



**ONE
MIRAMAR**

We stand strong together!

FY 2022 Adopted Annual Budget

CITY OF MIRAMAR, FL



MIRAMAR

**BEAUTY AND PROGRESS
EST 1955**

City of Miramar

Adopted Annual Budget

Fiscal Year 2022

Elected City Commission



Mayor
Wayne M. Messam



Vice Mayor
Yvette Colbourne



Commissioner
Winston F. Barnes



Commissioner
Maxwell B. Chambers



Commissioner
Alexandra P. Davis

Appointed City Officials

Whittingham O. Gordon, City Manager
Kelvin L. Baker, Deputy City Manager
Shaun Gayle, Assistant City Manager
Norman D. Mason, Chief Budget Officer
Susan A. Gooding-Liburd, Chief Financial Officer
Kevin E. Adderley, Director of Financial Services
Alicia Ayum, Director of Procurement
Leonard Burgess, Interim Police Chief
Camasha Cevieux, Director of Cultural Affairs
Anthony Collins, Director of Public Works
Randy Cross, Director of Human Resources
Katrina Davenport, Director of Community Services
Denise A. Gibbs, City Clerk
Clayton D. Jenkins, Director of Information Technology
Robert Palmer, Fire-Rescue Chief
Rafael Sanmiguel, Director of Management & Budget
Eric B. Silva, Director of Community Development
Anita Fain Taylor, Director of Economic & Business Development
Elizabeth Valera, Director of Parks & Recreation
Roy Virgin, Director of Utilities



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City Manager's Message



November 17, 2021

Miramar City Commission and Stakeholders:

I am pleased to present a balanced Fiscal Year (FY) 2022 Adopted Annual Budget. This budget allocates resources to a variety of City priorities and programs to ensure the community's physical security, enhance their quality of life, and maintain and develop the City's facilities and infrastructure.

As the world continues to grapple with the unprecedented global event of the COVID-19 pandemic, we contemplated the public health, economic, social, and fiscal climate of the past year and the environment we are in as we prepared this budget. The federal government has done its part to assist cities recover from the pandemic as they planned their Fiscal Year 2022 budgets. On May 19, 2021 the City of Miramar was fortunate to be a recipient of some federal dollars to assist with our recovery.

The economic impacts on the residential and business communities related to COVID-19 have been felt deep and wide, and the City's budget has been substantially impacted. The City has experienced a significant decline in major revenue sources, including general taxes primarily from ad valorem, communication services, local business taxes, and franchise fees; local grants from Broward City Shuttle Bus and Gov't Half-Cent Sales Taxes; charges for services mainly from reduced or cancelled services and programs; reduction in traffic court fines and city code violations, police outside services, grants and street construction & maintenance. The City is actively working in collaboration with Stantec Consulting to model the long-term financial impact of these revenue challenges, as well as other expense projections on the General Fund. The product is the five-year fund sustainability analysis and model that gives the executive team a roadmap for current and future budgetary strategies.

Over the past year, the City has had to reduce operating expenses, such as the postponement of vehicle replacements, re-prioritize major initiatives, throttle back capital projects and cut back on events. We introduced a Voluntary Retirement Incentive Program (VRIP) to streamline personnel and we've had to redesign and quickly implement new and innovative ways to serve the public, while supporting public health initiatives and ensuring their safety.

Despite the fiscal challenges we have experienced in FY 2020 and FY 2021, I am pleased to present a balanced and fiscally responsible **FY 2022 Annual Adopted Budget**. The FY 2022 adopted budget is \$282.5M—a \$37.2M, or 15.2%, increase from FY 2021, which represents projected potential revenues and expenditures as we move toward recovery from the COVID-19 environment. This budget represents the City's return to pre-pandemic goals and objectives.

The additions proposed for FY 2022 are primarily for the funding of critical positions to support core city services, marketing support, theater productions, reinstatement of the vehicle replacement program, capital improvement projects, technology services, risk internal services, emergency preparedness and renewal & replacement reserve. This budget focuses on core services as we continue to prioritize essential functions such as public safety, community services, parks, infrastructure, and smart city initiatives to include enhanced security at vital City facilities.

In reflecting over the past year and the variety of adversity and challenges that came with it, the work of the City and our dedicated staff is a true testament to our team's ability to remain nimble and think strategically when faced with navigating the challenges of the unknown and unexpected. This adopted budget is another indication of this adaptation; it begins the next phase of a conversation on how best to deliver services and ensure the priorities of the community are maintained through the allocation of constrained resources. Although we faced numerous challenges throughout the year, the City won the 2021 All-America City Award and two global Smart 50 City Awards, recognizing the initiative and collaboration of our Office of Innovation and Technology, Utilities and Public Works Departments.

Preparation and adoption of the budget is a team effort involving nearly every employee in the City and every member of the City Commission. Thanks to our staff for their willingness to submit deeply cut budget requests and to develop alternatives to meet City Commission priorities. Thanks especially to the Budget Department for their assistance in the preparation of this budget. Their willingness to work through these unique circumstances are a testament to their commitment to our community. Finally, thank you City Commission for your leadership in moving ahead on numerous issues, including identifying responsive solutions to the COVID-19 emergency, and for your adoption of financial policies and prudent financial guidance that resulted in the foundation for this FY22 Budget. I am confident that we will continue to move forward as One Miramar.

Best regards,

Whittingham O. Gordon | City Manager

City of Miramar

An Equal Opportunity Employer

Mayor

Wayne M. Messam

Vice Mayor

Yvette Colbourne

City Commission

Winston F. Barnes

Maxwell B. Chambers

Alexandra P. Davis

City Manager

Whittingham Gordon

"We're at the Center of Everything"

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Miramar, FL 33025

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GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

City of Miramar

Florida

For the Fiscal Year Beginning

October 1, 2020

Christopher P. Morill

Executive Director

Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to City of Miramar, Florida, for its Annual Budget for the fiscal year beginning October 1, 2020. 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.

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

Average Property Owner Tax Bill

Using the Home Amount from the Property Appraiser (All Residential)

	Homesteaded				Non-Homesteaded		
	Levied	Adopted	2.0% *		Levied	Adopted	10.0%
	FY 21	FY 22			FY 21	FY 22	
Save Our Homes Value	239,033	243,859		289,799	318,636		
Homestead Exemption	(50,000)	(50,000)		—	—		
Taxable Value	189,033	193,859		289,799	318,636		
Millage Rate	7.1172	7.1172		7.1172	7.1172		
City Tax Bill	\$ 1,345.39	\$ 1,379.73	\$ 34.34	\$ 2,062.56	\$ 2,267.80	\$ 205.24	
Fire Assessment	\$ 398.23	\$ 398.23	\$ —	\$ 398.23	\$ 398.23	\$ —	
Total Change			\$ 34.34			\$ 205.24	

Using the Home Amount from the Property Appraiser (Single Family Home)

	Homesteaded				Non-Homesteaded		
	Levied	Adopted	2.0% *		Levied	Adopted	9.9%
	FY 21	FY 22			FY 21	FY 22	
Save Our Homes Value	239,285	244,112		292,487	321,426		
Homestead Exemption	(50,000)	(50,000)		—	—		
Taxable Value	189,285	194,112		292,487	321,426		
Millage Rate	7.1172	7.1172		7.1172	7.1172		
City Tax Bill	\$ 1,347.18	\$ 1,381.53	\$ 34.35	\$ 2,081.69	\$ 2,287.65	\$ 205.96	
Fire Assessment	\$ 398.23	\$ 398.23	\$ —	\$ 398.23	\$ 398.23	\$ —	
Total Change			\$ 34.35			\$ 205.96	

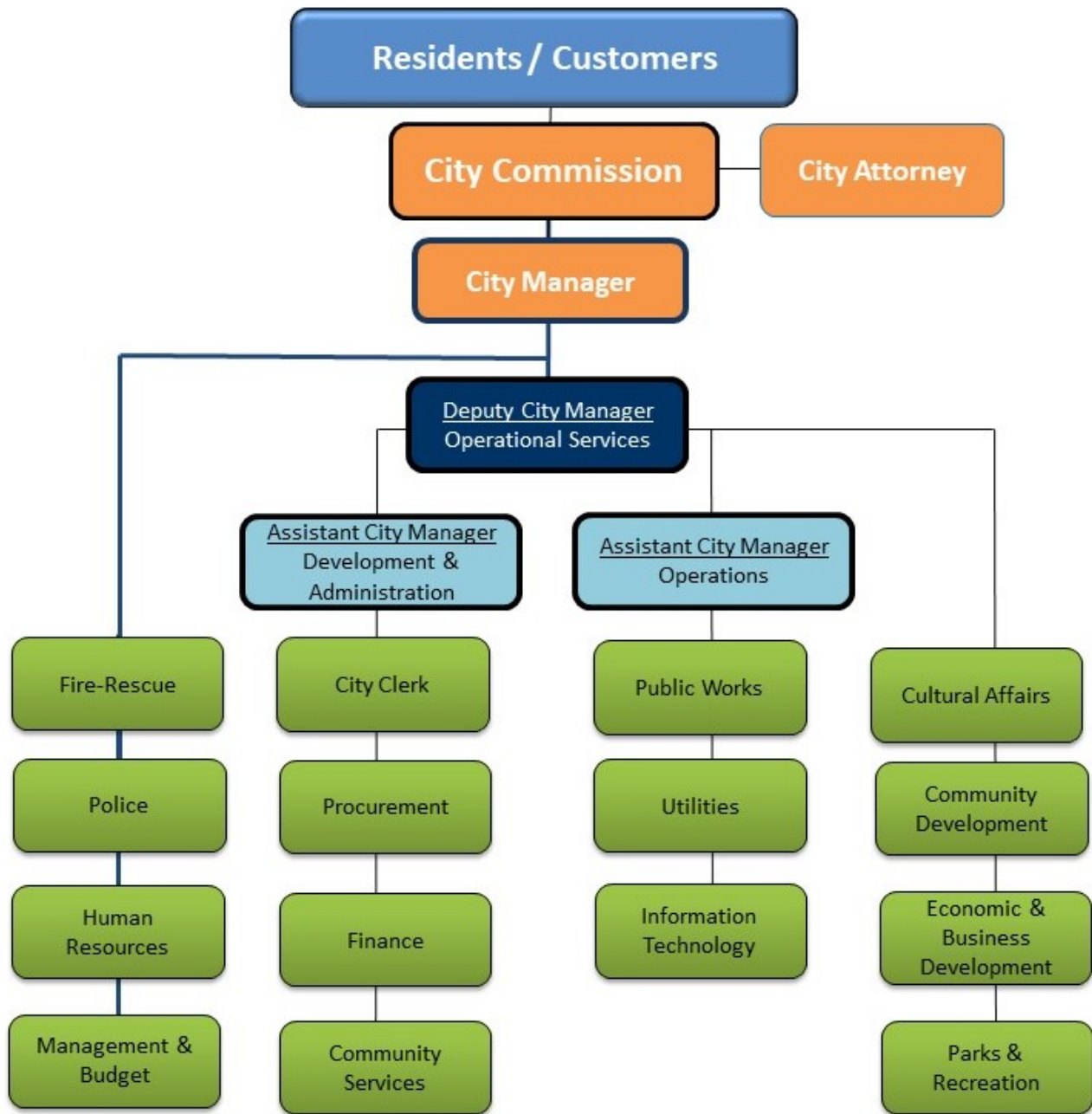
Using the Commercial Amount from the Property Appraiser (Commercial)

	Levied	Adopted	
	FY 21	FY 22	
Taxable Value	709,033	738,333	4.1%
Avg Size (Sq Ft)	15,745	15,888	0.9%
Millage Rate	7.1172	7.1172	
Fire Assessment	11,741.05	11,847.68	106.63
City Tax Bill	\$ 5,046.33	\$ 5,254.86	\$ 208.53
Total Change			\$ 315.16

* Save Our Homes (SOH) Cap



Citywide Organizational Structure



Miramar Location

Location of Miramar on the State of Florida Map

The City of Miramar is located at the geographical center of South Florida. Miramar offers the very best of Broward and Miami-Dade counties to business and industry. Within the City, there is ready access to I-75, Florida's Turnpike, I-95 and major state roads.



Miramar At A Glance

- Miramar was incorporated on May 26, 1955.
- The Commission/City Manager form of government was established by charter and adopted on March 13, 1991.
- The charter established a five member City Commission elected by the residents to serve for a four-year term.
- The City Manager is appointed by the City Commission.
- The City's motto is "**Beauty and Progress**".
- The City's boundaries are: South of Pembroke Rd, north of County Line Rd, west of U.S. 441 (SR 7), and east of US 27 (Everglades Conservation Area).

Note: (Additional community information and comparison data with other municipalities are presented in the Appendix section of this document).

Demographics

Population Estimates

Source: Bureau of Economic and Business Research (BEBR)

Calendar Year	Population
2012	123,478
2013	126,619
2014	128,432
2015	132,096
2016	134,037
2017	136,246
2018	137,107
2019	138,837
2020	138,873
2021	138,873
Median Age	37
Median Household Income	\$70,669
Number of Households	37,432
Single Family/Duplex	30,114
Multi-Family	7,318
Race Composition (%)	
Black/African American	46%
White	42.6%
Asian	5.7%
Other Race / Two or More Race	5.7%
Total	100%
Hispanic/Latino (of any race)	34.9%

Source: U.S. Census Bureau, 2020 American Community Survey, Broward County Property Appraiser

Education (number of schools by category)

Public Schools	
Elementary Schools	10
Middle Schools	2
High Schools	2
Charter Schools	3
Community School	1
Special Needs School	1
Private Schools	3
Colleges	2
Universities	6

Land Use

Land Area	31.3 sq.mi.
Acreage (Total City Property)	19,968

Existing Land Use

Residential	58.48%
Commercial	4.27%
Industrial	5.60%
Recreational	3.26%
Schools	1.44%
Conservation/Public Facility/ROW	25.28%
Mixed Use	1.20%
Undeveloped	0.47%
Total Land Use	100.00%

Source: Community & Economic Development Land Data

Economics

Office Space	3,400,000 sq.ft.
Retail/Commercial Space	3,600,000 sq.ft.
Industrial Space	9,900,000 sq.ft.
Taxable Assessed Value	11,356,131,038
2021 tax year	
Real Property	10,922,159,410
Personal Property	433,971,628
Adjusted Taxable Value	11,266,795,838
Property Tax Millage Rate	7.1172
There is no voter approved debt	

(A mill represents \$1 in tax per \$1,000 in tax-assessed value. Taxable value is millage rate times the assessed value).

Miramar At A Glance

Fiscal Year 2022 Budget

Adopted Budget	\$354,720,277
Adopted Net Budget	\$282,463,627
Adopted Capital Improvement Budget	\$33,894,350
General Fund Budget	\$186,667,224

Fire Protection Special Assessment

Residential-single & multi-family	\$398.23
Mobile Homes	\$296.26
<i>Below rates are per square ft. capped at 100,000 sq. ft.</i>	
Commercial	\$0.7457
Industrial/Warehouse	\$0.1191
Institutional/Governmental	\$0.6194

Service Statistics

Police

Full Time Employees	310.5
Sworn Police Officers	229
Service Calls (FY 2021)	56,109
Average emergency response time	5.42 min.

Fire-Rescue/EMS

Fire Stations	5
Full Time Employees	164.5
Certified Firefighters	150
EMS Calls (FY 2021)	9,205
Fire Calls (FY 2021)	3,996
Average Fire Response Time	4.55 min.
Average EMS Response Time	6.48 min.

Parks & Recreation

Number of Parks	40
Number of Acres	458
Facility Pavilion Shelter Rentals	318
Number of Rec. Programs Patrons	38 4,700
Number of Athletic Programs Patrons	15 6,950
Number of Aquatic Complexes Patrons	2 51,044
Number of Special Events	23
Number of Special Events Participants	20,270

Community Services

Senior Centers	2
Senior Participants (FY 2021)	934
Senior Transportation (FY 2021)	9,203
Counseling Hours (FY 2021)	190
Activities offered at Centers	226
Childcare Facilities	3

Number of Preschool Children	244
Number of Elementary After School Children	139

Cultural Affairs

Miramar Cultural Center	45,029 sq. ft.
Theater (including lobby)	15,500 sq. ft.
Banquet Hall	4,500 sq. ft.
Ansin Family Art Gallery	2,000 sq. ft.
Attendance:	
Miramar Cultural Center	14,505
Theater	8,500
Banquet Hall	4,770
Ansin Family Art Gallery	1,235

Public Works

Miles of street	422 miles
Street miles maintained	165 linear miles
Bike path/sidewalks maintained	40/139 linear miles
City street lights	940
Tons of curbside recycled material collected	6,015.25
City vehicles and equipment maintained	867

Utilities

Estimated Population for water service	127,300
Customer accounts	34,655
Miles of water lines	441
Fire Hydrants	4,525
Number of production wells	10
Average daily water production	13.13 mgd
Water treatment design capacity	17.75 mgd
Sewer lines / force mains	351.54 miles
Average daily sewer treatment	11.0 mgd
Wastewater treatment plant capacity	12.5 mgd
Reclaimed water treatment capacity	7.5 mgd
Number of Lift Stations	141

Total City Employees/Full-Time Equivalent (FY 2022 FTEs)

Full-time employees	1,040
Part-time employees-150	75
Seasonal part-time-27	13.5
Temporary part-time-5; FT-1	3.5
Total Net FTE's	<u>1,132</u>



Miramar At A Glance

Services Provided by Other Governmental Units

Healthcare

- Memorial Hospital Miramar
- Memorial Primary Care Center
- Miami Children's Hospital Outpatient Center

Library Services

- Broward County Library - Miramar Branch
- BCL-Pembroke Pines / Walter C Young Resource Center
- South Regional / Broward County Library

Housing Assistance

- Community Development Block Grant-CDBG
- Florida Housing Finance Corporation-SHIP Program
- US Department of Housing & Urban Development Program

Public Transportation

- Broward County Transit (BCT)
- I-95 Express
- Metro Bus - Metro Transit Agency
- Miramar Shuttle Bus Service

Source: ACFR, City Departments, Broward County, BCPA, and other websites

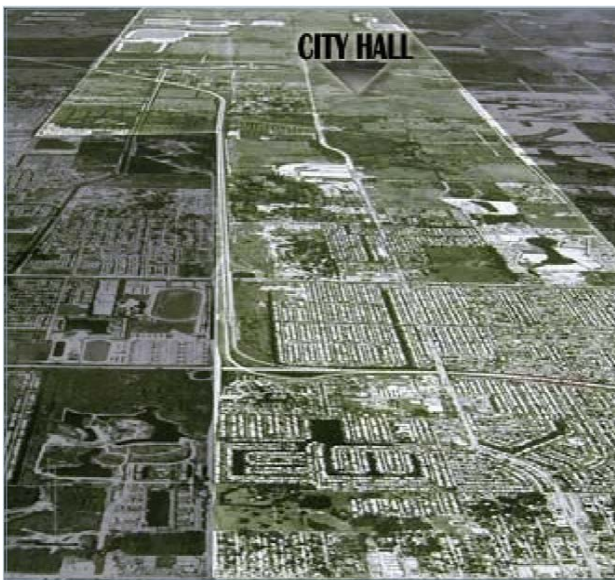


City of Miramar - Smart City Dual Awards Recipient

City of Miramar: Past, Present, and Future

Like most cities, Miramar had its beginnings when one person, Abraham Mailman, ventured out to “start anew” and develop a community. In 1953, he purchased a 1,200 acre dairy farm from Henry D. Perry, Sr., and built 56 homes. The homes sold quickly, setting in motion the future City. Although geographically landlocked, Mr. Mailman named the city “Miramar”, after a town in Cuba which means “Look at the Sea”.

Miramar was incorporated on May 26, 1955. At that time, the population was less than 200 with an area of about 2.9 square miles. The original boundaries were SW 64th Avenue on the east, University Drive on the west, Dade County Line on the south and Pembroke Road on the north. The only major roads were US 441, Hallandale Beach Boulevard to 66th Terrace, and Pembroke Road to University Drive. The photo below is an aerial view of Miramar in its original state.



Because of his involvement in the City’s initial development, Mr. Henry D. Perry, Sr., is recognized as one of the foremost pioneers in the history of Miramar. His character and civic activities influenced not only the lives of early residents but continues to impact the community to the present-day which is evidenced by the schools and parks in the City that bear the family’s name. Many longtime residents fondly recall the community barbecues hosted by Mr. and Mrs. Perry; many grateful to Mr. Perry for conducting animal husbandry classes for the benefit of Miramar’s youth to enhance their knowledge about farm life.



As the City progressed, the Governor appointed and swore in the City’s first council and Robert Gordon was appointed the Mayor on June 20, 1955. The City’s official seal was inscribed with the motto, “Bellitas et Progressum” meaning “Beauty and Progress.”

In this same year, the Police Department was established which signified the formation of the City’s structure. In 1956, the Miramar Volunteer Fire Department and First Aid Squad were established. In 1958, Miramar Elementary School was the first school founded and the water tower at 7000 Miramar Parkway was also built.

In 1959, the first municipal election was held during which Charles F. Knapp was elected as Mayor. In 1960, the Henry D. Perry Middle School was built on land donated by Annabel C. and Henry D. Perry, followed by Miramar High School which was built in 1970.

In 1975, Harry M. Rosen was elected Mayor. Mr. Rosen established the City’s first Ad Valorem Property Tax Rate at 2.84 mills in Fiscal Year 1977 to provide better services and to balance the budget. In 2005, the annual Fire Assessment was implemented to provide an equitable method of assessing fire protection costs to all properties throughout the City.

Although explosive growth is common in new towns, the City of Miramar’s early fathers advocated the philosophy of planned and controlled growth. This was demonstrated with the adoption of a Comprehensive Land Use Plan in 1972, even before it was mandated for cities and counties. This move made Miramar a leader in South Florida in the development of effective land use controls.



City of Miramar: Past, Present, and Future



The Comprehensive Land Use Plan and subsequent update provided a framework for the uniform and orderly development of future growth. As a result, Miramar is one of the few cities in the State of Florida that has been recognized as having an exemplary and comprehensive plan, making it exempt from the State oversight. Here in Miramar, “We are at the center of everything”. Our convenient location in Southwest Broward makes us the ideal city for quality residential living and excellent commercial / business opportunities; bolstered by extensive air, rail, and land linkages to regional, national and international centers. Our unique location and incomparable climate continue to draw national and international transplants.

The City of Miramar’s location makes it accessible to major thoroughfares such as I-75, Florida’s Turnpike, I-95, Flamingo/Red Road, University Drive, State Road 7/ US 441, and US 27. It is also in close proximity to major airports, seaports, colleges, universities, shopping malls, cultural centers, beaches and professional sports teams such as the Miami Marlins Baseball Team, The Florida Panthers Hockey Team, Miami Dolphins Football Team, and the Miami Heat Basketball Team. In order to support its infrastructure, Miramar has its own water systems, sewer and storm water service, two water treatment plants and one wastewater treatment plant; while providing other services necessary for the health, safety and welfare of the residents.

The services provided by the City of Miramar go beyond water and sewer. We strive to offer the best in public safety through our professionally trained Firefighters and Police Officers. In addition, the City offers 40 parks and two aquatic facilities enjoyed by residents and many visitors every year. The Miramar Regional Multi-Service Center, the Cultural Center/ Arts Park, Library and Educational Facilities are also available to the public.

Since its inception Miramar has been and continues to be a family-oriented community. The City’s professional recreational staff plans year-round activities for everyone which include the highly acclaimed M.O.S.T. (Maximizing Out of School Time) Program, and a variety of programs for Teachers’ Planning Days, other out-of-school days and for the summer.

The strategically located senior centers offer a wide range of activities including health screenings, nutrition, counseling, and fitness. The Venetian Street senior center was moved to the Multi-Service Center at 6700 Miramar Parkway. This 38,000 square foot state-of-the-art building is a hub of activities and resources for all ages.

Over the years, Miramar has spread its wings, and now offers many educational opportunities including: three private schools, ten elementary schools, two middle schools, two high schools, three Charter schools, one community school, a special needs school, and eight colleges/universities/institutes.

The Miramar Educational Center first floor houses one of Broward County’s Community Libraries. Broward College’s third satellite campus and Nova Southeastern University satellite facility are located in the center’s second and third floors. There are eight major colleges and universities and one trade and technical school within a few miles of the City’s boundaries. In addition to our educational opportunities, Miramar is the proud home of an extension of the Memorial Healthcare System. Memorial Miramar opened its doors on March 17, 2005 and features a 138 bed full service acute-care facility and offers individualized care using advanced technology.

Other major hospitals located within one to five miles of the City limits include Memorial Pembroke, Memorial West, Memorial Regional Hospital, Dan Marino Children’s Center, Joe DiMaggio Children’s Hospital, and Hollywood Medical Center.

City of Miramar: Past, Present, and Future

Miramar continues to work in association with Broward County, the State of Florida, Federal Agencies and various private sector sources to provide an array of resources that promote and encourage business opportunity and growth ranging from major corporate developments to small businesses. In addition to other state-of-the-art services, Miramar is located near two of Florida's first-class seaports: Port Everglades to the north and the Port of Miami to the south, both are located within 22 minutes of the City limits. These ports are the nation's favorite departure ports for leisure cruising as well as important cargo ports.

The Tri-County Commuter Rail is also within 20 minutes of Miramar and provides service between Miami, Ft. Lauderdale, West Palm Beach, and the Hollywood stations. Other personal transportation services are also available. Few areas of the country enjoy the convenience of two major international airports like the City of Miramar.

The Ft. Lauderdale/Hollywood International Airport is 11 miles to the north and the Miami International Airport is 14 miles to the south. Other public-use airports such as North Perry is four miles north, Opa-locka is six miles south and Opa-locka West is ten miles south of Miramar. The City of Miramar operates in partnership with Broward County Transit (BCT) to provide community/public transportation which links Miramar to other areas of Broward County via I-95 Express, downtown Miami. Special transportation services are also provided to Miramar seniors and for special events.

Over the years, the City has transitioned from a strong Mayor-City Council form of government, where the Mayor served as the Chief Administrative Officer and supervised the day-to-day activities of the City. Currently, it operates under the "City Manager-City Commission" form of government which was initiated in 1989. The suggestion was put to a referendum and approved by the electorate of Miramar on March 13, 1990. This transition took place at 12:01 a.m. on March 14, 1990. In March 2000 the City bought 54 acres of land from Cleghorn Shoe Corp., which was designed as a pedestrian oriented main street, and is home to the new "Miramar Town Center".

The Town Center is located in the center of the City, north of Miramar Parkway between Red Road, Hiatus Road and Miramar Boulevard. This facility is also home to the new Police Headquarters. This approximately 67,000 square foot building consolidates major police operations into a single facility that achieved the U.S. Green Building Council's LEED certification.

The Town Center complex also houses City Hall and departments such as Development Services, which first opened in September 2004.

The Cultural Arts Center and Educational Complex opened to the public in 2008. The City partnered with the Rockefeller Group Development Corp/Kimco Realty (Rock-Kim Miramar) for the development of the retail, office and residential uses at the Town Center. In the past 10 years the City has experienced significant development activity resulting in a population growth and expansion of its economic base.

Miramar's estimated population of 138,873 is the fourth largest among Broward County cities and its 12 million square feet of office and industrial space contain companies representing a variety of industry sectors including aviation (Spirit Airlines), healthcare (Humana), media/communications (Telemundo of Florida) and retail (Target, Home Depot, Publix, etc).

To ensure its future economic sustainability, the City seeks to leverage its investment in public assets such as the Town Center and Cultural Arts Center while maximizing redevelopment opportunities in the historic area to achieve a sense of the place as a cohesive community through place making, marketing and branding initiatives.

The City of Miramar has embarked on a new path to enhance current Smart City Initiatives, as well as conduct a thorough assessment of all city processes to implement new Smart City solutions throughout the organization. The City Manager's Office of Innovation and Technology has been established and it is responsible for the execution of innovative ideas through Smart City technology to reduce expenditures and increase revenues, while providing enhanced services and public engagement tools.

These Smart City solutions will provide all stakeholders with the latest technology to implement efficiencies, increase workforce knowledge, enhance transparent engagement tools, enhance citywide security measures— just to name a few.

Smart City solutions will also play a vital role in the creation and operation of the Miramar Innovation and Technology Village, which is envisioned as a walkable, activated, urban environment with an innovation, technology, education, arts and culture, workforce housing and entertainment focus.



City of Miramar: Past, Present, and Future

Located in the heart of Historic Miramar (along Miramar Parkway, just east of the Florida Turnpike), the Miramar Innovation and Technology Village is envisioned as a walkable, activated, urban environment with an innovation, technology, education, arts and culture, workforce housing and entertainment focus. Planning and economic analysis efforts are underway, as well as land use/zoning changes to secure the necessary entitlements to bring forward a dynamic mix of new retail, educational, recreational, office, entertainment and affordable/workforce residential uses that leverage existing community assets, such as the Vernon E. Hargray Youth Enrichment Center, the Shirley Branca Park Bandshell and new Police Substation. In addition, the City has commenced to forge and structure partnerships with the public and private sectors to support the affordable/workforce housing, innovation and technology hub, and transit hub initiatives.

The Miramar Innovation and Technology Hub is planned to be located on the Vernon E. Hargray Youth Enrichment Center campus and will serve as a vital anchor within Historic Miramar's Innovation and Technology Village, which will fuse the local community with a wide-range of collaborative educational, research, workforce development and local-/small-/start-up business support opportunities. The state-of-the-art facility will include partnerships with select area colleges/universities, Broward County Public Schools, Broward County and private-sector employers to deliver customized training to the community in STEM and other emerging, specialized and technical areas geared at filling the skills gap our

employers identify as being crucial for the workforce of tomorrow. With a hands-on learning approach and broad curriculum, the facility will deliver youth programs and adult-level workforce training and retraining programs so that the Miramar community can obtain the essential skill sets today's and tomorrow's employers seek.

Awards and Recognitions:

- Certificate of Achievement for Excellence in Financial Reporting.
- CALEA (Commission on Accreditation for Law Enforcement Agencies) and CFA (Commission for Florida Law Enforcement Accreditation).
- Distinguished Budget Presentation Award.
- Gold Seal Quality Care Accredited - Child Care.
- Florida League of Cities City Spirit Award.
- All-America City 2021

The present Administration is dedicated to preserving the character of Miramar while enhancing the quality of life of its residents. To accomplish this goal several initiatives are in place which will promote and attract development and enrich our community without detracting from its culture and dedication to good family living. This positive meld between business and government as well as the mutual efforts of our residents and employees towards positive development and growth, makes Miramar one of the finest cities in South Florida.

Source: Broward County Historical Commission; City of Miramar website and departments



A Peak into the Future - Manor at Miramar Town Center Rendering

Strategic Plan

Mission

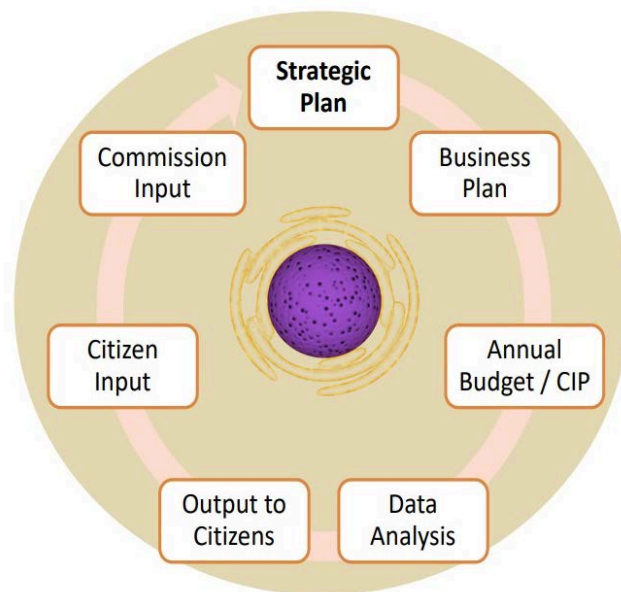
We value the dignity and worth of our citizens and to this end we pledge to continuously improve the quality of life and economic prosperity of our residents by assuring all of our citizens a clean, safe, economically viable and progressive city that is responsive to changing needs.

During the previous fiscal year, with direction from the City Commission to find efficiencies and ways of doing more with less, the City Manager's office has tasked staff with embarking on a Strategic Planning process in order to better guide the use of the available scarce resources where they may have the biggest impact. The purpose of strategic planning is to have a systematic way of listening to our citizen and business community, in order to better understand what their needs and wants are to be able to form a vision of the future and delineate a path or set of strategies that will help the City reach that vision.

A good strategic plan should address critical performance issues, create a balance between what the City is capable of doing and what the City would like to do and cover a sufficient time period to close any identified performance gaps. It should be visionary by conveying a desired future state, be flexible by allowing and accommodating change, and guide the decision making at all levels of the organization. In order to ensure a successful implementation, and to mitigate any inherent risks in the process, City staff has researched best practices and found a common theme as the keys to a successful strategic planning implementation:

- First and foremost, the effort needs to be driven by the top executives of the City of Miramar.
- Buy in and commitment from department directors and upper management is key to success.
- Feedback from a broad spectrum of stakeholders will help to ensure buy in.
- The City needs to have a clear updated vision of the future as a foundation.
- The Strategic Plan has to work in tandem with the budget in order to drive the annual allocation prioritization.
- A Business Plan needs to be developed to tackle the challenges uncovered by the strategic planning process.
- The progress of strategic initiatives needs to be tracked by performance measures, staff meetings, financial reports, scorecards, Gantt charts, etc.
- Directional statements, issues, decisions, goals, objectives, directives, or imperatives are

supported by statistical data, demographic information, survey results, or benchmark data.



The Strategic Plan plays an important role in the business cycle of any organization. It drives the creation of the Business Plan and provides direction to prioritize new and ongoing initiatives that will be proposed by management for inclusion in the Plan. Each initiative is linked to the goals and objectives established in the Strategic Plan.

The goal is to create a process for establishing priorities on what the organization is set to accomplish in the future. It also pulls the entire organization together around a single game plan for execution while providing a broad outline on where resources will be allocated.

The strength of any strategic planning process is a long term approach to planning and financial management, emphasizing emergent issues, listening to our customers and making sure that any and all decisions that are made have solid defensible data to back them up.

The Annual Budget and Capital Improvement Plan (CIP) include funding sources for the initiatives and projects presented in the Business Plan. Data is analyzed to make sure that all identified gaps are being closed and targets are being met in a timely manner. Citizen and Commission input is essential and gathered to identify any new and emergent issues that should be included in the Strategic Plan.

Business Plan

Business Plan Purpose and Process

The City's Business Plan, initiated in Fiscal Year 2003, includes revenue and expenditure projections as well as intended outcomes and the initiatives engaged to meet those outcomes in order to accomplish long-term financial stability for Miramar. The Plan serves as a guide to the financial and growth management strategies that will lead Miramar to maturity. Starting in FY19, the City implemented the Comprehensive Assessment of Revenues and Expenses (C.A.R.E.) program in order to involve every employee in the formulation of ideas to improve City operations. The (C.A.R.E.) Program is a ten-point City Manager budget initiative launched to maximize the City's human, capital, and natural resources. Each committee has a Chair and a Vice-Chair to implement strategies to support the City's vision. C.A.R.E. establishes sound financial management and responsible cost-effective utilization for use of public funds. Implementation of the C.A.R.E. Program involves support of each committee within the ten-point plan to address City-wide focus areas.



Update of Business Plan

The Business Plan is continuously reviewed for improvement, including updated financial projections and examination of the Plan's intended outcomes and initiatives. Current intended outcomes and initiatives include:

- Encourage annual commercial, industrial and office development.
- Encourage residential and commercial redevelopment and revitalization in East Miramar.
- Maintain control of labor and other operating costs.
- Maintain control of pension costs – limit benefits/limit City contributions.
- Leverage existing technology to create effective and efficient delivery of services.

Each of these intended outcomes is in progress. As an economic development strategy, the attraction of additional commercial, industrial and office space will further the balance of Miramar's anticipated 140,000 total residents with a vibrant business community, providing educational opportunities, jobs and services to those residents and to the local, statewide and national markets as well. Complementing the Business Plan, in November 2012, the City adopted its first Economic Development Strategic Plan (EDSP) that establishes its economic development strategic priorities and sets goals, objectives and strategies that the City intends to pursue during Fiscal Years 2013 through 2022.

Miramar's "6 Pillars" cover a range of inter-related activities intended to enhance the community and to be supportive of our businesses:

1. Quality of Life
2. Business Climate
3. Sports & Entertainment
4. Infrastructure
5. Redevelopment/Infill Development
6. Marketing

Business Plan

New Initiatives

The City's goal is to develop initiatives that will assist in achieving our strategic objectives and our Key Intended Outcomes.

City departments are tasked to survey the current socio-economic climate of the City, in order to identify current challenges facing the City and come up with creative ways to tackle them. This task has been made that much more challenging with the onset of COVID-19. Each department was forced to re-focus efforts and resources to deal with the pandemic. The City has been challenged to meet the increased demands for public assistance while at the same time being forced to face a steep reduction in revenues.

Following are the major departmental initiatives approved and included in the Fiscal Year 2022 budget:

City Manager's Office

Additional advertising dollars were allocated to the marketing program within the Manager's office to provide marketing and advertising services, including a media consultant to help with drafting press releases, planning media events and getting more media pickups in the news

Procurement

An additional Procurement Analyst position is funded in FY 2022 in order to support the needs of procurement operations and City departments. This position will support in the department's goal to process and award projects within 90 days of initial request.

Police

Funding is included in the Police budget for a Real-Time Crime Center that includes technology such as Shot-Spotter gunshot detection system which detects gunshots in real time allowing more timely reporting of gunfire. Also included in the budget are funds to replace unserviceable, expired safety equipment such as ballistic shields which are used in the field by road patrol, SWAT and school resource officers to take cover from gun fire as well as vest armored plates which is an integral part of SWAT officer's protective gear against higher caliber ammunition.

Fire Rescue

Included in the Fire Rescue departmental budget are matching grants funds for the Florida College grant for firefighter cancer decontamination equipment grant, emergency medical service grants, and the assistance to firefighters grant.



Community Development

In support of the building division and to respond to the recent sharp increase in construction activity, funds are included in the department's budget for one additional structural inspector, one administrative clerk and the reclassification of one part time Permit Clerk to full time. Additionally a Community Garden Specialist is added in order to independently manage the volunteer workforce and act as a force multiplier for the Miramar Community Garden.

Public Works

As building continue to age, repairs and replacement are needed to buildings and other structures. Additional budget dollars are included in FY2022 for interior and exterior painting, floor replacement for two fire stations, water heater replacement for various facilities, restroom repairs for various park facilities, and exterior wall repair at fire station 70. CIP items that the department is tasked with include the ongoing street construction and resurfacing, repair and replacement of existing sidewalks and the removal of trees along City-owned canals.

Business Plan

Cultural Affairs

Additional production dollars are included in the theater productions program to bring the department back up to pre-COVID funding levels. Funding is also included for support personnel for production, box office and Front of House is included in the FY 2022 budget. Previously some of these services were outsourced to a contractor whose contract was terminated.



Parks & Recreation

Due to the unforeseen nature of the pandemic the Parks and Recreation department's personnel complement was reduced by 10 FTEs from FY 2020 to FY 2021 adopted budget. This was in response to the statewide mandates to shut down public facilities including parks, pools and other venues. The FY2022 budget includes a full complement of staff that brings back recreation aides, aquatic attendants, lifeguards and event aides. Also included in the FY 2022 budget are funds to host the annual Miramar Invitational Track Meet, which will bring over 100 national and international athletes. Also included are professional service dollars to develop an independent and comprehensive master parks plan for the City which will serve as a comprehensive guide for the planning, acquisition, development and operations of parks, facilities and recreation programs. Lastly, funding is included for a Site Supervisor at Ansin Sports Complex which will allow the department to introduce programming that will target undeserved population of teens and young adults in our community. Included in the CIP plan are various park related projects that include park repairs and improvements including restroom facilities, playground resurfacing, the renovation at the East Miramar Aquatic Pool renovation, a new playground at Monarch Lakes Park, the addition of a canopy at Shirley Branca park, surface parking expansion at Harbour Lakes park, the renovation of Huntington Park and the installation of art pieces within the parks.



Community Services

Always focusing on the Miramar community, additional funding is included for three additional social worker positions to meet the needs of the residents as well as provide supervision in various Community Service Hour projects and effectively deliver programs and services. Also included in the budget is funding to update the early childhood academy education curriculum such as books, resource materials, teaching guides, assessment tools and STEM equipment and STEM indoor/outdoor materials. The updated materials are required to maintain the Gold Seal accreditation.



Other Funds

Utilities

Funds are included in the Utilities budget for repair and maintenance of the water and wastewater facilities. CIP funding is included for sewer line rehabilitation, the ongoing expansion of the reclaimed water system west of I-75 and water main improvements to Country Club Ranches, improvements to the collection and distribution system, improvements and upgrades to the West Water Treatment Plant, and capacity improvements and re-rating to the Wastewater Reclamation Facility.



Fleet Fund

In order to maintain the City's expensive vehicular fleet, funding is included in FY2022 to repair, upgrade and maintain the City's fuel depot and other municipal facilities fuel tanks as they continue to age. Items scheduled for replacement include double fuel dispensers along with their spill buckets bases and concrete islands at the fuel depot, spill bucket and concrete slab at Fire Station 100 and painting of the above ground fuel tanks at the fuel depot. This funding allows the City to maintain compliance with Broward County regulatory requirements.

Information Technology

Funding is included in the FY22 IT budget for 5 part time positions to create internship opportunities for IT students and local City volunteers for the hands on experience throughout the different IT fields. CIP funds are made available for the SCADA Cybersecurity improvement project that aims to enhance the system which is vital for operations and control of the City's critical water infrastructure. Additional CIP funds are available to implement Tyler 311 enterprise which is the non-emergency request management system which will integrate 602-Help to effectively manage the City's non-emergency inquiries, complaints and service requests. The IT department is also tasked with the implementation of the Smart City Surveillance System and Real Time Crime Center.

Long Range Financial Plans

The City annually updates the Five-year forecast which includes projected revenues, operating costs, additional personnel and future capital improvements. Building on the City's Business Plan, recognizing the financial reality of escalating public personnel and safety costs compounded by the effects the pandemic has on our revenues and increased demands for service and incorporating key elements of the City Commission's established vision for the City of Miramar, this budget includes: No ad valorem millage increase and one time use of reserve fund balance.

The current rate is 7.1172 mills, which is 4.45% greater than the rolled-back rate. Taking this into account, the amount of Ad Valorem Taxes proposed to be collected is approximately \$3,714,500 more than last year.

Maintain the Fire Protection Assessment rate so that it funds 100% of the cost for the provision of fire protection as to eliminate the general fund subsidy. A rate study was conducted during FY 2018. Residential units are assessed \$398.23 and mobile homes \$296.26 per unit. Commercial units assessments remain at \$0.7457 per square foot, industrial/warehouse units at \$0.1191 per square foot and institutional units at \$0.6194 per square foot.

Tax Impact on Miramar Residents – Based on the 7.1172 millage rate and an average residential taxable value of approx. \$194,100, the average Miramar dwelling unit will be assessed \$1,382 on the Ad Valorem City portion of their tax bill. This represents a 2.5% increase from last fiscal year.

Outcome Program Performance Budget (OPPB):

This year marks the seventh year of the transition to a Program Based Budget. Program Based budgeting enables the public to better understand government functions and fosters budgetary transparency. There are 90 different programs contained within the budget. In addition, many personnel are shared between programs, the number of which is indicated in each program. Statistics will continue to be developed which will demonstrate how each program is achieving its mission-driven outcomes.

Financial Policies

The City of Miramar financial policies set forth the basic framework for the overall fiscal management of the City. These policies represent a foundation and provide guidelines for evaluating both current activities and proposals for future programs, and also to assist the City Commission and the City Manager in making decisions.

Budgetary Controls

The City maintains budgetary controls to ensure compliance with legal provisions embodied in the annual appropriated budget that the City Commission approved. The level of budgetary control is established at the department level. The City also maintains an encumbrance accounting system as one technique of accomplishing budgetary control.

Administrative budget transfers may occur upon approval of the City Manager as long as the final fund appropriation does not increase. Budget Amendments are submitted as needed to the Commission for their consideration.

Operating Budget Policies

Basis of Budgeting

The basis of budgeting refers to the period when revenues and expenditures are recognized in the funds and reported on the financial statements.

Budgets are adopted on a basis consistent with generally accepted accounting principles (GAAP). Governmental and Fiduciary Funds utilize the

modified accrual basis of accounting under which revenues and related assets are recorded when measurable and available to finance operations during the current fiscal year.

Proprietary Funds (Enterprise and Internal Service Funds) use the accrual basis of accounting which recognizes revenues when earned and expenses when incurred.

Annual operating budgets are adopted for all Governmental Funds except for the Capital Projects Fund in which effective budgetary control is achieved on a project-by-project basis when funding sources become available.

All appropriations lapse at the end of the year and encumbrances related to the Capital Improvement Program (CIP) are generally re-appropriated into the following year's budget.

Basis of Accounting

The basis of accounting refers to when revenues and expenditures are recognized in the accounting period in which they become available to finance expenditures of the fiscal period. The General Fund, Special Revenue Funds, Debt Service Funds and Capital Project Funds are prepared on a modified accrual basis of accounting except that encumbrances are treated as the equivalent of expenditures, as opposed to a reservation of fund balance.

Financial Policies

The differences between the basis of budget and the full accrual basis of accounting include:

- Budgeting the full amount of capital expenditures as expense rather than depreciating it.
- Presenting debt service expense net of restricted investment proceeds.

The Annual Comprehensive Financial Report (ACFR) shows the status of the City's finances on the basis of "generally accepted accounting principles" (GAAP), which is the same method the City's budget is prepared.

- Current revenues will support current expenditures.
- The budget process and format shall be programmed and focused on goals, objectives and performance measures.
- The budget will provide adequate funding for replacement of capital equipment and projects.
- The City shall establish and maintain a standard of accounting practices.

Financial Reserve Policies

The City established and will maintain a Fund Balance reserve in accordance with Governmental Accounting and Financial Standards Board (GASB) Statement No. 54, Fund Balance Reporting and Governmental Fund Type Definitions. This policy shall only apply to the City's General Fund.

Fund balance is the difference between assets and liabilities reported in a governmental fund. Fund balance will be comprised of Non-spendable, Committed, Assigned, and Unassigned.

Fund Balance Stabilization

The City Commission adopted a resolution to establish a committed fund balance policy designated as the Financial Stabilization Account equal to 12% of the General Fund budgeted expenditures.

Capital Improvement Program (CIP)

The CIP is an official statement of public policy regarding long-range capital development for expenditures of \$100,000 or higher. Capital expenditure is for the acquisition of infrastructure, park development, building, construction or expansion and addition to fixed assets.

The City will develop a Five-Year CIP Budget with the development of the Business Plan and Operating Budget, as well as ensuring compliance with the Comprehensive Plan Capital Improvement Element. This will be updated annually to add new projects,

reevaluate the program and project priorities, and to revise recommendations based on new requirements and new funding sources.

All projects costing over \$100,000 will be included in the Five-Year CIP Budget. The City shall adopt the annual capital budget as part of the budgetary process. All capital projects that are budgeted for the upcoming fiscal year will impact the City's annual operating budget.

Capital Improvement Program Funding Policies

In order for a major capital project to become effective, it must not only include the cost and justifiable need, but also a financing plan for the entire life of the project. The financing plan must include an analysis of the available resources, which will be used to fund not only the Capital Improvement project, but also the associated operating expenses and debt service requirements of the City.

Debt Management Policies

The City is limited to incurring indebtedness for general obligation bonds until and unless approved by a majority vote of the electors of the City in a referendum election. The City Commission shall approve by majority vote any financing mechanism other than general obligation bonds.

Currently, the City does not have any general obligation bonded debt or legal debt margin and does not have any outstanding property tax supported debt. Each of the proprietary debt issues are considered to be self-supporting, because the revenues derived from operations provide for the debt requirements on an annual basis.

Revenue Policies

The City will make all efforts to attain additional major revenue sources as a way to ensure a balanced budget and reduce the tax burden on the taxpayers.

The City will strive to establish all user charges and fees at a level related to the full cost of providing the service. This will be reviewed annually and will be modified to include provisions that will allow charges to grow at a rate that keeps pace with the cost of providing the service.



Financial Policies

Cash Management Policies

The City administers a comprehensive cash management and investment policy. The primary goals are to maximize the amount of cash available to meet daily cash requirements and to obtain the highest possible yields consistent with Florida Statutes and City policies.

The City has adopted a written comprehensive investment policy to safeguard against the loss of its assets. This policy was adopted by ordinance by the City Commission, and Florida State Statute Chapter 218.415 (Local Government Investment Policies), which establishes investment plan guidelines for local governments in Florida.

The City's investment guidelines permit investment in U.S. Government Obligations, U.S. Government Sponsored Agency obligations, repurchase agreements, time deposits, certificates of deposits and prime commercial paper.

The City's pension plan investments are controlled by the pension boards who have hired professional money managers to manage these funds.

Capital Assets Policies

Capital Assets which include property, plant, equipment, intangibles and certain infrastructure assets (e.g. roads, bridges, sidewalks and similar items) are reported in the applicable governmental or business-type activities in the financial statements and defined by the City as assets with an initial, individual cost of more than \$5,000 for all capital assets other than intangibles, which are \$15,000 for software and \$25,000 for easements and an estimated useful life in excess of one year.

The costs of normal maintenance and repairs that do not add to the value of the asset or materially extend asset life are not capitalized. Major outlays for capital assets and improvements are capitalized as they are completed. Interest incurred during the construction

phase of business-type activities of capital assets is included as part of the capitalized value of the asset constructed.

Capital assets are depreciated using the straight line method over the following estimated useful lives:

Asset	Est. Useful Life (years)
Buildings	50
Improvements other than buildings	20
Machinery & Equipment	3-20
Fleet	8
Intangibles	15-25
Infrastructure	16-70

Budget Process Overview

Methodology

The City of Miramar maintains a program-performance based budgeting model. This format identifies the department's structure and its programs. Based on the priorities and function, resources are allocated to operate each program. Each department's budget is comprised of an organizational chart outlining the structure of the department, along with the following components:

Organization Chart: This chart outlines the program structure within the department.

Mission Statement: This statement must identify the purpose of the department.

Department Overview: A brief narrative to describe department's functions, programs, and services.

Accomplishments: Indicates the individual department's accomplishments for the prior fiscal year.

Program Revenues, Expenditures & Position Summary: This is linked to each program dedicated revenue, expenditure by program and category.

Position Detail: A list of all authorized positions within the department. Each position is allocated by percentage of staff time dedicated to each program.

Balanced Scorecard: Tracking and managing tool to monitor progress on departmental goals and objectives.

Information is broken down further by each program within the department into the following sections:

Program Name | Description: A brief description of the services and functions performed for this program.

Dedicated Revenues: List of revenues that are generated as a result of the operation of each program.

Expenditures: This is broken down into three categories: Personnel Services, Operating Expense and Departmental Capital Outlay. Personnel Services are calculated based on the percent of time each position is allocated to the program.

Percent of Time by Position: Indicates the percentage of time each staff spends on this program. Full time employee allocation must total 1, and part time allocation must total 0.5 across the programs.

Budget Review Process

At the beginning of each calendar year, the Management & Budget Department provides forms and instructions to all departments on how to develop their budgets for the upcoming year. The budget packages are placed in the City's Intranet for users to input their budget requests. Specific guidelines from the City Manager are sent out directly to Department Directors and Budget Liaisons. The budget packages include their respective operating budget Preparation Manual, Above Base request form, position justification form and job description form, as well as their five-year Capital Improvement Program documents and CIP project request form. The budget manual sets forth the procedures, guidelines and timetables to be followed for preparing the upcoming fiscal year budget requests. Budget proposals are carefully reviewed and prioritized by City management to ensure initiatives and programs recommended for funding are in line with the City Commission's vision and comprehensive strategic goals.

The City's fiscal year begins on October 1st of each year and ends on September 30th of the following year, as mandated by Florida Statutes.

Operating Expense

Guidelines for operating expenses are based on prior year's actual and projected expenditures. Justification for all expenditures are to be provided for operating expenses. The Management & Budget Department calculates all personnel services costs based on payroll data from the City's ERP system, except for overtime which the departments provide. Allocated operating costs line items are formulated by certain departments as outlined in the budget preparation manual.

Capital Budget

Departments are asked to evaluate all existing equipment, facilities and other capital items for the CIP. Management prioritizes their requests based on:

- The benefits to be derived.
- Necessity to health, safety, welfare and residents' needs.
- Adherence to City plans and policies.
- Available funding sources.

Capital expenditures are for projects or equipment costing \$100,000 or more. Projects are proposed for inclusion in the CIP Budget following the same approval process as the Annual Operating Budget. Expenditures approved in the first year of the 5-Year CIP will impact the Annual Operating Budget.



Budget Process Overview

Budget Format

The budget document serves as a communication tool with elected officials and the citizens of Miramar. It describes in detail city services, allocation of resources, and the overall financial status of the City. The Management & Budget Department presents the annual operating and CIP budgets to the City Manager, who then submits the proposed document to the City Commission in July of each fiscal year for approval.

The Annual Budget document is formatted and organized in a way that is simple and easy-to-read by all readers. It is our goal to use non-technical terms to facilitate its understanding and navigation throughout the entire document.

The budget document serves as the City's primary fiscal year policy, linkage of services provided with funding, financial plan, operations guide, and communication device.

Balanced Budget

The City receives the certified taxable real estate and tangible property values from the Broward County Property Appraiser on July 1st of each year. The preliminary millage rate is based on the certified taxable value. The appropriations contained in the proposed recommendation shall not exceed the funds derived from taxation and other revenue sources. The City shall prepare a line item budget for each fund and each program within the fund. The budget must be balanced with current revenues equal to current expenditures.

Budget Adoption

In June of each year, the City Manager presents the proposed budget for the upcoming fiscal year to the City Commission. This includes proposed revenues and expenditures as well as funding sources for capital projects. Once received, the City Commission reviews the budget proposal and provides input. Two public hearings on the budget and the proposed millage rate are held in September per State Statutes.

The City Commission must adopt the budget no later than September 30th of each fiscal year. Although the CIP is part of the annual budget review process, it is adopted separately. The City Commission reviews the proposed CIP document prior to the adoption of a Resolution which approves the CIP in principle. The public can review the approved budget in its entirety at the Office of the City Clerk or on the City's website: <http://miramarfl.gov/260/Management-Budget/>

Budget Monitoring

Each department is responsible for monitoring their budgets throughout the year. Actual expenditures and operating transfers out may not exceed annual budget appropriations at the individual department level. Appropriations that are not expended, encumbered or specifically designated to be carried forward lapse at the end of the fiscal year.

Budget Amendment

If during the fiscal year it is evident that a budget amendment is necessary, the City Manager submits an amended budget request to the City Commission. This request includes the reasons for the additional funds and the proposed financing sources. Any budget amendments that will change the budgeted amount of a fund must be executed in the same manner as the original budget. Departments are authorized to transfer budget amounts within their respective department/program line items not to exceed the total approved appropriation for the department. If a department and/or fund exceeds the total approved appropriation, a Budget Amendment must be approved by the City Commission.

Year End Appropriations

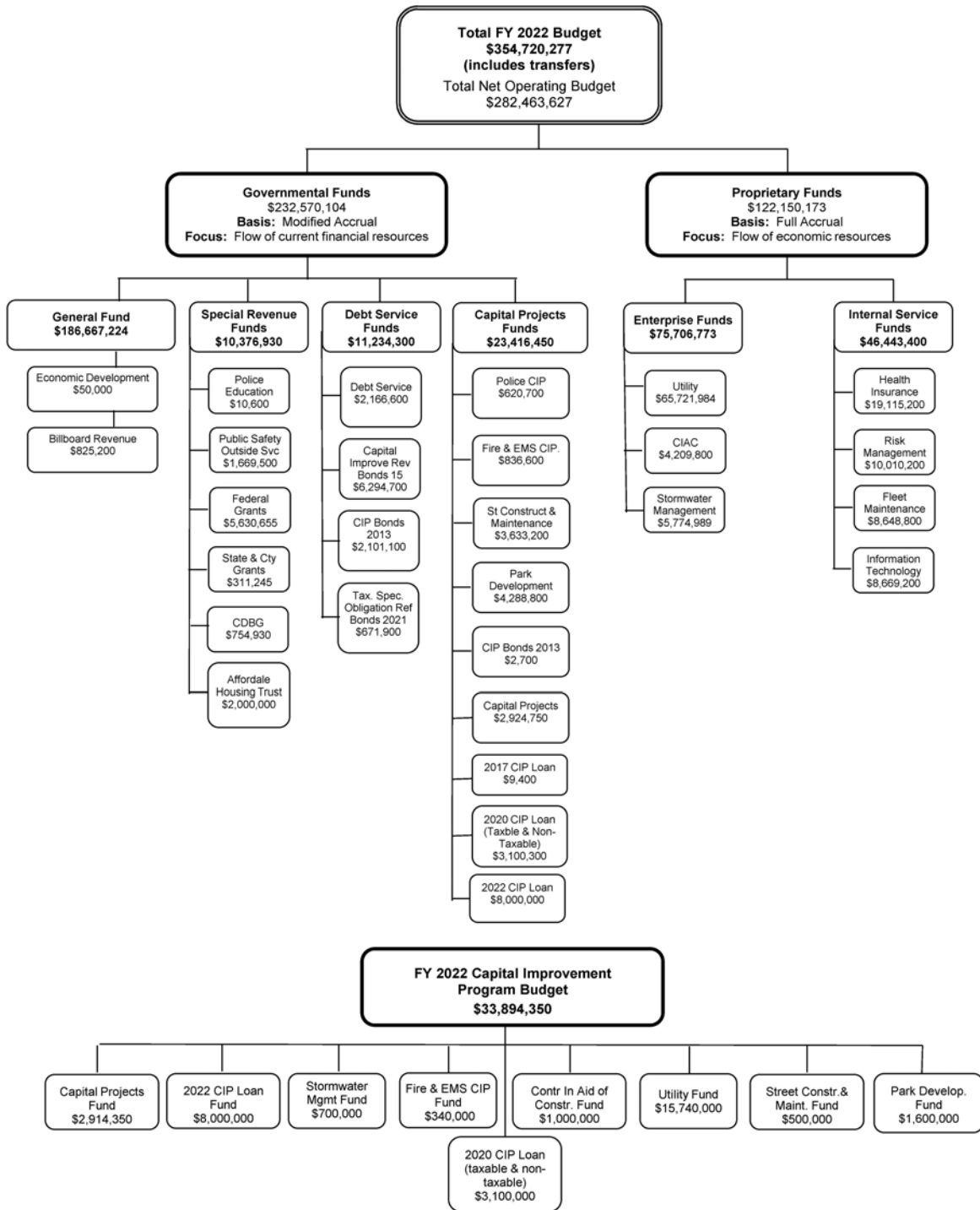
Appropriations lapse at the end of the fiscal year except for:

- Grants, encumbrances and available balances for active grant programs
- Departmental capital outlay encumbrances
- Capital improvement encumbrances
- Available balances for active capital projects

FY 2022 Budget Calendar

DATES	REQUIRED ACTIVITY	RESPONSIBILITY
January 20, 2021	Budget Kickoff - budget packages distributed to departments which includes FY 22 Guidelines and Procedures and the Budget Manual	Management & Budget Dept. (MBD)
January 25-26, 2021	Budget Training (Ongoing training as needed)	MBD
January 27, 2021	FY22 Allocated Costs Methodology meeting (initial)	Allocating Depts
January 28, 2021	Revenue forms due (B-8R & B-8F only) - initial submission	All Departments
February 1, 2021	February Process begins (Munis and all forms available)	All Departments
February 2, 2021	Financial Visioning Workshop	City Commission
February 8, 2021	FY22 Allocated Costs Methodology meeting (final for Feb Process)	Allocating Depts
March 1, 2021	February Process Ends - all forms due, budget entry access ends	All Departments
Mar 2 - Apr 29, 2021	Executive Management Team (EMT)/MBD/all Departments analyze and review Department budget requests	EMT, MBD & All Departments
May 3-6, 2021	May Process budget updates - Munis and Budget Central re-opened to permit necessary updates by departments	All Departments
May 10-27, 2021	Finalize FY22 funding strategies. Balance Funds	EMT & MBD
By June 1, 2021	City receives Estimate of Taxable Property Values from Broward County Property Appraiser's Office	Property Appraiser's Office (BCPA)
June 1-22, 2021	Proposed Budget Preparation (Distribute to Commission on June 23, 2021)	MBD
June 30, 2021	FY22 Proposed Budget Workshop with Commission	EMT, MBD & City Commission
By July 1, 2021	City receives final Certification of Taxable Property Values from Broward County Property Appraiser's Office	Property Appraiser's Office (BCPA)
July 7, 2021	City Commission sets proposed Property Tax Millage Rate, Fire Protection and Stormwater Assessment Rates, and public hearing dates	City Commission
By August 4, 2021	Notify Property Appraiser of the proposed Fire and Stormwater fees, Millage Rate, Rolled Back Millage Rate and the date, time and place of public hearing to set	MBD
August 15, 2021	Advertise Fire Protection and Stormwater Assessment notices in newspaper	MBD & Office of the City Clerk
By August 24, 2021	Property Appraiser sends out TRIM Notices to property owners	BCPA
September 13, 2021	Public hearing on FY 22 Tentative Budget and Millage Rate and Adoption hearing on FY 22 Fire Protection & Stormwater Assessments	City Commission
September 25, 2021	Budget Advertisement in the newspaper per TRIM requirements	MBD & City Clerk
September 27, 2021	Second and final public hearing on Millage Rate and FY 22 Operating Budget and Capital Improvement Program (CIP)	City Commission
Within 30 days of Adoption	Certify adopted Millage Rate and statute compliance and send TRIM package to the State	MBD
October 1, 2021	FY 22 Adopted Budget becomes effective	MBD / Citywide

Fund Structure Overview



Fund Structure Overview

The City's fund structure is organized and operated on the basis of funds and account groups. The main purpose of the Fund is fiscal control and to ensure that monies are spent for the authorized purpose. Each of the city funds has an annual appropriated budget and is grouped according to the type of activity to be performed.

The City uses Governmental, Proprietary and Fiduciary Fund types. The Fiduciary Funds are not included in the budget but are included in the audited financial statements.

Governmental Funds

General, Special Revenue, Debt Service and Capital Projects Funds comprise the four governmental fund types.

General Fund

The General Fund is the City's primary operating fund. It accounts for all of the financial resources of the general government, except those required to be accounted for in another fund. There are two Sub-funds from the General Fund: The Economic Development Fund that accounts for the City's economic development activities and the Billboard Revenue sub-fund that tracks revenues from four (4) billboards that the City of Miramar currently licenses on City property.

Special Revenue Funds

This type of fund accounts for revenues that are restricted or committed to expenditures for specific purposes, other than debt service or capital projects. The City has the following nine Special Revenue Funds:

1. Police Education
2. Public Safety Outside Services
3. Law Enforcement Trust
4. Federal Grants
5. State and County Grants
6. State Housing Initiatives Partnership Program (SHIP)
7. Community Development Block Grant (CDBG)
8. Neighborhood Stabilization Program (NSP)
9. Affordable Housing Trust

Debt Service Funds

Debt Service Funds account for servicing general long- term debt not being financed by proprietary

funds. Currently, the City has the following four Debt Service Funds:

1. Debt Service (BBT Transportation Revenue Note, 2012, 2017 CIP Loan and 2020 CIP Loans (Non-Taxable and Taxable)
2. Capital Improvement Refunding Revenue Bonds, 2015, Firefighter Equipment Lease
3. CIP Revenue Bond, 2013
4. Taxable Special Obligation Refunding Bonds Series 2021

Capital Projects Funds

These funds are designated to track resources used for the acquisition of major items and/or construction of facilities that cost over \$100,000. Currently, the City has the following eleven Capital Projects Funds:

1. Police CIP
2. Fire & EMS CIP
3. Street Construction and Maintenance
4. Park Development
5. CIP Revenue Bonds 2013
6. 2017 CIP Loan
7. 2020 CIP Loan-Non Taxable
8. 2020 CIP Loan-Taxable
9. CIP Grants
10. 2022 CIP Loan
11. Capital Projects

Proprietary Funds

Enterprise and Internal Service Funds are the two types of proprietary funds.

Enterprise Funds

This type was established to account for operations that are financed and operated similar to a commercial enterprise where a user fee is charged for goods or services provided to the public; such as, water and wastewater and cultural services. Currently, the City has the following three Enterprise Funds:

1. Utility
2. Contribution in Aid of Construction (CIAC)
3. Stormwater Management

Internal Service Funds

This type of fund accounts for the financing of self-insurance activities, fleet maintenance services and management information system services provided to other funds of the City on a cost-reimbursement basis. Currently, the City has four Internal Service Funds:

1. Health Insurance
2. Risk Management
3. Fleet Maintenance
4. Information Technology (IT)



Fund Structure Overview

Fiduciary Funds

The Fiduciary Funds are used to account for assets held in a trustee capacity. Examples of this category of funds are the Pension Trust Fund and the Sanitation Agency Fund. These funds are not included in the Annual Budget; however, they are part of the City's Annual Comprehensive Financial Report (ACFR).



Miramar Regional Park Aerial View - Amphitheater

Revenues & Expenditures Estimated Methods

The methods used to estimate revenues for the budget consist of financial budgetary trend analysis and projected data. Each revenue is described by source and collection history. Expenditure estimates are based on prior year's actual and departmental requests.

REVENUES

General Government Taxes

This category includes the following: Ad-Valorem, Utility, Communication, Local Business taxes, and Insurance Premium taxes.

Significant Trend/Assumptions:

As the housing market continues to recover from the recession, Ad Valorem taxes will continue to catch up to the levels that they were at in the past. Other taxes are dependent on population and business growth and the strength of the overall economy.

Permits, Fees, Special Assessment

This category includes revenues for various permits, franchise fees and special assessments.

Significant Trend/Assumptions:

Building fees are related to new construction, while other revenues are dependent on population and business growth and the strength of the economy.

The Fire Protection Special Assessment covers the full cost of providing fire protection services to the community.

The Stormwater Special Assessment will remain at \$102 per E.R.U. per year.

Intergovernmental Revenues

This category includes Federal, State and County Grants and other revenues from the State of Florida and Broward County.

Significant Trend/Assumptions:

Projected increases/decreases are based on various State and County revenue forecasts and anticipated grants.

Charges for Services

This category includes the City's required charges for services as well as various administrative charges, development review fees, alarm permits, fire inspections, ambulance services, recreational services and rentals of City facilities.

Significant Trend/Assumptions:

Projected increases/decreases are based on anticipated residents usage, participation in different programs, and historical data.

Fines and Forfeitures

This category is for traffic court fines and revenues resulting from county and violations to City codes.

Significant Trend/Assumptions:

Projected increases/decreases are based on historical data for traffic violations and city code violations.

Miscellaneous Revenues

This category includes interest earnings, solid waste revenues, and other miscellaneous revenues.

Significant Trend/Assumptions

Revenues in this category relate to the amount of usage from various City services and facilities and the strength of the City's investments.



COVID-19 Vaccinations at Vizcaya Park

Revenues & Expenditures Estimated Methods

EXPENDITURES

Personnel Services

This category includes salaries and benefits. Salaries include overtime, incentives and other pay. Benefits include FICA/MICA, life, disability, health and dental insurance, various pension contributions, and worker's compensation.

Significant Trend/Assumptions:

Due to collective bargaining constraints, rising health care costs and increasing pension liabilities, increases in this area are expected for at least two more years.

Operating Expense

These expenditures are related to the operation of a governmental program. Operating expenses are divided into the following two categories:

Operating Expense: includes professional and contracted services, supplies, repairs, utilities and all other services and costs not personnel or capital related expenses.

Departmental Capital Outlay: includes capital expenditures for a single item costing over \$5,000 and less than \$100,000.

Significant Trend/Assumptions:

Operating expenditures have been streamlined over the last few years. Projected increases/decreases are based on departmental level decisions. Departments are given a target budget with some flexibility to allocate in the various line items. Departmental capital outlay expenditures are based on the estimated cost of each capital item. Funding for these expenditures are identified within the departmental target budgets.

Capital Improvement Program (CIP)

This category is for expenditures for construction projects, vehicles and equipment and software costing over \$100,000. The cost can be allocated over a 5-year period. Unexpended balances are generally carried over into the next fiscal year.

Significant Trend/Assumptions:

Expenditures are estimated based on project schedule until completion. Purchases of vehicles and equipment are based on quotes.



Food Drive During COVID-19 Pandemic

Long-Term Debt

Governmental Funds Activities

Revenue Bonds

CIP Special Obligation Refunding and Improvement Revenue Bond, Series 2013:

In September 2013, the City issued a bond in the amount of \$59,815,000 which was used to pay off outstanding \$10,000,000 Capital Improvement Revenue Note, Series 2008 and for various capital projects. Principal and interest are paid semi-annually on April 1 and October 1, through October 2038. This bond is secured by impact fees and the City's covenant to budget and appropriate legally available non-ad valorem revenues.

CIP Revenue Bond, Series 2015: On March 12, 2015, the City issued a bond in the amount of \$79,595,000 which was used to refund all of the City's outstanding Capital Improvement Revenue Bonds, Series 2005 and the Public Service Tax Refunding Revenue Bonds, Series 2003. Principal and interest are paid semi-annually on April 1 and October 1, through October 2035. These bonds are secured by the City's portion of the state-shared local government half-cent sales tax, the public service tax revenues derived from the sale of electricity, as well as the local communications services tax revenues.

Special Obligation Revenue Bond, Series 2021-

Taxable: In July 2021, the City issued a bond in the amount of \$51,000,000 which was used to pay off outstanding \$59,815,000 CIP Special Obligation Refunding and Improvement Revenue Bond, Series 2013 and for various capital projects. Principal and interest are paid semi-annually on April 1 and October 1, through October 2038. This bond is secured by impact fees and the City's covenant to budget and appropriate legally available non-ad valorem revenues.

Revenue Notes Payable

Transportation Improvement Revenue Note, Series

2012: This note was issued in January 2012 for \$7,084,000. The proceeds were used for various transportation improvement projects. The note bears interest at 2.21% per annum. Principal and interest payments are due quarterly on January 1, April 1, July 1 and October 1. The note matures on October 1, 2021. The City's obligation to repay the note is secured by the 1 to 5 Cents Local Option Fuel Tax revenues.

Special Obligation Revenue Note, Series 2017:

This note was issued in February 2017 for \$10,000,000. The proceeds were used for various capital improvement projects within the City. The note bears interest at 2.9125% per annum. Principal and interest payments are due quarterly on January 15, April 15, July 15 and October 15. The note matures on January 15, 2027. The City's obligation to repay the note is secured by a covenant to budget and appropriate legally available non-ad valorem revenues of the City.

Special Obligation Revenue Note, Series 2019A-Nontaxable:

This note was issued in October 2019 for \$5,000,000. The proceeds were used for various capital improvement projects within the City. The note bears interest at 1.92% per annum. Principal and interest payments are due quarterly on January 1, April 1, July 1 and October 1. The note matures on October 1, 2039. The City's obligation to repay the note is secured by a covenant to budget and appropriate legally available non-ad valorem revenues of the City.

Special Obligation Revenue Note, Series 2019B-Taxable:

This note was issued in October 2019 for \$5,000,000. The proceeds were used for various capital improvement projects within the City. The note bears interest at 2.36% per annum. Principal and interest payments are due quarterly on January 1, April 1, July 1 and October 1. The note matures on October 1, 2039. The City's obligation to repay the note is secured by a covenant to budget and appropriate legally available non-ad valorem revenues of the City.

Capital Leases

US Bank 2016: This is a 7-year lease purchase for \$2,231,963 payable in quarterly installments of \$84,416 for new and replacement Fire Public Safety vehicles. Lease is collateralized by equipment, vehicles and annual covenant to budget appropriations.

Motorola Lease 2017: This is a 7-year lease purchase for \$225,504 payable in annual installments of \$37,905 for Motorola Backup Radio System Equipment. Lease is collateralized by the Radio Equipment and annual covenant to budget appropriations.

Long-Term Debt

Key Bank Lease 2017: This is a 4-year lease purchase for \$1,468,788 payable in annual installments of \$293,758 for Cisco Phone System equipment. Lease is collateralized by the Phone System equipment and annual covenant to budget appropriations.

Bank of America PCC Lease 2017: This is a 7-year lease purchase for \$1,773,845 payable in quarterly installments of \$67,670 for the Motorola Mobile and Portable Radio System equipment. Lease is collateralized by the Mobile and Portable Radio equipment and annual covenant to budget appropriations.

Wi-Fi Lease 2019: This is a 5-year lease purchase for \$195,077 payable in quarterly installments of \$10,906 for Wi-Fi Equipment. Lease is collateralized by the Wi-Fi equipment being purchased.

US Bank 2019: This is a 5-year lease purchase for \$773,653 payable in quarterly installments of \$41,592 for new and replacement Fire public Safety vehicles. Lease is collateralized by equipment, vehicles and annual covenant to budget appropriations.

Enterprise Funds Activities

Revenue Notes/Bonds Payable

Utility System Refunding Revenue Bond, Series 2017: In November 2017, the City issued revenue bonds in the amount of \$32,315,000 to fully refund the City's Utility System Revenue Bonds, Series 2007. The Bonds are payable solely from and secured by a lien upon the pledge of net revenues and connections fees. Principal and interest are due semi-annually on April 1 and October 1, through October 1, 2037.

Utility System Revenue Bond, Series 2015: On March 13, 2015, the City issued revenue bonds in the amount of \$11,485,000 to fully refund the City's Utility System Refunding and Improvement Revenue Bonds, Series 2004. The Bond is payable solely from and secured by a lien upon the pledge of net revenues from water, wastewater and stormwater utility system and connections fees. Principal and interest are due quarterly on January 1, April 1, July 1 and October 1, through October 1, 2034.

Loans Payable

In 2005, the City participated in the Revolving Loan Fund Program administered by the State of Florida. The program allows local governments to enter into loan agreements with the Department of Environmental Protection (DEP) under the State Revolving Loan Fund for Stormwater and Wastewater management facilities construction. The repayment terms for the remaining loan is 20 years. Principal and interest payments are due semi-annually on January 15 and July 15 which commenced on July 15, 2007. The outstanding State Revolving Loans are as follows:

Eastern Miramar Rehabilitation Infrastructure: This is a portion of the Revolving Loan Fund Program in the amount of \$18,024,237 for rehabilitation of infrastructure. Principal and interest payments are due semi-annually starting July 15, 2007 for 20 years. As of September 30, 2020, the City has an outstanding principal amount of \$6,589,006. The financing rate of the unpaid principal is 2.09% per annum. As of September 30, 2019, the City has an outstanding principal amount of \$7,525,971. The financing rate of the unpaid principal is 2.09% per annum.

Historic Miramar Improvement III: In 2014, the City entered into a loan agreement with the State of Florida DEP Clean Water State Revolving Fund Loan Program to borrow up to \$546,664 to finance the planning and design of wastewater pollution control facility improvements. In 2017, the agreement was amended, and the principal amount of the loan was reduced to \$382,665. As of September 30, 2020, the City has an outstanding debt of \$345,829. The financing rate on the unpaid principal is 2.56% per annum. The loan is payable in semiannual payments upon completion of the project and is calculated based on the actual amount of principal drawn under the agreement, as well as the associated capitalized interest and a loan service fee.

Stormwater Drainage Improvement: In 2015, the City entered into a loan agreement with the State of Florida DEP Clean Water State Revolving Fund Loan Program to borrow up to \$374,000 to finance the planning, design, and construction of stormwater drainage improvements. As of September 30, 2019, the principal amount of the loan was revised to \$297,883 which includes loan fees in the amount of \$5,841. The City has an outstanding debt of \$253,170 as of September 30, 2020. The financing rate on the

Long-Term Debt

unpaid principal is 1.96% per annum. The loan is payable in semiannual payments upon completion of the project and is calculated based on the actual amount of principal drawn under the agreement, as well as the associated capitalized interest and a loan service fee.

2018 Stormwater Management: In 2017, the City entered into a loan agreement with the State of Florida DEP Clean Water State Revolving Fund Loan Program to borrow \$1.2 million for the planning and design of the City's wastewater collection and stormwater best management practices (BMPs) project. The financing rate on the unpaid principal of the loan amount is 2.15% per annum. The loan is payable in semiannual payments upon completion of the project. As of September 30, 2020, the City has an outstanding principal balance of \$710,351 and has a remaining undrawn balance of \$503,837

2017 Drinking Water Upgrade: In 2017, the City entered into a loan agreement with the State of Florida DEP State Revolving Fund Loan Program to borrow \$15,540,000 for upgrades to the City's East Water

Treatment Facility. As of September 30, 2019, the principal amount of the loan was revised to \$30,540,000. The amount disbursed is \$24,127,582. The amount outstanding on this loan is \$24,507,788. The financing rate on the first \$15,540,000 of the unpaid principal of the loan amount is 1.08% per annum. The financing rate on the last \$15,000,000 of the unpaid principal of the loan amount is 1.23% per annum. The loan is payable in semiannual payments upon completion of the project.

2018 Wastewater and Stormwater Mgmt.: In 2017, the City entered into a loan agreement with the State of Florida DEP State Revolving Fund Loan Program to borrow \$16,662,000 to finance wastewater and stormwater management upgrades. As of September 30, 2020, the amount disbursed is \$13,351,325. The amount outstanding is \$13,492,897.

Source: City of Miramar ACFR and Financial Services Department



East Water Treatment Plant New Ground Storage Tank for Treated Water

Long-Term Debt Obligations

As of June 30, 2021

Governmental Activities	Purpose of Issue	Issued Date	Issued Amount	Maturity Date	Amount Outstanding
Revenue Bonds:					
CIP Special Obligation Rev Bond 2013	Various Capital Projects	9/25/2013	\$ 59,815,000	Oct. 1, 2038	4,010,000
CIP Revenue Bonds 2015	Various Capital Projects	3/12/2015	\$ 79,595,000	Oct. 1, 2035	63,895,000
Spec. Oblig. Refund. Bnds. Series 21- Taxable	Various Capital Projects	7/28/2021	\$ 51,000,000	Oct. 1, 2038	51,000,000
Sub-total					118,905,000
Revenue Notes Payable:					
Transp. Improvement Series 2012	Transportation Projects	1/1/2012	\$ 7,084,000	Oct. 1, 2021	401,300
Special Obligation Revenue Note 2017	Various Capital Projects	2/1/2017	\$ 10,000,000	Jan. 15, 2027	6,120,000
Series 2019A Spec. Oblig. Rev. Note - Tax Exempt	Various Capital Projects	10/1/2020	\$ 5,000,000	10/1/2039	4,705,000
Series 2019B Spec. Oblig. Rev. Note - Taxable	Various Capital Projects	10/1/2020	\$ 5,000,000	10/1/2039	4,710,000
Sub-total					15,936,300
Capital Lease:					
7 Yr. Lease US Bancorp	Firefighter Equipment 2016	3/30/2016	\$ 2,231,963	3/30/2023	581,578
Motorola Radio Lease	Backup Radio System Equip.	3/1/2017	\$ 225,504	3/1/2024	104,713
M&P Radio Lease	Mobile & Portable Radios	8/10/2017	\$ 1,773,845	Aug. 10, 2024	851,990
Keybank Lease 2017	Cisco Phone System &	6/1/2017	\$ 1,468,788	Oct. 30, 2021	293,758
2018 Wi-Fi Replacement Lease	Wi-Fi Replacement Lease	9/30/2018	\$ 195,077	5/16/2023	83,126
Lease US Bancorp	Firefighter Equipment 2019	4/1/2019	\$ 773,653	3/1/2024	438,844
Sub-total					2,354,009
Total Governmental Activities					137,195,309
Business-Type Activities					
Revenue Notes/Bonds Payable:					
Utility System Revenue Bond 2015	Various infrastructure	3/13/2015	\$ 11,485,000	Oct. 1, 2034	8,515,000
Utility System Revenue Bond 2017	Various infrastructure	11/9/2017	\$ 32,315,000	Oct. 1, 2037	29,260,000
Sub-total					37,775,000
State Revolving Loans:					
Eastern Miramar Infrastructure	Infrastructure Rehabilitation	7/15/2007	\$ 18,024,237	Jan. 15, 2027	6,113,168
2014 Historic Miramar Improvement III	Wastewater Pollution Control	8/22/2014	\$ 402,314	Jan. 15, 2037	337,341
2015 Drainage Improvement	Stormwater Management	11/15/2016	\$ 297,883	Nov.15, 2036	240,035
2017 Drinking Water	Drinking Water	3/9/2017	\$ 31,134,452	N/A	31,134,452
2018 Wastewater and Stormwater	Wastewater and Stormwater	5/15/2017	\$ 14,427,020	N/A	14,427,020
2018 Historic Miramar Drainage	Historic Miramar Drainage	1/11/2017	\$ 821,430	N/A	821,430
Sub-total					53,073,446
Total Business Activities					90,848,446
Total Long-Term Debt					\$228,043,755

Summary of Annual Debt Service Requirements

Governmental Activities Year ended September 30:	Revenue Bonds		Revenue Notes Payable		Total
	Principal	Interest	Principal	Interest	
2021	5,220,000	5,217,913	2,183,800	412,552	13,034,265
2022	5,330,000	3,398,335	1,611,200	357,589	10,697,124
2023	6,225,000	3,468,554	1,460,000	317,825	11,471,380
2024	6,485,000	3,239,240	1,505,000	278,121	11,507,361
2025	6,685,000	3,031,285	1,555,000	237,409	11,508,694
2026-2030	34,615,000	11,939,942	4,085,000	733,629	51,373,572
2031-2035	39,990,000	6,471,449	2,660,000	420,712	49,542,160
2036-2040	19,575,000	905,643	2,515,000	122,916	23,118,559
2041-2045	—	—	—	—	—
Total	\$ 124,125,000	\$ 37,672,361	\$ 17,575,000	\$ 2,880,754	\$ 182,253,114

Business-Type Activities Year ended September 30:	Revenue Bonds		Loans Payable		Total
	Principal	Interest	Principal	Interest	
2021	1,605,000	1,719,918	986,867	146,380	4,458,165
2022	1,655,000	1,650,900	1,007,664	125,583	4,439,147
2023	1,735,000	1,578,835	1,028,900	104,347	4,447,082
2024	1,820,000	1,503,242	1,050,584	82,663	4,456,489
2025	1,895,000	1,424,128	1,072,725	60,522	4,452,375
2026-2030	10,740,000	5,802,374	1,777,955	75,429	18,395,759
2031-2035	12,725,000	3,211,318	199,010	20,296	16,155,624
2036-2040	7,075,000	542,125	64,299	1,493	7,682,917
2041-2045	—	—	—	—	—
Total	\$ 39,250,000	\$ 17,432,840	\$ 7,188,004	\$ 616,714	\$ 64,487,558

Note: The total difference between the Long Term Obligations and the summary is the capital lease. Only the principal amount should be compared with the outstanding debt.



Long-Term Debt Obligations

Principal and Interest by Fund

Governmental Activities	Fund	Principal	Interest	Total
General Fund	001			
Motorola Back-Up Radio System Equip. Lease 2017		33,465	4,440	37,905
Portable & Mobile Radios Lease 2017		257,933	12,747	270,680
Firefighter Equipment Lease 2019		156,784	9,583	166,367
Total General Fund 001		448,182	26,770	474,952
Debt Service Fund	201			
Transportation Improve Revenue Note 2012		201,200	1,353	202,553
Special Obligation Revenue Note 2017		995,000	160,297	1,155,297
Series 2020A Special Obligation Revenue Note - Tax Exempt		210,000	87,792	297,792
Series 2020B Special Obligation Revenue Note - Taxable		205,000	108,147	313,147
Total Debt Service Fund		1,611,200	357,589	1,968,789
Debt Service Fund	203			
CIP Revenue Bond Refunding 2015		3,350,000	2,605,725	5,955,725
Firefighter Equipment Lease 2016		331,661	6,005	337,666
Total Debt Service Fund		3,681,661	2,611,730	6,293,391
Debt Service Fund	204			
CIP Revenue Bond 2013		1,980,000	120,800	2,100,800
Total Debt Service Fund 204		1,980,000	120,800	2,100,800
Debt Service Fund	205			
Special Obligation Bonds Series 2021		—	671,810	671,810
Total Debt Service Fund 205		—	671,810	671,810
Information Technology Fund	504			
Cisco Phone System Lease 2017		293,758	—	293,758
Wi-Fi Replacement Lease		41,106	2,516	43,622
Total Information Technology Fund		334,864	2,516	337,380
Total Governmental Activities		\$ 8,055,907	\$ 3,791,215	\$ 11,847,122
Business-Type Activities				
Utility Fund	410			
Utility System Refunding Revenue Bond 2017		1,130,000	1,434,750	2,564,750
Utility System Refunding Revenue Bond 2015		525,000	216,150	741,150
Collection & Transmission Facilities - DW060801		236,368	—	236,368
2018 Drinking Water - DW060820		1,864,390	—	1,864,390
Total Utility Fund		3,755,758	1,650,900	5,406,658
CIAC Fund	414			
State Revolving Loan - Historic Miramar Improv - Phase III - WW		17,524	8,304	25,828
State Revolving Loan - East Miramar Infrastructure		448,913	51,769	500,682
Total CIAC Fund		466,437	60,073	526,510
Stormwater Management Fund	415			
State Revolving Loan - Historic Miramar Improv - Phase III - SW		13,393	4,639	18,032
State Revolving Loan - East Miramar Infrastructure		527,834	60,870	588,704
2018 Historic Miramar Drainage - DW060840		78,764	—	78,764
Collection & Transmission Facilities - DW060801		567,283	—	567,283
Total Stormwater Fund		1,187,274	65,509	1,252,783
Total Business-Type Activities		\$ 5,409,469	\$ 1,776,482	\$ 7,185,951
Total All Funds		\$ 13,465,376	\$ 5,567,697	\$ 19,033,073

Note: This schedule is from October 1, 2021 to September 30, 2022.



Consolidated Budget Summary

REVENUES	GENERAL FUND	BILLBOARD REVENUE	ECONOMIC DEVELOPMENT	SPECIAL REVENUE	DEBT SERVICE	CAPITAL PROJECTS	UTILITY ENTERPRISE FUNDS	STORMWATER FUND	INTERNAL SERVICE	TOTAL ALL FUNDS
Taxes: Millage per \$1,000										
Ad Valorem Taxes 7.1172	79,602,000	—	—	—	—	—	—	—	—	79,602,000
Utility Taxes	11,500,000	—	—	—	—	—	—	—	—	11,500,000
Communications Service Tax	3,458,169	—	—	—	—	—	—	—	—	3,458,169
Local Business Tax	2,200,000	—	—	—	—	—	—	—	—	2,200,000
Insurance Premium Tax	2,650,000	—	—	—	—	—	—	—	—	2,650,000
Franchise Fees	9,154,329	—	—	—	—	—	—	—	—	9,154,329
Licenses and Permits	6,930,132	—	—	—	—	5,398,400	3,938,000	5,590,836	—	21,857,368
Special Assessment	22,400,000	—	—	—	—	—	—	—	—	22,400,000
Intergovernmental	16,308,408	—	—	6,696,830	—	3,632,700	—	—	90,000	26,727,938
Charges for Services	17,394,487	825,000	50,000	1,669,500	—	—	50,680,400	163,553	—	70,782,940
Fines and Forfeitures	573,900	—	—	10,400	—	—	—	—	—	584,300
Miscellaneous Revenue	2,361,565	200	—	200	1,700	8,049,500	283,500	20,600	—	10,717,265
Internal Service Charges	—	—	—	—	—	—	—	—	44,551,700	44,551,700
TOTAL SOURCES	\$174,532,990	\$825,200	\$50,000	\$8,376,930	\$1,700	\$17,080,600	\$54,901,900	\$5,774,989	\$44,641,700	\$306,186,009
Transfers in	8,861,600	—	—	2,000,000	11,232,600	2,914,350	804,700	—	—	25,813,250
Fund Bal./Reserves/Net	3,272,634	—	—	—	—	3,421,500	14,225,184	—	1,801,700	22,721,018
TOTAL REVENUES, TRANSFERS & BALANCES	\$186,667,224	\$825,200	\$50,000	\$10,376,930	\$11,234,300	\$23,416,450	\$69,931,784	\$5,774,989	\$46,443,400	\$354,720,277
EXPENDITURES										
City Commission	1,863,700	—	—	—	—	—	—	—	—	1,863,700
Office of the City Manager	5,839,400	—	—	—	—	—	—	—	—	5,839,400
Human Resources	3,208,300	—	—	—	—	—	—	—	—	3,208,300
Legal	1,454,600	—	—	—	—	—	—	—	—	1,454,600
Office of the City Clerk	1,006,170	—	—	—	—	—	—	—	—	1,006,170
Financial Services	5,210,100	—	—	—	—	—	1,912,450	—	—	7,122,550
Procurement	1,474,450	—	—	—	—	—	—	—	—	1,474,450
Management & Budget	1,963,550	—	—	—	—	—	—	—	—	1,963,550
Police	55,368,731	—	—	1,476,600	—	—	—	—	—	56,845,331
Fire-Rescue	41,313,121	—	—	3,500	—	—	—	—	—	41,316,621
Community Development	6,880,794	—	—	754,930	—	—	—	—	—	7,635,724
Economic & Business Development	1,828,495	—	50,000	—	—	—	—	—	—	1,878,495
Public Works	10,514,814	—	—	—	—	—	—	—	—	10,514,814
Parks & Recreation	15,074,635	—	—	—	—	—	—	—	—	15,074,635
Community Services	8,249,393	—	—	—	—	—	—	—	—	8,249,393
Cultural Affairs	3,916,989	—	—	—	—	—	—	—	—	3,916,989
Utilities	—	—	—	—	—	—	33,354,334	—	—	33,354,334
Stormwater	—	—	—	—	—	—	—	2,952,472	—	2,952,472
Capital Improvement	—	—	—	—	—	16,454,350	16,740,000	700,000	—	33,894,350
Debt Service	475,200	—	—	—	11,232,000	—	6,127,800	1,212,900	1,098,900	20,146,800
Non-Departmental	6,893,400	—	—	2,000,000	2,300	732,800	8,595,200	—	28,735,200	46,958,900
Internal Services	—	—	—	—	—	—	—	—	16,529,300	16,529,300
TOTAL EXPENDITURES	\$172,535,842	\$0	\$50,000	\$4,235,030	\$11,234,300	\$17,187,150	\$66,729,784	\$4,865,372	\$46,363,400	\$323,200,878
Transfers Out	12,090,350	825,200	—	6,141,900	—	6,229,300	526,500	—	—	25,813,250
Fund Bal./Reserves/Net Assets	2,041,032	—	—	—	—	—	2,675,500	909,617	80,000	5,706,149
TOTAL APPROPRIATED EXPENDITURES, TRANSFERS, RESERVES & BALANCES	\$186,667,224	\$825,200	\$50,000	\$10,376,930	\$11,234,300	\$23,416,450	\$69,931,784	\$5,774,989	\$46,443,400	\$354,720,277



Budget Summary

The City of Miramar has a single budget document which includes all the budgeted funds and service programs. It is prepared to provide a comprehensive overview of the City's services and financial framework for the understanding of the public.

There are 35 budgeted funds in six (6) categories: General Fund, Special Revenue Funds, Debt Service Funds, Capital Projects Funds, Enterprise Funds and Internal Service Funds that are within this document. This section of the budget document is comprised of the Summary of the Budgeted Funds.

Fund Number	Fund Title
001	<i>General Fund</i>
005	Billboard Revenue (Sub-Fund)
006	Economic Development (Sub-Fund)
	<i>Special Revenue Funds (9):</i>
110	Police Education
145	Public Safety Outside Services
160	Law Enforcement Trust
162	Federal Grants
163	State & County Grants
164	Neighborhood Stabilization Program (NSP)
166	State Housing Initiative Partnership (SHIP) Program
167	Community Development Block Grant (CDBG)
170	Affordable Housing Trust
	<i>Debt Service Funds (4):</i>
201	Debt Service
203	Capital Improvement Revenue Bonds-2015
204	CIP Bonds-2013
205	Taxable Special Obligation Refunding Bonds Series 2021
	<i>Capital Projects Funds (11):</i>
380	Police CIP
381	Fire & EMS CIP
385	Street Construction & Maintenance
387	Park Development
388	CIP Revenue Bonds-2013
389	2017 CIP Loan
391	2020 CIP Loan-Non-Taxable
392	2020 CIP Loan-Taxable
393	CIP Grants
394	2022 CIP Loan
395	Capital Projects
	<i>Enterprise Funds (4):</i>
410	Utility Fund
413	Utility Construction Revenue Bonds
414	Contribution in Aid of Construction (CIAC)
415	Stormwater Management
	<i>Internal Service Funds (4):</i>
501	Health Insurance
502	Risk Management
503	Fleet Maintenance
504	Information Technology

Other funds not included in listed in the audited financial Funds, in which the City holds assets in a trustee capacity.



Budget Summary

The FY22 total combined adopted budget for all funds is \$354,720,277. This represents an increase of \$42,373,207 or 13.6% above last year's adopted budget.

Summary of All Funds

Fund	FY 2021 Budget	FY 2022 Budget	\$ Amt. Increase/ (Decrease)	% Change
General Fund	\$ 176,401,315	\$ 186,667,224	\$ 10,265,909	5.8%
Billboard Revenue (Sub-Fund)	1,125,000	825,200	(299,800)	100.0%
Economic Development (Sub-Fund)	842,000	50,000	(792,000)	-94.1%
Special Revenue Funds	8,887,030	10,376,930	1,489,900	16.8%
Debt Service Funds	13,645,350	11,234,300	(2,411,050)	-17.7%
Capital Projects Funds	6,354,565	23,416,450	17,061,885	268.5%
Enterprise Funds	51,529,910	65,721,984	14,192,074	27.5%
Other Enterprise Funds	8,312,500	9,984,789	1,672,289	20.1%
Internal Service Funds	45,249,400	46,443,400	1,194,000	2.6%
<i>Sub-total</i>	\$ 312,347,070	\$ 354,720,277	\$ 42,373,207	13.6%
Less Internal Svcs Funds & Transfers	(67,086,785)	(72,256,650)	(5,169,865)	7.7%
Total All Funds	\$ 245,260,285	\$ 282,463,627	\$ 37,203,342	15.2%

Summary of Changes to All Budgetary Funds

The following summary indicates the increase/decrease for each fund expenditure compared to the FY21 adopted budget.

Fund	Total	Operating	Capital Improvement	Transfer/ Reserve	Debt Service
General Fund	10,265,909	8,430,647	—	1,835,262	—
Billboard Revenue (Sub-Fund)	(299,800)	—	—	(299,800)	—
Economic Development (Sub-Fund)	(792,000)	(700,000)	—	(92,000)	—
Police Education	(1,700)	(1,700)	—	—	—
Public Safety Outside Svcs	(39,800)	—	—	(39,800)	—
Federal Grants	(513,500)	—	—	(513,500)	—
CDBG Program	44,900	44,900	—	—	—
Affordable Housing Trust	2,000,000	—	—	2,000,000	—
Debt Service	(432,150)	650	—	—	(432,800)
Capital Improvement Rev Bonds	2,400	700	—	—	1,700
CIP Bonds 2013	(2,653,200)	(100)	—	(270,000)	(2,383,100)
Tax. Spec. Obligation Bonds 2021	671,900	—	—	—	671,900
Police CIP	329,090	300	—	328,790	—
Fire & EMS CIP	540,200	—	340,000	200,200	—
Street Construction & Maint	479,645	(300)	500,000	(20,055)	—
Park Development	1,876,800	2,100	1,600,000	274,700	—
CIP Bonds 2013	(64,400)	300	—	(64,700)	—
2017 CIP Loan	(66,100)	(200)	—	(65,900)	—
2020 CIP Loan - Non-Taxable	2,085,800	200	2,100,000	(14,400)	—
2020 CIP Loan - Taxable	997,100	100	1,000,000	(3,000)	—
2022 CIP Loan	8,000,000	—	8,000,000	—	—
Capital Projects	2,883,750	—	2,914,350	(30,600)	—
Utility	14,192,074	1,693,274	12,345,000	(3,900)	157,700
Contribution in Aid of Construction	1,676,100	2,676,000	(1,000,000)	—	100
Stormwater Management	(3,811)	(152,850)	360,000	(130,961)	(80,000)
Health Insurance	(1,151,000)	(1,151,000)	—	—	—
Risk Management	(31,100)	(31,100)	—	—	—
Fleet Maintenance	5,514,400	5,514,400	—	—	—
Information Technology	(3,138,300)	(3,138,400)	—	—	100
Totals Including Transfers	\$ 42,373,207	\$ 13,187,921	\$ 28,159,350	\$ 3,090,336	\$ (2,064,400)
Less Transfers & Internal Svc Funds:	—	—	—	—	—
General Fund & Sub-Funds	(1,804,430)	—	—	(1,804,430)	—
Special Revenue Funds	513,500	—	—	513,500	—
Capital Projects Funds	(2,688,835)	—	—	(2,688,835)	—
Utility Funds	3,900	—	—	3,900	—
Internal Service Funds	(1,194,000)	(1,193,900)	—	—	(100)
Total	\$ 37,203,342	\$ 11,994,021	\$ 28,159,350	\$ (885,529)	\$ (2,064,500)

Budget Summary

All Funds Revenues & Expenditures Comparison by Category

Sources	FY 2021 Budget	FY 2022 Budget	\$ Amt Increase/ (Decrease)	% Change	% of Budget
General Taxes	\$ 94,212,369	\$ 99,410,169	\$ 5,197,800	5.5%	35.2%
Permits, Fees, Special Assessment	48,179,584	53,411,697	5,232,113	10.9%	18.9%
Intergovernmental Revenue	25,189,010	26,637,938	1,448,928	5.8%	9.4%
Charges for Services	66,017,503	70,782,940	4,765,437	7.2%	25.1%
Fines & Forfeitures	612,800	584,300	(28,500)	-4.7%	0.2%
Miscellaneous Revenue	3,458,730	10,717,265	7,258,535	209.9%	3.8%
Appropriation of Fund Balance	7,590,289	20,919,318	13,329,029	175.6%	7.4%
Total	\$ 245,260,285	\$ 282,463,627	\$ 37,203,342	15.2%	100.0%
Uses					
Personnel Services	\$ 147,763,700	\$ 151,728,900	\$ 3,965,200	2.7%	53.7%
Operating Expense	61,292,849	65,358,067	4,065,218	6.6%	23.1%
Capital Outlay	1,815,458	2,878,561	1,063,103	58.6%	1.0%
Grants & Aids	977,700	277,700	(700,000)	-71.6%	0.1%
Capital Improvement Program	5,735,000	33,894,350	28,159,350	491.0%	12.0%
Debt Service	21,112,400	19,047,900	(2,064,500)	-9.8%	6.7%
Reserves	6,563,178	5,677,649	(885,529)	-13.5%	2.0%
Other Uses	—	3,600,500	3,600,500	—%	1.3%
Total	\$ 245,260,285	\$ 282,463,627	\$ 37,203,342	15.2%	100.0%

Department Expenditure Budget Variance

The following table is an expenditure comparison of each department's FY22 adopted budget versus the FY21 adopted budget; including salaries and benefits, departmental operating expenses and departmental capital outlay. This does not include Capital Improvement projects or non-departmental projects.

Department	FY 2021 Budget	FY 2022 Budget	\$ Amt Increase/ (Decrease)	% Change	% of Budget
City Commission	\$ 1,890,231	\$ 1,863,700	\$ (26,531)	-1.4%	0.8%
Office of the City Manager	4,972,410	5,839,400	866,990	17.4%	2.7%
Human Resources	3,106,200	3,208,300	102,100	3.3%	1.5%
Legal	1,454,600	1,454,600	—	0.0%	0.7%
Office of the City Clerk	1,128,074	1,006,170	(121,904)	-10.8%	0.5%
Financial Services	5,098,046	5,210,100	112,054	2.2%	2.4%
Procurement	1,331,568	1,474,450	142,882	10.7%	0.7%
Management & Budget	1,867,850	1,963,550	95,700	5.1%	0.9%
Police	54,312,400	55,368,731	1,056,331	1.9%	25.2%
Fire-Rescue	39,751,333	41,313,121	1,561,788	3.9%	18.8%
Community Development	7,038,691	6,880,794	(157,897)	-2.2%	3.1%
Economic & Business Development	1,734,995	1,828,495	93,500	5.4%	0.8%
Public Works	10,537,092	10,514,814	(22,278)	-0.2%	4.8%
Parks & Recreation	14,097,653	15,074,635	976,982	6.9%	6.9%
Community Services	7,764,552	8,249,393	484,841	6.2%	3.8%
Cultural Affairs	3,205,300	3,916,989	711,689	22.2%	1.8%
Fin Svcs-Utility Billing	1,827,550	1,912,450	84,900	4.6%	0.9%
Utilities	31,488,760	33,354,334	1,865,574	5.9%	15.2%
PW-Stormwater Management	3,105,322	2,952,472	(152,850)	-4.9%	1.3%
HR-Health Insurance	2,134,400.00	2,174,700	40,300	1.9%	1.0%
HR-Risk Management	583,100	609,900	26,800	4.6%	0.3%
PW-Fleet Maintenance	3,054,400	6,174,400	3,120,000	102.1%	2.8%
Information Technology	10,708,700	7,570,300	(3,138,400)	-29.3%	3.4%
Total	\$ 212,193,227	\$ 219,915,798	\$ 7,722,571	3.6%	100.0%



Budget Summary

General Fund

The General Fund is the City's primary operating fund. It is used to account for financial resources and expenditures of the general government, except those required to be accounted for in another fund.

Revenues

The revenues available for allocation, including inter-fund transfers, are \$186.7 million. This represents an increase of \$10.3 million, or 5.8%. This increase is primarily due to the taxable value increase effect on Ad Valorem Property Tax and more normalization of revenue sources post COVID-19.

General Government Taxes

Ad valorem taxes represent a levy on the assessed value of real and personal property and is the largest component of General Government Taxes. The amount budgeted for ad valorem taxes is based on the July 1, 2021 Certificate of Taxable Value received from the Broward County Property Appraiser's Office. Property tax values increased from \$10.786 billion to \$11.365 billion, an increase of \$578.3 million or 5.4%. The ad valorem tax rate will remain at 7.1172. The ad valorem tax levy (excluding delinquencies) for FY22 is estimated to be \$78.0 million, or a \$3.7 million increase from FY21.

Permits, Fees, & Special Assessments

This category includes charges for development related permits, assessments, and franchise fees. The \$875,661 increase in this category is due to projected increases in Building Permit revenues. The Fire Protection Assessment rates that were developed from the latest completed study update are set at the full cost for the provision of fire protection

Intergovernmental Revenues

This category represents funds received from other governmental sources such as, State Revenue Sharing, and Half-Cent Sales Tax. These are projected to increase by \$1.4 million primarily due to COVID-19 recovery.

Charges for Services

This category represents charges for services rendered by General Fund operations. This category increased by \$2.7 million due to various increases in recreational and community services activities as a result of revenue stream normalization post COVID-19.

Fines and Forfeitures

This category represents fines and forfeitures related to Code violations, a portion of traffic court fines, and parking related fines. Total revenues are projected to decrease slightly due to revised estimates for Local Ordinance Violations and Traffic Court Fines.

Miscellaneous Revenues

This category represents revenues not categorized in other areas. Interest earnings are projected to decrease offset by increases in waste reduction and cost avoidance revenues in FY22.

Transfers

This represents transfers in from Public Safety Outside Services, Federal and State Grants, Street Construction and Maintenance and Billboard Revenue funds.

Appropriation of Fund Balance/Reserves

Fund balance is used to cover shortfall of revenues when compared to expenses.

Revenue Comparison by Category

Sources	FY 2021 Budget	FY 2022 Budget	\$ Amt Increase/ (Decrease)	% Change	% of Budget
General Taxes	\$ 94,212,369	\$ 99,410,169	\$ 5,197,800	5.5%	53.3%
Permits, Fees, Special Assessment	37,608,800	38,484,461	875,661	2.3%	20.6%
Intergovernmental Revenue	14,870,525	16,308,408	1,437,883	9.7%	8.7%
Charges for Services	14,738,850	17,394,487	2,655,637	18.0%	9.3%
Fines & Forfeitures	600,700	573,900	(26,800)	-4.5%	0.3%
Miscellaneous Revenue	2,223,500	2,361,565	138,065	6.2%	1.3%
Transfers	8,880,455	8,861,600	(18,855)	-0.2%	4.7%
Appropriation of Fund Balance	3,266,116	3,272,634	6,518	0.2%	1.8%
Total	\$ 176,401,315	\$ 186,667,224	\$ 10,265,909	5.8%	100.0%

Budget Summary

Expenditures

The FY22 General Fund expenditures total approximately \$186.7 million. This represents an increase of \$10.3 million or 5.8% compared to the FY21 adopted budget. This budget increase is primarily attributed to increases in the Personnel Services category due to health care premium increases and rising pension costs. The Department Capital Outlay category also increased due to the reinstatement of vehicle replacement reserve funding.

Personnel Services

The General Fund includes a total of 898 FTEs. As reflected above, this category increased by \$3,072,300 over last year. The primary components of salaries & benefits increase are the anticipated increases in salaries for collective bargaining agreements and increased health insurance and pension costs.

Operating Expenses

This expenditure category increased by \$2,839,224. These expenses include operating supplies, professional/contractual services, Internal Service fund allocated charges, marketing and promotions, repairs and maintenance.

Departmental Capital Outlay

The budget for FY22 is \$2,743,561, an increase of \$1,594,123. This increase is due to the reinstatement of the Vehicle Replacement reserve funding.

Grants and Aids

Grants and Aids remains unchanged at \$217,700.

Capital Improvement

No Capital Improvement was budgeted directly in the General Fund this fiscal year.

Debt Service

This includes principal and interest payments for capital lease/purchase financing for mobile and portable radios, the firefighter self contained breathing apparatus and the back-up radio system equipment.

Transfers

Transfers out to other funds increased by \$2,104,230. These are transfers to various Debt Service funds to pay for debt service obligations for the General Fund. This also includes a transfer out to the Affordable Housing Trust Fund in the amount of \$2 million.

Appropriated Fund Balance (Reserves)

Appropriated fund balance decreased by \$268,968 to \$2,041,032 in FY22. These appropriations are revenues above the expense levels that will be appropriated back to fund balance in order to fund the Pension Trust Fund and governmental services to the extent of the revenue loss, immediate economic stabilization, COVID-19 response efforts and support for infrastructure.

Expenditure Comparison by Category

Expenditures	FY 2021 Budget	FY 2022 Budget	\$ Amt Increase/ (Decrease)	% Change	% of Budget
Personnel Services	\$ 125,452,600	\$ 128,524,900	\$ 3,072,300	2.4%	68.9%
Operating Expense	36,810,257	39,649,481	2,839,224	7.7%	21.2%
Capital Outlay	1,149,438	2,743,561	1,594,123	138.7%	1.5%
Grants & Aids	217,700	217,700	—	—%	0.1%
Total Operating Expenditure	\$ 163,629,995	\$ 171,135,642	\$ 7,505,647	4.6%	91.7%
Capital Improvement Program	—	—	—	0.0%	0.0%
Debt Service	475,200	475,200	—	0.0%	0.3%
Reserves	2,310,000	2,041,032	(268,968)	-11.6%	1.1%
Transfers	9,986,120	12,090,350	2,104,230	21.1%	6.5%
Other Uses	—	925,000	925,000	—%	0.5%
Total	\$ 176,401,315	\$ 186,667,224	\$ 10,265,909	5.8%	100.0%



Budget Summary

Billboard Revenue Sub-Fund

This sub-fund of the General Fund was created to track the revenues from the four (4) billboards that the City of Miramar currently licenses on City property.

Economic Development Sub-Fund

This sub-fund of the General Fund was established in Fiscal Year 2018 (Resolution No. 18-146) to support Historic Miramar improvements and redevelopment initiatives, as well as, other citywide economic development efforts. This dedicated funding source supports economic development activities to diversify Miramar's tax base to enhance economic competitiveness and resilience; expand urban innovation and revitalization activities; leverage Miramar's cultural arts, entertainment and sports assets; create a unique sense of place in Miramar, and tie together Miramar's distinct neighborhood subareas into a cohesive city.

Special Revenue Funds

These funds were established to account for restricted revenues that are committed to expenditures for a specific purpose other than debt service or capital projects. The City has the following nine (9) Special Revenue Funds:

Police Education

This fund is used to account for revenues and expenditures associated with the two dollars (\$2) the City receives from each paid traffic citation, which by State Statute, must be used to further City's Police Officers' education. The amount budgeted has decreased by (1,700) to \$10,600. This will be used for various state approved training programs throughout the year.

Public Safety Outside Services

This fund was established to account for revenues and expenditures associated with services provided by off duty Police Officers and Firefighters for private customer details to various businesses and homeowner associations. The amount budgeted decreased from FY21 to \$1,669,500.

Law Enforcement Trust

This fund is used to account for the awards provided for by the State government and Federal agencies related to confiscated and forfeited contraband found during police operations. Due to the unpredictable nature of funding sources/uses, no funds will be budgeted for FY22. However, if the need arises for the use of funds, City Commission approval is required.

Federal Grants

This fund is used to account for any Federal grants received by the City. The City is anticipating to receive \$5,630,655 from the American Rescue Plan Act-ARPA (\$5,000,000) and the Area Agency on Aging for senior programs and transportation (\$630,655).

State & County Grants

This fund was established to account for funds the City receives from the State or County for grant related projects. \$311,245 is anticipated to be received from the County for water safety programs, the Maximizing Out-of-School Time (MOST), and the Local Service Program (LSP) related to the City of Miramar/South Central/Southeast Focal Point Senior Center.

Neighborhood Stabilization Program (NSP)

This fund was created mid-year FY09 to account for funds received from the Federal Government related to the Housing & Economic Recovery Act. Congress created this act for the purpose of stabilizing communities that have suffered from foreclosures and abandonment. Recipients of funds stabilize communities by purchasing, rehabilitating, and redeveloping abandoned homes and residential properties. No additional grant funds are anticipated for FY22.

State Housing Initiatives Partnership Program (S.H.I.P.)

This is an ongoing program and funds not used in one year can be used in subsequent years. No funds are budgeted for FY22.

Community Development Block Grant (CDBG)

This fund was established to account for Federal Grants received from the United States Department of Housing and Urban Development (H.U.D). These funds are designated to provide financial assistance to the community to improve the overall quality of life. It includes a Micro Enterprise program and provides assistance to both homeowners and owners of commercial property. A Community Outreach program is also included to assist qualified applicants with counseling and referrals to other agencies. This is a reimbursement grant and an ongoing program. Funds not used in one year are rolled over to the next year. The FY22 budget is at \$754,930.

Budget Summary

Affordable Housing Trust Fund

Funds deposited in the Trust Fund shall be used to provide loans and grants for projects to create and sustain affordable housing for income eligible persons/families, including renters and homeowners. Provide

Debt Service Funds

These four (4) funds were established to account for the servicing of general long-term debt not being financed in Proprietary Funds.

Debt Service

This fund contains the Transportation Improvement Revenue Note, 2012. The Transportation Improvement Revenue Note, 2012 is for \$7.1 million and was issued to fund various transportation improvements including the Pembroke Road Overpass. This fund also includes the \$10 million FY 2017 CIP Loan and the FY 2020 CIP Loan that was used to fund various CIP projects. The total debt service for FY22 is approximately \$2.2 million.

Capital Improvement Revenue Bonds 2015

This fund is used to account for the debt service for the US Bancorp Fire Truck Lease/Purchase and the Capital Improvement Refunding Revenue Bonds, Series 2015. This revenue bond replaced the \$93 million CIP Revenue Bond, Series 2005. The annual debt service for the CIP Bonds, Series 2015 is budgeted at approximately \$6 million in FY22. The debt service for the five Fire-Rescue Vehicles Lease-purchase (7 year lease beginning June 2016) is budgeted at \$337,800 in FY22.

CIP Revenue Bonds 2013

This fund was established to account for the debt service for the Capital Improvement Revenue Bonds, Series 2013. The FY22 debt service amount is \$2,101,100.

Taxable Special Obligation Refunding Bonds 2021

This fund was established to refund the Special Obligation Refunding and Improvement Revenue Bonds 2013. The FY22 debt service amount is \$671,900.

assistance through production, acquisition, rehabilitation and preservation of land and/or housing units for rental and homeownership activities. The FY22 Budget is at \$2,000,000.

Capital Projects Funds

These eleven (11) funds were established to centralize capital improvement projects appropriately.

Police CIP

This fund was established to account for police impact fees derived from new development and restricted by ordinance for police related capital improvements. Funding will assist the City to provide police related capital improvements required by the growth of development.

Fire & EMS CIP

This fund was established to account for fire and emergency medical services impact fees derived from new development and restricted by Ordinance for Fire and Emergency Medical Services Capital Improvements. Funding will assist the City to provide fire and emergency services capital improvements required by the growth of development.



Fire Department's Extrication Training

Budget Summary

Street Construction & Maintenance

Street Construction & Maintenance: In accordance with State Statute 336.59, this fund was established to account for the City's portion of state revenue sharing and local option gas tax. Funds are restricted for transportation facilities and for road and street improvement and maintenance within the City. Funds which are related to the payment of the debt service on the Transportation Improvement Revenue, Note 2012 and Special Obligation Refunding Bond 2021 will be transferred to the respective Debt Service Funds, while funds related to street maintenance and transit operations will be transferred to the General Fund. Based on this, \$418,700 will be transferred to the Debt Service Fund, \$289,300 will be transferred to the Capital Improvement Revenue Bonds 2015 Fund, \$57,100 will be transferred to the CIP Revenue Bonds 2013 fund, \$18,200 will be transferred to the Spec. Oblig. Ref. Bonds 2021 and \$2,349,200 will be transferred to the General Fund.

Park Development

Park Development: This fund was established to account for park and recreation impact fees which will be used for the acquisition and development of park and recreational facilities and sites. The proposed budget for FY22 is \$4,288,800.

CIP Revenue Bonds 2013

This fund was established to account for the proceeds of the Special Obligation Refunding and Improvement Revenue Bonds, Series 2013 which are limited in use for construction of various capital projects within the City. The FY22 budget is proposed at \$2,700.

2017 CIP Loan

This fund was established in FY17 to account for loan proceeds and expenditures associated with the 2017

bank loan to be used for various capital improvement projects within the City. The FY22 proposed budget totals \$9,400.

2020 CIP Loan - Non-Taxable and Taxable

These funds were established in FY20 to account for loan proceeds and expenditures associated with the 2020 Bank Loan to be used for various capital improvement projects within the City. The proposed budget for non-taxable and taxable are \$2,100,200 and \$1,000,100 respectively.

Capital Grants

This fund was established to account for capital improvements funded through grant proceeds. There are no budgeted funds for FY22.

2022 CIP Loan

This fund was established to account for capital improvements funded through the 2022 CIP Loan. The FY22 proposed budget totals \$8,000,000.

Capital Projects

This fund was established to account for financial resources for the acquisition and/or construction of major capital assets within the City, except for those financed by proprietary funds. For FY22, \$2,924,750 is set aside for this purpose.

Note: Please see Capital Projects Funds section for details.



A Completed CIP Project - Historic Miramar Infrastructure Improvements

Budget Summary

Enterprise Funds

Utility Fund

This is a self-supporting fund which does not receive funding from property taxes. This fund is used to account for the income and expenses of operating the City's water, wastewater system, and capital improvements. The Utility Fund budget for FY22 is \$65,721,984, which is a \$14.2 million increase from last year.

Revenues

Charges for services is the primary source of revenue for the Utility Fund. These charges are projected to increase by \$2.5 million or 5.2% (rate adjustment).

Operating Expense

Operating Expenses constitute 35.6% of the Utility Fund, which is the largest component. Operating Expenses increased by \$1,018,994 over last year primarily due to allocated and/or non-discretionary expense cost increases.

Departmental Capital Outlay

The total for this category is \$135,000, a decrease of \$371,820 from last year due to reductions in machinery & equipment and vehicle purchases.

Capital Improvement Program (CIP)

Capital expenditures total \$15,740,000 which is \$12,345,000 or 363.6% greater than last year. See Utility Fund Capital Improvement section for a list of the various projects.

Revenues & Expenditures Comparison by Category

Revenues

Sources	FY 2021 Budget	FY 2022 Budget	\$ Amt Increase/ (Decrease)	% Change	% of Budget
Permits, Fees, Special Assessment	\$ 139,000	\$ 260,500	\$ 121,500	87.4%	0.4%
Charges for Services	48,188,800	50,680,400	2,491,600	5.2%	77.1%
Miscellaneous Revenue	842,600	277,700	(564,900)	-67.0%	0.4%
Transfers	301,600	278,200	(23,400)	-7.8%	0.4%
Appropriation of Fund Balance	2,057,910	14,225,184	12,167,274	591.2%	21.6%
Total	\$ 51,529,910	\$ 65,721,984	\$ 14,192,074	27.5%	100.0%

Expenditures

Uses	FY 2021 Budget	FY 2022 Budget	\$ Amt Increase/ (Decrease)	% Change	% of Budget
Personnel Services	\$ 19,261,800	\$ 20,307,900	\$ 1,046,100	5.4%	30.9%
Operating Expense	22,392,590	23,411,584	1,018,994	4.6%	35.6%
Capital Outlay	506,820	135,000	(371,820)	-73.4%	0.2%
Grants & Aids	—	—	—	0.0%	—
Total Operating Expenditure	\$ 42,161,210	\$ 43,854,484	\$ 1,693,274	4.0%	66.7%
Capital Improvement Program	3,395,000	15,740,000	12,345,000	363.6%	23.9%
Debt Service	5,443,300	5,601,000	157,700	2.9%	8.5%
Other Uses / Reserves	—	—	—	0.0%	—%
Transfers	530,400	526,500	(3,900)	-0.7%	0.8%
Total	\$ 51,529,910	\$ 65,721,984	\$ 14,192,074	27.5%	100.0%

Personnel Services

FY22 Utility Fund budget includes a total of 173.50 FTE (Full-time equivalent) authorized positions. This reflects a decrease of 1.50 FTEs from the FY21 Budget. This total is comprised of 171.0 full-time, 4 (2.0 FTEs) part-time and 1 (0.50 FTEs) temporary part-time budgeted positions. Expenditures for FY22 budget total \$20.3 million or 30.9% of the total Utility Fund budget.

Debt Service

This is used to record the principal and interest payments of the Utility System Refunding Revenue Bonds, Series 2015 and the Utility System Series 2017 Bond.

Transfers

This represents Utility Fund transfer of \$526,500 to CIAC Fund 414.



Budget Summary

Utility Construction Revenue Bonds

Utility Construction Revenue Bonds: This fund was established to account for the proceeds and expenditures associated with a proposed Utilities Revenue Bond to be issued for Capital Projects. No new projects are budgeted for FY22.

Contribution in Aid of Construction (CIAC)

This fund was established to account for impact fees received from new development and restricted by Ordinance to be used for Capital Improvements for the City's water and wastewater infrastructure needs. The budgeted amount for FY22 is \$4,209,800 compared to \$2,533,700 last year.

Stormwater Management

This fund was established to account for Stormwater revenues and related expense activities. The budgeted amount for FY22 is \$5,774,989 which is a decrease from last year's budget of \$5,778,800.

Internal Service Funds

These four (4) funds were created to account for the financing of self insurance activities, fleet maintenance and information technology services provided to the other City funds on a cost reimbursement basis.

Health Insurance

This fund was established to account for the City's health, vision and dental plans and self-funded insurance program.

This fund also includes the City's benefits administration and wellness programs that encourage employees to adopt healthy habits through education, incentives and an on-site clinic. Funds collected in this fund are comprised of charges to City departments and City employees for health care insurance premiums and internal service charges. The adopted budget for FY22 totals \$19,115,200.

Risk Management

This fund was established to account for the City's self-insured general liability, property and workers' compensation coverage. All funds are billed for actual premium costs and estimated claims to maintain adequate reserves. The total budget for FY22 is \$10,010,200, which is \$31,100 lower than last year's budget.

Fleet Maintenance

This fund was established to account for revenues and expenses of the City's maintenance garage facility used to maintain the City's various vehicle fleets. Fleet maintenance provides services to other departments of the City on a cost-reimbursement basis. The total budget for FY22 is \$8,648,800 which represents a \$5.5 million increase from last year.

Information Technology

This fund was established to account for the City's information resources and related information technology services which includes leased computers, land lines, internet, computer support, telephone, cybersecurity, public safety technology support and data needs for all departments. The FY22 budget is \$8,669,200, which represents a decrease of \$3,138,300 from last year.

All Funds Revenue Summary

Fund	Fund Name	FY 2019	FY 2020	FY 2021	FY 2021	FY 2022	%
001	General Fund	\$164,186,081	\$164,802,972	\$176,401,315	\$184,298,446	\$186,667,224	5.8%
002	General Donations Fund	182,987	180,196	—	—	—	0.0%
005	Billboard Revenue (Sub-Fund)	—	931,068	1,125,000	619,900	825,200	-26.6%
006	Economic Development(Sub-Fund)	—	3,341,967	842,000	842,000	50,000	-94.1%
Special Revenue Funds							
110	Police Education	11,010	7,204	12,300	12,300	10,600	-13.8%
145	Public Safety Outside Services	1,685,677	1,518,018	1,709,300	1,457,000	1,669,500	-2.3%
160	Law Enforcement Trust	405,022	97,660	—	1,215,824	—	—%
162	Federal Grants	1,006,008	931,468	6,144,155	19,930,868	5,630,655	-8.4%
163	State & County Grants	5,863,635	1,203,990	311,245	963,963	311,245	—%
164	Neighborhood Stabilization Prog.	100,166	86,086	—	819,016	—	—%
166	S.H.I.P. Program	822,947	339,052	—	1,426,689	—	0.0%
167	CDBG/Outreach Program	845,148	826,970	710,030	2,996,788	754,930	6.3%
170	Affordable Housing Trust	—	—	—	100,000	2,000,000	0.0%
Debt Service Funds							
201	Debt Service	1,487,091	1,982,759	2,598,750	2,598,750	2,166,600	-16.6%
203	Capital Improvement Rev Bonds 15	5,235,840	6,123,394	6,292,300	6,292,300	6,294,700	0.0%
204	CIP Bonds 2013	4,305,761	4,663,351	4,754,300	4,754,300	2,101,100	-55.8%
205	Tax. Spec. Obligation Bonds 2021	—	—	—	51,000,000	671,900	—%
Capital Improvements (CIP) Funds							
380	Police CIP	244,125	875,065	291,610	291,610	620,700	112.9%
381	Fire & EMS CIP	244,155	830,728	296,400	296,400	836,600	182.3%
385	Street Construction & Maintenance	3,648,732	3,167,540	3,153,555	3,278,536	3,633,200	15.2%
387	Park Development	2,045,296	3,837,436	2,412,000	6,924,417	4,288,800	77.8%
388	CIP Bonds 2013	170,142	45,409	67,100	593,677	2,700	-96.0%
389	2017 CIP Loan	162,888	65,634	75,500	3,492,768	9,400	-87.5%
391	2020 CIP Loan-Non-Taxable	—	5,029,524	14,400	2,481,950	2,100,200	14484.7%
392	2020 CIP Loan-Taxable	—	5,035,509	3,000	3,829,870	1,000,100	33236.7%
393	CIP Grants	576,121	490,244	—	10,086,821	—	—%
394	2022 CIP Loan	—	—	—	—	8,000,000	—%
395	Capital Projects	1,631,338	2,092,520	41,000	4,200,177	2,924,750	7033.5%
Enterprise Funds							
410	Utility	48,306,406	52,529,979	51,529,910	75,521,486	65,721,984	27.5%
413	Utility Construction Revenue Bonds	—	—	—	—	—	—%
414	Contribution in Aid of Construction	2,397,397	3,751,933	2,533,700	6,389,423	4,209,800	66.2%
415	Stormwater Management	4,750,579	5,578,200	5,778,800	18,687,100	5,774,989	-0.1%
Internal Service Funds							
501	Health Insurance	16,263,851	17,979,850	20,266,200	20,324,200	19,115,200	-5.7%
502	Risk Management	8,092,577	7,745,530	10,041,300	10,041,300	10,010,200	-0.3%
503	Fleet Maintenance	5,510,784	7,787,221	3,134,400	11,767,188	8,648,800	175.9%
504	Information Technology	6,080,094	7,021,968	11,807,500	11,807,500	8,669,200	-26.6%
Total Operating & Capital Budget		\$286,261,858	\$310,900,444	\$312,347,070	\$469,342,566	\$354,720,277	13.6%
Less: Transfers between funds		(17,115,451)	(21,329,428)	(21,837,385)	(32,904,940)	(25,813,250)	18.2%
Less: Internal Service Funds		(35,947,306)	(40,534,568)	(45,249,400)	(53,940,188)	(46,443,400)	2.6%
Net Operating & Capital Budget		\$233,199,101	\$249,036,448	\$245,260,285	\$382,497,438	\$282,463,627	15.2 %



All Funds Expenditure Summary

Fund #	Fund Name	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget	% Change
001	General Fund	\$159,317,821	\$172,722,880	\$176,401,315	\$184,298,446	\$186,667,224	5.8%
002	General Donations Fund	151,119	108,363	—	—	—	0.0%
005	Billboard Revenue (Sub-Fund)	—	—	1,125,000	619,900	825,200	-26.6%
006	Economic Development(Sub-Fund)	—	1,616,575	842,000	842,000	50,000	-94.1%
	Special Revenue Funds						—%
110	Police Education	206	279	12,300	12,300	10,600	-13.8%
145	Public Safety Outside Services	1,710,802	1,668,376	1,709,300	1,457,000	1,669,500	-2.3%
160	Law Enforcement Trust	765,882	564,837	—	1,215,824	—	0.0%
162	Federal Grants	1,006,008	931,468	6,144,155	19,930,868	5,630,655	-8.4%
163	State & County Grants	5,863,635	1,203,990	311,245	963,963	311,245	0.0%
164	Neighborhood Stabilization Prog.	100,166	86,086	—	819,016	—	0.0%
166	S.H.I.P. Program	811,350	336,240	—	1,426,689	—	0.0%
167	CDBG/Outreach Program	845,148	826,970	710,030	2,996,788	754,930	6.3%
170	Affordable Housing Trust	—	—	—	100,000	2,000,000	0.0%
	Debt Service Funds						—%
201	Debt Service	1,974,475	2,393,709	2,598,750	2,598,750	2,166,600	-16.6%
203	Capital Improvement Rev Bonds 15	6,301,737	6,293,325	6,292,300	6,292,300	6,294,700	0.0%
204	CIP Bonds 2013	4,599,657	4,662,256	4,754,300	4,754,300	2,101,100	-55.8%
205	Tax. Spec. Obligation Bonds 2021	—	—	—	51,000,000	671,900	0.0%
	Capital Improvements (CIP) Funds						—%
380	Police CIP	513,236	724,719	291,610	291,610	620,700	112.9%
381	Fire & EMS CIP	484,010	491,276	296,400	296,400	836,600	182.3%
385	Street Construction & Maintenance	6,493,554	4,000,122	3,153,555	3,278,536	3,633,200	15.2%
387	Park Development	2,652,193	3,409,741	2,412,000	6,924,417	4,288,800	77.8%
388	CIP Bonds 2013	2,419,212	4,112,088	67,100	593,677	2,700	-96.0%
389	2017 CIP Loan	1,419,747	2,331,281	75,500	3,492,768	9,400	-87.5%
391	2020 CIP Loan-Non-Taxable	—	434,780	14,400	2,481,950	2,100,200	14484.7%
392	2020 CIP Loan-Taxable	—	175,050	3,000	3,829,870	1,000,100	33236.7%
393	CIP Grants	576,121	490,244	—	10,086,821	—	0.0%
394	2022 CIP Loan	—	—	—	—	8,000,000	0.0%
395	Capital Projects	1,417,822	1,303,592	41,000	4,200,177	2,924,750	7033.5%
	Enterprise Funds						—%
410	Utility	43,635,467	50,488,015	51,529,910	75,521,486	65,721,984	27.5%
413	Utility Construction Revenue Bonds	301,074	301,074	—	—	—	0.0%
414	Contribution in Aid of Construction	294,927	313,793	2,533,700	6,389,423	4,209,800	66.2%
415	Stormwater Management	3,028,883	3,406,435	5,778,800	18,687,100	5,774,989	-0.1%
	Internal Service Funds						—%
501	Health Insurance	16,229,613	16,560,321	20,266,200	20,324,200	19,115,200	-5.7%
502	Risk Management	5,708,616	6,593,214	10,041,300	10,041,300	10,010,200	-0.3%
503	Fleet Maintenance	4,177,990	4,760,293	3,134,400	11,767,188	8,648,800	175.9%
504	Information Technology	5,664,867	6,582,902	11,807,500	11,807,500	8,669,200	-26.6%
	Total Operating & Capital Budget	\$278,465,340	\$299,894,293	\$312,347,070	\$469,342,566	\$354,720,277	13.6%
	Less: Transfers between funds	(17,115,451)	(21,329,428)	(21,837,385)	(32,904,940)	(25,813,250)	18.2%
	Less: Internal Service Funds	(31,781,087)	(34,496,730)	(45,249,400)	(53,940,188)	(46,443,400)	2.6%
	Net Operating & Capital Budget	\$229,568,802	\$244,068,135	\$245,260,285	\$382,497,438	\$282,463,627	15.2%

Consolidated Expenditure Summary

Fund #	Fund Name	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget	% Change
Departmental (Operating)							
001	City Commission	\$ 1,475,825	\$ 1,586,941	\$ 1,890,231	\$ 1,890,231	\$ 1,863,700	-1.4%
001	Office of the City Manager	3,383,749	4,530,119	4,972,410	4,972,410	5,839,400	17.4%
001	Human Resources	2,064,825	2,548,812	3,106,200	3,106,200	3,208,300	3.3%
001	Legal	1,056,902	788,813	1,454,600	1,454,600	1,454,600	0.0%
001	Office of the City Clerk	951,539	837,098	1,128,074	1,128,074	1,006,170	-10.8%
001	Financial Services	4,445,880	4,645,575	5,098,046	5,098,046	5,210,100	2.2%
001	Procurement	1,190,206	1,298,424	1,331,568	1,331,568	1,474,450	10.7%
001	Management & Budget	1,586,626	1,753,602	1,867,850	1,867,850	1,963,550	5.1%
001	Police	51,009,751	53,742,394	54,312,400	54,459,190	55,368,731	1.9%
001	Fire-Rescue	36,812,777	39,389,596	39,751,333	44,888,731	41,313,121	3.9%
001	Community Development	6,405,167	6,425,144	7,038,691	6,813,691	6,880,794	-2.2%
001	Economic & Business Development	—	1,127,449	1,734,995	1,734,995	1,828,495	5.4%
001	Public Works	10,319,230	11,093,041	10,537,092	10,752,931	10,514,814	-0.2%
001	Parks & Recreation	15,223,066	13,375,710	14,097,653	14,097,653	15,074,635	6.9%
001	Community Services	6,441,879	6,470,843	7,764,552	7,764,552	8,249,393	6.2%
001	Cultural Affairs	3,821,840	3,352,158	3,205,300	3,205,300	3,916,989	22.2%
002	General Donations	151,119	108,363	—	—	—	0.0%
006	Economic Development (Sub-Fund)	—	1,616,575	750,000	750,000	50,000	-93.3%
110	Police Education	206	279	12,300	12,300	10,600	-13.8%
145	Public Safety Outside Services	1,510,802	1,468,376	1,469,500	1,217,200	1,469,500	0.0%
160	Law Enforcement Trust	765,882	564,837	—	621,388	—	0.0%
162	Federal Grants	275,851	449,034	—	2,405,496	—	0.0%
163	State & County Grants	20,126	8,835	—	180,314	—	0.0%
164	NSP	100,166	86,086	—	775,902	—	0.0%
166	S.H.I.P. Program	811,350	336,240	—	1,426,689	—	0.0%
167	CDBG/Outreach Program	845,148	826,970	710,030	2,996,788	754,930	6.3%
393	CIP Grants	—	—	—	—	—	0.0%
410	Financial Svcs-Utility Billing	1,472,811	1,646,697	1,827,550	1,952,550	1,912,450	4.6%
410	Utilities	24,248,214	29,821,978	31,488,760	32,552,201	33,354,334	5.9%
415	Stormwater Management	3,008,106	2,829,573	3,105,322	3,129,558	2,952,472	-4.9%
501	Health Fund	35,675	1,122,167	2,134,400	2,192,400	2,174,700	1.9%
502	Risk Management	989,874	620,513	583,100	583,100	609,900	4.6%
503	Fleet Maintenance	3,906,192	4,276,035	3,054,400	5,211,763	6,174,400	102.1%
504	Information Technology	5,384,114	6,316,494	10,708,700	10,708,700	7,570,300	-29.3%
	<i>Sub-Total</i>	\$189,714,898	\$205,064,769	\$215,135,057	\$231,282,371	\$222,200,828	3.3%
Non-Departmental							
001	Non-Departmental	\$ 4,439,320	\$ 5,735,532	\$ 4,314,000	\$ 5,344,068	\$ 5,943,400	37.8%
201	Debt Service	958	346	250	250	900	260.0%
203	Capital Imprvmt Rev Bonds 05	1,596	1,185	400	400	1,100	175.0%
204	CIP Bonds 2013	419	381	400	400	300	-25.0%
380	Police CIP	40	406	—	—	300	0.0%
381	Fire & EMS CIP	10	376	100	100	100	0.0%
385	Street Construction & Maintenance	392	662	1,000	1,000	700	-30.0%
387	Park Development	1,608	1,341	1,500	1,500	3,600	140.0%
388	CIP Bonds 2013	672	564	—	—	300	0.0%
389	2017 CIP Loan	696	316	300	300	100	-66.7%
391	2020 CIP Loan - Non-Taxable	—	2,330	—	—	200	0.0%
392	2020 CIP Loan - Taxable	—	1,920	—	—	100	0.0%
395	Capital Projects	586	442	400	400	400	0.0%



Consolidated Expenditure Summary

Fund #	Fund Name	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget	% Change
410	Utility Fund	(6,350,112)	(5,728,660)	8,844,900	9,467,900	8,587,700	-2.9%
413	Utility Construction Rev Bond	—	—	—	—	—	0.0%
414	Contribution in Aid of Construction	(2,002,357)	(105,865)	7,000	7,000	7,500	7.1%
415	Stormwater Management	(5,566,436)	(2,095,954)	—	—	—	0.0%
501	Health Insurance	16,193,938	15,438,155	18,131,800	16,401,800	16,940,500	-6.6%
502	Risk Management	4,718,743	5,972,701	9,458,200	9,458,200	9,400,300	-0.6%
503	Fleet Maintenance	(1,043,190)	(963,933)	—	6,547,406	2,394,400	0.0%
504	Information Technology	—	—	—	—	—	0.0%
	<i>Sub-Total</i>	\$ 10,396,883	\$ 18,262,245	\$ 40,760,250	\$ 47,230,724	\$ 43,281,900	6.2%
Debt Service							
001	General Fund	\$ 391,770	\$ 474,954	\$ 475,200	\$ 475,200	\$ 475,200	0.0%
201-205	Debt Service Funds	12,872,895	13,347,379	13,374,300	64,364,700	11,232,000	-16.0%
410	Utility Fund-Non Departmental	1,373,718	1,705,210	5,443,300	5,443,300	5,601,000	2.9%
414	CIAC	86,559	77,238	526,700	526,700	526,800	0.0%
415	Stormwater Management	117,191	182,474	1,292,900	1,292,900	1,212,900	-6.2%
504	Information Technology	10,539	6,579	1,098,800	1,098,800	1,098,900	0.0%
	<i>Sub-Total</i>	\$ 14,852,672	\$ 15,793,835	\$ 22,211,200	\$ 73,201,600	\$ 20,146,800	-9.3%
Capital Improvement							
163	State & County Grants	\$ 5,471,610	\$ 803,905	\$ —	\$ 397,494	\$ —	0.0%
380	Police CIP	182,796	86,813	—	—	—	0.0%
381	Fire and EMS CIP	—	—	—	—	340,000	0.0%
385	Street Construction & Maintenance	2,641,485	924,993	—	124,981	500,000	0.0%
387	Park Development	375,485	847,101	—	4,512,417	1,600,000	0.0%
388	CIP Bonds 2013	2,418,540	4,111,524	—	526,577	—	0.0%
389	2017 CIP Loan	1,419,051	2,330,965	—	3,417,268	—	0.0%
391	2020 CIP Loan-Non-Taxable	—	432,450	—	2,467,550	2,100,000	0.0%
392	2020 CIP Loan-Taxable	—	173,130	—	3,826,870	1,000,000	0.0%
393	CIP Grants	576,121	490,244	—	10,072,243	—	0.0%
394	2022 CIP Loan	—	—	—	—	8,000,000	0.0%
395	Capital Projects	1,415,336	1,303,150	—	4,059,177	2,914,350	0.0%
410	Utility Fund	13,373,776	13,303,579	3,395,000	25,575,135	15,740,000	363.6%
414	CIAC	2,008,986	242,595	2,000,000	5,855,723	1,000,000	-50.0%
415	Stormwater Management	5,092,072	2,072,902	340,000	13,224,064	700,000	105.9%
	<i>Sub-Total</i>	\$ 34,975,259	\$ 27,123,348	\$ 5,735,000	\$ 74,059,499	\$ 33,894,350	491.0%
Interfund Transfers							
001	General Fund	\$ 8,080,469	\$ 12,820,720	\$ 9,986,120	\$ 10,238,520	\$ 12,090,350	21.1%
005	Billboard Revenue (Sub-Fund)	—	—	1,125,000	619,900	825,200	-26.6%
145	Public Safety Outside Services	200,000	200,000	200,000	200,000	200,000	0.0%
162	Federal Grant	730,157	482,434	6,144,155	17,231,807	5,630,655	-8.4%
163	State & County Grant	371,899	391,250	311,245	386,155	311,245	0.0%
164	Neighborhood Stabilization Program	—	—	—	43,114	—	0.0%
380	Police CIP	330,400	637,500	291,610	291,610	620,400	112.7%
381	Fire and EMS CIP	484,000	490,900	296,300	296,300	496,500	67.6%
385	Street Construction & Maintenance	3,851,677	3,074,467	2,952,555	2,952,555	3,132,500	6.1%
387	Park Development	2,275,100	2,561,300	—	—	1,979,900	0.0%
393	CIP Grants	—	—	—	14,578	—	0.0%
395	Capital Projects	1,900	—	—	100,000	—	0.0%
410	Utility Fund	660,348	660,473	530,400	530,400	526,500	-0.7%
414	CIAC	129,502	10,384	—	—	—	0.0%
	<i>Sub-Total</i>	\$ 17,115,451	\$ 21,329,428	\$ 21,837,385	\$ 32,904,939	\$ 25,813,250	18.2%

Consolidated Expenditure Summary

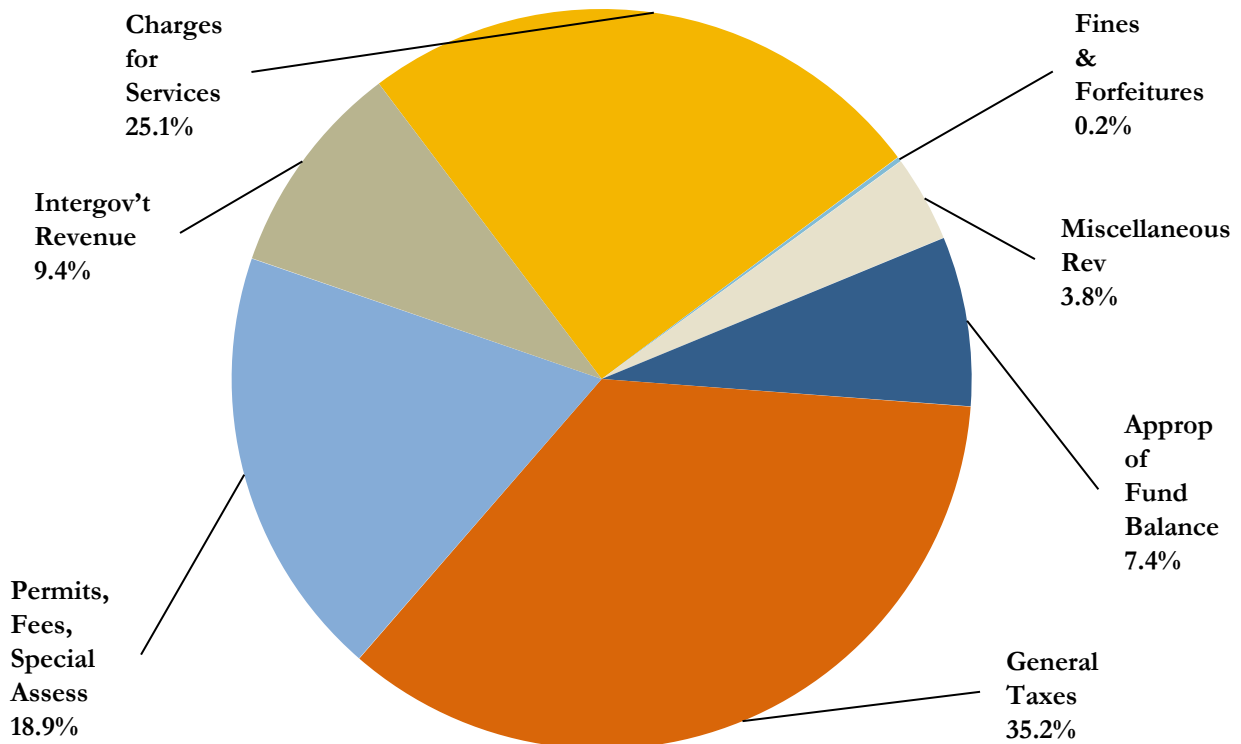
Fund #	Fund Name	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget	% Change
Other Uses							
001	General Fund	\$ 217,000	\$ 725,954	\$ 2,335,000	\$ 3,674,636	\$ 2,991,032	28.1%
006	Economic Development (Sub-Fund)	—	—	92,000	92,000	—	-100.0%
145	Public Safety Outside Services	—	—	39,800	39,800	—	-100.0%
160	Law Enforcement Trust	—	—	—	594,436	—	0.0%
162	Federal Grants	—	—	—	293,564	—	0.0%
163	State & County Grant	—	—	—	—	—	0.0%
170	Affordable Housing Trust	—	—	—	100,000	2,000,000	0.0%
204	CIP Bonds 2013	—	—	270,000	270,000	—	-100.0%
205	Taxable Spec. Obl. Fund 2021	—	—	—	9,600	—	0.0%
385	Street Construction & Maintenance	—	—	200,000	200,000	—	-100.0%
387	Park Development	—	—	2,410,500	2,410,500	705,300	-70.7%
388	CIP Bonds 2013	—	—	67,100	67,100	2,400	-96.4%
389	2017 CIP Loan	—	—	75,200	75,200	9,300	-87.6%
391	2020 CIP Loan-Non-Taxable	—	—	14,400	14,400	—	-100.0%
392	2020 CIP Loan-Taxable	—	—	3,000	3,000	—	-100.0%
395	Capital Projects	—	—	40,600	40,600	10,000	-75.4%
410	Utility Fund	—	—	—	—	—	0.0%
414	CIAC	—	—	—	—	2,675,500	0.0%
415	Stormwater Management	—	—	1,040,578	1,040,578	909,617	-12.6%
501	Health Insurance	—	—	—	1,730,000	—	0.0%
503	Fleet Maintenance	—	—	80,000	8,019	80,000	0.0%
	<i>Sub-Total</i>	\$ 217,000	\$ 725,954	\$ 6,668,178	\$ 10,663,433	\$ 9,383,149	40.7%
Depreciation							
410	Utility Fund	\$ 8,856,713	\$ 9,078,739	\$ —	\$ —	\$ —	0.0%
413	Utility Construction Revenue	301,074	301,074	—	—	—	0.0%
414	CIAC	72,238	89,441	—	—	—	0.0%
415	Stormwater Management	377,950	417,440	—	—	—	0.0%
503	Fleet Maintenance	1,314,988	1,448,190	—	—	—	0.0%
504	Information Technology	270,214	259,829	—	—	—	0.0%
	<i>Sub-Total</i>	\$ 11,193,176	\$ 11,594,714	\$ —	\$ —	\$ —	0.0%
	Total	\$278,465,340	\$299,894,293	\$312,347,070	\$469,342,566	\$354,720,277	13.6%



All Funds Revenues

Summary by Category	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget	% Change
General Taxes	\$ 86,303,436	\$ 89,604,773	\$ 94,212,369	\$ 94,212,369	\$ 99,410,169	5.5%
Permits, Fees, Special Assessment	46,445,330	56,195,877	48,179,584	48,179,584	53,411,697	10.9%
Intergovernmental Revenue	27,630,811	21,373,359	25,189,010	54,247,725	26,637,938	5.8%
Charges for Services	62,359,794	62,865,908	66,017,503	65,255,403	70,782,940	7.2%
Fines & Forfeitures	1,032,589	601,153	612,800	740,179	584,300	-4.7%
Miscellaneous Revenue	9,427,142	18,395,378	3,458,730	73,943,538	10,717,265	209.9%
Appropriation of Fund Balance	—	—	7,590,289	45,918,641	20,919,318	175.6%
Total	\$233,199,101	\$249,036,448	\$245,260,285	\$382,497,438	\$282,463,627	15.2%

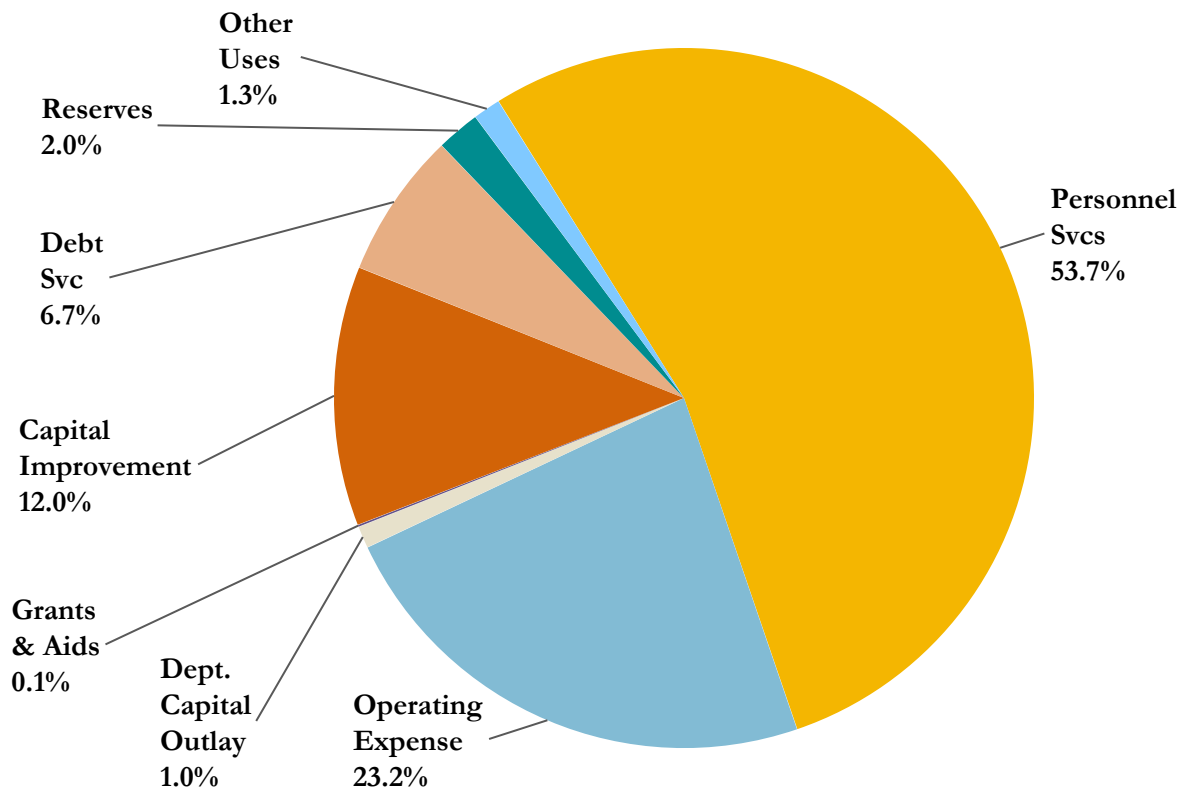
FY22 All Funds Revenue Source and Percent of Total Revenues



All Funds Expenditures

Summary by Category	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget	% Change
Personnel Services	\$133,651,456	\$145,353,074	\$147,763,700	\$152,767,645	\$151,728,900	2.7%
Operating Expense	51,737,172	51,873,471	61,292,849	67,680,737	65,358,067	6.6%
Capital Outlay	5,670,041	7,279,173	1,815,458	5,443,439	2,878,561	58.6%
Grants & Aids	482,429	1,920,238	977,700	1,547,114	277,700	-71.6%
Total Operating Expenditure	\$191,541,098	\$206,425,956	\$211,849,707	\$227,438,935	\$220,243,228	4.0%
Capital Improvement Program	13,577,597	11,257,275	5,735,000	74,059,499	33,894,350	491.0%
Depreciation	9,607,974	9,886,694	—	—	—	0.0%
Debt Service	14,842,133	15,787,256	21,112,400	72,102,800	19,047,900	-9.8%
Reserves	—	—	6,563,178	7,276,990	5,677,649	-13.5%
Other Uses	—	710,954	—	1,619,215	3,600,500	0.0%
Total	\$229,568,802	\$244,068,135	\$245,260,285	\$382,497,438	\$282,463,627	15.2%

FY22 All Funds Expenditure Source and Percent of Total Expenditures



All Funds Position Comparison Summary

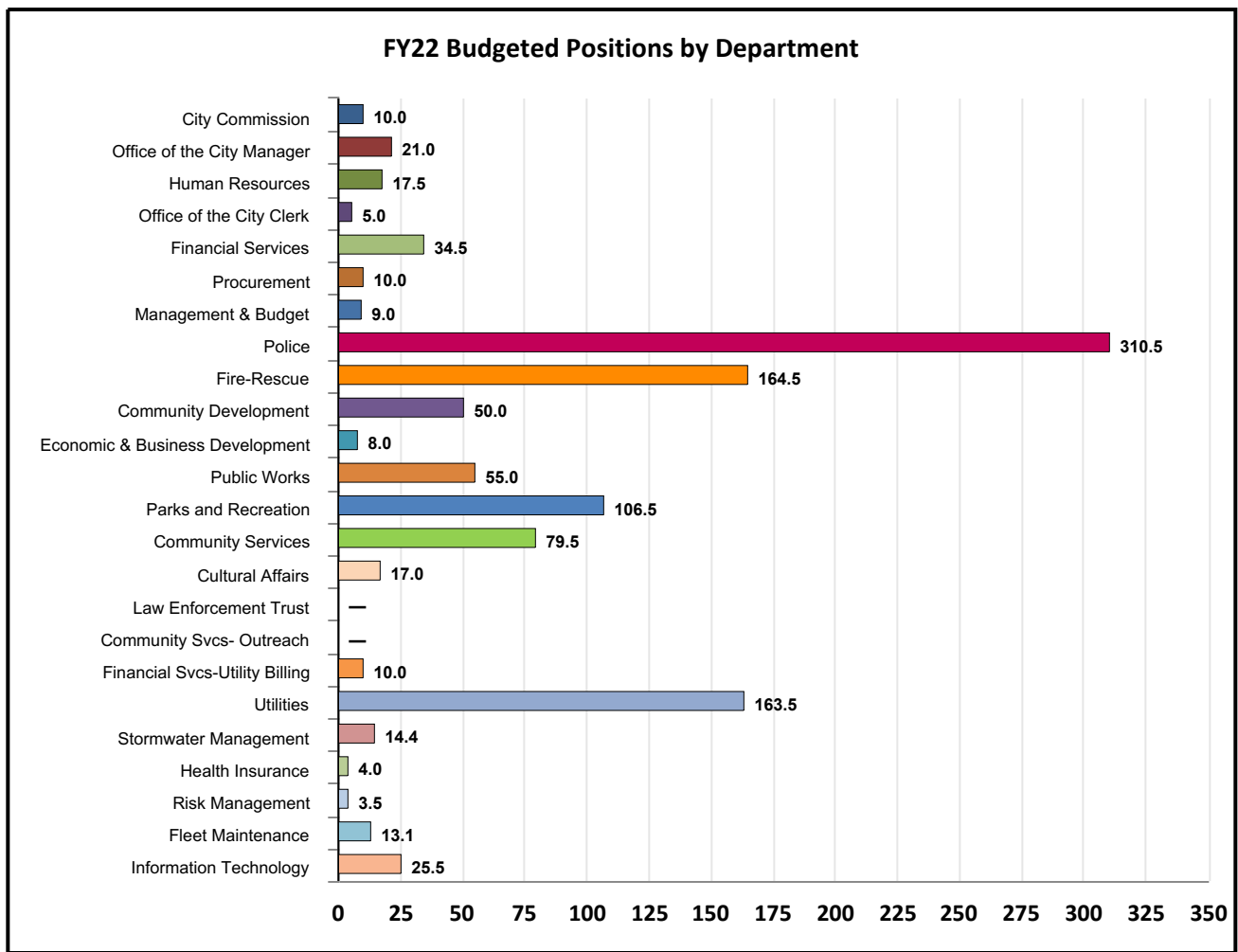
As indicated below, the budget includes a total of 1,132 FTE (Full-time equivalent) authorized positions. This reflects an increase of 5.5 FTEs compared to the FY21 budget. The total of 1,132 is comprised of 1,040 full-time, 150 (75 FTEs) part-time, 27 (13.5 FTEs) seasonal part-time, 5 (2.5 FTEs) temporary part-time and 1 temporary full-time budgeted positions.

Fund/ Dept. #	Department	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget	# FTE Change
001-01	City Commission	10.00	10.00	10.00	10.00	10.00	—
001-05	Office of the City Manager	16.00	20.00	21.50	22.00	21.00	(0.50)
001-06	Human Resources (HR)	14.00	17.00	17.50	17.50	17.50	—
001-08	Office of the City Clerk	4.00	5.00	5.00	5.00	5.00	—
001-10	Financial Services	36.50	35.50	35.50	35.50	34.50	(1.00)
001-11	Procurement	10.00	11.00	9.00	9.00	10.00	1.00
001-15	Management & Budget	10.00	10.00	9.00	9.00	9.00	—
001-20	Police	304.50	306.50	308.50	308.50	310.50	2.00
001-30	Fire-Rescue	166.00	165.00	164.50	164.50	164.50	—
001-41	Community Development*	54.50	50.00	50.50	52.00	50.00	(0.50)
001-43	Economic & Business Development	—	7.00	8.00	8.00	8.00	—
001-50	Public Works (PW)	61.50	74.00	59.50	59.50	55.00	(4.50)
001-60	Parks and Recreation	121.00	107.50	97.50	98.50	106.50	9.00
001-63	Community Services**	70.00	72.00	78.00	78.00	79.50	1.50
001-68	Cultural Affairs	18.00	17.00	15.00	15.00	17.00	2.00
160-20	Police-Law Enforcement Trust	3.00	3.00	3.00	3.00	—	(3.00)
167-43	Community Services-CDBG- Outreach**	2.00	2.00	2.00	2.00	—	(2.00)
410-10	Financial Services-Utility Billing	9.00	10.00	10.00	10.00	10.00	—
410-55	Utilities	157.50	162.00	165.00	165.00	163.50	(1.50)
415-50	PW - Stormwater Management	14.90	14.90	14.90	14.90	14.40	(0.50)
501-06	HR - Health Insurance	—	5.00	4.00	4.00	4.00	—
502-06	HR - Risk Management	5.00	3.00	3.00	3.00	3.50	0.50
503-50	PW - Fleet Maintenance	14.60	14.60	13.10	13.10	13.10	—
504-58	Information Technology	21.00	22.00	22.50	22.50	25.50	3.00
Total Full & Part-time Employees		1,123.00	1,144.00	1,126.50	1,129.50	1,132.00	5.50

* Formerly Community & Economic Development

** Formerly Social Services

FY22 Budgeted Positions by Department



Adopted Authorized Position Summary

Fund/Department	Fiscal Year 2021 Adopted					Fiscal Year 2022 Adopted								
	Regular Full-Time	Regular Part-Time	Seasonal Part-Time	Temporary Positions	Total FTE	Regular Full-Time	Regular Part-Time	Seasonal Part-Time	Temporary Positions	Total FTE	New Position FTE	Deleted Position FTE	Transfer (In/(Out)	Total Net FTE Change
City Commission	10.00	—	—	—	10.00	10.00	—	—	—	10.00	—	—	—	—
Office of the City Manager	21.00	0.50	—	—	21.50	21.00	—	—	—	21.00	1.50	—	(2.00)	(0.50)
Human Resources	15.00	2.50	—	—	17.50	16.00	1.50	—	—	17.50	—	—	—	—
Office of the City Clerk	5.00	—	—	—	5.00	5.00	—	—	—	5.00	—	—	—	—
Financial Services	35.00	—	—	0.50	35.50	34.00	—	—	0.50	34.50	—	(1.00)	—	(1.00)
Procurement	9.00	—	—	—	9.00	10.00	—	—	—	10.00	1.00	—	—	1.00
Management and Budget	9.00	—	—	—	9.00	9.00	—	—	—	9.00	—	—	—	—
Police	308.00	0.50	—	—	308.50	310.00	0.50	—	—	310.50	—	(1.00)	3.00	2.00
Fire-Rescue	163.00	1.50	—	—	164.50	163.00	1.50	—	—	164.50	—	—	—	—
Community Development	48.00	2.50	—	—	50.50	47.00	2.00	—	1.00	50.00	3.50	(4.00)	—	(0.50)
Economic & Business Development	8.00	—	—	—	8.00	8.00	—	—	—	8.00	—	—	—	—
Public Works	55.00	4.00	—	0.50	59.50	51.50	3.50	—	—	55.00	—	(4.50)	—	(4.50)
Parks & Recreation	62.00	28.50	6.50	0.50	97.50	63.00	30.00	12.00	1.50	106.50	11.00	(2.00)	—	9.00
Community Services	48.00	30.00	—	—	78.00	50.00	29.50	—	—	79.50	3.00	(3.00)	1.50	1.50
Cultural Affairs	13.00	0.50	1.50	—	15.00	15.00	0.50	1.50	—	17.00	2.00	—	—	2.00
General Fund Total	809.00	70.50	8.00	1.50	889.00	812.50	69.00	13.50	3.00	898.00	22.00	(15.50)	2.50	9.00
Law Enforcement Trust-Police	3.00	—	—	—	3.00	—	—	—	—	—	—	—	(3.00)	(3.00)
Law Enforcement Trust Fund Total	3.00	—	—	—	3.00	—	—	—	—	—	—	—	(3.00)	(3.00)
SAFER (Firefighters)	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Federal Grants Fund Total	—	—	—	—	—	—	—	—	—	—	—	—	—	—
CDBG - Outreach	2.00	—	—	—	2.00	—	—	—	—	—	—	—	(2.00)	(2.00)
Comm Dev Block Grant	2.00	—	—	—	2.00	—	—	—	—	—	—	—	(2.00)	(2.00)
Financial Services - Utility	10.00	—	—	—	10.00	10.00	—	—	—	10.00	—	—	—	—
Utilities	161.00	1.50	—	2.50	165.00	161.00	2.00	—	0.50	163.50	0.50	(4.00)	2.00	(1.50)
Utility Fund Total	171.00	1.50	—	2.50	175.00	171.00	2.00	—	0.50	173.50	0.50	(4.00)	2.00	(1.50)
Stormwater Management	14.90	—	—	—	14.90	14.40	—	—	—	14.40	—	—	(0.50)	(0.50)
Stormwater Mgmt Fund Total	14.90	—	—	—	14.90	14.40	—	—	—	14.40	—	—	(0.50)	(0.50)
Health Insurance	4.00	—	—	—	4.00	4.00	—	—	—	4.00	—	—	—	—
Health Insurance Fund Total	4.00	—	—	—	4.00	4.00	—	—	—	4.00	—	—	—	—
Risk Management	3.00	—	—	—	3.00	3.00	0.50	—	—	3.50	0.50	—	—	0.50
Risk Management Fund Total	3.00	—	—	—	3.00	3.00	0.50	—	—	3.50	0.50	—	—	0.50
Fleet Maintenance	12.10	1.00	—	—	13.10	12.10	1.00	—	—	13.10	—	—	—	—
Fleet Maintenance Fund Total	12.10	1.00	—	—	13.10	12.10	1.00	—	—	13.10	—	—	—	—
Information Technology	22.00	0.50	—	—	22.50	23.00	2.50	—	—	25.50	2.00	—	1.00	3.00
Information Technology Fund Total	22.00	0.50	—	—	22.50	23.00	2.50	—	—	25.50	2.00	—	1.00	3.00
ALL FUNDS TOTALS	1,041.00	73.50	8.00	4.00	1,126.50	1,040.00	75.00	13.50	3.50	1,132.00	25.00	(19.50)	—	5.50

All Funds Program Summary

The budget document is prepared to provide a comprehensive overview of all City services and a financial framework for the public, elected officials and city employees. It is developed to serve as the City's primary fiscal policy document, financial plan, operations guide and communication device. This section is comprised of the programs for the Outcome Focused Budget (OFB) which links the allocation of resources to the production of outcomes. The OFB is developed by defining the desired outcomes or results of a program, establishing a unit of service or set of services necessary to achieve those outcomes, and determining how many units of the desired outcome can be achieved with the budgeted funding. Resources are then allocated on the basis of expected performance. Performance is then tracked and analyzed to determine progress toward meeting the key intended outcome of the program.

There are 90 programs in this budget of which 66 are for General Fund, 14 for Enterprise Funds and 10 for Internal Service Funds. The following is a summary of all funds FY22 Dedicated Revenues, Expenditures, net cost and number of employees (FTE) to operate each budgeted program.

Fund	Department	Program	Dedicated Revenues	Direct Program	Net Cost	FTE
General Fund:						
	City Commission	City Commission	\$ —	\$ 1,863,700	\$ 1,863,700	10.00
	Office of the City	City Management	—	2,021,090	2,021,090	5.00
		Marketing & Public Relations	—	2,079,700	2,079,700	9.00
		Administration	—	1,738,610	1,738,610	7.00
		<i>Sub-Total</i>		—	5,839,400	5,839,400
	Human Resources	Administration	—	801,500	801,500	4.00
		Human Resources Operations	—	1,385,600	1,385,600	8.50
		Training and Development	—	553,300	553,300	3.00
		Div of Civil Rights & Emp Labor Rel	—	467,900	467,900	2.00
	<i>Sub-Total</i>		—	3,208,300	3,208,300	17.50
	Legal	Legal	—	1,454,600	1,454,600	—
	Office of the City Clerk	Administration	—	718,120	718,120	3.75
		Passport Services	61,400	162,350	100,950	0.75
		Municipal Election	—	125,700	125,700	0.50
		<i>Sub-Total</i>		61,400	1,006,170	944,770
	Financial Services	Administration	—	660,650	660,650	3.00
		Accounting & Revenue Enhancement	2,471,500	4,071,850	1,600,350	28.00
		Reporting and Training	—	101,750	101,750	1.00
		Grants Administration	—	375,850	375,850	2.50
	<i>Sub-Total</i>		2,471,500	5,210,100	2,738,600	34.50
	Procurement	Procurement Operations	292,000	1,106,050	814,050	8.00
		Mailroom Operations	—	368,400	368,400	2.00
		<i>Sub-Total</i>		292,000	1,474,450	1,182,450
	Management & Budget	Budget & Capital Project Mgmt.	—	1,173,450	1,173,450	5.65
		Strategic Planning & Performance Mgmt	—	424,100	424,100	1.55
		Fiscal & Structural Innovation	—	366,000	366,000	1.80
		<i>Sub-Total</i>		—	1,963,550	1,963,550
	Police	Office of the Chief	—	3,783,900	3,783,900	22.50
		Community Oriented Policing	392,400	26,663,898	26,271,498	150.00
		Specialized Support	9,500	8,511,100	8,501,600	41.00
		Code Compliance	551,500	1,977,900	1,426,400	16.00
		Criminal Investigations	—	5,376,450	5,376,450	30.00
		Property & Evidence	—	984,150	984,150	8.00



All Funds Program Summary

Fund	Department	Program	Dedicated Revenues	Direct Program	Net Cost	FTE
				3,686,200		
		Strategic Investigations	—		3,686,200	17.00
		Police Support Services	—	4,385,133	4,385,133	26.00
		<i>Sub-Total</i>	953,400	55,368,731	54,415,331	310.50
	Fire-Rescue	Administration	200	2,718,300	2,718,100	8.00
		Logistics	—	1,325,800	1,325,800	5.00
		Life Safety	1,600,000	2,147,900	547,900	8.00
		Fire Protection *	22,475,880	18,614,900	(3,860,980)	69.50
		Fire-Rescue Training	2,500	810,100	807,600	5.50
		Emergency Management	—	843,221	843,221	4.00
		Emergency Medical Services	1,612,392	14,852,900	13,240,508	64.50
		<i>Sub-Total</i>	25,690,972	41,313,121	15,622,149	164.50
	Community Develop.	Administration	—	917,800	917,800	6.50
		Planning & Redevelopment	175,612	1,479,664	1,304,052	10.00
		Building Permits & Inspections	6,971,632	4,483,330	(2,488,302)	33.50
		<i>Sub-Total</i>	7,147,244	6,880,794	(266,450)	50.00
	Economic & Business Development	Business Development	—	1,378,495	1,378,495	7.00
		Business Inclusion Diversity	—	450,000	450,000	1.00
		<i>Sub-Total</i>	—	1,828,495	1,828,495	8.00
	Public Works	Administration	—	587,033	587,033	2.45
		Building Maintenance	—	3,743,783	3,743,783	19.00
		Streets Maintenance	1,103,800	1,978,247	874,447	8.00
		Community Shuttle Service	1,858,200	1,342,185	(516,015)	8.90
		Solid Waste Management	1,916,965	823,483	(1,093,482)	5.65
		Landscape Maintenance	—	2,040,083	2,040,083	11.00
		<i>Sub-Total</i>	4,878,965	10,514,814	5,635,849	55.00
	Parks & Recreation	Administration	—	2,389,100	2,389,100	8.00
		Vernon E. Hargray Youth Enrich. Ctr.	68,492	713,910	645,418	9.00
		Athletics	80,000	465,700	385,700	5.00
		Sunset Lakes	219,800	781,655	561,855	9.50
		Miramar Regional Park	215,100	1,983,630	1,768,530	12.50
		Special Events	27,500	979,100	951,600	4.50
		Aquatics	504,000	2,058,535	1,554,535	26.00
		Ansin Sports Complex	211,575	944,200	732,625	9.00
		Park Maintenance	52,000	3,240,900	3,188,900	16.00
		Vizcaya Park	115,500	599,105	483,605	7.00
		Miramar Reg Park Amphitheater	323,577	918,800	595,223	—
		<i>Sub-Total</i>	1,817,544	15,074,635	13,257,091	106.50
	Community Services	Administration	—	812,750	812,750	5.00
		Senior Services	737,405	3,112,404	2,374,999	26.50
		Adult Daycare Center	215,950	831,100	615,150	10.50
		Childcare	1,352,783	3,493,139	2,140,356	37.50
		<i>Sub-Total</i>	2,306,138	8,249,393	5,943,255	79.50
	Cultural Affairs	Administration	5,000	775,700	770,700	3.00
		Arts & Education	107,750	559,800	452,050	4.50
		Food & Beverage Services	579,000	574,800	(4,200)	2.50
		Theater Production	605,000	2,006,689	1,401,689	7.00
		<i>Sub-Total</i>	1,296,750	3,916,989	2,620,239	17.00
	Total General Fund		\$ 46,915,913	\$ 163,712,642	\$118,251,329	898.00

All Funds Program Summary

Fund	Department	Program	Dedicated Revenues	Direct Program	Net Cost	FTE
Special Revenue Fund:						
Community Development Block Grant (CDBG)	Community Services	CDBG-Outreach	—	—	—	—
	Total Special Revenue Fund		\$ —	\$ —	\$ —	—
Enterprise Funds:						
Utility	Financial Services	Utility Billing	1,595,000	1,912,450	317,450	10.00
		<i>Sub-Total</i>	1,595,000	1,912,450	317,450	10.00
	Utilities	Administration	—	3,916,300	3,916,300	18.50
		Office of Operational Services	—	2,517,100	2,517,100	16.00
		Electrical Instrument & Contr	—	1,082,500	1,082,500	6.00
		Water Treatment & Supply	—	6,472,200	6,472,200	24.00
		Wastewater Treatment & Disp	—	5,021,500	5,021,500	15.00
		Plant Maintenance	—	1,468,200	1,468,200	11.00
		Water Trans & Dist Maintenance	—	1,940,700	1,940,700	14.00
		Water Accountability	—	1,197,600	1,197,600	7.00
		Wastewater Collection Maint	—	4,665,500	4,665,500	24.00
		Water & Wastewater Qual Ctrl	—	1,418,800	1,418,800	8.00
		Support Services	—	922,600	922,600	5.50
		Engineering & Strategic Development	239,800	2,731,334	2,491,534	14.50
		<i>Sub-Total</i>	239,800	33,354,334	33,114,534	163.50
	Total Utility Fund		\$ 1,834,800	\$ 35,266,784	\$ 33,431,984	173.50
Stormwater Management	Public Works	Stormwater Management	5,754,389	2,952,472	(2,801,917)	14.40
	Total Stormwater Management Fund		\$ 5,754,389	\$ 2,952,472	\$ (2,801,917)	14.40
Internal Service Funds:						
Health Insurance	Human Resources	Benefits Administration	1,817,400	1,817,400	—	3.00
		Wellness	357,300	357,300	—	1.00
		<i>Sub-Total</i>	2,174,700	2,174,700	—	4.00
Risk Management	Human Resources	Risk Management	609,900	609,900	—	3.50
		<i>Sub-Total</i>	609,900	609,900	—	3.50
Fleet Maintenance	Public Works	Fleet Maintenance	6,174,400	6,174,400	—	13.10
		<i>Sub-Total</i>	6,174,400	6,174,400	—	13.10
Information Technology	IT	Administration	679,500	679,500	—	3.00
		Data Services	2,269,900	2,269,900	—	5.50
		Network Services	2,703,800	2,703,800	—	3.50
		Helpdesk	1,319,000	1,319,000	—	4.50
		Cyber Security	1,092,300	1,092,300	—	3.50
		Public Safety IT	604,700	604,700	—	5.50
		<i>Sub-Total</i>	8,669,200	8,669,200	—	25.50
	Total Internal Service Fund		\$ 17,628,200	\$ 17,628,200	\$ —	46.10
Total	90 Programs		\$ 72,133,302	\$ 219,560,098	\$ 148,881,396	1,132.00

* Dedicated revenue covers full cost of fire protection expenses and allowable expenditures in other programs and CIP.

Note: Dedicated revenues cover the costs of administration related to program function.



Capital Improvement Program FY 2022 — FY 2026

Overview of Recommended Capital Projects

The Capital Improvement Program (CIP) five year plan expenditure projection for FY 2022 - FY 2026 is \$211,718,520. This includes 85 projects of which 37 will impact the FY22 Annual Budget.

The CIP program is broken down by the following four (4) functional categories:

- Park Facilities
- Infrastructure Redevelopments and Improvements
- Public Buildings
- Capital Equipment, Vehicles and Software

FY 2022 - FY 2026, five year estimated cost for each category is as follows:

Park Facilities: The total five year estimated cost for this category is \$32,121,012. This cost is for 31 projects of which 12 are budgeted in FY22 for \$3,679,350.

Infrastructure Redevelopment and Improvements: The total five year estimated cost for this category is \$150,908,252. This cost is for 39 projects of which 18 are budgeted in FY22 for \$20,065,000.

Public Buildings: The total five year estimated cost for this category is \$19,280,000. This cost is for 8 projects of which 5 are budgeted in FY22 for \$9,580,000.

Capital Equipment, Vehicles and Software: The total five year estimated cost for this category is \$9,409,256. This cost is for 7 projects of which 2 are budgeted in FY22 for \$570,000.

The proposed funding plan involves a commitment to annual appropriations established in the FY22 annual budget and long-term financing for these projects.

The total capital expenditure that will impact FY22 budget is \$33,894,350. The funding sources are allocated as follows:

Fund/Source	Amount
Fire & EMS CIP Fund	\$340,000
Street Construction & Maintenance Fund	500,000
Park Development Fund	1,600,000
2020 CIP Loan Fund-Non-Taxable	2,100,000
2020 CIP Loan Fund-Taxable	1,000,000
2022 CIP Loan Fund	8,000,000
Capital Projects Fund-General Fund Contribution	2,914,350
Utility Fund	6,920,000
City of Cooper City/City of Hollywood Contributions	8,820,000
Contribution in Aid of Construction Fund	1,000,000
Stormwater Management Fund	700,000
Total	\$33,894,350

Capital Improvement Program FY 2022 — FY 2026

FY 2022 - FY 2026 by funding source and department are allocated as follows:

Fund/Source	Amount
General Fund	\$2,550,947
Fire & EMS CIP Fund	340,000
Street Construction & Maintenance Fund	500,000
Park Development Fund	3,800,000
2020 CIP Loan Fund-Non-Taxable	2,100,000
2020 CIP Loan Fund-Taxable	1,000,000
Capital Grants Fund	42,471,119
2022 CIP Loan Fund	8,000,000
Capital Projects Fund-General Fund Contribution	2,914,350
Utility Fund	27,370,291
City of Cooper City/City of Hollywood Contributions	8,820,000
Contribution in Aid of Construction Fund	9,000,000
Stormwater Management Fund	2,274,904
State Revolving Fund Loan	8,460,732
To Be Determined	92,116,177
Total	\$211,718,520

Department	Amount
Fire-Rescue	\$2,196,550
Public Works	22,085,608
Parks and Recreation	11,188,250
Community Services	285,840
Utilities-Support Services	35,286,326
Utilities-Engineering & Strategic Development	89,857,304
Utilities	41,305,000
Information Technology	9,513,642
Total	\$211,718,520



Completed CIP - Landscaping & Beautification Project - Miramar Parkway

Capital Improvement Program FY 2022 — FY 2026

Section I: List of 5 Year Capital Projects that will have a fiscal impact on the FY22 budget

Project Number	Project Title	5-Year Schedule FY 2022 - FY 2026	Department	FY 2022 Budget	FY 2023 - FY 2026	5-Year Total Cost
Park Facilities						
51001	Vizcaya Park	FY 23	UT-Support Svcs	\$ —	\$ 470,000	\$ 470,000
51003	Park Improvements-Variou	GF-Capital Projects Fund 395	Parks & Recreation	275,000	60,000	335,000
51006	Amphitheater at Miramar Regional Park	FY 23	UT-Support Svcs	—	450,000	450,000
51017	Parks Restroom Facilities	GF-Capital Projects Fund 395	Parks & Recreation	70,000	—	70,000
51021	Playground Resurfacing	GF-Capital Projects Fund 395	Parks & Recreation	80,000	240,000	320,000
51022	Skate Parks	GF-Capital Projects Fund 395	Parks & Recreation	50,000	—	50,000
51023	Ansin Sports Complex - Phase IV	Park Development Fund 387	UT-Engineering	1,600,000	3,200,000	4,800,000
51024	City of Miramar 911 Remembrance Monument	GF-Capital Projects Fund 395	UT-Support Svcs	465,000	—	465,000
51030	East (Historic) Miramar Aquatic Pool Renovation	GF-Capital Projects Fund 395	Parks & Recreation	305,000	—	305,000
51032	Shirley Branca Park Canopy Addition	GF-Capital Projects Fund 395	Parks & Recreation	220,000	—	220,000
51034	Huntington Park - South Redevelopment	GF-Capital Projects Fund 395	Parks & Recreation	164,350	61,400	225,750
51035	Art in the Parks	GF-Capital Projects Fund 395	Parks & Recreation	200,000	150,000	350,000
51036	Vizcaya Park - Running Track	GF-Capital Projects Fund 395	UT-Support Svcs	150,000	650,000	800,000
51037	Covered Awning System at Vizcaya Park Patio Area	GF-Capital Projects Fund 395	UT-Support Svcs	100,000	—	100,000
Future	Miramar Athletic Park Field Conversion	FY 23 - FY 24	Parks & Recreation	—	3,615,000	3,615,000
Future	Country Lakes West Park	FY 23 - FY 25	UT-Support Svcs	—	3,880,000	3,880,000
Future	Country Lakes East Park	FY 23 - FY 25	UT-Support Svcs	—	2,725,000	2,725,000
Future	Corporate Pavilion Enclosure at Miramar Regional Park	FY 23 - FY 24	Parks & Recreation	—	435,000	435,000
Future	Miramar Regional Overflow Parking Improvements	FY 23 - FY 24	UT-Support Svcs	—	5,355,000	5,355,000
Future	Linear Park Lighting Improvements	FY 23 - FY 24	UT-Support Svcs	—	366,000	366,000
Future	Miramar Aquatics Equipment Replacement	FY 23	UT-Support Svcs	—	245,326	245,326
Future	Lakeshore Park Improvements - Phase II	FY 23	Parks & Recreation	—	155,000	155,000
Future	Miramar Regional Park Artificial Turf	FY 23	Parks & Recreation	—	995,000	995,000
Future	Ansin Sports Complex Stadium Improvements	FY 23	Parks & Recreation	—	1,465,000	1,465,000
Future	Miramar Aquatic Complex Building Expansion	FY 23	Parks & Recreation	—	282,500	282,500
Future	Veteran's Memorial Park Improvements	FY 23	Parks & Recreation	—	200,000	200,000
Future	Silver Shores Park Redevelopment	FY 23 - FY 24	Parks & Recreation	—	1,825,000	1,825,000
Future	Flamingo Estates Park Restroom	FY 23	Parks & Recreation	—	130,000	130,000
Future	Huntington Entrance Park - Dog Park	FY 24	Parks & Recreation	—	210,000	210,000
Future	Audio Visual Upgrades for City Parks	FY 24	Information Tech	—	350,786	350,786
Future	City Parks Wi-Fi Infrastructure	FY 24 - FY 26	Information Tech	—	925,650	925,650
Total PF Projects				\$ 3,679,350	\$ 28,441,662	\$ 32,121,012

Capital Improvement Program FY 2022 — FY 2026

Project Number	Project Title	5-Year Schedule FY 2022 - FY 2026	Department	FY 2022 Budget	FY 2023 - FY 2026	5-Year Total Cost
Section I: List of 5 Year Capital Projects that will have a fiscal impact on the FY22 budget Cont.						
Infrastructure Redevelopment & Improvements						
52004	Sewer Line Rehabilitation	Utility Fund 410	Utilities	350,000	1,400,000	1,750,000
52009	Public Informational Signs	FY 23	UT-Support Svcs	—	300,000	300,000
52016	Meter Repair & Replacement	Utility Fund 410	Utilities	350,000	1,400,000	1,750,000
52021	Historic Miramar Canal Improvements	FY 23 - FY 26	Public Works	—	1,360,000	1,360,000
52022	Street Construction & Resurfacing-Various Locations	Street Construction & Maint. Fund 385, 2022 CIP Loan Fund 394	Public Works	3,420,740	4,000,000	7,420,740
52024	Bass Creek Rd-SW 148 Ave to approx. 3,270 Feet East	FY 23 - FY 24	UT-Engineering	—	3,680,000	3,680,000
52036	Landscaping & Beautification-Miramar Parkway, Miramar Blvd, Red Road Gateway & University Drive	FY 23	UT-Engineering	—	500,000	500,000
52038	West WTP Laboratory & Office Space Modification	Utility Fund 410	UT-Support Svcs	400,000	—	400,000
52047	Reclaimed Water System Expansion/Piping - I-75 Crossing & T&D Improvements	City of Cooper City, and City of Hollywood Contributions 410	Utilities	8,820,000	—	8,820,000
52060	Air Conditioning Systems Replacement Program	FY 23 - FY 26	Public Works	—	630,000	630,000
52061	Pembroke Road-SW 160 Ave to US 27/Mir Pkwy Ext.	FY 23 - FY 26	UT-Engineering	—	40,000,000	40,000,000
52062	Left-Turn Lane from Red Road to Miramar Town Center	FY 24	UT-Engineering	—	365,000	365,000
52063	Repair/Replacement of Existing Sidewalks	Street Construction & Maint. Fund 385	Public Works	100,000	600,000	700,000
52069	LED Streetlight Installation & Upgrade	FY 23 - FY 25	Public Works	—	1,057,146	1,057,146
52072	Water Service Line/Main Repair/Replacement	Utility Fund 410	Utilities	500,000	1,800,000	2,300,000
52074	ADA Evaluation and Corrective Action	FY 23 - FY 26	UT-Engineering	—	800,000	800,000
52076	Country Club Ranches Water Main Improvements - Phase I	CIAC Fund 414	Utilities	1,000,000	6,000,000	7,000,000
52078	SCADA Cybersecurity Improvement	Utility Fund 410	Information Tech	800,000	600,000	1,400,000
52085	Sustainable Renewable Energy & Conservation Initiatives	FY 23 - FY 26	Utilities	—	2,000,000	2,000,000
52087	Bus Facilities Infrastructure Improvement Program	GF-Capital Projects Fund 395	Public Works	100,000	1,098,900	1,198,900
52091	Utilities Collection & Distribution System Improvements (Master Plan & Subsequent Construction)	Utility Fund 410	Utilities	500,000	3,000,000	3,500,000
52092	West Water Treatment Plant Capacity Improvements & Upgrades	Utility Fund 410	Utilities	1,285,000	3,000,000	4,285,000
52093	Wastewater Reclamation Facility Capacity Improvements & Re-Rating	Utility Fund 410	Utilities	1,000,000	8,000,000	9,000,000
52095	Removal of Trees along City-Owned Canals	Stormwater Mgmt Fund 415	Public Works	100,000	200,000	300,000
52096	Eastbound Turn Lane Extension along Miramar Pkwy from Dykes Rd to Southbound I-75	2022 CIP Loan Fund 394	UT-Engineering	450,000	—	450,000
52097	Miramar Bike & Pedestrian Mobility Improvements	2022 CIP Loan Fund 394	UT-Engineering	529,260	4,510,000	5,039,260
52098	Miramar Boulevard Westbound Left Turn Lane at Buttonwood Avenue	2022 CIP Loan Fund 394	UT-Engineering	160,000	—	160,000
52099	Barrier Wall at County Line Road	GF-Capital Projects Fund 395	UT-Support Svcs	200,000	300,000	500,000
Future	Fleet Maintenance Vehicle Parking Lot	FY 23 - FY 24	Public Works	—	372,590	372,590
Future	Historic Miramar Drainage Improvements - Phase V	FY 23 - FY 24	Public Works	—	6,030,241	6,030,241
Future	Historic Miramar Drainage Improvements - Phase VI	FY 26	Public Works	—	2,430,491	2,430,491
Future	SW 148 Ave Widening-Miramar Pkwy to Bass Creek Rd	FY 25 - FY 26	UT-Engineering	—	10,420,000	10,420,000
Future	Miramar Blvd Widening-Palm Ave to Douglas Rd	FY 25 - FY 26	UT-Engineering	—	11,420,000	11,420,000
Future	Honey Hill Road Widening-Red Rd to Flamingo Rd	FY 25 - FY 26	UT-Engineering	—	10,420,000	10,420,000
Future	Installation of Guardrail along Utopia Drive	FY 23	Public Works	—	210,000	210,000
Future	HR Department Office Renovations	FY 23	UT-Support Svcs	—	350,000	350,000
Future	Sidewalk Improvements Around AC-Perry K-8	FY 23 - FY 25	UT-Engineering	—	1,803,044	1,803,044
Future	2 Million Gallon Storage Tank Rehabilitation	FY 23	Utilities	—	500,000	500,000
Future	Sunset Lakes & Fairway Early Childhood Playground Equipment & Soft Surface Covering	FY 23	Community Svcs	—	285,840	285,840
Total IRI Projects				\$ 20,065,000	\$130,843,252	\$ 150,908,252



Capital Improvement Program FY 2022 — FY 2026

Project Number	Project Title	5-Year Schedule FY 2022 - FY 2026	Department	FY 2022 Budget	FY 2023 - FY 2026	5-Year Total Cost
Section I: List of 5 Year Capital Projects that will have a fiscal impact on the FY22 budget Cont.						
Public Buildings						
53012	Fire Station 107	Fire & EMS CIP Fund 381	UT-Support Svcs	200,000	—	200,000
53016	Facilities Capital Improvement	FY 23 - FY 25	UT-Support Svcs	—	1,100,000	1,100,000
53018	Historic Miramar Public Safety Complex	FY 23 - FY 24	UT-Support Svcs	—	1,225,000	1,225,000
53025	Historic Miramar Innovation & Technology Village	2020 CIP Loan Fund- Non-Taxable 391, 2020 CIP Loan Fund-Taxable 392, 2022 CIP Loan Fund 394, Utility Fund 410, Stormwater Mgmt Fund 415	UT-Support Svcs	8,740,000	1,000,000	9,740,000
53026	Fire & Rescue Logistics and Storage Space at the West Police Substation	Fire & EMS CIP Fund 381	UT-Support Svcs	140,000	2,100,000	2,240,000
53027	Vicki Coceano Childcare Facility Replacement with New Recreation & Multi-Purpose Facility	GF-Capital Projects Fund 395	UT-Support Svcs	400,000	4,100,000	4,500,000
53028	Covered Awning System at City Hall 3rd Floor Terrace Area	GF-Capital Projects Fund 395	UT-Support Svcs	100,000	—	100,000
Future	City Commission Conference Room Expansion	FY 23	UT-Support Svcs	—	175,000	175,000
Total PB Projects				\$ 9,580,000	\$ 9,700,000	\$ 19,280,000
Capital Equipment, Vehicles and Software						
54002	Enterprise Resource Planning System-STEAM	GF-Capital Projects Fund 395, Utility Fund 410	Information Tech	70,000	—	70,000
54017	Smart City Surveillance System & Real Time Crime Ctr	Utility Fund 410	Information Tech	500,000	5,423,224	5,923,224
Future	Air & Light Support Unit	FY 23	Fire-Rescue	—	396,550	396,550
Future	Special Operations Vehicle (SOV)	FY 24	Fire-Rescue	—	1,000,000	1,000,000
Future	Buses Improvement Program	FY 23	Public Works	—	375,500	375,500
Future	100' Aerial Tower Ladder	FY 23	Fire-Rescue	—	800,000	800,000
Future	Audio Visual Upgrades for Cultural Arts Theater	FY 24	Information Tech	—	843,982	843,982
Total CE Projects				\$ 570,000	\$ 8,839,256	\$ 9,409,256
Total FY 2022-FY 2026 CIP 5 Year Projects				\$ 33,894,350	\$ 177,824,170	\$ 211,718,520

Capital Improvement Program FY 2022 — FY 2026

Section II: Requested changes to Capital Projects that will have no fiscal impact on the FY22 budget

Funds will be transferred between the following CIP projects:

Project Number	Project Title	5-Year Schedule FY 2022 - FY 2026	Department	FY 2022 Transfer	FY 2022 - FY 2026 Requested Funding	5-Year Total Cost
51006	Amphitheater at Miramar Regional Park	2020 CIP Loan Fund- Non-Taxable 391	UT-Support Svcs	(110,000)	—	(110,000)
51018	Amphitheater at Miramar Regional Park - Concessions & Walkways	2020 CIP Loan Fund- Non-Taxable 391	UT-Support Svcs	25,000	—	25,000
51031	Monarch Lakes Park Playground	2020 CIP Loan Fund- Non-Taxable 391	Parks & Recreation	85,000	—	—
52026	Pembroke Road Widening from Dykes Road to Silver Shores Boulevard	Street Construction & Maint. Fund 385	UT-Engineering	(103,174)	—	(103,174)
52063	Repair/Replacement of Existing Sidewalks	Street Construction & Maint. Fund 385	Public Works	103,174	700,000	803,174
52050	Historic Miramar Complete Streets Development	CIP Rev Bond 2013 Fund 388, 2017 CIP Loan Fund 389	UT-Engineering	(71,427)	—	(71,427)
51024	City of Miramar 911 Remembrance Monument	2017 CIP Loan Fund 389	UT-Support Svcs	51,142	—	—
52073	Monument Signs for Community Services Facilities	CIP Rev Bond 2013 Fund 388	UT-Support Svcs	20,285	—	—
52051	Historic Downtown Revitalization	2017 CIP Loan Fund 389	UT-Engineering	(65,189)	—	(65,189)
51024	City of Miramar 911 Remembrance Monument	2017 CIP Loan Fund 389	UT-Support Svcs	65,189	—	—
52059	Miramar Parkway Streetscape (SW 64 Avenue to SW 68 Avenue)	2017 CIP Loan Fund 389	UT-Engineering	(128,126)	—	(128,126)
51024	City of Miramar 911 Remembrance Monument	2017 CIP Loan Fund 389	UT-Support Svcs	128,126	—	—
52074	ADA Evaluation and Corrective Action	CIP Rev Bond 2013 Fund 388, GF-Capital Projects Fund 395	UT-Engineering	(55,310)	—	(55,310)
52073	Monument Signs for Community Services Facilities	CIP Rev Bond 2013 Fund 388	UT-Support Svcs	50,300	—	—
53026	Fire & Rescue Logistics and Storage Space at the West Police Substation	GF-Capital Projects Fund 395	UT-Support Svcs	5,010	—	—
52084	Miramar Parkway & Ivy Way Intersection Improvements	2017 CIP Loan Fund 389	UT-Engineering	(200,000)	—	(200,000)
51024	City of Miramar 911 Remembrance Monument	2017 CIP Loan Fund 389	UT-Support Svcs	90,543	465,000	800,000
52073	Monument Signs for Community Services Facilities	2017 CIP Loan Fund 389	UT-Support Svcs	74,415	—	145,000
53026	Fire & Rescue Logistics and Storage Space at the West Police Substation	2017 CIP Loan Fund 389	UT-Support Svcs	35,042	—	—
53016	Facilities Capital Improvement	GF-Capital Projects Fund 395	UT-Support Svcs	(155,000)	—	(155,000)
51022	Skate Parks	GF-Capital Projects Fund 395	Parks & Recreation	100,000	50,000	150,000
53026	Fire & Rescue Logistics and Storage Space at the West Police Substation	GF-Capital Projects Fund 395	UT-Support Svcs	55,000	—	—
52061	Pembroke Road-SW 160 Ave to US 27/Mir Pkwy Ext.	2020 CIP Loan Fund- Non-Taxable 391	UT-Engineering	(1,000,000)	—	(1,000,000)
51031	Monarch Lakes Park Playground	2020 CIP Loan Fund- Non-Taxable 391	Parks & Recreation	72,750	—	157,750
51033	Harbour Lakes Park - Parking Improvements	2020 CIP Loan Fund- Non-Taxable 391	Parks & Recreation	80,000	—	80,000
52036	Landscaping & Beautification-Miramar Parkway, Miramar Blvd, Red Road Gateway & University Drive	2020 CIP Loan Fund- Non-Taxable 391	UT-Engineering	500,000	500,000	1,000,000
53026	Fire & Rescue Logistics and Storage Space at the West Police Substation	2020 CIP Loan Fund- Non-Taxable 391	UT-Support Svcs	66,411	2,240,000	2,401,463
54018	EnerGov Implementation	2020 CIP Loan Fund- Non-Taxable 391	Information Tech	280,839	—	280,839

* Denotes 5-Year Total Cost for projects funded by various reprogrammed sources.



Capital Improvement Program FY 2022 — FY 2026

Section III: Projects to be programmed once funding source is identified

Project Number	Project Title	5-Year Schedule FY 2022 - FY 2026	Department	FY 2022 Budget	FY 2023 - FY 2026	Total Unfunded
Park Facilities						
Future	Parks & Recreation Field Operations Center at Country Club Ranches	Unfunded	UT-Support Svcs	\$ —	\$ —	\$ 852,700
Total PF Projects				\$ —	\$ —	\$ 852,700
Infrastructure Redevelopment & Improvements						
Future	Town Center Courtyard Brick Paver Replacement	Unfunded	Public Works	\$ —	\$ —	\$ 175,000
Future	WWRF Fuel Depot Renovations	Unfunded	Public Works	—	—	230,700
Future	SW 148 Ave Improvements-Miramar Pkwy to SW 27 St	Unfunded	UT-Engineering	—	—	1,020,000
Total IRI Projects				\$ —	\$ —	\$ 1,425,700
Public Buildings						
53019	Renovations & Additions to Fire Station 84 and Fire Rescue Headquarters	Unfunded	UT-Support Svcs	\$ —	\$ —	\$ 8,505,000
Future	Vehicle Wash Facility	Unfunded	Public Works	—	—	497,800
Total PB Projects				\$ —	\$ —	\$ 9,002,800
Capital Equipment, Vehicles and Software						
This category intentionally left blank				\$ —	\$ —	\$ —
There are no capital projects listed under this category in FY 2022.						
Total CE Projects				\$ —	\$ —	\$ —
Total To Be Programmed CIP Projects				\$ —	\$ —	\$ 11,281,200

Note: Project numbers are only assigned to existing and FY22 projects. Justifications for FY22 capital projects are available within each budgeted fund.



Impact on Operating Budget FY 2022—FY 2026

Project Number	Description	FY 2022 Cost	Funding Source	Impact on FY 2022 Operating Budget
Park Facilities				
51003	Park Improvements-Variou This project will include improvements to various parks, courts, restrooms and playgrounds throughout the City.	\$ 275,000	GF-Capital Projects Fund 395	No Impact
51017	Parks Restroom Facilities This project includes restroom renovations at various parks throughout the City. FY 22 funding will renovate the restrooms at the Silver Shores Sports Complex.	\$ 70,000	GF-Capital Projects Fund 395	No Impact
51021	Playground Resurfacing This project entails the replacement of sand with Americans with Disabilities Act (ADA) approved surface material at designated playgrounds. This project will be done in various phases.	\$ 80,000	GF-Capital Projects Fund 395	No Impact
51022	Skate Parks This project includes the development of an outdoor skate park of approximately 5,000 sq. ft. which will include ramps, rails, and benches, etc. at the Miramar Regional Park site.	\$ 50,000	GF-Capital Projects Fund 395	No Impact
51023	Ansin Sports Complex - Phase IV This phase will consist of various improvements, including the construction of a new roadway connection around the east and north side of the park, additional parking structure and administrative offices.	\$ 1,600,000	Park Development Fund 387	No Impact
51024	City of Miramar 911 Remembrance Monument This project includes the creation of a permanent memorial for the men and women in fire and police forces that assisted in the 911 terrorist attack on the New York City Twin Towers and lost their lives.	\$ 465,000	GF-Capital Projects Fund 395	No Impact
51030	East (Historic) Miramar Aquatic Pool Renovation This project entails removing the existing liner, reconditioning the underlying concrete surface, inputting a PVC floor membrane system, and installing a new vinyl liner with built in lane lines, walls, and stairs markers. In addition, it replaces the existing outdated water fixtures at the activity water playground.	\$ 305,000	GF-Capital Projects Fund 395	No Impact
51032	Shirley Branca Park Canopy Addition This project consists of the installation of a new shade structure and flooring surface at the Shirley Branca Park to enhance the bandshell area.	\$ 220,000	GF-Capital Projects Fund 395	No Impact
51034	Huntington Park - South Redevelopment This projects consist of the construction of an additional basketball court with sports lighting, a new restroom facility, and a new parking lot with area lighting. FY 22 funding will include the scope of work to construct the new restroom facility.	\$ 164,350	GF-Capital Projects Fund 395	No Impact
51035	Art in the Parks This project consists of the design, fabrication and installation of art within the parks. The project will be completed in two phases. Phase I is the planning and design phase which will be completed in FY 22.	\$ 200,000	GF-Capital Projects Fund 395	No Impact
51036	Vizcaya Park - Running Track This project consists of the design and construction of an Oval Running Track with Straight Aways Running Lanes. FY 22 funding will include design consulting services.	\$ 150,000	GF-Capital Projects Fund 395	No Impact

Impact on Operating Budget FY 2022—FY 2026

Project Number	Description	FY 2022 Cost	Funding Source	Impact on FY 2022 Operating Budget
51037	Covered Awning System at Vizcaya Park Patio Area	\$ 100,000	GF-Capital Projects Fund 395	No Impact
	This project will include an awning system that will span and cover the north exposed patio area at Vizcaya Park.			
	Total Park Facilities	\$ 3,679,350		
Infrastructure Redevelopment & Improvements				
52004	Sewer Line Rehabilitation	\$ 350,000	Utility Fund 410	No Impact
	This project will address priority areas which have the most infiltration and inflows as determined through visual observations and televising the wastewater collection system.			
52016	Meter Repair & Replacement	\$ 350,000	Utility Fund 410	No Impact
	This project endeavors to maintain all meters and components through timely replacements to ensure continued accuracy in readings and billings.			
52022	Street Construction & Resurfacing - Various Locations	\$ 3,420,740	Street Construction & Maintenance Fund 385, 2022 CIP Loan Fund 394	No Impact
	This project includes asphalt overlay (and milling if necessary); pavement installation, re-construction, patching, asphalt crack sealing and surface seal treatments. This includes replacement of surface safety stripping and MOT (maintenance of traffic) throughout the project's construction phase. In FY 22 approximately 24 lane miles of asphalt overlay and milling will be accomplished.			
52038	West WTP Laboratory & Office Space Modification	\$ 400,000	Utility Fund 410	No Impact
	This project includes expansion necessary to address space needs for proper water quality laboratory operations and administration.			
52047	Reclaimed Water System Expansion/Piping - I-75 Crossing & T&D Improvements	\$ 8,820,000	City of Cooper City, and City of Hollywood Contributions 410	No Impact
	The purpose of this project is to prepare design documents for the expansion of the City's reuse water distribution system to connect to communities, commercial areas, and public properties west of I-75. The project is in line with the City's mandate to offset on the withdrawals on the local aquifers with alternative water supplies.			
52063	Repair/Replacement of Existing Sidewalks	\$ 100,000	Street Construction & Maintenance Fund 385	No Impact
	This project will repair existing sidewalks to increase pedestrian mobility, reduce tripping hazards and enhance the City's efforts at satisfying the Americans with Disabilities Act (ADA) requirements.			
52072	Water Service Line/Main Repair/Replacement	\$ 500,000	Utility Fund 410	No Impact
	This comprehensive water distribution system repair project incorporates leak detection program, customer service responses, and scheduled repair work to aggressively reduce and minimize water losses due to pipeline and service line deterioration and damages.			
52076	Country Club Ranches Water Main Improvements - Phase I	\$ 1,000,000	CIAC Fund 414	No Impact
	This project will ultimately provide potable water service to properties located in the public right-of-ways within the subdivisions of Country Club Estates, Country Club Ranches Section II, Miramar West and Largo at Miramar.			



Impact on Operating Budget FY 2022—FY 2026

Project Number	Description	FY 2022 Cost	Funding Source	Impact on FY 2022 Operating Budget
52078	SCADA Cybersecurity Improvement This project includes the full implementation and configuration of equipment, systems, software, and IT security mechanisms associated with the SCADA system that operates the City's water and wastewater plants.	\$ 800,000	Utility Fund 410	No Impact
52087	Bus Facilities Infrastructure Improvement Program This project will fund the construction of bus shelters and associated appurtenances, installation of bus benches, trash cans, and appropriate signage, as needed throughout the City's transit system. In FY 22, two new bus shelters will be constructed and installed along Miramar Parkway between Flamingo Road and SW 148 Avenue.	\$ 100,000	GF-Capital Projects Fund 395	No Impact
52091	Utilities Collection & Distribution System Improvements (Master Plan & Subsequent Construction) This project provides for the Utilities Collection and Distribution System Improvements Master Plan that will set the policy, infrastructure improvements and capital improvements plan necessary to meet anticipated growth and development for the City of Miramar. It will also entail the construction needed to implement the recommended improvements.	\$ 500,000	Utility Fund 410	No Impact
52092	West Water Treatment Plant Capacity Improvements & Upgrades This project is composed of two components: 1) Additional treatment capacity of 2.5 MGD Nanofiltration Skid, and 2) Raw Water Wellfield and Conveyance system (previously referred to as the Huntington Wellfield project).	\$ 1,285,000	Utility Fund 410	No Impact
52093	Wastewater Reclamation Facility Capacity Improvements & Re-Rating This project is composed of the following components: 1) Evaluate current plant treatment capacity/process and make recommendations on possible future expansion needs, 2) Re-Rate capacity and 3) Equipment replacement/upgrade. It will also entail the construction needed to implement the recommended improvements.	\$ 1,000,000	Utility Fund 410	No Impact
52095	Removal of Trees along City-Owned Canals This project will involve the removal of trees along City-owned and maintained canals east of University Drive.	\$ 100,000	Stormwater Mgmt Fund 415	No Impact
52096	Eastbound Turn Lane Extension along Miramar Parkway from Dykes Road to Southbound I-75 This project is for the extension of the eastbound right turn lane along Miramar Parkway from Dykes Road and ending at the southbound entrance ramp to I-75.	\$ 450,000	2022 CIP Loan Fund 394	No Impact
52097	Miramar Bike & Pedestrian Mobility Improvements This project includes mobility and bike improvements along Miramar Parkway (Douglas Road to Commerce Parkway) SW 148 Avenue (Bass Creek Road to SW 27 Street), and SW 68 Avenue (Miramar Parkway to SW 27 Court).	\$ 529,260	2022 CIP Loan Fund 394	No Impact
52098	Miramar Boulevard Westbound Left Turn Lane at Buttonwood Avenue This project is to construct a new westbound left turn lane along Miramar Boulevard and onto Buttonwood Avenue, including tree removal and relocation of irrigation pump to accommodate the new turn lane.	\$ 160,000	2022 CIP Loan Fund 394	No Impact

Impact on Operating Budget FY 2022—FY 2026

Project Number	Description	FY 2022 Cost	Funding Source	Impact on FY 2022 Operating Budget
52099	Barrier Wall at County Line Road	\$ 200,000	GF-Capital Projects Fund 395	No Impact
	In FY22, this project provides funding for the initial land survey and design of a newly proposed 6' high pre-cast concrete wall, with miscellaneous landscaping.			
	Total Infrastructure Redevelopment & Improvements	\$ 20,065,000		
Public Buildings				
53012	Fire Station 107	\$ 200,000	Fire & EMS CIP Fund 381	No Impact
	The FY 22 proposed scope of work will include the expansion of the existing front and rear driveways to accommodate the emergency vehicle.			
53025	Historic Miramar Innovation & Technology Village	\$ 8,740,000	2020 CIP Loan Fund-Non-Taxable 391, 2020 CIP Loan Fund-Taxable 392, 2022 CIP Loan Fund 394, Utility Fund 410, Stormwater Mgmt Fund 415	No Impact
	This project is comprised of workforce housing, transit hub, educational facilities, enhanced public recreational amenities, mixed use development and a technology village for new business start ups and smart city innovation.			
53026	Fire & Rescue Logistics and Storage Space at the West Police Substation	\$ 140,000	Fire & EMS CIP Fund 381	No Impact
	This project involves the construction of an additional 5,000 sq. ft. warehouse space at the existing West Public Safety Logistics and Training Facility in Sunset Lakes.			
53027	Vicki Coceano Childcare Facility Replacement with New Recreation & Multi-Purpose Facility	\$ 400,000	GF-Capital Projects Fund 395	No Impact
	This project will replace the existing childcare facility with a new two story +/- 10,000 SF Recreational Multi-Purpose Facility.			
53028	Covered Awning System at City Hall 3rd Floor Terrace Area	\$ 100,000	GF-Capital Projects Fund 395	No Impact
	This project will include an awning system that will span and cover the existing 3rd floor exposed terrace/patio area at City Hall.			
	Total Public Buildings	\$ 9,580,000		
Capital Equipment, Vehicles & Software				
54002	Enterprise Resource Planning System-STEAM	\$ 70,000	GF-Capital Projects Fund 395, Utility Fund 410	No Impact
	Additional funds requested in FY 22 will be used for the implementation of Tyler 311.			
54017	Smart City Surveillance System and Real Time Crime Center (formerly Utilities Video Surveillance Security System)	\$ 500,000	Utility Fund 410	\$63,529 contract services
	In keeping with the City's mission to continuously improve the quality of life for the residents by maintaining an economically viable and innovative community, the City will launch a Smart City surveillance and Real-Time Crime Center initiative that will protect all city assets. It will provide the resources and infrastructure to provide visibility and increase response times to critical events citywide. This is a multi-year project.			
	Total Capital Equipment, Vehicles & Software	\$ 570,000		
	TOTAL FY 2022 CIP	\$33,894,350		

General Fund Revenues and Expenditures Summary

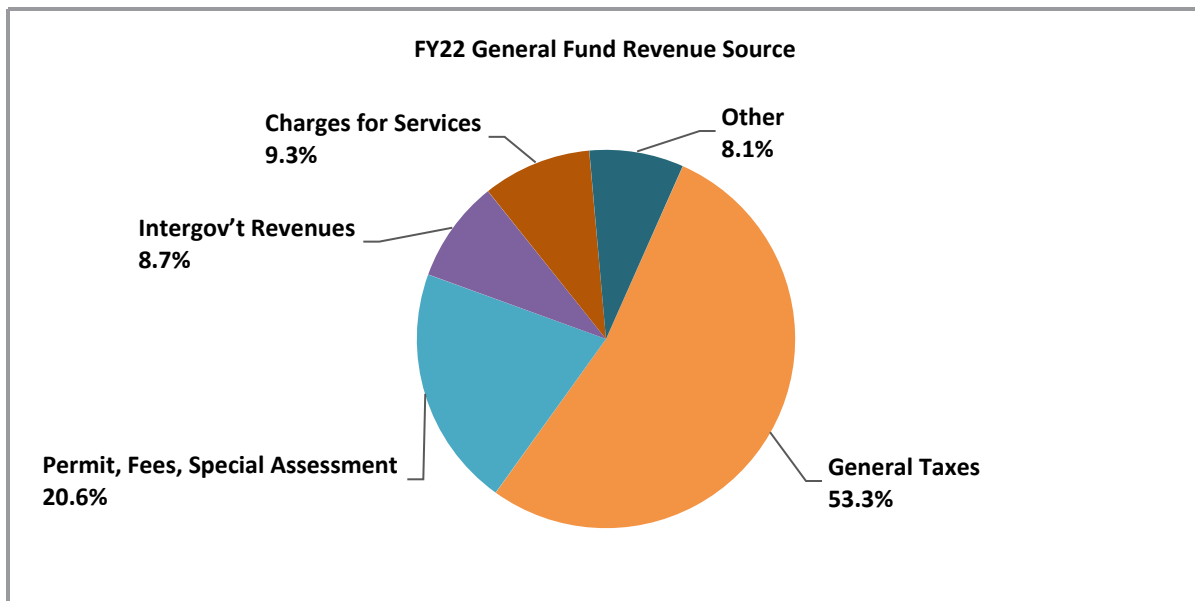
	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget	% Change from 2021
Beginning Fund Balance	\$ 35,348,503	\$ 40,248,631	\$ 32,400,556	\$ 32,400,556	\$ 34,272,240	
Revenues:						
Current Revenues	\$ 160,285,048	\$ 162,151,921	\$ 164,254,744	\$ 164,254,744	\$ 174,532,990	6.3%
Transfer In	3,901,033	2,651,051	8,880,455	19,595,610	8,861,600	-0.2%
Approp. of Fund Balance/Carryover	—	—	3,266,116	448,093	3,272,634	0.2%
Total Revenues	\$ 164,186,081	\$ 164,802,972	\$ 176,401,315	\$ 184,298,446	\$ 186,667,224	5.8%
Expenditures:						
Departmental:						
City Commission	\$ 1,475,825	\$ 1,586,941	\$ 1,890,231	\$ 1,890,231	\$ 1,863,700	-1.4%
Office of the City Manager	3,383,749	4,530,119	4,972,410	4,972,410	5,839,400	17.4%
Human Resources	2,064,825	2,548,812	3,106,200	3,106,200	3,208,300	3.3%
Legal	1,056,902	788,813	1,454,600	1,454,600	1,454,600	—%
Office of the City Clerk	951,539	837,098	1,128,074	1,128,074	1,006,170	-10.8%
Financial Services	4,445,880	4,645,575	5,098,046	5,098,046	5,210,100	2.2%
Procurement	1,190,206	1,298,424	1,331,568	1,331,568	1,474,450	10.7%
Management & Budget	1,586,626	1,753,602	1,867,850	1,867,850	1,963,550	5.1%
Police	51,009,751	53,742,394	54,312,400	54,459,190	55,368,731	1.9%
Fire-Rescue	36,812,777	39,389,596	39,751,333	44,888,731	41,313,121	3.9%
Community Development	6,405,167	6,425,144	7,038,691	6,813,691	6,880,794	-2.2%
Economic & Business Development	—	1,127,449	1,734,995	1,734,995	1,828,495	5.4%
Public Works	10,319,230	11,093,041	10,537,092	10,752,931	10,514,814	-0.2%
Parks & Recreation	15,223,066	13,375,710	14,097,653	14,097,653	15,074,635	6.9%
Community Services	6,441,879	6,470,843	7,764,552	7,764,552	8,249,393	6.2%
Cultural Affairs	3,821,840	3,352,158	3,205,300	3,205,300	3,916,989	22.2%
<i>Sub-Total</i>	<i>\$ 146,189,262</i>	<i>\$ 152,965,719</i>	<i>\$ 159,290,995</i>	<i>\$ 164,566,022</i>	<i>\$ 165,167,242</i>	<i>3.7%</i>
Non-Departmental						
Non-Departmental	\$ 4,656,320	\$ 6,461,487	\$ 4,339,000	\$ 6,698,928	\$ 6,893,400	58.9%
Debt Service	391,770	474,954	475,200	475,200	475,200	—%
Transfer Out	8,080,469	12,820,720	9,986,120	10,238,520	12,090,350	21.1%
Appropriated Fund Balance	—	—	2,310,000	2,319,776	2,041,032	-11.6%
<i>Sub-Total</i>	<i>\$ 13,128,559</i>	<i>\$ 19,757,161</i>	<i>\$ 17,110,320</i>	<i>\$ 19,732,424</i>	<i>\$ 21,499,982</i>	<i>25.7%</i>
Total Expenditures	\$ 159,317,821	\$ 172,722,880	\$ 176,401,315	\$ 184,298,446	\$ 186,667,224	5.8%
Excess/Deficiency (actuals)	\$ 4,868,260	\$ (7,919,908)	\$ —	\$ —	\$ —	
Appropriated Fund Balance	—	—	2,310,000	2,319,776	2,041,032	
Appropriation of Fund Balance	—	—	(3,266,116)	(448,093)	(3,272,634)	
Funds 002 Adjustments	31,868	71,834	—	—	—	
Ending Fund Balance	\$ 40,248,631	\$ 32,400,556	\$ 31,444,440	\$ 34,272,240	\$ 33,040,638	5.1%
Fund Balance Components						
Non Spendable	\$ 1,713,021	\$ 1,877,876	\$ 1,877,876	\$ 1,877,876	\$ 1,877,876	
Committed						
Stabilization Fund	20,383,343	21,003,155	21,003,155	21,003,155	22,115,814	
OPEB Trust Fund	500,000	500,000	500,000	500,000	500,000	
Dev Contributions-Art in Public	—	23,662	23,662	23,662	23,662	
Assigned						
Emergency Preparedness	6,533,123	2,555,290	951,519	5,383,090	1,195,844	
Pension Trust Fund	1,589,151	5,038,026	5,038,026	5,038,026	6,881,010	
Subsequent Years Budget	405,400	956,116	—	—	—	
Other	539,337	446,432	446,432	446,432	446,432	
Unassigned	8,585,255	—	1,603,770	—	—	
Ending Fund Balance	\$ 40,248,631	\$ 32,400,556	\$ 31,444,440	\$ 34,272,240	\$ 33,040,638	

Note: Fund balance components subject to change based on final year-end audited balances.

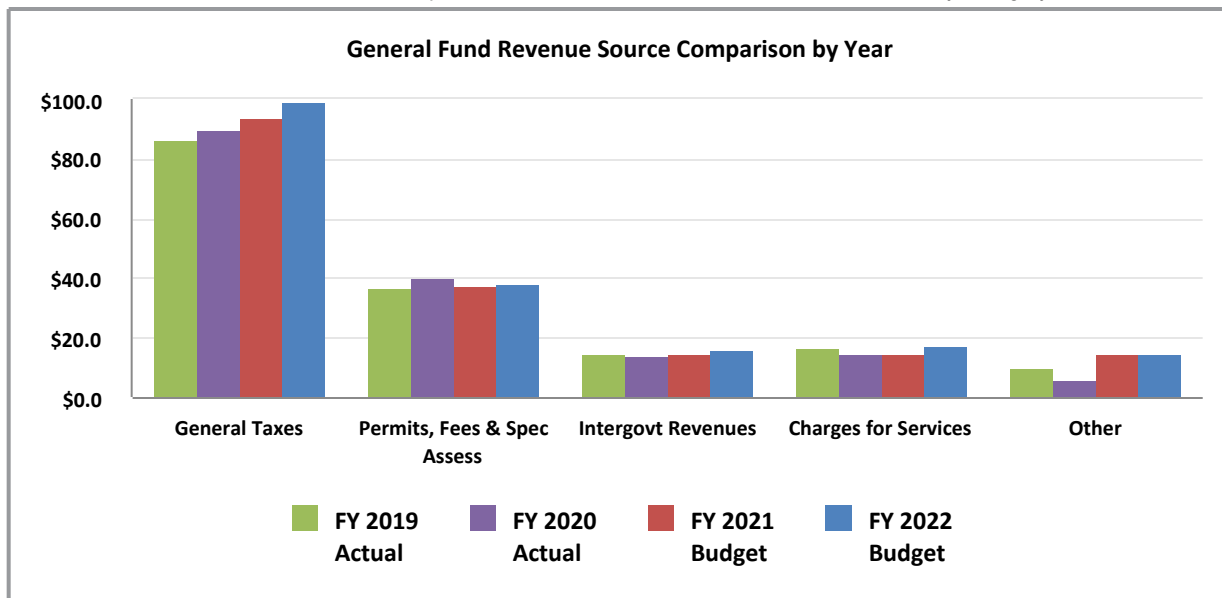
General Fund Revenue Summary by Category

Summary by Category	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget	% Change from 2021
General Taxes	\$ 86,303,436	\$ 89,604,773	\$ 94,212,369	\$ 94,212,369	\$ 99,410,169	5.5%
Permits, Fees, Special Assessment	36,583,952	40,128,034	37,608,800	37,608,800	38,484,461	2.3%
Intergovernmental Revenues	14,674,340	14,068,977	14,870,525	14,870,525	16,308,408	9.7%
Charges for Services	16,517,438	14,691,560	14,738,850	14,738,850	17,394,487	18.0%
Fines & Forfeitures	659,216	511,050	600,700	600,700	573,900	-4.5%
Miscellaneous Revenues	5,546,666	3,147,527	2,223,500	2,223,500	2,361,565	6.2%
Transfer In	3,901,033	2,651,051	8,880,455	19,595,610	8,861,600	-0.2%
Appropriation of Fund Balance	—	—	3,266,116	448,093	3,272,634	0.2%
Total	\$164,186,081	\$164,802,972	\$176,401,315	\$184,298,446	\$186,667,224	5.8%

This chart is a summary of FY22 General Fund Revenue by Source.



