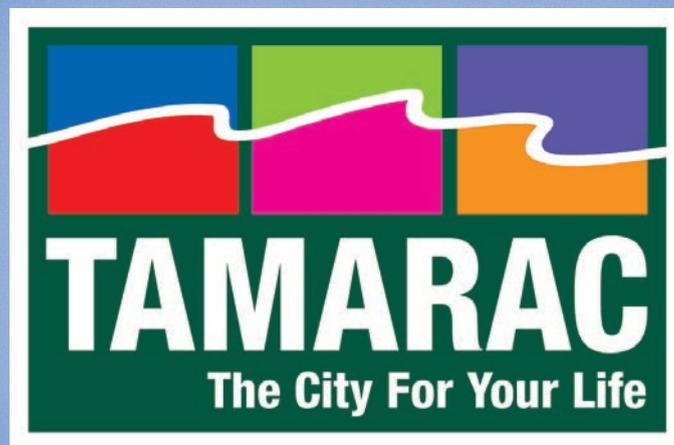


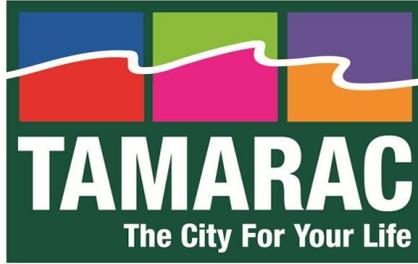
City of Tamarac, Florida

FY 2017 ADOPTED BUDGET



Our Vision:

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



FY 2017 Adopted Budget

CITY COMMISSION

TAMARAC, FLORIDA



Harry Dressler

MAYOR



Diane Glasser

VICE-MAYOR

District 3



Pamela Bushnell

Commissioner

District 1



Michelle Gomez

Commissioner

District 2



Debra Placko

Commissioner

District 4



Michael C. Cernech

City Manager

Vision, Mission & Values

Our Vision:

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

Our Mission:

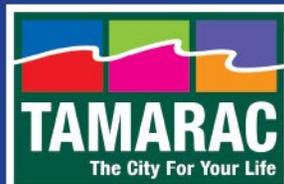
*We are:
"Committed to Excellence . . . Always"*

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

Our Values:

As Stewards of the public trust, we value:

*Vision
Integrity
Efficiency
Quality Service*





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Tamarac
Florida**

For the Fiscal Year Beginning

October 1, 2015

Executive Director

EXECUTIVE TEAM

Michael C. Cernech
City Manager

Diane Phillips
Assistant City Manager

Samuel S. Goren
City Attorney

Claudio Grande
Chief Building Official

Pat Teufel
City Clerk

Maxine Calloway
Director of Community Development

Mark C. Mason, CPA
Director of Financial Services

Mike Burton
Fire Chief

Maria Swanson
Director of Human Resources

Levent Sucuoglu
Director of Information Technology

Greg Warner
Director of Parks & Recreation

Captain Neal Glassman
District Police Chief

Jack Strain
Director of Public Services

Tamarac Perspective

Tamarac is a beautifully developed community of residential, commercial and recreational areas, nestled in the center of Broward County between the Everglades Conservation Area and the Atlantic Coastal Ridge. All the pleasures of South Florida, limited only by one's imagination, can be found here and in the surrounding areas. Young families and retirees alike are drawn to our sub-tropical climate – averaging seventy-four degrees (74°), in a highly desirable and strategic location, and our fresh and enthusiastic approach to business, education, healthcare, recreation and government.

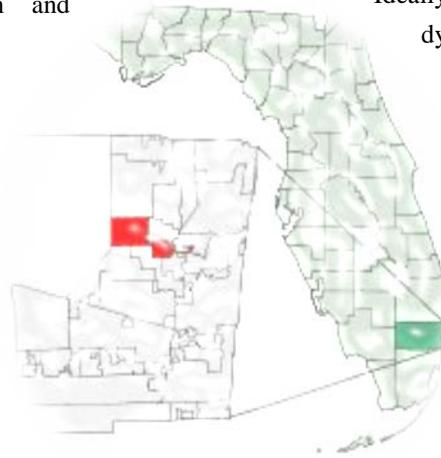
Our residential neighborhoods abound with waterways, lakes and open spaces, offering a habitat to ducks, cattle egrets, and the majestic heron with its graceful appearance. Tamarac was incorporated on July 19, 1963 by developer Kenneth E. Behring. Jack Leff, member of the City of Tamarac's Public Information Board wrote that Ken Behring "...envisioned a retirement community living in reasonably priced homes. He offered a home with lots of land and practically no maintenance for the homeowner. Thus, was born a new concept for gracious adult living."

Tamarac has since evolved into a City far more complex than the network of adult communities that Mr. Behring envisioned. Tamarac has 62,264 residents and the composition of those residents is also noteworthy. The median age of Tamarac residents fell from 65 in 1990 to 52.9 in 2000 to 47.1 in 2010. Tamarac is home to a wonderfully diverse melting pot of residents including American Indians, Pacific Islanders, African Americans, Hispanics, Asians and

many others. Per the Census 2010 database, 32.8% of Tamarac residents refer to themselves as non-white. The City is experiencing the same demographic changes as all other cities in the South Florida region. Our population is becoming younger and more diverse, and we are positioning ourselves to meet the service demands of our new residents.

Tamarac is the 13th largest city in Broward County and the 39th largest in Florida. Tamarac lies 11 miles northwest of Fort Lauderdale—the county seat.

Ideally situated in the expanding and dynamic tri-county commercial market, Tamarac benefits from nearby access to super-highways, railways, airways, and waterways, including Port Everglades, the Fort Lauderdale/Hollywood International Airport, Florida Turnpike, Sawgrass Expressway, Interstates 75 and 95, US 441, and US 1.



A full-service City covering an area of 12 square miles, Tamarac is one of Broward County's newer additions, having been incorporated in 1963. The City is now 53 years young—old enough to adapt the best from our past, yet young enough to move through the new millennium with anticipation and excitement—a philosophy that highlights our city's commitment to the future.

Residents of the City of Tamarac enjoy many recreational facilities within the city limits: 10 City parks (the Tamarac Sports Complex, Tamarac Park, Caporella Park, Veterans' Park, Tamarac Commons Park, Tephford Park, Sunset Point, Landings Park, and Gary B. Jones Park for People and Pups) covering 153.6 acres. They also enjoy a 30,000-square foot

Community Center, a Recreation Center, a Multi-Purpose Center, an aquatic complex, a 6.5-acre wildlife preserve, Colony West Golf Course and 680 acres of freshwater canals and lakes which provide habitat for various species of native and exotic fish. Nature trails and bike paths are also accessible throughout the city, so residents can take full advantage of both indoor and outdoor recreational opportunities.

Those who call Tamarac home can enjoy regional sports and cultural facilities within proximity and easy accessibility. Culture and performing arts lovers can access Broward Center for the Performing Arts, Miami City Ballet, and the Museum of Discovery and Science in nearby Fort Lauderdale. Sports fans make their way to the Florida Panthers' games at the Bank Atlantic Center, the Florida Marlins' at Marlins Park, at the Miami Dolphins' games at Sun Life Stadium, or The Miami Heat at the nearby American Airlines Arena.

The City of Tamarac is also home to the 500-acre Tamarac Commerce Park. Seventeen major corporations are located there, employing over 5,000 people. The Park is zoned as light industrial, which will accommodate manufacturers, office parks, research facilities and other like uses.

The Westpointe project has experienced rapid growth since opening in the Tamarac Commerce Park. This 158-acre Development of Regional Impact has an approved development order that includes office, commercial and industrial land uses. Westpointe already boasts a hotel; 200,000 square feet of commercial use, 45,000 square feet of automotive dealership, 1,034,924 square feet of industrial/office use, 440,000 square feet for industrial use and twenty-six (26) acres of lakes have been developed as part of the project.

In keeping an ever-watchful eye on the health of the City, now and in the future, Tamarac considers one of the greatest challenges to be that of creating and maintaining balance—with new growth and development in proportion to environmental and resource conservation. We must protect our wildlife, natural regions and other pervious areas, while we endeavor to progress forward.

*The City of Tamarac,
Our Community of Choice...*

Tamarac Statistics

Date of Incorporation

July 19, 1963

Date of Adoption of City Charter

May 19, 1971

Area Within City Limits

Land Area

11.858 Square Miles

Water Area

1.104 Square Miles

Total Area

12.962 Square Miles

Population

62,264

Source: Bureau of Economic and Business Research

Registered Voters

44,265

Demographic Breakdown

Median Age

2009

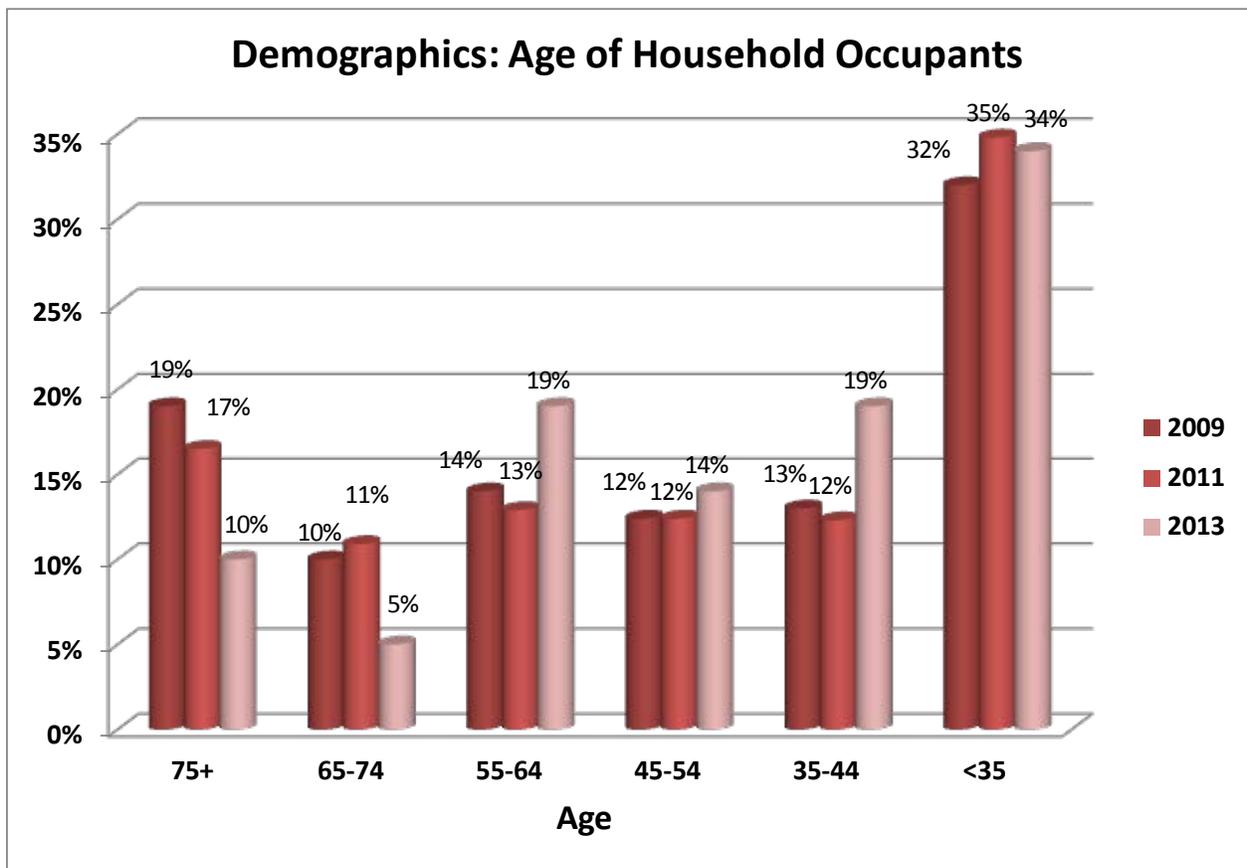
49.3

2011

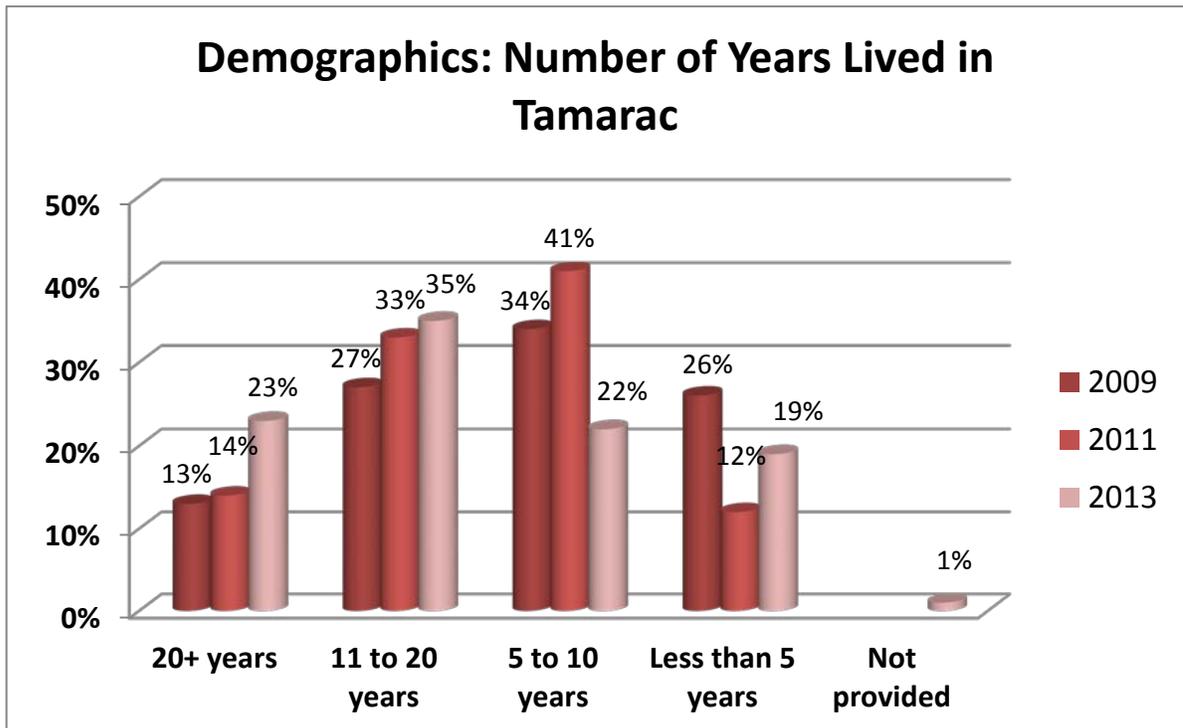
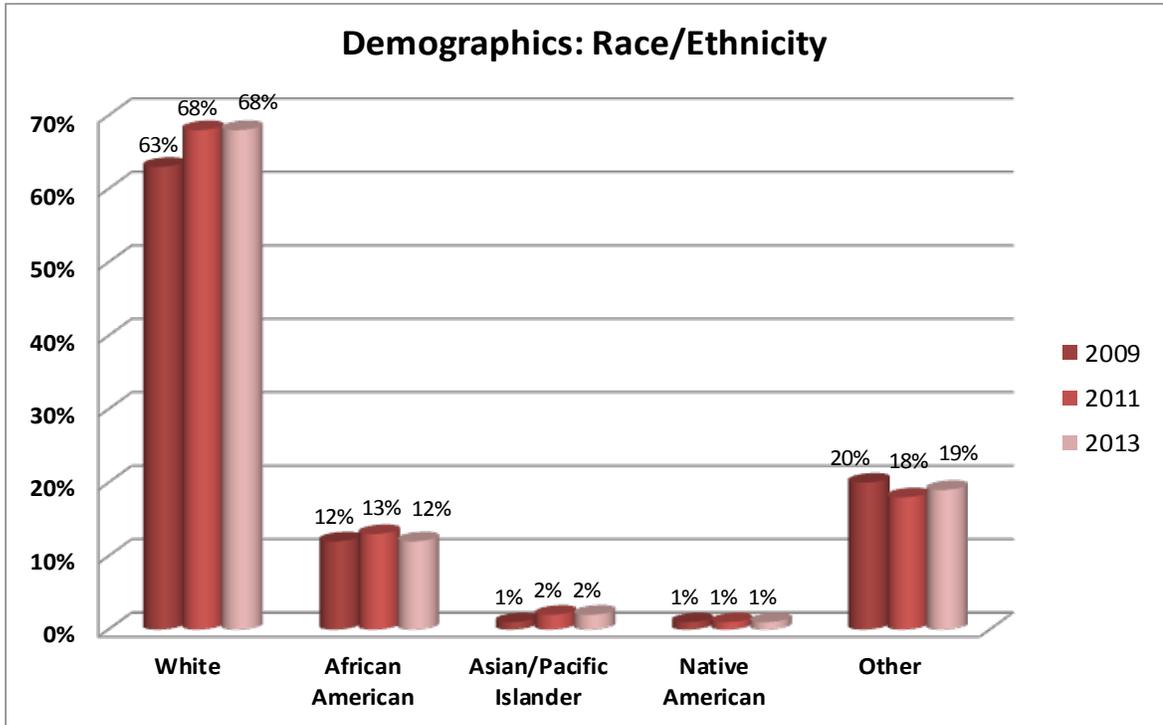
47.1

2013

47.1



**Source: US Census Bureau, 2009-2013*



Source: US Census Bureau, 2009-2013

Five Largest Employers

Convergys
 Publix Supermarkets
 City Furniture
 Arrigo Dodge
 Patrolman Guard Services

of Employees

700
 527
 400
 300
 300

Five Highest Property Values/Taxpayers

Florida Power & Light, Co.
 Advance Business Associates
 Coral Vista Investors, LLC
 DDRM Midway Plaza, LLC
 BH IGF Hidden Harbour

Millions

\$60.0
 \$35.4
 \$30.8
 \$28.8
 \$27.5

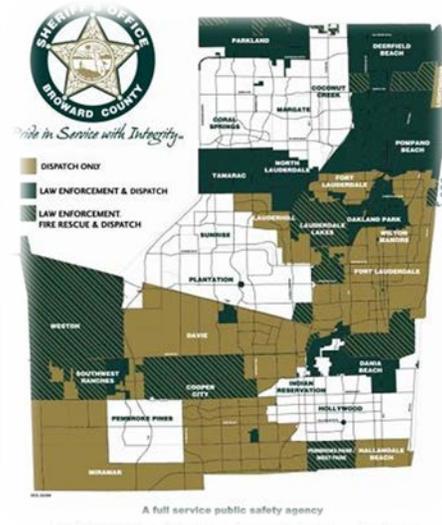
Education

Number of Schools
 Number of Classroom Teachers
 Number of Students Registered

10
 237
 5,547

Police Protection

The City has contracted with the Broward County Sheriff's Office (BSO) to provide police protection services.



Fire Protection

Number of Stations	4
Uniformed Employees	98
Non-Uniformed Employees	5
# of Daily Emergency Response Units	8



<u>Municipal Utilities</u>	<u>Water</u>	<u>Sewer</u>	<u>Stormwater</u>
Active Accounts	19,853	18,805	18,130
Miles of Mains	255	188.3	82
Plants**	1	**	---
Capacity, Millions of Gallons/Day	16	**	403,000,000
Fire Hydrants	2,091	---	---
Pumping Stations	2	82	3

****In September 1987, the City joined the North Broward Regional Wastewater system and discontinued its own facilities.**



Streets, Storm Drainage, Waterways

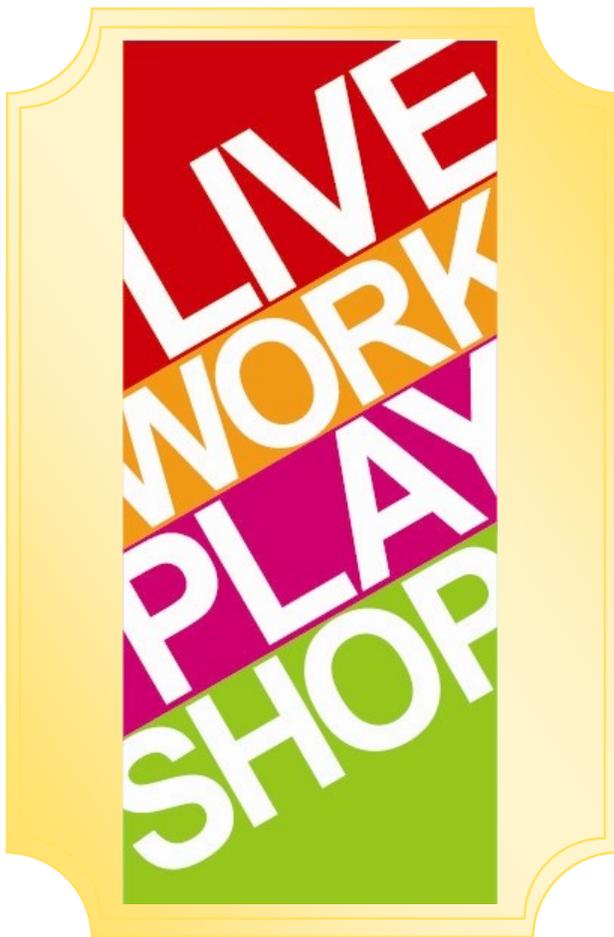
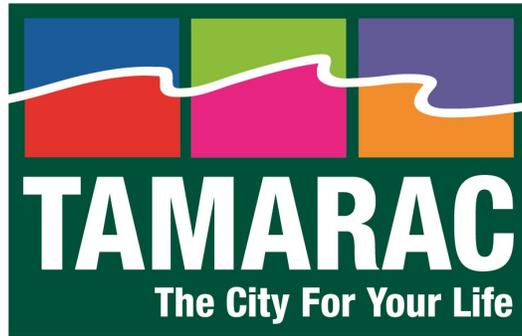
Streets	137 Miles
Storm Drainage	82 Miles
Waterways	509 Acres



<u>Parks & Recreation</u>	<u>Acres</u>
Landings Park	1.5
Tamarac Park	10.4
Tamarac Commons Park	0.5
Veteran's Park	6.3
Caporella Park	9.3
Sports Complex	36
Wildlife Preserve	6.5
Sunset Point Park	8.5
Caporella Aquatic Center	5
Gary B Jones Park for People & Pups	3.5
Tephford Park	16
Tamarac Community Center	5
Mainlands	23
Undeveloped	59
<u>Colony West Golf Course</u>	<u>232</u>
Total Acres	416



<u>Parks Facilities</u>	
Skateboard Facility	1
Tennis & Basketball Courts	4/3
Off Leash Dog Park	1
Boat Ramps	1
Picnic Areas & Shelters	11
Soccer/Football Fields	2
Covered Playgrounds	4
Baseball/Softball Fields	7
Exercise Trails/Walking Paths	4
Fishing Piers	3
Band Shell	1
Community Center	1
Recreation Center	1
Multi-Purpose Center	1
25 Yard x 25 Meter Heated Pool	1
Children's Water Playground & Fitness Center	1



Tamarac has been inducted into the International Palladium Balanced Scorecard Hall of Fame.

The award is recognized as the worldwide gold standard of strategic performance management.

READER'S GUIDE

INTRODUCTION SECTION

The first critical reading of the FY 2017 Adopted Budget is the City Manager's Transmittal Letter. The reader will gain an understanding of the City Manager's vision, critical issues, recommended policy and operational changes, and a financial plan.

BUDGET OVERVIEW SECTION

This section provides the reader with the basic components that make up the development of the FY 2017 Adopted Budget. Included in this section are explanations of the type of government and budget, a description of the budget process, the Budget Calendar, budgetary highlights, and the FY 2017 Personnel Complement. This section also includes a summary of the City Commission's Strategic Goals to support the direction of the budget as a financial plan.

NEW PROGRAMS SECTION

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

FINANCIALS SECTION

This section provides schedules of detailed revenue sources and expenditures for the General Fund and for all funds combined for a total FY 2017 Adopted Budget. Similar to a person with more than one checking account, a municipality categorizes revenue and expenditures into separate funds according to purpose. This section also includes a comparison of major revenue sources, the full cost allocation study, an overview of financial management policies, and a brief description of each fund.

PROGRAMS SECTION

This section explains the diverse services offered by the City of Tamarac. Each division of each department has identified a mission statement, a program description and strategic goals for the upcoming year. In addition, the FY 2017 Adopted Budget includes performance measures for each division. Performance Measurement is an ongoing process to evaluate and report how well the City is delivering its services.

Each Department and Division is responsible for goal setting and performance benchmarking to ensure alignment with the City's Strategic Plan.

The measures reported in this document reflect the City's effort to improve service provision, to check the quality of performance, and to make changes when necessary.

Each measure will reflect the target and actual for the current year, a target for FY 2017 and ultimately, a history of performance over three fiscal years.

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

ASSET MANAGEMENT PROGRAM SECTION

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

APPENDIX SECTION

This section contains a glossary of commonly used terms and miscellaneous statistics for the City of Tamarac.

Document Highlights:

- *City Manager's Transmittal Letter*
- *Citywide Organizational Chart*
- *Personnel Complement/Staffing Changes*
- *Strategic Plan*
- *New Programs and Capital Items*
- *Budget Summary (Pie Charts/Graphs)*
- *Departmental Programs and Performance Measures*
- *Asset Management Program*

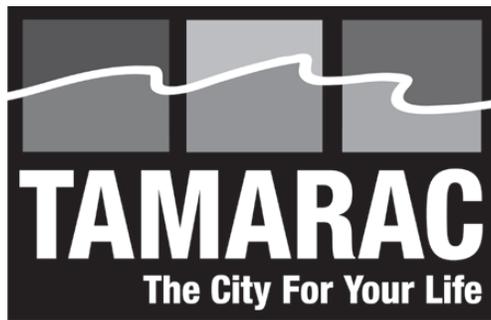


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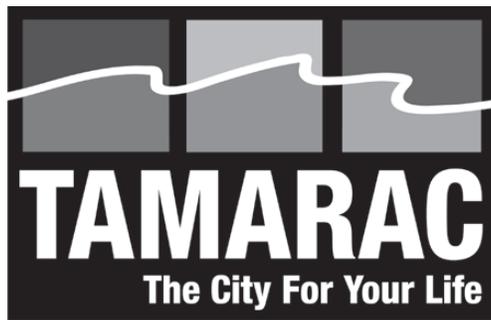
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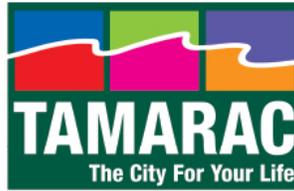
ASSET MANAGEMENT PROGRAM

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October 26, 2016

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

Mayor and Members of the City Commission:

It is our pleasure to communicate to you the official budget document for fiscal year (FY) 2017 adopted by the City Commission on September 22, 2016. The final budget was established upon the completion of your review and acceptance.

Following the release of the City Manager’s Proposed Budget on June 14, 2016 a workshop was held with the City Commission on June 23, 2016 to discuss the proposed budget, programs and funding. Thereafter, adjustments were made including an increase in the General fund due to updates in final payroll projections and adding the Red Light Program to the budget following the approval of an extension of the program. The overall increase to the Special Revenue Funds is comprised primarily of an adjustment in the Fire Rescue Fund to account for funding for Fire Station 36. The majority of the increase to the Capital Projects Funds is due to a transfer from Fire Fund to the Fire Station 36 project funding. The decrease to the Enterprise Funds is mainly driven by the decrease in the capital improvement for Inflow and Infiltration pending approval of the debt issuance for the project. Lastly, updates to the health insurance estimates and Cost Allocation Plan account for the increase to the Internal Service Funds. The above adjustments were made and presented to the Commission during the final budget deliberations. The final budget adoption includes those changes as well as the programs and funding which had been included in the proposed budget.

The following is a summary of the FY 2017 Proposed and Final Adopted Budgets:

Fund Type	FY 2017 Proposed Budget	FY 2017 Increase / (Decrease)	FY 2017 Tentative Budget
General Fund	\$ 60,343,287	\$ 897,487	\$ 61,240,774
Special Revenue	29,008,005	2,826,167	31,834,172
Debt Service	2,885,200	-	2,885,200
Capital Projects	13,483,766	2,237,393	15,721,159
Enterprise	48,149,983	(5,595,329)	42,554,654
Internal Service	7,801,321	535,420	8,336,741
Total	\$ 161,671,562	\$ 901,138	\$ 162,572,700

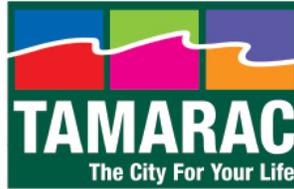
"Committed to Excellence...Always."

I would like to thank the Mayor and Commissioners for their foresight and support of the budget as well as your continued support of the Financial Policies for long-term financial planning. As we are all aware, a budget encapsulates the plans and initiatives needed to help drive our success both today and into the future. As the adoption phase of this budget cycle has ended and the planning for the upcoming cycle begins, the work put into this FY 2017 adopted budget continues to provide a solid foundation for the “Sustainability” of our future.

Sincerely,

A handwritten signature in blue ink, appearing to read "Michael C. Cernech". The signature is fluid and cursive, with a long horizontal stroke at the end.

Michael C. Cernech
City Manager



June 14, 2016

The Honorable Mayor and Members of the City Commission
City of Tamarac
7525 NW 88th Avenue
Tamarac, Florida 33321

Mr. Mayor and Members of the City Commission:

It is my privilege to submit to you for your consideration the City of Tamarac Proposed Budget for Fiscal Year 2017 (FY 2017) and the FY 2017 - FY 2022 Asset Management Program Budgets pursuant to the City's Charter. As in the previous year with the FY 2017 budget proposal, staff has developed a single year adoptable budget with two forecast years. This budget approach provides consistency year over year with two years being included for forecasting purposes. This document also continues the inclusion of financial, operational and asset management plans first prepared as a part of the previously used biennial budget process and continued in this budget proposal.

In September 2015, the City Commission adopted the budget for FY 2016. In Florida, although a city can prepare budgets on a multi-year cycle (such as a Biennial Budget process or, in this case, a one year adoptable budget with two forecast years) the City can only adopt a single year budget. The current process involves the preparation of a budget for adoption and two years of forecasted budgets that will be updated as additional information becomes available.

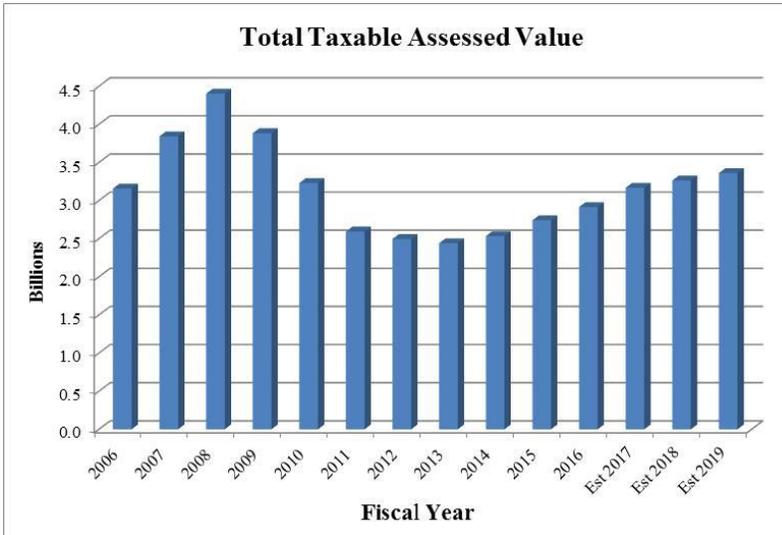
Staff began updating the forecasted FY 2017 proposed budget and preparing two forecast years earlier this year. As part of the preparation, staff evaluated various changes in costs, the updated Strategic Plan, and all programs in crafting a budget and forecasts that meets the City Commission's goals. In addition, the fiscal policies adopted by the City Commission continue to ensure a sustainable future for the City. As Fitch Ratings stated in a ratings update on the City's outstanding bonds dated February 25, 2015, "The city demonstrates sound financial management, as evident in its conservative budgeting, consistently positive operating results, and robust reserves."

The proposed budget that accompanies this message includes estimates of State revenue sources such as, Half-Cent Sales Tax and State Revenue Sharing that have been projected to increase by 3% and 5% respectively and maintains the existing millage rate of 7.2899. Also proposed is a debt service millage rate of 0.0874 that is slightly less than the FY 2016 rate of 0.0952 mills and is a decrease due to the overall 9.58% increase in taxable value (as of June 1, 2016), an updated Asset Management Plan that takes into account long-term financial planning for the City's assets, and one-time expenditures that will be further explained throughout this document. I have also provided examples of how the proposed millage rates will impact property owners at various property value levels.

Millage and Taxable Value

Legislative changes governing how millage rates are established were enacted during the 2007 legislative session and additional changes were made via a referendum in 2008 affecting FY 2010 and beyond. The referendum increased the homestead exemptions from \$25,000 to \$50,000 and rules for portability of the "Save Our Homes" values were approved. In addition, there is an annual 10% cap on assessed value increases for non-homesteaded property (both residential and commercial).

"Committed to Excellence...Always."



This FY 2017 proposed budget maintains the general operating millage rate of 7.2899 mills resulting in higher overall tax revenue due to an increase in taxable value plus growth of 9.58% (preliminary valuation from the Broward County Property Appraiser’s office as of June 1, 2016). The FY 2017 proposed budget for all funds totals \$161,671,562 which is \$6,316,800 more than the FY 2016 amended budget, an increase of 4.1% and \$7,968,465 higher than the FY 2016 adopted budget of \$153,703,097, an increase of 5.2%.

The overall increase from the amended budget is due primarily to an increase in transfers between funds to fund various capital improvements in the amount of \$18.1 million and an increase in contingencies/reserves set aside for various funds of \$5.5 million. In addition, an estimated budget for Colony West has been included in this budget proposal and will be updated following a review of Billy Casper Golf’s proposed budget. The increase from the adopted budget is due to additional staffing, an increase in the BSO contract, an increase in transfers for capital improvements, equipment, and maintenance, and increases in reserves in various funds.

Fund Type	FY 2016 Amended	FY 2017 Proposed	Change from		FY 2018 Forecast	FY 2019 Forecast
			FY 2016 Amended	Percent Change		
General Fund	\$ 57,312,614	\$ 60,343,287	\$ 3,030,673	5.3%	\$ 59,032,698	59,649,716
Special Revenue Funds	28,565,526	29,008,005	442,479	1.6%	29,277,539	30,140,772
Debt Service Funds	2,804,400	2,885,200	80,800	2.9%	2,655,400	3,091,000
Capital Projects Funds	11,633,717	13,483,766	1,850,049	15.9%	8,020,820	7,972,349
Enterprise Funds	47,497,475	48,149,983	652,508	1.4%	41,967,317	46,781,184
Internal Service Funds	7,541,030	7,801,321	260,291	3.5%	8,292,524	8,843,376
Total Expenditures All Funds	\$155,354,762	\$ 161,671,562	\$ 6,316,800	4.1%	\$ 149,246,298	\$ 156,478,397

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

Fund Type	FY 2016 Amended	FY 2017 Proposed	Change from		FY 2018 Forecast	FY 2019 Forecast
			FY 2016 Amended	Percent Change		
All Funds						
Personal Services	42,426,527	43,736,395	1,309,868	3.1%	45,344,126	46,948,289
Operating Expenditures	55,025,176	52,550,115	(2,475,061)	-4.5%	53,737,785	54,265,124
Capital Outlay	19,755,976	23,061,000	3,305,024	16.7%	13,030,258	14,817,858
Debt Service	5,292,773	5,433,642	140,869	2.7%	5,130,387	5,455,291
Grants & Aid	89,978	84,728	(5,250)	-5.8%	84,728	84,728
Transfers	27,337,712	31,090,624	3,752,912	13.7%	24,692,676	26,535,534
Reserves	5,426,620	5,715,058	288,438	5.3%	7,226,338	8,371,573
Total	155,354,762	161,671,562	6,316,800	4.1%	149,246,298	156,478,397

Personal Services

Personal Services costs represent 27.1% of the total proposed budget and 29.1% of the General Fund proposed budget. The General Employee Union Contract was approved in early FY 2015 and extends through September 30, 2017; the proposed budget reflects the approved annual adjustments. We have provided an estimate of wages pursuant to the performance based pay system in the personnel policy for non-represented employees. Elected and Appointed officials have also been provided for in the proposed budget. The Fire Union contract was approved in early FY 2016 and extends through September 30, 2018; the proposed budget reflects the approved annual adjustments. Pension contributions for all three active plans were projected using the contribution rates based on actual payroll as follows: 17% for the Employee's Pension Plan, 32% for the Elected and Appointed Officers and Non-Represented Employees Retirement Plan, and 46% for the Firefighters' Pension Plan. These estimated rates and contributions may be adjusted, if necessary, upon receipt of the actuarially determined rates for October 1, 2016 after the beginning of the fiscal year. The proposed budget also contemplates an overall 15% increase in insurance costs.

The FY 2017 proposed budget includes additional staffing allowing the City to maintain its service delivery at its historical levels. Therefore, four (4) new and one (1) part-time conversion to full-time General Fund positions and two (2) Building positions are proposed for FY 2017. The staffing changes include:

- Two temporary summer camp positions (Site Supervisor and Recreation Leader II) to provide additional programming for the ever growing tween and teen population. A tween camp for ages 13-14 years old was implemented in 2016 and has proven to be extremely successful. The additional staff will accommodate the increase in tweens registered in this camp. By offering this increase in the number of camp groups to the public, the City not only provides enhanced services to its residents but also generates revenue to cover its costs.
- One full-time Engineering Construction Inspector Plans Examiner position in Public Services responsible for conducting inspections of all new City Capital Improvement and private development projects to ensure compliance with City engineering standards and codes. The current staffing levels are not adequate to meet growing demands and ensure timeliness of plan reviews and construction inspections. In 2015, engineering inspections increased by 52% over the previous year and by 137% from 2009.
- One full-time Groundskeeper I position in Public Services to maintain the bus bench and bus shelters throughout the City. The City has begun installing bus shelters in place of bus benches and upon completion the Public Services Department will be responsible for maintenance and repairs (previously outsourced) of all 37 bus shelters and 21 bus benches. The Groundskeeper I position will be responsible for all duties related to ensuring the bus shelters are clean and safe for public use.

- One full-time Bus Driver position added and one part-time Bus Driver position eliminated in the Parks and Recreation Department. A full-time position will allow the Transportation Division to maintain transit route service, better serve the Paratransit members and re-establish the Express Shuttle and senior trips.
- Two full-time Call Center Representatives in the Building Department to answer phone calls and assist customers with the electronic permitting process, submittal of permits, scheduling inspections and providing information on plan review records. Due to the increase of new projects in the City and new residential and commercial alterations permits, the Building Department receives an average of 271 calls per day.
- Three position upgrades – Inspector EMT to Assistant Fire Marshall in Fire Rescue and in Human Resources a Benefits Specialist to Benefits Manager and HR Analyst to Senior HR Analyst.

General Fund

The FY 2017 proposed General Fund budget is \$60,343,287, which is \$3,030,673 or 5.3% more than the FY 2016 amended and adopted budget of \$57,312,614.

General Fund	FY 2016	FY 2017	Change from	Percent	FY 2018	FY 2019
	Amended	Proposed	FY 2016		Change	Forecast
Personal Services	\$ 17,316,592	\$ 17,546,693	\$ 230,101	1.3%	\$ 18,175,801	\$ 18,836,107
Operating Expenditures	25,368,651	24,382,458	(986,193)	-3.9%	25,039,922	25,081,584
Capital Outlay	432,032	379,300	(52,732)	-12.2%	77,500	52,500
Grants & Aid	89,978	84,728	(5,250)	-5.8%	84,728	84,728
Transfers	13,279,358	16,950,108	3,670,750	27.6%	14,654,747	14,594,797
Reserves	826,003	1,000,000	173,997	21.1%	1,000,000	1,000,000
Total	\$ 57,312,614	\$ 60,343,287	\$ 3,030,673	5.3%	\$ 59,032,698	\$ 59,649,716

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

General Fund	FY 2016	FY 2017	Change from	Percent	FY 2018	FY 2019
	Amended	Proposed	FY 2016		Change	Forecast
Operating Departments	\$ 40,853,567	\$ 40,178,890	\$ (674,677)	-1.7%	\$ 41,042,651	\$ 41,734,715
Non-Departmental	16,459,047	20,164,397	\$ 3,705,350	22.5%	17,990,047	17,915,001
Total	\$ 57,312,614	\$ 60,343,287	\$ 3,030,673	5.3%	\$ 59,032,698	\$ 59,649,716

The FY 2017 proposed General Fund budget includes funding for the purchase of LiveScan Electronic Fingerprint Equipment for Human Resources, a new contract management software for the Purchasing Division, a new Honda Water Dog unit for Public Services, various capital items for Parks & Recreation such as a new Show Mobile, the replacement of five spin bikes, a new gym scoreboard, and a new outdoor public address system at the aquatics center, and the replacement of servers and system disk storage back up for Information Technology.

In addition, the FY 2017 proposed General Fund budget includes an appropriation of \$5,299,541 in undesignated reserves in support of funding transfers to capital funds such as, \$781,484 to the General Capital Fund; \$200,000 to the Capital Equipment Fund; \$1,925,419 to the Capital Maintenance Fund; \$3,874,581 to the Corridor Improvement Fund; \$767,000 to the Tamarac Village Fund; and \$164,917 to the Colony West Golf Course Fund. In addition, \$750,000 to fund a contingency and \$250,000 for potential encumbrances (purchase orders that have not been completed by year end that are carried into the next fiscal year).

Other Major Fund Highlights

Fire Rescue Fund

The FY 2017 proposed budget for the Fire Rescue Fund is \$22,300,035 which is \$341,871 more than the FY 2016 amended budget of \$21,958,164 or a 1.6% increase.

The Fire Rescue Proposed Budget was developed maintaining the Fire Rescue Assessment Fee at \$265 per residential unit as it has been for the past five years. The \$265 represents 90% of the maximum amount that can be charged based upon the study performed in FY 2011 and accepted as part of the Fire Rescue Assessment process approved in FY 2012. At the current rate, an appropriation of \$1,633,287 from fund balance is needed to balance the budget. City staff engaged Government Services Group to conduct an update of the Fire Assessment Fees based upon updated call volume and a five year weighted average approach. The final report and staff's recommendation for a new Fire Assessment Fee is scheduled for the July 13th Commission Meeting. The Fire Rescue Assessment Fee revenue can only be used for fire related expenses, thus the other major source of revenue for the Fire Rescue Fund is a transfer from the General Fund of \$6,278,313 for FY 2017.

The FY 2017 proposed budget includes planned capital outlay requests for equipment replacements through FY 2022. Each year through FY 2022, the Fire Department sets aside funding for proposed replacements that will take place in future years such as fire apparatus and equipment. For FY 2017, the Fire Rescue Fund also has current year equipment replacement requests that include major appliances, fitness equipment, front bay doors for F.S 41, one (1) Roll N Rack fire hose roller, one (1) Keiser Sled for firefighter training, one (1) bariatric stretcher, six (6) Lifepak15, and the replacement of the fire station alerting system at all five (5) fire stations due to the County's new CAD system, for a total of \$594,300.

In addition, Fire Rescue has budgeted \$100,000 for the replacement of Unit 357 with a vehicle that will be utilized for incident command and as a heavy rescue and blocking unit. The unit will be able to carry extrication equipment, lighting, lift bags, and other supplies needed for motor vehicle incident management. The budget also includes the replacement of the vehicle for the Public Information Specialist at \$26,700 and one Fire Inspector vehicle at \$34,000. All three Fire Inspector vehicles will be replaced over the next three years. As part of the vehicle/apparatus replacement program, funds are being transferred on an annual basis to the Capital Equipment Fund to fully cover the costs of future replacements.

Building Fund

The FY 2017 Building Fund proposed budget is \$3,074,199 or \$23,714 more than the FY 2016 amended budget of \$3,050,485, a 0.8% increase. The proposed budget has been prepared in support of continuing operations. In addition, staffing and contractual arrangements have been made in support of new residential development that began coming online in FY 2015 and is anticipated to continue through FY 2018. Additional revenue has been provided in support of this anticipated new construction.

Public Art Fund

The Public Art Fund has been budgeted in the amount of \$1,427,862 which includes available funds received in prior years but not yet expended. The following public art projects were funded in prior years and work continues towards bringing these projects to fruition:

- Fire Station 78 Public Art - \$125,000
- Sunset Park Public Art - \$335,000
- University Dr. Overpass - \$75,000
- Commercial Blvd/Woodlands Sculpture - \$175,000

\$1,332,862 of the FY 2017 proposed budget has been set aside as a reserve for future public art projects and/or maintenance of existing art.

Capital Projects Funds

The FY 2017 proposed budget for the six Capital Project Funds is \$14,907,557 and includes:

- \$3,874,938 – Continuation of funding towards Corridor Walls - includes installation of buffer wall treatments upon granting of easements to be completed in a consistent manner through proper planning to achieve an aesthetically acceptable look. Funding in the amount of \$425,419 is provided by a transfer from the Public Service Facilities Fund and the remainder \$3,449,519 from a transfer from the General Fund.
- \$372,000 – Second year funding towards the Comprehensive Signage Program - to implement the adopted 2014 Major Arterial Corridor Study and to reinforce the City's branding initiative, in accordance with the Action Item incorporated during the FY 2014 Strategic Planning Session. The item requires the development of signage designs that include gateway facilities with electronic message centers and directional elements for a citywide Comprehensive Signage Program.
- \$52,500 – Funding for the Bus Bench Replacement Project - the scope of this project is to analyze each of the existing bus benches and determine by ridership data provided by Broward County, which locations should be replaced with new benches or shelters. Approximately 21 benches/trash cans will be added city-wide.
- \$260,000 – Neighborhood Signage Program - as a part of the 2015 Strategic Planning Session, the neighborhood signage component was added to the Comprehensive Signage Program. While the designs, specifications and master site planning of the signs are funded in FY 2015, funds will be required for the fabrication and installation of a significant amount of signs expected to be installed citywide. Signage installation citywide to include additional neighborhood signs, will improve the City's visibility and image while reinforcing our branding initiative and create a sense of place.
- \$608,118 – Security System Improvements - the Information Technology Department completed in FY 2016, a comprehensive security systems audit to review and best plan for the systematic replacement of all security-related systems – including physical security mechanisms. The security systems review accounted for all security-related systems, thereby providing direction in the selection of appropriate technologies allowing for maximum integration and protection. A comprehensive security system replacement/upgrade is needed in order to enhance and update the City's security systems. Funding for implementation will occur over a several year period.
- \$757,634 – Caporella Aquatic Center Projects - projects include the replacement of the large slide (\$251,750), main pool & sprayground resurfacing (\$115,500), and renovations to the pump room (\$390,384).
- \$2,775,207 – Waters Edge Park - development of a neighborhood park on NW 61st Street. The park will include two picnic shelters, playground, basketball court, volleyball court, fishing pier, splash pad, multipurpose path, fitness stations, landscaping, restrooms and parking. This project follows the 2015 Parks, Recreation and Social Services Master Plan which called for the City to provide additional access to parks and recreation facilities of all residents.
- \$5,000,000 – Colony West Clubhouse - the Colony West Clubhouse is a new facility (replacing the old clubhouse) to support the Colony West Golf Course but also provide meeting space and a restaurant on site for a proposed 120 room hotel. This will include the design, architectural work, and construction by the hotel developer for both the clubhouse and relocation of the cart barn.

- \$62,100 – Sports Field Sod at Tamarac Park - the scope of the project will include placing sod over the current clay infields of Tamarac Park fields 3 & 4. By overlaying the clay with grass, the fields would become more suitable surface for a wide variety of field rentals.
- \$63,000 – Material Storage Bins at Tamarac Sports Complex and Tamarac Park - to construct four (4) 10 X 10 secure CMU Material Storage Bins (2 at each park) to store necessary park maintenance materials such as baseball/softball field clay and grass field top dressing sand. Currently these materials are stored in open areas, which is not only unsightly, but allows a significant amount of the material to be lost through natural erosion (i.e. rain and wind erosion).
- \$382,000 – Pine Island Pedestrian Crossing - an ADA compliant crosswalk with 4 sets of rectangular rapid flashing and ground mounted beacons. Funding for this project is anticipated to be provided through an appropriation using federal transportation dollars.
- \$700,000 – Additional funding for Fire Station 36 (University Drive) - to construct a two bay fire station on City owned property across the street from University Hospital to service an underserved area and improve response time. Funding of \$3,800,000 was approved in FY 2016 (\$2 million in special assessment debt and \$1.8 million in reserves). Current year funding is split between \$500,000 in debt service and \$200,000 as a transfer from the Public Service Facilities Fund. City staff is evaluating existing resources to fund the fire portion of the total project cost.

Stormwater Fund

The FY 2017 proposed budget is \$6,704,201 or \$964,925 less than the FY 2016 budget of \$7,669,126 or a decrease of 12.6%. The primary revenue source for this fund is the Stormwater Utility Management Fee Assessment that is charged on a per equivalent residential unit (ERU) basis for improved property and for undeveloped property based on a set fee per acre.

The FY 2017 fee assessment has been increased by 3% pursuant to ordinance and is expected to provide \$5,514,759 in revenue to support operations and stormwater related capital improvements. Also, funding for the next phase of culverts and headwalls is included in the FY 2017 proposed budget as follows:

- \$800,000 - Citywide Culvert & Headwall Improvements

Utilities Fund

The FY 2017 proposed budget is \$38,414,763. The Water and Wastewater Utility conducted a long-range financial planning study in fiscal year 2015 that looked at rates over the next ten years. The Commission adopted the recommended rate structure through an amendment to Chapter 22 of the Utilities Ordinance. The FY 2017 budget was prepared assuming no rate adjustment.

The proposed budget for the Utilities Fund follows the long-range financial plan and provides support for continuing operations of the existing facilities, an active renewal and replacement program to maintain aging infrastructure, and funding for capital improvements identified in the ten year capital improvement plan, six years of which are included in this budget proposal. The FY 2017 proposed budget includes capital outlay totaling \$7,468,270 for CIP, renewal and replacement, and capital vehicles/equipment, including:

- \$250,000 – WTP Well Upgrade Project
- \$100,000 – WTP Renewal and Replacement
- \$125,000 – Electrical/Mechanical Pump Station Renewal
- \$75,000 – Irrigation Replacement
- \$3,000,000 – Sewer Main Rehabilitation Infiltration and Inflow (I&I)
- \$240,000 – Tamarac West System Rehabilitation

- \$500,000 – Water Distribution System Upgrade
- \$850,000 – SCADA Upgrade for Water Plant Wells & Wastewater Pumping Stations
- \$600,000 – WTP Stormwater Improvements
- \$220,000 – WTP Building Envelope Improvements/Stucco
- \$1,000,000 – Shaker Village Paving Project after Pipe Bursting
- \$1,850,000 – Tamarac Lakes South WM Replacement
- \$750,000 – Replace Greenleaf Filter Media/Sandblast/Paint
- \$20,000 – Install Mixers in Grant's Plaza & Tr 27 Water Tanks
- \$690,670 – Various Other Capital Maintenance Programs
- \$197,600 – Equipment Replacements

Not included in the budget proposal but anticipated for FY 2017 is the issuance of \$12 to \$15 million in debt for the Sewer Main Rehabilitation I&I project replacing the current \$3 million annual appropriation. Funding will cover the cost of approximately \$12 to \$15 million in expenditures for FY 2017 and FY 2018.

Asset Management Program

Similar to prior years, the Capital Improvement Plan is included in a six-year format beginning with FY 2017 and the five years following for planning purposes.

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

Following is a summary of the Asset Management plan by program:

Program	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total
Capital Improvement Program	\$ 25,128,378	\$ 10,706,175	\$ 13,059,695	\$ 5,575,522	\$ 12,610,324	\$ 7,850,000	\$ 74,930,094
Capital Maintenance Program	4,124,476	3,847,288	3,666,578	310,480	1,155,500	62,700	13,167,022
Capital Vehicle Program	1,204,943	1,272,183	1,088,563	982,350	296,420	-	4,844,460
Capital Equipment Program	1,247,600	445,500	193,500	228,560	33,500	322,000	2,470,660
Total	\$ 31,705,397	\$ 16,271,146	\$ 18,008,336	\$ 7,096,912	\$ 14,095,744	\$ 8,234,700	\$ 95,412,236

Strategic Plan

This proposed budget has been aligned with the Strategic Plan's Five Goals and the associated strategies to achieve those goals. A separate section of the proposed budget book and this Executive Summary provides comparative benchmarks associated with the progress made with respect to the strategies identified by staff during the strategic planning session held last fiscal year which were subsequently presented to and approved by the City Commission.

Millage Recommendation

The millage rate recommendation of 7.2899 is the same as FY 2016 given an overall increase in taxable value of 9.58% based upon the estimated value as of June 1, 2016. New construction is \$38,357,860. Overall, the net increase in value of \$276.8 million (June 1, 2016 estimated value over VAB adjusted value as of June 1, 2016) at the proposed millage rate represents \$1.917 million in additional revenue. This additional revenue has been included in the transfers for capital improvements.

This budget proposes a millage rate of 7.2899 mills, the same as the current millage rate subject to minor modifications following receipt of the certified values from the Property Appraiser on July 1, 2016. This millage rate will generate budgeted property tax revenue of \$21,936,507 for FY 2017 which is 95% of the total tax levy of \$23,091,060, as required by Florida Statutes.

