



**CITY OF TAMARAC**  
**NOTICE OF WORKSHOP MEETING**  
**CITY COMMISSION OF TAMARAC, FL**  
**Conf. Room 105**  
**July 7, 2021**

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**CALL TO ORDER:**

**11:00 a.m.**

**ROLL CALL:**

**PLEDGE OF ALLEGIANCE:**

**Commissioner Placko**

- 1. City Manager's Opening Remarks**
- 2. Overview of FY2022 Proposed Budget**

*Presentation by Director of Financial Services, Christine Cajuste, and Budget Manager, Jeff Streder*

- 3. Adjournment**

The City Commission may consider and act upon such other business as may come before it. In the event this agenda must be revised, such revised copies will be available to the public at the City Commission meeting.

Pursuant to Chapter 286.0105, Florida Statutes, if a person decides to appeal any decision made by the City Commission with respect to any matter considered at such meeting or hearing, he may need to ensure that a verbatim record of the proceedings is made which record includes the testimony and evidence upon which the appeal is based.

The City of Tamarac complies with the provisions of the Americans with Disabilities Act. If you are a disabled person requiring any accommodations or assistance, please notify the City Clerk's Office at (954) 597-3505 of such need at least 48 hours (2 days) in advance. Additionally, if you are hearing or speech impaired and need assistance, you may contact the Florida Relay Service at either of the following numbers: 1-800-955-8770 or 1-800-955-8771.

A handwritten signature in blue ink that reads "Jennifer Johnson". The signature is fluid and cursive.

Jennifer Johnson, CMC  
City Clerk



**Title - 11:00 a.m.**



**Title - Commissioner Placko**



**Title - City Manager's Opening Remarks**



## **Title - Overview of FY2022 Proposed Budget**

*Presentation by Director of Financial Services, Christine Cajuste, and Budget Manager, Jeff Streder*

### **ATTACHMENTS:**

<b>Description</b>	<b>Upload Date</b>	<b>Type</b>
FY2022 Proposed Budget Summary	6/30/2021	Backup Material
FY2022 Proposed Budget	7/2/2021	Backup Material

**BUDGET SUMMARY**

**CITY OF TAMARAC, FLORIDA - FISCAL YEAR 2022**

\* THE PROPOSED OPERATING BUDGET EXPENDITURES OF THE CITY OF TAMARAC ARE 14.1%  
MORE THAN LAST YEAR'S TOTAL OPERATING EXPENDITURES.

<b>GENERAL FUND</b>	<b>7.2899</b>	<b>General Fund</b>	<b>Special Rev. Funds</b>	<b>Debt Service</b>	<b>Capital Projects</b>	<b>Enterprise Funds</b>	<b>Internal Serv. Funds</b>	<b>Total</b>
<b>ESTIMATED REVENUES:</b>								
Taxes:								
<b>Ad Valorem Taxes - Millage per \$1,000</b>	<b>7.2899</b>	<b>\$ 32,871,081</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 32,871,081</b>
Sales and Use Taxes		9,132,166	374,450	-	900,000	-	-	10,406,616
Permits, Fees & Special Assessments		5,047,446	16,124,223	-	-	6,429,038	-	27,600,707
Intergovernmental Revenue		9,242,205	8,130,730	-	-	-	-	17,372,935
Charges for Services		1,265,615	2,788,870	-	-	31,184,518	8,854,974	44,093,977
Judgments, Fines, and Forfeitures		532,408	200,000	-	-	-	-	732,408
Miscellaneous Revenues		1,664,252	394,871	23,010	-	332,920	110,225	2,525,278
Internal Service Charges		3,840,024	-	-	-	-	-	3,840,024
<b>TOTAL SOURCES</b>		<b>\$ 63,595,197</b>	<b>\$ 28,013,144</b>	<b>\$ 23,010</b>	<b>\$ 900,000</b>	<b>\$ 37,946,476</b>	<b>\$ 8,965,199</b>	<b>\$ 139,443,026</b>
Transfers In		3,510,495	6,785,351	4,047,279	4,683,459	26,730,868	-	45,757,452
Beginning Fund Balances/Reserves/Net Assets		4,688,694	5,576,742	-	478,000	22,789,011	1,458,010	34,990,457
<b>TOTAL REVENUES, TRANSFERS &amp; BALANCES</b>		<b>\$ 71,794,386</b>	<b>\$ 40,375,237</b>	<b>\$ 4,070,289</b>	<b>\$ 6,061,459</b>	<b>\$ 87,466,355</b>	<b>\$ 10,423,209</b>	<b>\$ 220,190,935</b>
<b>EXPENDITURES:</b>								
General Government		\$ 17,959,346	\$ -	\$ -	\$ 1,324,800	\$ -	\$ -	\$ 19,284,146
Public Safety		20,698,471	24,859,039	-	896,331	-	-	46,453,841
Physical Environment		1,677,971	7,290,024	-	1,515,000	55,784,107	-	66,267,102
Transportation		6,904,210	50,000	-	356,070	-	-	7,310,280
Economic Environment		912,398	1,143,755	-	-	-	-	2,056,153
Human Services		321,844	-	-	-	-	-	321,844
Culture/Recreation		5,594,144	100,000	-	1,491,258	1,995,000	-	9,180,402
Debt Service		-	-	4,070,289	478,000	1,772,410	-	6,320,699
Internal Services		-	-	-	-	-	9,696,006	9,696,006
<b>TOTAL EXPENDITURES</b>		<b>\$ 54,068,384</b>	<b>\$ 33,442,818</b>	<b>\$ 4,070,289</b>	<b>\$ 6,061,459</b>	<b>\$ 59,551,517</b>	<b>\$ 9,696,006</b>	<b>\$ 166,890,473</b>
Transfers Out		14,877,002	4,680,222	-	-	26,200,229	-	45,757,452
Ending Fund Balances/Reserves/Net Assets		2,849,000	2,252,197	-	-	1,714,609	727,203	7,543,009
<b>TOTAL APPROPRIATED EXPENDITURES, TRANSFERS, RESERVES &amp; BALANCES</b>		<b>\$ 71,794,386</b>	<b>\$ 40,375,237</b>	<b>\$ 4,070,289</b>	<b>\$ 6,061,459</b>	<b>\$ 87,466,355</b>	<b>\$ 10,423,209</b>	<b>\$ 220,190,935</b>
The tentative, adopted, and/or final budgets are on file in the office of the above mentioned taxing authority as a public record.								

# City of Tamarac, Florida

## FY 2022 PROPOSED BUDGET



### Our Vision:

*The City of Tamarac,  
Our Community of Choice -  
Leading the nation in quality of life through  
safe neighborhoods, a vibrant economy,  
exceptional customer service  
and recognized excellence.*

Fiscal Year 2022  
**Proposed Budget**

**City of Tamarac, Florida**

**The City For Your Life**



**Michelle J. Gomez**  
Mayor



**Elvin Villalobos**  
Vice Mayor  
District 3



**Marlon D. Bolton**  
Commissioner  
District 1



**Mike Gelin**  
Commissioner  
District 2



**Debra Placko**  
Commissioner  
District 4



**Michael C. Cernech**  
City Manager



# *Vision, Mission & Values*

## **Our Vision:**

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*The City of Tamarac, Our Community of Choice -  
Leading the nation in quality of life through safe neighborhoods,  
a vibrant economy, exceptional customer service and recognized excellence.*

## **Our Mission:**

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*We are:  
"Committed to Excellence . . . Always"*

*It is our job to foster and create an environment that:  
Responds to the Customer  
Creates and Innovates  
Works as a Team  
Achieves Results  
Makes a Difference*

## **Our Values:**

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*As Stewards of the public trust, we value:*

*Vision  
Integrity  
Efficiency  
Quality Service*

**TAMARAC**  
  
**The City For Your Life**

# TAMARAC



The City For Your Life



*Tamarac has been inducted into the International Palladium Balanced Scorecard Hall of Fame. The award is recognized as the worldwide gold standard of strategic performance management.*





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Tamarac  
Florida**

For the Fiscal Year Beginning

**October 1, 2019**

*Christopher P. Morill* |

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) has presented a Distinguished Budget Presentation Award to City of Tamarac, Florida for its annual budget for the fiscal year beginning October 1, 2019.

In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as a financial plan, as an operations guide, and as a communications device.



INTERNATIONAL CITY/COUNTY  
MANAGEMENT ASSOCIATION

This  
Certificate of Excellence  
is presented to

*Tamarac, Florida*

for exceeding the standards established by the International City/County Management Association in the identification and public reporting of key outcome measures, surveying of both residents and employees, and the pervasiveness of performance management in the organization's culture.

Presented in conjunction with the  
106th ICMA Annual Conference

September 24, 2020

A handwritten signature in black ink, appearing to read 'Marc A. Ott'.

Marc A. Ott  
ICMA Executive Director

A handwritten signature in black ink, appearing to read 'Jane S. Brautigam'.

Jane Brautigam  
ICMA President

## **EXECUTIVE TEAM**

**Michael C. Cernech**  
*City Manager*

**Kathleen Gunn**  
*Assistant City Manager*

**John R. Herin, Jr.**  
*City Attorney*

**George Folles**  
*Chief Building Official*

**Jennifer Johnson**  
*City Clerk*

**Maxine Calloway**  
*Director of Community Development*

**Christine Cajuste**  
*Director of Financial Services*

**Percy Sayles**  
*Fire Chief*

**Lorenzo Calhoun**  
*Director of Human Resources*

**Levent Sucuoglu**  
*Director of Information Technology*

**Greg Warner**  
*Director of Parks & Recreation*

**Captain Jeffrey Cirminiello**  
*Broward Sheriff's Office*

**Jack Strain**  
*Director of Public Services*

# Tamarac Perspective

A thriving, multicultural and multigenerational community, the City of Tamarac is a great place to build a family, build a business and build a life.

Young families, retirees and businesses are all drawn to Tamarac, which boasts a top-rated fire department and is rated the 11th safest city in Florida by SafeHome.org.\*

In the middle of everything, yet a world away, Tamarac offers an exceptional quality of life at an affordable price.

Tamarac's residential neighborhoods abound with waterways – the City contains over 500 acres of freshwater canals and lakes – and plenty of open spaces.



*Caporella Park*

Residents enjoy amenities such as the City-owned Colony West Golf Club, which offers 36 holes of golf, and 12 parks that cover 153.6 acres, including a dog park and a skate park.

Originally a bedroom community favored by retirees, Tamarac is growing younger as the City grows older. Our current median age is 49.5.

Tamarac's residential population has grown by 16% since 2000 to more than 66,000 today. The City welcomes more and more neighbors who have chosen Tamarac for our community's quality of life and proximity to South Florida's beaches, the Everglades, shopping, nightlife, regional sports, cultural events and the arts.

Tamarac offers programs for people of all ages and stages of life at parks and facilities throughout the City, including our 32,000 square foot community center, our recreation center and the Caporella Aquatic Complex.

The 13<sup>th</sup> largest city in Broward County and the 42<sup>nd</sup> largest in Florida, Tamarac is home to a growing business community. We offer an excellent location at the epicenter of South Florida, the 7th largest metropolitan statistical area in the U.S. by population, and easy access to five major highways and three world-ranked airports and seaports. The 500-acre Tamarac Commerce Park is home to approximately 80 companies including City Furniture, Unipharma, Gurkha Cigar Group, Sonny's The CarWash Factory and PuroClean.

\*Ranking for cities with a population over 50,000.

# Tamarac Perspective

We're primed for smart growth, with a new form-based code that ensures the right development at the right place. The construction of a new mixed-use downtown named Tamarac Village is underway. It and the renovation of Colony West will serve as economic drivers for the City.



*Tamarac Village*

As we look toward the Tamarac of tomorrow, maintaining infrastructure and preparing for the demands of the future remain top priorities to ensure the quality of essential services like potable water and stormwater management. We will also continue focusing on the revitalization of our commercial corridors and aging and underutilized shopping centers to better serve our vibrant community.

# Tamagraphics

## State of Florida



**Incorporated**      **City Charter Adopted**  
 July 19, 1963      May 19, 1971

Total City Size: 12.96 sq.miles  
 Land Area: 11.89 sq.miles  
 Water Area: 1.104 sq.miles

	<b><u>Tamarac</u></b>	<b><u>Broward County</u></b>
Population <sup>1</sup>	66,089	1,931,325
Registered Voters <sup>2</sup>	48,780	1,235,822
Civilian Labor Force <sup>3</sup>	33,179	1,007,621
Median Age <sup>3</sup>	47.4 yrs	40.4 yrs
Median Household Income <sup>3</sup>	\$45,474	\$54,895
% Below Poverty Level <sup>3</sup>	11.1%	14.0%

*Sources:*

- 1: FL Legislature, Office of Economic and Demographic Research
- 2: Broward County Supervisor of Elections
- 3: 2013-2017 American Community Survey 5-Year Estimates

### **Property Distribution (# of Parcels, % of Total)**

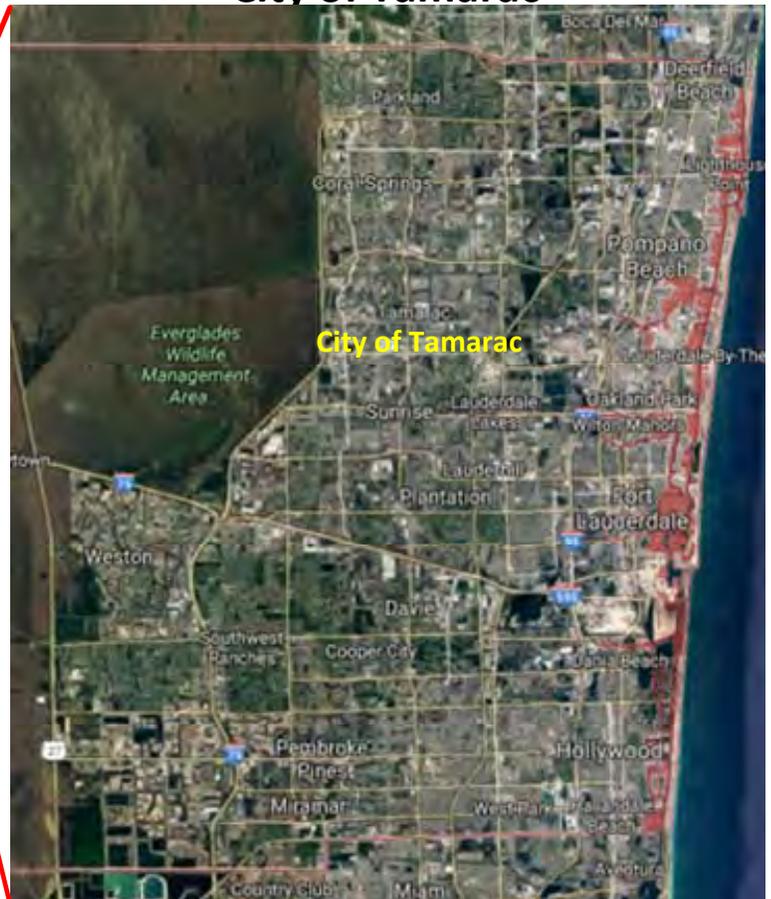
Residential	30,952	95.4%
- Single Family	16,532	
- Multi-Family<10	141	
- Multi-Family>9	14	
- Condos	14,017	
- Vacant	248	
Commercial	349	1.1%
Industrial	72	0.2%
Ag/Institution/Gov't	82	0.3%
Miscellaneous	986	3.0%

*Source: Broward Co. Property Appraiser July 1 Use Code Summary*

### **Infrastructure**

Streets maintained	137 miles
Storm Drainage maintained	82 miles
Waterways maintained	509 miles

## Broward County City of Tamarac



### **Largest Employers**      **# of Employees**

University Pavilion Hospital	768
Publix Supermarkets	529
City Furniture	400
City of Tamarac	400
Richline Group Inc.	329

*Source: InfoGroup Employer Database 2019 ed.1 prepared by FL Dept of Economic Opportunity*

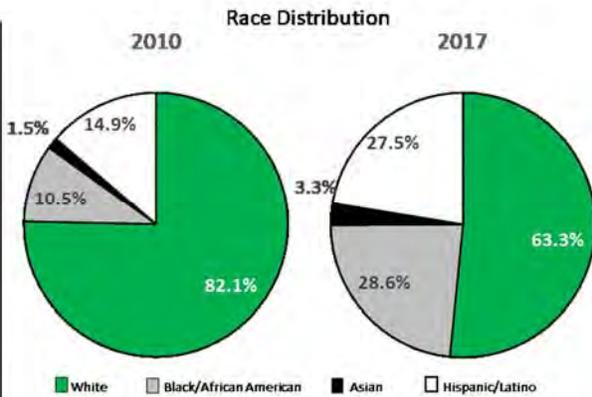
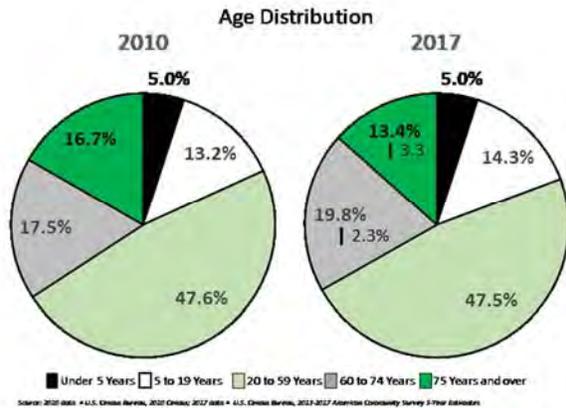
### **Largest Taxpayers**      **\$ Millions**

Florida Power & Light Co.	\$65.4
Advance Business Associates	\$46.6
Coral Vista Investors, LLC	\$36.0
BHG Univ Club on the Green	\$35.0
Sunshine MZL, LLC	\$28.2

### **Schools Serving Tamarac**

Elementary	8
Middle	4
High School	4
Charter (all grades)	4

# Tamagraphics



Note: Totals exceed 100% due to individuals identifying as more than one race.

## Police Protection

The City contracts with Broward County Sheriff's Office (BSO).

## Fire Protection

Number of Stations	4
Uniformed Employees	109
Non-uniformed Employees	6
Number of Response Units	8

## Educational Attainment

Population 25 yrs and older	Total Estimate	Percent Estimate
No High School Degree	5,060	10.4%
High School Graduate	15,187	31.2%
Some College, No Degree	10,446	21.5%
Associate's Degree	4,324	8.9%
Bachelor's Degree and up	13,597	28.0%

Source: U.S. Census 2013-2017 ACS 5-Year Estimate

## Parks & Recreation

Number of Parks	12
Number of Acres	416
Picnic Areas, Shelters	11
Trails, Paths	4
Tennis/Basketball Courts	4/3
Soccer/Multi-Use Fields	6
Football Fields	2
Baseball Fields	5
Golf Courses	1
# of Fitness Cntr Members	1,160
# of Youth Sports Teams	114
# Adult Sports Participants	754
# of Recreation Programs	115
# of Swim Classes	82
# Senior Program Members	1,171
# of Special Events	25
Special Event Attendance	17,000

## Municipal Utilities

	Water	Sewer*	Storm
Active Accounts	19,853	18,805	18,170
Miles of Mains	255	188.3	82
Pumping Stations	2	82	3
Fire Hydrants	2,091	N/A	N/A
Capacity (mgd**)	16	N/A	403

## Bond Ratings

	Fitch	Standard & Poor's	Moody's
CIP Rev Bond	AA-	AA	Aa3
Sales Tax Rev Bond	AA-	AA-	Aa3
W&S Rev Bond	AA	AA	Aa2
Stormwtr Rev Bond	AA	AA-	A1

# Reader's Guide

## Introduction

The first critical reading of the Fiscal Year 2022 Proposed Budget is the City Manager's Transmittal Letter. The reader will gain an understanding of the City Manager's vision, critical issues, recommended policy and operational changes, and a financial plan.

## Budget Overview

This section provides the reader with the basic components that make up the development of the Fiscal Year 2022 Proposed Budget. Included in this section are explanations of the type of government and budget, a description of the budget process, the Budget Calendar, budgetary highlights, and the Fiscal Year 2022 Personnel Complement.

## New Programs

This section answers the question: "What's new in the Budget?" In this section, you will find a list of new or enhanced programs, capital outlay, and capital improvement projects.

## Financials

This section provides schedules of detailed revenue sources and expenditures for the General Fund and for all funds combined for a total Fiscal Year 2022 Proposed Budget. Like a person with more than one checking account, a municipality categorizes revenue and expenditures into separate funds according to purpose. This section also includes a comparison of major revenue sources, the full cost allocation study, an overview of financial management policies, and a brief description of each fund.

## Programs

This section explains the diverse services offered by the City of Tamarac. Each division of each department has identified a mission statement, a program description and strategic goals for the upcoming year. In addition, the Fiscal Year 2022 Proposed Budget includes performance measures for each division. Performance Measurement is an ongoing process to evaluate and report how well the City is delivering its services.

Each Department and Division is responsible for goal setting and performance benchmarking to ensure alignment with the City's Strategic Plan. The measures reflect the City's effort to improve service, to check the quality of performance, and to make changes when necessary.

Reporting of performance measures differs from standard goals and objectives because it goes further than simply reporting "achieved" or "not achieved"; it provides an ongoing method for measurement, and allows for gauging performance against internal, external, local, and national standards.

## Asset Management Program

This section includes the City's Asset Management plan which provides a comprehensive listing and explanation of the capital requirements and associated funding for the City for the current and next five years.

## Appendix

This section contains the debt management information and glossary of commonly used terms.

June 21, 2021

The Honorable Mayor and Members of the City Commission  
City of Tamarac  
7525 NW 88<sup>th</sup> Avenue  
Tamarac, FL 33321

Mayor and Members of the City Commission:

It is my privilege to submit to you for your consideration the City of Tamarac Proposed Budget for Fiscal Year 2022 (FY 2022) and the FY 2022 - FY 2027 Asset Management Program Budgets pursuant to the City's Charter. In Florida, although a city can prepare budgets on a multi-year cycle, the City can only adopt a single year budget. The current process involves the preparation of a single year budget for adoption and two forecast year budgets to be updated as additional information becomes available. This document also continues the inclusion of financial, operational and asset management plans as a part of the budget proposal.

Staff began updating the FY 2022 and FY 2023 forecasts from the 2021 Adopted Budget and preparing the FY 2024 forecast earlier this year. As part of the preparation, staff evaluated various changes in costs, the updated Strategic Plan and all programs in crafting a budget and forecasts that meet the City Commission's goals. In addition, the fiscal policies adopted by the City Commission continue to ensure a sustainable future for the City. Fitch lauded the City in a recent ratings update, "The Issuer Default Rating (IDR) and GO rating of 'AA' reflect the City's strong financial resilience and superior inherent budget flexibility."

Again, this year the budget process is being undertaken with a backdrop of a pandemic continuing its disruption and causing challenges across the globe. Covid-19 has brought with it issues that this generation has never experienced and possibly will not experience again in their lifetime. It has brought with it, business closure / interruption, the need for social distancing, erratic financial markets, interest rate instability, job loss and chronic unemployment, with foreclosures, evictions and more homelessness quite possibly on the horizon. Accordingly, the proposed budget that accompanies this message includes estimates of State revenue sources such as, the Half-Cent Sales Tax and State Revenue Sharing directly linked to economic activity that have been projected to only slowly begin rebounding back toward pre-pandemic levels. All revenues from parks programs are projected to increase moderately across the board as park programs gradually convert back to in-person and ramp back up in frequency and the number of participants.

The FY 2022 Proposed Budget keeps the millage rate flat for the 10th consecutive year at 7.2899 mills. The proposed budget includes an updated Asset Management Plan that takes into account long-term financial planning for the City's assets, and one-time expenditures that will be further explained throughout this document. I have also provided examples of how the proposed millage rate will impact property owners at various property value levels.

## Millage and Taxable Value

Legislative changes governing how millage rates are established were enacted during the 2007 legislative session and additional changes were made via a referendum in 2008 affecting FY 2010 and beyond. The referendum increased the homestead exemptions from \$25,000 to \$50,000 and rules for portability of the “Save Our Homes” values were approved. In addition, there is an annual 10% cap on assessed value increases for non-homesteaded property (both residential and commercial). One referendum appeared on the ballot which resulted in a constitutional amendment. Specifically, the amendment makes the 10% cap on non-homesteaded property referenced above, which was set to expire this year, permanent.

Fiscal Year	Total Taxable Assessed Value History	
	Total Taxable Value	% Change from Prior Year
2010	\$3,229,109,048	
2011	\$2,599,728,754	-19.49%
2012	\$2,510,099,232	-3.45%
2013	\$2,453,271,755	-2.26%
2014	\$2,550,531,135	3.96%
2015	\$2,741,474,787	7.49%
2016	\$2,914,647,296	6.32%
2017	\$3,174,539,930	8.92%
2018	\$3,494,116,143	10.07%
2019	\$3,806,611,305	8.94%
2020	\$4,125,766,354	8.38%
2021	\$4,426,234,361	7.28%
2022	\$4,746,448,943	7.23%
2023 Est*	\$4,746,448,943	0.00%
2024 Est*	\$4,746,448,943	0.00%

\* City Total Taxable Value projected to remain flat for FY 2023 and FY 2024 due to potential lagging economic impacts of COVID-19 pandemic.

This FY 2022 proposed budget maintains the general operating millage rate of 7.2899 mills resulting in higher overall tax revenue due to an increase in taxable value plus growth of 7.23% (preliminary valuation distributed by the Broward County Property Appraiser as of June 1, 2021). The FY 2022 proposed budget for all funds totals \$220,190,935 which is \$32,224,544 more than the FY 2021 amended budget of \$187,966,391, an increase of 17.14%.

Fund Type	FY 2021 Amended	FY 2022 Proposed	Change from FY 2021 Amended	Percent Change	FY 2023 Forecast	FY 2024 Forecast
General Fund	\$ 72,071,351	\$ 71,794,386	(\$ 276,965)	(0.38%)	\$ 68,701,749	\$ 68,150,694
Special Revenue Funds	\$ 37,210,021	\$ 40,375,237	\$ 3,165,216	8.51%	\$ 37,209,268	\$ 36,810,803
Debt Service Funds	\$ 4,764,279	\$ 4,070,289	(\$ 693,990)	(14.57%)	\$ 3,241,249	\$ 3,245,999
Capital Project Funds	\$ 5,676,996	\$ 6,061,459	\$ 584,463	10.30%	\$ 3,405,944	\$ 1,365,200
Enterprise Funds	\$ 54,083,117	\$ 87,466,355	\$33,383,238	61.73%	\$ 52,843,946	\$ 47,745,468
Internal Service Funds	\$ 14,160,627	\$ 10,423,209	(\$ 3,737,418)	(26.39%)	\$ 10,447,232	\$ 10,698,332
<b>Total Expenditures All Funds</b>	<b>\$187,966,391</b>	<b>\$220,190,935</b>	<b>\$32,224,544</b>	<b>17.14%</b>	<b>\$175,849,388</b>	<b>\$168,016,496</b>

The increase from the amended budget is due primarily to budgeting \$25,780,500 in FY 2022 for major capital projects in the Utilities Renewal and Replacement Fund (as compared to \$9,723,150 in FY 2021) together with the required transfer from the related operating fund which alone accounts for an approximate \$32 million upward change from FY 2021. Also in FY 2022 funding for four new events is being added in Parks and Recreation as follows: (1) \$78,000 for Black History Month; (2) \$78,000 for Caribbean Heritage; (3) \$78,000 for Hispanic Heritage; and (4) \$50,000 for Juneteenth.

**Austerity measures taken for FY 2022 reflect conservative spending plans due to post pandemic impacts on future revenues as follows:** (1) a limited number of new positions, reclassifications or changes and only those critically needed are being recommended; and (2) travel and training budgeted for operating departments is being kept lower than pre-pandemic historic levels to manage potential shortfalls from expected revenue loss.

The summary chart for expenditures by category has been provided below to identify changes solely associated with personal services, operating expenditures, capital/infrastructure expenditures, and other categories for all funds. As was adopted in the Financial Policies, capital projects are budgeted on a “life-of-the-project” basis until completed or de-obligated by the City Commission. In other words, once the capital improvement has been budgeted, the funding will be carried forward with the project into the future and not re-appropriated annually, until completed.

Fund Type	FY 2021 Amended	FY 2022 Proposed	Change from FY 2021 Amended	Percent Change	FY 2023 Forecast	FY 2024 Forecast
All Funds						
Personal Services	\$ 51,770,975	\$ 54,223,089	\$ 2,452,114	4.74%	\$ 57,448,483	\$ 60,834,782
Operating Expenditures	\$ 62,031,646	\$ 64,427,104	\$ 2,395,458	3.86%	\$ 64,204,164	\$ 64,735,604
Capital Outlay	\$ 20,463,679	\$ 41,287,692	\$20,824,013	101.76%	\$ 15,235,444	\$ 8,870,656
Debt Service	\$ 6,997,055	\$ 6,320,699	(\$ 676,356)	(9.67%)	\$ 5,492,679	\$ 5,487,699
Grants & Aid	\$ 1,710,419	\$ 171,753	(\$ 1,533,666)	(89.96%)	\$ 171,753	\$ 171,753
Transfers	\$ 32,890,392	\$ 46,217,588	\$13,327,196	40.52%	\$ 26,160,388	\$ 21,465,878
Reserves	\$ 12,102,225	\$ 7,543,010	(\$ 4,559,215)	(37.67%)	\$ 7,136,477	\$ 6,450,124
<b>Total</b>	<b>\$187,966,391</b>	<b>\$220,190,935</b>	<b>\$32,224,544</b>	<b>17.14%</b>	<b>\$175,849,388</b>	<b>\$168,016,496</b>

### Personal Services

Personal Services costs represent 24.63% of the total proposed budget and 31.26% of the General Fund proposed budget. The Fire Union Contract was approved mid-year FY 2018 and the payroll projections used in constructing the FY 2022 Proposed Budget reflect those adjustments. Staff has provided an estimate of wages pursuant to the performance based pay system in the personnel policy for non-represented employees. Elected and Appointed officials have also been provided for in the proposed budget. Pension contributions for all three active plans were projected using the contribution rates based on actual payroll as follows: 20.37% for the Employee’s Pension Plan, 31.34% for the Elected and Appointed Officers and Non-Represented Employees Retirement Plan, and 41.06% for the Firefighters’ Pension Plan. These estimated rates and contributions may need to be adjusted based on overall financial market performance during and in the aftermath of the pandemic upon receiving the actuarially determined rates for October 1, 2021 after the beginning of the fiscal year. The proposed budget also contemplates an increase of 5% in health insurance benefit costs, dental, life and long- term disability.

The FY 2022 Proposed Budget includes additional staffing to ensure the City maintains its current level and quality of service delivery. Therefore, four (4) new full time General Fund positions, and one (1) new full time Stormwater Water Fund position are being proposed for FY 2022. The staffing changes include the following:

- One (1) full time Building Maintenance Technician position in the Public Services Department. It has been approximately twelve years since adding a Building Maintenance Tech (BMT). Public Services consistently uses the Association of Physical Plant Administrators (APPA) Guidelines for Facilities Maintenance Staffing. Public Services currently maintains 16 different facilities with several different building systems. The estimated gross sq. footage (GSF) of all facilities is 532,851. The APPA standard for building maintenance staffing for this GSF and facility type is approximately 75,000 GSF per FTE. Therefore, based on this industry standard, the City of Tamarac should have 7.07 FTE for general preventive and corrective building maintenance services. The City of Tamarac currently has 4 FTE BMTs.
- One (1) full time Groundkeeper position in the Public Services Department. Parks and Recreation facilities maintained by the Public Services Department continue to expand; and recent and pending expansions include very high-profile locations, which require daily maintenance and cleaning. The City of Tamarac currently has 180.7 acres of parks, recreation areas, and athletic fields, and is home to more than 65,000 residents. The National Recreation and Park Association (NRPA) has established, for similar sized cities, a benchmark of 4.6 Operations/Maintenance FTE per 10,000 residents. Using this established benchmark, a City of 65,000 should have 29.6 FTEs for parks maintenance functions. The Public Services Grounds Division is currently made up of 19.5 FTEs. The proposed additional staff will help provide needed support for daily functions of ongoing and near future park expansions (Swim Central Annex, Caporella Park Improvements) as well as City-wide.
- One (1) full time Special Events Supervisor position in the Parks and Recreation Department. The Special Events Coordinator currently oversees, plans and coordinates over 25 community events and assists with other projects. Each year, additional events are being requested including ground breakings, ribbon cuttings, Commission functions, and festivals. Responsibilities for the Special Events Coordinator position continue to increase to make enhancements to events include setting up contracts, marketing and promotion, risk assessment, purchasing, additional coordination with other departments and vendors, as well as, overall event requirements and logistics for each event. As the City continues to grow and with the opening of Tamarac Village and additional Commission initiatives the Parks and Recreation Department will be tasked with providing new events and activities. As a result, there is now a need for an additional staff person dedicated to the supervision of the special events. The Special Events Supervisor's primary responsibilities will be to plan and execute the additional events and activities at Tamarac Village and various National Heritage month events. The position will provide also leadership support to the Special Events Coordinator and the staff hours needed to effectively maintain the quality of the special events, programs and activities that the residents enjoy.
- One (1) full time Technical Support Services Team Leader position in the Information Technology Department. As the City has grown and as the Information Technology Department has expanded its service offerings to support additional hardware, software and other technologies in an effort to meet the growing needs of its customers, including that of City staff and the community, so has increased the need to utilize IT staff in additional areas, requiring enhanced and expanded technical skills. In addition, technology requirements and usage has also increased tremendously in Fire Rescue, requiring dedicated support services. The Technical Support Services Team Leader position will function to ensure proper staff utilization and to direct service delivery.

- One (1) full time Service Worker I position in the Stormwater Management Fund. The City of Tamarac has seen an increased amount of litter along the streets, medians, and rights-of-way in the City of Tamarac; and the City has received increased complaints from residents regarding this issue. The Public Services Department has responded by organizing monthly litter patrols, in concert with other City Departments and has increased the overall concerted effort to tackle the problem. In addition, the presence of litter along streets and medians can lead to problems beyond the aesthetics. Litter can obstruct catch basins, impede the flow in swales, and adds to unsightly litter in the canals. The new Service Worker I position in the Stormwater Division will provide focused attention on litter removal from streets and medians. The removal and reporting of debris along streets and roadways is a requirement of the National Pollutant Discharge Elimination System (NPDES). The Program Modification Request includes one year of Temporary Labor to assist the FTE Position. The additional temporary labor will provide an additional worker to help establish the program, covering more area in less time, while maintaining the overall cost of the program.

### General Fund

The FY 2022 proposed General Fund budget (no longer including Red Light Cameras) is \$71,794,386, which is \$276,965 or 0.38% less than the FY 2021 amended budget of \$72,071,351.

General Fund	FY 2021 Amended	FY 2022 Proposed	Change from FY 2021 Adopted	Percent Change	FY 2023 Forecast	FY 2024 Forecast
Personal Services	\$21,190,415	\$22,444,518	\$ 1,254,103	5.92%	\$23,368,685	\$24,226,785
Operating Expenditures	\$29,599,835	\$30,705,066	\$ 1,105,231	3.73%	\$31,596,800	\$31,728,876
Capital Outlay	\$ 309,580	\$ 805,950	\$ 496,370	160.34%	\$ 273,600	\$ 211,400
Grants & Aid	\$ 362,850	\$ 112,850	(\$ 250,000)	(68.90%)	\$ 112,850	\$ 112,850
Transfers	\$14,863,536	\$14,877,002	\$ 13,466	0.09%	\$11,983,314	\$10,870,783
Reserves	\$ 5,745,135	\$ 2,849,000	(\$2,896,135)	(50.41%)	\$ 1,366,500	\$ 1,000,000
<b>Total</b>	<b>\$72,071,351</b>	<b>\$71,794,386</b>	<b>(\$ 276,965)</b>	<b>(0.38%)</b>	<b>\$68,701,749</b>	<b>\$68,150,694</b>

Following is a summary of the General Fund with a comparison between the operating departments and non-departmental including reserves.

General Fund	FY 2010 Amended	FY 2022 Proposed	Change from FY 2020 Adopted	Percent Change	FY 2023 Forecast	FY 2024 Forecast
Operating Departments	\$48,592,274	\$50,718,717	\$ 2,216,443	4.56%	\$52,850,602	\$53,927,244
Non-Departmental	\$23,478,577	\$20,075,669	(\$3,402,908)	(14.49%)	\$15,851,147	\$14,223,450
<b>Total</b>	<b>\$72,071,351</b>	<b>\$71,794,386</b>	<b>(\$ 276,965)</b>	<b>(0.38%)</b>	<b>\$68,701,749</b>	<b>\$68,150,694</b>

The demand letter submitted to the City by the Broward County Sherriff's Office ("BSO") pursuant to our contract requests \$17,588,234 for Police Protection Services as compared to the \$17,270,877 contained in the Adopted FY 2021 Budget, representing an increase of 1.84%. The budget for police services also includes the third of three annual P-25 Radio Replacement Program Payments (FY 2022 payment = \$161,641).

The FY 2022 proposed General Fund budget includes an appropriation from fund balance of \$4,688,694 for purposes of budgeting \$1.5 million of the designated \$5 million Economic Development Reserve and funding transfers to capital funds such as, \$2,189,108 to the General Capital Fund; \$623,420 to the Capital Equipment Fund; \$1,004,800 to the Capital Maintenance Fund; and \$164,917 to the Colony West Golf Course Fund. In addition, \$1,099,000 is included to fund a contingency and \$250,000 is included for potential encumbrances (purchase orders that have not been completed by year end that are carried into the next fiscal year). The contingencies budgeted for FY 2022, FY 2023 include an added amount to cover possible increases to personal services costs resulting from the FPE labor contract negotiations which will conclude prior to the end of FY 2021.

## Other Major Fund Highlights

### Fire Rescue Fund

The FY 2022 proposed budget for the Fire Rescue Fund is \$26,036,678 which is \$599,617 more than the FY 2021 amended budget of \$25,437,061 or a 2.36% increase. The Fire Rescue Proposed Budget was developed maintaining the Fire Rescue Assessment Fee at \$350 per residential unit as it has been for the past three years. The \$350 represents approximately 98% of the maximum amount that can be charged based upon the study performed in FY 2016 and accepted as part of the Fire Rescue Assessment process approved for the FY 2017 Budget. At the current rate, an appropriation of \$3,249,699 from fund balance is needed to balance the budget.

The appropriation from fund balance is primarily associated with funding for the scheduled replacement of vehicles and equipment. The Fire Rescue Assessment Fee revenue can only be used for fire related expenses, thus the other major source of revenue for the Fire Rescue Fund is a transfer from the General Fund of \$6,785,351 for FY 2022.

The Fire Rescue Fund FY 2022 proposed budget includes planned capital outlay requests for equipment replacements through FY 2027. Each year through FY 2027, the Fire Department sets aside funding for proposed replacements that will take place in future years such as fire apparatus and equipment. For FY 2022, the Fire Rescue Fund also has current year equipment replacement requests that include major appliances for stations and the EOC, fitness equipment, hydraulic stretchers, an extrication unit and CPR devices.

### Building Fund

The FY 2022 Building Fund proposed budget is \$3,727,313 or \$68,521 more than the FY 2021 amended budget of \$3,658,792 a 1.87% increase. The proposed budget has been prepared in support of continuing operations. Staffing and contractual arrangements have been made in support of new residential development that began coming online in FY 2015 and is anticipated to continue, at least into the very near future. Additional revenue has been provided in support of this anticipated new construction. Building permit fee revenue budgeted for FY 2022 and the two forecast years is supported by the Building Department approved fee schedule.

### Public Art Fund

The Public Art Fund has been budgeted in the amount of \$566,000 which includes available funds received in prior years but not yet expended. The following public art projects were funded in prior years and either have been completed or work continues towards bringing these projects to fruition:

Public Art Project	Cost
Sunset Point Park Public Art	\$335,000
University Dr. Overpass	\$104,000
Significant Public @ Colony West Club House	\$205,500
Significant Public – District 1	\$205,500
Significant Public – District 4	\$205,500
Significant Public @ Tamarac Village	\$205,500
Artistic Fencing @ Mainlands Park Phase 2	\$ 90,000

In FY 2022 a \$50,000 appropriation is included for work to be done by a Public Art consultant, Gadsen & Ravitz, a \$50,000 appropriation is included for repair and maintenance of public artwork and \$466,000 of the FY 2022 proposed budget has been set aside as a reserve for future public art projects and/or unplanned expenditures related to existing art projects.

## Capital Projects Funds

The proposed Asset Management Plan Capital Improvement budget in the amount of \$10,364,131 is as follows:

Capital Improvement Project	Total Estimated Cost (Incl. Prior Yr Funding)	FY 2022 Budgeted Cost
Buffer Wall Commercial Blvd	\$1,650,000	\$150,000
Buffer Wall Phase 2 Southgate Blvd-West	\$3,659,294	\$3,659,294
Buffer Wall Phase 2 Southgate Blvd-East	\$2,980,730	\$2,980,730
Caporella Park Enhancements - The scope of the project expanded to include concessions and an amphitheater.	\$5,172,437	\$1,058,500 <i>(2nd increase added amenities)</i>
ADA Accessibility Study / Sidewalk Gap Analysis and resulting recommended future projects.	\$2,520,000	\$ 500,000
Tamarac 2040 Comprehensive Plan	\$ 200,000	\$ 200,000
City Hall Roof Replacement	\$1,500,000	\$1,500,000
GBJ Dog Park Shelters, Fence and Walkway	\$ 195,608	\$ 195,608
Fiber-Optic Transportation Cable-Comm. Blvd	\$4,120,000	\$ 120,000

## Stormwater Fund

The FY 2022 proposed budget is \$6,915,510 or \$199,480 more than the FY 2021 amended budget of \$6,716,030 or an increase of 2.97%. The primary revenue source for this fund is the Stormwater Utility Management Fee Assessment that is charged on a per equivalent residential unit (ERU) basis for improved and undeveloped property.

The FY 2022 stormwater fee assessment is expected to provide \$6,429,038 in revenue to support operations and stormwater related capital improvements. An increase to the stormwater assessment from the current \$135.53 to \$139.59 is being proposed for FY 2022. The increase of \$4.06 is 3% more than the prior year which is consistent with Section 22-254, Code of Ordinances. The FY 2022 Stormwater Fund budget includes \$81,000 in funding for the replacement of an 8" inch Thompson Pump (20 years old), \$15,000 for a John Deere Gator and \$36,000 for replacing a 2011 model Jon Boat.

## Utilities Fund

The FY 2022 proposed budget is \$51,916,769 or \$17,192,771 more than the FY 2021 amended budget of \$34,723,998 or an increase of 49.51%. The Water and Wastewater Utility conducted a long-range financial planning study in fiscal year 2015 that looked at rates over the next ten years. The Commission adopted the recommended rate structure through an amendment to Chapter 22 of the Utilities Ordinance. The FY 2022 proposed budget was prepared assuming no rate adjustment. City staff will likely be conducting a rate study in the very near future.

The proposed budget for the Utilities Fund follows the long-range financial plan and provides support for continuing operations of the existing facilities, an active renewal and replacement program to maintain aging infrastructure, and funding for capital improvements identified in the ten-year capital improvement plan, six years of which are included in this budget proposal. City staff will evaluate future funding options for capital improvement projects, where funding approaches for projects with estimated costs equal to or greater than \$5 million would include the issuance of debt and pay as you go funding. The FY 2022 proposed budget includes capital outlay totaling \$27,129,193, consisting of \$25,780,500 for CIP, renewal and replacement, \$743,193 for vehicles and \$605,500 for capital equipment, including:

Capital Outlay Item	Total Cost (incl. Prior Yr Funding)	FY 2022 Budgeted Cost
WTP New Control Building Construction	\$16,800,000	\$15,000,000
East Side Distribution Expansion Project	\$14,994,000	\$ 5,000,000
WTP Filter Replacement (design started)	\$ 5,850,000	\$ 3,550,000
Rehab Accelerators - Internals	\$ 620,000	\$ 500,000
Sewer Main Rehabilitation (I & I)	\$14,750,000	\$ 500,000
Water Main Force Main Repair	\$ 3,300,000	\$ 300,000
Wastewater System Master Plan (Study)	\$ 300,000	\$ 300,000
WTP Filter Replacement 3 and 4 Rehab and Filter Media	\$ 159,000	\$ 159,000
WTP Renewal/Replacement	\$ 1,475,000	\$ 125,000
WTP Ammoniation System Upgrade and Improvements	\$ 144,500	\$ 124,500
Shaker Village Paving Post Pipe Bursting	\$ 120,000	\$ 120,000
Irrigation Replacement	\$ 1,025,000	\$ 82,000
RRA Security Upgrades Tract 27 - 2MG Tank	\$ 20,000	\$ 20,000
Backhoe Replacement (21 years old)	\$ 153,000	\$ 153,000
60 KW Trailer Mounted Generators Repl (2)	\$ 133,000	\$ 133,000
Wastewater Pumps (3)	\$ 96,000	\$ 96,000
Safety Grates:50WW Pump Sta's-Yr2of3	\$ 88,750	\$ 88,750
Trailer Mounted Sewer Cleaner	\$ 60,000	\$ 60,000
2014 E450 SD VIDEO VAN 158" WB	\$ 396,120	\$ 396,120
2015 Ford F250 SD STD CAB/UTIL 2WD	\$ 36,800	\$ 36,800
2015 Ford F450 STD CAB/UTIL BED 4WD	\$ 65,648	\$ 65,648
2015 Ford F250 STD CAB/UTIL 1300 LG	\$ 35,286	\$ 35,286
2015 Ford F150 EXT-CAB/STD BED 2WD	\$ 30,200	\$ 30,200
2015 Ford F250 STD CAB/UTIL BED 2WD	\$ 40,253	\$ 40,253
2016 Ford F150 STD CAB/BED 2WD	\$ 31,750	\$ 31,750
2016 Ford F150 STD CAB/BED 2WD	\$ 31,750	\$ 31,750
2016 Ford F250 STD/CAB UTIL BED 2WD	\$ 35,285	\$ 35,285
2013 Ford F250 STD CAB/UTIL w/Crane	\$ 40,100	\$ 40,100

### Health Insurance Fund

Based on current information pertaining to claim activity and amounts for the prior year, staff is presently budgeting for no increase in the premium for stop loss in the Health Insurance Fund, maintaining it at \$600,000. Staff is budgeting for Health Care claims to be remain at \$5.5M for fiscal year 2022 and be adjusted upward to \$5.7M in 2023 and to \$5.8M in 2024. These expenses are being closely monitored in FY 2021 and will be re-evaluated prior to the adoption of the FY 2022 Budget.

### Risk Management Fund

Based on current information for workers compensation rates recently established by the Florida legislature, staff is recommending premiums for workers compensation be adjusted upward from \$325,000 to \$334,750 for fiscal years 2022, 2023 and 2024 and further recommending claims for worker's compensation be increased from \$178,000 to \$186,900 for fiscal years 2022, 2023 and 2024. Based on the most current information available regarding property liability, staff is recommending that premiums for property liability be increased from \$925,000 for FY 2021 to \$1,100,000 for fiscal years 2022, 2023 and 2024. Lastly, based on the most current information available regarding automobile accident activity and the automobile insurance market, staff is recommending that claims for automobiles remain at \$67,000 for fiscal years 2022, 2023 and 2024.

### Asset Management Program

Similar to prior years, the Capital Improvement Plan is included in a six-year format beginning with FY 2022 and the five years following for planning purposes.

Other components of the Asset Management Program are a Capital Maintenance Plan for all significant maintenance for facilities and equipment, a capital vehicle replacement plan, and a capital equipment plan for capital equipment not included in the capital vehicle replacement plan. All plans follow the same format as the Capital Improvement Plan, current year plus five years for a six-year plan.

Following is a summary of the Asset Management plan by program: (amounts in yellow include projects that are shown in the six (6) year CIP but are not budgeted for beyond FY 2021 - Funds 310 & 315)

Asset Mgmt Plan Program	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	Total
Capital Improvement Program	\$36,544,631	\$40,972,631	\$36,631,959	\$15,147,524	\$83,725,665	\$10,617,200	\$223,639,610
Capital Maintenance Program	\$ 5,510,978	\$ 5,376,598	\$ 5,151,335	\$ 1,395,239	\$ 1,466,614	\$ 1,289,614	\$ 20,190,378
Capital Vehicle Program	\$ 2,570,310	\$ 1,396,999	\$ 1,472,329	\$ 1,855,543	\$ 294,925	\$ 322,325	\$ 7,912,431
Capital Equipment Program	\$ 1,907,150	\$ 1,288,200	\$ 1,343,156	\$ 2,777,450	\$ 470,500	\$ 1,368,700	\$ 9,155,156
<b>Total</b>	<b>\$46,533,069</b>	<b>\$49,034,428</b>	<b>\$44,598,779</b>	<b>\$21,175,756</b>	<b>\$85,957,704</b>	<b>\$13,597,839</b>	<b>\$260,897,575</b>

*Note: Amounts in yellow include projects that are shown in the 6 year CIP but are not actually funded beyond FY 2022*

### Strategic Plan

This proposed budget has been aligned with the Strategic Plan’s Six Goals and the associated strategies to achieve those goals. A separate section of the proposed budget book and this Executive Summary provides comparative benchmarks associated with the progress made with respect to the strategies identified by staff during the multiple strategic planning sessions held throughout FY 2019.

### Millage Recommendation

The millage rate recommendation of 7.2899 is the same as FY 2021 given an overall increase in taxable value of approximately 7.23% based upon the preliminary estimated value as of June 1, 2021. New construction is \$79,035,510. Overall, the net increase in value of \$320,214,582 (June 1, 2021 estimated value over July 1, 2020 Certified Value) at the proposed millage rate represents \$2,217,615 in additional budgeted revenue. This additional revenue **only funds current operations**. In FY 2022 the funding of capital projects utilizes fund balance that currently exists in the General Fund, in essence relying on the City’s undesignated savings to construct any new capital improvement projects.

This budget proposes a millage rate of 7.2899 mills, the same as the current millage rate subject to minor modifications following receipt of the certified values from the Property Appraiser on July 1, 2021. This millage rate will generate budgeted property tax revenue of \$32,871,081 for FY 2022 which is 95% of the total tax levy of \$34,601,138, as required by Florida Statutes.

The proposed property tax revenue of \$32,871,081 is \$2,512,152 or approximately 8.27% more than the FY 2021 adjusted (June 1, 2021 estimated value over VAB adjusted value as June 1, 2021) property tax levy of \$31,956,767 (at 95%) on a budgetary basis.

The rolled-back millage rate calculation based upon the June 1 preliminary taxable value estimate is 6.8468 mills and represents the millage rate necessary to provide the same amount of tax revenue as the previous year plus growth. The tax revenue from the rolled-back millage rate applied to the preliminary taxable value plus growth represents \$30,873,088 at 95% of the tax levy or an increase of \$219,622 over the FY 2021 tax revenue that was budgeted.

FY 2022 Proposed Millage Rate				
Millage Rate	Ad Valorem Levy	Budget Amount @ 95%	Change in Budget Amount from 7.2899 Level	Description of Legislative Limitations
7.2899	\$32,266,806	\$30,653,466		Current Millage Rate
<b>7.2899</b>	<b>\$34,601,138</b>	<b>\$32,871,081</b>	<b>\$2,217,615</b>	<b>Proposed Millage Rate</b>
6.8468	\$32,497,987	\$30,873,088	\$ 219,622	Rolled Back Rate
6.8468	\$30,368,638	\$30,873,088	\$ 219,622	Rolled Back Rate for Maximum Millage Levy Calculation
7.1501	\$33,937,585	\$32,240,706	\$1,587,240	Majority Vote Maximum Millage Rate Allowed with Growth Factor
7.8651	\$37,331,296	\$35,464,731	\$4,811,265	110% of Adjusted with Growth Factor - 2/3 Vote Max Rate Allowed

(1) FY 2021 Budgeted receipts of \$30,653,466 based upon the July 1, 2020 certified taxable values.

The following table compares the estimated distribution of the ad valorem levy at the current millage rate and the proposed rate of 7.2899.

Property Class Type	FY 2021 Taxable Value	FY 2021 Ad Valorem Levy @ 7.2899	% of Total	FY 2022 Taxable Value	FY 2022 Ad Valorem Levy @ 7.2899	% of Total
Improved Single Family	\$2,082,226,750	\$15,179,225	49.86%	\$2,249,723,280	\$16,400,258	50.07%
Multi Family	\$ 293,873,740	\$ 2,142,310	7.04%	\$ 350,774,860	\$ 2,557,114	7.81%
Condominiums	\$ 812,426,140	\$ 5,922,505	19.45%	\$ 873,079,320	\$ 6,364,661	19.43%
Improved Commercial	\$ 554,363,910	\$ 4,041,257	13.27%	\$ 568,234,540	\$ 4,142,373	12.65%
Improved Industrial	\$ 281,927,390	\$ 2,055,222	6.75%	\$ 292,447,960	\$ 2,131,916	6.51%
All Others	\$ 151,309,890	\$ 1,103,034	3.62%	\$ 158,466,680	\$ 1,155,206	3.53%
<b>Total Taxable Value</b>	<b>\$4,176,127,820</b>	<b>\$30,443,553</b>	<b>100.00%</b>	<b>\$4,492,726,640</b>	<b>\$32,751,528</b>	<b>100.00%</b>

Table Value as of June 1, 2021.  
Note: Does not include Tangible Personal Property

At the proposed millage rate of 7.2899 mills based upon June 1, 2021 preliminary taxable values, the burden, (relative reliance on for generating property tax revenue) on single-family residential, multi-family residential and condominiums has increased stemming from new units and related valuations being added to the tax rolls, while the burden on improved commercial and industrial has decreased. As residential is the largest class of property in the City, now making up approximately 77.3% of the entire City tax base and provided with the majority of services, it is expected that as values increase the burden will increase as well. This is also a function of the cap on taxable value growth of nonresidential and commercial values at ten percent per year. Based upon preliminary values by class, the taxable assessed value (i.e. resulting value after applying Save Our Homes protection and any qualified exemptions) of all the classes of property increased from the prior year as follows: single family residential by 8.04%, multi-family residential by 19.36%, condominiums by 7.47%, improved commercial by 2.50%, improved industrial by 3.73%, while all others (includes all vacant land) increased by 4.73%.

It should be noted however the difference in the Just or Market Value increases were as follows: single family residential by 6.59%, condominiums by 5.25%, improved commercial by 1.99% and improved industrial by 0.88% (see charts below).

	Single Family Residential (1)			Condominiums		
	FY 2021	FY 2022	% Change	FY 2021	FY 2022	% Change
Number of Parcels	16,532	16,616	0.5%	14,017	14,017	0.0%
Market Value	\$3,841,642,750	\$4,094,944,100	6.6%	\$1,573,484,840	\$1,656,070,100	5.2%
Average Market Value	\$ 232,376	\$ 246,446	6.1%	\$ 112,255	\$ 118,147	5.2%
Save Our Home Value	\$2,757,742,600	\$2,941,688,880	6.7%	\$1,154,085,990	\$1,224,143,490	6.1%
Average Save Our Home Value	\$ 166,812	\$ 177,040	6.1%	\$ 82,335	\$ 87,333	6.1%
Taxable Value	\$2,082,226,750	\$2,249,723,280	8.0%	\$ 812,426,140	\$ 873,079,320	7.5%
Average Taxable Value	\$ 125,951	\$ 135,395	7.5%	\$ 57,960	\$ 62,287	7.5%
SOH Differential	\$1,083,900,150	\$1,153,255,220	6.4%	\$ 419,398,850	\$ 431,926,610	3.0%
SOH Plus Exemptions	\$1,759,416,000	\$1,845,220,820	4.9%	\$ 761,058,700	\$ 782,990,780	2.9%

(1) Improved properties only

	Improved Commercial			Improved Industrial		
	FY 2021	FY 2022	% Change	FY 2021	FY 2022	% Change
<b>Number of Parcels</b>	318	314	-1.3%	68	70	1.4%
<b>Market Value</b>	\$581,803,310	\$593,399,930	2.0%	\$291,784,350	\$294,362,650	0.9%
<i>Average Market Value</i>	\$ 1,829,570	\$ 1,889,809	3.3%	\$ 4,228,759	\$ 4,205,181	-0.6%
<b>Save Our Home Value</b>	\$561,918,500	\$575,861,040	2.5%	\$282,296,930	\$292,817,500	3.7%
<i>Average Save Our Home Value</i>	\$ 1,767,039	\$ 1,833,952	3.8%	\$ 4,091,260	\$ 4,183,107	2.2%
<b>Taxable Value</b>	\$554,363,910	\$568,234,540	2.5%	\$281,927,390	\$292,447,960	3.7%
<i>Average Taxable Value</i>	\$ 1,743,283	\$ 1,809,664	3.8%	\$ 4,085,904	\$ 4,177,828	2.2%

The average taxable value of a single family residential unit has increased 7.50% from \$125,951 to \$135,395 and condominiums have increased 7.47% from \$57,960 to \$62,287. These averages include the “Save Our Homes” (SOH) limitations and all exemptions. These types of increases would seem to indicate that turnover in properties within the City has been the driver of these changes since SOH was limited to 1.4% and non-homesteaded (i.e. rentals and investment properties) are limited to 10%.

As a result of the recapture rule, as well as the normal changes in values for certain areas in the City, those properties that have “Save Our Homes” protection will experience a 1.4% increase in taxable assessed value even though there may have been a greater increase in the just (market) value of the property. Commercial and non-residential properties are limited to a 10% increase in taxable value. Overall, the “Save Our Homes” differential, i.e. the amount not subject to taxation increased 5.45% on a combined improved residential (single family and condominiums) basis to \$1.585 billion for FY 2022.

In addition, overall Just or Market Value for improved residential (single family and condominiums) increased approximately \$335.9 million or 6.20% over the previous year while the taxable value (SOH and exemptions applied) increased 7.88% or approximately \$228.1 million.

The following table provides the comparison of the FY 2021 and FY 2022 ad valorem levy for homesteaded residential properties at various values. The chart assumes changes in assessed value at 1.4% year over year.

FY 2021 SOH Assessed Value	Homestead Exemption	FY 2021 Taxable Value	Ad Valorem Levy @ 7.2899	FY 2022 SOH Assessed Value (1)	Homestead Exemption	FY 2022 Taxable Value	Ad Valorem Levy @ 7.2899	Difference
\$128,051	\$50,000	\$ 78,051	\$ 568.98	\$135,992	\$50,000	\$ 85,992	\$ 626.87	\$57.89
75,000	50,000	25,000	182.25	76,050	50,000	26,050	189.90	7.65
100,000	50,000	50,000	364.50	101,400	50,000	51,400	374.70	10.21
125,000	50,000	75,000	546.74	126,750	50,000	76,750	559.50	12.76
150,000	50,000	100,000	728.99	152,100	50,000	102,100	744.30	15.31
175,000	50,000	125,000	911.24	177,450	50,000	127,450	929.10	17.86
200,000	50,000	150,000	1,093.49	202,800	50,000	152,800	1,113.90	20.41
225,000	50,000	175,000	1,275.73	228,150	50,000	178,150	1,298.70	22.96
250,000	50,000	200,000	1,457.98	253,500	50,000	203,500	1,483.49	25.51
275,000	50,000	225,000	1,640.23	278,850	50,000	228,850	1,668.29	28.07
300,000	50,000	250,000	1,822.48	304,200	50,000	254,200	1,853.09	30.62

First line represents the **actual SOH average assessed values** of single family and condominium properties only before exemptions.  
(1) Assessed values **below grey line** are assumed to **increase by** the “Save Our Homes” (SOH) percentage increase allowable by law of 1.4%.

As stated previously, the FY 2022 proposed General Fund budget is \$71,794,386, including ad valorem revenue using an estimated millage rate of 7.2899 mills.

The following table demonstrates the relationship between millage rates and property taxes levied since the decline in taxable assessed values that began in calendar year 2009 or FY 2010. The table below is indicative of the trend where the City continued to lag property tax collections of a decade ago remained through FY 2017. The table indicates that FY 2018 was the very first fiscal year in which property tax collections reached or exceeded the levels experienced prior to the start of the rapid decline.

Fiscal Year	Millage Rates vs. Property Taxes Levied		Total Taxable Value
	Millage Rate	Property Taxes Levied	
2010	5.9999	\$18,405,615	\$3,229,109,048
2011	6.5000	\$16,053,325	\$2,599,728,754
2012	6.6850	\$15,941,013	\$2,510,099,232
2013	7.2899	\$16,989,600	\$2,453,271,755
2014	7.2899	\$17,663,461	\$2,550,531,135
2015	7.2899	\$18,985,823	\$2,741,474,787
2016	7.2899	\$20,185,113	\$2,914,647,296
2017	7.2899	\$21,984,975	\$3,174,539,930
2018	7.2899	\$24,198,170	\$3,494,116,143
2019	7.2899	\$26,362,325	\$3,806,611,305
2020	7.2899	\$28,572,603	\$4,125,766,354
2021	7.2899	\$30,653,466	\$4,426,234,361
2022	7.2899	\$32,871,081	\$4,746,448,943
2022 Est	7.2899	\$32,871,081	\$4,746,448,943
2023 Est	7.2899	\$32,871,081	\$4,746,448,943

## Conclusion

The City of Tamarac has experienced a resurgence in taxable property values, approximately 7.28% in FY 2021 and approximately 7.23% in FY 2022; however, the City will continue to face challenges due to slow to moderate upward adjustments in other revenue sources and limited alternatives for revenue against an increase in the cost of service and projected investments in future capital improvements. Furthermore, in the wake of the current COVID-19 pandemic continued incremental increases in taxable property valuable may now be in jeopardy and at best uncertain, as the long term potential lagging impacts from economic shutdowns and related job losses begin to materialize and permeate the real estate market.

The legislative and constitutional measures have limited growth in taxable values through the years. New construction however, is expected to provide additional revenue as new housing and commercial development is added to the tax rolls. New construction provided an even greater boost to taxable values yet again in calendar year 2020 for FY 2022, amounting to \$79.0 million, as compared to \$42.5 million reflected in the July 1, 2020 Certified Values.

As a result, at the same millage rate due to the pandemic and the imminent aftermath that the City will be forced to contend with, it is anticipated that property tax revenue will increase enough as a percentage of total General Fund Revenue only for FY 2022. Over time, in order to keep pace with the expected and realized increases in the cost of operations and at the same time provide needed funding for future planned capital improvement projects, further cost-cutting or austerity measures may become necessary unless some of the burden currently borne by property tax revenue can be shifted to other General Fund revenue sources. Bear in mind that future large scale general capital improvement projects are shown in the Six Year Capital Improvement Plan (“CIP”) but not actually funded beyond FY 2022.

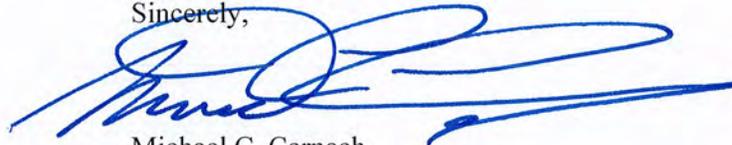
Staff developed a budget that is designed to provide sustainability in the provision of current services while at the same time enhancing some service levels within the community. The FY 2022 proposed millage rate of 7.2899 mills, along with all other revenue sources, preserves core services within the General Fund and other operating funds and provides for the implementation of various strategic objectives towards the attainment of the City’s strategic goals.

The format of the FY 2022 Proposed Budget with two forecast years builds upon the success of the inaugural proposed budget in FY 2021 and prior budget publications that received the Government Finance Officers Association (GFOA) “Distinguished Budget Presentation Award” in recognition of layout, planning, content and overall presentation. The award is noteworthy in that it is bestowed on only a small percentage of public organizations. It is believed that this proposed budget, which fully incorporates the City’s Strategic Planning process through the annual allocation of financial resources, represents an excellent opportunity for the City Commission, staff, and residents to review the delivery of municipal services vis-à-vis the budget’s effectiveness, in accomplishing the collective desires of the community. It is hoped that the Mayor, Commission, and the residents of Tamarac will continue to find the City’s Budget to be user-friendly, serving as a reference throughout the year as both a financial tool and operations guide.

I would also like to take this opportunity to recognize the support and dedication of the City of Tamarac’s municipal workforce as they continue to provide an extensive array of core services for residents with enthusiasm and pride. Many of these employees have contributed extensively in the analysis and preparation of this document, and I appreciate their continued commitment to the continuing evolution of the budget preparation process.

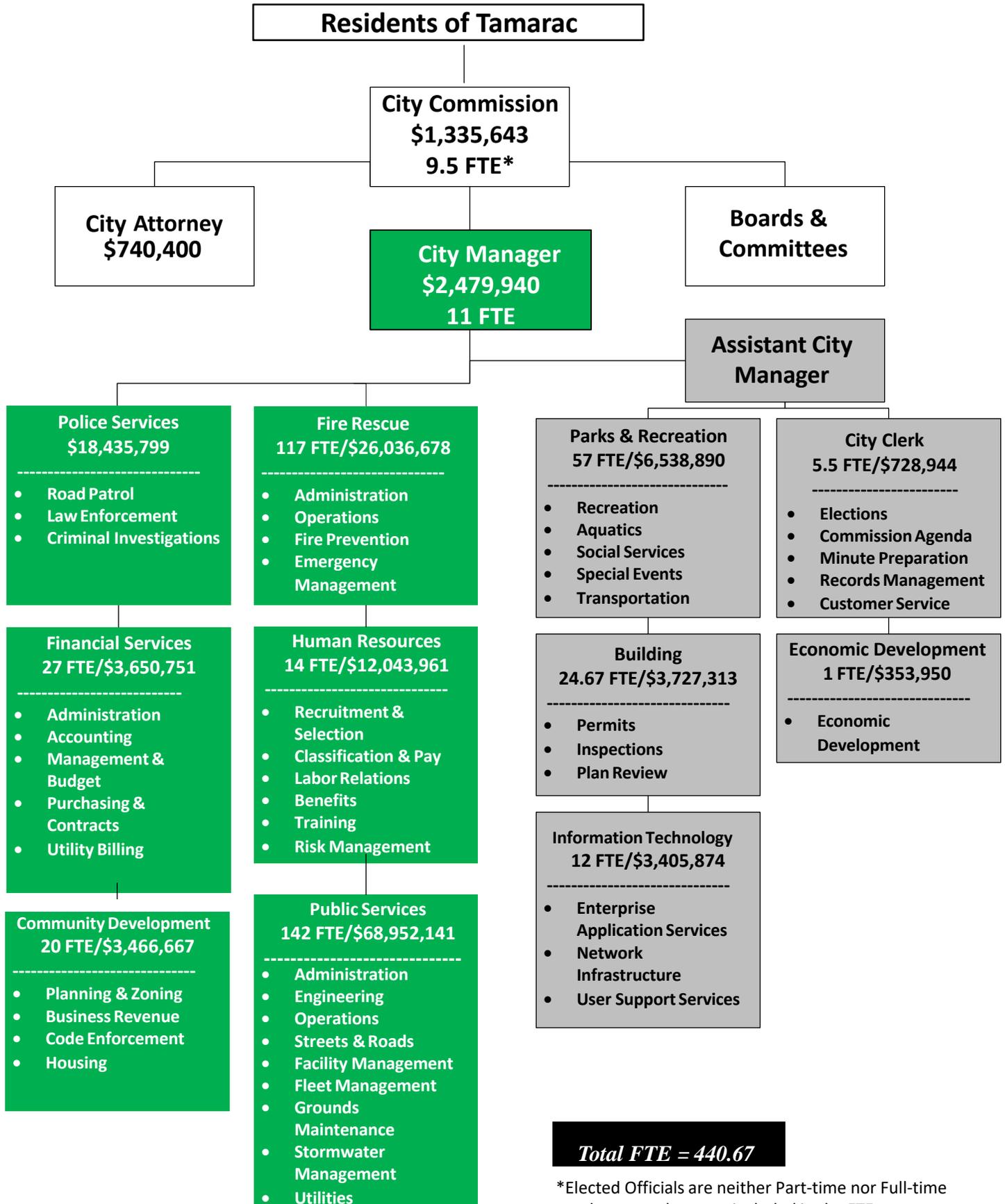
In conclusion, we firmly believe that this budget proposal is both responsive and responsible. It is responsive to the service requirements of our residents and responsible in recognizing challenges associated with the availability of resources. We eagerly anticipate the opportunity to work with the Mayor and City Commission in crafting the final adopted budget.

Sincerely,



Michael C. Cernech  
City Manager

# City of Tamarac Organizational Chart



**Total FTE = 440.67**

\*Elected Officials are neither Part-time nor Full-time employees and are not included in the FTE count.

# Building the Budget

The City of Tamarac is governed by a Commission/Manager form of government, which combines the political leadership of elected officials with the managerial experience of an appointed administrator. The City Commission consists of five members: The Mayor, chief elected official-at-large, and four commission members elected from each of the four districts in the City. The legislative powers of the City are vested in and exercised by the City Commission, consistent with the United States Constitution, the Florida Constitution, laws of the State of Florida, the City Charter, and City ordinances. The City Commission is vested with policy-setting authority, adopting the annual budget, formulating goals and objectives, and making decisions that affect the quality of life in the community.

The City Manager is appointed by and directly responsible to the City Commission. As the administrative head of the City, the City Manager carries out policies made by the Commission and directs and coordinates the work of all City departments.

## **Building a Program/Performance Budget**

The Program/Performance Budget is an effective budget model which focuses on policy planning and resource allocation. It assumes that in an environment of scarce resources, elected officials must choose between different and competing items. This method expands on the basic line item budget concept giving residents, commissioners, management and employees a better understanding of government's role in the community. The Program/Performance Budget improves the quality of decision-making and provides a mechanism to increase the efficiency and effectiveness of City operations. Our Budget has four objectives.

### **1. Policy Document**

The City's budget process is conducted within the framework of the Strategic Plan, providing financial management policies, financial trends and fiscal forecasts. The information contained in these documents gives policy makers an opportunity to review policies and goals that address long-term concerns and issues of the City and evaluate City services.

### **2. Operations Guide**

The budget describes activities, services and functions carried out through departmental goals and objectives and a continuation/enhancement of performance indicators. The document includes an organizational layout for the City and a three-year analysis of staffing.

### **3. Financial Plan**

The budget presents the City's fiscal resources through a process of needs analysis, service delivery priorities, and contingency planning. The document includes the current and long-term debt obligations along with a comprehensive list of capital improvements (included in an asset management program) and the basis of budgeting for all funds.

### **4. Communications Device**

The budget communicates summary information, including an overview of significant budgetary issues, trends and resource choices, to a diverse audience. It describes the process for preparing, reviewing and adopting the budget for the ensuing fiscal year.

## Building a Balanced Budget

Per Florida Statute 166-241(2), all municipalities must adopt a balanced budget, defined as “the amount available from taxation and other sources, including amounts carried over from prior fiscal years, must equal the total appropriations for expenditures and reserves.”

## Adopting the Budget

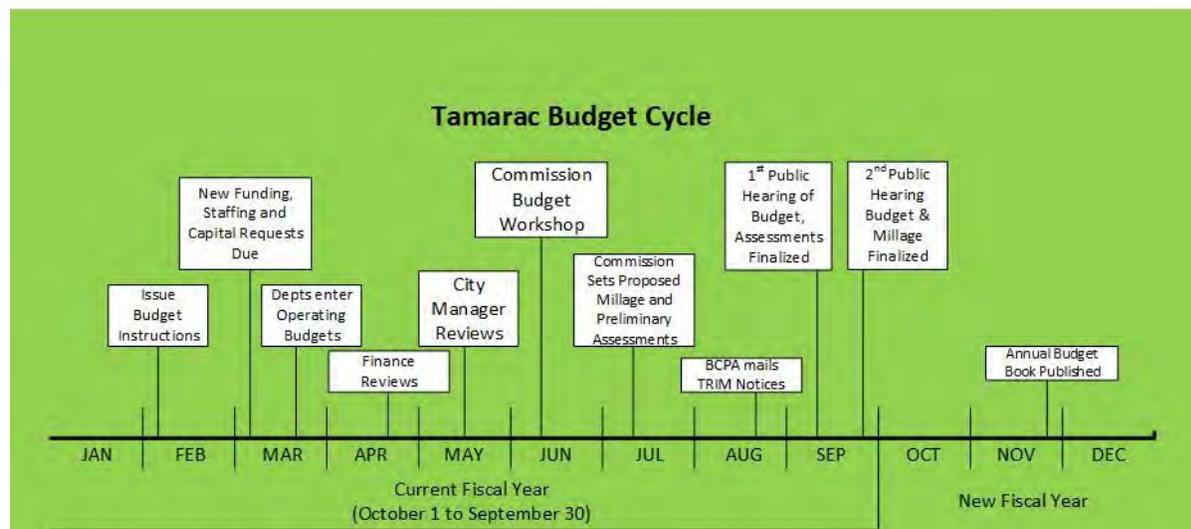
Adopting the budget is the culmination of a process that integrates financial planning, trend analysis, accounting enhancements, goals and objectives, and strategic planning, into service delivery. Pursuant to Florida Statutes, total estimated expenditures shall not exceed total estimated revenue and appropriated fund balance. The City also adopts and maintains a capital improvement plan.

The City Charter requires the City Manager to submit a proposed budget to the City Commission by July 30<sup>th</sup> of each year. The City Commission holds budget workshops with City staff and the public. Pursuant to Florida Statutes, two public hearings are held in September. The first public hearing is for the adoption of a tentative millage and tentative budget. The second public hearing adopts the final operating and debt service millage rates along with the annual budget and capital improvement plan.

## Amending the Budget

Florida law provides general guidelines regarding budget amendment policies. Appropriation of additional unanticipated revenue is allowed by law in all fund categories for many types of revenue at public City Commission meetings. The law allows appropriation increases of any nature to occur through a supplemental budget process requiring advertised public hearings.

Formal appropriation by the City Commission is at the department level for the General Fund and at the fund level for all other funds. Amendments to these appropriations are adopted twice each fiscal year, reflecting actions approved by the City Commission, allocation of encumbrances, transfer of funds from a non-departmental account to other departments in the General Fund, and additional capital improvements. Budget transfers not requiring an increase in a fund total or department total are granted within guidelines to various levels of management.



## **Basis of Accounting**

All government funds are accounted for using the **modified accrual basis** of accounting. Revenues are recognized in the period when they become measurable and available to pay liabilities of the current period. Property taxes, utility taxes, franchise fees, intergovernmental revenues, and charges for services may be accrued when collected depending on the billings to which they pertain. Property taxes are recognized as revenue in the fiscal year for which they are levied. Investment earnings are recorded as earned. Permits, fines, forfeitures and contributions are not subject to accrual because, generally, they are not measurable until received in cash. Revenues collected in advance of the year to which they apply are recorded as deferred revenues.

Expenditures under the modified accrual basis of accounting are generally recognized when the related fund liability is incurred and expected to be liquidated with available resources. Exceptions to this rule include principal and interest on general long-term debt, which are recognized when due.

All proprietary fund types and the Pension and Nonexpendable Trust Funds are accounted for using the **accrual basis** of accounting. Revenue is recognized when earned, expenses recognized when incurred.

Agency funds are custodial in nature and are not a direct result of operations. They are accounted for under the modified accrual basis of accounting. Assets and liabilities are recognized on the modified accrual basis.

## **Basis of Budgeting**

The budget follows the basis of accounting, meaning general government type funds are prepared on a **modified accrual basis**. Obligations of the City of Tamarac are budgeted as expenses, but revenues are recognized when they are actually received.

The budget is a **balanced budget** which means that estimated revenues are equal to estimated expenditures. All appropriations lapse at year end, except capital improvement projects that are budgeted on a life of the project basis. Some encumbrances are carried forward to the next fiscal year which include the capital improvement program encumbrances.

The Comprehensive Annual Financial Report (CAFR) shows the status of the City of Tamarac's finances on the basis of "generally accepted accounting principles" (GAAP) and fund expenditures and revenues on both a GAAP and budget basis for comparison purposes.



Mural at Mainlands Park

# FY 2022 Budget Process Calendar

January	<ul style="list-style-type: none"> <li>• Depts begin conducting internal/cross dept budget prep meetings</li> </ul>	Jan 4 <sup>th</sup>
February	<ul style="list-style-type: none"> <li>• <b>New Capital Requests for FY 2021/2022/2023 (CIP Ranking Forms) due</b></li> <li>• <b>New Position requests due to HR</b></li> <li>• <b>Utilities 20-Year Plan Capital Projects List due</b></li> </ul>	Feb 12 <sup>th</sup> Feb 19 <sup>th</sup> Feb 26 <sup>th</sup>
March	<ul style="list-style-type: none"> <li>• <b>Program Modifications/Capital Outlay/Capital Maintenance/Equipment/Vehicles due</b></li> <li>• <b>HTE Budget Data Entry Access OPENED</b></li> <li>• <b>HTE Budget Data Entry Access CLOSED</b></li> <li>• Clearpoint updates are due</li> </ul>	March 1 <sup>st</sup> March 1 <sup>st</sup> March 12 <sup>th</sup> March 29 <sup>th</sup>
April	<ul style="list-style-type: none"> <li>• Departmental Budget Review meetings</li> <li>• Budget enters adjustments based on meeting outcomes</li> </ul>	March 29 <sup>th</sup> -April 8 <sup>th</sup>
May	<ul style="list-style-type: none"> <li>• City Manager Budget Review meetings</li> <li>• Budget enters adjustments based on meeting outcomes</li> </ul>	May 11 <sup>th</sup> & 13 <sup>th</sup>
June	<ul style="list-style-type: none"> <li>• Estimated Taxable Values distributed by Property Appraiser</li> <li>• Proposed Budget delivered to City Commission</li> <li>• Commission Budget Workshop</li> </ul>	June 1 <sup>st</sup> June 22 <sup>nd</sup> June 29 <sup>th</sup>
July	<ul style="list-style-type: none"> <li>• Certified Taxable Values distributed by Property Appraiser (<i>Day 1 TRIM compliance</i>)</li> <li>• Commission sets Proposed Property Tax Millage/Assessment rates</li> </ul>	July 1 <sup>st</sup> July 14 <sup>th</sup>
August	<ul style="list-style-type: none"> <li>• City certifies DR420 Form to Property Appraiser (<i>Day 35 TRIM compliance</i>)</li> <li>• Truth-in-Millage (TRIM) notices sent to property owners (<i>Day 55 TRIM compliance</i>)</li> </ul>	by Aug 3 <sup>rd</sup> by Aug 23 <sup>rd</sup>
Sept	<ul style="list-style-type: none"> <li>• 1<sup>st</sup> Public Hearing Tentative Budget Adoption Special Commission Meeting (<i>Day 65-80 TRIM compliance</i>)</li> <li>• Published Advertisement for 2<sup>nd</sup> Public Hearing</li> <li>• 2<sup>nd</sup> Public Hearing Final Budget Special Commission Meeting (<i>Day 95 TRIM compliance</i>)</li> <li>• Adopted Resolution &amp; Ordinance to Prop Appr &amp; Tax Collector (<i>Day 97-100 TRIM compliance</i>)</li> </ul>	Sept 13 <sup>th</sup> Sept 26 <sup>th</sup> Sept 28 <sup>th</sup> within 3 days of hearing
October	<ul style="list-style-type: none"> <li>• New Fiscal year begins</li> <li>• Certification of Compliance/DR487(<i>within 30 days of Final Public Hearing</i>)</li> <li>• 1st Reading of FY 2020 2<sup>nd</sup> Budget Amendment (<i>amending last year's budget</i>)</li> </ul>	Oct 1 <sup>st</sup> by Oct 27 <sup>th</sup> Oct 27 <sup>th</sup>
Nov	<ul style="list-style-type: none"> <li>• 2nd Reading (Hearing) of FY 2020 2<sup>nd</sup> Budget Amendment</li> <li>• FY 2021 Adopted Budget Finalized for Print/Submitted to GFOA (<i>within 90 days of adoption</i>)</li> </ul>	Nov 10 <sup>th</sup> TBD

**BUDGET SUMMARY**

**CITY OF TAMARAC, FLORIDA - FISCAL YEAR 2022**

\* THE PROPOSED OPERATING BUDGET EXPENDITURES OF THE CITY OF TAMARAC ARE 14.1%  
MORE THAN LAST YEAR'S TOTAL OPERATING EXPENDITURES.

<b>GENERAL FUND</b>	<b>7.2899</b>	<b>General Fund</b>	<b>Special Rev. Funds</b>	<b>Debt Service</b>	<b>Capital Projects</b>	<b>Enterprise Funds</b>	<b>Internal Serv. Funds</b>	<b>Total</b>
<b>ESTIMATED REVENUES:</b>								
Taxes:								
<b>Ad Valorem Taxes - Millage per \$1,000</b>	<b>7.2899</b>	<b>\$ 32,871,081</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 32,871,081</b>
Sales and Use Taxes		9,132,166	374,450	-	900,000	-	-	10,406,616
Permits, Fees & Special Assessments		5,047,446	16,124,223	-	-	6,429,038	-	27,600,707
Intergovernmental Revenue		9,242,205	8,130,730	-	-	-	-	17,372,935
Charges for Services		1,265,615	2,788,870	-	-	31,184,518	8,854,974	44,093,977
Judgments, Fines, and Forfeitures		532,408	200,000	-	-	-	-	732,408
Miscellaneous Revenues		1,664,252	394,871	23,010	-	332,920	110,225	2,525,278
Internal Service Charges		3,840,024	-	-	-	-	-	3,840,024
<b>TOTAL SOURCES</b>		<b>\$ 63,595,197</b>	<b>\$ 28,013,144</b>	<b>\$ 23,010</b>	<b>\$ 900,000</b>	<b>\$ 37,946,476</b>	<b>\$ 8,965,199</b>	<b>\$ 139,443,026</b>
Transfers In		3,510,495	6,785,351	4,047,279	4,683,459	26,730,868	-	45,757,452
Beginning Fund Balances/Reserves/Net Assets		4,688,694	5,576,742	-	478,000	22,789,011	1,458,010	34,990,457
<b>TOTAL REVENUES, TRANSFERS &amp; BALANCES</b>		<b>\$ 71,794,386</b>	<b>\$ 40,375,237</b>	<b>\$ 4,070,289</b>	<b>\$ 6,061,459</b>	<b>\$ 87,466,355</b>	<b>\$ 10,423,209</b>	<b>\$ 220,190,935</b>
<b>EXPENDITURES:</b>								
General Government		\$ 17,959,346	\$ -	\$ -	\$ 1,324,800	\$ -	\$ -	\$ 19,284,146
Public Safety		20,698,471	24,859,039	-	896,331	-	-	46,453,841
Physical Environment		1,677,971	7,290,024	-	1,515,000	55,784,107	-	66,267,102
Transportation		6,904,210	50,000	-	356,070	-	-	7,310,280
Economic Environment		912,398	1,143,755	-	-	-	-	2,056,153
Human Services		321,844	-	-	-	-	-	321,844
Culture/Recreation		5,594,144	100,000	-	1,491,258	1,995,000	-	9,180,402
Debt Service		-	-	4,070,289	478,000	1,772,410	-	6,320,699
Internal Services		-	-	-	-	-	9,696,006	9,696,006
<b>TOTAL EXPENDITURES</b>		<b>\$ 54,068,384</b>	<b>\$ 33,442,818</b>	<b>\$ 4,070,289</b>	<b>\$ 6,061,459</b>	<b>\$ 59,551,517</b>	<b>\$ 9,696,006</b>	<b>\$ 166,890,473</b>
Transfers Out		14,877,002	4,680,222	-	-	26,200,229	-	45,757,452
Ending Fund Balances/Reserves/Net Assets		2,849,000	2,252,197	-	-	1,714,609	727,203	7,543,009
<b>TOTAL APPROPRIATED EXPENDITURES, TRANSFERS, RESERVES &amp; BALANCES</b>		<b>\$ 71,794,386</b>	<b>\$ 40,375,237</b>	<b>\$ 4,070,289</b>	<b>\$ 6,061,459</b>	<b>\$ 87,466,355</b>	<b>\$ 10,423,209</b>	<b>\$ 220,190,935</b>
The tentative, adopted, and/or final budgets are on file in the office of the above mentioned taxing authority as a public record.								

# Property Tax

The State of Florida does not have a state income tax. The primary source of funds for cities, counties, and school boards are property taxes, which are regulated by the state via the TRIM (Truth in Millage) process. Property taxes are an ad valorem tax, meaning they are allocated to each property according to its value. The City of Tamarac sets a property tax rate, called a millage rate, to help fund the operations of the City. This millage rate is multiplied by the taxable value of each property to arrive at the property taxes due to the City.

## Rolled Back Rate

As part of the TRIM process, the City is required to announce a Rolled Back Rate. This is a millage rate which will provide the same ad valorem tax revenue to the city that was received last year. Florida statutes require the City to use the Rolled Back Rate as a benchmark against which to measure the millage rate being adopted for the upcoming budget year. If the Adopted Rate is greater than the Rolled Back Rate, the City must declare a property tax increase.

### Property Tax Millage Summary

	Operating Millage
Fiscal Year 2021 Adopted Rate	7.2899
Fiscal Year 2022 Rolled Back Rate	6.8468
Fiscal Year 2022 Proposed Rate	7.2899
Increase over Rolled Back Rate	6.47%

## Taxable Values

The Broward County Property Appraiser (BCPA) establishes the taxable value of every parcel of property in our city. BCPA determines the just, or market, value of each property as of January 1. Then they apply all eligible exemptions to determine the property's taxable value and provide this information to the City each year, initially at June 1 to set the proposed budget and again at July 1. The July 1 values are what the City must use to calculate the primary City revenue, ad valorem taxes, for the adopted budget.

### History of Millage Rate, Taxable Value, and Ad Valorem Revenue

Fiscal Year	Millage Rate	Total City Taxable Values	Tax Revenue Budgeted (95%)	% Change in Budgeted Revenue
2010	5.9999	\$3,229,109,048	\$18,405,615	-6.25%
2011	6.5000	\$2,599,728,754	\$16,053,325	-12.78%
2012	6.6850	\$2,510,009,232	\$15,940,441	-0.70%
2013	7.2899	\$2,453,271,755	\$16,989,900	6.58%
2014	7.2899	\$2,550,531,135	\$17,663,461	3.96%
2015	7.2899	\$2,741,474,787	\$18,985,823	7.49%
2016	7.2899	\$2,914,647,296	\$20,185,113	6.32%
2017	7.2899	\$3,174,539,930	\$21,984,975	8.92%
2018	7.2899	\$3,494,116,143	\$24,198,170	10.07%
2019	7.2899	\$3,806,611,305	\$26,362,325	8.94%
2020	7.2899	\$4,125,766,354	\$28,572,603	8.38%
2021	7.2899	\$4,426,234,361	\$30,653,466	7.28%
2022	7.2899	\$4,746,448,943	\$32,871,081	7.23%

*\*Based on June 1, 2021 Estimated Taxable Values*

## Homestead Exemption

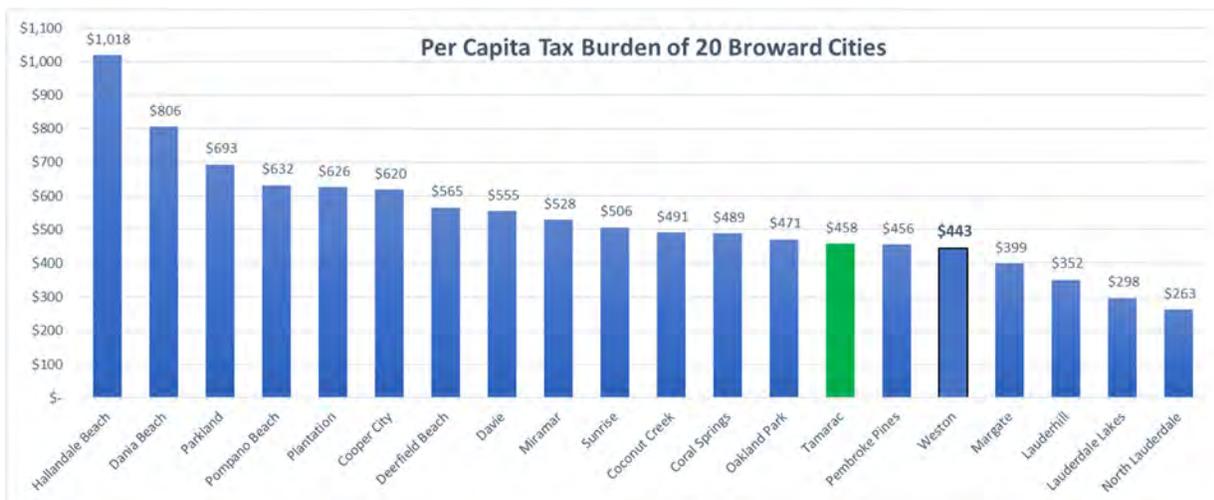
Florida offers a Homestead Exemption to ease the burden on taxpayers by exempting property taxes on up to \$50,000 of a homeowner’s residence. The first \$25,000 applies to all taxing authorities. The second \$25,000 does not apply to all taxing authorities and only applies to the portion of the home’s value between \$50,000 and \$75,000. A further protection for taxpayers is “Save Our Homes” (SOH). “Save Our Homes” caps the annual increase in assessed value on homesteaded properties to the lesser of 3% or the increase in the Consumer Price Index (CPI). For 2020, the SOH maximum increase is 2.3%.