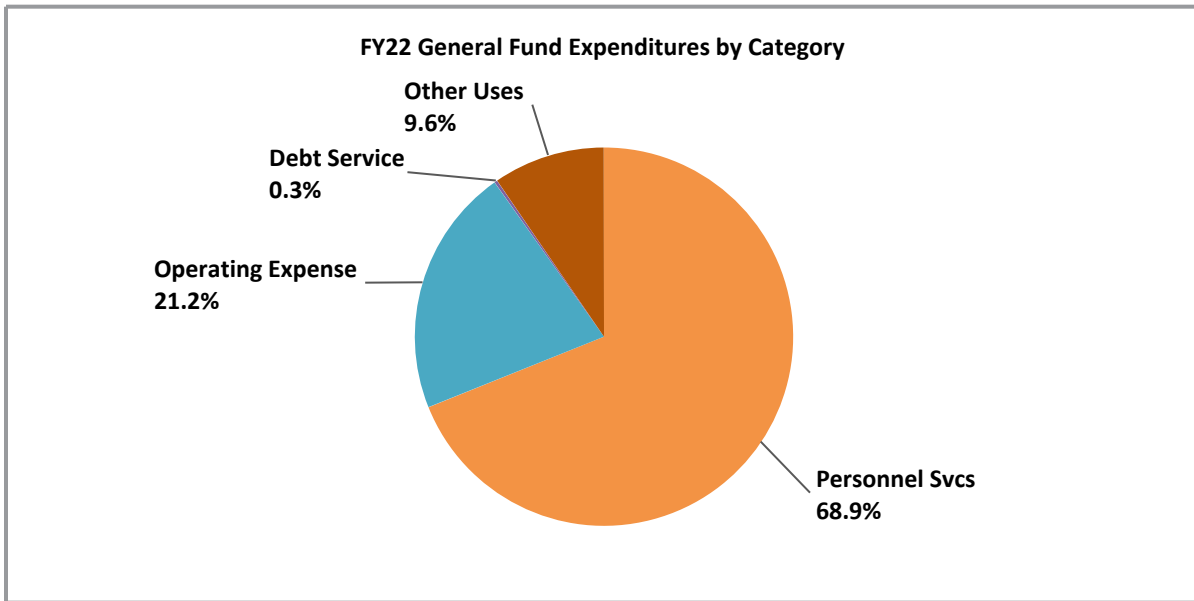
This chart shows the comparison of General Fund Revenues for FY19 to FY22 by Category



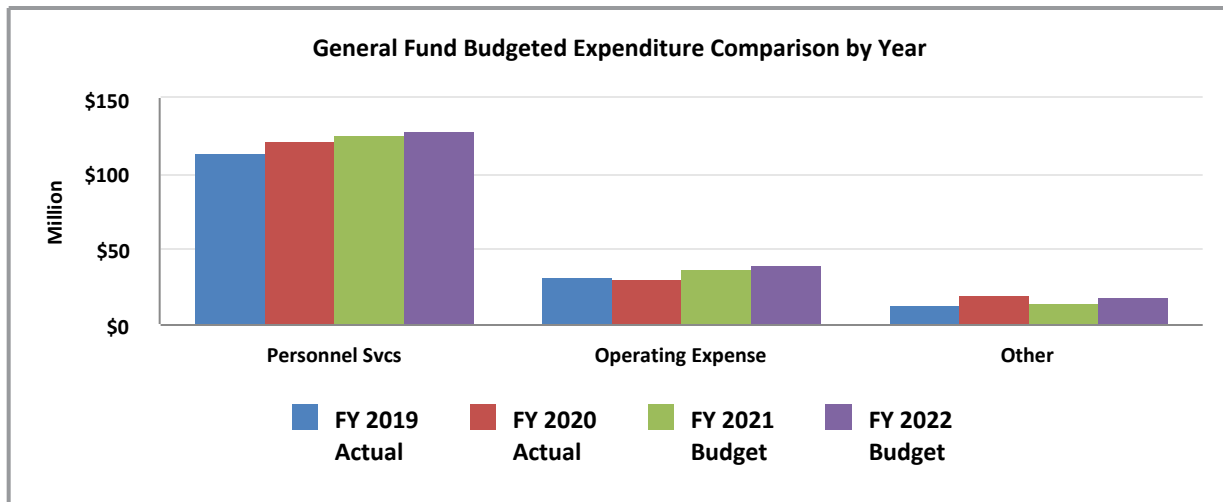
General Fund Expenditure Summary by Category

Summary by Category	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget	% Change from 2021
Personnel Services	\$114,435,312	\$121,472,042	\$125,452,600	\$130,005,750	\$128,524,900	2.4%
Operating Expense	31,940,787	30,929,494	36,810,257	37,038,404	39,649,481	7.7%
Capital Outlay	4,171,951	6,163,565	1,149,438	2,666,137	2,743,561	138.7%
Grants & Aids	297,532	151,151	217,700	229,009	217,700	0.0%
Total Operating Expenditures	150,845,582	158,716,251	163,629,995	169,939,299	171,135,642	4.6%
Capital Improvement Program	—	—	—	—	—	
Debt Service	391,770	474,954	475,200	475,200	475,200	0.0%
Transfers	8,080,469	12,820,720	9,986,120	10,238,520	12,090,350	21.1%
Other Uses	—	710,954	—	1,325,651	925,000	0.0%
Appropriated Fund Balance	—	—	2,310,000	2,319,776	2,041,032	-11.6%
Total	\$159,317,821	\$172,722,880	\$176,401,315	\$184,298,446	\$186,667,224	5.8%

The following chart is a summary of FY22 General Fund expenditures by category



The following chart shows the comparison of General Fund Expenditures for FY19 to FY22 by Category



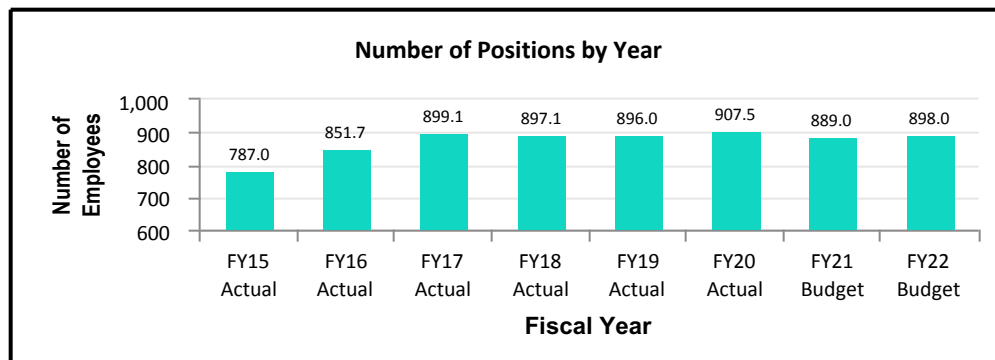
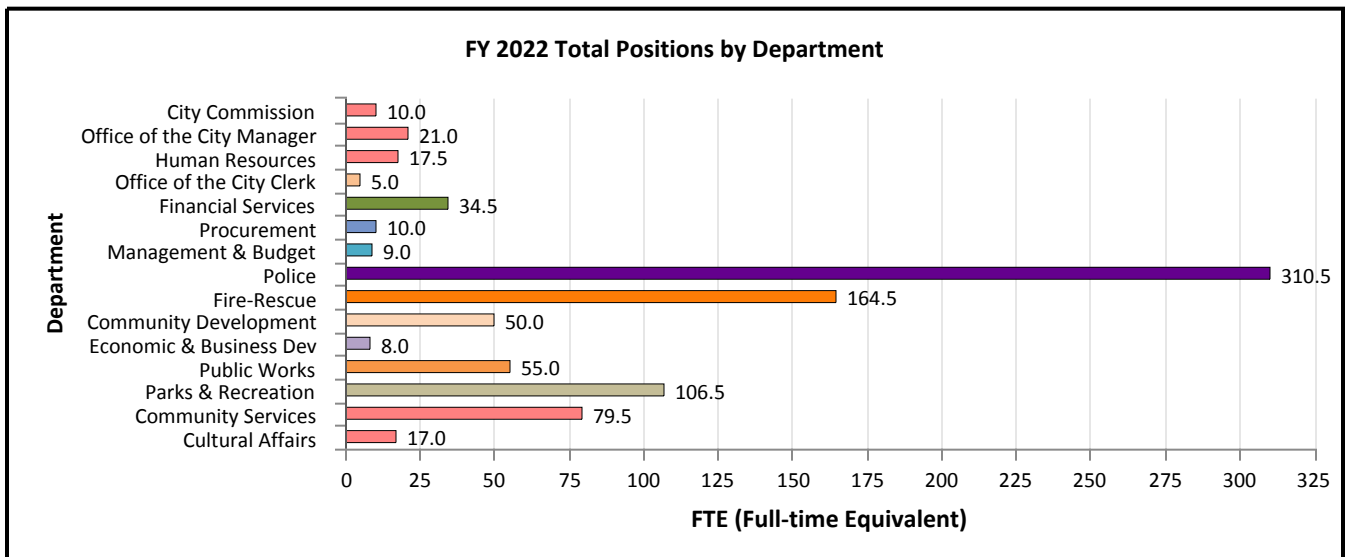
General Fund

Position Comparison Summary

As indicated, the Fiscal Year 2022 General Fund budget includes a total of 898.0 FTE (Full-time equivalent) authorized positions. This is an increase of 9 FTEs from the FY21 Budget. This total is comprised of 812.5 full-time, 138 (69 FTEs) part-time, 27 (13.5 FTEs) seasonal part-time, four (4) (2 FTEs) temporary part-time and one (1) temporary full-time budgeted positions.

Department	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget	# FTE Change
City Commission	10.00	10.00	10.00	10.00	10.00	—
Office of the City Manager	16.00	20.00	21.50	22.00	21.00	(0.50)
Human Resources	14.00	17.00	17.50	17.50	17.50	—
Office of the City Clerk	4.00	5.00	5.00	5.00	5.00	—
Financial Services	36.50	35.50	35.50	35.50	34.50	(1.00)
Procurement	10.00	11.00	9.00	9.00	10.00	1.00
Management & Budget	10.00	10.00	9.00	9.00	9.00	—
Police	304.50	306.50	308.50	308.50	310.50	2.00
Fire-Rescue	166.00	165.00	164.50	164.50	164.50	—
Community Development	54.50	50.00	50.50	52.00	50.00	(0.50)
Economic & Business Development	—	7.00	8.00	8.00	8.00	—
Public Works	61.50	74.00	59.50	59.50	55.00	(4.50)
Parks & Recreation	121.00	107.50	97.50	98.50	106.50	9.00
Community Services	70.00	72.00	78.00	78.00	79.50	1.50
Cultural Affairs	18.00	17.00	15.00	15.00	17.00	2.00
Total Full & Part-time positions	896.00	907.50	889.00	892.00	898.00	9.00

* FY19 Construction & Facilities Management was relocated back to the Utility Fund from the General Fund



General Fund Revenue Projections

Object/Loc#	Description	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
General Taxes						
311100	Ad Valorem Taxes-Current	\$ 65,493,598	\$ 68,903,853	\$ 74,287,500	\$ 74,287,500	\$ 78,002,000
311101	Ad Valorem Taxes-Delinquent	1,568,407	1,374,248	1,200,000	1,200,000	1,600,000
312510	Ins Premium Tax-Fire	1,070,720	1,160,486	1,000,000	1,000,000	1,300,000
312520	Ins Premium Tax-Police	1,209,810	1,231,452	1,150,000	1,150,000	1,350,000
314100	Utility Tax-Electricity	8,940,379	9,088,114	8,700,000	8,700,000	9,350,000
314300	Utility Tax-Water	1,864,552	1,933,205	1,900,000	1,900,000	2,000,000
314400	Utility Tax-Gas	174,801	162,002	180,000	180,000	150,000
315100	Communication Svcs Taxes	3,872,191	3,625,130	3,594,869	3,594,869	3,458,169
316000	Local Business Tax	2,108,978	2,126,283	2,200,000	2,200,000	2,200,000
	<i>Sub-Total</i>	<u>\$ 86,303,436</u>	<u>\$ 89,604,773</u>	<u>\$ 94,212,369</u>	<u>\$ 94,212,369</u>	<u>\$ 99,410,169</u>
Permits, Fees, Special Assessment						
322100	Building Permits	\$ 5,402,738	\$ 8,261,582	\$ 5,575,400	\$ 5,575,400	\$ 6,196,187
322101	Open Permit Search	314,855	288,000	250,000	250,000	250,000
322110	Permits Surcharge	501,993	862,966	400,000	400,000	400,000
322111	Expired Permits/Revisions Bldg	49,315	126,463	30,000	30,000	56,445
322112	OT Inspection Fee	35,550	28,900	25,000	25,000	25,000
323100	Fran Fee-Electricity	6,738,540	6,534,053	6,700,000	6,700,000	6,700,000
323400	Fran Fee-Gas	78,703	97,765	85,000	85,000	100,000
323700	Fran Fee Solid Waste-Res	802,132	814,699	837,300	837,300	818,100
323701	Fran Fee Solid Waste-Comm	813,040	864,518	775,000	775,000	803,103
323702	Fran Fee Solid Waste-Roll Off	349,878	456,729	360,000	360,000	373,782
323703	Fran Fee-Solid Waste Res Dmst	186,441	198,246	126,100	126,100	192,344
323705	Textile Recycling Revenue	7,336	8,250	50,000	50,000	25,000
323900	Fran Fee-Towing	131,208	142,000	142,000	142,000	142,000
325200	Fire Protection-Current	20,660,751	21,037,403	22,000,000	22,000,000	22,000,000
325201	Fire Protection-Delinquent	507,999	403,628	250,000	250,000	400,000
329101	Garage Sale Permits	2,895	1,860	1,500	1,500	1,000
329105	Admin Fee Cost Recovery	577	972	1,500	1,500	1,500
	<i>Sub-Total</i>	<u>\$ 36,583,952</u>	<u>\$ 40,128,034</u>	<u>\$ 37,608,800</u>	<u>\$ 37,608,800</u>	<u>\$ 38,484,461</u>
Intergovernmental Revenues						
331507	Fed Grant-FEMA	\$ 148,771	\$ 14,877	\$ —	\$ —	\$ —
334500	State Grant-FEMA	24,796	—	—	—	—
335120	State Revenue Sharing-Proceeds	3,747,793	3,391,460	3,404,669	3,404,669	4,325,293
335140	Mobile License Tax	18,280	28,846	20,000	20,000	30,000
335150	Alcohol Beverage License Tax	23,914	22,918	22,000	22,000	25,000
335180	Local Gov't Half-Cent Sales Tx	9,289,557	8,386,238	9,034,068	9,034,068	9,705,635
335210	Firefighter Supplemental Comp	72,932	69,254	75,880	75,880	75,880
335492	Fuel Tax Refund	75,599	60,887	75,000	75,000	70,000
337400	Loc Grant-Brow Cty Shuttle Bus	132,611	555,086	928,508	928,508	612,800
337602	Loc Grant-Child Svcs Council	21,094	9,500	17,000	17,000	15,000
338200	County Business Tax Receipts	172,592	148,220	100,000	100,000	130,000
338350	School Resource Officers	946,400	1,381,691	1,193,400	1,193,400	1,318,800
	<i>Sub-Total</i>	<u>\$ 14,674,340</u>	<u>\$ 14,068,977</u>	<u>\$ 14,870,525</u>	<u>\$ 14,870,525</u>	<u>\$ 16,308,408</u>
Charges for Services						
341297	Pmt in Lieu of Taxes-Util Fund	\$ 2,255,000	\$ 2,331,800	\$ 2,495,100	\$ 2,495,100	\$ 2,657,203
341302	Admin Fee-Sanitation Roll Off	15,631	23,049	15,300	15,300	19,340
341303	Admin Fee-Solid Waste Com	64,562	68,649	62,600	62,600	63,699
341304	Admin Chg to Utility Fund	3,949,201	4,090,000	4,039,200	4,039,200	4,362,336
341307	Admin Fee-SW Res Curb	40,046	73,499	73,400	73,400	73,667
341308	Admin Fee-SW Res Dmst	12,983	13,805	11,600	11,600	13,394



General Fund Revenue Projections

Object/Loc#	Description	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
341309	Admin Chg to Stormwater	822,700	867,100	897,400	897,400	928,812
341900	Election Qualifying Fees	3,181	—	150	150	—
342120	Police Admin Fees	35,077	13,544	34,000	34,000	34,000
342130	Alarm Registration Fees	43,741	17,760	60,000	60,000	40,000
342160	Notary Services/Copies/Records	13,623	10,520	8,000	8,000	8,000
342510	Fire Inspection Fees	1,485,193	1,767,383	1,550,000	1,550,000	1,600,000
342600	Ambulance Fees	1,328,295	1,656,077	1,400,000	1,400,000	1,612,392
343900	Development Review Fees	216,277	234,149	285,000	285,000	175,612
346910	Child Care Fees	1,317,502	753,193	600,000	600,000	1,228,080
346912	Adult Day Care Fees	69,284	42,255	25,000	25,000	36,000
346913	Adult Day Care-Long Term Care	35,350	35,291	54,000	54,000	38,400
347210-010	Summer ProgramMiramar Youth Enrichme	5,260	—	2,000	2,000	2,000
347210-061	Summer ProgramAquatics-West	60,090	—	60,000	60,000	60,000
347210-070	Summer ProgramSunset Lakes	67,402	1,721	70,000	70,000	70,000
347210-090	Summer ProgramAnsin Sports Complex	57,948	—	58,000	58,000	58,000
347210-100	Summer ProgramVizcaya Park	27,766	—	30,000	30,000	30,000
347210-170	Summer ProgramMiramar Cultural Center	77,806	47	75,000	75,000	77,000
347260-000	Contracted ProgramsUnassigned	15,280	8,710	7,500	7,500	49,000
347260-010	Contracted ProgramsMiramar Youth Enrich	13,809	5,070	6,750	6,750	2,500
347260-061	Contracted ProgramsAquatics-West	6,853	4,361	3,500	3,500	7,000
347260-070	Contracted ProgramsSunset Lakes	19,286	9,295	10,500	10,500	4,800
347260-080	Contracted ProgramsMiramar Regional Pa	20,978	8,124	9,000	9,000	3,600
347260-090	Contracted ProgramsAnsin Sports Comple	756	315	2,200	2,200	2,200
347260-100	Contracted ProgramsVizcaya Park	4,033	210	2,000	2,000	4,000
347260-180	Contracted ProgramsFacility Rental	1,032	4,495	750	750	750
347270-080	Admission FeesMiramar Regional Park	71,041	37,928	29,500	29,500	60,000
347270-090	Admission FeesAnsin Sports Complex	14,995	476	1,500	1,500	47,800
347271-060	Aquatic FeesAquatics-East	99,501	21,629	52,000	52,000	75,000
347271-061	Aquatic FeesAquatics-West	341,403	61,517	273,000	273,000	340,000
347280-010	Recreation ActivitiesMiramar Youth Enrich	30,666	12,506	15,000	15,000	15,000
347280-070	Recreation ActivitiesSunset Lakes	37,187	13,109	19,000	19,000	20,000
347280-090	Recreation ActivitiesAnsin Sports Complex	16,126	13,438	15,000	15,000	18,000
347280-100	Recreation ActivitiesVizcaya Park	1,964	5,407	7,500	7,500	7,500
347284	Rec Activities-Track Meet	4,420	—	3,000	3,000	20,700
347285	Rec Activities-Parking Fees	34,335	114,088	75,000	75,000	102,198
347296-000	Athletic ProgramsUnassigned	—	—	—	—	40,000
347296-100	Athletic ProgramsVizcaya Park	8,886	—	—	—	—
347299-010	Holiday CampsMiramar Youth Enrichment	2,241	660	1,000	1,000	2,000
347299-061	Holiday CampsAquatics-West	1,980	—	1,000	1,000	2,000
347299-070	Holiday CampsSunset Lakes	5,091	2,290	2,500	2,500	5,000
347299-090	Holiday CampsAnsin Sports Complex	3,690	1,825	2,000	2,000	4,000
347299-100	Holiday CampsVizcaya Park	1,273	1,863	1,000	1,000	2,500
347304	Banquet Hall Service Fee	32,572	26,226	20,000	20,000	20,000
347308	Registration Fees-EDU Programs	5,788	1,669	2,500	2,500	2,500
347309	General Concessions	1,435	30,291	45,000	45,000	80,825
347310-170	Concession-FoodMiramar Cultural Center	17,402	7,477	7,500	7,500	17,000
347311-170	Concession-BeverageMiramar Cultural Ce	14,038	7,240	5,000	5,000	14,000
347312-170	Concession-AlcoholMiramar Cultural	76,534	42,637	37,500	37,500	75,000
347313-170	Catering-FoodMiramar Cultural Center	40,785	45,268	37,500	37,500	37,500
347314	Catering-Beverage	13,264	5,456	3,750	3,750	13,000
347315	Catering-Alcohol	34,643	30,147	32,500	32,500	32,500
347316	Reception Package	31,682	44,572	125,000	125,000	245,000

General Fund Revenue Projections

Object/Loc#	Description	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
347320	Food & Beverage Svcs	4,996	7,399	14,000	14,000	7,000
347330	Food & Bev Staff- Reimbursable	13,711	13,946	12,000	12,000	12,000
347339	Ticket Sales	153,685	130,365	110,000	110,000	270,279
347340	Box Office Svcs Fee	10,806	300	150	150	25,000
347341	Ticket Printing Fee-For Profit	4,504	—	—	—	10,000
347345	Credit Card Fee	36,172	11,156	—	—	45,000
347346	Facility Ticket Fee	72,983	34,979	—	—	75,000
347347	Internet Convenience Fee	7,374	—	—	—	—
347350	Souvenirs	113	38	—	—	750
347351	Merchandise Sales	1,518	—	—	—	—
347360	Marketing	750	—	—	—	—
347371	Production Staff Reimbursable	108,540	28,847	—	—	100,000
347372	Production Equipment Rental	15,951	—	—	—	20,000
347373	Production Outside Equip Renta	42,513	26,300	—	—	40,000
347374	Production Svcs Fee	9,824	4,088	3,000	3,000	8,000
347375	Production Svcs Incidental	4,301	758	500	500	5,000
347380	Theater Svcs Package	51,207	23,209	30,000	30,000	50,000
347385	Theater Addtl Srvc Fire Marsha	—	—	—	—	1,000
347386	Theater Insurance	5,200	2,000	2,500	2,500	5,000
347405	Special Events Fees	6,086	1,650	1,500	1,500	3,500
347410	Vendor Registration & Sponsors	24,770	10,986	12,000	12,000	24,000
347500	Amphitheater Event Income	318,372	—	—	—	—
349000	Lien Research	576,840	573,846	530,000	530,000	530,000
349001	Passport Svcs	89,557	36,064	45,000	45,000	60,400
349003	Other Charges & Svcs	(858)	2,834	4,100	4,100	5,200
349004	Garage Condo Fees	78,434	75,285	80,000	80,000	75,000
349010	Vending Svcs	9,620	3,955	11,000	11,000	10,000
349011	Billboard revenue	373,750	—	—	—	—
349014	Bus Benches CARE	—	5,000	—	—	—
362100-010	Rental RevenueMiramar Youth Enrichment	18,373	7,820	5,000	5,000	12,000
362100-070	Rental RevenueSunset Lakes	123,669	50,861	50,000	50,000	120,000
362100-080	Rental RevenueMiramar Regional Park	122,383	79,771	60,000	60,000	121,500
362100-090	Rental RevenueAnsin Sports Complex	8,680	—	—	—	—
362100-091	Rental RevenueAnsin Stadium	32,759	22,543	21,750	21,750	53,250
362100-100	Rental RevenueVizcaya Park	72,522	24,024	35,000	35,000	71,500
362100-180	Rental RevenueFacility Rental	104,260	37,927	47,500	47,500	97,000
362102	Rental-Police Range Master	9,180	9,084	9,200	9,200	9,500
362200	Rental-Park Fields	29,625	11,058	29,600	29,600	29,500
362204	Rental-Amphitheater	—	123,225	30,000	30,000	50,400
362205	Rental-Theater	148,735	87,650	54,000	54,000	120,000
362206	Rental-Rooms	3,510	700	5,000	5,000	1,000
362209	Rental-In House Equip-Banquet	3,055	1,950	1,000	1,000	1,000
362215-170	Rental-Banquet HallMiramar Cultural Cent	119,582	31,356	62,500	62,500	100,000
362216-170	Rental-KitchenMiramar Cultural Center	1,500	500	—	—	—
362217-170	Rental-Small WaresMiramar Cultural Cent	5,675	2,535	3,750	3,750	5,000
362301	Bldg Rental-General	32,989	9,892	22,200	22,200	22,500
362302	Bldg Rental-NSU	103,024	112,390	112,400	112,400	112,400
362400	Telecom Tower Rentals	528,309	517,127	572,000	572,000	525,000
	<i>Sub-Total</i>	\$ 16,517,438	\$ 14,691,560	\$ 14,738,850	\$ 14,738,850	\$ 17,394,487



General Fund Revenue Projections

Object/Loc#	Description	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Fines and Forfeitures						
351500	Traffic Court Fines-General	\$ 342,572	\$ 176,331	\$ 350,000	\$ 350,000	\$ 286,000
351502	Civil Penalty Surcharge	425	210	1,000	1,000	500
354100	Local Ordinance Violations	185,727	194,016	135,000	135,000	165,000
354101	Broward County Parking Fines	15,398	20,770	22,700	22,700	21,400
354102	City Code Violations	65,340	65,667	62,000	62,000	66,000
354103	Building Code Violations	49,754	54,055	30,000	30,000	35,000
	<i>Sub-Total</i>	659,216	511,050	600,700	600,700	573,900
Miscellaneous Revenues						
361100	Int Earnings	\$ 1,555,836	\$ 694,479	\$ 135,000	\$ 135,000	\$ 82,000
361109	Int-Other	63,400	59,107	19,000	19,000	19,000
361200	Dividend Income	172,311	87,995	70,000	70,000	200
364100	Disp of Fixed Assets-Gov't	362,353	99,386	25,000	25,000	100,000
366203	Developer Contrib-Public Art	—	23,662	—	—	—
366210	Prog Support-MCC Presents	—	—	5,000	5,000	5,000
366212	Prog Support-Education	3,250	—	5,000	5,000	5,000
366430	Waste Reduct Ed Contr-Roll Off	24,950	28,687	20,000	20,000	26,319
366431	Solid Waste Contract Mgmt Cont	131,250	138,600	110,000	110,000	138,600
366432	Waste Reduction-Comm	127,546	135,622	96,000	96,000	126,227
366433	Waste Reduction-Res Curb	103,884	102,744	82,600	82,600	103,301
366434	Waste Reduction-Res Dmst	29,349	31,207	20,500	20,500	30,278
366435	Solid Waste-Cost Recovery	—	200	—	—	—
366436	Public Education Waste Pro	65,000	30,000	24,000	24,000	30,000
369900	Miscellaneous Revenue	291,854	149,075	301,000	301,000	301,000
369905	Over/Short	160	(1,771)	—	—	—
369910	Reimbursed Expenses-General	105,945	83,801	90,000	90,000	85,000
369911	Reimbursed Expenses-Fire	2,615	1,606	3,000	3,000	2,500
369915	P-Card Rebates	38,639	115,731	38,000	38,000	40,000
369921	Cost Avoidance Collection-Res	849,589	408,663	352,900	352,900	315,732
369923	Cost Avoidance Coll-Commercial	615,400	654,364	483,300	483,300	634,882
369925	Cost Avoidance Coll-Res Dmpstr	137,183	145,868	166,200	166,200	141,526
369930	SW and Recy Liquidated Damages	5,000	8,500	7,000	7,000	5,000
369935	Community Engagement Program	87,500	150,000	150,000	150,000	150,000
369942	Solar Powered Recycling	—	—	20,000	20,000	20,000
383100	Capital Lease Proceeds	773,653	—	—	—	—
	<i>Sub-Total</i>	\$ 5,546,666	\$ 3,147,527	\$ 2,223,500	\$ 2,223,500	\$ 2,361,565
Other Sources						
381005	Trfr Fr Billboard Rev Fund	\$ —	\$ —	\$ 505,100	\$ —	\$ 370,500
381145	Trfr Fr Pol Outside Svcs Fund	200,000	200,000	200,000	200,000	200,000
381162	Trfr Fr Fed Grant Fund	730,157	482,434	6,144,155	17,231,808	5,630,655
381163	Trfr Fr State & Cty Grant Fund	371,899	391,250	311,245	386,155	311,245
381164	Trfr Fr NSP	—	—	—	43,114	—
381385	Trfr Fr Street Constr&Maint Fd	2,597,077	1,577,367	1,719,955	1,719,955	2,349,200
381393	Trfr Fr Capital Grants Fund	—	—	—	14,578	—
381395	Trfr Fr Capital Projects Fund	1,900	—	—	—	—
399900	CIP Carryover	—	—	—	448,057	—
399999	Appropriation Of Fund Balance	—	—	3,266,116	36	3,272,634
	<i>Sub-Total</i>	\$ 3,901,033	\$ 2,651,051	\$ 12,146,571	\$ 20,043,702	\$ 12,134,234
Total		\$164,186,081	\$164,802,972	\$176,401,315	\$184,298,446	\$186,667,224

General Fund Budget Justification—Revenues

Object #	Account Description	Justification
Revenue		
311100	Ad Valorem Taxes-Current	The major components that determine the amount of revenue projected in this category are: 1) the taxable value of new construction appearing on the tax rolls for the first time and 2) the taxable values (net of exemptions) of current real and personal property within the City. The FY 22 adopted amount is based on the July 1st Certificate of Taxable Value growth rate of 5.28% (\$11,356,131,038) at a millage rate of 7.1172. The City budgets approximately 96% of the gross receipts to account for early payment discounts.
311101	Ad Valorem Taxes-Delinquent	This revenue source is derived by those taxpayers who do not pay their taxes by March 31, of any given year. Total revenue received in this category is minimal when compared to the total ad valorem taxes collected.
312510	Ins Premium Tax-Fire	These are revenues provided by the State to help fund Fire Pensions per F.S. 175. The revenues are generated based on a tax on property and casualty insurance policies.
312520	Ins Premium Tax-Police	These are revenues provided by the State to help fund Police Pensions per F.S. 185. The revenues are generated based on a tax on property and casualty insurance policies.
314100	Utility Tax-Electricity	This revenue line item is derived from a 10% tax levied on each customer's electric bill within the corporate limits of the City.
314300	Utility Tax-Water	This revenue line item is derived from a 10% tax levied on each customer's water bill that receives service within the corporate limits of the City.
314400	Utility Tax-Gas	This revenue line item is derived from a 10% tax levied on each customer's gas bill that receives service within the corporate limits of the City.
315100	Communication Service Taxes	This is the combined revenues of what was formerly the Franchise Fees Telephone, Franchise Fee Cable, and Utility Tax Telecommunications. The taxes are collected by the State of Florida and remitted to the City on a monthly basis. The State of Florida releases projections for this revenue account late June/ early July of each year.
316000	Local Business Tax	This revenue source is derived from all businesses that operate within the City. The fees for the various types of businesses are set by ordinance. A 5% increase was approved for FY17 and FY19. Per Florida Statutes, Local Business Tax Fees can be increased every other year by no more than 5%.
322100	Building Permits	Permits must be issued to any individual or business that does construction work within the corporate limits of the City. These permits are issued for construction, such as electrical, plumbing, structural, mechanical, etc.
322101	Open Permit Search	This fee was implemented to help cover the costs of research and analysis on whether open permits exist for a house undergoing a transfer of ownership. This fee, per address, is usually paid by the title company involved in the transfer. Fee includes expedited lien search.
322110	Permits Surcharge	This surcharge pertains to permit fees. If permit is building related revenue will go to Building Program, and if it is planning and zoning related it will go to the Planning Program. Funds are for technology upgrades that will enhance building development related customer service.
322111	Expired Permits/Revisions Bldg	Fees for renewal of expired permits and building plan revisions.
322112	OT Inspection Fee	This is a permit fee for weekend inspections performed by inspectors; the requests are made by the project manager/developer.
323100	Fran Fee-Electricity	This revenue line item is derived from a 6% charge on each customer's electric bill within the corporate limits of the City.
323400	Fran Fee-Gas	This revenue line item is derived from a 6% charge on each customer's gas bill within the corporate limits of the City.
323700	Fran Fee-Solid Waste Res	Fees charged per the solid waste agreement with the City's franchise waste hauler for residential single-family curbside service.
323701	Fran Fee-Solid Waste Comm	Fees charged per the solid waste agreement with the City's franchise waste hauler for commercial solid waste services.
323702	Fran Fee-Solid Waste Roll Off	Fees charged per the solid waste agreement with the City's franchise waste hauler for roll-off solid waste services.
323703	Fran Fee-Solid Waste Res Dmst	Fees charged per the solid waste agreement with the City's franchise waste hauler for multi-family residential container (dumpster) service.
323705	Textile Recycling Revenue	This line item is to account for a franchise revenue agreement for textile recycling services.
323900	Fran Fee-Towing	Revenues generated from the City's Towing Franchise agreement for towing within the city limits.
325200	Fire Protection-Current	This revenue source was implemented in FY 05. The latest rate study was completed in June 2018. The adopted rates are set at full cost for the provision of fire protection service. The annual amount is derived from property owners by the following categories: Residential-single and multi-family \$398.23 per household, Mobile Homes \$296.26 per unit, Commercial \$0.7457 per sq. ft., Industrial/Warehouse \$0.1191 per sq. ft. and Institutional \$0.6194 per sq. ft., capped at 100,000 sq. ft. The amount budgeted is based on data provided by the Broward County Property Appraiser's Office.
325201	Fire Protection-Delinquent	This revenue source is derived by those taxpayers who do not pay their taxes by March 31 for any given year. Total revenue received in this category is minimal when compared to the total Fire Protection Assessment collected.



General Fund Budget Justification—Revenues

Object #	Account Description	Justification
329101	Garage Sale Permits	This revenue is generated from permit required in order to have a garage sale within the City.
329105	Admin Fee Cost Recovery	This revenue line item is derived from administrative charge related to developer consulting fees.
335120	State Revenue Sharing-Proceeds	State of Florida distributes revenues collected to local governments per the 1972 Florida Revenue Sharing Act. 77.94% of the revenues received are from sales and use tax collections and are included in the General Fund and 22.06% are from the fuel tax on motor fuel and are included in the Street Maintenance Fund. More information about this revenue source can be found in the Local Government Information Handbook published by the Florida Office of Economic & Demographic Research.
335140	Mobile License Tax	This revenue source is derived from the annual license tax that is levied on park trailers and mobile homes. This tax ranges from \$20 to \$80 each which the County remits to the State and then remitted back to the local government based on a predetermined formula.
335150	Alcohol Beverage License Tax	This tax is levied on the sale of various alcoholic beverages in the City which is remitted to the State and refunded to the City based on a predetermined formula.
335180	Local Gov't Half-Cent Sales Tx	Authorized in 1982, this program generates the largest amount of revenue for local governments state-shared revenue sources. This revenue source is represented by one half of the revenue generated by the additional 1% sales tax which is distributed to counties and cities based on a population formula. More information about this revenue source can be found in the Local Government Information Handbook published by the Florida Office of Economic & Demographic Research.
335210	Firefighter Supplemental Comp	This is derived from state revenue sharing and is reimbursed to the City on an as available basis for educational costs associated with firefighters.
335492	Fuel Tax Refund	The City is required to pay State taxes on its original fuel purchases. Since the City is a tax exempt organization, reimbursement is submitted on a monthly basis for the State taxes.
337400	Loc Grant-Brow Cty Shuttle Bus	The City has an existing Interlocal Agreement with Broward County Transportation Services (Community Bus Service) that helps fund the City's local routes. The bus service has a total of three routes which operates five days per week, 12 hours per day and connects with the Broward County Mass Transit System.
337602	Loc Grant-Child Svcs Council	Fees collected from participants for registration and the fee amount determined for the program using the Children's Services Council Sliding Fee Schedule.
337602	Loc Grant-Children Svc Council	Fees collected from participants for registration and the fee amount determined for the program using the Children's Services Council Sliding Fee Schedule.
338200	County Occupational Licenses	All businesses in the City of Miramar must also pay the County Business Tax in order to operate a business within Broward County.
338350	School Resource Officers	This revenue is derived from services of police officers assigned to a specific schools per an Interlocal Agreement between the Broward County School Board and the City. In addition, the City expanded this program to include one School Resource Officer to serve the City's charter schools, which provides the same match as the public schools.
341297	Pmt in Lieu of Taxes-Util Fund	This represents a portion of the approximate equivalent in property taxes generated from utility fund's property assets.
341302	Admin Fee -Sanitation	This revenue source is derived from fees paid by the Franchise hauler to the City for administration, monitoring, billing, and collection services associated with the Franchise Agreement.
341303	Admin Fee-Solid Waste Com	This revenue source is derived from fees paid by the Franchise hauler to the City for administration, monitoring, billing, and collection services associated with the Franchise Agreement.
341304	Admin Chg to Utility Fund	These are fees charged to the Utility Funds to reimburse the costs for services provided by the General Fund activities.
341307	Admin Fee-SW Res Curb	This revenue source is derived from fees paid by the Franchise hauler to the City for administration, monitoring, billing, and collection services associated with the Franchise Agreement.
341308	Admin Fee-SW Res Dmst	This revenue source is derived from fees paid by the Franchise hauler to the City for administration, monitoring, billing, and collection services associated with the Franchise Agreement.
341309	Admin Chg to Stormwater	These are fees charged to the Enterprise Fund, Stormwater Management, to reimburse for costs of services provided by General Fund activities.
342120	Police Admin Fees	This represents fees that the City charges for the reproduction of police reports and other like items. Revenue is forecast based on prior years and anticipated actual amounts.
342130	Alarm Registration Fees	This represents fees that the City charges to residential and commercial establishments that have burglar alarms within the City Limits.
342160	Notary Services/Copies/Records	Notary services, existing building plan copies, and certified documents provided by City staff.

General Fund Budget Justification—Revenues

Object #	Account Description	Justification
342510	Fire Inspection Fees	This revenue source is to cover the costs for annual fire inspections at residential and commercial establishments within the corporate limits of the City. In the event the business does not pass the inspection, they are required to do a reinspection with an additional fee. This revenue source is also assessed for necessary and reasonable costs incurred by the City in connection with responding to, investigating, mitigating, abating, cleaning, and removing the release of a hazardous substance.
342600	Ambulance Fees	These fees are charged for Fire-Rescue's Emergency Medical Services (EMS) to transport patients to the hospital.
343900	Development Review Fees	These are fees charged to developers for costs associated with the interdepartmental review of new development proposals such as site plans and plats.
346910	Child Care Fees	This revenue source is from registration and fees collected to cover the cost for providing child care services.
346912	Adult Day Care Fees	Revenues associated with providing Adult Day Care services.
346913	Adult Day Care-Long Term Care	This represents the revenue collected from Long-Term Care Insurance agreements.
347210	Summer Program	Summer camp registration fees collected at Miramar Youth Enrichment Center (Loc 10), Aquatics West (Loc 061), Sunset Lakes (Loc 70), and Ansin (Loc 90).
347260	Contracted Programs	City's revenue collected from contractual classes and programs at Miramar Youth Enrichment Center, Sunset Lakes, Mir Regional Park, Aquatics-West, Ansin and Vizcaya Park, Multi Svc Ctr, Senior Center and Athletics program. May also include funds received from Broward County for the provision of senior transportation to seniors who are physically unable to access normal modes of public transportation to a nutritional site.
347270	Admission Fees	Admission fees for weekends and holidays at Regional Park and Ansin Sports Complex. Includes \$43,500 for approved Above Base Request for Miramar Invitational Track Meet.
347271	Aquatic Fees	Fees for swimming-class registrations and pool admission as well as Funbrella rentals at Miramar Regional Aquatic Complex and Miramar Aquatic Center.
347280	Rec Activities-MYEC	Yearly membership fees to utilize facility amenities such as game room, weight room and computer labs at the Miramar Youth Enrichment Center, Sunset Lakes, Ansin and Vizcaya Park.
347284	Rec Activities-Track Meet	Athlete registrations for track meets at Ansin Sports Complex. Includes \$17,700 for approved Above Base Request for Miramar Invitational Track Meet.
347285	Rec Activities-Parking Fees	Fees collected from events through Rentals, Special Events, and Agreements at Miramar Regional Park and Ansin Sports Complex.
347296	Athletic Programs	This revenue provides support to the Athletics Program, competitions & events.
347299	Holiday Camps	Winter and Spring Camp registration fees at the Miramar Youth Enrichment Center, Ansin Sports Complex, Aquatic Complex, and Vizcaya Park.
347304	Banquet Hall Service Fee	This revenue account records revenues resulting from a service charge on all Banquet Hall Service items.
347308	Registration Fees-EDU Programs	These fees are collected from participants in educational programs.
347309	General Concessions	Concession vendor registration fees collected for events at Ansin Sports Complex and Regional Park. Includes \$4,050 for approved Above Base Request for Miramar Invitational Track Meet.
347310	Concession-Food	This revenue account is used to record revenues from concession sales of food.
347311	Concession-Beverage	This revenue account is used to record revenues from concession sales of non-alcoholic beverages.
347312	Concession-Alcohol	This revenue account records revenues from concession sales of alcoholic beverages.
347313	Catering-Food	This revenue account records revenues from sales of food at events which are priced for the client as "a la carte" and not as a package price.
347314	Catering-Beverage	This revenue account records revenues from sales of non-alcoholic beverages at events which are priced for the client as "a la carte" and not as a package price.
347315	Catering-Alcohol	This revenue account records revenues from sales of alcoholic beverages at events which are priced for the client as "a la carte" and not as a package price.
347316	Reception Package	To account for revenue related to package sales (weddings, breakfast, etc.).
347320	Food & Beverage Svcs	This revenue account records revenues from rentals of linen and decor in Food and Beverage Services.
347330	Food & Bev Staff- Reimbursable	This revenue account records revenues received from rental clients to pay for reimbursable labor for rental events such as servers and bartenders in Food and Beverage Services.
347339	Ticket Sales	Revenue from ticket sales at various City facilities and events.
347340	Box Office Svcs Fee	This revenue account serves to record revenues received from box office services fees charged as per Commission approved Price List and embedded in rental contracts.
347341	Ticket Printing Fee-For Profit	This revenue account serves to record revenues received from ticket printing fees charged to renters as per Commission approved Price List and embedded in rental contracts.

General Fund Budget Justification—Revenues

Object #	Account Description	Justification
347345	Credit Card Fee	Credit card service fee of 2% to help recover credit card fees charged by our electronic vendors for all credit/debit card transactions. Fee is consistent with fees charged by other municipalities.
347346	Facility Ticket Fee	This revenue account serves to record revenues received from Facility Fee charged per ticket for all ticket types (except lap tickets and administrative comps) as embedded in contracts.
347350	Souvenirs	This account is used to budget for revenues as a result of sales of souvenirs.
347371	Production Staff Reimbursable	This revenue account serves to record revenues received as a reimbursement for as-needed production staff charges for rental productions.
347372	Production Equipment Rental	This revenue account serves to record revenues received from Production Equipment rented by MCC to renters at their option at rates embedded in contracts.
347373	Production Outside Equip Renta	This revenue account serves to record revenues received from Production Equipment rented by outside vendors at rates established in contracts.
347374	Production Svcs Fee	This revenue account is to record revenues received from Production Service charges calculated based on a percentage of production costs (minimum of \$200).
347375	Production Svcs Incidental	This revenue account serves to record revenues received from Production Service charge for incidentals as per Commission approved price list and at rates embedded in contracts.
347380	Theater Svcs Package	This revenue account records revenues received from rental clients for theater service package for rehearsal and performance days as specified in rental contracts.
347385	Theater Addtl Svc Fire Marsha	This revenue account records revenues received from additional Fire Marshall services through MCC.
347386	Theater Insurance	This revenue account records revenues from rental clients who purchase the required event insurance through MCC.
347405	Special Events Fees	Vendor registration and application fees for private-promoter events.
347410	Vendor Registration & Sponsors	Vendor registration fees and sponsorships for City special events.
349000	Lien Research	Lien search to cover cost for validation.
349001	Passport Services	This revenue is derived from fees collected for the processing of US passport applications.
349003	Other Charges and Svcs	These revenues are related to charges for services that have not been categorized elsewhere.
349004	Garage Condo Fees	This revenue is derived from fees related to Miramar Town Center parking garage for NSU and Broward College.
349010	Vending Services	The Contractor pays to the City a commission as a percentage of gross sales collected from the vending machine.
351500	Traffic Court Fines-General	This revenue source is a reimbursement from Broward County for the traffic violations issued by Miramar Police Department.
351502	Civil Penalty Surcharge	Revenues collected will be used for technological enhancements utilized by code enforcement.
354100	Local Ordinance Violations	This revenues source is generated when a property or vehicle owner violates Miramar City code.
354101	Broward County Parking Fines	This represents the City's portion of parking fines collected from Broward County.
354102	City Code Violations	This represents assessments of City Code violations.
354103	Building Code Violations	This revenue is generated from City/Building Code Violations; These funds may be used to demolish future unsafe structures.
361100	Int Earnings	Revenues received from interest and Pooled cash earnings allowance and is allocated across funds based on the cash balance of each fund as compared to the total cash, unless directly related to a specific investment instrument.
361109	Int-Other	Investments are maintained to allow 100% of available funds to be invested at all times. The factors that determine forecasting revenue for this line item are the anticipated interest rate and Pooled dollars available for investment.
361200	Dividend Income	This represents the return earned on the Wells Fargo Government Money Market Fund Sweep account.
362100	Rental Revenue	Rental revenue received from private rentals at the Miramar Youth Enrichment Center, Sunset Lakes, Ansin, Vizcaya Park, and Regional Park (pavilions and Fields) and Multi-Service Center and for Miramar Regional Park Amphitheater rentals. Includes \$9,750 for Approved Above Base Request for Miramar Invitational Track Meet.
362102	Rental-Police Range Master	This revenue source is generated from Range Rental fees and reimbursement from Federal Government for rental cars.
362200	Rental-Park Fields	Revenue received from pavilion and field rentals at various City Parks (excludes the Miramar Regional Park).
362204	Rental-Amphitheater	Rental revenue received from private rentals at the Miramar Youth Enrichment Center, Sunset Lakes, Ansin, Vizcaya Park, and Regional Park (pavilions and Fields) and Multi-Service Center and for Miramar Regional Park Amphitheater rentals.
362205	Rental-Theater	For rental of the theatre at the Cultural Arts Center.
362206	Rental-Rooms	This revenue account serves to record revenues received from renters for renting the theatre.

General Fund Budget Justification—Revenues

Object #	Account Description	Justification
362209	Rental-In House Equip-Banquet	This revenue account is used to record revenues from rental of in-house equipment to banquet hall rental clients.
362215	Rental-Banquet Hall	This revenue account is used to record revenues from banquet hall rental fees.
362217	Rental-Small Wares	This revenue account is used to record revenues from rental of plates, china, silverware, glassware, serving pieces, and similar portable small items to banquet hall rental clients.
362301	Bldg Rental-General	Revenue received from pavilion and field rentals at various City Parks (excludes the Miramar Regional Park).
362302	Rental-NSU	This revenue is for the City's rental agreement with Nova Southeastern University (NSU).
362400	Rental-Telecom Tower	This represents revenue received from telecommunications companies for the rental of space on City communications equipment or the rental of land with their own telecommunications equipment.
364100	Disp of Fixed Assets-Gov't	Revenues generated from on-line and live auctions of vehicles, equipment and items declared a surplus.
366210	Prog Support-MCC Presents	This account is used to track revenue from CARE programs.
366212	Prog Support-Education	Revenues received from the Miramar Cultural Trust.
366430	Waste Reduct Ed Contr-Roll Off	This represents revenues to fund city events to promote education on waste reduction and enhance recycling.
366431	Solid Waste Contract Mgmt Cont	Per the franchise agreement with Wastepro, this represents funds from Wastepro to fund the City's Solid Waste Program in the Public Works Department.
366432	Waste Reduction-Comm	This represents revenues to fund city events to promote education on waste reduction and enhance recycling.
366433	Waste Reduction-Res Curb	This represents revenues to fund city events to promote education on waste reduction and enhance recycling.
366434	Waste Reduction-Res Dmst	This represents revenues to fund city events to promote education on waste reduction and enhance recycling.
366436	Public Education Waste Pro	This revenue source is derived from contributions from the City's franchise hauler to fund Citywide educational services related to solid waste and recycling.
369900	Miscellaneous Revenue	This is for revenues that cannot be classified in another revenue line item.
369910	Reimbursed Expenses-General	Reimbursement for overtime worked on Task Force operations.
369911	Reimbursed Expenses-Fire	Reimbursement for overtime worked on Task Force operations.
369915	P-Card Rebates	Revenues generated from rebates from purchases made by utilizing the City's Purchase Card program.
369921	Cost Avoidance Collection-Res	This revenue source is derived from reductions in the disposal cost for residential single-family curbside service.
369923	Cost Avoidance Coll-Commercial	This revenue source is derived from reductions in the disposal cost for commercial solid waste services.
369925	Cost Avoidance Coll-Res Dmpstr	This revenue source is derived from reductions in the disposal cost for multi-family dumpster solid waste services.
369930	SW and Recy Liquidated Damages	This revenue source is derived from penalties imposed for non-performance of contractual terms.
369935	Community Engagement Program	This revenue is for the new Community Engagement Program.
369942	Solar Powered Recycling	This account is used to track revenues from the Solar Powered Recycling Agreement. It is utilized to further promote waste stream reduction programs.
381005	Trfr Fr Billboard Rev Fund	Revenues transferred from Billboard Revenue Fund.
381145	Trfr Fr Pol Outside Svcs Fund	Transfer from Police Outside Services fund for the administrative fee charged and collected from each detail worked.
381162	Trfr Fr Federal Grant Fund	Federal Grant: American Rescue Plan Act (Coronavirus State and Local Fiscal Recovery Funds). This revenue is to fund governmental services to the extent of the revenue loss, immediate economic stabilization, COVID-19 response efforts and supports investments in water, sewer & broadband infrastructure.
381162	Trfr Fr Fed Grant Fund	Dedicated grant revenue for Public Works transportation and Senior Services expenses for the Older Americans Act Grant, CARES COVID grant reimbursement and American Rescue Plan Act.
381163	Trfr Fr State & Cty Grant Fund	This transfer relates to funds designated by Area Agency on Aging for the Local Services Program (LSP), Children Services Council of Broward County, and Broward County Swim Central Grant program.
381385	Trfr Fr Street Constr&Maint Fd	Funds transferred to service the 2012 Transportation Improvement Revenue Note.
399999	Appropriation Of Fund Balance	This account is used to budget for a portion of fund balance needed to cover all budgeted expenses.

General Fund Expenditure Projections

Object #	Account Description	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
<i>Personnel Services</i>						
601100	Elected Officials Salaries	201,785	236,380	266,800	269,300	180,300
601101	Car allowance	—	—	—	—	39,000
601102	Commission Stipend	—	—	—	—	50,000
601200	Employee Salaries	62,565,521	63,140,819	65,983,700	65,543,652	66,900,400
601205	Lump Sum Payout - Accrued Time	1,475,868	2,352,777	1,075,500	1,075,500	1,436,800
601210	Non-Pensionable Earnings	911,154	363,387	—	—	195,800
601215	Communication Stipend	129,973	315,350	346,500	346,500	358,300
601220	Longevity Pay	470,052	488,577	482,800	482,800	474,400
601250	Firefighters-F.S. 112.816	—	75,000	25,000	25,000	25,000
601310	Special Duty Pay	2,989	1,252	2,600	2,600	2,600
601390	Overtime-Court Time Pay	145,394	80,161	145,300	145,300	145,300
601400	Overtime-General	3,135,907	3,423,238	4,055,000	8,657,761	3,995,200
601402	Overtime-Special Events	91,529	49,956	27,700	26,575	25,200
601405	Overtime-SWAT	25,803	16,279	45,400	45,400	45,400
601410	Overtime-Holiday	1,051,785	1,023,054	1,036,100	1,041,756	1,033,600
601411	Overtime-Reimbursable	329,653	170,311	308,000	308,000	308,000
601412	Overtime-Emergency	304,623	155,243	—	—	—
601560	VEBA Accrued Time Payout	1,394,244	1,287,191	1,300,000	1,300,000	1,300,000
601561	Drop Transfer	—	894,621	1,148,900	1,148,900	1,148,900
602100	FICA & MICA	5,221,764	5,259,280	5,111,000	5,480,905	5,426,700
602210	Pension-General	2,946,152	3,316,993	3,531,900	3,531,900	3,341,700
602220	Pension-Police	8,813,360	9,453,501	9,348,500	9,348,500	9,174,000
602230	Pension-Fire	6,289,566	9,287,287	9,472,900	9,472,900	9,700,000
602235	Pension-Senior Mgmt	2,186,284	2,235,857	2,545,400	2,545,400	2,548,300
602240	Pension-FRS	83,765	81,878	129,100	129,100	118,100
602245	Pension-Retiree	162,901	161,467	171,000	171,000	171,000
602260	Pension-401	164,825	159,742	148,000	148,000	105,600
602265	Pension-457	581,271	580,054	622,900	622,900	625,800
602300	Pmt In Lieu Of Insurance	400,646	357,688	392,000	392,000	361,000
602304	Health Insurance-PPO	1,573,243	1,244,133	1,082,700	1,082,700	990,800
602305	Health Insurance-HMO	7,429,229	6,842,702	7,396,500	7,396,500	7,463,000
602306	Dental Insurance-PPO	316,535	258,732	264,000	264,000	259,100
602307	Dental Insurance-HMO	49,881	56,619	65,000	65,000	65,500
602308	Long-Term Care Insurance	—	—	1,100	1,100	1,100
602309	Basic Life Insurance	178,392	140,058	188,300	188,300	190,900
602311	Long-Term Disability Ins	64,244	47,043	93,900	93,900	95,300
602312	HDHP Aetna	433,571	745,066	861,900	861,900	867,300
602313	HSA Payflex	116,100	153,300	147,200	147,200	152,000
602314	IAFF Health Insurance	900,000	1,353,544	1,918,500	1,918,500	2,158,800
602315	GAME Retiree Health & Dental	51,227	42,837	42,600	42,600	281,700
602316	PBA Retiree Health & Dental	—	—	—	—	316,100
602318	NonRep Retiree Health & Dental	401,975	343,725	420,000	389,500	599,600
602319	IAFF Retiree Stipend	—	22,863	—	30,500	30,500
602320	PBA Retiree Stipend	263,800	296,480	269,500	269,500	330,000
602321	GAME Retiree Stipend	39,060	43,300	41,500	41,500	43,100
602322	Non-Rep Retiree Stipend	116,088	139,715	141,000	154,500	141,000
602400	Workers' Compensation	3,415,152	3,774,582	4,796,900	4,796,900	4,802,700
602600	OPEB	—	1,000,000	—	—	500,000
	<i>Sub-Total</i>	114,435,312	121,472,042	125,452,600	130,005,749	128,524,900
<i>Operating Expense</i>						
603101	Legal Svcs-City Commission	59,465	16,814	96,400	96,400	96,400
603102	Legal Svcs-Ofc of the City Mgr	132,136	62,909	204,200	204,200	204,200
603103	Legal Svcs-Procurement	44,688	30,593	112,800	112,800	112,800
603104	Legal Svcs-Comm Dev	69,800	69,800	69,800	69,800	69,800
603105	Legal Svcs-Parks & Recreation	28,350	23,523	76,000	76,000	76,000
603106	Legal Svcs-Public Works	37,887	18,896	94,100	94,100	94,100



General Fund Expenditure Projections

Object #	Account Description	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
603107	Legal Svcs-Police	146,001	98,984	153,600	153,600	153,600
603121	City Attorney Svcs	373,466	374,797	377,700	377,700	377,700
603128	Legal Svcs-Labor Related	165,110	92,497	270,000	270,000	270,000
603133	Medical Director Fees	37,400	37,400	37,400	37,400	50,000
603134	Prof Svcs-Marketing	8,742	—	10,800	10,800	10,800
603140	New Hire Screening	24,724	14,955	25,600	23,806	24,100
603141	Existing Employee Screening	80,255	55,800	86,500	80,399	87,300
603150	Information Technology Svcs	16,775	17,920	172,500	172,500	686,533
603183	Accreditation Fees	8,780	8,984	11,400	11,400	11,400
603190	Prof Svcs-Other	1,710,064	1,642,271	2,119,500	2,357,498	2,262,600
603192	Consulting Svcs	166,422	70,448	352,900	316,277	379,900
603200	Audit Fees	64,200	117,400	220,000	217,300	270,000
603301	Court Appear & Trans Fee	22,336	16,856	27,500	19,500	20,000
603400	Contract Svcs-Other	1,260,135	983,502	1,416,850	1,561,282	1,240,601
603401	Janitorial Svcs	431,013	607,967	567,156	776,711	692,910
603404	Air Condition Svcs	112,566	95,402	101,800	121,800	101,800
603407	Board up Svcs	2,635	—	3,000	3,090	3,000
603415	Debris Removal	3,751	—	—	—	—
603420	EMS Billings & Collections	70,266	81,474	182,000	182,000	182,000
603425	Software License & Maint	598,127	670,207	699,093	745,654	803,493
603455	Security Svcs	109,286	102,222	131,400	131,400	131,400
603459	Crossing Guards	337,674	180,771	506,600	491,600	562,100
603460	Landscape Svcs	1,679,777	1,342,384	1,574,380	1,604,980	1,788,780
603463	Tree Trimming Program	—	—	40,000	40,000	40,000
603470	Temporary Help	35,310	10,649	17,400	50,100	15,300
603480	Artist Contract	41,249	67,050	41,200	41,200	29,300
603501	Travel-Investigations	6,915	3,466	5,000	5,000	5,000
603503	Arson Investigation	499	—	700	700	700
603601	Firefighters Pension Benefits	1,070,720	1,160,486	1,000,000	1,000,000	1,200,000
603602	Police Officers Pension Benef	1,209,810	1,231,452	1,100,000	1,100,000	1,300,000
604001	Travel & Training	398,354	165,767	246,400	183,125	244,500
604100	Communication Svcs	390,285	126,440	101,600	69,900	85,300
604105	Internet-Computer Lab	5,560	6,107	6,300	6,300	6,300
604200	Postage	55,575	55,854	110,050	112,058	108,350
604300	Water/Wastewater Svcs	601,746	647,820	709,784	709,784	724,200
604301	Electricity Svcs	1,343,518	1,215,504	1,407,900	1,226,900	1,199,800
604302	Gas-Propane	22,908	22,735	22,800	28,400	22,800
604311	Street Lights	727,020	867,167	748,900	711,900	874,264
604400	Leased Equipment	27,972	21,779	58,000	22,235	51,800
604401	Rental Vehicles	68,040	72,981	71,600	77,600	75,000
604402	Leased Vehicles	47,571	17,420	—	—	—
604403	Leased Building	90,794	95,728	99,700	109,151	30,600
604405	Leased Motorcycles	90,000	90,000	90,000	90,000	90,000
604440	Leased Copiers	111,317	—	—	—	—
604500	Risk Internal Svcs Charge	2,836,300	2,180,800	390,600	390,600	1,668,400
604550	Health Ins Internal Serv Chg	—	1,750,700	3,219,800	3,219,800	1,741,500
604610	Fleet Internal Svcs Charge	2,255,178	2,615,400	2,370,200	2,370,200	2,128,000
604611	Vehicle Rehab & Enhance	33,439	26,265	47,000	41,000	36,000
604612	Vehicle Ancillary	12,000	19,330	13,700	21,200	13,700
604613	Vehicle Detail	4,553	2,737	5,600	5,600	6,800
604614	R&M Motorcycle	2,648	—	4,700	4,700	3,000
604620	R&M Buildings	49,294	49,950	90,400	101,261	159,500
604621	Painting	5,046	3,126	10,000	5,000	6,200
604624	Solid Waste Container Maint	—	3,385	5,000	5,000	5,000
604625	R&M Equipment	34,621	47,874	55,300	54,403	66,200
604630	R&M Electric	59,064	49,648	62,700	59,300	62,700
604640	R&M Machinery	48,791	53,177	53,300	60,117	56,600



General Fund Expenditure Projections

Object #	Account Description	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
604645	R&M Radios	49,381	54,211	317,400	140,827	153,500
604650	R&M Office Equip	1,085	—	1,500	300	1,500
604665	R&M Air Conditioning	101,293	67,405	75,000	70,000	75,000
604666	R&M Street Lights	11,789	9,400	10,000	10,000	10,000
604667	R&M Streets	28,628	19,506	46,500	46,500	46,500
604668	R&M Aquatics	21,984	51,419	44,500	46,500	41,500
604669	Landscape & Irrigation	157,102	159,826	202,000	156,116	222,100
604671	Park Maintenance	227,096	342,451	395,000	414,000	405,000
604672	Street Row & Median Maint	13,247	10,954	15,800	8,300	15,800
604684	Rental Assistance	—	—	—	50,000	—
604700	Printing & Binding Svcs	109,252	107,559	181,400	248,547	184,600
604740	Ordinance Codification	18,552	7,700	12,700	12,700	12,700
604820	Safety Education	686	—	1,100	1,100	1,100
604825	Crime Prevention	5,241	1,490	5,000	15,100	5,000
604841	Men's Summit	—	—	—	—	50,000
604842	Latin Music Festival	—	—	—	—	75,000
604843	Juneteenth Event	—	—	—	—	50,000
604844	Halloween at River Run Event	—	—	—	—	50,000
604845	Afro-Caribbean Event	—	—	—	—	125,000
604846	Miramar Invit. Track Meet	—	—	—	—	50,000
604847	Miramar Invit. Ath. PrizeMoney	—	—	—	—	50,000
604849	Miramar NACAC New Life Inv.	—	—	—	—	75,000
604850	Explorer & Recruitment	17,286	5,226	6,600	6,600	6,600
604851	Holiday Lighting Event	13,250	20,442	—	4,450	20,000
604853	Independence Day-4th of July	43,388	33	37,500	122,549	50,000
604855	Caribbean Amer. Heritage Celeb	26,763	147,648	37,500	61,415	75,000
604856	Hispanic Heritage	68,573	95	37,500	84,000	—
604857	Ansin Sporting Events	91,824	24,813	39,250	92,374	41,500
604858	Black History Celebration	—	—	—	5,500	75,000
604860	Economic Developmnt Activities	10,000	13,014	103,500	222,052	88,500
604861	Holiday Decorations (5 sites)	68,740	68,740	37,500	37,500	45,000
604864	Aviation Day	15,000	—	—	—	—
604865	Community Garden	24,983	9,774	15,000	15,000	13,000
604866	5K Run	4,402	—	—	—	—
604867	Shirley Branca Fall Festival	—	—	—	—	30,000
604868	Panamanian Independence	9,009	—	—	—	—
604869	Senior Prom Gala	8,690	—	—	—	—
604870	Public Education	28,695	13,853	30,000	20,000	30,000
604872	Game Night Extravaganza	23,165	—	—	—	—
604873	Puppy Palooza	4,872	—	—	—	—
604874	Poetry Slam	98	—	—	—	—
604875	Citizenship Drive	1,250	800	25,000	10,000	50,000
604876	Turkey Giveaway & Health Fair	14,784	—	—	—	—
604877	Back to School Event	—	—	—	15,000	—
604878	Haitian Flag Day	6,820	—	25,000	22,857	50,000
604879	Burger & Brew	18,785	—	12,500	500	50,000
604880	Chamber of Commerce Events	40,289	39,930	—	11,600	10,000
604881	Breakfast with Santa	5,431	—	—	—	—
604882	Martin Luther King Parade&Even	46,873	17,409	25,000	14,870	50,000
604883	Veteran's Day	1,876	1,139	1,000	1,000	5,000
604884	Halloween	28,682	38,805	25,000	35,970	—
604886	Jamaican Independence Day	22,721	—	25,000	60,756	50,000
604887	Haitian Candelight Vigil	27,093	—	—	—	—
604889	Marketing & Promotions	521,500	198,460	233,500	410,755	498,500
604890	Special Events-Other	85,522	138,839	69,450	301,971	102,700
604891	Theatre Productions	486,483	441,616	120,000	121,500	739,900
604892	Art Gallery	10,450	12,583	20,000	26,000	26,900

General Fund Expenditure Projections

Object #	Account Description	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
604893	Movie Night Quarterly	1,923	—	—	—	—
604894	Women's Empowerment	10,115	—	—	—	—
604896	Sports Summit	34,580	—	—	—	—
604897	Miramar Family Night	—	6,674	37,500	47,696	75,000
604898	Sports & Entertainment	—	220	35,000	18,500	35,000
604901	Credit Card Svcs Fees	39,842	19,439	36,900	36,900	21,900
604902	P-Card Service Fees	8,581	8,731	—	—	10,000
604905	Bank Svcs Charges	1,552	9,092	5,000	5,000	9,100
604908	Legislative Expense	994	1,701	7,000	2,009	7,000
604909	Election Costs	198,620	—	200,000	192,489	—
604910	Advertising Costs	102,190	152,975	330,300	284,644	318,000
604913	Reimburse Internal Event Costs	(4,100)	—	—	—	—
604916	Administrative Expense	41,983	35,922	65,400	59,880	59,700
604917	Volunteer Administrative Exp	—	—	4,000	—	2,000
604918	Commission Initiatives	159,918	175,159	225,000	241,158	225,000
604920	License & Permit Fees	55,770	55,711	61,623	61,623	61,498
604925	Parking Garage Condo Fees	190,000	190,000	190,000	190,000	190,000
604930	Record Storage Charges	28,185	33,767	23,400	44,100	40,000
604931	Recording Fees	2,156	19,149	16,175	14,788	20,975
604950	Employee Awards	17,496	17,447	23,500	33,660	28,500
604965	Special Magistrate	12,750	8,400	15,600	15,600	15,900
604966	U.S. Census	—	26,404	—	—	—
604970	Prisoner Care	—	—	16,000	—	—
604986	Interest Expense	—	7,500	—	—	23,400
604989	IT Internal Svcs Charge	5,068,300	5,816,900	5,992,900	5,992,900	7,152,900
604990	Pre-School Activities	29,604	26,616	31,800	31,800	58,800
604991	Summer Programs	95,816	6,091	74,200	49,810	74,200
604992	Recreation Activities	74,178	31,797	73,500	57,737	47,100
604993	Field Trips	42,376	4,538	98,415	28,910	98,515
604994	Athletic Activities	2,000	7,108	7,300	7,300	35,000
604995	Special Assessment Expense	18,831	18,804	18,800	18,800	19,000
604997	Other Operating Expenses	52,981	35,730	110,000	71,215	110,200
604998	Contingency	110,358	10,699	527,100	16,654	402,900
605100	Office Supplies	114,299	73,984	123,400	118,394	123,200
605120	Computer Operating Expenses	33,864	118,797	35,050	44,349	37,980
605220	Vehicle Fuel-On-Site	963,577	760,247	1,024,300	960,174	1,011,300
605221	Vehicle Fuel-Off-Site	83,247	68,534	112,100	112,100	114,900
605225	Equip Gas Oil & Lube	—	—	12,000	12,000	12,100
605230	Program Supplies	102,398	59,663	136,000	96,993	122,000
605235	General Food & Beverage	53,456	46,961	341,900	222,865	71,900
605240	Uniforms Cost	235,734	158,920	270,730	266,136	266,400
605242	Protective Clothing and Shoes	68,726	61,015	88,700	99,896	202,519
605243	Bunker Gear	178,379	68,543	573,462	514,248	98,600
605244	Personal Prop Reimburse	1,548	610	1,700	2,200	1,700
605246	Safety Equipment Supplies	19,965	18,335	21,150	22,500	21,300
605247	Janitorial Supplies	109,772	107,699	141,700	113,286	141,700
605249	Solid Waste Containers	8,970	7,045	10,000	10,000	6,000
605250	Noncap Furn (Item less 5000)	190,538	47,305	86,580	107,810	93,000
605251	Noncap Equip (Item less 5000)	334,740	209,774	292,055	411,267	294,125
605252	Small Tools	48,252	37,917	46,800	38,769	46,800
605253	NonCap Public Art (less 5,000)	—	—	—	4,000	—
605261	Canine Expenses	26,840	30,749	24,000	29,000	24,000
605263	Automotive Supplies	4,861	5,826	6,500	6,500	6,500
605265	Medical Supplies	124,732	133,285	115,800	115,800	115,800
605266	Photography	1,475	1,185	1,600	1,600	1,600
605267	Oxygen	4,990	7,328	5,800	11,076	5,800
605268	Pharmaceuticals	17,684	12,304	17,000	17,000	17,000



General Fund Expenditure Projections

Object #	Account Description	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
605270	Ammunition Expense	117,449	96,989	170,800	135,600	204,864
605280	Chemicals	100,484	56,186	111,900	86,300	106,900
605285	Lab Supplies	387	289	400	400	400
605290	Other Operating Supplies	107,410	63,811	120,500	137,657	135,400
605292	Aquatic Supplies	8,104	11,517	12,000	12,000	12,000
605295	Hurricane Supplies	69,907	20,376	25,000	25,000	25,000
605410	Subscriptions & Memberships	131,792	123,587	154,204	170,160	158,674
605500	Training-General	163,635	128,100	233,600	264,219	239,900
605510	Tuition Reimbursement	106,016	125,330	126,800	120,594	161,500
605600	CM Restricted	—	—	—	58,600	—
	<i>Sub-Total</i>	31,940,787	30,929,494	36,810,257	37,038,404	39,649,481
	<u>Departmental Capital Outlay</u>					
606200	Buildings/Structures	—	—	—	18,600	—
606209	Infrastructure Renovations	—	—	—	36,676	—
606210	Building Renovation	91,932	190,542	—	62,250	—
606211	Minor Building Repairs	93,367	426,274	500,000	787,023	231,500
606303	Traffic Calming	—	39,940	100,000	100,000	—
606319	Park Improvement	50,226	7,867	—	—	—
606322	Roadway Repairs	—	—	—	85,200	—
606400	Machinery & Equipment	896,839	250,405	—	685,234	82,161
606405	Furniture & Fixtures	4,640	137,500	—	52,500	—
606440	Vehicles Purchase	356,728	91,151	—	—	—
606441	Vehicle Replacement Program	2,481,460	4,383,199	68,000	68,000	2,409,900
606450	Radio Equipment	86,365	—	13,000	295,298	—
606470	Computer Equipment	26,316	20,101	19,500	56,930	—
606471	Software	84,078	616,585	448,938	405,045	—
606700	Law Enforce. Memorial/Display	—	—	—	13,381	—
606701	Public Art	—	—	—	—	20,000
	<i>Sub-Total</i>	4,171,951	6,163,565	1,149,438	2,666,137	2,743,561
	<u>Debt Service</u>					
607183	Prin-2017 Motorola Lse-Radio	29,545	30,798	32,200	32,200	33,500
607184	Prin-2017 BOA M&P Radio Lse	244,095	248,623	253,300	253,300	258,000
607189	Prin-US Bancorp FF SCBA Lease	72,594	148,266	152,500	152,500	156,800
607283	Int-2017 Motorola Lse-Radio Eq	8,360	7,107	5,800	5,800	4,500
607284	Int-2017 BOA M&P Radio Lse	26,586	22,058	17,500	17,500	12,800
607289	Int -US Bancorp FF SCBA Lease	10,590	18,102	13,900	13,900	9,600
	<i>Sub-Total</i>	391,770	474,954	475,200	475,200	475,200
	<u>Grants & Aids</u>					
608210	Area Agency on Aging	51,614	59,749	49,500	56,600	49,500
608250	Economic Incentive	221,534	54,124	94,300	94,300	94,300
608301	MASH Grt Energy Assistance	5,487	9,939	28,900	18,900	28,900
608306	Grants to others	18,897	27,339	45,000	59,209	45,000
	<i>Sub-Total</i>	297,532	151,151	217,700	229,009	217,700
	<u>Other Uses</u>					
609980	Emergency Preparedness	—	710,954	—	1,325,651	925,000
	<i>Sub-Total</i>	—	710,954	—	1,325,651	925,000
	<u>Appropriated Fund Balance</u>					
609990	Appropriated Fund Balance	—	—	2,310,000	2,319,776	2,041,032
	<i>Sub-Total</i>	—	—	2,310,000	2,319,776	2,041,032

General Fund Expenditure Projections

Object #	Account Description	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
<i>Transfers</i>						
691006	Transfer to Economic Dev Fd	—	3,300,000	—	—	—
691170	Trfr to Affordable Housing Tr	—	—	—	—	2,000,000
691201	Trfr To Debt Svcs	306,500	763,800	517,650	545,050	949,700
691203	Trfr To CIP Rev Bond	4,098,100	4,875,900	4,845,200	4,845,200	5,045,500
691204	Trfr To Debt Svcs	2,241,600	1,921,300	4,321,670	4,321,670	683,700
691205	Trf to Spec.Oblig.Ref Bd 2021	—	—	—	—	218,900
691395	Trfr To Capital Projects	1,434,269	1,959,720	—	225,000	2,914,350
691410	Trfr To Utility	—	—	301,600	301,600	278,200
	<i>Sub-Total</i>	8,080,469	12,820,720	9,986,120	10,238,520	12,090,350
	Total	\$ 159,317,821	\$ 172,722,880	\$ 176,401,315	\$ 184,298,445	\$ 186,667,224



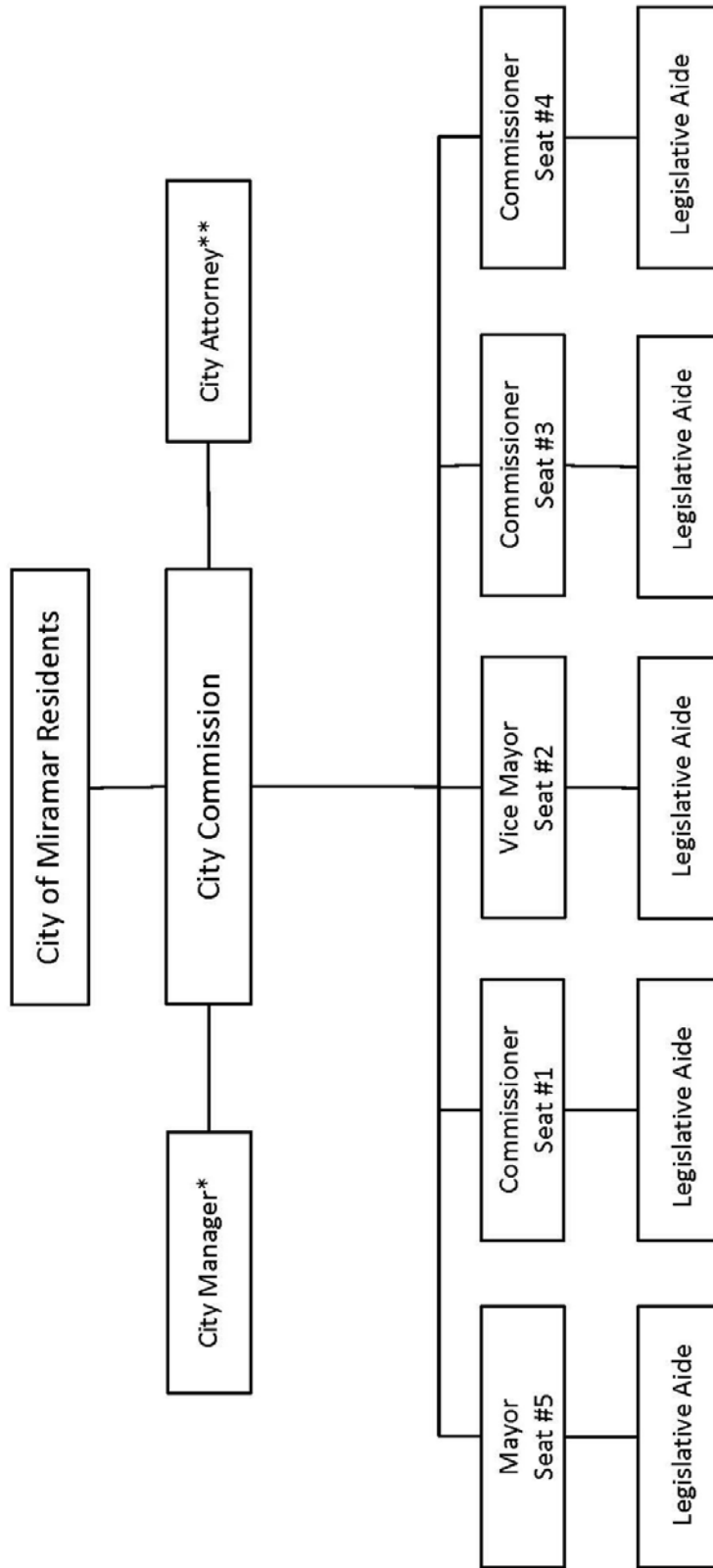


City Commission

Mission

We value the dignity and worth of our citizens and to this end we pledge to continuously improve the quality of life and economic prosperity of our residents by assuring all of our citizens a clean, safe, economically viable and progressive City that is responsive to changing needs.

City Commission Organizational Chart



* Budgeted in the Office of the City Manager
 ** Budgeted in Legal Department



Department Overview

The City Commission is responsible for adopting the City's policies, ordinances, resolutions and the annual operating and capital improvement budgets. The City Manager is appointed by the City Commission to serve as the administrative head of the municipal government and provides recommendations to the Commission on policy issues.

The City Commission consists of five elected officials, the Mayor and four commissioners duly elected by the qualified voters of the City as provided by the City Charter. Once a year, one of the commissioners is chosen to be Vice-Mayor. The commissioners are designated seats 1, 2, 3 and 4. All elected persons serve for a four-year term. Elections are held on the first Tuesday of March every two years.

Commission meetings generally are held on the first and third Wednesday of the month. The public can address general concerns during the second meeting of the month. However, individuals wishing to speak on matters that appear on the agenda need only raise their hand to be recognized. Workshop meetings are scheduled when deemed necessary.

As indicated in the Position Detail, this department is comprised of ten full-time budgeted positions.

FY 2021 Accomplishments

- Approved Fiscal Year 2021 Annual Operating and Capital Improvement Budgets.
- Approved the 5-year Capital Improvement Plan.
- Commission Initiatives:
 - Adopt-A-Street
 - Art in Public Places
 - Art on the Go
 - Black History meets Reggae Celebrations and ICON Awards
 - Caribbean American Heritage Month Kickoff Celebration
 - COVID-19 Food Distribution and Senior Outreach
 - Guns for Funds
 - Litter and Canal Cleanup
 - Miramar Family Night
 - Taste of the Caribbean Islands
 - Yoga – A Time to Heal
 - Youth Advisory Council
- Approved the following reports:
 - Comprehensive Annual Performance Report (CAPER)
 - Annual Comprehensive Financial Report (ACFR)
- Approved the following code amendments:
 - Approved and adopted numerous sections of the City's Procurement Code.
 - Approved and adopted six Ordinances amending the Land Development Code.

City Commission

Program Revenues, Expenditures and Positions Summary

	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Dedicated Revenues					
None	\$ —	\$ —	\$ —	\$ —	\$ —
Expenditures by Program					
City Commission	\$ 1,475,525	\$ 1,586,941	\$ 1,890,231	\$ 1,890,231	\$ 1,863,700
Total	\$ 1,475,525	\$ 1,586,941	\$ 1,890,231	\$ 1,890,231	\$ 1,863,700
Expenditures by Category					
Personnel Services	\$ 1,068,004	\$ 1,085,999	\$ 1,215,800	\$ 1,218,300	\$ 1,183,800
Operating Expense	407,821	500,942	674,431	671,931	679,900
Capital Outlay	—	—	—	—	—
Total	\$ 1,475,825	\$ 1,586,941	\$ 1,890,231	\$ 1,890,231	\$ 1,863,700
Positions by Program					
City Commission	10.00	10.00	10.00	10.00	10.00
Total	10.00	10.00	10.00	10.00	10.00
Position Detail					
Mayor	1.00	1.00	1.00	1.00	1.00
Vice Mayor	1.00	1.00	1.00	1.00	1.00
Commissioner	3.00	3.00	3.00	3.00	3.00
Legislative Aide	5.00	5.00	5.00	5.00	5.00
Total FTE's	10.00	10.00	10.00	10.00	10.00

City Commission FTE's by Program

City Commission

Adopts the City's policies, ordinances, resolutions and annual operating and capital budgets.

FY 21
10.00

FY 22
10.00



City Commission Expenditures by Object Code

City Commission General—001-01-010-511-

Object #	Account Description	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Personnel Services						
601215	Communication Stipend	\$ —	\$ —	\$ —	\$ —	\$ 700
601220	Longevity Pay	—	827	800	800	—
601400	Overtime-General	—	108	—	—	—
602235	Pension-Senior Mgmt	70,299	52,304	80,600	80,600	37,400
602240	Pension-FRS	83,765	81,878	129,100	129,100	118,100
602260	Pension-401	—	—	—	—	9,600
602265	Pension-457	38,600	41,664	49,900	49,900	51,600
602300	Pmt In Lieu Of Insurance	2,805	1,403	6,200	6,200	—
602304	Health Insurance-PPO	13,964	29,979	28,200	28,200	43,900
602305	Health Insurance-HMO	90,302	89,437	83,600	83,600	78,500
602306	Dental Insurance-PPO	3,471	4,452	4,700	4,700	4,700
602307	Dental Insurance-HMO	900	833	500	500	400
602309	Basic Life Insurance	1,412	826	2,000	2,000	2,000
602311	Long-Term Disability Ins	284	273	1,000	1,000	1,000
602312	HDHP Aetna	8,568	11,711	13,500	13,500	14,100
602313	HSA Payflex	4,050	2,800	2,700	2,700	2,700
602400	Workers' Compensation	36,300	38,100	42,000	42,000	42,000
	<i>Sub-Total</i>	354,721	356,595	444,800	444,800	406,700
Operating Expense						
603470	Temporary Help	—	—	2,500	2,500	2,500
604001	Travel & Training	530	(75)	—	—	—
604100	Communication Svcs	30	—	—	—	—
604301	Electricity Svcs	9,411	10,630	10,531	10,531	10,700
604500	Risk Internal Svcs Charge	25,900	19,000	3,400	3,400	14,600
604550	Health Ins Internal Serv Chg	—	20,700	33,800	33,800	18,300
604610	Fleet Internal Svcs Charge	—	3,500	3,200	3,200	2,900
604916	Administrative Expense	6,819	4,363	9,500	6,914	9,500
604918	Commission Initiatives	195	425	—	—	—
604989	IT Internal Svcs Charge	52,200	74,400	70,300	70,300	82,700
604997	Other Operating Expenses	250	—	—	—	—
605100	Office Supplies	4	—	1,000	1,754	1,000
605290	Other Operating Supplies	(128)	(50)	—	—	—
605410	Subscriptions & Memberships	48,751	57,471	58,100	69,932	58,100
	<i>Sub-Total</i>	143,962	190,364	192,331	202,331	200,300
	Total	\$ 498,683	\$ 546,960	\$ 637,131	\$ 647,131	\$ 607,000

City Commission Expenditures by Object Code

Mayor Messam—001-01-010-511-xxxxxx-00004/001-01-014-511-

Object #	Account Description	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Personnel Services						
601100	Elected Officials Salaries	\$ 47,261	\$ 51,653	\$ 51,300	\$ 51,300	\$ 43,500
601101	Car allowance	—	—	—	—	7,800
601200	Employee Salaries	79,385	83,232	85,500	85,500	85,500
601205	Lump Sum Payout - Accrued Time	10,640	7,933	5,000	5,000	5,000
601400	Overtime-General	—	7,616	—	—	—
602100	FICA & MICA	11,700	12,699	10,900	10,900	10,900
	<i>Sub-Total</i>	148,985	163,132	152,700	152,700	152,700
Operating Expense						
603192	Consulting Svcs	—	5,323	—	—	—
603470	Temporary Help	3,000	—	—	—	—
604001	Travel & Training	26,473	11,622	8,800	7,582	8,800
604100	Communication Svcs	2,780	—	—	—	—
604200	Postage	440	45	500	500	500
604700	Printing & Binding Svcs	2,389	4,280	4,240	8,613	4,240
604889	Marketing & Promotions	2,363	5,208	16,000	17,948	16,000
604908	Legislative Expense	594	1,601	5,400	1,027	5,400
604916	Administrative Expense	—	—	12,500	12,500	12,500
604918	Commission Initiatives	26,555	53,277	45,000	48,316	45,000
604997	Other Operating Expenses	653	4,480	12,180	1,730	12,180
605100	Office Supplies	—	163	600	600	600
605290	Other Operating Supplies	—	—	1,100	1,100	1,100
605510	Tuition Reimbursement	—	—	4,000	404	4,000
	<i>Sub-Total</i>	65,247	85,999	110,320	100,320	110,320
Total		\$ 214,232	\$ 249,132	\$ 263,020	\$ 253,020	\$ 263,020



City Commission Expenditures by Object Code

Commissioner Chambers—001-01-010-511-xxxxxx-00006/001-01-016-511-

Object #	Account Description	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
<u>Personnel Services</u>						
601100	Elected Officials Salaries	\$ 48,839	\$ 50,025	\$ 54,500	\$ 54,500	\$ 34,200
601101	Car allowance	—	—	—	—	7,800
601102	Commission Stipend	—	—	—	—	12,500
601200	Employee Salaries	95,135	58,740	85,500	85,500	85,500
601205	Lump Sum Payout - Accrued Time	—	4,109	5,000	5,000	5,000
601400	Overtime-General	7,570	—	—	—	—
602100	FICA & MICA	12,913	9,378	10,200	10,200	11,100
	<i>Sub-Total</i>	164,457	122,252	155,200	155,200	156,100
<u>Operating Expense</u>						
603470	Temporary Help	630	169	—	—	—
604001	Travel & Training	6,732	1,992	8,800	2,749	8,800
604100	Communication Svcs	2,741	—	—	—	—
604200	Postage	5	89	500	500	500
604700	Printing & Binding Svcs	797	8,134	4,240	14,219	4,240
604889	Marketing & Promotions	351	27,046	15,700	16,510	15,700
604908	Legislative Expense	—	—	400	400	400
604918	Commission Initiatives	38,602	35,693	45,000	47,650	45,000
604997	Other Operating Expenses	1,019	4,073	12,080	6,863	12,080
605100	Office Supplies	268	2,318	600	1,504	600
605290	Other Operating Supplies	—	375	1,000	654	1,000
605510	Tuition Reimbursement	—	—	4,000	1,273	4,000
	<i>Sub-Total</i>	51,145	79,890	92,320	92,320	92,320
	Total	\$ 215,602	\$ 202,142	\$ 247,520	\$ 247,520	\$ 248,420

City Commission Expenditures by Object Code

Commissioner Barnes—001-01-010-511-xxxxxx-00003/001-01-018-511-

Object #	Account Description	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
<u>Personnel Services</u>						
601100	Elected Officials Salaries	\$ 36,675	\$ 36,675	\$ 54,500	\$ 54,500	\$ 34,200
601101	Car allowance	—	—	—	—	7,800
601102	Commission Stipend	—	—	—	—	12,500
601200	Employee Salaries	89,379	92,185	85,500	85,500	85,500
601205	Lump Sum Payout - Accrued Time	6,992	—	5,000	5,000	5,000
601220	Longevity Pay	785	—	—	—	—
602100	FICA & MICA	11,034	10,623	10,200	10,200	11,100
	<i>Sub-Total</i>	<u>144,865</u>	<u>139,483</u>	<u>155,200</u>	<u>155,200</u>	<u>156,100</u>
<u>Operating Expense</u>						
604001	Travel & Training	8,402	1,677	8,800	8,800	8,800
604100	Communication Svcs	1,302	—	—	—	—
604200	Postage	—	—	500	500	500
604700	Printing & Binding Svcs	394	—	4,240	4,240	4,240
604889	Marketing & Promotions	—	—	15,500	15,500	15,500
604908	Legislative Expense	—	—	400	400	400
604918	Commission Initiatives	6,701	5,776	45,000	45,000	45,000
604997	Other Operating Expenses	1,148	2,058	12,180	12,180	12,180
605100	Office Supplies	—	91	600	600	600
605290	Other Operating Supplies	387	1,793	1,100	1,100	1,100
605510	Tuition Reimbursement	—	—	4,000	4,000	4,000
	<i>Sub-Total</i>	<u>18,333</u>	<u>11,395</u>	<u>92,320</u>	<u>92,320</u>	<u>92,320</u>
Total		\$ 163,199	\$ 150,878	\$ 247,520	\$ 247,520	\$ 248,420



City Commission Expenditures by Object Code

Commissioner Davis—001-01-010-511-xxxxxx-00001/001-01-011-511-

Object #	Account Description	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Personnel Services						
601100	Elected Officials Salaries	\$ 2,183	\$ 48,527	\$ 54,500	\$ 54,500	\$ 34,200
601101	Car allowance	—	—	—	—	7,800
601102	Commission Stipend	—	—	—	—	12,500
601200	Employee Salaries	51,279	94,605	85,500	85,500	85,500
601205	Lump Sum Payout - Accrued Time	1,442	1,442	5,000	5,000	5,000
602100	FICA & MICA	4,371	11,797	10,200	10,200	11,100
	<i>Sub-Total</i>	59,275	156,372	155,200	155,200	156,100
Operating Expense						
604001	Travel & Training	1,814	9,499	8,800	3,800	8,800
604100	Communication Svcs	1,376	—	—	—	—
604200	Postage	—	366	500	500	500
604700	Printing & Binding Svcs	4,083	3,934	4,240	8,756	4,240
604889	Marketing & Promotions	3,533	10,523	15,700	27,510	15,700
604908	Legislative Expense	—	100	400	181	400
604918	Commission Initiatives	15,653	46,180	45,000	44,430	45,000
604997	Other Operating Expenses	68	1,727	12,080	3,564	12,080
605100	Office Supplies	421	66	600	1,516	600
605120	Computer Operating Expenses	4,648	—	—	—	—
605290	Other Operating Supplies	509	859	1,000	500	1,000
605510	Tuition Reimbursement	—	—	4,000	1,563	4,000
	<i>Sub-Total</i>	32,105	73,253	92,320	92,320	92,320
	Total	\$ 91,380	\$ 229,624	\$ 247,520	\$ 247,520	\$ 248,420



City Commission Expenditures by Object Code

Vice Mayor Colbourne—001-01-010-511-xxxxxx-00002/001-01-012-511-

Object #	Account Description	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Personnel Services						
601100	Elected Officials Salaries	\$ 42,075	\$ 49,500	\$ 52,000	\$ 54,500	\$ 34,200
601101	Car allowance	—	—	—	—	7,800
601102	Commission Stipend	—	—	—	—	12,500
601200	Employee Salaries	63,259	84,716	85,500	85,500	85,500
601205	Lump Sum Payout - Accrued Time	—	2,308	5,000	5,000	5,000
602100	FICA & MICA	9,556	11,642	10,200	10,200	11,100
	<i>Sub-Total</i>	114,890	148,165	152,700	155,200	156,100
Operating Expense						
603190	Prof Svcs-Other	—	2,272	—	—	—
603470	Temporary Help	6,051	—	—	—	—
604001	Travel & Training	7,561	6,825	8,800	2,900	8,800
604100	Communication Svcs	3,041	—	—	—	—
604200	Postage	49	372	500	1,708	500
604700	Printing & Binding Svcs	275	3,978	4,240	10,985	4,240
604889	Marketing & Promotions	774	9,031	15,700	15,700	15,700
604908	Legislative Expense	400	—	400	—	400
604916	Administrative Expense	—	—	2,500	—	—
604918	Commission Initiatives	30,585	33,808	45,000	55,762	45,000
604997	Other Operating Expenses	2,458	2,435	12,080	3,095	12,080
605100	Office Supplies	502	582	600	2,041	600
605290	Other Operating Supplies	274	738	1,000	100	1,000
605510	Tuition Reimbursement	—	—	4,000	28	4,000
	<i>Sub-Total</i>	51,971	60,041	94,820	92,320	92,320
Total		\$ 166,861	\$ 208,205	\$ 247,520	\$ 247,520	\$ 248,420



City Commission Expenditures by Object Code

Former Commissioner Riggs—001-01-010-511-xxxxxx-00007

Object #	Account Description	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Personnel Services						
601100	Elected Officials Salaries	\$ 24,752	\$ —	\$ —	\$ —	\$ —
601200	Employee Salaries	49,844	—	—	—	—
602100	FICA & MICA	6,214	—	—	—	—
	<i>Sub-Total</i>	80,810	—	—	—	—
Operating Expense						
604100	Communication Svcs	628	—	—	—	—
604200	Postage	277	—	—	—	—
604700	Printing & Binding Svcs	35	—	—	—	—
604889	Marketing & Promotions	302	—	—	—	—
604918	Commission Initiatives	41,627	—	—	—	—
604997	Other Operating Expenses	1,423	—	—	—	—
605290	Other Operating Supplies	766	—	—	—	—
	<i>Sub-Total</i>	45,058	—	—	—	—
	Total	\$ 125,868	\$ —	\$ —	\$ —	\$ —

City Commission Budget Justifications

Object #	Account Description	Justification
Expense		
601101	Car allowance	Elected Officials option for a monthly vehicle allowance in lieu of the use of a City vehicle as approved by City Ordinance 20-05.
601102	Commission Stipend	Annual Stipend of \$12,500, as approved by City Ordinance 20-05, available at the option of each elected official either as: 1) payable in equal installments in accordance with the City Commission payroll structure and subject to all applicable taxes, or 2) included within the operating budget of each elected official to be used in accordance with applicable policies and procedures for business related expenditures.
603470	Temporary Help	For temporary assistance as needed.
604001	Travel & Training	This account is for out-of-town travel and accommodations associated with specialized training and conferences, which includes registration, airline travel, meals, etc., such as: Florida League of Cities Board meetings, Broward, Florida & National League of Cities, National Forum for Black Public Administrators, Sister Cities Trade Mission, Broward Days in Tallahassee, Florida League of Cities Southern Municipal Conference, US Conference of Mayors, etc.
604200	Postage	This account represents allocated costs for mailings and delivery services for U.P.S. and Federal Express.
604301	Electricity Svcs	This account represents allocated costs for electricity usage.
604500	Risk Internal Svcs Charge	This is a restricted account for allocated property and liability insurance premiums as provided by HR-Risk Management.
604550	Health Ins Internal Serv Chg	Funds the City's wellness program that encourage employees to adopt healthy habits through education, incentives and an on-site clinic.
604610	Fleet Internal Svcs Charge	This account represents costs associated with repair and maintenance of city vehicles as provided by PW-Fleet Management.
604700	Printing & Binding Svcs	This line item is for the purchase of different printed materials such as business cards and other documents/books, etc.
604889	Marketing & Promotions	This represents costs associated with marketing through Facebook ads, Constant Contact and other promotions for Commission events.
604908	Legislative Expense	This account provides funding for governmental consulting services.
604916	Administrative Expense	This account provides for miscellaneous expenses for ceremonies, events and awards and Commission events.
604918	Commission Initiatives	These are costs associated with City Commission initiatives that foster and/or support community based programming and services.
604989	IT Internal Svcs Charge	This account is for technology related costs such as leased computers, internet, intranet, land lines, network, telephone, software licenses, database needs and support services.
604997	Other Operating Expenses	This account is for unanticipated one time expenses that cannot be charged to any other budgeted line item.
605100	Office Supplies	This account is an estimated amount required for office supplies.
605290	Other Operating Supplies	This account provides funding for awards and miscellaneous supplies required for special events and meetings.
605410	Subscriptions & Memberships	This account is for memberships: Broward Black Elected Officials - \$500 Sam's Club membership - \$100 African American Mayor's Association - \$10,000 Broward league of Cities Annual Membership - \$10,000 Florida League of Cities - \$15,000 National Forum of Black Public Administration - \$500 Florida League of Mayors - \$1,500 United States Conference of Mayors - \$9,500 National League of Cities - \$9,000 Miscellaneous - \$2,000
605510	Tuition Reimbursement	Education assistance to permanent employees that is associated with a certificate or degree program at a community college or state college/university. Education must be related to the employee's present position or have the ability to assist in a promotional opportunity. The cost covers books and lab fees associated with the course.

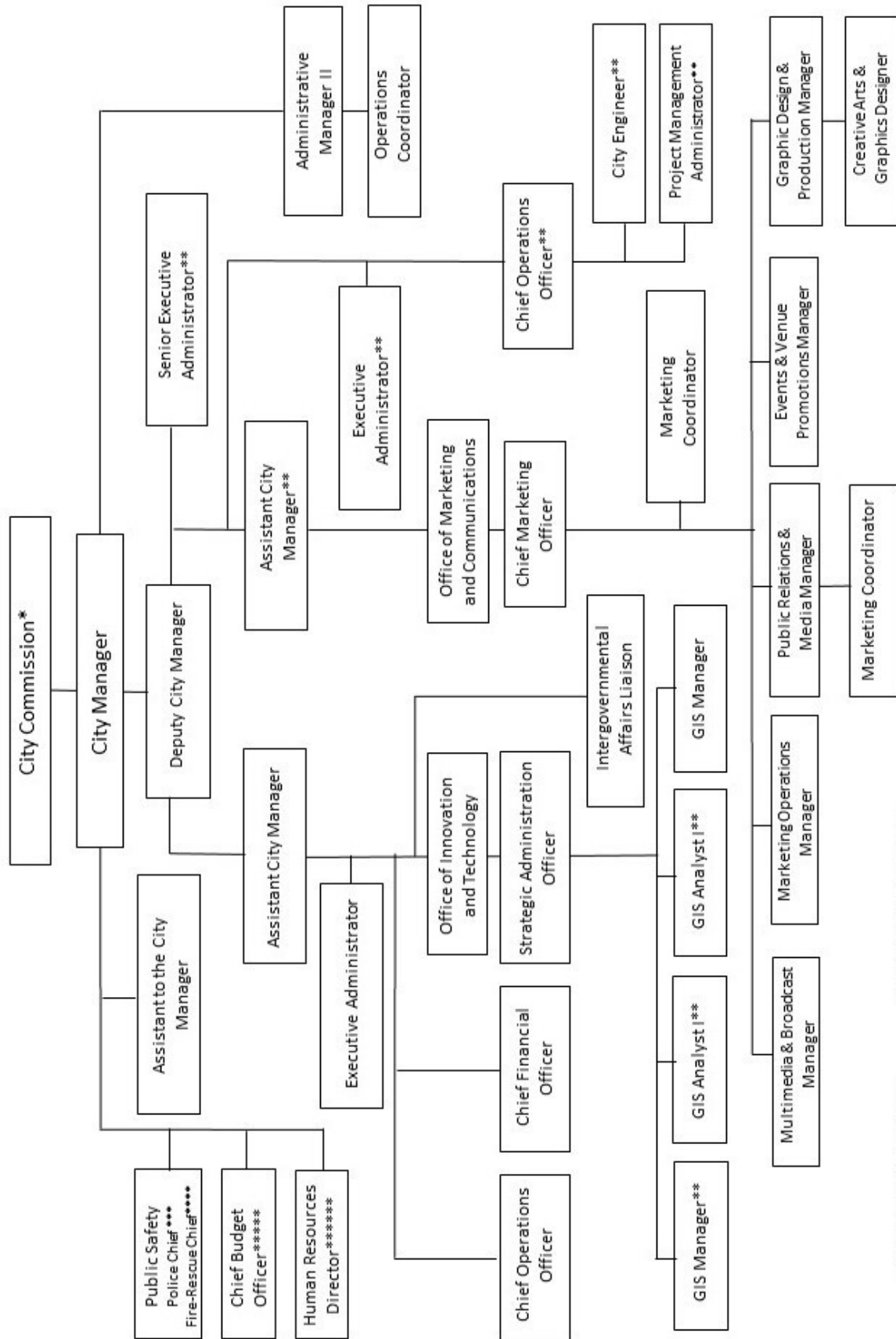


Office of the City Manager

Mission

Dedicated to promoting the most effective professional management and operation of the City through the implementation of best practices, in order to provide the highest level of service to the City Commission, residents, businesses and visitors.

Office of the City Manager Organizational Chart



- **** Budgeted in Fire-Rescue
- ***** Budgeted in Management & Budget
- *** Budgeted in Police



Department Overview

The Office of the City Manager is responsible for the effective and efficient delivery of services including recommending and carrying out the policies and ordinances approved by the City Commission. It is the responsibility of this office to advise the Commission on the City's financial status and to submit the Annual Operating and Capital Improvement Program budgets to them. This office provides effective communication between the City Commission, employees, residents and the general public and oversees the management of all City departments. The department is committed to the ongoing implementation of best practices in all City operations. In addition, this department is responsible for the City's goals and objectives to incorporate innovative ideas and technology throughout City operations to reduce expenditures and increase revenues, while providing enhanced services and public engagement tools.

As indicated in the Position Detail, this department is comprised of 21 budgeted positions, 21 full-time employees. The three major programs provided are:

1. City Management
2. Marketing and Communications
3. Administration

FY 2021 Accomplishments

City Management/Administration

- Continued to pursue the development of Miramar Town Center's final development block, which will include 393 rental apartments and 26,500 square feet of retail in an eight-story building. The \$110 million project will generate 650 jobs over the two-year construction period and a total of 323 jobs on a recurring basis. Additionally, \$1.9 million will be generated annually in property taxes and \$1 million in sales taxes.
- Finalizing negotiations with Florida Soccer Soldiers, after receiving an unsolicited proposal for a public-private partnership ("P3") that proposes to construct a state-of-the-art soccer training facility on City park land located near Everglades High School and Glades Middle School.



- Progress continued on the Historic Miramar Innovation and Technology Village ("HMITY") vision and land use plan amendment ("LUPA") to revitalize the commercial node just east of the Turnpike with high-quality workforce housing, a new state-of-the-art technology hub, and new mixed-use commercial and office space.
- As an initial step of the HMITY initiative, the City entered into an agreement with the Broward County School Board for the development of an open space area at Henry D. Perry Education Center to relocate park uses currently at Wellman Park.
- Construction continues on the \$6.6 million Miramar I-95 Express Bus Park & Ride facility, located on a 14-acre property at the northeast corner of Hiatus Road and Miramar Boulevard. This will include +/-474 parking spaces.
- National winner of the All-America City Awards 2021. This year's theme is "Building Equitable and Resilient Communities." City Presented Projects:
 - Building an Equitable and Resilient Economy
 - The Miramar Cultural Center (MCC)
 - Revitalizing Historic Miramar

Office of the City Manager

Comprehensive Assessment of Revenues and Expenses (C.A.R.E.)

- \$20,000 Estimated Annual Rent and new revenue created from Trash Receptacles
- Increased grant opportunities by 35 opportunities:
 - \$10,781,223 Total awarded (current)
 - \$1,647,682 EDGE (\$20,100) and C.A.R.E. grants Awards combined (04-26-2021)
- Creating savings:
 - \$88,285 Contractor's Reimbursement
 - \$4,136 Recovered Stranded Assets
 - \$137,395 P-card rebates
 - \$1,100,400 Sweep Investment Earnings
 - \$108,800 AT&T Savings (ongoing)
- \$25,600 Current annual savings with a future savings of \$200,000 per year:
 - Eight (8) electric vehicles
 - Occupancy sensors at facilities
 - 89 replacement LED streetlights
 - Replace low SEER HVAC units
 - Upgrade low flow plumbing fixtures
 - Energy performance savings
- \$84,969 Conservation saving created:
 - EV Charging Stations: Seven (7) Electric Vehicle (EV) level 2 networked charging stations (cost avoidance)
 - Fleet Electrification: Cost savings from eight (8) Electric Vehicles (EVs)

Legislative

- The City was successful in securing \$300,000 in the 2021 State Legislative Session:
 - Historic Miramar Drainage Improvements Phase IV: \$250,000
 - Florida Recreational Development Assistance Program Grant: Lakeshore Park: \$50,000

Marketing & Communications

- Website: Chatbot added to website.
- Social Media Reach: Grew social media reach to 48,117 or 35.88% of the population (vs 17.47% in FY20).
- Communications Outreach: Published 4 Miramar News Tabloid publications, 104 e-blasts to 23,000

residents, 52 business pulse e-blasts to over 3,000 businesses.

- Sports Business Marketing: Secured \$15,500 in sponsorships for the Miramar Invitational as well as provided over 20+ pieces of marketing collaterals for the event.
- Videos: Created over 200+ videos for various programs, events for public outreach.
- Design Services – Department Programs, Events and COVID Outreach: Provided marketing support for 120+ events and 204 department programs.
- Media Outreach: Generated 60+ press releases and over 10 press conferences for various events and department programs and received 200+ media pickups.
- Miramar Cultural Center: Designed and printed quarterly brochure, delivered to 132,000 homes.

Innovation and Technology

- Centralized Geographic Information Systems (GIS) Division within the Office of Innovation and Technology (OIT) to improve city operations through providing smart, data-driven decision-making tools.
 - Strategic Plan per Department
 - Information Hub for Operational Purposes
 - Citywide Interactive Map with all accessible data points (e.g., Census, BCPA)
 - Applicable Smart City Initiatives and Resources
- Inaugural Smart City Committee.
 - Biweekly meetings to review citywide smart city initiatives and consolidation of platforms to support efficiency and cost-savings initiatives.
- Smart Cities Connect Global Smart 50 Awards Competition.
 - 2x 2021 Smart 50 Award Recipient
 - Smart Water Meters/Sensus/AMI Project (Utilities)
 - Smart Building Energy Management Systems (Public Works)

Program Revenues, Expenditures and Positions Summary

	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Dedicated Revenues					
None	\$ —	\$ —	\$ —	\$ —	\$ —
Expenditures by Program					
City Management	\$ 2,763,148	\$ 2,939,914	\$ 1,303,155	\$ 1,303,155	\$ 2,021,090
Marketing & Communications	5,915	1,590,218	1,719,480	1,719,480	2,079,700
Administration	—	—	1,949,775	1,949,775	1,738,610
Business Inclusion Diversity	614,686	(12)	—	—	—
Total	\$ 3,383,749	\$ 4,530,119	\$ 4,972,410	\$ 4,972,410	\$ 5,839,400
Expenditures by Category					
Personnel Services	\$ 3,078,942	\$ 3,738,465	\$ 3,794,600	\$ 3,797,104	\$ 3,768,800
Operating Expense	285,740	740,154	1,177,810	1,175,306	2,070,600
Capital Outlay	19,067	51,500	—	—	—
Total	\$ 3,383,749	\$ 4,530,119	\$ 4,972,410	\$ 4,972,410	\$ 5,839,400
Positions by Program					
City Management	11.00	11.00	6.00	6.00	5.00
Marketing & Communications	—	9.00	8.00	8.00	9.00
Administration	—	—	7.50	8.00	7.00
Business Inclusion Diversity	5.00	—	—	—	—
Total	16.00	20.00	21.50	22.00	21.00

MAKING RESPONSIBILITY COUNT

BY T. C. ADDERLY AND KEVIN LEWIS, EDITED BY GINA HORDSCOTT

C.A.R.E. PROGRAM

Inside the city of Miramar's innovative, cost-saving, revenue-generating C.A.R.E. program

THE CITY OF Miramar is one of the best revenue managers in the country. People don't choose to move to Florida. The lack of a state income tax, moderate sales taxes and business taxes, and state-wide property taxes below the national average are all attractive reasons to call Florida home.

At the same time, however, taxes in South Florida—particularly property taxes—also obtain considerably higher than locations elsewhere in the state.

In Broward County alone, the median property tax bill comes in around \$2,654 based on a \$250,000 median home value. That's more than 60 percent of the state median of \$1,773 for a similarly valued home in other Florida communities.

There were some grumbling over the high property taxes, but it also means there's not much room for cities and municipalities to increase taxes further to compensate for inflation, rising costs, or maintaining an excellent quality of life. That is, unless you add value to those who live, work, and play in Miramar.

The beginning of C.A.R.E. in 2016, Mayor Hargry identified a number of areas that would need to be addressed if Miramar were to continue a trajectory of positive growth and advance its position as a major South Florida city. Among these needs were enhanced work environments for employees, improved and expanded best practices for government administration, optimizing the city's human and financial capital, and additional quality of life benefits for the community at large.

"Many cities struggle with exactly these same needs," says Hargry. "One, the dilemma is to put together a task force to address one issue at a time. It's a good enough approach, but I felt strongly we needed something more holistic if we wanted it to be not only effective but also sustainable for years to come."

At the foundation of the program, Hargry identified four pillars for measuring success:

1. The new program must create critical identified needs were met.
2. The program should also be used to identify areas of inefficiencies within the city.
3. Satisfaction must then be addressed and connected to

Each category is measured by a combination of metrics and data points. The C.A.R.E. program is a multi-faceted initiative that includes:

- Human Resources
- Information Technology
- Public Works
- Finance
- Customer Service
- Public Safety
- Community Development

Each category is measured by a combination of metrics and data points. The C.A.R.E. program is a multi-faceted initiative that includes:

- Human Resources
- Information Technology
- Public Works
- Finance
- Customer Service
- Public Safety
- Community Development

Miramar was featured in the April 2021 Issue of the International City/County Management Association, Public Management Magazine



Office of the City Manager

Position Detail	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Administrative Manager	1.00	—	—	—	—
Administrative Manager II	—	1.00	1.00	1.00	1.00
Assistant City Manager	3.00	2.00	2.00	2.00	1.00
Assistant to the City Manager	—	1.00	1.00	1.00	1.00
Assistant to the City Manager/Director of Cultural Affairs	1.00	—	—	—	—
Business Diversity Officer	1.00	—	—	—	—
Chief Financial Officer	1.00	1.00	1.00	1.00	1.00
Chief Marketing Officer	—	1.00	1.00	1.00	1.00
Chief Operations Officer	—	1.00	2.00	1.00	1.00
City Manager	1.00	1.00	1.00	1.00	1.00
Community Relations and Program Administrator	—	1.00	—	—	—
Compliance Coordinator	1.00	—	—	—	—
Creative Arts and Graphics Designer	—	1.00	1.00	1.00	1.00
Deputy City Manager	—	1.00	1.00	1.00	1.00
Director of Cultural Affairs	—	1.00	—	—	—
Energy Resources Manager	—	—	—	1.00	—
Events & Venue Promotions Manager	—	—	1.00	1.00	1.00
Executive Administrator	1.00	1.00	1.00	1.00	1.00
GIS Analyst I - Part-time	—	—	0.50	—	—
GIS Manager	—	—	—	1.00	1.00
Graphic Design & Production Manager	—	1.00	1.00	1.00	1.00
Intergovernmental Affairs Liaison	—	—	1.00	1.00	1.00
Marketing & Communications Administrator	1.00	—	—	—	—
Marketing Coordinator	—	1.00	1.00	1.00	2.00
Marketing Operations Manager	1.00	1.00	1.00	1.00	1.00
Monitoring Coordinator	1.00	—	—	—	—
Multimedia and Broadcast Manager	—	1.00	1.00	1.00	1.00
Ombudsman Coordinator	1.00	—	—	—	—
Operations Coordinator	—	1.00	1.00	1.00	1.00
Outreach Coordinator	1.00	—	—	—	—
Public Relations & Media Manager	—	1.00	1.00	1.00	1.00
Senior Management Administrator	—	1.00	—	—	—
Strategic Administration Officer	—	—	1.00	1.00	1.00
Strategic Development Officer	1.00	—	—	—	—
Total FTE's	16.00	20.00	21.50	22.00	21.00

Office of the City Manager FTE's by Program

City Management

The City Manager is the administrative head of the City Government and is responsible for the efficient and effective administration of all departments of the City. On behalf of the City Commission, the City Manager ensures the proper implementation of City policies and ordinances and carries out Commission directives. The City Manager's Office initiates the strategic planning process required to address the City's financial, operational and infrastructure needs. It also provides advice to the Commission on the City's financial status and submits the annual operating and capital improvement program budgets to them.

<u>FY 21</u>	<u>FY 22</u>
6.00	5.00

Marketing & Communications

Responsible for the dissemination of official information and promoting the City's public image. It focuses on enhancing and implementing city-wide branding strategies, image development, communications and public information for all media outlets.

<u>FY 21</u>	<u>FY 22</u>
8.00	9.00

Administration

Responsible for providing executive level administration support to the City Manager to implement the efficient and effective administration of all departments of the City. With the use of technology and efficient management tools, this program functions to structure the delivery of critical programs and services to the community, while ensuring prudence in the development, administration and oversight of the City's budget. This program is also responsible for additional revenue generating initiatives and facilitating legislative agendas and associated activities. It assists the City Manager to ensure that City policies, ordinances and Commission directives are effectively implemented and coordinates the strategic planning process required to address the City's future financial, operational and infrastructure needs.





<u>FY 21</u>	<u>FY 22</u>
7.50	7.00

Innovation and Technology – This office is under the Administration Program and is responsible for the City's goals and objectives to incorporate innovative ideas and technology throughout City operations to reduce expenditures and increase revenues, while providing enhanced services and public engagement tools.

<u>FY 21</u>	<u>FY 22</u>
3.00*	3.00*

*Positions budgeted in the Utility Fund (410)




Office of the City Manager Balanced Scorecard

Measures	Objectives	Series Status	FY 2020 Actual	FY 2021 Actual	FY 2022 Goal
 Review revenue and expenditure actuals on a quarterly basis	Manage the City in Compliance with the Adopted Budget	Q4 Actual	1.00	1.00	
		YTD Actual	3.00	4.00	
		EOY Target	4.00	4.00	4.00
		% Target	100.00%	100.00%	
		% Goal	100.00%	100.00%	
 Review Capital Improvement Plan project status	Manage the City in Compliance with the Adopted Budget	Q4 Actual	1.00	1.00	
		YTD Actual	4.00	4.00	
		EOY Target	4.00	4.00	4.00
		% Target	100.00%	100.00%	
		% Goal	100.00%	100.00%	
 Hold Budget Workshop to determine goals and priorities	Provide a FY2020 Budget that Supports the City's Mission	Q4 Actual	1.00	—	
		YTD Actual	1.00	1.00	
		EOY Target	1.00	1.00	1.00
		% Target	100.00%	100.00%	
		% Goal	100.00%	100.00%	
 Adopt a balanced annual budget by September 30th each year	Provide a FY2020 Budget that Supports the City's Mission	Q4 Actual	1.00	1.00	
		YTD Actual	1.00	1.00	
		EOY Target	1.00	1.00	1.00
		% Target	100.00%	100.00%	
		% Goal	100.00%	100.00%	

Office of the City Manager Balanced Scorecard





Measures	Objectives	Series Status	FY 2020 Actual	FY 2021 Actual	FY 2022 Goal
 Maintain 12% committed fund balance as required by policy	Maintain a Healthy Fund Balance Reserve	Q4 Actual	12.00%	12.00%	
		YTD Actual	12.00%	12.00%	
		EOY Target	12.00%	12.00%	12.00%
		% Target	100.00%	100.00%	
		% Goal	100.00%	100.00%	
 Meets budget target - Expenses	Finances	Q4 Actual	\$ 1,199,412.66	\$ 1,325,865.39	
		YTD Actual	\$ 4,528,998.44	\$ 4,790,900.39	
		EOY Target	\$ 4,917,700.00	\$ 4,972,410.00	\$5,839,400.00
		% Target	92.10%	96.35%	
		% Goal	100.00%	100.00%	
 Meets projected target - Expenses	Finances	Q4 Actual	\$ 1,199,412.66	\$ 1,325,865.39	
		YTD Actual	\$ 4,528,998.44	\$ 4,790,900.39	
		EOY Projection	\$ 4,460,464.00	\$ 4,894,453.00	\$5,839,400.00
		% Target	101.54%	97.88%	
		% Goal	100.00%	100.00%	
 Hold Bi-weekly EMT Meetings (weekly status update meetings currently being held due to COVID-19)	Assist Departments in Defining and Achieving their Collective Goals	Q4 Actual	5.00	10.00	
		YTD Actual	21.00	37.00	
		EOY Target	12.00	24.00	24.00
		% Target	175.00%	154.17%	
		% Goal	100.00%	100.00%	

Office of the City Manager Balanced Scorecard

Measures	Objectives	Series Status	FY 2020 Actual	FY 2021 Actual	FY 2022 Goal
 Provide Quarterly Reports	Inform the Commission About the Overall Health of the City	Q4 Actual	1.00	1.00	
		YTD Actual	3.00	4.00	
		EOY Target	4.00	4.00	4.00
		% Target	75.00%	100.00%	
		% Goal	100.00%	100.00%	
 Hold Executive Management Team Strategic Retreat	Executive Management Staff Training and Team Building	Q4 Actual	0.00	0.00	
		YTD Actual	0.00	0.00	
		EOY Target	1.00	1.00	1.00
		% Target	0.00%	—%	
		% Goal	100.00%	100.00%	
 Ensure City Attorney conducts ethics training (hours)	Ensure City Commission Complies with Broward County Ethics Training Requirements	Q4 Actual	4.00	0.00	
		YTD Actual	4.00	4.00	
		EOY Target	4.00	4.00	4.00
		% Target	100.00%	100.00%	
		% Goal	100.00%	100.00%	

FY21 actuals (revenues and expenses) are as of 11-25-21.
End of year targets exclude year-end budget amendments.

Office of Marketing & Communications Balanced Scorecard

Measures	Objectives	Series Status	FY 2020 Actual	FY 2021 Actual	FY 2022 Goal
 Exceed 3CMA standard of 10% of population following city's official Social Media Accounts (based on current population of 137,107)		Q4 Actual	1.00	5.00	
		YTD Actual	1.00	5.00	
		EOY Target	1.00	3.00	3.00
		% Target	100.00%	166.67%	
		% Goal	100.00%	100.00%	
 Produce quality videos in support of city services (i.e. How To Guides, Youth Camps, etc.) and assets (i.e. The Miramar Amp, Shirley Branca Memorial Park Band Shell, Rental Facilities, etc.)	Multimedia and Broadcasting	Q4 Actual	39.00	85.00	
		YTD Actual	58.00	211.00	
		EOY Target	5.00	60.00	60.00
		% Target	1,160.00%	351.67%	
		% Goal	100.00%	100.00%	
 Hold annual Strategic Planning retreat to prepare for upcoming calendar/marketing year	Strategic Planning Retreat	Q4 Actual	0.00	0.00	
		YTD Actual	0.00	0.00	
		EOY Target	1.00	1.00	1.00
		% Target	0.00%	0.00%	
		% Goal	100.00%	100.00%	
 Maintain budgeted Training/ Development Opportunities for all staff members	On-going Training/ Development	Q4 Actual	10.00	18.00	
		YTD Actual	27.00	54.00	
		EOY Target	2.00	12.00	12.00
		% Target	1,350.00%	450.00%	
		% Goal	100.00%	100.00%	
 Create and implement strategic plans with department support to promote city assets/rental facilities (Miramar Amphitheater, Miramar Cultural Center-ArtsPark, Shirley Branca Bandshell, Miramar Aquatic Complexes, Vernon E. Hargray Youth Enrichment Center, Rental Facilities/Venues)		Q4 Actual	25.00	99.00	
		YTD Actual	36.00	348.00	
		EOY Target	2.00	100.00	100.00
		% Target	1,800.00%	348.00%	
		% Goal	100.00%	100.00%	

FY21 actuals (revenues and expenses) are as of 11-25-21.

End of year targets exclude year-end budget amendments.

Office of the City Manager Budget Summary by Program

City Management—Program 050

Description

The City Manager is the administrative head of the City Government and is responsible for the efficient and effective administration of all departments of the City. On behalf of the City Commission, this program is designed to ensure the proper implementation of City policies and ordinances and to carry out Commission directives. This program initiates the strategic planning process required to address the City's financial, operational and infrastructure needs. It also provides advice to the Commission on the City's financial status and submits the annual operating and capital improvement program budgets to them.

Object Code	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Dedicated Revenues					
None	\$ —	\$ —	\$ —	\$ —	\$ —
Expenditures by Category					
Personnel Services	\$ 2,585,233	\$ 2,602,712	\$ 1,029,900	\$ 1,029,900	\$ 1,117,600
Operating Expense	158,848	285,702	273,255	273,255	903,490
Departmental Capital Outlay	19,067	51,500	—	—	—
Total	\$ 2,763,148	\$ 2,939,914	\$ 1,303,155	\$ 1,303,155	\$ 2,021,090
Percent of Time by Position					
Administrative Manager	1.00	—	—	—	—
Administrative Manager II	—	1.00	1.00	1.00	1.00
Assistant City Manager	3.00	2.00	—	—	—
Assistant to the City Manager	—	1.00	1.00	1.00	1.00
Assistant to the City Manager/Director of Cultural Affairs	1.00	—	—	—	—
Chief Financial Officer	1.00	1.00	—	—	—
Chief Operations Officer	—	1.00	2.00	1.00	1.00
City Manager	1.00	1.00	1.00	1.00	1.00
Deputy City Manager	—	1.00	—	—	—
Director of Cultural Affairs	—	1.00	—	—	—
Executive Administrator	1.00	—	—	—	—
GIS Manager	—	—	—	1.00	—
Marketing & Communications Administrator	1.00	—	—	—	—
Marketing Operations Manager	1.00	—	—	—	—
Operations Coordinator	—	1.00	1.00	1.00	1.00
Senior Management Administrator	—	1.00	—	—	—
Strategic Development Officer	1.00	—	—	—	—
Total	11.00	11.00	6.00	6.00	5.00

Office of the City Manager Budget Summary by Program

Marketing and Communications—Program 051

This program focuses on enhancing and implementing city-wide branding strategies, image development, communications and public information for all media outlets. With this standardized and centralized information portal, communication, marketing and promotions, this program optimizes the City's media capital and identifies additional resources to position the City for tourism, business attraction and business retention.

Note: This program was transferred in from Parks & Recreation in FY20.

Dedicated Revenues	Object Code	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
None		\$ —	\$ —	\$ —	\$ —	\$ —

Expenditures by Category

Personnel Services	\$	—	\$ 1,135,753	\$ 1,001,900	\$ 1,004,404	\$ 1,134,100
Operating Expense		5,915	454,464	717,580	715,076	945,600
Departmental Capital Outlay		—	—	—	—	—
Total	\$	5,915	\$ 1,590,218	\$ 1,719,480	\$ 1,719,480	\$ 2,079,700

Percent of Time by Position

Chief Marketing Officer	—	1.00	1.00	1.00	1.00
Community Relations and Program Administrator	—	1.00	—	—	—
Creative Arts and Graphics Designer	—	1.00	1.00	1.00	1.00
Events & Venue Promotions Manager	—	—	1.00	1.00	1.00
Executive Administrator	—	1.00	—	—	—
Graphic Design & Production Manager	—	1.00	1.00	1.00	1.00
Marketing Coordinator	—	1.00	1.00	1.00	2.00
Marketing Operations Manager	—	1.00	1.00	1.00	1.00
Multimedia and Broadcast Manager	—	1.00	1.00	1.00	1.00
Public Relations & Media Manager	—	1.00	1.00	1.00	1.00
Total	—	9.00	8.00	8.00	9.00

Office of the City Manager Budget Summary by Program

Administration—Program 100

This program is responsible for providing executive level administration support to the City Manager to implement the efficient and effective administration of all departments of the City. With the use of technology and efficient management tools, this program functions to structure the delivery of critical programs and services to the community, while ensuring prudence in the development, administration and oversight of the City's budget. This program is also responsible for additional revenue generating initiatives and facilitating legislative agendas and associated activities. It assists the City Manager to ensure that City policies, ordinances and Commission directives are effectively implemented and coordinates the strategic planning process required to address the City's future financial, operational and infrastructure needs. This program also includes the Office of Innovation and Technology, which is responsible for the City's goals and objectives to incorporate innovative ideas and technology throughout City operations to reduce expenditures and increase revenues, while providing enhanced services and public engagement tools.

Dedicated Revenues	Object Code	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
None		\$ —	\$ —	\$ —	\$ —	\$ —
Expenditures by Category						
Personnel Services		\$ —	\$ —	\$ 1,762,800	\$ 1,762,800	\$ 1,517,100
Operating Expense		—	—	186,975	186,975	221,510
Departmental Capital Outlay		—	—	—	—	—
Total		\$ —	\$ —	\$ 1,949,775	\$ 1,949,775	\$ 1,738,610
Percent of Time by Position						
Assistant City Manager		—	—	2.00	2.00	1.00
Chief Financial Officer		—	—	1.00	1.00	1.00
Deputy City Manager		—	—	1.00	1.00	1.00
Energy Resources Manager		—	—	—	1.00	—
Executive Administrator		—	—	1.00	1.00	1.00
GIS Analyst I - Part-time		—	—	0.50	—	—
GIS Manager		—	—	—	—	1.00
Intergovernmental Affairs Liaison		—	—	1.00	1.00	1.00
Strategic Administration Officer		—	—	1.00	1.00	1.00
Total		—	—	7.50	8.00	7.00

Office of the City Manager Budget Summary by Program

Business Inclusion Diversity (BID)—Program 052

Description

This program was transferred out to Economic & Business Development in FY20.

Dedicated Revenues	Object Code	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
None		\$ —	\$ —	\$ —	\$ —	\$ —
Expenditures by Category						
Personnel Services		\$ 493,709	\$ —	\$ —	\$ —	\$ —
Operating Expense		120,977	(12)	—	—	—
Departmental Capital Outlay		—	—	—	—	—
Total		\$ 614,686	\$ (12)	\$ —	\$ —	\$ —
Percent of Time by Position						
Business Diversity Officer		1.00	—	—	—	—
Compliance Coordinator		1.00	—	—	—	—
Monitoring Coordinator		1.00	—	—	—	—
Ombudsman Coordinator		1.00	—	—	—	—
Outreach Coordinator		1.00	—	—	—	—
Total		5.00	—	—	—	—

Office of the City Manager Expenditures by Object Code

City Management—001-05-050-512-

Object #	Account Description	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Personnel Services						
601200	Employee Salaries	\$ 1,667,934	\$ 1,641,287	\$ 669,600	\$ 669,600	\$ 818,700
601205	Lump Sum Payout - Accrued Time	198,221	196,738	55,800	55,800	65,400
601210	Non-Pensionable Earnings	3,358	5,578	—	—	3,000
601215	Communication Stipend	5,090	15,235	9,800	9,800	5,200
601220	Longevity Pay	12,626	14,063	7,500	7,500	3,000
601400	Overtime-General	—	201	2,000	2,000	500
601410	Overtime-Holiday	—	5	—	—	—
602100	FICA & MICA	115,220	103,352	46,000	46,000	34,500
602210	Pension-General	20,111	—	8,700	8,700	10,300
602235	Pension-Senior Mgmt	266,098	247,643	31,700	31,700	25,300
602260	Pension-401	18,125	27,885	15,100	15,100	15,100
602265	Pension-457	97,754	99,469	44,600	44,600	29,100
602300	Pmt In Lieu Of Insurance	11,481	11,308	6,200	6,200	—
602304	Health Insurance-PPO	10,147	217	—	—	—
602305	Health Insurance-HMO	89,681	108,275	94,700	94,700	71,900
602306	Dental Insurance-PPO	4,843	4,925	3,500	3,500	1,600
602307	Dental Insurance-HMO	917	1,047	500	500	500
602309	Basic Life	5,121	35,662	1,900	1,900	1,400
602311	Long-Term Disability	1,131	431	900	900	700
602312	HDHP Aetna	24,575	28,991	—	—	—
602313	HSA Payflex	5,400	4,200	—	—	—
602400	Workers' Compensation	27,400	56,200	31,400	31,400	31,400
	<i>Sub-Total</i>	2,585,233	2,602,712	1,029,900	1,029,900	1,117,600
Operating Expense						
603190	Prof Svcs-Other	12,488	6,625	105,000	103,350	90,000
603200	Audit Fees	—	70,000	75,000	75,000	100,000
603425	Software License & Maint	—	397	—	—	—
603470	Temporary Help	—	4,786	—	—	—
604001	Travel & Training	15,614	13,469	3,625	3,625	6,750
604100	Communication Services	4,647	—	—	500	—
604200	Postage	111	60	450	450	450
604301	Electricity Svcs	12,139	13,712	3,390	3,390	4,400
604402	Leased Vehicles	—	9,677	—	—	—
604500	Risk Internal Svcs Charge	14,600	19,800	2,400	2,400	10,300
604550	Health Ins Internal Serv Chg	—	28,400	28,500	28,500	15,400
604610	Fleet Internal Svcs Charge	5,907	18,000	—	—	—
604700	Printing & Binding Svc	1,322	7,931	400	400	4,000
604842	Latin Music Festival	—	—	—	—	75,000
604843	Juneteenth Event	—	—	—	—	50,000
604849	Miramir NACAC New Life Inv.	—	—	—	—	75,000
604855	Caribbean Amer. Heritage Celeb	—	—	—	—	75,000
604858	Black History Celebration	—	—	—	—	75,000
604875	Citizenship Drive	—	—	—	—	50,000
604878	Haitian Flag Day	—	—	—	—	50,000
604882	Martin Luther King Parade&Even	—	—	—	—	50,000
604886	Jamaican Independence Day	—	—	—	—	50,000
604889	Marketing & Promotions	5,687	3,680	2,000	2,000	1,800

Office of the City Manager Expenditures by Object Code

City Management—001-05-050-512-

Object #	Account Description	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
604897	Miramar Family Night	—	—	—	—	75,000
604916	Administrative Expense	6,987	4,537	3,250	3,250	3,250
604989	IT Internal Svcs Charge	57,500	69,900	40,600	40,600	33,600
604997	Other Operating Expenses	6,052	647	900	900	900
604998	Contingency	554	973	1,150	510	1,150
605100	Office Supplies	2,519	2,863	1,500	1,500	1,500
605120	Computer Operating Expenses	211	—	600	150	500
605220	Vehicle Fuel-On-Site	—	244	800	800	800
605250	Noncap Furn (Item less 5000)	1,774	—	—	—	—
605251	Noncap Equip (Item less 5000)	1,028	—	—	2,100	—
605290	Other Operating Supplies	1,256	960	500	500	500
605410	Subscriptions & Memberships	6,462	5,695	2,440	2,440	2,440
605500	Training-General	882	—	750	890	750
605510	Tuition Reimbursement	1,109	3,347	—	—	—
	<i>Sub-Total</i>	158,848	285,702	273,255	273,255	903,490
	Departmental Capital Outlay					
606441	Vehicle Replacement Program	19,067	51,500	—	—	—
	<i>Sub-Total</i>	19,067	51,500	—	—	—
	Total	\$ 2,763,148	\$ 2,939,914	\$ 1,303,155	\$ 1,303,155	\$ 2,021,090



Office of the City Manager Expenditures by Object Code

Marketing and Communications—001-05-051-512-

Object #	Account Description	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Personnel Services						
601200	Employee Salaries	\$ —	\$ 722,433	\$ 631,000	\$ 631,000	\$ 719,500
601205	Lump Sum Payout - Accrued Time	—	53,376	28,500	28,500	28,500
601210	Non-Pensionable Earnings	—	—	—	—	9,000
601215	Communication Stipend	—	11,850	15,600	15,600	17,600
601400	Overtime-General	—	58	—	2,500	2,500
601410	Overtime-Holiday	—	—	—	4	—
602100	FICA & MICA	—	59,176	51,900	51,900	59,400
602210	Pension-General	—	25,984	—	—	27,600
602235	Pension-Senior Mgmt	—	132,955	145,800	145,800	130,000
602265	Pension-457	—	15,974	17,800	17,800	16,100
602300	Pmt In Lieu Of Insurance	—	—	—	—	6,200
602304	Health Insurance-PPO	—	15,001	14,100	14,100	—
602305	Health Insurance-HMO	—	49,691	48,600	48,600	50,400
602306	Dental Insurance-PPO	—	1,792	800	800	2,200
602307	Dental Insurance-HMO	—	817	1,300	1,300	900
602309	Basic Life Insurance	—	2,090	1,800	1,800	2,000
602311	Long-Term Disability Ins	—	511	900	900	1,000
602312	HDHP Aetna	—	14,147	13,500	13,500	28,200
602313	HSA Payflex	—	4,200	2,700	2,700	5,400
602400	Workers' Compensation	—	25,700	27,600	27,600	27,600
	<i>Sub-Total</i>	—	1,135,753	1,001,900	1,004,404	1,134,100
Operating Expense						
603190	Prof Svcs-Other	500	55,281	68,200	106,230	68,200
603192	Consulting Services	—	10,800	—	—	—
603400	Contract Svc-Other	—	—	4,800	—	4,800
603425	Software License & Maint	—	19,026	14,100	17,100	14,100
604001	Travel & Training	—	2,114	9,300	2,661	9,300
604100	Communication Svcs	—	83	—	600	—
604200	Postage	—	27,398	45,000	45,000	45,000
604301	Electricity Svcs	—	—	6,780	6,780	3,500
604500	Risk Internal Svcs Charge	—	10,400	1,900	1,900	8,100
604550	Health Ins Internal Serv Chg	—	18,800	18,700	18,700	10,100
604700	Printing & Binding Svcs	4,995	45,724	69,300	103,198	69,300
604889	Marketing & Promotions	—	50,580	124,400	84,896	339,800
604910	Advertising Costs	—	119,095	259,800	192,644	259,800
604916	Administrative Expense	—	—	200	—	200
604920	License & Permit Fees	—	3,905	6,500	6,500	6,500
604989	IT Internal Svcs Charge	—	65,100	49,500	49,500	67,800
604997	Other Operating Expenses	—	—	1,500	250	1,500
604998	Contingency	—	—	800	—	800
605100	Office Supplies	—	2,717	5,800	1,800	5,800
605120	Computer Operating Expenses	—	—	400	1	400
605230	Program Supplies	—	2,341	8,600	348	8,600
605250	Noncap Furn (Item less 5000)	—	2,796	600	15,080	600
605251	Noncap Equip (Item less 5000)	—	16,488	15,000	49,099	15,000
605266	Photography	—	1,185	1,600	1,600	1,600
605410	Subscriptions & Memberships	420	—	2,700	2,200	2,700
605500	Training-General	—	631	2,100	8,989	2,100
	<i>Sub-Total</i>	5,915	454,464	717,580	715,076	945,600
	Total	\$ 5,915	\$ 1,590,218	\$ 1,719,480	\$ 1,719,480	\$ 2,079,700

Office of the City Manager Expenditures by Object Code

Administration—001-05-100-512-

Object #	Account Description	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
<u>Personnel Services</u>						
601200	Employee Salaries	\$ —	\$ —	\$ 1,155,300	\$ 1,155,300	\$ 995,100
601205	Lump Sum Payout - Accrued Time	—	—	36,400	36,400	27,500
601210	Non-Pensionable Earnings	—	—	—	—	7,000
601215	Communication Stipend	—	—	11,100	11,100	13,000
601220	Longevity Pay	—	—	6,400	6,400	8,300
602100	FICA & MICA	—	—	71,600	71,600	66,300
602235	Pension-Senior Mgmt	—	—	267,000	267,000	213,700
602265	Pension-457	—	—	60,900	60,900	47,400
602300	Pmt In Lieu Of Insurance	—	—	6,200	6,200	—
602304	Health Insurance-PPO	—	—	—	—	14,600
602305	Health Insurance-HMO	—	—	75,500	75,500	51,900
602306	Dental Insurance-PPO	—	—	2,900	2,900	2,500
602307	Dental Insurance-HMO	—	—	900	900	800
602309	Basic Life Insurance	—	—	3,300	3,300	2,800
602311	Long-Term Disability Ins	—	—	1,600	1,600	1,400
602312	HDHP Aetna	—	—	28,300	28,300	29,400
602313	HSA Payflex	—	—	4,100	4,100	4,100
602400	Workers' Compensation	—	—	31,300	31,300	31,300
	<i>Sub-Total</i>	—	—	1,762,800	1,762,800	1,517,100
<u>Operating Expense</u>						
603190	Prof Svcs-Other	—	—	5,000	3,350	5,000
603200	Audit Fees	—	—	75,000	75,000	100,000
604001	Travel & Training	—	—	3,625	2,435	6,750
604200	Postage	—	—	450	450	450
604301	Electricity Svcs	—	—	3,390	3,390	5,800
604500	Risk Internal Svcs Charge	—	—	1,200	1,200	5,100
604550	Health Ins Internal Serv Chg	—	—	20,400	20,400	11,000
604700	Printing & Binding Svcs	—	—	400	1,400	4,000
604889	Marketing & Promotions	—	—	2,000	1,000	1,800
604916	Administrative Expense	—	—	3,250	3,250	3,250
604989	IT Internal Svcs Charge	—	—	47,700	47,700	52,200
604997	Other Operating Expenses	—	—	900	1,900	900
604998	Contingency	—	—	1,150	1,150	1,150
605100	Office Supplies	—	—	1,500	1,500	1,500
605120	Computer Operating Expenses	—	—	600	600	500
605251	Noncap Equip (Item less 5000)	—	—	—	1,650	1,700
605290	Other Operating Supplies	—	—	500	500	500
605410	Subscriptions & Memberships	—	—	4,160	4,160	4,160
605500	Training-General	—	—	750	3,940	750
605510	Tuition Reimbursement	—	—	15,000	12,000	15,000
	<i>Sub-Total</i>	—	—	186,975	186,975	221,510
	Total	\$ —	\$ —	\$ 1,949,775	\$ 1,949,775	\$ 1,738,610

Office of the City Manager Expenditures by Object Code

Business Inclusion Diversity—001-05-052-512-

Object #	Account Description	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
<u>Personnel Services</u>						
601200	Employee Salaries	\$ 327,366	\$ —	\$ —	\$ —	\$ —
601205	Lump Sum Payout - Accrued Time	1,745	—	—	—	—
601215	Communication Stipend	1,163	—	—	—	—
602100	FICA & MICA	25,076	—	—	—	—
602235	Pension-Senior Mgmt	80,299	—	—	—	—
602260	Pension-401	525	—	—	—	—
602265	Pension-457	12,486	—	—	—	—
602300	Pmt In Lieu Of Insurance	9,689	—	—	—	—
602305	Health Insurance-HMO	32,364	—	—	—	—
602306	Dental Insurance-PPO	607	—	—	—	—
602307	Dental Insurance-HMO	307	—	—	—	—
602309	Basic Life Insurance	1,695	—	—	—	—
602311	Long-Term Disability Ins	387	—	—	—	—
	<i>Sub-Total</i>	<u>493,709</u>	—	—	—	—
<u>Operating Expense</u>						
603190	Prof Svcs-Other	5,088	—	—	—	—
603425	Software License & Maint	69,628	—	—	—	—
604001	Travel & Training	11,722	—	—	—	—
604100	Communication Svcs	800	—	—	—	—
604700	Printing & Binding Svcs	296	—	—	—	—
604889	Marketing & Promotions	2,871	—	—	—	—
604916	Administrative Expense	62	(12)	—	—	—
604989	IT Internal Svcs Charge	26,100	—	—	—	—
605100	Office Supplies	152	—	—	—	—
605410	Subscriptions & Memberships	2,679	—	—	—	—
605500	Training-General	1,579	—	—	—	—
	<i>Sub-Total</i>	<u>120,977</u>	<u>(12)</u>	—	—	—
	Total	\$ 614,686	\$ (12)	\$ —	\$ —	\$ —

Office of the City Manager Budget Justification

Object #	Account Description	Justification
<u>Expense</u>		
601400	Overtime-General	Overtime is necessary due to unforeseen administrative needs.
603190	Prof Svcs-Other	This line item is necessary for securing third party resources, as needed, and for professional services in support of the department. These services may include but are not limited to such needs as Crisis Communication Services for City Management (\$10,000); copywriting, videography, production, creative design, photography, etc. for MCC (\$10,000); Marketing (\$58,200); and other needs that may arise in the course of city management operations (\$85,000).
603200	Audit Fees	This account represents the cost for the Internal Audit Services Engagement Agreement (\$200,000).
603400	Contract Svc-Other	This cost is associated with contractual agreements including, but not limited to, media and promotional placement for city functions and event campaigns (\$4,800).
603425	Software License & Maint	This line item is contracted for software license and maintenance and is for the purchase of software that will aid the graphics technicians and multimedia department in having the proper resources and equipment to fulfill their job duties. Vendors include Adobe Suite (\$3,280), Canva (\$600), Archive Social (\$1,800), iStockPhoto (\$6,696) and other miscellaneous software (\$1,724).
604001	Travel & Training	This represents costs associated with travel and accommodations for specialized training and certification courses, workshops, continuing education or conferences for staff growth, knowledge, edification and learning in their respective positions including: FPPTA (Florida Public Pension Trustees Association); ICMA Certification/Annual Conference; NFBPA (National Forum for Black Public Administrators); FL League of Cities Conf; FCCMA (Florida City and County Management Association); AWWA/WEFTEC/WASTEWATER; P3C (Public-Private Partnership Conference; and AICP Training (CEUs).
604200	Postage	USPS, Federal Express and UPS charges including costs incurred for dissemination of various information and messages to the community including, but not limited to, season brochures, informational materials and general correspondence.
604301	Electricity Svcs	This account represents allocated costs for electricity usage.
604500	Risk Internal Svcs Charge	This account represents allocated property and liability insurance premiums as provided by HR-Risk Management.
604550	Health Ins Internal Serv Chg	Funds the City's wellness program that encourage employees to adopt healthy habits through education, incentives and an on-site clinic.
604700	Printing & Binding Svc	Cost of printing flyers, posters, brochures, postcards, placards for buses, car and van wraps, vinyl banners, retractable banners, A-frame signs, door hangers, informational material and general correspondence and miscellaneous notices and stickers. Also includes cost of messages sent via water bills and those that are mailed to residents who do not receive a water bill.
604842	Latin Music Festival	This line item is for the Latin Music Festival event.
604843	Juneteenth Event	This line item is for the Juneteenth event.
604849	Miramar NACAC New Life Inv.	This line item is for the Miramar NACAC New Life Invitational event.
604855	Caribbean Amer. Heritage Celeb	This line item is for the Caribbean American Heritage Celebration event.
604858	Black History Celebration	This line item is for the Black History Celebration event.
604875	Citizenship Drive	This line item is for the Citizenship Drive event.
604878	Haitian Flag Day	This line item is for the Haitian Flag Day Celebration event.
604882	Martin Luther King Parade&Even	This line item is for the Martin Luther King, Jr. Parade & Event.
604886	Jamaican Independence Day	This line item is for the Jamaican Independence Day Celebration event.
604889	Marketing & Promotions	This represents the costs associated with marketing materials and specialty items needed to promote City events, initiatives, programs, executive team and other meetings. This includes, but not limited to, street banners, light pole banners, utility box wraps, customized gifts and promotional items such as video books, USB drives, water bottles, key chains, blankets, Frisbees, hand towels, mugs, pens/writing supplies, t-shirts, jackets, folders, hand fans, executive-level promotional items, and marketing and advertising support for Commission Initiatives.
604897	Miramar Family Night	This line item is for the Miramar Family Night event.
604910	Advertising Costs	This represents costs associated with media negotiations and placement for city institutional, business, brand awareness, event campaigns, public notices, radio, print, digital, TV, OOH (billboards, bus benches, buses, etc), social media and other messaging in publications with local, regional, national and international reach for business and personal attraction.
604916	Administrative Expense	This account provides funding for various administrative expenses incurred.

Office of the City Manager Budget Justification

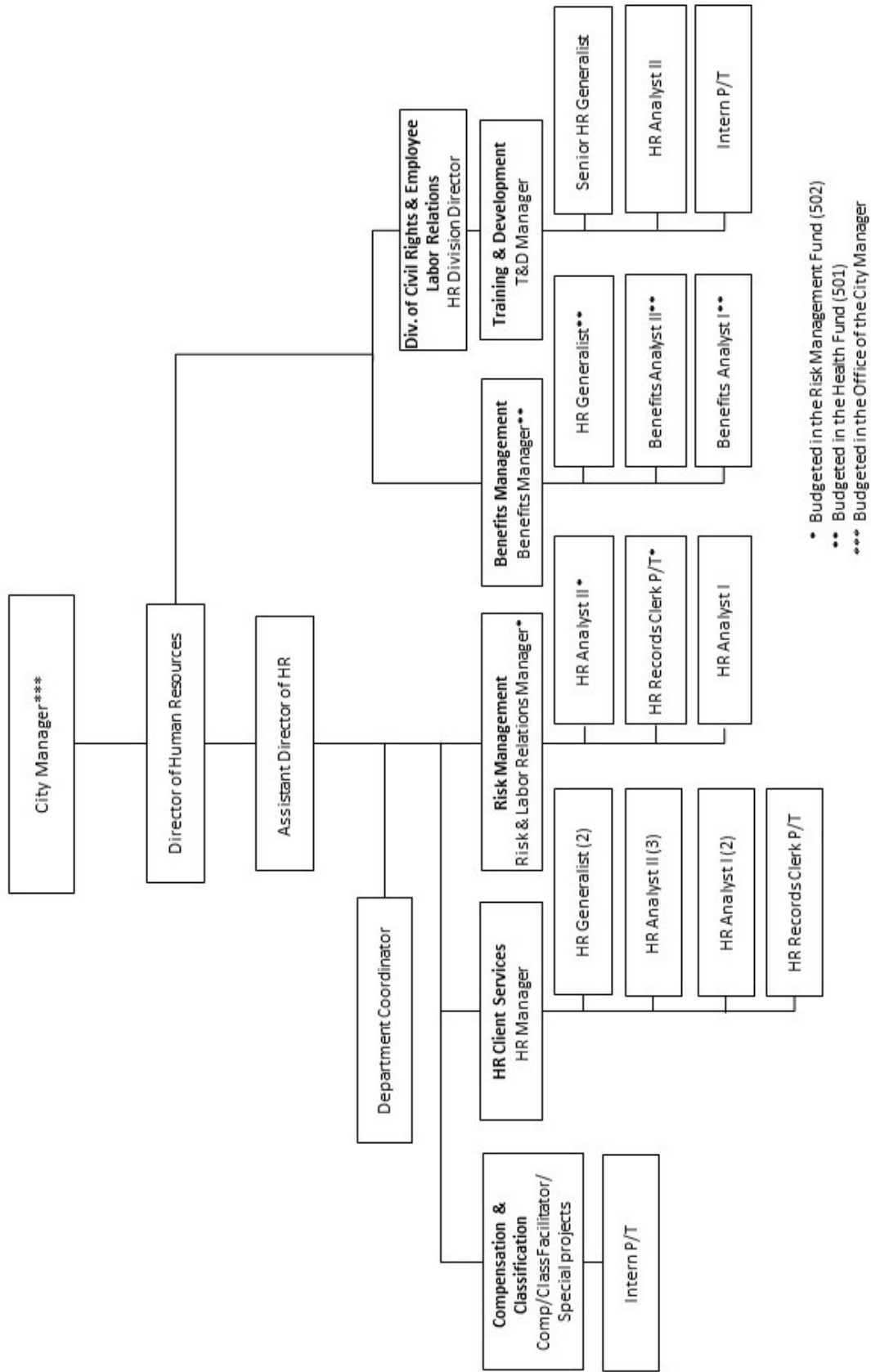
Object #	Account Description	Justification
604920	License & Permit Fees	Costs associated with licensing for Citywide coverage for music (special events), images (graphic design) and video (footage). Vendors include BMI, Inc. (\$1,300), ASCAP (\$1,500) and SESAC (\$2,300). Remaining funds (\$1,400) cover licenses and permits for images and video from multiple vendors.
604989	IT Internal Svcs Charge	This account is for technology related costs such as leased computers, internet, intranet, land lines, network, telephone, software licenses, database needs and support services.
604997	Other Operating Expenses	This account is for unanticipated one-time expenses that cannot be charged to any other budgeted line item.
604998	Contingency	This account represents contingency funds for unexpected occurrences.
605100	Office Supplies	This is an estimated amount required for office supplies.
605120	Computer Operating Expenses	This account represents costs for computer operating related items.
605220	Vehicle Fuel-On-Site	This account covers the cost of fuel used for emergency services related to official City business.
605230	Program Supplies	This represents the costs associated with supplies to support the City's marketing and promotional initiatives.
605250	Noncap Furn (Item less 5000)	This line item will be used to purchase furniture for new and existing staff (additional workstations in whole or in part, - addition of lockable door, chair, desk, supply cabinets for specialty items, as needed, (\$400) as well as furniture needs for the City's studio (\$200).
605251	Noncap Equip (Item less 5000)	This cost represents equipment required to support administration (\$1,700), multimedia and broadcast services (\$10,000) and creative arts and graphic design equipment (\$5,000).
605266	Photography	This cost represents photograph for citywide events, additional/new city assets, etc.
605290	Other Operating Supplies	This cost is for supplies not specified in other line items.
605410	Subscriptions & Memberships	This account is for memberships in professional associations, subscriptions, and for books, manuals and publications necessary for staff to retain and/or learn new information for professional and technical certifications and knowledge. Expenses include the following: City Management and Administration: Broward City/County Management Association (BCCMA) (\$750) National Forum for Black Public Administrators (NFBPA) (\$1,175) International City/County Management Association (ICMA) (\$1,400) American Society for Public Administration (ASPA) (\$650) Miscellaneous (\$2,625) Marketing & Communications: South Florida Business Journal (\$114) Sun Sentinel Digital (\$360) Miami Herald Digital (\$120) Public Management Magazine (\$155) City County Communications and Marketing Association 3CMA (\$900) Miscellaneous (\$1,051)
605500	Training-General	This expenditure represents funds needed to attend various seminars and trainings for staff within City Management (\$750), Administration (\$750) and the Office of Marketing and Communications (\$2,100).
605510	Tuition Reimbursement	Education assistance to permanent employees that is associated with a certificate or degree program at a community college or state college/university. Education must be related to the employee's present position or have the ability to assist in a promotional opportunity. The cost covers books and lab fees associated with the course.

Human Resources

Mission

To provide excellent, consistent, fair and sound Human Resources and Risk Management services that reflect a strong commitment to our core values and fiscal realities facing the City.

Human Resources Organizational Chart



- Budgeted in the Risk Management Fund (502)
- ** Budgeted in the Health Fund (501)
- *** Budgeted in the Office of the City Manager



Department Overview

The Human Resources Department manages and provides strategic human resources services for the City of Miramar on all workforce development issues. It identifies the tools to enable staff to get the best from the most important resource, its people. The department is a key strategic partner and provides centralized employee services including recruitment, benefits, compensation, labor management, risk management and training. In addition, the department oversees the Health Insurance and Risk Management Funds.

This department is comprised of 25 budgeted positions. As indicated in the Position Detail, 16 full-time and three (1.5 FTEs) part-time employees are general-funded; three full-time and one (.5 FTE) part-time employees are budgeted in the Risk Management Internal Service Fund 502; and four full-time employees are budgeted in the Health Insurance Internal Service Fund 501. The four (4) major programs provided in the General Fund are:

1. Administration
2. Human Resources Operations
3. Training & Development
4. Division of Civil Rights & Employee Labor Relations

FY 2021 Accomplishments

Human Resources

- Administered the Voluntary Retirement Incentive Program (VRIP) which resulted in 44 separations and a projected savings of \$16.3 million over the next five fiscal years.
- Initiated Strategic Workforce Planning Workshops to ensure the City has the proper alignment of human capital to meet current and future organizational needs.
- Collaborated with the Police and Fire Departments and other stakeholders to develop and implement effective strategies for attracting and retaining a diverse pool of Public Safety personnel.
- Continued to develop and revise HR policies and procedures in timely response to new laws such as the American Rescue Plan Act of 2021, and centralized COVID-19 contact tracing for COVID-19 to ensure the safety of the workforce. Coordinated and implemented weekly COVID testing protocols for City employees.
- Negotiated and implemented successor Collective Bargaining Agreements for all three unions prior to expiration of contracts in September 30, 2021.
- Expanded the apprenticeship and internship programs in the Fire and HR Departments, as well as collaborated with Waste Pro to assist in the promotion of their available apprenticeship positions.
- Implemented the Compensation & Classification study for the City's unrepresented classifications resulting in alignment with the new SL Salary Levels. All unrepresented positions were desk audited, positions scored and job descriptions created, revised and updated, as necessary.
- Completed Phase 1 of the Compensation and Classification study for GAME positions in the Utilities, Public Works, and Community & Economic Development departments.
- Provided employee training sessions in the following key focus areas:
 - Skill Development: Emotional Intelligence, Project Management, Respectful Communication, Correctness in the Workplace, Customer Service, Dealing with Difficult People, Collaboration, Quality Service in the Public Sector, Cultural Sensitivity, Enhancing Productivity, Implicit Bias, Managing Conflict Effectively, Manage Through Change, Problem Solving and Decision Making, Critical Thinking Skills, Interpersonal Skills, Telephone Skills, Behavioral Social Styles, and many others.
 - Safety: Preventing Slips Trips and Falls (49 participants), Snake Safety (93 participants), and Work Station Ergonomics (45 participants)
 - Leadership: Connecting for Strategic Talent Acquisition, The Art of Delegation (April '20), First Time Supervisor (April '21), Developing Performance Metrics (April '21), and The Recognition Revolution (May '21))
 - Mandated by Investigation/Inquiries: Tips to Navigate Stress - (Fire Dept), Effective Communication - (Fire Dept), Respectful Communication - (Fire Dept), and Power of Five/Department Retreats - (Police Department - Crime Scene, Property Evidence, and Communications Units)
 - Special Requests: Working with Children with Autism, Eliminating Fears in Children with Autism, and High Functioning Autism.
- Developed an online library of recordings of several training session to provide viewing options for employees which can help accommodate for schedule conflicts.
- Through continued partnership with Florida International University (FIU) scheduled to deliver 1-2 additional cohort of the Supervisory Academy to promote employee personal growth and development.

Human Resources

- Continuation of the Znanja Online Learning Platform to promote a self-paced learning environment for employees which enables accessibility to learning modules using any laptop, tablet, and smart phone device and available any time which will eliminate some scheduling conflicts.
- Developed and implemented a Strategic Plan to serve as a roadmap that will align staffing and resources to achieve the goals and objectives of the Human Resources Department.
- Conducted the City's first virtual Career Fair.
- Implemented Annual Mandatory Compliance Training to include Diversity and Inclusion, Workplace Harassment, Ethics, and Workplace Violence to promote a work environment that follows all mandated policies, laws and regulations.
- Established an Education Partnership Program that provides employees with a discounted tuition rate, deferred payment plans, and possible direct bill options. This intervention will help remove some of the upfront financial burden on employees that want to continue their education and professional development.
- Developed a City-Funded Employee GED Program to help enable part-time employees obtain their educational requirements to set them up for internal promotions for Full-Time positions.
- Spearheaded an Annual Diversity and Inclusion calendar presenting monthly events to promote awareness and acceptance of all people of all races, ethnicities, gender, religion, disabilities, and sexual orientation. Events included Diversity and Inclusion, Black History Month, Women's History Month, Autism Awareness Month.
- Completed the PERC process to ensure that union classifications were correctly categorized.
- Completed Diversity Workforce Study to ensure Diversity in Fire and Police Departments.
- Implemented grievance tracking process to ensure responses are timely.
- Implemented Human Resources/Employee focus groups to hear employees' concerns/ideas and roundtables for each union to decrease grievances.

Risk Management/Health Fund

- The onsite Employee Health and Wellness Center opened in full capacity for in-person visits as of October 28, 2020. Since opening, the Health and Wellness Center has reached 50% capacity placing the City on target to reach 75% within 18 months of operation.
- Transitioned the City's fully-insured medical plan to self-insured effective January 1, 2021. This model will allow the City to be more nimble in making appropriate changes to the medical plan to lower the medical plan increases year over year.
- Presented the Silver Aetna Workplace Well-Being Above and Beyond Award for the City's wellness programming and commitment to employee wellness.
- Implemented the Benefits Administration module in Munis which eliminated the need for a third-party benefits application. This transition will produce an expected savings of \$40,000 annually.
- Launched the very first virtual open enrollment and health fair with an interactive platform allowing employees to connect with various benefits vendors and benefits staff safely.
- During FY21 the City's Workers' Compensation Experience Modification rate decreased from 0.73 to 0.65.
- The City's Risk Management claim processing was significantly negatively impacted by a 32% increase in the number of new claims, because of the impact of the COVID-19 virus, when compared to the average number of claims over the last ten (10) years. Amidst this increase in number of claims, Risk Management was able to efficiently manage these claims and ended the year with over 280% decrease in per claim cost, compared to the average claim cost over the last ten (10) years.
- Risk Management working with the City's Insurance Broker had a 22% increase in the City's risk exposure but was able to negotiate with the Insurance Carriers for a 16% increase insurance premium rate; giving the City a 8% savings on premium payment.

Human Resources

Program Revenues, Expenditures and Positions Summary

Dedicated Revenues	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
None	\$ —	\$ —	\$ —	\$ —	\$ —

Expenditures by Program

Administration	\$ 804,031	\$ 1,056,172	\$ 760,900	\$ 729,278	\$ 801,500
Human Resources Operations	1,260,794	1,247,173	1,469,000	1,496,500	1,385,600
Training & Development	—	245,467	420,000	424,122	553,300
Div of Civil Rights & Employee Labor Relations	—	—	456,300	456,300	467,900
Total	\$ 2,064,825	\$ 2,548,812	\$ 3,106,200	\$ 3,106,200	\$ 3,208,300

Expenditures by Category

Personnel Services	\$ 1,684,143	\$ 2,175,828	\$ 2,467,700	\$ 2,467,700	\$ 2,550,100
Operating Expense	367,682	368,785	638,500	638,500	654,600
Capital Outlay	13,000	4,200	—	—	3,600
Total	\$ 2,064,825	\$ 2,548,812	\$ 3,106,200	\$ 3,106,200	\$ 3,208,300

Positions by Program

	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Administration	2.50	5.00	3.00	3.00	4.00
Human Resources Operations	11.50	10.00	9.00	9.00	8.50
Training & Development	—	2.00	2.50	2.50	3.00
Div of Civil Rights & Employee Labor Relations	—	—	3.00	3.00	2.00
Total	14.00	17.00	17.50	17.50	17.50

Position Detail

	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Assistant Director of Human Resources	1.00	1.00	1.00	1.00	1.00
Compensation & Classification Facilitator/Special Projects	—	1.00	1.00	1.00	1.00
Department Coordinator	—	—	—	1.00	1.00
Director of Human Resources	1.00	1.00	1.00	1.00	1.00
Executive Assistant to Director	1.00	1.00	1.00	—	—
Human Resources Analyst I*	1.00	1.00	2.00	3.00	2.00
Human Resources Analyst II*	—	—	2.00	3.00	4.00
Human Resources Assistant	1.00	1.00	—	—	—
Human Resources Coordinator I*	2.00	2.00	2.00	—	—
Human Resources Division Director	—	1.00	1.00	1.00	1.00
Human Resources Generalist*	3.00	4.00	2.00	1.00	2.00
Human Resources Manager	1.00	1.00	1.00	1.00	1.00
Human Resources Records Clerk-Part-time	1.00	1.00	1.00	1.00	0.50
Intern - PT (2)	—	—	1.50	1.50	1.00
Senior Human Resources Generalist	—	—	—	1.00	1.00
Training & Development Administrator	1.00	1.00	1.00	—	—
Training & Development Coordinator	1.00	1.00	—	—	—
Training & Development Manager	—	—	—	1.00	1.00
Total FTE's	14.00	17.00	17.50	17.50	17.50

* Block Budgeting positions








Human Resources FTE's by Program





Administration (General Fund 001)			
Provides for the equitable administration of the human resources system of the City of Miramar to be consistent with principles of equal employment opportunity, non-discrimination, merit, efficiency and accountability. Collective Bargaining responsibilities are delegated to this program representing about 84% of the workforce. Advises departments on personnel issues and appropriate methods of problem resolution. Oversees all departmental activities and provides departmental support in the areas of procurement, budget, fiscal management and business planning.			
<u>FY 21</u> 3.00		<u>FY 22</u> 4.00	
Human Resources Operations (General Fund 001)		Training & Development (General Fund 001)	
Develops and manages the day to day operations of the department to include employment/recruitment programs, conflict resolution, outreach, maintenance of employee compensation and classification, and employee records.		Provide training and development opportunities to support organizational learning, resulting in higher employee satisfaction, commitment, improved performance, productivity, and engagement.	
<u>FY 21</u> 9.00	<u>FY 22</u> 8.50	<u>FY 21</u> 2.50	<u>FY 22</u> 3.00
Division of Civil Rights & Employee Labor Relations (General Fund 001)		Risk Management (Risk Fund 502)	
This program is responsible for developing, implementing, monitoring and enforcing fair employment guidelines.		Provides services mandated by federal and state laws and City of Miramar Policies and Procedures as they apply to employees with disabilities and maintains the City's self-insurance of liability and workers' compensation.	
<u>FY 21</u> 3.00	<u>FY 22</u> 2.00	<u>FY 21</u> 3.00	<u>FY 22</u> 3.50
Benefits Administration (Health Fund 501)		Wellness (Health Fund 501)	
Provides and administers responsive, cost effective benefit programs including group medical, vision, dental and life insurance, that meet the needs of the City's employees, retirees and their dependents. Provides retirement counseling and support for the administration of four pension programs.		The Wellness Program's objective is to educate employees on the benefits of the adoption and maintenance of healthy habits. Healthy behaviors lead to lower health risks which lead to less chronic diseases and ultimately lower healthcare costs.	
<u>FY 21</u> 3.00	<u>FY 22</u> 3.00	<u>FY 21</u> 1.00	<u>FY 22</u> 1.00



Human Resources Balanced Scorecard

Measures	Objectives	Series Status	FY 2020 Actual	FY 2021 Actual	FY 2022 Goal
 Average number of days from job posting to pre-onboarding	Provide departments with qualified personnel within a reasonable timeframe	Q4 Actual	5.00	25.00	
		YTD Actual	18.50	25.50	
		EOY Target	25.00	25.00	25.00
		% Target	74.00%	102.00%	
		% Goal	100.00%	100.00%	
 Number of visits to HR's job website	Expand/ Improve the availability and useability of online services for departments, employees and job-seekers	Q4 Actual	184.00	26,868.00	
		YTD Actual	84,652.00	161,827.00	
		EOY Target	85,000.00	50,000.00	50,000.00
		% Target	99.59%	323.65%	
		% Goal	100.00%	100.00%	
 Number of HR Work Orders Received	Expand/ Improve the availability and useability of online services for departments, employees and job-seekers	Q4 Actual	439.00	1,705.00	
		YTD Actual	1,692.00	2,805.00	
		EOY Target	2,000.00	1,500.00	1,500.00
		% Target	84.60%	187.00%	
		% Goal	100.00%	100.00%	
 Meets budget target - Expenses	Finances	Q4 Actual	\$ 665,484.45	\$ 890,206.77	
		YTD Actual	\$ 2,547,997.01	\$ 3,005,014.67	\$ 3,208,300.00
		EOY Target	\$ 2,929,000.00	\$ 3,106,200.00	
		% Target	86.99%	96.74%	
		% Goal	100.00%	100.00%	
 Meets projected target - Expenses	Finances	Q4 Actual	\$ 665,484.45	\$ 890,206.77	
		YTD Actual	\$ 2,547,997.01	\$ 3,005,014.67	\$ 3,208,300.00
		EOY Projection	\$ 2,489,638.00	\$ 2,580,721.00	
		% Target	102.34%	116.44%	
		% Goal	100.00%	100.00%	

Human Resources Balanced Scorecard

Measures	Objectives	Series Status	FY 2020 Actual	FY 2021 Actual	FY 2022 Goal
 Number of safety training sessions	Implement safety programs to reduce workers compensation claims and lost work days	Q4 Actual	0.00	3.00	
		YTD Actual	4.00	5.00	
		EOY Target	4.00	4.00	4.00
		% Target	100.00%	125.00%	
		% Goal	100.00%	100.00%	
 Workers' Compensation Claims -YTD Closed % Total	Implement safety programs to reduce workers compensation claims and lost work days	Q4 Actual	0.70%	10.00%	
		YTD Actual	25.48%	45.75%	
		EOY Target	25.00%	25.00%	25.00%
		% Target	101.90%	183.00%	
		% Goal	100.00%	100.00%	
 Total number of employees actively participating in training programs	Improve the overall skills of the workforce to adequately support the City's priorities	Q4 Actual	298.00	680.00	
		YTD Actual	914.00	2,939.00	
		EOY Target	500.00	500.00	500.00
		% Target	182.80%	587.80%	
		% Goal	100.00%	100.00%	
 Number of wellness events held per year	Improve health and well-being of employees by increasing wellness participation and initiatives	Q4 Actual	13.00	15.00	
		YTD Actual	51.00	65.00	
		EOY Target	20.00	50.00	50.00
		% Target	255.00%	130.00%	
		% Goal	100.00%	100.00%	
 Diversity & Inclusion monthly training		Q4 Actual	3.00	3.00	
		YTD Actual	7.00	12.00	
		EOY Target	4.00	4.00	4.00
		% Target	175.00%	300.00%	
		% Goal	100.00%	100.00%	
 Union round tables		Q4 Actual	5.00	3.00	
		YTD Actual	8.00	9.00	
		EOY Target	4.00	4.00	4.00
		% Target	200.00%	225.00%	
		% Goal	100.00%	100.00%	

Human Resources Balanced Scorecard

Measures	Objectives	Series Status	FY 2020 Actual	FY 2021 Actual	FY 2022 Goal
 Close investigations within timelines		Q4 Actual	8.00	4.00	
		YTD Actual	13.00	15.00	
		EOY Target	6.00	6.00	6.00
		% Target	216.67%	250.00%	
		% Goal	100.00%	100.00%	
 Grievances by union: IAFF, GAME, PBA		Q4 Actual	1.00	2.00	
		YTD Actual	4.00	4.00	
		EOY Target	3.00	3.00	3.00
		% Target	133.33%	133.33%	
		% Goal	100.00%	100.00%	

FY21 actuals (revenues and expenses) are as of 11-25-21.
 End of year targets exclude year-end budget amendments.

Human Resources Budget Summary by Program

Administration—Program 100

Description

The Human Resources Administration program provides for the equitable administration of the human resources system of the City of Miramar to be consistent with principles of equal employment opportunity, non-discrimination, efficiency and accountability. Under Florida Law, collective bargaining responsibilities are delegated to this program. The City has three unions which represent approximately 84% of the workforce. Not only does work associated with the unions manifest during formal negotiations, but also unexpectedly during the management of day-to-day operations. These issues require quick, effective and legally defensible resolution to ensure an “affirmative defense” on behalf of the City.

Dedicated Revenues	Object Code	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
None		\$ —	\$ —	\$ —	\$ —	\$ —
Expenditures by Category						
Personnel Services		\$ 601,654	\$ 933,525	\$ 644,600	\$ 644,600	\$ 702,700
Operating Expense		189,377	118,447	116,300	84,678	95,200
Departmental Capital Outlay		13,000	4,200	—	—	3,600
Total		\$ 804,031	\$ 1,056,172	\$ 760,900	\$ 729,278	\$ 801,500
Percent of Time by Position						
Assistant Director of Human Resources		0.50	1.00	1.00	1.00	1.00
Compensation & Classification Facilitator/Special Projects		—	—	—	—	1.00
Department Coordinator		—	—	—	1.00	1.00
Director of Human Resources		1.00	1.00	1.00	1.00	1.00
Executive Assistant to Director		1.00	1.00	1.00	—	—
Human Resources Division Director		—	1.00	—	—	—
Human Resources Generalist		—	1.00	—	—	—
Total		2.50	5.00	3.00	3.00	4.00

Human Resources Budget Summary by Program

Human Resources Operations—Program 060

Description

The Human Resources Operations program develops and manages employment/recruitment programs aimed at attracting and retaining the most qualified candidates to serve the citizens and visitors of the City of Miramar from applicant pools which are representative of relevant job markets. This also encompasses the timely processing of personnel action requests (PARs), background screening, employee relations, disciplinary actions and ID and access control levels.

Dedicated Revenues	Object Code	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
None		\$ —	\$ —	\$ —	\$ —	\$ —

Expenditures by Category

Personnel Services	\$ 1,082,489	\$ 1,069,340	\$ 1,274,400	\$ 1,274,400	\$ 1,172,100
Operating Expense	178,306	177,833	194,600	222,100	213,500
Departmental Capital Outlay	—	—	—	—	—
Total	\$ 1,260,794	\$ 1,247,173	\$ 1,469,000	\$ 1,496,500	\$ 1,385,600

Percent of Time by Position

Assistant Director of Human Resources	0.50	—	—	—	—
Compensation & Classification Facilitator/Special Projects	—	1.00	—	—	—
Human Resources Analyst I	1.00	1.00	2.00	3.00	2.00
Human Resources Analyst II	—	—	2.00	3.00	3.00
Human Resources Assistant	1.00	1.00	—	—	—
Human Resources Coordinator I	2.00	2.00	2.00	—	—
Human Resources Generalist	3.00	3.00	1.00	1.00	2.00
Human Resources Manager	1.00	1.00	1.00	1.00	1.00
Human Resources Records Clerk - Part Time (1)	1.00	1.00	1.00	1.00	0.50
Training and Development Administrator	1.00	—	—	—	—
Training and Development Coordinator	1.00	—	—	—	—
Total	11.50	10.00	9.00	9.00	8.50



Human Resources Budget Summary by Program

Training & Development—Program 064

Description

Provide training and development opportunities to support organizational learning, resulting in higher employee satisfaction, commitment, improved performance, productivity and engagement. This program was established as a separate program within the Human Resources Department beginning FY20.

Dedicated Revenues	Object Code	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
None		\$ —	\$ —	\$ —	\$ —	\$ —

Expenditures by Category

Personnel Services	\$ —	\$ 172,963	\$ 223,000	\$ 223,000	\$ 339,100
Operating Expense	—	72,504	197,000	201,122	214,200
Departmental Capital Outlay	—	—	—	—	—
Total	\$ —	\$ 245,467	\$ 420,000	\$ 424,122	\$ 553,300

Percent of Time by Position

Human Resources Analyst II	—	—	—	—	1.00
Intern - PT (2)	—	—	1.50	1.50	1.00
Training and Development Administrator	—	1.00	1.00	—	—
Training and Development Coordinator	—	1.00	—	—	—
Training and Development Manager	—	—	—	1.00	1.00
Total	—	2.00	2.50	2.50	3.00



Human Resources Budget Summary by Program

Division of Civil Rights & Employee Labor Relations—Program 066

Description

This program is responsible for developing, implementing, monitoring and enforcing fair employment guidelines. It is comprised of the following five areas: Civil rights advocacy, Federal, state and local compliance, labor relations, employee relations, and Diversity and Inclusion.

Dedicated Revenues	Object Code	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
None		\$ —	\$ —	\$ —	\$ —	\$ —

Expenditures by Category

Personnel Services	\$	—	\$	—	\$	325,700	\$	325,700	\$	336,200
Operating Expense		—		—		130,600		130,600		131,700
Departmental Capital Outlay		—		—		—		—		—
Total	\$	—	\$	—	\$	456,300	\$	456,300	\$	467,900

Percent of Time by Position

Compensation & Classification Facilitator/Special Projects	—	—	1.00	1.00	—
Human Resources Division Director	—	—	1.00	1.00	1.00
Human Resources Generalist	—	—	1.00	—	—
Senior Human Resources Generalist	—	—	—	1.00	1.00
Total	—	—	3.00	3.00	2.00

Human Resources Expenditures by Object Code

Administration—001-06-100-513-

Object #	Account Description	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Personnel Services						
601200	Employee Salaries	\$ 374,270	\$ 579,089	\$ 384,200	\$ 384,200	\$ 441,000
601205	Lump Sum Payout - Accrued Time	42,239	61,607	36,300	36,300	22,200
601210	Non-Pensionable Earnings	4,011	6,490	—	—	4,000
601215	Communication Stipend	1,935	8,615	5,200	5,200	5,200
601220	Longevity Pay	1,608	1,633	1,600	1,600	1,600
601400	Overtime-General	3,752	3,044	—	—	—
601410	Overtime-Holiday	249	145	—	—	—
602100	FICA & MICA	25,109	42,469	25,900	25,900	33,000
602210	Pension-General	10,305	11,193	12,000	12,000	—
602235	Pension-Senior Mgmt	70,299	101,014	77,200	77,200	94,700
602265	Pension-457	14,763	22,033	20,100	20,100	16,700
602300	Pmt In Lieu Of Insurance	5,568	5,654	6,200	6,200	6,200
602305	Health Insurance-HMO	32,406	54,928	25,600	25,600	51,800
602306	Dental Insurance-PPO	1,762	2,673	1,900	1,900	1,600
602307	Dental Insurance-HMO	306	517	400	400	600
602309	Basic Life	1,484	1,787	1,100	1,100	1,300
602311	Long-Term Disability	289	229	500	500	600
602312	HDHP Aetna	—	13,806	21,500	21,500	—
602313	HSA Payflex	—	2,800	2,700	2,700	—
602400	Workers' Compensation	11,300	13,800	22,200	22,200	22,200
	<i>Sub-Total</i>	601,654	933,525	644,600	644,600	702,700
Operating Expense						
603190	Prof Svcs-Other	101,403	45,225	39,600	15,978	16,000
603470	Temporary Help	4,156	—	—	—	—
604001	Travel & Training	2,440	50	3,500	3,500	3,500
604100	Communication Services	1,261	—	—	—	—
604200	Postage	1,791	1,401	2,900	2,900	2,900
604301	Electricity Svcs	8,830	9,974	9,900	9,900	10,000
604402	Leased Vehicles	4,365	1,790	—	—	—
604500	Risk Internal Svcs Charge	28,200	21,000	400	400	1,700
604550	Health Ins Internal Serv Chg	—	6,100	8,100	8,100	4,400
604610	Fleet Internal Svcs Charge	2,503	—	—	—	—
604950	Employee Awards	4,223	4,577	4,800	4,800	4,800
604989	IT Internal Svcs Charge	15,700	19,800	19,200	19,200	22,900
604998	Contingency	—	—	300	300	300
605100	Office Supplies	4,562	1,250	2,000	2,000	2,000
605120	Computer Operating Expenses	—	—	900	900	900
605220	Vehicle Fuel-On-Site	326	155	1,300	1,300	1,300
605250	Noncap Furn (Item less 5000)	—	—	500	—	500
605251	Noncap Equip (Item less 5000)	211	—	1,000	1,000	1,000
605290	Other Operating Supplies	2,362	1,881	2,500	2,500	2,500
605410	Subscriptions & Memberships	4,886	1,618	1,400	1,400	2,500
605500	Training-General	1,049	244	8,000	8,000	8,000
605510	Tuition Reimbursement	1,109	3,382	10,000	2,500	10,000
	<i>Sub-Total</i>	189,377	118,447	116,300	84,678	95,200
Departmental Capital Outlay						
606441	Vehicle Replacement Program	13,000	4,200	—	—	3,600
	<i>Sub-Total</i>	13,000	4,200	—	—	3,600
	Total	\$ 804,031	\$ 1,056,172	\$ 760,900	\$ 729,278	\$ 801,500

Human Resources Expenditures by Object Code

Human Resources Operations—001-06-060-513-

Object #	Account Description	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Personnel Services						
601200	Employee Salaries	\$ 668,303	\$ 652,413	\$ 757,000	\$ 757,000	\$ 715,000
601205	Lump Sum Payout - Accrued Time	25,336	42,573	30,300	30,300	34,200
601210	Non-Pensionable Earnings	12,466	(295)	—	—	8,000
601215	Communication Stipend	2,635	9,815	14,300	14,300	14,300
601220	Longevity Pay	—	—	2,200	2,200	4,400
601400	Overtime-General	1,926	3,573	—	—	—
601410	Overtime-Holiday	10	15	—	—	—
602100	FICA & MICA	52,803	51,318	63,700	63,700	59,400
602210	Pension-General	28,715	29,082	28,200	28,200	—
602235	Pension-Senior Mgmt	86,999	52,503	96,800	96,800	95,100
602260	Pension-401	27,670	28,341	19,800	19,800	17,600
602265	Pension-457	13,544	17,046	21,500	21,500	20,800
602305	Health Insurance-HMO	119,817	128,188	149,400	149,400	132,100
602306	Dental Insurance-PPO	4,155	4,835	5,400	5,400	4,300
602307	Dental Insurance-HMO	831	578	900	900	700
602309	Basic Life	3,006	2,079	2,200	2,200	2,000
602311	Long-Term Disability	596	437	1,100	1,100	1,000
602312	HDHP Aetna	5,327	11,139	29,800	29,800	14,100
602313	HSA Payflex	1,350	2,800	5,400	5,400	2,700
602400	Workers' Compensation	27,000	32,900	46,400	46,400	46,400
	<i>Sub-Total</i>	1,082,489	1,069,340	1,274,400	1,274,400	1,172,100
Operating Expense						
603140	New Hire Screening	12,799	7,340	9,000	8,900	9,000
603141	Existing Employee Screening	30	—	6,500	3,500	6,500
603425	Software License & Maint	14,931	24,848	21,000	52,500	50,500
604001	Travel & Training	27,807	4,835	7,500	—	—
604200	Postage	40	22	—	—	—
604500	Risk Internal Svcs Charge	—	—	3,000	3,000	12,800
604550	Health Ins Internal Serv Chg	—	25,400	44,900	44,900	24,300
604610	Fleet Internal Svcs Charge	1,001	3,000	2,800	2,800	2,500
604700	Printing & Binding Svc	2,308	170	4,000	700	4,000
604890	Special Events-Other	10,651	4,117	3,500	6,800	3,500
604910	Advertising Costs	2,791	—	1,700	15,200	1,700
604920	License & Permit Fees	11,057	12,665	—	—	—
604950	Employee Awards	312	—	—	—	—
604989	IT Internal Svcs Charge	52,200	60,700	53,800	53,800	61,300
604997	Other Operating Expenses	336	824	1,000	1,000	1,000
605100	Office Supplies	6,794	5,140	5,000	5,000	5,000
605120	Computer Operating Expenses	—	—	5,700	5,700	5,700
605250	Noncap Furn (Item less 5000)	—	1,722	2,400	—	2,400
605251	Noncap Equip (Item less 5000)	9,076	18,975	2,200	2,200	2,200
605290	Other Operating Supplies	3,120	3,085	2,000	2,000	2,000
605410	Subscriptions & Memberships	70	1,732	300	300	600
605500	Training-General	9,929	3,259	18,000	9,500	13,500
605510	Tuition Reimbursement	13,054	—	300	4,300	5,000
	<i>Sub-Total</i>	178,306	177,833	194,600	222,100	213,500
	Total	\$ 1,260,794	\$ 1,247,173	\$ 1,469,000	\$ 1,496,500	\$ 1,385,600

Human Resources Expenditures by Object Code

Training & Development—001-06-064-513-

Object #	Account Description	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Personnel Services						
601200	Employee Salaries	\$ —	\$ 110,692	\$ 175,400	\$ 175,400	\$ 232,800
601205	Lump Sum Payout - Accrued Time	—	7,332	1,600	1,600	5,100
601210	Non-Pensionable Earnings	—	—	—	—	2,000
601215	Communication Stipend	—	1,525	2,000	2,000	3,900
602100	FICA & MICA	—	9,109	10,800	10,800	18,600
602235	Pension-Senior Mgmt	—	29,446	17,900	17,900	37,400
602265	Pension-457	—	—	—	—	2,500
602305	Health Insurance-HMO	—	1,832	—	—	—
602306	Dental Insurance-PPO	—	196	—	—	1,100
602307	Dental Insurance-HMO	—	176	200	200	—
602309	Basic Life Insurance	—	357	200	200	700
602311	Long-Term Disability Ins	—	26	100	100	300
602312	HDHP Aetna	—	9,474	6,800	6,800	24,000
602313	HSA Payflex	—	2,800	1,400	1,400	4,100
602400	Workers' Compensation	—	—	6,600	6,600	6,600
	<i>Sub-Total</i>	—	172,963	223,000	223,000	339,100
Operating Expense						
603190	Prof Svcs-Other	—	24,224	148,000	142,122	148,000
603192	Consulting Services	—	—	3,000	3,000	—
603425	Software License & Maint	—	5,314	12,000	12,000	8,000
604001	Travel & Training	—	1,617	5,500	5,500	7,000
604500	Risk Internal Svcs Charge	—	—	500	500	2,100
604550	Health Ins Internal Serv Chg	—	3,200	100	100	100
604700	Printing & Binding Svc	—	—	7,500	7,500	5,000
604890	Special Events-Other	—	997	7,000	7,000	5,000
604989	IT Internal Svcs Charge	—	12,300	6,000	6,000	21,600
604997	Other Operating Expenses	—	47	400	400	400
605100	Office Supplies	—	699	2,000	2,000	2,000
605120	Computer Operating Expenses	—	236	2,000	2,000	2,000
605251	Noncap Equip (Item less 5000)	—	—	—	10,000	—
605290	Other Operating Supplies	—	96	3,000	3,000	3,000
605500	Training-General	—	17,118	—	—	10,000
605510	Tuition Reimbursement	—	6,658	—	—	—
	<i>Sub-Total</i>	—	72,504	197,000	201,122	214,200
	Total	\$ —	\$ 245,467	\$ 420,000	\$ 424,122	\$ 553,300

Human Resources Expenditures by Object Code

Division of Civil Rights & Employee Labor Relations—001-06-066-513-

Object #	Account Description	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Personnel Services						
601200	Employee Salaries	\$ —	\$ —	\$ 208,800	\$ 208,800	\$ 216,600
601205	Lump Sum Payout - Accrued Time	—	—	10,900	10,900	10,900
601210	Non-Pensionable Earnings	—	—	—	—	2,000
601215	Communication Stipend	—	—	3,300	3,300	3,300
602100	FICA & MICA	—	—	16,500	16,500	17,400
602235	Pension-Senior Mgmt	—	—	48,200	48,200	46,500
602265	Pension-457	—	—	2,200	2,200	2,400
602305	Health Insurance-HMO	—	—	33,700	33,700	35,000
602306	Dental Insurance-PPO	—	—	1,000	1,000	1,000
602307	Dental Insurance-HMO	—	—	200	200	200
602309	Basic Life Insurance	—	—	600	600	600
602311	Long-Term Disability Ins	—	—	300	300	300
	<i>Sub-Total</i>	—	—	325,700	325,700	336,200
Operating Expense						
603190	Prof Svcs-Other	—	—	70,000	33,500	70,000
604001	Travel & Training	—	—	4,000	8,000	5,000
604500	Risk Internal Svcs Charge	—	—	600	600	2,600
604550	Health Ins Internal Serv Chg	—	—	10,100	10,100	5,500
604700	Printing & Binding Svcs	—	—	4,500	4,500	4,500
604890	Special Events-Other	—	—	5,000	13,000	8,000
604910	Advertising Costs	—	—	3,000	3,000	3,000
604989	IT Internal Svcs Charge	—	—	17,900	17,900	21,600
605100	Office Supplies	—	—	2,000	2,000	2,000
605120	Computer Operating Expenses	—	—	1,000	1,000	1,000
605251	Noncap Equip (Item less 5000)	—	—	—	2,500	—
605290	Other Operating Supplies	—	—	1,000	1,000	1,000
605410	Subscriptions & Memberships	—	—	2,500	2,500	2,500
605500	Training-General	—	—	2,000	24,000	2,000
605510	Tuition Reimbursement	—	—	7,000	7,000	3,000
	<i>Sub-Total</i>	—	—	130,600	130,600	131,700
	Total	\$ —	\$ —	\$ 456,300	\$ 456,300	\$ 467,900



Human Resources Budget Justification

Object #	Account Description	Justification
<u>Expense</u>		
603140	New Hire Screening	This cost is associated with hiring requirements to include criminal, workers' comp, social security and driver's license and background checks, educational verifications and drug screening for new hires and existing employees city-wide.
603141	Existing Employee Screening	This account is for legally required random screening for drivers of City vehicles, including fire and police.
603190	Prof Svcs-Other	This is for outside consultants, professionals or specialists who assist with extraordinary situations that require specialized skills or credentials. The budget of \$234,000 includes funding for the City's on-site Employee Assistance Program (EAP) for catastrophic events for an individual or group, trainings such as Supervisory Academy, Executive Academy, Harassment Training, Diversity Training, Excel trainings, Word trainings, and Microsoft Office.
603425	Software License & Maint	Software needed for staff development, performance management, organizational and program training.
604001	Travel & Training	This account is for out-of-town travel and accommodations for specialized training and certification courses or conferences, which includes registration, airline travel, meals, etc. The \$15,500 budget will cover trainings for staff as follows: Program 100 (\$3,500); Program 066 (\$5,000), and Program 064 (\$7,000).
604200	Postage	This account represents allocated costs for mailings and delivery services for U.P.S. and Federal Express.
604301	Electricity Svcs	This account represents allocated costs for electricity usage.
604500	Risk Internal Svcs Charge	This is a restricted account for allocated property and liability insurance premiums as provided by HR-Risk Management.
604550	Health Ins Internal Serv Chg	Funds the City's wellness program that encourage employees to adopt healthy habits through education, incentives and an on-site clinic.
604610	Fleet Internal Svcs Charge	City Policy prevents employees from using personal vehicles to conduct City business. Daily operations of department requires personnel to travel to various City Departments to interview, train, plan and meet with other Department administrative staff. This amount is transferred to the Fleet Fund as a reimbursement for covering the cost of repair and maintenance of vehicles, as provided by PW-Fleet Maintenance.
604700	Printing & Binding Svc	Printing needed to establish a formal on-boarding process for all new hires of the City. Funding will ensure that all new employees to the City are properly on-boarded. Printing of new union contracts. Printing of materials needed for roll-out of new training programs and other communication information for employees.
604890	Special Events-Other	Continued funding for various HR events during the fiscal year to include the Career Fair and other HR related events.
604910	Advertising Costs	Funds are used to recruit quality employers and "Job Seekers" for the City's annual Career Fair. This requires several advertisement campaigns via newspaper and various other media outlets.
604950	Employee Awards	Supplies and awards and shipping costs for employee recognition program.
604989	IT Internal Svcs Charge	This account is for technology related costs such as leased computers, internet, intranet, land lines, network, telephone, software licenses, database needs and support services.
604997	Other Operating Expenses	This account is for unanticipated one time expenses that cannot be charged to any other budgeted line item.
604998	Contingency	This line item represents contingency funding for unanticipated expenses not budgeted in any other account.
605100	Office Supplies	This is an estimated amount required for office supplies.
605120	Computer Operating Expenses	The budget of \$9,600 is associated with purchase of computer related hardware, display screens, keyboards, etc., to support the necessary functions of the Human Resources Department.
605220	Vehicle Fuel-On-Site	This account covers the cost for gas, oil and lube used for City vehicles as provided by PW-Fleet Maintenance.
605250	Noncap Furn (Item less 5000)	To purchase office chairs and other furnishings under \$5,000.
605251	Noncap Equip (Item less 5000)	Calculators, shredders, additional phones for employees; 5-drawer lateral cabinets.
605290	Other Operating Supplies	This line item is for various supplies that are not budgeted in any other line item and are unexpected expenditures.
605410	Subscriptions & Memberships	This account is for memberships in professional associations, subscriptions and for books, manuals and publications necessary for staff to retain professional and technical certifications.
605500	Training-General	This cost will be used to fund city-wide initiatives relating to training and development needs for all employees.
605510	Tuition Reimbursement	Education assistance to permanent employees that is associated with a certificate or degree program at a community college or state college/university. Education must be related to the employee's present position or have the ability to assist in a promotional opportunity. The cost covers books and lab fees associated with the course.
606441	Vehicle Replacement Program	This budgeted amount is for escrow for future vehicle replacements.

Legal

Mission

To provide high quality, efficient, cost effective and timely legal services for the City.



Department Overview

This department provides legal support and advice to the City Commission, City Manager, Department Directors and various advisory boards on all legal issues affecting or involving the City. The contracted firm performing City Attorney services is Austin Pamies Norris Weeks Powell, PLLC.

There are no City personnel in this department.

FY 2021 Accomplishments

- Represented the City at all City Commission meetings, workshops and other required meetings.
- Successfully defended the City in key litigation matters.
- Completed review and necessary revisions to contracts in a timely manner.
- Completed review and necessary revisions of all City Commission agenda items.
- Provided responses and follow up to inquiries from the City Commission in a timely manner.

Program Revenues, Expenditures and Positions Summary

	Object Code	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Dedicated Revenues						
None	—	—	—	—	—	—
Expenditures by Program						
Legal		\$ 1,056,902	\$ 788,813	\$ 1,454,600	\$ 1,454,600	\$ 1,454,600
Expenditures by Category						
Personnel Services		\$ —	\$ —	\$ —	\$ —	\$ —
Operating Expense		1,056,902	788,813	1,454,600	1,454,600	1,454,600
Capital Outlay		—	—	—	—	—
Total		\$1,056,902	\$ 788,813	\$1,454,600	\$1,454,600	\$ 1,454,600
Position Detail						
None		—	—	—	—	—

Legal Expenditures by Object Code

Legal—001-07-070-514-

Object #	Account Description	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Operating Expense						
603101	Legal Svc-City Commission	\$ 59,465	\$ 16,814	\$ 96,400	\$ 96,400	\$ 96,400
603102	Legal Svc-Office of the City M	132,136	62,909	204,200	204,200	204,200
603103	Legal Svc-Procurement	44,688	30,593	112,800	112,800	112,800
603104	Legal Svc-Comm Dev	69,800	69,800	69,800	69,800	69,800
603105	Legal Svc-Parks & Recreation	28,350	23,523	76,000	76,000	76,000
603106	Legal Svc-Public Works	37,887	18,896	94,100	94,100	94,100
603107	Legal Svc-Police	146,001	98,984	153,600	153,600	153,600
603121	City Attorney	373,466	374,797	377,700	377,700	377,700
603128	Legal Svc-Labor Related	165,110	92,497	270,000	270,000	270,000
	<i>Sub-Total</i>	1,056,902	788,813	1,454,600	1,454,600	1,454,600
	Total	\$ 1,056,902	\$ 788,813	\$ 1,454,600	\$ 1,454,600	\$ 1,454,600

Legal Budget Justification

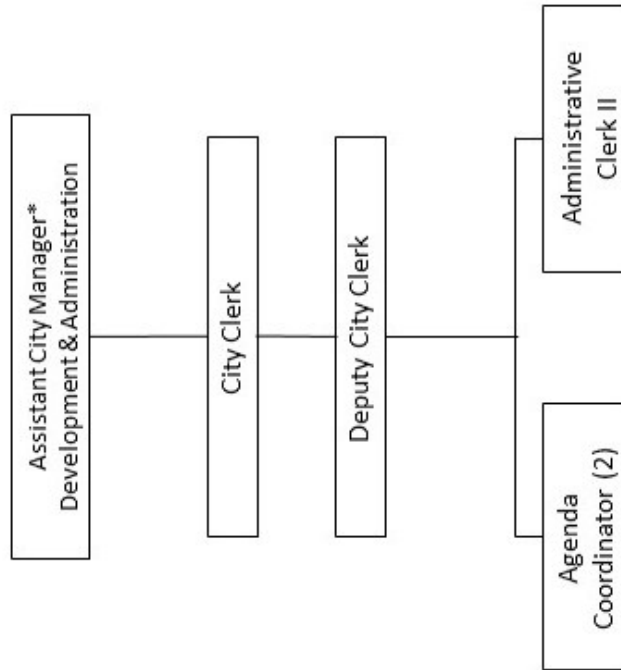
Object #	Account Description	Justification
Expense		
603101	Legal Svc-City Commission	This account is for cost related to the City Commission.
603102	Legal Svc-Office of the City M	This account is for cost related to Office of the City Manager.
603103	Legal Svc-Procurement	This account is for cost related to Procurement.
603104	Legal Svc-Comm Dev	This account is for cost related to Community & Economic Development.
603105	Legal Svc-Parks & Recreation	This account is for cost related to Parks & Recreation.
603106	Legal Svc-Public Works	This account is for cost related to Public Works.
603107	Legal Svc-Police	This account is for cost related to Police.
603121	City Attorney	This cost is for general matters, labor related matters and miscellaneous issues.
603128	Legal Svc-Labor Related	This account is for cost related to Labor issues.

Office of the City Clerk

Mission

Dedicated to providing exceptional service by building partnerships with the community, elected officials and other governmental agencies while maintaining neutrality and impartiality.

Office of the City Clerk Organizational Chart



*Budgeted in the Office of the City Manager

Department Overview

The Office of the City Clerk is versatile in its areas of responsibilities. It is comprised of three core functions: administration, election and passport services. Responsibilities include the maintenance of the City's legislative history, City Charter, Municipal Code and Land Development Code, making the Office of the City Clerk a central hub for information. The department administers special and general municipal elections, coordinates all activities of the City Commission Meetings, administers and oversees the Records Management Program, the Commission Agenda process and the City Commission Advisory Boards' appointment process. The Office of the City Clerk is also the custodian of the City's seal.

As indicated in the Position Detail, there are five (5) full-time budgeted positions in this department. The three (3) major programs provided are:

1. Administration
2. Passport Services
3. Municipal Election

FY 2021 Accomplishments

- Successfully hosted Citywide WebEx Records Management/Request training.
- Successfully completed over 1,230 public records request from October 2020 to September 2021.
- Successfully destroyed 92 boxes of documents that have met the State of Florida's retention schedule during the months of October 2020 - September 2021.
- Held virtual/in-person Commission Meetings during the COVID-19 pandemic.
- Successfully held the 2021 for Municipal Election.

Program Revenues, Expenditures and Positions Summary

	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Dedicated Revenues					
Passport Services	\$ 90,057	\$ 37,284	\$ 46,000	\$ 46,000	\$ 61,400
Municipal Election	3,181	—	150	150	—
Total	\$ 93,238	\$ 37,284	\$ 46,150	\$ 46,150	\$ 61,400
	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Expenditures by Program					
Administration	\$ 497,238	\$ 583,392	\$ 649,424	\$ 657,424	\$ 718,120
Passport Services	140,365	140,182	143,950	143,950	162,350
Municipal Election	313,936	113,524	334,700	326,700	125,700
Total	\$ 951,539	\$ 837,098	\$ 1,128,074	\$ 1,128,074	\$ 1,006,170
	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Expenditures by Category					
Personnel Services	\$ 553,080	\$ 621,400	\$ 688,000	\$ 688,000	\$ 729,500
Operating Expense	398,459	215,698	440,074	440,074	276,670
Capital Outlay	—	—	—	—	—
Total	\$ 951,539	\$ 837,098	\$ 1,128,074	\$ 1,128,074	\$ 1,006,170
	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Positions by Program					
Administration	2.75	3.75	3.75	3.75	3.75
Passport Services	0.75	0.75	0.75	0.75	0.75
Municipal Election	0.50	0.50	0.50	0.50	0.50
Total	4.00	5.00	5.00	5.00	5.00






Office of the City Clerk

Position Detail	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Administrative Clerk II	—	1.00	1.00	1.00	1.00
Agenda Coordinator	1.00	1.00	—	2.00	2.00
City Clerk	1.00	1.00	1.00	1.00	1.00
Deputy City Clerk	1.00	1.00	1.00	1.00	1.00
Records/Agenda Coordinator	—	—	2.00	—	—
Records Coordinator	1.00	1.00	—	—	—
Total FTE's	4.00	5.00	5.00	5.00	5.00







Staff from the Office of the City Clerk

Office of the City Clerk Balanced Scorecard

Measures	Objectives	Series Status	FY 2020 Actual	FY 2021 Actual	FY 2022 Goal
 Percentage of passport applications processed accurately	Increase the percentage of passports issued timely.	Q4 Actual	—%	100%	
		YTD Actual	50.00%	100.00%	
		EOY Target	100.00%	100.00%	100.00%
		% Target	50.00%	100.00%	
		% Goal	100.00%	100.00%	
 Percentage of records requests processed within 14 business days	Increase the percentage of records requests processed in a reasonable time	Q4 Actual	79.00%	88.00%	
		YTD Actual	79.75%	80.00%	
	Allow for compliance with the State of Florida Sunshine Law	EOY Target	80.00%	90.00%	90.00%
		% Target	99.69%	88.89%	
		% Goal	90.00%	100.00%	
 Percentage of public records requests acknowledged within 1 business day	Allow for compliance with the State of Florida Sunshine Law	Q4 Actual	92.00%	95.00%	
		YTD Actual	90.75%	91.75%	
		EOY Target	100.00%	95.00%	95.00%
		% Target	90.75%	96.58%	
		% Goal	100.00%	100.00%	
 Agendas for regularly City Commission meetings posted and available to the public at least 72 hours prior to the meeting	Increase transparency to the public	Q4 Actual	6.00	6.00	
		YTD Actual	22.00	22.00	
		EOY Target	21.00	21.00	21.00
		% Target	104.76%	104.76%	
		% Goal	100.00%	100.00%	
 Meets budget target - Expenses	Finances	Q4 Actual	\$ 199,613.12	\$ 413,533.99	
		YTD Actual	\$ 834,965.19	\$ 1,101,460.35	
		EOY Target	\$ 862,622.00	\$ 1,128,074.00	\$ 1,006,170.00
		% Target	96.79%	97.64%	
		% Goal	100.00%	100.00%	

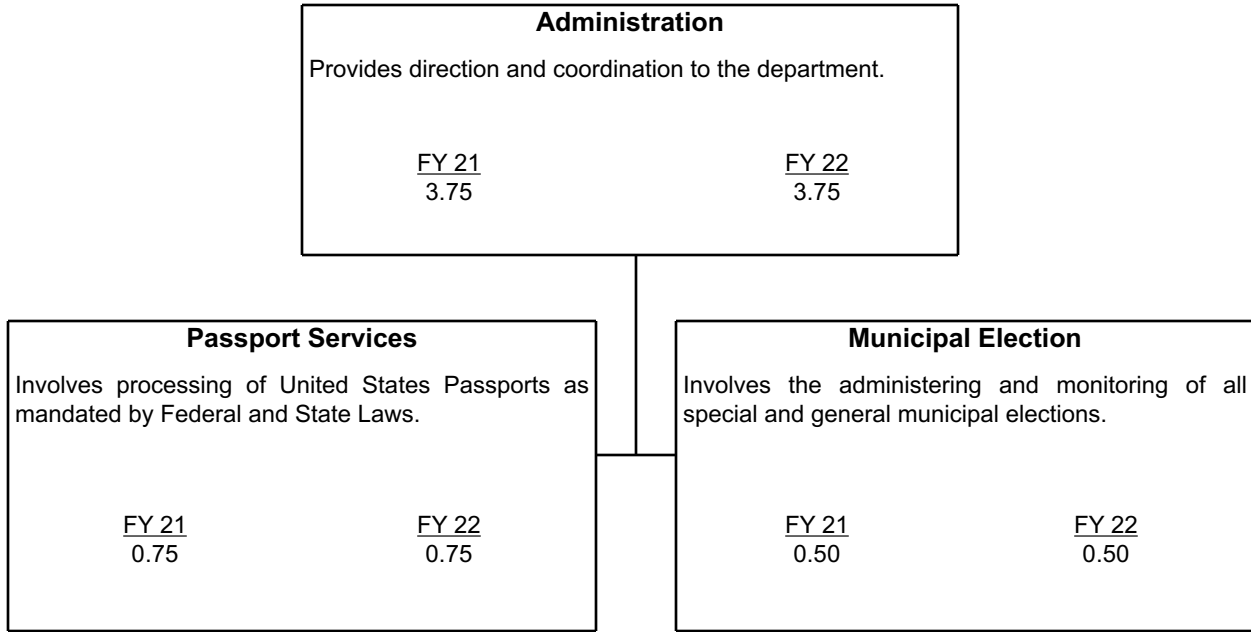
Office of the City Clerk Balanced Scorecard

Measures	Objectives	Series Status	FY 2020 Actual	FY 2021 Actual	FY 2022 Goal
 Meets budget target - Revenues	Finances	Q4 Actual	\$ 366.00	\$ 16,678.60	
		YTD Actual	\$ 37,284.31	\$ 23,473.30	
		EOY Target	\$ 36,000.00	\$ 46,150.00	\$ 61,400.00
		% Target	103.57%	50.86%	
		% Goal	100.00%	100.00%	
 Meets projected target - Expenses	Finances	Q4 Actual	\$ 199,613.12	\$ 413,533.99	
		YTD Actual	\$ 834,965.19	\$ 1,101,460.35	
		EOY Projection	\$ 862,186.00	\$ 1,140,794.00	\$ 1,006,170.00
		% Target	96.84%	96.55%	
		% Goal	100.00%	100.00%	
 Meets projected target - Revenues	Finances	Q4 Actual	\$ 366.00	\$ 16,678.60	
		YTD Actual	\$ 37,284.31	\$ 23,473.30	
		EOY Projection	\$ 74,200.00	\$ 46,375.00	\$ 61,400.00
		% Target	50.25%	50.62%	
		% Goal	100.00%	100.00%	
 Number of course hours/cross training completed by staff	Develop and increase skill levels of staff	Q4 Actual	—	55.00	
		YTD Actual	101.00	118.50	
		EOY Target	100.00	100.00	100.00
		% Target	101.00%	118.50%	
		% Goal	100.00%	100.00%	

FY21 actuals (revenues and expenses) are as of 11-25-21.

End of year targets exclude year-end budget amendments.

Office of the City Clerk FTE's by Program



Office of the City Clerk Budget Summary by Program

Administration—Program 100

Description

This program provides for the overall direction, leadership and support of the Office of the City Clerk through efficient and effective management of all of its programs and related services. These services include: the City's records management program and the paperless Commission agenda process. This program is responsible for ensuring that the department consistently meets and exceeds the goals of the City and that all duties are performed in accordance and in compliance with the City's Charter, Sunshine Laws and Florida Statutes.

Dedicated Revenues	Object Code	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
None		\$ —	\$ —	\$ —	\$ —	\$ —
Expenditures by Category						
Personnel Services		\$ 327,230	\$ 385,061	\$ 435,700	\$ 435,700	\$ 462,100
Operating Expense		170,009	198,331	213,724	221,724	256,020
Departmental Capital Outlay		—	—	—	—	—
Total		\$ 497,238	\$ 583,392	\$ 649,424	\$ 657,424	\$ 718,120
Percent of Time by Position						
Administrative Clerk II		—	1.00	1.00	1.00	1.00
Agenda Coordinator		1.00	1.00	—	2.00	2.00
City Clerk		0.25	0.25	0.25	0.25	0.25
Deputy City Clerk		0.50	0.50	0.50	0.50	0.50
Records/Agenda Coordinator		—	—	2.00	—	—
Records Coordinator		1.00	1.00	—	—	—
Total		2.75	3.75	3.75	3.75	3.75

Office of the City Clerk Budget Summary by Program

Passport Services—Program 082

Description

This program involves processing of United States Passports as mandated by Federal and State Laws. The City provides passport processing as a service to the community.

Dedicated Revenues	Object Code	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Passport Services	349001	\$ 89,557	\$ 36,064	\$ 45,000	\$ 45,000	\$ 60,400
Miscellaneous revenues	369900	500	1,220	1,000	1,000	1,000
Total		\$ 90,057	\$ 37,284	\$ 46,000	\$ 46,000	\$ 61,400

Expenditures by Category

Personnel Services	\$ 121,850	\$ 126,161	\$ 133,000	\$ 133,000	\$ 148,000
Operating Expense	18,514	14,021	10,950	10,950	14,350
Departmental Capital Outlay	—	—	—	—	—
Total	\$ 140,365	\$ 140,182	\$ 143,950	\$ 143,950	\$ 162,350

Percent of Time by Position

City Clerk	0.25	0.25	0.25	0.25	0.25
Deputy City Clerk	0.50	0.50	0.50	0.50	0.50
Total	0.75	0.75	0.75	0.75	0.75



Annual City Clerk Initiative Teaching City Youth About Their Local Government

Office of the City Clerk Budget Summary by Program

Municipal Election—Program 083

Description

This program ensures the democratic process in representing the public's interests by conducting municipal elections in compliance with State Law and the City Charter.

	Object Code	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Dedicated Revenues						
Election Qualifying Fees	341900	\$ 3,181	\$ —	\$ 150	\$ 150	\$ —
Expenditures by Category						
Personnel Services		\$ 104,000	\$ 110,178	\$ 119,300	\$ 119,300	\$ 119,400
Operating Expense		209,936	3,346	215,400	207,400	6,300
Departmental Capital Outlay		—	—	—	—	—
Total		\$ 313,936	\$ 113,524	\$ 334,700	\$ 326,700	\$ 125,700
Percent of Time by Position						
City Clerk		0.50	0.50	0.50	0.50	0.50
Total		0.50	0.50	0.50	0.50	0.50

Office of the City Clerk Expenditures by Object Code

Administration—001-08-100-512-

Object #	Account Description	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Personnel Services						
601200	Employee Salaries	\$ 204,195	\$ 232,083	\$ 253,200	\$ 253,200	\$ 271,900
601205	Lump Sum Payout - Accrued Time	7,570	9,267	15,500	15,500	15,500
601210	Non-Pensionable Earnings	3,140	—	—	—	800
601215	Communication Stipend	—	4,200	7,300	7,300	1,500
601220	Longevity Pay	702	705	1,300	1,300	1,800
601400	Overtime-General	9,306	11,797	15,000	15,000	15,000
601410	Overtime-Holiday	—	8	—	—	—
602100	FICA & MICA	16,252	18,662	20,800	20,800	22,600
602210	Pension-General	35,119	46,670	53,200	53,200	57,900
602235	Pension-Senior Mgmt	6,600	6,588	7,400	7,400	6,900
602265	Pension-457	3,155	3,051	3,200	3,200	3,400
602305	Health Insurance-HMO	27,998	38,522	42,700	42,700	48,600
602306	Dental Insurance-PPO	1,590	1,933	2,200	2,200	2,200
602309	Basic Life	691	621	700	700	800
602311	Long-Term Disability	211	253	400	400	400
602400	Workers' Compensation	10,700	10,700	12,800	12,800	12,800
	<i>Sub-Total</i>	327,230	385,061	435,700	435,700	462,100
Operating Expense						
603190	Prof Svcs-Other	18,834	25,473	36,100	36,100	36,100
603425	Software License & Maint	56,232	56,642	55,324	56,711	60,915
603470	Temporary Help	—	—	2,100	2,100	—
604001	Travel & Training	8,160	2,621	2,600	2,600	2,600
604100	Communication Services	2,025	—	—	—	—
604200	Postage	1,033	120	1,400	1,400	1,400
604301	Electricity Svcs	5,166	5,835	5,770	5,770	5,900
604500	Risk Internal Svcs Charge	5,600	4,000	700	700	3,000
604550	Health Ins Internal Serv Chg	—	8,200	13,000	13,000	7,100
604610	Fleet Internal Svcs Charge	—	—	4,100	4,100	3,700
604625	R&M Equipment	140	140	1,500	1,500	200
604740	Ordinance Codification	18,552	7,700	12,700	12,700	12,700
604910	Advertising Costs	16,643	18,612	13,300	21,300	14,000
604916	Administrative Expense	1,180	1,079	1,800	1,800	1,200
604930	Record Storage Charges	—	—	—	—	40,000
604931	Recording Fees	819	17,222	13,975	12,588	13,975
604989	IT Internal Svcs Charge	20,900	40,900	31,300	31,300	37,500
605100	Office Supplies	4,502	3,151	6,000	6,000	6,000
605120	Computer Operating Expenses	407	753	1,000	1,000	600
605220	Vehicle Fuel-On-Site	—	—	600	600	600
605250	Noncap Furn (Item less 5000)	—	654	1,260	1,260	—
605251	Noncap Equip (Item less 5000)	3,596	—	1,055	1,055	—
605290	Other Operating Supplies	358	496	500	500	500
605410	Subscriptions & Memberships	2,421	3,108	3,580	3,580	3,970
605500	Training-General	3,441	1,625	3,060	3,060	3,060
605510	Tuition Reimbursement	—	—	1,000	1,000	1,000
	<i>Sub-Total</i>	170,009	198,331	213,724	221,724	256,020
	Total	\$ 497,238	\$ 583,392	\$ 649,424	\$ 657,424	\$ 718,120

Office of the City Clerk Expenditures by Object Code

Passport Services—001-08-082-512-

Object #	Account Description	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Personnel Services						
601200	Employee Salaries	\$ 71,684.72	\$ 71,909.00	\$ 73,400.00	\$ 73,400.00	\$ 80,400.00
601205	Lump Sum Payout - Accrued Time	7,570	9,267	10,300	10,300	10,300
601210	Non-Pensionable Earnings	800	—	—	—	800
601215	Communication Stipend	—	1,275	1,500	1,500	1,500
601220	Longevity Pay	702	705	700	700	1,100
602100	FICA & MICA	5,680	6,070	6,200	6,200	6,900
602210	Pension-General	8,504	9,294	9,900	9,900	11,700
602235	Pension-Senior Mgmt	6,600	6,588	7,400	7,400	6,900
602265	Pension-457	3,154	3,051	3,200	3,200	3,400
602305	Health Insurance-HMO	8,559	9,516	10,400	10,400	15,000
602306	Dental Insurance-PPO	665	670	700	700	700
602309	Basic Life	365	265	200	200	200
602311	Long-Term Disability	65	52	100	100	100
602400	Workers' Compensation	7,500	7,500	9,000	9,000	9,000
	<i>Sub-Total</i>	121,850	126,161	133,000	133,000	148,000
Operating Expense						
604200	Postage	3,000	1,736	4,200	4,200	4,200
604500	Risk Internal Svcs Charge	13,500	9,700	1,500	1,500	6,400
604550	Health Ins Internal Serv Chg	—	1,800	3,200	3,200	1,700
604916	Administrative Expense	—	246	300	300	300
605100	Office Supplies	1,668	300	1,500	1,500	1,500
605120	Computer Operating Expenses	346	239	250	250	250
	<i>Sub-Total</i>	18,514	14,021	10,950	10,950	14,350
	Total	\$ 140,365	\$ 140,182	\$ 143,950	\$ 143,950	\$ 162,350

Office of the City Clerk Expenditures by Object Code

Municipal Election—001-08-083-512-

Object #	Account Description	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Personnel Services						
601200	Employee Salaries	\$ 62,863	\$ 63,103	\$ 64,400	\$ 64,400	\$ 63,900
601205	Lump Sum Payout - Accrued Time	6,983	10,766	13,100	13,100	13,100
601210	Non-Pensionable Earnings	—	—	—	—	500
601215	Communication Stipend	—	600	1,000	1,000	1,000
601220	Longevity Pay	602	604	600	600	1,200
602100	FICA & MICA	4,303	5,093	5,300	5,300	5,600
602235	Pension-Senior Mgmt	13,300	13,176	14,900	14,900	13,700
602265	Pension-457	3,876	3,659	3,900	3,900	3,800
602305	Health Insurance-HMO	9,331	10,508	12,800	12,800	13,300
602306	Dental Insurance-PPO	443	447	500	500	500
602309	Basic Life	148	93	200	200	200
602311	Long-Term Disability	52	29	100	100	100
602400	Workers' Compensation	2,100	2,100	2,500	2,500	2,500
	<i>Sub-Total</i>	104,000	110,178	119,300	119,300	119,400
Operating Expense						
603190	Prof Svcs-Other	1,951	—	—	—	—
603425	Software License & Maint	1,019	999	2,500	2,500	2,500
604500	Risk Internal Svcs Charge	—	—	200	200	800
604550	Health Ins Internal Serv Chg	—	1,900	3,800	3,800	2,100
604625	R&M Equipment	—	—	500	11	500
604909	Election Costs	198,620	—	200,000	192,489	—
604910	Advertising Costs	7,848	—	8,000	8,000	—
604916	Administrative Expense	—	447	100	100	100
605100	Office Supplies	498	—	300	300	300
	<i>Sub-Total</i>	209,936	3,346	215,400	207,400	6,300
	Total	\$ 313,936	\$ 113,524	\$ 334,700	\$ 326,700	\$ 125,700

Office of the City Clerk Budget Justification

Object #	Account Description	Justification
Revenue		
349001	Passport Services	This revenue is derived from fees collected for the processing of US passport applications.
369900	Miscellaneous Revenue	This is for revenues that cannot be classified in another revenue line item.
Expense		
601400	Overtime-General	This account represents costs for overtime that is necessary due to unforeseen administrative needs. Includes additional overtime related to Commission Meetings, Workshops and miscellaneous meetings.
603190	Prof Svcs-Other	This account represents costs associated with the following: Closed Captioning services - \$14,100 Transcription of Meeting Minutes - \$20,000 HR negotiation and Investigation transcriptions - \$1,000 Planning and Zoning closed caption - \$1,000
603425	Software License & Maint	This account represents costs for the following software: BIS (Commission Chambers audio recording) - \$1,500 Granicus (Commission electronic voting, live streaming,.) - \$33,309 Legistar/MCCI (Commission paperless agenda) - \$15,000 Hightail (electronically transmits audio recordings) - \$310 JustFOIA (Records Management) - \$310 EasyVote (Election Software) - \$2,500 MuniCode Online Hosting- (City's Code & Land Dev. Code) - \$1,900 Authorize.net (online payment module for records requests) - \$540 TimeTap (online appt. scheduler) - \$240 Tockify (online noticing software) - \$85 Check In Systems Inc. (online sign-in for passport svcs.) - \$399
604001	Travel & Training	This account represents costs associated with out-of-town travel and accommodations for specialized training and certification courses/conferences relating to BCMCA, FACC, IIMC, ARMA & FRAMA.
604200	Postage	This represents allocated costs for department mailings as well as delivery services such as U.P.S. and Federal Express. Also includes mailing of notices and legislation to the public and other public entities, master files for ordinances, resolutions, deeds and other vital records.
604301	Electricity Svcs	This account represents allocated costs for electricity usage.
604500	Risk Internal Svcs Charge	This account is restricted and represents allocated property and liability insurance premiums as provided by HR-Risk Management.
604550	Health Ins Internal Serv Chg	Funds the City's wellness program that encourage employees to adopt healthy habits through education, incentives and an on-site clinic.
604610	Fleet Internal Svcs Charge	This account represents costs associated with repair and maintenance of city vehicles as provided by PW-Fleet Maintenance.
604625	R&M Equipment	This account represents costs associated with the maintenance and repair of the following equipment: Automated Business System - Date Stamp Clock Commercial Business Machines -Typewriter
604740	Ordinance Codification	This account represents costs associated with codification services and supplements for the City Code and Land Development Code.
604910	Advertising Costs	This account represents costs associated with advertising requirements to satisfy the Florida Statutes, City's Charter, City Code, legal and public hearings.
604916	Administrative Expense	This account represents costs associated with miscellaneous expenses incurred by the department.
604930	Record Storage Charges	Iron Mountain fee moved from Non-Departmental
604931	Recording Fees	This account represents costs associated with Broward County recording services.
604989	IT Internal Svcs Charge	This account represents allocated costs associated with technology such as leased computers, internet, intranet, land lines, network, telephone, software licenses, database needs and support services.
605100	Office Supplies	This account represents costs associated with the purchase of office supplies. Also included are items related to certificates, proclamations and other recognition relating to presentations and standard operating supplies to support the office function.
605120	Computer Operating Expenses	This account represents costs associated with print management service and computer related items.
605220	Vehicle Fuel-On-Site	This account covers the cost of gas and oil used for city vehicles as provided by PW-Fleet Maintenance.
605290	Other Operating Supplies	This account represents costs for supplies not specified in other line items.

Office of the City Clerk Budget Justification

Object #	Account Description	Justification
605410	Subscriptions & Memberships	This account represents costs associated with the following memberships/subscriptions: Florida Association of City Clerks (FACC) - \$750 International Institute of Municipal Clerks (IIMC) - \$680 American Society of Notaries - \$950 Broward County Municipal Clerks Assoc. (BCMCA) - \$425 FL Records Management Assoc. (FRMA) - \$500 American Society for Public Administration (ASPA) - \$260 National Forum for Black Public Administrators (NFBPA) - \$200 Association of Records Managers & Administrators (ARMA) - \$205
605500	Training-General	This account represents costs associated with various registration fees/conferences/webinars required to maintain certifications: Florida Association of City Clerks (FACC) - \$700 International Institute of Municipal Clerks (IIMC) - \$1,200 FL Records Management Assoc. (FRMA) - \$510 Association of Records Mgrs. Administrators (ARMA) - \$100 FL Municipal Communicators Assoc. (FMCA) - \$550
605510	Tuition Reimbursement	Education assistance to permanent employees that is associated with a certificate or degree program at a community college or state college/university. Education must be related to the employee's present position or have the ability to assist in a promotional opportunity. The cost covers books and lab fees associated with the course.