The proposed property tax revenue of \$21,936,507 is \$1,751,394 or 8.7% more than the FY 2016 adjusted property tax levy of \$20,185,113 (at 95%) on a budgetary basis.

The rolled-back millage rate calculation based upon the June 1 preliminary taxable value estimate is 6.7901 mills and represents the millage rate necessary to provide the same amount of tax revenue as the previous year plus growth. The tax revenue from the rolled-back millage rate applied to the preliminary taxable value plus growth represents \$20,432,526 at 95% of the tax levy or an increase of \$312,905 over the Fiscal Year 2016 budgeted tax revenue.

FY 2017 Proposed Millage Rate				
Millage Rate	Ad Valorem Levy	Budget Amount (at 95%)	Change in Budget Amount from 7.2899 Level ⁽¹⁾	Description of Legislative Limitations
7.2899	21,178,548	20,119,621 ⁽²⁾	-	Current Millage Rate
7.2899	23,091,060	21,936,507	1,816,886	Proposed Millage Rate
6.7901	21,507,922	20,432,526	312,905	Rolled-Back Rate
7.1480	22,641,585	21,509,506	1,389,885	* Rolled-Back Rate to be used for Maximum Millage Levy Calculation
7.2195	22,868,065	21,724,662	1,605,041	* Majority Vote Maximum Millage Rate Allowed with Growth Factor
7.9415	25,155,029	23,897,278	3,777,657	* 110% of Adjusted with Growth Factor - 2/3 Vote Maximum Rate Allowed

(1) FY 2016 Budgeted receipts of \$20,185,113 based upon the July 1, 2015 certified taxable values.
(2) correct amount reflects final value as of October 1, 2015 not including VAB adjustments.

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

Property class type	FY 2016 Taxable Value	FY 2016 Ad Valorem Levy @ 7.2899	% of Total	FY 2017 Taxable Value ⁽¹⁾	FY 2017 Ad Valorem Levy @ 7.2899	% of Total
Improved Single Family Residential	\$ 1,249,673,630	\$ 9,109,996	45.6%	\$ 1,383,725,380	\$ 10,087,220	46.06%
Condominiums	544,468,780	3,969,123	19.9%	594,283,450	4,332,267	19.78%
Improved Commercial	451,019,040	3,287,884	16.5%	485,611,170	3,540,057	16.17%
Improved Industrial	185,433,790	1,351,794	6.8%	206,167,610	1,502,941	6.86%
All others	307,386,780	2,240,819	11.2%	334,234,860	2,436,539	11.13%
Total Taxable Assessed Value	\$ 2,737,982,020	\$ 19,959,616		\$ 3,004,022,470	\$ 21,899,024	

(1) As of June 1, 2016.
Note: Does not include Tangible Personal Property

At the proposed millage rate of 7.2899 mills (based upon June 1, 2016 preliminary taxable values), the burden on single-family residential and improved industrial has increased marginally while all others, including condominiums, and improved commercial has decreased. As residential is the largest class of property in the City and receives the majority of the services, it is expected that as values increase the burden will increase as well. This is also a function of the cap on taxable value growth of nonresidential and commercial values at ten percent per year. Based upon preliminary values by class, the taxable assessed value of most of the classes of property increased from the prior year as follows: single family residential by 10.7%, condominiums by 9.1%, improved commercial by 7.7 %, industrial by 11.2%, while all others (includes all vacant land) increased by 8.7%.

It should be noted however the difference in the Just or Market Value increases were as follows: single family residential by 12.1%, condominiums by 4.24%, improved commercial by 10.6%, industrial by 15.5%, while all others (includes all vacant land) increased by 6.3%.

The average taxable value of a single family residential unit has increased 9.9% from \$78,739 to \$86,526 and condominiums have increased 9.2% from \$38,053 to \$41,535. These averages include the “Save Our Homes” (SOH) limitations and all exemptions.

	Single Family Residential ⁽¹⁾			Condominiums		
	FY 2016	FY 2017	% Change	FY 2016	FY 2017	% Change
Number of Parcels	15,871	15,992	0.8%	14,308	14,308	0.0%
Market Value	\$ 2,313,222,860	\$ 2,592,165,770	12.1%	\$ 1,105,390,690	\$ 1,152,268,560	4.2%
<i>Average Market Value</i>	\$ 145,752	\$ 162,091	11.2%	\$ 77,257	\$ 80,533	4.2%
Save Our Home Value	\$ 1,805,211,820	\$ 1,953,617,270	8.2%	\$ 835,931,740	\$ 886,399,660	6.0%
<i>Average SOH Value</i>	\$ 113,743	\$ 122,162	7.4%	\$ 58,424	\$ 61,951	6.0%
Taxable Value	\$ 1,249,673,630	\$ 1,383,725,380	10.7%	\$ 544,468,780	\$ 594,283,450	9.1%
<i>Average Taxable Value</i>	\$ 78,739	\$ 86,526	9.9%	\$ 38,053	\$ 41,535	9.2%
SOH Differential	\$ 508,011,040	\$ 638,548,500	25.7%	\$ 269,458,950	\$ 265,868,900	-1.3%
SOH plus Exemptions	\$ 1,063,549,230	\$ 1,208,440,390	13.6%	\$ 560,921,910	\$ 557,985,110	-0.5%

(1) Improved properties only

As a result of the recapture rule, as well as the normal changes in values for certain areas in the City, those properties that have “Save Our Homes” protection will experience a .7% increase in taxable assessed value even though there may have been a greater increase in the just (market) value of the property. Commercial and non-residential properties are limited to a 10% increase in taxable value. Overall, the “Save Our Homes” differential, i.e. the amount not subject to taxation increased 16.3% on a combined improved residential (single family and condominiums) basis to \$904.4 million for FY 2017.

In addition, overall Just or Market Value for improved residential (single family and condominiums) increased \$325.8 million or 9.5% over the previous year while the taxable value (SOH and exemptions applied) increased 10.2% or \$183.9 million.

The following table provides the comparison of the FY 2016 and FY 2017 ad valorem levy for homesteaded residential properties at various values. The chart assumes no changes in assessed value year over year although there may be a change in taxes due to Save Our Homes and/or exemptions.

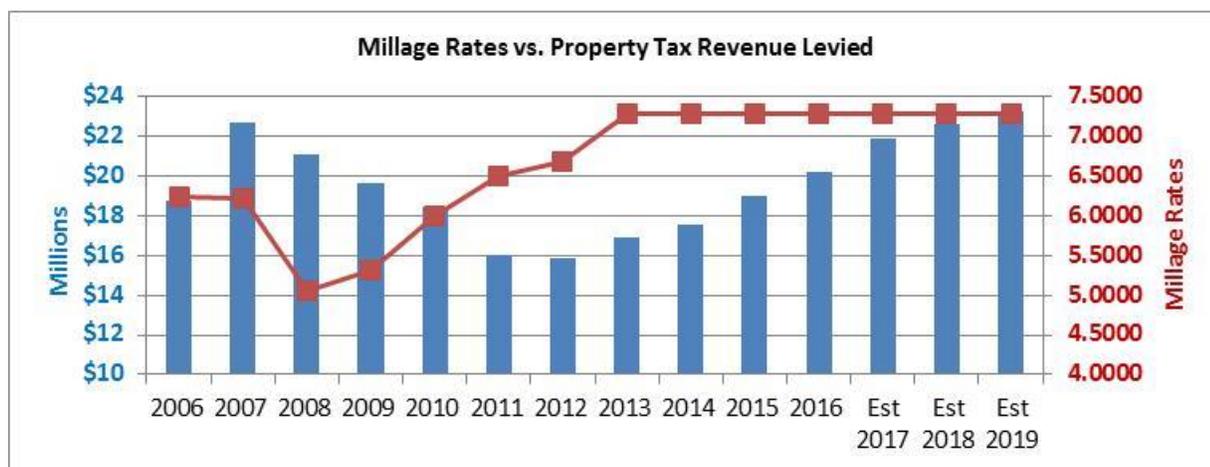
FY 2016 SOH				FY 2017 SOH					
Assessed Value	Homestead Exemption	FY 2016 Taxable Value	Ad Valorem Levy @ 7.2899	Assessed Value ⁽¹⁾	Homestead Exemption	FY 2017 Taxable Value	Ad Valorem Levy @ 7.2899	Difference	
\$ 87,516	\$ 50,000	\$ 37,516	\$ 273.49	\$ 93,730	\$ 50,000	\$ 43,730	\$ 318.79	\$	45.30
75,000	50,000	25,000	182.25	75,525	50,000	25,525	186.07		3.83
100,000	50,000	50,000	364.50	100,700	50,000	50,700	369.60		5.10
125,000	50,000	75,000	546.74	125,875	50,000	75,875	553.12		6.38
150,000	50,000	100,000	728.99	151,050	50,000	101,050	736.64		7.65
175,000	50,000	125,000	911.24	176,225	50,000	126,225	920.17		8.93
200,000	50,000	150,000	1,093.49	201,400	50,000	151,400	1,103.69		10.21
225,000	50,000	175,000	1,275.73	226,575	50,000	176,575	1,287.21		11.48
250,000	50,000	200,000	1,457.98	251,750	50,000	201,750	1,470.74		12.76
275,000	50,000	225,000	1,640.23	276,925	50,000	226,925	1,654.26		14.03
300,000	50,000	250,000	1,822.48	302,100	50,000	252,100	1,837.78		15.31

Gray area represents the actual SOH average assessed values of single family and condominium properties only before exemptions.

(1) Assessed values below orange line are assumed to increase by the "Save Our Homes" (SOH) percentage increase allowable by law of .7%

As stated previously, the FY 2017 proposed General Fund budget is \$60,343,287, including ad valorem revenue using an estimated millage rate of 7.2899 mills.

The following chart demonstrates the relationship between millage rates and property taxes levied since FY 2006 and the decline in taxable assessed values beginning in calendar year 2008 or FY 2009. The graph below shows the trend remains through FY 2017 where the City continues to lag property tax collections of a decade ago but supporting FY 2017 to FY 2019 projected expenses. It is anticipated that it will take until FY 2019 to exceed the FY 2007 level since FY 2018 is still projected to come in slightly under at \$22.6 million (\$100,000 less than FY 2007).



Conclusion

The City of Tamarac has seen resurgence in taxable property values, 9.58% this year and 8.33% in FY 2016; however, the City will continue to face challenges due to slow to moderate upward adjustments in other revenue sources and limited alternatives for revenue against an increase in the cost of service. The anticipated full impact of the legislative and constitutional measures that have limited growth in taxable values has been felt with commercial and nonresidential properties adding \$34.1 million to the nontaxable value of 'Save Our Homes'. New construction is expected to provide additional revenue as new housing and commercial development is added to the tax rolls. New construction surged in calendar year 2015 to \$38.4 million up from \$2.9 million in the prior year. As a result, it is anticipated that property tax revenue will continue to increase over time as a percentage of total General Fund Revenue in order to keep up with the expected and realized increases in the cost of operations. For example, for FY 2017, the percentage of property taxes as a percentage of general fund revenue is 36.4% and in FY 2016 it was 35.2% or a 3.2% increase.

Staff has initiated a user fee study for the Building Department, Community Development Department, Fire Rescue Department and Engineering Services group. The results of the study should be known by September however, any fee adjustment will not go into effect until FY 2017 and accordingly, any additional fees are not included in this budget proposal. An additional fee study for Parks & Recreation user and program fees is scheduled to be completed in FY 2016 with any adjustments in FY 2017.

Staff has developed a budget that is designed to provide sustainability in the provision of current services while at the same time enhancing some service levels within the community. The FY 2017 proposed millage rate of 7.2899 mills, along with all other revenue sources, preserves core services within the General Fund and other operating funds and provides for the implementation of various strategic objectives towards the attainment of the City's strategic goals.

The format of the FY 2017 proposed Budget with two forecast years builds upon the success of the inaugural proposed budget in FY 2016 and prior budget publications that received the Government Finance Officers Association (GFOA) “Distinguished Budget Presentation Award” in recognition of layout, planning, content and overall presentation. The award is noteworthy in that it is bestowed on only a small percentage of public organizations. It is believed that this proposed budget, which fully incorporates the City’s Strategic Planning process through the annual allocation of financial resources, represents an excellent opportunity for the City Commission, staff, and residents to review the delivery of municipal services vis-à-vis the budgets effectiveness, in accomplishing the collective desires of the community. It is hoped that the Mayor, Commission, and the residents of Tamarac will continue to find the City’s Budget to be user-friendly, serving as a reference throughout the year as both a financial tool and operations guide.

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

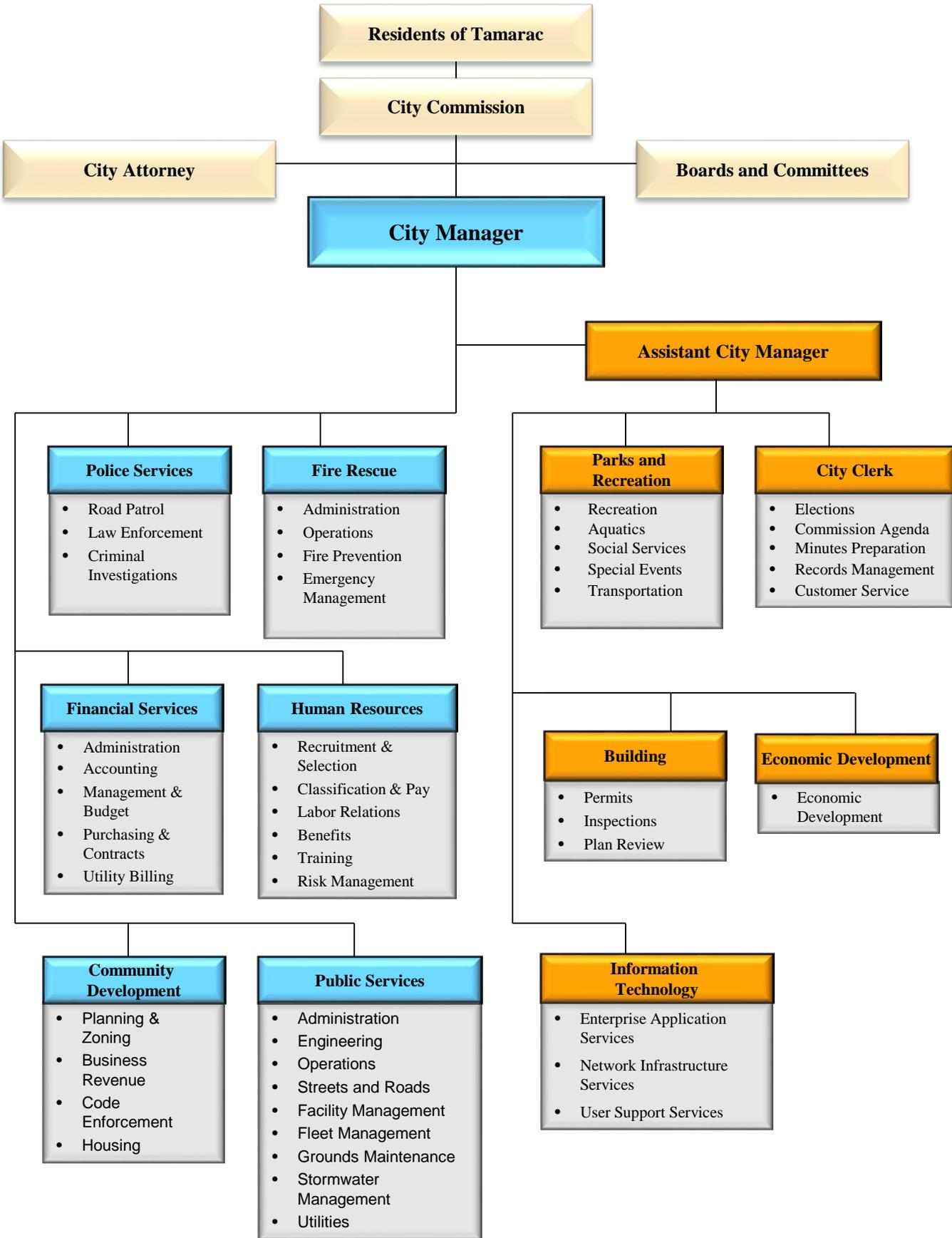
In conclusion, we firmly believe that this budget proposal is both responsive and responsible. It is responsive to the service requirements of our residents and responsible in recognizing challenges associated with the availability of resources. We eagerly anticipate the opportunity to work with the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

Sincerely,



Michael C. Cernech
City Manager

City of Tamarac Organizational Chart



BUDGET OVERVIEW

COMMISSION/CITY MANAGER FORM OF GOVERNMENT

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

The City Manager is appointed by and is directly responsible to the City Commission. As the administrative head of the City, the City Manager carries out the policies that are made by the Commission and directs and coordinates the work of all City departments. The City Manager also prepares the Annual Budget for Commission consideration. The Commission-Manager form of government is ideal for Tamarac, as it affords the unification of authority and political responsibility in the elected City Commission, and centralization of administrative responsibility in a professional administrator.

THE PROGRAM/PERFORMANCE BUDGET

The Program/Performance Budget is an effective budget model, focusing on policy planning and resource allocation. It assumes that in an environment of scarce resources, elected officials must choose between different and competing items. They may find it necessary to choose between all or some of their recreational programming and all or some of their public services activities.

The Program/Performance Budget expands upon the basic line item budget concept giving residents, Commissioners, management and employees a better understanding of government's role in the community.

Thus, the Program/Performance Budget improves the quality of decision-making and provides a mechanism to increase the efficiency and effectiveness of City operations. This Program/Performance Budget has four separate areas which are a primary focus throughout the process.

Policy Document

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

Operations Guide

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

Financial Plan

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

Communications Device

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

BUDGET PROCESS

Balanced Budget

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

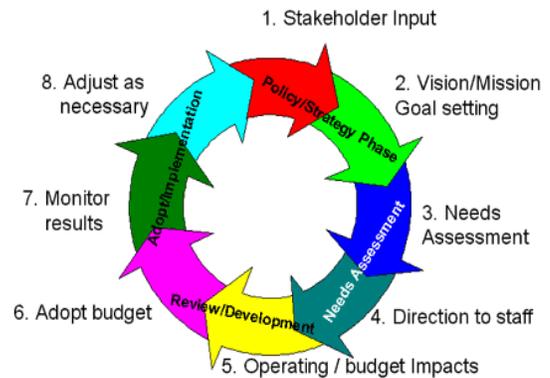


public hearings. Tamarac’s budget amendment policy allows the maximum flexibility under Florida law.

Budget amendments or transfers not requiring an increase in a fund total or department total are granted within guidelines to various levels of management. Formal legal appropriation by the City Commission is at the department level for the general fund and at the fund level for all other funds in order to allow a degree of flexibility by the City.

Budget Preparation and Adoption

Preparation of the FY 2017 Adopted Budget represents the culmination of a yearlong process that integrates financial planning, trend analysis, accounting enhancements, goals and objectives and strategic planning into service delivery. Pursuant to Florida Statutes, the total estimated expenditures shall not exceed the total estimated revenue and appropriated fund balance. The City also maintains a Capital Improvement Plan pursuant to Florida Statutes.



The City Charter requires the City Manager to submit a proposed budget to the City Commission by July 30th of each year. The City Commission holds budget workshops with city staff and the public. Pursuant to Florida Statutes, two public hearings are held in September, the first public hearing is for the adoption of a tentative millage and tentative budget. The second public hearing, held no more than two weeks following the first, adopts the final operating and debt service millage rates, along with the annual budget and capital improvement plan.

Budget Amendments

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

BASIS OF ACCOUNTING

Basis of Accounting refers to the time period when revenues and expenditures are recognized in the accounts and reported on the financial statements. Basis of Accounting relates to the timing of the measurements made, regardless of the measurement focus applied.

All Government Funds are accounted for using the modified accrual basis of accounting. Their revenues are recognized in the period in which they become susceptible to accrual that is when they become measurable and available to pay liabilities of the current period.

Property taxes, utility taxes, franchise fees, intergovernmental revenues, and charges for services are susceptible to accrual when collected in the current year or within sixty days subsequent to September 30th, provided that amounts received pertain to billings through the fiscal year just ended. Further, property taxes are recognized as revenue in the fiscal year for which they are levied. Investment earnings are recorded as earned since they are measurable and available. Permits, fines, forfeitures and contributions are not susceptible to accrual because, generally, they are not measurable until received in cash. Revenues collected in advance of the year to which they apply are recorded as deferred revenues.

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

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

The Agency Funds are custodial in nature and do not involve measurement of results of operations. They are accounted for under the modified accrual basis of accounting. Assets and liabilities are recognized on the modified accrual basis.

BASIS OF BUDGETING

The budgets of general government type funds are prepared on a modified accrual basis. Briefly, this means that obligations of The City of Tamarac are budgeted as expenses, but revenues are recognized when they are actually received.

The Budget is **a balanced budget** which means that estimated revenues are equal to estimated expenditures.

All appropriations lapse at year end, except Capital Improvement projects that are budgeted on a life of the project basis. Some encumbrances are carried forward to the next fiscal year which includes the Capital Improvement Program encumbrances.

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

JANUARY

M	T	W	T	F	S	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

FEBRUARY

M	T	W	T	F	S	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29						

MARCH

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14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

APRIL

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25	26	27	28	29	30	

MAY

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16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

JUNE

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6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30			

JULY

M	T	W	T	F	S	S
				1	2	3
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18	19	20	21	22	23	24
25	26	27	28	29	30	31

AUGUST

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22	23	24	25	26	27	28
29	30	31				

SEPTEMBER

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			1	2	3	4
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12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30		

OCTOBER

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					1	2
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10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						

NOVEMBER

M	T	W	T	F	S	S
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14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30				

DECEMBER

M	T	W	T	F	S	S
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

JANUARY/FEBRUARY - BUDGET PLANNING

- Strategic planning session
- Long-term fiscal forecast updates
- Revenue forecast updates
- Six-year asset management program preparation
- Jan 28th - Budget Offices distributes budget calendar and budget manual
- Feb 8th - H.T.E budget access opens

MARCH/APRIL - BUDGET DEVELOPMENT

- Departments prepare operating budget
- Mar 14th - Budget Request due/H.T.E access closed
- Budget Office performs detailed analysis of budgets submitted
- Apr 5th - 14th - Departments meet with Finance to discuss budget proposals

MAY/JUNE - DEPT/CITY MANAGER BUDGET REVIEW

- May 10 -11th - City Manager reviews departmental budget
- Budgetary changes made based on meeting outcomes
- June 14th - Proposed Budget submitted for City Commission
- June 28 - 29th - Commission Workshop on Budget

JULY/AUGUST - ASSESSMENT DATA/COMMISSION MEETING

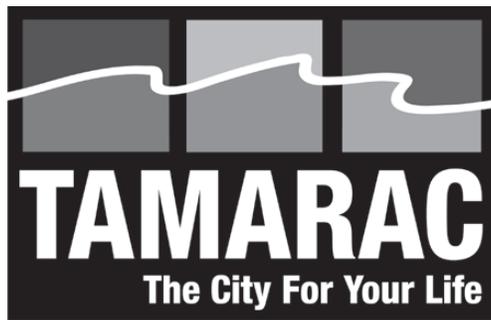
- July 1st - Assessed values for ad valorem taxes are received from Property Appraiser (elected official) for all taxing districts
- July 13th - Commission establishes proposed millage rate
- July - Notification to Property Appraiser of proposed millage rate, roll back rate, and date, time, and place of 1st Public Hearing
- Aug - Truth in Millage (TRIM) notices are mailed out by property appraisers office

SEPTEMBER/OCTOBER - PUBLIC HEARINGS

- Sept 12th - 1st Public Hearing (Commission adopts a tentative millage rate and budget)
- Sept 19th - Public notice of final budget/millage hearing
- Sept 22nd - 2nd (Final) Public Hearing (the second public hearing is held within fifteen days following the first public hearing and the millage rate and final budget are both adopted)
- Oct 1st - start of FY 2017 Budget

NOVEMBER/DECEMBER - FINAL BUDGET DOCUMENT

- The final budget document is produced, printed, and distributed to the City Commission and City Departments
- Dec 21st - Adopted Budget due to GFOA (within 90 days of the date when the budget was adopted)



BUDGET SUMMARY
CITY OF TAMARAC, FLORIDA - FISCAL YEAR 2017

* THE ADOPTED OPERATING BUDGET EXPENDITURES OF THE CITY OF TAMARAC ARE 4.6%
 MORE THAN LAST YEAR'S TOTAL OPERATING EXPENDITURES.

GENERAL FUND	7.2899	General	Special Rev.	Debt	Capital	Enterprise	Internal Serv.	
VOTED DEBT	0.0739	Fund	Funds	Service	Projects	Funds	Funds	Total
ESTIMATED REVENUES:								
Taxes:								
Ad Valorem Taxes - Millage per \$1,000	7.2899	\$ 21,984,975	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 21,984,975
Ad Valorem Taxes - Voted Debt	0.0739	-	-	222,869	-	-	-	222,869
Sales and Use Taxes		9,004,034	384,098	-	850,000	-	-	10,238,132
Permits, Fees & Special Assessments		4,947,155	14,595,561	-	-	5,539,004	-	25,081,720
Intergovernmental Revenue		8,465,494	1,106,133	-	382,000	-	-	9,953,627
Charges for Services		1,756,293	2,477,543	-	-	28,628,831	7,249,860	40,112,527
Judgments, Fines, and Forfeitures		1,516,794	200,000	-	-	-	-	1,716,794
Miscellaneous Revenues		1,710,451	406,032	2,000	38,000	420,121	54,100	2,630,704
Internal Service Charges		3,295,874	-	-	-	-	-	3,295,874
TOTAL SOURCES		\$ 52,681,070	\$ 19,169,367	\$ 224,869	\$ 1,270,000	\$ 34,587,956	\$ 7,303,960	\$ 115,237,222
Transfers In		3,223,372	6,278,313	2,620,700	11,576,364	6,161,698	-	29,860,447
Beginning Fund Balances/Reserves/Net Assets		5,336,332	6,386,492	39,631	2,874,795	1,805,000	1,032,781	17,475,031
TOTAL REVENUES, TRANSFERS & BALANCES		\$ 61,240,774	\$ 31,834,172	\$ 2,885,200	\$ 15,721,159	\$ 42,554,654	\$ 8,336,741	\$ 162,572,700
EXPENDITURES:								
General Government		\$ 13,342,839	\$ -	\$ -	\$ 1,386,285	\$ -	\$ -	\$ 14,729,124
Public Safety		18,552,080	21,043,415	-	4,289,061	-	-	43,884,556
Physical Environment		1,167,107	-	-	3,889,938	31,368,856	-	36,425,901
Transportation		5,837,524	744,876	-	441,875	-	-	7,024,275
Economic Environment		444,860	1,251,133	-	-	-	-	1,695,993
Human Services		215,237	10,000	-	-	-	-	225,237
Culture/Recreation		4,301,398	1,427,862	-	3,658,001	2,796,948	-	12,184,209
Debt Service		-	405,470	2,885,200	767,000	1,375,972	-	5,433,642
Internal Services		-	-	-	-	-	8,070,785	8,070,785
TOTAL EXPENDITURES		\$ 43,861,045	\$ 24,882,756	\$ 2,885,200	\$ 14,432,160	\$ 35,541,776	\$ 8,070,785	\$ 129,673,722
Transfers Out		16,602,296	6,951,416	-	625,419	5,681,316	-	29,860,447
Ending Fund Balances/Reserves/Net Assets		777,433	-	-	663,580	1,331,562	265,956	3,038,531
TOTAL APPROPRIATED EXPENDITURES, TRANSFERS, RESERVES & BALANCES		\$ 61,240,774	\$ 31,834,172	\$ 2,885,200	\$ 15,721,159	\$ 42,554,654	\$ 8,336,741	\$ 162,572,700
The tentative, adopted, and/or final budgets are on file in the office of the above mentioned taxing authority as a public record.								

PROPERTY TAX MILLAGE SUMMARY

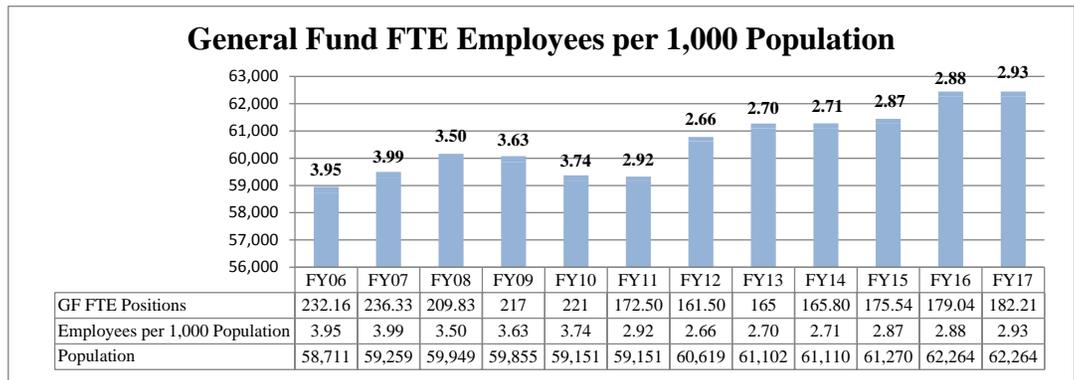
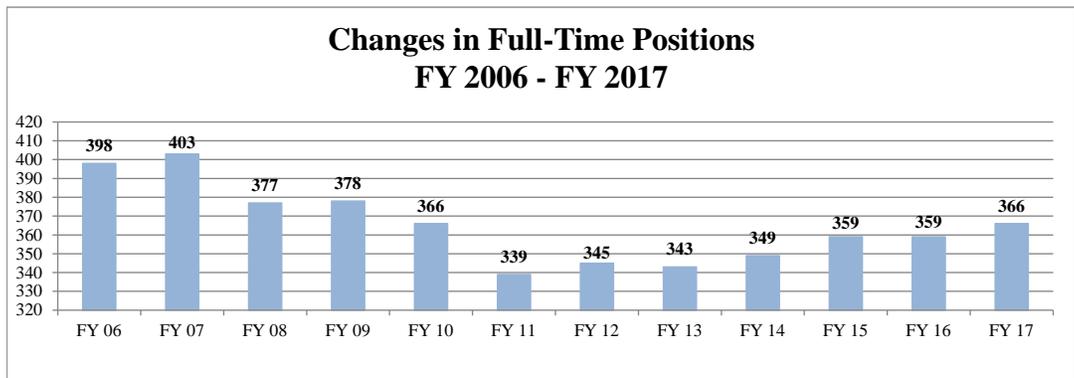
	OPERATING MILLAGE	DEBT SERVICE MILLAGE	TOTAL MILLAGE	
FY 2016 ADOPTED MILLAGE RATE	7.2899	0.0952	7.3851	
FY 2017 ROLLED BACK MILLAGE RATE	6.7178	n/a	6.7178	
FY 2017 ADOPTED MILLAGE	7.2899	0.0739	7.3638	
% INCREASE OVER ROLLED BACK RATE	8.52%	n/a	9.62%	
FY 2017 VALUE OF 1 MILL*				
Mills	Gross Revenue	Net Revenue (95%)	PROPERTY TAXES AT 7.2899 MILLAGE RATE	
1.00	\$3,174,540	\$3,015,813	Taxable Value of Dwelling	No Homestead Exemption
0.75	\$2,380,905	\$2,261,860	\$175,000	\$1,276
0.50	\$1,587,270	\$1,507,907	\$150,000	\$1,093
0.40	\$1,269,816	\$1,206,325	\$125,000	\$911
0.30	\$952,362	\$904,744	\$100,000	\$729
0.25	\$793,635	\$753,953	\$75,000	\$547
0.10	\$317,454	\$301,581	\$50,000	\$364
			\$25,000	\$182
				\$0
12 YEAR MILLAGE, TAXABLE VALUE, AND REVENUE HISTORY				
Fiscal Year	Tax Rate/ Millage	Taxable Values	Tax Revenue Budgeted (95%)	% Change in Budgeted Revenue
2006	6.2499	\$3,156,737,816	\$18,742,831	20.24%
2007	6.2224	\$3,841,908,839	\$22,710,599	21.17%
2008	5.0496	\$4,402,093,105	\$21,117,369	-7.02%
2009	5.3215	\$3,883,284,328	\$19,631,653	-7.04%
2010	5.9999	\$3,229,109,048	\$18,405,615	-6.25%
2011	6.5000	\$2,599,728,754	\$16,053,325	-12.78%
2012	6.6850	\$2,510,009,232	\$15,940,441	-0.70%
2013	7.2899	\$2,453,271,755	\$16,989,900	6.58%
2014	7.2899	\$2,550,531,135	\$17,663,461	3.96%
2015	7.2899	\$2,741,474,787	\$18,985,823	7.49%
2016	7.2899	\$2,914,647,296	\$20,185,113	6.32%
2017*	7.2899	\$3,174,539,930	\$21,984,975	8.92%

*Based on July 1, 2016 estimated values

PERSONNEL COMPLEMENT

FY 2016 - FY 2017 PROPOSED POSITIONS

DEPARTMENT	FY 2016 Adopted				FY 2016 Amended				FY 2017 Adopted			
	FT	PT	Temp	FTE	FT	PT	Temp	FTE	FT	PT	Temp	FTE
General Fund												
City Clerk	5	0	0	5.0	5	0	0	5.0	5	0	0	5.0
City Commission	1	5	0	3.5	1	5	0	3.5	1	5	0	3.5
City Manager	8	0	1	8.5	8	0	1	8.5	8	0	1	8.5
Community Dev.	17.5	0	0	17.5	17.5	0	0	17.5	17.5	0	0	17.5
Financial Services	24	0	0	24.0	24	0	0	24.0	24	0	0	24.0
Human Resources	9	0	0	9.0	9	0	0	9.0	9	0	0	9.0
Information Tech.	9	0	0	9.0	9	0	0	9.0	9	0	0	9.0
Parks & Recreation	25	19	45	49.5	25	19	45	49.5	26	18	47	50.7
Public Services	50.04	4	0	52.0	51.04	4	0	53.0	53.04	4	0	55.0
Total General Fund	148.54	28	46	178.04	149.54	28	46	179.04	152.54	27	48	182.21
Fire Rescue Fund												
Fire Rescue	103	0	0	103.00	103	0	0	103.00	103	0	0	103.00
Building Fund												
Building	19	0	3	20.00	20	0	2	20.67	22	0	2	22.67
Housing Funds												
Housing	1.50	0	1	1.83	1.50	0	1	1.83	1.50	0	1.0	1.83
Stormwater Management Fund												
Stormwater Mgmt.	20.8	0	0	20.80	20.8	0	0	20.80	20.8	0	0	20.80
Utilities Funds												
Utilities	63.2	0	0	63.20	63.20	0	0	63.20	63.20	0	0	63.20
Risk Management Fund												
Risk Management	3	0	0	3.00	3	0	0	3.00	3	0	0	3.00
All Funds Total	359.04	28	50	389.87	361.04	28	49	391.54	366.04	27	51	396.71



FY 2017 ADOPTED STAFFING CHANGES

DEPARTMENT/FUND	FT/PT/ TEMP	POSITION TITLE	TOTAL POSITION	TOTAL FTE	NOTES
Total Positions FY 2016 Adopted			437.04		
Total Positions Beginning FY 2016			437.04		
Total Full Time Equivalents (FTE) FY 2016 Adopted				389.87	
Position Changes during FY 2016 Amended			Change		Notes
Building	FT	Mechanical Inspector	1	1	FY 2016 - New positions
Building	Temp	Mechanical Inspector (Will Call)	-1	-0.33	Deleted
Public Services	FT	Engineering Construction/Inspector	1	1	FY 2016 - New positions
Total Position Changes FY 2016 Amended			1.00	1.67	
Total of All Positions FY 2016 Amended			438.04		
Total Full Time Equivalents (FTE) FY 2016 Amended				391.54	
Position Changes during FY 2017 Adopted			Change		Notes
Building	FT	Call Center Representatives	2	2	FY 2017- New Positions
Fire Rescue Department	FT	Assistant Fire Marshall	0	0	Reclassification
Human Resources	FT	Benefits Manager	0	0	Reclassification
Human Resources	FT	Senior HR Analysts	0	0	Reclassification
Parks & Recreation	Temp	Summer Camp Site Supervisor	1	0.33	FY 2017- New Position
Parks & Recreation	Temp	Summer Camp Rec Leader II	1	0.33	FY 2017- New Position
Parks & Recreation	FT	Bus Driver	1	1	FY 2017- New Position
Parks & Recreation	PT	Bus Driver	-1	-0.5	Deleted
Public Services	FT	Groundskeeper I (Bus Benches/Shelter)	1	1	FY 2017- New Position
Public Services	FT	Project Manager	1	1	FY 2017- New Position
Total Position Changes FY 2017 Adopted			6.00	5.16	
Total of All Positions FY 2017 Adopted			444.04		
Total Full Time Equivalents (FTE) FY 2017 Adopted				396.71	

FY 2017 Program Modifications

Department Description	Dept/ Div	Description of Modification	Requested for FY17	City Manager Recommended
Financial Services - Purchasing	1540	Enterprise Sourcing & Contract Management Software	\$ 18,000	\$ 18,000
Finance			\$ 18,000	\$ 18,000
Public Services - Streets and Roads	5020	Bus Benches/Shelter Maintenance & Repair Program	\$ 25,000	\$ 5,000
Public Services - Facility Management	5040	City Sign Repair & Maintenance	10,000	10,000
Public Services			\$ 35,000	\$ 15,000
Human Resources	1710	Reclassification - Benefits Manager	\$ 8,100	\$ 8,100
Human Resources	1710	Reclassification - HR Analyst to Senior HR Analyst (25%)	1,538	1,538
Human Resources			\$ 9,638	\$ 9,638
Public Services - Engineering	5002	Project Manager	\$ 76,084	\$ 76,084
Public Services - Streets and Roads	5020	Groundskeeper I (bus bench) (Includes vehicle)	66,809	66,809
Public Services			\$ 142,893	\$ 142,893
Parks and Recreation - Recreation	7010	2 Summer Camp Positions - 1 Site Supervisor/ 1 Rec Leader II	8,186	8,186
Parks and Recreation - Transportation	7050	Reclass 2 PT Drivers to FT Drivers - Recommend 1PT removed/1FT added	42,794	21,397
Parks & Rec			\$ 84,543	\$ 29,583
Total General Fund (001)			\$ 205,531	\$ 185,531
Building	3500	2 Permit Support Representatives	\$ 83,018	\$ 83,018
Building (150)			\$ 83,018	\$ 83,018
Fire	4530	Assistant Fire Marshall	TBD	TBD
Fire (120)			TBD	TBD
Risk	8401	Reclassification - HR Analyst to Senior HR Analyst (75%)	\$ 4,613	\$ 4,613
Risk (504)			\$ 4,613	\$ 4,613
Total All Funds			\$ 377,704	\$ 302,745

FY 2017 Capital Outlay Requests

Department Description	Dept/ Div	Description of Capital Outlay	Requested for FY17	City Manager Recommended
PIO	530	Various Equipment for Photography, video, & displays	\$ 3,000	\$ 3,000
CMO Total			\$ 3,000	\$ 3,000
Human Resources	1710	Background Check Equipment	\$ 15,000	\$ 15,000
Human Resources Total			\$ 15,000	\$ 15,000
Public Services - Grounds Maint	5090	Honda Water Dog Unit (replacement over 19 yrs old)	\$ 12,500	\$ 12,500
Public Services			\$ 12,500	\$ 12,500
Parks & Recreation - Recreation	7010	Tamarac Park Concession Equipment	\$ 3,500	\$ 3,500
Parks & Recreation - Recreation	7010	Show mobile	145,000	145,000
Parks & Recreation - Recreation	7010	3 ID Card Printers (TCC,REC,FC)	10,500	10,500
Parks & Recreation - Recreation	7010	U10 Soccer Goal	1,500	1,500
Parks & Recreation - Recreation	7010	Kiln (Community Center)	5,000	5,000
Parks & Recreation - Recreation	7010	Spin Bikes (5)	8,000	8,000
Parks & Recreation - Recreation	7010	Portable Sound System (MPC)	4,000	4,000
Parks & Recreation - Recreation	7010	2 Public Bike Stations	2,400	2,400
Parks & Recreation - Recreation	7010	Gym Scoreboard (MPC)	5,500	5,500
Parks & Recreation - Recreation	7010	Tamarac Park - 2 stoves/refrigerator	7,000	-
Parks & Recreation - Aquatics	7030	Stereo System	3,500	-
Parks & Recreation - Aquatics	7030	Outdoor PA System	5,000	5,000
Parks & Recreation			\$ 200,900	\$ 190,400
Information Technology	8100	Virtual Environment Server Replacement (5)	\$ 115,000	\$ 115,000
Information Technology	8100	Back Up system Disk Storage Replacement	30,000	30,000
IT			\$ 145,000	\$ 145,000
Total General Fund (001)			\$ 376,400	\$ 365,900
Fire Rescue - Operations	4520	Major Appliances - Replacement	\$ 15,000	\$ 15,000
Fire Rescue - Operations	4520	Fitness Equipment - Replacement (includes FS78)	20,000	20,000
Fire Rescue - Operations	4520	FS #41 Front Bay Doors	125,000	125,000
Fire Rescue - Operations	4520	Roll N Rack fire hose roller	8,200	8,200
Fire Rescue - Operations	4520	Keiser Sled for Firefighter training	3,100	3,100
Fire Rescue - Operations	4520	Bariatric Stretcher (replacement)	9,000	9,000
Fire Rescue - Operations	4520	6 LP15 (replacement every 8 years)	158,000	158,000
Fire Rescue - Operations	4520	Alerting System (5 stations)	250,000	250,000
Fire Rescue - Fire Prevention	4530	Major Appliances (78)	6,000	6,000
Fire Rescue (120)			\$ 594,300	\$ 594,300
Public Services - Facilities	5040	Public Works Locker Room	\$ 40,000	\$ 40,000
Stormwater - Engineering	5050	3 PCMS Message Boards	25,200	37,800
Stormwater (410)			\$ 65,200	\$ 77,800
Utilities - Water Treatment	6020	Mixing Unit for 1 MG Storage Tank @WTP	\$ 35,000	\$ -
Utilities - Water Treatment	6020	(2) Pinch Valve for 8 Million Accelerator®	50,000	50,000
Utilities - Water Distribution	6030	3" Diaphragm Pump	1,800	1,800
Utilities - Water Distribution	6030	Walk-behind Gas Saw	3,300	3,300
Utilities - Wastewater Collection	6040	PowerTrac	13,500	-
Utilities - Wastewater Collection	6040	Pan & Tilt Service Lateral (replacement)	36,500	-
Utilities - Wastewater Collection	6040	Warehouse Forklift (replacement of 1994 unit)	27,500	27,500
Utilities - Wastewater Collection	6040	Lateral Cleaning System	18,200	18,200
Utilities - Wastewater Collection	6040	Replacement Wastewater Pumps	65,000	65,000
Utilities (425)			\$ 250,800	\$ 165,800
Total Capital Outlay All Funds			\$ 1,286,700	\$ 1,203,800

FY 2018 Program Modifications

Department Description	Dept/ Div	Description of Modification	Requested for FY 18	City Manager Recommended
Information Technology	8100	Penetration Testing (2yr)	\$ 25,000	\$ 25,000
Information Technology	8100	Fiber wide area network replacement	1,785,000	-
Information Technology	8100	Position Upgrade	10,000	-
Total General Fund (001)			\$ 1,820,000	\$ 25,000

H '23: 'Ecr kcnQwny Requests

Department Description	Dept/ Div	Description of Capital Outlay	Requested for FY 18	City Manager Recommended
PIO	530	Various Equipment Photography	\$ 3,000	\$ 3,000
CMO			\$ 3,000	\$ 3,000
Parks and Recreation - Operations	7010	Spin Bikes (5)	\$ 8,500	\$ 8,500
Parks and Recreation - Operations	7010	Sports & Fitness Equip (TCC, TP & TSC)	9,000	9,000
Parks and Recreation - Operations	7010	Multi-media Projector (2)	3,000	-
Parks and Recreation - Operations	7010	Concession Ice Machine	3,000	-
Parks and Recreation - Operations	7010	Jazzercise Stage	3,000	-
Parks and Recreation - Operations	7010	Volleyball nets and posts (MPC)	9,000	-
Parks and Recreation - Operations	7010	Lightning Detector	30,000	-
Parks and Recreation - Operations	7010	Concession Freezer for Tamarac Park	4,000	-
Parks and Recreation - Operations	7010	Refrigerators for Instructional Kitchen & Concession	6,000	-
Parks and Recreation - Operations	7010	4 Public Bike Stations	4,800	4,800
Parks and Recreation - Aquatics	7030	Fitness Center Floor	40,000	-
Parks and Recreation - Aquatics	7030	Portable ADA Lift Chair	8,000	-
Parks and Recreation - Aquatics	7030	Lightening Detection System	15,000	-
Parks and Recreation - Aquatics	7030	Thermal Pool Cover Replacement	30,000	-
Parks and Recreation - Aquatics	7030	Fitness Room Equipment (Replacement)	250,000	-
Parks & Recreation			\$ 423,300	\$ 22,300
Information Technology	8100	8 Audio Visual - Wireless Mics (Conf Rm 105)	\$ 20,000	\$ 20,000
Information Technology	8100	2 Photo ID Printers - HR	4,500	4,500
Information Technology	8100	Photo ID Printers - Parks & Recreation	6,000	6,000
Information Technology	8100	4 KVM Replacement - Network Oper Center, CH IT, FS15, WT	17,000	17,000
Information Technology	8100	1 Power and HVAC - City Hall - APC UPS	3,500	3,500
Information Technology	8100	1 UPS Replacement of Radio System @ Ramada Plaza	1,200	1,200
IT			\$ 52,200	\$ 52,200
Total General Fund (001)			\$ 478,500	\$ 77,500
Fire Rescue - Operations	4520	Major Appliances	\$ 15,000	\$ 15,000
Fire Rescue - Operations	4520	Fitness Equipment	5,000	5,000
Fire Rescue - Operations	4520	Computer Equipment (Ipad 3 yr cycle)	15,000	15,000
Fire Rescue - Operations	4520	2 Hydraulic Stretchers	24,000	24,000
Fire Rescue - Operations	4520	Holmado Power Tool Unit	40,000	40,000
Fire Rescue - Prevention	4530	Major Appliances EOC (36)	6,000	6,000
Fire Rescue - Prevention	4530	Base Radio for EOC	8,000	8,000
Fire Rescue (120)			\$ 113,000	\$ 113,000
Stormwater	5050	Weedoo Tiger Cat Gas Model Conveyor Trailer (replacement)	\$ 88,000	\$ 88,000
Stormwater	5050	Weedoo Solar/Battery Mini Harvester (replacement)	47,000	47,000
Stormwater (410)			\$ 135,000	\$ 135,000
Utilities - Wastewater Collection	6040	Wastewater Pumps (replacement)	\$ 70,000	\$ 70,000
Utilities (425)			\$ 70,000	\$ 70,000
Total of All Funds			\$ 796,500	\$ 395,500

FY 2019 Program Modification Requests

Department Description	Dept/ Div	Description of Modification	Requested for FY 19	City Manager Recommended
Information Technology	8100	Fiber Wide Area Network	\$ 1,785,000	\$ -
Total All Funds			\$ 1,785,000	\$ -

FY 2019 Capital Outlay Requests

Department Description	Dept/ Div	Description of Capital Outlay	Requested for FY 19	City Manager Recommended
PIO	530	Various Equipment for Photography	\$ 3,000	\$ 3,000
CMO			\$ 3,000	\$ 3,000
Parks and Recreation - Operations	7010	Replace popcorn & snow cone machine	\$ 3,000	\$ 3,000
Parks and Recreation - Operations	7010	Podium and Sound System for TCC/Events	1,500	1,500
Parks and Recreation - Operations	7010	5 Spin Bikes (replacements)	8,500	8,500
Parks and Recreation - Operations	7010	2 Kitchen/Stove/Ovens/Refrigerator Tamarac Park	7,000	7,000
Parks and Recreation - Operations	7010	3 Sports & Fitness Equipment for TCC, TPK, and TSC	9,000	-
Parks and Recreation - Operations	7010	Concession Equipment for Sports Complex	10,000	-
Parks and Recreation - Operations	7010	Refrigerator/Ice machine Sports Complex	9,000	-
Parks and Recreation - Aquatics	7030	3 Portable Shade Systems	9,000	-
Parks and Recreation - Aquatics	7030	Elliptical/Treadmills/Bikes for Fitness Room	125,000	-
Parks and Recreation - Transportation	7050	3 Bus Bike Racks (replace)	6,000	-
Parks and Recreation - Transportation	7050	3 Bus Fare Boxes to digital (upgrade)	20,000	20,000
Parks and Recreation - Transportation	7050	3 Bus Wi-Fi Hotspot/Device	4,500	4,500
Parks and Recreation			\$ 212,500	\$ 44,500
Information Technology	8100	City Clerks Office Scanner Replacement	\$ 5,000	\$ 5,000
IT			\$ 5,000	\$ 5,000
Total General Fund (001)			\$ 220,500	\$ 52,500
Fire Rescue - Operations	4520	Major Appliances	\$ 15,000	\$ 15,000
Fire Rescue - Operations	4520	Fitness Equipment	20,000	20,000
Fire Rescue - Operations	4520	Equipment Bundle	30,000	30,000
Fire Rescue - Prevention	4530	Major Appliances (15)	6,000	6,000
Fire Rescue (120)			\$ 71,000	\$ 71,000
Utilities - Wastewater Collection	6040	Wastewater Pumps	\$ 70,000	\$ 70,000
Utilities - Wastewater Collection	6040	Pan & Tilt Service Lateral Inspection Unit	40,200	-
Utilities (425)			\$ 70,000	\$ 70,000
Total All Funds			\$ 361,500	\$ 193,500

Image



Did you ever wonder what the future holds for the City and, maybe even more important, how we're going to get there?