**City Property Taxes at 7.2899 Millage Rate**

Taxable Value of Dwelling	No Homestead Exemption	With Homestead Exemptions
\$175,000	\$1,276	\$911
\$150,000	\$1,093	\$729
\$125,000	\$911	\$547
\$100,000	\$729	\$364
\$75,000	\$547	\$182
\$50,000	\$364	\$182
\$25,000	\$182	\$0

## Senior Exemptions

In addition to the Homestead Exemption, low-income senior citizens in the City of Tamarac can claim an additional \$25,000 exemption, which only applies to the County and City taxes. Beginning with Tax Year 2019 the City also offers the Senior Long-Term Residency Exemption. This exemption grants full homesteaded property tax relief to low-income seniors who have lived in their home for at least 25 years. This exemption eliminates the entire City and County portion of the tax bill for qualifying seniors.



Source: 2019 Florida Municipal Ad Valorem Tax Profile, Florida Office of Economic & Demographic Research

# Personnel Complement

General Fund	FY 2020 Amended				FY 2021 Adopted				FY 2021 Amended				FY 2022 Proposed				NOTE	
	FT	PT	Temp	FTE	FT	PT	Temp	FTE	FT	PT	Temp	FTE	FT	PT	Temp	FTE		
City Clerk	5	1	0	5.5	5	1	0	5.5	5	1	0	5.5	5	1	0	5.5	1	
City Commission	2	5	0	4.5	2	5	0	4.5	2	15	0	9.5	2	15	0	9.5		
City Manager	12	0	0	12.0	12	0	0	12.0	12	0	0	12.0	12	0	0	12.0		
Community Development	18.17	0	0	18.17	18.17	0	0	18.17	18.17	0	0	18.17	18.17	0	0	18.17		
Financial Services	27	0	0	27.0	27	0	0	27.0	27	0	0	27.0	27	0	0	27.0		
Human Resources	9	0	0	9.0	9	0	0	9.0	9	0	0	9.0	9	0	0	9.0		
Information Technology	11	0	0	11.0	11	0	0	11.0	11	0	0	11.0	12	0	0	12.0		2
Parks & Recreation	30.00	16	51	55.00	30	18	51	56.0	30	18	51	56.0	31	18	51	57.0		
Public Services	52.22	3	0	53.72	52.22	3	0	53.72	53.22	3	0	54.72	55.22	3	0	56.72		4
<b>Total General Fund</b>	<b>166.39</b>	<b>25</b>	<b>51</b>	<b>195.89</b>	<b>166.39</b>	<b>27</b>	<b>51</b>	<b>196.89</b>	<b>167.39</b>	<b>37</b>	<b>51</b>	<b>202.89</b>	<b>171.39</b>	<b>37</b>	<b>51</b>	<b>206.89</b>		
<b>Fire Rescue Fund</b>	115	0	0	115.00	117	0	0	117.00	117	0	0	117.00	117	0	0	117.00		
<b>Building Fund</b>	24	0	2	24.67	24	0	2	24.67	24	0	2	24.67	24	0	2	24.67		
<b>Housing Funds</b>	1.83	0	0	1.83	1.83	0	0	1.83	1.83	0	0	1.83	1.83	0	0	1.83		
<b>Stormwater Fund</b>	22.3	1	0	22.55	22.30	1	0	22.55	22.30	0.5	0	22.55	23.30	0.5	0	23.55	5	
<b>Utilities Fund</b>	61.48	1	0	61.73	61.48	1	0	61.73	61.48	0.5	0	61.73	61.48	0.5	0	61.73		
<b>Colony West Golf Course Fund</b>	0	0	0	0.00	0.00	0	0	0.00	0.00	0	0	0.00	0.00	0	0	0.00		
<b>Risk Management Fund</b>	5	0	0	5.00	5	0	0	5.00	5	0	0	5.00	5	0	0	5.00		
<b>All Funds Total</b>	<b>396.00</b>	<b>26</b>	<b>53</b>	<b>426.67</b>	<b>398.00</b>	<b>28</b>	<b>53</b>	<b>429.67</b>	<b>399.00</b>	<b>38</b>	<b>53</b>	<b>435.67</b>	<b>404.00</b>	<b>38</b>	<b>53</b>	<b>440.67</b>		

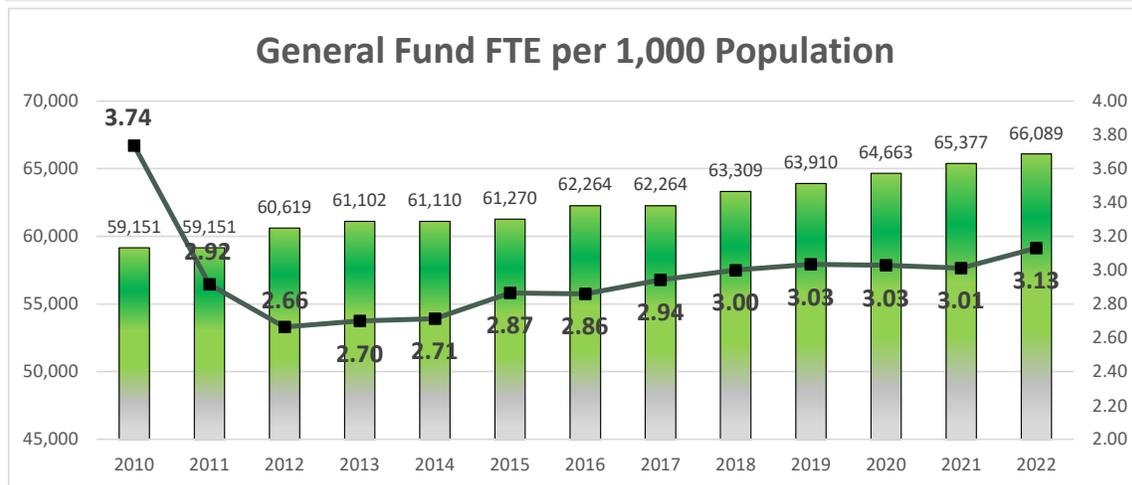
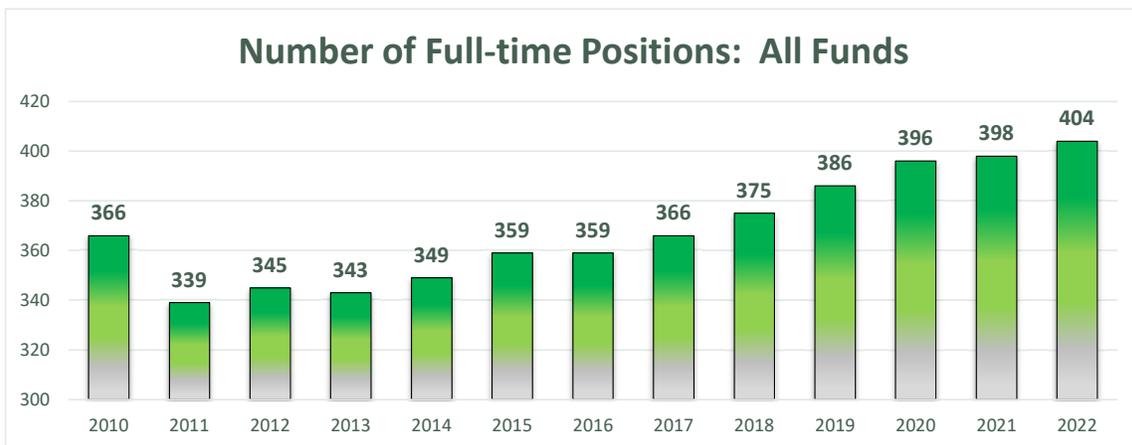
**NOTES to Explain Personnel Changes:**

- 1 *Elected Officials are neither part-time nor full-time employees. As of FY2019 Amended, they are no longer counted in the Personnel Complement. Prior periods have been adjusted for comparison purposes. In FY2019 Amended, an Executive Assistant and 5 Community Engagement Liaisons were added.  
FY 2021 an additional 10 Community Engagement Liaisons were authorized through Commission action.*
- 2 **Information Technology +1** Added 1 Technical Support Services Team Leader position
- 3 **Parks and Recreation +1** Added 1 Special Events Supervisor position
- 4 **Public Services +2** Added 1 Building Maintenance Technician and 1 Groundskeeper\_position
- 5 **Stormwater Fund +1** Added 1 Service Worker I position (for improved litter control)  
*FY2020 Adopted Reallocation of funding of current positions between Housing Funds, General Fund  
FY2020 Adopted Reallocation of funding of project manager from Colony West Golf Course Fund (50%) plus Full-time Office Specialist position (50%) from General Fund  
FY2020 Adopted Reallocation of funding of project manager from Colony West Golf Course Fund (50%) plus Full-time Office Specialist position (50%) from General Fund  
FY2020 Adopted Reallocation of funding of project manager to 50/50 split between Stormwater and Utilities Funds*

# Staffing

The City adopted Financial Management Policy #11 to minimize the financial burden on the taxpayers through systematic program reviews and evaluation to improve the efficiency and effectiveness of City programs. Adds to staff are made judiciously. The Fiscal Year 2022 Budget adds 5 new critically needed full-time positions to the City.

FTE	# Positions	Comments
<b>429.67</b>	<b>479</b>	<b>FY 2021 Adopted Budget Totals</b>
		<i>FY 2021 Amendments and Changes:</i>
1.0	1	Added 1 Groundskeeper position in Public Services Div 5020 for maintenance of added bus shelters
5.0	10	10 PT Community Engagement Liaisons authorized by Commission action
<b>435.67</b>	<b>490</b>	<b>FY 2021 Amended Totals</b>
		<i>FY 2022 Proposed Budget Staff Changes:</i>
2.0	2	2 FT positions added in Public Services - 1 Building Maintenance Technician in Div 5040; 1 Groundskeeper in Div 509
1.0	1	1 FT Special Events Supervisor position added in Parks and Recreation
1.0	1	1 FT Technical Support Services Team Leader position added in Information Technology
1.0	1	1 FT Service Worker I added in Public Services Stormwater (for improved litter control)
<b>440.67</b>	<b>495</b>	<b>FY 2022 Proposed Budget Totals</b>



# New Programs

Every year as part of the budget process, each department considers its needs for the upcoming fiscal year related to staffing, operations, and capital. Any need that would cause an increase to the budget is thoroughly vetted and discussed. The following tables summarize the requested additions to the City's budget, indicate those that have been funded, and provide a snapshot of what's new in the budget. This same exercise is also done for the next two fiscal years to provide a longer-term perspective on the impact to the budget.

The Fiscal Year 2022 Proposed Budget austerity measures will continue due to the COVID post pandemic's potential impacts on FY22 revenues, limiting new positions and only critically needed reclassifications/changes.



*Scenic view at Mainlands Park*

## Fiscal Year 2022 Staffing Requests

Fund	Department	Division	Position Title Requested	Total Cost	FTE	Included?
001	Public Services	5090	Groundskeeper 1	\$60,037	1	✓
001	Public Services	5040	Building Maintenance Technician (plus vehicle)	\$104,950	1	✓
001	Parks & Recreation	7010	Special Events Supervisor	\$89,916	1	✓
001	Parks & Recreation	7010	Rec Programmer II	\$74,984	1	
001	Parks & Recreation	7010	Special Events Manager (reclass: Special Events Coordinator)	\$12,109	0	
001	Information Technology	8100	Technical Support Services Team Leader	\$107,540	1	✓
<b>General Fund Total</b>			<b>7 New Positions Requested, 6.5 FTE</b>	<b>\$449,536</b>	<b>5.0</b>	<b>3 FT Positions \$362,443 funded</b>
120	Fire Rescue	4501	Executive Assistant (reclass: Administrative Coordinator)	\$6,075	0	
410	Stormwater	5050	Stormwater Service Worker I (plus vehicle and P/T temp)	\$146,446	1	✓
<b>Other Funds</b>			<b>2 New Positions Requested, 1.0 FTE</b>	<b>\$152,521</b>	<b>1.0</b>	<b>1 Position \$146,446 funded</b>

## Fiscal Year 2022 Program Modifications

Fund	Department	Division	Program	Request	Included?
001	Public Services	5090	Turf Field Annual Maintenance Program	\$11,000	✓
001	Parks & Recreation	7010	Tamarac Events - Hispanic Heritage	\$78,000	✓
001	Parks & Recreation	7010	Tamarac Events - Caribbean Heritage	\$78,000	✓
001	Parks & Recreation	7010	Tamarac Events - Juneteenth	\$50,000	✓
001	Parks & Recreation	7010	Tamarac Events -Black History Month	\$78,000	✓
001	Parks & Recreation	7010	Age Friendly Community Support	\$55,000	
001	Parks & Recreation	7010	Shade Sail Replacement Program	\$54,000	✓
001	Parks & Recreation	7040	Food Pantry and Food Distribution Program	\$43,200	✓ \$7,200 funded
001	Information Technology	8100	Smart City and Technology Strategic Plan	\$200,000	
<b>General Fund Total</b>				<b>\$647,200</b>	<b>\$411,200 funded</b>
410	Public Services	5050	Pump Stations Gate Maintenance	\$12,569	✓
425	Utilities	6020	WTP Physical and Cybersecurity Risk Mitigation	\$663,400	✓
<b>Total All Funds</b>				<b>\$1,323,169</b>	<b>\$1,087,169 funded</b>



*Fourth of July event attendees waiting for fireworks*

## Fiscal Year 2022 Capital Outlay Requests

Fund	Department	Division	FY 2022 Capital Outlay Request	Total Cost	Funded?
001	City Manager	0530	Equipment for photography, video displays	\$3,000	✓
001	Public Services	5020	Light Poles	\$26,800	✓
001	Public Services	5020	Plate Compactor	\$2,420	✓
001	Public Services	5020	Walk Behind Street Saw	\$6,830	✓
001	Public Services	5020	Honda 3500 Psi Pressure Cleaning Unit (2)	\$46,200	✓
001	Public Services	5020	John Deere 410L 4X4 Backhoe Replacement	\$154,500	✓
001	Public Services	5020	Tandem Dual Wheeled Skid Loader Trailer	\$11,500	✓
001	Public Services	5040	Remodel All Aquatic Restrooms/Locker Rooms	\$150,000	✓
001	Public Services	5040	Remodel All 4 Tcc Restrooms	\$100,000	✓
001	Public Services	5040	Led Light Fixtures Replacement	\$15,000	✓
001	Public Services	5040	Led Interior Lighting Replacement	\$15,000	✓
001	Public Services	5040	Lift Gate for Existing Truck	\$4,000	✓
001	Public Services	5080	Fleet Shop Air Compressor	\$14,000	✓
001	Public Services	5080	Fuel Master Upgrade	\$55,000	✓
001	Public Services	5090	Sandpro Utility Vehicle	\$28,700	✓
001	Public Services	5090	Workman Utility Vehicle Replacement	\$29,000	✓
001	Parks & Recreation	7010	Crossmatch Background Check System	\$15,000	✓
001	Parks & Recreation	7010	Replace Basketball Goals/Posts at Tsc	\$21,000	✓
001	Parks & Recreation	7010	Skate Park Replacement / Broken Feature	\$8,000	✓
001	Parks & Recreation	7030	4 Geothermal Pool Pumps	\$80,000	✓
001	Parks & Recreation	7030	Source Pump & Mag Starter	\$4,000	✓
001	Parks & Recreation	7030	2 Shade Covers at Aquatic Complex	\$10,000	✓
001	Information Technology	8100	Office Furniture	\$6,000	✓
<b>Total General Fund</b>				<b>\$805,950</b>	<b>\$805,950 Funded</b>
120	Fire	4520	Major Appliances replacement	\$5,000	✓
120	Fire	4520	Fitness Equipment	\$10,000	✓
120	Fire	4520	Extrication Equip Repl Phase I -	\$50,000	✓
120	Fire	4520	Replacement of Hydraulic Stretchers	\$20,000	✓
120	Fire	4520	CPR Devices Replacements	\$20,000	✓
120	Fire	4530	Fire Extinguisher Prop	\$16,500	✓
410	Stormwater	5050	Decorative Fountains at City Facilities	\$15,000	✓
410	Stormwater	5050	Engineering & Design	\$15,000	✓
410	Stormwater	5050	Spray Boat Replacement	\$36,000	✓
410	Stormwater	5050	8" Inch Pump Replacement	\$81,000	✓
410	Stormwater	5050	Gator & Dump For Litter Control Scv Worker I	\$15,000	✓
425	Utilities	6002	Engineering Services	\$15,000	✓
425	Utilities	6002	Large Format Plotter W/ Extended Warranty	\$14,400	✓
425	Utilities	6020	Free Chlorine Analysis Meters	\$8,000	✓
425	Utilities	6020	Submersible Well Pump	\$3,300	✓

Fund	Department	Division	FY 2022 Capital Outlay Request	Total Cost	Funded?
425	Utilities	6030	Backhoe Replacement	\$153,000	✓
425	Utilities	6030	Stihl Ts800 Cutquick 16 Inc Saw	\$1,800	✓
425	Utilities	6040	Fall Protection Program (3 Year Project)	\$88,750	✓
425	Utilities	6040	Replacement WW Pumps (3)	\$96,000	✓
425	Utilities	6040	Trailer Mounted Sewer Cleaner	\$60,000	✓
425	Utilities	6040	Bypass Pump -Replacement	\$47,250	✓
425	Utilities	6040	60 Kw Trailer Mounted Generators	\$133,000	✓
<b>Total Other Funds</b>				<b>\$904,000</b>	<b>\$904,000 Funded</b>



*Colony West Country Clubhouse entrance*

**Future Forecasts**

The City of Tamarac employs a practice of not only developing and adopting an annual budget but also creating a detailed forecast projected for the next two years. This promotes forward-thinking and fiscal responsibility by management and the Commission and provides consistency year over year. These forecasts provide a solid basis for the next year’s budget process.

**Fiscal Year 2023 Additional Staffing Forecast**

Fund	Department	Division	Position Title	Total Cost	FTE
001	Information Technology	8100	IT Project Manager	\$107,540	1.0
<b>Total</b>				<b>\$107,540</b>	<b>1.0</b>

**Fiscal Year 2023 Program Modifications**

Fund	Department	Division	Program	Request	Included?
425	Utilities	6020	WTP Physical and Cybersecurity Risk Mitigation	\$479,150	✓
<b>Total All Funds</b>				<b>\$479,150</b>	<b>\$479,150 funded</b>

**Fiscal Year 2023 Capital Outlay Forecast**

Fund	Department	Division	FY 2023 Capital Outlay Forecast	Total Cost
001	Public Services	5020	Light Poles	\$26,800
001	Public Services	5020	Honda 3500 Psi Pressure Cleaning Unit	\$24,300
001	Public Services	5020	8X20X7 Enclosed Trailer	\$16,500
001	Public Services	5040	Bas for City Hall Hvac	\$32,000
001	Public Services	5040	Bas for Fire Station 41 & 15	\$60,000
001	Public Services	5090	Toro Propass	\$18,000
001	Parks & Recreation	7010	Commercial Refrigerator & Freezer for Tpk	\$10,000
001	Parks & Recreation	7010	Golf Cart for Tpk	\$8,000
001	Parks & Recreation	7010	Soccer Goals - 3 Sets	\$12,000
001	Parks & Recreation	7010	Sign Board for Events	\$13,000
001	Parks & Recreation	7030	Thor Guard Replacement	\$15,000
001	Parks & Recreation	7030	Replace 3 Portable Shade Systems	\$12,000
001	Parks & Recreation	7050	Replace 3 Bus Bike Racks on Transit Buses	\$6,000
001	Information Technology	8100	Drone for GIS-Related Aerial Imagery	\$10,000
001	Information Technology	8100	GIS - Large Format Printer/Scanner/Copier	\$10,000
<b>Total General Fund</b>	<b>FY 2023 Forecast</b>			<b>\$273,600</b>
120	Fire	4520	Thermal Imagers Replacement Cycle (5) Phase I	\$33,000
120	Fire	4520	Extrication Equipment	\$50,000
120	Fire	4520	Scba Equipment Repl Per Nfpa1981- Cycle Over 5	\$80,000
120	Fire	4520	Major Appliances for Stations	\$5,000
120	Fire	4520	Fitness Equipment Cardio Machines Repl.	\$10,000
120	Fire	4520	AED Citywide Replacement Phase I	\$23,000
120	Fire	4520	Replacement of Hydraulic Stretchers	\$20,000
120	Fire	4520	CPR Devices -(6)	\$20,000
120	Fire	4530	Satellite Phone Data Terminal	\$5,300

120	Fire	4530	Fire Extinguishers Prop Purchase (Part 2)	\$16,500
120	Fire	4530	Knox Box Key Secure 6	\$15,000
410	Stormwater	5050	Decorative Fountains at City Facilities	\$15,000
410	Stormwater	5050	Engineering & Design	\$15,000
410	Stormwater	5050	Spray Boat Replacement	\$36,000
410	Stormwater	5050	At40G Articulating Telescopic Aerial Device	\$130,000
425	Utilities	6002	Engineering Services	\$15,000
425	Utilities	6002	Drone Replacement -3 Yr Warranty	\$5,000
425	Utilities	6020	Nagle Pump	\$15,900
425	Utilities	6020	Plc Radio Power Supply Memory Modules Controllers	\$8,600
425	Utilities	6020	Varidrive Unit	\$17,400
425	Utilities	6020	Security Hardware Tract 27	\$32,150
425	Utilities	6020	Security Hardware Grants Plaza	\$35,000
425	Utilities	6020	Security Hardware Intrusion Alarms & Surveillance	\$287,000
425	Utilities	6020	Security Hardware Fence & Gate Improvements	\$125,000
425	Utilities	6040	Fall Protection Program	\$88,750
425	Utilities	6040	Replacement WW Pumps (3)	\$100,800
425	Utilities	6040	Suitcase Load Bank Testing for Generators	\$15,000
<b>Total Other Funds</b>	<b>FY 2023 Forecast</b>			<b>\$1,219,400</b>



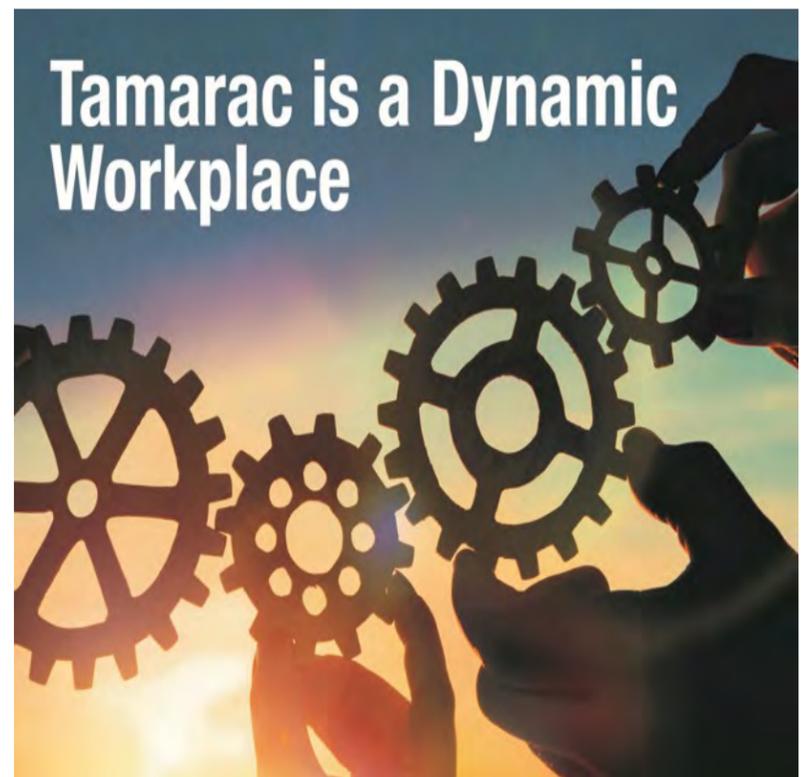
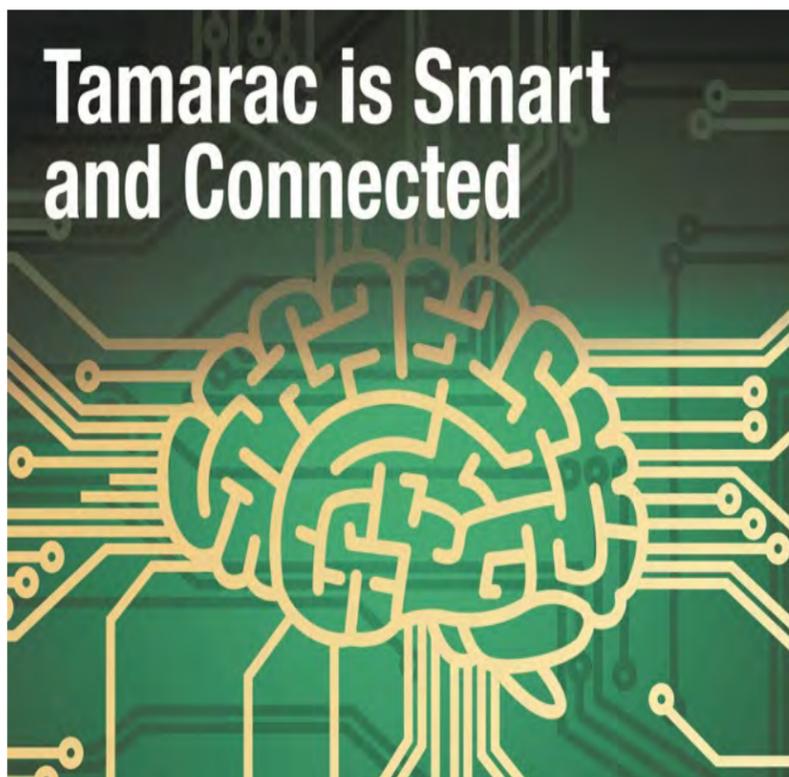
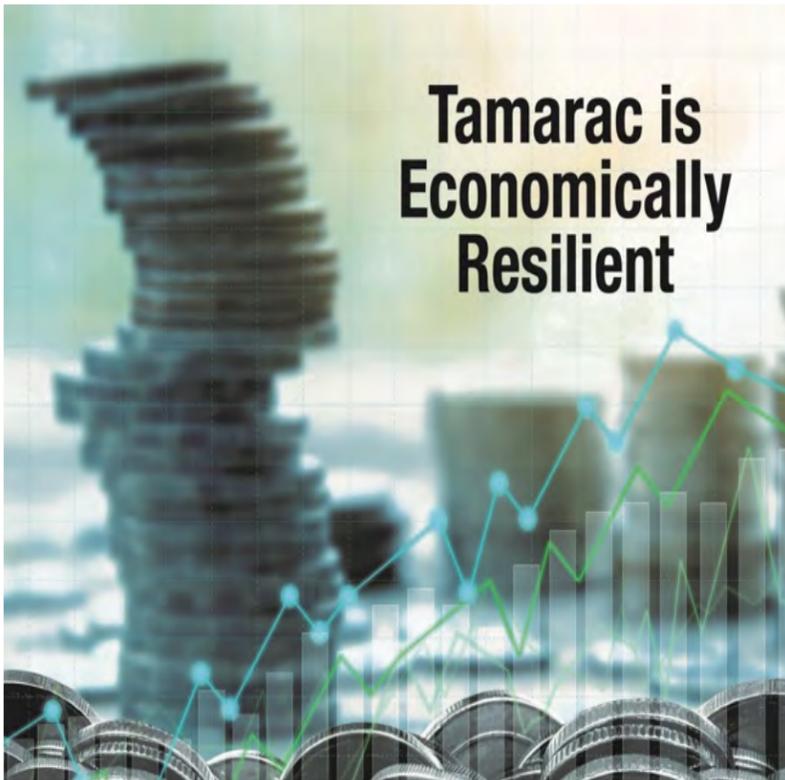
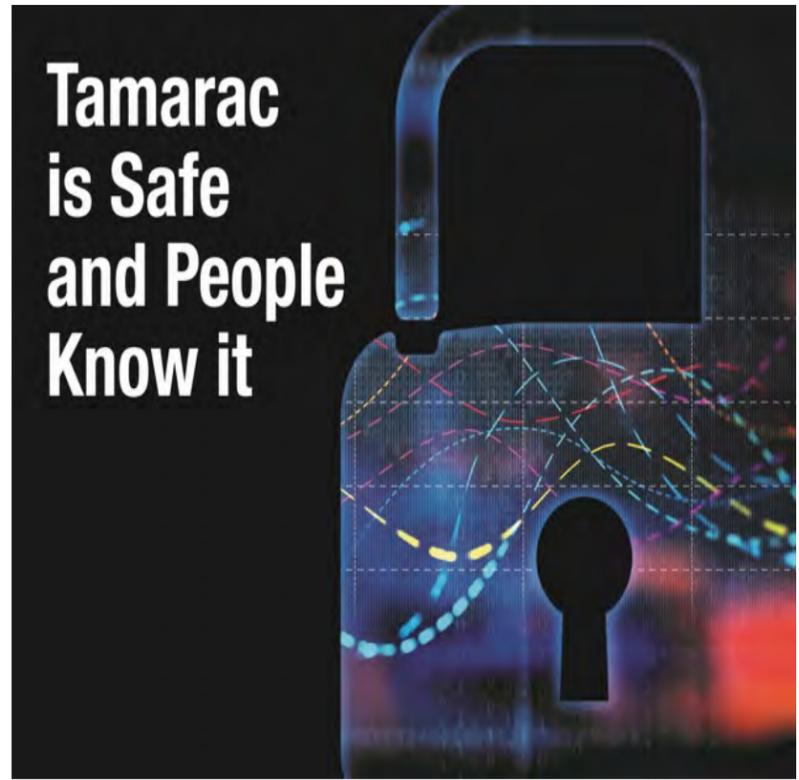
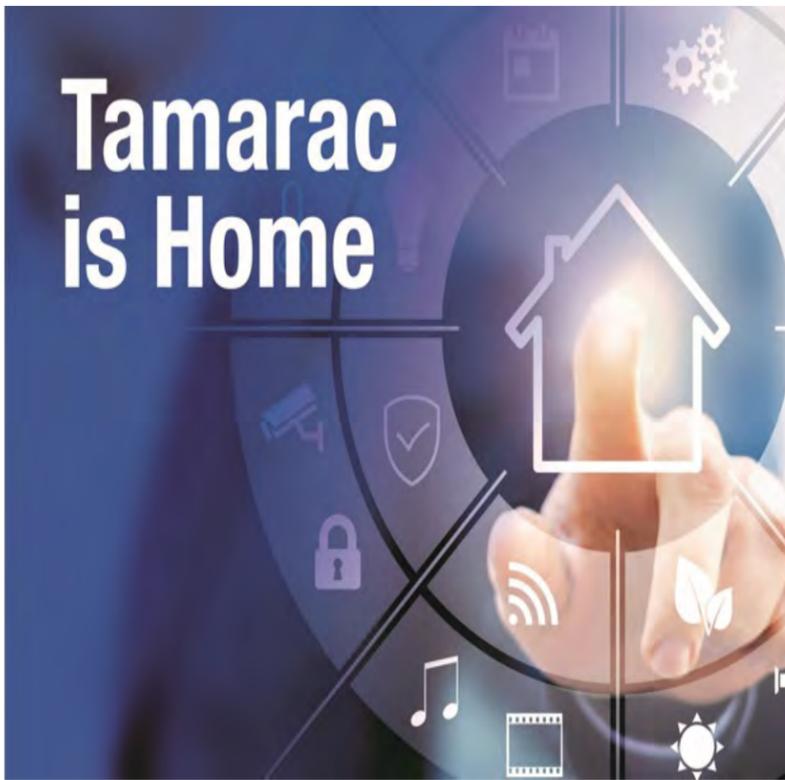
*Neighborhood Signage Program*

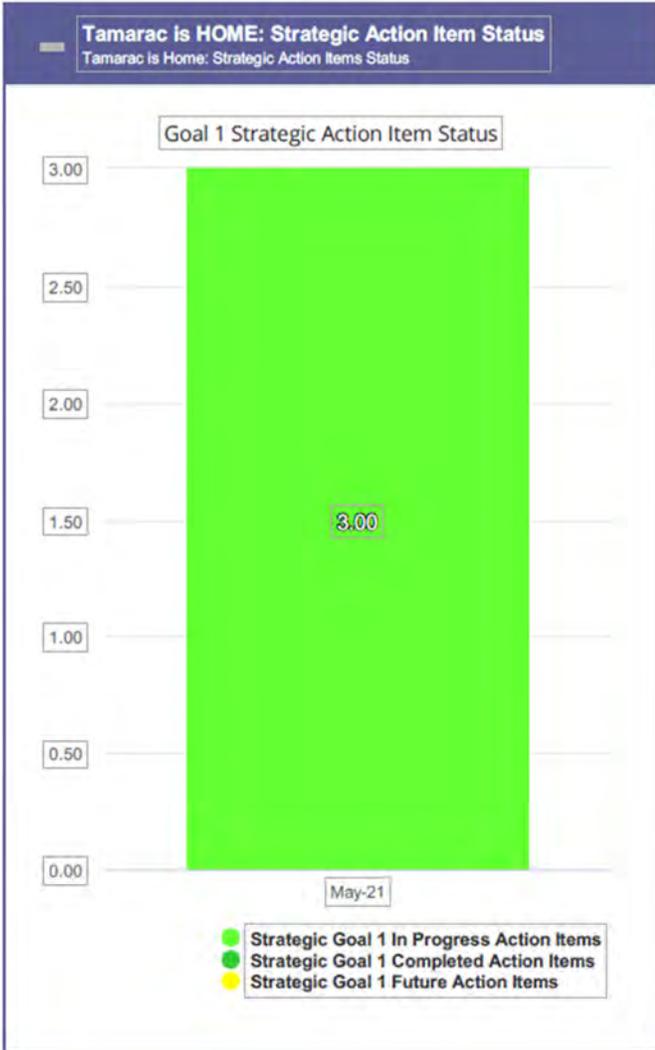
### Fiscal Year 2024 Program Modifications

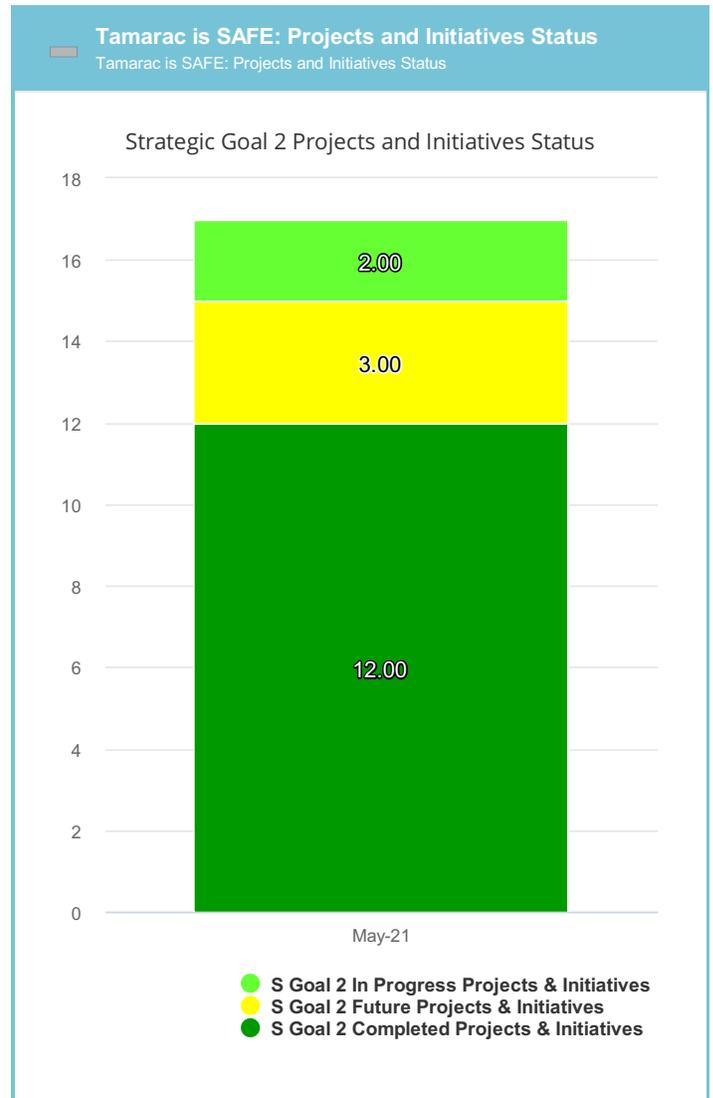
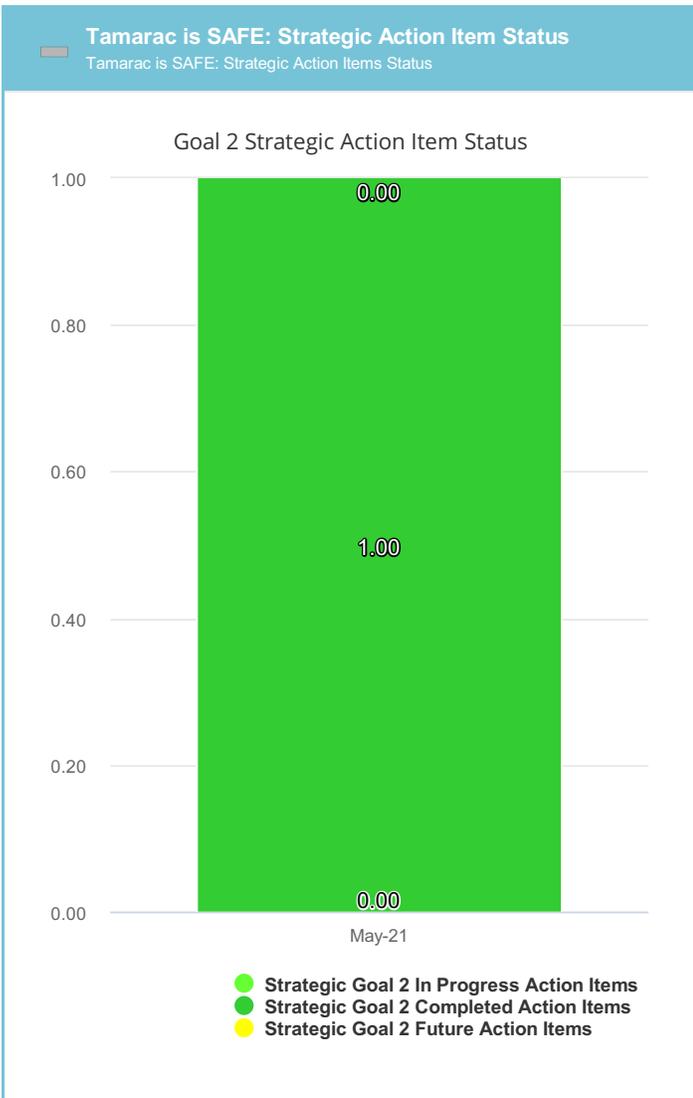
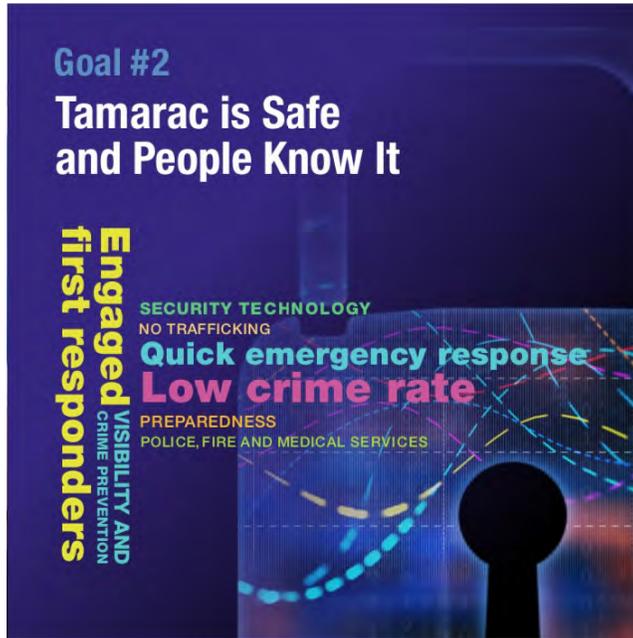
Fund	Department	Division	Program	Request	Included?
425	Utilities	6020	WTP Physical and Cybersecurity Risk Mitigation	\$53,000	✓
<b>Total All Funds</b>				<b>\$53,000</b>	<b>\$53,000 funded</b>

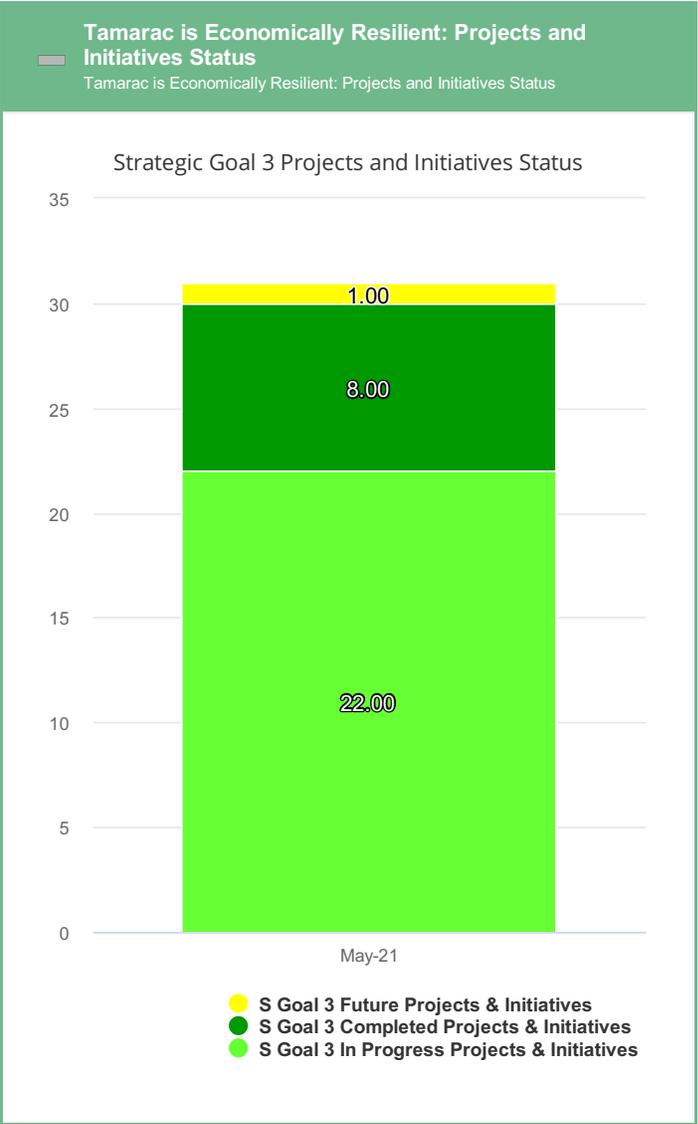
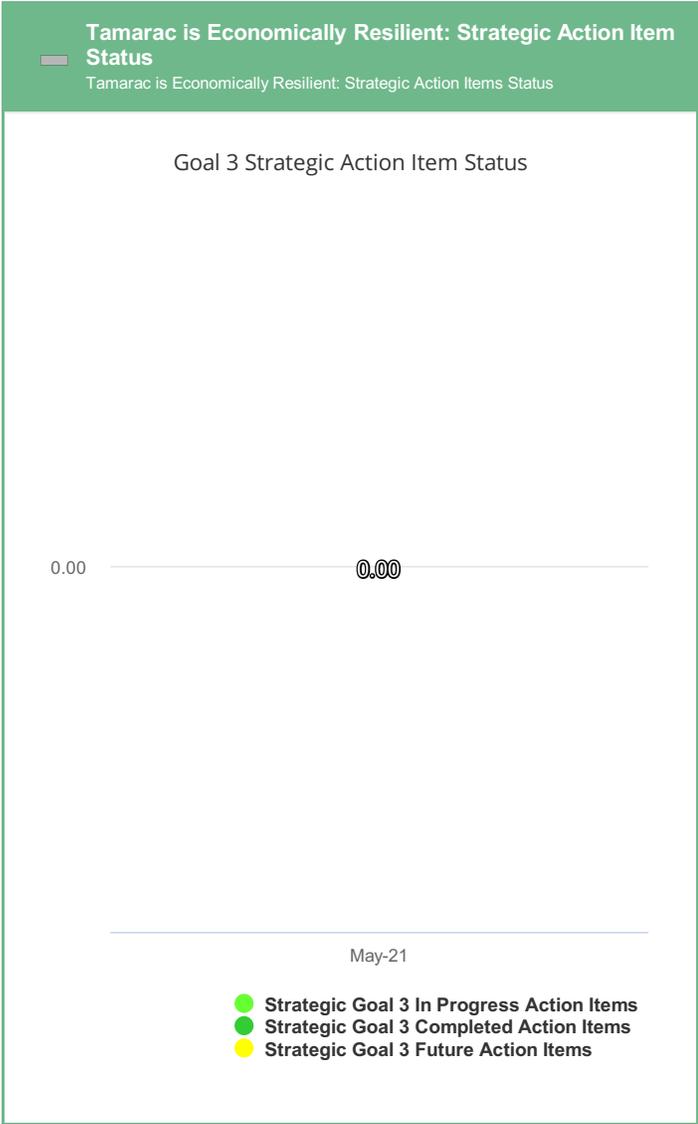
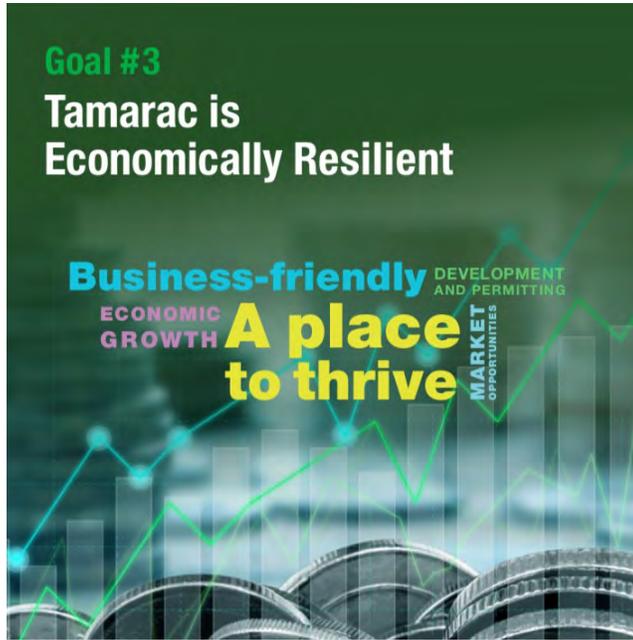
### Fiscal Year 2024 Capital Outlay Forecast

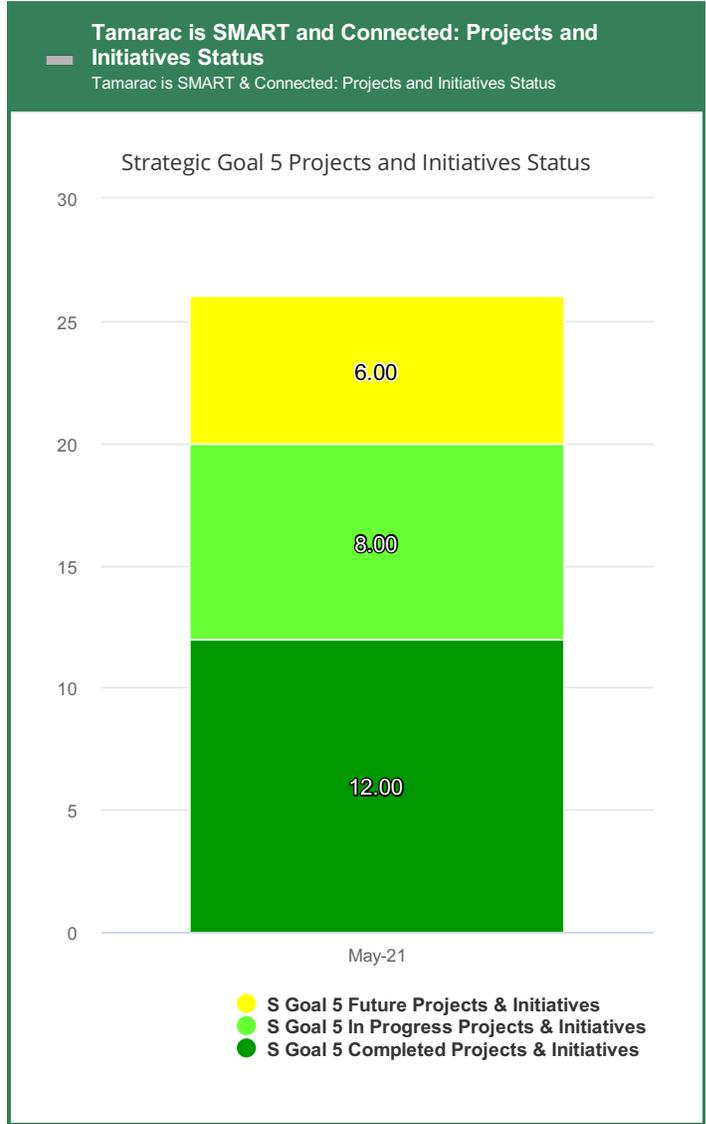
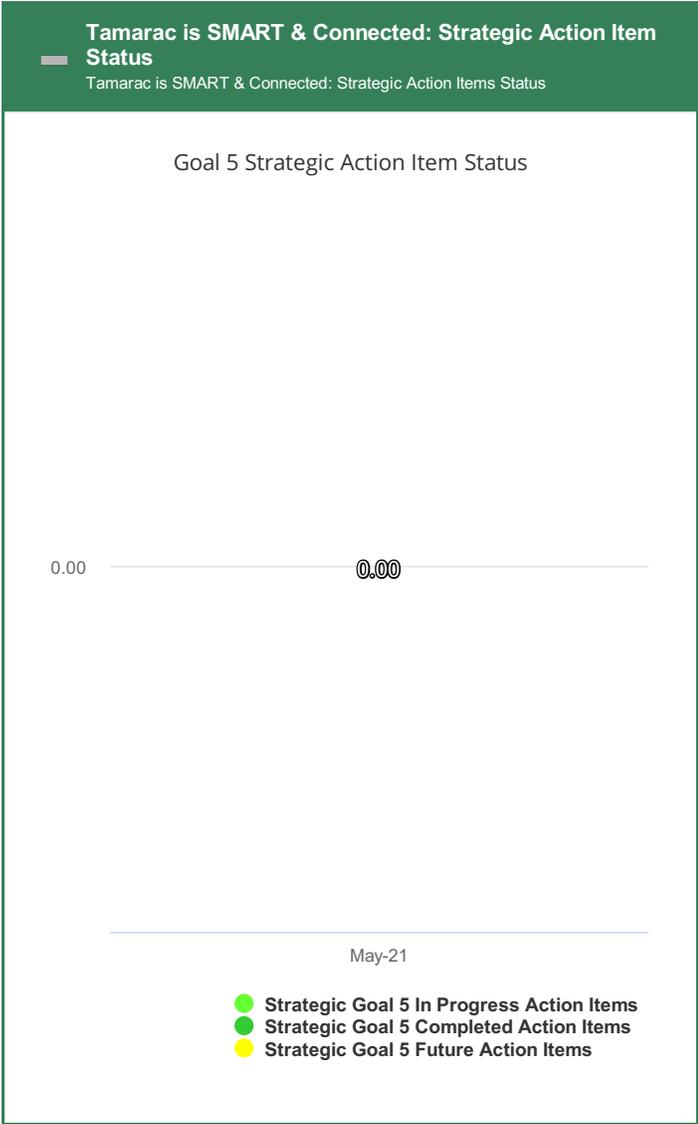
Fund	Department	Division	FY 2024 Capital Outlay Forecast	Total Cost
001	Public Services	5020	Light Poles	\$26,800
001	Public Services	5020	Hydraulic Sign-Post Driver	\$4,600
001	Public Services	5020	13 Hp Power Unit to Operate Post Driver & Puller	\$9,800
001	Public Services	5020	Hydraulic Sign-Post Puller	\$4,000
001	Public Services	5020	Double Hose Assembly	\$700
001	Public Services	5040	Articulated Electric Boom Lift	\$63,000
001	Parks & Recreation	7010	Jazzercise Stage/Tcc	\$3,000
001	Parks & Recreation	7010	Building Furniture for Tpk	\$10,000
001	Parks & Recreation	7010	Tvs For Tpk And Tcc Meeting Rooms	\$12,000
001	Parks & Recreation	7010	Skate Park Equipment & Resurface	\$45,500
001	Parks & Recreation	7010	Volleyball Nets & Posts (Mpc & Tcc)	\$12,000
001	Parks & Recreation	7030	Pulsar Precision Cal-Hypo Feed System	\$10,000
001	Parks & Recreation	7030	Replace 2 Portable Shade Systems	\$10,000
<b>Total General Fund</b>	<b>FY 2024 Forecast</b>			<b>\$211,400</b>
120	Fire	4520	Thermal Imagers Replacement Cycle (5) Phase I	\$33,000
120	Fire	4520	Extrication Equipment	\$50,000
120	Fire	4520	Scba Equipment Repl / Nfpa1981- Cycle Over 5 Yr	\$80,000
120	Fire	4520	Major Appliances for Stations	\$5,000
120	Fire	4520	Fitness Equipment Cardio Machines Repl.	\$10,000
120	Fire	4520	Vehicle Equip Bundle New Fire Supp Fs36	\$80,000
120	Fire	4520	AED Citywide Replacement	\$23,000
120	Fire	4520	Replacement of Hydraulic Stretchers	\$20,000
120	Fire	4530	Replacement Cycle of EOC Major Appliances	\$4,500
120	Fire	4530	Knox Box Key Secure	\$15,000
410	Stormwater	5050	Decorative Fountains at City Facilities	\$15,000
410	Stormwater	5050	Engineering & Design	\$15,000
410	Stormwater	5050	Jetvac Replacement	\$441,000
425	Utilities	6002	Engineering Services	\$15,000
425	Utilities	6030	GSSA GPR Locator	\$20,000
425	Utilities	6030	Dump Trailer 10X7	\$12,812
425	Utilities	6030	Jackhammer	\$1,200
425	Utilities	6030	Service Line Replacement Puller 3/4-2 Inch	\$2,004
425	Utilities	6040	Replacement WW Pumps (3)	\$105,840
<b>Total Other Funds</b>	<b>FY 2024 Forecast</b>			<b>\$948,356</b>





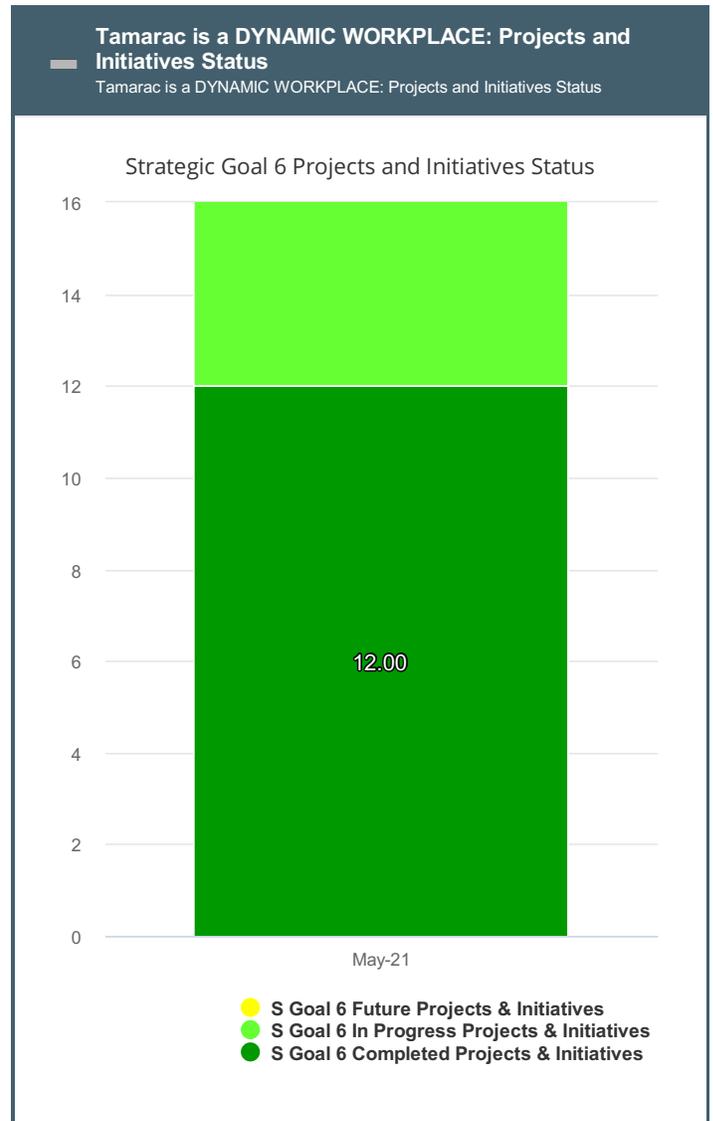
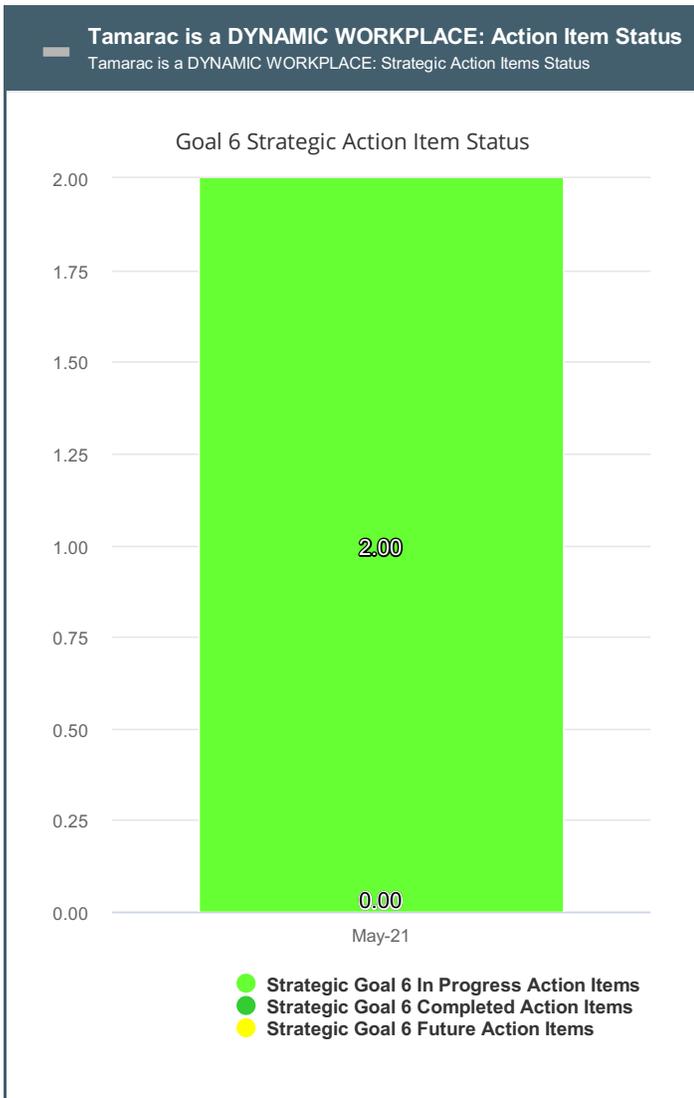






# Tamarac is a Dynamic Workplace

City of Tamarac

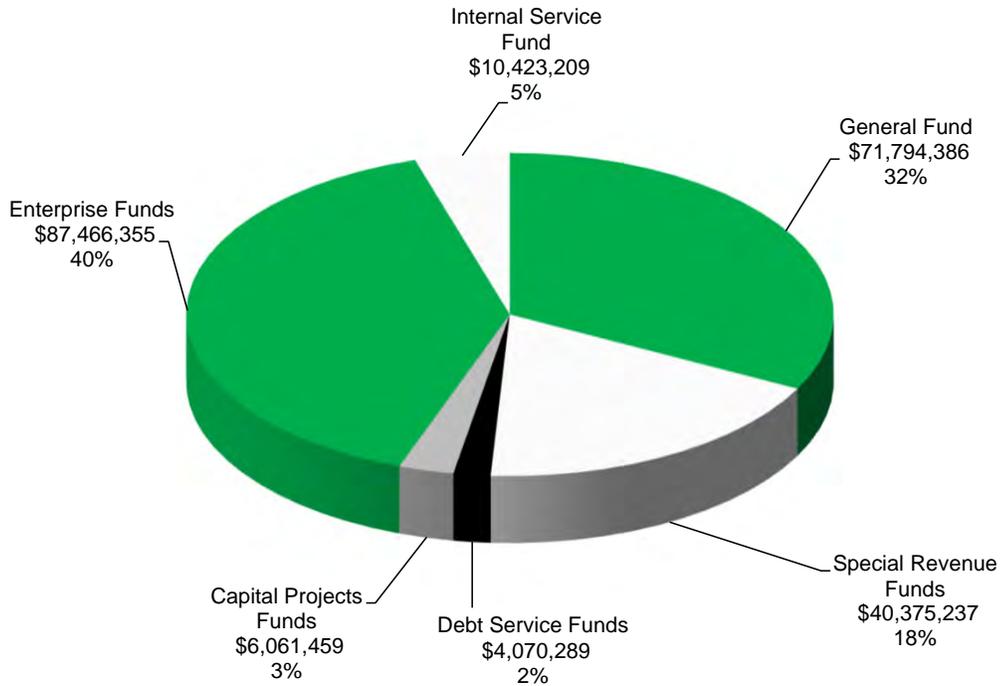


# Budget Highlights and Summary Schedules

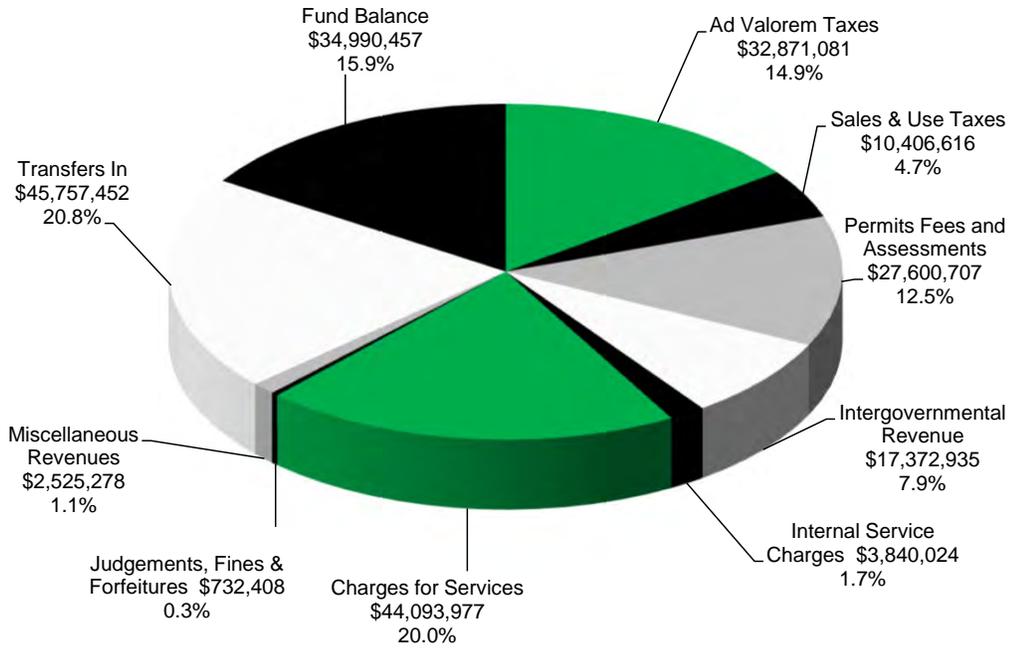
The FY 2022 Total Proposed Budget is \$220,190,935 which includes \$71,794,386 for General Fund expenditures. Summarized below are the changes broken out by fund type. The largest change is an increase of \$33.4 million in the Enterprise Funds, primarily due to planning for a large number of Utilities capital improvement projects together with the required transfer. Details of these expenditures can be found in the Asset Management section of this book.

Fund Type	FY 2020 Actual Expenses	FY 2021 Amended Budget	FY 2022 Proposed Budget	\$ Change	% Change	FY 2023 Forecast	FY 2024 Forecast
General Fund	\$ 67,692,987	\$ 72,071,351	\$ 71,794,386	\$ (276,965)	-0.4%	\$ 68,701,749	\$ 68,150,694
Special Revenue Funds	30,564,997	37,210,021	40,375,237	3,165,216	8.5%	37,209,268	36,810,803
Debt Service Funds	4,066,381	4,764,279	4,070,289	(693,990)	-15%	3,241,249	3,245,999
Capital Projects Funds	32,477,698	5,676,996	6,061,459	384,463	7%	3,405,944	1,365,200
Enterprise Funds	42,615,501	54,083,117	87,466,355	33,383,238	62%	52,843,946	47,745,468
Internal Service Fund	8,228,055	14,160,627	10,423,209	(3,737,418)	-26.4%	10,447,232	10,698,332
<b>Total Expenditures All Funds</b>	<b>\$ 185,645,619</b>	<b>\$ 187,966,391</b>	<b>\$ 220,190,935</b>	<b>\$ 32,224,544</b>	<b>17%</b>	<b>\$ 175,849,388</b>	<b>\$ 168,016,496</b>

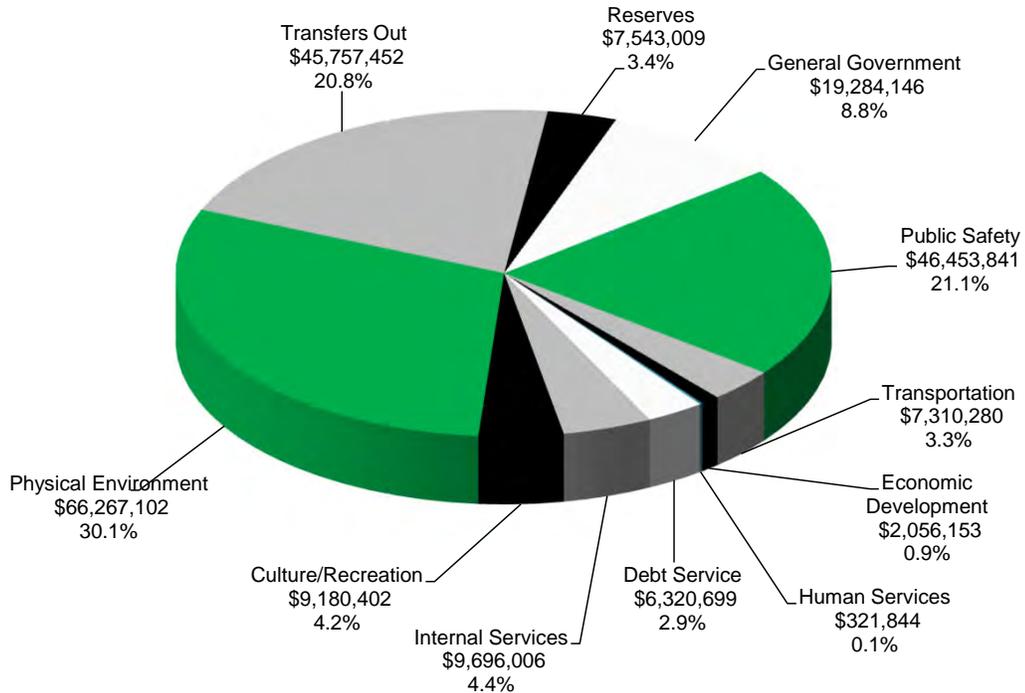
**ALL FUNDS  
FY 2022 PROPOSED BUDGET  
BY FUND TYPE \$220,190,935**



**ALL FUNDS  
WHERE THE MONEY COMES FROM  
REVENUE ~ \$220,190,935**

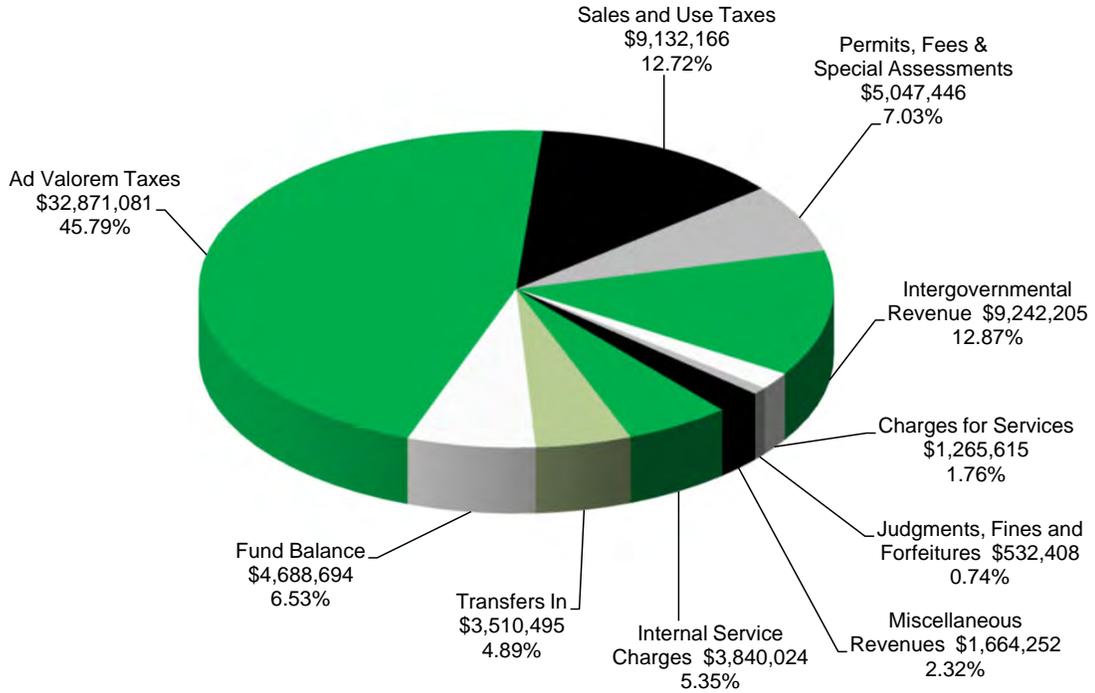


**ALL FUNDS  
WHERE THE MONEY GOES  
EXPENDITURES ~ \$220,190,935**

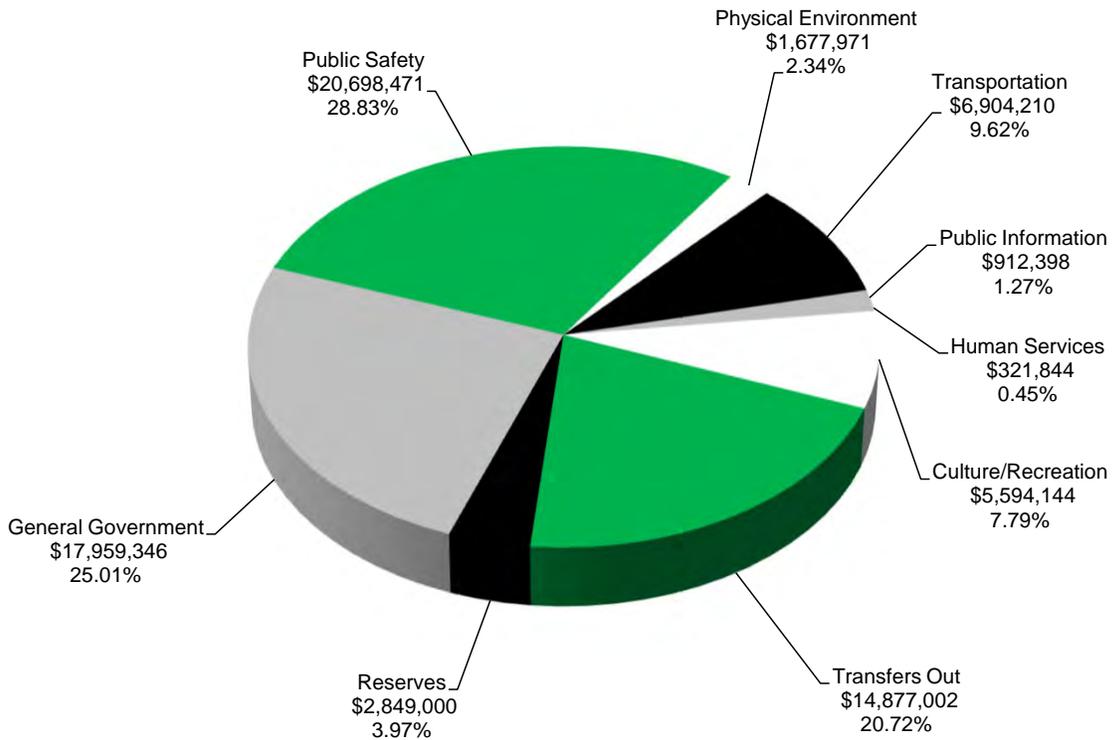


# GENERAL FUND BUDGET HIGHLIGHTS AND SUMMARY SCHEDULES

## WHERE THE MONEY COMES FROM FY 2022 PROPOSED GENERAL FUND REVENUES ~ \$71,794,386



## WHERE THE MONEY GOES FY 2022 PROPOSED GENERAL FUND EXPENDITURES ~ \$71,794,386



# General Fund Overview

The General Fund is the City's primary operating fund and is the largest fund. It accounts for all the financial resources needed to operate the City except for those required to be accounted for in a separate fund. The General Fund budget for FY 2022 totals \$71,794,386 which is a decrease of .38% from last year's budget, as amended.

## General Fund Revenues WHERE THE MONEY COMES FROM \$ 71,794,386



## General Fund Expenditures WHERE THE MONEY GOES \$ 71,794,386



# General Fund Revenues

The General Fund (Fund 001) serves as the primary reporting vehicle for current operations. The major sources of revenue include ad valorem (property) taxes, utility taxes, communications services tax, franchise fees, user fees and charges for services, and intergovernmental revenues. The major departments funded within the General Fund are City Commission, City Manager, City Attorney, City Clerk, Financial Services, Human Resources, Community Development, Parks and Recreation, Information Technology, and Public Services. Police services are provided by contract with Broward County Sheriff's Office and are also funded in the General Fund.