Another Initiative from the Office of the City Clerk, Fostering Community Support!

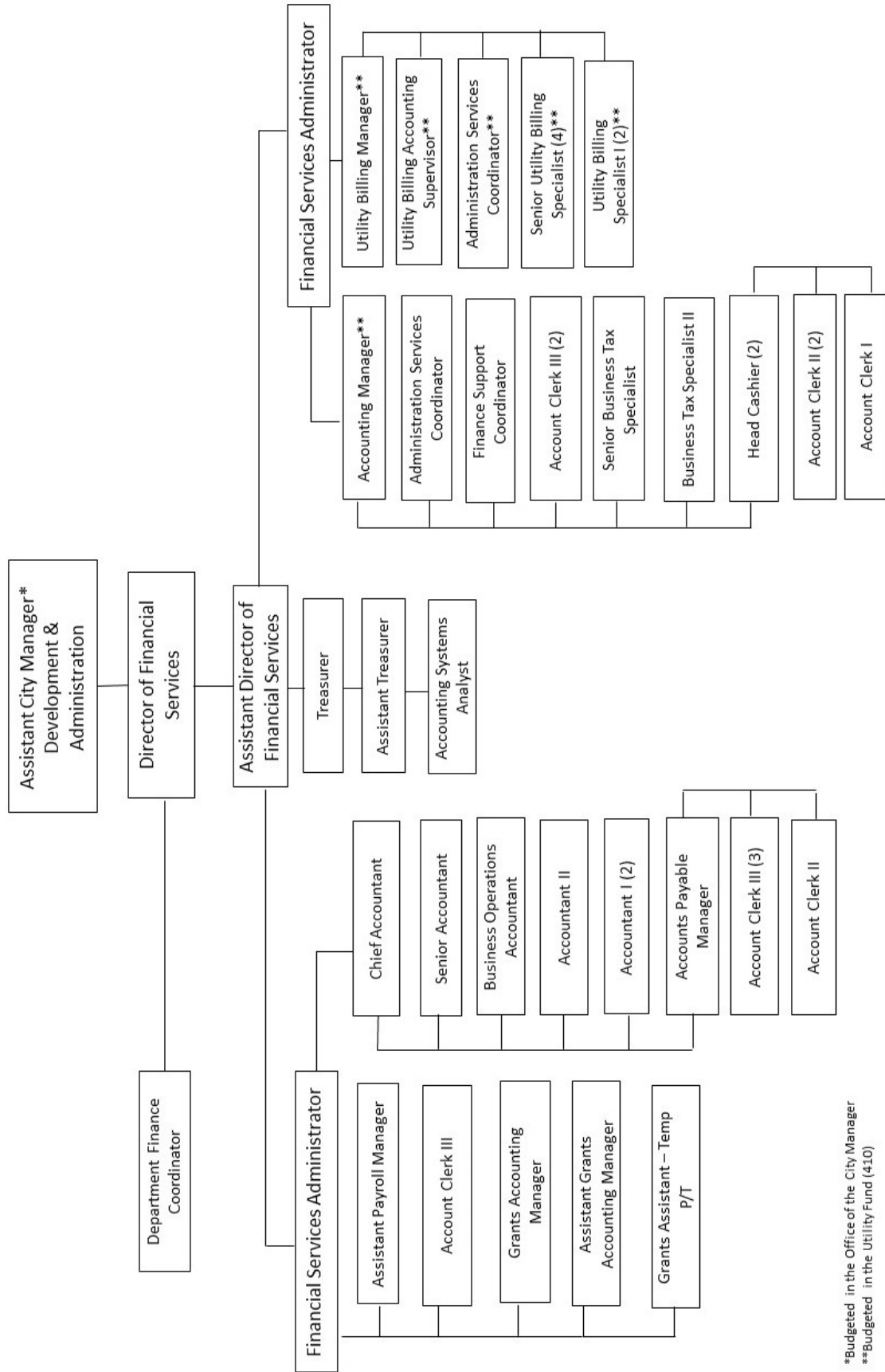


Financial Services

Mission

To maintain the accounting records of the City, provide accurate and timely financial reporting, ensure protection of City assets by establishing and maintaining adequate internal controls, and to provide training and communication to all areas of the City as it pertains to the accounting and internal control functions.

Financial Services Organizational Chart



*Budgeted in the Office of the City Manager
 **Budgeted in the Utility Fund (410)



Financial Services

Department Overview

The Financial Services Department maintains and operates the City's centralized accounting system, Munis.

The Department also provides:

- Related controls and services for managers and employees of the City, and generates reliable financial information that is in accordance with Generally Accepted Accounting Principles (GAAP).
- Coordination of all financial activities of the City by acting as liaison to the public, and to the administrative and department officials.
- This department also oversees the Utility Billing program which is funded by the Utility Enterprise Fund.

As indicated in the Position Detail, this department is comprised of 34.5 budgeted positions, 34 full-time and one (.5 FTE) temporary part-time employees. The four (4) major General Fund programs provided are:

1. Administration
2. Accounting and Revenue Enhancement
3. Reporting and Training
4. Grants Administration

FY 2021 Accomplishments

- Awarded the prestigious Certificate of Achievement for Excellence in Financial Reporting for the 2019 Annual Comprehensive Financial Report (ACFR) for the 32nd year from the Government Finance Officers Association (GFOA).
- Completion of the 2020 ACFR for submission to the GFOA; anticipate receiving 33rd award.
- Accomplished timely submission of quarterly and monthly Financial Reports for over 25 Federal, State & Local Grants.
- Completed Business Tax Billing for over 3,300 accounts generating annualized revenue over \$2 million.
- Successfully processed 26 payrolls for approximately 1,200 employees.
- Vendor payments processed for over 8,000 invoices totaling over \$40 million.

- Timely completion of the monthly closings and related monthly Financial Reporting.
- Completed refunding of Series 2013 Revenue Bonds for a savings of \$10 million.
- Submitted Compliance Reports to the Digital Assurance Certification Agency (DAC) as required by City Bond Covenants.
- Completion of quarterly IRS 941 Payroll Tax Returns.
- Issued 1,225 IRS W2 Forms to City Employees.
- Issued 764 IRS 1099-Miscellaneous Forms to City Vendors.
- Issued 134 IRS 1099-R Distributions Forms for Pensions, Annuities & Retirement.
- Submission of the Quarterly State Unemployment Report (RT-6).
- Completed the Annual Bureau of Labor Statistics Report.
- Timely completion of the monthly closings and related monthly Financial Reporting.
- Successfully completed the Federal and State Single Audits.
- Successfully concluded 4 desk monitoring audits conducted by State and Federal Grantors for grant expenditures of approximately \$2 million.
- Prepared the Monthly Budget Reports for the Elected Officials.
- Completed procurement and installation of Payment Kiosk for contactless service.
- Completed procurement and installation of upgraded Interactive Voice Response (IVR) telephone payment system to accept all payment types.
- Automated process for preparation, verification, and approvals for wire transfers issued for various payments.
- Established a Health Insurance Bank Account for the payment of the City's Self Insured Claims.
- Conducted trainings with Departments on the Accounts Payable (AP) Process.
- Assisted in reviewing and completing Stormwater Loan Application to the State of Florida Department of Environmental Protection.
- Processed 445 unclaimed property payments to the State of Florida for approximately \$54 thousand.

Financial Services

Program Revenues, Expenditures and Positions Summary

Dedicated Revenues	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Accounting & Revenue Enhancement	\$ 2,346,400	\$ 2,431,458	\$ 2,451,500	\$ 2,451,500	\$ 2,471,500

Expenditures by Program

Administration	\$ 673,969	\$ 667,020	\$ 602,296	\$ 595,296	\$ 660,650
Accounting & Revenue Enhancement	3,376,789	3,653,436	4,095,050	4,102,050	4,071,850
Reporting and Training	109,455	40,206	60,250	60,250	101,750
Grants Administration	285,666	284,914	340,450	340,450	375,850
Total	\$ 4,445,880	\$ 4,645,575	\$ 5,098,046	\$ 5,098,046	\$ 5,210,100

Expenditures by Category

Personnel Services	\$ 3,926,600	\$ 4,055,555	\$ 4,350,800	\$ 4,350,800	\$ 4,469,700
Operating Expense	515,086	516,052	707,246	689,333	740,400
Capital Outlay	4,194	73,967	40,000	57,913	—
Total	\$ 4,445,880	\$ 4,645,575	\$ 5,098,046	\$ 5,098,046	\$ 5,210,100



The City of Miramar Financial Services Team

Financial Services

Positions by Program	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Administration	4.00	3.00	3.00	3.00	3.00
Accounting & Revenue Enhancement	29.00	29.00	29.00	29.00	28.00
Reporting and Training	1.00	1.00	1.00	1.00	1.00
Grants Administration	2.50	2.50	2.50	2.50	2.50
Total	36.50	35.50	35.50	35.50	34.50



Position Detail

Account Clerk I*	2.00	1.00	1.00	1.00	1.00
Account Clerk II*	6.00	4.00	4.00	4.00	3.00
Account Clerk III*	3.00	6.00	6.00	6.00	6.00
Accountant I	2.00	2.00	2.00	2.00	2.00
Accountant II	1.00	1.00	1.00	1.00	1.00
Accounting System Analyst	1.00	1.00	1.00	1.00	1.00
Accounts Payable Manager	—	—	—	1.00	1.00
Accounts Payable Supervisor	1.00	1.00	1.00	—	—
Administration Services Coordinator	1.00	1.00	1.00	1.00	1.00
Assistant Director of Financial Services	1.00	1.00	1.00	1.00	1.00
Assistant Grants Accounting Manager	1.00	1.00	1.00	1.00	1.00
Assistant Internal Auditor	1.00	—	—	—	—
Assistant Payroll Manager	1.00	1.00	1.00	1.00	1.00
Assistant Treasurer	1.00	1.00	1.00	1.00	1.00
Business Operations Accountant	1.00	1.00	1.00	1.00	1.00
Business Tax Specialist II*	1.00	1.00	1.00	1.00	1.00
Chief Accountant	1.00	1.00	1.00	1.00	1.00
Department Finance Coordinator	1.00	1.00	1.00	1.00	1.00
Director of Financial Services	1.00	1.00	1.00	1.00	1.00
Finance Support Coordinator	—	1.00	1.00	1.00	1.00
Financial Services Administrator	2.00	2.00	2.00	2.00	2.00
Grants Accounting Manager	1.00	1.00	1.00	1.00	1.00
Grants Assistant - Temp Part-time	0.50	0.50	0.50	0.50	0.50
Head Cashier	2.00	2.00	2.00	2.00	2.00
Internal Auditor	1.00	—	—	—	—
Senior Accountant	1.00	1.00	1.00	1.00	1.00
Senior Business Tax Specialist*	1.00	1.00	1.00	1.00	1.00
Treasurer/Retirement & Financial Planning Resource Manager	1.00	1.00	1.00	1.00	1.00
Total FTE's	36.50	35.50	35.50	35.50	34.50






* Block Budgeting position








Financial Services Balanced Scorecard

Measures	Objectives	Series Status	FY 2020 Actual	FY 2021 Actual	FY 2022 Goal
 Meets budget target - Expenses	Finances	Q4 Actual	\$ 1,241,979.38	\$ 1,319,318.21	
		YTD Actual	\$ 4,644,172.07	\$ 4,730,525.21	
		EOY Target	\$ 5,018,557.00	\$ 5,098,046.00	\$ 5,210,100.00
		% Target	92.54%	92.79%	
		% Goal	100.00%	100.00%	
 Meets projected target - Expenses	Finances	Q4 Actual	\$ 1,241,979.38	\$ 1,319,318.21	
		YTD Actual	\$ 4,644,172.07	\$ 4,730,525.21	
		EOY Projection	\$ 4,550,185.00	\$ 4,771,468.00	\$ 5,210,100.00
		% Target	102.07%	99.14%	
		% Goal	100.00%	100.00%	
 Meets budget target - Revenues	Finances	Q4 Actual	\$ 93,535.15	\$ 164,671.67	
		YTD Actual	\$ 2,432,303.60	\$ 2,441,297.40	
		EOY Target	\$ 2,535,000.00	\$ 2,451,500.00	\$ 2,471,500.00
		% Target	95.95%	99.58%	
		% Goal	100.00%	100.00%	
 Meets projected target - Revenues	Finances	Q4 Actual	\$ 93,535.15	\$ 164,671.67	
		YTD Actual	\$ 2,432,303.60	\$ 2,441,297.40	
		EOY Projection	\$ 2,376,500.00	\$ 2,353,500.00	\$ 2,471,500.00
		% Target	102.35%	103.73%	
		% Goal	100.00%	100.00%	
 Number of training sessions held/offered	Improve supervisory leadership skills	Q4 Actual	5.00	21.00	
		YTD Actual	18.00	31.00	
		EOY Target	3.00	6.00	6.00
		% Target	600.00%	516.67%	
		% Goal	100.00%	100.00%	






Financial Services Balanced Scorecard

Measures	Objectives	Series Status	FY 2020 Actual	FY 2021 Actual	FY 2022 Goal
 Number of training sessions held/offered	Improve staff customer service skills - including conflict resolution and communication skills	Q4 Actual	—	4.00	
		YTD Actual	10.00	32.00	
		EOY Target	2.00	30.00	30.00
		% Target	500.00%	106.67%	
		% Goal	100.00%	100.00%	
 Number of financial reports issued for the fiscal year		Q4 Actual	1.00	1.00	
		YTD Actual	4.00	2.00	
		EOY Target	4.00	1.00	1.00
		% Target	100.00%	200.00%	
		% Goal	100.00%	100.00%	
 Number of consecutive GFOA awards received	Issue ACFR by March 31 each year	Q4 Actual	0.00	0.00	
		YTD Actual	31.00	32.00	
		EOY Target	31.00	32.00	33.00
		% Target	100.00%	100.00%	
		% Goal	100.00%	100.00%	
 Number of accounts sent to collections	Pursue more timely collection of non-UB account receivable balances	Q4 Actual	0.00	0.00	
		YTD Actual	132.00	0.00	
		EOY Target	300.00	90.00	90.00
		% Target	44.00%	—%	
		% Goal	100.00%	100.00%	
 Number of reports issued	Fed Finance report	Q4 Actual	1.00	1.00	
		YTD Actual	4.00	4.00	
		EOY Target	4.00	4.00	4.00
		% Target	100.00%	100.00%	
		% Goal	100.00%	100.00%	


Financial Services Balanced Scorecard

Measures	Objectives	Series Status	FY 2020 Actual	FY 2021 Actual	FY 2022 Goal
 Number of reports issued	Quarterly Grants report	Q4 Actual	1.00	1.00	
		YTD Actual	4.00	4.00	
		EOY Target	4.00	4.00	4.00
		% Target	100.00%	100.00%	
		% Goal	100.00%	100.00%	
 Number of reports issued	Quarterly donations	Q4 Actual	1.00	1.00	
		YTD Actual	4.00	4.00	
		EOY Target	4.00	4.00	4.00
		% Target	100.00%	100.00%	
		% Goal	100.00%	100.00%	
 Number of FRS (Florida Retirement System) submitted		Q4 Actual	3.00	3.00	
		YTD Actual	12.00	12.00	
		EOY Target	12.00	12.00	12.00
		% Target	100.00%	100.00%	
		% Goal	100.00%	100.00%	
 Number of reports issued	Schedule of Expenditure of Federal Awards (SEFA)	Q4 Actual	0.00	0.00	
		YTD Actual	1.00	1.00	
		EOY Target	1.00	1.00	1.00
		% Target	100.00%	100.00%	
		% Goal	100.00%	100.00%	
 Complete/ respond to a lien search request within 3 business days	Efficiency/customer service	Q4 Actual	5.00	106.00	
		YTD Actual	13.00	258.00	
		EOY Target	4.00	45.00	45.00
		% Target	325.00%	573.33%	
		% Goal	100.00%	100.00%	

Financial Services Balanced Scorecard

Measures	Objectives	Series Status	FY 2020 Actual	FY 2021 Actual	FY 2022 Goal
 Review and issue Business Tax Receipt for complete application within 3 business days	Efficiency/customer service	Q4 Actual	12.00	32.00	
		YTD Actual	26.00	195.00	
		EOY Target	5.00	35.00	35.00
		% Target	520.00%	557.14%	
		% Goal	100.00%	100.00%	
 Number of eligible vendors converted	Increase ACH vendor participation in an attempt to reduce fraud opportunities	Q4 Actual	12.00	13.00	
		YTD Actual	12.00	13.00	
		EOY Target	30.00	15.00	15.00
		% Target	40.00%	86.67%	
		% Goal	100.00%	100.00%	
 Filed by 4/30, 7/31, 10/31, 1/31	Payroll quarterly form 941	Q4 Actual	1.00	1.00	
		YTD Actual	4.00	4.00	
		EOY Target	4.00	4.00	4.00
		% Target	100.00%	100.00%	
		% Goal	100.00%	100.00%	
 Filed by 1/31	Form 945 annual return of withheld income tax	Q4 Actual	0.00	0.00	
		YTD Actual	1.00	1.00	
		EOY Target	1.00	1.00	1.00
		% Target	100.00%	100.00%	
		% Goal	100.00%	100.00%	
 Forms issued and filed by 1/31	W-2 form (Recipient & IRS)	Q4 Actual	0.00	0.00	
		YTD Actual	1.00	1.00	
		EOY Target	1.00	1.00	1.00
		% Target	100.00%	100.00%	
		% Goal	100.00%	100.00%	

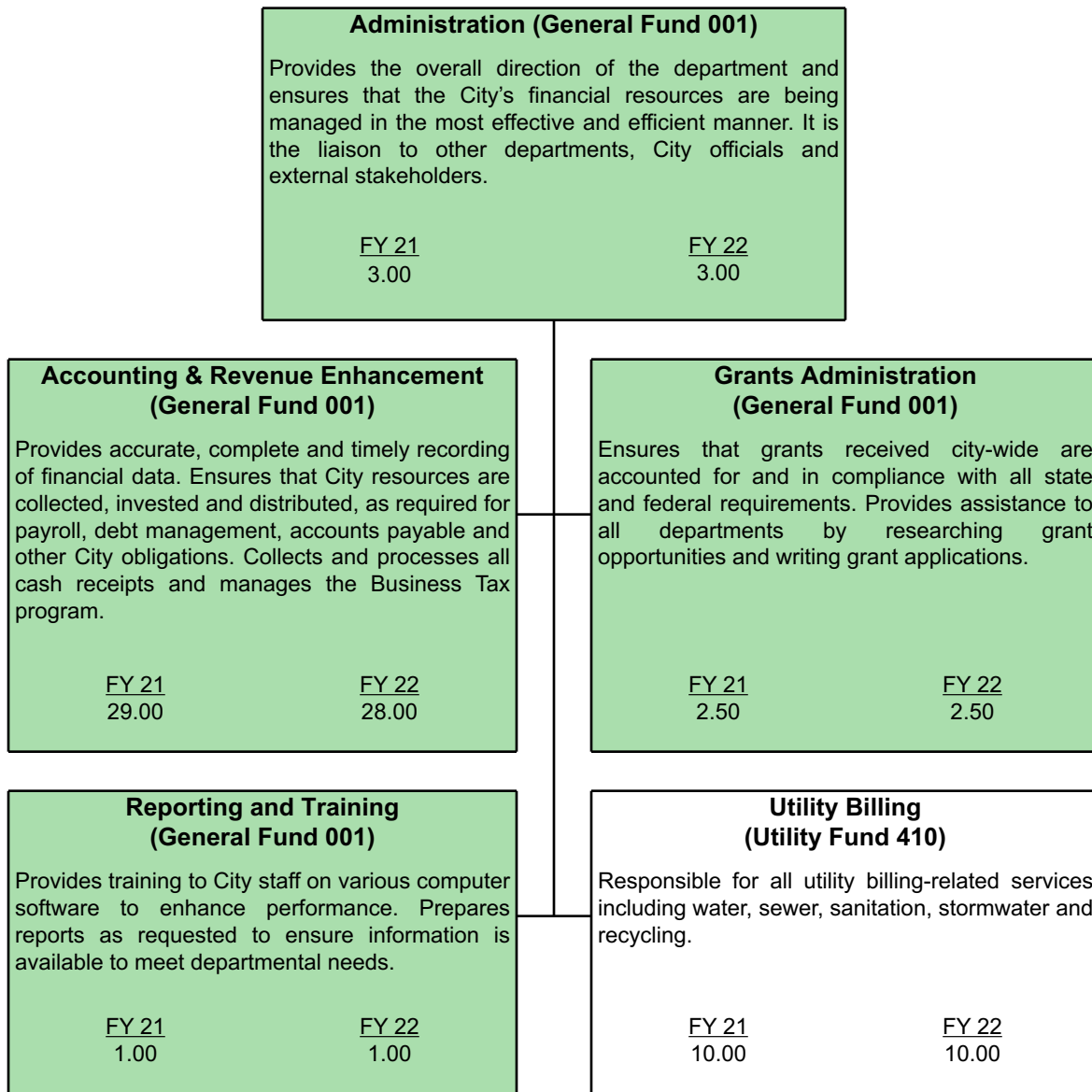
Financial Services Balanced Scorecard

Measures	Objectives	Series Status	FY 2020 Actual	FY 2021 Actual	FY 2022 Goal
 Monthly filings by the 20th of the subsequent month	State Sales Tax	Q4 Actual	3.00	3.00	
		YTD Actual	12.00	12.00	
		EOY Target	12.00	12.00	12.00
		% Target	100.00%	100.00%	
		% Goal	100.00%	100.00%	
 Forms issued by 1/31	Form 1099-R (Recipient)	Q4 Actual	0.00	0.00	
		YTD Actual	1.00	1.00	
		EOY Target	1.00	1.00	1.00
		% Target	100.00%	100.00%	
		% Goal	100.00%	100.00%	
 Forms filed with the IRS	Form 1099-R (IRS)	Q4 Actual	0.00	0.00	
		YTD Actual	1.00	1.00	
		EOY Target	1.00	1.00	1.00
		% Target	100.00%	100.00%	
		% Goal	100.00%	100.00%	
 Forms issued and filed by 1/31	Form 1099-M (Recipient and IRS)	Q4 Actual	0.00	0.00	
		YTD Actual	1.00	1.00	
		EOY Target	1.00	1.00	1.00
		% Target	100.00%	100.00%	
		% Goal	100.00%	100.00%	

FY21 actuals (revenues and expenses) are as of 11-25-21.

End of year targets exclude year-end budget amendments.

Financial Services FTE's by Program



Financial Services Budget Summary by Program

Administration—Program 100

Description

Administration provides the overall direction of the department and ensures that the City's financial resources are being managed in the most cost effective and efficient manner. It is the liaison to other departments, City officials and external stakeholders.

Object Code	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Dedicated Revenues					
None	\$ —	\$ —	\$ —	\$ —	\$ —
Expenditures by Category					
Personnel Services	\$ 591,628	\$ 546,356	\$ 493,000	\$ 493,000	\$ 549,000
Operating Expense	78,148	46,697	69,296	62,296	111,650
Departmental Capital Outlay	4,194	73,967	40,000	40,000	—
Total	\$ 673,969	\$ 667,020	\$ 602,296	\$ 595,296	\$ 660,650
Percent of Time by Position					
Assistant Director of Financial Services	1.00	1.00	1.00	1.00	1.00
Department Finance Coordinator	1.00	1.00	1.00	1.00	1.00
Director of Financial Services	1.00	1.00	1.00	1.00	1.00
Internal Auditor	1.00	—	—	—	—
Total	4.00	3.00	3.00	3.00	3.00

Financial Services Budget Summary by Program

Accounting and Revenue Enhancement—Program 101

Description

The Accounting and Revenue Enhancement Program provides accurate, complete and timely recording of financial data that is also in compliance with Federal, State, Accounting and other regulatory criteria. This program ensures that the City's resources are collected, invested and then distributed as required for payroll, debt management, accounts payable and other obligations. It acts as the central collection point for cash receipts for all revenues of the City and collects and processes cash received directly from customers and other City locations. Credit, debit and lockbox payments are also processed. Business tax, lien searches and filing of liens, commercial sanitation billing and collections, false alarms and other miscellaneous billings are managed within this program. The Accounting and Revenue Enhancement Program operates at both the Multi-Service Complex in East Miramar and at the Town Center.

Dedicated Revenues	Object Code	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Local Business Tax	316000	\$2,016,387	\$2,116,498	\$2,200,000	\$2,200,000	\$2,200,000
Admin Fee Cost Recovery	329105	577	972	1,500	1,500	1,500
Credit Card Fee	347345	29,856	11,156	—	—	20,000
Lien Research	349000	299,580	302,831	250,000	250,000	250,000
Total		\$2,346,400	\$2,431,458	\$2,451,500	\$2,451,500	\$2,471,500

Expenditures by Category

Personnel Services	\$3,001,849	\$3,231,817	\$3,536,400	\$3,536,400	\$3,524,900
Operating Expense	374,940	421,618	558,650	547,737	546,950
Departmental Capital Outlay	—	—	—	17,913	—
Total	\$3,376,789	\$3,653,436	\$4,095,050	\$4,102,050	\$4,071,850

Percent of Time by Position

Account Clerk I*	2.00	1.00	1.00	1.00	1.00
Account Clerk II*	6.00	4.00	4.00	4.00	3.00
Account Clerk III	3.00	6.00	6.00	6.00	6.00
Accountant I	2.00	2.00	2.00	2.00	2.00
Accountant II	1.00	1.00	1.00	1.00	1.00
Accounts Payable Manager	—	—	—	1.00	1.00
Accounts Payable Supervisor	1.00	1.00	1.00	—	—
Administration Services Coordinator	1.00	1.00	1.00	1.00	1.00
Assistant Internal Auditor	1.00	—	—	—	—
Assistant Payroll Manager	1.00	1.00	1.00	1.00	1.00
Assistant Treasurer	1.00	1.00	1.00	1.00	1.00
Business Operations Accountant	1.00	1.00	1.00	1.00	1.00
Business Tax Specialist II*	1.00	1.00	1.00	1.00	1.00
Chief Accountant	1.00	1.00	1.00	1.00	1.00
Finance Support Coordinator	—	1.00	1.00	1.00	1.00
Financial Services Administrator	2.00	2.00	2.00	2.00	2.00
Head Cashier	2.00	2.00	2.00	2.00	2.00
Senior Accountant	1.00	1.00	1.00	1.00	1.00
Senior Business Tax Specialist	1.00	1.00	1.00	1.00	1.00
Treasurer/Retirement & Financial Planning Resource Manager	1.00	1.00	1.00	1.00	1.00
Total	29.00	29.00	29.00	29.00	28.00

* Block Budgeting position



Financial Services Budget Summary by Program

Reporting and Training—Program 102

Description

The Financial Services department played a key role in the implementation of the Munis Enterprise Resource Planning (ERP) System and continues to play an essential role in ensuring Munis operates effectively and efficiently. It is the responsibility of the Financial Services department to maintain the integrity of the system. This program supports management staff in varied areas of financial analyses, including standard monthly management reporting, creation of custom reports, variance analyses, budgeting, forecasting and strategic planning; includes review and coordination of financial analyses across different departments and in support of the Financial Services Department.

Dedicated Revenues	Object Code	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
None		\$ —	\$ —	\$ —	\$ —	\$ —
Expenditures by Category						
Personnel Services		\$ 99,291	\$ 29,387	\$ 49,500	\$ 49,500	\$ 89,000
Operating Expense		10,164	10,818	10,750	10,750	12,750
Departmental Capital Outlay		—	—	—	—	—
Total		\$ 109,455	\$ 40,206	\$ 60,250	\$ 60,250	\$ 101,750
Percent of Time by Position						
Accounting System Analyst		1.00	1.00	1.00	1.00	1.00
Total		1.00	1.00	1.00	1.00	1.00

Financial Services Budget Summary by Program

Grants Administration—Program 103

Description

This program assists departments with all grant related activities. Services provided include accurate grants accounting, compliance with grantor requirements, assistance with locating and advising departments with grant opportunities, grant writing and providing grants training to staff. This program provides assistance during a natural disaster or other emergencies by obtaining required documentation and accounting records for disaster related expenditures to ensure maximum reimbursement.

Dedicated Revenues	Object Code	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
None		\$ —	\$ —	\$ —	\$ —	\$ —
Expenditures by Category						
Personnel Services		\$ 233,832	\$ 247,995	\$ 271,900	\$ 271,900	\$ 306,800
Operating Expense		51,834	36,919	68,550	68,550	69,050
Departmental Capital Outlay		—	—	—	—	—
Total		\$ 285,666	\$ 284,914	\$ 340,450	\$ 340,450	\$ 375,850
Percent of Time by Position						
Assistant Grants Accounting Manager		1.00	1.00	1.00	1.00	1.00
Grants Accounting Manager		1.00	1.00	1.00	1.00	1.00
Grants Assistant - Temp Part-time		0.50	0.50	0.50	0.50	0.50
Total		2.50	2.50	2.50	2.50	2.50

Financial Services Expenditures by Object Code

Administration—001-10-100-513-

Object #	Account Description	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
<u>Personnel Services</u>						
601200	Employee Salaries	\$ 389,492	\$ 388,440	\$ 332,500	\$ 332,500	\$ 362,200
601205	Lump Sum Payout - Accrued Time	18,641	25,730	22,900	22,900	10,800
601210	Non-Pensionable Earnings	3,141	505	—	—	3,000
601215	Communication Stipend	4,665	3,930	3,900	3,900	3,900
601220	Longevity	3,032	3,824	3,800	3,800	4,100
602100	FICA & MICA	29,084	28,313	25,500	25,500	27,400
602235	Pension-Senior Mgmt	78,999	40,226	45,500	45,500	77,800
602265	Pension-457	21,070	15,234	18,200	18,200	19,800
602300	Pmt In Lieu Of Insurance	—	—	—	—	6,200
602304	Health Insurance-PPO	11,963	—	—	—	—
602305	Health Insurance-HMO	13,530	10,416	8,100	8,100	—
602306	Dental Insurance-PPO	879	789	800	800	1,400
602307	Dental Insurance-HMO	167	177	200	200	200
602309	Basic Life	1,752	970	900	900	1,000
602311	Long-Term Disability	336	190	500	500	500
602312	HDHP Aetna	5,327	13,312	13,600	13,600	14,100
602313	HSA Payflex	1,350	2,800	2,700	2,700	2,700
602400	Workers' Compensation	8,200	11,500	13,900	13,900	13,900
	<i>Sub-Total</i>	591,628	546,356	493,000	493,000	549,000
<u>Operating Expense</u>						
603190	Prof Svcs-Other	29,503	—	6,000	—	6,000
603425	Software License & Maint	—	—	—	—	40,000
604001	Travel & Training	9,754	1,504	5,650	1,850	5,650
604301	Electricity Svcs	13,657	15,426	17,546	17,546	15,400
604500	Risk Internal Svcs Charge	2,700	3,200	600	600	2,600
604550	Health Ins Internal Serv Chg	—	4,700	2,600	2,600	1,400
604650	R&M Office Equip	—	—	200	—	200
604700	Printing & Binding Svc	170	—	1,500	1,500	1,500
604916	Administrative Expense	702	1,358	1,100	1,100	1,100
604950	Employee Awards	890	1,920	5,000	5,000	5,000
604989	IT Internal Svcs Charge	15,700	17,000	18,100	18,100	21,800
605100	Office Supplies	1,189	191	2,300	2,300	2,300
605120	Computer Operating Expenses	413	423	800	800	800
605250	Noncap Furn (Item less 5000)	773	—	1,100	1,100	1,100
605290	Other Operating Supplies	119	—	200	200	200
605410	Subscriptions & Memberships	2,578	975	2,700	2,700	2,700
605500	Training-General	—	—	1,000	4,000	1,000
605510	Tuition Reimbursement	—	—	2,900	2,900	2,900
	<i>Sub-Total</i>	78,148	46,697	69,296	62,296	111,650
<u>Departmental Capital Outlay</u>						
606471	Software	4,194	73,967	40,000	40,000	—
	<i>Sub-Total</i>	4,194	73,967	40,000	40,000	—
	Total	\$ 673,969	\$ 667,020	\$ 602,296	\$ 595,296	\$ 660,650

Financial Services Expenditures by Object Code

Accounting and Revenue Enhancement—001-10-101-513-

Object #	Account Description	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
<u>Personnel Services</u>						
601200	Employee Salaries	\$ 1,869,531	\$ 1,993,791	\$ 2,166,400	\$ 2,166,400	\$ 2,172,800
601205	Lump Sum Payout - Accrued Time	80,637	113,802	77,800	77,800	75,400
601210	Non-Pensionable Earnings	56,640	2,929	—	—	8,000
601215	Communication Stipend	3,355	5,920	7,800	7,800	8,500
601220	Longevity	14,973	14,034	9,500	9,500	7,000
601400	Overtime-General	33,443	20,674	26,200	26,200	26,200
601410	Overtime-Holiday	1,339	3,415	8,800	8,800	8,800
602100	FICA & MICA	153,196	160,196	174,700	174,700	175,100
602210	Pension-General	245,129	280,322	329,300	329,300	301,200
602235	Pension-Senior Mgmt	113,999	148,426	167,100	167,100	161,000
602265	Pension-457	23,435	24,064	25,900	25,900	21,200
602300	Pmt In Lieu Of Insurance	11,265	15,840	18,700	18,700	12,500
602304	Health Insurance-PPO	25,439	31,004	28,200	28,200	14,600
602305	Health Insurance-HMO	260,497	282,989	337,500	337,500	381,400
602306	Dental Insurance-PPO	11,826	13,113	15,000	15,000	15,200
602307	Dental Insurance-HMO	1,261	1,326	1,300	1,300	1,100
602309	Basic Life	6,049	3,709	6,200	6,200	6,200
602311	Long-Term Disability	2,137	1,907	3,100	3,100	3,100
602312	HDHP Aetna	21,648	25,556	27,100	27,100	21,100
602313	HSA Payflex	6,750	5,600	5,400	5,400	4,100
602400	Workers' Compensation	59,300	83,200	100,400	100,400	100,400
	<i>Sub-Total</i>	3,001,849	3,231,817	3,536,400	3,536,400	3,524,900
<u>Operating Expense</u>						
603190	Prof Svcs-Other	27,437	25,771	91,500	61,687	91,500
603200	Audit Fees	64,200	47,400	70,000	67,300	70,000
603400	Contract Svcs-Other	—	—	—	4,900	—
603470	Temporary Help	2,508	—	2,300	20,000	2,300
604001	Travel & Training	28,460	3,601	15,250	5,250	15,250
604200	Postage	12,868	11,150	19,500	19,500	19,500
604500	Risk Internal Svcs Charge	27,200	32,700	5,800	5,800	24,700
604550	Health Ins Internal Serv Chg	—	74,200	109,000	109,000	58,900
604650	R&M Office Equip	—	—	1,000	—	1,000
604700	Printing & Binding Svc	3,541	3,837	4,000	4,000	4,000
604901	Credit Card Svcs Fees	37,932	18,257	35,000	35,000	20,000
604989	IT Internal Svcs Charge	146,300	171,400	168,600	168,600	203,100
605100	Office Supplies	20,949	5,471	15,000	15,000	15,000
605120	Computer Operating Expenses	(1,317)	5,439	6,000	6,000	6,000
605240	Uniforms Cost	253	—	900	900	900
605250	Noncap Furn (Item less 5000)	—	466	5,000	5,000	5,000
605290	Other Operating Supplies	989	—	1,500	1,500	1,500
605410	Subscriptions & Memberships	3,357	2,893	2,800	2,800	2,800
605500	Training-General	—	—	1,500	11,500	1,500
605510	Tuition Reimbursement	263	19,033	4,000	4,000	4,000
	<i>Sub-Total</i>	374,940	421,618	558,650	547,737	546,950
<u>Departmental Capital Outlay</u>						
606211	Minor Building Repairs	—	—	—	17,913	—
	<i>Sub-Total</i>	—	—	—	17,913	—
	Total	\$ 3,376,789	\$ 3,653,436	\$ 4,095,050	\$ 4,102,050	\$ 4,071,850

Financial Services Expenditures by Object Code

Reporting and Training—001-10-102-513-

Object #	Account Description	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Personnel Services						
601200	Employee Salaries	\$ 65,300	\$ 10,500	\$ 31,200	\$ 31,200	57,100
601205	Lump Sum Payout - Accrued Time	1,875	—	—	—	—
601210	Non-Pensionable Earnings	1,300	—	—	—	1,000
602100	FICA & MICA	5,420	895	2,400	2,400	4,400
602235	Pension-Senior Mgmt	13,800	13,675	7,200	7,200	12,300
602265	Pension-457	—	150	900	900	1,700
602300	Pmt In Lieu Of Insurance	4,273	1,122	—	—	—
602305	Health Insurance-HMO	4,033	—	4,000	4,000	8,400
602306	Dental Insurance-PPO	675	145	—	—	—
602307	Dental Insurance-HMO	75	—	100	100	200
602309	Basic Life Insurance	333	—	100	100	200
602311	Long-Term Disability Ins	108	—	—	—	100
602400	Workers' Compensation	2,100	2,900	3,600	3,600	3,600
	<i>Sub-Total</i>	99,291	29,387	49,500	49,500	89,000
Operating Expense						
604001	Travel & Training	2,424	2,918	1,950	1,950	1,950
604500	Risk Internal Svcs Charge	1,800	2,100	400	400	1,700
604550	Health Ins Internal Serv Chg	—	100	1,200	1,200	700
604989	IT Internal Svcs Charge	5,200	5,700	6,000	6,000	7,200
605100	Office Supplies	515	—	600	600	600
605120	Computer Operating Expenses	—	—	400	400	400
605410	Subscriptions & Memberships	225	—	200	200	200
	<i>Sub-Total</i>	10,164	10,818	10,750	10,750	12,750
	Total	\$ 109,455	\$ 40,206	\$ 60,250	\$ 60,250	\$ 101,750

Financial Services Expenditures by Object Code

Grants Administration—001-10-103-513-

Object #	Account Description	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Personnel Services						
601200	Employee Salaries	\$ 142,689	\$ 155,244	\$ 166,500	\$ 166,500	\$ 192,000
601205	Lump Sum Payout - Accrued Time	8,440	6,326	8,100	8,100	8,100
601210	Non-Pensionable Earnings	2,502	314	—	—	2,000
602100	FICA & MICA	11,406	11,894	13,400	13,400	15,500
602235	Pension-Senior Mgmt	29,800	29,546	33,100	33,100	36,200
602265	Pension-457	4,240	4,572	4,300	4,300	5,100
602305	Health Insurance-HMO	26,441	29,540	33,700	33,700	35,000
602306	Dental Insurance-PPO	1,278	1,288	1,400	1,400	1,400
602309	Basic Life Insurance	555	310	500	500	500
602311	Long-Term Disability Ins	200	163	200	200	300
602400	Workers' Compensation	6,280	8,800	10,700	10,700	10,700
	<i>Sub-Total</i>	233,832	247,995	271,900	271,900	306,800
Operating Expense						
603190	Prof Svcs-Other	19,472	—	25,000	25,000	25,000
604001	Travel & Training	1,750	3,651	4,650	1,150	4,650
604500	Risk Internal Svcs Charge	2,700	3,200	600	600	2,600
604550	Health Ins Internal Serv Chg	—	5,400	10,100	10,100	5,500
604650	R&M Office Equip	—	—	300	300	300
604700	Printing & Binding Svc	43	—	300	300	300
604920	License & Permit Fees	8,085	8,085	10,000	10,000	10,000
604989	IT Internal Svcs Charge	13,100	14,100	14,900	14,900	18,000
605100	Office Supplies	61	859	1,000	1,000	1,000
605120	Computer Operating Expenses	—	700	700	700	700
605250	Noncap Furn (Item less 5000)	—	—	600	600	600
605410	Subscriptions & Memberships	100	448	400	400	400
605500	Training-General	—	—	—	3,500	—
605510	Tuition Reimbursement	6,524	476	—	—	—
	<i>Sub-Total</i>	51,834	36,919	68,550	68,550	69,050
	Total	\$ 285,666	\$ 284,914	\$ 340,450	\$ 340,450	\$ 375,850

Financial Services Budget Justification

Object #	Account Description	Justification
Revenue		
316000	Local Business Tax	This revenue source is derived from all businesses that operate within the City. The fees for the various types of businesses are set by ordinance. A 5% increase was approved for FY17 and FY19. Per Florida Statutes, Local Business Tax Fees can be increased every other year by no more than 5%.
329105	Admin Fee Cost Recovery	This revenue line item is derived from administrative charge related to developer consulting fees.
347345	Credit Card Fee	Credit card service fee of 2% to help recover credit card fees charged by our electronic vendors for all credit/debit card transactions. Fee is consistent with fees charged by other municipalities.
349000	Lien Research	Lien search to cover cost for validation.
Expense		
601400	Overtime-General	Overtime is necessary to meet commitments and scheduled deadlines such as, software conversion, billing, counter customer service, etc. Implementation of ERP modules continues. Revenue Enhancement: \$26,200 - General Support
601410	Overtime-Holiday	This expenditure is for overtime hours worked on contractual holidays per the individual collective bargaining agreements. \$8,800 - Revenue Enhancement - Overtime - Holiday - Clerical Support
603190	Prof Svcs-Other	Professional Services for costs to be incurred for non-employee services including actuarial, grant writing and system support provided by Third Party vendors as listed below: \$6,000 - Administration (GASB Implementation of Capital Leases) \$91,500 - Revenue Enhancement (AMI Risk Consultants for Self Insurance Program \$3,500, GRS for OPEB \$30,000, GRS for Pension Actuarial Analysis \$10,000, DAC for Disseminating and Storage Fees \$8,000, Excess Benefit \$5,000, Arbitrage Compliance Specialists for Arbitrage Reports \$10,000, Other Audits for Waste Pro and KlassEx \$25,000) \$25,000 - Grants (Grant Subscription & Service Agreement)
603200	Audit Fees	Contracted cost between the City and its external auditors for the annual year-end financial audit. The cost is allocated between Financial Services (General Fund-001) and Utility Billing (Utility Fund-410) as shown below: \$70,000 - Financial Services (General Fund-001) \$40,000 - Utility Billing (Utility Fund-410)
603425	Software License & Maint	This expense is for the City's Annual Comprehensive Financial Report (ACFR) software annual maintenance cost of \$40,000 - Workiva
603470	Temporary Help	This account represents costs associated with providing additional professional staff for clerical support to maintain work flow during extended employee absences. \$2,300 - Revenue Enhancement - Temporary Services - Clerical Support
604001	Travel & Training	This account is for out-of-town travel and accommodations associated with specialized training and required certification courses or conferences, including GFOA, FGFOA, etc., includes registration, airline travel, meals, etc.
604200	Postage	Represents allocated costs for mail, as well as delivery services for U.P.S. and Federal Express. Accounting & Revenue Enhancement: The amount of outgoing mail for Accounts Payable, Payroll and Business Tax is substantial.
604301	Electricity Svcs	This account represents allocated costs for electricity usage.
604500	Risk Internal Svcs Charge	This is a restricted account for allocated property and liability insurance premiums as provided by HR-Risk Management.
604550	Health Ins Internal Serv Chg	Funds the City's wellness program that encourage employees to adopt healthy habits through education, incentives and an on-site clinic.
604650	R&M Office Equip	Represents costs associated with repair and maintenance of small office equipment.
604700	Printing & Binding Svc	Administration & Accounting & Revenue Enhancement: Costs for the Annual Comprehensive Financial Report (ACFR), payroll documents, occupational licenses, cash receipts and accounts payable. Reporting and Training: Manuals and training materials. Grants Management: Grant packets and other required materials.
604901	Credit Card Svcs Fees	Bank charges for handling credit card payments.
604916	Administrative Expense	To provide for various administrative expenses incurred.
604920	License & Permit Fees	Grants Administration: Annual Subscription - Grants Search Engine \$10,000
604950	Employee Awards	To promote employee morale and team building.
604989	IT Internal Svcs Charge	This account is for technology related costs such as leased computers, internet, intranet, land lines, network, telephone, software licenses, database needs and support services.
605100	Office Supplies	Costs pertaining to the purchase of basic and other miscellaneous small desk supplies.
605120	Computer Operating Expenses	Costs for Print Management Service Agreement and department's computer related items.

Financial Services Budget Justification

Object #	Account Description	Justification
605240	Uniforms Cost	This cost is to provide uniforms to customer service employees to portray a professional appearance.
605250	Noncap Furn (Item less 5000)	This is for furniture that cost less than \$5,000 per unit. Administration and Accounting & Revenue Enhancement: Cubicle panels and desk chairs and other items, such as file cabinets, as needed. Grants Administration: To provide for necessary furnishings as needed.
605290	Other Operating Supplies	This cost is for supplies not specified in other line items.
605410	Subscriptions & Memberships	This account is for memberships in professional associations, subscriptions and for books, manuals and publications necessary for staff to retain professional and technical certifications. Some memberships & publications include: Government Finance Officers Association (GFOA), Florida Government Finance Officers Association (FGFOA), CPA License renewals, etc. \$2,700 - Administration (AICPA - \$600; FGFOA - \$100; SFGFOA - \$75; GAAFR Newsletter - \$100; GASB Pronouncements & Other Publications - \$750; CPA Certification - \$275; CGFO - \$100; GFOA - \$500; FICPA - \$200) \$2,800 - Revenue Enhancement (AICPA - \$300; FGFOA - \$800; SFGFOA - \$250; GFOA - \$750; FICPA - \$200; Payroll Association - \$500) \$200 - Reporting and Training (SFGFOA - \$50; GFOA - \$150) \$400 - Grants - (NGMA \$400)
605500	Training-General	Training - General is available for Continuing Professional Education (CPE) Credits for staff ongoing training and development. \$1,000 - Administration \$1,500- Revenue Enhancement - Pryor Training/Seminars
605510	Tuition Reimbursement	Education assistance to permanent employees that is associated with a certificate or degree program at a community college or state college/university. Education must be related to the employee's present position or have the ability to assist in a promotional opportunity. The cost covers books and lab fees associated with the course. \$2,900 - Tuition Reimbursement - Administration - Continuing Education \$4,000 - Tuition Reimbursement - Revenue Enhancement - Continuing Education

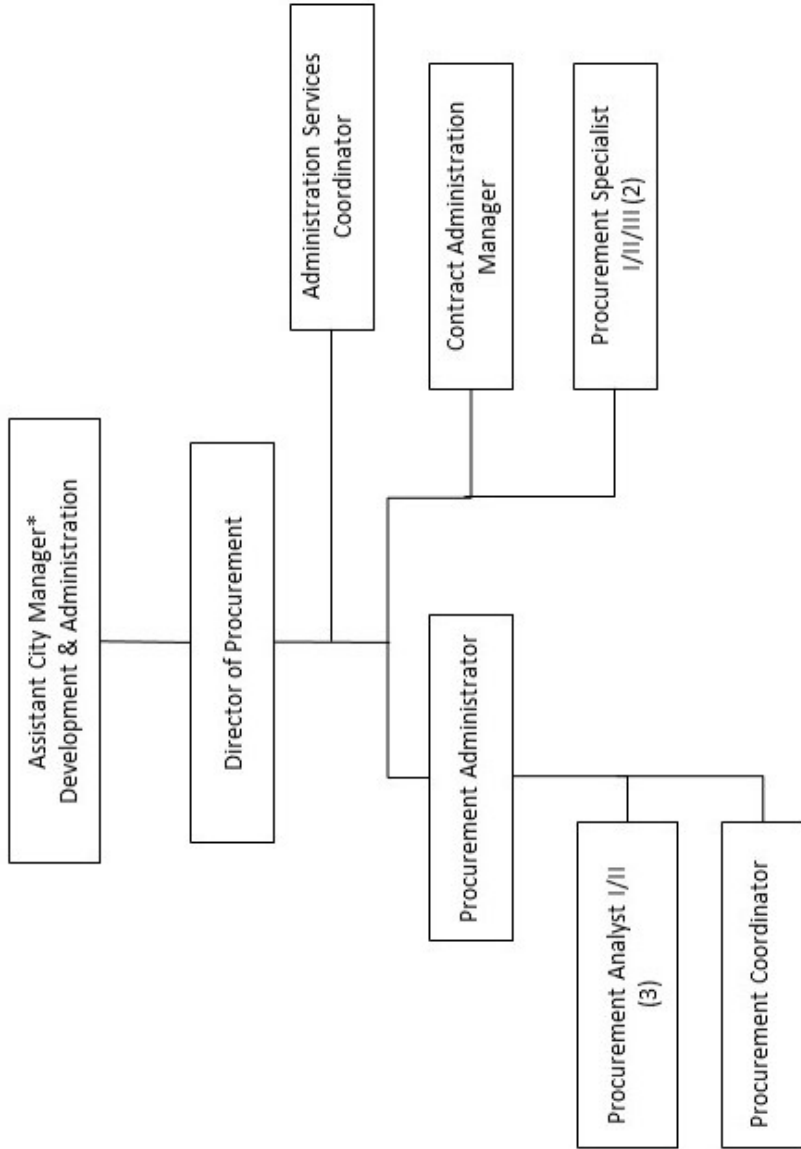


Procurement

Mission

To acquire commodities, services and construction effectively and to optimize the resources of the City for maximum savings and best value to the citizens of Miramar.

Procurement Organizational Chart



• Budgeted in the Office of the City Manager



Department Overview

The Procurement Department is responsible for managing the purchasing activities of the organization. This includes the acquisition of goods, services and construction in accordance with the City's Code, Broward County Code, Florida State Statutes and Federal Law. This department is dedicated to open competition, transparency and fairness in all procurements. The department is also responsible for disposing of the City's surplus property through auctions. Through the implementation of the new Enterprise Resource Planning (ERP) system, procurement operations has migrated to a paperless business model.

As indicated in the Position Detail, this department is comprised of ten (10) full-time budgeted positions. The two (2) major programs are:

1. Procurement Operations
2. Mailroom Operations

FY 2021 Accomplishments

- Conducted multiple internal department trainings on various Procurement topics.
- Received first annual Procurement Shining Star Award.
- Hosted two (2) successful City surplus auctions.
- Upgraded city vehicle for Mailroom Operations.
- Received the Achievement of Excellence of Award in Procurement.









Procurement Department Staff

Procurement




Program Revenues, Expenditures and Positions Summary

	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Dedicated Revenues					
Procurement Operations	\$ 541,821	\$ 292,782	\$ 216,000	\$ 216,000	\$ 292,000
Expenditures by Program					
Procurement Operations	\$ 983,799	\$ 1,057,441	\$ 1,072,368	\$ 1,072,368	\$ 1,106,050
Mailroom Operations	206,407	240,983	259,200	259,200	368,400
Total	\$ 1,190,206	\$ 1,298,424	\$ 1,331,568	\$ 1,331,568	\$ 1,474,450
Expenditures by Category					
Personnel Services	\$ 1,019,436	\$ 1,159,731	\$ 1,177,800	\$ 1,177,800	\$ 1,308,800
Operating Expense	115,985	135,042	153,768	153,768	162,050
Capital Outlay	54,785	3,650	—	—	3,600
Total	\$ 1,190,206	\$ 1,298,424	\$ 1,331,568	\$ 1,331,568	\$ 1,474,450
Positions by Program					
Procurement Operations	8.00	8.50	7.00	7.00	8.00
Mailroom Operations	2.00	2.50	2.00	2.00	2.00
Total	10.00	11.00	9.00	9.00	10.00
Position Detail					
Administration Services Coordinator	1.00	1.00	1.00	1.00	1.00
Contract Administration Manager	1.00	1.00	1.00	1.00	1.00
Director of Procurement	1.00	1.00	1.00	1.00	1.00
Procurement Administrator	1.00	1.00	1.00	1.00	1.00
Procurement Analyst I/II	—	2.00	2.00	2.00	3.00
Procurement Coordinator	1.00	1.00	1.00	1.00	1.00
Procurement Specialist I/II/III	2.00	3.00	2.00	2.00	2.00
Senior Procurement Analyst	3.00	1.00	—	—	—
Total FTE's	10.00	11.00	9.00	9.00	10.00

Procurement Balanced Scorecard

Measures	Objectives	Series Status	FY 2020 Actual	FY 2021 Actual	FY 2022 Goal
 Number of vendor workshops hosted	Vendor and supplier outreach	Q4 Actual	1.00	3.00	
		YTD Actual	4.00	9.00	
		EOY Target	8.00	8.00	8.00
		% Target	50.00%	112.50%	
		% Goal	100.00%	100.00%	
 Number of solicitations processed and recommended for award within 90 days	Improve the management of procurement processes	Q4 Actual	4.00	7.00	
		YTD Actual	18.00	22.00	
		EOY Target	25.00	25.00	25.00
		% Target	72.00%	88.00%	
		% Goal	100.00%	100.00%	
 Number of pieces processed for mailing	Prompt and accurate distribution of mail	Q4 Actual	7,426.00	7,842.00	
		YTD Actual	37,358.00	31,396.00	
		EOY Target	55,000.00	55,000.00	55,000.00
		% Target	67.92%	57.08%	
		% Goal	100.00%	100.00%	
 Meets budget target - Expenses	Finances	Q4 Actual	\$ 345,458.06	\$ 336,984.14	
		YTD Actual	\$ 1,298,235.82	\$ 1,330,024.35	
		EOY Target	\$ 1,381,211.00	\$ 1,331,568.00	\$ 1,474,450.00
		% Target	93.99%	99.88%	
		% Goal	100.00%	100.00%	
 Meets projected target - Expenses	Finances	Q4 Actual	\$ 345,458.06	\$ 336,984.14	
		YTD Actual	\$ 1,298,235.82	\$ 1,330,024.35	
		EOY Projection	\$ 1,270,273.00	\$ 1,356,555.00	\$ 1,474,450.00
		% Target	102.20%	98.04%	
		% Goal	100.00%	100.00%	
 Meets budget target - Revenues	Finances	Q4 Actual	\$ 67,828.12	\$ 142,276.49	
		YTD Actual	\$ 292,782.46	\$ 362,085.69	
		EOY Target	\$ 368,000.00	\$ 216,000.00	\$ 292,000.00
		% Target	79.56%	167.63%	
		% Goal	100.00%	100.00%	

Procurement Balanced Scorecard

Measures	Objectives	Series Status	FY 2020 Actual	FY 2021 Actual	FY 2022 Goal
 Meets projected target - Revenues	Finances	Q4 Actual	\$ 67,828.12	\$ 142,276.49	
		YTD Actual	\$ 292,782.46	\$ 362,085.69	
		EOY Projection	\$ 296,000.00	\$ 258,528.15	\$ 292,000.00
		% Target	98.91%	140.06%	
		% Goal	100.00%	100.00%	
 Number of training sessions hosted by Procurement for City Depts.	Expand City-wide training for end-users	Q4 Actual	2.00	2.00	
		YTD Actual	10.00	10.00	
		EOY Target	8.00	8.00	8.00
		% Target	125.00%	125.00%	
		% Goal	100.00%	100.00%	
 Number of transactions spot audit performed	Munis Transactions Spot Audit	Q4 Actual	2.00	3.00	
		YTD Actual	9.00	10.00	
		EOY Target	10.00	10.00	10.00
		% Target	90.00%	100.00%	
		% Goal	100.00%	100.00%	
 Increase the use of P-card by 10%		Q4 Actual	(18.00%)	23.00%	
		YTD Actual	7.00%	13.00%	
		EOY Target	10.00%	10.00%	10.00%
		% Target	70.00%	130.00%	
		% Goal	100.00%	100.00%	
 Number of training hours attended per staff	Procurement Training and Development	Q4 Actual	10.00	16.00	
		YTD Actual	45.00	54.00	
		EOY Target	40.00	40.00	40.00
		% Target	112.50%	135.00%	
		% Goal	100.00%	100.00%	
 Number of seminars/cooperative meetings attended	Attend seminars and monthly NIGP meetings	Q4 Actual	2.00	2.00	
		YTD Actual	8.00	8.00	
		EOY Target	8.00	8.00	8.00
		% Target	100.00%	100.00%	
		% Goal	100.00%	100.00%	

FY21 actuals (revenues and expenses) are as of 11-25-21.

End of year targets exclude year-end budget amendments.

Procurement FTE's by Program

Procurement Operations

Provides cost savings initiatives through the purchase of goods, services and construction at the best value to support City operations in accordance with the City's Code, Broward County Code, Florida State Statutes and Federal Law.

<u>FY 21</u>	<u>FY 22</u>
7.00	8.00

Mailroom Operations

Ensures that all mail is sent out, received and distributed in a timely and safe manner. Mailroom Operations further ensures the safety of Miramar employees from threats and contamination received through the mail.

<u>FY 21</u>	<u>FY 22</u>
2.00	2.00

Procurement Budget Summary by Program

Procurement Operations—Program 120

Description

The Procurement Operations Program provides cost savings initiatives through the purchase of goods, services and construction at the best value to support City operations.

Dedicated Revenues	Object Code	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Franchise Fee-Towing Services	323900	\$ 131,208	\$ 142,000	\$ 142,000	\$ 142,000	\$ 142,000
Vending Services	349010	9,620	3,955	11,000	11,000	10,000
Disposal of Fixed Assets-Governmental	364100	362,353	99,386	25,000	25,000	100,000
P-Card Rebates	369915	38,639	47,441	38,000	38,000	40,000
Total		\$ 541,821	\$ 292,782	\$ 216,000	\$ 216,000	\$ 292,000

Expenditures by Category

Personnel Services	\$ 837,147	\$ 958,555	\$ 956,700	\$ 956,700	\$ 982,300
Operating Expense	91,866	98,886	115,668	115,668	123,750
Departmental Capital Outlay	54,785	—	—	—	—
Total	\$ 983,799	\$ 1,057,441	\$ 1,072,368	\$ 1,072,368	\$ 1,106,050

Percent of Time by Position

Administration Services Coordinator	1.00	1.00	1.00	1.00	1.00
Contract Administration Manager	1.00	1.00	1.00	1.00	1.00
Director of Procurement	0.75	0.75	0.75	0.75	0.75
Procurement Administrator	1.00	1.00	1.00	1.00	1.00
Procurement Analyst I/II	—	2.00	2.00	2.00	3.00
Procurement Coordinator	0.75	0.75	0.75	0.75	0.75
Procurement Specialist I/II/III	0.50	1.00	0.50	0.50	0.50
Senior Procurement Analyst	3.00	1.00	—	—	—
Total	8.00	8.50	7.00	7.00	8.00

Procurement Budget Summary by Program

Mailroom Operations—Program 121

Description

This program provides a vital service to City departments and to the citizens of Miramar. It ensures that all mail is sent out, received and distributed in a timely and safe manner. Mailroom Operations further ensures the safety of Miramar employees from threats and contamination received through the mail.

Object Code	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Dedicated Revenues					
None	\$ —	\$ —	\$ —	\$ —	\$ —
Expenditures by Category					
Personnel Services	\$ 182,289	\$ 201,177	\$ 221,100	\$ 221,100	\$ 326,500
Operating Expense	24,119	36,156	38,100	38,100	38,300
Departmental Capital Outlay	—	3,650	—	—	3,600
Total	\$ 206,407	\$ 240,983	\$ 259,200	\$ 259,200	\$ 368,400
Percent of Time by Position					
Director of Procurement	0.25	0.25	0.25	0.25	0.25
Procurement Coordinator	0.25	0.25	0.25	0.25	0.25
Procurement Specialist I/II/III	1.50	2.00	1.50	1.50	1.50
Total	2.00	2.50	2.00	2.00	2.00



Procurement Expenditures by Object Code

Procurement Operations—001-11-120-513-

Object #	Account Description	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Personnel Services						
601200	Employee Salaries	\$ 516,806	\$ 573,025	\$ 578,800	\$ 578,800	\$ 613,300
601205	Lump Sum Payout - Accrued Time	44,752	66,112	40,500	40,500	40,500
601210	Non-Pensionable Earnings	8,510	1,661	—	—	4,800
601215	Communication Stipend	—	8,725	9,100	9,100	9,800
601220	Longevity	1,347	1,175	1,200	1,200	1,200
601400	Overtime-General	632	161	1,000	1,000	1,000
602100	FICA & MICA	44,102	49,045	47,600	47,600	50,800
602210	Pension-General	64,334	54,965	61,600	61,600	48,300
602235	Pension-Senior Mgmt	58,900	81,450	74,500	74,500	74,100
602265	Pension-457	14,887	15,802	17,400	17,400	17,300
602300	Pmt In Lieu Of Insurance	5,212	1,003	—	—	—
602305	Health Insurance-HMO	44,604	57,840	72,400	72,400	75,300
602306	Dental Insurance-PPO	2,014	2,481	2,800	2,800	3,600
602307	Dental Insurance-HMO	448	506	500	500	300
602309	Basic Life	1,785	1,366	1,600	1,600	1,700
602311	Long-Term Disability	372	340	800	800	900
602312	HDHP Aetna	5,392	16,698	18,600	18,600	12,400
602313	HSA Payflex	1,350	3,500	3,700	3,700	2,400
602400	Workers' Compensation	21,700	22,700	24,600	24,600	24,600
	<i>Sub-Total</i>	837,147	958,555	956,700	956,700	982,300
Operating Expense						
603400	Contract Svc-Other	173	78	150	150	150
604001	Travel & Training	2,192	—	2,200	2,200	2,200
604100	Communication Services	4,951	—	—	—	—
604301	Electricity Svcs	2,034	2,297	4,418	4,418	2,300
604403	Leased Building	—	—	600	600	600
604500	Risk Internal Svcs Charge	15,000	11,700	1,300	1,300	5,600
604550	Health Ins Internal Serv Chg	—	13,200	21,800	21,800	11,800
604610	Fleet Internal Svcs Charge	5,907	—	—	—	—
604700	Printing & Binding Svc	435	—	500	500	500
604890	Special Events-Other	3,419	282	7,000	7,000	7,000
604910	Advertising Costs	140	857	3,500	3,500	3,500
604950	Employee Awards	6,381	5,316	6,500	6,500	6,500
604989	IT Internal Svcs Charge	36,600	59,800	42,500	42,500	58,400
604997	Other Operating Expenses	1,084	399	2,000	2,000	2,000
605100	Office Supplies	964	1,461	1,500	1,500	1,500
605120	Computer Operating Expenses	691	158	1,200	1,200	1,200
605220	Vehicle Fuel-On-Site	1,623	784	—	—	—
605240	Uniforms Cost	—	206	1,000	1,000	1,000
605250	Noncap Furn (Item less 5000)	2,614	—	5,000	5,000	5,000
605251	Noncap Equip (Item less 5000)	1,765	74	—	—	—
605290	Other Operating Supplies	—	224	500	500	500
605410	Subscriptions & Memberships	1,606	1,296	4,000	4,000	4,000
605500	Training-General	4,288	755	6,000	6,000	6,000
605510	Tuition Reimbursement	—	—	4,000	4,000	4,000
	<i>Sub-Total</i>	91,866	98,886	115,668	115,668	123,750
Departmental Capital Outlay						
606400	Machinery & Equipment	50,785	—	—	—	—
606471	Software	4,000	—	—	—	—
	<i>Sub-Total</i>	54,785	—	—	—	—
	Total	\$ 983,799	\$ 1,057,441	\$ 1,072,368	\$ 1,072,368	\$ 1,106,050

Procurement Expenditures by Object Code

Mailroom Operations—001-11-121-513-

Object #	Account Description	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
<u>Personnel Services</u>						
601200	Employee Salaries	\$ 108,364	\$ 119,576	\$ 127,000	\$ 127,000	\$ 198,300
601205	Lump Sum Payout - Accrued Time	8,509	8,029	7,800	7,800	7,800
601210	Non-Pensionable Earnings	2,787	—	—	—	1,300
601215	Communication Stipend	—	1,975	2,000	2,000	2,600
601400	Overtime-General	1,984	132	1,500	1,500	1,500
601410	Overtime-Holiday	—	65	500	500	500
602100	FICA & MICA	9,319	9,663	10,400	10,400	16,100
602210	Pension-General	18,110	20,287	22,700	22,700	25,200
602235	Pension-Senior Mgmt	6,700	8,584	7,600	7,600	20,200
602265	Pension-457	2,131	2,324	2,900	2,900	3,900
602300	Pmt In Lieu Of Insurance	1,068	334	—	—	—
602305	Health Insurance-HMO	11,822	19,341	27,300	27,300	36,800
602306	Dental Insurance-PPO	524	842	1,100	1,100	1,700
602307	Dental Insurance-HMO	158	85	100	100	—
602309	Basic Life	349	198	400	400	600
602311	Long-Term Disability	105	105	200	200	300
602312	HDHP Aetna	2,806	2,437	1,700	1,700	1,800
602313	HSA Payflex	1,350	700	300	300	300
602400	Workers' Compensation	6,200	6,500	7,600	7,600	7,600
	<i>Sub-Total</i>	182,289	201,177	221,100	221,100	326,500
<u>Operating Expense</u>						
604100	Communication Services	629	—	—	—	—
604200	Postage	2,282	1,435	3,100	3,100	3,100
604400	Leased Equipment	6,470	6,470	7,000	7,000	7,000
604500	Risk Internal Svcs Charge	—	—	600	600	2,600
604550	Health Ins Internal Serv Chg	—	3,700	8,200	8,200	4,400
604610	Fleet Internal Svcs Charge	3,904	5,300	4,900	4,900	4,400
604625	R&M Equipment	—	—	200	200	200
604989	IT Internal Svcs Charge	10,400	16,500	11,900	11,900	14,400
604997	Other Operating Expenses	251	2,195	500	500	500
605100	Office Supplies	183	147	200	200	200
605220	Vehicle Fuel-On-Site	—	410	1,500	1,500	1,500
	<i>Sub-Total</i>	24,119	36,156	38,100	38,100	38,300
<u>Departmental Capital Outlay</u>						
606441	Vehicle Replacement Program	—	3,650	—	—	3,600
	<i>Sub-Total</i>	—	3,650	—	—	3,600
	Total	\$ 206,407	\$ 240,983	\$ 259,200	\$ 259,200	\$ 368,400

Procurement Budget Justification

Object #	Account Description	Justification
Revenue		
323900	Fran Fee-Towing	Revenues generated from the City's Towing Franchise agreement for towing within the city limits.
349010	Vending Services	The Contractor pays to the City a commission as a percentage of gross sales collected from the vending machine.
364100	Disp of Fixed Assets-Gov't	Revenues generated from on-line and live auctions of vehicles, equipment and items declared a surplus.
369915	P-Card Rebates	Revenues generated from rebates from purchases made by utilizing the City's Purchase Card program.
Expense		
601400	Overtime-General	Overtime is necessary to meet commitments, such as agenda distribution to elected officials as needed.
601410	Overtime-Holiday	This expenditure is for regular and overtime hours worked on contractual holidays per the individual collective bargaining agreements.
603400	Contract Svc-Other	This cost is for paper shredding for monthly document disposal - \$150
604001	Travel & Training	This account is for out-of-town travel and accommodations for specialized training and certification courses or conferences, which includes registration, airline travel, meals, etc.
604200	Postage	This cost is for general mail and the city's two post office boxes for an annual fee of \$1,300 each, as well as special, bulk, certified, FedEx and UPS - \$500
604301	Electricity Svcs	This account represents allocated costs for electricity usage.
604400	Leased Equipment	This represents monthly cost for the leasing of mailing machines.
604403	Leased Building	Annual rent charge for warehouse space to temporarily store surplus assets awaiting sale. Expense is funded from the Surplus Property Revenue Account # 364100 - \$600
604500	Risk Internal Svcs Charge	This is a restricted account for allocated property and liability insurance premiums as provided by HR-Risk Management.
604550	Health Ins Internal Serv Chg	Funds the City's wellness program that encourage employees to adopt healthy habits through education, incentives and an on-site clinic.
604610	Fleet Internal Svcs Charge	This account is for repair and maintenance of city vehicles as per PW-Fleet Maintenance.
604625	R&M Equipment	This line item represents the maintenance and repair of the department's mail opener.
604700	Printing & Binding Svc	This line item represents the costs of printing brochures, business cards, pamphlets, handouts, training material for Procurement led training, and other Procurement events.
604890	Special Events-Other	This cost is for the Annual Reverse Trade shows and two vendor training seminars hosted by the Procurement Department.
604910	Advertising Costs	This cost is for advertising to satisfy the legal requirements of Florida State Statutes and City Code for Invitations for Bids (IFB's), Request for Qualifications (RFQ's) and Request for Proposals (RFP's).
604950	Employee Awards	A portion of the revenue generated from the City's vending machine contract come from employee use of the vending machines in break rooms and other locations throughout the City. This line utilizes a portion of the revenue to give back to the employees for employee awards and recognition.
604989	IT Internal Svcs Charge	This account is for technology related costs such as leased computers, internet, intranet, land lines, network, telephone, software licenses, database needs and support services.
604997	Other Operating Expenses	This cost is for hosting NIGP meetings and various Procurement related events.
605100	Office Supplies	Costs for this line item include essential office supplies, miscellaneous small desk supplies, and paper.
605120	Computer Operating Expenses	This line item is for the Print Management Service Agreement and computer related items.
605220	Vehicle Fuel-On-Site	This account covers the cost of gas and oil used for city vehicles as provided by PW-Fleet Maintenance.
605240	Uniforms Cost	This cost is to provide uniforms to customer service employees to portray a professional appearance.
605250	Noncap Furn (Item less 5000)	This line item is for furniture and fixture that cost less than \$5,000. Cubicles Renovation-Furniture
605290	Other Operating Supplies	This cost is for supplies that are not accounted for in other line item, such as emergency preparedness supplies.
605410	Subscriptions & Memberships	This account is for memberships in professional associations, subscriptions and for books, manuals and publications necessary for staff to retain professional and technical certifications. Some memberships & publications include: NIGP \$2,000; South FL NIGP Chapter \$1000; Fappo \$500; NPPGov \$500.
605500	Training-General	This is for ongoing staff development for employees with specialized training requirement and continued professional education. Certifications must be kept current. Trainings must be attended regularly to maintain certifications. Certifications include but are not limited to CPPO, CPPB, and CPM. NIGP and Fappo training for all employees.

Procurement Budget Justification

Object #	Account Description	Justification
605510	Tuition Reimbursement	Education assistance to permanent employees that is associated with a certificate or degree program at a community college or state college/university. Education must be related to the employee's present position or have the ability to assist in a promotional opportunity. The cost covers books and lab fees associated with the course.
606441	Vehicle Replacement Program	This budgeted amount is for escrow for future vehicle replacements.



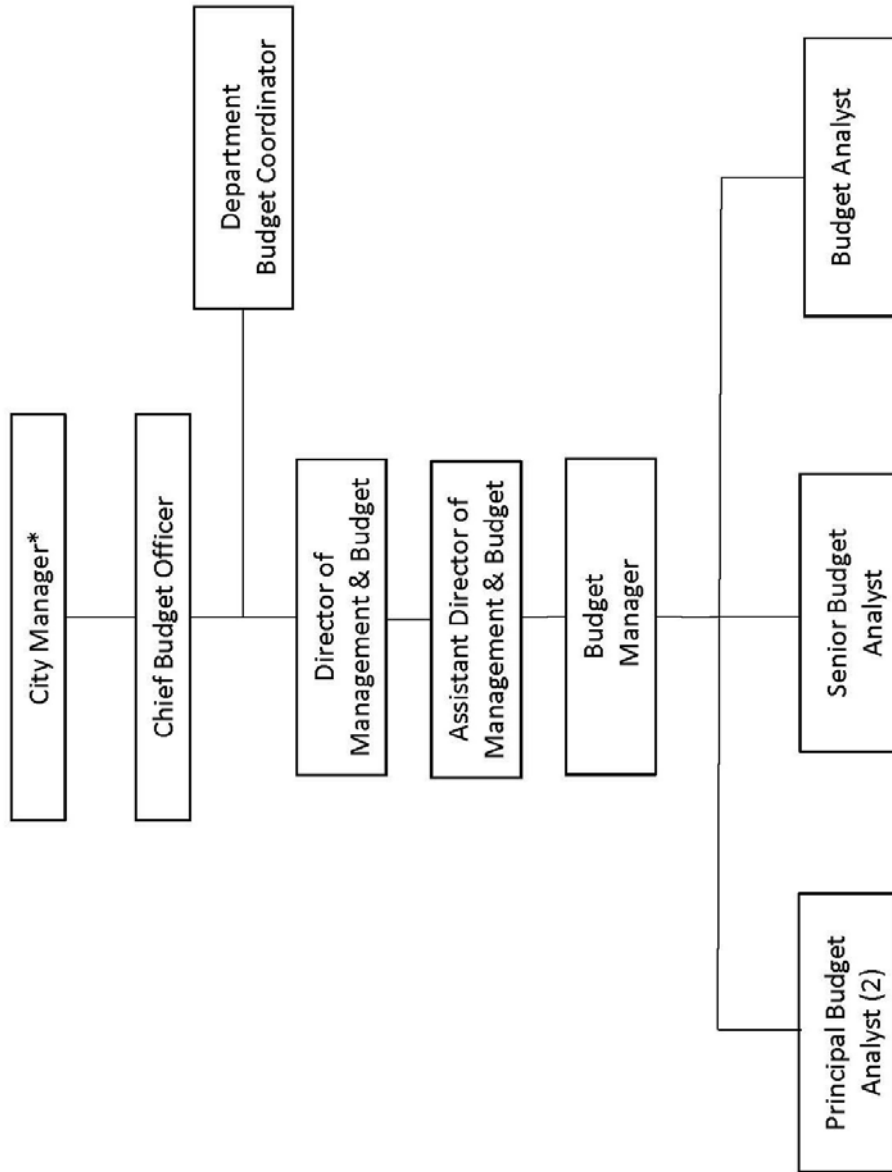


Management and Budget

Mission

To provide budgetary, operational and management analysis to stakeholders in order to maintain financial stability, increase operational efficiency and sustain governmental accountability.

Management and Budget Organizational Chart



*Budgeted in the Office of the City Manager

Management and Budget

Department Overview

The Management and Budget Department works closely with all of the City departments to prepare the City's Annual Operating Budget, Capital Improvement Program Budget and the City's strategic and business plans. With the ongoing implementation of the program/performance based budget, it is envisioned that the department will become more management focused so as to monitor and enhance City services using various tools and principles such as the Balanced Scorecard system. The department conducts financial forecasting and research, performs financial management of the City's Capital Improvement Plan, performs operational process improvements, develops and implements the City's strategic and business plans and works with all departments to develop useful and meaningful performance measures and benchmarks.

As indicated in the Position Detail, this department is comprised of nine (9) full-time budgeted positions. The three (3) programs provided are:

1. Budget and Capital Project Management
2. Strategic Planning & Performance Management
3. Fiscal and Structural Innovation

FY 2021 Accomplishments

- Delivered General Fund five-year forecast.
- Benchmarked several software products to assist with the automation of the budget book document.
- Conducted numerous trainings with departments on various budget topics.
- Received the GFOA Distinguished Budget Presentation award.
- Assisted departments with enhancements to their performance measures.
- Timely completion of the Adopted Annual Budget Document and the Adopted 5-Year Capital Improvement Program Document.
- Balanced the General Fund budget through various funding strategies while maintaining service levels.

Program Revenues, Expenditures and Positions Summary

	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Dedicated Revenues					
None	\$ —	\$ —	\$ —	\$ —	\$ —
Expenditures by Program					
Budget & Capital Project Management	\$ 977,497	\$ 998,925	\$ 1,111,850	\$ 1,115,112	\$ 1,173,450
Strategic Planning & Performance Management	307,120	401,767	398,500	395,238	424,100
Fiscal & Structural Innovation	302,008	352,910	357,500	357,500	366,000
Total	\$ 1,586,626	\$ 1,753,602	\$ 1,867,850	\$ 1,867,850	\$ 1,963,550
Expenditures by Category					
Personnel Services	\$ 1,394,608	\$ 1,498,359	\$ 1,611,000	\$ 1,611,000	\$ 1,662,000
Operating Expense	192,018	198,818	256,850	256,850	301,550
Capital Outlay	—	56,425	—	—	—
Total	\$ 1,586,626	\$ 1,753,602	\$ 1,867,850	\$ 1,867,850	\$ 1,963,550



Management and Budget

Positions by Program

Budget & Capital Project Management
Strategic Planning & Performance Management
Fiscal & Structural Innovation
Total

FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
5.65	5.65	5.65	5.65	5.65
1.55	1.55	1.55	1.55	1.55
2.80	2.80	1.80	1.80	1.80
10.00	10.00	9.00	9.00	9.00

Position Detail







Assistant Director of Management & Budget
Budget Administrator
Budget Analyst*
Budget Manager
Chief Budget Officer
Department Budget Coordinator
Director of Management & Budget
Grants Researcher/Writer - Temp Full-time
Principal Budget Analyst
Senior Budget Analyst*
Total FTE's

1.00	1.00	1.00	1.00	1.00
1.00	1.00	—	—	—
2.00	1.00	1.00	1.00	1.00
1.00	1.00	1.00	1.00	1.00
—	1.00	1.00	1.00	1.00
1.00	1.00	1.00	1.00	1.00
1.00	—	1.00	1.00	1.00
1.00	1.00	—	—	—
—	2.00	2.00	2.00	2.00
2.00	1.00	1.00	1.00	1.00
10.00	10.00	9.00	9.00	9.00







*Block budgeted positions









Management and Budget Balanced Scorecard

Measures	Objectives	Series Status	FY 2020 Actual	FY 2021 Actual	FY 2022 Goal
 Percentage of requisitions reviewed and processed within 2 business days	Enhance budget process	Q4 Actual	98.80%	98.92%	
		YTD Actual	99.17%	99.42%	
		EOY Target	93.00%	94.00%	94.00%
		% Target	106.64%	105.76%	
		% Goal	100.00%	100.00%	
 Percentage of budget transfers reviewed and processed within 2 business days	Enhance budget process	Q4 Actual	98.74%	99.81%	
		YTD Actual	96.31%	99.42%	
		EOY Target	93.00%	94.00%	94.00%
		% Target	103.55%	105.77%	
		% Goal	100.00%	100.00%	
 Number of visitors to the visual budget website	Provide transparent budgetary information to stakeholders	Q4 Actual	86.00	69.00	
		YTD Actual	523.00	288.00	
		EOY Target	750.00	500.00	500.00
		% Target	69.73%	57.60%	
		% Goal	100.00%	100.00%	
 Meets budget target - Expenses	Finances	Q4 Actual	\$ 491,071.61	\$ 496,706.81	
		YTD Actual	\$ 1,753,001.18	\$ 1,861,733.24	
		EOY Target	\$ 1,800,136.00	\$ 1,867,850.00	\$ 1,963,550.00
		YTD Actual vs. Budget	97.38%	99.67%	
		% Goal	100.00%	100.00%	
 Meets projected target - Expenses	Maintain a healthy fund balance	Q4 Actual	\$ 491,071.61	\$ 496,706.81	
	Focus on ways to enhance revenues and reduce costs	YTD Actual	\$ 1,753,001.18	\$ 1,861,733.24	
		EOY Projection	\$ 1,696,115.00	\$ 1,838,184.00	\$ 1,963,550.00
		% Target	103.35%	101.28%	
		% Goal	100.00%	100.00%	
 Meets budget target - Revenues	Finances	Q4 Actual	\$ 18,434,436.68	\$ 34,481,917.54	
		YTD Actual	\$ 118,907,687.50	\$ 142,232,631.55	
		EOY Target	\$ 128,675,200.00	\$ 133,483,913.00	\$ 139,751,311.00
		% Target	92.41%	106.55%	
		% Goal	100.00%	100.00%	

Management and Budget Balanced Scorecard

Measures	Objectives	Series Status	FY 2020 Actual	FY 2021 Actual	FY 2022 Goal
 Meets projected target - Revenues	Maintain a healthy fund balance	Q4 Actual	\$ 18,434,436.68	\$ 34,481,917.54	
		YTD Actual	\$ 118,907,687.50	\$ 142,232,631.55	
	Finances	EOY Projection	\$ 120,327,502.00	\$ 133,520,569.00	\$ 139,751,311.00
		% Target	98.82%	106.52%	
		% Goal	100.00%	100.00%	
 GFOA annual Budget Presentation Award ratings	Enhance budget process	Q4 Actual	95.70%	99.69%	
		YTD Actual	95.70%	99.69%	
		EOY Target	82.00%	82.00%	82.00%
		% Target	116.71%	121.57%	
		% Goal	100.00%	100.00%	
 Number of coaching hours provided to City departments	Enhance budget process	Q4 Actual	72.50	18.25	
		YTD Actual	309.65	305.00	
		EOY Target	350.00	325.00	325.00
		% Target	88.47%	93.85%	
		% Goal	100.00%	100.00%	
 Percentage of position control transactions processed within 4 days	Enhance budget process	Q4 Actual	81.87%	97.06%	
		YTD Actual	93.52%	95.44%	
		EOY Target	90.00%	90.00%	90.00%
		% Target	103.91%	106.04%	
		% Goal	100.00%	100.00%	
 Comparison of General Fund YTD actual revenues versus budget	Enhance Revenues	Q4 Actual	92.80%	101.90%	
		YTD Actual	92.80%	101.90%	
		EOY Target	98.00%	95.00%	95.00%
		% Target	94.69%	107.26%	
		% Goal	100.00%	100.00%	
 Percent of departments that came in under budget	Reduce costs	Q4 Actual	87.50%	93.80%	
		YTD Actual	87.50%	93.80%	
		EOY Target	80.00%	85.00%	85.00%
		% Target	87.50%	93.80%	
		% Goal	100.00%	100.00%	

Management and Budget Balanced Scorecard

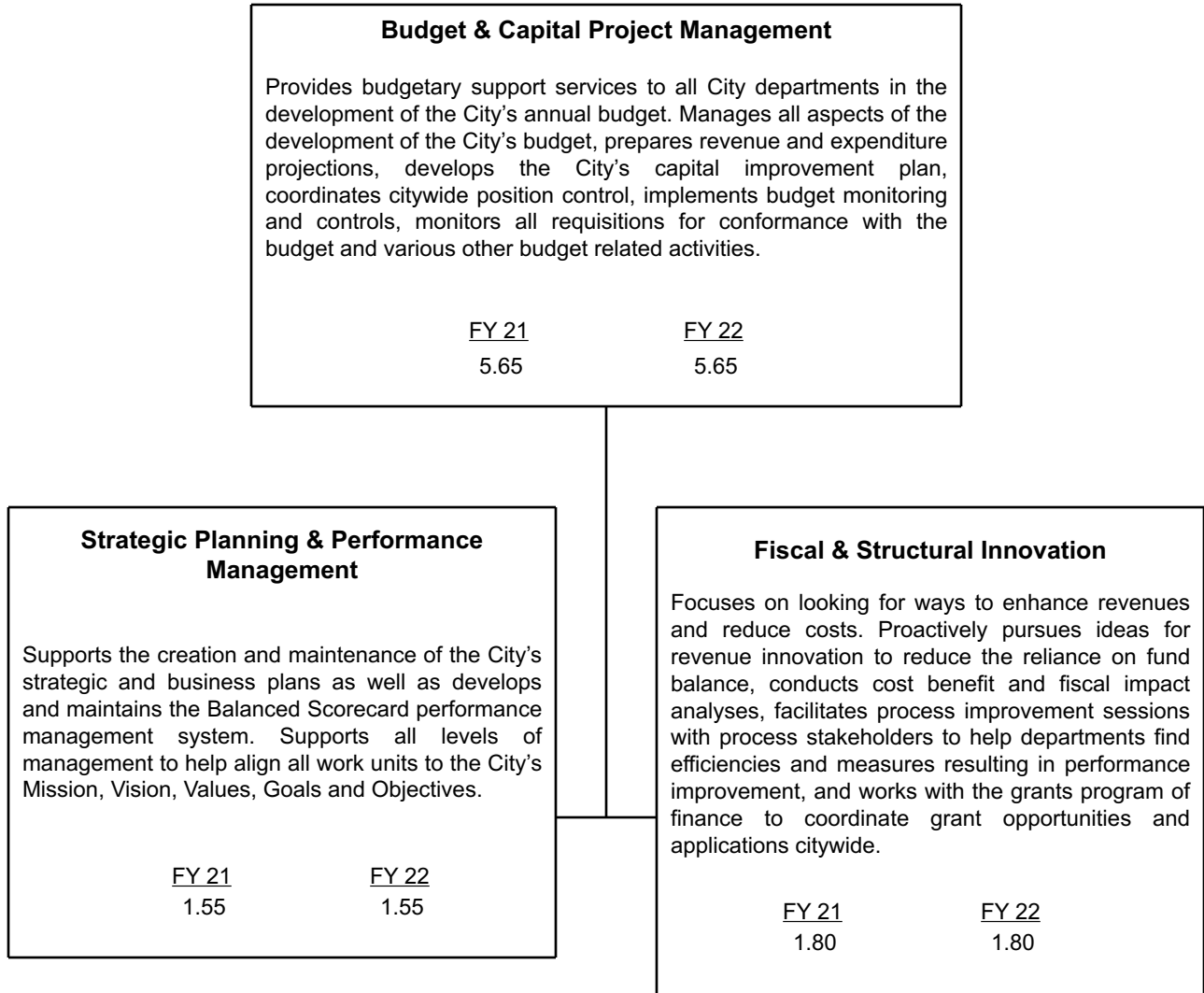
Measures	Objectives	Series Status	FY 2020 Actual	FY 2021 Actual	FY 2022 Goal
 Projected Net General Fund Savings	Enhance Revenues	Q4 Actual	\$ 7.09	\$ 10.60	
		YTD Actual	\$ 7.09	\$ 10.60	
		EOY Proiection	\$ 4.70	\$ 9.00	\$ 9.00
	Reduce costs	% Target	150.85%	117.78%	
		% Goal	100.00%	100.00%	
 Comparison of General Fund YTD actuals versus budgeted expenditures	Reduce costs	Q4 Actual	96.10%	96.20%	
		YTD Actual	96.10%	96.20%	
		EOY Target	96.00%	96.00%	96.00%
		% Target	100.10%	100.21%	
		% Goal	100.00%	100.00%	
 Number of training hours attended by Budget staff	Staff development	Q4 Actual	71.50	112.25	
		YTD Actual	250.50	300.25	
		EOY Target	185.00	150.00	150.00
		% Target	135.41%	200.17%	
		% Goal	100.00%	100.00%	
 Percentage of unrestricted General Fund balance available for use	Maintain a healthy fund balance	Q4 Actual	44.73%	28.32%	
		YTD Actual	44.73%	32.42%	
		EOY Target	45.00%	45.00%	45.00%
		% Target	99.40%	72.05%	
		% Goal	100.00%	100.00%	
 Unassigned Fund Balance as a % of annual General Fund expenditures	Maintain a healthy fund balance	Q4 Actual	5.10%	—%	
		YTD Actual	5.10%	—%	
		EOY Target	5.50%	5.50%	5.50%
		% Target	92.73%	—%	
		% Goal	100.00%	100.00%	
 Bond ratings evaluation from Moody's	Legend for Data Table:	Q4 Actual	2	3	
	Aaa = 4;	YTD Actual	2	3	
	Aa1 = 3;	EOY Target	2	2	2
	Aa2 = 2;	% Target	100.00%	150.00%	
	Aa1 = 1	% Goal	100.00%	100.00%	

FY21 actuals (revenues and expenses) are as of 11-25-21.

End of year targets exclude year-end budget amendments.



Management and Budget FTE's by Program



Management and Budget Summary by Program

Budget & Capital Project Management—Program 153

Description

This program compiles and prepares the City's annual operating and capital improvement program (CIP) budgets, and conducts financial forecasting and trend analysis. It also conducts strategic planning with the City's departments in order to gauge their operations on an ongoing effort to move towards a program and performance budget.

Object Code	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Dedicated Revenues					
None	\$ —	\$ —	\$ —	\$ —	\$ —
Expenditures by Category					
Personnel Services	\$ 830,549	\$ 870,328	\$ 951,600	\$ 951,600	\$ 988,500
Operating Expense	146,949	128,597	160,250	163,512	184,950
Departmental Capital Outlay	—	—	—	—	—
Total	\$ 977,497	\$ 998,925	\$ 1,111,850	\$ 1,115,112	\$ 1,173,450
Percent of Time by Position					
Assistant Director of Management & Budget	0.50	0.50	0.75	0.75	0.75
Budget Administrator	0.75	0.75	—	—	—
Budget Analyst	1.75	0.75	0.75	0.75	0.75
Chief Budget Officer	—	—	0.40	0.40	0.40
Department Budget Coordinator	1.00	1.00	1.00	1.00	1.00
Director of Management & Budget	0.40	0.40	0.50	0.50	0.50
Principal Budget Analyst	—	1.25	1.25	1.25	1.25
Senior Budget Analyst	1.25	1.00	1.00	1.00	1.00
Total	5.65	5.65	5.65	5.65	5.65

Management and Budget Summary by Program

Strategic Planning & Performance Management—Program 154

Description

This program supports the creation and maintenance of the City's Strategic and Business Plans as well as develops and maintains the Balanced Scorecard performance management system. Supports all levels of management to help align all work units to the City's Mission, Vision, Values, Goals and Objectives.

Dedicated Revenues	Object Code	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
None		\$ —	\$ —	\$ —	\$ —	\$ —

Expenditures by Category

Personnel Services	\$ 281,174	\$ 295,653	\$ 314,900	\$ 314,900	\$ 323,200
Operating Expense	25,947	49,688	83,600	80,338	100,900
Departmental Capital Outlay	—	56,425	—	—	—
Total	\$ 307,120	\$ 401,767	\$ 398,500	\$ 395,238	\$ 424,100

Percent of Time by Position

Assistant Director of Management & Budget	0.25	0.25	0.25	0.25	0.25
Budget Administrator	0.25	0.25	—	—	—
Budget Analyst	0.25	0.25	0.25	0.25	0.25
Chief Budget Officer	—	—	0.30	0.30	0.30
Director of Management & Budget	0.30	0.30	0.25	0.25	0.25
Principal Budget Analyst	—	0.50	0.50	0.50	0.50
Senior Budget Analyst	0.50	—	—	—	—
Total	1.55	1.55	1.55	1.55	1.55

Management and Budget Summary by Program

Fiscal & Structural Innovation—Program 155

Description

This program focuses on looking for ways to enhance revenues and reduce costs. Proactively pursues ideas for revenue innovation to reduce the reliance on fund balance, conducts cost-benefit and fiscal impact analyses, facilitates process improvement sessions with process stakeholders to help departments find efficiencies and measures resulting in performance improvement, and works with the grants program of Finance to coordinate grant opportunities and applications citywide.

Object Code	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Dedicated Revenues					
None	\$ —	\$ —	\$ —	\$ —	\$ —

Expenditures by Category

Personnel Services	\$ 282,886	\$ 332,378	\$ 344,500	\$ 344,500	\$ 350,300
Operating Expense	19,123	20,532	13,000	13,000	15,700
Departmental Capital Outlay	—	—	—	—	—
Total	\$ 302,008	\$ 352,910	\$ 357,500	\$ 357,500	\$ 366,000

Percent of Time by Position

Assistant Director of Management & Budget	0.25	0.25	—	—	—
Budget Manager	1.00	1.00	1.00	1.00	1.00
Chief Budget Officer	—	—	0.30	0.30	0.30
Director of Management & Budget	0.30	0.30	0.25	0.25	0.25
Grants Researcher/Writer - Temp Full-time	1.00	1.00	—	—	—
Principal Budget Analyst	—	0.25	0.25	0.25	0.25
Senior Budget Analyst	0.25	—	—	—	—
Total	2.80	2.80	1.80	1.80	1.80

Management and Budget Expenditures by Object Code

Budget & Capital Project Management—001-15-153-513-

Object #	Account Description	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Personnel Services						
601200	Employee Salaries	\$ 538,616	\$ 568,750	\$ 629,300	\$ 629,300	\$ 651,400
601205	Lump Sum Payout - Accrued Time	30,945	38,520	24,200	24,200	24,200
601210	Non-Pensionable Earnings	9,035	1,983	—	—	5,700
601215	Communication Stipend	1,272	3,265	4,200	4,200	4,200
601220	Longevity Pay	3,562	4,239	4,500	4,500	4,800
602100	FICA & MICA	45,585	46,574	49,600	49,600	50,200
602235	Pension-Senior Mgmt	122,399	120,777	143,800	143,800	139,900
602265	Pension-457	19,082	20,470	23,200	23,200	27,300
602300	Pmt In Lieu Of Insurance	11,265	11,308	15,600	15,600	21,800
602304	Health Insurance-PPO	10,516	11,332	10,600	10,600	11,000
602305	Health Insurance-HMO	17,461	24,445	23,900	23,900	24,800
602306	Dental Insurance-PPO	1,571	1,740	1,700	1,700	2,300
602307	Dental Insurance-HMO	459	503	600	600	400
602309	Basic Life Insurance	2,244	1,721	1,800	1,800	1,900
602311	Long-Term Disability Ins	578	400	900	900	900
602312	HDHP Aetna	807	—	—	—	—
602313	HSA Payflex	1,350	—	—	—	—
602400	Workers' Compensation	13,800	14,300	17,700	17,700	17,700
	<i>Sub-Total</i>	830,549	870,328	951,600	951,600	988,500
Operating Expense						
603192	Consulting Services	34,263	19,669	50,000	48,148	65,000
603425	Software License & Maint	49,107	28,699	35,000	35,000	38,600
604001	Travel & Training	1,299	(1,299)	2,500	2,254	2,500
604200	Postage	12	18	50	50	50
604301	Electricity Svcs	6,505	7,348	7,300	7,300	7,400
604500	Risk Internal Svcs Charge	9,100	6,600	1,200	1,200	5,100
604550	Health Ins Internal Serv Chg	—	6,600	10,600	10,600	5,700
604700	Printing & Binding Svc	4,599	8,038	6,500	10,219	6,500
604910	Advertising Costs	1,603	—	4,000	4,000	4,000
604950	Employee Awards	—	131	—	—	—
604989	IT Internal Svcs Charge	29,500	36,900	35,600	35,600	42,600
604998	Contingency	—	—	1,000	694	1,000
605100	Office Supplies	2,319	876	2,500	2,500	2,500
605120	Computer Operating Expenses	290	—	500	500	500
605250	Noncap Furn (Item less 5000)	3,268	—	500	2,352	500
605251	Noncap Equip (Item less 5000)	—	3,458	—	—	—
605410	Subscriptions & Memberships	1,083	999	1,500	1,500	1,500
605500	Training-General	955	10,295	1,500	1,595	1,500
605510	Tuition Reimbursement	3,045	265	—	—	—
	<i>Sub-Total</i>	146,949	128,597	160,250	163,512	184,950
	Total	\$ 977,497	\$ 998,925	\$ 1,111,850	\$ 1,115,112	\$ 1,173,450

Management and Budget Expenditures by Object Code

Strategic Planning & Performance Management—001-15-154-513-

Object #	Account Description	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Personnel Services						
601200	Employee Salaries	\$ 185,803	\$ 191,484	\$ 204,900	\$ 204,900	\$ 211,000
601205	Lump Sum Payout - Accrued Time	8,610	14,848	9,100	9,100	9,100
601210	Non-Pensionable Earnings	2,128	661	—	—	1,600
601215	Communication Stipend	750	1,578	2,000	2,000	2,000
601220	Longevity Pay	1,293	1,522	1,600	1,600	1,700
602100	FICA & MICA	15,151	15,343	15,500	15,500	15,800
602235	Pension-Senior Mgmt	38,900	40,525	46,800	46,800	45,300
602265	Pension-457	7,884	8,149	8,900	8,900	10,200
602300	Pmt In Lieu Of Insurance	4,224	4,240	6,200	6,200	6,200
602304	Health Insurance-PPO	3,506	3,777	3,500	3,500	3,700
602305	Health Insurance-HMO	4,403	5,070	5,800	5,800	6,000
602306	Dental Insurance-PPO	602	608	700	700	700
602307	Dental Insurance-HMO	118	130	100	100	100
602309	Basic Life Insurance	732	523	600	600	600
602311	Long-Term Disability Ins	168	93	300	300	300
602400	Workers' Compensation	6,900	7,100	8,900	8,900	8,900
	<i>Sub-Total</i>	281,174	295,653	314,900	314,900	323,200
Operating Expense						
603192	Consulting Services	8,750	31,856	65,000	61,738	80,000
604500	Risk Internal Svcs Charge	3,900	2,800	500	500	2,100
604550	Health Ins Internal Serv Chg	—	1,700	2,900	2,900	1,600
604700	Printing & Binding Svc	376	—	—	—	—
604989	IT Internal Svcs Charge	8,100	10,200	9,200	9,200	11,200
605410	Subscriptions & Memberships	3,000	3,000	2,500	2,500	2,500
605500	Training-General	298	—	—	—	—
605510	Tuition Reimbursement	1,523	132	3,500	3,500	3,500
	<i>Sub-Total</i>	25,947	49,688	83,600	80,338	100,900
Departmental Capital Outlay						
606471	Software	—	56,425	—	—	—
	<i>Sub-Total</i>	—	56,425	—	—	—
	Total	\$ 307,120	\$ 401,767	\$ 398,500	\$ 395,238	\$ 424,100

Management and Budget Expenditures by Object Code

Fiscal & Structural Innovation—001-15-155-513

Object #	Account Description	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Personnel Services						
601200	Employee Salaries	\$ 175,197	\$ 217,271	\$ 223,100	\$ 223,100	\$ 228,200
601205	Lump Sum Payout - Accrued Time	4,761	17,818	13,400	13,400	13,400
601210	Non-Pensionable Earnings	646	—	—	—	1,800
601215	Communication Stipend	1,032	3,082	3,500	3,500	3,500
601220	Longevity Pay	316	327	300	300	400
602100	FICA & MICA	13,675	17,527	17,200	17,200	17,700
602235	Pension-Senior Mgmt	62,000	44,618	51,500	51,500	49,000
602265	Pension-457	7,537	8,887	9,400	9,400	9,700
602300	Pmt In Lieu Of Insurance	1,408	1,413	3,100	3,100	3,100
602305	Health Insurance-HMO	4,403	5,070	5,800	5,800	6,000
602306	Dental Insurance-PPO	504	510	500	500	500
602307	Dental Insurance-HMO	106	177	200	200	200
602309	Basic Life Insurance	824	693	600	600	600
602311	Long-Term Disability Ins	157	95	300	300	300
602312	HDHP Aetna	4,520	7,490	6,800	6,800	7,100
602313	HSA Payflex	—	1,400	1,400	1,400	1,400
602400	Workers' Compensation	5,800	6,000	7,400	7,400	7,400
	<i>Sub-Total</i>	282,886	332,378	344,500	344,500	350,300
Operating Expense						
604500	Risk Internal Svcs Charge	3,000	2,100	400	400	1,700
604550	Health Ins Internal Serv Chg	—	2,600	1,900	1,900	1,000
604989	IT Internal Svcs Charge	14,600	15,700	10,700	10,700	13,000
605510	Tuition Reimbursement	1,523	132	—	—	—
	<i>Sub-Total</i>	19,123	20,532	13,000	13,000	15,700
	Total	\$ 302,008	\$ 352,910	\$ 357,500	\$ 357,500	\$ 366,000

Management and Budget Justification

Object #	Account Description	Justification
Expense		
603192	Consulting Services	Development of a budget process/document builder software solution \$50,000 Cost Allocation Study \$25,000 Fire Assessment Fee Study \$30,000 Financial projection consultant \$40,000
603425	Software License & Maint	This line item is for the purchase of software that will aid in the publication of annual budget document, CIP, and various other publications. OpenGov Visual Budget: \$14,300 ClearPoint Balanced Scorecard Software: \$18,000 Various Other Software: \$6,300
604001	Travel & Training	This account is for out-of-town travel and accommodations for specialized training and certification courses or conferences, which includes registration, airline travel, meals, etc.
604200	Postage	This account represents allocated costs for mailings and delivery services for U.P.S. and Federal Express.
604301	Electricity Svcs	This account represents allocated costs for electricity usage.
604500	Risk Internal Svcs Charge	This is a restricted account for allocated property and liability insurance premiums as provided by HR-Risk Management.
604550	Health Ins Internal Serv Chg	Funds the City's wellness program that encourage employees to adopt healthy habits through education, incentives and an on-site clinic.
604700	Printing & Binding Svc	Printing and binding services related to publishing of the annual budget book, CIP book, and other products.
604910	Advertising Costs	Costs related to mandated Budget related advertisements.
604989	IT Internal Svcs Charge	This account is for technology related costs such as leased computers, internet, intranet, land lines, network, telephone, software licenses, database needs and support services.
604998	Contingency	Unanticipated costs needed for emergency use.
605100	Office Supplies	This is for general office supplies.
605120	Computer Operating Expenses	This cost is associated with the purchase of computer related hardware, display screens, keyboards, etc., to support the necessary functions of the department.
605250	Noncap Furn (Item less 5000)	Noncapital furniture for enhanced storage and workplace efficiency.
605410	Subscriptions & Memberships	This line item is used to fund professional memberships and subscriptions with various organizations including: Government Finance Officers Association - \$750 Florida Government Financial Officers Association - \$750 Florida Benchmarking Consortium, City of Miramar membership - \$2,500
605500	Training-General	This is for local specialized training requirements for certification maintenance.
605510	Tuition Reimbursement	Education assistance to permanent employees that is associated with a certificate or degree program at a community college or state college/university. Education must be related to the employee's present position or have the ability to assist in a promotional opportunity. The cost covers books and lab fees associated with the course.

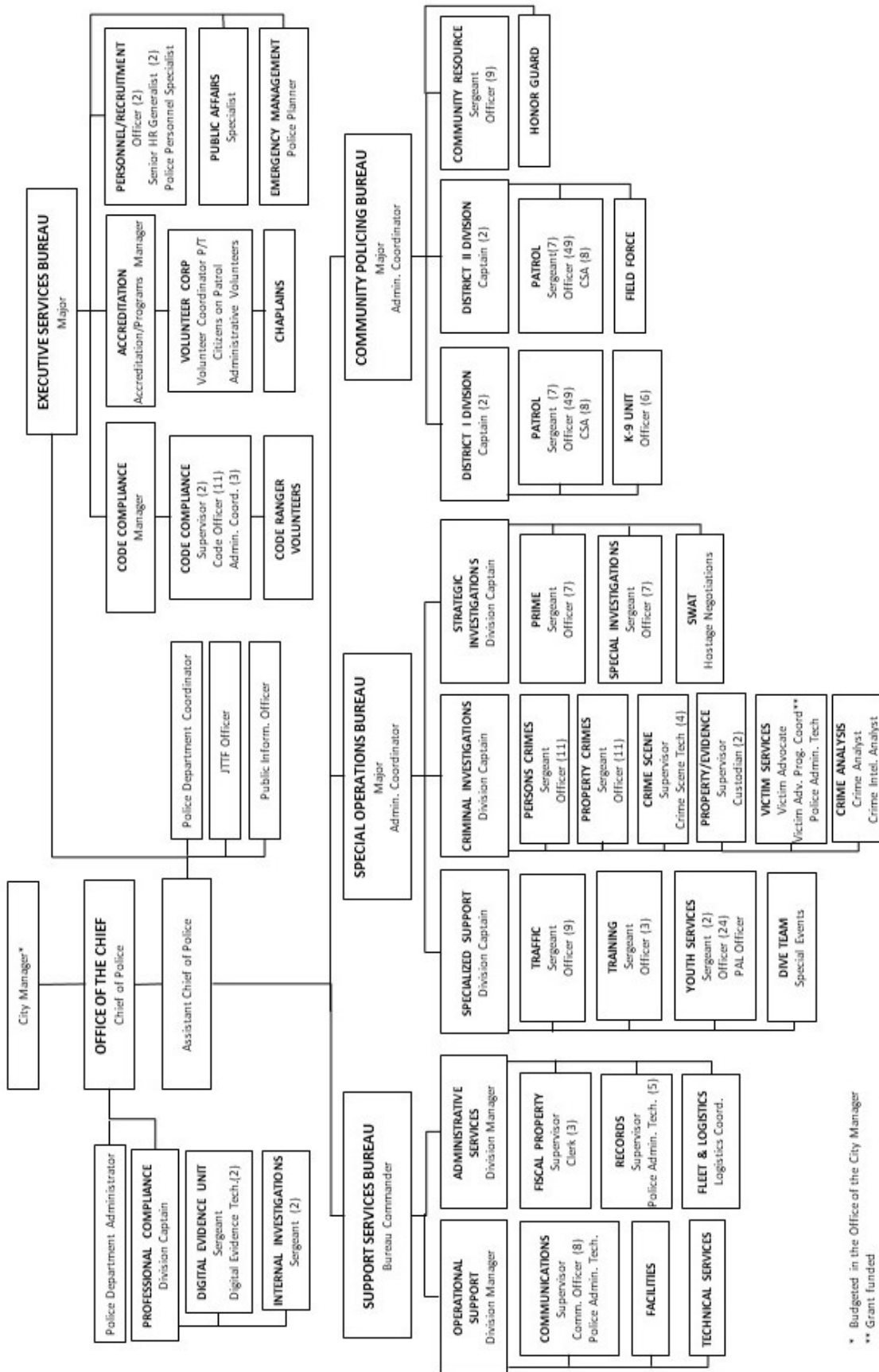


Police

Mission

***“Serving our Community”
We will work as a unified organization
through partnerships to provide an
improved quality of life within a safe
and secure community.***

Police Organizational Chart



* Budgeted in the Office of the City Manager
 ** Grant funded



Department Overview

The Miramar Police Department is a multi-accredited law enforcement agency dedicated to providing professional police services to our community by impartially enforcing the law, preserving the peace and protecting the rights of our citizens.

As indicated in the Position Detail, this department has 310.5 budgeted positions of which 310 are full-time and one (.5 FTE) part-time employees. The eight (8) major programs provided are

1. Office of the Chief
2. Community Oriented Policing
3. Specialized Support
4. Code Compliance
5. Criminal Investigations
6. Property and Evidence
7. Strategic Investigations
8. Police Support Services



Cops and Community Event

FY 2021 Accomplishments

- The ribbon cutting ceremony for the Historic Miramar Public Safety Complex was held on April 13, 2021 in anticipation of opening to the public in the next few months.
- The Law Enforcement Memorial Monument was erected in front of the police headquarters facility in remembrance of fallen officers in the line of duty.
- The department was reaccredited for the 25th year by the Commission on Accreditation for Law Enforcement Agencies (CALEA).
- The department launched Mark43, a new cloud hosted records management system to further the advancement of report writing, state and federal crime reporting, public records requests and strategic analysis capabilities in accordance with 21st Century Policing standards.
- The department successfully held various community engagement events to include Guns for Funds, Community and Cops, Coffee with a Cop, and Bike Patrols while adhering to COVID-19 guidelines.
- The department launched Project 25 (P25) Digital Radio for 353 police radios allowing for interoperable multi-agency communications during emergencies.
- The department developed a Strategic Recruitment Plan as a way of facilitating and managing department recruitment efforts to attract highly qualified applicants for employment opportunities. This included the redesign of recruitment material and redesign of the police department employment landing page.
- The department's overall crime rate was reduced by 20%, which has been consistent over the last four years. This reduction in crime has been the lowest the department has experienced over the last 25 years.
- The department achieved successful compliance of its FBI/FDLE Criminal Justice Information Services audit.

Program Revenues, Expenditures and Positions Summary

Dedicated Revenues	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Community Oriented Policing	\$ 440,831	\$ 279,179	\$ 462,700	\$ 462,700	\$ 392,400
Code Compliance	572,493	548,668	538,000	538,000	551,500
Criminal Investigations	48,579	54,801	—	57,069	—
Specialized Support	17,759	28,335	9,200	9,200	9,500
Unassigned	—	131,200	—	98,400	—
Total	\$ 1,079,662	\$ 1,042,183	\$ 1,009,900	\$ 1,165,369	\$ 953,400

Expenditures by Program	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Office of the Chief	\$ 3,197,899	\$ 3,444,098	\$ 3,481,200	\$ 3,619,066	\$ 3,783,900
Community Oriented Policing	25,840,968	26,785,973	25,780,700	25,978,973	26,663,898
Specialized Support	6,671,276	8,008,264	8,647,000	8,598,800	8,511,100
Code Compliance	1,813,342	1,654,565	2,074,300	2,043,400	1,977,900
Criminal Investigations	5,230,100	5,390,988	5,486,850	5,484,137	5,376,450
Property & Evidence	876,186	869,383	930,750	930,750	984,150
Strategic Investigations	3,712,329	3,603,991	3,747,600	3,793,600	3,686,200
Police Support Services	3,667,652	3,985,132	4,164,000	4,010,464	4,385,133
Total	\$51,009,751	\$53,742,394	\$54,312,400	\$54,459,190	\$55,368,731

Expenditures by Category	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Personnel Services	\$42,778,346	\$44,605,681	\$46,527,200	\$46,397,600	\$45,594,900
Operating Expense	6,417,397	6,726,444	7,688,200	7,646,523	8,409,831
Capital Outlay	1,814,008	2,410,269	97,000	415,067	1,364,000
Total	\$51,009,751	\$53,742,394	\$54,312,400	\$54,459,190	\$55,368,731





Positions by Program	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Office of the Chief	18.50	18.50	18.50	18.50	22.50
Community Oriented Policing	151.00	153.00	151.00	151.00	150.00
Specialized Support	38.00	39.00	41.00	41.00	41.00
Code Compliance	15.00	15.00	17.00	17.00	16.00
Criminal Investigations	30.00	30.00	30.00	30.00	30.00
Property & Evidence	8.00	8.00	8.00	8.00	8.00
Strategic Investigations	18.00	18.00	17.00	17.00	17.00
Police Support Services	26.00	25.00	26.00	26.00	26.00
Total	304.50	306.50	308.50	308.50	310.50

Police





Position Detail	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Accreditation & Program Manager	1.00	1.00	1.00	1.00	1.00
Administrative Coordinator	5.00	5.00	5.00	5.00	4.00
Assistant Chief of Police	1.00	1.00	1.00	1.00	1.00
Budget/Fiscal Property Supervisor	1.00	1.00	1.00	1.00	1.00
Bureau Commander	1.00	1.00	1.00	1.00	1.00
Code Compliance Manager	1.00	1.00	1.00	1.00	1.00
Code Compliance Intern/Officer I/II	10.00	10.00	11.00	11.00	11.00
Code Compliance Supervisor	1.00	1.00	2.00	2.00	2.00
Communications Officer	8.00	8.00	8.00	8.00	8.00
Communications Supervisor	1.00	1.00	1.00	1.00	1.00
Community Service Aide	16.00	16.00	16.00	16.00	16.00
Crime Analyst	1.00	1.00	1.00	1.00	1.00
Crime Scene Technician	4.00	4.00	4.00	4.00	4.00
Digital Evidence Technician	—	—	—	—	2.00
Evidence/Property Custodian	2.00	2.00	2.00	2.00	2.00
Evidence/Property Supervisor	1.00	1.00	1.00	1.00	1.00
Fiscal/Property Management Clerk	3.00	3.00	3.00	3.00	3.00
Logistics Coordinator	1.00	1.00	1.00	1.00	1.00
Police Administrative Tech	7.00	7.00	7.00	7.00	7.00
Police Department Administrator	1.00	1.00	1.00	1.00	1.00
Police Department Coordinator	1.00	1.00	1.00	1.00	1.00
Police Captain	8.00	8.00	8.00	8.00	8.00
Police Chief	1.00	1.00	1.00	1.00	1.00
Police Crime Intelligence Analyst	1.00	1.00	1.00	1.00	1.00
Police Division Manager	2.00	2.00	2.00	2.00	2.00
Police Major	3.00	3.00	3.00	3.00	3.00
Police Officer	167.00	169.00	169.00	168.00	168.00
Police Officer (School Resource Officer)	23.00	23.00	23.00	23.00	23.00
Police Personnel Administrator	1.00	1.00	1.00	—	—
Police Personnel Coordinator	1.00	1.00	1.00	—	—
Police Personnel Specialist	1.00	1.00	1.00	1.00	1.00
Police Planner	1.00	1.00	1.00	1.00	1.00
Police Sergeant	23.00	23.00	23.00	24.00	25.00
Public Affairs Specialist	1.00	1.00	1.00	1.00	1.00
Public Information Officer	1.00	1.00	1.00	—	—
Records Supervisor	1.00	1.00	1.00	1.00	1.00
Senior Human Resources Generalist	—	—	—	2.00	2.00
Senior Public Information Manager	—	—	—	1.00	1.00
Victim Advocate	1.00	1.00	1.00	1.00	1.00
Victim Advocate Program Coordinator	1.00	1.00	1.00	1.00	1.00
Volunteer Coordinator - Part-time	0.50	0.50	0.50	0.50	0.50
Total FTE's	304.50	306.50	308.50	308.50	310.50
Positions by Classification					
Sworn Officers	226.00	228.00	228.00	228.00	229.00
Code Compliance	15.00	15.00	17.00	17.00	16.00
Clerk/Technical Positions	63.50	63.50	63.50	63.50	65.50
Total	304.50	306.50	308.50	308.50	310.50



Police Balanced Scorecard

Measures	Objectives	Series Status	FY 2020 Actual	FY 2021 Actual	FY 2022 Goal
 Community Oriented Policing	Provide community outreach initiatives and educational campaigns on a quarterly basis	Q4 Actual	30.00	60.00	
		YTD Actual	381.00	258.00	
		EOY Target	350.00	350.00	350.00
		% Target	108.86%	73.71%	
		% Goal	100.00%	100.00%	
 Meets budget target - Expenses	Finances	Q4 Actual	\$ 13,403,136.63	\$ 13,858,856.90	
		YTD Actual	\$ 53,723,085.19	\$ 53,537,928.43	
		EOY Target	\$ 54,410,383.00	\$ 54,459,190.00	\$ 55,368,731.00
		% Target	98.74%	98.31%	
		% Goal	100.00%	100.00%	
 Meets projected target - Expenses	Finances	Q4 Actual	\$ 13,403,136.63	\$ 13,858,856.90	
		YTD Actual	\$ 53,723,085.19	\$ 53,537,928.43	
		EOY Projection	\$ 53,658,000.00	\$ 54,389,600.00	\$ 55,368,731.00
		% Target	100.12%	98.43%	
		% Goal	100.00%	100.00%	
 Meets budget target - Revenues	Finances	Q4 Actual	\$ 178,523.56	\$ 149,698.32	
		YTD Actual	\$ 914,461.83	\$ 858,531.39	
		EOY Target	\$ 1,257,586.00	\$ 1,165,369.00	\$ 953,400.00
		% Target	72.72%	73.67%	
		% Goal	100.00%	100.00%	

Police Balanced Scorecard

Measures	Objectives	Series Status	FY 2020 Actual	FY 2021 Actual	FY 2022 Goal
 Meets projected target - Revenues	Finances	Q4 Actual	\$ 178,523.56	\$ 149,698.32	
		YTD Actual	\$ 914,461.83	\$ 858,531.39	
		EOY Projection	\$ 1,035,567.00	\$ 921,869.00	\$ 953,400.00
		% Target	88.31%	93.13%	
		% Goal	100.00%	100.00%	
 Code Compliance	Engage the community to gain voluntary compliance of city ordinances.	Q4 Actual	1,339.00	1,040.00	
		YTD Actual	4,171.00	4,662.00	
		EOY Target	3,000.00	3,000.00	3,000
		% Target	139.03%	155.40%	
		% Goal	100.00%	100.00%	
 Crime Clearance Rate	Improve the overall clearance rate of crimes reported	Q4 Actual	-1.91%	13.55%	
		YTD Actual	21.56%	36.68%	
		EOY Target	25.00%	25.00%	25.00%
		% Target	86.24%	146.72%	
		% Goal	100.00%	100.00%	
 Advanced Training	Provide police personnel with advanced and career development training in addition to the annual instruction curriculum	Q4 Actual	208.00	2,050.00	
		YTD Actual	5,350.00	7,681.00	
		EOY Target	7,500.00	7,500.00	7,500.00
		% Target	71.33%	102.41%	
		% Goal	100.00%	100.00%	

FY21 actuals (revenues and expenses) are as of 11-25-21.

End of year targets exclude year-end budget amendments.

Police FTE's by Program



Police Budget Summary by Program

Office of the Chief—Program 200

Description

The Office of the Chief provides leadership for the agency and is responsible for the management functions of controlling, planning, organizing, supervising, staffing, human resources management, and background investigations.

Dedicated Revenues	Object Code	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
None		—	—	—	—	—

Expenditures by Category

Personnel Services	\$ 2,840,383	\$ 3,092,724	\$ 3,156,900	\$ 3,156,900	\$ 3,374,700
Operating Expense	324,816	273,974	324,300	462,166	365,100
Departmental Capital Outlay	32,700	77,400	—	—	44,100
Total	\$ 3,197,899	\$ 3,444,098	\$ 3,481,200	\$ 3,619,066	\$ 3,783,900

Percent of Time by Position

Assistant Chief of Police	1.00	1.00	1.00	1.00	1.00
Bureau Commander	1.00	1.00	1.00	1.00	1.00
Digital Evidence Technician	0.00	0.00	0.00	0.00	2.00
Executive Assistant to the Police Chief	1.00	1.00	1.00	1.00	1.00
Executive Assistant to the Department	1.00	1.00	1.00	1.00	1.00
Grants/Accreditation Manager	1.00	1.00	1.00	1.00	1.00
Police Captain	1.00	1.00	1.00	1.00	1.00
Police Chief	1.00	1.00	1.00	1.00	1.00
Police Officer	4.00	3.00	3.00	3.00	3.00
Police Personnel Administrator	1.00	1.00	1.00	0.00	0.00
Police Personnel Coordinator	1.00	1.00	1.00	0.00	0.00
Police Personnel Specialist	1.00	1.00	1.00	1.00	1.00
Police Planner	0.00	1.00	1.00	1.00	1.00
Police Sergeant	2.00	2.00	2.00	2.00	4.00
Public Information Officer	1.00	1.00	1.00	0.00	0.00
Public Affairs Specialist	1.00	1.00	1.00	1.00	1.00
Senior Human Resources Generalist	0.00	0.00	0.00	2.00	2.00
Senior Public Information Manager	0.00	0.00	0.00	1.00	1.00
Volunteer Coordinator - Part-time	0.50	0.50	0.50	0.50	0.50
Total	18.50	18.50	18.50	18.50	22.50



Police Budget Summary by Program

Community Oriented Policing—Program 201

Description

This program provides the primary 911 emergency and non-emergency law enforcement response capabilities for the City of Miramar. The program takes a community-oriented approach by tasking officers to utilize non-committed time to address quality-of-life issues and crime trends within their assigned patrol zones. Contact is also maintained, on a regular basis, with residents and business owners through the Community Resource Unit function. Information generated through field contacts, crime analysis, and monthly Information-Based Policing meetings is utilized to direct organized and proactive responses to crime issues and crime-prevention initiatives. This program is a core function of the Police Department.

Dedicated Revenues	Object Code	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Court Fines	351500	\$ 342,572	\$ 176,331	\$ 350,000	\$ 350,000	\$ 286,000
Broward County Parking Fines	354101	15,398	20,770	22,700	22,700	21,400
Reimbursed Expenses - General	369910	82,861	82,078	90,000	90,000	85,000
Total		\$ 440,831	\$ 279,179	\$ 462,700	\$ 462,700	\$ 392,400

Expenditures by Category

Personnel Services	\$21,567,305	\$22,006,795	\$22,611,600	\$22,482,000	\$22,437,300
Operating Expense	3,008,112	3,228,522	3,169,100	3,207,700	3,353,898
Departmental Capital Outlay	1,265,551	1,550,656	—	289,273	872,700
Total	\$25,840,968	\$26,785,973	\$25,780,700	\$25,978,973	\$26,663,898

Percent of Time by Position

Administrative Coordinator	1.00	1.00	1.00	1.00	1.00
Community Service Aide	16.00	16.00	16.00	16.00	16.00
Police Captain	4.00	4.00	4.00	4.00	4.00
Police Major	1.00	1.00	1.00	1.00	1.00
Police Officer - CRO	9.00	9.00	9.00	9.00	9.00
Police Officer - K-9	5.00	5.00	5.00	5.00	5.00
Police Officer - Patrol	101.00	103.00	101.00	101.00	101.00
Police Sergeant - CRO	1.00	1.00	1.00	1.00	1.00
Police Sergeant - Patrol*	13.00	13.00	13.00	13.00	12.00
Total	151.00	153.00	151.00	151.00	150.00

* - 1 position overfilled (Police Officer)(started FY15, shown on this schedule beginning FY18)

Police Budget Summary by Program

Specialized Support—Program 202

Description

This program coordinates and schedules all training for department employees. It also develops, administers and conducts the in-house training curriculum for all police officers to maintain their required state certification. This program encompasses selective traffic enforcement, traffic safety education, and traffic crash, hit and run crash, and traffic homicide investigations. This program also provides support and mentorship to the youth of the community, liaisons with public schools to further the mission of the department, and provides security through a presence at all public schools within the community.

Dedicated Revenues	Object Code	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Rental Police Range Master	362102	\$ 9,180	\$ 9,084	\$ 9,200	\$ 9,200	\$ 9,500
Transfer from Federal Grnt Fund	381162	8,579	19,251	—	—	—
Total		\$ 17,759	\$ 28,335	\$ 9,200	\$ 9,200	\$ 9,500

Expenditures by Category

Personnel Services	\$ 5,512,131	\$ 6,790,709	\$ 7,166,600	\$ 7,166,600	\$ 6,838,100
Operating Expense	1,024,753	903,503	1,480,400	1,393,787	1,554,700
Departmental Capital Outlay	134,392	314,052	—	38,413	118,300
Total	\$ 6,671,276	\$ 8,008,264	\$ 8,647,000	\$ 8,598,800	\$ 8,511,100

Percent of Time by Position

Police Captain	1.00	1.00	1.00	1.00	1.00
Police Officer	33.00	34.00	36.00	36.00	36.00
Police Sergeant	4.00	4.00	4.00	4.00	4.00
Total	38.00	39.00	41.00	41.00	41.00

Police Budget Summary by Program

Code Compliance—Program 203

Description

This program provides oversight to many of the City's quality-of-life standards. Code Compliance is responsible for the enforcement of municipal codes, zoning, occupational licenses, building and associated ordinances, regulations, citations, and court presentations, and submitting cases to the Special Master. It is the primary enforcement arm of the City's code.

	Object Code	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Dedicated Revenues						
Alarm Registration Fees	342130	\$ 43,741	\$ 17,760	\$ 60,000	\$ 60,000	\$ 40,000
Lien Research	349000	277,260	271,015	280,000	280,000	280,000
Civil Penalty Surcharge	351502	425	210	1,000	1,000	500
Local Ordinance Violations	354100	185,727	194,016	135,000	135,000	165,000
City Code Violations	354102	65,340	65,667	62,000	62,000	66,000
Total		\$ 572,493	\$ 548,668	\$ 538,000	\$ 538,000	\$ 551,500
Expenditures by Category						
Personnel Services		\$ 1,466,337	\$ 1,334,843	\$ 1,676,100	\$ 1,676,100	\$ 1,603,700
Operating Expense		214,472	241,062	301,200	293,300	283,000
Departmental Capital Outlay		132,533	78,660	97,000	74,000	91,200
Total		\$ 1,813,342	\$ 1,654,565	\$ 2,074,300	\$ 2,043,400	\$ 1,977,900
Percent of Time by Position						
Administrative Coordinator		3.00	3.00	3.00	3.00	2.00
Code Compliance Manager		1.00	1.00	1.00	1.00	1.00
Code Compliance Supervisor		1.00	1.00	2.00	2.00	2.00
Code Compliance Intern/Officer I/II		10.00	10.00	11.00	11.00	11.00
Total		15.00	15.00	17.00	17.00	16.00

Police Budget Summary by Program

Criminal Investigations—Program 204

Description

This program provides investigative follow-up to service calls that are initially handled by road patrol. The program is designed to provide the citizens of Miramar with the highest level of investigative services for all index crimes. The investigative services include crimes against persons, crimes against juveniles, domestic violence, property crimes, and economic crimes.

Dedicated Revenues	Object Code	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Trfr Fr Fed Grant Fund	381162	\$ 48,579	\$ 54,801	\$ —	\$ 57,069	\$ —

Expenditures by Category

Personnel Services	\$ 4,703,462	\$ 4,822,858	\$ 5,024,100	\$ 5,024,100	\$ 4,775,800
Operating Expense	394,606	418,645	462,750	460,037	475,150
Departmental Capital Outlay	132,033	149,485	—	—	125,500
Total	\$ 5,230,100	\$ 5,390,988	\$ 5,486,850	\$ 5,484,137	\$ 5,376,450

Percent of Time by Position

Administrative Coordinator	1.00	1.00	1.00	1.00	1.00
Police Administrative Tech	2.00	2.00	1.00	1.00	1.00
Police Captain	1.00	1.00	1.00	1.00	1.00
Police Major	1.00	1.00	1.00	1.00	1.00
Police Officer - Detective	21.00	21.00	22.00	22.00	22.00
Police Sergeant	2.00	2.00	2.00	2.00	2.00
Victim Advocate	1.00	1.00	1.00	1.00	1.00
Victim Advocate Program Coordinator*	1.00	1.00	1.00	1.00	1.00
Total	30.00	30.00	30.00	30.00	30.00

* - Victim Advocate Program Coordinator position funded via VOCA grant.

Police Budget Summary by Program

Property and Evidence—Program 205

Description

The program provides professional crime scene and evidence processing services to the department. It also provides safe, secure, and accurate storage of all property and evidence collected by the department personnel.

	Object Code	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Dedicated Revenues						
None		—	—	—	—	—
Expenditures by Category						
Personnel Services		\$ 753,731	\$ 734,347	\$ 807,200	\$ 807,200	\$ 829,900
Operating Expense		107,987	122,936	123,550	123,550	131,850
Departmental Capital Outlay		14,467	12,100	—	—	22,400
Total		\$ 876,186	\$ 869,383	\$ 930,750	\$ 930,750	\$ 984,150
Percent of Time by Position						
Crime Scene Technician		4.00	4.00	4.00	4.00	4.00
Evidence/Property Custodian		2.00	2.00	2.00	2.00	2.00
Evidence/Property Supervisor*		2.00	2.00	2.00	2.00	2.00
Total		8.00	8.00	8.00	8.00	8.00

* - 1 position underfilled (Police Officer)

Police Budget Summary by Program

Strategic Investigations—Program 206

Description

The program is responsible for the prevention and reduction of violent crime and the apprehension of violent offenders through pro-active means. It also serves as a compliment to other divisions when necessary to saturate problem areas and effectively combat specific crime trends. It provides strategic investigations targeting short and long-range crimes, including gang organizations, domestic security, drug-related crimes, and career/repeat offenders.

Object Code	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Dedicated Revenues					
None	—	—	—	—	—
Expenditures by Category					
Personnel Services	\$ 3,403,958	\$ 3,239,582	\$ 3,450,400	\$ 3,450,400	\$ 3,338,000
Operating Expense	263,971	308,946	297,200	343,200	326,100
Departmental Capital Outlay	44,400	55,463	—	—	22,100
Total	\$ 3,712,329	\$ 3,603,991	\$ 3,747,600	\$ 3,793,600	\$ 3,686,200
Percent of Time by Position					
Police Captain	1.00	1.00	1.00	1.00	1.00
Police Officer	15.00	15.00	14.00	14.00	14.00
Police Sergeant	2.00	2.00	2.00	2.00	2.00
Total	18.00	18.00	17.00	17.00	17.00

Police Budget Summary by Program

Police Support Services—Program 208

Description

This program provides the primary administrative and logistical support for the department's operations, which focuses on records maintenance, communications, information technology and analysis, payroll and accounts payable, fleet and facility maintenance, accreditation, and logistics.

	Object Code	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Dedicated Revenues						
None		—	—	—	—	—
Expenditures by Category						
Personnel Services		\$ 2,531,039	\$ 2,583,822	\$ 2,634,300	\$ 2,634,300	\$ 2,397,400
Operating Expense		1,078,680	1,228,857	1,529,700	1,362,783	1,920,033
Departmental Capital Outlay		57,933	172,453	—	13,381	67,700
Total		\$ 3,667,652	\$ 3,985,132	\$ 4,164,000	\$ 4,010,464	\$ 4,385,133
Percent of Time by Position						
Budget/Fiscal Property Supervisor		1.00	1.00	1.00	1.00	1.00
Communications Officer		8.00	8.00	8.00	8.00	8.00
Communications Supervisor		1.00	1.00	1.00	1.00	1.00
Crime Analyst		1.00	1.00	1.00	1.00	1.00
Division Manager		2.00	2.00	2.00	2.00	2.00
Fiscal/Property Management Clerk		3.00	3.00	3.00	3.00	3.00
IT Analyst II		0.00	0.00	0.00	0.00	0.00
IT Analyst III		0.00	0.00	0.00	0.00	0.00
Logistics Coordinator		1.00	1.00	1.00	1.00	1.00
Police Administrative Tech		5.00	5.00	6.00	6.00	6.00
Police Crime Intelligence Analyst		1.00	1.00	1.00	1.00	1.00
Police Major		1.00	1.00	1.00	1.00	1.00
Police Planner		1.00	0.00	0.00	0.00	0.00
Records Supervisor		1.00	1.00	1.00	1.00	1.00
Total		26.00	25.00	26.00	26.00	26.00

Police Expenditures by Object Code

Office of the Chief—001-20-200-521-

Object #	Account Description	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Personnel Services						
601200	Employee Salaries	\$ 1,670,057	\$ 1,770,742	\$ 1,787,400	\$ 1,787,400	\$ 2,037,200
601205	Lump Sum Payout - Accrued Time	57,974	100,464	55,700	55,700	48,900
601210	Non-Pensionable Earnings	25,637	10,357	—	—	12,000
601215	Communication Stipend	6,840	8,122	8,600	8,600	10,300
601220	Longevity	34,344	36,412	36,700	36,700	29,600
601400	Overtime-General	25,748	22,181	32,300	32,300	32,300
601405	Overtime-SWAT	—	348	1,000	1,000	1,000
601410	Overtime-Holiday	14,244	12,527	15,000	15,000	15,000
601412	Overtime-Emergency	—	3,797	—	—	—
601561	Drop Transfer	—	88,809	32,500	32,500	32,500
602100	FICA & MICA	127,326	135,752	136,100	136,100	161,300
602210	Pension-General	58,431	25,884	27,400	27,400	59,400
602220	Pension-Police	381,702	358,600	443,500	443,500	332,800
602235	Pension-Senior Mgmt	69,699	98,618	90,600	90,600	128,600
602260	Pension-401	45,792	41,349	45,300	45,300	10,900
602265	Pension-457	40,876	46,171	48,600	48,600	38,300
602300	Pmt In Lieu Of Insurance	21,062	11,567	6,200	6,200	12,500
602304	Health Insurance-PPO	20,104	817	—	—	—
602305	Health Insurance-HMO	178,263	254,335	311,000	311,000	315,600
602306	Dental Insurance-PPO	8,486	11,083	11,900	11,900	10,600
602307	Dental Insurance-HMO	813	550	800	800	1,700
602309	Basic Life Insurance	4,334	2,957	5,100	5,100	5,800
602311	Long-Term Disability Ins	1,731	1,249	2,500	2,500	2,900
602312	HDHP Aetna	—	—	—	—	14,100
602313	HSA Payflex	—	—	—	—	2,700
602400	Workers' Compensation	46,918	50,035	58,700	58,700	58,700
	<i>Sub-Total</i>	2,840,383	3,092,724	3,156,900	3,156,900	3,374,700
Operating Expense						
603140	New Hire Screening	2,658	2,321	9,800	9,800	12,800
603183	Accreditation Fees	6,480	8,134	10,000	10,000	10,000
603190	Prof Svcs-Other	25,851	15,026	10,500	114,400	18,000
604001	Travel & Training	79,359	26,722	21,000	36,500	21,000
604500	Risk Internal Svcs Charge	34,500	27,600	5,100	5,100	21,800
604550	Health Ins Internal Serv Chg	—	31,000	93,400	93,400	50,600
604610	Fleet Internal Svcs Charge	13,615	16,200	14,800	14,800	13,300
604825	Crime Prevention	5,241	1,490	5,000	15,100	5,000
604916	Administrative Expense	13,804	13,022	11,000	12,166	14,000
604917	Volunteer Administrative Exp	—	—	4,000	—	2,000
604950	Employee Awards	4,089	4,508	6,000	16,000	11,000
604989	IT Internal Svcs Charge	107,100	98,600	104,800	104,800	156,400
604998	Contingency	4,311	2,545	4,000	4,000	4,000
605220	Vehicle Fuel-On-Site	7,982	3,487	10,600	10,600	10,900
605240	Uniforms Cost	3,752	4,459	—	—	—
605251	Noncap Equip (Item less 5000)	2,588	111	2,300	2,300	2,300
605410	Subscriptions & Memberships	4,586	4,595	5,000	5,000	5,000
605500	Training-General	439	1,518	2,000	3,200	2,000
605510	Tuition Reimbursement	8,462	12,636	5,000	5,000	5,000
	<i>Sub-Total</i>	324,816	273,974	324,300	462,166	365,100

Police Expenditures by Object Code

Office of the Chief—001-20-200-521-

Object #	Account Description	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Departmental Capital Outlay						
606441	Vehicle Replacement Program	32,700	77,400	—	—	44,100
	<i>Sub-Total</i>	32,700	77,400	—	—	44,100
	Total	\$ 3,197,899	\$ 3,444,098	\$ 3,481,200	\$ 3,619,066	\$ 3,783,900



Police Department's Monument Honoring Miramar's Fallen in the Line of Duty

Police Expenditures by Object Code

Community Oriented Policing—001-20-201-521-

Object #	Account Description	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Personnel Services						
601200	Employee Salaries	\$ 10,926,515	\$ 10,654,236	\$ 11,277,000	\$ 11,147,400	\$ 11,174,700
601205	Lump Sum Payout - Accrued Time	20,203	26,017	28,900	28,900	21,800
601210	Non-Pensionable Earnings	201,508	168,425	—	—	5,000
601215	Communication Stipend	17,992	18,538	17,900	17,900	17,900
601220	Longevity	126,070	135,432	134,300	134,300	150,600
601390	Overtime-Court Time Pay	98,313	56,430	94,800	94,800	94,800
601400	Overtime-General	447,639	509,479	581,300	581,300	581,300
601402	Overtime-Special Events	6,410	10,269	5,200	5,200	5,200
601405	Overtime-SWAT	9,522	3,310	14,000	14,000	14,000
601410	Overtime-Holiday	533,786	514,803	528,000	528,000	528,000
601412	Overtime-Emergency	6,780	89,300	—	—	—
601561	Drop Transfer	—	302,924	213,800	213,800	213,800
602100	FICA & MICA	912,342	907,711	874,800	874,800	915,700
602210	Pension-General	150,179	178,687	190,300	190,300	193,100
602220	Pension-Police	5,665,517	5,841,901	5,666,400	5,666,400	5,493,800
602260	Pension-401	4,571	—	—	—	—
602265	Pension-457	17,910	14,495	15,600	15,600	23,400
602300	Pmt In Lieu Of Insurance	115,582	127,754	149,500	149,500	93,500
602304	Health Insurance-PPO	304,201	328,550	320,700	320,700	318,800
602305	Health Insurance-HMO	1,148,059	1,171,438	1,292,500	1,292,500	1,312,900
602306	Dental Insurance-PPO	57,952	56,389	59,400	59,400	60,000
602307	Dental Insurance-HMO	7,263	8,264	9,500	9,500	8,700
602309	Basic Life	31,478	21,168	32,100	32,100	31,800
602311	Long-Term Disability	13,130	9,922	16,000	16,000	15,800
602312	HDHP Aetna	83,483	138,352	159,500	159,500	224,500
602313	HSA Payflex	25,553	28,000	27,000	27,000	35,100
602400	Workers' Compensation	635,345	685,002	903,100	903,100	903,100
	<i>Sub-Total</i>	<u>21,567,305</u>	<u>22,006,795</u>	<u>22,611,600</u>	<u>22,482,000</u>	<u>22,437,300</u>
Operating Expense						
603140	New Hire Screening	8,455	3,615	—	—	—
603407	Board up Services	1,777	—	2,500	2,500	2,500
603425	Software License & Maint	277,793	308,741	229,700	229,700	216,300
604001	Travel & Training	19,394	6,932	4,000	4,000	4,000
604500	Risk Internal Svcs Charge	465,200	372,000	69,300	69,300	296,000
604550	Health Ins Internal Serv Chg	—	268,000	485,300	485,300	262,700
604610	Fleet Internal Svcs Charge	651,327	786,300	714,900	714,900	641,800
604989	IT Internal Svcs Charge	804,400	820,200	898,400	898,400	1,047,300
605220	Vehicle Fuel-On-Site	522,348	442,989	477,400	477,400	451,300
605221	Vehicle Fuel-Off-Site	21,641	15,534	28,500	28,500	29,200
605240	Uniforms Cost	69,821	53,587	95,000	95,000	98,700
605242	Protective Clothing	63,192	56,567	77,000	90,000	193,719
605251	Noncap Equip (Item less 5000)	19,594	4,825	6,500	6,500	17,315
605261	Canine Expenses	26,840	30,749	24,000	29,000	24,000
605270	Ammunition Expense	—	—	—	—	14,064
605290	Other Operating Supplies	15,129	5,083	15,000	15,000	15,000
605500	Training-General	33,673	33,744	34,000	54,600	34,000
605510	Tuition Reimbursement	7,529	19,654	7,600	7,600	6,000
	<i>Sub-Total</i>	<u>3,008,112</u>	<u>3,228,522</u>	<u>3,169,100</u>	<u>3,207,700</u>	<u>3,353,898</u>
Departmental Capital Outlay						
606440	Vehicles	337,000	—	—	—	—
606441	Vehicle Replacement Program	859,200	1,546,480	—	—	872,700
606450	Radio Equipment	45,815	—	—	289,273	—
606470	Computer Equipment	23,536	4,176	—	—	—
	<i>Sub-Total</i>	<u>1,265,551</u>	<u>1,550,656</u>	<u>—</u>	<u>289,273</u>	<u>872,700</u>
Total		<u>\$ 25,840,968</u>	<u>\$ 26,785,973</u>	<u>\$ 25,780,700</u>	<u>\$ 25,978,973</u>	<u>\$ 26,663,898</u>

Police Expenditures by Object Code

Specialized Support—001-20-202-521-

Object #	Account Description	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Personnel Services						
601200	Employee Salaries	\$ 3,035,776	\$ 3,295,758	\$ 3,650,100	\$ 3,650,100	\$ 3,500,100
601205	Lump Sum Payout - Accrued Time	3,709	6,929	6,400	6,400	—
601210	Non-Pensionable Earnings	50,699	48,448	—	—	1,000
601215	Communication Stipend	7,163	8,059	7,700	7,700	6,700
601220	Longevity	70,233	72,200	73,300	73,300	62,800
601390	Overtime-Court Time Pay	6,509	8,861	6,600	6,600	6,600
601400	Overtime-General	120,635	164,988	167,900	167,900	167,900
601402	Overtime-Special Events	2,530	8,747	3,500	3,500	3,500
601405	Overtime-SWAT	1,776	—	3,300	3,300	3,300
601410	Overtime-Holiday	77,488	88,897	86,000	86,000	86,000
601412	Overtime-Emergency	5,214	17,858	—	—	—
601561	Drop Transfer	—	257,038	65,400	65,400	65,400
602100	FICA & MICA	239,992	275,227	285,200	285,200	283,400
602210	Pension-General	—	—	—	—	12,800
602220	Pension-Police	1,233,130	1,758,700	1,835,000	1,835,000	1,792,600
602235	Pension-Senior Mgmt	10,200	—	—	—	—
602265	Pension-457	8,107	5,871	4,000	4,000	3,700
602300	Pmt In Lieu Of Insurance	16,897	22,573	24,900	24,900	18,700
602304	Health Insurance-PPO	80,659	70,618	89,800	89,800	29,100
602305	Health Insurance-HMO	351,841	451,702	574,700	574,700	530,900
602306	Dental Insurance-PPO	17,791	19,530	22,800	22,800	17,000
602307	Dental Insurance-HMO	1,063	1,381	1,600	1,600	2,800
602309	Basic Life	5,255	2,599	10,400	10,400	10,000
602311	Long-Term Disability	3,201	2,693	5,200	5,200	5,000
602312	HDHP Aetna	23,492	48,705	64,500	64,500	51,800
602313	HSA Payflex	2,797	8,400	8,100	8,100	6,800
602400	Workers' Compensation	135,974	144,928	170,200	170,200	170,200
	<i>Sub-Total</i>	5,512,131	6,790,709	7,166,600	7,166,600	6,838,100
Operating Expense						
603459	Crossing Guards	337,674	180,771	506,600	491,600	562,100
604001	Travel & Training	9,408	5,407	4,000	4,000	4,000
604405	Leased Motorcycles	90,000	90,000	90,000	90,000	90,000
604500	Risk Internal Svcs Charge	119,200	95,300	17,800	17,800	76,000
604550	Health Ins Internal Serv Chg	—	83,200	197,600	197,600	106,800
604610	Fleet Internal Svcs Charge	74,884	85,700	78,000	78,000	70,100
604614	R&M Motorcycle	2,648	—	4,700	4,700	3,000
604989	IT Internal Svcs Charge	188,100	207,800	239,500	239,500	317,600
605220	Vehicle Fuel-On-Site	40,037	33,226	82,900	44,487	85,000
605230	Program Supplies	11,270	7,866	11,800	—	11,800
605240	Uniforms Cost	15,670	4,342	—	—	—
605251	Noncap Equip (Item less 5000)	4,751	3,251	68,400	81,400	29,200
605270	Ammunition Expense	117,449	96,989	170,800	135,600	190,800
605290	Other Operating Supplies	5,498	1,328	3,300	3,300	3,300
605500	Training-General	4,441	2,811	3,000	3,800	3,000
605510	Tuition Reimbursement	3,723	5,512	2,000	2,000	2,000
	<i>Sub-Total</i>	1,024,753	903,503	1,480,400	1,393,787	1,554,700
Departmental Capital Outlay						
606400	Machinery & Equipment	37,475	—	—	38,413	—
606441	Vehicle Replacement Program	96,917	314,052	—	—	118,300
	<i>Sub-Total</i>	134,392	314,052	—	38,413	118,300
	Total	\$ 6,671,276	\$ 8,008,264	\$ 8,647,000	\$ 8,598,800	\$ 8,511,100

Police Expenditures by Object Code

Code Compliance—001-20-203-524-

Object #	Account Description	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Personnel Services						
601200	Employee Salaries	\$ 863,459	\$ 752,835	\$ 986,100	\$ 986,100	\$ 947,600
601205	Lump Sum Payout - Accrued Time	29,425	21,009	9,400	9,400	11,400
601210	Non-Pensionable Earnings	33,044	—	—	—	1,000
601215	Communication Stipend	6,831	6,847	6,500	6,500	8,700
601220	Longevity Pay	5,355	4,593	5,000	5,000	3,300
601400	Overtime-General	14,938	12,891	13,000	13,000	13,000
601410	Overtime-Holiday	1,272	3,389	1,000	1,000	1,000
601412	Overtime-Emergency	—	200	—	—	—
602100	FICA & MICA	71,165	58,078	78,000	78,000	74,900
602210	Pension-General	159,484	186,682	220,800	220,800	211,300
602235	Pension-Senior Mgmt	19,400	19,264	15,700	15,700	15,300
602265	Pension-457	2,753	654	2,000	2,000	—
602300	Pmt In Lieu Of Insurance	—	—	—	—	6,200
602304	Health Insurance-PPO	40,614	21,967	14,100	14,100	—
602305	Health Insurance-HMO	136,857	159,204	215,400	215,400	200,800
602306	Dental Insurance-PPO	5,798	5,880	7,600	7,600	8,300
602307	Dental Insurance-HMO	761	872	1,100	1,100	400
602309	Basic Life	2,745	1,303	2,800	2,800	2,700
602311	Long-Term Disability	1,058	885	1,400	1,400	1,300
602312	HDHP Aetna	5,327	7,490	6,800	6,800	7,100
602313	HSA Payflex	1,350	1,400	1,400	1,400	1,400
602400	Workers' Compensation	64,700	69,400	88,000	88,000	88,000
	<i>Sub-Total</i>	<u>1,466,337</u>	<u>1,334,843</u>	<u>1,676,100</u>	<u>1,676,100</u>	<u>1,603,700</u>
Operating Expense						
603140	New Hire Screening	—	—	3,000	3,000	—
603425	Software License & Maint	—	—	5,000	5,000	—
603460	Landscape Services	475	2,050	1,600	4,700	1,600
604001	Travel & Training	1,185	—	1,500	1,500	1,500
604301	Electricity Svcs	3,309	3,738	—	—	3,800
604402	Leased Vehicles	11,700	—	—	—	—
604500	Risk Internal Svcs Charge	45,300	36,200	6,800	6,800	29,000
604550	Health Ins Internal Serv Chg	—	43,200	68,700	68,700	37,200
604610	Fleet Internal Svcs Charge	38,562	47,200	43,000	43,000	38,600
604611	Vehicle Rehab & Enhance	—	—	11,000	—	—
604700	Printing & Binding Svc	1,033	507	4,000	4,000	4,000
604931	Recording Fees	1,307	1,890	2,000	2,000	2,000
604965	Special Magistrate	12,000	7,800	13,800	13,800	13,800
604989	IT Internal Svcs Charge	78,400	79,900	101,800	101,800	115,500
605120	Computer Operating Expenses	55	158	500	500	—
605220	Vehicle Fuel-On-Site	10,318	6,697	19,500	19,500	20,000
605240	Uniforms Cost	3,808	4,665	4,800	7,800	4,800
605242	Protective Clothing and Shoes	—	—	3,000	—	—
605251	Noncap Equip (Item less 5000)	3,606	738	500	500	500
605410	Subscriptions & Memberships	1,383	1,513	1,600	1,600	1,600
605500	Training-General	2,030	893	6,100	6,100	6,100
605510	Tuition Reimbursement	—	3,913	3,000	3,000	3,000
	<i>Sub-Total</i>	<u>214,472</u>	<u>241,062</u>	<u>301,200</u>	<u>293,300</u>	<u>283,000</u>
Departmental Capital Outlay						
606441	Vehicle Replacement Program	132,533	78,660	68,000	68,000	91,200
606450	Radio Equipment	—	—	13,000	—	—
606470	Computer Equipment	—	—	16,000	6,000	—
	<i>Sub-Total</i>	<u>132,533</u>	<u>78,660</u>	<u>97,000</u>	<u>74,000</u>	<u>91,200</u>
	Total	\$ 1,813,342	\$ 1,654,565	\$ 2,074,300	\$ 2,043,400	\$ 1,977,900

Police Expenditures by Object Code

Criminal Investigations—001-20-204-521-

Object #	Account Description	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Personnel Services						
601200	Employee Salaries	\$ 2,684,630	\$ 2,532,517	\$ 2,644,300	\$ 2,644,300	\$ 2,309,300
601205	Lump Sum Payout - Accrued Time	18,857	18,322	21,200	21,200	62,000
601210	Non-Pensionable Earnings	50,010	36,051	—	—	5,000
601215	Communication Stipend	15,767	14,709	14,800	14,800	11,900
601220	Longevity Pay	74,105	71,571	69,600	69,600	48,500
601390	Overtime-Court Time Pay	21,719	6,806	22,800	22,800	22,800
601400	Overtime-General	221,564	266,368	310,000	310,000	305,000
601402	Overtime-Special Events	488	1,978	1,500	1,500	1,500
601405	Overtime-SWAT	1,074	195	2,600	2,600	2,600
601410	Overtime-Holiday	70,913	71,494	73,000	73,000	73,000
601412	Overtime-Emergency	727	13,034	—	—	—
601561	Drop Transfer	—	209,345	248,400	248,400	248,400
602100	FICA & MICA	223,602	224,050	208,600	208,600	199,700
602210	Pension-General	31,617	34,778	28,300	28,300	29,800
602220	Pension-Police	693,886	653,700	596,300	596,300	778,600
602235	Pension-Senior Mgmt	12,000	11,778	13,000	13,000	25,600
602260	Pension-401	7,249	7,277	7,800	7,800	8,300
602265	Pension-457	10,873	11,752	11,800	11,800	14,100
602300	Pmt In Lieu Of Insurance	23,889	18,300	24,900	24,900	37,400
602304	Health Insurance-PPO	49,107	74,719	90,000	90,000	78,900
602305	Health Insurance-HMO	294,056	314,126	357,600	357,600	222,900
602306	Dental Insurance-PPO	15,578	15,937	17,100	17,100	12,300
602307	Dental Insurance-HMO	1,101	1,304	1,400	1,400	1,600
602309	Basic Life	5,577	2,803	7,500	7,500	6,600
602311	Long-Term Disability	2,962	2,160	3,800	3,800	3,300
602312	HDHP Aetna	17,510	41,083	54,000	54,000	70,200
602313	HSA Payflex	4,725	7,000	8,100	8,100	10,800
602400	Workers' Compensation	149,876	159,702	185,700	185,700	185,700
	<i>Sub-Total</i>	4,703,462	4,822,858	5,024,100	5,024,100	4,775,800
Operating Expense						
603501	Travel-Investigations	6,915	3,466	5,000	5,000	5,000
604001	Travel & Training	3,486	4,025	3,350	3,350	3,350
604402	Leased Vehicles	3,400	—	—	—	—
604500	Risk Internal Svcs Charge	92,000	73,600	13,900	13,900	59,300
604550	Health Ins Internal Serv Chg	—	59,200	134,500	134,500	72,800
604610	Fleet Internal Svcs Charge	88,399	101,200	92,100	92,100	82,700
604989	IT Internal Svcs Charge	156,700	159,800	173,700	173,700	209,400
605220	Vehicle Fuel-On-Site	31,690	13,082	32,500	29,787	33,300
605240	Uniforms Cost	2,582	2,368	—	—	—
605251	Noncap Equip (Item less 5000)	3,600	759	3,500	3,500	3,500
605290	Other Operating Supplies	427	19	700	700	700
605500	Training-General	5,407	1,125	3,500	3,500	3,500
605510	Tuition Reimbursement	—	—	—	—	1,600
	<i>Sub-Total</i>	394,606	418,645	462,750	460,037	475,150
Departmental Capital Outlay						
606441	Vehicle Replacement Program	132,033	149,485	—	—	125,500
	<i>Sub-Total</i>	132,033	149,485	—	—	125,500
	Total	\$ 5,230,100	\$ 5,390,988	\$ 5,486,850	\$ 5,484,137	\$ 5,376,450

Police Expenditures by Object Code

Property & Evidence—001-20-205-521-

Object #	Account Description	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Personnel Services						
601200	Employee Salaries	\$ 421,165	\$ 415,309	\$ 452,700	452,700	\$ 467,600
601205	Lump Sum Payout - Accrued Time	17,028	14,544	11,000	11,000	10,700
601210	Non-Pensionable Earnings	16,657	—	—	—	—
601215	Communication Stipend	2,525	2,405	2,300	2,300	2,600
601220	Longevity Pay	2,991	3,668	3,800	3,800	4,000
601390	Overtime-Court Time Pay	1,132	312	1,000	1,000	1,000
601400	Overtime-General	45,848	38,137	45,200	45,200	45,200
601410	Overtime-Holiday	3,440	4,982	4,000	4,000	4,000
602100	FICA & MICA	38,250	35,449	35,900	35,900	39,000
602210	Pension-General	90,948	100,436	108,900	108,900	112,800
602300	Pmt In Lieu Of Insurance	—	1,942	6,200	6,200	12,500
602304	Health Insurance-PPO	27,013	31,471	33,600	33,600	35,000
602305	Health Insurance-HMO	40,290	40,225	48,500	48,500	50,400
602306	Dental Insurance-PPO	2,223	2,443	2,800	2,800	1,700
602307	Dental Insurance-HMO	401	231	400	400	600
602309	Basic Life	1,692	1,118	1,300	1,300	1,300
602311	Long-Term Disability	525	485	600	600	700
602312	HDHP Aetna	8,803	7,490	6,800	6,800	—
602313	HSA Payflex	2,700	1,400	1,400	1,400	—
602400	Workers' Compensation	30,100	32,300	40,800	40,800	40,800
	<i>Sub-Total</i>	<u>753,731</u>	<u>734,347</u>	<u>807,200</u>	<u>807,200</u>	<u>829,900</u>
Operating Expense						
604001	Travel & Training	—	352	1,750	1,750	1,750
604301	Electricity Svcs	8,477	9,880	9,700	9,700	9,900
604500	Risk Internal Svcs Charge	21,900	17,500	3,300	3,300	14,100
604550	Health Ins Internal Serv Chg	—	16,900	24,600	24,600	13,300
604610	Fleet Internal Svcs Charge	11,613	13,900	12,700	12,700	11,400
604989	IT Internal Svcs Charge	41,800	42,700	47,900	47,900	57,800
605220	Vehicle Fuel-On-Site	1,187	853	1,500	1,500	1,500
605225	Equip Gas Oil & Lube	—	—	900	900	900
605240	Uniforms Cost	833	1,415	—	—	—
605251	Noncap Equip (Item less 5000)	12,155	9,651	10,000	10,000	10,000
605290	Other Operating Supplies	6,836	7,524	7,500	7,500	7,500
605410	Subscriptions & Memberships	550	1,025	1,000	1,000	1,000
605500	Training-General	2,637	1,237	2,700	2,700	2,700
	<i>Sub-Total</i>	<u>107,987</u>	<u>122,936</u>	<u>123,550</u>	<u>123,550</u>	<u>131,850</u>
Departmental Capital Outlay						
606441	Vehicle Replacement Program	14,467	12,100	—	—	22,400
	<i>Sub-Total</i>	<u>14,467</u>	<u>12,100</u>	<u>—</u>	<u>—</u>	<u>22,400</u>
	Total	\$ 876,186	\$ 869,383	\$ 930,750	\$ 930,750	\$ 984,150

Police Expenditures by Object Code

Strategic Investigations—001-20-206-521-

Object #	Account Description	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Personnel Services						
601200	Employee Salaries	\$ 1,605,395	\$ 1,440,910	\$ 1,576,600	\$ 1,576,600	\$ 1,479,800
601205	Lump Sum Payout - Accrued Time	9,185	3,674	—	—	—
601210	Non-Pensionable Earnings	29,006	26,955	—	—	1,000
601215	Communication Stipend	9,626	8,676	8,600	8,600	7,900
601220	Longevity Pay	25,837	31,034	30,600	30,600	38,400
601390	Overtime-Court Time Pay	17,721	7,668	20,000	20,000	20,000
601400	Overtime-General	220,140	208,681	308,700	308,700	308,700
601402	Overtime-Special Events	—	—	—	—	5,000
601405	Overtime-SWAT	1,892	317	2,500	2,500	2,500
601410	Overtime-Holiday	53,129	56,928	54,000	54,000	54,000
601412	Overtime-Emergency	—	9,924	—	—	—
601561	Drop Transfer	—	20,380	88,800	88,800	88,800
602100	FICA & MICA	237,422	227,804	123,500	123,500	131,800
602220	Pension-Police	839,125	840,600	807,300	807,300	776,200
602265	Pension-457	3,861	3,857	3,900	3,900	4,000
602300	Pmt In Lieu Of Insurance	11,265	4,402	6,200	6,200	6,200
602304	Health Insurance-PPO	14,022	9,341	—	—	—
602305	Health Insurance-HMO	164,369	152,137	202,000	202,000	193,300
602306	Dental Insurance-PPO	9,672	9,116	10,200	10,200	10,200
602307	Dental Insurance-HMO	767	786	900	900	600
602309	Basic Life	3,280	1,269	4,500	4,500	4,200
602311	Long-Term Disability	1,816	1,181	2,200	2,200	2,100
602312	HDHP Aetna	49,892	71,409	84,800	84,800	88,200
602313	HSA Payflex	12,150	12,600	12,200	12,200	12,200
602400	Workers' Compensation	84,387	89,933	102,900	102,900	102,900
	<i>Sub-Total</i>	<u>3,403,958</u>	<u>3,239,582</u>	<u>3,450,400</u>	<u>3,450,400</u>	<u>3,338,000</u>
Operating Expense						
604001	Travel & Training	1,659	1,314	500	500	500
604401	Rental Vehicles	68,040	72,981	71,600	77,600	75,000
604500	Risk Internal Svcs Charge	54,700	43,700	8,100	8,100	34,600
604550	Health Ins Internal Serv Chg	—	35,500	61,500	61,500	33,200
604610	Fleet Internal Svcs Charge	32,937	39,200	35,700	35,700	32,100
604989	IT Internal Svcs Charge	94,000	90,700	101,800	101,800	122,800
605220	Vehicle Fuel-On-Site	563	19,649	12,600	12,600	12,900
605240	Uniforms Cost	4,825	3,633	—	—	—
605251	Noncap Equip (Item less 5000)	1,100	565	800	40,800	10,400
605290	Other Operating Supplies	1,396	780	800	800	800
605500	Training-General	376	925	1,000	1,000	1,000
605510	Tuition Reimbursement	4,376	—	2,800	2,800	2,800
	<i>Sub-Total</i>	<u>263,971</u>	<u>308,946</u>	<u>297,200</u>	<u>343,200</u>	<u>326,100</u>
Departmental Capital Outlay						
606441	Vehicle Replacement Program	44,400	55,463	—	—	22,100
	<i>Sub-Total</i>	<u>44,400</u>	<u>55,463</u>	<u>—</u>	<u>—</u>	<u>22,100</u>
	Total	\$ 3,712,329	\$ 3,603,991	\$ 3,747,600	\$ 3,793,600	\$ 3,686,200

Police Expenditures by Object Code

Police Support Services—001-20-208-529-

Object #	Account Description	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Personnel Services						
601200	Employee Salaries	\$ 1,532,479	\$ 1,504,128	\$ 1,497,200	\$ 1,497,200	\$ 1,377,100
601205	Lump Sum Payout - Accrued Time	30,200	56,453	39,800	39,800	35,000
601210	Non-Pensionable Earnings	48,380	1,181	—	—	3,000
601215	Communication Stipend	2,850	2,817	2,800	2,800	2,800
601220	Longevity Pay	13,946	11,218	8,800	8,800	9,600
601390	Overtime-Court Time Pay	—	84	100	100	100
601400	Overtime-General	30,981	41,131	51,700	51,700	51,700
601410	Overtime-Holiday	48,358	50,431	50,000	50,000	50,000
601412	Overtime-Emergency	1,819	5,370	—	—	—
601561	Drop Transfer	—	16,125	—	—	—
602100	FICA & MICA	126,227	125,803	118,500	118,500	113,100
602210	Pension-General	198,505	244,845	280,300	280,300	211,400
602235	Pension-Senior Mgmt	62,600	67,575	76,600	76,600	36,000
602265	Pension-457	9,422	8,239	7,600	7,600	5,600
602300	Pmt In Lieu Of Insurance	—	3,884	—	—	—
602304	Health Insurance-PPO	35,661	31,004	28,200	28,200	14,600
602305	Health Insurance-HMO	235,439	238,497	253,200	253,200	284,800
602306	Dental Insurance-PPO	9,752	7,507	8,100	8,100	7,100
602307	Dental Insurance-HMO	940	2,035	2,300	2,300	2,600
602309	Basic Life	5,891	3,919	4,300	4,300	3,900
602311	Long-Term Disability	1,954	1,651	2,100	2,100	2,000
602312	HDHP Aetna	7,738	20,026	27,100	27,100	14,100
602313	HSA Payflex	2,700	5,600	5,400	5,400	2,700
602400	Workers' Compensation	125,200	134,300	170,200	170,200	170,200
	<i>Sub-Total</i>	2,531,039	2,583,822	2,634,300	2,634,300	2,397,400
Operating Expense						
603150	Information Technology Svc	16,775	17,920	172,500	172,500	686,533
603301	Court Appear & Trans Fee	22,336	16,856	27,500	19,500	20,000
604001	Travel & Training	13,972	2,666	3,500	2,500	3,500
604100	Communication Services	173,556	7,135	9,000	9,000	9,000
604200	Postage	11,187	6,925	15,500	15,500	12,000
604300	Water/Wastewater Svc	34,502	37,979	40,500	40,500	42,000
604301	Electricity Svcs	150,919	158,459	166,300	166,300	166,800
604500	Risk Internal Svcs Charge	81,600	65,200	12,200	12,200	52,100
604550	Health Ins Internal Serv Chg	—	58,800	84,200	84,200	45,600
604610	Fleet Internal Svcs Charge	47,453	56,400	51,300	51,300	46,100
604611	Vehicle Rehab & Enhance	27,692	20,309	30,000	35,000	30,000
604612	Vehicle Ancillary	9,010	17,288	11,000	18,500	11,000
604613	Vehicle Detail	3,578	2,406	3,000	3,000	3,000
604625	R&M Equipment	—	7,367	4,500	11,500	6,200
604645	R&M Radios	24,246	26,919	225,600	67,827	61,300
604650	R&M Office Equip	1,085	—	—	—	—
604700	Printing & Binding Svc	5,795	5,329	13,000	13,000	13,000
604970	Prisoner Care	—	—	16,000	—	—
604989	IT Internal Svcs Charge	376,650	676,300	576,500	576,500	633,700
604997	Other Operating Expenses	5,508	5,741	6,000	7,547	6,000
605100	Office Supplies	14,964	11,036	18,000	13,000	18,000
605120	Computer Operating Expenses	3,655	84	1,500	1,500	2,000
605220	Vehicle Fuel-On-Site	7,277	5,890	2,100	2,100	2,200
605225	Equip Gas Oil & Lube	—	—	900	900	900

Police Expenditures by Object Code

Police Support Services—001-20-208-529-

Object #	Account Description	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
605240	Uniforms Cost	10,652	5,742	11,100	11,100	11,100
605244	Personal Prop Reimburse	460	238	500	1,000	500
605251	Noncap Equip (Item less 5000)	4,877	8,535	10,000	13,400	20,000
605290	Other Operating Supplies	9,294	2,284	8,000	3,409	8,000
605410	Subscriptions & Memberships	1,272	1,156	2,500	2,500	2,500
605500	Training-General	3,168	2,406	2,000	2,500	2,000
605510	Tuition Reimbursement	17,195	1,485	5,000	5,000	5,000
	<i>Sub-Total</i>	1,078,680	1,228,857	1,529,700	1,362,783	1,920,033
Departmental Capital Outlay						
606441	Vehicle Replacement Program	57,933	172,453	—	—	67,700
606700	Law Enforce. Memorial/Display	—	—	—	13,381	—
	<i>Sub-Total</i>	57,933	172,453	—	13,381	67,700
	Total	\$ 3,667,652	\$ 3,985,132	\$ 4,164,000	\$ 4,010,464	\$ 4,385,133



Book Donation at Elementary School

Police Expenditures by Object Code

Object #	Account Description	Justification
<u>Revenue</u>		
342130	Alarm Registration Fees	This represents fees that the City charges to residential and commercial establishments that have burglar alarms within the City Limits.
349000	Lien Research	Lien search to cover cost for validation.
351500	Traffic Court Fines-General	This revenue source is a reimbursement from Broward County for the traffic violations issued by Miramar Police Department.
351502	Civil Penalty Surcharge	Revenues collected will be used for technological enhancements utilized by code enforcement.
354100	Local Ordinance Violations	This revenues source is generated when a property or vehicle owner violates Miramar City code.
354101	Broward County Parking Fines	This represents the City's portion of parking fines collected from Broward County.
354102	City Code Violations	This represents assessments of City Code violations.
362102	Rental-Police Range Master	This revenue source is generated from Range Rental fees and reimbursement from Federal Government for rental cars.
369910	Reimbursed Expenses-General	Reimbursement for overtime worked on Task Force operations.
<u>Expense</u>		
601390	Overtime-Court Time Pay	This line item is used to fund contractually driven overtime for court appearances while off-duty.
601400	Overtime-General	This line reflects anticipated overtime expenditures based on increased activity, minimum staffing requirements, contractual agreements, investigators called out to major crimes, for crime scene processing, presentations at Homeowner's Association Meetings, and other emergency situations after regular business hours.
601402	Overtime-Special Events	This request will fund police services to city events such as Concerts in the Park, 5K-10K Run and other events scheduled by any city departments.
601405	Overtime-SWAT	This line item accounts for police SWAT and Hostage Negotiations overtime.
601410	Overtime-Holiday	This expenditure is for overtime hours worked on assigned holidays, to include days worked and not worked per the individual collective bargaining agreements.
603140	New Hire Screening	This line item is used to fund the costs associated with conducting background checks for potential new hire police employees.
603150	Information Technology Svc	<p>This line item provides funding for online computerized information services.</p> <p>Reed Elsevier- AVCC service - \$1600 monthly Reed Elsevier- news media service - \$200 monthly West Publishing media services - \$19,000 (\$1550 monthly) Identi-Kit Annual Maintenance - \$1400 Net Motion maintenance - \$19,500 All Traffic solution Annual maintenance - \$6,000 Biometrics4all Annual maintenance - \$1,100 Hawk Analytics Annual maintenance - \$6,000 Power Details Annual maintenance - \$8,000 Cellebrite Annual maintenance - \$4,000 Coban Technologies Annual maintenance - \$8,500 Keytrak Annual Maintenance - \$2,000 Motorola Solutions Annual CAD maintenance - \$32,800 CI Technologies Annual maintenance - \$1,900 Crash Data Annual maintenance - \$1,100 Global Positioning Service Info. Technology - \$500 TVEyes - \$5000 Body Camera Licenses - \$3300 Dropbox - \$200 Vigilent - Vetted - \$19500 EvidenceonQ - \$9,800 Pix4d - \$500 Hootsuite - \$200 PowerDMS - \$2,200 Motorola Solutions 2nd Touch - \$8,200 Collective QM - \$9,900 Lefta Systems - \$20,000 Gov Easy-Inkforce - \$23,000 Vigilent Commercial - \$20,000 Body Worn Camera - \$233,000 Shot Spotter - \$198,333</p>
603183	Accreditation Fees	<p>Annual accreditation fees:</p> <p>CALEA - \$9000 Commission for Florida Law Enforcement - \$1000</p>



Police Budget Justification

Object #	Account Description	Justification
603190	Prof Svcs-Other	This line item is used to fund outside professional services: Videographer services - \$5,000 (\$1250 per video) Psychological testing (\$290 pp) - \$10,500 Forensic investigation - \$1500 (DNA testing and photo recognition) Destruction of Police Uniforms - \$1000
603301	Court Appear & Trans Fee	This line item is for transcribed statements and the use of other investigative tools during criminal and internal affairs investigations. Using a transcription service eliminates paying overtime to type statements during peak times, and will supplement existing resources during time sensitive requirements for statements or to maintain the workflow when employees are out without using overtime funds.
603407	Board up Services	Expenses relating to vendor board up services to secure homes that have been burglarized, left unsecured, and where the owner could not be contacted to secure the residence before the departure of police personnel.
603425	Software License & Maint	This line funds the police department's portion of the costs associated with the annual maintenance of the computer aided dispatch system and other systems: Insight Public Sector - Mark 43 software - \$208,900 Superior Migration Support - \$6,600 Carolina Crisis Annual Software - \$800
603459	Crossing Guards	This line item is used to fund contractual crossing guard services for all school zones within Miramar.
603460	Landscape Services	This line item is to fund the maintenance of vacant properties to include lawn mowing, pool services, and trash removal that violate city code.
603501	Travel-Investigations	This line item funds travel expenses, including tolls, for out of the area or out of state investigators to complete criminal investigations. This also includes the need or requirement for internal affairs investigators or background investigators to leave the area.
604001	Travel & Training	This line item funds travel and accommodations associated with specialized trainings and conferences, such as International Association of Chiefs of Police, FBINAA, the Mayor's Youth Advisory Council and many other annual training conferences.
604100	Communication Services	This line funds cellular service fees for HNT line and cable services for PDHQ and WSS: ATT - \$20 per month - \$240 Comcast PDHQ - \$540 per month - \$6,480 Comcast WSS - \$50 per month - \$600 Other - \$1,680
604200	Postage	This account represents allocated costs for mailings and delivery services for U.P.S. and Federal Express.
604300	Water/Wastewater Svc	Costs associated with water and wastewater services for police department buildings.
604301	Electricity Svcs	This account represents allocated costs for electricity usage.
604401	Rental Vehicles	This cost is for rental vehicles: Enterprise Holding (5 vehicles) - \$3,875 per month - \$46,500 Royal Rental (3 vehicles) - \$2,376 per month - \$28,500
604405	Leased Motorcycles	This line funds the costs for 9 Leased Motorcycles: Peterson's Harley-Davidson 9 motorcycles at \$785 each per month - \$90,000
604500	Risk Internal Svcs Charge	This is a restricted account for allocated property and liability insurance premiums as per HR-Risk Management.
604550	Health Ins Internal Serv Chg	Funds the City's wellness program that encourage employees to adopt healthy habits through education, incentives and an on-site clinic.
604610	Fleet Internal Svcs Charge	This account is for repair and maintenance of city vehicles as per PW Fleet Maintenance.
604611	Vehicle Rehab & Enhance	This line is for repair and maintenance work on department vehicles considered to be outside the normal scope of repair and maintenance, and considered to be an enhancement to the existing vehicle. An example of this would be the replacement of a broken vehicle emergency light bar with a new one when the existing light bar cannot be repaired.
604612	Vehicle Ancillary	This line is for ancillary costs related to department owned vehicles, such as vehicle cleaning, biohazard cleaning services, window tinting services, etc. This also covers the costs of equipment needed to properly outfit each vehicle, such as fire extinguishers, water rescue rope, first aid kits, flares, personal biohazard/personal protective equipment.
604613	Vehicle Detail	This line is for costs associated with vehicle cleanliness and general upkeep.
604614	R&M Motorcycle	This line is for costs associated with motorcycle repair costs not covered under the motorcycle vendor lease agreement.
604625	R&M Equipment	This line represents costs associated with the repair and maintenance of equipment.
604645	R&M Radios	The funds allocated to this account will be used for repair and maintenance of department's radio equipment when not covered under warranty or maintenance contract.
604700	Printing & Binding Svc	This line funds expenses associated with the printing and binding of various department forms and reports, such as police reports, case cards, business cards, training handouts, arrest cards, educational flyers, etc.

Police Budget Justification

Object #	Account Description	Justification
604825	Crime Prevention	This line funds expenses associated with the Civilian Police Academy, Citizen Volunteer Program, and Citizen Crime Watch. Educational efforts via lectures, visual aids, and hand-out materials are offered to homeowners' associations, civic groups, churches, businesses and the public-spirited schools by all department personnel.
604916	Administrative Expense	This expenditure is associated with ceremonies, community events, staff meetings, personnel remembrances, awards and presentations.
604917	Volunteer Administrative Exp	This line is for costs associated with volunteer programs, supplies, events, etc.
604931	Recording Fees	This line item is for costs associated with recording special magistrate hearings in all applicable mediums.
604950	Employee Awards	For employee recognition and awards.
604965	Special Magistrate	This line item is for fees paid to contract attorneys who provide special magistrate services to the city.
604989	IT Internal Svcs Charge	This account is for technology related costs such as leased computers, internet, intranet, land lines, network, telephone, software licenses, database needs and support services.
604997	Other Operating Expenses	This cost is for supplies that are not accounted for in other line items.
604998	Contingency	This is required for unexpected costs and emergencies which have not been budgeted for in other accounts.
605100	Office Supplies	This cost is for desktop and other general office supplies for the department.
605120	Computer Operating Expenses	This cost is for the print management contract and computer related supplies such as paper, ribbons, tapes, laser toner drum, and printer related supplies.
605220	Vehicle Fuel-On-Site	This account covers the cost of gas and oil used for city vehicles.
605221	Vehicle Fuel-Off-Site	This account covers costs for city vehicles fueled outside of city limits. It is primarily used when city vehicles are used to transport employees to off-site trainings, meetings or other city related events.
605225	Equip Gas Oil & Lube	This account is used for gas, oil and lube for generator and other equipment.
605230	Program Supplies	This line funds costs associated with school programs such as equipment, supplies, and other expenses related to the Student Resource Officer and Explorer programs.
605240	Uniforms Cost	This account is used for the replacement and initial issuance of all uniforms and accessories worn by both police and civilian personnel of the department.
605242	Protective Clothing	This account is used for the replacement and initial issuance of all protective clothing worn by both police and civilian personnel of the department. Includes approved above base request of \$77,719 for Safety Equipment Replacement (Year 1 of 2).
605244	Personal Prop Reimburse	This expenditure is a stipulated contractual agreement in the current PBA agreement where members are reimbursed for personal property damaged in the line of duty.
605251	Noncap Equip (Item less 5000)	Account used for noncapital equipment items that cost under \$5,000 each: Crime scene processing supplies and equipment: Drug testing kits, fingerprint processing equipment, gunpowder detection kits, evidence markers, biohazard gear, evidence packaging) - \$10,000 Replacement of Automated External Defibrillators (AEDs) - \$10,000 Equipment rental for DUI checkpoints (solar light towers, traffic cones) - \$5,000 Camera equipment and accessories - \$3,000 Pelican Battery Operated Lights - \$4,000 Crime Scene Privacy Screens - \$4,800 Utility Pedestal System - \$7,500 Interview room acoustics - \$3,000 Breaching Kits - \$2,100 Dive tools - \$2,700 Promotional products for recruitment and department events - \$2,300 Lidar Lasers - \$15,000 Miscellaneous equipment - \$13,000 Safety Equipment Replacement - above base request - \$10,815
605261	Canine Expenses	This cost is for veterinary care, food, grooming, and other related supplies needed for police canines.
605270	Ammunition Expense	This account is used to purchase weapons, munitions, simunitions and long-barrel weapons. Semi-annual qualification and regular practice in firearms training is performed in order to maintain a level of proficiency as mandated by state standards. Replaced ammunition is used for practice to lower expenses. In addition to rounds expended during practice and qualification, fresh factory ammunition is issued to all officers yearly. Includes approve above base request for Safety Equipment Replacement \$14,064.
605290	Other Operating Supplies	This line item is for commodities for the operating budget such as batteries, flares, cassette tapes for transcriptions, tools for sign and graffiti removal, first aid supplies, crime scene tape and processing supplies and items used for surveillance.

Police Budget Justification

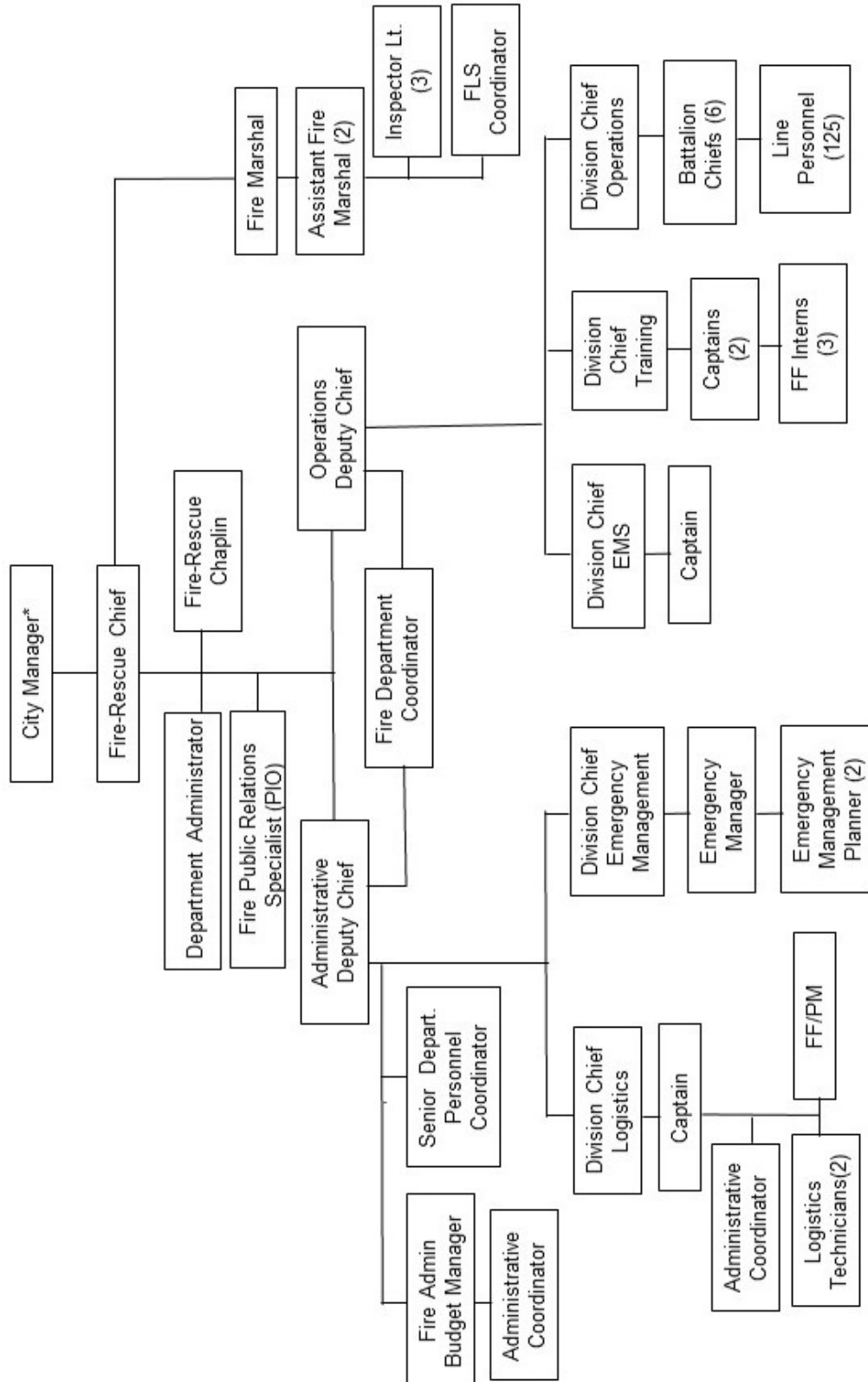
Object #	Account Description	Justification
605410	Subscriptions & Memberships	<p>This cost is for various professional organizational memberships and subscriptions, professional journals and online subscriptions, and access to training materials which update employees on changing laws and procedures within their job functions:</p> <p>Kiwanis Group annual membership - \$300 Sun Sentinel subscription - \$100 International Conference of Police Chaplains (3 members) - \$400 Fl. Police Chiefs Association (6 members) - \$1,100 International Assoc. of Chiefs of Police (6 members) - \$1,200 Broward County Chiefs of Police Assoc. (13 members) - \$1,900 South Florida Background Investigators agency membership - \$125 National Internal Affairs Investigators Assoc. agency membership - \$50 Society for Human Resources (1 member) - \$200 International Assoc. for Identification membership (4 members) - \$400 American Academy of Forensic Sciences (1 member) - \$25 Assoc. for Crime Scene Reconstruction (1 member) - \$40 International Associate for Property & Evidence (3 members) - \$150 FL Division of the International Assoc. for Identification (4 members) - \$140 Sam's Club Annual Membership - \$45 International Assoc. of Financial Crimes Investigators (2 members) - \$160 National Narcotic Detector Dog Assoc. (1 member) - \$55 North American Police Work Dog Association membership (1 member) - \$45 Gold Coast Assoc. of Code Enforcement membership (15 members) - \$450 FL Assoc. of Code Enforcement (15 members) - \$600 Allotment for price increases and/or new subscriptions/memberships - \$2,615</p>
605500	Training-General	<p>This is for local training by subject matter experts to include course registration fees and training materials needed to support training activities.</p> <p>Palm Beach County Sheriff Office - \$300 University of Central Florida-safety training for Code officers - \$2000 FBI Leeds - \$650 Miami Dade Police Dept. Training Bureau - \$1550 Police Motorcycle Training - \$1450 Police/CSA Academy for new hires, general officer safety courses - \$35,565 Broward Victim Advocate training - \$250 Fl. Dept. of Health- 911 Dispatch Certification Fee - \$350 Police Honor Guard - \$150 Glock/Range/Tactical Training - \$3000 FAU Public Safety Leadership Course - \$2000 Code Officer Safety Training courses - \$1300 State of Florida Bureau of Criminal Justice - \$160 Institute of Police Technology - \$225 International Assoc. of Identification - \$600 Exam fees - \$550 Fl. State College of Jacksonville - 911 dispatch certification course - \$600 John Scott Dailey Fl. Institute - Leadership course - \$1300 Police Range - \$2300</p>
605510	Tuition Reimbursement	<p>Education assistance to permanent employees that is associated with a certificate or degree program at a community college or state college/university. Education must be related to the employee's present position or have the ability to assist in a promotional opportunity. The cost covers books and lab fees associated with the course.</p>
606441	Vehicle Replacement Program	<p>This budgeted amount is for escrow for future vehicle replacements.</p>

Fire-Rescue

Mission

***To protect, serve and educate our
community with pride and
professionalism.***

Fire-Rescue Organizational Chart



*Budgeted in the Office of the City Manager



Department Overview

The Fire-Rescue Department provides services to the City's residents from five City-owned stations. The Fire Chief is responsible for and has the ultimate authority in every aspect of the fire service.

As indicated in the Position Detail, this department has 164.5 budgeted positions of which 163 are full-time and three (1.5 FTEs) part-time employees. The seven (7) programs provided are:

1. Administration
2. Logistics
3. Life Safety
4. Fire Protection
5. Fire-Rescue Training
6. Emergency Management
7. Emergency Medical Services

FY 2021 Accomplishments

- COVID-19 Vaccination Point of Distribution (POD) staffing.
- Provided in home COVID testing for seniors.
- Continued to provide Personal Protective Equipment (PPE) and decontamination supplies to all departments in the city.
- Hired three Fire Department Interns.
- Moved Fire-Rescue Logistics to West Police Department Substation.
- Completed Community Emergency Response Team (CERT) training through a hybrid program.
- Re-certified city staff on CPR, First Aid and Fire Extinguisher training.
- Everglades High School program: a total of 15 students in the program.
- Conducted Department Human Resource training.
- FEMA certification and training city-wide.
- Purchased 2nd set of bunker gear for each firefighter.
- Upgraded station alerting system in each of the fire stations.

Program Revenues, Expenditures and Positions Summary

	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Dedicated Revenues					
Administration	\$ 272	\$ 205	\$ 100	\$ 100	\$ 200
Life Safety	1,485,193	1,767,383	1,550,000	1,550,000	1,600,000
Fire Protection	21,241,681	21,510,285	22,325,880	22,325,880	22,475,880
Fire-Rescue Training	2,515	1,606	3,000	3,000	2,500
Emergency Medical Services	1,328,395	1,656,077	1,400,000	1,400,000	1,612,392
Other (Unassigned)	776,645	—	—	—	—
Total	\$ 24,834,702	\$ 24,935,555	\$ 25,278,980	\$ 25,278,980	\$ 25,690,972

* Dedicated revenue covers 100% (FY18 thru FY22) of fire protection costs and allowable expenditures in other programs and CIP.

	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Expenditures by Program					
Administration	\$ 2,792,852	\$ 1,936,339	\$ 2,440,530	\$ 2,456,692	\$ 2,718,300
Logistics	1,161,036	1,006,826	919,195	927,570	1,325,800
Life Safety	1,770,379	1,965,452	2,076,600	2,064,178	2,147,900
Fire Protection	17,171,404	18,462,066	18,346,768	20,963,640	18,614,900
Fire-Rescue Training	879,097	1,463,384	1,110,090	1,289,376	810,100
Emergency Management	588,765	617,570	419,150	416,675	843,221
Emergency Medical Services	12,448,774	13,937,960	14,439,000	16,770,600	14,852,900
District 107 Response Time Imprvmnt	472	—	—	—	—
Total	\$ 36,812,777	\$ 39,389,596	\$ 39,751,333	\$ 44,888,731	\$ 41,313,121

Fire-Rescue







Expenditures by Category	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Personnel Services	\$ 31,721,946	\$ 34,124,390	\$ 34,883,700	\$ 39,974,000	\$ 36,325,200
Operating Expense	3,750,700	3,638,822	4,683,695	4,630,831	4,362,660
Capital Outlay	1,340,131	1,626,384	183,938	283,900	625,261
Total	\$ 36,812,777	\$ 39,389,596	\$ 39,751,333	\$ 44,888,731	\$ 41,313,121

Positions by Program					
Administration	9.00	8.00	8.00	8.00	8.00
Logistics	6.00	5.00	5.00	5.00	5.00
Life Safety	8.00	8.00	7.00	8.00	8.00
Fire Protection	70.50	70.50	70.50	69.50	69.50
Fire-Rescue Training	3.00	4.00	5.50	5.50	5.50
Emergency Management	4.00	4.00	3.00	4.00	4.00
Emergency Medical Services	65.50	65.50	65.50	64.50	64.50
Total	166.00	165.00	164.50	164.50	164.50







Position Detail					
Administrative Coordinator	4.00	3.00	3.00	2.00	2.00
Assistant Fire Marshal/Fire Plans Examiner	1.00	1.00	1.00	2.00	2.00
Battalion Chief	6.00	6.00	6.00	6.00	6.00
Captain	25.00	25.00	25.00	25.00	25.00
Department Administrator	1.00	1.00	1.00	1.00	1.00
Department Budget Coordinator	1.00	1.00	1.00	—	—
Deputy Fire Chief	1.00	1.00	1.00	1.00	1.00
Division Chief	5.00	5.00	4.00	5.00	5.00
Driver/Engineer	21.00	21.00	21.00	21.00	21.00
Emergency Mgmt. Manager	1.00	1.00	1.00	1.00	1.00
Emergency Mgmt. Planner	2.00	2.00	2.00	2.00	2.00
Fire Administrative Budget Manager	—	—	—	1.00	1.00
Fire & Public Relations Specialist	—	—	—	1.00	1.00
Fire Chief	1.00	1.00	1.00	1.00	1.00
Fire Department Coordinator	2.00	2.00	2.00	1.00	1.00
Fire Life Safety Coordinator	1.00	1.00	1.00	1.00	1.00
Fire Marshal	1.00	1.00	1.00	1.00	1.00
Firefighter EMT	—	—	—	3.00	3.00
Firefighter Paramedic	65.00	65.00	65.00	60.00	60.00
Inspector Lieutenant	4.00	4.00	4.00	4.00	4.00
Intern - Firefighter - Part-time (3)	—	—	1.50	1.50	1.50
Logistics Technician	2.00	2.00	2.00	2.00	2.00
Rescue Lieutenant	21.00	21.00	21.00	21.00	21.00
Senior Administrative Manager	1.00	1.00	—	—	—
Senior Department Personnel Coordinator	—	—	—	1.00	1.00
Total FTE's	166.00	165.00	164.50	164.50	164.50

Positions by Classification					
Certified Firefighters	151.00	151.00	150.00	150.00	150.00
Clerk/Tech/Firefighter Paramedic Trainee	15.00	14.00	14.50	14.50	14.50
Total	166.00	165.00	164.50	164.50	164.50







Fire-Rescue Balanced Scorecard

Measures	Objectives	Series Status	FY 2020 Actual	FY 2021 Actual	FY 2022 Goal
 Total Miramar Fire-Rescue Transports	Enhanced Continuity of service	Q4 Actual	1,210.00	1,518.00	
		YTD Actual	4,555.00	5,514.00	
		EOY Target	5,600.00	5,600.00	5,600.00
		% Target	81.34%	98.46%	
		% Goal	100.00%	100.00%	
 Total Average EMS Response Times (in minutes)	Reduce Fire-Rescue Response Times to Medical Calls	Q4 Actual	7.13	7.06	
		YTD Actual	6.96	6.80	
		EOY Target	6.00	6.00	6.00
		% Target	86.21%	88.30%	
		% Goal	100.00%	100.00%	
 % of EMS calls arrived in 6 minutes or less	Reduce Fire-Rescue Response Times to Medical Calls	Q4 Actual	72.00%	70.00%	
		YTD Actual	71.58%	71.50%	
		EOY Target	83.00%	83.00%	83.00%
		% Target	86.24%	86.14%	
		% Goal	100.00%	100.00%	
 Total Average Fire Response Time (in minutes)	Reduce Fire-Rescue Response Times to Medical Calls	Q4 Actual	5.03	5.30	
		YTD Actual	5.14	4.91	
		EOY Target	6.00	6.00	6.00
		% Target	116.85%	122.20%	
		% Goal	100.00%	100.00%	
 % of Fire calls arrived in 6 minutes or less	Reduce Fire-Rescue Response Times to Medical Calls	Q4 Actual	87.30%	88.64%	
		YTD Actual	87.38%	86.44%	
		EOY Target	90.00%	90.00%	90.00%
		% Target	97.09%	96.04%	
		% Goal	100.00%	100.00%	
 Number of EMS Calls Responded to	Enhanced Continuity of service	Q4 Actual	2,109.00	2,582.00	
		YTD Actual	8,179.00	9,204.00	
		EOY Target	8,984.00	8,984.00	8,984.00
		% Target	91.04%	102.45%	
		% Goal	100.00%	100.00%	

Fire-Rescue Balanced Scorecard

Measures	Objectives	Series Status	FY 2020 Actual	FY 2021 Actual	FY 2022 Goal
 Number of Fire Calls Responded to	Enhanced Continuity of service	Q4 Actual	976.00	1,025.00	
		YTD Actual	3,917.00	3,996.00	
		EOY Target	2,432.00	2,432.00	2,432.00
		% Target	161.06%	164.31%	
		% Goal	100.00%	100.00%	
 Percent of Cardiac Patients with pulsatile rhythms upon delivery to a hospital	Enhanced Continuity of service	Q4 Actual	9.00%	10.00%	
		YTD Actual	15.00%	13.00%	
		EOY Target	15.00%	15.00%	15.00%
		% Target	100.00%	86.67%	
		% Goal	100.00%	100.00%	
 Meets budget target - Expenses	Finances	Q4 Actual	\$11,175,893.96	\$ 16,150,689.98	
		YTD Actual	\$39,389,596.21	\$ 44,191,530.17	
		EOY Target	\$39,238,109.00	\$ 39,797,981.25	\$ 41,313,121.00
		% Target	100.39%	111.04%	
		% Goal	100.00%	100.00%	
 Meets projected target - Expenses	Finances	Q4 Actual	\$11,175,893.96	\$ 16,150,689.98	
		YTD Actual	\$39,389,596.21	\$ 44,191,530.17	
		EOY Projection	\$38,440,735.00	\$ 38,837,231.40	\$ 41,313,121.00
		% Target	102.47%	113.79%	
		% Goal	100.00%	100.00%	
 Meets budget target - Revenues	Finances	Q4 Actual	\$956,696.84	\$ 944,504.48	
		YTD Actual	\$24,935,501.17	\$ 25,266,713.88	
		EOY Target	\$24,940,043.00	\$ 25,278,980.00	\$ 25,690,972.00
		% Target	99.98%	99.95%	
		% Goal	100.00%	100.00%	
 Meets projected target - Revenues	Finances	Q4 Actual	\$956,696.84	\$ 944,504.48	
		YTD Actual	\$24,935,501.17	\$ 25,266,713.88	
		EOY Projection	\$25,200,764.00	\$ 25,564,465.00	\$ 25,690,972.00
		% Target	98.95%	98.84%	
		% Goal	100.00%	100.00%	

Fire-Rescue Balanced Scorecard

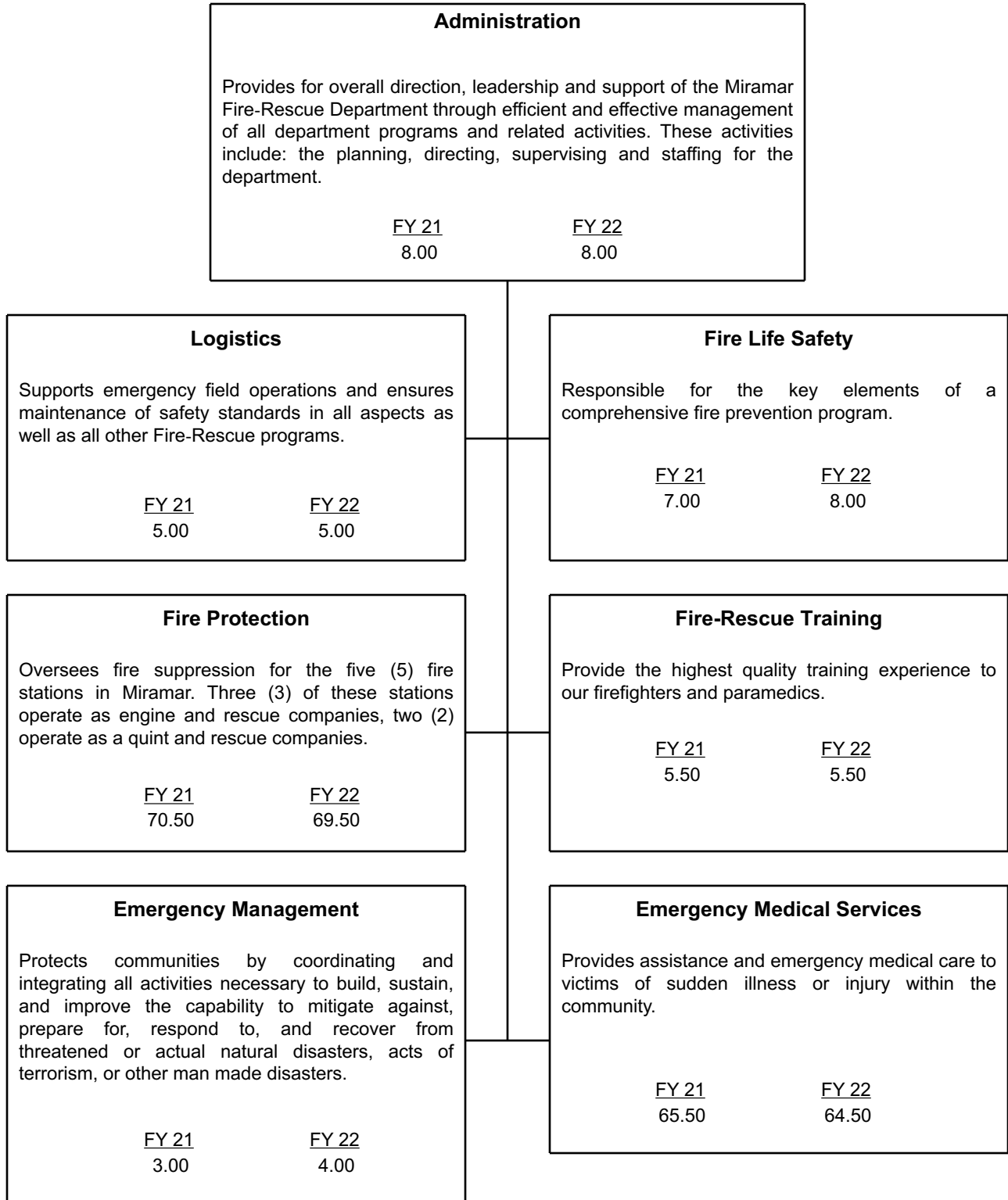
Measures	Objectives	Series Status	FY 2020 Actual	FY 2021 Actual	FY 2022 Goal
 Percent of Fire Plan Reviews Processed within 4 days	Reduce Property Loss and Destruction	Q4 Actual	19.70%	15.00%	
		YTD Actual	55.18%	34.14%	
		EOY Target	90.00%	90.00%	90.00%
		% Target	61.31%	37.94%	
		% Goal	100.00%	100.00%	
 Number of Fire Plans reviewed	Reduce Property Loss and Destruction	Q4 Actual	355.00	266.00	
		YTD Actual	1,237.00	1,051.00	
		EOY Target	824.00	824.00	824.00
		% Target	150.12%	127.55%	
		% Goal	100.00%	100.00%	
 Total Number of Life Safety Inspections	Reduce Property Loss and Destruction	Q4 Actual	475.00	1,073.00	
		YTD Actual	3,803.00	4,440.00	
		EOY Target	3,444.00	3,444.00	3,444.00
		% Target	110.42%	128.92%	
		% Goal	100.00%	100.00%	
 Total training hours (248 per FF/PM)	Enhance Fire Training	Q4 Actual	9,317.73	11,433.40	
		YTD Actual	34,057.95	43,858.96	
		EOY Target	37,448.00	37,448.00	37,448.00
		% Target	90.95%	117.12%	
		% Goal	100.00%	100.00%	
 Survey: Fire Service Quality, Among all respondents: % Excellent or Good	Professional Development	Q4 Actual	98.00%	90.00%	
		YTD Actual	98.50%	92.63%	
		EOY Target	98.00%	98.00%	98.00%
		% Target	100.51%	94.52%	
		% Goal	100.00%	100.00%	
 Number of incidents per 1,000 residents	Improve planning and preparedness	Q4 Actual	22.22	25.97	
		YTD Actual	86.78	95.04	
		EOY Target	84.00	84.00	84.00
		% Target	103.31%	113.14%	
		% Goal	100.00%	100.00%	

FY21 actuals (revenues and expenses) are as of 11-25-21.

End of year targets exclude year-end budget amendments.



Fire-Rescue FTE's by Program



Fire-Rescue Budget Summary by Program

Administration—Program 100

Description

The Administration Program provides for overall direction, leadership and support of the Miramar Fire Rescue Department through efficient and effective management of all department programs and related activities. These activities include; the planning, directing, supervising, and staffing for the department. This program is responsible to ensure that the Department consistently meets and exceeds the goals of the City along with applicable standards or regulations which will result in the delivery of responsive, effective, and efficient fire department services. Components of the Administration Program include policy development, personnel administration, planning, research and development, financial management, union contract negotiations, labor relations, records management, communications, information technology, payroll and accounts payable.

Dedicated Revenues	Object Code	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Other Charges and Svcs	349003	\$ 272	\$ 205	\$ 100	\$ 100	\$ 200

Expenditures by Category

Personnel Services	\$ 2,205,535	\$ 1,290,627	\$ 1,791,900	\$ 1,791,900	\$ 1,974,600
Operating Expense	563,084	582,202	648,630	658,767	711,800
Departmental Capital Outlay	24,233	63,510	—	6,025	31,900
Total	\$ 2,792,852	\$ 1,936,339	\$ 2,440,530	\$ 2,456,692	\$ 2,718,300

Percent of Time by Position

Administrative Coordinator	2.00	1.00	2.00	1.00	1.00
Department Administrator	1.00	1.00	1.00	1.00	1.00
Department Budget Coordinator	1.00	1.00	1.00	—	—
Deputy Fire Chief	1.00	1.00	1.00	1.00	1.00
Fire Administrative Budget Manager	—	—	—	1.00	1.00
Fire & Public Relations Specialist	—	—	—	1.00	1.00
Fire Chief	1.00	1.00	1.00	1.00	1.00
Fire Department Coordinator	2.00	2.00	2.00	1.00	1.00
Senior Administrative Manager	1.00	1.00	—	—	—
Senior Department Personnel Coordinator	—	—	—	1.00	1.00
Total	9.00	8.00	8.00	8.00	8.00



Fire-Rescue Budget Summary by Program

Logistics—Program 302

Description

The Logistics Program is a responsive program that supports emergency field operations and ensures compliance with apparatus, equipment, facility and personal protective equipment safety standards for the department. This program is responsible for ensuring that emergency operations are prepared to be in a constant state of readiness by coordinating fleet, facility, and equipment purchasing, inventory, maintenance, testing and repairs. The Program is also responsible for procuring, maintaining and delivering emergency medical supplies, station supplies, fire suppression supplies, uniforms, bunker gear, medications and safety equipment. The Logistics Facility is the receiving and distribution center for the Fire-Rescue Department. Staff oversees various large scale projects by providing project management for assigned projects. The Logistics program ensures all equipment, apparatus and personal protection equipment are maintained, inspected and tested annually to meet national safety standards and local codes and regulations.

Object Code	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Dedicated Revenues					
None	\$ —	\$ —	\$ —	\$ —	\$ —

Expenditures by Category

Personnel Services	\$ 891,299	\$ 756,662	\$ 679,600	\$ 679,600	\$ 1,049,500
Operating Expense	241,370	223,529	239,595	247,970	244,700
Departmental Capital Outlay	28,367	26,635	—	—	31,600
Total	\$ 1,161,036	\$ 1,006,826	\$ 919,195	\$ 927,570	\$ 1,325,800

Percent of Time by Position

Administrative Coordinator	1.00	1.00	1.00	1.00	1.00
Captain	1.00	—	—	—	—
Division Chief	1.00	1.00	1.00	1.00	1.00
Firefighter Paramedic	1.00	1.00	1.00	1.00	1.00
Logistics Technician	2.00	2.00	2.00	2.00	2.00
Total	6.00	5.00	5.00	5.00	5.00

Fire-Rescue Budget Summary by Program

Life Safety—Program 303

Description

The Fire Life Safety Program is a mission critical program whose primary function is the prevention of loss of life and or property; via the efforts of all members of the fire service and its leadership who are responsible for the key elements of a comprehensive fire prevention program. A program consisting of: fire safety education, fire investigations, enforcement of all state, county and local codes and ordinances, pre-construction plan review and permit approval, property inspection, evaluation of built-in fire protection systems, training of inspectors and firefighters, as well as members of our community, and offering professional consultation services in the field of life safety to entities entering our municipality.

Dedicated Revenues	Object Code	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Inspection Fees	342510	\$ 1,485,193	\$ 1,767,383	\$ 1,550,000	\$ 1,550,000	\$ 1,600,000

Expenditures by Category

Personnel Services	\$ 1,648,010	\$ 1,780,994	\$ 1,935,000	\$ 1,935,000	\$ 1,978,700
Operating Expense	122,369	124,158	141,600	129,178	162,200
Departmental Capital Outlay	—	60,300	—	—	7,000
Total	\$ 1,770,379	\$ 1,965,452	\$ 2,076,600	\$ 2,064,178	\$ 2,147,900

Percent of Time by Position

Administrative Coordinator	1.00	1.00	—	—	—
Assistant Fire Marshal/Fire Plans Examiner	1.00	1.00	1.00	2.00	2.00
Field Inspector Lieutenant	4.00	4.00	4.00	4.00	4.00
Fire Marshal	1.00	1.00	1.00	1.00	1.00
Fire Life Safety Coordinator	1.00	1.00	1.00	1.00	1.00
Total	8.00	8.00	7.00	8.00	8.00



Fire-Rescue Budget Summary by Program

Fire Protection—Program 304

Description

The Miramar Fire Protection program oversees emergency operations for the five fire stations in Miramar. Three of these stations operate as engine and rescue companies, one operates as a quint and rescue company and one operates as an engine company. The function of these units is multi-faceted and include emergency functions such as fire suppression, management of hazardous materials incidents, response to emergency medical scenes, technical rescue and surface water rescue operations. The fire protection program also conducts pre-fire planning of all commercial occupants within the City. The fire protection program also provides fire and rescue services at special events that take place within the City as well as conducting fire safety education to the public and giving tours of its fire stations to community groups.

Dedicated Revenues	Object Code	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Firefighter's Supplement	335210	\$ 72,932	\$ 69,254	\$ 75,880	\$ 75,880	\$ 75,880
Special Assess-Fire Protection	325200	20,660,751	21,037,403	22,000,000	22,000,000	22,000,000
Special Assess-Fire Protect Delinquent	325201	507,999	403,628	250,000	250,000	400,000
Total		\$21,241,681	\$21,510,285	\$22,325,880	\$22,325,880	\$22,475,880

Expenditures by Category

Personnel Services	\$14,218,525	\$15,424,787	\$15,816,710	\$18,379,610	\$16,306,300
Operating Expense	1,714,716	1,637,517	2,346,120	2,306,154	1,857,700
Departmental Capital Outlay	1,238,163	1,399,762	183,938	277,876	450,900
Total	\$17,171,404	\$18,462,066	\$18,346,768	\$20,963,640	\$18,614,900

Percent of Time by Position

Battalion Chief	6.00	6.00	6.00	6.00	6.00
Captain	10.50	10.50	10.50	10.50	10.50
Division Chief	1.00	1.00	1.00	1.00	1.00
Fire Driver Engineer	11.00	11.00	11.00	11.00	11.00
Firefighter EMT	—	—	—	1.50	1.50
Firefighter Paramedic	31.50	31.50	31.50	29.00	29.00
Lieutenant-Rescue	10.50	10.50	10.50	10.50	10.50
Total	70.50	70.50	70.50	69.50	69.50

Fire-Rescue Budget Summary by Program

Fire-Rescue Training—Program 305

Description

The Fire-Rescue Training Program’s mission is to provide the highest quality training experience to our Firefighters and Paramedics. The goal is accomplished through the provisions of classroom education and practical experience opportunities both in house and at various training facilities.

As a result, all personnel will have the knowledge, skills and abilities to safely manage and mitigate fire/medical/hazardous emergency incidents while minimizing the risks to themselves, civilians and the environment. This highly specialized training is administered to all levels in the Fire Department from the newly hired firefighter to the Fire Chief. Firefighter training consists of six core areas of specialization: Firefighting, Firefighter Orientation, Emergency Medical Services, Professional Development, Occupational Safety & Health (OSHA) and the National Incident Management System (NIMS). Through these core training areas, this program is able to meet (and exceed most of) the professional training requirements set forth by the following regulatory and professional standards organizations: National Fire Protection Agency, State of Florida Bureau of Fire Standards & Training, State of Florida Department of Health Division of Medical Quality Assurance, OSHA and NIMS. In addition, the Fire-Rescue Training Program is responsible for managing the City’s American Heart Association (AHA) Community Training Center (CTC). As a function of this responsibility, the department delivers AHA CPR courses to the community and City employees.

During Fiscal Year 2015 this program initiated a High School Fire Academy at Everglades High School within the City. Continuing in FY22, this program offers training to high school students interested in a future career in the fire service. Upon completion of this three-year program, completing a “Live Burn” and once the student reaches 18 years of age, the students will have achieved the requirements for certification as Firefighter I through the State of Florida.

Dedicated Revenues	Object Code	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Reimbursed Expenses - Fire	369911	\$ 2,515	\$ 1,606	\$ 3,000	\$ 3,000	\$ 2,500

Expenditures by Category

Personnel Services	\$ 745,433	\$ 1,320,813	\$ 973,790	\$ 1,168,590	\$ 632,400
Operating Expense	105,363	113,698	136,300	120,786	144,300
Departmental Capital Outlay	28,300	28,873	—	—	33,400
Total	\$ 879,097	\$ 1,463,384	\$ 1,110,090	\$ 1,289,376	\$ 810,100

Percent of Time by Position

Captain	2.00	3.00	3.00	3.00	3.00
Division Chief	1.00	1.00	1.00	1.00	1.00
Intern - Firefighter - Part-time (3)	—	—	1.50	1.50	1.50
Total	3.00	4.00	5.50	5.50	5.50



Fire-Rescue Budget Summary by Program

Emergency Management—Program 306

Description

The Emergency Management program protects our community by coordinating and integrating all activities necessary to build, sustain, and improve the capability to prepare for, respond to, recover from, mitigate against, and prevent damage from threatened or actual natural disasters, acts of terrorism, or other man-made disasters. The program also directs all training and activities pertaining to the Community Emergency Response Team (CERT) and manages the AlertMIRAMAR Emergency Public Mass Notification System.

Dedicated Revenues	Object Code	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
None		\$ —	\$ —	\$ —	\$ —	\$ —
Expenditures by Category						
Personnel Services		\$ 476,371	\$ 506,551	\$ 341,700	\$ 341,700	\$ 675,100
Operating Expense		91,326	79,419	77,450	74,975	97,660
Departmental Capital Outlay		21,067	31,600	—	—	70,461
Total		\$ 588,765	\$ 617,570	\$ 419,150	\$ 416,675	\$ 843,221
Percent of Time by Position						
Division Chief		1.00	1.00	—	1.00	1.00
Emergency Management Manager		1.00	1.00	1.00	1.00	1.00
Emergency Management Planner		2.00	2.00	2.00	2.00	2.00
Total		4.00	4.00	3.00	4.00	4.00



Assistance at Surfside (Miami-Dade County) Condominium Collapse

Fire-Rescue Budget Summary by Program

Emergency Medical Services—Program 307

Description

The Emergency Medical Services (EMS) Program provides emergency medical care in a pre-hospital setting to community members and its surrounding areas. The EMS program is responsible for ensuring that our agency is compliant with local, state and federal regulations and oversees the SWAT Medic and Public Access Defibrillation program. In addition, this program manages compliance with vehicle permitting, personnel certifications and licensure, Health Insurance Portability and Accountability Act, quality assurance, electronic patient care reporting (ePCR), records management and infection control tracking and reporting.

