire Accreditation International (CFAI) unanimously accepted the department's Annual Compliance Report (ACR) for 2015. The department prepared for the renewal of its five (5) year international accreditation. The department hosted the site visit of four (4) peer assessors from CFAI in late March of 2016. After the greater part of a week of interviews, document reviews, and tours, the assessors announced that they would be recommending the department be once again granted international accreditation status. The department went before CFAI in August 2016 in San Antonio, TX where the commission voted to designate the department as a CFAI International Accredited Agency.

Fiscal Year 2017 Highlights: In Fiscal Year 2016-17, the Fire Department will continue its mission of meeting and exceeding the city shareholders' expectations by operating effectively and efficiently. The department will diligently work on the various goals, objectives, and critical tasks identified in the *Your City. Our Future*. document, as well as, the department's strategic plan. The department will continue to be fiscally responsible with the management of the FY 2016-17 budget, while maintaining the same high level of service our customers demand.

Long-Term Vision and Future Financial Impact: The city's long-term vision to continue annexation will require additional personnel, equipment, and facilities to meet increased demands for service. Preliminary plans for a third fire station to cover future annexations have been explored and several options are available when the

need arises. The department continues to examine long-term funding options to replace vehicles and equipment, upgrade existing facilities, while maintaining a fiscally responsible operation. The department will continue to assist the city with the implementation of strategic goals and improvements in the CRA. The department will continue to foster positive relationships with the University of South Florida, Busch Gardens, Florida Hospital Tampa, MOSI, Tampa Executive Airport, and many other of the City's strategic 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 of storm debris, investigating water main leaks, emergency lighting for police operations, and a variety of community events. 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 City and Department Strategic Plan Goals: Below are a list of goals and corresponding objectives that the department will focus on during Fiscal Year 2016-17:

City Goals:

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 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 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.*

**Taken from the Your City. Our Future. A Community Driven Plan

Fire Department Goals:

Goal - *To evaluate and seek improvement in the operability and efficiency of communication intra-departmentally, in dispatch operations, and with mutual aid partners.*

> ***Objective 1A:*** *Identify possible opportunities to improve communication between administration and line personnel.*
> ***Objective 1C:*** *Identify possible opportunities for improvement of communications between dispatchers and FD personnel.*

Goal 2 - *Enhance the training program to provide for prioritized training relating to professional development, preplanning, company operations, special operations and multi-agency function.*

> ***Objective 2A:*** *Develop a comprehensive employee development program to ensure fire department members remain proficient and fully informed regarding emergency response and other service issues.*
> ***Objective 2B:*** *Create scheduled, dedicated training opportunities for all personnel.*

Goal 7 - *To review current revenue sources and purchasing procedures to maximize revenue and reduce expenses.*

> ***Objective 7B -*** *Analyze capital replacement schedules and update funding request in General Fund and Community Investment Tax (CIT) budgets.*
> ***Objective 7C -*** *Analyze revenue sources from current grants and explore fire department needs and opportunities for new grants.*

** Taken from the Temple Terrace Fire Department Strategic Plan

FIRE CHIEF
Administrative Assistant III
Assistant Fire Chief
Insurance Billing Representative (1.5)
Training Officer
Division Chief Operations
Division Chief Risk Reduction
Station # 1
Fire Captain (3)
Fire Engineer (9)
Firefighter (21)
Station #2
Fire Captain (3)
Fire Engineer (3)
Firefighter (6)
Risk Reduction
Fire Inspector
Rental Housing
Representative (1.5)
Fire Inspector
Housing Compliance Officer

Fund:	**Department:**
General	Fire

PERSONNEL SUMMARY

Schedule of Budgeted Positions: Full-Time Equivalents

Position Title	Pay Grade	13-14	14-15	15-16	16-17
Administration					
Fire Chief	-	0.85	0.85	0.85	0.85
Assistant Fire Chief	32	0.85	0.85	0.85	0.85
Div. Chief / Operations	29	0.85	0.85	0.85	0.85
Div. Chief / Risk Reduction	29	0.05	0.05	0.05	0.05
Training Officer-Personnel Div	27	0.05	0.05	0.05	0.05
Fire Inspector-Risk Reduction	27	0.05	0.05	0.05	0.05
Administrative Assistant III	15	0.00	0.00	0.85	0.85
Secretary III	15	0.85	0.85	0.00	0.00
Insurance Billing Representative	12	1.50	1.50	1.50	1.50
TOTAL		5.05	5.05	5.05	5.05
Stations #1 & #2					
Fire Chief	-	0.10	0.10	0.10	0.10
Assistant Fire Chief	32	0.10	0.10	0.10	0.10
Div. Chief / Operations	29	0.10	0.10	0.10	0.10
Div. Chief / Risk Reduction	29	0.10	0.10	0.10	0.10
Training Officer-Personnel Div	27	0.90	0.90	0.90	0.90
Fire Inspector-Risk Reduction	27	0.10	0.10	0.10	0.10
Administrative Assistant III	15	0.00	0.00	0.10	0.10
Secretary III	15	0.10	0.10	0.00	0.00
Fire Captain	F11	5.70	5.70	5.70	5.70
Fire Engineer	F8	11.40	11.40	11.40	11.40
Firefighter	F4	25.65	25.65	25.65	25.65
TOTAL		44.25	44.25	44.25	44.25
Housing Compliance					
Fire Chief	-	0.05	0.05	0.05	0.05
Assistant Fire Chief	32	0.05	0.05	0.05	0.05
Div. Chief / Risk Reduction	29	0.65	0.65	0.65	0.65
Div. Chief / Operations	29	0.05	0.05	0.05	0.05
Fire Inspector-Risk Reduction	27	0.85	0.85	0.85	0.85
Training Officer-Personnel Div	27	0.05	0.05	0.05	0.05
Housing Rehab Specialist	22	0.50	0.25	0.00	0.00
Administrative Assistant III	15	0.00	0.00	0.05	0.05
Secretary III	15	0.05	0.05	0.00	0.00
Risk Reduction Representative	13	0.00	0.00	0.00	0.00
Fire Captain	F11	0.30	0.30	0.30	0.30
Fire Engineer	F8	0.60	0.60	0.60	0.60
Firefighter	F4	1.35	1.35	1.35	1.35
TOTAL		4.50	4.25	4.00	4.00
Rental Housing					
Code Compliance Director	-	0.02	0.02	0.02	0.02
Div. Chief / Risk Reduction	29	0.20	0.20	0.20	0.20
Fire Inspector-Risk Reduction	27	1.00	1.00	1.00	1.00
Housing Compliance Officer	22	1.00	1.00	1.00	1.00
Code Compliance Officer	18	0.06	0.06	0.06	0.06
Risk Reduction Representative	13	1.50	1.50	1.50	1.50
TOTAL		3.78	3.78	3.78	3.78
DEPARTMENT TOTAL		57.58	57.33	57.08	57.08

FIRE

EXPENDITURE SUMMARY

Expenditure Classification	Actual 2013-14	Actual 2014-15	Budgeted 2015-16	Estimate to 9/30	Budgeted 2016-17
Personal Services	$5,178,093	$5,020,590	$5,528,949	$ 5,497,260	$ 5,913,758
Operating Expenditures	583,215	666,518	754,324	743,211	747,233
Capital Outlay	34,479	36,962	15,145	5,700	-
Total Expenditures	$5,795,787	$5,724,070	$6,298,418	$ 6,246,171	$ 6,660,991

EXPENDITURES BY DIVISION/PROGRAM

Division / Program	Actual 2013-14	Actual 2014-15	Budgeted 2015-16	Estimate to 9/30	Budgeted 2016-17
Administration	$ 811,205	$ 658,849	$ 905,329	$ 897,189	$ 914,996
Operations	3,785,692	3,897,506	4,141,745	4,106,736	4,406,189
Risk Reduction	447,355	418,932	456,775	453,075	465,671
Rental Housing	222,747	213,275	226,530	225,976	262,424
Personnel Development	528,788	535,508	568,039	563,195	611,711
Total Expenditures	$5,795,787	$5,724,070	$6,298,418	$ 6,246,171	$ 6,660,991

FUNDING SOURCE

Revenue	Administration	Operations	Risk Management	Rental Housing	Personnel Development	Total
Program Expenditure Budget	**$ 914,996**	**$ 4,406,189**	**$ 465,671**	**$ 262,424**	**$ 611,711**	**$ 6,660,991**
Less: Revenues Generated						
Firefighter Supp. Comp.	3,720	18,081	1,854	1,076	2,494	27,225
Fire Reports		550				550
Rental Housing Fees				374,000		374,000
EMS Billings		850,000				850,000
CPR Class Registration		250				250
Fire Lane Surcharge			750			750
Pluggie Donations	500					500
Net Unsupported Budget	$ 910,776	$ 3,537,308	$ 463,067	$ (112,652)	$ 609,217	$ 5,407,716
% of Budget Supported by Program	0%	20%	1%	143%	0%	19%

Fund:	Department:	Account #:
General	Fire	001-1500-522.

EXPENDITURE DETAIL

Expense Code	Expenditure Classification	Actual 2013-14	Actual 2014-15	Budgeted 2015-16	Estimate to 9/30	Budgeted 2016-17
	PERSONAL SERVICES					
12	Salaries and Wages	$ 2,816,775	$2,772,921	$ 2,947,841	$ 2,933,758	$ 3,082,977
14	Overtime	65,434	79,787	72,631	72,094	105,248
15	Special Pay	362,620	387,515	407,180	387,337	369,202
21	Payroll Taxes	244,003	245,563	261,744	261,744	281,543
22	Retirement Contributions	1,236,514	1,083,831	1,349,163	1,349,163	1,526,942
23	Life and Health Insurance	327,473	315,086	343,920	346,694	397,077
24	Workers' Compensation Insurance	122,909	135,887	146,470	146,470	150,769
25	Unemployment Compensation	2,365	-	-	-	-
	TOTAL PERSONAL SERVICES	5,178,093	5,020,590	5,528,949	5,497,260	5,913,758
	OPERATING EXPENDITURES					
31	Professional Services	59,193	65,581	66,438	69,100	68,850
34	Other Contractual Services	24,508	91,309	172,374	164,374	169,524
40	Travel and Per Diem	14,972	15,072	20,525	21,234	16,625
41	Communication Services	37,839	38,087	47,006	46,451	43,339
42	Transportation	4,306	5,223	5,462	5,361	5,200
43	Utility Services	33,458	32,664	35,017	35,417	35,917
44	Rentals and Leases	18,734	16,713	19,603	19,603	24,307
45	Insurance	37,552	34,042	30,236	30,247	33,453
46	Repair and Maintenance Services	139,700	143,858	146,274	147,664	142,686
47	Printing and Binding	2,299	4,088	3,500	3,550	3,550
48	Promotional Activities	774	903	920	920	920
49	Other Current Charges	1,575	2,260	1,550	1,550	2,500
51	Office Supplies	8,378	5,963	6,024	6,550	6,050
52	Operating Supplies	185030	195,064	182,200	174,045	178,976
54	Books, Publications and Memberships	3,398	3,279	4,896	4,846	4,801
59	Other Operating Costs	11,499	12,412	12,299	12,299	10,535
	TOTAL OPERATING EXPENDITURES	583,215	666,518	754,324	743,211	747,233
	CAPITAL OUTLAY					
62	Buildings and Improvements	13,046	-	-	-	-
64	Machinery and Equipment	21,433	36,962	15,145	5,700	-
	TOTAL CAPITAL OUTLAY	34,479	36,962	15,145	5,700	-
	TOTAL DEPARTMENT	$ 5,795,787	$5,724,070	$ 6,298,418	$ 6,246,171	$ 6,660,991

Program:	Account #:	Department:
Administration	001-1511-522.	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 emergnecy prepardness training
3) Maintain EMS billing collection rate at 80%.

PERFORMANCE REVIEW	Actual 2013-14	Actual 2014-15	Estimated 2015-16	Recommended 2016-17
OPERATING COST OF PROGRAM:	$ 798,158	$ 658,849	$ 897,189	$ 914,996
FULL TIME EQUIVALENT EMPLOYEES	5.05	5.05	5.05	5.05
DEMAND:				
Population - City	25,370	25,873	25,883	25,883
Total departmental operating budget	$ 5,761,306	$ 5,687,108	$ 6,240,471	$ 6,660,991
Number of surveys returned	238	251	260	260
Number of EOC Staff	20	20	20	20
Emergency Preparedness training hours offered	120	120	120	120
Medical transport services billed	$ 628,036	$ 947,556	$ 800,000	$ 900,000
WORKLOAD:				
Number of incidents	3,141	3,577	3,300	3,600
Number of satisfied surveys returned	234	247	255	255
Total hours EOC staff attended training	110	120	90	90
Transport services collected	$ 559,029	$ 565,267	$ 640,000	$ 720,000
PRODUCTIVITY:				
Cost per incident	$ 254.11	$ 184.19	$ 271.88	$ 254.17
Cost per citizen	$ 31.46	$ 25.46	$ 34.66	$ 35.35
EFFECTIVENESS:				
Percent of satisfied customer surveys returned	98%	98%	98%	98%
Percent of EOC staff receiving training	92%	100%	75%	75%
Transport services collection rate	89%	60%	80%	80%

Program:	Account #:	Department:
Operations	001-1521-522.	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 monutes 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 2013-14	Actual 2014-15	Estimated 2015-16	Recommended 2016-17
OPERATING COST OF PROGRAM:	$ 3,764,258	$ 3,860,544	$ 4,101,036	$ 4,406,189
FULL TIME EQUIVALENT EMPLOYEES	38.60	38.60	38.60	38.60
DEMAND:				
Population - City	25,370	25,873	25,883	25,883
Total number of incidents	3,141	3,577	3,300	3,600
Number of priority calls	2,111	2,320	2,000	2,300
Number of structure fires with attack requiring ERF of 15 FF	6	8	8	10
WORKLOAD:				
Fire incidents received	887	915	1,050	920
Medical incidents received	2,254	2,662	2,250	2,680
Number of medical transports	1,661	1,993	1,900	1,950
Dispatch incidents within 60 seconds	3,034	3,410	2,975	3,250
Number of times first unit arrives w/i 7 min (priority)	1,921	2,170	1,800	2,075
Number of structure fires with attack requiring ERF of 15 FF	6	8	8	9
Number of incidences reviewed for quality assurance	3,141	3,577	3,300	3,425
PRODUCTIVITY:				
Cost per citizen	$ 148.37	$ 149.21	$ 158.45	$ 170.23
EFFECTIVENESS:				
Percent of incidents dispatched within 60 seconds	97%	95%	90%	90%
Percent of first arriving units within 7 minutes	91%	94%	90%	90%
Percent structure fires ERF of 15 FF within 11 minutes	100%	100%	100%	90%
Percent of incidents reviewed for quality assurance	100%	100%	100%	95%

Program:	Account #:	Department:
Risk Reduction	001-1541-522.	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 2013-14	Actual 2014-15	Estimated 2015-16	Recommended 2016-17
OPERATING COST OF PROGRAM:	$ 447,355	$ 418,932	$ 453,075	$ 465,671
FULL TIME EQUIVALENT EMPLOYEES	4.50	4.25	4.25	4.25
DEMAND:				
Population - City	25,370	25,873	25,883	25,883
Residential Dwelling Units	12,264	12,260	12,535	12,797
Elementary school students requiring education	3,000	3,000	3,000	3,000
Commercial occupancies requiring inspections	1,517	1,530	1,610	1,622
Plans received for approval	192	157	200	175
Number of commercial target hazards	25	25	25	79
WORKLOAD:				
Elementary school children lectured	5,569	3,261	2,950	2,950
Commercial inspections conducted	1,524	1,402	1,450	1,465
Commercial target hazards inspected	25	25	25	79
Commercial plans reviewed within three days	192	157	190	166
PRODUCTIVITY:				
Cost per citizen	$ 17.63	$ 16.19	$ 17.50	$ 17.99
EFFECTIVENESS:				
Percent of elementary school children receiving annual lecture	186%	109%	98%	98%
Percent of commercial properties receiving inspection	100%	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:	Account #:	Department:
Rental Housing	001-1542-522.	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 90% of the City's permitted rental occupancies.

PERFORMANCE REVIEW	Actual 2013-14	Actual 2014-15	Estimated 2015-16	Recommended 2016-17
OPERATING COST OF PROGRAM: *	$ 222,747	$ 213,275	$ 225,976	$ 262,424
FULL TIME EQUIVALENT EMPLOYEES	3.78	3.78	3.53	3.53
DEMAND:				
Population - City	25,370	25,873	25,883	25,883
Residential Dwelling Units	12,264	12,260	12,535	12,797
Number of permitted rental occupancies	1,706	1,843	1,815	1,877
Housing-related educational events scheduled	4	4	4	4
WORKLOAD:				
Housing-related educational events held	6	7	4	4
Permitted rental occupancies inspected (initial)	252	168	130	175
Permitted rental occupancies inspected (periodic)	995	1,616	1,500	1,520
PRODUCTIVITY:				
Cost per citizen *	$ 8.78	$ 8.24	$ 8.73	$ 4.00
Rental occupancies per dwelling unit (percent)	13.91%	15.03%	14.48%	14.67%
Percent of scheduled housing-related events held	150%	175%	100%	100%
Percent of permitted/registered occupancies receiving inspection	73%	97%	90%	90%

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

Program:	Account #:	Department:
Personnel Development	001-1551-522.	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) Provide inspections for 90% of the City's permitted rental occupancies.
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 2013-14	Actual 2014-15	Estimated 2015-16	Recommended 2016-17
OPERATING COST OF PROGRAM:	$ 528,788	$ 535,508	$ 563,195	$ 611,711
FULL TIME EQUIVALENT EMPLOYEES	5.65	5.65	5.65	5.65
DEMAND:				
Population - City	25,370	25,873	25,883	25,883
Career training hours	10,000	11,000	11,000	12,000
Reserve training hours	2,000	2,000	N/A	200
Training classes conducted by external specialist	6	6	10	10
Proficiency evaluations	4	4	4	4
WORKLOAD:				
Career training hours completed	12,361	11,781	8,200	9,000
Reserve training hours completed	740	162	50	150
External specialist training completed	10	16	8	8
Proficiency evaluations completed	4	4	4	4
PRODUCTIVITY:				
Cost per citizen	$ 20.84	$ 20.70	$ 21.76	$ 23.63
EFFECTIVENESS:				
Percent of career fire training received	124%	107%	75%	75%
Percent of reserve fire training received	37%	8%	N/A	N/A
Percent of external specialist training received	167%	267%	80%	80%
Percent of proficiency evaluations completed	100%	100%	100%	100%

CITY OF

TEMPLE TERRACE

Amazing City. Since 1925.

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LIBRARY

The **Library Division** is committed to providing access to a variety of print and audio-visual resources for all residents of Temple Terrace and Hillsborough County and offering assistance in using modern technology and applications in conjunction and cooperation with the Hillsborough County Library Cooperative.

The goal of the Temple Terrace Public Library is to meet the informational and recreational needs of the residents of Temple Terrace and its surrounding environs by providing both print and non-print materials and engendering a lifelong love of reading and learning.

The Library Division is divided into four programs: Administration, Acquisition, Circulation, and Services. All programs are accounted for within the General Fund with additional funds coming from Hillsborough County and State Aid via the County Library Cooperative.

Current and Prior Year Accomplishments: The Library is building a stronger relationship with the Tampa-Hillsborough County Library system, enabling a fair exchange of resources and improved communication. The County upgraded all staff and patron computers (excluding city computers) to Windows 7 at the beginning of the FY 2014-15.

Patron furniture was refinished in April 2015, funded by the Friends of the Library. In September 2015, the County furnished the Library with ten teaching laptops to replace grossly outdated machines.

The Library was able to weed out a large portion of worn and outdated materials when it agreed to join the County in "floating" materials. Also, the County agreed to budget $147,906 for new materials starting FY 2015-2016 that will be available for patrons at the Temple Terrace Public Library first.

In September, USF Special Collections agreed to digitize the Temple Terrace Sentinel (1940-1946) and Temple Terrace News (1948-1949) which had been stored, in less than ideal conditions, at the Library. The scanning process has been completed and the papers are awaiting upload to their Digital Collection which will be linked to the city website. They have also agreed to store the newspapers in an environment suitable for their preservation. In addition, USF students, supervised by library staff, are currently digitizing the library's entire collection of 800 Temple Terrace Beacon newspapers. After digitization, the newspapers will be available on the library website with a link on the city website.

Fiscal Year 2017 Highlights: With the upcoming installation of 2 self-checkout units (supplied free of charge by the County), many changes will be made in both the Library's services and operations. The machines will be able to do most common patron materials transactions, including monetary transactions. The circulation desk will be emphasized less, and the cash drawer will be phased out. The machines will free up some staff to provide more on-the-floor assistance and also focus on our much-expanded programming.

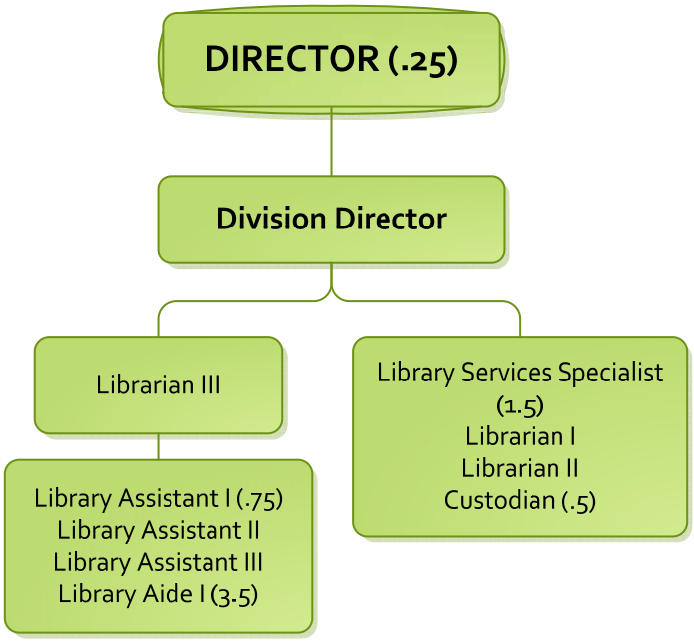
The County has also agreed to provide RFID tags and security gates, at the entrance to the library, thus supplying us with the means to protect our collection from theft. Library staff will begin coordinating

with vendors who will install the firewall, data cabling, and electrical output needed to operate the system.

The Library plans to establish a "Beyond Books Lending Library" to offer realia such as crafting kits, cake pans, STEM kits, and tools. This collection will be established at low/no cost to the Library by utilizing donations from the community and local businesses. This new collection embodies the Library's commitment to stay relevant and explore current trends.

Long-Term Vision and Future Financial Impact: The Library will continue to work toward being a cultural and resource-housing heart of the community to work, collaborate, study, and create. Some physical needs have long been delayed, and will eventually need attention. This includes public restroom renovation, carpet replacement, and HVAC replacement. The latter is especially important for controlling mold. The consultant hired (from Goal 3A in the Strategic Plan) emphasized the need for far more spaces to collaborate and study. Constructing 2 or 3 more within the existing structure is feasible once carpet is replaced and the stacks are rearranged. The consultant produced a plan for more extensive additions to the existing building, but funding logistics remain uncertain.

Our Relationship to Other Departments and the City's Broad Goals: The Library has good channels of communication and occasional cross-departmental outreaches with Parks and Recreation. Their combined part in the City's goal as a place to live, play, and learn has allowed each to learn from the other. Also, Sanitation has worked with us to dispose of worn and outdated books to make room for the new influx from the County. The Library's specific part in the City's Strategic Plan is in Objective 3A. As noted above, the consultant's analysis, County contributions, and self-checkout machines have been done or are currently in progress. Our aim to enhance library services for community growth and enjoyment is well underway. A dramatic increase in teen and adult program awareness and popularity has contributed to our objective. We are often submitting programming-related posts to the Public Information Officer to be shared on the City's social media outlets. (Objective 1A).



Fund:	**Department:**
General	Library

PERSONNEL SUMMARY

Schedule of Budgeted Positions: Full-Time Equivalents

Position Title	Pay Grade	13-14	14-15	15-16	16-17
Leisure Services Director	97	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	0.75	0.75	0.75	0.75
Library Aide I (PT)	5	3.50	3.50	3.50	3.50
Custodian (PT)	8	0.50	0.50	0.50	0.50
TOTAL		12.50	12.50	12.50	12.50

LIBRARY

EXPENDITURE SUMMARY

Expenditure Classification	Actual 2013-14	Actual 2014-15	Budgeted 2015-16	Estimate to 9/30	Budgeted 2016-17
Personal Services	$ 500,681	$ 502,777	$519,920	$ 519,909	$ 524,292
Operating Expenditures	217,714	222,536	223,769	222,622	199,525
Capital Outlay	8,569	-	2,268	2,268	-
Total Expenditures	$ 726,964	$ 725,313	$745,957	$ 744,799	$ 723,817

EXPENDITURES BY DIVISION/PROGRAM

Division / Program	Actual 2013-14	Actual 2014-15	Budgeted 2015-16	Estimate to 9/30	Budgeted 2016-17
Administration	$ 261,542	$ 267,907	$294,826	$ 303,471	$ 287,837
Acquisition/Cataloging	153,159	154,493	133,793	122,603	96,313
Circulation	249,064	245,498	252,241	250,041	264,244
Services	63,199	57,415	65,097	68,684	75,423
Total Expenditures	$ 726,964	$ 725,313	$745,957	$ 744,799	$ 723,817

FUNDING SOURCE

Revenue	Administration	Acquisition/ Cataloging	Circulation	Reference Services	Total
Program Expenditure Budget	**$ 287,837**	**$ 96,313**	**$ 264,244**	**$ 75,423**	**$ 723,817**
Less: Revenues Generated					
Library Grant - County	64,200	21,480	58,930	16,820	161,430
Past Due Books			13,000		13,000
Copy Charges				16,000	16,000
Lost Books			4,500		4,500
Donations		21,000			21,000
Net Unsupported Budget	$ 223,637	$ 53,833	$ 187,814	$ 42,603	$ 507,887
% of Budget Supported by Progran	22%	44%	29%	44%	30%

Fund:	Department:	Account #:
General	Library	001-1610-572.

EXPENDITURE DETAIL

Expense Code	Expenditure Classification	Actual 2013-14	Actual 2014-15	Budgeted 2015-16	Estimate to 9/30	Budgeted 2016-17
	PERSONAL SERVICES					
12	Salaries and Wages	$394,467	$396,387	$407,561	$407,561	$407,175
14	Overtime	-	16	-	-	857
21	Payroll Taxes	29,314	29,710	30,951	30,950	31,217
22	Retirement Contributions	29,265	28,788	30,086	30,086	29,495
23	Life and Health Insurance	45,085	45,962	49,348	49,346	53,587
24	Workers' Compensation Insurance	1,759	1,914	1,974	1,966	1,961
25	Unemployment Compensation	791	-	-	-	-
	TOTAL PERSONAL SERVICES	500,681	502,777	519,920	519,909	524,292
	OPERATING EXPENDITURES					
31	Professional Services	332	125	300	238	-
34	Other Contractual Services	5,435	8,698	11,990	10,982	13,402
40	Travel and Per Diem	76	-	285	-	-
41	Communication Services	2,104	16,823	6,886	22,386	17,300
42	Transportation	20	22	50	50	50
43	Utility Services	40,591	39,358	45,854	45,854	45,854
44	Rentals and Leases	7,511	7,021	7,600	7,600	7,600
45	Insurance	37,299	32,597	29,765	29,765	32,669
46	Repair and Maintenance Services	13,338	19,522	30,222	30,222	20,450
47	Printing and Binding	474	1,154	1,000	1,000	1,000
51	Office Supplies	13,033	8,542	12,422	7,450	7,000
52	Operating Supplies	12,637	10,780	25,631	20,331	10,700
54	Books, Publications and Memberships	61,866	53,071	27,165	22,145	22,430
59	Other Operating Costs	22,998	24,823	24,599	24,599	21,070
	TOTAL OPERATING EXPENDITURES	217,714	222,536	223,769	222,622	199,525
	CAPITAL OUTLAY					
62	Buildings and Improvements	-	-	2,268	2,268	-
64	Machinery and Equipment	8,569	-	-	-	-
	TOTAL CAPITAL OUTLAY	8,569	-	2,268	2,268	-
	TOTAL DEPARTMENT	$726,964	$725,313	$745,957	$744,799	$723,817

Program:	Account #:	Department:
Administration	001-1611-571.	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 2013-14	Actual 2014-15	Estimated 2015-16	Recommended 2016-17
OPERATING COST OF PROGRAM:	$ 252,972	$ 267,907	$ 303,471	$ 287,837
FULL TIME EQUIVALENT EMPLOYEES:	1.85	1.85	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	301	298	300	300
Annual hours open	2,608	2,574	2,600	2,600
Hours per week open	52	52	52	52
Materials budget	$ 70,700	$ 60,700	$ 21,700	$ 21,700
Capital Budget	$ 8,569	$ -	$ 2,268	$ -
Total library budget	$ 726,964	$ 725,313	$ 744,799	$ 723,817
State aid	$ 20,385	$ 27,406	$ 21,266	$ 21,266
County grant	$ 161,430	$ 161,430	$ 161,430	$ 161,430
WORKLOAD:				
Number of Employees	17	17	17	17
Population - City	25,337	25,567	25,873	25,883
Population - Service Area*	81,570	81,800	82,106	82,116
Materials expenditures	$ 60,792	$ 52,628	$ 21,700	$ 21,700
Capital Expenditures	$ 8,569	$ -	$ 2,268	$ -
Total operating expen.(w/o capital,donations, materials)	$ 718,394	$ 725,313	$ 744,799	$ 723,817
Total library expenditures	$ 726,964	$ 725,313	$ 744,799	$ 723,817
Hours Library Open	2,608	2,574	2,600	2,600
Number of volunteer hours	4,362	3,824	4,400	4,400
PRODUCTIVITY:				
Cost per open hour based on total operating cost	$ 275.46	$ 281.78	$ 286.46	$ 278.39
Per capita cost based on library service area	$ 8.91	$ 8.87	$ 9.07	$ 8.81
Per capita cost based on City population	$ 28.69	$ 28.37	$ 28.79	$ 27.96
Square feet per capita in service area	0.25	0.24	0.24	0.24
EFFECTIVENESS:				
Number of employee/volunteer accidents	-	1	-	-
Customer satisfaction level (comment cards)	89%	97%	90%	90%
Volunteer hours per annual hours	167%	149%	169%	169%
Percent of Hillsborough County Grant Funding	22%	22%	22%	22%
Number of staff education/training sessions	263	468	250	250