There is a plan - a detailed strategic plan based on resident and business input, financial projections and demographic analysis. This plan is not developed in a vacuum; it's based on the five strategic goals that Tamarac adopted a number of years ago:

• GOAL #1 - INCLUSIVE COMMUNITY
• GOAL #2 – HEALTHY FINANCIAL ENVIRONMENT
• GOAL #3 – DYNAMIC ORGANIZATIONAL CULTURE
• GOAL #4 - CLEAR COMMUNICATION
• GOAL #5 – A VIBRANT COMMUNITY

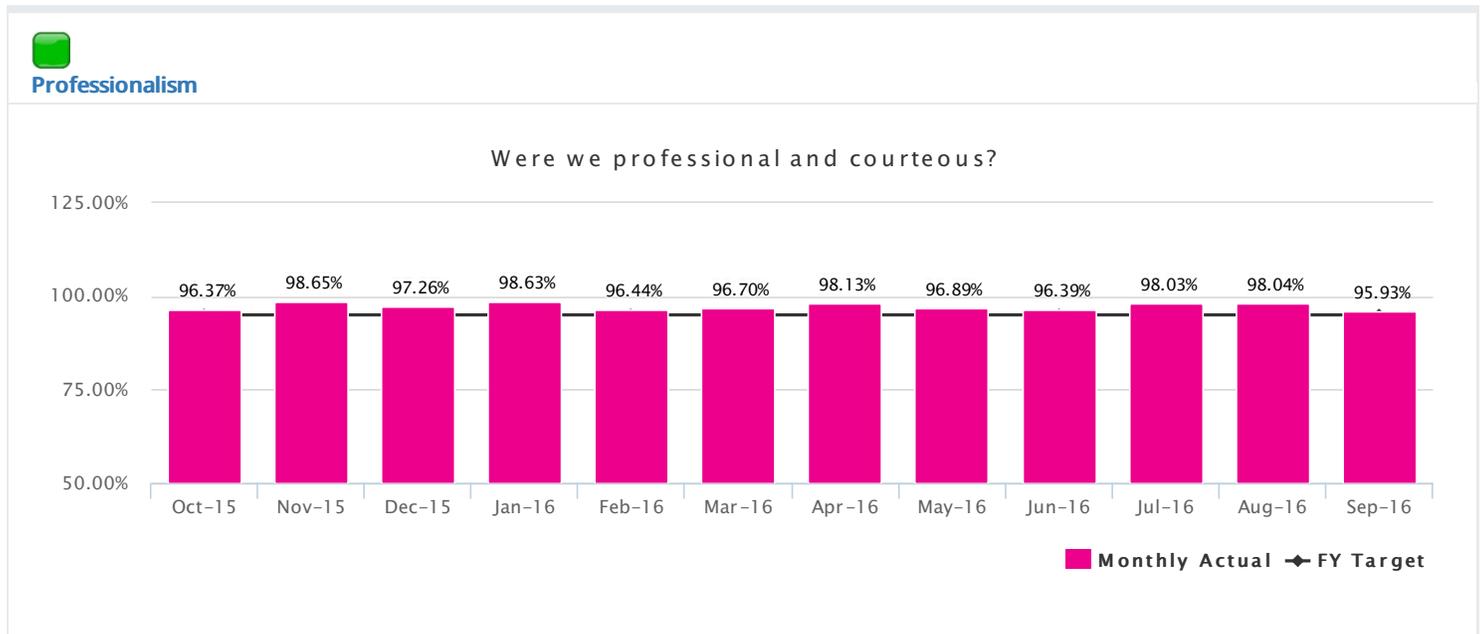
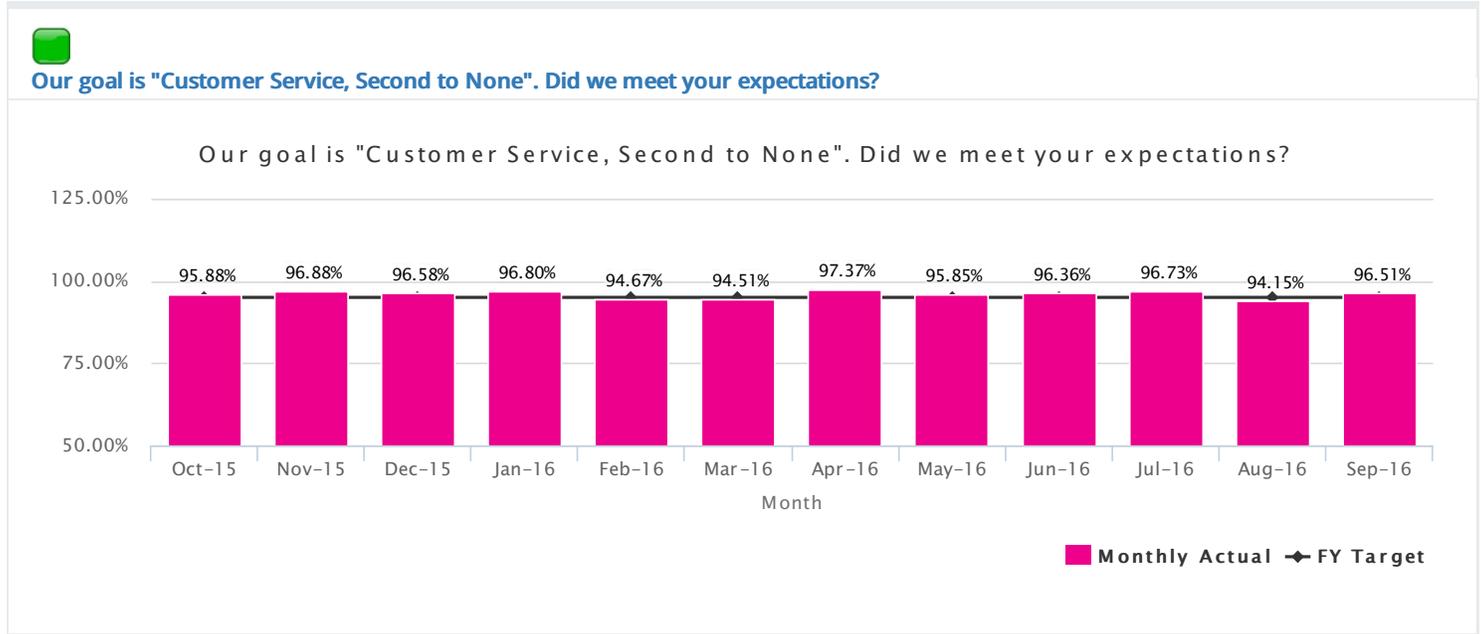
With these goals in mind, each year the City reviews input received through our various communications feedback channels: community meetings, transactional surveys, customer requests and personal conversations. We also do an environmental scan which charts any changes in each area of service we provide and makes financial forecasts based on projected property values, capital improvement projects and anticipated sources of revenue. Every two years, this information is supplemented with the results of our resident and business surveys. These take a statistically significant “pulse” of our community and help narrow the scope of areas on which to focus, so as to use limited dollars as prudently as possible.

GOAL #1 - INCLUSIVE COMMUNITY
City of Tamarac

The City of Tamarac is committed to providing programs and services that meet the needs of an increasingly diverse community.

To further enhance the quality of life for our diverse community, the City has planned a number of projects over the next five years, including the following key initiatives:

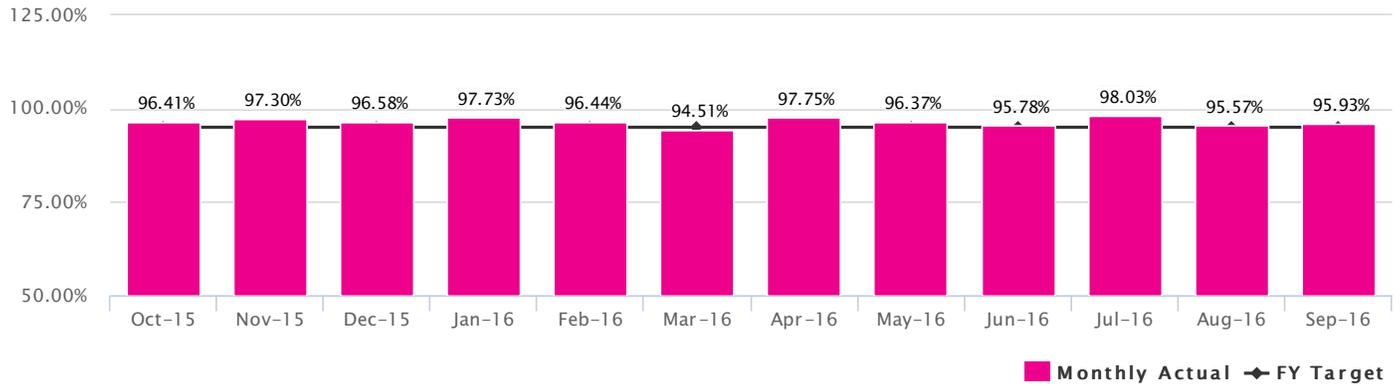
- Continue citywide bikeway and walkway project
- Develop Waters Edge Park
- Develop the Aquatic Center Annex
- Enhance Caporella Park
- Enhance online services available on the City’s website





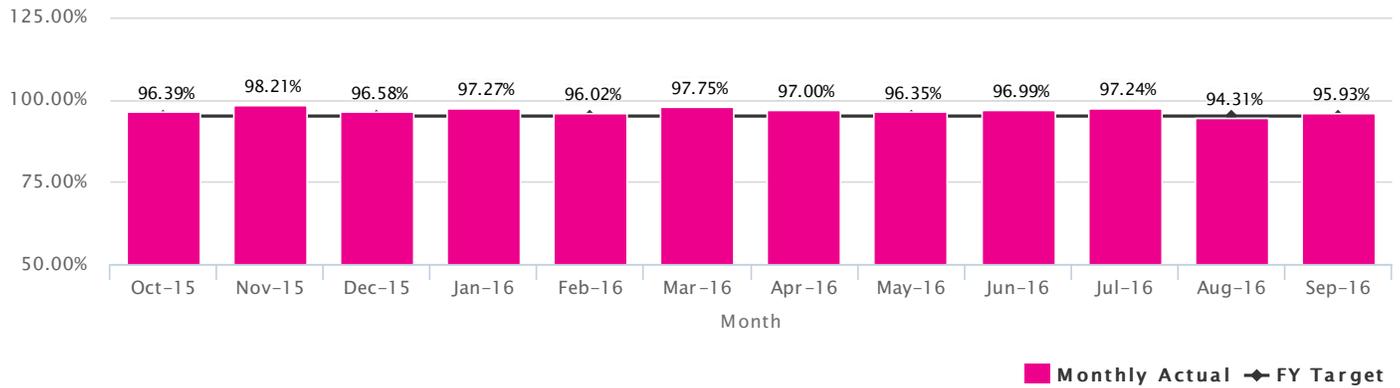
Accuracy

Were your questions answered promptly and completely?



Responsiveness

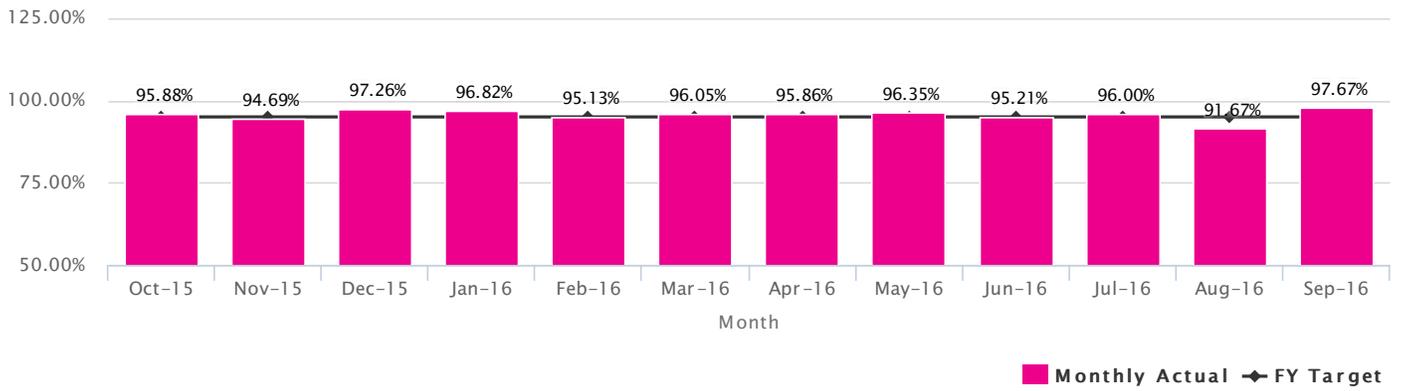
Were we attentive and helpful?





Timeliness

Did we respond in the timeframe promised?

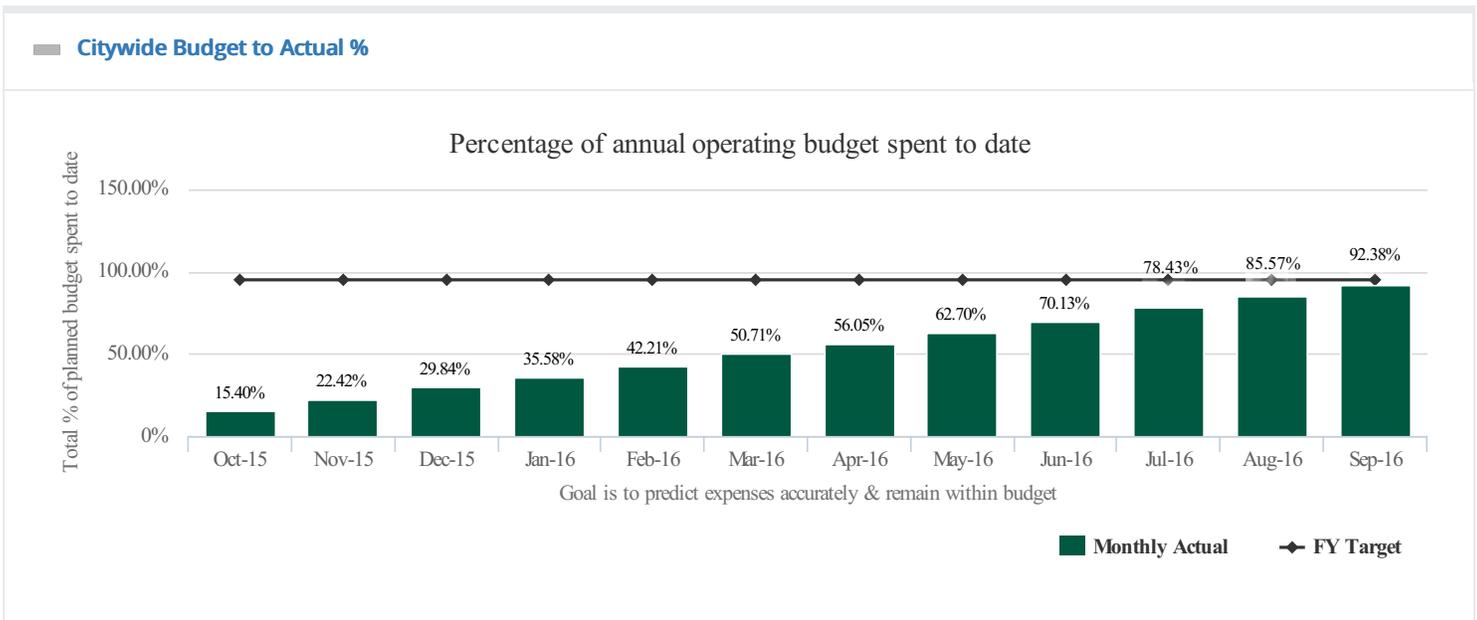


GOAL #2 – HEALTHY FINANCIAL ENVIRONMENT
City of Tamarac

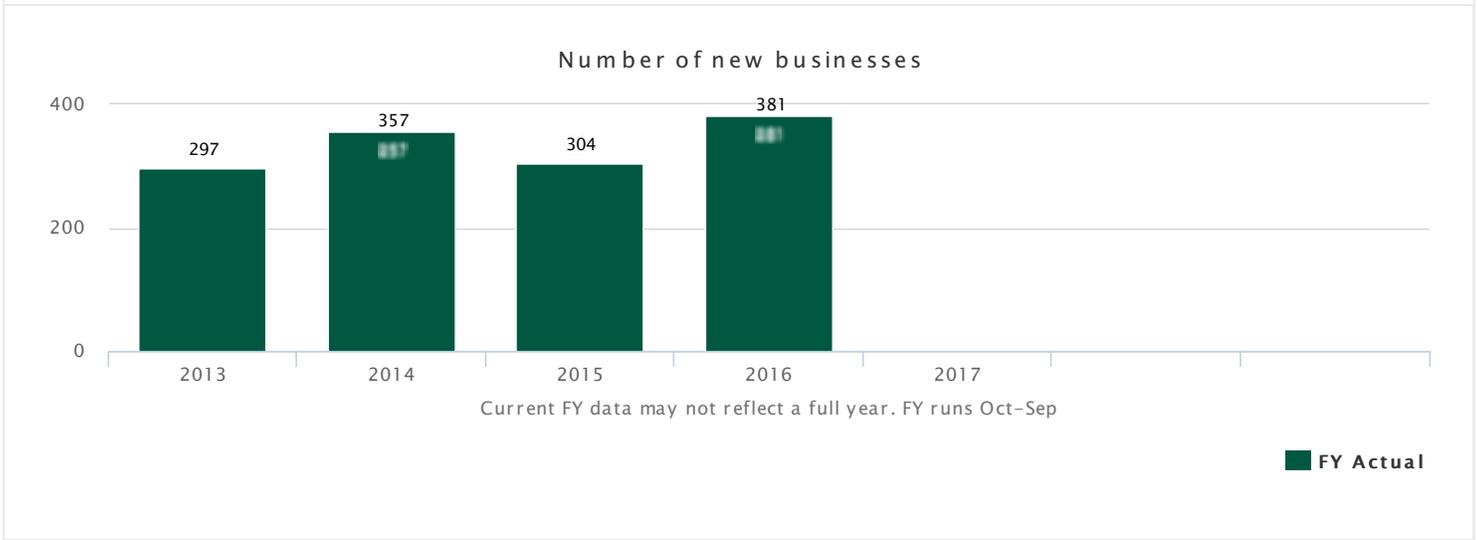
The City of Tamarac will utilize financial management to develop and maintain a healthy financial environment, encouraging and supporting economic development and redevelopment.

To foster a healthy financial environment, the City has planned a number of projects over the next five years, including the following key initiatives:

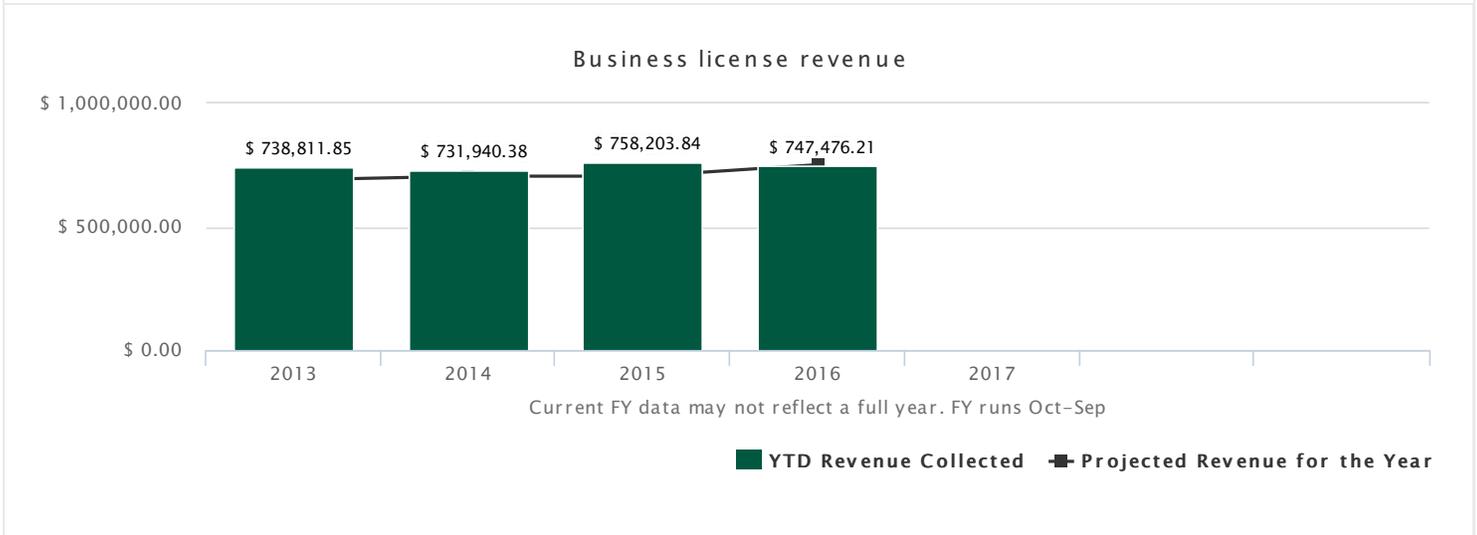
- Maintain a AA or higher bond rating
- Facilitate the development of the City’s downtown - Tamarac Village©
- Conduct a retailers and restaurants attraction market study



Number of new businesses



Annual business license revenue



Measure Details

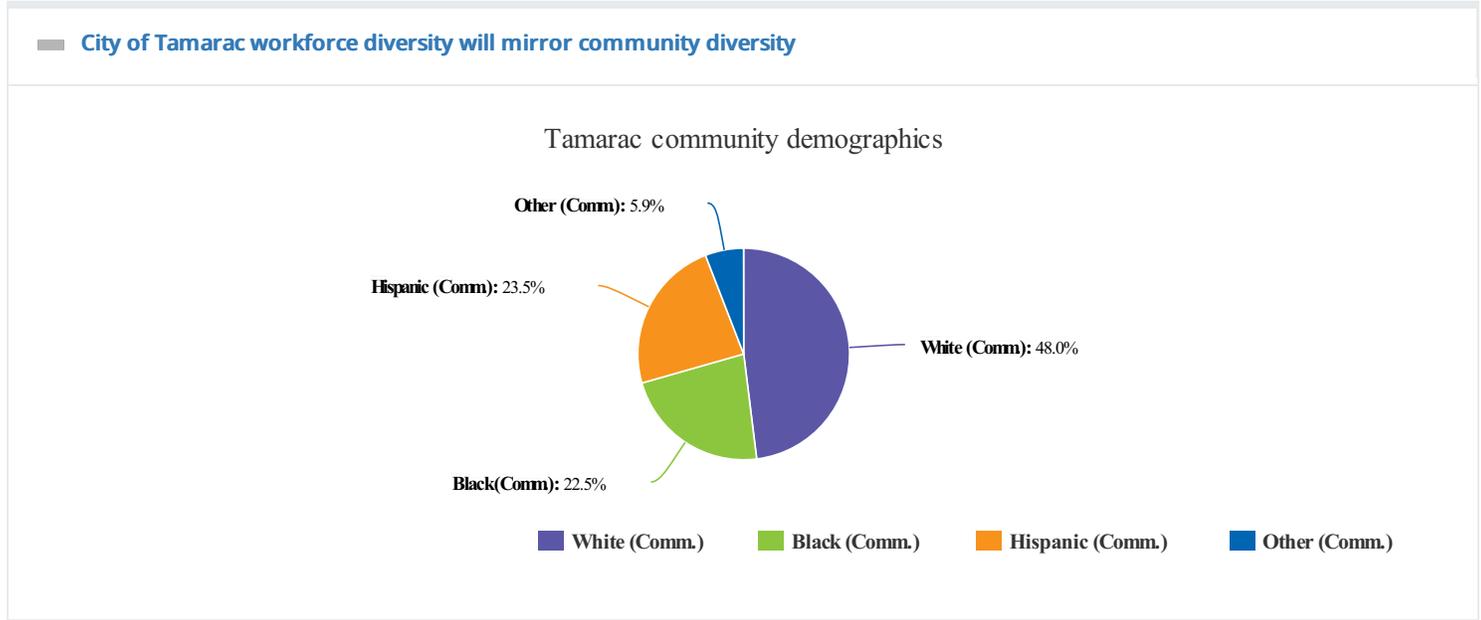
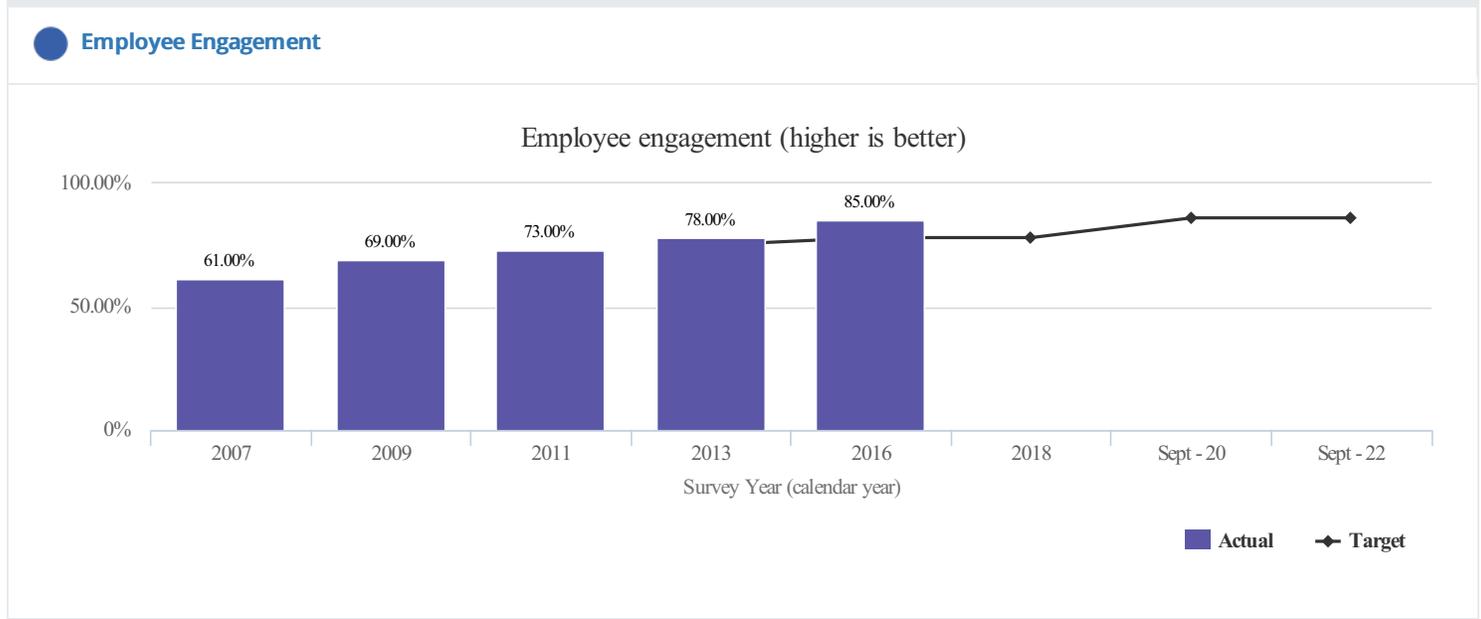
Measure	Series Status	Sep-06	Sep-07	Sep-08	Sep-09	Sep-10	Sep-11	Sep-12	Sep-13	Sep-14	Sep-15	Sep-16	Sep-17	Sep-18
Maintain Bond Rating at AA average three major bond rating agencies (bond rating). Target: Maintain a AA or higher rating Financial Services	FY Actual	AA-	AA-	AA-	AA-	AA-	AA	AA	AA	AA	AA	AA		
	FY Target					AA+	AA	AA						

GOAL #3 – DYNAMIC ORGANIZATIONAL CULTURE
City of Tamarac

The City of Tamarac will create and sustain a culture conducive to development and retention of a skilled workforce.

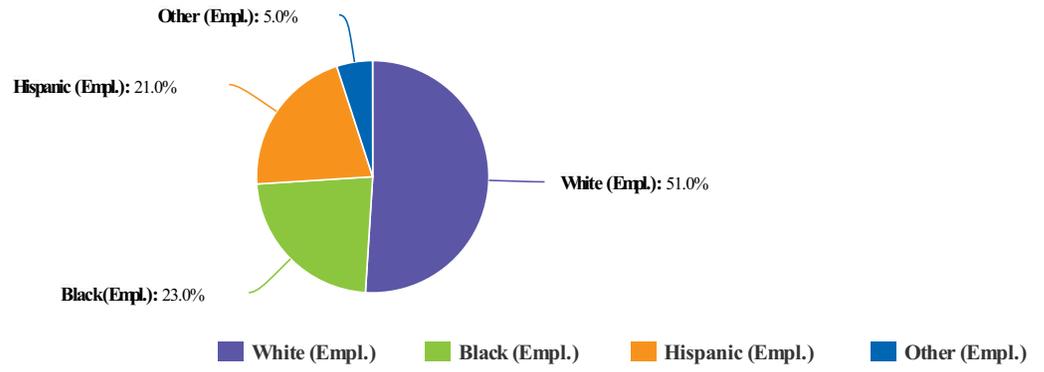
To promote employee engagement to better serve our customers, the City has planned a number of projects over the next five years, including the following key initiatives:

- Implement upgrades to information technology systems
- Continue to employ and/or create new cross-functional teams to identify and implement process improvements



City of Tamarac workforce diversity will mirror community diversity

City employee demographics

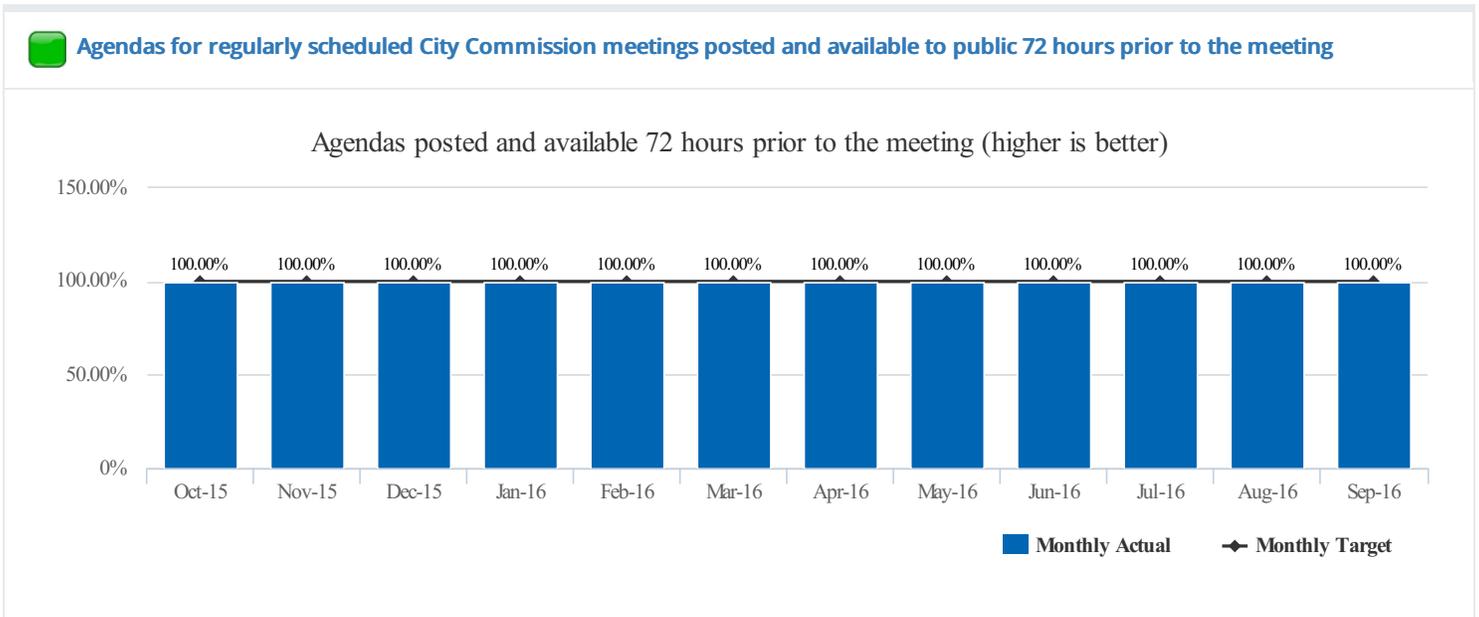
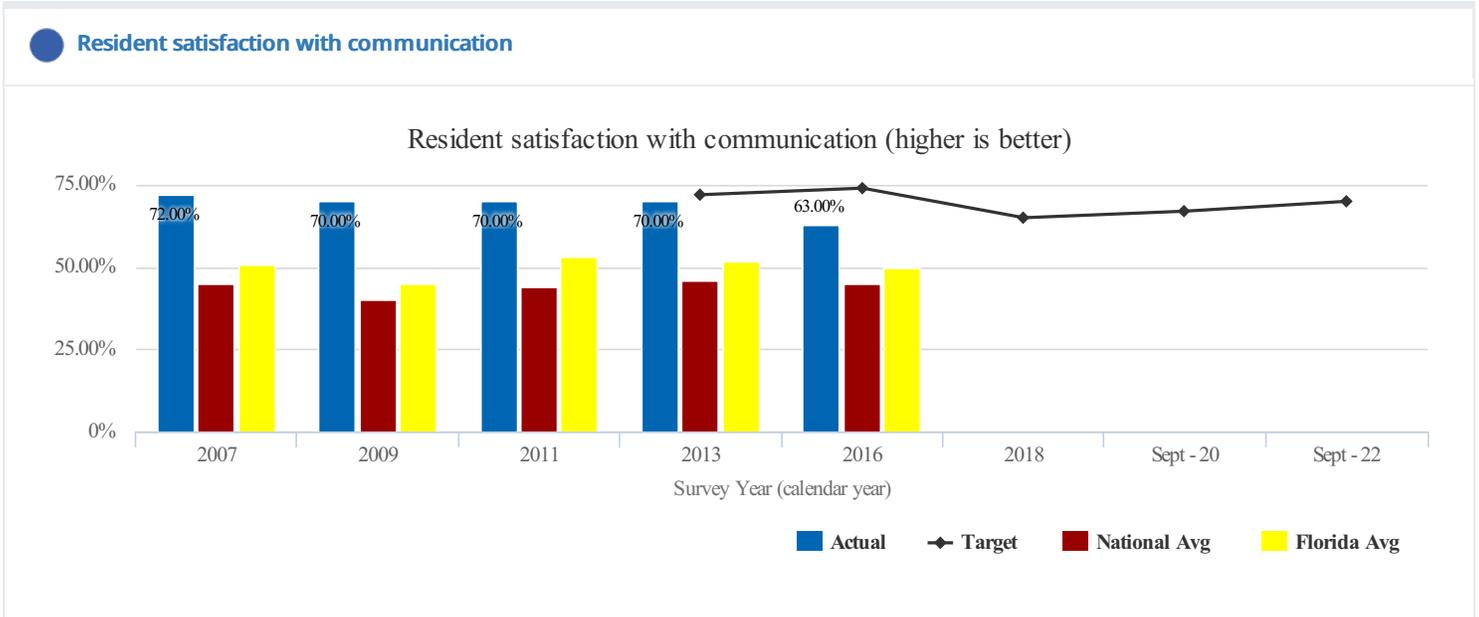


GOAL #4 - CLEAR COMMUNICATION
City of Tamarac

The City of Tamarac will ensure effective communication within the organization and throughout the City, and enhance the visibility of City programs and services.

To further enhance Tamarac’s communication with the public, the City has planned a number of projects over the next five years, including the following key initiatives:

- Continue the public outreach program, including the use of social media, to provide for the venues to have a two-way communication on topics of citywide importance
- Expand the use of video on demand, for events and news updates
- Implement a comprehensive community signage program to contribute to fostering a sense of place and provide directions to key City facilities

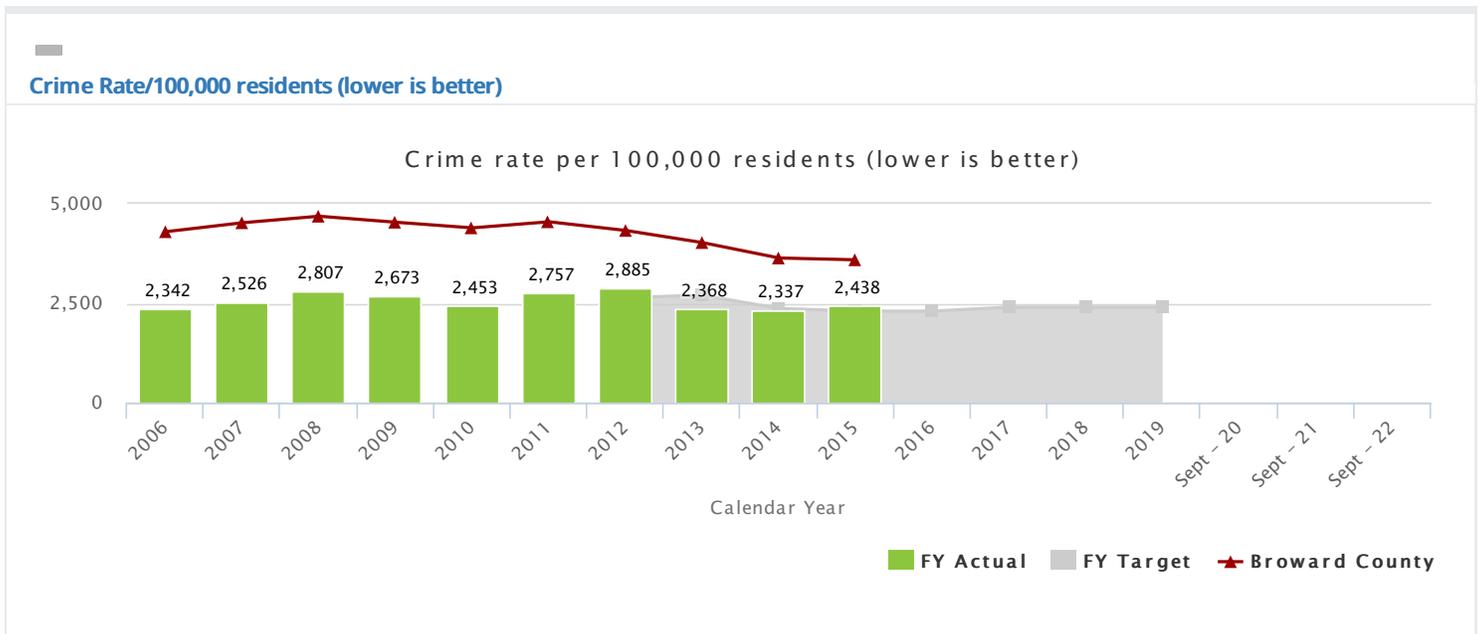
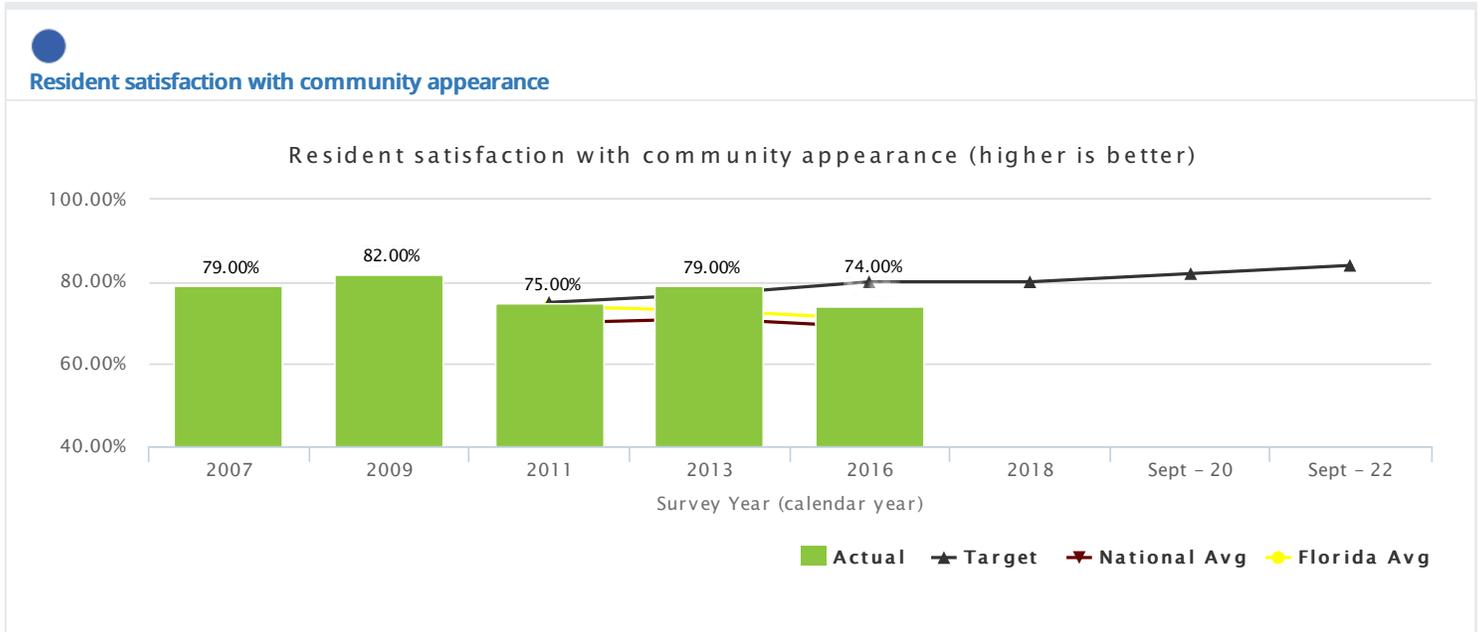


GOAL #5 – A VIBRANT COMMUNITY
City of Tamarac

The City of Tamarac will provide resources, initiatives and opportunities to continually revitalize our community and preserve the environment.

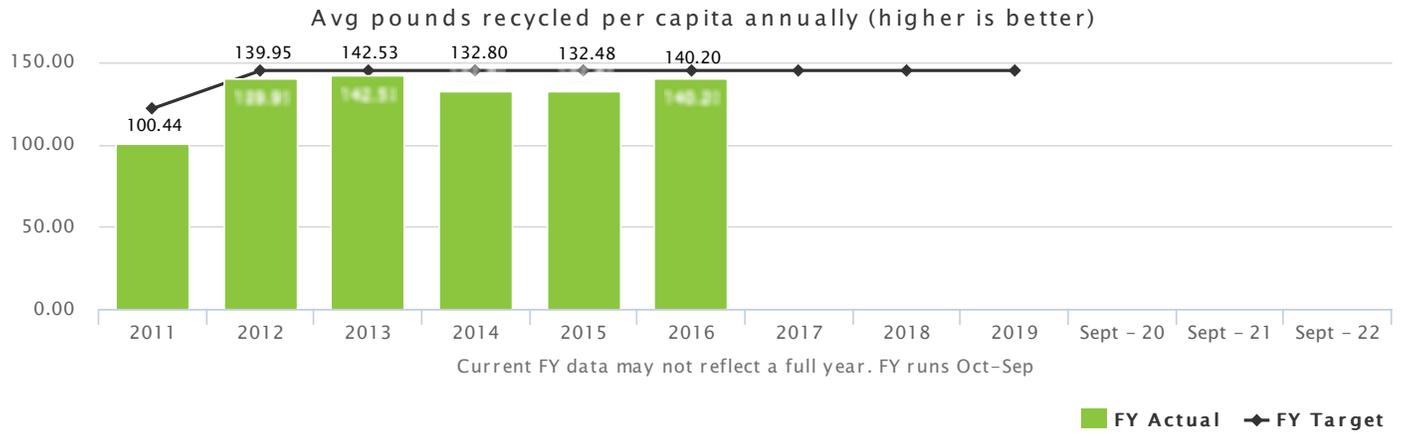
To maintain a vibrant community, the City has planned a number of projects over the next five years, including the following key initiatives:

- Revitalize and enhance the main corridors and streetscapes throughout the City
- Continue the citywide median pressure cleaning program
- Expand the Operation NIP IT program, where the City’s Code Compliance division works in partnership with the neighborhoods to help identify code violations and bring properties into compliance. Participating neighborhood residents, who are facing economic hardship, are able to apply for financial assistance.
- Build a new fire station # 36 (previously known as # 116) on N. University Drive and reconstruct fire station #78 for easier access to Commercial Boulevard to improve response times.

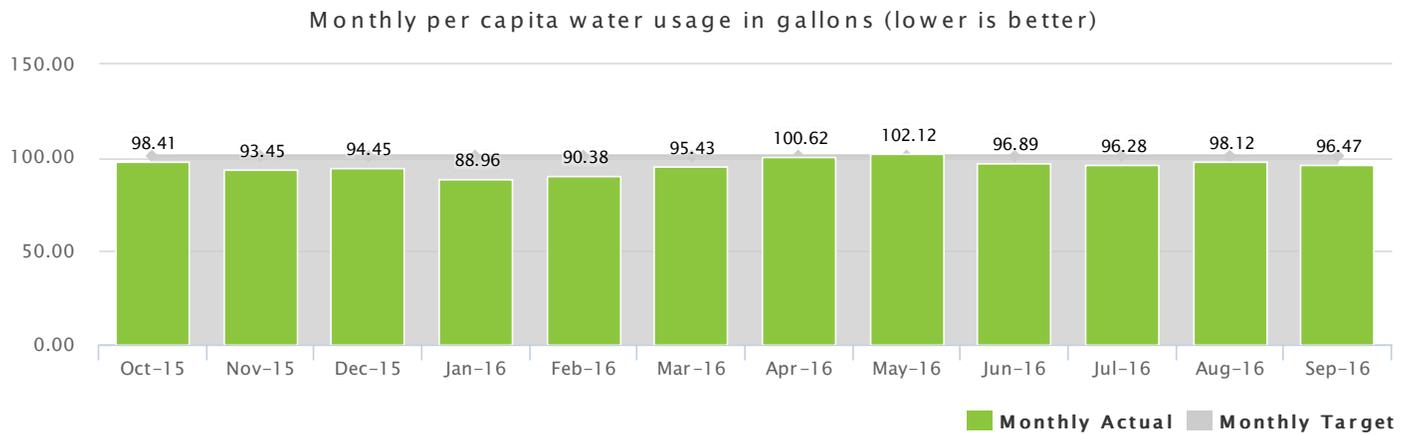




Recycling per capita

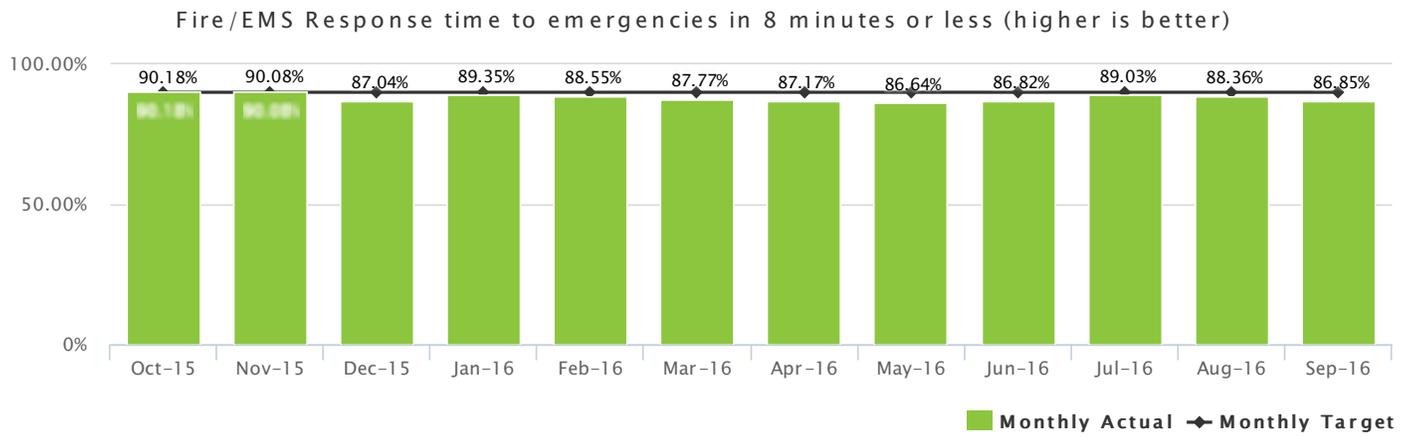


Per capita water usage in gallons





Fire/EMS Fractile response time total (9-1-1 call to arrival on scene in 8 minutes or less)

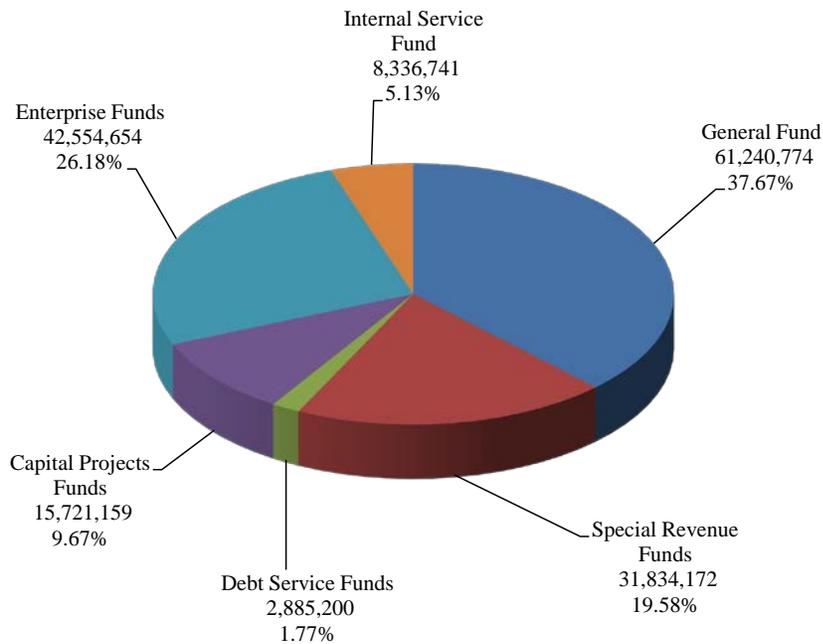


ALL FUNDS
BUDGET HIGHLIGHTS AND SUMMARY SCHEDULES

The FY 2017 total Adopted budget is \$162,572,700 which includes \$61,240,774 for General Fund Expenditures. Summarized below are the changes in fund types between the FY 2015 Actual, FY 2016 Amended Budget and the FY 2017 Adopted Budget.