Dedicated Revenues	Object Code	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
EMS Transport Fees	342600	\$ 1,328,295	\$ 1,656,077	\$ 1,400,000	\$ 1,400,000	\$ 1,612,392
Reimbursed Fire Expense	369911	100	—	—	—	—
Total		\$ 1,328,395	\$ 1,656,077	\$ 1,400,000	\$ 1,400,000	\$ 1,612,392

Expenditures by Category

Personnel Services	\$11,536,774	\$13,043,957	\$13,345,000	\$15,677,600	\$13,708,600
Operating Expense	912,000	878,299	1,094,000	1,093,000	1,144,300
Departmental Capital Outlay	—	15,704	—	—	—
Total	\$12,448,774	\$13,937,960	\$14,439,000	\$16,770,600	\$14,852,900

Percent of Time by Position

Captain	11.50	11.50	11.50	11.50	11.50
Division Chief	1.00	1.00	1.00	1.00	1.00
Driver Engineer	10.00	10.00	10.00	10.00	10.00
Firefighter EMT	—	—	—	1.50	1.50
Firefighter Paramedic	32.50	32.50	32.50	30.00	30.00
Rescue Lieutenant	10.50	10.50	10.50	10.50	10.50
Total	65.50	65.50	65.50	64.50	64.50



Fire-Rescue Expenditures by Object Code

Administration—001-30-100-522-

Object #	Account Description	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Personnel Services						
601200	Employee Salaries	\$ 829,212	\$ 717,371	\$ 754,800	\$ 754,800	\$ 775,000
601205	Lump Sum Payout - Accrued Time	37,231	136,197	27,000	27,000	166,900
601210	Non-Pensionable Earnings	15,332	438	—	—	7,000
601215	Communication Stipend	653	10,755	15,600	15,600	13,700
601220	Longevity	13,222	13,481	13,400	13,400	15,500
601400	Overtime-General	5,980	2,471	4,600	4,600	4,600
601412	Overtime-Emergency	1,821	—	—	—	—
601561	Drop Transfer	—	—	500,000	500,000	500,000
602100	FICA & MICA	(60,461)	51,424	53,500	53,500	58,500
602210	Pension-General	47,825	27,882	45,600	45,600	49,100
602230	Pension-Fire	89,937	137,700	148,800	148,800	145,700
602235	Pension-Senior Mgmt	22,900	23,856	27,100	27,100	25,700
602260	Pension-401	12,486	3,444	—	—	—
602265	Pension-457	28,083	30,713	31,100	31,100	31,000
602300	Pmt In Lieu Of Insurance	11,359	6,992	6,200	6,200	6,200
602304	Health Insurance-PPO	3,294	—	—	—	14,600
602305	Health Insurance-HMO	87,645	72,864	66,000	66,000	60,200
602306	Dental Insurance-PPO	3,080	1,944	2,100	2,100	2,100
602307	Dental Insurance-HMO	544	460	400	400	400
602309	Basic Life	2,779	1,590	2,200	2,200	2,200
602311	Long-Term Disability	792	453	1,100	1,100	1,100
602314	IAFF Health Insurance	900,000	17,992	26,500	26,500	29,200
602400	Workers' Compensation	30,900	32,600	65,900	65,900	65,900
	<i>Sub-Total</i>	2,205,535	1,290,627	1,791,900	1,791,900	1,974,600
Operating Expense						
603141	Existing Employee Screening	21,027	1,072	10,000	7,580	10,000
603425	Software License & Maint	39,755	49,455	43,200	50,383	80,800
604001	Travel & Training	4,126	—	1,500	—	1,500
604100	Communication Services	90,381	76,894	47,900	17,900	47,900
604200	Postage	889	958	4,500	4,500	4,500
604301	Electricity Svcs	14,512	7,121	6,730	6,730	7,400
604500	Risk Internal Svcs Charge	24,900	18,800	3,200	3,200	13,600
604550	Health Ins Internal Serv Chg	—	16,200	27,400	27,400	14,800
604610	Fleet Internal Svcs Charge	14,516	15,000	13,600	13,600	12,200
604640	R&M Machinery	—	2,160	2,400	217	2,400
604645	R&M Radios	9,635	11,792	73,300	53,300	73,300
604700	Printing & Binding Svc	1,446	1,131	1,500	1,500	1,500
604820	Safety Education	686	—	1,100	1,100	1,100
604850	Explorer & Recruitment	17,286	5,226	6,600	6,600	6,600
604916	Administrative Expense	953	989	1,000	1,000	1,000
604920	License & Permit Fees	—	—	300	300	300
604950	Employee Awards	1,602	995	1,200	1,360	1,200
604989	IT Internal Svcs Charge	287,850	346,100	361,800	361,800	390,200
604997	Other Operating Expenses	5,871	6,200	5,500	6,540	5,500
604998	Contingency	—	3,371	7,700	—	7,700
605100	Office Supplies	1,996	1,783	2,000	2,000	2,000
605120	Computer Operating Expenses	1,748	872	500	500	500
605220	Vehicle Fuel-On-Site	4,628	5,899	5,800	5,800	5,900
605240	Uniforms Cost	2,092	891	1,100	1,100	1,100
605251	Noncap Equip (Item less 5000)	9,033	4,283	9,000	15,962	9,000
605252	Small Tools	3,659	1,352	5,000	3,800	5,000
605290	Other Operating Supplies	2,801	2,323	2,900	2,900	2,900
605410	Subscriptions & Memberships	1,426	865	1,400	2,595	1,400
605500	Training-General	265	470	500	500	500
605600	CM Restricted	—	—	—	58,600	—
	<i>Sub-Total</i>	563,084	582,202	648,630	658,767	711,800
Departmental Capital Outlay						
606441	Vehicle Replacement Program	24,233	63,510	—	—	31,900
606450	Radio Equipment	—	—	—	6,025	—
	<i>Sub-Total</i>	24,233	63,510	—	6,025	31,900
	Total	\$ 2,792,852	\$ 1,936,339	\$ 2,440,530	\$ 2,456,692	\$ 2,718,300

Fire-Rescue Expenditures by Object Code

Logistics—001-30-302-529-

Object #	Account Description	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Personnel Services						
601200	Employee Salaries	\$ 566,622	\$ 447,403	\$ 442,600	\$ 442,600	\$ 604,000
601205	Lump Sum Payout - Accrued Time	—	41,059	3,600	3,600	55,300
601210	Non-Pensionable Earnings	9,618	—	—	—	1,000
601215	Communication Stipend	1,360	6,568	8,500	8,500	9,800
601220	Longevity	2,572	3,236	2,600	2,600	4,300
601400	Overtime-General	20,596	4,516	35,100	35,100	35,100
601410	Overtime-Holiday	101	3,675	800	800	800
601412	Overtime-Emergency	4,229	162	—	—	—
602100	FICA & MICA	43,134	33,748	33,100	33,100	47,700
602210	Pension-General	36,419	39,275	28,600	28,600	29,800
602230	Pension-Fire	114,920	81,400	—	—	117,300
602304	Health Insurance-PPO	14,022	3,359	—	—	—
602305	Health Insurance-HMO	40,267	42,231	41,800	41,800	35,000
602306	Dental Insurance-PPO	3,083	820	400	400	400
602307	Dental Insurance-HMO	222	519	600	600	600
602309	Basic Life	1,780	1,262	1,300	1,300	1,700
602311	Long-Term Disability	577	361	600	600	900
602312	HDHP Aetna	5,327	1,668	—	—	7,100
602313	HSA Payflex	1,350	—	—	—	1,400
602314	IAFF Health Insurance	—	18,900	26,500	26,500	43,800
602400	Workers' Compensation	25,100	26,500	53,500	53,500	53,500
	<i>Sub-Total</i>	891,299	756,662	679,600	679,600	1,049,500
Operating Expense						
604200	Postage	84	—	—	—	—
604301	Electricity Svcs	5,062	5,409	5,095	5,095	6,500
604403	Leased Building	90,794	95,728	99,100	108,551	30,000
604500	Risk Internal Svcs Charge	20,700	15,700	2,600	2,600	11,100
604550	Health Ins Internal Serv Chg	—	8,700	20,000	20,000	10,800
604610	Fleet Internal Svcs Charge	23,476	27,700	25,200	25,200	22,600
604611	Vehicle Rehab & Enhance	5,747	5,956	6,000	6,000	6,000
604612	Vehicle Ancillary	2,990	2,042	2,700	2,700	2,700
604620	R&M Buildings	—	—	—	—	69,100
604640	R&M Machinery	726	411	200	200	200
604989	IT Internal Svcs Charge	31,300	26,900	29,900	29,900	36,000
605100	Office Supplies	434	462	500	500	500
605220	Vehicle Fuel-On-Site	45,935	31,317	37,100	37,100	38,000
605240	Uniforms Cost	2,896	784	2,700	1,624	2,700
605250	Noncap Furn (Item less 5000)	1,000	—	—	—	—
605251	Noncap Equip (Item less 5000)	8,720	941	1,100	1,100	1,100
605252	Small Tools	1,068	1,094	1,300	1,300	1,300
605290	Other Operating Supplies	400	385	300	300	300
605410	Subscriptions & Memberships	40	—	100	100	100
605500	Training-General	—	—	5,700	5,700	5,700
	<i>Sub-Total</i>	241,370	223,529	239,595	247,970	244,700
Departmental Capital Outlay						
606441	Vehicle Replacement Program	28,367	26,635	—	—	31,600
	<i>Sub-Total</i>	28,367	26,635	—	—	31,600
	Total	\$ 1,161,036	\$ 1,006,826	\$ 919,195	\$ 927,570	\$ 1,325,800

Fire-Rescue Expenditures by Object Code

Life Safety—001-30-303-522-

Object #	Account Description	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Personnel Services						
601200	Employee Salaries	\$ 750,039	\$ 844,222	\$ 794,800	\$ 794,800	\$ 809,400
601205	Lump Sum Payout - Accrued Time	—	11,182	1,000	1,000	1,000
601210	Non-Pensionable Earnings	7,217	—	—	—	2,000
601215	Communication Stipend	3,238	10,875	11,100	11,100	11,700
601400	Overtime-General	58,877	45,940	102,700	102,700	102,700
601410	Overtime-Holiday	19,588	7,493	14,700	14,700	14,700
601411	Overtime-Reimbursable	309,975	149,576	288,700	288,700	288,700
601412	Overtime-Emergency	4,780	—	—	—	—
602100	FICA & MICA	81,371	72,321	59,200	59,200	76,400
602210	Pension-General	12,907	28,382	16,600	16,600	17,700
602230	Pension-Fire	233,587	457,999	489,300	489,300	488,800
602265	Pension-457	8,068	8,190	8,400	8,400	8,700
602300	Pmt In Lieu Of Insurance	5,632	1,338	—	—	—
602304	Health Insurance-PPO	24,869	6,359	—	—	—
602305	Health Insurance-HMO	91,703	42,020	8,100	8,100	8,400
602306	Dental Insurance-PPO	5,822	1,866	—	—	—
602307	Dental Insurance-HMO	44	5	—	—	—
602309	Basic Life	2,429	1,478	2,300	2,300	2,300
602311	Long-Term Disability	864	635	1,100	1,100	1,100
602314	IAFF Health Insurance	—	62,615	79,400	79,400	87,500
602400	Workers' Compensation	27,000	28,500	57,600	57,600	57,600
	<i>Sub-Total</i>	1,648,010	1,780,994	1,935,000	1,935,000	1,978,700
Operating Expense						
603425	Software License & Maint	11,379	12,104	20,000	11,400	20,000
603503	Arson Investigation	499	—	700	700	700
604200	Postage	61	—	—	—	—
604500	Risk Internal Svcs Charge	20,700	15,700	2,600	2,600	11,100
604550	Health Ins Internal Serv Chg	—	11,000	25,200	25,200	13,700
604610	Fleet Internal Svcs Charge	23,593	27,700	25,200	25,200	22,600
604700	Printing & Binding Svc	1,000	—	400	400	400
604989	IT Internal Svcs Charge	36,600	42,700	41,800	41,800	67,800
605100	Office Supplies	320	243	500	500	500
605120	Computer Operating Expenses	5,759	1,337	500	500	500
605220	Vehicle Fuel-On-Site	7,861	8,854	7,600	7,600	7,800
605230	Program Supplies	—	—	700	700	700
605240	Uniforms Cost	3,563	1,157	1,200	1,200	1,200
605251	Noncap Equip (Item less 5000)	5,447	294	5,400	5,400	5,400
605252	Small Tools	492	425	600	600	600
605290	Other Operating Supplies	691	—	1,500	1,500	1,500
605410	Subscriptions & Memberships	2,755	2,494	5,500	3,759	5,500
605500	Training-General	1,648	150	2,200	119	2,200
	<i>Sub-Total</i>	122,369	124,158	141,600	129,178	162,200
Departmental Capital Outlay						
606441	Vehicle Replacement Program	—	60,300	—	—	7,000
	<i>Sub-Total</i>	—	60,300	—	—	7,000
	Total	\$ 1,770,379	\$ 1,965,452	\$ 2,076,600	\$ 2,064,178	\$ 2,147,900

Fire-Rescue Expenditures by Object Code

Fire Protection—001-30-304-522-

Object #	Account Description	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Personnel Services						
601200	Employee Salaries	\$ 6,958,913	\$ 6,945,236	\$ 7,262,800	\$ 7,262,800	\$ 7,371,500
601205	Lump Sum Payout - Accrued Time	203,278	327,398	24,600	24,600	19,000
601210	Non-Pensionable Earnings	—	4,747	—	—	2,000
601215	Communication Stipend	2,936	3,923	4,200	4,200	5,900
601220	Longevity	4,839	4,784	9,600	9,600	4,600
601250	Firefighters-F.S. 112.816	—	25,000	12,500	12,500	12,500
601310	Special Duty Pay	1,495	1,231	1,300	1,300	1,300
601400	Overtime-General	615,408	802,245	831,800	3,208,900	831,800
601405	Overtime-SWAT	5,756	6,154	11,000	11,000	11,000
601410	Overtime-Holiday	91,560	87,182	84,300	84,300	84,300
601412	Overtime-Emergency	128,943	—	—	—	—
601560	VEBA Accrued Time Payout	1,394,244	1,287,191	1,300,000	1,300,000	1,300,000
602100	FICA & MICA	563,105	579,495	545,510	731,310	594,900
602230	Pension-Fire	2,922,022	4,190,394	4,237,400	4,237,400	4,479,800
602265	Pension-457	1,589	4,889	5,000	5,000	—
602300	Pmt In Lieu Of Insurance	27,482	7,337	—	—	—
602304	Health Insurance-PPO	239,167	55,639	—	—	—
602305	Health Insurance-HMO	744,285	177,741	—	—	—
602306	Dental Insurance-PPO	35,560	7,751	—	—	—
602307	Dental Insurance-HMO	2,534	668	—	—	—
602309	Basic Life	13,952	4,627	20,900	20,900	21,000
602311	Long-Term Disability	7,157	4,569	10,400	10,400	10,500
602314	IAFF Health Insurance	—	628,385	912,900	912,900	1,013,700
602400	Workers' Compensation	254,300	268,200	542,500	542,500	542,500
	<i>Sub-Total</i>	14,218,525	15,424,787	15,816,710	18,379,610	16,306,300
Operating Expense						
603141	Existing Employee Screening	57,360	52,930	66,000	66,000	66,000
603190	Prof Svcs-Other	10,266	11,789	12,000	14,100	12,000
603400	Contract Svc-Other	9,018	31,591	36,400	41,460	36,400
603407	Board up Services	858	—	500	590	500
603425	Software License & Maint	—	372	—	—	—
604001	Travel & Training	3,160	—	1,600	1,510	1,600
604300	Water/Wastewater Svc	50,295	50,029	54,741	54,741	55,400
604301	Electricity Svcs	96,630	80,801	86,487	86,487	100,600
604302	Gas-Propane	20,378	20,432	20,500	26,100	20,500
604500	Risk Internal Svcs Charge	166,200	125,800	21,500	21,500	91,800
604550	Health Ins Internal Serv Chg	—	54,700	263,400	263,400	142,400
604610	Fleet Internal Svcs Charge	467,421	537,300	488,500	488,500	438,600
604640	R&M Machinery	20,077	16,537	16,200	19,200	16,200
604645	R&M Radios	6,100	6,100	6,100	6,100	6,100
604700	Printing & Binding Svc	—	135	200	200	200
604989	IT Internal Svcs Charge	368,300	382,300	420,900	420,900	500,600
605100	Office Supplies	1,686	1,285	1,300	1,300	1,300
605120	Computer Operating Expenses	1,990	2,566	1,000	1,000	1,000
605220	Vehicle Fuel-On-Site	5,316	4,435	7,800	7,800	8,000
605221	Vehicle Fuel-Off-Site	61,606	52,999	83,600	83,600	85,700
605240	Uniforms Cost	52,169	29,392	59,130	54,973	49,400
605243	Bunker Gear	178,379	68,543	573,462	514,248	98,600
605244	Personal Prop Reimburse	1,088	372	1,200	1,200	1,200
605246	Safety Supplies	4,824	4,512	4,200	4,200	4,200
605247	Janitorial Supplies	26,427	25,744	25,500	27,025	25,500
605250	Noncap Furn (Item less 5000)	3,494	2,070	4,300	4,300	4,300
605251	Noncap Equip (Item less 5000)	57,526	33,185	39,500	48,808	39,500
605252	Small Tools	21,996	23,794	26,200	20,600	26,200

Fire-Rescue Expenditures by Object Code

Fire Protection—001-30-304-522-

Object #	Account Description	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
605263	Automotive Supplies	4,861	5,826	6,500	6,500	6,500
605290	Other Operating Supplies	2,206	1,801	2,400	4,812	2,400
605410	Subscriptions & Memberships	95	165	300	300	300
605510	Tuition Reimbursement	14,990	10,012	14,700	14,700	14,700
	<i>Sub-Total</i>	1,714,716	1,637,517	2,346,120	2,306,154	1,857,700
Departmental Capital Outlay						
606210	Building Renovation	—	190,542	—	—	—
606400	Machinery & Equipment	669,163	161,064	—	52,864	—
606441	Vehicle Replacement Program	569,000	789,230	—	—	450,900
606471	Software	—	258,927	183,938	225,011	—
	<i>Sub-Total</i>	1,238,163	1,399,762	183,938	277,876	450,900
	Total	\$17,171,404	\$18,462,066	\$18,346,768	\$20,963,640	\$18,614,900



A Thank You to Miramar's First Responders

Fire-Rescue Expenditures by Object Code

Fire-Rescue Training—001-30-305-529-

Object #	Account Description	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Personnel Services						
601200	Employee Salaries	\$ 430,676	\$ 651,066	\$ 489,600	\$ 489,600	\$ 290,000
601205	Lump Sum Payout - Accrued Time	7,539	167,148	—	—	—
601210	Non-Pensionable Earnings	—	8,034	—	—	—
601215	Communication Stipend	653	3,955	5,900	5,900	3,900
601220	Longevity	2,934	4,843	—	—	—
601250	Firefighters-F.S. 112.816	—	25,000	—	—	—
601400	Overtime-General	13,452	6,026	12,300	207,100	12,300
601410	Overtime-Holiday	10,001	991	9,600	9,600	9,600
601412	Overtime-Emergency	4,211	—	—	—	—
602100	FICA & MICA	31,180	44,360	35,590	35,590	22,800
602230	Pension-Fire	157,390	333,800	346,400	346,400	230,500
602265	Pension-457	4,961	38	—	—	—
602304	Health Insurance-PPO	31,774	11,320	—	—	—
602305	Health Insurance-HMO	32,052	7,985	—	—	—
602306	Dental Insurance-PPO	1,709	595	—	—	—
602307	Dental Insurance-HMO	244	2	—	—	—
602309	Basic Life	1,048	401	1,200	1,200	800
602311	Long-Term Disability	210	281	600	600	400
602314	IAFF Health Insurance	—	38,770	39,700	39,700	29,200
602400	Workers' Compensation	15,400	16,200	32,900	32,900	32,900
	<i>Sub-Total</i>	<u>745,433</u>	<u>1,320,813</u>	<u>973,790</u>	<u>1,168,590</u>	<u>632,400</u>
Operating Expense						
603425	Software License & Maint	15,414	15,634	16,000	16,000	19,800
604500	Risk Internal Svcs Charge	12,400	9,400	1,600	1,600	6,800
604550	Health Ins Internal Serv Chg	—	3,300	11,500	11,500	6,200
604610	Fleet Internal Svcs Charge	22,325	26,500	24,200	24,200	21,700
604989	IT Internal Svcs Charge	15,700	16,000	32,800	32,800	39,600
605100	Office Supplies	351	277	300	300	300
605220	Vehicle Fuel-On-Site	1,951	968	1,500	1,500	1,500
605240	Uniforms Cost	1,934	966	1,000	1,000	1,000
605410	Subscriptions & Memberships	110	95	100	100	100
605500	Training-General	33,963	35,444	44,300	28,786	44,300
605510	Tuition Reimbursement	1,215	5,114	3,000	3,000	3,000
	<i>Sub-Total</i>	<u>105,363</u>	<u>113,698</u>	<u>136,300</u>	<u>120,786</u>	<u>144,300</u>
Departmental Capital Outlay						
606441	Vehicle Replacement Program	28,300	28,873	—	—	33,400
	<i>Sub-Total</i>	<u>28,300</u>	<u>28,873</u>	<u>—</u>	<u>—</u>	<u>33,400</u>
	Total	\$ 879,097	\$ 1,463,384	\$ 1,110,090	\$ 1,289,376	\$ 810,100

District 107 Response Time Imp—001-30-308-522-

Object #	Account Description	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Operating Expense						
605510	Tuition Reimbursement	472	—	—	—	—
	<i>Sub-Total</i>	<u>472</u>	<u>—</u>	<u>—</u>	<u>—</u>	<u>—</u>
	Total	\$ 472	\$ —	\$ —	\$ —	\$ —

Fire-Rescue Expenditures by Object Code

Emergency Management—001-30-306-525-

Object #	Account Description	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Personnel Services						
601200	Employee Salaries	\$ 329,738	\$ 355,018	\$ 219,300	\$ 219,300	\$ 390,000
601205	Lump Sum Payout - Accrued Time	10,587	13,260	8,700	8,700	126,500
601210	Non-Pensionable Earnings	3,033	1,165	—	—	4,000
601215	Communication Stipend	1,305	5,985	5,900	5,900	7,800
601220	Longevity	5,725	4,258	1,500	1,500	6,900
601400	Overtime-General	—	—	300	300	300
602100	FICA & MICA	24,521	23,947	18,000	18,000	31,700
602235	Pension-Senior Mgmt	31,500	44,718	29,200	29,200	27,700
602265	Pension-457	8,798	6,817	6,600	6,600	11,700
602304	Health Insurance-PPO	17,316	3,359	—	—	—
602305	Health Insurance-HMO	21,653	19,734	16,200	16,200	16,800
602306	Dental Insurance-PPO	1,818	1,395	1,300	1,300	1,300
602309	Basic Life	1,357	688	600	600	1,100
602311	Long-Term Disability	344	254	300	300	600
602312	HDHP Aetna	5,327	7,490	6,800	6,800	7,100
602313	HSA Payflex	1,350	1,400	1,400	1,400	1,400
602314	IAFF Health Insurance	—	4,362	—	—	14,600
602400	Workers' Compensation	12,000	12,700	25,600	25,600	25,600
	<i>Sub-Total</i>	476,371	506,551	341,700	341,700	675,100
Operating Expense						
603140	New Hire Screening	360	405	700	700	700
603400	Contract Svc-Other	—	—	—	450	—
603425	Software License & Maint	10,845	3,033	11,500	4,385	11,500
604001	Travel & Training	4,651	2,074	1,750	830	1,750
604500	Risk Internal Svcs Charge	12,400	9,400	1,600	1,600	6,800
604550	Health Ins Internal Serv Chg	—	9,700	5,000	5,000	2,700
604610	Fleet Internal Svcs Charge	11,613	13,900	12,700	12,700	11,400
604645	R&M Radios	9,400	9,400	9,400	9,400	9,400
604700	Printing & Binding Svc	1,415	232	800	800	800
604989	IT Internal Svcs Charge	20,900	21,300	17,900	17,900	28,800
605100	Office Supplies	625	528	800	325	800
605120	Computer Operating Expenses	753	420	500	500	500
605220	Vehicle Fuel-On-Site	2,689	1,731	3,200	3,200	3,300
605225	Equip Gas Oil & Lube	—	—	2,200	2,200	2,200
605240	Uniforms Cost	4,046	1,412	1,100	3,259	1,100
605251	Noncap Equip (Item less 5000)	3,603	590	4,000	6,956	11,610
605252	Small Tools	6,014	3,100	2,000	2,000	2,000
605290	Other Operating Supplies	1,003	1,449	1,500	1,500	1,500
605410	Subscriptions & Memberships	1,010	745	800	1,270	800
	<i>Sub-Total</i>	91,326	79,419	77,450	74,975	97,660
Departmental Capital Outlay						
606400	Machinery & Equipment	14,500	—	—	—	62,161
606441	Vehicle Replacement Program	6,567	31,600	—	—	8,300
	<i>Sub-Total</i>	21,067	31,600	—	—	70,461
	Total	\$ 588,765	\$ 617,570	\$ 419,150	\$ 416,675	\$ 843,221

Fire-Rescue Expenditures by Object Code

Emergency Medical Services—001-30-307-526-

Object #	Account Description	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Personnel Services						
601200	Employee Salaries	\$ 6,229,425	\$ 6,267,609	\$ 6,348,200	\$ 6,348,200	\$ 6,552,900
601205	Lump Sum Payout - Accrued Time	52,124	229,092	18,300	18,300	24,900
601210	Non-Pensionable Earnings	3,164	2,922	—	—	2,000
601215	Communication Stipend	2,936	2,273	2,300	2,300	5,900
601220	Longevity	4,765	2,976	2,900	2,900	4,500
601250	Firefighters-F.S. 112.816	—	25,000	12,500	12,500	12,500
601310	Special Duty Pay	1,495	21	1,300	1,300	1,300
601400	Overtime-General	574,883	753,573	765,500	2,904,500	765,500
601405	Overtime-SWAT	5,783	5,955	11,000	11,000	11,000
601410	Overtime-Holiday	84,559	86,904	77,600	77,600	77,600
601412	Overtime-Emergency	110,027	—	—	—	—
602100	FICA & MICA	510,259	505,957	482,600	676,200	532,500
602230	Pension-Fire	2,771,710	4,085,994	4,251,000	4,251,000	4,237,900
602265	Pension-457	4,908	5,007	5,100	5,100	5,200
602300	Pmt In Lieu Of Insurance	27,482	7,337	—	—	—
602304	Health Insurance-PPO	205,856	54,223	—	—	—
602305	Health Insurance-HMO	657,588	160,536	—	—	—
602306	Dental Insurance-PPO	31,840	7,252	—	—	—
602307	Dental Insurance-HMO	2,122	570	—	—	—
602309	Basic Life	12,332	3,937	18,100	18,100	18,700
602311	Long-Term Disability	6,315	4,099	9,000	9,000	9,300
602314	IAFF Health Insurance	—	582,521	833,500	833,500	940,800
602400	Workers' Compensation	237,200	250,200	506,100	506,100	506,100
	<i>Sub-Total</i>	<u>11,536,774</u>	<u>13,043,957</u>	<u>13,345,000</u>	<u>15,677,600</u>	<u>13,708,600</u>
Operating Expense						
603133	Medical Director Fees	37,400	37,400	37,400	37,400	50,000
603420	EMS Billings & Collections	70,266	81,474	182,000	182,000	182,000
603425	Software License & Maint	6,250	6,303	11,400	8,097	11,400
604500	Risk Internal Svcs Charge	170,800	129,300	22,100	22,100	94,400
604550	Health Ins Internal Serv Chg	—	48,200	240,500	240,500	130,100
604610	Fleet Internal Svcs Charge	8,710	10,400	9,500	9,500	8,500
604640	R&M Machinery	18,919	20,962	21,000	21,000	24,300
604700	Printing & Binding Svc	1,000	—	700	700	700
604916	Administrative Expense	354	96	1,400	—	1,400
604920	License & Permit Fees	12,953	—	12,000	12,000	12,000
604989	IT Internal Svcs Charge	342,200	350,300	391,100	391,100	464,600
605100	Office Supplies	914	784	800	800	800
605120	Computer Operating Expenses	5,083	821	—	—	—
605220	Vehicle Fuel-On-Site	2,042	1,650	1,900	1,900	1,900
605240	Uniforms Cost	1,663	1,179	1,300	1,300	1,300
605251	Noncap Equip (Item less 5000)	69,588	5,563	15,100	13,528	15,100
605252	Small Tools	5,869	4,490	4,600	4,600	4,600
605265	Medical Supplies	124,732	133,285	115,800	115,800	115,800
605267	Oxygen	4,990	7,328	5,800	11,076	5,800
605268	Pharmaceuticals	17,684	12,304	17,000	17,000	17,000
605290	Other Operating Supplies	518	400	500	500	500
605410	Subscriptions & Memberships	140	150	200	200	200
605500	Training-General	2,209	1,900	1,900	1,900	1,900
605510	Tuition Reimbursement	7,716	24,012	—	—	—
	<i>Sub-Total</i>	<u>912,000</u>	<u>878,299</u>	<u>1,094,000</u>	<u>1,093,000</u>	<u>1,144,300</u>
Departmental Capital Outlay						
606400	Machinery & Equipment	—	15,704	—	—	—
	<i>Sub-Total</i>	<u>—</u>	<u>15,704</u>	<u>—</u>	<u>—</u>	<u>—</u>
	Total	<u>\$12,448,774</u>	<u>\$13,937,960</u>	<u>\$14,439,000</u>	<u>\$16,770,600</u>	<u>\$14,852,900</u>

Fire-Rescue Budget Justification

Object #	Account Description	Justification
Revenue		
325200	Fire Protection-Current	This revenue source was implemented in FY 05. The latest rate study was completed in June 2018. The adopted rates are set at full cost for the provision of fire protection service. The annual amount is derived from property owners by the following categories: Residential-single and multi-family \$398.23 per household, Mobile Homes \$296.26 per unit, Commercial \$0.7457 per sq. ft., Industrial/Warehouse \$0.1191 per sq. ft. and Institutional \$0.6194 per sq. ft., capped at 100,000 sq. ft. The amount budgeted is based on data provided by the Broward County Property Appraiser's Office.
325201	Fire Protection-Delinquent	This revenue source is derived by those taxpayers who do not pay their taxes by March 31 for any given year. Total revenue received in this category is minimal when compared to the total Fire Protection Assessment collected.
335210	Firefighter Supplemental Comp	This is derived from state revenue sharing and is reimbursed to the City on an as available basis for educational costs associated with firefighters.
342510	Fire Inspection Fees	This revenue source is to cover the costs for annual fire inspections at residential and commercial establishments within the corporate limits of the City. In the event the business does not pass the inspection, they are required to do a reinspection with an additional fee. This revenue source is also assessed for necessary and reasonable costs incurred by the City in connection with responding to, investigating, mitigating, abating, cleaning, and removing the release of a hazardous substance.
342600	Ambulance Fees	These fees are charged for Fire-Rescue's Emergency Medical Services (EMS) to transport patients to the hospital.
349003	Other Charges and Svcs	These revenues are related to charges for services that have not been categorized elsewhere.
369911	Reimbursed Expenses-Fire	Reimbursement for overtime worked on Task Force operations.
Expense		
601310	Special Duty Pay	This account is for Public Safety personnel assigned to Special Duty details.
601400	Overtime-General	Allocated for overtime costs.
601405	Overtime-SWAT	This line item accounts for SWAT and Hostage Negotiations overtime.
601410	Overtime-Holiday	Pay I.A.F.F. and G.A.M.E. contractual obligations for Holiday pay. This is based on total pay out on all holidays.
601411	Overtime-Reimbursable	Allocated for the Fire Inspection OT Reimbursable Program.
601560	VEBA Accrued Time Payout	Voluntary Employees' Beneficiary Association (VEBA) Accrued Time Payout.
603133	Medical Director Fees	The State of Florida requires all rescue systems to provide a medical director. The funding for this year is ear marked for the Medical Director Services contract.
603140	New Hire Screening	This line item is used to fund the costs associated with conducting background checks and screenings for potential new hire Fire-Rescue employees.
603141	Existing Employee Screening	This line item is for medical evaluations for existing employees.
603190	Prof Svcs-Other	This cost is associated with providing professional services to assist in new FF/PM hires and Promotional Assessment Center Testing. The exams are: Captain, Driver Engineer. and FF/ PM's. Promotional Assessment Center testing - \$12,000
603400	Contract Svc-Other	This line item is for contractual services for Hydraulic tools: \$2,200, Ground/Aerial Ladder: \$2,800, Safe Air annual maintenance: \$13,000, Channel Innovations: \$10,000, Commercial Laundry: \$5,400, City Fire: \$500, Hydrostat: \$2,500.
603407	Board up Services	Board up services as needed.
603420	EMS Billings & Collections	This line item is for contracted emergency medical services for billings and collections. Includes Fire MCO Managed Care Program.

Fire-Rescue Budget Justification

Object #	Account Description	Justification
603425	Software License & Maint	<p>This line item is for contracted software license and maintenance.</p> <ul style="list-style-type: none"> Fire/EMS reporting software - \$11,300 Report software for fire calls - \$3,100 GIS license application - \$400 Payroll & scheduling for fire personnel - \$22,892 Survey software - \$900 Incident command & paging software - \$7,528 Online video software for training - \$200 Inspection software - \$12,000 Plan review software - \$3,300 FLS plan review application - \$1,200 Prefire drawing application - \$3,500 Paging alerting application - \$247 Netmotion licenses - \$500 Adobe - \$262 Fire studio for training - \$425 Remote control app - \$400 GIS - \$500 Program for photos - \$200 Training software - \$19,731 Weather station software - \$1,600 MDT county license - \$1,600 Inventory software - \$8,000 Crystal reporting - \$1,065 Interface for ESO & EMS software - \$1,750 WebEOC enhancements - \$6,500 PowerDMS - \$2,200 First Due - \$24,200 ReadyOp - \$8,000
603503	Arson Investigation	This line item represents fire investigation costs associated with cause and origination for all fires.
604001	Travel & Training	This account is for out-of-county/state travel for conference/seminar, registration, airline, hotel, meals, etc., and includes the following: Fire-Rescue International: Fire Chief to attend two International Assoc. of Fire Chief's Conferences to stay abreast of new information and policies and to receive advance notification of changes within the fire industry. Includes the cost for two people to attend The Governors Hurricane Conference.
604100	Communication Services	This line item funds costs associated with medical telecommunications, radios, fire station alerting system, and communication ties for fire stations to the network server.
604200	Postage	This account represents allocated costs for mailings and delivery services for U.P.S. and Federal Express.
604300	Water/Wastewater Svc	Costs associated with water and wastewater services for Fire Department buildings.
604301	Electricity Svcs	This account represents allocated costs for electricity usage.
604302	Gas-Propane	This account is for the use of propane gas service at the fire stations.
604403	Leased Building	Rental of storage space.
604500	Risk Internal Svcs Charge	This is a restricted account for allocated property and liability insurance premiums as provided by HR-Risk Management.
604550	Health Ins Internal Serv Chg	Funds the City's wellness program that encourage employees to adopt healthy habits through education, incentives and an on-site clinic.
604610	Fleet Internal Svcs Charge	This account represents costs for repair and maintenance of city vehicles as per PW-Fleet Maintenance.
604611	Vehicle Rehab & Enhance	This is for repair and maintenance of department vehicles which is considered to be outside the normal scope of repair and maintenance, and is considered to be an enhancement to the existing vehicle.
604612	Vehicle Ancillary	This is for ancillary cost related to department vehicles, such as cleaning, biohazard cleaning, window tinting, etc.
604620	R&M Buildings	Renovations to transform and update the former Westside Police Station into a Logistical/ Training Center.
604640	R&M Machinery	This account is for repair and maintenance of machinery and equipment that are associated with the department.
604645	R&M Radios	This account is for the department's repair and maintenance of radio equipment.
604700	Printing & Binding Svc	Printing and binding of Standard Operating Procedures, Administrative Policies and Procedure Manuals, and public handouts.
604820	Safety Education	This account provides for safety educational events throughout the City, including CPR and First Aid courses for City employees.
604850	Explorer & Recruitment	This program is to recruit future firefighters.



Fire-Rescue Budget Justification

Object #	Account Description	Justification
604916	Administrative Expense	This account will cover costs associated with the miscellaneous expenses for ceremonies, awards and events such as: promotional, Chief's Association meetings, BCMA meetings, and miscellaneous.
604920	License & Permit Fees	This account is for new/renewal licenses of vehicles and various state required renewals. State/Local Inspector Licenses - \$400
604950	Employee Awards	This account is for employee recognition for doing an excellent job.
604989	IT Internal Svcs Charge	This account is for technology related costs such as leased computers, internet, intranet, land lines, network, telephone, software licenses, database needs and support services.
604997	Other Operating Expenses	This account is for unanticipated one time expense that cannot be charged to any other budgeted line item.
604998	Contingency	This is required for unexpected costs and emergencies which have not been budgeted for in other accounts.
605100	Office Supplies	This line item is for necessary desktop supplies for use in all operations.
605120	Computer Operating Expenses	This cost is for Print Management Service Agreement and for computer related items. This line item is also for repair and maintenance of monitors, disk drives, keyboards and other computer components.
605220	Vehicle Fuel-On-Site	This account covers the cost of gas and oil used for city vehicles as per PW-Fleet Maintenance.
605221	Vehicle Fuel-Off-Site	This account covers costs for city vehicles fueled outside of city limits. It is primarily used when city vehicles are used to transport employees to off-site trainings, meetings or other city related events as provided by PW-Fleet Maintenance.
605225	Equip Gas Oil & Lube	This account is used for gas, oil and lube for generator and other equipment. Public Works Department provided the budgeted amount.
605230	Program Supplies	Program supplies for the Enhanced Fire Code Enforcement initiative.
605240	Uniforms Cost	This account is for the initial issuance of uniforms and accessories and for the replacement and maintenance of current uniform requirements.
605243	Bunker Gear	This line item is to maintain a reserve inventory for new and replacement gears utilized in hazardous and biological environments that becomes contaminated or unusable annually. Replacement & new gear: \$68,600 Parts (helmets,gloves,hoods,boots,decals): \$10,000 Inspection/cleaning/repairs: \$20,000
605244	Personal Prop Reimburse	In accordance with the Collective Bargaining Agreement between the City and The Professional Firefighters of Miramar, this line item will be used to reimburse personal property damaged or lost in the line of duty.
605246	Safety Supplies	Expenditures from this account are used to purchase necessary equipment to maintain safety standards for employees. Safety vests: \$1,000 Gloves and goggles: \$1,000 Respirators: \$1,200 Protective clothing: \$1,000
605247	Janitorial Supplies	This line item is for janitorial supplies used for the fire stations and apparatus.

Fire-Rescue Budget Justification

Object #	Account Description	Justification
605250	Noncap Furn (Item less 5000)	This cost is for furniture & fixtures costing less than \$5,000 per item. Mattresses (10): \$2,300; miscellaneous: \$2,000
605251	Noncap Equip (Item less 5000)	This account is for equipment that cost under \$5,000 per item. Firefighter tools and equipment - \$4,000 Gas detectors - \$2,500 Firefighting foam - \$6,000 Chainsaws & blades - \$3,000 SCBA parts - \$5,000 Fire hose various sizes - \$8,000 Fire Extinguishers - \$2,000 Compressors - \$200 Fire investigation tools - \$1,400 Zoll batteries - \$2,400 Hand tools/tool box - \$500 Radio batteries - \$2,000 Stretcher mattresses - \$600 Shower benches - \$400 Ballistic body gear - \$3,000 Radio shoulder straps - \$1,000 Suction units - \$1,800 Vacuums for stations - \$300 Washers & dryers - \$1,000 Refrigerators - \$2,500 Storage bins - \$2,000 Grills - \$600 AED chargers, batteries & adapters - \$2,500 Stretcher chargers - \$1,300 High-rise kits - \$2,500 Hazmat kits - \$2,500 CERT Team packs - \$4,000 Nozzles - \$7,100 Replacement equipment for Fire Inspections program - \$4,000 (program 303) Matching Grant funding - approved above base request - \$7,610
605252	Small Tools	This account is for various small tools which are needed to meet medical and fire suppression requirements as well as consumable supplies.
605263	Automotive Supplies	This account is used to purchase non-mechanical supplies needed for general up keep (wax, cleaners, brushes, buckets, etc.) and for washing and cleaning interior by line and staff personnel on a daily basis.
605265	Medical Supplies	This account is for medical supplies that are utilized on rescue vehicles and engine companies for the treatment and/or management of patients and disaster victims within the City of Miramar.
605267	Oxygen	This is used on the majority of medical calls and for rehabilitation of firefighters and civilians at emergency scenes. Higher usage is due to increase in call projections and additional new apparatus and stations.
605268	Pharmaceuticals	There are two types of emergency pharmaceutical boxes carried on Fire-Rescue units to treat a medical emergency. The department also maintains a proactive approach to new pharmacological agents.
605290	Other Operating Supplies	This line item funds commodities and services not otherwise covered in the operating budget.
605410	Subscriptions & Memberships	Subscription to various journals, training programs and local and state organizations: Fire Chief's Association of Broward County: For 9 members - \$1200 Florida Fire Chief's Assoc: For 9 members - \$500 International Assoc. of Fire Chiefs: For 9 members - \$1600 Fire inspector Assoc. of Broward County: 6 members - \$300 National Fire Protection Agency (NFPA) 1 member - \$200 National Fire Codes Subscription: 1 member - \$1200 Florida Fire Marshal Association: 1 member - \$70 Institution of Fire Engineer: 1 member - \$200 Florida Emergency Preparedness Assoc: 2 members - \$200 International Association of Emergency Managers: 2 members - \$400 Florida Association of EMS Educators: 2 members - \$100 Sam's Club: 3 members - \$100 Enhanced Fire Code Enforcement initiative - \$660 Fire Inspectors subscriptions/memberships/CEUs - \$1670

Fire-Rescue Budget Justification

Object #	Account Description	Justification
605500	Training-General	<p>The Fire Department is working towards IAFC/ICMA accreditation and must maintain high training standards.</p> <p>OSHA Safety Training - \$7,300 Annual Live Fire Training - \$5,900 EMS Re-certification (ACLS, BTLs, PALS) - \$5,900 Fire RMS Training - \$1,100 Broward County Fire Academy - \$11,000 FL Prof. Emergency Mgr. Re-certification Training - \$800 Fire-Rescue Int'l - \$1,300 Competitions - \$1,900 Honor Guard Training - \$400 Rapid Intervention Team (RIT) Training - \$1,300 Stretcher training - \$3,000 Florida Fire Service Instr. re-certification training - \$800 Fire Chief/Marshal Conference - \$700 Admin Seminars - \$500 Life Safety re-certification training - \$2200 Fire Inspection Seminars - \$900 Fire Department Safety Officer Association (FDSOA) - \$400 Fire-Rescue East - \$700 Self Contained Breathing Apparatus (SCBA) training - \$2,000 American Heart Association - \$2,000 Training for promotions - \$3,800 Fork lift training - \$700</p>
605510	Tuition Reimbursement	<p>Education assistance to permanent employees that is associated with a certificate or degree program at a community college or state college/university. Education must be related to the employee's present position or have the ability to assist in a promotional opportunity. The cost covers books and lab fees associated with the course.</p>
606400	Machinery & Equipment	<p>Funding for approved above base request for matching grant funding - \$62,161.</p>
606441	Vehicle Replacement Program	<p>This budgeted amount is for escrow for future vehicle replacements.</p>



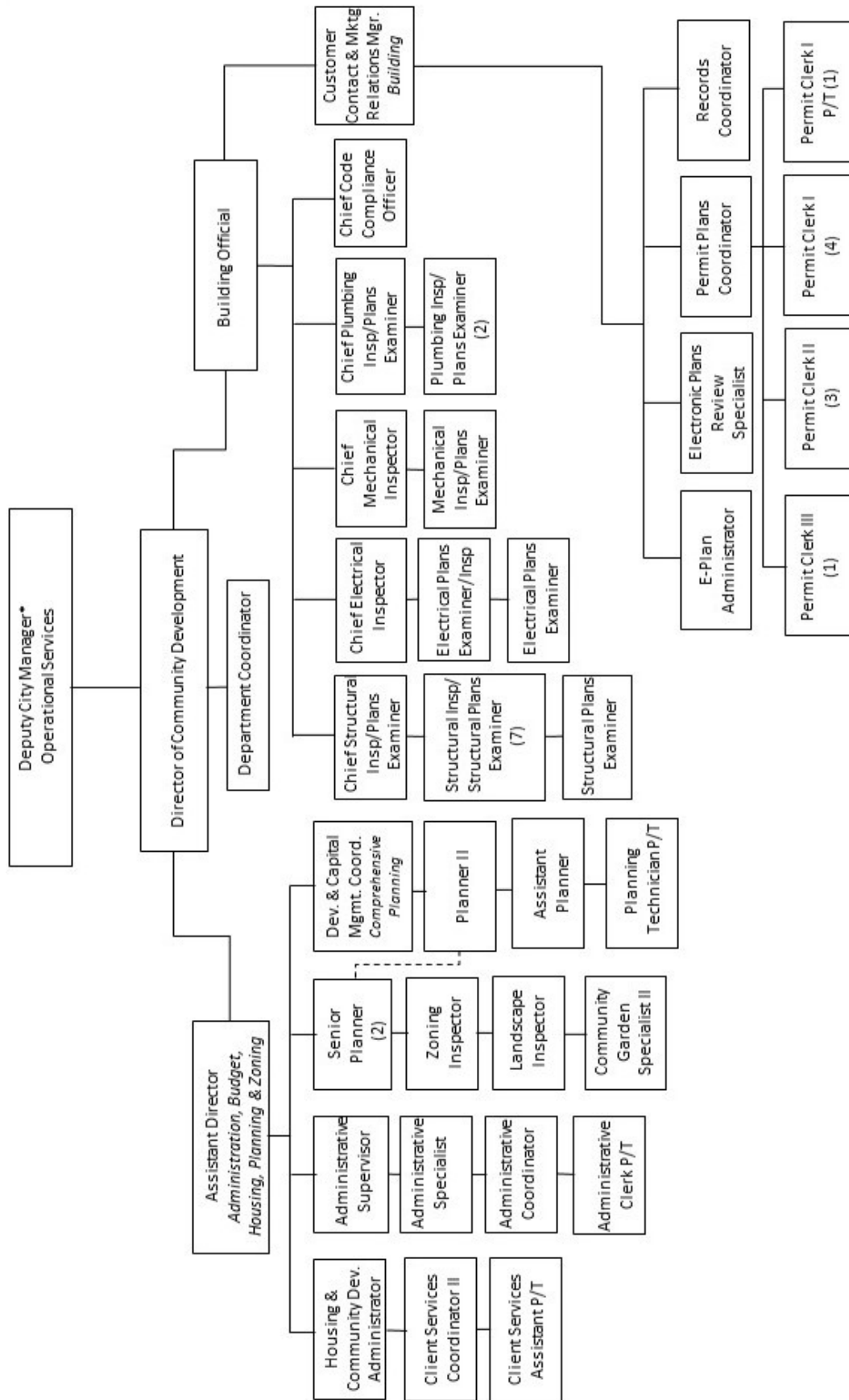
July 2021 New Hire Graduation

Community Development

Mission

To create a livable community that balances the physical, social and economic environment of its neighborhoods while enhancing the overall quality of life by promoting sustainability and economic opportunity for both residents and businesses.

Community Development Organizational Chart



• Budgeted in the Office of the City Manager

Department Overview

This department provides customer service to the residents, businesses, and development community as well as offering various services and programs with regard to land development, environmental sustainability, building regulations, housing rehabilitation, and neighborhood revitalization.

As indicated in the Position Detail, this department is comprised of 50 budgeted positions of which 47 are full-time and four (2 FTEs) part-time and one (1) temporary full-time employees. The three (3) programs provided are:

1. Administration
2. Planning & Redevelopment
3. Building Permits and Inspections

FY 2021 Accomplishments

- COVID-19:
 - Department fully operational with most of the staff in the office during the COVID-19 pandemic.
 - Over 100 COVID-19 impacted residents received rent, mortgage, & utilities assistance; phone system forms were created to allow for digital submittals, reviews & tracking.
 - Department averaged 200 (inspections and lobby services) daily face-to-face interactions with public.
 - Building Inspectors conducted inspections during pandemic, completing an average of 125 inspections per day.
 - Converted from a primarily paper plan review process to an electronic plan review process during the pandemic. Unlike some cities that shut their doors to customers, staff made significant adjustments to provide the services needed. Using existing software, computers and phone system, forms were created to allow for digital submittals, reviews, and tracking.
 - Community Garden operational to members during half of the COVID-19 pandemic.
- Virtual and in-person board meetings throughout Covid-19 pandemic
 - Planning and Zoning Board
 - Development Review Committee
 - Community Appearance Board
 - Affordable Housing Advisory Committee
 - Historic Miramar Advisory Board
- Successfully negotiated agreement with Florida Department of Environmental Protection, South Florida Water Management District and Broward

County to allow for digital billiards on City property at Pembroke Road and the West Water Treatment Plant.

- Affordable Housing:
 - Established an Affordable Housing Trust Fund;
 - Established impact fee waivers for affordable housing;
 - Resolution reallocating a developer's contribution for the Pembroke Road Expansion Project to the Affordable Housing Trust Fund;
 - Two (2) affordable single-family homes remodeled and sold via lottery in June.
 - City partnered with Habitat for Humanity of Broward and six (6) families moved into their new homes.
- Met Timeliness Test for Community Development Block Grant.
- Selected a new Housing Grant Consultant.
- Completed scanning of all Building Division records.
- Number of permit/lien applications increased 67% over FY20.
- Number of permits issued increased 50% over FY20, which was the highest revenue year in the City's history.
- Approximately 14,000 permit applications processed and 55,000 inbound calls received.
- Generated the highest per staff revenue in Broward County (FY20).
- Implemented Qless Customer Service Cueing System.
- Land Use Plan Amendment for the Miramar Innovation and Technology Activity Center (MITAC) to revitalize Historic Miramar.
- Rezoning for Miramar Innovation and Technology Village to implement the redevelopment vision articulated in the Comprehensive Plan and previous community studies.
- Ordinance for the Annual Review of the Capital Improvements Element of the Comprehensive Plan to update the Five-Year Schedule to account for FY 2021-2025.
- Improved Tree Trimming Program procedures to provide better customer service.
- Continued to expedite and track City development projects.
- Drafted two Water Conservation related Ordinance for the Utilities Department: A Water Shortage Ordinance and a Mandatory Year-Round Landscape Irrigation Measures Ordinance.
- Initiated various Amendments to update the Future Land Use, the Transportation, the Housing, the Capital Improvements and the Infrastructure Elements Comprehensive Plan in order to comply with changes in statutory requirements and to

Community Development

- further update the overarching goals, objectives and policies to reflect current priorities and changes in the local environment.
- Completed CRS Class 8 Freeboard Prerequisite LDC Amendment to comply with a FEMA's mandate.
- Continue to provide Floodplain information regarding upcoming Flood Map changes and Flood Insurance.
- Redevelopment in Historic Miramar:
 - County Line Shopping Center — Site Plan Approved;
 - Positano - 35 Townhomes — Certificates of Occupancy Issued;
 - Self-storage redevelopment on State Road 7 — Certificate of Occupancy Issued;
 - 9-Unit apartment building approved at County Line Rd. and State Road 7 — Site Plan Approved.
- Certificates of Occupancy issued for:
 - Over 1,730 homes;
 - The Holiday Inn Express;
 - The new Publix shopping center (over 170,000 square feet) at Miramar Parkway and Flamingo Road;
 - A new Medical Office Building (125,000 square feet) at Memorial Hospital;
 - Over 180,000 square feet of industrial / warehouse space.
- Building permits issued for:
 - The Town Center Block 2 development;
 - A new Amazon distribution center (524,000 square feet).



Community Development

Program Revenues, Expenditures and Positions Summary





	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Dedicated Revenues					
Planning & Redevelopment	\$ 216,281	\$ 234,149	\$ 285,000	\$ 285,000	\$ 175,612
Building Permits & Inspections	6,370,719	9,661,557	6,319,900	6,319,900	6,971,632
Total	\$ 6,587,000	\$ 9,895,706	\$ 6,604,900	\$ 6,604,900	\$ 7,147,244
Expenditures by Program					
Administration	\$ 1,323,043	\$ 1,427,437	\$ 892,450	\$ 887,450	\$ 917,800
Planning & Redevelopment	1,623,852	1,260,063	1,661,200	1,661,200	1,479,664
Building Permits & Inspections	3,458,272	3,737,644	4,485,041	4,265,041	4,483,330
Total	\$ 6,405,167	\$ 6,425,144	\$ 7,038,691	\$ 6,813,691	\$ 6,880,794
Expenditures by Category					
Personnel Services	\$ 5,417,237	\$ 5,652,602	\$ 5,722,400	\$ 5,643,800	\$ 5,614,400
Operating Expense	800,893	676,288	1,087,791	1,160,881	1,174,694
Grants & Aids	21,534	—	—	—	—
Capital Outlay	165,503	96,253	228,500	9,010	91,700
Total	\$ 6,405,167	\$ 6,425,144	\$ 7,038,691	\$ 6,813,691	\$ 6,880,794
Positions by Program					
Administration	8.00	6.00	5.00	6.00	6.50
Planning & Redevelopment	14.00	12.00	14.00	14.00	10.00
Building Permits & Inspections	32.50	32.00	31.50	32.00	33.50
Total	54.50	50.00	50.50	52.00	50.00

Community Development





Position Detail	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Administrative Clerk - Part-time	—	—	—	—	0.50
Administrative Coordinator	1.00	1.00	1.00	1.00	1.00
Administrative Specialist	1.00	1.00	1.00	1.00	1.00
Administrative Supervisor	1.00	1.00	1.00	1.00	1.00
Assistant Director of Community Development	1.00	1.00	1.00	1.00	1.00
Building Official	1.00	1.00	1.00	1.00	1.00
Chief Code Compliance Officer	1.00	1.00	1.00	1.00	1.00
Chief Electrical Inspector	1.00	1.00	1.00	1.00	1.00
Chief Mechanical Inspector	1.00	1.00	1.00	1.00	1.00
Chief Operations Officer	1.00	1.00	—	—	—
Chief Plumbing Inspector/Plans Examiner	1.00	1.00	1.00	1.00	1.00
Chief Structural Inspector/Plans Examiner	1.00	1.00	1.00	1.00	1.00
Client Services Assistant	1.00	1.00	1.00	—	—
Client Services Assistant - Part-time	—	—	—	0.50	0.50
Client Services Coordinator - Part-time	0.50	—	—	—	—
Client Services Coordinator I	1.00	1.00	1.00	—	—
Client Services Coordinator II	—	—	—	1.00	1.00
Community Garden Specialist	1.00	1.00	1.00	1.00	—
Community Garden Specialist II	—	—	—	—	1.00
Customer Contact & Marketing Relations Manager	1.00	1.00	1.00	1.00	1.00
Department Coordinator	1.00	—	—	1.00	1.00
Development & Capital Mgmt. Coordinator	1.00	1.00	1.00	1.00	1.00
Director of Community Development	1.00	1.00	1.00	1.00	1.00
Director of Economic & Business Development	1.00	—	—	—	—
E-Plan Administrator	—	—	1.00	1.00	1.00
Electrical Plans Examiner	1.00	1.00	1.00	1.00	1.00
Electrical Plans Examiner/Inspector	1.00	1.00	1.00	1.00	1.00
Electronic Plans Review Specialist	1.00	1.00	1.00	1.00	1.00
Geographic Info Systems Analyst I	2.00	—	—	—	—
Housing & Community Development Administrator	—	—	—	1.00	1.00
Landscape Inspector	1.00	1.00	1.00	1.00	1.00
Mechanical Inspector/Plans Examiner	1.00	1.00	1.00	1.00	1.00
Permit Clerk I/II/III *	7.00	7.00	7.00	7.00	8.00
Permit Clerk I - Part-time	1.50	1.50	1.50	1.00	0.50
Permit Plans Coordinator	1.00	1.00	1.00	1.00	1.00
Planning Intern - Part-time	1.00	1.00	0.50	—	—
Planning Tech/Asst. Planner/Planner I/II *	4.00	4.00	4.00	2.00	2.00
Planning Technician - Part-time	0.50	0.50	0.50	0.50	0.50
Plumbing Inspector/Plans Examiner	2.00	2.00	2.00	2.00	2.00
Records Coordinator	1.00	1.00	1.00	1.00	1.00
Senior Planner/Principal Planner *	2.00	1.00	2.00	4.00	2.00
Special Projects Manager	1.00	1.00	1.00	1.00	—
Structural Inspector/Structural Plans Examiner	5.00	5.00	5.00	6.00	7.00
Structural Plans Examiner	1.00	1.00	1.00	1.00	1.00
Sustainability Manager	—	1.00	1.00	1.00	—
Zoning Inspector	1.00	1.00	1.00	1.00	1.00
Total FTE's	54.50	50.00	50.50	52.00	50.00

* Block Budgeted Positions





Community Development Balanced Scorecard

Measures	Objectives	Series Status	FY 2020 Actual	FY 2021 Actual	FY 2022 Goal
 Number of housing rehabilitation projects completed		Q4 Actual	1.00	1.00	
		YTD Actual	8.00	6.00	
		EOY Target	12.00	10.00	10.00
		% Target	66.67%	60.00%	
		% Goal	100.00%	100.00%	
 Number of households receiving down payment assistance		Q4 Actual	0.00	1.00	
		YTD Actual	1.00	5.00	
		EOY Target	4.00	4.00	4.00
		% Target	25.00%	125.00%	
		% Goal	100.00%	100.00%	
 Meets budget target - Expenses		Q4 Actual	\$ 1,616,850.74	\$ 1,748,983.42	
		YTD Actual	\$ 6,421,311.69	\$ 6,470,578.72	
		EOY Target	\$ 6,224,734.85	\$ 6,813,691.00	\$ 6,880,794.00
		% Target	103.16%	94.96%	
		% Goal	100.00%	100.00%	
 Meets projected target - Expenses	Finances	Q4 Actual	\$ 1,616,850.74	\$ 1,748,983.42	
		YTD Actual	\$ 6,421,311.69	\$ 6,470,578.72	
		EOY Projection	\$ 6,619,059.00	\$ 6,786,567.00	\$ 6,880,794.00
		% Target	97.01%	95.34%	
		% Goal	100.00%	100.00%	






Community Development Balanced Scorecard

Measures	Objectives	Series Status	FY 2020 Actual	FY 2021 Actual	FY 2022 Goal
 Meets budget target - Revenues	Finances	Q4 Actual	\$ 1,806,478.99	\$ 2,286,443.80	
		YTD Actual	\$ 9,868,494.48	\$ 9,039,319.27	
		EOY Target	\$ 9,781,500.00	\$ 6,604,900.00	\$ 7,147,244.00
		% Target	100.89%	136.86%	
		% Goal	100.00%	100.00%	
 Meets projected target - Revenues	Finances	Q4 Actual	\$ 1,806,478.99	\$ 2,286,443.80	
		YTD Actual	\$ 9,868,494.48	\$ 9,039,319.27	
		EOY Projection	\$ 8,004,000.00	\$ 7,172,000.00	\$ 7,147,244.00
		% Target	123.29%	126.04%	
		% Goal	100.00%	100.00%	
 Expend Community Development Block Grant funding by program year deadline		Q4 Actual	100.00%	100.00%	
		YTD Actual	100.00%	100.00%	
		EOY Target	100.00%	100.00%	100.00%
		% Target	100.00%	100.00%	
		% Goal	100.00%	100.00%	
 Number of housing workshops provided to residents		Q4 Actual	1.00	3.00	
		YTD Actual	9.00	10.00	
		EOY Target	8.00	8.00	8.00
		% Target	112.50%	125.00%	
		% Goal	100.00%	100.00%	

Community Development Balanced Scorecard

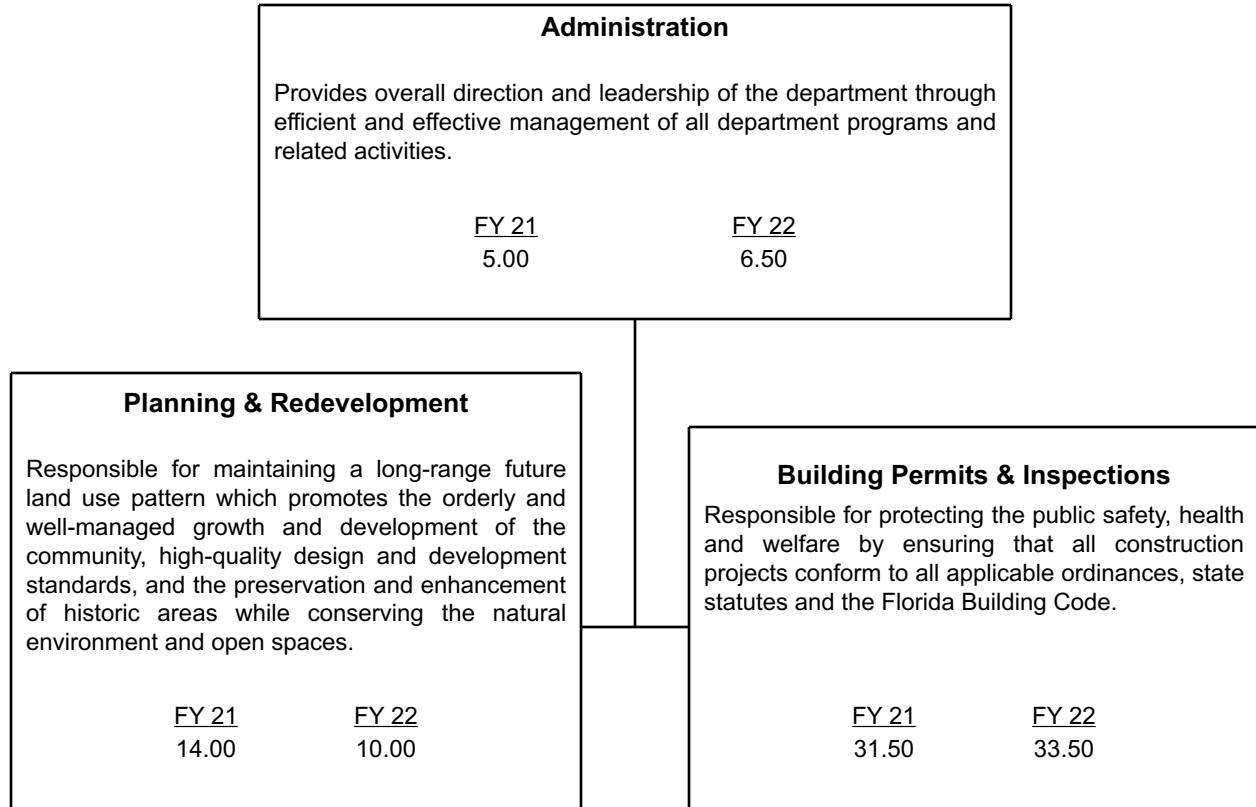
Measures	Objectives	Series Status	FY 2020 Actual	FY 2021 Actual	FY 2022 Goal
 Number of environmentally sustainable outreach events/workshops		Q4 Actual	3.00	—	
		YTD Actual	20.00	9.00	
		EOY Target	22.00	8.00	8.00
		% Target	90.91%	112.50%	
		% Goal	100.00%	100.00%	
 Number of donated volunteer hours at Sustainable Planning's outreach events/workshops	Promote civic engagement, environmental stewardship, intergenerational mentorship, and a venue to complete community hours	Q4 Actual	320.00	—	
		YTD Actual	737.00	1,404.00	
		EOY Target	930.00	240.00	240.00
		% Target	79.25%	585.00%	
		% Goal	100.00%	100.00%	
 Number of development applications for residents, businesses, and the development community	Provide efficient development review and development/zoning permit issuance processes	Q4 Actual	70.00	198.00	
		YTD Actual	405.00	665.00	
		EOY Target	475.00	400.00	400.00
		% Target	85.26%	166.25%	
		% Goal	100.00%	100.00%	
 New construction projects completed within the Transit Oriented Corridor	Facilitate the construction of at least one new mixed-use or multifamily residential project to enhance redevelopment and property values of Historic zone	Q4 Actual	—	—	
		YTD Actual	1.00	2.00	
		EOY Target	1.00	1.00	1.00
		% Target	100.00%	200.00%	
		% Goal	100.00%	100.00%	

Community Development Balanced Scorecard

Measures	Objectives	Series Status	FY 2020 Actual	FY 2021 Actual	FY 2022 Goal
 20 Minutes or Less Wait-time for Permitting	Provide efficient service for customers applying for permits by limiting lobby wait time	Q4 Actual	20.10	22.91	
		YTD Actual	16.47	19.38	
		EOY Target	20.00	20.00	20.00
		% Target	82.36%	96.89%	
		% Goal	100.00%	100.00%	
 Number of Lien Searches performed	Timely processing of Lien Search Requests	Q4 Actual	810.00	933.00	
		YTD Actual	2,874.00	3,425.00	
		EOY Target	1,800.00	1,800.00	1,800.00
		% Target	159.67%	190.28%	
		% Goal	100.00%	100.00%	
 Number of COVID-19 assistance provided	Reduce the number of evictions and foreclosures, and prevent homelessness	Q4 Actual	—	0.00	
		YTD Actual	824.00	102.00	
		EOY Target	1,500.00	75.00	75.00
		% Target	54.93%	136.00%	
		% Goal	100.00%	100.00%	
 Number of Digitally Processed Permit Applications	Timely Processing of On-Line Permit Applications	Q4 Actual	2.00	998.00	
		YTD Actual	7.00	4,966.00	
		EOY Target	12.00	2,500.00	2,500.00
		% Target	58.33%	198.64%	
		% Goal	75.00%	100.00%	
 New land development policies implemented	Adopt and implement at least one new land development policy, procedure or objective to facilitate development/redevelopment and/or Smart Growth policies	Q4 Actual	—	0.00	
		YTD Actual	1.00	3.00	
		EOY Target	1.00	1.00	1.00
		% Target	100.00%	300.00%	
		% Goal	—%	100.00%	

FY21 actuals (revenues and expenses) are as of 11-25-21.
End of year targets exclude year-end budget amendments.

Community Development FTE's by Program



Community Development Budget Summary by Program

Administration—Program 100

Description

This program provides for overall direction, support and leadership for the department through efficient and effective management of all department programs and related activities. Components of the Administrative Program include policy development, personnel administration, budgeting, records management, payroll and accounts payable. Additionally, the Administration Program provides support to all City departments, City Manager and external stakeholders.

Dedicated Revenues	Object Code	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
None		\$ —	\$ —	\$ —	\$ —	\$ —
Expenditures by Category						
Personnel Services		\$ 966,329	\$ 1,034,912	\$ 805,800	\$ 805,800	\$ 825,000
Operating Expense		354,014	389,826	86,650	81,650	90,000
Departmental Capital Outlay		2,700	2,700	—	—	2,800
Total		\$ 1,323,043	\$ 1,427,437	\$ 892,450	\$ 887,450	\$ 917,800
Percent of Time by Position						
Administrative Clerk PT		—	—	—	—	0.50
Administrative Coordinator		1.00	1.00	1.00	1.00	1.00
Administrative Specialist		1.00	1.00	1.00	1.00	1.00
Administrative Supervisor		1.00	1.00	1.00	1.00	1.00
Asst Director of Community Development		1.00	1.00	1.00	1.00	1.00
Chief Operations Officer		1.00	1.00	—	—	—
Department Coordinator		1.00	—	—	1.00	1.00
Director of Community Development		1.00	1.00	1.00	1.00	1.00
Director of Economic & Business Development		1.00	—	—	—	—
Total		8.00	6.00	5.00	6.00	6.50

Community Development Budget Summary by Program

Planning & Redevelopment—Program 401

Description

This program encompasses a variety of department tasks that combine to support and direct the City's current and future development pattern.

The planning component includes adoption of land use and zoning regulations; the use of sustainable community best practices and mitigation/resilience planning; providing for housing that meets the needs of households of all types and income levels; assistance programs and services for businesses of all sizes; and assist the public in engaging the City.

The redevelopment component involves the activities of the planning side but with a focus on how those can best address the conditions found in the historic area of the City. Land use and zoning regulations such as the Transit Oriented Corridor and programs that assist with maintaining the existing stock of commercial buildings and homes are examples of ongoing initiatives.

Dedicated Revenues	Object Code	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Development Review Fees	343900	\$ 216,277	\$ 234,149	\$ 285,000	\$ 285,000	\$ 175,612
7% Surcharge	322110	4	—	—	—	—
Total		\$ 216,281	\$ 234,149	\$ 285,000	\$ 285,000	\$ 175,612

Expenditures by Category

Personnel Services	\$ 1,386,018	\$ 1,171,535	\$ 1,305,000	\$ 1,305,000	\$ 1,076,500
Operating Expense	208,493	88,528	356,200	356,200	383,164
Grants & Aids	21,534	—	—	—	—
Departmental Capital Outlay	7,807	—	—	—	20,000
Total	\$ 1,623,852	\$ 1,260,063	\$ 1,661,200	\$ 1,661,200	\$ 1,479,664

Percent of Time by Position

Client Services Assistant	1.00	1.00	1.00	—	—
Client Services Assistant Part-time	—	—	—	0.50	0.50
Client Services Coordinator I	1.00	1.00	1.00	—	—
Client Services Coordinator II	—	—	—	1.00	1.00
Client Services Coordinator Part-time (2)	0.50	—	—	—	—
Community Garden Specialist	1.00	1.00	1.00	1.00	—
Community Garden Specialist II	—	—	—	—	1.00
Dev. & Capital Mgmt. Coordinator	1.00	1.00	1.00	1.00	1.00
E-plan Administrator	—	—	1.00	1.00	—
Geographic Info Systems Analyst I	1.50	—	—	—	—
Housing & Community Devel. Administrator	—	—	—	1.00	1.00
Landscape Inspector	0.50	0.50	0.50	0.50	0.50
Planning Intern Part-time	1.00	1.00	0.50	—	—
Planning Tech/Asst Planner/Planner I/II	4.00	4.00	4.00	2.00	2.00
Planning Technician Part-time	—	—	0.50	0.50	0.50
Senior Planner/Principal Planner*	2.00	1.00	2.00	4.00	2.00
Sustainability Manager	—	1.00	1.00	1.00	—
Zoning Inspector	0.50	0.50	0.50	0.50	0.50
Total	14.00	12.00	14.00	14.00	10.00

Community Development Budget Summary by Program

Building Permits & Inspections—Program 404

Description

This program is responsible for protecting the public safety, health and welfare by ensuring that all construction projects conform to all applicable ordinances, state statutes and the Florida Building Code (FBC). This is accomplished by issuing permits and by conducting inspections to ensure compliance.

Dedicated Revenues	Object Code	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Building Permit	322100	\$ 5,402,738	\$ 8,261,582	\$ 5,575,400	\$ 5,575,400	\$ 6,196,187
Open Permit Search	322101	314,855	288,000	250,000	250,000	250,000
7% Surcharge	322110	501,989	862,966	400,000	400,000	400,000
Building 10% Admin Fee	322111	49,315	126,463	30,000	30,000	56,445
OT Inspection Fee	322112	35,550	28,900	25,000	25,000	25,000
Garage Sale Permits	329101	2,895	1,860	1,500	1,500	1,000
Notary Services	342160	13,623	10,520	8,000	8,000	8,000
Building Code Violations	354103	49,754	54,055	30,000	30,000	35,000
Miscellaneous Revenue	369900	—	27,211	—	—	—
Total		\$ 6,370,719	\$ 9,661,557	\$ 6,319,900	\$ 6,319,900	\$ 6,971,632

Expenditures by Category

Personnel Services	\$ 3,064,890	\$ 3,446,156	\$ 3,611,600	\$ 3,533,000	\$ 3,712,900
Operating Expense	238,386	197,935	644,941	723,031	701,530
Departmental Capital Outlay	154,996	93,553	228,500	9,010	68,900
Total	\$ 3,458,272	\$ 3,737,644	\$ 4,485,041	\$ 4,265,041	\$ 4,483,330

Percent of Time by Position

Building Official	1.00	1.00	1.00	1.00	1.00
Chief Code Compliance Officer	1.00	1.00	1.00	1.00	1.00
Chief Electrical Inspector	1.00	1.00	1.00	1.00	1.00
Chief Mechanical Inspector	1.00	1.00	1.00	1.00	1.00
Chief Plumbing Inspector/Plans Examiner	1.00	1.00	1.00	1.00	1.00
Chief Structural Inspector/Plans Examiner	1.00	1.00	1.00	1.00	1.00
Customer Contact & Marketing Relations Manager	1.00	1.00	1.00	1.00	1.00
E-Plan Administrator	—	—	—	—	1.00
Electrical Plans Examiner	1.00	1.00	1.00	1.00	1.00
Electrical Plans Examiner/Inspector	1.00	1.00	1.00	1.00	1.00
Electronic Plans Review Specialist	1.00	1.00	1.00	1.00	1.00
Geographic Information Systems Analyst	0.50	—	—	—	—
Landscape Inspector	0.50	0.50	0.50	0.50	0.50
Mechanical Inspector/Plans Examiner	1.00	1.00	1.00	1.00	1.00
Permit Clerks (I, II, III)	7.00	7.00	7.00	7.00	8.00
Permit Clerk I Part-time (2)	1.50	1.50	1.50	1.00	0.50
Permit Plans Coordinator	1.00	1.00	1.00	1.00	1.00
Planning Technician Part-time	0.50	0.50	—	—	—
Plumbing Inspector/Plans Examiner	2.00	2.00	2.00	2.00	2.00
Records Coordinator	1.00	1.00	1.00	1.00	1.00
Special Projects Manager	1.00	1.00	1.00	1.00	—
Structural Inspector/Structural Plans Examiner	5.00	5.00	5.00	6.00	7.00
Structural Plans Examiner	1.00	1.00	1.00	1.00	1.00
Zoning Inspector	0.50	0.50	0.50	0.50	0.50
Total	32.50	32.00	31.50	32.00	33.50

Community Development Expenditures by Object Code

Administration—001-41-100-559-

Object #	Account Description	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
<u>Personnel Services</u>						
601200	Employee Salaries	\$ 637,928	\$ 679,476	\$ 497,000	\$ 497,000	\$ 511,100
601205	Lump Sum Payout - Accrued Time	41,249	57,665	35,400	35,400	35,400
601210	Non-Pensionable Earnings	7,532	430	—	—	3,000
601215	Communication Stipend	2,938	5,695	4,600	4,600	3,900
601220	Longevity Pay	2,283	2,501	2,300	2,300	4,300
601400	Overtime-General	834	2,485	900	900	900
601410	Overtime-Holiday	—	926	—	—	—
602100	FICA & MICA	49,824	50,825	38,000	38,000	40,100
602210	Pension-General	25,413	30,381	33,400	33,400	35,500
602235	Pension-Senior Mgmt	73,999	70,550	65,100	65,100	61,400
602260	Pension-401	7,723	8,580	8,400	8,400	8,600
602265	Pension-457	20,720	20,183	15,700	15,700	19,500
602300	Pmt In Lieu Of Insurance	5,632	5,654	6,200	6,200	6,200
602304	Health Insurance-PPO	12,760	12,868	—	—	—
602305	Health Insurance-HMO	52,016	59,942	67,400	67,400	63,600
602306	Dental Insurance-PPO	2,779	2,910	2,800	2,800	2,800
602307	Dental Insurance-HMO	103	2	—	—	—
602309	Basic Life Insurance	2,518	1,681	1,400	1,400	1,500
602311	Long-Term Disability Ins	602	406	700	700	700
602312	HDHP Aetna	3,175	54	—	—	—
602400	Workers' Compensation	16,300	21,700	26,500	26,500	26,500
	<i>Sub-Total</i>	<u>966,329</u>	<u>1,034,912</u>	<u>805,800</u>	<u>805,800</u>	<u>825,000</u>
<u>Operating Expense</u>						
604001	Travel & Training	3,580	3,934	9,650	4,650	9,000
604100	Communication Svcs	1,493	—	—	—	—
604301	Electricity Svcs	6,409	7,239	8,200	8,200	7,300
604402	Leased Vehicles	1,629	—	—	—	—
604500	Risk Internal Svcs Charge	58,400	65,400	1,400	1,400	6,000
604550	Health Ins Internal Serv Chg	—	11,700	20,300	20,300	11,000
604610	Fleet Internal Svcs Charge	8,009	8,800	8,000	8,000	7,200
604700	Printing & Binding Svc	452	83	500	500	500
604916	Administrative Expense	213	258	300	300	300
604989	IT Internal Svcs Charge	269,000	290,800	34,100	34,100	43,900
605100	Office Supplies	53	—	100	100	100
605220	Vehicle Fuel-On-Site	985	644	1,800	1,800	1,800
605251	Noncap Equip (Item less 5000)	—	158	400	400	400
605410	Subscriptions & Memberships	1,822	810	1,700	1,700	1,700
605500	Training-General	1,970	—	200	200	800
	<i>Sub-Total</i>	<u>354,014</u>	<u>389,826</u>	<u>86,650</u>	<u>81,650</u>	<u>90,000</u>
<u>Departmental Capital Outlay</u>						
606441	Vehicle Replacement Program	2,700	2,700	—	—	2,800
	<i>Sub-Total</i>	<u>2,700</u>	<u>2,700</u>	<u>—</u>	<u>—</u>	<u>2,800</u>
	Total	\$ 1,323,043	\$ 1,427,437	\$ 892,450	\$ 887,450	\$ 917,800

Community Development Expenditures by Object Code

Planning & Redevelopment—001-41-401-515-

Object #	Account Description	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Personnel Services						
601200	Employee Salaries	895,303	700,977	759,000	759,000	513,800
601205	Lump Sum Payout - Accrued Time	15,008	16,096	18,600	18,600	75,400
601210	Non-Pensionable Earnings	16,351	2,890	—	—	11,000
601215	Communication Stipend	2,045	1,020	2,300	2,300	2,900
601220	Longevity Pay	717	932	2,900	2,900	3,400
601400	Overtime-General	2,538	1,665	1,500	1,500	1,500
601410	Overtime-Holiday	—	1,474	1,200	1,200	1,200
602100	FICA & MICA	70,010	54,012	61,300	61,300	64,400
602210	Pension-General	81,743	76,252	95,900	95,900	76,500
602235	Pension-Senior Mgmt	77,999	67,575	50,400	50,400	64,600
602260	Pension-401	—	—	3,100	3,100	—
602265	Pension-457	16,625	12,618	13,700	13,700	16,800
602300	Pmt In Lieu Of Insurance	5,632	5,654	6,200	6,200	6,200
602304	Health Insurance-PPO	31,699	69,426	92,200	92,200	—
602305	Health Insurance-HMO	123,952	103,176	126,100	126,100	168,900
602306	Dental Insurance-PPO	3,754	4,541	5,700	5,700	4,200
602307	Dental Insurance-HMO	1,015	734	900	900	1,400
602309	Basic Life Insurance	3,322	2,070	2,200	2,200	2,400
602311	Long-Term Disability Ins	1,004	722	1,100	1,100	1,200
602400	Workers' Compensation	37,300	49,700	60,700	60,700	60,700
	<i>Sub-Total</i>	1,386,018	1,171,535	1,305,000	1,305,000	1,076,500
Operating Expense						
603190	Prof Svcs-Other	8,075	2,266	77,100	76,300	46,300
603400	Contract Svcs-Other	—	—	—	—	39,464
603425	Software License & Maint	15,341	9,471	10,600	10,600	15,800
603463	Tree Trimming Program	—	—	40,000	40,000	40,000
604001	Travel & Training	9,569	3,921	9,800	9,800	9,800
604200	Postage	3,726	1,928	1,400	2,200	1,400
604301	Electricity Svcs	13,770	15,553	5,200	5,200	15,600
604500	Risk Internal Svcs Charge	—	—	2,700	2,700	11,500
604550	Health Ins Internal Serv Chg	—	26,300	64,900	64,900	35,100
604700	Printing & Binding Svc	1,330	479	500	500	500
604860	Economic Developmnt Activities	10,000	1,866	—	—	—
604865	Community Garden	24,983	9,774	15,000	15,000	13,000
604880	Chamber of Commerce Events	40,289	—	—	—	—
604889	Marketing & Promotions	7,500	—	—	—	—
604910	Advertising Costs	8,767	12,087	25,000	25,000	20,000
604916	Administrative Expense	813	373	1,100	1,100	1,100
604920	License & Permit Fees	10,093	—	—	—	—
604989	IT Internal Svcs Charge	—	—	77,500	77,500	75,600
604997	Other Operating Expenses	10,548	(7,339)	3,200	3,200	3,200
605100	Office Supplies	5,843	2,656	4,400	4,400	4,400
605120	Computer Operating Expenses	21	—	—	—	—
605240	Uniforms Cost	200	184	600	600	600
605246	Safety Equipment Supplies	200	—	—	—	—
605250	Noncap Furn (Item less 5000)	—	—	1,500	1,500	1,500
605410	Subscriptions & Memberships	25,786	8,513	12,500	12,500	13,100
605500	Training-General	3,978	497	3,200	3,200	5,800
605510	Tuition Reimbursement	7,661	—	—	—	29,400
	<i>Sub-Total</i>	208,493	88,528	356,200	356,200	383,164
Departmental Capital Outlay						
606210	Building Renovation	7,807	—	—	—	—
606701	Public Art	—	—	—	—	20,000
	<i>Sub-Total</i>	7,807	—	—	—	20,000
Grants & Aids						
608250	Economic Incentive	21,534	—	—	—	—
	<i>Sub-Total</i>	21,534	—	—	—	—
	Total	\$ 1,623,852	\$ 1,260,063	\$ 1,661,200	\$ 1,661,200	\$ 1,479,664

Community Development Expenditures by Object Code

Building Permits & Inspections—001-41-404-524-

Object #	Account Description	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Personnel Services						
601200	Employee Salaries	\$ 1,919,320	\$ 2,184,074	\$ 2,240,900	\$ 2,162,300	\$ 2,362,500
601205	Lump Sum Payout - Accrued Time	50,060	41,040	49,000	49,000	44,800
601210	Non-Pensionable Earnings	52,024	7,646	—	—	7,000
601215	Communication Stipend	2,610	19,670	19,800	19,800	18,500
601220	Longevity Pay	4,878	4,953	5,500	5,500	6,500
601400	Overtime-General	41,743	32,816	49,300	49,300	49,300
601410	Overtime-Holiday	380	14,215	12,800	12,800	12,800
601411	Overtime-Reimbursable	19,678	20,736	19,300	19,300	19,300
602100	FICA & MICA	153,211	173,702	176,700	176,700	188,800
602210	Pension-General	337,878	371,959	399,900	399,900	343,300
602235	Pension-Senior Mgmt	74,999	72,866	73,600	73,600	80,700
602260	Pension-401	—	—	5,600	5,600	—
602265	Pension-457	7,586	12,257	12,200	12,200	14,000
602305	Health Insurance-HMO	262,032	267,960	306,100	306,100	394,000
602306	Dental Insurance-PPO	8,188	9,369	11,000	11,000	12,100
602307	Dental Insurance-HMO	2,494	2,801	2,900	2,900	2,300
602309	Basic Life Insurance	8,373	6,978	6,400	6,400	6,700
602311	Long-Term Disability Ins	2,223	1,629	3,200	3,200	3,400
602312	HDHP Aetna	39,911	92,502	95,100	95,100	35,400
602313	HSA Payflex	10,800	20,300	18,900	18,900	8,100
602400	Workers' Compensation	66,500	88,682	103,400	103,400	103,400
	<i>Sub-Total</i>	3,064,890	3,446,156	3,611,600	3,533,000	3,712,900
Operating Expense						
603400	Contract Svcs-Other	121,422	35,577	72,000	155,600	84,300
603425	Software License & Maint	399	—	159,791	159,791	159,800
603460	Landscape Svcs	8,500	—	6,000	6,000	6,000
604001	Travel & Training	2,087	168	6,250	6,250	6,250
604100	Communication Services	7,860	—	—	—	—
604301	Electricity Svcs	13,754	15,535	5,200	5,200	15,500
604402	Leased Vehicles	15,250	—	—	—	—
604500	Risk Internal Svcs Charge	—	—	7,300	7,300	31,200
604550	Health Ins Internal Serv Chg	—	80,000	94,100	94,100	50,900
604610	Fleet Internal Svcs Charge	29,333	37,100	33,800	33,800	30,300
604613	Vehicle Detail	213	30	1,500	1,500	2,700
604700	Printing & Binding Svc	3,233	1,910	2,700	2,700	2,700
604931	Recording Fees	30	37	200	200	5,000
604965	Special Magistrate	750	600	1,800	1,800	2,100
604989	IT Internal Svcs Charge	—	—	197,400	197,400	251,600
604997	Other Operating Expenses	3,496	558	2,500	2,500	2,500
605100	Office Supplies	7,323	4,213	4,300	4,300	4,300
605120	Computer Operating Expenses	924	—	800	800	4,330
605220	Vehicle Fuel-On-Site	9,400	7,198	12,600	12,600	12,900
605240	Uniforms Cost	2,826	2,646	5,700	5,700	6,100
605246	Safety Equipment Supplies	2,197	1,611	3,000	3,000	3,150
605250	Noncap Furn (Item less 5000)	1,731	—	1,500	1,500	1,500
605251	Noncap Equip (Item less 5000)	—	2,000	5,600	90	5,600
605410	Subscriptions & Memberships	3,000	5,803	9,000	9,000	5,800
605500	Training-General	4,659	2,950	6,500	6,500	7,000
605510	Tuition Reimbursement	—	—	5,400	5,400	—
	<i>Sub-Total</i>	238,386	197,935	644,941	723,031	701,530
Departmental Capital Outlay						
606210	Building Renovation	50,283	—	—	—	—
606400	Machinery & Equipment	10,251	—	—	—	—
606440	Vehicles Purchase	19,728	21,308	—	—	—

Community Development Expenditures by Object Code

Building Permits & Inspections—001-41-404-524-

Object #	Account Description	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
606441	Vehicle Replacement Program	73,700	68,600	—	—	68,900
606470	Computer Equipment	1,034	3,645	3,500	9,010	—
606471	Software	—	—	225,000	—	—
	<i>Sub-Total</i>	154,996	93,553	228,500	9,010	68,900
	Total	\$ 3,458,272	\$ 3,737,644	\$ 4,485,041	\$ 4,265,041	\$ 4,483,330



Community Development Staff Reviewing Plans In-house and In The Field

Community Development Budget Justification

Object #	Account Description	Justification
Revenue		
322100	Building Permits	Permits must be issued to any individual or business that does construction work within the corporate limits of the City. These permits are issued for construction, such as electrical, plumbing, structural, mechanical, etc.
322101	Open Permit Search	This fee was implemented to help cover the costs of research and analysis on whether open permits exist for a house undergoing a transfer of ownership. This fee, per address, is usually paid by the title company involved in the transfer. Fee includes expedited lien search.
322110	Permits Surcharge	This surcharge pertains to permit fees. If permit is building related revenue will go to Building Program, and if it is planning and zoning related it will go to the Planning Program. Funds are for technology upgrades that will enhance building development related customer service.
322111	Expired Permits/Revisions Bldg	Fees for renewal of expired permits and building plan revisions.
322112	OT Inspection Fee	This is a permit fee for weekend inspections performed by inspectors; the requests are made by the project manager/developer.
329101	Garage Sale Permits	This revenue is generated from permit required in order to have a garage sale within the City.
342160	Notary Services/Copies/Records	Notary services, existing building plan copies, and certified documents provided by City staff.
343900	Development Review Fees	These are fees charged to developers for costs associated with the interdepartmental review of new development proposals such as site plans and plats.
354103	Building Code Violations	This revenue is generated from City/Building Code Violations; These funds may be used to demolish future unsafe structures.
Expense		
601400	Overtime-General	This line item is required for overtime due to unforeseen circumstances.
601410	Overtime-Holiday	This expenditure is for regular and overtime hours worked on contractual holidays per the individual collective bargaining agreements.
601411	Overtime-Reimbursable	Reimbursable overtime paid by contractors.
603190	Prof Svcs-Other	This cost is for Comprehensive Plan Consultants and Advisory Boards Meeting Minutes.
603400	Contract Svcs-Other	To provide Administrative Fees for Housing Grant-related projects from prior program years. Housing Grant Consultant was approved by City Commission on June 16, 2021 (R-21-118) (Summertime Change)
603425	Software License & Maint	Contracted software licenses and maintenance: ESRI software - \$5,900 Adobe Suite - \$3,200 Acrobat - \$500 Cqueue System - \$1,000 BlueBeam - \$3,400 SketchUp - \$1,800 GIS Software - \$159,800
603460	Landscape Svcs	Contracted services for landscape services.
603463	Tree Trimming Program	For Tree Trimming Services
604001	Travel & Training	Attendance at National and State Planning Conferences. This represents costs associated with travel and accommodations for specialized training and certification courses or conferences including AICP Training (CEUs).
604200	Postage	USPS, Federal Express and UPS charges including costs for public notifications.
604301	Electricity Svcs	This account represents allocated costs for electricity usage.
604500	Risk Internal Svcs Charge	This is a restricted account for allocated property and liability insurance premiums as provided by HR-Risk Management.
604550	Health Ins Internal Serv Chg	Funds the City's wellness program that encourage employees to adopt healthy habits through education, incentives and an on-site clinic.
604610	Fleet Internal Svcs Charge	This line item is for the repair and maintenance of city vehicles as per Public Works-Fleet Maintenance.
604613	Vehicle Detail	Cost associated with cleaning and detailing of City vehicles assigned to Department.
604700	Printing & Binding Svc	Cost of Building permit cards, business cards and shells, violation tags, flyers, informational materials, general correspondence and miscellaneous notices.
604865	Community Garden	Maintenance and daily operations of Miramar Community Garden.
604910	Advertising Costs	This cost is related to mandated public notice legal requirements. This represents the costs associated with media placement for City institutional, business and event campaigns, public notices, radio ads and ads in national and international publications for business attraction.
604916	Administrative Expense	This represents the costs associated with administrative expenses required for program operations.
604931	Recording Fees	This line item is for costs associated with recording special magistrate hearings in all applicable mediums.



Community Development Budget Justification

Object #	Account Description	Justification
604965	Special Magistrate	This line item is for fees paid to contract attorneys who provide special magistrate services to the city.
604989	IT Internal Svcs Charge	This account is for technology related costs such as leased computers, internet, intranet, land lines, network, telephone, software licenses, database needs and support services.
604997	Other Operating Expenses	This account is for unanticipated one time expenses that cannot be charged to any other budgeted line item.
605100	Office Supplies	This cost is for desktop and general office supplies to support the needs of the department.
605120	Computer Operating Expenses	These costs are for the Print Management Service Agreement and computer related items. This cost is associated with purchase of computer related hardware, display screens, keyboards, etc., to support the necessary functions of the department. Includes approved above base request for a computer for new position \$3,530.
605220	Vehicle Fuel-On-Site	This account covers the cost of gas and oil used for city vehicles as provided by PW-Fleet Maintenance.
605240	Uniforms Cost	This account is used for uniforms for specific employees as required by GAME contract.
605246	Safety Equipment Supplies	Includes first aid kits, safety shoes and gear, fire extinguishers in the vehicles, and rain coats for field workers.
605250	Noncap Furn (Item less 5000)	Desk, chairs and other small furnishings for the department. Office chairs and furniture for new hires.
605251	Noncap Equip (Item less 5000)	Cost for computer equipment and scanners,
605410	Subscriptions & Memberships	Subscriptions for various journals and memberships for local, state and professional organizations: American Planning Association ("APA") membership for Department Director - \$800 International Economic Development Council ("IEDC") membership for Department Director - \$400 Sun Sentinel subscription - \$500 American Planning Association ("APA") / Florida Chapter of the American Planning Association ("FAPA") / Broward Section of the American Planning Association ("BAPA") membership for Planners - \$2,150 Congress for the New Urbanism ("CNU") - \$500 Urban Land Institute ("ULI") - \$600 Smart Growth Partnership - \$400 Notary Renewals - \$300 Urban Sustainability Directors Network ("USDN") - \$3,300 Southeast Sustainability Directors Network ("SSDN") - \$600 Slow Food USA - \$190 National Wildlife Federation ("NWLFF") - \$100 National Community Development Association - \$1,550 Florida Redevelopment Association - \$890 Florida Broward Affordable Housing - \$50 Florida Community Development Association - \$275 Florida Housing Coalition - \$1,000 Florida Economic Development Council - \$600 Landscape Inspectors Association - \$65 Landscape Architect Council Record - \$160 Landscape Architect Registration Examination (L.A.R.E) - \$370 Professional Engineering License Renewal - \$189 Professional Engineering License Renewal - \$189 R.S. Means 2020 Construction book - \$326 International Association of Electrical Inspectors ("I.A.E.I.") renewal fees - \$120 International Association of Electrical Inspectors ("I.A.E.I.") renewal fees - \$120 International Association of Electrical Inspectors ("I.A.E.I.") renewal fees - \$120 Building Officials & Inspectors Educational Association ("BOIEA") Membership - \$850 International Code Council ("ICC") Membership for Building Official - \$240 Florida Association of Plumbing-Gas-Mechanical Inspectors ("FAPGMI") Membership - \$140 Florida Association of Plumbing-Gas-Mechanical Inspectors ("FAPGMI") Membership - \$140 Certified General Contractor License Renewals - \$1,500 Notary Renewals - \$1,716 ANSI/NSPI Residential Inground Swimming Pools - \$150



Community Development Budget Justification

Object #	Account Description	Justification
605500	Training-General	This account is for local training and educational costs for conferences and meetings and for the maintenance of professional certifications for all applicable staff members. Local Training for Principal Planner - \$540 Local Training for Senior Planner - \$540 Local Training for Planner II - \$530 Local Training for Planner II - \$530 Local Training for Planner II - \$530 Local Training for Assistant Planner - \$530 Local Training for (8) Permit Clerks - \$1,600 Local Training for (11) Inspectors - \$4,400 Local Training for Eplan Administrator - \$500 Horticultural Therapy Certificate Program - \$2,600 Local Training for Director and Assistant Director - \$800 Includes \$500 for Approved Above Base Request
605510	Tuition Reimbursement	Education assistance to permanent employees that is associated with a certificate or degree program at a community college or state college/university. Education must be related to the employee's present position or have the ability to assist in a promotional opportunity. The cost covers books and lab fees associated with the course.
606441	Vehicle Replacement Program	This budgeted amount is for escrow for future vehicle replacements.
606701	Public Art	This line is for public art to include original works of art that are accessible to the public and which may possess functional as well as aesthetic qualities that typically reflect an awareness of its site, both physically and socially.



Permitting Staff and Volunteers Giving Back for Miramar Habitat for Humanity Project

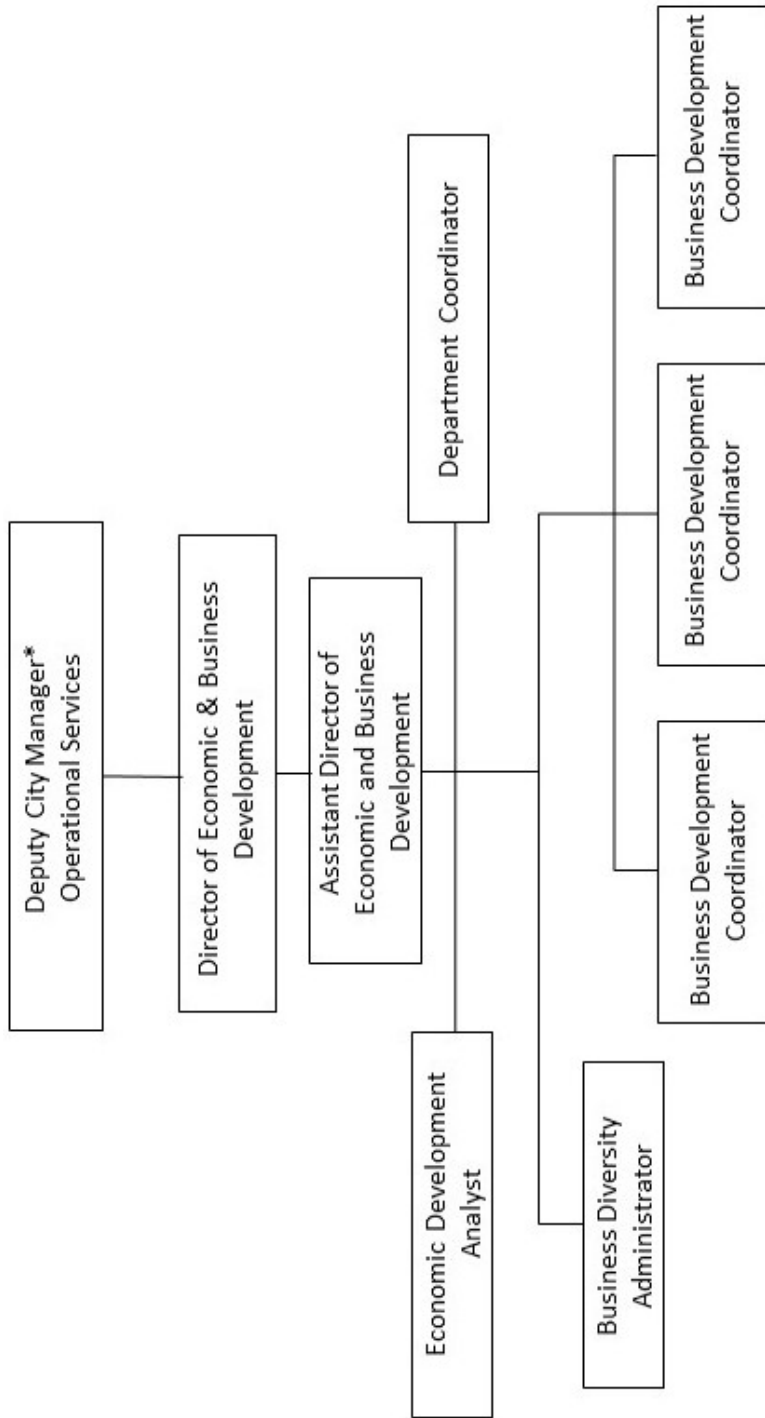


Economic & Business Development

Mission

The mission of the Miramar Economic and Business Development Department is to support the City's position as a premier location for all sizes and stages of businesses that fosters economic growth. This growth will occur through collaboration, innovation, connectivity, community development and aggressive business recruitment, retention and outreach.

Economic & Business Development Organizational Chart



* Budgeted in the Office of the City Manager



Economic & Business Development

Department Overview

The Economic and Business Development Department is responsible for citywide economic development, redevelopment activities in Historic Miramar, and business inclusion and diversity programs and initiatives. Over the past several years, the City has become a premier location for Fortune 500 companies and the City's historic areas are also experiencing a renaissance as a result of reinvestment by the public and private sectors. The department is responsible for the recruitment, retention and expansion of target industry jobs and for increasing foreign direct investment; the coordination of neighborhood redevelopment and revitalization initiatives; the growth and sustainability of Miramar's workforce in Broward County's targeted industries; the implementation of technological innovations where start-ups and new technology companies thrive; the implementation of initiatives designed to place businesses in the best position to grow and develop;

and enhance inclusion and diversity on City projects using the latest technological advances. Through partnerships with Broward County, the State of Florida, the Federal Government, Miramar/Pembroke Pines Chamber of Commerce, institutions of higher learning, and private sector partners, the department implements projects and programs that promote business opportunity; supports commercial, office and industrial development; attracts and retains businesses; enhances neighborhoods through redevelopment; and expands global trade through foreign direct investment.

As indicated in the Position Detail, this department is comprised of eight (8) full-time budgeted positions. The two (2) programs provided are:

1. Business Development
2. Business Inclusion Diversity



Miramar Siemens CBE Outreach Event

Economic & Business Development

FY 2021 Accomplishments

- Adopted the BID Act which provides for race-neutral and race conscious goals in procurement contracts.
- Developed BID Act policies and procedures.
- Developed a video documenting BID process from the Diversity Study to passage of BID Act.
- Tracked and reported on inclusion and diversity vendors/contractors.
- In conjunction with Office of Marketing and Communications, implemented a branded content strategy regarding BID to reach businesses in the South Florida community.
- Submitted application for accreditation with the International Economic Development Council (IEDC).
- Revamped the Department's website into a user-friendly, informative site.
- Created a Small Business Hub on the Department's website.
- Awarded nearly \$750,000 in Economic Development Funds to qualified small businesses (impacted by COVID-19).
- Processed application for Commercial Rehabilitation Assistance.
- Amended MicroEnterprise Assistance program to increase award from \$10,000 to \$25,000 for payroll expenses (CDBG/CARES Act).
- Developed a program to provide website assistance to Miramar micro-businesses.
- Offered outreach programs on topics of interest to Miramar businesses:
 - 12 BID workshops/webinars/articles;
 - 12 podcasts;
 - Four (4) Broward Up College Course Offerings;
 - Three (3) BizFit Virtual Tours;
 - Three (3) Prosperity Broward Programs.
- Developed partnership with SCORE to provide business plan support, mentoring, financial planning, and workshops.
- Conducted 15 virtual Corporate Outreach visits.
- Completed City of Miramar Global Strategy.
- Presented consultant's recommendations on City of Miramar's International Business Strategy.
- Recommended the creation of a Sister Cities International Board to City Commission.
- Held workshops on "How to do Business" with other countries, the ABC's of Import/Export, and Benefits of Foreign Trade Zones (FTZ's).
- Participated in Enterprise Florida's Virtual Trade Expo with virtual booth.
- In conjunction with the Office of Marketing and Communications (OMC), implemented branded content marketing strategy to reach biomedical, aviation, and technology companies nationwide.
- Provided free facial masks for local businesses.
- Developed preliminary architectural plans for the redevelopment of a commercial property (on State Rd. 7), located in an Opportunity Zone.
- Developed reporting dashboard for commercial market metrics.
- Secured virtual business event platform (NextTech AR).
- Secured business retention & expansion software platform (BluDot).



Grand Opening Commercial Rehabilitation Project

Economic & Business Development

Program Revenues, Expenditures and Positions Summary






	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Dedicated Revenues					
None	\$ —	\$ —	\$ —	\$ —	\$ —
Expenditures by Program					
Business Development	—	618,606	1,191,995	1,199,495	1,378,495
Business Inclusion Diversity	—	508,843	543,000	535,500	450,000
Total	\$ —	\$ 1,127,449	\$ 1,734,995	\$ 1,734,995	\$ 1,828,495
Expenditures by Category					
Personnel Services	\$ —	\$ 875,953	\$ 1,045,600	\$ 1,045,600	\$ 1,133,200
Operating Expense	—	197,372	595,095	595,095	600,995
Grants & Aids	—	54,124	94,300	94,300	94,300
Capital Outlay	—	—	—	—	—
Total	\$ —	\$ 1,127,449	\$ 1,734,995	\$ 1,734,995	\$ 1,828,495
Positions by Program					
Business Development	—	3.00	7.00	7.00	7.00
Business Inclusion Diversity	—	4.00	1.00	1.00	1.00
Total	—	7.00	8.00	8.00	8.00
Position Detail					
Assistant Director of Economic & Business Development	—	—	1.00	1.00	1.00
Business Development Coordinator	—	—	—	3.00	3.00
Business Diversity Administrator	—	1.00	1.00	1.00	1.00
Compliance Coordinator	—	1.00	1.00	—	—
Department Coordinator	—	1.00	1.00	1.00	1.00
Director of Economic & Business Development	—	1.00	1.00	1.00	1.00
Economic Development Analyst	—	1.00	1.00	1.00	1.00
Ombudsman Coordinator	—	1.00	1.00	—	—
Outreach Coordinator	—	1.00	1.00	—	—
Total FTE's	—	7.00	8.00	8.00	8.00

* Block Budgeted Positions








Economic & Business Development Balanced Scorecard




E

Measures	Objectives	Series Status	FY 2020 Actual	FY 2021 Actual	FY 2022 Goal
 Track and report on the inclusion and diversity of vendors/contractors on City procurements and projects through B2G Now software via quarterly reports starting in October 2021.	Support the recruitment, Growth and Sustainability of Disadvantaged and Minority-LED Businesses in the City of Miramar	Q4 Actual		300.00	
		YTD Actual		300.00	
		EOY Target		20.00	20.00
		% Target	New measure	1,500.00%	
		% Goal		100.00%	
 BID 12 small business development workshops hosted/attended by BID	BID - Enhance Small Business Growth and Development in FY21 by providing variety of outreach programs on topics of interest and practical use to Miramar Small businesses	Q4 Actual	3.00	6.00	
		YTD Actual	13.00	17.00	
		EOY Target	12.00	12.00	12.00
		% Target	108.33%	141.67%	
		% Goal	100.00%	100.00%	
 BID - Offer 12 workshops/webinars		Q4 Actual		3.00	
		YTD Actual		15.00	
		EOY Target		12.00	12.00
		% Target	New measure	125.00%	
		% Goal		100.00%	
 BID - Number of small business empowerment meetings held by BID		Q4 Actual	5.00	300.00	
		YTD Actual	22.00	316.00	
		EOY Target	12.00	12.00	12.00
		% Target	183.33%	2,633.33%	
		% Goal	100.00%	100.00%	
 BID - Identify 25 ready, willing and able sub-consultants to join construction library for CIP projects by September 2021.	BID - Enhance Workforce Diversity, Inclusion, Growth and Sustainability of Disadvantaged and Minority Led businesses in the City of Miramar.	Q4 Actual	35.00	35.00	
		YTD Actual	97.00	88.00	
		EOY Target	50.00	25.00	25.00
		% Target	194.00%	352.00%	
		% Goal	100.00%	100.00%	






Economic & Business Development Balanced Scorecard

Measures	Objectives	Series Status	FY 2020 Actual	FY 2021 Actual	FY 2022 Goal
 BID - Introduce 100 prime/subcontractors in BID Local (TriCounty) Contractor Database)		Q4 Actual	231.00	37.00	
		YTD Actual	233.00	177.00	
		EOY Target	100.00	100.00	100.00
		% Target	233.00%	177.00%	
		% Goal	100.00%	100.00%	
 Complete 7 activities towards application completion for IEDC Accreditation	Achieve accreditation with International Economic Development Council (IEDC)	Q4 Actual	0.00	1.00	
		YTD Actual	7.00	9.00	
		EOY Target	7.00	7.00	7.00
		% Target	100.00%	128.57%	
		% Goal	50.00%	100.00%	
 Host at least 3 BizFit tours and Workshops	Offer a wide variety of outreach programs on topics of interest and practical use to Miramar small businesses in FY 21, including	Q4 Actual	5.00	2.00	
		YTD Actual	12.00	4.00	
		EOY Target	12.00	3.00	3.00
		% Target	100.00%	133.33%	
		% Goal	100.00%	100.00%	
 Add software to measure the success of implementing economic development programs	Develop ways to measure the impact/success of three of the programs we deliver by April 2021 and collect the measurement data on those programs between April 1 and September 30.	Q4 Actual		2.00	
		YTD Actual		5.00	
		EOY Target		3.00	3.00
		% Target	New measure	166.67%	
		% Goal		100.00%	
 Amount awarded in FY21 Economic Stimulus Grant	Award small businesses impacted by COVID 19 using Economic Development Funds in FY21	Q4 Actual		\$ —	
		YTD Actual		\$ 598,405.03	
		EOY Target		\$ 750,000.00	\$ 750,000.00
		% Target	New measure	79.79%	
		% Goal		100.00%	






Economic & Business Development Balanced Scorecard

Measures	Objectives	Series Status	FY 2020 Actual	FY 2021 Actual	FY 2022 Goal
 Create five additions to website for small business community to be informative and user friendly	Revamp the Department's website to be a user friendly, informative site that provides the visitor with information on every economic support program the City offers as well as links to other organizations and sites that can assist them in improving and sustaining their business	Q4 Actual		2.00	
		YTD Actual		6.00	
		EOY Target		5.00	5.00
		% Target	New measure	120.00%	
		% Goal		100.00%	
 Award \$200,000 in Commercial Rehabilitation Assistance to assist commercial property owners in Historic Miramar with building façade renovations.	Support commercial property and tenant improvements in business community	Q4 Actual		\$ 20,000.00	
		YTD Actual		\$ 80,000.00	
		EOY Target		\$ 200,000.00	\$200,000.00
		% Target	New measure	40.00%	
		% Goal		100.00%	
 Award \$50,000 in Micro-Business Enterprise Assistance (Payroll Protection) to Miramar Small Businesses. Max \$10K	Give small businesses easy access to tools, knowledge and funding that can help them survive and thrive.	Q4 Actual		\$ —	
		YTD Actual		\$ —	
		EOY Target		\$ 50,000.00	\$50,000.00
		% Target	New measure	—%	
		% Goal		100.00%	


Economic & Business Development Balanced Scorecard

Measures	Objectives	Series Status	FY 2020 Actual	FY 2021 Actual	FY 2022 Goal	
 Assist 25 micro Miramar businesses by June 2021	Give small businesses easy access to tools, knowledge and funding that can help them survive and thrive.	Q4 Actual		12.00		
		YTD Actual		27.00		
	EOY Target			25.00	25.00	
	Provide web-site development assistance (both financial and professional development assistance).	% Target	New measure		108.00%	
		% Goal			100.00%	
 Complete 12 podcast in FY21	Give small businesses easy access to tools, knowledge and funding that can help them survive and thrive.	Q4 Actual		3.00		
		YTD Actual		12.00		
	EOY Target			12.00	12.00	
	% Target	New measure		100.00%		
	% Goal			100.00%		
 Track attendance rate of small businesses engagement via Workshops/ Webinars	Give small businesses easy access to tools, knowledge and funding that can help them survive and thrive.	Q4 Actual		174.00		
		YTD Actual		374.00		
	EOY Target			100.00	100.00	
	% Target	New measure		374.00%		
	% Goal			100.00%		
 Provide 4 Broward College courses	Offer a wide variety of outreach programs on topics	Q4 Actual		0.00		
		YTD Actual		4.00		
	EOY Target			4.00	4.00	
	% Target	New measure		100.00%		
	% Goal			—%		
 Meets budget target - Expenses		Q4 Actual	\$ 1,127,449.00	\$ 393,460.19		
		YTD Actual	\$ 1,127,449.00	\$ 1,404,274.47		
		EOY Target	\$ 1,629,800.00	\$ 1,734,995.00	\$1,828,495.00	
		% Target	69.18%	80.94%		
		% Goal	100.00%	100.00%		

Economic & Business Development Balanced Scorecard

Measures	Objectives	Series Status	FY 2020 Actual	FY 2021 Actual	FY 2022 Goal
 Implement the Business Inclusion Act upon adoption in the Code of Ordinances by the City Commission by June 2021 through 5 step process.	Support the recruitment, Growth and Sustainability of Disadvantaged and Minority-LED Businesses in the City of Miramar	Q4 Actual		3.00	
		YTD Actual		7.00	
		EOY Target		5.00	5.00
		% Target	New measure	140.00%	
		% Goal		100.00%	
 Promote our permitting assistance services to business locating or expanding to Miramar	Recruit and Retain Broward County Target Industry Jobs In Miramar	Q4 Actual		28.00	
		YTD Actual		191.00	
		EOY Target		25.00	25.00
		% Target	New measure	764.00%	
		% Goal		100.00%	
 Provide 3 programs with Prosperity Broward	Give small businesses easy access to tools, knowledge and funding that can help them survive and thrive.	Q4 Actual		0.00	
		YTD Actual		7.00	
		EOY Target		3.00	3.00
		% Target	New measure	233.33%	
		% Goal		—%	
 Host 3 workshops presented by the County to Miramar Businesses in FY21 on how to increase export opportunities	Attract Foreign Companies to Locate Regional or National Offices in Miramar	Q4 Actual		3.00	
		YTD Actual		5.00	
		EOY Target		3.00	3.00
		% Target	New measure	166.67%	
		% Goal		100.00%	
 Conduct 25 Corporate Outreach visits in FY21 to acquaint companies with the variety of Miramar's economic development programs and other business support agencies in the County and the State	Recruit and Retain Broward County Target Industry Jobs In Miramar	Q4 Actual		3.00	
		YTD Actual		10.00	
		EOY Target		25.00	25.00
		% Target	New measure	40.00%	
		% Goal		100.00%	

Economic & Business Development Balanced Scorecard

Measures	Objectives	Series Status	FY 2020 Actual	FY 2021 Actual	FY 2022 Goal
 Meets projected target - Expenses		Q4 Actual	\$ 1,127,449.00	\$ 393,460.19	
		YTD Actual	\$ 1,127,449.00	\$ 1,404,274.47	
		EOY Projection	\$ 1,429,769.00	\$ 1,612,200.31	\$1,828,495.00
		% Target	78.86%	87.10%	
		% Goal	100.00%	100.00%	

FY21 actuals (revenues and expenses) are as of 11-25-21.

End of year targets exclude year-end budget amendments.

Economic & Business Development FTE's by Program

Business Development

Responsible for recruitment, retention and expansion of targeted industry jobs and foreign direct investment; coordination of neighborhood redevelopment, workforce development and technological innovation.

<u>FY 21</u>	<u>FY 22</u>
7.00	7.00

Business Inclusion Diversity (BID)

Responsible for the implementation of initiatives designed to place businesses in the best position to grow and develop. Through strategic outreach, monitoring and compliance objectives, BID enhances inclusion and diversity on City projects using the latest technological advancements. It targets and aggressively recruits new businesses that can help support the creation of new value-added art, workforce and entertainment opportunities to help meet local community market demands.

<u>FY 21</u>	<u>FY 22</u>
1.00	1.00

Economic & Business Development Budget Summary by Program

Business Development—Program 432

Description

This program encompasses a variety of department tasks that combine to support and direct the City's current and future economic growth: Business and International Relations; Redevelopment; Workforce Development; and Innovation/Technology. Business and International Relations involves the recruitment, retention and expansion of target industry jobs and investments and works to increase exports and foreign direct investment. The Redevelopment component coordinates and implements neighborhood development, redevelopment, and revitalization initiatives in Historic Miramar. Workforce Development involves growing and sustaining Miramar's workforce in Broward County's targeted industries through innovative education and career training programs. The Innovation/Technology component implements technological innovations where leading-edge anchor institutions and companies cluster and connect with start-ups, business incubators and accelerators.

Dedicated Revenues	Object Code	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
None		\$ —	\$ —	\$ —	\$ —	\$ —
Expenditures by Category						
Personnel Services		\$ —	\$ 430,028	\$ 762,600	\$ 762,600	\$ 936,700
Operating Expense		—	134,455	335,095	342,595	347,495
Departmental Capital Outlay		—	—	—	—	—
Grants & Aids		—	54,124	94,300	94,300	94,300
Total		\$ —	\$ 618,606	\$ 1,191,995	\$ 1,199,495	\$ 1,378,495
Percent of Time by Position						
Assistant Director of Economic & Business Development		—	—	1.00	1.00	1.00
Business Development Coordinator		—	—	—	3.00	3.00
Compliance Coordinator		—	—	1.00	—	—
Department Coordinator		—	1.00	1.00	1.00	1.00
Director of Economic & Business Development		—	1.00	1.00	1.00	1.00
Economic Development Analyst		—	1.00	1.00	1.00	1.00
Ombudsman Coordinator		—	—	1.00	—	—
Outreach Coordinator		—	—	1.00	—	—
Total		—	3.00	7.00	7.00	7.00



BID Seeking Grant Opportunities COVID-19 Workshop \ BIZFIT - COVID Edition

Economic & Business Development Budget Summary by Program

Business Inclusion Diversity (BID)—Program 052

Description

This program implements initiatives that are designed to place businesses in the best position to grow and develop. Through strategic outreach, monitoring and compliance objectives, BID enhances inclusion and diversity on City projects using the latest technological advancements. The program also targets and aggressively recruits new businesses that can help support the creation of new value-added art, workforce, and entertainment opportunities to the City to help meet local community market demands.

	Object Code	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Dedicated Revenues						
None		\$ —	\$ —	\$ —	\$ —	\$ —
Expenditures by Category						
Personnel Services		\$ —	\$ 445,926	\$ 283,000	\$ 283,000	\$ 196,500
Operating Expense		—	62,917	260,000	252,500	253,500
Total		\$ —	\$ 508,843	\$ 543,000	\$ 535,500	\$ 450,000
Percent of Time by Position						
Business Diversity Administrator		—	1.00	1.00	1.00	1.00
Compliance Coordinator		—	1.00	—	—	—
Ombudsman Coordinator		—	1.00	—	—	—
Outreach Coordinator		—	1.00	—	—	—
Total		—	4.00	1.00	1.00	1.00

Economic & Business Development Expenditures by Object Code

Business Development—001-43-432-552-

Object #	Account Description	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Personnel Services						
601200	Employee Salaries	\$ —	\$ 289,253	\$ 501,500	\$ 501,500	\$ 587,200
601205	Lump Sum Payout - Accrued Time	—	4,575	4,200	4,200	13,300
601210	Non-Pensionable Earnings	—	—	—	—	7,000
601215	Communication Stipend	—	2,250	2,000	2,000	2,000
601220	Longevity Pay	—	—	1,100	1,100	1,400
601400	Overtime-General	—	(1,111)	—	—	—
602100	FICA & MICA	—	22,353	37,900	37,900	45,100
602235	Pension-Senior Mgmt	—	54,200	114,000	114,000	126,100
602265	Pension-457	—	1,958	7,000	7,000	13,500
602300	Pmt In Lieu Of Insurance	—	—	6,200	6,200	6,200
602304	Health Insurance-PPO	—	15,001	14,100	14,100	49,600
602305	Health Insurance-HMO	—	10,103	27,500	27,500	45,300
602306	Dental Insurance-PPO	—	871	1,700	1,700	1,800
602307	Dental Insurance-HMO	—	243	500	500	700
602309	Basic Life	—	974	1,400	1,400	1,700
602311	Long-Term Disability	—	122	700	700	800
602312	HDHP Aetna	—	7,436	13,600	13,600	7,100
602313	HSA Payflex	—	1,400	2,700	2,700	1,400
602400	Workers' Compensation	—	20,400	26,500	26,500	26,500
	<i>Sub-Total</i>	—	430,028	762,600	762,600	936,700
Operating Expense						
603190	Prof Svcs-Other	—	29,635	80,000	92,000	80,000
603425	Software License & Maint	—	650	5,078	5,078	5,078
604001	Travel & Training	—	3,787	6,000	6,000	6,000
604200	Postage	—	26	5,000	5,000	5,000
604301	Electricity Svcs	—	—	5,100	5,100	—
604500	Risk Internal Svcs Charge	—	—	1,800	1,800	7,800
604550	Health Ins Internal Serv Chg	—	9,100	6,800	6,800	3,700
604700	Printing & Binding Svcs	—	—	12,000	12,000	12,000
604860	Economic Developmnt Activities	—	11,148	103,500	95,502	88,500
604880	Chamber of Commerce Events	—	39,930	—	11,600	10,000
604910	Advertising Costs	—	325	10,000	10,000	10,000
604920	License & Permit Fees	—	12,321	12,073	12,073	12,073
604989	IT Internal Svcs Charge	—	15,800	35,800	35,800	50,400
604997	Other Operating Expenses	—	65	12,000	5,000	12,000
605100	Office Supplies	—	1,276	5,000	5,000	5,000
605120	Computer Operating Expenses	—	339	600	7,998	600
605410	Subscriptions & Memberships	—	9,748	10,904	14,404	15,904
605500	Training-General	—	305	23,440	11,440	23,440
	<i>Sub-Total</i>	—	134,455	335,095	342,595	347,495
Grants & Aids						
608250	Economic Incentive	—	54,124	94,300	94,300	94,300
	<i>Sub-Total</i>	—	54,124	94,300	94,300	94,300
	Total	\$ —	\$ 618,606	\$ 1,191,995	\$ 1,199,495	\$ 1,378,495

Economic & Business Development Expenditures by Object Code

Business Inclusion Diversity (BID)—001-43-052-552-

Object #	Account Description	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
<u>Personnel Services</u>						
601200	Employee Salaries	\$ —	\$ 307,786	\$ 191,200	\$ 191,200	\$ 137,700
601205	Lump Sum Payout - Accrued Time	—	7,206	5,000	5,000	4,300
601210	Non-Pensionable Earnings	—	—	—	—	1,000
601215	Communication Stipend	—	1,510	2,000	2,000	2,000
602100	FICA & MICA	—	20,295	14,400	14,400	11,000
602235	Pension-Senior Mgmt	—	57,993	44,200	44,200	29,600
602265	Pension-457	—	8,612	5,700	5,700	4,100
602300	Pmt In Lieu Of Insurance	—	6,992	—	—	6,200
602305	Health Insurance-HMO	—	25,860	19,400	19,400	—
602306	Dental Insurance-PPO	—	348	—	—	—
602307	Dental Insurance-HMO	—	454	300	300	—
602309	Basic Life Insurance	—	1,330	500	500	400
602311	Long-Term Disability Ins	—	319	300	300	200
602312	HDHP Aetna	—	5,822	—	—	—
602313	HSA Payflex	—	1,400	—	—	—
	<i>Sub-Total</i>	—	445,926	283,000	283,000	196,500
<u>Operating Expense</u>						
603190	Prof Svcs-Other	—	—	4,000	4,000	4,000
603192	Consulting Svcs	—	—	150,000	88,491	150,000
603425	Software License & Maint	—	—	40,000	62,510	40,000
604001	Travel & Training	—	16,336	12,000	12,000	12,000
604200	Postage	—	—	200	200	200
604301	Electricity Svcs	—	—	5,100	5,100	—
604550	Health Ins Internal Serv Chg	—	10,500	5,700	5,700	3,100
604610	Fleet Internal Svcs Charge	—	1,000	—	—	—
604889	Marketing & Promotions	—	787	26,500	58,000	26,500
604916	Administrative Expense	—	15	3,000	3,000	3,000
604989	IT Internal Svcs Charge	—	31,000	6,000	6,000	7,200
605100	Office Supplies	—	111	1,000	1,000	1,000
605410	Subscriptions & Memberships	—	530	3,500	3,500	3,500
605500	Training-General	—	2,639	3,000	3,000	3,000
	<i>Sub-Total</i>	—	62,917	260,000	252,500	253,500
	Total	\$ —	\$ 508,843	\$ 543,000	\$ 535,500	\$ 450,000

Economic & Business Development Budget Justification

Object #	Account Description	Justification
<u>Expense</u>		
603190	Prof Svcs-Other	This account is for the following professional services: SCM Consulting \$48,000; Wilkinson Global Connections LLC \$32,000; and professional services for Business Inclusion Diversity \$4,000.
603192	Consulting Svcs	This account represents consulting services for Business Inclusion Diversity (BID).
603425	Software License & Maint	This account is for B2GNow (Compliance Software) \$40,000. This account also includes annual costs for wireless service of four (4) tablets; and annual fee for Mail Chimp and Hootsuite with Marketing - \$5,078
604001	Travel & Training	This account includes miscellaneous travel and training expenses such as lodging, transportation, meal allowance, mileage, etc. for the following conferences: IEDC, IEDC Training, ICSC, APA, and NFBPA.
604200	Postage	This account represents allocated costs for mailings and delivery services for USPS, UPS and Federal Express, to include the mailing of the Quarterly Economic Newsletter.
604500	Risk Internal Svcs Charge	This is a restricted account for allocated property and liability insurance premiums as provided by HR-Risk Management.
604550	Health Ins Internal Serv Chg	Funds the City's wellness program that encourage employees to adopt healthy habits through education, incentives and an on-site clinic.
604700	Printing & Binding Svcs	This account is for the printing of the Quarterly Economic Newsletter.
604860	Economic Developmnt Activities	This represents the expense associated with Business Development Trade Shows.
604880	Chamber of Commerce Events	This represents costs associated with special events, sponsorships, and membership incentives as per the partnership agreement with the MPRCC.
604889	Marketing & Promotions	This line item represents the costs associated with marketing and promotional materials needed to promote Economic and Business Development, and Business Inclusion Diversity activities.
604910	Advertising Costs	This represents costs for ads in national and international publications for business attraction.
604916	Administrative Expense	This account provides funding for various administrative expenses incurred.
604920	License & Permit Fees	This account is for Co-Star Realty Information to track commercial real estate transactions, United States Permit fee to cover bulk mail, and Broward County recording fees. - \$12,073
604989	IT Internal Svcs Charge	This account is for technology related costs such as leased computers, internet, intranet, land lines, network, telephone, software licenses, database needs and support services.
604997	Other Operating Expenses	This account is for unanticipated one time expenses that cannot be charged to any other budgeted line item.
605100	Office Supplies	This is an estimated amount needed for desktop supplies, graphic materials, DVDs, CDs, CD Covers and labels, foam boards, etc.
605120	Computer Operating Expenses	This cost is associated with the purchase of computer related hardware, display screens, keyboards, etc. to support the necessary functions of the department.
605410	Subscriptions & Memberships	This account represents costs for the following subscriptions and memberships: FAPA (\$2,000); APA (\$1,146); IEDC (\$1,010); Business Retention and Expansion International (\$100); Broward Alliance (\$1,044); Broward Section APA (\$48); ISCS (\$300); NFBPA (\$600); Sister Cities International (\$1,000); Florida Community Development Association (\$1,500); South Florida Business Journal Digital (\$192); Miami Herald Digital Subscription (\$312); Sun Sentinel Digital Subscription (\$192); Florida Housing Coalition (\$600); Neighborhood USA (\$300); Constant Contact (\$260); Mailchimp (\$1500); Survey Monkey (\$1,300); ICABA (\$2500) and Business Inclusion Diversity (\$3,500)
605500	Training-General	This expenditure represents funds needed to attend various seminars and trainings, including IEDC Accreditation to include Business Inclusion Diversity - \$26,440
608250	Economic Incentive	This account represents economic incentive payments to companies moving into Miramar and hiring Miramar residents.



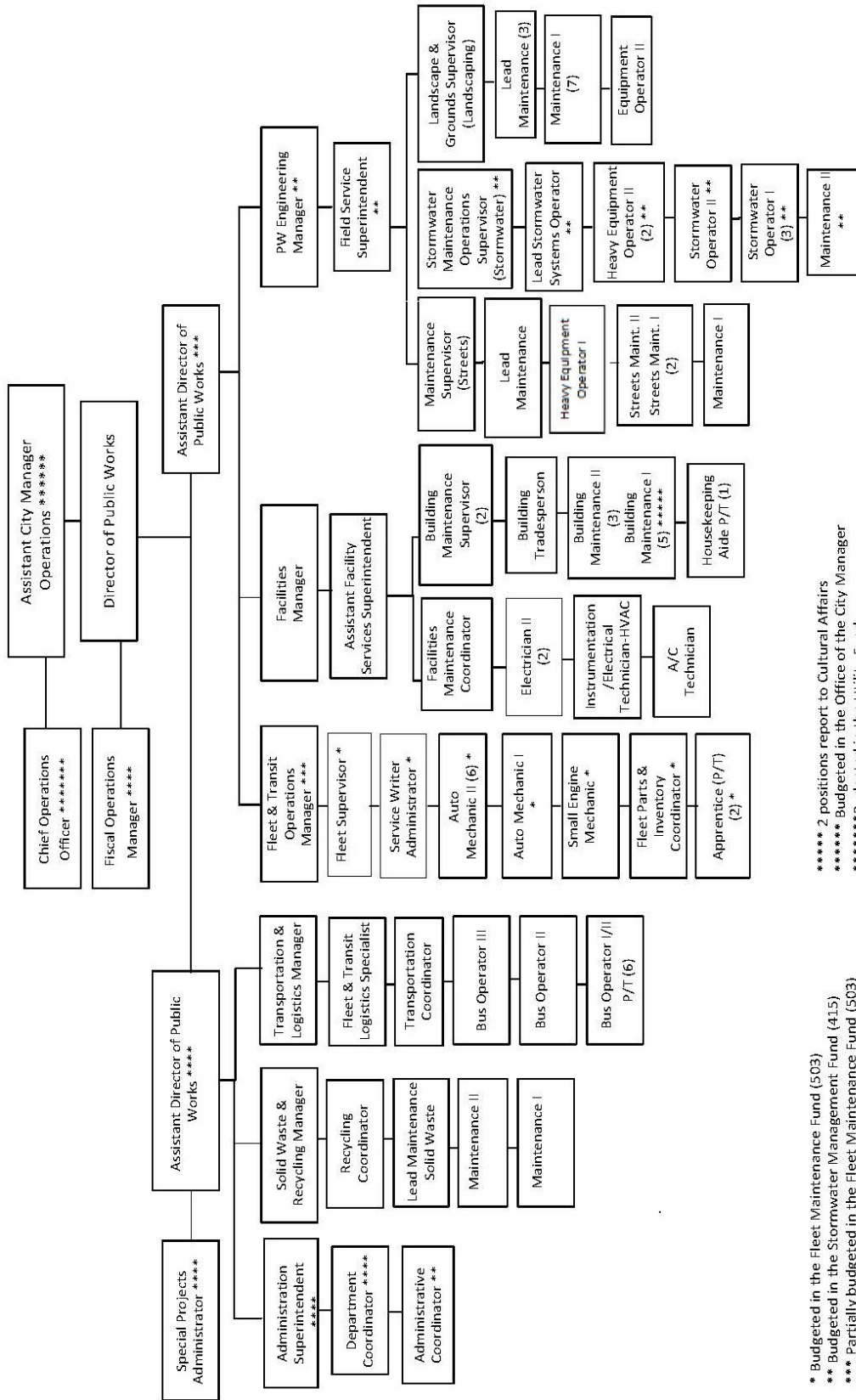


Public Works

Mission

To improve the quality of life for City residents and staff through responsive, efficient, and effective delivery of services, and to promote public health, personal safety, transportation, economic growth and civic vitality.

Public Works Organizational Chart



* Budgeted in the Fleet Maintenance Fund (503)
 ** Budgeted in the Stormwater Management Fund (415)
 *** Partially budgeted in the Fleet Maintenance Fund (503)
 **** Partially budgeted in the Stormwater Management Fund (415)

***** 2 positions report to Cultural Affairs
 ***** Budgeted in the Office of the City Manager
 ***** Budgeted in the Utility Fund



Department Overview

The Public Works Department provides a variety of services directed toward the repair and maintenance of municipal properties, infrastructure and equipment. These services include Building Maintenance, Street Maintenance, Community Shuttle Service, Solid Waste Management, and Landscape Maintenance. In addition, this department oversees the Fleet Maintenance program which is funded by the Internal Service Fund and Stormwater Management program which is an Enterprise Fund. The goal of this department is to provide top quality, professional, effective and timely delivery of services to residents, businesses and City departments to assure utmost customer satisfaction.

As indicated in the Position Detail, this department is comprised of 55 budgeted positions of which 51.5 are full-time, seven (3.5 FTEs) part-time employees. The six (6) major programs provided are:

1. Administration
2. Building Maintenance
3. Streets Maintenance
4. Community Shuttle Service
5. Solid Waste Management
6. Landscape Maintenance

FY 2021 Accomplishments

Fleet Maintenance

- Purchased 8 electric vehicles and installation of charging stations.
- Purchased 5 replacement vehicles and 5 new vehicles.
- Prepared 30 City vehicles to be auctioned.

Stormwater Management

- Pressure cleaned rip rap embankment along University Drive between Pembroke Road and the Florida Turnpike.
- SRF Loan for Phase IV Drainage Project
- Partnership with South Broward Drainage District (SBDD) for cleaning canals west of University Drive to include Red Road and University Drive canals.

Public Works

- Installation of vinyl flooring in the banquet hall and theater area at Cultural Arts Center.
- Exterior painting of Multi-Service Center, Silver Shores Daycare, Fairway Park Daycare, Transit Hub, and Fire Station 19.
- Installation of UV Lighting at Community Services, Parks & Recreation, Utilities, and Public Works facilities.
- Retrofitted various City facilities with plexiglass separation in response to COVID-19.
- Installation of 8 speed calming devices at Miramar Park neighborhood and 6 speed calming devices at the Woodscape Community.
- Installation of 9 “No Thru” trucks signs at Woodscape Community.
- Installation of flashing/traffic calming devices on Bass Creek Road.
- Re-bidding of the city-wide landscape contracts.
- Beautification enhancement of Miramar Boulevard and Sherman Circle.
- Installation of Transit Hub roof.
- Retrofitted Community Shuttle buses with vinyl partitions in response to COVID-19 social distancing requirements.



Staff Cleaning HVAC System at Fairway Park

Program Revenues, Expenditures and Positions Summary

Dedicated Revenues	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Streets Maintenance	\$ 1,135,222	\$ 879,201	\$ 905,000	\$ 997,731	\$ 1,103,800
Community Shuttle Service	1,815,986	1,565,221	2,144,457	2,045,221	1,858,200
Solid Waste Management	2,309,872	2,046,690	1,745,400	1,745,400	1,916,965
Total	\$ 5,261,079	\$ 4,491,112	\$ 4,794,857	\$ 4,788,352	\$ 4,878,965

Expenditures by Program	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Administration	\$ 620,977	\$ 616,550	\$ 654,390	\$ 649,390	\$ 587,033
Building Maintenance	3,455,190	3,765,952	3,912,948	4,166,531	3,743,783
Streets Maintenance	1,764,227	1,906,616	1,904,383	2,017,583	1,978,247
Community Shuttle Service	2,086,132	2,074,868	1,184,835	1,159,841	1,342,185
Solid Waste Management	657,443	632,071	763,553	740,603	823,483
Landscape Maintenance	1,734,751	2,096,913	2,116,983	2,018,983	2,040,083
Field Operations	510	70	—	—	—
Total	\$ 10,319,230	\$ 11,093,041	\$ 10,537,092	\$ 10,752,931	\$ 10,514,814

Expenditures by Category	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Personnel Services	\$ 5,245,993	\$ 5,423,782	\$ 5,182,000	\$ 4,982,006	\$ 5,190,600
Operating Expense	4,667,220	4,539,601	4,755,092	4,718,216	4,826,914
Capital Outlay	406,017	1,129,657	600,000	1,052,709	497,300
Total	\$ 10,319,230	\$ 11,093,041	\$ 10,537,092	\$ 10,752,931	\$ 10,514,814

Positions by Program	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Administration	2.45	2.45	1.95	1.95	2.45
Building Maintenance	18.50	19.00	19.00	19.00	19.00
Streets Maintenance	9.25	9.25	8.25	8.25	8.00
Community Shuttle Service	16.40	18.40	9.40	9.40	8.90
Solid Waste Management	4.65	4.65	6.15	6.15	5.65
Landscape Maintenance	10.25	20.25	14.75	14.75	11.00
Total	61.50	74.00	59.50	59.50	55.00

Public Works

Position Detail	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Administration Superintendent**	0.50	0.50	0.50	0.50	0.50
Administrative Coordinator	—	1.00	—	—	—
Air Conditioning Technician	1.00	1.00	1.00	1.00	1.00
Assistant Director of Public Works*	1.00	1.00	1.00	1.00	1.00
Assistant Facility Services Superintendent	1.00	1.00	1.00	1.00	1.00
Building Maintenance I	5.00	5.00	5.00	5.00	5.00
Building Maintenance II	3.00	3.00	3.00	3.00	3.00
Building Maintenance Supervisor	2.00	2.00	2.00	2.00	2.00
Building Tradesperson	1.00	1.00	1.00	1.00	1.00
Bus Operator I/II - Part-time (6)	8.00	8.00	3.50	3.50	3.00
Bus Operator II	3.00	3.00	1.00	1.00	1.00
Bus Operator III	3.00	3.00	1.00	1.00	1.00
Department Coordinator**	0.50	0.50	0.50	0.50	0.50
Director of Public Works	1.00	1.00	1.00	1.00	1.00
Electrician II	2.00	2.00	2.00	2.00	2.00
Equipment Operator II	2.00	3.00	1.00	1.00	1.00
Facilities Maintenance Coordinator	—	1.00	1.00	1.00	1.00
Facilities Manager	1.00	1.00	1.00	1.00	1.00
Field Service Manager**	0.50	0.50	0.50	0.50	—
Fiscal Operations Manager**	0.50	0.50	0.50	0.50	0.50
Fleet & Transit Logistics Specialist	—	—	1.00	1.00	1.00
Fleet & Transit Operations Manager****	—	—	0.50	0.50	0.50
General Maintenance Aide - Part-time	3.00	0.50	—	—	—
Heavy Equipment Operator I	—	—	—	1.00	1.00
Housekeeping Aide - Part-time	—	0.50	0.50	0.50	0.50
Instrumentation/Electrical Technician-HVAC	1.00	1.00	1.00	1.00	1.00
Irrigation Technician	—	2.00	—	—	—
Landscape & Grounds Supervisor	1.00	1.00	1.00	1.00	1.00
Lead Maintenance	4.00	5.00	5.00	5.00	5.00
Maintenance I	4.00	12.00	12.00	12.00	9.00
Maintenance II	1.00	2.00	1.00	1.00	1.00
Maintenance Supervisor	1.00	2.00	1.00	1.00	1.00
Maintenance Worker - Temp Part-time	1.00	0.50	0.50	0.50	—
Public Policy Research Assistant	1.00	—	—	—	—
Recycling Coordinator	—	—	1.00	1.00	1.00
Solid Waste & Recycling Manager	1.00	1.00	1.00	1.00	1.00
Special Projects Administrator**	0.50	0.50	0.50	0.50	0.50
Streets Maintenance I	3.00	3.00	3.00	2.00	2.00
Streets Maintenance II	1.00	1.00	1.00	1.00	1.00
Transit Supervisor	1.00	1.00	—	—	—
Transportation & Logistics Manager	1.00	1.00	1.00	1.00	1.00
Transportation Coordinator	1.00	1.00	1.00	1.00	1.00
Total FTE's	61.50	74.00	59.50	59.50	55.00

* 1 Position split with Stormwater Management Program .40 (Fund 415); 1 Position split with Fleet Maintenance Program .60 (Fund 503)







** Positions split with Stormwater Management Program .50 (Fund 415)

*** Position split with Fleet Maintenance Program .60 (Fund 503)






**** Position split with Fleet Maintenance Program .50 (Fund 503)








Public Works Balanced Scorecard

Measures	Objectives	Series Status	FY 2020 Actual	FY 2021 Actual	FY 2022 Goal
 Number of median cuts on major arterials including edging and trimming	Maintain a standard landscape maintenance program that retains City infrastructure and aesthetic investment.	Q4 Actual	6.00	11.00	
		YTD Actual	26.00	36.00	
		EOY Target	36.00	36.00	36.00
		% Target	72.22%	100.00%	
		% Goal	100.00%	100.00%	
 Number of trees/palms trimmed in ROW	Maintain a standard landscape maintenance program that retains City infrastructure and aesthetic investment.	Q4 Actual	16.00	111.00	
		YTD Actual	244.00	730.00	
		EOY Target	600.00	600.00	600.00
		% Target	40.67%	121.67%	
		% Goal	100.00%	100.00%	
 Missed residential recycle collection per 10,000 services reported	Provide efficient sanitation services to all residential, multi-family, and commercial properties.	Q4 Actual	0.60	0.66	
		YTD Actual	0.61	0.59	
		EOY Target	3.00	3.00	3.00
		% Target	20.25%	19.67%	
		% Goal	100.00%	100.00%	
 Missed residential trash collection per 10,000 services reported	Provide efficient sanitation services to all residential, multi-family, and commercial properties.	Q4 Actual	0.90	1.40	
		YTD Actual	1.16	0.93	
		EOY Target	1.00	1.00	1.00
		% Target	115.50%	92.75%	
		% Goal	100.00%	100.00%	
 Tons of recyclable material delivered	Provide efficient sanitation services to all residential, multi-family, and commercial properties.	Q4 Actual	1,725.00	1,380.00	
		YTD Actual	6,043.00	5,980.00	
		EOY Target	5,750.00	5,750.00	5,750.00
		% Target	105.10%	104.00%	
		% Goal	100.00%	100.00%	
 Number of facilities maintenance work orders completed	Provide clean, safe, and secure facilities for employees and visitors.	Q4 Actual	351.00	530.00	
		YTD Actual	1,725.00	1,834.00	
		EOY Target	3,200.00	3,200.00	3,200.00
		% Target	53.91%	57.31%	
		% Goal	100.00%	100.00%	






Public Works Balanced Scorecard

Measures	Objectives	Series Status	FY 2020 Actual	FY 2021 Actual	FY 2022 Goal
 Number of facilities maintenance man-hours	Provide clean, safe, and secure facilities for employees and visitors.	Q4 Actual	1,665.00	1,795.00	
		YTD Actual	6,443.00	7,512.00	
		EOY Target	10,000.00	10,000.00	10000
		% Target	64.43%	75.12%	
		% Goal	100.00%	100.00%	
 Linear feet of sidewalks repaired	Maintain safe roadways and pathways for motorists and pedestrians.	Q4 Actual	790.00	600.00	
		YTD Actual	4,449.00	3,700.00	
		EOY Target	4,000.00	4,000.00	4,000.00
		% Target	111.23%	92.50%	
		% Goal	100.00%	100.00%	
 Number of City-owned street lights repaired	Maintain safe roadways and pathways for motorists and pedestrians.	Q4 Actual	94.00	48.00	
		YTD Actual	281.00	128.00	
		EOY Target	350.00	350.00	350.00
		% Target	80.29%	36.57%	
		% Goal	100.00%	100.00%	
 Number of community bus passengers.	Provide reliable City bus services to residents and visitors.	Q4 Actual	2,799.00	2,206.00	
		YTD Actual	60,937.00	11,409.00	
		EOY Target	140,000.00	140,000.00	140,000.00
		% Target	43.53%	8.15%	
		% Goal	100.00%	100.00%	
 Number of one-way trips provided for seniors.	Provide reliable City bus services to residents and visitors.	Q4 Actual	—	—	
		YTD Actual	28,366.00	—	
		EOY Target	63,400.00	63,400.00	63,400.00
		% Target	44.74%	—%	
		% Goal	100.00%	100.00%	





Public Works Balanced Scorecard

Measures	Objectives	Series Status	FY 2020 Actual	FY 2021 Actual	FY 2022 Goal
 Meets budget target - Expenses	Finances	Q4 Actual	\$ 3,170,439.56	\$ 3,057,968.66	
		YTD Actual	\$ 10,965,672.76	\$ 9,787,601.95	
		EOY Target	\$ 12,366,856.00	\$ 10,752,930.93	\$10,514,814.00
		% Target	88.67%	91.02%	
		% Goal	100.00%	100.00%	
 Meets projected target - Expenses	Finances	Q4 Actual	\$ 3,170,439.56	\$ 3,057,968.66	
		YTD Actual	\$ 10,965,672.76	\$ 9,787,601.95	
		EOY Projection	\$ 11,196,748.00	\$ 10,551,812.40	\$10,514,814.00
		% Target	97.94%	92.76%	
		% Goal	100.00%	100.00%	
 Meets budget target - Revenues	Finances	Q4 Actual	947,768.54	1,647,196.36	
		YTD Actual	4,407,865.13	4,186,783.36	
		EOY Target	4,534,281.00	5,021,158.31	4,878,965.00
		% Target	97.21%	83.38%	
		% Goal	100.00%	100.00%	
 Meets projected target - Revenues	Finances	Q4 Actual	\$ 947,768.54	\$ 1,647,196.36	
		YTD Actual	\$ 4,407,865.13	\$ 4,186,783.36	
		EOY Projection	\$ 4,989,422.00	\$ 4,872,908.00	\$ 4,878,965.00
		% Target	88.34%	85.92%	
		% Goal	100.00%	100.00%	
 City-owned street light repairs completed within ten business days	Ensure timely response to complaints and timely completion of repairs.	Q4 Actual	85.00%	60.00%	
		YTD Actual	67.75%	22.00%	
		EOY Target	75.00%	75.00%	75.00%
		% Target	90.33%	29.33%	
		% Goal	100.00%	100.00%	

Public Works Balanced Scorecard

Measures	Objectives	Series Status	FY 2020 Actual	FY 2021 Actual	FY 2022 Goal
 Repair of pothole within 48 hours	Ensure timely response to complaints and timely completion of repairs.	Q4 Actual	100.00%	100.00%	
		YTD Actual	97.50%	100.00%	
		EOY Target	100.00%	100.00%	100.00%
		% Target	97.50%	100.00%	
		% Goal	100.00%	100.00%	
 City cost per passenger per community bus service	Ensure on-time and cost effective transportation services.	Q4 Actual	\$ 80.47	\$ 3.38	
		YTD Actual	\$ 133.92	\$ 3.39	
		EOY Target	\$ 4.95	\$ 4.95	\$ 4.95
		% Target	2,705.51%	68.54%	
		% Goal	100.00%	100.00%	
 On-time scheduled bus stop arrivals	Ensure on-time and cost effective transportation services.	Q4 Actual	97.00%	95.00%	
		YTD Actual	96.00%	96.25%	
		EOY Target	97.00%	97.00%	97.00%
		% Target	98.97%	99.23%	
		% Goal	100.00%	100.00%	
 Quarterly wet checking of irrigation systems	Enhance landscape services.	Q4 Actual	85.00%	75.00%	
		YTD Actual	87.50%	81.25%	
		EOY Target	100.00%	100.00%	100.00%
		% Target	87.50%	81.25%	
		% Goal	100.00%	100.00%	
 Bi-weekly inspection of landscape areas	Enhance landscape services.	Q4 Actual	75.00%	75.00%	
		YTD Actual	83.75%	77.50%	
		EOY Target	100.00%	100.00%	100.00%
		% Target	83.75%	77.50%	
		% Goal	100.00%	100.00%	

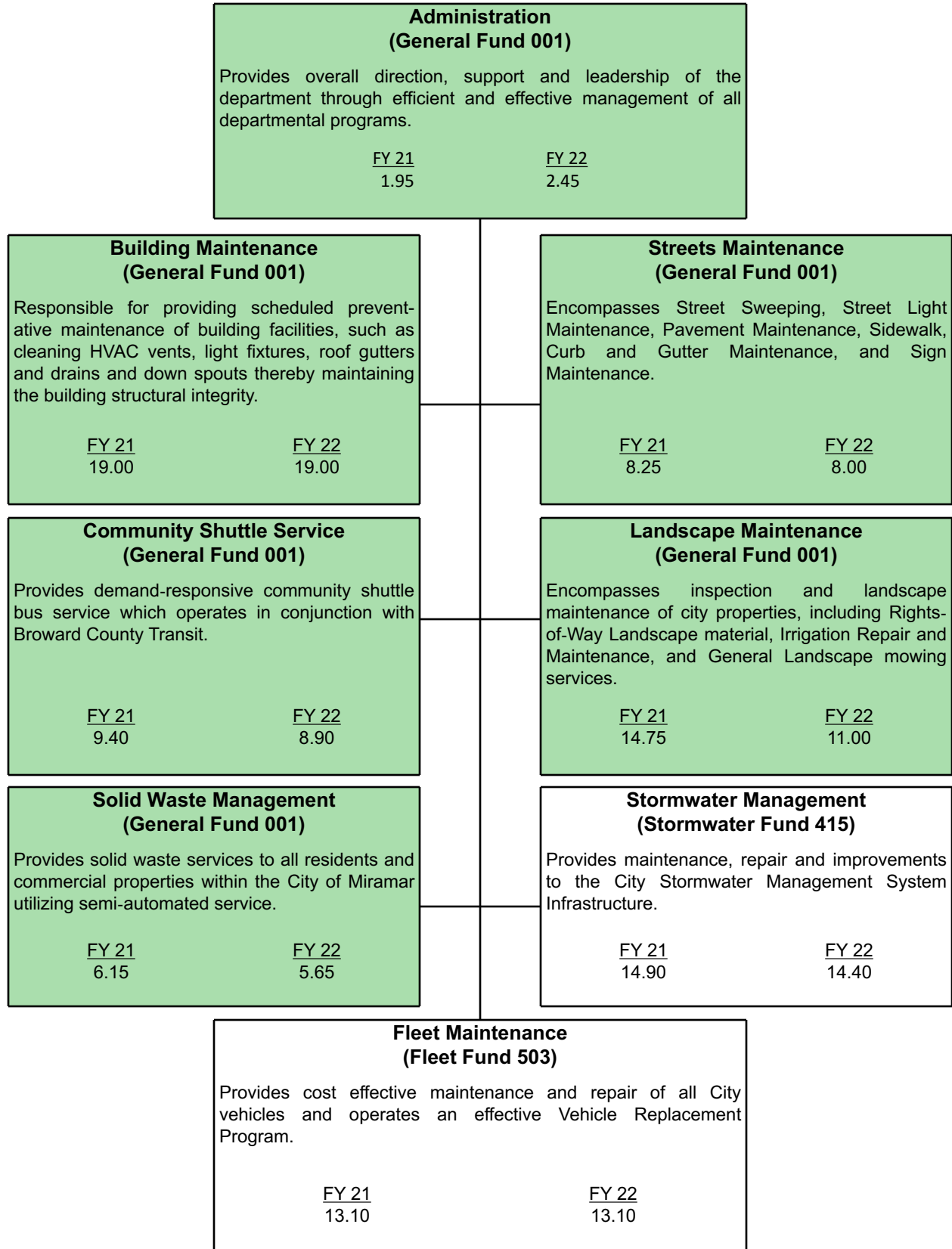
Public Works Balanced Scorecard

Measures	Objectives	Series Status	FY 2020 Actual	FY 2021 Actual	FY 2022 Goal
 Number of training sessions attended (per staff)	Provide Training and Employee Development Opportunities.	Q4 Actual	0.00	1.00	
		YTD Actual	3.00	11.00	
		EOY Target	8.00	8.00	8.00
		% Target	37.50%	137.50%	
		% Goal	100.00%	100.00%	
 Number of technical licenses/certificates acquired or renewed	Provide Training and Employee Development Opportunities.	Q4 Actual	—	10.00	
		YTD Actual	6.00	12.00	
		EOY Target	7.00	7.00	7.00
		% Target	85.71%	171.43%	
		% Goal	100.00%	100.00%	
 Total cubic yards of litter removed from right-of-way including bus stops		Q4 Actual	205.00	375.00	
		YTD Actual	672.00	1,198.00	
		EOY Target	580.00	580.00	580.00
		% Target	115.86%	206.55%	
		% Goal	100.00%	100.00%	
 Total square feet of right-of-ways pressure cleaned including curbs and sidewalks		Q4 Actual	69,000.00	34,000.00	
		YTD Actual	114,221.00	236,000.00	
		EOY Target	50,000.00	50,000.00	50,000.00
		% Target	228.44%	472.00%	
		% Goal	100.00%	100.00%	

FY21 actuals (revenues and expenses) are as of 11-25-21.

End of year targets exclude year-end budget amendments.

Public Works Balanced Scorecard



Public Works Budget Summary by Program

Administration—Program 100

Description

The Administration Program provides for overall direction, support and leadership of the Public Works Department through efficient and effective management of all departmental programs. These programs include the management of contractual agreements, building maintenance, street maintenance, transit operations, landscape maintenance, solid waste management, fleet maintenance, and stormwater maintenance functions. Program personnel are also responsible for ensuring that the goals and objectives of the programs are effectively and efficiently managed while providing exemplary service to external and departmental users. Components of the Administration program include policy development, personnel administration, annual budget preparation, financial and revenue management, procurement, asset management, records management, payroll, and accounts payable. Staff is also responsible for administering any county, state, and federal grants. Program personnel act as the liaison to other departments and external stakeholders.

Dedicated Revenues	Object Code	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
None		\$ —	\$ —	\$ —	\$ —	\$ —

Expenditures by Category

Personnel Services	\$ 474,903	\$ 433,156	\$ 412,683	\$ 412,683	\$ 428,483
Operating Expense	146,074	140,874	241,707	200,031	150,550
Departmental Capital Outlay	—	42,520	—	36,676	8,000
Total	\$ 620,977	\$ 616,550	\$ 654,390	\$ 649,390	\$ 587,033

Percent of Time by Position

Assistant Director of Public Works	0.20	0.20	0.20	0.20	0.20
Administration Superintendent	0.25	0.25	0.25	0.25	0.25
Department Coordinator	0.50	0.50	0.50	0.50	0.50
Director of Public Works	1.00	1.00	1.00	1.00	1.00
Special Projects Administrator	0.50	0.50	—	—	0.50
Total	2.45	2.45	1.95	1.95	2.45



University Drive Canal Cleanup

Public Works Budget Summary by Program

Building Maintenance—Program 501

Description

The Building Maintenance program is responsible for providing scheduled preventative maintenance services to all building components such as HVAC units, electrical components, lighting, plumbing, and roofing. In addition to these services, staff performs minor building modifications, minor renovations and repairs including but not limited to drywall installation and repair, carpet and floor tile replacement, plumbing repairs, and interior and exterior painting. These functions protect the value of the City facilities/assets, as well as the health, safety and well-being of City employees, residents and guests who occupy our facilities while in compliance with regulatory codes.

This program oversees and monitors contractors who provide building maintenance services. This includes backflow and sprinkler fire suppression systems inspection and repair, fire and burglar alarm system monitoring and repair, gates and overhead doors repair, janitorial service, insect and rodent pest control service, elevator inspection and maintenance as well as locksmith service.

Dedicated Revenues	Object Code	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
None		\$ —	\$ —	\$ —	\$ —	\$ —

Expenditures by Category

Personnel Services	\$ 1,651,773	\$ 1,505,977	\$ 1,665,683	\$ 1,645,683	\$ 1,699,383
Operating Expense	1,707,233	1,597,939	1,747,265	1,791,415	1,788,500
Departmental Capital Outlay	96,184	662,037	500,000	729,433	255,900
Total	\$ 3,455,190	\$ 3,765,952	\$ 3,912,948	\$ 4,166,531	\$ 3,743,783

Percent of Time by Position

Air Conditioning Technician	1.00	1.00	1.00	1.00	1.00
Assist. Facility Services Superintendent	1.00	1.00	1.00	1.00	1.00
Building Maintenance I	5.00	5.00	5.00	5.00	5.00
Building Maintenance II	3.00	3.00	3.00	3.00	3.00
Building Maintenance Supervisor	2.00	2.00	2.00	2.00	2.00
Building Tradesperson	1.00	1.00	1.00	1.00	1.00
Electrician II	1.00	1.00	1.00	1.00	1.50
Facilities Maintenance Coordinator	1.00	1.00	1.00	1.00	1.00
Facilities Manager	1.00	1.00	1.00	1.00	1.00
Housekeeping Aide - Part-Time	—	0.50	0.50	0.50	0.50
Instrumentation /Electrical Technician-HVAC	1.00	1.00	1.00	1.00	1.00
Maintenance I	1.00	1.00	1.00	1.00	1.00
Maintenance Worker Temp - Part Time	0.50	0.50	0.50	0.50	—
Total	18.50	19.00	19.00	19.00	19.00

Public Works Budget Summary by Program

Streets Maintenance—Program 505

Description

The Streets Maintenance Program encompasses Street Light Maintenance, Pavement Maintenance, Sidewalk, Curb and Gutter Maintenance, Guardrail Maintenance, Traffic Calming Maintenance and Sign Maintenance.

Street Light Maintenance ensures the safe illumination of City roadways through a street light inspection and maintenance program. The Pavement Maintenance activity is conducted in all City maintained rights-of-way. This includes pothole repairs, roadway restoration, shoulder restoration, roadway stripping, and pavement marker replacement. Sidewalk, Curb and Gutter Maintenance promotes ADA compliant pedestrian walkways and safe traffic-way conditions. Guardrail Maintenance provides protection of pedestrian or vehicular traffic from straying into dangerous or off-limit areas. Traffic Calming Maintenance provides speed control to slow down or reduce motor vehicle traffic as well as to improve safety of pedestrians and motorists. Sign Maintenance activity provides directional, information, roadway and gateway signs to make it easier for residents and visitors to navigate City roadways safely.

Service identification is achieved by inspections and stakeholder complaints. This work is accomplished by notifying the responsible agency, internal work orders, or contractual services.

Dedicated Revenues	Object Code	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Trfr Fr State & Cty Grant Fund	381163	\$ 87,322	\$ 90,030	\$ —	\$ 92,731	\$ —
Trfr Fr Street Construction & Maint.	381385	1,047,900	789,170	905,000	905,000	1,103,800
Total		\$ 1,135,222	\$ 879,201	\$ 905,000	\$ 997,731	\$ 1,103,800

Expenditures by Category

Personnel Services	\$ 660,212	\$ 625,327	\$ 661,883	\$ 661,883	\$ 648,483
Operating Expense	1,055,816	1,208,584	1,142,500	1,122,500	1,283,164
Departmental Capital Outlay	48,200	72,705	100,000	233,200	46,600
Total	\$ 1,764,227	\$ 1,906,616	\$ 1,904,383	\$ 2,017,583	\$ 1,978,247

Percent of Time by Position

Electrician II	0.50	0.50	0.50	0.50	0.50
Equipment Operator II	1.00	1.00	—	—	—
Field Service Manager	0.25	0.25	0.25	0.25	—
Fiscal Operations Manager	0.50	0.50	0.50	0.50	0.50
Heavy Equipment Operator I	—	—	—	1.00	1.00
Lead Maintenance	—	1.00	1.00	1.00	1.00
Maintenance I	1.00	1.00	1.00	1.00	1.00
Maintenance Supervisor	1.00	1.00	1.00	1.00	1.00
Street Maintenance I	3.00	3.00	3.00	2.00	2.00
Street Maintenance II	2.00	1.00	1.00	1.00	1.00
Total	9.25	9.25	8.25	8.25	8.00

Public Works Budget Summary by Program

Community Shuttle Service—Program 507

Description

This program provides four fixed-route community shuttle bus service and operates in conjunction with Broward County Transit. Community Shuttle Service operates in compliance with all regulatory and contractual obligations related to transportation.

Dedicated Revenues	Object Code	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Loc Grant-Brow Cty Shuttle Bus	337400	\$ 132,611	\$ 555,086	\$ 928,508	\$ 928,508	\$ 612,800
Trfr fr Fed Grant Fund	381162	385,774	221,937	400,994	301,758	—
Trfr Fr Street Construction & Maint.	381385	1,297,600	788,197	814,955	814,955	1,245,400
Total		\$ 1,815,986	\$ 1,565,221	\$ 2,144,457	\$ 2,045,221	\$ 1,858,200

Expenditures by Category

Personnel Services	\$ 1,329,913	\$ 1,417,713	\$ 846,885	\$ 826,891	\$ 880,185
Operating Expense	624,668	579,500	337,950	332,950	337,500
Departmental Capital Outlay	131,550	77,655	—	—	124,500
Total	\$ 2,086,132	\$ 2,074,868	\$ 1,184,835	\$ 1,159,841	\$ 1,342,185

Percent of Time by Position

Administrative Coordinator	—	1.00	—	—	—
Assistant Director of Public Works	0.40	0.40	0.40	0.40	0.40
Bus Operator II	3.00	3.00	1.00	1.00	1.00
Bus Operator I/II (P/T 6)	8.00	8.00	3.50	3.50	3.00
Bus Operator III	3.00	3.00	1.00	1.00	1.00
Fleet & Transit Logistics Specialist	—	—	1.00	1.00	1.00
Fleet & Transit Operations Manager	—	—	0.50	0.50	0.50
Transportation & Logistics Manager	—	1.00	1.00	1.00	1.00
Transportation Coordinator	1.00	1.00	1.00	1.00	1.00
Transit Supervisor	1.00	1.00	—	—	—
Total	16.40	18.40	9.40	9.40	8.90

Public Works Budget Summary by Program

Solid Waste Management—Program 508

Description

This program provides solid waste and disposal services to all residents and commercial properties within the City of Miramar. The Solid Waste program is responsible for planning, organizing and directing the activities of solid waste, source reduction, recycling and education programs with a high degree of contact with federal, state and county agencies, vendors, consultants, engineering firms, and private individuals or interest groups. The program also provides for litter control along City rights-of-way.

Dedicated Revenues	Object Code	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Broward County Parking Fines	323702	\$ —	\$ 33,430	\$ —	\$ —	\$ —
Broward County Parking Fines	323705	—	—	50,000	50,000	25,000
Admin Fee-Sanitation Roll Off	341302	15,631	23,049	15,300	15,300	19,340
Admin Fee-Solid Waste Commercial	341303	64,562	68,649	62,600	62,600	63,699
Admin Fee-Solid Waste Residential	341307	40,046	73,499	73,400	73,400	73,667
Admin Fee-Solid Waste-Multi-Family	341308	12,983	13,805	11,600	11,600	13,394
Waste Reduction-Roll Off	366430	24,950	28,687	20,000	20,000	26,319
Solid Waste Contract Mgmt. Contrib	366431	131,250	138,600	110,000	110,000	138,600
Waste Reduction-Commercial	366432	127,546	135,622	96,000	96,000	126,227
Waste Reduction-Residential	366433	103,884	102,744	82,600	82,600	103,301
Waste Reduction-Multi-Family	366434	29,349	31,207	20,500	20,500	30,278
Public Education Contribution	366436	65,000	30,000	24,000	24,000	30,000
Cost Avoidance Collection-Residential	369921	849,589	408,663	352,900	352,900	315,732
Cost Avoidance Collection-Commercial	369923	615,400	654,364	483,300	483,300	634,882
Cost Avoidance Collection-Multi-Family	369925	137,183	145,868	166,200	166,200	141,526
Solid Waste Recycling Liq. Damages	369930	5,000	8,500	7,000	7,000	5,000
Community Engagement Program	369935	87,500	150,000	150,000	150,000	150,000
Solar Powered Recycling	369942	—	—	20,000	20,000	20,000
Total		\$ 2,309,872	\$ 2,046,690	\$ 1,745,400	\$ 1,745,400	\$ 1,916,965
Expenditures by Category						
Personnel Services		\$ 438,057	\$ 481,071	\$ 564,483	\$ 564,483	\$ 614,183
Operating Expense		214,119	124,501	199,070	176,120	199,100
Departmental Capital Outlay		5,267	26,500	—	—	10,200
Total		\$ 657,443	\$ 632,071	\$ 763,553	\$ 740,603	\$ 823,483
Percent of Time by Position						
Administration Superintendent		0.25	0.25	0.25	0.25	0.25
Assistant Director of Public Works		0.40	0.40	0.40	0.40	0.40
Lead Maintenance		1.00	1.00	1.00	1.00	1.00
Maintenance I		1.00	1.00	1.00	1.00	1.00
Maintenance II		1.00	1.00	1.00	1.00	1.00
Recycling Coordinator		—	—	1.00	1.00	1.00
Solid Waste & Recycling Manager		1.00	1.00	1.00	1.00	1.00
Special Projects Administrator		—	—	0.50	0.50	—
Total		4.65	4.65	6.15	6.15	5.65

Public Works Budget Summary by Program

Landscape Maintenance—Program 509

Description

The Landscape/Irrigation Repair and Maintenance Program encompasses inspection and landscape maintenance of properties under Public Works responsibility, including Rights-of-Way Landscape material, Irrigation Repair and Maintenance, and General Landscape Maintenance mowing services performed by an in-house landscape maintenance crew and City contractors. This program also includes staff to manage and inspect lawn maintenance services performed by contractors and an in-house aesthetics crew.

Irrigation systems are an integral component of all the landscaped areas. This program also incorporates inspection and maintenance of all irrigation systems to ensure compliance with water conservation. This program helps the City to maintain the highest efficiency water conservation system. The program is also inclusive of chemical application to the City's irrigation pumping systems to aid in the prevention of rust build-up.

Dedicated Revenues	Object Code	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
None		\$ —	\$ —	\$ —	\$ —	\$ —

Expenditures by Category

Personnel Services	\$ 691,136	\$ 960,539	\$ 1,030,383	\$ 870,383	\$ 919,883
Operating Expense	918,799	888,134	1,086,600	1,095,200	1,068,100
Departmental Capital Outlay	124,816	248,240	—	53,400	52,100
Total	\$ 1,734,751	\$ 2,096,913	\$ 2,116,983	\$ 2,018,983	\$ 2,040,083

Percent of Time by Position

Electrician II	0.50	0.50	0.50	0.50	—
Equipment Operator II	1.00	2.00	1.00	1.00	1.00
Field Service Manager	0.25	0.25	0.25	0.25	—
General Maintenance Aide - Part Time	—	0.50	—	—	—
Irrigation Technician	—	2.00	—	—	—
Landscape & Grounds Supervisor	1.00	1.00	1.00	1.00	1.00
Lead Maintenance	2.00	3.00	3.00	3.00	3.00
Maintenance I	1.00	9.00	9.00	9.00	6.00
Maintenance II	1.00	1.00	—	—	—
Maintenance Supervisor	—	1.00	—	—	—
Maintenance Worker - Temp. Part-Time (6)	3.50	—	—	—	—
Total	10.25	20.25	14.75	14.75	11.00



Public Works Budget Summary by Program

Field Operations—Program 502

Description

This program was moved to Parks & Recreation Department, Park Maintenance Program (208) in FY15.

Dedicated Revenues	Object Code	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
None		\$ —	\$ —	\$ —	\$ —	\$ —
Expenditures by Category						
Personnel Services		\$ —	\$ —	\$ —	\$ —	\$ —
Operating Expense		510	70	—	—	—
Departmental Capital Outlay		—	—	—	—	—
Total		\$ 510	\$ 70	\$ —	\$ —	\$ —



Excavating Irrigation Pipes

Public Works Expenditures by Object Code

Administration—001-50-100-539

Object #	Account Description	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
<u>Personnel Services</u>						
601200	Employee Salaries	\$ 300,601	\$ 266,825	\$ 260,400	\$ 260,400	\$ 270,700
601205	Lump Sum Payout - Accrued Time	20,765	23,118	8,800	8,800	8,800
601210	Non-Pensionable Earnings	—	1,570	—	—	2,500
601215	Communication Stipend	553	3,021	2,800	2,800	3,800
601220	Longevity Pay	225	227	200	200	200
601400	Overtime-General	—	9	—	—	—
602100	FICA & MICA	21,635	21,124	18,400	18,400	19,800
602210	Pension-General	4,803	5,397	5,800	5,800	5,900
602235	Pension-Senior Mgmt	39,100	42,821	47,400	47,400	45,800
602260	Pension-401	3,030	3,533	3,400	3,400	3,600
602265	Pension-457	14,258	11,212	12,100	12,100	12,500
602304	Health Insurance-PPO	9,720	24,234	14,100	14,100	14,600
602305	Health Insurance-HMO	33,414	14,024	16,100	16,100	16,800
602306	Dental Insurance-PPO	972	152	100	100	400
602307	Dental Insurance-HMO	311	436	600	600	500
602309	Basic Life	1,230	309	700	700	800
602311	Long-Term Disability	196	44	400	400	400
602312	HDHP Aetna	391	—	—	—	—
602400	Workers' Compensation	23,700	15,100	21,383	21,383	21,383
	<i>Sub-Total</i>	474,903	433,156	412,683	412,683	428,483
<u>Operating Expense</u>						
603190	Prof Svcs-Other	—	—	5,000	5,000	5,000
603400	Contract Svc-Other	1,519	—	100,500	63,824	500
604001	Travel & Training	4,669	948	2,450	—	2,450
604100	Communication Services	1,117	—	300	—	300
604200	Postage	983	786	2,000	2,000	2,000
604300	Water/Wastewater Svc	9,647	10,832	11,450	11,450	10,100
604301	Electricity Svcs	59,338	69,163	67,807	62,807	68,700
604500	Risk Internal Svcs Charge	28,200	13,100	2,500	2,500	10,700
604550	Health Ins Internal Serv Chg	—	7,800	8,900	8,900	4,800
604610	Fleet Internal Svcs Charge	10,712	12,300	11,200	11,200	10,100
604700	Printing & Binding Svc	869	2,153	2,200	2,200	2,200
604916	Administrative Expense	499	1,306	500	500	500
604989	IT Internal Svcs Charge	12,800	15,400	11,700	11,700	17,700
604997	Other Operating Expenses	1,417	1,122	1,200	1,200	1,200
604998	Contingency	500	99	300	300	500
605100	Office Supplies	3,575	1,955	2,400	2,400	2,400
605120	Computer Operating Expenses	2,200	2,688	4,200	6,950	4,200
605220	Vehicle Fuel-On-Site	3,606	1,005	5,200	5,200	5,300
605410	Subscriptions & Memberships	689	218	1,200	1,200	1,200
605500	Training-General	3,732	—	700	700	700
	<i>Sub-Total</i>	146,074	140,874	241,707	200,031	150,550
<u>Departmental Capital Outlay</u>						
606209	Infrastructure Renovations	—	—	—	36,676	—
606441	Vehicle Replacement Program	—	42,520	—	—	8,000
	<i>Sub-Total</i>	—	42,520	—	36,676	8,000
	Total	\$ 620,977	\$ 616,550	\$ 654,390	\$ 649,390	\$ 587,033

Public Works Expenditures by Object Code

Building Maintenance—001-50-501-519

Object #	Account Description	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Personnel Services						
601200	Employee Salaries	\$ 835,342	\$ 768,013	\$ 896,500	\$ 876,500	\$ 908,200
601205	Lump Sum Payout - Accrued Time	5,367	7,013	6,500	6,500	2,900
601210	Non-Pensionable Earnings	28,394	—	—	—	1,000
601215	Communication Stipend	50	16,275	14,300	14,300	13,700
601220	Longevity Pay	3,972	3,819	5,400	5,400	3,300
601400	Overtime-General	221,726	168,335	160,700	160,700	160,700
601410	Overtime-Holiday	1,947	2,221	3,900	3,900	3,900
601412	Overtime-Emergency	8,226	4,085	—	—	—
602100	FICA & MICA	83,271	71,598	70,600	70,600	77,400
602210	Pension-General	145,777	174,689	157,900	157,900	179,700
602235	Pension-Senior Mgmt	17,800	17,667	30,500	30,500	15,300
602265	Pension-457	2,066	24	1,400	1,400	2,100
602300	Pmt In Lieu Of Insurance	16,762	17,005	18,700	18,700	18,700
602304	Health Insurance-PPO	41,546	33,617	28,200	28,200	64,300
602305	Health Insurance-HMO	154,371	166,407	207,600	207,600	184,100
602306	Dental Insurance-PPO	6,446	4,883	4,700	4,700	5,800
602307	Dental Insurance-HMO	936	1,098	2,000	2,000	1,500
602309	Basic Life	3,400	1,909	2,600	2,600	2,600
602311	Long-Term Disability	1,175	817	1,300	1,300	1,300
602400	Workers' Compensation	73,200	46,500	52,883	52,883	52,883
	<i>Sub-Total</i>	1,651,773	1,505,977	1,665,683	1,645,683	1,699,383
Operating Expense						
603190	Prof Svcs-Other	54,276	20,000	50,000	54,000	50,000
603400	Contract Svc-Other	460,401	368,956	356,800	419,400	356,800
603401	Janitorial Services	181,876	219,989	260,140	271,095	297,700
603404	Air Condition Services	111,066	93,902	100,300	120,300	100,300
603460	Landscape Services	63,191	66,796	70,500	70,500	70,500
604001	Travel & Training	1,204	—	2,600	—	1,100
604100	Communication Services	6,575	1,460	4,000	2,000	4,000
604300	Water/Wastewater Svc	71,973	86,479	92,749	92,749	88,900
604301	Electricity Svcs	40,859	49,675	44,576	39,576	45,300
604400	Leased Equipment	994	324	2,300	1,450	1,100
604500	Risk Internal Svcs Charge	85,200	39,600	8,400	8,400	35,900
604550	Health Ins Internal Serv Chg	—	48,200	70,000	70,000	37,800
604610	Fleet Internal Svcs Charge	38,743	49,500	45,000	45,000	40,400
604620	R&M Buildings	35,266	36,212	44,300	49,300	44,300
604621	Painting	5,046	3,126	10,000	5,000	6,200
604630	R&M Electric	50,642	34,747	50,000	50,000	50,000
604640	R&M Machinery	1,206	487	3,000	7,000	3,000
604665	R&M Air Conditioning	101,293	67,405	75,000	70,000	75,000
604669	Landscape & Irrigation	2,257	—	5,000	5,000	5,000
604920	License & Permit Fees	3,501	12,453	6,400	6,400	6,400
604925	Parking Garage Condo Fees	190,000	190,000	190,000	190,000	190,000
604989	IT Internal Svcs Charge	99,200	111,500	115,300	115,300	140,200
604997	Other Operating Expenses	1,220	2,820	1,000	1,000	1,000
605120	Computer Operating Expenses	1,120	—	—	—	—
605220	Vehicle Fuel-On-Site	18,817	14,663	23,000	15,000	23,600

Public Works Expenditures by Object Code

Object #	Account Description	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
605225	Equip Gas Oil & Lube	—	—	2,200	2,200	2,300
605240	Uniforms Cost	5,486	5,907	8,400	8,400	8,400
605242	Protective Clothing	204	681	700	700	700
605246	Safety Supplies	286	90	700	700	700
605247	Janitorial Supplies	68,990	65,599	92,300	63,345	92,300
605250	Noncap Furn (Item less 5000)	—	3,086	—	—	—
605251	Noncap Equip (Item less 5000)	2,459	1,429	4,300	4,300	4,300
605252	Small Tools	2,572	1,926	2,100	2,100	2,100
605290	Other Operating Supplies	1,108	925	1,200	1,200	1,200
605500	Training-General	204	—	5,000	—	2,000
	<i>Sub-Total</i>	1,707,233	1,597,939	1,747,265	1,791,415	1,788,500
	Departmental Capital Outlay					
606211	Minor Building Repairs	—	421,574	500,000	676,933	231,500
606400	Machinery & Equipment	—	12,023	—	—	—
606405	Furniture & Fixtures	—	137,500	—	52,500	—
606441	Vehicle Replacement Program	20,300	90,940	—	—	24,400
606471	Software	75,884	—	—	—	—
	<i>Sub-Total</i>	96,184	662,037	500,000	729,433	255,900
	Total	\$ 3,455,190	\$ 3,765,952	\$ 3,912,948	\$ 4,166,531	\$ 3,743,783

Public Works Expenditures by Object Code

Streets Maintenance—001-50-505-541

Object #	Account Description	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Personnel Services						
601200	Employee Salaries	\$ 326,496	\$ 307,457	\$ 333,300	\$ 333,300	\$ 336,700
601205	Lump Sum Payout - Accrued Time	5,241	5,841	6,800	6,800	4,600
601210	Non-Pensionable Earnings	11,308	800	—	—	500
601215	Communication Stipend	—	3,375	3,400	3,400	4,200
601220	Longevity Pay	1,266	2,117	2,300	2,300	2,000
601400	Overtime-General	51,174	52,482	70,300	70,300	70,300
601410	Overtime-Holiday	699	428	—	—	—
601412	Overtime-Emergency	3,297	2,610	—	—	—
602100	FICA & MICA	29,577	27,455	26,500	26,500	29,300
602210	Pension-General	74,439	75,152	65,000	65,000	55,700
602235	Pension-Senior Mgmt	11,400	12,776	14,600	14,600	9,000
602265	Pension-457	1,770	1,660	1,900	1,900	1,300
602300	Pmt In Lieu Of Insurance	5,992	1,554	—	—	—
602304	Health Insurance-PPO	1,694	—	—	—	—
602305	Health Insurance-HMO	71,586	90,129	89,600	89,600	86,500
602306	Dental Insurance-PPO	2,561	1,929	2,000	2,000	2,400
602307	Dental Insurance-HMO	506	697	800	800	500
602309	Basic Life	1,458	817	900	900	1,000
602311	Long-Term Disability	445	349	500	500	500
602400	Workers' Compensation	59,300	37,700	43,983	43,983	43,983
	<i>Sub-Total</i>	660,212	625,327	661,883	661,883	648,483
Operating Expense						
603400	Contract Svc-Other	18,945	52,764	100,400	117,400	100,400
604100	Communication Services	2,136	1,135	1,600	1,600	1,600
604311	Street Lights	727,020	867,167	748,900	711,900	874,264
604400	Leased Equipment	1,212	299	2,000	2,000	2,000
604500	Risk Internal Svcs Charge	65,500	29,600	6,700	6,700	28,600
604550	Health Ins Internal Serv Chg	—	19,700	26,700	26,700	14,400
604610	Fleet Internal Svcs Charge	101,714	117,200	106,600	106,600	95,700
604630	R&M Electric	757	—	—	—	—
604640	R&M Machinery	2,237	846	2,000	3,500	2,000
604666	R&M Street Lights	11,789	9,400	10,000	10,000	10,000
604667	R&M Streets	28,628	19,506	46,500	46,500	46,500
604672	Street Row & Median Maint	13,247	10,954	15,800	8,300	15,800
604989	IT Internal Svcs Charge	50,900	50,000	41,900	41,900	57,700
605220	Vehicle Fuel-On-Site	13,218	9,291	16,600	16,600	17,000
605240	Uniforms Cost	4,108	3,814	4,700	4,700	4,700
605242	Protective Clothing	675	224	700	700	700
605246	Safety Supplies	5,549	4,350	4,600	5,600	4,600
605251	Noncap Equip (Item less 5000)	6,190	12,176	4,700	9,700	4,700
605290	Other Operating Supplies	—	159	100	100	500
605500	Training-General	1,994	—	2,000	2,000	2,000
	<i>Sub-Total</i>	1,055,816	1,208,584	1,142,500	1,122,500	1,283,164
Departmental Capital Outlay						
606303	Traffic Calming	—	39,940	100,000	100,000	—
606322	Roadway Repairs	—	—	—	85,200	—
606400	Machinery & Equipment	—	—	—	48,000	—
606441	Vehicle Replacement Program	48,200	32,765	—	—	46,600
	<i>Sub-Total</i>	48,200	72,705	100,000	233,200	46,600
	Total	\$ 1,764,227	\$ 1,906,616	\$ 1,904,383	\$ 2,017,583	\$ 1,978,247

Public Works Expenditures by Object Code

Community Shuttle Service—001-50-507-544

Object #	Account Description	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Personnel Services						
601200	Employee Salaries	\$ 796,367	\$ 901,903	\$ 514,000	\$ 494,006	\$ 532,900
601205	Lump Sum Payout - Accrued Time	22,948	24,787	12,000	12,000	12,000
601210	Non-Pensionable Earnings	26,034	2,564	—	—	3,900
601215	Communication Stipend	653	4,165	3,100	3,100	3,100
601220	Longevity Pay	1,730	2,413	1,100	1,100	1,600
601400	Overtime-General	52,068	27,841	30,700	30,700	20,000
601410	Overtime-Holiday	2,699	1,611	600	600	600
601412	Overtime-Emergency	4,555	2,685	—	—	—
602100	FICA & MICA	66,866	70,785	39,800	39,800	42,500
602210	Pension-General	59,231	101,935	43,200	43,200	45,100
602235	Pension-Senior Mgmt	20,300	11,678	21,200	21,200	27,500
602260	Pension-401	4,444	4,588	4,700	4,700	4,700
602265	Pension-457	4,678	4,790	7,400	7,400	8,500
602300	Pmt In Lieu Of Insurance	—	432	—	—	—
602304	Health Insurance-PPO	14,413	15,502	14,000	14,000	14,600
602305	Health Insurance-HMO	165,655	175,485	91,800	91,800	99,600
602306	Dental Insurance-PPO	1,755	1,446	1,900	1,900	2,400
602307	Dental Insurance-HMO	2,694	3,621	1,600	1,600	1,300
602309	Basic Life	1,776	753	1,500	1,500	1,500
602311	Long-Term Disability	448	306	700	700	800
602312	HDHP Aetna	—	5,822	—	—	—
602313	HSA Payflex	—	1,400	—	—	—
602400	Workers' Compensation	80,600	51,200	57,585	57,585	57,585
	<i>Sub-Total</i>	<u>1,329,913</u>	<u>1,417,713</u>	<u>846,885</u>	<u>826,891</u>	<u>880,185</u>
Operating Expense						
603140	New Hire Screening	336	282	300	300	300
603400	Contract Svc-Other	4,415	2,909	5,200	5,200	4,900
604001	Travel & Training	—	—	600	600	600
604100	Communication Services	7,409	5,933	1,000	1,000	1,000
604300	Water/Wastewater Svcs	1,285	645	1,000	1,000	800
604500	Risk Internal Svcs Charge	79,500	37,000	10,000	10,000	42,800
604550	Health Ins Internal Serv Chg	—	43,800	31,600	31,600	17,100
604610	Fleet Internal Svcs Charge	279,412	297,200	137,050	137,050	123,100
604645	R&M Radios	—	—	900	2,100	1,300
604700	Printing & Binding Svc	192	—	100	100	100
604989	IT Internal Svcs Charge	104,000	100,400	70,900	70,900	64,300
604993	Field Trips	899	178	—	—	100
605100	Office Supplies	413	357	400	400	400
605220	Vehicle Fuel-On-Site	134,605	77,765	67,500	62,500	69,200
605240	Uniforms Cost	7,743	9,093	6,600	6,600	6,600
605290	Other Operating Supplies	4,010	3,939	3,000	3,000	3,000
605500	Training-General	450	—	1,800	600	1,900
	<i>Sub-Total</i>	<u>624,668</u>	<u>579,500</u>	<u>337,950</u>	<u>332,950</u>	<u>337,500</u>
Departmental Capital Outlay						
606441	Vehicle Replacement Program	91,000	77,655	—	—	124,500
606450	Radio Equipment	40,550	—	—	—	—
	<i>Sub-Total</i>	<u>131,550</u>	<u>77,655</u>	<u>—</u>	<u>—</u>	<u>124,500</u>
	Total	\$ 2,086,132	\$ 2,074,868	\$ 1,184,835	\$ 1,159,841	\$ 1,342,185

Public Works Expenditures by Object Code

Solid Waste Management—001-50-508-534

Object #	Account Description	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
<u>Personnel Services</u>						
601200	Employee Salaries	\$ 244,614	\$ 262,205	\$ 315,800	\$ 315,800	\$ 332,700
601205	Lump Sum Payout - Accrued Time	11,877	16,470	11,400	11,400	11,400
601210	Non-Pensionable Earnings	3,178	2,681	—	—	2,700
601215	Communication Stipend	—	5,116	5,800	5,800	5,800
601220	Longevity Pay	815	838	800	800	900
601400	Overtime-General	7,609	18,682	16,100	16,100	20,000
601410	Overtime-Holiday	3	1,150	—	—	—
601412	Overtime-Emergency	2,958	331	—	—	—
602100	FICA & MICA	20,252	22,881	25,500	25,500	27,800
602210	Pension-General	32,917	36,877	49,700	49,700	53,000
602235	Pension-Senior Mgmt	3,600	2,695	3,400	3,400	24,300
602260	Pension-401	10,118	9,995	10,400	10,400	—
602265	Pension-457	5,611	5,484	5,700	5,700	5,800
602304	Health Insurance-PPO	14,413	15,502	14,100	14,100	29,300
602305	Health Insurance-HMO	48,273	58,839	77,000	77,000	71,600
602306	Dental Insurance-PPO	2,329	2,339	2,900	2,900	2,900
602307	Dental Insurance-HMO	145	241	300	300	300
602309	Basic Life	753	491	900	900	900
602311	Long-Term Disability	291	255	400	400	500
602400	Workers' Compensation	28,300	18,000	24,283	24,283	24,283
	<i>Sub-Total</i>	<u>438,057</u>	<u>481,071</u>	<u>564,483</u>	<u>564,483</u>	<u>614,183</u>
<u>Operating Expense</u>						
603190	Prof Svcs-Other	—	—	20,000	10,000	20,000
603400	Contract Svc-Other	77,213	9,599	25,000	25,000	25,000
603470	Temporary Help	4,351	—	—	—	—
604001	Travel & Training	3,693	646	2,950	—	5,900
604100	Communication Services	2,694	487	1,100	1,100	1,100
604500	Risk Internal Svcs Charge	34,200	15,900	3,000	3,000	12,800
604550	Health Ins Internal Serv Chg	—	14,400	27,200	27,200	14,700
604610	Fleet Internal Svcs Charge	12,614	15,000	13,600	13,600	12,200
604624	Solid Waste Container Maint	—	3,385	5,000	5,000	5,000
604700	Printing & Binding Svc	—	—	100	100	100
604870	Public Education	25,845	13,853	30,000	20,000	30,000
604989	IT Internal Svcs Charge	24,300	27,100	36,800	36,800	40,700
604997	Other Operating Expenses	6,549	4,497	5,300	5,300	5,300
604998	Contingency	298	694	100	100	300
605100	Office Supplies	1,000	274	1,000	1,000	1,000
605220	Vehicle Fuel-On-Site	9,664	8,991	11,300	11,300	11,600
605240	Uniforms Cost	1,137	1,272	1,500	1,500	1,800
605242	Protective Clothing	372	—	600	600	700
605246	Safety Equipment Supplies	135	576	600	600	600
605249	Solid Waste Containers	8,970	7,045	10,000	10,000	6,000
605251	Noncap Equip (Item less 5000)	509	150	300	300	400
605410	Subscriptions & Memberships	579	234	820	820	1,100
605500	Training-General	—	399	2,800	2,800	2,800
	<i>Sub-Total</i>	<u>214,119</u>	<u>124,501</u>	<u>199,070</u>	<u>176,120</u>	<u>199,100</u>
<u>Departmental Capital Outlay</u>						
606441	Vehicle Replacement Program	5,267	26,500	—	—	10,200
	<i>Sub-Total</i>	<u>5,267</u>	<u>26,500</u>	<u>—</u>	<u>—</u>	<u>10,200</u>
	Total	\$ 657,443	\$ 632,071	\$ 763,553	\$ 740,603	\$ 823,483

Public Works Expenditures by Object Code

Landscape Maintenance—001-50-509-519

Object #	Account Description	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Personnel Services						
601200	Employee Salaries	\$ 372,971	\$ 517,471	\$ 555,000	\$ 395,000	\$ 476,100
601205	Lump Sum Payout - Accrued Time	8,471	10,293	10,400	10,400	6,500
601210	Non-Pensionable Earnings	8,112	964	—	—	—
601215	Communication Stipend	—	5,013	3,700	3,700	4,600
601220	Longevity Pay	688	731	900	900	500
601400	Overtime-General	62,359	40,598	86,600	86,600	86,600
601410	Overtime-Holiday	763	3,547	—	—	—
601412	Overtime-Emergency	3,873	5,105	—	—	—
602100	FICA & MICA	35,239	45,336	43,600	43,600	40,600
602210	Pension-General	47,525	159,999	123,000	123,000	114,800
602235	Pension-Senior Mgmt	4,400	4,392	5,100	5,100	—
602265	Pension-457	619	401	700	700	—
602300	Pmt In Lieu Of Insurance	14,526	16,444	24,900	24,900	6,200
602304	Health Insurance-PPO	—	—	—	—	14,600
602305	Health Insurance-HMO	73,222	110,017	129,100	129,100	122,400
602306	Dental Insurance-PPO	1,510	2,709	2,500	2,500	2,600
602307	Dental Insurance-HMO	827	1,042	1,700	1,700	1,500
602309	Basic Life Insurance	1,477	1,530	1,600	1,600	1,400
602311	Long-Term Disability Ins	352	549	800	800	700
602400	Workers' Compensation	54,200	34,400	40,783	40,783	40,783
	<i>Sub-Total</i>	691,136	960,539	1,030,383	870,383	919,883
Operating Expense						
603190	Prof Svcs-Other	—	—	3,000	—	3,000
603400	Contract Svc-Other	6,173	10,422	14,800	15,600	14,800
603460	Landscape Services	612,998	507,874	686,100	746,100	686,100
604100	Communication Services	2,758	811	1,200	700	1,900
604400	Leased Equipment	1,007	634	1,000	1,000	1,000
604500	Risk Internal Svcs Charge	68,200	31,700	3,700	3,700	15,800
604550	Health Ins Internal Serv Chg	—	41,200	38,500	38,500	20,800
604610	Fleet Internal Svcs Charge	51,357	61,000	55,500	55,500	49,800
604640	R&M Machinery	5,626	8,419	8,500	9,000	8,500
604669	Landscape & Irrigation	71,960	72,729	90,000	53,116	90,000
604920	License & Permit Fees	—	—	100	100	100
604989	IT Internal Svcs Charge	48,300	113,800	88,200	88,200	79,400
604998	Contingency	—	1	—	—	—
605220	Vehicle Fuel-On-Site	22,429	16,325	36,400	26,400	37,300
605240	Uniforms Cost	4,154	4,126	7,600	7,600	7,600
605242	Protective Clothing	849	462	1,300	2,000	1,300
605246	Safety Equipment Supplies	5,305	5,456	5,400	6,400	5,400
605251	Noncap Equip (Item less 5000)	12,467	7,514	23,000	19,000	23,000
605280	Chemicals	921	1,103	13,000	8,000	13,000
605290	Other Operating Supplies	2,843	2,785	3,300	8,284	3,300
605500	Training-General	1,451	1,774	6,000	6,000	6,000
	<i>Sub-Total</i>	918,799	888,134	1,086,600	1,095,200	1,068,100
Departmental Capital Outlay						
606400	Machinery & Equipment	16,616	—	—	53,400	—
606441	Vehicle Replacement Program	108,200	248,240	—	—	52,100
	<i>Sub-Total</i>	124,816	248,240	—	53,400	52,100
	Total	\$ 1,734,751	\$ 2,096,913	\$ 2,116,983	\$ 2,018,983	\$ 2,040,083

Public Works Expenditures by Object Code

Field Operations—001-50-502-519

Object #	Account Description	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Operating Expense						
603400	Contract Svc-Other	\$ 510	\$ —	\$ —	\$ —	\$ —
604640	R&M Machinery	—	55	—	—	—
604669	Landscape & Irrigation	—	15	—	—	—
	<i>Sub-Total</i>	510	70	—	—	—
	Total	\$ 510	\$ 70	\$ —	\$ —	\$ —



Sidewalk Repairs to Maintain Pedestrian Safety

Public Works Budget Justification

Object #	Account Description	Justification
Revenue		
323705	Textile Recycling Revenue	This line item is to account for a franchise revenue agreement for textile recycling services.
337400	Loc Grant-Brow Cty Shuttle Bus	The City has an existing Interlocal Agreement with Broward County Transportation Services (Community Bus Service) that helps fund the City's local routes. The bus service has a total of three routes which operates five days per week, 12 hours per day and connects with the Broward County Mass Transit System.
341302	Admin Fee -Sanitation	This revenue source is derived from fees paid by the Franchise hauler to the City for administration, monitoring, billing, and collection services associated with the Franchise Agreement.
341303	Admin Fee-Solid Waste Com	This revenue source is derived from fees paid by the Franchise hauler to the City for administration, monitoring, billing, and collection services associated with the Franchise Agreement.
341307	Admin Fee-SW Res Curb	This revenue source is derived from fees paid by the Franchise hauler to the City for administration, monitoring, billing, and collection services associated with the Franchise Agreement.
341308	Admin Fee-SW Res Dmst	This revenue source is derived from fees paid by the Franchise hauler to the City for administration, monitoring, billing, and collection services associated with the Franchise Agreement.
366430	Waste Reduct Ed Contr-Roll Off	This represents revenues to fund city events to promote education on waste reduction and enhance recycling.
366431	Solid Waste Contract Mgmt Cont	Per the franchise agreement with WastePro, this represents funds from WastePro to fund the City's Solid Waste Program in the Public Works Department.
366432	Waste Reduction-Comm	This represents revenues to fund city events to promote education on waste reduction and enhance recycling.
366433	Waste Reduction-Res Curb	This represents revenues to fund city events to promote education on waste reduction and enhance recycling.
366434	Waste Reduction-Res Dmst	This represents revenues to fund city events to promote education on waste reduction and enhance recycling.
366436	Public Education Waste Pro	This revenue source is derived from contributions from the City's franchise hauler to fund Citywide educational services related to solid waste and recycling.
369921	Cost Avoidance Collection-Res	This revenue source is derived from reductions in the disposal cost for residential single-family curbside service.
369923	Cost Avoidance Coll-Commercial	This revenue source is derived from reductions in the disposal cost for commercial solid waste services.
369925	Cost Avoidance Coll-Res Dmpstr	This revenue source is derived from reductions in the disposal cost for multi-family dumpster solid waste services.
369930	SW and Recy Liquidated Damages	This revenue source is derived from penalties imposed for non-performance of contractual terms.
369935	Community Engagement Program	This revenue is for the new Community Engagement Program.
369942	Solar Powered Recycling	This account is used to track revenues from the Solar Powered Recycling Agreement. It is utilized to further promote waste stream reduction programs.
381385	Trfr Fr Street Constr&Maint Fd	Funds transferred to service the 2012 Transportation Improvement Revenue Note.
Expense		
601400	Overtime-General	This line item represents the cost for overtime required for the following reasons: (1) repair to City facilities; (2) Hurricane Storm Event required FOC and UCC staffing; (3) unforeseen emergencies which may require staffs' assistance; (4) Coverage for Cultural Arts events.
601410	Overtime-Holiday	This expenditure is for regular and overtime hours worked on contractual holidays per the individual collective bargaining agreements.
603140	New Hire Screening	This line item is used to fund the costs associated with conducting background checks for potential new hire employees.
603190	Prof Svcs-Other	This line item is for outside professional services such as rate studies and other related services. The budgeted amount of \$78,000 includes \$50,000 (program 501), \$5,000 (program 100), \$20,000 (program 508), and \$3,000 (program 509).
603400	Contract Svc-Other	This line item provides funding for contractual services related to security systems maintenance, audio/video technical repairs and operations for studio in chambers, electrical services, street light rehabilitation, burglar/fire alarm monitoring, pest control services, irrigation maintenance and repair to landscape irrigation systems in rights-of-way, medians, and swales, pressure cleaning of bus shelters, and solid waste studies and program functions.
603401	Janitorial Services	This line item provides funding related to janitorial services.
603404	Air Condition Services	This cost is associated with air conditioning maintenance of energy management systems located at four facilities and includes services and required parts purchases at all City facilities.
603460	Landscape Services	This represents the cost for contracting lawn mowing, hedge trimming, bi-monthly irrigation system inspections and cleaning right-of-way areas that cannot be accomplished efficiently and timely with the City's existing rights-of-way and medians.
604001	Travel & Training	This account is for out-of-county/state travel for conference/seminar, registration, airline, hotel, meals, etc., and includes the National and State APWA Conference and other development seminars.



Public Works Budget Justification

Object #	Account Description	Justification
604100	Communication Services	This amount is for GPS tracking services.
604200	Postage	This account represents allocated costs for mailings and delivery services for U.P.S. and Federal Express.
604300	Water/Wastewater Svc	This line item represents the anticipated cost for water and sewer service to Public Works facilities.
604301	Electricity Svcs	This account represents allocated costs for electricity usage.
604311	Street Lights	This line item is for anticipated cost for FP&L street light power consumption and maintenance of street lights.
604400	Leased Equipment	This line item is for rental of specialized equipment that are seldomly used to perform various maintenance services.
604500	Risk Internal Svcs Charge	This is a restricted account for allocated property and liability insurance premiums as provided by HR-Risk Management.
604550	Health Ins Internal Serv Chg	Funds the City's wellness program that encourage employees to adopt healthy habits through education, incentives and an on-site clinic.
604610	Fleet Internal Svcs Charge	This account represents costs associated with repair and maintenance of city vehicles.
604620	R&M Buildings	This account is for general repair and maintenance for all municipal buildings and facilities.
604621	Painting	This account is for painting of municipal buildings and facilities.
604624	Solid Waste Container Maint	The budget of \$5,000 will cover maintenance needed for the Solid Waste container.
604630	R&M Electric	This line item represents the costs for maintaining electrical systems for all City buildings and facilities and irrigation systems.
604640	R&M Machinery	This amount covers the cost to repair and maintain all large and small power equipment.
604645	R&M Radios	This represents the cost of repairs and maintenance to portable and mobile radios.
604665	R&M Air Conditioning	This line item is for repair and maintenance of air conditioning systems in the City's buildings.
604666	R&M Street Lights	This line item is for repair and maintenance of City-owned street lighting.
604667	R&M Streets	This line item represents cost for service used in the maintenance of streets and sidewalks.
604669	Landscape & Irrigation	This \$95,000 represents the cost to maintain irrigation systems and provide landscaping and beautification city-wide in all parks and rights-of-way. Materials include sprinkler heads, timers, PVC pipe, pump repairs, PVC glue, irrigation clocks, etc.
604672	Street Row & Median Maint	This line item represents the cost for repair, maintenance, and cleaning of all the City's rights-of-way and medians.
604700	Printing & Binding Svc	This represents the cost for printing letterheads, envelopes, business cards, brochures, flyers and booklets.
604870	Public Education	This line item is for Public Works Department Public Outreach and Information Program.
604916	Administrative Expense	This line item provides funding for reimbursable expenses such as reprographic work etc.
604920	License & Permit Fees	This cost is associated with obtaining and renewing of generator, elevator, fuel storage tanks user permits to meet regulatory requirements for all City buildings.
604925	Parking Garage Condo Fees	This line item is the City's portion of expenses for charges incurred for the City of Miramar Block 3B Garage Condo at the Town Center Complex.
604989	IT Internal Svcs Charge	This account is for technology related costs such as leased computers, internet, intranet, land lines, network, telephone, software licenses, database needs and support services.
604993	Field Trips	This account is for toll expenses associated with field trips.
604997	Other Operating Expenses	Unanticipated one-time expense that cannot be charged in other budgeted line item.
604998	Contingency	This line item represents contingency funding for unanticipated expenses not budgeted in any other account.
605100	Office Supplies	This line item is for the costs of office supplies utilized by administrative, secretarial, and supervisory personnel.
605120	Computer Operating Expenses	The costs for this line item is for Print Management Service Agreement for computer related items.
605220	Vehicle Fuel-On-Site	This account covers the cost of gas and oil used for city vehicles as provided by PW-Fleet Maintenance.
605225	Equip Gas Oil & Lube	This account is used for gas, oil and lube for generator and other equipment. Public Works Department provided the budgeted amount.
605240	Uniforms Cost	This line item represents the cost of uniforms, shirts, safety shoes, jackets and caps for employees, including the new staff who will be part of the in-house landscape maintenance crew.
605242	Protective Clothing	This represents the cost for safety clothing such as safety goggles, gloves, hard hats, vests, etc., including equipment for the new landscape crew.
605246	Safety Supplies	This expenditure is for safety equipment including traffic cones, barricades, caution tapes, first aid kits and flashlights.
605247	Janitorial Supplies	This represents funding for janitorial supplies for all City buildings which is not included in the contract.
605249	Solid Waste Containers	This line represents the cost of replacement recycling carts as part of the City's enhanced recycling cart program.

Public Works Budget Justification

Object #	Account Description	Justification
605251	Noncap Equip (Item less 5000)	This amount is to purchase new and replacement of small equipment costing less than \$5,000 per item. The funding of \$32,400 includes \$4,300 for parts and equipment for program 501, \$4,700 for program 505, \$400 for program 508, and \$23,000 for program 509.
605252	Small Tools	This represents the cost for items such as rakes, shovels, saw blades, hand tools, etc.
605280	Chemicals	This \$13,000 budget represents the cost for fertilizers, pesticides, herbicides, drying agents, dyes, defamers, cleaners and sanitary agents needed to maintain 44 acres of open space, medians and rights-of-way at the Town Center and City facilities. These funds also cover the cost of chemicals to be applied to sod, and palms.
605290	Other Operating Supplies	The line item represents the cost associated with other miscellaneous expenditures such as paint brushes, rags, air filters, root barriers, etc., on an as-needed basis.
605410	Subscriptions & Memberships	This line item is for the cost to maintain membership in professional associations, American Public Works Association, Professional Engineer License and subscriptions to Public Works related magazines.
605500	Training-General	This represents the cost associated with training for the Department's continuing efforts to train and retain the highest qualified professional and technical personnel as stated in the Department's goals and objectives. This budget also includes funding for MOT safety training for new personnel associated with landscape maintenance.
606211	Minor Building Repairs	This line item is to cover minor repairs and maintenance of City buildings; such as exterior and interior painting, carpeting, replacement of cabinets, installation of new doors and windows, roof cleaning, flooring, etc. Funding includes approved above base request of \$231,500 for Repair and Maintenance of Buildings for General Fund Departments.
606441	Vehicle Replacement Program	This budgeted amount is for escrow for future vehicle replacements.

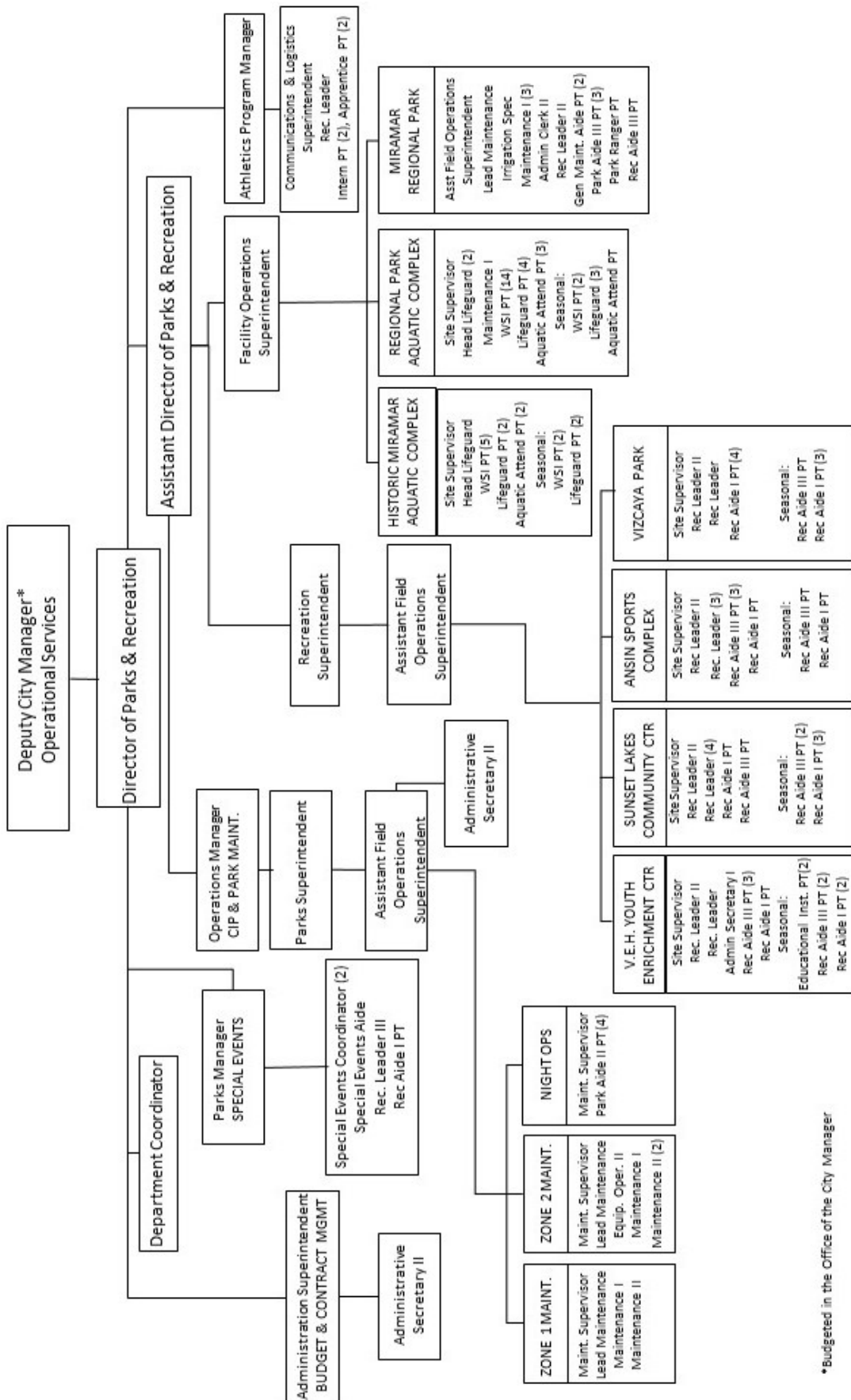


Parks and Recreation

Mission

*To provide a wide variety of services,
recreational activities and special
events for youths, adults and senior
residents to enhance the quality of life
for Miramar residents*

Parks and Recreation Organizational Chart



*Budgeted in the Office of the City Manager



Parks and Recreation

Department Overview

The Parks and Recreation Department encompasses 40 passive and active parks and two (2) aquatic complexes. The Department carries out recreational and athletic activities in addition to hosting a variety of educational classes and programs for residents. The Department also hosts many special events and is responsible for the maintenance of the City's parks and facilities.

As indicated in the Position Detail, this department is currently comprised of 106.5 budgeted positions of which 63 are full-time, 60 (30 FTEs) part-time, 24 (12 FTEs) seasonal part-time and 3 (1.5 FTEs) temporary seasonal part-time employees. The 11 programs provided are:

1. Administration
2. Athletics
3. Vernon E. Hargray Youth Enrichment Center (VEHYEC)
4. Sunset Lakes
5. Miramar Regional Park
6. Special Events (formerly Community Services)
7. Aquatics (Program with East and West locations)
8. Ansin Sports Complex
9. Park Maintenance
10. Vizcaya Park
11. Miramar Regional Park Amphitheater

FY 2021 Accomplishments

- Hosted the Miramar Invitational Olympic Qualifier at the Ansin Sports Complex.
- Hosted the NACAC New Lift Invitational Track Meet.
- Installed monument signs at Monarch Lakes Park and Flamingo Estates Park.
- Planted 36 new trees throughout Parks.

- Implemented the Little Free Library Initiative at 12 park locations.
- Installed a new practice track surface at Ansin Sports Complex.
- Introduced the "Happy to Help" Campaign.
- Three employees attained their CPRP (Certified Park and Recreation Professional) Certifications.
- Redeveloped Forcina Park, including new restroom facility, field, fencing, and landscaping.
- Renovated the Veteran's Park Wall and added new patriotic themed benches to the park.
- Started providing online registrations for programs, camps, and classes.
- Updated the landscaping at the Silver Lakes Tennis Complex.
- Renovated the Sunset Lakes Community Center Lobby.
- Revamped Island Park including playground surfacing, new furnishings, equipment and landscape.
- Carried out 6 COVID-19 Safe Special Events.
- Installed art murals and new lobby furnishings at Ansin Sports Complex.
- Administered Feeding South Florida Food Distribution Site.
- Hosted COVID-19 Testing and Vaccinations at two (2) park locations.
- New curbing installed at Beekman Park and Fairway Park.
- Installed new lobby furnishings and flooring at the Vernon E. Hargray Youth Enrichment Center.
- Installed new flooring throughout the Vizcaya Park.

Parks and Recreation

Program Revenues, Expenditures and Positions Summary

Dedicated Revenues	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Vernon E. Hargray Youth Enrichment Center	\$ 99,375	\$ 26,056	\$ 64,742	\$ 35,285	\$ 68,492
Athletics	—	—	—	—	80,000
Sunset Lakes	252,635	77,276	152,000	152,000	219,800
Miramar Regional Park	566,216	160,488	113,500	113,500	215,100
Special Events (formerly Community Services)	32,375	12,636	13,500	13,500	27,500
Aquatics	528,830	88,468	409,500	409,500	504,000
Ansin Sports Complex	141,701	38,973	105,050	105,050	211,575
Park Maintenance	53,248	20,950	51,800	51,800	52,000
Vizcaya Park	116,444	31,504	75,500	75,500	115,500
Miramar Regional Park Amphitheater	—	264,773	161,900	161,900	323,577
Total	\$ 1,790,824	\$ 721,123	\$ 1,147,492	\$ 1,118,035	\$ 1,817,544



West Aquatics Water Aerobics Class

Parks and Recreation

Expenditures by Program	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Administration	\$ 1,902,629	\$ 1,955,902	\$ 2,063,971	\$ 2,062,814	\$ 2,389,100
Vernon E. Hargray Youth Enrichment Center	826,636	571,201	712,524	692,224	713,910
Athletics	1,772	—	—	—	465,700
Sunset Lakes	844,388	653,166	703,974	656,332	781,655
Miramar Regional Park	2,565,590	1,820,930	1,966,464	1,891,964	1,983,630
Special Events (formerly Community Services)	2,258,054	858,591	908,350	1,201,296	979,100
Aquatics	1,951,557	2,042,526	2,018,449	1,999,849	2,058,535
Ansin Sports Complex	948,647	913,638	921,056	893,056	944,200
Park Maintenance	3,392,454	3,189,173	3,225,729	3,066,283	3,240,900
Vizcaya Park	531,339	544,092	614,185	627,385	599,105
Miramar Regional Park Amphitheater	—	826,492	962,951	1,006,451	918,800
Total	\$ 15,223,066	\$ 13,375,710	\$ 14,097,653	\$ 14,097,653	\$ 15,074,635

Expenditures by Category	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Personnel Services	\$ 8,619,530	\$ 7,606,923	\$ 7,898,500	\$ 7,789,066	\$ 8,204,800
Operating Expense	6,379,436	5,414,577	6,199,153	6,199,712	6,742,235
Capital Outlay	224,099	354,211	—	108,875	127,600
Total	\$ 15,223,066	\$ 13,375,710	\$ 14,097,653	\$ 14,097,653	\$ 15,074,635

Positions by Program	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Administration	9.00	9.50	9.50	9.50	8.00
Vernon E. Hargray Youth Enrichment Center	12.00	8.50	7.00	7.00	9.00
Athletics	—	—	—	—	5.00
Sunset Lakes	12.00	9.00	7.50	8.00	9.50
Miramar Regional Park	16.50	14.00	12.50	12.50	12.50
Special Events (formerly Community Services)	10.50	3.00	4.00	4.50	4.50
Aquatics (East and West locations)	27.50	27.50	23.50	23.50	26.00
Ansin Sports Complex	9.00	10.50	9.00	9.00	9.00
Park Maintenance	19.00	17.00	17.00	17.00	16.00
Vizcaya Park	5.50	8.50	7.50	7.50	7.00
Total	121.00	107.50	97.50	98.50	106.50







Position Detail	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Administration Superintendent	1.00	1.00	1.00	1.00	1.00
Administrative Clerk II	1.00	1.00	1.00	1.00	1.00
Administrative Secretary I	1.00	1.00	1.00	1.00	1.00
Administrative Secretary II	2.00	2.00	2.00	2.00	2.00
Apprentice - Part-time (2)	—	—	—	—	1.00
Aquatic Attendant - Part-time (5)	2.50	2.50	2.50	2.50	2.50
Aquatic Attendant - Part-time (Seasonal)	0.50	0.50	—	—	0.50
Aquatic Site Supervisor	2.00	2.00	2.00	2.00	2.00
Assistant Director of Parks and Recreation	—	1.00	1.00	1.00	1.00
Assistant Field Operations Superintendent	2.00	3.00	3.00	3.00	3.00
Athletic Program Manager	1.00	1.00	1.00	1.00	1.00
Benefits Coordinator	1.00	—	—	—	—
Communications & Logistics Superintendent	—	—	—	—	1.00
Communications & Logistics Superintendent - Part-time	—	—	0.50	0.50	—
Community Relations & Program Administrator	1.00	—	—	—	—
Creative Arts & Graphics Designer	2.00	—	—	—	—
Director of Parks & Recreation	1.00	1.00	1.00	1.00	1.00
Educational Instructor - Part-time (Seasonal)	0.50	0.50	—	—	0.50
Educational Instructor - Temp Part-time (Seasonal)	0.50	0.50	—	—	0.50
Equipment Operator II	2.00	1.00	1.00	1.00	1.00







Parks and Recreation

Position Detail	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Events & Venue Promotions Manager	1.00	—	—	—	—
Executive Administrator	1.00	—	—	—	—
Facility Operations Superintendent	1.00	1.00	1.00	1.00	1.00
General Maintenance Aide - Part-time (2)	2.00	1.50	1.00	1.00	1.00
Head Lifeguard	3.00	3.00	3.00	3.00	3.00
Housekeeping Aide - Part-time	0.50	—	—	—	—
Intern - Parks and Recreation - Part-time (2)	—	0.50	—	—	1.00
Irrigation Specialist	1.00	1.00	1.00	1.00	1.00
Lead Maintenance	3.00	3.00	3.00	3.00	3.00
Lifeguard - Part-time (6)	3.50	3.50	3.00	3.00	3.00
Lifeguard - Part-time (Seasonal) (5)	2.50	2.50	0.50	0.50	2.50
Maintenance I	8.00	7.00	7.00	7.00	6.00
Maintenance II	3.00	3.00	3.00	3.00	3.00
Maintenance Supervisor I	4.00	2.00	3.00	3.00	3.00
Marketing Coordinator	1.00	—	—	—	—
Multimedia & Broadcast Manager	1.00	—	—	—	—
Operations Manager	—	—	1.00	1.00	1.00
Park Aide II - Part-time (4)	2.00	2.00	2.00	2.00	2.00
Park Aide III - Part-time (3)	1.50	2.50	1.50	1.50	1.50
Park Manager	1.00	1.00	1.00	1.00	1.00
Park Ranger - Part-time	1.50	0.50	0.50	0.50	0.50
Parks and Recreation Administrator	2.00	1.00	—	—	—
Parks and Recreation Department Coordinator	1.00	1.00	1.00	1.00	1.00
Parks Superintendent	1.00	1.00	1.00	1.00	1.00
Public Policy Research Assistant	1.00	—	—	—	—
Recreation Aide I - Part-time (8)	3.50	3.50	3.50	4.00	4.00
Recreation Aide I - Part-time (Seasonal) (9)	5.00	5.00	2.50	2.50	4.50
Recreation Aide III - Part-time (8)	4.50	4.50	4.50	4.00	4.00
Recreation Aide III - Part-time (Seasonal) (4)	3.00	3.00	1.50	1.50	2.00
Recreation Aide III - Temp Part-time (Seasonal) (2)	1.00	1.00	0.50	0.50	1.00
Recreation Leader	9.00	10.00	10.00	11.00	10.00
Recreation Leader II	5.00	5.00	5.00	5.00	5.00
Recreation Leader III	1.00	1.00	1.00	1.00	1.00
Recreation Site Supervisor	3.00	3.00	3.00	3.00	4.00
Recreation Superintendent	1.00	1.00	1.00	1.00	1.00
Senior Human Resources Administrator	1.00	—	—	—	—
Senior Management Administrator	1.00	—	—	—	—
Special Events Aide	1.00	1.00	1.00	1.00	1.00
Special Events Coordinator	2.00	2.00	2.00	2.00	2.00
Water Safety Instructor - Part-time (19)	10.50	10.50	9.50	9.50	9.50
Water Safety Instructor - Part-time (Seasonal) (4)	2.00	2.00	2.00	2.00	2.00
Total FTE's	121.00	107.50	97.50	98.50	106.50

Parks and Recreation Balanced Scorecard

Measures	Objectives	Series Status	FY 2020 Actual	FY 2021 Actual	FY 2022 Goal
 Number of Parks Maintained	Ensure and maintain Parks and Recreation Fields	Q4 Actual	40.00	40.00	
		YTD Actual	40.00	40.00	
		EOY Target	40.00	40.00	40.00
		% Target	100.00%	100.00%	
		% Goal	100.00%	100.00%	
 Number of City run recreation and athletic programs offered	Increase residents use of parks, and recreation facilities	Q4 Actual	—	25.00	
		YTD Actual	73.00	53.00	
		EOY Target	85.00	50.00	50.00
		% Target	85.88%	106.00%	
		% Goal	75.00%	100.00%	
 Number of residents utilizing aquatic facilities	Increase residents use of Miramar Aquatic facilities	Q4 Actual	150.00	31,671.00	
		YTD Actual	33,719.00	51,044.00	
		EOY Target	40,000.00	30,000.00	30,000.00
		% Target	84.30%	170.15%	
		% Goal	100.00%	100.00%	
 Meets budget target - Expenses	Finances	Q4 Actual	\$ 3,405,194.85	\$ 4,120,759.52	
		YTD Actual	\$ 13,437,600.95	\$ 13,907,102.87	
		EOY Target	\$ 15,061,103.00	\$ 14,097,653.00	\$ 15,074,635.00
		% Target	89.22%	98.65%	
		% Goal	100.00%	100.00%	
 Meets projected target - Expenses	Finances	Q4 Actual	\$ 3,405,194.85	\$ 4,120,759.52	
		YTD Actual	\$ 13,437,600.95	\$ 13,907,102.87	
		EOY Projection	\$ 13,729,692.00	\$ 13,915,290.00	\$ 15,074,635.00
		% Target	97.87%	99.94%	
		% Goal	100.00%	100.00%	
 Meets budget target - Revenues	Finances	Q4 Actual	\$ 31,131.34	\$ 560,208.49	
		YTD Actual	\$ 698,285.10	\$ 1,282,982.32	
		EOY Target	\$ 885,842.00	\$ 1,124,075.00	\$ 1,817,544.00
		% Target	78.83%	114.14%	
		% Goal	100.00%	100.00%	

Parks and Recreation Balanced Scorecard

Measures	Objectives	Series Status	FY 2020 Actual	FY 2021 Actual	FY 2022 Goal
 Meets projected target - Revenues	Finances	Q4 Actual	\$ 31,131.34	\$ 560,208.49	
		YTD Actual	\$ 698,285.10	\$ 1,282,982.32	
		EOY Projection	\$ 940,288.00	\$ 976,129.00	\$ 1,817,544.00
		% Target	74.26%	131.44%	
		% Goal	100.00%	100.00%	
 Number of City Ran family entertainment events	Provide family entertainment	Q4 Actual	14.00	10.00	
		YTD Actual	33.00	65.00	
		EOY Target	10.00	50.00	50.00
		% Target	330.00%	130.00%	
		% Goal	100.00%	100.00%	
 Number of hosted events	Events hosted at City Parks by Promoters	Q4 Actual	6.00	7.00	
		YTD Actual	34.00	37.00	
		EOY Target	20.00	20.00	20.00
		% Target	170.00%	185.00%	
		% Goal	100.00%	100.00%	
 Attend Conferences, Trainings, & Workshops	Provide additional learning opportunities and tools	Q4 Actual	—	15.00	
		YTD Actual	6.00	78.00	
		EOY Target	4.00	4.00	4.00
		% Target	150.00%	1,950.00%	
		% Goal	100.00%	100.00%	

FY21 actuals (revenues and expenses) are as of 11-25-21.

End of year targets exclude year-end budget amendments.

Parks and Recreation FTE's by Program

Administration Formulates departmental policy and provides overall direction and coordination of departmental operations and management. Oversees capital improvement park projects and works with Citizen Advisory Boards, civic and special interest groups. <table style="width: 100%; border: none;"> <tr> <td style="text-align: center; width: 50%;"><u>FY 21</u></td> <td style="text-align: center; width: 50%;"><u>FY 22</u></td> </tr> <tr> <td style="text-align: center;">9.50</td> <td style="text-align: center;">8.00</td> </tr> </table>		<u>FY 21</u>	<u>FY 22</u>	9.50	8.00								
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Parks and Recreation Budget Summary by Program

Administration—Program 100

Description

The Administration Program is responsible for providing the overall strategic planning and organizational leadership for the Department while collaborating with other departments to work collaboratively and capitalize on available resources to maintain and improve operations and facilities. This program oversees all programs such as athletics, recreation, aquatics, and special events. It is responsible to obtain and administer grants, attract sports and entertainment to City facilities and to develop relationships with local, state, national and international organizations.

Dedicated Revenues	Object Code	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
None		\$ —	\$ —	\$ —	\$ —	\$ —

Expenditures by Category

Personnel Services	\$ 1,263,721	\$ 1,231,884	\$ 1,350,600	\$ 1,351,018	\$ 1,301,200
Operating Expense	636,592	625,617	713,371	669,876	1,033,000
Departmental Capital Outlay	2,315	98,401	—	41,920	54,900
Total	\$ 1,902,629	\$ 1,955,902	\$ 2,063,971	\$ 2,062,814	\$ 2,389,100

Percent of Time by Position

Administration Superintendent	1.00	1.00	1.00	1.00	1.00
Administrative Secretary II	—	1.00	1.00	1.00	—
Assistant Director of Parks & Recreation	—	1.00	1.00	1.00	1.00
Assistant Field Operations Superintendent	—	—	1.00	1.00	—
Athletic Program Manager	1.00	—	—	—	—
Benefits Coordinator	1.00	—	—	—	—
Communications & Logistics Superintendent - Part-time	—	—	0.50	0.50	—
Director of Parks & Recreation	1.00	1.00	1.00	1.00	1.00
Facility Operations Superintendent	1.00	1.00	—	—	—
Operations Manager	—	—	1.00	1.00	1.00
Parks & Recreation Administrator	2.00	1.00	—	—	—
Parks & Recreation Department Coordinator	1.00	1.00	1.00	1.00	1.00
Parks & Recreation Intern - Part-time	—	0.50	—	—	—
Recreation Leader III	—	1.00	1.00	1.00	1.00
Recreation Superintendent	—	1.00	1.00	1.00	1.00
Senior Human Resources Administrator	1.00	—	—	—	—
Special Events Aide	—	—	—	—	1.00
Total	9.00	9.50	9.50	9.50	8.00

Parks and Recreation Budget Summary by Program

Vernon E. Hargray Youth Enrichment Center—Program 600

Description

The Miramar Youth Enrichment Center was renamed to the Vernon E. Hargray Youth Enrichment Center in 2018. This center provides recreational activities and classes to residents of all ages. It hosts the Community Access Center After School Program, Spring, Summer and Winter Sports Camps as well as a variety of classes such as Karate-Do, Adult Basketball Leagues, Youth Athletic Symposiums and much more. This program also provides various athletic programs including Pee Wee Basketball, Mini Basketball, and IQ skills clinic.

Dedicated Revenues	Object Code	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Recreation Activities-YEC	347280	\$ 30,666	\$ 12,506	\$ 15,000	\$ 15,000	\$ 15,000
Summer - YEC	347210	5,260	—	2,000	2,000	2,000
Holiday Camp	347299	2,241	660	1,000	1,000	2,000
Contractual Services	347260	13,809	5,070	6,750	6,750	2,500
Rentals - YEC	362100	18,373	7,820	5,000	5,000	12,000
Trfr fr State & County Grant Fund	381163	29,025	—	34,992	5,535	34,992
Total		\$ 99,375	\$ 26,056	\$ 64,742	\$ 35,285	\$ 68,492

Expenditures by Category

Personnel Services	\$ 570,986	\$ 335,754	\$ 457,300	\$ 455,300	\$ 461,700
Operating Expense	233,716	200,185	255,224	221,939	240,610
Departmental Capital Outlay	21,934	35,262	—	14,985	11,600
Total	\$ 826,636	\$ 571,201	\$ 712,524	\$ 692,224	\$ 713,910

Percent of Time by Position

Administrative Secretary I	—	—	1.00	1.00	1.00
Educational Instructor Part-time (Seasonal)	0.50	0.50	—	—	0.50
Educational Instructor - Temp Part-time (Seasonal)	0.50	0.50	—	—	0.50
Recreation Aide I Part-time	1.00	0.50	0.50	0.50	0.50
Recreation Aide I Part-time (Seasonal) (2)	2.00	1.00	0.50	0.50	1.00
Recreation Aide III Part-time (3)	1.50	1.50	1.50	1.50	1.50
Recreation Aide III Part-time (Seasonal)	0.50	0.50	—	—	—
Recreation Aide III - Temp Part-time (Seasonal) (2)	1.00	1.00	0.50	0.50	1.00
Recreation Leader	2.00	1.00	1.00	1.00	1.00
Recreation Leader II	1.00	1.00	1.00	1.00	1.00
Recreation Leader III	1.00	—	—	—	—
Recreation Site Supervisor	1.00	1.00	1.00	1.00	1.00
Total	12.00	8.50	7.00	7.00	9.00

Parks and Recreation Budget Summary by Program

Athletics—Program 602

Description

In FY19, the Athletics Program, staffing and accompanying revenues and expenses were reallocated to other existing programs within the department. However, in FY22, the Athletics Program, staffing and accompanying revenues and expenses were reinstated as the need for this program was apparent with the rising increase in the number of athletic programs, activities, and events.