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

Program:	Account #:	Department:
Acquisition/Cataloging	001-1621-571.	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) Acquire and 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 2013-14	Actual 2014-15	Estimated 2015-16	Recommended 2016-17
OPERATING COST OF PROGRAM:	$ 153,159	$ 154,493	$ 122,603	$ 96,313
FULL TIME EQUIVALENT EMPLOYEES:	1.60	1.60	1.60	1.60
DEMAND:				
Population - City	25,370	25,567	25,873	25,883
Population - Service Area	81,570	81,800	82,106	82,116
City materials budget	$ 39,700	$ 39,700	$ 8,200	$ 8,200
Donation materials budget	$ 31,000	$ 21,500	$ 21,500	$ 21,000
Total periodical subscriptions	90	79	81	85
WORKLOAD:				
Books ordered, cataloged, and processed	4,126	3,763	840	840
AV materials ordered, cataloged, and processed	729	735	140	140
Periodicals cataloged and processed	943	867	812	850
Total items added	5,798	5,365	1,792	1,792
Books in library collection*	83,231	80,085	68,086	72,000
AV in library collection*	9,046	9,381	15,801	15,000
Periodicals in library collection*	2,794	2,518	1,865	2,000
Total items in library collection*	95,071	91,984	85,752	89,000
City materials expenditures	$ 37,824	$ 36,925	$ 8,200	$ 8,200
Donation materials expenditures	$ 22,968	$ 15,702	$ 16,000	$ 16,000
Total materials expenditures	$ 60,792	$ 52,627	$ 21,700	$ 21,700
Capital expenditures	$ -	$ -	$ -	$ -
Total operating expen.(w/o capital,donations, materials)	$ 718,394	$ 725,313	$ 744,799	$ 723,817
Total library expenditures	$ 726,964	$ 725,313	$ 744,799	$ 723,817
Total items donated and processed	2,662	2,048	1,090	1,090
PRODUCTIVITY:				
Cost per item based on total material expenditures	$ 10.48	$ 9.81	$ 12.11	$ 12.11
Items added per acquisition/catalog FTE	3,624	3,353	1,120	1,120
EFFECTIVENESS:				
Number of items per capita in City	3.75	3.60	3.31	3.44
Number of items per capita in service area	1.17	1.12	1.04	1.08
Number of periodical subscriptions / 1,000 population	1.10	0.97	0.99	1.04
Percent of library materials from department budget	8%	7%	3%	3%
Percent of materials donated	46%	38%	61%	61%
Percent of donations from materials budget	38%	30%	74%	74%

**In FY 2015-16 we embarked on a large project to update our collection by removing outdated, unused books.*
**In FY 2015-16 we entered into an agreement with the county to float county items to our library, therefore, to get an accurate count of all items in our collection we have begun running reports which include the county owned items.*

Program:	Account #:	Department:
Circulation	001-1622-571.	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 2013-14	Actual 2014-15	Estimated 2015-16	Recommended 2016-17
OPERATING COST OF PROGRAM:	$ 249,064	$ 245,498	$ 250,041	$ 264,244
FULL TIME EQUIVALENT EMPLOYEES:	7.95	7.95	7.95	7.95
DEMAND:				
Population - City	25,370	25,567	25,873	25,883
Population - Service Area	81,570	81,800	82,106	82,116
Annual hours open	2,608	2,574	2,600	2,600
Previous year's items in library collection	94,705	95,071	91,984	85,752
Fines and fees budget	$ 21,000	$ 24,000	$ 18,600	$ 18,000
WORKLOAD				
Items in library collection	95,071	91,984	85,752	89,000
Books circulated	195,524	170,171	170,000	170,000
Audio/video materials circulated	129,739	115,161	120,288	120,000
Periodicals circulated	2,560	1,933	1,660	1,700
Interlibrary loan items circulated	97	102	80	100
In-house checkin	28,603	49,646	20,000	22,000
Items loaned to other libraries*	25,789	-	-	-
Total circulation	382,312	337,013	312,028	313,800
Total adult circulation for all materials	286,734	252,760	229,328	230,300
Total juvenile circulation for all materials	95,578	84,253	82,700	83,500
Total number of items shelved	380,334	387,235	390,000	390,000
Library Aide FTE	3.5	3.5	3.5	3.5
Materials lost in inventory (theft)	233	201	200	200
Materials lost and paid	130	154	140	140
Materials withdrawn	5,515	23,063	6,000	5,000
New patron registrations	3,830	3,684	3,900	3,900
TEM Library card holders (from THPL stats)	46,281	47,302	48,000	49,000
Fines and fees revenue	24,924	19,737	18,600	17,500
PRODUCTIVITY:				
Average cost to circulate an item	$ 0.59	$ 0.67	$ 0.74	$ 0.79
Shelving load (Total items shelved/Library Aide FTE)	108,667	110,639	111,429	111,429
EFFECTIVENESS:				
Library collection turnover rate (circulation/holdings)	4.02	3.66	3.64	3.53
Percentage of TEM card holders in service area	57%	58%	58%	60%

** Report Unavailable From Polaris at this time*

Program:	Account #:	Department:
Services	001-1623-571.	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 100 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 2013-14	Actual 2014-15	Estimated 2015-16	Recommended 2016-17
OPERATING COST OF PROGRAM:	$ 63,199	$ 57,415	$ 68,684	$ 75,423
FULL TIME EQUIVALENT EMPLOYEES:	1.10	1.10	1.10	1.10
DEMAND:				
Programs per year	300	300	300	300
Population - Service Area	81,570	81,800	82,106	82,116
Annual hours open	2,608	2,574	2,600	2,600
Annual days open	301	298	300	300
Circulation staff FTE	7.95	7.95	7.95	7.95
WORKLOAD:				
In-house programs for adults & seniors	100	168	224	224
Adult attendance at in-house programs	856	1,245	3,000	3,000
In-house teen programs	44	41	40	40
Teen attendance at in-house programs	369	367	460	460
In-house programs for children	146	181	190	190
Children's attendance at in-house programs	3,480	5,282	4,600	4,600
Outreach programs - adult, teen & children	28	18	20	20
Attendance at outreach programs	1,563	1,298	1,500	1,500
Total number of programs	318	408	474	474
Total attendance	6,268	8,192	9,560	9,560
Individuals using meeting & study rooms	5,909	10,677	7,000	5,000
Literacy sessions	188	338	300	300
Attendance at literacy programs	376	686	600	600
Users receiving technology training	29,377	40,498	45,548	45,548
Customer contacts (reference, phone)	71,800	93,710	91,100	91,100
Computer users	67,658	52,517	53,000	53,000
Number of hours open	2,608	2,574	2,600	2,600
Number of days open	301	298	300	300
Library visits counted electronically	222,833	190,070	220,000	210,000
PRODUCTIVITY:				
Average cost of programs per capita in service area	$ 0.77	$ 0.70	$ 0.84	$ 0.92
Average daily visits	740	638	733	700
Average number of questions per hour	28	36	35	35
Average number of questions per circulation FTE	9,031	11,787	11,459	11,459
Average number of technology trainings per circ FTE	3,695	5,094	5,729	5,729
EFFECTIVENESS:				
Percentage of users satisfied with quality of programs	98%	100%	100%	100%

CITY OF

TEMPLE TERRACE

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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, and Solid Waste are enterprise funded. Fleet Maintenance activities operate as an internal service fund. 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.

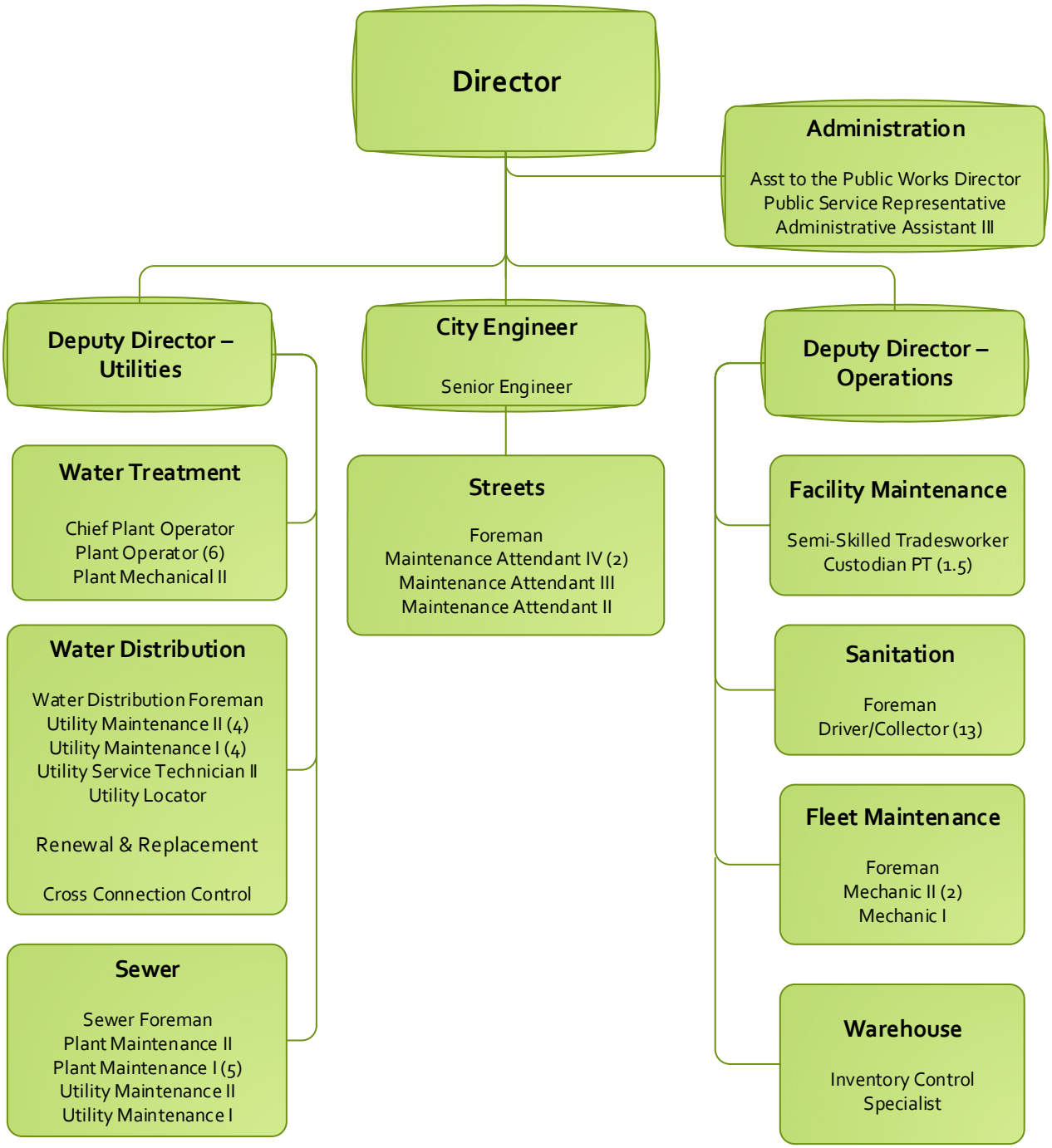
Current and Prior Year Accomplishments: Public Works Administration worked with the County and other municipalities to finish establishing Phase 2 of the Reclaimed Water Master Plan study, managed the re-permitting and four-year compliance of the City's National Pollution Discharge Elimination System permit, and continue to maintain the City's risk reduced rating and to retain eligibility to participate in FEMA's National Flood Insurance Program Community Rating System. In addition to daily maintenance services, the Operations/Maintenance Division participated with Public Works Administration in selecting and managing an Energy Savings Contractor to cover the costs of ongoing repair and replacement through the implementation of annual energy cost savings and restoration of lost revenues. Engineering/Roadway Management oversaw the completion of the 127th Avenue (aka, Telecom Parkway) roadway extension project from Arbor Island Boulevard to Morris Bridge Road. The Utilities Division is on schedule to replace 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 project to acquire GIS location information on all water meters which will cut down response times for emergency repairs and replacements.

Fiscal Year 2017 Highlights: In addition to numerous water, sewer, and road resurfacing projects, the Engineering Division has project management responsibilities for the entry tower and landscape enhancements on Fowler Avenue near the Morris Bridge Road and I-75 corridor. The Utilities and Engineering divisions will continue to collaborate on the installation of the automated meter reading water meters. The Engineering Division will continue to utilize the pavement management system to update the five-year resurfacing program. The Streets Department will continue replacing street signs as identified in the sign retro-reflectively program. The Sanitation Division will implement automated, single-stream recycling throughout the City.

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 a city-wide stormwater master plan and stormwater assessment fee to identify and fund needed drainage improvements throughout the City; development of an infrastructure sustainability plan to pro-actively plan for preventive maintenance and timely repair and replacement of aging infrastructure to

minimize catastrophic failure of the City infrastructure, as well as implement a vehicle replacement program for Sanitation, which is consistent with industry best practices and will improve and enhance service.

The City's Strategic Plan and Our Relationship to Other Departments: The Public Works Department is committed to supporting the City's 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:	**Department:**
General	Public Works

PERSONNEL SUMMARY

Schedule of Budgeted Positions: Full-Time Equivalents

Position Title	Pay Grade	13-14	14-15	15-16	16-17
General Fund - Administration					
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	0.00	0.00	0.00
Administrative Assistant III	15	0.00	0.00	1.00	1.00
Secretary III	15	1.00	1.00	0.00	0.00
Public Service Representative	15	1.00	1.00	1.00	1.00
TOTAL		5.00	4.00	4.00	4.00
General Fund - Facility Maintenance					
Deputy Public Works Director/Operations	30	0.15	0.15	0.15	0.15
Semi-Skilled Tradesworker	13	1.00	1.00	1.00	1.00
Custodian (PT)	8	1.50	1.50	1.50	1.50
TOTAL		2.65	2.65	2.65	2.65
General Fund - Engineering					
City Engineer	32	0.00	0.00	0.85	0.85
Assisant City Engineer	32	0.85	0.85	0.00	0.00
Senior Engineer	28	1.00	1.00	1.00	1.00
TOTAL		1.85	1.85	1.85	1.85
General Fund - Streets					
City Engineer	32	0.00	0.15	0.15	0.15
Assistant City Engineer	32	0.15	0.00	0.00	0.00
Foreman	22	1.00	1.00	1.00	1.00
Traffic Maintenance	16	0.00	0.00	0.00	0.00
Maintenance Attendant IV	18	2.00	2.00	2.00	2.00
Maintenance Attendant III	15	1.00	1.00	1.00	1.00
Maintenance Attendant II	12	1.00	1.00	1.00	1.00
TOTAL		5.15	5.15	5.15	5.15
DEPARTMENT TOTAL		14.65	13.65	13.65	13.65

PUBLIC WORKS

EXPENDITURE SUMMARY

Expenditure Classification	Actual 2013-14	Actual 2014-15	Budgeted 2015-16	Estimate to 9/30	Budgeted 2016-17
Personal Services	$ 817,792	$814,868	$821,221	$ 828,536	$ 816,460
Operating Expenditures	734,226	742,794	911,019	911,341	817,623
Capital Outlay	10,141	-	-	-	-
Other Uses	(826,542)	(958,632)	(864,788)	(864,788)	(925,830)
Total Expenditures	$ 735,617	$599,030	$867,452	$ 875,089	$ 708,253

EXPENDITURES BY DIVISION/PROGRAM

Division / Program	Actual 2013-14	Actual 2014-15	Budgeted 2015-16	Estimate to 9/30	Budgeted 2016-17
Administration	$ 301,984	$272,820	$283,259	$ 283,259	$ 274,456
Engineering	53,093	26,436	54,716	54,999	54,135
Facility Maintenance	114,013	108,382	118,100	115,764	129,343
Stormwater Management	120,249	131,439	267,175	267,175	233,180
Roadway Management	146,278	59,953	144,202	153,892	17,139
Total Expenditures	$ 735,617	$599,030	$867,452	$ 875,089	$ 708,253

FUNDING SOURCE

Revenue	Administration	Engineering	Facility Maintenance	Drainage System Main	Street Maintenance	Total
Program Expenditure Budget	**$ 274,456**	**$ 54,135**	**$ 129,343**	**$ 233,180**	**$ 17,139**	**$ 708,253**
Less: Revenues Generated						
Facility Rental	49,788					49,788
Street Light Maint Reimbursement					60,000	60,000
Traffic Light Maint Reimbursement					12,000	12,000
Net Unsupported Budget	$ 224,668	$ 54,135	$ 129,343	$ 233,180	$ (54,861)	$ 586,465
% of Budget Supported by Program	18%	0%	0%	0%	100%	17%

Fund:	Department:	Account #:
General	Public Works	001-1710-519.

EXPENDITURE DETAIL

Expense Code	Expenditure Classification	Actual 2013-14	Actual 2014-15	Budgeted 2015-16	Estimate to 9/30	Budgeted 2016-17
	PERSONAL SERVICES					
12	Salaries and Wages	$ 610,495	$ 612,346	$614,267	$ 621,582	$ 605,562
14	Overtime	10,793	7,723	8,324	8,324	-
21	Payroll Taxes	46,074	45,727	45,272	45,272	46,330
22	Retirement Contributions	55,283	56,516	59,598	59,598	62,599
23	Life and Health Insurance	69,578	68,308	69,482	69,482	76,034
24	Workers' Compensation Insurance	22,778	24,248	24,278	24,278	25,935
25	Unemployment Compensation	2,791	-	-	-	-
	TOTAL PERSONAL SERVICES	817,792	814,868	821,221	828,536	816,460
	OPERATING EXPENDITURES					
31	Professional Services	5,954	9,286	4,158	4,241	7,700
34	Other Contractual Services	92,497	84,014	252,018	250,793	149,112
40	Travel and Per Diem	2,373	2,563	4,558	5,300	4,800
41	Communication Services	8,668	8,047	10,067	10,067	7,374
42	Transportation	414	1,006	1,500	1,590	1,150
43	Utility Services	453,758	449,131	452,160	450,240	454,165
44	Rentals and Leases	5,961	5,348	8,327	8,327	7,853
45	Insurance	42,683	41,064	32,916	32,916	36,076
46	Repair and Maintenance Services	57,364	78,648	80,896	84,491	91,723
47	Printing and Binding	171	14	550	550	450
49	Other Current Charges	196	1,570	2,389	1,647	650
51	Office Supplies	6,558	4,449	4,250	4,250	14,700
52	Operating Supplies	54,297	51,605	51,182	50,881	35,700
53	Road Materials and Supplies	2,293	3,849	3,800	3,800	3,800
54	Books, Publications and Memberships	1,039	2,200	2,248	2,248	2,370
	TOTAL OPERATING EXPENDITURES	734,226	742,794	911,019	911,341	817,623
	CAPITAL OUTLAY					
62	Buildings and Improvements	1,194	-	-	-	-
64	Machinery and Equipment	8,947	-	-	-	-
	TOTAL CAPITAL OUTLAY	10,141	-	-	-	-
	Other Uses					
99	Other Uses	(826,542)	(958,632)	(864,788)	(864,788)	(925,830)
	TOTAL TRANSFERS	(826,542)	(958,632)	(864,788)	(864,788)	(925,830)
	TOTAL DEPARTMENT	$ 735,617	$ 599,030	$867,452	$ 875,089	$ 708,253

Program:	Account #:	Department:
Administration	001-1711-519.	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) Ensure service requests are being completed in a timely manner by reviewing service requests/work order responses.
4) Ensure that customers are properly informed about departmental services via media releases, mailings, presentations, and displays.
5) Fill all inventory orders within 24 hours.
6) Maintain shelf count to book accuracy at 98% or better.

PERFORMANCE REVIEW	Actual 2013-14	Actual 2014-15	Estimated 2015-16	Recommended 2016-17
OPERATING COST OF PROGRAM:	$ 301,984	$ 272,820	$ 283,259	$ 274,456
FULL TIME EQUIVALENT EMPLOYEES	4.75	4.00	4.00	6.00
DEMAND:				
Departmental programs	14	14	14	14
Departmental positions	61	61	62	62
Total inventory items	800	800	800	800
WORKLOAD:				
Service requests	5,744	4,883	5,400	5,508
Work orders for Facility Maintenance	272	422	300	306
Special trash pickups & AP/roll-off requests	2,023	1,869	1,992	2,032
Inventory requests	4,646	3,367	3,462	3,532
PRODUCTIVITY:				
Number of service requests, work orders, special trash pick up/roll-off orders received and monitored	12,685	10,541	11,154	11,378
EFFECTIVENESS:				
Shelf count to book accuracy	98%	98%	98%	98%
Percentage of orders filled within 24 hours	100%	100%	100%	100%

Program:	Account #:	Department:
Engineering	001-1715-541.	Public Works

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

PROGRAM OBJECTIVES:
1) Design minor CIP projects for efficiency and/or emergency conditions.
2) Complete 90% of engineering contracts on time.
3) Prepare construction contracts for council review 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) Review project site plans to assure conformace to infrastructure requirements.
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 ten working days.
10) Respond to requests for flood zone data in three working days.

PERFORMANCE REVIEW	Actual 2013-14	Actual 2014-15	Estimated 2015-16	Recommended 2016-17
OPERATING COST OF PROGRAM:	$ 53,093	$ 26,436	$ 54,999	$ 54,135
FULL TIME EQUIVALENT EMPLOYEES	1.85	1.85	1.85	1.85
DEMAND:				
Number of CIP projects	12	7	7	7
Street projects (#/Cost)	$ 2,957,500	$ 675,900	$ 362,000	$ 1,004,000
Stormwater drainage	210,000	70,000	190,000	95,000
Sidewalk improvements	110,500	105,900	105,900	70,000
Roadway management	2,367,000	-	362,000	839,000
Water distribution	556,000	206,500	658,000	206,500
Traffic signals	$ 270,000	$ -	$ -	$ -
Number of in-house design projects	3	3	3	3
WORKLOAD:				
Number of CIP projects	9	7	7	7
Street projects (#/Cost)	$ 523,049	$ 1,925,376	$ 659,900	$ 1,004,000
Stormwater drainage	98,768	70,000	190,000	95,000
Sidewalk improvements	60,180	105,900	105,900	70,000
Sanitary sewer projects	-	-	362,000	-
Water distribution	428,465	206,500	658,500	206,500
Number of consulting engineer contracts administered	12	6	6	8
Development technical reviews	19	15	14	16
Requests for flood zone data	11	9	10	10
PRODUCTIVITY:				
Cost per CIP project	$ 4,112	$ 3,777	$ 7,857	$ 7,734
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:	Account #:	Department:
Facility Maintenance	001-1719-519.	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 sevices 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 2013-14	Actual 2014-15	Estimated 2015-16	Recommended 2016-17
OPERATING COST OF PROGRAM:	$ 114,013	$ 108,382	$ 115,764	$ 129,343
FULL TIME EQUIVALENT EMPLOYEES	2.65	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 received				
Work orders completed	275	310	340	400
PRODUCTIVITY:				
Cost per square foot maintained - City buildings	$ 0.06	$ 0.45	$ 0.48	$ 0.54
Custodial services cost	$ 24,905	$ 37,358	$ 40,463	$ 40,463
Custodial costs per square foot	$ 0.30	$ 0.83	$ 0.90	$ 0.90
EFFECTIVENESS:				
Customer satisfaction of 95%	95%	95%	96%	98%

City-owned facilities includes: *City Hall, Public Works, Water Treatment Plant, Library, Family Recreation Complex Lightfoot Center, two Fire Stations, Woodmont Clubhouse, structures within Parks, Sports Complex, and lift stations.*

Program:	Account #:	Department:
Stormwater Management	001-1721-541.	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 recurrence 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% within 10 days.
4) Annually inspect and maintain 20% of under-drains.

PERFORMANCE REVIEW	Actual 2013-14	Actual 2014-15	Estimated 2015-16	Recommended 2016-17
OPERATING COST OF PROGRAM:	$ 120,249	$ 131,439	$ 267,175	$ 233,180
FULL TIME EQUIVALENT EMPLOYEES	1.50	1.90	1.90	1.90
DEMAND:				
Number of storm inlets/catch basins	1,129	1,129	1,180	1,180
Square footage of retention ponds to clean	292,517	292,517	822,517	822,517
Outfall/ditch footage to clean annually	8,238	8,238	9,483	9,483
Feet of storm sewer	145,511	145,511	147,201	147,201
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	28,337	1,129	1,129	1,129
Square footage of retention ponds cleaned	692,132	115,000	115,000	115,000
Feet of swells and ditches cleaned	31,500	4,119	4,119	4,119
Service requests completed	58	45	45	45
Feet of storm pipe cleaned	21,543	10,000	10,000	10,000
Feet of storm pipe inspected	48,859	60	60	60
Monthly inspections & cleaning of CDS Units	63	60	65	65
Feet of outfalls cleaned	9,400	9,800	10,000	10,000
PRODUCTIVITY:				
Annual cost per feet of drainage system maintenance	$ 0.83	$ 0.90	$ 1.82	$ 1.58
EFFECTIVENESS:				
Percent of storm inlets/catch basins inspections completed	2510%	100%	96%	96%
Percent of outfall ditch footage cleaned	382%	50%	43%	43%
Percent of retention ponds cleaned	237%	39%	14%	14%
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	349%	162%	162%	162%
Percent of monthly inspections & cleaning of CDS Units	81432%	100%	100%	100%
Percent of cleaning of CDS Sumps	100%	100%	100%	100%

Program:	Account #:	Department:
Roadway Management	001-1724-541.	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 service requests within 10 days.
2) Inspect the sidewalk system annually.
3) Repair sidewalk footage identified as deficient in annual inspections.
4) Replace defective curbing.
5) Complete 20% of City parking facilities striping annually.
6) Maintain striping replacement schedule for roadways at 25% per year.

PERFORMANCE REVIEW	Actual 2013-14	Actual 2014-15	Estimated 2015-16	Recommended 2016-17
OPERATING COST OF PROGRAM:	$ 146,278	$ 59,953	$ 153,892	$ 17,139
FULL TIME EQUIVALENT EMPLOYEES	5.00	3.25	3.25	3.25
DEMAND:				
Number of street lights in City	2,789	2,789	2,800	2,800
Number of street miles	76.20	76.20	76.60	76.60
Lineal footage of sidewalk	315,078	315,078	319,078	319,078
Curb miles swept annually (6 times/year)	1,600	1,600	1,600	1,600
Lineal footage of striping to maintain City parking facilitie	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	40,490	40,490
Number of signs	5,000	5,000	5,000	5,000
Street light expense	$ 360,000	$ 360,000	$ 360,000	$ 360,000
WORKLOAD:				
Service requests completed	376	350	350	370
Lineal footage of sidewalk inspected	43,206	48,000	48,000	48,000
Lineal feet of sidewalk repaired/replaced	1,822	6,667	6,667	5,000
Feet of defective curbing repaired/replaced	173	200	200	200
Curb miles swept (in miles)	1,794	650	650	650
Tons of debris	343	300	300	300
Lineal footage of City facilities striped	1,253	4,000	4,000	4,000
PRODUCTIVITY:				
Annual cost per mile for street maintenance	$ 2,672.00	$ 786.78	$ 2,009.03	$ 223.75
Annual cost per street light	$ 107.91	$ 129.08	$ 128.57	$ 128.57
EFFECTIVENESS:				
Percent of service requests completed in 10 days	85%	85%	85%	85%
Percent of sidewalk inspections made	14%	15%	15%	15%
Percent of City facilities striped	6%	19%	19%	19%

PARKS AND RECREATION

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

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, recreation facility operations, fitness, gymnastics, tennis, parks and grounds maintenance, and athletic fields.

Current and Prior Year Accomplishments: During Fiscal Year 2015/2016, the Parks and Recreation Division completed many projects including development of conceptual plans for the renovation of the Family Recreation Complex, the replacement of the Woodmont Park gazebo, replacement of the roof on the Riverhills Park gazebo, and the painting of the main pool at the Family Complex. The cardio equipment in the Family Complex fitness center was replaced through a new lease program.

The Division provided a variety of annual favorite events to the Temple Terrace community, including the Fall Festival, Temple Terrace Arts Festival, Winter Wonderland, Family Valentines Dance, Senior Expo, and the Fourth of July parade and fireworks. In early 2016, the Soggy Doggy Day event and Bike with the Mayor were held and the Touch-a-Truck event at the Temple Terrace Downtown redevelopment area is scheduled in March

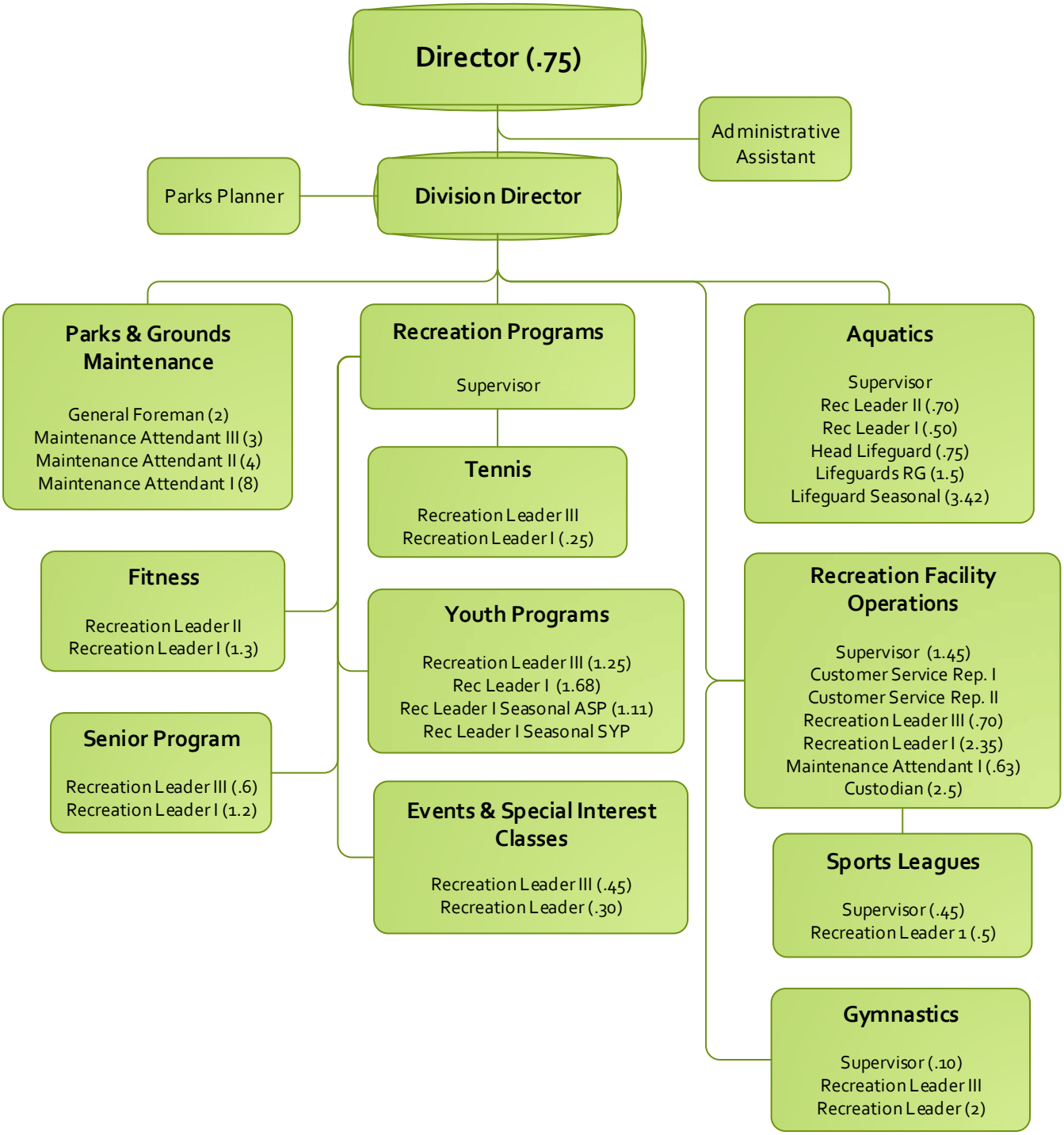
New this year, the "Farm Night Barbeque" event in February was held by Hillsborough County Ag-Venture and M&B Products on their farm, with our support. As a fundraiser for the Parks and Recreation Division, the event drew approximately 600 participants and raised over $10,000 as a donation for Parks and Recreation.

I accordance with the "Your City, Our Future" Strategic Plan, staff continued to work on Objective 3E of the plan through the development of a master plan for the future of the Family Recreation Complex. The comprehensive plan includes 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. As part of the implementation of the master plan, staff entered into a contract with Woodroffe Corporation Architects for the development of renovation plans for the Family Recreation Complex.