Revenues	FY 2019 Actual	FY 2020 Actual	FY 2021 Amended Budget	FY 2022 Proposed Budget	\$ Change	% Change	FY 2023 Forecast	FY 2024 Forecast
<b>Taxes</b>								
Ad Valorem Taxes	\$ 26,388,651	\$ 28,767,984	\$ 30,653,466	\$ 32,871,081	\$ 2,217,615	7.2%	\$ 32,871,081	\$ 32,871,081
Local Option, Use & Fuel Tax	1,974,271	1,982,484	1,898,079	1,946,383	48,304	2.5%	1,953,097	1,959,272
Local Business Tax	722,362	666,882	767,683	771,507	3,824	0.5%	775,350	779,213
Utility Service Taxes	4,709,641	4,768,913	4,500,419	4,784,755	284,336	6.3%	4,808,429	4,832,221
Communication Svcs. Taxes	1,898,006	1,811,741	1,628,707	1,629,521	814	0.0%	1,630,336	1,631,151
<b>Subtotal Taxes</b>	<b>35,692,931</b>	<b>37,998,004</b>	<b>39,448,354</b>	<b>42,003,247</b>	<b>2,554,893</b>	<b>6.5%</b>	<b>42,038,293</b>	<b>42,072,938</b>
<b>Intergovernmental</b>								
State Shared Revenues	6,962,353	6,369,325	5,614,382	6,623,536	1,009,154	18.0%	6,656,517	6,676,235
Local Shared Revenues	249,920	301,444	2,101,599	416,200	(1,685,399)	-80.2%	416,200	416,200
Shared Revenue--Local Govt	66,532	25,214	63,000	63,000	-	0.0%	63,000	63,000
Payments In Lieu of Taxes	2,015,822	2,032,179	2,080,177	2,139,469	59,292	2.9%	2,203,653	2,269,763
<b>Subtotal Intergovernmental</b>	<b>9,294,627</b>	<b>8,728,162</b>	<b>9,859,158</b>	<b>9,242,205</b>	<b>(616,953)</b>	<b>-6.3%</b>	<b>9,339,370</b>	<b>9,425,198</b>
<b>Charges for Services</b>								
General Government	733,875	631,658	630,000	630,000	-	0.0%	630,000	575,000
Public Safety	-	624	-	-	-	-	-	-
Physical Environment	1,097,350	795,281	54,000	54,000	-	0.0%	54,000	52,500
Transportation	33,072	17,125	5,393	5,447	54	1.0%	7,000	8,996
Culture/Recreation	894,257	288,207	554,189	576,168	21,979	4.0%	622,898	660,017
<b>Subtotal Charges for Services</b>	<b>2,758,554</b>	<b>1,732,895</b>	<b>1,243,582</b>	<b>1,265,615</b>	<b>22,033</b>	<b>1.8%</b>	<b>1,313,898</b>	<b>1,296,513</b>
<b>Permits, Fees &amp; Special Assessments</b>								
Franchise Fees	5,398,373	5,349,154	5,045,675	5,047,446	1,771	0.0%	5,049,220	5,037,060
Special Assessments	86,111	93,664	-	-	-	-	-	-
<b>Subtotal Permits, Fees &amp; Special Assmnts</b>	<b>5,484,484</b>	<b>5,442,818</b>	<b>5,045,675</b>	<b>5,047,446</b>	<b>1,771</b>	<b>0.0%</b>	<b>5,049,220</b>	<b>5,037,060</b>
<b>Fines &amp; Forfeitures</b>								
Judgements & Fines	538,015	313,060	316,741	319,908	3,167	1.0%	322,847	325,814
Violations of Ordinances	1,199,352	142,706	212,552	212,500	(52)	0.0%	212,500	212,500
<b>Subtotal Fines and Forfeitures</b>	<b>1,737,367</b>	<b>455,766</b>	<b>529,293</b>	<b>\$ 532,408</b>	<b>3,115</b>	<b>0.6%</b>	<b>535,347</b>	<b>538,314</b>
<b>Miscellaneous</b>								
Miscellaneous Revenues	425,270	655,022	328,450	328,450	-	0.0%	328,450	328,450
Investment Income	1,018,584	545,097	373,000	378,000	5,000	1.3%	381,750	385,538
Rent and Advertising Fees	939,089	926,441	910,536	954,102	43,566	4.8%	955,563	957,054
Disposition of Fixed Assets	203,003	231,951	-	-	-	-	-	-
Sale of Surplus Materials	3,094	1,558	2,500	2,500	-	0.0%	2,500	2,500
License Fee	3,000	900	1,200	1,200	-	0.0%	1,200	1,200
<b>Subtotal Miscellaneous</b>	<b>2,592,040</b>	<b>2,360,969</b>	<b>1,615,686</b>	<b>\$ 1,664,252</b>	<b>48,566</b>	<b>3.0%</b>	<b>1,669,463</b>	<b>1,674,742</b>
<b>Other Financing Sources</b>								
Administrative Svc. Fees	6,937,272	3,715,538	3,747,147	3,840,024	92,877	2.5%	3,825,803	3,877,648
Operating Transfers In	-	3,884,807	4,553,287	3,510,495	(1,042,792)	-22.9%	3,580,405	3,651,714
Appropriated Fund Balance	-	-	6,029,169	4,688,694	(1,340,475)	-22.2%	1,349,950	576,567
<b>Subtotal Other Sources</b>	<b>6,937,272</b>	<b>7,600,345</b>	<b>14,329,603</b>	<b>\$ 12,039,213</b>	<b>(2,290,390)</b>	<b>-16%</b>	<b>8,756,158</b>	<b>8,105,929</b>
<b>Total Revenue and Other Sources</b>	<b>\$ 64,497,275</b>	<b>\$ 64,318,959</b>	<b>\$ 72,071,351</b>	<b>\$ 71,794,386</b>	<b>\$ (276,965)</b>	<b>-0.4%</b>	<b>\$ 68,701,749</b>	<b>\$ 68,150,694</b>

# General Fund Expenditures

	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 AMENDED BUDGET	FY 2022 PROPOSED BUDGET	\$ CHANGE	% CHANGE	FY 2023 FORECAST	FY 2024 FORECAST
<b>General Government</b>								
City Commission	\$ 724,047	\$ 936,001	\$ 1,217,626	\$ 1,335,643	\$ 118,017	9.7%	\$ 1,356,336	\$ 1,378,141
City Manager	1,170,023	1,302,762	1,500,338	1,567,542	67,204	4.5%	1,613,261	1,685,074
City Attorney	732,757	728,291	730,400	740,400	10,000	1.4%	740,400	740,400
City Clerk	587,010	611,760	720,729	728,944	8,215	1.1%	750,349	772,845
Economic Development	171,219	251,171	344,631	353,950	9,319	2.7%	364,009	374,678
Financial Services	2,269,946	2,197,679	2,381,380	2,544,490	163,110	6.8%	2,670,698	2,794,012
Human Resources	1,239,078	1,313,245	1,497,560	1,620,752	123,192	8.2%	1,647,505	1,714,843
Community Development	1,166,542	1,088,286	1,202,288	1,263,640	61,352	5.1%	1,326,414	1,389,298
Information Technology	2,227,516	2,344,177	3,012,211	3,405,874	393,663	13.1%	3,739,797	3,513,419
Public Services	2,578,243	2,619,707	2,772,746	3,266,844	494,098	17.8%	3,121,591	3,216,348
Non Departmental	1,098,584	967,205	1,189,926	1,131,267	(58,659)	-4.9%	1,282,933	1,134,267
<b>Subtotal General Government</b>	<b>13,964,965</b>	<b>14,360,284</b>	<b>16,569,835</b>	<b>17,959,346</b>	<b>1,389,511</b>	<b>8.4%</b>	<b>18,613,293</b>	<b>18,713,325</b>
<b>Public Safety</b>								
Code Enforcement	693,737	783,293	906,595	938,089	31,494	3.5%	966,425	996,140
Business Revenue	119,318	101,057	103,092	106,183	3,091	3.0%	109,663	113,356
Police Services	15,870,985	16,953,735	18,112,688	18,435,799	323,111	1.8%	18,747,565	19,147,565
Red Light Camera	953,030	1,012,433	-	-	-	-	-	-
Non Departmental	1,244,681	1,501,931	1,678,247	1,218,400	(459,847)	-27.4%	1,218,400	1,218,400
<b>Subtotal Public Safety</b>	<b>18,881,751</b>	<b>20,352,449</b>	<b>20,800,622</b>	<b>20,698,471</b>	<b>(102,151)</b>	<b>-0.5%</b>	<b>21,042,053</b>	<b>21,475,461</b>
<b>Physical Environment</b>								
Utility Customer Service	1,002,311	1,087,223	994,026	1,106,261	112,235	11.3%	1,132,240	1,156,695
PS Recycling	132,156	227,885	200,000	200,000	-	0.0%	200,000	200,000
Engineering	333,135	314,420	365,544	371,710	6,166	1.7%	384,996	398,920
<b>Subtotal Physical Environment</b>	<b>1,467,602</b>	<b>1,629,528</b>	<b>1,559,570</b>	<b>1,677,971</b>	<b>118,401</b>	<b>7.6%</b>	<b>1,717,236</b>	<b>1,755,615</b>
<b>Transportation</b>								
PS Administration	175,894	153,541	188,468	193,096	4,628	2.5%	179,175	190,013
PS Operations	704,087	675,400	727,485	790,498	63,013	8.7%	822,697	857,973
PS Grounds Maintenance	2,929,082	2,680,047	3,265,822	3,129,657	(136,165)	-4.2%	3,175,858	3,249,787
PS Streets & Roads	1,742,891	1,595,772	1,619,483	2,168,057	548,574	33.9%	2,011,476	2,014,708
Transport Services	584,968	549,974	608,863	622,902	14,039	2.3%	635,629	646,381
<b>Subtotal Transportation</b>	<b>6,136,922</b>	<b>5,654,734</b>	<b>6,410,121</b>	<b>6,904,210</b>	<b>494,089</b>	<b>7.7%</b>	<b>6,824,835</b>	<b>6,958,862</b>
<b>Public Information</b>								
Public Information	584,571	658,103	888,173	912,398	24,225	2.7%	941,627	976,428
Non Departmental	17,388	766,172	1,733	-	(1,733)	-100.0%	-	-
<b>Subtotal Public Information</b>	<b>601,959</b>	<b>1,424,275</b>	<b>889,906</b>	<b>912,398</b>	<b>22,492</b>	<b>2.5%</b>	<b>941,627</b>	<b>976,428</b>
<b>Human Services</b>								
Social Services	255,750	271,115	301,487	321,844	20,357	6.8%	332,431	346,016
<b>Subtotal Social Services</b>	<b>255,750</b>	<b>271,115</b>	<b>301,487</b>	<b>321,844</b>	<b>20,357</b>	<b>6.8%</b>	<b>332,431</b>	<b>346,016</b>
<b>Culture &amp; Recreation</b>								
Recreation Activities	3,650,760	3,166,749	3,997,366	4,653,232	655,866	16.4%	4,871,658	5,047,224
Aquatic Center	974,195	745,061	933,773	940,912	7,139	0.8%	1,008,802	1,006,980
<b>Subtotal Culture &amp; Recreation</b>	<b>4,624,955</b>	<b>3,911,810</b>	<b>4,931,139</b>	<b>5,594,144</b>	<b>663,005</b>	<b>13.4%</b>	<b>5,880,460</b>	<b>6,054,204</b>
<b>Transfers Out &amp; Reserves</b>								
Transfer to Fund 120	6,737,531	6,585,191	6,529,325	6,785,351	256,026	3.9%	6,853,204	6,921,736
Transfer to Fund 239	3,772,779	4,445,439	4,441,269	3,747,279	(693,990)	-15.6%	2,919,189	2,935,949
Transfer to Fund 301	332,300	239,800	-	623,420	623,420	-	446,913	-
Transfer to Fund 303	675,000	1,055,915	989,800	1,004,800	15,000	1.5%	748,100	-
Transfer to Fund 310	1,450,063	5,985,054	1,986,645	2,189,108	202,463	10.2%	-	-
Transfer to Fund 315	825,000	521,500	-	-	-	-	-	-
Transfer to Fund 380	625,000	750,000	400,000	-	(400,000)	-100.0%	478,000	464,000
Transfer to Fund 190	-	-	-	-	-	-	-	-
Transfer to Fund 410	331,387	341,329	351,580	362,127	10,547	3.0%	372,991	384,181
Transfer to Fund 450	164,917	164,917	164,917	164,917	-	0.0%	164,917	164,917
<b>Subtotal Transfers</b>	<b>14,913,977</b>	<b>20,089,145</b>	<b>14,863,536</b>	<b>14,877,002</b>	<b>13,466</b>	<b>0.1%</b>	<b>11,983,314</b>	<b>10,870,783</b>
Contingencies	-	-	5,745,135	2,849,000	(2,896,135)	-50.4%	1,366,500	1,000,000
<b>Total Expenditures &amp; Transfers Out</b>	<b>\$ 60,847,881</b>	<b>\$ 67,693,340</b>	<b>\$ 72,071,351</b>	<b>\$ 71,794,386</b>	<b>\$ (276,965)</b>	<b>-0.4%</b>	<b>\$ 68,701,749</b>	<b>\$ 68,150,694</b>

## Schedule of Revenues - All Funds

FUND NO.	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 AMENDED BUDGET	FY 2022 PROPOSED BUDGET	FY 2022		FY 2023 FORECAST	FY 2024 FORECAST
					\$ CHANGE	% CHANGE		
<b>001 General Fund</b>								
Ad Valorem Taxes	\$ 26,388,651	\$ 28,767,984	\$ 30,653,466	\$ 32,871,081	\$ 2,217,615	7.2%	\$ 32,871,081	\$ 32,871,081
Local Option, Use & Fuel	1,974,271	1,982,484	1,898,079	1,946,383	48,304	2.5%	1,953,097	1,959,272
Franchise Taxes	5,398,373	5,349,154	5,045,675	5,047,446	1,771	0.0%	5,049,220	5,037,060
Utility Service Tax	4,709,641	4,768,913	4,500,419	4,784,755	284,336	6.3%	4,808,429	4,832,221
Communications Tax	1,898,006	1,811,741	1,628,707	1,629,521	814	0.0%	1,630,336	1,631,151
License/Permit	722,362	666,882	767,683	771,507	3,824	0.5%	775,350	779,213
Intergovernmental	9,294,627	8,728,162	9,859,158	9,242,205	(616,953)	-6.3%	9,339,370	9,425,198
Charges for Services	2,758,554	1,732,895	1,243,582	1,265,615	22,033	1.8%	1,313,898	1,296,513
Fines and Forfeitures	510,910	455,766	529,293	532,408	3,115	0.6%	535,347	538,314
Miscellaneous Revenues	2,678,151	2,454,633	1,615,686	1,664,252	48,566	3.0%	1,669,463	1,674,742
Other Sources	6,937,272	7,600,345	8,300,434	7,350,519	(949,915)	-11.4%	7,406,208	7,529,362
Appropriated Fund Balance	-	-	6,029,169	4,688,694	(1,340,475)	-22.2%	1,349,950	576,567
<b>General Fund Total</b>	<b>63,270,818</b>	<b>64,318,959</b>	<b>72,071,351</b>	<b>71,794,386</b>	<b>(276,965)</b>	<b>0%</b>	<b>68,701,749</b>	<b>68,150,694</b>
<b>003 Red Light Camera Fund</b>								
Violations of Ordinances	956,969	765,306	-	-	-	-	-	-
Fines and Forfeitures	269,488	274,786	-	-	-	-	-	-
<b>Red Light Camera Fund Total</b>	<b>1,226,457</b>	<b>1,040,092</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>General Governmental Funds Total</b>	<b>\$ 64,497,275</b>	<b>\$ 65,359,051</b>	<b>\$ 72,071,351</b>	<b>\$ 71,794,386</b>	<b>\$ (276,965)</b>	<b>0%</b>	<b>\$ 68,701,749</b>	<b>\$ 68,150,694</b>
<b>SPECIAL REVENUE FUNDS</b>								
<b>120 Fire Rescue Fund</b>								
Charges for Services	\$ 2,927,415	\$ 2,886,583	\$ 2,502,376	\$ 2,523,295	\$ 20,919	0.8%	\$ 2,544,404	\$ 2,565,719
Intergovernmental	60,428	152,640	696,464	56,951	(639,513)	-91.8%	57,236	57,522
Special Assessments	13,386,847	13,422,168	13,235,435	13,340,663	105,228	0.8%	13,407,366	13,474,403
Transfer from General Fund	6,737,531	6,585,191	6,529,325	6,785,351	256,026	3.9%	6,853,204	6,921,736
Transfer from Fund 326	-	-	-	-	-	-	-	-
Misc. Revenues	310,446	250,916	85,047	80,719	(4,328)	-5.1%	81,770	82,835
Other Resources	-	-	-	-	-	-	-	-
Appropriated Fund Balance	-	-	2,388,414	3,249,699	861,285	36.1%	5,151,000	6,376,512
<b>Fire Rescue Fund Total</b>	<b>23,422,667</b>	<b>23,297,498</b>	<b>25,437,061</b>	<b>26,036,678</b>	<b>599,617</b>	<b>2.4%</b>	<b>28,094,980</b>	<b>29,478,727</b>
<b>128 LETF Fund - Federal</b>								
Miscellaneous Revenues	-	-	-	-	-	-	-	-
<b>Law Enforcement Trust Fund Federal Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>130 LETF Fund - State</b>								
Brow Sheriff Off/LETF	51,084	24,797	-	-	-	-	-	-
Miscellaneous Revenues	11,075	6,061	-	-	-	-	-	-
Appropriated Fund Balance	-	-	14,569	-	(14,569)	-	-	-
<b>Law Enforcement Trust Fund State Total</b>	<b>62,159</b>	<b>30,858</b>	<b>14,569</b>	<b>-</b>	<b>(14,569)</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>142 Parks and Recreation Fund</b>								
Miscellaneous Revenues	33	17	-	-	-	-	-	-
Appropriated Fund Balance	-	-	-	-	-	-	-	-
<b>Parks and Recreation Fund Total</b>	<b>33</b>	<b>17</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>143 Streetscape Improvement Trust Fund</b>								
Miscellaneous Revenues	-	-	-	-	-	-	-	-
Appropriation Fund Balance	-	-	-	-	-	-	-	-
<b>Streetscape Imprvmnt Trust Fund Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>144 Trafficways Improvement Fund</b>								
Miscellaneous Revenues	375	198	-	-	-	-	-	-
Appropriated Fund Balance	-	-	-	-	-	-	-	-
<b>Trafficways Improvement Fund Total</b>	<b>375</b>	<b>198</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>146 Public Arts Fund</b>								
Charges for Services	880,673	416,173	250,000	250,000	-	0.0%	250,000	250,000
Intergovernmental	-	-	-	-	-	-	-	-
Miscellaneous Revenues	57,478	33,445	4,000	6,000	2,000	50.0%	6,000	6,000
Appropriated Fund Balance	-	-	37,500	310,000	272,500	726.7%	428,000	529,000
<b>Public Arts Fund Total</b>	<b>938,151</b>	<b>449,618</b>	<b>291,500</b>	<b>566,000</b>	<b>274,500</b>	<b>94%</b>	<b>684,000</b>	<b>785,000</b>
<b>148 Local Option Gas Tax Fund</b>								
Local Option, Use & Fuel Tax	414,308	371,181	382,092	374,450	(7,642)	-2.0%	366,961	359,622
Interest Earnings	39,058	23,653	3,121	3,152	31	1.0%	3,152	3,152
Appropriated Fund Balance	-	-	1,209,659	1,218,865	9,206	0.8%	1,227,950	1,236,887
<b>Local Option Gas Tax Fund Total</b>	<b>453,366</b>	<b>394,834</b>	<b>1,594,872</b>	<b>1,596,467</b>	<b>1,595</b>	<b>0.1%</b>	<b>1,598,063</b>	<b>1,599,661</b>
<b>149 Sales Tax Surtax Fund</b>								
Sales Tax Surtax	-	-	2,878,291	7,290,024	4,411,733	153.3%	2,000,000	-
<b>Sales Tax Surtax Total</b>	<b>-</b>	<b>-</b>	<b>2,878,291</b>	<b>7,290,024</b>	<b>4,411,733</b>	<b>-</b>	<b>2,000,000</b>	<b>-</b>
<b>150 Building Fund</b>								
Building Permits	3,002,306	2,133,050	2,673,560	2,723,560	50,000	1.9%	2,723,560	2,731,560
Charges for Services	42,645	27,919	15,575	15,575	-	0.0%	15,575	15,575
Judgements, Fines, & Forfeits	404,379	214,020	200,000	200,000	-	0.0%	200,000	201,000
Miscellaneous Revenues	257,382	123,546	155,000	155,000	-	0.0%	155,000	155,550
Appropriated Fund Balance	-	-	614,657	633,178	18,521	3.0%	729,335	834,975
<b>Building Fund Total</b>	<b>3,706,712</b>	<b>2,498,535</b>	<b>3,658,792</b>	<b>3,727,313</b>	<b>68,521</b>	<b>1.9%</b>	<b>3,823,470</b>	<b>3,938,660</b>

## Schedule of Revenues - All Funds

FUND NO.	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 AMENDED BUDGET	FY 2022 PROPOSED BUDGET	\$ CHANGE	% CHANGE	FY 2023 FORECAST	FY 2024 FORECAST
<b>152 RCMP Grant Fund</b>								
Grant Revenue	12,219	-	-	-	-	-	-	-
<b>RCMP Grant Fund Total</b>	<b>12,219</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>154 Community Dev Block Grant Fund</b>								
Grant Revenues	27,538	376,584	417,242	392,687	(24,555)	-5.9%	392,687	392,687
Miscellaneous Revenues	7,983	42,787	-	-	-	-	-	-
<b>CDBG Fund Total</b>	<b>35,521</b>	<b>419,371</b>	<b>417,242</b>	<b>392,687</b>	<b>(24,555)</b>	<b>-5.9%</b>	<b>392,687</b>	<b>392,687</b>
<b>155 State Housing Initiative Program Fund</b>								
Grant Revenues	243,208	255,583	-	276,484	276,484	-	276,484	276,484
Other Sources	19,727	57,050	-	-	-	-	-	-
Miscellaneous Revenues	8,644	2,013	-	-	-	-	-	-
<b>SHIP Fund Total</b>	<b>271,579</b>	<b>314,646</b>	<b>-</b>	<b>276,484</b>	<b>276,484</b>	<b>#DIV/0!</b>	<b>276,484</b>	<b>276,484</b>
<b>156 HOME (HUD) Program Fund</b>								
Grant Revenues	68,420	51,458	118,750	114,584	(4,166)	-3.5%	114,584	114,584
Miscellaneous Revenues	17,377	-	-	-	-	-	-	-
<b>Home (HUD) Fund Total</b>	<b>85,797</b>	<b>51,458</b>	<b>118,750</b>	<b>114,584</b>	<b>(4,166)</b>	<b>-3.5%</b>	<b>114,584</b>	<b>114,584</b>
<b>157 CDBG Disaster Recovery Fund</b>								
Grant Revenue	-	112,872	1,303,000	-	(1,303,000)	-100.0%	-	-
<b>CDBG Disaster Recovery Fund Total</b>	<b>-</b>	<b>112,872</b>	<b>1,303,000</b>	<b>-</b>	<b>(1,303,000)</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>158 NSP Fund</b>								
Grant Revenues	-	-	-	-	-	-	-	-
Miscellaneous Revenues	-	1,058	-	-	-	-	-	-
<b>Neighborhood Stabilization Fund Total</b>	<b>-</b>	<b>1,058</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>160 NSP-3 Fund</b>								
Grant Revenues	-	-	-	-	-	-	-	-
Miscellaneous Revenues	125	107,404	150,000	150,000	-	0.0%	150,000	150,000
<b>Neighborhood Stabilization 3 Fund Total</b>	<b>125</b>	<b>107,404</b>	<b>150,000</b>	<b>150,000</b>	<b>-</b>	<b>-</b>	<b>150,000</b>	<b>150,000</b>
<b>162 Afford Housing Impact Fee Fund</b>								
Special Assess/Impact Fees	181,750	83,400	60,000	60,000	-	0.0%	75,000	75,000
Miscellaneous Revenues	7,815	4,838	-	-	-	-	-	-
Appropriation from Fund Balance	-	-	285,944	165,000	(120,944)	-42.3%	-	-
<b>Afford Housing Impact Fees Total</b>	<b>189,565</b>	<b>88,238</b>	<b>345,944</b>	<b>225,000</b>	<b>(120,944)</b>	<b>-35.0%</b>	<b>75,000</b>	<b>75,000</b>
<b>190 Hurricane Irma Disaster Fund</b>								
Intergovernmental Revenues	614,247	1,583,815	-	-	-	-	-	-
Transfer from General Fund	-	-	-	-	-	-	-	-
Miscellaneous Revenues	-	1,226	-	-	-	-	-	-
Appropriation from Fund Balance	-	-	1,000,000	-	(1,000,000)	-	-	-
<b>Hurricane Irma Disaster Fund Total</b>	<b>614,247</b>	<b>1,585,041</b>	<b>1,000,000</b>	<b>-</b>	<b>(1,000,000)</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>199 Donations &amp; Sponsorships</b>								
Miscellaneous Revenues	5,919	9,093	-	-	-	-	-	-
<b>Donations &amp; Sponsorship Fund Total</b>	<b>5,919</b>	<b>9,093</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Special Revenue Funds Total</b>	<b>\$ 29,798,435</b>	<b>\$ 29,360,739</b>	<b>\$ 37,210,021</b>	<b>\$ 40,375,237</b>	<b>\$ 3,165,216</b>	<b>8.5%</b>	<b>\$ 37,209,268</b>	<b>\$ 36,810,803</b>
<b>DEBT SERVICE FUNDS</b>								
<b>238 General Obligation Bond Fund</b>								
Ad Valorem Taxes	-	-	-	-	-	-	-	-
Miscellaneous Revenues	-	-	-	-	-	-	-	-
<b>General Obligation Bond Fund Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>239 Revenue Bond Fund</b>								
Debt Proceeds	-	-	-	-	-	-	-	-
Transfer from General Fund	\$ 3,772,779	\$ 4,445,439	\$ 4,441,269	\$ 3,747,279	\$ (693,990)	-15.6%	\$ 2,919,189	\$ 2,935,949
Transfer from Fire Fund	300,000	300,000	300,000	300,000	-	0.0%	300,000	300,000
Miscellaneous Revenues	31,444	19,550	23,010	23,010	-	0.0%	22,060	10,050
<b>Revenue Bond Fund Total</b>	<b>4,104,223</b>	<b>4,764,989</b>	<b>4,764,279</b>	<b>4,070,289</b>	<b>(693,990)</b>	<b>-15%</b>	<b>3,241,249</b>	<b>3,245,999</b>
<b>Debt Service Funds Total</b>	<b>\$ 4,104,223</b>	<b>\$ 4,764,989</b>	<b>\$ 4,764,279</b>	<b>\$ 4,070,289</b>	<b>\$ (693,990)</b>	<b>-15%</b>	<b>\$ 3,241,249</b>	<b>\$ 3,245,999</b>
<b>CAPITAL PROJECT FUNDS</b>								
<b>301 Capital Equipment Fund</b>								
Transfer from General Fund	\$ 332,300	\$ 239,800	\$ -	\$ 623,420	\$ 623,420	-	\$ 446,913	\$ -
Transfer from Fire Fund	1,271,889	1,346,237	1,027,775	844,364	(183,411)	-17.8%	832,931	-
Transfer from Building Fund	31,577	31,577	-	21,767	21,767	-	-	-
Grant Revenues	-	-	139,050	-	(139,050)	-100.0%	-	-
Miscellaneous Revenues	86,601	54,246	-	-	-	-	-	-
Appropriated Fund Balance	-	-	-	-	-	-	-	-
<b>Capital Equipment Fund Total</b>	<b>1,722,367</b>	<b>1,671,860</b>	<b>1,166,825</b>	<b>1,489,551</b>	<b>322,726</b>	<b>27.7%</b>	<b>1,279,844</b>	<b>-</b>
<b>303 Capital Maintenance Fund</b>								
Transfer from General Fund	675,000	1,055,915	989,800	1,004,800	15,000	1.5%	748,100	1,200
Miscellaneous Revenues	48,763	26,615	-	-	-	-	-	-
Appropriation Fund Balance	-	-	-	-	-	-	-	-
<b>Capital Maintenance Fund Total</b>	<b>723,763</b>	<b>1,082,530</b>	<b>989,800</b>	<b>1,004,800</b>	<b>15,000</b>	<b>2%</b>	<b>748,100</b>	<b>1,200</b>
<b>304 Roadway &amp; Median Improvement Fund</b>								
Transfer from Local Opt Gas Tax Fund	-	125,000	-	-	-	-	-	-
Transfer from Corridor Impr. Fund	-	225,000	-	-	-	-	-	-
Miscellaneous Revenues	28,313	18,119	-	-	-	-	-	-
Appropriation Fund Balance	-	-	-	-	-	-	-	-
<b>Roadway &amp; Median Imp Fund Total</b>	<b>28,313</b>	<b>368,119</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>100%</b>	<b>-</b>	<b>-</b>

## Schedule of Revenues - All Funds

FUND NO.	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 AMENDED BUDGET	FY 2022 PROPOSED BUDGET	\$ CHANGE	% CHANGE	FY 2023 FORECAST	FY 2024 FORECAST
<b>310 General Capital Improvement Fund</b>								
Transfer from General Fund	1,450,063	5,985,054	1,986,645	2,189,108	202,463	10.2%	-	-
Transfer from Building Fund	-	-	-	-	-	-	-	-
Federal Grant Revenues	151,459	-	-	-	-	-	-	-
Utility Service Taxes	972,835	979,144	900,000	900,000	-	0.0%	900,000	900,000
State Grant Revenues	860,344	-	50,000	-	(50,000)	-100.0%	-	-
Debt Proceeds	-	-	-	-	-	-	-	-
Miscellaneous Revenues	493,197	233,503	-	-	-	-	-	-
Appropriated Fund Balance	-	-	-	-	-	-	-	-
<b>General Capital Improvement Fund Total</b>	<b>3,927,898</b>	<b>7,197,701</b>	<b>2,936,645</b>	<b>3,089,108</b>	<b>152,463</b>	<b>5%</b>	<b>900,000</b>	<b>900,000</b>
<b>315 Corridor Improvement Fund</b>								
Transfer from General Fund	825,000	521,500	-	-	-	-	-	-
Transfer from Public Serv Fund 320	-	-	-	-	-	-	-	-
Debt Proceeds	-	-	-	-	-	-	-	-
Miscellaneous Revenues	316,587	376,133	-	-	-	-	-	-
Appropriated Fund Balance	-	-	183,726	-	(183,726)	-100.0%	-	-
<b>Corridor Improvement Fund Total</b>	<b>1,141,587</b>	<b>897,633</b>	<b>183,726</b>	<b>-</b>	<b>(183,726)</b>	<b>-100%</b>	<b>-</b>	<b>-</b>
<b>320 Public Services Facilities Fund</b>								
Median Improvement FDOT	-	-	-	-	-	-	-	-
Miscellaneous Revenues	-	-	-	-	-	-	-	-
<b>Public Service Facilities Fund Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>326 CIP 05 Revenue Bond Fund</b>								
Transfer from Public Serv Fund 120	-	-	-	-	-	-	-	-
Transfer from Public Serv Fund 310	-	-	-	-	-	-	-	-
Transfer from Public Serv Fund 320	-	-	-	-	-	-	-	-
Miscellaneous Revenues	8,944	4,728	-	-	-	-	-	-
<b>CIP 05 Revenue Bond Fund Total</b>	<b>8,944</b>	<b>4,728</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>380 Tamarac Village Fund</b>								
Miscellaneous Revenues	49,504	24,259	-	-	-	-	-	-
State Grant Revenues	-	300,000	-	-	-	-	-	-
Local Grant Revenues	500,000	-	-	-	-	-	-	-
Debt Proceeds / Line of Credit	-	16,620,000	-	-	-	-	-	-
Transfer from General Fund	625,000	750,000	400,000	-	(400,000)	-100.0%	478,000	464,000
Appropriated Fund Balance	-	-	-	478,000	478,000	100.0%	-	-
<b>Tamarac Village Fund Total</b>	<b>1,174,504</b>	<b>17,694,259</b>	<b>400,000</b>	<b>478,000</b>	<b>78,000</b>	<b>20%</b>	<b>478,000</b>	<b>464,000</b>
<b>Capital Projects Funds Total</b>	<b>\$ 8,727,376</b>	<b>\$ 28,916,830</b>	<b>\$ 5,676,996</b>	<b>\$ 6,061,459</b>	<b>\$ 384,463</b>	<b>7%</b>	<b>\$ 3,405,944</b>	<b>\$ 1,365,200</b>
<b>ENTERPRISE FUNDS</b>								
<b>410 Stormwater Management Fund</b>								
Interest Earnings	\$ 287,413	\$ 178,497	\$ 100,021	\$ 101,021	\$ 1,000	1.0%	\$ 102,021	\$ 39,500
Special Assessment /Impact Fees	5,879,590	6,063,668	6,241,785	6,429,038	187,253	3.0%	6,621,909	6,820,566
Interfund Transfers	352,729	363,312	374,224	385,451	11,227	3.0%	397,015	408,926
Appropriated Net Assets	-	-	-	-	-	-	-	-
<b>Stormwater Management Fund Total</b>	<b>6,519,732</b>	<b>6,605,477</b>	<b>6,716,030</b>	<b>6,915,510</b>	<b>199,480</b>	<b>3%</b>	<b>7,120,945</b>	<b>7,268,992</b>
<b>411 Stormwater Capital Project Fund</b>								
State Grant Revenues	73,550	-	-	-	-	-	-	-
Miscellaneous Revenues	65,409	48,635	-	-	-	-	-	-
Intrafund Transfer	559,395	1,791,416	400,000	400,000	-	0.0%	400,000	400,000
<b>Stormwater Capital Project Fund Total</b>	<b>698,354</b>	<b>1,840,051</b>	<b>400,000</b>	<b>400,000</b>	<b>-</b>	<b>0%</b>	<b>400,000</b>	<b>400,000</b>
<b>425 Utilities Operating Fund</b>								
Charges for Services	27,514,214	27,196,201	28,247,827	28,934,113	686,286	2.4%	29,637,557	30,358,588
Miscellaneous Revenues	999,150	393,956	188,645	193,645	5,000	2.7%	198,645	199,618
Other Sources	686,696	655,380	-	-	-	-	-	-
Appropriated Net Assets	-	-	6,287,526	22,789,011	16,501,485	262.4%	4,275,458	1,155,429
<b>Utilities Operating Fund Total</b>	<b>29,200,060</b>	<b>28,245,537</b>	<b>34,723,998</b>	<b>51,916,769</b>	<b>17,192,771</b>	<b>50%</b>	<b>34,111,660</b>	<b>31,713,635</b>
<b>432 Utilities CIAC Fund</b>								
CIAC Revenues	-	-	-	-	-	-	-	-
Miscellaneous Revenues	618,733	488,867	-	-	-	-	-	-
<b>Utilities CIAC Fund Total</b>	<b>618,733</b>	<b>488,867</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>441 Utilities R&amp;R Fund</b>								
Miscellaneous Revenues	496,081	294,180	-	-	-	-	-	-
Intrafund Transfer	4,601,800	11,783,542	9,723,150	25,780,500	16,057,350	165.1%	8,757,000	5,908,500
Appropriated Net Assets	-	-	-	-	-	-	-	-
<b>Utilities R &amp; R Fund Total</b>	<b>5,097,881</b>	<b>12,077,722</b>	<b>9,723,150</b>	<b>25,780,500</b>	<b>16,057,350</b>	<b>165%</b>	<b>8,757,000</b>	<b>5,908,500</b>
<b>450 Colony West Golf Course Fund</b>								
Charges for Services	1,587,121	1,787,219	2,317,147	2,250,405	(66,742)	-2.9%	2,250,405	2,250,405
Miscellaneous Revenues	189,310	35,974	37,875	38,254	379	1.0%	39,019	39,019
Interfund Transfers	164,917	164,917	164,917	164,917	-	0.0%	164,917	164,917
<b>Colony West Golf Course Fund Total</b>	<b>1,941,348</b>	<b>1,988,110</b>	<b>2,519,939</b>	<b>2,453,576</b>	<b>(66,363)</b>	<b>-3%</b>	<b>2,454,341</b>	<b>2,454,341</b>
<b>Enterprise Funds Total</b>	<b>\$ 44,076,108</b>	<b>\$ 51,245,764</b>	<b>\$ 54,083,117</b>	<b>\$ 87,466,355</b>	<b>\$ 33,383,238</b>	<b>62%</b>	<b>\$ 52,843,946</b>	<b>\$ 47,745,468</b>

## Schedule of Revenues - All Funds

FUND NO.	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 AMENDED BUDGET	FY 2022 PROPOSED BUDGET	\$ CHANGE	% CHANGE	FY 2023 FORECAST	FY 2024 FORECAST
<b>INTERNAL SERVICE FUNDS</b>								
<b>502 Health Insurance Fund</b>								
Charges for Services	\$ 5,850,584	\$ 5,884,096	\$ 7,093,293	\$ 7,099,223	\$ 5,930	0.1%	\$ 7,105,533	\$ 7,317,494
Transfer from Risk Management Fund	-	-	2,000,000	-	\$ (2,000,000)	-100.0%	\$ -	\$ -
Miscellaneous Revenues	160,885	262,478	5,401	5,455	\$ 54	1.0%	5,510	5,675
<b>Health Insurance Fund Total</b>	<b>6,011,469</b>	<b>6,146,574</b>	<b>9,098,694</b>	<b>7,104,678</b>	<b>(1,994,016)</b>	<b>-22%</b>	<b>7,111,043</b>	<b>7,323,169</b>
<b>504 RISK MANAGEMENT FUND</b>								
Charges for Services	2,037,036	1,702,799	1,721,768	1,755,751	33,983	2.0%	1,776,277	1,797,730
Miscellaneous Revenues	219,666	109,426	103,881	104,770	889	0.9%	105,668	106,574
Appropriated Net Assets	-	-	3,236,284	1,458,010	(1,778,274)	-54.9%	1,454,244	1,470,859
<b>Risk Management Fund Total</b>	<b>2,256,702</b>	<b>1,812,225</b>	<b>5,061,933</b>	<b>3,318,531</b>	<b>(1,743,402)</b>	<b>-34%</b>	<b>3,336,189</b>	<b>3,375,163</b>
<b>Internal Service Funds - Total</b>	<b>\$ 8,268,171</b>	<b>\$ 7,958,799</b>	<b>\$ 14,160,627</b>	<b>\$ 10,423,209</b>	<b>\$ (3,737,418)</b>	<b>-26.4%</b>	<b>\$ 10,447,232</b>	<b>\$ 10,698,332</b>
<b>TOTAL REVENUES - ALL FUNDS</b>	<b>\$ 159,471,588</b>	<b>\$ 187,606,172</b>	<b>\$ 187,966,391</b>	<b>\$ 220,190,935</b>	<b>\$ 32,224,544</b>	<b>17%</b>	<b>\$ 175,849,388</b>	<b>\$ 168,016,496</b>



Fourth of July event attendees

## Schedule of Expenditures - All Funds

Fund #	Fund Name	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 AMENDED BUDGET	FY 2022 PROPOSED BUDGET	DOLLAR CHANGE	PERCENT CHANGE	FY 2023 FORECAST	FY 2024 FORECAST
001	GENERAL FUND								
	<b>Totals</b>	\$ 59,894,851	\$ 66,680,907	\$ 72,071,351	\$ 71,794,386	-276,965	-0.4%	\$ 68,701,749	\$ 68,150,694
003	RED LIGHT CAMERA								
	<b>Totals</b>	953,030	1,012,433	-	-	0	-	-	-
	<b>General Fund Total</b>	<b>\$ 60,847,881</b>	<b>\$ 67,693,340</b>	<b>\$ 72,071,351</b>	<b>\$ 71,794,386</b>	<b>(276,965)</b>	<b>0%</b>	<b>\$ 68,701,749</b>	<b>\$ 68,150,694</b>
	SPECIAL REVENUE FUNDS								
120	Fire Rescue	24,385,261	25,237,995	25,437,061	26,036,678	599,617	2.4%	28,094,980	29,478,727
128	Law Enforcement Trust - Federal	-	-	-	-	-	-	-	-
130	Law Enforcement Trust	-	-	14,569	-	-14,569	-100.0%	-	-
142	Parks & Recreation Fund	-	-	-	-	-	-	-	-
143	Streetscape IMR Trust	-	-	-	-	-	-	-	-
146	Public Arts Fund	359,322	543,444	291,500	566,000	274,500	94.2%	684,000	785,000
148	Local Opt Gas Tax	109,495	125,000	1,594,872	1,596,467	1,595	0.1%	1,598,063	1,599,661
	Sales Tax Surtax Fund	-	-	2,878,291	7,290,024	4,411,733	153.3%	2,000,000	-
150	Building Fund	3,291,961	3,407,500	3,658,792	3,727,313	68,521	1.9%	3,823,470	3,938,660
152	RCMP Grant	1,104	-	-	-	0	-	-	-
154	Comm Dev Block Grant	186,491	237,352	417,242	392,687	-24,555	-5.9%	392,687	392,687
155	State Housing Init Prgm	147,522	314,641	-	276,484	276,484	-	276,484	276,484
156	HOME (HUD)	69,971	51,459	118,750	114,584	-4,166	-3.5%	114,584	114,584
	CDBG Disaster Recovery Fund	-	105,753	1,303,000	-	-1,303,000	-100.0%	-	-
158	NSP	-	-	-	-	-	-	-	-
160	NSP3	9,718	427,619	150,000	150,000	-	0.0%	150,000	150,000
162	Affordable Housing Impact Fees	134,254	114,350	345,944	225,000	-120,944	-35.0%	75,000	75,000
190	Hurricane IRMA Disaster Fund	-	-	1,000,000	-	(1,000,000)	-100.0%	-	-
199	Sponsorships & Donations	-	4,831	-	-	-	-	-	-
	<b>Special Revenue Funds Total</b>	<b>\$ 28,695,099</b>	<b>\$ 30,569,944</b>	<b>\$ 37,210,021</b>	<b>\$ 40,375,237</b>	<b>3,165,216</b>	<b>8.5%</b>	<b>\$ 37,209,268</b>	<b>\$ 36,810,803</b>
	DEBT SERVICE FUNDS								
238	General Obligation Bond	-	-	-	-	-	-	-	-
239	Revenue Bond	4,062,453	4,066,383	4,764,279	4,070,289	(693,990)	-14.6%	3,241,249	3,245,999
	<b>Debt Service Funds Total</b>	<b>\$ 4,062,453</b>	<b>\$ 4,066,383</b>	<b>\$ 4,764,279</b>	<b>\$ 4,070,289</b>	<b>(693,990)</b>	<b>-15%</b>	<b>\$ 3,241,249</b>	<b>\$ 3,245,999</b>
	CAPITAL PROJECT FUNDS								
301	Capital Equipment Fund	959,158	1,598,582	1,166,825	1,489,551	322,726	27.7%	1,279,844	-
303	Capital Maintenance	552,343	780,757	989,800	1,004,800	15,000	1.5%	748,100	1,200
304	Roadway & Median Imprvmt Fund	-	-	-	-	-	-	-	-
310	General Capital Project	7,650,873	9,076,645	2,936,645	3,089,108	152,463	5.2%	900,000	900,000
315	Corridor Improvement	4,350,605	2,475,373	183,726	-	(183,726)	-100.0%	-	-
320	Public Services Facilities	-	-	-	-	-	-	-	-
326	CIP 05 Revenue Bond	1,800	-	-	-	-	-	-	-
380	Tamarac Village	1,108,270	18,546,348	400,000	478,000	78,000	19.5%	478,000	464,000
	<b>Capital Project Funds Total</b>	<b>\$ 14,623,049</b>	<b>\$ 32,477,705</b>	<b>\$ 5,676,996</b>	<b>\$ 6,061,459</b>	<b>384,463</b>	<b>7%</b>	<b>\$ 3,405,944</b>	<b>\$ 1,365,200</b>
	ENTERPRISE FUNDS								
410	Stormwater Management	5,719,519	6,721,088	6,716,030	6,915,510	199,480	3.0%	7,120,945	7,268,992
411	Stormwater Capital Project	489,988	-	400,000	400,000	-	0.0%	400,000	400,000
425	Utilities	28,092,530	33,732,516	34,723,998	51,916,769	17,192,771	49.5%	34,111,660	31,713,635
432	Utilities CIAC	-	-	-	-	-	-	-	-
441	Utility Renewal & Replacement	5,892,849	3,096	9,723,150	25,780,500	16,057,350	165.1%	8,757,000	5,908,500
450	Colony West Golf Course	4,720,645	2,158,925	2,519,939	2,453,576	(66,363)	-2.6%	2,454,341	2,454,341
	<b>Enterprise Funds Total</b>	<b>\$ 44,915,531</b>	<b>\$ 42,615,625</b>	<b>\$ 54,083,117</b>	<b>\$ 87,466,355</b>	<b>33,383,238</b>	<b>62%</b>	<b>\$ 52,843,946</b>	<b>\$ 47,745,468</b>
	INTERNAL SERVICE FUNDS								
502	Health Insurance	5,855,603	6,324,710	9,098,694	7,104,678	(1,994,016)	-21.9%	7,111,043	7,323,169
504	Risk Management	2,100,279	1,903,365	5,061,933	3,318,531	(1,743,402)	-34.4%	3,336,189	3,375,163
	<b>Internal Service Funds Total</b>	<b>\$ 7,955,882</b>	<b>\$ 8,228,075</b>	<b>\$ 14,160,627</b>	<b>\$ 10,423,209</b>	<b>(3,737,418)</b>	<b>-26.4%</b>	<b>\$ 10,447,232</b>	<b>\$ 10,698,332</b>
	<b>TOTAL EXPENDITURES - ALL FUNDS</b>	<b>\$ 161,099,895</b>	<b>\$ 185,651,072</b>	<b>\$ 187,966,391</b>	<b>\$ 220,190,935</b>	<b>\$ 32,224,544</b>	<b>17%</b>	<b>\$ 175,849,388</b>	<b>\$ 168,016,496</b>

# General Fund 5 Year Financial Direction

	FY 2023 FORECAST	FY 2024 FORECAST	FY 2025 FORECAST	FY 2026 FORECAST	FY 2027 FORECAST
<b>Revenues</b>					
Variable-Discretionary/Restrictive	\$ 32,871,081	\$ 32,871,081	\$ 33,528,503	\$ 34,199,073	\$ 34,883,054
Variable - Discretionary	13,678,522	13,855,755	14,012,733	14,012,733	14,330,206
Variable Non-Discretionary	20,802,196	20,847,291	21,065,585	21,289,116	21,518,031
Appropriation from reserves	1,349,950	576,567	1,000,000	1,000,000	-
<b>Total Revenue</b>	<b>\$ 68,701,749</b>	<b>\$ 68,150,694</b>	<b>\$ 69,606,821</b>	<b>\$ 70,500,922</b>	<b>\$ 70,731,291</b>
<b>Expenditures-All Departments</b>					
Personal Services	\$ 23,368,684	\$ 24,226,784	\$ 24,896,170	\$ 25,585,638	26,303,706
Operating Expenditures	31,596,801	31,728,877	32,643,505	33,947,835	35,183,468
Capital Outlay	273,600	211,400	187,167	292,500	343,209
Grants & Aid Expenditures	112,850	112,850	112,850	112,850	112,850
Other Uses	11,983,314	10,870,783	11,088,199	11,309,963	11,536,162
<b>Sub-total</b>	<b>67,335,249</b>	<b>67,150,694</b>	<b>68,927,891</b>	<b>71,248,786</b>	<b>73,479,395</b>
Contingencies	1,116,500	750,000	750,000	750,000	750,000
Reserves	250,000	250,000	250,000	250,000	250,000
<b>Sub-total</b>	<b>1,366,500</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>
<b>Total Expenditures</b>	<b>\$ 68,701,749</b>	<b>\$ 68,150,694</b>	<b>\$ 69,927,891</b>	<b>\$ 72,248,786</b>	<b>\$ 74,479,395</b>
<b>Net Revenues Over/Under Expenditures</b>	<b>0</b>	<b>0</b>	<b>(321,070)</b>	<b>(1,747,864)</b>	<b>(3,748,104)</b>

**Revenue Type Definitions:**

- (1) Variable-Discretionary/Restrictive - Relies solely on a tax increase to generate additional funds beyond growth.
- (2) Variable-Discretionary means that it is adjustable by Home Rule to a certain extent.
- (3) Variable-Non-Discretionary means it is received but not adjustable by the City due to certain factors such as, the rate is at the maximum percentage, it will take more than one year to adjust, and/or receipts are out of the City's control.

**Underlying Assumptions:**

- (1) Revenues are forecasted in the General Fund using a conservative approach in accordance with the City's Financial Policies.
- (2) Expenditures are forecasted conservatively with annual increases to Personal Services and Operating Expenditures aligned with inflation.
- (3) At times when actual revenue exceeds estimates and actual expenditures are less than forecasted in the same year, the excess revenues are used to shore up the City's Fund Balances and fund capital improvements.

# Financial Management Policies

The National Advisory Council on State and Local Budgeting (NACSLB) developed a comprehensive set of recommended budget practices that has been endorsed by the Government Finance Officers Association, ICMA, academia, etc. These recommended practices provide a framework for the budget process encompassing a broad scope of governmental planning and decision-making with regard to the use of resources.

NACSLB Principal 2, Element 4, "Adopt Financial Policies" addresses the need for jurisdictions to establish policies to help frame resource allocation decisions. As such, the following are five categories of recommended financial management policies developed within these guidelines with the associated measurable benchmarks for adoption by the City Commission. The five categories are Operating Management, Debt Management, Investment Management, Account Management and Financial Planning & Economic Resources and are detailed below:

## OPERATING MANAGEMENT

### **Policy #1:**

Revenue estimates for annual budget purposes should be conservative. In this light, General Fund revenues should be budgeted in the manner delineated below.

- 1.1. Property taxes should be budgeted at 95% of the Property Appraiser's estimate as of July.
- 1.2. State shared revenues should be budgeted at 95% of the State Department of Revenue estimate. This includes the Communication Services Tax, Half-cent Sales Tax and State Revenue Sharing.
- 1.3. Franchise fee revenue should be budgeted at 95% of the maximum estimate prepared by Financial Services Department.
- 1.4. Public Service Taxes on Electric, Propane and Natural Gas should be budgeted at 95% of the maximum estimate prepared by the Financial Services Department.

### **Policy #2:**

The annual budget should be maintained in such a manner as to avoid an operating fund deficit. The annual budget should show fiscal restraint. Expenditures should be managed to create a positive cash balance (surplus) in each fund at the end of the fiscal year.

### **Policy #3:**

The City should maintain a prudent cash management and investment program in order to meet daily cash requirements, increase the amount available for investment, and earn the maximum rate of return on invested funds commensurate with appropriate security. The City will use the following performance benchmarks for its investment portfolio.

- 3.1. The Bank of America Merrill Lynch 1-3 Year US Treasury & Agency Index which is a subset of The Bank of America Merrill Lynch US Treasury & Agency Index including all securities with a remaining term to final maturity less than 3 years, will be used as a benchmark for the performance of funds designated as core funds and other non-operating funds that have a longer-term investment horizon. The index will be used as a benchmark to be compared to the portfolio's total rate of return.
- 3.2. The S & P rated LGIP Index/All will be used as a benchmark as compared to the portfolio's net book value rate of return for current operating funds.

**Policy #4:**

The City shall maintain a minimum undesignated fund balance in the General Fund equal to the greater of 16.67% or 2 months annual expenditures, including Interfund transfers out.

Reserve funds shall not be used to fund recurring expenditures. Fund balances should be maintained at fiscally sound levels in all funds. Such levels are delineated below.

**Reserved/Designated:** Economic Development Reserve

The designated Economic Development Reserve shall be established with one time initial funding of \$5,000,000. The designated Economic Development Reserve will function as a revolving reserve account, where as initial funding is drawn down it will only be replenished through future recovery or recapture stemming from directly related Economic Development projects or activities.

**Reserved/Designated:** Disaster Reserve

The disaster reserves are to be used in emergency situations and as a match for Federal Emergency Management Agency (FEMA) funds.

Type of Reserve	FY 2022	FY 2023	FY 2024
Disaster Reserve	\$1,000,000	\$1,000,000	\$1,000,000

Reserves shall be used to fund emergency replacements and/or damaged equipment vehicles only as categorized below:

Type of Reserve	FY 2022	FY 2023	FY 2024
Facilities Maintenance	\$400,000	\$400,000	\$400,000
Economic Development	\$5,000,000		
Technology Replacement	\$100,000	\$100,000	\$100,000

After all general fund minimum reserve balances have been met; excess undesignated reserves may be set aside to provide additional funding in any designated reserve.

**Water & Sewer Fund:**

- An operating reserve balance of three months of operating and maintenance expenses or a minimum of \$5,000,000.
- Any surplus revenue in excess of this operating reserve minimum balance target is utilized to pay for all or a portion of the cost of capital projects.

**Stormwater Fund:**

- A working capital reserve of 10% of annual revenues shall be budgeted in the annual budget for the then current fiscal year. This amount is not cumulative.

**Policy #5:**

The City shall maintain adequate protection from loss due to property damage or liabilities of the City. The City shall maintain a risk fund for workers' compensation and property/liability and ensure adequate resources are available to support the value of incurred but not reported (IBNR) claims.

**Policy #6:**

The City will not commit itself to the full extent of its taxing authority.

**Policy #7:**

The City will not fund ordinary recurring municipal services with temporary or nonrecurring revenue sources.

**Policy #8:**

The City will maintain a cost allocation process by which the General Fund is reimbursed for actual indirect costs associated with providing services to other operating funds.

**Policy #9:**

All fee schedules and user charges should be reviewed annually for adjustment to ensure that rates are equitable and cover the total cost of the service or that portion of the total cost established by policy of the Tamarac City Commission. The following framework is recommended by the administration to be applied to user fees:

## 9.1 Total Fee Support (100%):

***Enterprise Funds:***

- Water/Sewer
- Stormwater

***Special Revenue Funds:***

- Building Fund

## 9.2 Moderate Fee Support (40 - 100%)

***General Fund:***

- Planning
- Zoning

9.3 Parks & Recreation – Fees shall be established in accordance with Administrative Policy 04-03. Parks & Recreation Fees shall be adjusted annually to maintain, at a minimum, the same percentage of cost recovery as in the prior year.

**Policy #10:**

Payment in Lieu of Taxes shall be charged to the Utilities and Stormwater funds at the rate of 6% of revenue for the purpose of recovering the costs associated with administering the use of, maintenance of, and ensuring the safe use of its streets, rights-of-way and public owned properties used by the utilities and storm water funds in providing and furnishing services to its customers.

**Policy #11:**

The financial burden on the City's taxpayers must be minimized through systematic annual program reviews and evaluation aimed at improving the efficiency and effectiveness of City programs. As such, the annual budget will be based on a City-wide work program of goals, implemented by departmental goals and objectives.

**Policy #12:**

The City's role in social service funding should be supplemental (addressing special or unique local needs) to the basic responsibilities of regional agencies. Funding shall first be derived from those funds provided through the Community Development Block Grant ("CDBG") program.

**Policy #13:**

City management is responsible for recovery of budgeted and non-ad valorem revenues as planned for in the budget. Management shall maintain adequate billing and claiming processes in order to effectively manage their accounts receivable systems in conformance with the fiscal plan and sound business principles.

**Policy #14:**

The City will annually review the Capital Improvements Element of the Comprehensive Plan to ensure that required fiscal resources will be available to provide the public facilities needed to support the adopted level of service standards.

**Policy #15:**

The City will annually prepare a six-year asset management program. The asset management program will identify the source of funding for all projects, as well as the impact on future operating costs.

**Policy #16:**

Every appropriation, except an appropriation for capital improvement expenditures and multi-year grants, shall lapse at the close of the fiscal year to the extent that it has not been expended or encumbered. An appropriation for a capital improvement expenditure and a multi-year grant shall continue in force, i.e. not be required to be re-budgeted, until the purpose for which it was made has been accomplished or abandoned; the purpose of any such appropriation shall be deemed abandoned if three (3) years pass without any disbursement from or encumbrance of the appropriation unless extended by action of the City Commission.

**DEBT MANAGEMENT****Policy #17:**

The City will issue and comply with a comprehensive debt management policy.

**INVESTMENT MANAGEMENT****Policy #18:**

The City will issue and comply with a comprehensive investment management policy.

**ACCOUNTS MANAGEMENT AND FINANCIAL PLANNING****Policy #19:**

Accounting systems shall be maintained in order to facilitate financial reporting in conformance with generally accepted accounting principles of the United States.

**Policy #20:**

An annual financial audit shall be prepared in conformance with Florida state law.

**Policy #21:**

Financial systems shall be maintained in a manner that provides for the timely monitoring of expenditures, revenues, performance and receivables/billing status on an ongoing basis.

**Policy #22:**

Forecasting of revenues and expenditures for major funds shall be accomplished in conjunction with the development of the annual operating budget in accordance with recommended practices of the National Advisory Council on State and Local Budgeting (NACSLB).

**Policy #23:**

The City shall annually seek the GFOA Certificate of Achievement for Excellence in Financial Reporting and the Distinguished Budget Presentation Award.

## ECONOMIC RESOURCES

### Policy #24:

The City should diversify and expand its economic base in order to relieve the homeowner from the most significant share of the tax burden and to protect the community against economic downturns. This effort should include the attraction of new businesses, retaining existing businesses, enticement of new residents, and tourism.

### Policy #25:

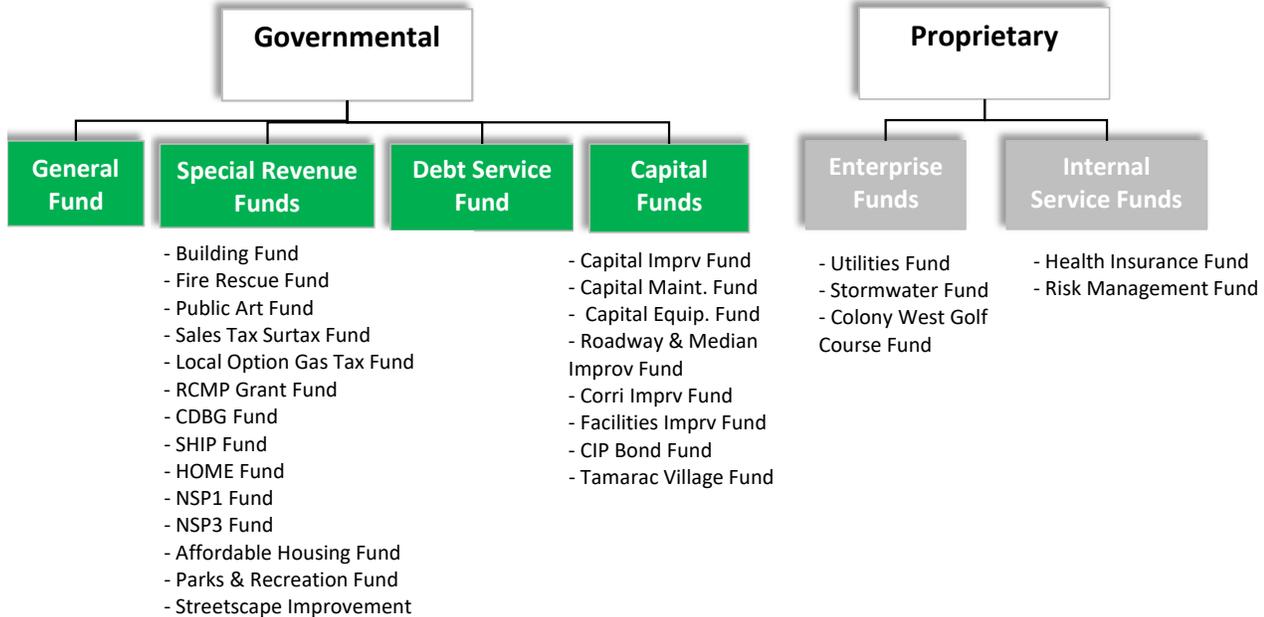
The City should encourage economic development initiatives that provide growth in the tax base and employment for City residents as a first priority and in the County and region as a second priority.



Fourth of July event

# Fund Structure

Governmental accounting systems should be organized and operated on a fund basis. Individual resources are allocated to, and accounted for, in separate accounting entities--identified as funds--based upon the purposes for which they are to be spent and how spending activities are legally controlled. Governmental units should establish and maintain those funds as required by law and with sound financial administration. Individual funds are classified into three broad categories: Governmental, Proprietary, and Fiduciary.



## Department/Fund Relationship

The majority of the City's operating departments draw funding from the General Fund, the primary operating fund. However, as shown below, some departments are funded from multiple funds.

	General Fund	Building Fund	Fire Rescue Fund	Housing Grant Funds	Stormwater Fund	Utilities Fund	Risk Mgmt Fund
City Commission	X						
City Attorney	X						
City Manager	X						
City Clerk	X						
Community Development	X			X			
Building		X					
Financial Services	X						
Fin Svcs - Customer Service (1560)						X	
Fire Rescue	X		X				
Police (BSO)	X						
Human Resources	X						
Human Resources - Risk (8401)							X
Information Technology	X						
Parks & Recreation	X						
Public Services	X				X	X	
Pblc Svcs - Stormwater (5050)					X		
Pblc Svcs - Utilities (6001, 6002, 6020, 6030, 6040)						X	

# Fund Descriptions

Governmental funds are classified into three broad categories: Governmental, Proprietary, and Fiduciary.

## GOVERNMENTAL FUND TYPES

Governmental Fund Types are subdivided into four sections: General Fund, Special Revenue Funds, Debt Service Funds, and Capital Projects Funds.

**General Fund** - Accounts for all financial resources, except those legally required to be accounted for in another fund.

**FUND 001 - GENERAL FUND** - The General Fund of a government unit serves as the primary reporting vehicle for current government operations. The General Fund, by definition, accounts for all current financial resources not required by law or administrative action to be accounted for in another fund. The major sources of revenue for the General Fund include: ad valorem taxes, utility taxes, communication services tax, franchise fees, user fee charges and intergovernmental revenues. The major departments funded here are: City Manager, City Attorney, City Clerk, Financial Services, Human Resources, Community Development, Parks and Recreation, and Public Services. The police services contract with the Broward Sheriff's Office is also funded in the General Fund.

**Special Revenue Funds** - Account for the proceeds of specific revenue sources legally restricted to expenditures for specified purposes.

**FUND 120 - FIRE RESCUE FUND** - The Fire Rescue Fund is a special revenue fund to account for revenues that provide for fire rescue services, facilities and programs in the City. Major revenues include: fire rescue assessment, a transfer in from the General Fund to support rescue and non-fire related services and activities, and user charges for emergency transportation and fire prevention. Concerning the fire rescue assessment, the City Code states, "Fire rescue services possess a logical relationship to the use and enjoyment of improved property by: (1) protecting the value of the improvements and structures through the provision of available fire rescue services; (2) protecting the life and safety of intended occupants in the use and enjoyment of improvements and structures within improved parcels; (3) lowering the cost of fire insurance by the presence of a professional and comprehensive fire rescue program within the City; and (4) containing the spread of fire incidents occurring on vacant property with the potential to spread and endanger the structures and occupants of improved property."

**FUND 142 - PARKS AND RECREATION FUND** - The Parks and Recreation Fund is a special revenue fund with monies generated from impact fees charged to developers in lieu of dedicating land for parks, playgrounds, recreational open space or other park purposes to provide for the recreational needs of future residents, as required by City code, Sec 10-296(a).

**FUND 143 - STREETSCAPE IMPROVEMENT TRUST** - This fund accounts for the impact fee charges to be used to beautify the City's streetscape. This fee is collected from new developers to allow the City to procure streetscape improvements in all public vehicular and pedestrian rights-of-way corridors within Tamarac.

**FUND 146 - PUBLIC ART FUND** - The Public Art Fund is a special revenue fund created in FY 2004 to properly account for the public art activities in the City. Revenues are collected from development activity to fund public art projects in the City, and a Public Art Committee will meet periodically to review projects utilizing these funds.

**FUND 148 - LOCAL OPTION GAS TAX** - The Local Option Gas Tax represents \$.03 of the additional \$.05 levy by Broward County and is collected on each gallon of gas sold within the county. The City's annual receipts are based upon a locally agreed upon distribution formula based on population and are recorded in this special revenue fund. Gas taxes are used to fund the construction of new roads and sidewalks, intersection improvements and improvements of the City's existing transportation network.

**FUND 149 – SALES TAX SURTAX FUND** - This fund is used for budgeting ranked municipal surtax capital projects funded using the County one cent transportation surtax.

**FUND 150 - BUILDING FUND** - The Building Fund is a special revenue fund created in FY 2011 to properly account for the building department activities within the City. Revenues are collected from development activity to fund building department operations.

**FUND 152 - RCMP GRANT FUND** – is for the Residential Construction Mitigation Program. These are state grant funds used to assist qualified home owners in making improvements to mitigate windstorm damages. Funds are awarded on an annual basis.

**FUND 154 - COMMUNITY DEVELOPMENT BLOCK GRANT PROGRAM FUND** - This grant fund is a special revenue fund that was created in FY 2000 upon the acceptance of the grant agreement between the City and the U.S. Department of Housing and Urban Development (HUD). This fund accounts for revenues and expenditures for housing rehabilitation, qualified public safety programs, and public services.

**FUND 155 - STATE HOUSING INITIATIVE FUND** - This State Housing Initiative Program Fund is a special revenue fund created in FY 2000 to properly account for funds received from the State Housing Initiatives Partnership for the purpose of providing affordable housing in the City.

**FUND 156 - HOME FUND** - This grant fund is a special revenue fund that was created in FY 2007 upon the acceptance of the grant agreement between the City and the U.S. Department of Housing and Urban Development (HUD). Home Investment Partnership Funds Consortium with Broward County aids homeowners for home rehabilitation to correct health or safety issues, address code violations, and bring homes up to the local or state building code for households within the HOME funding guidelines.

**FUND 158 - NEIGHBORHOOD STABILIZATION PROGRAM (NSP1) FUND** – Funds received under the Housing and Economic Recovery Act of 2008 to address foreclosures and abandoned properties within the City.

**FUND 160 - NEIGHBORHOOD STABILIZATION PROGRAM (NSP3) FUND** – Funds received under the Wall Street Reform and Consumer Protection Act of 2010, American Recovery and Reinvestment Act of 2009, and the Housing and Economic Recovery Act of 2008 to acquire properties for rehabilitation and resale.

**FUND 162 - AFFORDABLE HOUSING IMPACT FEES** – Used to account for the collection of impact fees used for the benefit of the provision of affordable housing.

**Debt Service Funds** - Account for the accumulation of resources for, and the payment of, general long-term debt principal and interest.

**FUND 239 - REVENUE BOND FUND** - The Revenue Bond Fund is a debt service fund set up to meet bond requirements by making the interest and principal payments in accordance with the debt service schedule. Bonds included in this fund are the Sales Tax Revenue Refunding Bond, Series 2010, Capital Improvement Revenue Bond, Series 2013 and the Sales Tax Revenue Refunding Bonds, Series 2009.

**Capital Projects Funds** - Account for financial resources to be used for the acquisition or construction of major capital facilities, vehicles, or equipment.

**FUND 301 - CAPITAL EQUIPMENT FUND** - This fund is used for budgeting for and purchasing governmental fund capital vehicles and equipment.

**FUND 303 - CAPITAL MAINTENANCE FUND** – This fund is used for budgeting for and purchasing governmental fund capital maintenance equipment.

**FUND 304 - ROADWAY & MEDIAN IMPROVEMENTS FUND** - This fund is used for budgeting roadway and median improvement projects.

**FUND 310 - GENERAL CAPITAL IMPROVEMENTS FUND** - This fund is used for budgeting general capital improvement projects.

**FUND 315 - CORRIDOR IMPROVEMENT FUND** – This fund is used for executing the arterial corridor study results, specifically sound walls, entryway signage, and streetscape improvements.

**FUND 320 - FACILITIES IMPROVEMENT PROJECT FUND** - This fund is used for budgeting the Facilities Improvement Revenue Bond issued in FY 2002 for the Fire Station, Development Services Building, and other facility projects.

**FUND 326 - C.I.P. BOND FUND** - This fund is used for budgeting the Capital Improvement Projects funded through the Capital Improvement Revenue Bonds, Series 2005.

**FUND 380 - TAMARAC VILLAGE FUND** – This fund is used for budgeting for various Land Acquisition projects related to the Tamarac Village Project funded through proceeds from the 2011 and 2013 Line of Credit.

## PROPRIETARY FUND TYPES

Proprietary Funds are subdivided into two types: Enterprise Funds and Internal Service Funds.

**Enterprise Funds** - Account for operations (a) that are financed and operated in a manner similar to private business enterprises--where the intent of the governing body is that the costs of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges; or (b) where the governing body has decided that periodic determination of revenues earned, expenses incurred, and/or net income is appropriate for capital maintenance, public policy, management control, accountability, or other purposes.

**FUND 410 - STORMWATER MANAGEMENT FUND** - The Stormwater Management Fund that began October 1, 1993 is an enterprise fund. Fees are charged on all residential units, commercial property, and vacant land. The fund accounts for management of stormwater run off into the ground and maintenance of canal ways.

- **SUB-FUND 411 - STORMWATER MANAGEMENT CAPITAL IMPROVEMENT FUND** - The Stormwater Management Capital Improvement Sub-Fund is used to fund major stormwater capital improvement construction projects.

**FUND 425 - UTILITIES OPERATING FUND** - The Utilities Operating Fund is an enterprise fund that accounts for water and sewer services provided to Tamarac residents. Tamarac Utilities has its own water treatment plant that produces and sells water to approximately 18,000 customers west of State Road 7. Tamarac Utilities purchases water from Fort Lauderdale, which is sold to approximately 1,000 customers east of State Road 7. Wastewater is collected and transmitted to Broward County for disposal and treatment.

- **SUB-FUND 432 - UTILITIES CIAC FUND** - The objective of the Utilities CIAC (Contributions in Aid of Construction) Fund is to provide funding for expansion of infrastructure made necessary by new development. Its primary revenue is impact fees charged to the developers in the Developer's Agreement according to the number of ERCs (Equivalent Residential Connection) calculated by a formula.
- **SUB-FUND 441 – UTILITIES RENEWAL & REPLACEMENT FUND** - The Utilities Renewal & Replacement Sub-Fund funds major utilities capital improvement projects.

**FUND 450 - COLONY WEST GOLF COURSE** - The Colony West Golf Course Fund accounts for proceeds from the lease of the Colony West Golf Course and funds capital improvements to the site.

**Internal Service Funds** - Account for the financing of goods or services provided by one department or agency to other departments or agencies of the governmental unit, on a cost reimbursement basis.

**FUND 502 – HEALTH INSURANCE FUND** - The Health Insurance Fund is an internal service fund that accounts for employee's health insurance, premiums and claims.

**FUND 504 - RISK MANAGEMENT FUND** - The Risk Management Fund is an internal service fund that accounts for the administration of risk management and various insurance premiums. Property and liability insurance and

## FULL COST ALLOCATION

A Full Cost Allocation is a comprehensive distribution of city-wide central service administrative costs to all departments that benefit from said services. Included in the Cost Allocation are direct, indirect, and incremental costs to provide these services. This Full Cost Allocation Plan distributes central service overhead costs to users of those services such as operating departments. They receive a direct benefit from general city services and should in turn, reimburse the General Fund for that support. Central services (General Government) are those administrative functions that primarily provide direct services to other governmental departments and not to the general public. Costs of central service departments such as General Administration, Human Resources, Payroll and Purchasing are distributed to all benefitting departments through the utilization of a unique, fair, and equitable allocation basis.

The City of Tamarac spending is broken down into several major Funds; General Fund, Fire Rescue Fund, Building Fund, Stormwater Fund, Utilities Fund, and Risk Management Fund. The allocation method for each of these Funds is based on detailed activity data for each of the areas to be charged back. Given the detailed activity, the method utilized for allocating the costs for the City of Tamarac central services is Proportionate Cost Allocation. This method allocates common and fixed costs according to the same proportions as the associated detailed activity. The cost for each of the services is based on the FY 2022 Proposed Budget and the detailed activity counts were prepared and submitted by the respective department providing the specific service over a period of one year or more. In some instances, department detail was utilized from the most recent completed fiscal year. As noted, the cost allocation study is based upon the anticipated budget and the allocation will be grossed up at year end based upon actual expenditures.

The Full Cost Allocation Plan permits users to be charged directly for services and encourages greater transparency and efficiency in the use of resources. Utilizing a cost allocation plan that analyzes central service usage by department will ensure that the fees being charged cover the true cost of providing services. This has become increasingly critical in light of the economic environment and limitations on major general fund revenue sources. The Proposed Allocated Costs have been incorporated into the FY 2022 Proposed Budget.

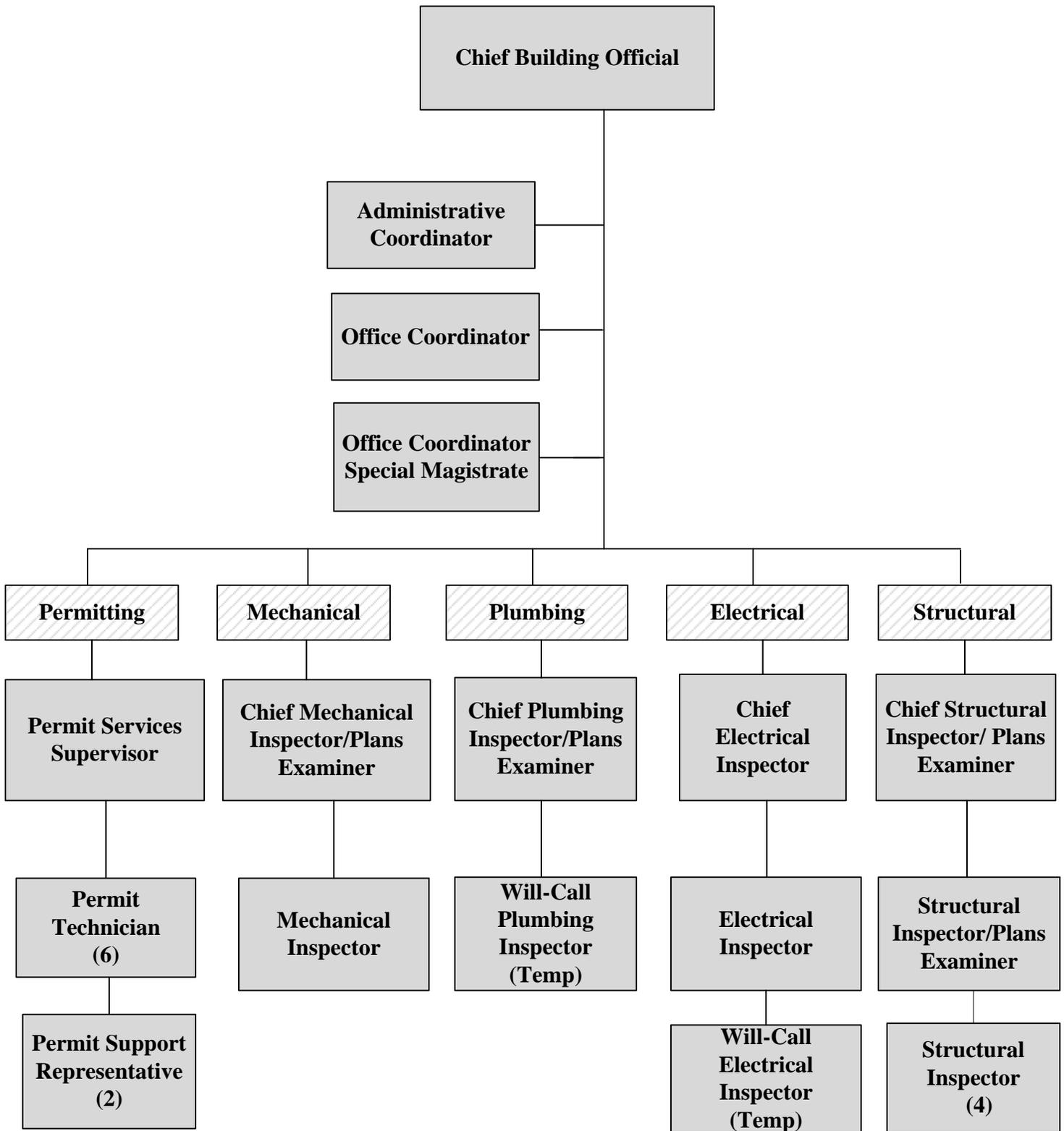
### Reimbursement to the General Fund FY 2019 - FY 2022

Fund Name	FY 2019	FY 2020	FY 2021	FY 2022
Fire Rescue Fund	\$ 2,642,678	\$ 2,946,265	\$ 2,776,902	\$ 2,742,184
Building Fund	725,975	761,901	761,385	753,311
Stormwater Management Fund	605,734	699,208	636,106	628,542
Utilities Fund	2,796,048	2,819,887	2,936,322	3,038,363
Risk Management Fund	166,837	196,442	174,719	173,119
<b>Total Charge Back for Central Services</b>	<b>\$ 6,937,272</b>	<b>\$ 7,423,703</b>	<b>\$ 7,285,434</b>	<b>\$ 7,335,519</b>

\*Allocation for General Fund is already provided for in the budget for central services and is not an individual line item as in all other funds.

# Building Department

24 Full Time, 2 Temporary = 24.67 FTE (Full Time Equivalent)



# Building Fund

The Building Fund (Fund 150) is a special revenue fund created to account for the activities of the Building Department. Revenues are derived from fees and user charges that cover 100% of the cost of the services provided. The FY 2022 Building Fund budget is \$3,727,313 or \$68,521 more than the FY 2021 adopted budget of \$3,658,792, a 1.9% increase. The budget has been prepared in support of continuing operations.

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted Budget	FY 2022 Proposed Budget	Dollar Change	Percent Change	FY 2023 Forecast	FY 2024 Forecast
<b>Revenues</b>								
Building Permits	\$ 2,993,468	\$ 2,167,953	\$ 2,660,000	\$ 2,710,000	\$ 50,000	1.9%	\$ 2,710,000	\$ 2,718,000
Building Educ. Assessments	51,483	(6,984)	29,135	29,135	-	0%	29,135	29,135
Miscellaneous Revenue	140,792	58,915	100,000	100,000	-	0%	100,000	100,000
Interest Earnings	116,590	64,631	55,000	55,000	-	0%	55,000	55,550
Violations of Ordinances	404,379	214,020	200,000	200,000	-	0%	200,000	201,000
Appropriated Fund Balance	-	-	614,657	633,178	18,521	3.0%	729,335	834,975
<b>Total Revenues</b>	<b>\$ 3,706,712</b>	<b>\$ 2,498,535</b>	<b>\$ 3,658,792</b>	<b>\$ 3,727,313</b>	<b>\$ 68,521</b>	<b>1.9%</b>	<b>\$ 3,823,470</b>	<b>\$ 3,938,660</b>
<b>Expenditures</b>								
Personal Services	\$ 2,327,455	\$ 2,417,244	\$ 2,608,991	\$ 2,703,425	\$ 94,434	3.6%	\$ 2,801,606	\$ 2,904,681
Operating Expenditures	221,347	161,939	258,416	228,810	(29,606)	-11.5%	233,487	230,234
Capital Outlay	-	34,839	10,000	-	(10,000)	-100.0%	-	-
Other Uses	757,552	793,478	761,385	775,078	13,693	1.8%	768,377	783,745
Contingencies	-	-	20,000	20,000	-	0%	20,000	20,000
<b>Total Expenditures</b>	<b>\$ 3,306,354</b>	<b>\$ 3,407,500</b>	<b>\$ 3,658,792</b>	<b>\$ 3,727,313</b>	<b>\$ 68,521</b>	<b>1.9%</b>	<b>\$ 3,823,470</b>	<b>\$ 3,938,660</b>
<b>Revenues in Excess of Expenditures</b>	<b>\$ 400,358</b>	<b>\$ (908,965)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>--</b>	<b>\$ -</b>	<b>\$ -</b>



Enclaves at Woodmont new development



New Pollo Tropical completed in 2019

## Building - Program Description (3500)

Building

### Description

#### **Mission**

Our mission is to provide extraordinary customer service while maintaining a safe and vibrant community. We respond to our customers needs in a timely fashion. We readily avail ourselves to citizens, business owners, architects, engineers, developers and contractors. We are committed to our City's pledge of "Committed to Excellence ... Always".

#### **Program Description**

The Building Department enforces the Florida Building code and its related publications, promoting safe standards to the building community. We provide online permitting and electronic plan review, inspections and education to our internal and external customers. The Department continually innovates procedures to best serve our customers.

#### **Goals & Objectives**

In support of Strategic Goal # 3, Tamarac is Economically Resilient, The Department promotes a business friendly atmosphere, provides code compliant construction, inspections and plan review using local, state and federal codes and regulations to promote the continuation of high and safe standards for our built community. The Department assists and is accessible to citizens, businesses, contractors and other Departments with information, expedient responses and accurate information. In support of Strategic Goal # 6, Tamarac is a Dynamic Workplace, the Department retains a skilled workforce of Licensed Inspectors and Permit Technicians to provide timely permitting, inspections, plan review status and comments expeditiously for customers in real time, and a 5-star customer service, second to none....

### Previous Fiscal Year Key Accomplishments



Maintained favorable Class 6 rating in the National Flood Insurance Program's (NFIP) Community Rating System which saves our residents in the Special Flood Hazard Areas 20% on NFIP policy premiums.



Issued 7,860 building permits and performed 23,628 inspections to ensure safety of our new and existing residential and commercial structures.



To support economic development in Tamarac, launched BOSS (Business One Stop Shop) program to help small businesses avoid potential issues and open quickly and successfully

Objectives	Measures	FY 20 Actual	FY 21 Actual	FY 21 Target	FY 22 Target	FY 23 Target	FY 24 Target
Provide extraordinary customer service and information in expedient manner	(S) Average number of business days for first review of building permits submitted for small permit types. Plan Review	3.69	5.36	5.00	5.00	5.00	5.00
	(L) Average number of business days for first review of building permits submitted for additions, alterations and new development projects Plan Review	4.35	5.81	10.00	10.00	10.00	10.00
	Achieve 95% customer service satisfaction rating annually utilizing customer survey	97.59%		95.00%	95.00%	95.00%	95.00%
	Percentage of monthly inspection requests scheduled via electronic means (IVR, Click2Gov) Inspections	66.53%	76.47%	65.00%	65.00%	65.00%	65.00%

# Building

## Fund 150, Division 3500

The mission of the Building Department is to provide extraordinary customer service while maintaining a safe and vibrant community. The Department responds to customer needs in a timely fashion, readily avails itself to citizens, business owners, architects, engineers, developers and contractors. The Building Department is committed to the City's pledge of "Excellence Always."

Financial Summary ~ Department Revenues								
	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	Dollar Change	Percent Change	FY 2023 Forecast	FY 2024 Forecast
Building Permits	\$ 2,993,468	\$ 2,167,953	\$ 2,660,000	\$ 2,710,000	\$ 50,000	2%	\$ 2,710,000	\$ 2,718,000
Bld Education Assessments	51,483	(6,984)	29,135	29,135	-	0%	29,135	29,135
Miscellaneous Revenue	140,792	58,915	100,000	100,000	-	0%	100,000	100,000
Interest Earnings	116,590	64,631	55,000	55,000	-	0%	55,000	55,550
Violations of Ordinances	404,379	214,020	200,000	200,000	-	0%	200,000	201,000
Appropriated Fund Balance	-	-	614,657	633,178	18,521	3%	729,335	834,975
<b>TOTALS</b>	<b>\$ 3,706,712</b>	<b>\$ 2,498,535</b>	<b>\$ 3,658,792</b>	<b>\$ 3,727,313</b>	<b>\$ 68,521</b>	<b>1.9%</b>	<b>\$ 3,823,470</b>	<b>\$ 3,938,660</b>

Financial Summary ~ Category Expenditures								
	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	Dollar Change	Percent Change	FY 2023 Forecast	FY 2024 Forecast
Personal Services	\$ 2,327,455	\$ 2,417,244	\$ 2,608,991	\$ 2,703,425	\$ 94,434	4%	\$ 2,801,606	\$ 2,904,681
Operating Expenditures	221,347	161,939	258,416	228,810	(29,606)	-11%	233,487	230,234
Capital Outlay	-	34,839	10,000	-	(10,000)	-100%	-	-
Other Uses	757,552	793,478	761,385	775,078	13,693	2%	768,377	783,745
Contingency	-	-	20,000	20,000	-	0%	20,000	20,000
<b>TOTALS</b>	<b>\$ 3,306,354</b>	<b>\$ 3,407,500</b>	<b>\$ 3,658,792</b>	<b>\$ 3,727,313</b>	<b>\$ 68,521</b>	<b>1.9%</b>	<b>\$ 3,823,470</b>	<b>\$ 3,938,660</b>

Personnel Complement				
Position Title	Full Time	Part Time	Temp	FTE's
Chief Building Official	1			1
Asst. Building Official/Chief Electrical Inspector	1			1
Administrative Coordinator	1			1
Chief Mechanical Inspector	1			1
Chief Plumbing Inspector	1			1
Chief Structural Inspector	1			1
Mechanical Inspector	1			1
Electrical Inspector	1			1
Office Coordinator	1			1
Office Coordinator (Special Magistrate)	1			1
Permit Services Supervisor	1			1
Senior Permit Technician	0			0
Permit Technician (1 NEW for FY 2020)	6			6
Permit Support Representative	2			2
Structural Inspector/Plans Examiner	1			1
Structural Inspector	4			4
Will Call Inspectors	0		2	0.67
<b>Total Personnel Complement</b>	<b>24</b>	<b>0</b>	<b>2</b>	<b>24.67</b>

**FY 2022 Major Variances:**

**Personal Services:**

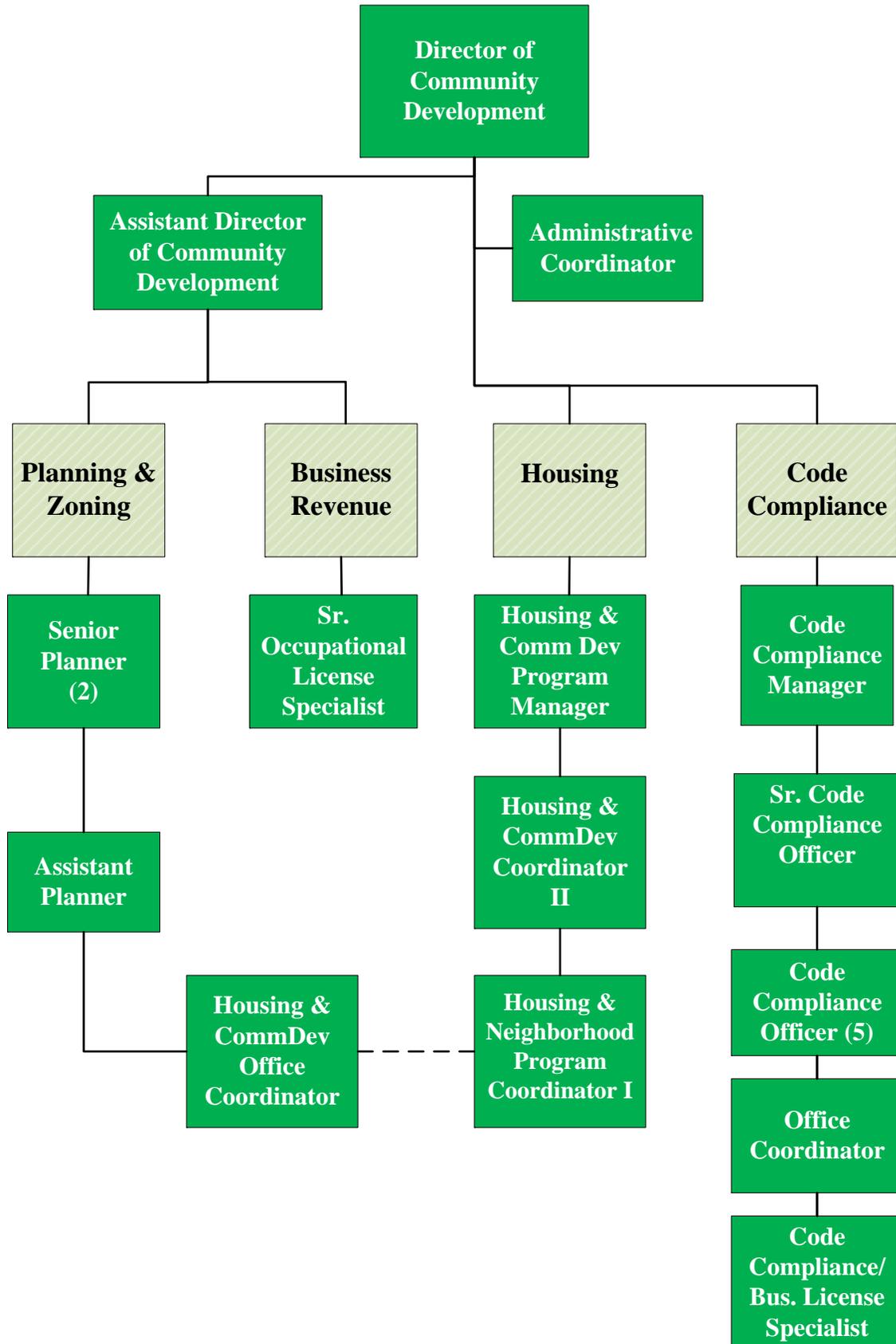
Increase in personal services is a result of planned salary adjustments and benefit adjustments. \$ 94,434

**Other Uses:**

Increase of overhead indirect shared costs; the charge for allocation of central services costs has been moved from an Operating Expenditure to Other Uses in accordance with GASB rules. \$ 13,693

# Community Development

20 FTE (Full Time Equivalent)



# Community Development Departmental Financial Summary

The Community Development department oversees growth and development in the City. The department is comprised of three divisions funded by the General Fund (Fund 001) which include Planning and Zoning (3010), Code Compliance (3020), and Business Revenue (3030), as well as the Housing staff funded by various Housing grant funds, which vary from year to year.

Financial Summary ~ Department Revenues								
	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	Dollar Change	Percent Change	FY 2023 Forecast	FY 2024 Forecast
Planning Fees	\$ 142,250	\$ 52,307	\$ 55,000	\$ 55,000	\$ -	0.0%	\$ 55,000	\$ 55,000
Code Enforcement	184,314	98,723	180,000	180,000	-	0.0%	180,000	180,000
Lot Clearing Charges	-	1,722	4,000	4,000	-	0.0%	4,000	2,500
City Licenses	722,362	666,882	764,833	768,657	3,824	0.5%	772,500	776,363
Occupational License - County	66,532	25,214	63,000	63,000	-	0.0%	63,000	63,000
CDBG Grant	35,521	419,371	417,242	392,687	(24,555)	-5.9%	392,687	392,687
SHIP Grant	271,579	314,646	-	276,484	276,484	-	276,484	276,484
RCMP Grant	12,219	-	-	-	-	-	-	-
Home Grant	85,797	51,458	118,750	114,584	(4,166)	-3.5%	114,584	114,584
Neighborhood Stabilization Grant 3	125	108,462	150,000	150,000	-	0.0%	150,000	150,000
Afford Housing	189,565	88,238	60,000	60,000	-	0.0%	75,000	75,000
Appropriated Fund Balance	-	-	285,944	165,000	(120,944)	-42.3%	-	-
<b>COMMUNITY DEVELOPMENT TOTALS</b>	<b>\$1,710,264</b>	<b>\$1,827,023</b>	<b>\$2,098,769</b>	<b>\$2,229,412</b>	<b>\$ 130,643</b>	<b>6%</b>	<b>\$2,083,255</b>	<b>\$2,085,618</b>

Financial Summary ~ Category Expenditures								
	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	Dollar Change	Percent Change	FY 2023 Forecast	FY 2024 Forecast
Personal Services	\$1,880,983	\$2,023,951	\$2,162,211	\$2,216,584	\$ 54,373	2.5%	\$2,307,574	\$2,403,866
Operating Expenditures	252,680	775,303	650,618	774,947	124,329	19.1%	778,547	778,547
Capital Outlay	-	-	-	-	-	-	-	-
Reserves	-	-	-	-	-	-	-	-
Other Uses	398,457	424,556	345,944	475,136	129,192	37.3%	325,136	325,136
<b>COMMUNITY DEVELOPMENT TOTALS</b>	<b>\$2,532,120</b>	<b>\$3,223,810</b>	<b>\$3,158,773</b>	<b>\$3,466,667</b>	<b>\$ 307,894</b>	<b>9.7%</b>	<b>\$3,411,257</b>	<b>\$3,507,549</b>

Financial Summary ~ Program Expenditures								
	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	Dollar Change	Percent Change	FY 2023 Forecast	FY 2024 Forecast
Planning and Zoning	\$1,166,715	\$1,088,286	\$1,197,150	\$1,263,640	\$ 66,490	5.6%	\$1,326,414	\$1,389,298
Code Enforcement	703,615	783,293	826,595	938,089	111,494	13.5%	966,425	996,140
Business Revenue	119,323	101,057	103,092	106,183	3,091	3.0%	109,663	113,356
Housing	542,467	1,251,174	1,031,936	1,158,755	126,819	12.3%	1,008,755	1,008,755
<b>COMMUNITY DEVELOPMENT TOTALS</b>	<b>\$2,532,120</b>	<b>\$3,223,810</b>	<b>\$3,158,773</b>	<b>\$3,466,667</b>	<b>\$ 307,894</b>	<b>9.7%</b>	<b>\$3,411,257</b>	<b>\$3,507,549</b>

## Planning and Zoning - Program Description (3010)

Planning and Zoning

### Description

#### **Mission**

To ensure the quality of the built environment through innovative revitalization efforts and land use planning, in a proactive, responsive, and efficient manner while enhancing and maintaining the community's unique character.

#### **Program Description**

In Fiscal Year 2021 the Planning and Zoning Division will strive to review development proposals to ensure that the highest of quality plans are presented for approval. A proper mix of commercial, industrial, residential and mixed use growth will provide service, jobs and housing for residents while creating additional tax revenue that will keep the City financially sound. Some of the goals will be met through the development of the NW 57th Street Corridor (Tamarac Village) which will serve as a community district for all residents to enjoy.

#### **Goals & Objectives**

In support of Goal #2, Healthy Financial Environment, the division will continue to encourage and foster the "Green Initiatives" throughout the City, both with our citizens and employees. In support of Goal #5, A Vibrant Community, the division will ensure that communities are safe, attractive, sustainable and well maintained through the timely review and processing of all required land development applications, grants and inspections. This will ensure that the future planning of the City's buildable community is developed in a safe and efficient manner.

### Previous Fiscal Year Key Accomplishments



Supported Tamarac's quality economic development and redevelopment goals through development and plan review processes.



Updated regulations to support businesses and plazas, such as an ordinance allowing Medical Marijuana Dispensing Facilities in certain zoning districts and allowing businesses to apply for a special permit to extend their hours.



Achieved Gold SolSmart designation, which is a national designation program that recognizes local governments for smart solar market growth.

Objectives	Measures	FY 20 Actual	FY 21 Actual	FY 21 Target	FY 22 Target	FY 23 Target	FY 24 Target
Ensure a safe, attractive, sustainable, and well-maintained built environment through innovative revitalization efforts, land use planning, and timely application review	Percentage of administrative site plan reviews completed within 15 business days or less (Monthly)	100.00%	100.00%	95.00%	95.00%	95.00%	95.00%
	Percentage of Plan Reviews Completed with 3 Reviews or Less (Monthly)	96.83%		95.00%	95.00%	95.00%	95.00%
	Percentage of Zoning Inquiry Letters processed on time (Quarterly)	100.00%	100.00%	95.00%	95.00%	95.00%	95.00%
	Percentage of Field Zoning Inspections completed in 1 day or less (Monthly)	98.61%		97.00%	97.00%	97.00%	97.00%

## Planning and Zoning Fund 001, Division 3010

The mission of Planning and Zoning is to ensure the quality of the built environment through innovative revitalization efforts and land use planning, in a proactive, responsive, and efficient manner while enhancing and maintaining the community's unique character.

Financial Summary ~ Division Revenues								
	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	Dollar Change	Percent Change	FY 2023 Forecast	FY 2024 Forecast
Planning Fees	\$ 142,250	\$ 52,307	\$ 55,000	\$ 55,000	\$ -	0%	\$ 55,000	\$ 55,000
<b>TOTALS</b>	<b>\$ 142,250</b>	<b>\$ 52,307</b>	<b>\$ 55,000</b>	<b>\$ 55,000</b>	<b>\$ -</b>	<b>0%</b>	<b>\$ 55,000</b>	<b>\$ 55,000</b>

Financial Summary ~ Division Expenditures								
	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	Dollar Change	Percent Change	FY 2023 Forecast	FY 2024 Forecast
Personal Services	\$ 966,506	\$ 1,026,281	\$ 1,073,700	\$ 1,123,411	\$ 49,711	4.6%	\$ 1,182,585	\$ 1,245,469
Operating Expenditures	200,209	62,005	123,450	140,229	16,779	14%	143,829	143,829
<b>TOTALS</b>	<b>\$ 1,166,715</b>	<b>\$ 1,088,286</b>	<b>\$ 1,197,150</b>	<b>\$ 1,263,640</b>	<b>\$ 66,490</b>	<b>6%</b>	<b>\$ 1,326,414</b>	<b>\$ 1,389,298</b>

Personnel Complement				
Position Title	Full Time	Part Time	Temp	FTE's
Director of Community Development	1			1
Assistant Director of Community Development	1			1
Administrative Coordinator	1			1
Senior Planner (Reclassification)	1			1
Planner	1			1
Assistant Planner	1			1
Housing & Community Development Manager*	0.67			0.67
Housing & Community Development Program Coordinator*	0.50			0.50
Housing & Community Development Office Coordinator	1			1
<b>Total Personnel Complement</b>	<b>8.17</b>	<b>0.00</b>	<b>0.00</b>	<b>8.17</b>

\*Positions split funded between General Fund 001 and Housing (CDBG/SHIP/NSP/HOME)

### FY 2022 Major Variances:

#### **Personal Services:**

Net increase in personal services is a result of planned salary, benefit adjustments.

\$ 49,711

#### **Operating Expenditures:**

Increase due to neighborhood partnerships and consulting services.

\$ 16,779



*Neighborhood Signage Program*

## Code Enforcement (3020)

Code Compliance

### Description

#### **Mission**

To protect and enhance property values, maintain community appearance and standards, and to preserve the quality of life in our Community through the enforcement of City Codes and Ordinances.

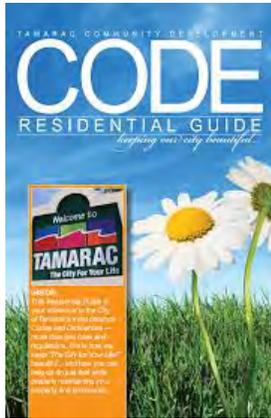
#### **Program Description**

In Fiscal Year 2021 the Code Enforcement Division will continue to ensure compliance with the City of Tamarac's Code of Ordinances. Compliance is achieved through communication with and the education of our residents and business owners, utilization of approved inspection techniques; investigation of complaints; and if required, the imposition of fines and liens through a quasi-judicial hearing process as well as the issuing of uniform citations. These processes act to provide an equitable, expeditious, and effective method of enforcing the Code of Ordinances.

#### **Goals & Objectives**

In support of Goal #1 Inclusive Community, the division will streamline the Code Enforcement process by emphasizing voluntary compliance through active education and communication of the public at large. To support Goal #5 A Vibrant Community, the Division will respond to issues and citizen concerns in a timely fashion and improve the overall condition and appearance of the City by placing a greater emphasis on commercial property compliance.

### Previous Fiscal Year Key Accomplishments



Maintained the attractive community appearance and quality of live via Code enforcement activities, including proactive sweeps and addressing concerns.



Provided necessary financial assistance to residents unable to address code violations on their own via the NIPit program.

Objectives	Measures	FY 20 Actual	FY 21 Actual	FY 21 Target	FY 22 Target	FY 23 Target	FY 24 Target
Protect and enhance residential and commercial property values, maintain community appearance and high-standards, and preserve the quality of life through a timely code compliance process	Percentage of First Responses to all complaints within 1 day (Monthly)	87.52%	94.83%	90.00%	90.00%	90.00%	90.00%
	Percent of code cases brought into voluntary compliance prior to administrative/ judicial process within 90 days (Quarterly)	86.66%	74.51%	70.00%	70.00%	70.00%	70.00%
	Completion of 12 community outreach neighborhood presentations annually (Monthly)	2	1	4	4	4	4
	Number of commercial properties brought into compliance through the Commercial Property Initiative (Annually)	13	0	16	16	16	16

## Code Enforcement

### Fund 001, Division 3020

Code Enforcement protects and enhances property values, maintains community appearance and standards, and preserves the quality of life in our community through the enforcement of City Codes and Ordinances.