Dedicated Revenues	Object Code	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Contracted Programs	347260	\$ —	\$ —	\$ —	\$ —	\$ 40,000
Athletic Programs	347296	—	—	—	—	40,000
Total		\$ —	\$ —	\$ —	\$ —	\$ 80,000

Expenditures by Category

Personnel Services	\$ —	\$ —	\$ —	\$ —	\$ 239,200
Operating Expense	1,772	—	—	—	226,500
Departmental Capital Outlay	—	—	—	—	—
Total	\$ 1,772	\$ —	\$ —	\$ —	\$ 465,700

Percent of Time by Position

Apprentice Part-time (2)	—	—	—	—	1.00
Athletic Program Manager	—	—	—	—	1.00
Communications & Logistics Superintendent	—	—	—	—	1.00
Intern Parks & Recreation Part-time (2)	—	—	—	—	1.00
Recreation Leader I	—	—	—	—	1.00
Total	—	—	—	—	5.00

Parks and Recreation Budget Summary by Program

Sunset Lakes—Program 603

Description

This program oversees the Sunset Lakes facility and park. It serves to promote a community atmosphere; hosts Spring, Summer and Winter Camps, holds programs in response to community interests and needs; collaborates with individuals and other agencies to provide programming and assistance; and promotes athletic and recreational events. This program also oversees the management of a ballroom, meeting spaces, senior and youth programs.

Dedicated Revenues	Object Code	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Recreation Activities-Sunset Lakes	347280	\$ 37,187	\$ 13,109	\$ 19,000	\$ 19,000	\$ 20,000
Summer Program-Sunset Lakes	347210	67,402	1,721	70,000	70,000	70,000
Contracted Programs	347260	19,286	9,295	10,500	10,500	4,800
Holiday Camps	347299	5,091	2,290	2,500	2,500	5,000
Rentals-Sunset Lakes	362100	123,669	50,861	50,000	50,000	120,000
Total		\$ 252,635	\$ 77,276	\$ 152,000	\$ 152,000	\$ 219,800

Expenditures by Category

Personnel Services	\$ 595,657	\$ 489,851	\$ 502,300	\$ 471,308	\$ 534,600
Operating Expense	239,771	160,515	201,674	185,024	244,155
Departmental Capital Outlay	8,960	2,800	—	—	2,900
Total	\$ 844,388	\$ 653,166	\$ 703,974	\$ 656,332	\$ 781,655

Percent of Time by Position

Public Policy Research Assistant	1.00	—	—	—	—
Recreation Aide I Part-time	0.50	0.50	0.50	0.50	0.50
Recreation Aide I Part-time (Seasonal) (3)	3.00	1.50	0.50	0.50	1.50
Recreation Aide III Part-time	1.00	1.00	1.00	0.50	0.50
Recreation Aide III Part-time (Seasonal) (2)	1.50	1.00	0.50	0.50	1.00
Recreation Leader	2.00	3.00	3.00	4.00	4.00
Recreation Leader II	1.00	1.00	1.00	1.00	1.00
Recreation Site Supervisor	1.00	1.00	1.00	1.00	1.00
Recreation Superintendent	1.00	—	—	—	—
Total	12.00	9.00	7.50	8.00	9.50

Parks and Recreation Budget Summary by Program

Miramar Regional Park—Program 604

Description

This program manages the City's largest and only Regional Park which serves participants of all ages. Amenities and activities include, but are not limited to, basketball, baseball, football, soccer, organized youth and adult sports leagues, instructional classes, and fitness circuits. This program manages the rental of various pavilions that are used for gatherings of families, friends or business associates. This program also hosts several large scale events that are open to the general public, such as holiday themed special events, music related festivals and shows, and sports related tournaments as well as private large scale events

Dedicated Revenues	Object Code	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Contracted Programs - Other	347260	\$ 20,978	\$ 8,124	\$ 9,000	\$ 9,000	\$ 3,600
Admission Fees	347270	71,041	37,928	29,500	29,500	60,000
Rec Activities-Parking Fees	347285	32,923	34,665	15,000	15,000	30,000
General Concessions	347309	520	—	—	—	—
Amphitheater Event Income	347500	318,372	—	—	—	—
Rental Revenue	362100	122,383	79,771	60,000	60,000	121,500
Total		\$ 566,216	\$ 160,488	\$ 113,500	\$ 113,500	\$ 215,100

Expenditures by Category

Personnel Services	\$ 982,638	\$ 1,015,500	\$ 981,100	\$ 970,100	\$ 1,004,600
Operating Expense	1,545,789	774,830	985,364	921,864	975,530
Departmental Capital Outlay	37,163	30,600	—	—	3,500
Total	\$2,565,590	\$1,820,930	\$1,966,464	\$1,891,964	\$1,983,630

Percent of Time by Position

Administrative Clerk II	1.00	1.00	1.00	1.00	1.00
Asst. Field Operations Superintendent	—	—	1.00	1.00	1.00
Equipment Operator II	1.00	—	—	—	—
Facility Operations Superintendent	—	—	1.00	1.00	1.00
General Maintenance Aide Part-time (2)	2.00	1.50	1.00	1.00	1.00
Irrigation Specialist	—	—	—	—	1.00
Lead Maintenance	1.00	1.00	1.00	1.00	1.00
Maintenance I	5.00	4.00	4.00	4.00	3.00
Maintenance Supervisor I	1.00	1.00	—	—	—
Park Aide III Part-time (3)	1.50	2.50	1.50	1.50	1.50
Park Manager	1.00	1.00	—	—	—
Park Ranger Part-time	1.50	0.50	0.50	0.50	0.50
Recreation Aide III Part-time	0.50	0.50	0.50	0.50	0.50
Recreation Leader II	1.00	1.00	1.00	1.00	1.00
Total	16.50	14.00	12.50	12.50	12.50

Parks and Recreation Budget Summary by Program

Special Events (formerly Community Services)—Program 605

Description

This program is responsible for the development and production of City events geared to engage and entertain residents of the City's diverse community. Events are designed based on resident interests, current market trends and health and fitness activities. This program also oversees the coordination of organizations and outside promoters that seek to utilize City facilities to hold functions and/or events.

Note: In FY20, the Office of Marketing & Public Relations was moved from the Parks & Recreation Department back into the Office of the City Manager. This program was renamed from Community Services (formerly in FY19) to Special Events in FY20.

Dedicated Revenues	Object Code	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Merchandise Sales	347351	\$ 1,518	\$ —	\$ —	\$ —	\$ —
Special Events	347405	6,086	1,650	1,500	1,500	3,500
Special Events - Concessions	347409	—	—	—	—	—
Vendor Registration and Sponsors	347410	24,770	10,986	12,000	12,000	24,000
Total		\$ 32,375	\$ 12,636	\$ 13,500	\$ 13,500	\$ 27,500

Expenditures by Category

Personnel Services	\$1,216,088	\$ 452,267	\$ 535,600	\$ 551,162	\$ 516,000
Operating Expense	1,021,266	403,864	372,750	650,134	457,400
Departmental Capital Outlay	20,700	2,460	—	—	5,700
Total	\$2,258,054	\$ 858,591	\$ 908,350	\$1,201,296	\$ 979,100

Percent of Time by Position

Administrative Secretary II	—	—	—	—	1.00
Community Relations & Program Administrator	1.00	—	—	—	—
Creative Arts & Graphics Designer	2.00	—	—	—	—
Events & Venue Promotions Manager	1.00	—	—	—	—
Housekeeping Aide Part-time	0.50	—	—	—	—
Marketing Coordinator	1.00	—	—	—	—
Multimedia & Broadcast Manager	1.00	—	—	—	—
Park Manager	—	—	1.00	1.00	1.00
Recreation Aide I Part-time	—	—	—	0.50	0.50
Senior Management Administrator	1.00	—	—	—	—
Special Events Aide	1.00	1.00	1.00	1.00	—
Special Events Coordinator	2.00	2.00	2.00	2.00	2.00
Total	10.50	3.00	4.00	4.50	4.50

Parks and Recreation Budget Summary by Program

Aquatics—Program 606

Description

The Aquatics program oversees two aquatic locations, the Miramar Aquatic Complex which is located adjacent to Civic Center Park and the Miramar Regional Park Aquatic Complex. This program provides swimming classes for all ages from beginners to experts and also offers water aerobics and various water sports. Emphasis is placed on teaching children and adults how to swim and be safe in and around water.

Dedicated Revenues	Object Code	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Summer Program	347210	\$ 60,090	\$ —	\$ 60,000	\$ 60,000	\$ 60,000
Contracted Prog - Aquatics West	347260	6,853	4,361	3,500	3,500	7,000
Aquatic Fees - East	347271	99,501	21,629	52,000	52,000	75,000
Aquatic Fees - West	347271	341,403	61,517	273,000	273,000	340,000
Holiday Camps	347299	1,980	—	1,000	1,000	2,000
Trfr Fr State & Cty Grant Fund	381163	19,004	960	20,000	20,000	20,000
Total		\$ 528,830	\$ 88,468	\$ 409,500	\$ 409,500	\$ 504,000

Expenditures by Category

Personnel Services	\$ 1,581,652	\$ 1,596,845	\$ 1,583,900	\$ 1,578,900	\$ 1,622,200
Operating Expense	367,619	382,138	434,549	420,949	426,835
Departmental Capital Outlay	2,286	63,543	—	—	9,500
Total	\$ 1,951,557	\$ 2,042,526	\$ 2,018,449	\$ 1,999,849	\$ 2,058,535

Percent of Time by Position

Aquatic Attendant Part-time (5)	2.50	2.50	2.50	2.50	2.50
Aquatic Attendant Part-time (Seasonal)	0.50	0.50	—	—	0.50
Aquatic Site Supervisor	2.00	2.00	2.00	2.00	2.00
Head Lifeguard	3.00	3.00	3.00	3.00	3.00
Lifeguard Part-time (6)	3.50	3.50	3.00	3.00	3.00
Lifeguard Part-time (Seasonal) (5)	2.50	2.50	0.50	0.50	2.50
Maintenance I	1.00	1.00	1.00	1.00	1.00
Water Safety Instructor Part-time (19)	10.50	10.50	9.50	9.50	9.50
Water Safety Instructor Part-time (Seasonal) (4)	2.00	2.00	2.00	2.00	2.00
Total	27.50	27.50	23.50	23.50	26.00

Parks and Recreation Budget Summary by Program

Ansin Sports Complex—Program 607

Description

This program manages the Ansin Sports Complex that includes a state-of-the-art track which is used for local, national and international events. The facility also hosts youth and adult elite athletic camps, clinics and programs. This program provides recreation activities and classes to residents of all ages including an After-School program, Winter, Spring and Summer Camps, as well as a variety of classes such as dance, martial arts, and athletic skill education.

Dedicated Revenues	Object Code	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Summer Camp-Ansin	347210	\$ 57,948	\$ —	\$ 58,000	\$ 58,000	\$ 58,000
Contracted Programs	347260	756	315	2,200	2,200	2,200
Admission Fees	347270	14,995	476	1,500	1,500	47,800
Recreation Activities-Ansin	347280	16,126	13,438	15,000	15,000	18,000
Holiday Camp	347299	3,690	1,825	2,000	2,000	4,000
Track Meet	347284	4,420	—	3,000	3,000	20,700
Parking Fees-Ansin	347285	1,412	377	1,000	1,000	2,000
Concession-Ansin	347309	915	—	600	600	5,625
Rentals-Ansin Bldg.	362100	8,680	—	—	—	—
Rentals-Ansin Stadium	362100	32,759	22,543	21,750	21,750	53,250
Total		\$ 141,701	\$ 38,973	\$ 105,050	\$ 105,050	\$ 211,575

Expenditures by Category

Personnel Services	\$ 591,173	\$ 720,403	\$ 605,300	\$ 582,300	\$ 697,200
Operating Expense	349,674	190,467	315,756	303,271	244,200
Departmental Capital Outlay	7,800	2,768	—	7,485	2,800
Total	\$ 948,647	\$ 913,638	\$ 921,056	\$ 893,056	\$ 944,200

Percent of Time by Position

Administrative Secretary II	1.00	—	—	—	—
Assistant Field Operations Superintendent	1.00	1.00	—	—	1.00
Athletic Program Manager	—	1.00	1.00	1.00	—
Recreation Aide I Part-time	1.00	1.00	0.50	0.50	0.50
Recreation Aide I Part-time (Seasonal)	—	1.00	0.50	0.50	0.50
Recreation Aide III Part-time (3)	1.00	1.50	1.50	1.50	1.50
Recreation Aide III Part-time (Seasonal)	1.00	1.00	0.50	0.50	0.50
Recreation Leader	3.00	3.00	4.00	4.00	3.00
Recreation Leader II	1.00	1.00	1.00	1.00	1.00
Recreation Site Supervisor	—	—	—	—	1.00
Total	9.00	10.50	9.00	9.00	9.00

Parks and Recreation Budget Summary by Program

Park Maintenance Program—Program 608

Description

This program serves to administer the maintenance of the City's parks and recreational facilities. This program is also responsible for the management of parks, courts and field improvements as well as new park development, working with other departments to ensure objectives and consistency throughout. The rental of athletic fields is also managed by this program.

Dedicated Revenues	Object Code	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Park Field Rentals	362200	\$ 29,625	\$ 11,058	\$ 29,600	\$ 29,600	\$ 29,500
Pavilion Rentals	362301	23,623	9,892	22,200	22,200	22,500
Total		\$ 53,248	\$ 20,950	\$ 51,800	\$ 51,800	\$ 52,000

Expenditures by Category

Personnel Services	\$ 1,470,346	\$ 1,334,052	\$ 1,439,200	\$ 1,389,779	\$ 1,440,600
Operating Expense	1,805,567	1,739,944	1,786,529	1,676,504	1,766,800
Departmental Capital Outlay	116,542	115,177	—	—	33,500
Total	\$ 3,392,454	\$ 3,189,173	\$ 3,225,729	\$ 3,066,283	\$ 3,240,900

Percent of Time by Position

Administrative Secretary I	1.00	1.00	—	—	—
Administrative Secretary II	1.00	1.00	1.00	1.00	1.00
Asst. Field Operations Superintendent	1.00	2.00	1.00	1.00	1.00
Equipment Operator II	1.00	1.00	1.00	1.00	1.00
Executive Administrator	1.00	—	—	—	—
Irrigation Specialist	1.00	1.00	1.00	1.00	—
Lead Maintenance	2.00	2.00	2.00	2.00	2.00
Maintenance I	2.00	2.00	2.00	2.00	2.00
Maintenance II	3.00	3.00	3.00	3.00	3.00
Maintenance Supervisor I	3.00	1.00	3.00	3.00	3.00
Park Aide II Part-time (4)	2.00	2.00	2.00	2.00	2.00
Parks Superintendent	1.00	1.00	1.00	1.00	1.00
Total	19.00	17.00	17.00	17.00	16.00

Parks and Recreation Budget Summary by Program

Vizcaya Park—Program 609

Description

The Vizcaya facility and exterior grounds are energy efficient as certified by LEED. Amenities include computer lab, game room, recreation room, pavilions, soccer/football field, basketball court and patio area with picnic benches and more. Recreation activities and classes are offered for residents of all ages, such as an After-School program and Spring, Summer and Winter Camps. The park also provides contractual classes such as dance and karate class. The athletic programs include cross-fit, soccer, flag football, basketball and mini-sports development.

Dedicated Revenues	Object Code	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Contracted Programs	347260	\$ 4,033	\$ 210	\$ 2,000	\$ 2,000	\$ 4,000
Recreation Activities-Vizcaya	347280	1,964	5,407	7,500	7,500	7,500
Athletics	347296	8,886	—	—	—	—
Rentals - Vizcaya	362100	72,522	24,024	35,000	35,000	71,500
Summer Program	347210	27,766	—	30,000	30,000	30,000
Holiday Camps	347299	1,273	1,863	1,000	1,000	2,500
Total		\$ 116,444	\$ 31,504	\$ 75,500	\$ 75,500	\$ 115,500

Expenditures by Category

Personnel Services	\$ 347,269	\$ 430,367	\$ 443,200	\$ 439,200	\$ 387,500
Operating Expense	177,670	110,525	170,985	143,700	208,405
Departmental Capital Outlay	6,400	3,200	—	44,485	3,200
Total	\$ 531,339	\$ 544,092	\$ 614,185	\$ 627,385	\$ 599,105

Percent of Time by Position

Recreation Aide I Part-time (4)	1.00	1.50	2.00	2.00	2.00
Recreation Aide I Part-time (Seasonal) (3)	—	1.50	1.00	1.00	1.50
Recreation Aide III Part-time	0.50	—	—	—	—
Recreation Aide III Part-time (Seasonal)	—	0.50	0.50	0.50	0.50
Recreation Leader	2.00	3.00	2.00	2.00	1.00
Recreation Leader II	1.00	1.00	1.00	1.00	1.00
Recreation Site Supervisor	1.00	1.00	1.00	1.00	1.00
Total	5.50	8.50	7.50	7.50	7.00

Parks and Recreation Budget Summary by Program

Miramar Regional Park Amphitheater—Program 610

Description

The Miramar Regional Park Amphitheater is an open-air venue with 5,000 seats, 3,000 of which are under a canopy and 2,000 are in the open grass area. This program manages the rental and use of the Miramar Regional Park Amphitheater for festivals, concerts, shows, and events.

Dedicated Revenues	Object Code	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Rec Activities-Parking Fees	347285	\$ —	\$ 79,047	\$ 59,000	\$ 59,000	\$ 70,198
General Concessions	347309	—	30,291	44,400	44,400	75,200
Ticket Sales	347339	—	32,211	28,500	28,500	127,779
Rental - Amphitheater	362204	—	123,225	30,000	30,000	50,400
Total		\$ —	\$ 264,773	\$ 161,900	\$ 161,900	\$ 323,577

Expenditures by Category

Personnel Services	\$ —	\$ —	\$ —	\$ —	\$ —
Operating Expense	—	826,492	962,951	1,006,451	918,800
Departmental Capital Outlay	—	—	—	—	—
Total	\$ —	\$ 826,492	\$ 962,951	\$ 1,006,451	\$ 918,800

Percent of Time by Position

None

Parks and Recreation Expenditures by Object Code

Administration—001-60-100-572

Object #	Account Description	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Personnel Services						
601200	Employee Salaries	\$ 787,966	\$ 741,769	\$ 788,900	\$ 788,900	\$ 808,700
601205	Lump Sum Payout - Accrued Time	43,333	50,209	52,300	52,300	38,400
601210	Non-Pensionable Earnings	—	1,439	—	—	8,500
601215	Communication Stipend	5,445	11,125	11,100	11,100	13,000
601220	Longevity Pay	2,321	1,793	3,900	3,900	1,200
601400	Overtime-General	—	1,589	2,500	2,888	1,500
602100	FICA & MICA	60,485	58,395	63,500	63,530	64,900
602210	Pension-General	23,412	51,367	73,600	73,600	24,300
602235	Pension-Senior Mgmt	138,999	101,014	112,400	112,400	108,400
602260	Pension-401	12,146	13,399	12,700	12,700	14,500
602265	Pension-457	21,452	14,733	15,300	15,300	20,700
602300	Pmt In Lieu Of Insurance	—	—	—	—	6,200
602304	Health Insurance-PPO	5,606	—	14,100	14,100	—
602305	Health Insurance-HMO	75,790	92,228	118,900	118,900	92,900
602306	Dental Insurance-PPO	3,766	3,233	4,100	4,100	2,900
602307	Dental Insurance-HMO	479	663	700	700	1,100
602309	Basic Life	2,996	1,841	2,200	2,200	2,300
602311	Long-Term Disability	689	513	1,100	1,100	1,100
602312	HDHP Aetna	19,635	16,773	13,500	13,500	28,100
602313	HSA Payflex	5,400	2,800	2,700	2,700	5,400
602400	Workers' Compensation	53,800	67,000	57,100	57,100	57,100
	<i>Sub-Total</i>	<u>1,263,721</u>	<u>1,231,884</u>	<u>1,350,600</u>	<u>1,351,018</u>	<u>1,301,200</u>
Operating Expense						
603140	New Hire Screening	—	992	2,500	806	1,000
603141	Existing Employee Screening	—	329	1,000	319	1,500
603190	Prof Svcs-Other	5,881	895	10,000	8,000	160,000
603400	Contract Svc-Other	9,703	614	7,000	—	11,000
604001	Travel & Training	8,670	7,694	18,750	5,029	15,000
604100	Communication Services	2,628	—	—	—	—
604200	Postage	636	254	1,000	1,000	1,000
604301	Electricity Svcs	4,520	5,105	22,721	5,721	5,100
604500	Risk Internal Svcs Charge	53,400	46,100	7,500	7,500	32,000
604550	Health Ins Internal Serv Chg	—	20,900	39,800	39,800	21,600
604610	Fleet Internal Svcs Charge	11,313	14,800	13,500	13,500	12,100
604700	Printing & Binding Svc	9,800	506	2,000	8,221	2,000
604890	Special Events-Other	—	6,747	4,500	4,500	50,000
604910	Advertising Costs	495	2,000	2,000	2,000	2,000
604989	IT Internal Svcs Charge	504,100	504,600	544,100	544,100	666,400
604997	Other Operating Expenses	3,616	2,011	3,500	4,118	3,700
605100	Office Supplies	2,791	2,658	3,000	3,582	3,000
605220	Vehicle Fuel-On-Site	1,844	222	2,500	2,500	2,600
605240	Uniforms Cost	8,484	5,563	20,000	17,980	20,000
605410	Subscriptions & Memberships	1,210	1,627	3,000	1,200	3,000
605500	Training-General	4,621	—	—	—	—
605510	Tuition Reimbursement	2,881	2,000	5,000	—	20,000
	<i>Sub-Total</i>	<u>636,592</u>	<u>625,617</u>	<u>713,371</u>	<u>669,876</u>	<u>1,033,000</u>
Departmental Capital Outlay						
606400	Machinery & Equipment	—	—	—	—	20,000
606440	Vehicles Purchase	—	69,843	—	—	—
606441	Vehicle Replacement Program	2,315	28,558	—	—	34,900
606470	Computer Equipment	—	—	—	41,920	—
	<i>Sub-Total</i>	<u>2,315</u>	<u>98,401</u>	<u>—</u>	<u>41,920</u>	<u>54,900</u>
	Total	\$ 1,902,629	\$ 1,955,902	\$ 2,063,971	\$ 2,062,814	\$ 2,389,100

Parks and Recreation Expenditures by Object Code

Vernon E. Hargray Youth Enrichment Center—001-60-600-572

Object #	Account Description	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
<u>Personnel Services</u>						
601200	Employee Salaries	\$ 357,627	\$ 200,726	\$ 289,600	\$ 289,600	\$ 284,100
601205	Lump Sum Payout - Accrued Time	6,001	—	1,400	1,400	1,400
601210	Non-Pensionable Earnings	7,524	—	—	—	—
601215	Communication Stipend	—	1,300	1,300	1,300	1,300
601220	Longevity Pay	949	360	—	—	500
601400	Overtime-General	20,685	6,957	15,000	13,000	15,000
601410	Overtime-Holiday	93	347	500	500	500
601412	Overtime-Emergency	32	—	—	—	—
602100	FICA & MICA	29,941	16,234	22,500	22,500	22,600
602210	Pension-General	41,622	29,581	46,300	46,300	45,700
602300	Pmt In Lieu Of Insurance	5,727	5,654	6,200	6,200	6,200
602304	Health Insurance-PPO	14,413	3,452	—	—	—
602305	Health Insurance-HMO	46,490	23,696	32,400	32,400	42,100
602306	Dental Insurance-PPO	1,400	809	1,300	1,300	1,300
602307	Dental Insurance-HMO	446	293	400	400	600
602309	Basic Life	891	253	800	800	800
602311	Long-Term Disability	246	91	400	400	400
602400	Workers' Compensation	36,900	46,000	39,200	39,200	39,200
	<i>Sub-Total</i>	570,986	335,754	457,300	455,300	461,700
<u>Operating Expense</u>						
603400	Contract Svc-Other	29,596	23,252	10,000	10,000	10,000
603401	Janitorial Svcs	20,599	37,508	38,010	38,010	38,010
603460	Landscape Services	13,952	—	14,000	10,700	15,500
604100	Communication Services	910	—	—	—	—
604300	Water/Wastewater Svc	12,298	11,247	17,375	17,375	17,200
604301	Electricity Svcs	54,814	56,526	62,439	57,439	64,700
604500	Risk Internal Svcs Charge	33,400	28,800	4,600	4,600	19,700
604550	Health Ins Internal Serv Chg	—	11,400	9,800	9,800	5,300
604610	Fleet Internal Svcs Charge	7,208	9,200	8,400	8,400	7,500
604620	R&M Buildings	—	—	10,000	10,000	10,000
604700	Printing & Binding Svcs	—	—	500	500	500
604989	IT Internal Svcs Charge	—	800	—	—	—
604991	Summer Programs	23,780	491	8,000	15,675	8,000
604992	Recreation Activities	15,168	6,535	16,600	14,100	8,200
604993	Field Trips	2,135	—	16,200	1,025	16,200
605100	Office Supplies	1,587	2,037	2,000	2,000	2,000
605220	Vehicle Fuel-On-Site	1,748	1,192	1,300	1,300	1,300
605225	Equip Gas Oil & Lube	—	—	700	700	700
605230	Program Supplies	9,848	4,812	21,500	6,515	5,000
605247	Janitorial Supplies	425	1,396	1,500	1,500	1,500
605250	Noncap Furn (Item less 5000)	2,957	2,976	3,000	3,000	—
605251	Noncap Equip (Item less 5000)	—	—	7,000	7,000	7,000
605290	Other Operating Supplies	2,291	2,013	2,300	2,300	2,300
605500	Training-General	1,000	—	—	—	—
	<i>Sub-Total</i>	233,716	200,185	255,224	221,939	240,610

Parks and Recreation Expenditures by Object Code

Vernon E. Hargray Youth Enrichment Center—001-60-600-572

Object #	Account Description	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Departmental Capital Outlay						
606210	Building Renovation	7,322	—	—	—	—
606319	Park Improvement	8,800	—	—	—	—
606400	Machinery & Equipment	—	—	—	14,985	—
606441	Vehicle Replacement Program	5,812	35,262	—	—	11,600
	<i>Sub-Total</i>	21,934	35,262	—	14,985	11,600
	Total	\$ 826,636	\$ 571,201	\$ 712,524	\$ 692,224	\$ 713,910

Parks and Recreation Expenditures by Object Code

Athletics—001-60-602-572

Object #	Account Description	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Personnel Services						
601200	Employee Salaries	\$ —	\$ —	\$ —	\$ —	\$ 177,500
601205	Lump Sum Payout - Accrued Time	—	—	—	—	1,200
601210	Non-Pensionable Earnings	—	—	—	—	1,000
601215	Communication Stipend	—	—	—	—	1,300
602100	FICA & MICA	—	—	—	—	13,800
602210	Pension-General	—	—	—	—	8,400
602235	Pension-Senior Mgmt	—	—	—	—	18,000
602305	Health Insurance-HMO	—	—	—	—	16,800
602307	Dental Insurance-HMO	—	—	—	—	400
602309	Basic Life Insurance	—	—	—	—	500
602311	Long-Term Disability Ins	—	—	—	—	300
	<i>Sub-Total</i>	—	—	—	—	239,200
Operating Expense						
603190	Prof Svcs-Other	—	—	—	—	5,000
604400	Leased Equipment	—	—	—	—	25,000
604846	Miramar Invit. Track Meet	—	—	—	—	50,000
604847	Miramar Invit. Ath. PrizeMoney	—	—	—	—	50,000
604857	Athletic Sporting Events	—	—	—	—	41,500
604994	Athletic Activities	—	—	—	—	35,000
605220	Vehicle Fuel-On-Site	1,772	—	—	—	—
605230	Program Supplies	—	—	—	—	20,000
	<i>Sub-Total</i>	1,772	—	—	—	226,500
	Total	\$ 1,772	\$ —	\$ —	\$ —	\$ 465,700

Parks and Recreation Expenditures by Object Code

Sunset Lakes—001-60-603-572

Object #	Account Description	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Personnel Services						
601200	Employee Salaries	\$ 343,855	\$ 274,459	\$ 280,200	\$ 280,200	\$ 304,600
601205	Lump Sum Payout - Accrued Time	12,224	6,151	1,300	1,300	1,300
601210	Non-Pensionable Earnings	7,479	867	—	—	—
601215	Communication Stipend	1,305	1,310	1,300	1,300	1,300
601220	Longevity Pay	382	401	400	400	400
601400	Overtime-General	43,296	20,586	45,000	13,957	38,000
601410	Overtime-Holiday	1,019	515	1,000	1,000	1,000
601412	Overtime-Emergency	2,962	—	—	—	—
602100	FICA & MICA	30,141	21,845	21,900	21,951	25,300
602210	Pension-General	34,218	45,371	48,900	48,900	48,100
602235	Pension-Senior Mgmt	13,200	—	—	—	—
602300	Pmt In Lieu Of Insurance	—	—	—	—	12,500
602304	Health Insurance-PPO	—	—	—	—	14,600
602305	Health Insurance-HMO	63,744	67,149	58,000	58,000	43,400
602306	Dental Insurance-PPO	974	978	1,000	1,000	600
602307	Dental Insurance-HMO	756	1,129	1,100	1,100	1,200
602309	Basic Life	1,255	772	800	800	900
602311	Long-Term Disability	247	217	400	400	400
602400	Workers' Compensation	38,600	48,100	41,000	41,000	41,000
	<i>Sub-Total</i>	595,657	489,851	502,300	471,308	534,600
Operating Expense						
603400	Contract Svc-Other	17,977	14,423	11,500	12,500	11,800
603401	Janitorial Services	29,521	24,742	38,400	35,200	38,400
603460	Landscape Svcs	42,977	—	—	—	60,500
604100	Communication Services	810	—	—	—	—
604300	Water/Wastewater Svc	8,213	5,794	7,621	7,621	5,000
604301	Electricity Svcs	45,138	36,728	45,798	37,798	34,100
604500	Risk Internal Svcs Charge	34,800	30,100	5,200	5,200	22,200
604550	Health Ins Internal Serv Chg	—	13,100	17,300	17,300	9,300
604610	Fleet Internal Svcs Charge	4,305	3,500	3,200	3,200	2,900
604620	R&M Buildings	—	5,605	10,500	10,500	10,500
604700	Printing & Binding Svc	—	—	500	500	500
604920	License & Permit Fees	580	—	—	—	—
604989	IT Internal Svcs Charge	—	800	—	—	—
604991	Summer Programs	7,276	957	4,000	3,600	4,000
604992	Recreation Activities	15,489	8,811	13,600	13,600	3,600
604993	Field Trips	10,386	—	19,155	3,605	19,155
605100	Office Supplies	1,924	1,771	2,000	2,000	2,000
605220	Vehicle Fuel-On-Site	618	675	1,000	1,000	1,000
605225	Equip Gas Oil & Lube	—	—	2,200	2,200	2,200
605230	Program Supplies	5,184	3,157	7,500	7,500	5,000
605247	Janitorial Supplies	682	2,003	1,500	1,500	1,500
605250	Noncap Furn (Item less 5000)	4,290	4,174	4,200	13,700	3,500
605251	Noncap Equip (Item less 5000)	4,500	—	3,500	3,500	4,000
605290	Other Operating Supplies	4,002	4,176	3,000	3,000	3,000
605500	Training-General	1,100	—	—	—	—
	<i>Sub-Total</i>	239,771	160,515	201,674	185,024	244,155
Departmental Capital Outlay						
606210	Building Renovation	1,520	—	—	—	—
606405	Furniture & Fixtures-SunsetLks	4,640	—	—	—	—
606441	Vehicle Replacement Program	2,800	2,800	—	—	2,900
	<i>Sub-Total</i>	8,960	2,800	—	—	2,900
	Total	\$ 844,388	\$ 653,166	\$ 703,974	\$ 656,332	\$ 781,655

Parks and Recreation Expenditures by Object Code

Miramar Regional Park—001-60-604-572

Object #	Account Description	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Personnel Services						
601200	Employee Salaries	\$ 621,154	\$ 625,346	\$ 588,700	\$ 588,700	\$ 615,600
601205	Lump Sum Payout - Accrued Time	4,774	20,001	12,500	12,500	10,100
601210	Non-Pensionable Earnings	14,104	439	—	—	1,000
601215	Communication Stipend	500	3,700	3,300	3,300	3,300
601220	Longevity Pay	990	606	2,100	2,100	3,200
601400	Overtime-General	19,514	6,202	20,000	9,000	15,000
601410	Overtime-Holiday	4,253	30	1,000	1,000	1,000
601412	Overtime-Emergency	1,355	(113)	—	—	—
602100	FICA & MICA	49,685	49,506	46,600	46,600	49,000
602210	Pension-General	72,438	64,959	73,500	73,500	61,100
602235	Pension-Senior Mgmt	14,800	28,547	18,100	18,100	16,600
602260	Pension-401	5,564	5,809	6,100	6,100	6,500
602265	Pension-457	1,794	1,584	1,700	1,700	1,800
602300	Pmt In Lieu Of Insurance	1,767	5,654	6,200	6,200	6,200
602304	Health Insurance-PPO	14,413	10,932	—	—	—
602305	Health Insurance-HMO	93,008	116,612	135,300	135,300	145,700
602306	Dental Insurance-PPO	3,462	2,656	1,700	1,700	2,700
602307	Dental Insurance-HMO	470	1,390	2,000	2,000	1,900
602309	Basic Life	1,795	1,221	1,700	1,700	1,800
602311	Long-Term Disability	496	317	800	800	900
602313	HSA Payflex	—	—	—	—	1,400
602400	Workers' Compensation	56,300	70,100	59,800	59,800	59,800
	<i>Sub-Total</i>	982,638	1,015,500	981,100	970,100	1,004,600
Operating Expense						
603190	Prof Svcs-Other	624,313	—	—	—	—
603400	Contract Svc-Other	119,390	13,568	29,100	29,100	29,100
603401	Janitorial Services	22,643	27,518	15,000	12,500	15,000
603404	Air Condition Services	1,500	1,500	1,500	1,500	1,500
603460	Landscape Services	104,573	—	114,480	114,480	136,880
604100	Communication Services	33,510	—	—	—	—
604300	Water/Wastewater Svc	121,680	151,725	151,775	151,775	191,000
604301	Electricity Svcs	245,846	224,307	267,559	206,559	190,400
604400	Leased Equipment	6,880	6,606	13,400	3,400	8,400
604500	Risk Internal Svcs Charge	57,000	49,300	7,300	7,300	31,200
604550	Health Ins Internal Serv Chg	—	28,200	40,100	40,100	21,700
604610	Fleet Internal Svcs Charge	21,524	23,900	21,700	21,700	19,400
604625	R&M Equipment	10,430	11,700	11,000	11,000	11,000
604669	Landscape & Irrigation	26,843	31,665	46,000	46,000	57,400
604671	Park Maintenance	63,871	161,749	180,000	199,000	185,000
604700	Printing & Binding Svc	1,098	789	1,000	1,000	1,000
604920	License & Permit Fees	492	—	—	—	—
604989	IT Internal Svcs Charge	—	1,400	—	—	—
604994	Athletic Activities	2,000	7,108	7,300	7,300	—
605100	Office Supplies	1,151	589	1,300	1,300	1,300
605220	Vehicle Fuel-On-Site	12,723	5,792	17,100	17,100	17,500
605240	Uniforms Cost	4,423	2,684	4,200	4,200	4,200
605242	Protective Clothing	2,221	2,118	3,200	3,200	3,200
605246	Safety Supplies	510	548	650	650	650
605247	Janitorial Supplies	1,081	1,572	3,000	3,000	3,000
605250	Noncap Furn (Item less 5000)	4,033	2,214	7,000	7,000	11,200
605251	Noncap Equip (Item less 5000)	9,850	2,913	14,400	15,269	10,200
605252	Small Tools	5,653	1,404	3,000	2,131	3,000
605280	Chemicals	19,691	11,670	22,000	13,000	20,000
605290	Other Operating Supplies	20,242	2,291	2,300	2,300	2,300

Parks and Recreation Expenditures by Object Code

Miramar Regional Park—001-60-604-572

Object #	Account Description	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
605500	Training-General	619	—	—	—	—
	<i>Sub-Total</i>	1,545,789	774,830	985,364	921,864	975,530
	<i>Departmental Capital Outlay</i>					
606319	Park Improvement	15,823	—	—	—	—
606400	Machinery & Equipment	21,340	—	—	—	—
606441	Vehicle Replacement Program	—	30,600	—	—	3,500
	<i>Sub-Total</i>	37,163	30,600	—	—	3,500
	Total	\$ 2,565,590	\$ 1,820,930	\$ 1,966,464	\$ 1,891,964	\$ 1,983,630



Halloween Event Enjoyed by All



Parks and Recreation Expenditures by Object Code

Special Events—001-60-605-513

Object #	Account Description	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Personnel Services						
601200	Employee Salaries	\$ 705,565	\$ 252,987	\$ 332,200	\$ 333,811	\$ 329,900
601205	Lump Sum Payout - Accrued Time	58,902	6,487	6,100	6,100	6,100
601210	Non-Pensionable Earnings	5,662	—	—	—	1,000
601215	Communication Stipend	1,305	2,610	4,600	4,600	6,500
601220	Longevity Pay	1,863	2,008	2,000	2,000	2,800
601400	Overtime-General	4,056	49,153	6,000	20,437	4,000
601402	Overtime-Special Events	82,101	28,961	17,500	16,375	10,000
601410	Overtime-Holiday	1,323	75	500	500	500
602100	FICA & MICA	64,098	25,559	26,400	27,039	27,200
602210	Pension-General	59,331	30,381	46,000	46,000	32,300
602235	Pension-Senior Mgmt	76,199	—	19,000	19,000	18,000
602265	Pension-457	11,078	107	—	—	—
602304	Health Insurance-PPO	16,144	15,904	14,100	14,100	14,600
602305	Health Insurance-HMO	77,007	12,811	33,700	33,700	35,000
602306	Dental Insurance-PPO	4,390	1,069	1,500	1,500	1,500
602307	Dental Insurance-HMO	267	247	300	300	300
602309	Basic Life Insurance	3,093	548	900	900	900
602311	Long-Term Disability Ins	797	177	500	500	500
602312	HDHP Aetna	12,006	10,883	13,500	13,500	14,100
602313	HSA Payflex	2,700	2,800	2,700	2,700	2,700
602400	Workers' Compensation	28,200	9,500	8,100	8,100	8,100
	<i>Sub-Total</i>	<u>1,216,088</u>	<u>452,267</u>	<u>535,600</u>	<u>551,162</u>	<u>516,000</u>
Operating Expense						
603190	Prof Svcs-Other	64,089	—	—	—	—
603425	Software License & Maint	14,139	—	—	—	—
604001	Travel & Training	11,621	—	—	—	—
604100	Communication Svcs	6,086	—	—	—	—
604200	Postage	197	—	—	—	—
604402	Leased Vehicles	4,609	—	—	—	—
604500	Risk Internal Svcs Charge	18,700	5,800	1,400	1,400	6,000
604550	Health Ins Internal Serv Chg	—	7,600	14,300	14,300	7,700
604610	Fleet Internal Svcs Charge	10,105	5,800	5,300	5,300	4,700
604700	Printing & Binding Svcs	5,992	—	1,000	1,000	1,000
604841	Men's Summit	—	—	—	—	50,000
604844	Halloween at River Run Event	—	—	—	—	50,000
604845	Afro-Caribbean Event	—	—	—	—	125,000
604851	Holiday Lighting Event	13,250	20,442	—	4,450	20,000
604853	Independence Day-4th of July	43,388	33	37,500	122,549	50,000
604855	Caribbean Amer. Heritage Celeb	26,763	147,648	37,500	61,415	—
604856	Hispanic Heritage	68,573	95	37,500	84,000	—
604858	ObservanceofBlackHistoryMonth	—	—	—	5,500	—
604861	Holiday Decorations (5 sites)	68,740	68,740	37,500	37,500	45,000
604864	Aviation Day	15,000	—	—	—	—
604866	5K Run	4,402	—	—	—	—
604867	Shirley Branca Fall Festival	—	—	—	—	30,000
604868	Panamanian Independence	9,009	—	—	—	—
604869	Senior Prom Gala	8,690	—	—	—	—
604872	Game Night Extravaganza	23,165	—	—	—	—
604873	Puppy Palooza	4,872	—	—	—	—
604874	Poetry Slam	98	—	—	—	—
604875	Citizenship Drive	1,250	800	25,000	10,000	—
604876	Turkey Giveaway & Health Fair	14,784	—	—	—	—
604877	Back to School Event	—	—	—	15,000	—
604878	Haitian Flag Day	6,820	—	25,000	22,857	—

Parks and Recreation Expenditures by Object Code

Special Events—001-60-605-513

Object #	Account Description	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
604879	Burger & Brew	18,785	—	12,500	500	50,000
604881	Breakfast with Santa	5,431	—	—	—	—
604882	Martin Luther King Parade&Even	46,873	17,409	25,000	14,870	—
604883	Veteran's Day	1,876	1,139	1,000	1,000	5,000
604884	Halloween	28,682	38,805	25,000	35,970	—
604886	Jamaican Independence Day	22,721	—	25,000	60,756	—
604887	Haitian Candelight Vigil(Jan)	27,093	—	—	—	—
604889	Marketing & Promotions	181,343	—	—	—	—
604890	Miramar Kite Festival	42,927	78,246	13,250	84,571	—
604893	Movie Night Quarterly	1,923	—	—	—	—
604894	Women's Empowerment	10,115	—	—	—	—
604896	Sports Summit	34,580	—	—	—	—
604897	Miramar Family Night	—	6,674	37,500	47,696	—
604910	Advertising Costs	58,886	—	—	—	—
604916	Administrative Expense	979	—	—	—	—
604920	License & Permit Fees	3,866	—	—	—	—
604989	IT Internal Svcs Charge	41,800	700	—	—	—
604997	Other Operating Expenses	13	—	—	—	—
605100	Office Supplies	3,229	961	1,200	1,200	1,200
605120	Computer Operating Expenses	2,529	—	—	—	—
605220	Vehicle Fuel-On-Site	2,311	1,417	2,700	2,700	2,800
605230	Program Supplies	8,762	—	—	—	—
605240	Uniforms Cost	184	609	1,000	1,000	2,000
605250	Noncap Furn (Item less 5000)	636	—	—	—	—
605251	Noncap Equip (Item less 5000)	14,899	—	1,600	9,600	2,000
605266	Photography	1,475	—	—	—	—
605290	Other Operating Supplies	11,762	946	5,000	5,000	5,000
605410	Subscriptions & Memberships	1,135	—	—	—	—
605500	Training-General	2,110	—	—	—	—
	<i>Sub-Total</i>	1,021,266	403,864	372,750	650,134	457,400
	Departmental Capital Outlay					
606441	Vehicle Replacement Program	20,700	2,460	—	—	5,700
	<i>Sub-Total</i>	20,700	2,460	—	—	5,700
	Total	\$ 2,258,054	\$ 858,591	\$ 908,350	\$ 1,201,296	\$ 979,100



Parks and Recreation Expenditures by Object Code

Aquatics—001-60-606-572-060/061

Object #	Account Description	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Personnel Services						
601200	Employee Salaries	\$ 1,098,703	\$ 1,067,249	\$ 1,047,800	\$ 1,047,800	\$ 1,058,200
601205	Lump Sum Payout - Accrued Time	6,927	4,667	7,900	7,900	7,900
601210	Non-Pensionable Earnings	16,243	1,109	—	—	—
601215	Communication Stipend	—	3,550	3,900	3,900	3,900
601400	Overtime-General	15,516	5,691	20,000	15,000	15,000
601410	Overtime-Holiday	6,590	27	1,000	1,000	1,000
601412	Overtime-Emergency	225	—	—	—	—
602100	FICA & MICA	86,003	81,222	81,000	81,000	82,500
602210	Pension-General	59,531	65,558	71,100	71,100	74,800
602304	Health Insurance-PPO	3,388	—	—	—	—
602305	Health Insurance-HMO	196,283	254,586	249,200	249,200	276,000
602306	Dental Insurance-PPO	2,568	2,895	3,100	3,100	3,100
602307	Dental Insurance-HMO	2,656	3,576	3,900	3,900	4,700
602309	Basic Life	1,290	318	2,900	2,900	3,000
602311	Long-Term Disability Ins	430	98	1,500	1,500	1,500
602400	Workers' Compensation	85,300	106,300	90,600	90,600	90,600
	<i>Sub-Total</i>	1,581,652	1,596,845	1,583,900	1,578,900	1,622,200
Operating Expense						
603400	Contract Svc-Other	7,094	9,051	15,100	15,100	14,800
603401	Janitorial Services	11,499	4,250	23,760	23,760	23,760
604100	Communication Services	2,737	—	—	—	—
604300	Water/Wastewater Svc	94,749	106,403	113,674	113,674	120,700
604301	Electricity Svcs	25,596	20,821	24,595	22,595	17,600
604500	Risk Internal Svcs Charge	81,300	70,300	11,100	11,100	47,400
604550	Health Ins Internal Serv Chg	—	49,100	73,900	73,900	39,900
604610	Fleet Internal Svcs Charge	6,107	5,600	5,200	5,200	4,700
604668	R&M Aquatics	21,984	51,419	44,500	46,500	41,500
604669	Landscape & Irrigation	2,174	4,337	6,000	6,000	9,000
604700	Printing & Binding Svc	448	347	700	700	700
604920	License & Permit Fees	1,825	1,789	2,400	2,400	2,275
604989	IT Internal Svcs Charge	—	2,900	—	—	—
604991	Summer Programs	14,587	1,593	4,000	7,000	4,000
604992	Recreation Activities	—	—	2,000	2,000	2,000
604993	Field Trips	—	—	13,800	4,000	13,800
604998	Contingency	3,517	—	—	—	—
605100	Office Supplies	837	1,045	1,400	1,400	1,400
605120	Computer Operating Expenses	—	1,155	—	—	—
605220	Vehicle Fuel-On-Site	2,779	5,499	2,700	2,700	2,700
605230	Program Supplies	2,890	—	—	—	—
605242	Protective Clothing	388	790	1,200	1,200	1,200
605246	Safety Supplies	417	500	500	500	500
605247	Janitorial Supplies	524	1,776	2,200	2,200	2,200
605250	Noncap Furn (Item less 5000)	15,706	11,113	20,320	20,320	15,000
605251	Noncap Equip (Item less 5000)	5,915	2,131	6,200	6,200	5,400
605280	Chemicals	55,212	18,412	46,900	40,100	43,900
605285	Lab Supplies	387	289	400	400	400
605292	Aquatic Supplies	8,104	11,517	12,000	12,000	12,000
605500	Training-General	843	—	—	—	—
	<i>Sub-Total</i>	367,619	382,138	434,549	420,949	426,835

Parks and Recreation Expenditures by Object Code

Aquatics—001-60-606-572-060/061

Object #	Account Description	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Departmental Capital Outlay						
606441	Vehicle Replacement Program	2,286	63,543	—	—	9,500
	<i>Sub-Total</i>	2,286	63,543	—	—	9,500
	Total	\$ 1,951,557	\$ 2,042,526	\$ 2,018,449	\$ 1,999,849	\$ 2,058,535



Swim Central Group Swimming Lessons at East Miramar Aquatic Complex

Parks and Recreation Expenditures by Object Code

Ansin Sports Complex—001-60-607-572

Object #	Account Description	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Personnel Services						
601200	Employee Salaries	\$ 341,754	\$ 439,456	\$ 358,900	\$ 358,900	\$ 439,300
601205	Lump Sum Payout - Accrued Time	14,366	17,055	3,900	3,900	9,800
601210	Non-Pensionable Earnings	8,956	—	—	—	500
601215	Communication Stipend	—	2,600	1,300	1,300	1,300
601220	Longevity Pay	1,441	1,629	—	—	1,700
601400	Overtime-General	30,225	13,599	35,000	12,000	30,000
601410	Overtime-Holiday	5,168	1,170	1,000	1,000	1,000
602100	FICA & MICA	30,512	36,150	28,400	28,400	36,200
602210	Pension-General	52,628	51,967	44,000	44,000	58,900
602235	Pension-Senior Mgmt	—	16,769	19,000	19,000	4,700
602265	Pension-457	—	—	—	—	700
602304	Health Insurance-PPO	26,514	31,005	14,100	14,100	14,600
602305	Health Insurance-HMO	54,745	78,484	72,900	72,900	63,100
602306	Dental Insurance-PPO	1,503	1,719	1,000	1,000	1,100
602307	Dental Insurance-HMO	611	1,266	1,600	1,600	1,200
602309	Basic Life	978	573	1,000	1,000	1,300
602311	Long-Term Disability	371	261	500	500	600
602312	HDHP Aetna	—	—	—	—	7,100
602313	HSA Payflex	—	—	—	—	1,400
602400	Workers' Compensation	21,400	26,700	22,700	22,700	22,700
	<i>Sub-Total</i>	<u>591,173</u>	<u>720,403</u>	<u>605,300</u>	<u>582,300</u>	<u>697,200</u>
Operating Expense						
603400	Contract Svc-Other	39,018	12,575	21,200	25,187	20,460
603401	Janitorial Services	20,978	15,443	20,760	20,760	20,760
603460	Landscape Services	30,000	24,394	34,000	31,000	34,000
604100	Communication Services	681	—	—	—	—
604300	Water/Wastewater Svc	12,805	11,687	12,243	12,243	11,900
604301	Electricity Svcs	50,447	39,387	43,423	40,423	41,200
604400	Leased Equipment	8,528	1,950	25,000	—	—
604500	Risk Internal Svcs Charge	22,000	19,000	2,500	2,500	10,700
604550	Health Ins Internal Serv Chg	—	19,800	25,900	25,900	14,000
604610	Fleet Internal Svcs Charge	3,003	3,500	3,200	3,200	2,900
604620	R&M Buildings	—	483	3,000	2,864	3,000
604700	Printing & Binding Svc	1,016	1,000	1,000	996	1,000
604857	Ansin Sporting Events	91,824	24,813	39,250	92,374	—
604898	Sports & Entertainment	—	220	35,000	18,500	35,000
604989	IT Internal Svcs Charge	—	700	—	—	—
604991	Summer Programs	10,227	—	4,000	3,705	4,000
604992	Recreation Activities	10,201	1,403	4,100	837	4,100
604993	Field Trips	13,736	—	17,880	6,780	17,880
605100	Office Supplies	1,836	279	2,000	1,871	2,000
605220	Vehicle Fuel-On-Site	112	—	1,200	1,200	1,200
605225	Equip Gas Oil & Lube	—	—	600	600	600
605230	Program Supplies	9,444	3,322	4,000	1,516	4,000
605247	Janitorial Supplies	1,977	2,052	2,500	2,411	2,500
605250	Noncap Furn (Item less 5000)	5,350	2,664	4,000	2,504	4,000
605251	Noncap Equip (Item less 5000)	6,808	2,295	6,000	3,000	6,000
605290	Other Operating Supplies	8,337	3,502	3,000	2,899	3,000
605500	Training-General	1,345	—	—	—	—
	<i>Sub-Total</i>	<u>349,674</u>	<u>190,467</u>	<u>315,756</u>	<u>303,271</u>	<u>244,200</u>
Departmental Capital Outlay						
606319	Park Improvement	5,100	—	—	—	—
606400	Machinery & Equipment	—	—	—	7,485	—
606441	Vehicle Replacement Program	2,700	2,768	—	—	2,800
	<i>Sub-Total</i>	<u>7,800</u>	<u>2,768</u>	<u>—</u>	<u>7,485</u>	<u>2,800</u>
	Total	\$ 948,647	\$ 913,638	\$ 921,056	\$ 893,056	\$ 944,200

Parks and Recreation Expenditures by Object Code

Park Maintenance—001-60-608-572

Object #	Account Description	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Personnel Services						
601200	Employee Salaries	\$ 822,882	\$ 767,419	\$ 821,800	\$ 821,800	\$ 822,100
601205	Lump Sum Payout - Accrued Time	25,048	25,758	18,500	18,500	17,000
601210	Non-Pensionable Earnings	30,031	797	—	—	1,000
601215	Communication Stipend	1,700	4,565	5,200	5,200	7,200
601220	Longevity Pay	6,853	7,748	5,800	5,800	7,600
601400	Overtime-General	45,683	20,022	66,000	16,579	45,000
601410	Overtime-Holiday	15,936	565	2,500	2,500	500
601412	Overtime-Emergency	1,281	374	—	—	—
602100	FICA & MICA	70,883	61,580	65,100	65,100	67,300
602210	Pension-General	165,587	144,808	160,600	160,600	158,400
602235	Pension-Senior Mgmt	11,000	15,671	16,000	16,000	16,900
602300	Pmt In Lieu Of Insurance	5,727	1,338	—	—	—
602304	Health Insurance-PPO	83,293	92,773	90,000	90,000	78,900
602305	Health Insurance-HMO	105,663	103,836	109,700	109,700	144,000
602306	Dental Insurance-PPO	4,328	4,167	5,500	5,500	5,700
602307	Dental Insurance-HMO	1,114	1,134	1,000	1,000	1,600
602309	Basic Life	2,808	1,666	2,300	2,300	2,300
602311	Long-Term Disability	917	767	1,200	1,200	1,200
602312	HDHP Aetna	10,611	7,564	6,800	6,800	—
602313	HSA Payflex	2,700	1,400	1,400	1,400	4,100
602400	Workers' Compensation	56,300	70,100	59,800	59,800	59,800
	<i>Sub-Total</i>	1,470,346	1,334,052	1,439,200	1,389,779	1,440,600
Operating Expense						
603141	Existing Employee Screening	709	—	—	—	—
603400	Contract Svc-Other	225,331	200,947	240,000	241,723	240,000
603460	Landscape Services	770,961	741,270	629,000	602,800	720,500
604100	Communication Services	4,813	—	—	—	—
604300	Water/Wastewater Svc	133,586	131,950	156,442	156,442	134,500
604301	Electricity Svcs	243,362	172,979	257,387	182,387	152,500
604400	Leased Equipment	2,582	2,716	3,300	3,385	3,300
604500	Risk Internal Svcs Charge	58,200	50,300	8,100	8,100	34,600
604550	Health Ins Internal Serv Chg	—	43,800	59,500	59,500	32,200
604610	Fleet Internal Svcs Charge	64,972	71,400	65,000	65,000	58,300
604625	R&M Equipment	10,688	10,000	10,000	12,200	10,000
604630	R&M Electric	4,930	7,384	—	—	—
604640	R&M Machinery	—	3,300	—	—	—
604669	Landscape & Irrigation	53,868	51,080	55,000	46,000	60,700
604671	Park Maintenance	163,226	180,702	215,000	215,000	220,000
604989	IT Internal Svcs Charge	—	5,300	—	—	—
605220	Vehicle Fuel-On-Site	27,885	22,901	33,800	33,800	34,600
605240	Uniforms Cost	5,489	3,358	7,500	5,000	7,500
605242	Protective Clothing	827	173	1,000	1,496	1,000
605246	Safety Equipment Supplies	542	692	1,500	850	1,500
605247	Janitorial Supplies	—	—	1,000	105	1,000
605250	Noncap Furn (Item less 5000)	2,493	7,681	10,000	9,794	15,000
605251	Noncap Equip (Item less 5000)	3,650	5,000	2,500	1,784	9,100
605252	Small Tools	929	332	2,000	1,638	2,000
605280	Chemicals	24,660	25,000	25,000	25,000	25,000

Parks and Recreation Expenditures by Object Code

Park Maintenance—001-60-608-572

Object #	Account Description	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
605290	Other Operating Supplies	1,176	1,678	3,500	4,500	3,500
605500	Training-General	687	—	—	—	—
	<i>Sub-Total</i>	1,805,567	1,739,944	1,786,529	1,676,504	1,766,800
	Departmental Capital Outlay					
606319	Park Improvement	17,303	7,867	—	—	—
606400	Machinery & Equipment	76,708	20,908	—	—	—
606441	Vehicle Replacement Program	22,530	86,402	—	—	33,500
	<i>Sub-Total</i>	116,542	115,177	—	—	33,500
	Total	\$ 3,392,454	\$ 3,189,173	\$ 3,225,729	\$ 3,066,283	\$ 3,240,900



Park Improvements - New Walkway and Lighting

Parks and Recreation Expenditures by Object Code

Vizcaya Park—001-60-609-572

Object #	Account Description	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Personnel Services						
601200	Employee Salaries	\$ 209,779	\$ 257,699	\$ 287,800	\$ 287,800	\$ 253,000
601205	Lump Sum Payout - Accrued Time	—	5,745	3,000	3,000	4,400
601210	Non-Pensionable Earnings	5,422	420	—	—	—
601215	Communication Stipend	—	—	1,300	1,300	1,300
601220	Longevity Pay	549	1,127	1,100	1,100	600
601400	Overtime-General	11,050	10,151	12,000	8,000	9,000
601410	Overtime-Holiday	683	1,017	1,000	1,000	500
601412	Overtime-Emergency	874	—	—	—	—
602100	FICA & MICA	17,334	20,708	22,700	22,700	20,300
602210	Pension-General	34,918	62,460	45,700	45,700	21,700
602304	Health Insurance-PPO	14,413	15,501	14,100	14,100	29,300
602305	Health Insurance-HMO	31,876	23,754	24,300	24,300	25,300
602306	Dental Insurance-PPO	784	781	800	800	1,000
602307	Dental Insurance-HMO	313	441	600	600	600
602309	Basic Life	744	335	800	800	700
602311	Long-Term Disability	230	208	400	400	400
602312	HDHP Aetna	—	5,822	6,800	6,800	—
602313	HSA Payflex	—	1,400	1,400	1,400	—
602400	Workers' Compensation	18,300	22,800	19,400	19,400	19,400
	<i>Sub-Total</i>	<u>347,269</u>	<u>430,367</u>	<u>443,200</u>	<u>439,200</u>	<u>387,500</u>
Operating Expense						
603400	Contract Svc-Other	19,637	8,418	9,400	20,688	10,835
603401	Janitorial Services	7,238	11,475	15,840	15,840	15,840
603460	Landscape Services	31,690	—	18,700	18,700	57,200
604100	Communication Services	692	—	—	—	—
604300	Water/Wastewater Svc	8,302	7,403	8,292	8,292	7,600
604301	Electricity Svcs	40,792	27,425	26,923	26,923	23,900
604500	Risk Internal Svcs Charge	16,300	14,100	2,200	2,200	9,400
604550	Health Ins Internal Serv Chg	—	9,200	11,500	11,500	6,200
604610	Fleet Internal Svcs Charge	8,910	9,000	8,200	8,200	7,400
604620	R&M Buildings	—	—	3,000	8,998	3,000
604625	R&M Equipment	—	—	—	—	500
604700	Printing & Binding Svcs	—	485	500	500	500
604920	License & Permit Fees	—	—	250	250	250
604989	IT Internal Svcs Charge	—	700	—	—	—
604991	Summer Programs	7,557	1,450	8,000	230	8,000
604992	Recreation Activities	10,377	6,154	12,200	2,200	4,200
604993	Field Trips	9,374	—	17,880	—	17,880
605100	Office Supplies	2,791	1,002	2,000	2,000	2,000
605220	Vehicle Fuel-On-Site	1,685	2,570	2,900	2,900	3,000
605230	Program Supplies	5,191	2,549	3,500	2,015	3,500
605247	Janitorial Supplies	1,077	893	2,500	2,500	2,500
605250	Noncap Furn (Item less 5000)	552	3,500	—	—	7,500
605251	Noncap Equip (Item less 5000)	1,968	585	9,200	3,365	9,200
605280	Chemicals	—	—	5,000	200	5,000
605290	Other Operating Supplies	2,740	3,617	3,000	6,200	3,000
605500	Training-General	798	—	—	—	—
	<i>Sub-Total</i>	<u>177,670</u>	<u>110,525</u>	<u>170,985</u>	<u>143,700</u>	<u>208,405</u>

Parks and Recreation Expenditures by Object Code

Vizcaya Park—001-60-609-572

Object #	Account Description	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Departmental Capital Outlay						
606210	Building Renovation	—	—	—	37,000	—
606319	Park Improvement	3,200	—	—	—	—
606400	Machinery & Equipment	—	—	—	7,485	—
606441	Vehicle Replacement Program	3,200	3,200	—	—	3,200
	<i>Sub-Total</i>	6,400	3,200	—	44,485	3,200
	Total	\$ 531,339	\$ 544,092	\$ 614,185	\$ 627,385	\$ 599,105

Miramar Regional Park Amphitheater—001-60-610-572

Object #	Account Description	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Operating Expense						
603190	Prof Svcs-Other	\$ —	\$ 637,573	\$ 700,000	\$ 731,000	\$ 700,000
603400	Contract Svcs-Other	—	134,752	200,500	201,000	150,000
604100	Communication Svcs	—	32,501	33,000	33,000	16,000
604301	Electricity Svcs	—	5,892	9,451	9,451	17,800
604400	Leased Equipment	—	2,779	4,000	4,000	4,000
604920	License & Permit Fees	—	679	1,000	1,000	1,000
605290	Other Operating Supplies	—	12,316	15,000	27,000	30,000
	<i>Sub-Total</i>	—	826,492	962,951	1,006,451	918,800
	Total	\$ —	\$ 826,492	\$ 962,951	\$ 1,006,451	\$ 918,800

Parks and Recreation Budget Justification

Object #	Account Description	Justification
Revenue		
347210	Summer Program	Summer camp registration fees collected at Miramar Youth Enrichment Center (Loc 10), Aquatics West (Loc 061), Sunset Lakes (Loc 70), and Ansin (Loc 90).
347260	Contracted Programs	City's revenue collected from contractual classes and programs at Miramar Youth Enrichment Center, Sunset Lakes, Mir Regional Park, Aquatics-West, Ansin and Vizcaya Park, Multi Svc Ctr, Senior Center and Athletics program. May also include funds received from Broward County for the provision of senior transportation to seniors who are physically unable to access normal modes of public transportation to a nutritional site.
347270	Admission Fees	Admission fees for weekends and holidays at Regional Park and Ansin Sports Complex. Includes \$43,500 for approved Above Base Request for Miramar Invitational Track Meet.
347271	Aquatic Fees	Fees for swimming-class registrations and pool admission as well as Funbrella rentals at Miramar Regional Aquatic Complex and Miramar Aquatic Center.
347280	Rec Activities-MYEC	Yearly membership fees to utilize facility amenities such as game room, weight room and computer labs at the Miramar Youth Enrichment Center, Sunset Lakes, Ansin and Vizcaya Park.
347284	Rec Activities-Track Meet	Athlete registrations for track meets at Ansin Sports Complex. Includes \$17,700 for approved Above Base Request for Miramar Invitational Track Meet.
347285	Rec Activities-Parking Fees	Fees collected from events through Rentals, Special Events, and Agreements at Miramar Regional Park and Ansin Sports Complex.
347296	Athletic Programs	This revenue provides support to the Athletics Program, competitions & events.
347299	Holiday Camps	Winter and Spring Camp registration fees at the Miramar Youth Enrichment Center, Ansin Sports Complex, Aquatic Complex, and Vizcaya Park.
347309	General Concessions	Concession vendor registration fees collected for events at Ansin Sports Complex and Regional Park. Includes \$4,050 for approved Above Base Request for Miramar Invitational Track Meet.
347339	Ticket Sales	Revenue from ticket sales at various City facilities and events.
347405	Special Events Fees	Vendor registration and application fees for private-promoter events.
347410	Vendor Registration & Sponsors	Vendor registration fees and sponsorships for City special events.
362100	Rental Revenue	Rental revenue received from private rentals at the Miramar Youth Enrichment Center, Sunset Lakes, Ansin, Vizcaya Park, and Regional Park (pavilions and Fields) and Multi-Service Center and for Miramar Regional Park Amphitheater rentals. Includes \$9,750 for Approved Above Base Request for Miramar Invitational Track Meet.
362200	Rental-Park Fields	Revenue received from pavilion and field rentals at various City Parks (excludes the Miramar Regional Park).
362204	Rental-Amphitheater	Rental revenue received from private rentals at the Miramar Youth Enrichment Center, Sunset Lakes, Ansin, Vizcaya Park, and Regional Park (pavilions and Fields) and Multi-Service Center and for Miramar Regional Park Amphitheater rentals.
362301	Bldg Rental-General	Revenue received from pavilion and field rentals at various City Parks (excludes the Miramar Regional Park).
381163	Trfr Fr State & Cty Grant Fund	This transfer relates to funds designated by Area Agency on Aging for the Local Services Program (LSP), Children Services Council of Broward County, and Broward County Swim Central Grant program.
Expense		
601400	Overtime-General	The cost for coverage for emergencies and unanticipated personnel shortages for GAME employees.
601402	Overtime-Special Events	This represents overtime generated from the development and management of City sponsored special events, community initiatives and private/third party events held in Parks.
601410	Overtime-Holiday	This represents the cost of holiday pay when employees work on a City observed holiday either due to an event or park/facility being opened, mostly during the summer months when usage is in high demand (Labor Day, July 4th and Memorial Day).
603140	New Hire Screening	This cost is associated with level II background screenings required for all new hires.
603141	Existing Employee Screening	This cost is associated with level II background screenings for current employees, which is required every 2 years.
603190	Prof Svcs-Other	Professional consulting services and professional services including: Funding for a professional company to create a Parks & Recreation Master Plan \$150,000 (Above Base Request approved during Summertime Changes)



Parks and Recreation Budget Justification

Object #	Account Description	Justification
603400	Contract Svc-Other	This line item provides funding for services procured by contract such as: Locksmith services - \$6,700 Plaza Zumba Instructor - \$2,000 Pest control - \$5,600 Burglar & Fire Alarm Services - \$5,490 Fire Extinguisher Inspection Services - \$4,000 Bee Removal Services - \$500 Weight room equipment servicing and maintenance - \$5,500 Basketball gymnasium equipment servicing and maintenance - \$5,900 Annual buffing and deep cleaning of facility floors - \$8,600 Thor Guard maintenance (lighting detection system) - \$13,475 Temporary staffing - \$4,000 (\$4K admin) Mondo track bi-annual cleaning and maintenance - \$10,000 Bay & Roll Down Door Maintenance - \$1,000 Kitchen Maintenance Exhaust System - \$500 Electrical/Mechanical Services - \$52,000 Scoreboard Repairs & Services - \$1,100 Field Lighting Services - \$6,000 Mulching Services - \$40,000 Sand Supply Services - \$20,000 Sod Supply Services - \$65,000 Pond Restocking - \$1,050 PA Sound System - \$500 Aquatics Pumping System/Heating System Services - \$11,080 Welding & Fabrication Services - \$44,500 Irrigation Pump System Services - \$33,500 Amphitheater: Auditor services - \$25,000 Management services - \$65,000 Management Revenue Incentive - \$25,000 Tent Suspension Maintenance Services - \$25,000 Appetize POS contract - \$10,000
603401	Janitorial Services	Contracted janitorial services for the City's park facilities and restrooms.
603404	Air Condition Services	HVAC equipment repairs and maintenance for various parks facilities.
603460	Landscape Services	This line provides funding for the contracted maintenance of park green spaces and fields, including mowing, trimming, pesticide/herbicide treatment, cleaning and irrigation services. The following parks will be maintained by the contracted vendors with this funding: Vernon E. Hargray Youth Enrichment Center - \$15,500, Miramar Regional Park - \$114,480, Ansin Sports Complex - \$34,000, Forzano and Silver Lakes Sports Complex - \$341,200, 19th Street Park, Beauty and Beekman Park, Bernard Park, Miramar Isles Park, Progress Park, Sawyer Park, Sheraton Park, Veterans Memorial Park, Huntington Entrance, Country Club Ranches, Harbour Lakes Park, and Lakeshore Park - \$146,100, Miramar Athletic Park, Perry Wellman Field, Linear North and South Park, Shirley Branca Park, Fairway Park and River Run Park - \$141,700, and Vizcaya Park - \$18,700, Sunset Lakes \$60,500. Additional funds for landscape services \$152,400.
604001	Travel & Training	Travel and training expenses for various divisions in Parks such as Athletics, Recreation, Special Events, Maintenance and other related activities and programs.
604100	Communication Svcs	Cost of City issued cellular phones assigned to supervisors, managers, coordinators and any other employee needing cell phone access to perform functions. This also includes the communication cost for any vehicle with installed GPS tracking.
604200	Postage	This represents costs for the Department's special mailings, bulk mailings, certified mail, UPS and FedEx.
604300	Water/Wastewater Svc	This represents the cost of water and wastewater usage for the facilities.
604301	Electricity Svcs	This account represents allocated costs for electricity usage.
604400	Leased Equipment	This represents the costs for leasing necessary equipment that the city does not have and would seldom use to complete maintenance tasks. Leasing equipment saves capital dollars since the City will only pay for the time equipment will be used. The leased equipment will be bucket trucks, loaders and other necessary equipment for Miramar Regional Park. In addition, Ansin Sports Complex will lease a track scrubber as well as additional bleachers as needed for events with an increased spectator expectation.
604500	Risk Internal Svcs Charge	This is a restricted account for allocated property and liability insurance premiums as provided by HR-Risk Management.
604550	Health Ins Internal Serv Chg	Funds the City's wellness program that encourage employees to adopt healthy habits through education, incentives and an on-site clinic.
604610	Fleet Internal Svcs Charge	This account represents costs associated with repair and maintenance of city vehicles.



Parks and Recreation Budget Justification

Object #	Account Description	Justification
604620	R&M Buildings	This line item represents funding for minor repairs and maintenance of the Parks and Recreation Buildings/Facilities. Funding is needed for annual maintenance including: Re-varnishing-Basketball Gyms, Multipurpose Rm, Aerobics Rm & Boxing Rm floors - \$7,500, parking lot fixtures/LED lighting - \$5,200, plumbing fixtures - \$4,300, ceiling tile replacement - \$1,500, elevator maintenance - \$1,000, and miscellaneous building parts and supplies - \$7,000.
604625	R&M Equipment	Repair and maintenance of operating equipment located in the City's facilities including items such as utility carts, pressure washers, gym equipment, mowers, spray machines, etc.
604668	R&M Aquatics	Repair and maintenance needs for the Regional Aquatics Complex (West) and the Miramar Aquatics Complex (East).
604669	Landscape & Irrigation	Repairs and supplies to address irrigation systems at all parks. Irrigation pump repairs and maintenance - \$63,400 Monthly Irrigation Wet Checks - \$6,600 Replacement irrigation parts (PVC pipe, valves, sprinkler heads) - \$13,500 Replacement soil & sod - \$10,000 Mulch - \$9,000 Palm/Shrub pruning - \$2,300 Aquatic centers plant bed replenishing materials - \$5,200 Other - \$17,100
604671	Park Maintenance	This represents the cost to maintain facilities by in house staff.
604700	Printing & Binding Svc	This cost is for printing and binding brochures, calendars, flyers, permits, manuals, registration forms and parent handbooks.
604841	Men's Summit	This line item is for the Men's Summit.
604844	Halloween at River Run Event	Funding for Halloween At River Run Event.
604845	Afro-Caribbean Event	Funding for the Afro-Caribbean Event.
604846	Miramar Invit. Track Meet	Funding for the Miramar Invitational Track Meet Prize Awards
604847	Miramar Invit. Ath. PrizeMoney	Athletic Prize Awards (Abpve Base Request approved through the Summertime Changes.)
604851	Holiday Lighting Event	Funding for Holiday Lighting Event.
604853	Independence Day-4th of July	Funding for July 4th Celebration.
604857	Athletic Sporting Events	Cost associated to carry out a variety of sporting events at the Ansin Sports Complex such as track, soccer, football, etc. Includes approved above base request for Miramar Invitational Track Meet \$75,000.
604861	Holiday Decorations (5 sites)	Addtl funds added due to Approved Above Base Request for Citywide Holiday Decorations to decorate City Hall and other locations in the City in celebration of the Holidays, promoting a festive & brilliant season.
604867	Shirley Branca Fall Festival	Funding for Fall Festival at Shirley Branca Park.
604879	Burger & Brew	Funding for Burger & Brew Event.
604883	Veteran's Day	Funding for Verterans' Day Event.
604890	Special Events-Other	Teen Advisory Board (Prog. 100); Sports & Media Summit (Prog. 605), Other events identified with Project codes as requested.
604898	Sports & Entertainment	Funding for various Sports & Entertainment Events.
604910	Advertising Costs	This cost is associated with advertising of Department's Ordinances as required through the City Clerk's office.
604920	License & Permit Fees	This line item represents funding for: Annual License/permit fees, etc. \$2,525; Liquor License \$300; Health Food License at Reg Park Amp \$700
604989	IT Internal Svcs Charge	This account is for technology related costs such as leased computers, internet, intranet, land lines, network, telephone, software licenses, database needs and support services.
604991	Summer Programs	This includes costs related to the summer camp programs and include equipment, supplies, special guests, field trips and transportation.
604992	Recreation Activities	This includes costs related to contractual classes, teacher planning days, holiday camp, family programming, field trips and special events.
604993	Field Trips	Cost of field trips for Summer Camp, Winter Camp and Spring Camp participants as well as other programming such as the Dream Big Mentor Program and the Teen Advisory Board.
604994	Athletic Activities	This line item provides supplies, uniforms, officials and equipment for the following programs: Adult Softball, Youth Basketball, Flag Football, Adult Soccer and Tennis programs run by the City.
604997	Other Operating Expenses	This line item represents unanticipated, one time expenditures that are not reflected and/or identified in other line items in the approved budget.
605100	Office Supplies	This represents the costs for general desktop supplies for the department.
605220	Vehicle Fuel-On-Site	This account covers the cost of gas and oil used for city vehicles as provided by PW-Fleet Maintenance.
605225	Equip Gas Oil & Lube	This account is used for gas, oil and lube for generator and other equipment. Public Works Department provided the budgeted amount.



Parks and Recreation Budget Justification

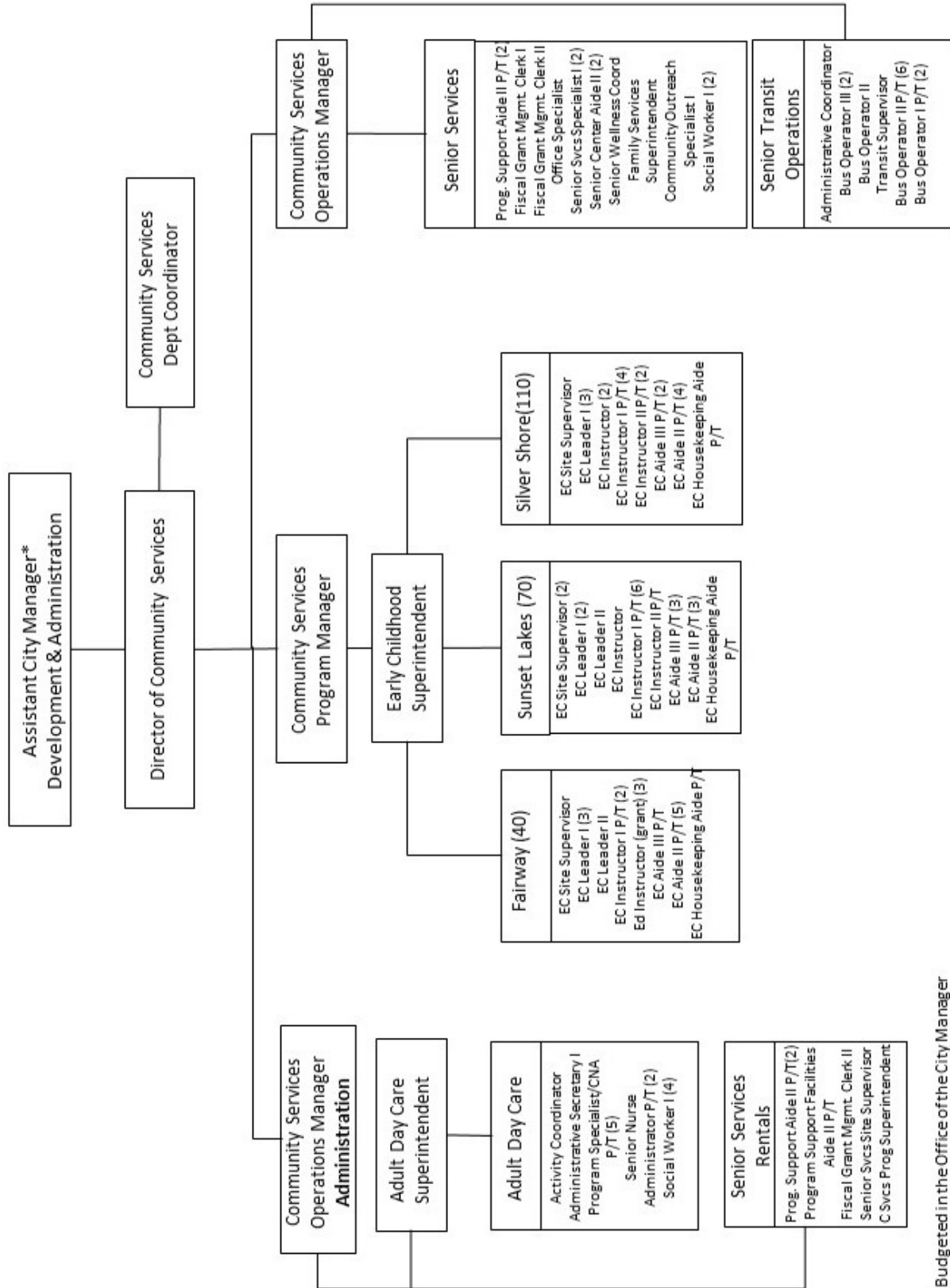
Object #	Account Description	Justification
605230	Program Supplies	This represents the cost of general supplies needed for a variety of programs and meetings to include games, replacement parts for gamerooms, educational supplies, paper goods, etc.
605240	Uniforms Cost	These costs represent the purchase of uniforms for staff, recreational and athletics program participants as well as uniform service for maintenance and other divisions.
605242	Protective Clothing	This cost is for clothing and/or items provided for protective purposes such as rubber apron, work gloves, eye protection, masks etc.
605246	Safety Supplies	Safety vests, Rescue tubes, First aid supplies - \$750 Caution tape, Flashing barricade lights, Reflective Cones - \$500 Fire extinguishers - \$150 Rubber boot covers, Rain gear - \$650 Earplugs and protective goggles - \$600
605247	Janitorial Supplies	Supplies needed to clean, sanitize, and restock for events at Park facilities not covered by the contracted janitorial services.
605250	Noncap Furn (Item less 5000)	Purchase & replace furniture-new benches, tables & chairs at various facilities for classrooms, multipurpose rooms, front lobby areas, and staff lounges - \$17,500 Replace pool furniture East & West Aquatic facilities incl, chaise lounge chairs for the pool decks & Funbrellas - \$12,500 Purchase pavilion furniture/fixtures incl, bleachers, picnic benches, waste receptacles, & BBQ grills - \$26,200
605251	Noncap Equip (Item less 5000)	Purchase new weight room equip: 1 Treadmill, 1 Elliptical Machine, and 1 Smith Machine - \$20,500 New Splash Pad Fixtures, Pool Pump & Vacuum, New Aqua-Bike - \$5,400 New Trash Cans, BBQ Grill, Sanitizing Stations, Water Bottle Filling Stations - \$18,000 New Event Equipment i.e. i-pads, tents, chairs, generator - \$2,000 New Field Equipment i.e. Zero Turn Mower, and Top dresser - \$7,000
605252	Small Tools	Costs associated with miscellaneous small tools such as screwdrivers, wrenches, and trimmers.
605280	Chemicals	The cost is for fertilizers, pesticides, herbicides, drying agents, dyes, defamers, cleaners and sanitary agents needed to maintain Miramar Regional Park, as well as chemicals necessary for the aquatic facilities, and Vizcaya Park.
605285	Lab Supplies	Laboratory supplies for water quality testing at the City's aquatic complexes.
605290	Other Operating Supplies	This cost is for all supplies that need to be replaced or single use items such as: brooms, mops, trash can liners, miscellaneous pool supplies, nails, wood, etc. As well as the cost for procuring alcohol to sell during events/activities at the Amphitheater concession .
605292	Aquatic Supplies	This amount is for cost of all aquatic supplies needed such as life savers, pool poles, hardware for picnic tables and lifeguard chairs, etc.
605410	Subscriptions & Memberships	Memberships include: Florida Recreation and Parks Association (FRPA) - \$2500 National Recreation and Parks Association - \$500
605510	Tuition Reimbursement	Financial assistance for full time employees seeking a degree from a college or university. Education must be related to the employee's position or serve to enhance the employee skills and knowledge. Cost covers tuition, books and any applicable lab fees.
606400	Machinery & Equipment	Funding to purchase a Gator Utility Vehicle for the Athletics Program. (Above Base Request approved during the Summertime Changes.)
606441	Vehicle Replacement Program	This budgeted amount is for escrow for future vehicle replacements. Funding for purchase of a Cargo Van for the Athletics Program (Above Base Request approved during the Summertime Changes.)

Community Services

Mission

To improve and enhance the quality of life for individuals of all ages in the City of Miramar by providing comprehensive social service programs and services.

Community Services Organizational Chart



* Budgeted in the Office of the City Manager

Department Overview

The Community Services Department provides comprehensive social services programs. This department operates childcare centers that deliver educational programming for preschool and elementary aged children. Additional services include senior programs and services, information and referral, and youth and family community outreach. The department operates an adult daycare center which serves clients 18 years old and older.

As indicated in the Position Detail, this department has 79.5 budgeted positions, 50 full-time and 59 (29.5 FTEs) part-time employees. The four (4) programs provided by Community Services are:

1. Administration
2. Senior Services
3. Adult Daycare Center
4. Childcare Services

FY 2021 Accomplishments

- COVID-19:
 - Provided virtual activities to clients to maintain their cognitive levels during the COVID-19 pandemic;
 - The Adult Daycare Staff provided weekly COVID-19 antigen testing to all city employees;
 - Established and monitored Senior COVID-19 Hotline to facilitate in-home testing and vaccination appointments;
 - Partnered with Meals on Wheels of South Florida to deliver weekly frozen meals (7-day supply) to vulnerable seniors facing isolation due to COVID-19;
 - Conducted weekly telephone reassurance/wellness telephone calls for Southcentral/Southeast Focal Point members to assess for wellness and household needs during COVID-19;
 - Transported over 300 Seniors to COVID-19 vaccination sites for both shots, offering safety and support and follow-up throughout the process;
 - Collaborated with Miramar Fire Department to provide in-home COVID-19 testing for home-bound seniors.
- Provided monthly virtual caregiver educational support groups.
- Offered technology-based program, It's Never too Late (IN2L) virtually to clients to support their social, emotional, cognitive, and physical development.
- Conducted monthly Virtual Family Fun Night events that promoted active parent involvement with hands-on activities that engage enrolled families in the areas of Science, Technology, Engineering, Art, and Math (STEAM).
- Participated in the Renaissance STAR Literacy pilot initiative. Child assessments are administered through 2022 three (3) times per year to gauge and measure performance on early literacy skills and early numeracy skills to help prepare enrolled Voluntary Pre-Kindergarten (VPK) students for Kindergarten.
- Early Childhood Aides completed University of Florida - Lastinger Center Child Development Associate (CDA) certification program. A CDA credential is required to be promoted/advanced in early childhood based upon licensing standards.
- Conducted weekly virtual nutrition classes for VPK students at Fairway and Silver Shores through the University of Florida, IFAS, Family Nutrition Program which includes evidence-based, peer-reviewed, and pilot tested hands-on learning and physical activities that are aligned with the Florida Sunshine Standards.
- Provided quarterly outreach for Homeless Initiative with Miramar PD, providing water, hygiene supplies, and resources to the homeless clients throughout the city.
- Provided administrative support to Community Development Department's rent, mortgage and utility assistance program.
- Uniper technology based service targeting senior isolation, cognition and education while providing entertainment.
- Established Senior Ambassador telephone "Happy Hour" to provide Peer-to-Peer support and encouragement.
- Established learning pods to support in-person education to families returning to work during initial lockdown period.
- Facilitated Fire Fee Hardship Exemption program.
- Virtual VPK instruction-October- May 2021.
- Virtual Monthly S.T.E.A.M Family Fun Night.
- Virtual Nutrition Classes provided by the University of Florida-VPK and summer MOST program.
- VPK Drive-Thru Graduation-60 graduates.
- Virtual Meet & Greet Drive-Thru at all preschool locations.
- Virtual Open House for 2021-2022 school year.

Community Services

Program Revenues, Expenditures and Positions Summary

Dedicated Revenues	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Senior Services	\$ 400,501	\$ 177,577	\$ 285,411	\$ 788,239	\$ 737,405
Adult Daycare Center	246,993	147,381	220,550	240,972	215,950
Childcare Services	1,417,759	861,918	726,703	619,517	1,352,783
Total	\$ 2,065,252	\$ 1,186,875	\$ 1,232,664	\$ 1,648,728	\$ 2,306,138

Expenditures by Program	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Administration	\$ 926,485	\$ 922,345	\$ 699,032	\$ 716,132	\$ 812,750
Senior Services	1,775,081	1,740,374	3,113,673	3,096,573	3,112,404
Adult Daycare Center	523,272	529,761	617,237	617,237	831,100
Childcare Services	3,217,041	3,278,363	3,334,610	3,334,610	3,493,139
Total	\$ 6,441,879	\$ 6,470,843	\$ 7,764,552	\$ 7,764,552	\$ 8,249,393

Expenditures by Category	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Personnel Services	\$ 4,918,365	\$ 5,063,538	\$ 6,015,400	\$ 5,977,375	\$ 6,345,700
Operating Expense	1,452,969	1,259,613	1,650,752	1,681,677	1,785,093
Capital Outlay	11,546	65,665	—	—	20,200
Grants & Aids	58,998	82,027	98,400	105,500	98,400
Total	\$ 6,441,879	\$ 6,470,843	\$ 7,764,552	\$ 7,764,552	\$ 8,249,393





Positions by Program	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Administration	7.00	6.00	5.00	5.00	5.00
Senior Services	18.00	18.00	28.00	28.00	26.50
Adult Daycare Center	6.50	7.50	6.50	6.50	10.50
Childcare Services	38.50	40.50	38.50	38.50	37.50
Total	70.00	72.00	78.00	78.00	79.50

Community Services


Position Detail	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Activity Coordinator	1.00	1.00	1.00	1.00	1.00
Administrative Coordinator	—	—	1.00	1.00	1.00
Administrative Secretary I	1.00	1.00	1.00	1.00	1.00
Adult Day Care Superintendent	1.00	1.00	1.00	1.00	1.00
Bus Operator I/II - Part-time (8)	—	—	4.50	4.50	4.00
Bus Operator II	—	—	2.00	2.00	1.00
Bus Operator III	—	—	2.00	2.00	2.00
Community Outreach Specialist I	—	—	—	—	1.00
Community Services Department Coordinator	—	1.00	1.00	1.00	1.00
Community Services Operations Manager	—	1.00	2.00	2.00	2.00
Community Services Operations Specialist	—	1.00	1.00	1.00	—
Community Services Program Manager	—	1.00	1.00	1.00	1.00
Community Services Program Superintendent	—	1.00	1.00	1.00	1.00
Director of Community Services	—	1.00	1.00	1.00	1.00
Director of Social Services	1.00	—	—	—	—
Early Childcare Site Supervisor	4.00	4.00	4.00	4.00	4.00
Early Childhood Aide II - Part-time (12)	6.50	6.50	6.00	6.00	6.00
Early Childhood Aide III - Part-time (6)	4.50	4.50	3.00	3.00	3.00
Early Childhood Housekeeping Aide - Part-time (3)	1.50	1.50	1.50	1.50	1.50
Early Childhood Instructor	—	4.00	4.00	4.00	3.00
Early Childhood Instructor I - Part-time (12)	7.00	6.00	6.00	6.00	6.00
Early Childhood Instructor II - Part-time (3)	2.50	1.50	1.50	1.50	1.50
Early Childhood Leader I	8.00	8.00	8.00	8.00	8.00
Early Childhood Leader II	2.00	2.00	2.00	2.00	2.00
Early Childhood Superintendent	1.00	1.00	1.00	1.00	1.00
Educational Instructor - Part-time (After School) (3)	1.50	1.50	1.50	1.50	1.50
Family Services Superintendent	—	—	—	—	1.00
Fiscal Grant Management Clerk I	1.00	1.00	1.00	1.00	1.00
Fiscal Grant Management Clerk II	2.00	2.00	2.00	2.00	2.00
Office Specialist	1.00	1.00	1.00	1.00	1.00
Program Specialist/C N A - Part-time (5)	2.50	2.50	2.50	2.50	2.50
Program Support Aide II - Part-time (4)	—	2.00	2.00	2.00	2.00
Program Support Facilities Aide II - Part-time	—	1.00	0.50	0.50	0.50
Quality Control Officer	1.00	1.00	—	—	—
Senior Center Aide II	3.00	3.00	2.00	2.00	2.00
Senior Center Aide II - Part-time	0.50	—	—	—	—
Senior Nurse Administrator - Part-time (2)	1.00	1.00	1.00	1.00	1.00
Senior Services Site Supervisor	1.00	1.00	1.00	1.00	1.00
Senior Services Specialist I	2.00	2.00	2.00	2.00	2.00
Senior Services Superintendent	1.00	1.00	—	—	—
Senior Wellness Coordinator	1.00	1.00	1.00	1.00	1.00
Social Services Aide II - Part-time	1.50	—	—	—	—
Social Services Department Coordinator	1.00	—	—	—	—
Social Services Facilities Aide II - Part-time	1.00	—	—	—	—
Social Services Operations Manager	1.00	—	—	—	—
Social Services Operations Specialist	1.00	—	—	—	—
Social Services Program Coordinator	1.00	—	—	—	—
Social Services Program Manager	1.00	—	—	—	—
Social Worker I	3.00	3.00	3.00	3.00	6.00
Transit Supervisor	—	—	1.00	1.00	1.00
Total FTE's	70.00	72.00	78.00	78.00	79.50








Community Services

Measures	Objectives	Series Status	FY 2020 Actual	FY 2021 Actual	FY 2022 Goal
 Number of unduplicated enrolled in VPK annually	Maintain enrollment at 100%	Q4 Actual	81.00%	52.00%	
		YTD Actual	85.25%	57.50%	
		EOY Target	81.00%	60.00%	60.00%
		% Target	105.25%	95.83%	
		% Goal	100.00%	100.00%	
 Number of unduplicated enrolled in MOST annually	Maintain enrollment at 100%	Q4 Actual	17.00	45.00	
		YTD Actual	20.50	25.00	
		EOY Target	14.00	50.00	50.00
		% Target	146.43%	50.00%	
		% Goal	100.00%	100.00%	
 Number of unduplicated Enrollment in Senior Services	To expand programming	Q4 Actual	—	1,024.00	
		YTD Actual	676.50	964.50	
		EOY Target	800.00	800.00	800.00
		% Target	84.56%	120.56%	
		% Goal	100.00%	100.00%	
 Total Number of Senior Transportation Segments	Increase the availability of senior transportation and support seniors ability to live independently	Q4 Actual	14,555.00	4,314.00	
		YTD Actual	42,287.00	21,768.00	
		EOY Target	29,000.00	40,000.00	40,000.00
		% Target	145.82%	54.42%	
		% Goal	100.00%	100.00%	
 Number of unduplicated enrollments in Adult Day Care	Increase census in the Adult Daycare Program	Q4 Actual	—	3.00	
		YTD Actual	58.00	41.00	
		EOY Target	58.00	45.00	45.00
		% Target	100.00%	91.11%	
		% Goal	100.00%	100.00%	
 Number of Meals Served Through the Early Childhood Program	Develop good eating habits in children that will last throughout the years	Q4 Actual	—	18,985.00	
		YTD Actual	52,006.00	49,258.00	
		EOY Target	52,006.00	40,000.00	40,000.00
		% Target	100.00%	123.15%	
		% Goal	100.00%	100.00%	


Community Services Balanced Scorecard

Measures	Objectives	Series Status	FY 2020 Actual	FY 2021 Actual	FY 2022 Goal
 Meets budget target - Expenses	Finances	Q4 Actual	\$ 1,613,000.90	\$ 1,886,992.87	
		YTD Actual	\$ 6,470,842.61	\$ 6,951,335.42	
		EOY Target	\$ 7,007,208.00	\$ 7,764,552.00	\$ 8,249,393.00
		% Target	92.35%	89.53%	
		% Goal	100.00%	100.00%	
 Meets projected target - Expenses	Finances	Q4 Actual	\$ 1,613,000.90	\$ 1,886,992.87	
		YTD Actual	\$ 6,470,842.61	\$ 6,951,335.42	
		EOY Target	\$ 6,411,373.00	\$ 7,261,742.00	\$ 8,249,393.00
		% Target	100.93%	95.73%	
		% Goal	100.00%	100.00%	
 Meets budget target - Revenues	Finances	Q4 Actual	\$ 213,589.29	\$ 472,352.26	
		YTD Actual	\$ 1,188,688.37	\$ 1,154,080.50	
		EOY Target	\$ 1,316,938.00	\$ 1,312,541.69	\$ 2,306,138.00
		% Target	90.26%	87.93%	
		% Goal	100.00%	100.00%	
 Meets projected target - Revenues	Finances	Q4 Actual	\$ 213,589.29	\$ 472,352.26	
		YTD Actual	\$ 1,188,688.37	\$ 1,154,080.50	
		EOY Projection	\$ 1,118,741.00	\$ 771,039.62	\$ 2,306,138.00
		% Target	106.25%	149.68%	
		% Goal	100.00%	100.00%	
 Provide at least 1500 Hours of Department Wide Training	Develop and increase skill levels of all Community Services staff	Q4 Actual	833.00	400.00	
		YTD Actual	3,256.25	2,104.00	
		EOY Target	2,500.00	1,500.00	1,500.00
		% Target	130.25%	140.27%	
		% Goal	100.00%	100.00%	
 Provide at least 400 Hours of Department Wide Cross Training	Provide cross training to have adequate staff to combat attrition	Q4 Actual	666.00	77.50	
		YTD Actual	1,565.50	1,662.50	
		EOY Target	1,565.00	500.00	500.00
		% Target	100.03%	332.50%	
		% Goal	100.00%	100.00%	

Community Services Balanced Scorecard

Measures	Objectives	Series Status	FY 2020 Actual	FY 2021 Actual	FY 2022 Goal
 Provide 50 hours of Leadership Training	Develop training to management & supervisory staff	Q4 Actual	43.00	116.00	
		YTD Actual	164.50	140.00	
		EOY Target	125.00	50.00	50.00
		% Target	131.60%	280.00%	
		% Goal	100.00%	100.00%	
 Number of new activities offered at Adult Day Care	Improve and maintain social skills through specific activities	Q4 Actual	13.00	2.00	
		YTD Actual	55.00	61.00	
		EOY Target	42.00	50.00	50.00
		% Target	130.95%	122.00%	
		% Goal	100.00%	100.00%	
 Number of Meals Served in Senior Services and Adult Day Care Program	Continue to ensure that adequate nutrition and dietary needs are being met	Q4 Actual	11,617.00	4,513.00	
		YTD Actual	33,714.00	43,743.00	
		EOY Target	30,000.00	30,000.00	30,000.00
		% Target	112.38%	145.81%	
		% Goal	100.00%	100.00%	
 Number of youth and family outreach clients served	Expand outreach methods to identify specific areas of need and provide them with information and access to services and resources	Q4 Actual	324.00	297.00	
		YTD Actual	1,671.00	2,099.00	
		EOY Target	2,500.00	2,500.00	2,500.00
		% Target	66.84%	83.96%	
		% Goal	100.00%	100.00%	
 Number of recreation units for seniors	To meet contractual obligations	Q4 Actual	—	562.75	
		YTD Actual	3,627.25	592.75	
		EOY Target	6,000.00	6,000.00	6,000.00
		% Target	60.45%	9.88%	
		% Goal	100.00%	100.00%	

Community Services Balanced Scorecard

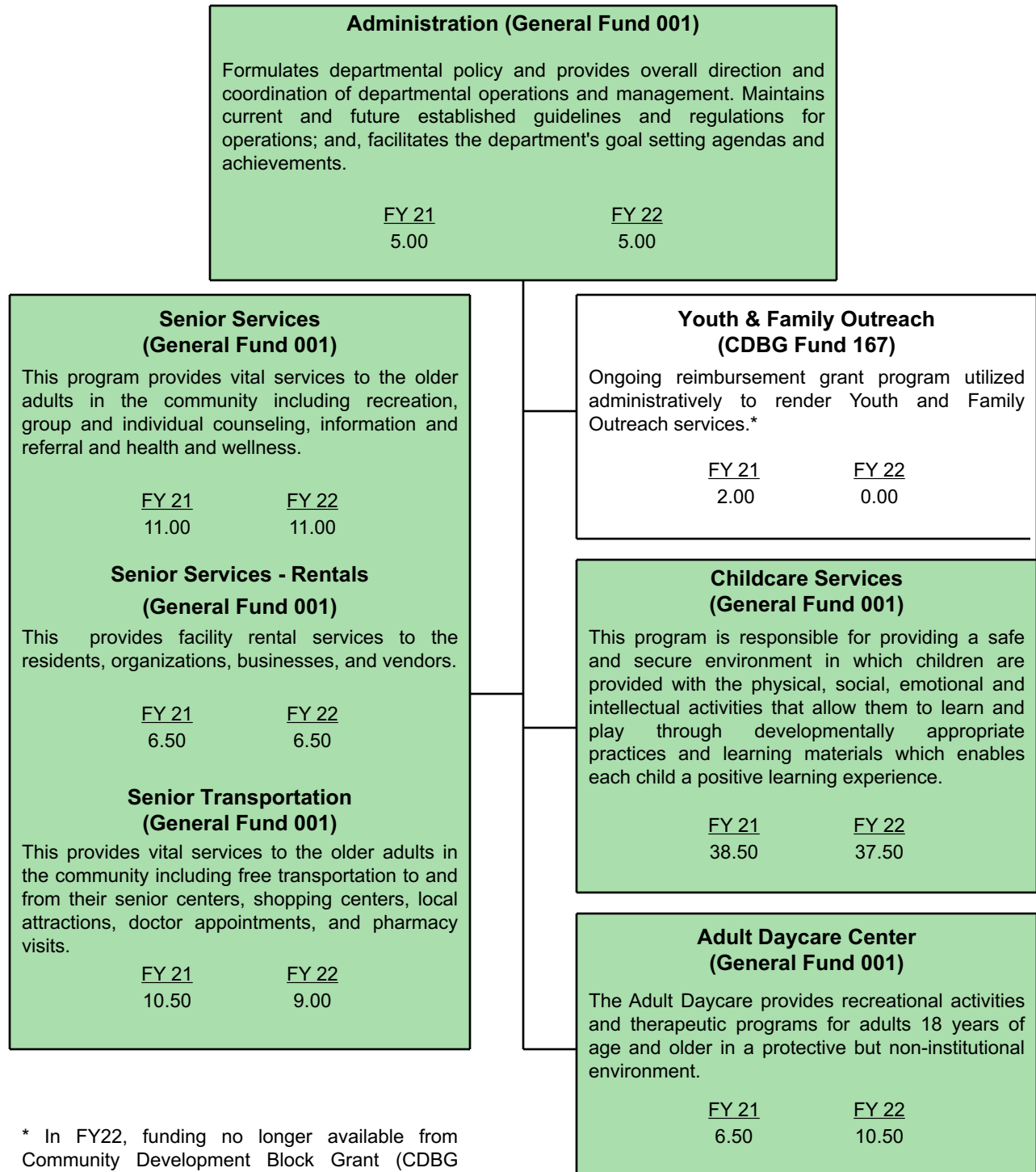
Measures	Objectives	Series Status	FY 2020 Actual	FY 2021 Actual	FY 2022 Goal
 Number of outreach events attended	To meet contractual obligations	Q4 Actual	—	3.00	
		YTD Actual	17.00	4.00	
		EOY Target	40.00	40.00	40.00
		% Target	42.50%	10.00%	
		% Goal	100.00%	100.00%	
 Number of presentations to the community	To meet contractual obligations	Q4 Actual	—	1.00	
		YTD Actual	6.00	1.00	
		EOY Target	12.00	12.00	12.00
		% Target	50.00%	8.33%	
		% Goal	100.00%	100.00%	
 Number of Media Publicity	Increase community awareness of services	Q4 Actual	—	0.00	
		YTD Actual	6.00	2.00	
		EOY Target	12.00	12.00	12.00
		% Target	50.00%	16.67%	
		% Goal	100.00%	100.00%	
 Number of contacts through partnership linkages	To meet contractual obligations	Q4 Actual	—	5.00	
		YTD Actual	30.00	10.00	
		EOY Target	40.00	40.00	40.00
		% Target	75.00%	25.00%	
		% Goal	100.00%	100.00%	
 Number of Early Childhood Intergenerational Events	Promote greater understanding and respect between generations	Q4 Actual	—	0.00	
		YTD Actual	3.00	—	
		EOY Target	3.00	6.00	6.00
		% Target	100.00%	—%	
		% Goal	100.00%	100.00%	

Community Services Balanced Scorecard

Measures	Objectives	Series Status	FY 2020 Actual	FY 2021 Actual	FY 2022 Goal
 Number of Senior Services Special Events	To increase Senior satisfaction and community access	Q4 Actual	—	2.00	
		YTD Actual	8.00	3.00	
		EOY Target	8.00	10.00	10.00
		% Target	100.00%	30.00%	
		% Goal	100.00%	100.00%	
 Number of presentations for senior services	Increase awareness and understanding of aging and health related issues	Q4 Actual	—	2.00	
		YTD Actual	8.00	3.00	
		EOY Target	8.00	8.00	8.00
		% Target	100.00%	37.50%	
		% Goal	100.00%	100.00%	
 Conduct Annual re-assessments on all Adult Day-Care Clients	To monitor changes in client's status	Q4 Actual	6.00	—	
		YTD Actual	32.00	16.00	
		EOY Target	30.00	30.00	30.00
		% Target	106.67%	53.33%	
		% Goal	100.00%	100.00%	
 Number of Parent Engagement Activities in the Early Childhood Program	Increase communication between parents and teachers	Actual		9.00	
		YTD Actual		163.00	
		EOY Target	14.00	30.00	30.00
		% Target	—%	543.33%	
		% Goal	100.00%	100.00%	
 Provide 30 Hours of Customer Service Training	Provide training to ensure Client Centered Customer Service Approach	Q4 Actual	19.00	—	
		YTD Actual	52.00	10.00	
		EOY Target	30.00	30.00	30.00
		% Target	173.33%	33.33%	
		% Goal	100.00%	100.00%	

FY21 actuals (revenues and expenses) are as of 11-25-21.
End of year targets exclude year-end budget amendments.

Community Services FTE's by Program



* In FY22, funding no longer available from Community Development Block Grant (CDBG Fund 167); positions moved to General Fund Senior Services program.



Community Services Budget Summary by Program

Administration—Program 100

Description

This program is necessary for the department as it oversees all programs (Administration; Senior Services; Adult Daycare and Childcare). It maintains current and future established guidelines and regulations for operations and facilitates the department's goal setting agendas and achievements.

Dedicated Revenues	Object Code	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
None		\$ —	\$ —	\$ —	\$ —	\$ —
Expenditures by Category						
Personnel Services		\$ 709,154	\$ 737,121	\$ 518,900	\$ 518,900	\$ 620,300
Operating Expense		154,873	105,936	110,632	110,632	115,750
Departmental Capital Outlay		8,946	7,200	—	—	7,200
Grants & Aids		53,511	72,088	69,500	86,600	69,500
Total		\$ 926,485	\$ 922,345	\$ 699,032	\$ 716,132	\$ 812,750
Percent of Time by Position						
Community Services Department Coordinator		—	1.00	1.00	1.00	1.00
Community Services Operations Manager		—	1.00	2.00	2.00	2.00
Community Services Operations Specialist		—	1.00	—	—	—
Community Services Program Manager		—	1.00	1.00	1.00	1.00
Director of Community Services		—	1.00	1.00	1.00	1.00
Director of Social Services		1.00	—	—	—	—
Quality Control Officer		1.00	1.00	—	—	—
Social Services Department Coordinator		1.00	—	—	—	—
Social Services Operations Manager		1.00	—	—	—	—
Social Services Operations Specialist		1.00	—	—	—	—
Social Services Program Manager		1.00	—	—	—	—
Social Services Program Coordinator		1.00	—	—	—	—
Total		7.00	6.00	5.00	5.00	5.00

Community Services Budget Summary by Program

Senior Services—Program 632

Description

This program provides vital services to the older adults in the community including recreation, counseling services, referral, health and wellness and other information. It also administers various benefit programs for low income persons 60 years of age and older.

Dedicated Revenues	Object Code	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Contracted Programs - Multi Svc Ctr	347260	\$ 1,032	\$ 4,495	\$ 750	\$ 750	\$ 750
Contracted Programs	347260	15,280	8,710	7,500	7,500	9,000
Rental-Multi Svc Center	362100	104,260	37,927	47,500	47,500	97,000
Trfr fr Fed Grant Fund	381162	279,929	126,445	229,661	732,489	630,655
Total		\$ 400,501	\$ 177,577	\$ 285,411	\$ 788,239	\$ 737,405

Expenditures by Category

Personnel Services	\$ 1,255,095	\$ 1,331,966	\$ 2,346,200	\$ 2,335,986	\$ 2,362,300
Operating Expense	514,499	398,469	738,573	741,687	721,204
Departmental Capital Outlay	—	—	—	—	—
Grants & Aids	5,487	9,939	28,900	18,900	28,900
Total	\$ 1,775,081	\$ 1,740,374	\$ 3,113,673	\$ 3,096,573	\$ 3,112,404

Percent of Time by Position

Administrative Coordinator	—	—	1.00	1.00	1.00
Administrative Secretary I	1.00	—	—	—	—
Bus Operator I/II - Part-time (8)	—	—	4.50	4.50	4.00
Bus Operator II	—	—	2.00	2.00	1.00
Bus Operator III	—	—	2.00	2.00	2.00
Community Outreach Specialist	—	—	—	—	1.00
Community Services Operations Specialist	—	—	1.00	1.00	—
Community Services Program Superintendent	—	1.00	1.00	1.00	1.00
Family Services Superintendent	—	—	—	—	1.00
Fiscal Grant Management Clerk I	1.00	1.00	1.00	1.00	1.00
Fiscal Grant Management Clerk II	2.00	2.00	2.00	2.00	2.00
Office Specialist	—	—	1.00	1.00	1.00
Program Support Aide II - Part-time (4)	—	2.00	2.00	2.00	2.00
Program Support Facilities Aide II - Part-time	—	1.00	0.50	0.50	0.50
Senior Center Aide II	3.00	3.00	2.00	2.00	2.00
Senior Center Aide II Part-time	0.50	—	—	—	—
Senior Services Site Supervisor	1.00	1.00	1.00	1.00	1.00
Senior Services Specialist I	2.00	2.00	2.00	2.00	2.00
Senior Services Superintendent	1.00	1.00	—	—	—
Senior Wellness Coordinator	1.00	1.00	1.00	1.00	1.00
Social Services Aide II - Part-time (3)	1.50	—	—	—	—
Social Services Facilities Aide II Part-time (2)	1.00	—	—	—	—
Social Worker I	3.00	3.00	3.00	3.00	2.00
Transit Supervisor	—	—	1.00	1.00	1.00
Total	18.00	18.00	28.00	28.00	26.50

Community Services Budget Summary by Program

Adult Daycare Center—Program 634

Description

The Adult Daycare Center provides programming and therapeutic programs of social and health services as well as activities for adults 18 years old and older, who have functional impairments in a protective but non-institutional environment.

Dedicated Revenues	Object Code	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Adult Daycare Fees	346912	\$ 69,284	\$ 42,255	\$ 25,000	\$ 25,000	\$ 36,000
Adult Daycare - Long Term Care	346913	35,350	35,291	54,000	54,000	38,400
Trfr fr State & Cty Grant Fund	381163	142,359	69,835	141,550	161,972	141,550
Total		\$ 246,993	\$ 147,381	\$ 220,550	\$ 240,972	\$ 215,950

Expenditures by Category

Personnel Services	\$ 414,807	\$ 427,536	\$ 497,900	\$ 482,900	\$ 677,500
Operating Expense	108,465	95,025	119,337	134,337	148,200
Departmental Capital Outlay	—	7,200	—	—	5,400
Total	\$ 523,272	\$ 529,761	\$ 617,237	\$ 617,237	\$ 831,100

Percent of Time by Position

Activity Coordinator	1.00	1.00	1.00	1.00	1.00
Administrative Secretary I	—	1.00	1.00	1.00	1.00
Adult Day Care Superintendent	1.00	1.00	1.00	1.00	1.00
Office Specialist	1.00	1.00	—	—	—
Program Specialist/CNA Part-time (5)	2.50	2.50	2.50	2.50	2.50
Senior Nurse Administrator Part-time (2)	1.00	1.00	1.00	1.00	1.00
Social Worker I	—	—	—	—	4.00
Total	6.50	7.50	6.50	6.50	10.50

Community Services Budget Summary by Program

Childcare Services—Program 650

Description

This program is responsible for providing a safe and secure environment in which children are provided with the physical, social, emotional and intellectual activities that allow them to learn and play through developmentally appropriate practices and learning materials which enables each child to have a positive learning experience.

Dedicated Revenues	Object Code	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Local Grant - Child Svcs Council	337602	\$ 15,580	\$ 9,500	\$ 12,000	\$ 12,000	\$ 10,000
Childcare-Fairway	346910	274,707	131,197	96,500	96,500	279,840
Childcare-Sunset Lakes	346910	576,284	349,449	305,800	305,800	\$ 585,840
Childcare-Silver Shores	346910	466,511	272,547	197,700	197,700	362,400
Childcare-Sunset Lakes	346910	—	—	—	—	—
Trfr fr State & Cty Grant Fund	381163	84,677	99,225	114,703	7,517	114,703
Total		\$ 1,417,759	\$ 861,918	\$ 726,703	\$ 619,517	\$ 1,352,783

Expenditures by Category

Personnel Services	\$ 2,539,309	\$ 2,566,915	\$ 2,652,400	\$ 2,639,588	\$ 2,685,600
Operating Expense	675,132	660,183	682,210	695,022	799,939
Departmental Capital Outlay	2,600	51,265	—	—	7,600
Total	\$ 3,217,041	\$ 3,278,363	\$ 3,334,610	\$ 3,334,610	\$ 3,493,139

Percent of Time by Position

Early Childcare Site Supervisor	4.00	4.00	4.00	4.00	4.00
Early Childhood Aide II - Part-time (12)	6.50	6.50	6.00	6.00	6.00
Early Childhood Aide III - Part-time (6)	4.50	4.50	3.00	3.00	3.00
Early Childhood Housekeeping Aide - Part-time (3)	1.50	1.50	1.50	1.50	1.50
Early Childhood Instructor	—	4.00	4.00	4.00	3.00
Early Childhood Instructor I - Part-time (12)	7.00	6.00	6.00	6.00	6.00
Early Childhood Instructor II - Part-time (3)	2.50	1.50	1.50	1.50	1.50
Early Childhood Leader I	8.00	8.00	8.00	8.00	8.00
Early Childhood Leader II	2.00	2.00	2.00	2.00	2.00
Early Childhood Superintendent	1.00	1.00	1.00	1.00	1.00
Educational Instructor - Part-time (After School) (3)	1.50	1.50	1.50	1.50	1.50
Total	38.50	40.50	38.50	38.50	37.50

Community Services Expenditures by Object Code

Administration—001-63-100-569

Object #	Account Description	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Personnel Services						
601200	Employee Salaries	\$ 453,176	\$ 473,095	\$ 327,600	\$ 327,600	\$ 384,600
601205	Lump Sum Payout - Accrued Time	20,860	31,982	3,800	3,800	5,200
601210	Non-Pensionable Earnings	2,242	2,631	—	—	4,000
601215	Communication Stipend	—	4,485	2,600	2,600	3,900
601220	Longevity	1,533	1,233	—	—	—
601400	Overtime-General	1,445	203	1,000	1,000	1,000
601410	Overtime-Holiday	—	18	—	—	—
601412	Overtime-Emergency	822	—	—	—	—
602100	FICA & MICA	34,507	37,874	24,800	24,800	30,400
602210	Pension-General	22,212	45,671	33,500	33,500	33,300
602235	Pension-Senior Mgmt	80,899	33,638	43,500	43,500	52,900
602265	Pension-457	8,227	9,629	5,600	5,600	7,400
602304	Health Insurance-PPO	28,044	18,469	—	—	—
602305	Health Insurance-HMO	28,905	31,783	32,300	32,300	35,000
602306	Dental Insurance-PPO	1,120	1,550	1,100	1,100	2,100
602307	Dental Insurance-HMO	401	456	500	500	300
602309	Basic Life	2,009	1,737	900	900	1,100
602311	Long-Term Disability	450	382	500	500	500
602312	HDHP Aetna	903	14,486	16,300	16,300	31,000
602313	HSA Payflex	—	4,200	2,700	2,700	5,400
602400	Workers' Compensation	21,400	23,600	22,200	22,200	22,200
	<i>Sub-Total</i>	709,154	737,121	518,900	518,900	620,300
Operating Expense						
603134	Prof Svc-Marketing	8,742	—	3,900	3,900	3,900
603141	Existing Employee Screening	94	1,176	200	200	200
603190	Prof Svcs-Other	365	237	500	500	500
603455	Security Services	33,803	20,512	36,400	36,400	36,400
604001	Travel & Training	9,247	4,318	3,950	3,950	3,950
604100	Communication Services	3,012	—	—	—	—
604200	Postage	639	616	700	700	700
604300	Water/Wastewater Svc	1,285	645	913	913	800
604301	Electricity Svcs	5,660	4,939	5,669	5,669	4,800
604402	Leased Vehicles	656	—	—	—	—
604500	Risk Internal Svcs Charge	41,400	16,200	1,800	1,800	7,800
604550	Health Ins Internal Serv Chg	—	12,500	9,800	9,800	5,300
604610	Fleet Internal Svcs Charge	6,908	4,200	3,800	3,800	3,400
604613	Vehicle Detail	40	21	—	—	—
604700	Printing & Binding Svcs	204	883	1,200	1,200	1,200
604916	Administrative Expense	2,356	1,839	3,000	3,000	3,000
604920	License & Permit Fees	354	354	400	400	400
604989	IT Internal Svcs Charge	31,300	36,200	24,000	24,000	29,000
604998	Contingency	929	286	800	800	800
605100	Office Supplies	554	516	1,000	1,000	1,000
605120	Computer Operating Expenses	(27)	—	—	—	—
605220	Vehicle Fuel-On-Site	941	151	1,200	1,200	1,200
605410	Subscriptions & Memberships	214	145	200	200	200
605500	Training-General	6,197	199	11,200	11,200	11,200
	<i>Sub-Total</i>	154,873	105,936	110,632	110,632	115,750

Community Services Expenditures by Object Code

Administration—001-63-100-569

Object #	Account Description	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Departmental Capital Outlay						
606441	Vehicle Replacement Program	7,200	7,200	—	—	7,200
606470	Computer Equipment	1,746	—	—	—	—
	<i>Sub-Total</i>	8,946	7,200	—	—	7,200
Grants & Aids						
608210	Area Agency on Aging	51,614	59,749	49,500	56,600	49,500
608306	Grants to others	1,897	12,339	20,000	30,000	20,000
	<i>Sub-Total</i>	53,511	72,088	69,500	86,600	69,500
	Total	\$ 926,485	\$ 922,345	\$ 699,032	\$ 716,132	\$ 812,750

Senior Services—001-63-632-569/544

Object #	Account Description	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Personnel Services						
601200	Employee Salaries	\$ 684,675	\$ 716,938	\$ 1,382,600	\$ 1,382,600	\$ 1,406,600
601205	Lump Sum Payout - Accrued Time	11,347	17,403	22,100	22,100	23,800
601210	Non-Pensionable Earnings	23,329	510	—	—	5,000
601215	Communication Stipend	—	2,575	6,800	6,800	4,600
601220	Longevity Pay	3,559	3,734	4,900	4,900	2,700
601400	Overtime-General	6,635	1,331	78,100	78,100	78,100
601410	Overtime-Holiday	—	26	200	200	200
601412	Overtime-Emergency	2,463	522	—	—	—
602100	FICA & MICA	54,011	54,168	109,000	98,786	109,200
602210	Pension-General	155,882	151,204	179,900	179,900	164,600
602235	Pension-Senior Mgmt	13,800	29,745	37,500	37,500	43,000
602265	Pension-457	1,456	2,052	3,900	3,900	6,000
602300	Pmt In Lieu Of Insurance	—	1,079	—	—	—
602304	Health Insurance-PPO	46,534	46,506	70,400	70,400	29,200
602305	Health Insurance-HMO	105,744	141,090	270,200	270,200	307,100
602306	Dental Insurance-PPO	4,729	5,028	6,400	6,400	4,700
602307	Dental Insurance-HMO	1,109	1,463	4,700	4,700	5,200
602309	Basic Life Insurance	2,910	2,018	3,900	3,900	3,900
602311	Long-Term Disability Ins	963	725	2,000	2,000	1,800
602312	HDHP Aetna	23,278	30,750	46,600	46,600	43,400
602313	HSA Payflex	5,400	7,000	7,700	7,700	8,100
602400	Workers' Compensation	107,272	116,100	109,300	109,300	115,100
	<i>Sub-Total</i>	1,255,095	1,331,966	2,346,200	2,335,986	2,362,300
Operating Expense						
603140	New Hire Screening	—	—	300	300	300
603141	Existing Employee Screening	559	1	800	800	800
603183	Accreditation Fees	—	250	500	500	500
603190	Prof Svcs-Other	12,800	5,150	18,800	11,700	18,800
603400	Contract Svcs-Other	2,875	1,362	8,200	8,200	8,200
603401	Janitorial Svcs	55,915	63,710	64,604	64,604	64,604
603425	Software License & Maint	4,612	3,535	4,600	4,600	4,600
604001	Travel & Training	1,910	310	4,000	4,000	4,000
604100	Communication Svcs	2,798	—	2,500	2,500	2,500
604300	Water/Wastewater Svc	10,281	5,157	7,301	7,301	6,400
604301	Electricity Svcs	50,940	44,449	51,018	51,018	42,500
604302	Gas-Propane	761	789	700	700	700
604402	Leased Vehicles	5,963	5,953	—	—	—



Community Services Expenditures by Object Code

Senior Services—001-63-632-569/544

Object #	Account Description	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
604500	Risk Internal Svcs Charge	158,300	61,900	8,100	8,100	34,500
604550	Health Ins Internal Serv Chg	—	47,000	101,500	101,500	54,800
604610	Fleet Internal Svcs Charge	7,008	4,800	141,450	141,450	127,000
604613	Vehicle Detail	225	83	500	500	500
604620	R&M Buildings	183	7,245	19,600	19,600	19,600
604645	R&M Radios	—	—	2,100	2,100	2,100
604700	Printing & Binding Svcs	5,600	4,186	7,200	7,200	7,200
604890	Special Events-Other	12,498	7,941	10,500	10,500	10,500
604989	IT Internal Svcs Charge	109,700	114,700	173,600	173,600	198,700
604993	Field Trips	—	—	500	500	500
604998	Contingency	263	901	1,300	1,300	1,300
605100	Office Supplies	3,427	3,539	3,800	3,800	3,800
605120	Computer Operating Expenses	927	503	900	900	900
605220	Vehicle Fuel-On-Site	914	680	68,700	68,700	70,400
605225	Equip Gas Oil & Lube	—	—	900	900	900
605230	Program Supplies	8,621	2,670	9,200	9,200	9,200
605240	Uniforms Cost	4,197	2,686	11,400	11,400	11,400
605250	Noncap Furn (Item less 5000)	41,997	1,325	5,000	5,000	5,000
605251	Noncap Equip (Item less 5000)	5,006	788	2,000	2,000	2,000
605290	Other Operating Supplies	—	—	3,000	3,000	3,000
605410	Subscriptions & Memberships	474	275	400	400	400
605500	Training-General	4,175	558	3,600	3,600	3,600
605510	Tuition Reimbursement	1,571	6,021	—	10,214	—
	<i>Sub-Total</i>	514,499	398,469	738,573	741,687	721,204
	Grants & Aids					
608301	MASH Grt Energy Assistance	5,487	9,939	28,900	18,900	28,900
	<i>Sub-Total</i>	5,487	9,939	28,900	18,900	28,900
	Total	\$ 1,775,081	\$ 1,740,374	\$ 3,113,673	\$ 3,096,573	\$ 3,112,404



Seniors Socializing at the Multi-Service Center

Community Services Expenditures by Object Code

Adult Daycare Center—001-63-634-569

Object #	Account Description	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Personnel Services						
601200	Employee Salaries	\$ 287,537	\$ 285,232	\$ 322,500	\$ 307,500	\$ 430,000
601205	Lump Sum Payout - Accrued Time	1,124	1,685	1,400	1,400	900
601210	Non-Pensionable Earnings	2,040	—	—	—	2,000
601215	Communication Stipend	—	1,163	1,300	1,300	1,300
601220	Longevity Pay	—	394	500	500	500
601400	Overtime-General	2,584	2,031	2,100	2,100	2,100
601412	Overtime-Emergency	209	—	—	—	—
602100	FICA & MICA	21,538	20,821	24,900	24,900	33,300
602210	Pension-General	17,309	20,687	22,200	22,200	56,100
602235	Pension-Senior Mgmt	12,400	12,277	16,200	16,200	12,300
602265	Pension-457	3,136	3,020	3,400	3,400	1,300
602304	Health Insurance-PPO	—	—	—	—	14,600
602305	Health Insurance-HMO	37,462	54,365	74,100	74,100	110,600
602306	Dental Insurance-PPO	572	111	—	—	2,000
602307	Dental Insurance-HMO	873	1,745	2,300	2,300	2,100
602309	Basic Life Insurance	792	314	900	900	1,200
602311	Long-Term Disability Ins	159	151	500	500	600
602312	HDHP Aetna	15,948	13,640	16,300	16,300	—
602313	HSA Payflex	4,725	2,800	2,700	2,700	—
602400	Workers' Compensation	6,400	7,100	6,600	6,600	6,600
	<i>Sub-Total</i>	414,807	427,536	497,900	482,900	677,500
Operating Expense						
603141	Existing Employee Screening	202	89	300	300	300
603190	Prof Svcs-Other	2,654	922	2,400	2,400	2,400
603401	Janitorial Svcs	760	—	1,500	1,500	1,500
603470	Temporary Help	12,708	4,483	8,500	23,500	8,500
604001	Travel & Training	—	—	700	700	700
604100	Communication Services	645	—	—	—	—
604300	Water/Wastewater Svc	5,852	5,665	6,194	6,194	5,600
604301	Electricity Svcs	7,281	7,200	7,543	7,543	7,500
604500	Risk Internal Svcs Charge	21,400	8,400	1,400	1,400	6,000
604550	Health Ins Internal Serv Chg	—	13,000	22,000	22,000	11,900
604610	Fleet Internal Svcs Charge	7,008	6,700	6,100	6,100	5,500
604613	Vehicle Detail	296	125	300	300	300
604700	Printing & Binding Svc	944	333	2,500	2,500	2,500
604890	Special Events-Other	3,737	1,805	4,500	4,500	4,500
604920	License & Permit Fees	270	499	500	500	500
604989	IT Internal Svcs Charge	28,700	36,400	33,000	33,000	68,600
604998	Contingency	1,094	1,656	2,000	2,000	2,200
605100	Office Supplies	1,210	1,169	1,200	1,200	1,000
605220	Vehicle Fuel-On-Site	—	—	1,000	1,000	1,000
605230	Program Supplies	8,734	5,199	10,500	10,500	10,500
605240	Uniforms Cost	2,383	—	2,000	2,000	2,000
605250	Noncap Furn (Item less 5000)	—	—	1,000	1,000	1,000
605251	Noncap Equip (Item less 5000)	689	971	1,200	1,200	1,200
605410	Subscriptions & Memberships	124	170	500	500	500
605500	Training-General	1,774	238	2,500	2,500	2,500
	<i>Sub-Total</i>	108,465	95,025	119,337	134,337	148,200
Departmental Capital Outlay						
606441	Vehicle Replacement Program	—	7,200	—	—	5,400
	<i>Sub-Total</i>	—	7,200	—	—	5,400
	Total	\$ 523,272	\$ 529,761	\$ 617,237	\$ 617,237	\$ 831,100

Community Services Expenditures by Object Code

Childcare—001-63-650-569-040/070/110/120

Object #	Account Description	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Personnel Services						
601200	Employee Salaries	\$ 1,615,386	\$ 1,550,337	\$ 1,618,500	\$ 1,600,036	\$ 1,687,600
601205	Lump Sum Payout - Accrued Time	21,562	23,879	19,300	19,300	14,800
601210	Non-Pensionable Earnings	28,167	3,295	—	—	4,900
601215	Communication Stipend	—	1,313	1,200	1,200	1,200
601220	Longevity Pay	4,537	5,650	5,500	5,500	4,500
601400	Overtime-General	4,036	1,245	4,700	4,700	4,700
601410	Overtime-Holiday	—	344	—	5,652	—
601412	Overtime-Emergency	1,094	—	—	—	—
602100	FICA & MICA	123,883	117,649	125,700	125,700	131,200
602210	Pension-General	125,966	140,311	194,200	194,200	188,000
602235	Pension-Senior Mgmt	12,000	11,778	13,300	13,300	12,700
602300	Pmt In Lieu Of Insurance	—	4,316	6,200	6,200	6,200
602304	Health Insurance-PPO	3,388	14,277	14,100	14,100	14,600
602305	Health Insurance-HMO	438,788	474,697	487,400	487,400	442,000
602306	Dental Insurance-PPO	4,273	5,204	5,900	5,900	6,200
602307	Dental Insurance-HMO	5,822	6,225	6,500	6,500	6,900
602309	Basic Life Insurance	4,263	2,399	4,600	4,600	4,800
602311	Long-Term Disability Ins	744	597	2,300	2,300	2,400
602312	HDHP Aetna	—	—	—	—	7,100
602313	HSA Payflex	—	—	—	—	2,800
602400	Workers' Compensation	145,400	203,400	143,000	143,000	143,000
	<i>Sub-Total</i>	<u>2,539,309</u>	<u>2,566,915</u>	<u>2,652,400</u>	<u>2,639,588</u>	<u>2,685,600</u>
Operating Expense						
603134	Prof Svcs-Marketing	—	—	6,900	6,900	6,900
603141	Existing Employee Screening	275	202	1,700	1,700	2,000
603183	Accreditation Fees	2,300	600	900	900	900
603400	Contract Svcs-Other	4,390	2,882	3,800	3,800	3,800
603401	Janitorial Svcs	18,356	16,114	34,139	34,139	34,139
603425	Software License & Maint	11,283	—	—	—	1,500
604001	Travel & Training	1,550	—	2,100	2,100	1,900
604100	Communication Svcs	3,725	—	—	—	—
604105	Internet-Computer Lab	5,560	6,107	6,300	6,300	6,300
604300	Water/Wastewater Svcs	8,445	8,135	10,187	10,187	9,900
604301	Electricity Svcs	26,893	21,535	27,584	27,584	21,200
604500	Risk Internal Svcs Charge	160,000	213,000	36,700	36,700	156,700
604550	Health Ins Internal Serv Chg	—	103,500	148,300	148,300	80,200
604610	Fleet Internal Svcs Charge	5,739	10,500	9,600	9,600	8,700
604613	Vehicle Detail	201	72	300	300	300
604700	Printing & Binding Svcs	1,290	1,045	4,500	4,500	3,000
604916	Administrative Expense	2,796	575	2,700	2,700	2,600
604920	License & Permit Fees	629	445	1,200	1,200	1,200
604989	IT Internal Svcs Charge	203,900	213,500	225,100	225,100	271,300
604990	Pre-School Activities	29,604	26,616	31,800	31,800	58,800
604991	Summer Programs	9,397	742	19,600	19,600	19,600
604992	Recreation Activities	22,943	8,893	25,000	25,000	25,000
604993	Field Trips	5,846	4,360	13,000	13,000	13,000
604998	Contingency	848	174	1,500	1,500	1,700
605100	Office Supplies	3,435	1,716	3,000	3,000	3,000
605120	Computer Operating Expenses	411	—	—	—	—
605220	Vehicle Fuel-On-Site	—	—	2,700	2,700	2,700
605230	Program Supplies	6,850	4,511	13,700	13,700	13,700
605235	General Food & Beverage	16,672	6,653	23,400	23,400	23,400
605240	Uniforms Cost	3,559	—	8,200	8,200	8,200
605250	Noncap Furn (Item less 5000)	97,870	864	6,600	6,600	6,600

Community Services Expenditures by Object Code

Childcare—001-63-650-569-040/070/110/120

Object #	Account Description	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
605251	Noncap Equip (Item less 5000)	11,604	2,722	3,900	3,900	3,900
605410	Subscriptions & Memberships	1,434	1,182	1,100	1,100	1,100
605500	Training-General	7,254	1,991	6,100	6,100	6,100
605510	Tuition Reimbursement	75	1,546	600	13,412	600
	<i>Sub-Total</i>	675,132	660,183	682,210	695,022	799,939
	Departmental Capital Outlay					
606441	Vehicle Replacement Program	2,600	51,265	—	—	7,600
	<i>Sub-Total</i>	2,600	51,265	—	—	7,600
	Total	\$ 3,217,041	\$ 3,278,363	\$ 3,334,610	\$ 3,334,610	\$ 3,493,139



Childcare Program at Sunset Lakes, Fairway Park, Silver Shores

Community Services Budget Justification

Object #	Account Description	Justification
Revenue		
337602	Loc Grant-Child Svcs Council	Fees collected from participants for registration and the fee amount determined for the program using the Children's Services Council Sliding Fee Schedule.
346910	Child Care Fees	This revenue source is from registration and fees collected to cover the cost for providing child care services.
346912	Adult Day Care Fees	Revenues associated with providing Adult Day Care services.
346913	Adult Day Care-Long Term Care	This represents the revenue collected from Long-Term Care Insurance agreements.
347260	Contracted Programs	City's revenue collected from contractual classes and programs at Miramar Youth Enrichment Center, Sunset Lakes, Mir Regional Park, Aquatics-West, Ansin and Vizcaya Park, Multi Svc Ctr, Senior Center and Athletics program. May also include funds received from Broward County for the provision of senior transportation to seniors who are physically unable to access normal modes of public transportation to a nutritional site.
362100	Rental Revenue	Rental revenue received from private rentals at the Miramar Youth Enrichment Center, Sunset Lakes, Ansin, Vizcaya Park, and Regional Park (pavilions and Fields) and Multi-Service Center and for Miramar Regional Park Amphitheater rentals. Includes \$9,750 for Approved Above Base Request for Miramar Invitational Track Meet.
381162	Trfr Fr Fed Grant Fund	Dedicated grant revenue for Public Works transportation and Senior Services expenses for the Older Americans Act Grant, CARES COVID grant reimbursement and American Rescue Plan Act.
381163	Trfr Fr State & Cty Grant Fund	This transfer relates to funds designated by Area Agency on Aging for the Local Services Program (LSP), Children Services Council of Broward County, and Broward County Swim Central Grant program.
Expense		
601400	Overtime-General	This line represents the overtime cost for special events, emergencies and unanticipated personnel shortages.
601410	Overtime-Holiday	This line represents the overtime cost for special events, emergencies and unanticipated personnel shortages that occur on a Holiday.
603134	Prof Svc-Marketing	This line item is for marketing expenses that are not covered by OMC. These funds will be used to communicate with the public the programs offered by Social Services Department.
603140	New Hire Screening	New hire screening.
603141	Existing Employee Screening	This line represents the cost for outside service to perform mandatory screenings on current employees required for programming.
603183	Accreditation Fees	This represents the cost for Accreditation Fees for Senior Services renewal NCOA (National Council on Aging) in 5 years of 2024 - \$1,800 Early Childhood annual renewal APPLE (Accredited Professional Preschool Learning Environment) - \$900
603190	Prof Svcs-Other	This line item provides for outside prof. consulting svcs & prof. svcs to address exercise, health, wellness, and other program related initiatives: Senior Services: Grant - Contracted health/wellness/exercise programs-4 classes/wk @ \$50.00/class x 52 wks (Multi Service Complex/Sunset Lakes) - \$10,400; Grant - Contracted health/wellness/exercise programs-2 classes/wk @ \$50.00/class x 26 wks (Multi-Service Center/Sunset Lakes) - \$2,600; Misc Expense, fee increase and addl health/wellness/exercise classes at \$5,800; Adult Day Care: Certified Therapy Classes/Instruction-36 sessions @ \$65/session - \$2,340; Administration: Misc costs for extra pick-ups & shredding - \$560
603400	Contract Svcs-Other	This amount is directed to contracted services for: Pest Control (All facilities \$6,000) (breakdown below) Multi-Service Complex Interior & Exterior & Rodent Services (\$2,200) Child Care at Fairway Interior & Exterior (\$1,200) Child Care at Sunset Lakes Interior & Exterior (\$1,300) Child Care at Silver Shores Interior & Exterior (\$1,300)
603401	Janitorial Svcs	Cost allocated for janitorial services-All facilities (contract #422) Multi-Service Complex: Janitorial Services & Supply Delivery \$64,604; Child Care Janitorial Services & Supply Delivery \$30,539; Child Care at Fairway: Chair cleaning/Office Furniture \$200; Carpet Cleaning (Rugs) \$500; Floor Cleaning \$1,100 Child Care a Silver Shores: Chair cleaning/Office Furniture \$200; Carpet Cleaning (Rugs) \$500; Floor Cleaning \$1,100 Child Care at Sunset Lakes Adult Day Care Center: Floor Cleaning \$1,000; Detail cleaning \$500
603425	Software License & Maint	Senior services ServTracker program web Hosting with Accessible Solutions, Inc. -\$4,600 Child Care- Procure cloud services that includes maintenance of all data entered into Procure and help manage every aspect of the childcare centers, enrich classroom and parent interactions, and automate the payment process. \$500 a year for (3) locations.
603455	Security Services	Cost for security services at the Multi-Service Complex (MMSC).
603470	Temporary Help	For temporary assistance to cover to ensure licensing requirement.



Community Services Budget Justification

Object #	Account Description	Justification
604001	Travel & Training	Represents the cost for out-of-county/state travel for conference/seminar, registration, airline, hotel, meals, transportation, etc.
604100	Communication Svcs	Cost of City issued cellular phones assigned to supervisors, managers, coordinators and any other employee needing cell phone access to perform functions. This also includes the communication cost for any vehicle with installed GPS tracking.
604105	Internet-Computer Lab	Cost associated with filtered wireless for the child care program locations only.
604200	Postage	This is allocated costs for department mailings as well as delivery services such as U.P.S and Federal Express.
604300	Water/Wastewater Svc	This represents the cost for water, wastewater, and/or gas at facilities.
604301	Electricity Svcs	This account represents allocated costs for electricity usage.
604302	Gas-Propane	This represents the cost associated with the purchase of gas/propane.
604500	Risk Internal Svcs Charge	This is a restricted account for allocated property and liability insurance premiums as provided by HR-Risk Management.
604550	Health Ins Internal Serv Chg	Funds the City's wellness program that encourage employees to adopt healthy habits through education, incentives and an on-site clinic.
604610	Fleet Internal Svcs Charge	This account represents costs associated with repair and maintenance of city vehicles.
604613	Vehicle Detail	Cost associated with cleaning and detailing of City vehicles assigned to Department.
604620	R&M Buildings	This line item is used for building maint & repair - Multi-Service Complex: Lock, key and safe repairs - \$2,000 Carpet replacement - \$2,000 Plumbing repairs - \$2,000 Building safety signs and office/building signage - \$1,500 Building, office & misc. touch-up painting - \$3,000 Door access card readers - \$1,000 PA system repairs, electrical repairs, speaker repair - \$2,000 Parking lot repairs - \$1,500 Minor repairs as needed - \$4,600
604645	R&M Radios	Funds for repair and maintenance for radio equipment.
604700	Printing & Binding Svcs	This represents the cost of printing and binding of brochures, calendars, flyers, permits, handbooks/manuals, registration forms and booklets as well as charges for copier overages.
604890	Special Events-Other	This represents the cost necessary for the events and program activities.
604916	Administrative Expense	This figure represents the cost for expenses associated with ceremonies, events, awards and employee incentive program.
604920	License & Permit Fees	This represent the cost of license and permit renewal as follows: Motion Picture License Corporation - \$400.00 (administration) (Adult Day care) ACHA Renewal - \$200.00 Comprehensive Emergency management plan - \$45 RN and CNA License renewal - \$155 Health department Permit - \$100.00 (Child Care) Health Department Permit renewal = \$400.00 each center - \$1200.00
604989	IT Internal Svcs Charge	This account is for technology related costs such as leased computers, internet, intranet, land lines, network, telephone, software licenses, database needs and support services.
604990	Pre-School Activities	This represents the costs associated with year-round pre-school programming. Includes funding for curriculum components approved Above Base Request during Summertime Changes.
604991	Summer Programs	This line item represents expenses associated with elementary age grades K-5th summer camp program.
604992	Recreation Activities	The cost associated with implementing the MOST Maximizing Out-of-School Time grant.
604993	Field Trips	This line item represents costs associated with field trips throughout the fiscal year to attend enrichment activities.
604998	Contingency	The cost for unanticipated expenses and emergencies.
605100	Office Supplies	This line item represents the costs associated with purchasing office supplies.
605120	Computer Operating Expenses	Costs associated with repairs and maintenance of computer equipment in computer labs.
605220	Vehicle Fuel-On-Site	This account covers the cost of fuel used for city vehicles as provided by PW-Fleet Maintenance.
605225	Equip Gas Oil & Lube	This account is used for gas, oil and lube for generator and other equipment. Public Works Department provided the budgeted amount.
605230	Program Supplies	This represents the cost of general operating and program supplies for year round activities and programs.
605235	General Food & Beverage	This cost is associated with expenses for the Child Care Food Program.



Community Services Budget Justification

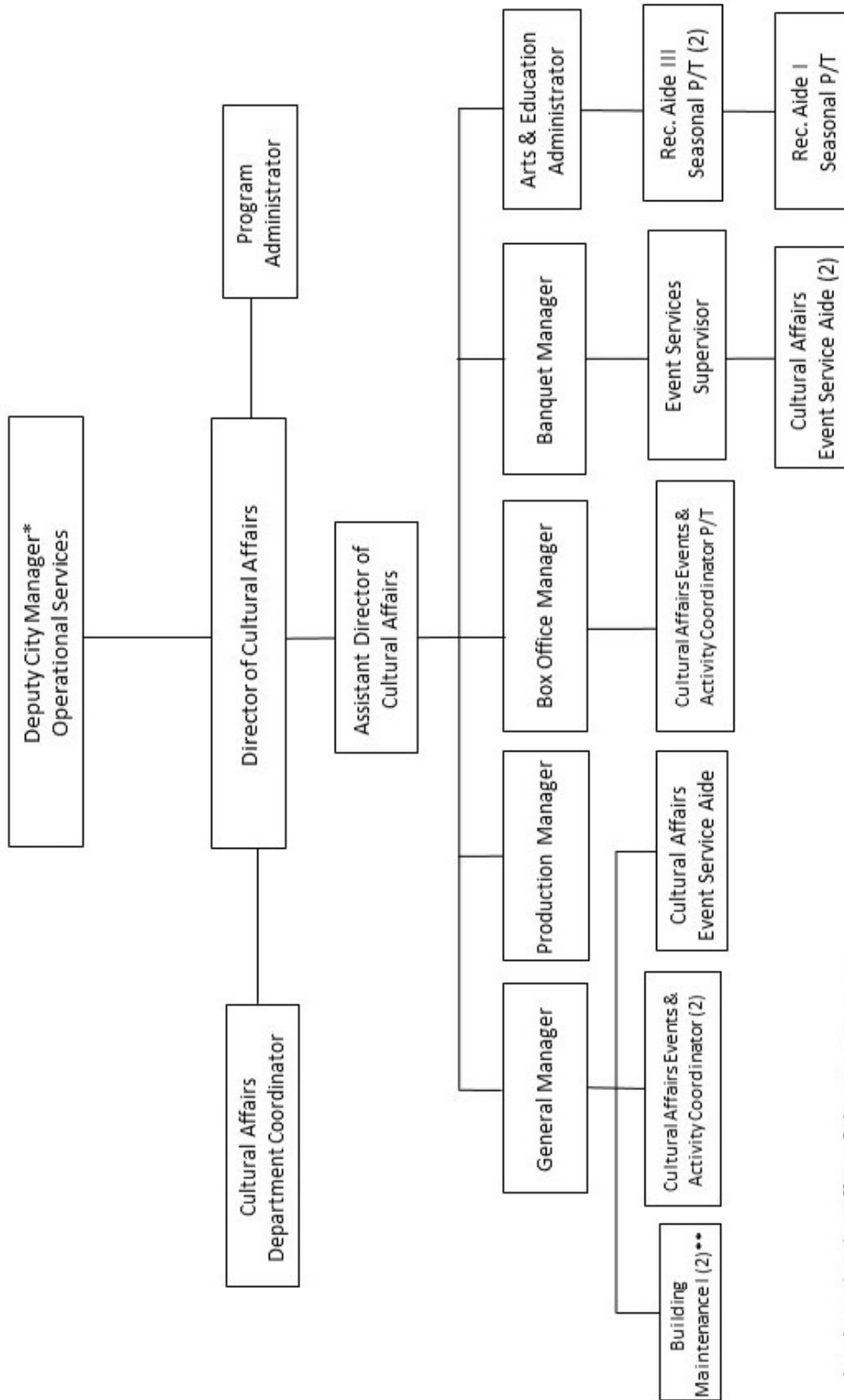
Object #	Account Description	Justification
605240	Uniforms Cost	This represents the costs for providing uniforms for employees.
605250	Noncap Furn (Item less 5000)	Adult Daycare: Replacement cost for damaged furniture (tables, chairs) \$1,000 Childcare: Replacement cost for damaged furniture (tables, chairs) 3 locations \$6,600 Senior Services: Replacement cost for damaged furniture (tables, chairs) 30 chairs \$5,000
605251	Noncap Equip (Item less 5000)	This represents the cost for purchasing or replacing equipment that cost less than \$5,000 per item. Adult Day Care: Replacement of refrigerators, microwave, vacuum, television, washer/dryer, etc. \$1,200 Childcare: Door repair, door alarms and keys at 3 locations \$600 Refrigerators, microwave, vacuum, television, washer/dryer, etc. 3 locations at 3 locations \$3,900 Senior Services: Door repair, door alarms and keys \$400 Misc equipment as needed \$1,000
605290	Other Operating Supplies	To cover the costs of other operating expenses.
605410	Subscriptions & Memberships	This cost is associated with professional memberships and subscriptions required to maintain program standards and licensing. Administration: Notary renewal \$165 Adult Day Care: Senior Current Affairs Subscription \$250 Sam's Club Membership \$50 Childcare: FLAEYC - Premium Annual Membership for Supervisor \$450 Early childhood professional memberships SEEDS at 3 locations \$450 Senior Services: Florida Council on Aging \$225 Florida Health Care Activity Coordinators Association \$100 Sam's Club Membership (4 staff) \$200 National Certification for Activity Professionals (Renews every other year) \$60 National Council on Aging (NCOA) Due every June \$145 (FASC) Florida Association of Senior Centers \$105
605500	Training-General	This represents the cost associated with the Department's continuing efforts to train and retain the highest qualified professional and technical personnel. Senior Services and Rental Staff Evidence based Health & Wellness training, and professional training and CEU's training for 19 employees - \$2,400 Adult Day Care Services provide ongoing training and seminars for staff as well as Direct Care Training, Online CPR/First Aid, RN License and Certifications, CNA License and Certifications. Staff is also provided Continuing Education Units, RN Continuing Education Units - CNA's professional training as needed for 10 employees - \$2,500 Childcare Services provides training to staff such as childcare minimal certifications for 60 employees at \$600, staff development training seminars, webinars online (Fred Pryor, Skill Path) for 3 employees at \$600, and Broward or Miami Dade Early Childhood Conference for 60 employees at \$1,500, Miscellaneous trainings based on Employee Development/evaluation goals and training materials and provisions needed for scheduled development for 60 employees - \$3,400 Administration General provides training to staff training and Professional Development Training; Department of Elder Affairs (DOEA) certifications; and First Aid & CPR for employees at \$1,200, 1 Annual Strategic Planning Workshop for employees at \$6,000. Team building training workshop for employees at \$4,000 Addl. training for Transit Operations staff - \$1,200
605510	Tuition Reimbursement	Education assistance to permanent employees that is associated with a certificate or degree program at a community college or state college/university. Education must be related to the employee's present position or have the ability to assist in a promotional opportunity. The cost covers books and lab fees associated with the course.
606441	Vehicle Replacement Program	This budgeted amount is for escrow for future vehicle replacements.
608210	Area Agency on Aging	This represents the City's fair share amount to the Area Agency on Aging for the mandated local match for funds received from the Federal government.
608301	MASH Grt Energy Assistance	This expenditure is for the Miramar Assisting Seniors in their Homes (MASH) program which allows the City to help senior citizens to stay in their homes by providing emergency assistance for the payment of their rent, utilities, and other necessities.
608306	Grants to others	This account represents funding assistance that helps better the City of Miramar community.

Cultural Affairs

Mission

***To gather together our culturally diverse
community and engage citizens from
every walk of life in unique educational
and cultural opportunities.***

Cultural Affairs Organizational Chart



*Budgeted in the Office of the City Manager

**Budgeted in Public Works

Department Overview

The department administers arts and cultural programs and activities under the guidance of the department's pre-determined annual business initiatives for the City of Miramar. The departments' primary oversight for programming and facilities are the Miramar Cultural Center/ArtsPark facility.

The Miramar Cultural Center/ArtsPark (MCC) is supported by two boards, the Cultural Arts Advisory Board, a council comprised of residents of Miramar appointed by the Commissioners, and the Miramar Cultural Trust, Inc., a not-for-profit board organized to support the arts in the City of Miramar, to provide endowment and annual financial support for the MCC, and to encourage, solicit and administer gifts and bequests of property and funds for the advancement and long-term fiscal viability of the MCC and its projects and programs. The Cultural Affairs Department brand for MCC was trademarked July 19, 2011, by the United States of America Patent and Trademark Office. It includes a logo which represents an artistic take on the Center's acronym for its facility (MCC) and is connected to the slogan, "Where Community and Culture Converge."

As indicated in the Position Detail, this department is comprised of 17 budgeted positions, 15 full-time, 1 (.5 FTE) and three (1.5 FTEs) seasonal part-time employees. In addition to the budgeted positions, there are also approximately 59 as needed temporary help positions. The four (4) programs provided are:

1. Administration
2. Arts & Education
3. Food & Beverage Services
4. Theatre Production

FY 2021 Accomplishments

- Coordinated three Art and Places project murals inclusive of: Bravo supermarket fascia (Historic Miramar) Windows to our World at Miramar Cultural Center and Miramar Altis private development (Red Road).

- Established two new monthly family fun programs: Kids kitchen for 6-9 year old's and Kids Chopped for 9-14 year old's serving 64 families.
- Established a senior meal programs to offer weekly meals to Miramar residents expanding our Food and Beverage community reach. Fiscal year meal totals (10,836) in 2020. Meal totals to date Fiscal year 2021 (7,395).
- Utilized MCC as Regional location in a partnership school aged children in partnership with FLIPANY of 7-day meal boxes; distributed once per week for six (6) weeks – Total of 340 children served.
- Modified the theater and its operation in order to safely open.
- Received over \$100,000 in Theatre rental revenues from over 30 events booked at 218 social capacity.
- Launched FREE Virtual programming to continue resident access to the ARTS with classically trained performing artists under MCC LIVE2U brand.
- Established (5) new regional community based cultural classes. Each class was held to CDC and social distance guidelines and included Adult Ballet, Adult Afro Beat, Kids Dance, Children Drumming (Spirit of the Drum) and children theater class (Sankofa) and served over 212 residents in 6-week increments.
- Had 900 students participate in a series of virtual arts school field trip opportunities in a residency established with Palm Beach Symphony through a production title called ONE SMALL STEP.
- Delivered four FREE and OPEN to the PUBLIC exhibitions inclusive of the following: LOVE POP by EDO – Hispanic Heritage, In Time of Protest – Black History, Our Planet | Our Future – Environmental Awareness/Earth Day, Maquettes: The Studies and Drawings of Basil Watson art exhibition – Caribbean Heritage.
- Upgraded MCC building through improvements and equipment upgrades inclusive of: New flooring inside MCC Banquet Hall, New rubberized surface around Botanical Garden Fountain, New wireless microphones and receivers in the MCC Theater, Enhanced audio/visual installation inside MCC Banquet Hall, Replacement of ceiling inside the MCC Theater Lobby.

Cultural Affairs

Program Revenues, Expenditures and Positions Summary

Dedicated Revenues	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Administration	\$ —	\$ —	\$ 5,000	\$ 5,000	\$ 5,000
Arts & Education	108,207	14,943	82,500	82,500	107,750
Food & Beverage Services	409,440	266,709	362,000	362,000	579,000
Theatre Production	633,646	389,778	176,650	191,650	605,000
Marketing & Sales Services	750	—	—	—	—
Client Management Services	66	(35,982)	—	—	—
Total	\$ 1,152,109	\$ 635,448	\$ 626,150	\$ 641,150	\$ 1,296,750



Miramar Cultural Center/ArtsPark (MCC) - Where Community & Culture Converge

Cultural Affairs

Expenditures by Program	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Administration	\$ 918,020	\$ 533,079	\$ 758,503	\$ 745,431	\$ 775,700
Arts & Education	598,057	544,077	531,832	515,232	559,800
Food & Beverage Services	567,303	635,695	863,932	801,889	574,800
Theatre Production	1,729,318	1,639,218	1,051,033	1,142,748	2,006,689
Marketing & Sales Services	6,995	—	—	—	—
Theatre Facilities	2,103	88	—	—	—
Client Management Services	44	—	—	—	—
Total	\$ 3,821,840	\$ 3,352,158	\$ 3,205,300	\$ 3,205,300	\$ 3,916,989





Expenditures by Category	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Personnel Services	\$ 1,974,031	\$ 1,733,448	\$ 1,785,400	\$ 1,785,400	\$ 2,029,300
Operating Expense	1,846,576	1,612,280	1,419,900	1,319,685	1,877,389
Capital Outlay	1,233	6,430	—	100,215	10,300
Total	\$ 3,821,840	\$ 3,352,158	\$ 3,205,300	\$ 3,205,300	\$ 3,916,989

Positions by Program	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Administration	5.00	4.00	3.00	3.00	3.00
Arts & Education	6.00	6.00	5.00	5.00	4.50
Food & Beverage Services	2.50	2.50	2.50	2.50	2.50
Theatre Production	4.50	4.50	4.50	4.50	7.00
Total	18.00	17.00	15.00	15.00	17.00





Position Detail	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Arts & Education Administrator	1.00	1.00	1.00	1.00	1.00
Arts & Education Manager	1.00	1.00	—	—	—
Arts & Education Superintendent-Part-time	0.50	0.50	0.50	—	—
Assistant Director of Cultural Affairs	1.00	1.00	1.00	1.00	1.00
Banquet Manager	1.00	1.00	1.00	1.00	1.00
Box Office Manager	—	—	—	—	1.00
Box Office Manager-Part-time	—	—	—	0.50	—
Creative Arts & Graphics Designer	1.00	—	—	—	—
Cultural Affairs Department Coordinator	1.00	1.00	1.00	1.00	1.00
Cultural Affairs Event Service Aide	3.00	3.00	3.00	3.00	3.00
Cultural Affairs Events & Activity Coordinator	2.00	2.00	2.00	2.00	2.00
Cultural Affairs Events & Activity Coordinator-Part-time	—	—	—	—	0.50
Director of Cultural Affairs	1.00	1.00	1.00	1.00	1.00
Event Services Supervisor	1.00	1.00	1.00	1.00	1.00
Events & Venue Promotions Manager	1.00	1.00	—	—	—
General Manager	1.00	1.00	1.00	1.00	1.00
Production Manager	—	—	—	—	1.00
Program Administrator	1.00	1.00	1.00	1.00	1.00
Recreation Aide I-Part-time (Seasonal)	0.50	0.50	0.50	0.50	0.50
Recreation Aide III-Part-time (Seasonal) (2)	1.00	1.00	1.00	1.00	1.00
Total FTE's	18.00	17.00	15.00	15.00	17.00






Cultural Affairs Balanced Scorecard

Measures	Objectives	Series Status	FY 2020 Actual	FY 2021 Actual	FY 2022 Goal
 Conference with Arts Advisory Members once per quarter	Cultivate relationships within our communities	Q4 Actual	—	1.00	
		YTD Actual	2.00	4.00	
		EOY Target	4.00	4.00	4.00
		% Target	50.00%	100.00%	
		% Goal	100.00%	100.00%	
 Meets budget target - Expenses	Ensure financial responsibility	Q4 Actual	\$ 789,989.54	\$ 780,485.43	
		YTD Actual	\$ 3,352,129.26	\$ 2,720,166.98	
		EOY Target	\$ 3,820,033.00	\$ 3,205,300.00	\$ 3,916,989.00
		% Target	87.75%	84.86%	
		% Goal	100.00%	100.00%	
 Meets projected target - Expenses	Ensure financial responsibility	Q4 Actual	\$ 789,989.54	\$ 780,485.43	
		YTD Actual	\$ 3,352,129.26	\$ 2,720,166.98	
		EOY Projection	\$ 3,332,669.00	\$ 2,869,647.07	\$ 3,916,989.00
		% Target	100.58%	94.79%	
		% Goal	100.00%	100.00%	
 Meets budget target - Revenues	Ensure financial responsibility	Q4 Actual	-\$ 6,095.87	\$ 259,439.61	
		YTD Actual	\$ 621,746.06	\$ 478,001.30	
		EOY Target	\$ 681,450.00	\$ 641,150.00	\$ 1,296,750.00
		% Target	91.24%	74.55%	
		% Goal	100.00%	100.00%	



Cultural Affairs Balanced Scorecard

Measures	Objectives	Series Status	FY 2020 Actual	FY 2021 Actual	FY 2022 Goal
 Meets projected target - Revenues	Ensure financial responsibility	Q4 Actual	-\$ 6,095.87	\$ 259,439.61	
		YTD Actual	\$ 621,746.06	\$ 478,001.30	
		EOY Projection	\$ 636,912.00	\$ 200,109.29	\$ 1,296,750.00
		% Target	97.62%	238.87%	
		% Goal	100.00%	100.00%	
 Apply for 2 grants per fiscal year	Ensure financial responsibility	Q4 Actual	—	1.00	
		YTD Actual	1.00	4.00	
		EOY Target	2.00	2.00	2.00
		% Target	50.00%	200.00%	
		% Goal	100.00%	100.00%	
 Book 30 events per quarter	Strengthen sales	Q4 Actual	—	30.00	
		YTD Actual	104.00	120.00	
		EOY Target	120.00	120.00	120.00
		% Target	86.67%	100.00%	
		% Goal	100.00%	100.00%	
 Staff attend 7 internal or external workshops/ conferences or events annually	Professional development for staff	Q4 Actual	1.00	1.00	
		YTD Actual	6.00	10.00	
		EOY Target	7.00	7.00	7.00
		% Target	85.71%	142.86%	
		% Goal	100.00%	100.00%	

Cultural Affairs Balanced Scorecard

Measures	Objectives	Series Status	FY 2020 Actual	FY 2021 Actual	FY 2022 Goal
 Increase Arts & Education participation by 5%	Strengthen Arts & Education programs participation	Actual		1.50	
		YTD Actual		6.00	
		EOY Target	5.00	5.00	5.00
		% Target	—%	120.00%	
		% Goal	100%	100.00%	
 Complete 4 annual exhibitions	Offer well-managed events and facilities for patrons, renters, artists and the City	Q4 Actual	1.00	1.00	
		YTD Actual	5.00	5.00	
		EOY Target	4.00	4.00	4.00
		% Target	125.00%	125.00%	
		% Goal	100.00%	100.00%	
 Increase social media footprint across all platforms	Raise awareness of Miramar Cultural Center and our programs	Q4 Actual	2.00%	2.00%	
		YTD Actual	8.00%	8.00%	
		EOY Target	7.00%	7.00%	7.00%
		% Target	114.29%	114.29%	
		% Goal	100.00%	100.00%	

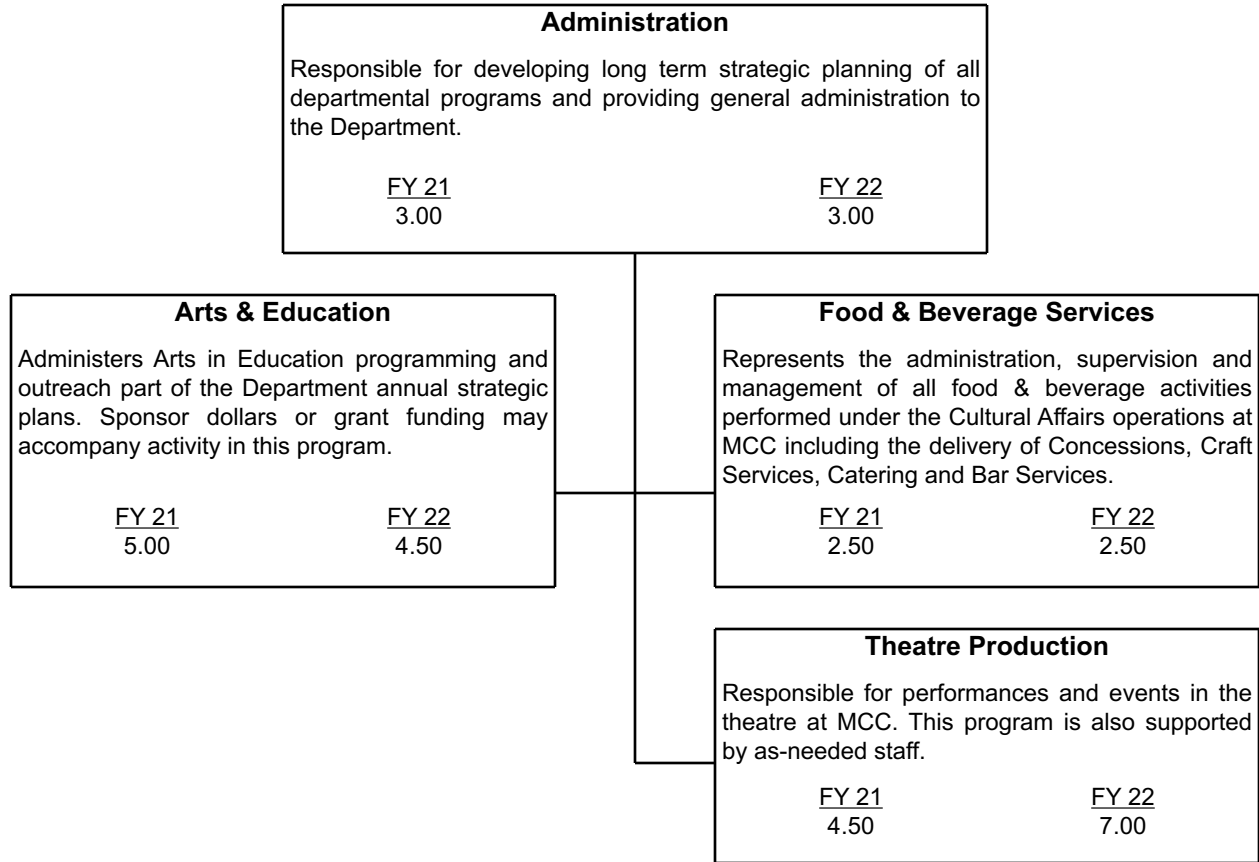
Cultural Affairs Balanced Scorecard

Measures	Objectives	Series Status	FY 2020 Actual	FY 2021 Actual	FY 2022 Goal
 Increase outreach of print collateral engagement by 7%	Strengthen marketing	Q4 Actual	1.00%	2.00%	
		YTD Actual	6.50%	8.00%	
		EOY Target	7.00%	7.00%	7.00%
		% Target	92.86%	114.29%	
		% Goal	100.00%	100.00%	
 Curate a profile for the MCC experience inclusive of one plaza activity, Miramar 1st buying campaign and Miramar Theater Days and Nights programming	Improve MCC community experience	Actual	1.00	1.00	
		YTD Actual	4.00	4.00	
		EOY Target	4.00	4.00	4.00
		% Target	100.00%	100.00%	
		% Goal	100.00%	100.00%	

FY21 actuals (revenues and expenses) are as of 11-25-21.

End of year targets exclude year-end budget amendments.

Cultural Affairs FTE's by Program



Cultural Affairs Budget Summary by Program

Administration—Program 100

Description

This program is responsible for developing long term strategic planning and general administration for the Cultural Affairs Department. This includes developing the department's vision, managing major relationships, contract administration, providing policy, budgeting, and accounting.

	Object Code	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Dedicated Revenues						
Progr Support-MCC Presents	366210	\$ —	\$ —	\$ 5,000	\$ 5,000	\$ 5,000
Expenditures by Category						
Personnel Services		\$ 553,790	\$ 398,150	\$ 554,000	\$ 554,000	\$ 563,700
Operating Expense		364,230	134,929	204,503	191,431	212,000
Departmental Capital Outlay		—	—	—	—	—
Total		\$ 918,020	\$ 533,079	\$ 758,503	\$ 745,431	\$ 775,700
Percent of Time by Position						
Assistant Director of Cultural Affairs		1.00	1.00	1.00	1.00	1.00
Creative Arts & Graphics Designer		1.00	—	—	—	—
Cultural Affairs Department Coordinator		1.00	1.00	1.00	1.00	1.00
Director of Cultural Affairs		1.00	1.00	1.00	1.00	1.00
Events & Venue Promotions Manager		1.00	1.00	—	—	—
Total		5.00	4.00	3.00	3.00	3.00



Cultural Affairs Budget Summary by Program

Arts & Education—Program 683

Description

This program develops and manages children’s programming, educational performances and workshops, and exhibitions and activities in the Ansin Family Art Gallery. Programs include master classes and workshops, school performances, Little Broadway Summer Camp and additional educational opportunities. The exhibitions in the Ansin Family Art Gallery will be presented in partnership with prestigious local arts organizations and be offered as further educational opportunities for schools, community organizations, and the public. (In FY20, this program was renamed from Education and Gallery Services.)

Dedicated Revenues	Object Code	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Souvenirs	347350	\$ 113	\$ 38	\$ —	\$ —	\$ 750
Registration Fees - EDU Programs	347308	5,788	1,669	2,500	2,500	2,500
Ticket Sales	347339	21,250	13,189	—	—	22,500
Summer Programs	347210	77,806	47	75,000	75,000	77,000
Program Support - Education	366212	3,250	—	5,000	5,000	5,000
Total		\$ 108,207	\$ 14,943	\$ 82,500	\$ 82,500	\$ 107,750

Expenditures by Category

Personnel Services	\$ 466,378	\$ 423,139	\$ 402,000	\$ 402,000	\$ 367,400
Operating Expense	131,678	120,939	129,832	113,232	192,400
Departmental Capital Outlay	—	—	—	—	—
Total	\$ 598,057	\$ 544,077	\$ 531,832	\$ 515,232	\$ 559,800

Percent of Time by Position

Arts & Education Administrator	1.00	1.00	1.00	1.00	1.00
Arts & Education Manager	1.00	1.00	—	—	—
Arts & Education Superintendent - Part time	0.50	0.50	0.50	—	—
Box Office Manager - Part time	—	—	—	0.50	—
Cultural Affairs Event Service Aide	1.00	1.00	1.00	1.00	1.00
Cultural Affairs Events & Activity Coordinator	1.00	1.00	1.00	1.00	1.00
Recreation Aide I (PT-Seasonal)	0.50	0.50	0.50	0.50	0.50
Recreation Aide III (2 PT-Seasonal)	1.00	1.00	1.00	1.00	1.00
Total	6.00	6.00	5.00	5.00	4.50

Cultural Affairs Budget Summary by Program

Food & Beverage Services—Program 684

Description

This program provides for sales, administration, supervision and management of all food & beverage activities at MCC and where contracted elsewhere for concessions and catering. This program is conducted with the consideration of regulatory guidelines delivered by the State of Florida for food, beverage, and liquor administration.

Dedicated Revenues	Object Code	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Banquet Hall Service Fee	347304	\$ 32,572	\$ 26,226	\$ 20,000	\$ 20,000	\$ 20,000
Concession-Food	347310	17,402	7,477	7,500	7,500	17,000
Concession-Beverage	347311	14,038	7,240	5,000	5,000	14,000
Concession-Alcohol	347312	76,534	42,637	37,500	37,500	75,000
Catering-Food	347313	40,785	45,268	37,500	37,500	37,500
Catering-Beverage	347314	13,264	5,456	3,750	3,750	13,000
Catering-Alcohol	347315	34,643	30,147	32,500	32,500	32,500
Reception Package	347316	31,682	44,572	125,000	125,000	245,000
Food & Beverage Svcs	347320	4,996	7,399	14,000	14,000	7,000
Food & Bev Staff- Reimbursable	347330	13,711	13,946	12,000	12,000	12,000
Rental-In House Equip-Banquet	362209	3,055	1,950	1,000	1,000	1,000
Rental-Banquet Hall	362215	119,582	31,356	62,500	62,500	100,000
Rental-Kitchen	362216	1,500	500	—	—	—
Rental-Small Wares	362217	5,675	2,535	3,750	3,750	5,000
Total		\$ 409,440	\$ 266,709	\$ 362,000	\$ 362,000	\$ 579,000

Expenditures by Category

Personnel Services	\$ 329,333	\$ 321,953	\$ 292,800	\$ 292,800	\$ 305,900
Operating Expense	237,971	313,742	571,132	509,089	268,900
Departmental Capital Outlay	—	—	—	—	—
Total	\$ 567,303	\$ 635,695	\$ 863,932	\$ 801,889	\$ 574,800

Percent of Time by Position

Banquet Manager	1.00	1.00	1.00	1.00	1.00
Cultural Affairs Event Service Aide	0.50	0.50	0.50	0.50	0.50
Event Services Supervisor	0.50	1.00	1.00	1.00	1.00
Program Administrator	0.50	—	—	—	—
Total	2.50	2.50	2.50	2.50	2.50



Chef Randy with Children at Cultural Arts Center

Cultural Affairs Budget Summary by Program

Theatre Production—Program 685

Description

This program provides for the planning, management and execution of productions and events in the theatre at MCC. Among these events and productions are those presented solely by MCC, presented with an external producer as co-producers, and by artistic companies in residence at MCC, as well as a variety of artistic, community and corporate events for which the theatre at MCC is rented.

Dedicated Revenues	Object Code	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Ticket Sales	347339	\$ 132,435	\$ 84,965	\$ 81,500	\$ 81,500	\$ 120,000
Box Office Svcs Fee	347340	10,806	300	150	150	25,000
Ticket Printing Fee-For Profit	347341	4,504	—	—	—	10,000
Credit Card Fee	347345	6,316	—	—	—	25,000
Facility Ticket Fee	347346	72,917	34,979	—	—	75,000
Internet Convenience Fee	347347	7,374	—	—	—	—
Marketing	347360	—	—	—	—	—
Production Staff Reimbursable	347371	108,540	28,847	—	—	100,000
Production Equipment Rental	347372	15,951	—	—	—	20,000
Production Outside Equip Renta	347373	42,513	26,300	—	—	40,000
Production Svcs Fee	347374	9,824	4,088	3,000	3,000	8,000
Production Svcs Incidental	347375	4,301	758	500	500	5,000
Theater Svcs Package	347380	51,207	23,209	30,000	30,000	50,000
Theater Svcs Package Half	347381	—	—	—	—	—
Theater Addtl Svc Frnt of Hou	347382	—	—	—	—	—
Theater Addtl Svc Fire Marshal	347385	—	—	—	—	1,000
Theater Insurance	347386	5,200	2,000	2,500	2,500	5,000
Rental-Theater	362205	148,735	123,632	54,000	54,000	120,000
Rental-Rooms	362206	3,510	700	5,000	5,000	1,000
Trfr Fr Fed Grant Fund	381162	—	60,000	—	15,000	—
Trfr Fr State & Cty Grant Fund	381163	9,512	—	—	—	—
Total		\$ 633,646	\$ 389,778	\$ 176,650	\$ 191,650	\$ 605,000

Expenditures by Category

Personnel Services	\$ 622,870	\$ 590,206	\$ 536,600	\$ 536,600	\$ 792,300
Operating Expense	1,105,215	1,042,582	514,433	505,933	1,204,089
Departmental Capital Outlay	1,233	6,430	—	100,215	10,300
Total	\$ 1,729,318	\$ 1,639,218	\$ 1,051,033	\$ 1,142,748	\$ 2,006,689

Percent of Time by Position

Box Office Manager	—	—	—	—	1.00
Cultural Affairs Event Service Aide	1.50	1.50	1.50	1.50	1.50
Cultural Affairs Events & Activity Coordinator	1.00	1.00	1.00	1.00	1.00
Cultural Affairs Events & Activity Coordinator Part	—	—	—	—	0.50
Events Services Supervisor	0.50	—	—	—	—
General Manager	1.00	1.00	1.00	1.00	1.00
Production Manager	—	—	—	—	1.00
Program Administrator	0.50	1.00	1.00	1.00	1.00
Total	4.50	4.50	4.50	4.50	7.00

Cultural Affairs Budget Summary by Program

Marketing and Sales Services—Program 682

Description

This program provided for the coordination and administration of marketing and promotional initiatives for MCC as an institution and for its events and programs. Marketing and Sales Services was in charge of managing multiple layers of promotion including advertising, marketing, press and publicity, social media engagement, and sponsorship fulfillment. In addition, this program was responsible for using new and existing community and industry partnerships to increase outreach capacity. This program was eliminated in the FY19 budget.

Dedicated Revenues	Object Code	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Marketing	347360	\$ 750	\$ —	\$ —	\$ —	\$ —

Expenditures by Category	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Personnel Services	\$ 1,660	\$ —	\$ —	\$ —	\$ —
Operating Expense	5,335	—	—	—	—
Departmental Capital Outlay	—	—	—	—	—
Total	\$ 6,995	\$ —	\$ —	\$ —	\$ —

Percent of Time by Position	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
None	—	—	—	—	—



Windows to World Art Work in MCC's Beautiful Garden Area

Cultural Affairs Budget Summary by Program

Theatre Facilities—Program 689

Description

This program managed the operation, maintenance and regulatory mandates required of this state-of-the-art theatre in our \$22 million, 51,575 sq. ft. cultural venue. This program was eliminated in the FY19 budget.

Dedicated Revenues	Object Code	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
None		\$ —	\$ —	\$ —	\$ —	\$ —
Expenditures by Category						
Personnel Services		\$ —	\$ —	\$ —	\$ —	\$ —
Operating Expense		2,103	88	—	—	—
Departmental Capital Outlay		—	—	—	—	—
Total		\$ 2,103	\$ 88	\$ —	\$ —	\$ —
Percent of Time by Position						
None		—	—	—	—	—



Dance Theater of Harlem Participants

Cultural Affairs Budget Summary by Program

Client Management Services—Program 680

Description

In FY17, the Client Management Services Program was replaced with Theatre Production and Theatre Facilities Programs.

	Object Code	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Dedicated Revenues						
Facility Ticket Fee	347346	\$ 66	\$ —	\$ —	\$ —	\$ —
Rental-Theatre	362205	—	(35,982)	—	—	—
Total		\$ 66	\$ (35,982)	\$ —	\$ —	\$ —
Expenditures by Category						
Personnel Services		\$ —	\$ —	\$ —	\$ —	\$ —
Operating Expense		44	—	—	—	—
Departmental Capital Outlay		—	—	—	—	—
Total		\$ 44	\$ —	\$ —	\$ —	\$ —

Cultural Affairs Expenditures by Object Code

Administration—001-68-100-573

Object #	Account Description	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Personnel Services						
601200	Employee Salaries	\$ 359,702	\$ 214,527	\$ 338,000	\$ 338,000	\$ 330,700
601205	Lump Sum Payout - Accrued Time	15,009	20,834	11,800	11,800	25,700
601210	Non-Pensionable Earnings	1,587	3,237	—	—	3,000
601215	Communication Stipend	2,898	5,526	3,900	3,900	5,900
601220	Longevity Pay	16	—	—	—	1,400
601400	Overtime-General	—	—	3,300	3,300	3,300
601410	Overtime-Holiday	—	—	700	700	700
602100	FICA & MICA	25,309	18,467	26,100	26,100	26,500
602210	Pension-General	11,506	—	—	—	—
602235	Pension-Senior Mgmt	53,400	49,908	78,100	78,100	71,000
602265	Pension-457	11,017	4,273	10,100	10,100	14,500
602300	Pmt In Lieu Of Insurance	65	—	—	—	6,200
602304	Health Insurance-PPO	78	—	—	—	—
602305	Health Insurance-HMO	14,143	8,555	8,100	8,100	—
602306	Dental Insurance-PPO	2,179	1,498	1,800	1,800	2,300
602309	Basic Life Insurance	1,047	581	1,000	1,000	900
602311	Long-Term Disability Ins	202	87	500	500	500
602312	HDHP Aetna	9,658	13,107	13,600	13,600	14,100
602313	HSA Payflex	3,375	2,450	2,700	2,700	2,700
602400	Workers' Compensation	42,600	55,100	54,300	54,300	54,300
	<i>Sub-Total</i>	553,790	398,150	554,000	554,000	563,700
Operating Expense						
603190	Prof Svcs-Other	12,626	—	30,000	30,000	—
603400	Contract Svcs-Other	1,926	—	—	—	—
603401	Janitorial Svcs	—	350	15,003	15,003	59,100
603455	Security Svcs	75,483	81,710	95,000	95,000	95,000
604001	Travel & Training	7,657	7,571	4,000	2,500	4,000
604100	Communication Svcs	2,925	—	—	—	—
604200	Postage	15,263	150	200	200	2,000
604301	Electricity Svcs	5,341	—	—	—	—
604400	Leased Equipment	300	—	—	—	—
604550	Health Ins Internal Serv Chg	—	3,400	2,900	2,900	1,600
604610	Fleet Internal Svcs Charge	3,003	3,000	2,800	2,800	2,500
604620	R&M Buildings	12,089	404	—	—	—
604700	Printing & Binding Svcs	39,037	—	—	—	—
604889	Marketing & Promotions	155,460	5,646	—	—	—
604916	Administrative Expense	—	1,126	5,500	5,500	—
604920	License & Permit Fees	—	215	6,500	6,500	6,500
604989	IT Internal Svcs Charge	23,500	25,600	19,300	19,300	23,500
604997	Other Operating Expenses	—	1,170	2,000	428	2,000
604998	Contingency	—	—	5,000	—	5,000
605100	Office Supplies	1,962	1,119	2,000	2,000	2,000
605120	Computer Operating Expenses	1,027	183	2,000	2,000	2,000
605220	Vehicle Fuel-On-Site	1,595	948	1,100	1,100	1,100
605225	Equip Gas Oil & Lube	—	—	500	500	500
605250	Noncap Furn (Item less 5000)	—	—	1,200	1,200	1,200
605251	Noncap Equip (Item less 5000)	647	—	900	900	900
605290	Other Operating Supplies	69	41	1,000	1,000	500
605410	Subscriptions & Memberships	4,320	2,295	1,600	1,600	1,600
605500	Training-General	—	—	1,000	1,000	1,000
605510	Tuition Reimbursement	—	—	5,000	—	—
	<i>Sub-Total</i>	364,230	134,929	204,503	191,431	212,000
	Total	\$ 918,020	\$ 533,079	\$ 758,503	\$ 745,431	\$ 775,700

Cultural Affairs Expenditures by Object Code

Arts & Education—001-68-683-573

Object #	Account Description	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Personnel Services						
601200	Employee Salaries	\$ 308,886	\$ 271,297	\$ 263,800	\$ 263,800	\$ 209,100
601205	Lump Sum Payout - Accrued Time	19,683	13,751	4,400	4,400	4,400
601210	Non-Pensionable Earnings	—	550	—	—	4,000
601215	Communication Stipend	293	1,901	700	700	700
601400	Overtime-General	2,762	349	3,500	3,500	3,500
601410	Overtime-Holiday	—	—	100	100	100
602100	FICA & MICA	26,088	22,943	20,600	20,600	16,800
602210	Pension-General	21,611	17,689	27,000	27,000	27,900
602235	Pension-Senior Mgmt	36,600	32,540	18,000	18,000	17,000
602265	Pension-457	5,182	5,404	3,000	3,000	3,000
602300	Pmt In Lieu Of Insurance	5,632	8,891	12,500	12,500	6,200
602305	Health Insurance-HMO	5,980	6,582	8,100	8,100	8,400
602306	Dental Insurance-PPO	779	719	200	200	1,200
602307	Dental Insurance-HMO	304	302	300	300	300
602309	Basic Life Insurance	1,120	922	800	800	600
602311	Long-Term Disability Ins	280	224	400	400	300
602312	HDHP Aetna	9,255	10,924	6,800	6,800	29,400
602313	HSA Payflex	2,025	2,450	1,400	1,400	4,100
602400	Workers' Compensation	19,900	25,700	30,400	30,400	30,400
	<i>Sub-Total</i>	466,378	423,139	402,000	402,000	367,400
Operating Expense						
603140	New Hire Screening	117	—	—	—	—
603190	Prof Svcs-Other	—	—	—	—	56,000
603400	Contract Svcs-Other	13,418	—	—	—	—
603480	Artist Contract	41,249	67,050	41,200	41,200	29,300
604001	Travel & Training	500	—	—	—	—
604300	Water/Wastewater Svcs	4,136	4,011	4,332	4,332	4,100
604500	Risk Internal Svcs Charge	2,900	2,300	500	500	2,100
604550	Health Ins Internal Serv Chg	—	3,200	2,500	2,500	1,300
604610	Fleet Internal Svcs Charge	1,201	1,700	1,600	1,600	1,400
604870	Public Education	2,850	—	—	—	—
604892	Art Gallery	10,450	12,583	20,000	26,000	26,900
604916	Administrative Expense	668	60	900	900	900
604989	IT Internal Svcs Charge	23,500	25,400	21,300	21,300	32,900
604991	Summer Programs	22,992	858	26,600	—	26,600
605220	Vehicle Fuel-On-Site	—	—	600	600	600
605225	Equip Gas Oil & Lube	—	—	300	300	300
605230	Program Supplies	7,697	3,776	10,000	10,000	10,000
605253	NonCap Public Art (less 5,000)	—	—	—	4,000	—
	<i>Sub-Total</i>	131,678	120,939	129,832	113,232	192,400
	Total	\$ 598,057	\$ 544,077	\$ 531,832	\$ 515,232	\$ 559,800

Cultural Affairs Expenditures by Object Code

Food & Beverage Services—001-68-684-579

Object #	Account Description	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Personnel Services						
601200	Employee Salaries	\$ 194,662	\$ 177,926	\$ 151,800	\$ 151,800	\$ 156,100
601205	Lump Sum Payout - Accrued Time	12,415	10,682	7,500	7,500	7,500
601210	Non-Pensionable Earnings	1,666	—	—	—	2,000
601215	Communication Stipend	1,930	1,973	2,000	2,000	2,000
601400	Overtime-General	5,242	10,395	5,300	5,300	5,300
601410	Overtime-Holiday	97	—	600	600	600
601412	Overtime-Emergency	358	—	—	—	—
602100	FICA & MICA	16,782	16,209	12,300	12,300	13,000
602210	Pension-General	8,504	3,997	4,400	4,400	4,300
602235	Pension-Senior Mgmt	17,600	17,468	19,800	19,800	18,800
602260	Pension-401	2,787	2,771	2,800	2,800	3,100
602265	Pension-457	3,268	3,855	3,900	3,900	4,000
602300	Pmt In Lieu Of Insurance	216	2,374	3,100	3,100	—
602305	Health Insurance-HMO	26,028	26,344	29,600	29,600	39,200
602306	Dental Insurance-PPO	1,090	1,135	1,200	1,200	1,500
602307	Dental Insurance-HMO	70	1	—	—	—
602309	Basic Life Insurance	470	219	400	400	400
602311	Long-Term Disability Ins	150	105	200	200	200
602400	Workers' Compensation	36,000	46,500	47,900	47,900	47,900
	<i>Sub-Total</i>	329,333	321,953	292,800	292,800	305,900
Operating Expense						
603400	Contract Svcs-Other	60,786	41,992	95,000	95,000	45,000
603401	Janitorial Svcs	36,128	129,712	40,000	110,000	40,000
603425	Software License & Maint	—	—	2,300	2,300	2,300
603460	Landscape Svcs	460	—	—	—	—
603470	Temporary Help	1,217	1,210	1,000	1,000	1,000
604300	Water/Wastewater Svcs	4,136	4,011	4,332	4,332	4,100
604302	Gas-Propane	1,769	1,513	1,600	1,600	1,600
604500	Risk Internal Svcs Charge	65,300	52,100	10,400	10,400	44,500
604550	Health Ins Internal Serv Chg	—	4,600	8,900	8,900	4,800
604610	Fleet Internal Svcs Charge	1,101	800	800	800	700
604625	R&M Equipment	4,825	8,821	20,000	6,992	20,000
604913	Reimbursable Event Costs	(4,100)	—	—	—	—
604916	Administrative Expense	275	99	500	500	500
604920	License & Permit Fees	1,670	2,168	2,000	2,000	2,000
604989	IT Internal Svcs Charge	13,100	12,100	15,200	15,200	18,300
605220	Vehicle Fuel-On-Site	42	—	600	600	600
605225	Equip Gas Oil & Lube	—	—	300	300	300
605230	Program Supplies	17,909	19,458	35,000	35,000	20,000
605235	General Food & Beverage	36,784	40,308	318,500	199,465	48,500
605247	Janitorial Supplies	3,947	3,257	3,700	3,700	3,700
605290	Other Operating Supplies	(7,381)	(8,408)	10,000	10,000	10,000
605500	Training-General	—	—	1,000	1,000	1,000
	<i>Sub-Total</i>	237,971	313,742	571,132	509,089	268,900
	Total	\$ 567,303	\$ 635,695	\$ 863,932	\$ 801,889	\$ 574,800

Cultural Affairs Expenditures by Object Code

Theatre Production—001-68-685-573

Object #	Account Description	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Personnel Services						
601200	Employee Salaries	\$ 410,930	\$ 339,989	\$ 275,400	\$ 275,400	\$ 478,200
601205	Lump Sum Payout - Accrued Time	8,058	11,732	7,100	7,100	7,100
601210	Non-Pensionable Earnings	—	—	—	—	6,000
601215	Communication Stipend	1,179	2,450	4,600	4,600	4,600
601400	Overtime-General	7,824	3,944	11,300	11,300	11,300
601410	Overtime-Holiday	97	—	200	200	200
601412	Overtime-Emergency	1,486	—	—	—	—
602100	FICA & MICA	33,037	27,623	22,000	22,000	35,000
602210	Pension-General	13,107	13,691	14,800	14,800	14,900
602235	Pension-Senior Mgmt	27,500	35,435	40,800	40,800	71,400
602260	Pension-401	2,595	2,771	2,800	2,800	3,100
602265	Pension-457	2,918	3,904	4,400	4,400	9,200
602300	Pmt In Lieu Of Insurance	4,057	7,596	3,100	3,100	6,200
602304	Health Insurance-PPO	7,556	15,109	14,100	14,100	14,600
602305	Health Insurance-HMO	21,031	13,803	12,100	12,100	29,400
602306	Dental Insurance-PPO	749	737	800	800	1,600
602307	Dental Insurance-HMO	288	406	500	500	500
602309	Basic Life Insurance	1,152	1,111	800	800	1,200
602311	Long-Term Disability Ins	324	194	400	400	600
602312	HDHP Aetna	2,933	11,010	21,500	21,500	—
602313	HSA Payflex	1,350	2,100	2,700	2,700	—
602400	Workers' Compensation	74,700	96,600	97,200	97,200	97,200
	<i>Sub-Total</i>	622,870	590,206	536,600	536,600	792,300
Operating Expense						
603190	Prof Svcs-Other	357,498	388,306	181,000	171,000	181,000
603400	Contract Svcs-Other	9,207	7,772	50,000	50,000	18,092
603401	Janitorial Svcs	25,500	—	—	—	44,097
603470	Temporary Help	689	—	1,000	1,000	1,000
604001	Travel & Training	1,264	25	300	300	300
604100	Communication Svcs	2,124	—	—	—	—
604300	Water/Wastewater Svcs	8,273	8,022	8,663	8,663	8,200
604301	Electricity Svcs	66,107	60,418	71,270	71,270	63,700
604500	Risk Internal Svcs Charge	97,000	77,300	15,400	15,400	65,800
604550	Health Ins Internal Serv Chg	—	6,700	7,900	7,900	4,200
604610	Fleet Internal Svcs Charge	4,205	3,500	3,200	3,200	2,900
604625	R&M Equipment	8,538	9,846	7,600	11,000	17,600
604630	R&M Electric	2,735	7,518	12,700	9,300	12,700
604890	Special Events-Other	1,412	28	200	200	200
604891	Theatre Productions	486,483	441,528	120,000	121,500	739,900
604916	Administrative Expense	2,175	—	—	—	—
604920	License & Permit Fees	395	132	—	—	—
604989	IT Internal Svcs Charge	26,100	27,300	27,300	27,300	36,500
605220	Vehicle Fuel-On-Site	68	—	600	600	600
605225	Equip Gas Oil & Lube	—	—	300	300	300
605240	Uniforms Cost	801	780	1,000	1,000	1,000
605247	Janitorial Supplies	4,642	3,408	6,000	6,000	6,000
	<i>Sub-Total</i>	1,105,215	1,042,582	514,433	505,933	1,204,089
Departmental Capital Outlay						
606400	Machinery & Equipment	—	—	—	100,215	—
606441	Vehicle Replacement Program	1,233	6,430	—	—	10,300
	<i>Sub-Total</i>	1,233	6,430	—	100,215	10,300
	Total	\$ 1,729,318	\$ 1,639,218	\$ 1,051,033	\$ 1,142,748	\$ 2,006,689

Cultural Affairs Expenditures by Object Code

Marketing & Sales Services—001-68-682-573

Object #	Account Description	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Personnel Services						
601200	Employee Salaries	\$ 1,542	\$ —	\$ —	\$ —	\$ —
602100	FICA & MICA	118	—	—	—	—
	<i>Sub-Total</i>	1,660	—	—	—	—
Operating Expense						
604001	Travel & Training	318	—	—	—	—
604910	Advertising Costs	5,017	—	—	—	—
	<i>Sub-Total</i>	5,335	—	—	—	—
	Total	\$ 6,995	\$ —	\$ —	\$ —	\$ —

Client Management Services—001-68-680-573

Object #	Account Description	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Operating Expense						
605220	Vehicle Fuel-On-Site	\$ 44	\$ —	\$ —	\$ —	\$ —
	<i>Sub-Total</i>	44	—	—	—	—
	Total	\$ 44	\$ —	\$ —	\$ —	\$ —

Theatre Facilities—001-68-689-573

Object #	Account Description	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Operating Expense						
604620	R&M Buildings	\$ 1,755	\$ —	\$ —	\$ —	\$ —
604891	Theatre Productions	—	88	—	—	—
604916	Administrative Expense	348	—	—	—	—
	<i>Sub-Total</i>	2,103	88	—	—	—
	Total	\$ 2,103	\$ 88	\$ —	\$ —	\$ —

Cultural Affairs Budget Justification

Object #	Account Description	Justification
Revenue		
347210	Summer Program	Summer camp registration fees collected at Miramar Youth Enrichment Center (Loc 10), Aquatics West (Loc 061), Sunset Lakes (Loc 70), and Ansin (Loc 90).
347304	Banquet Hall Service Fee	This revenue account records revenues resulting from a service charge on all Banquet Hall Service items.
347308	Registration Fees-EDU Programs	These fees are collected from participants in educational programs.
347310	Concession-Food	This revenue account is used to record revenues from concession sales of food.
347311	Concession-Beverage	This revenue account is used to record revenues from concession sales of non-alcoholic beverages.
347312	Concession-Alcohol	This revenue account records revenues from concession sales of alcoholic beverages.
347313	Catering-Food	This revenue account records revenues from sales of food at events which are priced for the client as "a la carte" and not as a package price.
347314	Catering-Beverage	This revenue account records revenues from sales of non-alcoholic beverages at events which are priced for the client as "a la carte" and not as a package price.
347315	Catering-Alcohol	This revenue account records revenues from sales of alcoholic beverages at events which are priced for the client as "a la carte" and not as a package price.
347316	Reception Package	To account for revenue related to package sales (weddings, breakfast, etc.).
347320	Food & Beverage Svcs	This revenue account records revenues from rentals of linen and decor in Food and Beverage Services.
347330	Food & Bev Staff- Reimbursable	This revenue account records revenues received from rental clients to pay for reimbursable labor for rental events such as servers and bartenders in Food and Beverage Services.
347339	Ticket Sales	Revenue from ticket sales at various City facilities and events.
347340	Box Office Svcs Fee	This revenue account serves to record revenues received from box office services fees charged as per Commission approved Price List and embedded in rental contracts.
347341	Ticket Printing Fee-For Profit	This revenue account serves to record revenues received from ticket printing fees charged to renters as per Commission approved Price List and embedded in rental contracts.
347345	Credit Card Fee	Credit card service fee of 2% to help recover credit card fees charged by our electronic vendors for all credit/debit card transactions. Fee is consistent with fees charged by other municipalities.
347346	Facility Ticket Fee	This revenue account serves to record revenues received from Facility Fee charged per ticket for all ticket types (except lap tickets and administrative comps) as embedded in contracts.
347350	Souvenirs	This account is used to budget for revenues as a result of sales of souvenirs.
347371	Production Staff Reimbursable	This revenue account serves to record revenues received as a reimbursement for as-needed production staff charges for rental productions.
347372	Production Equipment Rental	This revenue account serves to record revenues received from Production Equipment rented by MCC to renters at their option at rates embedded in contracts.
347373	Production Outside Equip Renta	This revenue account serves to record revenues received from Production Equipment rented by outside vendors at rates established in contracts.
347374	Production Svcs Fee	This revenue account is to record revenues received from Production Service charges calculated based on a percentage of production costs (minimum of \$200).
347375	Production Svcs Incidental	This revenue account serves to record revenues received from Production Service charge for incidentals as per Commission approved price list and at rates embedded in contracts.
347380	Theater Svcs Package	This revenue account records revenues received from rental clients for theater service package for rehearsal and performance days as specified in rental contracts.
347385	Theater Addtl Svc Fire Marsha	This revenue account records revenues received from additional Fire Marshall services through MCC.
347386	Theater Insurance	This revenue account records revenues from rental clients who purchase the required event insurance through MCC.
362205	Rental-Theater	For rental of the theatre at the Cultural Arts Center.
362206	Rental-Rooms	This revenue account serves to record revenues received from renters for renting the theatre.
362209	Rental-In House Equip-Banquet	This revenue account is used to record revenues from rental of in-house equipment to banquet hall rental clients.
362215	Rental-Banquet Hall	This revenue account is used to record revenues from banquet hall rental fees.
362217	Rental-Small Wares	This revenue account is used to record revenues from rental of plates, china, silverware, glassware, serving pieces, and similar portable small items to banquet hall rental clients.
366210	Prog Support-MCC Presents	This account is used to track revenue from CARE programs.
366212	Prog Support-Education	Revenues received from the Miramar Cultural Trust.
Expense		
601400	Overtime-General	This account represents costs for overtime that is necessary due to unforeseen administrative needs.



Cultural Affairs Budget Justification

Object #	Account Description	Justification
601410	Overtime-Holiday	This expenditure is for regular and overtime hours worked on contractual holidays per the individual collective bargaining agreements.
603190	Prof Svcs-Other	This cost is for professional services contracts related to RFP, Marketing, and Food & Beverage services for the MCC.
603400	Contract Svcs-Other	This cost is for annual and other contracts including the following: Pest Control, Pressure washing of exterior, Window Cleaning, Food and Beverage: Alarm Service-Fire, Security System Service Contract; Security Guard Services ,Carpet Cleaning, Elevator Maintenance, Generator Maintenance & Inspection, Generator Fuel, Pavers Maintenance in plaza & front of building, Cleaning Upholstery and Public Art Fountain (Botanical Garden) Event Setup and Breakdown Services, Emergency Spot Pressure Cleaning Alternative support services stipend for Theater. The budgeted amount of \$63,092 includes \$45,000 for program 684 and \$18,092 for program 685.
603401	Janitorial Svcs	The \$143,197 requested is to cover the contract for janitorial services. This budget is distributed as follows: \$59,100 (Program 100); \$40,000 (Program 684); \$44,097 (Program 685).
603425	Software License & Maint	This \$2,300 is to cover the cost of software licenses and maintenance fees for Venue Ops and Appetize.
603455	Security Svcs	The \$95,000 budget covers the cost for non-event related and non-building related security services at the MCC.
603470	Temporary Help	This account represents costs associated with providing additional professional staff for clerical support to maintain work flow during extended employee absences.
603480	Artist Contract	This \$29,300 is to cover payments of contracts with artists, for educational teaching artists.
604001	Travel & Training	This cost is for travel and training to attend annual meetings and conferences including National Association of Performing Arts Presenters' Conference (APAP), (South Arts) Performing Arts Exchange, and Americans for the Arts.
604200	Postage	This cost is for allocated postage, mail outs, Fedex and UPS charges.
604300	Water/Wastewater Svcs	This cost is for water and wastewater consumption.
604301	Electricity Svcs	This account represents allocated costs for electricity usage.
604302	Gas-Propane	This cost is for Food & Beverage Services use of propane gas for cooking purposes.
604500	Risk Internal Svcs Charge	This is restricted for allocated property and liability insurance premiums as provided by HR-Risk Management.
604550	Health Ins Internal Serv Chg	Funds the City's wellness program that encourage employees to adopt healthy habits through education, incentives and an on-site clinic.
604610	Fleet Internal Svcs Charge	This account represents costs associated with repair and maintenance of city vehicles.
604625	R&M Equipment	This cost is for repair and maintenance of various equipment.
604630	R&M Electric	This line item represents the costs for maintaining electrical systems for all City buildings and facilities and irrigation systems.
604890	Special Events-Other	This represents the cost necessary for the events and program activities.
604891	Theatre Productions	This \$416,500 funding request will cover artist and production fees for MCC presents.
604892	Art Gallery	This account records all expenses related to visual art exhibitions.
604916	Administrative Expense	To provide for various administrative expenses incurred.
604920	License & Permit Fees	This \$8,500 is for food and beverage license renewals.
604989	IT Internal Svcs Charge	This account is for technology related costs such as leased computers, internet, intranet, land lines, network, telephone, computer licenses, database needs and support services.
604991	Summer Programs	This cost is associated with all Cultural Affairs Arts & Education Programs including summer camp and after school activities, contracted teaching artist, field trip transportation, musical instruments, administration materials & show/class expenses.
604997	Other Operating Expenses	This represents the cost for expenses that are not budgeted in another line item and are emergency related.
604998	Contingency	This line item represents contingency funding for unanticipated expenses not budgeted in any other account.
605100	Office Supplies	This represents the cost for office supplies for staff.
605120	Computer Operating Expenses	These costs are for the Print Management Service Agreement and computer related items.
605220	Vehicle Fuel-On-Site	To provide fuel for City vehicles assigned to department.
605225	Equip Gas Oil & Lube	To provide for equipment maintenance (gas, oil, lube) for vehicles assigned to department.
605230	Program Supplies	This account is for program supplies to support Education and Gallery Services Activities including outreach events, promotions, receptions, and quarterly events at the MCC. The budget of \$30,000 includes \$10,000 for program 683 and \$20,000 for program 684.
605235	General Food & Beverage	This expense line item provides funds for purchase of food, beverage and alcohol to support events at the MCC. The budget request for FY22 is \$48,500.

Cultural Affairs Budget Justification

Object #	Account Description	Justification
605240	Uniforms Cost	This represents the cost of providing uniforms for all GAME members. The collective bargaining agreements provided for employees to receive uniforms and safety/special shoes.
605247	Janitorial Supplies	This cost is for various janitorial supplies such as paper products, light bulbs and other related items.
605250	Noncap Furn (Item less 5000)	This cost is for furniture and fixture that cost less than \$5,000 per item.
605251	Noncap Equip (Item less 5000)	This cost is for equipment that cost less than \$5,000 per item. The \$900 request will be for emergency equipment replacements at the Banquet Hall or the theater.
605290	Other Operating Supplies	The anticipated amount of funding is required for expenditures not budgeted in another line item.
605410	Subscriptions & Memberships	This cost is to maintain membership with professional associations, subscriptions and publications such as Volgistics, Florida Festival of Events (FEEA), Sun Sentinel, APAP membership and Florida Theatre Performing Arts.
605500	Training-General	This account represents the cost associated with training of personnel; such as the annual Crowd Management training for MCC staff and safety courses related to working with food items.
606441	Vehicle Replacement Program	This budgeted amount is for escrow for future vehicle replacements.



General Fund Non-Departmental



General Fund Non-Departmental

Description

The Non-Departmental budget is for expenditures that are not directly related to a specific operating department or for activities that are separate from departmental operations for control purposes. As such, goals, objectives, performance measures and accomplishments do not apply to this budget.

All General Fund departments benefit from this budget. Although no positions are assigned to this budget, personnel services are for retired employees pension, health and dental insurance, the City's portion of long term care insurance and medical insurance stipend. Operating expenses include debt service for short term debt payment and transfers out from the General Fund to other funds, including the Debt Service and Capital Projects Funds.

Expenditure Summary

Summary by Category	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Personnel Services	\$ 1,035,051	\$ 2,050,386	\$ 1,086,700	\$ 1,100,200	\$ 2,414,100
Operating Expense	3,285,902	3,400,193	3,227,300	3,605,421	3,529,300
Capital Outlay	118,367	284,953	—	638,448	—
Debt Service	391,770	474,954	475,200	475,200	475,200
Depreciation	—	—	—	—	—
Total Operating Expenditures	4,831,090	6,210,486	4,789,200	5,819,268	6,418,600
Transfer Out	8,080,469	12,820,720	9,986,120	10,238,520	12,090,350
Capital Asset Clearing	—	—	—	—	—
Grants & Aids	217,000	15,000	25,000	29,209	25,000
Other Uses	—	710,954	—	1,325,651	925,000
Appropriated Fund Balance	—	—	2,310,000	2,319,776	2,041,032
Total	\$ 13,128,559	\$ 19,757,161	\$ 17,110,320	\$ 19,732,424	\$ 21,499,982

Expenditure Detail Budget—001-70/90-000-519/581-000

Object #	Account Description	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Debt Service						
607183	Prin-2017 Motorola Lse-Radio	\$ 29,545	\$ 30,798	\$ 32,200	\$ 32,200	\$ 33,500
607184	Prin-2017 BOA M&P Radio Lse	244,095	248,623	253,300	253,300	258,000
607189	Prin-US Bancorp FF SCBA Lease	72,594	148,266	152,500	152,500	156,800
607283	Int-2017 Motorola Lse-Radio Eq	8,360	7,107	5,800	5,800	4,500
607284	Int-2017 BOA M&P Radio Lse	26,586	22,058	17,500	17,500	12,800
607289	Int -US Bancorp FF SCBA Lease	10,590	18,102	13,900	13,900	9,600
	<i>Sub-Total</i>	391,770	474,954	475,200	475,200	475,200
	Total	\$ 391,770	\$ 474,954	\$ 475,200	\$ 475,200	\$ 475,200

General Fund Non-Departmental

Expenditure Detail Budget—001-70/90-000-519/581-000

Object #	Account Description	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Personnel Services						
602245	Pension-Retiree	\$ 162,901	\$ 161,467	\$ 171,000	\$ 171,000	\$ 171,000
602308	Long-Term Care Insurance	—	—	1,100	1,100	1,100
602315	GAME Retiree Health & Dental	51,227	42,837	42,600	42,600	281,700
602316	PBA Retiree Health & Dental	—	—	—	—	316,100
602318	NonRep Retiree Health & Dental	401,975	343,725	420,000	389,500	599,600
602319	IAFF Retiree Stipend	—	22,863	—	30,500	30,500
602320	PBA Retiree Stipend	263,800	296,480	269,500	269,500	330,000
602321	GAME Retiree Stipend	39,060	43,300	41,500	41,500	43,100
602322	Non-Rep Retiree Stipend	116,088	139,715	141,000	154,500	141,000
602600	OPEB	—	1,000,000	—	—	500,000
	<i>Sub-Total</i>	1,035,051	2,050,386	1,086,700	1,100,200	2,414,100
Operating Expense						
603190	Prof Svcs-Other	314,696	345,599	320,800	505,780	344,800
603192	Consulting Services	123,409	2,800	84,900	114,900	84,900
603401	Janitorial Svcs	—	57,157	—	134,300	—
603415	Debris Removal	3,751	—	—	—	—
603425	Software License & Maint	—	124,984	—	—	—
603601	Firefighters Pension Benefits	1,070,720	1,160,486	1,000,000	1,000,000	1,200,000
603602	Police Officers Pension Benef	1,209,810	1,231,452	1,100,000	1,100,000	1,300,000
604001	Travel & Training	27,280	—	—	—	—
604440	Leased Copiers	111,317	—	—	—	—
604550	Health Ins Internal Serv Chg	—	66,700	133,500	133,500	72,200
604684	Rental Assistance	—	—	—	50,000	—
604860	Economic Developmnt Activities	—	—	—	126,550	—
604889	Marketing & Promotions	161,318	85,959	—	171,690	50,000
604890	Special Events-Other	10,877	38,676	14,000	163,900	14,000
604901	Credit Card Svc Fees	1,909	1,182	1,900	1,900	1,900
604902	P-Card Service Fees	8,581	8,731	—	—	10,000
604905	Bank Svc Charges	1,552	9,092	5,000	5,000	9,100
604916	Administrative Expense	—	4,148	—	—	—
604930	Record Storage Charges	28,185	33,767	23,400	44,100	—
604966	U.S. Census	—	26,404	—	—	—
604986	Interest Expense	—	7,500	—	—	23,400
604995	Special Assessment Expense	18,831	18,804	18,800	18,800	19,000
604998	Contingency	98,045	—	500,000	4,000	375,000
605120	Computer Operating Expenses	—	99,723	—	—	—
605251	Noncap Equip (Item less 5000)	25,714	56,656	—	—	—
605295	Hurricane Supplies	69,907	20,376	25,000	25,000	25,000
605410	Subscriptions & Memberships	—	—	—	3,000	—
605500	Training-General	—	—	—	3,000	—
	<i>Sub-Total</i>	3,285,902	3,400,193	3,227,300	3,605,421	3,529,300

General Fund Non-Departmental

Expenditure Detail Budget—001-70/90-000-519/581-000

Object #	Account Description	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Departmental Capital Outlay						
606200	Buildings/Structures	—	—	—	18,600	—
606210	Building Renovation	25,000	—	—	25,250	—
606211	Minor Building Repairs	93,367	4,700	—	92,178	—
606400	Machinery & Equipment	—	40,707	—	362,387	—
606470	Computer Equipment	—	12,280	—	—	—
606471	Software	—	227,267	—	140,033	—
	<i>Sub-Total</i>	118,367	284,953	—	638,448	—
Grants & Aids						
608250	Economic Incentive	200,000	—	—	—	—
608306	Grants to others	17,000	15,000	25,000	29,209	25,000
	<i>Sub-Total</i>	217,000	15,000	25,000	29,209	25,000
Other Uses						
609980	Emergency Preparedness	—	710,954	—	1,325,651	925,000
	<i>Sub-Total</i>	—	710,954	—	1,325,651	925,000
Appropriated Fund Balance						
609990	Appropriated Fund Balance	—	—	2,310,000	2,319,776	2,041,032
	<i>Sub-Total</i>	—	—	2,310,000	2,319,776	2,041,032
Transfers						
691006	Transfer to Economic Dev Fd	—	3,300,000	—	—	—
691170	Trfr to Affordable Housing Tr	—	—	—	—	2,000,000
691201	Trfr To Debt Service	306,500	763,800	517,650	545,050	949,700
691203	Trfr To CIP Rev Bond	4,098,100	4,875,900	4,845,200	4,845,200	5,045,500
691204	Trfr To Debt Svcs	2,241,600	1,921,300	4,321,670	4,321,670	683,700
691205	Trf to Spec.Oblig.Ref Bd 2021	—	—	—	—	218,900
691395	Trfr To Capital Projects	1,434,269	1,959,720	—	225,000	2,914,350
691410	Trfr To Utility	—	—	301,600	301,600	278,200
	<i>Sub-Total</i>	8,080,469	12,820,720	9,986,120	10,238,520	12,090,350
	Total	12,736,790	19,282,207	16,635,120	19,257,224	21,024,782
Grand Total		\$ 13,128,559	\$ 19,757,161	\$ 17,110,320	\$ 19,732,424	\$ 21,499,982



General Fund Non-Departmental Budget Justification

Object #	Account Description	Justification
Expense		
602245	Pension-Retiree	This account is for the annual pension amount for employees per IRS Code.
602308	Long-Term Care Insurance	This is the City's portion for long term care insurance.
602315	GAME Retiree Health & Dental	This account includes costs associated with retired employee health and dental insurance benefits provided by Collective Bargaining Agreements.
602316	PBA Retiree Health & Dental	This account includes costs associated with retired employee health and dental insurance benefits for PBA employees.
602318	NonRep Retiree Health & Dental	This account includes costs associated with retired employee health and dental insurance benefits for non-represented employees.
602319	IAFF Retiree Stipend	This account includes costs associated with retired employee stipend payments provided by Collective Bargaining Agreements.
602320	PBA Retiree Stipend	This account includes costs associated with retired employee stipend payments provided by Collective Bargaining Agreements.
602321	GAME Retiree Stipend	This account includes costs associated with retired employee stipend payments provided by Collective Bargaining Agreements.
602322	Non-Rep Retiree Stipend	This account includes costs associated with retired employee stipend payments provided to non-represented employees.
602600	OPEB	This line item represents funds committed to the OPEB Trust Fund.
603190	Prof Svcs-Other	This is for benefits and other related outside professional services.
603192	Consulting Services	This is for legal governmental consulting services.
603601	Firefighters Pension Benefits	This account is a pass through for revenues (312510) provided by the State to help fund Fire Pensions per F.S. 175. The revenues are generated based on a tax on property and casualty insurance policies.
603602	Police Officers Pension Benef	This account is a pass through for revenues (312520) provided by the State to help fund Police Pensions per F.S. 185. The revenues are generated based on a tax on property and casualty insurance policies.
604550	Health Ins Internal Serv Chg	Funds the City's wellness program that encourage employees to adopt healthy habits through education, incentives and an on-site clinic.
604889	Marketing & Promotions	This represents the costs associated with marketing materials relating to Covid-19.
604890	Special Events-Other	This account represents funding for City events that are not sponsored by a specific department.
604901	Credit Card Svc Fees	Bank charges for handling credit card payments.
604902	P-Card Service Fees	This line item represents service fees for P-card purchases.
604905	Bank Svc Charges	This is for analyzed bank services charges for handling Pooled cash accounts. Allocated amount is based on each fund cash balance.
604986	Interest Expense	This account is used to budget for an inter-fund transfer to the Utility Fund for repayment of a \$2 million internal loan - Interest Payment
604995	Special Assessment Expense	This cost is associated with the addition of the Fire Protection Assessment to the annual TRIM notice mailed out by the Broward County Property Appraiser.
604998	Contingency	This is for one time expenditures that are not budgeted in another line item.
605295	Hurricane Supplies	This represents possible anticipated hurricane supplies cost for all situations not budgeted in the departmental budgets.
608306	Grants to others	This account represents funding assistance to non-for-profit organizations that help better the City of Miramar community.
609980	Emergency Preparedness	To provide funding for emergency preparedness, for but not limited to Covid-19 related items.
609990	Appropriated Fund Balance	These are revenues above the expense levels that will be appropriated back to fund balance in order to fund the Pension Trust Fund and governmental services to the extent of the revenue loss, immediate economic stabilization, COVID-19 response efforts and support for infrastructure.
691170	Trfr to Affordable Housing Tr	This line item represents a transfer out to Affordable Housing.
691201	Trfr To Debt Service	Funds to be transferred to the Debt Service Fund in this category will be used to pay the 2017 CIP Loan.
691203	Trfr To CIP Rev Bond	These funds will be used for debt service payment on 2015 CIP Refunding Revenue Bonds, the financing of five Fire-Rescue vehicles, and bank charges.
691204	Trfr To Debt Svcs	These funds will be used for the debt service payment on the Special Obligation Refunding and Improvement Revenue Bonds, Series 2013.
691205	Trf to Spec.Oblig.Ref Bd 2021	Funds to be transferred to the Debt Service Fund in this category will be used to pay the Taxable Special Obligation Refunding Bonds, Series 2021.

General Fund Non-Departmental Budget Justification

Object #	Account Description	Justification
<i>Expense</i>		
691395	Trfr To Capital Projects	This line item represents a transfer out to the Capital Projects Fund in order to fund Capital Improvement (CIP) projects.
691410	Trfr To Utility	This account is used to budget for an inter-fund transfer to the Utility Fund for repayment of a \$2 million internal loan - Principal Payment



General Fund Debt Service Budget Justification

Object #	Account Description	Justification
<u>Expense</u>		
607183	Prin-2017 Motorola Lse-Radio	This is the Principal for the 2017-Motorola Back-Up Radio System Equipment 7-Year Lease. Principal and Interest is due annually from March 1, 2018 through March 1, 2024.
607184	Prin-2017 BOA M&P Radio Lse	This is the Principal for the 2017-Motorola Portable and Mobile Radios 7-Year Lease.
607189	Prin-US Bancorp FF SCBA Lease	This is the Principal portion for the U.S. Bancorp Lease for the Self Contained Breathing Apparatus (SCBA) (73). Principal and Interest are paid quarterly on May 15, August 15, November 15 and February 15. First payment due May 15, 2019 and final payment due February 15, 2024.
607283	Int-2017 Motorola Lse-Radio Eq	This is the Interest for the 2017-Motorola Back-Up Radio System Equipment 7-Year Lease. Principal and Interest is due annually from March 1, 2018 through March 1, 2024.
607284	Int-2017 BOA M&P Radio Lse	This is the Interest for the 2017-Motorola Portable and Mobile Radios 7-Year Lease.
607289	Int -US Bancorp FF SCBA Lease	This is the Interest portion for the U.S. Bancorp Lease for the Self Contained Breathing Apparatus (SCBAs) (73). Principal and Interest are paid quarterly on May 15, August 15, November 15 and February 15. First payment due May 15, 2019 and final payment due February 15, 2024.

Billboard Revenue Sub-Fund

Description Fund 005

The Billboard Revenue sub-fund was created to track the revenues from the four (4) billboards that the City of Miramar currently licenses on City property.

Revenues and Expenditures Budget Summary

	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Beginning Fund Balance	\$ —	\$ —	\$ 931,068	\$ 931,068	\$ 926,368
Revenues By Category					
General Taxes	—	—	—	—	—
Permits, Fees, Special Assessment	—	—	—	—	—
Intergovernmental Revenues	—	—	—	—	—
Charges for Services	—	930,500	1,125,000	615,200	825,000
Fines & Forfeitures	—	—	—	—	—
Miscellaneous Revenues	—	568	—	—	200
Appropriation of Fund Balance	—	—	—	4,700	—
Transfer In	—	—	—	—	—
Total	\$ —	\$ 931,068	\$ 1,125,000	\$ 619,900	\$ 825,200
Expenditures By Category					
Personnel Services	—	—	—	—	—
Operating Expense	—	—	—	—	—
Capital Outlay	—	—	—	—	—
Grants & Aids	—	—	—	—	—
Total Operating Expenditures	—	—	—	—	—
Capital Improvement Program	—	—	—	—	—
Capital Asset Clearing	—	—	—	—	—
Other Uses	—	—	—	—	—
Debt Service	—	—	—	—	—
Transfers	—	—	1,125,000	619,900	825,200
Appropriated Fund Balance	—	—	—	—	—
Total	\$ —	\$ —	\$ 1,125,000	\$ 619,900	\$ 825,200
Excess/Deficiency	—	931,068	—	—	—
Appropriated Fund Balance	—	—	—	—	—
Appropriation of Fund Balance	—	—	—	(4,700)	—
Ending Fund Balance	\$ —	\$ 931,068	\$ 931,068	\$ 926,368	\$ 926,368



Billboard Revenue Sub-Fund

Revenue Projections

Object #	Account Description	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Charges for Services						
349011	Billboard revenue	—	930,500	1,125,000	615,200	825,000
	<i>Sub-Total</i>	—	930,500	1,125,000	615,200	825,000
Miscellaneous Revenues						
361200	Dividend Income	—	568	—	—	200
	<i>Sub-Total</i>	—	568	—	—	200
	Total	\$ —	\$ 931,068	\$ 1,125,000	\$ 615,200	\$ 825,200

Expenditure Detail Budget—005-90-581-000-

Object #	Account Description	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Operating Expense						
691001	Trfr To General Fund	—	—	505,100	—	370,500
691201	Trfr To Debt Service	—	—	619,900	619,900	454,700
	<i>Sub-Total</i>	—	—	1,125,000	619,900	825,200
	Total	\$ —	\$ —	\$ 1,125,000	\$ 619,900	\$ 825,200

Billboard Revenue Sub-Fund Budget Justification

Object #	Account Description	Justification
Revenue		
349011	Billboard revenue	This represents revenues expected by the City for the rights to operate four billboards on City land.
361200	Dividend Income	This represents the return earned on the Wells Fargo Government Money Market Fund Sweep account.
Expense		
691001	Trfr To General Fund	This represents funds transferred to the General Fund from revenues received for the rights to operate four billboards on City land.
691201	Trfr To Debt Svcs	Funds to be transferred to the Debt Service Fund in this category will be used to pay the 2020 Bank Loan.

Economic Development Sub-Fund

Description Fund 006

This sub-fund was established in Fiscal Year 2018 (Resolution No. 18-146) to support Historic Miramar improvements and redevelopment initiatives, as well as, other citywide economic development efforts. This dedicated funding source supports economic development activities to diversify Miramar's tax base to enhance economic competitiveness and resilience; expand urban innovation and revitalization activities; leverage Miramar's cultural arts, entertainment and sports assets; create a unique sense of place in Miramar, and tie together Miramar's distinct neighborhood subareas into a cohesive city.