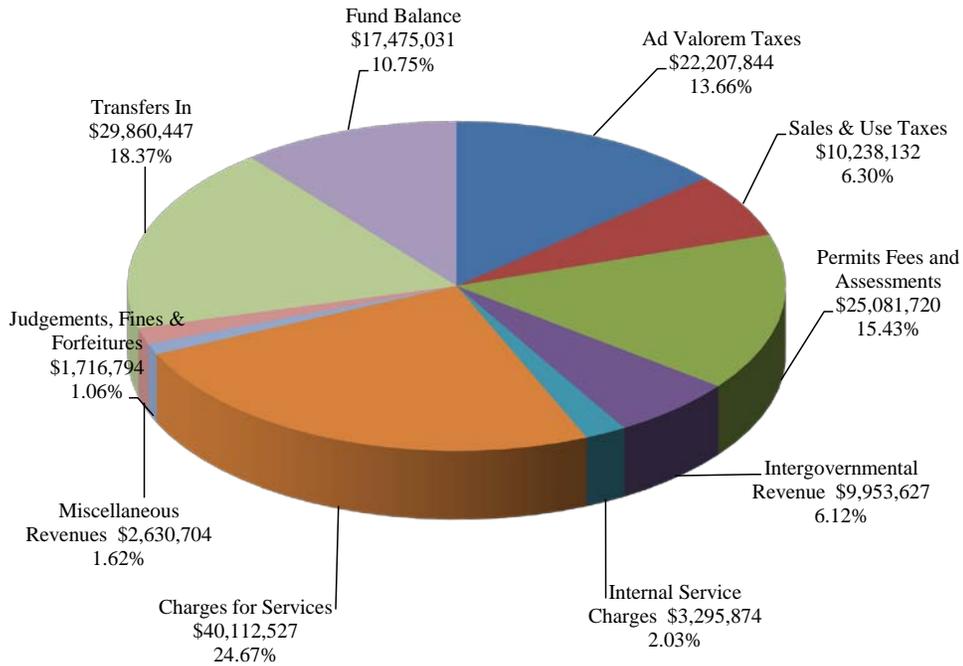
Fund Type	FY 2015 Actual Expenses	FY 2016 Amended Budget	FY 2017 Adopted Budget	Annual \$ Change	Annual % Change	FY 2018 Forecasted Budget	FY 2019 Forecasted Budget
General Fund	\$ 49,140,141	\$ 57,312,614	\$ 61,240,774	\$ 3,928,160	6.85%	\$ 60,086,787	\$ 60,580,185
Special Revenue Funds	24,259,146	29,409,491	31,834,172	2,424,681	8.24%	29,442,616	30,178,193
Debt Service Funds	2,753,744	2,804,400	2,885,200	80,800	2.88%	2,655,400	3,091,000
Capital Projects Funds	2,854,221	11,633,717	15,721,159	4,087,442	35.13%	8,767,010	7,972,349
Enterprise Funds	34,015,105	47,497,475	42,554,654	(4,942,821)	-10.41%	41,607,625	46,735,951
Internal Service Fund	6,706,793	7,820,281	8,336,741	516,460	6.60%	8,272,088	8,817,167
Total Expenditures All Funds	\$ 119,729,150	\$ 156,477,978	\$ 162,572,700	\$ 6,094,722	3.89%	\$ 150,831,526	\$ 157,374,845

FY 2017 ADOPTED TOTAL ALL FUNDS BUDGET
BY FUND TYPE \$162,572,700

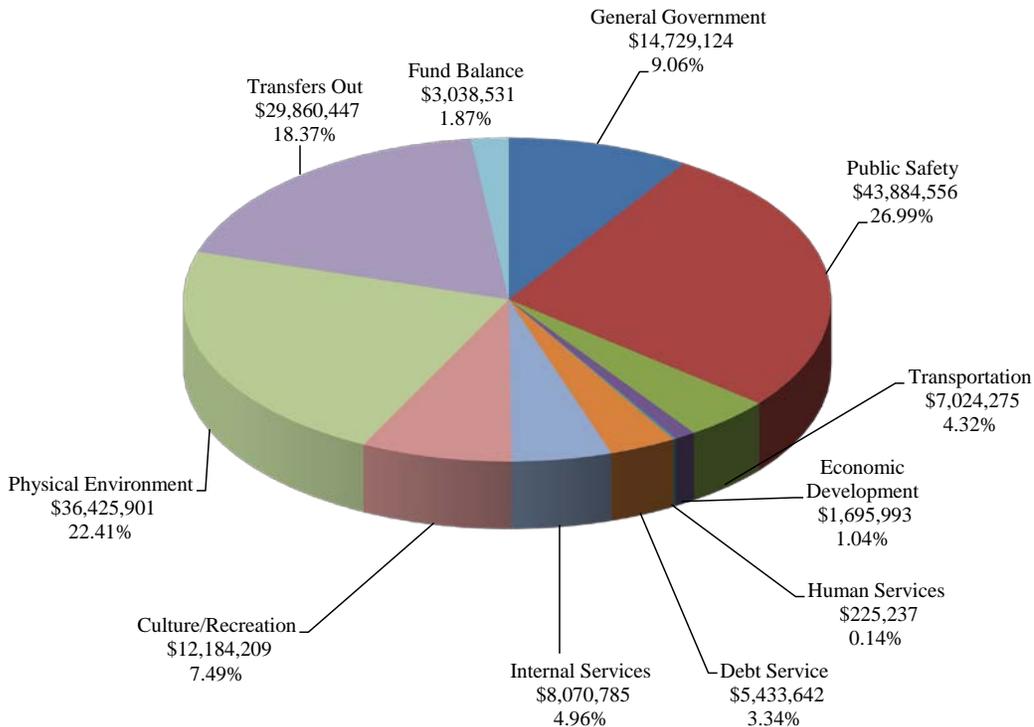


**ALL FUNDS
BUDGET HIGHLIGHTS AND SUMMARY SCHEDULES**

**WHERE THE MONEY COMES FROM
FY 2017 ADOPTED ALL FUNDS REVENUE ~ \$162,572,700**

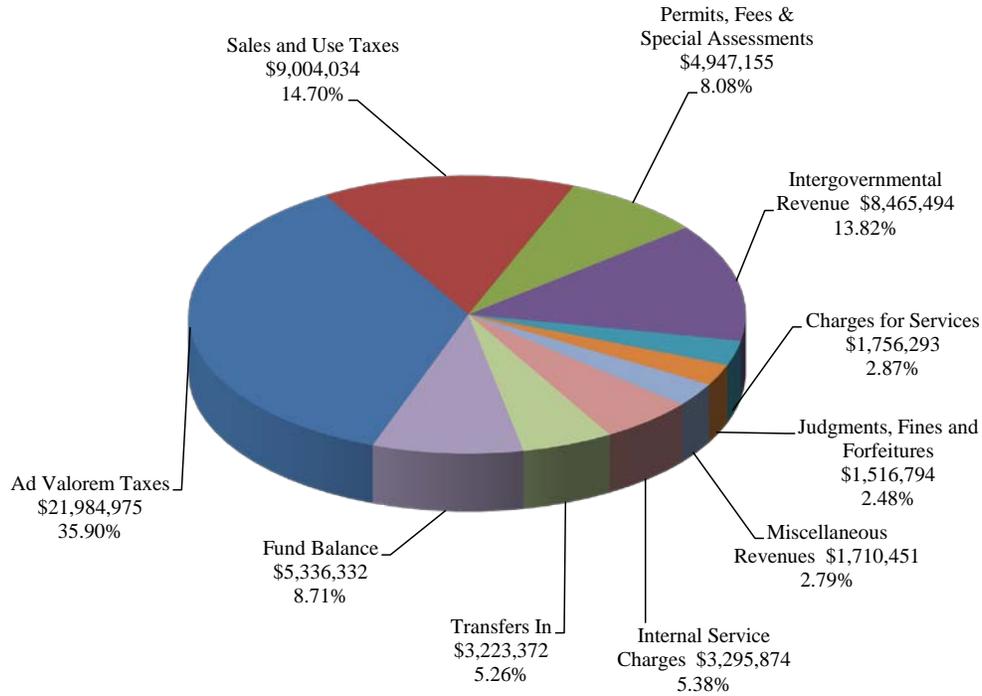


**WHERE THE MONEY GOES
FY 2017 ADOPTED ALL FUNDS EXPENDITURES ~ \$162,572,700**

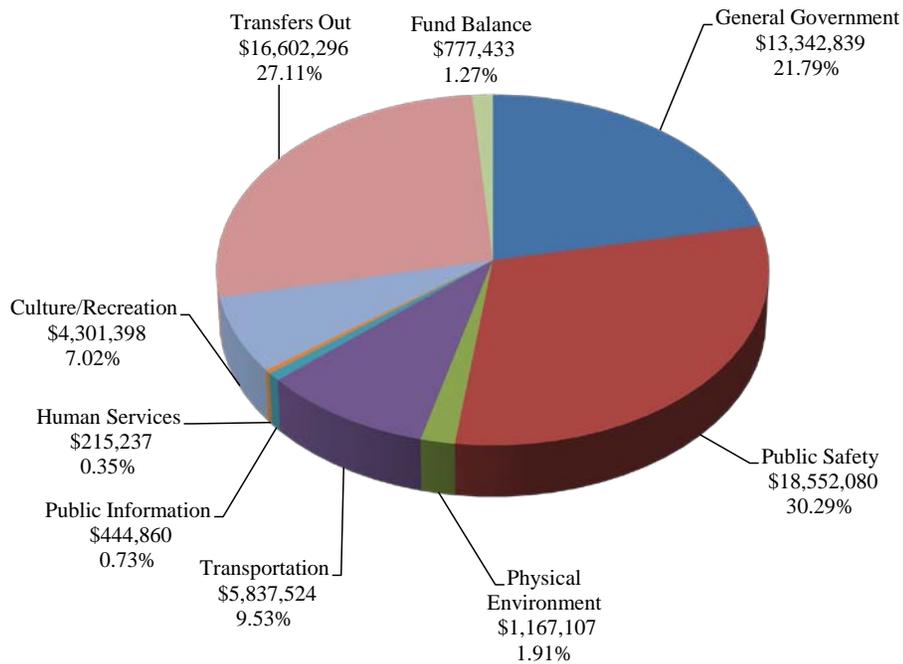


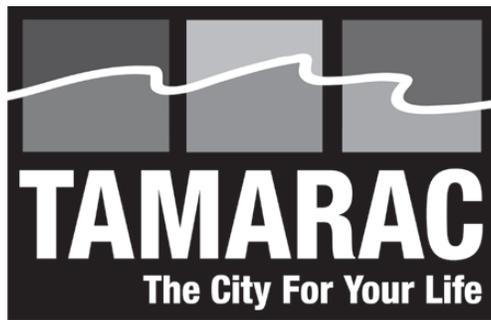
**GENERAL FUND
BUDGET HIGHLIGHTS AND SUMMARY SCHEDULES**

**WHERE THE MONEY COMES FROM
FY 2017 ADOPTED GENERAL FUND REVENUES ~ \$61,240,774**



**WHERE THE MONEY GOES
FY 2017 ADOPTED GENERAL FUND EXPENDITURES ~ \$61,240,774**





**GENERAL FUND
SCHEDULE OF REVENUES AND TRANSFERS IN**

Revenue Source	FY 2015 ACTUAL	FY 2016 AMENDED	FY 2017 ADOPTED BUDGET	DOLLAR CHANGE	PERCENT CHANGE	FY 2018 FORECAST	FY 2019 FORECAST
TAXES							
Ad Valorem Taxes	\$ 18,777,604	\$ 20,185,113	\$ 21,984,975	\$ 1,799,862	8.92%	\$ 22,594,601	\$ 23,272,439
Local Option, Use & Fuel Tax	1,764,321	1,881,928	1,907,594	25,666	1.36%	1,908,875	1,922,753
Local Business Tax	763,315	767,144	755,644	(11,500)	-1.50%	755,644	759,402
Utility Service Taxes	4,398,776	4,018,289	4,123,576	105,287	2.62%	4,146,241	4,169,060
Communication Svcs. Taxes	2,480,297	2,310,176	2,217,220	(92,956)	-4.02%	2,311,760	2,312,916
Total Taxes	28,184,313	29,162,650	30,989,009	1,826,359	6.26%	31,717,121	32,436,570
INTERGOVERNMENTAL							
State Shared Revenues	6,127,965	5,996,091	6,283,562	287,471	4.79%	6,444,262	6,682,191
Local Shared Revenues	162,814	186,704	187,519	815	0.44%	188,469	189,429
Shared Revenue--Local Govt	94,263	58,000	63,000	5,000	8.62%	63,063	63,126
Payments In Lieu of Taxes	1,857,746	1,863,417	1,931,413	67,996	3.65%	1,945,757	1,960,423
Total Intergovernmental	8,242,788	8,104,212	8,465,494	361,282	4.46%	8,641,551	8,895,169
CHARGES FOR SERVICES							
General Government	640,985	568,000	760,000	192,000	33.80%	580,000	580,000
Public Safety	50	-	-	-	-	-	-
Physical Environment	645,211	126,000	94,000	(32,000)	-25.40%	194,000	194,000
Transportation	30,813	32,150	30,405	(1,745)	-5.43%	30,709	31,016
Culture/Recreation	891,696	851,524	871,888	20,364	2.39%	880,611	889,414
Total Charges for Services	2,208,755	1,577,674	1,756,293	178,619	11.32%	1,685,320	1,694,430
PERMITS, FEES & SPECIAL ASSESSMENTS							
Franchise Fees	5,179,351	4,967,041	4,947,155	(19,886)	-0.40%	4,922,004	4,969,473
Special Assessments	164,512	64,942	80,000	15,058	23.19%	80,000	80,000
Total Permits, Fees & Special	5,343,863	5,031,983	5,027,155	(4,828)	-0.10%	5,002,004	5,049,473
FINES AND FORFEITURES							
Judgements & Fines	500,762	346,430	336,000	(10,430)	-3.01%	389,600	393,236
Violations of Ordinances	1,290,871	1,771,383	1,180,794	(590,589)	-33.34%	1,303,040	1,325,044
Total Fines and Forfeitures	1,791,633	2,117,813	1,516,794	(601,019)	-28.38%	1,692,640	1,718,280
MISCELLANEOUS							
Miscellaneous Revenues	1,458,003	307,073	852,400	545,327	177.59%	845,050	853,151
Investment Income	100,015	176,400	122,500	(53,900)	-30.56%	101,200	106,135
Rent and Advertising Fees	807,153	652,672	631,851	(20,821)	-3.19%	702,560	703,690
Disposition of Fixed Assets	89,726	-	20,000	20,000	100.00%	70,000	70,000
Sale of Surplus Materials	4,427	1,500	2,500	1,000	66.67%	2,500	2,500
License Fee	1,350	1,200	1,200	-	0.00%	1,200	1,200
Total Miscellaneous	2,460,674	1,138,845	1,630,451	491,606	43.17%	1,722,510	1,736,676
TOTAL REVENUE	\$ 48,232,026	\$ 47,133,177	\$ 49,385,196	\$ 2,252,019	4.78%	\$ 50,461,146	\$ 51,530,598
OTHER FINANCING SOURCES							
Administrative Svc. Fees	2,951,475	3,370,351	3,295,874	(74,477)	-2.21%	3,324,050	3,383,882
Operating Transfers In	2,766,914	3,137,790	3,223,372	85,582	2.73%	3,240,656	3,298,987
Appropriated Fund Balance	-	3,671,296	5,336,332	1,665,036	45.35%	3,060,935	2,366,718
Total Other Financing Sources	5,718,389	10,179,437	11,855,578	1,676,141	16.47%	9,625,641	9,049,587
TOTAL REVENUE AND OTHER FINANCING SOURCES	\$ 53,950,415	\$ 57,312,614	\$ 61,240,774	\$ 3,928,160	6.85%	\$ 60,086,787	\$ 60,580,185

General Fund Expenditures & Transfers Out

	FY 2015 ACTUAL	FY 2016 AMENDED BUDGET	FY 2017 ADOPTED BUDGET	DOLLAR CHANGE	PERCENT CHANGE	FY 2018 FORECAST	FY 2019 FORECAST
City Commission	649,486	631,075	632,078	1,003	0.16%	648,342	660,130
City Manager	1,069,205	1,125,835	1,156,786	30,951	2.75%	1,291,807	1,329,474
City Attorney	547,878	591,080	590,580	(500)	-0.08%	590,580	590,580
City Clerk	454,257	550,742	602,101	51,359	9.33%	587,512	598,200
Economic Development	-	175,885	187,755	11,870	6.75%	189,484	191,313
Financial Services	1,788,899	2,026,741	2,077,544	50,803	2.51%	2,126,030	2,191,215
Human Resources	1,062,465	1,277,801	1,370,123	92,322	7.23%	1,392,818	1,439,136
Community Development	990,655	979,496	1,059,784	80,288	8.20%	975,117	1,013,027
Information Technology	1,821,029	2,550,851	2,047,562	(503,289)	-19.73%	1,941,450	1,928,362
Public Services	2,200,758	2,315,416	2,372,637	57,221	2.47%	2,381,954	2,431,467
Non Departmental	784,263	1,173,916	1,245,889	71,973	6.13%	1,366,900	1,351,804
Total General Government	11,368,895	13,398,838	13,342,839	(55,999)	-0.42%	13,491,994	13,724,708
PUBLIC SAFETY							
Code Enforcement	654,298	765,773	755,136	(10,637)	-1.39%	754,611	772,705
Business Revenue	99,337	98,206	98,849	643	0.65%	102,196	104,020
Police Services	13,735,038	14,803,897	15,606,153	802,256	5.42%	16,352,855	16,371,855
Red Light Camera	893,291	1,507,587	873,542	(634,045)	-42.06%	873,207	873,791
Non Departmental	996,815	1,237,300	1,218,400	(18,900)	-1.53%	1,218,400	1,218,400
Total Public Safety	16,378,779	18,412,763	18,552,080	139,317	0.76%	19,301,269	19,340,771
PHYSICAL ENVIRONMENT							
Recycling Services	(24,071)	-	-	-	-	-	-
Utility Customer Service	736,254	796,514	797,390	876	0.11%	822,864	838,728
Engineering	271,508	301,013	369,717	68,704	22.82%	334,104	344,120
Total Physical Environment	983,691	1,097,527	1,167,107	69,580	6.34%	1,156,968	1,182,848
TRANSPORTATION							
PS Administration	178,848	150,976	170,354	19,378	12.84%	176,280	182,259
PS Operations	587,536	618,484	736,745	118,261	19.12%	754,967	779,522
PS Grounds Maintenance	2,708,242	2,915,158	2,945,636	30,478	1.05%	2,958,798	2,993,765
PS Streets & Roads	1,330,653	1,404,711	1,395,636	(9,075)	-0.65%	1,374,138	1,397,948
Transport Services	402,540	463,745	589,153	125,408	27.04%	572,630	608,078
Total Transportation	5,207,819	5,553,074	5,837,524	284,450	5.12%	5,836,813	5,961,572
PUBLIC INFORMATION							
Public Information	363,738	510,079	444,860	(65,219)	-12.79%	453,543	464,471
Economic Development	92,461	-	-	-	-	-	-
Non Departmental	-	35,000	-	(35,000)	-100.00%	-	-
Total Public Information	456,199	545,079	444,860	(100,219)	-18.39%	453,543	464,471
HUMAN SERVICES							
Social Services	195,126	209,799	215,237	5,438	2.59%	222,366	231,590
Total Social Services	195,126	209,799	215,237	5,438	2.59%	222,366	231,590
CULTURE/RECREATION							
Recreation Activities	3,133,109	3,246,575	3,540,288	293,713	9.05%	3,415,725	3,515,222
Aquatic Center	771,636	836,128	761,110	(75,018)	-8.97%	775,929	786,773
Total Culture & Recreation	3,904,745	4,082,703	4,301,398	218,695	5.36%	4,191,654	4,301,995
TRANSFERS OUT & RESERVES							
Transfer to Fund 120	6,379,742	5,977,733	6,278,313	300,580	5.03%	6,624,908	6,737,531
Transfer to Fund 239	2,542,538	2,537,800	2,620,700	82,900	3.27%	2,653,370	3,088,940
Transfer to Fund 301	239,899	237,000	200,000	(37,000)	-15.61%	200,000	200,000
Transfer to Fund 303	-	500,000	1,925,419	1,425,419	285.08%	500,000	500,000
Transfer to Fund 310	-	1,500,000	521,484	(978,516)	-65.23%	1,396,727	1,778,149
Transfer to Fund 315	1,000,000	1,000,000	3,812,099	2,812,099	281.21%	2,000,000	1,000,000
Transfer to Fund 380	-	779,775	767,000	(12,775)	-1.64%	767,000	767,000
Transfer to Fund 410	317,791	327,918	312,364	(15,554)	-4.74%	347,825	358,260
Transfer to Fund 450	164,917	419,132	164,917	(254,215)	-60.65%	164,917	164,917
Total Transfers	10,644,887	13,279,358	16,602,296	3,322,938	25.02%	14,654,747	14,594,797
Contingencies	-	733,473	777,433	43,960	5.99%	777,433	777,433
Total Transfers & Reserves	-	14,012,831	17,379,729	3,366,898	24.03%	15,432,180	15,372,230
Total Expenditures & Transfers Out	49,140,141	57,312,614	61,240,774	3,928,160	6.85%	60,086,787	60,580,185

**ALL FUNDS
SCHEDULE OF REVENUES**

Fund No.	Revenue Source	FY 2016		FY 2017		DOLLAR CHANGE	PERCENT CHANGE	FY 2018 FORECAST	FY 2019 FORECAST
		FY 2015 ACTUAL	AMENDED BUDGET	ADOPTED BUDGET					
001	General Fund								
	Ad Valorem Taxes	\$ 18,777,604	\$ 20,185,113	\$ 21,984,975	\$ 1,799,862	8.92%	\$ 22,594,601	\$ 23,272,439	
	Local Option, Use & Fuel	1,764,321	1,881,928	1,907,594	25,666	1.36%	1,908,875	1,922,753	
	Franchise Taxes	5,179,351	4,967,041	4,947,155	(19,886)	-0.40%	4,922,004	4,969,473	
	Utility Service Tax	4,398,776	4,018,289	4,123,576	105,287	2.62%	4,146,241	4,169,060	
	Communications Tax	2,480,297	2,310,176	2,217,220	(92,956)	-4.02%	2,311,760	2,312,916	
	License/Permit	763,315	767,144	755,644	(11,500)	-1.50%	755,644	759,402	
	Intergovernmental	8,242,788	8,104,212	8,465,494	361,282	4.46%	8,641,551	8,895,169	
	Charges for Services	2,208,755	1,577,674	1,756,293	178,619	11.32%	1,685,320	1,694,430	
	Fines and Forfeitures	1,791,633	2,117,813	1,516,794	(601,019)	-28.38%	1,692,640	1,718,280	
	Miscellaneous Revenues	2,625,186	1,203,787	1,710,451	506,664	42.09%	1,802,510	1,816,676	
	Other Sources	5,718,389	6,508,141	6,519,246	11,105	0.17%	6,564,706	6,682,869	
	Appropriated Fund Balance	-	3,671,296	5,336,332	1,665,036	45.35%	3,060,935	2,366,718	
	General Fund	53,253,363	55,805,307	60,365,799	4,560,492	8.17%	59,212,147	59,704,961	
003	Red Light Cameras								
	Violations of Ordinances	697,052	1,502,307	849,975	(652,332)	-43.42%	849,640	850,224	
	Miscellaneous Revenues	-	5,000	25,000	20,000	400.00%	25,000	25,000	
	Red light Cameras Fund Total	697,052	1,507,307	874,975	(632,332)	-41.95%	874,640	875,224	
	General Fund Total	53,950,415	57,312,614	61,240,774	3,928,160	6.85%	60,086,787	60,580,185	
	Special Revenue Funds								
120	Fire/Rescue Fund								
	Charges for Services	2,278,620	2,188,856	2,263,543	74,687	3.41%	2,286,178	2,309,040	
	Intergovernmental	68,526	49,000	55,000	6,000	12.24%	55,550	56,106	
	Special Assessments	11,648,338	11,601,000	12,008,847	407,847	3.52%	12,316,766	12,316,766	
	Transfer from General Fund	6,379,742	5,977,733	6,278,313	300,580	5.03%	6,624,908	6,737,531	
	Misc. Revenues	65,053	31,480	61,045	29,565	93.92%	61,511	61,968	
	Other Resources	546,916	555,824	-	(555,824)	-100.00%	-	-	
	Appropriated Fund Balance	-	2,368,736	4,393,640	2,024,904	85.48%	1,045,969	1,024,215	
	Fire/Rescue Fund Total	20,987,195	22,772,629	25,060,388	2,287,759	10.05%	22,390,882	22,505,626	
128	Law Enforcement Trust Fund Federal								
	Miscellaneous Revenues	10,027	-	-	-	-	-	-	
	Law Enforcement Trust Fund Federal Total	10,027	-	-	-	-	-	-	
130	Law Enforcement Trust Fund State								
	Brow Sheriff Off/LETF	53,751	-	-	-	-	-	-	
	Appropriated Fund Balance	-	14,500	-	(14,500)	-100.00%	-	-	
	Miscellaneous Revenues	934	-	-	-	-	-	-	
	Law Enforcement Trust Fund State Total	54,685	14,500	-	(14,500)	-100.00%	-	-	
142	Parks and Recreation Fund								
	Miscellaneous Revenues	120,107	-	52,987	52,987	-	-	-	
	Appropriated Fund Balance	-	-	191,013	191,013	-	-	-	
	Parks and Recreation Fund Total	120,107	-	244,000	244,000	-	-	-	
143	Streetscape IMR Trust								
	Miscellaneous Revenues	1,929	-	-	-	-	-	-	
	Appropriation Fund Balance	-	651,200	-	(651,200)	-100.00%	-	-	
	Streetscape IMR Trust Fund Total	1,929	651,200	-	(651,200)	100.00%	-	-	
144	Trafficways Improvement Fund								
	Miscellaneous Revenues	10,366	-	-	-	-	-	-	
	Trafficways Improvement Fund Total	10,366	-	-	-	-	-	-	
146	Public Arts Fund								
	Charges for Services	242,937	150,000	200,000	50,000	33.33%	200,000	200,000	
	Miscellaneous Revenues	5,627	4,000	5,000	1,000	25.00%	5,075	5,151	
	Appropriated Fund Balance	-	681,000	1,222,862	541,862	79.57%	1,332,862	1,442,937	
	Public Arts Fund Total	248,564	835,000	1,427,862	592,862	71.00%	1,537,937	1,648,088	
148	Local Option Gas Tax Fund								
	Local Option, Use & Fuel Tax	391,045	373,500	384,098	10,598	2.84%	451,690	460,723	
	Interest Earnings	3,851	2,000	3,000	1,000	50.00%	3,045	3,091	
	Appropriated Fund Balance	-	451,706	357,778	(93,928)	-20.79%	744,876	1,199,611	
	Local Option Gas Tax Fund Total	394,896	827,206	744,876	(82,330)	-9.95%	1,199,611	1,663,425	
150	Building Fund								
	Building Permits	2,889,731	2,537,000	2,586,714	49,714	1.96%	2,572,600	2,580,504	
	Charges for Services	16,231	12,000	14,000	2,000	16.67%	14,000	14,000	
	Judgements, Fines, & Forfeits	489,014	140,000	200,000	60,000	42.86%	201,000	202,005	
	Miscellaneous Revenues	90,876	57,000	74,000	17,000	29.82%	74,060	74,121	
	Appropriated Fund Balance	-	304,485	221,199	(83,286)	-27.35%	253,017	289,267	
	Building Fund Total	3,485,852	3,050,485	3,095,913	45,428	1.49%	3,114,677	3,159,897	
152	RCMP Grant Fund								
	Grant Revenue	74,489	194,000	194,000	-	-	139,011	138,295	
	RCMP Grant Fund Total	74,489	194,000	194,000	-	-	139,011	138,295	
154	Community Development Block Grant								
	Grant Revenues	401,458	366,236	384,932	18,696	5.10%	395,400	399,217	
	CDBG Fund Total	401,458	366,236	384,932	18,696	5.10%	395,400	399,217	
155	State Housing Initiative Program Fund								

**ALL FUNDS
SCHEDULE OF REVENUES**

Fund No.	Revenue Source	FY 2016	FY 2017	DOLLAR CHANGE	PERCENT CHANGE	FY 2018	FY 2019	
		FY 2015 ACTUAL	AMENDED BUDGET			ADOPTED BUDGET	FORECAST	FORECAST
	Grant Revenues	216,578	302,441	393,753	91,312	30.19%	376,726	375,416
	Miscellaneous Revenues	14,999	-	-	-	-	-	-
	SHIP Fund Total	231,577	302,441	393,753	91,312	30.19%	376,726	375,416
156	Home (HUD) Program Fund							
	Grant Revenues	51,040	70,794	78,448	7,654	10.81%	78,372	78,229
	Home (HUD) Fund Total	51,040	70,794	78,448	7,654	10.81%	78,372	78,229
160	Neighborhood Stabilization 3 Fund							
	Grant Revenues	367,986	265,000	150,000	(115,000)	-43.40%	150,000	150,000
	Neighborhood Stabilization 3 Fund Total	367,986	265,000	150,000	(115,000)	-43.40%	150,000	150,000
162	Afford Housing Impact Fees							
	Special Assess/Impact Fees	63,299	60,000	60,000	-	-	60,000	60,000
	Afford Housing Impact Fees	63,299	60,000	60,000	-	-	60,000	60,000
199	Donations & Sponsorship Fund							
	Miscellaneous Revenues	4,070	-	-	-	-	-	-
	Donations & Sponsorship Fund Total	4,070	-	-	-	-	-	-
	Special Revenue Fund - Total	26,507,540	29,409,491	31,834,172	2,424,681	75.30%	29,442,616	30,178,193
	Debt Service Funds							
238	General Obligation Bond Fund							
	Ad Valorem Taxes	260,067	263,600	222,869	(40,731)	-15.45%	-	-
	Miscellaneous Revenues	734	-	-	-	-	-	-
	Appropriated Fund Balance	-	-	39,631	39,631	-	-	-
	General Obligation Bond Fund Total	260,801	263,600	262,500	(1,100)	-0.42%	-	-
239	Revenue Bond Fund							
	Transfer from General Fund	2,542,538	2,537,800	2,620,700	82,900	3.27%	2,653,370	3,088,940
	Miscellaneous Revenues	2,346	3,000	2,000	(1,000)	-33.33%	2,030	2,060
	Revenue Bond Fund Total	2,544,884	2,540,800	2,622,700	81,900	3.22%	2,655,400	3,091,000
	Debt Services - Total	2,805,685	2,804,400	2,885,200	80,800	2.81%	2,655,400	3,091,000
	Capital Projects Funds							
301	Capital Equipment Fund							
	Transfer from General Fund	239,899	237,000	200,000	(37,000)	-15.61%	200,000	200,000
	Transfer from Fire Fund	275,000	-	869,633	869,633	-	708,873	544,553
	Transfer from Building Fund	37,101	25,000	111,310	86,310	345.24%	25,000	9,810
	Miscellaneous Revenues	4,081	-	4,000	4,000	-	4,060	4,121
	Appropriated Fund Balance	-	128,000	260,000	132,000	103.13%	296,940	384,079
	Capital Equipment Fund Total	556,081	390,000	1,444,943	1,054,943	270.50%	1,234,873	1,142,563
303	Capital Maintenance Fund							
	Transfers from General Fund	-	500,000	1,925,419	1,425,419	285.08%	500,000	500,000
	Appropriation Fund Balance	-	-	-	-	-	36,400	-
	Capital Maintenance Fund Total	-	500,000	1,925,419	1,425,419	285.08%	536,400	500,000
310	General Capital Improv. Projects Fund							
	Transfer from General Fund	-	1,500,000	521,484	(978,516)	-65.23%	1,396,727	1,778,149
	Transfer from Building Fund	-	210,300	-	(210,300)	-100.00%	-	-
	Transfer fro Parks& Rec	-	-	244,000	244,000	-	-	-
	Utility Service Taxes	-	600,000	850,000	250,000	41.67%	850,000	900,000
	Federal Grant Fund	145,838	-	382,000	382,000	-	1,190,000	-
	Appropriated Fund Balance	-	420,745	1,989,376	1,568,631	372.82%	387,500	1,849,609
	Miscellaneous Revenues	26,665	-	31,000	31,000	0.00%	31,465	31,937
	General Capital Improv. Projects Fund Total	172,503	2,731,045	4,017,860	1,286,815	47.12%	3,855,692	4,559,695
315	Corridor Improvement Fund							
	Local Govt Grant	-	532,697	-	(532,697)	-100.00%	-	-
	Miscellaneous Revenues	4,574	-	3,000	3,000	-	3,045	3,091
	Other Sources	1,000,000	1,651,200	4,237,518	2,586,318	156.63%	2,370,000	1,000,000
	Corridor Improvement Fund Total	1,004,574	2,183,897	4,240,518	2,056,621	94.17%	2,373,045	1,003,091
320	Public Service Facilities Fund							
	Median Improvement FDOT	293,562	-	-	-	-	-	-
	Miscellaneous Revenues	7,325	-	-	-	-	-	-
	Appropriated Fund Balance	-	1,249,000	625,419	(623,581)	-49.93%	-	-
	Public Service Facilities Fund Total	300,887	1,249,000	625,419	(623,581)	-49.93%	-	-
326	CIP 05 Revenue Bond Fund							
	Miscellaneous Revenues	9,583	-	-	-	-	-	-
	Other Sources	-	3,800,000	2,700,000	(1,100,000)	-28.95%	-	-
	CIP 05 Revenue Bond Fund Total	9,583	3,800,000	2,700,000	(1,100,000)	-28.95%	-	-
380	Tamarac Village Fund							
	Miscellaneous Revenues	9,543	-	-	-	-	-	-
	Interfund Transfers	-	779,775	767,000	(12,775)	-1.64%	767,000	767,000
	Tamarac Village Fund Total	9,543	779,775	767,000	(12,775)	-1.64%	767,000	767,000
	Capital Projects Funds - Total	2,053,171	11,633,717	15,721,159	4,087,442	616.36%	8,767,010	7,972,349
	Enterprise Funds							
410	Stormwater Management Fund							
	Interest Earnings	36,673	60,000	32,716	(27,284)	-45.47%	30,450	30,907
	Special Assessment /Impact Fees	5,447,346	5,355,516	5,539,004	183,488	3.43%	5,664,782	5,818,749
	Interfund Transfers	338,298	349,036	332,481	(16,555)	-4.74%	370,226	381,332
	Appropriated Net Assets	-	545,550	-	(545,550)	-100.00%	2,327	-

**ALL FUNDS
SCHEDULE OF REVENUES**

Fund No.	Revenue Source	FY 2016	FY 2017	DOLLAR CHANGE	PERCENT CHANGE	FY 2018	FY 2019	
		FY 2015 ACTUAL	AMENDED BUDGET			ADOPTED BUDGET	FORECAST	FORECAST
Stormwater Management Fund Total		5,822,317	6,310,102	5,904,201	(405,901)	-6.43%	6,067,785	6,230,988
411	Stormwater Capital Project Fund							
	Miscellaneous Revenues	6,398	-	-	-	-	-	-
	Intrafund Transfer	1,032,300	886,684	800,000	(86,684)	-9.78%	-	800,000
	Appropriated Net Assets	-	472,341	85,000	(387,341)	-82.00%	-	-
Stormwater Capital Proj. Fund Total		1,038,698	1,359,025	885,000	(474,025)	-34.88%	-	800,000
425	Utilities Operating Fund							
	Charges for Services	26,433,493	25,271,167	26,252,205	981,038	3.88%	26,315,775	26,379,503
	Miscellaneous Revenues	114,516	90,800	103,000	12,200	13.44%	103,885	104,783
	Appropriated Net Assets	-	3,341,036	-	(3,341,036)	-100.00%	712,100	2,081,540
Utilities Operating Fund Total		26,548,009	28,703,003	26,355,205	(2,347,798)	-8.18%	27,131,760	28,565,826
432	Utilities CIAC							
	Miscellaneous Revenues	1,014,000	-	-	-	-	-	-
	Other Sources	527,538	-	-	-	-	-	-
Utilities CIAC Fund Total		1,541,538	-	-	-	-	-	-
441	Utilities R & R Fund							
	Miscellaneous Revenues	30,274	20,064	29,000	8,936	44.54%	29,435	29,877
	Intrafund Transfer	5,600,000	7,050,000	4,864,300	(2,185,700)	-31.00%	5,210,565	6,846,923
	Appropriated Net Assets	-	1,000,000	1,720,000	720,000	72.00%	-	950,000
Utilities R & R Fund Total		5,630,274	8,070,064	6,613,300	(1,456,764)	-18.05%	5,240,000	7,826,800
450	Colony West Golf Course							
	Charges for Services	2,247,612	2,372,689	2,376,626	3,937	0.17%	2,747,758	2,892,015
	Miscellaneous Revenues	241,838	263,460	255,405	(8,055)	-3.06%	255,405	255,405
	Interfund Transfers	309,597	419,132	164,917	(254,215)	-60.65%	164,917	164,917
Colony West Golf Course Fund Total		2,799,047	3,055,281	2,796,948	(258,333)	-8.46%	3,168,080	3,312,337
Enterprise Funds - Total		43,379,883	47,497,475	42,554,654	(4,942,821)	-76.00%	41,607,625	46,735,951
Internal Service Funds								
502	Health Insurance Fund							
	Charges for Services	4,755,090	5,172,151	5,660,652	488,501	9.44%	5,547,675	6,022,673
	Miscellaneous Revenues	25,720	-	4,000	4,000	-	-	-
Health Insurance Fund Total		4,780,810	5,172,151	5,664,652	492,501	9.52%	5,547,675	6,022,673
504	Risk Management Fund							
	Charges for Services	1,246,882	1,428,173	1,589,208	161,035	11.28%	1,766,250	1,819,724
	Miscellaneous Revenues	110,697	50,100	50,100	-	-	50,100	50,100
	Appropriated Net Assets	-	1,169,857	1,032,781	(137,076)	-11.72%	908,063	924,670
Risk Management Fund Total		1,357,579	2,648,130	2,672,089	23,959	0.90%	2,724,413	2,794,494
Internal Service Funds - Total		6,138,389	7,820,281	8,336,741	516,460	10.43%	8,272,088	8,817,167
TOTAL REVENUES - ALL FUNDS		\$ 134,835,083	\$ 156,477,978	\$ 162,572,700	\$ 6,094,722	3.89%	\$ 150,831,526	\$ 157,374,845

All Funds Expenditures

	FY 2015 ACTUAL	FY 2016 AMENDED BUDGET	FY 2017 ADOPTED BUDGET	DOLLAR CHANGE	PERCENT CHANGE	FY 2018 FORECAST	FY 2019 FORECAST
001 General	48,246,850	55,805,027	60,339,799	4,534,772	8.13%	59,186,147	59,678,961
	\$ 48,246,850	\$ 55,805,027	\$ 60,339,799	\$ 4,534,772	8.13%	\$ 59,186,147	\$ 59,678,961
003 Red Light Camera	893,291	1,507,587	900,975	(606,612)	-40.24%	900,640	901,224
	\$ 893,291	\$ 1,507,587	\$ 900,975	\$ (606,612)	-40.24%	\$ 900,640	\$ 901,224
General Fund Total	49,140,141	57,312,614	61,240,774	3,928,160	6.85%	60,086,787	60,580,185
Special Revenue Funds							
120 Fire Rescue	18,883,241	22,772,629	25,060,388	2,287,759	10.05%	22,390,882	22,505,626
130 Law Enforcement Trust	225	14,500	-	(14,500)	-100.00%	-	-
142 Parks & Recreation Fund	-	-	244,000	244,000	100.00%	-	-
143 Streetscape IMR Trust	-	651,200	-	(651,200)	-100.00%	-	-
146 Public Arts Fund	80,345	835,000	1,427,862	592,862	71.00%	1,537,937	1,648,088
148 Local Opt Gas Tax	1,414,685	827,206	744,876	(82,330)	-9.95%	1,199,611	1,663,425
150 Building Fund	2,531,516	3,050,485	3,095,913	45,428	1.49%	3,114,677	3,159,897
152 RCMP Grant	74,490	194,000	194,000	-	-	139,011	138,295
154 Comm Dev Block Grant	401,457	366,236	384,932	18,696	5.10%	395,400	399,217
155 State Housing Init Prgm	231,578	302,441	393,753	91,312	30.19%	376,726	375,416
156 HOME (HUD)	51,041	70,794	78,448	7,654	10.81%	78,372	78,229
160 NSP3	588,951	265,000	150,000	(115,000)	-43.40%	150,000	150,000
162 Affordable Housing Impact Fees	-	60,000	60,000	-	-	60,000	60,000
199 Sponsorships & Donations	1,617	-	-	-	-	-	-
Special Revenue Fund	\$ 24,259,146	\$ 29,409,491	\$ 31,834,172	\$ 2,424,681	\$ 0	\$ 29,442,616	\$ 30,178,193
Debt Service Funds							
238 Gen Obligation Bond	262,373	263,600	262,500	(1,100)	-0.42%	-	-
239 Revenue Bond	2,491,371	2,540,800	2,622,700	81,900	3.22%	2,655,400	3,091,000
Debt Service Fund	\$ 2,753,744	\$ 2,804,400	\$ 2,885,200	\$ 80,800	\$ 0	\$ 2,655,400	\$ 3,091,000
Capital Project Funds							
301 Capital Equipment Fund	432,986	390,000	1,444,943	1,054,943	270.50%	1,234,873	1,142,563
303 Capital Maintenance	-	500,000	1,925,419	1,425,419	285.08%	536,400	500,000
310 General Capital Project	1,021,859	2,731,045	4,017,860	1,286,815	47.12%	3,855,692	4,559,695
315 Corridor Improvement	120,590	2,183,897	4,240,518	2,056,621	94.17%	2,373,045	1,003,091
320 Public Services Facilities	551,994	1,249,000	625,419	(623,581)	-49.93%	-	-
326 CIP 05 Revenue Bond	358,798	3,800,000	2,700,000	(1,100,000)	-28.95%	-	-
380 Tamarac Village	367,994	779,775	767,000	(12,775)	-1.64%	767,000	767,000
Capital Project Funds	\$ 2,854,221	\$ 11,633,717	\$ 15,721,159	\$ 4,087,442	\$ 0	\$ 8,767,010	\$ 7,972,349
Enterprise Funds							
410 Stormwater Management	5,200,435	6,310,102	5,904,201	(405,901)	-6.43%	6,067,785	6,230,988
411 Stormwater Capital Project	43,911	1,359,025	885,000	(474,025)	-34.88%	-	800,000
425 Utilities	26,292,128	28,703,003	26,355,205	(2,347,798)	-8.18%	27,131,760	28,565,826
441 Utility Renewal & Replacement	(223,383)	8,070,064	6,613,300	(1,456,764)	-18.05%	5,240,000	7,826,800
450 Colony West Golf Course	2,702,014	3,055,281	2,796,948	(258,333)	-8.46%	3,168,080	3,312,337
Enterprise Funds	\$ 34,015,105	\$ 47,497,475	\$ 42,554,654	\$ (4,942,821)	\$ (0)	\$ 41,607,625	\$ 46,735,951
Internal Service Funds							
502 Health Insurance	4,656,074	5,172,151	5,664,652	492,501	9.52%	5,547,675	6,022,673
504 Risk Management	2,050,719	2,648,130	2,672,089	23,959	0.90%	2,724,413	2,794,494
Internal Service Funds	\$ 6,706,793	\$ 7,820,281	\$ 8,336,741	\$ 516,460	\$ 0	\$ 8,272,088	\$ 8,817,167
TOTAL EXPENDITURES - ALL FUNDS	\$ 119,729,150	\$ 156,477,978	\$ 162,572,700	\$ 6,094,722	3.89%	\$ 150,831,526	\$ 157,374,845

SUMMARY OF CHANGES IN FUND BALANCES ~ OPERATING FUNDS

	<u>General Fund</u>	<u>Fire Rescue Fund</u>	<u>Building Fund</u>	<u>Stormwater Fund</u>	<u>Utilities Operating Fund</u>	<u>Insurance Services Fund</u>
October 1, 2015 Fund Balance	\$ 33,591,186	\$ 11,127,493	\$ 2,156,655	\$ 13,111,153	\$ 26,403,533	\$ 4,835,225
FY 2016 Amended Budget Revenues	\$ 53,641,318	\$ 20,403,893	\$ 2,746,000	\$ 5,764,551	\$ 25,361,968	\$ 6,371,173
FY 2016 Appropriated Fund Balance	3,671,296	1,554,271	304,485	545,550	3,341,036	1,169,857
FY 2016 Amended Budget Expenditures	57,312,614	21,958,164	3,050,485	6,310,101	28,703,004	7,541,030
Net Gain (Loss) to Fund Balance/Net Assets	\$ (3,671,296)	\$ (1,554,271)	\$ (304,485)	\$ (545,550)	\$ (3,341,036)	\$ (1,169,857)
September 30, 2016 Year End Balance (Projected)	\$ 29,919,890	\$ 9,573,222	\$ 1,852,170	\$ 12,565,603	\$ 23,062,497	\$ 6,005,082
FY 2017 Adopted Budget Revenues	\$ 60,339,799	\$ 25,060,388	\$ 3,095,913	\$ 5,904,201	\$ 26,355,205	\$ 8,336,741
FY 2017 Appropriated Fund Balance	5,336,332	4,393,640	221,199	85,000	2,446,258	1,047,726
FY 2017 Adopted Budget Expenditures	60,339,799	25,060,388	3,095,913	5,904,201	26,355,205	8,336,741
Projected Net Gain (Loss) to Fund Balance	\$ (5,336,332)	\$ (4,393,640)	\$ (221,199)	\$ (85,000)	\$ (2,446,258)	\$ (1,047,726)
September 30, 2017 Projected Fund Balance	\$ 24,583,558	\$ 5,179,582	\$ 1,630,971	\$ 12,480,603	\$ 20,616,239	\$ 4,957,356

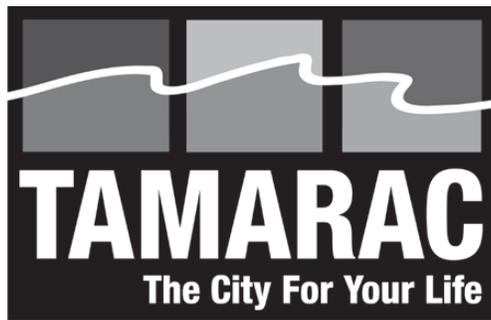
All estimates are unaudited and based on preliminary year-end results.

Insurance Services Fund is combined with Fund 502 & 504

Changes in Fund Balances--Operating Funds

These are the City's Operating Funds. The City of Tamarac has adopted a Fund Balance Policy. The purpose of the Fund Balance Policy is to provide enhanced financial stability, by ensuring that the City maintains a prudent level of financial resources to protect against reducing service levels or raising taxes and fees because of temporary revenue shortfalls or unexpected one-time expenditures. The policy sets acceptable ranges of fund balance for each fund that contains operating revenues. The amounts set for each fund are based on the predictability of revenues, volatility of expenditures, and liquidity requirements of each fund. In some cases, the range of fund balance is determined by bond covenants. The policy also provides guidelines for actions that should be implemented should the fund balance either grow or diminish to amounts outside of the recommended ranges.

The City's Budget seeks to preserve and build fund balances in each of the operating funds to continue implementation of the Fund Balance Policy. Budgeting in FY 2017 was performed conservatively so that, for the most part, available revenues funded anticipated expenses and preserved fund balance levels. Changes in fund balance for the operating funds do not exceed 10% for the FY 2017 Budget.



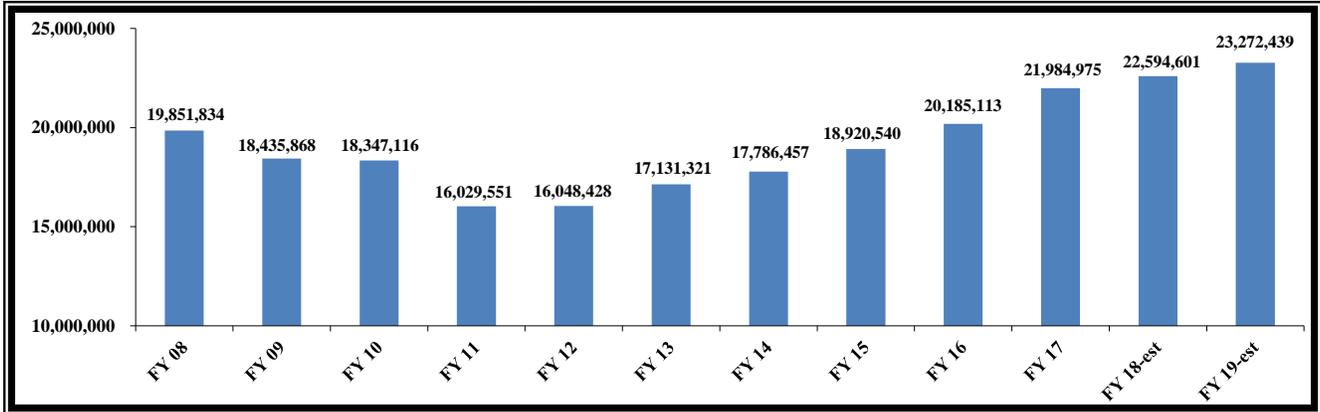
Major Revenue Sources

Major General Fund revenue sources for the City of Tamarac are property taxes, utility taxes and franchise fees, sales and use taxes, telecommunication service taxes, and intergovernmental revenues. Property taxes, franchise fees and intergovernmental revenues have been steadily increasing throughout the years. However, as shown below, beginning in FY 2008 there was a steady decline in these areas due to economic instability.

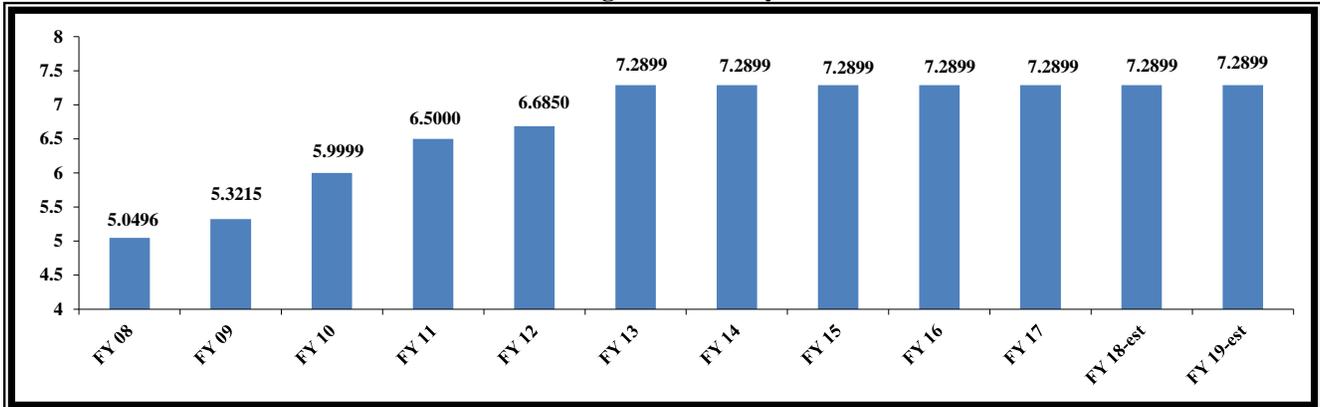
Property Tax

The Property Tax budget is determined through the calculation of the City’s millage rate applied to the total taxable value of property within the City as reported by the Broward County Property Appraiser. The graph below illustrates the recent history and projections of property tax revenue for the City.

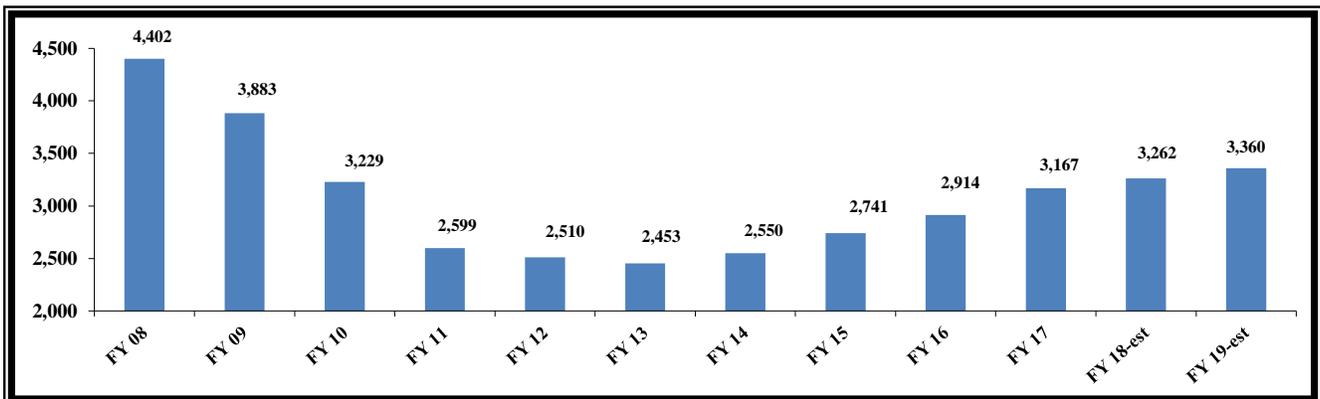
Property Tax Revenue History



Millage Rate History



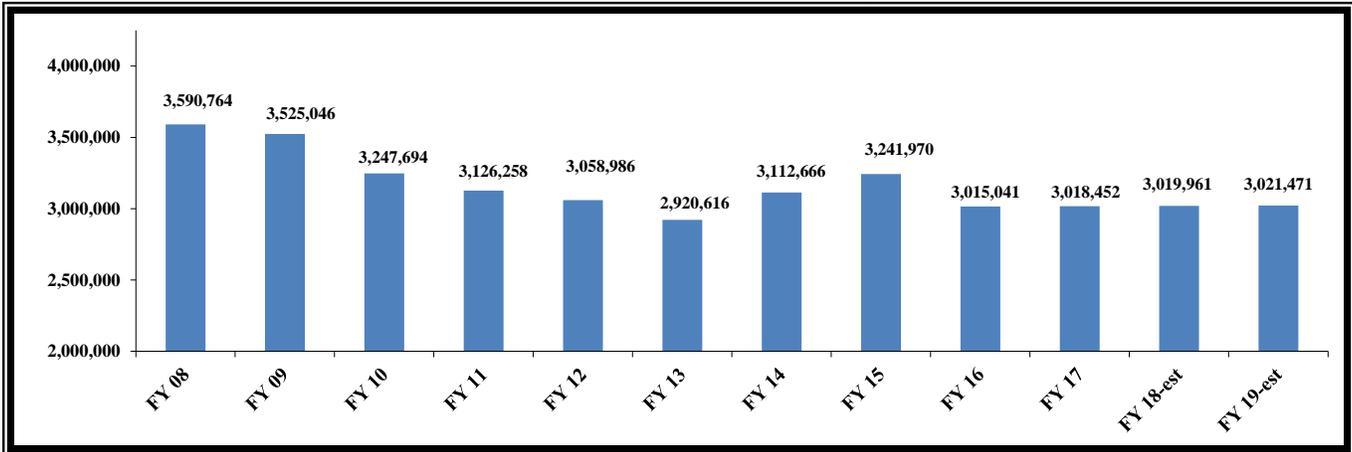
Tamarac Taxable Value History in Billions



Franchise Fees

Franchise fees are negotiated fixed fees to a company or utility for the use of municipal right-of-ways (poles, lines, pipes, etc.) and could include the value of the right for the utility to be the exclusive provider of its services within the City. The City has franchise agreements for electricity, solid waste and towing.

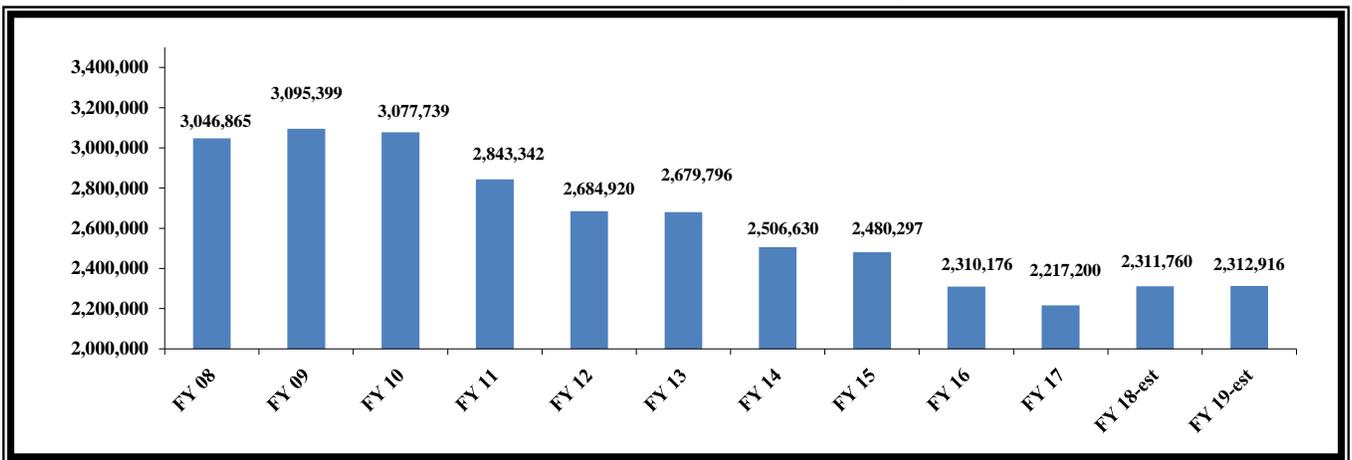
Franchise Fee – Electric History



Communication Services Tax

Communications Services Tax (CST) applies to telecommunications, cable, direct-to-home satellite, cellular telephone and related services. The CST revenue is collected and distributed by the State of Florida and is a combination of two individual taxes: a State of Florida communications services tax and the local communications services tax. The graph below illustrates CST revenue history and projections for the City.

Communication Services Tax History

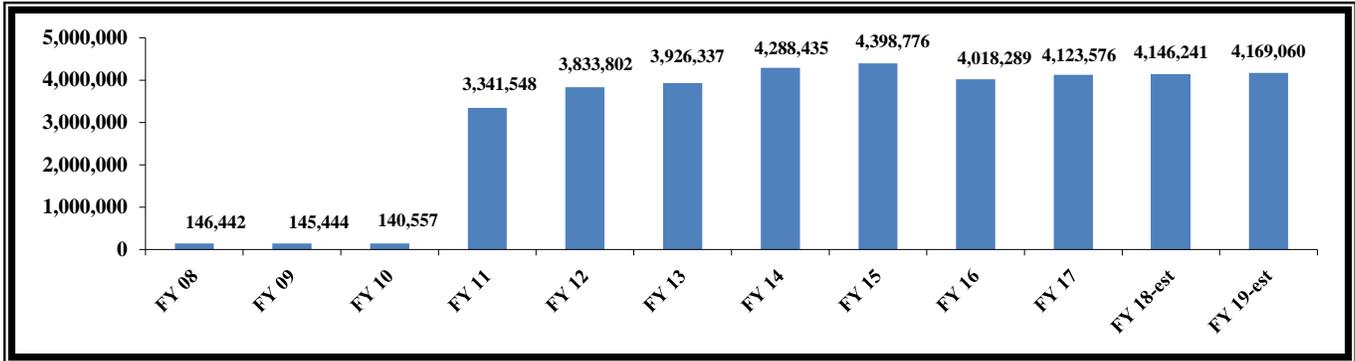


MAJOR REVENUE SOURCES: TRENDS

Public Service Tax

A Public Service Tax is levied on the purchase of electricity, metered natural gas, liquefied petroleum gas either metered or bottled; manufactured gas either metered or bottled, and water service. This revenue source was implemented during FY 2010 in a much needed effort to bridge the gap in other declining revenue sources such as property and other fees. The FY 2017 anticipated revenue is approximately \$4.1 million.