Financial Summary ~ Division Revenues								
	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	Dollar Change	Percent Change	FY 2023 Forecast	FY 2024 Forecast
Code Enforcement	\$ 184,314	\$ 98,723	\$ 180,000	\$ 180,000	\$ -	0%	\$ 180,000	\$ 180,000
Lot Clearing Charges	-	1,722	4,000	4,000	-	0%	4,000	2,500
<b>TOTALS</b>	<b>\$ 184,314</b>	<b>\$ 100,445</b>	<b>\$ 184,000</b>	<b>\$ 184,000</b>	<b>\$ -</b>	<b>0%</b>	<b>\$ 184,000</b>	<b>\$ 182,500</b>

Financial Summary ~ Division Expenditures								
	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	Dollar Change	Percent Change	FY 2023 Forecast	FY 2024 Forecast
Personal Services	\$ 676,797	\$ 763,447	\$ 780,585	\$ 808,129	\$ 27,544	3.5%	\$ 836,465	\$ 866,180
Operating Expenditures	26,818	19,846	46,010	129,960	83,950	182.5%	129,960	129,960
<b>TOTALS</b>	<b>\$ 703,615</b>	<b>\$ 783,293</b>	<b>\$ 826,595</b>	<b>\$ 938,089</b>	<b>\$ 111,494</b>	<b>13.5%</b>	<b>\$ 966,425</b>	<b>\$ 996,140</b>

Personnel Complement				
Position Title	Full Time	Part Time	Temp	FTE's
Code Compliance Manager	1			1
Senior Code Compliance Officer	1			1
Code Compliance Officer	5			5
Office Coordinator*	1			1
Code Compliance/Business License Specialist	1			1
<b>Total Personnel Complement</b>	<b>9</b>	<b>0</b>	<b>0</b>	<b>9</b>

\*Position split funded with Police Services Fund 003 (16%), considered as rolled into Fund 001 for headcount purposes.

#### **FY 2022 Major Variances:**

##### **Personal Services:**

Net increase in personal services is a result of planned salary, benefit adjustments. \$ 27,544

##### **Operating Expenditures:**

Increase due to neighborhood beautification; curb appeal & paint voucher program. \$ 83,950



*Curb Appeal Program*

## Business Revenue - Program Description (3030)

Business Revenue

### Description

#### **Mission**

The City of Tamarac's Business Revenue Division, as part of an HPO, is committed to utilizing innovative management to develop and maintain a strong financial base. The Business Revenue Division will continue to strive to provide and maintain quality customer service to the business community through promoting efficient, responsive and expedient customer service, and continue to assist the business community to keep it vibrant and safe.

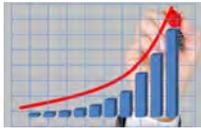
#### **Program Description**

In Fiscal Year 2021 the growth of existing and new development within the City of Tamarac will continue to impact the Business Revenue Division and business retention efforts. By directing efforts towards the present and future growth within the business community, the City can maintain an acceptable business structure through a specialized, and knowledgeable staff who are highly motivated to work with the business community. Staff will continue to strive to respond to the business community with efficiency, quality customer service, integrity and a positive customer driven approach to Business Revenue.

#### **Goals & Objectives**

The goals and objectives of the Business Revenue Division support Goal #2, a Healthy Financial Environment, and Goal #5, a Vibrant Community, by improving the efficiency and customer service to the business community through a high level of expedient response. The approach to meeting the needs of the business community have been established through yearly inspections, and by providing the necessary support to attract and retain businesses. As such, the division will continue to utilize the best business practices as determined by decreasing the average processing time of all business license applications from the time of submittal to the issuance of the license.

### Previous Fiscal Year Key Accomplishments



Supported business revenue receipt issuance and renewals for nearly 2,000 of Tamarac's businesses.

Objectives	Measures	FY 20 Actual	FY 21 Actual	FY 21 Target	FY 22 Target	FY 23 Target	FY 24 Target
Keep the business community vibrant and safe and maintain a strong financial base by providing efficient, responsive, and expedient customer service to the business community	Percent of Businesses that receive an Annual Inspection (Monthly)	15.40%		50.00%	50.00%	50.00%	50.00%
	Percent of time business license issued (from application to submission) within 5 days or less (Monthly)	100.00%		100.00%	100.00%	100.00%	100.00%

## Business Revenue Fund 001, Division 3030

The Business Revenue division is committed to utilizing innovative management to develop and maintain a strong financial base. The division will strive to provide and maintain quality customer service to the business community through promoting efficient, responsive, and expedient customer service, and continue to assist the business community to keep it vibrant and safe.

Financial Summary ~ Division Revenues								
	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	Dollar Change	Percent Change	FY 2023 Forecast	FY 2024 Forecast
City Licenses	\$ 722,362	\$ 666,882	\$ 764,833	\$ 768,657	\$ 3,824	0.5%	\$ 772,500	\$ 776,363
Occupational License - County	66,532	25,214	63,000	63,000	-	0%	63,000	63,000
<b>TOTALS</b>	<b>\$ 788,894</b>	<b>\$ 692,096</b>	<b>\$ 827,833</b>	<b>\$ 831,657</b>	<b>\$ 3,824</b>	<b>0.5%</b>	<b>\$ 835,500</b>	<b>\$ 839,363</b>

Financial Summary ~ Division Expenditures								
	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	Dollar Change	Percent Change	FY 2023 Forecast	FY 2024 Forecast
Personal Services	\$ 113,635	\$ 93,698	\$ 97,192	\$ 100,233	\$ 3,041	3.1%	\$ 103,713	\$ 107,406
Operating Expenditures	5,688	7,359	5,900	5,950	50	0.8%	5,950	5,950
<b>TOTALS</b>	<b>\$ 119,323</b>	<b>\$ 101,057</b>	<b>\$ 103,092</b>	<b>\$ 106,183</b>	<b>\$ 3,091</b>	<b>3.0%</b>	<b>\$ 109,663</b>	<b>\$ 113,356</b>

Personnel Complement				
Position Title	Full Time	Part Time	Temp	FTE's
Senior Business License Specialist	1			1
<b>Total Personnel Complement</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>1</b>

**FY 2022 Major Variances:**

**Personal Services:**

Slight increase in personal services is a result of planned salary, and benefit adjustments.

\$ 3,041



*Performers at One Tamarac Multi-Cultural Fest*

# Housing Division - Program Description (CDBG/SHIP/NSP/HOME)

Housing

## Description

### **Mission**

To ensure neighborhood vitality by providing assistance to the residents of Tamarac, through support of the neighborhoods; by addressing health and safety issues, building and code violations and providing modifications to improve accessibility as needed for elderly and/or disabled persons. In addition, the Housing Division will provide assistance for those seeking residency in Tamarac in obtaining decent, affordable housing. The Housing Division seeks to expand and improve housing opportunities for current and future residents of the City of Tamarac.

### **Program Description:**

In Fiscal Year 2021 the Housing Division will continue to assist residents with achieving home ownership, sustaining decent and affordable housing and promoting community revitalization. We will improve the quality of housing through our rehabilitation assistance program that fosters long term residency and community involvement. The Housing Division will also continue to promote neighborhood sustainability, community involvement and assess the on-going need of the City as it fosters communication and participation.

### **Goals & Objectives**

The Housing Division is committed to playing a part in Goal #4, Clear Communication and Goal #5, A Vibrant Community. Striving to promote Goal #4, Clear Communication, the Housing Division promotes an open stream of communication between the City and the residents of Tamarac through on-going Neighborhood Meetings and the HOA Liaison Program. The Housing Division regularly communicates the City's various Housing Assistance and Neighborhood Programs through meetings, outreach, printed information, as well as electronic access via the City's website. Additionally, in support of Goal #5, A Vibrant Community, the Housing Division will provide excellent, responsive service to those seeking assistance from the City, and will promote the on-going availability of the City's Housing and Neighborhood programs. Assisting residents and communities with various improvement opportunities provides for increased value, pride, and sustainability within the City of Tamarac.

## Previous Fiscal Year Key Accomplishments



Provided financial assistance to 11 households through the City's Minor Home Repair program.



Assisted 75 Tamarac youths who face homelessness, food insecurity, abuse or neglect and provided home-delivered meals to 14 seniors facing food insecurity by deploying the Community Development Block Grant funds in partnership with community organizations.



Helped families achieve their home-ownership dream through the First Time Homebuyer's Assistance Program.

Objectives	Measures	FY 20 Actual	FY 21 Actual	FY 21 Target	FY 22 Target	FY 23 Target	FY 24 Target
Promote clear communication through ongoing neighborhood meetings and the HOA liaison program	Percentage of residents who find annual neighborhood meetings informative/very informative (Annual)			90.00%	90.00%	90.00%	90.00%
	Number of HOA meetings attended by staff (from any department) (Monthly)	1		40	40	40	40
Ensure neighborhood vitality, expand and improve housing opportunities by assisting residents in need or those seeking residency in Tamarac	Number of recipients assisted by the Housing Division through grant programs (households that received funds from more than one funding source will only be counted once) Monthly	206	107	11	11	11	11
	Percentage of Home rehabilitations where contract was awarded within 80 days of approval date (NEW FY14) (Monthly)	80.00%	100.00%	80.00%	80.00%	80.00%	80.00%
	Percentage of Home Rehabilitations that are Completed within 90 days of the Building Permit Issuance (Monthly)	95.00%	66.67%	90.00%	90.00%	90.00%	90.00%

## Housing - CDBG/SHIP/NSP/HOME

Funds 152, 154, 155, 156, 160, 162

The mission of the Housing division is to ensure neighborhood vitality by providing assistance to the residents of Tamarac, through support of the neighborhoods; by addressing health and safety issues, building and code violations and providing modifications to improve accessibility as needed for elderly and/or disabled persons. In addition, the Housing Division will provide assistance for those seeking residency in Tamarac in decent, affordable housing. The Housing Division seeks to expand and improve housing opportunities for current and future residents of the City of Tamarac.

Financial Summary ~ Division Revenues								
	FY 2019	FY 2020	FY 2021	FY 2022	Dollar	Percent	FY 2023	FY 2024
	Actual	Actual	Adopted	Proposed	Change	Change	Forecast	Forecast
RCMP Grant	\$ 12,219	\$ -	\$ -	\$ -	\$ -	-	\$ -	\$ -
CDBG Grant	35,521	419,371	417,242	392,687	(24,555)	-5.9%	392,687	392,687
SHIP Grant	271,579	314,646	-	276,484	276,484	-	276,484	276,484
Home Grant	85,797	51,458	118,750	114,584	(4,166)	-3.5%	114,584	114,584
CRF Grant	-	112,872	-	-	-	-	-	-
Neighborhood Stab. Grant 3	125	108,462	150,000	150,000	-	0.0%	150,000	150,000
Afford Housing	189,565	88,238	60,000	60,000	-	0.0%	75,000	75,000
Appropriated Fund Balance	-	-	285,944	165,000	(120,944)	-42.3%	-	-
<b>TOTALS</b>	<b>\$ 594,806</b>	<b>\$ 1,095,047</b>	<b>\$ 1,031,936</b>	<b>\$ 1,158,755</b>	<b>\$ 126,819</b>	<b>12.3%</b>	<b>\$ 1,008,755</b>	<b>\$ 1,008,755</b>

Financial Summary ~ Division Expenditures								
	FY 2019	FY 2020	FY 2021	FY 2022	Dollar	Percent	FY 2023	FY 2024
	Actual	Actual	Adopted	Proposed	Change	Change	Forecast	Forecast
Personal Services	\$ 124,045	\$ 140,525	\$ 210,734	\$ 184,811	\$ (25,923)	-12%	\$ 184,811	\$ 184,811
Operating Expenditures	19,965	686,093	475,258	498,808	23,550	5.0%	498,808	498,808
Other Uses	398,457	424,556	345,944	475,136	129,192	37%	325,136	325,136
<b>TOTALS</b>	<b>\$ 542,467</b>	<b>\$ 1,251,174</b>	<b>\$ 1,031,936</b>	<b>\$ 1,158,755</b>	<b>\$ 126,819</b>	<b>12.3%</b>	<b>\$ 1,008,755</b>	<b>\$ 1,008,755</b>

Personnel Complement				
Position Title	Full Time	Part Time	Temp	FTE's
Housing & Community Development Manager*	0.33			0.33
Housing & Comm Dev Program Coordinator II*	0.50			0.50
Housing & Neighborhood Program Coordinator	1.00			1.00
<b>Total Personnel Complement</b>	<b>1.83</b>			<b>1.83</b>

\*Position split funded between General Fund 001 and Housing (CDBG/SHIP/NSP/HOME)

### FY 2022 Major Variances:

#### **Personal Services:**

Net decrease in personal services is a result of planned salary, benefit adjustments. \$ (25,923)

#### **Operating Expenditures:**

Net increase is a result of an increase of residential rehab costs. \$ 23,550

#### **Other Uses:**

Net increase is a result of changes to the LHATF/Loans - Home repair funds available. \$ 129,192

# Public Art Fund

The Public Art Fund (Fund 146) is a special revenue fund created to account for all contributions received from art fees, grants and donations that are restricted for public art projects within the City. Fees based on the construction value of development activity are collected and the public art committee makes recommendations to the City Commission on works of art and artist selection.

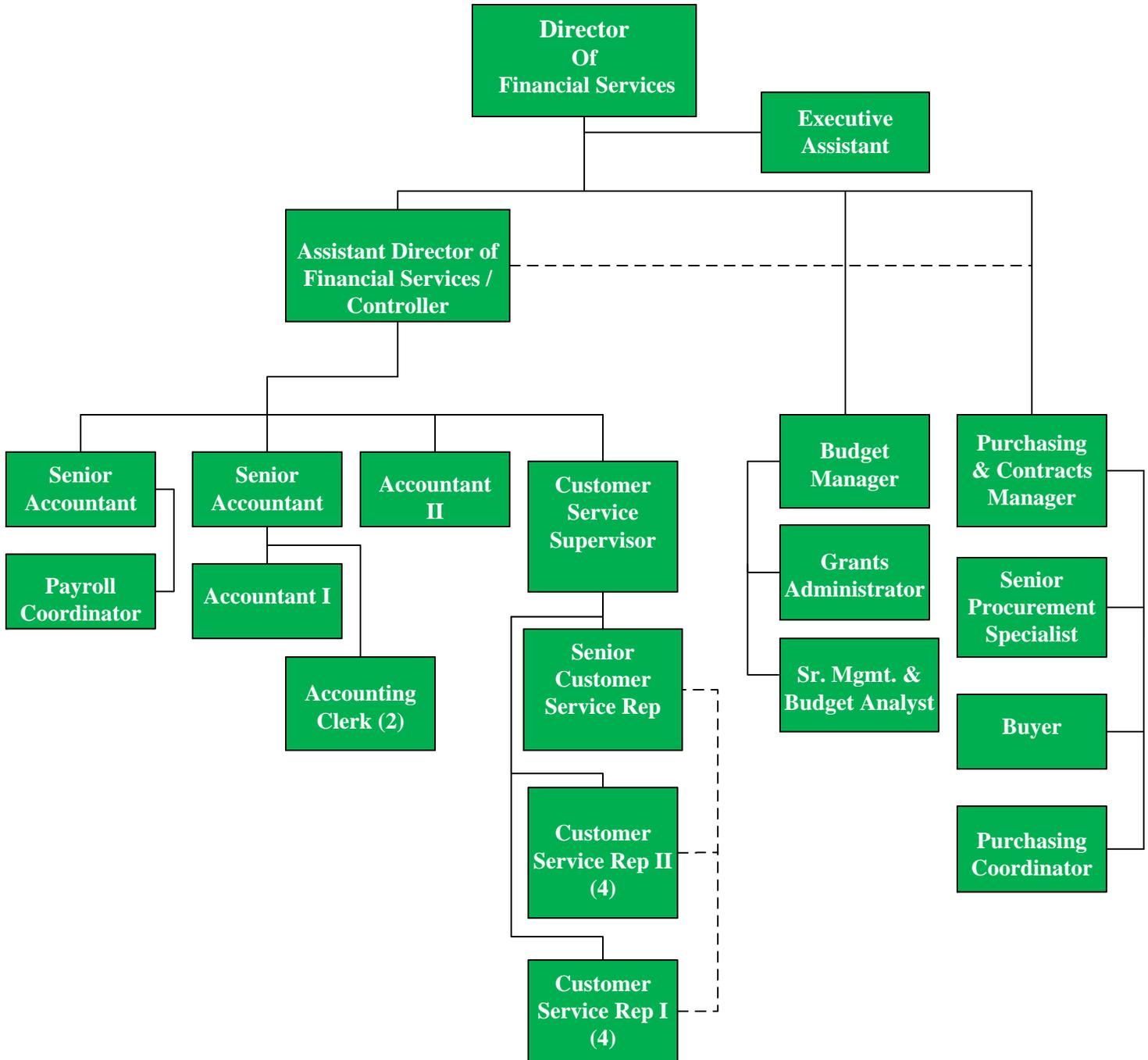
	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted Budget	FY 2022 Proposed Budget	Dollar Change	Percent Change	FY 2023 Forecast	FY 2024 Forecast
<b>Revenues</b>								
Public Arts Fees	\$ 880,673	\$ 416,173	\$ 250,000	\$ 250,000	\$ -	0%	\$ 250,000	\$ 250,000
Interest Income	57,478	33,445	4,000	6,000	2,000	50%	6,000	6,000
Appropriation of Fund Balance	-	-	37,500	310,000	272,500	727%	428,000	529,000
<b>Total Revenues</b>	<b>\$ 938,151</b>	<b>\$ 449,618</b>	<b>\$ 291,500</b>	<b>\$ 566,000</b>	<b>\$ 274,500</b>	<b>94%</b>	<b>\$ 684,000</b>	<b>\$ 785,000</b>
<b>Expenditures</b>								
Operating Expenditures	\$ 192,691	\$ 202,469	\$ 91,500	\$ 100,000	\$ 8,500	9.3%	\$ 100,000	\$ 100,000
Other Uses	166,633	340,975	-	-	-	-	428,000	195,000
Contingencies	-	-	200,000	466,000	266,000	133%	156,000	490,000
<b>Total Expenditures</b>	<b>\$ 359,324</b>	<b>\$ 543,444</b>	<b>\$ 291,500</b>	<b>\$ 566,000</b>	<b>\$ 274,500</b>	<b>94%</b>	<b>\$ 684,000</b>	<b>\$ 785,000</b>
<b>Revenues in Excess of Expenditures</b>	<b>\$ 578,827</b>	<b>\$ (93,826)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>--</b>	<b>\$ -</b>	<b>\$ -</b>



*Vivo Ultimate public art*

# Financial Services

27 FTE (Full Time Equivalent)



# Financial Services

## Departmental Financial Summary

The Financial Services department manages the City's financial affairs, supporting and maintaining its strong financial reputation. The department is comprised of four divisions: Accounting, Management & Budget, Purchasing & Contracts Management, and Customer Service and Utility Billing.

Financial Summary ~ Division Revenues								
	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Adopted	Dollar Change	Percent Change	FY 2023 Forecast	FY 2024 Forecast
Lien Searches	\$ 236,535	\$ 219,317	\$ 220,000	\$ 220,000	\$ -	-	\$ 220,000	\$ 220,000
<b>FINANCIAL SERVICES TOTALS</b>	<b>\$ 236,535</b>	<b>\$ 219,317</b>	<b>\$ 220,000</b>	<b>\$ 220,000</b>	<b>\$ -</b>	<b>-</b>	<b>\$ 220,000</b>	<b>\$ 220,000</b>

Financial Summary ~ Category Expenditures								
	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Adopted	Dollar Change	Percent Change	FY 2023 Forecast	FY 2024 Forecast
Personal Services	\$ 2,707,058	\$ 2,772,131	\$ 2,846,006	\$ 3,024,646	\$ 178,640	6.3%	\$ 3,199,004	\$ 3,345,423
Operating Expenditures	526,366	512,771	525,249	626,105	100,856	19.2%	603,934	605,284
Capital Outlay	2,678	-	-	-	-	-	-	-
<b>FINANCIAL SERVICES TOTALS</b>	<b>\$ 3,236,102</b>	<b>\$ 3,284,902</b>	<b>\$ 3,371,255</b>	<b>\$ 3,650,751</b>	<b>\$ 279,496</b>	<b>8.3%</b>	<b>\$ 3,802,938</b>	<b>\$ 3,950,707</b>

Financial Summary ~ Program Expenditures								
	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Adopted	Dollar Change	Percent Change	FY 2023 Forecast	FY 2024 Forecast
Administration	\$ 364,899	\$ 387,028	\$ 377,288	\$ 400,716	\$ 23,428	6.2%	\$ 420,443	\$ 441,170
Accounting and Financial Reporting	1,019,621	1,007,835	1,092,489	1,186,309	93,820	8.6%	1,246,192	1,300,171
Management and Budget	403,073	339,524	421,587	447,080	25,493	6.0%	468,386	494,354
Purchasing and Contracts	446,192	463,292	485,865	510,385	24,520	5.0%	535,677	558,317
Utility Billing/Customer Service	1,002,317	1,087,223	994,026	1,106,261	112,235	11.3%	1,132,240	1,156,695
<b>FINANCIAL SERVICES TOTALS</b>	<b>\$ 3,236,102</b>	<b>\$ 3,284,902</b>	<b>\$ 3,371,255</b>	<b>\$ 3,650,751</b>	<b>\$ 279,496</b>	<b>8.3%</b>	<b>\$ 3,802,938</b>	<b>\$ 3,950,707</b>



Public Art at City Hall

## Financial Services Administration (1501)

Financial Services

### Description

#### **Mission**

To professionally and responsibly manage the financial affairs of the City, to protect and further the City's strong financial reputation, and to effectively and efficiently provide related financial support services to City operations and residents.

#### **Program Description**

Financial Services Administration works closely with the office of the City Manager on all issues related to City finances including financial reporting, budgets, investments, and debt issuance matters. The Division provides support and consultation to all City Departments and provides general direction and support for the entire Financial Services Department: Accounting and Financial Reporting, Management and Budget Services, Utility Customer Service and Purchasing and Contracts. Financial Services Administration is also responsible for the management of the treasury and debt functions of the City.

#### **Goals & Objectives**

In support of Goal #2, Healthy Financial Environment, the Division assures adherence to the City's investment goals of ensuring liquidity, protecting principal, and maximizing return on investments; develops and adopts "best practices" financial policies; and provides value-added, timely financial support to the City while staying abreast of current developments in Government Finance. In support of Goal #4, Clear Communication, the Division provides financial information to Elected and Appointed Officials, City Staff, and the general public.

### Previous Fiscal Year Key Accomplishments

image

Continue to ensure that the City's budget remains balanced and the City's financial policies and management are strong and sown now and in the long-run.

image

Maintained the City's strong bond ratings, which lowers the cost of borrowing to pay for the major projects the City invests in.

image

Ensured that the City's pension obligations remain properly funded and sound.

## Administration Fund 001, Division 1501

Financial Summary ~ Division Expenditures								
	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	Dollar Change	Percent Change	FY 2023 Forecast	FY 2024 Forecast
Personal Services	\$ 349,540	\$ 377,547	\$ 362,223	\$ 380,706	\$ 18,483	5.1%	\$ 400,098	\$ 420,785
Operating Expenditures	12,681	9,481	15,065	20,010	4,945	32.8%	20,345	20,385
Capital Outlay	2,678	-	-	-	-	-	-	-
<b>TOTALS</b>	<b>\$ 364,899</b>	<b>\$ 387,028</b>	<b>\$ 377,288</b>	<b>\$ 400,716</b>	<b>\$ 23,428</b>	<b>6.2%</b>	<b>\$ 420,443</b>	<b>\$ 441,170</b>

Personnel Complement				
Position Title	Full Time	Part Time	Temp	FTE's
Director of Financial Services	1			1
Executive Assistant	1			1
<b>Total Personnel Complement</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>2</b>

**FY 2022 Major Variances:**

**Personal Services:**

Increase in personal services is a result of planned salary and benefit adjustments. \$ 18,483

**Operating Expenditures:**

Increase to travel and training; soft ban enacted in FY 2021 for COVID austerity measures marginally lifted. \$ 4,945

# Accounting and Financial Reporting - Program Description (1510)

Accounting

## Description

### **Mission:**

To provide the City with accurate, concise, and timely internal and external financial information and to manage the City's finances for adherence to and consistency with governmental accounting standards, Florida law, the City Charter, and City Administrative Policies.

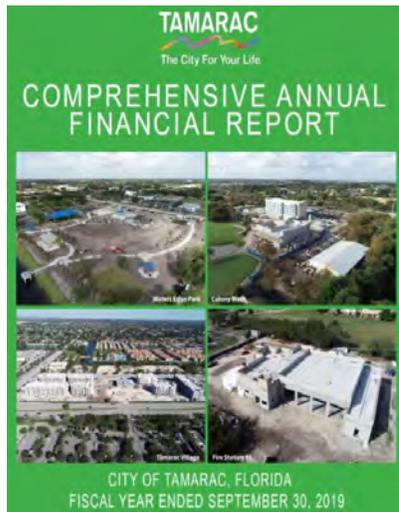
### **Program Description:**

The Accounting Division provides the City with timely and accurate financial information and reports. The Division is responsible for cash disbursements, payroll processing, fixed asset reporting, accounts receivable billing, accounts payable, federal, state, and local grant reporting, and annual financial audit including financial statement preparation and provides other routine governmental accounting services consistent with state law and with Generally Accepted Accounting Principles (GAAP). The City has earned the Government Finance Officers Association Certificate of Achievement for Excellence in Financial Reporting Award for the last 26 consecutive years, 29 years in all.

### **Goals & Objectives:**

In support of Goal #2, Healthy Financial Environment, the Division provides financial information to City Elected and Appointed Officials, other government agencies, and to the public; monitors financial condition and strategies to ensure fiscal solvency; and continuously develops, reformats, and refines financial and operational policies and procedures to ensure that there is effective internal controls as required by legal and industry standards. In support of Goal #4, Clear Communication, the Division provides financial information to the above-mentioned parties in a manner that supports transparency and is consistent with the advancement in technology.

## Previous Fiscal Year Key Accomplishments



Published the City's first Condensed Annual Financial Report to enhance transparency and public communication.



Received Certificate of Achievement for Excellence in Financial Reporting for FY 2020's Comprehensive Annual Financial Report (CAFR) from the Government Finance Officer's Association (GFOA) for the 33rd consecutive year.



## Accounting and Financial Reporting Fund 001, Division 1510

Financial Summary ~ Division Expenditures								
	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	Dollar Change	Percent Change	FY 2023 Forecast	FY 2024 Forecast
Personal Services	\$ 880,632	\$ 881,214	\$ 895,919	\$ 989,819	\$ 93,900	10.5%	\$ 1,076,702	\$ 1,130,681
Operating Expenditures	138,989	126,621	196,570	196,490	(80)	0.0%	169,490	169,490
<b>TOTALS</b>	<b>\$ 1,019,621</b>	<b>\$ 1,007,835</b>	<b>\$ 1,092,489</b>	<b>\$ 1,186,309</b>	<b>\$ 93,820</b>	<b>8.6%</b>	<b>\$ 1,246,192</b>	<b>\$ 1,300,171</b>

Personnel Complement				
Position Title	Full Time	Part Time	Temp	FTE's
Assistant Director of Financial Svcs./Controller	1			1
Accountant I*	1			1
Accountant II	1			1
Senior Accountant	2			2
Accounting Clerk	2			2
Payroll Coordinator	1			1
<b>Total Personnel Complement</b>	<b>8</b>	<b>0</b>	<b>0</b>	<b>8</b>

\*Position split funded with Police Services Fund 003, considered as rolled into Fund 001 for headcount purposes.

### FY 2022 Major Variances:

#### **Personal Services:**

Increase in personal services is a result filling an unfunded Senior Accountant position during Q3 and planned salary and benefit adjustments. \$ 93,900

## Management and Budget - Program Description (1530)

Management and Budget

### Description

#### Mission

To provide citywide budget development and ongoing monitoring of the operating and capital budgets with the City Manager; timely responses to inquiries from City Commission, citizens, media and city staff; to ensure compliance with state mandated budgetary guidelines, the City's Charter and Administrative Policies, Best Practices; and to provide clear and complete public information regarding the City's budget.

#### Program Description

Management & Budget Services provides financial planning, analysis, and forecasting; program evaluation, and management analysis services in support of City operations. Specific functions include preparation and administration of the Annual and Biennial Budget Development Process and Six-Year Asset Management Program, determination of fiscal impacts, analysis of departmental operational issues, management reporting, and assistance with special projects. During the past year, the Budget Office provided citywide budget training sessions, support through fiscal analyses to internal and external customers, and assistance with various city-wide special projects. The GFOA awarded its Distinguished Budget Award for the Fiscal Year 2016 Adopted Budget; this was the 18th consecutive year that the City has received this award.

#### Goals & Objectives

Pursuant to Goal #2, Healthy Financial Environment, the Division will provide timely, pertinent, and useful financial information and recommendations to the City Manager, Operating Departments, and the City Commission for the benefit of the City and its residents. In support of Goal #4, Clear Communication, the Division also will be a responsive resource of financial and other information for Elected Officials, City Administration, Operating Departments, and Taxpayers; and will continue to improve the budget document to make it more accessible and understandable, and to continue receiving the GFOA Distinguished Budget Award.

### Previous Fiscal Year Key Accomplishments



Received the Distinguished Budget Presentation Award from the Government Finance Officers Association (GFOA) for the 23rd consecutive year for the FY 2021 Adopted Budget

Objectives	Measures	FY 20 Actual	FY 21 Actual	FY 21 Target	FY 22 Target	FY 23 Target	FY 24 Target
Provide high quality management and budget services	Awarded Points for GFOA Distinguished Budget Award (Max 372) Annual Financial Services Scorecard	306.00	306.00	310.00	310.00	310.00	310.00
	Number of training hours provided to departments to increase communication of budgeting procedures (i.e. budget processes, how to access budget printouts, etc.) Financial Services Scorecard	20.00	20.00	20.00	20.00	20.00	20.00
	Citywide budget to actual % Financial Services	95.29%		95.00%	95.00%	95.00%	95.00%

# Management and Budget

## Fund 001, Division 1530

Financial Summary ~ Division Expenditures								
	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	Dollar Change	Percent Change	FY 2023 Forecast	FY 2024 Forecast
Personal Services	\$ 378,278	\$ 326,954	\$ 403,447	\$ 425,265	\$ 21,818	5.4%	\$ 448,211	\$ 472,539
Operating Expenditures	24,795	12,570	18,140	21,815	3,675	20.3%	20,175	21,815
<b>TOTALS</b>	<b>\$ 403,073</b>	<b>\$ 339,524</b>	<b>\$ 421,587</b>	<b>\$ 447,080</b>	<b>\$ 25,493</b>	<b>6.0%</b>	<b>\$ 468,386</b>	<b>\$ 494,354</b>

Personnel Complement				
Position Title	Full Time	Part Time	Temp	FTE's
Budget Manager	1			1
Grants Administrator	1			1
Senior Management and Budget Analyst	1			1
<b>Total Personnel Complement</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

### FY 2022 Major Variances:

#### **Personal Services:**

Increase in personal services as a result of planned salary and benefit adjustments. \$ 21,818

#### **Operating Expenditures:**

Increase to travel and training; soft ban enacted in FY 2021 for COVID austerity measures marginally lifted. \$ 3,675



*Justice Mural on City Building*

## Purchasing and Contracts - Program Description (1540)

Procurement

### Description

#### **Mission:**

To provide excellent service to City Departments towards the completion of their departmental missions, and the facilitation of city-wide cost control by securing quality goods and services in a timely fashion, utilizing ethical and economical methods; and to meet the requirements of our customers using technological advancements and improved and innovative procedures and programs, in a manner consistent with State of Florida statutes and the City's Charter and Procurement Code.

#### **Program Description:**

The Purchasing and Contracts Division assists departments in securing goods, services, and construction for the City, utilizing ethically competitive purchasing methods. The Division works with departments to process purchasing requisitions, determine appropriate purchasing methods, obtain quotes, develop standard specifications and solicit bids, letters of interest and requests for proposals. The Division interacts with vendors to resolve problems and expedite orders; facilitates pre-bid meetings, bid openings, and evaluation committee meetings; and makes recommendations for bid awards. The Division also assists with the administration and negotiation of contracts for a wide range of services.

#### **Goals & Objectives:**

In support of Goal #2, Healthy Financial Environment, the Division facilitates the procurement of high quality products and services at competitive prices while adhering to policies; fosters a fair, inclusive, ethical, and professional environment; works with other agencies in the region to develop partnerships which will improve overall pricing and volume discounts and greater administrative cost savings; and strives to find new and innovative methods to provide overall cost control through the procurement process. In support of Goal #3, Dynamic and Organizational Culture, the Division uses innovative methods to manage and improve the overall efficiency and effectiveness of service delivery to other agencies and to the community through automation, education, effective communication, and responsive customer service.

### Previous Fiscal Year Key Accomplishments



Implemented the local small business preference program to expand opportunities for such businesses to compete for government contracts.



# Purchasing and Contracts

## Fund 001, Division 1540

Financial Summary ~ Division Expenditures								
	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	Dollar Change	Percent Change	FY 2023 Forecast	FY 2024 Forecast
Personal Services	\$ 414,999	\$ 442,378	\$ 459,011	\$ 480,795	\$ 21,784	4.7%	\$ 502,553	\$ 525,523
Operating Expenditures	31,193	20,914	26,854	29,590	2,736	10.2%	33,124	32,794
<b>TOTALS</b>	<b>\$ 446,192</b>	<b>\$ 463,292</b>	<b>\$ 485,865</b>	<b>\$ 510,385</b>	<b>\$ 24,520</b>	<b>5.0%</b>	<b>\$ 535,677</b>	<b>\$ 558,317</b>

Personnel Complement				
Position Title	Full Time	Part Time	Temp	FTE's
Purchasing and Contracts Manager	1			1
Senior Procurement Specialist	1			1
Buyer	1			1
Procurement Coordinator	1			1
<b>Total Personnel Complement</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>

**FY 2022 Major Variances:**

**Personal Services:**

Increase in personal services is a result of both planned salary and benefit adjustments. \$ 21,784

**Operating Expenditures:**

Increase to software supplies for license and maintenance for enterprise sourcing system for city-wide solicitation and contract management. \$ 2,736



*Caporella park*

## Utility Billing/Customer Service - Program Description (1560)

Utility Billing

### Description

#### **Mission**

To provide timely and accurate utility bills to our customers, to provide multiple convenient methods of payment for our customers to pay their utility bills, and to professionally and courteously assist customers with their inquiries and issues.

#### **Program Description**

The Customer Service Division is responsible for processing utility service applications, opening and closing accounts, maintaining and billing approximately 20,000 accounts each month, and responding to customer inquiries and concerns. The Division offers customers various convenient methods of payment: in-person payment at City Hall, mail payment, automatic payment by checking account, and on-line and telephone credit card payment. In addition to these payment methods, the Division also has three drop box payment locations available to residents for after-hours bill payments. The Division has a separate web page that provides information and provides forms for many of the routine inquiries.

#### **Goals & Objectives**

In support of Goal #2, Healthy Financial Environment, the Division provides utility billing and collection services for the City's water, wastewater, garbage, and stormwater programs. In support of Goal #5, A Vibrant Community, the Division's website, telephone information system, and electronic payment methods, are available to residents 24-hours a day; and staff are undergoing cross-training to increase employee involvement and learning, and to improve customer service to residents.

### Previous Fiscal Year Key Accomplishments



Provided accurate billing and support for over 20,000 water utility customers.

Objectives	Measures	FY 20 Actual	FY 21 Actual	FY 21 Target	FY 22 Target	FY 23 Target	FY 24 Target
Provide high quality customer service	Percentages of in-person visitors rating customer service as satisfied or very satisfied. Target 95% (Annual) Financial Services Scorecard	98.25%		95.00%	95.00%	95.00%	
	Number of electronic payments received (IVR, C2G, and ACH) Target 87,000 (Annual) Financial Services Scorecard	147,824	116,169	87,000	87,000	87,000	87,000

## Utility Billing/Customer Service Fund 001, Division 1560

### Financial Summary ~ Division Revenues

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	Dollar Change	Percent Change	FY 2023 Forecast	FY 2024 Forecast
Lien Searches	\$ 236,535	\$ 219,317	\$ 220,000	\$ 220,000	\$ -	-	\$ 220,000	\$ 220,000
<b>TOTALS</b>	<b>\$ 236,535</b>	<b>\$ 219,317</b>	<b>\$ 220,000</b>	<b>\$ 220,000</b>	<b>\$ -</b>	<b>-</b>	<b>\$ 220,000</b>	<b>\$ 220,000</b>

### Financial Summary ~ Division Expenditures

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	Dollar Change	Percent Change	FY 2023 Forecast	FY 2024 Forecast
Personal Services	\$ 683,609	\$ 744,038	\$ 725,406	\$ 748,061	\$ 22,655	3.1%	\$ 771,440	\$ 795,895
Operating Expenditures	318,708	343,185	268,620	358,200	89,580	33.3%	360,800	360,800
<b>TOTALS</b>	<b>\$ 1,002,317</b>	<b>\$ 1,087,223</b>	<b>\$ 994,026</b>	<b>\$ 1,106,261</b>	<b>\$ 112,235</b>	<b>11.3%</b>	<b>\$ 1,132,240</b>	<b>\$ 1,156,695</b>

### Personnel Complement

Position Title	Full Time	Part Time	Temp	FTE's
Customer Service Supervisor	1			1
Senior Customer Service Representative	1			1
Customer Service Representative II	4			4
Customer Service Representative I	4			4
<b>Total Personnel Complement</b>	<b>10</b>	<b>0</b>	<b>0</b>	<b>10</b>

**FY 2022 Major Variances:**

**Personal Services:**

Increase in personal services is a result of both planned salary and benefit adjustments. \$ 22,655

**Operating Expenditures:**

Increase mainly due to an escalation of billing services and credit card merchant fees. \$ 89,580

# Colony West Golf Course Fund

The Colony West Golf Course Fund (Fund 450) is used to account for the proceeds from the lease of the Colony West Golf Course and to fund capital improvements to the site. Major construction of a new Clubhouse is underway and a privately-owned hotel next to it is nearly complete.

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted Budget	FY 2022 Proposed Budget	Dollar Change	Percent Change	FY 2023 Forecast	FY 2024 Forecast
<b>Revenues</b>								
Golf Course Operating Revenue	\$ 1,587,121	\$ 1,787,219	\$ 2,317,147	\$ 2,250,405	\$ (66,742)	-2.9%	\$ 2,250,405	\$ 2,250,405
Golf Course Equipment	100,395	-	-	-	-	100%	-	-
Misc Revenues	88,915	35,974	37,875	38,254	379	1.0%	39,019	39,019
Transfer from General Fund	164,917	164,917	164,917	164,917	-	0%	164,917	164,917
<b>Total Revenues</b>	<b>\$ 1,941,348</b>	<b>\$ 1,988,110</b>	<b>\$ 2,519,939</b>	<b>\$ 2,453,576</b>	<b>\$ (66,363)</b>	<b>-3%</b>	<b>\$ 2,454,341</b>	<b>\$ 2,454,341</b>
<b>Expenditures</b>								
Personal Services	\$ 97,210	\$ -	\$ -	\$ -	\$ -	-	\$ -	\$ -
Operating Expenditures	2,113,020	1,850,065	2,334,327	1,886,000	\$ (448,327)	-19%	1,880,500	1,893,000
Capital Outlay	(196,308)	308,860	-	109,000	109,000		114,500	102,000
Contingency	-	-	185,612	458,576	272,964	147%	459,341	459,341
<b>Total Expenditures</b>	<b>\$ 2,013,922</b>	<b>\$ 2,158,925</b>	<b>\$ 2,519,939</b>	<b>\$ 2,453,576</b>	<b>\$ (66,363)</b>	<b>-3%</b>	<b>\$ 2,454,341</b>	<b>\$ 2,454,341</b>



# Fire Rescue Department

117 FTE (Full Time Equivalent )

Fire Chief

Administrative Coordinator

Office Coordinator

Deputy Fire Chief

Technical Support Rep.

Administrative support - IT

Fire Division Chief Training

Fire Division Chief EMS

Fire Division Chief Fire Marshal

Training Captain

Office Specialist

Battalion Chief Shift A

Battalion Chief Shift B

Battalion Chief Shift C

Assistant Fire Marshal

Logistics Officer/Lieutenant

Fire Inspectors (3)

Community Education Preparedness Specialist

Procurement & Budget Tech

Captain (3)

Captain (3)

Captain (3)

Lieutenant (5)

Lieutenant (5)

Lieutenant (5)

Driver Engineer (3)

Driver Engineer (3)

Driver Engineer (3)

Firefighters (21)

Firefighters (21)

Firefighters (22)

# Fire Rescue Fund

The Fire Rescue Fund (Fund 120) is a special revenue fund used to account for revenues that provide for fire rescue services, facilities, and programs. The primary revenue source is a non-ad valorem assessment on each property owner's tax bill, with each residential unit paying \$350, no increase from the past three years. Commercial properties' assessment varies based on the size of the building. The FY 2022 Fire Rescue Fund budget is \$26,036,678 or \$605,217 more than the FY 2021 Amended budget, a 2.4% increase.

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted Budget	FY 2022 Proposed Budget	Dollar Change	Percent Change	FY 2023 Forecast	FY 2024 Forecast
<b>Revenues</b>								
Permits, Fees & Spec Assessments	\$ 13,386,847	\$ 13,422,168	\$ 13,208,577	\$ 13,340,663	\$ 132,086	1.0%	\$ 13,407,366	\$ 13,474,403
Federal Grants	-	35,967	-	-	-	-	-	-
State Grants	6,000	52,607	-	-	-	-	-	-
Firefighter's Supplemental Comp	60,428	64,066	56,668	56,951	283	0.5%	57,236	57,522
Emergency Service Fees	2,528,952	2,234,259	2,115,251	2,135,856	20,605	1.0%	2,156,667	2,177,680
Safety Inspection Fees	256,928	466,655	330,000	330,000	-	0.0%	330,000	330,000
Fire Re-Inspection Fees	38,300	67,193	3,216	5,665	2,449	76.2%	5,705	5,746
Residential Fire Safety	-	-	2,393	-	(2,393)	-100%	-	-
Plan Review Fees	103,200	118,476	51,516	51,774	258	0.5%	52,032	52,293
Educational Assessments	35	-	-	-	-	-	-	-
Miscellaneous Revenues	35,715	69,776	1,082	1,093	11	1.0%	1,104	1,115
Interest Earnings	238,261	94,649	47,762	48,717	955	2.0%	49,448	50,190
Interim Fire Assessment/Impact Fees	30,470	86,491	30,603	30,909	306	1.0%	31,218	31,530
Transfer from General Fund	6,737,531	6,585,191	6,529,325	6,785,351	256,026	3.9%	6,853,204	6,921,736
Appropriated Fund Balance	-	-	3,055,068	3,249,699	194,631	6.4%	5,151,000	6,376,512
<b>Total Revenues</b>	<b>\$ 23,422,667</b>	<b>\$ 23,297,498</b>	<b>\$ 25,431,461</b>	<b>\$ 26,036,678</b>	<b>\$ 605,217</b>	<b>2.4%</b>	<b>\$ 28,094,980</b>	<b>\$ 29,478,727</b>
<b>Expenditures</b>								
Personal Services	\$ 18,410,371	\$ 19,009,768	\$ 19,284,617	\$ 20,064,674	\$ 780,057	4.0%	\$ 21,944,299	\$ 24,018,367
Operating Expenditures	1,441,839	1,294,230	1,672,570	1,740,360	67,790	4.1%	1,690,079	1,705,949
Capital Outlay	152,619	109,584	88,100	121,500	33,400	37.9%	277,800	320,500
Other Uses	4,217,857	4,649,551	4,108,168	3,890,144	(218,024)	-5.3%	3,962,802	3,213,911
Debt Service	232,561	174,862	58,006	-	(58,006)	-100%	-	-
Contingency	-	-	200,000	200,000	-	0.0%	200,000	200,000
Reserves	-	-	20,000	20,000	-	0.0%	20,000	20,000
<b>Total Expenditures</b>	<b>\$ 24,455,247</b>	<b>\$ 25,237,995</b>	<b>\$ 25,431,461</b>	<b>\$ 26,036,678</b>	<b>\$ 605,217</b>	<b>2.4%</b>	<b>\$ 28,094,980</b>	<b>\$ 29,478,727</b>
<b>Revenues in Excess of Expenditures</b>	<b>\$ (1,032,580)</b>	<b>\$ (1,940,497)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>--</b>	<b>\$ -</b>	<b>\$ -</b>



*Fire Rescue personnel in bunker gear*

## Fire Rescue Administration -Program Description (4501)

Fire Rescue

### Description

#### **Mission:**

The Tamarac Fire Rescue are well trained professionals, protecting the safety and well being of the Community.

#### **Program Description:**

The Fire Rescue Department is an accredited agency by the Commission on Fire Accreditation International (CAFI) and is also an ISO Class 1 Fire Department. These professional codes and standards, including the National Fire Protection Association (NFPA), allows the organization to provide services that protect lives and property through an effective and efficient emergency response. These major services include fire prevention and inspection, training, public education, fire suppression, emergency medical services, hazard mitigation and emergency management efforts.

#### **Goals & Objectives:**

In support of Goal #1, "Tamarac is Home," Fire Administration embraces our increasing diverse community through its diverse workforce and programs that meet the needs in our community.

In Support of Goal # 3 "Tamarac is Economically Resilient," Fire Administration recognizes that a high-performance organization requires up-to-date technology and data driven results that improve fiscal accountability and resource management throughout all aspects of the Fire-Rescue department.

In support of Goal #5, "Tamarac is Smart and Connected," Fire Administration will provide current information to customers regarding programs and services and gather feedback. In addition, Fire Administration facilitates and supports the Operation and Prevention Divisions to accurately analyze data improving service delivery method through ongoing Customer-focused Transactional Surveys. In support of City Goals, Tamarac Fire Rescue is Accredited by the Commission on Fire Accreditation International (CAFI) and is classified as an ISO class 1 fire department ISO.

In support of Goal #6, "Tamarac is a Dynamic Workplace," Fire Administration supports, promotes and maintains a highly motivated staff characterized by integrity, education, commitment, and maintains a high level of professionalism towards our customers.

### Previous Fiscal Year Key Accomplishments

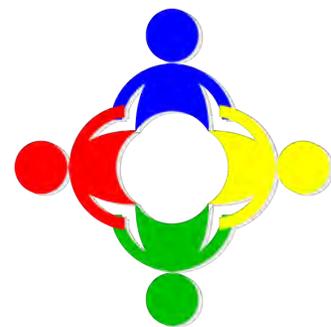


**Commission on  
Fire Accreditation  
International**

Received accreditation from the Commission on Fire Accreditation International, attesting that Tamarac Fire Rescue effectively and efficiently provides top quality fire suppression, emergency medical response, emergency preparedness and safety education services to our residents.



Received ISO Class 1 recertification, the highest possible rating.



Expanded the mutual aid partnerships with the neighboring municipalities to ensure fast response for the harder to reach areas.

Objectives	Measures	FY 20 Actual	FY 21 Actual	FY 21 Target	FY 22 Target	FY 23 Target	FY 24 Target
Provide excellent customer service	Achieve 95% customer satisfaction rating annually using the Fire Inspection and EMS customer survey.	97.74%	98.44%	95.00%	95.00%	95.00%	95.00%

## Fire Rescue Administration Fund 120, Division 4501

The mission of the Fire Department is to protect the life, health, property, and natural resources of the citizens and visitors of Tamarac by providing the highest quality emergency medical services, fire suppression, emergency preparedness, inspection services, and public education. There are three divisions: Administration, Operations, and Fire Prevention, Public Education and Emergency Management.

Financial Summary ~ Division Revenues								
	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	Dollar Change	Percent Change	FY 2023 Forecast	FY 2024 Forecast
Permits, Fees, Assessments	\$13,386,847	\$ 13,422,168	\$ 13,208,577	\$ 13,340,663	\$ 132,086	1.0%	\$ 13,407,366	\$ 13,474,403
Miscellaneous Revenues	35,715	69,776	1,082	1,093	11	1.0%	1,104	1,115
Interest Earnings	238,261	94,649	47,762	48,717	955	2.0%	49,448	50,190
Interim Fire Assessmnt/Impct Fees	30,470	86,491	30,603	30,909	306	1.0%	31,218	31,530
Transfer from General Fund	6,737,531	6,585,191	6,529,325	6,785,351	256,026	3.9%	6,853,204	6,921,736
Appropriated Fund Balance	-	-	3,055,068	3,249,699	194,631	6.4%	5,151,000	6,376,512
<b>TOTALS</b>	<b>\$20,428,824</b>	<b>\$20,258,275</b>	<b>\$22,872,417</b>	<b>\$23,456,432</b>	<b>\$ 584,015</b>	<b>2.6%</b>	<b>\$ 25,493,340</b>	<b>\$ 26,855,486</b>

Financial Summary ~ Division Expenditures								
	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	Dollar Change	Percent Change	FY 2023 Forecast	FY 2024 Forecast
Personal Services	\$ 788,449	\$ 850,159	\$ 808,178	\$ 876,902	\$ 68,724	8.5%	\$ 967,278	\$ 1,067,213
Operating Expenditures	316,519	236,980	367,699	364,922	(2,777)	-0.8%	307,983	309,653
Other Uses	4,217,857	4,649,551	4,108,168	3,890,144	(218,024)	-5.3%	3,962,802	3,213,911
Contingency	-	-	200,000	200,000	-	0.0%	200,000	200,000
Reserves	-	-	20,000	20,000	-	0.0%	20,000	20,000
<b>TOTALS</b>	<b>\$ 5,322,825</b>	<b>\$ 5,736,690</b>	<b>\$ 5,504,045</b>	<b>\$ 5,351,968</b>	<b>\$ (152,077)</b>	<b>-2.8%</b>	<b>\$ 5,458,063</b>	<b>\$ 4,810,777</b>

Personnel Complement				
Position Title	Full Time	Part Time	Temp	FTE's
Fire Chief	1			1
Fire Division Chief	1			1
Administrative Coordinator	1			1
Procurement & Budget Technician	1			1
Office Coordinator (was Office Specialist)	1			1
Technical Support Representatives	1			1
<b>Total Personnel Complement</b>	<b>6</b>	<b>0</b>	<b>0</b>	<b>6</b>

**FY 2022 Major Variances:**

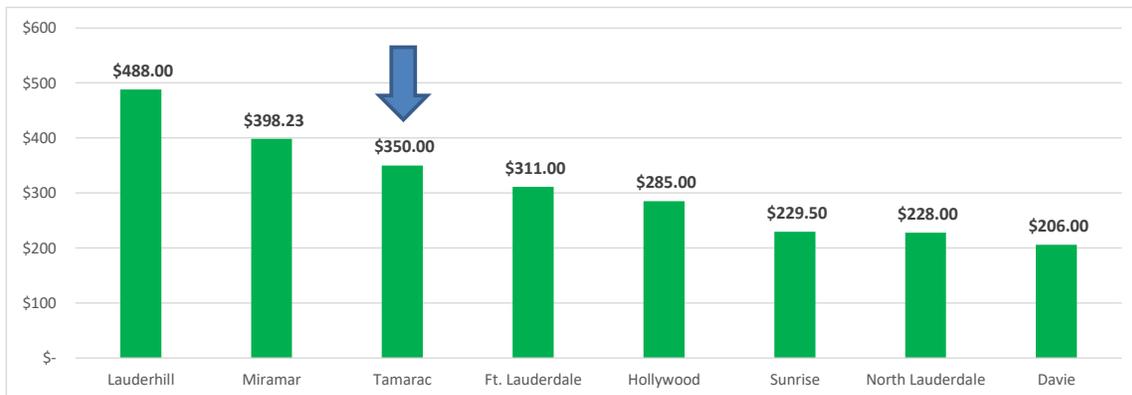
**Personal Services:**

Increase in personal services is a result of planned salary adjustments and benefit adjustments. \$ 68,724

**Other Uses:**

Decrease in other uses is a result of a smaller transfer to Fund 301 for the costs of planned vehicle replacements. \$ (218,024)

The City of Tamarac's residential fire assessment for FY2022 is \$350, which is the same rate as FY2017, FY2018, FY2019 and FY 2020.



## Fire Operations - Program Description (4520)

Fire Rescue- Operations

### Description

#### **Mission**

The Tamarac Fire Rescue are well trained professionals, protecting the safety and well being of the Community.

#### **Program Description**

The Fire Rescue Department is an accredited agency by the Commission on Fire Accreditation International (CAFI) and is also a ISO Class 1 Fire Department. These professional standards allow the organization to provide services that protect lives and property through an effective and efficient emergency response. These major services include fire prevention and inspection, training, public education, fire suppression, emergency medical services, hazard mitigation and emergency management efforts.

#### **Goal & Objectives**

In Support of Goal #1 'Tamarac is Home,' the Fire Rescue Department will assure a home town community fire department atmosphere while delivering state of the art lifesaving advanced life support (ALS) services, cutting edge fire suppression, and all hazard mitigation services to protect the citizens and visitors living and visiting the City of Tamarac.

In support of Goal #2 "Tamarac is Safe and People Know It," Tamarac's residents and visitor's safety is the highest priority. The Fire Department provides a high-quality rapid response to medical, fire suppression and all hazards in the city which is paramount to achieving a safe community.

In Support of Goal # 3 "Tamarac is Economically Resilient", the Fire Rescue Department will be recognized as a high quality organization who uses up-to-date technology and techniques to improve processes and long-term planning to provide services at an equitable and fiscally responsible manner to its citizens and visitors.

In support of Goal #4, "A Vibrant Community," the Fire Department will respond to all emergencies in a timely manner, and will provide the highest quality EMS, fire and hazard mitigation, and services. Tamarac Fire Rescue is accredited by the Commission on Fire Accreditation International (CAFI) and is rated a class 1 ISO fire department.

In support of Goal #5, "Tamarac is Smart and Connected," the Fire Department will provide current information to customers regarding programs and services and gather feedback. In addition, the Fire Department will prepare and provide accurate data records for analysis to continue to improve service delivery methods. Finally, the Fire Department will continue to conduct transactional surveys with our customers to assure exceptional customer service.

In support of Goal #6, "Tamarac is a Dynamic Workplace," the Department will maintain a highly motivated staff characterized by integrity, education, and courage, and maintain a high level of professionalism towards our customers at all times.

### Previous Fiscal Year Key Accomplishments



After the deployment of a temporary station that ensured faster response times to the area's residents, permanent Fire Station 36 is nearing completion.



Responded to 549 fire and medical emergencies in 2018.

Objectives	Measures	FY 20 Actual	FY 21 Actual	FY 21 Target	FY 22 Target	FY 23 Target	FY 24 Target
Protect life, health, property, and natural resources through an effective and efficient emergency response, fire prevention, inspection, public education and other efforts	Ensure all Fire Hydrants are inspected and operational	95.44%	88.65%	100.00%	100.00%	100.00%	100.00%
	FS15-Fractile Fire Rescue Response Time (Dispatch to Arrival)	94.06	92.20	90.00	90.00	90.00	90.00
	FS41-Fractile Fire Rescue Resp Time (Dispatch to Arrival)	94.80	97.04	90.00	90.00	90.00	90.00
	FS36-Fractile Fire Rescue Response Time (Dispatch to Arrival)	94.49	96.13	90.00	90.00	90.00	90.00
	FS78-Fractile Fire Rescue Response Time (Dispatch to Arrival)	88.63	92.00	90.00	90.00	90.00	90.00

**Fire Operations**  
**Fund 120, Division 4520**

<b>Financial Summary ~ Division Revenues</b>								
	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>Dollar</b>	<b>Percent</b>	<b>FY 2023</b>	<b>FY 2024</b>
	<b>Actual</b>	<b>Actual</b>	<b>Adopted</b>	<b>Proposed</b>	<b>Change</b>	<b>Change</b>	<b>Forecast</b>	<b>Forecast</b>
Federal Grants	\$ -	\$ 35,967	\$ -	\$ -	\$ -	-	\$ -	\$ -
State Grants	6,000	52,607	-	-	-	-	-	-
Firefighter's Supp Comp	60,428	64,066	56,668	56,951	283	0.5%	57,236	57,522
Emergency Service Fees	2,528,952	2,234,259	2,115,251	2,135,856	20,605	1.0%	2,156,667	2,177,680
<b>TOTALS</b>	<b>\$ 2,595,380</b>	<b>\$ 2,386,899</b>	<b>\$ 2,171,919</b>	<b>\$ 2,192,807</b>	<b>\$ 20,888</b>	<b>1.0%</b>	<b>\$ 2,213,903</b>	<b>\$ 2,235,202</b>

<b>Financial Summary ~ Division Expenditures</b>								
	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>Dollar</b>	<b>Percent</b>	<b>FY 2023</b>	<b>FY 2024</b>
	<b>Actual</b>	<b>Actual</b>	<b>Adopted</b>	<b>Proposed</b>	<b>Change</b>	<b>Change</b>	<b>Forecast</b>	<b>Forecast</b>
Personal Services	\$ 16,585,656	\$ 17,039,266	\$ 17,369,980	\$ 18,038,281	\$ 668,301	3.8%	\$ 19,790,545	21,726,236
Operating Expenditures	1,022,800	967,111	1,231,845	1,259,945	28,100	2.3%	1,282,288	1,286,888
Capital Outlay	104,620	109,584	83,600	105,000	21,400	25.6%	241,000	301,000
Debt Service	232,561	174,862	58,006	-	(58,006)	-100.0%	-	-
<b>TOTALS</b>	<b>\$ 17,945,637</b>	<b>\$ 18,290,823</b>	<b>\$ 18,743,431</b>	<b>\$ 19,403,226</b>	<b>\$ 659,795</b>	<b>3.5%</b>	<b>\$ 21,313,833</b>	<b>\$ 23,314,124</b>

<b>Personnel Complement</b>				
<b>Position Title</b>	<b>Full Time</b>	<b>Part Time</b>	<b>Temp</b>	<b>FTE's</b>
Deputy Fire Chief (reclassified from Assistant Fire Chief)	1			1
Fire Division Chief	1			1
Training Captain	1			1
Logistics Officer/Lieutenant	1			1
Battalion Chief	3			3
Captain (added 1 position)	9			9
Lieutenant (reduced 1 position)	15			15
Driver Engineer	9			9
Firefighter/EMT/Paramedic (added 3 positions)	64			64
<b>Total Personnel Complement</b>	<b>104</b>	<b>0</b>	<b>0</b>	<b>104</b>

**FY 2022 Major Variances:**

**Personal Services:**

Increase in personal services is a result of planned salary adjustments and benefit adjustments. \$ 668,301

**Operating Expenditures:**

Increase is a result of having to budget for more Instructional Services expenses, Bay Floor repairs, and annual maintenance costs associated with the Keylite Fire Alerting System. \$ 28,100

**Capital Outlay:**

Increase is due to more planned purchases compared to last year's purchase of apparatus and extrication equipment. \$ 21,400

## Community Risk Reduction (Fire Prevention), Public Education and Emergency Management (4530)

Prevention (Inspections)

### Description

#### **Mission**

The Tamarac Fire Rescue are well trained professionals, protecting the safety and well being of the Community.

#### **Program Description**

The Community Risk Reduction Division provides fire and life safety code inspections, public education programs and emergency management for the City ensuring the highest level of safety for the residents, visitors and employees. The Division performs fire safety inspection for all special events, including food trucks, vacation rentals, and commercial cooking hoods within the City.

#### **Goals & Objectives**

In support of Goal # 1, "Tamarac is Home", the City of Tamarac's residents and visitors' safety is a high priority for the Division. An outcome of Tamarac Fire Rescue Community Risk Reduction Division are its efforts in creating a safer environment, which in return, offers a place for residents and business owners a place to call home. Tamarac's Community Risk Reduction Division's role is to monitor fire life safety measures and ensure the community is safer by conducting thorough safety inspections.

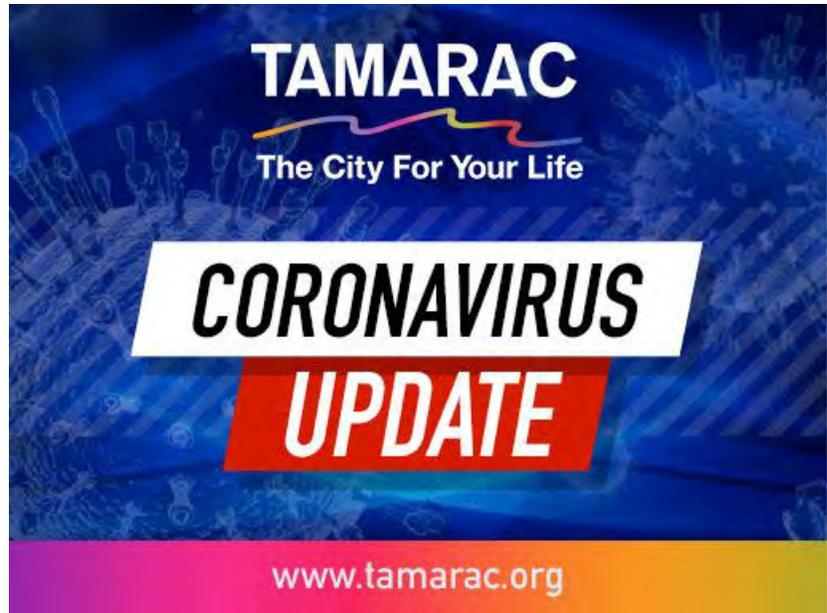
In support of Goal #2, "Tamarac is Safe and People Know it", Tamarac Fire Rescue Community Risk Reduction Division provides business owners with surveys for customer feedback to ensure, we are meeting service expectations.

In support of Goal #3, "Tamarac is Economically Resilient", City of Tamarac strives to be a business-friendly organization. Thus, the City has recently implemented a Business One Stop Shop (BOSS) Program to assist new businesses with advice and guidance of a location prior to signing a lease or providing a financial obligation.

In support of Goal # 5, "Tamarac is Smart and Connected", by staying up to date on fire service technology, new code development, and trends throughout the world of Community Risk Reduction and Fire Investigations. By having employees that are well versed and specially trained in life safety systems and connections in local, state, and national organizations, provides this city with invaluable resources; Second to None!

In support of Goal # 6, "Tamarac is a Dynamic Workplace" could not be more true for this Division. No two days are the same and with being a High-Performance Organization (HPO), the demand is not ordinary. With public outreach, events, and construction on the rise, the Division utilizes time management and organizational skills to prioritize and ensure all tasks are completed in a timely manner.

Previous Fiscal Year Key Accomplishments



Engaged the public via the Community Emergency Response Team (CERT) and cadets programs that have collectively donated over 610 volunteer hours promoting public safety awareness and emergency preparedness so far in 2020.

Continued to coordinate, manage and update the citywide emergency management and continuity of operations plans, as well as participate in regional coordination.

Objectives	Measures	FY 20 Actual	FY 21 Actual	FY 21 Target	FY 22 Target	FY 23 Target	FY 24 Target
Protect life, health, property, and natural resources through an effective Community Risk Reduction Program	Conduct fire drills in 100% of Tamarac public/private schools thru 12 grade(n=schools/1 contact per year)	100.00%		100.00%	100.00%	100.00%	100.00%
	Completion of fire inspections for commercial and multi-family residential occupancies	3,071	1,963	2,950	2,950	2,950	2,950

## Fire Prevention, Public Education and Emergency Management Fund 120, Division 4530

### Financial Summary ~ Division Revenues

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	Dollar Change	Percent Change	FY 2023 Forecast	FY 2024 Forecast
Safety Inspection Fees	\$ 256,928	\$ 466,655	\$ 330,000	\$ 330,000	\$ -	0.0%	\$ 330,000	\$ 330,000
Fire Re-Inspection Fees	38,300	67,193	3,216	5,665	2,449	76%	5,705	5,746
Residential Fire Safety	-	-	2,393	-	(2,393)	-100%	-	-
Plan Review Fees	103,200	118,476	51,516	51,774	258	0.5%	52,032	52,293
Educ. Assessments	35	-	-	-	-	-	-	-
<b>TOTALS</b>	<b>\$ 398,463</b>	<b>\$ 652,324</b>	<b>\$ 387,125</b>	<b>\$ 387,439</b>	<b>\$ 314</b>	<b>0%</b>	<b>\$ 387,737</b>	<b>\$ 388,039</b>

### Financial Summary ~ Division Expenditures

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	Dollar Change	Percent Change	FY 2023 Forecast	FY 2024 Forecast
Personal Services	\$ 1,036,266	\$ 1,120,343	\$ 1,106,459	\$ 1,149,491	\$ 43,032	3.9%	\$ 1,186,476	\$ 1,224,918
Operating Expenditures	102,520	90,139	73,026	115,493	42,467	58%	99,808	109,408
Capital Outlay	47,999	-	4,500	16,500	12,000	267%	36,800	19,500
<b>TOTALS</b>	<b>\$ 1,186,785</b>	<b>\$ 1,210,482</b>	<b>\$ 1,183,985</b>	<b>\$ 1,281,484</b>	<b>\$ 97,499</b>	<b>8.2%</b>	<b>\$ 1,323,084</b>	<b>\$ 1,353,826</b>

### Personnel Complement

Position Title	Full Time	Part Time	Temp	FTE's
Fire Division Chief / Fire Marshal (reclassified from Assistant Fire Chief)	1			1
Assistant Fire Marshal	1			1
Office Specialist	1			1
Comm Ed/Preparedness Specialist	1			1
Fire Inspector	3			3
<b>Total Personnel Complement</b>	<b>7</b>	<b>0</b>	<b>0</b>	<b>7</b>

#### FY 2022 Major Variances:

##### **Personal Services:**

Increase in personal services is a result of planned salary and benefit adjustments. \$ 43,032

##### **Operating Expenditures:**

Increase is a result of Safety supplies of five sets of Ballistic gear, Fire Prevention software for tablets, \$ 42,467  
Cadet safety gear for Public Education program, promotional testing and training expenses.

##### **Capital Outlay:**

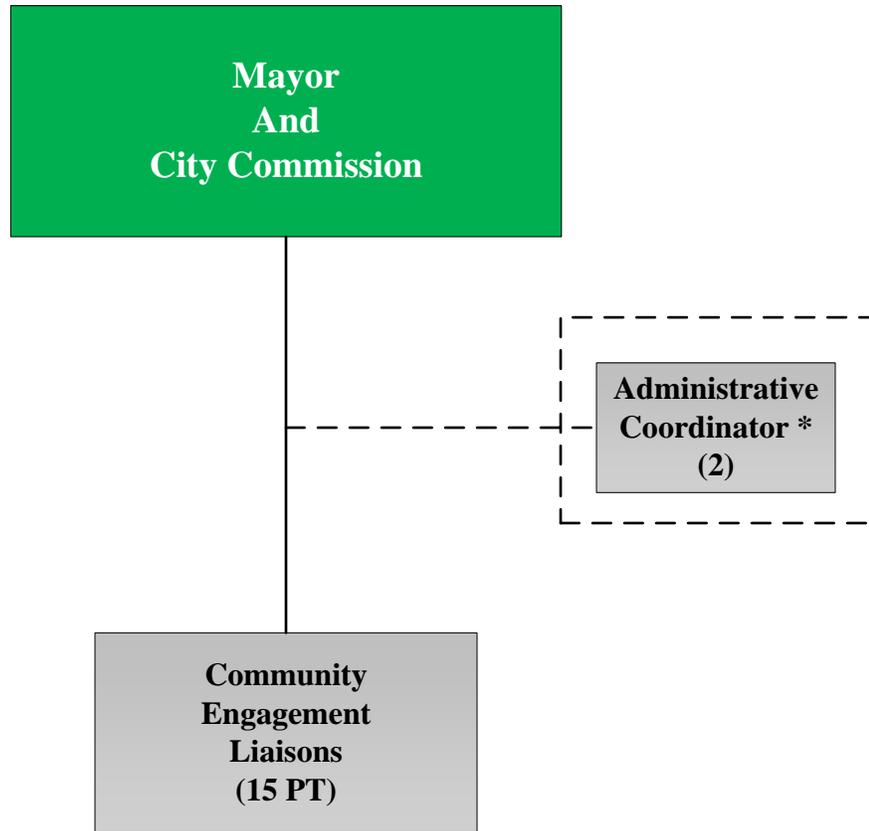
Increase is due to planned purchases of Fire extinguishers. \$ 12,000



*Fire Rescue personnel with aerial ladder truck*

# Mayor and City Commission

2 FT , 15 PT = 9.5 FTE (Full Time Equivalent)



*\*Mayor and City Commission Administrative Coordinators report to the Assistant to the City Manager.*

# City Commission

## Fund 001, Division 0100

**Program Description:**

The City of Tamarac is governed by a Commission/Manager form of government which combines the political leadership of elected officials with the managerial experience of the appointed administrator. The City Commission consists of five members: the Mayor, chief elected official-at-large, and four commission members elected from each of the four districts in the city. The legislative powers of the City are vested in and exercised by the City Commission, consistent with the United States Constitution, the Florida Constitution, laws of the State of Florida, the City Charter, and City ordinances. The City Commission is vested with policy-setting authority, adopting the annual budget, formulating goals and objectives, and making decisions that affect the quality of life in the community.

Financial Summary ~ Division Expenditures								
	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	Dollar Change	Percent Change	FY 2023 Forecast	FY 2024 Forecast
Personal Services	\$ 488,860	\$ 720,612	\$ 864,926	\$ 906,601	\$ 41,675	5%	\$ 927,294	\$ 949,049
Operating Expenditures	95,038	111,840	241,025	317,692	76,667	32%	317,692	317,742
Capital Outlay	39,184	2,199	-	-	-	0%	-	-
Grants and Aids	101,013	101,350	111,350	111,350	-	0%	111,350	111,350
<b>TOTALS</b>	<b>\$ 724,095</b>	<b>\$ 936,001</b>	<b>\$ 1,217,301</b>	<b>\$ 1,335,643</b>	<b>\$ 118,342</b>	<b>10%</b>	<b>\$ 1,356,336</b>	<b>\$ 1,378,141</b>

Personnel Complement*				
Position Title	Full Time	Part Time	Temp	FTE's
Administrative Coordinator	2			2.0
Community Engagement Liaison		15		7.5
<b>Total Personnel Complement</b>	<b>2</b>	<b>15</b>	<b>0</b>	<b>9.5</b>

**FY 2022 Major Variances:**

**Personal Services:**

Net increase is a result of planned salary and benefit adjustments for elected officials and a needed correction to the amount budgeted for automobile allowances. \$ 41,675

**Operating Expenditures:**

Net increase results from increase to travel and training. \$ 76,667

**\* Elected Officials are neither Part-time nor Full-time employees.**



*Mural at Tamarac Community Center*

# City Attorney

## Fund 001, Division 1000

**Mission:**

To provide effective and timely legal representation and advice to the City Commission and City Staff.

**Program Description:**

The City Attorney represents the City in legal controversies from the point of claim to resolution. The City Attorney is committed to implementing the City Commission's policy of minimizing exposures and potential liabilities. The City Attorney addresses legal issues at inception to avoid crisis response; coordinates with departments to enable them to identify and distinguish between legal and non-legal issues; prepares all necessary legal documents; drafts or reviews all contracts and agreements for services, programs, and projects, performs legal research and prepares opinions as required; works in conjunction with Risk Management to evaluate risks to identify potential exposures and develop alternatives for Commission consideration; represents the City in civil actions and proceedings; files causes of action at the instruction of the City Commission and represents the City as plaintiff or defendant when its interest so requires; serves as municipal prosecutor for violations of City ordinances; drafts and files municipal information in County Court and represents the City throughout prosecution.

**Goals & Objectives:**

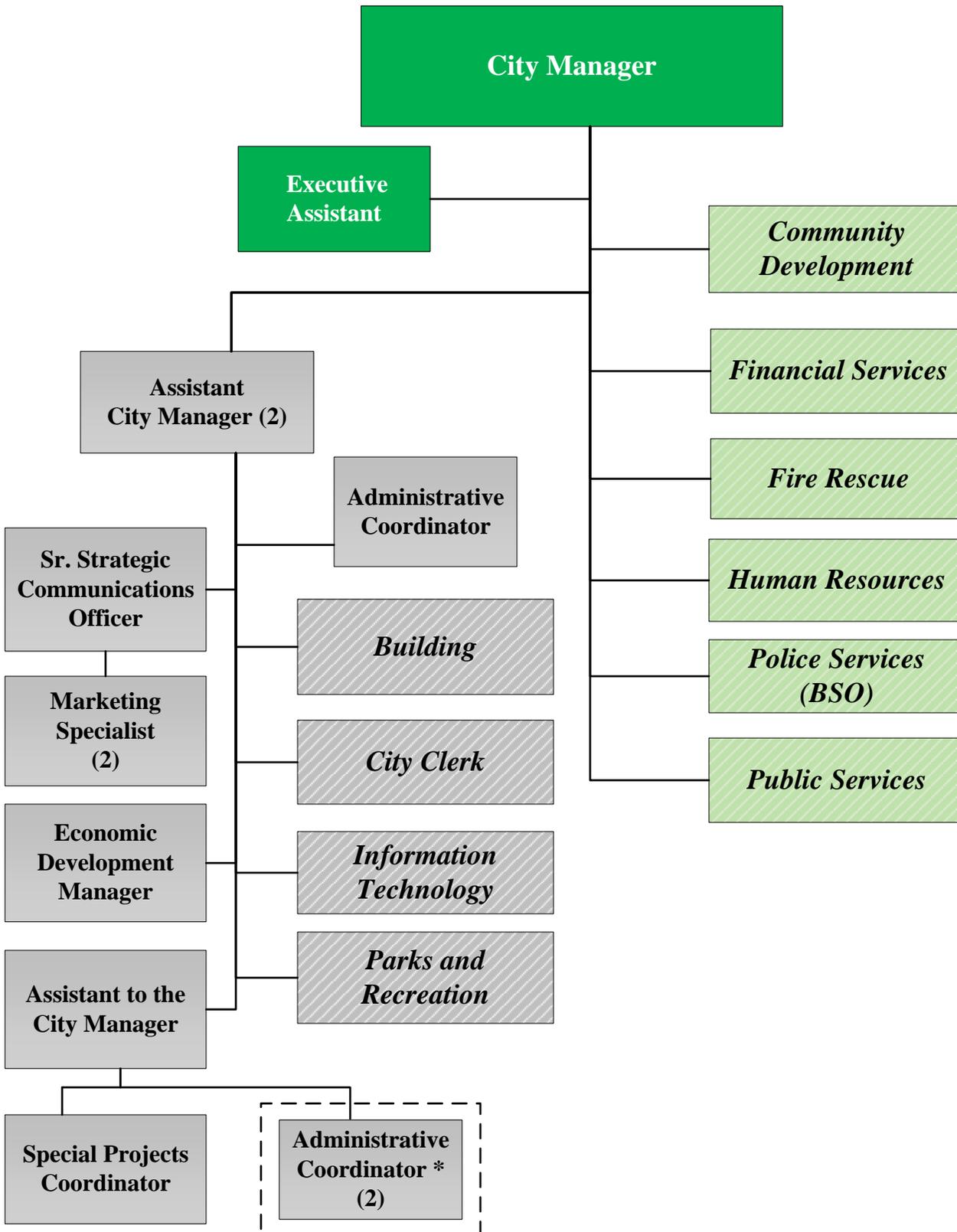
The City Attorney's Office will prepare all legal documents for litigation within the time frame designated by the Court. The City Attorney's Office will file answers to all complaints within twenty days of receipt.

Financial Summary ~ Category Expenditures								
	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	Dollar Change	Percent Change	FY 2023 Forecast	FY 2024 Forecast
Operating Expenditures	\$ 732,758	\$ 728,291	\$ 730,400	\$ 740,400	\$ 10,000	1.4%	\$ 740,400	\$ 740,400
<b>TOTALS</b>	<b>\$ 732,758</b>	<b>\$ 728,291</b>	<b>\$ 730,400</b>	<b>\$ 740,400</b>	<b>\$ 10,000</b>	<b>1.4%</b>	<b>\$ 740,400</b>	<b>\$ 740,400</b>

Financial Summary ~ Program Expenditures								
	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	Dollar Change	Percent Change	FY 2023 Forecast	FY 2024 Forecast
City Attorney's Office	\$ 732,758	\$ 728,291	\$ 730,400	\$ 740,400	\$ 10,000	1.4%	\$ 740,400	\$ 740,400
<b>TOTALS</b>	<b>\$ 732,758</b>	<b>\$ 728,291</b>	<b>\$ 730,400</b>	<b>\$ 740,400</b>	<b>\$ 10,000</b>	<b>1.4%</b>	<b>\$ 740,400</b>	<b>\$ 740,400</b>

# City Manager

11 FTE (Full Time Equivalent)



\*These positions provide administrative support for the Mayor and City Commission.

## City Manager's Office Departmental Financial Summary

The City Manager's Office is a department consisting of three divisions: City Manager's Office, Economic Development, and Public Information Office.

Financial Summary ~ Category Expenditures								
	FY 2019	FY 2020	FY 2021	FY 2022	Dollar	Percent	FY 2023	FY 2024
	Actual	Actual	Adopted	Proposed	Change	Change	Forecast	Forecast
Personal Services	\$ 1,618,072	\$ 1,873,142	\$ 2,111,474	\$ 2,209,690	\$ 98,216	4.7%	\$ 2,297,597	\$ 2,414,780
Operating Expenditures	301,113	338,895	610,790	621,200	10,410	2%	621,300	621,400
Capital Outlay	6,664	-	3,000	3,000	-	0%	-	-
<b>CITY MANAGER TOTALS</b>	<b>\$ 1,925,849</b>	<b>\$ 2,212,037</b>	<b>\$ 2,725,264</b>	<b>\$ 2,833,890</b>	<b>\$ 108,626</b>	<b>4.0%</b>	<b>\$ 2,918,897</b>	<b>\$ 3,036,180</b>

Financial Summary ~ Program Expenditures								
	FY 2019	FY 2020	FY 2021	FY 2022	Dollar	Percent	FY 2023	FY 2024
	Actual	Actual	Adopted	Proposed	Change	Change	Forecast	Forecast
City Manager's Office	\$ 1,170,037	\$ 1,302,762	\$ 1,494,516	\$ 1,567,542	\$ 73,026	4.9%	\$ 1,613,261	\$ 1,685,074
Economic Development	171,228	251,171	344,631	353,950	9,319	3%	364,009	374,678
Public Information Office	584,584	658,104	886,117	912,398	26,281	3%	941,627	976,428
<b>CITY MANAGER TOTALS</b>	<b>\$ 1,925,849</b>	<b>\$ 2,212,037</b>	<b>\$ 2,725,264</b>	<b>\$ 2,833,890</b>	<b>\$ 108,626</b>	<b>4.0%</b>	<b>\$ 2,918,897</b>	<b>\$ 3,036,180</b>

## City Manager - Program Description (0501)

City Manager

### Description

#### **Mission:**

To provide the leadership and direction necessary to complete the strategic goals and objectives established by the City Commission and to actualize the City Commission's vision of the City as a High Performance Organization (HPO).

#### **Program Description:**

To provide the administrative oversight, support, and systems that empower City Departments to anticipate and meet customer expectations and accomplish the objectives and directives of the City Commission. This support includes providing centralized administration, coordination, control and evaluation of all municipal programs, enforcing City laws and ordinances, making recommendations to the City Commission relative to ordinances and resolutions, legislative issues and policies, identifying and obtaining legislative appropriations and/or grant funding, submitting an annual budget, and advising the City Commission on the financial condition of the City.

#### **Goals & Objectives:**

The City Manager's Office provides leadership and direction to all departments to facilitate the accomplishment of all six Strategic Goals. In support of Goal #1, Tamarac is Home, the City Manager's Office will identify customers and their needs, including recognizing cultural diversity of our changing City. In support of Goal #3, Tamarac is Economically Resilient, the City Manager's Office will promote economic development and leverage the value of taxpayer dollars through the use of grant funding. In support of Goal #5, Tamarac is SMART and Connected, the City Manager's Office will support technology innovation that improves resident quality of life and continue to foster resident engagement and sense of community. In support of Goal #6, Tamarac is a Dynamic Workplace, the City Manager's Office will facilitate a culture of performance excellence within the organization.

### Previous Fiscal Year Key Accomplishments



Tamarac is continuing to grow and prosper —check out the Tamarac 2020 Accomplishments Video by clicking the image above!



Tamarac 2040, the City's Strategic Plan, was adopted.



The International City/County Management Association (ICMA) awarded the City of Tamarac for its excellence in performance management.

Objectives	Measures	FY 20 Actual	FY 21 Actual	FY 21 Target	FY 22 Target	FY 23 Target	FY 24 Target
Actualize the vision of the City as a High Performance Organization	Percent of customers who "agree"/"strongly agree" that the City staff they interacted with met or exceeded their expectations for "Customer Service, Second to None"	98.46%		95.00%	95.00%	95.00%	95.00%
Provide leadership, oversight, support and systems to empower departments to meet and exceed customer expectations	Percent of residents "satisfied" or "very satisfied" with overall quality of services provided by the City (2018 National Average = 49%). *Data gathered from regularly conducted Community Survey	76.00%		80.00%	80.00%	80.00%	80.00%
	Percent of residents "satisfied" or "very satisfied" with overall quality of life in the City (2018 National Average = 73%). *Data gathered from regularly conducted Community Survey	73.00%		78.00%	78.00%	78.00%	78.00%
	Percent of residents who "agree" or "strongly agree" the City does a good job serving the needs of diverse populations in the community. *Data gathered from regularly conducted Community Survey	57.00%		60.00%	60.00%	60.00%	60.00%

Objectives	Measures	FY 20 Actual	FY 21 Actual	FY 21 Target	FY 22 Target	FY 23 Target	FY 24 Target
	Percentage of residents "satisfied" or "very satisfied" with overall value they receive for their City tax dollars and fees (2018 National Average = 38%; FL Average = 41%). *Data gathered from regularly conducted Community Survey	53.00%		60.00%	60.00%	60.00%	60.00%

# City Manager

## Fund 001, Division 0501

The mission of the City Manager's Office is to provide the leadership and direction necessary to complete the strategic goals and objectives established by the City Commission and to actualize the City Commission's vision of the City as a High Performance Organization (HPO).

Financial Summary ~ Division Expenditures								
	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	Dollar Change	Percent Change	FY 2023 Forecast	FY 2024 Forecast
Personal Services	\$ 1,136,447	\$ 1,266,699	\$ 1,455,236	\$ 1,520,412	\$ 65,176	4.5%	\$ 1,566,031	\$ 1,637,844
Operating Expenditures	33,590	36,063	39,280	47,130	7,850	20%	47,230	47,230
<b>TOTALS</b>	<b>\$1,170,037</b>	<b>\$1,302,762</b>	<b>\$1,494,516</b>	<b>\$1,567,542</b>	<b>\$ 73,026</b>	<b>4.9%</b>	<b>\$1,613,261</b>	<b>\$1,685,074</b>

Personnel Complement				
Position Title	Full Time	Part Time	Temp	FTE's
City Manager	1			1
Assistant City Manager	2			2
Assistant to the City Manager	1			1
Special Projects Coordinator	1			1
Executive Assistant	1			1
Administrative Coordinator	1			1
<b>Total Personnel Complement</b>	<b>7</b>	<b>0</b>	<b>0</b>	<b>7.00</b>

**FY 2022 Major Variances:**

**Personal Services:**

Net increase is a result of planned salary and benefit adjustments. \$ 65,176

**Operating Expenditures:**

Increase to seminars, travel and training; soft ban enacted in FY 2021 for COVID austerity measures marginally lifted. \$ 7,850

## Economic Development Division -Program Description (0525)

Economic Development

### Description

#### **Mission**

To be a premiere City that is an ideal business location for companies considering relocation, expansion or retention; thereby growing jobs, capital investment and helping local businesses succeed and prosper.

#### **Program Description**

The Economic Development Division seeks to attract new development, facilitate redevelopment, and retain existing businesses by creating a healthy business environment within the City of Tamarac.

#### **Goals & Objectives**

The Economic Development Division supports Goal #2, Healthy Financial Environment by facilitating growth and redevelopment which will increase the City's tax base and Goal #5, A Vibrant Community by facilitating redevelopment of the City's aging commercial development.

### Previous Fiscal Year Key Accomplishments



Established a partnership with Broward College to bring free training courses for our residents that seek to enhance their employment opportunities

Participated in International Council of Shopping Centers and NAIOP (National Association for Industrial and Office Parks) events to raise the City's profile with retailers, developers and brokers

Objectives	Measures	FY19 Actual	FY 20 Actual	FY 21 Actual	FY 21 Target	FY 22 Target	FY 23 Target	FY 24 Target
Attract development and facilitate growth, redevelopment, retention and expansion of businesses in the City	Tamarac Resident Median Income (ACS 5-year Estimates/ Data lags a couple years) City of Tamarac	48,930	48,930					

# Economic Development

## Fund 001, Division 0525

Economic Development is a division of the City Manager's Office funded by the General Fund (Fund 001).

Financial Summary ~ Division Expenditures								
	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	Dollar Change	Percent Change	FY 2023 Forecast	FY 2024 Forecast
Personal Services	\$ 126,811	\$ 179,916	\$ 188,731	\$ 198,250	\$ 9,519	5%	\$ 208,309	\$ 218,978
Operating Expenditures	44,417	71,255	155,900	155,700	(200)	0%	155,700	155,700
<b>TOTALS</b>	<b>\$ 171,228</b>	<b>\$ 251,171</b>	<b>\$ 344,631</b>	<b>\$ 353,950</b>	<b>\$ 9,319</b>	<b>3%</b>	<b>\$ 364,009</b>	<b>\$ 374,678</b>

Personnel Complement				
Position Title	Full Time	Part Time	Temp	FTE's
Economic Development Manager	1			1
<b>Total Personnel Complement</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>1</b>

**FY 2022 Major Variances:**

**Personal Services:**

Net increase is a result of planned salary and benefit adjustments.

\$ 9,519



Unipharma located in Tamarac Commerce Park

## Public Information Office (0530)

Public Information Office

### Description

#### **Mission:**

To facilitate communication between Tamarac city government and the community at large. To facilitate communication within and throughout the organization. To ensure the City communicates the value of services provided. To enhance the visibility of the City's programs and services.

#### **Program Description:**

Manages media relations, marketing, branding and provides internal and external communications for the community at large. Supports all City departments with communication and marketing matters.

#### **Goals & Objectives:**

In support of Goal #1, Inclusive Community (community education and outreach), and Goal #4, Clear Communication, the Public Information Division provides internal and external communications through a variety of forums including the Tam-A-Gram, media relations, marketing activities, publications, social media and the City's website.

### Previous Fiscal Year Key Accomplishments

Image may contain: text



Enhanced communications and engagement through social media, by adding NextDoor and livestreaming of Commission meetings on Facebook Live.

Continued the multifaceted City branding and communications campaign (collage - digital signs, pole banners, Tam-A-Gram)



Engaged local high school students through Leadership Tamarac for the third year in a row.

Objectives	Measures	FY 20 Actual	FY 21 Actual	FY 21 Target	FY 22 Target	FY 23 Target	FY 24 Target
Facilitate communication within & outside of organization to enhance visibility of City programs & services	Percent of residents "satisfied" or "very satisfied" with the quality of the City's news magazine, the Tam-A-Gram.	75.00%		87.00%	87.00%	87.00%	87.00%
	Percent of residents "satisfied" or "very satisfied" with the overall effectiveness of City communication with the public (2018 National Average = 47%). *Data gathered from regularly conducted Community Survey	66.00%		67.00%	70.00%	70.00%	70.00%

# Public Information

## Fund 001, Division 0530

The Public Information Office is a division of the City Manager's Office funded by the General Fund (Fund 001).