Revenues and Expenditures Budget Summary

	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Beginning Fund Balance	\$ —	\$ —	\$ 1,725,392	\$ 1,725,392	\$ 1,067,392
Revenues By Category					
General Taxes	—	—	—	—	—
Permits, Fees, Special Assessment	—	—	—	—	—
Intergovernmental Revenues	—	—	—	—	—
Charges for Services	—	—	92,000	92,000	50,000
Fines & Forfeitures	—	—	—	—	—
Miscellaneous Revenues	—	41,967	—	—	—
Appropriation of Fund Balance	—	—	750,000	750,000	—
Transfer In	—	3,300,000	—	—	—
Total	\$ —	\$ 3,341,967	\$ 842,000	\$ 842,000	\$ 50,000
Expenditures By Category					
Personnel Services	—	—	—	—	—
Operating Expense	—	18,850	—	—	—
Capital Outlay	—	—	—	—	—
Grants & Aids	—	1,597,725	750,000	750,000	50,000
Total Operating Expenditures	—	1,616,575	750,000	750,000	50,000
Capital Improvement Program	—	—	—	—	—
Capital Asset Clearing	—	—	—	—	—
Other Uses	—	—	—	—	—
Debt Service	—	—	—	—	—
Transfers	—	—	—	—	—
Appropriated Fund Balance	—	—	92,000	92,000	—
Total	\$ —	\$ 1,616,575	\$ 842,000	\$ 842,000	\$ 50,000
Excess/Deficiency	—	1,725,392	—	—	—
Appropriated Fund Balance	—	—	92,000	92,000	—
Appropriation of Fund Balance	—	—	(750,000)	(750,000)	—
Ending Fund Balance	\$ —	\$ 1,725,392	\$ 1,067,392	\$ 1,067,392	\$ 1,067,392

Economic Development Sub-Fund

Revenue Projections

Object #	Account Description	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
<u>Charges for Services</u>						
349011	Billboard revenue	—	—	20,000	20,000	20,000
349014	Bus Benches CARE	—	—	72,000	72,000	30,000
	<i>Sub-total</i>	—	—	92,000	92,000	50,000
<u>Miscellaneous Revenues</u>						
369915	P-Card Rebates	—	41,967	—	—	—
	<i>Sub-total</i>	—	41,967	—	—	—
<u>Other Sources</u>						
381001	Trfr Fr General Fund	—	3,300,000	—	—	—
399999	Appropriation Of Fund Balance	—	—	750,000	750,000	—
	<i>Sub-total</i>	—	3,300,000	750,000	750,000	—
	Total	\$ —	\$ 3,341,967	\$ 842,000	\$ 842,000	\$ 50,000

Expenditure Detail Budget—006-43-432-552-000-/006-90-000-519-

Object #	Account Description	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
<u>Operating Expense</u>						
604889	Marketing & Promotions	—	18,850	—	—	—
	<i>Sub-total</i>	—	18,850	—	—	—
<u>Grants & Aids</u>						
608250	Economic Incentive	—	1,597,725	750,000	750,000	50,000
	<i>Sub-total</i>	—	1,597,725	750,000	750,000	50,000
<u>Other</u>						
609990	Appropriated Fund Balance	—	—	92,000	92,000	—
	<i>Sub-total</i>	—	—	92,000	92,000	—
	Total	\$ —	\$ 1,616,575	\$ 842,000	\$ 842,000	\$ 50,000

Economic Development Sub-Fund Budget Justification

Object #	Account Description	Justification
<u>Revenue</u>		
349011	Billboard revenue	This represents a portion of the revenues expected by the City for the rights to operate four billboards on City land. These revenues are pledged towards economic development activities in Historic Miramar.
349014	Bus Benches CARE	This represents a portion of the revenues expected by the City to grant the contractor the right and privilege to operate approximately 150 bus benches and bus shelters, and 10 free standing digital kiosks. These revenues are pledged to be utilized with the C.A.R.E. Program.
<u>Expense</u>		
608250	Economic Incentive	These monies will be used as matching grants to those businesses in Historic Miramar that show an economic need to improve their facades or general structures. Those businesses that are excluded from receiving Federal, State or County grants will be prioritized.





Special Revenue Funds

Description

Special Revenue Funds are used to account for revenues that are legally restricted or committed to expenditures for a specific purpose other than debt service or capital projects. Currently, the City has eight Special Revenue Funds.

Revenues and Expenditures Summary

Revenue By Category	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget	
General Taxes	\$ —	\$ —	\$ —	\$ —	\$ —	
Permits, Fees, Special Assessment	—	—	—	—	—	
Intergovernmental Revenues	8,621,159	3,384,753	7,165,430	26,137,323	6,696,830	
Charges for Services	1,685,677	1,518,018	1,709,300	1,457,000	1,669,500	
Fines & Forfeitures	373,373	90,103	12,100	139,479	10,400	
Miscellaneous Revenues	59,405	17,573	200	1,513	200	
Other Sources	—	—	—	1,087,132	—	
Transfer In	—	—	—	100,000	2,000,000	
Total	\$ 10,739,614	\$ 5,010,447	\$ 8,887,030	\$ 28,922,447	\$ 10,376,930	
Expenditures by Category						
Personnel Services	\$ 1,612,349	\$ 1,880,611	\$ 1,578,500	\$ 2,104,295	\$ 1,469,500	
Operating Expense	2,515,212	1,581,642	603,330	6,733,376	755,530	
Capital Outlay	143,551	215,404	—	230,302	—	
Grants & Aids	53,420	63,000	10,000	568,105	10,000	
Total Operating Expenditures	\$ 4,324,532	\$ 3,740,657	\$ 2,191,830	\$ 9,636,077	\$ 2,235,030	
Capital Improvement Program	\$ 5,471,610	\$ 803,905	\$ —	\$ 397,494	\$ —	
Capital Asset Clearing	—	—	—	—	—	
Donations	5,000	—	—	—	—	
Other Uses	—	—	—	293,564	—	
Transfers	1,302,056	1,073,684	6,655,400	17,861,076	6,141,900	
Appropriated Fund Balance	—	—	39,800	734,236	2,000,000	
Total	\$ 11,103,198	\$ 5,618,246	\$ 8,887,030	\$ 28,922,447	\$ 10,376,930	
Revenues	Fund #					
Police Education	110	\$ 11,010	\$ 7,204	\$ 12,300	\$ 12,300	\$ 10,600
Public Safety Outside Services	145	1,685,677	1,518,018	1,709,300	1,457,000	1,669,500
Law Enforcement Trust	160	405,022	97,660	—	1,215,824	—
Federal Grants	162	1,006,008	931,468	6,144,155	19,930,868	5,630,655
State & County Grants	163	5,863,635	1,203,990	311,245	963,963	311,245
Neighborhood Stabilization Prog (NSP)	164	100,166	86,086	—	819,016	—
S.H.I.P.	166	822,947	339,052	—	1,426,689	—
Community Develop Block Grant (CDBG)	167	845,148	826,970	710,030	2,996,788	754,930
Affordable Housing Trust	170	—	—	—	100,000	2,000,000
Total		\$ 10,739,614	\$ 5,010,447	\$ 8,887,030	\$ 28,922,447	\$ 10,376,930
Expenditures						
Police Education	110	\$ 206	\$ 279	\$ 12,300	\$ 12,300	\$ 10,600
Public Safety Outside Services	145	1,710,802	1,668,376	1,709,300	1,457,000	1,669,500
Law Enforcement Trust	160	765,882	564,837	—	1,215,824	—
Federal Grants	162	1,006,008	931,468	6,144,155	19,930,868	5,630,655
State & County Grants	163	5,863,635	1,203,990	311,245	963,963	311,245
Neighborhood Stabilization Prog (NSP)	164	100,166	86,086	—	819,016	—
S.H.I.P.	166	811,350	336,240	—	1,426,689	—
Community Develop Block Grant (CDBG)	167	845,148	826,970	710,030	2,996,788	754,930
Affordable Housing Trust	170	—	—	—	100,000	2,000,000
Total		\$ 11,103,198	\$ 5,618,246	\$ 8,887,030	\$ 28,922,447	\$ 10,376,930



Police Education Fund

Description Fund 110

This fund was established to pay for law enforcement officers training costs. Revenues are associated with the two dollars the City receives from each paid traffic citation, which by State Statute, must be used to further City's Police Officers education.

Revenues and Expenditures Summary

	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Beginning Fund Balance	\$ 79,480	\$ 90,285	\$ 97,210	\$ 97,210	\$ 97,210
Revenues By Category					
General Taxes	\$ —	\$ —	\$ —	\$ —	\$ —
Permits, Fees, Special Assessment	—	—	—	—	—
Intergovernmental Revenues	—	—	—	—	—
Charges for Services	—	—	—	—	—
Fines & Forfeitures	10,818	7,069	12,100	12,100	10,400
Miscellaneous Revenues	193	135	200	200	200
Appropriation of Fund Balance	—	—	—	—	—
Transfer In	—	—	—	—	—
Total	\$ 11,010	\$ 7,204	\$ 12,300	\$ 12,300	\$ 10,600
Expenditures By Category					
Personnel Services	\$ —	\$ —	\$ —	\$ —	\$ —
Operating Expense	206	279	12,300	12,300	10,600
Capital Outlay	—	—	—	—	—
Grants & Aids	—	—	—	—	—
Total Operating Expenditures	206	279	12,300	12,300	10,600
Capital Improvement Program	—	—	—	—	—
Capital Asset Clearing	—	—	—	—	—
Other Uses	—	—	—	—	—
Debt Service	—	—	—	—	—
Transfers	—	—	—	—	—
Appropriated Fund Balance	—	—	—	—	—
Total	\$ 206	\$ 279	\$ 12,300	\$ 12,300	\$ 10,600
Excess/Deficiency	\$ 10,805	\$ 6,925	\$ —	\$ —	\$ —
Appropriated Fund Balance	—	—	—	—	—
Appropriation of Fund Balance	—	—	—	—	—
Ending Fund Balance	\$ 90,285	\$ 97,210	\$ 97,210	\$ 97,210	\$ 97,210

Police Education Fund

Revenue Projections

Object #	Account Description	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
<u>Fines and Forfeitures</u>						
351501	Traffic Court Fines-PD Ed	\$ 10,818	\$ 7,069	\$ 12,100	\$ 12,100	\$ 10,400
	<i>Sub-total</i>	10,818	7,069	12,100	12,100	10,400
<u>Miscellaneous Revenues</u>						
361100	Int Earnings	193	135	200	200	200
	<i>Sub-total</i>	193	135	200	200	200
	Total	\$ 11,010	\$ 7,204	\$ 12,300	\$ 12,300	\$ 10,600

Expenditure Detail Budget—110-20-000-529-000-

Object #	Account Description	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
<u>Operating Expense</u>						
604905	Bank Svc Charges	\$ 206	\$ 279	\$ 200	\$ 200	\$ 300
605500	Training-General	—	—	12,100	12,100	10,300
	Total	\$ 206	\$ 279	\$ 12,300	\$ 12,300	\$ 10,600

Budget Justification

Object #	Account Description	Justification
<u>Revenue</u>		
351501	Traffic Court Fines-PD Ed	Two dollars (\$2.00) are received from each paid traffic citation issued within the corporate limits of the City. These revenues are based on historical data and anticipated growth.
361100	Int Earnings	Revenues received from interest and Pooled cash earnings allowance and allocated across funds based on the cash balance of each fund as compared to the total cash, unless directly related to a specific investment instrument.
<u>Expense</u>		
604905	Bank Svc Charges	This is for analyzed bank services charges for handling Pooled cash accounts. Allocated amount is based on each fund cash balance.
605500	Training-General	This is for outside training and subject matter experts and includes registration fees. It is also to purchase materials needed to support training activities, such as range materials, training suits and floor mats, etc.

Public Safety Outside Services Fund

Description Fund 145

This fund was established to account for revenues and expenditures associated with services provided by off-duty police officers and firefighters in private customer details to various businesses and homeowner associations.

Revenues and Expenditures Summary

	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Beginning Fund Balance	\$ 212,917	\$ 187,791	\$ 37,433	\$ 37,433	\$ 77,233
Revenues By Category					
General Taxes	\$ —	\$ —	\$ —	\$ —	\$ —
Permits, Fees, Special Assessment	—	—	—	—	—
Intergovernmental Revenues	—	—	—	—	—
Charges for Services	1,685,677	1,518,018	1,709,300	1,457,000	1,669,500
Fines & Forfeitures	—	—	—	—	—
Miscellaneous Revenues	—	—	—	—	—
Appropriation of Fund Balance	—	—	—	—	—
Transfer In	—	—	—	—	—
Total	\$ 1,685,677	\$ 1,518,018	\$ 1,709,300	\$ 1,457,000	\$ 1,669,500
Expenditures By Category					
Personnel Services	\$ 1,510,802	\$ 1,468,376	\$ 1,469,500	\$ 1,217,200	\$ 1,469,500
Operating Expense	—	—	—	—	—
Capital Outlay	—	—	—	—	—
Grants & Aids	—	—	—	—	—
Total Operating Expenditures	\$ 1,510,802	\$ 1,468,376	\$ 1,469,500	\$ 1,217,200	\$ 1,469,500
Capital Improvement Program	—	—	—	—	—
Capital Asset Clearing	—	—	—	—	—
Other Uses	—	—	—	—	—
Debt Service	—	—	—	—	—
Transfers	200,000	200,000	200,000	200,000	200,000
Appropriated Fund Balance	—	—	39,800	39,800	—
Total	\$ 1,710,802	\$ 1,668,376	\$ 1,709,300	\$ 1,457,000	\$ 1,669,500
Excess/Deficiency	\$ (25,126)	\$ (150,358)	\$ —	\$ —	\$ —
Appropriated Fund Balance	—	—	39,800	39,800	—
Appropriation of Fund Balance	—	—	—	—	—
Ending Fund Balance	\$ 187,791	\$ 37,433	\$ 77,233	\$ 77,233	\$ 77,233

Revenue Projections

Object #	Account Description	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Charges for Services						
342140	Police Special Details	\$ 1,408,865	\$ 1,250,275	\$ 1,500,000	\$ 1,247,700	\$ 1,460,200
342150	PD Special Detail Admin Fee	230,036	203,553	200,000	200,000	200,000
342200	Fire Special Details	46,776	64,190	9,300	9,300	9,300
	<i>Sub-total</i>	1,685,677	1,518,018	1,709,300	1,457,000	1,669,500
	Total	\$ 1,685,677	\$ 1,518,018	\$ 1,709,300	\$ 1,457,000	\$ 1,669,500

Public Safety Outside Services Fund

Expenditure Detail Budget—145-20-000-521-000-/145-90-000-521-000-

Object #	Account Description	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Personnel Services						
601310	Special Duty Pay	\$ 1,407,644	\$ 1,367,580	\$ 1,369,400	\$ 1,132,600	\$ 1,369,400
602100	FICA & MICA	103,158	100,796	100,100	84,600	100,100
602400	Workers' Compensation	—	—	—	—	—
	<i>Sub-total</i>	<u>1,510,802</u>	<u>1,468,376</u>	<u>1,469,500</u>	<u>1,217,200</u>	<u>1,469,500</u>
Other						
609990	Appropriated Fund Balance	—	—	39,800	39,800	—
691001	Trfr To General Fund	200,000	200,000	200,000	200,000	200,000
	<i>Sub-total</i>	<u>200,000</u>	<u>200,000</u>	<u>239,800</u>	<u>239,800</u>	<u>200,000</u>
	Total	\$ 1,710,802	\$ 1,668,376	\$ 1,709,300	\$ 1,457,000	\$ 1,669,500

Budget Justification

Object #	Account Description	Justification
Revenue		
342140	Police Special Details	This line item is for authorizing, contracting, scheduling, employing and accounting for hours worked by City-paid Police Officers in private customer service.
342150	PD Special Detail Admin Fee	This line item is to reimburse the cost of City support staff for the administration, book-keeping and coordination of special duty activities
342200	Fire Special Details	This line item is for the authorizing, contracting, scheduling, employing and accounting of hours worked by City-paid Firefighters in private customer service.
Expense		
601310	Special Duty Pay	This account is for Public Safety personnel assigned to Special Duty details.
691001	Trfr To General Fund	This line is to account for the transfer to the General Fund of Administrative Fees collected in the Public Safety Outside Services Fund. The Administrative Fee is used to reimburse the cost of City support staff for the administration, bookkeeping and coordination of special duty activities.



Law Enforcement Trust Fund

Description Fund 160

This fund was established to account for the awards provided by the Federal, Treasury, and State agencies related to confiscated and forfeited contraband found during police operations. During FY19 the City Commission authorized use of Law Enforcement Trust funds to cover the first two years of a body worn camera program to include three (3) full time positions, equipment, software, etc.

In FY22, the three (3) full-time positions and all operating expenses related to the body worn camera program previously funded in the Law Enforcement Trust Fund were transferred into the General Fund and budgeted within the Police Department.

Revenues and Expenditures Budget Summary

	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Beginning Fund Balance	\$ 1,915,603	\$ 1,554,743	\$ 1,087,565	\$ 1,087,565	\$ 594,869
Revenues By Category					
General Taxes	\$ —	\$ —	\$ —	\$ —	\$ —
Permits, Fees, Special Assessment	—	—	—	—	—
Intergovernmental Revenues	—	—	—	—	—
Charges for Services	—	—	—	—	—
Fines & Forfeitures	362,555	83,034	—	127,379	—
Miscellaneous Revenues	42,467	14,625	—	1,313	—
Appropriation of Fund Balance	—	—	—	1,087,132	—
Transfer In	—	—	—	—	—
Total	\$ 405,022	\$ 97,660	\$ —	\$ 1,215,824	\$ —
Expenditures By Category					
Personnel Services	\$ —	\$ 250,659	\$ —	\$ 212,063	\$ —
Operating Expense	599,853	160,141	—	360,325	—
Capital Outlay	112,609	91,037	—	9,000	—
Grants & Aids	53,420	63,000	—	40,000	—
Total Operating Expenditures	\$ 765,882	\$ 564,837	\$ —	\$ 621,388	\$ —
Capital Improvement Program	\$ —	\$ —	\$ —	\$ —	\$ —
Capital Asset Clearing	—	—	—	—	—
Other Uses	—	—	—	—	—
Debt Service	—	—	—	—	—
Transfers	—	—	—	—	—
Appropriated Fund Balance	—	—	—	594,436	—
Total	\$ 765,882	\$ 564,837	\$ —	\$ 1,215,824	\$ —
Excess/Deficiency	\$ (360,860)	\$ (467,178)	\$ —	\$ —	\$ —
Appropriated Fund Balance	—	—	—	594,436	—
Appropriation of Fund Balance	—	—	—	(1,087,132)	—
Ending Fund Balance	\$ 1,554,743	\$ 1,087,565	\$ 1,087,565	\$ 594,869	\$ 594,869
Position Detail					
Police Digital Evidence Technician	2.00	2.00	2.00	2.00	0.00
Police Sergeant	1.00	1.00	1.00	1.00	0.00
Total	3.00	3.00	3.00	3.00	0.00

Law Enforcement Trust Fund

Revenue Projections

Object #	Account Description	Project #	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Fines & Forfeitures							
355100	Federal Forfeiture-Justice	92220	\$ 142,498	\$ 10,544	\$ —	\$ 51,630	\$ —
355101	Federal Forfeiture-Treasury	92221	66,809	13,981	—	—	—
356100	State Forfeiture	93200	153,249	58,509	—	75,748	—
	<i>Sub-total</i>		362,555	83,034	—	127,379	—
Miscellaneous Revenues							
361100	Int Earnings		28,220	11,653	—	1,313	—
361200	Dividend Income		14,246	2,972	—	—	—
	<i>Sub-total</i>		42,467	14,625	—	1,313	—
Other Sources							
399999	Appropriation Of Fund Balance		—	—	—	1,087,132	—
	<i>Sub-total</i>		—	—	—	1,087,132	—
	Total		\$ 405,022	\$ 97,660	\$ —	\$ 1,215,824	\$ —



Law Enforcement Trust Fund

Expenditure Detail Budget—160-20-000-521-000-

Object #	Account Description	Project #	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Personnel Services							
601200	Employee Salaries		\$ —	\$ 213,499	\$ —	\$ 176,585	\$ —
602100	FICA & MICA		—	16,967	—	13,252	—
602305	Health Insurance-HMO		—	18,038	—	20,312	—
602306	Dental Insurance-PPO		—	1,216	—	1,125	—
602309	Basic Life Insurance		—	681	—	568	—
602311	Long-Term Disability Ins		—	259	—	221	—
	Sub-total		—	250,659	—	212,063	—
Operating Expense							
603425	Software License & Maint		185,108	54,885	—	192,531	—
603502	Confidential Informant		2,000	—	—	6,000	—
603190	Prof Svcs-Other		18,251	89	—	99,167	—
604001	Travel & Training		41,568	27,337	—	62,519	—
604905	Bank Svc Charges		326	220	—	109	—
604997	Other Operating Expenses		35,280	—	—	—	—
605251	Noncap Equip (Item less 5000)		317,321	77,610	—	—	—
	Sub-total		599,853	160,141	—	360,325	—
Dept. Capital Outlay							
606400	Machinery & Equipment		112,609	13,990	—	—	—
606440	Vehicles Purchase		—	32,135	—	—	—
606471	Software		—	18,280	—	—	—
606700	Law Enforce. Memorial/Display		—	26,632	—	9,000	—
	Sub-total		112,609	91,037	—	9,000	—
Grants & Aides							
608304	Crime Prev Program		53,420	63,000	—	40,000	—
	Sub-total		53,420	63,000	—	40,000	—
Other							
609990	Appropriated Fund Balance		—	—	—	594,436	—
	Sub-total		—	—	—	594,436	—
	Total		\$ 765,882	\$ 564,837	\$ —	\$ 1,215,824	\$ —

Federal Grants Fund

Description Fund 162

This fund was established to account for revenues and expenditures associated with funding from various Federal granting agencies which is not recorded in a separate special revenue fund. In prior years, the grant revenues were allocated directly to the applicable funds where the corresponding expenses were budgeted. Funds are provided to the City under the Older Americans Act and are used to subsidize the Senior Services operation. These funds are allocated between Community Services and Public Works (Transit Operations) departments. Additionally, funds are provided under the Coronavirus Relief (CARES) program.

Revenues and Expenditures Budget Summary

	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Beginning Fund Balance	\$ —	\$ —	\$ —	\$ —	\$ —
Revenues By Category					
General Taxes	\$ —	\$ —	\$ —	\$ —	\$ —
Permits, Fees, Special Assessment	—	—	—	—	—
Intergovernmental Revenues	1,006,008	931,468	6,144,155	19,930,868	5,630,655
Charges for Services	—	—	—	—	—
Fines & Forfeitures	—	—	—	—	—
Miscellaneous Revenues	—	—	—	—	—
Appropriation of Fund Balance	—	—	—	—	—
Transfer In	—	—	—	—	—
Total	\$ 1,006,008	\$ 931,468	\$ 6,144,155	\$ 19,930,868	\$ 5,630,655
Expenditures By Category					
Personnel Services	\$ —	\$ —	\$ —	\$ 415,538	\$ —
Operating Expense	244,908	331,416	—	1,778,031	—
Capital Outlay	30,942	117,618	—	211,927	—
Grants & Aids	—	—	—	—	—
Total Operating Expenditures	275,851	449,034	—	2,405,496	—
Capital Improvement Program	—	—	—	—	—
Capital Asset Clearing	—	—	—	—	—
Other Uses	—	—	—	293,564	—
Debt Service	—	—	—	—	—
Transfers	730,157	482,434	6,144,155	17,231,807	5,630,655
Appropriated Fund Balance	—	—	—	—	—
Total	\$ 1,006,008	\$ 931,468	\$ 6,144,155	\$ 19,930,868	\$ 5,630,655
Excess/Deficiency	\$ —	\$ —	\$ —	\$ —	\$ —
Appropriated Fund Balance	—	—	—	—	—
Appropriation of Fund Balance	—	—	—	—	—
Ending Fund Balance	\$ —	\$ —	\$ —	\$ —	\$ —
Summary by Department					
	Dept. #				
Office of the City Manager	05	—	—	5,513,500	5,513,500
Police	20	74,042	212,070	—	157,613
Fire-Rescue	30	117,958	112,706	—	137,311
Community & Economic Development	41	133,773	161,871	—	1,412,331
Public Works	50	385,774	241,936	400,994	322,346
Community Services	63	294,461	142,884	229,661	811,245
Cultural Affairs	68	—	60,000	—	549,938
Unassigned	00	—	—	—	11,026,584
Total		\$ 1,006,008	\$ 931,468	\$ 6,144,155	\$ 19,930,868
					\$ 5,630,655



Federal Grants Fund

Revenue Projections

Object #	Account Description	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Charges for Services						
331100	Fed Grant-Amer Rescue Plan	\$ —	\$ —	\$ —	\$ 11,026,584	\$ 5,000,000
331248	Fed Grant-BVP	16,884	7,063	—	3,484	—
331249	Fed Grant - HVE	8,579	19,251	—	—	—
331253	Fed Grant-JAGS	—	29,793	—	—	—
331254	Fed Grant-UASI	113,242	112,706	—	132,311	—
331255	DOJ Body Worn Camera 2019	—	—	—	97,060	—
331260	Miramar Response Coronavirus	—	101,163	—	—	—
331300	Urban Community Forestry Grant	—	19,998	—	—	—
331400	FEMA-Wind Retrofit	—	—	—	20,588	—
331502	Fed Grant-SBA Shuttered Venue	—	—	—	534,938	—
331504	Corona Virus Relief (CARES)	—	161,871	5,513,500	6,215,629	—
331509	EMPG CERT	4,716	—	—	5,000	—
331620	Fed Grant-HOME	133,773	—	—	710,202	—
331621	Fed Grant-EHEAP	19,623	21,393	—	108,603	—
331690	Fed Grant-Area Agency on Aging	660,612	343,429	630,655	1,004,400	630,655
331710	Fed Grant-NEA	—	60,000	—	15,000	—
331796	Fed Grant-VOCA	48,579	54,801	—	57,069	—
	<i>Sub-total</i>	1,006,008	931,468	6,144,155	19,930,868	5,630,655
	Total	\$ 1,006,008	\$ 931,468	\$ 6,144,155	\$ 19,930,868	\$ 5,630,655

Expenditure Detail Budget—162 - Various

Object #	Account Description	Project #	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Salaries and Benefits							
601200	Employee Salaries	- 93808	—	—	—	411,688	—
602100	FICA & MICA	- 93808	—	—	—	3,850	—
	<i>Sub-total</i>		—	—	—	415,538	—
Operating Expense							
<i>162-20-900-521/529</i>							
605251	Noncap Equip (Item less 5000)	- 92245	12,580	7,063	—	—	—
605251	Noncap Equip (Item less 5000)	- 92246	—	—	—	3,484	—
603425	Software License & Maint	- 92250	—	—	—	93,960	—
604001	Travel & Training	- 92250	—	—	—	3,100	—
605251	Noncap Equip (Item less 5000)	- 93808	—	101,163	—	—	—
<i>162-30-901-529/901-525</i>							
603425	Software License & Maint	- 92225	27,628	—	—	—	—
603425	Software License & Maint	- 92226	—	24,881	—	—	—
603425	Software License & Maint	- 92227	—	—	—	30,000	—
605251	Noncap Equip (Item less 5000)	- 91701	1,724	—	—	—	—
605251	Noncap Equip (Item less 5000)	- 91702	—	—	—	5,000	—

Federal Grants Fund

Expenditure Detail Budget—162 - Various

Object #	Account Description	Project #	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
605251	Noncap Equip (Item less 5000)	- 92225	54,671	—	—	—	—
605251	Noncap Equip (Item less 5000)	- 92227	—	—	—	32,000	—
	<u>162-41-900/901-554-</u>						
603114	Admin Svcs-CRA	- 92661	4,760	—	—	—	—
603114	Admin Svcs-CRA	- 92662	2,800	—	—	13,903	—
603114	Admin Svcs-CRA	- 92663	—	—	—	5,600	—
603114	Admin Svcs-CRA	- 92664	—	—	—	14,000	—
603114	Admin Svcs-CRA	- 92665	—	—	—	16,800	—
603114	Admin Svcs-CRA	- 93808	—	6,508	—	79,892	—
604680	Home Repairs	- 92661	22,239	—	—	—	—
604680	Home Repairs	- 92662	103,974	—	—	18,515	—
604680	Home Repairs	- 92663	—	—	—	206,162	—
604683	Foreclosure Prevention	- 93808	—	—	—	256,279	—
604684	Rental Assistance	- 93808	—	155,363	—	365,958	—
604685	Purchase Assistance	- 92664	—	—	—	198,828	—
604685	Purchase Assistance	- 92665	—	—	—	236,394	—
	<u>162-50-900-539-</u>						
603190	Prof Svcs-Other	- 93701	—	19,998	—	—	—
	<u>162-63-900-569-</u>						
604301	Electricity Svcs	- 92508	14,532	—	—	—	—
604301	Electricity Svcs	- 92509	—	16,439	—	25,732	—
604301	Electricity Svcs	- 92510	—	—	—	33,385	—
604301	Electricity Svcs	- 93808	—	—	—	19,639	—
	<u>162-68-901-573-</u>						
603190	Prof Svcs-Other	- 93808	—	—	—	38,700	—
604001	Travel & Training	- 93808	—	—	—	5,500	—
604997	Other Operating Expenses	- 93808	—	—	—	61,200	—
605251	Noncap Equip (Item less 5000)	- 93808	—	—	—	14,000	—
	<i>Sub-total</i>		244,908	331,416	—	1,778,031	—
	Dept. Capital Outlay						
	<u>162-05-900-581-</u>						
606471	Software	- 93808	—	—	—	121,028	—
	<u>162-20-901-529-</u>						
606400	Machinery & Equipment	- 92269	—	29,793	—	—	—
	<u>162-30-901-529-</u>						
606400	Machinery & Equipment	- 92226	—	87,825	—	—	—
606400	Machinery & Equipment	- 92227	—	—	—	70,311	—
606471	Software	- 92225	30,942	—	—	—	—
	<u>162-50-900-519-</u>						
606400	Machinery & Equipment	- 93703	—	—	—	20,588	—
	<i>Sub-total</i>		30,942	117,618	—	211,927	—



Federal Grants Fund

Expenditure Detail Budget—162 - Various

Object #	Account Description	Project #	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
	Other						
	<u>162-00-900-581-</u>						
691001	Trfr To General Fund	- 93809	—	—	—	11,026,584	5,000,000
	<u>162-05-900-581-</u>						
609980	Emergency Preparedness	- 93808	—	—	—	293,564	—
691001	Trfr To General Fund	- 93808	—	—	5,513,500	5,098,908	—
	<u>162-30-901-525-</u>						
691001	Trfr To General Fund	- 91701	2,992	—	—	—	—
	<u>162-20-900-581/902-581</u>						
691001	Trfr To General Fund	- 92245	4,304	—	—	—	—
691001	Trfr To General Fund	- 92288	—	—	—	—	—
691001	Trfr To General Fund	- 92289	48,579	—	—	—	—
691001	Trfr To General Fund	- 92290	—	54,801	—	—	—
691001	Trfr To General Fund	- 92291	—	—	—	57,069	—
691001	Trfr To General Fund	- 95005	8,579	19,251	—	—	—
	<u>162-63-900/901-581</u>						
691001	Trfr To General Fund	- 92508	5,091	—	—	—	—
691001	Trfr To General Fund	- 92509	—	4,953	—	13,854	—
691001	Trfr To General Fund	- 92510	—	—	—	10,165	—
691001	Trfr To General Fund	- 92557	64,159	—	—	—	—
691001	Trfr To General Fund	- 92558	210,679	40,958	—	—	—
691001	Trfr To General Fund	- 92559	—	80,534	72,946	149,127	—
691001	Trfr To General Fund	- 92560	—	—	156,715	482,252	148,403
691001	Trfr To General Fund	- 92561	—	—	—	—	482,252
691001	Trfr To General Fund	- 93808	—	—	—	5,828	—
691001	Trfr To General Fund	- 93808	—	—	—	71,263	—
	<u>162-68-900-581-</u>						
691001	Trfr To General Fund	- 92601	—	60,000	—	—	—
691001	Trfr To General Fund	- 92602	—	—	—	15,000	—
691001	Trfr To General Fund	- 93808	—	—	—	—	—
	<u>162-50-901-581-</u>						
691001	Trfr To General Fund	- 92557	107,424	—	—	—	—
691001	Trfr To General Fund	- 92558	278,350	122,702	—	—	—
691001	Trfr To General Fund	- 92559	—	99,236	75,457	301,758	—
691001	Trfr To General Fund	- 92560	—	—	325,537	—	—
	<i>Sub-total</i>		730,157	482,434	6,144,155	17,525,371	5,630,655
	Total		\$ 1,006,008	\$ 931,468	\$ 6,144,155	\$19,930,868	\$ 5,630,655

Federal Grants Fund

Budget Justification

Object #	Account Description	Justification
<u>Revenue</u>		
331100	Fed Grant-Amer Rescue Plan	Federal Grant: American Rescue Plan Act (Coronavirus State and Local Fiscal Recovery Funds). This revenue is to fund governmental services to the extent of the revenue loss, immediate economic stabilization, COVID-19 response efforts and supports investments in water, sewer & broadband infrastructure.
331690	Fed Grant-Area Agency on Aging	This is Older Americans Act Grant revenue. Funding Agency: Area Agency on Aging. Funds are to support several activities provided by Social Services to help improve the lives of older individuals. Some of the services include transportation, counseling, health support and recreation.
<u>Expense</u>		
691001	Trfr To General Fund	This represents funds transferred to the General Fund to account for grant reimbursement to Public Works transportation and Senior Services expenses for the Older Americans Act Grant, and for services rendered as part of the American Rescue Plan Act (Coronavirus State and Local Fiscal Recovery Funds) for governmental services to the extent of the revenue loss, immediate economic stabilization, COVID-19 response efforts and to support investments in water, sewer & broadband infrastructure.



State and County Grants Fund

Description Fund 163

This fund was established to account for revenues and expenditures associated with funding from various State granting agencies which are not recorded in a separate special revenue fund. In prior years, the grant revenues were allocated directly to the applicable funds where the corresponding expenses were budgeted.

Revenues and Expenditures Budget Summary

	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Beginning Fund Balance	\$ —	\$ —	\$ —	\$ —	\$ —
Revenues By Category					
General Taxes	—	—	—	—	—
Permits, Fees, Special Assessment	—	—	—	—	—
Intergovernmental Revenues	5,863,635	1,203,990	311,245	963,963	311,245
Charges for Services	—	—	—	—	—
Fines & Forfeitures	—	—	—	—	—
Miscellaneous Revenues	—	—	—	—	—
Appropriation of Fund Balance	—	—	—	—	—
Transfer In	—	—	—	—	—
Total	\$ 5,863,635	\$ 1,203,990	\$ 311,245	\$ 963,963	\$ 311,245
Expenditures By Category					
Personnel Services	—	—	—	86,954	—
Operating Expense	15,126	2,085	—	83,985	—
Capital Outlay	—	6,750	—	9,375	—
Grants & Aids	—	—	—	—	—
Total Operating Expenditures	15,126	8,835	—	180,314	—
Capital Improvement Program	5,471,610	803,905	—	397,494	—
Capital Asset Clearing	—	—	—	—	—
Other Uses	5,000	—	—	—	—
Debt Service	—	—	—	—	—
Transfers	371,899	391,250	311,245	386,155	311,245
Appropriated Fund Balance	—	—	—	—	—
Total	\$ 5,863,635	\$ 1,203,990	\$ 311,245	\$ 963,963	\$ 311,245
Excess/Deficiency	—	—	—	—	—
Appropriated Fund Balance	—	—	—	—	—
Appropriation of Fund Balance	—	—	—	—	—
Ending Fund Balance	\$ —	\$ —	\$ —	\$ —	\$ —
Summary by Department	Dept. #				
City Commission	01	10,000	—	—	—
Police	20	—	131,200	—	98,400
Fire-Rescue	30	10,126	8,835	—	64,755
Community & Economic Development	41	—	—	—	5,000
Public Works	50	87,322	90,030	—	92,731
Construction & Facilities Management	53	1,845,363	457,116	—	396,116
Utilities	55	3,626,248	346,789	—	1,378
Parks & Recreation	60	48,029	960	54,992	48,472
Community Services	63	227,035	169,059	256,253	255,611
Cultural Affairs	68	9,512	—	—	1,500
Total		\$ 5,863,635	\$ 1,203,990	\$ 311,245	\$ 963,963

State and County Grants Fund

Revenue Projections

Object #	Account Description	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Intergovernmental Revenues						
334201	State Grant-DFS	—	—	—	9,375	—
334380	State Grnt- FDOT Hwy Maint	87,322	90,030	—	92,731	—
334385	LSP Area Agency on Aging	142,359	69,835	141,550	141,550	141,550
334601	IN2L Pilot Program	—	—	—	20,422	—
334690	State Grant-EMS Grants	6,246	8,835	—	55,380	—
334832	State Grnt General Prog Supprt	9,512	—	—	—	—
337200	Loc Grant-Active Shooter	3,879	—	—	—	—
337210	COVID-19Emerg.OrderEnforcement	—	131,200	—	98,400	—
337301	Local Grant-Miramar Parkway	—	197,736	—	—	—
337377	Loc Grt-Complete Streets	866,874	—	—	—	—
337380	Local Grt-Brwd Water Improve	3,626,248	346,789	—	1,378	—
337382	Loc Grt-Pembroke Road Widening	978,488	259,380	—	396,116	—
337601	Loc Grant-Water Safety	19,004	960	20,000	20,000	20,000
337602	Loc Grant-Child Svcs Council	113,702	99,225	149,695	122,111	149,695
337608	NLC LIFT UP	10,000	—	—	—	—
337720	Miramar Community Garden	—	—	—	5,000	—
337835	Local Grant-NEFA	—	—	—	1,500	—
	<i>Sub-total</i>	5,863,635	1,203,990	311,245	963,963	311,245
	Total	\$ 5,863,635	\$ 1,203,990	\$ 311,245	\$ 963,963	\$ 311,245

Expenditure Detail Budget—163 - Various

Object #	Account Description	Project #	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Personnel Expense							
<i>MOST#17-2958</i>							
<i><u>163-63-900-569-040-</u></i>							
601200	Employee Salaries	94108	—	—	—	67,634	—
602100	FICA & MICA	94108	—	—	—	5,174	—
	<i>Sub-total</i>		—	—	—	72,808	—
<i><u>163-60-900-572-000-</u></i>							
601200	Employee Salaries	94108	—	—	—	13,141	—
602100	FICA & MICA	94108	—	—	—	1,005	—
	<i>Sub-total</i>		—	—	—	14,146	—
Operating Expense							
<i>NATIONAL LEAGUE OF CITIES-LIFT UP</i>							
<i><u>163-01-900-511-000-</u></i>							
604889	Marketing & Promotions	91800	5,000	—	—	—	—
680116	Utility Bill Payments	91800	5,000	—	—	—	—
	<i>Sub-total</i>		10,000	—	—	—	—
<i>EMS 2018</i>							
<i><u>163-30-900-525-000-</u></i>							
605251	Noncap Equip (Item less 5000)	93505	6,246	2,085	—	—	—



State and County Grants Fund

Expenditure Detail Budget—163 - Various

Object #	Account Description	Project #	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
	<i>Sub-total</i>		6,246	2,085	—	—	—
	<i>NEFA-National Dance Project</i>						
	<i>163-68-900-000-000-</i>						
604001	Travel & Training	93506	—	—	—	1,500	—
	<i>Sub-total</i>		—	—	—	1,500	—
	<i>Active Shooter/Stop the Bleed</i>						
	<i>163-30-900-526-000-</i>						
605251	Noncap Equip (Item less 5000)	93507	—	—	—	33,750	—
605251	Noncap Equip (Item less 5000)	93508	—	—	—	21,630	—
605251	Noncap Equip (Item less 5000)	93702	3,879	—	—	—	—
	<i>Sub-total</i>		3,879	—	—	55,380	—
	<i>SEED MONEY</i>						
	<i>163-41-900-515-000-</i>						
605251	Noncap Equip (Item less 5000)	95007	—	—	—	5,000	—
	<i>Sub-total</i>		—	—	—	5,000	—
	<i>MOST#17-2958</i>						
	<i>163-60-900-572-000-</i>						
604992	Recreation Activities	94108	—	—	—	8,791	—
	<i>163-63-900-569-040-</i>						
604992	Recreation Activities	94108	—	—	—	13,314	—
	<i>Sub-total</i>		—	—	—	22,105	—
	<u>Dept. Capital Outlay</u>						
	<i>FL-Firefighter Decontaminate Grant</i>						
	<i>163-30-900-529-000-</i>						
606400	Machinery & Equipment	93505	—	6,750	—	—	—
606400	Machinery & Equipment	96006	—	—	—	9,375	—
	<i>Sub-total</i>		—	6,750	—	9,375	—
	<u>Capital Improvement</u>						
	<i>Pembroke Rd Widening Fr Dykes to SS</i>						
	<i>163-53-808-541-000-</i>						
606502	CIP-Plan/Design/Eng	52026	—	—	—	71,887	—
606510	CIP-Construction	52026	978,488	259,380	—	324,228	—
	<i>Sub-total</i>		978,488	259,380	—	396,116	—
	<i>Historic Miramar Complete Streets</i>						
	<i>163-53-800-541-000-</i>						
606510	CIP-Construction	52050	866,874	—	—	—	—
	<i>Sub-total</i>		866,874	—	—	—	—

State and County Grants Fund

Expenditure Detail Budget—163 - Various

Object #	Account Description	Project #	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
<i>Miramar Pkwy (SW 64 to SW 68)</i>							
<i>163-53-900-541-000-</i>							
606510	CIP-Construction	52059	—	197,736	—	—	—
	<i>Sub-total</i>		—	197,736	—	—	—
<i>Broward Co Waterlines Improvement</i>							
<i>163-55-900-536-000-</i>							
606502	CIP-Plan/Design/Eng	94400	24,277	11,833	—	474	—
606505	CIP-Permits	94400	975	—	—	537	—
606510	CIP-Construction	94400	3,600,996	334,956	—	367	—
	<i>Sub-total</i>		3,626,248	346,789	—	1,378	—
Transfers							
<i>163-20-900-521-000-</i>							
691001	Trfr To General Fund	93808	—	131,200	—	98,400	—
<i>163-50-900-581-000-</i>							
691001	Trfr To General Fund	93800	87,322	90,030	—	92,731	—
<i>163-60-900-581-000-</i>							
691001	Trfr To General Fund	94105	19,004	960	20,000	20,000	20,000
691001	Trfr To General Fund	94108	29,025	—	34,992	5,535	34,992
<i>163-68-900-581-000-</i>							
691001	Trfr To General Fund	92402	9,512	—	—	—	—
<i>163-63-900-581-000-</i>							
691001	Trfr To General Fund	93553	102,645	—	—	—	—
691001	Trfr To General Fund	93554	39,713	69,835	—	—	—
691001	Trfr To General Fund	93555	—	—	106,162	106,162	—
691001	Trfr To General Fund	93556	—	—	35,388	35,388	106,162
691001	Trfr To General Fund	93557	—	—	—	—	35,388
691001	Trfr To General Fund	93808	—	—	—	20,422	—
691001	Trfr To General Fund	94108	84,677	99,225	114,703	7,517	114,703
	<i>Sub-total</i>		371,899	391,250	311,245	386,155	311,245
Total			\$ 5,863,635	\$ 1,203,990	\$ 311,245	\$ 963,963	\$ 311,245



State and County Grants Fund Budget Justification

Object #	Account Description	Justification
<u>Revenue</u>		
334385	LSP Area Agency on Aging	LSP Area Agency on Aging grant. Funds are provided to support the adult day care services. Grant allocation is on an annual basis from July-June.
337601	Loc Grant-Water Safety	These funds are provided to the City from the Swim Central Grant.
337602	Loc Grant-Child Svcs Council	Revenue provided by the Maximizing Out of School Time (MOST) Grant. Funder: Children Services Council.
<u>Expense</u>		
691001	Trfr To General Fund	This represents funds transferred to the General Fund for services rendered as part of the Water Safety Grant, MOST Grant Program and to account for grant reimbursable expenses related to Senior Services provided by the Southcentral/Southeast Focal Point Senior Center. Local Service Programs (LSP).

Neighborhood Stabilization Program Fund

Description Fund 164

This fund was established to account for Federal Funds received from the United States Department of Housing and Urban Development (HUD) through the Neighborhood Stabilization Program (NSP). The purpose of the program is to develop viable urban communities by providing decent housing and a suitable living environment.

The NSP program is administered by the Community Development Department. Due to the unpredictable nature of funding source, no funds will be budgeted for FY22.

Revenues and Expenditures Budget Summary

	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Beginning Fund Balance	\$ —	\$ —	\$ —	\$ —	\$ —
Revenues By Category					
General Taxes	—	—	—	—	—
Permits, Fees, Special Assessment	—	—	—	—	—
Intergovernmental Revenues	100,166	86,086	—	819,016	—
Charges for Services	—	—	—	—	—
Fines & Forfeitures	—	—	—	—	—
Miscellaneous Revenues	—	—	—	—	—
Appropriation of Fund Balance	—	—	—	—	—
Transfer In	—	—	—	—	—
Total	\$ 100,166	\$ 86,086	\$ —	\$ 819,016	\$ —
Expenditures By Category					
Personnel Services	—	—	—	—	—
Operating Expense	100,166	86,086	—	775,902	—
Capital Outlay	—	—	—	—	—
Grants & Aids	—	—	—	—	—
Total Operating Expenditures	100,166	86,086	—	775,902	—
Capital Improvement Program	—	—	—	—	—
Capital Asset Clearing	—	—	—	—	—
Other Uses	—	—	—	—	—
Debt Service	—	—	—	—	—
Transfers	—	—	—	43,114	—
Appropriated Fund Balance	—	—	—	—	—
Total	\$ 100,166	\$ 86,086	\$ —	\$ 819,016	\$ —
Excess/Deficiency	—	—	—	—	—
Appropriated Fund Balance	—	—	—	—	—
Appropriation of Fund Balance	—	—	—	—	—
Ending Fund Balance	\$ —	\$ —	\$ —	\$ —	\$ —



Neighborhood Stabilization Program Fund

Revenue Projections

Object #	Account Description	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Intergovernmental Revenues						
331503	Fed Grant- NSP	23,955	—	—	749,462	—
331625	Fed Grant-Reimb Prog Inc	76,211	86,086	—	69,554	—
	<i>Sub-total</i>	100,166	86,086	—	819,016	—
	Total	\$ 100,166	\$ 86,086	\$ —	\$ 819,016	\$ —

Expenditure Detail Budget—164-41-900-554-000-

Object #	Account Description	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Operating Expense						
Neighborhood Stabilization Program						
<u>164-41-900-554-000-</u>						
603114	Admin Svcs-CRA - 92690	2,378	13,609	—	2,700	—
603121	City Attorney Svcs - 92690	—	—	—	11,868	—
604301	Electricity Svcs - 92690	764	1,281	—	1,027	—
604390	Utilities NSP (50) - 92690	877	1,336	—	1,787	—
604694	Acq. Rehab (50) - 92690	96,148	69,859	—	461,286	—
604973	NSP Purch Assist (50) - 92690	—	—	—	295,650	—
605100	Office Supplies - 92690	—	—	—	277	—
605290	Other Operating Supplies - 92690	—	—	—	1,308	—
	<i>Sub-total</i>	100,166	86,086	—	775,902	—
Transfers						
<u>164-41-900-581-000-</u>						
691001	Trfr To General Fund 92690	—	—	—	43,114	—
	<i>Sub-total</i>	—	—	—	43,114	—
	Total	\$ 100,166	\$ 86,086	\$ —	\$ 819,016	\$ —

State Housing Initiatives Partnership

Description Fund 166

The State Housing Initiatives Partnership (SHIP) fund was established to award money for deferred loan grants to eligible applicants for minor home repair/weatherization and for purchase assistance programs. SHIP program provides funds to local governments as an incentive to create partnerships that produce and preserve affordable homeownership and multi-family housing. Funds may be used for home repairs, new construction, down payment and closing cost assistance, construction and gap financing, mortgage buy-downs, property acquisitions, impact fees, homeownership counsel benefiting very low, low and moderate income households.

This is an ongoing program and funds not used are rolled over to the next year. Amounts are only budgeted when the agreements are executed and approved by the City Commission. The Community Development Department oversees this program.

Revenues and Expenditures Budget Summary

	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Beginning Fund Balance	8,351	19,947	22,759	22,759	22,759
Revenues By Category					
General Taxes	—	—	—	—	—
Permits, Fees, Special Assessment	—	—	—	—	—
Intergovernmental Revenues	806,201	336,240	—	1,426,689	—
Charges for Services	—	—	—	—	—
Fines & Forfeitures	—	—	—	—	—
Miscellaneous Revenues	16,746	2,812	—	—	—
Appropriation of Fund Balance	—	—	—	—	—
Transfer In	—	—	—	—	—
Total	\$ 822,947	\$ 339,052	\$ —	\$ 1,426,689	\$ —
Expenditures By Category					
Personnel Services	—	—	—	—	—
Operating Expense	811,350	336,240	—	1,426,689	—
Capital Outlay	—	—	—	—	—
Grants & Aids	—	—	—	—	—
Total Operating Expenditures	811,350	336,240	—	1,426,689	—
Capital Improvement Program	—	—	—	—	—
Capital Asset Clearing	—	—	—	—	—
Other Uses	—	—	—	—	—
Debt Service	—	—	—	—	—
Transfers	—	—	—	—	—
Appropriated Fund Balance	—	—	—	—	—
Total	\$ 811,350	\$ 336,240	\$ —	\$ 1,426,689	\$ —
Excess/Deficiency	11,597	2,812	—	—	—
Appropriated Fund Balance	—	—	—	—	—
Appropriation of Fund Balance	—	—	—	—	—
Ending Fund Balance	\$ 19,947	\$ 22,759	\$ 22,759	\$ 22,759	\$ 22,759

State Housing Initiatives Partnership

Revenue Projections

Object #	Account Description	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
<u>Intergovernmental Revenue</u>						
334900	State Grant-SHIP	\$ 806,201	\$ 336,240	\$ —	\$ 1,426,689	\$ —
	<i>Sub-total</i>	\$ 806,201	\$ 336,240	\$ —	\$ 1,426,689	\$ —
<u>Miscellaneous Revenues</u>						
361100	Int Earnings	\$ 2,614	\$ 3	\$ —	\$ —	\$ —
361200	Dividend Income	14,132	2,809	—	—	—
	<i>Sub-total</i>	\$ 16,746	\$ 2,812	\$ —	\$ —	\$ —
	Total	\$ 822,947	\$ 339,052	\$ —	\$ 1,426,689	\$ —

State Housing Initiatives Partnership

Expenditure Detail Budget—166-43-900-554-000-

Object #	Account Description		FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Operating Expense							
<i>SHIP (16/17)</i>							
<i>166-41-900-554-000-</i>							
603114	Admin Svcs-CRA	- 93608	5,557	—	—	—	—
603185	Counseling Svcs	- 93608	21,873	—	—	—	—
604680	Home Repairs	- 93608	307,872	—	—	—	—
604685	Purchase Assistance	- 93608	40,000	—	—	—	—
	<i>Sub-Total</i>		375,302	—	—	—	—
<i>SHIP (17/18)</i>							
<i>166-41-900-554-000-</i>							
603114	Admin Svcs-CRA	- 93609	4,373	—	—	—	—
603185	Counseling Svcs	- 93609	7,627	6,000	—	—	—
604680	Home Repairs	- 93609	356,513	105,955	—	—	—
604682	Emergency Repair	- 93609	1,125	23,375	—	—	—
604685	Purchase Assistance	- 93609	30,000	—	—	—	—
604686	Security/Utility Deposits	- 93609	—	3,210	—	—	—
604688	Disaster Repair	- 93609	—	26,042	—	—	—
	<i>Sub-Total</i>		399,639	164,582	—	—	—
<i>SHIP (18/19)</i>							
<i>166-41-900-554-000-</i>							
603114	Admin Svcs-CRA	- 93610	13,979	—	—	7,028	—
604682	Emergency Repair	- 93610	—	1,850	—	23,650	—
603185	Counseling Svcs	- 93610	—	4,500	—	13,373	—
604680	Home Repairs	- 93610	22,431	88,312	—	124,636	—
	<i>Sub-Total</i>		36,410	94,662	—	168,687	—
<i>SHIP (21/22)</i>							
<i>166-41-900-554-000-</i>							
603114	Admin Svcs-CRA	- 93612	—	—	—	94,273	—
603185	Counseling Svcs	- 93612	—	—	—	11,275	—
604680	Home Repairs	- 93612	—	—	—	676,828	—
604682	Emergency Repair	- 93612	—	—	—	75,000	—
604685	Purchase Assistance	- 93612	—	—	—	110,000	—
	<i>Sub-Total</i>		—	—	—	967,375	—
<i>SHIP (19/20)</i>							
<i>166-41-900-554-000-</i>							
603114	Admin Svcs-CRA	- 93611	—	31,321	—	1,250	—
603185	Counseling Svcs	- 93611	—	1,500	—	4,800	—
604680	Home Repairs	- 93611	—	14,175	—	189,576	—
604682	Emergency Repair	- 93611	—	—	—	25,000	—
604685	Purchase Assistance	- 93611	—	30,000	—	70,000	—
	<i>Sub-Total</i>		—	76,996	—	290,626	—
Total			\$ 811,350	\$ 336,240	\$ —	\$ 1,426,689	\$ —



Community Development Block Grant

Description Fund 167

The Community Development Block Grant (CDBG) fund was established to award money to eligible applicants for minor home repair/weatherization, commercial rehabilitation and to provide for the cost of equipment and renovations for community parks. This program is a Federal entitlement grant program administered by the U.S. Department of Housing and Urban Development. The primary objective of this program is for the development of viable urban communities by providing decent housing, suitable living environment, and expanding economic opportunities, principally for persons of low and moderate income.

This CDBG Program is ongoing and is a reimbursement grant. As such, funds not used in one year are rolled over to the next year. The Community Development Department administers this program, and the Community Services Department administrated the Youth and Family Outreach Program. In FY22, the two (2) full-time positions previously housed and partially funded by the CDBG Fund, affiliated with the Youth and Family Outreach Program were transferred into the General Fund and budgeted within the Community Services Department.

Revenues, Expenditures and Positions Summary

	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Beginning Fund Balance	—	—	—	—	—
Revenues By Category					
General Taxes	—	—	—	—	—
Permits, Fees, Special Assessment	—	—	—	—	—
Intergovernmental Revenues	845,148	826,970	710,030	2,996,788	754,930
Charges for Services	—	—	—	—	—
Fines & Forfeitures	—	—	—	—	—
Miscellaneous Revenues	—	—	—	—	—
Appropriation of Fund Balance	—	—	—	—	—
Transfer In	—	—	—	—	—
Total	\$ 845,148	\$ 826,970	\$ 710,030	\$ 2,996,788	\$ 754,930
Expenditures By Category					
Personnel Services	101,547	161,575	109,000	172,540	—
Operating Expense	743,601	665,394	591,030	2,296,143	744,930
Capital Outlay	—	—	—	—	—
Grants & Aids	—	—	10,000	528,105	10,000
Total Operating Expenditures	845,148	826,970	710,030	2,996,788	754,930
Capital Improvement Program	—	—	—	—	—
Capital Asset Clearing	—	—	—	—	—
Other Uses	—	—	—	—	—
Debt Service	—	—	—	—	—
Transfers	—	—	—	—	—
Appropriated Fund Balance	—	—	—	—	—
Total	\$ 845,148	\$ 826,970	\$ 710,030	\$ 2,996,788	\$ 754,930
Excess/Deficiency	—	—	—	—	—
Appropriated Fund Balance	—	—	—	—	—
Appropriation of Fund Balance	—	—	—	—	—
Ending Fund Balance	\$ —	\$ —	\$ —	\$ —	\$ —
Position Detail					
Community Outreach Specialist I	1.00	1.00	1.00	1.00	0.00
Family Services Superintendent	1.00	1.00	1.00	1.00	0.00
Total FTE's	2.00	2.00	2.00	2.00	0.00

Community Development Block Grant

Revenue Projections

Object #	Account Description	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Intergovernmental Revenues						
331623	Fed Grant-CDBG	845,148	826,970	710,030	2,996,788	754,930
	<i>Sub-total</i>	845,148	826,970	710,030	2,996,788	754,930
	Total	\$ 845,148	\$ 826,970	\$ 710,030	\$ 2,996,788	\$ 754,930

Expenditure Detail Budget—167-41/43-900-554-000-

Object #	Account Description	Project #	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Personnel Expense							
601200	Employee Salaries		15,494	17,410	—	18,236	—
602100	FICA & MICA		1,185	1,332	—	1,395	—
602400	Workers' Compensation		36	40	—	40	—
	<i>Sub-Total</i>		16,715	18,782	—	19,671	—
Operating Expense							
603410	Grant Administration	- 92624	89	—	—	—	—
603410	Grant Administration	- 92625	2,924	—	—	—	—
604680	Home Repairs	- 92625	134,738	187	—	—	—
604681	Commercial Rehab	- 92625	3,230	96,770	—	—	—
603114	Admin Svcs-CRA	- 93808	—	—	—	82,371	—
603114	Admin Svcs-CRA	- 93808	—	12,700	—	61,468	—
604683	Foreclosure Prevention	- 93808	—	—	—	204,052	—
604684	Rental Assistance	- 93808	—	—	—	400,000	—
	<i>Sub-Total</i>		140,981	109,657	—	747,891	—
Grants and Aides							
608270	Small Business Assistance	- 93808	—	—	—	455,605	—
	<i>Sub-Total</i>		—	—	—	455,605	—
	Total		\$ 157,695	\$ 128,439	\$ —	\$ 1,223,167	\$ —



Community Development Block Grant

Outreach—167-41-905-569-000-/167-41-900-554-000-

Object #	Account Description	Project #	FY 2018 Actual	FY 2019 Actual	FY 2020 Budget	FY 2020 Revised	FY 2021 Budget
Personnel Expense							
601200	Employee Salaries		57,070	89,948	70,200	114,069	—
601205	Lump Sum Payout - Accrued Time		—	—	300	—	—
601215	Communication Stipend		—	1,313	400	600	—
601400	Overtime-General		27	45	—	546	—
602100	FICA & MICA		4,169	6,470	5,500	5,500	—
602210	Pension-General		3,581	8,653	5,700	5,700	—
602235	Pension-Senior Mgmt		8,217	11,068	5,700	6,043	—
602260	Pension-401		—	—	100	—	—
602265	Pension-457		138	—	400	—	—
602300	Pmt In Lieu Of Insurance		—	—	300	—	—
602304	Health Insurance-PPO		—	—	900	—	—
602305	Health Insurance-HMO		9,505	15,555	9,800	9,604	—
602306	Dental Insurance-PPO		34	445	400	400	—
602307	Dental Insurance-HMO		162	231	100	145	—
602309	Basic Life Insurance		330	595	200	276	—
602311	Long-Term Disability Ins		71	154	100	100	—
602312	HDHP Aetna		—	5,815	2,600	3,587	—
602313	HSA Payflex		—	—	500	500	—
602400	Workers' Compensation		1,528	2,502	5,800	5,800	—
	<i>Sub-Total</i>		84,832	142,793	109,000	152,869	—
CDBG 2017							
<u>167-41-900-554-000-</u>							
603114	Admin Svcs-CRA	- 92626	5,783	—	—	—	—
603410	Grant Administration	- 92626	29,521	534	—	—	—
604680	Home Repairs	- 92626	275,018	—	—	—	—
604681	Commercial Rehab	- 92626	—	71,258	—	28,742	—
	<i>Sub-Total</i>		310,321	71,792	—	28,742	—
CDBG 2018							
<u>167-41-900-554-000-</u>							
603114	Admin Svcs-CRA	- 92627	120,284	—	—	—	—
603410	Grant Administration	- 92627	7,487	4,505	—	23,114	—
604680	Home Repairs	- 92627	164,529	285,744	—	4,850	—
604681	Commercial Rehab	- 92627	—	19,185	—	80,815	—
	<i>Sub-Total</i>		292,299	309,433	—	108,779	—
CDBG 2019							
<u>167-41-900-554-000-</u>							
603114	Admin Svcs-CRA	- 92628	—	121,234	—	—	—
603410	Grant Administration	- 92628	—	16,252	—	10,386	—
604680	Home Repairs	- 92628	—	31,866	—	422,674	—
604681	Commercial Rehab	- 92628	—	5,160	—	94,840	—
	<i>Sub-Total</i>		—	174,512	—	527,900	—

Community Development Block Grant

Outreach—167-41-905-569-000-/167-41-900-554-000-

Object #	Account Description	Project #	FY 2018 Actual	FY 2019 Actual	FY 2020 Budget	FY 2020 Revised	FY 2021 Budget
<i>CDBG 2020</i>							
<i>167-41-900-554-000-</i>							
603114	Admin Svcs-CRA	- 92629	—	—	92,121	133,203	—
603410	Grant Administration	- 92629	—	—	49,604	54,021	—
604680	Home Repairs	- 92629	—	—	449,305	595,607	—
604681	Commercial Rehab	- 92629	—	—	—	100,000	—
608270	Small Business Assistance	- 92629	—	—	10,000	72,500	—
	<i>Sub-Total</i>		—	—	601,030	955,330	—
<i>CDBG 2021</i>							
<i>167-41-900-554-000-</i>							
603114	Admin Svcs-CRA	- 92630	—	—	—	—	92,121
603410	Grant Administration	- 92630	—	—	—	—	49,604
604680	Home Repairs	- 92630	—	—	—	—	603,205
608270	Small Business Assistance	- 92630	—	—	—	—	10,000
	<i>Sub-Total</i>		—	—	—	—	754,930
	Total		\$ 687,453	\$ 698,531	\$ 710,030	\$ 1,773,621	\$ 754,930
	Expense Total		\$ 845,148	\$ 826,970	\$ 710,030	\$ 2,996,788	\$ 754,930



Community Development Block Grant

Object #	Account Description	Justification
<u>Revenue</u>		
331623	Fed Grant-CDBG	Community Development Block Grant (CDBG). Funder: HUD. This is an annual formula grant and anticipated allocation becomes effective on October 1.
<u>Expense</u>		
603114	Admin Svcs-CRA	Community Development Block Grant (CDBG). Funder: HUD. This is an annual formula grant and anticipated allocation becomes effective on October 1.
603410	Grant Administration	Community Development Block Grant (CDBG). Funder: HUD. This is an annual formula grant and anticipated allocation becomes effective on October 1.
604680	Home Repairs	Community Development Block Grant (CDBG). Funder: HUD. This is an annual formula grant and anticipated allocation becomes effective on October 1.
608270	Small Business Assistance	Community Development Block Grant (CDBG). Funder: HUD. This is an annual formula grant and anticipated allocation becomes effective on October 1.

Affordable Housing Trust Fund

Description Fund 170

The Affordable Housing trust fund was established to provide a continuing, non-lapsing fund for the city Commission to address the need for workforce housing in the City. Funding may be comprised of the sale of City -owned property, Broward County Affordable Housing Trust Funds, grants or donations and mandatory or voluntary payments by developers.

	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Beginning Fund Balance	\$ —	\$ —	\$ —	\$ —	\$ 100,000
Revenues By Category					
General Taxes	—	—	—	—	—
Permits, Fees, Special Assessment	—	—	—	—	—
Intergovernmental Revenues	—	—	—	—	—
Charges for Services	—	—	—	—	—
Fines & Forfeitures	—	—	—	—	—
Miscellaneous Revenues	—	—	—	—	—
Appropriation of Fund Balance	—	—	—	—	—
Transfer In	—	—	—	100,000	2,000,000
Total	\$ —	\$ —	\$ —	\$ 100,000	\$ 2,000,000
Expenditures By Category					
Personnel Services	—	—	—	—	—
Operating Expense	—	—	—	—	—
Capital Outlay	—	—	—	—	—
Grants & Aids	—	—	—	—	—
Total Operating Expenditures	—	—	—	—	—
Capital Improvement Program	—	—	—	—	—
Capital Asset Clearing	—	—	—	—	—
Other Uses	—	—	—	—	—
Debt Service	—	—	—	—	—
Transfers	—	—	—	—	—
Appropriated Fund Balance	—	—	—	100,000	2,000,000
Total	\$ —	\$ —	\$ —	\$ 100,000	\$ 2,000,000
Excess/Deficiency	—	—	—	—	—
Appropriated Fund Balance	—	—	—	100,000	2,000,000
Appropriation of Fund Balance	—	—	—	—	—
Ending Fund Balance	\$ —	\$ —	\$ —	\$ 100,000	\$ 2,100,000



Affordable Housing Trust Fund

Revenue Projections

Object #	Account Description	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Charges for Services						
381001	Trfr Fr General Fund	—	—	—	—	2,000,000
381395	Trfr Fr Capital Projects Fund	—	—	—	100,000	—
	<i>Sub-total</i>	—	—	—	100,000	2,000,000
	Total	\$ —	\$ —	\$ —	\$ 100,000	\$ 2,000,000

Expenditure Detail Budget—170-xx

Object #	Account Description	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Operating Expense						
609990	Appropriated Fund Balance	—	—	—	100,000	2,000,000
	Total	\$ —	\$ —	\$ —	\$ 100,000	\$ 2,000,000

Justifications

Object #	Account Description	Justification
Revenue		
381001	Trfr Fr General Fund	Transfer in from the General Fund as seed money to fund future affordable housing projects within the City.
Expense		
609990	Appropriated Fund Balance	Funds that are appropriated during the budget process, not slated for any one specific purpose usually close to fund balance adding to the overall health and long term viability of the fund.

Debt Service Funds

Description

Debt Service Funds were established to account for the servicing of long term general obligation debt not being financed by proprietary funds. They are comprised of funds 201, 203, 204 and 205. Fund 201 is the major debt service fund. Fund 203 is for the Capital Improvement Refunding Revenue Bonds, Series 2015 and the debt service for the US Bancorp Fire Truck Lease/Purchase. Fund 204 is for Special Obligation Refunding and Improvement Revenue Bonds, Series 2013. Fund 205 is used to account for the debt service for the Taxable Special Obligation Refunding Bonds, Series 2021.

Revenues and Expenditures Summary

	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget	
Beginning Fund Balance	\$ 4,115,219	\$ 2,268,043	\$ 1,688,256	\$ 1,688,256	\$ 476,656	
Revenues by Category						
General Taxes	—	—	—	—	—	
Permits, Fees, Special Assessment	—	—	—	—	—	
Intergovernmental Revenues	—	—	—	—	—	
Charges for Services	—	—	—	—	—	
Fines & Forfeitures	—	—	—	—	—	
Miscellaneous Revenues	38,392	21,704	20,420	51,001,820	1,700	
Appropriation of Fund Balance	—	—	1,500,000	1,491,200	—	
Transfer In	10,990,300	12,747,800	12,124,930	12,152,330	11,232,600	
Total	\$ 11,028,692	\$ 12,769,504	\$ 13,645,350	\$ 64,645,350	\$ 11,234,300	
Expenditures by Category						
Personnel Services	—	—	—	—	—	
Operating Expense	2,973	1,911	1,050	1,050	2,300	
Capital Outlay	—	—	—	—	—	
Grants & Aids	—	—	—	—	—	
Total Operating Expenditures	2,973	1,911	1,050	1,050	2,300	
Debt Service	12,872,895	13,347,379	13,374,300	64,364,700	11,232,000	
Appropriated Fund Balance	—	—	270,000	279,600	—	
Transfers	—	—	—	—	—	
Total	\$ 12,875,869	\$ 13,349,290	\$ 13,645,350	\$ 64,645,350	\$ 11,234,300	
Excess/Deficiency (actuals)	(1,847,176)	(579,787)	—	—	—	
Appropriated Fund Balance	—	—	270,000	279,600	—	
Appropriation of Fund Balance	—	—	(1,500,000)	(1,491,200)	—	
Ending Fund Balance	\$ 2,268,043	\$ 1,688,256	\$ 458,256	\$ 476,656	\$ 476,656	
Revenues	Fund #					
Debt Service	201	1,487,091	1,982,759	2,598,750	2,598,750	2,166,600
Capital Improvement Rev. Bonds 2015	203	5,235,840	6,123,394	6,292,300	6,292,300	6,294,700
CIP Bonds 2013	204	4,305,761	4,663,351	4,754,300	4,754,300	2,101,100
Tax. Spec. Obligation Bonds 2021	205	—	—	—	51,000,000	671,900
Total		\$ 11,028,692	\$ 12,769,504	\$ 13,645,350	\$ 64,645,350	\$ 11,234,300
Expenditures						
Debt Service	201	1,974,475	2,393,709	2,598,750	2,598,750	2,166,600
Capital Improvement Rev. Bonds 2015	203	6,301,737	6,293,325	6,292,300	6,292,300	6,294,700
CIP Bonds 2013	204	4,599,657	4,662,256	4,754,300	4,754,300	2,101,100
Tax. Spec. Obligation Bonds 2021	205	—	—	—	51,000,000	671,900
Total		\$ 12,875,869	\$ 13,349,290	\$ 13,645,350	\$ 64,645,350	\$ 11,234,300



Debt Service—Fund 201

Description Fund 201—Debt Service

This is the City's major debt service fund. Currently, the 2012 BB&T Transportation Improvement Revenue Note, the 2017 CIP Loan, the 2020 CIP Loan and related administrative costs are being accounted for in this fund.

Revenues and Expenditures Summary

	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Beginning Fund Balance	\$ 1,372,744	\$ 885,360	\$ 474,410	\$ 474,410	\$ 10
Revenues By Category					
General Taxes	—	—	—	—	—
Permits, Fees, Special Assessment	—	—	—	—	—
Intergovernmental Revenues	—	—	—	—	—
Charges for Services	—	—	—	—	—
Fines & Forfeitures	—	—	—	—	—
Miscellaneous Revenues	16,991	4,659	6,100	500	700
Appropriation of Fund Balance	—	—	496,200	474,400	—
Transfer In	1,470,100	1,978,100	2,096,450	2,123,850	2,165,900
Total	\$ 1,487,091	\$ 1,982,759	\$ 2,598,750	\$ 2,598,750	\$ 2,166,600
Expenditures By Category					
Personnel Services	—	—	—	—	—
Operating Expense	958	346	250	250	900
Capital Outlay	—	—	—	—	—
Grants & Aids	—	—	—	—	—
Total Operating Expenditures	958	346	250	250	900
Capital Improvement Program	—	—	—	—	—
Capital Asset Clearing	—	—	—	—	—
Other Uses	—	—	—	—	—
Debt Service	1,973,517	2,393,363	2,598,500	2,598,500	2,165,700
Transfers	—	—	—	—	—
Appropriated Fund Balance	—	—	—	—	—
Total	\$ 1,974,475	\$ 2,393,709	\$ 2,598,750	\$ 2,598,750	\$ 2,166,600
Excess/Deficiency	(487,384)	(410,950)	—	—	—
Appropriated Fund Balance	—	—	—	—	—
Appropriation of Fund Balance	—	—	(496,200)	(474,400)	—
Ending Fund Balance	\$ 885,360	\$ 474,410	\$ (21,790)	\$ 10	\$ 10

Debt Service—Fund 201

Revenue Projections

Object #	Account Description	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Misc. Revenues						
361100	Int Earnings	1,109	637	2,000	500	600
361200	Dividend Income	15,882	4,022	4,100	—	100
	<i>Sub-total</i>	16,991	4,659	6,100	500	700
Other Sources						
381001	Trfr Fr General Fund	306,500	763,800	517,650	545,050	949,700
381005	Trfr Fr Billboard Rev Fund	—	—	619,900	619,900	454,700
381381	Transfer from Fire and EMS CIP	122,000	54,200	32,200	32,200	89,100
381385	Trfr Fr Street Constr&Maint Fd	963,100	1,104,800	926,700	926,700	418,700
381387	Transfer from Park Development	78,500	55,300	—	—	253,700
399999	Appropriation Of Fund Balance	—	—	496,200	474,400	—
	<i>Sub-total</i>	1,470,100	1,978,100	2,592,650	2,598,250	2,165,900
	Total	\$ 1,487,091	\$ 1,982,759	\$ 2,598,750	\$ 2,598,750	\$ 2,166,600

Expenditure Detail Budget—201-70-000-517-000

Object #	Account Description	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Operating Expense						
604905	Bank Svc Charges	958	346	250	250	900
	<i>Sub-total</i>	958	346	250	250	900
Debt Service						
607125	Prin-2017 CIP Loan	910,000	945,000	975,000	975,000	785,000
607141	Prin-Spc.Obl.RevNote2019 Exmpt	—	135,000	210,000	210,000	210,000
607142	Prin-Spc.Obl.RevNote2019Taxabl	—	135,000	205,000	205,000	205,000
607143	Prin- 2022 CIP Loan	—	—	—	—	330,000
607150	Prin-12 Trans Imp Rev Note	759,400	776,300	793,800	793,800	201,200
607225	Int-2017 CIP Loan	243,667	216,763	189,000	189,000	50,800
607241	Int-Spc.Obl.RevNote2019Exempt	—	65,247	91,900	91,900	87,800
607242	Int-Spec.Obl.RevNote2019Taxabl	—	80,200	113,000	113,000	108,200
607243	Int-2022 CIP Ln	—	—	—	—	134,300
607250	Int-12 Trans Imp Rev Note	60,450	39,853	18,800	18,800	1,400
607322	Admin Costs	—	—	2,000	2,000	52,000
	<i>Sub-total</i>	1,973,517	2,393,363	2,598,500	2,598,500	2,165,700
	Total	\$ 1,974,475	\$ 2,393,709	\$ 2,598,750	\$ 2,598,750	\$ 2,166,600

Debt Service Fund 201 Budget Justification

Object #	Account Description	Justification
Expense		
604905	Bank Svc Charges	This is for analyzed bank services charges for handling Pooled cash accounts. Allocated amount is based on each fund cash balance.
607125	Prin-2017 CIP Loan	This is the Principal portion for the FY 2017 Capital Improvement Plan (CIP) Note.
607141	Prin-Spc.Obl.RevNote2019 Exmpt	This is the Principal portion for the 2019 Special Obligation Bond Series A. Principal and Interest are paid quarterly on January 1, April 1, July 1 and October 1.
607142	Prin-Spc.Obl.RevNote2019Taxabl	This is the Principal portion for the 2019 Special Obligation Bond Series B. Principal and Interest are paid quarterly on January 1, April 1, July 1 and October 1.
607143	Prin- 2022 CIP Loan	Special Obligation 2022 B \$8.0 CIP Loan
607150	Prin-12 Trans Imp Rev Note	This is the Principal for the 2012 Transportation Improvement Revenue Note that was issued in January 2012 for various transportation projects. Principal and Interest is due quarterly on Jan, April, July and October 1 through October 1, 2021. Note is secured by the 1-5 Cents Local Option Fuel Tax revenues.
607225	Int-2017 CIP Loan	This is the Interest portion for the FY 2017 Capital Improvement Plan (CIP) Note.
607241	Int-Spc.Obl.RevNote2019Exempt	This is the Interest portion for the 2019 Special Obligation Bond Series A. Principal and Interest are paid quarterly on January 1, April 1, July 1 and October 1.
607242	Int-Spec.Obl.RevNote2019Taxabl	This is the Interest portion for the 2019 Special Obligation Bond Series B. Principal and Interest are paid quarterly on January 1, April 1, July 1 and October 1.
607243	Int-2022 CIP Ln	Interest for the Special Obligation 2022 B \$8.0 CIP Loan
607250	Int-12 Trans Imp Rev Note	This is the Interest for the 2012 Transportation Improvement Revenue Note that was issued in January 2012 for various transportation projects. Principal and Interest is due quarterly on Jan, April, July and October 1 through October 1, 2021. Note is secured by the 1-5 Cents Local Option Fuel Tax revenues.
607322	Admin Costs	This expenditure is related to debt service administrative costs such as handling Loans, Bonds, Payments, etc.

Capital Improvement Revenue Bonds 2015—Fund 203

Description Fund 203—Capital Improvement Revenue Bonds Series 2015

This Fund is used to account for the debt service for the Capital Improvement Refunding Revenue Bonds, Series 2015. This revenue bond replaced the \$93 Million CIP Revenue Bond. Payments for Principal and Interest will be made annually beginning 10/1/2015 and Interest only to be paid annually beginning 4/1/2016. This fund is also used to account for the debt service for the US Bancorp Fire Truck Lease/Purchase.

Revenues and Expenditures Summary

	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Beginning Fund Balance	\$ 2,708,599	\$ 1,642,702	\$ 1,472,771	\$ 1,472,771	\$ 455,971
Revenues By Category					
General Taxes	—	—	—	—	—
Permits, Fees, Special Assessment	—	—	—	—	—
Intergovernmental Revenues	—	—	—	—	—
Charges for Services	—	—	—	—	—
Fines & Forfeitures	—	—	—	—	—
Miscellaneous Revenues	21,140	15,794	14,300	1,300	700
Appropriation of Fund Balance	—	—	1,003,800	1,016,800	—
Transfer In	5,214,700	6,107,600	5,274,200	5,274,200	6,294,000
Total	\$ 5,235,840	\$ 6,123,394	\$ 6,292,300	\$ 6,292,300	\$ 6,294,700
Expenditures By Category					
Personnel Services	—	—	—	—	—
Operating Expense	1,596	1,185	400	400	1,100
Capital Outlay	—	—	—	—	—
Grants & Aids	—	—	—	—	—
Total Operating Expenditures	1,596	1,185	400	400	1,100
Capital Improvement Program	—	—	—	—	—
Capital Asset Clearing	—	—	—	—	—
Other Uses	—	—	—	—	—
Debt Service	6,300,140	6,292,140	6,291,900	6,291,900	6,293,600
Transfers	—	—	—	—	—
Appropriated Fund Balance	—	—	—	—	—
Total	\$ 6,301,737	\$ 6,293,325	\$ 6,292,300	\$ 6,292,300	\$ 6,294,700
Excess/Deficiency	(1,065,897)	(169,932)	—	—	—
Appropriated Fund Balance	—	—	—	—	—
Appropriation of Fund Balance	—	—	(1,003,800)	(1,016,800)	—
Ending Fund Balance	\$ 1,642,702	\$ 1,472,771	\$ 468,971	\$ 455,971	\$ 455,971

Capital Improvement Revenue Bonds 2015—Fund 203

Revenue Projections

Object #	Account Description	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Misc. Revenues						
361100	Int Earnings	1,337	8,149	5,100	1,300	500
361200	Dividend Income	19,803	7,645	9,200	—	200
	<i>Sub-total</i>	21,140	15,794	14,300	1,300	700
Other Sources						
381001	Trfr Fr General Fund	4,098,100	4,875,900	4,845,200	4,845,200	5,045,500
381005	Trfr Fr Billboard Rev Fund	—	—	—	—	—
381381	Transfer from Fire and EMS CIP	205,300	276,400	170,600	170,600	308,200
381385	Trfr Fr Street Constr&Maint Fd	259,600	304,400	258,400	258,400	289,300
381387	Transfer from Park Development	651,700	650,900	—	—	651,000
399999	Appropriation Of Fund Balance	—	—	1,003,800	1,016,800	—
	<i>Sub-total</i>	5,214,700	6,107,600	6,278,000	6,291,000	6,294,000
	Total	\$ 5,235,840	\$ 6,123,394	\$ 6,292,300	\$ 6,292,300	\$ 6,294,700

Expenditure Detail Budget—203-70-000-517-000

Object #	Account Description	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Operating Expense						
604905	Bank Svc Charges	1,596	1,185	400	400	1,100
	<i>Sub-total</i>	1,596	1,185	400	400	1,100
Debt Service						
607131	Prin-15 Cap Imp Rev Bond	2,890,000	3,030,000	3,185,000	3,185,000	3,350,000
607182	Prin-USBancorp Fire Truck Leas	316,157	321,243	326,500	326,500	331,700
607231	Int-15 Cap Imp Rev Bond	3,072,475	2,924,475	2,769,100	2,769,100	2,605,800
607282	Int-USBancorp Fire Truck Leas	21,509	16,423	11,300	11,300	6,100
	<i>Sub-total</i>	6,300,140	6,292,140	6,291,900	6,291,900	6,293,600
	Total	\$ 6,301,737	\$ 6,293,325	\$ 6,292,300	\$ 6,292,300	\$ 6,294,700

Capital Improvement Revenue Bonds 2015 Budget Justification

Object #	Account Description	Justification
<u>Expense</u>		
604905	Bank Svc Charges	This is for analyzed bank services charges for handling Pooled cash accounts. Allocated amount is based on each fund cash balance.
607131	Prin-15 Cap Imp Rev Bond	This is the Principal for the 2015 CIP Revenue Bonds which was issued in March 2015 to refund the outstanding Capital Improvement Revenue Bonds, Series 2005 and the Public Service Tax Refunding Revenue Bonds, Series 2003. Principal and Interest are paid semi annually on April and October 1 through October 2035.
607182	Prin-USBancorp Fire Truck Leas	This is the Principal portion for the U.S. Bancorp Lease/Purchase Agreement in FY17 for the five Fire-Rescue vehicles.
607231	Int-15 Cap Imp Rev Bond	This is the Interest for the 2015 CIP Revenue Bonds which was issued in March 2015 to refund the outstanding Capital Improvement Revenue Bonds, Series 2005 and the Public Service Tax
607282	Int-USBancorp Fire Truck Leas	This is the Interest portion for the U.S. Bancorp Lease/Purchase Agreement in FY 2017 for the five Fire-Rescue vehicles.



CIP Revenue Bonds 2013—Fund 204

Description Fund 204—CIP Revenue Bonds 2013

This fund was established to account for capital projects associated with the CIP revenue bonds issued in 2013.

Revenues and Expenditures Summary

	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Beginning Fund Balance	\$ 33,876	\$ (260,019)	\$ (258,924)	\$ (258,924)	\$ 11,076
Revenues By Category					
General Taxes	—	—	—	—	—
Permits, Fees, Special Assessment	—	—	—	—	—
Intergovernmental Revenues	—	—	—	—	—
Charges for Services	—	—	—	—	—
Fines & Forfeitures	—	—	—	—	—
Miscellaneous Revenues	261	1,251	20	20	300
Appropriation of Fund Balance	—	—	—	—	—
Transfer In	4,305,500	4,662,100	4,754,280	4,754,280	2,100,800
Total	\$ 4,305,761	\$ 4,663,351	\$ 4,754,300	\$ 4,754,300	\$ 2,101,100
Expenditures By Category					
Personnel Services	—	—	—	—	—
Operating Expense	419	381	400	400	300
Capital Outlay	—	—	—	—	—
Grants & Aids	—	—	—	—	—
Total Operating Expenditures	419	381	400	400	300
Capital Improvement Program	—	—	—	—	—
Capital Asset Clearing	—	—	—	—	—
Other Uses	—	—	—	—	—
Debt Service	4,599,238	4,661,875	4,483,900	4,483,900	2,100,800
Transfers	—	—	—	—	—
Appropriated Fund Balance	—	—	270,000	270,000	—
Total	\$ 4,599,657	\$ 4,662,256	\$ 4,754,300	\$ 4,754,300	\$ 2,101,100
Excess/Deficiency	(293,895)	1,095	—	—	—
Appropriated Fund Balance	—	—	270,000	270,000	—
Appropriation of Fund Balance	—	—	—	—	—
Ending Fund Balance	\$ (260,019)	\$ (258,924)	\$ 11,076	\$ 11,076	\$ 11,076

CIP Revenue Bonds 2013—Fund 204

Revenue Projections

Object #	Account Description	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Misc. Revenues						
361100	Int Earnings	261	681	20	20	300
361200	Dividend Income	—	570	—	—	—
	<i>Sub-total</i>	261	1,251	20	20	300
Other Sources						
381001	Trfr Fr General Fund	2,241,600	1,921,300	4,321,670	4,321,670	683,700
381380	Transfer from Police CIP Fund	330,400	637,500	291,610	291,610	470,100
381381	Transfer from Fire and EMS CIP	156,700	160,300	93,500	93,500	75,200
381385	Trfr Fr Street Constr&Maint Fd	31,900	87,900	47,500	47,500	57,100
381387	Transfer from Park Development	1,544,900	1,855,100	—	—	814,700
	<i>Sub-total</i>	4,305,500	4,662,100	4,754,280	4,754,280	2,100,800
	Total	\$ 4,305,761	\$ 4,663,351	\$ 4,754,300	\$ 4,754,300	\$ 2,101,100

Expenditure Detail Budget—204-70-000-517-000

Object #	Account Description	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Operating Expense						
604905	Bank Svc Charges	419	381	400	400	300
	<i>Sub-total</i>	419	381	400	400	300
Debt Service						
607151	Prin- 13 Improve Rev Bond	2,000,000	2,135,000	2,035,000	2,035,000	1,980,000
607251	Interest-13 Improve Rev Bond	2,599,238	2,526,875	2,448,900	2,448,900	120,800
607322	Admin Costs	—	—	—	—	—
607282	Int-USBancorp Fire Truck Leas	—	—	—	—	—
	<i>Sub-total</i>	4,599,238	4,661,875	4,483,900	4,483,900	2,100,800
Other						
609990	Appropriated Fund Balance	—	—	270,000	270,000	—
	<i>Sub-total</i>	—	—	270,000	270,000	—
	Total	\$ 4,599,657	\$ 4,662,256	\$ 4,754,300	\$ 4,754,300	\$ 2,101,100

CIP Revenue Bonds 2013 Budget Justification

Object #	Account Description	Justification
<u>Expense</u>		
604905	Bank Svc Charges	This is for analyzed bank services charges for handling Pooled cash accounts. Allocated amount is based on each fund cash balance.
607151	Prin- 13 Improve Rev Bond	This is the Principal for the Special Obligation Refunding and Improvement Revenue Bonds, Series 2013 which was used to pay off the then outstanding \$10,000,000 Capital Improvement Revenue Note, Series 2018, and to be used for various future capital projects. Principal is due annually beginning October 1, 2017 through October 1, 2038.
607251	Interest-13 Improve Rev Bond	This is the Interest on the Special Obligation Refunding and Improvement Revenue Bonds, Series 2013 in September 2013. It was used to pay off the Capital Improvement Revenue Note, Series 2008 and for various capital projects.

Taxable Special Obligations Refunding Bonds 2021

Description Fund 205—Taxable Special Obligation Refunding Bond 2021

This fund is used to account for the debt service for the Taxable Special Obligation Refunding Bonds, Series 2021. This bond issuance advance refunded the Special Obligation Refunding and Improvement Revenue Bonds, Series 2013. The City's obligation to repay the bonds is secured by the City's covenant to budget and appropriate legally available non-ad valorem revenues sufficient to pay principal and interest on the Series 2021 Bonds when due.

Revenues and Expenditures Summary

	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Beginning Fund Balance	\$ —	\$ —	\$ —	\$ —	\$ 9,600
Revenues By Category					
General Taxes	—	—	—	—	—
Permits, Fees, Special Assessment	—	—	—	—	—
Intergovernmental Revenues	—	—	—	—	—
Charges for Services	—	—	—	—	—
Fines & Forfeitures	—	—	—	—	—
Miscellaneous Revenues	—	—	—	51,000,000	—
Appropriation of Fund Balance	—	—	—	—	—
Transfer In	—	—	—	—	671,900
Total	\$ —	\$ —	\$ —	\$ 51,000,000	\$ 671,900
Expenditures By Category					
Personnel Services	—	—	—	—	—
Operating Expense	—	—	—	—	—
Capital Outlay	—	—	—	—	—
Grants & Aids	—	—	—	—	—
Total Operating Expenditures	—	—	—	—	—
Capital Improvement Program	—	—	—	—	—
Capital Asset Clearing	—	—	—	—	—
Other Uses	—	—	—	—	—
Debt Service	—	—	—	50,990,400	671,900
Transfers	—	—	—	—	—
Appropriated Fund Balance	—	—	—	9,600	—
Total	\$ —	\$ —	\$ —	\$ 51,000,000	\$ 671,900
Excess/Deficiency	—	—	—	—	—
Appropriated Fund Balance	—	—	—	9,600	—
Appropriation of Fund Balance	—	—	—	—	—
Ending Fund Balance	\$ —	\$ —	\$ —	\$ 9,600	\$ 9,600

Taxable Special Obligations Refunding Bonds 2021

Revenue Projections

Object #	Account Description	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Other Sources						
381001	Trfr Fr General Fund	—	—	—	—	218,900
381380	Transfer from Police CIP Fund	—	—	—	—	150,300
381381	Transfer from Fire and EMS CIP	—	—	—	—	24,000
381385	Trfr Fr Street Constr&Maint Fd	—	—	—	—	18,200
381387	Transfer from Park Development	—	—	—	—	260,500
384100	Bonds Proceeds	—	—	—	51,000,000	—
	<i>Sub-total</i>	—	—	—	51,000,000	671,900
	Total	\$ —	\$ —	\$ —	\$ 51,000,000	\$ 671,900

Expenditure Detail Budget—205-70-000-517-000

Object #	Account Description	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Debt Service						
607239	Int-TaxSpecObligRefBonds2021	—	—	—	—	671,900
607320	Cost Of Issuance	—	—	—	462,900	—
607330	Pmt to Refund Bond Escrow Agt	—	—	—	50,527,500	—
	<i>Sub-total</i>	—	—	—	50,990,400	671,900
Other						
609990	Appropriated Fund Balance	—	—	—	9,600	—
	<i>Sub-total</i>	—	—	—	9,600	—
	Total	\$ —	\$ —	\$ —	\$ 51,000,000	\$ 671,900

Taxable Spec. Oblig. Bonds 2021 Budget Justifications

Object #	Account Description	Justification
<u>Expense</u>		
607239	Int-TaxSpecObligRefBonds2021	This is to pay for the Interest on the Taxable Special Obligation Refunding Bonds, Series 2021.





Capital Projects Funds

Description

These funds were established to account for the acquisition and/or construction of major capital assets within the City, except for those financed by proprietary funds. Currently, the City has eleven (11) capital project funds: Police CIP, Fire & EMS CIP, Street Construction and Maintenance, Park Development, CIP Revenue Bonds 2013, 2017 CIP Loan, 2020 CIP Loan-Non-Taxable, 2020 CIP Loan-Taxable, CIP Grants, 2022 CIP Loan and Capital Projects.

Revenues and Expenditures Summary

	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget	
Revenue By Category						
General Taxes	\$ —	\$ —	\$ —	\$ —	\$ —	
Permits, Fees, Special Assessment	2,462,187	5,519,404	2,972,000	2,972,000	5,398,400	
Intergovernmental Revenues	4,335,608	3,657,445	3,153,055	13,239,876	3,632,700	
Charges for Services	—	—	—	—	—	
Fines & Forfeitures	—	—	—	—	—	
Miscellaneous Revenues	490,733	10,333,041	229,510	329,510	8,049,500	
Other Sources	—	—	—	18,709,840	3,421,500	
Transfer In	1,434,269	1,959,720	—	225,000	2,914,350	
Total	\$ 8,722,797	\$ 21,469,610	\$ 6,354,565	\$ 35,476,226	\$ 23,416,450	
Expenditures by Category						
Personnel Services	\$ —	\$ —	\$ —	\$ —	\$ —	
Operating Expense	4,004	8,357	3,300	3,300	5,800	
Capital Outlay	—	—	—	—	—	
Grants & Aids	—	—	—	—	—	
Total Operating Expenditures	4,004	8,357	3,300	3,300	5,800	
Capital Improvement Program	\$ 9,028,814	\$ 10,700,368	\$ —	\$ 29,007,083	\$ 16,454,350	
Capital Asset Clearing	—	—	—	—	—	
Donations	—	—	—	—	—	
Other Uses	—	—	—	—	—	
Transfers	6,943,076	6,764,167	3,540,465	3,655,043	6,229,300	
Appropriated Fund Balance	—	—	2,810,800	2,810,800	727,000	
Total	\$ 15,975,895	\$ 17,472,893	\$ 6,354,565	\$ 35,476,226	\$ 23,416,450	
Revenues by Fund						
	Fund #					
Police CIP	380	\$ 244,125	\$ 875,065	\$ 291,610	\$ 291,610	\$ 620,700
Fire & EMS CIP	381	244,155	830,728	296,400	296,400	836,600
Street Construction & Maintenance	385	3,648,732	3,167,540	3,153,555	3,278,536	3,633,200
Park Development	387	2,045,296	3,837,436	2,412,000	6,924,417	4,288,800
CIP Revenue Bonds 2013	388	170,142	45,409	67,100	593,678	2,700
2017 CIP Loan	389	162,888	65,634	75,500	3,492,768	9,400
2020 CIP Loan-Non-Taxable	391	—	5,029,524	14,400	2,481,950	2,100,200
2020 CIP Loan-Taxable	392	—	5,035,509	3,000	3,829,870	1,000,100
Capital Grants	393	576,121	490,244	—	10,086,821	—
2022 CIP Loan	394	—	—	—	—	8,000,000
Capital Projects	395	1,631,338	2,092,520	41,000	4,200,177	2,924,750
Total		\$ 8,722,797	\$ 21,469,610	\$ 6,354,565	\$ 35,476,226	\$ 23,416,450
Expenditures by Fund						
Police CIP	380	\$ 513,236	\$ 724,719	\$ 291,610	\$ 291,610	\$ 620,700
Fire & EMS CIP	381	484,010	491,276	296,400	296,400	836,600
Street Construction & Maintenance	385	6,493,554	4,000,122	3,153,555	3,278,536	3,633,200
Park Development	387	2,652,193	3,409,741	2,412,000	6,924,417	4,288,800
CIP Revenue Bonds 2013	388	2,419,212	4,112,088	67,100	593,677	2,700
2017 CIP Loan	389	1,419,747	2,331,281	75,500	3,492,768	9,400
2020 CIP Loan-Non-Taxable	391	—	434,780	14,400	2,481,950	2,100,200
2020 CIP Loan-Taxable	392	—	175,050	3,000	3,829,870	1,000,100
Capital Grants	393	576,121	490,244	—	10,086,821	—
2022 CIP Loan	394	—	—	—	—	8,000,000
Capital Projects	395	1,417,822	1,303,592	41,000	4,200,177	2,924,750
Total		\$ 15,975,895	\$ 17,472,893	\$ 6,354,565	\$ 35,476,226	\$ 23,416,450



Police CIP

Description Fund 380

This fund was established in Fiscal Year 2016 to account for impact fees derived from new development and restricted by Ordinance for Police Capital Improvements, including buildings and equipment. This funding source will assist the City to provide police capital improvements which are required by growth in new development.

Revenues and Expenditures Summary

	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Beginning Fund Balance	\$ 269,609	\$ 498	\$ 150,845	\$ 150,845	\$ 150,845
Revenues By Category					
General Taxes	—	—	—	—	—
Permits, Fees, Special Assessment	242,296	874,923	291,600	291,600	620,500
Intergovernmental Revenues	—	—	—	—	—
Charges for Services	—	—	—	—	—
Fines & Forfeitures	—	—	—	—	—
Miscellaneous Revenues	1,829	143	10	10	200
Appropriation of Fund Balance	—	—	—	—	—
Transfer In	—	—	—	—	—
Total	\$ 244,125	\$ 875,065	\$ 291,610	\$ 291,610	\$ 620,700
Expenditures By Category					
Personnel Services	—	—	—	—	—
Operating Expense	40	406	—	—	300
Capital Outlay	—	—	—	—	—
Grants & Aids	—	—	—	—	—
Total Operating Expenditures	40	406	—	—	300
Capital Improvement Program	182,796	86,813	—	—	—
Capital Asset Clearing	—	—	—	—	—
Other Uses	—	—	—	—	—
Debt Service	—	—	—	—	—
Transfers	330,400	637,500	291,610	291,610	620,400
Appropriated Fund Balance	—	—	—	—	—
Total	\$ 513,236	\$ 724,719	\$ 291,610	\$ 291,610	\$ 620,700
Excess/Deficiency	(269,111)	150,347	—	—	—
Appropriated Fund Balance	—	—	—	—	—
Appropriation of Fund Balance	—	—	—	—	—
Ending Fund Balance	\$ 498	\$ 150,845	\$ 150,845	\$ 150,845	\$ 150,845

Police CIP

Revenue Projections

Object #	Account Description	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
<u>Licenses, Permits & Fees</u>						
324110	Impact Fees-PD-Residential	242,296	874,923	291,600	291,600	620,500
	<i>Sub-total</i>	242,296	874,923	291,600	291,600	620,500
<u>Miscellaneous Revenues</u>						
361100	Int Earnings	79	143	10	10	200
361200	Dividend Income	1,750	—	—	—	—
	<i>Sub-total</i>	1,829	143	10	10	200
	Total	\$ 244,125	\$ 875,065	\$ 291,610	\$ 291,610	\$ 620,700

Expenditure Detail Budget—380-90-000-519-000/53-800-521-000

Object #	Account Description	Project #	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
<u>Operating Expense:</u>							
<u>380-90-000-519-000-</u>							
604905	Bank Svcs Charges		40	406	—	—	300
691204	Trfr To Debt Svcs		330,400	637,500	291,610	291,610	470,100
691205	Trf to Spec.Oblig.Ref Bd 2021		—	—	—	—	150,300
	<i>Sub-total</i>		330,440	637,906	291,610	291,610	620,700
<u>Capital Improvement</u>							
<i>Historic Public Safety Complex</i>							
<i>380-53-800-521-000-</i>							
606502	CIP-Plan/Design/Eng	53018	17,668	86,813	—	—	—
606510	CIP-Construction	53018	165,128	—	—	—	—
	<i>Sub-total</i>		182,796	86,813	—	—	—
	Total		\$ 513,236	\$ 724,719	\$ 291,610	\$ 291,610	\$ 620,700



Police CIP Budget Justification

Object #	Account Description	Justification
<u>Revenue</u>		
324110	Impact Fees-PD-Residential	These are impact fees paid for by new development that will fund additional Police related capital items caused by the impact of increased demand for services on the community.
361100	Interest Earnings	Revenues received from interest and Pooled cash earnings allowance and is allocated across funds based on cash balance of each fund as compared to the total cash, unless directly related to a specific investment instrument.
<u>Expense</u>		
604905	Bank Svcs Charges	This is for analyzed bank services charges for handling Pooled cash accounts. Allocated amount is based on each fund cash balance.
691204	Transfer to Debt Service	This is the proportional amount that can be utilized to fund Capital Improvement Plan (CIP) related debt service, as determined by Finance.
691205	Transfer to Spec. Obligation Refunding Bonds, Series 2021	Funds to be transferred to the Debt Service Fund in this category will be used to pay the Taxable Special Obligation Refunding Bonds, Series 2021.

Fire & EMS CIP

Description Fund 381

This fund was established in Fiscal Year 2016 to account for impact fees derived from new development and restricted by Ordinance for Fire and Emergency Medical Services Capital Improvements, including buildings and equipment. This funding source will assist the City to provide fire and emergency medical services capital improvements which are required by growth in new development.

Revenues and Expenditures Summary

	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Beginning Fund Balance	\$ 240,132	\$ 277	\$ 339,729	\$ 339,729	\$ 339,729
Revenues By Category					
General Taxes	—	—	—	—	—
Permits, Fees, Special Assessment	242,060	830,387	296,200	296,200	496,400
Intergovernmental Revenues	—	—	—	—	—
Charges for Services	—	—	—	—	—
Fines & Forfeitures	—	—	—	—	—
Miscellaneous Revenues	2,095	341	200	200	200
Appropriation of Fund Balance	—	—	—	—	340,000
Transfer In	—	—	—	—	—
Total	\$ 244,155	\$ 830,728	\$ 296,400	\$ 296,400	\$ 836,600
Expenditures By Category					
Personnel Services	—	—	—	—	—
Operating Expense	10	376	100	100	100
Capital Outlay	—	—	—	—	—
Grants & Aids	—	—	—	—	—
Total Operating Expenditures	10	376	100	100	100
Capital Improvement Program	—	—	—	—	340,000
Capital Asset Clearing	—	—	—	—	—
Other Uses	—	—	—	—	—
Debt Service	—	—	—	—	—
Transfers	484,000	490,900	296,300	296,300	496,500
Appropriated Fund Balance	—	—	—	—	—
Total	484,010	491,276	296,400	296,400	836,600
Excess/Deficiency	(239,855)	339,452	—	—	—
Appropriated Fund Balance	—	—	—	—	—
Appropriation of Fund Balance	—	—	—	—	(340,000)
Ending Fund Balance	\$ 277	\$ 339,729	\$ 339,729	\$ 339,729	\$ (271)

Fire & EMS CIP

Revenue Projections

Object #	Account Description	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
<u>Licenses, Permits & Fees</u>						
324115	Impact Fees-Fire-Residential	242,060	830,387	296,200	296,200	496,400
	<i>Sub-total</i>	242,060	830,387	296,200	296,200	496,400
<u>Miscellaneous Revenues</u>						
361100	Int Earnings	281	276	200	200	100
361200	Dividend Income	1,814	65	—	—	100
	<i>Sub-total</i>	2,095	341	200	200	200
<u>Licenses, Permits & Fees</u>						
399999	Appropriation Of Fund Balance	—	—	—	—	340,000
	<i>Sub-total</i>	—	—	—	—	340,000
	Total	244,155	830,728	296,400	296,400	836,600

Expenditure Detail Budget—381-various

Object #	Account Description	Project #	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
<u>Operating Expense: 381-90-000-519-000-</u>							
604905	Bank Svcs Charges		10	376	100	100	100
	<i>Sub-total</i>		10	376	100	100	100
<u>Capital Improvement</u>							
<i>Fire Station 107</i>							
	<i>381-55-800-522-000-</i>	53012					
606505	CIP-Permits		—	—	—	—	10,000
606510	CIP-Construction		—	—	—	—	175,000
606520	CIP-Contingency		—	—	—	—	15,000
	<i>Sub-total</i>		—	—	—	—	200,000
<i>Fire & Rescue Logistics & Storage Space/W Police Substation</i>							
	<i>381-55-800-522-000-</i>	53026					
606501	CIP-Pre-Construction		—	—	—	—	16,463
606502	CIP-Plan/Design/Eng		—	—	—	—	38,537
606505	CIP-Permits		—	—	—	—	10,000
606520	CIP-Contingency		—	—	—	—	75,000
	<i>Sub-total</i>		—	—	—	—	140,000
<u>Other: 381-90-000-519/581-000-</u>							
691201	Trfr To Debt Svcs		122,000	54,200	32,200	32,200	89,100
691203	Trfr To CIP Rev Bond		205,300	276,400	170,600	170,600	308,200
691204	Trfr To Debt Svcs		156,700	160,300	93,500	93,500	75,200
691205	Trf to Spec.Oblig.Ref Bd 2021		—	—	—	—	24,000
	<i>Sub-total</i>		484,000	490,900	296,300	296,300	496,500
	Total		\$ 484,010	\$ 491,276	\$ 296,400	\$ 296,400	\$ 836,600

Fire & EMS CIP Budget Justification

Object #	Account Description	Justification
Revenue		
324115	Impact Fees-Fire-Residential	These are impact fees paid for by new development that will fund additional Fire and Emergency Medical Services related capital items caused by the impact of increased demand for services on the community.
361100	Interest Earnings	Revenues received from interest and Pooled cash earnings allowance and is allocated across funds based on cash balance of each fund as compared to the total cash, unless directly related to a specific investment instrument.
361200	Dividend Income	This represents the return earned on the Wells Fargo Government Money Market Fund Sweep account.
399999	Appropriation of Fund Balance	This account is primarily for the use of fund balance.

Expense

604905	Bank Svcs Charges	This is for analyzed bank services charges for handling Pooled cash accounts. Allocated amount is based on each fund cash balance.
691201	Transfer to Debt Service	Funds transferred to service the 2012 Transportation Improvement Revenue Note.
691203	Transfer to CIP Revenue Bond	This will be used for debt service payment on the 2015 CIP Refunding Revenue Bonds.
691204	Transfer to Debt Service	This is the proportional amount that can be utilized to fund Capital Improvement Plan (CIP) related debt service, as determined by Finance.
691205	Transfer to Spec. Obligation Refunding Bonds, Series 2021	Funds to be transferred to the Debt Service Fund in this category will be used to pay the Taxable Special Obligation Refunding Bonds, Series 2021.

Capital Improvement Projects

Object #	Project	Justification
<u>Fire Station 107</u>		
606505 / 606510 / 606520	53012	The FY 22 proposed scope of work will include the expansion of the existing front and rear driveways to accommodate the emergency vehicle.
<u>Fire & Rescue Logistics and Storage Space at the West Police Substation</u>		
606501 / 606502 / 606505 / 606520	53026	This project involves the construction of an additional 5,000 sq. ft. warehouse space at the existing West Public Safety Logistics and Training Facility in Sunset Lakes.



Street Construction and Maintenance

Description Fund 385

This fund was established to account for the City's proportional share of state revenue sharing and local option gas tax funds, in accordance with State Statute 336.025(7). Funds are limited to be used for the purchase of transportation and the improvement and maintenance of roads and streets within the City.

Expenditures will be accounted for in the General Fund by designating specific expenditure accounts in the Public Works Department, Streets Maintenance Program and the Capital Improvement Program. Transfer to the General Fund will be made quarterly to reimburse the fund for actual expenditures made from the designated expenditure accounts.

Revenues and Expenditures Summary

	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Beginning Fund Balance	\$ 3,802,385	\$ 957,563	\$ 124,981	\$ 124,981	\$ 200,000
Revenues By Category					
General Taxes	—	—	—	—	—
Permits, Fees, Special Assessment	—	—	—	—	—
Intergovernmental Revenues	3,632,651	3,167,201	3,153,055	3,153,055	3,632,700
Charges for Services	—	—	—	—	—
Fines & Forfeitures	—	—	—	—	—
Miscellaneous Revenues	16,081	339	500	500	500
Appropriation of Fund Balance	—	—	—	124,981	—
Transfer In	—	—	—	—	—
Total	\$ 3,648,732	\$ 3,167,540	\$ 3,153,555	\$ 3,278,536	\$ 3,633,200
Expenditures By Category					
Personnel Services	—	—	—	—	—
Operating Expense	392	662	1,000	1,000	700
Capital Outlay	—	—	—	—	—
Grants & Aids	—	—	—	—	—
Total Operating Expenditures	392	662	1,000	1,000	700
Capital Improvement Program	2,641,485	924,993	—	124,981	500,000
Capital Asset Clearing	—	—	—	—	—
Other Uses	—	—	—	—	—
Debt Service	—	—	—	—	—
Transfers	3,851,677	3,074,467	2,952,555	2,952,555	3,132,500
Appropriated Fund Balance	—	—	200,000	200,000	—
Total	\$ 6,493,554	\$ 4,000,122	\$ 3,153,555	\$ 3,278,536	\$ 3,633,200
Excess/Deficiency	(2,844,822)	(832,582)	—	—	—
Appropriated Fund Balance	—	—	200,000	200,000	—
Appropriation of Fund Balance	—	—	—	(124,981)	—
Ending Fund Balance	\$ 957,563	\$ 124,981	\$ 324,981	\$ 200,000	\$ 200,000

Street Construction and Maintenance

Revenue Projections

Object #	Account Description	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Charges for Services						
312410	Local Option Gas Tax-First	1,456,608	1,279,502	1,292,898	1,292,898	1,456,600
312420	Local Option Gas Tax-Second	1,035,574	897,056	896,505	896,505	1,035,600
335120	State Revenue Sharing-Proceeds	1,140,468	990,643	963,652	963,652	1,140,500
	<i>Sub-total</i>	3,632,651	3,167,201	3,153,055	3,153,055	3,632,700
Miscellaneous Revenues						
361100	Int Earnings	10,450	339	500	500	500
361200	Dividend Income	5,631	—	—	—	—
	<i>Sub-total</i>	16,081	339	500	500	500
Other Sources						
399900	CIP Carryover	—	—	—	124,981	—
	<i>Sub-total</i>	—	—	—	124,981	—
	Total	\$ 3,648,732	\$ 3,167,540	\$ 3,153,555	\$ 3,278,536	\$ 3,633,200



Street Construction and Maintenance

Expenditure Detail Budget—385- Various

Object #	Account Description	Project #	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Operating Expense:							
385-90-000-519-000-							
604905	Bank Svcs Charges		392	662	1,000	1,000	700
	<i>Sub-total</i>		392	662	1,000	1,000	700
Capital Improvement							
<i>Street Construction & Resurfacing-Variou Loc.</i>							
	<i>385-50/53-804-541-000-</i>	52022					
606502	CIP-Plan/Design/Eng		—	350	—	4,006	—
606510	CIP-Construction		1,465,918	399,970	—	31	400,000
	<i>Sub-total</i>		1,465,918	400,320	—	4,037	400,000
	<i>Pembroke Rd Widening Fr Dykes to SS</i>						
	<i>381-55-800-522-000-</i>	52026					
606502	CIP-Plan/Design/Eng		—	(57,821)	—	91,044	—
606510	CIP-Construction		1,136,325	490,747	—	12,130	—
	<i>Sub-total</i>		1,136,325	432,926	—	103,174	—
	<i>Drainage Improvements</i>						
	<i>385-50-809-541-000-</i>	52035					
606502	CIP-Plan/Design/Eng		14,582	(8,253)	—	17,161	—
	<i>Sub-total</i>		14,582	(8,253)	—	17,161	—
	<i>Land & Beau Mir Pky, Mir Blvd & Red Rd</i>						
	<i>385-50/53-800-539-000-</i>	52036					
606510	CIP-Construction		11,274	—	—	610	—
606505	CIP-Permits		13,387	—	—	—	—
	<i>Sub-total</i>		24,661	—	—	610	—
	<i>Repair/Replace of Existing Sidewalks</i>						
	<i>385-50-801-541-000-</i>	52063					
606510	CIP-Construction		—	100,000	—	—	100,000
	<i>Sub-total</i>		—	100,000	—	—	100,000
Other: 385-90-000-581-000-							
609990	Appropriated Fund Balance		—	—	200,000	200,000	—
691001	Trfr To General Fund		2,597,077	1,577,367	1,719,955	1,719,955	2,349,200
691201	Trfr To Debt Svcs		963,100	1,104,800	926,700	926,700	418,700
691203	Trfr To CIP Rev Bond		259,600	304,400	258,400	258,400	289,300
691204	Trfr To Debt Svcs		31,900	87,900	47,500	47,500	57,100
691205	Trf to Spec.Oblig.Ref Bd 2021		—	—	—	—	18,200
	<i>Sub-total</i>		3,851,677	3,074,467	3,152,555	3,152,555	3,132,500
	Total		6,493,554	4,000,122	3,153,555	3,278,536	3,633,200

Street Construction and Maintenance Budget Justification

Object #	Account Description	Justification
Revenue		
312410	Local Option Gas Tax-First	This relates to the 1 to 6 Cents Local Option Fuel Tax. Revenues received in this category are distributed to municipalities from the Local Option Gas Tax Trust Fund that was also established to provide monies restricted for use on street related projects. This fuel tax is authorized to be used for roadway and right-of-way maintenance. The amount is based on State of Florida estimates.
312420	Local Option Gas Tax-Second	This relates to the 1 to 5 Cents Local Option Fuel Tax. Revenues received in this category are distributed to municipalities from the Local Option Gas Tax Trust Fund that was also established to provide monies restricted for use on street related projects. This fuel tax is authorized to be used for roadway related capital improvements or debt service for any roadway related capital improvement debt. Routine maintenance of roads is not considered an authorized expenditure. The amount is based on State of Florida estimates.
335120	State Revenue Sharing-Proceeds	State of Florida distributes revenues collected to local governments per the 1972 Florida Revenue Sharing Act. 76.3% of the revenues received are from sales and use tax collections and are included in the General Fund and 23.7% are from the fuel tax on motor fuel and are included in the Street Maintenance Fund. The fuel tax related funds are authorized to be used for roadway and transportation maintenance. More information about this revenue source can be found in the Local Government Information Handbook published by the Florida Office of Economic & Demographic Research.
361100	Interest Earnings	Revenues received from interest and Pooled cash earnings allowance and is allocated across funds based on cash balance of each fund as compared to the total cash, unless directly related to a specific investment instrument.
Expense		
604905	Bank Svcs Charges	This is for analyzed bank services charges for handling Pooled cash accounts. Allocated amount is based on each fund cash balance.
691001	Transfer to General Fund	This includes funds transferred to the General Fund for the purposes of roadway and right-of-way maintenance.
691201	Transfer to Debt Service	Funds transferred to service the 2012 Transportation Improvement Revenue Note.
691203	Transfer to CIP Revenue Bond	This will be used for debt service payment on the 2015 CIP Refunding Revenue Bonds.
691204	Transfer to Debt Service	This is the proportional amount that can be utilized to fund Capital Improvement Plan (CIP) related debt service, as determined by Finance.
691205	Transfer to Spec. Obligation Refunding Bonds, Series 2021	Funds to be transferred to the Debt Service Fund in this category will be used to pay the Taxable Special Obligation Refunding Bonds, Series 2021.

Capital Improvement Projects

Object #	Project	Justification
<u>Street Construction & Resurfacing - Various Locations</u>		
606510	52022	This project includes asphalt overlay (and milling if necessary); pavement installation, re-construction, patching, asphalt crack sealing and surface seal treatments. This includes replacement of surface safety stripping and MOT (maintenance of traffic) throughout the project's construction phase. In FY 22 approximately 24 lane miles of asphalt overlay and milling will be accomplished.
<u>Repair/Replacement of Existing Sidewalks</u>		
606510	52063	This project will repair existing sidewalks to increase pedestrian mobility, reduce tripping hazards and enhance the City's efforts at satisfying the Americans with Disabilities Act (ADA) requirements.



Park Development

Description Fund 387

This fund was established specifically to collect park and recreation impact fees to be used for capital improvements and development to the City's parks, recreational facilities and new park sites.

Revenues and Expenditures Summary

	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Beginning Fund Balance	\$ 2,854,556	\$ 2,247,659	\$ 2,675,354	\$ 2,675,354	\$ 673,437
Revenues By Category					
General Taxes	—	—	—	—	—
Permits, Fees, Special Assessment	1,977,831	3,814,094	2,384,200	2,384,200	4,281,500
Intergovernmental Revenues	—	—	—	—	—
Charges for Services	—	—	—	—	—
Fines & Forfeitures	—	—	—	—	—
Miscellaneous Revenues	67,465	23,342	27,800	127,800	7,300
Appropriation of Fund Balance	—	—	—	4,412,417	—
Transfer In	—	—	—	—	—
Total	\$ 2,045,296	\$ 3,837,436	\$ 2,412,000	\$ 6,924,417	\$ 4,288,800
Expenditures By Category					
Personnel Services	—	—	—	—	—
Operating Expense	1,608	1,341	1,500	1,500	3,600
Capital Outlay	—	—	—	—	—
Grants & Aids	—	—	—	—	—
Total Operating Expenditures	1,608	1,341	1,500	1,500	3,600
Capital Improvement Program	375,485	847,101	—	4,512,417	1,600,000
Capital Asset Clearing	—	—	—	—	—
Other Uses	—	—	—	—	—
Debt Service	—	—	—	—	—
Transfers	2,275,100	2,561,300	—	—	1,979,900
Appropriated Fund Balance	—	—	2,410,500	2,410,500	705,300
Total	\$ 2,652,193	\$ 3,409,741	\$ 2,412,000	\$ 6,924,417	\$ 4,288,800
Excess/Deficiency	(606,897)	427,695	—	—	—
Appropriated Fund Balance	—	—	2,410,500	2,410,500	705,300
Appropriation of Fund Balance	\$ —	\$ —	\$ —	\$ (4,412,417)	\$ —
Ending Fund Balance	\$ 2,247,659	\$ 2,675,354	\$ 5,085,854	\$ 673,437	\$ 1,378,737

Park Development

Revenue Projections

Object #	Account Description	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
<u>Permits, Fees, Special Assessment</u>						
324610	Impact Fees-Recreation-Dev	256,259.92	868,171	436,100	436,100	717,100
324611	Impact Fees-Park	1,721,570.91	2,945,923	1,948,100	1,948,100	3,564,400
	<i>Sub-total</i>	1,977,830.83	3,814,094	2,384,200	2,384,200	4,281,500
<u>Miscellaneous Revenues</u>						
361100	Int Earnings	45,627.05	14,077.15	17,500	17,500	7,200
361200	Dividend Income	21,838.23	9,264.86	10,300	10,300	100
369300	Insurance Recoveries	—	—	—	100,000	—
	<i>Sub-total</i>	67,465.28	23,342.01	27,800	127,800	7,300
<u>Other Sources</u>						
399900	CIP Carryover	—	—	—	4,412,417	—
	<i>Sub-total</i>	—	—	—	4,412,417	—
	Total	\$ 2,045,296	\$ 3,837,436	\$ 2,412,000	\$ 6,924,417	\$ 4,288,800



Park Development

Expenditure Detail Budget—387- Various

Object #	Account Description	Project #	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Operating Expense:							
387-90-000-519-000-							
604905	Bank Svcs Charges		1,608	1,341	1,500	1,500	3,600
	<i>Sub-total</i>		1,608	1,341	1,500	1,500	3,600
Capital Improvement							
<i>Ansin Sports Complex-Phase II</i>							
<i>387-53-802-572-000-</i>							
		51005					
606502	CIP-Plan/Design/Eng		—	25,000	—	—	—
606510	CIP-Construction		—	300,143	—	431,845	—
606520	CIP-Contingency		6,300	—	—	12,367	—
	<i>Sub-total</i>		6,300	325,143	—	444,212	—
<i>Amphitheater-Miramar Regional Park</i>							
<i>387-53-800-572-000-</i>							
		51006					
606510	CIP-Construction		—	—	—	275,001	—
606810	CIP-Tech Software/Hardware		89,792	—	—	—	—
	<i>Sub-total</i>		89,792	—	—	275,001	—
<i>Monarch Lakes Park</i>							
<i>387-55-801-572-000-/53-801</i>							
		51007					
606502	CIP-Plan/Design/Eng		—	11,728	—	53,176	—
606505	CIP-Permits		—	—	—	5,000	—
606510	CIP-Construction		9,347	—	—	117,096	—
606520	CIP-Contingency		—	—	—	3,000	—
	<i>Sub-total</i>		9,347	11,728	—	178,272	—
<i>Amphitheater at MRP-Concessions</i>							
<i>387-55-808-572-000-</i>							
		51018					
606502	CIP-Plan/Design/Eng		59,175	5,000	—	36,671	—
606510	CIP-Construction		210,872	64,762	—	623,520	—
	<i>Sub-total</i>		270,047	69,762	—	660,191	—
<i>Bark Park</i>							
<i>387-60-801-572-000-</i>							
		51019					
606510	CIP-Construction		—	58,500	—	1,500	—
	<i>Sub-total</i>		—	58,500	—	1,500	—

Park Development

Expenditure Detail Budget—387- Various

Object #	Account Description	Project #	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
<u>Forcina Park Renovations</u>							
	387-55-800-572-000-	51020					
606502	CIP-Plan/Design/Eng		—	—	—	2,660	—
606505	CIP-Permits		—	2,033	—	7,967	—
606510	CIP-Construction		—	169,880	—	313,300	—
606513	CIP-Landscaping		—	13,146	—	51,504	—
606520	CIP-Contingency		—	—	—	5,430	—
	<i>Sub-total</i>		—	185,060	—	380,860	—
<u>Skate Park</u>							
	387-60-800-572-000-	51022					
606502	CIP-Plan/Design/Eng		—	8,199	—	21,801	—
606505	CIP-Permits		—	4,099	—	10,901	—
606510	CIP-Construction		—	2,707	—	267,293	—
606520	CIP-Contingency		—	—	—	34,080	—
	<i>Sub-total</i>		—	15,005	—	334,075	—
<u>Ansin Sports Complex- Phase IV</u>							
	387-55-802-572-000-	51023					
606502	CIP-Plan/Design/Eng		—	84,241	—	165,759	180,000
606505	CIP-Permits		—	—	—	40,000	20,000
606510	CIP-Construction		—	—	—	1,600,000	1,400,000
606520	CIP-Contingency		—	—	—	110,000	—
	<i>Sub-total</i>		—	84,241	—	1,915,759	1,600,000
<u>911 Remembrance Monument</u>							
	387-55-803-572-000-	51024					
606502	CIP-Plan/Design/Eng		—	4,890	—	35,090	—
606505	CIP-Permits		—	—	—	15,145	—
606510	CIP-Construction		—	—	—	4,875	—
	<i>Sub-total</i>		—	4,890	—	55,110	—
<u>Miramar Regional Park-Wifi Infrastr</u>							
	387-58-800-572-000-	51027					
606517	CIP-Implementation Fees		—	66,214	—	—	—
606810	CIP-Tech Software/Hardware		—	26,557	—	17,437	—
	<i>Sub-total</i>		—	92,771	—	17,437	—

Park Development

Expenditure Detail Budget—387- Various

Object #	Account Description	Project #	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
<i>Miramar Regional Bark Park Trail</i>							
	387-60-802-572-000-	51029					
606510	CIP-Construction		—	—	—	100,000	—
	<i>Sub-total</i>		—	—	—	100,000	—
<i>Public Informational Signs</i>							
	387-55-800-539-000-	52009					
606510	CIP-Construction		—	—	—	150,000	—
	<i>Sub-total</i>		—	—	—	150,000	—
Other Uses: 387-90-000-572/519/581-000-							
691201	Trfr To Debt Svcs		78,500	55,300	—	—	253,700
691203	Trfr To CIP Rev Bond		651,700	650,900	—	—	651,000
691204	Trfr To Debt Svcs		1,544,900	1,855,100	—	—	814,700
691205	Trf to Spec.Oblig.Ref Bd 2021		—	—	—	—	260,500
609990	Appropriated Fund Balance		—	—	2,410,500	2,410,500	705,300
	<i>Sub-total</i>		2,275,100	2,561,300	2,410,500	2,410,500	2,685,200
Total			\$ 2,652,193	\$ 3,409,741	\$ 2,412,000	\$ 6,924,417	\$ 4,288,800



The Amphitheater at Miramar Regional Park

Park Development Budget Justification

Object #	Account Description	Justification
<u>Revenue</u>		
324610	Impact Fees-Recreation-Dev	These are impact fees paid for by new development that will fund additional Recreation related capital items caused by the impact of increased demand for services on the community.
324611	Impact Fees-Park	These are impact fees paid for by new development that will fund additional Parks related capital items caused by the impact of the increased demand for services on the community.
361100	Interest Earnings	Revenues received from interest and Pooled cash earnings allowance and is allocated across funds based on cash balance of each fund as compared to the total cash, unless directly related to a specific investment instrument.
361200	Dividend Income	This represents the return earned on the Wells Fargo Government Money Market Fund Sweep account.
<u>Expense</u>		
604905	Bank Svcs Charges	This is for analyzed bank services charges for handling Pooled cash accounts. Allocated amount is based on each fund cash balance.
609990	Appropriated Fund Balance	These are revenues above the expense levels that will be appropriated back to fund balance.
691201	Transfer to Debt Service	Funds transferred to service the 2012 Transportation Improvement Revenue Note.
691203	Transfer to CIP Revenue Bond	This will be used for debt service payment on the 2015 CIP Refunding Revenue Bonds.
691204	Transfer to Debt Service	This is the proportional amount that can be utilized to fund Capital Improvement Plan (CIP) related debt service, as determined by Finance.
691205	Transfer to Spec. Obligation Refunding Bonds, Series 2021	Funds to be transferred to the Debt Service Fund in this category will be used to pay the Taxable Special Obligation Refunding Bonds, Series 2021.

Capital Improvement Projects

Object #	Project	Justification
<u>Ansins Sports Complex - Phase IV</u>		
606502 / 606505 / 606510	51023	This phase will consist of various improvements, including the construction of a new roadway connection around the east and north side of the park, additional parking structure and administrative offices.

CIP Revenue Bonds 2013

Description Fund 388

In FY13, this special obligation refunding and improvement revenue bond fund was established to account for various capital projects.

Revenues and Expenditures Summary

	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Beginning Fund Balance	\$ 7,071,037	\$ 4,821,967	\$ 755,288	\$ 755,288	\$ 295,811
Revenues By Category					
General Taxes	—	—	—	—	—
Permits, Fees, Special Assessment	—	—	—	—	—
Intergovernmental Revenues	—	—	—	—	—
Charges for Services	—	—	—	—	—
Fines & Forfeitures	—	—	—	—	—
Miscellaneous Revenues	170,142	45,409	67,100	67,100	2,700
Appropriation of Fund Balance	—	—	—	526,578	—
Transfer In	—	—	—	—	—
Total	\$ 170,142	\$ 45,409	\$ 67,100	\$ 593,678	\$ 2,700
Expenditures By Category					
Personnel Services	—	—	—	—	—
Operating Expense	672	564	—	—	300
Capital Outlay	—	—	—	—	—
Grants & Aids	—	—	—	—	—
Total Operating Expenditures	672	564	—	—	300
Capital Improvement Program	2,418,540	4,111,524	—	526,577	—
Capital Asset Clearing	—	—	—	—	—
Other Uses	—	—	—	—	—
Debt Service	—	—	—	—	—
Transfers	—	—	—	—	—
Appropriated Fund Balance	—	—	67,100	67,100	2,400
Total	\$ 2,419,212	\$ 4,112,088	\$ 67,100	\$ 593,677	\$ 2,700
Excess/Deficiency	(2,249,070)	(4,066,679)	—	—	—
Appropriated Fund Balance	—	—	67,100	67,100	2,400
Appropriation of Fund Balance	—	—	—	(526,578)	—
Ending Fund Balance	\$ 4,821,967	\$ 755,288	\$ 822,388	\$ 295,811	\$ 298,211

CIP Revenue Bonds 2013

Revenue Projections

Object #	Account Description	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Miscellaneous Revenues						
361100	Int Earnings	150,983	38,249	59,000	59,000	2,600
361200	Dividend Income	19,158	7,161	8,100	8,100	100
399900	CIP Carryover	—	—	—	526,578	—
	<i>Sub-total</i>	170,142	45,409	67,100	593,678	2,700
	Total	\$ 170,142	\$ 45,409	\$ 67,100	\$ 593,678	\$ 2,700

Expenditure Detail Budget—388- Various

Object #	Account Description	Project #	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Operating Expense:							
388-90-000-519-000-							
604905	Bank Svcs Charges		672	564	—	—	300
	<i>Sub-total</i>		672	564	—	—	300
Capital Improvement							
Vizcaya Park							
	388-53-800-572-000-	51001					
606511	CIP-Furniture Fixtures & Equip		—	—	—	4,166	—
606520	CIP-Contingency		—	—	—	234	—
	<i>Sub-total</i>		—	—	—	4,400	—
Park Improvements-Variou							
	388-60-800-572-000-	51003					
606510	CIP-Construction		—	100,000	—	—	—
	<i>Sub-total</i>		—	100,000	—	—	—
Ansin Sports Complex-Phase II							
	388-53-803-572-000-/60-801	51005					
606502	CIP-Plan/Design/Eng		—	45,000	—	368	—
606505	CIP-Permits		—	—	—	11,130	—
606510	CIP-Construction		—	76,370	—	23,630	—
	<i>Sub-total</i>		—	121,370	—	35,128	—
Amphitheater-Miramar Regional Park							
	388-53-802-572-000-	51006					
606502	CIP-Plan/Design/Eng		8,112	8,187	—	—	—
	<i>Sub-total</i>		8,112	8,187	—	—	—
Monarch Lakes Park							
	388-53-804-572-000-	51007					
606510	CIP-Construction		2,630	770	—	1,182	—
606513	CIP-Landscaping		382	—	—	925	—
	<i>Sub-total</i>		3,012	770	—	2,107	—
Lakeshore Park Improvements							
	388-53-809-572-000-	51012					
606502	CIP-Plan/Design/Eng		700	—	—	—	—
	<i>Sub-total</i>		700	—	—	—	—

CIP Revenue Bonds 2013

Expenditure Detail Budget—388- Various

Object #	Account Description	Project #	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
<u>Parks Restroom Facilities</u>							
	388-60-812-572-000-	51017					
606502	CIP-Plan/Design/Eng		13,855	—	—	—	—
606505	CIP-Permits		5,701	3,431	—	228	—
606510	CIP-Construction		44,000	—	—	—	—
606520	CIP-Contingency		8,251	11,016	—	733	—
	<i>Sub-total</i>		71,807	14,447	—	961	—
<u>Amphitheater at MRP-Concessions</u>							
	388-55-813-572-000-	51018					
606502	CIP-Plan/Design/Eng		68,649	—	—	1	—
	<i>Sub-total</i>		68,649	—	—	1	—
<u>Skate Park</u>							
	388-60-802-572-000-	51022					
606502	CIP-Plan/Design/Eng		—	—	—	15,000	—
606505	CIP-Permits		—	—	—	4,080	—
606510	CIP-Construction		—	—	—	20,000	—
606520	CIP-Contingency		—	—	—	15,920	—
	<i>Sub-total</i>		—	—	—	55,000	—
<u>911 Remembrance Monument</u>							
	388-55-800-572-000-	51024					
606502	CIP-Plan/Design/Eng		—	1,835	—	13,165	—
	<i>Sub-total</i>		—	1,835	—	13,165	—
<u>Historic Miramar Canal Improvements</u>							
	388-50-800-537-000-	52021					
606510	CIP-Construction		52,314	—	—	147	—
	<i>Sub-total</i>		52,314	—	—	147	—
<u>Street Construction & Resurfacing-Variou Loc.</u>							
	388-50-802-541-000-	52022					
606510	CIP-Construction		407,935	—	—	7,066	—
	<i>Sub-total</i>		407,935	—	—	7,066	—
<u>Land & Beau Mir Pky, Mir Blvd & Red Rd</u>							
	388-53-802-539-000-/55-800	52036					
606502	CIP-Plan/Design/Eng		5,020	3,485	—	18,168	—
606510	CIP-Construction		182,549	50,000	—	1	—
	<i>Sub-total</i>		187,569	53,485	—	18,169	—
<u>Historic Miramar Complete Streets</u>							
	388-53-803-541-000-	52050					
606502	CIP-Plan/Design/Eng		9,509	—	—	20,285	—
	<i>Sub-total</i>		9,509	—	—	20,285	—
<u>ADA Evaluation and Corrective Action</u>							
	388-55-800-541-000-	52074					
606502	CIP-Plan/Design/Eng		—	238,775	—	11,225	—
606510	CIP-Construction		—	—	—	50,000	—
	<i>Sub-total</i>		—	238,775	—	61,225	—
<u>Buffer Wall Pemb Rd Univ Pk Plat</u>							
	388-55-801-541-000-	52077					
606510	CIP-Construction		—	—	—	95,000	—
	<i>Sub-total</i>		—	—	—	95,000	—

CIP Revenue Bonds 2013

Expenditure Detail Budget—388- Various

Object #	Account Description	Project #	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
<i>Fire Station 107</i>							
	388-53-800-522-000-	53012					
606502	CIP-Plan/Design/Eng		59,132	4,650	—	10,225	—
606505	CIP-Permits		2,410	—	—	11,673	—
606510	CIP-Construction		7,949	—	—	38,202	—
	<i>Sub-total</i>		69,491	4,650	—	60,100	—
<i>Facilities Capital Improvement</i>							
	388-53-800-519-000-	53016					
606502	CIP-Plan/Design/Eng		3,200	—	—	22,911	—
606505	CIP-Permits		16,630	—	—	3,370	—
606510	CIP-Construction		263,998	37,736	—	25,851	—
606515	CIP-Professional Fees		—	—	—	66,235	—
606520	CIP-Contingency		19,880	2,736	—	—	—
	<i>Sub-total</i>		303,708	40,472	—	118,367	—
<i>Historic Public Safety Complex</i>							
	388-53-804-521-000-	53018					
606501	CIP-Pre-Construction		11,810	—	—	10,218	—
606502	CIP-Plan/Design/Eng		7,344	—	—	—	—
606510	CIP-Construction		1,216,581	3,522,741	—	5,029	—
606511	CIP-Furniture Fixtures & Equip		—	4,792	—	20,208	—
	<i>Sub-total</i>		1,235,735	3,527,533	—	35,455	—
Other Uses: 387-90-000-572/519/581-000-							
609990	Appropriated Fund Balance		—	—	67,100	67,100	2,400
	<i>Sub-total</i>		—	—	67,100	67,100	2,400
	Total		\$ 2,419,212	\$ 4,112,088	\$ 67,100	\$ 593,677	\$ 2,700



CIP Revenue Bonds 2013 Budget Justification

Object #	Account Description	Justification
<u>Revenue</u>		
361100	Interest Earnings	Revenues received from interest and Pooled cash earnings allowance and is allocated across funds based on cash balance of each fund as compared to the total cash, unless directly related to a specific investment instrument.
361200	Dividend Income	This represents the return earned on the Wells Fargo Government Money Market Fund Sweep account.
<u>Expense</u>		
604905	Bank Svcs Charges	This is for analyzed bank services charges for handling Pooled cash accounts. Allocated amount is based on each fund cash balance.
609990	Appropriated Fund Balance	These are revenues above the expense levels that will be appropriated back to fund balance.

2017 CIP Loan

Description Fund 389

This fund was established in Fiscal Year 2017 to account for loan proceeds and expenditures associated with the 2017 Bank Loan to be used for various capital improvement projects within the City.

Revenues and Expenditures Summary

	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Beginning Fund Balance	\$ 7,154,778	\$ 5,897,919	\$ 3,632,272	\$ 3,632,272	\$ 290,204
Revenues By Category					
General Taxes	—	—	—	—	—
Permits, Fees, Special Assessment	—	—	—	—	—
Intergovernmental Revenues	—	—	—	—	—
Charges for Services	—	—	—	—	—
Fines & Forfeitures	—	—	—	—	—
Miscellaneous Revenues	162,888	65,634	75,500	75,500	9,400
Appropriation of Fund Balance	—	—	—	3,417,268	—
Transfer In	—	—	—	—	—
Total	\$ 162,888	\$ 65,634	\$ 75,500	\$ 3,492,768	\$ 9,400
Expenditures By Category					
Personnel Services	—	—	—	—	—
Operating Expense	696	316	300	300	100
Capital Outlay	—	—	—	—	—
Grants & Aids	—	—	—	—	—
Total Operating Expenditures	696	316	300	300	100
Capital Improvement Program	1,419,051	2,330,965	—	3,417,268	—
Capital Asset Clearing	—	—	—	—	—
Other Uses	—	—	—	—	—
Debt Service	—	—	—	—	—
Transfers	—	—	—	—	—
Appropriated Fund Balance	—	—	75,200	75,200	9,300
Total	\$ 1,419,747	\$ 2,331,281	\$ 75,500	\$ 3,492,768	\$ 9,400
Excess/Deficiency	(1,256,859)	(2,265,647)	—	—	—
Appropriated Fund Balance	—	—	75,200	75,200	9,300
Appropriation of Fund Balance	—	—	—	(3,417,268)	—
Ending Fund Balance	\$ 5,897,919	\$ 3,632,272	\$ 3,707,472	\$ 290,204	\$ 299,504

Revenue Projections

Object #	Account Description	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Miscellaneous Revenues						
361100	Int Earnings	147,796	60,078	69,000	69,000	9,300
361200	Dividend Income	15,092	5,556	6,500	6,500	100
399900	CIP Carryover	—	—	—	3,417,268	—
	<i>Sub-total</i>	162,888	65,634	75,500	3,492,768	9,400
Total		\$ 162,888	\$ 65,634	\$ 75,500	\$ 3,492,768	\$ 9,400



2017 CIP Loan

Expenditure Detail Budget—389- Various

Object #	Account Description	Project #	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Operating Expense:							
389-90-000-519-000-							
604905	Bank Svcs Charges		696	316	300	300	100
	<i>Sub-total</i>		696	316	300	300	100
Capital Improvement							
<i>Park Improvements-Variou</i>							
<i>389-60-800-572-000-</i>							
		51003					
606510	CIP-Construction		1,069	425	—	—	—
606511	CIP-Furniture Fixtures & Equip		—	4,760	—	—	—
	<i>Sub-total</i>		1,069	5,185	—	—	—
<i>Amphitheater-Miramar Regional Park</i>							
<i>389-53-805-572-000-</i>							
		51006					
606502	CIP-Plan/Design/Eng		—	51,371	—	27,635	—
606505	CIP-Permits		—	—	—	25,000	—
606510	CIP-Construction		—	—	—	79,695	—
606520	CIP-Contingency		—	—	—	50,000	—
	<i>Sub-total</i>		—	51,371	—	182,330	—
<i>Monarch Lakes Park</i>							
<i>389-55-800-572-000-</i>							
		51007					
606510	CIP-Construction		—	—	—	190,000	—
	<i>Sub-total</i>		—	—	—	190,000	—
<i>Lakeshore Park Improvements</i>							
<i>389-53-803-572-000-</i>							
		51012					
606502	CIP-Plan/Design/Eng		3,695	—	—	815	—
606505	CIP-Permits		—	—	—	7,201	—
606520	CIP-Contingency		—	—	—	15,795	—
	<i>Sub-total</i>		3,695	—	—	23,811	—
<i>Forcina Park Renovations</i>							
<i>389-55-801-572-000-</i>							
		51020					
606510	CIP-Construction		—	—	—	50,000	—
	<i>Sub-total</i>		—	—	—	50,000	—
<i>Public Informational Signs</i>							
<i>389-53-801-539-000-</i>							
		52009					
606505	CIP-Permits		5,325	—	—	4,675	—
606510	CIP-Construction		155,906	—	—	54,594	—
606520	CIP-Contingency		—	2,945	—	33,055	—
	<i>Sub-total</i>		161,230	2,945	—	92,325	—
<i>Street Construction & Resurfacing-Variou Loc.</i>							
<i>389-50-801-541-000-</i>							
		52022					
606510	CIP-Construction		15,000	—	—	—	—
	<i>Sub-total</i>		15,000	—	—	—	—
<i>Land & Beau Mir Pky, Mir Blvd & Red Rd</i>							
<i>389-53-800-539-000-</i>							
		52036					
606510	CIP-Construction		300,000	—	—	—	—
	<i>Sub-total</i>		300,000	—	—	—	—

2017 CIP Loan

Expenditure Detail Budget—389- Various

Object #	Account Description	Project #	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
<u>Historic Miramar Complete Streets</u>							
	389-53-803-541-000-	52050					
606502	CIP-Plan/Design/Eng		—	—	—	11,290	—
606505	CIP-Permits		—	—	—	39,557	—
606510	CIP-Construction		36,627	—	—	295	—
	<i>Sub-total</i>		36,627	—	—	51,142	—
<u>Historic Downtown Revitalization</u>							
	389-53-801-541-000-	52051					
606502	CIP-Plan/Design/Eng		5,834	—	—	13	—
606505	CIP-Permits		—	—	—	14,371	—
606510	CIP-Construction		195,633	—	—	10,057	—
606520	CIP-Contingency		59,159	—	—	40,748	—
	<i>Sub-total</i>		260,626	—	—	65,189	—
<u>Miramar Pkwy (SW 64 to SW 68)</u>							
	389-53-802-541-000-	52059					
606502	CIP-Plan/Design/Eng		35,797	15,774	—	2,608	—
606505	CIP-Permits		23,842	—	—	21,366	—
606510	CIP-Construction		238,002	169,042	—	48,242	—
606520	CIP-Contingency		19,301	64,330	—	112,087	—
	<i>Sub-total</i>		316,942	249,146	—	184,302	—
<u>Repair/Replace of Existing Sidewalks</u>							
	389-50-800-541-000-	52063					
606510	CIP-Construction		112,921	—	—	2	—
	<i>Sub-total</i>		112,921	—	—	2	—
<u>Add'l Southbound Left Turn Lane</u>							
	389-55-800-541-000-	52067					
606510	CIP-Construction		—	—	—	144,530	—
	<i>Sub-total</i>		—	—	—	144,530	—
<u>Westbound Right Turn Mir Prky & Dyk</u>							
	389-55-801-541-000-	52083					
606502	CIP-Plan/Design/Eng		—	17,660	—	32,340	—
606505	CIP-Permits		—	—	—	10,000	—
606510	CIP-Construction		—	—	—	250,000	—
606520	CIP-Contingency		—	—	—	50,000	—
	<i>Sub-total</i>		—	17,660	—	342,340	—
<u>Miramar Prky & Ivy Way Inters Imprv</u>							
	389-55-802-541-000-	52084					
606502	CIP-Plan/Design/Eng		—	22,366	—	27,634	—
606505	CIP-Permits		—	—	—	5,000	—
606510	CIP-Construction		—	—	—	225,000	—
606520	CIP-Contingency		—	—	—	50,000	—
	<i>Sub-total</i>		—	22,366	—	307,634	—
<u>Fire Station 107</u>							
	389-53-800-522-000-	53012					
606510	CIP-Construction		—	—	—	179	—
606520	CIP-Contingency		27,217	—	—	14,023	—
	<i>Sub-total</i>		27,217	—	—	14,202	—
<u>Facilities Capital Improvement</u>							
	389-53-800-519-000-	53016					
606502	CIP-Plan/Design/Eng		—	—	—	7,000	—
606505	CIP-Permits		—	—	—	3,408	—
606510	CIP-Construction		129,238	123,000	—	1,250	—
	<i>Sub-total</i>		129,238	123,000	—	11,658	—



2017 CIP Loan

Expenditure Detail Budget—389- Various

Object #	Account Description	Project #	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
<i>Historic Public Safety Complex</i>							
	389-53-800-521-000-	53018					
606510	CIP-Construction		—	1,838,384	—	1,611,242	—
606520	CIP-Contingency		—	—	—	25,121	—
606810	CIP-Tech Software/Hardware		—	—	—	74,879	—
	<i>Sub-total</i>		—	1,838,384	—	1,711,242	—
<i>Building Plans Digital Conversion</i>							
	389-41-800-524-000-	54011					
606511	CIP-Furniture Fixtures & Equip		2,341	—	—	66	—
606519	CIP-Contract Labor		52,144	20,909	—	43,816	—
606810	CIP-Tech Software/Hardware		—	—	—	2,678	—
	<i>Sub-total</i>		54,486	20,909	—	46,560	—
Other Uses: 389-90-000-581-000-							
609990	Appropriated Fund Balance		—	—	75,200	75,200	9,300
	<i>Sub-total</i>		—	—	75,200	75,200	9,300
Total			\$ 1,419,747	\$ 2,331,281	\$ 75,500	\$ 3,492,768	\$ 9,400

2017 CIP Loan Budget Justification

Object #	Account Description	Justification
Revenue		
361100	Interest Earnings	Revenues received from interest on 2017 CIP Loan.
361200	Dividend Income	This represents the return earned on the Wells Fargo Government Money Market Fund Sweep account.
Expense		
604905	Bank Svcs Charges	This is for analyzed bank services charges for handling Pooled cash accounts. Allocated amount is based on each fund cash balance.
609990	Appropriated Fund Balance	These are revenues above the expense levels that will be appropriated back to fund balance.

2020 CIP Loan Non-Taxable

Description Fund 391

This fund was established in Fiscal Year 2020 to account for loan proceeds and expenditures associated with the 2020 Bank Loan to be used for various non-taxable capital improvement projects within the City.

Revenues and Expenditures Summary

	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Beginning Fund Balance	\$ —	\$ —	\$ 4,594,744	\$ 4,594,744	\$ 2,141,594
Revenues By Category					
General Taxes	—	—	—	—	—
Permits, Fees, Special Assessment	—	—	—	—	—
Intergovernmental Revenues	—	—	—	—	—
Charges for Services	—	—	—	—	—
Fines & Forfeitures	—	—	—	—	—
Miscellaneous Revenues	—	5,029,524	14,400	14,400	9,400
Appropriation of Fund Balance	—	—	—	2,467,550	2,090,800
Transfer In	—	—	—	—	—
Total	\$ —	\$ 5,029,524	\$ 14,400	\$ 2,481,950	\$ 2,100,200
Expenditures By Category					
Personnel Services	—	—	—	—	—
Operating Expense	—	2,330	—	—	200
Capital Outlay	—	—	—	—	—
Grants & Aids	—	—	—	—	—
Total Operating Expenditures	—	2,330	—	—	200
Capital Improvement Program	—	432,450	—	2,467,550	2,100,000
Capital Asset Clearing	—	—	—	—	—
Other Uses	—	—	—	—	—
Debt Service	—	—	—	—	—
Transfers	—	—	—	—	—
Appropriated Fund Balance	—	—	14,400	14,400	—
Total	\$ —	\$ 434,780	\$ 14,400	\$ 2,481,950	\$ 2,100,200
Excess/Deficiency	—	4,594,744	—	—	—
Appropriated Fund Balance	—	—	14,400	14,400	—
Appropriation of Fund Balance	—	—	—	(2,467,550)	(2,090,800)
Ending Fund Balance	\$ —	\$ 4,594,744	\$ 4,609,144	\$ 2,141,594	\$ 50,794

Revenue Projections

Object #	Account Description	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Miscellaneous Revenues						
361100	Int Earnings	—	22,508	8,000	8,000	9,300
361200	Dividend Income	—	7,016	6,400	6,400	100
384200	Other Financing Sources	—	5,000,000	—	—	—
399900	CIP Carryover	—	—	—	2,467,550	—
399999	Appropriation Of Fund Balance	—	—	—	—	2,090,800
	<i>Sub-total</i>	—	5,029,524	14,400	2,481,950	2,100,200
Total		\$ —	\$ 5,029,524	\$ 14,400	\$ 2,481,950	\$ 2,100,200



2020 CIP Loan Non-Taxable

Expenditure Detail Budget—391- Various

Object #	Account Description	Project #	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Operating Expense:							
391-90-000-519-000-							
604905	Bank Svcs Charges		—	2,330	—	—	200
	<i>Sub-total</i>		—	2,330	—	—	200
Capital Improvement							
<i>Amphitheater-Miramar Regional Park</i>							
	<i>391-55-801-572-000-</i>	51006					
606502	CIP-Plan/Design/Eng		—	23,200	—	76,800	—
606505	CIP-Permits		—	—	—	30,000	—
606510	CIP-Construction		—	—	—	500,000	—
606520	CIP-Contingency		—	—	—	70,000	—
	<i>Sub-total</i>		—	23,200	—	676,800	—
<i>Harbour Lakes Park Improvements</i>							
	<i>391-60-800-572-000-</i>	51026					
606502	CIP-Plan/Design/Eng		—	2,000	—	—	—
606510	CIP-Construction		—	98,000	—	—	—
	<i>Sub-total</i>		—	100,000	—	—	—
<i>Street Construction & Resurfacing-Variou Loc.</i>							
	<i>391-50-800-541-000-</i>	52022					
606510	CIP-Construction		—	300,000	—	—	—
	<i>Sub-total</i>		—	300,000	—	—	—
<i>Pemb Rd fr SW 184 to US27/Mir Pdwy Ext</i>							
	<i>391-55-800-541-000-</i>	52061					
606500	CIP-Land Acquisition		—	9,250	—	1,490,750	—
	<i>Sub-total</i>		—	9,250	—	1,490,750	—
<i>Buffer Wall Pemb Rd Univ Pk Plat</i>							
	<i>391-55-801-541-000-</i>	52077					
606502	CIP-Plan/Design/Eng		—	—	—	30,000	—
606505	CIP-Permits		—	—	—	15,000	—
606510	CIP-Construction		—	—	—	255,000	—
	<i>Sub-total</i>		—	—	—	300,000	—
<i>Historic Mir Innov & Tech Village</i>							
	<i>391-55-800-559-000-</i>	53025					
606502	CIP-Plan/Design/Eng		—	—	—	—	1,000,000
606510	CIP-Construction		—	—	—	—	880,000
606520	CIP-Contingency		—	—	—	—	220,000
	<i>Sub-total</i>		—	—	—	—	2,100,000
Other Uses: 389-90-000-581-000-							
609990	Appropriated Fund Balance		—	—	14,400	14,400	—
	<i>Sub-total</i>		—	—	14,400	14,400	—
Total			\$ —	\$ 434,780	\$ 14,400	\$ 2,481,950	\$ 2,100,200



2020 CIP Loan Non-Taxable Budget Justification

Object #	Account Description	Justification
<u>Revenue</u>		
361100	Interest Earnings	Revenues received from interest and Pooled cash earnings allowance and is allocated across funds based on cash balance of each fund as compared to the total cash, unless directly related to a specific investment instrument.
361200	Dividend Income	This represents the return earned on the Wells Fargo Government Money Market Fund Sweep account.
399999	Appropriation of Fund Balance	This account is primarily for the use of fund balance.
<u>Expense</u>		
604905	Bank Svcs Charges	This is for analyzed bank services charges for handling Pooled cash accounts. Allocated amount is based on each fund cash balance.

Capital Improvement Projects

Object #	Project	Justification
<u>Historic Miramar Innovation & Technology Village</u>		
606502 / 606510 / 606520	53025	This project is comprised of workforce housing, transit hub, educational facilities, enhanced public recreational amenities, mixed use development and a technology village for new business start ups and smart city innovation.



2020 CIP Loan Taxable

Description Fund 392

This fund was established in Fiscal Year 2020 to account for loan proceeds and expenditures associated with the 2020 Bank Loan to be used for various taxable capital improvement projects within the City.

Revenues and Expenditures Budget Summary

	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Beginning Fund Balance	\$ —	\$ —	\$ 4,860,459	\$ 4,860,459	\$ 1,036,589
Revenues By Category					
General Taxes	—	—	—	—	—
Permits, Fees, Special Assessment	—	—	—	—	—
Intergovernmental Revenues	—	—	—	—	—
Charges for Services	—	—	—	—	—
Fines & Forfeitures	—	—	—	—	—
Miscellaneous Revenues	—	5,035,509	3,000	3,000	9,400
Appropriation of Fund Balance	—	—	—	3,826,870	990,700
Transfer In	—	—	—	—	—
Total	—	5,035,509	3,000	3,829,870	1,000,100
Expenditures By Category					
Personnel Services	—	—	—	—	—
Operating Expense	—	1,920	—	—	100
Capital Outlay	—	—	—	—	—
Grants & Aids	—	—	—	—	—
Total Operating Expenditures	—	1,920	—	—	100
Capital Improvement Program	—	173,130	—	3,826,870	1,000,000
Capital Asset Clearing	—	—	—	—	—
Other Uses	—	—	—	—	—
Debt Service	—	—	—	—	—
Transfers	—	—	—	—	—
Appropriated Fund Balance	—	—	3,000	3,000	—
Total	\$ —	\$ 175,050	\$ 3,000	\$ 3,829,870	\$ 1,000,100
Excess/Deficiency	—	4,860,459	—	—	—
Appropriated Fund Balance	—	—	3,000	3,000	—
Appropriation of Fund Balance	—	—	—	(3,826,870)	(990,700)
Ending Fund Balance	\$ —	\$ 4,860,459	\$ 4,863,459	\$ 1,036,589	\$ 45,889

2020 CIP Loan Taxable

Revenue Projections

Object #	Account Description	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Miscellaneous Revenues						
361100	Int Earnings	—	35,176	3,000	3,000	9,300
361200	Dividend Income	—	333	—	—	100
384200	Other Financing Sources	—	5,000,000	—	—	—
399900	CIP Carryover	—	—	—	3,826,870	—
399999	Appropriation Of Fund Balance	—	—	—	—	990,700
	<i>Sub-total</i>	—	5,035,509	3,000	3,829,870	1,000,100
	Total	\$ —	\$ 5,035,509	\$ 3,000	\$ 3,829,870	\$ 1,000,100

Expenditure Detail Budget—392- Various

Object #	Account Description	Project #	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Operating Expense:							
<u>392-90-000-519-000-</u>							
604905	Bank Svcs Charges		—	1,920	—	—	100
	<i>Sub-total</i>		—	1,920	—	—	100
Capital Improvement							
<i>Historic Mir Innov & Tech Village</i>							
	<i>392-55-800-559-000-</i>	53025					
606500	CIP-Land Acquisition		—	—	—	1,000,000	—
606502	CIP-Plan/Design/Eng		—	—	—	200,000	500,000
606505	CIP-Permits		—	—	—	1,845	—
606510	CIP-Construction		—	—	—	2,298,155	500,000
606515	CIP-Professional Fees		—	173,130	—	126,870	—
606520	CIP-Contingency		—	—	—	200,000	—
	<i>Sub-total</i>		—	173,130	—	3,826,870	1,000,000
Other Uses: <u>389-90-000-581-000-</u>							
609990	Appropriated Fund Balance		—	—	3,000	3,000	—
	<i>Sub-total</i>		—	—	3,000	3,000	—
	Total		\$ —	\$ 175,050	\$ 3,000	\$ 3,829,870	\$ 1,000,100



2020 CIP Loan Taxable Budget Justifications

Object #	Account Description	Justification
<u>Revenue</u>		
361100	Interest Earnings	Revenues received from interest and Pooled cash earnings allowance and is allocated across funds based on cash balance of each fund as compared to the total cash, unless directly related to a specific investment instrument.
361200	Dividend Income	This represents the return earned on the Wells Fargo Government Money Market Fund Sweep account.
399999	Appropriation of Fund Balance	This account is primarily for the use of fund balance.
<u>Expense</u>		
604905	Bank Svcs Charges	This is for analyzed bank services charges for handling Pooled cash accounts. Allocated amount is based on each fund cash balance.

Capital Improvement Projects

Object #	Project	Justification
<u>Historic Miramar Innovation & Technology Village</u>		
606502 / 606510	53025	This project is comprised of workforce housing, transit hub, educational facilities, enhanced public recreational amenities, mixed use development and a technology village for new business start ups and smart city innovation.

Capital Grants

Description Fund 393

This fund was established to account for capital improvements funded through grant proceeds.

Revenues and Expenditures Summary

	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Beginning Fund Balance	\$ —	\$ —	\$ —	\$ —	\$ —
Revenues By Category					
General Taxes	—	—	—	—	—
Permits, Fees, Special Assessment	—	—	—	—	—
Intergovernmental Revenues	576,121	490,244	—	10,086,821	—
Charges for Services	—	—	—	—	—
Fines & Forfeitures	—	—	—	—	—
Miscellaneous Revenues	—	—	—	—	—
Appropriation of Fund Balance	—	—	—	—	—
Transfer In	—	—	—	—	—
Total	\$ 576,121	\$ 490,244	\$ —	\$ 10,086,821	\$ —
Expenditures By Category					
Personnel Services	—	—	—	—	—
Operating Expense	—	—	—	—	—
Capital Outlay	—	—	—	—	—
Grants & Aids	—	—	—	—	—
Total Operating Expenditures	—	—	—	—	—
Capital Improvement Program	576,121	490,244	—	10,072,243	—
Capital Asset Clearing	—	—	—	—	—
Other Uses	—	—	—	—	—
Debt Service	—	—	—	—	—
Transfers	—	—	—	14,578	—
Appropriated Fund Balance	—	—	—	—	—
Total	\$ 576,121	\$ 490,244	\$ —	\$ 10,086,821	\$ —
Excess/Deficiency	—	—	—	—	—
Appropriated Fund Balance	—	—	—	—	—
Appropriation of Fund Balance	—	—	—	—	—
Ending Fund Balance	\$ —	\$ —	\$ —	\$ —	\$ —

Capital Grants

Revenue Projections

Object #	Account Description	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Miscellaneous Revenues						
331400	FEMA-Wind Retrofit	—	—	—	1,696,536	—
331491	Transportation Alt Prog-TAP	576,121	490,244	—	10,285	—
331700	Fed Grant-Recreational Trail	—	—	—	100,000	—
334834	State Grnt FRDAP	—	—	—	50,000	—
337402	Surtax County Grant	—	—	—	7,730,000	—
337700	BOH County Grant	—	—	—	500,000	—
	<i>Sub-total</i>	576,121	490,244	—	10,086,821	—
	Total	\$ 576,121	\$ 490,244	\$ —	\$ 10,086,821	\$ —

Expenditure Detail Budget—393- Various

Object #	Account Description	Project #	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Capital Improvement							
<i>Park Improvements-Variou</i>							
	393-53-900-572-000-	51003					
606510	CIP-Construction		—	—	—	22,994	—
606511	CIP-Furniture Fixtures & Equip		—	—	—	26,529	—
606513	CIP-Landscaping		—	—	—	477	—
	<i>Sub-total</i>		—	—	—	50,000	—
<i>Amphitheater-Miramar Regional Park</i>							
	393-60-900/901-572-000-	51006					
606510	CIP-Construction		—	—	—	500,000	—
	<i>Sub-total</i>		—	—	—	500,000	—
<i>Miramar Regional Bark Park Trail</i>							
	393-60-900-572-000-	51029					
606510	CIP-Construction		—	—	—	100,000	—
	<i>Sub-total</i>		—	—	—	100,000	—
<i>Miramar Pkwy (SW 64 to SW 68)</i>							
	393-55-900-541-000-	52059					
606510	CIP-Construction		576,121	490,244	—	10,285	—
	<i>Sub-total</i>		576,121	490,244	—	10,285	—
<i>Pemb Rd fr SW 184 to US27/Mir Pdwy Ext</i>							
	393-55-900-541-000-	52061					
606500	CIP-Land Acquisition		—	—	—	1,800,000	—
606502	CIP-Plan/Design/Eng		—	—	—	5,930,000	—
	<i>Sub-total</i>		—	—	—	7,730,000	—
<i>Repl Bay Doors & Instal Trf FS 19</i>							
	393-50-900-522-000-	53020					
606510	CIP-Construction		—	—	—	332,783	—
	<i>Sub-total</i>		—	—	—	332,783	—

Capital Grants

Expenditure Detail Budget—393- Various

Object #	Account Description	Project #	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
<i>Repl Bay Doors & Install Trf FS 70</i>							
606510	393-50-900-522-000- CIP-Construction	53021	—	—	—	397,770	—
	<i>Sub-total</i>		—	—	—	397,770	—
<i>Repl Bay Doors & Install Trf FS 84</i>							
606510	393-50-900-522-000- CIP-Construction	53022	—	—	—	424,403	—
	<i>Sub-total</i>		—	—	—	424,403	—
<i>Repl Bay Doors & Install Trf FS 100</i>							
606510	393-50-900-522-000- CIP-Construction	53023	—	—	—	308,318	—
	<i>Sub-total</i>		—	—	—	308,318	—
<i>Standby Generators for Lift Station</i>							
606510	393-55-900/901/902-535/581-000- CIP-Construction	54015	—	—	—	218,685	—
691001	Trfr To General Fund		—	—	—	14,578	—
	<i>Sub-total</i>		—	—	—	233,263	—
	Total		\$ 576,121	\$ 490,244	\$ —	\$10,086,821	\$ —

2022 CIP Loan

Description Fund 394

This fund was established to account for loan proceeds and expenditures associated with the 2022 Bank Loan to be used for various capital improvement projects within the city.

Revenues and Expenditures Summary

	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Beginning Fund Balance	\$ —	\$ —	\$ —	\$ —	\$ —
Revenues By Category					
General Taxes	—	—	—	—	—
Permits, Fees, Special Assessment	—	—	—	—	—
Intergovernmental Revenues	—	—	—	—	—
Charges for Services	—	—	—	—	—
Fines & Forfeitures	—	—	—	—	—
Miscellaneous Revenues	—	—	—	—	8,000,000
Appropriation of Fund Balance	—	—	—	—	—
Transfer In	—	—	—	—	—
Total	\$ —	\$ —	\$ —	\$ —	\$ 8,000,000
Expenditures By Category					
Personnel Services	—	—	—	—	—
Operating Expense	—	—	—	—	—
Capital Outlay	—	—	—	—	—
Grants & Aids	—	—	—	—	—
Total Operating Expenditures	—	—	—	—	—
Capital Improvement Program	—	—	—	—	8,000,000
Capital Asset Clearing	—	—	—	—	—
Other Uses	—	—	—	—	—
Debt Service	—	—	—	—	—
Transfers	—	—	—	—	—
Appropriated Fund Balance	—	—	—	—	—
Total	\$ —	\$ —	\$ —	\$ —	\$ 8,000,000
Excess/Deficiency	—	—	—	—	—
Appropriated Fund Balance	—	—	—	—	—
Appropriation of Fund Balance	—	—	—	—	—
Ending Fund Balance	\$ —	\$ —	\$ —	\$ —	\$ —

2022 CIP Loan

Revenue Projections

Object #	Account Description	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Miscellaneous Revenues						
384200	Other Financing Sources	—	—	—	—	8,000,000
	<i>Sub-total</i>	—	—	—	—	8,000,000
	Total	\$ —	\$ —	\$ —	\$ —	\$ 8,000,000

Expenditure Detail Budget—394- Various

Object #	Account Description	Project #	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Capital Improvement							
<i>Street Construction & Resurfacing-Variou Loc.</i>							
	394-50-800-541-000-	52022					
606510	CIP-Construction		—	—	—	—	3,020,740
	<i>Sub-total</i>		—	—	—	—	3,020,740
<i>Eastbound Turn Ln Ext.-Mir.Pkwy/Dykes/I-75</i>							
	394-55-800-541-000-	52096					
606510	CIP-Construction		—	—	—	—	350,000
606520	CIP-Contingency		—	—	—	—	100,000
	<i>Sub-total</i>		—	—	—	—	450,000
<i>Miramar Bike & Pedestrian Mobility Improv.</i>							
	394-55-801-541-000-	52097					
606502	CIP-Plan/Design/Eng		—	—	—	—	500,000
606505	CIP-Permits		—	—	—	—	29,260
	<i>Sub-total</i>		—	—	—	—	529,260
<i>Mir. Blvd. W. Turn Ln at Buttonwood Ave.</i>							
	394-55-802-541-000-	52098					
606502	CIP-Plan/Design/Eng		—	—	—	—	25,000
606505	CIP-Permits		—	—	—	—	5,000
606510	CIP-Construction		—	—	—	—	120,000
606520	CIP-Contingency		—	—	—	—	10,000
	<i>Sub-total</i>		—	—	—	—	160,000
<i>Historic Mir Innov & Tech Village</i>							
	394-55-800-559-000	53025					
606510	CIP-Construction		—	—	—	—	3,620,000
606520	CIP-Contingency		—	—	—	—	220,000
	<i>Sub-total</i>		—	—	—	—	3,840,000
	Total		\$ —	\$ —	\$ —	\$ —	\$ 8,000,000



2022 CIP Loan Budget Justification

Object #	Account Description	Justification
Revenue		
384200	Other Financing Sources	Loan proceeds associated with capital improvement projects.

Expense
N/A

Capital Improvement Projects

Object #	Project	Justification
<u>Street Construction & Resurfacing - Various Locations</u>		
606510	52022	This project includes asphalt overlay (and milling if necessary); pavement installation, re-construction, patching, asphalt crack sealing and surface seal treatments. This includes replacement of surface safety stripping and MOT (maintenance of traffic) throughout the project's construction phase. In FY 22 approximately 24 lane miles of asphalt overlay and milling will be accomplished.
<u>Eastbound Turn Lane Extension along Miramar Parkway from Dykes Road to Southbound I-75</u>		
606510 / 606520	52096	This project is for the extension of the eastbound right turn lane along Miramar Parkway from Dykes Road and ending at the southbound entrance ramp to I-75.
<u>Miramar Bike & Pedestrian Mobility Improvements</u>		
606502 / 606505	52097	This project includes mobility and bike improvements along Miramar Parkway (Douglas Road to Commerce Parkway) SW 148 Avenue (Bass Creek Road to SW 27 Street), and SW 68 Avenue (Miramar Parkway to SW 27 Court).
<u>Miramar Boulevard Westbound Left Turn Lane at Buttonwood Avenue</u>		
606502 / 606505 / 606510 / 606520	52098	This project is to construct a new westbound left turn lane along Miramar Boulevard and onto Buttonwood Avenue, including tree removal and relocation of irrigation pump to accommodate the new turn lane.
<u>Historic Miramar Innovation & Technology Village</u>		
606510 / 606520	53025	This project is comprised of workforce housing, transit hub, educational facilities, enhanced public recreational amenities, mixed use development and a technology village for new business start ups and smart city innovation.



Capital Projects

Description Fund 395

This fund was established to account for financial resources used for the acquisition and/or construction of major capital assets within the City, except for those financed by proprietary funds.

Revenues and Expenditures Summary

	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Beginning Fund Balance	\$ 2,882,566	\$ 3,096,082	\$ 3,885,011	\$ 3,885,011	\$ (8,566)
Revenues By Category					
General Taxes	—	—	—	—	—
Permits, Fees, Special Assessment	—	—	—	—	—
Intergovernmental Revenues	126,837	—	—	—	—
Charges for Services	—	—	—	—	—
Fines & Forfeitures	—	—	—	—	—
Miscellaneous Revenues	70,233	132,800	41,000	41,000	10,400
Appropriation of Fund Balance	—	—	—	3,934,177	—
Transfer In	1,434,269	1,959,720	—	225,000	2,914,350
Total	\$ 1,631,338	\$ 2,092,520	\$ 41,000	\$ 4,200,177	\$ 2,924,750
Expenditures By Category					
Personnel Services	—	—	—	—	—
Operating Expense	586	442	400	400	400
Capital Outlay	—	—	—	—	—
Grants & Aids	—	—	—	—	—
Total Operating Expenditures	586	442	400	400	400
Capital Improvement Program	1,415,336	1,303,150	—	4,059,177	2,914,350
Capital Asset Clearing	—	—	—	—	—
Other Uses	—	—	—	—	—
Debt Service	—	—	—	—	—
Transfers	1,900	—	—	100,000	—
Appropriated Fund Balance	—	—	40,600	40,600	10,000
Total	\$ 1,417,822	\$ 1,303,592	\$ 41,000	\$ 4,200,177	\$ 2,924,750
Excess/Deficiency	213,517	788,928	—	—	—
Appropriated Fund Balance	—	—	40,600	40,600	10,000
Appropriation of Fund Balance	—	—	—	(3,934,177)	—
Ending Fund Balance	\$ 3,096,082	\$ 3,885,011	\$ 3,925,611	\$ (8,566)	\$ 1,434

Capital Projects

Revenue Projections

Object #	Account Description	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Miscellaneous Revenues						
334381	Highway Beautification Grant	94,809	—	—	—	—
331391	U.S.Dept Agriculture EWP#5072	32,028	—	—	—	—
361100	Int Earnings	39,384	20,596	27,300	27,300	10,300
361200	Dividend Income	30,849	12,205	13,700	13,700	100
366202	Developer Contrib/Donations	—	100,000	—	—	—
	<i>Sub-total</i>	197,069	132,800	41,000	41,000	10,400
Other Sources						
381001	Trfr Fr General Fund	1,434,269	1,959,720	—	225,000	2,914,350
399900	CIP Carryover	—	—	—	3,834,177	—
399999	Appropriation Of Fund Balance	—	—	—	100,000	—
	<i>Sub-total</i>	1,434,269	1,959,720	—	4,159,177	2,914,350
	Total	\$ 1,631,338	\$ 2,092,520	\$ 41,000	\$ 4,200,177	\$ 2,924,750

Capital Projects

Expenditure Detail Budget—395- Various

Object #	Account Description	Project #	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Operating Expense:							
395-90-000-519-000-							
604905	Bank Svcs Charges		586	442	400	400	400
	<i>Sub-total</i>		586	442	400	400	400
Capital Improvement							
<u>Vizcaya Park</u>							
	395-53-800-572-000-	51001					
606502	CIP-Plan/Design/Eng		—	—	—	7,435	—
606510	CIP-Construction		—	—	—	3,405	—
606511	CIP-Furniture Fixtures & Equip		—	—	—	279	—
	<i>Sub-total</i>		—	—	—	11,119	—
<u>Park Improvements-Variou</u>							
	395-60-800-572-000-	51003					
606510	CIP-Construction		236,689	345,713	—	598	275,000
	<i>Sub-total</i>		236,689	345,713	—	598	275,000
<u>Ansini Sports Complex-Phase II</u>							
	395-53-803-572-000-	51005					
606502	CIP-Plan/Design/Eng		—	1,650	—	3,627	—
	<i>Sub-total</i>		—	1,650	—	3,627	—
<u>Lakeshore Park Improvements</u>							
	395-53-809-572-000-	51012					
606510	CIP-Construction		—	—	—	6,475	—
606511	CIP-Furniture Fixtures & Equip		—	—	—	68	—
	<i>Sub-total</i>		—	—	—	6,543	—
<u>Parks Restroom Facilities</u>							
	395-60-802-572-000-	51017					
606510	CIP-Construction		38,165	110,546	—	1,289	70,000
	<i>Sub-total</i>		38,165	110,546	—	1,289	70,000
<u>Amphitheater at MRP-Concessions</u>							
	395-55-815-572-000-	51018					
606502	CIP-Plan/Design/Eng		57,732	—	—	15,499	—
606505	CIP-Permits		—	—	—	33,870	—
606510	CIP-Construction		—	—	—	80,000	—
606511	CIP-Furniture Fixtures & Equip		—	—	—	9,249	—
606520	CIP-Contingency		—	—	—	35,000	—
	<i>Sub-total</i>		57,732	—	—	173,618	—
<u>Bark Park</u>							
	395-60-803-572-000-	51019					
606510	CIP-Construction		55,227	44,773	—	—	—
	<i>Sub-total</i>		55,227	44,773	—	—	—
<u>Forcina Park Renovations</u>							
	395-55-800-572-000-	51020					
606502	CIP-Plan/Design/Eng		5,897	48,101	—	12,020	—
606510	CIP-Construction		—	—	—	10,895	—
606520	CIP-Contingency		—	—	—	23,861	—
	<i>Sub-total</i>		5,897	48,101	—	46,776	—

Capital Projects

Expenditure Detail Budget—395- Various

Object #	Account Description	Project #	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
<i>Playground Resurfacing</i>							
	395-60-804-572-000-	51021					
606505	CIP-Permits		—	—	—	2,500	2,500
606510	CIP-Construction		—	59,006	—	18,494	77,500
	<i>Sub-total</i>		—	59,006	—	20,994	80,000
<i>Skate Park</i>							
	395-60-808-572-000-	51022					
606510	CIP-Construction		—	—	—	—	50,000
	<i>Sub-total</i>		—	—	—	—	50,000
<i>911 Remembrance Monument</i>							
	395-55-802-572-000-	51024					
606510	CIP-Construction		—	—	—	—	465,000
	<i>Sub-total</i>		—	—	—	—	465,000
<i>Miramar Regional Park-Wifi Infrastr</i>							
	395-58-800-572-000-	51027					
606517	CIP-Implementation Fees		—	72,000	—	—	—
	<i>Sub-total</i>		—	72,000	—	—	—
<i>East (Historic) Miramar Aquatic Pool Renovation</i>							
	395-60-805-572-000-	51030					
606505	CIP-Permits		—	—	—	—	5,000
606510	CIP-Construction		—	—	—	—	230,000
606511	CIP-Furniture Fixtures & Equip		—	—	—	—	60,000
606520	CIP-Contingency		—	—	—	—	10,000
	<i>Sub-total</i>		—	—	—	—	305,000
<i>Shirley Branca Park Canopy Addition</i>							
	395-60-806-572-000-	51032					
606502	CIP-Plan/Design/Eng		—	—	—	—	10,000
606505	CIP-Permits		—	—	—	—	15,000
606510	CIP-Construction		—	—	—	—	175,000
606513	CIP-Landscaping		—	—	—	—	10,000
606520	CIP-Contingency		—	—	—	—	10,000
	<i>Sub-total</i>		—	—	—	—	220,000
<i>Huntington Park - South Redevelopment</i>							
	395-60-807-572-000-	51034					
606502	CIP-Plan/Design/Eng		—	—	—	—	10,000
606505	CIP-Permits		—	—	—	—	7,000
606510	CIP-Construction		—	—	—	—	130,000
606511	CIP-Furniture Fixtures & Equip		—	—	—	—	10,000
606520	CIP-Contingency		—	—	—	—	7,350
	<i>Sub-total</i>		—	—	—	—	164,350
<i>Art in the Parks</i>							
	395-60-809-572-000-	51035					
606502	CIP-Plan/Design/Eng		—	—	—	—	50,000
606510	CIP-Construction		—	—	—	—	150,000
	<i>Sub-total</i>		—	—	—	—	200,000

Capital Projects

Expenditure Detail Budget—395- Various

Object #	Account Description	Project #	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
<u>Vizcaya Park - Running Track</u>							
	395-55-803-572-000-	51036					
606501	CIP-Pre-Construction		—	—	—	—	5,000
606502	CIP-Plan/Design/Eng		—	—	—	—	130,000
606505	CIP-Permits		—	—	—	—	5,000
606520	CIP-Contingency		—	—	—	—	10,000
	<i>Sub-total</i>		—	—	—	—	150,000
<u>Covered Awning Sys. at Vizcaya Pk. Patio Area</u>							
	395-55-804-572-000-	51037					
606502	CIP-Plan/Design/Eng		—	—	—	—	5,000
606505	CIP-Permits		—	—	—	—	5,000
606510	CIP-Construction		—	—	—	—	80,000
606520	CIP-Contingency		—	—	—	—	10,000
	<i>Sub-total</i>		—	—	—	—	100,000
<u>Street Construction & Resurfacing-Variou Loc.</u>							
	395-50-804-541-000-	52022					
606502	CIP-Plan/Design/Eng		—	25,675	—	8,825	—
606510	CIP-Construction		170,000	250	—	165,250	—
	<i>Sub-total</i>		170,000	25,925	—	174,075	—
<u>Historic Mir Neighborhood Streetlight Upgr</u>							
	395-50-800-541-000-	52034					
606510	CIP-Construction		2,544	—	—	—	—
	<i>Sub-total</i>		2,544	—	—	—	—
<u>Land & Beau Mir Pky, Mir Blvd & Red Rd</u>							
	395-50-800/900/53/55-802-539-000-	52036					
606502	CIP-Plan/Design/Eng		2,000	500	—	42,337	—
606505	CIP-Permits		9,918	907	—	8,000	—
606510	CIP-Construction		322,562	56,486	—	32,663	—
606513	CIP-Landscaping		92,909	3,600	—	—	—
606520	CIP-Contingency		1,112	2,861	—	17,054	—
691001	Trfr To General Fund		1,900	—	—	—	—
	<i>Sub-total</i>		430,400	64,354	—	100,054	—
<u>Embankment Stabilize and Storm Mgmt</u>							
	395-50-801-537-000-	52052					
606510	CIP-Construction		6,400	5,350	—	25,215	—
	<i>Sub-total</i>		6,400	5,350	—	25,215	—
<u>Pemb Rd fr SW 184 to US27/Mir Pdw Ext</u>							
	395-53-804-541-000-	52061					
606500	CIP-Land Acquisition		1,455	18,895	—	79,650	—
606502	CIP-Plan/Design/Eng		—	—	—	70,000	—
606510	CIP-Construction		—	—	—	192,189	—
	<i>Sub-total</i>		1,455	18,895	—	341,839	—
<u>Left-Turn from Red Rd to Town Ctr</u>							
	395-53-805-541-000-	52062					
606502	CIP-Plan/Design/Eng		—	—	—	3,594	—
	<i>Sub-total</i>		—	—	—	3,594	—

Capital Projects

Expenditure Detail Budget—395- Various

Object #	Account Description	Project #	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
<i>Repair/Replace of Existing Sidewalks</i>							
	395-50-807-541-000-	52063					
606510	CIP-Construction		199,999	—	—	1	—
	<i>Sub-total</i>		199,999	—	—	1	—
<i>Add'l Southbound Left Turn Lane</i>							
	395-53-806-541-000-	52067					
606502	CIP-Plan/Design/Eng		—	28,006	—	51,994	—
606510	CIP-Construction		—	—	—	132,549	—
606520	CIP-Contingency		—	—	—	19,680	—
	<i>Sub-total</i>		—	28,006	—	204,223	—
<i>LED Streetlight Installation & Upgrade</i>							
	395-50-806-541-000-	52069					
606510	CIP-Construction		3,080	179,710	—	91,356	—
	<i>Sub-total</i>		3,080	179,710	—	91,356	—
<i>Monument Signs for Social Svcs Fac</i>							
	395-55-800-539-000-	52073					
606502	CIP-Plan/Design/Eng		—	20,624	—	22,019	—
606505	CIP-Permits		—	—	—	1,000	—
606520	CIP-Contingency		—	—	—	4,000	—
606510	CIP-Construction		—	—	—	64,516	—
	<i>Sub-total</i>		—	20,624	—	91,535	—
<i>ADA Evaluation and Corrective Action</i>							
	395-55-800-541-000-	52074					
606502	CIP-Plan/Design/Eng		93,327	1,663	—	5,010	—
	<i>Sub-total</i>		93,327	1,663	—	5,010	—
<i>IT Office Remodel</i>							
	395-55-801-539-000-	52075					
606501	CIP-Pre-Construction		—	—	—	16,675	—
606505	CIP-Permits		—	793	—	3,138	—
606510	CIP-Construction		—	35,552	—	25,868	—
606511	CIP-Furniture Fixtures & Equip		—	—	—	1,320	—
606515	CIP-Professional Fees		—	—	—	5,503	—
606520	CIP-Contingency		—	—	—	11,792	—
	<i>Sub-total</i>		—	36,346	—	64,295	—
<i>Buffer Wall Pemb Rd Univ Pk Plat</i>							
	395-55-801-541-000-	52077					
606502	CIP-Plan/Design/Eng		276	—	—	4,724	—
606510	CIP-Construction		—	—	—	300,000	—
606520	CIP-Contingency		—	—	—	50,000	—
	<i>Sub-total</i>		276	—	—	354,724	—
<i>Childcare Playgrounds Soft Surface</i>							
	395-55-800-572-000-	52081					
606510	CIP-Construction		—	10,465	—	—	—
	<i>Sub-total</i>		—	10,465	—	—	—
<i>Bus Facilities Infrastructure Improv. Prog.</i>							
	395-50-801-544-000-	52087					
606510	CIP-Construction		—	—	—	—	100,000
	<i>Sub-total</i>		—	—	—	—	100,000

Capital Projects

Expenditure Detail Budget—395- Various

Object #	Account Description	Project #	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
<i>Silver Shores Early Childhood Playground</i>							
	395-63-800-572-000-	52094					
606505	CIP-Permits		—	—	—	1,374	—
606510	CIP-Construction		—	—	—	184,983	—
606520	CIP-Contingency		—	—	—	9,178	—
	<i>Sub-total</i>		—	—	—	195,535	—
<i>Barrier Wall at County Line Road</i>							
	395-55-803-541-000-	52099					
606502	CIP-Plan/Design/Eng		—	—	—	—	180,000
606505	CIP-Permits		—	—	—	—	5,000
606520	CIP-Contingency		—	—	—	—	15,000
	<i>Sub-total</i>		—	—	—	—	200,000
<i>Police Headquarters Facility</i>							
	395-53-800-521-000-	53001					
606510	CIP-Construction		—	—	—	81,428	—
606511	CIP-Furniture Fixtures & Equip		—	—	—	3,355	—
606520	CIP-Contingency		—	—	—	32,662	—
	<i>Sub-total</i>		—	—	—	117,445	—
<i>Facilities Capital Improvement</i>							
	395-55-800-519-000-	53016					
606502	CIP-Plan/Design/Eng		—	—	—	30,089	—
606505	CIP-Permits		—	—	—	15,000	—
606510	CIP-Construction		—	80,200	—	325,250	—
606511	CIP-Furniture Fixtures & Equip		—	—	—	19,542	—
606520	CIP-Contingency		—	—	—	20,000	—
606810	CIP-Tech Software/Hardware		—	—	—	29,919	—
	<i>Sub-total</i>		—	80,200	—	439,800	—
<i>Historic Public Safety Complex</i>							
	395-53-803-521-000-	53018					
606502	CIP-Plan/Design/Eng		—	7,167	—	20,733	—
606510	CIP-Construction		1,495	15,181	—	167,237	—
606511	CIP-Furniture Fixtures & Equip		—	67,926	—	332,386	—
606520	CIP-Contingency		—	—	—	50,000	—
	<i>Sub-total</i>		1,495	90,273	—	570,357	—
<i>Repl Bay Doors & Instal Trf FS 19</i>							
	395-50-800-522-000-	53020					
606510	CIP-Construction		—	—	—	105,840	—
606520	CIP-Contingency		—	—	—	5,000	—
	<i>Sub-total</i>		—	—	—	110,840	—
<i>Repl Bay Doors & Install Trf FS 70</i>							
	395-50-801-522-000-	53021					
606510	CIP-Construction		—	—	—	128,111	—
606520	CIP-Contingency		—	—	—	4,277	—
	<i>Sub-total</i>		—	—	—	132,388	—
<i>Repl Bay Doors & Install Trf FS 84</i>							
	395-50-802-522-000-	53022					
606510	CIP-Construction		—	—	—	137,028	—
606520	CIP-Contingency		—	—	—	4,440	—
	<i>Sub-total</i>		—	—	—	141,468	—

Capital Projects

Expenditure Detail Budget—395- Various

Object #	Account Description	Project #	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
<u>Repl Bay Doors & Install Trf FS 100</u>							
	395-50-803-522-000-	53023					
606510	CIP-Construction		—	—	—	99,773	—
606520	CIP-Contingency		—	—	—	3,000	—
	<i>Sub-total</i>		—	—	—	102,773	—
<u>Vicki Coceano Childcare Replacement w/New Recreation & Multi-Purpose Facility</u>							
	395-55-800-575-000-	53027					
606501	CIP-Pre-Construction		—	—	—	—	10,000
606502	CIP-Plan/Design/Eng		—	—	—	—	250,000
606505	CIP-Permits		—	—	—	—	10,000
606510	CIP-Construction		—	—	—	—	100,000
606520	CIP-Contingency		—	—	—	—	30,000
	<i>Sub-total</i>		—	—	—	—	400,000
<u>Covered Awning Sys. at City Hall 3rd Floor Terrace Area</u>							
	395-55-803-539-000-	53028					
606502	CIP-Plan/Design/Eng		—	—	—	—	5,000
606505	CIP-Permits		—	—	—	—	5,000
606510	CIP-Construction		—	—	—	—	80,000
606520	CIP-Contingency		—	—	—	—	10,000
	<i>Sub-total</i>		—	—	—	—	100,000
<u>Enterprise Resource Plan Sys-STEAM</u>							
	395-10/58-800-513-000-	54002					
606515	CIP-Professional Fees		19,745	4,555	—	11,876	—
606517	CIP-Implementation Fees		61,777	54,344	—	176,380	35,000
606810	CIP-Tech Software/Hardware		1,000	450	—	16,061	—
	<i>Sub-total</i>		82,522	59,350	—	204,317	35,000
<u>Building Plans Digital Conversion</u>							
	395-41-800-524-000-	54011					
606519	CIP-Contract Labor		—	200	—	85,468	—
606810	CIP-Tech Software/Hardware		—	—	—	13,302	—
	<i>Sub-total</i>		—	200	—	98,770	—
<u>EnerGov Implementation</u>							
	395-58-800-524-000-	54018					
606517	CIP-Implementation Fees		—	—	—	198,000	—
606520	CIP-Contingency		—	—	—	27,000	—
	<i>Sub-total</i>		—	—	—	225,000	—
<u>Emergency Watershed Protection-EWP</u>							
	395-50-900-539-000-	93700					
606510	CIP-Construction		32,028	—	—	—	—
	<i>Sub-total</i>		32,028	—	—	—	—

Capital Projects

Expenditure Detail Budget—395- Various

Object #	Account Description	Project #	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Other Uses: 395-90-000-572/519/581-000-							
691001	Trfr To General Fund		1,900	—	—	—	—
691170	Trfr to Affordable Housing Tr		—	—	—	100,000	—
	<i>Sub-total</i>		—	—	—	100,000	—
Other Uses: 395-90-000-572/519/581-000-							
609990	Appropriated Fund Balance		—	—	40,600	40,600	10,000
	<i>Sub-total</i>		—	—	40,600	40,600	10,000
Total			\$ 1,417,822	\$ 1,303,592	\$ 41,000	\$ 4,200,177	\$ 2,924,750

Capital Projects Budget Justification

Object #	Account Description	Justification
Revenue		
361100	Interest Earnings	Revenues received from interest and Pooled cash earnings allowance and is allocated across funds based on cash balance of each fund as compared to the total cash, unless directly related to a specific investment instrument.
361200	Dividend Income	This represents the return earned on the Wells Fargo Government Money Market Fund Sweep account.
381001	Transfer from the General Fund	Funds transferred in from the General Fund to provide financial resources needed for capital improvement projects.
Expense		
604905	Bank Svcs Charges	This is for analyzed bank services charges for handling Pooled cash accounts. Allocated amount is based on each fund cash balance.
609990	Appropriated Fund Balance	These are revenues above the expense levels that will be appropriated back to fund balance.

Capital Improvement Projects

Object #	Project	Justification
<u>Park Improvements - Various</u>		
606510	51003	This project will include improvements to various parks, courts, restrooms and playgrounds throughout the City.
<u>Parks Restroom Facilities</u>		
606510	51017	This project includes restroom renovations at various parks throughout the City. FY 22 funding will renovate the restrooms at the Silver Shores Sports Complex.
<u>Playground Resurfacing</u>		
606505 / 606510	51021	This project entails the replacement of sand with Americans with Disabilities Act (ADA) approved surface material at designated playgrounds. This project will be done in various phases.
<u>Skate Parks</u>		
606510	51022	This project includes the development of an outdoor skate park of approximately 5,000 sq. ft. which will include ramps, rails, and benches, etc. at the Miramar Regional Park site.
<u>City of Miramar 911 Remembrance Monument</u>		
60610	51024	This project includes the creation of a permanent memorial for the men and women in fire and police forces that assisted in the 911 terrorist attack on the New York City Twin Towers and lost their lives.
<u>East (Historic) Miramar Aquatic Pool Renovation</u>		
606505 / 606510 / 606511 / 606520	51030	This project entails removing the existing liner, reconditioning the underlying concrete surface, inputting a PVC floor membrane system, and installing a new vinyl liner with built in lane lines, walls, and stairs markers. In addition, it replaces the existing outdated water fixtures at the activity water playground.
<u>Shirley Branca Park Canopy Addition</u>		
606502 / 606505 / 606510 / 606513 / 606520	51032	This project consists of the installation of a new shade structure and flooring surface at the Shirley Branca Park to enhance the bandshell area.
<u>Huntington Park - South Redevelopment</u>		
606502 / 606505 / 606510 / 60611 / 606520	51034	This project consists of the construction of an additional basketball court with sports lighting, a new restroom facility, and a new parking lot with area lighting. FY 22 funding will include the scope of work to construct the new restroom facility.

Capital Projects Budget Justification

Object #	Account Description	Justification
<u>Art in the Parks</u>		
606502 / 606510	51035	This project consists of the design, fabrication and installation of art within the parks. The project will be completed in two phases. Phase I is the planning and design phase which will be completed in FY 22.
<u>Vizcaya Park - Running Track</u>		
606501 / 606502 / 606505 / 606520	51036	This project consists of the design and construction of an Oval Running Track with Straight Aways Running Lanes. FY 22 funding will include design consulting services.
<u>Covered Awning System at Vizcaya Park Patio Area</u>		
606502 / 606505 / 606510 / 606520	51037	This project will include an awning system that will span and cover the north exposed patio area at Vizcaya Park.
<u>Bus Facilities Infrastructure Improvement Program</u>		
606510	52087	This project will fund the construction of bus shelters and associated appurtenances, installation of bus benches, trash cans, and appropriate signage, as needed throughout the City's transit system. In FY 22, two new bus shelters will be constructed and installed along Miramar Parkway between Flamingo Road and SW 148 Avenue.
<u>Barrier Wall at County Line Road</u>		
606502 / 606505 / 606520	52099	In FY22, this project provides funding for the initial land survey and design of a newly proposed 6' high pre-cast concrete wall, with miscellaneous landscaping.
<u>Vicki Coceano Childcare Facility Replacement with New Recreation & Multi-Purpose Facility</u>		
606501 / 606502 / 606505 / 606510 / 606520	53027	This project will replace the existing childcare facility with a new two story +/- 10,000 SF Recreational Multi-Purpose Facility.
<u>Covered Awning System at City Hall 3rd Floor Terrace Area</u>		
606502 / 606505 / 606510 / 606520	53028	This project will include an awning system that will span and cover the existing 3rd floor exposed terrace/patio area at City Hall.
<u>Enterprise Resource Planning System-STEAM</u>		
606517	54002	Additional funds requested in FY 22 will be used for the implementation of Tyler 311.





Utility Funds



Utility Fund

Revenues and Expenditures Summary

	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Beginning Fund Balance	\$ 273,588,771	278,259,710	280,301,674	280,301,674	261,295,102
Revenues					
Current Revenues	\$ 48,176,905	\$ 52,519,595	\$ 49,170,400	\$ 56,213,314	\$ 51,218,600
Transfer In	129,502	10,384	301,600	301,600	278,200
Appropriation of Fund Balance/Carryover	—	—	2,057,910	19,006,572	14,225,184
Total	\$ 48,306,406	\$ 52,529,979	\$ 51,529,910	\$ 75,521,486	\$ 65,721,984
Expenditures					
Departmental					
Financial Services-Utility Billing	\$ 1,472,811	\$ 1,646,697	\$ 1,827,550	\$ 1,952,550	\$ 1,912,450
Public Works	—	—	—	—	—
Utilities	24,248,214	29,821,978	31,488,760	32,552,201	33,354,334
<i>Sub-Total</i>	<i>25,721,025</i>	<i>31,468,675</i>	<i>33,316,310</i>	<i>34,504,751</i>	<i>35,266,784</i>
Non-Departmental					
Non-Departmental	7,443,647	7,921,710	8,844,900	9,467,900	8,587,700
Debt Service	1,373,718	1,705,210	5,443,300	5,443,300	5,601,000
Transfers to Other Funds	660,348	660,473	530,400	530,400	526,500
Other	(4,937,047)	(4,571,631)	—	—	—
Appropriated Fund Balance	—	—	—	—	—
<i>Sub-Total</i>	<i>4,540,666</i>	<i>5,715,761</i>	<i>14,818,600</i>	<i>15,441,600</i>	<i>14,715,200</i>
Capital Improvement (CIP)					
Public Works	—	—	—	1,000,000	—
Construction & Facilities Management	503	305	—	468	—
Utilities	13,342,759	13,303,274	3,395,000	23,922,474	14,905,000
Information Technology	30,514	—	—	652,193	835,000
<i>Sub-Total</i>	<i>13,373,776</i>	<i>13,303,579</i>	<i>3,395,000</i>	<i>25,575,135</i>	<i>15,740,000</i>
Total	43,635,467	\$ 50,488,015	\$ 51,529,910	\$ 75,521,486	\$ 65,721,984
Excess/Deficiency (actuals)	4,670,939	2,041,964	—	—	—
Appropriated Fund Balance	—	—	—	—	—
Appropriation of Fund Balance	—	—	(2,057,910)	(19,006,572)	(14,225,184)
Ending Fund Balance	\$ 278,259,710	280,301,674	278,243,764	261,295,102	247,069,918
Revenue by Category					
Permits, Fees, Special Assessment	\$ 1,219,697	\$ 2,065,796	\$ 139,000	\$ 139,000	\$ 260,500
Intergovernmental Revenues	(296)	262,184	—	—	—
Charges for Services	44,023,565	45,657,498	48,188,800	48,188,800	50,680,400
Fines & Forfeitures	—	—	—	—	—
Miscellaneous Revenues	2,933,938	4,534,117	842,600	7,885,514	277,700
Other Sources	—	—	—	—	—
Transfer In	129,502	10,384	301,600	301,600	278,200
Appropriation of Fund Balance	—	—	2,057,910	19,006,572	14,225,184
Total	\$ 48,306,406	\$ 52,529,979	\$ 51,529,910	\$ 75,521,486	\$ 65,721,984
Expenditure by Category					
Personnel Services	\$ 16,337,412	\$ 20,511,840	\$ 19,261,800	\$ 19,261,800	\$ 20,307,900
Operating Expense	16,002,827	18,010,959	22,392,590	22,414,286	23,411,584
Capital Outlay	824,433	867,586	506,820	2,296,565	135,000
Grants & Aids	—	—	—	—	—
Total Operating Expenditures	33,164,672	39,390,385	42,161,210	43,972,651	43,854,484
Capital Improvement Program	13,373,776	13,303,579	3,395,000	25,575,135	15,740,000
Debt Service	1,373,718	1,705,210	5,443,300	5,443,300	5,601,000
Depreciation	8,856,713	9,078,739	—	—	—
Capital Asset Clearing	(13,793,760)	(13,650,370)	—	—	—
Transfer Out	660,348	660,473	530,400	530,400	526,500
Other Uses	—	—	—	—	—
Total	\$ 43,635,467	\$ 50,488,015	\$ 51,529,910	\$ 75,521,486	\$ 65,721,984

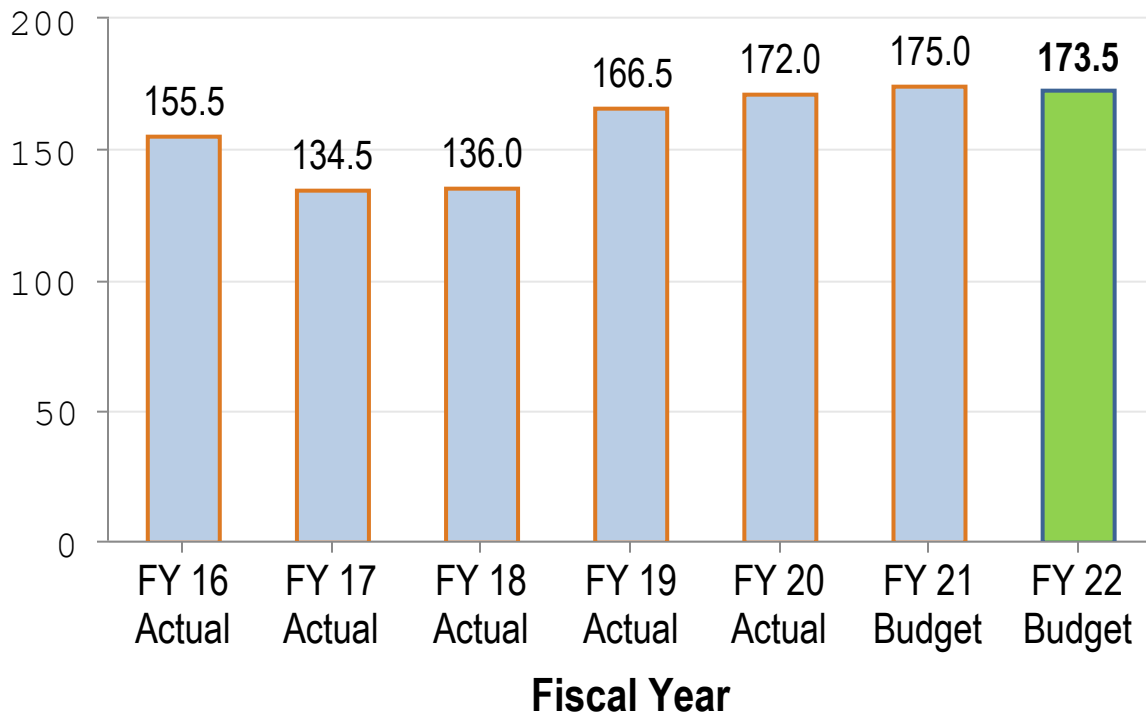
Utility Fund

Position Comparison Summary

As indicated, FY 2022 Utility Fund budget includes a total of 173.5 FTE (Full-time equivalent) authorized positions. This reflects a decrease of 1.5 FTEs from the FY21 Budget. This total is comprised of 171 full-time, four (2 FTEs) part-time and one (.5 FTE) temporary part-time budgeted positions.

Department	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget	# of FTE Change
Financial Services-Utility Billing	9.00	10.00	10.00	10.00	10.00	—
Utilities	157.50	162.00	165.00	165.00	163.50	(1.50)
Total Full and Part-time Positions	166.50	172.00	175.00	175.00	173.50	(1.50)

Number of Full-Time Equivalent Positions



Utility Fund Revenue Projections

Object #	Description	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
<u>Permits, Fees, Special Assessment</u>						
329100	Engineering Permits	\$ 1,204,153	\$ 2,057,355	\$ 129,000	\$ 129,000	\$ 239,800
329102	Pretreatment Permit	15,544	8,441	10,000	10,000	20,700
	<i>Sub-Total</i>	1,219,697	2,065,796	139,000	139,000	260,500
<u>Intergovernmental Revenues</u>						
331507	Fed Grant-FEMA	—	248,385	—	—	—
334500	State Grant-FEMA	—	13,799	—	—	—
	<i>Sub-Total</i>	—	262,184	—	—	—
<u>Charges for Services</u>						
343312	Water Sales-Citywide	18,770,819	19,853,660	20,700,000	20,700,000	21,700,000
343313	New Occupant Account	96,101	69,550	120,000	120,000	120,000
343314	Delinquent Charge	1,053,247	568,261	550,000	550,000	1,000,000
343315	Other Service Charge	78,037	44,322	100,000	100,000	75,000
343317	New Property Residential	—	125	—	—	—
343319	New Property Commercial	—	50	—	—	—
343321	Meter Purchase	10,280	8,822	10,000	10,000	15,000
343322	Termination Fee	96,550	75,825	110,000	110,000	100,000
343323	After Hours Turn-On	8,640	4,995	8,100	8,100	5,000
343324	Turn-Ons/Offs Fee	316,124	154,716	325,000	325,000	200,000
343333	Sewer Connection Loan	1,162	—	—	—	—
343511	Wastewater Sales	22,657,677	24,157,737	25,300,000	25,300,000	26,400,000
343512	Wastewater- Broward	556,401	585,699	575,000	575,000	675,000
343517	Wastewater Blockage	935	170	700	700	400
343520	Backflow Fees	64,410	51,325	90,000	90,000	90,000
343910	Lab Testing Fees	3,240	600	—	—	—
347345	Credit Card Fee	309,943	81,641	300,000	300,000	300,000
	<i>Sub-Total</i>	44,023,565	45,657,498	48,188,800	48,188,800	50,680,400
<u>Miscellaneous Revenues</u>						
361100	Int Earnings	1,146,109	556,207	618,000	618,000	177,200
361200	Dividend Income	176,224	111,397	129,600	129,600	500
361105	Int-UB Residential	50,388	30,711	55,000	55,000	55,000
369900	Miscellaneous Revenue	50,083	49,837	40,000	40,000	45,000
384200	Other Financing Sources	—	—	—	7,042,914	—
389801	Capital Cont from Developer	1,497,990	615,186	—	—	—
	<i>Sub-Total</i>	2,920,795	1,363,338	842,600	7,885,514	277,700
<u>Other Sources</u>						
337381	Local Grt-Reclaim Wtr Sys Exp	(296)	—	—	—	—
381001	Trfr Fr General Fund	—	—	301,600	301,600	278,200
381414	Trfr Fr CIAC	129,502	10,384	—	—	—
389700	Capital Contributions	—	3,185,000	—	—	—
390000	UB Clearing Account	13,143	(14,221)	—	—	—
399900	CIP Carryover	—	—	—	15,030,662	—
399999	Appropriation Of Fund Balance	—	—	2,057,910	3,975,910	14,225,184
	<i>Sub-Total</i>	142,349	3,181,163	2,359,510	19,308,172	14,503,384
Total		\$ 48,306,406	\$ 52,529,979	\$ 51,529,910	\$ 75,521,486	\$ 65,721,984



Utility Fund Budget — Revenues

Object #	Account Description	Justification
Revenue		
329100	Engineering Permits	Permit fees are collected to offset the cost of providing services by engineering staff for managing the infrastructure construction inspection services.
329102	Pretreatment Permit	This is for a permit for industrial wastewater pretreatment prior to discharge into our sanitary sewage system.
343312	Water Sales-Citywide	This revenue is derived directly from those users serviced by the City's water plants. In accordance with the requirements of the City's Bond Issue as well as good business principles, revenues for Water and Sewer Fund must be of a sufficient amount in order to pay for the operating and maintenance expenses of the utility operation.
343313	New Occupant Account	Administrative fee of \$25 charged every time an occupant opens a new account.
343314	Delinquent Charge	This fee is assessed on the current portion of utility bills when they become past due on a monthly basis.
343315	Other Service Charge	Revenue derived from Utility Billing fees such as turn off fees, NSF fees, late fees, etc.
343321	Meter Purchase	This revenue is derived from purchase of water meters for utility service.
343322	Termination Fee	Revenue derived from fees for termination of utility service.
343323	After Hours Turn-On	These revenues are derived from turning on/off fees for after hours turn on/off for utility service.
343324	Turn-Ons/Offs Fee	These revenues are derived from turning on/off fees for turn on/off for utility service.
343511	Wastewater Sales	These revenues are derived from the charges for sewage transmitted to and treated at the City's wastewater treatment plant. The basis for the quantity of sewage charged to each of the City's users is the level of the consumption of water. In accordance with the requirements of the City's Bond Issue as well as good business principles, in that, revenues for Water and Sewer fund must be of a sufficient amount in order to pay for the operating and maintenance expenses of the utility operation.
343512	Wastewater- Broward	These revenues are derived from the charges for sewage transmitted to and treated at the City's wastewater treatment plant and are billed and collected on behalf of the City by Broward County. The basis for the quantity of sewage charged to each of the City's users is the level of the consumption of water. In accordance with the requirements of the City's Bond Issue as well as good business principles, in that, revenues for Water and Sewer fund must be of a sufficient amount in order to pay for the operating and maintenance expenses of the utility operation.
343517	Wastewater Blockage	This revenue source is for services provided to remove sewer blockage.
343520	Backflow Fees	This revenue is derived from back-flows that require annual re-certification.
347345	Credit Card Fee	Credit card service fee of 2% to help recover credit card fees charged by our electronic vendors for all credit/debit card transactions. Fee is consistent with fees charged by other
361100	Int Earnings	Revenues received from interest and Pooled cash earnings allowance and is allocated across funds based on the cash balance of each fund as compared to the total cash, unless directly related to a specific investment instrument.
361105	Int-UB Residential	This account is for the interest paid on residential accounts.
361200	Dividend Income	This represents the return earned on the Wells Fargo Government Money Market Fund Sweep account.
369900	Miscellaneous Revenue	Collections that cannot be classified in any other account.
381001	Trfr Fr General Fund	This account is used to budget for an inter-fund transfer from the General Fund for repayment of a \$2 million internal loan - Principal Payment.
399999	Appropriation Of Fund Balance	This account is used to budget for a portion of fund balance needed to cover all budgeted expenses.

Utility Fund Expenditure Projections

Object #	Account Description	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Personnel Services						
601200	Employee Salaries	\$ 9,047,312	\$ 10,182,646	\$ 11,094,800	\$ 11,094,800	\$ 11,697,900
601205	Lump Sum Payout - Accrued Time	382,894	412,186	280,200	280,200	240,900
601210	Non-Pensionable Earnings	238,958	12,688	—	—	48,000
601215	Communication Stipend	11,118	54,738	56,900	56,900	66,700
601220	Longevity Pay	55,952	62,384	59,100	59,100	60,400
601400	Overtime-General	1,297,429	1,195,808	1,132,200	1,132,200	1,132,200
601410	Overtime-Holiday	208,657	297,711	306,100	306,100	315,600
601412	Overtime-Emergency	63,365	(331)	3,300	3,300	200
601600	Compensated Absences	309,359	364,908	—	—	—
602100	FICA & MICA	841,492	907,736	870,300	870,300	968,300
602210	Pension-General	591,521	3,328,136	1,631,600	1,631,600	1,716,900
602235	Pension-Senior Mgmt	525,733	637,990	686,900	686,900	782,400
602260	Pension-401	16,104	—	—	—	—
602265	Pension-457	86,696	91,018	94,600	94,600	121,600
602300	Pmt In Lieu Of Insurance	91,619	96,290	112,000	112,000	112,100
602304	Health Insurance-PPO	413,239	541,448	564,400	564,400	502,500
602305	Health Insurance-HMO	1,222,808	1,395,092	1,592,300	1,592,300	1,740,600
602306	Dental Insurance-PPO	53,560	59,426	66,600	66,600	65,900
602307	Dental Insurance-HMO	9,177	9,732	11,700	11,700	12,500
602309	Basic Life Insurance	32,860	25,389	31,600	31,600	33,300
602311	Long-Term Disability Ins	10,817	10,223	15,600	15,600	16,500
602312	HDHP Aetna	100,363	119,608	127,100	127,100	147,500
602313	HSA Payflex	27,000	23,800	21,700	21,700	23,100
602322	Non-Rep Retiree Stipend	1,920	1,920	—	—	—
602400	Workers' Compensation	424,400	448,400	502,800	502,800	502,800
602600	OPEB	273,060	232,891	—	—	—
	<i>Sub-Total</i>	16,337,412	20,511,840	19,261,800	19,261,800	20,307,900
Operating Expense						
603080	Other Insurance Premium	—	—	—	900	750
603110	Engineering Svcs	54,832	84,764	248,000	238,000	468,000
603121	City Attorney Svcs	25,000	25,000	25,000	25,000	25,000
603190	Prof Svcs-Other	320,358	384,373	640,000	397,000	545,000
603200	Audit Fees	42,800	39,600	40,000	40,000	40,000
603400	Contract Svcs-Other	1,523,976	1,994,765	2,465,300	2,071,070	2,610,500
603401	Janitorial Svcs	16,129	35,488	34,098	34,098	36,000
603402	Contracted Lab Testing	58,476	54,651	100,000	100,000	120,000
603404	Air Condition Svcs	32,775	11,294	32,000	32,000	32,000
603425	Software License & Maint	70,031	212,698	278,471	274,427	291,950
603455	Security Svcs	32,490	40,880	42,000	42,000	50,000
603460	Landscape Svcs	108,877	80,500	185,238	185,238	183,200
603470	Temporary Help	34,984	10,431	30,000	50,000	30,000
604001	Travel & Training	20,470	11,218	61,700	66,886	39,900
604100	Communication Svcs	39,967	450	42,900	42,900	9,700
604200	Postage	200,717	181,513	242,600	242,600	242,600
604300	Water/Wastewater Svcs	44,446	50,262	54,000	54,000	48,300
604301	Electricity Svcs	2,156,216	2,706,853	2,535,500	2,355,100	2,738,000
604302	Gas-Propane	2,886	1,919	6,600	6,600	5,700
604320	Hollywood Large User	134,959	181,384	140,000	740,000	140,000
604330	Brow Cty Wtr/Wst Collect Fee	21,671	29,606	21,300	21,300	21,300
604400	Leased Equipment	12,882	8,653	33,200	31,200	36,800
604440	Leased Copiers	37,207	—	—	—	—
604500	Risk Internal Svcs Charge	385,100	261,400	275,000	275,000	1,177,800
604550	Health Ins Internal Serv Chg	—	435,100	650,600	650,600	351,900
604610	Fleet Internal Svcs Charge	401,422	441,800	402,200	402,200	361,200
604613	Vehicle Detail	96	—	1,000	1,000	500



Utility Fund Expenditure Projections

Object #	Account Description	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
604620	R&M Buildings	129,800	174,538	344,900	177,400	318,400
604625	R&M Equipment	10,181	11,144	14,500	14,500	14,500
604630	R&M Electric	102,943	89,027	81,400	90,700	88,200
604640	R&M Machinery	238,276	291,763	394,610	414,610	473,500
604641	R&M Membrane Elements	—	79,022	136,300	106,300	166,200
604650	R&M Office Equip	1,679	6,521	19,859	19,859	14,000
604661	R&M Distribution System	190,057	233,731	283,700	283,700	283,700
604662	R&M Lift Station-Minor	196,252	241,960	190,400	190,400	190,000
604664	R&M Telemetry	70,000	79,295	97,600	97,600	105,900
604665	R&M Air Conditioning	6,267	3,688	10,000	10,000	10,000
604669	Landscape & Irrigation	639	—	2,500	3,326	2,500
604700	Printing & Binding Svcs	6,642	4,883	17,600	18,600	14,800
604870	Public Education	29,926	23,814	55,000	55,000	55,000
604889	Marketing & Promotions	—	—	14,500	14,500	25,000
604901	Credit Card Svcs Fees	307,275	291,768	300,000	425,000	300,000
604905	Bank Svcs Charges	51,061	32,918	55,000	55,000	30,800
604910	Advertising Costs	4,320	965	45,000	45,000	30,000
604915	Pmt in Lieu of Taxes	2,255,000	2,331,800	2,495,100	2,495,100	2,657,200
604916	Administrative Expense	2,355	2,123	4,300	4,900	5,300
604920	License & Permit Fees	15,771	22,195	108,300	162,700	119,600
604931	Recording Fees	10	—	1,500	1,500	1,500
604989	IT Internal Svcs Charge	814,900	957,300	1,730,600	1,730,600	1,262,300
604996	Admin Chg from Gen Fund	3,949,201	4,090,000	4,039,200	4,562,200	4,362,400
604997	Other Operating Expenses	14,032	36,626	52,000	26,974	60,200
604998	Contingency	—	1,200	745,579	519,119	465,000
605100	Office Supplies	21,455	20,920	28,300	28,545	30,900
605120	Computer Operating Expenses	16,943	6,017	27,000	48,405	40,300
605210	Water Meters	1,612	3,133	5,000	5,000	5,000
605220	Vehicle Fuel-On-Site	147,963	107,390	165,700	165,700	169,900
605225	Equip Gas Oil & Lube	100,224	34,457	88,100	88,100	88,100
605240	Uniforms Cost	48,372	36,015	65,625	65,625	58,025
605242	Protective Clothing and Shoes	26,128	30,841	38,900	38,900	52,200
605246	Safety Equipment Supplies	14,839	20,112	22,560	22,560	22,600
605250	Noncap Furn (Item less 5000)	8,410	3,585	32,200	24,700	29,700
605251	Noncap Equip (Item less 5000)	31,569	33,168	56,400	83,400	66,400
605252	Small Tools	999	—	—	—	—
605280	Chemicals	1,173,760	1,180,404	1,559,000	1,467,000	1,775,500
605285	Lab Supplies	101,136	93,253	136,300	136,300	136,300
605290	Other Operating Supplies	83,068	100,470	102,950	108,594	114,309
605410	Subscriptions & Memberships	8,279	10,356	21,550	21,550	19,700
605500	Training-General	30,459	19,778	105,850	100,200	89,550
605510	Tuition Reimbursement	12,258	20,179	111,000	106,000	51,000
	<i>Sub-Total</i>	16,002,827	18,010,959	22,392,590	22,414,286	23,411,584
	Depreciation					
605915	Depreciation-Proprietary	8,856,713	9,078,739	—	—	—
	<i>Sub-Total</i>	8,856,713	9,078,739	—	—	—
	Departmental Capital Outlay					
606210	Building Renovation	—	—	—	122,000	—
606211	Minor Building Repairs	—	—	—	25,000	—
606360	Lift Station Rehab	80,499	32,141	—	—	—
606400	Machinery & Equipment	230,368	293,214	236,220	1,060,864	35,000
606440	Vehicles Purchase	513,566	534,947	270,600	986,701	100,000
606470	Computer Equipment	—	7,285	—	2,000	—



Utility Fund Expenditure Projections

Object #	Account Description	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
606471	Software	—	—	—	100,000	—
	<i>Sub-Total</i>	824,433	867,586	506,820	2,296,565	135,000
	CIP					
606502	CIP-Plan/Design/Eng	306,215	300,639	590,000	2,780,261	2,050,000
606505	CIP-Permits	17,855	35,920	25,000	129,975	—
606510	CIP-Construction	12,719,102	12,587,500	2,450,000	18,999,772	11,855,000
606511	CIP-Furniture Fixtures & Equip	330,605	379,520	270,000	640,431	750,000
606517	CIP-Implementation Fees	—	—	—	272,365	150,835
606520	CIP-Contingency	—	—	45,000	1,645,248	71,000
606810	CIP-Tech Software/Hardware	—	—	15,000	1,107,083	863,165
	<i>Sub-Total</i>	13,373,776	13,303,579	3,395,000	25,575,135	15,740,000
	Capital Asset Clearing					
606900	Capital Asset Clearing Account	(13,793,760)	(13,650,370)	—	—	—
	<i>Sub-Total</i>	(13,793,760)	(13,650,370)	—	—	—
	Debt Service					
607128	Princ-15 Util System Bond	480,000	515,000	530,000	530,000	525,000
607138	2017 Util Sys Rev Bd-Prin	950,000	1,014,550	1,058,900	1,058,900	1,113,100
607228	Int-15 Util System Bond	253,704	240,306	230,100	230,100	216,200
607238	2017 Util Sys Rev Bd-Int	1,556,488	1,493,999	1,467,600	1,467,600	1,413,300
607240	Int-SRF Loans	162,064	265,089	—	—	—
607290	Int-Custom Deposits	11,775	12,136	12,000	12,000	12,000
607320	Cost Of Issuance	(313,128)	(313,128)	—	—	—
607322	Admin Costs	(310,800)	—	2,144,700	2,144,700	2,321,400
607324	Bond Discount Amortization	13,615	6,807	—	—	—
607999	Debt Svcs Clearing	(1,430,000)	(1,529,550)	—	—	—
	<i>Sub-Total</i>	1,373,718	1,705,210	5,443,300	5,443,300	5,601,000
	Transfers					
691414	Trfr To CIAC	660,348	660,473	530,400	530,400	526,500
	<i>Sub-Total</i>	660,348	660,473	530,400	530,400	526,500
	Total	\$ 43,635,467	\$ 50,488,015	\$ 51,529,910	\$ 75,521,486	\$ 65,721,984

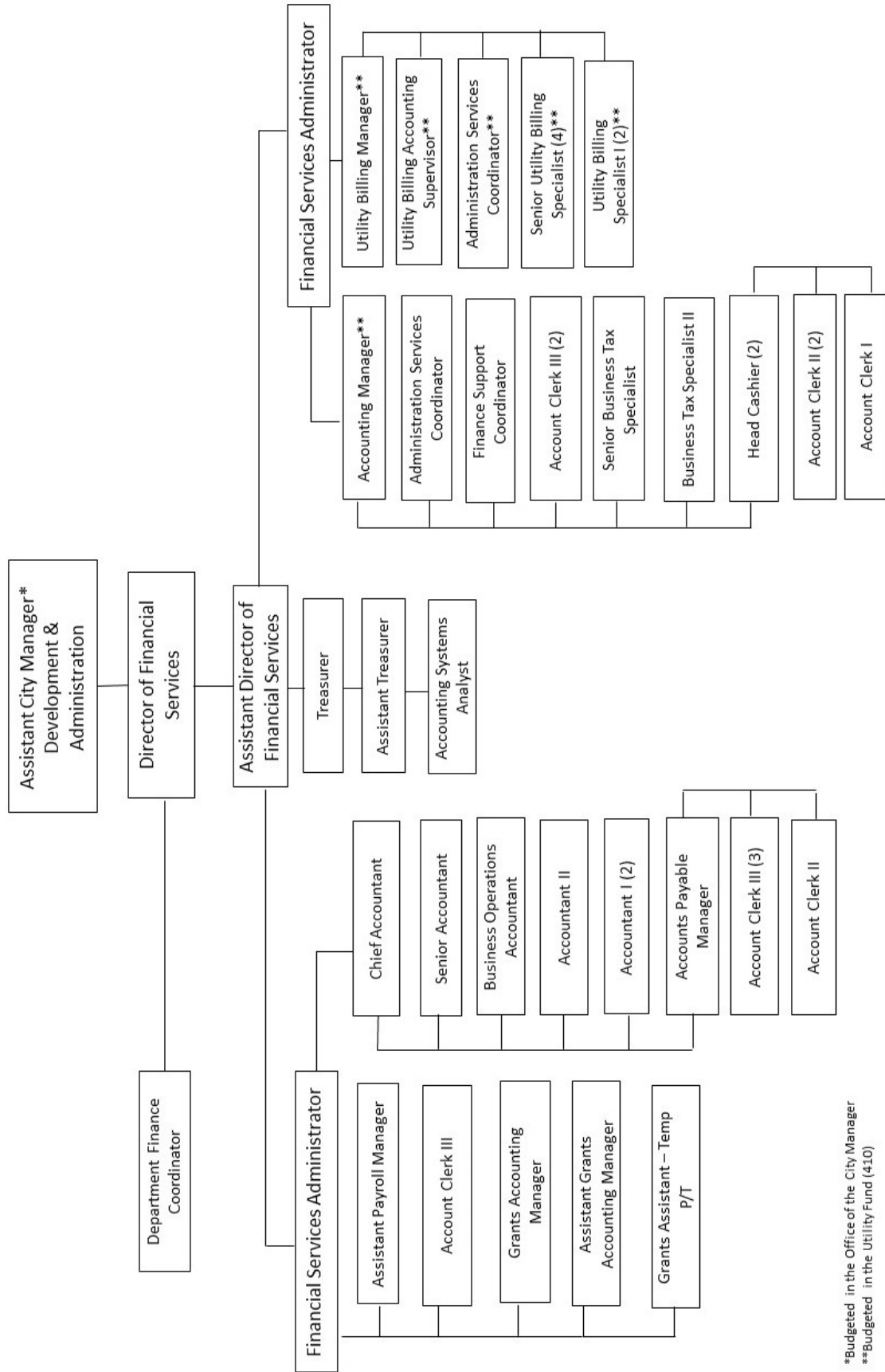


Utility Billing Financial Services Department

Mission

To provide excellent customer service to both internal and external customers, while making sure City ordinances are followed for fees, and working to collect revenues and reduce delinquencies on behalf of the City.