Fiscal Year 2017 Highlights: During the new fiscal year, the Division will 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 master plan.

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 innovation, technology, and creativity. As the City expands in size and population, the Division will seek available properties for additional parklands and recreational facilities, particularly in the City's northern and southeastern areas. With expansion, additional services and personnel will be needed to maintain the City's high levels of service.

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. This year's focus will be to continue to implement the objectives of the Your City, Our Future Strategic Plan. This will be accomplished through continued renovation efforts at the Family Recreation Complex, the hosting and support of a diverse selection of community events, and the beautification of common areas throughout City including rights-of –way, City parks, City facilities, and the downtown redevelopment area.



Fund:	**Department:**
General	Parks & Recreation

PERSONNEL SUMMARY

Schedule of Budgeted Positions: Full-Time Equivalents

Position Title	Pay Grade	13-14	14-15	15-16	16-17
Administration					
Leisure Services Director	97	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
Administrative Assistant III	15	0.00	0.00	0.00	1.00
Secretary III	15	1.00	1.00	1.00	0.00
TOTAL		3.75	3.75	3.75	3.75
Youth Programs					
Rec Leader III	14	1.25	1.25	1.25	1.25
Rec Leader I (SN) - Summer Program	9	1.00	1.00	1.00	1.00
Rec Leader I (SN) - After School Program	9	1.11	1.11	1.11	1.11
Rec Leader I (PT) - Year-Round RG	9	1.68	1.68	1.68	1.68
TOTAL		5.04	5.04	5.04	5.04
Aquatics					
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
Sports Leagues					
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
Senior Programs					
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
Recreation Facility Operations					
Supervisor	24	1.50	1.50	1.50	1.50
Rec Leader III	14	0.75	0.75	0.75	0.75
Customer Service Representative II	14	0.00	0.00	0.00	1.00
Customer Service Representative I	12	2.00	2.00	2.00	1.00
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		10.23	10.23	10.23	10.23
Fitness					
Rec Leader III	14	1.00	0.00	0.00	0.00
Rec Leader II	12	0.00	1.00	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
Gymnastics					
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
Tennis					
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
Parks & Grounds Maintenance					
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		53.44	53.44	53.44	53.44

PARKS & RECREATION

EXPENDITURE SUMMARY

Expenditure Classification	Actual 2013-14	Actual 2014-15	Budgeted 2015-16	Estimate to 9/30	Budgeted 2016-17
Personal Services	$ 1,978,804	$2,049,647	$2,112,436	$2,052,932	$ 2,279,785
Operating Expenditures	870,192	852,370	927,060	854,186	870,164
Capital Outlay	229,495	15,653	39,050	36,335	-
Transfers	279,112	-	-	-	-
Other Uses	(51,600)	(54,636)	(63,396)	(63,396)	(63,228)
Total Expenditures	$ 3,306,003	$2,863,034	$3,015,150	$2,880,057	$ 3,086,721

EXPENDITURES BY DIVISION/PROGRAM

Division / Program	Actual 2013-14	Actual 2014-15	Budgeted 2015-16	Estimate to 9/30	Budgeted 2016-17
Administration	$ 615,294	$ 350,753	$ 366,290	$ 363,827	$ 360,680
Youth Programs	170,358	150,709	167,656	156,625	177,531
Aquatics	240,285	259,507	284,990	263,605	295,036
Sports Leagues	51,290	52,062	62,707	54,737	54,995
Special Events	30,433	27,293	37,955	32,741	35,323
Senior Programs	83,935	88,660	88,537	87,537	91,240
Special Interest Classes	20,635	20,784	21,881	21,806	22,692
Recreation Facility Operation	769,032	718,850	716,980	683,258	709,697
Fitness	71,589	76,053	89,957	95,966	90,159
Gymnastics	92,334	86,610	106,334	99,899	163,085
Tennis	67,752	74,593	79,233	75,409	78,405
Parks & Grounds Maintenance	727,717	576,890	606,209	581,125	656,914
Median Maintenance	-	-	-	-	-
Athletic Field Maintenance	365,349	380,270	386,421	363,522	350,964
Total Expenditures	$ 3,306,003	$2,863,034	$3,015,150	$2,880,057	$ 3,086,721

PARKS & RECREATION

FUNDING SOURCE

Revenue	Administration	Youth Programs	Aquatics	Sports Leagues	Special Events	Senior Programs
Program Expenditure Budget	**$360,680**	**$ 177,531**	**$295,036**	**$ 54,995**	**$ 35,323**	**$ 91,240**
Less: Revenues Generated						
Rentals			5,000			
Membership Fees			18,000			
Registration Fees		201,000	44,000	22,600	2,800	
Misc. Fees & Reimbursements			3,300			
Net Unsupported Budget	$360,680	$ (23,469)	$224,736	$ 32,395	$ 32,523	$ 91,240
% of Budget Supported by Progran	0%	113%	24%	41%	8%	0%

Revenue	Special Interest Classes	Facility Maintenance	Fitness Center	Gymnastics Facility	Tennis Facility	Grounds Maintenance	Total
Program Expenditure Budget	**$ 22,692**	**$ 709,697**	**$ 90,159**	**$163,085**	**$ 78,405**	**$1,007,878**	**$3,086,721**
Less: Revenues Generated							
Rentals							5,000
Membership Fees					26,250		44,250
Registration Fees			262,200	125,000	44,100		701,700
Misc. Fees & Reimbursements		59,900					63,200
Donations							-
Net Unsupported Budget	$ 22,692	$ 649,797	$ (172,041)	$ 38,085	$ 8,055	$1,007,878	$2,272,571
% of Budget Supported by Progran	0%	8%	291%	77%	90%	0%	26%

Fund:	Department:	Account #:
General	Parks & Recreation	001-1800-572.

EXPENDITURE DETAIL

Expense Code	Expenditure Classification	Actual 2013-14	Actual 2014-15	Budgeted 2015-16	Estimate to 9/30	Budgeted 2016-17
	PERSONAL SERVICES					
12	Salaries and Wages	$1,483,231	$ 1,512,583	$ 1,544,127	$ 1,539,858	$ 1,712,372
14	Overtime	19,076	27,590	26,692	23,290	4,000
21	Payroll Taxes	114,619	117,459	119,975	116,353	134,368
22	Retirement Contributions	103,110	106,489	117,047	109,219	121,827
23	Life and Health Insurance	190,756	207,569	225,849	207,945	235,582
24	Workers' Compensation Insurance	63,811	76,036	78,746	56,267	71,636
25	Unemployment Compensation	4,201	1,921	-	-	-
	TOTAL PERSONAL SERVICES	1,978,804	2,049,647	2,112,436	2,052,932	2,279,785
	OPERATING EXPENDITURES					
31	Professional Services	3,284	2,622	5,000	3,000	3,000
34	Other Contractual Services	61,441	60,563	92,532	84,912	82,306
40	Travel and Per Diem	2,213	1,402	4,487	2,028	2,500
41	Communication Services	8,468	10,349	9,261	8,680	7,938
42	Transportation	137	584	750	600	750
43	Utility Services	259,987	267,964	260,139	242,691	262,412
44	Rentals and Leases	2,719	2,479	3,450	3,450	2,950
45	Insurance	139,472	130,607	108,565	108,565	119,071
46	Repair and Maintenance Services	155,021	150,474	167,749	145,363	137,675
47	Printing and Binding	7,603	7,671	8,700	8,100	8,700
49	Other Current Charges	16,305	13,886	14,575	14,570	15,195
51	Office Supplies	6,830	7,416	10,965	10,840	8,975
52	Operating Supplies	154,093	140,951	184,073	164,035	168,246
53	Road Materials and Supplies	1,302	228	1,045	1,045	1,045
54	Books, Publications and Memberships	5,322	5,527	6,572	7,110	7,261
59	Other Operating Costs	45,995	49,647	49,197	49,197	42,140
	TOTAL OPERATING EXPENDITURES	870,192	852,370	927,060	854,186	870,164
	CAPITAL OUTLAY					
62	Buildings and Improvements	37,425	-	12,715	10,000	-
63	Improvements Other Than Buildings	192,070	5,053	4,600	4,600	-
64	Machinery and Equipment	-	10,600	21,735	21,735	-
	TOTAL CAPITAL OUTLAY	229,495	15,653	39,050	36,335	-
	TRANSFERS					
91	Transfers	279,112	-	-	-	-
	TOTAL TRANSFERS	279,112	-	-	-	-
	OTHER USES					
99	Other Uses	(51,600)	(54,636)	(63,396)	(63,396)	(63,228)
	TOTAL OTHER USES	(51,600)	(54,636)	(63,396)	(63,396)	(63,228)
	TOTAL DEPARTMENT	$3,306,003	$ 2,863,034	$ 3,015,150	$ 2,880,057	$ 3,086,721

Program:	Account #:	Department:
Administration	001-1811-572.	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 2013-14	Actual 2014-15	Estimated 2015-16	Recommended 2016-17
OPERATING COST OF PROGRAM:	$ 336,182	$ 350,753	$ 353,827	$ 360,680
FULL TIME EQUIVALENT EMPLOYEES	3.75	3.75	3.75	3.75
DEMAND:				
Total department operating budget	$ 2,848,995	$ 2,905,017	$ 2,907,118	$ 3,333,098
Number of employees in department (F.T.E.)	53.44	53.44	53.44	53.44
Number of full-time employees	35	35	35	35
Number of part-time employees	60	60	60	60
Residential households	12,246	12,531	12,535	12,535
WORKLOAD:				
Number of full-time employees	34	34	34	35
Number of part-time employees	52	54	58	60
Residential households with facility memberships (memberships sold)	3,814	3,675	3,750	4,000
PRODUCTIVITY:				
Administrative cost per department (F.T.E.)	$ 6,291	$ 6,563	$ 6,621	$ 6,749
Administrative staff/staff ratio (F.T.E.)	14.25	14.25	14.25	14.25
Administrative staff/staff ratio (position)	25.33	25.33	25.33	25.33
EFFECTIVENESS:				
Percent of residential households with facility memberships	31%	29%	30%	32%
Percent of surveyed residential households using parks, recreation facilities, and programs rating satisfactory	98%	98%	99%	98%

Program:	Account #:	Department:
Youth Program	001-1820-572.	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 2013-14	Actual 2014-15	Estimated 2015-16	Recommended 2016-17
OPERATING COST OF PROGRAM:	$ 170,358	$ 150,709	$ 148,822	$ 360,680
FULL TIME EQUIVALENT EMPLOYEES	5.04	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	175	175
Summer Youth Program Budget	$ 104,000	$ 104,000	$ 64,900	$ 65,000
After School Program Budget	$ 90,000	$ 90,000	$ 84,300	$ 85,000
Summer Youth Program Projected Revenue	$ 90,000	$ 90,000	$ 112,000	$ 112,000
After School Program Projected Revenue	$ 90,000	$ 90,000	$ 95,000	$ 95,000
Youth Events	$ 2,800	$ 2,800	$ 6,100	$ 7,200
WORKLOAD:				
Summer Youth Program participants	252	275	275	275
After School Program participants	130	130	130	130
Summer Youth Program Expense	$ 69,501	$ 65,000	$ 64,900	$ 65,000
After School Program Expense	$ 100,639	$ 83,000	$ 84,300	$ 85,000
Summer Youth Program Revenue	$ 107,405	$ 106,597	$ 112,000	$ 112,000
After School Program Revenue	$ 104,921	$ 112,354	$ 95,000	$ 95,000
Youth Events	$ 2,434	$ 6,198	$ 6,100	$ 7,200
PRODUCTIVITY:				
Cost per child - Summer Youth Program	$ 276	$ 236	$ 236	$ 236
Cost per child - After School Program per Semester	$ 387	$ 319	$ 324	$ 327
EFFECTIVENESS:				
Capacity Reached:				
Summer Youth Program	92%	100%	100%	100%
After School Program	74%	74%	74%	74%
Cost Recovery:				
Summer Youth Program	155%	164%	173%	172%
After School Program	104%	135%	113%	112%
Youth Events	87%	221%	100%	100%
Percent of users rating satisfactory or greater	98%	98%	98%	98%

Program:	Account #:	Department:
Aquatics	001-1830-572.	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 2013-14	Actual 2014-15	Estimated 2015-16	Recommended 2016-17
OPERATING COST OF PROGRAM:	$ 240,285	$ 257,488	$ 263,605	$ 295,036
FULL TIME EQUIVALENT EMPLOYEES	7.87	7.87	7.87	7.87
DEMAND:				
Swim lesson students	456	473	450	450
Open swim visitors	18,590	28,626	25,000	25,000
Open swim days offered	343	333	320	335
Aquatics area pools	5	5	5	5
WORKLOAD:				
Swim lesson students	456	473	450	450
Swim lesson expense	$ 6,190	$ 7,953	$ 6,500	$ 6,500
Swim lesson revenue	$ 14,670	$ 20,665	$ 18,000	$ 18,000
Lifeguard class expense	$ 515	$ 960	$ 1,858	$ 1,858
Lifeguard class revenue	$ 720	$ 2,776	$ 2,500	$ 2,700
Pool rental expense	$ 2,606	$ 3,357	$ 3,500	$ 3,500
Pool rental revenue	$ 6,510	$ 6,453	$ 8,500	$ 8,500
ACTT expenses	$ 26,542	$ 22,735	$ 26,308	$ 28,704
ACTT revenue	$ 27,708	$ 23,192	$ 26,500	$ 30,475
Open swim visitors	18,590	28,626	25,000	25,000
PRODUCTIVITY:				
Cost of swim lessons per student	$ 13.57	$ 16.81	$ 14.44	$ 14.44
Aquatic area cost per day	$ 701	$ 773	$ 824	$ 881
Open swim visitors per day	54	86	78	75
EFFECTIVENESS:				
Cost Recovery:				
Swim lessons	237%	260%	277%	277%
Lifeguard classes	140%	289%	135%	145%
Pool rentals	250%	192%	243%	243%
ACTT program	104%	102%	101%	106%
Annual difference in open swim visitors	-38%	54%	-13%	0%
Percent of lesson evaluations, satisfactory or greater	98%	100%	100%	100%
Percent of swim team evaluations, satisfactory or greater	98%	100%	100%	100%

Program:	Account #:	Department:
Sports Leagues – Adult	001-1840-572.	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 2013-14	Actual 2014-15	Estimated 2015-16	Recommended 2016-17
OPERATING COST OF PROGRAM:	$ 51,290	$ 52,062	$ 54,737	$ 54,995
FULL TIME EQUIVALENT EMPLOYEES	1.00	0.95	0.95	0.95
DEMAND:				
Adult Sports:				
Volleyball teams	6	N/A	N/A	N/A
Volleyball revenue	$ 378	N/A	N/A	N/A
Volleyball expenses	$ 674	N/A	N/A	N/A
Softball teams	23	12	15	9
Softball revenue	$ 7,112	$ 3,612	$ 4,500	$ 2,700
Softball expenses	$ 3,090	$ 1,260	$ 1,800	$ 1,100
Basketball teams	N/A	N/A	N/A	N/A
Basketball revenue	N/A	N/A	N/A	N/A
Basketball expense	N/A	N/A	N/A	N/A
Flag Football teams	9	9	16	12
Flag Football revenue	$ 3,150	$ 3,150	$ 5,600	$ 4,200
Flag Football expense	$ 1,145	$ 2,160	$ 3,000	$ 3,340
WORKLOAD:				
Adult Sports:				
Volleyball teams	6	N/A	N/A	N/A
Volleyball revenue	$ 378	N/A	N/A	N/A
Volleyball expenses	$ 674	N/A	N/A	N/A
Softball teams	23	12	15	9
Softball revenue	$ 7,112	$ 3,612	$ 4,500	$ 2,700
Softball expenses	$ 3,090	$ 1,260	$ 1,800	$ 1,100
Basketball teams	N/A	N/A	N/A	N/A
Basketball revenue	N/A	N/A	N/A	N/A
Basketball expense	N/A	N/A	N/A	N/A
Flag Football teams	9	9	16	12
Flag Football revenue	3,150	$ 3,150	$ 5,600	$ 4,200
Flag Football expense	1,145	$ 2,160	$ 3,000	$ 3,340
PRODUCTIVITY:				
Cost per adult team:				
Volleyball	$ 112.33	N/A	N/A	N/A
Softball	$ 134.35	$ 105.00	$ 120.00	$ 122.22
Basketball	N/A	N/A	N/A	N/A
Flag Football	$ 127.22	$ 240.00	$ 187.50	$ 278.33
EFFECTIVENESS:				
Cost recovery per adult team:				
Volleyball	56%	N/A	N/A	N/A
Softball	230%	287%	250%	245%
Basketball	N/A	N/A	N/A	N/A
Flag Football	275%	146%	187%	126%
Percent of sports evaluations, satisfactory or greater	95%	99%	99%	99%

Program:	Account #:	Department:
Sports Leagues – Youth	001-1840-572.	Parks & Recreation

PERFORMANCE REVIEW	Actual 2013-14	Actual 2014-15	Estimated 2015-16	Recommended 2016-17
DEMAND:				
Youth Sports:				
Youth Basketball participants	180	267	180	240
Youth Basketball revenue	$ 7,921	$ 12,457	$ 9,000	$ 12,000
Youth Basketball expenses	$ 3,882	$ 3,062	$ 3,100	$ 6,240
Flag Football participants	42	34	58	48
Flag Football revenue	$ 1,975	$ 1,725	$ 2,520	$ 2,400
Flag Football expenses	$ 564	$ 420	$ 900	$ 1,440
Youth Volleyball participants	$ 16	$ 9	$ 15	$ 15
Youth Volleyball revenue	$ 810	$ 730	$ 1,000	$ 1,000
Youth Volleyball expense	$ 260	$ 340	$ 200	$ 200
WORKLOAD:				
Youth Sports:				
Youth Basketball participants	180	267	180	240
Youth Basketball revenue	$ 7,921	$ 12,457	$ 9,000	$ 12,000
Youth Basketball expenses	$ 3,882	$ 3,062	$ 3,100	$ 6,240
Flag Football participants	42	34	58	48
Flag Football revenue	$ 1,975	$ 1,725	$ 2,520	$ 2,400
Flag Football expenses	$ 564	$ 420	$ 900	$ 1,440
Youth Volleyball participants	16	$ 9	$ 15	$ 15
Youth Volleyball revenue	$ 810	$ 730	$ 1,000	$ 1,000
Youth Volleyball expense	$ 260	$ 340	$ 200	$ 200
PRODUCTIVITY:				
Cost per youth participant:				
Youth Basketball	$ 21.57	$ 11.47	$ 17.22	$ 26.00
Flag Football	$ 13.43	$ 12.35	$ 15.52	$ 30.00
Youth Volleyball	$ 16.25	$ 37.78	$ 13.33	$ 13.33
EFFECTIVENESS:				
Cost recovery per participant:				
Youth Basketball	204%	407%	290%	192%
Flag Football	350%	411%	280%	167%
Youth Volleyball	312%	215%	500%	500%
Percent of sports evaluations, satisfactory or greater	98%	99%	99%	99%

Program:	Account #:	Department:
Special Events	001-1850-572.	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 2013-14	Actual 2014-15	Estimated 2015-16	Recommended 2016-17
OPERATING COST OF PROGRAM:	$ 30,433	$ 27,293	$ 32,741	$ 35,323
FULL TIME EQUIVALENT EMPLOYEES	0.25	0.25	0.25	0.25
DEMAND:				
Events offered	18	31	33	32
Events co-sponsored	5	12	13	12
Civic events supported	9	11	11	11
Attendance	9,920	15,000	15,000	15,000
WORKLOAD:				
Supply expense for all events	$ 19,100	$ 19,399	$ 23,400	$ 23,050
Employee expense for all events	$ 11,302	$ 7,945	$ 10,327	$ 10,127
PRODUCTIVITY:				
Average cost per event	$ 1,691	$ 880	$ 992	$ 1,104
EFFECTIVENESS:				
Percent of co-sponsored events	28%	39%	39%	38%
Percent of participant responses, satisfactory or greater	100%	95%	95%	95%

Program:	Account #:	Department:
Senior Programs	001-1861-572.	Parks & Recreation

PROGRAM DESCRIPTION:
Encompasses the delivery of recreation based services, including daily activities, trips and special events to the local senior citizen population. Offers seniors on - demand transportation.

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 2013-14	Actual 2014-15	Estimated 2015-16	Recommended 2016-17
OPERATING COST OF PROGRAM:	$ 83,935	$ 86,360	$ 87,537	$ 91,240
FULL TIME EQUIVALENT EMPLOYEES	1.80	1.80	1.80	1.80
DEMAND:				
Senior Center - annual participants	12,376	12,000	12,000	12,000
Residents	6,588	6,360	6,400	6,400
Non-residents	5,788	5,640	5,600	5,600
Senior Center - days offered	250	248	252	251
Senior recreational opportunities	292	298	444	450
Senior residents in Temple Terrace	3,220	3,220	3,220	3,220
Demand transportation trips	664	636	640	640
Senior Citizen Nutritional Assistance Program (SCNAP) lunches served	6,524	5,912	5,900	5,900
WORKLOAD:				
Senior Center - annual participants	12,376	12,000	12,000	12,000
Residents	6,588	6,360	6,400	6,400
Non-residents	5,788	5,640	5,600	5,600
Senior Center - days offered	250	248	252	251
Senior recreational opportunities	292	298	444	450
Senior residents in Temple Terrace	3,220	3,220	3,220	3,220
Demand transportation trips	664	636	640	640
SCNAP lunches served	6,524	5,912	5,900	5,900
PRODUCTIVITY:				
Operating cost per day for Senior Center	$ 335.74	$ 348.23	$ 347.37	$ 363.51
Average Senior Center daily participation	50	48	48	48
Daily demand transportation usage	3	3	3	3
Average SCNAP lunches served daily	26	24	23	24
EFFECTIVENESS:				
Percent of senior participants who are residents	53%	53%	53%	53%
Percent of change in senior recreational opportunities	3%	2%	33%	1%
Percent of evaluations, satisfactory or better	100%	100%	100%	100%

Program:	Account #:	Department:
Special Interest Classes	001-1871-572.	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 2013-14	Actual 2014-15	Estimated 2015-16	Recommended 2016-17
OPERATING COST OF PROGRAM:	$ 20,635	$ 20,784	$ 21,806	$ 22,692
FULL TIME EQUIVALENT EMPLOYEES	0.50	0.50	0.50	0.50
DEMAND:				
Sessions	4	4	4	4
Programs	32	32	32	32
Classes	168	160	160	165
Lessons	3,297	3,300	3,300	3,350
Locations	3	4	3	3
Total participants	11,448	11,500	12,000	12,200
WORKLOAD:				
Sessions	4	4	4	4
Programs	32	32	32	32
Classes	168	160	160	165
Lessons	3,297	3,300	3,300	3,350
Locations	3	4	3	3
Total participants	11,448	11,500	12,000	12,200
Instructor fees/Non-member fees revenue	$ 27,651	$ 28,506	$ 27,000	$ 27,000
PRODUCTIVITY:				
New classes offered	3	1	1	2
Support cost per class lesson	$ 6.26	$ 6.30	$ 6.61	$ 6.77
EFFECTIVENESS:				
Cost recovery for classes	134%	137%	124%	119%
Percent of participants rating classes satisfactory or greater	95%	95%	95%	95%
Percent of annual change in participation	14%	0%	4%	2%

Program:	Account #:	Department:
Recreation Facility Operations	001-1881-572.	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, rentals, 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 2013-14	Actual 2014-15	Estimated 2015-16	Recommended 2016-17
OPERATING COST OF PROGRAM:	$ 731,607	$ 710,550	$ 683,258	$ 709,697
FULL TIME EQUIVALENT EMPLOYEES	9.68	9.63	9.63	9.63
DEMAND:				
Population - City	25,370	25,873	25,883	25,883
Family Recreation Complex:				
Open days	361	361	360	361
Square footage	48,700	48,700	48,700	48,700
Custodial hours	3,060	2,687	3,328	3,952
Utility cost	$ 88,939	$ 98,130	$ 97,940	$ 103,750
Lightfoot:				
Square footage	10,900	10,900	10,900	10,900
Custodial hours	1,115	1,172	1,193	1,248
Utility cost	$ 18,228	$ 19,199	$ 20,060	$ 21,250
Permits issued for parks and gazebo	45	35	35	35
WORKLOAD:				
Family Recreation Complex:				
Annual visits	121,275	126,682	125,000	125,000
Resident visits	88,530	109,246	93,750	93,750
Rentals	138	180	175	175
Lightfoot Rentals	60	52	60	60
Permits issued for parks and gazebo	45	35	35	35
PRODUCTIVITY:				
Family Recreation Complex:				
Average daily users	336	351	347	346
Custodial hours per square foot ratio monthly	16	18	15	12
Utility Cost per square foot per month	$ 0.15	$ 0.17	$ 0.17	$ 0.18
Lightfoot:				
Custodial hours per square foot ratio monthly	10	9	9	9
Utility Cost per square foot per month	$ 0.14	$ 0.15	$ 0.15	$ 0.16
EFFECTIVENESS:				
Percent change in annual visitors	-2%	4%	-1%	0%
Percent of Family Complex users that are residents	73%	86%	75%	75%
Percent of facilities rated aesthetically satisfactory or greater	98%	98%	98%	98%
Overall custodial hours per square foot ratio	14	15	13	11
Overall utility cost per square foot per month	$ 0.15	$ 0.16	$ 0.16	$ 0.17

Program:	Account #:	Department:

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 other special events.

PROGRAM OBJECTIVES:
1) Provide a wellness/fitness program for approximately 125 participants per day.
2) Maintain a 95% satisfaction level on all evaluations.
3) Maintain a residency percentage of 70% with regard to Fitness Center users.

PERFORMANCE REVIEW	Actual 2013-14	Actual 2014-15	Estimated 2015-16	Recommended 2016-17
OPERATING COST OF PROGRAM:	$ 71,589	$ 76,053	$ 95,966	$ 90,159
FULL TIME EQUIVALENT EMPLOYEES	2.30	2.30	2.30	2.30
DEMAND:				
Population - City	25,370	25,873	25,883	25,883
Fitness Room:				
Days Open	360	361	361	360
Yearly Visitors	49,363	45,000	40,000	54,000
Daily Visitors	137	125	111	150
Fitness workout consultations per year	233	100	96	96
Vendors	15	N/A	N/A	N/A
Expenses	$ 120	N/A	N/A	N/A
Revenue	$ 325	N/A	N/A	N/A
WORKLOAD:				
Fitness Room:				
Days Open	360	360	361	360
Yearly visitors	49,363	41,808	40,000	54,000
Yearly resident visitors	38,709	33,224	30,000	30,000
Fitness workout consultations per year	233	100	96	96
Wellness Fair				
Attendance	300	N/A	N/A	N/A
Vendors	15	N/A	N/A	N/A
Expenses	$ 120	N/A	N/A	N/A
Revenue	$ 325	N/A	N/A	N/A
PRODUCTIVITY:				
Fitness participant's cost per year	$ 1.45	$ 1.82	$ 2.40	$ 1.67
Average daily fitness visitors	137	116	111	150
Wellness Fair cost recovery	271%	N/A	N/A	N/A
EFFECTIVENESS:				
Percent of participants using the fitness facility, rating as satisfactory or greater	90%	95%	90%	90%
Percent of participants that are residents	78%	79%	75%	56%

Program:	Account #:	Department:
Gymnastics Program	001-1886-572.	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 2013-14	Actual 2014-15	Estimated 2015-16	Recommended 2016-17
OPERATING COST OF PROGRAM:	$ 92,334	$ 86,610	$ 91,067	$ 163,085
FULL TIME EQUIVALENT EMPLOYEES	3.00	3.10	3.10	3.10
DEMAND:				
Gymnastics class students	2,335	2,667	2,500	2,700
Gymnastic sessions	7	7	6	7
Gymnastics team members	28	14	22	25
Birthday party rentals	42	37	30	40
Debt Utility/Service Fee	$ 35,600	* N/A	* N/A	* N/A
WORKLOAD:				
Gymnastics class hours	1,514	1,401	1,500	1,800
Gymnastics class revenue - members	$ 87,757	$ 84,983	$ 83,000	$ 85,000
Gymnastics class revenue - non-member fees	$ 11,813	$ 14,411	$ 14,000	$ 14,000
Gymnastics class expense	$ 59,790	$ 59,438	$ 59,500	$ 59,500
Gymnastics team revenue	$ 28,333	$ 24,856	$ 25,000	$ 25,500
Gymnastics team expenses	$ 14,065	$ 11,006	$ 13,000	$ 13,500
Birthday party rental revenue	$ 6,697	$ 5,639	$ 4,400	$ 4,400
Birthday party rental expenses	$ 1,832	$ 1,870	$ 1,900	$ 1,900
Total Revenue	$ 134,600	$ 129,889	$ 126,400	$ 128,900
PRODUCTIVITY:				
Cost of gymnastics class per student	$ 25.61	$ 22.29	$ 23.80	$ 22.04
Cost of gymnastic team member per month	$ 41.86	$ 65.51	$ 49.24	$ 45.00
EFFECTIVENESS:				
Cost recovery:				
Gymnastics classes	167%	167%	163%	166%
Gymnastics team	201%	226%	192%	189%
Birthday rentals	366%	302%	232%	232%
Program cost recovery	105%	150%	139%	79%
Percent of gymnastics class evaluations, satisfactory or greater	100%	100%	100%	100%
Percent of gymnastics team evaluation, satisfactory or greater	100%	100%	100%	100%

* Debt Utility Service Fee was retired as of 9/30/2014.

Program:	Account #:	Department:
Tennis Program	001-1887-572.	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 maintain 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, tournaments and Junior Summer tennis Camp.
6) Maintain a 95% satisfaction level on evaluations.