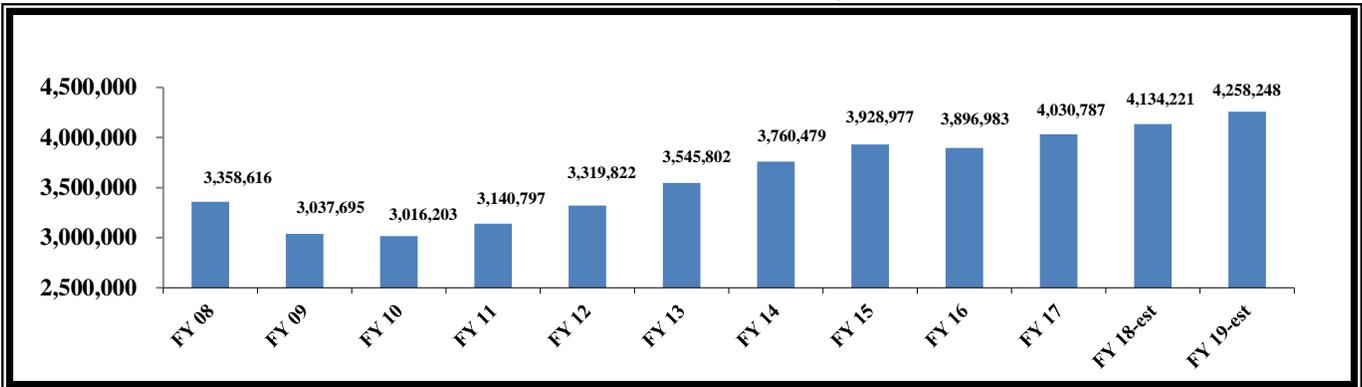
Public Service Tax History



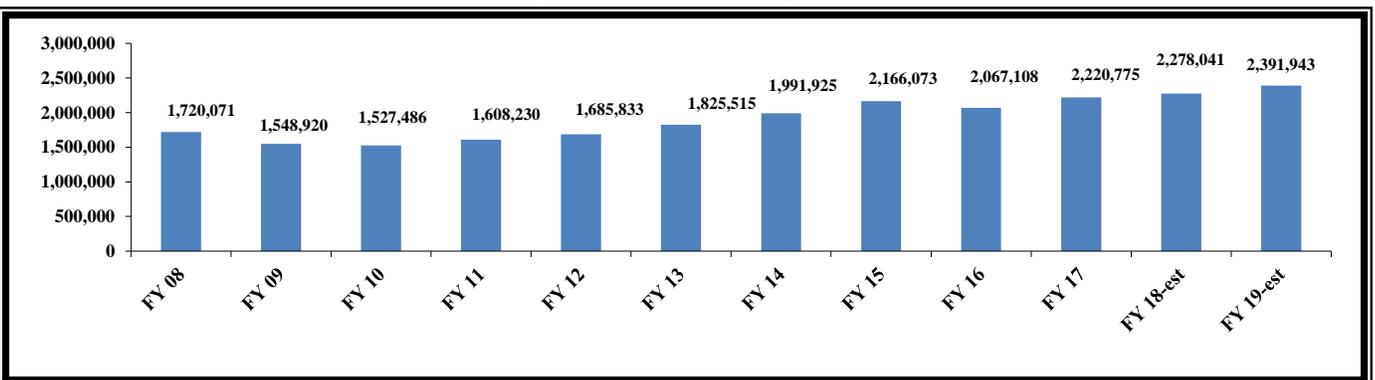
Intergovernmental Revenues

This category includes revenues received from federal, state, and other local governmental sources in the form of shared revenues. The state shared revenues which are considered major revenue sources to Tamarac are the Half-Cent Sales Tax and Municipal Revenue Sharing.

Half-Cent Sales Tax History



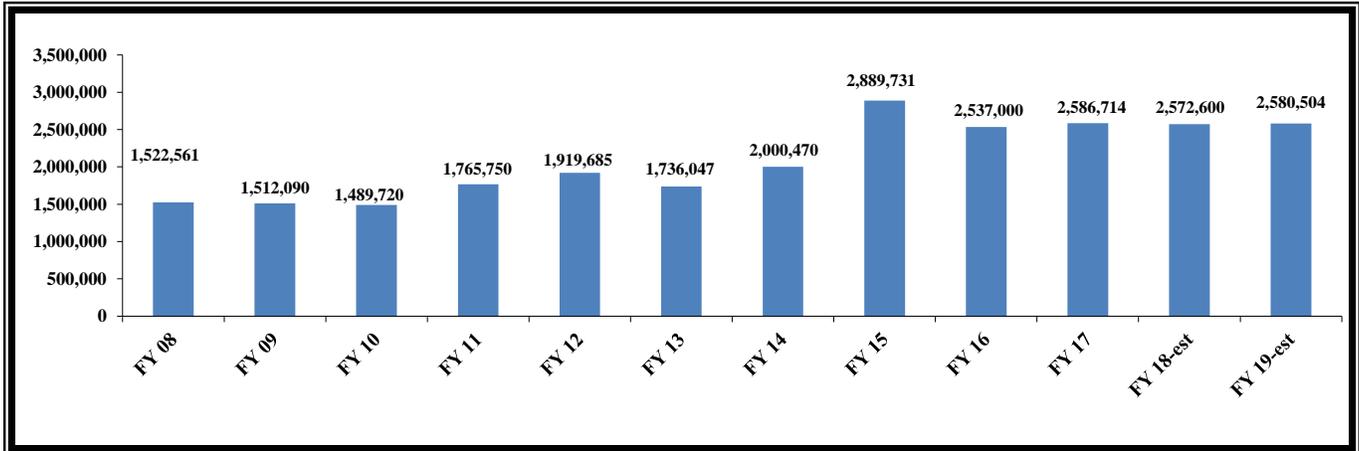
Municipal Revenue Sharing History



Building Fund: Licenses and Permits

The licenses and permits category consists primarily of building permits and occupational license revenues. Building permits have shown the greatest volatility, which reflects building “boom” cycles within the City. Fees were increased in FY 2008 to help offset the impact of declining building activity levels to ensure that fees fully support the services provided.

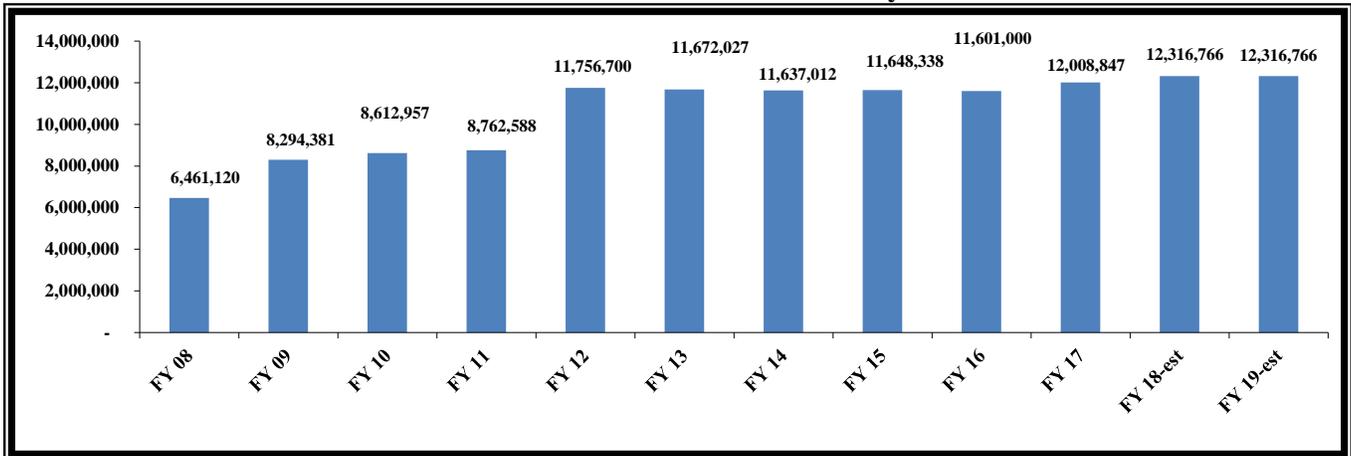
Building Permit Fee History



Fire Rescue Fund: Fire Rescue Assessment Fee

A primary revenue source for the Fire Rescue Fund is a non-ad valorem special assessment levied on residential and commercial property owners. Fire Assessment Revenues are estimated with the City’s consultant through a calculation of recoverable costs and property types and classifications. The fee level Proposed for FY 2017 provides 90% of necessary funding.

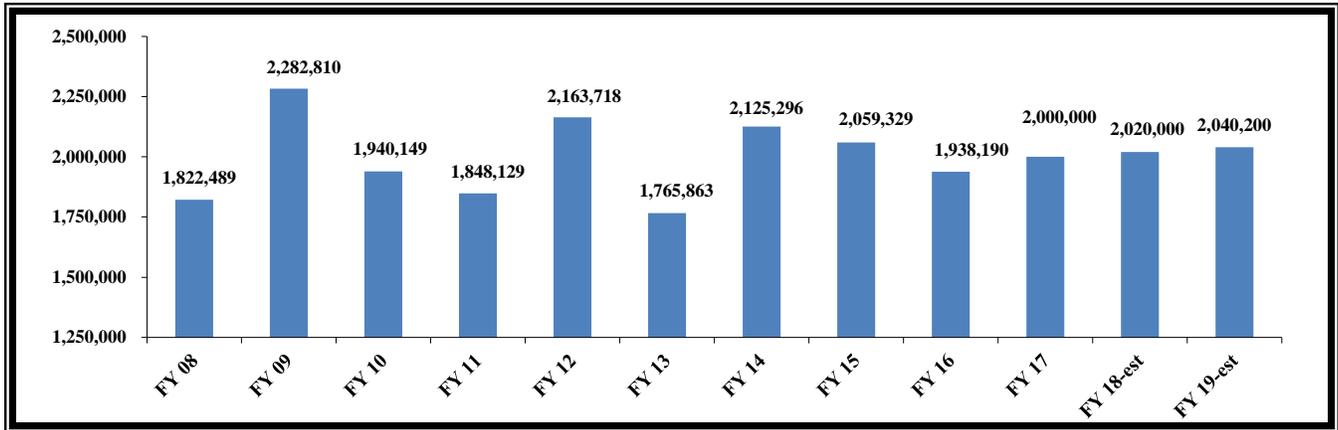
Fire Rescue Assessment Fee History



Fire Rescue Fund: Emergency Service Fee

The second significant revenue source in the Fire Rescue fund is transport fees collected from users of ambulance and rescue services, also known as Emergency Service Fees. Emergency service fee revenue is estimated by trend analysis, utilization of historical data, and input from the department on projected activity levels.

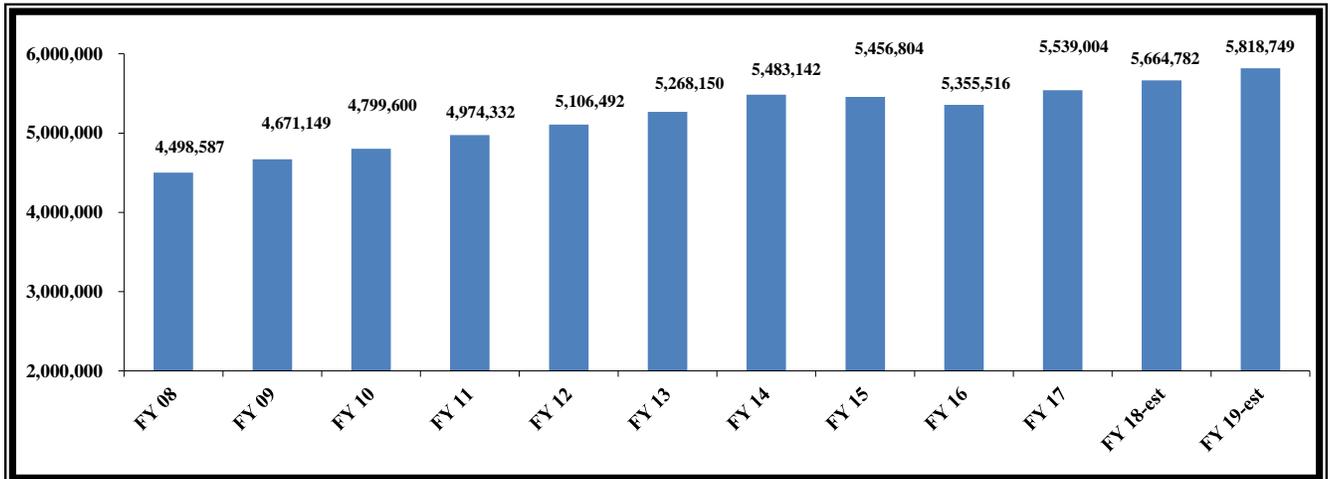
Emergency Service Fee History



Stormwater Fund: Stormwater Fee

The major revenue source in this fund, supporting 100% of operating and capital costs, is the Stormwater Fee which is charged to all property owners for the services of the Stormwater Management Program. This fund was created to comply with the National Pollutant Discharge Elimination System (NPDES). Property is classified as undeveloped, residential or non-residential, and a fee is associated with each.

Stormwater Fee History

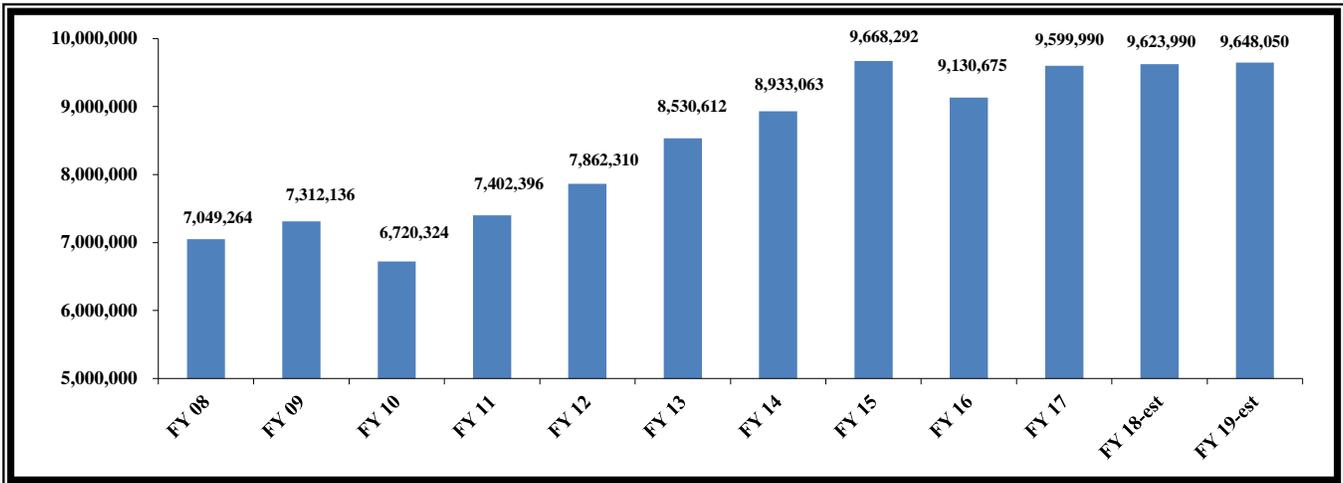


Utilities Fund: Water and Wastewater Revenues

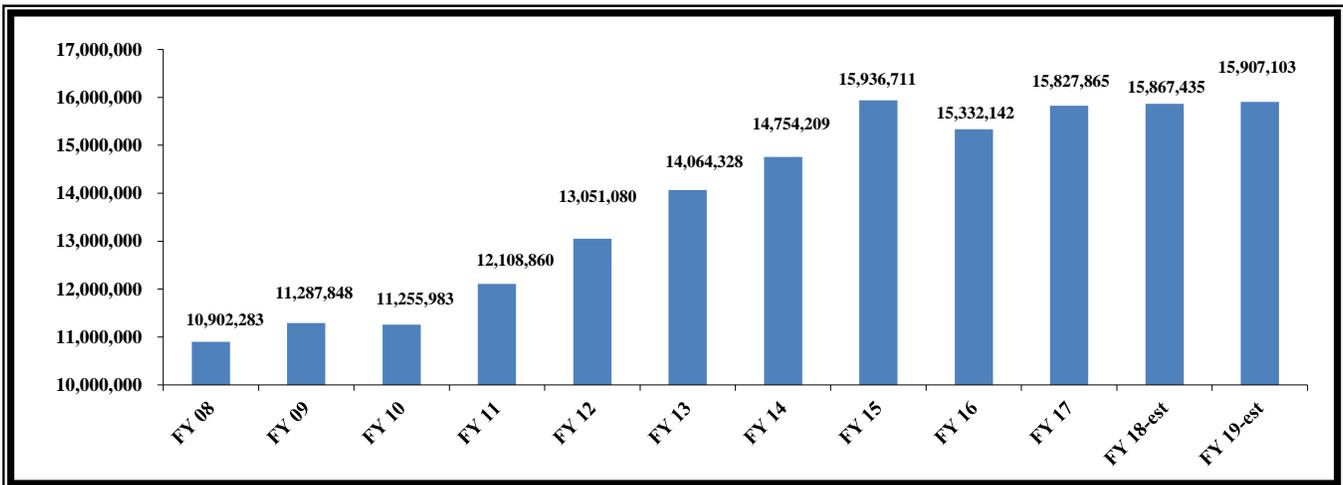
The Utilities Fund is funded through charges for services to residential and commercial customers for water and wastewater charges. The City provides water in a safe and efficient manner and transports the wastewater from these dwellings. The City pays Broward County for the wastewater disposal, as a participating member of the County’s North Regional Wastewater Treatment Plant. Charges for Services revenues provide approximately 99.7% of the revenues to support the operations of the Utilities division.

In FY 2010, Water revenues decreased because of an 18% Utility surcharge that had been added in FY 2007 as a result of severe water restrictions (hence reduced usage); which was removed in FY 2010 as the drought experience abated.

Water Revenues History



Wastewater Revenues History



FINANCIAL MANAGEMENT POLICIES

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

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

OPERATING MANAGEMENT

Policy #1:

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

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

Policy #2:

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

Policy #3:

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

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

FINANCIAL MANAGEMENT POLICIES

Policy #4:

The City shall maintain a minimum undesignated fund balance in the General Fund of 5% of annual expenditures, including Interfund transfers out.

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

Reserved/Designated: Disaster Reserve

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

Type of Reserve	FY 2017	FY 2018	FY 2019
Disaster Reserve	\$1,000,000	\$1,000,000	\$1,000,000

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

Type of Reserve	FY 2017	FY 2018	FY 2019
Facilities Maintenance	\$400,000	\$400,000	\$400,000
Land Acquisition	\$3,000,000	\$3,000,000	\$3,000,000
Economic Development	\$500,000	\$500,000	\$500,000
Technology Replacement	\$100,000	\$100,000	\$100,000

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

Water & Sewer Fund:

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

Stormwater Fund:

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

Policy #5:

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

Policy #6:

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

Policy #7:

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

FINANCIAL MANAGEMENT POLICIES

Policy #8:

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

Policy #9:

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

9.1 Total Fee Support (100%):

Enterprise Funds:

- Water/Sewer
- Stormwater

Special Revenue Funds:

- Building Fund

9.2 Moderate Fee Support (40 - 100%)

General Fund:

- Planning
- Zoning

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

Policy #10:

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

Policy #11:

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

Policy #12:

The City's role in social service funding should be supplemental (addressing special or unique local needs) to the basic responsibilities of regional agencies. Funding shall be restricted to those funds provided through the Community Development Block Grant (C.D.B.G) program.

Policy #13:

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

FINANCIAL MANAGEMENT POLICIES

Policy #14:

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

Policy #15:

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

Policy #16:

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

DEBT MANAGEMENT

Policy #17:

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

INVESTMENT MANAGEMENT

Policy #18:

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

ACCOUNTS MANAGEMENT AND FINANCIAL PLANNING

Policy #19:

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

Policy #20:

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

Policy #21:

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

Policy #22:

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

Policy #23:

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

FINANCIAL MANAGEMENT POLICIES

ECONOMIC RESOURCES

Policy #24:

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

Policy #25:

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

Funds Descriptions

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

GOVERNMENTAL FUND TYPES

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

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

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

- **SUB-FUND 003 – RED LIGHT CAMERA** – This fund accounts for red light camera

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

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

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

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

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

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

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

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

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

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

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

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

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

FUND 238 - GENERAL OBLIGATION BOND FUND - The General Obligation Fund is a debt service fund set up to meet bond requirements by making the interest and principal payments in accordance with the debt service schedule. These bonds were issued as a result of refinancing the 1986 and 1987 General Obligation Bonds that were used to finance the construction of the City Hall and the Police Facility. The 1998 General Obligation Bond was used to finance the construction of the Community Center. The primary source for this fund is property taxes.

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

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

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

FUND 303 – CAPITAL MAINTENANCE FUND – This fund is used for the purpose of budgeting for and purchasing governmental fund capital maintenance equipment.

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

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

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

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

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

PROPRIETARY FUND TYPES

Proprietary Fund Types are subdivided into two sections: Enterprise Funds and Internal Service Funds.

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

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

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

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

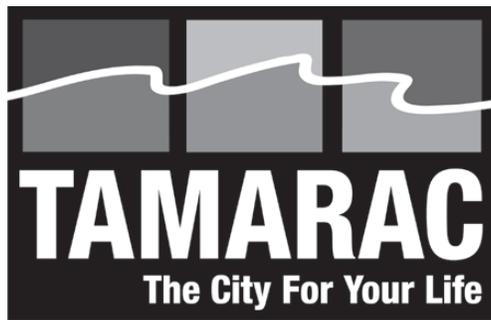
- **SUB-FUND 432 - UTILITIES CIAC FUND** - The objective of the Utilities CIAC (Contributions in Aid of Construction) Fund is to provide funding for expansion to the utility's infrastructure made necessary by new development. Its primary source of revenue is from impact fees charged to the developers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

FUND 450 - COLONY WEST GOLF COURSE - The Colony West Golf Course Fund is used to account for the proceeds from the lease of the Colony West Golf Course and fund capital improvements to the site.

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

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

FUND 504 - RISK MANAGEMENT FUND - The Risk Management Fund is an internal service fund that accounts for the administration of risk management and various insurance premiums. Property and liability insurance and workers’ compensation are administered through this fund.



City of Tamarac, Florida
FY 2017 Adopted Budget
GENERAL FUND COST ALLOCATIONS SUMMARY

Total General Fund FY 2017 Adopted Budget	\$60,367,232
Minus Contingency, Capital, Transfers & Other Non-Chargeback Items	\$45,222,701
<hr/>	
Total Cost Allocation Amount for Central Services	\$15,144,530

Reimbursement to the General Fund FY 2014 ~ FY 2017

Fund Name	FY 2014 Allocation	FY 2015 Allocation	FY 2016 Allocation	FY 2017 Allocation
Fire Rescue Fund	\$ 2,151,442	\$ 2,269,342	\$ 2,542,054	\$ 2,540,622
Building Fund	457,482	497,572	595,736	688,394
Stormwater Management Fund	628,584	619,837	715,953	650,897
Utilities Fund*	2,217,377	2,230,709	2,516,852	2,494,173
Risk Management Fund	96,889	100,929	137,546	148,531
Total Charge Back for Central Services	\$ 5,551,774	\$ 5,718,389	\$ 6,508,141	\$ 6,522,617

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

CITY OF TAMARAC, FLORIDA
FY 2017 Adopted Budget
General Fund Cost Allocations and Methods

Total General Fund FY 2017 Adopted Budget	\$60,367,232
Minus Contingency, Capital, Transfers, and Other Non-Chargeback Items	\$45,222,702
Total General Fund Amount to Charge Back	\$15,144,530

Department/Division	Amount to be Allocated	FY 2017 Allocation	Charges to General Fund	Charges to All Other Funds
City Attorney	\$590,580	Ordinances and Resolutions - 205	185	20
		% of Total Ordinances and Resolutions	90.24%	9.7600%
		Amount of Allocation	\$532,939	\$57,641
City Clerk	\$602,100	Agenda Items/Scanned Items - 1,210	1,172	38
		% of Total Scanned Images/Agenda Items	96.86%	3.14%
		Amount of Allocation	\$583,191	\$18,908
City Commission	\$632,077	Ordinances and Resolutions - 205	185	20
		% of Total Ordinances and Resolutions	90.24%	9.76%
		Amount of Allocation	\$570,386	\$61,690
City Manager	\$3,630,901	FTE Employees - 389.8	177.81	211.98
		% of Total Number of Employees	46.00%	54.00%
		Amount of Allocation	\$1,670,214	\$1,960,687
Finance Administration	\$365,365	FTE Employees - 389.8	177.81	211.98
		% of Total Number of Employees	46.00%	54.00%
		Amount of Allocation	\$168,068	\$197,297
Accounting	\$922,008	Accounting Transactions - 28,419	17,965	10,454
		% of Total Accounting Transactions	55.21%	44.79%
		Amount of Allocation	\$509,041	\$412,967
Management and Budget	\$368,938	% of Total Operating Budget - \$110,040,080	\$60,367,232	\$53,466,056
		% of Total Budget	58.80%	41.20%
		Amount of Allocation	\$216,936	\$152,002
Purchasing and Contracts	\$407,298	Total PO's -530	458	302
		% of Total Requisitions	58.27%	41.73%
		Amount of Allocation	\$237,331	\$161,847
Customer Serv/Utility Billing	\$797,310	Customer Service Transactions - 241,819	45,223	230,952
		% of Total Transactions/Revenue	16.37%	83.630%
		Amount of Allocation	\$130,520	\$666,777
Human Resources	\$1,370,123	FTE Employees - 389.8	177.81	211.98
		% of Total Number of Employees	45.62%	54.38%
		Amount of Allocation	\$625,009	\$745,114
Information Technology	\$2,596,561	Electronic Devices - 660	437	255
		% of Electronic Devices	63.15%	36.85%
		Amount of Allocation	\$1,655,516	\$941,045
Public Works Admin	\$85,177	FTE Employees - 389.8	177.81	211.98
		% of Total Number of Employees	45.62%	54.38%
		Amount of Allocation	\$38,855	\$46,321
Public Works Operations	\$368,372	FTE Employees - 389.8	177.81	211.98
		% of Total Number of Employees	45.62%	54.38%
		Amount of Allocation	\$168,040	\$200,332
Facilities Maintenance	\$1,454,743	Total Hours Spent on Work Orders - 5,750	4,314.5	1,435.5
		% of Total Work Orders	75.00%	25.00%
		Amount of Allocation	\$1,091,057	\$363,686
Fleet Maintenance	\$917,895	Fleet - Average Vehicle Maintenance	Per Cost Study	Per Cost Study
		% of Total Fleet Expense	45.39%	54.61%
		Amount of Allocation	\$416,676	\$501,219
Facility Cost Recovery	\$35,083	Annual Depreciation	Per Building	Per Building
		Square Footage share of Building Depreciation	Varies	Varies
		Amount of Allocation		\$35,083
			General Fund	All Other Funds
Total Allocations	\$15,144,530	→	\$8,613,779	\$6,522,617

CITY OF TAMARAC, FLORIDA
FY 2017 Adopted Budget
General Fund Overhead Allocation to Building Fund

Total General Fund FY 2017 Adopted Budget	\$60,367,232
Minus Contingency, Capital, Transfers & Other Non-Chargeback Items	\$45,222,702
Total General Fund Amount to Charge Back	\$15,144,530

Departments/Amounts to be Allocated	FY 2017 Allocation	Building Fund
City Attorney \$590,580	Ordinances and Resolutions - 205 % of Total Ordinances and Resolutions Amount of Allocation	1 0.49% \$2,894
City Clerk \$602,101	Agenda Items/Scanned Items - 1,210 % of Total Scanned Images/Agenda Items Amount of Allocation	2 0.17% \$995
City Commission \$632,078	Ordinances and Resolutions - 205 % of Total Ordinances and Resolutions Amount of Allocation	1 0.49% \$3,097
City Manager \$3,630,901	FTE Employees - 389.8 % of Total Number of Employees Amount of Allocation	22 6.00% \$217,854
Finance Administration \$365,366	FTE Employees - 389.8 % of Total Number of Employees Amount of Allocation	22 6.00% \$21,922
Accounting \$922,008	Accounting Transactions - 28,419 % of Total Accounting Transactions Amount of Allocation	861 3.03% \$27,937
Management & Budget \$368,937	% of Total Operating Budget - \$110,040,080 % of Total Budget Amount of Allocation	\$2,403,241 1.90% \$7,010
Purchasing & Contracts \$421,233	Total PO's -530 % of Total Requisitions Amount of Allocation	16 2.04% \$8,575
Customer Serv/Utility Billing \$797,390	Customer Service Transactions - 241,819 % of Total Transactions/Revenue Amount of Allocation	0 0.00% \$0
Human Resources \$1,370,123	FTE Employees - 389.8 % of Total Number of Employees Amount of Allocation	22 5.64% \$77,330
Information Technology* \$2,621,562	Electronic Devices - 660 % of Electronic Devices Amount of Allocation	55 7.95% \$208,414
Public Works Administration \$85,177	FTE Employees - 389.8 % of Total Number of Employees Amount of Allocation	22 5.64% \$4,807
Public Works Operations \$368,373	FTE Employees - 389.8 % of Total Number of Employees Amount of Allocation	22 5.64% \$20,791
Facilities \$1,454,743	Total Hours Spent on Work Orders - 5,750 % of Total Square Footage Amount of Allocation	52 0.90% \$13,093
Fleet \$917,894	Fleet - Average Vehicle Maintenance % of Total Fleet Expense Amount of Allocation	Per Cost Study 5.92% \$54,349
Facility Cost Recovery \$52,931	Annual Depreciation - \$52931 % of Total Facility Occupied Amount of Allocation	\$52,931 36.51% \$19,326
		Building Fund
Total General Fund Allocations	\$15,144,530	\$688,394

CITY OF TAMARAC, FLORIDA
FY 2017 Adopted Budget
General Fund Overhead Allocation to Fire Rescue Fund

Total General Fund FY 2017 Adopted Budget	\$60,367,232
Minus Contingency, Capital, Transfers & Other Non-Chargeback Items	\$45,222,702
Total General Fund Amount to Charge Back	\$15,144,530

Departments/Amounts to be Allocated	FY 2017 Allocation	Fire Rescue Fund
City Attorney \$590,580	Ordinances and Resolutions - 205 % of Total Ordinances and Resolutions Amount of Allocation	9 4.39% \$25,926
City Clerk \$602,101	Agenda Items/Scanned Items - 1,210 % of Total Scanned Images/Agenda Items Amount of Allocation	\$18 1.49% \$8,957
City Commission \$632,078	Ordinances and Resolutions - 205 % of Total Ordinances and Resolutions Amount of Allocation	9 4.39% \$27,748
City Manager \$3,630,901	FTE Employees - 389.8 % of Total Number of Employees Amount of Allocation	103 26.00% \$944,034
Finance Administration \$365,366	FTE Employees - 389.8 % of Total Number of Employees Amount of Allocation	103 26.00% \$94,995
Accounting \$922,008	Accounting Transactions - 28,419 % of Total Accounting Transactions Amount of Allocation	4,981 17.53% \$161,628
Management & Budget \$368,937	% of Total Operating Budget - \$110,040,080 % of Total Budget Amount of Allocation	\$22,473,726 17.30% \$63,826
Purchasing & Contracts \$421,233	Total PO's - 530 % of Total Requisitions Amount of Allocation	74 9.41% \$39,658
Customer Serv/Utility Billing \$797,390	Customer Service Transactions - 241,819 % of Total Transactions/Revenue Amount of Allocation	0 0.00% \$0
Human Resources \$1,370,123	FTE Employees - 389.8 % of Total Number of Employees Amount of Allocation	103 26.42% \$362,041
Information Technology* \$2,621,562	Electronic Devices - 660 % of Electronic Devices Amount of Allocation	103 14.88% \$390,088
Public Works Administration \$85,177	FTE Employees - 389.8 % of Total Number of Employees Amount of Allocation	103 26.42% \$22,507
Public Works Operations \$368,373	FTE Employees - 389.8 % of Total Number of Employees Amount of Allocation	103 26.42% \$97,339
Facilities \$1,454,743	Total Hours Spent on Work Orders - 5,750 % of Total Square Footage Amount of Allocation	952 16.60% \$241,487
Fleet \$917,894	Fleet - Average Vehicle Maintenance % of Total Fleet Expense Amount of Allocation	Per Cost Study 6.58% \$60,388
		Fire Rescue Fund
Total General Fund Allocations	\$15,144,530	\$2,540,622

CITY OF TAMARAC, FLORIDA
FY 2017 Adopted Budget
General Fund Overhead Allocation to Risk Fund

Total General Fund FY 2017 Adopted Budget	\$60,367,232
Minus Contingency, Capital, Transfers & Other Non-Chargeback Items	\$45,222,702
Total General Fund Amount to Charge Back	\$15,144,530

Departments/Amounts to be Allocated	FY 2017 Allocation	Risk Fund
City Attorney \$590,580	Ordinances and Resolutions - 205 % of Total Ordinances and Resolutions Amount of Allocation	2 0.98% \$5,789
City Clerk \$602,101	Agenda Items/Scanned Items - 1,210 % of Total Scanned Images/Agenda Items Amount of Allocation	4 0.33% \$1,990
City Commission \$632,078	Ordinances and Resolutions - 205 % of Total Ordinances and Resolutions Amount of Allocation	2 0.98% \$6,194
City Manager \$3,630,901	FTE Employees - 389.8 % of Total Number of Employees Amount of Allocation	3 1.00% \$36,310
Finance Administration \$365,366	FTE Employees - 389.8 % of Total Number of Employees Amount of Allocation	3 1.00% \$3,653
Accounting \$922,008	Accounting Transactions - 28,419 % of Total Accounting Transactions Amount of Allocation	636 2.24% \$20,652
Management & Budget \$368,937	% of Total Operating Budget - \$110,040,080 % of Total Budget Amount of Allocation	\$2,524,047 1.90% \$7,011
Purchasing & Contracts \$421,233	Total PO's -530 % of Total Requisitions Amount of Allocation	24 3.05% \$12,859
Customer Serv/Utility Billing \$797,390	Customer Service Transactions - 241,819 % of Total Transactions/Revenue Amount of Allocation	3700.00% 0.01% \$79
Human Resources \$1,370,123	FTE Employees - 389.8 % of Total Number of Employees Amount of Allocation	3 0.77% \$10,550
Information Technology* \$2,621,562	Electronic Devices - 660 % of Electronic Devices Amount of Allocation	9 1.30% \$34,080
Public Works Administration \$85,177	FTE Employees - 389.8 % of Total Number of Employees Amount of Allocation	3 0.77% \$655
Public Works Operations \$368,373	FTE Employees - 389.8 % of Total Number of Employees Amount of Allocation	3 0.77% \$2,836
Facilities \$1,454,743	Total Hours Spent on Work Orders - 5,750 % of Total Square Footage Amount of Allocation	1 0.00% \$0
Fleet \$917,894	Fleet - Average Vehicle Maintenance % of Total Fleet Expense Amount of Allocation	Per Cost Study 0.00% \$0
Facility Cost Recovery \$52,931	Annual Depreciation - \$52,931 % of Total Facility Occupied Amount of Allocation	\$132,446 4.43% \$5,873
		Risk Fund
Total General Fund Allocations	\$15,144,530	\$148,531

CITY OF TAMARAC, FLORIDA
FY 2017 Adopted Budget
General Fund Overhead Allocation to Stormwater Fund

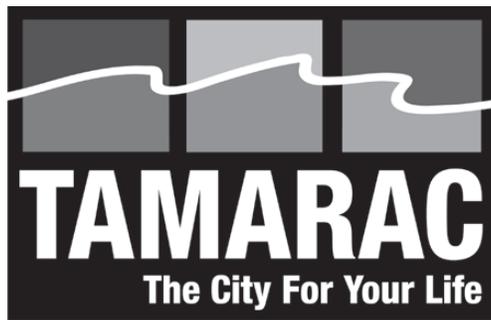
Total General Fund FY 2017 Adopted Budget	\$60,367,232
Minus Contingency, Capital, Transfers & Other Non-Chargeback Items	\$45,222,702
Total General Fund Amount to Charge Back	\$15,144,530

Departments/Amounts to be Allocated	FY 2017 Allocation	Stormwater Fund
City Attorney \$590,580	Ordinances and Resolutions - 205 % of Total Ordinances and Resolutions Amount of Allocation	3 1.46% \$8,622
City Clerk \$602,101	Agenda Items/Scanned Items - 1,210 % of Total Scanned Images/Agenda Items Amount of Allocation	5 0.41% \$2,488
City Commission \$632,078	Ordinances and Resolutions - 205 % of Total Ordinances and Resolutions Amount of Allocation	3 1.46% \$9,228
City Manager \$3,630,901	FTE Employees - 389.8 % of Total Number of Employees Amount of Allocation	21 5.00% \$181,545
Finance Administration \$365,366	FTE Employees - 389.8 % of Total Number of Employees Amount of Allocation	21 5.00% \$18,268
Accounting \$922,008	Accounting Transactions - 28,419 % of Total Accounting Transactions Amount of Allocation	1,330 4.68% \$43,150
Management & Budget \$368,937	% of Total Operating Budget - \$110,040,080 % of Total Budget Amount of Allocation	\$5,191,308 4.00% \$14,757
Purchasing & Contracts \$421,233	Total PO's -530 % of Total Requisitions Amount of Allocation	75 9.54% \$40,194
Customer Serv/Utility Billing \$797,390	Customer Service Transactions - 241,819 % of Total Transactions/Revenue Amount of Allocation	48,344 17.50% \$139,543
Human Resources \$1,370,123	FTE Employees - 389.8 % of Total Number of Employees Amount of Allocation	21 5.33% \$73,041
Information Technology* \$2,621,562	Electronic Devices - 660 % of Electronic Devices Amount of Allocation	0 0.00% \$0
Public Works Administration \$85,177	FTE Employees - 389.8 % of Total Number of Employees Amount of Allocation	21 5.33% \$4,541
Public Works Operations \$368,373	FTE Employees - 389.8 % of Total Number of Employees Amount of Allocation	21 5.33% \$19,638
Facilities \$1,454,743	Total Hours Spent on Work Orders - 5,750 % of Total Square Footage Amount of Allocation	6 0.10% \$1,455
Fleet \$917,894	Fleet - Average Vehicle Maintenance % of Total Fleet Expense Amount of Allocation	Per Cost Study 9.21% \$84,543
Facility Cost Recovery \$52,931	Annual Depreciation - \$52,931 % of Total Facility Occupied Amount of Allocation	\$52,931 18.67% \$9,884
		Stormwater Fund
Total General Fund Allocations \$15,144,530	→	\$650,897

CITY OF TAMARAC, FLORIDA
FY 2017 Adopted Budget
General Fund Overhead Allocation to Utilities Fund

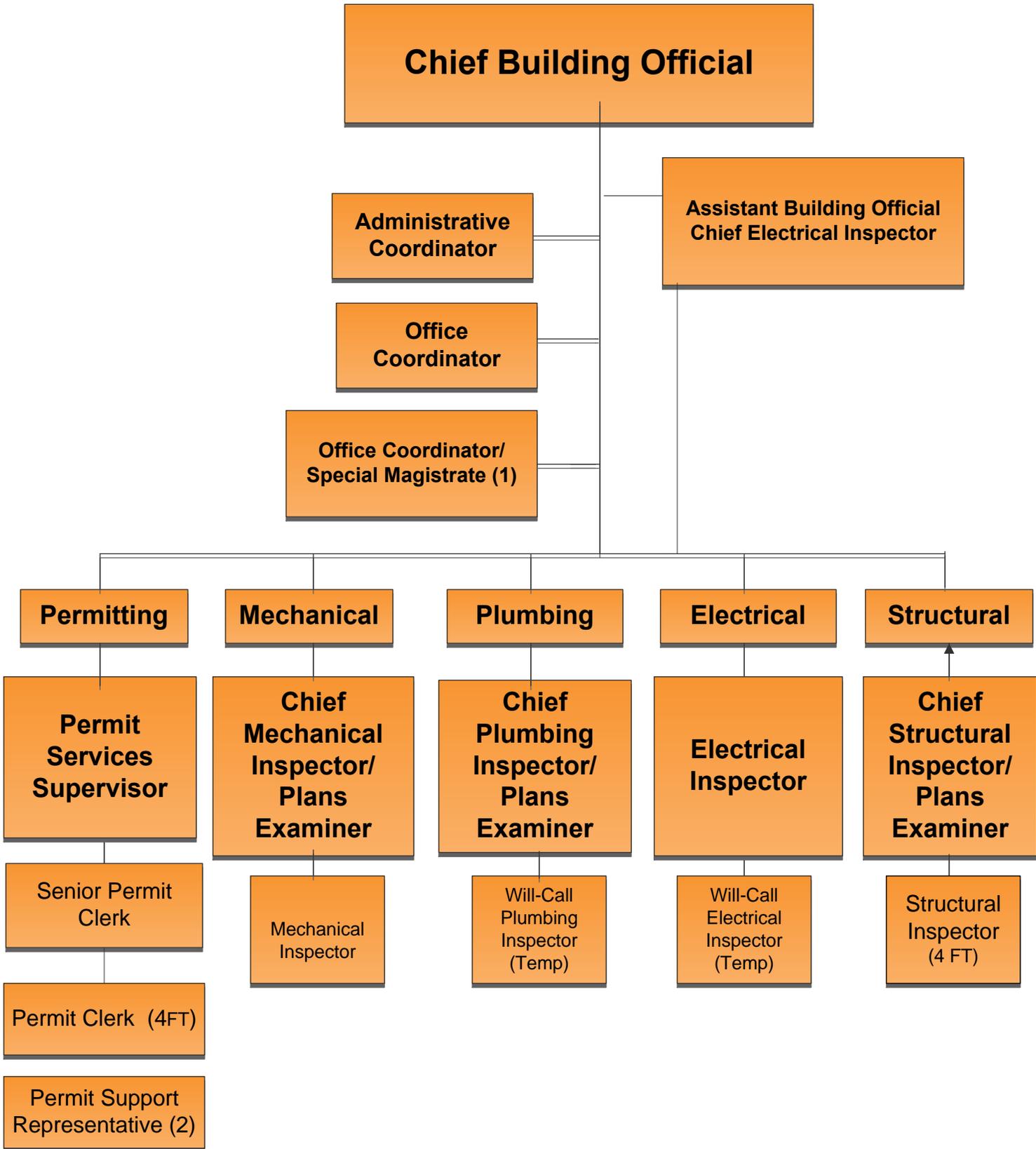
Total General Fund FY 2017 Adopted Budget	\$60,367,232
Minus Contingency, Capital, Transfers & Other Non-Chargeback Items	\$45,222,702
Total General Fund Amount to Charge Back	\$15,144,530

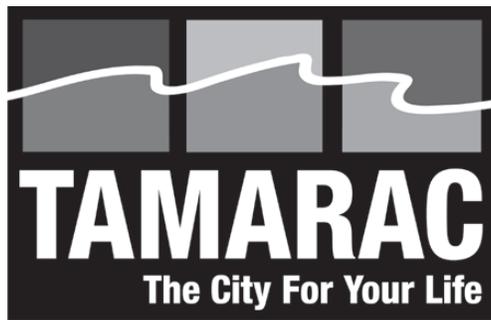
Departments/Amounts to be Allocated	FY 2017 Allocation	Utilities Fund
City Attorney \$590,580	Ordinances and Resolutions - 205 % of Total Ordinances and Resolutions Amount of Allocation	5 2.44% \$14,410
City Clerk \$602,101	Agenda Items/Scanned Items - 1,210 % of Total Scanned Images/Agenda Items Amount of Allocation	9 0.74% \$4,478
City Commission \$632,078	Ordinances and Resolutions - 205 % of Total Ordinances and Resolutions Amount of Allocation	5 2.44% \$15,423
City Manager \$3,630,901	FTE Employees - 389.8 % of Total Number of Employees Amount of Allocation	63 16.00% \$580,944
Finance Administration \$365,366	FTE Employees - 389.8 % of Total Number of Employees Amount of Allocation	63 16.00% \$58,459
Accounting \$922,008	Accounting Transactions - 28,419 % of Total Accounting Transactions Amount of Allocation	4,920 17.31% \$159,600
Management & Budget \$368,937	% of Total Operating Budget - \$110,040,080 % of Total Budget Amount of Allocation	\$20,873,734 16.10% \$59,399
Purchasing & Contracts \$421,233	Total PO's -530 % of Total Requisitions Amount of Allocation	113 14.38% \$60,561
Customer Serv/Utility Billing \$797,390	Customer Service Transactions - 241,819 % of Total Transactions/Revenue Amount of Allocation	182,571 66.11% \$527,155
Human Resources \$1,370,123	FTE Employees - 389.8 % of Total Number of Employees Amount of Allocation	63 16.21% \$222,152
Information Technology* \$2,621,562	Electronic Devices - 660 % of Electronic Devices Amount of Allocation	88 12.72% \$308,463
Public Works Administration \$85,177	FTE Employees - 389.8 % of Total Number of Employees Amount of Allocation	63 16.21% \$13,811
Public Works Operations \$368,373	FTE Employees - 389.8 % of Total Number of Employees Amount of Allocation	63 16.21% \$59,728
Facilities \$1,454,743	Total Hours Spent on Work Orders - 5,750 % of Total Square Footage Amount of Allocation	425 7.40% \$107,651
Fleet \$917,894	Fleet - Average Vehicle Maintenance % of Total Fleet Expense Amount of Allocation	Per Cost Study 32.89% \$301,939
		Utilities Fund
Total General Fund Allocations	\$15,144,530	\$2,494,173



Building Department

22 Full Time, 2 Temporary (22.67 FTE)





Building Departmental Financial Summary

Financial Summary ~ Department Revenues							
	FY 2015	FY 2016	FY 2017	Dollar	Percent	FY 2018	FY 2019
	Actual	Amended	Adopted	Change	Change	Forecast	Forecast
Building Permits	\$ 2,889,731	\$ 2,537,000	\$ 2,586,714	\$ 49,714	1.96%	\$ 2,572,600	\$ 2,580,504
Building Educ. Assessments	16,231	12,000	14,000	2,000	16.67%	14,000	14,000
Miscellaneous Revenue	84,890	55,000	70,000	15,000	27.27%	70,000	70,000
Interest Earnings	5,986	2,000	4,000	2,000	100.00%	4,060	4,121
Violations of Ordinances	489,014	140,000	200,000	60,000	42.86%	201,000	202,005
Appropriated Fund Balance	-	304,485	221,199	(83,286)	-27.35%	253,017	289,267
DEPARTMENT TOTALS	\$ 3,485,852	\$ 3,050,485	\$ 3,095,913	\$ 45,428	1.49%	\$ 3,114,677	\$ 3,159,897

Financial Summary ~ Category Expenditures							
	FY 2015	FY 2016	FY 2017	Dollar	Percent	FY 2018	FY 2019
	Actual	Amended	Adopted	Change	Change	Forecast	Forecast
Personal Services	\$ 1,816,453	\$ 1,994,962	\$ 2,108,911	\$113,949	5.71%	\$ 2,204,779	\$ 2,267,548
Operating Expenditures	180,390	211,287	188,082	(23,205)	-10.98%	179,170	175,622
Capital Outlay	-	13,200	-	(13,200)	-100.00%	-	-
Other Uses	534,673	831,036	798,920	(32,116)	-3.86%	730,728	716,727
DEPARTMENT TOTALS	\$ 2,531,516	\$ 3,050,485	\$ 3,095,913	\$ 45,428	1.49%	\$ 3,114,677	\$ 3,159,897

Financial Summary ~ Program Expenditures							
	FY 2015	FY 2016	FY 2017	Dollar	Percent	FY 2018	FY 2019
	Actual	Amended	Adopted	Change	Change	Forecast	Forecast
Administration/Operations	\$ 2,531,516	\$ 3,050,485	\$ 3,095,913	\$ 45,428	1.49%	\$ 3,114,677	\$ 3,159,897
DEPARTMENT TOTALS	\$ 2,531,516	\$ 3,050,485	\$ 3,095,913	\$ 45,428	1.49%	\$ 3,114,677	\$ 3,159,897

Building - Program Description (3500) Building

Description

Mission

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

Program Description

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

Goals & Objectives

In support of Strategic Goal # 5, A Vibrant Community, the Department provides code compliant construction, inspections and plan review using local, state and federal codes and regulations to promote the continuation of high standards for our residential and commercial neighborhoods. The Department assists and is accessible to citizens, businesses, contractors and other Departments with information, expedient responses and accurate information. In support of Strategic Goal # 4, Clear Communication, the Department provides timely inspections, plan review status and comments expeditiously for customers in real time.

Budget Performance Measures

Objective	Measure	FY16 Target	FY 16 Actual	FY17 Target	FY18 Target	FY19 Target
Promote high safety and quality standards for commercial and residential neighborhoods to maintain safe and vibrant community	Achieve 95% customer service satisfaction rating annually utilizing customer survey	95.00%	81.67%	95.00%	95.00%	95.00%
	Percent of total inspectors completing a minimum of 16 hours of continuous education	100.00%	100.00%	100.00%	100.00%	100.00%
Provide extraordinary customer service and information in expedient manner	(S) Average number of business days to review building permit applications for small permit applications	5.00	2.61	5.00	5.00	5.00
	(L) Average number of business days to review building permit applications for additions, alterations and new development projects	10.00	4.19	10.00	10.00	10.00
	Percentage of monthly inspection requests scheduled via electronic means (IVR, Click2Gov)	60.00%	60.77%	60.00%	60.00%	65.00%

Building (3500)

Financial Summary ~ Department Revenues							
	FY 2015 Actual	FY 2016 Amended	FY 2017 Adopted	Dollar Change	Percent Change	FY 2018 Forecast	FY 2019 Forecast
Building Permits	\$ 2,889,731	\$ 2,537,000	\$ 2,586,714	\$ 49,714	1.96%	\$ 2,572,600	\$ 2,580,504
Building Educ. Assessments	16,231	12,000	14,000	2,000	16.67%	14,000	14,000
Miscellaneous Revenue	84,890	55,000	70,000	15,000	27.27%	70,000	70,000
Interest Earnings	5,986	2,000	4,000	2,000	100.00%	4,060	4,121
Violations of Ordinances	489,014	140,000	200,000	60,000	42.86%	201,000	202,005
Appropriated Fund Balance	-	304,485	221,199	(83,286)	-27.35%	253,017	289,267
TOTALS	\$ 3,485,852	\$ 3,050,485	\$ 3,095,913	\$ 45,428	1.49%	\$ 3,114,677	\$ 3,159,897

Financial Summary ~ Category Expenditures							
	FY 2015 Actual	FY 2016 Amended	FY 2017 Adopted	Dollar Change	Percent Change	FY 2018 Forecast	FY 2019 Forecast
Personal Services	\$ 1,816,453	\$ 1,994,962	\$ 2,108,911	\$ 113,949	5.71%	\$ 2,204,779	\$ 2,267,548
Operating Expenditures	180,390	211,287	188,082	(23,205)	-10.98%	179,170	175,622
Capital Outlay	-	13,200	-	(13,200)	-100.00%	-	-
Other Uses	534,673	831,036	798,920	(32,116)	-3.86%	730,728	716,727
TOTALS	\$ 2,531,516	\$ 3,050,485	\$ 3,095,913	\$ 45,428	1.49%	\$ 3,114,677	\$ 3,159,897

Personnel Complement				
Position Title	Full Time	Part Time	Temp	FTE's
Permit Support Representative	2			2
Administrative Coordinator	1			1
Asst. Building Official/Chief Electrical Insp.	1			1
Chief Building Official	1			1
Chief Mechanical Inspector	1			1
Chief Plumbing Inspector	1			1
Chief Structural Inspector	1			1
Mechanical Inspector	1			1
Electrical Inspector	1			1
Office Coordinator	1			1
Office Coordinator (Special Magistrate)	1			1
Permit Clerk	4			4
Permit Services Supervisor	1			1
Senior Permit Clerk	1			1
Structural Inspector	4			4
Will Call Inspectors	0		2	0.67
Total Personnel Complement	22	0	2	22.67

FY 2017 Major Variances +/-(-):

Personal Services

Net increase in personal services is a result of planned salary, benefit adjustments. Additionally, a Mechanical Inspector was added during FY 2016, and two Permit Support Representatives were added in FY 2017.