Utility Billing Organizational Chart



*Budgeted in the Office of the City Manager
 **Budgeted in the Utility Fund (410)



Utility Billing Program

Description

The Utility Billing Program is responsible for the monthly billing of utility services including water, sewer, sanitation and recycling services. Miramar Code provides that all owners and occupants of residences and businesses in Miramar are required to have garbage collection service which is collected twice a week. Bulk pick up is also provided with this service once a month.

The Financial Services Department administers this program. As indicated in the Position Detail, this program is comprised of ten (10) full-time budgeted positions.

FY 2021 Accomplishments

- Completed monthly Utility Billing for over 34,000 customer accounts generating annualized revenue over \$48 million.
- Implemented the customer ticketing system that allows us to track customer requests for new

accounts, leaks, customer inquiries, and documentation.

- Along with the Utilities Department, completed the successful implementation of Sensus Analytics which allows meter readings in hourly intervals in order to process billings on new VFlex integrated system.
- Assisted with completion of the 2020 Annual Comprehensive Financial Reporting (ACFR).
- Completed monthly Utility Billing for over 34,000 customer accounts generating annualized revenue over \$48 million.
- Processed over 17,000 customer inquiries this year:
 - 40% related to new accounts/closures;
 - 5% related to payments agreements;
 - 55% related to general inquiries.
- Successfully updated 21,952 accounts to be compatible with Everbridge.
- Successfully implemented beginning phase of Copper Pipe Infrastructure Loan Program.



Utility Billing Program

Program Revenues, Expenditures and Position Summary

Dedicated Revenues	Object Code	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
New Occupant Account	343313	\$ 96,101	\$ 69,550	\$ 120,000	\$ 120,000	\$ 120,000
Delinquent Charge	343314	1,053,247	568,261	550,000	550,000	1,000,000
Other Service Charge	343315	78,037	44,322	100,000	100,000	75,000
New Property Residential	343317	—	125	—	—	—
New Property Commercial	343319	—	50	—	—	—
Termination Fee	343322	96,550	75,825	110,000	110,000	100,000
Credit Card Fee	347345	309,943	81,641	300,000	300,000	300,000
Total		\$ 1,633,878	\$ 839,774	\$ 1,180,000	\$ 1,180,000	\$ 1,595,000

Expenditures by Program

Utility Billing	\$ 1,472,811	\$ 1,646,697	\$ 1,827,550	\$ 1,952,550	\$ 1,912,450
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Expenditures by Category

Personnel Services	\$ 759,116	\$ 1,008,730	\$ 1,057,300	\$ 1,057,300	\$ 1,146,500
Operating Expense	713,695	637,967	770,250	870,250	765,950
Departmental Capital Outlay	—	—	—	25,000	—
Total	\$ 1,472,811	\$ 1,646,697	\$ 1,827,550	\$ 1,952,550	\$ 1,912,450

Positions By Program

Utility Billing	9.00	10.00	10.00	10.00	10.00
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Position Detail

Accounting Manager	—	1.00	1.00	1.00	1.00
Administration Services Coordinator	1.00	1.00	1.00	1.00	1.00
Senior Utility Billing Specialist	4.00	4.00	4.00	4.00	4.00
Utility Billing Accounting Supervisor	1.00	1.00	1.00	1.00	1.00
Utility Billing Business Analyst	1.00	—	—	—	—
Utility Billing Manager	1.00	1.00	1.00	1.00	1.00
Utility Billing Specialist I	1.00	2.00	2.00	2.00	2.00
Total FTE's	9.00	10.00	10.00	10.00	10.00

Utility Billing Balanced Scorecard

Measures	Objectives	Series Status	FY 2020 Actual	FY 2021 Actual	FY 2022 Goal
 Number of Open Payment Arrangement reports issued for the fiscal year		Q4 Actual	3.00	282.00	
		YTD Actual	48.00	312.00	
		EOY Target	22.00	22.00	22.00
		% Target	218.18%	1,418.18%	
		% Goal	100.00%	100.00%	
 Meets budget target - Expenses	Finances	Q4 Actual	\$ 393,890.86	\$ 527,458.90	
		YTD Actual	\$ 1,525,108.11	\$ 1,862,964.00	
		EOY Target	\$ 1,783,950.00	\$ 1,827,550.00	\$ 1,912,450.00
		% Target	85.49%	101.94%	
		% Goal	100.00%	100.00%	
 Number of training sessions held/ offered	Improve supervisory leadership skills	Q4 Actual	1.00	1.00	
		YTD Actual	4.00	4.00	
		EOY Target	2.00	4.00	4.00
		% Target	200.00%	100.00%	
		% Goal	100.00%	100.00%	
 Meets projected target - Expenses	Finances	Q4 Actual	\$ 393,890.86	\$ 527,458.90	
		YTD Actual	\$ 1,525,108.11	\$ 1,862,964.00	
		EOY Projection	\$ 1,704,970.00	\$ 1,820,086.00	\$ 1,912,450.00
		% Target	89.45%	102.36%	
		% Goal	100.00%	100.00%	
 Number of training sessions held/ offered	Career track to enhance staff training and development	Q4 Actual	—	1.00	
		YTD Actual	4.00	4.00	
		EOY Target	4.00	4.00	4.00
		% Target	100.00%	100.00%	
		% Goal	100.00%	100.00%	

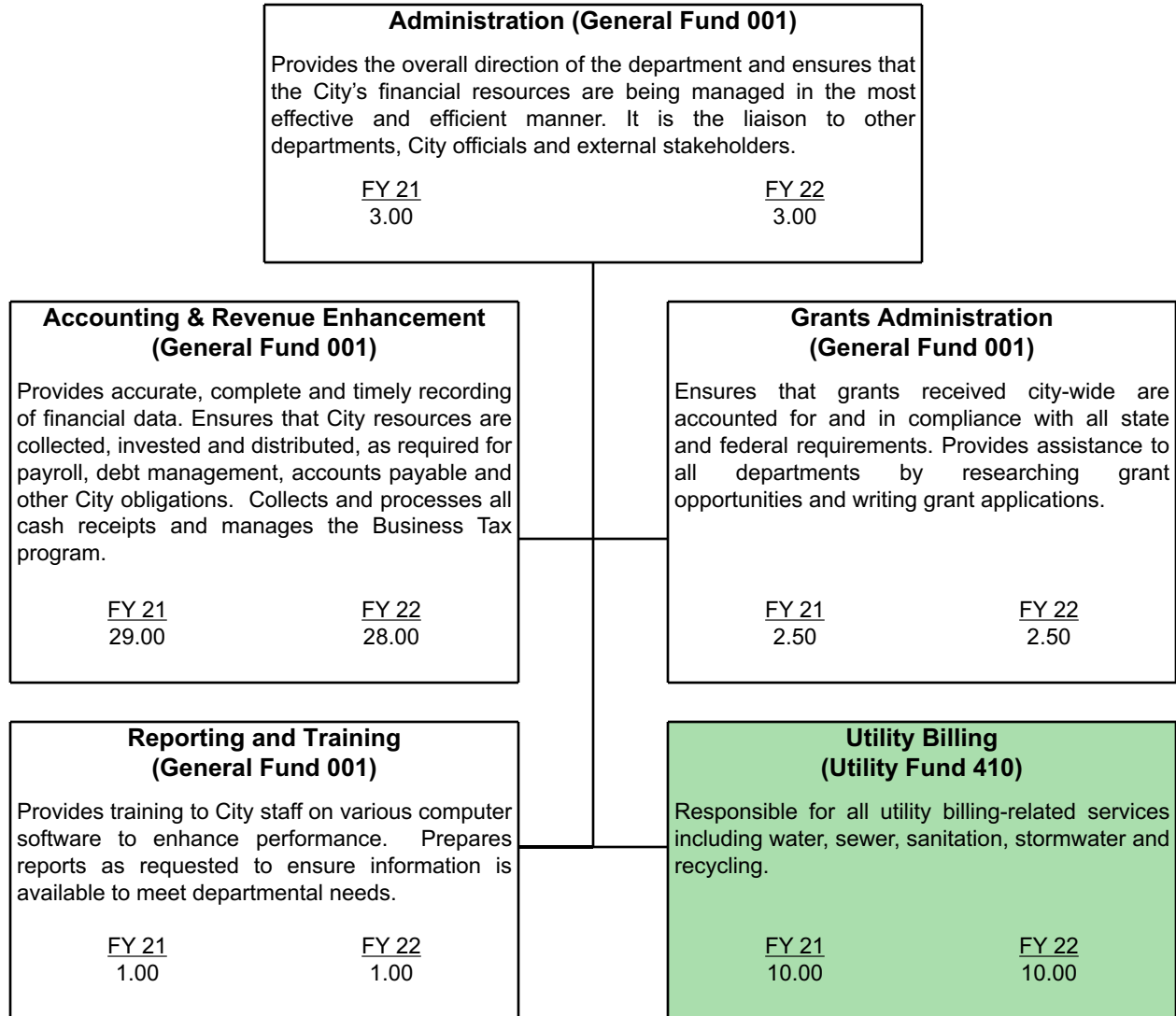
Utility Billing Balanced Scorecard

Measures	Objectives	Series Status	FY 2020 Actual	FY 2021 Actual	FY 2022 Goal
 Meets budget target - Revenues	Finances	Q4 Actual	\$ 44,453.91	\$ 425,700.13	
		YTD Actual	\$ 835,468.84	\$ 557,863.00	
		EOY Target	\$ 1,730,000.00	\$ 1,180,000.00	\$ 1,595,000.00
		% Target	48.29%	47.28%	
		% Goal	100.00%	100.00%	
 Number of updates per fiscal year	Maintain updated ownership records of water billing	Q4 Actual	0.00	20.00	
		YTD Actual	4.00	23.00	
		EOY Target	3.00	3.00	3.00
		% Target	133.33%	766.67%	
		% Goal	100.00%	100.00%	
 Meets projected target - Revenues	Finances	Q4 Actual	\$ 44,453.91	\$ 425,700.13	
		YTD Actual	\$ 835,468.84	\$ 557,863.00	
		EOY Projection	\$ 1,730,025.00	\$ 630,000.00	\$ 1,595,000.00
		% Target	48.29%	88.55%	
		% Goal	100.00%	100.00%	
 Number of work orders in Ticketing Systems	Finalize work orders prior to expiration of overdue service level agreements	Q4 Actual	0.00	2,294.00	
		YTD Actual	0.20	8,717.00	
		EOY Target	1.00	3,000.00	3,000.00
		% Target	20.00%	290.57%	
		% Goal	100.00%	100.00%	

FY21 actuals (revenues and expenses) are as of 11-25-21.

End of year targets exclude year-end budget amendments.

Utility Billing FTE's by Program



Utility Billing Expenditures by Object Code

Utility Billing—410-10-110-513-

Object #	Account Description	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Personnel Services						
601200	Employee Salaries	\$ 446,995	\$ 504,839	\$ 610,600	\$ 610,600	\$ 665,500
601205	Lump Sum Payout - Accrued Time	7,950	28,735	11,000	11,000	11,000
601210	Non-Pensionable Earnings	11,098	2,886	—	—	3,000
601215	Communication Stipend	—	5,700	3,900	3,900	3,900
601220	Longevity	1,465	1,663	1,500	1,500	2,900
601400	Overtime-General	44,792	27,757	45,000	45,000	45,000
601410	Overtime-Holiday	132	527	2,600	2,600	2,600
601412	Overtime-Emergency	—	—	200	200	200
602100	FICA & MICA	36,756	41,208	48,700	48,700	54,300
602210	Pension-General	31,257	182,560	91,700	91,700	98,800
602235	Pension-Senior Mgmt	24,893	47,333	53,000	53,000	54,900
602265	Pension-457	2,524	3,231	4,300	4,300	5,400
602300	Pmt In Lieu Of Insurance	5,727	5,654	6,200	6,200	6,200
602304	Health Insurance-PPO	3,294	—	—	—	—
602305	Health Insurance-HMO	68,183	64,400	83,600	83,600	95,200
602306	Dental Insurance-PPO	2,513	2,452	2,400	2,400	3,100
602307	Dental Insurance-HMO	892	1,113	1,700	1,700	1,500
602309	Basic Life	1,656	948	1,700	1,700	1,900
602311	Long-Term Disability	570	537	900	900	900
602312	HDHP Aetna	20,363	37,042	48,600	48,600	50,500
602313	HSA Payflex	5,400	8,400	8,100	8,100	8,100
602400	Workers' Compensation	26,700	27,800	31,600	31,600	31,600
602600	OPEB	15,958	13,946	—	—	—
	<i>Sub-Total</i>	759,116	1,008,730	1,057,300	1,057,300	1,146,500
Operating Expense						
603190	Prof Svcs-Other	95,220	62,908	100,000	75,000	100,000
603200	Audit Fees	42,800	39,600	40,000	40,000	40,000
603425	Software License & Maint	1,591	2,019	5,200	5,200	5,200
603470	Temporary Help	34,984	10,431	30,000	30,000	30,000
604001	Travel & Training	2,214	(514)	8,000	2,000	8,000
604200	Postage	191,388	179,279	231,000	231,000	231,000
604301	Electricity Svcs	3,729	4,212	4,200	4,200	4,300
604500	Risk Internal Svcs Charge	17,300	12,500	2,200	2,200	9,400
604550	Health Ins Internal Serv Chg	—	26,000	25,300	25,300	13,700
604650	R&M Office Equip	—	—	500	500	500
604700	Printing & Binding Svc	812	1,272	2,500	2,500	2,500
604901	Credit Card Svcs Fees	307,275	291,768	300,000	425,000	300,000
604931	Recording Fees	10	—	1,500	1,500	1,500
605100	Office Supplies	2,862	1,798	4,400	4,400	4,400
605120	Computer Operating Expenses	7,233	3,006	5,500	5,500	5,500
605240	Uniforms Cost	79	—	600	600	600
605250	Noncap Furn (Item less 5000)	4,431	3,002	3,200	3,200	3,200
605290	Other Operating Supplies	1,690	387	2,000	2,000	2,000
605410	Subscriptions & Memberships	75	300	150	150	150
605500	Training-General	—	—	—	6,000	—
605510	Tuition Reimbursement	—	—	4,000	4,000	4,000
	<i>Sub-Total</i>	713,695	637,967	770,250	870,250	765,950
Departmental Capital Outlay						
606211	Minor Building Repairs	—	—	—	25,000	—
	<i>Sub-Total</i>	—	—	—	25,000	—
	Total	\$ 1,472,811	\$ 1,646,697	\$ 1,827,550	\$ 1,952,550	\$ 1,912,450

Utility Billing Budget Justification

Object #	Account Description	Justification
Revenue		
343313	New Occupant Account	Administrative fee of \$25 charged every time an occupant opens a new account.
343314	Delinquent Charge	This fee is assessed on the current portion of utility bills when they become past due on a monthly basis.
343315	Other Service Charge	Revenue derived from Utility Billing fees such as turn off fees, NSF fees, late fees, etc.
343322	Termination Fee	Revenue derived from fees for termination of utility service.
347345	Credit Card Fee	Credit card fee of 2% to help recover credit card fees charged by our electronic vendors for all credit/debit card transactions. Fee is consistent with fees charged by other municipalities.
Expense		
601400	Overtime-General	Overtime is necessary to meet commitments and scheduled deadlines such as, software conversion, billing, counter customer service, etc. Implementation of ERP modules continues. \$45,000 - Utility Billing - General Support
601410	Overtime-Holiday	This expenditure is for overtime hours worked on contractual holidays per the individual collective bargaining agreements. \$2,600 - Utility Billing - Overtime - Holiday - Clerical Support
601412	Overtime-Emergency	The cost for coverage for emergencies and unanticipated personnel shortages for GAME employees. \$200 - Utility Billing - Overtime-Emergencies - Personnel Support
603190	Prof Svcs-Other	This cost incurred for non-employee services including the production of utility bills and system support provided by Third Party vendors. \$100,000 - Utility Billing - Professional Services for Printing and mailing of City Bills and Statements
603200	Audit Fees	Contracted cost between the City and its external auditors for the annual year-end financial audit. The cost is allocated between Financial Services (General Fund-001) and Utility Billing (Utility Fund-410) as shown below: \$70,000 - Financial Services (General Fund-001) \$40,000 - Utility Billing (Utility Fund-410)
603425	Software License & Maint	This account records the annual license and maintenance costs for meter reading software and for the modular mailing system used to send various customer communications. \$4,000 - Software License & Maintenance - Inserting machine for Utility Billing mailing of invoices and statements. \$1,200 - Check In System - customer queuing system which (1) sorts and organizes customers into a check list, (2) sort visitors and notify the correct department or staff member and (3) track wait times.
603470	Temporary Help	This account represents costs associated with providing additional professional staff for clerical support to maintain work flow during extended employee absences. \$30,000 - Utility Billing - Temporary Services - Clerical Support
604001	Travel & Training	This account is for out-of-town travel and accommodations for specialized training and certification courses or conferences, such as Munis Conference, which includes registration, airline travel, meals, etc.
604200	Postage	This account is used to record postage charges incurred for the mailing of utility bills, late notices and customer communication including those sent to the Lockbox processor and subsequently re-routed to the Utility Billing department for follow up. US Postal service charges for providing customer address updates/changes are also recorded in this account.
604301	Electricity Svcs	This account represents allocated costs for electricity usage.
604500	Risk Internal Svcs Charge	This is a restricted account for allocated property and liability insurance premiums as provided by HR-Risk Management.
604550	Health Ins Internal Serv Chg	Funds the Citys wellness program that encourage employees to adopt healthy habits through education, incentives and an on-site clinic.
604650	R&M Office Equip	Represents costs associated with repair and maintenance of small office equipment and mailer equipment.
604700	Printing & Binding Svc	This cost is for printing late notices, special envelopes and a new resident brochures. Reduction due to the outsourcing of utility bills.
604901	Credit Card Svcs Fees	Bank charges for handling credit card payments.
604931	Recording Fees	This cost is for required fees paid to record and release utility liens.
605100	Office Supplies	This cost is for desktop office supplies such as pens, pencils, etc., to conduct the operation of the office.
605120	Computer Operating Expenses	This cost is for Print Management Service Agreement and computer related items - \$5,500
605240	Uniforms Cost	This expenditure represents funding for uniforms for employees which includes, but not limited to t-shirts, hats, uniform rental and safety shoes on an average of \$125.00 annually per person per year.
605250	Noncap Furn (Item less 5000)	This is for furniture that cost less than \$5,000 per unit. \$1,700 - 3 Apple iPad and 3 stands; 2 for City Hall and 1 Multi Service Complex \$1,500 - 3 Samsung TVs to display the queued list for in customer service lobby located at City Hall and Multi Service Complex.



Utility Billing Budget Justification

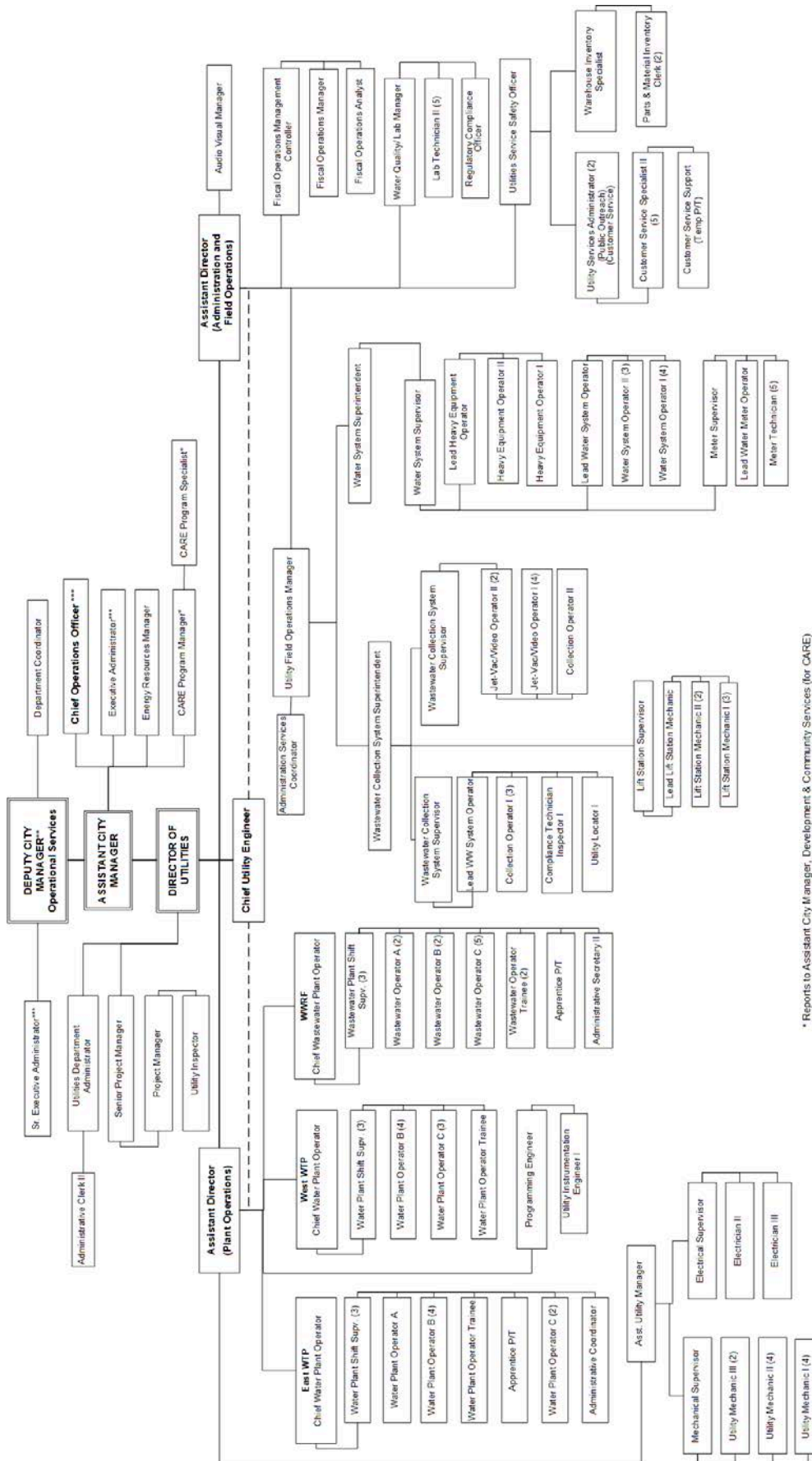
Object #	Account Description	Justification
605290	Other Operating Supplies	The anticipated amount of funding required for miscellaneous expenditures not included in other accounts. Includes funding for additional fill, plants, and sod for restoration.
605410	Subscriptions & Memberships	This includes \$150 for the Utility Billing Team Annual membership for SFGFOA.
605510	Tuition Reimbursement	Education assistance to permanent employees that is associated with a certificate or degree program at a community college or state college/university. Education must be related to the employee's present position or have the ability to assist in a promotional opportunity. The cost covers books and lab fees associated with the course. \$4,000 - Tuition Reimbursement - Utility Billing - Continuing Education

Utilities Department

Mission

To provide the City's residents and businesses with safe drinking water, wastewater treatment and disposal services in compliance with federal, state and local agencies' rules and regulations.

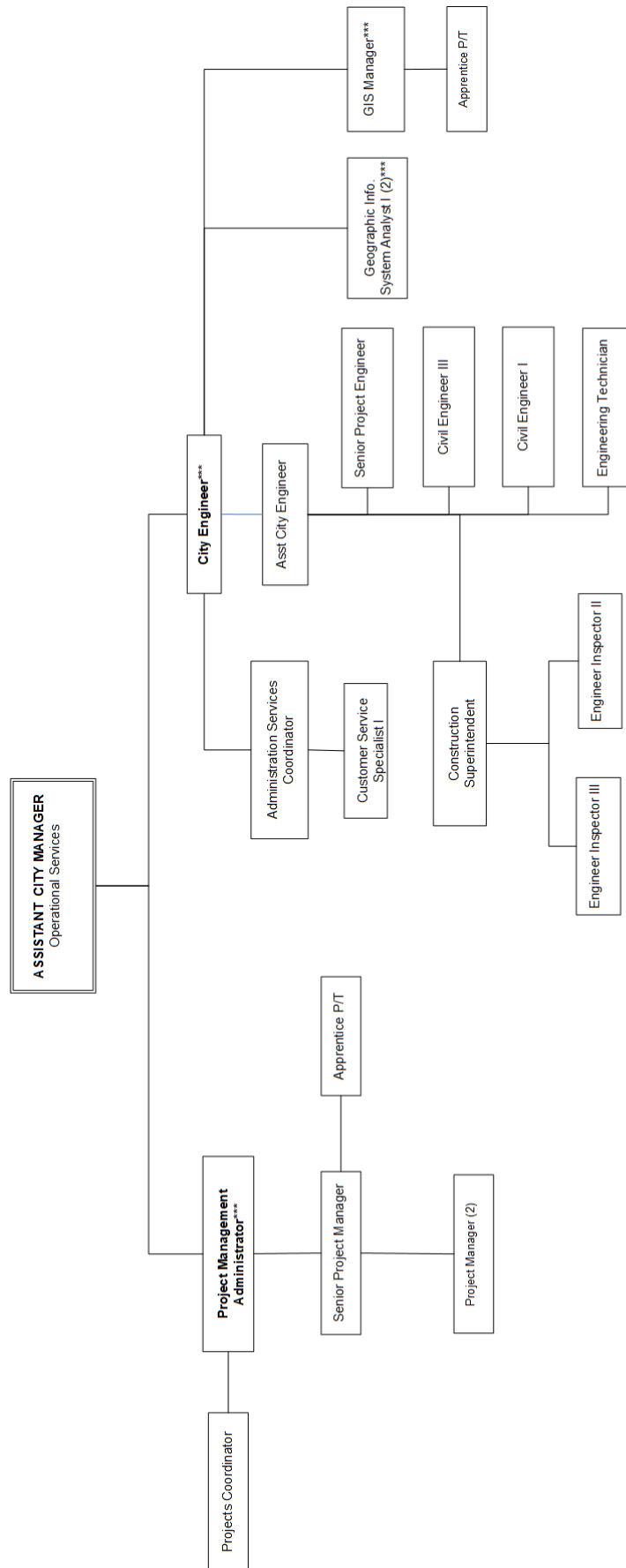
Utilities Organizational Chart



* Reports to Assistant City Manager, Development & Community Services (for CARE)
 ** Budgeted in the Office of the City Manager
 *** Reports to the Office of the City Manager
 --- Indicates Shared Responsibility between the two Assistant Directors



Utilities Organizational Chart



*** Reports to the Office of the City Manager





Department Overview

The Utilities operation is a pure and essential government service recognized as a business enterprise. Contrary to other departmental operations, this department's functions are directly drawn from an "Enterprise Fund" that earns its revenues by selling water and wastewater services. This business characteristic has long been recognized as a viable revenue source based on water, wastewater and other infrastructure assets. This return on revenue assets allows the City to fulfill a primary function in providing effective & environmentally sound water treatment, wastewater treatment and disposal services. In the provision of these services, it is critical to meet regulatory guidelines in order to sustain the health and safety of citizens and customers of the City of Miramar. It is the goal of this Department to provide our residents, customers and the business community a clean, safe and productive environment through high water quality and infrastructure enhancement.

As indicated in the Position Detail, this department is comprised of 163.5 budgeted positions, 161 full-time, four (2 FTEs) part-time and one (.5 FTE) temporary part-time employees.

The twelve major programs provided are:

1. Administration
2. Office of Operational Services
3. Electrical Instrumentation and Control
4. Water Treatment and Supply
5. Wastewater Treatment and Disposal
6. Plant Maintenance
7. Water Transmission & Distribution Maintenance
8. Water Accountability
9. Wastewater Collection Maintenance
10. Water and Wastewater Quality Control
11. Support Services
12. Engineering & Strategic Development

FY 2021 Accomplishments

- Citywide water service line repairs detected by Leak Detection Program under Year 7 (+/-225 were detected and repaired).
- Completed Advance Metering Infrastructure (AMI) project City-wide.
- Upgraded Lift Station SCADA radio system and improved communication time from 12-15 minutes to 3-8 minutes.
- Successful Bid of Country Club Ranches Watermain Project Phases 1A and 1B.

- Conducted Engineering Services solicitation for West Water Treatment Plan Capacity Expansion and Upgrades.
- Conducted Engineering Services solicitation for Water Distribution Modeling and Master Plan, and Wastewater Collection Modeling and Master Plan.
- Certified by US Environmental Protection Agency (USEPA) after successfully completing the Emergency Response Plan as required under America's Water Infrastructure Act of 2018.
- Completed the Corrosion Inhibitor Feeding System Project at the West Water Treatment Plant.
- Completed the WWRF Reclaimed Water Expansion from 5 to 7.50 MGD (Million Gallon per Day).
- Completed the I-75 Reclaimed Water Pipeline Crossing from SW 145th Avenue to Dykes Road.
- Completed Construction of the East Water Treatment Plant conversion from Conventional Lime Softening to Nanofiltration.
- Completed the Historic Miramar Infrastructure Improvements Phase III; Homeowners commenced connecting to the new sanitary sewer collection system.
- Retrofitted/Converted over 150 Fluorescent light fixtures to LED at the Wastewater Reclamation Facility, Master Pump Station, 3 Million Gallon Storage Tank and the West Water Treatment Plant.
- Completed 142 Annual Lift Station Preventative Maintenance Inspections.
- Reduced total KWH Energy Consumption by 3.62% at the Wastewater Reclamation Facility by retrofitting fixtures to LED type.
- Reduced the Customer Service Call & Hold time by 3 minutes.
- Water/Wastewater Quality Control Laboratory maintained 100% Microbiology Proficiency Testing Rate with the State of Florida.
- Water/Wastewater Quality Control Laboratory maintained 99% Chemistry Proficiency Testing Rate with the State of Florida.
- Successfully completed a Comprehensive Laboratory Audit with the Florida Department of Health to maintain Laboratory Certification.
- The City of Miramar Water/Wastewater Quality Control Laboratory joined the FRWA (Florida Rural Water Association) Department of Health Laboratory Backup Plan to offer Certified Laboratory Testing Services to other local utilities during emergency events.

FY 2021 Accomplishments (Cont'd)

- Refurbished four (4) Plant Site Pumps - Two (2) located at the West Water Treatment Plant and two (2) located at the Wastewater Reclamation Facility.
- Started construction of 3 CIP roadway projects.
- Started construction of CIP for Ansin Park Phase IV access drive.
- Started LAP certification for design & construction of 2 roadway projects totaling over \$4M funded by MPO/FDOT.
- Started design by FDOT of 3 CSLIP roadway projects totaling over \$4M funded by MPO.
- Issued over 100 combined construction, utility and sitework permits for private developments and utility companies.
- Collected over \$500K in permit fees.
- Performed over 1,000 inspections.
- Collected over \$2M in water and sewer impact fees.
- Collected over \$4M in park impact fees.
- Submitted 2 Complete Streets and Localized Initiatives Program (CSLIP) grant applications, totaling over \$3M.
- Received award of \$1.5M from CSLIP application for walkway improvements along Honey Hill road from Flamingo road to Red Road.
- Entered into Interlocal Agreements to receive over \$6M from County Surtax to fund various City transportation projects.



Utilities Department Employees at Work

Program Revenue, Expenditures and Positions Summary

Dedicated Revenues	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Water & Wastewater Quality Control	900	—	—	—	—
Engineering & Strategic Development	1,204,153	2,057,355	129,000	129,000	239,800
Total	\$ 1,205,053	\$ 2,057,355	\$ 129,000	\$ 129,000	\$ 239,800

Expenditures by Program	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Administration	\$ 2,637,640	\$ 2,888,846	\$ 3,043,327	\$ 2,843,327	\$ 3,916,300
Office of Operational Services	1,580,574	1,882,236	2,170,000	2,170,000	2,517,100
Electrical Instrumentation & Control	946,641	1,052,784	1,256,400	1,307,110	1,082,500
Water Treatment & Supply	4,907,580	6,183,665	6,229,060	6,225,784	6,472,200
Wastewater Treatment & Disposal	3,644,176	4,453,686	5,140,220	5,006,861	5,021,500
Plant Maintenance	985,900	1,396,235	1,472,810	1,472,810	1,468,200
Water Transmission & Distribution Maintenance	1,562,462	1,578,674	1,865,700	1,861,216	1,940,700
Water Accountability	1,079,626	1,274,691	1,338,200	1,338,200	1,197,600
Wastewater Collection Maintenance	3,878,644	5,039,731	4,378,509	5,681,450	4,665,500
Water & Wastewater Quality Control	909,309	1,174,367	1,358,200	1,409,110	1,418,800
Support Services	1,054,999	947,409	832,000	832,000	922,600
Engineering & Strategic Development	1,060,666	1,949,654	2,404,334	2,404,334	2,731,334
Total	\$ 24,248,214	\$ 29,821,978	\$ 31,488,760	\$ 32,552,201	\$ 33,354,334

Expenditures by Category	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Personnel Services	\$ 15,267,017	\$ 19,136,282	\$ 18,204,500	\$ 18,204,500	\$ 19,161,400
Operating Expense	8,156,764	9,840,945	12,777,440	12,221,136	14,057,934
Capital Outlay	824,433	844,751	506,820	2,126,565	135,000
Total	\$ 24,248,214	\$ 29,821,978	\$ 31,488,760	\$ 32,552,201	\$ 33,354,334

Positions by Program	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Administration	22.50	21.50	20.50	20.50	18.50
Office of Operational Services	14.00	14.00	14.00	14.00	16.00
Electrical Instrumentation & Control	5.00	6.00	6.00	6.00	6.00
Water Treatment & Supply (East-12 & West-11)	24.00	24.00	24.00	24.00	24.00
Wastewater Treatment & Disposal	15.00	15.00	15.00	15.00	15.00
Plant Maintenance	11.00	11.00	11.00	11.00	11.00
Water Transmission & Distribution Maintenance	10.00	10.00	14.00	14.00	14.00
Water Accountability	8.00	8.00	8.00	8.00	7.00
Wastewater Collection Maintenance	24.00	24.00	24.00	24.00	24.00
Water & Wastewater Quality Control	7.00	8.00	8.00	8.00	8.00
Support Services	7.50	5.50	5.50	5.50	5.50
Engineering & Strategic Development	9.50	15.00	15.00	15.00	14.50
Total	157.50	162.00	165.00	165.00	163.50

Utilities

Position Detail	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Administrative Clerk II	2.00	1.00	1.00	1.00	1.00
Administrative Coordinator	2.00	2.00	2.00	1.00	1.00
Administrative Manager I	—	1.00	1.00	1.00	—
Administration Services Coordinator	2.00	1.00	1.00	2.00	2.00
Administration Services Supervisor	1.00	1.00	1.00	—	—
Administrative Secretary I	1.00	1.00	1.00	1.00	1.00
Administrative Secretary II	1.50	1.50	1.50	1.50	2.00
Apprentice - Part-time (3)	1.00	1.00	1.00	1.00	1.00
Assistant City Engineer	—	—	—	—	1.00
Assistant Director of Economic & Business	—	1.00	—	—	—
Assistant Director of Utilities	2.00	2.00	2.00	2.00	2.00
Assistant Utility Manager	1.00	1.00	1.00	1.00	1.00
Assistant Water System Superintendent	1.00	1.00	1.00	1.00	—
Audio Visual Manager	—	—	1.00	1.00	1.00
C.A.R.E. Program Manager	1.00	1.00	1.00	1.00	1.00
C.A.R.E. Program Specialist	—	1.00	1.00	1.00	1.00
C.A.R.E. Support - Temp Part-time	0.50	0.50	0.50	0.50	—
Chief Operations Officer	1.00	1.00	1.00	1.00	1.00
Chief Wastewater Plant Operator	—	—	—	1.00	1.00
Chief Water Plant Operator	1.00	1.00	1.00	1.00	1.00
City Engineer	2.00	2.00	2.00	2.00	2.00
Civil Engineer I*	1.00	1.00	1.00	1.00	1.00
Civil Engineer III*	—	1.00	1.00	1.00	1.00
Civil Engineer IV*	—	1.00	1.00	1.00	1.00
Collection Operator I	1.00	—	—	—	—
Collection Operator II	3.00	3.00	3.00	3.00	3.00
Compensation Program Specialist - Temp Part-time	1.00	1.00	1.00	1.00	1.00
Compliance Technician Inspector I	0.50	0.50	0.50	0.50	—
Construction Superintendent	1.00	1.00	1.00	1.00	1.00
Customer Contact & Marketing Relations Manager	1.00	1.00	1.00	1.00	1.00
Customer Service Specialist I	3.00	3.00	3.00	1.00	1.00
Customer Service Specialist II	4.00	4.00	4.00	5.00	5.00
Customer Service Support - Temp Part-time (3)	1.50	1.50	1.50	1.50	0.50
Department Administrator	—	—	—	1.00	1.00
Development Support Administrator	1.00	—	—	—	—
Director of Utilities	1.00	1.00	1.00	1.00	1.00
Electrical Supervisor	1.00	1.00	1.00	1.00	1.00
Electrician II	—	1.00	1.00	1.00	1.00
Electrician III	1.00	1.00	1.00	1.00	1.00
Engineer Inspector I	—	—	—	—	1.00
Engineer Inspector II	1.00	—	—	—	—
Engineer Inspector III	—	1.00	1.00	1.00	1.00
Engineering Apprentice - Part-time	1.00	1.00	1.00	1.00	1.00
Engineering Technician	0.50	—	—	—	—
Executive Administrator	1.00	1.00	1.00	1.00	1.00
Fiscal Operations Analyst	2.00	1.00	1.00	1.00	1.00
Fiscal Operations Management Controller	1.00	1.00	1.00	1.00	1.00
Fiscal Operations Manager	1.00	1.00	1.00	1.00	1.00
GIS Analyst I	1.00	1.00	1.00	1.00	1.00
Heavy Equipment Operator I	—	2.00	2.00	2.00	2.00
Heavy Equipment Operator II	—	—	—	1.00	1.00
Jet-Vac/Video Operator I	1.00	1.00	1.00	1.00	1.00
Jet-Vac/Video Operator II	1.00	1.00	1.00	1.00	1.00
Laboratory Technician II	4.00	4.00	4.00	4.00	4.00
Lead Heavy Equipment Operator	2.00	2.00	2.00	2.00	2.00
Lead Lift Station Mechanic	5.00	5.00	5.00	5.00	5.00
Lead Wastewater System Operator	—	—	1.00	1.00	1.00




Utilities

Position Detail	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Lead Water Meter Operator	1.00	1.00	1.00	1.00	1.00
Lead Water System Operator	1.00	1.00	1.00	1.00	1.00
Lift Station Mechanic I	1.00	1.00	1.00	1.00	1.00
Lift Station Mechanic II	1.00	1.00	1.00	1.00	1.00
Lift Station Supervisor	3.00	3.00	3.00	3.00	3.00
Mechanical Supervisor	2.00	2.00	2.00	2.00	2.00
Meter Supervisor	1.00	1.00	1.00	1.00	1.00
Meter Technician	1.00	1.00	1.00	1.00	1.00
Parts & Material Inventory Clerk	1.00	1.00	1.00	1.00	1.00
Programming Engineer	5.00	5.00	5.00	5.00	5.00
Project Management Administrator	2.00	2.00	2.00	2.00	2.00
Project Manager	1.00	1.00	1.00	1.00	1.00
Project Manager/GIS	1.00	1.00	1.00	1.00	1.00
Projects Coordinator	3.00	4.00	4.00	4.00	3.00
Quality Control Analyst	1.00	1.00	1.00	—	—
Quality Control Officer	—	1.00	1.00	1.00	1.00
Regulatory Compliance Officer	—	1.00	—	—	—
Senior Procurement Analyst	1.00	1.00	1.00	1.00	1.00
Senior Project Engineer	—	—	—	—	1.00
Senior Project Manager	1.00	—	—	—	—
Technology/Innovation Apprentice - Part-time	—	1.00	1.00	1.00	1.00
Utilities Department Administrator	1.00	2.00	2.00	2.00	2.00
Utility Engineer	1.00	1.00	1.00	1.00	1.00
Utilities Project Manager	1.00	—	—	—	—
Utility Field Operations Manager	1.00	1.00	1.00	1.00	1.00
Utility Inspector	1.00	—	—	1.00	1.00
Utility Instrumentation Engineer I	1.00	1.00	1.00	1.00	1.00
Utility Locator I	1.00	1.00	1.00	1.00	1.00
Utility Mechanic I	4.00	4.00	4.00	4.00	4.00
Utility Mechanic II	4.00	4.00	4.00	4.00	4.00
Utility Mechanic III	2.00	2.00	2.00	2.00	2.00
Utility Service Administrator	1.00	1.00	1.00	2.00	2.00
Utility Service Safety Officer	1.00	1.00	1.00	1.00	1.00
Warehouse Inventory Specialist	1.00	1.00	1.00	1.00	1.00
Wastewater Collection System Superintendent	1.00	1.00	1.00	1.00	1.00
Wastewater Collection System Supervisor	2.00	2.00	2.00	2.00	2.00
Wastewater Operator A	2.00	2.00	2.00	2.00	2.00
Wastewater Operator B	2.00	2.00	2.00	2.00	2.00
Wastewater Operator C	5.00	5.00	5.00	5.00	5.00
Wastewater Operator Trainee	2.00	2.00	2.00	2.00	2.00
Wastewater Plant Shift Supervisor	3.00	3.00	3.00	3.00	3.00
Water Plant Operator A	1.00	1.00	1.00	1.00	1.00
Water Plant Operator B	7.00	7.00	7.00	8.00	8.00
Water Plant Operator C	5.00	5.00	5.00	5.00	5.00
Water Plant Operator Trainee	3.00	3.00	3.00	2.00	2.00
Water Plant Shift Supervisor	6.00	6.00	6.00	6.00	6.00
Water Quality/Lab Manager	1.00	1.00	1.00	1.00	1.00
Water Resources Manager	1.00	1.00	1.00	—	—
Water System Operator I	2.00	2.00	5.00	4.00	4.00
Water System Operator II	3.00	3.00	3.00	3.00	3.00
Water System Superintendent	1.00	1.00	1.00	1.00	1.00
Water System Supervisor	1.00	1.00	1.00	1.00	1.00
Total FTE's	157.50	162.00	165.00	165.00	163.50






* Block Budgeted position for Civil Engineer I, II, III, IV






Utilities Balanced Scorecard

Measures	Objectives	Series Status	FY 2020 Actual	FY 2021 Actual	FY 2022 Goal
 Number of calls into the call center	Provide Quality Customer Service	Q4 Actual	4,923.00	16,928.00	
		YTD Actual	43,566.00	46,534.00	
		EOY Target	60,000.00	60,000.00	60,000.00
		% Target	72.61%	77.56%	
		% Goal	100.00%	100.00%	
 Number of e-mails into the call center	Provide Quality Customer Service	Q4 Actual	2,165.00	6,356.00	
		YTD Actual	6,963.00	15,318.00	
		EOY Target	12,000.00	12,000.00	12,000.00
		% Target	58.03%	127.65%	
		% Goal	100.00%	100.00%	
 Average Customer Wait Time to Answer Calls	Provide Quality Customer Service	Q4 Actual	836.00	4.43	
		YTD Actual	467.25	85.29	
		EOY Target	120.00	120.00	120.00
		% Target	389.38%	71.07%	
		% Goal	100.00%	100.00%	
 Number of after hours calls	Provide Quality Customer Service	Q4 Actual	1,294.00	2,368.00	
		YTD Actual	7,075.00	6,034.00	
		EOY Target		3,800.00	3,800.00
		% Target	—%	158.79%	
		% Goal	100.00%	100.00%	
 Number of field assessments	Provide Quality Customer Service	Q4 Actual	36.00	13.00	
		YTD Actual	136.00	123.00	
		EOY Target		120.00	120.00
		% Target	—%	102.50%	
		% Goal	100.00%	100.00%	

Utilities Balanced Scorecard

Measures	Objectives	Series Status	FY 2020 Actual	FY 2021 Actual	FY 2022 Goal
 Number of Requests Entered	Promote Accountability by Monitoring the Volume of Work-Orders	Q4 Actual	1,523.00	16,928	
		YTD Actual	3,713.00	19,787.00	
		EOY Target		2,900.00	2,900.00
		% Target	—%	682.31%	
		% Goal	100.00%	100.00%	
 Customer service training	Continued Customer Service Improvements	Q4 Actual	1.00	—	
		YTD Actual	4.00	1.00	
		EOY Target	4.00	4.00	4.00
		% Target	100.00%	25.00%	
		% Goal	100.00%	100.00%	
 Outreach Events	Engage Stakeholders in Water Resource Systems, Protection and Conservation Endeavors	Q4 Actual	—	3.00	
		YTD Actual	2.00	5.00	
		EOY Target	16.00	16.00	16.00
		% Target	12.50%	31.25%	
		% Goal	100.00%	100.00%	
 Proficiency evaluations	Continued Customer Service Improvements	Q4 Actual	2.00	1.00	
		YTD Actual	6.00	5.00	
		EOY Target	12.00	12.00	12.00
		% Target	50.00%	41.67%	
		% Goal	100.00%	100.00%	
 Number of meter turn-offs and turn-ons	Promote Accountability by Monitoring the Volume of Work-Orders	Q4 Actual	35.00	420.00	
		YTD Actual	6,241.00	443.00	
		EOY Target		24.00	24.00
		% Target	—%	1,845.83%	
		% Goal	100.00%	100.00%	

Utilities Balanced Scorecard

Measures	Objectives	Series Status	FY 2020 Actual	FY 2021 Actual	FY 2022 Goal
 Number of water accounts read	Promote Accountability by Monitoring the Volume of Work-Orders	Q4 Actual	102,503.00	34,122.00	
		YTD Actual	102,390.00	62,386.00	
		EOY Target	102,000.00	102,000.00	102,000.00
		% Target	100.38%	61.16%	
		% Goal	100.00%	100.00%	
 Percent of zero meters recorded	Promote Accountability by Monitoring the Volume of Work-Orders	Q4 Actual	7.00%	2.00%	
		YTD Actual	3.50%	0.77%	
		EOY Target	5.00%	5.00%	5.00 %
		% Target	70.00%	15.40%	
		% Goal	100.00%	100.00%	
 Number of water leaks reported	Monitor and Trend System Corrective Actions	Q4 Actual	256.00	360.00	
		YTD Actual	796.00	983.00	
		EOY Target		650.00	650.00
		% Target	—%	151.23%	
		% Goal	100.00%	100.00%	
 Number of service line leaks repaired	Ensure the operational readiness of the transmission, distribution and collection systems	Q4 Actual	176.00	80.00	
		YTD Actual	609.00	490.00	
		EOY Target		500.00	500.00
		% Target	—%	98.00%	
		% Goal	100.00%	100.00%	

Utilities Balanced Scorecard

Measures	Objectives	Series Status	FY 2020 Actual	FY 2021 Actual	FY 2022 Goal
 Number of sewer blockage calls	Monitor and Trend System Corrective Actions	Q4 Actual	50.00	40.00	
		YTD Actual	189.00	120.00	
		EOY Target		90.00	90.00
		% Target	—%	133.33%	
		% Goal	100.00%	100.00%	
 Number of fire hydrants repaired	Ensure the operational readiness of the transmission, distribution and collection systems	Q4 Actual	2.00	8.00	
		YTD Actual	12.00	22.00	
		EOY Target		16.00	1600.00
		% Target	—%	137.50%	
		% Goal	100.00%	100.00%	
 Number of fire hydrants flushed	Ensure the operational readiness of the transmission, distribution and collection systems	Q4 Actual	22.00	30.00	
		YTD Actual	130.00	209.00	
		EOY Target	100.00	100.00	100.00
		% Target	130.00%	209.00%	
		% Goal	100.00%	100.00%	
 Water Distribution Valves exercised	Ensure the operational readiness of the transmission, distribution and collection systems	Q4 Actual	224.00	120.00	
		YTD Actual	434.00	1,282.00	
		EOY Target	700.00	700.00	700.00
		% Target	62.00%	183.14%	
		% Goal	100.00%	100.00%	

Utilities Balanced Scorecard

Measures	Objectives	Series Status	FY 2020 Actual	FY 2021 Actual	FY 2022 Goal
 Wastewater Mainline Valves Exercised	Ensure the operational readiness of the transmission, distribution and collection systems	Q4 Actual	10.00	4.00	
		YTD Actual	26.00	4.00	
		EOY Target	100.00	100.00	100.00
		% Target	26.00%	4.00%	
		% Goal	100.00%	100.00%	
 Linear feet of sewer lines cleaned	Ensure the operational readiness of the transmission, distribution and collection systems	Q4 Actual	5,400.00	25,000.00	
		YTD Actual	19,800.00	45,300.00	
		EOY Target		22,000.00	22,000.00
		% Target	—%	205.91%	
		% Goal	100.00%	100.00%	
 Number of manholes inspected/cleaned	Ensure the operational readiness of the transmission, distribution and collection systems	Q4 Actual	40.00	120.00	
		YTD Actual	137.00	1,288.00	
		EOY Target		1,200.00	1,200.00
		% Target	—%	107.33%	
		% Goal	100.00%	100.00%	
 Number of underground locate requests	Monitor and Trend System Corrective Actions	Q4 Actual	1,600.00	800.00	
		YTD Actual	4,967.00	3,018.00	
		EOY Target		2,300.00	2,300.00
		% Target	—%	131.22%	
		% Goal	100.00%	100.00%	
 Number of SCADA generated lift station alarms and inspections	Ensure the operational readiness of the transmission, distribution and collection systems	Q4 Actual	124.00	335.00	
		YTD Actual	403.00	1,653.00	
		EOY Target		1,400.00	1,400.00
		% Target	—%	118.07%	
		% Goal	100.00%	100.00%	

Utilities Balanced Scorecard

Measures	Objectives	Series Status	FY 2020 Actual	FY 2021 Actual	FY 2022 Goal
 % of Underground Locate Requests Conducted within the Mandatory 2 business days		Q4 Actual	100.00%	100.00%	
		YTD Actual	97.00%	99.50%	
		EOY Target	100.00%	100.00%	100.00 %
		% Target	97.00%	99.50%	
		% Goal	100.00%	100.00%	
 Percent of Non-Emergency service line repaired completed in 14 days	Ensure the operational readiness of the transmission, distribution and collection systems	Q4 Actual	100.00%	100.00%	
		YTD Actual	100.00%	100.00%	
		EOY Target	100.00%	100.00%	100.00 %
		% Target	100.00%	100.00%	
		% Goal	100.00%	100.00%	
 Percent of Emergency Repairs completed in 24-hour	Ensure the operational readiness of the transmission, distribution and collection systems	Q4 Actual	100.00%	100.00%	
		YTD Actual	100.00%	100.00%	
		EOY Target	100.00%	100.00%	100.00 %
		% Target	100.00%	100.00%	
		% Goal	100.00%	100.00%	
 Percent of Restoration completed in 30 days	Ensure the operational readiness of the transmission, distribution and collection systems	Q4 Actual	70.00%	100.00%	
		YTD Actual	76.50%	94.00%	
		EOY Target	100.00%	100.00%	100.00%
		% Target	76.50%	94.00%	
		% Goal	100.00%	100.00%	
 Compliance with Drinking Water Standards (% Days)	Compliance with permitted conditions	Q4 Actual	100.00	100.00	
		YTD Actual	100.00	100.00	
		EOY Target	100.00	100.00	100.00
		% Target	100.00%	100.00%	
		% Goal	100.00%	100.00%	

Utilities Balanced Scorecard

Measures	Objectives	Series Status	FY 2020 Actual	FY 2021 Actual	FY 2022 Goal
 Compliance with Wastewater Standards (% quarterly)	Compliance with permitted conditions	Q4 Actual	100.00	100.00	
		YTD Actual	100.00	100.00	
		EOY Target	100.00	100.00	100.00
		% Target	100.00%	100.00%	
		% Goal	100.00%	100.00%	
 Number of lab tests for plants and water main clearances	Provide quality testing/lab services	Q4 Actual	4,248.00	4,068.00	
		YTD Actual	15,976.00	16,066.00	
		EOY Target	13,000.00	10,000.00	10,000.00
		% Target	122.89%	160.66%	
		% Goal	100.00%	100.00%	
 Number of water quality complaints	Monitor and Trend System Corrective Actions	Q4 Actual	15.00	8.00	
		YTD Actual	52.00	40.00	
		EOY Target		20.00	20.00
		% Target	—%	200.00%	
		% Goal	100.00%	100.00%	
 Number of water quality tests	Provide quality testing/lab services	Q4 Actual	4,655.00	4,600.00	
		YTD Actual	18,350.00	18,100.00	
		EOY Target	20,000.00	20,000.00	20,000.00
		% Target	91.75%	90.50%	
		% Goal	100.00%	100.00%	
 ENG-Number of days from permit submittal to plan review	ENG—Complete permit plan reviews to assist developers	Q4 Actual	3.00	3.00	
		YTD Actual	3.50	3.00	
		EOY Target	5.00	2.00	2.00
		% Target	70.00%	150.00%	
		% Goal	100.00%	100.00%	



Utilities Balanced Scorecard

Measures	Objectives	Series Status	FY 2020 Actual	FY 2021 Actual	FY 2022 Goal
 SS -Enhance communication amongst staff; conduct 20 staff meetings in FY21.	ENG/SS - Conduct bi-weekly meetings with all staff to discuss project status and related items.	Q4 Actual	5.00		
		YTD Actual	20.00		
		EOY Target	20.00		N/A
		% Target	100.00%	—%	
		% Goal	100.00%	100.00%	
 ENG/SS - Increase internal and external training sessions for staff	ENG/ SS - Provide internal/ external training to staff on project management practices, tasks, communication activities to enhance project delivery and overall performance.	Q4 Actual	1.00	1.00	
		YTD Actual	4.00	4.00	
		EOY Target	4.00	4.00	4.00
		% Target	100.00%	100.00%	
		% Goal	100.00%	100.00%	
 ENG/SS - Percentage of CIP Projects completed in FY21 within budget	ENG/SS - Monitor construction costs to deliver completed projects within allocated funding.	Q4 Actual	100.00%	100.00%	
		YTD Actual	100.00%	100.00%	
		EOY Target	100.00%	100.00%	100.00 %
		% Target	100.00%	100.00%	
		% Goal	100.00%	100.00%	
 ENG/SS - Percentage of FY21 CIP Projects underway	ENG/ SS - Total percentage of CIP Projects identified for FY 19 that have been initiated and on-going.	Q4 Actual	100.00%	100.00%	
		YTD Actual	100.00%	100.00%	
		EOY Target	100.00%	100.00%	100.00 %
		% Target	100.00%	100.00%	
		% Goal	100.00%	100.00%	

Utilities Balanced Scorecard

Measures	Objectives	Series Status	FY 2020 Actual	FY 2021 Actual	FY 2022 Goal
 ENG/SS - Percentage of CIP Projects designed within allocated contract time in FY21	ENG/SS - Monitor CIP Projects Design Within Allocated Contract Time	Q4 Actual	98.00%	100.00%	
		YTD Actual	96.63%	97.00%	
		EOY Target	100.00%	100.00%	100.00 %
		% Target	96.63%	97.00%	
		% Goal	100.00%	100.00%	
 ENG/SS - Number of CIP Projects scheduled for completion in FY21	ENG/SS - Monitor CIP Projects Design Within Allocated Contract Time	Q4 Actual	2.00	2.00	
		YTD Actual	11.00	8.00	
		EOY Target	10.00	5.00	5.00
		% Target	110.00%	160.00%	
		% Goal	100.00%	100.00%	
 Meets projected target - Expenses	Finances	Q4 Actual	\$14,655,150.40	\$12,252,461.62	
		YTD Actual	\$49,723,143.90	\$39,820,199.95	
		EOY Projection	\$68,888,238.17	\$62,681,917.03	\$57,373,534.00
		% Target	72.18%	63.53%	
		% Goal	100.00%	100.00%	
 Meets budget target - Expenses	Finances	Q4 Actual	\$14,655,150.40	\$12,252,461.62	
		YTD Actual	\$49,723,143.90	\$39,820,199.95	
		EOY Target	\$71,659,678.09	\$64,349,974.97	\$57,373,534.00
		% Target	69.39%	61.88%	
		% Goal	100.00%	100.00%	

Utilities Balanced Scorecard

Measures	Objectives	Series Status	FY 2020 Actual	FY 2021 Actual	FY 2022 Goal
 Meets projected target - Revenues	Finances	Q4 Actual	\$15,420,936.71	\$20,268,244.13	
		YTD Actual	\$48,585,255.21	\$53,627,342.69	
		EOY Projection	\$77,899,433.76	\$72,658,926.88	\$64,126,984.00
		% Target	62.37%	73.81%	
		% Goal	100.00%	100.00%	
 Meets budget target - Revenues	Finances	Q4 Actual	\$15,420,936.71	\$20,268,244.13	
		YTD Actual	\$48,585,255.21	\$53,627,342.69	
		EOY Target	\$76,709,894.00	\$72,093,485.88	\$64,126,984.00
		% Target	63.34%	74.39%	
		% Goal	100.00%	100.00%	

FY21 actuals (revenues and expenses) are as of 11-25-21.

End of year targets exclude year-end budget amendments.

Utilities FTE's by Program

Administration													
Responsible to provide planning, supervision, coordination and oversight of the day to day operations and the completion of operational goals and objectives established for the operations, as well as developing an effective long-range Capital Improvement and Financing Plan to meet the City of Miramar's future development.													
<u>FY 21</u> 20.50	<u>FY 22</u> 18.50												
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<u>FY 21</u> 15.00	<u>FY 22</u> 14.50												



Utilities Budget Summary by Program

Administration—Program 100

Description

This program is responsible for developing an effective long-range Capital Improvement and Financing Plan to meet the City of Miramar’s future development. Capital facilities represent a major investment of the City and, therefore, professional management, budgeting oversight and an annual review of the City’s vision are mandated as part of the department’s goals/objectives. This program provides planning, supervision, coordination and oversight of the day to day operations and the completion of operational goals and objectives established for the operations. This program also provides engineering and construction management services for utility infrastructure expansion and rehabilitation projects.

Dedicated Revenues	Object Code	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
None	—	\$ —	\$ —	\$ —	\$ —	\$ —

Expenditures by Category

Personnel Services	\$ 1,932,994	\$ 2,202,383	\$ 2,109,400	\$ 2,109,400	\$ 2,173,000
Operating Expense	684,716	679,178	933,927	733,927	1,743,300
Departmental Capital Outlay	19,930	7,285	—	—	—
Total	\$ 2,637,640	\$ 2,888,846	\$ 3,043,327	\$ 2,843,327	\$ 3,916,300

Percent of Time by Position

Administrative Clerk II	2.00	1.00	1.00	1.00	1.00
Administration Services Coordinator	—	—	—	1.00	1.00
Administrative Coordinator	2.00	2.00	2.00	1.00	1.00
Assistant Director of Utilities	2.00	2.00	2.00	2.00	2.00
C.A.R.E. Program Manager	1.00	1.00	1.00	1.00	1.00
C.A.R.E. Program Specialist	—	1.00	1.00	1.00	1.00
C.A.R.E. Support - Temp Part-time	0.50	0.50	0.50	0.50	—
Chief Utility Engineer	—	—	—	1.00	1.00
Compensation Program Specialist - Temp Part-time	0.50	0.50	0.50	0.50	—
Customer Service Specialist I	1.00	1.00	—	—	—
Customer Service Support - Temp Part-time	1.50	1.50	1.50	1.50	0.50
Director of Utilities	1.00	1.00	1.00	1.00	1.00
Fiscal Operations Analyst	1.00	1.00	1.00	1.00	1.00
Fiscal Operations Manager	1.00	1.00	1.00	1.00	1.00
Parts & Material Inventory Clerk	2.00	2.00	2.00	2.00	2.00
Project Manager	—	—	1.00	1.00	1.00
Project Manager/GIS	1.00	1.00	—	—	—
Senior Project Manager	—	1.00	1.00	1.00	1.00
Utilities Project Manager	1.00	—	—	—	—
Utilities Department Administrator	1.00	1.00	1.00	1.00	1.00
Utility Inspector	1.00	—	—	—	—
Utility Service Safety Officer	1.00	1.00	1.00	1.00	1.00
Warehouse Inventory Specialist	1.00	1.00	1.00	1.00	1.00
Water Resources Manager	1.00	1.00	1.00	—	—
Total	22.50	21.50	20.50	20.50	18.50



Utilities Budget Summary by Program

Office of Operational Services—Program 550

Description

This program includes the customer service component that is designed to provide Miramar's residential and commercial customers with a centralized, accessible, friendly, efficient and effective issue resolution services and general informational needs. It includes water billing inquiry and payment support services, bulk and regular trash pick up assistance, recycle bin distribution and replacements, call dispatching and conducts field assessments to assist in customer issue resolutions. The customer service staff also manages after-hour calls to assist with emergency operational issues outside of regular hours of operation.

In addition, this program offers residents and business owners immediate contact and interaction with local government and its functions through receiving and expediting resident concerns as well as community outreach through attending civic organization meetings, schools, and city events, thereby creating the viable relationship necessary to ensure the overall City goal and objective of providing quality care and service.

Dedicated Revenues	Object Code	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
None	—	\$ —	\$ —	\$ —	\$ —	\$ —

Expenditures by Category

Personnel Services	\$ 1,454,128	\$ 1,683,946	\$ 1,683,900	\$ 1,683,900	\$ 2,148,400
Operating Expense	106,516	198,290	486,100	486,100	368,700
Departmental Capital Outlay	19,930	—	—	—	—
Total	\$ 1,580,574	\$ 1,882,236	\$ 2,170,000	\$ 2,170,000	\$ 2,517,100

Percent of Time by Position

Administration Services Supervisor	1.00	1.00	1.00	—	—
Administrative Manager I	—	1.00	1.00	1.00	—
Administrative Secretary II	1.00	1.00	1.00	1.00	1.00
Apprentice-PT (2)	1.00	1.00	1.00	1.00	1.00
Assistant City Manager	—	—	—	—	1.00
Chief Operations Officer	1.00	1.00	1.00	1.00	1.00
Customer Service Specialist I	2.00	2.00	2.00	—	—
Customer Service Specialist II	4.00	4.00	4.00	5.00	5.00
Energy Resources Manager	—	—	—	—	1.00
Executive Administrator	2.00	1.00	1.00	1.00	1.00
Department Coordinator	—	—	—	1.00	1.00
Fiscal Operations Management Controller	1.00	1.00	1.00	1.00	1.00
Senior Executive Administrator	—	—	—	—	1.00
Utility Services Administrator	1.00	1.00	1.00	2.00	2.00
Total	14.00	14.00	14.00	14.00	16.00

Utilities Budget Summary by Program

Electrical Instrumentation and Control—Program 553

Description

This program provides ongoing inspection, preventative and corrective maintenance, repair, replacement, routine maintenance and emergency services of all Utilities' Electrical, Air Conditioning (AC) units, Instrumentation, Supervisory Control and Data Acquisition (SCADA) System. Program also includes services and supports for plant operations, data collection and reporting, process treatments and capital improvement to ensure City compliance with regulatory and permit requirements.

Dedicated Revenues	Object Code	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
None	—	\$ —	\$ —	\$ —	\$ —	\$ —

Expenditures by Category

Personnel Services	\$ 616,092	\$ 744,316	\$ 728,700	\$ 728,700	\$ 738,400
Operating Expense	274,698	268,089	328,900	328,900	344,100
Departmental Capital Outlay	55,851	40,379	198,800	249,510	—
Total	\$ 946,641	\$ 1,052,784	\$ 1,256,400	\$ 1,307,110	\$ 1,082,500

Percent of Time by Position

Assistant Utility Manager (Electrical)	1.00	1.00	1.00	1.00	1.00
Electrical Supervisor	1.00	1.00	1.00	1.00	1.00
Electrician II	—	1.00	1.00	1.00	1.00
Electrician III	1.00	1.00	1.00	1.00	1.00
Programming Engineer	1.00	1.00	1.00	1.00	1.00
Utility Instrumentation Engineer I	1.00	1.00	1.00	1.00	1.00
Total	5.00	6.00	6.00	6.00	6.00

Utilities Budget Summary by Program

Water Treatment & Supply—Program 554

Description

This program provides quality potable water service to the citizens and businesses within Miramar service area which ensures their health, safety, and welfare. The treated water must meet all Federal and State Regulatory Standards mandated by the United States Environmental Protection Agency (USEPA), the Florida Department of Environmental Protection (FDEP), the South Florida Water Management District (SFWMD) and the Broward County Health Department (BCHD). The operation of this program provides potable water on demand 24 hours per day, 365 days per year.

Dedicated Revenues	Object Code	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
None		\$ —	\$ —	\$ —	\$ —	\$ —

Expenditures by Category

Personnel Services	\$ 2,331,749	\$ 2,925,488	\$ 2,645,900	\$ 2,645,900	\$ 2,742,600
Operating Expense	2,480,828	3,135,944	3,583,160	3,223,960	3,729,600
Departmental Capital Outlay	95,003	122,233	—	355,924	—
Total	\$ 4,907,580	\$ 6,183,665	\$ 6,229,060	\$ 6,225,784	\$ 6,472,200

Percent of Time by Position

Chief Water Plant Operator	2.00	2.00	2.00	2.00	2.00
Water Plant Operator A	1.00	1.00	1.00	1.00	1.00
Water Plant Operator B	7.00	7.00	7.00	8.00	8.00
Water Plant Operator C	5.00	5.00	5.00	5.00	5.00
Water Plant Operator Trainee	3.00	3.00	3.00	2.00	2.00
Water Plant Shift Supervisor	6.00	6.00	6.00	6.00	6.00
Total	24.00	24.00	24.00	24.00	24.00

Utilities Budget Summary by Program

Wastewater Treatment & Disposal—Program 555

Description

This program provides treatment and disposal of wastewater generated in the City's service area from the Wastewater Reclamation Facility (WWRF). The wastewater plant is designed to produce public access reclaimed water suitable for irrigation applications.

Dedicated Revenues	Object Code	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
None	—	\$ —	\$ —	\$ —	\$ —	\$ —
Expenditures by Category						
Personnel Services		\$ 1,435,477	\$ 1,885,276	\$ 1,707,100	\$ 1,707,100	\$ 1,796,600
Operating Expense		2,158,466	2,408,194	3,247,100	2,681,496	3,224,900
Departmental Capital Outlay		50,233	160,216	186,020	618,265	—
Total		\$ 3,644,176	\$ 4,453,686	\$ 5,140,220	\$ 5,006,861	\$ 5,021,500
Percent of Time by Position						
Chief Wastewater Plant Operator		1.00	1.00	1.00	1.00	1.00
Wastewater Operator A		2.00	2.00	2.00	2.00	2.00
Wastewater Operator B		2.00	2.00	2.00	2.00	2.00
Wastewater Operator C		5.00	5.00	5.00	5.00	5.00
Wastewater Operator Trainee		2.00	2.00	2.00	2.00	2.00
Wastewater Plant Shift Supervisor		3.00	3.00	3.00	3.00	3.00
Total		15.00	15.00	15.00	15.00	15.00



Utilities Budget Summary by Program

Plant Maintenance—Program 556

Description

Plant Maintenance provides ongoing inspection and preventative and corrective maintenance of the City's mechanical equipment at the Wastewater Reclamation Facility, and East and West Water Treatment Plants.

Dedicated Revenues	Object Code	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
None	—	\$ —	\$ —	\$ —	\$ —	\$ —
Expenditures by Category						
Personnel Services		\$ 603,538	\$ 968,344	\$ 907,500	\$ 907,500	\$ 925,200
Operating Expense		306,984	427,891	555,310	555,310	543,000
Departmental Capital Outlay		75,377	—	10,000	10,000	—
Total		\$ 985,900	\$ 1,396,235	\$ 1,472,810	\$ 1,472,810	\$ 1,468,200
Percent of Time by Position						
Mechanical Supervisor		1.00	1.00	1.00	1.00	1.00
Utility Mechanic I		4.00	4.00	4.00	4.00	4.00
Utility Mechanic II		4.00	4.00	4.00	4.00	4.00
Utility Mechanic III		2.00	2.00	2.00	2.00	2.00
Total		11.00	11.00	11.00	11.00	11.00

Utilities Budget Summary by Program

Water Transmission & Distribution Maintenance—Program 557

Description

This program is responsible for the delivery of high quality water to our customers, to provide ongoing inspection of the water transmission system, corrective and preventative maintenance to ensure an uninterrupted water supply from treatment facilities to our customers in accordance with all local, state and federal regulations and standards.

Dedicated Revenues	Object Code	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
None	—	\$ —	\$ —	\$ —	\$ —	\$ —

Expenditures by Category

Personnel Services	\$ 932,225	\$ 1,091,786	\$ 1,206,900	\$ 1,206,900	\$ 1,319,800
Operating Expense	400,741	426,657	658,800	653,800	620,900
Departmental Capital Outlay	229,495	60,231	—	516	—
Total	\$ 1,562,462	\$ 1,578,674	\$ 1,865,700	\$ 1,861,216	\$ 1,940,700

Percent of Time by Position

Heavy Equipment Operator I	1.00	1.00	1.00	1.00	1.00
Heavy Equipment Operator II	1.00	1.00	1.00	1.00	1.00
Lead Heavy Equipment Operator	—	—	1.00	1.00	1.00
Lead Water System Operator	1.00	1.00	1.00	1.00	1.00
Utility Inspector	—	—	—	1.00	1.00
Water System Operator I	2.00	2.00	5.00	4.00	4.00
Water System Operator II	3.00	3.00	3.00	3.00	3.00
Water System Superintendent	1.00	1.00	1.00	1.00	1.00
Water System Supervisor	1.00	1.00	1.00	1.00	1.00
Total	10.00	10.00	14.00	14.00	14.00



Utilities Budget Summary by Program

Water Accountability—Program 558

Description

The Water Accountability program is responsible for the accurate and timely reading of all water meters throughout the City. This program also provides meter maintenance and tracks the use of all temporary and new development meters as well as responds to customer service calls and a large volume of non-payment service deactivation and reactivation requests from Financial Services-Utility Billing staff.

Dedicated Revenues	Object Code	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
None	—	\$ —	\$ —	\$ —	\$ —	\$ —
Expenditures by Category						
Personnel Services		\$ 875,877	\$ 996,551	\$ 922,300	\$ 922,300	\$ 843,000
Operating Expense		182,138	253,140	383,100	383,100	354,600
Departmental Capital Outlay		21,611	25,000	32,800	32,800	—
Total		\$ 1,079,626	\$ 1,274,691	\$ 1,338,200	\$ 1,338,200	\$ 1,197,600
Percent of Time by Position						
Assistant Water System Superintendent		1.00	1.00	1.00	1.00	—
Lead Water Meter Operator		1.00	1.00	1.00	1.00	1.00
Meter Supervisor		1.00	1.00	1.00	1.00	1.00
Meter Technician		5.00	5.00	5.00	5.00	5.00
Total		8.00	8.00	8.00	8.00	7.00



Miramar's Water Quality Lab

Utilities Budget Summary by Program

Wastewater Collection Maintenance—Program 559

Description

This program is responsible for ensuring the health and safety of the City’s residents by efficiently pumping sewage away from areas where it comes into contact with the public and the environment. Ultimately, ensuring that sewage discharges into the City’s collection system from all connected dwelling units are safely contained and transported through 263 miles of gravity mains and over 6,537 manholes to the receiving lift station facilities. By ensuring containment, the program also ensures that groundwater infiltration and rain water inflow (I/I) are minimized. Also, it is responsible for maintenance, minor installations and major repairs to the City’s collection system requiring excavation. It covers 81 miles of pressurized force mains and over 300 Force Main flow control valves.

In addition, this program is responsible for the maintenance and repair of the City’s 44 miles of pressurized reuse water mains, flushing hydrants, and for providing locating services for all underground water, sewer and reuse pipes upon request from other City departments, the general public and the development community.

Dedicated Revenues	Object Code	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
None	—	\$ —	\$ —	\$ —	\$ —	\$ —

Expenditures by Category

Personnel Services	\$ 2,431,602	\$ 3,038,409	\$ 2,651,700	\$ 2,651,700	\$ 2,733,300
Operating Expense	1,190,038	1,586,723	1,647,609	2,221,109	1,797,200
Departmental Capital Outlay	257,004	414,600	79,200	808,641	135,000
Total	\$ 3,878,644	\$ 5,039,731	\$ 4,378,509	\$ 5,681,450	\$ 4,665,500

Percent of Time by Position

Collection Operator II	1.00	1.00	1.00	1.00	1.00
Collection Operator I	3.00	3.00	3.00	3.00	3.00
Compliance Technician Inspector I	1.00	1.00	1.00	1.00	1.00
Jet-Vac/Video Operator I	4.00	4.00	4.00	4.00	4.00
Jet-Vac/Video Operator II	2.00	2.00	2.00	2.00	2.00
Lead Lift Station Mechanic	1.00	1.00	1.00	1.00	1.00
Lead Wastewater System Operator	1.00	1.00	1.00	1.00	1.00
Lift Station Mechanic I	3.00	3.00	3.00	3.00	3.00
Lift Station Mechanic II	2.00	2.00	2.00	2.00	2.00
Lift Station Supervisor	1.00	1.00	1.00	1.00	1.00
Utility Field Operations Manager	1.00	1.00	1.00	1.00	1.00
Utility Locator I	1.00	1.00	1.00	1.00	1.00
Wastewater Collection System Superintendent	1.00	1.00	1.00	1.00	1.00
Wastewater Collection System Supervisor	2.00	2.00	2.00	2.00	2.00
Total	24.00	24.00	24.00	24.00	24.00



Utilities Budget Summary by Program

Water & Wastewater Quality Control—Program 563

Description

This program provides vital and specialized chemical and microbiological testing services to the Miramar community. As an environmental laboratory certified by the state of Florida in accordance with the National Environmental Laboratory Accreditation Conference (NELAC), this program is able to provide water quality testing and monitoring in compliance with the Safe Drinking Water Act (SDWA) for the East Water Treatment Plant and West Water Treatment Plant, and the Clean Water Act (CWA) for the WWRF. It also provides quality assurance and control of wastes entering the wastewater treatment process from domestic, commercial and institutional discharges.

Dedicated Revenues	Object Code	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Lab Testing Fees	343910	\$ 900	\$ —	\$ —	\$ —	\$ —
Expenditures by Category						
Personnel Services		\$ 682,061	\$ 920,473	\$ 939,300	\$ 939,300	\$ 970,200
Operating Expense		227,248	239,087	418,900	418,900	448,600
Departmental Capital Outlay		—	14,808	—	50,910	—
Total		\$ 909,309	\$ 1,174,367	\$ 1,358,200	\$ 1,409,110	\$ 1,418,800
Percent of Time by Position						
Audio Visual Manager		—	—	1.00	1.00	1.00
Laboratory Technician II		5.00	5.00	5.00	5.00	5.00
Quality Control Analyst		—	1.00	—	—	—
Regulatory Compliance Officer		1.00	1.00	1.00	1.00	1.00
Water Quality/Lab Manager		1.00	1.00	1.00	1.00	1.00
Total		7.00	8.00	8.00	8.00	8.00



Compliance Lab Technician Testing Water Samples

Utilities Budget Summary by Program

Support Services—Program 564

Description

The Support Services Program is Responsible for the upkeep of the City's real assets including life cycle analysis, strategies for repair and renovation, design, coordination, procurement, contract administration and construction management services. Support services are provided to assure cost effective project delivery for public infrastructure and municipal facilities.

Dedicated Revenues	Object Code	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
None	—	\$ —	\$ —	\$ —	\$ —	\$ —
Expenditures by Category						
Personnel Services		\$ 1,000,610	\$ 892,198	\$ 762,500	\$ 762,500	\$ 849,000
Operating Expense		54,389	55,211	69,500	69,500	73,600
Departmental Capital Outlay		—	—	—	—	—
Total		\$ 1,054,999	\$ 947,409	\$ 832,000	\$ 832,000	\$ 922,600
Percent of Time by Position						
Administration Services Coordinator		1.00	—	—	—	—
Apprentice-PT		0.50	0.50	0.50	0.50	0.50
Projects Coordinator		—	1.00	1.00	1.00	1.00
Project Management Administrator		1.00	1.00	1.00	1.00	1.00
Project Manager		3.00	2.00	2.00	2.00	2.00
Senior Procurement Analyst		1.00	—	—	—	—
Senior Project Manager		1.00	1.00	1.00	1.00	1.00
Total FTE's		7.50	5.50	5.50	5.50	5.50

Utilities Budget Summary by Program

Engineering & Strategic Development—Program 565

Description

Engineering & Strategic Development was established to address traffic engineering related issues; manage design and construction of infrastructure capital projects; review design plans, issue permits, and provide construction inspection services for private utility company's work as well as infrastructure construction within private developments and City's capital projects. This program also strategizes on current and future planning related to GIS systems, innovation technology, and re-development that promotes advancement and progress consistent with the City's vision.

Dedicated Revenues	Object Code	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Engineering Permits	329100	\$ 1,204,153	\$ 2,057,355	\$ 129,000	\$ 129,000	\$ 239,800

Expenditures by Category

Personnel Services	\$ 970,663	\$ 1,787,112	\$ 1,939,300	\$ 1,939,300	\$ 1,921,900
Operating Expense	90,003	162,542	465,034	465,034	809,434
Departmental Capital Outlay	—	—	—	—	—
Total	\$ 1,060,666	\$ 1,949,654	\$ 2,404,334	\$ 2,404,334	\$ 2,731,334

Percent of Time by Position

Administration Services Coordinator	1.00	1.00	1.00	1.00	1.00
Apprentice - Part-time (1)	—	—	—	—	0.50
Assistant City Engineer	1.00	1.00	1.00	1.00	1.00
Assistant Dir.of Economic & Business Development	—	1.00	—	—	—
City Engineer	1.00	1.00	1.00	1.00	1.00
Civil Engineer I	—	1.00	1.00	1.00	1.00
Civil Engineer III	—	1.00	1.00	1.00	1.00
Civil Engineer IV*	1.00	—	—	—	—
Construction Superintendent	1.00	1.00	1.00	1.00	1.00
Customer Service Specialist I	—	—	1.00	1.00	1.00
Development Support Administrator	1.00	—	—	—	—
Engineering Apprentice - Part-time	0.50	—	—	—	—
Engineer Inspector I	1.00	—	—	—	—
Engineer Inspector II	—	1.00	1.00	1.00	1.00
Engineer Inspector III	1.00	1.00	1.00	1.00	1.00
Engineer Technician	1.00	1.00	1.00	1.00	1.00
GIS Analyst I	—	2.00	2.00	2.00	2.00
GIS Manager	—	—	—	1.00	1.00
Project Manager	—	1.00	1.00	1.00	—
Project Manager /GIS	—	1.00	1.00	—	—
Senior Project Engineer	—	1.00	1.00	1.00	1.00
Total FTE's	9.50	15.00	15.00	15.00	14.50

*Block Budgeted position for Civil Engineer I, II, III, IV

Utilities Expenditures by Object Code

Administration—410-55-100-536-

Object #	Account Description	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Personnel Services						
601200	Employee Salaries	\$ 1,196,619	\$ 1,287,331	\$ 1,376,900	\$ 1,376,900	\$ 1,374,400
601205	Lump Sum Payout - Accrued Time	103,223	96,477	42,700	42,700	42,700
601210	Non-Pensionable Earnings	19,772	—	—	—	10,000
601215	Communication Stipend	2,970	14,585	11,700	11,700	13,700
601220	Longevity Pay	5,661	6,386	6,000	6,000	7,900
601400	Overtime-General	42,438	53,127	50,000	50,000	50,000
601410	Overtime-Holiday	6,132	8,275	10,000	10,000	10,000
601412	Overtime-Emergency	3,535	—	500	500	—
602100	FICA & MICA	102,418	110,657	105,700	105,700	110,000
602210	Pension-General	32,551	189,500	81,100	81,100	69,800
602235	Pension-Senior Mgmt	177,337	179,511	174,200	174,200	194,300
602260	Pension-401	6,573	—	—	—	—
602265	Pension-457	30,916	33,065	36,600	36,600	41,300
602300	Pmt In Lieu Of Insurance	23,552	26,932	31,200	31,200	31,200
602304	Health Insurance-PPO	28,435	34,181	28,200	28,200	14,600
602305	Health Insurance-HMO	73,232	90,349	99,700	99,700	148,500
602306	Dental Insurance-PPO	4,603	4,793	5,300	5,300	4,900
602307	Dental Insurance-HMO	374	351	600	600	800
602309	Basic Life	4,177	3,220	3,900	3,900	3,900
602311	Long-Term Disability	1,070	842	2,000	2,000	1,900
602312	HDHP Aetna	2,508	—	—	—	—
602313	HSA Payflex	2,700	—	—	—	—
602400	Workers' Compensation	35,600	37,700	43,100	43,100	43,100
602600	OPEB	26,597	25,102	—	—	—
	<i>Sub-Total</i>	1,932,994	2,202,383	2,109,400	2,109,400	2,173,000
Operating Expense						
603110	Engineering Services	—	8,251	45,000	37,500	45,000
603190	Prof Svcs-Other	169,338	232,735	250,000	50,000	250,000
603400	Contract Svc-Other	11,524	1,007	6,900	14,400	6,900
603401	Janitorial Services	8,869	19,638	18,127	18,127	20,000
603425	Software License & Maint	11,030	24,983	40,900	40,900	30,000
603455	Security Services	32,490	40,880	42,000	42,000	50,000
604001	Travel & Training	8,565	4,918	15,000	15,000	5,000
604100	Communication Services	5,399	—	5,400	5,400	—
604200	Postage	8,806	1,942	9,600	9,600	9,600
604300	Water/Wastewater Svc	41,325	47,187	50,400	50,400	43,400
604500	Risk Internal Svcs Charge	315,600	213,500	264,100	264,100	1,131,200
604550	Health Ins Internal Serv Chg	—	22,800	38,600	38,600	20,900
604610	Fleet Internal Svcs Charge	21,424	24,400	22,200	22,200	20,000
604613	Vehicle Detail	—	—	500	500	—
604620	R&M Buildings	—	379	4,500	4,500	4,500
604650	R&M Office Equip	1,485	—	1,500	1,500	1,500
604700	Printing & Binding Svc	2,334	923	5,800	5,800	2,500
604870	Public Education	4,926	5,000	10,000	10,000	10,000
604910	Advertising Costs	4,192	—	30,000	30,000	20,000
604916	Administrative Expense	1,123	1,191	1,000	1,000	2,500
604997	Other Operating Expenses	5,265	6,815	5,500	5,500	10,000

Utilities Expenditures by Object Code

Administration—410-55-100-536-

Object #	Account Description	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
604998	Contingency	—	—	20,000	20,000	20,000
605100	Office Supplies	5,312	5,742	6,000	6,000	7,500
605120	Computer Operating Expenses	6,090	394	5,600	5,600	5,600
605220	Vehicle Fuel-On-Site	3,985	2,730	6,500	6,500	6,700
605240	Uniforms Cost	3,763	2,393	3,500	3,500	3,500
605251	Noncap Equip (Item less 5000)	—	170	—	—	—
605290	Other Operating Supplies	911	164	1,000	1,000	1,000
605410	Subscriptions & Memberships	5,894	6,908	11,300	11,300	10,000
605500	Training-General	5,067	4,131	6,000	6,000	6,000
605510	Tuition Reimbursement	—	—	7,000	7,000	—
	<i>Sub-Total</i>	684,716	679,178	933,927	733,927	1,743,300
	Departmental Capital Outlay					
606440	Vehicles	19,930	—	—	—	—
606470	Computer Equipment	—	7,285	—	—	—
	<i>Sub-Total</i>	19,930	7,285	—	—	—
	Total	\$ 2,637,640	\$ 2,888,846	\$ 3,043,327	\$ 2,843,327	\$ 3,916,300

Utilities Expenditures by Object Code

Office of Operational Services—410-55-550-536-

Object #	Account Description	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Personnel Services						
601200	Employee Salaries	\$ 872,613	\$ 896,227	\$ 961,300	\$ 961,300	\$ 1,285,000
601205	Lump Sum Payout - Accrued Time	49,508	49,665	40,900	40,900	41,600
601210	Non-Pensionable Earnings	14,508	3,007	—	—	9,000
601215	Communication Stipend	2,603	8,295	9,800	9,800	15,000
601220	Longevity Pay	1,665	—	—	—	600
601400	Overtime-General	59,600	63,092	60,000	60,000	60,000
601410	Overtime-Holiday	3,526	31,238	40,000	40,000	40,000
601412	Overtime-Emergency	4,323	—	—	—	—
602100	FICA & MICA	74,593	78,197	74,100	74,100	99,900
602210	Pension-General	30,410	161,527	73,400	73,400	66,000
602235	Pension-Senior Mgmt	86,274	121,076	142,600	142,600	196,000
602260	Pension-401	9,469	—	—	—	—
602265	Pension-457	10,365	8,205	8,100	8,100	21,200
602300	Pmt In Lieu Of Insurance	—	1,295	—	—	—
602304	Health Insurance-PPO	14,319	23,254	28,200	28,200	43,900
602305	Health Insurance-HMO	148,946	168,885	186,700	186,700	202,100
602306	Dental Insurance-PPO	4,781	6,492	7,200	7,200	4,900
602307	Dental Insurance-HMO	919	656	600	600	2,300
602309	Basic Life	3,820	3,289	2,700	2,700	3,700
602311	Long-Term Disability	909	811	1,400	1,400	1,800
602312	HDHP Aetna	—	—	—	—	7,100
602313	HSA Payflex	—	—	—	—	1,400
602400	Workers' Compensation	39,700	42,000	46,900	46,900	46,900
602600	OPEB	21,277	16,735	—	—	—
	<i>Sub-Total</i>	1,454,128	1,683,946	1,683,900	1,683,900	2,148,400
Operating Expense						
603110	Engineering Services	—	—	20,000	20,000	20,000
603190	Prof Svcs-Other	55,800	67,541	175,000	175,000	100,000
603400	Contract Svc-Other	22	54,351	70,000	70,000	70,000
603425	Software License & Maint	—	—	2,500	2,500	2,500
604001	Travel & Training	3,481	5,291	6,000	6,000	6,000
604100	Communication Services	2,198	450	3,000	3,000	—
604550	Health Ins Internal Serv Chg	—	37,700	64,300	64,300	34,700
604610	Fleet Internal Svcs Charge	8,700	7,000	6,400	6,400	5,800
604700	Printing & Binding Svc	1,759	630	2,500	2,500	2,500
604870	Public Education	25,000	18,814	45,000	45,000	45,000
604889	Marketing & Promotions	—	—	14,500	14,500	25,000
604910	Advertising Costs	127	965	15,000	15,000	10,000
604916	Administrative Expense	878	682	3,000	3,000	2,500
604997	Other Operating Expenses	—	477	2,800	2,800	1,500
604998	Contingency	—	—	10,000	—	10,000
605100	Office Supplies	2,227	1,497	3,400	3,400	2,000
605120	Computer Operating Expenses	2,160	—	3,500	13,500	18,000
605220	Vehicle Fuel-On-Site	109	—	1,700	1,700	1,700
605240	Uniforms Cost	1,810	1,023	3,000	3,000	3,000
605290	Other Operating Supplies	205	1,530	2,000	2,000	2,000
605410	Subscriptions & Memberships	895	203	1,000	1,000	500
605500	Training-General	1,145	136	1,500	1,500	1,000
605510	Tuition Reimbursement	—	—	30,000	30,000	5,000
	<i>Sub-Total</i>	106,516	198,290	486,100	486,100	368,700
Departmental Capital Outlay						
606440	Vehicles Purchase	19,930	—	—	—	—
	<i>Sub-Total</i>	19,930	—	—	—	—
	Total	\$ 1,580,574	\$ 1,882,236	\$ 2,170,000	\$ 2,170,000	\$ 2,517,100

Utilities Expenditures by Object Code

Electrical Instrumentation & Controls—410-55-553-539-

Object #	Account Description	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Personnel Services						
601200	Employee Salaries	\$ 382,979	\$ 394,742	\$ 453,700	\$ 453,700	\$ 467,000
601205	Lump Sum Payout - Accrued Time	21,380	27,219	24,800	24,800	24,800
601210	Non-Pensionable Earnings	9,593	621	—	—	3,000
601215	Communication Stipend	—	5,700	6,500	6,500	6,500
601220	Longevity Pay	4,566	5,234	5,200	5,200	5,400
601400	Overtime-General	4,437	1,150	5,100	5,100	5,100
601410	Overtime-Holiday	1,089	1,402	2,000	2,000	2,000
601412	Overtime-Emergency	1,866	—	2,000	2,000	—
602100	FICA & MICA	33,250	32,937	37,500	37,500	39,000
602210	Pension-General	21,077	136,499	50,500	50,500	51,300
602235	Pension-Senior Mgmt	35,531	38,801	37,100	37,100	35,500
602265	Pension-457	5,721	5,921	6,000	6,000	6,000
602300	Pmt In Lieu Of Insurance	5,632	5,654	6,200	6,200	6,200
602304	Health Insurance-PPO	30,317	31,004	28,200	28,200	29,300
602305	Health Insurance-HMO	32,307	31,597	43,600	43,600	36,900
602306	Dental Insurance-PPO	1,421	1,288	1,400	1,400	1,400
602307	Dental Insurance-HMO	431	439	700	700	700
602309	Basic Life	1,347	768	1,300	1,300	1,300
602311	Long-Term Disability	484	373	600	600	700
602400	Workers' Compensation	13,800	14,600	16,300	16,300	16,300
602600	OPEB	8,866	8,367	—	—	—
	<i>Sub-Total</i>	616,092	744,316	728,700	728,700	738,400
Operating Expense						
603400	Contract Svc-Other	30,365	39,099	47,000	53,674	57,600
603404	Air Condition Svcs	32,775	11,294	32,000	32,000	32,000
603425	Software License & Maint	17,851	18,388	11,000	11,000	15,000
604100	Communication Services	2,962	—	3,100	3,100	—
604550	Health Ins Internal Serv Chg	—	14,800	21,300	21,300	11,500
604610	Fleet Internal Svcs Charge	11,613	13,900	12,700	12,700	11,400
604630	R&M Electric	94,098	79,824	71,400	71,400	78,200
604664	R&M Telemetry	70,000	79,295	97,600	97,600	105,900
604665	R&M Air Conditioning	6,267	3,688	10,000	10,000	10,000
604920	License & Permit Fees	234	—	600	600	400
604997	Other Operating Expenses	—	—	1,000	1,000	1,000
604998	Contingency	—	—	8,000	1,326	8,000
605100	Office Supplies	464	281	500	500	500
605220	Vehicle Fuel-On-Site	4,520	3,503	6,300	6,300	6,500
605240	Uniforms Cost	1,746	1,281	2,500	2,500	2,500
605242	Protective Clothing	—	654	400	400	400
605246	Safety Supplies	—	250	300	300	300
605251	Noncap Equip (Item less 5000)	1,192	1,088	1,200	1,200	1,200
605290	Other Operating Supplies	266	582	500	500	500
605500	Training-General	345	160	1,500	1,500	1,200
	<i>Sub-Total</i>	274,698	268,089	328,900	328,900	344,100
Departmental Capital Outlay						
606400	Machinery & Equipment	55,851	40,379	—	50,710	—
606440	Vehicles	—	—	198,800	198,800	—
	<i>Sub-Total</i>	55,851	40,379	198,800	249,510	—
	Total	\$ 946,641	\$ 1,052,784	\$ 1,256,400	\$ 1,307,110	\$ 1,082,500

Utilities Expenditures by Object Code

Water Treatment & Supply—410-55-554-533-

Object #	Account Description	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Personnel Services						
601200	Employee Salaries	\$ 1,325,346	\$ 1,455,524	\$ 1,469,100	\$ 1,469,100	\$ 1,493,800
601205	Lump Sum Payout - Accrued Time	3,737	5,722	6,500	6,500	5,100
601210	Non-Pensionable Earnings	46,262	—	—	—	2,000
601215	Communication Stipend	—	3,000	4,000	4,000	4,000
601220	Longevity Pay	9,708	10,713	11,000	11,000	8,100
601400	Overtime-General	138,670	114,217	170,000	170,000	170,000
601410	Overtime-Holiday	98,445	124,718	100,000	100,000	115,000
601412	Overtime-Emergency	21,962	(331)	—	—	—
602100	FICA & MICA	121,296	126,710	115,100	115,100	126,300
602210	Pension-General	123,556	620,240	317,500	317,500	360,300
602300	Pmt In Lieu Of Insurance	11,454	11,308	12,400	12,400	18,700
602304	Health Insurance-PPO	70,352	82,480	86,800	86,800	75,500
602305	Health Insurance-HMO	225,537	229,058	230,500	230,500	256,400
602306	Dental Insurance-PPO	6,293	6,476	7,000	7,000	7,200
602307	Dental Insurance-HMO	2,196	2,384	2,600	2,600	2,400
602309	Basic Life	4,725	3,288	4,200	4,200	4,300
602311	Long-Term Disability	1,772	1,592	2,100	2,100	2,100
602312	HDHP Aetna	10,312	22,618	27,100	27,100	14,100
602313	HSA Payflex	2,700	5,600	5,400	5,400	2,700
602400	Workers' Compensation	63,100	66,700	74,600	74,600	74,600
602600	OPEB	44,327	33,470	—	—	—
	<i>Sub-Total</i>	2,331,749	2,925,488	2,645,900	2,645,900	2,742,600
Operating Expense						
603110	Engineering Services	2,300	26,364	35,000	20,000	35,000
603190	Prof Svcs-Other	—	8,213	15,000	7,000	15,000
603400	Contract Svc-Other	193,724	309,889	360,600	245,800	390,600
603401	Janitorial Services	4,135	8,023	7,400	7,400	7,400
603460	Landscape Services	57,536	29,934	70,900	70,900	87,400
603470	Temporary Help	—	—	—	20,000	—
604001	Travel & Training	978	—	4,000	4,000	4,000
604100	Communication Services	2,295	—	2,400	2,400	—
604300	Water/Wastewater Svc	3,121	3,075	3,600	3,600	4,900
604301	Electricity Svcs	1,090,785	1,513,447	1,335,600	1,255,200	1,269,500
604400	Leased Equipment	1,223	895	11,800	4,800	7,200
604550	Health Ins Internal Serv Chg	—	71,200	94,300	94,300	51,000
604610	Fleet Internal Svcs Charge	9,110	9,100	8,400	8,400	7,500
604620	R&M Buildings	50,581	35,857	62,900	67,400	62,900
604630	R&M Electric	8,845	9,202	10,000	19,300	10,000
604640	R&M Machinery	1,695	8,275	69,000	89,000	69,000
604641	R&M Membrane Elements	—	79,022	136,300	106,300	166,200
604669	Landscape & Irrigation	—	—	—	826	—
604700	Printing & Binding Svc	140	—	800	800	800
604920	License & Permit Fees	8,445	9,226	18,400	18,400	17,400
604997	Other Operating Expenses	2,689	19,705	27,700	2,674	32,700
604998	Contingency	—	1,200	40,000	700	45,000
605100	Office Supplies	1,823	1,515	2,100	2,600	3,100
605120	Computer Operating Expenses	—	1,091	2,800	1,000	2,800
605220	Vehicle Fuel-On-Site	1,693	1,571	2,700	2,700	2,700
605225	Equip Gas Oil & Lube	18,855	6,213	32,800	32,800	32,800
605240	Uniforms Cost	9,138	7,034	15,400	15,400	11,600
605242	Protective Clothing	5,581	5,548	5,600	5,600	9,400
605246	Safety Supplies	398	893	1,260	1,260	1,300
605250	Noncap Furn (Item less 5000)	815	448	6,500	9,000	4,000

Utilities Expenditures by Object Code

Water Treatment & Supply—410-55-554-533-

Object #	Account Description	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
605251	Noncap Equip (Item less 5000)	1,354	—	10,900	10,900	20,900
605280	Chemicals	917,573	891,411	1,098,000	1,006,000	1,274,500
605285	Lab Supplies	23,732	23,210	29,300	29,300	29,300
605290	Other Operating Supplies	48,669	50,361	41,700	43,200	41,700
605410	Subscriptions & Memberships	495	840	2,500	2,500	2,500
605500	Training-General	5,101	1,049	12,500	12,500	9,500
605510	Tuition Reimbursement	7,999	2,135	5,000	—	—
	<i>Sub-Total</i>	2,480,828	3,135,944	3,583,160	3,223,960	3,729,600
	Departmental Capital Outlay					
606400	Machinery & Equipment	73,915	54,976	—	353,280	—
606440	Vehicles Purchase	21,088	67,257	—	644	—
606470	Computer Equipment	—	—	—	2,000	—
	<i>Sub-Total</i>	95,003	122,233	—	355,924	—
	Total	\$ 4,907,580	\$ 6,183,665	\$ 6,229,060	\$ 6,225,784	\$ 6,472,200



The East Water Treatment Plant of the City of Miramar

Utilities Expenditures by Object Code

Wastewater Treatment & Disposal—410-55-555-535-

Object #	Account Description	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Personnel Services						
601200	Employee Salaries	\$ 753,565	\$ 875,294	\$ 947,800	\$ 947,800	\$ 1,000,300
601205	Lump Sum Payout - Accrued Time	14,135	14,124	8,000	8,000	8,000
601210	Non-Pensionable Earnings	27,696	1,240	—	—	2,000
601215	Communication Stipend	—	2,025	2,000	2,000	2,000
601220	Longevity Pay	6,405	7,416	6,100	6,100	9,900
601400	Overtime-General	165,860	101,372	78,600	78,600	78,600
601410	Overtime-Holiday	37,891	69,416	83,200	83,200	83,200
601412	Overtime-Emergency	8,346	—	—	—	—
602100	FICA & MICA	75,889	79,982	75,300	75,300	84,400
602210	Pension-General	80,910	421,696	190,400	190,400	175,800
602235	Pension-Senior Mgmt	13,936	15,310	14,300	14,300	14,000
602304	Health Insurance-PPO	92,974	125,540	132,000	132,000	143,200
602305	Health Insurance-HMO	81,927	100,671	112,900	112,900	137,400
602306	Dental Insurance-PPO	4,663	5,270	5,800	5,800	7,300
602307	Dental Insurance-HMO	657	946	1,200	1,200	800
602309	Basic Life	2,762	2,370	2,700	2,700	2,800
602311	Long-Term Disability	990	986	1,300	1,300	1,400
602400	Workers' Compensation	38,500	40,700	45,500	45,500	45,500
602600	OPEB	28,370	20,918	—	—	—
	<i>Sub-Total</i>	1,435,477	1,885,276	1,707,100	1,707,100	1,796,600
Operating Expense						
603110	Engineering Services	10,451	29,366	105,000	117,500	105,000
603400	Contract Svc-Other	875,414	906,121	1,200,500	906,896	1,113,200
603401	Janitorial Services	1,725	3,959	5,000	5,000	5,000
603460	Landscape Services	40,247	37,479	80,800	80,800	80,800
604001	Travel & Training	—	434	7,000	7,000	3,500
604100	Communication Services	1,200	—	2,700	2,700	500
604301	Electricity Svcs	669,676	780,553	765,300	665,300	774,700
604302	Gas-Propane	2,886	1,919	6,600	6,600	5,700
604330	Brow Cty Wtr/Wst Collect Fee	21,671	29,606	21,300	21,300	21,300
604550	Health Ins Internal Serv Chg	—	44,000	72,700	72,700	39,300
604610	Fleet Internal Svcs Charge	13,715	16,400	15,000	15,000	13,500
604620	R&M Buildings	78,224	136,841	265,500	93,500	248,000
604640	R&M Machinery	65,705	66,021	71,600	71,600	143,700
604669	Landscape & Irrigation	639	—	2,500	2,500	2,500
604700	Printing & Binding Svc	43	—	500	500	500
604920	License & Permit Fees	3,960	6,809	10,500	10,500	10,500
604997	Other Operating Expenses	2,356	619	1,000	1,000	1,000
604998	Contingency	—	—	20,000	7,500	20,000
605100	Office Supplies	1,188	1,771	2,000	2,000	2,000
605120	Computer Operating Expenses	322	759	2,900	2,900	2,900
605220	Vehicle Fuel-On-Site	2,783	1,804	2,100	2,100	2,200
605225	Equip Gas Oil & Lube	81,368	28,244	49,400	49,400	49,400
605240	Uniforms Cost	5,869	4,718	10,000	10,000	8,000
605242	Protective Clothing	5,360	6,204	10,800	10,800	14,800
605246	Safety Supplies	6,228	7,043	8,000	8,000	8,000
605250	Noncap Furn (Item less 5000)	1,198	136	5,500	5,500	5,500
605251	Noncap Equip (Item less 5000)	4,585	3,320	9,500	9,500	9,500
605280	Chemicals	253,503	283,850	456,300	456,300	496,300
605285	Lab Supplies	2,829	4,914	7,000	7,000	7,000
605290	Other Operating Supplies	1,776	2,558	2,000	2,000	2,500
605410	Subscriptions & Memberships	—	268	600	600	600
605500	Training-General	1,298	—	5,500	5,500	5,500

Utilities Expenditures by Object Code

Wastewater Treatment & Disposal—410-55-555-535-

Object #	Account Description	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
605510	Tuition Reimbursement	2,245	2,478	22,000	22,000	22,000
	<i>Sub-Total</i>	2,158,466	2,408,194	3,247,100	2,681,496	3,224,900
	Departmental Capital Outlay					
606210	Building Renovation	—	—	—	122,000	—
606400	Machinery & Equipment	42,246	160,216	186,020	496,265	—
606440	Vehicles	7,987	—	—	—	—
	<i>Sub-Total</i>	50,233	160,216	186,020	618,265	—
	Total	\$ 3,644,176	\$ 4,453,686	\$ 5,140,220	\$ 5,006,861	\$ 5,021,500



Employees Touring the West Water Treatment Plant

Utilities Expenditures by Object Code

Plant Maintenance—410-55-556-536-

Object #	Account Description	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Personnel Services						
601200	Employee Salaries	\$ 368,382	\$ 480,509	\$ 523,100	\$ 523,100	\$ 549,600
601205	Lump Sum Payout - Accrued Time	1,937	8,341	8,000	8,000	8,000
601210	Non-Pensionable Earnings	9,154	—	—	—	—
601220	Longevity Pay	1,277	1,702	1,300	1,300	2,700
601400	Overtime-General	32,927	25,071	25,000	25,000	25,000
601410	Overtime-Holiday	3,924	1,218	6,000	6,000	6,000
601412	Overtime-Emergency	5,289	—	—	—	—
602100	FICA & MICA	32,242	38,669	40,700	40,700	44,000
602210	Pension-General	31,480	246,918	125,800	125,800	132,600
602300	Pmt In Lieu Of Insurance	8,303	5,481	6,200	6,200	6,200
602305	Health Insurance-HMO	70,203	117,323	140,200	140,200	119,300
602306	Dental Insurance-PPO	1,905	1,792	1,900	1,900	2,400
602307	Dental Insurance-HMO	437	968	1,200	1,200	1,100
602309	Basic Life	1,286	1,208	1,500	1,500	1,600
602311	Long-Term Disability	480	604	700	700	800
602400	Workers' Compensation	21,900	23,200	25,900	25,900	25,900
602600	OPEB	12,412	15,340	—	—	—
	<i>Sub-Total</i>	603,538	968,344	907,500	907,500	925,200
Operating Expense						
603400	Contract Svc-Other	92,856	126,879	178,300	178,300	187,000
604001	Travel & Training	4,174	890	2,400	2,400	2,400
604100	Communication Services	1,575	—	—	—	—
604400	Leased Equipment	1,013	1,236	4,800	4,800	3,000
604550	Health Ins Internal Serv Chg	—	23,000	41,300	41,300	22,300
604610	Fleet Internal Svcs Charge	32,036	24,200	22,000	22,000	19,800
604625	R&M Equipment	10,181	11,144	14,500	14,500	14,500
604640	R&M Machinery	151,796	200,732	228,110	228,110	238,100
604998	Contingency	—	—	8,000	8,000	8,000
605100	Office Supplies	170	411	500	500	500
605120	Computer Operating Expenses	—	294	3,800	800	2,400
605220	Vehicle Fuel-On-Site	3,405	3,420	3,700	3,700	3,800
605240	Uniforms Cost	3,104	2,554	5,800	5,800	4,000
605242	Protective Clothing	1,939	3,367	3,400	3,400	7,500
605246	Safety Supplies	994	541	1,000	1,000	1,000
605251	Noncap Equip (Item less 5000)	2,964	14,852	12,000	14,000	12,000
605290	Other Operating Supplies	210	511	900	1,900	900
605410	Subscriptions & Memberships	50	496	400	400	400
605500	Training-General	520	7,481	10,400	10,400	10,400
605510	Tuition Reimbursement	—	5,884	14,000	14,000	5,000
	<i>Sub-Total</i>	306,984	427,891	555,310	555,310	543,000
Departmental Capital Outlay						
606400	Machinery & Equipment	39,997	—	10,000	10,000	—
606440	Vehicles Purchase	35,380	—	—	—	—
	<i>Sub-Total</i>	75,377	—	10,000	10,000	—
	Total	\$ 985,900	\$ 1,396,235	\$ 1,472,810	\$ 1,472,810	\$ 1,468,200

Utilities Expenditures by Object Code

Water Transmission & Distribution Maintenance—410-55-557-533-

Object #	Account Description	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Personnel Services						
601200	Employee Salaries	\$ 450,154	\$ 469,387	\$ 667,400	\$ 667,400	\$ 722,800
601205	Lump Sum Payout - Accrued Time	14,723	17,402	13,200	13,200	19,500
601210	Non-Pensionable Earnings	15,764	1,488	—	—	1,000
601215	Communication Stipend	—	500	700	700	700
601220	Longevity Pay	3,976	4,188	4,200	4,200	6,000
601400	Overtime-General	166,089	155,131	100,000	100,000	100,000
601410	Overtime-Holiday	1,283	5,265	4,000	4,000	4,000
601412	Overtime-Emergency	3,641	—	—	—	—
602100	FICA & MICA	49,434	48,623	52,400	52,400	61,400
602210	Pension-General	38,179	200,227	141,300	141,300	151,500
602235	Pension-Senior Mgmt	16,702	19,050	18,400	18,400	—
602265	Pension-457	2,306	2,357	2,400	2,400	2,800
602300	Pmt In Lieu Of Insurance	—	4,316	6,200	6,200	12,500
602304	Health Insurance-PPO	32,215	31,004	28,200	28,200	64,300
602305	Health Insurance-HMO	53,697	48,989	90,400	90,400	93,800
602306	Dental Insurance-PPO	5,036	4,891	7,300	7,300	7,100
602307	Dental Insurance-HMO	87	—	—	—	200
602309	Basic Life	1,838	1,207	1,900	1,900	2,100
602311	Long-Term Disability	593	557	900	900	1,000
602312	HDHP Aetna	23,278	27,257	28,300	28,300	29,400
602313	HSA Payflex	5,400	4,200	4,100	4,100	4,100
602400	Workers' Compensation	30,100	31,800	35,600	35,600	35,600
602600	OPEB	17,731	13,946	—	—	—
	<i>Sub-Total</i>	932,225	1,091,786	1,206,900	1,206,900	1,319,800
Operating Expense						
603400	Contract Svc-Other	134,265	146,727	262,700	262,700	262,700
604100	Communication Services	3,500	—	3,500	3,500	1,800
604550	Health Ins Internal Serv Chg	—	24,400	36,300	36,300	19,700
604610	Fleet Internal Svcs Charge	101,154	113,200	102,900	102,900	92,400
604640	R&M Machinery	3,080	6,345	5,200	5,200	10,000
604661	R&M Distribution System	93,959	84,061	120,000	120,000	120,000
604700	Printing & Binding Svc	200	—	600	600	600
604920	License & Permit Fees	50	82	1,000	1,000	1,000
604997	Other Operating Expenses	1,340	951	1,000	1,000	1,000
604998	Contingency	—	—	20,000	15,000	20,000
605100	Office Supplies	878	985	1,200	1,200	1,200
605220	Vehicle Fuel-On-Site	28,822	19,740	35,000	35,000	35,900
605240	Uniforms Cost	3,315	2,562	5,600	5,600	5,600
605242	Protective Clothing	2,783	2,846	6,000	6,000	6,000
605246	Safety Supplies	1,758	5,450	6,000	6,000	6,000
605251	Noncap Equip (Item less 5000)	5,757	6,362	6,600	6,600	6,600
605252	Small Tools	999	—	—	—	—
605290	Other Operating Supplies	10,598	11,116	13,400	13,400	20,000
605410	Subscriptions & Memberships	90	—	400	400	400
605500	Training-General	8,193	1,830	19,400	19,400	10,000
605510	Tuition Reimbursement	—	—	12,000	12,000	—
	<i>Sub-Total</i>	400,741	426,657	658,800	653,800	620,900
Departmental Capital Outlay						
606440	Vehicles	229,495	60,231	—	516	—
	<i>Sub-Total</i>	229,495	60,231	—	516	—
Total		\$ 1,562,462	\$ 1,578,674	\$ 1,865,700	\$ 1,861,216	\$ 1,940,700

Utilities Expenditures by Object Code

Water Accountability—410-55-558-533-

Object #	Account Description	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
<u>Personnel Services</u>						
601200	Employee Salaries	\$ 409,503	\$ 424,870	\$ 443,200	\$ 443,200	\$ 387,500
601205	Lump Sum Payout - Accrued Time	29,433	22,912	15,400	15,400	6,500
601210	Non-Pensionable Earnings	16,109	—	—	—	—
601220	Longevity Pay	4,329	4,644	4,600	4,600	2,700
601400	Overtime-General	169,659	159,353	150,000	150,000	150,000
601410	Overtime-Holiday	2,900	2,303	12,000	12,000	6,500
601412	Overtime-Emergency	3,325	—	300	300	—
602100	FICA & MICA	47,698	44,543	35,400	35,400	36,300
602210	Pension-General	39,071	164,892	85,200	85,200	93,500
602300	Pmt In Lieu Of Insurance	5,727	1,338	—	—	—
602304	Health Insurance-PPO	25,439	43,054	42,200	42,200	29,300
602305	Health Insurance-HMO	82,757	91,057	104,200	104,200	101,900
602306	Dental Insurance-PPO	4,390	4,410	4,700	4,700	4,400
602307	Dental Insurance-HMO	293	341	400	400	—
602309	Basic Life	1,221	747	1,300	1,300	1,100
602311	Long-Term Disability	536	531	600	600	500
602400	Workers' Compensation	19,300	20,400	22,800	22,800	22,800
602600	OPEB	14,185	11,157	—	—	—
	<i>Sub-Total</i>	<u>875,877</u>	<u>996,551</u>	<u>922,300</u>	<u>922,300</u>	<u>843,000</u>
<u>Operating Expense</u>						
603400	Contract Svc-Other	3,540	4,810	8,500	8,500	8,500
604100	Communication Services	7,495	—	9,700	9,700	4,900
604200	Postage	—	31	—	—	—
604550	Health Ins Internal Serv Chg	—	26,700	43,700	43,700	23,600
604610	Fleet Internal Svcs Charge	38,943	45,200	41,200	41,200	37,000
604640	R&M Machinery	982	2,321	2,700	2,700	2,700
604661	R&M Distribution System	96,099	149,669	163,700	163,700	163,700
604700	Printing & Binding Svc	200	43	200	200	200
604920	License & Permit Fees	50	(5,118)	60,300	60,300	60,300
604997	Other Operating Expenses	33	—	—	—	—
604998	Contingency	—	—	2,000	2,000	2,000
605100	Office Supplies	617	835	900	900	900
605210	Water Meters	1,612	3,133	5,000	5,000	5,000
605220	Vehicle Fuel-On-Site	21,715	15,312	25,700	25,700	26,300
605240	Uniforms Cost	3,795	3,265	4,000	4,000	4,000
605242	Protective Clothing	1,355	2,808	3,500	3,500	3,500
605246	Safety Supplies	874	626	1,000	1,000	1,000
605251	Noncap Equip (Item less 5000)	2,235	2,582	3,200	3,200	3,200
605290	Other Operating Supplies	697	924	1,000	1,000	1,000
605410	Subscriptions & Memberships	—	—	200	200	200
605500	Training-General	1,895	—	6,600	6,600	6,600
	<i>Sub-Total</i>	<u>182,138</u>	<u>253,140</u>	<u>383,100</u>	<u>383,100</u>	<u>354,600</u>
<u>Departmental Capital Outlay</u>						
606440	Vehicles Purchase	21,611	25,000	32,800	32,800	—
	<i>Sub-Total</i>	<u>21,611</u>	<u>25,000</u>	<u>32,800</u>	<u>32,800</u>	<u>—</u>
	Total	<u>\$ 1,079,626</u>	<u>\$ 1,274,691</u>	<u>\$ 1,338,200</u>	<u>\$ 1,338,200</u>	<u>\$ 1,197,600</u>

Utilities Expenditures by Object Code

Wastewater Collection Maintenance—410-55-559-535-

Object #	Account Description	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Personnel Services						
601200	Employee Salaries	\$ 1,182,077	\$ 1,298,941	\$ 1,319,100	\$ 1,319,100	\$ 1,379,100
601205	Lump Sum Payout - Accrued Time	29,569	37,107	20,500	20,500	18,300
601210	Non-Pensionable Earnings	42,422	—	—	—	2,000
601215	Communication Stipend	—	2,525	2,600	2,600	2,600
601220	Longevity	6,493	9,571	9,900	9,900	10,300
601400	Overtime-General	435,670	459,063	405,600	405,600	405,600
601410	Overtime-Holiday	43,745	43,405	35,900	35,900	35,900
601412	Overtime-Emergency	10,143	—	300	300	—
602100	FICA & MICA	131,159	138,074	103,400	103,400	124,900
602210	Pension-General	109,087	574,179	281,900	281,900	314,900
602235	Pension-Senior Mgmt	16,170	19,868	16,600	16,600	15,800
602265	Pension-457	2,395	1,147	—	—	—
602300	Pmt In Lieu Of Insurance	7,086	5,654	6,200	6,200	—
602304	Health Insurance-PPO	39,852	71,047	75,900	75,900	29,300
602305	Health Insurance-HMO	201,223	231,342	262,200	262,200	283,100
602306	Dental Insurance-PPO	10,814	11,268	12,300	12,300	11,700
602307	Dental Insurance-HMO	994	933	1,000	1,000	1,000
602309	Basic Life	3,853	2,632	3,800	3,800	3,900
602311	Long-Term Disability	1,532	1,606	1,900	1,900	2,000
602312	HDHP Aetna	33,590	18,378	6,800	6,800	7,100
602313	HSA Payflex	8,100	2,800	1,400	1,400	1,400
602400	Workers' Compensation	71,300	75,400	84,400	84,400	84,400
602600	OPEB	44,328	33,469	—	—	—
	<i>Sub-Total</i>	2,431,602	3,038,409	2,651,700	2,651,700	2,733,300
Operating Expense						
603400	Contract Svcs-Other	159,696	377,678	300,000	300,000	300,000
603401	Janitorial Services	1,400	3,868	3,571	3,571	3,600
603460	Landscape Services	11,094	13,087	33,538	33,538	15,000
604100	Communication Services	12,276	—	10,600	10,600	—
604301	Electricity Svcs	382,777	397,980	419,800	419,800	679,000
604320	Hollywood Large User	134,959	181,384	140,000	740,000	140,000
604400	Leased Equipment	—	1,808	1,600	6,600	6,600
604550	Health Ins Internal Serv Chg	—	64,900	101,400	101,400	54,900
604610	Fleet Internal Svcs Charge	140,400	159,900	145,400	145,400	130,500
604620	R&M Buildings	994	1,461	12,000	12,000	3,000
604640	R&M Machinery	15,018	8,069	18,000	18,000	10,000
604662	R&M Lift Station-Minor	196,252	241,960	190,400	190,400	190,000
604700	Printing & Binding Svc	43	—	700	700	700
604920	License & Permit Fees	232	1,896	2,600	56,600	2,600
604997	Other Operating Expenses	420	3,821	3,000	3,000	3,000
604998	Contingency	—	—	75,000	—	75,000
605100	Office Supplies	1,126	1,287	1,500	1,500	1,500
605120	Computer Operating Expenses	—	—	400	4,400	400
605220	Vehicle Fuel-On-Site	74,049	54,990	73,500	73,500	75,300
605225	Equip Gas Oil & Lube	—	—	5,900	5,900	5,900
605240	Uniforms Cost	11,403	8,453	9,000	9,000	9,000
605242	Protective Clothing	4,519	5,607	4,600	4,600	4,600
605246	Safety Supplies	3,588	4,152	3,600	3,600	3,600
605251	Noncap Equip (Item less 5000)	12,031	4,793	8,000	8,000	8,000
605280	Chemicals	2,684	5,143	4,700	4,700	4,700
605290	Other Operating Supplies	17,546	32,104	36,500	36,500	36,500

Utilities Expenditures by Object Code

Wastewater Collection Maintenance—410-55-559-535-

Object #	Account Description	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
605410	Subscriptions & Memberships	720	690	800	800	800
605500	Training-General	4,799	2,010	24,500	10,000	18,000
605510	Tuition Reimbursement	2,013	9,682	17,000	17,000	15,000
	<i>Sub-Total</i>	1,190,038	1,586,723	1,647,609	2,221,109	1,797,200
	Departmental Capital Outlay					
606360	Lift Station Rehab	80,499	32,141	—	—	—
606400	Machinery & Equipment	18,359	—	40,200	54,700	35,000
606440	Vehicles Purchase	158,146	382,459	39,000	753,941	100,000
	<i>Sub-Total</i>	257,004	414,600	79,200	808,641	135,000
	Total	\$ 3,878,644	\$ 5,039,731	\$ 4,378,509	\$ 5,681,450	\$ 4,665,500



Utilities Expenditures by Object Code

Water & Wastewater Quality Control—410-55-563-533-

Object #	Account Description	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Personnel Services						
601200	Employee Salaries	\$ 397,401	\$ 431,638	\$ 523,000	\$ 523,000	\$ 543,200
601205	Lump Sum Payout - Accrued Time	4,930	8,247	7,400	7,400	7,400
601210	Non-Pensionable Earnings	10,594	—	—	—	3,000
601215	Communication Stipend	—	1,725	2,000	2,000	2,000
601220	Longevity Pay	1,270	1,306	1,300	1,300	1,300
601400	Overtime-General	18,628	20,155	30,000	30,000	30,000
601410	Overtime-Holiday	9,591	8,284	9,600	9,600	9,600
601412	Overtime-Emergency	934	—	—	—	—
602100	FICA & MICA	31,636	33,432	40,800	40,800	44,100
602210	Pension-General	33,445	217,683	88,100	88,100	91,400
602235	Pension-Senior Mgmt	14,894	18,932	36,200	36,200	35,300
602265	Pension-457	2,222	2,321	4,700	4,700	2,400
602300	Pmt In Lieu Of Insurance	1,454	—	—	—	6,200
602304	Health Insurance-PPO	35,872	39,384	42,100	42,100	43,800
602305	Health Insurance-HMO	82,398	99,641	123,600	123,600	120,100
602306	Dental Insurance-PPO	1,753	4,126	5,300	5,300	5,300
602307	Dental Insurance-HMO	945	270	200	200	—
602309	Basic Life	1,815	1,279	1,500	1,500	1,500
602311	Long-Term Disability	567	495	700	700	800
602400	Workers' Compensation	19,300	20,400	22,800	22,800	22,800
602600	OPEB	12,412	11,156	—	—	—
	<i>Sub-Total</i>	682,061	920,473	939,300	939,300	970,200
Operating Expense						
603400	Contract Svc-Other	15,344	26,587	25,400	25,400	38,600
603402	Contracted Lab Testing	58,476	54,651	100,000	100,000	120,000
603425	Software License & Maint	37,008	21,254	53,000	53,000	55,700
604001	Travel & Training	889	—	6,000	6,000	3,000
604100	Communication Services	1,067	—	1,400	1,400	1,400
604400	Leased Equipment	10,645	4,714	15,000	15,000	20,000
604550	Health Ins Internal Serv Chg	—	33,300	49,400	49,400	26,700
604610	Fleet Internal Svcs Charge	8,710	10,400	9,500	9,500	8,500
604613	Vehicle Detail	96	—	500	500	500
604700	Printing & Binding Svc	1,000	1,284	1,500	1,500	1,500
604920	License & Permit Fees	2,800	7,482	10,500	10,500	23,000
604997	Other Operating Expenses	1,929	3,612	10,000	10,000	10,000
604998	Contingency	—	—	5,000	5,000	5,000
605100	Office Supplies	1,439	1,595	2,500	2,500	4,000
605120	Computer Operating Expenses	—	—	1,300	1,300	1,300
605220	Vehicle Fuel-On-Site	2,323	1,668	2,600	2,600	2,700
605240	Uniforms Cost	2,270	1,205	3,000	3,000	3,000
605242	Protective Clothing	4,592	3,807	4,600	4,600	6,000
605246	Safety Supplies	998	1,159	1,400	1,400	1,400
605250	Noncap Furn (Item less 5000)	—	—	2,000	2,000	2,000
605251	Noncap Equip (Item less 5000)	1,450	—	5,000	5,000	5,000
605285	Lab Supplies	74,575	65,129	100,000	100,000	100,000
605410	Subscriptions & Memberships	60	456	1,800	1,800	1,800
605500	Training-General	1,576	785	7,500	7,500	7,500
	<i>Sub-Total</i>	227,248	239,087	418,900	418,900	448,600
Departmental Capital Outlay						
606400	Machinery & Equipment	—	14,808	—	50,910	—
	<i>Sub-Total</i>	—	14,808	—	50,910	—
	Total	\$ 909,309	\$ 1,174,367	\$ 1,358,200	\$ 1,409,110	\$ 1,418,800

Utilities Expenditures by Object Code

Support Services—410-55-564-539-

Object #	Account Description	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Personnel Services						
601200	Employee Salaries	\$ 640,262	\$ 562,229	\$ 524,400	\$ 524,400	\$ 561,900
601205	Lump Sum Payout - Accrued Time	40,263	34,893	17,700	17,700	17,700
601210	Non-Pensionable Earnings	7,939	3,446	—	—	5,000
601215	Communication Stipend	2,283	4,883	4,600	4,600	6,500
601220	Longevity Pay	1,942	1,985	1,100	1,100	1,100
601400	Overtime-General	135	78	—	—	—
602100	FICA & MICA	51,317	46,349	39,900	39,900	44,000
602210	Pension-General	5,269	27,552	—	—	—
602235	Pension-Senior Mgmt	120,316	106,000	91,400	91,400	92,500
602265	Pension-457	12,860	9,573	8,500	8,500	11,700
602300	Pmt In Lieu Of Insurance	11,419	4,402	6,200	6,200	—
602304	Health Insurance-PPO	7,732	2,755	—	—	—
602305	Health Insurance-HMO	49,248	38,525	24,300	24,300	37,000
602306	Dental Insurance-PPO	2,013	1,310	400	400	1,800
602307	Dental Insurance-HMO	653	870	800	800	700
602309	Basic Life Insurance	2,306	1,761	1,500	1,500	1,600
602311	Long-Term Disability Ins	629	406	700	700	800
602312	HDHP Aetna	10,312	14,314	16,300	16,300	39,300
602313	HSA Payflex	2,700	2,800	2,700	2,700	5,400
602400	Workers' Compensation	18,600	19,700	22,000	22,000	22,000
602600	OPEB	12,412	8,367	—	—	—
	<i>Sub-Total</i>	1,000,610	892,198	762,500	762,500	849,000
Operating Expense						
603110	Engineering Svcs	—	—	3,000	3,000	3,000
603400	Contract Svcs-Other	7,225	—	2,500	2,500	2,500
603425	Software License & Maint	209	—	2,000	2,000	2,000
604001	Travel & Training	170	—	8,000	8,000	8,000
604100	Communication Svcs	—	—	1,100	1,100	1,100
604200	Postage	524	46	900	900	900
604301	Electricity Svcs	9,250	10,661	10,600	10,600	10,500
604500	Risk Internal Svcs Charge	21,500	14,600	2,600	2,600	11,100
604550	Health Ins Internal Serv Chg	—	15,500	7,400	7,400	4,000
604610	Fleet Internal Svcs Charge	8,710	10,400	9,500	9,500	8,500
604650	R&M Office Equip	—	—	1,500	1,500	1,500
604700	Printing & Binding Svcs	111	291	800	800	800
604916	Administrative Expense	354	250	300	300	300
604920	License & Permit Fees	—	1,818	4,000	4,000	4,000
605100	Office Supplies	1,512	758	1,300	1,300	1,300
605220	Vehicle Fuel-On-Site	1,945	759	2,700	2,700	2,800
605240	Uniforms Cost	271	—	1,200	1,200	1,200
605250	Noncap Furn (Item less 5000)	1,730	—	3,000	3,000	3,000
605290	Other Operating Supplies	500	127	1,600	1,600	1,600
605410	Subscriptions & Memberships	—	—	1,400	1,400	1,400
605500	Training-General	378	—	4,100	4,100	4,100
	<i>Sub-Total</i>	54,389	55,211	69,500	69,500	73,600
	Total	\$ 1,054,999	\$ 947,409	\$ 832,000	\$ 832,000	\$ 922,600

Utilities Expenditures by Object Code

Engineering & Strategic Development—410-55-565-539-

Object #	Account Description	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Personnel Services						
601200	Employee Salaries	\$ 621,416	\$ 1,101,118	\$ 1,275,200	\$ 1,275,200	\$ 1,267,800
601205	Lump Sum Payout - Accrued Time	62,106	61,342	64,100	64,100	30,300
601210	Non-Pensionable Earnings	8,049	—	—	—	8,000
601215	Communication Stipend	3,263	5,800	9,100	9,100	9,800
601220	Longevity Pay	7,194	7,577	6,900	6,900	1,500
601400	Overtime-General	18,525	16,241	12,900	12,900	12,900
601410	Overtime-Holiday	—	1,659	800	800	800
602100	FICA & MICA	53,804	88,355	101,300	101,300	99,700
602210	Pension-General	15,228	184,662	104,700	104,700	111,000
602235	Pension-Senior Mgmt	19,681	72,109	103,100	103,100	144,100
602260	Pension-401	62	—	—	—	—
602265	Pension-457	17,386	25,199	24,000	24,000	30,800
602300	Pmt In Lieu Of Insurance	11,265	24,256	31,200	31,200	24,900
602304	Health Insurance-PPO	32,439	57,745	72,600	72,600	29,300
602305	Health Insurance-HMO	53,150	83,255	90,400	90,400	108,900
602306	Dental Insurance-PPO	3,373	4,858	5,600	5,600	4,400
602307	Dental Insurance-HMO	300	463	700	700	1,000
602309	Basic Life Insurance	2,053	2,671	3,600	3,600	3,600
602311	Long-Term Disability Ins	685	885	1,800	1,800	1,800
602400	Workers' Compensation	26,500	28,000	31,300	31,300	31,300
602600	OPEB	14,185	20,918	—	—	—
	<i>Sub-Total</i>	970,663	1,787,112	1,939,300	1,939,300	1,921,900
Operating Expense						
603080	Other Insurance Premium	—	—	—	900	750
603110	Engineering Svcs	42,081	20,783	40,000	40,000	260,000
603190	Prof Svcs-Other	—	—	100,000	90,000	80,000
603400	Contract Svcs-Other	—	1,616	2,900	2,900	172,900
603425	Software License & Maint	2,341	64,002	163,871	159,827	181,550
604001	Travel & Training	—	200	5,300	16,486	—
604200	Postage	—	216	1,100	1,100	1,100
604500	Risk Internal Svcs Charge	30,700	20,800	6,100	6,100	26,100
604550	Health Ins Internal Serv Chg	—	30,800	54,600	54,600	29,600
604610	Fleet Internal Svcs Charge	6,908	7,700	7,000	7,000	6,300
604650	R&M Office Equip	194	6,521	16,359	16,359	10,500
604700	Printing & Binding Svcs	—	441	1,700	2,700	2,200
604916	Administrative Expense	—	—	—	600	—
604920	License & Permit Fees	—	—	400	800	400
604997	Other Operating Expenses	—	627	—	—	—
604998	Contingency	—	—	37,579	29,593	2,000
605100	Office Supplies	1,837	2,445	2,000	1,745	2,000
605120	Computer Operating Expenses	1,138	474	1,200	13,405	1,400
605220	Vehicle Fuel-On-Site	2,615	1,894	3,200	3,200	3,300
605240	Uniforms Cost	1,809	1,527	2,025	2,025	2,025
605250	Noncap Furn (Item less 5000)	236	—	12,000	2,000	12,000
605290	Other Operating Supplies	—	105	350	3,494	4,609
605410	Subscriptions & Memberships	—	195	1,000	1,000	950
605500	Training-General	144	2,195	6,350	9,200	9,750
	<i>Sub-Total</i>	90,003	162,542	465,034	465,034	809,434
	Total	\$ 1,060,666	\$ 1,949,654	\$ 2,404,334	\$ 2,404,334	\$ 2,731,334

Utilities Budget Justification

Object #	Account Description	Justification
Revenue		
329100	Engineering Permits	Permit fees are collected to offset the cost of providing services by engineering staff for managing the infrastructure construction inspection services.
Expense		
601400	Overtime-General	Overtime is required for the following reasons: (1) repairs to utility lines; (2) holiday shift work, illness, vacation and emergency plant operations; (3) supervision and inspection of construction.
601410	Overtime-Holiday	This expenditure is for regular and overtime hours worked on contractual holidays, to include days worked and not worked per the individual collective bargaining agreements.
603080	Other Insurance Premium	This account was created to budget for the premium of liability and hull insurance for drones.
603110	Engineering Services	This cost is for required services such as survey, design on existing water and sewer projects relating to the current requirements and permitting of construction, maintenance and repair of Utilities infrastructure, plant operations and analysis, etc. This line is required for the following reasons: Boundary Surveys and Traffic Studies, Topographic Surveys, Soil Testing, Environmental Studies, Engineering Studies, Property Appraisals for park agreement, and other professional services as needed for administrative and health and wellness programs. The FY22 budget of \$468,000 includes an Above Base of \$110,000 to pay for engineering services to manage transportation Surtax projects.
603190	Prof Svcs-Other	Various Consulting Services - \$205,000 Feasibility Study - \$50,000 Mitigation Area Inspection & Treatment - \$15,000 Departmental Personnel Enhancement - \$35,000 Operational Studies & Development - \$40,000 Citywide GIS Software - \$100,000 Total - \$445,000
603400	Contract Svc-Other	This line item represents funds for services performed by outside contractors such as: cleaning, grounds maintenance, repairs to lift stations, fence repairs, generator repairs, hauling, sand removal, grit removal, for motor repairs, contractual meter replacement work, welding services, air compressor inspection/services for 3 plants, laboratory equipment maintenance, service electric switchgears, SCADA security assessment, and upgrades to SCADA HMI Software. The budgeted amount of \$2,610,500 is distributed as follows: \$6,900 (program 100); \$57,600 (program 553); \$1,113,200 (program 555); \$187,000 (program 556); \$262,700 (program 557); \$8,500 (program 558); \$300,000 (program 559); \$38,600 (program 563); \$70,600 (program 554/location 130); \$320,000 (program 554/location 140); \$70,000 (program 550); \$2,500 (program 564); \$42,900 (program 565). In addition, \$130,000 was approved for utility work for Mobility Broward MPO projects.
603401	Janitorial Services	This line item is for services performed by outside contractors for cleaning.
603402	Contracted Lab Testing	The \$120,000 budget will cover outside service for wastewater laboratory analysis required by the City of Hollywood Large User Agreement and for related water laboratory analysis required by Federal, State and Local regulations.
603404	Air Condition Svcs	Repairs and maintenance for A/C equipment as needed.
603425	Software License & Maint	TerraGo Publisher for ArcGIS Annual Maintenance Contract - \$700 GIS Maintenance Contract & Support - \$6,700 ArcGIS Enterprise Standard Contract & Support - \$5,000 ArcGIS Enterprise Standard Upgrade from ArcGIS Enterprise Workgroup Standard - \$13,000 Drone2Map (Term License) - \$2,500 ArcGIS 3D Analyst for Desktop (Concurrent Use License) - \$2,500 Geobullseye for ArcPad - \$500 Bentley WaterCAD Maintenance Contract & Support - \$6,200 Hansen Maintenance Contract & Support - \$15,000 Annual Tokay Maintenance Contract & Support (Backflow Program) - \$5,000 Autodesk AutoCAD Software - \$700 XLReporter Licenses Support Services (7 licenses) - \$3,000 WWRF iFix HMI Software Upgrade from v5.0 to v5.9 - \$12,000 Perkin-Elmer: Inst maintenance-Lab/ICP - \$10,000 Dionex IC instrument maintenance - \$8,000 Ethosoft LIMS maintenance - \$3,000 Linko Pretreatment software maintenance - \$5,900 Chromelion 7.0 Version for Dionex IC - \$9,000 Omnion (Lachat) software - \$4,200 Telephonetics Upgrade (Cisco Survey) - \$2,500 CADD - \$3,000 Real Estate Data Base for Eng - \$53,450 GIS Software - \$112,900 Purchase software to be compatible with Microsoft Windows 10.OS - \$2,000 Total - \$286,750
603455	Security Services	This line item is for outside security services at the water plant.



Utilities Budget Justification

Object #	Account Description	Justification
603460	Landscape Services	Costs to maintain landscape and several Utilities plants and lift station properties located throughout the city.
604001	Travel & Training	This cost is for approved out of area travel for trainings, conference, seminars, etc., and includes registration, airline travel, mileage, meals and other related expenses.
604100	Communication Services	This account is for radios, hand held units, Cell Tower Modem fees, air card service charges, and monthly GPS fees to Synovia and Verizon. The budget of \$9,700 is distributed as follows: \$500 (program 555); \$1,800 (program 557); \$4,900 (program 558); \$1,400 (program 563); \$1,100 (program 564).
604200	Postage	This account represents allocated costs for regular and bulk mailings and delivery services for U.P.S. and Federal Express.
604300	Water/Wastewater Svc	This represents costs for water and sewer usage for the water plant, lift stations and other buildings.
604301	Electricity Svcs	This account represents allocated costs for electricity usage.
604302	Gas-Propane	Purchase of Propane Gas to fuel the WWRF Digesters and Boilers.
604320	Hollywood Large User	The City of Miramar is part of the Large User Agreement for the treatment of wastewater at the City of Hollywood Regional Facility. The City pays monthly service charges & fees.
604330	Brow Cty Wtr/Wst Collect Fee	Funding for costs associated with utilities for Broward County Services.
604400	Leased Equipment	Allocated costs for copier rental. Toner is only purchased if exceeds allotted meter amount. Crane and Scissors lift Rental
604500	Risk Internal Svcs Charge	This is a restricted account for allocated property and liability insurance premiums as provided by HR-Risk Management.
604550	Health Ins Internal Serv Chg	Funds the City's wellness program that encourage employees to adopt healthy habits through education, incentives and an on-site clinic.
604610	Fleet Internal Svcs Charge	This account is for the repair and maintenance of city vehicles as allocated by Public Works Fleet Maintenance.
604613	Vehicle Detail	Cleaning services for City vehicles.
604620	R&M Buildings	This account funds repairs and maintenance of buildings. Prog 100 - \$4,500. Prog 555: Clarifier Rehabilitation Catwalk - \$55,000; Paint/sealer for process building floors - \$3,500; Roof Inspections and repairs at Bldgs. J (Digester Bldg) and A (Administration Bldg) - \$15,000; Miscellaneous doors, plumbing, etc. - \$10,000; Painting Digesters - \$25,000; Pressure Cleaning Pretreatment/Odor Control - \$7,000; Concrete Repair (Filters/Clarifiers) - \$45,000; Floor Tile Repair Building A - \$5,500; Building Exhaust Fans (Need full replacement - rotted out) - \$18,000; Solids Building Crane - \$15,000; other unforeseen repairs - \$49,000. Prog 559: Structural and fasteners- 5 Pump station buildings - \$1,100; lift stations parts for structural repairs - \$1,900. Prog 554, location 130: Roof Repair (HSP Building) - \$11,900; Roof Exhaust Fans - \$3,000; Roll up door replacement - \$9,000. Prog 554, location 140: Paint Supplies, & Graffiti Remover - \$600; Pest Control Service - \$1,000; Building Consumables: Coatings, Sealers, Solvents, & Cleaners - \$2,000; Window & Shutter maintenance and repairs - \$5,000; Miscellaneous Painting at WWTP and Fence Repair - \$8,000; Door Replacement - \$11,900; Piping Color Coding - \$6,500; Entry Sign Maintenance/Cleanup - \$4,000.
604625	R&M Equipment	Purchase of new pumps
604630	R&M Electric	Cost of electrical maintenance and parts. Includes \$78,200 (program 553) and \$10,000 (program 554).
604640	R&M Machinery	This line item represents repair and maintenance of all pumps, motors and power equipment utilized in the Utilities Operations. Includes funding for additional equipment rehabilitation and spare parts for three plants.
604641	R&M Membrane Elements	This budget is to fund the cost of membrane elements.
604650	R&M Office Equip	Repair of office related equipment such as the plans copier and plotter.
604661	R&M Distribution System	This represents funding for the purchase of all materials and supplies required to maintain meters and to upgrade the City's existing water and sewer mains and fire hydrants.
604662	R&M Lift Station-Minor	This represents funding for the maintenance and repair of lift stations city-wide including but not limited to pump repairs, control system services and parts, painting and structural improvements and repairs.
604664	R&M Telemetry	This account is used to pay cost associated with electronic supplies for telemetry system.
604665	R&M Air Conditioning	This represents funding for repairs and maintenance related to city-wide air conditioning systems.
604669	Landscape & Irrigation	The line is for landscape & beautification/irrigation - \$2,500.
604700	Printing & Binding Svc	This line item is for special anticipated flyers for compliance with the Safe Water Drinking Act, service related door hangers, meter cards, books, and copier overages. It also represents printing services related to letterhead, envelopes, business cards and other project related materials. Copy overages will also be charged to this account.



Utilities Budget Justification

Object #	Account Description	Justification
604870	Public Education	This line item is for Public Outreach and Information Program for reclaimed water, water conservation and water and wastewater utility system.
604889	Marketing & Promotions	This represents costs associated with marketing materials and specialty items needed to promote City events, initiatives, and programs.
604910	Advertising Costs	This line item supports specialized advertising for recruiting Utilities staff and public notices to be advertised in newspapers per Federal, State, and Local regulations pertaining to water/wastewater.
604916	Administrative Expense	This is for petty cash reimbursements and expenses incurred with administrative sponsored meetings, trainings, etc.
604920	License & Permit Fees	This line item represents funding for permits associated with wastewater and water licensing fees, storage tank registrations, operation and professional licenses. Prog 553 - \$400; Prog 555 - \$10,500. This includes Fuel Storage & Generator Licensing, storage tank State (DEP) annual renewal, Hazardous Material (FDEP), FDEP Air License, FWPCOA membership (CHAPTER 7) Hazardous Material (FDEP & DPEP), License to Operate - Broward County Multisector Storm Water Discharge Permit/NPDES, elevator operation - Broward County (annual), Association (FWPCOA) annual renewal for 13 operators. Prog 557 - \$1,000. This is for AWWA Water Distribution Licenses (10) and CDL License Renewal (2). Prog 558 - \$60,300 for new CDL Licenses and renewal of existing ones, annual RNI SaaS Fee (Fix Base), and annual Sensus Analytics-Water (Fix Base). Prog 559 - \$2,600 for CDL License Renewal (3), BOES Dumping Permit Renewal UT2100, UT2107 Annual (2), DNRP - Sludge transport/ permit fees, DEP/DNRP diesel storage tank registration for MPS, DEP/DNRP diesel annual storage tank registration BPS, DEP/DNRP diesel storage tank registrations PS #7 (Annual Renewal). Prog 563 - \$23,000 for NELAC Audit, Lab water/wastewater certification: with Florida Dept. of Health, Lab water wastewater certification application fee with Florida Dept of Health. Prog 554, location 130: The budget of \$3,800 covers the following: Hazard Materials certification; Diesel Fuel Storage Tank Certification @ 10 MGT Facility; Diesel Fuel Storage Tank Certification @ EWTP; Storage Tank registration Placard; annual Fire Inspection Permit; annual Elevator Operations Permit; operator license exams (2). Prog 554, location 140 - \$13,600 will pay for DPEP Haz Mat. License 3 MGT, WWTP and the annual Permit to Operate: BCHU. Prog 564: CGC and PE license renewals for Support Services staff - \$4,000. Prog 565: Engineering licensing - \$400.
604997	Other Operating Expenses	This account is for expenditures that cannot be accounted for in another line item.
604998	Contingency	This line item represents contingency funding for unanticipated expenses not budgeted in any other account.
605100	Office Supplies	This represents funding for miscellaneous office supplies for the department to function.
605120	Computer Operating Expenses	This line item is computer related hardware/items.
605210	Water Meters	This represents funding for renewal and replacement meters.
605220	Vehicle Fuel-On-Site	This account covers the cost of gas and oil used for city vehicles. Allocation provided by Public Works Fleet Maintenance.
605225	Equip Gas Oil & Lube	This account is used for gas, oil and lube for generator and other equipment. Public Works department provided the budgeted amount.
605240	Uniforms Cost	This expenditure represents funding for uniforms for employees which includes, but not limited to t-shirts, hats, uniform rental and safety shoes.
605242	Protective Clothing	This line item provides for required protective items such as gloves, safety goggles, full body suits, and rubber boots.
605246	Safety Supplies	This expenditure is for safety equipment supplies such as: traffic cones, barricades, gas detectors, etc.
605250	Noncap Furn (Item less 5000)	Furniture costing under \$5,000 for each item. The budget request of \$26,500 will cover miscellaneous furniture such as tables and chairs for meeting room, Laboratory and Operations Center, workstations, desks, appliances and file cabinets for new staff.



Utilities Budget Justification

Object #	Account Description	Justification
605251	Noncap Equip (Item less 5000)	This expenditure is for the purchase of new and replacement of small hand and power tools and other associated accessories utilized in the Utilities Department that cost under \$5,000. It also includes funding for Toughbook laptops as well as sample stations for monthly required testing. The budget of \$66,400 is requesting for the following items: All-purpose penetrating oil/WD-40; Bar, Johnson, Pry, Breaker, Flat Tip x 5 ft; Batteries; Battery jumper cables; Couplings, Aluminum (Quick Disconnect for Pumps); Cutting fluid for drill press; Degreasers; Dial indicator for shaft alignment; Electric Saws; Electrical fish tape; Extension, 1/2" Drive x 4 Foot Long; Gas Cans; Gauge, Hydrant, Pressure Reading 0 to 200 psi; Grease, Lubricant, Tube, For Backhoes; Mag-Lite; Manhole hooks; Marking Paint; Misc. Hand Tools (Measuring Tapes, Pliers, Picks, Pipe Cutter, Hammer, etc.); Operations Tools, Lockers, Chemical Cabinets; Portable Generator; Portable insect fogger for injection well/pretreat; Pressurized Spray Bottles for Disinfecting equipment; Rakes for leveling of solids in trailers and grit/rag bins; RO & Nano Train Spare/Replacement Parts; Rust and corrosion inhibitor; Sample pump for monitor well; Shop Tools; Shovels, Hand/Variou; Skimming nets; Small valve/pump repair and maintenance; Socket, Sets/Adapters; Spare sludge judges; Submersible Pumps; Various Blades, Hack Saw/Band Saw, Drill Bits Set, etc. Various Nozzles; Tools (Chisels/Screwdrivers/Shears); Wire Brushes, rollers, squeegee, scrapers, brooms, mops, etc; Wrenches, Pipe/Crescent/Hydrant/Meter.
605280	Chemicals	This line represents funding for different types of chemicals used in water treatment such as: lime, chlorine, fluoride coagulant poly-phosphate, and calcium carbonate remover. Chemicals used in the sewer department include sewer solvent, lift station control, grease eliminator, deodorant blocks and art cleaners. The budgeted amount of \$1,775,500 is distributed as follows: \$496,300 (Prog 555); \$4,700 (Prog 559); \$329,500 (Prog 554/location 130) \$945,000 (Prog 554/location 140).
605285	Lab Supplies	This amount is for the cost of laboratory supplies to test water quality.
605290	Other Operating Supplies	The anticipated amount of funding required for miscellaneous expenditures not included in other accounts. Includes funding for additional fill, plants, and sod for restoration.
605410	Subscriptions & Memberships	This line item is for various professional organizations memberships such as AWWA; SFAPMS; FWPCOA; FSA; FSCE; SEFLUC; NFBPA; APW and other related Licenses. Maintain memberships in professional associations and subscriptions to Engineering/Water & Wastewater related magazines. American Society of Civil Engineers - \$1,400; ASCE Membership renewal - \$800; AWWA - \$1,200; FGOA Membership renewal - \$100; FIPA Membership - \$60; Florida Society of Certified Public Managers - \$100; Subscriptions & memberships for new staff - \$5,790; FSEA Membership - \$400; FWPCOA Membership - \$700; Misc. Subscriptions & Memberships - \$2,000; National Safety Council Membership: (Utility Dept.) - \$400; National Society of Professional Engineers - \$1,600; PMI Membership - \$200; Professional Engineering License - \$600; S.E.D.A. Membership - \$1,200; Southeast Florida Utility Council (SEFLUC) - \$1,500; Water Environmental Federation - \$1,500.
605500	Training-General	This expenditure represents funds needed to attend various seminars such as: AWWA, W.E.F., NIGP, GPASE, FAPPO, NFBPA, and Sacramento Training Correspondence Courses and classes required for PE and PLS license renewals, computer training and other professional development. Backflow Tester Recertification - \$3,400; Blood Borne Pathogens Training - \$1,500; CDL License Training - \$13,200; Certification One Time Incentive - \$1,400; Customer Service Training - \$2,000; Data Integrity Seminar Registration - \$300; Electrical Code 2-Day Seminar (Local): NFPA requires 16 hours of Continuing Education Units (C.E.U.) toward Electrical License Renewal - \$900; Equipment Operator Training - \$17,500; Fats, Oils, Grease (FOG) Training Program - \$2,900; FIPA Registration & Certification - \$900; FSEA Fall Technical Conference Registration - \$1,000; FWPCOA Certification - \$4,700; FWRC Florida Water/Wastewater Conference - \$2,000; Local Training Courses - \$1,300; Maintenance of Traffic Training - \$2,500; Mechanics Pump School, TREEO Center - \$2,500; Nassco PACP Certification - \$2,600; Nelac On Demand Training (online) - \$1,300; PITTCO - \$600; Safety Training - \$12,750; SEDA Training (Upcoming Training for Conversion to Membranes) - \$2,500; State Approved CEU's/Training/Engineering Certification - \$4,200; State Distribution License & Renewal - \$500; Training for staff in the Office of Operational Service - \$1,500; Training for Public Speaking - \$2,700; Training for Instrumentation - \$600; Training Publications - \$100; Training Videos - \$300; Trenching & Shoring Training - \$2,500.
605510	Tuition Reimbursement	Education assistance to permanent employees that is associated with a certificate or degree program at a community college or state college/university. Education must be related to the employee's present position or have the ability to assist in a promotional opportunity. The cost covers books and lab fees associated with the course.
606400	Machinery & Equipment	Funding for machinery and equipment. The budget of \$35,000 was approved as an Above Base request to purchase a Caterpillar Mini Trackhoe for staff to complete additional restoration work.
606440	Vehicles Purchase	The \$100,000 budgeted amount was approved as an Above Base request to purchase a Dump Truck for restoration crew.

Utility Fund Non-Departmental

Description

The Utility Fund Non-Departmental section is used for expenditures that are not directly related to a specific operating department service activities or that are separate from departmental operations for control purposes. As such, goals, objectives, performance measures and accomplishments do not apply to this budget.

Operating expenses include debt service for short term debt payment, other expenses not charged to utility fund programs, mandatory renewal and replacement reserves and inter-fund transfer out to Contribution in Aid of Construction (CIAC) Fund for State Revolving Loan.

Expenditure Budget Summary

Summary by Category	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Personnel Services	\$ 311,279	\$ 366,828	\$ —	\$ —	\$ —
Operating Expense	7,132,369	7,532,046	8,844,900	9,322,900	8,587,700
Capital Outlay	—	22,836	—	145,000	—
Debt Service	1,373,718	1,705,210	5,443,300	5,443,300	5,601,000
Depreciation	8,856,713	9,078,739	—	—	—
Total Operating Expenditures	17,674,078	18,705,659	14,288,200	14,911,200	14,188,700
Transfer Out	660,348	660,473	530,400	530,400	526,500
Capital Asset Clearing	(13,793,760)	(13,650,370)	—	—	—
Grants & Aids	—	—	—	—	—
Other Uses	—	—	—	—	—
Appropriated Fund Balance	—	—	—	—	—
Total	\$ 4,540,666	\$ 5,715,761	\$ 14,818,600	\$ 15,441,600	\$ 14,715,200

Utility Fund Non-Departmental

Expenditure Detail Budget—410-70-000-517-000-|410-90-000-519-/536/581/590-000-

Object #	Account Description	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
<u>Debt Service</u>						
607128	Princ-15 Util System Bond	\$ 480,000	\$ 515,000	\$ 530,000	\$ 530,000	\$ 525,000
607138	2017 Util Sys Rev Bd-Prin	950,000	1,014,550	1,058,900	1,058,900	1,113,100
607228	Int-15 Util System Bond	253,704	240,306	230,100	230,100	216,200
607238	2017 Util Sys Rev Bd-Int	1,556,488	1,493,999	1,467,600	1,467,600	1,413,300
607240	Int-SRF Loans	162,064	265,089	—	—	—
607290	Int-Custom Deposits	11,775	12,136	12,000	12,000	12,000
607320	Cost Of Issuance	(313,128)	(313,128)	—	—	—
607322	Admin Costs	(310,800)	—	2,144,700	2,144,700	2,321,400
607324	Bond Discount Amortization	13,615	6,807	—	—	—
607999	Debt Service Clearing	(1,430,000)	(1,529,550)	—	—	—
	<i>Sub-Total</i>	1,373,718	1,705,209	5,443,300	5,443,300	5,601,000
<u>Personnel Services</u>						
601600	Compensated Absences	309,359	364,908	—	—	—
602322	Non-Rep Retiree Stipend	1,920	1,920	—	—	—
	<i>Sub-Total</i>	311,279	366,828	—	—	—
<u>Operating Expense</u>						
603121	City Attorney Services	25,000	25,000	25,000	25,000	25,000
603190	Prof Svcs-Other	—	12,976	—	—	—
603425	Software License & Maint	—	82,052	—	—	—
604440	Leased Copiers	37,207	—	—	—	—
604905	Bank Svc Charges	51,061	32,918	55,000	55,000	30,800
604915	Pmt in Lieu of Taxes	2,255,000	2,331,800	2,495,100	2,495,100	2,657,200
604989	IT Internal Svcs Charge	814,900	957,300	1,730,600	1,730,600	1,262,300
604996	Admin Chg from Gen Fund	3,949,201	4,090,000	4,039,200	4,562,200	4,362,400
604998	Contingency	—	—	500,000	430,000	250,000
605251	Noncap Equip (Item less 5000)	—	—	—	25,000	—
	<i>Sub-Total</i>	7,132,369	7,532,046	8,844,900	9,322,900	8,587,700
<u>Depreciation</u>						
605915	Depreciation-Proprietary	8,856,713	9,078,739	—	—	—
	<i>Sub-Total</i>	8,856,713	9,078,739	—	—	—
<u>Departmental Capital Outlay</u>						
606400	Machinery & Equipment	—	22,836	—	45,000	—
606471	Software	—	—	—	100,000	—
	<i>Sub-Total</i>	—	22,836	—	145,000	—
<u>Capital Asset Clearing</u>						
606900	Capital Asset Clearing Account	(13,793,760)	(13,650,370)	—	—	—
	<i>Sub-Total</i>	(13,793,760)	(13,650,370)	—	—	—
<u>Transfers</u>						
691414	Trfr To CIAC	660,348	660,473	530,400	530,400	526,500
	<i>Sub-Total</i>	660,348	660,473	530,400	530,400	526,500
	Total	\$ 4,540,666	\$ 5,715,760	\$ 14,818,600	\$ 15,441,600	\$ 14,715,200

Utility Fund Non-Departmental Budget Justification

Object #	Account Description	Justification
<u>Expense</u>		
603121	City Attorney Services	This is Utility's portion for city attorney's service.
604905	Bank Svc Charges	This is for analyzed bank services charges for handling Pooled cash accounts. Allocated amount is based on each fund cash balance.
604915	Pmt in Lieu of Taxes	This account is for payment that property owners are not subject to taxes and make the City compensate for services that the property owners receive that are normally financed through property taxes.
604989	IT Internal Svcs Charge	This account is for technology related costs such as leased computers, internet, intranet, land lines, network, telephone, software licenses, database needs and support services..
604996	Admin Chg from Gen Fund	This is for charges from the general fund for administrative service cost.
604998	Contingency	This line item represents contingency funding for unanticipated expenses not budgeted in any other account.
691414	Trfr To CIAC	This transfer is for the State Revolving Loan Infrastructure and Wastewater principal and interest debt service.

Utility Fund Debt Service Budget Justification

Object #	Account Description	Justification
<u>Expense</u>		
607128	Princ-15 Util System Bond	This is the Principal for the 2015 Utility System Revenue Bond which refunded the Utility System Refunding and Improvement Revenue Bonds, Series 2004. Principal and Interest are due quarterly in Jan, April, July and October 1 through 2034.
607138	2017 Util Sys Rev Bd-Prin	This is the Principal for the Utility System Refunding Revenue Bonds, Series 2017 which was used to pay off the then outstanding Utility System Revenue Bond, Series 2007. Principal is due annually on October 1 through October 1, 2037, to begin October 1, 2018. Reduced by -\$16,100 to account for the split between funds 410 and 415, with 98.5% of the total P & I belonging to 410 and 1.5% to fund 415.
607228	Int-15 Util System Bond	This is the Interest portion for the 2015 Utility System Revenue Bond which refunded the Utility System Refunding and Improvement Revenue Bonds, Series 2004. Principal and Interest are due quarterly in Jan, April, July and October 1 through 2034.
607238	2017 Util Sys Rev Bd-Int	This is the Interest for the Utility System Refunding Revenue Bonds, Series 2017 which was used to pay off the then outstanding Utility System Revenue Bond, Series 2007. Interest is due annually on October 1 through October 1, 2037, to begin October 1, 2018. Reduced by -\$22,300 to account for the split between funds 410 and 415, with 98.5% of the total P & I belonging to 410 and 1.5% to fund 415.
607290	Int-Custom Deposits	This account is for the interest paid on customer deposits.
607322	Admin Costs	This is for the Principle and Interest payments for the new SRL Loans DW060820 and WW060801.



Utility Fund Capital Improvement

Description

This section is for capital improvement projects expenditures that cost over \$100,000 and are funded by the Utility Fund. These expenditures only reflect what will impact FY22 Budget. All other details on these projects are in the Five Year Capital Improvement Budget.

Expenditure Budget Summary

Summary by Department	Dept. #	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Public Works	50	\$ —	\$ —	\$ —	\$ 1,000,000	\$ —
Construction & Facilities Management	53	503	305	—	468	—
Utilities	55	13,342,759	13,303,274	3,395,000	23,922,474	14,905,000
Information Technology	58	30,514	—	—	652,193	835,000
Total		\$13,373,776	\$13,303,579	\$ 3,395,000	\$25,575,135	\$15,740,000

Expenditure Detail Budget—410-Various

Object #	Account Description	Project #	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Capital Improvement							
<i>Monarch Lakes Park</i>							
	410-53-801-572-000-	51007					
606510	CIP-Construction		503	305	—	468	—
	<i>Sub-total</i>		503	305	—	468	—
<i>Sewer Line Rehabilitation Program</i>							
	410-55-801-535-000-	52004					
606510	CIP-Construction		491,163	—	250,000	273,719	350,000
	<i>Sub-total</i>		491,163	—	250,000	273,719	350,000
<i>E Mir Fire Hydrant & Lines Imprv</i>							
	410-55-800-529-000-	52010					
606510	CIP-Construction		777,161	—	—	42,732	—
	<i>Sub-total</i>		777,161	—	—	42,732	—
<i>Meter Repair & Replacement</i>							
	410-55-800-533-000-	52016					
606511	CIP-Furniture & Fixtures		307,288	361,534	250,000	342,767	350,000
	<i>Sub-total</i>		307,288	361,534	250,000	342,767	350,000
<i>West WTP Lab & Office Space Mod</i>							
	410-55-807-533-000-	52038					
606502	CIP-Plan/Design/Eng		11,575	27,377	—	91,050	—
606505	CIP-Permits		300	—	—	29,700	—
606510	CIP-Construction		—	—	—	617,135	—
606511	CIP-Furniture & Fixtures		—	—	—	60,000	400,000
606520	CIP-Contingency		—	—	—	50,000	—
606810	CIP-Tech Software/Hardware		—	—	—	50,000	—
	<i>Sub-total</i>		11,875	27,377	—	897,885	400,000

Utility Fund Capital Improvement

Expenditure Detail Budget-410-Various

Object #	Account Description	Project #	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
<u>Historic Miramar Improvements III</u>							
	410-55-801/901-536-000-	52040					
606502	CIP-Plan/Design/Eng		24,277	11,247	—	157,529	—
606505	CIP-Permits		325	—	—	1,542	—
606510	CIP-Construction		2,195,565	2,357,305	—	1,574,785	—
	<i>Sub-total</i>		2,220,166	2,368,551	—	1,733,856	—
<u>East Water Plant Process Enhance</u>							
	410-55-803/900-533-000-	52041					
606502	CIP-Plan/Design/Eng		87,890	—	—	204,965	—
606505	CIP-Permits		17,230	35,920	—	13,733	—
606510	CIP-Construction		6,590,389	4,838,273	—	5,518,292	—
	<i>Sub-total</i>		6,695,509	4,874,193	—	5,736,989	—
<u>Reclaimed Water System Exp/Piping</u>							
	410-55-806/815/816-533-000-	52047					
606502	CIP-Plan/Design/Eng		—	—	—	—	750,000
606510	CIP-Construction		1,393,800	—	—	—	7,520,000
606810	CIP-Tech Software/Hardware		—	—	—	—	550,000
	<i>Sub-total</i>		1,393,800	—	—	—	8,820,000
<u>Reclaimed Water System Expansion/WW</u>							
	410-55-808/900-533-000-	52049					
606502	CIP-Plan/Design/Eng		135	—	—	986	—
606510	CIP-Construction		1,028,711	5,096,211	—	329,398	—
	<i>Sub-total</i>		1,028,846	5,096,211	—	330,384	—
<u>West Water Plant Process Improv</u>							
	410-55-810-533-000-	52064					
606502	CIP-Plan/Design/Eng		130,271	48,965	—	20,064	—
606510	CIP-Construction		—	—	—	250,700	—
	<i>Sub-total</i>		130,271	48,965	—	270,764	—
<u>Historic Mir Drainage Improvement</u>							
	410-50-800-533-000-	52066					
606502	CIP-Plan/Design/Eng		—	—	—	122,450	—
606510	CIP-Construction		—	—	—	877,550	—
	<i>Sub-total</i>		—	—	—	1,000,000	—
<u>Water Service Line & Main Repr/Repl</u>							
	410-55-811-533-000-	52072					
606510	CIP-Construction		—	37,026	500,000	542,974	500,000
606511	CIP-Furniture & Fixtures		—	—	—	170,000	—
	<i>Sub-total</i>		—	37,026	500,000	712,974	500,000
<u>CC Ranches Wtr Main Impr Ph I</u>							
	410-55-812-533-000-	52076					
606502	CIP-Plan/Design/Eng		21,554	213,050	—	65,397	—
	<i>Sub-total</i>		21,554	213,050	—	65,397	—



Utility Fund Capital Improvement

Expenditure Detail Budget-410-Various

Object #	Account Description	Project #	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
<u>SCADA Cybersecurity Improvement</u>							
	410-58-801-536-000-	52078					
606502	CIP-Plan/Design/Eng		30,514	—	—	277,819	800,000
606520	CIP-Contingency		—	—	—	18,958	—
606810	CIP-Tech Software/Hardware		—	—	—	249,166	—
	<i>Sub-total</i>		30,514	—	—	545,943	800,000
<u>WWRF Bldg N 2nd Floor Conversion</u>							
	410-55-809-535-000-	52088					
606502	CIP-Plan/Design/Eng		—	—	40,000	40,000	—
606505	CIP-Permits		—	—	20,000	20,000	—
606510	CIP-Construction		—	—	375,000	375,000	—
606511	CIP-Furniture & Fixtures		—	—	20,000	20,000	—
606520	CIP-Contingency		—	—	30,000	30,000	—
606810	CIP-Tech Software/Hardware		—	—	15,000	15,000	—
	<i>Sub-total</i>		—	—	500,000	500,000	—
<u>Utilities Collection & Distribution</u>							
	410-55-813-533-000-	52091					
606502	CIP-Plan/Design/Eng		—	—	400,000	400,000	500,000
	<i>Sub-total</i>		—	—	400,000	400,000	500,000
<u>WW Treatment Plant Cap Imp & Upgrad</u>							
	410-55-814-533-000-	52092					
606502	CIP-Plan/Design/Eng		—	—	—	1,050,000	—
606505	CIP-Permits		—	—	—	60,000	—
606510	CIP-Construction		—	—	—	7,215,000	1,285,000
606511	CIP-Furniture & Fixtures		—	—	—	29,678	—
606520	CIP-Contingency		—	—	—	1,545,322	—
	<i>Sub-total</i>		—	—	—	9,900,000	1,285,000
<u>Wastewater Reclamation Facility Cap</u>							
	410-55-810-535-000-	52093					
606502	CIP-Plan/Design/Eng		—	—	—	350,000	—
606510	CIP-Construction		—	—	1,200,000	850,000	1,000,000
	<i>Sub-total</i>		—	—	1,200,000	1,200,000	1,000,000
<u>Historic Mir Innov & Tech Village</u>							
	410-55-800-536-000-	53025					
606510	CIP-Construction		—	—	—	—	1,200,000
	<i>Sub-total</i>		—	—	—	—	1,200,000
<u>Enterprise Resource Plan Sys-STEAM</u>							
	410-58-800-513-000-	54002					
606517	CIP-Implementation Fees		—	—	—	106,250	35,000
	<i>Sub-total</i>		—	—	—	106,250	35,000
<u>WWRF Equipment Replacements</u>							
	410-55-802-535-000-	54007					
606510	CIP-Construction		241,811	258,381	—	82,021	—
606511	CIP-Furniture & Fixtures		23,317	17,986	—	17,986	—
	<i>Sub-total</i>		265,127	276,367	—	100,006	—

Utility Fund Capital Improvement

Expenditure Detail Budget-410-Various

Object #	Account Description	Project #	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
<u>Standby Generators for Lift Station</u>							
	410-55-807-535-000-	54015					
606510	CIP-Construction		—	—	—	200,000	—
	<i>Sub-total</i>		—	—	—	200,000	—
<u>WWRF Switchgear PLC System Upgrade</u>							
	410-55-808-535-000-	54016					
606510	CIP-Construction		—	—	—	250,000	—
	<i>Sub-total</i>		—	—	—	250,000	—
<u>Smart City Surveillance System and Real Time Crime Center</u>							
	410-55-802-536-000-	54017					
606502	CIP-Plan/Design/Eng		—	—	150,000	—	—
606505	CIP-Permits		—	—	5,000	5,000	—
606510	CIP-Construction		—	—	125,000	—	—
606517	CIP-Implementation Fees		—	—	—	166,115	115,835
606520	CIP-Contingency		—	—	15,000	968	71,000
606810	CIP-Tech Software/Hardware		—	—	—	792,917	313,165
	<i>Sub-total</i>		—	—	295,000	965,000	500,000
Total			\$13,373,776	\$13,303,579	\$ 3,395,000	\$25,575,135	\$15,740,000



Utility Fund Capital Improvement Budget Justification

Object #	Account Description	Justification
<u>Capital Improvement Projects</u>		
<u>Sewer Line Rehabilitation</u>		
606510	52004	This project will address priority areas which have the most infiltration and inflows as determined through visual observations and televising the wastewater collection system.
<u>Meter Repair and Replacement</u>		
606511	52016	This project endeavors to maintain all meters and components through timely replacements to ensure continued accuracy in readings and billings.
<u>West WTP Laboratory & Office Space Modification</u>		
606511	52038	This project includes expansion necessary to address space needs for proper water quality laboratory operations and administration.
<u>Reclaimed Water System Expansion/Piping - I-75 Crossing & T&D Improvements</u>		
606502 / 606510 / 606810	52047	The purpose of this project is to prepare design documents for the expansion of the City's reuse water distribution system to connect to communities, commercial areas, and public properties west of I-75. The project is in line with the City's mandate to offset on the withdrawals on the local aquifers with alternative water supplies.
<u>Water Service Line/Main Repair/Replacement</u>		
606510	52072	This comprehensive water distribution system repair project incorporates leak detection program, customer service responses, and scheduled repair work to aggressively reduce and minimize water losses due to pipeline and service line deterioration and damages.
<u>SCADA Cybersecurity Improvement</u>		
606502	52078	This project includes the full implementation and configuration of equipment, systems, software, and IT security mechanisms associated with the SCADA system that operates the City's water and wastewater plants.
<u>Utilities Collection & Distribution System Improvements (Master Plan & Subsequent Construction)</u>		
606502	52091	This project provides for the Utilities Collection and Distribution System Improvements Master Plan that will set the policy, infrastructure improvements and capital improvements plan necessary to meet anticipated growth and development for the City of Miramar. It will also entail the construction needed to implement the recommended improvements.
<u>West Water Treatment Plant Capacity Improvements & Upgrades</u>		
606510	52092	This project is composed of two components: 1) Additional treatment capacity of 2.5 MGD Nanofiltration Skid, and 2) Raw Water Wellfield and Conveyance system (previously referred to as the Huntington Wellfield project).
<u>Wastewater Reclamation Facility Capacity Improvements & Re-Rating</u>		
606510	52093	This project is composed of the following components: 1) Evaluate current plant treatment capacity/process and make recommendations on possible future expansion needs, 2) Re-Rate capacity and 3) Equipment replacement/upgrade. It will also entail the construction needed to implement the recommended improvements.
<u>Historic Miramar Innovation & Technology Village</u>		
606510	53025	This project is comprised of workforce housing, transit hub, educational facilities, enhanced public recreational amenities, mixed use development and a technology village for new business start ups and smart city innovation.
<u>Enterprise Resource Planning System-STEAM</u>		
606517	54002	Additional funds requested in FY 22 will be used for the implementation of Tyler 311.
<u>Smart City Surveillance System and Real Time Crime Center (formerly Utilities Video Surveillance Security System)</u>		
606517 / 606520 / 606810	54017	In keeping with the City's mission to continuously improve the quality of life for the residents by maintaining an economically viable and innovative community, the City will launch a Smart City surveillance and Real-Time Crime Center initiative that will protect all city assets. It will provide the resources and infrastructure to provide visibility and increase response times to critical events citywide. This is a multi-year project.

Utility Construction Revenue Bonds

Description—Fund 413

This fund was established to account for proceeds and expenditures associated with the Utilities Revenue Bond issued for capital projects.

Revenues and Expenditures Budget Summary

	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Beginning Fund Balance	\$ (306,050)	\$ (607,124)	\$ (908,198)	\$ (908,198)	\$ (908,198)
Revenues By Category					
General Taxes	\$ —	\$ —	\$ —	\$ —	\$ —
Permits, Fees, Special Assessment	—	—	—	—	—
Intergovernmental Revenues	—	—	—	—	—
Charges for Services	—	—	—	—	—
Fines & Forfeitures	—	—	—	—	—
Miscellaneous Revenues	—	—	—	—	—
Appropriation of Fund Balance	—	—	—	—	—
Transfers In	—	—	—	—	—
Total	\$ —	\$ —	\$ —	\$ —	\$ —
Expenditures By Category					
Personnel Services	—	—	—	—	—
Operating Expense	—	—	—	—	—
Capital Outlay	—	—	—	—	—
Grants & Aids	—	—	—	—	—
Total Operating Expenditures	—	—	—	—	—
Capital Improvement Program	—	—	—	—	—
Capital Asset Clearing	—	—	—	—	—
Other Uses	301,074	301,074	—	—	—
Debt Service	—	—	—	—	—
Transfers Out	—	—	—	—	—
Appropriated Fund Balance	—	—	—	—	—
Total	\$ 301,074	\$ 301,074	\$ —	\$ —	\$ —
Excess/Deficiency	(301,074)	(301,074)	—	—	—
Appropriated Fund Balance	—	—	—	—	—
Appropriation of Fund Balance	—	—	—	—	—
Ending Fund Balance	\$ (607,124)	\$ (908,198)	\$ (908,198)	\$ (908,198)	\$ (908,198)

Utility Construction Revenue Bonds

Revenue Projections

Object #	Description	Project #	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
None			\$ —	\$ —	\$ —	\$ —	\$ —

Expenditure Detail Budget—413-55-Various

Object #	Account Description	Project #	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Operating Expense							
605915	Depreciation-Proprietary		\$ 301,074	\$ 301,074	\$ —	\$ —	\$ —
	<i>Sub-total</i>		301,074	301,074	—	—	—
	Total		\$ 301,074	\$ 301,074	\$ —	\$ —	\$ —

Contribution In Aid Of Construction

Description–Fund 414

This fund was established to account for impact fees received from new development and restricted by Ordinance to be used for Capital Improvements for the City’s water and wastewater infrastructure needs.

The Utilities Department has oversight for this fund.

Revenues and Expenditures Budget Summary

	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Beginning Fund Balance	\$ 2,279,380	\$ 4,381,850	\$ 7,819,990	\$ 7,819,990	\$ 3,948,004
Revenues By Category					
General Taxes	\$ —	\$ —	\$ —	\$ —	\$ —
Permits, Fees, Special Assessment	1,720,966	3,072,473	1,962,637	1,962,637	3,677,500
Intergovernmental Revenues	—	—	—	—	—
Charges for Services	—	—	—	—	—
Fines & Forfeitures	—	—	—	—	—
Miscellaneous Revenues	16,083	18,988	24,400	24,400	5,800
Appropriation of Fund Balance	—	—	16,263	3,871,986	—
Transfers In	660,348	660,473	530,400	530,400	526,500
Total	\$ 2,397,397	\$ 3,751,933	\$ 2,533,700	\$ 6,389,423	\$ 4,209,800
Expenditures By Category					
Personnel Services	—	—	—	—	—
Operating Expense	6,629	4,319	7,000	7,000	7,500
Capital Outlay	—	—	—	—	—
Grants & Aids	—	—	—	—	—
Total Operating Expenditures	6,629	4,319	7,000	7,000	7,500
Capital Improvement Program	2,008,986	242,595	2,000,000	5,855,723	1,000,000
Capital Asset Clearing	(2,008,986)	(110,184)	—	—	—
Other Uses	72,238	89,441	—	—	2,675,500
Debt Service	86,559	77,238	526,700	526,700	526,800
Transfers Out	129,502	10,384	—	—	—
Appropriated Fund Balance	—	—	—	—	—
Total	\$ 294,927	\$ 313,793	\$ 2,533,700	\$ 6,389,423	\$ 4,209,800
Excess/Deficiency	2,102,470	3,438,140	—	—	—
Appropriated Fund Balance	—	—	—	—	—
Appropriation of Fund Balance	—	—	(16,263)	(3,871,986)	—
Ending Fund Balance	\$ 4,381,850	\$ 7,819,990	\$ 7,803,727	\$ 3,948,004	\$ 3,948,004



Contribution In Aid Of Construction

Revenue Projections

Object #	Description	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
<u>Permits, Fees, Special Assessment</u>						
324210	Impact Fees-Water	\$ 793,934	\$ 1,531,795	\$ 951,051	\$ 951,051	\$ 1,834,800
324211	Impact Fees-Wastewater	797,530	1,530,293	940,686	940,686	1,842,700
324212	Impact Fees-Water-Dev	101,767	6,226	42,500	42,500	—
324213	Impact Fees-Wastewater-Dev	27,735	4,158	28,400	28,400	—
	<i>Sub-Total</i>	1,720,966	3,072,473	1,962,637	1,962,637	3,677,500
<u>Miscellaneous Revenues</u>						
361100	Int Earnings	6,926	4,616	9,300	9,300	5,500
361200	Dividend Income	9,157	14,372	15,100	15,100	300
	<i>Sub-Total</i>	16,083	18,988	24,400	24,400	5,800
<u>Other Sources</u>						
381410	Trfr Fr Utility Fund	660,348	660,473	530,400	530,400	526,500
399900	CIP Carryover	—	—	—	3,855,723	—
399999	Appropriation Of Fund Balance	—	—	16,263	16,263	—
	<i>Sub-Total</i>	660,348	660,473	546,663	4,402,386	526,500
Total		\$ 2,397,397	\$ 3,751,933	\$ 2,533,700	\$ 6,389,423	\$ 4,209,800

Expenditure Detail Budget—414-Variou

Object #	Account Description	Project #	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
<u>Operating Expense</u>							
604905	Bank Svc Charges		6,629	4,319	7,000	7,000	7,500
	<i>Sub-total</i>		6,629	4,319	7,000	7,000	7,500
<u>Capital Improvement</u>							
<i>West WTP Lab & Office Space Mod</i>							
	414-55-808-533-000-	52038					
606510	CIP-Construction		—	—	—	950,000	—
606520	CIP-Contingency		—	—	—	50,000	—
	<i>Sub-total</i>		—	—	—	1,000,000	—
<i>Historic Miramar Improvements III</i>							
	414-55-801-536-000-	52040					
606502	CIP-Plan/Design/Eng		—	—	—	74,727	—
606510	CIP-Construction		—	132,226	—	187,147	—
	<i>Sub-total</i>		—	132,226	—	261,874	—
<i>Reclaimed Water System Exp/Piping</i>							

Contribution In Aid Of Construction

Expenditure Detail Budget—414-Various

Object #	Account Description	Project #	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
	414-55-806-533-000-	52047					
606502	CIP-Plan/Design/Eng		3,000	—	—	—	—
606505	CIP-Permits		3,580	—	—	—	—
606510	CIP-Construction		1,866,441	107,819	—	976,260	—
	<i>Sub-total</i>		1,873,021	107,819	—	976,260	—
	<u>Reclaimed Water System Expansion/</u>						
	414-55-805-533-000-	52049					
606502	CIP-Plan/Design/Eng		6,104	—	—	150,000	—
	<i>Sub-total</i>		6,104	—	—	150,000	—
	<u>Raw Water Main-Huntington Wellfield</u>						
	414-55-807-533-000-	52065					
606502	CIP-Plan/Design/Eng		129,861	—	—	—	—
	<i>Sub-total</i>		129,861	—	—	—	—
	<u>CC Ranches Wtr Main Impr Ph I</u>						
	414-55-809-533-000-	52076					
606502	CIP-Plan/Design/Eng		—	—	—	294,730	—
606505	CIP-Permits		—	2,550	—	8,350	—
606510	CIP-Construction		—	—	1,500,000	2,194,370	1,000,000
	<i>Sub-total</i>		—	2,550	1,500,000	2,497,450	1,000,000
	<u>Sustainable Renewable Energy &</u>						
	414-55-800-539-000-	52085					
606502	CIP-Plan/Design/Eng		—	—	—	470,139	—
606510	CIP-Construction		—	—	500,000	500,000	—
	<i>Sub-total</i>		—	—	500,000	970,139	—
	Debt Service						
607132	Prin-SRL Infrastructure		421,767	430,628	439,700	439,700	449,000
607136	Prin.-SRL Hist. Mir. Impr.		16,237	16,655	17,100	17,100	17,600
607232	Int-SRL Infrastructure		77,055	68,155	61,100	61,100	51,800
607236	Int.-SRL Hist. Mir. Impr.		9,504	9,084	8,800	8,800	8,400
607999	Debt Service Clearing		(438,004)	(447,283)	—	—	—
	<i>Sub-total</i>		86,559	77,238	526,700	526,700	526,800
	Other						
605915	Depreciation-Proprietary		72,238	89,441	—	—	—
606900	Capital Asset Clearing Account		(2,008,986)	(110,184)	—	—	—
609906	Renewal & Replace Reserve		—	—	—	—	2,675,500
691410	Transfer to Utility		129,502	10,384	—	—	—
	<i>Sub-total</i>		(1,807,247)	(10,359)	—	—	2,675,500
	Total		\$ 294,927	\$ 313,793	\$ 2,533,700	\$ 6,389,423	\$ 4,209,800

Contribution In Aid Of Construction Budget Justification

Object #	Account Description	Justification
<u>Revenue</u>		
324210	Impact Fees-Water	These line items represent impact fees collected from developers to be used for various Capital Improvements related to utility infrastructure.
324211	Impact Fees-Wastewater	These line items represent impact fees collected from developers to be used for various Capital Improvements related to utility infrastructure.
361100	Int Earnings	Revenues received from interest and Pooled cash earnings allowance and is allocated across funds based on the cash balance of each fund as compared to the total cash, unless directly related to a specific investment instrument.
361200	Dividend Income	This represents the return earned on the Wells Fargo Government Money Market Fund Sweep account.
381410	Trfr Fr Utility Fund	This transfer is for State Revolving Loan principal and interest debt service.
<u>Expense</u>		
604905	Bank Svc Charges	This is for analyzed bank services charges for handling Pooled cash accounts. Allocated amount is based on each fund cash balance.
607132	Prin-SRL Infrastructure	This account is for the Principal portion of a State Revolving Loan - Infrastructure. In 2005 the City received funding for a 10 year Principal and Interest payment which is for the debt service cost.
607136	Prin.-SRL Hist. Mir. Impr.	This is the Principal for the State Revolving Loan # 060800 for the Historic Miramar Improvement Phase 3 which will be used for Wastewater Improvements. Principal and Interest is due semi-annually beginning January 15 and July 15. 2017 through January 15, 2037.
607232	Int-SRL Infrastructure	This account is for the interest portion of a State Revolving Loan - Infrastructure. In 2005 the City received funding for a 10 year principal and interest payment which is for the debt service cost.
607236	Int.-SRL Hist. Mir. Impr.	This is the Interest for the State Revolving Loan # 060800 for the Historic Miramar Improvement Phase 3 which will be used for Wastewater Improvements. Principal and Interest is due semi-annually beginning January 15 and July 15. 2017 through January 15, 2037.
609906	Renewal & Replace Reserve	This account is to budget for any unanticipated expenses or major unexpected repairs and replacement of City vehicles and equipment.

Capital Improvement Projects

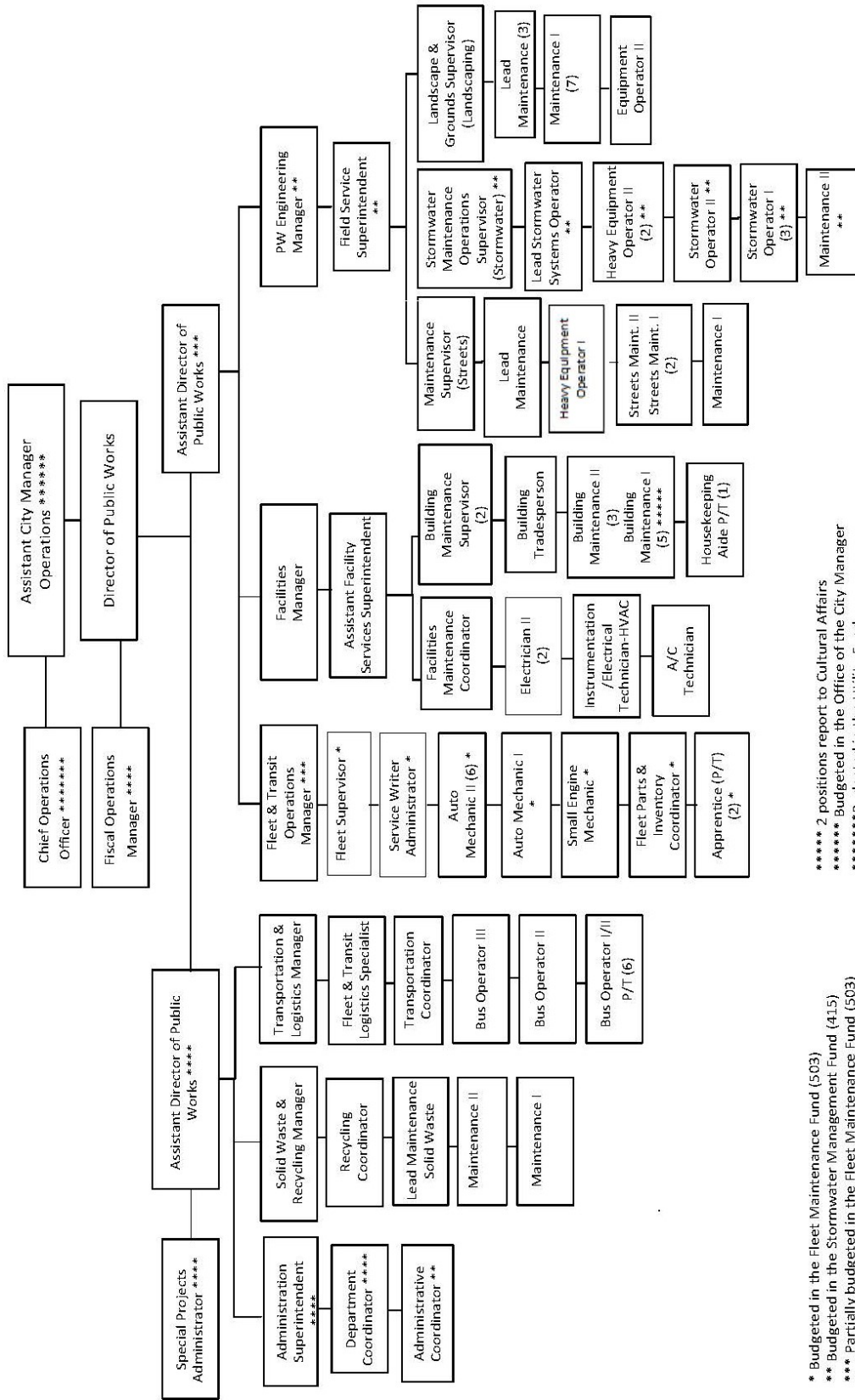
Country Club Ranches Water Main Improvements - Phase I

606510	52076	This project will ultimately provide potable water service to properties located in the public right-of-ways within the subdivisions of Country Club Estates, Country Club Ranches Section II, Miramar West and Largo at Miramar.
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Stormwater Management Fund



Stormwater Management Organizational Chart



* Budgeted in the Fleet Maintenance Fund (503)
 ** Budgeted in the Stormwater Management Fund (415)
 *** Partially budgeted in the Fleet Maintenance Fund (503)
 **** Partially budgeted in the Stormwater Management Fund (415)

***** 2 positions report to Cultural Affairs
 ***** Budgeted in the Office of the City Manager
 ***** Budgeted in the Utility Fund



Stormwater Management

Revenues and Expenditures Budget Summary

	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Beginning Fund Balance	\$ 7,914,708	\$ 9,636,404	\$ 11,808,169	\$ 11,808,169	\$ 12,299,629
Revenues By Category					
General Taxes	\$ —	\$ —	\$ —	\$ —	\$ —
Permits, Fees, Special Assessment	4,458,529	5,410,170	5,497,147	5,497,147	5,590,836
Intergovernmental Revenues	—	—	—	—	—
Charges for Services	133,113	68,333	163,553	163,553	163,553
Fines & Forfeitures	—	—	—	—	—
Miscellaneous Revenues	158,937	99,698	118,100	12,477,282	20,600
Appropriation of Fund Balance	—	—	—	549,118	—
Transfers In	—	—	—	—	—
Total	\$ 4,750,579	\$ 5,578,200	\$ 5,778,800	\$ 18,687,099	\$ 5,774,989
Expenditures By Category					
Personnel Services	1,263,631	1,488,582	1,470,800	1,395,800	1,426,600
Operating Expense	1,264,740	1,317,939	1,475,322	1,483,322	1,525,872
Capital Outlay	508,216	32,618	159,200	250,436	—
Grants & Aids	—	—	—	—	—
Total Operating Expenditures	3,036,587	2,839,138	3,105,322	3,129,558	2,952,472
Capital Improvement Program	5,092,072	2,072,902	340,000	13,224,064	700,000
Capital Asset Clearing	(5,594,916)	(2,105,519)	—	—	—
Other Uses	377,950	417,440	—	—	—
Debt Service	117,191	182,474	1,292,900	1,292,900	1,212,900
Transfers Out	—	—	—	—	—
Appropriated Fund Balance	—	—	1,040,578	1,040,578	909,617
Total	\$ 3,028,883	\$ 3,406,435	\$ 5,778,800	\$ 18,687,100	\$ 5,774,989
Excess/Deficiency	1,721,696	2,171,765	—	—	—
Appropriated Fund Balance	—	—	1,040,578	1,040,578	909,617
Appropriation of Fund Balance	—	—	—	(549,118)	—
Ending Fund Balance	\$ 9,636,404	\$ 11,808,169	\$ 12,848,747	\$ 12,299,629	\$ 13,209,246

Stormwater Management

Revenue Projections

Object #	Description	Project Number	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Charges for Services							
325205	Stormwater Assessment		\$ 4,360,299	\$ 5,308,887	\$ 5,497,147	\$ 5,497,147	\$ 5,590,836
325206	Stormwater Delinquent		98,229	101,283	—	—	—
343950	Stormwater Fees		133,113	68,333	163,553	163,553	163,553
	<i>Sub-Total</i>		4,591,642	5,478,503	5,660,700	5,660,700	5,754,389
Miscellaneous Revenues							
361100	Int Earnings		119,002	69,755	85,900	85,900	20,500
361200	Dividend Income		36,529	27,078	32,200	32,200	100
361109	Int-Other		3,406	2,865	—	—	—
399900	CIP Carryover		—	—	—	549,118	—
384200	Other Financing Sources		—	—	—	12,359,182	—
	<i>Sub-Total</i>		158,937	99,698	118,100	13,026,399	20,600
Total			\$ 4,750,579	\$ 5,578,200	\$ 5,778,800	\$ 18,687,099	\$ 5,774,989




Stormwater Management Balanced Scorecard

Measures	Objectives	Series Status	FY 2020 Actual	FY 2021 Actual	FY 2022 Goal
 Total cubic yards of street debris collected by Streets sweeper		Q4 Actual	859.00	773.00	
		YTD Actual	2,114.00	3,027.00	
		EOY Target	1,400.00	2,600.00	2,600.00
		% Target	151.00%	116.42%	
		% Goal	100.00%	100.00%	
 Number of catch basins inspected	Mitigate the potential for flooding.	Q4 Actual	328.00	472.00	
		YTD Actual	1,343.00	1,886.00	
		EOY Target	830.00	830.00	830.00
		% Target	161.81%	227.23%	
		% Goal	100.00%	100.00%	
 Number of catch basins cleaned	Mitigate the potential for flooding.	Q4 Actual	303.00	464.00	
		YTD Actual	1,292.00	1,640.00	
		EOY Target	450.00	450.00	450.00
		% Target	287.11%	364.44%	
		% Goal	100.00%	100.00%	
 Number of outfalls inspected and cleared	Mitigate the potential for flooding.	Q4 Actual	2.00	1.00	
		YTD Actual	19.00	13.00	
		EOY Target	12.00	12.00	12.00
		% Target	158.33%	108.33%	
		% Goal	100.00%	100.00%	
 Total miles of streets swept	Reduce the amount of pollutants in City waterways to comply with the Clean Water Act.	Q4 Actual	932.00	869.00	
		YTD Actual	3,110.00	3,629.00	
		EOY Target	1,100.00	1,100.00	1,100.00
		% Target	282.73%	329.91%	
		% Goal	100.00%	100.00%	

Stormwater Management Balanced Scorecard

Measures	Objectives	Series Status	FY 2020 Actual	FY 2021 Actual	FY 2022 Goal
 Quantity (CY) of debris and aquatic weeds removed from waterways	Reduce the amount of pollutants in City waterways to comply with the Clean Water Act.	Q4 Actual	940.00	1,125.00	
		YTD Actual	3,639.00	3,934.00	
		EOY Target	2,200.00	2,200.00	2,200.00
		% Target	165.41%	178.82%	
		% Goal	100.00%	100.00%	
 Meets budget target - Expenses	Finances	Q4 Actual	\$ 821,181.59	\$ 1,199,808.74	
		YTD Actual	\$ 4,771,895.49	\$ 3,430,323.61	
		EOY Target	\$ 8,501,148.00	\$ 6,737,099.53	\$ 5,774,989.00
		% Target	56.13%	50.92%	
		% Goal	100.00%	100.00%	
 Meets projected target - Expenses	Finances	Q4 Actual	\$ 821,181.59	\$ 1,199,808.74	
		YTD Actual	\$ 4,771,895.49	\$ 3,430,323.61	
		EOY Projection	\$ 5,934,937.00	\$ 4,449,050.86	\$ 5,774,989.00
		% Target	80.40%	77.10%	
		% Goal	100.00%	100.00%	
 Meets budget target - Revenues	Finances	Q4 Actual	\$ 109,507.01	\$ 88,670.49	
		YTD Actual	\$ 5,574,402.39	\$ 5,470,291.62	
		EOY Target	\$ 8,501,148.00	\$ 6,737,009.53	\$ 5,774,989.00
		% Target	65.57%	81.20%	
		% Goal	100.00%	100.00%	
 Meets projected target - Revenues	Finances	Q4 Actual	\$ 109,507.01	\$ 88,670.49	
		YTD Actual	\$ 5,574,402.39	\$ 5,470,291.62	
		EOY Projection	\$ 8,370,483.00	\$ 6,658,910.12	\$ 5,774,989.00
		% Target	66.60%	82.15%	
		% Goal	100.00%	100.00%	

Stormwater Management Balanced Scorecard

Measures	Objectives	Series Status	FY 2020 Actual	FY 2021 Actual	FY 2022 Goal
 Number of catch basins cleaned per staff	Enhance productivity.	Q4 Actual	151.50	232.00	
		YTD Actual	646.50	820.00	
		EOY Target	225.00	225.00	225.00
		% Target	287.33%	364.44%	
		% Goal	100.00%	100.00%	
 Number of canal related complaints	Reduce complaints.	Q4 Actual	2.00	6.00	
		YTD Actual	26.00	21.00	
		EOY Target	12.00	12.00	12.00
		% Target	216.67%	175.00%	
		% Goal	100.00%	100.00%	
 Number of training sessions attended (per staff)	Provide Training and Employee Development Opportunities.	Q4 Actual	—	0.00	
		YTD Actual	3.00	3.00	
		EOY Target	5.00	5.00	5.00
		% Target	60.00%	60.00%	
		% Goal	100.00%	100.00%	

FY21 actuals (revenues and expenses) are as of 11-25-21.
 End of year targets exclude year-end budget amendments.

Stormwater Management FTE's by Program

Administration (General Fund 001) Provides overall direction, support and leadership of the department through efficient and effective management of all departmental programs. <table style="width: 100%; border: none;"> <tr> <td style="text-align: center; width: 50%;"><u>FY 21</u> 1.95</td> <td style="text-align: center; width: 50%;"><u>FY 22</u> 2.45</td> </tr> </table>		<u>FY 21</u> 1.95	<u>FY 22</u> 2.45		
<u>FY 21</u> 1.95	<u>FY 22</u> 2.45				
Building Maintenance (General Fund 001) Responsible for providing scheduled preventive maintenance of building facilities, such as cleaning HVAC vents, light fixtures, roof gutters and drains and down spouts thereby maintaining the building structural integrity. <table style="width: 100%; border: none;"> <tr> <td style="text-align: center; width: 50%;"><u>FY 21</u> 19.00</td> <td style="text-align: center; width: 50%;"><u>FY 22</u> 19.00</td> </tr> </table>	<u>FY 21</u> 19.00	<u>FY 22</u> 19.00	Streets Maintenance (General Fund 001) Encompasses Street Sweeping, Street Light Maintenance, Pavement Maintenance, Sidewalk, Curb and Gutter Maintenance, and Sign Maintenance. <table style="width: 100%; border: none;"> <tr> <td style="text-align: center; width: 50%;"><u>FY 21</u> 8.25</td> <td style="text-align: center; width: 50%;"><u>FY 22</u> 8.00</td> </tr> </table>	<u>FY 21</u> 8.25	<u>FY 22</u> 8.00
<u>FY 21</u> 19.00	<u>FY 22</u> 19.00				
<u>FY 21</u> 8.25	<u>FY 22</u> 8.00				
Community Shuttle Service (General Fund 001) Provides demand-responsive community shuttle bus service which operates in conjunction with Broward County Transit. <table style="width: 100%; border: none;"> <tr> <td style="text-align: center; width: 50%;"><u>FY 21</u> 9.40</td> <td style="text-align: center; width: 50%;"><u>FY 22</u> 8.90</td> </tr> </table>	<u>FY 21</u> 9.40	<u>FY 22</u> 8.90	Landscape Maintenance (General Fund 001) Encompasses inspection and landscape maintenance of city properties, including Rights-of-Way Landscape material, Irrigation Repair and Maintenance, and General Landscape mowing services. <table style="width: 100%; border: none;"> <tr> <td style="text-align: center; width: 50%;"><u>FY 21</u> 14.75</td> <td style="text-align: center; width: 50%;"><u>FY 22</u> 11.00</td> </tr> </table>	<u>FY 21</u> 14.75	<u>FY 22</u> 11.00
<u>FY 21</u> 9.40	<u>FY 22</u> 8.90				
<u>FY 21</u> 14.75	<u>FY 22</u> 11.00				
Solid Waste Management (General Fund 001) Provides solid waste services to all residents and commercial properties within the City of Miramar utilizing semi-automated service. <table style="width: 100%; border: none;"> <tr> <td style="text-align: center; width: 50%;"><u>FY 21</u> 6.15</td> <td style="text-align: center; width: 50%;"><u>FY 22</u> 5.65</td> </tr> </table>	<u>FY 21</u> 6.15	<u>FY 22</u> 5.65	<div style="background-color: #d4edda; padding: 5px;"> Stormwater Management (Stormwater Fund 415) Provides maintenance, repair and improvements to the City Stormwater Management System Infrastructure. <table style="width: 100%; border: none;"> <tr> <td style="text-align: center; width: 50%;"><u>FY 21</u> 14.90</td> <td style="text-align: center; width: 50%;"><u>FY 22</u> 14.40</td> </tr> </table> </div>	<u>FY 21</u> 14.90	<u>FY 22</u> 14.40
<u>FY 21</u> 6.15	<u>FY 22</u> 5.65				
<u>FY 21</u> 14.90	<u>FY 22</u> 14.40				
Fleet Maintenance (Fleet Fund 503) Provides cost effective maintenance and repair of all City vehicles and operates an effective Vehicle Replacement Program. <table style="width: 100%; border: none;"> <tr> <td style="text-align: center; width: 50%;"><u>FY 21</u> 13.10</td> <td style="text-align: center; width: 50%;"><u>FY 22</u> 13.10</td> </tr> </table>		<u>FY 21</u> 13.10	<u>FY 22</u> 13.10		
<u>FY 21</u> 13.10	<u>FY 22</u> 13.10				



Stormwater Management Program

Description

The Stormwater Management encompasses Canal Management, Flood Protection, Pollution Control, Drainage and Guardrail Maintenance.

Canal Management ensures the cleanliness of City maintained waterways, keeping them free of debris and invasive aquatic vegetation. Staff controls the aquatic vegetation by applying chemicals and mechanical harvesting. The removal of tree limbs/ roots is also an important aspect of canal management, taking a proactive approach to avoid the potential for hazardous pipe obstructions.

The Flood Mitigation and Pollution Control staff provides services to mitigate potential flooding for the safety of all commercial and residential properties which is a vital service of the City. The activities include street sweeping and comply with the best management practices of the National Pollution Discharge and Elimination System (NPDES) Stormwater ordinance requirements. The City is a participant in the National Flood Insurance Protection (NFIP) and Community Rating System (CRS) which allows residents and business owners, whose properties qualify, to receive a discount on their flood insurance premiums.

Street Sweeping service ensures clean roadways and keeping roadway debris from blocking storm drains. This service also conforms to best management practices as part of the City's NPDES permit requirements.

The Drainage Structure Cleaning and Inspection (VacCon) services remove debris from catch basins and pipes throughout the City to prevent flooding.

Guardrail Maintenance provides protection of vehicular traffic from driving into canals and waterways, and includes periodic inspections of guardrails throughout the City.

As indicated in the Position Detail, this program is comprised of 14.40 full-time budgeted positions, and is managed by the Public Works Department.

FY 2021 Accomplishments

- Pressure cleaned rip rap embankment along University Drive between Pembroke Road and the Florida Turnpike.
- SRF Loan for Phase IV Drainage Project.
- Partnership with South Broward Drainage District (SBDD) for cleaning canals west of University Drive to include Red Road and University Drive canals.

Stormwater Management Program

Program Revenues, Expenditures and Position Summary

	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Dedicated Revenues					
Stormwater Management	\$ 4,591,642	\$ 5,478,503	\$ 5,660,700	\$ 5,660,700	\$ 5,754,389
Expenditures by Program					
Stormwater Management	\$ 3,008,106	\$ 2,829,573	\$ 3,105,322	\$ 3,129,558	\$ 2,952,472
Expenditures by Category					
Personnel Services	1,235,151	1,479,016	1,470,800	1,395,800	1,426,600
Operating Expense	1,264,740	1,317,939	1,475,322	1,483,322	1,525,872
Capital Outlay	508,216	32,618	159,200	250,436	—
Total	\$ 3,008,106	\$ 2,829,573	\$ 3,105,322	\$ 3,129,558	\$ 2,952,472
Position Detail					
Administration Superintendent****	0.50	0.50	0.50	0.50	0.50
Administrative Coordinator	1.00	1.00	1.00	1.00	1.00
Assistant Director of Public Works*	0.40	0.40	0.40	0.40	0.40
Department Coordinator*****	0.50	0.50	0.50	0.50	0.50
Field Service Manager**	0.50	0.50	0.50	0.50	—
Field Services Superintendent	1.00	1.00	1.00	1.00	1.00
Fiscal Operations Manager***	0.50	0.50	0.50	0.50	0.50
Heavy Equipment Operator II	2.00	2.00	2.00	2.00	2.00
Lead Maintenance	1.00	—	—	—	—
Lead Stormwater System Operator	—	1.00	1.00	1.00	1.00
Maintenance II	1.00	1.00	1.00	1.00	1.00
Maintenance Supervisor	1.00	—	—	—	—
Special Projects Administrator*****	0.50	0.50	0.50	0.50	0.50
Stormwater Maintenance Operations Supervisor	—	1.00	1.00	1.00	1.00
Stormwater Operator I	3.00	3.00	3.00	3.00	3.00
Stormwater Operator II	1.00	1.00	1.00	1.00	1.00
Streets & Drainage Engineer	1.00	1.00	1.00	1.00	1.00
Total	14.90	14.90	14.90	14.90	14.40

*Position split with Public Works-Administration Program .20 & Solid Waste Management Program .40 (Fund 001)

**Position split with Public Works-Streets Maintenance Program .25 & Landscape Maintenance Program .25 (Fund 001).

***Position split with Public Works-Streets Maintenance Program .50 (Fund 001).

****Position split with Public Works-Administration Program .25 & Solid Waste Management Program .25 (Fund 001).

*****Position split with Public Works-Administration Program .50 (Fund 001).

Stormwater Management Expenditures by Object Code

Stormwater Management — 415-50-515-538-

Object #	Account Description	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Personnel Services						
601200	Employee Salaries	\$ 673,576	\$ 760,721	\$ 834,900	\$ 759,900	\$ 815,700
601205	Lump Sum Payout - Accrued Time	23,924	32,768	30,500	30,500	26,100
601210	Non-Pensionable Earnings	19,826	2,818	—	—	4,400
601215	Communication Stipend	293	10,005	10,200	10,200	10,200
601220	Longevity Pay	4,017	4,531	5,000	5,000	4,500
601400	Overtime-General	89,925	60,705	45,200	45,200	45,200
601410	Overtime-Holiday	—	1,341	—	—	—
601412	Overtime-Emergency	4,239	3,655	—	—	—
602100	FICA & MICA	60,293	63,976	67,400	67,400	67,600
602210	Pension-General	46,261	211,584	112,600	112,600	115,100
602235	Pension-Senior Mgmt	42,552	65,096	65,100	65,100	53,400
602260	Pension-401	3,030	3,533	3,400	3,400	3,600
602265	Pension-457	7,748	8,840	10,500	10,500	9,400
602304	Health Insurance-PPO	28,827	16,209	14,100	14,100	14,600
602305	Health Insurance-HMO	123,200	143,421	179,300	179,300	163,300
602306	Dental Insurance-PPO	3,919	3,611	4,000	4,000	4,600
602307	Dental Insurance-HMO	1,378	1,557	2,000	2,000	1,600
602309	Basic Life	2,743	2,150	2,400	2,400	2,300
602311	Long-Term Disability	851	842	1,200	1,200	1,200
602312	HDHP Aetna	10,654	18,634	20,300	20,300	21,100
602313	HSA Payflex	2,700	4,900	4,100	4,100	4,100
602400	Workers' Compensation	58,600	37,200	58,600	58,600	58,600
602600	OPEB	26,597	20,918	—	—	—
	Sub-Total	1,235,151	1,479,016	1,470,800	1,395,800	1,426,600
Operating Expense						
603190	Prof Svcs-Other	3,672	14,017	25,000	7,600	85,000
603400	Contract Svc-Other	8,820	22,895	43,160	73,160	93,160
603450	Aquatic Plant Control	—	5,000	5,000	5,000	5,000
604100	Communication Services	4,985	1,555	2,300	1,150	2,300
604301	Electricity Svcs	25,431	29,641	29,060	28,060	29,500
604400	Leased Equipment	902	572	1,000	—	1,000
604500	Risk Internal Svcs Charge	59,400	27,600	5,000	5,000	21,400
604550	Health Ins Internal Serv Chg	—	40,100	57,500	57,500	31,100
604610	Fleet Internal Svcs Charge	140,800	109,500	99,600	99,600	89,400
604640	R&M Machinery	5,356	6,090	4,900	17,013	4,900
604663	R&M Stormwater	17,115	6,900	12,100	4,500	12,100
604700	Printing & Binding Svc	48	43	500	500	500
604870	Public Education	—	1,427	7,200	3,250	7,200
604905	Bank Svc Charges	1,277	189	400	400	1,200
604910	Advertising Costs	416	—	1,100	1,100	1,100
604920	License & Permit Fees	30,288	35,000	63,000	63,000	35,000
604989	IT Internal Svcs Charge	77,800	92,600	148,700	148,700	103,800
604995	Special Assessment Expense	19,487	19,488	19,600	19,600	19,600
604996	Admin Chg from Gen Fund	822,700	867,100	897,402	897,402	928,812
605220	Vehicle Fuel-On-Site	27,020	19,257	21,200	21,200	21,700
605240	Uniforms Cost	3,178	3,865	5,300	5,300	5,300
605242	Protective Clothing	1,851	2,212	2,500	2,500	2,500
605246	Safety Supplies	3,136	2,275	2,900	2,900	2,900
605252	Small Tools	5,519	3,300	3,300	3,300	3,700
605280	Chemicals	—	1,839	5,700	5,700	5,700
605290	Other Operating Supplies	4,066	4,103	7,000	7,000	7,000
605410	Subscriptions & Memberships	90	841	1,600	1,600	1,700
605500	Training-General	1,384	531	3,300	1,287	3,300
	Sub-Total	1,264,740	1,317,939	1,475,322	1,483,322	1,525,872
Departmental Capital Outlay						
606209	Infrastructure Renovations	—	—	75,000	142,000	—
606400	Machinery & Equipment	—	6,171	—	—	—
606440	Vehicles Purchase	508,216	26,447	84,200	108,436	—
	Sub-Total	508,216	32,618	159,200	250,436	—
Total		\$ 3,008,106	\$ 2,829,573	\$ 3,105,322	\$ 3,129,558	\$ 2,952,472

Stormwater Management Expenditures by Object Code

Debt Service—415-70-000/515-517-

Object #	Account Description	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Debt Service						
607132	Prin-SRL Infrastructure	\$ 495,916	\$ 506,335	\$ 517,000	\$ 517,000	\$ 527,900
607137	Prin-Hist Mir Impr SRLSW060810	12,632	12,881	13,200	13,200	13,400
607138	2017 Util Sys Rev Bd-Prin	—	15,450	16,200	16,200	17,000
607232	Int-SRL Infrastructure	90,601	80,137	71,800	71,800	60,900
607237	Int-Hist Mir Impr SRLSW060810	5,307	5,056	4,900	4,900	4,700
607238	2017 Util Sys Rev Bd-Int	11,762	22,751	22,400	22,400	21,600
607240	Int-SRF Loans	9,520	74,530	—	—	—
607322	Admin Costs	—	—	647,400	647,400	567,400
607999	Debt Service Clearing	(508,548)	(534,666)	—	—	—
	<i>Sub-Total</i>	117,191	182,474	1,292,900	1,292,900	1,212,900
	Total	\$ 117,191	\$ 182,474	\$ 1,292,900	\$ 1,292,900	\$ 1,212,900

Non-Departmental—415-90-000-538-

Object #	Account Description	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Personnel Services						
601600	Compensated Absences	\$ 28,480	\$ 9,565	\$ —	\$ —	\$ —
	<i>Sub-Total</i>	28,480	9,565	—	—	—
Depreciation						
605915	Depreciation-Proprietary	377,950	417,440	—	—	—
	<i>Sub-Total</i>	377,950	417,440	—	—	—
Appropriated Fund Balance						
609990	Appropriated Fund Balance	—	—	1,040,578	1,040,578	909,617
	<i>Sub-Total</i>	—	—	1,040,578	1,040,578	909,617
	Total	\$ 406,430	\$ 427,005	\$ 1,040,578	\$ 1,040,578	\$ 909,617

Stormwater Management Expenditures by Object Code

Unassigned—415-00-000-000-

Object #	Account Description	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Capital Asset Clearing						
606900	Capital Asset Clearing Account	\$ (5,594,916)	\$ (2,105,519)	\$ —	\$ —	\$ —
	Sub-Total	(5,594,916)	(2,105,519)	—	—	—
	Total	\$ (5,594,916)	\$ (2,105,519)	\$ —	\$ —	\$ —



Stormwater Management Expenditures by Object Code

Capital Improvement Program Expenditure Detail Budget—415-Various

Object #	Account Description	Project #	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
<i>Capital Improvement</i>							
Historic Miramar Canal <u>415-50-800-537-000-</u>							
606510	CIP-Construction	52021	\$ 392,457	\$ 70,662	\$ 340,000	\$ 864,882	\$ —
	Sub-total		392,457	70,662	340,000	864,882	—
Drainage Improvements <u>415-55-900/901-541-000-</u>							
606502	CIP-Plan/Design/Eng	52035	9,695	—	—	3,379	—
606510	CIP-Construction		4,350,777	1,717,115	—	415	—
	Sub-total		4,360,471	1,717,115	—	3,794	—
Historic Mir Drainage Improvement <u>415-50-900/901-538-000-</u>							
606502	CIP-Plan/Design/Eng	52066	339,144	285,125	—	405,388	—
606510	CIP-Construction		—	—	—	11,950,000	—
	Sub-total		339,144	285,125	—	12,355,388	—
Removal of Trees along City-Owned <u>415-50-801-538-000-</u>							
606510	CIP-Construction	52095	—	—	—	—	100,000
	Sub-total		—	—	—	—	100,000
Historic Mir Innov & Tech Village <u>415-50-800-538-000-</u>							
606510	CIP-Construction	53025	—	—	—	—	600,000
	Sub-total		—	—	—	—	600,000
Total			\$ 5,092,072	\$ 2,072,902	\$ 340,000	\$ 13,224,064	\$ 700,000

Stormwater Management Budget Justification

Object #	Account Description	Justification
Revenue		
325205	Stormwater Assessment	This revenue is generated from Stormwater fees collected via the annual tax bill.
343950	Stormwater Fees	These fees are collected from properties that are not able to be billed on the tax bill.
361100	Int Earnings	Revenues received from interest and Pooled cash earnings allowance and is allocated across funds based on the cash balance of each fund as compared to the total cash, unless directly related to a specific investment instrument.
361200	Dividend Income	This represents the return earned on the Wells Fargo Government Money Market Fund Sweep account.
Expense		
601400	Overtime-General	This line item represents the cost for overtime required for the following reasons: (1) repair to City facilities; (2) Hurricane Storm Event required FOC and UCC staffing; (3) unforeseen emergencies which may require staffs' assistance.
603190	Prof Svcs-Other	This line item is for outside professional services such as rate studies and other related services. Includes \$5,000 for Blasting Monitoring Services; \$5,000 for Water Quality profile for lake and canal system; \$10,000 for Annual Certification of Community Rating System; and \$5,000 for Sterling Award Certification. An additional \$60,000 was approved for the Identification of GIS Stormwater maps & drainage inlets initiative.
603400	Contract Svc-Other	This line item represents \$18,160 for services performed by outside contractors such as street sweeping, canal level monitoring, tree removal from canal embankments, and mitigation maintenance. In addition, \$25,000 was approved for contractual cleaning of drainage structures associated with Project No. 52035-Drainage Improvements - Phase III, and \$50,000 for canal maintenance as part of the Identification of GIS Stormwater maps & drainage inlets initiative.
603450	Aquatic Plant Control	This line item is for services provided by outside contractors licensed to chemically treat canals and lakes within the City of Miramar's jurisdiction (i.e., East of University Drive).
604100	Communication Services	This line item represents the cost for GPS tracking services
604301	Electricity Svcs	This account represents allocated costs for electricity usage at the water plant.
604400	Leased Equipment	This line item is for rental of specialized equipment that are seldomly used to perform various maintenance services.
604500	Risk Internal Svcs Charge	This account represents allocated property and liability insurance premiums as per Human Resources, Risk Management.
604550	Health Ins Internal Serv Chg	Funds the City's wellness program that encourage employees to adopt healthy habits through education, incentives and an on-site clinic.
604610	Fleet Internal Svcs Charge	This account represents costs associated with repair and maintenance of city vehicles. Allocation provided by Public Works Fleet Maintenance.
604640	R&M Machinery	This amount covers the cost to repair and maintain all large and small power equipment.
604663	R&M Stormwater	This line item represents anticipated cost associated with the fountain, drainage and canal maintenance.
604700	Printing & Binding Svc	This line item is for the printing of special inserts, envelopes and new resident brochures.
604870	Public Education	This represents the cost for pamphlets, posters, giveaways, etc., to educate residents.
604905	Bank Svc Charges	This is for analyzed bank services charges for handling Pooled cash accounts. Allocated amount is based on each fund cash balance.
604910	Advertising Costs	Cost associated with advertising to satisfy legal requirements of State Statutes, and public hearing notices to adopt the Annual Stormwater Management Service Assessment Rate.
604920	License & Permit Fees	This cost is for State of Florida fee, NPDES, West Water Management Association.
604989	IT Internal Svcs Charge	This account is for technology related costs such as leased computers, internet, intranet, land lines, network, telephone, software licenses, database needs and support services.
604995	Special Assessment Expense	This cost is for the stormwater assessment fees to be added on the Broward County tax roll.
604996	Admin Chg from Gen Fund	This is to reimburse the General Fund for services provided.
605220	Vehicle Fuel-On-Site	This account covers the cost of gas and oil used for city vehicles. Allocation provided by Public Works Fleet Maintenance.
605240	Uniforms Cost	This line item represents the cost of uniforms, shirts, safety shoes, jackets and caps for employees.
605242	Protective Clothing	This expenditure is for safety clothing as required by certain positions.
605246	Safety Supplies	This amount is for safety items such as traffic cones, barricades, caution tapes, first aid kits and flashlights.
605252	Small Tools	This cost is for new and replacement of small hand and power tools and other related accessories.
605280	Chemicals	This line item represents the cost for fertilizers, pesticides, herbicides, drying agents, dyes, defamers, cleaners and sanitary agents needed to maintain canals and waterways.

Stormwater Management Budget Justification

Object #	Account Description	Justification
605290	Other Operating Supplies	This line item is for expenses that are not budgeted in another line item.
605410	Subscriptions & Memberships	This line item is for the cost to maintain Florida Stormwater Association membership for eight employees.
605500	Training-General	This expenditure represents funds needed to attend various seminars and trainings.
607132	Prin-SRL Infrastructure	This amount is for the Principal portion of a State Revolving Loan (SRF - 33508L - East Miramar Infrastructure). In 2005 the City received funding for a 10 year loan.
607137	Prin-Hist Mir Impr SRLSW060810	This is the Principal for the State Revolving Loan # 060810 for the Historic Miramar Improvement Phase 3 which will be used for Stormwater Improvements. Principal and Interest is due semi-annually on May 15 and November 15 through November 15, 2036, to begin May 15, 2017.
607138	2017 Util Sys Rev Bd-Prin	This is the Principal for the Utility System Refunding Revenue Bonds, Series 2017 which was used to pay off the then outstanding Utility System Revenue Bond, Series 2007. Principal is due annually on October 1 through October 1, 2037, to begin October 1, 2018. Increased by \$16,200 to account for the split between funds 410 and 415 with 98.5% of the total P & I belonging to 410 and 1.5% to fund 415.
607232	Int-SRL Infrastructure	This amount is for the Interest portion of a State Revolving Loan (SRF - 33508L - East Miramar Infrastructure). In 2005 the City received funding for a 10 year loan.
607237	Int-Hist Mir Impr SRLSW060810	This is the Interest for the State Revolving Loan # 060810 for the Historic Miramar Improvement Phase 3 which will be used for Stormwater Improvements. Principal and Interest is due semi-annually on May 15 and November 15 through November 15, 2036, to begin May 15, 2017.
607238	2017 Util Sys Rev Bd-Int	This is the Interest for the Utility System Refunding Revenue Bonds, Series 2017 which was used to pay off the then outstanding Utility System Revenue Bond, Series 2007. Interest is due annually on October 1 through October 1, 2037, to begin October 1, 2018. Increased by \$22,400 to account for the split between funds 410 and 415 with 98.5% of the total P & I belonging to 410 and 1.5% to fund 415.
607322	Admin Costs	This is for the Principal and Interest payments for the new SRL Loans WW060801 and CW060840.
609990	Appropriated Fund Balance	These are revenues above the expense levels that will be appropriated back to fund balance.