Financial Summary ~ Division Expenditures								
	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	Dollar Change	Percent Change	FY 2023 Forecast	FY 2024 Forecast
Personal Services	\$ 354,814	\$ 426,527	\$ 467,507	\$ 491,028	\$ 23,521	5%	\$ 523,257	\$ 557,958
Operating Expenditures	223,106	231,577	415,610	418,370	2,760	1%	418,370	418,470
Capital Outlay	6,664	-	3,000	3,000	-	0%	-	-
<b>TOTALS</b>	<b>\$ 584,584</b>	<b>\$ 658,104</b>	<b>\$ 886,117</b>	<b>\$ 912,398</b>	<b>\$ 26,281</b>	<b>3%</b>	<b>\$ 941,627</b>	<b>\$ 976,428</b>

Personnel Complement				
Position Title	Full Time	Part Time	Temp	FTE's
Senior Strategic Communications Officer	1			1
Marketing Specialist	2			2
<b>Total Personnel Complement</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**FY 2022 Major Variances:**

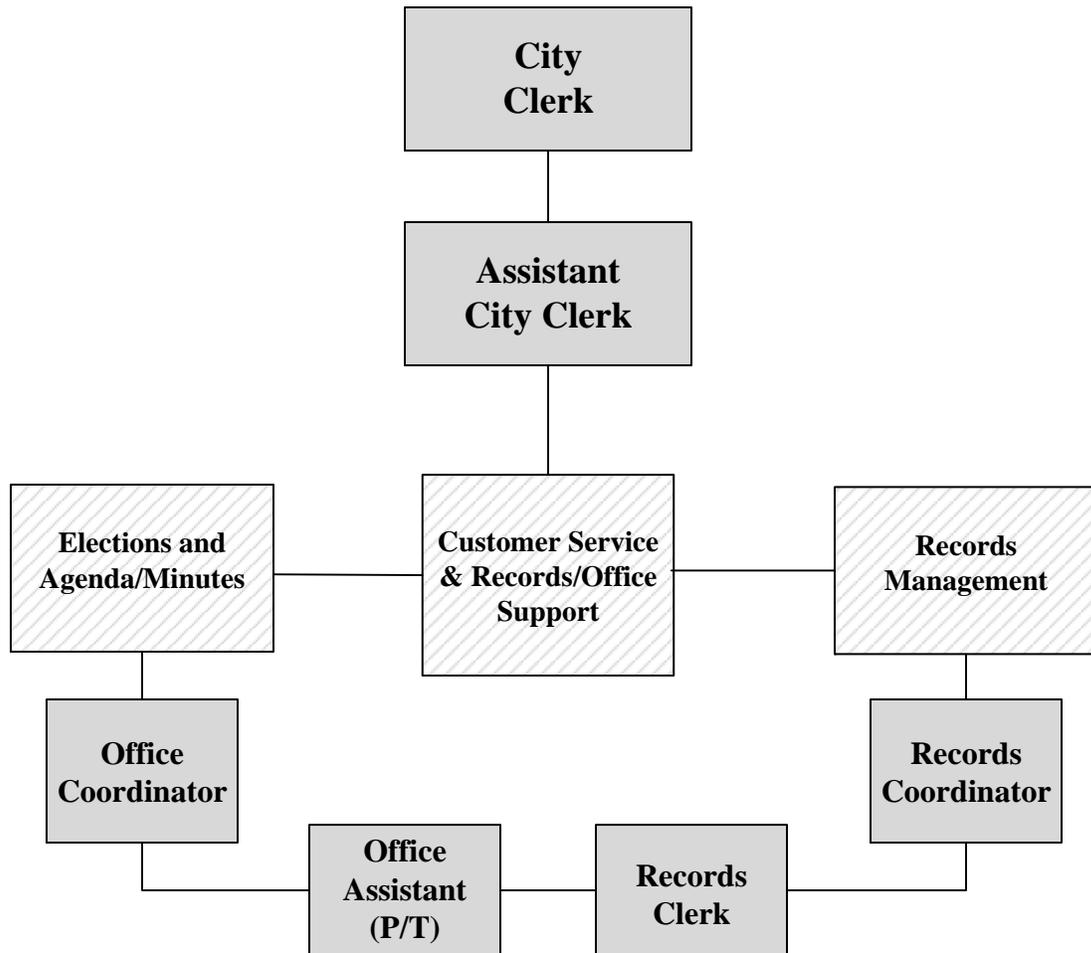
**Personal Services:**

Net decrease is a result of planned salary and benefit adjustments.

\$ 23,521

# City Clerk

**5.5 FTE (Full Time Equivalent)**



## City Clerk - Program Description (1300)

City Clerk/ Gen. Govt

### Description

#### **Mission**

The City Clerk's Office is responsible for accurately preserving the integrity of the City of Tamarac's official records, supporting transparency and ease of access to the City's business transactions, law and policymaking, and property-related matters. Additionally, the City Clerk's Office is responsible for the coordination of general and special elections, informing residents of public hearings and meetings, and ensuring accurate and timely recordkeeping relative to City Commission workshops and regular meetings.

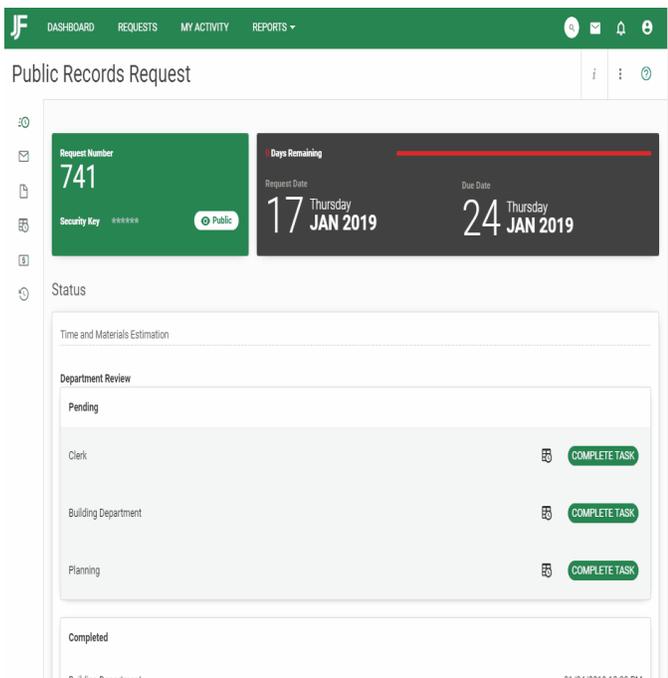
#### **Program Description**

Oversee the City Commission agenda process, which includes the creation of workshop, regular, and special City Commission meeting agendas, related support materials and the proper recording of the meeting minutes. Inform residents of public meetings and hearings pursuant to Florida's Sunshine Law and other applicable rules. Oversee the prompt and accurate codification of the City's Code of Ordinances and legislation of the City Commission. Manage the City's six Advisory Board appointment and three pension board election processes. Serve as the Qualifying Officer for municipal elections as well as liaison with the Broward County Supervisor of Elections to coordinate Early Voting and Election Day precinct locations and ensure the timely reporting of annual financial disclosures and ethics disclosures for elected officials, employees and advisory board members. Create and maintain a citywide Records Management Program, including departmental oversight and training related to records management, recommend efficient and cost effective means for maintenance of records, and manage the proper disposition/disposal of records that have met retention requirements.

#### **Goals & Objectives**

In support of Strategic Plan Goal #3, Tamarac is Economically Resilient; the City Clerk's Office will regularly and thoughtfully improve processes throughout the Department to determine areas where improvements could equate to cost savings. In support of Strategic Plan Goal #5, Tamarac is Smart and Connected, the City Clerk's Office will look to industry best practices and consider cutting edge technology [SMART] to better deliver core services to residents, stakeholders, government partners, elected officials, and internal customers. In support of Strategic Plan Goal #6: Tamarac is a Dynamic Workplace, the City Clerk's Office will be a place where staff is empowered to achieve their highest personal and professional goals, openly contribute ideas to enhance customer service and improve processes within the Department and throughout the City, and foster an environment of that leads by example, respects our customers by recognizing we are equal and uphold the highest level of responsibility and ethical behavior in accordance with the Tamarac's Core Values, and Mission and Vision statement.

## Previous Fiscal Year Key Accomplishments



Implemented JustFOIA to facilitate customer-friendly, efficient and responsive public records request process

Digitized city records, which saves the City money on storage and enables faster record retrieval

Objectives	Measures	FY 20 Actual	FY 21 Actual	FY 21 Target	FY 22 Target	FY 23 Target	FY 24 Target
Preserve the integrity of the City's official records and respond to public requests, coordinate elections, and inform residents of public hearings and public meetings	Percentage of Public Records Requests Acknowledged within 1 day	100.00%		100.00%	100.00	100.00%	
	Percent of Commission Meeting Minutes transcribed within 3 days following a Commission Meeting	35.29%	16.67%	90.00%	90.00%	90.00%	90.00%
	Agendas for regularly scheduled City Commission meetings posted and available to the public at least 72 hours prior to the meeting	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
	Voter turnout in Tamarac will be above Broward County Avg			5.00%		5.00%	

## City Clerk Fund 001, Division 1300

As part of the General Fund (Fund 001), the mission of the City Clerk's Office is to preserve the integrity of official records. The City Clerk's Office is responsible for coordination of general and special elections, informing residents of public hearings and meetings, and ensuring accurate and timely record keeping relative to City Commission workshops and regular meetings.

Financial Summary ~ Division Expenditures								
	FY 2019	FY 2020	FY 2021	FY 2022	Dollar	Percent	FY 2023	FY 2024
	Actual	Actual	Adopted	Proposed	Change	Change	Forecast	Forecast
Personal Services	\$ 450,528	\$ 500,134	\$ 510,652	\$ 531,723	\$ 21,071	4.1%	\$ 553,128	\$ 575,624
Operating Expenditures	124,055	111,626	210,077	197,221	(12,856)	-6.1%	197,221	197,221
Capital Outlay	12,442	-	-	-	-	-	-	-
<b>TOTALS</b>	<b>\$ 587,025</b>	<b>\$ 611,760</b>	<b>\$ 720,729</b>	<b>\$ 728,944</b>	<b>\$ 8,215</b>	<b>1.1%</b>	<b>\$ 750,349</b>	<b>\$ 772,845</b>

Personnel Complement				
Position Title	Full Time	Part Time	Temp	FTE's
City Clerk	1			1
Assistant City Clerk	1			1
Office Coordinator	1			1
Records Coordinator	1			1
Records Clerk	1			1
Office Assistant	0	1		0.50
<b>Total Personnel Complement</b>	<b>5</b>	<b>1</b>	<b>0</b>	<b>5.50</b>

**FY 2022 Major Variances:**

**Personal Services:**

Net increase is a result of planned salary benefit adjustments. \$ 21,071

**Operating Expenditures:**

Net decrease results from a reduction in contractual services costs from FY'21 levels. \$ (12,856)



*Tamarac City Hall*

# Police Services

## Departmental Financial Summary

Since 1989, Broward County Sherriff's Office (BSO) has provided full-time law enforcement services to the City of Tamarac. The City pays Broward County for these police services based on an on-going contract with annual renewals. Police Services consists of two divisions: Police Services, funded by the General Fund (Fund 001), and Red Light Camera that was captured in a sub-fund (Fund 003) of the General Fund.

Financial Summary ~ Department Revenues								
	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	Dollar Change	Percent Change	FY 2023 Forecast	FY 2024 Forecast
Fines & Forfeits - County	\$ 261,298	\$ 301,830	\$ 265,226	\$ 267,878	\$ 2,652	1.0%	\$ 270,557	\$ 273,263
Parking Violations	7,229	11,230	51,515	52,030	515	1.0%	52,290	52,551
Red Light Violations	956,969	765,306	-	-	-	-	-	-
Red light violations (contra)	(1,029,981)	(825,186)	-	-	-	-	-	-
Red Light - Fines & Forfeits	269,488	274,786	-	-	-	-	-	-
<b>POLICE SERVICES TOTALS</b>	<b>\$ 1,494,984</b>	<b>\$ 1,353,152</b>	<b>\$ 316,741</b>	<b>\$ 319,908</b>	<b>\$ 3,167</b>	<b>1.0%</b>	<b>\$ 322,847</b>	<b>\$ 325,814</b>

Financial Summary ~ Category Expenditures								
	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	Dollar Change	Percent Change	FY 2023 Forecast	FY 2024 Forecast
Personal Services	\$ 609,163	\$ 658,904	\$ 650,000	\$ 650,000	\$ -	0.0%	\$ 650,000	\$ 650,000
Operating Exp - Police/BSO	15,870,985	16,315,849	17,462,688	17,785,799	323,111	1.9%	18,097,565	18,497,565
Operating Exp-Red Light Cameras	932,268	829,774	-	-	-	-	-	-
Contingency	-	161,641	-	-	-	-	-	-
<b>POLICE SERVICES TOTALS</b>	<b>\$ 17,412,416</b>	<b>\$ 17,966,168</b>	<b>\$ 18,112,688</b>	<b>\$ 18,435,799</b>	<b>\$ 323,111</b>	<b>1.8%</b>	<b>\$ 18,747,565</b>	<b>\$ 19,147,565</b>

Financial Summary ~ Program Expenditures								
	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	Dollar Change	Percent Change	FY 2023 Forecast	FY 2024 Forecast
Police Services	\$ 16,459,379	\$ 16,953,735	\$ 18,112,688	\$ 18,435,799	\$ 323,111	1.8%	\$ 18,747,565	\$ 19,147,565
Red Light Cameras	953,037	1,012,433	-	-	-	-	-	-
<b>POLICE SERVICES TOTALS</b>	<b>\$ 17,412,416</b>	<b>\$ 17,966,168</b>	<b>\$ 18,112,688</b>	<b>\$ 18,435,799</b>	<b>\$ 323,111</b>	<b>1.8%</b>	<b>\$ 18,747,565</b>	<b>\$ 19,147,565</b>

## Police Services/Broward Sheriff's Office (4120)

Broward Sheriff

### Description

#### **Mission**

The Broward County Sheriff's Office Mission is to partner with the City of Tamarac to provide the highest level of professional public safety services to Broward County and the City of Tamarac.

#### **Program Description**

The Broward County Sheriff's Office provides full-time law enforcement services to the City of Tamarac and numerous other municipalities throughout Broward County. The Tamarac District currently has 101 budgeted positions to include a District Chief, two Lieutenants, eight Sergeants, 71 deputies, 15 Community Service Aides and four non-sworn support positions.

#### **Goals & Objectives**

In support of Goal #4 "Clear Communication," BSO-Tamarac will continually work towards sustaining an open dialogue with the community through the attendance at community, business and Homeowner Association meetings throughout Tamarac. In support of Goal #5 "A Vibrant Community", BSO Tamarac will provide professional law enforcement services to ensure communities remain safe and attractive. An emphasis will be placed on high visibility pro-active operations.

### Previous Fiscal Year Key Accomplishments



Maintained the overall low crime rate and violent crime in the City went down 7%.



Enhanced community engagement and implemented a new operational plan to build positive relationships and prevent incidents with high school students.



BSO Citizens Observers Patrol (COP) volunteered over 35,000 hours patrolling the City to ensure a safe environment.

Objectives	Measures	FY 20 Actual	FY 21 Actual	FY 21 Target	FY 22 Target	FY 23 Target	FY 24 Target
Ensure safety levels that allow residents to enjoy quality of life	Crime Rate/100,000 residents (data lags)			2,400	2,400	2,400	2,400

**Police Services**  
**Fund 001, Division 4120**

Financial Summary ~ Division Revenues								
	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	Dollar Change	Percent Change	FY 2023 Forecast	FY 2024 Forecast
Fines & Forfeits - County	\$ 261,298	\$ 301,830	\$ 265,226	\$ 267,878	\$ 2,652	1.0%	\$ 270,557	\$ 273,263
Parking Violations	7,229	11,230	51,515	52,030	515	1.0%	52,290	52,551
<b>TOTALS</b>	<b>\$ 268,527</b>	<b>\$ 313,060</b>	<b>\$ 316,741</b>	<b>\$ 319,908</b>	<b>\$ 3,167</b>	<b>1.0%</b>	<b>\$ 322,847</b>	<b>\$ 325,814</b>

Financial Summary ~ Division Expenditures								
	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	Dollar Change	Percent Change	FY 2023 Forecast	FY 2024 Forecast
Personal Services	\$ 588,394	\$ 637,886	\$ 650,000	\$ 650,000	\$ -	0.0%	\$ 650,000	\$ 650,000
Operating Expenditures	\$ 15,870,985	16,315,849	17,462,688	\$ 17,785,799	323,111	1.9%	18,097,565	18,497,565
<b>TOTALS</b>	<b>\$16,459,379</b>	<b>\$16,953,735</b>	<b>\$18,112,688</b>	<b>\$18,435,799</b>	<b>\$ 323,111</b>	<b>1.8%</b>	<b>\$18,747,565</b>	<b>\$19,147,565</b>

Personnel Complement				
Position Title	Full Time	Part Time	Temp	FTE's
District Chief	1			1
Executive Officer/Lieutenant	2			2
Sergeant	9			8
Deputy Sheriff	68			68
School Resource Officer	3			3
Community Service Aide	15			15
Crime Analyst	1			1
Clerical Assistant	1			1
Administrative	1			1
Motorcycle Deputy	1			1
Community Service Aide	1			1
Office Coordinator*	0.16			0.16
Accountant I*	0.07			0.07
<b>Total Personnel Complement</b>	<b>103.23</b>	<b>0</b>	<b>0</b>	<b>102.23</b>

\* Position split funded with General Fund 001

**FY 2022 Major Variances:**

**Operating Expenditures:**

Net increase in budget request from the Broward Sheriff's office for services in FY 2022.

\$ 323,111

**Police Services/Red Light Camera**  
**Fund 003, Division 4121**

Financial Summary ~ Division Revenues								
	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	Dollar Change	Percent Change	FY 2023 Forecast	FY 2024 Forecast
Red light violations	\$ 1,986,950	\$ 1,590,492	\$ -	\$ -	\$ -	0.0%	\$ -	\$ -
Red light violations (contra)	(1,029,981)	(825,186)	-	-	-	-	-	-
Fines & Forfeits	269,488	274,786	-	-	-	-	-	-
<b>TOTALS</b>	<b>\$ 1,226,457</b>	<b>\$1,040,092</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0%</b>	<b>\$ -</b>	<b>\$ -</b>

Financial Summary ~ Division Expenditures								
	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	Dollar Change	Percent Change	FY 2023 Forecast	FY 2024 Forecast
Personal Services	\$ 20,769	\$ 21,018	\$ -	\$ -	\$ -	0.0%	\$ -	\$ -
Operating Expenditures	932,268	829,774	-	-	-	-	-	-
Contingency	-	161,641	-	-	-	-	-	-
<b>TOTALS</b>	<b>\$ 953,037</b>	<b>\$1,012,433</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0%</b>	<b>\$ -</b>	<b>\$ -</b>

**Note:**

Red Light Camera Fund discontinued as of FY 2021.

**Non-Departmental  
Fund 001, Division 9000**

Financial Summary ~ Category Expenditures								
	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	Dollar Change	Percent Change	FY 2023 Forecast	FY 2024 Forecast
Personal Services	\$ 1,257,600	\$ 1,318,205	\$ 1,263,938	\$ 1,263,938	\$ -	0.0%	\$ 1,263,938	\$ 1,263,938
Operating Expenditures	1,085,665	989,197	1,127,901	1,084,229	(43,672)	-3.9%	1,235,895	1,087,229
Capital Outlay	17,388	927,906	-	-	-	-	-	-
Grants & Aid	-	-	1,500	1,500	-	0.0%	1,500	1,500
Other Uses	14,913,977	20,089,145	14,762,337	15,077,002	314,665	2.1%	11,983,314	10,870,783
Contingency	-	-	697,502	1,099,000	401,498	58%	1,116,500	750,000
Reserves	-	-	5,250,000	1,750,000	(3,500,000)	-67%	250,000	250,000
<b>TOTALS</b>	<b>\$ 17,274,630</b>	<b>\$23,324,453</b>	<b>\$23,103,178</b>	<b>\$ 20,275,669</b>	<b>\$ (2,827,509)</b>	<b>-14%</b>	<b>\$15,851,147</b>	<b>\$14,223,450</b>

**FY 2022 Major Variances:**

**Other Uses:**

Increase due to transfers to capital funds. Refer to the list of capital items in the Asset Program. \$ 314,665

**Contingency:**

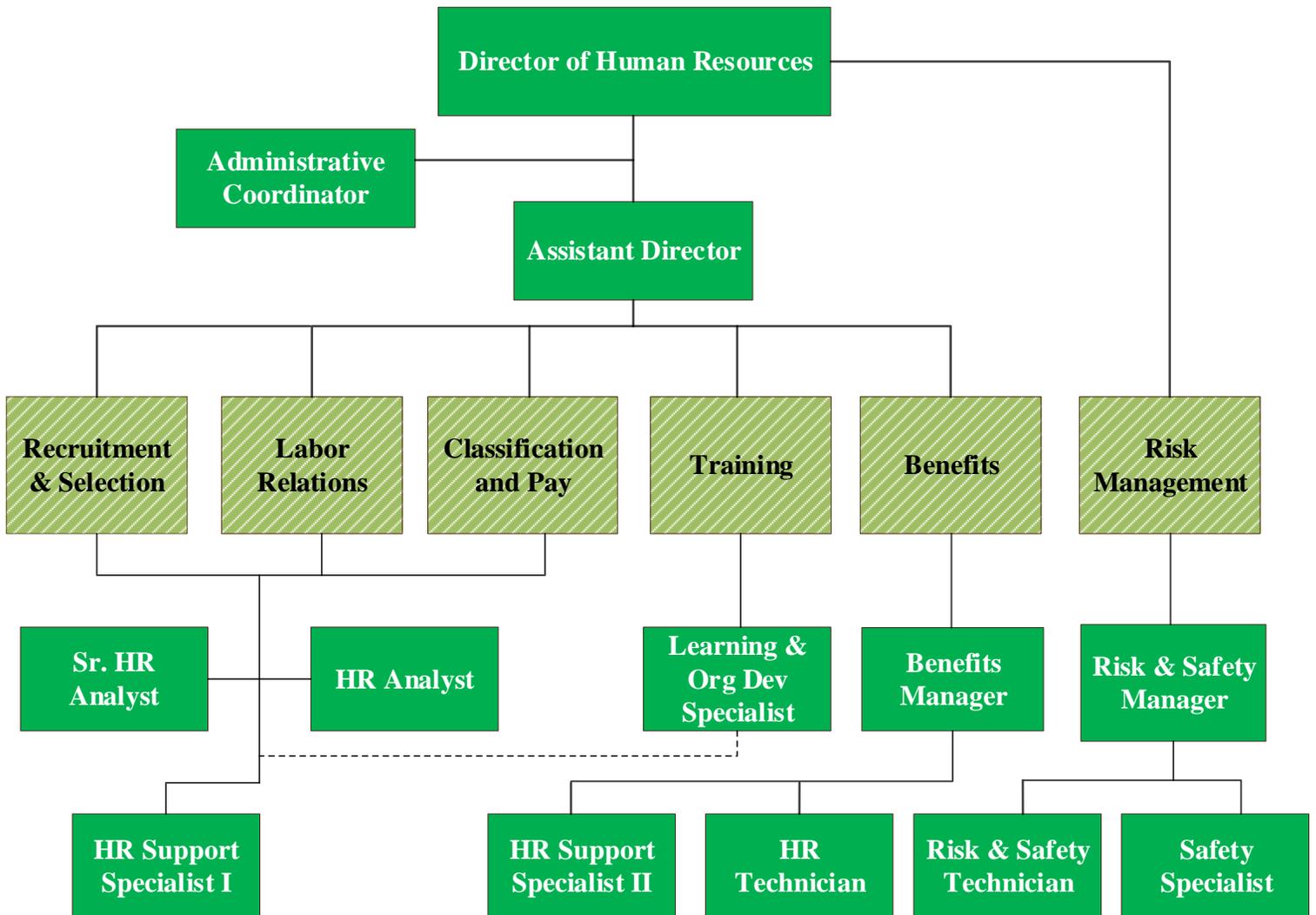
Contingency for FY2022 - FY2023 include added funds for potential personal cost impacts resulting from FPE union contract negotiations and potential carried over prior year encumbrances for open PO's. \$ 401,498

**Reserves:**

Appropriation reduction for Economic Development reserves from prior year. \$ (3,500,000)

# Human Resources Department

13 FTE (Full Time Equivalent)



# Human Resources

## Departmental Financial Summary

The Human Resources department has staff in three divisions, Human Resources (1710), Training and Development (1720), and Risk Management (8401).

Financial Summary ~ Department Revenues								
	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	Dollar Change	Percent Change	FY 2023 Forecast	FY 2024 Forecast
Insurance Service Fees	\$1,695,539	\$ 1,341,877	\$ 1,377,721	\$ 1,401,383	\$ 23,662	1.7%	\$ 1,411,278	\$ 1,421,781
Worker's Comp Fees	341,497	360,922	344,047	354,368	10,321	3.0%	364,999	375,949
Worker's Comp Claims - Refunds	33,437	41,550	-	-	-	-	-	-
Interest Earnings	129,625	67,876	88,881	89,770	889	1.0%	90,668	91,574
Miscellaneous Revenues	56,604	-	-	-	-	-	-	-
Property Settlements	-	-	15,000	15,000	-	0.0%	15,000	15,000
Appropriated Net Assets	-	-	3,236,284	1,458,010	(1,778,274)	-54.9%	1,454,244	1,470,859
<b>DEPARTMENT TOTALS</b>	<b>\$2,256,702</b>	<b>\$ 1,812,225</b>	<b>\$ 5,061,933</b>	<b>\$ 3,318,531</b>	<b>\$ (1,743,402)</b>	<b>-34.4%</b>	<b>\$ 3,336,189</b>	<b>\$ 3,375,163</b>

Financial Summary ~ Category Expenditures								
	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	Dollar Change	Percent Change	FY 2023 Forecast	FY 2024 Forecast
Personal Services	\$1,569,469	\$ 1,671,551	\$ 1,850,485	\$ 1,942,094	\$ 91,609	5.0%	\$ 2,036,924	\$ 2,139,549
Operating Expenditures	7,627,583	7,869,769	9,087,808	9,374,664	286,856	3.2%	9,530,514	9,641,281
Other Uses	-	-	4,000,000	-	(4,000,000)	-100.0%	-	-
Contingency	-	-	719,894	727,203	7,309	1.0%	527,299	632,345
<b>DEPARTMENT TOTALS</b>	<b>\$9,197,052</b>	<b>\$ 9,541,320</b>	<b>\$15,658,187</b>	<b>\$12,043,961</b>	<b>\$ (3,614,226)</b>	<b>-23.1%</b>	<b>\$12,094,737</b>	<b>\$12,413,175</b>

Financial Summary ~ Program Expenditures								
	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	Dollar Change	Percent Change	FY 2023 Forecast	FY 2024 Forecast
Operations	\$1,095,818	\$ 1,154,287	\$ 1,339,488	\$ 1,431,028	\$ 91,540	6.8%	\$ 1,465,756	\$ 1,525,643
Training and Development	173,771	158,958	158,072	189,724	31,652	20.0%	181,749	189,200
Health Insurance	5,823,216	6,324,710	9,098,694	7,104,678	(1,994,016)	-21.9%	7,111,043	7,323,169
Risk Management	2,104,247	1,903,365	5,061,933	3,318,531	(1,743,402)	-34.4%	3,336,189	3,375,163
<b>DEPARTMENT TOTALS</b>	<b>\$9,197,052</b>	<b>\$ 9,541,320</b>	<b>\$15,658,187</b>	<b>\$12,043,961</b>	<b>\$ (3,614,226)</b>	<b>-23.1%</b>	<b>\$12,094,737</b>	<b>\$12,413,175</b>



*Caporella Park Playground*

## Human Resources - Program Descriptions (1710/1720)

Human Resources

### Description

#### **Mission**

The Human Resources Department provides excellence in human resources leadership in support of the departments and employees in Tamarac. Our primary mission is to create an inclusive environment where employees can thrive professionally and provide the best customer service to the City of Tamarac residents. The Human Resources Department supports the City in delivering excellent services to our community by recruiting, hiring, training, and retaining the best talent in the region.

#### **Program Description**

The major services provided by the Department include: recruitment and selection, job classification and pay, pension and benefits administration, negotiation and administration, safety and risk management, staff training and development, policy development and implementation, labor and employee relations, contract development, and management assistance on all human resource issues. The Department ensures that the City is in compliance with local, state and federal laws.

#### **Goals & Objectives**

In FY 2021, the Human Resources Department will focus on several initiatives which will essentially provide the best tools and programs to engage employees from hire to retirement. Our ongoing goal is to work with internal employees to equip them for promotional opportunities and increase employee engagement to grow on the already successful brand of Tamarac as a Dynamic Workplace. The Department will focus on increasing employees' access to online training which will enhance their technical, supervisory, and management development. The competition in the labor market has fluctuated due to the pandemic, we must focus on active recruitment and retention, and maintaining competitive pay in the geographic market. One way to expand the City's network of talent is the creation of an internship program through which talent can be cultivated internally. The aforementioned areas of focus will help the City to hire, train, and retain qualified employees to fill the number and variety of positions required to continue providing world-class services to the citizens of Tamarac.

### Previous Fiscal Year Key Accomplishments



Received the Cigna Culture of Well-Being Award that recognizes organizations for commitment to employee well-being.



Supported the City's culture of excellence and high performance by recruiting 86 new and promoting 28 internal candidates.

Objectives	Measures	FY 20 Actual	FY 21 Actual	FY 21 Target	FY 22 Target	FY 23 Target	FY 24 Target
Support excellent service delivery by recruiting, hiring, training and retaining the best workforce in the region	Percentage of those hired who have successfully completed their initial probationary period Recruitment	91.38%	100.00%	95.00%	95.00%	95.00%	95.00%
	Percentage of employees satisfied with training (i.e. rating of 4 or 5 for "met objectives" and "content was useful") HR Training	98.78%	100.00%	96.00%	96.00%	96.00%	96.00%
	Percentage Grievances/Adm in Hearings resolved before passing from management control Labor Relations	100.00%	95.00%	95.00%	95.00%	95.00%	95.00%

# Human Resources Operations

## Fund 001, Division 1710, 1720

Human Resources operations are funded by the General Fund (Fund 001). The mission of Human Resources is to support the City in delivering excellent services to our community by recruiting, hiring, training, and retaining the best workforce in the region.

Financial Summary ~ Division Expenditures								
	FY 2019	FY 2020	FY 2021	FY 2022	Dollar	Percent	FY 2023	FY 2024
	Actual	Actual	Adopted	Proposed	Change	Change	Forecast	Forecast
Personal Services	\$ 1,086,996	\$ 1,184,920	\$ 1,215,072	\$ 1,275,312	\$ 60,240	5.0%	\$ 1,337,215	\$ 1,404,553
Operating Expenditures	182,593	128,325	282,488	345,440	62,952	22.3%	310,290	310,290
<b>TOTALS</b>	<b>\$1,269,589</b>	<b>\$1,313,245</b>	<b>\$1,497,560</b>	<b>\$1,620,752</b>	<b>\$ 123,192</b>	<b>8.2%</b>	<b>\$1,647,505</b>	<b>\$1,714,843</b>

Personnel Complement				
Position Title	Full Time	Part Time	Temp	FTE's
Director of Human Resources	1			1
Assistant Director	1			1
Human Resources Analyst*	0.75			0.75
Senior Human Resources Analyst*	0.75			0.75
Learning & Org Dev Specialist	1			1
Benefits Manager	1			1
Administrative Coordinator	1			1
Human Resource Support Specialist II*	0.75			0.75
Human Resource Support Specialist I	1			1
Human Resource Technician*	0.75			0.75
<b>Total Personnel Complement</b>	<b>9.00</b>	<b>0</b>	<b>0</b>	<b>9</b>

\*Positions split funded between General Fund 001 & Risk Fund 504

**FY 2022 Major Variances:**

**Personal Services:**

Increase in personal services due to planned salary and benefit adjustments. \$ 60,240

**Operating Expenditures:**

Increase due to City-wide training expenses, software, onboarding costs for new and seasonal hires. \$ 62,952

# Health Insurance Fund

## Fund 502

The Health Insurance Fund (Fund 502) is an internal service fund used to account for employees' health insurance premiums and claims. The City is partially self-insured for employees' health insurance. Under the self-insured plan the City pays for medical claims directly based on actual claims submitted by the applicants. This internal service fund is used to account for and finance both uninsured and insured risk of loss related to employee health; no staff is allocated to this fund.

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted Budget	FY 2022 Proposed Budget	Dollar Change	Percent Change	FY 2023 Forecast	FY 2024 Forecast
<b>Revenues</b>								
Health Insurance	\$ 5,615,276	\$ 5,638,717	\$ 6,894,775	\$ 6,895,955	\$ 1,180	0.0%	\$ 6,897,373	\$ 7,104,296
Life Insurance	45,031	47,644	40,200	40,200	-	0.0%	40,200	40,200
Dental	190,277	197,735	158,318	163,068	4,750	3.0%	167,960	172,998
Claims-Refunds	107,742	233,479	-	-	-	-	-	-
Interest Income	53,143	28,999	5,401	5,455	54	1.0%	5,510	5,675
Transfer from Fund 504	-	-	2,000,000	-	(2,000,000)	-100%	-	-
<b>Total Revenues</b>	<b>\$ 6,011,469</b>	<b>\$ 6,146,574</b>	<b>\$ 9,098,694</b>	<b>\$ 7,104,678</b>	<b>\$ (1,994,016)</b>	<b>-96.0%</b>	<b>\$ 7,111,043</b>	<b>\$ 7,323,169</b>
<b>Expenditures</b>								
Operating Expenditures	\$ 5,823,216	\$ 6,324,710	\$ 6,621,401	\$ 6,627,475	\$ 6,074	0.1%	\$ 6,833,744	\$ 6,940,824
Contingency	-	-	477,293	477,203	(90)	0%	277,299	382,345
Reserves	-	-	2,000,000	-	(2,000,000)	100%	-	-
<b>Total Expenditures</b>	<b>\$ 5,823,216</b>	<b>\$ 6,324,710</b>	<b>\$ 9,098,694</b>	<b>\$ 7,104,678</b>	<b>\$ (1,994,016)</b>	<b>100.1%</b>	<b>\$ 7,111,043</b>	<b>\$ 7,323,169</b>
<b>Revenues in Excess of Expenditures</b>	<b>\$ 188,253</b>	<b>\$ (178,136)</b>	<b>\$ -</b>	<b>\$ -</b>			<b>\$ -</b>	<b>\$ -</b>





Objectives	Measures	FY 20 Actual	FY 21 Actual	FY 21 Target	FY 22 Target	FY 23 Target	FY 24 Target
Prevent employee safety accidents and protect the City's financial and physical assets	Number of incidents per 100,000 miles driven (YTD)	2.22	1.80	3.10	3.10	3.10	3.10
	Worker's comp incident rate per \$100,000 payroll (YTD)	0.12	0.17	0.21	0.20	0.20	0.20
	General Liability Claims per 10,000 population served	3.98		3.70	3.60	3.50	3.50
	Workers' Comp Experience Modifier (Annual)	0.56		0.70	0.70	0.70	0.70

# Risk Management Fund

## Fund 504

The Risk Management Fund (Fund 504) is an internal service fund that accounts for the administration of risk management and various insurance premiums. Property and liability insurance and workers' compensation are administered through this fund.

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted Budget	FY 2022 Proposed Budget	Dollar Change	Percent Change	FY 2023 Forecast	FY 2024 Forecast
<b>Revenues</b>								
Insurance Service Fees	\$1,695,539	\$1,341,877	\$1,377,721	\$1,401,383	\$ 23,662	1.7%	\$1,411,278	\$ 1,421,781
Claims - Refunds	33,437	41,550	-	-	-	-	-	-
Worker's Comp Fees	341,497	360,922	344,047	354,368	10,321	3.0%	364,999	375,949
Interest Earnings	129,625	67,876	88,881	89,770	889	1.0%	90,668	91,574
Miscellaneous Revenues	56,604	-	-	-	-	-	-	-
Property Settlements	-	-	15,000	15,000	-	0.0%	15,000	15,000
Appropriated Net Assets	-	-	3,236,284	1,458,010	(1,778,274)	-54.9%	1,454,244	1,470,859
<b>Total Revenues</b>	<b>\$2,256,702</b>	<b>\$1,812,225</b>	<b>\$5,061,933</b>	<b>\$3,318,531</b>	<b>\$ (1,743,402)</b>	<b>-34%</b>	<b>\$3,336,189</b>	<b>\$ 3,375,163</b>
<b>Expenditures</b>								
Personal Services	\$ 482,473	\$ 486,631	\$ 635,413	\$ 666,782	\$ 31,369	4.9%	\$ 699,709	\$ 734,996
Operating Expenditures	1,621,774	1,416,734	2,183,919	2,401,749	217,830	10.0%	2,386,480	2,390,167
Other uses (transfer to Fund 502)	-	-	2,000,000	-	(2,000,000)	-100.0%	-	-
Contingency	-	-	242,601	250,000	7,399	3.0%	250,000	250,000
<b>Total Expenditures</b>	<b>\$2,104,247</b>	<b>\$1,903,365</b>	<b>\$5,061,933</b>	<b>\$3,318,531</b>	<b>\$ (1,743,402)</b>	<b>-59%</b>	<b>\$3,336,189</b>	<b>\$ 3,375,163</b>
<b>Revenues in Excess of Expenditures</b>	<b>\$ 152,455</b>	<b>\$ (91,140)</b>	<b>\$ -</b>	<b>\$ -</b>			<b>\$ -</b>	<b>\$ -</b>

Personnel Complement				
Position Title	Full Time	Part Time	Temp	FTE's
Risk and Safety Manager	1			1
Risk and Safety Technician	1			1
Safety Specialist	1			1
Human Resource Analyst*	0.25			0.25
Senior Human Resource Analyst*	0.25			0.25
Human Resource Support Specialist II*	0.25			0.25
Human Resource Technician*	0.25			0.25
<b>Total Personnel Complement</b>	<b>4.00</b>	<b>0</b>	<b>0</b>	<b>4.00</b>

\* Positions split funded between General Fund 001 & Risk Fund 504

**FY 2022 Major Variances:**

**Personal Services:**

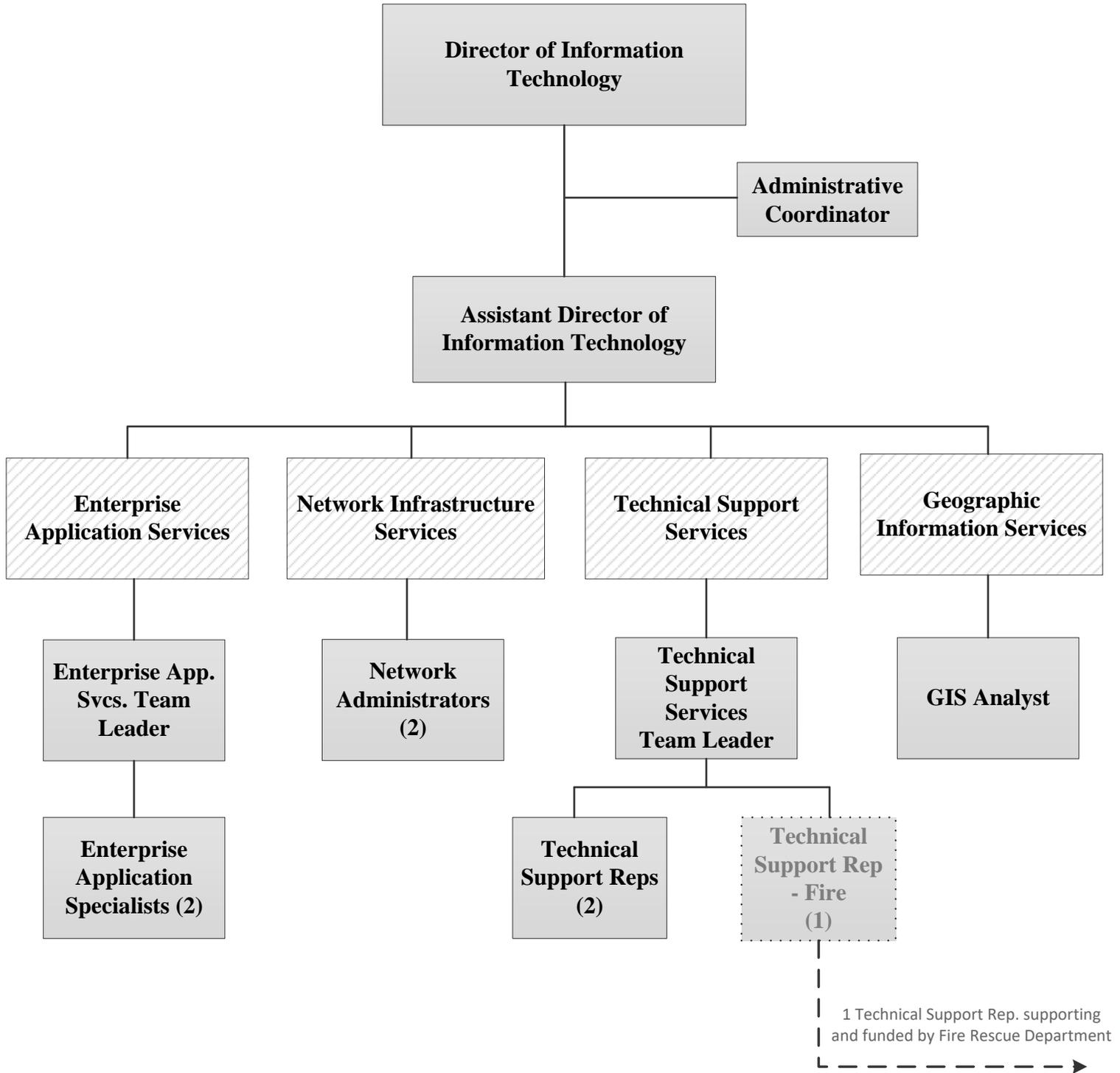
Increase in personal services is a result planned salary and benefit adjustments. \$ 31,369

**Operating Expenditures:**

Increase due to anticipated increase in property liability premiums and software update. \$ 217,830

# Information Technology Department

12 FTE (Full Time Equivalent)



## Information Technology - Program Description (8100)

Information Technology

### Description

#### **Mission**

To provide high quality technology services to City Departments, in the delivery of government services to the public.

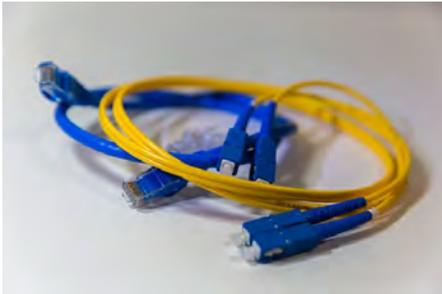
#### **Program Description**

The Information Technology Department (IT) works with all City Departments in an effort to make effective use of technology, to provide users with service and support and to ensure the availability and reliability of computer systems. IT maintains a robust enterprise network and telephone system as well as the underlying infrastructure consisting of a high speed fiber optic network, wireless communications, and server-class computer systems that enable the City to provide high quality services to our customers. Disaster recovery planning and provision for business continuity are part of the IT Department's responsibilities along with on-going technology training services.

#### **Goals & Objectives**

The City of Tamarac is committed to utilizing technology to automate the delivery of services and information and to provide up to date information to the community, as stated in Goal #2 and Goal #4 of the City's Strategic Plan. It is crucial that computer systems and software operate reliably and without interruption to enable the City Departments to consistently provide customers with excellent service. The Information Technology Department strives to provide the City staff with the appropriate technology tools to deliver the best possible services to citizens. As the system replacement cycles get extended, IT Department will endeavor to maintain its technology at optimal status to minimize service interruptions and downtime.

### Previous Fiscal Year Key Accomplishments



Expanded Tamarac's fiberoptic network, which provides for better communications, connectivity and continuity of operations during emergencies, as well as enables public park and facility safety enhancements.



Ranked in the top three for the 2019 Digital City Awards for cities with population under 75,000 for the 4th consecutive year.



Updated the City's 10-year information technology strategic plan

Objectives	Measures	FY 20 Actual	FY 21 Actual	FY 21 Target	FY 22 Target	FY 23 Target	FY 24 Target
(IT) Disaster recovery planning and provision for business continuity	Backup Success Rate (%)	89.08%	98.60%	95.00%	95.00%	95.00%	95.00%
(IT) To provide users with high quality services and support	Average Amount of Time Service Desk Request is Completed (hrs)	40.33	99.00	30.00	30.00	30.00	30.00
	IT Customer Satisfaction rate (%)	97.25%	98.55%	97.00%	97.00%	97.00%	97.00%
(IT) Ensure the availability and reliability of computer systems	Percentage of Time IT Systems Available During Business Hours	99.71%	99.64%	99.50%	99.50%	99.50%	99.50%

# Information Technology

## Fund 001, Division 8100

As part of the General Fund (Fund 001), the mission of the Information Technology department is to provide high quality technology services to City departments, and in the delivery of government services to the public.

Financial Summary ~ Division Revenues								
	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	Dollar Change	Percent Change	FY 2023 Forecast	FY 2024 Forecast
Telecommunications Tower	\$ 759,108	\$ 848,963	\$ 820,000	\$ 856,000	\$ 36,000	4.4%	\$ 856,000	\$ 856,000
SW Ranches ILA	34,396	36,205	32,500	32,500	-	0.0%	32,500	32,500
Host Service - Lobbyist	3,600	3,600	2,400	2,400	-	0.0%	2,400	2,400
<b>TOTALS</b>	<b>\$ 797,104</b>	<b>\$ 888,768</b>	<b>\$ 854,900</b>	<b>\$ 890,900</b>	<b>\$ 36,000</b>	<b>4.2%</b>	<b>\$ 890,900</b>	<b>\$ 890,900</b>

Financial Summary ~ Division Expenditures								
	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	Dollar Change	Percent Change	FY 2023 Forecast	FY 2024 Forecast
Personal Services	\$ 1,130,738	\$ 1,218,757	\$ 1,380,455	\$ 1,561,491	\$ 181,036	13.1%	\$ 1,719,723	\$ 1,786,798
Operating Expenditures	1,011,070	1,105,989	1,517,160	1,838,383	321,223	21.2%	2,000,074	1,726,621
Capital Outlay/Other	95,176	19,431	-	6,000	6,000	-	20,000	-
<b>TOTALS</b>	<b>\$ 2,236,984</b>	<b>\$ 2,344,177</b>	<b>\$ 2,897,615</b>	<b>\$ 3,405,874</b>	<b>\$ 508,259</b>	<b>18%</b>	<b>\$ 3,739,797</b>	<b>\$ 3,513,419</b>

Personnel Complement				
Position Title	Full Time	Part Time	Temp	FTE's
Director of Information Technology	1			1
Assistant Director of Information Technology	1			1
Enterprise Application Services Team Leader	1			1
Enterprise Application Specialist II	2			2
Network Administrators (I, III)	2			2
Technical Support Services Team Leader (NEW)	1			1
Technical Support Representatives (I, II)	2			2
GIS Analyst	1			1
Administrative Coordinator	1			1
<b>Total Personnel Complement</b>	<b>12</b>	<b>0</b>	<b>0</b>	<b>12</b>

**FY 2022 Major Variances:**

**Personal Services:**

Net increase in personal services is a result of adding a Technical Support Services Team Leader and planned salary and benefit adjustments. \$ 181,036

**Operating Expenditures:**

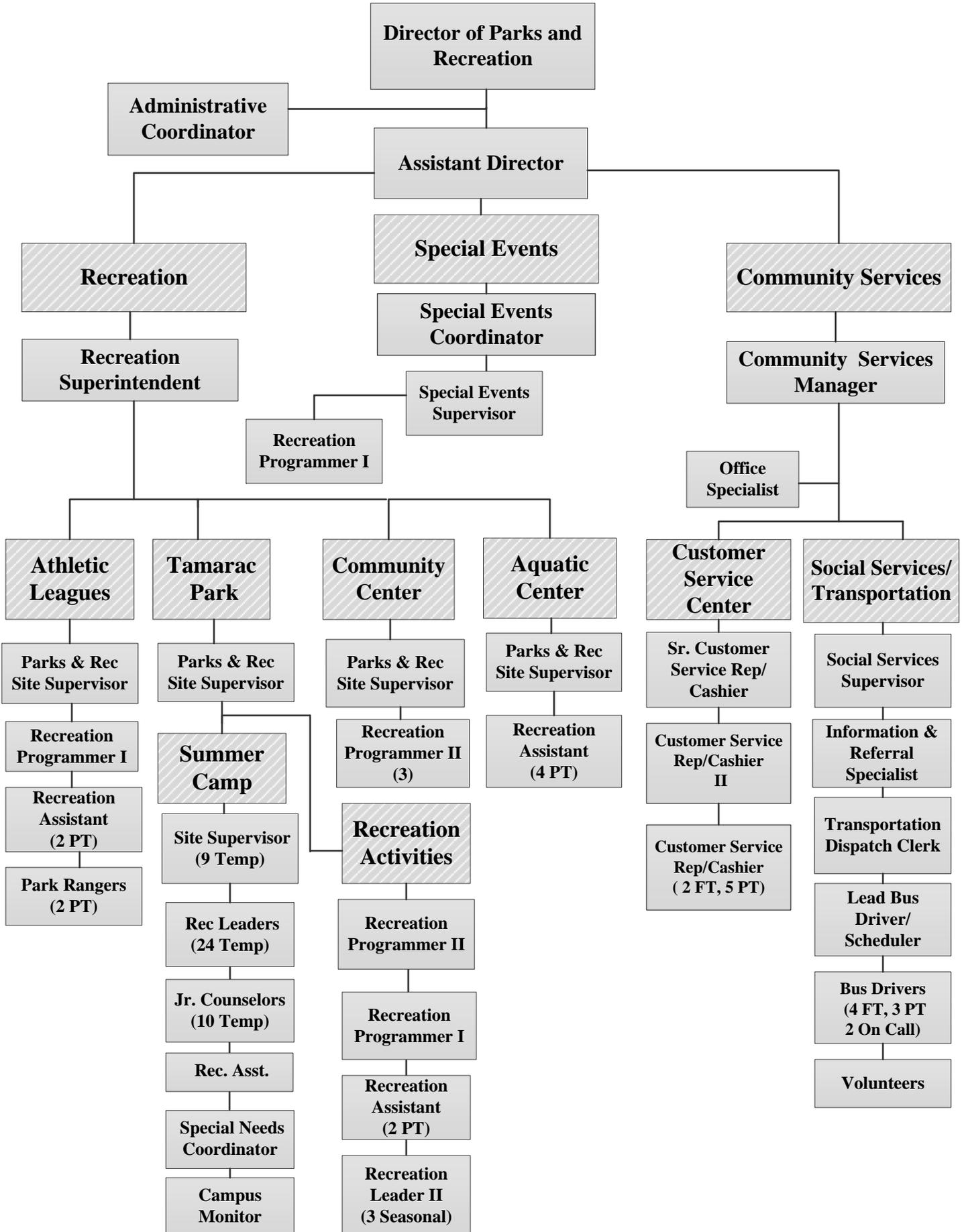
Increase is a result of service contracts, software supplies and planned purchases of equipment less than \$1,000. \$ 321,223

**Capital Outlay:**

Net increase reflects the cost of capital items to be replaced or purchased in the current year. Refer to the list of capital items in the Asset Management Program. \$ 6,000

# Parks and Recreation Department

31 FT, 18 PT, 51 Temp = 57 FTE (Full Time Equivalent)



# Parks and Recreation

## Departmental Financial Summary

The Parks and Recreation Department is funded by the General Fund (Fund 001) and consists of four divisions: Recreation (7010), Aquatics (7030), Social Services (7040), and Transportation (7050).

Financial Summary ~ Department Revenues								
	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	Dollar Change	Percent Change	FY 2022 Forecast	FY 2023 Forecast
Culture/Recreation Fees	\$ 894,257	\$ 34,670	\$ 554,189	\$ 577,970	\$ 23,781	4.3%	\$ 585,337	\$ 101,735
Rents	163,133	77,478	90,536	98,102	7,566	8.4%	99,563	101,054
Mass Transit/Broward	93,920	-	229,000	229,000	-	0%	229,000	-
Transportation	33,072	-	19,664	19,861	197	1.0%	20,060	-
<b>PARKS &amp; REC TOTALS</b>	<b>\$1,184,382</b>	<b>\$ 112,148</b>	<b>\$ 893,389</b>	<b>\$ 924,933</b>	<b>\$ 31,544</b>	<b>4%</b>	<b>\$ 933,960</b>	<b>\$ 202,789</b>

Financial Summary ~ Category Expenditures								
	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	Dollar Change	Percent Change	FY 2022 Forecast	FY 2023 Forecast
Personal Services	\$ 3,340,274	\$ 3,250,222	\$ 3,627,455	\$ 3,855,574	\$ 228,119	6.3%	\$ 4,003,041	\$ 4,126,162
Operating Expenditures	1,712,220	1,402,622	2,132,338	2,545,316	412,978	19.4%	2,769,479	2,817,939
Capital Outlay	419,412	80,055	29,000	138,000	109,000	376%	76,000	102,500
<b>PARKS &amp; REC TOTALS</b>	<b>\$5,471,906</b>	<b>\$4,732,899</b>	<b>\$5,788,793</b>	<b>\$6,538,890</b>	<b>\$ 750,097</b>	<b>13.0%</b>	<b>\$ 6,848,520</b>	<b>\$7,046,601</b>

Financial Summary ~ Program Expenditures								
	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	Dollar Change	Percent Change	FY 2022 Forecast	FY 2023 Forecast
Recreation	\$ 3,654,553	\$ 3,166,749	\$ 3,997,366	\$ 4,653,232	\$ 655,866	16.4%	\$ 4,871,658	\$ 5,047,224
Aquatics	974,211	745,061	881,077	940,912	59,835	7%	1,008,802	1,006,980
Social Services	256,412	271,115	301,487	321,844	20,357	6.8%	332,431	346,016
Transportation	586,730	549,974	608,863	622,902	14,039	2.3%	635,629	646,381
<b>PARKS &amp; REC TOTALS</b>	<b>\$5,471,906</b>	<b>\$4,732,899</b>	<b>\$5,788,793</b>	<b>\$6,538,890</b>	<b>\$ 750,097</b>	<b>13.0%</b>	<b>\$ 6,848,520</b>	<b>\$7,046,601</b>



*Playground at Tamarac Sports Complex*

## Recreation - Program Description (7010)

Parks and Recreation

### Description

#### **Mission**

We are committed to enriching the quality of life by being a leader in delivering superior and sustainable programs, facilities and services to our community.

#### **Program Description**

The Recreation Division provides a variety of programs, events and services designed to make a difference and improve the quality of life that includes fitness and wellness activities, athletic programs, youth, teen, adult and senior classes, educational sessions, summer camp, special events, and cultural activities.

#### **Goals & Objectives**

In support of our City Goal, Tamarac is Home, the Division will provide diverse programs and community outreach programs that meet the needs of an increasingly diverse community, to include youth, families and seniors. In addition, the Division will secure partnerships that will allow us to expand recreation and special event programming. In support of City Goal, Tamarac is Economically Resilient, the Division will identify and secure alternative funding sources to maintain excellent services by partnering with local businesses and organizations and regional and national organizations to obtain sponsorships and grants. In support of City Goal, Tamarac is Vibrant, the Division will increase awareness and encourage participation in programs and services by enhancing visibility through recognition and promotional materials. In addition, the Division will continue to improve their services by gathering feedback through scorecard data, transactional surveys, community meetings and outreach programs.

### Previous Fiscal Year Key Accomplishments



Contributed to Tamarac's goal of being an active, vibrant and fun community by offering over 100 unique classes and activities at the Tamarac Community Center, Recreation Center, and Aquatics and Fitness Center.



Held over 40 fun events to bring community together to celebrate our diversity, with our signature One Tamarac multicultural festival drawing a crowd of 3,000 attendees and our 39th Annual Turkey Trot attracting 2,155 participants.



Added a new holiday event, Santa's Merry and Bright Night, on Tamarac's east side, that attracted 350 attendees.

Objectives	Measures	FY 20 Actual	FY 21 Actual	FY 21 Target	FY 22 Target	FY 23 Target	FY 24 Target
Provide excellent customer service	Transactional Surveys - Percentage of all Parks and Recreation customers rating service a score of 4 or 5	98.69%		96.00%	96.00%	96.00%	97.00%
We are committed to enriching the quality of life by being a leader in delivering superior and sustainable programs, facilities and services to our community	Percentage of department wide class attendance towards capacity	84.36%	50.02%	68.00%	78.00%	88.00%	88.00%
	Percentage of time active space (ball fields, mtg rooms, picnic shelters) in use	37.72%	11.59%	45.00%	58.00%	68.00%	68.00%
	Total Value of Sponsorships (in-kind and monetary) Special Events	\$ 9,050.00	\$ 250.00	\$4,000.00	\$5,000.00	\$7,000.00	\$ 10,000.00

## Recreation Fund 001, Division 7010

The mission of the Recreation division is to enrich the quality of life by being a leader in delivering superior and sustainable programs, facilities and services to our community.

Financial Summary ~ Division Revenues								
	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	Dollar Change	Percent Change	FY 2023 Forecast	FY 2024 Forecast
Culture/Recreation Fees	\$ 752,928	\$ -	\$ 476,688	\$ 481,440	\$ 4,752	1.0%	\$ 486,242	\$ -
Rents	155,886	76,353	86,900	93,102	6,202	7.1%	94,513	95,953
<b>TOTALS</b>	<b>\$ 908,814</b>	<b>\$ 76,353</b>	<b>\$ 563,588</b>	<b>\$ 574,542</b>	<b>\$ 10,954</b>	<b>1.9%</b>	<b>\$ 580,755</b>	<b>\$ 95,953</b>

Financial Summary ~ Division Expenditures								
	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	Dollar Change	Percent Change	FY 2023 Forecast	FY 2024 Forecast
Personal Services	\$2,465,286	\$ 2,373,110	\$ 2,720,523	\$ 2,916,964	\$ 196,441	7.2%	\$ 3,033,215	\$ 3,120,831
Operating Expenditures	1,014,301	734,215	1,258,843	1,692,268	433,425	34.4%	1,795,443	1,843,893
Capital Outlay	174,966	59,424	18,000	44,000	26,000	144%	43,000	82,500
<b>TOTALS</b>	<b>\$3,654,553</b>	<b>\$3,166,749</b>	<b>\$3,997,366</b>	<b>\$4,653,232</b>	<b>\$ 655,866</b>	<b>16.4%</b>	<b>\$4,871,658</b>	<b>\$5,047,224</b>

Personnel Complement				
Position Title	Full Time	Part Time	Temp	FTE's
Director of Parks & Recreation	1			1
Assistant Director of Parks & Recreation	1			1
Recreation Superintendent	1			1
Parks & Rec Site Supervisor	3			3
Special Events Coordinator	1			1
Special Events Supervisor (1 NEW)	1			1
Recreation Programmer I	3			3
Recreation Programmer II	4			4
Administrative Coordinator	1			1
Recreation Assistant (P/T)		4		2.00
Park Rangers		2		1.00
Community Services Manager	1			1
Senior Customer Service Rep./Cashier	1			1
Customer Service Rep./Cashier II	1			1
Customer Service Rep./Cashier I	2			2
Customer Service Rep./Cashier (P/T)		5		2.50
<b>Seasonal Employees:</b>				
Recreation Leader II Seasonal			3	1.00
Summer Camp Site Supervisor			9	3.00
Summer Camp Recreation Leader I			10	3.33
Summer Camp Recreation Leader II			14	4.67
Summer Camp Junior Counselor			10	3.33
Summer Camp Special Needs Coordinator			1	0.33
Summer Camp Recreation Assistant			1	0.33
Summer Camp Campus Monitor			1	0.33
<b>Total Personnel Complement</b>	<b>21</b>	<b>11</b>	<b>49</b>	<b>42.83</b>

**FY 2022 Major Variances:**

**Personal Services:**

Net increase in personal services is a result of adding a Special Events Supervisor position, and planned salary and benefit adjustments. \$ 196,441

**Operating Expenditures:**

Net increase results from the multitude of new Special Events and the costs associated to affairs and various repairs and maintenance services throughout the parks including shade sails. \$ 433,425

**Capital Outlay:**

Net increase reflects the capital items to be replaced in the current year versus the previous year. Refer to the list of capital items in the Asset Management Program. \$ 26,000

# Aquatics - Program Description (7030)

Aquatics and Fitness Center

## Description

### Mission

We are committed to enriching the quality of life by being a leader in delivering superior and sustainable programs and facilities and services to our community.

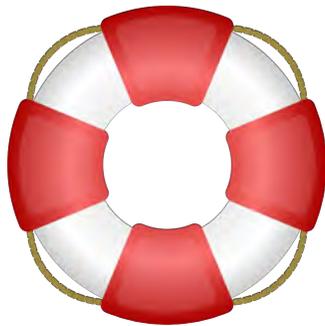
### Program Description

The Aquatics Center features a 25 meter x 25 yard heated pool with zero depth entry, a large waterslide, a children's area which includes a water playground, a pavilion that accommodates up to 75 people and a concession stand. The Wellness aspect of the Center includes a 3,000 square foot state of the art Fitness Center with treadmills, cross trainers, stationary bikes, weight machines, and free weights. The facility offers swim lessons, water exercise classes, and a variety of aquatic special events.

### Goals & Objectives

In support of City Goal, Tamarac is Home, the Division will provide aquatic and fitness programs for all ages and seek partnerships to encompass the increasingly diverse population of the City. In support of City Goal, Tamarac is Economically Resilient, the Division will seek additional revenue producing programs and activities. In support of City Goal, Tamarac is Vibrant, the Division will increase awareness and encourage participation of programs and services by enhancing visibility through recognition and promotional materials. In addition, the Division will continue to improve their services by conducting ongoing surveys, community meetings and outreach programs.

## Previous Fiscal Year Key Accomplishments



Implemented two new additional water safety programs for toddlers and preschoolers in response to community need and continued partnerships with Water Smart Broward and Swim Central to provide no or low cost opportunities for kids to learn how to swim.



Expanded event offerings at the City pool with four new events to bring children and families together in a fun and active way.

Objectives	Measures	FY 20 Actual	FY 21 Actual	FY 21 Target	FY 22 Target	FY 23 Target	FY 24 Target
Enhance the quality of life by providing aquatic and fitness programs for diverse population and increasing public awareness	Percent Aquatics class attendance	80.58%	84.25%	89.00%	90.00%	90.00%	90.00%
Provide excellent customer service	Transactional Surveys - Percentage of Aquatics customers rating customer service a score of 4 or 5	100.00%		97.00%	97.00%	97.00%	97.00%

## Aquatics Fund 001, Division 7030

The mission of the Aquatics division is to enrich the quality of life by being a leader in delivering superior and sustainable programs, facilities and services to our community.

Financial Summary ~ Division Revenues								
	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	Dollar Change	Percent Change	FY 2023 Forecast	FY 2024 Forecast
Aquatic Admission Fees	\$ 76,488	\$ 7,879	\$ 42,238	\$ 50,000	\$ 7,762	18%	\$ 51,500	\$ 53,045
Aquatic Program Fees	43,394	12,354	23,143	30,000	6,857	29.6%	30,900	31,827
Aquatic Concession Sales	3,416	428	1,515	1,530	15	1.0%	1,545	1,561
Rentals/Aquatic Facility	7,247	1,125	3,636	5,000	1,364	37.5%	5,050	5,101
Aquatic Swim T License Fee	18,031	14,009	10,605	15,000	4,395	41.4%	15,150	15,302
<b>TOTALS</b>	<b>\$ 148,576</b>	<b>\$ 35,795</b>	<b>\$ 81,137</b>	<b>\$ 101,530</b>	<b>\$ 20,393</b>	<b>25%</b>	<b>\$ 104,145</b>	<b>\$ 106,836</b>

Financial Summary ~ Division Expenditures								
	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	Dollar Change	Percent Change	FY 2023 Forecast	FY 2024 Forecast
Personal Services	\$ 135,495	\$ 130,072	\$ 131,254	\$ 136,747	\$ 5,493	4%	\$ 142,374	\$ 148,452
Operating Expenditures	594,270	594,358	738,823	710,165	(28,658)	-3.9%	839,428	838,528
Capital Outlay	244,446	20,631	11,000	94,000	83,000	755%	27,000	20,000
<b>TOTALS</b>	<b>\$ 974,211</b>	<b>\$ 745,061</b>	<b>\$ 881,077</b>	<b>\$ 940,912</b>	<b>\$ 59,835</b>	<b>7%</b>	<b>\$ 1,008,802</b>	<b>\$ 1,006,980</b>

Personnel Complement				
Position Title	Full Time	Part Time	Temp	FTE's
Parks & Rec. Site Supervisor	1			1
Recreation Assistant P/T		4		2.00
<b>Total Personnel Complement</b>	<b>1</b>	<b>4</b>		<b>3.00</b>

**FY 2022 Major Variances:**

**Personal Services:**

Net increase as a result of planned salary and benefit adjustments. \$ 5,493

**Operating Expenditures:**

Decrease due to renewal of existing agreement of contractual services for Jeff Ellis Mgmt contract. \$ (28,658)

**Capital Outlay:**

Net increase reflects the capital items to be replaced in the current year versus the previous year. \$ 83,000

Refer to the list of capital items in the Asset Management Program.



Caporella Aquatic Center

## Social Services - Program Description (7040)

Social Services

### Description

#### **Mission**

The office of Social Services seeks to enhance the quality of life for Tamarac residents through the provision of community-based support services that is committed to making a difference in the lives of individuals, families and our community.

#### **Program Description**

The office of Social Services provides a full range of quality support services for our customers including information and referral, outreach, preventative health and wellness activities, community education, social interaction opportunities, therapeutic counseling, and financial assistance enhancing independence and improving the quality of life for our residents. The use of partnerships and volunteers is an integral part of support for programming of social services activities and programs.

#### **Goals & Objectives**

In support of City Goal, Tamarac is Home, the division will provide programs and services that meet the needs of an increasingly diverse community including seniors, adults, youth and families. Informational materials on our programs and services will be available in English and Spanish to meet the growing diversity in Tamarac. In support of City Goal, Tamarac is Economically Resilient, we will increase community partnerships to expand health, wellness, referral services and education events. In support of City Goal, Tamarac is Vibrant, the division will enhance visibility and encourage citizen participation by offering volunteer opportunities with local government and identifying needs, opportunities, and priorities for Tamarac residents through surveys, and outreach programs.

### Previous Fiscal Year Key Accomplishments



In support of Tamarac's efforts of equitable and inclusive community, provided over 800 cases of social service assistance.



Offers 8 support groups and social programs, including the Parenting Group, the Positive Adjustment Group, and the Senior Social.

Objectives	Measures	FY 20 Actual	FY 21 Actual	FY 21 Target	FY 22 Target	FY 23 Target	FY 24 Target
Foster community engagement through volunteer programs	Soc Services Volunteer Hours	1,523.18	235.00	200.00	1,000.00	1,500.00	2,200.00
We are committed to enriching the quality of life by being a leader in delivering superior and sustainable programs, facilities and services to our community Parks and Recreation	Total Social Services Provided (waivers, referrals, home visits, cases) Parks and Recreation	470.00	344.00	400.00	500.00	650.00	800.00
Enhance the quality of life by providing financial assistance							
Enhance quality of life by offering social services support groups and programs							
Provide excellent customer service	Transactional Surveys - Percentage of Social Services customers rating customer service a score of 4 or 5	98.33%	100.00%	97.00%	97.00%	97.00%	97.00%

# Social Services

## Fund 001, Division 7040

The mission of the Social Services division is to enhance the quality of life for Tamarac residents through the provision of community-based support services that make a difference in the lives of individuals, families and our community.

Financial Summary ~ Division Expenditures								
	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	Dollar Change	Percent Change	FY 2023 Forecast	FY 2024 Forecast
Personal Services	\$ 234,509	\$ 255,133	\$ 275,920	\$ 287,879	\$ 11,959	4.3%	\$ 298,276	\$ 311,861
Operating Expenditures	21,903	15,982	25,567	33,965	8,398	32.8%	34,155	34,155
<b>TOTALS</b>	<b>\$ 256,412</b>	<b>\$ 271,115</b>	<b>\$ 301,487</b>	<b>\$ 321,844</b>	<b>\$ 20,357</b>	<b>6.8%</b>	<b>\$ 332,431</b>	<b>\$ 346,016</b>

Personnel Complement				
Position Title	Full Time	Part Time	Temp	FTE's
Social Services Supervisor	1			1
Office Specialist	1			1
Information & Referral Specialist	1			1
<b>Total Personnel Complement</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3.00</b>

**FY 2022 Major Variances:**

**Personal Services:**

Increase is a result of planned salary and benefit adjustments. \$ 11,959

**Operating Expenditures:**

Increase due to providing supplies for the community food pantry. \$ 8,398



*Tamarac Community Center*

## Transportation - Program Description (7050)

Transportation Division

### Description

#### **Mission**

The Transportation Division seeks to enhance the quality of life and provide independence for Tamarac residents through the provisions of quality and reliable transportation programs and services.

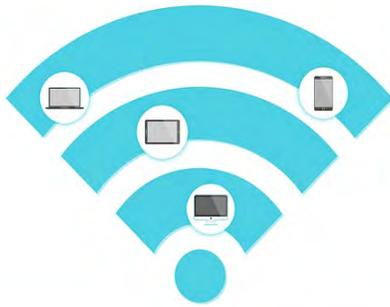
#### **Program Description**

The City of Tamarac has an integrated transportation program that includes three types of transportation: para-transit, transit and shuttle. The paratransit program provides transportation to medical appointments, grocery shopping, banks and pharmacies within the City for residents that have no other means of Transportation. Transportation also provides route-based service throughout the City of Tamarac and service to special events outside of the City. The Transportation Division provides residents with transportation options to help improve their quality of life.

#### **Goals and Objectives**

In support of City Goal, Tamarac is Home, the Transportation Division will provide transit, shuttle and paratransit services that are inclusive and equitable to all. The Transportation Division will provide services to internal and external customers by identifying customer's needs and scheduling appointments within 4-5 days of original request, providing accurate pick up time by the drivers and recognizing and meeting the requests of Tamarac residents. In support of City Goal, Tamarac is Vibrant, the division will provide transportation service to City events for our residents. The division will continue to improve their services by conducting ongoing surveys and outreach. Program and service information will be communicated to our customers via the Tamarac website, Tam-A-Gram, flyers, community meetings and outreach programs.

### Previous Fiscal Year Key Accomplishments



Deployed free WiFi and security cameras in City buses to enhance convenience and security of public transit that served over 66,000 passengers last year.



Provided vital paratransit service to over 1,500 differently-abled elderly passengers, ensuring their access to medical appointments, grocery shopping, pharmacies and services at the Tamarac Community Center.

Objectives	Measures	FY 20 Actual	FY 21 Actual	FY 21 Target	FY 22 Target	FY 23 Target	FY 24 Target
Provide excellent customer service	Transactional Surveys - Percentage of Transportation customers rating service a score of 4 or 5	100.00%	100.00%	96.00%	96.00%	96.00%	96.00%
Enhance the quality of life and provide independence by providing quality and reliable transportation programs and services	Passengers per Hour on the BC Transit Route	8.07	6.65	7.00	8.00	10.00	12.00
	Total Paratransit Trips	18,502	6,678	8,000	12,000	15,000	18,000
	Total Passengers for All Transportation Services	35,883	20,144	20,000	35,000	50,000	60,000

# Transportation

## Fund 001, Division 7050

The mission of the Transportation division is to enhance the quality of life and provide independence for Tamarac residents through the provision of quality, reliable transportation programs and services.

Financial Summary ~ Division Revenues								
	FY 2019	FY 2020	FY 2021	FY 2022	Dollar	Percent	FY 2023	FY 2024
	Actual	Actual	Adopted	Proposed	Change	Change	Forecast	Forecast
Mass Transit/Broward	\$ 93,920	\$ -	\$ 229,000	\$ 229,000	\$ -	0%	\$ 229,000	\$ -
Transportation	33,072	-	19,664	19,861	197	1.0%	20,060	-
<b>TOTALS</b>	<b>\$ 126,992</b>	<b>\$ -</b>	<b>\$ 248,664</b>	<b>\$ 248,861</b>	<b>\$ 197</b>	<b>0%</b>	<b>\$ 249,060</b>	<b>\$ -</b>

Financial Summary ~ Division Expenditures								
	FY 2019	FY 2020	FY 2021	FY 2022	Dollar	Percent	FY 2023	FY 2024
	Actual	Actual	Adopted	Proposed	Change	Change	Forecast	Forecast
Personal Services	\$ 504,984	\$ 491,907	\$ 499,758	\$ 513,984	\$ 14,226	2.8%	\$ 529,176	\$ 545,018
Operating Expenditures	81,746	58,067	109,105	108,918	(187)	0%	100,453	101,363
Capital Outlay	-	-	-	-	-	-	6,000	-
<b>TOTALS</b>	<b>\$ 586,730</b>	<b>\$ 549,974</b>	<b>\$ 608,863</b>	<b>\$ 622,902</b>	<b>\$ 14,039</b>	<b>2.3%</b>	<b>\$ 635,629</b>	<b>\$ 646,381</b>

Personnel Complement				
Position Title	Full Time	Part Time	Temp	FTE's
Lead Bus Driver/Scheduler	1			1
Transportation Dispatch Clerk	1			1
Bus Driver	4	3		5.50
Bus Driver on Call			2	0.67
<b>Total Personnel Complement</b>	<b>6</b>	<b>3</b>	<b>2</b>	<b>8.17</b>

**FY 2022 Major Variances:**

**Personal Services:**

Net increase is a result of planned salary and benefit adjustments.

\$ 14,226

# Public Services

139 Full Time, 4 Part Time = 141 FTE (Full Time Equivalent)



# Public Services

## Total Department Financial Summary

Public Services is the largest department of the City, encompassing 14 divisions across three different funds. The primary public works functions are funded by the General Fund (Fund 001). Stormwater Management is its own division and its own fund (Fund 410). The Utilities Fund (Fund 425) has five divisions which focus on providing water and wastewater services.

Total Revenues by Fund								
	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	Dollar Change	Percent Change	FY 2023 Forecast	FY 2024 Forecast
<b>General Fund</b>								
Engineering Fees	\$ 1,095,808	\$ 792,388	\$ 50,000	\$ 50,000	\$ -	0%	\$ 50,000	\$ 50,000
<b>Stormwater Fund</b>								
Stormwater Fees	5,879,590	6,063,676	6,133,620	6,429,038	295,418	4.8%	6,621,909	6,820,566
Tax Collector	5,931	6,909	-	-	-	-	-	-
Interest Earnings	281,482	171,580	100,021	101,021	1,000	1.0%	102,021	39,500
Transfer In	352,729	363,312	374,224	385,451	11,227	3.0%	397,015	408,926
Appropriated Net Assets	-	-	108,165	-	(108,165)	-100.0%	-	-
<b>Utilities Fund</b>								
Water	10,074,470	10,150,984	10,375,985	10,635,084	259,099	2.5%	10,900,661	11,172,878
Wastewater	16,573,033	16,457,542	17,114,492	17,541,679	427,187	2.5%	17,979,546	18,428,360
Late Charges	237,605	120,342	250,000	250,000	-	0%	250,000	250,000
Misc. Service Charges	521,751	489,549	330,000	330,000	-	0%	330,000	330,000
Interest Earnings	667,469	338,324	184,645	189,645	5,000	2.7%	194,645	195,618
Miscellaneous Revenue	1,125,732	688,796	181,350	181,350	-	0%	181,350	181,350
Appropriated Net Assets	-	-	6,287,526	22,789,011	16,501,485	262%	4,275,458	1,155,429
<b>TOTALS - ALL FUNDS</b>	<b>\$ 36,815,600</b>	<b>\$ 35,643,402</b>	<b>\$ 41,490,028</b>	<b>\$ 58,882,279</b>	<b>\$17,392,251</b>	<b>42%</b>	<b>\$ 41,282,605</b>	<b>\$39,032,627</b>

Total Expenditures by Category								
	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	Dollar Change	Percent Change	FY 2023 Forecast	FY 2024 Forecast
Personal Services	\$ 11,125,720	\$ 10,365,081	\$ 12,609,765	\$ 13,315,431	\$ 705,666	5.6%	\$ 13,767,136	\$ 14,279,327
Operating Expenditures	23,394,167	22,698,636	22,029,602	24,139,280	2,109,678	9.6%	23,374,199	23,741,347
Capital Outlay	351,864	1,062,204	1,913,562	2,256,209	342,647	17.9%	1,119,200	1,825,956
Debt Service	1,023,413	1,000,903	1,774,770	1,772,410	(2,360)	-0.1%	1,773,430	1,777,700
Contingency	-	-	1,299,757	658,674	(641,083)	-49.3%	1,667,113	906,616
Other Uses	5,179,247	13,593,552	10,142,303	26,560,137	16,417,834	162%	9,177,320	6,329,430
Reserves	-	-	250,000	250,000	-	0%	250,000	250,000
<b>TOTALS - ALL FUNDS</b>	<b>\$ 41,074,411</b>	<b>\$ 48,720,376</b>	<b>\$ 50,019,759</b>	<b>\$ 68,952,141</b>	<b>\$18,932,382</b>	<b>38%</b>	<b>\$ 51,128,398</b>	<b>\$49,110,376</b>

Total Expenditures by Fund								
	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	Dollar Change	Percent Change	FY 2023 Forecast	FY 2024 Forecast
Public Works-General Fund	\$ 8,658,142	\$ 8,266,772	\$ 8,579,731	\$ 10,119,862	\$ 1,540,131	18%	\$ 9,895,793	\$ 10,127,749
Stormwater	5,297,975	6,721,088	6,716,030	6,915,510	199,480	3.0%	7,120,945	7,268,992
Utilities	27,118,294	33,732,516	34,723,998	51,916,769	17,192,771	50%	34,111,660	31,713,635
<b>TOTALS - ALL FUNDS</b>	<b>\$ 41,074,411</b>	<b>\$ 48,720,376</b>	<b>\$ 50,019,759</b>	<b>\$ 68,952,141</b>	<b>\$18,932,382</b>	<b>38%</b>	<b>\$ 51,128,398</b>	<b>\$49,110,376</b>



Artificial Turf Athletic Field at Tamarac Sports Complex

# Public Services

## General Fund Financial Summary

Financial Summary ~ Department Revenues								
	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	Dollar Change	Percent Change	FY 2023 Forecast	FY 2024 Forecast
Engineering Fees	\$ 1,095,808	\$ 792,388	\$ 50,000	\$ 50,000	\$ -	0%	\$ 50,000	\$ 50,000
<b>PUBLIC SERVICES TOTALS</b>	<b>\$1,095,808</b>	<b>\$ 792,388</b>	<b>\$ 50,000</b>	<b>\$ 50,000</b>	<b>\$ -</b>	<b>0%</b>	<b>\$ 50,000</b>	<b>\$ 50,000</b>

Financial Summary ~ Category Expenditures								
	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	Dollar Change	Percent Change	FY 2023 Forecast	FY 2024 Forecast
Personal Services	\$ 4,711,386	\$ 4,749,546	\$ 4,768,960	\$ 5,133,770	\$ 364,810	7.6%	\$ 5,294,981	\$ 5,491,402
Operating Expenditures	3,611,609	3,364,059	3,694,771	4,327,142	632,371	17%	4,423,212	4,527,447
Capital Outlay	335,147	153,167	116,000	658,950	542,950	468%	177,600	108,900
<b>PUBLIC SERVICES TOTALS</b>	<b>\$8,658,142</b>	<b>\$8,266,772</b>	<b>\$8,579,731</b>	<b>\$ 10,119,862</b>	<b>\$ 1,540,131</b>	<b>18.0%</b>	<b>\$9,895,793</b>	<b>\$ 10,127,749</b>

Financial Summary ~ Program Expenditures								
	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	Dollar Change	Percent Change	FY 2023 Forecast	FY 2024 Forecast
Administration	\$ 175,903	\$ 153,541	\$ 188,468	\$ 193,096	\$ 4,628	2.5%	\$ 179,175	\$ 190,013
Engineering	332,905	314,420	360,144	371,710	11,566	3.2%	384,996	398,920
Operations	703,906	675,400	720,128	790,498	70,370	9.8%	822,697	857,973
Streets	1,754,711	1,595,772	1,619,483	2,168,057	548,574	34%	2,011,476	2,014,708
Recycling Services	132,156	227,885	200,000	200,000	-	0%	200,000	200,000
Facility Management	1,480,065	1,528,828	1,626,525	2,080,184	453,659	28%	1,966,122	2,021,021
Fleet Management	1,115,780	1,090,879	1,129,528	1,186,660	57,132	5%	1,155,469	1,195,327
Grounds Maintenance	2,962,716	2,680,047	2,735,455	3,129,657	394,202	14%	3,175,858	3,249,787
<b>PUBLIC SERVICES TOTALS</b>	<b>\$8,658,142</b>	<b>\$8,266,772</b>	<b>\$8,579,731</b>	<b>\$ 10,119,862</b>	<b>\$ 1,540,131</b>	<b>18.0%</b>	<b>\$9,895,793</b>	<b>\$ 10,127,749</b>



Nature Preserve

## Public Works Administration (5001)

Public Services

### Description

#### **Mission**

To provide quality control for all Public Services activities with respect to cost efficiency and service delivery demands.

#### **Program Description**

Public Services Administration provides the organizational leadership for Public Services, and acts as the primary liaison between Public Services and the City's administrative staff and elected officials. The Division is responsible for coordinating and facilitating the efforts of the other divisions within Public Services, and is responsible for long-range planning and policy development. This leadership has led to numerous awards from year to year from agencies such as: American Public Works Association, Government Fleet Magazine (Top 100 Best Fleets), Broward County, and Arbor Day Foundation (Tree City USA).

#### **Goals & Objectives**

In support of Goal #1, Tamarac is Home, the Administration Division will seek to be the facilitator for the Public Services Department to assist with and enable the production of the best possible services for our internal customers, the residents, and visitors of the City of Tamarac; at the same time assuring our City is well maintained. In support of Goal #5, Tamarac is Smart and Connected, the Administration Division is working with Information Technology on the implementation of a new work management software, Lucity, which will make our internal process faster and easier, while going paperless. In support of Goal #6, Tamarac is a Dynamic Workplace, the Administration Division will further strive to create a positive and safe work environment for the employees of this Department; aspiring a culture of excellence between the employees and the City.

### Previous Fiscal Year Key Accomplishments



To date, citywide green measures have saved 250,763.09 kilograms of carbon dioxide, CO<sub>2</sub>, from entering the atmosphere. This has also saved the city nearly \$40,000.



## Administration Fund 001, Division 5001

Public Works Administration's mission is to provide quality control for all Public Services activities with respect to cost efficiency and service delivery demands.

Financial Summary ~ Division Expenditures								
	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	Dollar Change	Percent Change	FY 2023 Forecast	FY 2024 Forecast
Personal Services	\$ 165,210	\$ 144,705	\$ 173,058	\$ 177,056	\$ 3,998	2.3%	\$ 163,135	\$ 173,873
Operating Expenditures	10,693	8,836	15,410	16,040	630	4.1%	16,040	16,140
<b>TOTALS</b>	<b>\$ 175,903</b>	<b>\$ 153,541</b>	<b>\$ 188,468</b>	<b>\$ 193,096</b>	<b>\$ 4,628</b>	<b>2%</b>	<b>\$ 179,175</b>	<b>\$ 190,013</b>

Personnel Complement				
Position Title	Full Time	Part Time	Temp	FTEs
Director of Public Services*	0.27			0.27
Systems Coordinator**	0.50			0.50
Administrative Coordinator*	0.27			0.27
<b>Total Personnel Complement</b>	<b>1.04</b>	<b>0</b>	<b>0</b>	<b>1.04</b>

\*Position split funded between General Fund 001, Stormwater Fund 410 and Utilities Fund 425

\*\*Position split funded between General Fund 001 and Stormwater Fund 410

**FY 2022 Major Variances:**

**Personal Services:**

Net increase is a result of planned salary and benefit adjustments.

\$ 3,998

## Public Services Engineering - Program Description (5002/6002)

Engineering

### Description

#### **Mission**

To develop and implement technical solutions for the City's Civil Engineering needs, including, but not limited to, pedestrian accessibility, paving, drainage, water and wastewater needs. This includes technical and professional services to ensure that the infrastructure is operating in a safe, efficient, and economical manner; in accordance with applicable regulatory requirements. The Engineering Division also provides technical assistance and inspection services for capital improvement and development projects within the City of Tamarac.

#### **Program Description**

The Engineering Division provides technical support on planning, mapping, GIS, designing, drafting, permitting and inspection needs on items, including, but not limited to capital improvement and maintenance projects, grant applications, and Commission and City presentations. This Division also participates in the City's Development Review process and consequently reviews permits, and inspects projects designed and constructed by private developers.

#### **Goals & Objectives**

In support of Goal #6, Tamarac is a Dynamic Workplace, the Engineering Division will strive to maintain its high level of customer service, while providing technical assistance and inspection services to both internal and external customers. In support of Goal #3, Tamarac is Economically Resilient, this Division will provide an efficient, streamlined permit process for the development community, which includes providing required development documents on the City's web site. In support of Goal #4, Tamarac is Vibrant, this Division will provide a safe and vibrant community through the development and continued technical support of a quality infrastructure. Additionally, this Division will maintain accurate infrastructure records, drawings, plats and right-of-way maps as well as an accurate GIS system as it relates to Public Services infrastructure for the use of other departments, regulatory agencies, and citizens.

### Previous Fiscal Year Key Accomplishments



Supported the quality of life enhancements and community engagement by holding public meetings and facilitating traffic calming projects, such as the District 1 Mainlands Sections 1-5 Traffic Calming Project.



Designed or inspected major projects, such as the Sunset Point Park Sunset Hammock Artwork, the Fiber Network Expansion Project, and the recently completed Pine Island Road Pedestrian/Golf Cart Crossings Project.

Objectives	Measures	FY 20 Actual	FY 21 Actual	FY 21 Target	FY 22 Target	FY 23 Target	FY 24 Target
Provide efficient and streamlined technical engineering support	Percentage of engineering inspections completed within 1 day	99.83%	99.80%	95.00%	95.00%	95.00%	95.00%
	Percentage of Development review committee packages reviewed within 30 days	100.00%	100.00%	98.00%	98.00%	98.00%	98.00%
	Percentage of Engineering permit applications reviewed within 10 days	98.75%	99.40%	95.00%	95.00%	95.00%	95.00%
	Percentage of Mapping requests responded to in 2 days	100.00%	100.00%	98.00%	98.00%	98.00%	98.00%

## Engineering Fund 001, Division 5002

Engineering develops and implements technical solutions for the City's civil engineering needs, including but not limited to pedestrian accessibility, paving, drainage, water and wastewater needs. This includes technical and professional services to ensure that the infrastructure is operating in a safe, efficient, and economical manner, in accordance with applicable regulatory requirements.

Financial Summary ~ Division Revenues								
	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	Dollar Change	Percent Change	FY 2023 Forecast	FY 2024 Forecast
Engineering Fees	\$ 1,095,808	\$ 792,388	\$ 50,000	\$ 50,000	\$ -	0.0%	\$ 50,000	\$ 50,000
<b>TOTALS</b>	<b>\$ 1,095,808</b>	<b>\$ 792,388</b>	<b>\$ 50,000</b>	<b>\$ 50,000</b>	<b>\$ -</b>	<b>0%</b>	<b>\$ 50,000</b>	<b>\$ 50,000</b>

Financial Summary ~ Division Expenditures								
	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	Dollar Change	Percent Change	FY 2023 Forecast	FY 2024 Forecast
Personal Services	\$ 311,441	\$ 300,782	\$ 335,989	\$ 348,295	\$ 12,306	3.7%	\$ 361,481	\$ 375,295
Operating Expenditures	21,464	13,638	24,155	23,415	(740)	-3.1%	23,515	23,625
<b>TOTALS</b>	<b>\$ 332,905</b>	<b>\$ 314,420</b>	<b>\$ 360,144</b>	<b>\$ 371,710</b>	<b>\$ 11,566</b>	<b>3.2%</b>	<b>\$ 384,996</b>	<b>\$ 398,920</b>

Personnel Complement				
Position Title	Full Time	Part Time	Temp	FTEs
Project Engineer	1			1
Engineer Review Technician/Inspector	1			1
Engineer Cons Inspector/Plans Examiner*	0.30			0.30
Office Coordinator**	0.50			0.50
<b>Total Personnel Complement</b>	<b>2.80</b>	<b>0</b>	<b>0</b>	<b>2.80</b>

\*Position split funded between General Fund 001, Stormwater Fund 410 and Utilities Fund 425

\*\*Position split funded between General Fund 001 and Stormwater Fund 410

### FY 2022 Major Variance:

#### **Personal Services:**

Net increase is a result of planned salary and benefit adjustments.

\$ 12,306

## Public Services/Operations - Program Description (5005)

Recycling

### Description

#### Mission

To provide supervision and quality control for Public Services operational divisions and coordinate and manage capital improvement projects and activities as produced both internally and through outside contractors; and to promote recycling of certain solid waste material to reduce landfill dependency as well as maintain low disposal costs for residents.