PERFORMANCE REVIEW	Actual 2013-14	Actual 2014-15	Estimated 2015-16	Recommended 2016-17
OPERATING COST OF PROGRAM:	$ 67,752	$ 74,593	$ 75,409	$ 78,405
FULL TIME EQUIVALENT EMPLOYEES:	1.25	1.25	1.25	1.25
DEMAND:				
Open play and leagues	10,463	10,776	10,000	10,000
Days open	321	335	340	340
Number of group lessons	54	54	48	48
Group lesson sessions	11	9	8	8
Number of tournaments	6	6	6	6
Tournament participants	327	382	425	425
Junior summer camp sessions	10	11	8	10
Junior summer camp participants	89	76	80	90
Number of adult leagues	6	5	4	3
Adult league participants	60	50	40	30
WORKLOAD:				
Group lesson revenue	$ 2,994	$ 4,142	$ 3,500	$ 3,500
Group lesson expenses	$ 765	$ 870	$ 800	$ 800
Private Lesson court fees	$ 4,709	$ 2,674	$ 2,500	$ 2,500
Tournament revenue	$ 12,170	$ 15,288	$ 16,000	$ 16,000
Tournament expenses	$ 4,379	$ 4,625	$ 5,000	$ 5,100
Junior summer camp revenue	$ 9,104	$ 9,428	$ 7,000	$ 8,000
Junior summer camp expenses	$ 2,942	$ 2,816	$ 2,850	$ 3,500
Adult league revenue	$ 4,114	$ 3,267	$ 3,500	$ 3,200
Non-member fees revenue	$ 355	$ 504	$ 500	$ 500
Guest revenue	$ 2,594	$ 2,819	$ 3,000	$ 3,000
Total Revenue	$ 36,040	$ 38,122	$ 36,000	$ 36,700
PRODUCTIVITY:				
Cost of group lessons per session	$ 14.17	$ 16.11	$ 16.67	$ 16.67
Cost per participant per tournament	$ 13.39	$ 12.11	$ 11.76	$ 12.00
Cost per Junior summer participant	$ 33.06	$ 37.05	$ 35.63	$ 38.89
Average daily attendance	33	32	29	29
EFFECTIVENESS:				
Costs recovery:				
Group lessons	391%	476%	438%	438%
Tournaments	278%	331%	320%	314%
Junior summer camp	309%	335%	246%	229%
Program cost recovery (excluding memberships)	53%	51%	48%	47%
Percent of evaluations, satisfactory or greater	98%	98%	98%	98%

Program:	Account #:	Department:
Parks & Grounds Maintenance	001-1891-572.	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 2013-14	Actual 2014-15	Estimated 2015-16	Recommended 2016-17
OPERATING COST OF PROGRAM:	$ 587,246	$ 631,492	$ 639,421	$ 720,142
FULL TIME EQUIVALENT EMPLOYEES:	12.00	12.00	12.00	12.00
DEMAND:				
City Facilities	9	9	9	9
Facility acres including 11 at Downtown Redevelopment	16.00	27.00	27.00	27.00
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	31	31	31
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	30.15	29.62	29.62
Landscaped right-of-way acres	2.45	2.45	2.45	2.45
Retention pond acres	3.46	4.17	4.17	4.17
Irrigation systems	53	54	54	54
City Parks				
Number of Parks	20	21	21	21
Park acres	172.50	172.50	172.50	172.50
Playgrounds	10	10	10	10
Irrigation systems	7	8	8	8
Total acres	242.16	257.14	256.61	256.61
Total irrigation systems	78	78	78	78
WORKLOAD:				
Irrigation and planting inspections completed per system	24	24	24	24
Pesticide applications completed per facility	2	2	2	2
Fertilization applications completed per facility	2	2	2	2
Mowings, routine maintenance completed per area	39	42	42	42
Special projects (man hours)	-	120	-	
Irrigation inspections completed per system/year	18	24	24	24
PRODUCTIVITY:				
Annual maintenance cost per acre	$ 2,425	$ 2,456	$ 2,492	$ 2,806
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:	Account #:	Department:
Athletic Fields Maintenance	001-1896-572.	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 2013-14	Actual 2014-15	Estimated 2015-16	Recommended 2016-17
OPERATING COST OF PROGRAM:	$ 365,349	$ 380,270	$ 358,922	$ 350,964
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
Acres maintained: Redevelopment area	-	6.57	6.57	6.57
Total acres maintained	131.10	137.67	137.67	137.67
WORKLOAD:				
Service requests completed yearly	19	18	21	18
Fertilizations per year	3	4	4	4
Weed control applications per year	6	5	5	5
Pesticide control applications per year	4	3	3	3
Aerations per year	2	2	2	2
Topdressings per year	2	3	3	3
PRODUCTIVITY:				
Annual maintenance cost per acre	$ 5,794	$ 6,030	$ 5,692	$ 5,566
Acres maintained (F.T.E.)	26.22	27.53	27.53	27.53
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 2017 Highlights: The 2017 work plan will include the creation of new zoning for all properties within the CRA boundary in an effort to stimulate private sector development with the CRA. The City will actively move forward to begin new development on City owned land in the redevelopment area and strengthen the City's relationship with the Innovation Alliance, Hillsborough Tampa Economic Development Agency, local civic organizations, redevelopment area property owners and businesses, and City leadership. This will include active participation in the development of the Innovation Alliance's new master plan. A new citywide economic development strategy will also be developed that will include a new economic development webpage, marketing opportunities, and a City Council appointed economic advisory board. Redevelopment will continue to take the lead on the City's Community Development Block Grant program.

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.

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 2016 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.

PERSONNEL SUMMARY

Schedule of Budgeted Positions: Full-Time Equivalents

Position Title	Pay Grade	13-14	14-15	15-16	16-17
Redevelopment Director	97	0.00	1.00	1.00	1.00
TOTAL		0.00	1.00	1.00	1.00

REDEVELOPMENT

EXPENDITURE SUMMARY

Expenditure Classification	Actual 2013-14	Actual 2014-15	Budgeted 2015-16	Estimate to 9/30	Budgeted 2016-17
Personal Services	$ -	$ 73,973	$113,624	$113,624	$118,571
Operating Expenditures	-	19,087	40,408	50,103	58,234
Capital Outlay	-	1,602,206	-	-	-
Total Expenditures	$ -	$1,695,266	$154,032	$163,727	$176,805

EXPENDITURES BY DIVISION/PROGRAM

Division / Program	Actual 2013-14	Actual 2014-15	Budgeted 2015-16	Estimate to 9/30	Budgeted 2016-17
Administration	$ -	$1,695,266	$154,032	$163,727	$176,805
Total Expenditures	$ -	$1,695,266	$154,032	$163,727	$176,805

Fund:	Account #:	Department:
General	001-2411-552.	Redevelopment

EXPENDITURE DETAIL

Expense Code	Expenditure Classification	Actual 2013-14	Actual 2014-15	Budgeted 2015-16	Estimate to 9/30	Budgeted 2016-17
	PERSONAL SERVICES					
12	Salaries and Wages	$ -	$ 58,192	$ 87,287	$ 87,287	$ 90,848
15	Special Pay	-	1,760	2,400	2,400	2,400
21	Payroll Taxes	-	4,364	7,445	7,445	7,941
22	Retirement Contributions	-	5,819	8,729	8,729	9,085
23	Life and Health Insurance	-	3,724	7,591	7,591	8,119
24	Workers' Compensation Insurance	-	114	172	172	178
	TOTAL PERSONAL SERVICES	-	73,973	113,624	113,624	118,571
	OPERATING EXPENDITURES					
31	Professional Services	-	8,841	35,500	35,500	50,000
34	Accounting and Auditing		32	-	-	-
40	Travel and Per Diem	-	4,000	3,020	3,020	2,000
41	Communication Services	-	-	900	900	450
42	Transportation	-	1	-	-	-
43	Utility Services	-	4,873	-	9,500	4,500
47	Printing and Binding	-	43	38	38	134
49	Other Current Charges	-	705	500	500	500
51	Office Supplies	-	131	150	150	150
52	Operating Supplies	-	461	-	-	-
54	Books, Publications and Memberships	-	-	300	495	500
	TOTAL OPERATING EXPENDITURES	-	19,087	40,408	50,103	58,234
	CAPITAL OUTLAY					
61	Land Acquisition	-	1,600,000	-	-	-
64	Machinery and Equipment	-	2,206	-	-	-
	TOTAL CAPITAL OUTLAY	-	1,602,206	-	-	-
	TOTAL DEPARTMENT	$ -	$ 1,695,266	$154,032	$163,727	$176,805

Program:	Account #:	Department:
Administration	001-2411-552.	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 2013-14	Actual 2014-15	Estimated 2015-16	Recommended 2016-17
OPERATING COST OF PROGRAM:	$ -	$ 93,060	$ 163,727	$ 176,805
FULL TIME EQUIVALENT EMPLOYEES	-	1.00	1.00	1.00
DEMAND: Total department operating budget	$ -	$ 93,060	$ 163,727	$ 200,124
WORKLOAD: Number of tenants in Southeast quadrant	14	14	13	15
EFFECTIVENESS: Assessed value increase over base value	$ 67,829,411	$ 70,700,000	$ 73,148,467	$ 75,262,835

CITY OF

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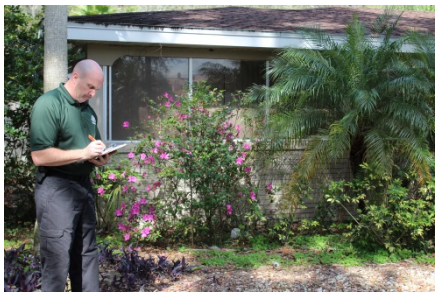
CODE COMPLIANCE



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 daily operations are focused on field interactions. The team consists of three full-time officers assigned to geographic areas of the City and a director. Most of their workload is proactive, with officers initiating cases daily while also responding to citizen complaints and interdepartmental referrals. When violations are identified and verified, a stepped approach is undertaken to notify, educate, and facilitate the process for the property owner with the goal of achieving voluntary compliance. In the 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: Over a decade in existence, Code Compliance has seen dramatic evolution in both its size and responsibilities. Initially a team of three individuals, department staff peaked at six personnel from 2006 through 2008 until austere budgets resulted in loss of a part-time officer (2009) and a clerk (2012). Currently, full time staffing includes 3 code officers and a director. The Department's base location has also varied since inception at Fire Station Two in Telecom Park in 2004, relocating to a space in the redevelopment district for several years, and eventually settling on the second floor of City Hall. The veteran staff patrol assigned neighborhoods in north, central and south zones of the City to address code issues, either observed or reported. Initiated cases historically represent 60% of any given month's ever growing workload which was expected to reach 4,000 in 2016. However, turnover and delays in replacing transitioning staff, including the director, resulted in lower than anticipated numbers. In 2017, with a full complement of enforcement staff, those numbers are expected to increase. Rather than waiting for complaints, officers seek to anticipate concerns and prevent minor infractions from escalating into major violations. Using their field presence and familiarity with residents and merchants, the team also routinely assists other departments in their service delivery. Voluntary compliance rates remain high but when necessary, formal adjudication is available in a small percentage of cases by referring matters to citizen volunteers that serve on the quasi-judicial Municipal Code Enforcement Board (MCEB). Satisfying due process requirements, the MCEB convenes on the second Wednesday evening of each month to conduct hearings. An additional venue became available in early 2012 when county court citations were introduced as an alternative to resolve often transitory conditions such as unauthorized watering or illegal signage. Obtaining cooperation from respondents remains a priority but remedies are in place to discourage non-compliance through sanctions of daily fines or liens.

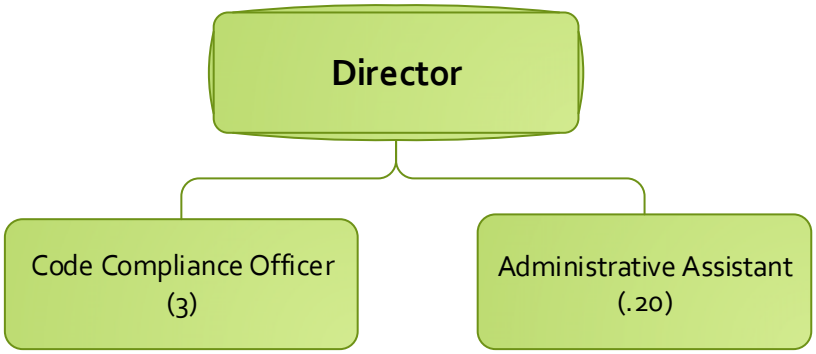
Fiscal Year 2017 Highlights: Using valuable feedback obtained from citizens in implementation of the Your City, Our Future strategic plan, attention to identified objectives has been providing a framework for department focus since October of 2014. Among the 15 objectives adopted in the 2014-15 fiscal year, most pertinent to Code Compliance was the adoption of adequate staffing levels (7A) and enhancing neighborhoods along City borders (7E). Accordingly, research was initiated for comparison of the unit to similar divisions and departments in other comparable jurisdictions. Likewise, a program to undertake regular joint border inspections was undertaken with code agencies for Tampa and Hillsborough County, but had not been pursued after the departure of the prior director, will be re-initiated. Although coordination of tree inspections and monitoring conformance with tree removal permit requirements will continue to be undertaken by the Department, and coordinated with Leisure Services staff that performs tree inspections, arborist related duties, and will manage the Adopt-A-Tree program. The endeavor to "increase community awareness of Code Compliance activities and minimum code requirements" will continue to be undertaken consistent with Strategic Plan objective 7B. Publicizing ordinance requirements will complement ongoing efforts to inform residents of reforms over the past few years. Maintenance guidelines which were upgraded from minimum to moderate standards will continue to be pursued and the changes have been widely accepted.

The premium placed on partnerships and affiliations continues to benefit the community aesthetically (Keep Tampa Bay Beautiful, Rotary Club, Environmental Task Force, Somebody Cares Tampa Bay, Temple Terrace Preservation Society, Goodwill Suncoast and the Church of Jesus Christ of Latter Day Saints), by ensuring the Hillsborough

River remains protected and preserved (River Watch Task Force, Technical Advisory Council, Hillsborough River Interlocal Planning Board and Hillsborough River Watershed Alliance) and through environmental enhancements (Arbor Day, Suncoast Cooperative Invasive Species Management Areas and Department of Agriculture's Division of Plant Industry). Representatives also interact with professional colleagues through the Tampa Bay Association of Code Enforcement and Florida Association of Code Enforcement.

Long-Term Vision and Future Financial Impact: With the foreclosure crisis in a more stabilized position and appraised values improving, the list of distressed properties appear to be in decline. Enhanced neighborhood preservation standards assist in preventing depreciation in housing stock by imposing maintenance expectations. Continued support of the condemnation process when initiated, allows for interdepartmental cooperation of Community Development, Code Compliance, and the Fire Department while preserving due process. The increase in percentage of rental residential properties is offset by vigilance in referring locations to Risk Reduction counterparts for necessary inspections and permits. Opportunities are maximized for training, whether it is in preparation for post-disaster damage assessment or other continuing education in job-related areas.

Our Relationship to Other Departments and the City's Broad Goals: As a primarily field operation, Code Compliance is cognizant that its agents interact daily with the public and strive to represent the City of Temple Terrace in a professional, dedicated and knowledgeable manner. We assist other departments and agencies on a regular basis and count on cultivated relationships to accomplish City endeavors established by our elected officials, administration, the 2020 vision and most recently, the Strategic Plan.



PERSONNEL SUMMARY

Schedule of Budgeted Positions: Full-Time Equivalents

Position Title	Pay Grade	13-14	14-15	15-16	16-17
Director	97	0.98	0.98	0.98	0.98
Code Compliance Officer	18	2.94	2.94	2.94	2.94
Administrative Assistant III	15	0.00	0.00	0.20	0.20
Secretary III	15	0.20	0.20	0.00	0.00
TOTAL		4.12	4.12	4.12	4.12

CODE COMPLIANCE

EXPENDITURE SUMMARY

Expenditure Classification	Actual 2013-14	Actual 2014-15	Budgeted 2015-16	Estimate to 9/30	Budgeted 2016-17
Personal Services	$238,839	$254,951	$ 252,594	$252,691	$273,233
Operating Expenditures	31,895	33,339	29,830	26,001	25,943
Total Expenditures	$270,734	$288,290	$ 282,424	$278,692	$299,176

EXPENDITURES BY DIVISION/PROGRAM

Division / Program	Actual 2013-14	Actual 2014-15	Budgeted 2015-16	Estimate to 9/30	Budgeted 2016-17
Code Compliance	$270,734	$288,290	$ 282,424	$278,692	$299,176
Total Expenditures	$270,734	$288,290	$ 282,424	$278,692	$299,176

FUNDING SOURCE

Revenue	Code Enforcement	Total
Program Expenditure Budget	**$ 299,176**	**$299,176**
Less: Revenues Generated		
MCEB - Code Compliance	35,000	35,000
Net Unsupported Budget	$ 264,176	$264,176
% of Budget Supported by Progran	12%	12%

Program:	Account #:	Department:
Code Compliance	001-2512-524.	Code Compliance

EXPENDITURE DETAIL

Expense Code	Expenditure Classification	Actual 2013-14	Actual 2014-15	Budgeted 2015-16	Estimate to 9/30	Budgeted 2016-17
	PERSONAL SERVICES					
12	Salaries and Wages	$183,318	$ 201,089	$195,901	$ 195,998	$ 205,200
21	Payroll Taxes	12,527	14,777	13,911	13,911	15,699
22	Retirement Contributions	18,346	17,955	19,590	19,590	20,520
23	Life and Health Insurance	18,424	16,820	18,990	18,990	27,360
24	Workers' Compensation Insurance	6,224	4,310	4,202	4,202	4,454
	TOTAL PERSONAL SERVICES	238,839	254,951	252,594	252,691	273,233
	OPERATING EXPENDITURES					
31	Professional Services	37	62	50	10	-
34	Other Contractual Services	66	199	120	170	170
40	Travel and Per Diem	322	1,787	1,025	935	1,053
41	Communication Services	4,540	4,105	5,100	5,100	4,200
42	Transportation	1,962	2,100	2,000	2,000	2,000
45	Insurance	1,186	1,758	1,915	1,915	1,669
46	Repair and Maintenance Services	7,000	7,336	7,954	7,954	5,727
47	Printing and Binding	698	1,057	1,402	1,402	1,270
49	Other Current Charges	-	705	-	-	-
51	Office Supplies	602	529	200	200	450
52	Operating Supplies	15,227	13,491	9,629	6,135	9,254
54	Books, Publications and Memberships	255	210	435	180	150
	TOTAL OPERATING EXPENDITURES	31,895	33,339	29,830	26,001	25,943
	TOTAL DEPARTMENT	$270,734	$ 288,290	$282,424	$ 278,692	$ 299,176

Program:	Account #:	Department:
Code Compliance	001-2512-524.	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 tree inspections and permit enforcement in concert with City Arborist.

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	Actual 2013-14	Actual 2014-15	Estimated 2015-16	Recommended 2016-17
OPERATING COST OF PROGRAM:	$ 270,734	$ 280,643	$ 278,692	$ 299,176
FULL TIME EQUIVALENT EMPLOYEES	4.12	4.12	4.12	4.12
DEMAND:				
Population - City	25,370	25,873	25,883	25,883
Single-family residences - Attached & Detached	8,083	8,088	8,091	8,091
Multi-family residences	4,181	4,443	4,443	4,705
Vacant single family residential lots (infill)	118	118	114	108
Acres of undeveloped SFR zoned land	105	105	104	104
Acres of undeveloped MFR zoned land	-	-	-	-
Acres of undeveloped commercial property	81	82	85	93
Acres of developed commercial property	568	574	605	602
Total City acreage	4,732	4,825	4,860	4,868
WORKLOAD:				
Caseload	3,867	3,950	4,000	3,500
Advisories and informational material	2,575	2,625	2,650	2,320
Notices of Violation (NOV) and repeat NOV issued	392	425	430	376
Citations warnings issued	53	65	100	87
Cases referred to MCEB	74	85	90	78
Citations referred to County Court	5	5	5	-
PRODUCTIVITY:				
Cost per department (F.T.E.)	$ 65,712	$ 68,117	$ 67,644	$ 72,616
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	967	988	1,000	875
Percent of compliance without MCEB referral	98%	98%	98%	98%

STREET IMPROVEMENT FUND

REVENUES

Fund: **STREET IMPROVEMENT**
Account # 130-0000-

Revenue Code	Revenue Classification	Actual 2013-14	Actual 2014-15	Budgeted 2015-16	Estimate to 9/30	Budgeted 2016-17
	GASOLINE TAXES					
312.41-00	Local Option Gas Tax	$ 718,599	$ 757,970	$ 676,700	$ 676,700	$ 725,000
	TOTAL GASOLINE TAXES	718,599	757,970	676,700	676,700	725,000
	FEDERAL, STATE, LOCAL SHARED REVENUES					
331.13-10	ADA Sidewalk Ramps	-	-	417,504	417,504	-
331.54-14	Housing Administration	-	61,127	-	-	-
334.49-00	State - 56th Street Improvement (CIGP)	-	600,000	-	-	-
335-12.20	Sales Tax - State Revenue Sharing	216,989	225,338	216,000	216,000	210,000
335-41.00	Motor Fuel Tax Rebate	21,054	18,850	25,307	25,307	21,600
337-49-00	County Transportation Grant	-	655,268	-	-	-
338.30-00	County One Cent Gas Tax	119,141	114,930	102,000	102,000	105,000
	TOTAL LOCAL SHARED REVENUES	357,184	1,675,513	760,811	760,811	336,600
	INTEREST EARNINGS					
361.xx-xx	Interest Earnings	13,328	-	6,000	29	-
361.10-12	Bonds- Government	-	5,577	-	6,000	6,000
361.10-91	Unrealized Gains & Losses	-	3,996	-	(2,310)	-
361.91-00	Special Assessments	-	204,888	-	-	-
363.20-11	Transportation Impact Fees	48,645	74,736	50,000	103,414	50,000
	TOTAL INTEREST EARNINGS	61,973	289,197	56,000	107,133	56,000
	MISCELLANEOUS REVENUES					
366.40-00	Donations - Transportation	-	687,267	-	-	-
	MISCELLANEOUS REVENUES	-	687,267	-	-	-
	TRANSFERS, RESERVES, & OTHER					
389.10-00	Appropriated Fund Balance	381,199	-	1,076,096	873,782	
	TOTAL TRANSFERS, RESERVES, & OTHEI	381,199	-	1,076,096	873,782	-
	TOTAL STREET IMPROVEMENT FUND	$ 1,518,955	$3,409,947	$ 2,569,607	$2,418,426	$ 1,117,600

STREET IMPROVEMENT FUND

EXPENDITURE SUMMARY

Expenditure Classification	Actual 2013-14	Actual 2014-15	Budgeted 2015-16	Estimate to 9/30	Budgeted 2016-17
Operating Expenditures	$ 653,262	$ 742,877	$ 639,826	$ 639,826	$ 730,840
Capital Outlay	805,693	1,531,404	908,600	908,600	377,000
Transfers	60,000	34,851	870,000	870,000	-
Reserves	-	1,100,815	151,181	-	9,760
Total Expenditures	$ 1,518,955	$ 3,409,947	$ 2,569,607	$ 2,418,426	$ 1,117,600

EXPENDITURES BY DIVISION/PROGRAM

Division / Program	Actual 2013-14	Actual 2014-15	Budgeted 2015-16	Estimate to 9/30	Budgeted 2016-17
Engineering Administration	$ 66,255	$ 94,524	$ 55,676	$ 55,676	$ 53,875
Stormwater Management	108,344	22,969	78,150	78,150	95,000
Sidewalks	65,682	47,950	447,504	447,504	70,000
Roadway Management	1,080,613	2,108,838	983,636	832,455	888,965
Traffic Management	138,061	-	134,641	134,641	-
Transfers	60,000	34,851	870,000	870,000	-
Reserves	-	1,100,815	-	-	9,760
Total Expenditures	$ 1,518,955	$ 3,409,947	$ 2,569,607	$ 2,418,426	$ 1,117,600

FUNDING SOURCE

Revenue	Engineering Administration	Stormwater Management	Sidewalks	Roadway Management	Total
Program Expenditure Budget	**$ 53,875**	**$ 95,000**	**$ 70,000**	**$ 888,965**	**$ 1,117,600**
Less: Revenues Generated					
Local Option Gas Tax	53,875	95,000	70,000	506,125	725,000
Municipal Gas Tax				210,000	210,000
Motor Fuel Tax Rebate				21,600	21,600
Transportation Impact Fees				50,000	50,000
County 1cent Gas Tax				105,000	105,000
Interest Earnings				6,000	6,000
Reserves				(9,760)	(9,760)
Net Unsupported Budget	$ -	$ -	$ -	$ -	$ -
% of Budget Supported by Program	100%	100%	100%	100%	100%

Fund:	**Account #:**
Street Improvement Fund	130-

CAPITAL OUTLAY SCHEDULE

CAPITAL OUTLAY SCHEDULE

PROGRAM/Item	Account #	Project #	Budgeted 2016-17
STORM SEWER PROJECTS			
Submersible Pump Replacement			$ 20,000
Wet Pond Rehabilitation	130-1721-541.63-17		25,000
Miscellaneous Stormwater Projects	130-1721-541.63-17	35-575	50,000
SIDEWALK PROJECTS			
Sidewalks, Ramps, Curbs & ADA Transition Plan	130-1723-541.63-13	34-659	50,000
ADA Compliance	130-1723-541.63-13	34-	20,000
STREETS PROJECTS			
Pavement Management Projects	130-1724-541.63-11		30,000
Misc Bicycle Projects	130-1724-541.63-14	BCYCLE	2,000
Pavement Management Projects	130-1724-541.63-11	33-PMP	150,000
Miscellaneous Pavement Marking/Signage	130-1724-541.63-11	33-500	30,000
		Total	$ 377,000

EXPENDITURE DETAIL

Expense Code	Expenditure Classification	Actual 2013-14	Actual 2014-15	Budgeted 2015-16	Estimate to 9/30	Budgeted 2016-17
	OPERATING EXPENDITURES					
31	Professional Services	$ -	$ -	$ 2,000	$ 2,000	$ -
34	Other Contractual Services	31,722	2,726	-	-	-
59	Other Operating Costs	621,540	740,151	637,826	637,826	730,840
	TOTAL OPERATING EXPENDITURES	653,262	742,877	639,826	639,826	730,840
	CAPITAL OUTLAY					
63	Improvements Other Than Buildings	805,693	1,531,404	908,600	908,600	377,000
	TOTAL CAPITAL OUTLAY	805,693	1,531,404	908,600	908,600	377,000
	TRANSFERS					
91	Transfers	60,000	34,851	870,000	870,000	-
	TOTAL TRANSFERS	60,000	34,851	870,000	870,000	-
	RESERVES					
99	Reserve for Contingency	-	1,100,815	151,181	-	9,760
	TOTAL RESERVES	-	1,100,815	151,181	-	9,760
	TOTAL FUND	$ 1,518,955	$ 3,409,947	$ 2,569,607	$ 2,418,426	$ 1,117,600

CITY OF

TEMPLE TERRACE

Amazing City. Since 1925.

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COMMUNITY INVESTMENT TAX FUND

REVENUES

Revenue Code	Revenue Classification	Actual 2013-14	Actual 2014-15	Budgeted 2015-16	Estimate to 9/30	Budgeted 2016-17
	SALES TAX					
312.10-00	Local Option Tax	$ 1,137,513	$ 1,189,512	$ 1,197,712	$ 1,197,712	$ 1,233,643
	TOTAL SALES TAXES	1,137,513	1,189,512	1,197,712	1,197,712	1,233,643
	INTEREST EARNINGS					
361.xx-xx	Interest Earnings	17,205	21,814	12,000	9,068	12,000
	TOTAL INTEREST EARNINGS	17,205	21,814	12,000	9,068	12,000
	MISCELLANEOUS REVENUE					
369.00-00	Miscellaneous Revenue	-	1,942	-	-	-
369.30-00	Other Miscellaneous Revenue	-	130	-	-	-
369.40-17	Other Miscellaneous Revenue	38	-	-	-	-
	TOTAL MISCELLANEOUS REVENUE	38	2,072	-	-	-
	TRANSFERS, RESERVES, & OTHER					
389.10-00	Appropriated Fund Balance	-	-	3,092,751	3,103,821	-
	TOTAL TRANSFERS, RESERVES, & OTHER	-	-	3,092,751	3,103,821	-
	TOTAL COMMUNITY INVESTMENT TAX FUND	$ 1,154,756	$ 1,213,398	$ 4,302,463	$ 4,310,601	$ 1,245,643

COMMUNITY INVESTMENT TAX FUND

EXPENDITURE SUMMARY

Expenditure Classification	Actual 2013-14	Actual 2014-15	Budgeted 2015-16	Estimate to 9/30	Budgeted 2016-17
Capital Outlay	$ 565,347	$ 748,240	$ 4,302,463	$ 4,310,601	$ 549,625
Reserves	589,409	465,158	-	-	696,018
Total Expenditures	$ 1,154,756	$ 1,213,398	$ 4,302,463	$ 4,310,601	$ 1,245,643

EXPENDITURES BY DIVISION/PROGRAM

Division / Program	Actual 2013-14	Actual 2014-15	Budgeted 2015-16	Estimate to 9/30	Budgeted 2016-17
Administration	$ -	$ -	$ 2,667,500	$ 2,667,500	$ -
Community Development	28,107	-	42,794	-	-
Police	330,766	50,448	291,264	291,264	299,625
Fire	82,394	387,834	860,000	911,732	190,000
Public Works	89,846	221,124	173,905	173,905	10,000
Parks and Recreation	34,234	88,834	217,000	216,200	50,000
Code Compliance	-	-	50,000	50,000	-
Reserves	589,409	465,158	-	-	696,018
Total Expenditures	$ 1,154,756	$ 1,213,398	$ 4,302,463	$ 4,310,601	$ 1,245,643

FUNDING SOURCE

Revenue	Public Safety	Parks & Recreation	Public Works	Total
Program Expenditure Budget	**$ 489,625**	**$ 50,000**	**$ 10,000**	**$ 549,625**
Less: Revenues Generated				
Community Investment Tax Revenue	478,935	48,908	9,782	1,233,643
Interest	10,690	1,092	218	12,000
Reserves	-	-	-	(696,018)
Net Unsupported Budget	$ -	$ -	$ -	$ -
% of Budget Supported by Program	100%	100%	100%	100%

Fund:	**Account #:**
Community Investment Tax Fund	160-

CAPITAL OUTLAY SCHEDULE

PROGRAM/Item	Account #	Project #	Budgeted 2016-17
POLICE			
In-Car Video Cameras	160-1421-521.64-99		34,850
ISD Vehicles	160-1431-521.64-11		51,933
Patrol Vehicles	160-1421-521.64-11		189,240
Administrative Vehicles	160-1411-521.64-11		23,602
FIRE			
MSA Packs	160-1521-522.64-99		190,000
PUBLIC WORKS			
Building Improvements	160-1719-519.62-41		10,000
CULTURE/RECREATION			
Riverhills Park Boardwalk Replacement	160-1891-572.63-26		50,000
		Total	$ 549,625

Fund:	**Account #:**
Community Investment Tax Fund	160-

EXPENDITURE DETAIL

Expense Code	Expenditure Classification	Actual 2013-14	Actual 2014-15	Budgeted 2015-16	Estimate to 9/30	Budgeted 2016-17
	CAPITAL OUTLAY					
62	Buildings and Improvements	$ 91,946	$ 152,163	$ 2,749,205	$ 2,748,405	$ 10,000
63	Improvements Other Than Buildings	-	22,936	73,794	31,000	50,000
64	Machinery and Equipment	473,401	573,141	1,479,464	1,531,196	489,625
	TOTAL CAPITAL OUTLAY	565,347	748,240	4,302,463	4,310,601	549,625
	RESERVES					
99	Reserve for Contingency	589,409	465,158	-	-	696,018
	TOTAL RESERVES	589,409	465,158	-	-	696,018
	TOTAL FUND	$ 1,154,756	$ 1,213,398	$ 4,302,463	$ 4,310,601	$ 1,245,643

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 TTRA has a Redevelopment Director; the Mayor and City Councilmembers serve as its chairperson and board of directors.

Current and Prior Year Accomplishments: In the fiscal year of 2016-2017 the City's redevelopment efforts will continue to building a strong working relationship with the Tampa Innovation Alliance, Hillsborough Tampa Economic Development Agency, local civic organizations, redevelopment area property owners/businesses and City leadership. The City will also develop a new zoning overlay, for properties throughout the redevelopment area, which will focus on a flexible/streamlined development process. Along with the above items the City will actively seeking development opportunities on City owned land and work with our private partners to forward development in throughout the Community Redevelopment Area (CRA). To strength these efforts the City will move forward with new economic development strategies to growth the Temple Terrace business environment.
The final site plan for the 20-acre site southeast of Bullard Parkway and 56th Street includes the construction of a mixed-use environment incorporating retail, residential, office, restaurant, and civic/cultural components. The aesthetics of the area have improved with the renovation of the Winn-Dixie Supermarket parcel.