\$ 113,949

Operating Expenditures

Increases/Decreases for:

Net decrease in operating expenditures results from a decrease in professional services for outside inspection services, and printing and binding.

\$ (23,205)

Capital Outlay:

Increases/Decrease for:

Net decrease reflects the capital items to be replaced or purchased in the current year versus the previous year. Details of the capital outlay items is included in the New Programs section, and the Asset Management section.

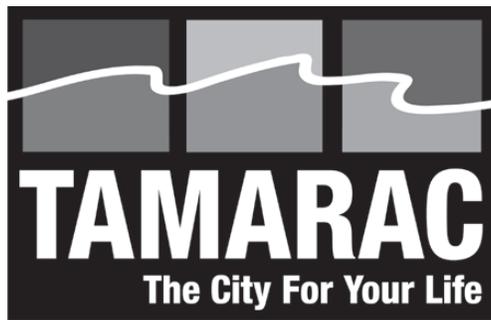
\$ (13,200)

Other Uses:

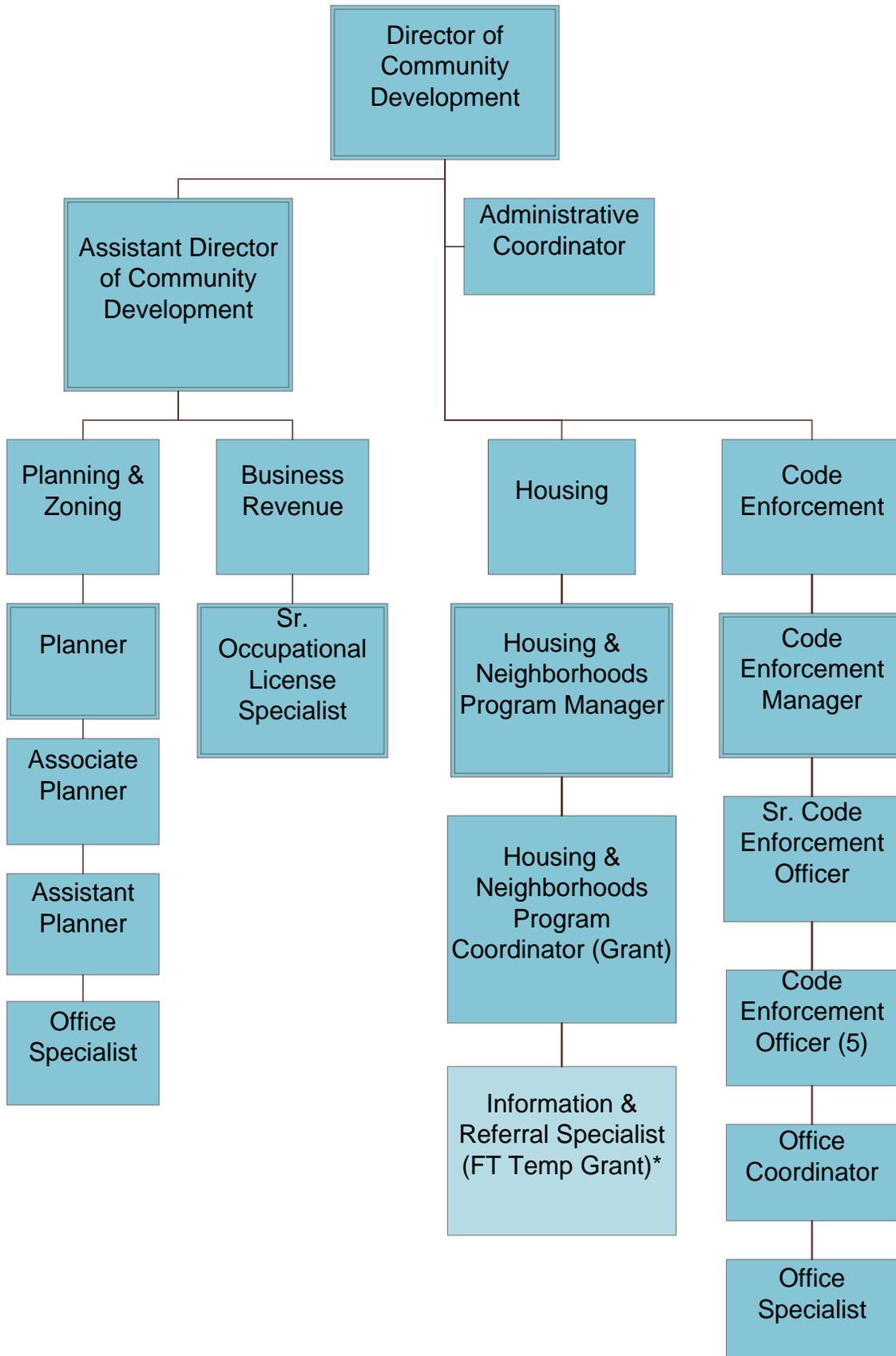
Increases/Decreases for:

Decrease as a result of a transfer to Fund 310 in FY 2016 for the cost of the electronic plan review module.

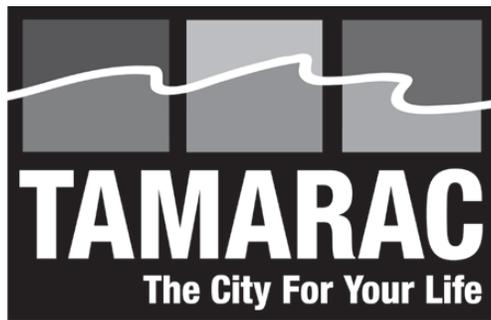
\$ (32,116)



Community Development 19 FTE, 1 Temp (19.33 FTE)



*Position reports to Parks funded by CDBG from Community Development



Community Development Departmental Financial Summary

Financial Summary ~ Department Revenues							
	FY 2015	FY 2016	FY 2017	Dollar	Percent	FY 2018	FY 2019
	Actual	Amended	Adopted	Change	Change	Forecast	Forecast
Planning Fees	\$ 72,998	\$ 48,000	\$ 60,000	\$ 12,000	25.00%	\$ 60,000	\$ 60,000
Code Enforcement	544,905	255,000	300,000	45,000	17.65%	420,000	441,000
Lot Clearing Charges	9,329	1,000	4,000	3,000	300.00%	4,000	4,000
City Licenses	761,541	751,644	751,644	-	-	751,644	755,402
Occupational License - County	94,263	58,000	63,000	5,000	8.62%	63,063	63,126
CDBG Grant	401,458	366,236	384,932	18,696	5.10%	395,400	399,217
SHIP Grant	231,577	302,441	393,753	91,312	30.19%	376,726	375,416
RCMP Grant	74,489	194,000	194,000	-	-	139,011	138,295
Home Grant	51,040	70,794	78,448	7,654	10.81%	78,372	78,229
Neighborhood Stab. Grant 3	367,986	265,000	150,000	(115,000)	-43.40%	150,000	150,000
Afford Housing	63,299	60,000	60,000	-	-	60,000	60,000
DEPARTMENT TOTALS	\$ 2,672,885	\$ 2,372,115	\$ 2,439,777	\$ 67,662	2.85%	\$ 2,498,216	\$ 2,524,685

Financial Summary ~ Category Expenditures							
	FY 2015	FY 2016	FY 2017	Dollar	Percent	FY 2018	FY 2019
	Actual	Amended	Adopted	Change	Change	Forecast	Forecast
Personal Services	\$ 1,710,617	\$ 1,817,242	\$ 1,841,791	\$ 24,549	1.35%	\$ 1,873,025	\$ 1,935,709
Operating Expenditures	1,278,524	1,005,092	912,360	(92,732)	-9.23%	739,284	737,808
Capital Outlay	11,941	3,350	-	(3,350)	-100.00%	-	-
Other Uses	183,186	276,262	420,751	144,489	52.30%	419,124	417,392
DEPARTMENT TOTALS	\$ 3,184,268	\$ 3,101,946	\$ 3,174,902	\$ 72,956	2.35%	\$ 3,031,433	\$ 3,090,909

Financial Summary ~ Program Expenditures							
	FY 2015	FY 2016	FY 2017	Dollar	Percent	FY 2018	FY 2019
	Actual	Amended	Adopted	Change	Change	Forecast	Forecast
Planning and Zoning	\$ 990,655	\$ 979,496	\$ 1,059,784	\$ 80,288	8.20%	\$ 975,117	\$ 1,013,027
Code Enforcement	654,298	765,773	755,136	(10,637)	-1.39%	754,611	772,705
Business Revenue	99,337	98,206	98,849	643	0.65%	102,196	104,020
Economic Development	92,461	-	-	-	-	-	-
Housing	1,347,517	1,258,471	1,261,133	2,662	0.21%	1,199,509	1,201,157
DEPARTMENT TOTALS	\$ 3,184,268	\$ 3,101,946	\$ 3,174,902	\$ 72,956	2.35%	\$ 3,031,433	\$ 3,090,909

Planning and Zoning - Program Description (3010)

Planning and Zoning

Mission

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

Program Description

In Fiscal Year 2016 the Planning and Zoning Division will strive to review development proposals to ensure that the highest of quality plans are presented for approval. A proper mix of commercial, industrial and residential and mixed use growth will provide service, jobs and housing for residents while creating additional tax revenue that will keep the City financially sound. Some of the goals will be met through the development of the NW 57th Street Corridor which will serve as a community district for all residents to enjoy. Planning and Zoning will continue to improve the City's zoning regulations to better reflect the desires of the community while creating a more "user friendly" development code.

Goals & Objectives

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

Budget Performance Measures

Objective	Measure	FY16 Target	FY 16 Actual	FY17 Target	FY18 Target	FY19 Target
Ensure a safe, attractive, sustainable, and well-maintained built environment through innovative revitalization efforts, land use planning, and timely application review	Percentage of administrative site plan reviews completed within 15 business days or less (Monthly)	95.00%	100.00%	95.00%	95.00%	95.00%
	Percentage of Plan Reviews Completed with 3 Reviews or Less (Monthly)	95.00%	98.83%	95.00%	95.00%	95.00%
	Percentage of Zoning Inquiry Letters processed on time (Quarterly)	95.00%	89.25%	95.00%	95.00%	95.00%
	Percentage of Field Zoning Inspections completed in 1 day or less (Monthly)	97.00%	99.92%	97.00%	97.00%	97.00%

Planning and Zoning (3010)

Financial Summary ~ Division Revenues							
	FY 2015	FY 2016	FY 2017	Dollar	Percent	FY 2018	FY 2019
	Actual	Amended	Adopted	Change	Change	Forecast	Forecast
Planning Fees	\$ 72,998	\$ 48,000	\$ 60,000	\$ 12,000	25.00%	\$ 60,000	\$ 60,000
TOTALS	\$ 72,998	\$ 48,000	\$ 60,000	\$ 12,000	25.00%	\$ 60,000	\$ 60,000

Financial Summary ~ Division Expenditures							
	FY 2015	FY 2016	FY 2017	Dollar	Percent	FY 2018	FY 2019
	Actual	Amended	Adopted	Change	Change	Forecast	Forecast
Personal Services	\$ 783,138	\$ 821,426	\$ 858,734	\$ 37,308	4.54%	\$ 894,317	\$ 931,957
Operating Expenditures	207,517	154,720	201,050	46,330	29.94%	80,800	81,070
Capital Outlay	-	3,350	-	(3,350)	-100.00%	-	-
TOTALS	\$ 990,655	\$ 979,496	\$ 1,059,784	\$ 80,288	8.20%	\$ 975,117	\$ 1,013,027

Personnel Complement				
Position Title	Full Time	Part Time	Temp	FTE's
Director of Community Development	1			1
Assistant Director of Community Development	1			1
Housing and Neighborhood Prog. Manager*	0.50			0.50
Office Specialist	1			1
Assistant Planner	1			1
Associate Planner	1			1
Planner	1			1
Administrative Coordinator	1			1
Total Personnel Complement	7.50	0	0	7.50

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

FY 2017 Major Variances +/-:

Personal Services:

Net increase in personal services is a result of planned salary and benefit adjustments. \$ 37,308

Operating Expenditures:

Net increase in operating is primarily due to various studies which include traffic, retail, and impact fees. \$ 46,330

Capital Outlay:

Net decrease reflects no new capital items to be replaced or purchased in the current year versus the previous year. Detail of the capital outlay items is included in the New Programs section, and the Asset Management Program. \$ (3,350)

Code Enforcement (3020)

Code Compliance

Mission

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

Program Description

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

Goals & Objectives

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

Budget Performance Measures

Objective	Measure	FY16 Target	FY 16 Actual	FY17 Target	FY18 Target	FY19 Target
Protect and enhance residential and commercial property values, maintain community appearance and high-standards, and preserve the quality of life through a timely code compliance process	Percentage of First Responses to all complaints within 1 day (Monthly)	90.00%	96.04%	90.00%	90.00%	90.00%
	Percent of code cases brought into voluntary compliance prior to administrative/ judicial process within 90 days (Quarterly)	70.00%	75.32%	70.00%	70.00%	70.00%
	Completion of 12 community outreach neighborhood presentations annually (Monthly)	12	13	12	12	12
	Number of commercial properties brought into compliance through the Commercial Property Initiative (Annually)	8	11	8	8	16

Code Enforcement (3020)

Financial Summary ~ Division Revenues							
	FY 2015 Actual	FY 2016 Amended	FY 2017 Adopted	Dollar Change	Percent Change	FY 2018 Forecast	FY 2019 Forecast
Code Enforcement	\$ 544,905	\$ 255,000	\$ 300,000	\$ 45,000	17.65%	\$ 420,000	\$ 441,000
Lot Clearing Charges	9,329	1,000	4,000	3,000	300.00%	4,000	4,000
TOTALS	\$ 554,234	\$ 256,000	\$ 304,000	\$ 48,000	18.75%	\$ 424,000	\$ 445,000

Financial Summary ~ Division Expenditures							
	FY 2015 Actual	FY 2016 Amended	FY 2017 Adopted	Dollar Change	Percent Change	FY 2018 Forecast	FY 2019 Forecast
Personal Services	\$ 611,944	\$ 700,983	\$ 697,326	\$ (3,657)	-0.52%	\$ 694,101	\$ 712,195
Operating Expenditures	42,354	64,790	57,810	(6,980)	-10.77%	60,510	60,510
TOTALS	\$ 654,298	\$ 765,773	\$ 755,136	\$ (10,637)	-1.39%	\$ 754,611	\$ 772,705

Personnel Complement				
Position Title	Full Time	Part Time	Temp	FTE's
Code Enforcement Manager	1			1
Senior Code Enforcement Officer	1			1
Code Enforcement Officer	5			5
Office Specialist	1			1
Office Coordinator*	0.84			0.84
Total Personnel Complement	8.84	0	0	8.84

*Position split funded with Police Services Fund 003

FY 2017 Major Variances+/-:

Personal Services:

Net decrease in personal services is a result of planned salary, benefit adjustments and workforce attrition. \$ (3,657)

Operating Expenditures:

Net decrease in operating reflects minor adjustments in accounts, reduction of debris removal, and NIP IT program based on actual expenditures. \$ (6,980)

Business Revenue - Program Description (3030)

Business Revenue

Mission

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

Program Description

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

Goals & Objectives

The goals and objectives of the Business Revenue Division support Goal #2, Healthy Financial Environment, and Goal #5, A Vibrant Community, by improving the efficiency and customer services to the business community through a high level of expedient response and a positive approach to the needs of the business community through yearly inspections, and by providing a balanced approach to attract and retain businesses; and by utilizing the best business practices as determined by decreasing the average processing time of all business license applications from the time of submittal to the issuance of the license.

Budget Performance Measures

Objective	Measure	FY16 Target	FY 16 Actual	FY17 Target	FY18 Target	FY19 Target
Keep the business community vibrant and safe and maintain a strong financial base by providing efficient, responsive, and expedient customer service to the business community	Percent of Businesses that receive an Annual Inspection (Monthly)	25.00%	7.43%	25.00%	50.00%	50.00%
	Percent of time business license issued (from application to submission) within 5 days or less (Monthly)	100.00%	100.00%	100.00%	100.00%	100.00%

Business Revenue (3030)

Financial Summary ~ Division Revenues							
	FY 2015	FY 2016	FY 2017	Dollar	Percent	FY 2018	FY 2019
	Actual	Amended	Adopted	Change	Change	Forecast	Forecast
City Licenses	\$ 761,541	\$ 751,644	\$ 751,644	\$ -	-	\$ 751,644	\$ 755,402
Occupational License - County	94,263	58,000	63,000	5,000	8.62%	63,063	63,126
TOTALS	\$ 855,804	\$ 809,644	\$ 814,644	\$ 5,000	0.62%	\$ 814,707	\$ 818,528

Financial Summary ~ Division Expenditures							
	FY 2015	FY 2016	FY 2017	Dollar	Percent	FY 2018	FY 2019
	Actual	Amended	Adopted	Change	Change	Forecast	Forecast
Personal Services	\$ 94,293	\$ 92,706	\$ 93,749	\$ 1,043	1.13%	\$ 96,496	\$ 98,920
Operating Expenditures	5,044	5,500	5,100	(400)	-7.27%	5,700	5,100
TOTALS	\$ 99,337	\$ 98,206	\$ 98,849	\$ 643	0.65%	\$ 102,196	\$ 104,020

Personnel Complement				
Position Title	Full Time	Part Time	Temp	FTE's
Senior Occupational License Specialist	1			1
Total Personnel Complement	1	0	0	1

FY 2017 Major Variances +/-:

Personal Services:

Net increase in personal services is a result of planned salary, and benefit adjustments. \$ 1,043

Operating Expenditures:

Net decrease in operating is a result of an adjustment to printing and binding as business license renewals take place every other year. \$ (400)

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

Housing

Mission

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

Program Description:

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

Goals & Objectives

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

Budget Performance Measures

Objective	Measure	FY16 Target	FY 16 Actual	FY17 Target	FY18 Target	FY19 Target
Promote clear communication through ongoing neighborhood meetings and the HOA liaison program	Percentage of residents who find annual neighborhood meetings informative/very informative (Annual)	90.00%	97.46%	90.00%	90.00%	90.00%
	Number of HOA meetings attended by staff (from any department) (Monthly)	40	60	40	40	40
Ensure neighborhood vitality, expand and improve housing opportunities by assisting residents in need or those seeking residency in Tamarac	Number of recipients assisted by the Housing Division through grant programs (households that received funds from more than one funding source will only be counted once) Monthly	12	15	12	12	12
	Percentage of Home rehabilitations where contract was awarded within 80 days of approval date (NEW FY14) (Monthly)	80.00%	100.00%	80.00%	80.00%	80.00%
	Percentage of Home Rehabilitations that are Completed within 90 days of the Building Permit Issuance (Monthly)	90.00%	96.67%	90.00%	90.00%	90.00%

Housing - CDBG/SHIP/NSP/HOME (3001/3003)

Financial Summary ~ Division Revenues							
	FY 2015	FY 2016	FY 2017	Dollar	Percent	FY 2018	FY 2019
	Actual	Amended	Adopted	Change	Change	Forecast	Forecast
RCMP Grant	\$ 74,489	\$ 194,000	\$ 194,000	\$ -	0.00%	\$ 139,011	\$ 138,295
CDBG Grant	401,458	366,236	384,932	18,696	5.10%	395,400	399,217
SHIP Grant	231,577	302,441	393,753	91,312	30.19%	376,726	375,416
Home Grant	51,040	70,794	78,448	7,654	10.81%	78,372	78,229
Neighborhood Stab. Grant	367,986	265,000	150,000	(115,000)	-43.40%	150,000	150,000
Afford Housing	63,299	60,000	60,000	-	-	60,000	60,000
TOTALS	\$ 1,189,849	\$ 1,258,471	\$ 1,261,133	\$ 2,662	0.21%	\$ 1,199,509	\$ 1,201,157

Financial Summary ~ Division Expenditures							
	FY 2015	FY 2016	FY 2017	Dollar	Percent	FY 2018	FY 2019
	Actual	Amended	Adopted	Change	Change	Forecast	Forecast
Personal Services	\$ 163,960	\$ 202,127	\$ 191,982	\$ (10,145)	-5.02%	\$ 188,111	\$ 192,637
Operating Expenditures	988,430	780,082	648,400	(131,682)	-16.88%	592,274	591,128
Capital Outlay	11,941	-	-	-	-	-	-
Other Uses	183,186	276,262	420,751	144,489	52.30%	419,124	417,392
TOTALS	\$ 1,347,517	\$ 1,258,471	\$ 1,261,133	\$ 2,662	0.21%	\$ 1,199,509	\$ 1,201,157

Personnel Complement				
Position Title	Full Time	Part Time	Temp	FTE's
Housing and Neighborhood Prog. Manager*	0.50			0.50
Housing & Neighborhood Prog. Coordinator**	1			1
Information & Referral Specialist**			1	0.50
Total Personnel Complement	1.50	0	0.50	2.00

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

**Housing & Neighborhood Program Coordinator & Information & Referral Specialist are 100% grant funded

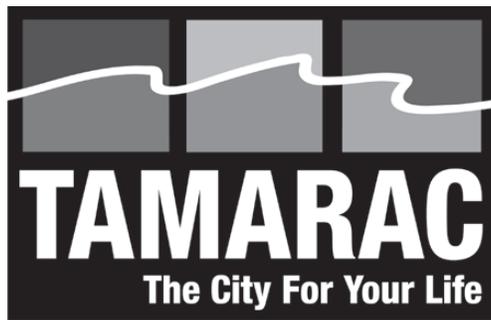
FY 2017 Major Variances +/-:

Personal Services:

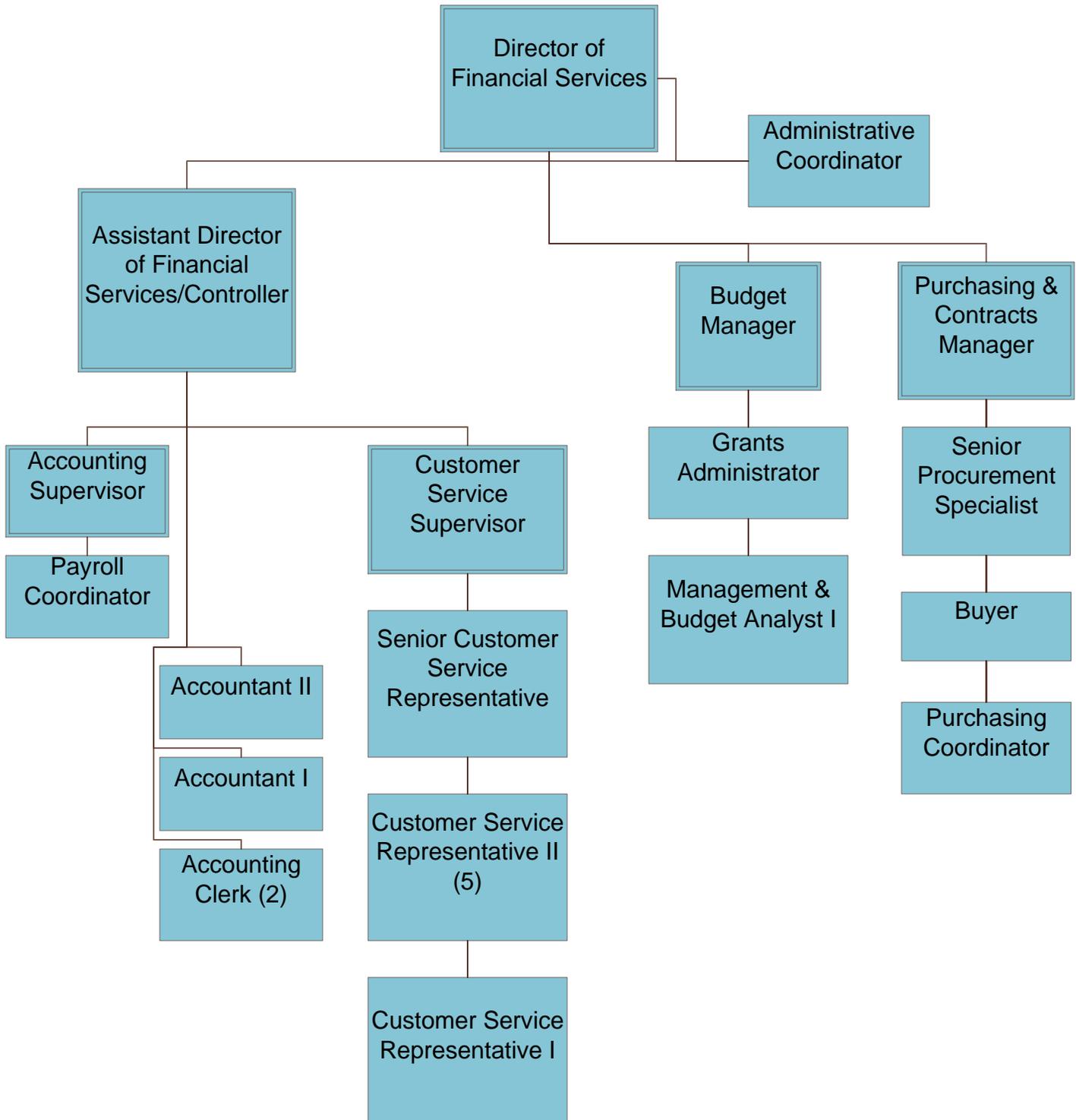
Net decrease in personal services is a result of planned salary, benefit adjustments, and workforce attrition. \$ (10,145)

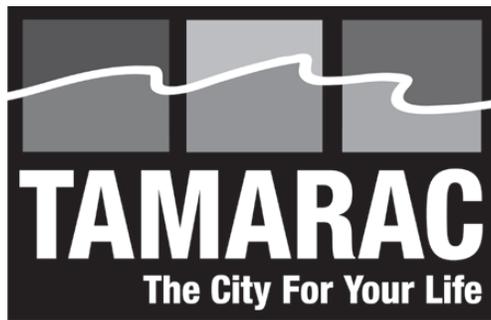
Operating Expenditures:

Net decrease is a result of changes to the RCMP projections, and NSP funds available. \$ (131,682)



Financial Services 24 Full Time (24 FTE)





**Financial Services
Departmental Financial Summary**

Financial Summary ~ Division Revenues							
	FY 2015	FY 2016	FY 2017	Dollar	Percent	FY 2018	FY 2019
	Actual	Amended	Adopted	Change	Change	Forecast	Forecast
Lien Searches	\$ 263,250	\$ 220,000	\$ 220,000	\$ -	-	\$ 220,000	\$ 220,000
TOTALS	\$ 263,250	\$ 220,000	\$ 220,000	\$ -	-	\$ 220,000	\$ 220,000

Financial Summary ~ Category Expenditures							
	FY 2015	FY 2016	FY 2017	Dollar	Percent	FY 2018	FY 2019
	Actual	Amended	Adopted	Change	Change	Forecast	Forecast
Personal Services	\$ 2,119,246	\$ 2,372,097	\$ 2,343,919	\$ (28,178)	-1.19%	\$ 2,410,619	\$ 2,494,003
Operating Expenditures	405,907	451,158	531,015	79,857	17.70%	538,275	535,940
DEPARTMENT TOTALS	\$ 2,525,153	\$ 2,823,255	\$ 2,874,934	\$ 51,679	1.83%	\$ 2,948,894	\$ 3,029,943

Financial Summary ~ Program Expenditures							
	FY 2015	FY 2016	FY 2017	Dollar	Percent	FY 2018	FY 2019
	Actual	Amended	Adopted	Change	Change	Forecast	Forecast
Administration	\$ 381,388	\$ 339,164	\$ 365,366	\$ 26,202	7.73%	\$ 385,495	\$ 400,856
Accounting and Financial Reporting	796,275	863,313	922,008	58,695	6.80%	938,791	965,527
Management and Budget	192,398	347,710	368,937	21,227	6.10%	372,388	380,390
Purchasing and Contracts	418,838	476,554	421,233	(55,321)	-11.61%	429,356	444,442
Utility Billing/Customer Service	736,254	796,514	797,390	876	0.11%	822,864	838,728
DEPARTMENT TOTALS	\$ 2,525,153	\$ 2,823,255	\$ 2,874,934	\$ 51,679	1.83%	\$ 2,948,894	\$ 3,029,943

Financial Services Administration (1501)

Financial Services

Mission

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

Program Description

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

Goals & Objectives

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

Budget Performance Measures

Measure	Series Status	Sep-06	Sep-07	Sep-08	Sep-09	Sep-10	Sep-11	Sep-12	Sep-13	Sep-14	Sep-15	Sep-16	Sep-17	Sep-18
Maintain Bond Rating at AA average three major bond rating agencies (bond rating). Target: Maintain a AA or higher rating F	FY Actual	AA-	AA-	AA-	AA-	AA-	AA	AA	AA	AA	AA	AA		
	FY Target					AA+	AA	AA						

Administration (1501)

Financial Summary ~ Division Expenditures							
	FY 2015 Actual	FY 2016 Amended	FY 2017 Adopted	Dollar Change	Percent Change	FY 2018 Forecast	FY 2019 Forecast
Personal Services	\$ 365,063	\$ 318,874	\$ 343,701	\$ 24,827	7.79%	\$ 363,520	\$ 379,081
Operating Expenditures	16,325	20,290	21,665	1,375	6.78%	21,975	21,775
TOTALS	\$ 381,388	\$ 339,164	\$ 365,366	\$ 26,202	7.73%	\$ 385,495	\$ 400,856

Personnel Complement				
Position Title	Full Time	Part Time	Temp	FTE's
Director of Financial Services	1			1
Administrative Coordinator	1			1
Total Personnel Complement	2	0	0	2

FY 2017 Major Variances +/- :

Personal Services:

Increases/Decreases for:

Net increase in personal services is a result of planned salary and benefit adjustments. \$ 24,827

Operating Expenditures:

Increases/Decreases for:

Net increase in operating is due to minor adjustments in accounts to reflect actual expenditures. \$ 1,375

Accounting and Financial Reporting - Program Description (1510)

Accounting

Mission:

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

Program Description:

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

Goals & Objectives:

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

Budget Performance Measures

Objective	Measure	FY16 Target	FY 16 Actual	FY17 Target	FY18 Target	FY19 Target
Provide high quality accounting services	Percentage of EFT transactions vs AP check and wire transfers.	40.00%	36.46%	40.00%	40.00%	40.00%
	Timely Completion of the CAFR (# days from Sept 30 FY Close) Target t ≤ 183 (Annual)	183.00	154.00	183.00	183.00	183.00
	Percentage of Time "GFOA Certificate of Excellence Reporting" received	100.00%	100.00%	100.00%	100.00%	100.00%

Accounting and Financial Reporting (1510)

Financial Summary ~ Division Expenditures							
	FY 2015 Actual	FY 2016 Amended	FY 2017 Adopted	Dollar Change	Percent Change	FY 2018 Forecast	FY 2019 Forecast
Personal Services	\$ 671,650	\$ 727,103	\$ 734,448	\$ 7,345	1.01%	\$ 747,831	\$ 777,967
Operating Expenditures	124,625	136,210	187,560	51,350	37.70%	190,960	187,560
TOTALS	\$ 796,275	\$ 863,313	\$ 922,008	\$ 58,695	6.80%	\$ 938,791	\$ 965,527

Personnel Complement				
Position Title	Full Time	Part Time	Temp	FTE's
Assistant Director of Financial Svcs./Controller	1			1
Accountant I*	0.93			0.93
Accountant II	1			1
Accounting Supervisor	1			1
Accounting Clerk	2			2
Payroll Coordinator	1			1
Total Personnel Complement	6.93	0	0	6.93

**Position split funded with Police Services Fund 003*

FY 2017 Major Variances +/- :

Personal Services:

Net increase in personal services is a result of planned salary and benefit adjustments. \$ 7,345

Operating Expenditures:

Net increase in operating is primarily due to an expected increase in auditing service cost for FY 2017. \$ 51,350

Management and Budget - Program Description (1530)

Management and Budget

Mission

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

Program Description

Management & Budget Services provides financial planning, analysis, and forecasting; program evaluation, and management analysis services in support of City operations. Specific functions include preparation and administration of the Annual and Biennial Budget Development Process and Six-Year Asset Management Program, determination of fiscal impacts, analysis of departmental operational issues, management reporting, and assistance with special projects. During the past year, the Budget Office provided citywide budget training sessions, support through fiscal analyses to internal and external customers, and assistance with various city-wide special projects. The GFOA awarded its Distinguished Budget Award for the Fiscal Year 2014 Adopted Budget; this was the 18th consecutive year that the City has received this award.

Goals & Objectives

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

Budget Performance Measures						
Objective	Measure	FY16 Target	FY 16 Actual	FY17 Target	FY18 Target	FY19 Target
Provide high quality management and budget services	Awarded Points for GFOA Distinguished Budget Award (Max 372) Annual	350.00	296.00	350.00	350.00	350.00
	Number of training hours provided to departments to increase communication of budgeting procedures (i.e. budget processes, how to access budget printouts, etc.)	20.00	20.00	20.00	20.00	20.00
	Citywide budget to actual %	95.00%	93.01%	95.00%	95.00%	95.00%

Management and Budget (1530)

Financial Summary ~ Division Expenditures							
	FY 2015 Actual	FY 2016 Amended	FY 2017 Adopted	Dollar Change	Percent Change	FY 2018 Forecast	FY 2019 Forecast
Personal Services	\$ 185,571	\$ 337,965	\$ 358,547	\$ 20,582	6.09%	\$ 361,508	\$ 371,150
Operating Expenditures	6,827	9,745	10,390	645	6.62%	10,880	9,240
TOTALS	\$ 192,398	\$ 347,710	\$ 368,937	\$ 21,227	6.10%	\$ 372,388	\$ 380,390

Personnel Complement				
Position Title	Full Time	Part Time	Temp	FTE's
Budget Manager	1			1
Grants Administrator	1			1
Management and Budget Analyst I	1			1
Total Personnel Complement	3	0	0	3

FY 2017 Major Variances +/- :

Personal Services:

Increase/Decrease for:

Net increase in personal services is a result of planned salary and benefit adjustments. \$ 20,582

Operating Expenditures:

Increases/Decreases for:

Net increase in operating due to minor adjustments in accounts to reflect actual expenditures. \$ 645

Purchasing and Contracts - Program Description (1540)

Procurement

Mission:

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

Program Description:

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

Goals & Objectives:

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

Budget Performance Measures						
Objective	Measure	FY16 Target	FY 16 Actual	FY17 Target	FY18 Target	FY19 Target
Provide high quality procurement services	Percentage of New Bids/RFP's on schedule within 90 days	80.00%	100.00%	80.00%	80.00%	80.00%
	Ratio of Number of P.O./B.O transactions to total documents including check requests.	90.00%	92.66%	90.00%	90.00%	90.00%
	Percentage of Users Surveyed who rate purchasing services as satisfactory or higher on annual user survey	99.00%	100.00%	100.00%	100.00%	100.00%

Purchasing and Contracts (1540)

Financial Summary ~ Division Expenditures							
	FY 2015	FY 2016	FY 2017	Dollar	Percent	FY 2018	FY 2019
	Actual	Amended	Adopted	Change	Change	Forecast	Forecast
Personal Services	\$ 400,645	\$ 459,701	\$ 386,203	\$ (73,498)	-15.99%	\$ 394,086	\$ 409,252
Operating Expenditures	18,193	16,853	35,030	18,177	107.86%	35,270	35,190
TOTALS	\$ 418,838	\$ 476,554	\$ 421,233	\$ (55,321)	-11.61%	\$ 429,356	\$ 444,442

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

FY 2017 Major Variances +/- :

Personal Services:

Net decrease in personal services is a result of both planned salary and benefit adjustments, and workforce attrition. \$ (73,498)

Operating Expenditures:

Net increase in operating costs is due to additional software for enterprise sourcing for city wide solicitation management. \$ 18,177

Utility Billing/Customer Service - Program Description (1560)

Utility Billing

Mission

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

Program Description

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

Goals & Objectives

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

Budget Performance Measures						
Objective	Measure	FY16 Target	FY 16 Actual	FY17 Target	FY18 Target	FY19 Target
Provide high quality customer service	Percentages of in-person visitors rating customer service as satisfied or very satisfied. Target 95% (Annual)	95.00%	99.13%	95.00%	95.00%	95.00%
	Number of electronic payments received (IVR, C2G, and ACH) Target 87,000 (Annual)	87,000.00	103,837.00	87,000.00	87,000.00	87,000.00

Utility Billing/Customer Service (1560)

Financial Summary ~ Division Revenues							
	FY 2015	FY 2016	FY 2017	Dollar	Percent	FY 2018	FY 2019
	Actual	Amended	Adopted	Change	Change	Forecast	Forecast
Lien Searches	\$ 263,250	\$ 220,000	\$ 220,000	\$ -	-	\$ 220,000	\$ 220,000
TOTALS	\$ 263,250	\$ 220,000	\$ 220,000	\$ -	-	\$ 220,000	\$ 220,000

Financial Summary ~ Division Expenditures							
	FY 2015	FY 2016	FY 2017	Dollar	Percent	FY 2018	FY 2019
	Actual	Amended	Adopted	Change	Change	Forecast	Forecast
Personal Services	\$ 496,317	\$ 528,454	\$ 521,020	\$ (7,434)	-1.41%	\$ 543,674	\$ 556,553
Operating Expenditures	239,937	268,060	276,370	8,310	3.10%	279,190	282,175
TOTALS	\$ 736,254	\$ 796,514	\$ 797,390	\$ 876	0.11%	\$ 822,864	\$ 838,728

Personnel Complement				
Position Title	Full Time	Part Time	Temp	FTE's
Customer Service Supervisor	1			1
Senior Customer Service Representative	1			1
Customer Service Representative II	5			5
Customer Service Representative I	1			1
Total Personnel Complement	8	0	0	8

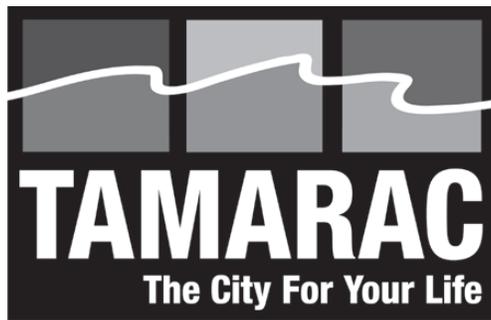
FY 2017 Major Variances +/- :

Personal Services:

Net decrease in personal services is a result of planned salary, benefit adjustments and workforce attrition. \$ (7,434)

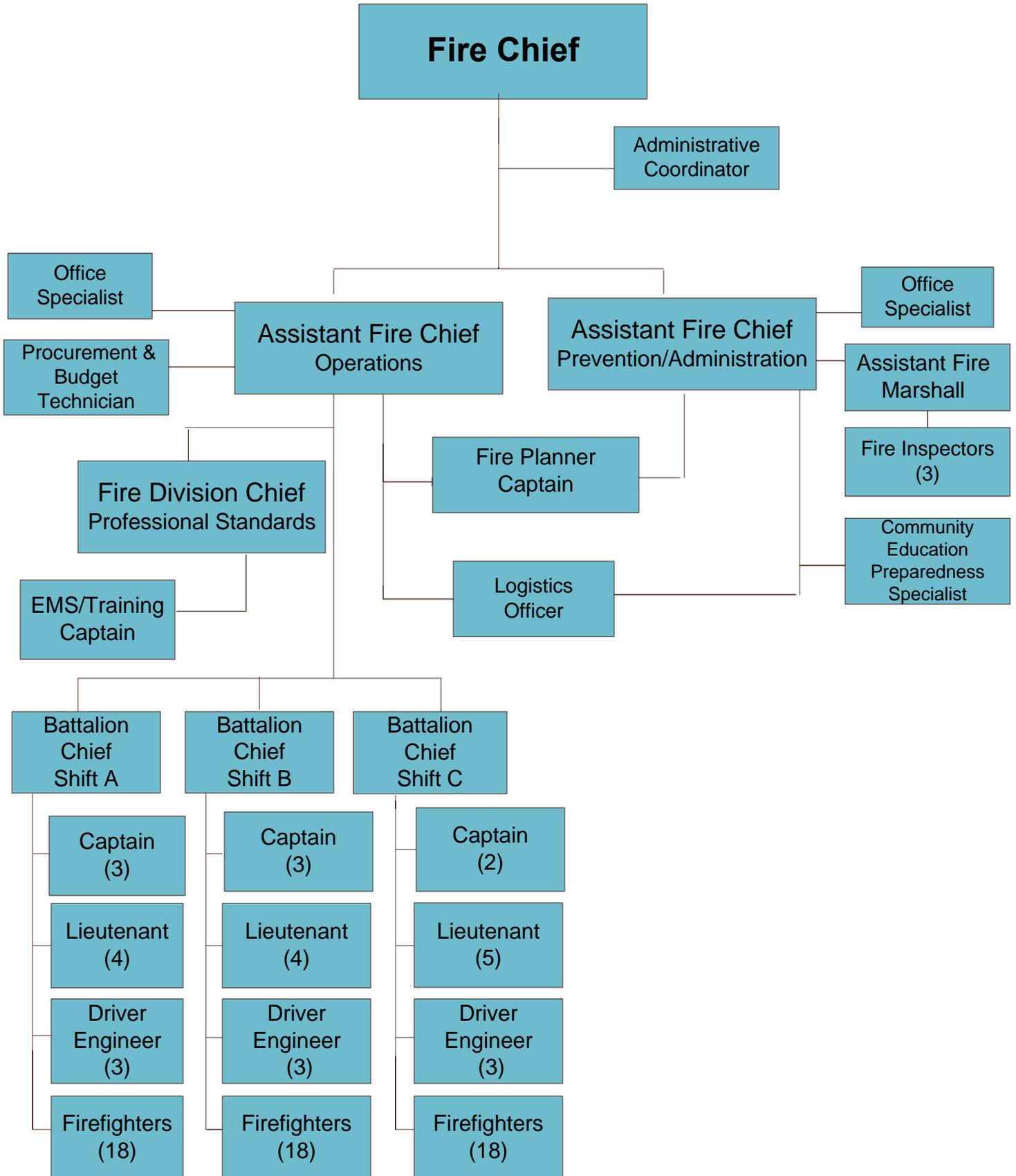
Operating Expenditures:

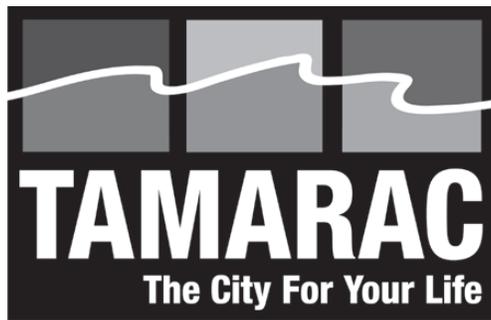
Net increase is due to an increase in credit card merchant fees, and minor adjustments to reflect actual expenditures. \$ 8,310



Fire Rescue Department

103 Full Time (103 FTE)





**Fire Rescue
Departmental Financial Summary**

Financial Summary ~ Department Revenues							
	FY 2015	FY 2016	FY 2017	Dollar	Percent	FY 2018	FY 2019
	Actual	Amended	Adopted	Change	Change	Forecast	Forecast
Permits, Fees & Spec Assessments	\$ 11,648,338	\$ 11,601,000	\$ 12,008,847	\$ 407,847	3.52%	\$ 12,316,766	\$ 12,316,766
Federal Grants	12,904	-	-	-	-	-	-
Firefighter's Supp Comp	55,622	49,000	55,000	6,000	12.24%	55,550	56,106
Emergency Service Fees	2,059,329	1,938,190	2,000,000	61,810	3.19%	2,020,000	2,040,200
Annual Inspection Fees	160,109	206,060	208,121	2,061	1.00%	210,202	212,304
Fire Re-Inspection Fees	800	3,091	3,122	31	1.00%	3,153	3,185
Residential Fire Safety	2,930	1,515	2,300	785	51.82%	2,323	2,346
Plan Review Fees	54,429	40,000	50,000	10,000	25.00%	50,500	51,005
Educational Assessments	1,023	-	-	-	-	-	-
Miscellaneous Revenues	2,930	-	-	-	-	-	-
Interest Earnings	34,408	31,480	31,045	(435)	-1.38%	31,511	31,968
Interim Fire Assessments/Impact Fees	27,715	-	30,000	30,000	-	30,000	30,000
Transfer from General Fund	6,379,742	5,977,733	6,278,313	300,580	5.03%	6,624,908	6,737,531
Installment Purchase Proceeds	546,916	555,824	-	(555,824)	-100.00%	-	-
Appropriated Fund Balance	-	2,368,736	4,393,640	2,024,904	85.48%	1,045,969	1,024,215
DEPARTMENT TOTALS	\$ 20,987,195	\$ 22,772,629	\$ 25,060,388	\$ 2,287,759	10.05%	\$ 22,390,882	\$ 22,505,626

Financial Summary ~ Category Expenditures							
	FY 2015	FY 2016	FY 2017	Dollar	Percent	FY 2018	FY 2019
	Actual	Amended	Adopted	Change	Change	Forecast	Forecast
Personal Services	\$ 14,169,930	\$ 14,947,979	\$ 16,285,923	\$ 1,337,944	8.95%	\$ 16,834,898	\$ 17,273,173
Operating Expenditures	1,240,042	1,537,866	1,546,199	8,333	0.54%	1,471,993	1,468,715
Capital Outlay	631,091	2,241,147	594,300	(1,646,847)	-73.48%	113,000	71,000
Other Uses	2,547,503	3,359,774	5,908,496	2,548,722	75.86%	3,258,564	3,140,179
Debt Service	294,675	412,373	405,470	(6,903)	-1.67%	342,427	232,559
Contingency	-	273,490	300,000	26,510	9.69%	350,000	300,000
Reserves	-	-	20,000	20,000	100.00%	20,000	20,000
DEPARTMENT TOTALS	\$ 18,883,241	\$ 22,772,629	\$ 25,060,388	\$ 2,287,759	10.05%	\$ 22,390,882	\$ 22,505,626

Financial Summary ~ Program Expenditures							
	FY 2015	FY 2016	FY 2017	Dollar	Percent	FY 2018	FY 2019
	Actual	Amended	Adopted	Change	Change	Forecast	Forecast
Administration	\$ 3,274,731	\$ 4,429,657	\$ 7,124,145	\$ 2,694,488	60.83%	\$ 4,482,551	\$ 4,329,168
Operations	14,780,122	17,282,820	16,969,943	(312,877)	-1.81%	16,856,289	17,120,576
Fire Prevention	828,388	1,060,152	966,300	(93,852)	-8.85%	1,052,042	1,055,882
DEPARTMENT TOTALS	\$ 18,883,241	\$ 22,772,629	\$ 25,060,388	\$ 2,287,759	10.05%	\$ 22,390,882	\$ 22,505,626

Fire Rescue Administration -Program Description (4501)

Fire Rescue

Mission:

The Fire Rescue Department are dedicated professionals who protect the life, health, property, and natural resources of the citizens and visitors of Tamarac by providing the highest quality emergency medical services, fire suppression, emergency preparedness, inspection services, and public education.

Program Description:

The Fire Rescue Department achieved an ISO Class 1 rating in 2015, and has plans to seek an accreditation from the Commission on Fire Accreditation International (CAFI) within the next two years. These professional codes and standards, including the National Fire Protection Association (NFPA), allows the organization to provide services that protect lives and property through an effective and efficient emergency response. These major services include fire prevention and inspection, training, public education, fire suppression, emergency medical services, hazard mitigation and emergency management efforts.

Goals & Objectives:

In support of Goal #1, Inclusive Community, Fire Administration embraces our increasing diverse community through its diverse workforce and programs that meet the needs in our community. In support of Goal #2, Healthy Financial Environment, Administration recognizes that a high performance organization requires up-to-date technology and data driven results that improve fiscal accountability and resource management throughout all aspects of the Fire-Rescue department. In support of Goal #3, Dynamic Organizational Culture, we promote and maintain a highly motivated staff characterized by integrity, education, commitment, and maintain a high level of professionalism towards our customers. In support of Goal #4, Clear Communication, the Department will provide current information to customers regarding programs and services and gather feedback. In addition, Fire Administration facilitates and supports the Operation and Prevention Divisions to accurately analyze data improving service delivery method through ongoing Customer-focused Transactional Surveys. In support of City Goals, Tamarac Fire Rescue is currently pursuing Fire Department Accreditation from the Commission on Fire Accreditation International (CAFI).

Budget Performance Measures

Objective	Measure	FY16 Target	FY 16 Actual	FY17 Target	FY18 Target	FY19 Target
Provide excellent customer service	Achieve 95% customer satisfaction rating annually using the Fire Inspection and EMS customer survey.	95.00%	96.08%	95.00%	95.00%	95.00%

Fire Rescue Administration (4501)

Financial Summary ~ Division Revenues							
	FY 2015	FY 2016	FY 2017	Dollar	Percent	FY 2018	FY 2019
	Actual	Amended	Adopted	Change	Change	Forecast	Forecast
Permits, Fees & Spec Assessments	\$ 11,648,338	\$ 11,601,000	\$ 12,008,847	407,847	3.52%	\$ 12,316,766	\$ 12,316,766
Miscellaneous Revenues	2,930	-	-	-	-	-	-
Interest Earnings	34,408	31,480	31,045	(435)	-1.38%	31,511	31,968
Interim Fire Assessments/Impact Fees	27,715	-	30,000	\$ 30,000	100.00%	30,000	30,000
Transfer from General Fund	6,379,742	5,977,733	6,278,313	300,580	5.03%	6,624,908	6,737,531
Installment Purchase Proceeds	546,916	555,824	-	(555,824)	-100.00%	-	-
Appropriated Fund Balance	-	2,368,736	4,393,640	2,024,904	85.48%	1,045,969	1,024,215
TOTALS	\$ 18,640,049	\$ 20,534,773	\$ 22,741,845	\$ 2,207,072	10.75%	\$ 20,049,154	\$ 20,140,480

Financial Summary ~ Division Expenditures							
	FY 2015	FY 2016	FY 2017	Dollar	Percent	FY 2018	FY 2019
	Actual	Amended	Adopted	Change	Change	Forecast	Forecast
Personal Services	\$ 486,894	\$ 503,521	\$ 602,219	\$ 98,698	19.60%	\$ 546,529	\$ 566,593
Operating Expenditures	240,334	292,872	293,430	558	0.19%	307,458	302,396
Other Uses	2,547,503	3,359,774	5,908,496	2,548,722	75.86%	3,258,564	3,140,179
Contingency	-	273,490	300,000	26,510	9.69%	350,000	300,000
Reserves	-	-	20,000	20,000	-	20,000	20,000
TOTALS	\$ 3,274,731	\$ 4,429,657	\$ 7,124,145	\$ 2,694,488	60.83%	\$ 4,482,551	\$ 4,329,168

Personnel Complement				
Position Title	Full Time	Part Time	Temp	FTE's
Fire Chief	1			1
Administrative Coordinator	1			1
Procurement & Budget Technician	1			1
Office Specialist	1			1
Total Personnel Complement	4	0	0	4

FY 2017 Major Variances +/- :

Personal Services:

Net increase in personal services is a result of planned salary and benefit adjustments. \$ 98,698

Other Uses:

Net increase in other uses is mainly attributable to an increase in the transfer to the Capital Equipment Fund for the replacement of vehicles for Administration, Operations, and Fire Prevention. Starting in FY 2017 funds will be annually transferred to the Capital Equipment Fund for the replacement of future vehicles rather than the year the vehicle is scheduled to be replaced. A detail of the vehicle replacement schedule is available under the Asset Management Program. \$ 2,548,722

Fire Operations - Program Description (4520)

Operations

Mission

The Fire Rescue Department are dedicated professionals who protect the life, health, property, and natural resources of the citizens and visitors of Tamarac by providing the highest quality emergency medical services, fire suppression, and education.

Program Description

The Fire Rescue Department achieved an ISO Class 1 rating in 2015. These professional standards allow the organization to provide services that protect lives and property through an effective and efficient emergency response. These major services include fire prevention and inspection, training, public education, fire suppression, emergency medical services, hazard mitigation and emergency management efforts.

Goal & Objectives

In support of Goal #2, Healthy Financial Environment, the Department will be recognized as a high quality organization who uses up-to-date technology and techniques to improve processes and enhance safe practices. In support of Goal #3, Dynamic Organizational Culture, the Department will maintain a highly motivated staff characterized by integrity, education, and commitment, and maintain a high level of professionalism towards our customers. In support of Goal #4, Clear Communication, the Department will provide current information to customers regarding programs and services and gather feedback. In addition, the Division will prepare and provide accurate data records for analysis to continue to improve service delivery methods. In support of Goal #5, A Vibrant Community, the Department will respond to all emergencies in a safe and timely manner, will provide the highest quality EMS, fire and hazard mitigation, specialized services, and information services. Tamarac Fire Rescue is currently pursuing department accreditation from the Commission on Fire Accreditation International (CAFI).