Capital Improvement Projects

Removal of Trees along City-Owned Canals

606510	52095	This project will involve the removal of trees along City-owned and maintained canals east of University Drive.
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Historic Miramar Innovation & Technology Village

606510	53025	This project is comprised of workforce housing, transit hub, educational facilities, enhanced public recreational amenities, mixed use development and a technology village for new business start ups and smart city innovation.
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Internal Service Funds

Description

Internal Service Funds are used to account for the financing of services, self-insurance activities, fleet maintenance and information system services provided to other funds within the City on a cost-reimbursement basis. Currently, the City has four Internal Service Funds:

1. Health Insurance (Fund 501)
2. Risk Management (Fund 502)
3. Fleet Maintenance (Fund 503)
4. Information Technology (Fund 504)

Revenues and Expenditures Summary

Revenue By Category	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
General Taxes	\$ —	\$ —	\$ —	\$ —	\$ —
Permits, Fees, Special Assessment	—	—	—	—	—
Intergovernmental Revenues	86,000	81,625	80,100	80,100	90,000
Charges for Services	34,894,500	39,576,507	37,560,700	37,560,700	44,328,100
Fines & Forfeitures	—	—	—	—	—
Miscellaneous Revenues	966,805	876,436	4,288,600	4,288,600	223,600
Other Sources	—	—	3,320,000	12,010,788	1,801,700
Transfers In	—	—	—	—	—
Total	\$ 35,947,306	\$ 40,534,568	\$ 45,249,400	\$ 53,940,188	\$ 46,443,400
Expenditures by Category					
Personnel Services	\$ 4,649,814	\$ 5,794,052	\$ 5,452,100	\$ 5,443,900	\$ 5,801,100
Operating Expense	25,335,535	26,917,664	34,744,300	33,080,481	33,936,500
Capital Outlay	1,284,818	1,086,956	3,874,200	12,578,988	5,526,900
Grants & Aids	—	—	—	—	—
Total Operating Expenditures	\$ 31,270,166	\$ 33,798,672	\$ 44,070,600	\$ 51,103,369	\$ 45,264,500
Capital Improvement Program	—	—	—	—	—
Capital Asset Clearing	(1,084,821)	(1,016,541)	—	—	—
Other Uses	1,585,202	1,708,020	80,000	8,019	80,000
Debt Service	10,539	6,579	1,098,800	1,098,800	1,098,900
Transfers Out	—	—	—	—	—
Appropriated Fund Balance	—	—	—	1,730,000	—
Total	\$ 31,781,087	\$ 34,496,730	\$ 45,249,400	\$ 53,940,188	\$ 46,443,400

Summary by Fund

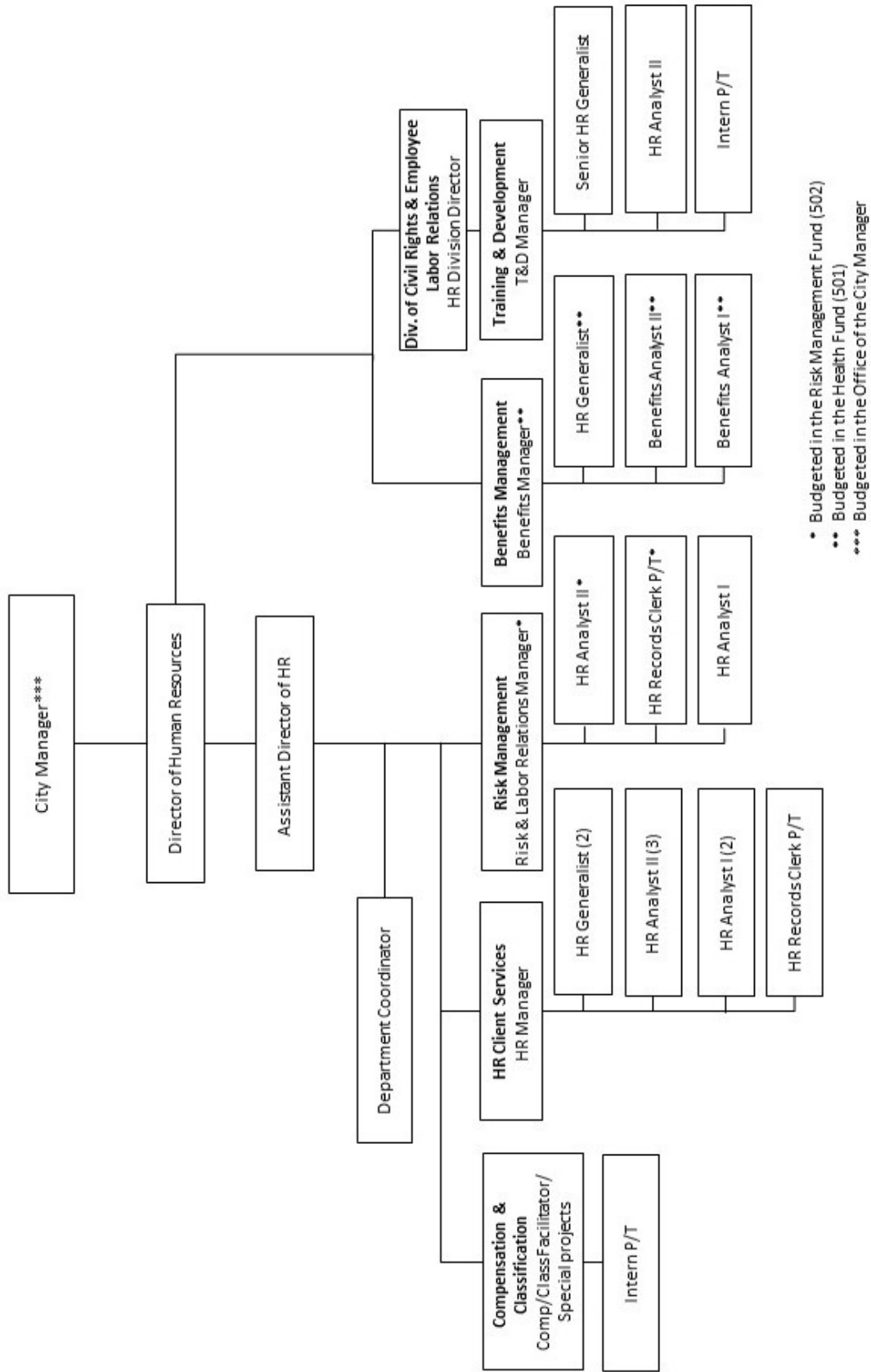
Revenues	Fund #	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Health Insurance	501	\$ 16,263,851	\$ 17,979,850	\$ 20,266,200	\$ 20,324,200	\$ 19,115,200
Risk Management	502	8,092,577	7,745,530	10,041,300	10,041,300	10,010,200
Fleet Maintenance	503	5,510,784	7,787,221	3,134,400	11,767,188	8,648,800
Information Technology (IT)	504	6,080,094	7,021,968	11,807,500	11,807,500	8,669,200
Total		\$ 35,947,306	\$ 40,534,568	\$ 45,249,400	\$ 53,940,188	\$ 46,443,400
Expenditures						
Health Insurance	501	\$ 16,229,613	\$ 16,560,321	\$ 20,266,200	\$ 20,324,200	\$ 19,115,200
Risk Management	502	5,708,616	6,593,214	10,041,300	10,041,300	10,010,200
Fleet Maintenance	503	4,177,990	4,760,293	3,134,400	11,767,188	8,648,800
Information Technology (IT)	504	5,664,867	6,582,902	11,807,500	11,807,500	8,669,200
Total		\$ 31,781,087	\$ 34,496,730	\$ 45,249,400	\$ 53,940,188	\$ 46,443,400





Health Insurance Fund

Health Insurance Fund Organizational Chart



- Budgeted in the Risk Management Fund (502)
- ** Budgeted in the Health Fund (501)
- *** Budgeted in the Office of the City Manager

Health Insurance Fund

Revenues and Expenditures Budget Summary

	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Beginning Fund Balance	\$ 1,606,330	\$ 1,640,568	\$ 3,060,096	\$ 3,060,096	\$ 4,732,096
Revenues By Category					
General Taxes	\$ —	\$ —	\$ —	\$ —	\$ —
Permits, Fees, Special Assessment	—	—	—	—	—
Intergovernmental Revenues	—	—	—	—	—
Charges for Services	16,138,424	17,953,080	20,231,000	20,231,000	19,106,600
Fines & Forfeitures	—	—	—	—	—
Miscellaneous Revenues	125,426	26,770	35,200	35,200	8,600
Appropriation of Fund Balance	—	—	—	58,000	—
Transfers In	—	—	—	—	—
Total	\$ 16,263,851	\$ 17,979,850	\$ 20,266,200	\$ 20,324,200	\$ 19,115,200
Expenditures By Category					
Personnel Services	\$ —	\$ 598,901	\$ 529,700	\$ 529,700	\$ 562,100
Operating Expense	16,229,613	15,961,420	19,736,500	18,006,500	18,553,100
Capital Outlay	—	—	—	58,000	—
Grants & Aids	—	—	—	—	—
Total Operating Expenditures	\$ 16,229,613	\$ 16,560,321	\$ 20,266,200	\$ 18,594,200	\$ 19,115,200
Capital Improvement Program	—	—	—	—	—
Capital Asset Clearing	—	—	—	—	—
Other Uses	—	—	—	—	—
Debt Service	—	—	—	—	—
Transfers Out	—	—	—	—	—
Appropriated Fund Balance	—	—	—	1,730,000	—
Total	\$ 16,229,613	\$ 16,560,321	\$ 20,266,200	\$ 20,324,200	\$ 19,115,200
Excess/Deficiency	\$ 34,238	\$ 1,419,528	\$ —	\$ —	\$ —
Appropriated Fund Balance	—	—	—	1,730,000	—
Appropriation of Fund Balance	—	—	—	(58,000)	—
Ending Fund Balance	\$ 1,640,568	\$ 3,060,096	\$ 3,060,096	\$ 4,732,096	\$ 4,732,096



Health Insurance Fund

Operating Revenues

Object #	Account Description	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Charges for Services						
341200	Internal Svcs Charge	\$ —	\$ 2,328,000	\$ 4,066,300	\$ 4,066,300	\$ 2,199,200
341205	PPO Dental City Contribution	401,528	349,902	352,300	352,300	348,100
341206	PPO Dental Emp Contribution	184,782	163,488	198,000	198,000	196,600
341207	HMO Dental City Contribution	64,105	71,811	82,100	82,100	82,800
341208	HMO Dental Emp Contribution	19,423	21,144	16,800	16,800	20,700
341220	PPO Medical City Contribution	2,399,927	2,161,529	1,990,400	1,990,400	1,839,700
341221	PPO Medical Emp Contribution	230,064	198,317	180,700	180,700	156,700
341222	HMO Medical City Contribution	9,245,629	8,907,929	9,707,300	9,707,300	10,675,200
341223	HMO Medical Emp Contribution	2,880,403	2,582,263	2,280,500	2,280,500	2,229,500
341224	HDHP Medical City Contribution	601,006	973,077	1,099,900	1,099,900	1,093,600
341225	HDHP Medical Employee Contrib	111,558	195,620	256,700	256,700	264,500
	<i>Sub-total</i>	16,138,424	17,953,080	20,231,000	20,231,000	19,106,600
Miscellaneous Revenues						
361100	Int Earnings	3,252	7,731	11,700	11,700	8,500
361200	Dividend Income	45,163	19,039	23,500	23,500	100
369900	Miscellaneous Revenue	77,011	—	—	—	—
399900	CIP Carryover	—	—	—	58,000	—
	<i>Sub-total</i>	125,426	26,770	35,200	93,200	8,600
	Total	\$16,263,851	\$17,979,850	\$20,266,200	\$20,324,200	\$19,115,200

Health Insurance Fund

Description—Fund 501

This fund account for the City's self-funded medical, dental, and fully-insured disability, and life insurance for employees, retirees and eligible dependents. Administrative fees for the self-funded medical and dental are billed monthly, claims are billed as incurred, while catastrophic medical claims are covered through a stop-loss policy to maintain adequate reserves and protect the plan from large losses. In addition, expenses for the Employee Onsite Health and Wellness Center are managed through this fund.

The Human Resources Department manages the Health Fund. As indicated in the Position Detail, this fund is comprised of four (4) full-time budgeted positions.

The two programs provided are:

1. Benefits Administration
2. Wellness

FY 2021 Accomplishments

- The onsite Employee Health and Wellness Center opened in full capacity for in-person visits as of October 28, 2020. Since opening, the Health and Wellness Center has reached 50% capacity placing the City on target to reach 75% within 18 months of operation.
- Transitioned the City's fully-insured medical plan to self-insured effective January 1, 2021. This model will allow the City to be more nimble in making appropriate changes to the medical plan to lower the medical plan increases year over year.
- Presented with the Silver Aetna Workplace Well-Being Above and Beyond Award for the City's wellness programming and commitment to employee wellness.
- Implemented the Benefits Administration module in Munis which eliminated the need for a third-party benefits application. This transition will produce an expected savings of \$40,000 annually.
- Launched the very first virtual open enrollment and health fair with an interactive platform allowing employees to connect with various benefits vendors and benefits staff safely.



City of Miramar hosts Job Fair 2021

Health Insurance Fund

Revenues, Expenditures and Position Summary

Dedicated Revenues	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Benefits Administration	\$ 35,675	\$ 1,042,204	\$ 1,789,200	\$ 1,847,200	\$ 1,817,400
Wellness	—	79,963	345,200	345,200	357,300
Total	\$ 35,675	\$ 1,122,167	\$ 2,134,400	\$ 2,192,400	\$ 2,174,700

Expenditures by Program

Benefits Administration	\$ 35,675	\$ 1,042,204	\$ 1,789,200	\$ 1,847,200	\$ 1,817,400
Wellness	—	79,963	345,200	345,200	357,300
Health-Non Departmental	16,193,938	15,438,155	18,131,800	18,131,800	16,940,500
Total	\$ 16,229,613	\$ 16,560,321	\$ 20,266,200	\$ 20,324,200	\$ 19,115,200

Expenditures by Category

Personnel Services	\$ —	\$ 598,901	\$ 529,700	\$ 529,700	\$ 562,100
Operating Expense	16,229,613	15,961,420	19,736,500	18,006,500	18,553,100
Capital Outlay	—	—	—	58,000	—
Appropriated Fund Balance	—	—	—	1,730,000	—
Total	\$ 16,229,613	\$ 16,560,321	\$ 20,266,200	\$ 20,324,200	\$ 19,115,200

Positions by Program

Benefits Administration	—	4.00	3.00	3.00	3.00
Wellness	—	1.00	1.00	1.00	1.00
Total	—	5.00	4.00	4.00	4.00

Position Detail

Benefits Analyst	—	1.00	1.00	1.00	—
Benefits Analyst I*	—	—	—	—	1.00
Benefits Analyst II*	—	—	—	—	1.00
Benefits Coordinator	—	1.00	—	—	—
Benefits Fund Analyst	—	1.00	1.00	1.00	—
Benefits Manager	—	1.00	1.00	1.00	1.00
Human Resources Analyst II	—	1.00	—	—	—
Human Resources Generalist	—	—	1.00	1.00	1.00
Total FTE's	—	5.00	4.00	4.00	4.00

Health Insurance Fund FTE's by Program

Administration (General Fund 001)			
<p>Provides for the equitable administration of the human resources system of the City of Miramar to be consistent with principles of equal employment opportunity, non-discrimination, merit, efficiency and accountability. Collective Bargaining responsibilities are delegated to this program representing about 84% of the workforce. Advises departments on personnel issues and appropriate methods of problem resolution. Oversees all departmental activities and provides departmental support in the areas of procurement, budget, fiscal management and business planning.</p>			
<u>FY 21</u> 3.00		<u>FY 22</u> 4.00	
Human Resources Operations (General Fund 001)		Training & Development (General Fund 001)	
<p>Develops and manages the day to day operations of the department to include employment/recruitment programs, conflict resolution, outreach, maintenance of employee compensation and classification, and employee records.</p>		<p>Provide training and development opportunities to support organizational learning, resulting in higher employee satisfaction, commitment, improved performance, productivity, and engagement.</p>	
<u>FY 21</u> 9.00	<u>FY 22</u> 8.50	<u>FY 21</u> 2.50	<u>FY 22</u> 3.00
Division of Civil Rights & Employee Labor Relations (General Fund 001)		Risk Management (Risk Fund 502)	
<p>This program is responsible for developing, implementing, monitoring and enforcing fair employment guidelines.</p>		<p>Provides services mandated by federal and state laws and City of Miramar Policies and Procedures as they apply to employees with disabilities and maintains the City's self-insurance of liability and workers' compensation.</p>	
<u>FY 21</u> 3.00	<u>FY 22</u> 2.00	<u>FY 21</u> 3.00	<u>FY 22</u> 3.50
Benefits Administration (Health Fund 501)		Wellness (Health Fund 501)	
<p>Provides and administers responsive, cost effective benefit programs including group medical, vision, dental and life insurance, that meet the needs of the City's employees, retirees and their dependents. Provides retirement counseling and support for the administration of four pension programs.</p>		<p>The Wellness Program's objective is to educate employees on the benefits of the adoption and maintenance of healthy habits. Healthy behaviors lead to lower health risks which lead to less chronic diseases and ultimately lower healthcare costs.</p>	
<u>FY 21</u> 3.00	<u>FY 22</u> 3.00	<u>FY 21</u> 1.00	<u>FY 22</u> 1.00

Health Insurance Fund Budget Summary by Program

Benefits Administration—Program 062

Description

The importance of successfully recruiting and retaining skilled staff depends on many factors including a competitive and innovative benefit program. The Benefits Program offers employees, retirees and dependents a wide selection of benefits including group health, dental, life, vision, long term disability, and various voluntary programs. The program requires good oversight in terms of finances as well as the quality of services delivered. It also involves the ability to respond to employee questions and concerns timely and effectively. This program also encompasses retirement educational programs to provide employees with the necessary tools to proactively plan for their retirement.

Dedicated Revenues	Object Code	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Internal Services Charge	341200	\$ 35,675	\$1,042,204	\$1,789,200	\$1,847,200	\$1,817,400
Expenditures by Category						
Personnel Services		\$ —	\$ 597,506	\$ 426,800	\$ 426,800	\$ 444,000
Operating Expense		35,675	444,698	1,362,400	1,362,400	1,373,400
Departmental Capital Outlay		—	—	—	58,000	—
Total		\$ 35,675	\$1,042,204	\$1,789,200	\$1,847,200	\$1,817,400
Percent of Time by Position						
Benefits Analyst II		—	—	—	—	1.00
Benefits Fund Analyst		—	1.00	1.00	1.00	—
Benefits Coordinator		—	1.00	—	—	—
Benefits Manager		—	1.00	1.00	1.00	1.00
Human Resources Analyst II		—	1.00	—	—	—
Human Resources Generalist		—	—	1.00	1.00	—
Human Resources Sr. Generalist		—	—	—	—	1.00
Total		—	4.00	3.00	3.00	3.00

Health Insurance Fund Budget Summary by Program

Wellness—Program 065

Description

The City's Wellness Program's objective is to educate employees on the benefits of the adoption and maintenance of healthy habits. Healthy behaviors lead to lower health risks and lower health risks lead to less chronic diseases and ultimately reduces healthcare costs.

	Object Code	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Dedicated Revenues						
Internal Services Charge	341200	\$ —	\$ 79,963	\$ 345,200	\$ 345,200	\$ 357,300
Total						
Expenditures by Category						
Personnel Services		\$ —	\$ 1,395	\$ 102,900	\$ 102,900	\$ 118,100
Operating Expense		—	78,568	242,300	242,300	239,200
Departmental Capital Outlay		—	—	—	—	—
Total		\$ —	\$ 79,963	\$ 345,200	\$ 345,200	\$ 357,300
Percent of Time by Position						
Benefits Analyst		—	1.00	1.00	1.00	—
Benefits Analyst I		—	—	—	—	1.00
Total		—	1.00	1.00	1.00	1.00



Health Insurance Fund Expenditures by Object Code

Benefits Administration—501- 06-062-513

Object #	Account Description	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
<u>Personnel Services</u>						
601200	Employee Salaries	\$ —	\$ 345,916	\$ 271,100	\$ 271,100	\$ 284,500
601205	Lump Sum Payout - Accrued Time	—	18,026	7,400	7,400	7,400
601210	Non-Pensionable Earnings	—	1,550	—	—	3,000
601215	Communication Stipend	—	1,800	3,900	3,900	3,900
601220	Longevity Pay	—	1,823	—	—	—
601600	Compensated Absences	—	29,309	—	—	—
602100	FICA & MICA	—	26,714	22,700	22,700	22,900
602235	Pension-Senior Mgmt	—	103,312	62,600	62,600	61,100
602265	Pension-457	—	7,792	6,000	6,000	6,200
602304	Health Insurance-PPO	—	4,700	—	—	—
602305	Health Insurance-HMO	—	33,649	33,700	33,700	35,000
602306	Dental Insurance-PPO	—	1,686	2,000	2,000	2,000
602307	Dental Insurance-HMO	—	250	—	—	—
602309	Basic Life Insurance	—	1,170	800	800	800
602311	Long-Term Disability Ins	—	314	400	400	400
602312	HDHP Aetna	—	11,117	13,500	13,500	14,100
602313	HSA Payflex	—	2,800	2,700	2,700	2,700
602600	OPEB	—	5,578	—	—	—
	<i>Sub-Total</i>	—	597,506	426,800	426,800	444,000
<u>Operating Expense</u>						
603190	Prof Svcs-Other	35,675	296,046	1,132,500	931,100	995,000
603425	Software License & Maint	—	47,942	58,500	58,500	50,000
603470	Temporary Help	—	28,544	30,000	30,000	15,000
604001	Travel & Training	—	4,362	16,000	16,000	16,000
604301	Electricity Svcs	—	—	—	7,000	4,600
604403	Leased Building	—	32,814	71,000	71,000	75,000
604500	Risk Internal Svcs Charge	—	—	500	500	2,100
604700	Printing & Binding Svcs	—	—	4,000	4,000	4,000
604890	Special Events-Other	—	5,174	7,500	7,500	7,500
604989	IT Internal Svcs Charge	—	25,700	17,900	17,900	28,800
605100	Office Supplies	—	443	2,000	2,000	2,100
605120	Computer Operating Expenses	—	2,466	2,000	—	2,000
605250	Noncap Furn (Item less 5000)	—	—	2,000	2,000	2,000
605251	Noncap Equip (Item less 5000)	—	—	2,500	4,500	2,500
605265	Medical Supplies	—	—	—	47,000	55,000
605268	Pharmaceuticals	—	—	—	98,000	52,800
605285	Lab Supplies	—	—	—	28,400	22,000
605290	Other Operating Supplies	—	—	—	21,000	21,000
605410	Subscriptions & Memberships	—	369	4,000	4,000	4,000
605500	Training-General	—	837	5,000	5,000	5,000
605510	Tuition Reimbursement	—	—	7,000	7,000	7,000
	<i>Sub-Total</i>	35,675	444,698	1,362,400	1,362,400	1,373,400
<u>Departmental Capital Outlay</u>						
606405	Furniture & Fixtures	—	—	—	58,000	—
	<i>Sub-Total</i>	—	—	—	58,000	—
	Total	\$ 35,675	\$ 1,042,204	\$ 1,789,200	\$ 1,847,200	\$ 1,817,400

Health Insurance Fund Expenditures by Object Code

Wellness—501-06-065-513-

Object #	Account Description	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Personnel Services						
601200	Employee Salaries	\$ —	\$ —	\$ 72,100	\$ 72,100	\$ 76,800
601210	Non-Pensionable Earnings	—	—	—	—	1,000
602100	FICA & MICA	—	—	5,500	5,500	5,900
602235	Pension-Senior Mgmt	—	—	16,700	16,700	16,500
602265	Pension-457	—	—	—	—	2,300
602304	Health Insurance-PPO	—	—	—	—	14,600
602305	Health Insurance-HMO	—	—	8,100	8,100	—
602306	Dental Insurance-PPO	—	—	—	—	700
602307	Dental Insurance-HMO	—	—	200	200	—
602309	Basic Life Insurance	—	—	200	200	200
602311	Long-Term Disability Ins	—	—	100	100	100
602600	OPEB	—	1,395	—	—	—
	<i>Sub-Total</i>	—	1,395	102,900	102,900	118,100
Operating Expense						
603425	Software License & Maint	—	69,383	75,000	75,000	75,000
604500	Risk Internal Svcs Charge	—	—	200	200	800
604700	Printing & Binding Svcs	—	—	3,000	3,000	3,000
604890	Special Events-Other	—	3,641	60,000	60,000	60,000
604910	Advertising Costs	—	—	5,000	5,000	5,000
604920	License & Permit Fees	—	—	500	500	700
604950	Employee Awards	—	—	85,000	85,000	85,000
604989	IT Internal Svcs Charge	—	5,300	6,000	6,000	—
605100	Office Supplies	—	—	1,100	1,100	1,200
605251	Noncap Equip (Item less 5000)	—	—	2,500	2,500	2,500
605290	Other Operating Supplies	—	244	1,000	1,000	1,000
605410	Subscriptions & Memberships	—	—	1,000	1,000	1,000
605500	Training-General	—	—	2,000	2,000	4,000
	<i>Sub-Total</i>	—	78,568	242,300	242,300	239,200
	Total	\$ —	\$ 79,963	\$ 345,200	\$ 345,200	\$ 357,300

Health Insurance Fund Expenditures by Object Code

Non-Departmental—501-90-000-519-

Object #	Account Description	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
<u>Operating Expense</u>						
603010	Health PPO Premium	\$ 2,827,035	\$ 2,364,043	\$ 2,171,100	\$ 529,988	\$ —
603015	Health HMO Premium	12,635,238	11,319,520	11,987,800	2,710,412	—
603016	Health HDHP Premium	—	1,209,119	1,356,600	306,056	—
603025	Dental HMO Premium	81,588	85,453	98,900	105,562	—
603186	Wellness Program	50,485	—	—	—	—
603425	Software License & Maint	44,736	—	—	—	—
604905	Bank Svc Charges	1,813	2,700	400	400	3,100
604921	Dental HMO Claims	—	—	—	—	98,500
604922	Dental PPO Claims	521,396	429,595	550,300	530,010	518,600
604940	Health HMO Claims	—	—	—	8,427,388	12,253,300
604944	Dental Claims Admin Fee	30,891	27,724	36,700	50,328	30,000
604946	Health PPO Claims	—	—	—	1,654,737	1,897,100
604947	HDHP Claims	—	—	—	1,036,919	1,289,900
604948	Health Claims Admin Fee	—	—	—	850,000	850,000
604998	Contingency	756	—	1,930,000	200,000	—
	<i>Sub-Total</i>	16,193,938	15,438,155	18,131,800	16,401,800	16,940,500
<u>Appropriated Fund Balance</u>						
609990	Appropriated Fund Balance	—	—	—	1,730,000	—
	<i>Sub-Total</i>	—	—	—	1,730,000	—
	Total	\$16,193,938	\$15,438,155	\$18,131,800	\$18,131,800	\$16,940,500

Health Insurance Fund Budget Justification

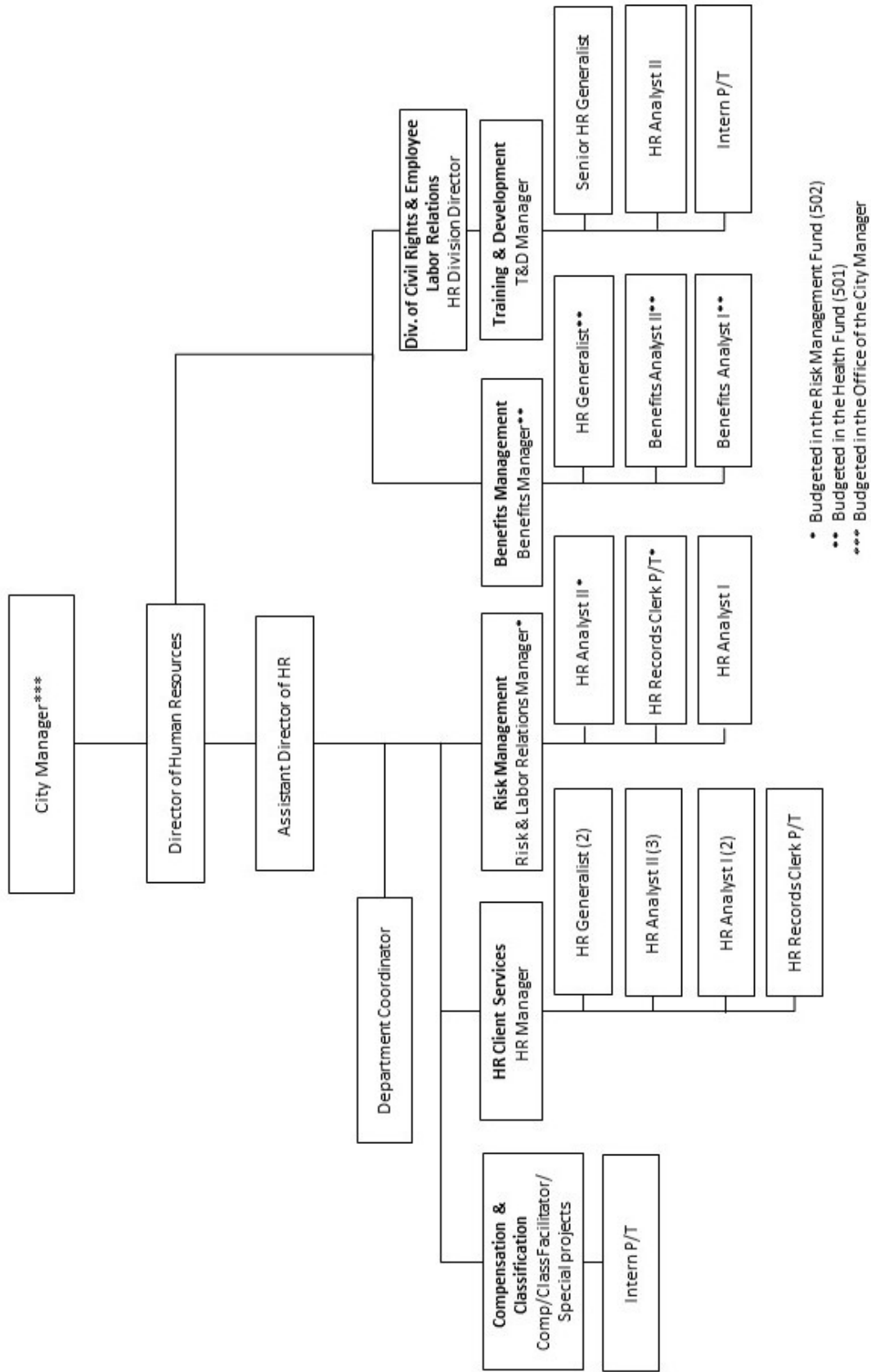
Object #	Account Description	Justification
<u>Revenue</u>		
341200	Internal Svcs Charge	Revenues budgeted in this account represent funds collected from all participant departments and programs as an allocation for cost recovery of health insurance services.
341205	PPO Dental City Contribution	Revenues for this line item arise from an internal service charge against each City department that is based on each employee's estimated PPO and HMO dental insurance coverage and costs. Only PPO dental insurance coverage and outstanding claims are in this fund.
341206	PPO Dental Emp Contribution	Revenues are the employees' share of PPO and HMO dental insurance based on collective bargaining agreements and the Comprehensive Pay Plan.
341207	HMO Dental City Contribution	Revenues for this line item arise from an internal service charge against each City department that is based on each employee's estimated PPO and HMO dental insurance coverage and costs. Only PPO dental insurance coverage and outstanding claims are in this fund.
341208	HMO Dental Emp Contribution	Revenues are the employees' share of PPO and HMO dental insurance based on collective bargaining agreements and the Comprehensive Pay Plan.
341220	PPO Medical City Contribution	Revenues relate to the City's share of the Medical insurance premium costs.
341221	PPO Medical Emp Contribution	Revenues are the employees' share of PPO and HMO medical insurance based on collective bargaining agreements and the Comprehensive Pay Plan.
341222	HMO Medical City Contribution	Revenues relate to the City's share of the Medical insurance premium costs.
341223	HMO Medical Emp Contribution	Revenues are the employees' share of PPO and HMO medical insurance based on collective bargaining agreements and the Comprehensive Pay Plan.
341224	HDHP Medical City Contribution	Revenues are the City's share of the HDHP medical insurance based on collective bargaining agreements and the Comprehensive Pay Plan.
341225	HDHP Medical Employee Contrib	Revenues are the employees' share of the HDHP medical insurance based on collective bargaining agreements and the Comprehensive Pay Plan.
361100	Int Earnings	Revenues received from interest and Pooled cash earnings allowance and is allocated across funds based on the cash balance of each fund as compared to the total cash, unless directly related to a specific investment instrument.
361200	Dividend Income	This represents the return earned on the Wells Fargo Government Money Market Fund Sweep account.
<u>Expense</u>		
603190	Prof Svcs-Other	Funding is to cover professional services for employee benefits consultations and the cost of implementing an Onsite health clinic, which includes payments to the provider selected, doctors and/or nurse practitioners.
603425	Software License & Maint	This line item is for contracted software license and maintenance related to administration of benefits.
603470	Temporary Help	This account represents costs associated with providing additional professional staff for clerical support to maintain work flow during extended employee absences.
604001	Travel & Training	This account is for out-of-town travel and accommodations for specialized training and certification courses or conferences, which includes registration, airline travel, meals, etc.
604301	Electricity Svcs	This account represents allocated costs for electricity usage.
604403	Leased Building	This \$75,000 is budgeted to cover the cost of leasing space, in order to provide easily accessible and quick access to primary care physicians and/or nurse practitioners to City employees and eligible dependents.
604500	Risk Internal Svcs Charge	This is a restricted account for allocated property and liability insurance premiums as provided by HR-Risk Management.
604700	Printing & Binding Svcs	Printing campaign materials for risk prevention programs and benefit educational campaigns to be distributed city-wide to employees.
604890	Special Events-Other	Continued funding for various HR events during the fiscal year to include the Career Fair and other HR related events.
604905	Bank Svc Charges	This is for analyzed bank services charges for handling Pooled cash accounts. Allocated amount is based on each fund cash balance.
604910	Advertising Costs	Cost associated with advertising to satisfy legal requirements of State Statutes, and public hearing notices to adopt the Annual Stormwater Management Service Assessment Rate.
604920	License & Permit Fees	This represents the cost associated with licensing fees related to operating wellness programs.
604921	Dental HMO Claims	Expenditures from this line item represent insurance claims paid by the City for the self-insured HMO dental plan.
604922	Dental PPO Claims	Expenditures from this line item represent insurance claims paid by the City for the self-insured dental plan.

Health Insurance Fund Budget Justification

Object #	Account Description	Justification
604940	Health HMO Claims	Expenditures are the City's portion for providing HMO Health care benefit to enrolled participants.
604944	Dental Claims Admin Fee	Expenditures from this line item represent administrative fees for the City's self-insured dental insurance plan.
604946	Health PPO Claims	Expenditures are the City's portion for providing PPO health care benefit to enrolled employees.
604947	HDHP Claims	Expenditures are the City's portion for providing HDHP health care benefit to employees participating of this type of insurance.
604948	Health Claims Admin Fee	Expenditures from this line item represent administrative fees for the City's self-insured medical insurance plan.
604950	Employee Awards	Supplies and awards and shipping costs for employee recognition program.
604989	IT Internal Svcs Charge	This account is for technology related costs such as leased computers, internet, intranet, land lines, network, telephone, software licenses, database needs and support services.
605100	Office Supplies	Costs for office supplies to be used by the new staff funded in the Health Fund programs, including pens, note pads, printer paper, desk tools, etc.
605120	Computer Operating Expenses	This account represents costs for computer and hardware related items.
605250	Noncap Furn (Item less 5000)	This line item is for furniture and fixture that cost less than \$5,000.
605251	Noncap Equip (Item less 5000)	This funding is for non-capital equipment that cost less than \$5,000.
605265	Medical Supplies	This account is used to budget for medical supplies.
605268	Pharmaceuticals	This account is to pay for pharmaceutical boxes to treat medical emergencies when necessary.
605285	Lab Supplies	This amount is for the cost of laboratory supplies covered by the Health Fund.
605290	Other Operating Supplies	This line item is for various supplies that are not budgeted in any other line item and are unexpected expenditures.
605410	Subscriptions & Memberships	This account is for memberships in professional associations, subscriptions and for books, manuals and publications necessary for staff to retain professional and technical certifications.
605500	Training-General	This expenditure represents funds needed to pay for staff to attend various seminars and trainings.
605510	Tuition Reimbursement	Education assistance to permanent employees that is associated with a certificate or degree program at a community college or state college/university. Education must be related to the employee's present position or have the ability to assist in a promotional opportunity. The cost covers books and lab fees associated with the course.

Risk Management Fund

Risk Management Organizational Chart



- Budgeted in the Risk Management Fund (502)
- ** Budgeted in the Health Fund (501)
- *** Budgeted in the Office of the City Manager

Risk Management Fund

Revenue and Expenditures Summary

	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Beginning Fund Balance	\$ 6,271,967	\$ 8,655,928	\$ 9,808,244	\$ 9,808,244	\$ 6,488,244
Revenues By Category					
General Taxes	\$ —	\$ —	\$ —	\$ —	\$ —
Permits, Fees, Special Assessment	—	—	—	—	—
Intergovernmental Revenues	—	—	—	—	—
Charges for Services	7,359,116	7,011,627	6,365,400	6,365,400	8,618,900
Fines & Forfeitures	—	—	—	—	—
Miscellaneous Revenues	733,461	733,903	355,900	355,900	191,300
Appropriation of Fund Balance	—	—	3,320,000	3,320,000	1,200,000
Transfer In	—	—	—	—	—
Total	\$ 8,092,577	\$ 7,745,530	\$ 10,041,300	\$ 10,041,300	\$ 10,010,200
Expenditures By Category					
Personnel Services	\$ 743,870	\$ 572,178	\$ 525,400	\$ 522,600	\$ 538,600
Operating Expense	4,964,746	6,021,037	9,515,900	9,518,700	9,471,600
Capital Outlay	—	—	—	—	—
Grants & Aids	—	—	—	—	—
Total Operating Expenditures	\$ 5,708,616	\$ 6,593,214	\$ 10,041,300	\$ 10,041,300	\$ 10,010,200
Capital Improvement Program	—	—	—	—	—
Capital Asset Clearing	—	—	—	—	—
Other Uses	—	—	—	—	—
Debt Service	—	—	—	—	—
Transfers	—	—	—	—	—
Appropriated Fund Balance	—	—	—	—	—
Total	\$ 5,708,616	\$ 6,593,214	\$ 10,041,300	\$ 10,041,300	\$ 10,010,200
Excess/Deficiency	\$ 2,383,961	\$ 1,152,316	\$ —	\$ —	\$ —
Appropriated Fund Balance	—	—	—	—	—
Appropriation of Fund Balance	—	—	(3,320,000)	(3,320,000)	(1,200,000)
Ending Fund Balance	\$ 8,655,928	\$ 9,808,244	\$ 6,488,244	\$ 6,488,244	\$ 5,288,244



Risk Management Fund

Operating Revenues

Object #	Account Description	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Charges for Services						
341200	Internal Svcs Charge	\$ 3,334,100	\$ 2,548,200	\$ 689,000	\$ 689,000	\$ 2,942,500
341203	City Contribution - WC	4,025,016	4,463,427	5,676,400	5,676,400	5,676,400
	<i>Sub-total</i>	<u>7,359,116</u>	<u>7,011,627</u>	<u>6,365,400</u>	<u>6,365,400</u>	<u>8,618,900</u>
Miscellaneous Revenues						
361100	Int Earnings	340,470	148,728	161,400	161,400	41,000
361200	Dividend Income	55,265	38,652	44,500	44,500	300
369300	Insurance Recoveries	337,726	546,522	150,000	150,000	150,000
369900	Miscellaneous Revenue	—	—	—	—	—
	<i>Sub-total</i>	<u>733,461</u>	<u>733,903</u>	<u>355,900</u>	<u>355,900</u>	<u>191,300</u>
Other Sources						
399999	Appropriation Of Fund Balance	—	—	3,320,000	3,320,000	1,200,000
	<i>Sub-total</i>	<u>—</u>	<u>—</u>	<u>3,320,000</u>	<u>3,320,000</u>	<u>1,200,000</u>
	Total	<u>\$ 8,092,577</u>	<u>\$ 7,745,530</u>	<u>\$ 10,041,300</u>	<u>\$ 10,041,300</u>	<u>\$ 10,010,200</u>

Risk Management Fund

Description—Fund 502

Risk Management is responsible for managing the risk programs for the City. This includes the self-insurance of liability and workers' compensation and providing a safety net from catastrophic risk and implementation of prevention programs to help mitigate costs.

The Human Resources Department manages the Risk Management Program. As indicated in the Position Detail, this program is comprised of three (3) full-time and one (.5 FTE) part-time budgeted positions.

FY 2021 Accomplishments

- During FY21 the City's Workers' Compensation Experience Modification rate decreased from 0.73 to 0.65.
- The City's Risk Management claim processing was significantly negatively impacted by a 32% increase in the number of new claims, because of the impact of the COVID-19 virus, when compared to the average number of claims over the last ten (10) years. Amidst this increase in number of claims, Risk Management was able to efficiently manage these claims and ended the year with over 280% decrease in per claim cost, compared to the average claim cost over the last ten (10) years.
- Risk Management working with the City's Insurance Broker had a 22% increase in the City's risk exposure but was able to negotiate with the Insurance Carriers for a 16% increase insurance premium rate; giving the City a 8% savings on premium payment.








Human Resources Hosted Team Building Exercise

Risk Management Fund




Program Revenues, Expenditures and Position Summary

	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Dedicated Revenues					
Risk Management	\$ 410,195	\$ 620,513	\$ 583,100	\$ 583,100	\$ 609,900
Benefits Administration	579,679	—	—	—	—
Total	\$ 989,874	\$ 620,513	\$ 583,100	\$ 583,100	\$ 609,900
Expenditures by Program					
Risk Management	\$ 410,195	\$ 620,513	\$ 583,100	\$ 583,100	\$ 609,900
Benefits Administration	579,679	—	—	—	—
Risk-Non Departmental	4,718,743	5,972,701	9,458,200	9,458,200	9,400,300
Total	\$ 5,708,616	\$ 6,593,214	\$ 10,041,300	\$ 10,041,300	\$ 10,010,200
Expenditures by Category					
Personnel Services	\$ 743,870	\$ 572,178	\$ 525,400	\$ 522,600	\$ 538,600
Operating Expense	4,964,746	6,021,037	9,515,900	9,518,700	9,471,600
Capital Outlay	—	—	—	—	—
Total	\$ 5,708,616	\$ 6,593,214	\$ 10,041,300	\$ 10,041,300	\$ 10,010,200
Positions by Program					
Risk Management	—	3.00	3.00	3.00	3.50
Benefits Administration	5.00	—	—	—	—
Total	5.00	3.00	3.00	3.00	3.50
Position Detail					
Benefits Manager	1.00	—	—	—	—
Human Resources Analyst I	—	—	—	—	2.00
Human Resources Analyst II	3.00	2.00	1.00	1.00	—
Human Resources Generalist	—	—	1.00	1.00	—
Human Resources Records Clerk - Part-time	—	—	—	—	0.50
Risk & Labor Relations Manager	1.00	1.00	1.00	1.00	1.00
Total FTE's	5.00	3.00	3.00	3.00	3.50

Risk Management Balanced Scorecard

Measures	Objectives	Series Status	FY 2020 Actual	FY 2021 Actual	FY 2022 Goal
 Average number of days from job posting to pre-onboarding	Provide departments with qualified personnel within a reasonable timeframe	Q4 Actual	5.00	25.00	
		YTD Actual	18.50	25.50	
		EOY Target	25.00	25.00	25.00
		% Target	74.00%	102.00%	
		% Goal	100.00%	100.00%	
 Number of visits to HR's job website	Expand/ Improve the availability and useability of online services for departments, employees and job-seekers	Q4 Actual	184.00	26,868.00	
		YTD Actual	84,652.00	161,827.00	
		EOY Target	85,000.00	50,000.00	50,000.00
		% Target	99.59%	323.65%	
		% Goal	100.00%	100.00%	
 Number of HR Work Orders Received	Expand/ Improve the availability and useability of online services for departments, employees and job-seekers	Q4 Actual	439.00	1,705.00	
		YTD Actual	1,692.00	2,805.00	
		EOY Target	2,000.00	1,500.00	1,500.00
		% Target	84.60%	187.00%	
		% Goal	100.00%	100.00%	
 Meets budget target - Expenses	Finances	Q4 Actual	\$ 665,484.45	\$ 890,206.77	
		YTD Actual	\$ 2,547,997.01	\$ 3,005,014.67	\$ 3,208,300.00
		EOY Target	\$ 2,929,000.00	\$ 3,106,200.00	
		% Target	86.99%	96.74%	
		% Goal	100.00%	100.00%	
 Meets projected target - Expenses	Finances	Q4 Actual	\$ 665,484.45	\$ 890,206.77	
		YTD Actual	\$ 2,547,997.01	\$ 3,005,014.67	\$ 3,208,300.00
		EOY Projection	\$ 2,489,638.00	\$ 2,580,721.00	
		% Target	102.34%	116.44%	
		% Goal	100.00%	100.00%	

Risk Management Balanced Scorecard

Measures	Objectives	Series Status	FY 2020 Actual	FY 2021 Actual	FY 2022 Goal
 Number of safety training sessions	Implement safety programs to reduce workers compensation claims and lost work days	Q4 Actual	0.00	3.00	
		YTD Actual	4.00	5.00	
		EOY Target	4.00	4.00	4.00
		% Target	100.00%	125.00%	
		% Goal	100.00%	100.00%	
 Workers' Compensation Claims -YTD Closed % Total	Implement safety programs to reduce workers compensation claims and lost work days	Q4 Actual	0.70%	10.00%	
		YTD Actual	25.48%	45.75%	
		EOY Target	25.00%	25.00%	25.00%
		% Target	101.90%	183.00%	
		% Goal	100.00%	100.00%	
 Total number of employees actively participating in training programs	Improve the overall skills of the workforce to adequately support the City's priorities	Q4 Actual	298.00	680.00	
		YTD Actual	914.00	2,939.00	
		EOY Target	500.00	500.00	500.00
		% Target	182.80%	587.80%	
		% Goal	100.00%	100.00%	
 Number of wellness events held per year	Improve health and well-being of employees by increasing wellness participation and initiatives	Q4 Actual	13.00	15.00	
		YTD Actual	51.00	65.00	
		EOY Target	20.00	50.00	50.00
		% Target	255.00%	130.00%	
		% Goal	100.00%	100.00%	
 Diversity & Inclusion monthly training		Q4 Actual	3.00	3.00	
		YTD Actual	7.00	12.00	
		EOY Target	4.00	4.00	4.00
		% Target	175.00%	300.00%	
		% Goal	100.00%	100.00%	
 Union round tables		Q4 Actual	5.00	3.00	
		YTD Actual	8.00	9.00	
		EOY Target	4.00	4.00	4.00
		% Target	200.00%	225.00%	
		% Goal	100.00%	100.00%	

Risk Management Balanced Scorecard

Measures	Objectives	Series Status	FY 2020 Actual	FY 2021 Actual	FY 2022 Goal
 Close investigations within timelines		Q4 Actual	8.00	4.00	
		YTD Actual	13.00	15.00	
		EOY Target	6.00	6.00	6.00
		% Target	216.67%	250.00%	
		% Goal	100.00%	100.00%	
 Grievances by union: IAFF, GAME, PBA		Q4 Actual	1.00	2.00	
		YTD Actual	4.00	4.00	
		EOY Target	3.00	3.00	3.00
		% Target	133.33%	133.33%	
		% Goal	100.00%	100.00%	

FY21 actuals (revenues and expenses) are as of 11-25-21.

End of year targets exclude year-end budget amendments.

Risk Management FTE's by Program

Administration (General Fund 001)			
Provides for the equitable administration of the human resources system of the City of Miramar to be consistent with principles of equal employment opportunity, non-discrimination, merit, efficiency and accountability. Collective Bargaining responsibilities are delegated to this program representing about 84% of the workforce. Advises departments on personnel issues and appropriate methods of problem resolution. Oversees all departmental activities and provides departmental support in the areas of procurement, budget, fiscal management and business planning.			
<u>FY 21</u> 3.00		<u>FY 22</u> 4.00	
Human Resources Operations (General Fund 001)		Training & Development (General Fund 001)	
Develops and manages the day to day operations of the department to include employment/ recruitment programs, conflict resolution, outreach, maintenance of employee compensation and classification, and employee records.		Provide training and development opportunities to support organizational learning, resulting in higher employee satisfaction, commitment, improved performance, productivity, and engagement.	
<u>FY 21</u> 9.00	<u>FY 22</u> 8.50	<u>FY 21</u> 2.50	<u>FY 22</u> 3.00
Division of Civil Rights & Employee Labor Relations (General Fund 001)		Risk Management (Risk Fund 502)	
This program is responsible for developing, implementing, monitoring and enforcing fair employment guidelines.		Provides services mandated by federal and state laws and City of Miramar Policies and Procedures as they apply to employees with disabilities and maintains the City's self-insurance of liability and workers' compensation.	
<u>FY 21</u> 3.00	<u>FY 22</u> 2.00	<u>FY 21</u> 3.00	<u>FY 22</u> 3.50
Benefits Administration (Health Fund 501)		Wellness (Health Fund 501)	
Provides and administers responsive, cost effective benefit programs including group medical, vision, dental and life insurance, that meet the needs of the City's employees, retirees and their dependents. Provides retirement counseling and support for the administration of four pension programs.		The Wellness Program's objective is to educate employees on the benefits of the adoption and maintenance of healthy habits. Healthy behaviors lead to lower health risks which lead to less chronic diseases and ultimately lower healthcare costs.	
<u>FY 21</u> 3.00	<u>FY 22</u> 3.00	<u>FY 21</u> 1.00	<u>FY 22</u> 1.00

Risk Management Budget Summary by Program

Risk Management—Program 061

Description

This program is responsible for managing the self insurance funds for the City of Miramar to include liability and workers' compensation by monitoring and analyzing claims and implementing education and prevention programs to reduce overall costs.

Dedicated Revenues	Object Code	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Internal Services Charge	341200	\$ 410,195	\$ 620,513	\$ 583,100	\$ 583,100	\$ 609,900

Expenditures by Category

Personnel Services	\$ 364,907	\$ 560,500	\$ 525,400	\$ 522,600	\$ 538,600
Operating Expense	45,289	60,013	57,700	60,500	71,300
Departmental Capital Outlay	—	—	—	—	—
Total	\$ 410,195	\$ 620,513	\$ 583,100	\$ 583,100	\$ 609,900

Percent of Time by Position

Human Resources Analyst I	—	—	—	—	2.00
Human Resources Analyst II	—	2.00	1.00	1.00	—
Human Resources Generalist	—	—	1.00	1.00	—
Human Resources Records Clerk - P/T	—	—	—	—	0.50
Risk & Labor Relations Manager	—	1.00	1.00	1.00	1.00
Total	—	3.00	3.00	3.00	3.50



Risk Management Budget Summary by Program

Benefits Administration—Program 062

Description

The importance of successfully recruiting and retaining skilled staff depends on many factors including a competitive and innovative benefits program. The Benefits Program offers employees, retirees and dependents a wide selection of benefits including group health, dental, life, vision, long term care and disability. The program requires good oversight in terms of finances as well as the quality of services delivered. It also involves the ability to respond to employee questions and concerns timely and effectively. This program also encompasses retirement educational programs to provide employees with the necessary tools to proactively plan for their retirement. This program was transferred to the Health Insurance Fund (501) in FY20.

Dedicated Revenues	Object Code	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Internal Services Charge	341200	\$ 579,679	\$ —	\$ —	\$ —	\$ —
Expenditures by Category						
Personnel Services		\$ 376,685	\$ —	\$ —	\$ —	\$ —
Operating Expense		202,994	—	—	—	—
Departmental Capital Outlay		—	—	—	—	—
Total		\$ 579,679	\$ —	\$ —	\$ —	\$ —
Percent of Time by Position						
Benefits Manager		1.00	—	—	—	—
Human Resources Analyst II		3.00	—	—	—	—
Risk & Labor Relations Manager		1.00	—	—	—	—
Total		5.00	—	—	—	—

Risk Management Expenditures by Object Code

Risk Management—502-06-061-513-

Object #	Account Description	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Personnel Services						
601200	Employee Salaries	\$ 204,767	\$ 288,788	\$ 297,600	\$ 297,600	\$ 300,900
601205	Lump Sum Payout - Accrued Time	16,017	13,093	20,000	20,000	11,200
601210	Non-Pensionable Earnings	4,140	3,840	—	—	3,000
601215	Communication Stipend	—	2,475	3,900	3,900	3,900
601220	Longevity Pay	1,308	696	1,300	1,300	1,500
602100	FICA & MICA	15,495	22,510	24,700	24,700	22,600
602210	Pension-General	6,428	62,255	31,700	31,700	38,200
602235	Pension-Senior Mgmt	45,213	66,732	49,200	49,200	60,200
602260	Pension-401	—	—	9,300	9,300	—
602265	Pension-457	6,159	11,783	12,900	12,900	11,200
602305	Health Insurance-HMO	9,602	8,493	16,200	16,200	46,000
602306	Dental Insurance-PPO	1,463	1,602	1,500	1,500	1,500
602307	Dental Insurance-HMO	—	—	—	—	200
602309	Basic Life	741	541	800	800	900
602311	Long-Term Disability	244	209	400	400	400
602312	HDHP Aetna	17,668	25,312	16,300	16,300	—
602313	HSA Payflex	5,400	5,600	2,700	2,700	—
602400	Workers' Compensation	17,500	26,600	31,900	31,900	31,900
602500	Unemployment Comp	8,330	15,788	5,000	2,200	5,000
602600	OPEB	4,433	4,184	—	—	—
	<i>Sub-Total</i>	364,907	560,500	525,400	522,600	538,600
Operating Expense						
603041	Driver's License Check	4,312	4,008	4,000	4,000	4,000
603141	Existing Employee Screening	5,223	4,778	3,000	5,400	3,000
603470	Temporary Help	—	—	—	16,009	—
604001	Travel & Training	5,200	1,623	10,500	3,000	12,500
604301	Electricity Svcs	2,099	2,370	2,300	2,300	2,400
604500	Risk Internal Svcs Charge	11,500	15,900	3,100	3,100	9,600
604550	Health Ins Internal Serv Chg	—	7,100	5,100	5,100	2,700
604700	Printing & Binding Svc	—	—	1,300	300	1,300
604920	License & Permit Fees	186	50	500	500	500
604989	IT Internal Svcs Charge	13,100	22,800	17,900	17,900	25,200
605100	Office Supplies	—	155	200	200	400
605290	Other Operating Supplies	218	—	—	—	—
605410	Subscriptions & Memberships	2,199	715	1,300	1,300	1,300
605500	Training-General	1,252	(120)	3,700	691	8,400
605510	Tuition Reimbursement	—	634	4,800	700	—
	<i>Sub-Total</i>	45,289	60,013	57,700	60,500	71,300
	Total	\$ 410,195	\$ 620,513	\$ 583,100	\$ 583,100	\$ 609,900

Risk Management Expenditures by Object Code

Benefits Administration—502-06-062-513-

Object #	Account Description	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Personnel Services						
601200	Employee Salaries	\$ 237,970	\$ —	\$ —	\$ —	\$ —
601205	Lump Sum Payout - Accrued Time	8,467	—	—	—	—
601210	Non-Pensionable Earnings	4,769	—	—	—	—
601220	Longevity Pay	643	—	—	—	—
602100	FICA & MICA	17,252	—	—	—	—
602210	Pension-General	6,429	—	—	—	—
602235	Pension-Senior Mgmt	53,403	—	—	—	—
602265	Pension-457	9,351	—	—	—	—
602305	Health Insurance-HMO	21,167	—	—	—	—
602306	Dental Insurance-PPO	637	—	—	—	—
602307	Dental Insurance-HMO	321	—	—	—	—
602309	Basic Life	1,134	—	—	—	—
602311	Long-Term Disability	271	—	—	—	—
602312	HDHP Aetna	7,738	—	—	—	—
602313	HSA Payflex	2,700	—	—	—	—
602600	OPEB	4,433	—	—	—	—
	<i>Sub-Total</i>	<u>376,685</u>	—	—	—	—
Operating Expense						
603190	Prof Svcs-Other	163,163	—	—	—	—
603470	Temporary Help	20,892	—	—	—	—
604001	Travel & Training	2,880	—	—	—	—
604890	Special Events-Other	2,602	—	—	—	—
604989	IT Internal Svcs Charge	13,100	—	—	—	—
605100	Office Supplies	169	—	—	—	—
605410	Subscriptions & Memberships	189	—	—	—	—
	<i>Sub-Total</i>	<u>202,994</u>	—	—	—	—
	Total	<u>\$ 579,679</u>	<u>\$ —</u>	<u>\$ —</u>	<u>\$ —</u>	<u>\$ —</u>

Risk Management Expenditures by Object Code

Non-Departmental—502-90-000-513-

Object #	Account Description	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Personnel Services						
601600	Compensated Absences	\$ 2,279	\$ 11,678	\$ —	\$ —	\$ —
	<i>Sub-Total</i>	2,279	11,678	—	—	—
Operating Expense						
603127	Legal Svc-Litigation	14,575	21,838	50,000	50,000	50,000
603135	Medical Review Fees	—	—	—	15,000	15,000
603190	Prof Svcs-Other	41,727	—	—	—	2,000
603470	Temporary Help	—	—	—	35,000	—
604001	Travel & Training	4,602	—	—	—	—
604440	Leased Copiers	1,791	—	—	—	—
604501	Surety Bonds Premium	2,489,818	2,603,735	3,150,000	3,150,000	3,150,000
604504	State Workers Comp Prem	36,493	20,774	80,000	80,000	80,000
604905	Bank Svc Charges	1,749	1,172	2,200	2,200	2,300
604941	Ins Claims-Workers' Comp	770,883	1,614,372	2,926,000	2,886,000	2,926,000
604942	Ins Claims-Liability	1,385,745	1,564,712	1,500,000	1,500,000	1,500,000
604943	Ins Claims-Property	(30,920)	134,422	450,000	450,000	450,000
604945	Ins.Claims-Fire F.S. 112.816	—	—	—	25,000	25,000
604998	Contingency	—	—	1,300,000	1,265,000	1,200,000
	<i>Sub-Total</i>	4,716,463	5,961,024	9,458,200	9,458,200	9,400,300
	Total	\$ 4,718,743	\$ 5,972,701	\$ 9,458,200	\$ 9,458,200	\$ 9,400,300

Risk Management Budget Justification

Object #	Account Description	Justification
<u>Revenue</u>		
341200	Internal Service Charge	Revenues for this fund are reimbursed from other funds for property and liability insurance and services.
341203	City Contribution - WC	Revenues for this line item arise from an internal service charge against each City department that is based on each department's historically estimated yearly liability and workers' compensation loss exposures.
361100	Int Earnings	Revenues received from interest and Pooled cash earnings allowance and is allocated across funds based on the cash balance of each fund as compared to the total cash, unless directly related to a specific investment instrument.
361200	Dividend Income	This represents the return earned on the Wells Fargo Government Money Market Fund Sweep account.
369300	Insurance Recoveries	Reimbursement for property and liability claims from insurance companies.
399999	Appropriation Of Fund Balance	This account is used to budget for a portion of fund balance needed to cover all budgeted expenses.
<u>Expense</u>		
602500	Unemployment Comp	This is for payments to former employees who apply for unemployment compensation from the State.
603041	Driver's License Check	APDP 8.1.1 requires Human Resources/ Risk Management to conduct a drivers license record check on every City employee (who drives or may drive City vehicles), at least once a year, to ensure compliance.
603127	Legal Svc-Litigation	This is for costs related to litigation matters.
603135	Medical Review Fees	For medical review fees
603141	Existing Employee Screening	This account is for legally required Drivers' License Checks for drivers of City vehicles, including fire and police, done randomly and semi-annually.
603190	Prof Svcs-Other	This account is for professional support of vendors for computer related goods and services which are typically associated with voice and data infrastructure and incident resolution outside the scope of staff expertise.
604001	Travel & Training	This account is for out-of-town travel and accommodations for specialized training and certification courses or conferences, which includes registration, airline travel, meals, etc.
604301	Electricity Svcs	This account represents allocated costs for electricity usage.
604500	Risk Internal Svcs Charge	This account represents allocated property and liability insurance premiums as provided by HR-Risk Management.
604501	Surety Bonds Premium	Expenditures from this line item represent insurance premiums paid annually by the City for property and liability insurance/excess and primary, claims administration, and loss control consulting services.
604504	State Workers Comp Prem	Expenditures from this line item represent insurance premiums paid annually by the City for excess Workers Compensation insurance, claims administration, and State of Florida Workers Compensation administrating and special disability trust fund self-insurer assessments.
604550	Health Ins Internal Serv Chg	Funds the City's wellness program that encourage employees to adopt healthy habits through education, incentives and an on-site clinic.
604700	Printing & Binding Svc	Printing campaign materials for risk prevention programs and benefit educational campaigns to be distributed city-wide to employees.
604905	Bank Svc Charges	This is for analyzed bank services charges for handling Pooled cash accounts. Allocated amount is based on each fund cash balance.
604920	License & Permit Fees	This represents new/renewal licenses of vehicles, professional licenses and various other renewals; permitting & plans.
604941	Ins Claims-Workers' Comp	Expenditures for this line item account for the medical indemnity, managed care, and legal aspects of each Workers Compensation claim.
604942	Ins Claims-Liability	Expenditures from this line account for all costs associated with the defense of all liability claims presented to the City including, but not limited to settlement offers, legal fees, private investigators, and independent medical examinations.
604943	Ins Claims-Property	Expenditures from this line item account for all self-insured property, automobile physical damage, and electronic data processing losses that the City sustains on an annual basis.
604945	Ins.Claims-Fire F.S. 112.816	The funds budgeted in this account are used to reimburse Fire employees for qualifying insurance claims.
604989	IT Internal Svcs Charge	This account is for technology related costs such as leased computers, internet, intranet, land lines, network, telephone, software licenses, database needs and support services.

Risk Management Budget Justification

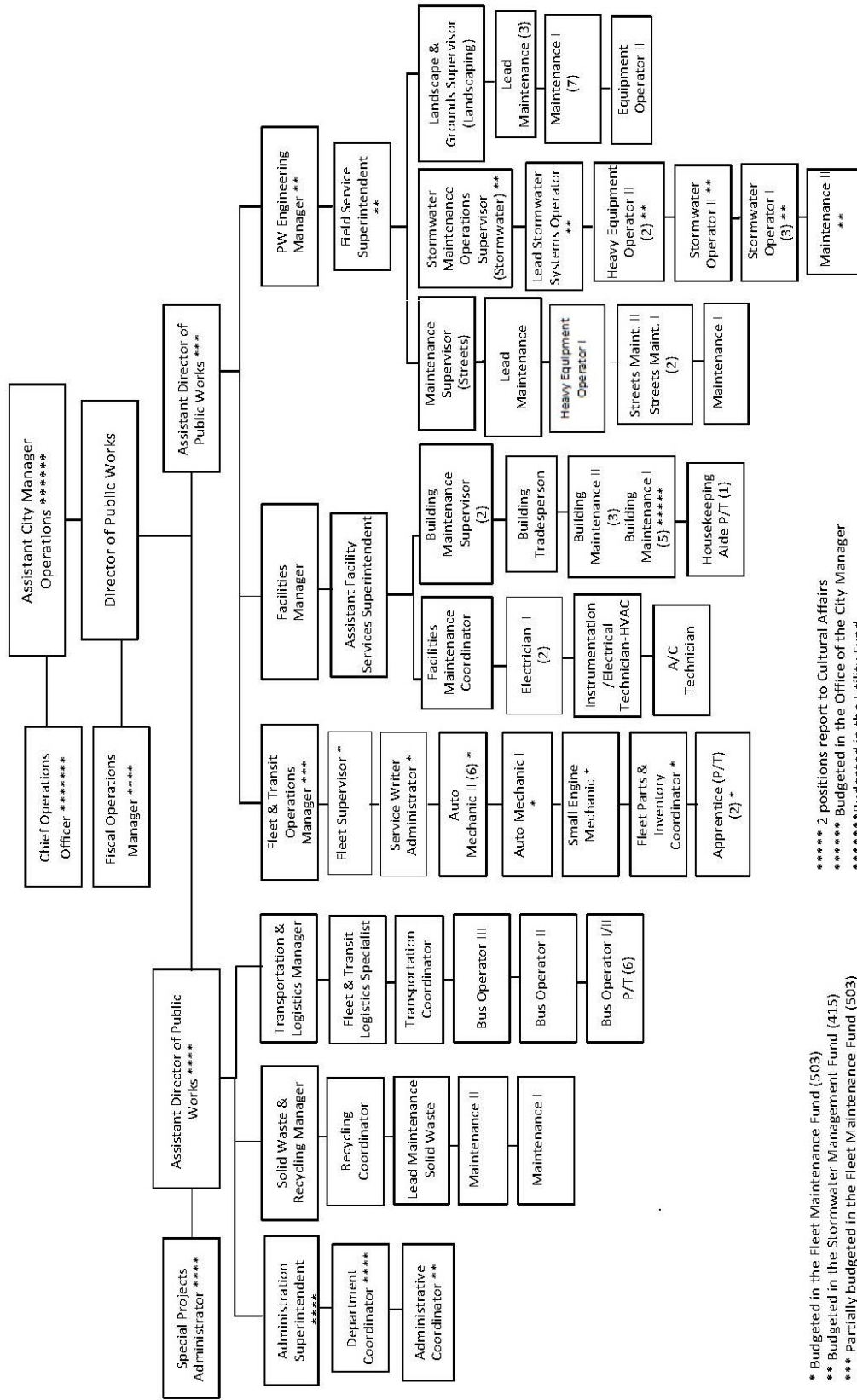
Object #	Account Description	Justification
604998	Contingency	This account represents contingency funds for unexpected occurrences. For FY22, the \$1.2M contingency is set aside for Worker's Comp claims.
605100	Office Supplies	Costs for office supplies for the division to include; pens, note pads, printer paper, desk tools, etc.
605410	Subscriptions & Memberships	This account is for memberships in professional associations, subscriptions and for books, manuals and publications necessary for staff to retain professional and technical certifications. Some memberships & publications include: Worker's Compensation Claims Professional (WCCP), NASP (National Association of Safety Professional), Safety Council, IASP/NASP, etc.
605500	Training-General	This account is for attendance to various seminars and trainings locally.





Fleet Maintenance Fund

Fleet Maintenance Organizational Chart



* Budgeted in the Fleet Maintenance Fund (503)
 ** Budgeted in the Stormwater Management Fund (415)
 *** Partially budgeted in the Fleet Maintenance Fund (503)
 **** Partially budgeted in the Stormwater Management Fund (415)
 ***** Budgeted in the Utility Fund



Fleet Maintenance Fund

Revenues and Expenditures Budget Summary

	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Beginning Fund Balance	\$ 8,308,806	\$ 9,641,600	\$ 12,668,528	\$ 12,668,528	\$ 4,035,740
Revenues By Category					
General Taxes	\$ —	\$ —	\$ —	\$ —	\$ —
Permits, Fees, Special Assessment	—	—	—	—	—
Intergovernmental Revenues	86,000	81,625	80,100	80,100	90,000
Charges for Services	5,330,860	7,601,900	2,981,000	2,981,000	7,935,200
Fines & Forfeitures	—	—	—	—	—
Miscellaneous Revenues	93,924	103,696	73,300	73,300	21,900
Appropriation of Fund Balance	—	—	—	8,632,788	601,700
Transfer In	—	—	—	—	—
Total	\$ 5,510,784	\$ 7,787,221	\$ 3,134,400	\$ 11,767,188	\$ 8,648,800
Expenditures By Category					
Personnel Services	\$ 1,442,112	\$ 1,804,949	\$ 1,568,600	\$ 1,563,200	\$ 1,608,700
Operating Expense	1,227,793	1,443,709	1,417,800	1,481,181	1,446,500
Capital Outlay	1,277,918	1,079,986	68,000	8,714,788	5,513,600
Grants & Aids	—	—	—	—	—
Total Operating Expenditures	\$ 3,947,823	\$ 4,328,644	\$ 3,054,400	\$ 11,759,169	\$ 8,568,800
Capital Improvement Program	—	—	—	—	—
Capital Asset Clearing	(1,084,821)	(1,016,541)	—	—	—
Other Uses	1,314,988	1,448,190	80,000	8,019	80,000
Debt Service	—	—	—	—	—
Transfers	—	—	—	—	—
Appropriated Fund Balance	—	—	—	—	—
Total	\$ 4,177,990	\$ 4,760,293	\$ 3,134,400	\$ 11,767,188	\$ 8,648,800
Excess/Deficiency	\$ 1,332,794	\$ 3,026,928	\$ —	\$ —	\$ —
Appropriated Fund Balance	—	—	—	—	—
Appropriation of Fund Balance	—	—	—	(8,632,788)	(601,700)
Ending Fund Balance	\$ 9,641,600	\$ 12,668,528	\$ 12,668,528	\$ 4,035,740	\$ 3,434,040



Fleet Maintenance Fund

Operating Revenues

Object #	Account Description	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Charges for Services						
341200	Internal Svcs Charge	\$ 2,842,500	\$ 3,211,700	\$ 2,913,000	\$ 2,913,000	\$ 2,615,400
	<i>Sub-total</i>	2,842,500	3,211,700	2,913,000	2,913,000	2,615,400
Other Sources						
337401	Fuel Surcharge	86,000	81,625	80,100	80,100	90,000
341230	Vehicle Replacement Program	2,488,360	4,390,200	68,000	68,000	5,319,800
361100	Int Earnings	90,942	55,002	42,400	42,400	21,600
361200	Dividend Income	36,126	25,907	30,900	30,900	300
364101	Disp of Fixed Assets-Prop	(33,144)	—	—	—	—
369300	Insurance Recoveries	—	22,787	—	—	—
399900	CIP Carryover	—	—	—	8,632,788	—
399999	Appropriation Of Fund Balance	—	—	—	—	601,700
	<i>Sub-total</i>	2,668,284	4,575,521	221,400	8,854,188	6,033,400
	Total	\$ 5,510,784	\$ 7,787,221	\$ 3,134,400	\$ 11,767,188	\$ 8,648,800

Fleet Maintenance Fund

Description—Fund 503

Fleet Maintenance is managed by the Public Works Department and operates as an Internal Service Fund (ISF). The expenses charged to this fund are for service and repair cost of City vehicles. ISF operates on a cost-reimbursement basis for services provided to participant departments and when necessary, adjustments are made to Internal Service Charges as a result of changes in cost structure or service levels. Fleet Maintenance is responsible for the maintenance and repairs of all City own vehicles, generators, fuel tanks along with fuel procurement and inventory management.

As indicated in the Position Detail, this program is comprised of 13.1 budgeted positions, 12.1 full-time and two (1 FTE) part-time employees which are managed by the Public Works Department. The major program provided is Fleet Maintenance.

FY 2021 Accomplishments

- Purchased eight (8) electric vehicles and installation of charging stations.
- Purchased five (5) replacement vehicles and five (5) new vehicles.
- Prepared 30 City vehicles to be auctioned.



Part of the City's Fleet of Vehicles

Fleet Maintenance Fund

Program Revenues, Expenditures and Position Summary






	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Dedicated Revenues					
Internal Services Charge	\$ 3,906,192	\$ 4,276,035	\$ 3,054,400	\$ 5,211,763	\$ 6,174,400
Expenditures by Program					
Fleet Maintenance	\$ 3,906,192	\$ 4,276,035	\$ 3,054,400	\$ 5,211,763	\$ 6,174,400
Expenditures by Category					
Personnel Services	\$ 1,402,460	\$ 1,753,270	\$ 1,568,600	\$ 1,563,200	\$ 1,608,700
Operating Expense	1,225,815	1,442,779	1,417,800	1,423,200	1,445,400
Capital Outlay	1,277,918	1,079,986	68,000	2,225,363	3,120,300
Total	\$ 3,906,192	\$ 4,276,035	\$ 3,054,400	\$ 5,211,763	\$ 6,174,400

Position Detail





Apprentice - Part-time (2)	1.00	1.00	1.00	1.00	1.00
Assistant Director of Public Works*	0.60	0.60	0.60	0.60	0.60
Auto Mechanic I	1.00	1.00	1.00	1.00	1.00
Auto Mechanic II	6.00	6.00	6.00	6.00	6.00
Fleet & Transit Logistics Specialist	1.00	1.00	—	—	—
Fleet & Transit Operations Manager	1.00	1.00	0.50	0.50	0.50
Fleet Parts & Inventory Coordinator	—	1.00	1.00	1.00	1.00
Fleet Procurement Specialist	1.00	—	—	—	—
Fleet Supervisor	1.00	1.00	1.00	1.00	1.00
Service Writer Administrator	1.00	1.00	1.00	1.00	1.00
Small Engine Mechanic	1.00	1.00	1.00	1.00	1.00
Total FTE's	14.60	14.60	13.10	13.10	13.10

* Position split with Public Works-Transit Operations Program .40 (Fund 001).

Fleet Maintenance Balanced Scorecard

Measures	Objectives	Series Status	FY 2020 Actual	FY 2021 Actual	FY 2022 Goal
 Annual number of PMs completed	Provide fast and reliable service.	Q4 Actual	195.00	592.00	
		YTD Actual	1,940.00	4,133.00	
		EOY Target	3,460.00	3,460.00	3,460.00
		% Target	56.07%	119.45%	
		% Goal	100.00%	100.00%	
 % of rework on repairs	Provide fast and reliable service.	Q4 Actual	1.00%	1.00%	
		YTD Actual	1.88%	4.00%	
		EOY Target	3.00%	3.00%	3.00%
		% Target	62.50%	133.33%	
		% Goal	100.00%	100.00%	
 Meets budget target - Expenses	Finances	Q4 Actual	\$ 1,454,355.77	\$ 911,586.16	
		YTD Actual	\$ 3,997,396.37	\$ 4,842,910.54	
		EOY Target	\$ 12,867,084.00	\$ 11,767,188.27	\$ 8,648,800.00
		% Target	31.07%	41.16%	
		% Goal	100.00%	100.00%	
 Meets projected target - Expenses	Finances	Q4 Actual	\$ 1,454,355.77	\$ 911,586.16	
		YTD Actual	\$ 3,997,396.37	\$ 4,842,910.54	
		EOY Projection	\$ 8,376,651.00	\$ 5,234,759.64	\$ 8,648,800.00
		% Target	47.72%	92.51%	
		% Goal	100.00%	100.00%	
 Meets budget target - Revenues	Finances	Q4 Actual	\$ 1,864,475.88	\$ 767,613.29	
		YTD Actual	\$ 7,787,220.66	\$ 3,090,539.13	
		EOY Target	\$ 12,867,084.00	\$ 11,767,188.27	\$ 8,648,800.00
		% Target	60.52%	26.26%	
		% Goal	100.00%	100.00%	

Fleet Maintenance Balanced Scorecard

Measures	Objectives	Series Status	FY 2020 Actual	FY 2021 Actual	FY 2022 Goal
 Meets projected target - Revenues	Finances	Q4 Actual	\$ 1,864,475.88	\$ 767,613.29	
		YTD Actual	\$ 7,787,220.66	\$ 3,090,539.13	
		EOY Projection	\$ 12,967,284.00	\$ 11,715,188.27	\$ 8,648,800.00
		% Target	60.05%	26.38%	
		% Goal	100.00%	100.00%	
 Average repair cost for light, medium and heavy-duty vehicles	Improve Cost Effectiveness.	Q4 Actual	\$ 1,296.00	\$ 993.00	
		YTD Actual	\$ 1,233.75	\$ 1,150.75	
		EOY Target	\$ 1,120.00	\$ 1,120.00	\$ 1,120.00
		% Target	110.16%	102.75%	
		% Goal	100.00%	100.00%	
 Avg. Monthly Productive Hours	Mechanics Productivity.	Q4 Actual	1,041.00	932.00	
		YTD Actual	1,037.50	1,206.00	
		EOY Target	1,100.00	1,100.00	1,100.00
		% Target	94.32%	109.64%	
		% Goal	100.00%	100.00%	
 Number of training sessions attended (per mechanic)	Develop staff and management expertise through organized and individual educational opportunities.	Q4 Actual	1.00	0.20	
		YTD Actual	3.67	1.20	
		EOY Target	2.00	2.00	2.00
		% Target	183.50%	60.00%	
		% Goal	100.00%	100.00%	

FY21 actuals (revenues and expenses) are as of 11-25-21.

End of year targets exclude year-end budget amendments.

Fleet Maintenance FTE's by Program

<p style="text-align: center;">Administration (General Fund 001)</p> <p>Provides overall direction, support and leadership of the department through efficient and effective management of all departmental programs.</p> <table style="width: 100%; border: none;"> <tr> <td style="text-align: center;"><u>FY 21</u> 1.95</td> <td style="text-align: center;"><u>FY 22</u> 2.45</td> </tr> </table>				<u>FY 21</u> 1.95	<u>FY 22</u> 2.45
<u>FY 21</u> 1.95	<u>FY 22</u> 2.45				
<p style="text-align: center;">Building Maintenance (General Fund 001)</p> <p>Responsible for providing scheduled preventive maintenance of building facilities, such as cleaning HVAC vents, light fixtures, roof gutters and drains and down spouts thereby maintaining the building structural integrity.</p> <table style="width: 100%; border: none;"> <tr> <td style="text-align: center;"><u>FY 21</u> 19.00</td> <td style="text-align: center;"><u>FY 22</u> 19.00</td> </tr> </table>	<u>FY 21</u> 19.00	<u>FY 22</u> 19.00	<p style="text-align: center;">Streets Maintenance (General Fund 001)</p> <p>Encompasses Street Sweeping, Street Light Maintenance, Pavement Maintenance, Sidewalk, Curb and Gutter Maintenance, and Sign Maintenance.</p> <table style="width: 100%; border: none;"> <tr> <td style="text-align: center;"><u>FY 21</u> 8.25</td> <td style="text-align: center;"><u>FY 22</u> 8.00</td> </tr> </table>	<u>FY 21</u> 8.25	<u>FY 22</u> 8.00
<u>FY 21</u> 19.00	<u>FY 22</u> 19.00				
<u>FY 21</u> 8.25	<u>FY 22</u> 8.00				
<p style="text-align: center;">Community Shuttle Service (General Fund 001)</p> <p>Provides demand-responsive community shuttle bus service which operates in conjunction with Broward County Transit.</p> <table style="width: 100%; border: none;"> <tr> <td style="text-align: center;"><u>FY 21</u> 9.40</td> <td style="text-align: center;"><u>FY 22</u> 8.90</td> </tr> </table>	<u>FY 21</u> 9.40	<u>FY 22</u> 8.90	<p style="text-align: center;">Landscape Maintenance (General Fund 001)</p> <p>Encompasses inspection and landscape maintenance of city properties, including Rights-of-Way Landscape material, Irrigation Repair and Maintenance, and General Landscape mowing services.</p> <table style="width: 100%; border: none;"> <tr> <td style="text-align: center;"><u>FY 21</u> 14.75</td> <td style="text-align: center;"><u>FY 22</u> 11.00</td> </tr> </table>	<u>FY 21</u> 14.75	<u>FY 22</u> 11.00
<u>FY 21</u> 9.40	<u>FY 22</u> 8.90				
<u>FY 21</u> 14.75	<u>FY 22</u> 11.00				
<p style="text-align: center;">Solid Waste Management (General Fund 001)</p> <p>Provides solid waste services to all residents and commercial properties within the City of Miramar utilizing semi-automated service.</p> <table style="width: 100%; border: none;"> <tr> <td style="text-align: center;"><u>FY 21</u> 6.15</td> <td style="text-align: center;"><u>FY 22</u> 5.65</td> </tr> </table>	<u>FY 21</u> 6.15	<u>FY 22</u> 5.65	<p style="text-align: center;">Stormwater Management (Stormwater Fund 415)</p> <p>Provides maintenance, repair and improvements to the City Stormwater Management System Infrastructure.</p> <table style="width: 100%; border: none;"> <tr> <td style="text-align: center;"><u>FY 21</u> 14.90</td> <td style="text-align: center;"><u>FY 22</u> 14.40</td> </tr> </table>	<u>FY 21</u> 14.90	<u>FY 22</u> 14.40
<u>FY 21</u> 6.15	<u>FY 22</u> 5.65				
<u>FY 21</u> 14.90	<u>FY 22</u> 14.40				
<p style="text-align: center;">Fleet Maintenance (Fleet Fund 503)</p> <p>Provides cost effective maintenance and repair of all City vehicles and operates an effective Vehicle Replacement Program.</p> <table style="width: 100%; border: none;"> <tr> <td style="text-align: center;"><u>FY 21</u> 13.10</td> <td style="text-align: center;"><u>FY 22</u> 13.10</td> </tr> </table>				<u>FY 21</u> 13.10	<u>FY 22</u> 13.10
<u>FY 21</u> 13.10	<u>FY 22</u> 13.10				



Fleet Maintenance Expenditures by Object Code

Fleet Maintenance - 503-50-521-519

Object #	Account Description	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Personnel Services						
601200	Employee Salaries	\$ 806,480	\$ 845,503	\$ 807,100	\$ 807,100	\$ 839,100
601205	Lump Sum Payout - Accrued Time	49,116	29,101	25,900	25,900	28,000
601210	Non-Pensionable Earnings	24,661	3,845	—	—	1,100
601215	Communication Stipend	1,958	4,530	3,400	3,400	3,400
601220	Longevity Pay	3,012	4,432	4,500	4,500	7,100
601400	Overtime-General	31,637	24,733	32,500	32,500	37,900
601410	Overtime-Holiday	97	110	—	—	—
601412	Overtime-Emergency	8,223	1,938	—	—	—
601510	Incentive Pay	—	—	5,400	—	—
602100	FICA & MICA	66,203	65,729	63,200	63,200	67,800
602210	Pension-General	64,482	358,599	151,600	151,600	158,800
602235	Pension-Senior Mgmt	18,723	20,452	19,300	19,300	18,300
602265	Pension-457	10,154	10,260	8,900	8,900	9,100
602304	Health Insurance-PPO	83,298	92,994	75,900	75,900	64,300
602305	Health Insurance-HMO	132,980	144,514	150,300	150,300	153,000
602306	Dental Insurance-PPO	6,491	6,487	6,100	6,100	6,100
602307	Dental Insurance-HMO	570	592	600	600	600
602309	Basic Life	3,377	2,476	2,300	2,300	2,400
602311	Long-Term Disability	1,076	950	1,100	1,100	1,200
602400	Workers' Compensation	65,100	116,500	210,500	210,500	210,500
602600	OPEB	24,824	19,524	—	—	—
	<i>Sub-Total</i>	1,402,460	1,753,270	1,568,600	1,563,200	1,608,700
Operating Expense						
603400	Contract Svc-Other	1,929	2,394	2,800	2,800	2,800
603425	Software License & Maint	49,914	50,274	48,600	48,600	48,600
604001	Travel & Training	1,927	580	5,100	1,100	5,100
604100	Communication Services	2,245	687	1,100	1,100	1,800
604300	Water/Wastewater Svc	12,863	14,443	15,300	15,300	13,500
604301	Electricity Svcs	84,769	98,804	96,900	96,900	98,100
604402	Leased Vehicles	28,509	14,189	—	—	—
604500	Risk Internal Svcs Charge	17,500	44,200	11,300	11,300	48,200
604550	Health Ins Internal Serv Chg	—	49,900	67,200	67,200	36,300
604610	Fleet Internal Svcs Charge	36,300	38,900	35,400	35,400	31,800
604613	Vehicle Detail	802	301	1,000	1,000	1,000
604615	R&M Fuel Maintance Sys	48,715	55,459	51,300	51,300	51,300
604616	Reimbursable Parts	536,624	663,054	595,000	595,000	595,000
604617	Reimbursable Services	265,951	281,261	345,000	345,000	345,000
604640	R&M Machinery	17,787	10,156	10,000	15,400	10,000
604700	Printing & Binding Svc	735	68	300	300	300
604905	Bank Svc Charges	1,165	587	1,600	1,600	900
604920	License & Permit Fees	238	1,369	2,800	2,800	2,800
604989	IT Internal Svcs Charge	78,900	89,300	69,300	69,300	94,400
605100	Office Supplies	1,202	1,273	1,400	1,400	1,500
605220	Vehicle Fuel-On-Site	13,153	1,959	4,100	4,100	4,200
605240	Uniforms Cost	5,691	5,387	6,900	6,900	7,400
605242	Protective Clothing	596	120	700	700	700
605246	Safety Supplies	670	518	800	800	800
605251	Noncap Equip (Item less 5000)	—	9,733	30,000	30,000	30,000
605252	Small Tools	3,951	1,595	2,200	11,700	2,200
605290	Other Operating Supplies	2,111	4,112	1,200	1,200	1,200
605410	Subscriptions & Memberships	499	499	500	500	500
605500	Training-General	11,068	1,660	10,000	4,500	10,000
	<i>Sub-Total</i>	1,225,815	1,442,779	1,417,800	1,423,200	1,445,400

Fleet Maintenance Expenditures by Object Code

Object #	Account Description	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Departmental Capital Outlay						
606211	Minor Building Repairs	—	33,790	—	—	—
606400	Machinery & Equipment	27,650	101,769	—	—	—
606405	Furniture & Fixtures	57,585	—	—	—	146,000
606440	Vehicles Purchase	1,192,683	944,396	68,000	2,225,363	2,926,600
606441	Vehicle Replacement Program	—	31	—	—	47,700
	<i>Sub-Total</i>	1,277,918	1,079,986	68,000	2,225,363	3,120,300
	Total	\$ 3,906,192	\$ 4,276,035	\$ 3,054,400	\$ 5,211,763	\$ 6,174,400

Fleet Maintenance Expenditures by Object Code

Non-Departmental—503-90-000-519

Object #	Account Description	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Personnel Services						
601600	Compensated Absences	\$ 39,652	\$ 51,679	\$ —	\$ —	\$ —
	<i>Sub-Total</i>	39,652	51,679	—	—	—
Operating Expense						
604440	Leased Copiers	1,794	—	—	—	—
604615	R&M Fuel Maintance Sys	—	—	—	43,205	—
604630	R&M Electric	—	—	—	7,776	—
604905	Bank Svc Charges	185	930	—	—	1,100
605251	Noncap Equip (Item less 5000)	—	—	—	7,000	—
	<i>Sub-Total</i>	1,979	930	—	57,981	1,100
Departmental Capital Outlay						
606209	Infrastructure Renovations	—	—	—	79,100	—
606400	Machinery & Equipment	—	—	—	14,000	—
606498	Vehicle Replacement Reserve	—	—	—	6,396,325	2,393,300
	<i>Sub-Total</i>	—	—	—	6,489,425	2,393,300
Other Uses						
609906	Renewal & Replace Reserve	—	—	80,000	8,019	80,000
	<i>Sub-Total</i>	—	—	80,000	8,019	80,000
	Total	\$ 41,631	\$ 52,609	\$ 80,000	\$ 6,555,425	\$ 2,474,400

Unassigned—503-00-000-000

Object #	Account Description	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Depreciation						
605910	Depreciation-Gen Gov't	\$ 173,731	\$ 249,491	\$ —	\$ —	\$ —
605911	Depreciation-Pub Safety	1,067,471	1,100,518	—	—	—
605913	Depreciation-Comm Svcs	73,786	98,181	—	—	—
	<i>Sub-Total</i>	1,314,988	1,448,190	—	—	—
Capital Asset Clearing						
606900	Capital Asset Clearing Account	(1,084,821)	(1,016,541)	—	—	—
	<i>Sub-Total</i>	(1,084,821)	(1,016,541)	—	—	—
	Total	\$ 230,167	\$ 431,649	\$ —	\$ —	\$ —

Fleet Maintenance Budget Justification

Object #	Account Description	Justification
<u>Revenue</u>		
337401	Fuel Surcharge	This revenue source is used to fund maintenance and management costs associated with operating the City's Fuel Depot located at the Wastewater Reclamation Facility.
341200	Internal Service Charge	Revenues for this fund are reimbursed from other funds based on the usage for the repair and maintenance of all city vehicles and heavy equipment.
341230	Vehicle Replacement Program	This revenue is for the Governmental departments charges for the City's vehicle replacement program, including escrow amounts for future replacements.
361100	Int Earnings	Revenues received from interest and Pooled cash earnings allowance and is allocated across funds based on the cash balance of each fund as compared to the total cash, unless directly related to a specific investment instrument.
361200	Dividend Income	This represents the return earned on the Wells Fargo Government Money Market Fund Sweep account.
399999	Appropriation Of Fund Balance	The appropriation of Fund balance of \$601,700 includes \$146,000 to cover an approved Above Base request for repair and maintenance of the fuel depot assets and use of fund balance in the amount of \$455,700 to cover replacement cost of vehicles.
<u>Expense</u>		
601400	Overtime-General	This is required for emergency repairs to City vehicles after normal business hours.
603400	Contract Svc-Other	This amount is for contractual services related to fleet systems and engine analysis.
603425	Software License & Maint	This amount is for annual renewal of various database management license systems utilized by fleet mechanics in the repair and maintenance of city vehicles.
604001	Travel & Training	This account is for out-of-county/state travel for conference/seminar, registration, airline, hotel, meals, etc., for two mechanics to attend EVT Training in Ocala, FL.
604100	Communication Services	This amount covers the cost for GPS communication services.
604300	Water/Wastewater Svc	This line item presents the cost for water and wastewater usage at the Fleet Maintenance Facility.
604301	Electricity Svcs	This account represents allocated costs for electricity usage.
604500	Risk Internal Svcs Charge	This is a restricted account for allocated property and liability insurance premiums as provided by HR-Risk Management.
604550	Health Ins Internal Serv Chg	Funds the City's wellness program that encourage employees to adopt healthy habits through education, incentives and an on-site clinic.
604610	Fleet Internal Svcs Charge	This account represents costs associated with repair and maintenance of city vehicles.
604613	Vehicle Detail	This line is for costs associated with vehicle cleanliness and general upkeep.
604615	R&M Fuel Maintance Sys	This amount is related to the maintenance and fuel management of the City's Fuel Depot island.
604616	Reimbursable Parts	This line item is associated with procuring parts used in the repair and maintenance of city vehicles and equipment and is reimbursed by user departments.
604617	Reimbursable Services	This line item is associated with outsourcing repair of city vehicles and equipment.
604640	R&M Machinery	This line item is for the repair and maintenance of various machinery such as vehicle lifts, air compressor, wheel alignments that are utilized in the repair and maintenance of city vehicles.
604700	Printing & Binding Svc	This line item is for printing new service road call stickers, evaluation survey hangers for City vehicle maintenance and parts request forms.
604905	Bank Svc Charges	This is for analyzed bank services charges for handling Pooled cash accounts. Allocated amount is based on each fund cash balance.
604920	License & Permit Fees	This line item is for permits such as underground fuel tanks, flammable fluid storage tanks, double tank of clean motor and waste motor, transmission oil tank, hydraulic oil tank, gear oil tank, anti-freeze tank, and above ground fuel tanks, which is a regulatory requirement for fleet maintenance.
604989	IT Internal Svcs Charge	This account is for technology related costs such as leased computers, internet, intranet, land lines, network, telephone, software licenses, database needs and support services.
605100	Office Supplies	This costs is associated with various desktop supplies to maintain the administrative office.
605220	Vehicle Fuel-On-Site	This amount is for the cost of fuel and oil used for city vehicles. This is restricted for Public Works.
605240	Uniforms Cost	This amount is for shirts, safety shoes, jackets, and caps as required by bargaining unit for certain positions.
605242	Protective Clothing	This cost is for safety clothing as required for certain positions.
605246	Safety Supplies	This expenditure is for safety items such as cones and barricades.

Fleet Maintenance Budget Justification

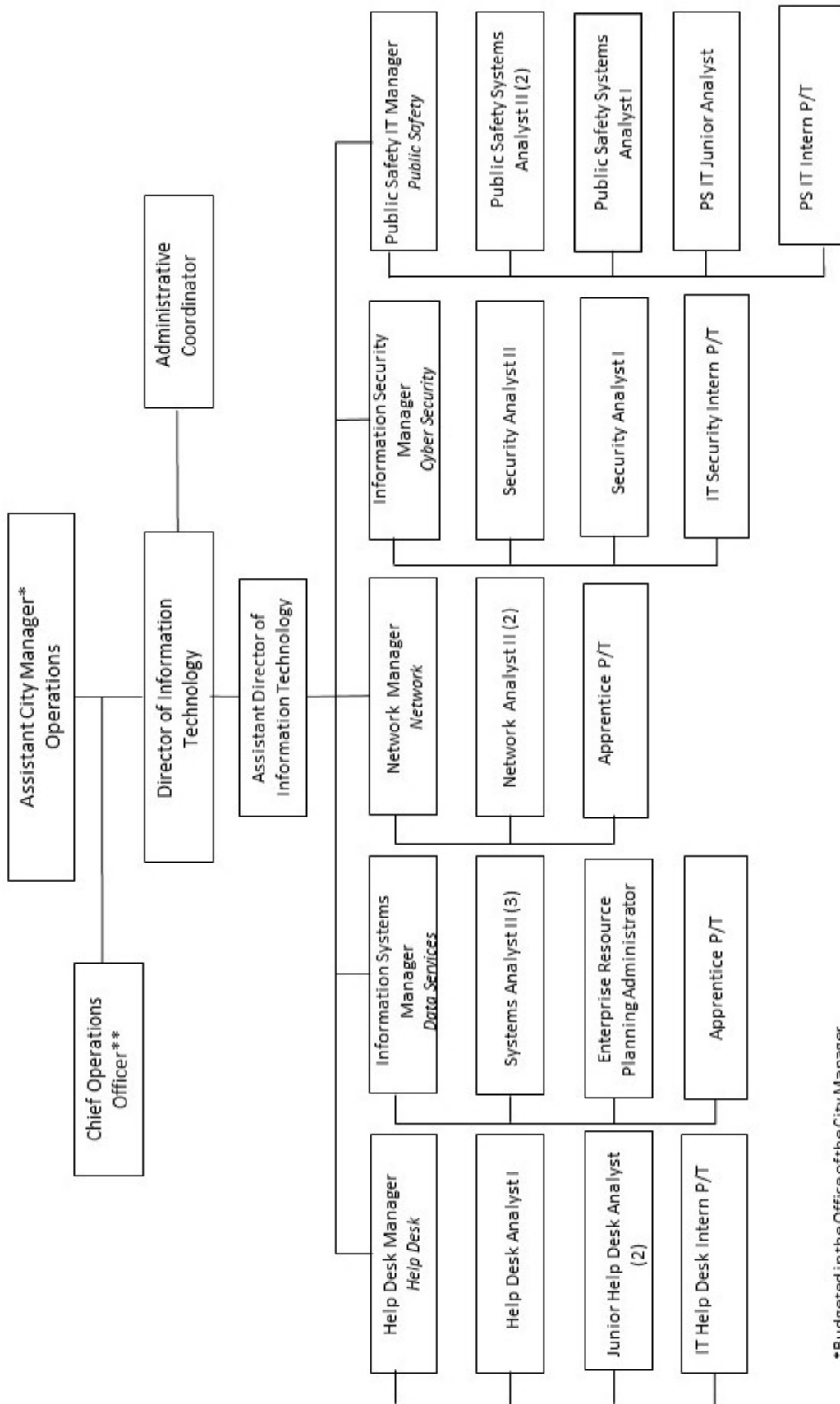
Object #	Account Description	Justification
605251	Noncap Equip (Item less 5000)	This funding is for non-capital equipment that cost less than \$5,000.
605252	Small Tools	This cost is for small tool items used by mechanics. Increase is due to tools for four new mechanics for Public Safety fleet in-house vehicle maintenance.
605290	Other Operating Supplies	This cost is for supplies such as fuel spill absorption sheets, rags, air filters, etc.
605410	Subscriptions & Memberships	This cost is associated with membership for National Association of Fleet Administrators, annual ASE certifications for automotive mechanics and FLAGA.
605500	Training-General	This cost is for Florida Government Fleet Administrators Seminar and other technical training courses locally.
606405	Furniture & Fixtures	Funding for approved above base request for Repair and Maintenance of WWRF Fuel Depot Assets \$146,000.
606440	Vehicles Purchase	This account is to fund vehicle's purchases for participant departments per the City's Vehicle Replacement Program.
606441	Vehicle Replacement Program	This budgeted amount is for escrow for future vehicle replacements.
606498	Vehicle Replacement Reserve	This line item is used to budget for escrow collected from participant departments in order to have sufficient reserves for future vehicle replacements.
609906	Renewal & Replace Reserve	This account is to budget for any unanticipated expenses or major unexpected repairs and replacement of City vehicles and equipment.

Information Technology Fund

Mission

To provide reliable, secure, functional and easily accessible information resources and related services that empower our residents and employees with easy and well-designed IT systems by focusing on their needs with innovative, coordinated and cost-effective ideas and solutions.

Information Technology Organizational Chart



*Budgeted in the Office of the City Manager

**Budgeted in the Utility Fund (410)

Information Technology Fund

Revenues and Expenditures Summary

	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Beginning Fund Balance	\$ (19,256)	\$ 395,970	\$ 835,036	\$ 835,036	\$ 835,036
Revenues By Category					
General Taxes	\$ —	\$ —	\$ —	\$ —	\$ —
Permits, Fees, Special Assessment	—	—	—	—	—
Intergovernmental Revenues	—	—	—	—	—
Charges for Services	6,066,100	7,009,900	7,983,300	7,983,300	8,667,400
Fines & Forfeitures	—	—	—	—	—
Miscellaneous Revenues	13,994	12,068	3,824,200	3,824,200	1,800
Appropriation of Fund Balance	—	—	—	—	—
Transfer In	—	—	—	—	—
Total	\$ 6,080,094	\$ 7,021,968	\$ 11,807,500	\$ 11,807,500	\$ 8,669,200
Expenditures By Category					
Personnel Services	\$ 2,463,831	\$ 2,818,025	\$ 2,828,400	\$ 2,828,400	\$ 3,091,700
Operating Expense	2,913,383	3,491,499	4,074,100	4,074,100	4,465,300
Capital Outlay	6,900	6,970	3,806,200	3,806,200	13,300
Grants & Aids	—	—	—	—	—
Total Operating Expenditures	\$ 5,384,114	\$ 6,316,494	\$ 10,708,700	\$ 10,708,700	\$ 7,570,300
Capital Improvement Program	—	—	—	—	—
Capital Asset Clearing	—	—	—	—	—
Other Uses	270,214	259,829	—	—	—
Debt Service	10,539	6,579	1,098,800	1,098,800	1,098,900
Transfers	—	—	—	—	—
Appropriated Fund Balance	—	—	—	—	—
Total	\$ 5,664,867	\$ 6,582,902	\$ 11,807,500	\$ 11,807,500	\$ 8,669,200
Excess/Deficiency	\$ 415,226	\$ 439,065	\$ —	\$ —	\$ —
Appropriated Fund Balance	—	—	—	—	—
Appropriation of Fund Balance	—	—	—	—	—
Ending Fund Balance	\$ 395,970	\$ 835,036	\$ 835,036	\$ 835,036	\$ 835,036



Information Technology Fund

Operating Revenues

Object #	Account Description	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Charges for Services						
341200	Internal Svcs Charge	\$ 6,066,100	\$ 7,009,900	\$ 7,983,300	\$ 7,983,300	\$ 8,667,400
	<i>Sub-total</i>	6,066,100	7,009,900	7,983,300	7,983,300	8,667,400
Miscellaneous Revenues						
361100	Int Earnings	548	519	5,100	5,100	1,600
361200	Dividend Income	13,446	11,549	12,900	12,900	200
383100	Capital Lease Proceeds	—	—	3,806,200	3,806,200	—
	<i>Sub-total</i>	13,994	12,068	3,824,200	3,824,200	1,800
	Total	\$ 6,080,094	\$ 7,021,968	\$ 11,807,500	\$ 11,807,500	\$ 8,669,200

Information Technology

Department Overview

The Information Technology (IT) Department addresses the common needs for information services from all City departments which consist of Local, Wide and Metropolitan Area Networking as well as computer training, help desk, internet and voice/data communications support. The Department is a key strategic partner and provides technical support and guidance in procuring, designing, installing, testing and developing of all computer related software and hardware applications including internet and intranet based systems.

As indicated in the Position Detail, this department is comprised of 25.5 budgeted positions, 23 full-time and five (2.5 FTEs) part-time employees. The six (6) programs provided are:

1. Administration
2. Data Services
3. Network Services
4. Help Desk
5. Cyber Security
6. Public Safety IT

FY 2021 Accomplishments

- Completed annual computer replacement for 1/3 of the City's IT assets.

- Extended Regional Park Wi-Fi coverage to include the Dog Park area.
- Extended Wi-Fi coverage at Vizcaya Park and Vernon E. Hargray Youth Enrichment Center to support COVID-19 testing and vaccination efforts.
- Installed intercom at the Finance Cashier's Offices to facilitate communication between cashier agents and customers.
- Implemented 2-Factor Authentication to protect the city computer network against cyberthreats.
- Completed Security Awareness Proficiency Assessment to assess City employees' awareness of cyber security best practices.
- Enhanced firewall services for local and cloud appliances to proactively monitor traffic logs and reduce exposure to cyber attacks.
- Implemented security badge access to elevators for Town Center Building A and Building W.
- Implemented new Record Management System (RMS) for police.
- Upgraded Munis system to version 2019.1.
- Completed upgrade/replacement of server infrastructure that hosts applications/data city-wide.
- Implemented electronic Contract Lifecycle Management (CLM) application.
- Upgraded video system for the Cultural Arts banquet hall.

Program Revenues, Expenditures and Position Summary

Dedicated Revenues	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Administration	\$ 591,212	\$ 705,043	\$ 684,700	\$ 649,078	\$ 679,500
Data Services	1,048,574	1,355,085	1,886,700	1,919,582	2,269,900
Network Services	1,699,017	1,855,237	6,637,700	6,579,940	2,703,800
Help Desk	1,005,357	1,255,081	1,188,400	1,139,100	1,319,000
Cyber Security	659,409	658,497	840,100	972,955	1,092,300
Public Safety IT	391,084	494,129	569,900	546,845	604,700
Total	\$ 5,394,653	\$ 6,323,073	\$ 11,807,500	\$ 11,807,500	\$ 8,669,200



Information Technology

Expenditures by Program	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Administration	\$ 591,212	\$ 705,043	\$ 684,700	\$ 649,078	\$ 679,500
Data Services	1,048,574	1,355,085	1,886,700	1,919,582	2,269,900
Network Services	1,699,017	1,855,237	6,637,700	6,579,940	2,703,800
Help Desk	1,005,357	1,255,081	1,188,400	1,139,100	1,319,000
Cyber Security	659,409	658,497	840,100	972,955	1,092,300
Public Safety IT	391,084	494,129	569,900	546,845	604,700
Total	\$ 5,394,653	\$ 6,323,073	\$ 11,807,500	\$ 11,807,500	\$ 8,669,200





Expenditures by Category	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Personnel Services	\$ 2,463,831	\$ 2,818,025	\$ 2,828,400	\$ 2,828,400	\$ 3,091,700
Operating Expense	2,913,383	3,491,499	4,074,100	4,074,100	4,465,300
Capital Outlay	6,900	6,970	3,806,200	3,806,200	13,300
Debt Service	10,539	6,579	1,098,800	1,098,800	1,098,900
Total	\$ 5,394,653	\$ 6,323,073	\$ 11,807,500	\$ 11,807,500	\$ 8,669,200

Positions by Program	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Administration	3.00	3.00	3.00	3.00	3.00
Data Services	4.00	4.00	4.00	5.00	5.50
Network Services	3.00	3.00	3.00	3.00	3.50
Help Desk	4.00	5.00	5.50	4.50	4.50
Cyber Security	3.00	3.00	3.00	3.00	3.50
Public Safety IT	4.00	4.00	4.00	4.00	5.50
Total	21.00	22.00	22.50	22.50	25.50





Position Detail	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Administrative Coordinator	1.00	1.00	1.00	1.00	1.00
Apprentice - Part-time (2)	—	—	—	—	1.00
Assistant Director of IT	1.00	1.00	1.00	1.00	1.00
Director of IT	1.00	1.00	1.00	1.00	1.00
Enterprise Resource Planning Administrator	1.00	1.00	1.00	1.00	1.00
Help Desk Analyst I	2.00	2.00	2.00	1.00	1.00
Help Desk Manager	1.00	1.00	1.00	1.00	1.00
Information Security Manager	1.00	1.00	1.00	1.00	1.00
Information Systems Manager	1.00	1.00	1.00	1.00	1.00
Intern - IT Help Desk - Part-time	—	1.00	0.50	0.50	0.50
Intern - IT Security - Part-time	—	—	—	—	0.50
Intern - Public Safety IT - Part-time	—	—	—	—	0.50
Junior Analyst - Help Desk	1.00	1.00	2.00	2.00	2.00
Junior Analyst - Public Safety Systems	—	—	—	—	1.00
Network Analyst II	2.00	2.00	2.00	2.00	2.00
Network Manager	1.00	1.00	1.00	1.00	1.00
Public Safety Information Technology Manager	1.00	1.00	1.00	1.00	1.00
Public Safety Systems Analyst I	—	—	—	1.00	1.00
Public Safety Systems Analyst II	3.00	3.00	3.00	2.00	2.00
Security Analyst I	1.00	1.00	1.00	1.00	1.00
Security Analyst II	1.00	1.00	1.00	1.00	1.00
Systems Analyst II	2.00	2.00	2.00	3.00	3.00
Total FTE's	21.00	22.00	22.50	22.50	25.50






Information Technology Balanced Scorecard

Measures	Objectives	Series Status	FY 2020 Actual	FY 2021 Actual	FY 2022 Goal
 Percentage of work requests resolved within 10 hours	Provide efficient technical services in a timely manner	Q4 Actual	62.00%	68.30%	
		YTD Actual	62.18%	63.10%	
		EOY Target	70.00%	65.00%	65.00%
	Service Desk requests are completed in a timely manner	% Target	88.82%	97.08%	
		% Goal	100.00%	100.00%	
 Percentage of service requests completed within Service Level Agreement	Provide efficient technical services in a timely manner	Q4 Actual	97.80%	98.20%	
		YTD Actual	97.58%	97.43%	
		EOY Target	95.00%	95.00%	95.00%
	Service Desk requests are completed in a timely manner	% Target	102.71%	102.55%	
		% Goal	100.00%	100.00%	
 Systems Availability	Provide access to infrastructure services on demand; any time, any location, and any device	Q4 Actual	99.90%	99.19%	
		YTD Actual	99.35%	99.72%	
		EOY Target	99.70%	99.70%	99.70%
	IT systems are available for all users	% Target	99.65%	100.02%	
		% Goal	100.00%	100.00%	
 Network Availability	Provide access to infrastructure services on demand; any time, any location, and any device	Q4 Actual	99.60%	99.75%	
		YTD Actual	99.71%	99.67%	
		EOY Target	99.92%	99.92%	99.92%
	IT systems are available for all users	% Target	99.79%	99.74%	
		% Goal	100.00%	100.00%	

Information Technology Balanced Scorecard

Measures	Objectives	Series Status	FY 2020 Actual	FY 2021 Actual	FY 2022 Goal
 Meets budget target - Expenses	Finances	Q4 Actual	\$ 1,489,150.72	\$ 1,716,129.56	
		YTD Actual	\$ 6,222,371.30	\$ 6,543,244.89	
		EOY Target	\$ 7,020,000.00	\$ 11,807,500.00	\$ 8,669,200.00
		% Target	88.64%	55.42%	
		% Goal	100.00%	100%	
 Meets projected target - Expenses	Finances	Q4 Actual	\$ 1,489,150.72	\$ 1,716,129.56	
		YTD Actual	\$ 6,222,371.30	\$ 6,543,244.89	
		EOY Projection	\$ 6,493,168.00	\$ 6,916,648.29	\$ 8,669,200.00
		% Target	95.83%	94.60%	
		% Goal	100.00%	100.00%	
 Meets budget target - Revenues	Finances	Q4 Actual	\$ 1,765,445.27	\$ 1,996,985.32	
		YTD Actual	\$ 7,021,967.70	\$ 7,986,549.98	
		EOY Target	\$ 7,020,000.00	\$ 11,807,500.00	\$ 8,669,200.00
		% Target	100.03%	67.64%	
		% Goal	100.00%	100.00%	
 Meets projected target - Revenues	Finances	Q4 Actual	\$ 1,765,445.27	\$ 1,996,985.32	
		YTD Actual	\$ 7,021,967.70	\$ 7,986,549.98	
		EOY Projection	\$ 7,028,900.00	\$ 11,791,200.00	\$ 8,669,200.00
		% Target	99.90%	67.73%	
		% Goal	100.00%	100.00%	

Information Technology Balanced Scorecard

Measures	Objectives	Series Status	FY 2020 Actual	FY 2021 Actual	FY 2022 Goal
 IT customer satisfaction rate	IT systems are available for all users	Q4 Actual	98.70%	97.87%	
		YTD Actual	97.92%	98.29%	
		EOY Target	94.00%	95.00%	95.00%
	Maintain high customer satisfaction on completed work requests	% Target	104.17%	103.46%	
		% Goal	100.00%	100.00%	
 Number of job specific training courses/conferences attended by staff annually	Provide efficient technical services in a timely manner	Q4 Actual	15.00	13.00	
		YTD Actual	23.00	30.00	
		EOY Target	20.00	20.00	20.00
	Develop and increase skill levels of staff	% Target	115.00%	150.00%	
		% Goal	100.00%	100.00%	
 Backup Success Rate	Provide efficient technical services in a timely manner	Q4 Actual	99.40%	99.97%	
		YTD Actual	99.65%	98.86%	
		EOY Target	98.00%	99.00%	99.00%
		% Target	101.68%	99.86%	
		% Goal	100.00%	100.00%	

FY21 actuals (revenues and expenses) are as of 11-25-21.
End of year targets exclude year-end budget amendments.

Information Technology FTE's by Program

Administration Provides the overall direction of the department and ensures that the City's technical resources are being managed in the most effective and efficient manner. It is the liaison to other departments, City officials and internal stakeholders. <table style="width: 100%; border: none;"> <tr> <td style="text-align: center; width: 50%;"><u>FY 21</u> 3.00</td> <td style="text-align: center; width: 50%;"><u>FY 22</u> 3.00</td> </tr> </table>				<u>FY 21</u> 3.00	<u>FY 22</u> 3.00
<u>FY 21</u> 3.00	<u>FY 22</u> 3.00				
Data Services This program manages all servers, data storage, and applications for the City's internal and external communications. <table style="width: 100%; border: none;"> <tr> <td style="text-align: center; width: 50%;"><u>FY 21</u> 4.00</td> <td style="text-align: center; width: 50%;"><u>FY 22</u> 5.50</td> </tr> </table>	<u>FY 21</u> 4.00	<u>FY 22</u> 5.50	Network Services Enables the City to maintain a reliable, safe and uniform way for communication exchange with other federal, state and local agencies, and the public at large. <table style="width: 100%; border: none;"> <tr> <td style="text-align: center; width: 50%;"><u>FY 21</u> 3.00</td> <td style="text-align: center; width: 50%;"><u>FY 22</u> 3.50</td> </tr> </table>	<u>FY 21</u> 3.00	<u>FY 22</u> 3.50
<u>FY 21</u> 4.00	<u>FY 22</u> 5.50				
<u>FY 21</u> 3.00	<u>FY 22</u> 3.50				
Help Desk Maintains computers and laptops that enable our employees to access data and the Internet so that they can communicate their findings electronically. <table style="width: 100%; border: none;"> <tr> <td style="text-align: center; width: 50%;"><u>FY 21</u> 5.50</td> <td style="text-align: center; width: 50%;"><u>FY 22</u> 4.50</td> </tr> </table>	<u>FY 21</u> 5.50	<u>FY 22</u> 4.50	Cyber Security This program coordinates all of the City of Miramar's information technology security efforts. <table style="width: 100%; border: none;"> <tr> <td style="text-align: center; width: 50%;"><u>FY 21</u> 3.00</td> <td style="text-align: center; width: 50%;"><u>FY 22</u> 3.50</td> </tr> </table>	<u>FY 21</u> 3.00	<u>FY 22</u> 3.50
<u>FY 21</u> 5.50	<u>FY 22</u> 4.50				
<u>FY 21</u> 3.00	<u>FY 22</u> 3.50				
Public Safety IT This program coordinates all of the City of Miramar's Public Safety information technology support services. <table style="width: 100%; border: none;"> <tr> <td style="text-align: center; width: 50%;"><u>FY 21</u> 4.00</td> <td style="text-align: center; width: 50%;"><u>FY 22</u> 5.50</td> </tr> </table>		<u>FY 21</u> 4.00	<u>FY 22</u> 5.50		
<u>FY 21</u> 4.00	<u>FY 22</u> 5.50				

Information Technology Budget Summary by Program

Administration—Program 100

This program is necessary for the department as it oversees all programs (Data, Network, Help Desk, Security and Public Safety IT). It upholds all established guidelines and technical requirements for operations and facilitates the department's objectives and achievements.

Dedicated Revenues	Object Code	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Internal Services Charge	341200	\$ 591,212	\$ 705,043	\$ 684,700	\$ 649,078	\$ 679,500

Expenditures by Category

Personnel Services	\$ 517,970	\$ 606,126	\$ 570,200	\$ 570,200	\$ 581,000
Operating Expense	66,342	91,948	114,500	78,878	85,200
Departmental Capital Outlay	6,900	6,970	—	—	13,300
Total	\$ 591,212	\$ 705,043	\$ 684,700	\$ 649,078	\$ 679,500

Percent of Time by Position

Administrative Coordinator	1.00	1.00	1.00	1.00	1.00
Assistant Director of IT	1.00	1.00	1.00	1.00	1.00
Director of IT	1.00	1.00	1.00	1.00	1.00
Total	3.00	3.00	3.00	3.00	3.00

Data Services—Program 580

This program manages all servers, data storage and applications for the City's internal and external communications.

Dedicated Revenues	Object Code	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Internal Services Charge	341200	\$ 1,048,574	\$ 1,355,085	\$ 1,886,700	\$ 1,919,582	\$ 2,269,900

Expenditures by Category

Personnel Services	\$ 527,476	\$ 582,024	\$ 638,200	\$ 638,200	\$ 638,200
Operating Expense	847,940	1,103,862	1,248,500	1,281,382	1,631,700
Departmental Capital Outlay	—	—	—	—	—
Debt Service	(326,842)	(330,801)	—	—	—
Total	\$ 1,048,574	\$ 1,355,085	\$ 1,886,700	\$ 1,919,582	\$ 2,269,900

Percent of Time by Position

Apprentice - Part-time	—	—	—	—	0.50
Enterprise Resource Planning Administrator	1.00	1.00	1.00	1.00	1.00
Information Systems Manager	1.00	1.00	1.00	1.00	1.00
Systems Analyst II	2.00	2.00	2.00	3.00	3.00
Total	4.00	4.00	4.00	5.00	5.50



Information Technology Budget Summary by Program

Network Services—Program 581

This program provides critical data and telecommunication services for the City's interdepartmental communications. It enables the City to maintain a reliable, safe and uniform way for communication exchange with other federal, state and local agencies, City's residents and the public at large.

Dedicated Revenues	Object Code	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Internal Services Charge	341200	\$ 1,699,017	\$ 1,855,237	\$ 6,637,700	\$ 6,579,940	\$ 2,703,800
Expenditures by Category						
Personnel Services		\$ 361,955	\$ 366,620	\$ 410,300	\$ 410,300	\$ 443,200
Operating Expense		999,682	1,151,236	1,322,400	1,264,640	1,161,700
Departmental Capital Outlay		—	—	3,806,200	3,806,200	—
Debt service		337,380	337,380	1,098,800	1,098,800	1,098,900
Total		\$ 1,699,017	\$ 1,855,237	\$ 6,637,700	\$ 6,579,940	\$ 2,703,800
Percent of Time by Position						
Apprentice - Part-time		—	—	—	—	0.50
Network Analyst II		2.00	2.00	2.00	2.00	2.00
Network Manager		1.00	1.00	1.00	1.00	1.00
Total		3.00	3.00	3.00	3.00	3.50

Help Desk—Program 582

This program provides desktop, laptop, audio visual and printer support that enables our employees to access data and the internet so that they can communicate their findings electronically or via email to other internal employees or to the general public.

Dedicated Revenues	Object Code	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Internal Services Charge	341200	\$ 1,005,357	\$ 1,255,081	\$ 1,188,400	\$ 1,139,100	\$ 1,319,000
Expenditures by Category						
Personnel Services		\$ 455,087	\$ 530,709	\$ 349,100	\$ 349,100	\$ 481,300
Operating Expense		550,270	724,372	839,300	790,000	837,700
Departmental Capital Outlay		—	—	—	—	—
Total		\$ 1,005,357	\$ 1,255,081	\$ 1,188,400	\$ 1,139,100	\$ 1,319,000
Percent of Time by Position						
Help Desk Analyst I		2.00	2.00	2.00	1.00	1.00
Help Desk Manager		1.00	1.00	1.00	1.00	1.00
Intern - IT Help Desk - Part-time		—	1.00	0.50	0.50	0.50
Junior Help Desk Analyst		1.00	1.00	2.00	2.00	2.00
Total		4.00	5.00	5.50	4.50	4.50

Information Technology Budget Summary by Program

Cyber Security—Program 584

This program coordinates all of the City of Miramar’s information technology security efforts. It provides for key cyber security decisions to be better aligned with overall organizational strategic business goals by assessing risk tolerance at the inception of any given initiative. This program further ensures that automated information systems are designed, operated and maintained with the appropriate information technology security and privacy data protections in place.

Dedicated Revenues	Object Code	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Internal Services Charge	341200	\$ 659,409	\$ 658,497	\$ 840,100	\$ 972,955	\$ 1,092,300

Expenditures by Category

Personnel Services	\$ 221,566	\$ 265,383	\$ 367,800	\$ 367,800	\$ 397,100
Operating Expense	437,842	393,114	472,300	605,155	695,200
Departmental Capital Outlay	—	—	—	—	—
Total	\$ 659,409	\$ 658,497	\$ 840,100	\$ 972,955	\$ 1,092,300

Percent of Time by Position

Information Security Manager	1.00	1.00	1.00	1.00	1.00
Intern - IT Security - Part-time	—	—	—	—	0.50
Security Analyst I	1.00	1.00	1.00	1.00	1.00
Security Analyst II	1.00	1.00	1.00	1.00	1.00
Total	3.00	3.00	3.00	3.00	3.50



IT Server Racks

Information Technology Budget Summary by Program

Public Safety IT—Program 585

This program provides technical support for all City of Miramar Public Safety operations. It provides technical guidance for acquisition, maintenance, and troubleshooting of all software and hardware required for Public Safety day to day operations, as well as ensures that appropriate safeguards are in place for information security and compliance.

Dedicated Revenues	Object Code	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Internal Services Charge	341200	\$ 391,084	\$ 494,129	\$ 569,900	\$ 546,845	\$ 604,700

Expenditures by Category

Personnel Services	\$ 379,777	\$ 467,162	\$ 492,800	\$ 492,800	\$ 550,900
Operating Expense	11,307	26,967	77,100	54,045	53,800
Departmental Capital Outlay	—	—	—	—	—
Total	\$ 391,084	\$ 494,129	\$ 569,900	\$ 546,845	\$ 604,700

Percent of Time by Position

Intern - Public Safety IT - Part-time	—	—	—	—	0.50
Junior Analyst - Public Safety Systems	—	—	—	—	1.00
Public Safety Information Technology Manager	1.00	1.00	1.00	1.00	1.00
Public Safety Systems Analyst II	3.00	3.00	3.00	2.00	2.00
Public Safety Systems Analyst I	—	—	—	1.00	1.00
Total	4.00	4.00	4.00	4.00	5.50

Information Technology Expenditures by Object Code

Administration—504-58-100-516-

Object #	Account Description	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Personnel Services						
601200	Employee Salaries	\$ 336,540	\$ 352,864	\$ 353,800	\$ 353,800	\$ 362,000
601205	Lump Sum Payout - Accrued Time	27,021	59,020	19,300	19,300	19,300
601210	Non-Pensionable Earnings	4,646	—	—	—	2,000
601215	Communication Stipend	—	—	3,900	3,900	3,900
601220	Longevity Pay	1,501	1,562	1,600	1,600	1,600
601400	Overtime-General	1,892	2,753	1,200	1,200	1,200
601410	Overtime-Holiday	—	13	—	—	—
602100	FICA & MICA	26,689	26,654	25,800	25,800	27,300
602210	Pension-General	5,219	27,342	14,200	14,200	14,900
602235	Pension-Senior Mgmt	52,341	71,524	68,100	68,100	64,500
602265	Pension-457	17,297	17,184	17,700	17,700	18,000
602305	Health Insurance-HMO	28,691	30,224	35,500	35,500	36,900
602306	Dental Insurance-PPO	1,841	1,776	1,900	1,900	1,900
602309	Basic Life Insurance	792	366	1,000	1,000	1,000
602311	Long-Term Disability Ins	255	175	500	500	500
602312	HDHP Aetna	5,277	7,401	6,800	6,800	7,100
602313	HSA Payflex	1,350	1,383	1,400	1,400	1,400
602400	Workers' Compensation	1,300	1,700	17,500	17,500	17,500
602600	OPEB	5,319	4,184	—	—	—
	<i>Sub-Total</i>	517,970	606,126	570,200	570,200	581,000
Operating Expense						
604001	Travel & Training	18,660	3,913	19,900	—	—
604200	Postage	36	1	200	200	200
604301	Electricity Svcs	7,942	8,971	8,900	8,900	9,000
604500	Risk Internal Svcs Charge	24,300	18,300	800	800	3,500
604550	Health Ins Internal Serv Chg	—	8,000	10,800	10,800	5,800
604610	Fleet Internal Svcs Charge	8,800	6,100	5,600	5,600	5,000
604905	Bank Svcs Charges	646	15	100	100	700
604950	Employee Awards	2,464	2,968	3,300	3,300	3,300
605100	Office Supplies	2,138	2,242	2,500	2,500	2,500
605220	Vehicle Fuel-On-Site	76	101	3,100	3,100	3,200
605410	Subscriptions & Memberships	215	38,307	49,100	39,441	42,000
605500	Training-General	1,065	3,029	10,200	4,137	10,000
	<i>Sub-Total</i>	66,342	91,948	114,500	78,878	85,200
Departmental Capital Outlay						
606441	Vehicle Replacement Program	6,900	6,970	—	—	13,300
	<i>Sub-Total</i>	6,900	6,970	—	—	13,300
	Total	\$ 591,212	\$ 705,043	\$ 684,700	\$ 649,078	\$ 679,500

Information Technology Expenditures by Object Code

Data Services—504-58-580-516-

Object #	Account Description	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Personnel Services						
601200	Employee Salaries	\$ 281,077	\$ 315,817	\$ 404,500	\$ 404,500	\$ 416,700
601205	Lump Sum Payout - Accrued Time	15,444	19,226	16,500	16,500	10,600
601210	Non-Pensionable Earnings	5,600	—	—	—	5,000
601215	Communication Stipend	10,463	13,755	9,800	9,800	7,800
601600	Compensated Absences	51,791	51,690	—	—	—
602100	FICA & MICA	23,971	26,036	34,700	34,700	33,700
602235	Pension-Senior Mgmt	46,701	52,358	74,000	74,000	84,500
602260	Pension-401	9,055	9,243	9,300	9,300	—
602265	Pension-457	4,322	4,843	5,000	5,000	4,700
602305	Health Insurance-HMO	31,374	30,247	41,800	41,800	51,900
602306	Dental Insurance-PPO	1,169	1,055	1,100	1,100	400
602307	Dental Insurance-HMO	356	518	800	800	900
602309	Basic Life	1,318	1,042	1,200	1,200	1,200
602311	Long-Term Disability	386	327	600	600	600
602312	HDHP Aetna	15,307	21,773	23,100	23,100	7,100
602313	HSA Payflex	4,050	4,217	4,100	4,100	1,400
602400	Workers' Compensation	18,000	24,300	11,700	11,700	11,700
602600	OPEB	7,093	5,578	—	—	—
	<i>Sub-Total</i>	<u>527,476</u>	<u>582,024</u>	<u>638,200</u>	<u>638,200</u>	<u>638,200</u>
Operating Expense						
603190	Prof Svcs-Other	11,996	23,103	20,000	11,220	20,000
603425	Software License & Maint	802,440	1,035,471	1,171,000	1,243,327	1,569,000
604001	Travel & Training	18,345	12,364	13,300	—	—
604500	Risk Internal Svcs Charge	—	—	600	600	2,600
604550	Health Ins Internal Serv Chg	—	9,900	12,600	12,600	6,800
604660	R&M Computers	7,284	8,138	10,000	302	10,000
604998	Contingency	2,162	—	2,500	505	2,500
605220	Vehicle Fuel-On-Site	798	609	—	—	—
605240	Uniforms Cost	—	—	—	2,182	—
605252	Small Tools	424	—	400	400	400
605290	Other Operating Supplies	793	903	900	—	900
605500	Training-General	3,699	13,374	11,700	4,746	12,500
605510	Tuition Reimbursement	—	—	5,500	5,500	7,000
	<i>Sub-Total</i>	<u>847,940</u>	<u>1,103,862</u>	<u>1,248,500</u>	<u>1,281,382</u>	<u>1,631,700</u>
Debt Service						
607100	Prin-Dell Lease	79,830	28,961	—	—	—
607200	Int-Dell Lease	3,019	656	—	—	—
607999	Debt Svcs Clearing	(409,690)	(360,418)	—	—	—
	<i>Sub-Total</i>	<u>(326,842)</u>	<u>(330,801)</u>	<u>—</u>	<u>—</u>	<u>—</u>
	Total	\$ 1,048,574	\$ 1,355,085	\$ 1,886,700	\$ 1,919,582	\$ 2,269,900

Information Technology Expenditures by Object Code

Network Services—504-58-581-516-

Object #	Account Description	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Personnel Services						
601200	Employee Salaries	\$ 216,848	\$ 214,386	\$ 247,600	\$ 247,600	\$ 276,000
601205	Lump Sum Payout - Accrued Time	17,918	22,747	15,800	15,800	15,800
601210	Non-Pensionable Earnings	5,243	(816)	—	—	3,000
601215	Communication Stipend	5,100	5,295	5,900	5,900	5,900
601220	Longevity	731	996	1,000	1,000	1,000
602100	FICA & MICA	18,258	17,973	21,500	21,500	23,100
602235	Pension-Senior Mgmt	35,850	39,035	41,500	41,500	39,300
602260	Pension-401	6,791	6,911	7,500	7,500	7,600
602265	Pension-457	1,852	1,885	2,000	2,000	2,100
602300	Pmt In Lieu Of Insurance	5,632	5,654	6,200	6,200	6,200
602305	Health Insurance-HMO	20,396	21,017	25,600	25,600	26,600
602306	Dental Insurance-PPO	886	893	1,000	1,000	1,000
602307	Dental Insurance-HMO	613	566	700	700	700
602309	Basic Life	678	372	700	700	800
602311	Long-Term Disability	300	211	400	400	400
602312	HDHP Aetna	7,738	10,915	21,500	21,500	22,300
602313	HSA Payflex	2,700	2,100	2,700	2,700	2,700
602400	Workers' Compensation	9,100	12,300	8,700	8,700	8,700
602600	OPEB	5,319	4,183	—	—	—
	<i>Sub-Total</i>	361,955	366,620	410,300	410,300	443,200
Operating Expense						
603190	Prof Svcs-Other	45,294	9,695	25,200	25,200	25,000
603400	Contract Svcs-Other	—	—	—	—	63,600
603425	Software License & Maint	35,819	72,121	174,500	206,740	158,300
604001	Travel & Training	7,008	484	5,600	5,600	—
604100	Communication Services	888,553	783,842	840,000	750,000	667,000
604105	Internet Svc	1,299	—	—	—	—
604106	Cellular Services	—	266,487	230,000	230,000	215,000
604500	Risk Internal Svcs Charge	—	—	400	400	1,700
604550	Health Ins Internal Serv Chg	—	6,300	7,900	7,900	4,200
604646	R&M Telecomm Equip	10,100	11,635	15,000	17,482	15,000
604998	Contingency	2,566	—	3,000	518	3,000
605252	Small Tools	512	101	500	500	500
605290	Other Operating Supplies	900	489	900	900	900
605500	Training-General	7,632	81	9,400	9,400	7,500
605510	Tuition Reimbursement	—	—	10,000	10,000	—
	<i>Sub-Total</i>	999,682	1,151,236	1,322,400	1,264,640	1,161,700
Departmental Capital Outlay						
606402	Communication Equipment	—	—	3,806,200	3,806,200	—
	<i>Sub-Total</i>	—	—	3,806,200	3,806,200	—
Debt Service						
607185	Prin-Key Bk Phone Sys Lease	293,758	293,758	293,800	293,800	293,800
607186	Prin-Cisco Network Switches	—	—	761,300	761,300	761,300
607188	De Lage WiFi Lse 2018-DS Prin	36,103	37,699	39,400	39,400	41,200
607288	De Lage WiFi Lse 2018-DS Int	7,520	5,924	4,300	4,300	2,600
	<i>Sub-Total</i>	337,380	337,380	1,098,800	1,098,800	1,098,900
	Total	\$ 1,699,017	\$ 1,855,237	\$ 6,637,700	\$ 6,579,940	\$ 2,703,800

Information Technology Expenditures by Object Code

Help Desk—504-58-582-516-

Object #	Account Description	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Personnel Services						
601200	Employee Salaries	\$ 289,443	\$ 323,977	\$ 220,600	\$ 220,600	\$ 319,700
601205	Lump Sum Payout - Accrued Time	15,778	33,137	4,300	4,300	4,300
601210	Non-Pensionable Earnings	5,546	(348)	—	—	4,000
601215	Communication Stipend	7,208	9,810	5,900	5,900	7,800
601220	Longevity	437	—	—	—	—
602100	FICA & MICA	24,411	27,944	18,100	18,100	25,700
602210	Pension-General	—	—	8,600	8,600	18,800
602235	Pension-Senior Mgmt	42,127	56,331	38,300	38,300	39,200
602260	Pension-401	6,002	—	—	—	—
602265	Pension-457	3,013	1,746	800	800	1,200
602300	Pmt In Lieu Of Insurance	—	—	—	—	6,200
602304	Health Insurance-PPO	3,294	13,917	14,100	14,100	14,600
602305	Health Insurance-HMO	29,447	25,618	16,200	16,200	16,800
602306	Dental Insurance-PPO	878	1,542	1,300	1,300	1,300
602307	Dental Insurance-HMO	363	178	200	200	200
602309	Basic Life	1,283	1,052	600	600	900
602311	Long-Term Disability	423	357	300	300	500
602312	HDHP Aetna	2,690	7,436	6,800	6,800	7,100
602313	HSA Payflex	1,350	1,738	1,400	1,400	1,400
602400	Workers' Compensation	14,300	19,300	11,600	11,600	11,600
602600	OPEB	7,093	6,973	—	—	—
	<i>Sub-Total</i>	455,087	530,709	349,100	349,100	481,300
Operating Expense						
603190	Prof Svcs-Other	11,283	35,680	67,800	77,800	42,900
603425	Software License & Maint	83,341	107,065	68,500	68,500	105,100
604001	Travel & Training	7,344	—	6,500	—	—
604404	Leased Computer	412,189	384,232	443,300	443,300	465,700
604440	Leased Copiers	3,507	137,630	150,000	135,000	150,000
604500	Risk Internal Svcs Charge	—	—	500	500	2,100
604550	Health Ins Internal Serv Chg	—	6,300	9,200	9,200	5,000
604660	R&M Computers	15,220	39,228	25,200	25,200	10,000
604998	Contingency	30	1,523	40,000	1,000	30,000
605100	Office Supplies	25	—	—	—	—
605250	Noncap Furn (Item less 5000)	798	—	500	1,700	—
605252	Small Tools	382	724	400	400	500
605290	Other Operating Supplies	1,695	909	900	900	900
605410	Subscriptions & Memberships	6,308	750	1,000	1,000	1,000
605500	Training-General	6,350	6,008	8,500	8,500	12,500
605510	Tuition Reimbursement	1,799	4,324	17,000	17,000	12,000
	<i>Sub-Total</i>	550,270	724,372	839,300	790,000	837,700
	Total	\$ 1,005,357	\$ 1,255,081	\$ 1,188,400	\$ 1,139,100	\$ 1,319,000

Information Technology Expenditures by Object Code

Cyber Security—504-58-584-516-

Object #	Account Description	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Personnel Services						
601200	Employee Salaries	\$ 122,942	\$ 160,951	\$ 234,000	\$ 234,000	\$ 263,600
601205	Lump Sum Payout - Accrued Time	11,948	11,858	14,100	14,100	5,800
601210	Non-Pensionable Earnings	2,761	—	—	—	3,000
601215	Communication Stipend	2,880	3,915	5,900	5,900	2,000
602100	FICA & MICA	10,926	13,618	20,200	20,200	21,000
602235	Pension-Senior Mgmt	47,020	49,903	54,100	54,100	51,600
602265	Pension-457	3,241	2,553	4,500	4,500	4,600
602304	Health Insurance-PPO	3,251	—	—	—	—
602305	Health Insurance-HMO	10,064	17,047	24,300	24,300	33,600
602306	Dental Insurance-PPO	184	—	400	400	2,000
602307	Dental Insurance-HMO	188	518	600	600	—
602309	Basic Life Insurance	677	694	700	700	800
602311	Long-Term Disability Ins	166	142	300	300	400
602400	Workers' Compensation	—	—	8,700	8,700	8,700
602600	OPEB	5,319	4,184	—	—	—
	<i>Sub-Total</i>	221,566	265,383	367,800	367,800	397,100
Operating Expense						
603190	Prof Svcs-Other	11,139	2,271	30,000	11,280	85,400
603425	Software License & Maint	401,987	369,860	335,700	484,230	497,700
604001	Travel & Training	1,991	12	7,500	—	—
604500	Risk Internal Svcs Charge	—	—	400	400	1,700
604550	Health Ins Internal Serv Chg	—	4,700	7,300	7,300	4,000
604660	R&M Computers	1,672	5,908	80,000	96,005	80,000
604998	Contingency	1,787	(18)	2,500	—	2,500
605252	Small Tools	486	254	500	500	500
605290	Other Operating Supplies	825	579	900	505	900
605410	Subscriptions & Memberships	6,435	—	—	—	—
605500	Training-General	11,520	9,547	7,500	4,935	7,500
605510	Tuition Reimbursement	—	—	—	—	15,000
	<i>Sub-Total</i>	437,842	393,114	472,300	605,155	695,200
	Total	\$ 659,409	\$ 658,497	\$ 840,100	\$ 972,955	\$ 1,092,300

Information Technology Expenditures by Object Code

Public Safety IT—504-58-585-516-

Object #	Account Description	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
Personnel Services						
601200	Employee Salaries	\$ 234,167	\$ 291,986	\$ 300,700	\$ 300,700	\$ 356,200
601205	Lump Sum Payout - Accrued Time	17,687	20,674	19,800	19,800	11,400
601210	Non-Pensionable Earnings	2,439	—	—	—	5,000
601215	Communication Stipend	435	1,965	5,900	5,900	5,900
602100	FICA & MICA	18,901	23,030	26,100	26,100	29,000
602235	Pension-Senior Mgmt	50,212	53,174	50,400	50,400	52,800
602260	Pension-401	8,489	8,705	9,100	9,100	9,600
602265	Pension-457	3,678	4,435	4,500	4,500	5,300
602300	Pmt In Lieu Of Insurance	1,791	—	—	—	—
602305	Health Insurance-HMO	32,536	54,450	61,100	61,100	60,300
602306	Dental Insurance-PPO	766	1,620	2,000	2,000	1,600
602307	Dental Insurance-HMO	461	288	200	200	600
602309	Basic Life Insurance	821	935	900	900	1,000
602311	Long-Term Disability Ins	303	323	400	400	500
602400	Workers' Compensation	—	—	11,700	11,700	11,700
602600	OPEB	7,092	5,578	—	—	—
	<i>Sub-Total</i>	<u>379,777</u>	<u>467,162</u>	<u>492,800</u>	<u>492,800</u>	<u>550,900</u>
Operating Expense						
603190	Prof Svcs-Other	—	9,300	20,000	10,000	20,000
603425	Software License & Maint	—	—	14,300	14,300	—
604001	Travel & Training	4,151	—	11,600	—	—
604404	Leased Computer	—	—	—	—	2,000
604500	Risk Internal Svcs Charge	—	—	600	600	2,600
604550	Health Ins Internal Serv Chg	—	9,900	18,300	18,300	9,900
604660	R&M Computers	—	—	—	—	5,000
604998	Contingency	—	—	2,500	1,045	2,500
605252	Small Tools	—	—	500	500	500
605290	Other Operating Supplies	—	—	900	900	900
605410	Subscriptions & Memberships	—	—	—	—	400
605500	Training-General	7,155	7,767	8,400	8,400	10,000
	<i>Sub-Total</i>	<u>11,307</u>	<u>26,967</u>	<u>77,100</u>	<u>54,045</u>	<u>53,800</u>
	Total	\$ 391,084	\$ 494,129	\$ 569,900	\$ 546,845	\$ 604,700

Information Technology Expenditures by Object Code

Unassigned—504-000-000-000-

Object #	Account Description	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2021 Revised	FY 2022 Budget
	Depreciation					
605910	Depreciation-Gen Gov't	\$ 270,214	\$ 259,829	\$ —	\$ —	\$ —
	<i>Sub-Total</i>	270,214	259,829	—	—	—
	Total	\$ 270,214	\$ 259,829	\$ —	\$ —	\$ —



Information Technology Budget Justification

Object #	Account Description	Justification
Revenue		
341200	Internal Service Charge	Internal Service Fund - Revenues for this fund are reimbursed from other funds for Information Technology (IT) services.
361100	Int Earnings	Revenues received from interest and Pooled cash earnings allowance and is allocated across funds based on the cash balance of each fund as compared to the total cash, unless directly related to a specific investment instrument.
361200	Dividend Income	This represents the return earned on the Wells Fargo Government Money Market Fund Sweep account.
Expense		
601400	Overtime-General	The cost for coverage for emergencies and unanticipated personnel shortages for GAME employees.
603190	Prof Svcs-Other	This account is for professional support of vendors for computer related goods and services which are typically associated with voice and data infrastructure and incident resolution outside the scope of staff expertise. DATA Program budgeted \$20,000; Network Program budgeted \$25,000; Help Desk Program budgeted \$42,900 for the FY 22 Lease deployment expenses and as needed AV services of City special events. Security Program budgeted \$85,400 and Public Safety Program budgeted 20,000.
603400	Contract Svcs-Other	CIP Project 54017-Smart City Surveillance System and Real Time Crime Center
603425	Software License & Maint	This account represents the cost for contracted software licenses and maintenance. FY 22 Includes the following: DATA: ERP \$316,432 Timekeeper \$79,000 VMWare 64,000 Microsoft \$700,600 Storage \$0 Domains \$3,560 POS System \$8,400 Alerts \$15,500 Email Protection \$35,500 Remote Access \$7,600 Intranet \$42,600 Work Order System \$32,500, Electronic Signature \$125,500, Data Security \$55,500 NETWORK: Network Monitoring \$15,000 Right Fax \$6,400 Recording \$7,600 Mobile Device Manager \$36,000 Smart Net \$18,000 Network Reporting \$16,800 Local Measure \$31,200 Telephonetics \$1,000 Smartnet \$3,403 Web Ex \$22,800 HELPDESK: Manage Engine \$53,000 Website \$23,074 AV solution \$8,716 Anti-Theft \$6,066 Remote Support \$14,200 SECURITY: Security Monitoring \$62,345 Web Security Training \$16,012 Q-radar \$47,364 Web Filter \$32,460 Fire Wall \$20,385 2Factor Authentication \$73,500 Gigavue \$2,479 Pen Test \$56,516 PCI Compliance \$3,690 Vulnerability Scanning \$7,016 Forescout \$23,597 Antivirus \$71,130 DNA Fusion \$12,125 Beyond Trust \$38,995 Fast Pass \$1,462 CCTV \$5,023 Endpoint Scanning \$19,553 Cloud Firewall \$3,997, \$82,500 Upgrade to Kronos Dimensions PUBLIC SAFETY: \$0
604100	Communication Services	This represents charges for allocated telephone services and general telephone items for all departments city-wide. AT&T \$180,000 U-verse \$1,000 Comcast \$391,000 Windstream/Paetec \$46,000 and Crown Castle \$49,000
604106	Cellular Services	This account is for monthly fees for cell phone, tablets, and other mobile devices citywide.
604200	Postage	Postage expense for the department.
604301	Electricity Svcs	This account represents allocated costs for electricity usage.
604404	Leased Computer	This account is for the lease of computers, servers, and storage arrays city-wide. All city departments computer lease costs included for FY 22 are \$117,040 for Lease 545 and \$214,991 for Lease 546, \$135,669 for Lease 547
604440	Leased Copiers	This account represents citywide costs of copiers and printers.
604500	Risk Internal Svcs Charge	This is a restricted account for allocated property and liability insurance premiums as per HR-Risk Management.
604550	Health Ins Internal Serv Chg	Funds the Citys wellness program that encourage employees to adopt healthy habits through education, incentives and an on-site clinic.
604610	Fleet Internal Svcs Charge	This account represents costs associated with repair and maintenance of City vehicles.
604646	R&M Telecomm Equip	This line item represents the repair and maintenance of city-wide voice and data equipment and infrastructure.
604660	R&M Computers	This line item represents repair and maintenance of city-wide data equipment and infrastructure. It includes items such as servers, workstations and laptops, UPS backup devices, data center maintenance, repairs to racks and KVM devices.
604905	Bank Svcs Charges	This is for analyzed bank services charges for handling Pooled cash accounts. Allocated amount is based on each fund cash balance.
604950	Employee Awards	To promote employee morale and team building for the Information Technology department staff.
604998	Contingency	This amount is for emergency or one time unanticipated expenses.
605100	Office Supplies	Costs associated with this line item are pens, pencils, staplers, paper clips, calendars, legal pads, markers, tape, folders, labeling supplies, stamp pads, ink, highlighters, staples, staplers, binders, binding clips, inkjet cartridges, white board cleaner, CAD/DVD covers, storage boxes, etc., and other miscellaneous small desk supplies.



Information Technology Budget Justification

Object #	Account Description	Justification
605220	Vehicle Fuel-On-Site	This account covers the cost of gas and oil used for city vehicles as per PW-Fleet Maintenance.
605252	Small Tools	Costs for items such as screwdrivers, wrenches, ratchets, etc., to physically repair computers, printers, telephone equipment, switches and routers.
605290	Other Operating Supplies	Costs associated with furniture and equipment costing less than \$200 per item. Anticipated items are racks, tables, shelves, contingent small equipment such as vacuum, portable chairs, dollies, etc.
605410	Subscriptions & Memberships	This account is for memberships in professional associations, subscriptions to knowledge based sites for staff to retain professional and technical certifications, such as CJIS, FLGISA, CBT Nuggets, PMI, and Gartner.
605500	Training-General	This account funds training and educational costs associated with ongoing education of IT personnel, installed software/hardware, communication systems, security and public safety initiatives and certifications necessary to stay current in the latest technology and updates to all current systems. Training is specialized and technical in nature and focus is on core services leveraged in the City and would not apply to the general City training being offered; with funding equally dispersed among all 6 IT programs and integrally tied to current systems such as VMWare, Tyler, Lucity, Vermont Systems, Microsoft, Windows, Forescout, Cisco, wireless AP's, Fred Pryor Seminars, Project Management, APC Certifications, Dell Technologies, Gartner, Enterprise Connect, Cyber Security and Public Safety Certifications.
605510	Tuition Reimbursement	Education assistance to permanent employees that is associated with a certificate or degree program at a community college or state college/university. Education must be related to the employee's present position or have the ability to assist in a promotional opportunity. The cost covers books and lab fees associated with the course.
606441	Vehicle Replacement Program	This budgeted amount is for escrow for future vehicle replacements.
607185	Prin-Key Bk Phone Sys Lease	This is the Principal for the Cisco Phone System 5-Year Lease (\$293,800 Annual Principal Payment).
607186	Prin-Cisco Network Switches	This is the Principal portion for the Cisco 5 Year Lease for the Network Switch Replacement.
607188	De Lage WiFi Lse 2018-DS Prin	This is the Principal portion for the De Lage WiFi Replacement 5-Year Lease. Quarterly payments due on August 15, November 15, February 15 and May 15. Final Payment on May 15, 2023.
607288	De Lage WiFi Lse 2018-DS Int	This is the Interest portion due for the De Lage WiFi Replacement 5-Year Lease. Quarterly payments due on August 15, November 15, February 15 and May 15. Final Payment on May 15, 2023.



Statistical Information

This section of the annual budget presents detailed statistical information to communicate the City's overall financial status. It is broken down in five categories: Financial Trends, Revenue Capacity, Debt Capacity, Demographics and Economic Status.

Financial Trends

The information in this category is intended to assist users to understand and assess how the City's financial position has changed over the years.

- Fund Balances of Governmental Funds
- Changes in Fund Balances of Governmental Funds

Revenue Capacity

These schedules contain information to help the reader assess the City's most significant local revenue source, their property taxes.

- Assessed and Estimated Actual Values of Taxable Property
- Direct and Overlapping Property Tax Rates
- Principal Property Taxpayers
- Property Tax Levies and Collections

Debt Capacity

This section helps the reader assess the affordability of the City's current levels of outstanding debt and the ability to issue additional debt in the future.

- Ratios of Outstanding Debt by Type
- Direct and Overlapping Governmental Activities Debt



Demographic and Economic Status

Demographic and economic indicators are presented to help the reader understand the environment within which the City's financial activities take place.

- Demographic and Economic Statistics
- Principal Employers in Miramar

Source: City of Miramar 2020 Annual Comprehensive Financial Report (ACFR).

Fund Balance Overview

Fund balance is the difference between assets and liabilities on governmental funds which are divided into non-spendable and spendable portions. The reservation of fund balance is necessary for two reasons:

- Resources not available for spending and legal restrictions on spending
- Non-spendable fund balance includes amounts that cannot be spent because they are either (a) not in a spendable form or (b) legally or contractually required to be maintained intact

Spendable fund balance is broken down into the following categories: Restricted, Committed, Assigned and Unassigned.

Restricted fund balance

This includes amounts that are restricted for a specific purpose by any of the following:

- Externally imposed by grantors, laws or regulations, etc.
- Imposed in law through constitutional provisions or enabling legislation
- Enabling legislation

Committed fund balance

Amounts that can only be used for a specific purpose, pursuant to constraints imposed by formal action of the government's highest decision-making authority; meaning that the City Commission will have to take action to commit or de-commit any fund balance.

Assigned fund balance

These amounts are constrained by the government's intent to be used for specific purposes, but are neither restricted or committed.

Unassigned fund balance

This type of fund balance is reported in the General Fund and includes amounts that are not assigned to other funds and that are not restricted, committed or assigned to specific purposes within the General Fund.



Miramar Police Supports Autism Awareness (MPD vs Miami-Dade Softball Game)

Changes in Fund Balances of Governmental Funds

Last Ten Fiscal Years

(Modified Accrual Basis of Accounting - Amounts Expressed in Thousands)

Revenues	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
Taxes	\$ 63,465	\$ 62,889	\$ 62,920	\$ 66,325	\$ 71,479	\$ 74,942	\$ 79,924	\$ 83,779	\$ 91,021	\$ 94,203
Special Assessments	10,585	10,604	15,955	15,714	16,321	19,150	20,577	20,764	21,169	21,441
Licenses & Permits	4,118	3,994	6,261	4,161	5,090	5,062	6,934	8,623	8,589	11,845
Inter-Governmental	25,598	24,422	29,935	19,711	20,545	22,174	23,468	27,460	29,739	23,355
Charges for Services	8,856	8,489	9,773	10,328	10,877	15,497	17,120	18,866	18,203	17,140
Fines & Forfeitures	930	973	1,301	952	1,017	1,058	1,080	1,199	1,033	601
Impact Fees	1,753	1,390	1,959	1,769	910	737	2,210	689	2,462	5,519
Interest Income	908	341	198	388	674	535	939	1,500	2,380	1,114
Developer Contributions	—	—	—	—	—	—	35	232	—	124
Miscellaneous	2,456	3,052	3,472	2,937	5,112	2,943	2,628	2,605	3,165	2,505
Total Revenues	\$118,668	\$116,154	\$131,774	\$122,285	\$132,025	\$142,098	\$154,915	\$165,717	\$177,761	\$ 177,847
Expenditures										
General Government	\$ 11,361	\$ 11,103	\$ 19,107	\$ 20,063	\$ 20,218	\$ 21,641	\$ 26,555	\$ 28,042	\$ 28,268	\$ 30,205
Public Safety (1)	63,395	65,389	68,500	71,272	71,211	73,336	81,083	86,677	90,213	94,762
Physical Environment (2)	7,653	7,982	2,111	1,198	1,321	1,391	3,581	6,206	4,899	1,546
Transportation (2)	—	—	3,355	4,159	3,285	3,205	3,568	3,426	3,671	3,831
Economic Environment (1)	—	—	1,944	2,673	2,914	3,267	2,043	2,594	3,126	3,785
Community Services (1) (5)	12,308	12,698	—	—	—	—	—	—	—	6,499
Social Services (4) (5)	1,520	1,757	1,540	2,057	2,414	5,196	5,794	6,187	6,490	—
Cultural Arts (4)	—	—	—	—	—	3,133	3,173	3,356	3,821	3,346
Parks and Recreation (1)	—	—	8,022	8,516	10,326	11,086	13,126	13,461	13,775	13,083
Non-Departmental Grants and Aid	2,496	2,757	—	—	—	—	—	—	—	—
Capital Outlay	9,852	8,490	11,129	123	230	105	119	169	356	1,812
Debt Service	4,479	8,845	7,992	8,716	14,733	28,207	22,910	12,635	15,211	17,536
Total Expenditures	\$119,411	\$127,758	\$143,118	\$128,226	\$225,257	\$159,055	\$172,501	\$175,882	\$183,098	\$ 190,229
Excess/Deficiency	\$ (743)	\$(11,604)	\$(11,344)	\$(5,941)	\$(93,232)	\$(16,957)	\$(17,586)	\$(10,165)	\$(5,337)	\$(12,382)
Other Financing Sources:										
Transfer In	\$ 14,010	\$ 26,247	\$ 27,987	\$ 12,686	\$ 11,276	\$ 15,511	\$ 13,006	\$ 14,625	\$ 16,326	\$ 17,359
Transfer Out	(15,820)	(24,476)	(30,398)	(16,402)	(14,673)	(13,617)	(13,713)	(14,625)	(16,326)	(17,359)
Lease Issuance	—	—	—	—	—	—	—	—	—	—
Issuance of Debt (3)	—	7,879	59,815	—	79,595	2,232	11,999	—	773	10,000
Premium on Issuance of Debt (3)	—	—	190	—	7,209	—	—	—	—	—
Sale of capital assets	—	—	—	—	—	—	185	—	—	—
Total other financing sources (uses)	(1,810)	9,650	57,594	(3,716)	83,407	4,126	11,477	—	773	10,000
Net Change in Fund Balance	\$ (2,553)	\$ (1,954)	\$ 46,250	\$ (9,657)	\$ (9,825)	\$(12,831)	\$ (6,109)	\$(10,165)	\$ (4,564)	\$ (2,382)
Debt Service as a % of Non Capital Expenditures	5.52 %	7.35 %	13.19 %	7.72 %	45.80 %	6.32 %	6.82 %	7.85 %	7.62 %	7.72 %

- (1) Beginning FY2013, revenues and exp. previously classified under Community Services were reclassified to parks and recreation, economic environment, and public safety.
- (2) Beginning in FY2013, revenues and expenditures previously classified under physical environment were reclassified to transportation.
- (3) In FY15, \$79.6M in Capital Improvement Refunding Revenue Bonds, Series 2015 were issued to current refund \$3.6M and \$83.9M in then outstanding Public Service Tax Revenue Bonds, Series 2003, and Capital Imp. Revenue Bonds, Series 2005, respectively.
- (4) Beginning in FY 2016, Cultural Arts and Early Childhood operations were transferred to the General Fund and are included under the functional classifications of cultural arts and social services, respectively. Source: City of Miramar FY2020 ACFR; p.165



Fund Balances of Governmental Funds

Last Ten Fiscal Years

(Modified Accrual Basis of Accounting - Amounts Expressed in Thousands)

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
General Fund:										
Non-spendable	\$ 1,149	\$ 970	\$ 109	\$ 99	\$ 210	\$ 153	\$ 123	\$ 1,824	\$ 1,713	\$ 1,878
Committed	—	—	—	14,620	15,115	16,309	18,340	19,070	20,383	23,252
Assigned	34,991	20,045	18,275	5,092	4,993	9,527	6,922	6,479	9,567	9,927
Unassigned	7,090	5,937	9,437	5,075	8,923	12,026	10,684	7,976	8,585	—
Total General Fund	\$ 43,230	\$ 26,952	\$ 27,821	\$ 24,886	\$ 29,241	\$ 38,015	\$ 36,069	\$ 35,349	\$ 40,248	\$ 35,057
All other Governmental Funds:										
Non-spendable	\$ 1,541	\$ 39	\$ 207	\$ 4	\$ 1	\$ —	\$ 3,895	\$ 3,312	\$ —	\$ —
Restricted	25,877	31,318	86,523	79,999	65,819	44,214	38,009	28,967	22,091	24,403
Assigned	—	9,986	—	—	—	—	—	—	—	—
Unassigned, reported in:										
Special Revenue Funds	(26)	(2)	(9)	(4)	(1)	—	(1,853)	(1,673)	(948)	(451)
Capital Projects Funds	(375)	—	—	—	—	—	—	—	—	—
Total All Other Governmental Funds	\$ 27,017	\$ 41,341	\$ 86,721	\$ 79,999	\$ 65,819	\$ 44,214	\$ 40,051	\$ 30,606	\$ 21,143	\$ 23,952
Total Governmental Funds	\$ 70,247	\$ 68,293	\$ 114,542	\$ 104,885	\$ 95,060	\$ 82,229	\$ 76,120	\$ 65,955	\$ 61,391	\$ 59,009

Note: The City implemented GASB Statement No.54 beginning fiscal year ending September 30, 2010.
Source: City of Miramar FY2020 ACFR; p.164

Assessed Values of Taxable Property

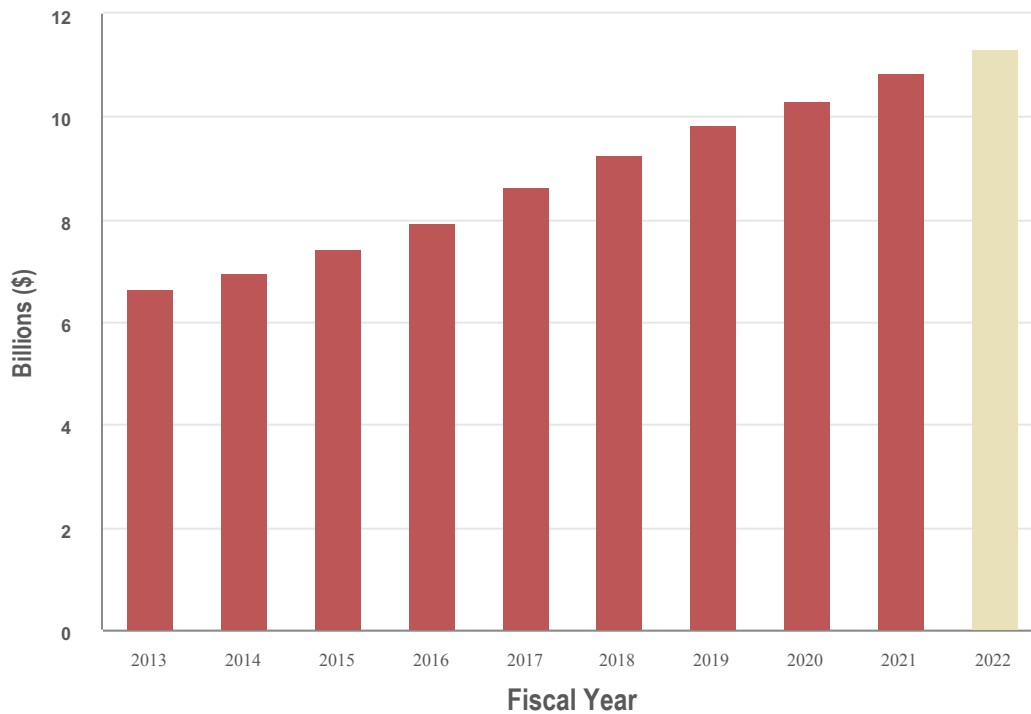
Fiscal Year	Real Property	Personal Property	Total Assessed Value	Total Change	% Change from Prior Year
2013	\$ 6,308,487,020	\$ 352,314,995	\$ 6,660,802,015	\$ 67,498,917	1.0%
2014	6,578,377,660	376,425,619	6,954,803,279	294,001,264	4.4%
2015	7,054,091,620	387,432,520	7,441,524,140	486,720,861	7.0%
2016	7,542,042,770	415,820,113	7,957,862,883	516,338,743	6.9%
2017	8,194,349,440	443,446,236	8,637,795,676	679,932,793	8.5%
2018	8,827,421,120	444,667,461	9,272,088,581	634,292,905	7.3%
2019	9,417,874,970	429,992,165	9,847,867,135	575,778,554	6.2%
2020	9,873,870,150	446,676,851	10,320,547,001	472,679,866	4.8%
2021	10,426,972,350	445,681,075	10,872,653,425	552,106,424	5.3%
2022	\$ 10,922,159,410	\$ 433,971,628	\$ 11,356,131,038	\$ 483,477,613	4.4%

Note: Property tax rates are based on each \$1,000 of net assessed value.

Note: Broward County properties are reassessed on an average once a year. The County assesses property at approximately 85-100% of actual value, as required by Florida law.

Source: <https://bcpa.net/Includes/Downloads/2020/CompletedDR420s/Miramar.pdf>

Total Assessed Value



Assessed Value for the City of Miramar increased by 4.4% compared to tax year 2020.



Property Tax Levies and Collections

Last Ten Fiscal Years

Fiscal Year	Total Tax Levy	Current Tax Collections	Percentage of Levy	Delinquent Tax Collections in Subsequent Years	Total Tax Collections	Percentage of Levy
2011	\$ 44,209,533	\$ 41,453,670	93.77%	\$ 131,958	\$ 41,585,628	94.06%
2012	42,775,713	40,888,853	95.59%	55,210	40,944,063	95.72%
2013	43,025,597	41,216,497	95.80%	35,857	41,252,354	95.88%
2014	44,985,950	43,231,304	96.10%	1,332,063	44,563,367	99.06%
2015	50,266,100	48,049,334	95.59%	25,945	48,075,279	95.64%
2016	53,868,885	51,631,178	95.85%	24,310	51,655,488	95.89%
2017	58,501,360	56,146,772	95.98%	35,490	56,182,262	96.04%
2018	62,689,618	59,967,326	95.66%	33,531	60,000,857	95.71%
2019	70,019,480	67,034,330	95.74%	22,645	67,056,975	95.77%
2020	\$ 73,390,469	\$ 70,240,360	95.71%	\$ —	\$ 70,240,360	95.71%

(1) Collections do not include discount amounts.

Source: Broward County Property Appraiser (BCPA) DR420; City of Miramar FY2020 ACFR; p.169 (Schedule 8 - Property Tax Levies and Collections)

Principal Taxpayers

Taxpayer	2020 Taxable Assessed Value	% of Total Taxable Assessed Value	Rank
Sunbeam Properties Inc/Sunbeam Dev. Corp.	\$ 452,905,851	4.39%	1
MTC Property Corp.	110,542,000	1.07%	2
CH Realty VII-PSREG FT Lauderdale Solano LLC	100,309,292	0.97%	3
Florida Power & Light	94,726,076	0.92%	4
Bel Miramar LLC	73,999,256	0.72%	5
BPP Alphabet MF Miramar LLC	70,402,714	0.68%	6
FC Miramar Phase I LLC	70,282,886	0.68%	7
Windsor At Miramar I LLC & (II)	62,336,117	0.60%	8
EQR-Miramar Lakes LLC	56,396,870	0.55%	9
Total	\$ 1,091,901,062	10.59%	

Source: City of Miramar FY2020 ACFR; p.168 (Schedule 7 - Principal Property Taxpayers)

Direct and Overlapping Property Tax Rates

Last Ten Fiscal Years

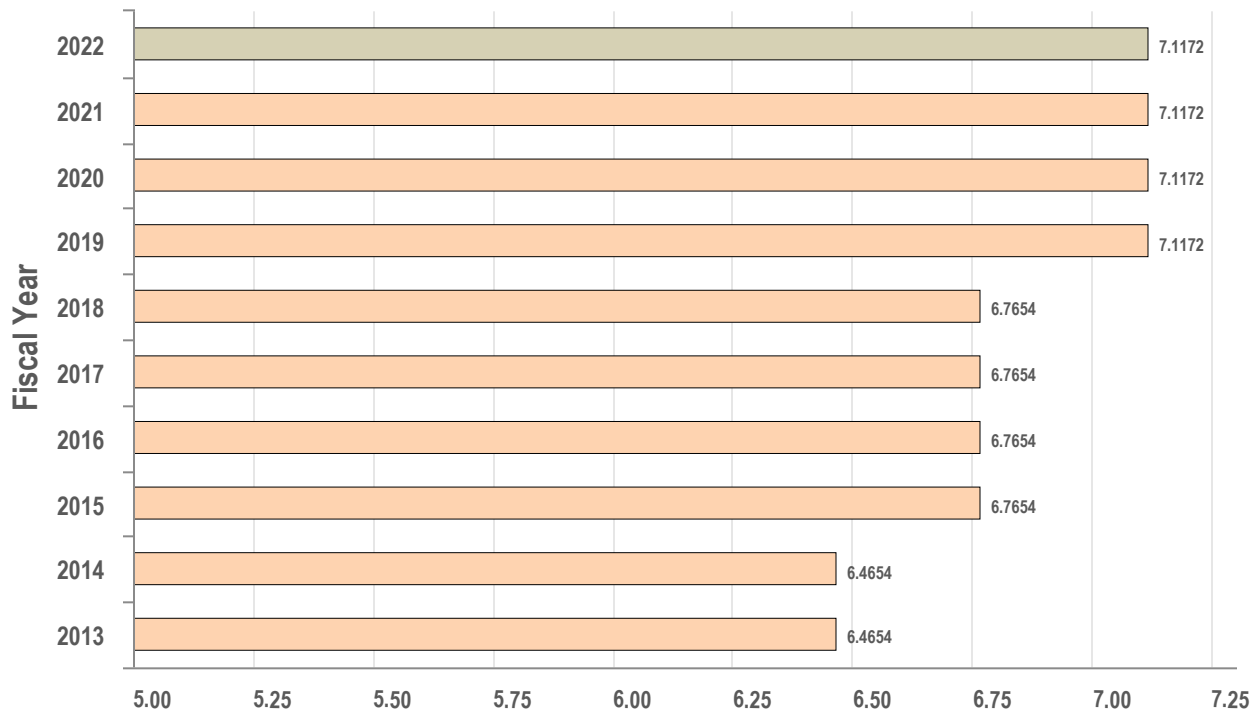
Fiscal Year	City of Miramar Millage*	Overlapping Rates						Total Direct & Overlapping Rates
		School Board (Operating & Debt)	Broward County Operating	Broward County Debt	South Florida Water Management District	South Broward Hospital District	Other	
2013	6.4654	7.4560	5.2576	0.2954	0.4289	0.6000	0.5247	21.0280
2014	6.4654	7.4800	5.4400	0.2830	0.4110	0.4000	0.5227	21.0021
2015	6.7654	7.4380	5.4584	0.2646	0.3842	0.1863	0.5227	21.0196
2016	6.7654	7.2740	5.4741	0.2489	0.3551	0.1750	0.5202	20.8127
2017	6.7654	6.9063	5.4474	0.2216	0.3307	0.1615	0.5202	20.3531
2018	6.7654	6.5394	5.4623	0.2067	0.3100	0.1496	0.5202	19.9536
2019	7.1172	6.4029	5.4792	0.1898	0.2936	0.1414	0.5202	20.1443
2020	7.1172	6.7393	5.4878	0.1812	0.2795	0.1260	0.5202	20.4512
2021	7.1172	6.5052	5.4999	0.1691	0.2675	0.1199	0.5202	20.1990
2022	7.1172	6.4621	5.5134	0.1556	0.2572	0.1144	0.5019	20.1218

Note: Millage is the property tax rate based on each \$1,000 of net assessed value.

Source: BCPA Final Adopted Millage Rates

Hyperlink: <https://bcpa.net/Includes/Downloads/2021/2021%20Final%20Millage%20Rate%20Table.pdf>

City of Miramar Millage Rate



Ratios of Outstanding Debt by Type

Fiscal Year	Governmental Activities				Business-Type Activities					Total Primary Government	% of Personal Income Per Capita	
	Revenue Bonds	Special Assessments	Notes Payable	Capital Leases	Revenue Bonds	Special Assessments	Notes Payable	Revolving Loan	Capital Leases		Income	Capita
2011	97,875	239	10,000	777	58,615	—	—	14,826	121	182,453	6.22%	1,484
2012	95,420	122	16,195	1,180	57,345	—	—	13,954	78	184,294	5.93%	1,493
2013	153,935	—	6,087	784	55,876	—	—	13,062	34	229,778	7.64%	1,817
2014	151,265	—	5,407	445	54,507	—	—	12,151	—	223,775	7.00%	1,742
2015	146,594	—	4,711	286	53,377	—	—	11,329	—	216,297	7.04%	1,637
2016	145,128	—	4,000	2,204	51,799	—	—	10,660	—	213,791	5.97%	1,595
2017	135,595	—	12,864	5,437	50,235	—	—	10,028	—	214,159	6.44%	1,572
2018	137,081	—	11,235	4,665	48,618	—	—	22,693	—	224,292	5.71%	1,636
2019	126,060	—	9,566	4,366	40,795	—	—	35,387	—	216,174	5.71%	1,557
2020	120,895	—	17,575	3,257	39,250	—	—	45,899	—	226,876	5.69%	1,634

Source: City of Miramar FY2020 ACFR; p.171 (Schedule 10 - Ratios of Outstanding Debt by Type)

Direct and Overlapping Governmental Debt

Governmental Unit	Net Debt Outstanding 9/30/2020	Percentage Applicable to City of Miramar	Amount Applicable to City of Miramar
Debt repaid with property taxes:			
Broward County, Florida	\$ 134,458,000 (1)	5.14%	\$ 6,916,997
Broward County School Board	337,681 (2)	4.75%	16,032,226
Other debt:			
Broward County Special Obligation Bonds	211,877,000	5.14%	10,899,706
Broward County Capital Leases	5,348,000	5.14%	275,120
Broward County Loans Payable and Other Obligations	346,895,000	5.14%	17,845,512
Broward County School Board Capital Outlay Bonds	8,314,000	4.75%	394,727
Broward County School Board Certificates of Participation	1,536,304,000	4.75%	72,939,765
Broward County School Board Capital Leases	89,593,000	4.75%	4,253,645
<i>Subtotal, overlapping debt</i>			<u>129,557,697</u>
Other direct debt:			
City of Miramar, Florida	\$ 147,156,133	100.00%	147,156,133
Total Direct and overlapping Debt			<u><u>\$ 276,713,830</u></u>

Note: The percentage of overlapping debt is estimated using taxable assessed property values. Value that is within the City boundaries is divided by the County's and School Board's total taxable assessed value.

Source: City of Miramar FY2020 ACFR; p.172 (Schedule 11 - Direct and Overlapping Governmental Activities Debt)

(1) Broward County, Florida

(2) School Board of Broward County, Florida

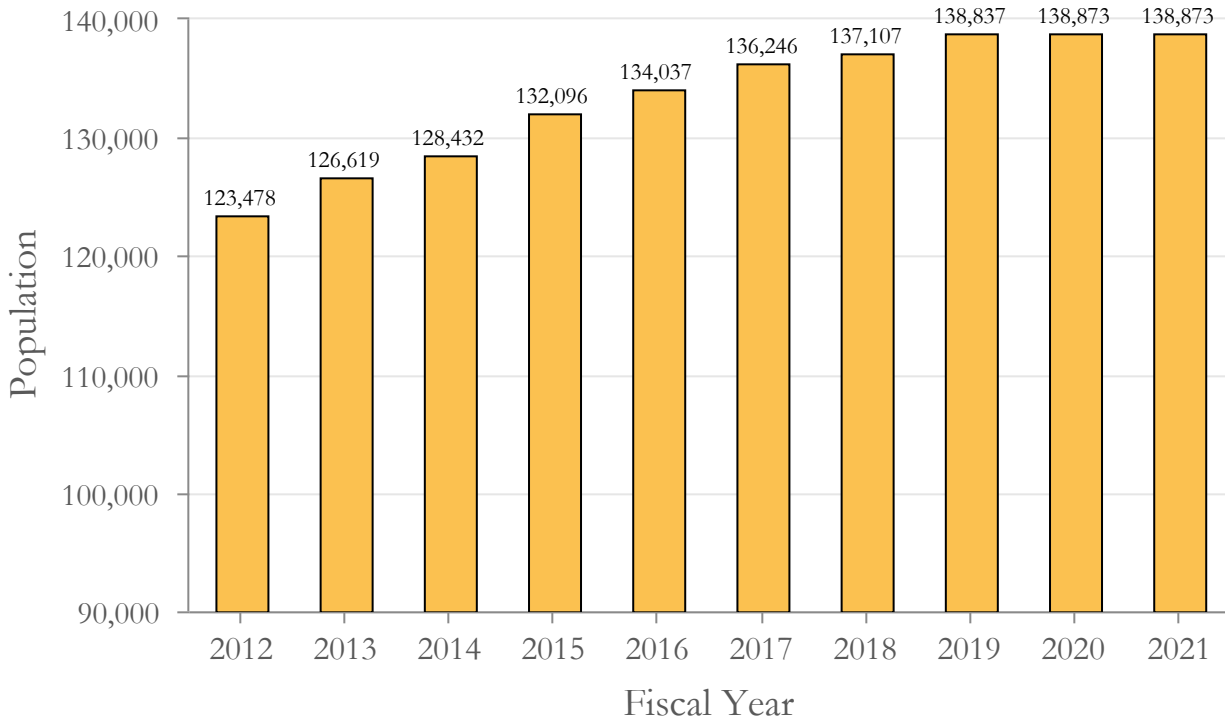
Demographic and Economic Statistics

Last Ten Fiscal Years

Fiscal Year	Broward County Population (1)	Miramar Population (1)	School Enrollment (2)	Unemployment Rate (3)	Median Household Income (4)	Per Capita Personal Income (4)	Median Age (4)
2012	1,753,162	123,478	23,857	15.3%	60,851	25,179	36
2013	1,771,099	126,619	23,857	9.3%	64,907	23,770	35
2014	1,783,757	128,432	23,718	6.3%	62,649	24,901	35
2015	1,802,891	132,096	23,589	4.7%	67,291	23,269	35
2016	1,896,425	134,037	23,093	4.6%	70,133	26,723	37
2017	1,873,970	136,246	22,675	3.8%	61,767	24,408	39
2018	1,897,976	137,107	22,781	2.7%	70,381	28,656	36
2019	1,919,644	138,837	21,574	2.8%	68,293	27,275	36
2020	1,942,700	138,873	20,927	7.8%	70,669	28,697	37
2021	1,944,375	138,873	26,083	4.6%	75,079	30,237	36

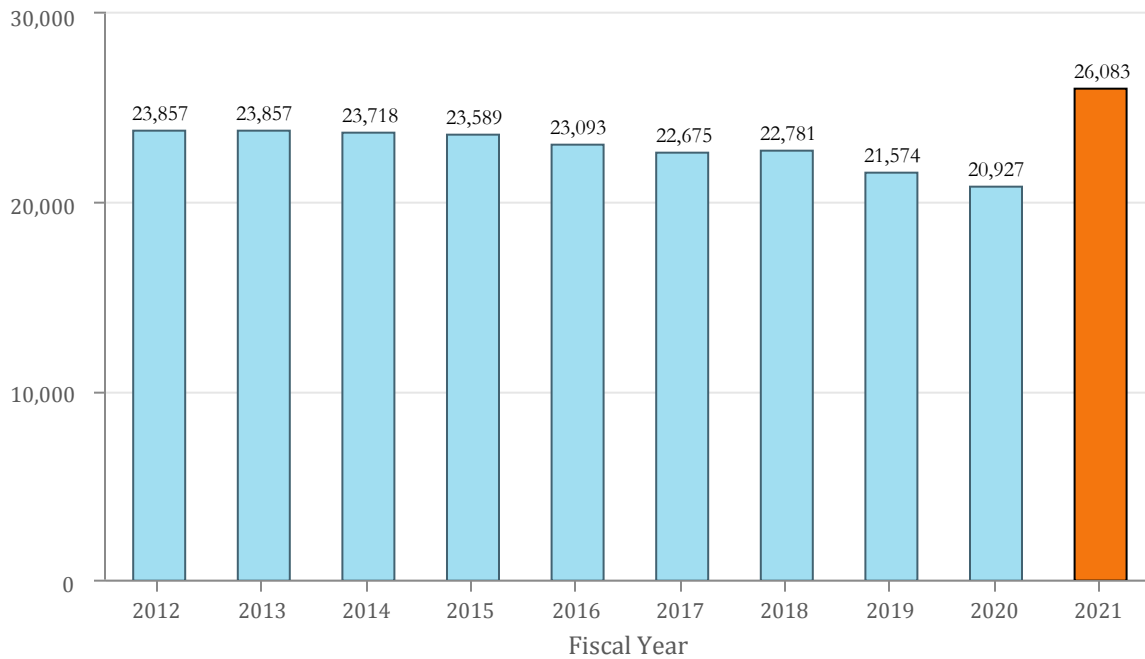
Source: (1) Bureau of Economic & Business Research (BEBR)
 (2) School Board of Broward County
 (3) State of Florida LAUS
 (4) American Fact Finder ACS, U.S. Bureau of Census

City of Miramar Population History



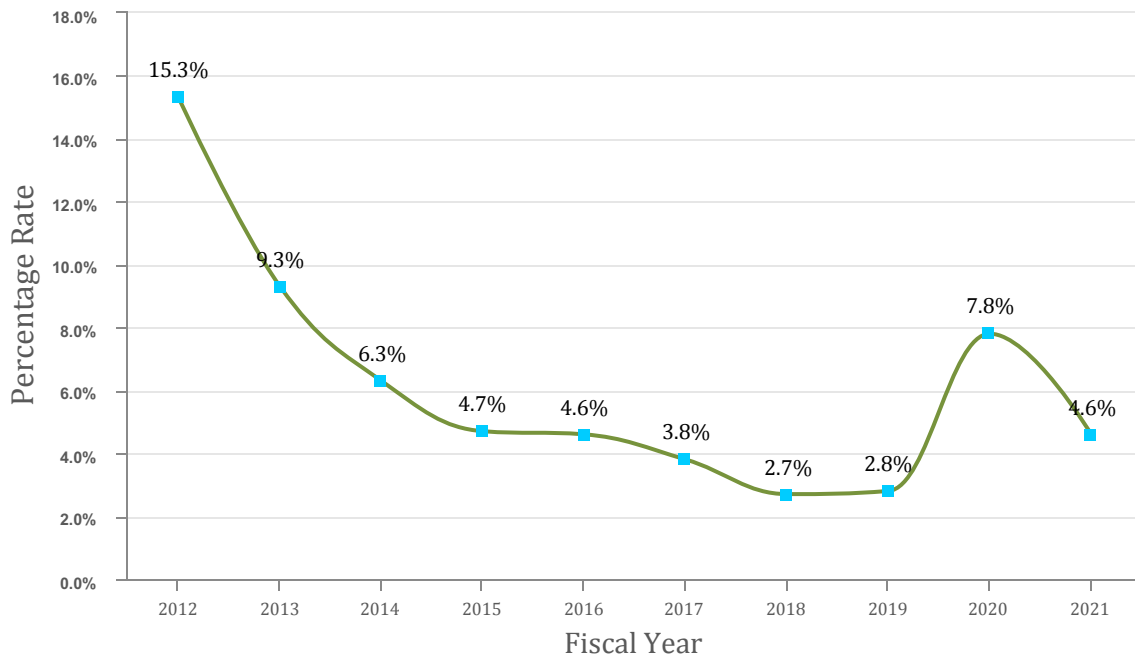
Demographic and Economic Statistics

School Enrollment



The number of students enrolled for 2021 includes: 8,170 (High School), 10,650 (Grades 5-8), 5,428 (Grades 1-4), and 1,835 (Kindergarten).

Unemployment Rate



Source: U.S. Department of Labor, Bureau of Labor Statistics, Local Area Unemployment Statistics program, in cooperation with the Fla Dept of Economic Opportunity/Bureau of Labor Market Statistics.

Major Employers

Company Name	Employees	Service	Company Name	Employees	Service
County Line Corporate Center			Miramar Park of Commerce cont'd		
Aldora Aluminum & Glass Products, Inc	105	Manufacturing	Inter-Continental Cigar Corp	22	Wholesale
C. H Robinson, Inc (INACTIVE)	34	Logistics	J.C. White Office Furniture	23	Office Furniture
Edward Don & Company	60	Culinary Supply	JL Audio, Inc	514	Audio Equip.
Hamilton Sundstrand Wld Repair	191	Appliance	J Pay, Inc	180	Financial
Kellstrom Defense Aerospace	58	Aerospace	Kaba Workforce Solutions, Inc	24	Workforce
Planned Building Services	2	Comm cleaning	Kone Elevators Escalator	30	Elevator Svc.
Huntington Corporate Park			Maritime Tele-communications Net	122	Communication
Arise Virtual Solutions, Inc	259	Call Center	Neiman Marcus	110	Retail
Automated Healthcare Solutions LLC (INACTIVE)	CLOSED	Healthcare	Neoptx, LLC	11	Optical
Carnival Corporation	750	Cruise	Nutrition Formulators, Inc	66	Nutraceutical
Compu Pay, Inc	125	Payroll	Panera LLC DBA Panera Bread #124	109	Retail
Gallagher Bassett Services, Inc (INACTIVE)	CLOSED	Insurance	Premier Beverage Co, LLC	364	Sprits
HP Enterprises Services LLC(INACTIVE)	CLOSED	Info Tech	Quest Diagnostics	570	Lab/Pharmacy
La Carreta Restaurant	100	Restaurant	Spirit Airlines, Inc	524	Airlines
Miramar Property Partners	0	Real Estate	Stanley Black & Decker	160	Tools
NBC Subsidiary (WTVJ-TV) LP	151	TV	Trane US,Inc	44	Air Condition
Telemundo of Florida, Inc	136	TV	Transcore Its, LLC	54	Logistics
Claro Enterprise Solution	141	Communication	United Tranzactions, LLC	135	Financial
US Gas & Electric, Inc	156	Utility	Vitas Healthcare Corp of Fla	36	Healthcare
Miramar Center Business & Corporate Park			Miramar Town Center		
Benihana	97	Restaurant	24 Hour Fitness #629	21	Fitness
Bokampers Sports Bar & Grill	216	Restaurant	Monarch Lakes Industrial Park		
Dynalectric Company	52	Contractor	Comcast of South Florida	949	Cable
Humana	284	Insurance	Hilton Garden Inn Miramar	62	Hotel
Johnson Controls, Inc	147	Building/ Automotive	Paychex North America, Inc	124	Payroll
Principal Life Insurance Co	120	Insurance	Publix Super Markets, Inc #0673	154	Retail
Propulsion Technologies International	105	Aviation	Ross University School of Medicine	123	School
Texas Roadhouse	115	Restaurant	Royal Caribbean Cruises Ltd	1,000	Cruise
The Home Depot #6353	154	Retail	Southern Wine and Spirits	750	Retail
Miramar Park of Commerce			United Healthcare of FL, Inc	108	Healthcare
ADT, LLC DBA ADT Security Services	40	Security	Employers out of Corporate Parks		
Amercan Purchasing Servicing LLC (INACTIVE)	CLOSED	Consulting	Memorial Healthcare System	1,100	Hospital
Aveva Drug Delivery Systems	40	Pharmaceutical	Publix Super Markets, Inc #0368	126	Retail
Beghelli, Inc	58	Manufacturing	Publix Super Markets, Inc #0652	127	Retail
Concorde Career Institute	43	School	Sam's Club	215	Retail
Parallon East Florida Supply Chain	100	Healthcare	Target Store, T-1512	186	Retail
Federal Express Corporation	229	Courier	Trinity Health Care Service	150	Healthcare
Florida Supplement, LLC	22	Nutraceuticals	Walmart Stores East LP #1511	375	Retail

Major employers for the City of Miramar with 50 employees or higher

Source: City of Miramar, Financial Services Dept-Business Tax; e-mail: businesstax@miramarfl.gov



Comparison to Other Local Municipalities

Municipality	Total All Funds Operating Budget FY 22 Budget (1)	General Fund Budget FY 22 Budget (1)	Number of Employees-FTE's FY 22 Budget (1)	Estimated Population FY 2022 (2)	Millage Rate Operating Debt Service FY 2022 (3)	Fire Protection Assessment Fee (3)			Solid Waste Rate per Year (1)	
						Single Multi Family Homes	Mobile Homes	Commercial Industrial/ Warehouse		
Coral Springs	228,021,578	145,379,722	917.0	134,394	6.0232 0.2303*	249.72 249.72	—	28.53 4.07 per 100 sq ft	44.82 per 100 sq ft	322.00
Hollywood	733,577,135	310,312,368	1,330.0	153,067	7.4810 0.4156*	299.00	—	647 206**	632.00**	540.00
Miramar	354,720,277	186,667,224	1,132.0	134,721	7.1172	398.23	296.26	0.7457 0.1191 per sq ft	0.6194 per sq ft	225.00
Pembroke Pines	447,532,439	220,088,607	762.5	171,178	5.6690 0.4159*	312.32	—	0.5207 0.0992 per sq ft	0.4709 per sq ft	278.40
Plantation	219,701,492	114,566,787	1,067.0	91,750	5.8000 0.4007*	—	—	—	—	312.24
Sunrise	\$479,753,700	\$150,523,230	1375	97,335	6.0543 0.4066*	249.50	—	428.00 70.00 **	645.00**	198.24
Town of Davie	\$261,989,402	\$150,503,369	834	105,691	5.6250 0.2311*	206.00	—	0.4111 0.0688 sq ft	0.4111 0.1169 sq ft	281.22
Weston	\$161,473,304	\$53,485,800	10 309 Contract	68,107	3.3464	568.08 582.35	—	1,242.13 422.60**	—	348.45

Millage rate is the tax rate for every \$1,000 of assessed property value

*Includes debt service millage rate

**<=1,999 sq.ft. Rates increase based on various tiers per 2,000 sq.ft.

Source: (1) Various Cities Budgets
 (2) BEBR (Bureau of Economic and Business Reports)
 (3) Broward County Property Appraiser (BCPA)
 Hyperlink: <https://www.behr.ufl.edu/population>

Comparison of Other Cities Taxable Value

Municipality	FY 2021 Gross Taxable Value	FY 2022 Gross Taxable Value	Amount Change	% Change from Prior Year
Coral Springs	\$ 11,254,828,557	\$ 11,757,400,445	\$ 502,571,888	4.47%
Hollywood	18,514,618,295	18,938,419,616	423,801,321	2.29%
Miramar	10,872,653,425	11,356,131,038	483,477,613	4.45%
Pembroke Pines	14,300,177,757	14,862,515,588	562,337,831	3.93%
Plantation	10,163,009,933	10,636,630,334	473,620,401	4.66%
Sunrise	8,229,356,890	8,661,399,745	432,042,855	5.25%
Town of Davie	10,825,769,549	11,356,865,657	531,096,108	4.91%
Weston	\$ 9,231,257,552	\$ 9,535,391,273	\$ 304,133,721	3.29%

Source: BCPA, Form DR-420, Certification of Taxable Value
[page=2020CompletedDR420s](https://bcpa.net/Folder.asp?page=2020CompletedDR420s)

Hyperlink: <https://bcpa.net/Folder.asp?page=2020CompletedDR420s>

Glossary of Terms

Account A financial reporting unit used to identify an individual asset, liability, expenditure control, revenue control, encumbrance control, or fund balance. All budgetary transactions are recorded in accounts.

Accrual Basis of Accounting A method of accounting that recognizes revenues and expenditures when service occurs, regardless of the timing of related cash flows.

Administrative Charge Payment from one fund to another primarily for services provided.

Ad Valorem Tax A tax levied on the assessed value of real estate and personal property. This tax is also known as property tax.

Adopted Budget The formal process through which the City Commission approves the proposed budget.

Amended Budget Adjustment to the adopted budget and approved by the City Commission.

American Rescue Plan Act (ARPA) President Biden's plan to provide direct relief to Americans, contain COVID-19, and rescue the economy.

Annual Comprehensive Financial Report (ACFR) The official annual report that presents the City's financial status in a standardized format. It is organized by Governmental and Business Type Activities, and contains two basic types of information: a balance sheet that compares assets with liabilities and fund balance and an operating statement that compares revenues and expenditures.

Appropriation An authorization granted by a legislative body to purchase goods or services for specific purposes. An appropriation is limited in amount and as to the time it may be expended.

Assessed Property Value The value set upon real estate or other property by the County Assessor and the State as a basis for levying taxes.

Audit An independent examination of financial information of any entity with a view to express an opinion thereon.

Balanced Budget A budget in which total approved revenues equal total approved expenditures for the fiscal year.

Basis of Accounting The timing of recognition, that is, when the effects of transactions or events should be recognized for financial reporting purposes. It is an essential part of measurement focus because a

particular timing of recognition is necessary to accomplish a particular measurement focus.

Bond A written promise, generally under seal, to pay a specified sum of money, called the face value, at a fixed time in the future, called the date of maturity, and carrying interest at a pre-determined rate, usually payable periodically.

Bond Anticipation A short-term interest-bearing note issued by a government in anticipation of bond proceeds to be received at a later date.

Budget A plan of financial operation embodying an estimate of proposed expenditures for a given period and the proposed means of financing them. The term usually indicates a financial plan for a single fiscal year.

Budget Calendar A schedule of key dates which the City follows for the preparation, adoption and administration of the budget.

Budget Message A general discussion of the proposed budget as presented in writing by the budget-making authority to the legislative body.

Budgetary Basis of Accounting The method used to determine when revenues and expenditures are recognized for budgetary purposes.

Budgetary Control The control or management of a government or enterprise in accordance with an approved budget for the purpose of keeping expenditures within the limitations of available resources.

Business-type Activities One of two classes of activities reported in the government-wide financial statements. It is financed in whole or in part by fees charged to external parties for goods or services. These activities are usually reported in enterprise funds.

Business Plan A written document outlining how the City sources will be applied to achieve the strategic plan.

Capital Equipment Physical plant and equipment with an expected life of five years or more.

Capital Expenditure Is for the acquisition of infrastructure, park development, building, construction or expansion, and addition to fixed assets with an estimated cost of \$100,000 or more.

Glossary of Terms

Capital Lease An agreement conveying the right to use property, plant or equipment usually for a stated period of time where the lessee assumes all the risks and rewards of ownership.

Capital Improvement Program (CIP) An official statement of public policy regarding long-range capital development for expenditure of \$100,000 or more. It is the City's Five Year Plan and supports the City's Comprehensive Plan.

Chart of Accounts The classification system used by a city to organize the accounting for various funds, based on the State of Florida Uniform Accounting System Manual.

Comprehensive Plan A plan adopted by the legislative body which governs the growth and/or development of a community. It may include land use, transportation, environmental, or other component plans.

Contingency A budgetary reserve to provide for emergency or unanticipated expenditures.

Debt Service The payment of principal and/or interest on borrowed funds such as bonds and loans.

Debt Service Fund A governmental fund used to account for the accumulation of resources for, and the payment of, general long-term debt principal and interest, and related costs.

Defeasance The netting of outstanding liabilities and related assets on the statement of position in financial reporting. Only the new debt, if any is reported as a liability. Most refunding result in the defeasance of the refunded debt.

Departmental Capital Outlay Expenditures for the acquisition of fixed assets costing more than \$5,000 and less than \$100,000.

Depreciation The decrease in value of physical assets due to usage or expiration of service. In governmental accounting, depreciation may be recorded in proprietary funds and trust funds where expenses, net income, and/ or capital maintenance are measured.

Designated Funds that have been identified for a specific purpose. This differs from reserved funds, in that there is no legal requirement for funds that have been designated.

Designated Unreserved Fund Balance Management's intended use of available expendable financial resources in governmental funds reflecting actual plans approved by the government's senior management. Designations that reflect a government's self-imposed limitations on the use of otherwise available expendable financial resources in governmental funds.

Developer Fees Charged to developers to cover, in whole or in part, the anticipated cost of improvements that will be necessary as a result of the development (e.g., parks, sidewalks).

Distinguished Budget Presentation Awards Program A voluntary program administered by the Government Finance Officers Association (GFOA) to encourage governments to publish efficiently organized and easily readable budget documents and to provide peer recognition and technical assistance to the fiscal officers preparing them.

Effectiveness A term used in connection with the evaluation of internal controls and performance measurement. The degree to which an entity, program, or procedure is successful at achieving its goals and objectives.

Efficiency A term used in connection with the evaluation of internal controls and performance measurement. The degree to which an entity, program, or procedure is successful at achieving its goals and objectives with the least use of scarce resources. Efficiency necessarily presupposes effectiveness.

Enterprise Fund A self supporting fund established to account for activities supported by a user fee for goods or services such as water and solid waste services.

Expenditure The disbursement of appropriated funds to purchase goods or pay for a service. Encumbrances are not considered expenditures.

Federal Emergency Management Administration (FEMA) An agency of the US government responsible for disaster mitigation, preparedness, response and recovery planning.

Fiduciary Funds These funds are used to report assets held in a trustee or agency capacity for others and cannot be used to support government's own programs. This category includes pension trust funds, investment trust funds and agency funds.

Glossary of Terms

Fire EMS CIP Fund This fund was established in FY 2016 to account for impact fees derived from new development and restricted by Ordinance for Fire and Emergency Medical Services Capital Improvements, including buildings and equipment.

Fiscal Period A period in which a governmental unit determines its financial condition and the results of its operations and closes its books. Normally, it is usually a year, but not a calendar year.

Five-year Capital Plan A plan for capital expenditures to incur each year over a five-year period to meet capital needs arising from the long-term work program and other capital needs. It sets forth each project or other contemplated expenditure in which the government is to have a part and specifies the resources estimated to be available to finance the projected expenditures.

Fixed Asset A term used for assets and property which cannot easily be converted into cash such as land, buildings, machinery, vehicles, furniture, and other equipment.

Franchise Bonds These bonds are for the payment of which the City's franchise revenues are pledged.

Franchise Fees Charges to utilities for exclusive/non-exclusive rights to operate within municipal boundaries. (e.g., electricity, communications, cable television, and solid waste).

Function A group of related activities aimed at accomplishing a major service or regulatory program for which a government is responsible.

Fund A fiscal and accounting entity with a self-balancing set of accounts recording cash and other financial resources, together with all related liabilities and residual equities or balances, and changes therein, that are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions, or limitations.

Fund Accounts All accounts necessary to set forth the financial operations and financial condition of a fund.

Fund Balance The difference between assets and liabilities reported in a governmental fund.

Fund Type One of four classifications into which all individual funds can be categorized. Governmental fund types include the general fund, special revenue, debt service and capital projects. Proprietary fund

types include enterprise funds and internal service funds. Fiduciary fund types include pension, trust, and investment funds.

General Fund One of the five governmental fund types and typically serves as the chief operating fund. It is used to account for all financial resources except those required to be accounted for in another fund.

General Obligation Bonds Payments in full faith and credit of the issuing body are pledged. More commonly, but not necessarily, general obligation bonds are considered to be those payable from taxes and other general revenues.

General Revenues All revenues that are not required to be reported as program revenues. All taxes, even those that are levied for a specific purpose are general revenues and should be reported by type of tax (e.g. sales tax, property tax, franchise tax, income tax).

Generally Accepted Accounting Principles (GAAP) The conventions, rules, and procedures that serve as the norm for the fair presentation of financial statements.

Government Finance Officers Association (GFOA) An association of public finance professionals founded in 1906 as the Municipal Finance Officers Association. The GFOA has played a major role in the development and promotion of GAAP for state and local government since its inception and has sponsored the Certificate of Achievement for Excellence in Financial Reporting since 1946 and the Certificate of Recognition for Budget Preparation.

Governmental Accounting Standards Board (GASB) The ultimate authoritative accounting and financial reporting standard-setting body for state and local governments. GASB was established in June of 1984.

Governmental Activities Generally financed through taxes, intergovernmental revenues, and other non-exchange revenues. These activities are usually reported in governmental funds and Internal Service Funds.

Governmental Funds These are the General Fund, Special Revenue Funds, Debt Service Funds and Capital Projects Fund in this document.

Grant A contribution by one governmental unit to another. The contribution is usually made to aid in the support of a specified function (for example, education), but it is sometimes for general purposes.



Glossary of Terms

Homestead Exemption A tax-saving exemption provided by the Florida State Constitution on the first and third \$25,000 of the assessed value of an owner/occupied residence.

Impact Fee A fee charged to developers by governmental entities to cover, in whole or in part, the anticipated cost of improvements that will be necessary as a result of the development (e.g., parks, sidewalks). These fees are often tied to a standard measure, such as square footage.

Infrastructure A public domain fixed assets including roads, bridges, curbs, gutters, sidewalks, drainage systems, lighting systems and other items that have value only to the city.

Interfund Transfers Flows of assets such as cash for goods between funds and blended component units of the primary government without equivalent flows of assets in return and without a requirement for repayment.

Inter-Governmental Revenue Received from or through the Federal, State, or County government. These include State Revenue Sharing, Alcoholic Beverage Tax, Half-Cent Sales Tax and Grants.

Internal Service Fund This is a proprietary fund type that may be used to report any activity that provides goods or services to other funds, departments, or agencies of the primary government and its component units, or to other governments, on a cost-reimbursement basis. The City has four Internal Service Funds which are referred to as Funds 501-504.

Liability A debt or other legal obligations arising out of transactions in the past which must be liquidated, renewed, or refunded at some future date.

Mill A taxation unit equal to one dollar of tax obligation for every \$1,000 of assessed valuation of property.

Millage The total tax obligation per \$1,000 of assessed valuation of property.

Modified Accrual Basis of Accounting Basis of accounting according to which (a) revenues are recognized in the accounting period in which they become available and measurable and (b) expenditures are recognized in the accounting period in which the fund liability is incurred, if measurable, except for unmatured interest on general long-term debt and certain similar accrued obligations, which should be recognized when due.

Object A term used in connection with the classification of expenditures. The article was purchased or the service obtained, rather than the purpose for which the article or service was purchase or obtained.

Operating Budget A budget for general revenues and expenditures such as salaries, utilities, and supplies.

Original Budget The first complete appropriated budget. It may be adjusted by reserves, transfers, allocations, supplemental appropriations, and other legally authorized legislative and executive changes before the beginning of the fiscal year.

Output Measures Term used in connection with service efforts and accomplishments reporting. Indicators that measure the quantity of services provided. Output measures include both measures of the quantity of service provided and measures of the quantity of a service provided that meets a certain quality requirement.

Overlapping Government All local governments located wholly or in part within the geographic boundaries of the reporting government.

Park Development Fund A fund used to account for revenues specifically earmarked for capital improvement to the City's park system. This is a capital project fund which is referred to as Fund 387.

Police CIP Fund This fund was established in FY 2016 to account for impact fees derived from new development and restricted by Ordinance for Police Capital Improvements, including buildings and equipment.

Police Education Fund A fund used to account for revenues pursuant to Florida Statute 943.25 which allows municipalities to collect two dollars from each traffic citation for the purpose of criminal justice education and training police officers. This is a special revenue fund which is referred to as Fund 110.

Property Tax A tax levied on the assessed value of real and personal property which is also known as ad valorem tax.

Proprietary Funds Enterprise and internal service funds that are similar to corporate funds, in that they are related to assets, liabilities, equities, revenues, expense and transfers determined by business or quasi-business activities. The City's Enterprise Funds are comprised of Funds 410-415, while the Internal Service Funds are Funds 501-504.

Glossary of Terms

Refunding Paying off an outstanding bond issue by using money from the sale of a new bond offering. In other words, issuing more bonds to pay off existing bonds.

Reserves A portion of fund balance or retained earnings legally segregated for a specific purpose.

Resolution A legislative act by the city with less legal formality than an ordinance.

Revenue Monies received from all sources (with the exception of fund balances) which will be used to fund expenditures in a fiscal year. In addition, to fund financial resources.

Revenue Bonds This is for bonds whose principal and interest are payable exclusively from earnings of an enterprise fund from all sources (with the exception of fund balances) which will be used to fund expenditures in a fiscal year. In addition, to fund financial resources.

Rolled-Back Rate An operating millage rate required to raise the same ad valorem tax revenues as were levied in the prior year, exclusive of new construction, additions to structures, deletions and property added.

Self Insurance Fund An internal service fund is used to centrally manage the employee health and life insurance benefit packages, the workers' compensation program, and the City's insurance coverage of real and personal property.

Special Assessment A compulsory levy imposed on certain properties to defray all or part of the cost of a specific capital improvement or service deemed to benefit primarily those properties.

Special Revenue Fund A governmental fund type used to account for revenues that are legally restricted to expenditure for specific purposes. Currently, the City has ten (10) Special Revenue Funds which are referred to as Funds 110, 145, 160-167.

State Revolving Fund A low interest loan program from the Florida Department of Environmental Protection (DEP) for planning, designing and constructing drinking water and wastewater projects.

Strategic Plan A plan outlining long-term goals, critical issues and action plans which will increase the City's effectiveness in attaining its mission, goals and objectives. Strategic planning starts with examining the present, envisioning the future, deciding how to get there, and making it happen.

Street Construction and Maintenance Fund A fund to account for the City's proportional share of state revenue sharing and local option gas tax funds, in accordance with State Statute 336.59. These funds are restricted for the improvement and maintenance of roads and streets within the City.

Taxes Compulsory charges levied by a government for the purpose of financing services performed for the common benefit. This term does not include specific charges made against particular persons or property for current or permanent benefits such as special assessments.

Taxable Value The assessed value less homestead and other exemptions, if applicable.

Trust and Agency Funds These funds are used to account for assets held by the City in a trustee capacity or as an agent for individuals, private organizations, other governments and/or other funds.

Truth in Millage (TRIM) The Florida Truth in Millage Act (TRIM) serves to formalize the property tax levying process by requiring a specific method of tax rate calculation, form of notice, public hearing requirements and advertisement specifications prior to the adoption of a budget tax rate.

Urban Area Security Initiative (UASI) A grant program funded by the US Department of Homeland Security and awarded through the State of Florida Division of Emergency Management. The program provides assistance to build an enhanced and sustainable capacity to prevent, respond to, and recover from threats or acts of terrorism.

User Fees Charges for expenses incurred when services are provided to an individual or groups and not the community at large (e.g. building inspections).

Utility Fund This is an enterprise fund and as such receives its revenues from charges levied for the provision of services to users. It was established to account for the resources and uses of the Utilities function of the City and is prepared on the full accrual basis of accounting.

Utility Service Tax Taxes levied on consumer consumption based on utility services provided by the City. The tax is levied as a percentage of gross receipts.

Working Capital A financial metric that represents operating liquidity available to a business. It is calculated as current assets less current liabilities.

Abbreviations and Acronyms

A

ACFR	Annual Comprehensive Financial Report
ADA	Americans with Disabilities Act
APDP	Administrative Policy Directives and Procedures
ARPA	American Rescue Plan Act

B

BEBR	Bureau of Economic and Business Research
BCT	Broward County Transit

C

CADD	Computer Assisted Design and Drafting
CALEA	Commission on Accreditation for Law Enforcement
CDBG	Community Development Block Grant
CERT	Community Emergency Response Team
CFA	Commission for Florida Law Enforcement
CO	Certificate of Occupancy
COPS	Community Oriented Policing Services
CRA	Community Redevelopment Agency

D

DEP	Department of Environmental Protection
DOE	Department of Energy
DRC	Design Review Committee

E

EHEAP	Emergency Home Energy Assistance Program
EMS	Emergency Medical Services
ERP	Enterprise Resource Planning

F

FEMA	Federal Emergency Management Administration
FICA	Federal Insurance Contribution Act
FTE	Full-time Equivalent
FY	Fiscal Year

G

GAAP	Generally Accepted Accounting Principles
GASB	Governmental Accounting Standards Board
GFOA	Government Finance Officers Association
GIS	Geographic Information Systems

H

HMO	Health Maintenance Organization
HUD	Housing & Urban Development

I

ICMA	International City Management Association
ILA	Interlocal Agreement
ISF	Internal Service Fund

J

JAG	Justice Assistance Grant
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K

KIO	Key Intended Outcome
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L

LAN	Local Area Network
LEED	Leadership in Energy & Environmental Design

M

MASH	Miramar Assisting Seniors in their Homes
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O

OPEB	Other Post Employment Benefits
OSHA	Occupational Safety Health Administration

P

PPO	Preferred Provider Organization
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S

SFWMD	South Florida Water Management District
SHIP	State Housing Initiatives Partnership
SOH	Save Our Homes
SRO	School Resource Officer
SWAT	Special Weapons and Tactics
SWOT	Strengths, Weaknesses, Opportunities, Threats

T

TRIM	Truth in Millage
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U

UASI	Urban Area Security Initiative
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Millage Rate Ordinance

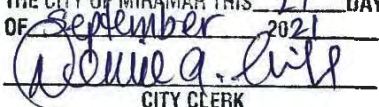
Temp. Ord. No. 1779
8/5/2021
9/7/2021

CITY OF MIRAMAR
MIRAMAR, FLORIDA

ORDINANCE NO. 21-22

CERTIFICATION

I CERTIFY THIS TO BE A TRUE & CORRECT COPY OF THE ORIGINAL DOCUMENT ON FILE AT CITY HALL.

WITNESS MY HAND AND OFFICIAL SEAL OF THE CITY OF MIRAMAR THIS 27 DAY OF September 2021

CITY CLERK

AN ORDINANCE OF THE CITY COMMISSION OF THE CITY OF MIRAMAR, FLORIDA, ESTABLISHING AND ADOPTING THE CITY OF MIRAMAR AD VALOREM TAX OPERATING MILLAGE LEVY RATE AT 7.1172 MILLS, OR \$7.1172 PER THOUSAND DOLLARS OF TAXABLE ASSESSED PROPERTY VALUE FOR THE 2021 TAX YEAR, WHICH IS 4.45% GREATER THAN THE ROLLED-BACK RATE OF 6.8137 MILLS; PROVIDING FOR CONFLICTS; AND PROVIDING FOR AN EFFECTIVE DATE.

WHEREAS, the City Commission and the City Administration of the City of Miramar have reviewed the 2022 Fiscal Year ("FY22") Budget for the various operating departments of the City and the means of financing said Budget; and

WHEREAS, the City Commission has determined that a Millage Rate of 7.1172 is necessary to fund the FY22 Budget; and

WHEREAS, all public notice and hearings required by Chapter 200.065, Florida Statutes have occurred.

NOW, THEREFORE, BE IT ORDAINED BY THE CITY COMMISSION OF THE CITY OF MIRAMAR, FLORIDA, AS FOLLOWS:

Section 1: That it establishes and adopts the City of Miramar Ad Valorem Tax Operating Millage Levy Rate of 7.1172 mills for the 2021 Tax Year, or \$7.1172 per thousand dollars of taxable assessed property value. This Millage Rate is 4.45% greater than the rolled-back rate of 6.8137 mills.

Ord. No. 21-22



Millage Rate Ordinance (continued)

Temp. Ord. No. 1779
8/5/2021
9/7/2021

Section 2: All ordinances or parts of ordinances, resolutions or parts of resolutions in conflict herewith are hereby repealed to the extent of such conflict.

Section 3: The appropriate City officials are authorized to do all things necessary and expedient to carry out the intent and purpose of this ordinance.


Millage Rate Ordinance (continued)

Temp. Ord. No. 1779
8/5/2021
9/9/2021


Section 4: This Ordinance shall take effect on October 1, 2021.

PASSED FIRST READING: _____ September 13, 2021

PASSED AND ADOPTED ON SECOND READING: _____ September 27, 2021



Mayor, Wayne M. Messam



Vice Mayor, Yvette Colbourne

ATTEST:



City Clerk, Denise A. Gibbs

I HEREBY CERTIFY that I have approved
this ORDINANCE as to form:



City Attorney,
Austin Pamies Norris Weeks Powell, PLLC

Requested by Administration

Commissioner Winston F. Barnes
Commissioner Maxwell B. Chambers
Vice Mayor Yvette Colbourne
Commissioner Alexandra P. Davis
Mayor Wayne M. Messam

Voted

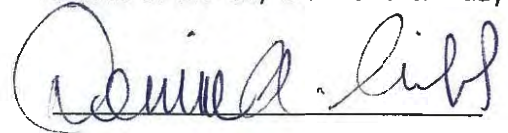
Absent
Yes
Yes
Yes
Yes

Millage Rate Ordinance (continued)

Certificate of Filing for an Ordinance

CERTIFICATE OF FILING

I, Denise A. Gibbs, as City Clerk of the City of Miramar, a Florida Municipal Corporation, hereby certify that this fully executed Ordinance No. 21-22 was filed in the records of the City Clerk this 27th day of September, 2021.



Print Name: Denise A. Gibbs

Print Title: City Clerk

Budget and CIP Ordinance

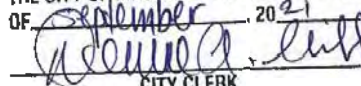
Temp. Ord. No. O1780
8/23/2021
9/16/2021

CITY OF MIRAMAR
MIRAMAR, FLORIDA

ORDINANCE NO. 21-23

CERTIFICATION

I CERTIFY THIS TO BE A TRUE & CORRECT COPY OF THE ORIGINAL DOCUMENT ON FILE AT CITY HALL.

WITNESS MY HAND AND OFFICIAL SEAL OF THE CITY OF MIRAMAR THIS 27 DAY OF September, 2021

CITY CLERK

AN ORDINANCE OF THE CITY COMMISSION OF THE CITY OF MIRAMAR, FLORIDA, ADOPTING THE TENTATIVE OPERATING AND CAPITAL IMPROVEMENT PROGRAM AS THE CITY OF MIRAMAR'S FINAL BUDGET FOR FISCAL YEAR 2022, ALLOCATING, APPROPRIATING, AND AUTHORIZING EXPENDITURES IN ACCORDANCE WITH AND FOR THE PURPOSES STATED IN SAID BUDGET, EXCEPTING CERTAIN APPROPRIATIONS AND EXPENDITURES FROM REQUIRING FURTHER CITY COMMISSION ACTION; AUTHORIZING BUDGETARY CONTROL BY DEPARTMENT TOTAL FOR ALL APPROPRIATIONS; PROVIDING FOR THE AUTHORIZATION OF ALL BUDGETED EMPLOYMENT POSITIONS; PROVIDING FOR THE CREATION OF BALANCED REVENUE AND EXPENDITURE ACCOUNTS FOR RECEIPT OF MONIES BY GIFT, GRANT, OR OTHERWISE, AND THE MANAGEMENT AND DISBURSEMENT THEREOF; PROVIDING THAT THE BUDGET HEREBY ADOPTED MAY BE ADJUSTED OR MODIFIED BY ORDINANCE; PROVIDING FOR THE AUTHORIZATION TO LAPSE ALL ENCUMBRANCES OUTSTANDING ON SEPTEMBER 30, 2021; PROVIDING AUTHORIZATION TO RE-APPROPRIATE LAPSED CAPITAL OUTLAY AND CAPITAL IMPROVEMENT ENCUMBRANCES IN THE 2022 FISCAL YEAR ; AND PROVIDING FOR AN EFFECTIVE DATE.

NOW, THEREFORE, BE IT ORDAINED BY THE CITY COMMISSION OF THE CITY OF MIRAMAR, FLORIDA, AS FOLLOWS:

Section 1: That the tentative Fiscal Year 2022 ("FY 2022") Operating and Capital Improvement Program Budget, approved by the City Commission on September 13, 2021, is established and adopted as the City of Miramar's final budget for the 2022 Fiscal Year ("Budget").

Ord. No. 21-23



Budget and CIP Ordinance (continued)

Temp. Ord. No. O1780
8/23/2021
9/16/2021

Section 2: That the Budget may be amended or adjusted by a motion approved by a majority vote of the City Commission at a public hearing in accordance with state statutes.

Section 3: Subject to the adjustment and/or amendment process authorized in Section 2, amounts allocated in said Budget for expenditure effective October 1, 2021 are authorized in accordance with the purposes as set forth in said Budget, except that no funds shall be deemed authorized for expenditure in those instances where specific and additional City Commission action and authorization are required as provided in Chapter 2, Article VI, Division 1 of the Miramar City Code, as well as other applicable law.

Section 4: That the Budget establishes limitations on expenditures by department total, said limitation meaning that the total sum allocated to each department for operating expenses may not be increased or decreased without specific authorization by a duly enacted Ordinance effecting such amendment or transfer. However, specific line item amounts may be exceeded so long as excesses exist in other line items within said department budget. When such excess expenditures occur, the City Manager or designee is authorized to transfer such unencumbered appropriations from one line item to another to balance the deficiency.

Ord. No. 21-23

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Budget and CIP Ordinance (continued)

Temp. Ord. No. O1780
8/23/2021
9/16/2021

Section 5: That the amounts allocated to Capital Improvement Program Projects are specific authorizations for each project and may be expended only for that specific purpose. The amount allocated to each project may not be exceeded, increased, or decreased, or funds transferred to or from projects without specific City Commission authorization by a duly enacted Ordinance effecting such amendment or transfer.

Section 6: That the "Program Revenues, Expenditures & Position Summary" included within each department budget and supporting documents not included in the budget enumerates all authorized budgeted positions. All personnel filling said authorized positions shall be paid pursuant to and in accordance with the City of Miramar's Comprehensive Pay Plan or Collective Bargaining Agreements in effect at any given time for said position.

Section 7: That when the City of Miramar receives monies from any source, be it private or governmental, by grant, gift, or otherwise, to which there is attached, as a condition of acceptance, any limitation regarding the use or expenditure of the monies received, the funds so received will be established in the Budget upon acceptance of the grant, gift, or otherwise by the City Commission, but said monies shall only be disbursed and applied toward the purposes for which the funds were received. To ensure the integrity of the Budget and the integrity of the monies received by the City under grants or gifts, all monies received as contemplated above must, upon receipt, be segregated and accounted for based upon generally accepted accounting principles and placed into

Ord. No. 21-23

3



Budget and CIP Ordinance (continued)

Temp. Ord. No. O1780
8/23/2021
9/16/2021

separate revenue and expenditure accounts established to properly account for all such funds and expenditures. Any money drawn from the established expenditure accounts may only be disbursed and applied within the limitations placed upon the gift or grant.

Section 8: That upon the passage and adoption of the Budget for the City of Miramar, if the City Manager determines that an Operating Department total will exceed its original appropriation, he is hereby authorized and directed to prepare such Resolutions or Ordinances as may be necessary and proper to administratively and publicly adjust or modify any line items from the Budget.

Section 9: That all outstanding encumbrances at September 30, 2021, shall lapse at that time; and all lapsed capital outlay and capital improvement encumbrances and available balances for active projects shall be re-appropriated in the 2022 fiscal year.

Section 10: If any section, sentence, clause, or phrase of this Ordinance is held to be invalid or unconstitutional by any Court of competent jurisdiction, then said holding shall in no way affect the validity of the remaining portions of this Ordinance.

Section 11: All Ordinances or parts of Ordinances, insofar as they are inconsistent or in conflict with the provisions of this Ordinance, are hereby repealed.

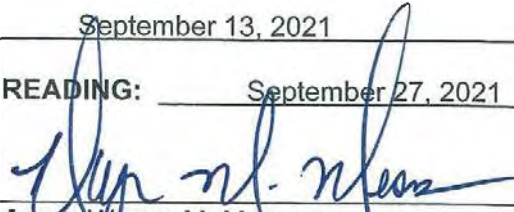
Budget and CIP Ordinance (continued)

Temp. Ord. No. O1780
8/23/2021
9/16/2021

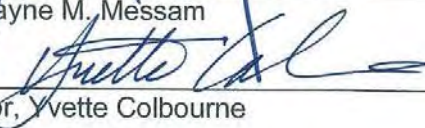
Section 12: This Ordinance shall take effect on October 1, 2021.

PASSED FIRST READING: _____ September 13, 2021

PASSED AND ADOPTED ON SECOND READING: _____ September 27, 2021




Mayor, Wayne M. Messam



Vice Mayor, Yvette Colbourne

ATTEST:



City Clerk, Denise A. Gibbs

I HEREBY CERTIFY that I have approved
this ORDINANCE as to form:



City Attorney,
Austin Parnes Norris Weeks Powell, PLLC

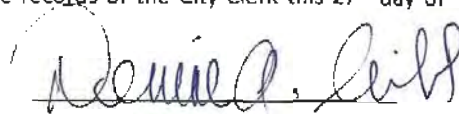
<u>Requested by Administration</u>	<u>Voted</u>
Commissioner Winston F. Barnes	Absent
Commissioner Maxwell B. Chambers	Yes
Vice Mayor Yvette Colbourne	Yes
Commissioner Alexandra P. Davis	Yes
Mayor Wayne M. Messam	Yes

Budget and CIP Ordinance (continued)

Certificate of Filing for an Ordinance

CERTIFICATE OF FILING

I, Denise A. Gibbs, as City Clerk of the City of Miramar, a Florida Municipal Corporation, hereby certify that this fully executed Ordinance No. 21-23 was filed in the records of the City Clerk this 27th day of September, 2021.



Print Name: Denise A. Gibbs

Print Title: City Clerk

Budget and CIP Ordinance (continued)

City of Miramar, FL
FY 2022 Adopted Annual Budget

Exhibit "A"

Fund Type / Fund Name	Expenses	Revenues
General Fund & Sub-Funds		
001-General Fund	186,667,224	(186,667,224)
005-Billboard Revenue Fund	825,200	(825,200)
006-Economic Development Fund	50,000	(50,000)
General Fund & Sub-Funds Total	187,542,424	(187,542,424)
Special Revenue Funds		
110-Police Education Fund	10,600	(10,600)
145-Public Safety Outside Services Fund	1,669,500	(1,669,500)
162-Federal Grants Fund	5,630,655	(5,630,655)
163-State & County Grants Fund	311,245	(311,245)
167-CDBG Fund	754,930	(754,930)
170-Affordable Housing Trust Fund	2,000,000	(2,000,000)
Special Revenue Funds Total	10,376,930	(10,376,930)
Debt Service Funds		
201-Debt Service Fund	2,166,600	(2,166,600)
203-CIP Revenue Bonds 2015 Fund	6,294,700	(6,294,700)
204-CIP Revenue Bonds 2013 Fund	2,101,100	(2,101,100)
205-Taxable Special Obligation Refunding Bonds 2021 Fund	671,900	(671,900)
Debt Service Funds Total	11,234,300	(11,234,300)
Capital Project Funds		
380-Police CIP Fund	620,700	(620,700)
381-Fire & EMS CIP Fund	836,600	(836,600)
385-Street Construction & Maintenance Fund	3,633,200	(3,633,200)
387-Park Development Fund	4,288,800	(4,288,800)
388-CIP revenue Bond 2013 Fund	2,700	(2,700)
389-2017 CIP Loan Fund	9,400	(9,400)
391-2020 CIP Loan Fund	2,100,200	(2,100,200)
392-2020 CIP Loan Fund - Taxable	1,000,100	(1,000,100)
394-2022 CIP Loan	8,000,000	(8,000,000)
395-Capital Projects Fund	2,924,750	(2,924,750)
Capital Project Funds Total	23,416,450	(23,416,450)
Enterprise funds		
410-Utility Fund	65,721,984	(65,721,984)
414-Contribution In Aid Of Construction Fund	4,209,800	(4,209,800)
415-Stormwater Management Fund	5,774,989	(5,774,989)
Enterprise funds Total	75,706,773	(75,706,773)
Internal Service Funds		
501-Health Insurance Fund	19,115,200	(19,115,200)
502-Risk Management Fund	10,010,200	(10,010,200)
504-Information Technology Fund	8,669,200	(8,669,200)
503-Fleet Maintenance Fund	8,648,800	(8,648,800)
Internal Service Funds Total	46,443,400	(46,443,400)
Grand Total	354,720,277	(354,720,277)