Fiscal Year 2017 Highlights: The 2017 work plan will include the creation of new zoning for all properties within the CRA boundary in an effort to stimulate private sector development with the CRA. The City will actively move forward to begin new development on City owned land in the redevelopment area and strengthen the City's relationship with the Innovation Alliance, Hillsborough Tampa Economic Development Agency, local civic organizations, redevelopment area property owners and businesses, and City leadership. This will include active participation in the development of the Innovation Alliance's new master plan. A new citywide economic development strategy will also be developed that will include a new economic development webpage, marketing opportunities, and a City Council appointed economic advisory board. Redevelopment will continue to take the lead on the City's Community Development Block Grant program. The total appraised value of the CRA District increased by $2,114,368 from $73,148,461 to $75,262,835. The City has taken back control of approximately 20 acres, from Vlass Development, and is now moving forward with new redevelopment opportunities. This includes focusing on building a strong working relationship with the Tampa Innovation Alliance, Hillsborough Tampa Economic Development Agency, local civic organizations, redevelopment area property owners/businesses and City leadership. The City is also developing a new zoning overlay, for City owned properties, which will focus on a flexible/streamlined development process. Along with the above items a Request for Proposal (RFP) will be release in an effort to develop a strong public/private partnership for development in 2017.

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.

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 2017 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.

TAX INCREMENT FINANCING FUND

REVENUES

Revenue Code	Revenue Classification	Actual 2013-14	Actual 2014-15	Budgeted 2015-16	Estimate to 9/30	Budgeted 2016-17
	LOCAL SHARED REVENUES					
337.15-20	Ad Valorem Contribution - Hillsborough County	$ 26,432	$ 37,968	$ 33,552	$ 55,382	$ 66,896
337.15-22	Ad Valorem Contribution - Tampa Port Authority	848	1,093	1,024	1,498	1,692
	TOTAL AD VALOREM TAXES	27,280	39,061	34,576	56,880	68,588
	INTEREST EARNINGS					
361.xx-xx	Interest Earnings	172	168	-	387	-
	TOTAL INTEREST EARNINGS	172	168	-	387	-
	TRANSFERS, RESERVES, & OTHER					
	Transfer from General Fund	29,632	34,062	42,748	67,197	84,084
389.10-00	Appropriated Fund Balance	-	-	2,000	10,094	-
	TOTAL TRANSFERS, RESERVES, & OTHER	29,632	34,062	44,748	77,291	84,084
	TOTAL TAX INCREMENT FINANCING FUND	$ 57,084	$ 73,291	$ 79,324	$ 134,558	$ 152,672

EXPENDITURE SUMMARY

Division / Program	Actual 2013-14	Actual 2014-15	Budgeted 2015-16	Estimate to 9/30	Budgeted 2016-17
Administration	$ 56,011	$ 65,197	$ 79,324	$ 134,208	$ 152,497
Redevelopment	175	-	-	350	175
Reserves	898	8,094	-	-	-
Total Expenditures	$ 57,084	$ 73,291	$ 79,324	$ 134,558	$ 152,672

EXPENDITURES BY DIVISION/PROGRAM

Division / Program	Actual 2013-14	Actual 2014-15	Budgeted 2015-16	Estimate to 9/30	Budgeted 2016-17
Administration	$ 56,011	$ 65,197	$ 79,324	$ 134,208	$ 152,497
Redevelopment	175	-	-	350	175
Reserves	898	8,094	-	-	-
Total Expenditures	$ 57,084	$ 73,291	$ 79,324	$ 134,558	$ 152,672

Fund:	**Account #:**
Tax Increment Financing Fund	170-

EXPENDITURE DETAIL

Expense Code	Expenditure Classification	Actual 2013-14	Actual 2014-15	Budgeted 2015-16	Estimate to 9/30	Budgeted 2016-17
	OPERATING EXPENDITURES					
54	Books, Publications and Memberships	$ 175	$ -	$ -	$ 350	$ 175
	TOTAL OPERATING EXPENDITURES	175	-	-	350	175
	TRANSFERS					
91	Transfers	56,011	65,197	79,324	134,208	152,497
	TOTAL TRANSFERS	56,011	65,197	79,324	134,208	152,497
	RESERVES					
99	Reserve for Contingency	898	8,094	-	-	-
	TOTAL RESERVES	898	8,094	-	-	-
	TOTAL FUND	$ 57,084	$ 73,291	$ 79,324	$ 134,558	$ 152,672

DEBT SERVICE FUND

REVENUES

Fund: DEBT SERVICE FUND
Account # 210-0000-

Revenue Code	Revenue Classification	Actual 2013-14	Actual 2014-15	Budgeted 2015-16	Estimate to 9/30	Budgeted 2016-17
	INTEREST EARNINGS					
361.xx-xx	Interest Earnings	$ 3,030	$ 3,366	$ 3,500	$ 5,468	$ 2,700
	TOTAL INTEREST EARNINGS	3,030	3,366	3,500	5,468	2,700
	TRANSFERS, RESERVES, & OTHER					
369.31-00	Country Club Debt Reimbursement	136,362	249,340	15,000	111,196	-
381.01-00	From General Fund	680,685	310,498	1,073,698	953,570	1,014,885
381.13-00	From Gas Tax	60,000	34,851	870,000	870,000	-
381.17-00	From Tax Increment Financing Fund	56,011	65,197	79,324	134,208	152,497
382.12-00	Sanitation	121,824	-	-	-	-
384.10-00	Bank Loan	-	-	75,000	75,000	-
389.10-00	Appropriated Fund Balance	-	15,706	407,920	-	-
	TOTAL TRANSFERS, RESERVES, & OTHER	1,054,882	675,592	2,520,942	2,143,974	1,167,382
	TOTAL DEBT SERVICE FUND	$ 1,057,912	$ 678,958	$ 2,524,442	$ 2,149,442	$ 1,170,082

EXPENDITURE DETAIL

Expense Code	Expenditure Classification	Actual 2013-14	Actual 2014-15	Budgeted 2015-16	Estimate to 9/30	Budgeted 2016-17
	DEBT SERVICE					
	Debt Service - Principal					
7101	2001 Series	$ 270,000	$ -	$ -	$ -	$ -
7108	2009 Series Redevelopment	-	-	-	-	-
7131	2005 Series Country Club	137,181	144,657	152,541	152,541	160,855
7132	2015 Series - Settlement	-	-	1,170,000	870,000	310,000
	TOTAL DEBT SERVICE - PRINCIPAL	407,181	144,657	1,322,541	1,022,541	470,855
	Debt Service - Interest					
7201	2001 Series	8,323	-	-	-	-
7208	Redevelopment Series	284,517	279,853	568,753	568,753	562,402
7213	2010 Regions	-	-	-	-	-
7231	2005 Series Country Club	122,129	114,631	110,731	110,731	98,475
7232	2015 Series - Settlement	-	12,587	47,200	47,200	38,350
	TOTAL DEBT SERVICE - INTEREST	414,969	407,071	726,684	726,684	699,227
73	Other Debt Service Costs	887	80,599	75,000	-	-
	TOTAL DEBT SERVICE	823,037	632,327	2,124,225	1,749,225	1,170,082
	TRANSFERS					
91	Transfers	-	-	400,217	400,217	-
	TOTAL TRANSFERS	-	-	400,217	400,217	-
	RESERVES					
99	Reserve for Contingency	234,875	46,631	-	-	-
	TOTAL RESERVES	234,875	46,631	-	-	-
	TOTAL FUND	$ 1,057,912	$ 678,958	$ 2,524,442	$ 2,149,442	$ 1,170,082

WATER & SEWER UTILITY FUND

REVENUES

Fund: **WATER & SEWER UTILITY FUND**
Account # 410-0000-

Revenue Code	Revenue Classification	Actual 2013-14	Actual 2014-15	Budgeted 2015-16	Estimate to 9/30	Budgeted 2016-17
	PHYSICAL ENVIRONMENT REVENUES					
343.31-11	Water Sales - Domestic	$ 2,562,741	$ 2,669,253	$ 2,710,072	$ 2,710,072	$ 2,826,605
343.31-21	Water Sales - Irrigation	768,256	699,523	787,500	787,500	821,363
343.31-31	Meter Installations	8,630	8,726	5,000	8,025	7,500
343.31-41	Fire Hydrant Rentals	17,351	17,389	17,000	17,000	17,000
343.51-11	Sewer Sales	6,651,687	6,882,183	6,962,803	6,962,803	7,262,203
343.51-31	Sewer Connections	1,250	750	1,000	1,250	1,000
343.65-11	Late Payment Penalties	137,081	131,992	140,000	140,000	140,000
343.65-12	Service Charges	56,368	57,914	56,000	56,000	40,000
343.65-13	Returned Check Charges	3,350	3,925	3,900	3,900	3,500
343.65-99	Miscellaneous	3,254	1,322	-	285	-
	TOTAL PHYSICAL ENVIRONMENT	10,209,968	10,472,977	10,683,275	10,686,835	11,119,171
	INTEREST EARNINGS					
361.xx-xx	Interest Earnings	13,460	16,911	18,500	18,500	15,000
	TOTAL INTEREST EARNINGS	13,460	16,911	18,500	18,500	15,000
	MISCELLANEOUS REVENUES					
364.41-00	Surplus Equipment	-	15,695	-	-	-
364.49-00	Gain/Loss on Sale of Assets	1,939	-	-	-	-
365.10-00	Scrap Sales	-	6,502	-	1,693	-
369.30-00	Refund of Prior Year Expenditures	(164)	(922)	-	(620)	-
369.40-17	Discounts Taken	12	64	-	25	-
369.95-00	Billed Deposits	(56)	15	-	(52)	-
	TOTAL MISCELLANEOUS REVENUES	1,731	21,354	-	1,046	-
	TRANSFERS, RESERVES, & OTHER					
382.20-16	Billing Allocation from Sanitation Fund	82,320	89,280	113,928	113,928	112,356
389.10-00	Appropriated Balance	278,172	-	919,589	1,189,973	13,337
	TOTAL TRANSFERS, RESERVES, & OTHER	360,492	89,280	1,033,517	1,303,901	125,693
	TOTAL GROSS REVENUE FUND	$ 10,585,651	$ 10,600,522	$ 11,735,292	$ 12,010,282	$ 11,259,864

WATER & SEWER UTILITY FUND

EXPENDITURE SUMMARY

Expenditure Classification	Actual 2013-14	Actual 2014-15	Budgeted 2015-16	Estimate to 9/30	Budgeted 2016-17
Personal Services	$ 1,557,036	$ 1,427,566	$ 1,923,303	$ 1,920,887	$ 1,915,574
Operating Expenditures	7,710,541	8,221,784	7,117,715	7,398,121	7,196,824
Capital Outlay	-	-	1,451,510	1,448,510	785,800
Debt Service	1,209	1,254	1,000	1,000	1,000
Transfers	1,316,865	1,334,957	1,241,764	1,241,764	860,964
Reserves	-	(385,039)	-	-	499,702
Total Expenditures	$10,585,651	$10,600,522	$11,735,292	$12,010,282	$11,259,864

EXPENDITURE COMPARISONS

Expenditure Classification	Budgeted 2015-16	Budgeted 2016-17	Dollar Change	Percentage Change
Personal Services	$ 1,923,303	$ 1,915,574	$ (7,729)	-0.4%
Operating Expenditures	7,117,715	7,196,824	79,109	1.1%
Capital Outlay	1,451,510	785,800	(665,710)	-45.9%
Debt Service	1,000	1,000	-	0.0%
Transfers	1,241,764	860,964	(380,800)	-30.7%
Reserves	-	499,702	499,702	100.0%
Total Expenditures	$11,735,292	$11,259,864	$ (475,428)	-4.1%

EXPENDITURE BY DIVISION/PROGRAM

Division / Program	Actual 2013-14	Actual 2014-15	Budgeted 2015-16	Estimate to 9/30	Budgeted 2016-17
Utility Billing	$ 392,293	$ 361,167	$ 1,039,364	$ 1,064,426	$ 548,386
Meter Reading	152,635	150,297	163,918	164,909	223,007
Non-Departmental	1,316,865	1,334,957	1,241,764	1,241,764	860,964
Water Supply & Treatment	1,628,913	1,688,866	1,610,459	1,608,842	1,606,073
Distribution System Maintenance	952,479	993,797	1,704,679	1,690,852	1,246,415
Collection System Maintenance	6,142,466	6,456,477	5,975,108	6,239,489	6,275,317
Reserves	-	(385,039)	-	-	499,702
Total Expenditures	$10,585,651	$10,600,522	$11,735,292	$12,010,282	$11,259,864

WATER & SEWER UTILITY FUND

Expenditure Summary by Category and Element

Element Code	Expenditure Classification	Actual 2013-14	Actual 2014-15	Budgeted 2015-16	Estimate to 9/30	Budgeted 2016-17
	PERSONAL SERVICES					
12	Salaries and Wages	$ 1,048,318	$ 1,126,431	$ 1,281,983	$ 1,296,983	$ 1,303,879
14	Overtime	86,158	87,518	111,651	94,235	50,459
21	Payroll Taxes	85,357	91,147	104,883	104,883	111,968
22	Retirement Contributions	99,010	92,867	124,330	124,330	136,037
23	Life and Health Insurance	210,172	(1,911)	264,039	264,039	278,301
24	Workers' Compensation Insurance	28,021	31,514	36,417	36,417	34,930
	TOTAL PERSONAL SERVICES	1,557,036	1,427,566	1,923,303	1,920,887	1,915,574
	OPERATING EXPENDITURES					
31	Professional Services	861	26,938	36,800	36,858	21,000
34	Other Contractual Services	3,932,365	4,312,737	3,982,846	4,262,024	4,076,031
40	Travel and Per Diem	1,763	380	5,032	5,650	4,400
41	Communication Services	19,625	19,893	23,248	23,298	17,831
42	Transportation	36,866	37,856	38,190	39,057	41,500
43	Utility Services	305,726	310,707	369,050	366,965	341,000
44	Rentals and Leases	252,131	252,420	277,308	277,308	300,156
45	Insurance	157,352	152,133	215,480	215,479	249,957
46	Repair and Maintenance Services	337,977	433,754	408,813	409,583	447,283
47	Printing and Binding	15,456	15,661	17,095	17,095	18,500
49	Other Current Charges	5,459	5,400	10,035	9,560	8,560
51	Office Supplies	5,037	7,099	12,500	12,500	9,000
52	Operating Supplies	353,049	359,673	376,564	374,714	376,867
53	Road Materials and Supplies	635	907	63,000	63,000	38,000
54	Books, Publications and Memberships	465	794	1,585	1,585	1,365
59	Other Operating Costs	2,285,774	2,285,432	1,280,169	1,283,445	1,245,374
	TOTAL OPERATING EXPENDITURES	7,710,541	8,221,784	7,117,715	7,398,121	7,196,824
	CAPITAL OUTLAY					
62	Buildings and Improvements	-	-	592,021	592,021	15,000
63	Improvements Other Than Buildings	-	-	658,500	658,500	206,500
64	Machinery and Equipment	-	-	200,989	197,989	564,300
	TOTAL CAPITAL OUTLAY	-	-	1,451,510	1,448,510	785,800
	DEBT SERVICE					
72	Debt Service - Interest	1,209	1,254	1,000	1,000	1,000
	TOTAL DEBT SERVICE	1,209	1,254	1,000	1,000	1,000
	TRANSFERS					
91	Transfers	1,316,865	1,334,957	1,241,764	1,241,764	860,964
	TOTAL TRANSFERS	1,316,865	1,334,957	1,241,764	1,241,764	860,964
	RESERVES					
99	Reserve for Contingency	-	(385,039)	-	-	499,702
	TOTAL RESERVES	-	(385,039)	-	-	499,702
	TOTAL WATER & SEWER UTILITY FUND	$10,585,651	$10,600,522	$11,735,292	$12,010,282	$11,259,864

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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 2017and 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.

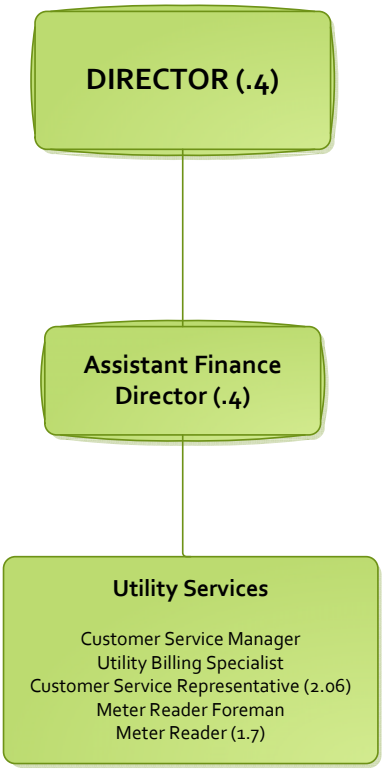
Current and Prior Year Accomplishments: The Department has updated utility rates and fees; participated in Citywide website update, assisted with online recreation services, and implemented Click-to-Gov online bill pay and e-check system. The department efficiently serves the customers from the first floor of City Hall. Since implementation of online bill pay in January 2012, approximately 5400 customers have signed up to participate, and 48% of payments are received electronically.

Fiscal Year 2017 Highlights: Fiscal Year 2017 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. A new web online payment system will greatly increase payment options, types of payments and present a much more user friendly experience. In the last few years, 68% 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.


DIRECTOR (.4)
Assistant Finance Director (.4)
Utility Services
Customer Service Manager
Utility Billing Specialist
Customer Service Representative (2.06)
Meter Reader Foreman
Meter Reader (1.7)

Fund:	**Department:**
Water & Sewer Utility Fund	Utility Services

PERSONNEL SUMMARY

Schedule of Budgeted Positions: Full-Time Equivalents

Position Title	Pay Grade	13-14	14-15	15-16	16-17
Finance Director	-	0.40	0.40	0.40	0.40
Assistant Finance Director	30	0.00	0.00	0.40	0.40
TOTAL		0.40	0.40	0.80	0.80
Utility Billing					
Customer Service Manager	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		4.06	4.06	4.06	4.06
Meter Reading					
Meter Reader Foreman	19	1.00	1.00	1.00	1.00
Meter Reader	10	1.70	1.70	1.70	1.70
TOTAL		2.70	2.70	2.70	2.70
DEPARTMENT TOTAL		7.16	7.16	7.56	7.56

FINANCE-UTILITY SERVICES

EXPENDITURE SUMMARY

Expenditure Classification	Actual 2013-14	Actual 2014-15	Budgeted 2015-16	Estimate to 9/30	Budgeted 2016-17
Personal Services	$ 355,769	$ 299,183	$ 410,134	$ 411,125	$ 454,998
Operating Expenditures	187,950	211,027	200,127	225,189	252,695
Capital Outlay	-	-	592,021	592,021	62,700
Debt Service	1,209	1,254	1,000	1,000	1,000
Transfers	1,316,865	1,334,957	1,241,764	1,241,764	860,964
Reserves	-	(65,457)	-	-	486,365
Total Expenditures	$ 1,861,793	$1,780,964	$ 2,445,046	$ 2,471,099	$ 2,118,722

EXPENDITURES BY DIVISION/PROGRAM

Division / Program	Actual 2013-14	Actual 2014-15	Budgeted 2015-16	Estimate to 9/30	Budgeted 2016-17
Utility Billing	$ 392,293	$ 361,167	$ 1,039,364	$ 1,064,426	$ 548,386
Meter Reading	152,635	150,297	163,918	164,909	223,007
Non-Departmental	1,316,865	1,334,957	1,241,764	1,241,764	860,964
Reserves	-	(65,457)	-	-	486,365
Total Expenditures	$ 1,861,793	$1,780,964	$ 2,445,046	$ 2,471,099	$ 2,118,722

FUNDING SOURCE

Revenue	Billing & Collections	Meter Reading	Non Departmental	Reserves
Program Expenditure Budget	**$ 548,386**	**$223,007**	**$ 860,964**	**$ 486,365**
Less: Revenues Generated				
Penalties	140,000			
Service Charges		40,000		
Returned Check Charges	3,500			
Miscellaneous Services	-			
Net Unsupported Budget	$ 404,886	$183,007	$ 860,964	$ 486,365
% of Budget Supported by Program	26%	18%	0%	0%

Fund:	Department:	Account #:
Water & Sewer Utility Fund	Finance-Utility Services	410-1200

EXPENDITURE DETAIL

Expense Code	Expenditure Classification	Actual 2013-14	Actual 2014-15	Budgeted 2015-16	Estimate to 9/30	Budgeted 2016-17
	PERSONAL SERVICES					
12	Salaries and Wages	$ 263,465	$ 267,367	$ 309,234	$ 309,234	$ 326,629
14	Overtime	2,084	982	2,035	3,026	5,375
21	Payroll Taxes	19,082	19,321	21,559	21,559	28,973
22	Retirement Contributions	20,114	8,893	24,549	24,549	31,440
23	Life and Health Insurance	48,071	(510)	49,518	49,518	59,137
24	Workers' Compensation Insurance	2,953	3,130	3,239	3,239	3,444
	TOTAL PERSONAL SERVICES	355,769	299,183	410,134	411,125	454,998
	OPERATING EXPENDITURES					
31	Professional Services	50	-	-	58	100
34	Other Contractual Services	31,289	44,939	30,125	50,135	50,535
40	Travel and Per Diem	640	-	532	1,150	1,200
41	Communication Services	2,358	2,338	2,200	2,300	2,280
42	Transportation	36,799	37,506	36,760	37,760	40,500
44	Rentals and Leases	23,443	23,472	24,572	24,572	33,992
45	Insurance	889	1,055	1,149	1,149	1,252
46	Repair and Maintenance Services	5,365	6,263	9,807	9,807	6,795
47	Printing and Binding	13,844	14,657	13,845	13,845	16,700
49	Other Current Charges	5	94	20	20	20
51	Office Supplies	861	797	1,700	1,700	1,500
52	Operating Supplies	8,315	6,332	5,881	5,881	11,692
54	Books, Publications and Memberships	-	-	45	45	100
59	Other Operating Costs	64,092	73,574	73,491	76,767	86,029
	TOTAL OPERATING EXPENDITURES	187,950	211,027	200,127	225,189	252,695
	CAPITAL OUTLAY					
62	Buildings and Improvements	-	-	592,021	592,021	15,000
64	Machinery and Equipment	-	-	-	-	47,700
	TOTAL CAPITAL OUTLAY	-	-	592,021	592,021	62,700
	DEBT SERVICE					
72	Debt Service - Interest	1,209	1,254	1,000	1,000	1,000
	TOTAL DEBT SERVICE	1,209	1,254	1,000	1,000	1,000
	TRANSFERS					
91	Transfers	1,316,865	1,334,957	1,241,764	1,241,764	860,964
	TOTAL TRANSFERS	1,316,865	1,334,957	1,241,764	1,241,764	860,964
	RESERVES					
99	Reserve for Contingency	-	(65,457)	-	-	486,365
	TOTAL RESERVES	-	(65,457)	-	-	486,365
	TOTAL DEPARTMENT	$1,861,793	$1,780,964	$ 2,445,046	$ 2,471,099	$ 2,118,722

Program:	Account #:	Department:
Customer Service	410-1220-536.	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 2013-14	Actual 2014-15	Estimated 2015-16	Recommended 2016-17
OPERATING COST OF PROGRAM:	$ 392,293	$ 361,167	$ 472,405	$ 548,386
FULL TIME EQUIVALENT EMPLOYEES	4.46	4.46	4.86	4.86
DEMAND:				
Total payment receipts	87,000	90,000	90,000	88,000
Electronic payments	34,000	36,050	38,000	41,000
Dollar volume of receipts	$ 17,000,000	$ 20,000,000	$ 21,000,000	$ 20,500,000
Actual water connections	10,030	10,055	10,065	10,075
Actual sewer connections	7,025	7,055	7,100	7,100
Utility bills issued	87,000	86,000	86,500	88,000
WORKLOAD:				
Receipts	$ 87,000	$ 85,000	$ 90,000	$ 88,000
Utility liens filed	25	12	15	25
Service charges - utilities	$ 15,000,000	$ 15,000,000	$ 16,000,000	$ 16,000,000
Dollar volume of receipts	$ 17,000,000	$ 20,000,000	$ 21,000,000	$ 21,000,000
Customers:				
Water	6,675	6,700	6,750	6,700
Sewer	6,430	6,450	6,500	6,600
Irrigation	3,050	3,100	3,200	3,200
Garbage	5,590	5,600	5,700	5,400
Click 2 Gov customers	3,590	3,990	4,200	5,000
PRODUCTIVITY:				
Cost per invoice/bill	$ 4.51	$ 4.20	$ 5.46	$ 6.23
Cost per customer (water)	$ 58.77	$ 53.91	$ 69.99	$ 81.85
Utility liens collected/released	20	18	15	15
EFFECTIVENESS:				
Percentage of payments which are electronic	39%	40%	42%	47%
Bad debt write-offs (utilities)	5,000	5,000	10,000	10,000
Frequency of cash over/short	10	10	10	10
Annual dollar amount of cash over/short	$ 5	$ (10)	$ 10	$ 10
Daily transactions processed within current day	100%	100%	100%	100%
Write-off as a percentage of revenue	0.03%	0.03%	0.06%	0.06%
Percentage of Click 2 Gov vs total customers	50%	56%	58%	68%

Program:	Account #:	Department:
Meter Reading	410-1250-536.	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 2013-14	Actual 2014-15	Estimated 2015-16	Recommended 2016-17
OPERATING COST OF PROGRAM:	$ 152,635	$ 150,297	$ 164,909	$ 223,007
FULL TIME EQUIVALENT EMPLOYEES	2.70	2.70	2.70	2.70
DEMAND:				
Meters in system	10,050	10,050	10,100	10,100
Radio-read meters system	6,244	6,700	7,500	7,700
Rereads	350	400	200	300
Misreads	30	25	20	15
Meters read annually	120,600	120,600	121,200	118,000
Work orders requested	5,000	5,500	5,000	5,000
Meter boxes in system	10,050	10,100	10,100	10,250
WORKLOAD:				
New radio read meters installed	1,000	500	1,000	300
Rereads	350	400	200	100
Misreads	30	25	20	24
Turn offs processed	1,300	1,100	1,000	1,250
Meters read annually	120,600	120,600	121,200	120,000
Service orders processed	5,000	5,500	5,000	4,800
Meter reading hours spent	2,000	1,750	1,500	1,500
Delinquent account hours	650	550	500	600
PRODUCTIVITY:				
Cost per meter read	$ 1.27	$ 1.25	$ 1.36	$ 1.89
Average meters read per hour	60.3	68.9	80.8	80.0
Average meters read per person per day	302	345	404	400
Delinquent accounts processed per month	108	92	83	104
EFFECTIVENESS:				
Percent read cycles completed on time	100%	100%	100%	100%
Percent of rereads	0.29%	0.33%	0.17%	0.08%
Percent of work order completed on requested date	100%	100%	100%	100%
Requests fulfilled in one day	100%	100%	100%	100%
Percent of radio-read meters installed	62%	67%	74%	76%

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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 1.2 billion gallons of water were pumped and treated last year with an average daily flow of 3.3 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 31,000 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 15 manhole restorations
- Completed rebuilding of 6 wastewater pumps for lift stations.
- Completed rebuilding of Transfer Pump #2 and High Service Pump #2
- Completed rebuilding of 301 Ball Park lift station #2
- Completed Wastewater Master Plan.
- Completed phase one of the Whiteway Water Treatment Plant painting and rehabilitation project.
- Completed the Whiteway filter control project.
- Completed new water mains in the South Riverhills area.
- Installed 7,500 automated meter reading meters /devices since the program's inception.
- Organized a multi-agency reclaimed water master plan study.