Budget Performance Measures

Objective	Measure	FY16 Target	FY 16 Actual	FY17 Target	FY18 Target	FY19 Target
Protect life, health, property, and natural resources through an effective and efficient emergency response, fire prevention, inspection, public education and other efforts	Conduct 100% hydrant inspections, per ISO	100.00%	92.13%	100.00%	100.00%	100.00%
Protect life, health, property, and natural resources through emergency medical services and public education	Fractile EMS response time (9-1-1 call to arrival on Scene in 8 minutes or less)	90.00%	88.65%	90.00%	90.00%	90.00%
	EMS % Return of Spontaneous Circulation- Quarterly	30.00%	57.50%	30.00%	30.00%	30.00%

Fire Operations (4520)

Financial Summary ~ Division Revenues							
	FY 2015 Actual	FY 2016 Amended	FY 2017 Adopted	Dollar Change	Percent Change	FY 2018 Forecast	FY 2019 Forecast
Federal Grants	\$ 12,904	\$ -	\$ -	\$ -	-	\$ -	\$ -
State Grants	-	-	-	-	-	-	-
Firefighter's Supp Comp	55,622	49,000	55,000	6,000	12.24%	55,550	56,106
Emergency Service Fees	2,059,329	1,938,190	2,000,000	61,810	3.19%	2,020,000	2,040,200
TOTALS	\$ 2,127,855	\$ 1,987,190	\$ 2,055,000	\$ 67,810	3.41%	\$ 2,075,550	\$ 2,096,306

Financial Summary ~ Division Expenditures							
	FY 2015 Actual	FY 2016 Amended	FY 2017 Adopted	Dollar Change	Percent Change	FY 2018 Forecast	FY 2019 Forecast
Personal Services	\$ 12,946,577	\$ 13,573,400	\$ 14,843,566	\$ 1,270,166	9.36%	\$ 15,359,175	\$ 15,749,883
Operating Expenditures	921,479	1,108,014	1,132,607	24,593	2.22%	1,055,687	1,073,134
Capital Outlay	617,391	2,189,033	588,300	(1,600,733)	-73.13%	99,000	65,000
Debt Service	294,675	412,373	405,470	(6,903)	-1.67%	342,427	232,559
TOTALS	\$ 14,780,122	\$ 17,282,820	\$ 16,969,943	\$ (312,877)	-1.81%	\$ 16,856,289	\$ 17,120,576

Personnel Complement				
Position Title	Full Time	Part Time	Temp	FTE's
Assistant Fire Chief	1			1
Fire Division Chief	1			1
Battalion Chief	3			3
Captain	8			8
Lieutenant	16			16
Driver Engineer	9			9
Firefighter/EMT/Paramedic	54			54
Total Personnel Complement	92	0	0	92

FY 2017 Major Variances +/- :

Personal Services:

Net increase in personal services is a result of planned salary and benefit adjustments and reflects the Fire Union contract approved in early FY 2016 and extends through September 30, 2018. \$ 1,270,166

Operating Expenditures:

Net increase is primarily due to estimated operating expenses (lease and utilities) related to temporary Fire Station 48 as well as replacement of equipment, uniforms, and protective clothing. \$ 24,593

Capital Outlay:

Net decrease is a result of transferring funds to the Capital Equipment Fund (see explanation under Administration-other uses) for the purchase of vehicles rather than directly from the Fire Rescue Operating Fund. In addition, the Asset Management Program section includes all capital items to be replaced in FY 2017. \$ (1,600,733)

Fire Prevention, Public Education and Emergency Management (4530)

Prevention (Inspections)

Mission

The Fire Rescue Department are dedicated professionals who protect the life, health, property, and natural resources of the citizens and visitors of Tamarac by providing the highest quality emergency medical services, fire suppression, public education, fire inspection services, and all hazard mitigation services. The Fire Rescue Department achieved an ISO Class 1 rating in 2015.

Program Description

The Fire Prevention Division provides fire and life safety code inspections, public education programs and emergency management for the City ensuring the highest level of safety for the residents, visitors and employees. Protecting lives and property through effective and efficient pre-incident planning, emergency response mitigation and post-incident recovery response.

Goals & Objectives

In support of Goal # 1, Inclusive Community, the Fire Prevention Division plays a vital role in the education of our customers in the areas of Fire Safety, Fire Prevention, All Hazards and Emergency Management. In support of Goal #2, Healthy Financial Environment, the Division will be recognized as a high quality organization who uses advanced technology and techniques to conduct efficient annual fire and life safety inspections. In support of Goal #3, Dynamic Organizational Culture, the Division will maintain a highly motivated staff characterized by integrity, professionalism, and commitment towards our customers. In support of Goal #4, Clear Communication, the Division will play its PART by providing current information to customers regarding programs and services, and gathering feedback on services through transactional and program surveys. In support of Goal #5, A Vibrant Community, the Division will respond to all requests in a timely manner as well as to provide the highest quality hazard mitigation, specialized services, fire and life safety inspection, public education, and information services.

Budget Performance Measures

Objective	Measure	FY16 Target	FY 16 Actual	FY17 Target	FY18 Target	FY19 Target
Protect life, health, property, and natural resources through fire prevention and inspection services	Conduct fire drills in 100% of Tamarac public/private schools thru 12 grade(n=schools/1 contact per year)	100.00%	95.24%	100.00%	100.00%	100.00%
	Completion of fire inspections for commercial and multi-family residential occupancies	2,654	3,128	2,722	2,722	2,722

Fire Prevention, Public Education and Emergency Management (4530)

Financial Summary ~ Division Revenues							
	FY 2015 Actual	FY 2016 Amended	FY 2017 Adopted	Dollar Change	Percent Change	FY 2018 Forecast	FY 2019 Forecast
Annual Inspection Fees	\$ 160,109	\$ 206,060	\$ 208,121	\$ 2,061	1.00%	\$ 210,202	\$ 212,304
Fire Re-Inspection Fees	800	3,091	3,122	31	1.00%	3,153	3,185
Residential Fire Safety	2,930	1,515	2,300	785	51.82%	2,323	2,346
Plan Review Fees	54,429	40,000	50,000	10,000	0.25	50,500	51,005
Educ. Assessments	1,023	-	-	-	-	-	-
TOTALS	\$ 219,291	\$ 250,666	\$ 263,543	\$ 12,877	\$ 1	\$ 266,178	\$ 268,840

Financial Summary ~ Division Expenditures							
	FY 2015 Actual	FY 2016 Amended	FY 2017 Adopted	Dollar Change	Percent Change	FY 2018 Forecast	FY 2019 Forecast
Personal Services	\$ 736,459	\$ 871,058	\$ 840,138	\$ (30,920)	-3.55%	\$ 929,194	\$ 956,697
Operating Expenditures	78,229	136,980	120,162	(16,818)	-12.28%	108,848	93,185
Capital Outlay	13,700	52,114	6,000	(46,114)	-88.49%	14,000	6,000
TOTALS	\$ 828,388	\$ 1,060,152	\$ 966,300	\$ (93,852)	-8.85%	\$ 1,052,042	\$ 1,055,882

Personnel Complement				
Position Title	Full Time	Part Time	Temp	FTE's
Assistant Fire Chief	1			1
Assistant Fire Marshall	1			1
Office Specialist	1			1
Comm Ed/Preparedness Specialist	1			1
Fire Inspector	4			4
Total Personnel Complement	8	0	0	8

FY 2017 Major Variances +/- :

Personal Services:

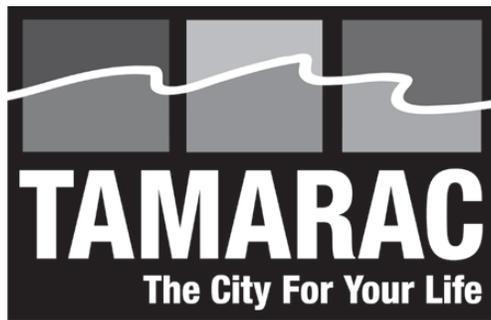
Net decrease in personal services is a result of planned salary and benefit adjustments. The FY 2017 budget includes the reclassification of an Inspector EMT position to Assistant Fire Marshall. \$ (30,920)

Operating Expenditures:

Net decrease is a result of adjustments to various operating lines based on prior year actuals. \$ (16,818)

Capital Outlay:

Net decrease is a result of transferring funds to the Capital Equipment Fund (see explanation under Administration-other uses) for the purchase of vehicles rather than directly from the Fire Rescue Operating Fund. In addition, the Asset Management Program section includes all capital items to be replaced in FY 2017. \$ (46,114)



City Commission (0100)

Program Description:

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

Goals & Objectives:

In support of Goal #4, Clear Communication, City Commission Staff facilitate communication between Commission Members, their constituents, and the general public.

Financial Summary ~ Division Expenditures							
	FY 2015	FY 2016	FY 2017	Dollar	Percent	FY 2018	FY 2019
	Actual	Amended	Adopted	Change	Change	Forecast	Forecast
Personal Services	\$ 503,095	\$ 462,092	\$ 474,825	\$ 12,733	2.76%	\$ 491,049	\$ 502,837
Operating Expenditures	63,068	80,505	74,025	(6,480)	-8.05%	74,065	74,065
Grants and Aids	83,323	88,478	83,228	(5,250)	-5.93%	83,228	83,228
TOTALS	\$ 649,486	\$ 631,075	\$ 632,078	\$ 1,003	0.16%	\$ 648,342	\$ 660,130

Personnel Complement				
Position Title	Full Time	Part Time	Temp	FTE's
Mayor		1		0.5
Vice Mayor		1		0.5
Commissioner		3		1.5
Administrative Coordinator	1			1
Total Personnel Complement	1	5	0	3.5

FY 2017 Major Variances +/- :

Personal Services:

Net increase in personal services is a result of planned salary and benefit adjustments. \$ 12,733

Operating Expenditures:

\$ (6,480)

Net decrease is a result of adjustments to various operating lines including a decrease to travel and training.

Grants and Aids:

Net decrease is based on the FY 2017 request from the Aging and Disability Resource Center of Broward County. \$ (5,250)

City Attorney (1000)

Mission:

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

Program Description:

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

Goals & Objectives:

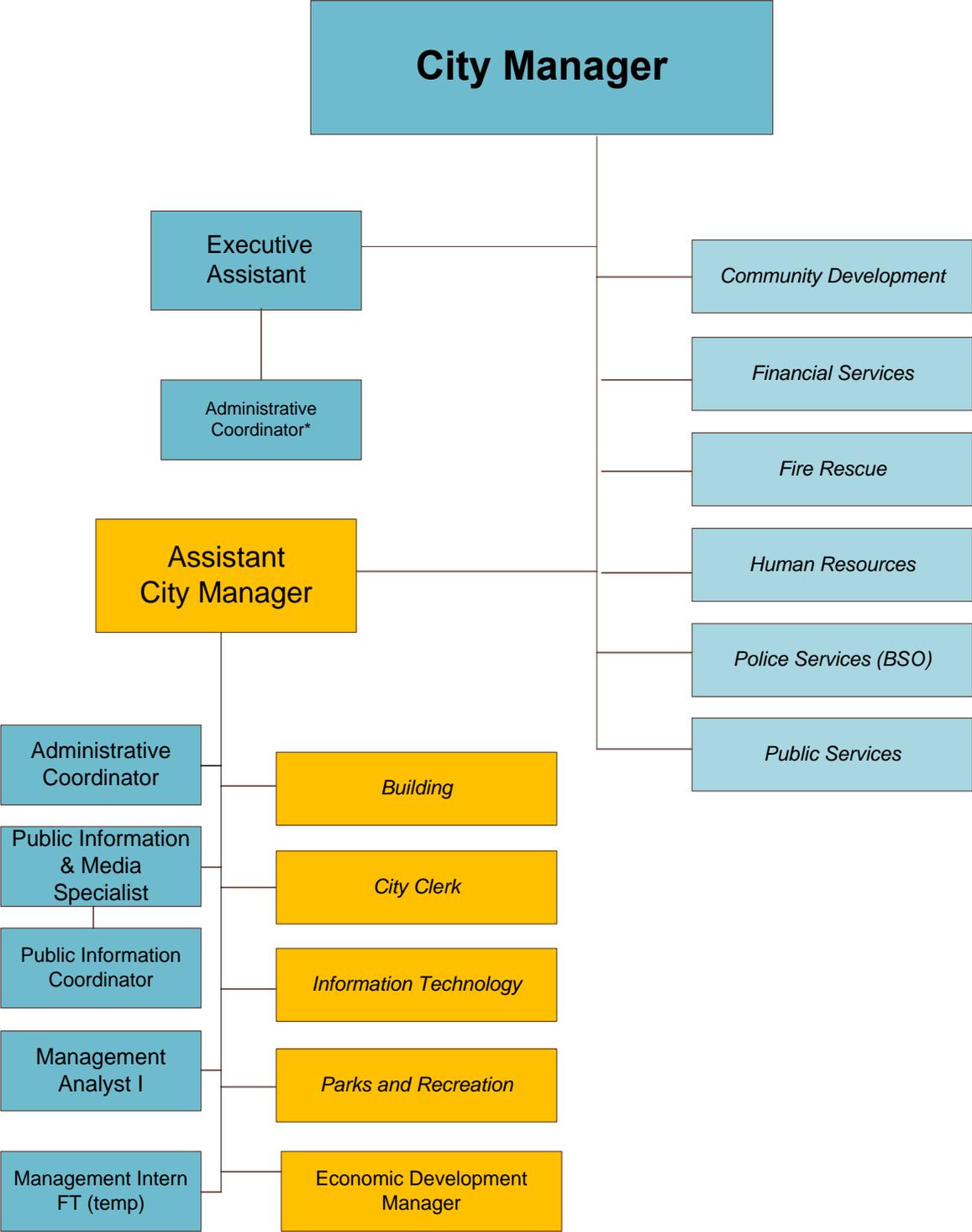
The City Attorney's Office will prepare all legal documents for litigation within the time frame designated by the Court. The City Attorney's Office will file answers to all complaints within twenty days of receipt.

Financial Summary ~ Category Expenditures							
	FY 2015 Actual	FY 2016 Amended	FY 2017 Adopted	Dollar Change	Percent Change	FY 2018 Forecast	FY 2019 Forecast
Operating Expenditures	\$ 547,878	\$ 591,080	\$ 590,580	\$ (500)	-0.08%	\$ 590,580	\$ 590,580
DEPARTMENT TOTALS	\$ 547,878	\$ 591,080	\$ 590,580	\$ (500)	-0.08%	\$ 590,580	\$ 590,580

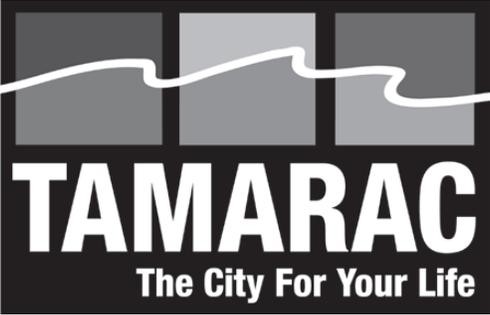
Financial Summary ~ Program Expenditures							
	FY 2015 Actual	FY 2016 Amended	FY 2017 Adopted	Dollar Change	Percent Change	FY 2018 Forecast	FY 2019 Forecast
City Attorney's Office	\$ 547,878	\$ 591,080	\$ 590,580	\$ (500)	-0.08%	\$ 590,580	\$ 590,580
DEPARTMENT TOTALS	\$ 547,878	\$ 591,080	\$ 590,580	\$ (500)	-0.08%	\$ 590,580	\$ 590,580

City Manager

8 Full Time, 1 Temp (8.5 FTE)



*This position provides administrative support for the Mayor and City Commission.



**City Manager
Departmental Financial Summary**

Financial Summary ~ Category Expenditures							
	FY 2015 Actual	FY 2016 Amended	FY 2017 Adopted	Dollar Change	Percent Change	FY 2018 Forecast	FY 2019 Forecast
Personal Services	\$ 1,230,982	\$ 1,470,777	\$ 1,486,259	\$ 15,482	1.05%	\$ 1,631,830	\$ 1,681,944
Operating Expenditures	201,961	338,022	300,142	(37,880)	-11.21%	300,004	300,314
Capital Outlay	-	3,000	3,000	-	-	3,000	3,000
DEPARTMENT TOTALS	\$ 1,432,943	\$ 1,811,799	\$ 1,789,401	\$ (22,398)	-1.24%	\$ 1,934,834	\$ 1,985,258

Financial Summary ~ Program Expenditures							
	FY 2015 Actual	FY 2016 Amended	FY 2017 Adopted	Dollar Change	Percent Change	FY 2018 Forecast	FY 2019 Forecast
City Manager's Office	\$ 1,069,205	\$ 1,125,835	\$ 1,156,786	\$ 30,951	2.75%	\$ 1,291,807	\$ 1,329,474
Economic Development	0	175,885	187,755	11,870	6.75%	189,484	191,313
Public Information Office	363,738	510,079	444,860	(65,219)	-12.79%	453,543	464,471
DEPARTMENT TOTALS	\$ 1,432,943	\$ 1,811,799	\$ 1,789,401	\$ (22,398)	-1.24%	\$ 1,934,834	\$ 1,985,258

City Manager - Program Description (0501)

City Manager

Mission:

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

Program Description:

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

Goals & Objectives:

The City Manager's Office provides leadership and direction to all departments to facilitate the accomplishment of all five Strategic Goals. In support of Goal #1, Inclusive Community, the City Manager's Office will identify customers and their needs, including recognizing the cultural diversity of our changing City. In support of Goal #2, Healthy Financial Environment, the City Manager's Office will leverage the value of taxpayer dollars through the use of grant funding. In support of Goal #3, Dynamic Organizational Culture, the City Manager's Office will facilitate a culture of performance excellence within the organization.

Budget Performance Measures

Objective	Measure	FY16 Target	FY 16 Actual	FY17 Target	FY18 Target	FY19 Target
Actualize the vision of the City as a High Performance Organization	Percent of customers who "agree"/"strongly agree" that the City staff they interacted with met or exceeded their expectations for "Customer Service, Second to None"	95.00%	96.07%	95.00%	95.00%	95.00%
Provide leadership, oversight, support and systems to empower departments to meet and exceed customer expectations	Percent of residents "satisfied" or "very satisfied" with overall quality of services provided by the City (2016 National Average = 56%). *Data gathered from regularly conducted Community Survey	84.00%	77.00%	84.00%	80.00%	80.00%
	Percent of residents "satisfied" or "very satisfied" with overall quality of life in the City (2016 National Average = 77%). *Data gathered from regularly conducted Community Survey	78.00%	74.00%	78.00%	78.00%	78.00%
	Percent of residents who "agree" or "strongly agree" the City does a good job serving the needs of diverse populations in the community. *Data gathered from regularly conducted Community Survey	60.00%	55.00%	60.00%	60.00%	60.00%
	Percentage of residents "satisfied" or "very satisfied" with overall value they receive for their City tax dollars and fees (2016 National Average = 46%). *Data gathered from regularly conducted Community Survey	60.00%	55.00%	60.00%	60.00%	60.00%

City Manager (0501)

Financial Summary ~ Division Expenditures									
	FY 2015		FY 2016		FY 2017	Dollar	Percent	FY 2018	FY 2019
	Actual		Amended		Adopted	Change	Change	Forecast	Forecast
Personal Services	\$ 1,041,617	\$	1,084,242	\$	1,112,514	\$ 28,272	2.61%	\$ 1,247,535	\$ 1,285,092
Operating Expenditures	27,588		41,593		44,272	2,679	6.44%	44,272	44,382
TOTALS	\$ 1,069,205	\$	1,125,835	\$	1,156,786	\$ 30,951	2.75%	\$ 1,291,807	\$ 1,329,474

Personnel Complement				
Position Title	Full Time	Part Time	Temp	FTE's
City Manager	1			1
Assistant City Manager	1			1
Management Analyst I	1			1
Executive Assistant	1			1
Administrative Coordinator	1			1
Management Intern (Temp)			1	0.50
Total Personnel Complement	5	0	1	5.50

FY 2017 Major Variances +/- :

Personal Services:

Net increase in personal services is a result of planned salary and benefit adjustments. \$ 28,272

Operating Expenditures:

Net increase in operating is primarily due to an increase in training and seminars. \$ 2,679

Economic Development Division -Program Description (0525)

Economic Development

Mission

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

Program Description

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

Goals & Objectives

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

Budget Performance Measures						
Objective	Measure	FY16 Target	FY 16 Actual	FY17 Target	FY18 Target	FY19 Target
Attract development and facilitate growth, redevelopment, retention and expansion of businesses in the City	Tamarac Resident Median Income (ACS 5-year Estimates)	44,600.00		45,400.00	46,200.00	46,800.00

Economic Development (0525)

Financial Summary ~ Division Expenditures							
	FY 2015	FY 2016	FY 2017	Dollar	Percent	FY 2018	FY 2019
	Actual	Amended	Adopted	Change	Change	Forecast	Forecast
Personal Services	\$ -	\$ 131,023	\$ 142,955	\$ 11,932	9.11%	\$ 144,622	\$ 146,451
Operating Expenditures	-	44,862	44,800	(62)	-0.14%	44,862	44,862
TOTALS	\$ -	\$ 175,885	\$ 187,755	\$ 11,870	6.75%	\$ 189,484	\$ 191,313

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

FY 2017 Major Variances +/-:

Personal Services:

Net increase in personal services is a result of planned salary and benefit adjustments. \$ 11,932

Public Information Office (0530)

Public Information Office

Mission:

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

Program Description:

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

Goals & Objectives:

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

Budget Performance Measures

Objective	Measure	FY16 Target	FY 16 Actual	FY17 Target	FY18 Target	FY19 Target
Facilitate communication within & outside of organization to enhance visibility of City programs & services	Percent of residents "satisfied" or "very satisfied" with the quality of the City's news magazine, the Tam-A-Gram. *Data gathered from regularly conducted Community Surveys	87.00%	81.00%	87.00%	87.00%	87.00%
	Percent of residents "satisfied" or "very satisfied" with the overall effectiveness of City communication with the public (2016 National Average = 45%). *Data gathered from regularly conducted Community Survey	74.00%	63.00%	74.00%	65.00%	65.00%

Public Information (0530)

Financial Summary ~ Division Expenditures							
	FY 2015	FY 2016	FY 2017	Dollar	Percent	FY 2018	FY 2019
	Actual	Amended	Adopted	Change	Change	Forecast	Forecast
Personal Services	\$ 189,365	\$ 255,512	\$ 230,790	\$ (24,722)	-9.68%	\$ 239,673	\$ 250,401
Operating Expenditures	174,373	251,567	211,070	(40,497)	-16.10%	210,870	211,070
Capital Outlay	-	3,000	3,000	-	-	3,000	3,000
TOTALS	\$ 363,738	\$ 510,079	\$ 444,860	\$ (65,219)	-12.79%	\$ 453,543	\$ 464,471

Personnel Complement				
Position Title	Full Time	Part Time	Temp	FTE's
Public Information & Media Specialist	1			1
Public Information Coordinator	1			1
Total Personnel Complement	2	0	0	2

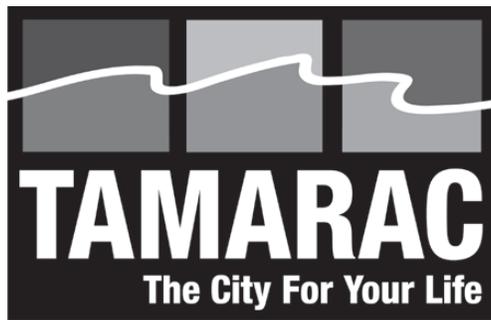
FY 2017 Major Variances +/- :

Personal Services:

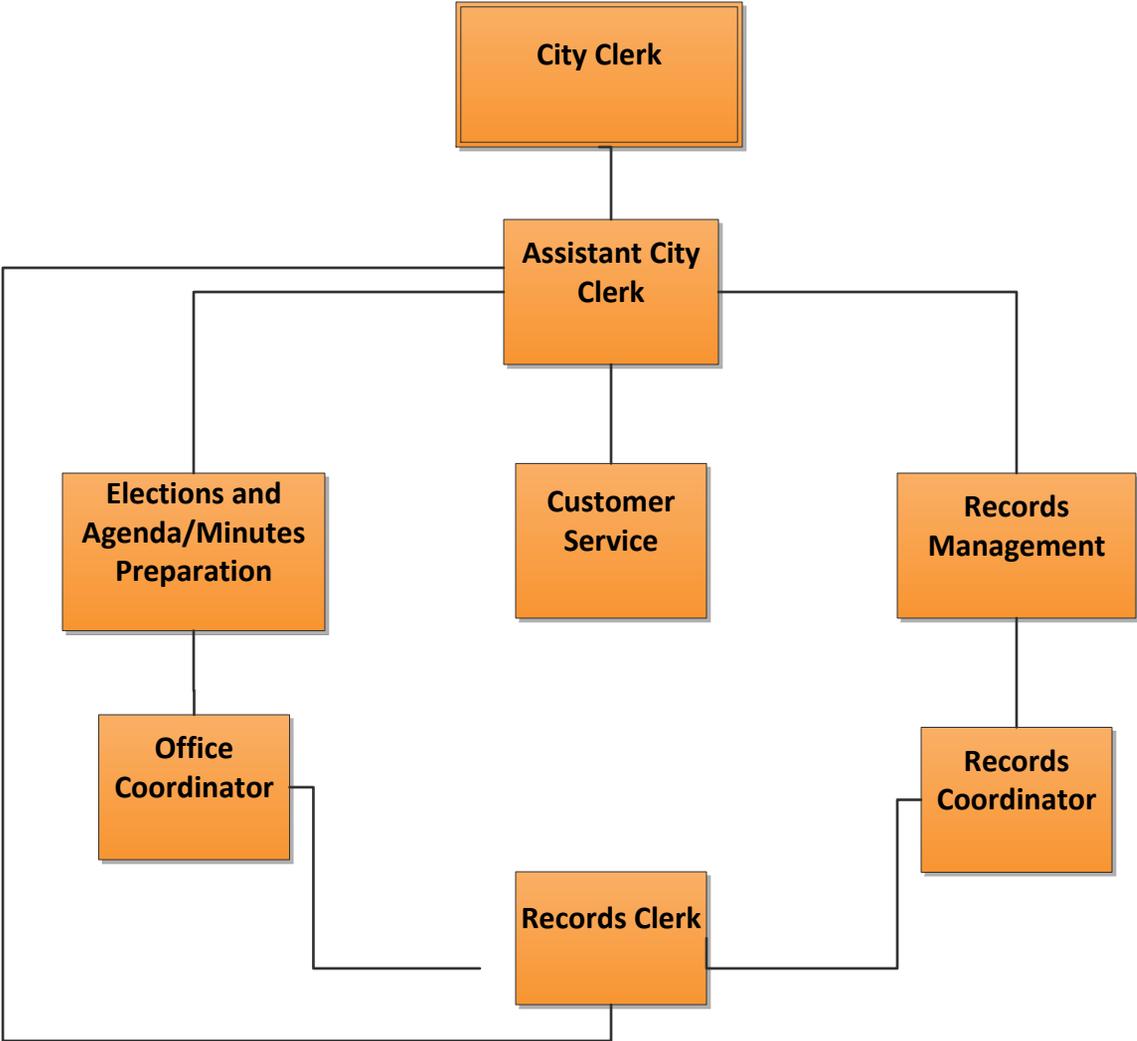
Net decrease in personal services is a result of a decrease in temporary services. \$ (24,722)

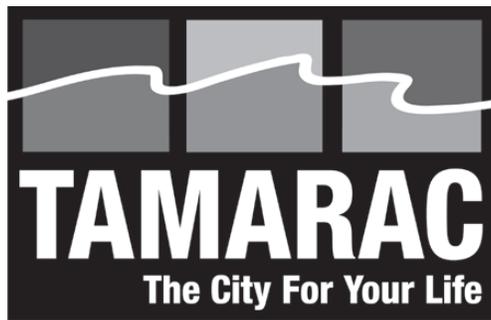
Operating Expenditures:

Net decrease in operating is primarily due to a reduction in promotional, and printing and binding accounts. (40,497)



**City Clerk
5 Full Time (5 FTE)**





City Clerk Departmental Financial Summary

Financial Summary ~ Category Expenditures							
	FY 2015	FY 2016	FY 2017	Dollar	Percent	FY 2018	FY 2019
	Actual	Amended	Adopted	Change	Change	Forecast	Forecast
Personal Services	\$ 345,087	\$ 440,177	\$ 455,293	\$ 15,116	3.43%	\$ 469,737	\$ 485,425
Operating Expenditures	92,144	110,565	146,808	36,243	32.78%	117,775	112,775
Capital Outlay	17,026	-	-	-	-	-	-
DEPARTMENT TOTALS	\$ 454,257	\$ 550,742	\$ 602,101	\$ 51,359	9.33%	\$ 587,512	\$ 598,200

Financial Summary ~ Program Expenditures							
	FY 2015	FY 2016	FY 2017	Dollar	Percent	FY 2018	FY 2019
	Actual	Amended	Adopted	Change	Change	Forecast	Forecast
City Clerk	\$ 454,257	\$ 550,742	\$ 602,101	\$ 51,359	9.33%	\$ 587,512	\$ 598,200
DEPARTMENT TOTALS	\$ 454,257	\$ 550,742	\$ 602,101	\$ 51,359	9.33%	\$ 587,512	\$ 598,200

City Clerk - Program Description (1300)

City Clerk/ Gen. Gvt

Mission

To preserve the integrity of the City of Tamarac's official records, which encompass business transactions, law and policy making, and property-related matters. Additionally, the City Clerk's Office is responsible for coordination of general and special elections, informing residents of public hearings and meetings, and ensuring accurate and timely recordkeeping relative to City Commission workshops and regular meetings.

Program Description

To oversee the City Commission agenda process, which includes the creation of workshop, regular, and special City Commission meeting agendas and related support materials to all interested parties. To maintain a records management database of all city records, oversight of training to other departments, and oversight of the records lifecycle. Inform residents of public meetings and hearings pursuant to Florida Statutes. Oversee the codification of the Municipal Code of Ordinances, and distribute new supplements to City staff. Provide notice of public meetings of the Tamarac City Commission and applicable City of Tamarac advisory boards and committees. Provide for records disposition/disposal to the fullest extent permissible by Florida laws, and the cost effective, legal maintenance of permanent records for all City departments. To work with the Broward Supervisor of Elections Office staff to efficiently run City of Tamarac general and special elections.

Goals & Objectives

In support of Strategic Plan Goal #1, Inclusive Community, the City Clerk's Office will provide public information in English and Spanish; foster strong professional partnerships with the Broward County Supervisor of Elections and professional staff from neighboring municipalities; ensure timely dissemination of information relative to other governmental/business entities to City residents and other interested parties. In support of Strategic Plan Goal #3, Dynamic Organizational Culture, the Office will work toward succession planning to provide appropriate cross training among staff, as well as, provide opportunities to encourage certification and higher education for staff; empower employees to openly contribute their ideas to enhance customer service and processes; foster ethical behavior in accordance with Florida Statutes and appropriate professional Codes of Ethics (IIMC, ICRM, ICMA, etc.).

Budget Performance Measures

Objective	Measure	FY16 Target	FY 16 Actual	FY17 Target	FY18 Target	FY19 Target
Preserve the integrity of the City's official records and respond to public requests, coordinate elections, and inform residents of public hearings and public meetings	Percentage of Public Records Requests Acknowledged within 1 day	100.00%	99.67%	100.00%	100.00%	100.00%
	Percent of Commission Meeting Minutes transcribed within 3 days following a Commission Meeting	90.00%	86.05%	90.00%	90.00%	90.00%
	Agendas for regularly scheduled City Commission meetings posted and available to the public at least 72 hours prior to the meeting	100.00%	100.00%	100.00%	100.00%	100.00%
	Voter turnout in Tamarac will be above Broward County Avg	3.50%			4.20%	

City Clerk (1300)

Financial Summary ~ Division Expenditures							
	FY 2015	FY 2016	FY 2017	Dollar	Percent	FY 2018	FY 2019
	Actual	Amended	Adopted	Change	Change	Forecast	Forecast
Personal Services	\$ 345,087	\$ 440,177	\$ 455,293	\$ 15,116	3.43%	\$ 469,737	\$ 485,425
Operating Expenditures	92,144	110,565	146,808	36,243	32.78%	117,775	112,775
Capital Outlay	17,026	-	-	-	-	-	-
TOTALS	\$ 454,257	\$ 550,742	\$ 602,101	\$ 51,359	9.33%	\$ 587,512	\$ 598,200

Personnel Complement				
Position Title	Full Time	Part Time	Temp	FTE's
City Clerk	1			1
Assistant City Clerk	1			1
Office Coordinator	1			1
Records Coordinator	1			1
Records Clerk	1			1
Total Personnel Complement	5	0	0	5

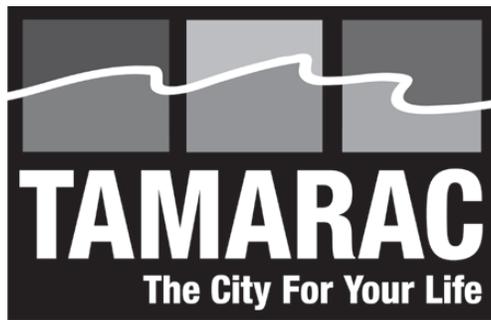
FY 2017 Major Variances +/- :

Personal Services:

Net increase in personal services is a result of planned salary and benefit adjustments. \$ 15,116

Operating Expenditures:

Net increase in operating is due to an increase in contractual services for Municode due to revisions of code by Community Development. \$ 36,243



Police Services (4120)
Departmental Financial Summary

Financial Summary ~ Department Revenues							
	FY 2015	FY 2016	FY 2017	Dollar	Percent	FY 2018	FY 2019
	Actual	Amended	Adopted	Change	Change	Forecast	Forecast
Fines & Forfeits - County	\$ 72,370	\$ 116,150	\$ 50,000	(66,150)	-56.95%	\$ 101,000	\$ 102,010
Parking violations	313,855	230,000	260,000	30,000	13.04%	262,600	265,226
Red light violations	1,465,483	2,953,810	1,790,614	(1,163,196)	-39.38%	1,790,279	1,790,863
Red light violations (contra)	(768,431)	(1,451,503)	(940,639)	510,864	-35.20%	(940,639)	(940,639)
Red light Admin fees	-	5,000	25,000	20,000	400.00%	25,000	25,000
Red Light - Fines & Forfeits	114,537	280	26,000	25,720	9185.71%	26,000	26,000
DEPARTMENT TOTALS	\$ 1,197,814	\$ 1,853,737	\$ 1,210,975	\$ (642,762)	-34.67%	\$ 1,264,240	\$ 1,268,460

Financial Summary ~ Category Expenditures							
	FY 2015	FY 2016	FY 2017	Dollar	Percent	FY 2018	FY 2019
	Actual	Amended	Adopted	Change	Change	Forecast	Forecast
Personal Services	\$ 478,691	\$ 554,693	\$ 611,442	\$ 56,749	-44.42%	\$ 611,107	\$ 630,691
Operating Exp - Police/BSO	13,275,105	14,303,897	15,015,153	711,256	4.97%	15,761,855	15,761,855
Operating Exp - Red-light Cameras	874,533	1,452,894	853,100	(599,794)	-41.28%	853,100	853,100
Contingencies	-	-	27,433	27,433	100%	27,433	27,433
DEPARTMENT TOTALS	\$ 14,628,329	\$ 16,311,484	\$ 16,507,128	\$ 195,644	1.20%	\$ 17,253,495	\$ 17,273,079

Financial Summary ~ Program Expenditures							
	FY 2015	FY 2016	FY 2017	Dollar	Percent	FY 2018	FY 2019
	Actual	Amended	Adopted	Change	Change	Forecast	Forecast
Police Services	13,735,038	14,803,897	15,606,153	802,256	5.42%	16,352,855	16,371,855
Red Light Cameras	893,291	1,507,587	900,975	(634,045)	-42.06%	900,640	901,224
DEPARTMENT TOTALS	\$ 14,628,329	\$ 16,311,484	\$ 16,507,128	\$ 168,211	1.03%	\$ 17,253,495	\$ 17,273,079

Police Services/Broward Sheriff's Office (4120)

Broward Sheriff

Mission

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

Program Description

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

Goals & Objectives

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

Budget Performance Measures						
Objective	Measure	FY16 Target	FY 16 Actual	FY17 Target	FY18 Target	FY19 Target
Ensure safety levels that allow residents to enjoy quality of life	Number of High visibility traffic and corridor operations	20	17	20	20	20
	Number of District participation in community outreach programs/meetings	125	149	125	125	125
	Number of volunteer hours	3,000.00	6,104.00	3,000.00	3,000.00	3,000.00
	Percentage of days minimum staffing requirements were met	100.00%	100.00%	100.00%	100.00%	100.00%

Police Services (4120)

Financial Summary ~ Division Revenues							
	FY 2015 Actual	FY 2016 Amended	FY 2017 Adopted	Dollar Change	Percent Change	FY 2018 Forecast	FY 2019 Forecast
Fines & Forfeits - County	\$ 72,370	\$ 116,150	\$ 50,000	\$ (66,150)	-56.95%	\$ 101,000	\$ 102,010
Parking Violations	313,855	230,000	260,000	30,000	13.04%	262,600	265,226
TOTALS	\$ 386,225	\$ 346,150	\$ 310,000	\$ (36,150)	-10.44%	\$ 363,600	\$ 367,236

Financial Summary ~ Division Expenditures							
	FY 2015 Actual	FY 2016 Amended	FY 2017 Adopted	Dollar Change	Percent Change	FY 2018 Forecast	FY 2019 Forecast
Personal Services	\$ 459,933	\$ 500,000	\$ 591,000	\$ 91,000	18.20%	\$ 591,000	\$ 610,000
Operating Exp	13,275,105	14,303,897	15,015,153	711,256	4.97%	15,761,855	15,761,855
TOTALS	\$ 13,735,038	\$ 14,803,897	\$ 15,606,153	\$ 802,256	5.42%	\$ 16,352,855	\$ 16,371,855

Personnel Complement				
Position Title	Full Time	Part Time	Temp	FTE's
District Chief	1			1
Executive Officer/Lieutenant	2			2
Sergeant	8			8
Deputy Sheriff	68			68
School Resource Officer	2			2
Community Service Aide	14			14
Crime Analyst	1			1
Clerical Assistant	2			2
Administrative	1			1
Total Personnel Complement	99	0	0	99

FY 2017 Major Variances +/- :

Personal Services:

Net increase in contribution to the Police Pension Plan. \$ 91,000

Operating Expenditures:

Net increase in budget request from the Broward Sheriff's office for services in FY 2017. \$ 711,256

Police Services/Red Light Camera Program (4121)

Police Services/ Red Light Camera Program

Mission

The Red Light Photo Enforcement Program's Mission is to partner with the Broward Sheriff's Office (BSO) to provide the conditions that improve transportation safety for everyone in and around the City of Tamarac.

Program Description

The Red Light Photo Enforcement Program supplements our current Broward County Sheriff's resources in an effort to achieve a higher level of public safety on our roadways and more specifically at the City's light controlled intersections. The City of Tamarac has plans for 20 Camera locations citywide. The City will also provide local hearings for notices of violations that will be conducted by experienced Special Magistrates.

Goals and Objectives

In support of Goal#5 "A Vibrant Community", the Red Light Photo Enforcement Program - Tamarac will provide transportation safety for all residents and visitors of the City of Tamarac and ensure speed reduction and traffic rules compliance. Safe intersections, a higher level of public safety and a reduction in intersection accidents are of paramount importance in the program's operations.

Budget Performance Measures

Objective	Measure	FY16 Target	FY 16 Actual	FY17 Target	FY18 Target	FY19 Target
Increase Safety through Red Light Camera Program	Number of months where rejection rates do not increase greater than 2% month over month	12.00	12.00	12.00	12.00	12.00

Police Services/Red Light Camera (4121)

Financial Summary ~ Division Revenues							
	FY 2015	FY 2016	FY 2017	Dollar	Percent	FY 2018	FY 2019
	Actual	Amended	Adopted	Change	Change	Forecast	Forecast
Red light violations	\$ 1,465,483	\$ 2,953,810	\$ 1,790,614	\$ (1,163,196)	-39.38%	\$ 1,790,279	\$ 1,790,863
Red light violations (contra)	(768,431)	(1,451,503)	(940,639)	510,864	-35.20%	(940,639)	(940,639)
Fines & Forfeits	114,537	280	26,000	25,720	9185.71%	26,000	26,000
Red light Admin fees	-	5,000	25,000	20,000	400.00%	25,000	25,000
TOTALS	\$ 811,589	\$ 1,507,587	\$ 900,975	\$ (606,612)	-40.24%	\$ 900,640	\$ 901,224

Financial Summary ~ Division Expenditures							
	FY 2015	FY 2016	FY 2017	Dollar	Percent	FY 2018	FY 2019
	Actual	Amended	Adopted	Change	Change	Forecast	Forecast
Personal Services	\$ 18,758	\$ 54,693	\$ 20,442	\$ (34,251)	-62.62%	\$ 20,107	\$ 20,691
Operating Exp	874,533	1,452,894	853,100	(599,794)	-41.28%	853,100	853,100
Contingencies	-	-	27,433	27,433	100.00%	27,433	27,433
TOTALS	\$ 893,291	\$ 1,507,587	\$ 900,975	\$ (634,045)	-42.06%	\$ 900,640	\$ 901,224

Personnel Complement				
Position Title	Full Time	Part Time	Temp	FTE's
Motorcycle Deputy	1			1
Community Service Aide	1			1
Office Coordinator*	0.16			0.16
Accountant I*	0.07			0.07
Total Personnel Complement	2.23	0	0	2.23

* Position split funded with General Fund 001

FY 2017 Major Variances +/- :

Personal Services:

Net decrease in personal services is a result of planned salary and benefit adjustments. \$ (34,251)

Increase/Decrease for:

Net decrease is a result of pending decision on continuation of red light cameras. \$ (599,794)

Non-Departmental (9000)

Financial Summary ~ Category Expenditures									
	FY 2015		FY 2016		FY 2017	Dollar	Percent	FY 2018	FY 2019
	Actual		Amended		Adopted	Change	Change	Forecast	Forecast
Personal Services	\$ 1,033,996		\$ 1,258,938		\$ 1,258,638	\$ (300)	-0.02%	\$ 1,265,938	\$ 1,260,938
Operating Expenditures	747,082		1,082,347		954,151	(128,196)	-11.84%	1,067,862	1,057,766
Capital Outlay	-		35,000		-	(35,000)	-100.00%	-	-
Grant & Aid	-		1,500		1,500	-	-	1,500	1,500
Other Uses	10,644,887		13,279,358		16,602,296	3,322,938	25.02%	14,654,747	14,594,797
Contingency	-		733,473		750,000	16,527	2.25%	750,000	750,000
Reserves	-		68,431		250,000	181,569	265.33%	250,000	250,000
TOTALS	\$ 12,425,965		\$ 16,459,047		\$ 19,816,585	\$ 3,357,538	20.40%	\$ 17,990,047	\$ 17,915,001

FY 2017 Major Variances +/- :

Operating Expenditures:

Net decrease is a result of adjustments to various operating lines including a decrease to professional services, insurance service charge, and stormwater charge. \$ (128,196)

Capital Outlay:

Net decrease is due to no capital items estimated to be purchased in FY 2017. \$ (35,000)

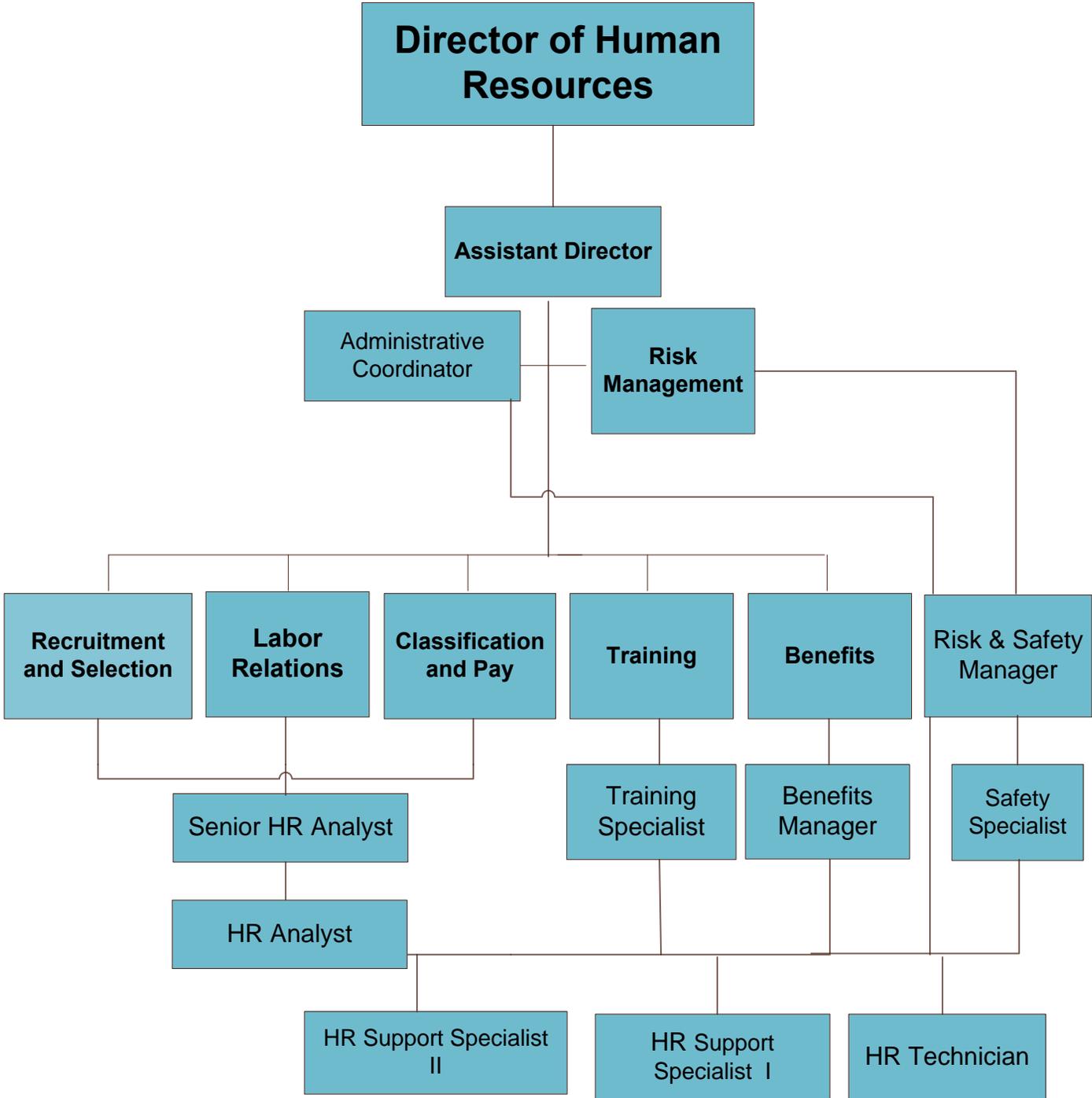
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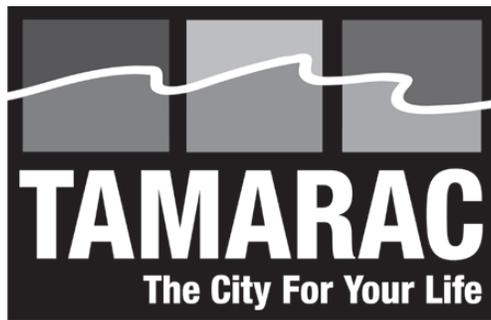
Net increase is primarily a result of an increase in transfers to capital funds for the Asset Management Program. \$ 3,322,938

Encumbrances:

Net increase due to a transfer in FY16 for prior year encumbrances. \$ 181,569

Human Resources Department 12 Full Time (12 FTE)





Human Resources Departmental Financial Summary

Financial Summary ~ Department Revenues							
	FY 2015 Actual	FY 2016 Amended	FY 2017 Adopted	Dollar Change	Percent Change	FY 2018 Forecast	FY 2019 Forecast
Insurance Service Fees	\$ 948,070	\$ 1,117,948	\$ 1,272,942	\$ 154,994	13.86%	\$ 1,441,953	\$ 1,495,427
Insurance Claims - Refunds	25,920	-	-	-	-	-	-
Worker's Comp Fees	298,812	310,225	316,266	6,041	1.95%	324,297	324,297
Interest Earnings	17,027	35,100	35,100	-	-	35,100	35,100
Miscellaneous Revenues	67,750	-	-	-	-	-	-
Property Settlements	-	15,000	15,000	-	-	15,000	15,000
Appropriated Net Assets	-	1,169,857	1,032,781	(137,076)	-11.72%	908,063	924,670
DEPARTMENT TOTALS	\$ 1,357,579	\$ 2,648,130	\$ 2,672,089	\$ 23,959	0.90%	\$ 2,724,413	\$ 2,794,494

Financial Summary ~ Category Expenditures							
	FY 2015 Actual	FY 2016 Amended	FY 2017 Adopted	Dollar Change	Percent Change	FY 2018 Forecast	FY 2019 Forecast
Personal Services	\$ 1,241,930	\$ 1,460,206	\$ 1,535,103	\$ 74,897	5.13%	\$ 1,567,737	\$ 1,630,536
Operating Expenditures	1,871,254	2,214,622	2,247,073	32,451	1.47%	2,299,494	2,353,094
Capital Outlay	-	1,103	15,000	13,897	1259.93%	-	-
Contingency	-	250,000	245,036	(4,964)	-1.99%	250,000	250,000
DEPARTMENT TOTALS	\$ 3,113,184	\$ 3,925,931	\$ 4,042,212	\$ 116,281	2.96%	\$ 4,117,231	\$ 4,233,630

Financial Summary ~ Program Expenditures							
	FY 2015 Actual	FY 2016 Amended	FY 2017 Adopted	Dollar Change	Percent Change	FY 2018 Forecast	FY 2019 Forecast
Operations	\$ 925,920	\$ 1,122,652	\$ 1,194,565	\$ 71,913	6.41%	\$ 1,211,615	\$ 1,251,925
Training and Development	136,545	155,149	175,558	20,409	13.15%	181,203	187,211
Risk Management	2,050,719	2,648,130	2,672,089	23,959	0.90%	2,724,413	2,794,494
DEPARTMENT TOTALS	\$ 3,113,184	\$ 3,925,931	\$ 4,042,212	\$ 116,281	2.96%	\$ 4,117,231	\$ 4,233,630

Human Resources - Program Descriptions (1710/1720)

Human Resources

Mission

The Human Resources Department provides excellence in human resources leadership in support of the departments and employees in Tamarac. Our primary mission is to support the City in delivering excellent services to our community by recruiting, hiring, training, and retaining the best workforce in the region.

Program Description

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

Goals & Objectives

In FY 2016, the Human Resources Department will focus on successfully negotiating a collective bargaining agreement with the International Association of Firefighters, successfully transitioning and improving the day-to-day administration of the Firefighter's Pension Plan, and enhancing succession planning in order to capture the knowledge and experience of employees retiring from the workforce. As turnover has increased, as expected, due to increased competitiveness in the labor market, we must focus on recruitment and retention, and maintaining competitive pay in the geographic market. This focus will help the City continue to hire and retain qualified employees to fill the number and variety of positions required to provide services to citizens and to provide the technical, supervisory and management development training to City employees.

Budget Performance Measures						
Objective	Measure	FY16 Target	FY 16 Actual	FY17 Target	FY18 Target	FY19 Target
Support excellent service delivery by recruiting, hiring, training and retaining the best workforce in the region	Percentage of those hired who have successfully completed their initial probationary period	95.00%	87.50%	95.00%	95.00%	95.00%
	Percentage of employees satisfied with training (i.e. rating of 4 or 5 for "met objectives" and "content was useful")	96.00%	98.86%	96.00%	96.00%	96.00%
	Percentage Grievances/Admin Hearings resolved before passing from management control	95.00%	100.00%	95.00%	95.00%	95.00%

Human Resources Operations (1710/1720)

Financial Summary ~ Division Expenditures							
	FY 2015 Actual	FY 2016 Amended	FY 2017 Adopted	Dollar Change	Percent Change	FY 2018 Forecast	FY 2019 Forecast
Personal Services	\$ 900,604	\$ 1,072,707	\$ 1,136,963	\$ 64,256	5.99%	\$ 1,173,631	\$ 1,220,356
Operating Expenditures	161,861	203,991	218,160	14,169	6.95%	219,187	218,780
Capital Outlay	-	1,103	15,000	13,897	1259.93%	-	-
TOTALS	\$ 1,062,465	\$ 1,277,801	\$ 1,370,123	\$ 92,322	7.23%	\$ 1,392,818	\$ 1,439,136

Personnel Complement				
Position Title	Full Time	Part Time	Temp	FTE's
Director of Human Resources	1			1
Assistant Director	1			1
Human Resources Analyst*	0.75			0.75
Senior Human Resources Analyst	0.75			0.75
Training Specialist	1			1
Benefits Manager*	1			1
Administrative Coordinator	1			1
HR Support Specialist II*	0.75			0.75
HR Support Specialist I	1			1
HR Technician*	0.75			0.75
Total Personnel Complement	9	0	0	9

*Position split funded between General Fund 001 & Risk Fund 504

FY 2017 Major Variances +/- :

Personal Services:

Net increase in personal services is a result of planned salary and benefit adjustments. Additionally, the reclassification of the Benefits Specialist, and a Human Resource Analyst. Detail of new/reclassifications are included in the New Programs section. \$ 64,256

Operating Expenditures:

Net increase in operating is due an increase in advertising, and background checks. \$ 14,169

Capital Outlay:

Net increase reflects the capital items to be replaced or purchased in the current year versus the previous year. Detail of the capital outlay items are included in the New Programs section and the Asset Management Program. \$ 13,897

Risk Management - Program Description (8401)

Risk

Mission

To protect the physical, financial, and personnel assets of the City of Tamarac through the identification and analysis of risk, the implementation of loss control programs, and the selection of risk transfer and financing techniques.