#### Program Description

The Operations Division provides administration, supervision, and coordination of Public Services daily activities, including maintenance and capital projects. The Operations Division also handles and responds regularly to inquiries from elected officials, City staff, and the public in order to ensure the highest possible level of services. The Division provides assistance to residents to meet or exceed the Florida State Statute on solid waste management. Collection compliance, inquiries, program development and educational campaigns are all services provided toward meeting that goal.

#### Goals & Objectives

In support of Goal #3, Tamarac is Economically Resilient, the Operations Division will devote its efforts to ensuring timely, efficient, and cost-effective management of Citywide capital improvement projects. In support of Goal #6, Tamarac is a Dynamic Workplace, this Division will work interdepartmentally to coordinate projects and ensure that work is completed properly and with due consideration to budget and time limits. In support of Goal #4, Tamarac is Vibrant, this Division will serve as a liaison between members of the community, elected officials, City staff, and City contractors regarding issues of solid waste and recycling, and will strive to increase the recycling rate among residents, and increase amount of material recycled in City Facilities. Additionally, this Division will supervise the daily operations of the various Public Services Operational Divisions and to ensure that quality standards are met on a daily basis.

### Previous Fiscal Year Key Accomplishments



Enhanced attractive community appearance by implementing the Commercial Boulevard Landscape Improvement Project.



Renovated Field 4 at the Tamarac Sports Complex with synthetic turf, shaded bleachers, a new scoreboard and more.

Objectives	Measures	FY 20 Actual	FY 21 Actual	FY 21 Target	FY 22 Target	FY 23 Target	FY 24 Target
Promote recycling reduce landfill dependency and maintain low disposal costs for residents	Average number of pounds recycled per capita	126.20	108.78	118.00	118.00	118.00	118.00
	Recycling/Solid Waste complaints per year	128	149	200	200	200	200

# Operations

## Fund 001, Division 5005

The mission of the Operations division is to provide supervision and quality control for Public Services operational divisions and coordinate and manage capital improvement projects and activities as produced both internally and through outside contractors; and to promote recycling of certain solid waste material to reduce landfill dependency as well as maintain low disposal costs for residents.

Financial Summary ~ Division Expenditures								
	FY 2019	FY 2020	FY 2021	FY 2022	Dollar	Percent	FY 2023	FY 2024
	Actual	Actual	Adopted	Proposed	Change	Change	Forecast	Forecast
Personal Services	\$ 627,965	\$ 594,936	\$ 622,617	\$ 654,087	\$ 31,470	5.1%	\$ 686,116	\$ 721,222
Operating Expenditures	75,941	80,464	97,511	136,411	38,900	40%	136,581	136,751
<b>TOTALS</b>	<b>\$ 703,906</b>	<b>\$ 675,400</b>	<b>\$ 720,128</b>	<b>\$ 790,498</b>	<b>\$ 70,370</b>	<b>9.8%</b>	<b>\$ 822,697</b>	<b>\$ 857,973</b>

Personnel Complement				
Position Title	Full Time	Part Time	Temp	FTEs
Operations Manager**	0.41			0.41
Assistant Director of PS/Capital Project Manager**	0.30			0.30
Public Works Superintendent*	1.40			1.40
Budget and Contracts Manager**	0.27			0.27
Project Manager	2			2.00
<b>Total Personnel Complement</b>	<b>4.38</b>	<b>0</b>	<b>0</b>	<b>4.38</b>

\*1 Position split funded between General Fund 001 and Stormwater Fund 410.

\*\*Position split funded between General Fund 001, Stormwater Fund 410, and Utilities Fund 425.

### FY 2022 Major Variance:

#### **Personal Services:**

Net increase is a result of planned salary and benefit adjustments. \$ 31,470

#### **Operating Expenditures:**

Increase is for a consultant to ensure proper average market values and comprehensive studies for Recycling. \$ 38,900

## Public Services/Streets - Program Description (5020)

Streets

### Description

#### Mission

To maintain the streets and traffic systems in a responsible manner and provide timely repairs as needed.

#### Program Description

The Streets & Roads Division maintains and repairs all City-owned streets, public parking lots, street lights, sidewalks, guardrails, and street signs. This Division also handles new installation of stormwater pipe, catch basins, and manholes. In addition, the Division coordinates repair and maintenance of traffic control devices with the Broward County Traffic Engineering Division. The Division also cleans and inspects 98 locations which include bus benches, bus shelters, bike racks, and trash cans; and, pressure cleans all sidewalks, curbs, and medians along public streets within the City.

#### Goals & Objectives

In support of Goal #4, Tamarac is Vibrant, The Streets & Roads Division will strive to ensure that streetlights are properly functioning through testing and inspection and to coordinate the repair of faulty streetlights in a timely manner to ensure the safety of all those driving through the City of Tamarac. This Division will also ensure City streets are properly maintained by timely repair of potholes, restoring Utility cuts, and assist with minor drainage repairs and improvements as identified by the Stormwater Master Plan.

### Previous Fiscal Year Key Accomplishments



13,986 square feet of sidewalk are being repaired or replaced citywide as part of ongoing strategic efforts to promote walkability in Tamarac.



Improved alternative transportation and healthy lifestyle options by adding bike lanes through the Bike Path System Project.

Objectives	Measures	FY 20 Actual	FY 21 Actual	FY 21 Target	FY 22 Target	FY 23 Target	FY 24 Target
Maintain the City public streets and traffic systems in a responsible and timely manner	Percentage of Work Orders completed in 5 days or less	95.21%	92.46%	100.00%	100.00%	100.00%	100.00%
	Percentage of Resident complaints resolved within 24 hrs	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
	Percentage of Street lights in service	92.89%	98.65%	98.00%	98.00%	98.00%	98.00%

## Streets

### Fund 001, Division 5020

The Streets division maintains the streets and traffic systems in a responsible manner and provides timely repairs as needed.

Financial Summary ~ Division Expenditures								
	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	Dollar Change	Percent Change	FY 2023 Forecast	FY 2024 Forecast
Personal Services	\$ 512,140	\$ 462,705	\$ 456,390	\$ 536,623	\$ 80,233	17.6%	\$ 552,012	\$ 568,084
Operating Expenditures	1,057,018	982,229	1,163,093	1,383,184	220,091	18.9%	1,391,864	1,400,724
Capital Outlay	185,554	150,838	-	248,250	248,250	-	67,600	45,900
<b>TOTALS</b>	<b>\$1,754,711</b>	<b>\$1,595,772</b>	<b>\$1,619,483</b>	<b>\$2,168,057</b>	<b>\$ 548,574</b>	<b>33.9%</b>	<b>\$2,011,476</b>	<b>\$2,014,708</b>

Personnel Complement				
Position Title	Full Time	Part Time	Temp	FTEs
Streets Supervisor	1			1
Service Worker/Crewleader	1			1
Service Worker I	3			3
Groundskeeper II	1			1
Groundskeeper I (1 NEW)	2			2
<b>Total Personnel Complement</b>	<b>8</b>	<b>0</b>	<b>0</b>	<b>8</b>

**FY 2022 Major Variances:**

**Personal Services:**

Net increase is a result of planned salary and benefit adjustments. \$ 80,233

**Operating Expenditures:**

Increase is primarily due to an increase in contractual services utilized for pressure cleaning. \$ 220,091

**Capital Outlay:**

Increase reflects costs of items to be purchased in the current year versus the prior year. \$ 248,250

Refer to the list of capital items under the Asset Management Program.

## Public Services/Facility Management - Program Description (5040)

Facilities

### Description

#### Mission

To provide cost-effective maintenance of City buildings and facilities in a manner that is operationally and energy efficient, and which serves the needs of all end-users.

#### Program Description

The Facilities Management Division is responsible for custodial services, minor construction and renovations, space planning, and building maintenance including electrical and air conditioning system maintenance. Services are provided in cooperation with all other City Departments, BSO, and numerous contractors and vendors.

#### Goals & Objectives

In support of Goal #4, Tamarac is Vibrant, the Facilities Management Division will strive to ensure the cleanliness and maintenance of all City facilities with consideration to cost-effectiveness, timeliness and environmental impact in accordance with the Facilities Maintenance Policy. The Division will also coordinate the replacement and maintenance HVAC and roofing systems for all City facilities. In support of Goal #5, Tamarac is Smart and Connected, the Division has introduced and deployed throughout all City facilities the smart technology. In support of Goal #6, Tamarac is a Dynamic Workplace, the Division will ensure satisfaction of internal customers, residents, and visitors by providing high level of customer service through prompt response to service requests and on-going preventive maintenance of facilities.

### Previous Fiscal Year Key Accomplishments



Ensured the cleanliness, proper maintenance and repairs of the City's 14 public buildings.



Replaced windows at the MPC to impact windows, ensuring buildings are safe to weather storms.

Objectives	Measures	FY 20 Actual	FY 21 Actual	FY 21 Target	FY 22 Target	FY 23 Target	FY 24 Target
Provide high-quality, timely and efficient facility maintenance and repair services	Percentage of Work Orders completed in 48 hrs or less	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
	Percentage of Facilities routine repairs completed in 5 days or less	100.00%	100.00%	93.00%	93.00%	93.00%	93.00%
	Janitorial Contractor performance rating (monthly average)	3.40		3.00	3.00	3.00	3.00

# Facility Management

## Fund 001, Division 5040

The mission of Facility Management is to provide cost-effective maintenance of City buildings and facilities in a manner that is operationally and energy efficient, and which services the needs of all end-users.

Financial Summary ~ Division Expenditures								
	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	Dollar Change	Percent Change	FY 2023 Forecast	FY 2024 Forecast
Personal Services	\$ 730,430	\$ 703,947	\$ 732,756	\$ 832,815	\$ 100,059	13.7%	\$ 857,913	\$ 884,562
Operating Expenditures	749,635	824,881	827,769	963,369	135,600	16.4%	1,016,209	1,073,459
Capital Outlay	-	-	66,000	284,000	218,000	330%	92,000	63,000
<b>TOTALS</b>	<b>\$1,480,065</b>	<b>\$1,528,828</b>	<b>\$1,626,525</b>	<b>\$2,080,184</b>	<b>\$ 453,659</b>	<b>28%</b>	<b>\$1,966,122</b>	<b>\$2,021,021</b>

Personnel Complement				
Position Title	Full Time	Part Time	Temp	FTEs
Facility Management Supervisor	1			1
HVAC Technician	1			1
Electrician	1			1
Carpenter	1			1
Building Maintenance Technician (1 NEW)	5			5
<b>Total Personnel Complement</b>	<b>9</b>	<b>0</b>	<b>0</b>	<b>9</b>

**FY 2022 Major Variances:**

**Personal Services:**

Increase is a result of planned salary and benefit adjustments and an added Building Maintenance Technician. \$ 100,059

**Operating Expenditures:**

Increase due to Repair and Maintenance materials/supplies and custodial services contract costs. \$ 135,600

**Capital Outlay:**

Increase reflects a higher cost or more items to be purchased in the current year versus the prior year. \$ 218,000  
Refer to the list of capital items under the Asset Management Program.

## Public Services/Fleet Management (5080)

Fleet

### Description

#### **Mission**

To provide reliable transportation and functional equipment utilized by City Departments, minimizing down time and environmental impact, and ensuring reliability and safety.

#### **Program Description**

The Fleet Management Division is responsible for all repairs and maintenance of City vehicles, including Fire Rescue apparatus, small and heavy equipment, stormwater pump stations, fuel systems, and emergency generators. This Division is also responsible for recommending, when necessary, vehicle and equipment replacements based upon condition, mileage, maintenance costs, and serviceability. In FY 2011, the Division began providing fleet maintenance services to the North Lauderdale Fire Department and, effective FY 2012, added North Lauderdale City Hall, Code Enforcement, Parks, Public Services.

#### **Goals & Objectives**

In support of Goal #3, Tamarac is Economically Resilient, the Fleet Division will control overall costs of vehicle maintenance and operation through on-going preventive maintenance and repair, tracking mileage and equipment usage, and coordinating a comprehensive vehicle replacement program. In support of Goal #4, Tamarac is Vibrant, the Division will minimize the environmental impact by monitoring fuel consumption using a Fuel Master System, ensuring the containment, storage, and safe disposal of potentially harmful materials and using on-site segregation of recyclable materials. In support of Goal #5, Tamarac is Smart and Connected, the Fleet Division will ensure that all City vehicles and equipment are kept in service using the latest Computerized Diagnostic Equipment and updated Fleet software.

### Previous Fiscal Year Key Accomplishments



Earned \$189,879 in net revenue by providing quality fleet maintenance and repair services to the City of North Lauderdale.



Ensured that first responders and public maintenance crews can readily respond to emergencies, such as medical call or post-disaster clean up, by providing timely and efficient fleet repair, preventative maintenance and replacement services.

Objectives	Measures	FY 20 Actual	FY 21 Actual	FY 21 Target	FY 22 Target	FY 23 Target	FY 24 Target
Provide reliable transportation and functional equipment while minimizing downtime and environmental impact and ensuring reliability and safety	Percentage of Total Units Available Serviced In-House	100.00%	100.00%	99.00%	99.00%	99.00%	99.00%
	Percentage of Prev maint performed on schedule	100.00%	100.00%	99.00%	99.00%	99.00%	99.00%
	Percentage of unscheduled repairs to all work orders	5.21%	5.10%	15.00%	15.00%	15.00%	15.00%
	Percentage of Hrs billed to work orders	94.36%	94.39%	94.00%	94.00%	94.00%	94.00%

# Fleet Management

## Fund 001, Division 5080

Fleet Management provides reliable transportation and functional equipment utilized by City departments, minimizing down time and environmental impact, and ensuring reliability and safety.

Financial Summary ~ Division Expenditures								
	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	Dollar Change	Percent Change	FY 2023 Forecast	FY 2024 Forecast
Personal Services	\$ 784,423	\$ 904,098	\$ 816,368	\$ 845,610	\$ 29,242	3.6%	\$ 875,739	\$ 907,342
Operating Expenditures	214,840	186,781	263,160	272,050	8,890	3.4%	279,730	287,985
Capital Outlay	116,517	-	50,000	69,000	19,000	38%	-	-
<b>TOTALS</b>	<b>\$1,115,780</b>	<b>\$1,090,879</b>	<b>\$1,129,528</b>	<b>\$1,186,660</b>	<b>\$ 57,132</b>	<b>5%</b>	<b>\$ 1,155,469</b>	<b>\$ 1,195,327</b>

Personnel Complement				
Position Title	Full Time	Part Time	Temp	FTEs
Fleet Superintendent	1			1
Senior Fleet Mechanic	1			1
Fleet Mechanic III	3			3
Fleet Mechanic II	2			2
Fleet Office Coordinator	1			1
<b>Total Personnel Complement</b>	<b>8</b>	<b>0</b>	<b>0</b>	<b>8</b>

**FY 2022 Major Variances:**

**Personal Services:**

Increase is a result of planned salary and benefit adjustments.

\$ 29,242

**Operating Expenditures:**

Increase primarily due to increased costs in connection with the administration of the North Lauderdale ILA, alongwith the price for new tires for various vehicles.

8,890

**Capital Outlay:**

Increase reflects a higher cost or more items to be purchased in the current year versus the prior year.

\$ 19,000

Refer to the list of capital items under the Asset Management Program.



# Grounds Maintenance

## Fund 001, Division 5090

Grounds Maintenance maintains and enhances landscaping in public rights-of-way and medians; and provides safe and fun recreational facilities by maintaining and enhancing grounds, playground equipment, and facilities in Tamarac City Parks.

Financial Summary ~ Division Expenditures								
	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	Dollar Change	Percent Change	FY 2023 Forecast	FY 2024 Forecast
Personal Services	\$ 1,579,777	\$ 1,638,373	\$ 1,631,782	\$ 1,739,284	\$ 107,502	6.6%	\$ 1,798,585	\$ 1,861,024
Operating Expenditures	1,349,863	1,039,345	1,103,673	1,332,673	229,000	20.7%	1,359,273	1,388,763
Capital Outlay	33,076	2,329	-	57,700	57,700	-	18,000	-
<b>TOTALS</b>	<b>\$ 2,962,716</b>	<b>\$ 2,680,047</b>	<b>\$ 2,735,455</b>	<b>\$ 3,129,657</b>	<b>\$ 394,202</b>	<b>14.4%</b>	<b>\$ 3,175,858</b>	<b>\$ 3,249,787</b>

Personnel Complement				
Position Title	Full Time	Part Time	Temp	FTEs
Landscape Supervisor	1			1
Building Maintenance Technician	1			1
Groundskeeper Crew Leader	2			2
Groundskeeper II	7			7
Groundskeeper I	11	3		12.50
<b>Total Personnel Complement</b>	<b>22</b>	<b>3</b>	<b>0</b>	<b>23.50</b>

**FY 2022 Major Variances:**

**Personal Services:**

Net increase is a result of planned salary and benefit adjustments and an added Groundskeeper I. \$ 107,502

**Operating Expenditures:**

Increase due to lawn maintenance contract cost escalators and debris removal. \$ 229,000

**Capital Outlay:**

Increase reflects a higher cost or more items to be purchased in the current year versus the prior year. \$ 57,700  
Refer to the list of capital items under the Asset Management Program.

**Description**

**Mission**

To protect the City of Tamarac against flooding by establishing and maintaining efficient stormwater collection, routing, and pumping systems and to enhance the aesthetic appeal of the City's waterways by keeping them free of debris and excessive aquatic vegetation. To manage the City's stormwater collection system in accordance with our National Pollutant Discharge Elimination System permit.

**Program Description**

The Stormwater Division is responsible for treating canals for aquatic plants, debris removal, cleaning and repairing drainage structures and pipes, and construction of minor drainage infrastructure. This Division is also responsible for evaluating the capacity of existing stormwater systems, production and periodic updating of accurate stormwater plans, the design of in-house drainage improvement projects, and the administration of contracts for stormwater-related capital projects.

**Goals & Objectives**

In support of Goal #4, Tamarac is Vibrant, the Stormwater Division will maintain the appearance of City's canals and waterways by removing debris and managing aquatic plant growth. This Division will also clean and maintain catch basins and drainage pipes to prevent flooding during major rain events. This Division will work with consultants to maintain the Master Stormwater Plan and subsequent implementation of improvements. In support of Goal #6, Tamarac is a Dynamic Workplace, this Division will ensure satisfaction of internal customers, residents, and visitors by providing high level of customer service through prompt response to service requests and on-going preventive maintenance of drainage systems.

**Previous Fiscal Year Key Accomplishments**



Repaired and reconstructed six culvert crossings with significant erosion problems, improving safety, stormwater management, and reducing pollutant runoff.



Maintained a vibrant and attractive community appearance by cleaning a targeted 151.1 acres of waterways monthly.

Objectives	Measures	FY 20 Actual	FY 21 Actual	FY 21 Target	FY 22 Target	FY 23 Target	FY 24 Target
Protect against flooding and maintain City waterway appearance	Percentage of Resident complaints resolved within 24 hrs	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
	Percentage of Catch basins cleaned/mo	77.28%	53.91%	100.00%	100.00%	100.00%	100.00%
	Percentage of Drainage pipe cleaned/mo	89.71%	51.11%	100.00%	100.00%	100.00%	100.00%
	Percentage of waterways treated for aquatic weeds monthly	79.10%	88.69%	100.00%	100.00%	100.00%	100.00%

# Stormwater Fund

The Stormwater Management Fund (Fund 410) is an enterprise fund used to account for the management of stormwater run-off into the ground, as well as the maintenance of the canal ways. Fees are charged to all residential properties, commercial properties, and vacant land. The FY 2022 Stormwater Fund budget is \$6,915,510 or \$199,480 more than the FY 2021 Adopted budget, a 3% increase is primarily due to expected rise in variable operational costs.

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted Budget	FY 2022 Proposed Budget	Dollar Change	Percent Change	FY 2023 Forecast	FY 2024 Forecast
<b>Revenues</b>								
Stormwater Fees	\$ 5,879,590	\$ 6,063,676	\$ 6,133,620	\$ 6,429,038	\$ 295,418	4.8%	\$ 6,621,909	\$ 6,820,566
Tax Collector	5,931	6,909	-	-	-	-	-	-
Interest Income	281,482	171,580	100,021	101,021	1,000	1.0%	102,021	39,500
Transfers In	352,729	363,312	374,224	385,451	11,227	3.0%	397,015	408,926
Appropriated Net Assets	-	-	108,165	-	(108,165)	-100%	-	-
<b>Total Revenues</b>	<b>\$ 6,519,732</b>	<b>\$ 6,605,477</b>	<b>\$ 6,716,030</b>	<b>\$ 6,915,510</b>	<b>\$ 199,480</b>	<b>3%</b>	<b>\$ 7,120,945</b>	<b>\$ 7,268,992</b>
<b>Expenditures</b>								
Personal Services	\$ 1,705,473	\$ 1,453,281	\$ 2,054,609	\$ 2,205,497	\$ 150,888	7.3%	\$ 2,290,426	\$ 2,379,931
Operating Expenditures	2,785,439	2,794,157	2,324,383	2,552,282	227,899	9.8%	2,587,409	2,651,935
Capital Outlay	126,990	574,421	426,000	233,566	(192,434)	-45%	196,000	977,200
Debt Service	120,678	107,813	401,350	402,450	1,100	0.3%	402,920	402,770
Contingency	-	-	959,688	611,806	(347,882)	-36%	1,094,190	307,156
Other Uses	559,395	1,791,416	400,000	759,909	359,909	90%	400,000	400,000
Reserves	-	-	150,000	150,000	-	0.0%	150,000	150,000
<b>Total Expenditures</b>	<b>\$ 5,297,975</b>	<b>\$ 6,721,088</b>	<b>\$ 6,716,030</b>	<b>\$ 6,915,510</b>	<b>\$ 199,480</b>	<b>3%</b>	<b>\$ 7,120,945</b>	<b>\$ 7,268,992</b>
<b>Revenues in Excess of Expenditures</b>	<b>\$ 1,221,757</b>	<b>\$ (115,611)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>		<b>\$ -</b>	<b>\$ -</b>

Personnel Complement				
Position Title	Full Time	Part Time	Temp	FTEs
Public Services Director*	0.19			0.19
Assistant Director of PS/Cap Proj Mgr*	0.50			0.50
Operations Manager**	0.18			0.18
Public Works Superintendent /Stormwater and Facilities**	0.60			0.60
Budget and Contracts Manager*	0.19			0.19
Systems Coordinator**	0.50			0.50
Office Coordinator**	0.50			0.50
Office Specialist *** (NEW)	0.50			0.50
Administrative Coordinator ***	0.19			0.19
Stormwater Supervisor	1			1.00
City Engineer***	0.70			0.70
Engineer***	0.40			0.40
Engineer Cons Insp/Plans Examiner*	0.35			0.35
Engineering Tech	1			1.00
Engineering Intern***		0.50		0.25
Aquatic Spray Technician	4			4.00
Equipment Operator I	1			1.00
Equipment Operator II	3			3.00
Service Worker Crew Leader	2			2.00
Service Worker I	4			4.00
Service Worker II	1			1.00
<b>Total Personnel Complement</b>	<b>21.80</b>	<b>0.50</b>	<b>0</b>	<b>22.05</b>

\*Position split funded between General Fund 001, Stormwater Fund 410 and Utilities Fund 425

\*\*Position split funded between General Fund 001 and Stormwater Fund 410

\*\*\*Position split funded between Stormwater Fund 410 and Utilities Fund 425

# Utilities Fund

The Utilities Fund (Fund 425) is an enterprise fund used to account for water and sewer services provided to Tamarac residents. The City operates its own water treatment plant that produces and sells water to approximately 18,000 customers. The FY 2022 Utilities Fund budget is \$51,916,769 or \$17,192,771 more than the FY 2021 Adopted budget, a 50% increase due to transfers for planned capital projects. The Utilities Fund consists of five divisions: Administration (6001), Engineering (6002), Water Treatment (6020), Water Distribution (6030), and Wastewater Collection (6040).

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted Budget	FY 2022 Proposed Budget	Dollar Change	Percent Change	FY 2023 Forecast	FY 2024 Forecast
<b>Revenues</b>								
Water	\$ 10,074,470	\$ 10,150,984	\$ 10,375,985	\$ 10,635,084	\$ 259,099	2.5%	\$ 10,900,661	\$ 11,172,878
Wastewater	16,573,033	16,457,542	17,114,492	17,541,679	427,187	2.5%	17,979,546	18,428,360
Late Charges	237,605	120,342	250,000	250,000	-	0.0%	250,000	250,000
Misc. Service Charges	521,751	489,549	330,000	330,000	-	0.0%	330,000	330,000
Interest Earnings	667,469	338,324	184,645	189,645	5,000	2.7%	194,645	195,618
Miscellaneous Revenues	1,125,732	688,796	181,350	181,350	-	0.0%	181,350	181,350
Appropriated Net Assets	-	-	6,287,526	22,789,011	16,501,485	262%	4,275,458	1,155,429
<b>Total Revenues</b>	<b>\$ 29,200,060</b>	<b>\$ 28,245,537</b>	<b>\$ 34,723,998</b>	<b>\$ 51,916,769</b>	<b>\$ 17,192,771</b>	<b>50%</b>	<b>\$ 34,111,660</b>	<b>\$ 31,713,635</b>
<b>Expenditures</b>								
Personal Services	\$ 4,708,861	\$ 4,162,254	\$ 5,786,196	\$ 5,976,164	\$ 189,968	3.3%	\$ 6,181,729	\$ 6,407,994
Operating Expenditures	16,997,119	16,540,420	16,010,448	17,259,856	1,249,408	7.8%	16,363,578	16,561,965
Capital Outlay/CIP	(110,273)	334,616	1,371,562	1,363,693	(7,869)	-0.6%	745,600	739,856
Other Uses	4,619,852	11,802,136	9,742,303	25,800,228	16,057,925	165%	8,777,320	5,929,430
Contingency	-	-	340,069	46,868	(293,201)	-86%	572,923	599,460
Debt Service	902,735	893,090	1,373,420	1,369,960	(3,460)	-0.3%	1,370,510	1,374,930
Reserves	-	-	100,000	100,000	-	0.0%	100,000	100,000
<b>Total Expenditures</b>	<b>\$ 27,118,294</b>	<b>\$ 33,732,516</b>	<b>\$ 34,723,998</b>	<b>\$ 51,916,769</b>	<b>\$ 17,192,771</b>	<b>50%</b>	<b>\$ 34,111,660</b>	<b>\$ 31,713,635</b>
<b>Revenues in Excess of Expenditures</b>	<b>\$ 2,081,766</b>	<b>\$ (5,486,979)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>		<b>\$ -</b>	<b>\$ -</b>
<b>Expenditures by Program</b>								
Administration	\$ 13,182,868	\$ 19,614,110	\$ 17,446,050	\$ 33,370,646	\$ 15,924,596	91%	\$ 16,944,140	\$ 14,252,495
Engineering	1,183,634	1,233,875	1,034,835	1,570,337	535,502	52%	880,587	1,022,106
Water Treatment	2,557,014	3,006,419	3,272,962	3,957,351	684,389	20.9%	3,844,737	3,940,860
Water Distribution	2,471,154	2,042,021	3,056,877	2,755,550	(301,327)	-10%	2,658,093	2,759,100
Wastewater Collection	7,723,624	7,836,091	9,913,274	10,262,885	349,611	3.5%	9,784,103	9,739,074
<b>Total Program Expenditures</b>	<b>\$ 27,118,294</b>	<b>\$ 33,732,516</b>	<b>\$ 34,723,998</b>	<b>\$ 51,916,769</b>	<b>\$ 17,192,771</b>	<b>50%</b>	<b>\$ 34,111,660</b>	<b>\$ 31,713,635</b>



Tamarac Commons Park

# Utilities Administration - Program Description (6001)

Utilities

**Description**

**Mission**  
 To assure excellent water and wastewater service to the City of Tamarac through coordination and facilitation of the operation and maintenance activities of the Public Services Department.

**Program Description**  
 Public Services Administration provides the organizational leadership for Utilities, and acts as the primary liaison between Utilities and the City's administrative staff and elected officials. The Division is responsible for coordinating and facilitating the efforts of the other divisions within Utilities, and is responsible for long range planning and policy development. This leadership has led to numerous awards from year to year from agencies such as: United States Environmental Protection Agency, Florida Department of Environmental Protection, American Water Works Association, Florida Section/American Water Works Association, Florida Water and Pollution Control Operators Association and Broward County.

**Goals & Objectives**  
 In support of Goal #3, Tamarac is Economically Resilient, and Goal #4, Tamarac is Vibrant, the goal of Utilities Administration is to help the customer, promote goodwill among employees, and review efficiencies on every level. We will accomplish this by developing and adopting "best practices" of the American Water Works Association (AWWA), providing open lines of communication to our residents, employees, and partners, fostering a sharing culture, and staying abreast of current developments in Utilities. In support of Goal #6, Tamarac is a Dynamic Workplace, Utilities Administration will encourage training and development of employees and track formal training hours spent. In support of Goal #5, Tamarac is Smart and Connected, the City has acquired a new work management software, Lucity, which will make communication from the field to internal departments more efficient.

**Previous Fiscal Year Key Accomplishments**

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Objectives	Measures	FY 20 Actual	FY 21 Actual	FY 21 Target	FY 22 Target	FY 23 Target	FY 24 Target
Ensure the uninterrupted provision of potable water and wastewater services	Percentage of all Utilities after-hours citizen requests addressed within specified timeframes (Wastewater, Water Distribution, WTP)	99.37%		93.30%	93.30%	93.30%	93.30%

## Utilities Administration Fund 425, Division 6001

The mission of Utilities Administration is to assure excellent water and wastewater service to the City of Tamarac through coordination facilitation of the operation and maintenance activities of the Public Services department.

Financial Summary ~ Division Expenditures								
	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	Dollar Change	Percent Change	FY 2023 Forecast	FY 2024 Forecast
Personal Services	\$ (170,234)	\$ (688,179)	\$ 554,626	\$ 565,804	\$ 11,178	2.0%	\$ 597,434	\$ 631,225
Operating Expenditures	8,513,645	8,356,674	5,335,632	5,487,786	152,154	2.9%	5,525,953	5,617,450
Capital Outlay	(683,130)	(749,611)	-	-	-	-	-	-
Debt Service	902,735	893,090	1,373,420	1,369,960	(3,460)	-0.3%	1,370,510	1,374,930
Contingency	-	-	340,069	46,868	(293,201)	-86%	572,923	599,460
Other Uses	4,619,852	11,802,136	9,742,303	25,800,228	16,057,925	165%	8,777,320	5,929,430
Reserves	-	-	100,000	100,000	-	0.0%	100,000	100,000
<b>TOTALS</b>	<b>\$13,182,868</b>	<b>\$19,614,110</b>	<b>\$17,446,050</b>	<b>\$33,370,646</b>	<b>\$ 15,924,596</b>	<b>91%</b>	<b>\$16,944,140</b>	<b>\$14,252,495</b>

Personnel Complement				
Position Title	Full Time	Part Time	Temp	FTE's
Public Services Director*	0.54			0.54
Assistant Director of PS/Cap Proj Manager*	0.20			0.20
Operations Manager*	0.41			0.41
Budget & Contracts Manager*	0.54			0.54
Administrative Coordinator*	0.54			0.54
Office Specialist	1			1.00
Office Coordinator	1			1.00
<b>Total Personnel Complement</b>	<b>4.23</b>	<b>0</b>	<b>0</b>	<b>4.23</b>

\* Positions are split funded between General Fund 001, Stormwater Fund 410, and Utilities Fund 425

### **FY 2022 Major Variances:**

#### **Other Uses:**

Net increase is a result of the transfer to the Utility Renewal & Replacement for capital improvements compared to the previous year. Refer to the list of capital items under the Asset Management Program.

\$16,057,925

## Public Services Engineering - Program Description (5002/6002)

Engineering

### Description

#### Mission

To develop and implement technical solutions for the City's Civil Engineering needs, including, but not limited to, pedestrian accessibility, paving, drainage, water and wastewater needs. This includes technical and professional services to ensure that the infrastructure is operating in a safe, efficient, and economical manner; in accordance with applicable regulatory requirements. The Engineering Division also provides technical assistance and inspection services for capital improvement and development projects within the City of Tamarac.

#### Program Description

The Engineering Division provides technical support on planning, mapping, GIS, designing, drafting, permitting and inspection needs on items, including, but not limited to capital improvement and maintenance projects, grant applications, and Commission and City presentations. This Division also participates in the City's Development Review process and consequently reviews permits, and inspects projects designed and constructed by private developers.

#### Goals & Objectives

In support of Goal #6, Tamarac is a Dynamic Workplace, the Engineering Division will strive to maintain its high level of customer service, while providing technical assistance and inspection services to both internal and external customers. In support of Goal #3, Tamarac is Economically Resilient, this Division will provide an efficient, streamlined permit process for the development community, which includes providing required development documents on the City's web site. In support of Goal #4, Tamarac is Vibrant, this Division will provide a safe and vibrant community through the development and continued technical support of a quality infrastructure. Additionally, this Division will maintain accurate infrastructure records, drawings, plats and right-of-way maps as well as an accurate GIS system as it relates to Public Services infrastructure for the use of other departments, regulatory agencies, and citizens.

### Previous Fiscal Year Key Accomplishments



Supported the quality of life enhancements and community engagement by holding public meetings and facilitating traffic calming projects, such as the District 1 Mainlands Sections 1-5 Traffic Calming Project.



Designed or inspected major projects, such as the Sunset Point Park Sunset Hammock Artwork, the Fiber Network Expansion Project, and the recently completed Pine Island Road Pedestrian/Golf Cart Crossings Project.

Objectives	Measures	FY 20 Actual	FY 21 Actual	FY 21 Target	FY 22 Target	FY 23 Target	FY 24 Target
Provide efficient and streamlined technical engineering support	Percentage of engineering inspections completed within 1 day	99.83%	99.80%	95.00%	95.00%	95.00%	95.00%
	Percentage of Development review committee packages reviewed within 30 days	100.00%	100.00%	98.00%	98.00%	98.00%	98.00%
	Percentage of Engineering permit applications reviewed within 10 days	98.75%	99.40%	95.00%	95.00%	95.00%	95.00%
	Percentage of Mapping requests responded to in 2 days	100.00%	100.00%	98.00%	98.00%	98.00%	98.00%

# Utilities Engineering

## Fund 425, Division 6002

Utilities Engineering develops and implements technical solutions for the City's civil engineering needs, including but not limited to pedestrian accessibility, paving, drainage, water and wastewater needs. This includes technical and professional services to ensure that the infrastructure is operating in a safe, efficient, and economical manner, in accordance with applicable regulatory requirements.

Financial Summary ~ Division Expenditures								
	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	Dollar Change	Percent Change	FY 2023 Forecast	FY 2024 Forecast
Personal Services	\$ 630,640	\$ 694,356	\$ 739,178	\$ 769,739	\$ 30,561	4.1%	\$ 801,872	\$ 835,731
Operating Expenditures	37,299	34,299	66,795	68,105	1,310	2.0%	58,715	59,375
Capital Outlay	515,695	505,220	228,862	732,493	503,631	220%	20,000	127,000
<b>TOTALS</b>	<b>\$ 1,183,634</b>	<b>\$ 1,233,875</b>	<b>\$ 1,034,835</b>	<b>\$ 1,570,337</b>	<b>\$ 535,502</b>	<b>52%</b>	<b>\$ 880,587</b>	<b>\$ 1,022,106</b>

Personnel Complement				
Position Title	Full Time	Part Time	Temp	FTEs
City Engineer**	0.30			0.30
Utility Engineer	1.00			1.00
Eng. Const. Inspector/Plans Examiner*	1.35			1.35
Engineer**	0.60			0.60
Senior Engineering Technician	1			1.00
Engineering Technician	1			1.00
Engineering Intern**		0.5		0.25
<b>Total Personnel Complement</b>	<b>5.25</b>	<b>0.5</b>	<b>0</b>	<b>5.50</b>

\*1 Position is split funded between General Fund 001 (30%), Stormwater Fund 410 (35%) and Utilities Fund 425 (35%)

\*\*Position split funded between Stormwater Fund 410 (40%) and Utilities Fund 425 (60%)

### FY 2022 Major Variances:

#### **Personal Services:**

Net Increase is a result of planned salary and benefit adjustments. \$ 30,561

#### **Capital Outlay:**

Increase reflects a higher cost or more items to be purchased in the current year versus the prior year. \$ 503,631  
Refer to the list of capital items under the Asset Management Program.

## Water Treatment - Program Description (6020)

Water Treatment Plant

### Description

#### **Mission**

To provide an adequate quantity of high quality potable water to the City of Tamarac's water utility service area.

#### **Program Description**

The Water Treatment Division treats the entire supply of potable (drinkable) water, which meets all applicable Federal and State Regulatory Standards. The Division is responsible for the protection of the groundwater (raw water) sources of the water system, treatment and purification of the groundwater, disinfection of water against potentially harmful bacteria, fluoridation of the water for the protection of teeth, and delivery of the water to the customers. The Division is also responsible for monitoring the potable water for compliance through the City's State of Florida certified laboratory, as well as the promotion of water conservation practices among its customers.

#### **Goals & Objectives**

In support of Goal #4, Tamarac is Vibrant, this Division will continue to supply the potable water to meet applicable Federal and State Standards. In order to do so, this Division makes necessary changes to the water treatment process to provide the residents with the highest quality drinking water. In support of Goal #6, Tamarac is a Dynamic Workplace, staff will be kept knowledgeable of changing water treatment methods, analysis, and regulation through training. This Division will respond to all inquiries on the potable water from residents, the media, regulatory agencies, and City staff. While the South Florida Water Management District (SFWMD) sets a 10% goal for unaccounted for water, based on past practices, this Division sets an internal goal for unaccounted for water which puts Tamarac in the Best in Class Category in the USA. This Division will also encourage water conservation by all consumers by providing education and conservation devices.

### Previous Fiscal Year Key Accomplishments



Raw Water Rehabilitation Project, reconfigured four (4) raw water wells to be above 100-Year Flood Levels and replace all mechanical, electrical, and control equipment. This projects protects the water supply from flood water and makes the equipment more accessible for maintenance.



# Utilities Water Treatment

## Fund 425, Division 6020

Utilities Water Treatment provides an adequate quantity of high quality potable water to the City of Tamarac's water service area.

Financial Summary ~ Division Expenditures								
	FY 2019	FY 2020	FY 2021	FY 2022	Dollar	Percent	FY 2023	FY 2024
	Actual	Actual	Adopted	Proposed	Change	Change	Forecast	Forecast
Personal Services	\$ 1,205,174	\$ 1,217,666	\$ 1,296,205	\$ 1,340,703	\$ 44,498	3.4%	\$ 1,383,969	\$ 1,429,322
Operating Expenditures	1,510,062	1,580,924	1,796,707	2,565,248	768,541	42.8%	1,939,718	2,040,538
Capital Outlay	(158,222)	207,829	180,050	51,400	(128,650)	-71%	521,050	471,000
<b>TOTALS</b>	<b>\$2,557,014</b>	<b>\$3,006,419</b>	<b>\$3,272,962</b>	<b>\$3,957,351</b>	<b>\$ 684,389</b>	<b>20.9%</b>	<b>\$3,844,737</b>	<b>\$3,940,860</b>

Personnel Complement				
Position Title	Full Time	Part Time	Temp	FTEs
Water Plant Superintendent	1			1
Water Plant Lead Operator	2			2
SCADA System Specialist	1			1
Senior Chemist	1			1
Water Plant Operator A, B, C & trainee	7			7
Office Specialist* (NEW)	0.5			0.5
<b>Total Personnel Complement</b>	<b>12.5</b>	<b>0</b>	<b>0</b>	<b>12.5</b>

**FY 2022 Major Variances:**

**Personal Services:**

Net Increase is a result of planned salary and benefit adjustments.

\$ 44,498

**Operating Expenditures:**

Increase due to an escalation in security contract costs.

\$ 768,541

**Capital Outlay:**

Net decrease reflects a lower cost or fewer items to be purchased in the current year versus the prior year.  
Refer to the list of capital items under the Asset Management Program.

\$ (128,650)



*Nature Preserve*

## Water Distribution - Program Description (6030)

Water Distribution

### Description

#### **Mission**

To provide uninterrupted delivery of potable water from the Tamarac Water Treatment Facility to customers in the Tamarac utility service area, and conveyance of wastewater from these customers to the Broward County Master Pumping Stations by repairing and upgrading the water and wastewater infrastructure.

#### **Program Description**

The Water Distribution Division is responsible for the timely repair and facility upgrade of 251 miles of various-sized water mains, 33 miles of wastewater transmission mains, 19,853 water services, and 18,805 wastewater services. This is accomplished through employees who are on call 24 hours per day and function in the areas of water main leak repairs, water and wastewater service repairs and upgrades, water meter replacement and relocation, water valve exercising and fire hydrant flushing programs, and installation of new water valves and fire hydrants in order to improve the system infrastructure. The Water Distribution Division is also responsible for the reading and installation of water meters citywide; and locating of the City's water and wastewater system.

#### **Goals & Objectives**

In support of Goal #4, Tamarac is Vibrant, this Division will provide timely service to customers who experience the loss of water service by tracking efficiency and customer service measures. We will strive to make repairs to the water and sewer service infrastructure in a cost effective, professional manner, with a minimum of inconvenience to our citizens. After the repairs have been completed, restoration will be accomplished with equal or better results as quickly as possible. Preventive maintenance is a constant in this Division and all available resources will be directed to neutralize the aging effect on the distribution network in an effort to meet the growing demands of all constituents.

### Previous Fiscal Year Key Accomplishments



Completed over 10,000 work orders citywide for accurate water meter readings.



Flushed, repaired, or painted over 200 fire hydrants across the city to ensure that the Fire Department is able to keep citizens safe.

Objectives	Measures	FY 20 Actual	FY 21 Actual	FY 21 Target	FY 22 Target	FY 23 Target	FY 24 Target
Provide uninterrupted delivery of potable water to residents	Water Distribution System Integrity (total # of breaks/leaks per 100 miles of pipe per year)	10.24	3.94	12.00	12.00	12.00	12.00
	Number of customer accounts per 1000 experiencing water disruption >12 hrs	0.05	0.00	0.00	0.00	0.00	0.00
	Percent of Water Distribution after-hours/emergency callouts responded to within 1 hour Call Outs Log	98.19%		95.00%	95.00%	95.00%	95.00%

# Utilities Water Distribution

## Fund 425, Division 6030

The mission of Utilities Water Distribution is to provide uninterrupted delivery of potable water from the water treatment facility to customers in the Tamarac water service area, and conveyance of wastewater from these customers to the Broward County master pumping stations by repairing and upgrading the water and wastewater infrastructure.

Financial Summary ~ Division Expenditures								
	FY 2019	FY 2020	FY 2021	FY 2022	Dollar	Percent	FY 2023	FY 2024
	Actual	Actual	Adopted	Proposed	Change	Change	Forecast	Forecast
Personal Services	\$ 1,642,607	\$ 1,533,595	\$ 1,718,113	\$ 1,772,883	\$ 54,770	3.2%	\$ 1,830,526	\$ 1,890,917
Operating Expenditures	704,448	507,646	808,264	827,867	19,603	2%	827,567	832,167
Capital Outlay	124,099	780	530,500	154,800	(375,700)	100%	-	36,016
<b>TOTALS</b>	<b>\$2,471,154</b>	<b>\$2,042,021</b>	<b>\$3,056,877</b>	<b>\$2,755,550</b>	<b>\$ (301,327)</b>	<b>-10%</b>	<b>\$2,658,093</b>	<b>\$2,759,100</b>

Personnel Complement				
Position Title	Full Time	Part Time	Temp	FTEs
Construction Superintendent	1			1
Transmission Supervisor	1			1
Irrigation Technician	1			1
Utilities Service Worker I	4			4
Utilities Service Worker II	2			2
Utilities Service Worker III	2			2
Equipment Operator II (Utilities)	3			3
Water Accountability Supervisor	1			1
Water System Operator I	3			3
Water System Operator II	1			1
Water System Operator III	1			1
Field Technician - Construction	1			1
Backflow Technician	1			1
<b>Total Personnel Complement</b>	<b>22</b>	<b>0</b>	<b>0</b>	<b>22</b>

**FY 2022 Major Variances:**

**Personal Services:**

Net decrease is a result of planned salary and benefit adjustments. \$ 54,770

**Capital Outlay:**

Net decrease reflects a lower cost or fewer items to be purchased in the current year versus the prior year. \$ (375,700)

Refer to the list of capital items under the Asset Management Program.

## Wastewater Collection - Program Description (6040)

Wastewater Collection

### Description

#### **Mission**

To provide uninterrupted service of the wastewater collection system and the Water Treatment Facility with scheduled and unscheduled maintenance activities.

#### **Program Description**

The Wastewater Collection Division oversees the maintenance of 159 miles of gravity wastewater mains, 88 wastewater pump stations and the Water Treatment Facility. The main activities for the Wastewater Collection Division includes: inspecting, indexing and abating excessive infiltration and inflow through various methods of rehabilitation, electrical and mechanical maintenance and repair of the operating equipment at the Water Treatment Facility and wastewater pump stations. The Division also responds to emergency wastewater blockages, pump station failures and customer wastewater system overflows.

#### **Goals & Objectives**

In support of Goal #4, Tamarac is Vibrant, this Division will provide preventative and corrective maintenance from the beginning of the water treatment cycle (Plant) to the end (Broward County Wastewater Stations) and everything in between (Collection System). This Division will identify potential problems and alertly repair existing ones in order to keep the system operating as designed. An ongoing inflow and infiltration program is in place and is carefully monitored to ensure our resources are utilized in the right areas. The aging wastewater pump stations are systematically rehabilitated to keep the utility in the forefront of today's technology.

### Previous Fiscal Year Key Accomplishments



Cleaned 183,291 linear feet of underground sewer pipe and video inspected 179,559 linear feet of Mainlines and 27,402 linear feet of Service Laterals as part of Tamarac's ongoing preventative maintenance program.



Lined 1,521 feet of sewer mains and 6,000 feet of lineal sewer lines in FY 2020; and, installed 101 antennae for the new SCADA System for 80 wastewater pump stations, two Water Treatment Plant booster stations, and 19 raw wells. All of which reduces City expenses, protects the environment, and keeps our City's water clean from chemical exposure.

Objectives	Measures	FY 20 Actual	FY 21 Actual	FY 21 Target	FY 22 Target	FY 23 Target	FY 24 Target
Provide preventative and corrective maintenance to ensure uninterrupted service of the wastewater collection system	Percent of After Hours/Emergency Call Outs responded to within 1 hour Call Outs Log (Jerry and Chet)	100.00%	100.00%	95.00%	95.00%	95.00%	95.00%
	Wastewater Collection System Integrity (Collection system main blockages during the year per 100 miles of collection system piping) Video Sealing Operations (Jerry)	3.86	5.15	3.20	3.20	3.20	3.20
	Sewer Overflow Rate (Collection system piping condition and effectiveness of routine maintenance) per 100 miles Video Sealing Operations (Jerry)	0.00	0.00	1.00	1.00	1.00	1.00
	Decrease Sanitary Sewer Flow (Gallons per minute flow reduced by grouting and or pipe lining procedures)	56	152	100	100	100	100

## Utilities Wastewater Collection

### Fund 425, Division 6040

Utilities Wastewater Collection provides uninterrupted service of the wastewater collection system and the water treatment facility with scheduled and unscheduled maintenance activities.

Financial Summary ~ Division Expenditures								
	FY 2019	FY 2020	FY 2021	FY 2022	Dollar	Percent	FY 2023	FY 2024
	Actual	Actual	Adopted	Proposed	Change	Change	Forecast	Forecast
Personal Services	\$ 1,400,674	\$ 1,404,816	\$ 1,478,074	\$ 1,527,035	\$ 48,961	3.3%	\$ 1,567,928	\$ 1,620,799
Operating Expenditures	6,231,665	6,060,877	8,003,050	8,310,850	307,800	4%	8,011,625	8,012,435
Capital Outlay	91,285	370,398	432,150	425,000	(7,150)	-2%	204,550	105,840
<b>TOTALS</b>	<b>\$7,723,624</b>	<b>\$7,836,091</b>	<b>\$ 9,913,274</b>	<b>\$10,262,885</b>	<b>\$ 349,611</b>	<b>4%</b>	<b>\$ 9,784,103</b>	<b>\$ 9,739,074</b>

Personnel Complement				
Position Title	Full Time	Part Time	Temp	FTEs
Maintenance Superintendent	1			1
Wastewater Supervisor	1			1
Maintenance Supervisor (Utilities)	1			1
Senior Tradesperson/Electrician	1			1
Instrumentation and Control Technician	1			1
Wastewater Service Worker III	2			2
Mechanic I (Utilities)	1			1
Mechanic II (Utilities)	2			2
Mechanic III (Utilities)	1			1
Wastewater Service Worker II	3			3
Wastewater Service Worker I	2			2
Utility Material Resource Coordinator	1			1
<b>Total Personnel Complement</b>	<b>17</b>	<b>0</b>	<b>0</b>	<b>17</b>

**FY 2022 Major Variances:**

**Personal Services:**

Net decrease is a result of planned salary and benefit adjustments. \$ 48,961

**Operating Expenditures:**

Increase is primarily due to estimated Wastewater Systems Master Study. \$ 307,800

# Asset Management Program

The City of Tamarac Asset Management Program summarizes major assets owned by the City coupled with the physical condition and the future plans for those assets. The Asset Management Program budget process encompasses the integration of revenues and expenditures along with program policy included in the City's long-range planning process.

## The Goals and Objectives of the Program

- Increase efficiency of City operations by maintaining assets in acceptable condition.
- Recommend an annual level of combined expenditures for capital, major maintenance and equipment replacement to aid in the stabilization of property tax levies from year to year.
- Identify assets no longer needed by the City; assess the salvage/recoverable value of those assets, if any.
- Reduce utility and maintenance costs by identifying improvements that result in annual cost savings.
- Suggest a long-term plan for each asset.
- Identify a plan for maintenance and replacement of existing assets and acquisition of new assets which is based on a reasonable expectation of what the City can afford.
- Be a tool for annual asset tracking, updating asset inventory and re-assessing long-term plans.

## Elements of the Program

The Asset Management Program integrates the Capital Improvement Program, Capital Maintenance Program, Capital Vehicle Program, Capital Equipment Program, and the funding required, into an overall financial management plan. Pursuant to Financial Management Policy #15, the City will annually prepare a six-year Asset Management Program. The Program will identify the source(s) of funding for all projects as well as the impact on future costs.

## Definitions of the Asset Management Program

These terms are used to distinguish types of assets:

- **Capital Improvement** – Includes new construction, all renovation, and acquisition of assets, infrastructure improvements and one-time capital projects which have a value greater than \$50,000 and an expected life longer than one year and are not vehicles or equipment. For details, see the list of Capital Improvement Projects (CIPs) followed by their respective descriptions.
- **Maintenance** – Includes regular maintenance performed on at least an annual basis that should be included in departmental operating budgets. The Capital Maintenance Program section lists each of these planned projects.
- **Vehicles** – Tangible assets which can generally be described as vehicles or rolling stock that has an expected life greater than one year and a cost greater than \$1,000. Refer to the Vehicle Replacement Program for the budget plan to provide funding for replacements.
- **Equipment** – Tangible assets used in an operation or activity with a cost greater than \$1,000, an expected life longer than one year, and are not vehicles. Included are assets generally related to electronic data processing, including but not limited to laptop computers, certain software, printers, modems, and accessories. The Capital Equipment Program lists these planned expenditures.

## Limits of the Program

The Program includes projected asset replacement, acquisition and maintenance expenses related to major City assets for the period FY 2022 - 2027. The Program addresses projected asset needs while still operating within projected financial constraints. City staff makes every effort to develop reasonable, educated estimates of the priority of asset expenditure needs.

The City's Capital Vehicle program for FY 2022 - 2027 is primarily based on replacement costs. Limited funding for both new and replacement vehicles compels staff to focus on maintaining the essential elements of our existing fleet. The Fleet Manager reviews the life expectancy, maintenance records and total mileage of each vehicle scheduled for replacement. Occasionally, exceptions require approval and vehicles can be kept in service subject to ongoing review. The maintenance referenced in the Program consists of a description of the general types of items accounted for as maintenance expenses associated with individual assets. In most cases, departments that manage the assets include maintenance expenses for several assets in a single line item in their annual budget.

The national and local economies continue to exercise significant impact upon local government funding ability. The budgeted projects are important to the City and need to proceed. In the event of unanticipated deterioration of the

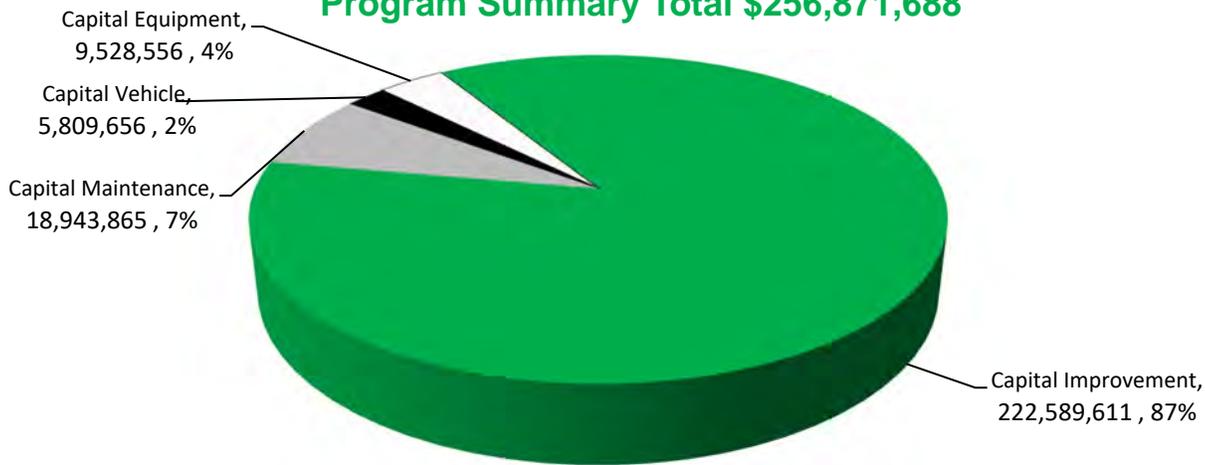
economy, the City must be prepared to adjust the scheduling of projects within the six-year program in recognition of changing financial realities.

**Program Summary**

The funding requirements of the Asset Management Program for FY 2022 - 2027 are summarized below:

Capital Improvement	\$	222,589,611
Capital Maintenance		18,943,865
Capital Vehicle		5,809,656
Capital Equipment		9,528,556
<b>Total Program</b>	<b>\$</b>	<b>256,871,688</b>

**FY 2022 - 2027 Asset Management Program  
Program Summary Total \$256,871,688**



A systematic approach to planning and financing public agency projects results in many benefits. Some of the more important benefits derived from a viable structured plan to promote orderly growth patterns and capital improvements include, but are not limited to, the following:

- o Continued incremental funding for Buffer Walls through several phases at planned locations
- o Continued funding for capital artwork including artistic fences, art bridge and playground
- o ADA Accessibility Study/Sidewalk Gap Analysis
- o Continued phased funding for Information Technology Security Master Plan and Fiber Network Expansion
- o Caporella Park Concession and Amphitheater
- o Gary B. Jones Dog Park Shelters, Fence and Walkway
- o Enhancements at Reclamation Park with the "Biz-Box"
- o Sabal Palm Parcel, Shaker Village, and Woodglen Park construction projects
- o Westside Dog Walk Beside 108<sup>th</sup> Terrace
- o Tamarac Sports Complex Small Playground
- o Tamarac Sports Complex Sports Courts and Parking
- o Mainlands Park Phase 2
- o Sunset Point Park Shelter and Bench Replacements
- o Continued incremental rehabilitation of Culvert/Headwalls at targeted locations Citywide
- o Utilities Rehabilitation and Upgrade projects

The ability of the City to finance these needs and other needs while remaining in compliance with the Comprehensive Plan will continue being a major directive in future City budgets.

## **Recurring Capital Maintenance**

Recurring capital maintenance reflects the recurring expenditure needs of the City. These items include a budget appropriation for one fiscal year and are reviewed by the Budget staff as part of the budget development process each year. The desired goal is to close out the maintenance work within one year. The capital maintenance items may be carried forward into the next fiscal year when their completion requires more time than originally anticipated. Capital maintenance items that are expected to be completed over a period longer than one year are assigned a project number.

## **Project Title**

Project titles identify a geographic reference or the nature of the work to be performed.

## **Project Number**

All projects for which the City has expenditure accountability are assigned project numbers. All projects are assigned a five-character, alphanumeric indicator which includes a double alpha character identifying the project department, followed by a two-digit project year and a single alpha character.

CE – Capital Equipment	HS – Housing	UG – Utilities Grant
CV – Capital Vehicle	IT – Information Technology	UM – Utilities Maintenance
FR – Fire Rescue	PA – Public Arts	US – Utilities Sewer
GP – General Project	PW – Public Works	UT – Utilities Water (Plant)
GT – Grant	SW – Stormwater	UW – Utilities Water (Lines)

## **Project Description**

This is a general description of the adopted improvement including the scope of work and purpose of the project. Other useful information is also provided such as project status, financial activity, the estimated impact of the project on the operating budget, changes from prior year, and amendment history.

## **Prior Year**

This represents the cumulative legal authorization for a project prior to, but not including, the adopted fiscal year budget, i.e. FY 2021.

## **FY 2022 Budget**

This represents the request for the upcoming budget year. Upon approval by the City Commission, this amount combined with the prior authorization described above establishes the legal authorization to spend for the upcoming and future budget years, until complete in accordance with Financial Policy #16.

## **FY 2023 through FY 2027 Capital Program**

This represents the level of funding requested over the next five years and displays a spending plan.

## **Project Total**

This represents estimated total cost to complete a project as adopted by the City Manager, including prior approval, as well as the level of funding requested for the FY 2022 budget year and the program for the period FY 2023-2027.

## **Source of Funding**

This is information about funding sources used to finance the project. Standard funding categories include:

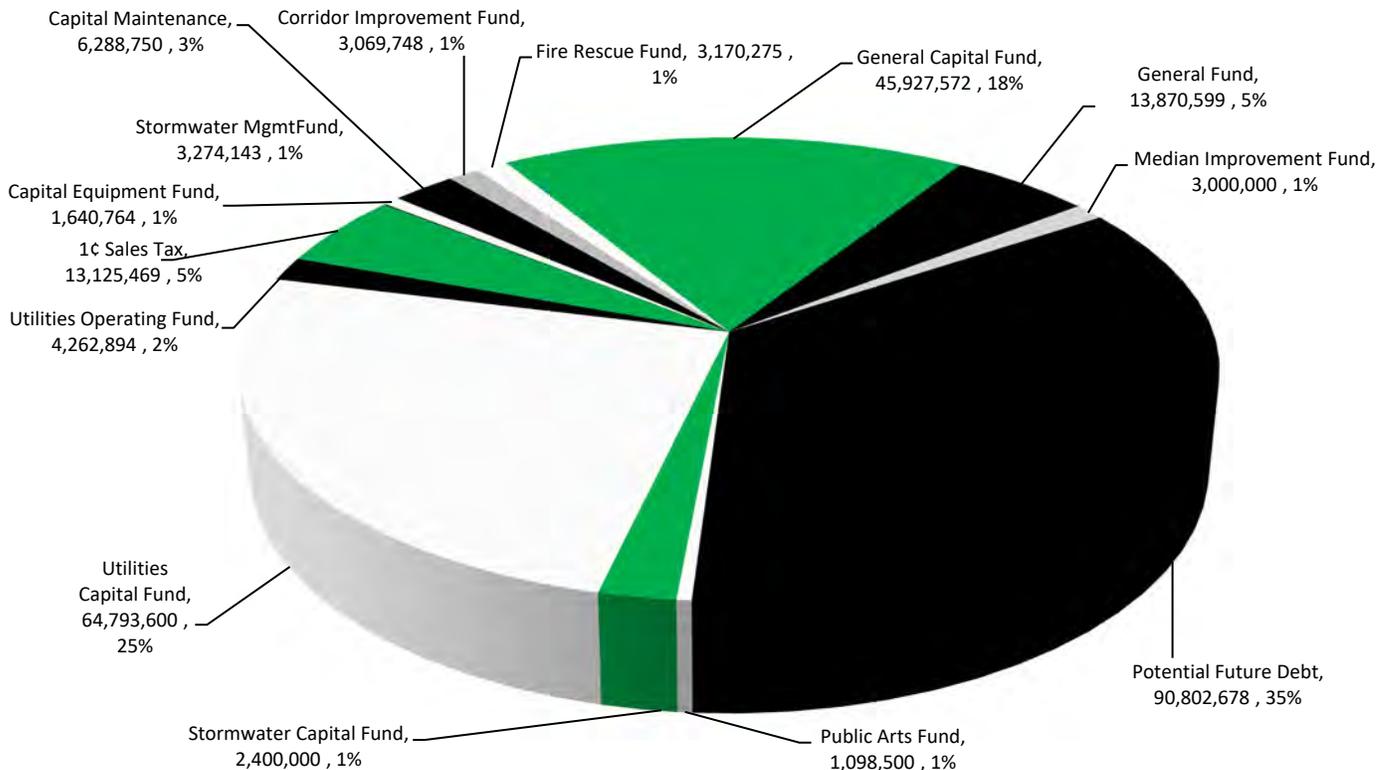
- **CIP Revenue Bond Fund 326** – represents long-term, interest-bearing certificates of public indebtedness.
- **2005 Revenue Bond** – represents long-term, interest-bearing certificates of public indebtedness.
- **General Fund** – represents the transfer of cash from the General Fund to fund the capital projects from general revenues without a dedicated funding source.
- **Grant** – primarily represents awards from Broward County, the State of Florida and the federal government to assist in the undertaking of specified projects. Most grants require a matching funding source with the percentage of the match dependent on grant requirements. The funding is restricted in use to the improvement requested and approved in the grant application.
- **Fire Rescue** – represents a special revenue fund used to account for revenues that provide for fire rescue services, facilities and programs in the City.
- **Pay-As-You-Go** – represents accumulated resources set aside to meet and fund capital improvements and major capital maintenance items.
- **Stormwater** – represents revenues received from property owners for maintaining the City's stormwater system, including stormwater conveyance infrastructures.
- **Utilities** – represents utility revenues received from the use of water collection and disposal of wastewater from residential and commercial customers.

**Operational Impact on Budget/Debt Service**

The relationship between the Capital Improvements Program and the annual operating budget/debt service obligations is often misunderstood. The Capital Program has two direct impacts on the Adopted budget. The primary impact is reflected in the various debt service accounts. The secondary impact is reflected in all other major funding sources including the General Fund, Grant Funding, Fire Rescue Fund, General Capital Fund, Capital Equipment Fund, Stormwater Fund, and Utilities Operating Fund. The chart below indicates the City's total operating funds by funding source for various projects for FY 2022 - 2027 as related to the Asset Management Program.

1¢ Sales Tax	\$13,125,469
Building Fund	146,696
Capital Equipment Fund	1,640,764
Capital Maintenance	6,288,750
Corridor Improvement Fund	3,069,748
Developer Contribution	-
Fire Rescue Fund	3,170,275
General Capital Fund	45,927,572
General Fund	13,870,599
Local Option 3¢ Gas Tax	-
Median Improvement Fund	3,000,000
Potential Future Debt	90,802,678
Public Arts Fund	1,098,500
Stormwater Capital Fund	2,400,000
Stormwater Mgmt. Fund	3,274,143
Utilities Capital Fund	64,793,600
Utilities Operating Fund	4,262,894
Utilities R&R Fund	-
	<b>\$256,871,688</b>

**FY 2022 - 2027 Asset Management Program  
Source of Funds, Percent of Totals**



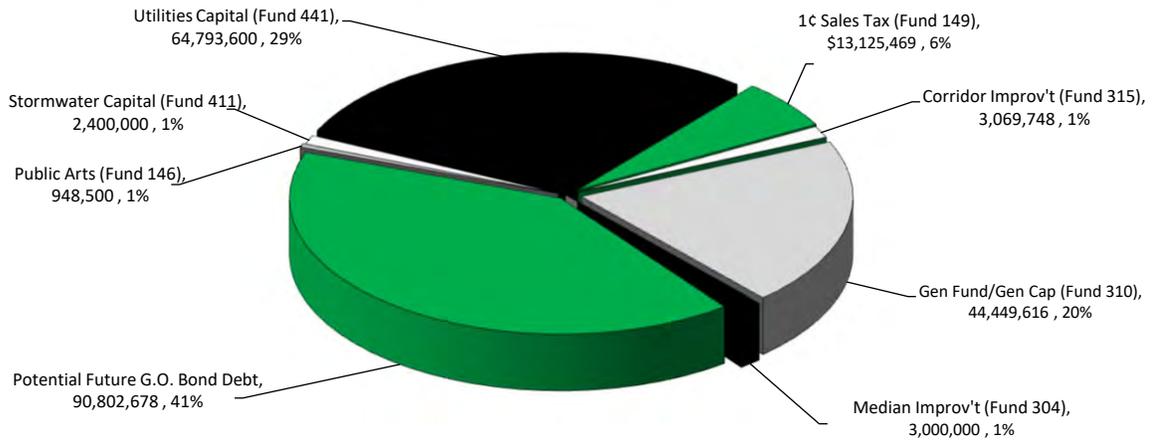
The information demonstrated in the proceeding pages is developed with the reader in mind to provide further understanding regarding the City's various projects, project funding sources, and the impact regarding the City's strategic planning goals.

# Capital Improvement Program Summary

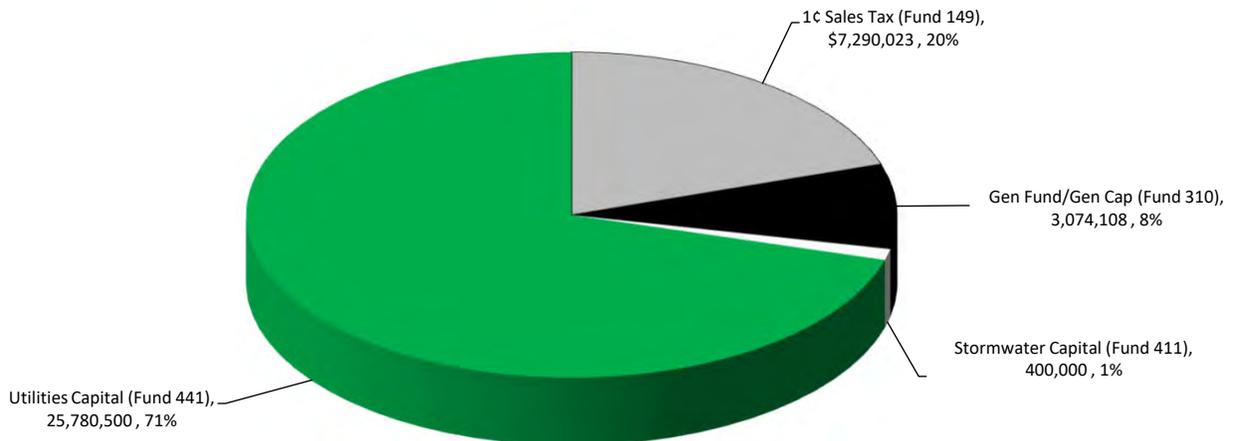
## 6-Year Projects Summary by Funding Source

Funding Source	Prior Yr	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	TOTAL FY 2022- FY 2027
1¢ Sales Tax (Fund 149)	\$ 150,000	\$ 7,290,023	\$ 2,000,000	\$ -	\$ 2,335,445	\$ 1,500,000	\$ -	\$ 13,125,469
Corridor Improv't (Fund 315)	448,763	-	-	-	2,069,805	999,943	-	3,069,748
Developer Contribution Fund 31	-	-	-	-	-	-	-	-
Gen Fund/Gen Cap (Fund 310)	1,040,000	3,074,108	-	-	33,899,310	7,476,199	-	44,449,616
Local Opt'n 3¢ Gas Tax Fund 148	-	-	-	-	-	-	-	-
Median Improv't (Fund 304)	-	-	-	-	1,000,000	1,000,000	1,000,000	3,000,000
Potential Future G.O. Bond Debt	-	-	-	-	19,082,456	71,720,222	-	90,802,678
Public Arts (Fund 146)	-	-	428,000	195,000	325,500	-	-	948,500
Stormwater Capital (Fund 411)	400,000	400,000	400,000	400,000	400,000	400,000	400,000	2,400,000
Utilities Capital (Fund 441)	29,491,000	25,780,500	8,757,000	6,158,500	6,054,400	7,826,000	10,217,200	64,793,600
<b>GRAND TOTAL</b>	<b>\$ 31,529,763</b>	<b>\$ 36,544,631</b>	<b>\$ 11,585,000</b>	<b>\$ 6,753,500</b>	<b>\$ 65,166,916</b>	<b>\$ 90,922,364</b>	<b>\$ 11,617,200</b>	<b>\$ 222,589,611</b>

### Capital Improvement Program FY 2022-2027 \$222,389,611



### Capital Improvement Program FY 2022 Only \$36,544,631



City of Tamarac, Florida  
FY 2022 Proposed Budget

FY 2022											TOTAL	
CAPITAL IMPROVEMENTS PROGRAM	DISTRICT	PROJECT		PRIOR YEAR							FY 2022-	TOTAL
DEPARTMENT	#	#	FUNDING SOURCE	FUNDING	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2027	ALL YEARS
<b>COMMUNITY DEVELOPMENT</b>												
Corridor Studies:												
	3	GP19C	Corridor Improvement Fund 315-5020	228,066	-	-	-	-	-	-	-	228,066
	3	GP19C	1¢ Sales Tax (Fund 149)	-	3,659,294	-	-	-	-	-	3,659,294	3,659,294
	4	GP19D	Corridor Improvement Fund 315-5020	220,697	-	-	-	-	-	-	-	220,697
	4	GP19D	1¢ Sales Tax (Fund 149)	-	2,980,730	-	-	-	-	-	2,980,730	2,980,730
	Citywide	TBD	1¢ Sales Tax (Fund 149)	150,000	-	-	-	-	1,500,000	-	1,500,000	1,650,000
	2	GP19B	Corridor Improvement Fund 315	-	-	-	1,838,280	-	-	-	1,838,280	1,838,280
	1	GP22C	1¢ Sales Tax (Fund 149)	-	150,000	1,500,000	-	-	-	-	1,650,000	1,650,000
	3&4	TBD	1¢ Sales Tax (Fund 149)	-	-	-	-	1,510,378	-	-	1,510,378	1,510,378
	1	TBD	1¢ Sales Tax (Fund 149)	-	-	-	-	636,405	-	-	636,405	636,405
	2	TBD	1¢ Sales Tax (Fund 149)	-	-	-	-	188,663	-	-	188,663	188,663
	3	TBD	Corridor Improvement Fund 315	-	-	-	-	-	779,443	-	779,443	779,443
Art Program:												
	1	PA23C	Public Art Fund 146-7021	-	-	225,000	-	-	-	-	225,000	225,000
	1	PA23B	Public Art Fund 146-7021	-	-	183,000	-	-	-	-	183,000	183,000
	1	PA23A	Public Art Fund 146-7021	-	-	20,000	-	-	-	-	20,000	20,000
	1	PA24A	Public Art Fund 146-7021	-	-	-	195,000	-	-	-	195,000	195,000
	1	PA22A	Public Art Fund 146-7021	-	-	194,250	-	-	-	-	194,250	194,250
	1	PA22B	Public Art Fund 146-7021	-	-	131,250	-	-	-	-	131,250	131,250
	Citywide	GP21A	General Fund/General Capital Fund 310	20,000	-	-	-	-	-	-	-	20,000
	Citywide	GP21A	1¢ Sales Tax (Fund 149)	-	500,000	500,000	500,000	500,000	500,000	-	2,500,000	2,500,000
	Citywide	GP22D	General Fund/General Capital Fund 310	-	200,000	-	-	-	-	-	200,000	200,000
	Citywide	GP24A	Corridor Improvement Fund 315	-	-	-	165,375	-	-	-	165,375	165,375
	Citywide	GP24B	Corridor Improvement Fund 315	-	-	-	66,150	220,500	-	-	286,650	286,650
<b>Sub-Total- Community Development:</b>				<b>\$ 618,763</b>	<b>\$ 7,490,023</b>	<b>\$ 2,753,500</b>	<b>\$ 2,764,805</b>	<b>\$ 3,055,945</b>	<b>\$ 2,779,443</b>	<b>\$ -</b>	<b>\$ 18,843,717</b>	<b>\$ 19,462,479</b>
<b>INFORMATION TECHNOLOGY</b>												
	Citywide	GP25A	General Fund/General Capital Fund 310	720,000	-	-	-	780,000	-	-	780,000	1,500,000
	Citywide	TBD	General Fund/General Capital Fund 310	-	120,000	4,000,000	-	-	-	-	4,120,000	4,120,000
	Citywide	GP23B	General Fund/General Capital Fund 310	-	-	1,065,346	1,279,929	-	-	-	2,345,275	2,345,275
	Citywide	TBD	General Fund/General Capital Fund 310	-	-	-	-	1,898,050	-	-	1,898,050	1,898,050
<b>Sub-Total- Information Technology:</b>				<b>\$ 720,000</b>	<b>\$ 120,000</b>	<b>\$ 5,065,346</b>	<b>\$ 1,279,929</b>	<b>\$ 2,678,050</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 9,143,325</b>	<b>\$ 9,863,325</b>
<b>PUBLIC SERVICES</b>												
	1	PW20H	General Fund/General Capital Fund 310	200,000	-	10,634,317	-	-	-	-	10,634,317	10,834,317
	2	GP20D	General Fund/General Capital Fund 310	100,000	-	-	-	1,634,345	-	-	1,634,345	1,734,345
	1	TBD	General Fund/General Capital Fund 310	-	1,058,500	-	-	-	-	-	1,058,500	1,058,500
	4	PW22B	General Fund/General Capital Fund 310	-	195,608	-	-	-	-	-	195,608	195,608
	3	PW20C	General Fund/General Capital Fund 310	-	1,500,000	-	-	-	-	-	1,500,000	1,500,000
	3	PW23D	General Fund/General Capital Fund 310	-	-	317,299	-	-	-	-	317,299	317,299
	3	TBD	Potential Future G.O. Bond Debt	-	-	-	19,082,456	-	-	-	19,082,456	19,082,456
	1	PW23E	General Fund/General Capital Fund 310	-	-	169,687	-	-	-	-	169,687	169,687
	1	PW22A	General Fund/General Capital Fund 310	-	-	6,494,271	-	-	-	-	6,494,271	6,494,271
	3	PW23A	General Fund/General Capital Fund 310	-	-	687,791	-	-	-	-	687,791	687,791
	1	PW23C	General Fund/General Capital Fund 310	-	-	5,693,419	-	-	-	-	5,693,419	5,693,419
	2	TBD	General Fund/General Capital Fund 310	-	-	-	-	324,784	-	-	324,784	324,784
	Citywide	TBD	Roadway Improvement Fund 304	-	-	-	1,000,000	1,000,000	1,000,000	-	3,000,000	3,000,000
	1	PW20A	General Fund/General Capital Fund 310	-	-	-	2,326,920	-	-	-	2,326,920	2,326,920
	2	TBD	General Fund/General Capital Fund 310	-	-	-	598,868	-	-	-	598,868	598,868
	4	TBD	General Fund/General Capital Fund 310	-	-	-	841,770	-	-	-	841,770	841,770
	1	TBD	General Fund/General Capital Fund 310	-	-	-	2,428,712	-	-	-	2,428,712	2,428,712
	3	TBD	Potential Future G.O. Bond Debt	-	-	-	-	-	50,000,000	-	50,000,000	50,000,000
	4	TBD	Potential Future G.O. Bond Debt	-	-	-	-	-	21,720,222	-	21,720,222	21,720,222
<b>Sub-Total- Public Services:</b>				<b>\$ 300,000</b>	<b>\$ 2,754,108</b>	<b>\$ 23,996,784</b>	<b>\$ 26,278,726</b>	<b>\$ 2,959,129</b>	<b>\$ 72,720,222</b>	<b>\$ -</b>	<b>\$ 128,708,969</b>	<b>\$ 129,008,969</b>
<b>PUBLIC SERVICES - STORMWATER</b>												
	Citywide	SW21A	Stormwater Capital Fund 411	400,000	400,000	-	-	-	-	-	400,000	800,000
	Citywide	SW23A	Stormwater Capital Fund 411	-	-	400,000	400,000	-	-	-	800,000	800,000
	Citywide	SW25A	Stormwater Capital Fund 411	-	-	-	-	400,000	400,000	400,000	1,200,000	1,200,000
<b>Sub-Total- Stormwater:</b>				<b>\$ 400,000</b>	<b>\$ 400,000</b>	<b>\$ 400,000</b>	<b>\$ 400,000</b>	<b>\$ 400,000</b>	<b>\$ 400,000</b>	<b>\$ 400,000</b>	<b>\$ 2,400,000</b>	<b>\$ 2,800,000</b>

FY 2022												TOTAL	
CAPITAL IMPROVEMENTS PROGRAM												FY 2022-	TOTAL
DEPARTMENT	DISTRICT #	PROJECT #	FUNDING SOURCE	PRIOR YEAR FUNDING	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2027	ALL YEARS	
<b>UTILITIES</b>													
Rehab Accelerators - Internals		UT22M	Utilities Capital Fund 441-6020	120,000	500,000	-	-	-	-	-	-	500,000	620,000
Water Treatment Plant Control Building		UT22X	Utilities Capital Fund 441-6020	1,800,000	15,000,000	-	-	-	-	-	-	15,000,000	16,800,000
WTP Ammoniation System Upgrade & Improvements		UT22V	Utilities Capital Fund 441-6040	20,000	124,500	-	-	-	-	-	-	124,500	144,500
WTP Filter Replacement		UT22R	Utilities Capital Fund 441-6040	2,300,000	3,550,000	-	-	-	-	-	-	3,550,000	5,850,000
Eastside Distribution Expansion Project		UT22O	Utilities Capital Fund 441-6030	5,294,000	5,000,000	4,700,000	-	-	-	-	-	9,700,000	14,994,000
Irrigation Replacement		UT22E	Utilities Capital Fund 441-6030	457,000	82,000	82,000	82,000	82,000	120,000	120,000	-	568,000	1,025,000
Sewer Main Rehabilitation (I & I)		UT22B	Utilities Capital Fund 441-6040	11,750,000	500,000	500,000	500,000	500,000	500,000	500,000	-	3,000,000	14,750,000
Tamarac West System Rehabilitation		UT22F	Utilities Capital Fund 441-6030	1,500,000	300,000	300,000	300,000	300,000	300,000	300,000	-	1,800,000	3,300,000
WTP Renewal/Replacement		UT22C	Utilities Capital Fund 441-6020	650,000	125,000	125,000	125,000	150,000	150,000	150,000	-	825,000	1,475,000
Replace Wastewater Force Mains		UT24Q	Utilities Capital Fund 441-6040	2,000,000	-	-	2,000,000	-	-	-	-	2,000,000	4,000,000
Replace Lime Silos and Slaker Systems		UT24A	Utilities Capital Fund 441-6020	75,000	-	-	100,000	1,000,000	-	-	-	1,100,000	1,175,000
Wastewater Pump Station Renewal		UT24P	Utilities Capital Fund 441-6040	1,150,000	-	-	400,000	-	-	400,000	-	800,000	1,950,000
Replace Greenleaf Filter Media/Sandblast Paint		TBD	Utilities Capital Fund 441-6020	750,000	-	-	-	2,000,000	-	-	-	2,000,000	2,750,000
Water Loss Assessment (Leak Detection Program)		TBD	Utilities Capital Fund 441-6020	200,000	-	-	-	250,000	-	-	-	250,000	450,000
WTP Well Maintenance Program (formerly Well Upgrade Project)		UT25A	Utilities Capital Fund 441-6020	1,370,000	-	-	-	200,000	-	200,000	-	400,000	1,770,000
Rate Study		TBD	Utilities Capital Fund 441-6030	55,000	-	-	-	-	60,000	-	-	60,000	115,000
Shaker Village Paving Project after Pipe Bursting		UT22Y	Utilities Capital Fund 441-6040	-	120,000	-	-	-	-	-	-	120,000	120,000
Wastewater System Master Plan (Study)		UT22L	Utilities Capital Fund 441-6030	-	300,000	-	-	-	-	-	-	300,000	300,000
WTP Filter Nos. 3&4 Rehab and Filter Media Replacement		UT22Z	Utilities Capital Fund 441-6020	-	159,000	-	-	-	-	-	-	159,000	159,000
NW 58th Street Neighborhood Water Main Replacement		UT23H	Utilities Capital Fund 441-6030	-	-	2,200,000	-	-	-	-	-	2,200,000	2,200,000
Paint Storage Tanks/Filters/Accelerators/Piping		UT23Q	Utilities Capital Fund 441-6020	-	-	300,000	-	-	-	-	-	300,000	300,000
Replace Transfer Pumps		UT23J	Utilities Capital Fund 441-6040	-	-	450,000	-	-	-	-	-	450,000	450,000
WTP Raw Well Upgrades - Meter Assembly & Electrical		UT23P	Utilities Capital Fund 441-6020	-	-	100,000	-	-	-	-	-	100,000	100,000
Grants/Tamarac Square Water Main Replacement		UT24G	Utilities Capital Fund 441-6040	-	-	-	575,000	-	-	-	-	575,000	575,000
Fire Hydrant Coverage Improvements (22 Hydrants)		UT24H	Utilities Capital Fund 441-6030	-	-	-	250,000	-	-	-	-	250,000	250,000
Citywide AMI Program		UT24D	Utilities Capital Fund 441-6030	-	-	-	1,500,000	1,550,000	1,650,000	-	-	4,700,000	4,700,000
Woodland Country Club WM Replacement-Phases 1-4		TBD	Utilities Capital Fund 441-6030	-	-	-	-	-	5,000,000	5,000,000	-	10,000,000	10,000,000
Replace West 8MG Accelerator		TBD	Utilities Capital Fund 441-6020	-	-	-	-	-	-	3,500,000	-	3,500,000	3,500,000
<i>RRA Security Upgrades for Tract 27 - 2MG Tank:</i>													
Outer Perimeter Fencing Improvements		UT22N	Utilities Capital Fund 441-6020	-	20,000	-	-	-	-	-	-	20,000	20,000
<i>RRA Security Upgrades for Grants Plaza - 1MG Tank:</i>													
Install intrusion alarms at access points to Tanks and integrate into SCADA		UT24K	Utilities Capital Fund 441-6030	-	-	-	5,000	-	-	-	-	5,000	5,000
Perimeter Fencing Modifications		UT24L	Utilities Capital Fund 441-6040	-	-	-	33,000	-	-	-	-	33,000	33,000
Perform Study of existing diesel tank & provide recommended improvements		UT24M	Utilities Capital Fund 441	-	-	-	22,000	-	-	-	-	22,000	22,000
<i>RRA Security Upgrades for Public Services South Building:</i>													
Install Vehicle Barrier at Front Door (i.e. bollards/concrete barrier)		UT24I	Utilities Capital Fund 441-6001	-	-	-	5,500	-	-	-	-	5,500	5,500
Replace Lobby Service Window with Clear Ballistic Panels		UT24J	Utilities Capital Fund 441-6001	-	-	-	11,000	-	-	-	-	11,000	11,000
<i>RRA Security Upgrades for WTP Facility:</i>													
Video Surveillance for Wells 10, 11, 12, 13, 14, 15, 16, 17, 18 & 19		TBD	Utilities Capital Fund 441-6020	-	-	-	-	22,400	46,000	47,200	-	115,600	115,600
<b>Sub-Total- Utilities:</b>				<b>\$ 29,491,000</b>	<b>\$ 25,780,500</b>	<b>\$ 8,757,000</b>	<b>\$ 5,908,500</b>	<b>\$ 6,054,400</b>	<b>\$ 7,826,000</b>	<b>\$ 10,217,200</b>	<b>\$ 64,543,600</b>	<b>\$ 94,034,600</b>	
<b>TOTAL</b>				<b>\$ 31,529,763</b>	<b>\$ 36,544,631</b>	<b>\$ 40,972,630</b>	<b>\$ 36,631,960</b>	<b>\$ 15,147,524</b>	<b>\$ 83,725,665</b>	<b>\$ 10,617,200</b>	<b>\$ 223,639,611</b>	<b>\$ 255,169,373</b>	
<b>SUMMARY OF REVENUES</b>													
1¢ Sales Tax (Fund 149)				150,000	7,290,023	2,000,000	500,000	2,835,445	2,000,000	-	-	14,625,469	14,775,469
Corridor Improvement (Fund 315)				448,763	-	-	2,069,805	220,500	779,443	-	-	3,069,748	3,518,511
General Fund/General Capital (Fund 310)				1,040,000	3,074,108	29,062,130	7,476,199	4,637,179	-	-	-	44,249,616	45,289,616
Median Improvement Fund (304)				-	-	-	1,000,000	1,000,000	1,000,000	-	-	3,000,000	3,000,000
Potential Future G.O. Bond Debt				-	-	-	19,082,456	-	71,720,222	-	-	90,802,678	90,802,678
Public Arts (Fund 146)				-	-	753,500	195,000	-	-	-	-	948,500	948,500
Stormwater Capital (Fund 411)				400,000	400,000	400,000	400,000	400,000	400,000	400,000	-	2,400,000	2,800,000
Utilities Capital (Fund 441)				29,491,000	25,780,500	8,757,000	5,908,500	6,054,400	7,826,000	10,217,200	-	64,543,600	94,034,600
<b>Total</b>				<b>\$ 31,529,763</b>	<b>\$ 36,544,631</b>	<b>\$ 40,972,630</b>	<b>\$ 36,631,960</b>	<b>\$ 15,147,524</b>	<b>\$ 83,725,665</b>	<b>\$ 10,617,200</b>	<b>\$ 223,639,611</b>	<b>\$ 255,169,373</b>	
<b>SUMMARY BY PROGRAM</b>													
Community Development				618,763	7,490,023	2,753,500	2,764,805	3,055,945	2,779,443	-	-	18,843,717	19,462,479
Information Technology				720,000	120,000	5,065,346	1,279,929	2,678,050	-	-	-	9,143,325	9,863,325
Public Services				300,000	2,754,108	23,996,784	26,278,726	2,959,129	72,720,222	-	-	128,708,969	129,008,969
Public Services - Stormwater				400,000	400,000	400,000	400,000	400,000	400,000	400,000	-	2,400,000	2,800,000
Public Services - Utilities				29,491,000	25,780,500	8,757,000	5,908,500	6,054,400	7,826,000	10,217,200	-	64,543,600	94,034,600
<b>Total</b>				<b>\$ 31,529,763</b>	<b>\$ 36,544,631</b>	<b>\$ 40,972,630</b>	<b>\$ 36,631,960</b>	<b>\$ 15,147,524</b>	<b>\$ 83,725,665</b>	<b>\$ 10,617,200</b>	<b>\$ 223,639,611</b>	<b>\$ 255,169,373</b>	

**CAPITAL IMPROVEMENT PROGRAM FY 2022 - FY 2027  
PROJECT DESCRIPTIONS**

COMMUNITY DEVELOPMENT			
<b>GP19C:</b>	<b>Buffer Wall Phase 2 – Southgate Blvd. West</b>		
<b>Est. Total Cost:</b>	<b>\$3,887,360</b>	<b>Prior Year Funding: \$228,066</b>	<b>Operating Impact: \$TBD</b>
<b>FUND:</b>	<b>149/315</b>		
<b>Description:</b>	As part of the Strategic Planning process, a corridor study identifies locations throughout the City to mitigate noise and view from major roadways. Buffer walls located throughout the City, adjacent to residential development near major roadways, will provide a noise and visual buffer for the existing residential properties. This specific project focuses on Phase 2 of the Corridor Study Buffer Wall project, located at Southgate Boulevard (west of Pine Island Road, south side) for 3,620 linear feet of new wall (adjacent to Westwood 24 & 5), and 1,400 linear feet of painting existing wall (adjacent to Spring Lake).		
COMMUNITY DEVELOPMENT			
<b>GP19D:</b>	<b>Buffer Wall Phase 2 – Southgate Blvd. East</b>		
<b>Est. Total Cost:</b>	<b>\$3,201,427</b>	<b>Prior Year Funding: \$220,697</b>	<b>Operating Impact: \$TBD</b>
<b>FUND:</b>	<b>149/315</b>		
<b>Description:</b>	As part of the Strategic Planning process, a corridor study identifies locations throughout the City to mitigate noise and view from major roadways. Buffer walls located throughout the City, adjacent to residential development near major roadways, will provide a noise and visual buffer for the existing residential properties. This specific project focuses on Phase 2 of the Corridor Study Buffer Wall project, located at Southgate Boulevard (east of University Drive, south side) for 3,500 linear feet.		
COMMUNITY DEVELOPMENT			
<b>TBD:</b>	<b>Corridor Plans – City of Tamarac</b>		
<b>Est. Total Cost:</b>	<b>\$1,650,000</b>	<b>Prior Year Funding: \$150,000</b>	<b>Operating Impact: \$TBD</b>
<b>FUND:</b>	<b>149</b>		
<b>Description:</b>	The project addresses the City's Comprehensive Plan to adopt Corridor Plans that address design guidelines and streetscape improvements for the City's major corridors to further assist in creating a sense of place and enhancing aesthetics throughout Tamarac. The Corridor Plan will involve a community based evaluation to determine how best to meet the needs of current and future users, and to establish long term plans to guide the evolution of the various corridors that appropriately correlate the balance between land use and transportation planning. The Corridors include: Commercial Blvd., University Drive, State Road 7, McNab Road, and Pine Island Road.		
COMMUNITY DEVELOPMENT			
<b>GP19B:</b>	<b>Buffer Wall Phase 2 – Rock Island Road</b>		
<b>Est. Total Cost:</b>	<b>\$1,838,280</b>	<b>Prior Year Funding: \$0</b>	<b>Operating Impact: \$TBD</b>
<b>FUND:</b>	<b>315</b>		
<b>Description:</b>	As part of the Strategic Planning process, a corridor study identifies locations throughout the City to mitigate noise and view from major roadways. Buffer walls located throughout the City, adjacent to residential development near major roadways, will provide a noise and visual buffer for the existing residential properties. This specific project focuses on Phase 2 of the Corridor Study Buffer Wall project, located at Rock Island Road (south of Commercial Blvd., west side) for 3,640 linear feet.		
COMMUNITY DEVELOPMENT			
<b>GP22C:</b>	<b>Buffer Wall Commercial Boulevard</b>		
<b>Est. Total Cost:</b>	<b>\$1,650,000</b>	<b>Prior Year Funding: \$0</b>	<b>Operating Impact: \$TBD</b>
<b>FUND:</b>	<b>149</b>		
<b>Description:</b>	As part of the Strategic Planning process, a corridor study identifies locations throughout the City to mitigate noise and view from major roadways. Buffer walls located throughout the City, adjacent to residential development near major roadways, will provide a noise and visual buffer for the existing residential properties. This specific project focuses on the north side of Commercial Blvd from Rock Island Road to just past Woodlands Blvd. for approximately 2,000 linear feet.		