Fiscal Year 2017 Highlights:

- Continue to evaluate alternative opportunities for wastewater treatment.
- Compliance on Hillsborough County Health Department inspections and regulations.
- Completed Filter media replacement project at the Whiteway Water Treatment Plant.
- Continue the Whiteway Water Treatment Plant painting and rehabilitation project.
- Continue the in-house automatic meter reading device installation project by adding 1,000 meter replacements.
- Design of the West Riverhills/Grandview water main improvements project.
- Design of the Chinaberry water pumping station 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: In the Strategic plan of 2014, the Water and Sewer department supports and are directly involved in Goal # 4 everyday, in its daily operations of continued services. This goal to "support and enhance a high quality of life for our residents and customers by providing sustainable, environmentally–sensitive, cost–effective infrastructure and services to promote public health, personal safety, transportation, economic growth, and civic vitality". 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:	**Department:**
Water & Sewer Utility Fund	Water & Sewer

PERSONNEL SUMMARY

Schedule of Budgeted Positions: Full-Time Equivalents

Position Title	Pay Grade	13-14	14-15	15-16	16-17
Water:					
Deputy Public Works Director	30	0.65	0.65	0.70	0.70
Chief Plant Operator	22	1.00	1.00	1.00	1.00
Cross Connection Control Specialist	17	0.00	0.00	0.00	1.00
Distribution Foreman	22	0.90	0.90	1.00	1.00
Inventory Control Specialist	19	0.00	0.80	0.80	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	2.00	2.00
Utility Service Technician II	15	1.00	1.00	1.00	1.00
Utility Maintenance I	13	3.00	3.00	4.00	4.00
TOTAL		14.55	15.35	17.50	18.50
Sewer:					
Deputy Public Works Director	30	0.30	0.30	0.30	0.30
Sewer Maintenance Foreman	22	1.00	1.00	1.00	1.00
Inventory Control Specialist	19	0.00	0.20	0.20	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	5.00	5.00	5.00	5.00
Utility Maintenance I	13	1.00	1.00	1.00	0.00
TOTAL		9.30	9.50	9.50	8.50
DEPARTMENT TOTAL		23.85	24.85	27.00	27.00

PUBLIC WORKS – WATER & SEWER

EXPENDITURE SUMMARY

Expenditure Classification	Actual 2013-14	Actual 2014-15	Budgeted 2015-16	Estimate to 9/30	Budgeted 2016-17
Personal Services	$1,201,267	$ 1,128,383	$ 1,513,169	$ 1,509,762	$ 1,460,576
Operating Expenditures	7,522,591	8,010,757	6,917,588	7,172,932	6,944,129
Capital Outlay	-	-	859,489	856,489	723,100
Reserves	-	(319,582)	-	-	-
Total Expenditures	$8,723,858	$ 8,819,558	$ 9,290,246	$ 9,539,183	$ 9,127,805

EXPENDITURES BY DIVISION/PROGRAM

Division / Program	Actual 2013-14	Actual 2014-15	Budgeted 2015-16	Estimate to 9/30	Budgeted 2016-17
Water Supply & Treatment	$1,628,903	$ 1,688,866	$ 1,610,459	$ 1,608,842	$ 1,606,073
Distribution System Maintenance	952,462	993,797	1,704,679	1,690,852	1,246,415
Reserves	-	(319,582)	-	-	-
Collection System Maintenance	6,142,493	6,456,477	5,975,108	6,239,489	6,275,317
Total Expenditures	$8,723,858	$ 8,819,558	$ 9,290,246	$ 9,539,183	$ 9,127,805

FUNDING SOURCE

Revenue	Water Supply & Treatment	Distribution System Maintenance	Collection System Maintenance	Total
Program Expenditure Budget	**$ 1,606,073**	**$ 1,246,415**	**$ 6,275,317**	**$ 9,127,805**
Less: Revenue Generated				
Water revenue	1,580,190	1,246,415		2,826,605
Irrigation Revenue	821,363			821,363
Water Connection Fees	7,500			7,500
Sewer Revenue			7,262,203	7,262,203
Sewer Connection Fees			1,000	1,000
Fire Hydrant Rental	17,000			17,000
Net Unsupported Budget	$ (802,980)	$ 1,246,415	$ (987,886)	$ (1,807,866)
% of Budget Supported by Program	150%	0%	116%	120%

Fund:	Department:	Account#:
Water & Sewer Utility Fund	Public Works	410-1900

CAPITAL OUTLAY SCHEDULE

PROGRAM/Item	Account #	Project #	Budgeted 2016-17
WATER UTILITY EQUIPMENT			
PW Water/Sewer Laptops (2)	410-1922-533.64-23		$ 9,800
PW Senior Staff Laptops (7)	410-1931-535.64-23		2,800
Two-Ton Utility Truck with Crane	410-1922-533.64-12		105,000
Valve Exerciser	410-1922-533.64-99		4,000
DISTRIBUTION SYSTEM			
St Augusting Water Main Improvements	410-1922-533.63-32		206,500
SEWER UTILITY			
Trailer mounted pump with controls for lift	410-1931-535.64-12		45,000
Jet-vac truck	410-1931-535.64-12		350,000
			$ 723,100

Fund:	**Department:**
Water & Sewer Utility Fund	Public Works

EXPENDITURE DETAIL

Expense Code	Expenditure Classification	Actual 2013-14	Actual 2014-15	Budgeted 2015-16	Estimate to 9/30	Budgeted 2016-17
	PERSONAL SERVICES					
12	Salaries and Wages	$ 784,853	$ 859,064	$ 972,749	$ 987,749	$ 977,250
14	Overtime	84,074	86,536	109,616	91,209	45,084
21	Payroll Taxes	66,275	71,826	83,324	83,324	82,995
22	Retirement Contributions	78,896	83,974	99,781	99,781	104,597
23	Life and Health Insurance	162,101	(1,401)	214,521	214,521	219,164
24	Workers' Compensation Insurance	25,068	28,384	33,178	33,178	31,486
	TOTAL PERSONAL SERVICES	1,201,267	1,128,383	1,513,169	1,509,762	1,460,576
	OPERATING EXPENDITURES					
31	Professional Services	811	26,938	36,800	36,800	20,900
34	Other Contractual Services	3,901,076	4,267,798	3,952,721	4,211,889	4,025,496
40	Travel and Per Diem	1,123	380	4,500	4,500	3,200
41	Communication Services	17,267	17,555	21,048	20,998	15,551
42	Transportation	67	350	1,430	1,297	1,000
43	Utility Services	305,726	310,707	369,050	366,965	341,000
44	Rentals and Leases	228,688	228,948	252,736	252,736	266,164
45	Insurance	156,463	151,078	214,331	214,330	248,705
46	Repair and Maintenance Services	332,612	427,491	399,006	399,776	440,488
47	Printing and Binding	1,612	1,004	3,250	3,250	1,800
49	Other Current Charges	5,454	5,306	10,015	9,540	8,540
51	Office Supplies	4,176	6,302	10,800	10,800	7,500
52	Operating Supplies	344,734	353,341	370,683	368,833	365,175
53	Road Materials and Supplies	635	907	63,000	63,000	38,000
54	Books, Publications and Memberships	465	794	1,540	1,540	1,265
59	Other Operating Costs	2,221,682	2,211,858	1,206,678	1,206,678	1,159,345
	TOTAL OPERATING EXPENDITURES	7,522,591	8,010,757	6,917,588	7,172,932	6,944,129
	CAPITAL OUTLAY					
63	Improvements Other Than Buildings	-	-	658,500	658,500	206,500
64	Machinery and Equipment	-	-	200,989	197,989	516,600
	TOTAL CAPITAL OUTLAY	-	-	859,489	856,489	723,100
	RESERVES					
99	Reserve for Contingency	-	(319,582)	-	-	-
	TOTAL RESERVES	-	(319,582)	-	-	-
	TOTAL DEPARTMENT	$ 8,723,858	$ 8,819,558	$ 9,290,246	$9,539,183	$9,127,805

Program:	Account #:	Department:
Water Supply Treatment & Pumping	410-1921-533.	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 2013-14	Actual 2014-15	Estimated 2015-16	Recommended 2016-17
OPERATING COST OF PROGRAM:	$ 1,628,903	$ 1,688,866	$ 1,608,842	$ 1,606,073
FULL TIME EQUIVALENT EMPLOYEES	8.30	8.70	8.70	8.70
DEMAND:				
Wells	13	13	13	13
Connections	10,050	10,052	10,100	10,150
Service area population (by SWFWMD)	31,264	31,087	32,000	32,200
WORKLOAD:				
Millions of gallons of raw water pumped	1,239	1,272	1,350	1,375
Millions of gallons treated to be billed	1,131	1,162	1,230	1,275
Actual peak demand in MG	4.146	5.000	4.800	5.000
Water samples collected - Outside	769	764	775	780
Water samples collected - Inside	89,777	95,462	92,200	93,000
Water quality service requests	14	15	25	25
Water supply service requests	71	58	75	100
PRODUCTIVITY:				
Cost per thousand gallons pumped	$ 1.31	$ 1.33	$ 1.19	$ 1.17
Average monthly cost per person	$ 4.34	$ 4.53	$ 4.19	$ 4.16
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	34%	35%	37%	39%
System capability to actual peak day demand	218%	181%	188%	181%
Gallons per capita per day	99	102	105	108
Gallons per day per person	99.1	102.4	105.3	108.5

** Based on adopted levels of service (LOS) in our Comprehensive Plan.*

Program:	Account #:	Department:
Distribution System Maintenance	410-1922-533.	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 2013-14	Actual 2014-15	Estimated 2015-16	Recommended 2016-17
OPERATING COST OF PROGRAM:	$ 952,462	$ 993,797	$ 990,252	$ 921,115
FULL TIME EQUIVALENT EMPLOYEES	6.25	6.65	8.80	8.80
DEMAND:				
Miles of water mains	123.50	123.50	123.75	123.75
Fire hydrants	865	865	865	870
Valves	2,080	2,080	2,085	2,090
Small meters (5/8", 3/4", and 1")	9,660	9,675	9,683	9,730
Intermediate meters (1.5" and 2")	325	325	325	325
Large meters (3" and larger)	45	45	45	45
Backflow preventers	90	90	90	90
connections	10,050	10,052	10,052	10,100
Number of service requests	2,500	2,500	2,500	2,500
Total number of meters to be changed out	1,400	1,000	1,000	1,000
Total number of sunshine line locates to be done	2,500	2,500	2,500	2,500
Service area population (by SWFWMD)	31,264	31,087	32,000	32,200
WORKLOAD:				
Valves exercised	35	75	100	100
Small meters tested *	25	25	25	25
Intermediate meters tested *	25	25	25	25
Large meters tested	32	38	45	45
Water audits completed	100	100	100	100
Backflow preventers tested	90	90	90	90
Number of service requests completed	1,998	1,442	2,000	2,250
Total number of new meters installed and/or replaced	1,240	935	1,000	1,000
Fire hydrants replaced	10	10	10	10
Valves replaced	15	15	22	15
Fire hydrant reconditioned/tested	865	865	865	865
Number of sunshine line locates	2,186	3,138	3,005	2,500
PRODUCTIVITY:				
Cost per person per month	$ 2.54	$ 2.66	$ 2.58	$ 2.38
EFFECTIVENESS:				
Percent of valves exercised	2%	4%	5%	5%
Percent of small meters tested*	0%	0%	0%	0%
Percent of intermediate meters tested *	8%	8%	8%	8%
Percent of large meters tested	71%	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	80%	58%	80%	90%
Gallons per day per equivalent connection	99.1	102.4	105.3	108.5

** With the in-house AMR program to replace all meters within 10 years, testing percentages decreased.*

Program:	Account #:	Department:
Collection System Maintenance	410-1931-533.	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 2013-14	Actual 2014-15	Estimated 2015-16	Recommended 2016-17
OPERATING COST OF PROGRAM:	$ 6,142,493	$ 6,456,477	$ 6,083,600	$ 5,877,517
FULL TIME EQUIVALENT EMPLOYEES	9.30	9.50	9.50	9.50
DEMAND:				
Manholes	1,935	1,935	1,935	1,935
Critical manholes	25	25	25	25
Feet of force main	152,950	152,950	152,950	152,950
Feet of gravity main	347,450	347,450	347,450	347,450
Grease traps	45	78	78	78
Millions of gallons of wastewater to be pumped*	725	726	730	725
Sewer connections	7,050	7,053	7,055	7,075
Lift stations	30	30	30	30
Miles of sewer main	94.78	94.78	94.78	94.78
Service requests and work orders	200	200	200	200
Service area population (by SWFWMD)	31,264	31,087	32,000	32,200
WORKLOAD:				
Manholes inspected	1,557	1,200	950	1,000
Critical manhole inspections	485	350	385	350
Feet of sewer main "TV'd"	18,450	7,852	3,560	5,000
Semi - annual grease trap inspections made	141	155	160	160
Service requests completed in three days	193	210	225	200
Lift Station inspections made	5,405	5,410	5,420	5,400
Number of sunshine line locates	2,186	3,138	3,005	2,500
PRODUCTIVITY:				
Cost per month per person	$ 16.37	$ 17.31	$ 15.84	$ 15.21
EFFECTIVENESS:				
Percent of annual manhole inspections completed	80%	62%	49%	52%
Percent of quarterly inspections of critical manholes completed	81%	58%	64%	58%
Percent of sewer main "TV'd"	5.3%	2.3%	1.0%	1.4%
Percent of grease trap inspections completed	157%	99%	103%	103%
Percent of lift stations inspections completed	100%	100%	100%	100%
Percent of service requests completed in three days	97%	105%	113%	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 2013-14	Actual 2014-15	Budgeted 2015-16	Estimate to 9/30	Budgeted 2016-17
	INTEREST EARNINGS					
361.xx-xx	Interest Earnings	$ 9,516	$ 9,375	$ 13,500	$ 13,500	$ 9,000
	TOTAL INTEREST EARNINGS	9,516	9,375	13,500	13,500	9,000
	TRANSFERS, RESERVES, & OTHER					
381.41-00	Transfer from Water/Sewer Utility Fund	806,902	822,664	323,511	323,511	330,127
	TOTAL TRANSFERS, RESERVES, & OTHER	806,902	822,664	323,511	323,511	330,127
389.10-00	Appropriated Balance	565	-	-	-	-
	TOTAL WATER & SEWER DEBT SERVICE	$ 816,983	$ 832,039	$ 337,011	$ 337,011	$ 339,127

EXPENDITURE DETAIL

Expense Code	Expenditure Classification	Actual 2013-14	Actual 2014-15	Budgeted 2015-16	Estimate to 9/30	Budgeted 2016-17
	DEBT SERVICE					
71	Debt Service - Principal	$ 735,000	$ -	$ 310,000	$ 310,000	$ 325,000
72	Debt Service - Interest	81,363	54,623	26,391	26,391	13,507
73	Other Debt Service Costs	620	620	620	620	620
	TOTAL DEBT SERVICE	816,983	55,243	337,011	337,011	339,127
	RESERVES					
99	Reserve for Contingency	-	776,796	-	-	-
	TOTAL RESERVES	-	776,796	-	-	-
	TOTAL DEPARTMENT	$ 816,983	$ 832,039	$ 337,011	$ 337,011	$ 339,127

RENEWAL & REPLACEMENT FUND

REVENUES

Fund: **RENEWAL AND REPLACEMENT**
Account # 430-0000-

Revenue Code	Revenue Classification	Actual 2013-14	Actual 2014-15	Budgeted 2015-16	Estimate to 9/30	Budgeted 2016-17
	INTEREST EARNINGS					
361.xx-xx	Interest Earnings	$ 5,967	$ 4,752	$ 4,000	$ 3,321	$ 4,000
	TOTAL INTEREST EARNINGS	5,967	4,752	4,000	3,321	4,000
	MISCELLANEOUS REVENUES					
366.20-45	Contributions from Other Entities	30,107	6,023	-	31	-
	TOTAL MISCELLANEOUS REVENUES	30,107	6,023	-	31	-
	TRANSFERS, RESERVES, & OTHER					
381.41-00	Transfer from Water/Sewer Utility Fund	509,963	512,293	518,253	518,253	530,837
389.10-00	Appropriated Balance	181,867	-	523,177	524,075	16,163
	TOTAL TRANSFERS, RESERVES, & OTHER	691,830	512,293	1,041,430	1,042,328	547,000
	TOTAL RENEWAL & REPLACEMENT	$ 727,904	$ 523,068	$1,045,430	$ 1,045,680	$ 551,000

Fund:	**Department:**
Renewal & Replacement Fund	Water & Sewer

PERSONNEL SUMMARY

Position Title	Pay Grade	13-14	14-15	15-16	16-17
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	1.00	1.00	1.00	1.00
TOTAL		2.15	2.15	2.15	2.15

EXPENDITURE SUMMARY

Expenditure Classification	Actual 2013-14	Actual 2014-15	Budgeted 2015-16	Estimate to 9/30	Budgeted 2016-17
Personal Services	$ 117,927	$ 78,532	$ -	$ -	$ -
Operating Expenditures	132,650	127,918	-	-	-
Capital Outlay	477,327	-	1,045,430	1,045,680	551,000
Reserves	-	316,618	-	-	-
Total Expenditures	$ 727,904	$ 523,068	$ 1,045,430	$ 1,045,680	$ 551,000

EXPENDITURES BY DIVISION/PROGRAM

Division / Program	Actual 2013-14	Actual 2014-15	Budgeted 2015-16	Estimate to 9/30	Budgeted 2016-17
Engineering Administration	$ 19,002	$ 24,091	$ -	$ -	$ -
Water Supply and Treatment	182,367	-	651,250	651,500	161,000
Distribution System	9,014	-	30,000	30,000	210,000
Water Main Rehabilitation	236,775	182,359	-	-	-
Sewer Collection System	280,746	-	364,180	364,180	180,000
Reserves	-	316,618	-	-	-
Total Expenditures	$ 727,904	$ 523,068	$ 1,045,430	$ 1,045,680	$ 551,000

Fund:	Department:	Account #:
Renewal & Replacement Fund	Public Works	430-

CAPITAL OUTLAY SCHEDULE

PROGRAM/Item	Account #	Project #	Budgeted 2016-17
WATER TREATMENT			
Whitway Painting & Rehab Project	430-1921-533.62-41		$ 75,000
Electrical Distribution Breaker Replacement	430-1921-533.62-41		15,000
Roof rehab on Buildings Wtr Treatment	430-1921-533.62-41		10,000
Air Release Valve Replacement	430-1921-533.63-31		15,000
Lime Slaker Replacement	430-1921-533.63-31		-
Wear Plates	430-1921-533.63-31		15,000
Water Filter Media Replacement	430-1921-533.63-31		-
Rebuild Water Supply Wells	430-1921-533.63-36		18,000
Rebuild Turbine Pumps	430-1921-533.63-36		13,000
DISTRIBUTION SYSTEM			
Line Stoping Project	430-1922-533.63-32		150,000
Valve Replacement Project	430-1922-533.63-32		60,000
COLLECTION SYSTEM			
Submersible Pump Replacements	430-1931-535.63-33		30,000
Sewer Manhole Rehabilitation	430-1931-535.63-34	38-023	50,000
Sewer Main Rehabilitation	430-1931-535.63-34		100,000
			$ 551,000

Fund:	**Department:**
Renewal & Replacement Fund	Public Works

EXPENDITURE DETAIL

Expense Code	Expenditure Classification	Actual 2013-14	Actual 2014-15	Budgeted 2015-16	Estimate to 9/30	Budgeted 2016-17
	PERSONAL SERVICES					
12	Salaries and Wages	$ 82,326	$ 53,098	$ -	$ -	$ -
14	Overtime	5,358	4,045	-	-	-
21	Payroll Taxes	6,838	4,391	-	-	-
22	Retirement Contributions	7,138	4,294	-	-	-
23	Life and Health Insurance	13,513	10,868	-	-	-
24	Workers' Compensation Insurance	2,754	1,836	-	-	-
	TOTAL PERSONAL SERVICES	117,927	78,532	-	-	-
	OPERATING EXPENDITURES					
34	Other Contractual Services	23,149	26,073	-	-	-
41	Communication Services	135	135	-	-	-
45	Insurance	1,186	1,055	-	-	-
46	Repair and Maintenance Services	7,267	6,847	-	-	-
51	Office Supplies	812	988	-	-	-
52	Operating Supplies	11,053	7,268	-	-	-
53	Road Materials and Supplies	37,731	34,080	-	-	-
59	Other Operating Costs	51,317	51,472	-	-	-
	TOTAL OPERATING EXPENDITURES	132,650	127,918	-	-	-
	CAPITAL OUTLAY					
62	Buildings and Improvements	161,579	-	121,250	121,500	100,000
63	Improvements Other Than Buildings	310,548	-	924,180	924,180	451,000
64	Machinery and Equipment	5,200	-	-	-	-
	RESERVES					
99	Reserve for Contingency	-	316,618	-	-	-
	TOTAL RESERVES	-	316,618	-	-	-
	TOTAL FUND	$ 727,904	$ 523,068	$1,045,430	$1,045,680	$ 551,000

WATER IMPROVEMENT FUND

REVENUES

Fund: **WATER IMPROVEMENT FEE TRUST FUND**
Account # 440-0000-

Revenue Code	Revenue Classification	Actual 2013-14	Actual 2014-15	Budgeted 2015-16	Estimate to 9/30	Budgeted 2016-17
	INTEREST EARNINGS					
361.xx-xx	Interest Earnings	$ 13,929	$ 11,335	$ 17,000	$ 17,000	$ 10,500
	TOTAL INTEREST EARNINGS	13,929	11,335	17,000	17,000	10,500
	IMPACT FEES					
363.20-15	Water Distribution	11,455	375,757	40,000	84,500	60,000
363.20-18	Water Treatment Plant	12,777	419,114	40,000	95,700	60,000
363.20-19	Water Improvement Surcharge	-	65,500	10,000	37,278	20,000
	TOTAL IMPACT FEES	24,232	860,371	90,000	217,478	140,000
	TRANSFERS, RESERVES, & OTHER					
389.10-00	Appropriated Balance	706,009	-	1,243,491	1,116,013	184,683
	TOTAL TRANSFERS, RESERVES, & OTHER	706,009	-	1,243,491	1,116,013	184,683
	TOTAL WATER IMPROVEMENT FUND	$ 744,170	$ 871,706	$ 1,350,491	$ 1,350,491	$ 335,183

CAPITAL OUTLAY SCHEDULE

PROGRAM/Item	Account #	Project #	Budgeted 2016-17
DISTRIBUTION SYSTEM IMPROVEMENTS			
Miscellaneous Water Main Extensions	440-1922-533.63-32	37-726	$ 14,000
Automatic Meter Reading	440-1922-533.63-37		300,000
			$ 314,000

EXPENDITURE DETAIL

Expense Code	Expenditure Classification	Actual 2013-14	Actual 2014-15	Budgeted 2015-16	Estimate to 9/30	Budgeted 2016-17
	OPERATING EXPENDITURES					
59	Other Operating Costs	$ 39,753	$ 34,833	$ 21,891	$ 21,891	$ 21,183
	TOTAL OPERATING EXPENDITURES	39,753	34,833	21,891	21,891	21,183
	CAPITAL OUTLAY					
63	Improvements Other Than Buildings	704,417	-	1,328,600	1,328,600	314,000
	TOTAL CAPITAL OUTLAY	704,417	-	1,328,600	1,328,600	314,000
	RESERVES					
99	Reserve for Contingency	-	836,873	-	-	-
	TOTAL RESERVES	-	836,873	-	-	-
	TOTAL FUND	$ 744,170	$ 871,706	$ 1,350,491	$ 1,350,491	$ 335,183

SEWER IMPROVEMENT FUND

REVENUES

Fund: **SEWER IMPROVEMENT**
Account # 450-0000-

Revenue Code	Revenue Classification	Actual 2013-14	Actual 2014-15	Budgeted 2015-16	Estimate to 9/30	Budgeted 2016-17
	INTEREST EARNINGS					
361.xx-xx	Interest Earnings	$ (2)	$ 434	$ -	$ 362	$ -
	TOTAL INTEREST EARNINGS	(2)	434	-	362	-
	IMPACT FEES					
363.20-16	Sewer Collection	7,200	211,200	10,000	43,600	25,000
	TOTAL IMPACT FEES	7,200	211,200	10,000	43,600	25,000
	TOTAL SEWER IMPROVEMENT FUND	$ 7,198	$ 211,634	$ 10,000	$ 43,962	$ 25,000

EXPENDITURE DETAIL

Expense Code	Expenditure Classification	Actual 2013-14	Actual 2014-15	Budgeted 2015-16	Estimate to 9/30	Budgeted 2016-17
	RESERVES					
99	Reserve for Contingency	$ 7,198	$ 211,634	$ 10,000	$ 43,962	$ 25,000
	TOTAL RESERVES	7,198	211,634	10,000	43,962	25,000
	TOTAL FUND	$ 7,198	$ 211,634	$ 10,000	$ 43,962	$ 25,000

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 of waste generated, most apartment complexes and commercial establishments need large containers that require mechanical lifting. The City provides dumpsters ranging from 2 to 8 cubic yards and services them from 1 to 6 times per week. Rates for this service 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. Over 700 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. Last year, the Sanitation Division removed approximately 375 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: The Sanitation Division implemented the initial phase of the GPS tracking/engine diagnostic reporting system for its vehicles and plans to expand the program to include all of the Division's vehicles. The Division participates in advanced planning and training to prepare for city-wide disaster relief activities.

Fiscal Year 2017 Highlights: Public Works staff will continue to provide proactive and effective disaster relief operations, as needed, by coordinating service with the City's debris management vendors, as well as with county and state agencies. The Division continues to research the feasibility of using compressed natural gas in its vehicles and plans to transition the residential recycling program away from two bins to a single wheeled cart, which will be serviced by an automated collection vehicle. Increased recycling tonnages will be realized through a professionally implemented public outreach and information campaign.

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, reduce costs and provide a safer work environment for staff and customers.

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:	**Department:**
Sanitation	Public Works

PERSONNEL SUMMARY

Schedule of Budgeted Positions: Full-Time Equivalents

Position Title	Pay Grade	13-14	14-15	15-16	16-17
Deputy Public Works Director	30	0.70	0.70	0.70	0.70
General Foreman	22	1.00	1.00	1.00	1.00
Driver/Collector	14	13.00	13.00	13.00	13.00
TOTAL		14.70	14.70	14.70	14.70

SANITATION FUND

REVENUES

Fund: **SANITATION**
Account # 480-0000-

Revenue Code	Revenue Classification	Actual 2013-14	Actual 2014-15	Budgeted 2015-16	Estimate to 9/30	Budgeted 2016-17
	PHYSICAL ENVIRONMENT REVENUES					
343.41-11	Residential Garbage Fees	$ 1,667,387	$ 1,689,140	$ 1,860,209	$ 1,860,209	$ 1,902,993
343.41-14	Commercial Garbage Fees	840,241	852,276	899,989	899,989	920,689
343.41-17	Special Trash Pick-Up	27,867	22,011	24,000	24,000	24,552
343.41-18	Grocery Cart Returns	15	30	-	-	-
343.41-23	Roll-Off Service - Pull Charges	186,205	182,030	188,200	278,399	284,802
343.41-24	Roll-Off Service - Disposal Charges	292,663	311,699	329,624	389,306	398,260
343.41-25	Roll-Off Service - Misc Services	9,564	10,010	11,000	12,963	13,261
343.41-41	Lost Recycling Containers	-	-	-	5	-
343.42-11	Residential Recycling	40,243	34,942	36,000	36,000	28,500
343.42-14	Commercial Recycling	17,273	9,660	14,000	14,000	10,000
	TOTAL PHYSICAL ENVIRONMENT	3,081,458	3,111,798	3,363,022	3,514,871	3,583,057
	INTEREST EARNINGS					
361.xx-xx	Interest Earnings	6,483	6,020	3,500	2,793	3,500
	TOTAL INTEREST EARNINGS	6,483	6,020	3,500	2,793	3,500
	MISCELLANEOUS REVENUES					
365.10-00	Scrap Sales	5,244	9,211	-	1,247	-
369.30-00	Refund Prior Year	-	(294)	-	-	-
369.40-17	Discounts Taken	4	7	-	-	-
	TOTAL MISCELLANEOUS REVENUES	5,248	8,924	-	1,247	-
	TRANSFERS, RESERVES, & OTHER					
389.10-00	Appropriated Balance	138,384	-	645,201	480,037	71,789
	TOTAL TRANSFERS, RESERVES, & OTHEI	138,384	-	645,201	480,037	71,789
	TOTAL SANITATION FUND	$ 3,231,573	$ 3,126,742	$ 4,011,723	$ 3,998,948	$ 3,658,346

SANITATION

EXPENDITURE SUMMARY

Expenditure Classification	Actual 2013-14	Actual 2014-15	Budgeted 2015-16	Estimate to 9/30	Budgeted 2016-17
Personal Services	$ 735,319	$ 726,166	$ 828,205	$ 827,738	$ 805,257
Operating Expenditures	2,374,430	2,364,593	2,368,898	2,356,590	2,197,352
Capital Outlay	-	-	814,620	814,620	655,737
Transfers/Special Items	121,824	59,845	-	-	-
Reserves	-	(23,862)	-	-	-
Total Expenditures	$ 3,231,573	$ 3,126,742	$ 4,011,723	$ 3,998,948	$ 3,658,346

EXPENDITURES BY DIVISION/PROGRAM

Division / Program	Actual 2013-14	Actual 2014-15	Budgeted 2015-16	Estimate to 9/30	Budgeted 2016-17
Commercial Dumpster Service	$ 698,068	$ 645,723	$ 685,802	$ 935,161	$ 949,780
Roll-Off Service	474,938	527,499	738,279	818,713	789,730
Residential Garbage Pickup	1,794,893	1,738,929	2,362,005	2,019,847	1,630,919
Special Pickup Service	141,814	178,608	148,278	147,868	287,917
Non-Departmental Building Improvements	-	-	77,359	77,359	-
Transfer to Debt Service (TTGCC Loan)	121,824	59,845	-	-	-
Reserves	-	(23,862)	-	-	-
Total Expenditures	$ 3,231,537	$ 3,126,742	$ 4,011,723	$ 3,998,948	$ 3,658,346

FUNDING SOURCE

Revenue	Commercial Dumpster Service	Roll-Off Service	Residential Pickup	Special Pickup	Total
Program Expenditure Budget	**$ 949,780**	**$ 789,730**	**$ 1,630,919**	**$ 287,917**	**$ 3,658,346**
Less: Revenues Generated					
Less: Revenues Generated					
Garbage Fees	920,689	513,369	1,860,209		3,294,267
Special Trash Collections				24,552	24,552
Recycling	10,000		28,500		38,500
Interest Earnings	909	756	1,560	275	3,500
Appropriated Fund Balance / Capital Assets					-
Net Unsupported Budget	$ 18,182	$ 275,605	$ (259,350)	$ 263,090	$ 297,527
% of Budget Supported by Program	98%	65%	116%	9%	107%

Fund:	Department:	Account #:
Sanitation	Public Works	480-

CAPITAL OUTLAY SCHEDULE

PROGRAM/Item	Account #	Project #	Budgeted 2016-17
COMMERCIAL			
Front-Load Vehicle	480-2031-534.64-12		$ 280,000
SPECIAL PICK UP SERVICE			
Claw Truck	480-2042-534.64-12		147,518
ROLL-OFF VEHICLE			
Construction Roll-Off Containers	480-2032-534.64-99		20,000
Roll-Off Vehicle	480-2032-534.64-12		208,219
		Total	$ 655,737

EXPENDITURE DETAIL

Expense Code	Expenditure Classification	Actual 2013-14	Actual 2014-15	Budgeted 2015-16	Estimate to 9/30	Budgeted 2016-17
	PERSONAL SERVICES					
12	Salaries and Wages	$ 455,960	$ 491,796	$ 507,683	$ 507,479	$ 513,809
14	Overtime	51,384	104,129	60,183	59,911	22,974
21	Payroll Taxes	37,085	42,928	39,539	39,548	41,096
22	Retirement Contributions	43,739	44,093	49,211	49,211	51,734
23	Life and Health Insurance	110,173	2,581	132,133	132,133	137,886
24	Workers' Compensation Insurance	34,458	39,579	39,456	39,456	37,758
25	Unemployment Compensation	2,520	1,060	-	-	-
	TOTAL PERSONAL SERVICES	735,319	726,166	828,205	827,738	805,257
	OPERATING EXPENDITURES					
31	Professional Services	750	13,925	5,240	6,740	900
34	Other Contractual Services	1,147,548	1,223,278	1,248,209	1,309,484	1,169,699
40	Travel and Per Diem	200	-	1,200	1,200	200
41	Communication Services	1,605	1,684	1,730	1,678	3,900
42	Transportation	57	114	400	400	100
44	Rentals and Leases	99,956	91,356	103,110	103,110	85,816
45	Insurance	16,476	19,300	52,936	52,936	65,722
46	Repair and Maintenance Services	261,544	246,595	296,806	251,014	260,268
47	Printing and Binding	1,013	362	1,075	1,090	1,090
49	Other Current Charges	-	-	335	335	-
51	Office Supplies	186	140	200	200	200
52	Operating Supplies	219,882	166,142	204,375	175,121	160,542
55	Electronics	-	-	500	500	-
59	Other Operating Costs	625,213	601,697	452,782	452,782	448,915
	TOTAL OPERATING EXPENDITURES	2,374,430	2,364,593	2,368,898	2,356,590	2,197,352
	CAPITAL OUTLAY					
62	Buildings and Improvements	-	-	77,359	77,359	-
64	Machinery and Equipment	-	-	737,261	737,261	655,737
	TOTAL CAPITAL OUTLAY	-	-	814,620	814,620	655,737
	TRANSFERS/SPECIAL ITEMS					
91	Transfers to Debt Service (TTGCC Loan)		59,845	-	-	-
99	Other Uses	121,824	-	-	-	-
	TOTAL TRANSFERS	121,824	59,845	-	-	-
	RESERVES					
99	Reserve for Contingency	-	(23,862)	-	-	-
	TOTAL RESERVES	-	(23,862)	-	-	-
	TOTAL FUND	$ 3,231,573	$ 3,126,742	$ 4,011,723	$ 3,998,948	$ 3,658,346

Program:	Account #:	Department:
Commercial Service	480-2031-534.	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.

PERFORMANCE REVIEW	Actual 2013-14	Actual 2014-15	Estimated 2015-16	Recommended 2016-17
OPERATING COST OF PROGRAM:	$ 698,068	$ 645,723	$ 642,361	$ 669,780
FULL TIME EQUIVALENT EMPLOYEES	1.60	1.60	1.60	1.60
DEMAND:				
Tons of solid waste requiring pickup	6,161	6,250	6,375	6,503
Tons of recycling in wastestreams of:				
Cardboard	414	418	422	427
Glass/Aluminum/Plastic	24	25	25	25
Dumpster units requiring service	365	371	376	382
Commercial recycling sites served	74	75	76	77
Dumpster service sites	269	273	277	281
WORKLOAD:				
Number of tons of solid waste	6,000	6,200	6,386	6,578
Number of yards	150,000	155,000	159,650	164,440
Number of lifts	32,500	32,750	33,733	34,744
Number of tons of recycling:				
Cardboard	300	312	321	331
Glass/Aluminum/Plastic	30	33	34	35
Number of service requests	150	154	159	163
Revenue generated	$ 840,241	$ 852,276	$ 899,989	$ 920,689
PRODUCTIVITY:				
Pounds per lift	369	379	379	379
EFFECTIVENESS:				
Recovery rate	120%	89%	131%	137%
Service requests completed in 3 days	100%	99%	100%	100%

Program:	Account #:	Department:
Roll-Off Service	480-2032-534.	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%.

PERFORMANCE REVIEW	Actual 2013-14	Actual 2014-15	Estimated 2015-16	Recommended 2016-17
OPERATING COST OF PROGRAM:	$ 474,938	$ 527,499	$ 607,902	$ 561,511
FULL TIME EQUIVALENT EMPLOYEES	1.10	1.10	1.10	1.10
DEMAND:				
Sites requiring service:				
Commercial compactors	20	24	26	23
Construction	60	66	75	75
Number of service requests	500	515	535	545
WORKLOAD:				
Service Trips:				
Commercial compactors	534	615	625	628
Construction	568	400	450	450
Number of tons picked up:				
Processable	2,509	3,287	3,300	3,350
Construction and Demolition	1,246	1,095	1,300	1,300
Number of service requests	774	687	700	700
Revenue generated	$ 488,432	$ 503,739	$ 680,668	$ 696,323
PRODUCTIVITY:				
Cost per service trip	$ 430.98	$ 519.70	$ 565.49	$ 520.88
EFFECTIVENESS:				
Requests for service completed within 48 hours	100%	99%	100%	100%
Recovery rate	103%	95%	112%	124%

Program:	Account #:	Department:
Residential	480-2041-534.	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%.
2) Complete 100% of all service requests within 2 working days.
3) 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 2013-14	Actual 2014-15	Estimated 2015-16	Recommended 2016-17
OPERATING COST OF PROGRAM:	$ 1,794,893	$ 1,738,929	$ 1,786,197	$ 1,630,919
FULL TIME EQUIVALENT EMPLOYEES	11.95	11.95	11.95	11.95
DEMAND:				
Number of residential sites	5,268	5,276	5,284	5,292
Tons of recycling in wastestreams:				
super mix/mixed paper/glass/aluminum/ steel and tin cans/plastic	1,156	1,162	1,167	1,173
yard waste	2,010	2,020	2,030	2,040
Number of tons of solid waste	6,131	6,161	6,192	6,223
WORKLOAD:				
Tons of garbage collected	5,931	6,001	6,061	6,122
Tons of recycling picked up:				
super mix/mixed paper/glass/aluminum/ steel and tin cans/plastic	716	680	687	694
yard waste	1,393	1,281	1,294	1,307
Service requests completed	715	623	629	636
Number of Annual Pickups (AP) completed	1,041	1,051	1,062	1,072
Tons of yard waste collected from AP requests	1,370	984	1,100	1,111
Tons of class III waste collected from AP requests				
Revenue generated	$ 1,667,387	$ 1,705,250	$ 1,860,209	$ 1,902,993
PRODUCTIVITY:				
Monthy cost per household served	$ 28.39	$ 25.52	$ 36.56	$ 25.68
EFFECTIVENESS:				
Operating cost recovered	93%	106%	80%	117%
Percent of work orders completed in 3 days	100%	97%	98%	0%
Annual pickups completed within 4 days	100%	99%	99%	0%
Percent of super mix recycling	12%	11%	11%	11%
Percent of yard waste recycling	23%	21%	21%	21%

Program:	Account #:	Department:
Special Trash Pickup Service	480-2042-534.	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 four working days.
3) Maintain 1.30 stops per hour.

PERFORMANCE REVIEW	Actual 2013-14	Actual 2014-15	Estimated 2015-16	Recommended 2016-17
OPERATING COST OF PROGRAM:	$ 141,814	$ 178,608	$ 147,868	$ 140,399
FULL TIME EQUIVALENT EMPLOYEES	.05	.05	.05	.05
DEMAND:				
Tons of special trash pickup	315	331	347	365
Number of special pickups	210	221	232	243
WORKLOAD:				
Tons collected	621	723	730	738
Number of special pickups completed	208	192	194	196
Revenue generated	$ 27,867	$ 27,699	$ 24,000	$ 24,552
PRODUCTIVITY:				
Cost per special pick up	$ 681.84	$ 599.40	$ 903.67	$ 716.84
EFFECTIVENESS:				
Percent of operating cost recovered	20%	24%	14%	17%
Pickups completed within 4 working days	94%	97%	98%	95%

CITY OF

TEMPLE TERRACE

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FLEET MAINTENANCE

The **Fleet Maintenance Division** is responsible for maintaining the entire City fleet comprised of approximately 210 vehicles, equipment, and rolling stock.

The Fleet Division operates on an internal service fund, which 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 2,400 job orders are completed annually (1,100 heavy-equipment and 1,300 medium-equipment), with each job order including multiple repair tasks. Additionally, over 420 preventive maintenance orders are scheduled annually to ensure that the city's vehicle fleet continues to operate at maximum efficiency and productivity.

Current and Prior Year Accomplishments: The Fleet Maintenance Division proactively strives to prolong the useful life of the City's fleet, equipment and rolling stock by implementing manufacturer recommended training and best practices for drivers and equipment operators. The use of best practices in the operation of vehicles and equipment not only extends its useful life, but also improves the division's efficiency by reducing its repair burden.

Fiscal Year 2017 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 ensure the long-term efficiency and effectiveness of the City's in-house repair capabilities by continuing to enhance and expand staff training, specifically computerized diagnostic training. Similarly, the Division will pursue procurement of appropriate, manufacturer recommended, advanced diagnostic equipment, tools and software.

Our Relationship to Other Departments and the City's Broad Goals: The Fleet Maintenance Division supports the city's mission, as articulated in its Strategic Plan, by delivering professional services which promote, protect and preserve a high quality of life for all citizens, visitors and workers in our amazing city. By providing outstanding fleet service to internal customers, such as: Police; Fire/Rescue; Sanitation; Parks & Recreation and Code Compliance, the Fleet Maintenance Division strengthens the city's health, safety and economic development. The Division will continue to aggressively pursue efficiency and process improvement via the enhanced use of emerging technology and targeted collaboration. The Fleet Maintenance Division will continue to actively pursue Hillsborough County's Environmental Protection Commission's "Green Certification."

FLEET MAINTENANCE FUND

REVENUES

Fund: **FLEET MAINTENANCE**
Account # 510-0000-

Revenue Code	Revenue Classification	Actual 2013-14	Actual 2014-15	Budgeted 2015-16	Estimate to 9/30	Budgeted 2016-17
	STATE SHARED REVENUES					
341.22-00	Fleet Billings to Other Funds	$ 725,884	$ 693,270	$ 763,929	$ 763,929	$ 715,853
	TOTAL STATE SHARED REVENUES	725,884	693,270	763,929	763,929	715,853
	INTEREST EARNINGS					
361.xx-xx	Interest Earnings	(53)	474	-	(284)	-
	TOTAL INTEREST EARNINGS	(53)	474	-	(284)	-
	MISCELLANEOUS REVENUES					
364.41-00	Sale of Surplus Equipment	1,280	-	-	-	-
365.10-00	Scrap Sales	419	-	-	-	-
369-30-00	Refund of Prior Year Expenditure	(231)	(1,212)	-	(1,385)	-
369.40-17	Discounts Taken	552	455	-	531	-
369.90-xx	Other Miscellaneous Revenue	-	-	-	-	-
	TOTAL MISCELLANEOUS REVENUES	2,020	(757)	-	(854)	-
	TRANSFERS, RESERVES, & OTHER					
389.10-00	Appropriated Balance	-	-	-	-	-
	TOTAL TRANSFERS, RESERVES, & OTHER	-	-	-	-	-
	TOTAL FLEET MAINTENANCE	$ 727,851	$ 692,987	$ 763,929	$ 762,791	$ 715,853

FLEET MAINTENANCE

PERSONNEL SUMMARY

Schedule of Budgeted Positions: Full-Time Equivalents

Position Title	Pay Grade	13-14	14-15	15-16	16-17
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	0.00	0.00	0.00	0.00
Mechanic I	15	1.00	1.00	1.00	1.00
TOTAL		4.15	4.15	4.15	4.15

EXPENDITURE SUMMARY

Expenditure Classification	Actual 2013-14	Actual 2014-15	Budgeted 2015-16	Estimate to 9/30	Budgeted 2016-17
Personal Services	$222,994	$192,772	$259,587	$ 264,371	$ 246,201
Operating Expenditures	492,863	481,785	459,915	464,930	453,120
Capital Outlay	-	-	7,500	7,500	-
Reserves	11,994	18,430	36,927	25,990	16,532
Total Expenditures	$727,851	$692,987	$763,929	$ 762,791	$ 715,853

EXPENDITURES BY DIVISION/PROGRAM

Division / Program	Actual 2013-14	Actual 2014-15	Budgeted 2015-16	Estimate to 9/30	Budgeted 2016-17
Repairs	$727,851	$692,987	$763,929	$ 762,791	$ 715,853
Total Expenditures	$727,851	$692,987	$763,929	$ 762,791	$ 715,853

Fund:	Department:	Account #:
Fleet Maintenance	Public Works	510-

EXPENDITURE DETAIL

Expense Code	Expenditure Classification	Actual 2013-14	Actual 2014-15	Budgeted 2015-16	Estimate to 9/30	Budgeted 2016-17
	PERSONAL SERVICES					
12	Salaries and Wages	$148,627	$120,793	$173,825	$172,062	$176,564
14	Overtime	16,554	25,449	15,822	22,459	-
15	Special Pay	3,400	1,450	2,400	2,400	1,200
21	Payroll Taxes	12,849	11,043	15,349	15,349	13,508
22	Retirement Contributions	14,021	11,645	15,744	15,744	16,227
23	Life and Health Insurance	23,445	15,087	31,472	31,382	33,695
24	Workers' Compensation Insurance	4,098	3,686	4,975	4,975	5,007
25	Unemployment Compensation	-	3,619	-	-	-
	TOTAL PERSONAL SERVICES	222,994	192,772	259,587	264,371	246,201
	OPERATING EXPENDITURES					
31	Professional Services	95	50	240	240	120
34	Other Contractual Services	7,284	12,685	10,686	15,686	13,800
40	Travel and Per Diem	62	-	2,000	2,000	2,000
41	Communication Services	90	135	140	101	-
42	Transportation	31	21	100	100	100
45	Insurance	889	1,055	1,149	1,149	1,252
46	Repair and Maintenance Services	375,817	360,134	336,725	336,725	336,118
47	Printing and Binding	239	295	296	296	250
51	Office Supplies	151	176	7,500	7,500	1,000
52	Operating Supplies	31,756	19,757	21,420	21,434	19,620
54	Books, Publications and Memberships	-	-	360	400	-
59	Other Operating Costs	76,449	87,477	79,299	79,299	78,860
	TOTAL OPERATING EXPENDITURES	492,863	481,785	459,915	464,930	453,120
	CAPITAL OUTLAY					
64	Machinery and Equipment	-	-	7,500	7,500	-
	TOTAL CAPITAL OUTLAY	-	-	7,500	7,500	-
	RESERVES					
99	Reserve for Contingency	11,994	18,430	36,927	25,990	16,532
	TOTAL RESERVES	11,994	18,430	36,927	25,990	16,532
	TOTAL FUND	$727,851	$692,987	$763,929	$762,791	$715,853

Program:	Account #:	Department:
Fleet Maintenance	510-2112-590.	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 2013-14	Actual 2014-15	Estimated 2015-16	Recommended 2016-17
OPERATING COST OF PROGRAM:	$ 715,857	$ 674,557	$ 729,301	$ 699,321
FULL TIME EQUIVALENT EMPLOYEES	4.15	4.15	4.15	4.15
DEMAND:				
Number of vehicles/equipment	205	205	205	207
Total required PM's	410	410	410	414
Labor cost	$ 222,994	$ 192,772	$ 264,371	$ 246,201
WORKLOAD:				
Repair orders completed	2,000	1,245	2,100	2,050
Heavy equipment repairs	950	585	990	975
Medium equipment repairs	1,050	660	1,110	1,110
Number of available hours	7,600	2,674	8,320	8,320
Number of charged hours	5,100	1,311	5,408	5,408
Number of PM's completed	294	167	410	414
Revenue generated	$ 727,851	$ 692,987	$ 762,791	$ 715,853
PRODUCTIVITY:				
Labor cost per hour	$ 43.72	$ 147.10	$ 48.89	$ 45.53
Operating cost per chargeable hour	$ 140.36	$ 514.73	$ 134.86	$ 129.31
EFFECTIVENESS:				
Percent of turn-around time (24 hours or less)	82%	70%	88%	90%
Percent of turn-around time (24-48 hours)	11%	18%	9%	15%
Percent of turn-around time (over 48 hours)	7%	12%	3%	10%
Maintain chargeable hours	67%	51%	65%	65%
Percent of operating cost recovered	102%	103%	105%	102%
Percent of scheduled PM's achieved	70%	62%	95%	95%

CITY OF

TEMPLE TERRACE

Amazing City. Since 1925.

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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 this 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 2017 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** have 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 exists. 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 $5000 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.

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 needed 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.

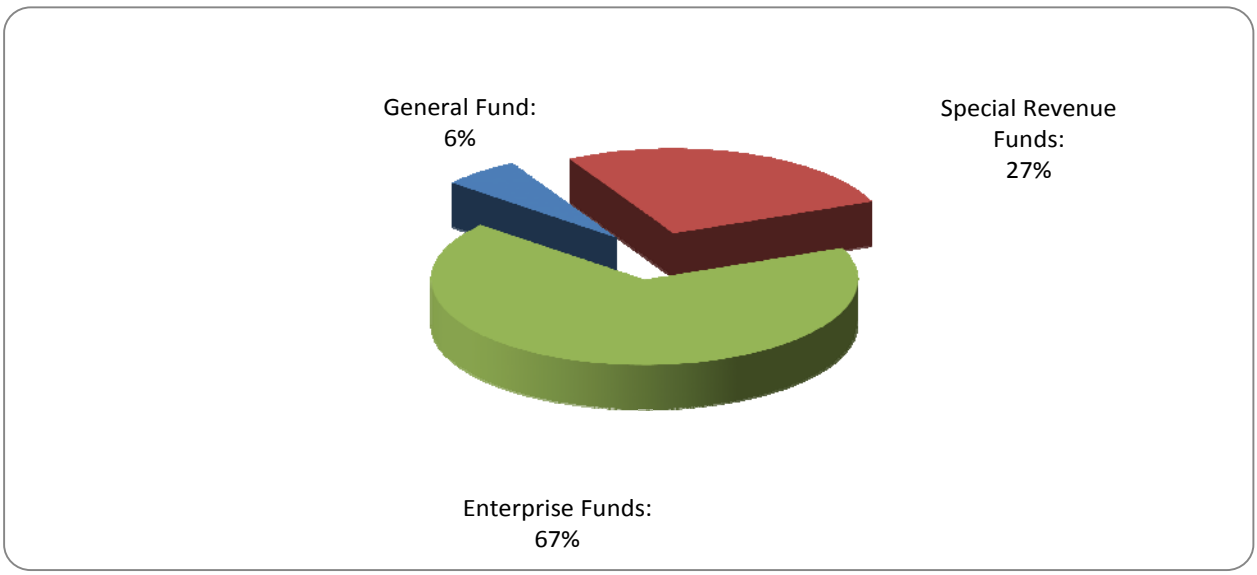
Water and Sewer – The Utility fund and Renewal and Replacement items are capital purchases with little impact on the operating budget. The Water Improvement Fund has several opportunities for ongoing cost savings that are necessary to continue to provide excellent service.

- 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 generations 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	$	154,400		
Police		36,900		
Parks & Recreation		8,000		
Total General Fund			$	199,300
Special Revenue Funds:				
Street Improvement Fund		377,000		
Community Investment Tax Fund		549,625		
Total Special Revenue Funds				926,625
Enterprise Funds:				
Water & Sewer Utility Fund		785,800		
Water & Sewer Renewal & Replacement		551,000		
Water Improvement Fund		314,000		
Sanitation		655,737		
Total Enterprise Funds				2,306,537
Total Fiscal Year 2017 Capital Improvement Program				3,432,462



CITY OF TEMPLE TERRACE
FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM
FY 2016-17 THROUGH FY 2020-21

GENERAL FUND		CIE	Cost of Five-Year Program	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21
LEGISLATIVE/CITY CLERK	**Ref. No.**							
Laserfische Scanner	100	**R**	$ 6,600	$ -	$ 6,600	$ -	$ -	$ -
LEGISLATIVE/CITY CLERK TOTAL			**$ 6,600**	**$ -**	**$ 6,600**	**$ -**	**$ -**	**$ -**
HUMAN RESOURCES								
Photo ID Equipment	102	**R**	$ 5,000	$ -	$ 5,000	$ -	$ -	$ -
HUMAN RESOURCES TOTAL			**$ 5,000**	**$ -**	**$ 5,000**	**$ -**	**$ -**	**$ -**
INFORMATION SERVICES								
Desktop PC Replacement (20)	103	**R**	$ 153,000	$ 17,000	$ 34,000	$ 34,000	$ 34,000	$ 34,000
GIS Laptop Replacement	104	**R**	4,400	-	-	-	-	4,400
Police Dispatch PC Replacement	105	**R**	8,400	-	-	8,400	-	
Senior Staff Laptops (21)	106	**R**	29,400	15,400	14,000	-	-	-
Door/Lock Security System Replacement	107	**R**	125,000	-	100,000	25,000	-	-
Software Upgrade, migration & maintenance of Laserfische	108	**R**	32,000	32,000	-	-	-	-
Council AV Laptop Replacement (2)	109	**R**	4,500	-	4,500	-	-	-
Ruggedized Toughbook Laptop Computers for PD patrol (2)	110	**R**	8,400	-	8,400	-	-	-
Network Hardware Replacement (2)	111	**R**	50,000	10,000	10,000	10,000	10,000	10,000
Replacement of non-public safety applications servers	113	**R**	40,000	-	-	40,000	-	-
UPS Power Backup Units for PCs and Servers (2)	114	**R**	20,000	-	5,000	5,000	5,000	5,000
Public Safety Servers & System Replication (2)	115	**R**	160,000	80,000	-	-	-	80,000
Updt/Repl of Server Opting system, Datab Eng, & Virtual Softw	116	**R**	30,000	-	30,000	-	-	-
Telephone System Replacement/Upgrade	117	**R**	60,000	-	-	60,000	-	-
INFORMATION SERVICES TOTAL			**$ 725,100**	**$ 154,400**	**$ 205,900**	**$ 182,400**	**$ 49,000**	**$ 133,400**
FINANCE & ACCOUNTING								
Database Software Package	101	**R**	$ 2,850,000	-	850,000	750,000	750,000	500,000
FINANCE & ACCOUNTING TOTAL		**R**	**$ 2,850,000**	**$ -**	**$ 850,000**	**$ 750,000**	**$ 750,000**	**$ 500,000**
POLICE								
SWAT Replacement Body Armor	118	**R**	$ 36,400	$ 18,200	$ 18,200	$ -	$ -	$ -
SWAT Automatic Tactical Weapons (6)	119	**R**	13,050	-	-	13,050	-	-
SWAT Ballistic Helmets (12)	120	**R**	7,600	5,700	1,900	-	-	-
Automatic External Defibrillator Replacement	121	**R**	13,000	13,000	-	-	-	-
POLICE TOTAL			**$ 70,050**	**$ 36,900**	**$ 20,100**	**$ 13,050**	**$ -**	**$ -**

FIRE									
Digital Video Camera	121	**R**	$ 3,700	$ -	$ -	$ -	$ 3,700	$ -
Blood Pressure/IV Pumps	122	**R**	8,200	-	4,000	-	4,200	-
Trauma Sonogram	124	**D**	82,000	-	40,000	-	42,000	-
Automatic External Defibrillators	125	**R**	5,000	-	-	5,000	-	-
Physical Fitness Equipment	126	**R**	12,000	-	5,000	3,000	-	4,000
Ventilators / Airway Equipment	127	**R**	4,500	-	4,500	-	-	-
SAR K-9	128	**R**	16,000	-	-			16,000
Utility Trailer	129	**G**	2,500	-	2,500	-	-	-
Audio Visual Training Projector	130	**R**	3,500	-	3,500	-	-	-
Rescue Boat / Jet Ski	131	**G**	50,000	-	50,000	-	-	-
FIRE TOTAL			**$ 187,400**	**$ -**	**$ 109,500**	**$ 8,000**	**$ 49,900**	**$ 20,000**
LIBRARY								
Main Library Carpeting	132	**R**	$ 68,000	$ -	$ 68,000	$ -	$ -	$ -
Replace Patron Chairs & Tables	133	**R**	63,000	-	-	-	-	63,000
Update worn Public Bathroom Fixtures & Tile	134	**R**	28,000	-	28,000	-	-	-
LIBRARY TOTAL			**$ 159,000**	**$ -**	**$ 96,000**	**$ -**	**$ -**	**$ 63,000**
CITY HALL								
Exterior Stair Replacement	141	**R**	$ 6,000	$ 3,000	$ 3,000	$ -	$ -	$ -
City Hall Entrance Improvement of concrete	142	**R**	6,000	-	6,000			
City Hall Carpet/Flooring Improvements	143	**R**	30,000	-	20,000	10,000		
City Hall Bathroom Improvements	144	**R**	15,000	5,000	5,000	5,000	-	-
City Hall Marque Sign	145	**R**	60,000	-	60,000	-	-	-
CITY HALL TOTAL			**$ 117,000**	**$ 8,000**	**$ 94,000**	**$ 15,000**	**$ -**	**$ -**
PARKS & RECREATION								
Aquatics								
Lifeguard Tower Replacement	151	**R**	$ 12,000	$ -	$ 12,000	$ -	$ -	$ -
Pool Heater Replacment	152	**R**	14,000	-	5,000	3,000	3,000	3,000
Main Pool Sand Filter Conversion	153	**R**	-	-	-	-	-	-
Main Pool Resurfacing	154	**R**	250,000	-	250,000	-	-	-
Pool Covers	155	**R**	15,500	-	10,100	2,700	2,700	-
Canopy Replacement	156	**R**	15,000	-	5,000	10,000	-	-
Waterslide Resurfacing	157	**R**	50,000	-	50,000	-	-	-
Aquatics Area Door Replacement	158	**R**	10,000	-	10,000	-	-	-
Kiddie Pool Palm Tree Replacement	159	**R**	10,000	-	10,000	-	-	-
Funbrella Replacement	160	**R**	5,000	-	5,000	-	-	-
Diving Board Replacement	161	**R**	30,000	-	30,000	-	-	-
Computer Aided Drowning Detection	162	**R**	150,000	-	-	150,000	-	-
Waterslide Tower Renovation	163	**R**	50,000	-	-	50,000	-	-
Water Playground Renovations	164	**R**	35,000	-	-	35,000	-	-
Kiddie Pool Refinish	165	**R**	10,000	-	-	-	10,000	-

Splash Pad	166	**R**	75,000	-	-	-	-	75,000
Senior Program								
Lightfoot Carpet and Flooring	173	**R**	8,000	-	4,000	-	4,000	-
Resurface Shuffleboard Court	174	**R**	2,000	-	2,000	-	-	-
Folding Chairs	175	**R**	4,000	-	-	-	4,000	-
Folding Tables	176	**R**	3,500	-	3,500	-	-	-
Pool Table Replacement	177	**R**	6,000	-	3,000	-	3,000	-
Family Complex Improvements	174-194	**R**	190,000	-	135,000	51,000	-	4,000
Exterior Paint (REN)	179	**R**	-	-	-	-	-	-
Gym Padding	189	**R**	-	-	-	-	-	-
Gymnasium Scoreboard Replacement	190	**R**	-	-	-	-	-	-
Lightfoot Exterior Paint	195	**R**	-	-	-	-	-	-
Fitness Facility Improvements	199	**R**	-	-	-	-		-
Fitness Facility Equipment	196-205	**R**	31,000	-	28,000	-	3,000	-
Gymnastics Facility Improvements	208-209	**R**	-	-	-	-	-	-
Gymnastics Facility Equipment	206-209	**R**	27,600	-	12,300	5,500	6,800	3,000
Bar Rails	213	**R**	-	-	-	-	-	-
Tennis Courts Resurfacing	210-213	**R**	57,500	-	57,500	-	-	-
Tractor	214	**R**	4,300	-	2,000	-	-	2,300
Tennis Facility Improvements	215-218	**R**	92,000	-	52,000	30,000	10,000	-
Athletic Field Maintenance								
Youth Sports Complex Fence Replacement	230	**R**	38,000	-	38,000	-	-	-
Youth Sports Soccer Field Addition	438	**R**	400,000	-	-	400,000	-	-
113th St Parking Lot Paving	439	**R**	125,000	-	-	125,000	-	-
Dog Park Concrete	231	**R**	8,000	-	8,000	-	-	-
Light Duty Utility Vehicle	232	**R**	15,000	-	15,000	-	-	-
Power Broom Attachment	233	**R**	6,200	-	6,200	-	-	-
Youth Sports Complex Drainage Improvements	234	**R**	18,000	-	18,000	-	-	-
1-Ton Dump Bed Crew Truck	235, 350	**R**	52,000	-	52,000	-	-	-
Athletic Field Mower	236	**R**	29,000	-	14,500	-	14,500	-
Mini Trencher	237	**R**	5,200	-	5,200	-	-	-
Athletics Complex Mower	238	**R**	28,000	-	14,000	-	-	14,000
Ridgedale Complex Fence Replacement	239	**R**	30,000	-	30,000	-	-	-
Heavy Duty Utility Vehicle	240	**R**	20,000	-	20,000	-	-	-
Athetic Facilities Foreman's Truck	241, 352	**R**	30,000	-	30,000	-	-	-
Field Rake	242	**R**	16,000	-	16,000	-	-	-
Athletic Facilities Crew Truck	243, 354	**R**	35,000	-	35,000	-	-	-
Athletic Facilities Tractor	244	**R**	40,000	-	-	40,000	-	-

Parks & Grounds Maintenance								
Biltmore Park Amenities	219	**G**	9,500	-	9,500	-	-	-
Biltmore Park Playstructure	220	**R**	45,000	-	45,000	-	-	-
Bonnie Brae Playstructure	221	**D**	40,000	-	40,000	-	-	-
Equipment Trailer	222	**R**	30,000	-	10,000	10,000	10,000	-
61' Riding Mower	223	**R**	28,000	-	14,000	-	-	14,000
Articulating Hedge Sheers	224	**R**	1,000	-	500	-	-	500
Pole Saw	225	**D**	1,800	-	900	-	900	-
Biltmore Park Exercise Area	226	**R**	40,000	-	40,000	-	-	-
Foreman Truck	227,307	**R**	30,000	-	-	30,000	-	-
Walk Behind Mower	228	**R**	1,800	-	-	-	1,800	-
Crew Truck	229,314	**R**	40,000	-	-	-	-	40,000
PARKS & RECREATION TOTAL			**$ 2,319,900**	**$ -**	**$ 1,148,200**	**$ 942,200**	**$ 73,700**	**$ 155,800**
GENERAL FUND TOTAL			**$ 6,440,050**	**$ 199,300**	**$ 2,535,300**	**$ 1,910,650**	**$ 922,600**	**$ 872,200**

CITY OF TEMPLE TERRACE
FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM
FY 2016-17 THROUGH FY 2020-21

STREET IMPROVEMENT FUND			CIE	Cost of Five-Year Program	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21
Project No.	**STORMWATER MANAGEMENT**	Ref. No.							
	Rolling Terrace Pond Rehab (SWFWMD Permit 40008121.000)	300	**R**	$ 100,000	$ 20,000	$ 20,000	$ 20,000	$ 20,000	$ 20,000
	Submersible Pump Replacement	301	**R**	125,000	25,000	25,000	25,000	25,000	25,000
35-575	Miscellaneous Stormwater Projects	302	**R**	270,000	50,000	50,000	50,000	60,000	60,000
	STORMWATER MANAGEMENT TOTAL			**$ 495,000**	**$ 95,000**	**$ 95,000**	**$ 95,000**	**$ 105,000**	**$ 105,000**
	SIDEWALKS								
34-659	Sidewalks, Ramps, Curbs	303	**G**	$ 413,700	$ 50,000	$ 143,700	$ 120,000	$ 50,000	$ 50,000
	61st Street, Liberty to 112th Ave.	**Broxburn (both sides), W. River to Riverhills Park**					**Saginaw Dr.(E. Side), From 112th Ave. to 113th Ave.**		
	78th Street, Harney Rd. to Temple Terrace Highway	**Fletcher Ave., 52nd St. to Morris Bridge Rd**					**Serena Dr. , 52 St. to 56th St.**		
	112th Ave., 61st Street, Liberty to 112th Ave.	**Gadsden, Okeechobee to Renald**					**Sleepy Hollow, Glen Arven to Bannockburn**		
	112th Ave., (North Side), Kewanee Dr. to Saginaw Dr.	**Gillette, Fowler to N. City Limits**					**St. Augustine, Sunnyside to Pinehurst**		
	Bannockburn Ave. (S.E. Side), Sleepy Hollow to Ben Avon Dr.	**Glen Arven, Bannockburn to N. Riverhills**					**Sunnyside (E. Side), Riverhills to Fern Cliff**		
	Bannockburn Ave., Sleepy Hollow Ave. To Riverhills Dr.	**Mission Hills, 53rd St. to 55th St.**					**Vanderbaker, Riverhills to E. River**		
	Bannockburn Ave. (E. Side), Glen Arven Ave. to Ben Avon Ave.	**Montrose (W. Side), Bannockburn to Riverhills**					**West River, Vanderbaker to Broxburn**		
	Belle Terre (N. Side), Sunningdale to Ridgedale	**Richlyne, Whiteway to Tennis Court**							
	Bellemeade Ave. (), Dr. to E. River Dr. on North	**Riverhills, Glen Arven to Vanderbaker**							
	Side of E. River Dr. From Bellemeade Ave. to Vanderbaker	**Riverhills (N. Side), Glen Arven to Sunnyside**							
34-	ADA Compliance	304	**G**	100,000	20,000	20,000	20,000	20,000	20,000
	SIDEWALKS TOTAL			**$ 513,700**	**$ 70,000**	**$ 163,700**	**$ 140,000**	**$ 70,000**	**$ 70,000**
	ROADWAY MANAGEMENT								
	Pavement Management Plan Update		**G**	$ 30,000	$ 30,000	$ -	$ -	$ -	$ -
Street Construction									
	Davis Road Preliminary Design & Environmental (PDE)	305	**G**	45,000	-	45,000	-	-	-
	Davis Road extension Design /RoW Acquisition / Construction	306	**G**	3,000,000	-	150,000	1,500,000	1,350,000	-
	Davis Road Mastarm / Signal Geometric Improvements	307	**G**	1,375,000	-	125,000	1,250,000	-	-
Full-Depth Reclamation									
33-722	Sleepy Hollow Area	308	**D**	432,000	-	432,000	-	-	-
33-723	South of Bullard Area	309	**D**	197,000	-	197,000	-	-	-