**CAPITAL IMPROVEMENT PROGRAM, CONTINUED  
PROJECT DESCRIPTIONS**

COMMUNITY DEVELOPMENT			
<b>TBD:</b>	<b>Buffer Wall Phase 2 -- Nob Hill Road</b>		
<b>Est. Total Cost:</b>	<b>\$1,510,378</b>	<b>Prior Year Funding: \$0</b>	<b>Operating Impact: \$TBD</b>
<b>FUND:</b>	<b>149</b>		
<b>Description:</b>	As part of the Strategic Planning process, a corridor study identifies locations throughout the City to mitigate noise and view from major roadways. Buffer walls located throughout the City, adjacent to residential development near major roadways, will provide a noise and visual buffer for the existing residential properties. This specific project focuses on Phase 2 of the buffer wall project, located at Nob Hill Road (north McNab Road, east and west side) for 2,260 linear feet.		
COMMUNITY DEVELOPMENT			
<b>TBD:</b>	<b>Buffer Wall Phase 2 – NW 31<sup>st</sup> Avenue</b>		
<b>Est. Total Cost:</b>	<b>\$636,405</b>	<b>Prior Year Funding: \$0</b>	<b>Operating Impact: \$TBD</b>
<b>FUND:</b>	<b>149</b>		
<b>Description:</b>	As part of the Strategic Planning process, a corridor study identifies locations throughout the City to mitigate noise and view from major roadways. Buffer walls located throughout the City, adjacent to residential development near major roadways, will provide a noise and visual buffer for the existing residential properties. This specific project focuses on Phase 2 of the buffer wall project, located at NW 31 <sup>st</sup> St. (south Commercial Blvd., east side) for 770 linear feet.		
COMMUNITY DEVELOPMENT			
<b>TBD:</b>	<b>Buffer Wall Phase 2 – Pine Island Road - West</b>		
<b>Est. Total Cost:</b>	<b>\$188,663</b>	<b>Prior Year Funding: \$0</b>	<b>Operating Impact: \$TBD</b>
<b>FUND:</b>	<b>149</b>		
<b>Description:</b>	As part of the Strategic Planning process, a corridor study identifies locations throughout the City to mitigate noise and view from major roadways. Buffer walls located throughout the City, adjacent to residential development near major roadways, will provide a noise and visual buffer for the existing residential properties. This specific project focuses on Phase 2 of the Corridor Study Buffer Wall project, located at Pine Island Road (south of Paradise Drive, west side) for 410 linear feet of painting existing four-foot wall and adding a consistent three-foot addition to the wall.		
COMMUNITY DEVELOPMENT			
<b>TBD:</b>	<b>Corridor Buffer Wall Pine Island North</b>		
<b>Est. Total Cost:</b>	<b>\$779,443</b>	<b>Prior Year Funding: \$0</b>	<b>Operating Impact: \$TBD</b>
<b>FUND:</b>	<b>315</b>		
<b>Description:</b>	On April 23, 2014 the City Commission adopted the Major Arterial Corridor Study with three distinctive components, one of which is the addition of buffer walls throughout the City to help residential communities mitigate noise and view from major roadways to which they are adjacent. The City Commission approved various locations citywide which include Tamarac Lakes South, Mainlands 7, Woodlands (north and south sides), Westwood/McNab 4,5,and 7, Southgate Blvd., Pine Island Road and NW 57 Street @ Mainlands 8,9,11 and 12. Subsequent to these approved locations, additional locations have been identified and recommended for buffer wall systems. This location was recommended by the District 3 Commissioner.		
COMMUNITY DEVELOPMENT			
<b>PW23C:</b>	<b>Art Bridge – Wildlife Nature Preserve Park</b>		
<b>Est. Total Cost:</b>	<b>\$225,000</b>	<b>Prior Year Funding: \$0</b>	<b>Operating Impact: \$TBD</b>
<b>FUND:</b>	<b>146</b>		
<b>Description:</b>	This project will provide for an artistic bridge utilizing one of the designs recommended by the City's Public Art Committee. The project, constructed at Wildlife Nature Preserve Park, will provide for an artistic presence and interactive theme for users of the park.		

**CAPITAL IMPROVEMENT PROGRAM, CONTINUED  
PROJECT DESCRIPTIONS**

COMMUNITY DEVELOPMENT				
<b>PW23B:</b>	<b>Artistic Fence Woodglen Park Playground</b>			
<b>Est. Total Cost:</b>	<b>\$183,000</b>	<b>Prior Year Funding: \$0</b>	<b>Operating Impact:</b>	<b>\$TBD</b>
<b>FUND:</b>	<b>146</b>			
<b>Description:</b>	This project will include artistic fencing that will utilize one of the four designs purchased by the City through the recommendation of the Public Art Committee in 2016. Selected design(s) will serve as a template for fence installation at playgrounds in all City parks. The project, constructed at the future Woodglen Park playground, will provide for an artistic presence and interactive theme for users of the park.			
COMMUNITY DEVELOPMENT				
<b>PW23A:</b>	<b>Shaker Village Artwork Slab</b>			
<b>Est. Total Cost:</b>	<b>\$20,000</b>	<b>Prior Year Funding: \$0</b>	<b>Operating Impact:</b>	<b>\$TBD</b>
<b>FUND:</b>	<b>146</b>			
<b>Description:</b>	This project provides for a concrete or similar slab installed for the purpose of supporting the weight, structure and integrity of the art work to eventually be placed at Shaker Village in the near future.			
COMMUNITY DEVELOPMENT				
<b>PW24A:</b>	<b>Artistic Fence – Mainlands Park Playground</b>			
<b>Est. Total Cost:</b>	<b>\$195,000</b>	<b>Prior Year Funding: \$0</b>	<b>Operating Impact:</b>	<b>\$TBD</b>
<b>FUND:</b>	<b>146</b>			
<b>Description:</b>	This project will include artistic fencing that will utilize one of the four designs purchased by the City through the recommendation of the Public Art Committee in 2016. Selected design(s) will serve as a template for fence installation at playgrounds in all City parks. The project, constructed around the playground, will provide for an artistic presence and interactive theme for users of the park.			
COMMUNITY DEVELOPMENT				
<b>PA22A:</b>	<b>Artistic Fence – Sabal Palm Parcel (Playground)</b>			
<b>Est. Total Cost:</b>	<b>\$194,250</b>	<b>Prior Year Funding: \$0</b>	<b>Operating Impact:</b>	<b>\$TBD</b>
<b>FUND:</b>	<b>146</b>			
<b>Description:</b>	This project will include artistic fencing that will utilize one of the four designs purchased by the City through the recommendation of the Public Art Committee in 2016. Selected design(s) will serve as a template for fence installation at playgrounds in all City parks. The project, constructed around the playground, will provide for an artistic presence and interactive theme for users of the park.			
COMMUNITY DEVELOPMENT				
<b>PA22B:</b>	<b>Artistic Fence – Sabal Palm Parcel (Splashpad)</b>			
<b>Est. Total Cost:</b>	<b>\$131,250</b>	<b>Prior Year Funding: \$0</b>	<b>Operating Impact:</b>	<b>\$TBD</b>
<b>FUND:</b>	<b>146</b>			
<b>Description:</b>	This project will include artistic fencing that will utilize one of the four designs purchased by the City through the recommendation of the Public Art Committee in 2016. Selected design(s) will serve as a template for fence installation at playgrounds in all City parks. The project, constructed near the future splashpad, will provide for an artistic presence and interactive theme for users of the park.			
COMMUNITY DEVELOPMENT				
<b>GP21A:</b>	<b>ADA Accessibility Study/Sidewalk Gap Analysis and Project</b>			
<b>Est. Total Cost:</b>	<b>\$1,020,000</b>	<b>Prior Year Funding: \$20,000</b>	<b>Operating Impact:</b>	<b>\$TBD</b>
<b>FUND:</b>	<b>149/310</b>			
<b>Description:</b>	The planning study/gap analysis will utilize GIS technology to identify sidewalk gaps and their degree of ADA accessibility to Broward County Transit (BCT) bus stops. The study/analysis will lead to a future construction project enhancing convenient and accessible means to mass transit for Tamarac residents.			

**CAPITAL IMPROVEMENT PROGRAM, CONTINUED  
PROJECT DESCRIPTIONS**

COMMUNITY DEVELOPMENT				
<b>GP22D:</b>	<b>Tamarac 2040 Comprehensive Plan</b>			
<b>Est. Total Cost:</b>	<b>\$400,000</b>	<b>Prior Year Funding: \$0</b>	<b>Operating Impact:</b>	<b>\$TBD</b>
<b>FUND:</b>	<b>310</b>			
<b>Description:</b>	<p>This comprehensive plan is a document designed to guide the future actions of the City. It also presents a vision for the future with long range goals and objectives for all activities that affects the City. Florida Statutes requires the adoption of a Comprehensive Plan which provides the policy foundation for local planning and land use decisions on capital improvements, conservation, intergovernmental coordination, recreation, open space, future land use, housing, transportation, and economic development. The City's Comprehensive Plan was last comprehensively updated in 2007 and is outdated relative to the City's vision and strategic priorities for the future. Since 2007, the City has adopted a new Land Development Code, Zoning Map and Land Use Map (with greater densities), economic development strategic plan, Tamarac 2040 Strategic Plan and a host of other planning documents that outlines a new vision for the City, but not reflected in the City's Comprehensive Plan. A new exercise is greatly necessary to tie all these planning instruments together, outline the City's new vision for the future while conducting significant community outreach to develop a new Tamarac 2040 Comprehensive Plan. .</p>			
COMMUNITY DEVELOPMENT				
<b>GP24A:</b>	<b>Corridor Design Plans</b>			
<b>Est. Total Cost:</b>	<b>\$165,375</b>	<b>Prior Year Funding: \$0</b>	<b>Operating Impact:</b>	<b>\$TBD</b>
<b>FUND:</b>	<b>315</b>			
<b>Description:</b>	<p>The adoption of a new Land Development Code, Zoning Map and Land Use Map with greater densities have set the foundation for redevelopment on a larger scale. Objective 12, Policies 12.1 and 12.2 of the City's Comprehensive Plan calls for the adoption of Corridor Plans that address design guidelines and streetscape improvements for the major corridors to further assist in creating a sense of place and enhance aesthetics throughout the City. It is now necessary to develop Street Corridor Designs for the main street areas, to identify long-range improvement plans for the various corridors. The Corridor Plan will involve a community-based evaluation to determine how best to meet the needs of current and future users, and to establish long term plans to guide the evolution of the various corridors that appropriately correlates the balance between land use and transportation Planning. The Corridors include: Commercial Boulevard, University Drive, State Road 7, McNab Road and Pine Island. Study/gap analysis will utilize GIS technology to identify sidewalk gaps and their degree of ADA accessibility to Broward County Transit (BCT) bus stops. The study/analysis will lead to a future construction project enhancing convenient and accessible means to mass transit for Tamarac residents.</p>			
COMMUNITY DEVELOPMENT				
<b>GP24B:</b>	<b>Commercial Blvd/FL Turnpike Greenway Enhancements</b>			
<b>Est. Total Cost:</b>	<b>\$286,650</b>	<b>Prior Year Funding: \$0</b>	<b>Operating Impact:</b>	<b>\$TBD</b>
<b>FUND:</b>	<b>315</b>			
<b>Description:</b>	<p>As a part of the City's overall beautification efforts, Commercial Boulevard @ the Florida Turnpike gateway is in great need of significant enhancement. As a primary gateway to the City with more car trips than perhaps any other location in the City, it is necessary to enhance the entrance which serves as a primary gateway. A significant opportunity exists with available FDOT rights of way to facilitate the installation of a gateway entry sign and landscaping in various areas on the west, east and south sides of Commercial Boulevard. Coordination with FDOT will be required, as the rights of way are owned by the State and future improvements to Commercial Boulevard are being planned by FDOT.</p>			

**CAPITAL IMPROVEMENT PROGRAM, CONTINUED  
PROJECT DESCRIPTIONS**

INFORMATION TECHNOLOGY			
<b>GP25A</b>	<b>Fiber Network Expansion Phase 2</b>		
<b>Est. Total Cost:</b>	<b>\$1,500,000</b>	<b>Prior Year Funding: \$720,000</b>	<b>Operating Impact: \$0</b>
<b>FUND:</b>	<b>310</b>		
<b>Description:</b>	<p>Technology is one of the key components in the efficient delivery of City services, and Tamarac's network infrastructure is critical to ensuring continued operations. Tamarac's network infrastructure is built around a private, fiber optic Wide Area Network (WAN), providing high-speed network connectivity to City facilities, enabling the City to take advantage of cost saving technologies. The Information Technology Dept. has engineered a network to use state-of-the-art Cisco switches, routers and firewalls, all connected by the City's fiber optic network. Expansion of Tamarac's existing fiber network is a key component of implementing the City's Security Master Plan in major City facilities, improving public safety, security and expansion of Public Wi-Fi to City parks.</p>		
INFORMATION TECHNOLOGY			
<b>TBD</b>	<b>Fiber-Optic Transportation Cable-Commercial Blvd.</b>		
<b>Est. Total Cost:</b>	<b>\$4,120,000</b>	<b>Prior Year Funding: \$0</b>	<b>Operating Impact: \$TBD</b>
<b>FUND:</b>	<b>310</b>		
<b>Description:</b>	<p>The project goal is to ultimately construct a robust fiber-optic network along Commercial Blvd., enabling effective public transportation management from Sawgrass Expressway to A1A. The proposed planning study would define how the additional transportation fiber can integrate with the FDOT project on Commercial Blvd. and the County's backbone network. The project is necessary to ensure a comprehensive approach to traffic and transportation management along the major arterial roadway that spans multiple jurisdictions, serves as an evacuation route in emergencies and links all of the area's major highways (Sawgrass Expressway, I-95 and the Turnpike) while connecting the east to the west</p>		
INFORMATION TECHNOLOGY			
<b>GP23B</b>	<b>Security Master Plan (SMP) Phase 2</b>		
<b>Est. Total Cost:</b>	<b>\$2,345,275</b>	<b>Prior Year Funding: \$0</b>	<b>Operating Impact: \$44,818</b>
<b>FUND:</b>	<b>310</b>		
<b>Description:</b>	<p>The project provides for the next phase of a comprehensive security system replacement/upgrade. Currently utilized technologies are dated and isolated, providing minimal integration interoperability. Video surveillance systems are aging, difficult to manage, non-centralized, and are malfunctioning more frequently. This project will enhance and update the City's security systems. The impact on the operating budget is not expected to be significant as the project will have routine repair and maintenance costs.</p>		
INFORMATION TECHNOLOGY			
<b>TBD:</b>	<b>Security Master Plan (SMP) Phase 3</b>		
<b>Est. Total Cost:</b>	<b>\$1,898,050</b>	<b>Prior Year Funding: \$0</b>	<b>Operating Impact: \$44,818</b>
<b>FUND:</b>	<b>310</b>		
<b>Description:</b>	<p>The project provides for the third phase of a comprehensive security system replacement/upgrade. Currently utilized technologies are dated and isolated, providing minimal integration interoperability. Video surveillance systems are aging, difficult to manage, non-centralized, and are malfunctioning more frequently. This project will enhance and update the City's security systems. The impact on the operating budget is not expected to be significant as the project will have routine repair and maintenance costs.</p>		

**CAPITAL IMPROVEMENT PROGRAM, CONTINUED  
PROJECT DESCRIPTIONS**

PUBLIC SERVICES – PUBLIC WORKS			
<b>PW20H:</b>	<b>Sabal Palm Parcel</b>		
<b>Est. Total Cost:</b>	<b>\$10,834,317</b>	<b>Prior Year Funding: \$200,000</b>	<b>Operating Impact: \$TBD</b>
<b>FUND:</b>	<b>310</b>		
<b>Description:</b>	The scope of the project will include the design and build of a park on the Sabal Palm Parcel. The park will include a 10,000sf community center, large playground with shade and surfacing, concrete multi-purpose path, bike and nature trail, and exercise cluster. The cluster will include fitness stations with shade and surfacing, a picnic shelter, splash pad, tennis court, basketball court, sand volleyball court, dog park, restroom building, landscaping, signage, two parking lots, fiber networking, security camera's, and WIFI.		
PUBLIC SERVICES – PUBLIC WORKS			
<b>GP20D:</b>	<b>Biz Box at Reclamation Park</b>		
<b>Est. Total Cost:</b>	<b>\$1,734,345</b>	<b>Prior Year Funding: \$100,000</b>	<b>Operating Impact: \$TBD</b>
<b>FUND:</b>	<b>310</b>		
<b>Description:</b>	The scope of the project will include design and build of a park on a vacant, City lot that focuses on art. The development of this park will provide a destination for residents across the City as well as those communities in the surrounding area. The scope of the project will include several pieces of public art, a fountain, walking path, five covered benches, five trash receptacles, landscaping, digital sign, fiber optics, WIFI, and security cameras. The parcel is located at Pine Island Road and Commercial Boulevard, adjacent to the library.		
PUBLIC SERVICES – PUBLIC WORKS			
<b>TBD:</b>	<b>Caporella Park Concession &amp; Amphitheater</b>		
<b>Est. Total Cost:</b>	<b>\$1,058,500</b>	<b>Prior Year Funding: \$0</b>	<b>Operating Impact: \$TBD</b>
<b>FUND:</b>	<b>310</b>		
<b>Description:</b>	The scope of the project will include Caporella Park and will provide a destination park on the east side of the City. Park users are estimated to increase by an average of 100 individuals daily. Adding to the FY21 Caporella Enhancement Project that includes outdoor recreation equipment, the scope of this project provides the addition of an amphitheater to be utilized for the City's special events, concerts in the park and cultural performances and a concession stand to be utilized during events.		
PUBLIC SERVICES – PUBLIC WORKS			
<b>PW22B:</b>	<b>Gary B. Jones Dog Park Shelters, Fence and Walkway</b>		
<b>Est. Total Cost:</b>	<b>\$195,608</b>	<b>Prior Year Funding: \$0</b>	<b>Operating Impact: \$TBD</b>
<b>FUND:</b>	<b>310</b>		
<b>Description:</b>	Gary B. Jones Park for People and Pups was originally completed in September 2008. This park is heavily used by residents. There have been no renovations to this park since it has opened. This project includes replacing six 8' covered benches, one 18' Hexagon shelter, two 28' Hexagon shelters, fencing around the park, and concrete walkway. The replacement of the existing shelters is necessary due to age and deteriorating conditions of the structure. Shelters and fence need replacing every 20 years.		
PUBLIC SERVICES – PUBLIC WORKS			
<b>PW20C:</b>	<b>City Hall Roof Replacement</b>		
<b>Est. Total Cost:</b>	<b>\$1,500,000</b>	<b>Prior Year Funding: \$0</b>	<b>Operating Impact: \$TBD</b>
<b>FUND:</b>	<b>310</b>		
<b>Description:</b>	The project provides for the removal of the existing Kalwall panels that compose the roof of the City Hall building and replace them with a superior roof for building safety. The existing panels are weathered, have water intrusion, are no longer water-tight during light rain, and will not be able to withstand a severe storm event. Approximately half of the panels are original to the building when it was constructed in 1989, and half were replaced in 1998 while under warranty. Additionally, over the years, City Staff resealed many panel joints, trims and fasteners in various areas of the panel system to prevent water infiltration. Generally, panels have appeared to yellow or discolor as they have aged, and it appears water may have collected in some panel cells and is growing what appears to be a green-tinted algae. All components have come to the end of their useful life.		

**CAPITAL IMPROVEMENT PROGRAM, CONTINUED  
PROJECT DESCRIPTIONS**

PUBLIC SERVICES – PUBLIC WORKS			
<b>PW23D:</b>	<b>Westside Dog Walk Beside 108<sup>th</sup> Terrace</b>		
<b>Est. Total Cost:</b>	<b>\$317,299</b>	<b>Prior Year Funding: \$0</b>	<b>Operating Impact: \$TBD</b>
<b>FUND:</b>	<b>310</b>		
<b>Description:</b>	The scope of the project will design and build a dog park on the parcel located on NW 108 Terrace. The park will include fenced areas for large and small dogs, a 5' pathway, water fountain for dogs, pet disposal stations, two shaded benches, trash receptacles, landscaping, signage, fiber networking, security camera's, and WIFI.		
PUBLIC SERVICES – PUBLIC WORKS			
<b>TBD:</b>	<b>Tamarac Sports Complex Sports Courts and Parking</b>		
<b>Est. Total Cost:</b>	<b>\$19,082,456</b>	<b>Prior Year Funding: \$0</b>	<b>Operating Impact: \$TBD</b>
<b>FUND:</b>	<b>Potential Future G.O. Bond Debt</b>		
<b>Description:</b>	The scope of the project will include moving the existing basketball court to the site of the current tennis courts. In addition, the project will include a new 4-story parking garage with tennis courts on the top tier to be located on the current site of the basketball courts. The proposed project will also include resurfacing the skate park.		
PUBLIC SERVICES – PUBLIC WORKS			
<b>PW23E:</b>	<b>Mainlands Drive Bike Path</b>		
<b>Est. Total Cost:</b>	<b>\$169,687</b>	<b>Prior Year Funding: \$0</b>	<b>Operating Impact: \$TBD</b>
<b>FUND:</b>	<b>310</b>		
<b>Description:</b>	As part of the City's ongoing projects to enhance multi-modal transportation, wellness and recreational opportunities throughout Tamarac and to provide safe routing for pedestrians and bicyclists, this project consists of constructing a Bikeway System on Mainlands Drive, between Commercial Boulevard and NW 46th Street. The Bikeway System construction includes reducing the existing four-lane divided roadway to a two-lane divided roadway, with bike paths.		
PUBLIC SERVICES – PUBLIC WORKS			
<b>PW22A:</b>	<b>Tamarac Nature Preserve</b>		
<b>Est. Total Cost:</b>	<b>\$6,494,271</b>	<b>Prior Year Funding: \$0</b>	<b>Operating Impact: \$TBD</b>
<b>FUND:</b>	<b>310</b>		
<b>Description:</b>	The scope of this project includes enhancements to the Wildlife Nature Preserve including one 5,000sf playground, a public art bridge connecting to an island, a picnic shelter and benches on the island, a fishing pier, multi-purpose path, multi-purpose court, fitness area, IT package, and additional parking. Direct park entry access will be available from Prospect Road. Enhancements to the existing clubhouse will serve as a recreation center.		
PUBLIC SERVICES – PUBLIC WORKS			
<b>PW23A:</b>	<b>Tamarac Sports Complex Small Playground</b>		
<b>Est. Total Cost:</b>	<b>\$687,791</b>	<b>Prior Year Funding: \$0</b>	<b>Operating Impact: \$TBD</b>
<b>FUND:</b>	<b>310</b>		
<b>Description:</b>	The scope of the project will include renovation of the small playground on the north side of the Sports Complex. The project will include demolition of the existing equipment, surfacing and shade, and the design/build of a new playground to include equipment, artificial turf surface, shade structure, concrete pad, security cameras, conduits and fiber optics.		
PUBLIC SERVICES – PUBLIC WORKS			
<b>PW23C:</b>	<b>Shaker Village</b>		
<b>Est. Total Cost:</b>	<b>\$5,693,419</b>	<b>Prior Year Funding: \$0</b>	<b>Operating Impact: \$TBD</b>
<b>FUND:</b>	<b>310</b>		
<b>Description:</b>	The project provides for the design and build of a park on the existing site of the Shaker Village clubhouse, located north of Commercial Boulevard and west of Rock Island Road. The park will include a 5,000sf community center, playground with shade and surfacing, public art sculpture, concrete multi-purpose path, picnic shelter, tennis court, basketball court, landscaping, benches, signage, parking lot, fiber networking, security camera's, and WIFI. The project will strongly support the Parks, Recreation and Social Services Master Plan initiatives by committing to enhance more open space as well as increase the level of service to our residents.		

**CAPITAL IMPROVEMENT PROGRAM, CONTINUED  
PROJECT DESCRIPTIONS**

<b>PUBLIC SERVICES – PUBLIC WORKS</b>				
<b>TBD:</b>	<b>Aquatic Center Sprayground and Shelter</b>			
<b>Est. Total Cost:</b>	<b>\$324,784</b>	<b>Prior Year Funding: \$0</b>	<b>Operating Impact:</b>	<b>\$TBD</b>
<b>FUND:</b>	<b>310</b>			
<b>Description:</b>	This project will include replacing the shelter and renovating the sprayground structure. The renovation of the existing sprayground components is necessary due to age and deteriorating conditions of the structure. Additionally, play structures such as the cannons wear and loosen with time thus becoming a safety issue.			
<b>PUBLIC SERVICES – PUBLIC WORKS</b>				
<b>TBD:</b>	<b>Median Landscaping and Road Paving</b>			
<b>Est. Total Cost:</b>	<b>\$3,000,000</b>	<b>Prior Year Funding: \$0</b>	<b>Operating Impact:</b>	<b>\$TBD</b>
<b>FUND:</b>	<b>304</b>			
<b>Description:</b>	This project is for milling and re-paving local City streets based on life expectancy using the PCI (Pavement Condition Index). The entire City street network has been inspected and graded using the PCI method. Roads to be paved will be based on a prioritization of streets that have a PCI of 65 or lower. Roadway median landscaping will be upgraded for these very same roads simultaneously with the paving project based on the City's Landscaping Master Plan.			
<b>PUBLIC SERVICES – PUBLIC WORKS</b>				
<b>PW20A:</b>	<b>Mainlands Park Phase 2</b>			
<b>Est. Total Cost:</b>	<b>\$2,326,920</b>	<b>Prior Year Funding: \$0</b>	<b>Operating Impact:</b>	<b>\$TBD</b>
<b>FUND:</b>	<b>310</b>			
<b>Description:</b>	The scope of the project will include enhancements to Mainlands Park as follows: one large playground, shade and surfacing three large picnic shelters, four multi-purpose courts, and additional parking. Design and build of Phase 2 of Mainlands Park is planned for the near future. The 2015 Parks, Recreation and Social Services Master Plan set out the vision to classify all parks as City Parks that will appeal to all residents. With these enhancements, the park will provide amenities for new residential developments and will provide more opportunities for family activities in the park. Revenues are anticipated to increase by approximately \$6,000 annually for picnic shelter rentals.			
<b>PUBLIC SERVICES – PUBLIC WORKS</b>				
<b>TBD:</b>	<b>Sunset Point Park Shelter and Bench Replacements</b>			
<b>Est. Total Cost:</b>	<b>\$598,868</b>	<b>Prior Year Funding: \$0</b>	<b>Operating Impact:</b>	<b>\$TBD</b>
<b>FUND:</b>	<b>310</b>			
<b>Description:</b>	Sunset Point Park was originally completed in 2003. Currently the park has six shelters that are heavily utilized by the community for birthday parties, family picnics, school field trips and small events. There have been improvements to the park over the past 15 years, including the most recent playground expansion project, walking path, fitness stations and the large shelter in 2016. There is also a new restroom and additional parking planned for the near future. This project includes removing and replacing five shelters, thirty picnic tables and eight benches. The replacement of these amenities will enhance the appearance of the park, provide safe and convenient accessibility for our customers, and ensure ongoing usage of this popular park. Projected completion is anticipated to be in FY24.			
<b>PUBLIC SERVICES – PUBLIC WORKS</b>				
<b>TBD:</b>	<b>Tamarac Park Field Lighting, Fence, and Pathway</b>			
<b>Est. Total Cost:</b>	<b>\$841,770</b>	<b>Prior Year Funding: \$0</b>	<b>Operating Impact:</b>	<b>\$TBD</b>
<b>FUND:</b>	<b>310</b>			
<b>Description:</b>	The scope of the project will include replacing light fixtures on existing poles for the athletic fields. The project will also include adding additional lighting for fields, replacing and extending fencing, installing a fitness/walking path and the removal of softball scorekeeper stations. The replacement of the lights and fencing is critical as part of the parks' infrastructure to ensure ongoing usage and enjoyment of the park. Installation of the walking path will create opportunities for enhancement of fitness classes. The project will also strongly support the City's bi-annual certification as a <i>Better Sports for Kids Quality Program Provider</i> .			

**CAPITAL IMPROVEMENT PROGRAM, CONTINUED  
PROJECT DESCRIPTIONS**

PUBLIC SERVICES – PUBLIC WORKS				
<b>TBD:</b>	<b>Woodglen Park</b>			
<b>Est. Total Cost:</b>	<b>\$2,428,712</b>	<b>Prior Year Funding: \$0</b>	<b>Operating Impact:</b>	<b>\$TBD</b>
<b>FUND:</b>	<b>310</b>			
<b>Description:</b>	The project will design and build a park within Woodglen Homeowners Association (HOA). The scope of the project will include a 50'x60' playground with shade and surfacing, 25'x25' fitness area, 20' picnic shelter, tennis court, multipurpose path, benches, landscaping, parking, restroom facility, security cameras and conduit. The park will provide a destination for residents across the City as well as those communities surrounding the Woodglen area.			
PUBLIC SERVICES – PUBLIC WORKS				
<b>TBD:</b>	<b>Public Safety Complex/City Hall Feasibility Study</b>			
<b>Est. Total Cost:</b>	<b>\$50,000,000</b>	<b>Prior Year Funding: \$0</b>	<b>Operating Impact:</b>	<b>\$0</b>
<b>FUND:</b>	<b>Potential Future G.O. Bond Debt</b>			
<b>Description:</b>	This project funds a feasibility study to evaluate the three buildings composing the City of Tamarac Municipal Complex (City Hall, the Broward Sheriff's Office, and Fire Station #41) to evaluate the long-term feasibility for the existing buildings and/or their potential replacement.			
PUBLIC SERVICES – PUBLIC WORKS				
<b>TBD:</b>	<b>Tamarac Park Multi-Purpose Center Replacement</b>			
<b>Est. Total Cost:</b>	<b>\$21,720,222</b>	<b>Prior Year Funding: \$0</b>	<b>Operating Impact:</b>	<b>\$0</b>
<b>FUND:</b>	<b>Potential Future G.O. Bond Debt</b>			
<b>Description:</b>	The scope of the project will include demolition of the current MPC to be replaced with a new two story 35,000 square foot facility that will feature three basketball courts, three fitness class studios, fitness center, indoor running track, showers, locker rooms, storage rooms, office, front desk area and full IT package.			
PUBLIC SERVICES - STORMWATER				
<b>SW21A:</b>	<b>Culvert and Headwalls FY21-FY22</b>			
<b>Est. Total Cost:</b>	<b>\$800,000</b>	<b>Prior Year Funding: \$400,000</b>	<b>Operating Impact:</b>	<b>\$0</b>
<b>FUND:</b>	<b>411</b>			
<b>Description:</b>	This project funds the on-going effort to prevent erosion around culvert inlets and outlets. The project also improves safety by creating a gradual slope where culverts tie into waterways. To target several areas of the City annually, \$400,000 is budgeted in FY21 and \$400,000 is budgeted in FY22.			
PUBLIC SERVICES - STORMWATER				
<b>SW23A:</b>	<b>Culvert and Headwalls FY23-FY24</b>			
<b>Est. Total Cost:</b>	<b>\$800,000</b>	<b>Prior Year Funding: \$0</b>	<b>Operating Impact:</b>	<b>\$0</b>
<b>FUND:</b>	<b>411</b>			
<b>Description:</b>	This project funds the on-going effort to prevent erosion around culvert inlets and outlets. The project also improves safety by creating a gradual slope where culverts tie into waterways. To target several areas of the City annually, \$400,000 is budgeted in FY23 and \$400,000 is budgeted in FY24.			
PUBLIC SERVICES - STORMWATER				
<b>SW25A:</b>	<b>Culvert and Headwalls FY25-FY26</b>			
<b>Est. Total Cost:</b>	<b>\$1,200,000</b>	<b>Prior Year Funding: \$0</b>	<b>Operating Impact:</b>	<b>\$0</b>
<b>FUND:</b>	<b>411</b>			
<b>Description:</b>	This project funds the on-going effort to prevent erosion around culvert inlets and outlets. The project also improves safety by creating a gradual slope where culverts tie into waterways. To target several areas of the City annually, \$400,000 is budgeted in FY25 and \$400,000 is likely to be budgeted in future years.			

**CAPITAL IMPROVEMENT PROGRAM, CONTINUED  
PROJECT DESCRIPTIONS**

PUBLIC SERVICES - UTILITIES			
<b>UT22M:</b>	<b>Rehab Accelerators - Internals</b>		
<b>Est. Total Cost:</b>	<b>\$620,000</b>	<b>Prior Year Funding: \$120,000</b>	<b>Operating Impact: \$0</b>
<b>FUND:</b>	<b>441</b>		
<b>Description:</b>	This project will continue the scheduled maintenance for internal pressure cleaning, metal repairs and replacement, and painting of the accelerators at the Water Treatment Plant. It is anticipated that the impact on the operating budget is zero.		
PUBLIC SERVICES - UTILITIES			
<b>UT22X:</b>	<b>Water Treatment Plant (WTP) Control Building</b>		
<b>Est. Total Cost:</b>	<b>\$16,800,000</b>	<b>Prior Year Funding: \$1,800,000</b>	<b>Operating Impact: \$TBD</b>
<b>FUND:</b>	<b>441</b>		
<b>Description:</b>	This project will provide for the design, permitting, bidding and construction of a new building to replace the existing Water Treatment Plant (WTP) Control Building. The existing Control Building constructed in 1969 and later renovated in 1986, does not meet the current building codes and is not built to withstand hurricane force winds. The WTP Control Building plays an integral part in the operation of the City's WTP. All equipment necessary to run the water plant are primarily controlled remotely from the building utilizing the Supervisory Control and Data Acquisition (SCADA) control system. During a hurricane, the building is manned by a minimum of seven City Employees. The WTP needs to operate during and after a hurricane and relies on the control system equipment inside the Control Building to maintain operations. This project will construct a code compliant control building with new equipment and controls. The building will provide City Staff and essential equipment with a safe working environment during hurricanes and offers the WTP the ability to continue supplying clean drinking water after a hurricane.		
PUBLIC SERVICES - UTILITIES			
<b>UT22V:</b>	<b>Water Treatment Plant Ammoniation Upgrade &amp; Improvements</b>		
<b>Est. Total Cost:</b>	<b>\$144,500</b>	<b>Prior Funding: \$20,000</b>	<b>Operating Impact: \$0</b>
<b>FUND:</b>	<b>441</b>		
<b>Description:</b>	The project will include the design and installation of two 100-lbs/day ammoniator units to replace the two existing out-of-service units. The existing units are 200-lbs/day units equipped with dedicated 100-lbs/day rotameters. Based on a review of the historical ammonia usage at the WTP, the anticipated daily ammonia usage at the proposed Accelerator firm capacity of 9.0 mgd is approximately 50-lbs/day. The proposed system improvements should be completed in accordance with Part 5.4.5.3 of the "Recommended Standards for Water Works", also known as "10-State Standards". It is anticipated that the impact on the operating budget is zero.		
PUBLIC SERVICES - UTILITIES			
<b>UT22R:</b>	<b>Water Treatment Plant Filter Replacement</b>		
<b>Est. Total Cost:</b>	<b>\$5,850,000</b>	<b>Prior Funding: \$2,300,000</b>	<b>Operating Impact: \$0</b>
<b>FUND:</b>	<b>441</b>		
<b>Description:</b>	The project will replace the existing individual metal packaged filter units with a structural concrete housed filter unit with a capacity of 10 MGD. The filters are a critical component in the Water Treatment Plant's process of drinking water. There are six existing package filters with an approximated total capacity of 6.2 MGD and one Greenleaf filter with a capacity of 8 MGD. The existing filter package units have reached the end of their useful life and need to be replaced. The replacement of the package filters will provide the Water Plant with a reliable means of providing the required filtration at a greater capacity. The increased capacity will also be required in the very near future as the population of the City grows. The new 10 MGD filters will have the ability to provide the required capacity for at least another 30 years. It is anticipated that the impact on the operating budget is zero.		

**CAPITAL IMPROVEMENT PROGRAM, CONTINUED  
PROJECT DESCRIPTIONS**

PUBLIC SERVICES - UTILITIES			
<b>UT22O:</b>	<b>East Side Distribution Expansion Project</b>		
<b>Est. Total Cost:</b>	<b>\$14,994,000</b>	<b>Prior Funding: \$5,294,000</b>	<b>Operating Impact: \$TBD</b>
<b>FUND:</b>	441		
<b>Description:</b>	<p>This project will provide for the design, permitting, bidding and construction of a watermain pipeline to connect the eastern portion of the City's distribution water mains to the City's water supply system. Currently, the City's distribution system is divided into two sections: Tamarac Utility West (TUW) extending from the western limits of the City to State Road 7, and Tamarac Utility East (TUE) extending from State Road 7 east to Prospect Road. The water servicing the TUW is supplied by the City of Tamarac while water servicing the TUE is supplied by the City of Fort Lauderdale. This split in water distribution within the City has caused various issues over the years with regard to the consistency of the water quality delivered to the east side. The proposed pipeline will be installed from State Road 7 to NW 31<sup>st</sup> Street utilizing directional drilling methods. When completed, this project will allow the City of Tamarac to service the entire City, to eliminate the need for water supplied from Fort Lauderdale, and to have better control of the water quality supplied to the east side. It is anticipated that the impact on the operating budget is the cost of electricity to run the high service pumps to compensate for 1200 ERC and the chemicals to treat that water which will be determined after the project is completed.</p>		
PUBLIC SERVICES – UTILITIES			
<b>UT22E:</b>	<b>Irrigation Replacement</b>		
<b>Est. Total Cost:</b>	<b>\$1,025,000</b>	<b>Prior Year Funding: \$457,000</b>	<b>Operating Impact: \$0</b>
<b>FUND:</b>	441		
<b>Description:</b>	<p>This project will consist of the purchase and installation of new pumps and components for the 50+ irrigation stations operated and maintained by the Utilities Division Irrigation Technician. These systems are required to keep the medians well irrigated to maintain the greens spaces and beauty of the City. It is anticipated that the impact on the operating budget is zero.</p>		
PUBLIC SERVICES – UTILITIES			
<b>UT22B:</b>	<b>Sewer Main Rehabilitation (I&amp;I)</b>		
<b>Est. Total Cost:</b>	<b>\$14,750,000</b>	<b>Prior Year Funding: \$11,750,000</b>	<b>Operating Impact: \$0</b>
<b>FUND:</b>	441		
<b>Description:</b>	<p>This project will provide for Main Line Lining, Lateral Lining and MH coating following the 2012 Wastewater Master Plan completed by Mathews Consulting. This project, when completed will drastically reduce the Wastewater I&amp;I (Inflow &amp; Infiltration) and will reduce wastewater charges paid to Broward County, eliminating penalties incurred when the monthly wastewater flowrate exceeds our purchased capacity of 8.5 MGD. It is anticipated that the impact on the operating budget is zero.</p>		
PUBLIC SERVICES – UTILITIES			
<b>UT22F:</b>	<b>Tamarac West System Rehabilitation</b>		
<b>Est. Total Cost:</b>	<b>\$3,300,000</b>	<b>Prior Year Funding: \$1,500,000</b>	<b>Operating Impact: \$0</b>
<b>FUND:</b>	441		
<b>Description:</b>	<p>This ongoing program will rehabilitate, construct or replace utility mains that need improvement or repairs, but were not able to be anticipated in advance. It is anticipated that the impact on the operating budget is zero.</p>		
PUBLIC SERVICES - UTILITIES			
<b>UT22C:</b>	<b>Water Treatment Plant Renewal and Replacement</b>		
<b>Est. Total Cost:</b>	<b>\$1,475,000</b>	<b>Prior Year Funding: \$650,000</b>	<b>Operating Impact: \$0</b>
<b>FUND:</b>	441		
<b>Description:</b>	<p>This project will provide for capital replacement items at the Water Treatment Plant which are unspecified each budget year since it is virtually impossible to predict when equipment will fail. This capital money is intended to be utilized to replace items such as large hypochlorite pumps which cost approximately \$8,000 each and the water plant has eight of these. In the past, accelator gearboxes were funded from this fund and they cost \$65,000 each. It is anticipated that the impact on the operating budget is zero.</p>		

**CAPITAL IMPROVEMENT PROGRAM, CONTINUED  
PROJECT DESCRIPTIONS**

PUBLIC SERVICES – UTILITIES			
<b>UT24Q:</b>	<b>Replace Wastewater Force Mains</b>		
<b>Est. Total Cost:</b>	<b>\$4,000,000</b>	<b>Prior Funding: \$2,000,000</b>	<b>Operating Impact: \$0</b>
<b>FUND:</b>	441		
<b>Description:</b>	This project will provide for improvement of the wastewater force mains that are undersized for the current wastewater flow conditions that exist in several wastewater basins and will replace force mains that have significant corrosion. Impact on the operating budget is anticipated to be zero.		
PUBLIC SERVICES - UTILITIES			
<b>UT24A:</b>	<b>Replace Lime Silos and Slaker Systems</b>		
<b>Est. Total Cost:</b>	<b>\$1,175,000</b>	<b>Prior Funding: \$75,000</b>	<b>Operating Impact: \$0</b>
<b>FUND:</b>	441		
<b>Description:</b>	The project will replace both Wallace and Tiernan lime slakers and the PLC (programmable logic controller) system along with the lime silos and lime slurry production, holding and distribution equipment. The project will be designed and permitted by one of our Engineering consultants. Two pinch valves for the 8-million accelator will also be replaced. It is anticipated that the impact on the operating budget is zero.		
PUBLIC SERVICES - UTILITIES			
<b>UT24P:</b>	<b>Wastewater Pump Station Renewal</b>		
<b>Est. Total Cost:</b>	<b>\$1,950,000</b>	<b>Prior Year Funding: \$1,150,000</b>	<b>Operating Impact: \$0</b>
<b>FUND:</b>	441		
<b>Description:</b>	This project will provide rehabilitation to two Wastewater Pump Stations in FY2021 and FY2024 which will consist of two new submersible pumps, discharge piping, a control panel, valve box valves and recoating of the wet well. The project will provide for bypass pumping during construction. It is anticipated that the impact on the operating budget is zero.		
PUBLIC SERVICES - UTILITIES			
<b>TBD:</b>	<b>Replace Greenleaf Filter Media/Sandblast Paint</b>		
<b>Est. Total Cost:</b>	<b>\$2,750,000</b>	<b>Prior Funding: \$750,000</b>	<b>Operating Impact: \$0</b>
<b>FUND:</b>	441		
<b>Description:</b>	The project will remove the existing 8 MGD Greenleaf Filter. The existing Greenleaf filter is approaching the end of its useful life and will need to be decommissioned and removed to make room for future Water Plant development. With the anticipated construction of the new 10 MGD filter, the Greenleaf filter will no longer be required. It is anticipated that the impact on the operating budget is zero.		
PUBLIC SERVICES - UTILITIES			
<b>TBD:</b>	<b>Water Loss Assessment (Leak Detection Program)</b>		
<b>Est. Total Cost:</b>	<b>\$450,000</b>	<b>Prior Year Funding: \$200,000</b>	<b>Operating Impact: \$0</b>
<b>FUND:</b>	441		
<b>Description:</b>	This project will implement a leak detection program to monitor and assess the City's potable water mains in an attempt to reduce the un-accounted for water loss percentage within the City's distribution system. This program is required to meet industry standards of a maximum allowed water loss of 10%. It is anticipated that the impact on the operating budget is zero.		
PUBLIC SERVICES – UTILITIES			
<b>UT25A:</b>	<b>Water Treatment Plant (WTP) Well Maintenance Program</b>		
<b>Est. Total Cost:</b>	<b>\$1,770,000</b>	<b>Prior Year Funding: \$1,370,000</b>	<b>Operating Impact: \$0</b>
<b>FUND:</b>	441		
<b>Description:</b>	This project will continue to provide for installation of submersible pumps in all raw water wells with eight wells scheduled for conversion starting in FY2019 which will complete the Well Rehabilitation Program. This conversion is required to comply with the Broward County Health Department Sanitary Survey list of deficiencies completed in late 2015. Anticipated impact on the operating budget is zero.		

**CAPITAL IMPROVEMENT PROGRAM, CONTINUED  
PROJECT DESCRIPTIONS**

PUBLIC SERVICES - UTILITIES			
<b>TBD:</b>	<b>Rate Study</b>		
<b>Est. Total Cost:</b>	<b>\$115,000</b>	<b>Prior Funding: \$55,000</b>	<b>Operating Impact: \$0</b>
<b>FUND:</b>	<b>441</b>		
<b>Description:</b>	The project will examine all current Utilities Operating and Capital Budgets for a minimum of five years out and determine what rate increases are required to maintain the Utilities Operations. It is anticipated that the impact on the operating budget is zero.		
PUBLIC SERVICES – UTILITIES			
<b>UT22Y:</b>	<b>Shaker Village Paving Project after Pipebursting</b>		
<b>Est. Total Cost:</b>	<b>\$120,000</b>	<b>Prior Funding: \$0</b>	<b>Operating Impact: \$0</b>
<b>FUND:</b>	<b>441</b>		
<b>Description:</b>	The project will provide milling and resurfacing of the Shaker Village community asphalt parking lot and drive aisles. The project includes, but is not limited to, milling, resurfacing, asphalt leveling course, new asphalt, pavement restoration, concrete curb, lime rock grading and compaction. It is anticipated that the impact on the operating budget is zero.		
PUBLIC SERVICES – UTILITIES			
<b>UT22L:</b>	<b>Wastewater System Master Plan (Study)</b>		
<b>Est. Total Cost:</b>	<b>\$300,000</b>	<b>Prior Funding: \$0</b>	<b>Operating Impact: \$0</b>
<b>FUND:</b>	<b>441</b>		
<b>Description:</b>	The project will Utilize a Consulting Engineer to study the existing Wastewater Collection System including pump stations, force mains, and gravity sewer systems. Analysis of the Inflow and Infiltration (I&I) Program will also be included. The Consultant will be required to provide recommendations for improvements to the system. The Wastewater System Master Plan is completed every 10 years with the last study completed in January 2013 by Mathews Consulting. It is anticipated that the impact on the operating budget is zero.		
PUBLIC SERVICES - UTILITIES			
<b>UT22Z:</b>	<b>Water Treatment Plant Filter Nos. 3&amp;4 Rehab/Filter Media Replacement</b>		
<b>Est. Total Cost:</b>	<b>\$159,000</b>	<b>Prior Funding: \$0</b>	<b>Operating Impact: \$0</b>
<b>FUND:</b>	<b>441</b>		
<b>Description:</b>	The project will replace the existing individual metal packaged filter units with a structural concrete housed filter unit with a capacity of 10 MGD. The filters are a critical component in the Water Treatment Plant's process of drinking water. There are six existing package filters with an approximated total capacity of 6.2 MGD and one Greenleaf filter with a capacity of 8 MGD. The existing filter package units have reached the end of their useful life and need to be replaced. The replacement of the package filters will provide the Water Plant with a reliable means of providing the required filtration at a greater capacity. The increased capacity will also be required in the very near future as the population of the City grows. The new 10 MGD filters will have the ability to provide the required capacity for at least another 30 years. It is anticipated that the impact on the operating budget is zero.		
PUBLIC SERVICES - UTILITIES			
<b>UT23H:</b>	<b>NW 58th Street Neighborhood Water Main Replacement</b>		
<b>Est. Total Cost:</b>	<b>\$2,200,000</b>	<b>Prior Funding: \$0</b>	<b>Operating Impact: \$0</b>
<b>FUND:</b>	<b>441</b>		
<b>Description:</b>	The project will include the replacement of undersized and deteriorated water mains, replacement of existing fire hydrants and the installation of new fire hydrants. This is a residential area located north of West Commercial Boulevard between Rock Island Road and the Florida Turnpike. The existing water mains were installed in 1968 and are of asbestos cement material. This project is deemed high priority to ensure there is adequate fire flow in the neighborhood in case of emergency and because the existing asbestos cement water mains are nearing the end of their useful life. It is anticipated that the impact on the operating budget is zero.		

**CAPITAL IMPROVEMENT PROGRAM, CONTINUED  
PROJECT DESCRIPTIONS**

PUBLIC SERVICES – UTILITIES			
<b>UT23Q:</b>	<b>Paint Storage Tanks/Filters/Accelators/Piping</b>		
<b>Est. Total Cost:</b>	<b>\$300,000</b>	<b>Prior Year Funding: \$0</b>	<b>Operating Impact: \$0</b>
<b>FUND:</b>	<b>441</b>		
<b>Description:</b>	This project provides for painting of the exterior surfaces of all the tanks, pipes, filters, buildings, and walls at the Water Plant and Remote Tanks on a six or seven-year basis. This work was last completed in FY2016. It is anticipated that the impact on the operating budget is zero.		
PUBLIC SERVICES – UTILITIES			
<b>UT23J:</b>	<b>Replace Transfer Pumps</b>		
<b>Est. Total Cost:</b>	<b>\$450,000</b>	<b>Prior Year Funding: \$0</b>	<b>Operating Impact: \$0</b>
<b>FUND:</b>	<b>441</b>		
<b>Description:</b>	This project will ensure continuous transfer of treatment water to our storage tanks at the City Water Treatment Plant site. This project will require engineering to ensure compatibility with the existing clear well and Water Treatment Plant systems. These are critical components of the water treatment process. It is anticipated that the impact on the operating budget is zero.		
PUBLIC SERVICES - UTILITIES			
<b>UT23P:</b>	<b>Water Treatment Plant Raw Well Meter Assembly Mods &amp; Electrical Upgrades</b>		
<b>Est. Total Cost:</b>	<b>\$100,000</b>	<b>Prior Funding: \$0</b>	<b>Operating Impact: \$0</b>
<b>FUND:</b>	<b>441</b>		
<b>Description:</b>	The project will include the modification of the discharge piping at Raw Water Supply Well No. 8 and electrical improvements to Wells No. 4, 5, 6 and 8. The inline flow meter and associated ductile iron piping at Well No. 8 are located to the west of an access driveway for the WTP and are partially buried. The meter assembly is not enclosed in fencing and there are no pipe bollards for protection. In its current configuration, the meter assembly can be easily impacted by a vehicle or delivery truck utilizing the access driveway. It is recommended that the meter assembly be brought completely above grade to improve access and maintainability. The electrical work includes upgrades to the existing electrical systems at Raw Water Well Nos. 4, 5, 6 and 8 to incorporate a standby generator receptacle at each well site. It is anticipated that the impact on the operating budget is zero.		
PUBLIC SERVICES – UTILITIES			
<b>UT24G:</b>	<b>Grants/Tamarac Square Water Main Replacement</b>		
<b>Est. Total Cost:</b>	<b>\$575,000</b>	<b>Prior Year Funding: \$0</b>	<b>Operating Impact: \$0</b>
<b>FUND:</b>	<b>441</b>		
<b>Description:</b>	This project will replace damaged, old, undersized or otherwise inefficient water distribution mains within or adjacent to the Grants/Tamarac Square. These water mains were recommended for replacement in the 2018 Water Master Plan Study of the City's distribution system, prepared by Mathews Engineering. The replacement of these water mains will provide the required system maintenance to ensure the extended service life of the distribution system. It is anticipated that the impact on the operating budget is zero.		
PUBLIC SERVICES - UTILITIES			
<b>UT24H:</b>	<b>Fire Hydrant Coverage Improvements</b>		
<b>Est. Total Cost:</b>	<b>\$250,000</b>	<b>Prior Funding: \$0</b>	<b>Operating Impact: \$0</b>
<b>FUND:</b>	<b>441</b>		
<b>Description:</b>	The project will install approximately twenty-two (22) new fire hydrants which are outside of the established CIP project areas. The City-wide fire hydrant coverage analysis, performed as part of the recent Water Master Plan, concluded that the City install fifty-six (56) new fire hydrants at various locations to meet the current NFPA fire hydrant coverage and City standards. Thirty-four (34) of the required hydrants will be installed as part of various CIP projects and the remaining twenty-two will be installed with this project. It is anticipated that the impact on the operating budget is zero.		

**CAPITAL IMPROVEMENT PROGRAM, CONTINUED  
PROJECT DESCRIPTIONS**

PUBLIC SERVICES - UTILITIES			
<b>UT24D:</b>	<b>Citywide AMI Program</b>		
<b>Est. Total Cost:</b>	<b>\$4,700,000</b>	<b>Prior Funding: \$0</b>	<b>Operating Impact: \$0</b>
<b>FUND:</b>	<b>441</b>		
<b>Description:</b>	The project will Install and implement an Advanced Metering Infrastructure (AMI) system throughout the City. AMI technology is widely regarded in the water industry as the future of metering for Municipal Utilities. The technology has several uses including improved data collection, remote access to data, capabilities for signaling issues in the distribution system, including water main breaks, remote meter reading and may also be used to provide customers with usage information. This program once implemented will provide greater efficiency to the City's water treatment and distribution systems and reduce water loss throughout the distribution system. It is anticipated that the impact on the operating budget is zero.		
PUBLIC SERVICES – UTILITIES			
<b>TBD:</b>	<b>Woodland Country Club Water Main Replacement – Phases 1-4</b>		
<b>Est. Total Cost:</b>	<b>\$10,000,000</b>	<b>Prior Year Funding: \$0</b>	<b>Operating Impact: \$0</b>
<b>FUND:</b>	<b>441</b>		
<b>Description:</b>	This project will replace undersized and deteriorated water mains and fire hydrants and will also install additional fire hydrants to improve the fire flow coverage. The existing water mains were installed primarily in 1968 with some improvements completed in 1976 and 1993 and are of asbestos cement, PVC, or ductile iron material. These pipes are nearing the end of their useful life. It is anticipated that the impact on the operating budget is zero.		
PUBLIC SERVICES – UTILITIES			
<b>TBD:</b>	<b>Replace West 8MG Accelator</b>		
<b>Est. Total Cost:</b>	<b>\$3,500,000</b>	<b>Prior Year Funding: \$0</b>	<b>Operating Impact: \$0</b>
<b>FUND:</b>	<b>441</b>		
<b>Description:</b>	This project will remove the old West 8MG Accelator and replace it with a new, more efficient unit. The existing West Accelator was built in 1972 and has been rehabilitated and recoated on a 10-year maintenance schedule since then. This Accelator is at the end of its useful life and is now necessary to be replaced. It is anticipated that the impact on the operating budget is zero.		
PUBLIC SERVICES – UTILITIES			
<b>UT22N:</b>	<b>Tract 27 Booster Station Outer Perimeter Fencing Improvements</b>		
<b>Est. Total Cost:</b>	<b>\$20,000</b>	<b>Prior Year Funding: \$0</b>	<b>Operating Impact: \$0</b>
<b>FUND:</b>	<b>441</b>		
<b>Description:</b>	This project will replace old fencing at the City's Offsite Water Booster Stations located in the Tract 27 Sports Complex. This project is part of the recently concluded Risk and Resilience Study's Recommendations. It is anticipated that the impact on the operating budget is zero		
PUBLIC SERVICES – UTILITIES			
<b>UT24K:</b>	<b>Install Intrusion Alarms at Tank Access Points and Integrate into SCADA</b>		
<b>Est. Total Cost:</b>	<b>\$5,000</b>	<b>Prior Year Funding: \$0</b>	<b>Operating Impact: \$0</b>
<b>FUND:</b>	<b>441</b>		
<b>Description:</b>	As part of the Grants Plaza security upgrades, this project will install intrusion alarms at the water storage tank access point at the Grants Plaza storage facilities. This project is part of the recently concluded Risk and Resilience Study's Recommendations. It is anticipated that the impact on the operating budget is zero		
PUBLIC SERVICES – UTILITIES			
<b>UT24L:</b>	<b>Perimeter Fencing Modifications</b>		
<b>Est. Total Cost:</b>	<b>\$33,000</b>	<b>Prior Year Funding: \$0</b>	<b>Operating Impact: \$0</b>
<b>FUND:</b>	<b>441</b>		
<b>Description:</b>	As part of the Grants Plaza security upgrades, this project will make modifications to the existing fencing in accordance with the recently concluded Risk and Resilience Study's Recommendations. It is anticipated that the impact on the operating budget is zero.		

**CAPITAL IMPROVEMENT PROGRAM, CONTINUED  
PROJECT DESCRIPTIONS**

PUBLIC SERVICES – UTILITIES			
<b>UT24M:</b>	<b>Perform Study of Existing Diesel Tank &amp; Implement Required Improvements</b>		
<b>Est. Total Cost:</b>	<b>\$22,000</b>	<b>Prior Year Funding: \$0</b>	<b>Operating Impact: \$0</b>
<b>FUND:</b>	<b>441</b>		
<b>Description:</b>	As part of the Grants Plaza security upgrades, this project will allow for a study of the existing conditions at the Grants Plaza Diesel Tank. Improvements to address any issues found in the study will be done as part of this project. This project is part of the recently concluded Risk and Resilience Study's Recommendations. It is anticipated that the impact on the operating budget is zero		
PUBLIC SERVICES – UTILITIES			
<b>UT24I:</b>	<b>Install Vehicle Barrier at Front Door (i.e. Bollards/Concrete Barrier)</b>		
<b>Est. Total Cost:</b>	<b>\$5,500</b>	<b>Prior Year Funding: \$0</b>	<b>Operating Impact: \$0</b>
<b>FUND:</b>	<b>441</b>		
<b>Description:</b>	As part of the Public Services South Building security upgrades, this project will install a vehicle barrier at the front door to the Public Services South Building. This project is part of the recently concluded Risk and Resilience Study's Recommendations. It is anticipated that the impact on the operating budget is zero		
PUBLIC SERVICES – UTILITIES			
<b>UT24J:</b>	<b>Install Lobby Service Window with Clear Ballistic Panels</b>		
<b>Est. Total Cost:</b>	<b>\$11,000</b>	<b>Prior Year Funding: \$0</b>	<b>Operating Impact: \$0</b>
<b>FUND:</b>	<b>441</b>		
<b>Description:</b>	As part of the Public Services South Building security upgrades, this project will replace existing service window glass with ballistics type glass panels in accordance with the recently concluded Risk and Resilience Study's Recommendations. It is anticipated that the impact on the operating budget is zero		
PUBLIC SERVICES – UTILITIES			
<b>TBD:</b>	<b>Video Surveillance for Wells 10-19</b>		
<b>Est. Total Cost:</b>	<b>\$115,600</b>	<b>Prior Year Funding: \$0</b>	<b>Operating Impact: \$0</b>
<b>FUND:</b>	<b>441</b>		
<b>Description:</b>	This project will install video surveillance cameras at all the Offsite Raw Water Well Pump Stations. The Raw Water Pump Stations that are located outside of the City's Water Plant currently do not have video surveillance. This project will install the cameras in accordance with the recently concluded Risk and Resilience Study's Recommendations. It is anticipated that the impact on the operating budget is zero		

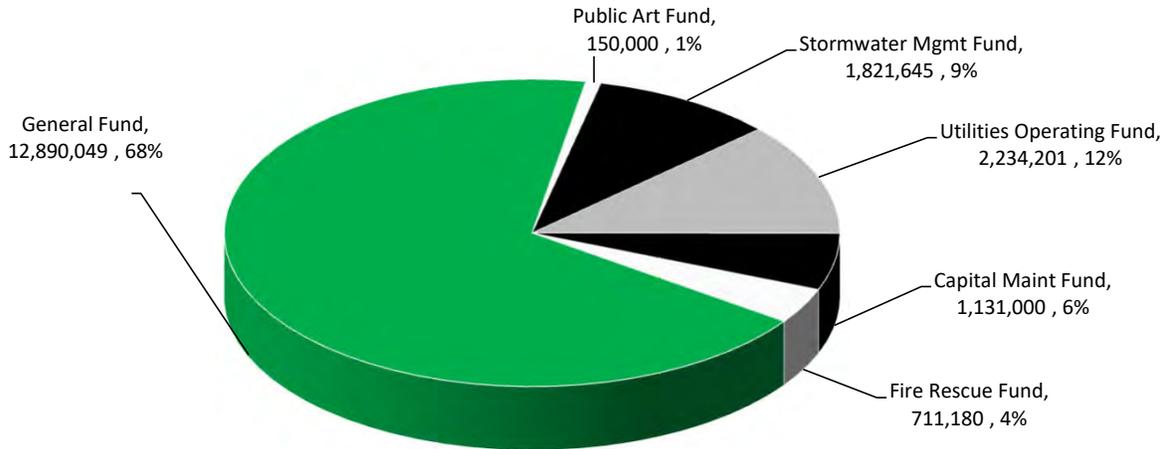
FY 2040 CAPITAL PLAN UNFUNDED CAPITAL IMPROVEMENTS PROGRAM			
	DISTRICT #	CAPITAL PLAN CATEGORY	ROUGH COST ESTIMATE
<b>PROJECTS BEING CONSIDERED FOR FUTURE FUNDING</b>			
Caporella Fitness Center Expansion	2	Parks	2,581,820
Commercial Boulevard Gateway Improvements	2	Transportation	2,192,500
Tamarac Park Playground Project - Phase 2	4	Parks	51,480
<b>City Projects Submitted in 2016 for previous Surtax Proposal</b>			
Multimodal Connectivity Plan	Citywide	Transportation	120,000
2017 - 2021 Mill & Resurfacing (Repaving City Streets)	Citywide	Transportation	21,200,000
2022 - 2026 Mill & Resurfacing (Repaving City Streets)	Citywide	Transportation	21,200,000
2037 - 2041 Mill & Resurfacing (Repaving City Streets)	Citywide	Transportation	21,200,000
2042 - 2046 Mill & Resurfacing (Repaving City Streets)	Citywide	Transportation	21,200,000
2017 - 2021 Traffic Calming (install devices in neighborhoods throughout City)	Citywide	Transportation	166,667
2022 - 2026 Traffic Calming (install devices in neighborhoods throughout City)	Citywide	Transportation	166,667
2027 - 2031 Traffic Calming (install devices in neighborhoods throughout City)	Citywide	Transportation	166,667
2032 - 2036 Traffic Calming (install devices in neighborhoods throughout City)	Citywide	Transportation	166,667
2037 - 2041 Traffic Calming (install devices in neighborhoods throughout City)	Citywide	Transportation	166,667
2042 - 2046 Traffic Calming (install devices in neighborhoods throughout City)	Citywide	Transportation	166,667
2017 - 2021 Sidewalk Program (install new / replace existing and expand throughout City)	Citywide	Transportation	937,500
2022 - 2026 Sidewalk Program (install new / replace existing and expand throughout City)	Citywide	Transportation	2,812,500
Corridor (Install sound walls and decorative hardscape throughout City)	Citywide	Transportation	15,000,000
Create 2 Transportation Hubs - 1 on west side; 1 in University Corridor Area	Citywide	Transportation	6,000,000
2017 - 2021 Bus Shelters / Crosswalks / Traffic Lights (in strategic areas of the City)	Citywide	Transportation	2,500,000
2022 - 2026 Bus Shelters / Crosswalks / Traffic Lights (in strategic areas of the City)	Citywide	Transportation	2,500,000
Bike Paths (extend system to interconnect various City paths with Countywide paths)	Citywide	Transportation	4,500,000
<b>City Projects Submitted for 1 Cent Sales Tax</b>			
Culvert / Headwall Program (replacing throughout City)	Citywide	Transportation	12,000,000
Guardrail retrofit program (replacing / upgrading throughout City)	Citywide	Transportation	1,500,000
Median and Street Landscaping (replacing / upgrading throughout City)	Citywide	Transportation	12,000,000
Transportation Stormwater System (annual replacement / upgrades)	Citywide	Transportation	30,000,000
Fiber Optics (Commercial Blvd ROW from Turnpike to Sawgrass)	1 & 2	Transportation	3,000,000
Traffic Control Devices (install emergency device on Hiatus Road for FS #15)	2	Transportation	500,000
Corridor Improvements (median enhancements and sound walls in Corridors throughout City)	Citywide	Transportation	15,000,000
<b>FDOT / County Projects for 1 Cent Sales Tax</b>			
Adaptive Traffic Control and Signalization (expand usage throughout City)	Citywide	Transportation	15,000,000
Bikeways (upgrade with better markings)	Citywide	Transportation	2,000,000
Crosswalks (multiple locations)	Citywide	Transportation	3,000,000
Electric Vehicle Charging Stations (strategic locations)	Citywide	Transportation	500,000
Fiber Optics (connecting stops to enable Smart Passenger Notification Systems)	Citywide	Transportation	12,000,000
School Zones (upgrades and expansion throughout City)	Citywide	Transportation	4,000,000
Rapid Bus System on Sawgrass (Commercial Blvd E and W; Sawgrass S to connect other Rapid B)	1 & 2	Transportation	15,000,000
<b>MPO Long Range Plan Projects</b>			
Passenger Light Rail (Commercial Blvd E and W connecting Sawgrass to Federal Hwy)	1 & 2	Transportation	TBD
SR-7 Flyover	1	Transportation	TBD
Rock Island Rd widening (southbound McNab to Commercial)	1	Transportation	TBD
Transit Mobility Hub (location unspecified)	TBD	Transportation	TDB

## CAPITAL MAINTENANCE PROGRAM SUMMARY

### 6-Year Projects Summary by Funding Source

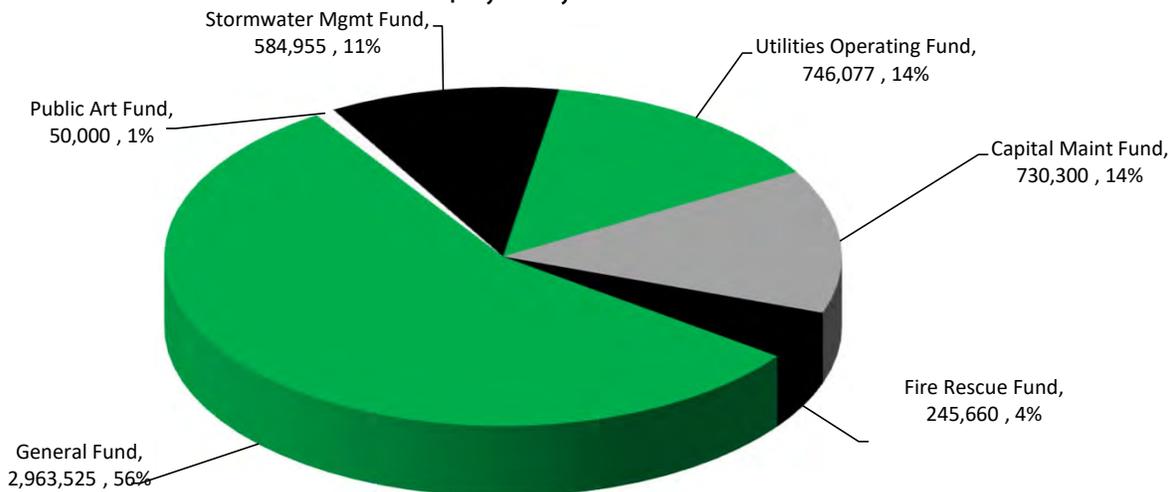
Funding Source	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	TOTAL FY 2022- FY 2027
Building Fund	\$ 1,930	\$ 1,930	\$ 1,930	\$ -	\$ -	\$ -	\$ 5,790
Capital Maint Fund	730,300	400,700	-	-	-	-	1,131,000
Fire Rescue Fund	245,660	230,460	235,060	-	-	-	711,180
General Fund	2,963,525	3,052,165	3,040,392	1,220,239	1,324,114	1,289,614	12,890,049
Public Art Fund	50,000	50,000	50,000	-	-	-	150,000
Stormwater Mgmt Fund	584,955	613,695	622,995	-	-	-	1,821,645
Utilities Operating Fund	746,077	743,117	745,007	-	-	-	2,234,201
<b>GRAND TOTAL</b>	<b>\$ 5,322,447</b>	<b>\$ 5,092,067</b>	<b>\$ 4,695,384</b>	<b>\$ 1,220,239</b>	<b>\$ 1,324,114</b>	<b>\$ 1,289,614</b>	<b>\$ 18,943,865</b>

### Capital Maintenance Program FY 2022-2027 \$18,943,865



Note: Building Fund 0.03% not included on chart

### Capital Maintenance Program FY 2022 \$5,322,447



Note: Building Fund 0.04% not included on chart



CAPITAL MAINTENANCE PROGRAM									
DEPARTMENT	PROJECT #	FUNDING SOURCE	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2022- FY 2027
Security Systems Software Upgrade		General Fund 001-4602	3,000	3,000	3,000	3,000	3,000	3,000	18,000
Security Systems Repairs (AVS/VMS/Burglar)		General Fund 001-4602	30,000	30,000	30,000	30,000	30,000	30,000	180,000
Burglar Alarm Systems Monitoring Service		General Fund 001-4602	3,500	3,500	3,500	3,500	3,500	3,500	21,000
Fire Alarm Sys Integration w/Security Software		General Fund 001-4602	10,000	-	-	-	-	-	10,000
Sub-totals			<b>1,245,890</b>	<b>1,258,250</b>	<b>1,196,787</b>	<b>1,220,239</b>	<b>1,324,114</b>	<b>1,289,614</b>	<b>7,534,894</b>
<b>PARKS AND RECREATION</b>									
Shade Sail Replacement Program		General Fund 001-7010	54,000	54,000	54,000	-	-	-	162,000
Bleacher Repairs		General Fund 001-7010	5,000	5,000	5,250	-	-	-	15,250
Volleyball and Fitness Equip Maint		General Fund 001-7010	3,500	3,500	3,675	-	-	-	10,675
Kiln Maintenane at TCC & Tamarac Park		General Fund 001-7010	1,000	1,200	1,260	-	-	-	3,460
Maintenance for Stages, Appliances, Backboards		General Fund 001-7010	3,500	3,500	3,675	-	-	-	10,675
Misc Equip Repairs TCC, TP & Parks		General Fund 001-7010	3,000	3,000	3,150	-	-	-	9,150
Hand Sanitizer Refills		General Fund 001-7010	3,000	3,000	3,150	-	-	-	9,150
Cost of Goods Increase (5%)		General Fund 001-7010	-	960	1,000	-	-	-	1,960
Maintenance Contract Fitness Equip (2-years)		General Fund 001-7030	-	9,000	-	-	-	-	9,000
Geothermal System Preventative Maint Contract		General Fund 001-7030	2,000	2,000	2,000	-	-	-	6,000
Pool & Pump Repair & Maintenance		General Fund 001-7030	6,000	6,000	6,000	-	-	-	18,000
Sprayground Maintenance		General Fund 001-7030	6,000	6,000	6,000	-	-	-	18,000
Geothermal System Repair & Maintenance		General Fund 001-7030	8,000	8,000	8,000	-	-	-	24,000
Misc. Repairs-Locker Rooms, Fitness Room, etc		General Fund 001-7030	6,000	6,000	6,000	-	-	-	18,000
Slide Maintenance (Waxing, Caulking, etc)		General Fund 001-7030	8,000	8,000	8,000	-	-	-	24,000
Splash Pad Maintenance Caporella Park		General Fund 001-7030	-	12,500	12,500	-	-	-	25,000
Chemicals-Caporella Park Splashpad		General Fund 001-7030	-	12,500	12,500	-	-	-	25,000
Minor Repairs Fitness Equipment		General Fund 001-7030	1,500	1,500	1,580	-	-	-	4,580
R&M Pressure Cleaner, Upholstery, etc.		General Fund 001-7030	1,000	1,000	1,040	-	-	-	3,040
Splash Pad Maintenance Waters Edge Park		General Fund 001-7030	17,500	17,500	17,500	-	-	-	52,500
Chemicals-Waters Edge Park Splashpad		<u>General Fund 001-7030</u>	12,500	12,500	12,500	-	-	-	37,500
R&M Other (Vehicle Camera Transfers)		General Fund 001-7050	12,000	2,500	2,500	-	-	-	17,000
Cost of Goods Increase (5%)		General Fund 001-7030	-	120	130	-	-	-	250
Sub-totals			<b>153,500</b>	<b>179,280</b>	<b>171,410</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>504,190</b>
<b>PUBLIC SERVICES</b>									
Repair City Property - Traffic Accidents		General Fund 001-5020	13,000	13,000	13,000	-	-	-	39,000
Repairs to Equip not Maintained In-House		General Fund 001-5020	6,000	6,000	6,000	-	-	-	18,000
Pressure Cleaning Crew		General Fund 001-5020	4,500	4,500	4,500	-	-	-	13,500
Repair/Replace Sidewalk (Non-CDBG)		General Fund 001-5020	25,000	25,000	25,000	-	-	-	75,000
Increased Costs of Materials & Inc. Repairs (NEW)		General Fund 001-5020	10,000	10,000	10,000	-	-	-	30,000
Increased Costs of Aged Sidewalks		General Fund 001-5020	35,000	35,000	35,000	-	-	-	105,000
FY22 Annual Escalator 5%		General Fund 001-5020	3,500	3,500	3,500	-	-	-	10,500
FY23 Annual Escalator 5%		General Fund 001-5020	-	3,680	3,680	-	-	-	7,360
FY24 Annual Escalator 5%		General Fund 001-5020	-	-	3,860	-	-	-	3,860
Repair/Replace Guardrails & Sidewalks: ADA Compl		General Fund 001-5020	30,000	30,000	30,000	-	-	-	90,000
Increased Cost of Materials		General Fund 001-5020	6,000	6,000	6,000	-	-	-	18,000
Repair Buffer Walls due to Traffic Accidents		General Fund 001-5020	10,000	10,000	10,000	-	-	-	30,000
Buffer Wall Paint/Pressure After Five Years		General Fund 001-5020	-	-	5,000	-	-	-	5,000
Increased Costs of Aged Equipment		General Fund 001-5020	3,000	3,000	3,000	-	-	-	9,000
Construction Materials		General Fund 001-5040	17,100	17,100	17,100	-	-	-	51,300
HVAC Parts		General Fund 001-5040	26,100	26,100	26,100	-	-	-	78,300
Vandalism Repairs		General Fund 001-5040	27,500	27,500	27,500	-	-	-	82,500
Combo Security Locks		General Fund 001-5040	5,000	5,000	5,000	-	-	-	15,000
Annual Roof R&M		General Fund 001-5040	45,000	45,000	45,000	-	-	-	135,000
Summary Fire Alarm/Burglar Alarm Costs		General Fund 001-5040	14,000	14,000	14,000	-	-	-	42,000
Elevator Maintenance		General Fund 001-5040	2,000	2,000	2,000	-	-	-	6,000
Pest Control		General Fund 001-5040	7,000	7,000	7,000	-	-	-	21,000
Cooling Tower Maintenance		General Fund 001-5040	3,000	3,000	3,000	-	-	-	9,000
Welding Services		General Fund 001-5040	1,800	1,800	1,800	-	-	-	5,400
R&M Projects (Parks & Rec)		General Fund 001-5040	80,000	80,000	80,000	-	-	-	240,000
Annual MTCE Floor Refinish- TCCN/Rec Ctr		General Fund 001-5040	7,600	7,600	7,600	-	-	-	22,800
MTCE on Aquatic Sprayground Equip		General Fund 001-5040	7,000	7,000	7,000	-	-	-	21,000
Duct Cleaning Program		General Fund 001-5040	15,000	15,000	15,000	-	-	-	45,000

CAPITAL MAINTENANCE PROGRAM			FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2022- FY 2027
DEPARTMENT	PROJECT #	FUNDING SOURCE							
Exterior Building Painting Program		General Fund 001-5040	63,500	63,500	63,500	-	-	-	190,500
FY22 Annual Escalator of 5%		General Fund 001-5040	16,100	16,100	16,100	-	-	-	48,300
FY23 Annual Escalator of 5%		General Fund 001-5040	-	16,900	16,900	-	-	-	33,800
FY24 Annual Escalator of 5%		General Fund 001-5040	-	-	17,730	-	-	-	17,730
R&M City Property (e.g. City Entrance Signs)		General Fund 001-5040	500	500	500	-	-	-	1,500
City Facility Signs Repair and Maintenance		General Fund 001-5040	9,500	9,500	9,500	-	-	-	28,500
Safety Kleen, Parts Washer Quarterly Service		General Fund 001-5080	1,300	1,300	1,300	-	-	-	3,900
SYN Tech Fuel Master Maintenance		General Fund 001-5080	2,650	2,650	2,650	-	-	-	7,950
Fuel Island Pump/Hose/Tank Service & Repair		General Fund 001-5080	1,850	1,850	1,850	-	-	-	5,550
R&M & Other Services		General Fund 001-5080	600	600	600	-	-	-	1,800
FY22 Annual Escalator of 5%		General Fund 001-5080	320	320	320	-	-	-	960
FY23 Annual Escalator of 5%		General Fund 001-5080	-	340	340	-	-	-	680
FY24 Annual Escalator of 5%		General Fund 001-5080	-	-	410	-	-	-	410
COT R&M Automobile		General Fund 001-5080	20,000	20,000	20,000	-	-	-	60,000
Misc Auto R&M		General Fund 001-5080	4,000	4,000	4,000	-	-	-	12,000
Repair Parts/Labor - Heavy Equipment		General Fund 001-5080	2,000	2,000	2,000	-	-	-	6,000
Repair Parts/Generators & Fuel Tanks		General Fund 001-5080	15,000	15,000	15,000	-	-	-	45,000
North Lauderdale Fire/PW		General Fund 001-5080	84,000	84,000	84,000	-	-	-	252,000
FY22 Cost for Parts Increase		General Fund 001-5080	4,200	4,200	4,200	-	-	-	12,600
FY23 Cost for Parts Increase		General Fund 001-5080	-	4,400	4,400	-	-	-	8,800
FY24 Cost for Parts Increase		General Fund 001-5080	-	-	4,630	-	-	-	4,630
Repair & Maint - City Park Facilities/Bldgs		General Fund 001-5090	30,000	30,000	30,000	-	-	-	90,000
Repair & Maint - Fountains in City Parks		General Fund 001-5090	10,000	10,000	10,000	-	-	-	30,000
Additional Restrooms/Park Facilities		General Fund 001-5090	10,000	10,000	10,000	-	-	-	30,000
New Rec/Tamarac Village Facilities		General Fund 001-5090	15,000	15,000	15,000	-	-	-	45,000
Machinery Repair & Maint - Grounds Equip		General Fund 001-5090	4,000	4,000	4,000	-	-	-	12,000
Machinery Repair & Maint - Parks Equip		General Fund 001-5090	10,000	10,000	10,000	-	-	-	30,000
Rights-of-Way/Median Maintenance		General Fund 001-5090	453,100	453,100	453,100	-	-	-	1,359,300
Mulching		General Fund 001-5090	38,000	38,000	38,000	-	-	-	114,000
Grounds Maint Cost Increase/Add'l Areas		General Fund 001-5090	100,000	100,000	100,000	-	-	-	300,000
Tree Trimming		General Fund 001-5090	200,000	200,000	200,000	-	-	-	600,000
FY21 Contract Annual Escalator (4%)		General Fund 001-5090	23,730	23,730	23,730	-	-	-	71,190
FY22 Contract Annual Escalator (4%)		General Fund 001-5090	24,440	24,440	24,440	-	-	-	73,320
FY23 Contract Annual Escalator (4%)		General Fund 001-5090	-	25,180	25,180	-	-	-	50,360
FY24 Contract Annual Escalator (4%)		General Fund 001-5090	-	-	25,930	-	-	-	25,930
Sub-totals			<b>1,547,890</b>	<b>1,598,390</b>	<b>1,655,950</b>	-	-	-	<b>4,802,230</b>
<b>HVAC R&amp;R Program</b>									
(5) 24 Ton Water Pckg - City Hall	HV22A	Capital Maint Fund 303-5040	365,500	-	-	-	-	-	365,500
(2) 150 Ton Thermal Mayer Cooling Twrs - City	HV22A	Capital Maint Fund 303-5040	364,800	-	-	-	-	-	364,800
(1) 3.5 Ton Trane Split - Public Works Building	HV23A	Capital Maint Fund 303-5040	-	8,700	-	-	-	-	8,700
(1) 3.5 Ton Trane Split - Fleet	HV23A	Capital Maint Fund 303-5040	-	10,200	-	-	-	-	10,200
(1) 3.0 Ton Trane Split - City Hall	HV23A	Capital Maint Fund 303-5040	-	4,800	-	-	-	-	4,800
(1) 1.5 Ton Trane Split - City Hall	HV23A	Capital Maint Fund 303-5040	-	7,100	-	-	-	-	7,100
(1) 3.0 Ton Liebert Split - City Hall	HV23A	Capital Maint Fund 303-5040	-	16,000	-	-	-	-	16,000
(1) 5.0 Ton Carrier Split - Multi-Purpose Center	HV23A	Capital Maint Fund 303-5040	-	9,300	-	-	-	-	9,300
(2) 6.0 Ton Carrier Pckg - Multi-Purpose Center	HV23A	Capital Maint Fund 303-5040	-	36,200	-	-	-	-	36,200
(3) 5.0 Ton Carrier Pckg - Multi-Purpose Center	HV23A	Capital Maint Fund 303-5040	-	54,300	-	-	-	-	54,300
(2) 1.0 Ton Carrier Split - Multi-Purpose Center	HV23A	Capital Maint Fund 303-5040	-	12,000	-	-	-	-	12,000
(2) 20.0 Ton Carrier Split - Multi-Purpose Cnter	HV23A	Capital Maint Fund 303-5040	-	222,400	-	-	-	-	222,400
(1) 5.0 Ton Trane Split - Public Works/Bldg	HV23A	Capital Maint Fund 303-5040	-	11,500	-	-	-	-	11,500
(1) 3.0 Ton Trane Split - Public Works/Bldg	HV23A	Capital Maint Fund 303-5040	-	8,200	-	-	-	-	8,200
HVAC Program Sub-totals			<b>730,300</b>	<b>400,700</b>	-	-	-	-	<b>1,131,000</b>
<b>Public Services Sub-totals</b>			<b>2,278,190</b>	<b>1,999,090</b>	<b>1,655,950</b>	-	-	-	<b>5,933,230</b>
<b>PUBLIC SERVICES - STORMWATER</b>									
Streetsweeper GPS	N/A	Stormwater Mgmt Fund 410	1,200	1,200	1,200	-	-	-	3,600
SCADA Software Maint Contract	N/A	Stormwater Mgmt Fund 410	4,000	4,000	4,000	-	-	-	12,000
Repair of Catch Basin Aprons	N/A	Stormwater Mgmt Fund 410	15,000	15,000	15,000	-	-	-	45,000
Restoration of Roadway Swales	N/A	Stormwater Mgmt Fund 410	15,000	15,000	15,000	-	-	-	45,000
Repairs to City Pump Stations	N/A	Stormwater Mgmt Fund 410	5,000	5,000	5,000	-	-	-	15,000