Structural Resurfacing Projects (Asphalt only)										
33-PMP	Pavement Management Projects (see appendix)	310	**D**	1,050,000	150,000	300,000		300,000	150,000	150,000
130th, Bahamas, Brentwood, Cross, Fern Cliff Glen Oaks, Grape Fern, Greenfield S, Inverness Ave, Midlothian, Oak Fern, Pinehurst, Rain Briar, Rain Forest Rain Hollow, Riverhills S., Shadow, St. Augustine, Sunningdale Sunnyside, Aberdeen, Bellemeade Ave., Bellemeade Cr. Berwick		**Courtney, Darwood, Donald, Dunedin Cr., East River Inverness Ave., Joyce, Oak Ridge, Rachel, Redwood Telecom N., West River,122nd, 127th E,51 St., Bannockburn Ben Avon, Druid Hills, Glen Arven N., Glen Burnie, Kirkside Mission Hills Ave., Riverhills N., Whiteway,113th, 52nd, 53rd**				**54th,55th,98th, Beverly, Blane, Chilkoot Holland, Lawnwood, Maple Hill, Oak Hill Parade, Plaza, Seneca, 62nd, Crestover Rollingview, San Jose**			
33-500	Miscellaneous Pavement Marking/Signage	311	**G**	150,000	30,000	30,000		30,000	30,000	30,000
Bicycle Projects (Shared Road - Signage only)										
BCYCLE	Miscellaneous Bicycle Projects	312	**G**	10,000	2,000	2,000		2,000	2,000	2,000
	ROADWAY MANAGEMENT TOTAL			**$ 6,289,000**	**$ 212,000**	**$ 1,281,000**		**$ 3,082,000**	**$ 1,532,000**	**$ 182,000**
	STREET IMPROVEMENT FUND TOTAL			**$ 7,297,700**	**$ 377,000**	**$ 1,539,700**		**$ 3,317,000**	**$ 1,707,000**	**$ 357,000**
PROJECTED FUNDING										
	Cash Carried Forward				1,720,886	1,730,646		5,667,906	2,406,065	754,224
	Gas Tax				1,067,600	1,067,600		1,067,600	1,067,600	1,067,600
	Multimodal Impact Fees				50,000	50,000		50,000	50,000	50,000
	New Debt Issuance for Davis Road Project				-	4,420,000		-	-	-
	Grant for Davis Road Extension				-	1,000,000		-	-	-
	Transfer to Debt Service for Davis Road Project (if allowable per statute)				-	(329,800)		(329,800)	(329,800)	(329,800)
	Less: Non-capital Use for Maintenance 001-1724-541.99-13				(676,965)	(676,965)		(676,965)	(676,965)	(676,965)
	Less: Engineering Overhead 001-1715-541-99-49				(53,875)	(53,875)		(55,676)	(55,676)	(55,676)
TOTAL FUNDING AVAILABLE					**$ 2,107,646**	**$ 7,207,606**		**$ 5,723,065**	**$ 2,461,224**	**$ 809,383**
BALANCE AVAILABLE AT SEPTEMBER 30					**$ 1,730,646**	**$ 5,667,906**		**$ 2,406,065**	**$ 754,224**	**$ 452,383**

CITY OF TEMPLE TERRACE
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COMMUNITY INVESTMENT TAX FUND		CIE	Cost of Five-Year Program	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21
POLICE								
Capital Projects								
In-Car Video Cameras	400	**R**	$ 177,530	$ 34,850	$ 36,970	$ -	$ 44,790	$ 60,920
Capital Equipment								
Replacement Patrol Vehicles	401	**R**	1,018,861	189,240	198,702	-	262,883	368,036
Replacement ISD Vehicles	402	**R**	216,264	51,933	24,782	78,064	32,797	28,688
Replacement Administrative Vehicles	403	**R**	110,546	23,602	39,740	47,204	-	-
Replacement Crime Prevention Vehicl	404	**R**	64,490	-	39,740	-	24,750	-
Replacement of Marine Vessel	405	**R**	21,900	-	-	-	-	21,900
Replacement Surveillance Van	406	**R**	110,000	-	-	-	110,000	-
Replacement of City Incident Commar	407	**R**	230,000	-	-	230,000	-	-
POLICE TOTAL			**$ 1,949,591**	**$ 299,625**	**$ 339,934**	**$ 355,268**	**$ 475,220**	**$ 479,544**
FIRE								
Capital Projects								
MSA Packs	408	**R**	$ 190,000	$ 190,000	$ -	$ -	$ -	$ -
Thermal Imaging Cameras	409	**R**	22,000	-	22,000	-	-	-
Safety Education House	410	**R**	50,000	-	50,000	-	-	-
Laptop Replacement	411	**R**	36,000	-	-	36,000	-	-
Capital Equipment								
Shift Commander Vehicle (Station #3)	412	**G**	40,000	-	40,000	-	-	-
Fire Engine	413	**R**	735,000	-	-	735,000	-	-
Fire Support Vehicle	414	**R**	136,000	-	33,500	34,000	34,000	34,500
Fire Engine	415	**R**	50,000	-	-	25,000	-	25,000
Modular Ambulance & Equipment	416	**R**	350,000	-	-	-	-	350,000
FIRE TOTAL			**$ 1,609,000**	**$ 190,000**	**$ 145,500**	**$ 830,000**	**$ 34,000**	**$ 409,500**
PUBLIC WORKS								
Capital Equipment								
Roadway Management								
Half-Ton Pickup Truck	428	**R**	$ 35,000	$ -	$ 35,000	$ -	$ -	$ -

Claw Truck	429	R	151,944	-	151,944	-	-	-
Public Works Complex								
Bathroom Tile Replacement		R	10,000	10,000	-	-	-	-
Engineering								
One Quarter Ton Pickup 4x4 Tru	430	R	35,000	-	-	35,000	-	-
Half-Ton Pickup Truck	431		35,000	-	35,000	-	-	-
Facility Maintenance								
3/4-ton Pickup Truck	431-A	R	50,000	-	50,000	-	-	-
Central Warehouse								
Fork Lift	432	R	28,000	-	28,000	-	-	-
PUBLIC WORKS TOTAL			**$ 344,944**	**$ 10,000**	**$ 299,944**	**$ 35,000**	**$ -**	**$ -**
CULTURE/ RECREATION								
Family Complex								
Youth Program Van	433	R	$ 65,000	$ -	$ -	$ 65,000	$ -	$ -
Family Recreation Complex Imp Proje	460	R	2,500,000	-	2,500,000	-	-	-
Parks & Grounds Maintenance								
Riverhills Park Boardwalk Replacemen	434	R	100,000	50,000	50,000	-	-	-
Crew Truck	205	R	25,000	-	25,000	-	-	-
Median Palm Tree Replacement	435	R	105,000	-	35,000	35,000	35,000	-
Ridgedale Complex Bathroom Replace	436	R	150,000	-	150,000	-	-	-
Scout Park Paving	437	R	125,000	-	125,000	-	-	-
Buddy Baseball Turf Field	440	R	150,000	-	-	-	150,000	-
Foreman Truck	207	R	25,000	-	25,000	-	-	-
CULTURE/RECREATION TOTAL			**$ 3,245,000**	**$ 50,000**	**$ 2,910,000**	**$ 100,000**	**$ 185,000**	**$ -**
TOTAL CIT FUND			**$ 7,148,535**	**$ 549,625**	**$ 3,695,378**	**$ 1,320,268**	**$ 694,220**	**$ 889,044**
PROJECTED FUNDING								
Cash Carried Forward				$ 98,168	$ 3,069,936	$ 395,951	$ 97,076	$ 424,249
One-Cent Local Option Sales Tax				1,245,643	1,245,643	1,245,643	1,245,643	1,245,643
New Debt Issuance for the Family Complex Project				2,500,000	-	-	-	-
Transfer to Debt Service for Family Complex Project (if allowable)				(224,250)	(224,250)	(224,250)	(224,250)	(224,250)
TOTAL FUNDING AVAILABLE				**$ 3,619,561**	**$ 4,091,329**	**$ 1,417,344**	**$ 1,118,469**	**$ 1,445,642**
BALANCE AVAILABLE AT SEPTEMBER 30				**$ 3,069,936**	**$ 395,951**	**$ 97,076**	**$ 424,249**	**$ 556,598**

CITY OF TEMPLE TERRACE
FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM
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CAPITAL PROJECT FUND		CIE	Cost of Five-Year Program	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21
LIBRARY	**Ref. No.**							
Library Expansion Design/Construction/Fixtures	1000	**R**	$ 3,950,000	$ -	$ 350,000	$ 3,500,000	$ 100,000	$ -
	LIBRARY TOTAL		**$ 3,950,000**	**$ -**	**$ 350,000**	**$ 3,500,000**	**$ 100,000**	**$ -**
POLICE								
Police Department Building	1001	**R**	$ 10,000,000	$ -	$ -	$ 100,000	$ 9,900,000	$ -
	POLICE TOTAL		**$ 10,000,000**	**$ -**	**$ -**	**$ 100,000**	**$ 9,900,000**	**$ -**
FIRE								
Fire Training Tower	1002	**R**	$ 100,000	$ -	$ -	$ 5,000	$ 95,000	$ -
New Fire Station #3	1003	**R**	1,750,000	-	-	50,000	1,700,000	-
Façade Improvement Station #1	1004	**R**	147,500	-	15,000	132,500	-	-
Temporary Fire Station	1005	**R**	330,000	-	-	330,000	-	-
	FIRE TOTAL		**$ 2,327,500**	**$ -**	**$ 15,000**	**$ 517,500**	**$ 1,795,000**	**$ -**
CAPITAL PROJECT FUND TOTAL			**$ 16,277,500**	**$ -**	**$ 365,000**	**$ 4,117,500**	**$ 11,795,000**	**$ -**
PROJECTED FUNDING								
Cash Carried Forward				$ -	$ -	$ 4,135,000	$ 17,500	$ -
New Debt				-	4,500,000	-	11,777,500	-
TOTAL FUNDING AVAILABLE				**$ -**	**$ 4,500,000**	**$ 4,135,000**	**$ 11,795,000**	**$ -**
	TOTAL CAPITAL FUND			**$ -**	**$ 4,135,000**	**$ 17,500**	**$ -**	**$ -**

CITY OF TEMPLE TERRACE
FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM
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WATER & SEWER UTILITY FUND		CIE	Cost of Five-Year Program	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21
FINANCE (Meter Readers)								
Neptune Receivers (3)		**R**	$ 23,500	$ 23,500	$ -	$ -	$ -	$ -
Utility Billing Renovations - ADA and Safety Project		**R**	15,000	$ 15,000				
Half-Ton Pickup Truck	500	**R**	24,200	$ 24,200				
Half-Ton Pickup Truck	501	**R**	24,900	-	24,900	-	-	-
Half-Ton Pickup Truck	502	**R**	25,500	-	-	25,500	-	-
FINANCE TOTAL			**$ 113,100**	**$ 62,700**	**$ 24,900**	**$ 25,500**	**$ -**	**$ -**
WATER UTILITY EQUIPMENT								
PW Water/Sewer Laptops (2)		**R**	$ 9,800	$ 9,800	$ -	$ -	$ -	$ -
PW Senior Staff Laptops (7)		**R**	2,800	2,800	-	-	-	-
Plate compactor	503	**R**	2,500	-	-	-	-	2,500
Two-Ton Utility Truck with crane	504	**R**	105,000	105,000	-		-	-
Two-Ton Utility Truck with Crane	505	**R**	105,000	-	105,000	-	-	-
Half-Ton Pickup Truck	506	**R**	25,500	-	-	-	-	25,500
Cut off saw	507	**R**	6,000	-	3,000	-	3,000	-
Valve exerciser	508	**R**	8,000	4,000	-	-	-	4,000
Truck Generator	509	**R**	14,000	-	5,000	5,000	-	4,000
Welder	510	**R**	5,000	-	5,000	-	-	-
Mud pump	511	**R**	3,000	-	-	-	1,500	1,500
Half-Ton Pickup Truck	512	**R**	24,900		24,900	-	-	
WATER TOTAL			**$ 311,500**	**$ 121,600**	**$ 142,900**	**$ 5,000**	**$ 4,500**	**$ 37,500**
DISTRIBUTION SYSTEM -WATER MAINS								
St. Augustine / Live Oak Area Improvements	513	**R**	$ 894,000	$ 206,500	$ 687,500	$ -	$ -	$ -
Bannockburn / Glen Arven Area Improvements	514	**R**	260,000	-	45,000	215,000	-	-
University Square Improvements	515	**R**	220,000	-	-	-	20,000	200,000
North Riverhills / Glen Arven Improvements	516	**R**	29,000	-	5,000	24,000	-	-
Gail, Belmont, Serrento, Holland Improvements	517	**R**	314,000	-	-	40,000	40,000	234,000
Bonnie Brae Area Improvements	518	**R**	432,000	-	-	72,000	360,000	-
WATER TOTAL			**$ 2,149,000**	**$ 206,500**	**$ 737,500**	**$ 351,000**	**$ 420,000**	**$ 434,000**

SEWER UTILITY									
Trailer mounted pump with controls for lift stations	519	**R**	$ 90,000	$ 45,000	$ -	$ -	$ -	$ 45,000
Three -Quarter Ton Utility Truck	520	**R**	60,000	-	-	60,000	-	-
Two-Ton Utility Truck with Crane	521	**R**	105,000	-	105,000			
Jet-Vac Truck	522	**R**	350,000	350,000	-	-	-	-
SEWER TOTAL			**$ 605,000**	**$ 395,000**	**$ 105,000**	**$ 60,000**	**$ -**	**$ 45,000**
TOTAL WATER & SEWER UTILITY FUND			**$ 3,178,600**	**$ 785,800**	**$ 1,010,300**	**$ 441,500**	**$ 424,500**	**$ 516,500**
PROJECTED FUNDING								
Cash Carried Forward				$ 883,509	$ 1,383,211	$ 1,384,123	$ 1,930,059	$ 2,519,744
Transfer to Water & Sewer Capital Funds				-	(300,000)	(350,000)	(350,000)	(300,000)
Charges For Services				11,246,527	11,471,458	11,700,887	11,934,904	12,173,603
Less Non-capital Use				(9,961,025)	(10,160,246)	(10,363,450)	(10,570,719)	(10,782,134)
TOTAL FUNDING AVAILABLE				**$ 2,169,011**	**$ 2,394,423**	**$ 2,371,559**	**$ 2,944,244**	**$ 3,611,213**
BALANCE AVAILABLE AT SEPTEMBER 30				**$ 1,383,211**	**$ 1,384,123**	**$ 1,930,059**	**$ 2,519,744**	**$ 3,094,713**

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RENEWAL AND REPLACEMENT FUND			CIE	Cost of Five-Year Program	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21
WATER TREATMENT		**Ref. No.**							
	Whiteway Operations Rehab / Paint Project								
	Chemical and Pumping Building	600	**R**	$ 75,000	$ 75,000	$ -	$ -	$ -	$ -
	Water Tanks and Yard Piping	601	**R**	75,000	-	75,000	-	-	-
	Whiteway HVAC Replacement	602	**R**	23,000	10,000	8,000	5,000	-	-
	Rebuild Water Supply Wells	603	**R**	94,000	18,000	18,000	19,000	19,000	20,000
	Rebuild Turbine Pumps	604	**R**	69,000	13,000	13,000	14,000	14,000	15,000
37-001	Lime slaker replacement	605	**R**	165,000	-	165,000	-	-	-
	Chinaberry Water Tank and Station and Painting	606	**R**	30,000	-	-	30,000	-	-
	Air release valve replacement	607	**R**	30,000	15,000	-	-	-	15,000
	Electrical Distribution Breaker Replacement	608	**R**	75,000	15,000	15,000	15,000	15,000	15,000
	Wear Plates	609	**R**	30,000	15,000	15,000	-	-	-
	DFS Well Control Telemetry	610	**R**	60,000	-	-	-	-	60,000
	WATER TREATMENT TOTAL			**$ 726,000**	**$ 161,000**	**$ 309,000**	**$ 83,000**	**$ 48,000**	**$ 125,000**
DISTRIBUTION SYSTEM									
	Line Stopping Project	611	**R**	$ 300,000	$ 150,000	$ 150,000	$ -	$ -	$ -
	Valve Replacement Project	612	**R**	270,000	60,000	60,000	60,000	60,000	30,000
	WATER DISTRIBUTION TOTAL			**$ 570,000**	**$ 210,000**	**$ 210,000**	**$ 60,000**	**$ 60,000**	**$ 30,000**
SEWER COLLECTION SYSTEM									
38-023	Sewer Manhole Rehabilitation	613	**R**	$ 225,000	$ 50,000	$ 50,000	$ 50,000	$ 50,000	$ 25,000
	Sewer Main Rehabilitation	614	**R**	450,000	100,000	100,000	100,000	100,000	50,000
	SEWER TOTAL			**$ 675,000**	**$ 150,000**	**$ 150,000**	**$ 150,000**	**$ 150,000**	**$ 75,000**

LIFT STATIONS													
38-183	Lift Station "SA" Rehabilitation	615	**R**	$ 1,150,000	$ -	$ 1,150,000	$ -	$ -	$ -
	Lift Station " ST" Telcom # 1 Rehabilitation	616	**R**	175,000	-	35,000	140,000	-	-
	Lift Station "A" Rehabilitation	617	**R**	322,000	-	46,000	214,000	-	62,000
	Lift Station "D" Rehabilitation	618	**R**	-	-	-	-	-	-
	Lift Station River Run Rehabilitation	619	**R**	184,000	-	-	36,800	147,200	-
	Lift Station Tree Tops Rehabilitation	620	**R**	330,000	-	60,000	270,000	-	-
	Submersible Pump Replacement	621	**R**	150,000	30,000	30,000	30,000	30,000	30,000
	Miscellaneous Electrical Replacement at Lift Stations	622	**R**	99,000	-	-	-	19,000	80,000
	Lift Station Telecom 1 Rehab.	623	**G**	213,000	-	40,000	173,000	-	-
	Lift Station Tupelo	624	**G**	65,000	-	-	-	-	65,000
	LIFT STATION TOTAL			**$ 2,688,000**	**$ 30,000**	**$ 1,361,000**	**$ 863,800**	**$ 196,200**	**$ 237,000**
TOTAL RENEWAL & REPLACEMENT FUND				**$ 4,659,000**	**$ 551,000**	**$ 2,030,000**	**$ 1,156,800**	**$ 454,200**	**$ 467,000**
PROJECTED FUNDING									
	Cash Carried Forward				$ 134,362	$ 2,891,199	$ 1,169,036	$ 320,073	$ 173,710
	Transfer From Water & Sewer Fund				534,837	534,837	534,837	534,837	534,837
	New Debt Issuance for Lift Station Rehabilitation Projects				3,000,000	-	-	-	-
	Debt Service on New Debt for Lift Station Projects				(227,000)	(227,000)	(227,000)	(227,000)	(227,000)
TOTAL FUNDING AVAILABLE					**$ 3,442,199**	**$ 3,199,036**	**$ 1,476,873**	**$ 627,910**	**$ 481,547**
BALANCE AVAILABLE AT SEPTEMBER 30					**$ 2,891,199**	**$ 1,169,036**	**$ 320,073**	**$ 173,710**	**$ 14,547**

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WATER IMPROVEMENT FUND			CIE	Cost of Five-Year Program	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21
Project No.	**DISTRIBUTION SYSTEM - WATER MAINS**	Ref. No.							
	Automatic Meter Reading	700	**G**	$ 695,000	$ 300,000	$ 200,000	$ 65,000	$ 65,000	$ 65,000
37-726	Water Main Extensions	701	**R**	73,000	14,000	14,000	15,000	15,000	15,000
37-244	Chinaberry Pumping Station Improvemnts	702	**R**	753,000	-	-	753,000	-	-
	DISTRIBUTION SYSTEM - WATER MAINS TOTAL			**$ 1,521,000**	**$ 314,000**	**$ 214,000**	**$ 833,000**	**$ 80,000**	**$ 80,000**
TOTAL WATER IMPROVEMENT FUND				**$ 1,521,000**	**$ 314,000**	**$ 214,000**	**$ 833,000**	**$ 80,000**	**$ 80,000**
PROJECTED FUNDING									
	Cash Carried Forward				$ 789,774	$ 605,091	$ 769,908	$ 15,725	$ 14,542
	Impact Fees				150,500	100,000	100,000	100,000	100,000
	Transfer from Water & Sewer Fund to Fund Large Project				-	300,000	-	-	-
	Less Engineering Overhead				(21,183)	(21,183)	(21,183)	(21,183)	(21,183)
TOTAL FUNDING AVAILABLE					**$ 919,091**	**$ 983,908**	**$ 848,725**	**$ 94,542**	**$ 93,359**
BALANCE AVAILABLE AT SEPTEMBER 30					**$ 605,091**	**$ 769,908**	**$ 15,725**	**$ 14,542**	**$ 13,359**

CITY OF TEMPLE TERRACE
FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM
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SEWER IMPROVEMENT FUND		CIE	Cost of Five-Year Program	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21
LIFT STATIONS	**Ref. No.**							
Lift Station "A" Force main Improvement	800	G	$ 250,000	$ -	$ -	$ 50,000	$ 200,000	$ -
Lift Station "D" Force Main Improvement	801	G	360,000	-	70,000	290,000	-	-
Lift Station "D" Force Main Improvement	802	G	675,000	-	-	-	200,000	475,000
LIFT STATION TOTAL			**$ 1,285,000**	**$ -**	**$ 70,000**	**$ 340,000**	**$ 400,000**	**$ 475,000**
SEWER IMPROVEMENT FUND			**$ 1,285,000**	**$ -**	**$ 70,000**	**$ 340,000**	**$ 400,000**	**$ 475,000**
PROJECTED FUNDING								
Cash Carried Forward				245,501	270,501	225,501	210,501	185,501
Impact Fees				25,000	25,000	25,000	25,000	25,000
Transfer from Water & Sewer Fund to Fund Large Projects				-	-	300,000	350,000	300,000
TOTAL FUNDING AVAILABLE				**$ 270,501**	**$ 295,501**	**$ 550,501**	**$ 585,501**	**$ 510,501**
BALANCE AVAILABLE AT SEPTEMBER 30				**$ 270,501**	**$ 225,501**	**$ 210,501**	**$ 185,501**	**$ 35,501**

CITY OF TEMPLE TERRACE
FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM
FY 2016-17 THROUGH FY 2020-21

SANITATION FUND	Ref. No.	CIE	Cost of Five-Year Program	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21
Facility								
Automated Collection Carts (containers)	900	R	$ 291,000	$ -	$ 280,000	$ 5,000	$ 3,000	$ 3,000
Pressure Washer Rebuild	901	R	5,000	-	-	-	-	5,000
Truck Wash Rebuild	902	R	2,500	-	-	-	-	2,500
FACILITY TOTAL			**$ 298,500**	**$ -**	**$ 280,000**	**$ 5,000**	**$ 3,000**	**$ 10,500**
Roll-Off								
Construction Roll-Off Containers	903	R	$ 100,000	$ 20,000	$ 20,000	$ 20,000	$ 20,000	$ 20,000
Roll-Off Vehicle	904	R	429,119	208,219	220,900	-	-	-
ROLL-OFF TOTAL			**$ 529,119**	**$ 228,219**	**$ 240,900**	**$ 20,000**	**$ 20,000**	**$ 20,000**
Residential								
Rear-load Vehicles	905	R	$ 1,035,916	$ -	$ 247,612	$ 255,040	$ 262,692	$ 270,572
Sanitation Foreman Work Vehicle	907	R	30,000	-	30,000	-	-	-
Automated Recycling Vehicle	909	R	772,639	-	245,000	-	259,921	267,718
Dumpster Transporter	910	R	52,000	-	-	52,000	-	-
RESIDENTIAL TOTAL			**$ 1,890,555**	**$ -**	**$ 522,612**	**$ 307,040**	**$ 522,613**	**$ 538,290**
Commercial								
Front-Load Vehicle	911	R	$ 572,632	$ 280,000	$ -	$ 292,632	$ -	$ -
COMMERCIAL TOTAL			**$ 572,632**	**$ 280,000**	**$ -**	**$ 292,632**	**$ -**	**$ -**
Special Pick Up Service								
Claw Truck	911	R	$ 299,462	$ 147,518	$ 151,944	$ -	$ -	$ -
SPECIAL PICK UP SERVICE TOTAL			**$ 299,462**	**$ 147,518**	**$ 151,944**	**$ -**	**$ -**	**$ -**
TOTAL SANITATION FUND			**$ 3,590,268**	**$ 655,737**	**$ 1,195,456**	**$ 624,672**	**$ 545,613**	**$ 568,790**
PROJECTED FUNDING								
Cash Carried Forward				$ 789,035	$ 713,019	$ 108,878	$ 87,348	$ 156,940
Charges For Services				3,586,557	3,658,288	3,731,454	3,806,083	3,882,205
Less Non-capital Use				(3,006,836)	(3,066,973)	(3,128,312)	(3,190,878)	(3,254,696)
TOTAL FUNDING AVAILABLE				**$ 1,368,756**	**$ 1,304,334**	**$ 712,020**	**$ 702,553**	**$ 784,448**
BALANCE AVAILABLE AT SEPTEMBER 30				**$ 713,019**	**$ 108,878**	**$ 87,348**	**$ 156,940**	**$ 215,658**

CITY OF TEMPLE TERRACE

FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM

FY 2016-17 THROUGH FY 2020-21

ALL FUNDS	**Cost of Five-Year Program**	**FY 16-17**	**FY 17-18**	**FY 18-19**	**FY 19-20**	**FY 20-21**
Appropriations						
General Fund	$ 6,440,050	$ 199,300	$ 2,535,300	$ 1,910,650	$ 922,600	$ 872,200
Capital Fund	16,277,500	-	365,000	4,117,500	11,795,000	-
CIT	7,148,535	549,625	3,695,378	1,320,268	694,220	889,044
Street Improvement	7,297,700	377,000	1,539,700	3,317,000	1,707,000	357,000
Water & Sewer	3,178,600	785,800	1,010,300	441,500	424,500	516,500
Renewal & Replacement	4,659,000	551,000	2,030,000	1,156,800	454,200	467,000
Water Improvement	1,521,000	314,000	214,000	833,000	80,000	80,000
Sewer Improvement	1,285,000	-	70,000	340,000	400,000	475,000
Sanitation	3,590,268	655,737	1,195,456	624,672	545,613	568,790
Fleet	-	-	-	-	-	-
ALL FUNDS TOTAL	**$ 51,397,653**	**$ 3,432,462**	**$ 12,655,134**	**$ 14,061,390**	**$ 17,023,133**	**$ 4,225,534**
Revenue Sources						
General Fund Revenue	$ 6,440,050	$ 199,300	$ 2,535,300	$ 1,910,650	$ 922,600	$ 872,200
New Debt	26,197,500	5,500,000	8,920,000	-	11,777,500	-
One-Cent Local Option Sales Tax (CIT)	6,228,215	1,245,643	1,245,643	1,245,643	1,245,643	1,245,643
Gas Tax	5,338,000	1,067,600	1,067,600	1,067,600	1,067,600	1,067,600
Multimodal Impact Fees	250,000	50,000	50,000	50,000	50,000	50,000
Water & Sewer User Fees	58,527,378	11,246,527	11,471,458	11,700,887	11,934,904	12,173,603
Transfer From Water & Sewer Fund (R & R)	2,674,185	534,837	534,837	534,837	534,837	534,837
Water Improvement Fee	550,500	150,500	100,000	100,000	100,000	100,000
Sewer Improvement Fee	125,000	25,000	25,000	25,000	25,000	25,000
Sanitation User Fees	18,664,587	3,586,557	3,658,288	3,731,454	3,806,083	3,882,205
Fleet Contributions	-	-	-	-	-	-
ALL FUNDS TOTAL	**$ 124,995,415**	**$ 23,605,964**	**$ 29,608,126**	**$ 20,366,071**	**$ 31,464,167**	**$ 19,951,087**

CITY OF TEMPLE TERRACE

FIVE-YEAR INFORMATION TECHNOLOGY CAPITAL AND MAINTENANCE PROGRAM

FY 2016-17 THROUGH FY 2020-21

INFORMATION SERVICES ONLY	CIE	Cost of Five-Year Program	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21
Software - Maintenance Operating Costs							
GENERAL FUND							
Legislative							
MCCI - Managed Services and Support Renewal	R	$ 28,232	$ 5,212	$ 5,368	$ 5,637	$ 5,919	$ 6,096
Executive							
Novice Agenda	R	43,063	7,950	8,189	8,598	9,028	9,299
AVG Antivirus Business	R	13,542	2,500	2,575	2,704	2,839	2,924
GFI - Email Archiver Annual Maintenacne	R	7,964	1,500	1,545	1,591	1,639	1,688
Sungard Annual Maintenance	R	546,910	103,013	106,103	109,286	112,565	115,942
VM maintenance for virtualization/backups	G	41,146	7,750	7,983	8,222	8,469	8,723
Online Exchange Mailboxes (275)/50gb Storage per Mailbox	G	124,765	23,500	24,205	24,931	25,679	26,449
Malware Bytes - Anti Spyware/Malware Software 250	G	27,608	5,200	5,356	5,517	5,682	5,853
Office 365 - Online Apps/Storage $204/YR 150 Users	G	162,460	30,600	31,518	32,464	33,437	34,441
Community Development							
ArcGIS Publisher Concurrent Use Primary Mtn	R	2,655	500	515	530	546	563
ArcInfo Concurrent Use Primary License Support	R	15,927	3,000	3,090	3,183	3,278	3,377
ArcView Single Use Primary Maintnenance	R	2,124	400	412	424	437	450
Arcview Single Use Secondary Maintenance	R	1,593	300	309	318	328	338
Arcview Spatial Analysis Extension	R	2,655	500	515	530	546	563
Police							
Northrop Grumman Annual Maintenance - AFR & RMS	R	382,258	72,000	74,160	76,385	78,676	81,037
Tritech Annual Maintenance	R	212,896	40,100	41,303	42,542	43,818	45,133
Netmotion Tech Support and Enterprise Policy	R	19,777	3,725	3,837	3,952	4,070	4,193
On Target - Police AIM1 - For Internal Affairs	R	2,469	465	479	493	508	523
On Target - Police Performance Management - PMP	R	8,495	1,600	1,648	1,697	1,748	1,801
On Target - Police Training Tracker - TMP	R	1,991	375	386	398	410	422
PERCS - Evidence Manager	R	2,787	525	541	557	574	591
Priority Dispatch - ProQA & Aqua Software Maint.	R	15,821	2,980	3,069	3,161	3,256	3,354
Rapid Notify - Emergency Notification System (911)	R	22,617	4,260	4,388	4,519	4,655	4,795
Power DMS Go Management	G	16,458	3,100	3,193	3,289	3,387	3,489
Power DMS Accrediation Management	G	1,593	300	309	318	328	338
Power Details Management	G	18,396	3,465	3,569	3,676	3,786	3,900
FTO Software Maintenance	R	1,593	300	309	318	328	338

Fire				-			
Tritech Annual Maintenance	R	433,517	81,655	84,105	86,628	89,227	91,903
Tritech - Ambulance and Medicare Billing	R	36,224	6,823	7,028	7,239	7,456	7,679
Netmotion Annual Maintenance	R	23,891	4,500	4,635	4,774	4,917	5,065
Zoll Fire RMS Maintenance	R	39,075	7,360	7,581	7,808	8,042	8,284
Zoll EPCR Software	R	56,765	10,692	11,013	11,343	11,683	12,034
Rapid Notify - Emergency Notification System (911)	R	43,800	8,250	8,498	8,752	9,015	9,285
Parks and Recreation							
E-trak - Recreation Software Annual Maint.	R	39,819	7,500	7,725	7,957	8,195	8,441
Biometric Scanning Software Maintenance	G	24,274	650	670	7,426	7,649	7,879
GENERAL FUND TOTAL		$ 2,425,157	$ 452,550	$ 466,127	$ 487,169	$ 502,123	$ 517,188
PUBLIC WORKS							
Fleet							
Shop Key Updates for Heavy Equipment	G	$ 49,344	$ 13,000	$ 13,390	$ 7,426	$ 7,649	$ 7,879
PUBLIC WORKS TOTAL		49,344	13,000	13,390	7,426	7,649	7,879
SOFTWARE TOTAL		$ 1,404,516	$ 465,550	$ 268,444	$ 283,233	$ 291,731	$ 300,483

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 $7.205 per thousand, taxable value of $100,000

$$\frac{\$100{,}000}{\$1{,}000} \text{ x } 7.205 = \$720.50$$

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 suppliers, 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

FISCAL YEAR 2017

City of Temple Terrace Vision Statement

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. Our efforts also will reflect our commitment to education, the arts and small-town livability. 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.

CITY OF
TEMPLE TERRACE
Amazing City. Since 1925.

11250 North 56th Street
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