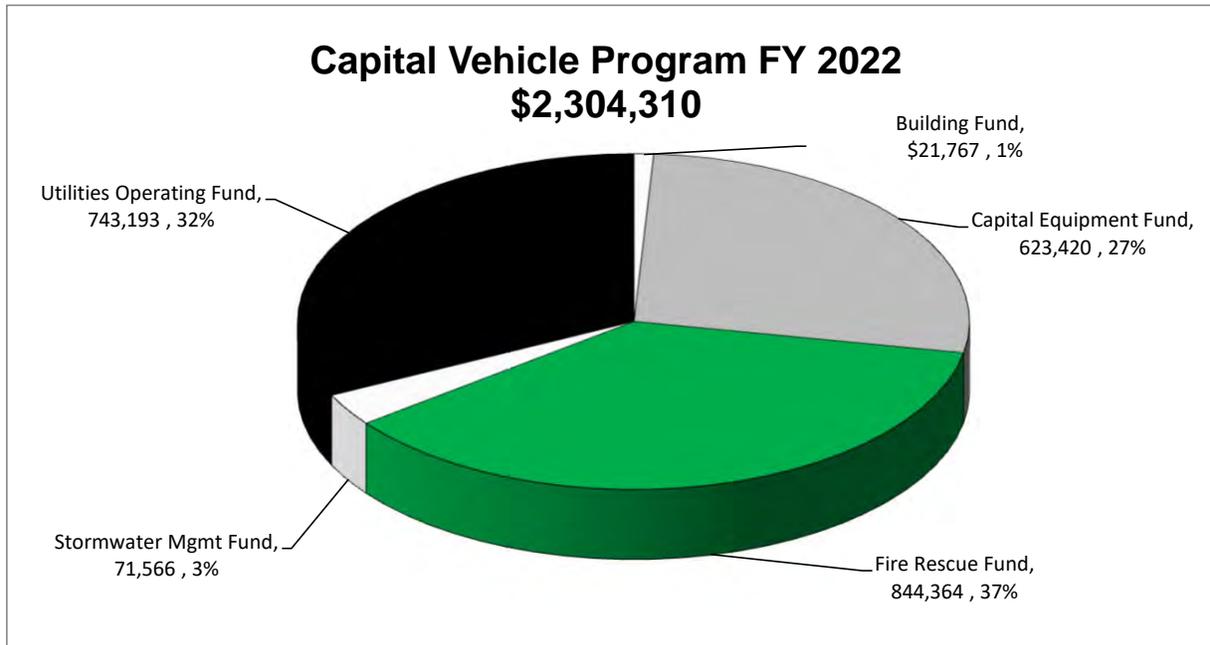
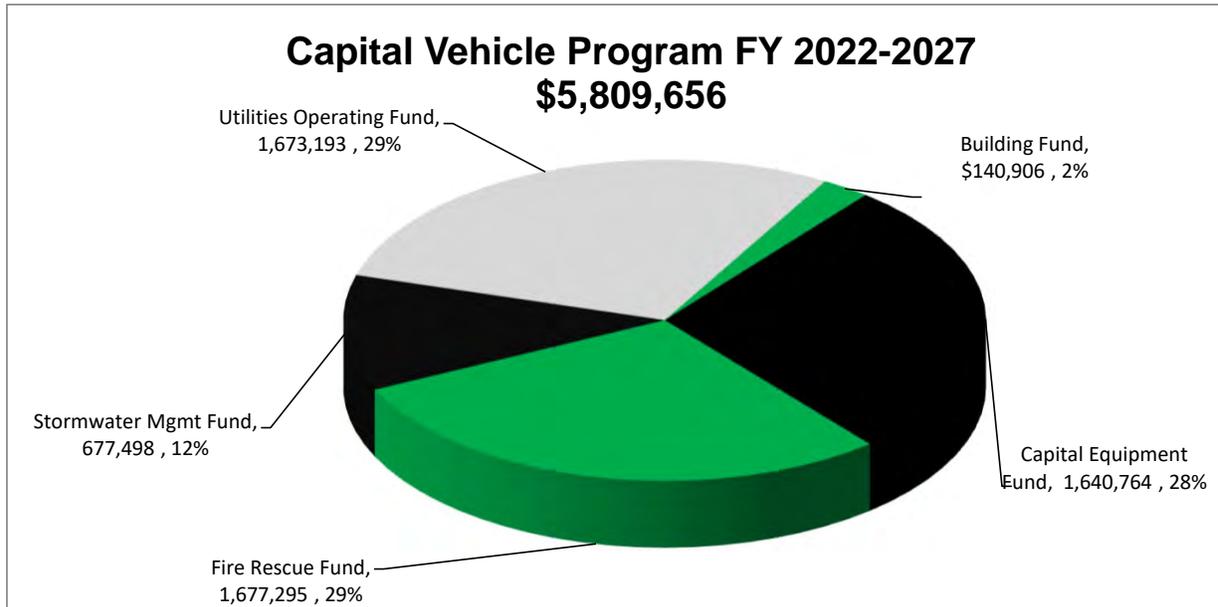
CAPITAL MAINTENANCE PROGRAM										
DEPARTMENT	PROJECT #	FUNDING SOURCE	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2027	FY 2022- FY 2027
R&M Drainage Projects	N/A	Stormwater Mgmt Fund 410	75,000	75,000	75,000	-	-	-	-	225,000
R&M Culvert Cleaning & MTCE	N/A	Stormwater Mgmt Fund 410	110,000	110,000	110,000	-	-	-	-	330,000
Increased Costs for Culvert Cleaning	N/A	Stormwater Mgmt Fund 410	-	20,000	20,000	-	-	-	-	40,000
Miscellaneous Repairs	N/A	Stormwater Mgmt Fund 410	4,000	4,000	4,000	-	-	-	-	12,000
Aerators Repair & Maint	N/A	Stormwater Mgmt Fund 410	10,000	10,000	10,000	-	-	-	-	30,000
Repairs to Sprayers and Harvesters	N/A	Stormwater Mgmt Fund 410	17,200	17,200	17,200	-	-	-	-	51,600
Welding repairs to Stormwater Equipment	N/A	Stormwater Mgmt Fund 410	2,200	2,200	2,200	-	-	-	-	6,600
Parts for Small Equipment	N/A	Stormwater Mgmt Fund 410	1,200	1,200	1,200	-	-	-	-	3,600
FY22 Annual Escalator (3%)	N/A	Stormwater Mgmt Fund 410	620	620	620	-	-	-	-	1,860
FY23 Annual Escalator (3%)	N/A	Stormwater Mgmt Fund 410	-	640	640	-	-	-	-	1,280
FY24 Annual Escalator (3%)	N/A	Stormwater Mgmt Fund 410	-	-	660	-	-	-	-	660
Repairs to Pump Stations & Headwalls	N/A	Stormwater Mgmt Fund 410	4,000	4,000	4,000	-	-	-	-	12,000
<i>Pump Station Gate Maint. Program</i>	<i>N/A</i>	<i>Stormwater Mgmt Fund 410</i>	<i>12,569</i>	<i>12,569</i>	<i>12,569</i>	-	-	-	-	<i>37,707</i>
Grounds Maint Contract (SW Fund)	N/A	Stormwater Mgmt Fund 410	200,066	200,066	200,066	-	-	-	-	600,198
Increased Site/Svc's Change Order	N/A	Stormwater Mgmt Fund 410	100,000	100,000	100,000	-	-	-	-	300,000
FY22 Contract Escalator (4%)	N/A	Stormwater Mgmt Fund 410	7,900	7,900	7,900	-	-	-	-	23,700
FY22 Contract Escalator (4%)	N/A	Stormwater Mgmt Fund 410	-	8,100	8,100	-	-	-	-	16,200
FY22 Contract Escalator (4%)	N/A	Stormwater Mgmt Fund 410	-	-	8,640	-	-	-	-	8,640
Stormwater Sub-totals			<b>584,955</b>	<b>613,695</b>	<b>622,995</b>	-	-	-	-	<b>1,821,645</b>
<b>UTILITIES</b>										
Repair and Maintenance- Utilities Bldg	N/A	Utilities Op Fund 425-6001	5,000	5,000	5,000	-	-	-	-	15,000
E.S.R.I. GIS Software Annual Fee	N/A	Utilities Op Fund 425-6002	19,900	19,900	19,900	-	-	-	-	59,700
Drone Deployment Software	N/A	Utilities Op Fund 425-6002	1,500	1,500	1,500	-	-	-	-	4,500
GPS Service & Other Service Contracts	N/A	Utilities Op Fund 425-6002	4,730	4,730	4,730	-	-	-	-	14,190
HR Plotter Maintenance Renewal	N/A	Utilities Op Fund 425-6002	2,300	2,300	2,300	-	-	-	-	6,900
Trimble Data Capture/Calibrate Survey Instrumts	N/A	Utilities Op Fund 425-6002	900	900	900	-	-	-	-	2,700
Summary Repairs and Other Service Contracts	N/A	Utilities Op Fund 425-6020	10,880	12,360	13,450	-	-	-	-	36,690
Hypochlorite Maint. Contract	N/A	Utilities Op Fund 425-6020	12,000	11,900	11,900	-	-	-	-	35,800
SCADA Lic. Key Renewal (Includes 911)	N/A	Utilities Op Fund 425-6020	12,320	12,000	12,000	-	-	-	-	36,320
Anticipated Repairs for Well House w/3% Escalator	N/A	Utilities Op Fund 425-6020	14,330	14,760	15,200	-	-	-	-	44,290
Replace Two Hypo Pumps	N/A	Utilities Op Fund 425-6020	11,950	11,950	11,950	-	-	-	-	35,850
Maintain Steelwork in Accelerators	N/A	Utilities Op Fund 425-6020	30,000	30,000	30,000	-	-	-	-	90,000
Replace 2 Actuator Valves- Package Filters	N/A	Utilities Op Fund 425-6020	15,870	15,870	15,870	-	-	-	-	47,610
Replace Hypo Distrib & Sys Components	N/A	Utilities Op Fund 425-6020	5,000	5,000	5,000	-	-	-	-	15,000
Fiberglass Repair	N/A	Utilities Op Fund 425-6020	10,000	10,000	10,000	-	-	-	-	30,000
Replacement of PLC for Grreenleaf	N/A	Utilities Op Fund 425-6020	12,000	12,000	12,000	-	-	-	-	36,000
Replacement of 2 Isolation Valves	N/A	Utilities Op Fund 425-6020	2,600	2,600	2,600	-	-	-	-	7,800
Spare Parts; Parts Maintenance/SCADA	N/A	Utilities Op Fund 425-6020	12,000	12,000	12,000	-	-	-	-	36,000
GE Radios/PLC Relays/Power Supply Upgrade Panel	N/A	Utilities Op Fund 425-6020	8,300	8,300	8,300	-	-	-	-	24,900
Small Engine Equip and Machinery	N/A	Utilities Op Fund 425-6020	1,830	1,830	1,830	-	-	-	-	5,490
Grants Storage Tanks 2 ea. @ \$1560 ea.	N/A	Utilities Op Fund 425-6020	3,200	3,200	3,200	-	-	-	-	9,600
Ammonia Pressure System	N/A	Utilities Op Fund 425-6020	3,600	3,600	3,600	-	-	-	-	10,800
Replacement of Existing Floride Pump	N/A	Utilities Op Fund 425-6020	2,600	2,600	2,600	-	-	-	-	7,800
FY22 Annual Escalator (3%)	N/A	Utilities Op Fund 425-6020	340	340	340	-	-	-	-	1,020
FY23 Annual Escalator (3%)	N/A	Utilities Op Fund 425-6020	-	350	350	-	-	-	-	700
FY24 Annual Escalator (3%)	N/A	Utilities Op Fund 425-6020	-	-	360	-	-	-	-	360
Lawn Maintenance at Water Treatment Plant	N/A	Utilities Op Fund 425-6020	11,900	11,900	11,900	-	-	-	-	35,700
Tree pruning/Trimming at WTP	N/A	Utilities Op Fund 425-6020	3,640	3,640	3,640	-	-	-	-	10,920
Lawn Maint/Tree Pruning at Tract 27	N/A	Utilities Op Fund 425-6020	2,710	2,710	2,710	-	-	-	-	8,130
Maintenance at Grants Plaza	N/A	Utilities Op Fund 425-6020	3,860	3,860	3,860	-	-	-	-	11,580
Portable Meter Reading Processors & Cradles	N/A	Utilities Op Fund 425-6030	12,667	12,667	12,667	-	-	-	-	38,001
Software & Hardware Maint Contract	N/A	Utilities Op Fund 425-6030	4,800	-	-	-	-	-	-	4,800
Anticipated Costs w/New Equip	N/A	Utilities Op Fund 425-6030	500	500	500	-	-	-	-	1,500
Facility R&M	N/A	Utilities Op Fund 425-6030	25,000	25,000	25,000	-	-	-	-	75,000

CAPITAL MAINTENANCE PROGRAM			FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2022- FY 2027
DEPARTMENT	PROJECT #	FUNDING SOURCE							
Repair of Sewer Mains & Sewer Laterals	N/A	Utilities Op Fund 425-6030	3,100	3,100	3,100	-	-	-	9,300
Water Main Repairs	N/A	Utilities Op Fund 425-6030	25,500	25,500	25,500	-	-	-	76,500
Water Service Line Repairs	N/A	Utilities Op Fund 425-6030	48,000	48,000	48,000	-	-	-	144,000
Supply Asphalt- Restorat's After Excavations	N/A	Utilities Op Fund 425-6030	25,000	25,000	25,000	-	-	-	75,000
Repairs & Repl Parts: Radios and Misc Machinery	N/A	Utilities Op Fund 425-6030	17,750	17,750	17,750	-	-	-	53,250
Meters & Meter Boxes	N/A	Utilities Op Fund 425-6030	75,000	75,000	75,000	-	-	-	225,000
Hydrants & Valves	N/A	Utilities Op Fund 425-6030	47,000	47,000	47,000	-	-	-	141,000
Repair of City Irrigation Pipe	N/A	Utilities Op Fund 425-6030	82,500	82,500	82,500	-	-	-	247,500
Elect/Mech Repair/Components- 82 WW	N/A	Utilities Op Fund 425-6040	70,000	70,000	70,000	-	-	-	210,000
Jet Rodder, Trailer,VideoVans,Vactor,etc	N/A	Utilities Op Fund 425-6040	84,000	84,000	84,000	-	-	-	252,000
Utilities Sub-totals			<b>746,077</b>	<b>743,117</b>	<b>745,007</b>	-	-	-	<b>2,234,201</b>
<b>TOTAL</b>			<b>5,322,447</b>	<b>5,092,067</b>	<b>4,695,384</b>	<b>1,220,239</b>	<b>1,324,114</b>	<b>1,289,614</b>	<b>18,943,865</b>
			<b>5,322,447</b>	<b>5,092,067</b>	<b>4,695,384</b>	<b>1,220,239</b>	<b>1,324,114</b>	<b>1,289,614</b>	<b>18,943,865</b>
General Fund			2,963,525	3,052,165	3,040,392	1,220,239	1,324,114	1,289,614	12,890,049
Fire Rescue Fund 120			245,660	230,460	235,060	-	-	-	711,180
Public Art Fund 146			50,000	50,000	50,000	-	-	-	150,000
Building Fund 150			1,930	1,930	1,930	-	-	-	5,790
Capital Maintenance Fund 303			730,300	400,700	-	-	-	-	1,131,000
Stormwater Mgmt Fund 410			584,955	613,695	622,995	-	-	-	1,821,645
Utilities Op Fund 425			746,077	743,117	745,007	-	-	-	2,234,201
Utilities R&R Fund 441-6020			-	-	-	-	-	-	-
Colony West Fund 450-7099			-	-	-	-	-	-	-
<b>Total</b>			<b>\$ 5,322,447</b>	<b>\$ 5,092,067</b>	<b>\$ 4,695,384</b>	<b>\$ 1,220,239</b>	<b>\$ 1,324,114</b>	<b>\$ 1,289,614</b>	<b>\$ 18,943,865</b>
<b>SUMMARY BY PROGRAM</b>									
Building			1,930	1,930	1,930	-	-	-	5,790
City Clerk			12,245	12,245	12,245	-	-	-	36,735
Colony West			-	-	-	-	-	-	-
Finance			4,000	4,000	4,000	-	-	-	12,000
Community Development			50,000	50,000	50,000	-	-	-	150,000
Fire Rescue			245,660	230,460	235,060	-	-	-	711,180
Information Technology			1,245,890	1,258,250	1,196,787	1,220,239	1,324,114	1,289,614	7,534,894
Parks and Recreation			153,500	179,280	171,410	-	-	-	504,190
Public Services			2,278,190	1,999,090	1,655,950	-	-	-	5,933,230
Public Services - Stormwater			584,955	613,695	622,995	-	-	-	1,821,645
Public Services - Utilities			746,077	743,117	745,007	-	-	-	2,234,201
<b>Total</b>			<b>\$ 5,322,447</b>	<b>\$ 5,092,067</b>	<b>\$ 4,695,384</b>	<b>\$ 1,220,239</b>	<b>\$ 1,324,114</b>	<b>\$ 1,289,614</b>	<b>\$ 18,943,865</b>

## CAPITAL VEHICLE PROGRAM SUMMARY

### 6-Year Projects Summary by Funding Source

Funding Source	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	TOTAL FY 2022- FY 2027
Building Fund	\$ 21,767	\$ -	\$ -	\$ 119,139	\$ -	\$ -	\$ 140,906
Capital Equipment Fund	623,420	446,913	-	534,531	35,900	-	1,640,764
Fire Rescue Fund	844,364	832,931	-	-	-	-	1,677,295
Stormwater Mgmt Fund	71,566	-	470,200	95,732	40,000	-	677,498
Utilities Operating Fund	743,193	-	583,000	347,000	-	-	1,673,193
<b>GRAND TOTAL</b>	<b>\$ 2,304,310</b>	<b>\$ 1,279,844</b>	<b>\$ 1,053,200</b>	<b>\$ 1,096,402</b>	<b>\$ 75,900</b>	<b>\$ 0</b>	<b>\$ 5,809,656</b>



FY 2022											
CAPITAL VEHICLE/EQUIPMENT PROGRAM											
DEPARTMENT	Unit #	FUNDING SOURCE	PROJECT #	PR YEAR FUNDING	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	TOTAL
<b>BUILDING</b>											
	2008 Ford Explorer XLT 4DR 2WD	559	Building Fund 301-3500	CV22A	24,785	6,196	-	-	-	-	30,981
	2014 Chev Equinox LS 4DR SUB FWD	560	Building Fund 301-3500	CV22A	23,232	5,808	-	-	-	-	29,041
	2014 F150XL STD Cab/Bed 2WD	561	Building Fund 301-3500	CV22A	20,556	5,139	-	-	-	-	25,695
	2015 F150 STD Cab/Bed 2WD	562	Building Fund 301-3500	CV22A	18,492	4,623	-	-	-	-	23,115
	2017 F150 STD Cab/Bed 2WD	565	Building Fund 301-3500	CV25A	-	-	-	25,969	-	-	25,969
	2018 F150 STD Cab/Std Bed 2WD	566	Building Fund 301-3500	CV25A	-	-	-	29,085	-	-	29,085
	2018 Ford Explorer SUV FWD	567	Building Fund 301-3500	CV25A	-	-	-	35,000	-	-	35,000
	2018 F150 STD Cab/Std Bed 2WD	568	Building Fund 301-3500	CV25A	-	-	-	29,085	-	-	29,085
	Sub-total				<b>87,066</b>	<b>21,767</b>	-	<b>119,139</b>	-	-	<b>227,972</b>
<b>COMMUNITY DEVELOPMENT</b>											
	2012 Colorado PU STD CAB/BED	619	Cap Equip Fund 301-3020	CV22A	-	30,200	-	-	-	-	30,200
	2014 Ford F150 STD CAB/BED 2WD	620	Cap Equip Fund 301-3020	CV25A	-	-	-	27,801	-	-	27,801
	2014 Chevy Equinox FWD LS SUV	621	Cap Equip Fund 301-3020	CV25A	-	-	-	32,035	-	-	32,035
	2015 Ford F150 STD CAB/BED 2WD	622	Cap Equip Fund 301-3020	CV25A	-	-	-	27,801	-	-	27,801
	Sub-total				-	<b>30,200</b>	-	<b>87,637</b>	-	-	<b>117,837</b>
<b>Fire Administration</b>											
	2013 Ford Explorer 4DR FWD	366	Fire Res Fund 301-4520	CV22F	37,767	11,433	-	-	-	-	49,200
	2015 F250 Crew Cab STD 2WD-Training Vehicle	372	Fire Res Fund 301-4520	CV23F	33,172	12,914	12,914	-	-	-	59,000
	2017 Ford F450 4x2 Crew Chasis Cab	377	Fire Res Fund 301-4520	CV23F	100,333	29,833	29,834	-	-	-	160,000
	2017 Ford Explorer SUV FWD- Emergency Mgr	376	Fire Res Fund 301-4520	CV24F	22,750	6,750	6,750	-	-	-	36,250
	2017 Ford Transit I50XL- Logistics Van	375	Fire Res Fund 301-4520	CV27F	14,583	4,375	4,375	-	-	-	23,334
<b>Fire Operations</b>											
	2012 Quint 41: 78' Aerial	359	Fire Res Fund 301-4520	CV24F	483,750	173,750	173,750	-	-	-	831,250
	Fire Apparatus for FS36 (1st)	TBD	Fire Res Fund 301-4520	CV23F	620,000	290,000	290,000	-	-	-	1,200,000
	2015 Quint 15: 78' Ariel	371	Fire Res Fund 301-4520	CV27F	336,904	111,349	111,349	-	-	-	559,602
	2016 Rescue/Ambulance 36 Quad Cab	369	Fire Res Fund 301-4520	CV25F	172,250	43,750	43,750	-	-	-	259,750
	2016 Rescue/Ambulance 15 Quad Cab	370	Fire Res Fund 301-4520	CV25F	172,250	43,750	43,750	-	-	-	259,750
	2016 Quint 78: 78' Aerial	374	Fire Res Fund 301-4520	CV28F	311,900	103,300	103,300	-	-	-	518,500
<b>Fire Prevention</b>											
	2016 Ford Explorer 4DR FWD 2WD	373	Fire Res Fund 301-4520	CV24F	25,120	5,960	5,959	-	-	-	37,039
	2017 Ford F150 XL 2WD	378	Fire Res Fund 301-4520	CV25F	21,200	7,200	7,200	-	-	-	35,600
	Sub-total				<b>2,351,979</b>	<b>844,364</b>	<b>832,931</b>	-	-	-	<b>4,029,275</b>
<b>PARKS &amp; RECREATION</b>											
	2013 4500 16+2(20) Pass HC Bus	829	Cap Equip Fund 301-7050	CV22A	-	97,000	-	-	-	-	97,000
	2013 4500 16+2(20) Pass HC Bus	831	Cap Equip Fund 301-7050	CV22A	-	99,750	-	-	-	-	99,750
	2013 GRD Caravan ADA Minivan	835	Cap Equip Fund 301-7050	CV22A	-	40,400	-	-	-	-	40,400
	2017 GRD Caravan ADA Minivan	839	Cap Equip Fund 301-7050	CV24A	-	-	51,013	-	-	-	51,013
	2015 Ford Taurus SE 4DR FWD	838	Cap Equip Fund 301-7040	CV26A	-	-	-	-	35,900	-	35,900
	Sub-total				-	<b>237,150</b>	<b>51,013</b>	-	<b>35,900</b>	-	<b>324,063</b>
<b>PUBLIC WORKS</b>											
	2015 Ford Explorer 4DR 4WD	2137	Cap Equip Fund 301-5005	CV22A	-	38,800	-	-	-	-	38,800
	2008 F350 STD CAB/BED 2WD	2074	Cap Equip Fund 301-5020	CV22A	-	37,000	-	-	-	-	37,000
	2011 F450 4X2 STD CAB/DUMP-BED	2077	Cap Equip Fund 301-5020	CV22A	-	51,870	-	-	-	-	51,870
	2012 F250 4X4 EXT-CAB STD BED	2078	Cap Equip Fund 301-5020	CV22A	-	78,000	-	-	-	-	78,000
	2011 F250 Pickup STD CAB/BED	2075	Cap Equip Fund 301-5090	CV22A	-	33,400	-	-	-	-	33,400
	2012 F350 4X4 DREW CREW CAB	2079	Cap Equip Fund 301-5090	CV22A	-	82,000	-	-	-	-	82,000
	2015 F250 SD STD CAB/BED 2WD	2096	Cap Equip Fund 301-5090	CV22A	-	35,000	-	-	-	-	35,000

FY 2022											
CAPITAL VEHICLE/EQUIPMENT PROGRAM											
DEPARTMENT	Unit #	FUNDING SOURCE	PROJECT #	PR YEAR FUNDING	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	TOTAL
2013 10D Dumptruck SA DRW 2WD	2081	Cap Equip Fund 301-5020	CV23A	-	-	100,000	-	-	-	-	100,000
2013 Ford F250 STD CAB/Util Bed 2WD	2086	Cap Equip Fund 301-5090	CV23A	-	-	31,800	-	-	-	-	31,800
2013 F250 EXT CAB/Util Bed 4WD	2087	Cap Equip Fund 301-5020	CV23A	-	-	31,800	-	-	-	-	31,800
2014 F250 CrewCab/Util SRW 2WD	2091	Cap Equip Fund 301-5090	CV23A	-	-	31,800	-	-	-	-	31,800
2014 Ford Explorer 4DR SWD	2094	Cap Equip Fund 301-5005	CV23A	-	-	35,200	-	-	-	-	35,200
2013 F150 STD CAB/BED 2WD	2085	Cap Equip Fund 301-5080	CV23A	-	-	30,200	-	-	-	-	30,200
2013 10YD Dumptruck SA DRW 2WD	2082	Cap Equip Fund 301-5020	CV23A	-	-	27,800	-	-	-	-	27,800
2015 F250 STD CAB/UTIL BED 2WD	2134	Cap Equip Fund 301-5090	CV23A	-	-	38,600	-	-	-	-	38,600
2015 F250 STD CAB/UTIL BED 2WD	2135	Cap Equip Fund 301-5090	CV23A	-	-	38,600	-	-	-	-	38,600
2015 F150 STD CAB/BED 2WD	2140	Cap Equip Fund 301-5002	CV23A	-	-	30,100	-	-	-	-	30,100
2015 SD CREW CAB/UTIL BED	2097	Cap Equip Fund 301-5020	CV25A	-	-	-	-	38,566	-	-	38,566
2015 F250 CREWCAB/UTIL BED 2WD	2098	Cap Equip Fund 301-5020	CV25A	-	-	-	-	42,423	-	-	42,423
2015 Altec LR7-60 Bucket Truck	2099	Cap Equip Fund 301-5090	CV25A	-	-	-	-	237,000	-	-	237,000
2015 Chevy Equinox LS AWD SUV	2138	Cap Equip Fund 301-5005	CV25A	-	-	-	-	33,000	-	-	33,000
2015 F250 STD CAB/UTIL BED 2WD	2145	Cap Equip Fund 301-5080	CV25A	-	-	-	-	47,700	-	-	47,700
2015 F350 CREWCAB/9' Dumpbody	2147	Cap Equip Fund 301-5090	CV25A	-	-	-	-	48,205	-	-	48,205
Sub-total				-	356,070	395,900	-	446,894	-	-	1,198,864
<b>PUBLIC WORKS - STORMWATER</b>											
New: Ford F250, 2WD w/Arrow Board	TBD	Stormwtr Fund 410-5050	N/A	-	33,000	-	-	-	-	-	33,000
2012 F250 EXT-CAB Util Bed 4WD	2080	Stormwtr Fund 410-5050	N/A	-	38,566	-	-	-	-	-	38,566
2014 7500 6X4 18YD Dumptruck	2088	Stormwtr Fund 410-5050	N/A	-	-	-	121,800	-	-	-	121,800
2014 Freightliner/VAC CON	2095	Stormwtr Fund 410-5050	N/A	-	-	-	290,000	-	-	-	290,000
2015 F350 STD CAB/UTIL Body 4WD	2139	Stormwtr Fund 410-5050	N/A	-	-	-	58,400	-	-	-	58,400
2015 F250 EXT-CAB/STD 4WD	2136	Stormwtr Fund 410-5050	N/A	-	-	-	-	-	40,000	-	40,000
2017 F450 4x4 DRW	2155	Stormwtr Fund 410-5050	N/A	-	-	-	-	57,305	-	-	57,305
2019 F250 LX 4WD	2176	Stormwtr Fund 410-5050	N/A	-	-	-	-	38,427	-	-	38,427
Sub-total				-	71,566	-	470,200	95,732	40,000	-	677,498
<b>UTILITIES</b>											
2014 E450 SD VIDEO VAN 158" WB	4095	Utilities Fund 425-6002	N/A	-	396,120	-	-	-	-	-	396,120
2015 Ford F250 SD STD CAB/UTIL 2WD	4096	Utilities Fund 425-6002	N/A	-	36,800	-	-	-	-	-	36,800
2015 Ford F450 STD CAB/UTIL BED 4WD	4098	Utilities Fund 425-6002	N/A	-	65,648	-	-	-	-	-	65,648
2015 Ford F250 STD CAB/UTIL 1300 LG	4200	Utilities Fund 425-6002	N/A	-	35,286	-	-	-	-	-	35,286
2015 Ford F150 EXT-CAB/STD BED 2WD	4202	Utilities Fund 425-6002	N/A	-	30,200	-	-	-	-	-	30,200
2015 Ford F250 STD CAB/UTIL BED 2WD	4203	Utilities Fund 425-6002	N/A	-	40,253	-	-	-	-	-	40,253
2016 Ford F150 STD CAB/BED 2WD	4208	Utilities Fund 425-6002	N/A	-	31,750	-	-	-	-	-	31,750
2016 Ford F150 STD CAB/BED 2WD	4209	Utilities Fund 425-6002	N/A	-	31,750	-	-	-	-	-	31,750
2016 Ford F250 STD/CAB UTIL BED 2WD	4210	Utilities Fund 425-6002	N/A	-	35,285	-	-	-	-	-	35,285
2013 10 YD Dump Truck SA DRW 2WD	4073	Utilities Fund 425-6002	N/A	-	-	-	81,800	-	-	-	81,800
2013 Ford F150 STD CAB/BED 2WD	4075	Utilities Fund 425-6002	N/A	-	-	-	30,200	-	-	-	30,200
2013 Ford F250 STD CAB/UTIL w/Crane	4078	Utilities Fund 425-6020	N/A	-	40,100	-	-	-	-	-	40,100
2016 VAC CON Sewer Cleaner	4206	Utilities Fund 425-6020	N/A	-	-	-	400,000	-	-	-	400,000
2016 F450 STD CAB/UTIL 2WD DRW w/3K lb Crane	4207	Utilities Fund 425-6020	N/A	-	-	-	71,000	-	-	-	71,000
2014 Ford F450 STD CAB/12' Dump Body	4079	Utilities Fund 425-6020	N/A	-	-	-	-	49,400	-	-	49,400
2014 Ford F150 EXT-CAB/STD BED 2WD	4083	Utilities Fund 425-6020	N/A	-	-	-	-	28,700	-	-	28,700
2015 Ford F250 STD CAB/UTIL BED 2WD	4097	Utilities Fund 425-6020	N/A	-	-	-	-	39,100	-	-	39,100
2016 ALTEC Crane Truck	4205	Utilities Fund 425-6020	N/A	-	-	-	-	229,800	-	-	229,800
Sub-total				-	743,193	-	583,000	347,000	-	-	1,673,193
<b>TOTAL</b>					<b>\$ 2,439,045</b>	<b>\$ 2,304,310</b>	<b>\$ 1,279,844</b>	<b>\$ 1,053,200</b>	<b>\$ 1,096,402</b>	<b>\$ 75,900</b>	<b>\$ 8,248,701</b>

<b>FY 2022</b>											
<b>CAPITAL VEHICLE/EQUIPMENT PROGRAM</b>											
<b>DEPARTMENT</b>	<b>Unit #</b>	<b>FUNDING SOURCE</b>	<b>PROJECT #</b>	<b>PR YEAR FUNDING</b>	<b>FY 2022</b>	<b>FY 2023</b>	<b>FY 2024</b>	<b>FY 2025</b>	<b>FY 2026</b>	<b>FY 2027</b>	<b>TOTAL</b>

<b>SUMMARY OF REVENUES</b>											
				87,066	21,767	-	-	119,139	-	-	227,972
				-	623,420	446,913	-	534,531	35,900	-	1,640,764
				2,351,979	844,364	832,931	-	-	-	-	4,029,275
				-	71,566	-	470,200	95,732	40,000	-	677,498
				-	743,193	-	583,000	347,000	-	-	1,673,193
				<b>Total</b>	<b>\$ 2,439,045</b>	<b>\$ 2,304,310</b>	<b>\$ 1,279,844</b>	<b>\$ 1,053,200</b>	<b>\$ 1,096,402</b>	<b>\$ 75,900</b>	<b>\$ 8,248,701</b>

<b>SUMMARY BY PROGRAM</b>											
				87,066	21,767	-	-	119,139	-	-	227,972
				-	30,200	-	-	87,637	-	-	117,837
				2,351,979	844,364	832,931	-	-	-	-	4,029,275
				-	237,150	51,013	-	-	35,900	-	324,063
				-	356,070	395,900	-	446,894	-	-	1,198,864
				-	71,566	-	470,200	95,732	40,000	-	677,498
				-	743,193	-	583,000	347,000	-	-	1,673,193
				<b>Total</b>	<b>\$ 2,439,045</b>	<b>\$ 2,304,310</b>	<b>\$ 1,279,844</b>	<b>\$ 1,053,200</b>	<b>\$ 1,096,402</b>	<b>\$ 75,900</b>	<b>\$ 8,248,701</b>

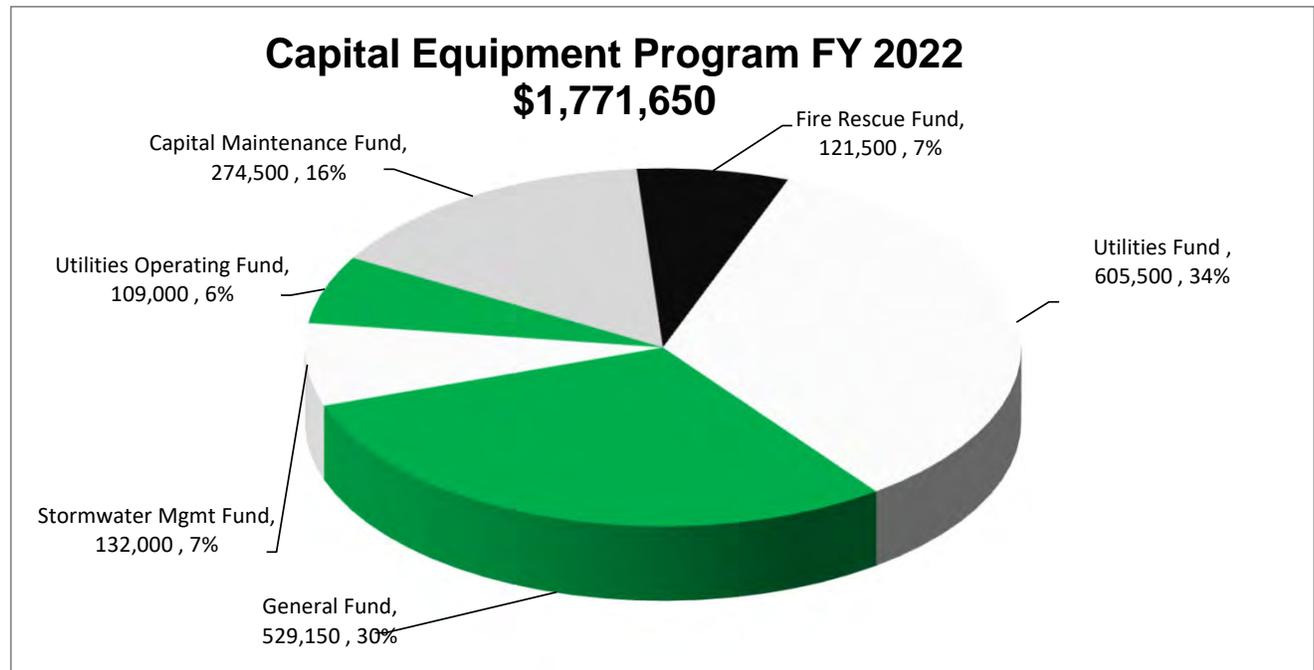
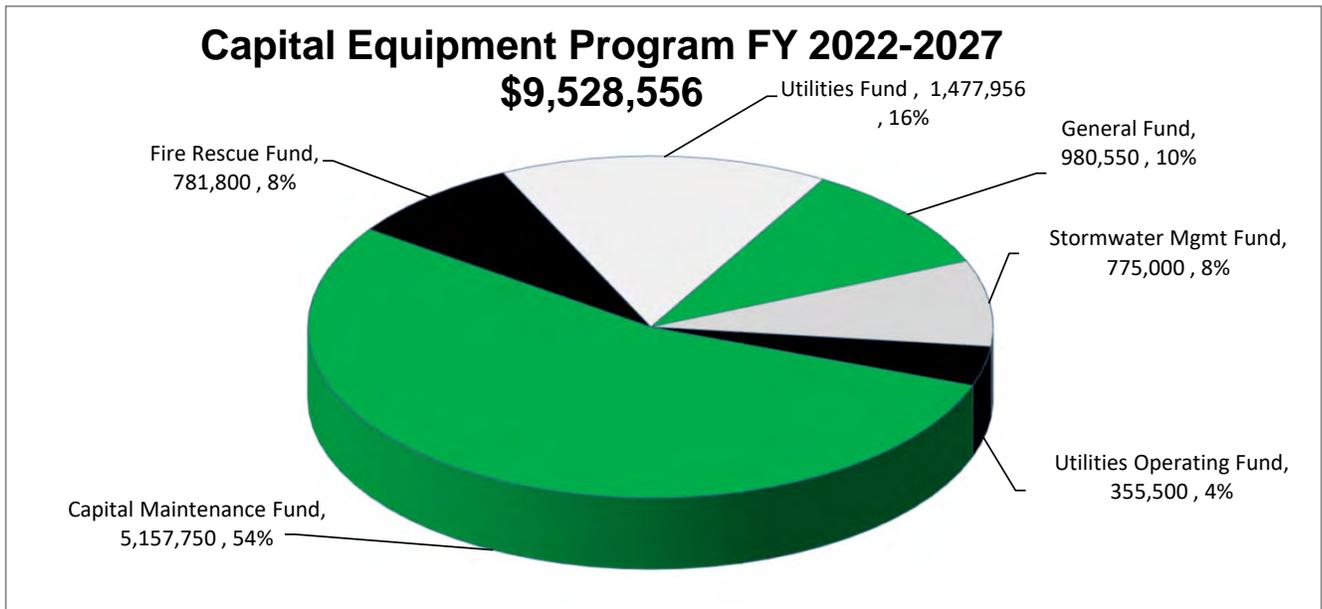
<b>SUMMARY BY PROJECT</b>											
		CV22A		87,066	645,187	-	-	-	-	-	732,253
		CV22F		37,767	11,433	-	-	-	-	-	49,200
		CV23A		-	-	395,900	-	-	-	-	395,900
		CV23F		753,505	332,747	332,748	-	-	-	-	1,419,000
		CV24A		-	-	51,013	-	-	-	-	51,013
		CV24F		531,620	186,460	186,459	-	-	-	-	904,539
		CV25A		-	-	-	-	653,670	35,900	-	689,570
		CV25F		365,700	94,700	94,700	-	-	-	-	555,100
		CV27F		351,487	115,724	115,724	-	-	-	-	582,936
		CV28F		311,900	103,300	103,300	-	-	-	-	518,500
		Stm Wtr Fund		-	71,566	-	470,200	95,732	40,000	-	677,498
		Utilities Fund		-	743,193	-	583,000	347,000	-	-	1,673,193
				<b>Total</b>	<b>\$ 2,439,045</b>	<b>\$ 2,304,310</b>	<b>\$ 1,279,844</b>	<b>\$ 1,053,200</b>	<b>\$ 1,096,402</b>	<b>\$ 75,900</b>	<b>\$ 8,248,701</b>

					<b>CV22A</b>	<b>CV23A</b>	<b>CV24A</b>	<b>CV25A</b>	<b>CV26A</b>	<b>CV27A</b>	
		Building			21,767	-	-	119,139	-	-	140,906
		Community Dev			30,200	-	-	87,637	-	-	117,837
		Parks & Rec			237,150	-	51,013	-	35,900	-	324,063
		Public Works			356,070	395,900	-	446,894	-	-	1,198,864
				<b>Total</b>	<b>-</b>	<b>645,187</b>	<b>395,900</b>	<b>51,013</b>	<b>653,670</b>	<b>35,900</b>	<b>\$1,781,670</b>

# CAPITAL EQUIPMENT PROGRAM SUMMARY

## 6-Year Projects Summary by Funding Source

Funding Source	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	TOTAL FY 2022- FY 2027
Building Fund	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Capital Equipment Fund	-	-	-	-	-	-	-
Capital Maintenance Fund	274,500	347,400	1,200	2,715,450	450,500	1,368,700	5,157,750
Fire Rescue Fund	121,500	277,800	320,500	62,000	-	-	781,800
Utilities Fund	605,500	730,600	141,856	-	-	-	1,477,956
General Fund	529,150	246,800	184,600	-	20,000	-	980,550
Stormwater Mgmt Fund	132,000	166,000	477,000	-	-	-	775,000
Utilities Operating Fund	109,000	114,500	102,000	30,000	-	-	355,500
GRAND TOTAL	\$ 1,771,650	\$ 1,883,100	\$ 1,227,156	\$ 2,807,450	\$ 470,500	\$ 1,368,700	\$ 9,528,556



**FY 2022**

**CAPITAL EQUIPMENT PROGRAM**

<b>DEPARTMENT</b>	<b>FUNDING SOURCE</b>	<b>FY 2022</b>	<b>FY 2023</b>	<b>FY 2024</b>	<b>FY 2025</b>	<b>FY 2026</b>	<b>FY 2027</b>	<b>TOTAL</b>
<b>CITY MANAGER/PUBLIC INFORMATION</b>								
PIO-Various Equip: Photography, Video, Displays	General Fund 001-0530	3,000	-	-	-	-	-	3,000
Sub-totals		<b>3,000</b>	-	-	-	-	-	<b>3,000</b>
<b>FIRE RESCUE/OPERATIONS</b>								
AED Citywide Replacements- Phase1	Fire Rescue Fund 120-4520	-	23,000	23,000	-	-	-	46,000
Major Appliances - Replacement	Fire Rescue Fund 120-4520	5,000	5,000	5,000	-	-	-	15,000
Fitness Equipment - Replacement	Fire Rescue Fund 120-4520	10,000	10,000	10,000	-	-	-	30,000
Stretcher Hydraulic Repl (8 total)	Fire Rescue Fund 120-4520	20,000	20,000	20,000	-	-	-	60,000
CPR Device Repl.	Fire Rescue Fund 120-4520	20,000	20,000	-	-	-	-	40,000
Extrication Equipment	Fire Rescue Fund 120-4520	50,000	50,000	50,000	-	-	-	150,000
SCBA Equip Repl Cycle FY22-26 Ph.1	Fire Rescue Fund 120-4520	-	80,000	80,000	-	-	-	160,000
Thermal Imagers (5)	Fire Rescue Fund 120-4520	-	33,000	33,000	62,000	-	-	128,000
Vehicle Equipment Bundle-New Fire Supp FS36	Fire Rescue Fund 120-4520	-	-	80,000	-	-	-	80,000
Sub-totals		<b>105,000</b>	<b>241,000</b>	<b>301,000</b>	<b>62,000</b>	-	-	<b>709,000</b>
<b>FIRE RESCUE/PREVENTION</b>								
Fire Extinguisher Training Prop Parts 1&2	Fire Rescue Fund 120-4530	16,500	16,500	-	-	-	-	33,000
Satellite Phone Data Terminal	Fire Rescue Fund 120-4530	-	5,300	-	-	-	-	5,300
Knox Box Key Secure 6 (20 units) 2 years	Fire Rescue Fund 120-4530	-	15,000	15,000	-	-	-	30,000
Repl Cycle of EOC Major Appliances-FS41 Freezer	Fire Rescue Fund 120-4530	-	-	4,500	-	-	-	4,500
Sub-totals		<b>16,500</b>	<b>36,800</b>	<b>19,500</b>	-	-	-	<b>72,800</b>
<b>PARKS AND RECREATION - RECREATION</b>								
Crossmatch Background Check System	General Fund 001-7010	15,000	-	-	-	-	-	15,000
Skate Park Broken Fixture Replacement	General Fund 001-7010	8,000	-	-	-	-	-	8,000
TSC Basketball Courts	General Fund 001-7010	21,000	-	-	-	-	-	21,000
Soccer Goals - Large	General Fund 001-7010	-	12,000	-	-	-	-	12,000
Commercial Refrig TPK Concession Repl	General Fund 001-7010	-	10,000	-	-	-	-	10,000
Electronic Sign Board for Special Events	General Fund 001-7010	-	13,000	-	-	-	-	13,000
Golf Cart for Tamarac Park	General Fund 001-7010	-	8,000	-	-	-	-	8,000
Furniture Replacement at Rec Center	General Fund 001-7010	-	-	10,000	-	-	-	10,000
Jazzercise Stage at TCC	General Fund 001-7010	-	-	3,000	-	-	-	3,000
Skate Park/Equip and Resurfacing	General Fund 001-7010	-	-	45,500	-	-	-	45,500
TV Repl TCC & Tamarac Pk Meeting Rooms	General Fund 001-7010	-	-	12,000	-	-	-	12,000
Volleyball Nets & Posts - TCC and MPC	General Fund 001-7010	-	-	12,000	-	-	-	12,000
Sub-totals		<b>44,000</b>	<b>43,000</b>	<b>82,500</b>	-	-	-	<b>169,500</b>
<b>PARKS AND RECREATION - AQUATICS</b>								
Repl 4 Geo-thermal Pumps- Pool Heating w/Elec Costs	General Fund 001-7030	80,000	-	-	-	-	-	80,000
Repl Source Pump & Mag Starter	General Fund 001-7030	4,000	-	-	-	-	-	4,000
Replace Two Large Shade Covers at Aq Center	General Fund 001-7030	10,000	-	-	-	-	-	10,000
Repl Thor Guard Lightning Detection System	General Fund 001-7030	-	15,000	-	-	-	-	15,000
Replace Portable Shade Covers at Aq Center	General Fund 001-7030	-	12,000	10,000	-	-	-	22,000
Chemical Feed System	General Fund 001-7030	-	-	10,000	-	-	-	10,000
Sub-totals		<b>94,000</b>	<b>27,000</b>	<b>20,000</b>	-	-	-	<b>141,000</b>
<b>PARKS AND RECREATION - TRANSPORTATION</b>								
Bus Bike Racks for Transit Busses (3)	General Fund 001-7050	-	6,000	-	-	-	-	6,000
Sub-totals		-	<b>6,000</b>	-	-	-	-	<b>6,000</b>
<b>PUBLIC SERVICES/STREETS</b>								
John Deere 410L 4x4 Backhoe Repl	General Fund 001-5020	154,500	-	-	-	-	-	154,500
Plate Compactor	General Fund 001-5020	2,420	-	-	-	-	-	2,420
Tandem Wheel Skid Loader Trailer	General Fund 001-5020	11,500	-	-	-	-	-	11,500
Walk-Behind Street Saw	General Fund 001-5020	6,830	-	-	-	-	-	6,830
Honda 3500 psi Pressure Cleaning Unit (x2)	General Fund 001-5020	46,200	24,300	-	-	-	-	70,500
Enclosed 8x20x7 Suncoast Trailer Repl	General Fund 001-5020	-	16,500	-	-	-	-	16,500
13 HP Unit to Operate Post Driver and Puller	General Fund 001-5020	-	-	9,800	-	-	-	9,800
Double Hose Assembly	General Fund 001-5020	-	-	700	-	-	-	700
Hydraulic Sign Post Driver	General Fund 001-5020	-	-	4,600	-	-	-	4,600

CAPITAL EQUIPMENT PROGRAM								
DEPARTMENT	FUNDING SOURCE	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	TOTAL
Hydraulic Sign Post Puller	General Fund 001-5020	-	-	4,000	-	-	-	4,000
Sub-totals		<b>221,450</b>	<b>40,800</b>	<b>19,100</b>	-	-	-	<b>281,350</b>
<b>PUBLIC SERVICES/FACILITIES</b>								
LED Interior Lighting Replacement	General Fund 001-5040	15,000	-	-	-	-	-	15,000
LED Light Poles Replacement	General Fund 001-5040	15,000	-	-	-	-	-	15,000
Lift Gate	General Fund 001-5040	4,000	-	-	-	-	-	4,000
Remodel Aq Center RR/Locker Rooms	General Fund 001-5040	-	-	-	-	-	-	-
Remodel TCC Restrooms (4)	General Fund 001-5040	-	-	-	-	-	-	-
BAS for City Hall HVAC	General Fund 001-5040	-	32,000	-	-	-	-	32,000
BAS for Fire Stations 41 & 15	General Fund 001-5040	-	60,000	-	-	-	-	60,000
Articulated Electric Boom Lift	General Fund 001-5040	-	-	63,000	-	-	-	63,000
Sub-totals		<b>34,000</b>	<b>92,000</b>	<b>63,000</b>	-	-	-	<b>189,000</b>
<b>PUBLIC SERVICES/FLEET</b>								
FLEET Shop Air Compressor Repl (2@20yo)	General Fund 001-5080	14,000	-	-	-	-	-	14,000
Fuel Master Upgrade	General Fund 001-5080	55,000	-	-	-	-	-	55,000
Sub-totals		<b>69,000</b>	-	-	-	-	-	<b>69,000</b>
<b>PUBLIC SERVICES/GROUNDS MAINT</b>								
Sandpro Utility Vehicle	General Fund 001-5090	28,700	-	-	-	-	-	28,700
Workman Utility Vehicle	General Fund 001-5090	29,000	-	-	-	-	-	29,000
Toro Propass Replacement	General Fund 001-5090	-	18,000	-	-	-	-	18,000
Renovation of Fields 6&7	General Fund 001-5090	-	-	-	-	-	-	-
Sub-totals		<b>57,700</b>	<b>18,000</b>	-	-	-	-	<b>75,700</b>
<b>PUBLIC SERVICES/STORMWATER</b>								
Jon Boat Jetvac	Stormwater Fund 410-5050	36,000	-	-	-	-	-	36,000
8' Inch Pump Replacement	Stormwater Fund 410-5050	81,000	-	-	-	-	-	81,000
Gator and Dump for Srv Wrkr.	Stormwater Fund 410-5050	15,000	-	-	-	-	-	15,000
Spray Boat for Canals	Stormwater Fund 410-5050	-	36,000	-	-	-	-	36,000
Articulated Telescopic Aerial Device	Stormwater Fund 410-5050	-	130,000	-	-	-	-	130,000
Jetvac Replacement	Stormwater Fund 410-5050	-	-	477,000	-	-	-	477,000
Sub-totals		<b>132,000</b>	<b>166,000</b>	<b>477,000</b>	-	-	-	<b>775,000</b>
<b>PUBLIC SERVICES/UTILITIES</b>								
Large Format Plotter Repl	UtilitiesFund 425-6002	14,400	-	-	-	-	-	14,400
Drone Repl (3 yr cycle)	UtilitiesFund 425-6002	-	5,000	-	-	-	-	5,000
Submersible Well Pumps	UtilitiesFund 425-6020	3,300	-	-	-	-	-	3,300
RTU Cabinet Repl Modules (2)	UtilitiesFund 425-6020	-	8,600	-	-	-	-	8,600
Free Chlorine Analysis Meter	UtilitiesFund 425-6020	8,000	-	-	-	-	-	8,000
Nagle Pump	UtilitiesFund 425-6020	-	15,900	-	-	-	-	15,900
Varidrive Unit	UtilitiesFund 425-6020	-	17,400	-	-	-	-	17,400
Security Hardware Tract 27	UtilitiesFund 425-6020	-	32,150	-	-	-	-	32,150
Security Hardware Grants Plaza	UtilitiesFund 425-6020	-	35,000	-	-	-	-	35,000
Security Hardware Intrusion Alarm	UtilitiesFund 425-6020	-	287,000	-	-	-	-	287,000
Security Hardware Fence & Gate	UtilitiesFund 425-6020	-	125,000	-	-	-	-	125,000
Backhoe Replacement 2022	UtilitiesFund 425-6030	153,000	-	-	-	-	-	153,000
Cutsaw 16" for hydrants/large pipes	UtilitiesFund 425-6030	1,800	-	-	-	-	-	1,800
Dump Trailer-Debris Transport	UtilitiesFund 425-6030	-	-	12,812	-	-	-	12,812
GSSA GPR Locator	UtilitiesFund 425-6030	-	-	20,000	-	-	-	20,000
Jackhammer	UtilitiesFund 425-6030	-	-	1,200	-	-	-	1,200
Service Line Replacement	UtilitiesFund 425-6030	-	-	2,004	-	-	-	2,004
60kw Portable Trailer Mounted Generators-Repl (2)	UtilitiesFund 425-6040	133,000	-	-	-	-	-	133,000
Bypass Pump Replacement	UtilitiesFund 425-6040	47,250	-	-	-	-	-	47,250
Trailer Mounted Sewer Cleaner	UtilitiesFund 425-6040	60,000	-	-	-	-	-	60,000
Safety Grates-Fall Protection Prog (3-yr project)	UtilitiesFund 425-6040	88,750	88,750	-	-	-	-	177,500
Replacement Wastewater Pumps (3)	UtilitiesFund 425-6040	96,000	100,800	105,840	-	-	-	302,640
Load Bank Testing	UtilitiesFund 425-6040	-	15,000	-	-	-	-	15,000
Sub-totals		<b>605,500</b>	<b>730,600</b>	<b>141,856</b>	-	-	-	<b>1,477,956</b>
<b>COLONY WEST EQUIPMENT PROGRAM</b>								

CAPITAL EQUIPMENT PROGRAM								
DEPARTMENT	FUNDING SOURCE	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	TOTAL
Riding Rogh Mower	Colony West Fund 450-7099	60,000	-	-	-	-	-	60,000
Tow Behind Rough Unit	Colony West Fund 450-7099	32,000	-	-	-	-	-	32,000
Utility Carts	Colony West Fund 450-7099	17,000	-	-	-	-	-	17,000
Greens Mower	Colony West Fund 450-7099	-	30,000	30,000	30,000	-	-	90,000
Fairway Mower	Colony West Fund 450-7099	-	55,000	55,000	-	-	-	110,000
Utility Carts	Colony West Fund 450-7099	-	17,000	17,000	-	-	-	34,000
Bunkers Rake	Colony West Fund 450-7099	-	12,500	-	-	-	-	12,500
Sub-totals		<b>109,000</b>	<b>114,500</b>	<b>102,000</b>	<b>30,000</b>	-	-	<b>355,500</b>
<b>INFORMATION TECHNOLOGY</b>								
Office Furniture	General Fund 001-8100	6,000	-	-	-	-	-	6,000
GIS-Drone for Aerial Imagery	General Fund 001-8100	-	10,000	-	-	10,000	-	20,000
GIS-Large Format Printer/Scanner/Copier	General Fund 001-8100	-	10,000	-	-	10,000	-	20,000
<b>Network</b>								
Routers	Capital Maint Fund 303- IT25A	-	-	-	66,000	-	-	66,000
Switches	Capital Maint Fund 303- IT22A	43,000	38,000	-	180,000	135,000	231,000	627,000
Firewalls	Capital Maint Fund 303- IT26A	-	-	-	-	-	438,000	438,000
<b>Telephone and Voicemail Systems</b>								
Telephone and Voicemail Systems - Call Mgr	Capital Maint Fund 303- IT21A	-	-	-	57,000	-	-	57,000
Telephone and Voicemail Systems - Unity Connect	Capital Maint Fund 303- IT21A	-	-	-	20,000	-	-	20,000
Telephone and Voicemail Systems - Contact Ctr	Capital Maint Fund 303- IT21A	-	-	-	20,000	-	-	20,000
<b>Radio Systems Summary</b>								
Motorola Canopy Wireless	Capital Maint Fund 303- IT23A	-	-	-	1,900,000	-	-	1,900,000
	Capital Maint Fund 303- IT25A	-	-	-	130,000	-	-	130,000
<b>Servers</b>								
Virtualization	Capital Maint Fund 303- IT21A	171,000	-	-	-	30,000	200,000	401,000
<b>Desktop Computers</b>								
Desktop Computers/Laptops	Capital Maint Fund 303- IT27A	-	-	-	-	-	10,000	10,000
<b>Storage Area Network</b>								
	Capital Maint Fund 303- IT23A	-	265,000	-	-	-	-	265,000
<b>Security</b>								
	Capital Maint Fund 303- IT26A	-	-	-	-	150,000	-	150,000
<b>Peripherals</b>								
WAPS	Capital Maint Fund 303- IT27A	-	-	-	-	-	400,000	400,000
Printers	Capital Maint Fund 303- IT22A	36,000	-	-	12,000	6,000	-	54,000
Televisions	Capital Maint Fund 303- IT21A	11,300	3,500	-	14,600	2,000	1,500	32,900
Backup Solution	Capital Maint Fund 303- IT22A	-	-	-	225,000	-	-	225,000
Projectors	Capital Maint Fund 303- IT22A	3,000	1,000	-	40,500	18,000	50,000	112,500
Digital Signage	Capital Maint Fund 303- IT25A	-	-	-	9,450	-	-	9,450
<b>Power and HVAC Infrastructure</b>								
NOC-Fire Suppression System	Capital Maint Fund 303- IT23A	-	2,500	-	-	46,000	-	48,500
City Hall	Capital Maint Fund 303- IT26A	-	-	-	-	3,500	-	3,500
IT Data Closets	Capital Maint Fund 303- IT22A	5,400	18,400	1,200	900	-	3,000	28,900
KVM	Capital Maint Fund 303- IT23A	-	19,000	-	-	-	-	19,000
Radio System	Capital Maint Fund 303- IT22A	4,800	-	-	-	-	12,000	16,800
<b>Audio Visual Equipment</b>								
	Capital Maint Fund 303- IT25A	-	-	-	40,000	60,000	-	100,000
Time Clocks	Capital Maint Fund 303- IT27A	-	-	-	-	-	23,200	23,200
Sub-totals		<b>280,500</b>	<b>367,400</b>	<b>1,200</b>	<b>2,715,450</b>	<b>470,500</b>	<b>1,368,700</b>	<b>5,203,750</b>
<b>TOTAL</b>		<b>\$ 1,771,650</b>	<b>\$ 1,883,100</b>	<b>\$ 1,227,156</b>	<b>\$ 2,807,450</b>	<b>\$ 470,500</b>	<b>\$ 1,368,700</b>	<b>\$ 9,528,556</b>

SUMMARY OF REVENUES								
General Fund 001	529,150	246,800	184,600	-	20,000	-	-	980,550
Fire Rescue Fund 120	121,500	277,800	320,500	62,000	-	-	-	781,800
Building Fund 150	-	-	-	-	-	-	-	-
Capital Equipment Fund 301	-	-	-	-	-	-	-	-
Capital Maintenance Fund 303	274,500	347,400	1,200	2,715,450	450,500	1,368,700	-	5,157,750
General Capital Fund 310	-	-	-	-	-	-	-	-
Stormwater Fund 410	132,000	166,000	477,000	-	-	-	-	775,000
Utilities Fund 425	605,500	730,600	141,856	-	-	-	-	1,477,956
Colony West Fund 450	109,000	114,500	102,000	30,000	-	-	-	355,500
<b>Total</b>	<b>\$ 1,771,650</b>	<b>\$ 1,883,100</b>	<b>\$ 1,227,156</b>	<b>\$ 2,807,450</b>	<b>\$ 470,500</b>	<b>\$ 1,368,700</b>	<b>\$</b>	<b>\$ 9,528,556</b>

**CAPITAL EQUIPMENT PROGRAM  
DEPARTMENT**

<b>FUNDING SOURCE</b>	<b>FY 2022</b>	<b>FY 2023</b>	<b>FY 2024</b>	<b>FY 2025</b>	<b>FY 2026</b>	<b>FY 2027</b>	<b>TOTAL</b>
<b>SUMMARY BY PROGRAM</b>							
Building	-	-	-	-	-	-	-
City Clerk	-	-	-	-	-	-	-
City Manager - PIO	3,000	-	-	-	-	-	<b>3,000</b>
Colony West	109,000	114,500	102,000	30,000	-	-	<b>355,500</b>
Financial Services	-	-	-	-	-	-	-
Fire Rescue	121,500	277,800	320,500	62,000	-	-	<b>781,800</b>
Parks & Recreation	138,000	76,000	102,500	-	-	-	<b>316,500</b>
Public Services	382,150	150,800	82,100	-	-	-	<b>615,050</b>
Information Technology	280,500	367,400	1,200	2,715,450	470,500	1,368,700	<b>5,203,750</b>
Public Services - Stormwater	132,000	166,000	477,000	-	-	-	<b>775,000</b>
Public Services - Utilities	605,500	730,600	141,856	-	-	-	<b>1,477,956</b>
<b>Total</b>	<b>\$ 1,771,650</b>	<b>\$ 1,883,100</b>	<b>\$ 1,227,156</b>	<b>\$ 2,807,450</b>	<b>\$ 470,500</b>	<b>\$ 1,368,700</b>	<b>\$ 9,528,556</b>

# Debt Management

The City's primary debt management objective is to keep the level of indebtedness within debt limitations established by ordinance or resolution and minimize the cost to the taxpayer. While the City has set no legal debt limit, specific policies have been established as part of the Debt Management Policies.

**Legal Debt Limit:** none

**City Policy:** Any capital project financed by general obligation, revenue and/or special assessment bonds shall be issued for a period of not more than twenty years or for a period exceeding the expected useful life of the asset or project. The City maintains debt service ratios at levels for compliance with coverage requirements in bond documents.

## Bond Ratings

There are several key debt ratios that investors and financial analysts use when reviewing a city's credit worthiness. As part of its overall policies, the City monitors the ratios used by the national credit rating agencies. Financial management policies are in place that have allowed the City to build up the General Fund reserves and commit to sound financial practices.

Due to the variety of debt issues, there is more than one set of ratings for the City. The rating agencies have separately rated bonds of the City which are secured by specific or general revenue pledges.

	Rating Agency					
	Moody's		Fitch		Standard & Poor's	
	2019	2018	2019	2018	2019	2018
<u>General Obligation Bonds</u>						
Current Underlying	Aa2	A1	AA	AA	AA	AA
<u>Capital Improvement Revenue (2013 &amp; 2018)</u>						
Current Underlying	Aa3	Aa3	AA-	AA-	AA	AA
<u>Sales Tax Revenue (2010 &amp; 2009)</u>						
Current Underlying	Aa3	Aa3	AA-	AA-	AA-	AA-
Insured	N/A	N/A	N/A	N/A	AA-	AA-
<u>Water &amp; Sewer Revenue</u>						
Current Underlying	Aa2	Aa2	AA	AA	AA	AA
Insured	Aa2	Aa2	N/A	N/A	AA	AA
<u>Stormwater Assessment Revenue</u>						
Current Underlying	A1	A1	AA	AA	AA-	AA-

In addition to the underlying ratings, two of the bonds have also been insured by the major insurance providers including MBIA and FSA. In late calendar year 2007, many of the municipal bond insurance providers came under intense scrutiny due to their involvement with insuring sub-prime mortgage backed obligations. All insurers have been subsequently downgraded with FSA experiencing the most recent downgrade.

The City's enterprise and general obligation debt continues to be "self-supporting" in that this debt is secured solely by pledges of enterprise revenues and ad valorem taxes respectively, which adequately cover debt service on these bonds. Furthermore, two of the Governmental revenue bonds are supported by revenues specifically earmarked for such purpose, such as Sales Tax Revenue Bonds.

The City has significant non-ad valorem revenue debt capacity remaining and is in compliance with its anti-dilution tests. However, in as much as all City revenues, unless restricted to a specific purpose, are being used to pay debt service or to fund City operations, any use of City revenues to secure and pay additional debt could impact City operations unless additional revenues are identified.

### Debt Per Capita

Direct debt is defined as a government unit's gross debt less the enterprise system's self-supporting debt. The City's goal is to maintain Direct Debt Per Capita at or below the standard municipal rating agency median for cities of comparable size. In any case the amount should not exceed 135% of such median. Direct Debt Per Capita shall be calculated by dividing the Governmental Direct Debt by the most current population within the City. Based on the population estimate of 66,089 our Direct Debt per Capita is calculated at \$651 for fiscal year ended September 30, 2021.

The overall debt position for the City estimated for September 30, 2021 is as follows:

<b>Category</b>	<b>Outstanding</b>	<b>Percentage of Total</b>
Governmental Fund Debt	43,055,000	67.82%
Enterprise -Water & Sewer Debt	19,330,000	30.45%
Enterprise -Stormwater Debt	1,095,000	1.72%
<b>TOTAL</b>	<b>\$ 63,480,000</b>	<b>100.00%</b>

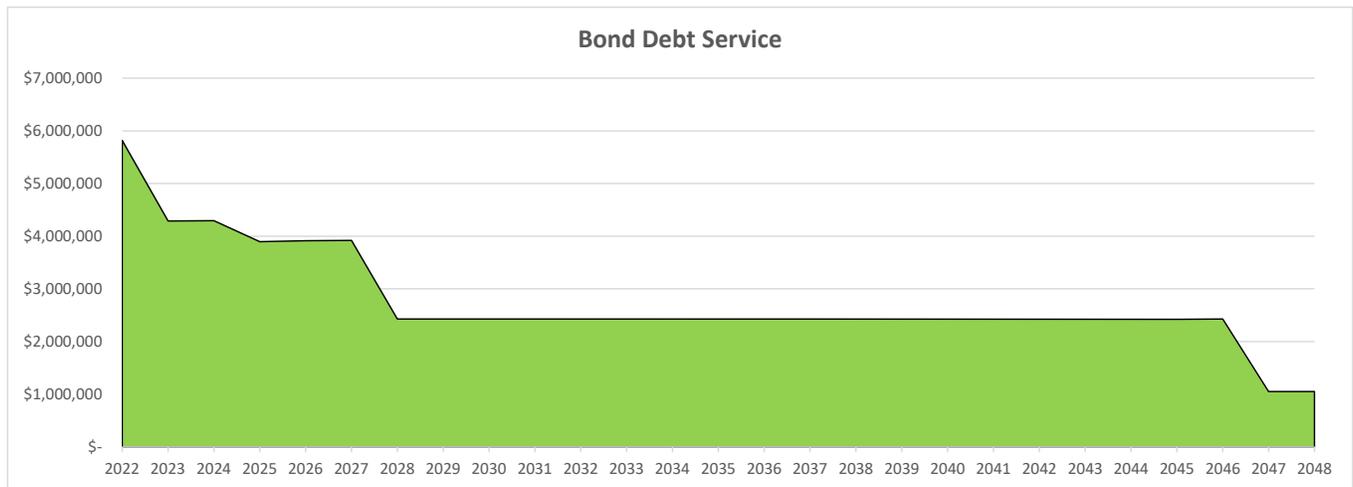
**FY 2021 - FY 2024 DEBT SERVICE SCHEDULE**

	Original Issue Amount	Outstanding Principal 9/30/2021	FY 2022 Principal	FY 2022 Interest	FY 2022 Requirement	FY 2023 Principal	FY 2023 Interest	FY 2023 Requirement	FY 2024 Principal	FY 2024 Interest	FY 2024 Requirement	Outstanding Principal 9/30/2024
<b>GOVERNMENTAL FUNDS</b>												
Sales Tax Rev. Bonds, Series 2009 (Public Facilities)	\$ 5,350,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Sales Tax Revenue Bonds, Series 2010 (Streets)	\$ 9,501,000	\$ 1,505,000	\$ 1,505,000	\$ 16,940	\$ 1,521,940	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Capital Improvement Revenue Bonds, Series 2013	\$ 13,785,000	\$ 7,865,000	\$ 1,170,000	\$ 318,530	\$ 1,488,530	\$ 1,225,000	\$ 260,030	\$ 1,485,030	\$ 1,290,000	\$ 198,780	\$ 1,488,780	\$ 4,180,000
Capital Improvement Revenue Bonds, Series 2018	\$ 18,010,000	\$ 17,065,000	\$ 340,000	\$ 713,819	\$ 1,053,819	\$ 350,000	\$ 700,219	\$ 1,050,219	\$ 365,000	\$ 686,219	\$ 1,051,219	\$ 16,010,000
Capital Leases	\$ 2,238,039	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Taxable Cap. Imprvmnt Refunding Note Series 2020*	\$ 16,620,000	\$ 16,620,000		\$ 457,050	\$ 457,050		\$ 457,050	\$ 457,050	\$ -	\$ 443,300	\$ 443,300	\$ 16,620,000
<b>Total Governmental Funds</b>	<b>\$ 65,504,039</b>	<b>\$ 43,055,000</b>	<b>\$ 3,015,000</b>	<b>\$ 1,506,339</b>	<b>\$ 4,521,339</b>	<b>\$ 1,575,000</b>	<b>\$ 1,417,299</b>	<b>\$ 2,992,299</b>	<b>\$ 1,655,000</b>	<b>\$ 1,328,299</b>	<b>\$ 2,983,299</b>	<b>\$ 36,810,000</b>
<b>ENTERPRISE FUNDS</b>												
Utilities System Refunding, Series 2016A	\$ 17,760,000	\$ 17,760,000	\$ -	\$ 857,400	\$ 857,400	\$ -	\$ 857,400	\$ 857,400	\$ -	\$ 857,400	\$ 857,400	\$ 17,760,000
Utilities System Refunding, Series 2016B	\$ 3,705,000	\$ 1,570,000	\$ 450,000	\$ 47,560	\$ 497,560	\$ 460,000	\$ 38,110	\$ 498,110	\$ 475,000	\$ 27,530	\$ 502,530	\$ 185,000
Stormwater System Revenue, Series 2009	\$ 4,345,000	\$ 1,095,000	\$ 350,000	\$ 45,450	\$ 395,450	\$ 365,000	\$ 30,920	\$ 395,920	\$ 380,000	\$ 15,770	\$ 395,770	\$ -
<b>Total Enterprise Funds</b>	<b>\$ 25,810,000</b>	<b>\$ 20,425,000</b>	<b>\$ 800,000</b>	<b>\$ 950,410</b>	<b>\$ 1,750,410</b>	<b>\$ 825,000</b>	<b>\$ 926,430</b>	<b>\$ 1,751,430</b>	<b>\$ 855,000</b>	<b>\$ 900,700</b>	<b>\$ 1,755,700</b>	<b>\$ 17,945,000</b>
<b>TOTAL DEBT SERVICE</b>	<b>\$ 91,314,039</b>	<b>\$ 63,480,000</b>	<b>\$ 3,815,000</b>	<b>\$ 2,456,749</b>	<b>\$ 6,271,749</b>	<b>\$ 2,400,000</b>	<b>\$ 2,343,729</b>	<b>\$ 4,743,729</b>	<b>\$ 2,510,000</b>	<b>\$ 2,228,999</b>	<b>\$ 4,738,999</b>	<b>\$ 57,265,000</b>

\* The Taxable Capital Improvement Refunding Note Series 2020 was issued to finance the acquisition of real property within the City to be used for development purposes and is secured by non-ad valorem revenues. The Note has a fixed interest rate of 2.75%; principal payments commence October 1, 2023. Current debt service consists of interest only.

### City of Tamarac Bond Debt Service by Fiscal Year

Fiscal Year	Capital Leases for Fire Aparatus	2010 Sales Tax Revenue Refunding Bonds	2013 Capital Improvement Refunding Revenue Bonds	2018 Capital Improvement Revenue Bonds	Governmental Debt Service	Stormwater Bond	Utility Refunding Bonds	Enterprise Fund Debt Service
2022	\$ -	\$ 1,521,940	\$ 1,488,530	\$ 1,053,819	\$ 4,064,289	\$ 395,450	\$ 1,354,960	\$ 1,750,410
2023	\$ -	\$ -	\$ 1,485,030	\$ 1,050,219	\$ 2,535,249	\$ 395,920	\$ 1,355,510	\$ 1,751,430
2024	\$ -	\$ -	\$ 1,488,780	\$ 1,051,219	\$ 2,539,999	\$ 395,770	\$ 1,359,930	\$ 1,755,700
2025	\$ -	\$ -	\$ 1,484,280	\$ 1,052,969	\$ 2,537,249	\$ -	\$ 1,358,060	\$ 1,358,060
2026	\$ -	\$ -	\$ 1,483,780	\$ 1,053,719	\$ 2,537,499	\$ -	\$ 1,375,200	\$ 1,375,200
2027	\$ -	\$ -	\$ 1,488,600	\$ 1,053,469	\$ 2,542,069	\$ -	\$ 1,376,650	\$ 1,376,650
2028	\$ -	\$ -	\$ -	\$ 1,052,219	\$ 1,052,219	\$ -	\$ 1,374,650	\$ 1,374,650
2029	\$ -	\$ -	\$ -	\$ 1,049,969	\$ 1,049,969	\$ -	\$ 1,376,400	\$ 1,376,400
2030	\$ -	\$ -	\$ -	\$ 1,051,719	\$ 1,051,719	\$ -	\$ 1,376,650	\$ 1,376,650
2031	\$ -	\$ -	\$ -	\$ 1,052,019	\$ 1,052,019	\$ -	\$ 1,375,400	\$ 1,375,400
2032	\$ -	\$ -	\$ -	\$ 1,051,769	\$ 1,051,769	\$ -	\$ 1,377,650	\$ 1,377,650
2033	\$ -	\$ -	\$ -	\$ 1,050,269	\$ 1,050,269	\$ -	\$ 1,373,150	\$ 1,373,150
2034	\$ -	\$ -	\$ -	\$ 1,051,537	\$ 1,051,537	\$ -	\$ 1,374,350	\$ 1,374,350
2035	\$ -	\$ -	\$ -	\$ 1,052,787	\$ 1,052,787	\$ -	\$ 1,374,350	\$ 1,374,350
2036	\$ -	\$ -	\$ -	\$ 1,052,537	\$ 1,052,537	\$ -	\$ 1,373,150	\$ 1,373,150
2037	\$ -	\$ -	\$ -	\$ 1,050,312	\$ 1,050,312	\$ -	\$ 1,375,750	\$ 1,375,750
2038	\$ -	\$ -	\$ -	\$ 1,052,562	\$ 1,052,562	\$ -	\$ 1,373,500	\$ 1,373,500
2039	\$ -	\$ -	\$ -	\$ 1,053,062	\$ 1,053,062	\$ -	\$ 1,374,250	\$ 1,374,250
2040	\$ -	\$ -	\$ -	\$ 1,049,062	\$ 1,049,062	\$ -	\$ 1,377,750	\$ 1,377,750
2041	\$ -	\$ -	\$ -	\$ 1,049,062	\$ 1,049,062	\$ -	\$ 1,373,750	\$ 1,373,750
2042	\$ -	\$ -	\$ -	\$ 1,052,862	\$ 1,052,862	\$ -	\$ 1,372,500	\$ 1,372,500
2043	\$ -	\$ -	\$ -	\$ 1,050,262	\$ 1,050,262	\$ -	\$ 1,373,750	\$ 1,373,750
2044	\$ -	\$ -	\$ -	\$ 1,051,462	\$ 1,051,462	\$ -	\$ 1,377,250	\$ 1,377,250
2045	\$ -	\$ -	\$ -	\$ 1,049,562	\$ 1,049,562	\$ -	\$ 1,372,750	\$ 1,372,750
2046	\$ -	\$ -	\$ -	\$ 1,051,575	\$ 1,051,575	\$ -	\$ 1,375,500	\$ 1,375,500
2047	\$ -	\$ -	\$ -	\$ 1,052,319	\$ 1,052,319	\$ -	\$ -	\$ -
2048	\$ -	\$ -	\$ -	\$ 1,051,794	\$ 1,051,794	\$ -	\$ -	\$ -
<b>Total Debt Service</b>	<b>\$ -</b>	<b>\$ 1,521,940</b>	<b>\$ 8,919,000</b>	<b>\$ 28,394,135</b>	<b>\$ 38,835,075</b>	<b>\$ 1,187,140</b>	<b>\$ 34,302,810</b>	<b>\$ 35,489,950</b>



## Glossary of Commonly Used Terms

**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** - A department effort contributing to the achievement of a specific set of program objectives; the smallest unit of the program budget.

**Activity Measure** - Data collected to determine how effective or efficient a program is in achieving its objective.

**Adopted Budget** - The original budget as approved by the City Commission at the beginning of the fiscal year.

**Adjusted Budget** - A statistical construct that compensates for changes within divisions and departments between budget years.

**Ad Valorem Taxes** - Commonly referred to as property taxes, levied on both real and personal property, according to the property's valuation and tax rate.

**("ALS")** – Acronym for Advanced Life Support.

**Allot** - To divide an appropriation into amounts, which may be encumbered or expended during a specified period.

**Amended Budget** - The current budget, resulting from changes to the Adopted Budget. An example of a common change would be a line item transfer of funds.

**Annualize** - Taking changes that occurred mid-year and calculating their cost for a full year, for the purpose of preparing an annual budget.

**Appropriation** - A legal authorization to incur obligations and make expenditures for specific purposes.

**Appropriation Center** - Resembles traditional departments

**Assessed Valuation** - The valuation set upon real estate and certain personal property by the Property Appraiser as a basis for levying property taxes.

**Asset** - Resources owned or held by a government that have monetary value.

**Audit** - An examination of evidence, including records, facilities, inventories, systems, etc., to discover or verify desired information.

**Authorized Positions** - Employee positions which are authorized in the adopted budget to be filled during the year.

**Available (Undesignated) Fund Balance** - This refers to funds remaining from prior years, which are available for appropriation and expenditure in the current year.

**Balanced Budget** - A budget where the amount available from taxation and other sources, including amounts carried over from prior fiscal years, must equal the total appropriations for expenditures and reserves (taken from Florida Statutes 166.241(2)).

## Glossary of Commonly Used Terms

**Base Budget** - Projected cost of continuing the existing levels of service in the current budget year.

**Benchmark** - A point of reference from which measurements may be made. A benchmark is something that serves as a standard by which other performance indicators may be evaluated or compared.

**Biennial Budget** - The Biennial budget consists of two one year budgets covering a period of two (2) fiscal years. This process of budgeting was introduced in the City of Tamarac in FY 2012.

**Bond** - Contract to pay a specified sum of money (the principal or face value) at a specified future date (maturity) plus interest paid at an agreed percentage of the principal. Bonds are primarily used to finance capital projects.

**Bond Refinancing** - The payoff and re-issuance of bonds, to obtain better interest rates and/or bond conditions.

**Budget** - A plan of financial activity for a specified period of time (fiscal year) indicating all planned revenues and expenses for the budget period.

**Budget Calendar** - Schedule of key dates for the preparation and adoption of the budget.

**Budgetary Basis** – This refers to a basis of accounting used to estimate financing sources and uses in the budget. This generally takes one of three forms: GAAP, cash, or modified accrual. The City of Tamarac uses the same budgetary and accounting basis in all funds.

**Budgetary Control** - The control or management of a government in accordance with the approved budget for purposes of keeping expenditures within the limitations of available appropriations and resources.

**Capital Assets** - Assets of long-term character that are intended to continue to be held or used, such as land, buildings, machinery, furniture, and other equipment.

**Capital Budget** - The appropriation of bonds or other revenue for capital assets, improvements to facilities, and other infrastructure.

**Capital Expenditure** - Money spent to acquire or upgrade physical assets such as buildings and machinery - also called capital spending or capital expense.

**Capital Improvements** - Expenditures related to the acquisition, expansion or rehabilitation of an element of the physical plant of the government--sometimes referred to as infrastructure.

**Capital Improvement Program (“CIP”)** - A plan for future capital expenditures that identifies each capital project, its anticipated start and completion dates, the amount spent each year, and the method of financing.

**Capital Outlay** - Expenditures for fixed assets which have a value of \$1,000 or more and have a useful economic lifetime of more than one year; or, assets of any value if the nature of the item is such that it must be controlled for custody purposes as a fixed asset.

**Capital Project** - Major construction, acquisition, or renovation activities which add value to the physical assets of a government, or significantly increase their useful life. Also called capital improvements.

## Glossary of Commonly Used Terms

**Capital Project Funds** - Funds that account for the financial resources to be used for the acquisition or construction of major capital facilities.

**Cash Basis** - A basis of accounting that recognizes transactions only when cash is increased or decreased.

**("CIAC")** - Acronym for Contributions in Aid of Construction, which is a definition used for the calculation of impact fee revenues paid by developers to cover the increased capacity costs of connecting to the City's water and sewer system.

**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 health and safety of employees).

**Communication Services Taxes** - Communications Services Tax (CST) applies to telecommunications, cable, direct-to-home satellite, and related services. The CST revenues is collected and distributed by the State of Florida.

**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 as a measure of the increase in the cost of living (i.e., economic inflation).

**Contingency** – An amount set aside for emergencies or unforeseen expenditures not otherwise budgeted.

**Contractual Services** - Services rendered to a government by private firms, individuals, or other governmental agencies. Examples include utilities, rent, maintenance agreements, and professional consulting services.

**Cost-of-Living Adjustment ("COLA")** - An increase in salaries to offset the adverse effect of inflation on compensation.

**Debt Service** - The cost of paying principal and interest on borrowed money according to a predetermined payment schedule.

**Debt Service Fund** - Fund that accounts for the accumulation of resources for, and the payment of, general long-term debt principal and interest.

**Dedicated Tax** – A tax which is levied to support a specific government program or purpose.

**Deficit** - Amount by which expenditures exceed revenues during a single accounting period.

**Department** - The basic organizational unit of government that is functionally unique in its delivery of services.

**Depreciation** - Expiration in the service life of capital assets attributable to wear and tear, deterioration, action of the physical elements, inadequacy or obsolescence.

**Development-related Fees** - Fees and charges generated by building, development, and growth in a community. Includes building and street permits, development review fees, and zoning, platting and subdivision fees.

## Glossary of Commonly Used Terms

**Employee (or Fringe) Benefits** - Contributions made by a government to meet commitments or obligations for employee fringe benefits. Included is the government's share of costs for Social Security and the various pensions, medical, and life insurance plans.

**Encumbrance** - The contractual commitment of appropriated funds to purchase an item or service. To encumber funds means to set aside or commit funds for a specified future expenditure.

**Enterprise Funds** - Funds that account for operations (a) that are financed and operated in a manner similar to private business enterprises--where the intent of the governing body is that the costs of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges; or (b) where the governing body has decided that periodic determination of revenues earned, expenses incurred, and/or net income is appropriate for capital maintenance, public policy, management control, accountability, or other purposes.

**("ERC")** - Acronym for Equivalent Residential Unit, which is a measure used for Water and Stormwater rates. An average home equals one Equivalent Residential Unit. The E.R.C. for commercial units are calculated on a case-by-case basis.

**Expenditure** - The payment of cash on the transfer of property or services for the purpose of acquiring an asset, service, or settling a loss.

**Expense** - Charges incurred (whether paid immediately or unpaid) for operations, maintenance, interest, or other charges.

**Fiduciary Funds** - A type of funds which consists of agency and trust funds.

**Fiscal Policy** - A government's policies with respect to revenues, spending, and debt management as these relate to government services, programs, and capital investment. Fiscal policy provides an agreed-upon set of principles for the planning and programming of government budgets and their funding.

**Fiscal Year (FY)** - The twelve-month period designated as the operating year for accounting and budgeting purposes in an organization. For Tamarac, this twelve-month period is October 1 to September 30.

**Fixed Assets** - Assets of long-term character that are intended to continue to be held or used, such as land, buildings, machinery, furniture, and other equipment.

**Full Faith and Credit** - A pledge of a government's taxing power to repay debt obligations.

**Full Time Equivalent ("FTE")** - A measure of the workforce utilized to arrive at the number of equivalent full-time positions rather than a simple headcount. For purposes of the City of Tamarac FTE: Two (2) part-time or Three (3) temp = One Full Time Equivalent (FTE)

**Fund** - A fiscal entity with revenues and expenses that are segregated for the purpose of carrying out a specific purpose or activity.

**Fund Balance (Equity)** - The excess of the assets of a fund over its liabilities, reserves, and carry-over.

**General Obligation (G.O.) Bond** - Type of bond backed by the full faith, credit and taxing power of the government. It requires voter approval and a debt millage is levied to pay interest and principal.

## Glossary of Commonly Used Terms

**Generally Accepted Accounting Principles (“GAAP”)** - The uniform minimum standards for financial accounting and recording, encompassing the conventions, rules, and procedures that define accepted accounting principles.

**Goal** - A statement of broad direction, purpose, or intent based on the needs of the community.

**Governmental Funds** - Types of funds subdivided into four sections; General Funds, Specials Revenue Funds, Capital Projects Funds, and Debt Service Funds.

**Grant** - A contribution by a government or other organization to support a specific function. Grants may be classified as either operational or capital, depending upon the grantee and the eligible uses of funds.

**General Fund** - The fund that accounts for all financial resources of the government, except those required to be accounted for in another fund.

**Homestead Exemption** - Florida law provides property tax relief of \$50,000 off of the taxable value for properties that qualify. Every person who has legal or equitable title to real property in the State of Florida and who resides on the property on January 1 and in good faith makes it his or her permanent home is eligible for a homestead exemption.

**Indirect Cost** - A cost necessary for the functioning of the organization as a whole, but which cannot be directly assigned to one service.

**Infrastructure** - The physical assets of a government (e.g., streets, water, sewer, public buildings and parks).

**Inter-fund Transfers** - The movement of monies between funds of the same governmental entity.

**Intergovernmental Revenue** - Funds received from federal, state and other local government sources in the form of grants, shared revenues, and payments in lieu of taxes.

**Internal Service Charges** - The charges to user departments for internal services provided by another government agency, such as data processing, or insurance funded from a central pool.

**Internal Service Funds** - Funds that account for the financing of goods or services provided by one department or agency to other departments or agencies of the governmental units, on a cost reimbursement basis. As a result of the new GASB 34 rules, many municipalities have eliminated all Internal Service Funds with the exception of Risk Management.

**Levy** - To impose taxes for the support of government activities.

**Line-item Budget** - A budget prepared along departmental lines that focuses on what is to be bought by linking appropriations to objects of expenditure.

**Long-term Debt** - Debt payable more than one year after date of issue.

**Mill** - The property tax rate that is based on the valuation of property. A tax rate of one mill produces one dollar of taxes on each \$1,000 of assessed property valuation. A mill is one-tenth of one cent.

## Glossary of Commonly Used Terms

**Mission** - A clear and concise statement that focuses on the purpose of the program and sets program goals to align practices with values. A mission statement is an actionable plan for a program's future that includes the objectives, how these objectives will be reached, who is responsible for performance, and why the program must meet its goals.

**Modified Accrual** - Modified accrual accounting is based on revenues being recorded when they become available and measurable (known). The term "available" means collectible within the current period or soon enough thereafter to be used to pay the liabilities of the current period. Expenditures, if measurable, are recorded in the accounting period in which the liabilities are incurred.

**Objective** - Something to be accomplished in specific, well-defined, and measurable terms and that is achievable within a specific time frame.

**Object of Expenditure** - An expenditure classification, referring to the lowest and most detailed level of classification, such as electricity, office supplies, asphalt, and furniture

**Obligations** - Amounts that a government may be legally required to meet out of its resources. They include not only actual liabilities, but also encumbrances not yet paid.

**Operating Expenses** - The cost for personnel, materials and equipment required for a department to function.

**Operating Revenue** - Funds that the government receives as income to pay for ongoing operations. It includes such items as taxes, fees from specific services, interest earnings, and grant revenues. Operating revenues are used to pay for day-to-day services.

**Pay-as-you-go Basis** - A term used to describe a financial policy by which capital outlays are financed from current revenues rather than through borrowing.

**Performance Budget** - A budget wherein expenditures are based primarily upon measurable performance of activities and work programs.

**Performance Measure** - A measure of outcomes or results used to gauge the success of a program in meeting its Intended goals and objectives.

**Personal Services** - Expenditures for salaries, wages, and fringe benefits of a government's employees.

**Prior-year Encumbrances** - Obligations from previous fiscal years in the form of purchase orders, contracts or salary commitments which are chargeable to an appropriation, and for which a part of the appropriation is reserved. They cease to be encumbrances when the obligations are paid or otherwise terminated.

**Program** - A group of related activities performed by one or more organizational units for the purpose of accomplishing a function for which the government is responsible.

**Program Based Budget** - A method of budgeting whereby the services provided to the residents are broken down in identifiable service programs or performance units. A unit can be a department, a division, or a workgroup. Each program has an identifiable service or output and objectives to effectively provide the service. Performance indicators measure the effectiveness and efficiency of providing service by the program.

**Proprietary Funds** - Types of funds subdivided into two sections; Enterprise Funds and Internal Service Funds.

## Glossary of Commonly Used Terms

**("R&M")** - Acronym for Repair and Maintenance, which is a description used for normal maintenance costs for equipment.

**Reserve** - An account used either 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 or the portion of fund balance that is legally restricted by an organization other than the City.

**Resolution** - A special or temporary order of a legislative body; an order of a legislative body requiring less legal formality than an ordinance or statute.

**Resources** - Amounts available for appropriation including estimated revenues, inter-fund transfers, and beginning balances.

**Revenue** - All amounts of money received by a government from external sources for the purpose of financing the operations of the government.

**Revenue Bond** - A bond backed only by revenues, which come from a specific enterprise or project, such as a utility rate or gas tax.

**Senior Homestead Exemption** - Florida law provides property tax relief of an additional \$25,000 off the taxable value for properties that qualify. The County must first adopt the provision via Ordinance. Any person who has the legal or equitable title to real estate and maintains thereon the permanent residence of the owner, who has attained age 65, and whose household income does not exceed a set amount qualifies.

**Service Lease** - A lease under which the lessor maintains and services the asset.

**Service Level** - Services or products which comprise actual or expected output of a given program. Focus is on results, not measures of workload.

**Source of Revenue** - Revenues are classified according to their source or point of origin.

**Special Purpose Fund** - Funds that account for the proceeds of specific revenue sources that are legally restricted to expenditures for specified purposes.

**Taxes** - Compulsory charges levied by a government for the purpose of financing services performed for the common benefit of the people. This term does not include specific charges made against particular persons or property for current or permanent benefit, such as special assessments.

**Temporary Positions** - An employee who fills a temporary or short-term position. Such employees provide contingency staffing for government operations during peak workloads, or to address temporary staffing needs. Temporary employees are paid on a per-hour basis, and do not receive benefits.

**("TRIM")** - Acronym used for Truth in Millage

**Trust and Agency Funds** - Funds that account for assets held by a governmental unit in a trustee capacity or as an agent for individuals, private organizations, other governmental units, and/or other trust funds. These funds are not budgeted in the formal appropriation process, and are not included in the Adopted Budget document.

## Glossary of Commonly Used Terms

**Unencumbered Balance** - The amount of an appropriation that is neither expended nor encumbered. It is essentially the amount of money still available for future use.

**Unreserved Fund Balance** - The portion of a fund's balance that is not legally restricted for a specific purpose.

**User Charges** - Payment of a fee for direct receipt of a public service by the party who benefits from the service.

**Variable Cost** - A cost that increases/decreases with increases/decreases in the amount of service provided such as the electric bill.

**Volatility** - Unpredictable change over time of a certain variable

**Working Cash** - Excess of readily available assets over current liabilities; cash-on-hand-equivalents that may be used to satisfy cash flow needs.

# City of Tamarac, Florida Fiscal Year 2022 Budget

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**Title - Adjournment**