Program Description

The Division administers the City's Insurance programs covering property, liability, and worker's compensation. The Division also administers the City's safety programs and ensures that the City is in compliance with local, state, and federal laws. The major services provided by the Division include: insurance coverage acquisition, contract review, safety program development, employee training and education, claims management, and minimizing loss potentials by advising user groups on risk identification, evaluation, and control.

Goals & Objectives

In support of goal #2, Healthy Financial Environment, the Division will continue to refine assertive claims handling and premium negotiation strategies to reduce claims costs and maintain adequate, yet cost effective insurance coverage for the City. In support of Goal #3, Dynamic Organizational Culture, the Division will provide support to employees and their managers to collaborate to find cost effective solutions to workforce issues, gain technical skills, and strive for a safe workplace. In support of Goal #5, A Vibrant Community, the Division will provide support services to the Departments to design and maintain safe and attractive events and communities while protecting the City's assets.

Budget Performance Measures

Objective	Measure	FY16 Target	FY 16 Actual	FY17 Target	FY18 Target	FY19 Target
Prevent employee safety accidents and protect the City's financial and physical assets	Number of incidents per 100,000 miles driven (YTD)	2.70	2.48	2.60	2.50	2.50
	Worker's comp incident rate per \$100,000 payroll (YTD)	0.24	0.22	0.23	0.23	0.23
	General Liability Claims per 10,000 population served	2.90	3.25	2.80	2.70	2.70
	Workers' Comp Experience Modifier (Annual)	0.77	0.77	0.75	0.75	0.75

Risk Management (8401)

Financial Summary ~ Division Revenues							
	FY 2015	FY 2016	FY 2017	Dollar	Percent	FY 2018	FY 2019
	Actual	Amended	Adopted	Change	Change	Forecast	Forecast
Insurance Service Fees	\$ 948,070	\$ 1,117,948	\$ 1,272,942	\$ 154,994	13.86%	\$ 1,441,953	\$ 1,495,427
Claims - Refunds	25,920	-	-	-	-	-	-
Worker's Comp Fees	298,812	310,225	316,266	6,041	1.95%	324,297	324,297
Interest Earnings	17,027	35,100	35,100	-	-	35,100	35,100
Miscellaneous Revenues	67,750	-	-	-	-	-	-
Property Settlements	-	15,000	15,000	-	-	15,000	15,000
Appropriated Net Assets	-	1,169,857	1,032,781	(137,076)	-11.72%	908,063	924,670
TOTALS	\$ 1,357,579	\$ 2,648,130	\$ 2,672,089	\$ 23,959	0.90%	\$ 2,724,413	\$ 2,794,494

Financial Summary ~ Division Expenditures							
	FY 2015	FY 2016	FY 2017	Dollar	Percent	FY 2018	FY 2019
	Actual	Amended	Adopted	Change	Change	Forecast	Forecast
Personal Services	\$ 341,326	\$ 387,499	\$ 398,140	\$ 10,641	2.75%	\$ 394,106	\$ 410,180
Operating Expenditures	1,709,393	2,010,631	2,028,913	18,282	0.91%	2,080,307	2,134,314
Contingency	-	250,000	245,036	(4,964)	-1.99%	250,000	250,000
TOTALS	\$ 2,050,719	\$ 2,648,130	\$ 2,672,089	\$ 23,959	0.90%	\$ 2,724,413	\$ 2,794,494

Personnel Complement				
Position Title	Full Time	Part Time	Temp	FTE's
Risk and Safety Manager	1			1
Safety Specialist	1			1
Human Resource Analyst	0.25			0.25
Senior HR Analyst	0.25			0.25
HR Support Specialist II*	0.25			0.25
HR Technician*	0.25			0.25
Total Personnel Complement	3	0	0	3

*Position split funded between General Fund 001 & Risk Fund 504

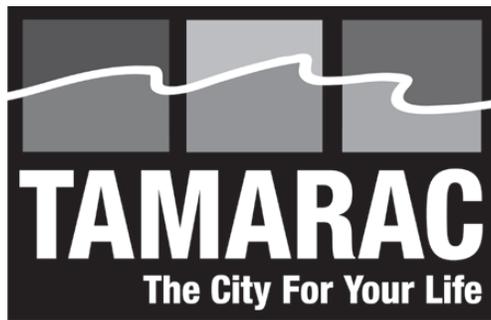
FY 2017 Major Variances +/- :

Personal Services:

Net increase in personal services is a result of planned salary and benefits adjustments. \$ 10,641

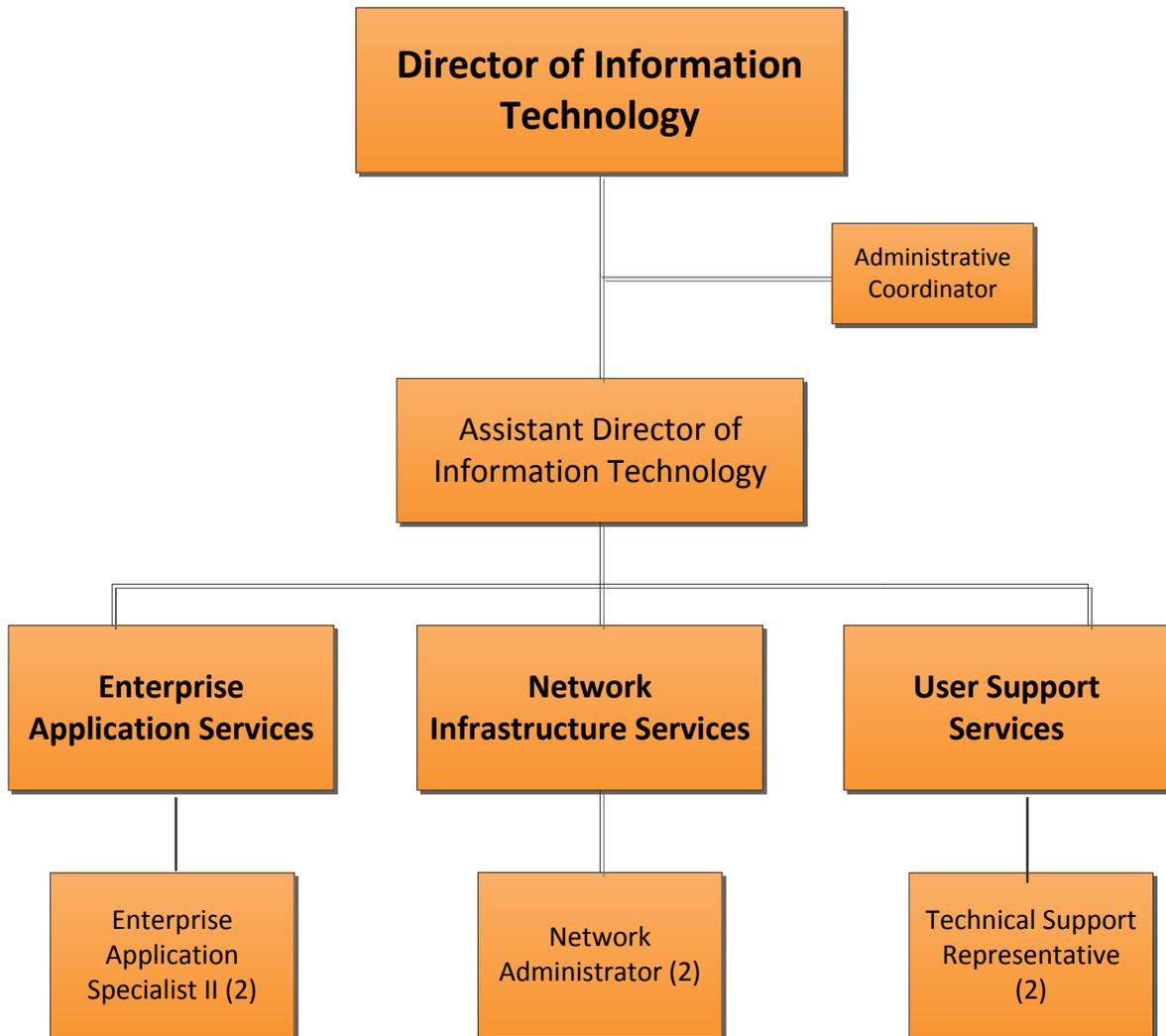
Operating Expenditures:

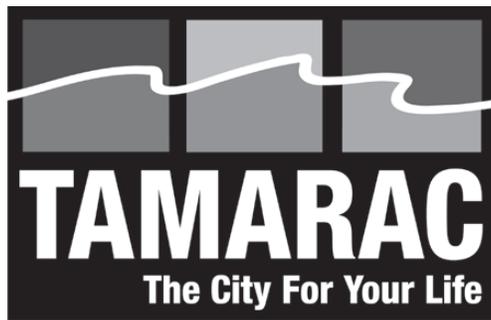
Net increase in operating is due an increase in interfund service charges, and various changes in accounts to reflect actual expenditures. \$ 18,282



Information Technology Department

9 Full Time (9 FTE)





Information Technology Departmental Financial Summary

Financial Summary ~ Department Revenues

	FY 2015 Actual	FY 2016 Amended	FY 2017 Adopted	Dollar Change	Percent Change	FY 2018 Forecast	FY 2019 Forecast
Telecommunications Tower	\$ 653,167	\$ 575,116	\$ 515,651	\$ (59,465)	-10.34%	\$ 569,491	\$ 569,491
DEPARTMENT TOTALS	\$ 653,167	\$ 575,116	\$ 515,651	\$ (59,465)	-10.34%	\$ 569,491	\$ 569,491

Financial Summary ~ Category Expenditures

	FY 2015 Actual	FY 2016 Amended	FY 2017 Adopted	Dollar Change	Percent Change	FY 2018 Forecast	FY 2019 Forecast
Personal Services	\$ 974,519	\$ 1,050,943	\$ 1,039,139	\$ (11,804)	-1.12%	\$ 1,063,554	\$ 1,107,680
Operating Expenditures	732,678	1,251,940	863,423	(388,517)	-31.03%	825,696	815,682
Capital Outlay	113,832	247,968	145,000	(102,968)	-41.52%	52,200	5,000
DEPARTMENT TOTALS	\$ 1,821,029	\$ 2,550,851	\$ 2,047,562	\$ (503,289)	-19.73%	\$ 1,941,450	\$ 1,928,362

Financial Summary ~ Program Expenditures

	FY 2015 Actual	FY 2016 Amended	FY 2017 Adopted	Dollar Change	Percent Change	FY 2018 Forecast	FY 2019 Forecast
IT Operations	\$ 1,821,029	\$ 2,550,851	\$ 2,047,562	\$ (503,289)	-19.73%	\$ 1,941,450	\$ 1,928,362
DEPARTMENT TOTALS	\$ 1,821,029	\$ 2,550,851	\$ 2,047,562	\$ (503,289)	-19.73%	\$ 1,941,450	\$ 1,928,362

Information Technology - Program Description (8100)

Information Technology

Mission

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

Program Description

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

Goals & Objectives

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

Budget Performance Measures

Objective	Measure	FY16 Target	FY 16 Actual	FY17 Target	FY18 Target	FY19 Target
(IT) Disaster recovery planning and provision for business continuity	Backup Success Rate (%)	95.00%	85.83%	95.00%	95.00%	95.00%
(IT) To provide users with high quality services and support	Average Amount of Time Service Desk Request is Completed (hrs)	30.00	20.46	30.00	30.00	30.00
	IT Customer Satisfaction rate (%)	97.00%	98.48%	97.00%	97.00%	97.00%
(IT) Ensure the availability and reliability of computer systems	Percentage of Time IT Systems Available During Business Hours	99.50%	99.67%	99.50%	99.50%	99.50%

Information Technology (8100)

Financial Summary ~ Division Revenues							
	FY 2015	FY 2016	FY 2017	Dollar	Percent	FY 2018	FY 2019
	Actual	Amended	Adopted	Change	Change	Forecast	Forecast
Telecommunications Tower	\$ 653,167	\$ 575,116	\$ 515,651	\$ (59,465)	-8.71%	\$ 569,491	\$ 569,491
TOTALS	\$ 653,167	\$ 575,116	\$ 515,651	\$ (59,465)	-10.34%	\$ 569,491	\$ 569,491

Financial Summary ~ Division Expenditures							
	FY 2015	FY 2016	FY 2017	Dollar	Percent	FY 2018	FY 2019
	Actual	Amended	Adopted	Change	Change	Forecast	Forecast
Personal Services	\$ 974,519	\$ 1,050,943	\$ 1,039,139	\$ (11,804)	-1.12%	\$ 1,063,554	\$ 1,107,680
Operating Expenditures	732,678	1,251,940	863,423	(388,517)	-31.03%	825,696	815,682
Capital Outlay/Other	113,832	247,968	145,000	(102,968)	-41.52%	52,200	5,000
TOTALS	\$ 1,821,029	\$ 2,550,851	\$ 2,047,562	\$ (503,289)	-19.73%	\$ 1,941,450	\$ 1,928,362

Personnel Complement				
Position Title	Full Time	Part Time	Temp	FTE's
Director of Information Technology	1			1
Assistant Director of Information Technology	1			1
Enterprise Application Specialist II	2			2
Network Administrator I	1			1
Network Administrator II	1			1
Technical Support Representative I	1			1
Technical Support Representative II	1			1
Administrative Coordinator	1			1
Total Personnel Complement	9	0	0	9

FY 2017 Variances +/- :

Personal Services:

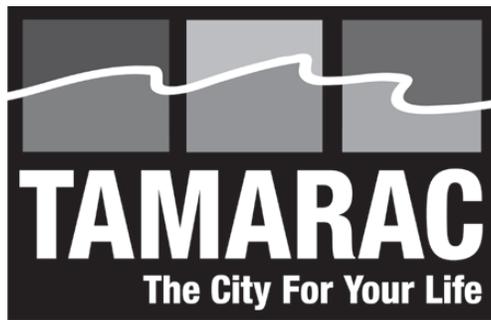
Net decrease in personal services is a result of planned salary and benefit adjustments. \$ (11,804)

Operating Expenditures:

Net decrease in operating expenditures and capital outlay is primarily due to a change in FY 2017 to budget for the cost associated with IT maintenance (network switches and firewalls, telephone system, radio system, storage area network, wireless connectivity) in the Capital Maintenance Fund rather than the General Fund. These are recurring expenses for projects that take longer than a year to complete. The decrease to IT's budget is offset by an increase in the transfer from the General Fund to the Capital Maintenance Fund. \$ (388,517)

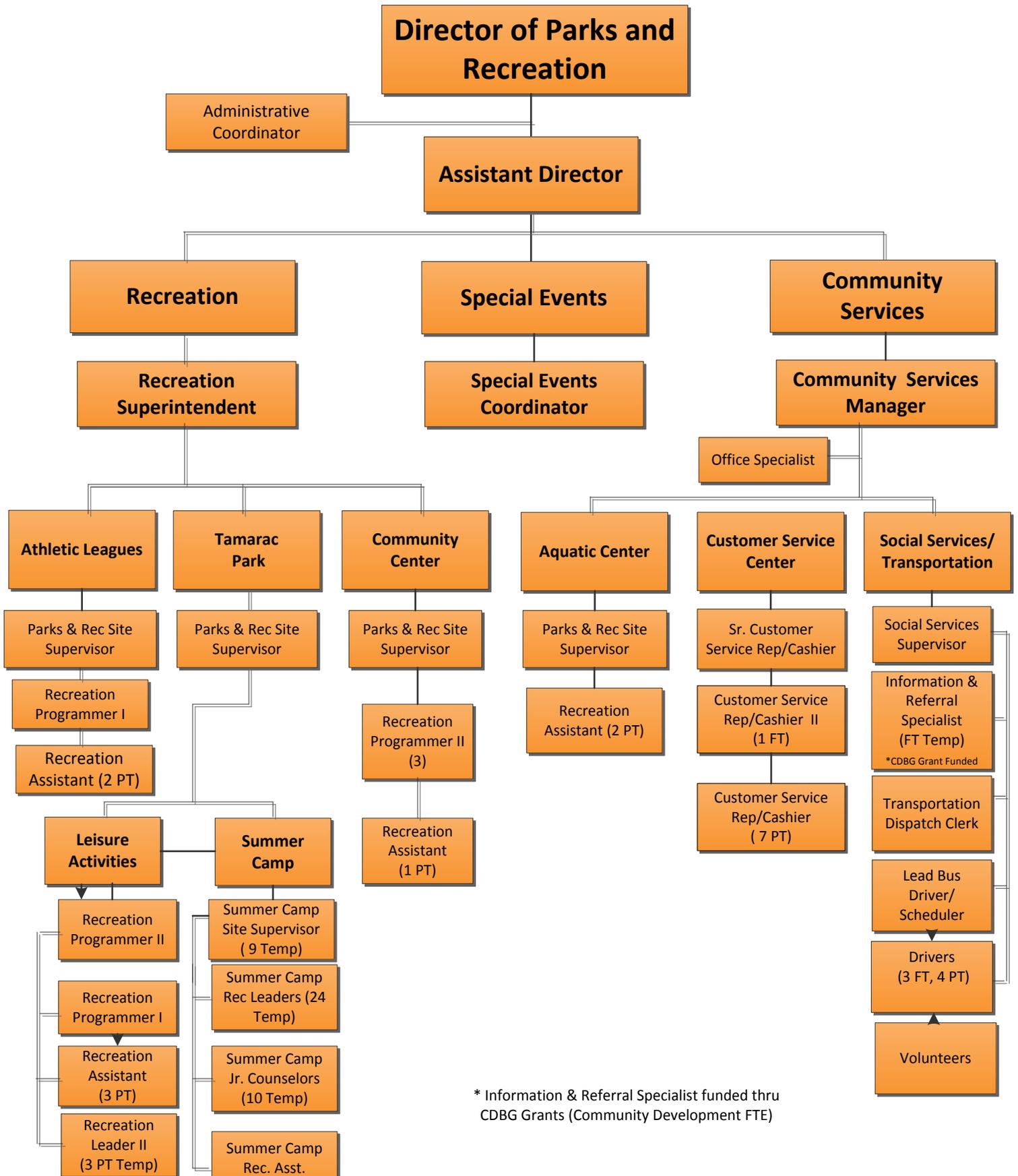
Capital Outlay:

In addition to the explanation included under operating expenditures, a detail of the capital outlay items included in the operating budget is available under New Programs and Asset Management Program. \$ (102,968)

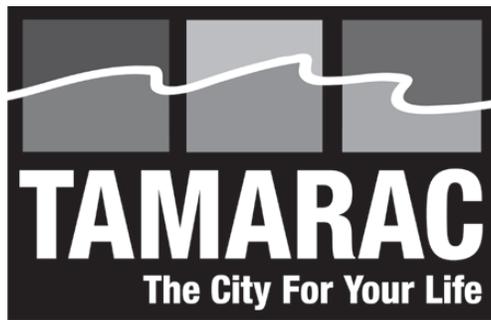


Parks and Recreation Department

26 FT, 18 PT, 47 Temp. (50.7 FTE)



* Information & Referral Specialist funded thru CDBG Grants (Community Development FTE)



Parks and Recreation Departmental Financial Summary

Financial Summary ~ Department Revenues							
	FY 2015	FY 2016	FY 2017	Dollar	Percent	FY 2018	FY 2019
	Actual	Amended	Adopted	Change	Change	Forecast	Forecast
Culture/Recreation	\$ 788,655	\$ 807,058	\$ 792,046	\$ (15,012)	-1.86%	\$ 779,964	\$ 778,958
Rents	130,722	68,028	110,950	42,922	63.09%	112,060	113,181
Mass Transit/Broward	70,310	94,200	95,015	815	0.87%	95,965	96,925
Transportation	30,813	32,150	30,405	(1,745)	-5.43%	30,709	31,016
DEPARTMENT TOTALS	\$ 989,687	\$ 969,286	\$ 998,011	\$ 28,725	2.96%	\$ 987,989	\$ 989,064

Financial Summary ~ Category Expenditures							
	FY 2015	FY 2016	FY 2017	Dollar	Percent	FY 2018	FY 2019
	Actual	Amended	Adopted	Change	Change	Forecast	Forecast
Personal Services	\$ 2,795,184	\$ 2,933,815	\$ 3,189,283	\$ 255,468	8.71%	\$ 3,209,386	\$ 3,307,629
Operating Expenditures	1,548,598	1,726,823	1,726,105	(718)	-0.04%	1,754,964	1,789,534
Capital Outlay	158,629	95,609	190,400	94,791	99.14%	22,300	44,500
DEPARTMENT TOTALS	\$ 4,502,411	\$ 4,756,247	\$ 5,105,788	\$ 349,541	7.35%	\$ 4,986,650	\$ 5,141,663

Financial Summary ~ Program Expenditures							
	FY 2015	FY 2016	FY 2017	Dollar	Percent	FY 2018	FY 2019
	Actual	Amended	Adopted	Change	Change	Forecast	Forecast
Recreation	\$ 3,133,109	\$ 3,246,575	\$ 3,540,288	\$ 293,713	9.05%	\$ 3,415,725	\$ 3,515,222
Aquatics	771,636	836,128	761,110	(75,018)	-8.97%	775,929	786,773
Social Services	195,126	209,799	215,237	5,438	2.59%	222,366	231,590
Transportation	402,540	463,745	589,153	125,408	27.04%	572,630	608,078
DEPARTMENT TOTALS	\$ 4,502,411	\$ 4,756,247	\$ 5,105,788	\$ 349,541	7.35%	\$ 4,986,650	\$ 5,141,663

Recreation - Program Description (7010)

Parks and Recreation

Mission

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

Program Description

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

Goals & Objectives

In support of Goal #1, Inclusive Community, the Division will provide diverse programs and community outreach programs that meet the needs of an increasingly diverse community, to include youth, families and seniors. In addition, the Division will secure partnerships that will allow us to expand recreation and special event programming. In support of Goal #2, Healthy Financial Environment, the Division will identify and secure alternative funding sources to maintain excellent services by partnering with local businesses and organizations and regional and national organizations to obtain sponsorships and grants. In support of Goal # 4, Clear Communication, the Division will increase awareness and encourage participation in programs and services by enhancing visibility through recognition and promotional materials. In addition, the Division will continue to improve their services by gathering feedback through scorecard data, transactional surveys, community meetings and outreach programs.

Budget Performance Measures

Objective	Measure	FY16 Target	FY 16 Actual	FY17 Target	FY18 Target	FY19 Target
Enhance quality of life by providing safe, fun, and lifelong leisure activities to our diverse population	Percentage of department wide class attendance towards capacity	87.00%	89.50%	86.00%	86.00%	87.00%
	Percentage of time active space (ball fields, mtg rooms, picnic shelters) in use	67.00%	63.67%	67.00%	67.00%	67.00%
	Total Value of Sponsorships (in-kind and monetary)	\$13,000.00	\$8,850.00	\$14,000.00	\$15,000.00	\$15,000.00
	Transactional Surveys - Percentage of all Parks and Recreation customers rating service a score of 4 or 5	95.00%	97.75%	96.00%	96.00%	96.00%

Recreation (7010)

Financial Summary ~ Division Revenues							
	FY 2015 Actual	FY 2016 Amended	FY 2017 Adopted	Dollar Change	Percent Change	FY 2018 Forecast	FY 2019 Forecast
Culture/Recreation	\$ 788,655	\$ 807,058	\$ 792,046	\$ (15,012)	-1.86%	\$ 779,964	\$ 778,958
Rents	125,697	61,968	105,900	43,932	70.89%	106,959	108,029
TOTALS	\$ 914,352	\$ 869,026	\$ 897,946	\$ 28,920	3.33%	\$ 886,923	\$ 886,987

Financial Summary ~ Division Expenditures							
	FY 2015 Actual	FY 2016 Amended	FY 2017 Adopted	Dollar Change	Percent Change	FY 2018 Forecast	FY 2019 Forecast
Personal Services	\$ 2,131,763	\$ 2,207,330	\$ 2,353,875	\$ 146,545	6.64%	\$ 2,369,419	\$ 2,448,423
Operating Expenditures	882,935	981,245	1,001,013	19,768	2.01%	1,024,006	1,046,799
Capital Outlay	118,411	58,000	185,400	127,400	219.66%	22,300	20,000
TOTALS	\$ 3,133,109	\$ 3,246,575	\$ 3,540,288	\$ 293,713	9.05%	\$ 3,415,725	\$ 3,515,222

Personnel Complement				
Position Title	Full Time	Part Time	Temp	FTE's
Director of Parks & Recreation	1			1
Assistant Director of Parks & Recreation	1			1
Recreation Superintendent	1			1
Parks & Rec Site Supervisor	3			3
Special Events Coordinator	1			1
Recreation Programmer I	2			2
Recreation Programmer II	4			4
Administrative Coordinator	1			1
Recreation Assistant (P/T)		6		3
Community Services Manager	1			1
Senior Customer Service Rep./Cashier	1			1
Customer Service Rep./Cashier II	1			1
Customer Service Rep./Cashier (P/T)		7		3.50
Customer Service Representative (P/T)		2		1.00
Seasonal Employees:				
Recreation Leader II Seasonal			3	1
Summer Camp Site Supervisor			9	3.00
Summer Camp Recreation Leader I			13	4.33
Summer Camp Recreation Leader II			11	3.67
Summer Camp Junior Counselor			10	3.33
Summer Camp Recreation Assistant			1	0.33
Total Personnel Complement	17	13	47	39.17

FY 2017 Variances +/- :

Personal Services

Net increase in personal services is a result of planned salary and benefit adjustments. Additionally, two summer camp positions have been added for FY 2017. \$ 146,545

Operating Expenditures:

Net increase in operating reflects an increase in police protection, and equipment cost. \$ 19,768

Capital Outlay:

Net increase reflects the capital items to be replaced or purchased in the current year versus the previous year. Detailed of the capital outlay items are included in the New Programs section, and the Asset Management Program. \$ 127,400

Aquatics - Program Description (7030)

Aquatics and Fitness Center

Mission

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

Program Description

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

Goals & Objectives

In support of Goal #1, Inclusive Community, the Division will provide aquatic and fitness programs for all ages and seek partnerships to encompass the increasingly diverse population of the City. In support of Goal #2, Strong Economy, the Division will seek additional revenue producing programs and activities. In support of Goal # 4, Clear Communication, the Division will increase awareness and encourage participation of programs and services by enhancing visibility through recognition and promotional materials. In addition, the Division will continue to improve their services by conducting ongoing surveys, comment cards, community meetings and outreach programs.

Budget Performance Measures

Objective	Measure	FY16 Target	FY 16 Actual	FY17 Target	FY18 Target	FY19 Target
Enhance the quality of life by providing aquatic and fitness programs for diverse population and increasing public awareness	Percent Aquatics class attendance	87.00%	92.92%	88.00%	89.00%	90.00%

Aquatics (7030)

Financial Summary ~ Division Revenues							
	FY 2015	FY 2016	FY 2017	Dollar	Percent	FY 2018	FY 2019
	Actual	Amended	Adopted	Change	Change	Forecast	Forecast
Aquatic Admission Fees	\$ 53,575	\$ 49,995	\$ 50,500	\$ 505	1.01%	\$ 51,005	\$ 51,515
Aquatic Program Fees	33,286	31,310	32,500	1,190	3.80%	32,825	33,153
Aquatic Concession Sales	708	3,333	1,500	(1,833)	-55.00%	1,515	1,530
Rentals/Aquatic Facility	5,025	6,060	5,050	(1,010)	-16.67%	5,101	5,152
Aquatic Swim T License Fee	15,472	-	15,150	15,150	100.00%	15,302	15,455
TOTALS	\$ 108,066	\$ 90,698	\$ 104,700	\$ 14,002	15.44%	\$ 105,748	\$ 106,805

Financial Summary ~ Division Expenditures							
	FY 2015	FY 2016	FY 2017	Dollar	Percent	FY 2018	FY 2019
	Actual	Amended	Adopted	Change	Change	Forecast	Forecast
Personal Services	\$ 130,397	\$ 152,347	\$ 130,723	\$ (21,624)	-14.19%	\$ 145,446	\$ 147,028
Operating Expenditures	601,021	649,081	625,387	(23,694)	-3.65%	630,483	639,745
Capital Outlay	40,218	34,700	5,000	(29,700)	-85.59%	-	-
TOTALS	\$ 771,636	\$ 836,128	\$ 761,110	\$ (75,018)	-8.97%	\$ 775,929	\$ 786,773

Personnel Complement				
Position Title	Full Time	Part Time	Temp	FTE's
Parks & Rec. Site Supervisor	1			1
Recreation Assistant P/T		2		1
Total Personnel Complement	1	2		2

FY 2017 Variances +/- :

Personal Services

Net decrease in personal services is a result of planned salary, benefit adjustments and workforce attrition. \$ (21,624)

Operating Expenditures:

Net decrease in operating is due a decrease in contractual services, and service contracts. \$ (23,694)

Capital Outlay:

Net decrease reflects the capital items to be replaced in the current year versus the previous year. Detail of the capital outlay items is included in the New Programs section, and the Asset Management Program. \$ (29,700)

Social Services - Program Description (7040)

Social Services

Mission

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

Program Description

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

Goals & Objectives

In support of Goal #1, Inclusive Community, the division will provide programs and services that meet the needs of an increasingly diverse community including seniors, adults, youth and families. Informational materials on our programs and services will be available in English and Spanish to meet the growing diverse cultural changes in Tamarac. Additionally, we will increase community partnerships to expand health, wellness, referral services and education events. In support of Goal #4, Clear Communication, the division will enhance visibility and encourage citizen participation by offering volunteer opportunities with local government and identifying needs, opportunities, and priorities for Tamarac residents through surveys, comment cards and outreach programs.

Budget Performance Measures

Objective	Measure	FY16 Target	FY 16 Actual	FY17 Target	FY18 Target	FY19 Target
Provide excellent customer service	Transactional Surveys - Percentage of Social Services customers rating customer service a score of 4 or 5	95.00%	99.34%	95.00%	95.00%	96.00%
Foster community engagement through volunteer programs	# volunteer hours	16,425.00	15,859.20	16,450.00	16,500.00	16,600.00
Enhance the quality of life by providing financial assistance	Total Social Services Provided (waivers, referrals, home visits, cases)	1,200.00	837.00	1,550.00	1,560.00	1,570.00
Enhance quality of life by offering social services support groups and programs	Total Social Services Provided (waivers, referrals, home visits, cases)	1,200.00	837.00	1,550.00	1,560.00	1,570.00

Social Services (7040)

Financial Summary ~ Division Expenditures							
	FY 2015	FY 2016	FY 2017	Dollar	Percent	FY 2018	FY 2019
	Actual	Amended	Adopted	Change	Change	Forecast	Forecast
Personal Services	\$ 181,666	\$ 194,341	\$ 200,367	\$ 6,026	3.10%	\$ 207,156	\$ 215,380
Operating Expenditures	13,460	15,458	14,870	(588)	-3.80%	15,210	16,210
TOTALS	\$ 195,126	\$ 209,799	\$ 215,237	\$ 5,438	2.59%	\$ 222,366	\$ 231,590

Personnel Complement				
Position Title	Full Time	Part Time	Temp	FTE's
Social Services Supervisor	1			1
Office Specialist	1			1
Information & Referral Specialist*			0.50	0.50
Total Personnel Complement	2	0	0	2

* Position funded thru CDBG/SHIP grant thru Community Development

FY 2017 Variances +/- :

Personal Services

Net increase in personal services is a result of planned salary and benefit adjustments. \$ 6,026

Transportation - Program Description (7050)

Transportation Division

Mission

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

Program Description

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

Goals and Objectives

In support of Goal #1, Inclusive community, the Transportation Division will provide services to internal and external customers by identifying customer's needs and scheduling appointments within 4-5 days of original request, providing accurate pick up time by the drivers and recognizing and meeting the requests of Tamarac residents and assist other City departments by providing transportation services to City events. In support of Goal #4, Clear Communication, the division will continue to improve their services by conducting ongoing surveys, comment cards and outreach. Program and service information will be communicated to our customers via the Tamarac website, Tam-A-Gram, flyers, community meetings and outreach programs.

Budget Performance Measures

Objective	Measure	FY16 Target	FY 16 Actual	FY17 Target	FY18 Target	FY19 Target
Enhance the quality of life and provide independence by providing quality and reliable transportation programs and services	Passengers per Hour on the BC Transit Route	15.50	14.54	15.70	15.85	16.00
	Total Paratransit Trips	6,500	5,537	6,600	6,800	7,000
	Total Passengers for All Transportation Services	60,000	63,001	60,200	60,300	60,400
	Transactional Surveys - Percentage of Transportation customers rating service a score of 4 or 5	95.00%	92.50%	95.00%	95.00%	96.00%

Transportation (7050)

Financial Summary ~ Division Revenues									
	FY 2015		FY 2016		FY 2017	Dollar	Percent	FY 2018	FY 2019
	Actual		Amended		Adopted	Change	Change	Forecast	Forecast
Mass Transit/Broward	\$ 70,310	\$	94,200	\$	95,015	\$ 815	0.87%	\$ 95,965	\$ 96,925
Transportation	30,813		32,150		30,405	(1,745)	-5.43%	30,709	31,016
TOTALS	\$ 101,123	\$	126,350	\$	125,420	\$ (930)	-0.74%	\$ 126,674	\$ 127,941

Financial Summary ~ Division Expenditures									
	FY 2015		FY 2016		FY 2017	Dollar	Percent	FY 2018	FY 2019
	Actual		Amended		Adopted	Change	Change	Forecast	Forecast
Personal Services	\$ 351,358	\$	379,797	\$	504,318	\$ 124,521	32.79%	\$ 487,365	\$ 496,798
Operating Expenditures	51,182		81,039		84,835	3,796	4.68%	85,265	86,780
Capital Outlay	-		2,909		-	(2,909)	-100.00%	-	24,500
TOTALS	\$ 402,540	\$	463,745	\$	589,153	\$ 125,408	27.04%	\$ 572,630	\$ 608,078

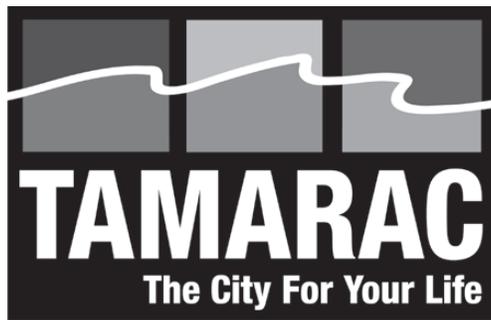
Personnel Complement				
Position Title	Full Time	Part Time	Temp	FTE's
Lead Bus Driver/Scheduler	1			1
Transportation Dispatch Clerk	1			1
Bus Driver	4	3		6
Total Personnel Complement	6	3	0	8

FY 2017 Variances +/- :

Personal Services

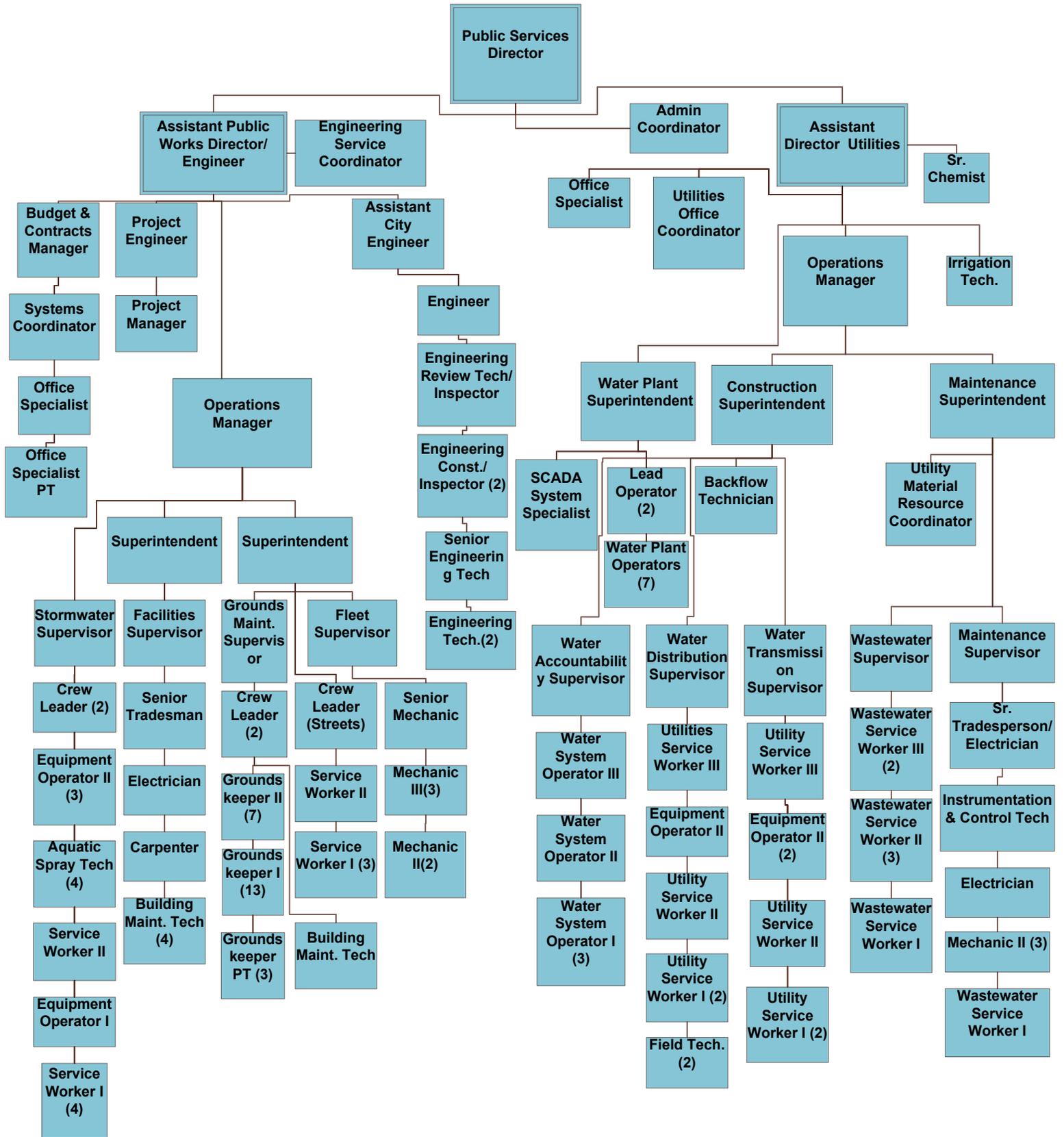
Net increase in personal services is a result of planned salary and benefit adjustments. Additionally, a reclassification of a PT bus driver position to a FT position.

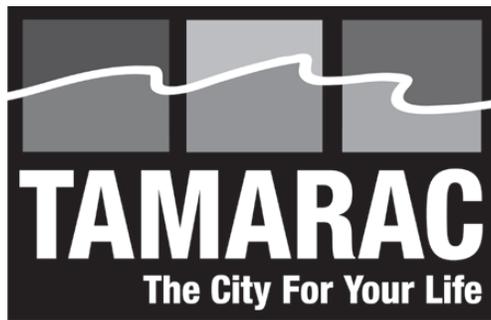
\$ 124,521



Public Services

136 Full Time, 4 Part Time (136 FTE)



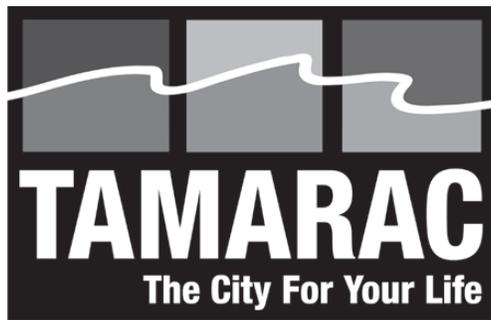


Public Services
Departmental Financial Summary

Financial Summary ~ Department Revenues							
	FY 2015	FY 2016	FY 2017	Dollar	Percent	FY 2018	FY 2019
	Actual	Amended	Adopted	Change	Change	Forecast	Forecast
General Fund							
Engineering Fees	\$ 521,408	\$ 50,000	\$ 50,000	\$ -	0.00%	\$ 50,000	\$ 50,000
Stormwater Fund							
Stormwater Fees	5,447,346	5,355,516	5,539,004	183,488	3.43%	5,664,782	5,818,749
Tax Collector	541	-	-	-	0.00%	-	-
Interest Earnings	36,132	60,000	32,716	(27,284)	-45.47%	30,450	30,907
Transfer In	338,298	349,036	332,481	(16,555)	-4.74%	370,226	381,332
Appropriated Net Assets	-	545,550	-	(545,550)	-100.00%	2,327	-
Utilities Fund							
Water	9,909,114	9,324,675	9,809,990	485,315	5.20%	9,833,990	9,858,050
Wastewater	15,968,865	15,366,492	15,862,215	495,723	3.23%	15,901,785	15,941,453
Late Charges	250,707	250,000	250,000	-	0.00%	250,000	250,000
Misc. Service Charges	304,807	330,000	330,000	-	0.00%	330,000	330,000
Spec Assess/Impact Fees	45,960	-	40,000	40,000	100.00%	40,000	40,000
Interest Earnings	62,149	82,800	59,000	(23,800)	-28.74%	59,885	60,783
Miscellaneous Revenue	6,407	8,000	4,000	(4,000)	-50.00%	4,000	4,000
Appropriated Net Assets	-	3,341,036	-	(3,341,036)	-100.00%	712,100	2,081,540
DEPARTMENT TOTALS	\$ 32,891,734	\$ 35,063,105	\$ 32,309,406	\$ (2,753,699)	-7.85%	\$ 33,249,545	\$ 34,846,814

Financial Summary ~ Category Expenditures							
	FY 2015	FY 2016	FY 2017	Dollar	Percent	FY 2018	FY 2019
	Actual	Amended	Adopted	Change	Change	Forecast	Forecast
Personal Services	\$ 10,394,937	\$ 11,662,606	\$ 11,810,744	\$ 148,138	1.27%	\$ 12,074,688	\$ 12,386,091
Operating Expenditures	20,970,971	19,905,892	19,720,037	(185,855)	-0.93%	19,907,528	20,094,207
Capital Outlay	(60,908)	1,380,107	330,500	(1,049,607)	-76.05%	552,000	271,000
Debt Services	815,462	1,313,000	1,375,972	62,972	4.80%	1,365,560	1,364,732
Contingency	-	473,906	1,081,562	607,656	128.22%	1,400,497	893,426
Other Uses	6,649,646	7,954,547	5,681,316	(2,273,231)	-28.58%	5,629,513	7,666,439
Reserves	-	28,805	250,000	221,195	767.90%	250,000	250,000
DEPARTMENT TOTALS	\$ 38,770,108	\$ 42,718,863	\$ 40,250,131	\$ (2,468,732)	-5.78%	\$ 41,179,786	\$ 42,925,895

Financial Summary ~ Program Expenditures							
	FY 2015	FY 2016	FY 2017	Dollar	Percent	FY 2018	FY 2019
	Actual	Amended	Adopted	Change	Change	Forecast	Forecast
Public Works - General Fund	\$ 7,277,545	\$ 7,705,758	\$ 7,990,725	\$ 284,967	3.70%	\$ 7,980,241	\$ 8,129,081
Stormwater	5,200,435	6,310,102	5,904,201	(405,901)	-6.43%	6,067,785	6,230,988
Utilities	26,292,128	28,703,003	26,355,205	(2,347,798)	-8.18%	27,131,760	28,565,826
DEPARTMENT TOTALS	\$ 38,770,108	\$ 42,718,863	\$ 40,250,131	\$ (2,468,732)	-5.78%	\$ 41,179,786	\$ 42,925,895



**Public Works
Departmental Financial Summary**

Financial Summary ~ Department Revenues							
	FY 2015 Actual	FY 2016 Amended	FY 2017 Adopted	Dollar Change	Percent Change	FY 2018 Forecast	FY 2019 Forecast
Engineering Fees	\$ 521,408	\$ 50,000	\$ 50,000	\$ -	-	\$ 50,000	\$ 50,000
DEPARTMENT TOTALS	\$ 521,408	\$ 50,000	\$ 50,000	\$ -	-	\$ 50,000	\$ 50,000

Financial Summary ~ Category Expenditures							
	FY 2015 Actual	FY 2016 Amended	FY 2017 Adopted	Dollar Change	Percent Change	FY 2018 Forecast	FY 2019 Forecast
Personal Services	\$ 3,904,629	\$ 4,085,238	\$ 4,277,889	\$ 192,651	4.72%	\$ 4,337,592	\$ 4,451,468
Operating Expenditures	3,353,146	3,580,009	3,698,936	118,927	3.32%	3,642,649	3,677,613
Capital Outlay	19,770	40,511	13,900	(26,611)	-65.69%	-	-
DEPARTMENT TOTALS	\$ 7,277,545	\$ 7,705,758	\$ 7,990,725	\$ 284,967	3.70%	\$ 7,980,241	\$ 8,129,081

Financial Summary ~ Program Expenditures							
	FY 2015 Actual	FY 2016 Amended	FY 2017 Adopted	Dollar Change	Percent Change	FY 2018 Forecast	FY 2019 Forecast
Administration	\$ 178,848	\$ 150,976	\$ 170,354	\$ 19,378	12.84%	\$ 176,280	\$ 182,259
Engineering	271,508	301,013	369,717	68,704	22.82%	334,104	344,120
Operations	587,536	618,484	736,745	118,261	19.12%	754,967	779,522
Streets	1,330,653	1,404,711	1,395,636	(9,075)	-0.65%	1,374,138	1,397,948
Facility Management	1,346,492	1,439,299	1,454,743	15,444	1.07%	1,440,315	1,467,325
Fleet Management	854,266	876,117	917,894	41,777	4.77%	941,639	964,142
Grounds Maintenance	2,708,242	2,915,158	2,945,636	30,478	1.05%	2,958,798	2,993,765
DEPARTMENT TOTALS	\$ 7,277,545	\$ 7,705,758	\$ 7,990,725	\$ 284,967	3.70%	\$ 7,980,241	\$ 8,129,081

Public Works Administration (5001)

Public Works

Mission

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

Program Description

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

Goals & Objectives

In support of Goal #1, Inclusive Community, the Administration Division will seek to be the facilitator for the Public Works Department to assist with and enable the production of the best possible services for our internal customers, the residents, and visitors of the City of Tamarac. In support of Goal #3, Dynamic Organizational Culture, the Administration Division will further strive to create a positive and safe work environment for the employees of this Department.

Budget Performance Measures

Objective	Measure	FY16 Target	FY 16 Actual	FY17 Target	FY18 Target	FY19 Target
Ensure timely, effective and efficient management of capital improvement projects, solid waste and recycling program, and public maintenance	Percentage of Work orders/ inspections completed on time (grounds, stormwater, fac, eng, streets)	95.00%	99.76%	95.00%	95.00%	95.00%
	Percentage of all PW citizen requests addressed within specified timeframes (stormwater, streets, grounds)	100.00%	100.00%	100.00%	100.00%	100.00%

Public Works/Administration (5001)

Financial Summary ~ Division Expenditures									
	FY 2015		FY 2016		FY 2017	Dollar	Percent	FY 2018	FY 2019
	Actual		Amended		Adopted	Change	Change	Forecast	Forecast
Personal Services	\$ 159,934	\$	135,081	\$	154,651	\$ 19,570	14.49%	\$ 160,577	\$ 166,396
Operating Expenditures	18,914		15,895		15,703	(192)	-1.21%	15,703	15,863
TOTALS	\$ 178,848	\$	150,976	\$	170,354	\$ 19,378	12.84%	\$ 176,280	\$ 182,259

Personnel Complement				
Position Title	Full Time	Part Time	Temp	FTE's
Director of Public Services*	0.27			0.27
Office Specialist P/T		1		0.50
Systems Coordinator**	0.50			0.50
Total Personnel Complement	0.77	1	0	1.27

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

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

FY 2017 Variances +/- :

Personal Services

Net increase in personal services is a result of planned salary and benefits adjustments. \$ 19,570

Public Services Engineering - Program Description (5002/6002)

Engineering

Mission

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

Program Description

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

Goals & Objectives

In support of Goal #1, Inclusive Community, the Engineering Division will seek to maintain its high level of customer service while providing technical assistance and inspection services to both internal and external customers. In support of Goal #4, Clear Communication, this Division will provide an efficient, streamlined permit process for the development community, which includes providing required development documents on the City's web site. In support of Goal #5, this division will provide a safe and vibrant community through the development and continues technical support of a quality infrastructure. Additionally, this Division will maintain accurate infrastructure records, drawings, plats and right-of-way maps as well as an accurate GIS system as it relates to Public Services infrastructure for the use of other departments, regulatory agencies, and citizens.

Budget Performance Measures

Objective	Measure	FY16 Target	FY Actual	FY17 Target	FY18 Target	FY19 Target
Provide efficient and streamlined technical engineering support	Percentage of engineering inspections completed within 1 day	95.00%	99.08%	95.00%	95.00%	95.00%
	Percentage of Development review committee packages reviewed within 10 days	98.00%	100.00%	98.00%	98.00%	98.00%
	Percentage of Engineering permit applications reviewed within 10 days	100.00%	95.08%	95.00%	95.00%	95.00%
	Percentage of Mapping requests responded to in 2 days	100.00%	99.67%	98.00%	98.00%	98.00%

Engineering (5002)

Financial Summary ~ Division Revenues							
	FY 2015	FY 2016	FY 2017	Dollar	Percent	FY 2018	FY 2019
	Actual	Amended	Adopted	Change	Change	Forecast	Forecast
Engineering Fees	\$ 521,408	\$ 50,000	\$ 50,000	\$ -	-	\$ 50,000	\$ 50,000
TOTALS	\$ 521,408	\$ 50,000	\$ 50,000	\$ -	-	\$ 50,000	\$ 50,000

Financial Summary ~ Division Expenditures							
	FY 2015	FY 2016	FY 2017	Dollar	Percent	FY 2018	FY 2019
	Actual	Amended	Adopted	Change	Change	Forecast	Forecast
Personal Services	\$ 259,900	\$ 281,863	\$ 304,949	\$ 23,086	8.19%	\$ 312,786	\$ 322,802
Operating Expenditures	11,608	19,150	63,368	44,218	230.90%	21,318	21,318
Capital Outlay	-	-	1,400	1,400	100.00%	-	-
TOTALS	\$ 271,508	\$ 301,013	\$ 369,717	\$ 68,704	22.82%	\$ 334,104	\$ 344,120

Personnel Complement				
Position Title	Full Time	Part Time	Temp	FTE's
Project Engineer	1			1
Engineer Review Technician/Inspector*	2			2
Office Coordinator**	0.50			0.50
Total Personnel Complement	3.50	0	0	3.50

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

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

FY 2017 Major Variances +/- :

Personal Services

Net increase in personal services is a result of planned salary and benefits adjustments. The FY 2017 budget includes a new Engineering Construction Inspector/Plans Examiner position that was added in late FY 2016 and is split funded between Engineering, Stormwater, and Utilities. \$ 23,086

Operating Expenditures:

Net increase is a result of various adjustments to accounts to reflect actual estimated expenditures including engineering services. \$ 44,218

Public Works/Operations - Program Description (5005)

Recycling

Mission

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

Program Description

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

Goals & Objectives

In support of Goal#2, Healthy Financial Environment, the Operations Division will devote its efforts to ensuring timely, efficient, and cost-effective management of Citywide capital improvement projects. In support of Goal#3, Dynamic Organizational Culture, this Division will work interdepartmentally to coordinate projects and ensure that work is completed properly and with due consideration to budget and time limits. In support of Goal#5, A Vibrant Community, this Division will serve as a liaison between members of the community, elected officials, City staff, and City contractors regarding issues of solid waste and recycling, and will strive to increase the recycling rate among residents, and increase amount of material recycled in City Facilities. Additionally, this Division will supervise the daily operations of the various Public Works Operational Divisions and to ensure that quality standards are met on a daily basis.

Budget Performance Measures

Objective	Measure	FY16 Target	FY 16 Actual	FY17 Target	FY18 Target	FY19 Target
Promote recycling reduce landfill dependency and maintain low disposal costs for residents	Average number of pounds recycled per capita	145.00	140.20	145.00	145.00	145.00
	Recycling/Solid Waste complaints per year	200	85	200	200	200

Operations (5005)

Financial Summary ~ Division Expenditures							
	FY 2015 Actual	FY 2016 Amended	FY 2017 Adopted	Dollar Change	Percent Change	FY 2018 Forecast	FY 2019 Forecast
Personal Services	\$ 516,171	\$ 544,809	\$ 656,852	\$ 112,043	20.57%	\$ 675,074	\$ 699,629
Operating Expenditures	71,365	73,675	79,893	6,218	8.44%	79,893	79,893
TOTALS	\$ 587,536	\$ 618,484	\$ 736,745	\$ 118,261	19.12%	\$ 754,967	\$ 779,522

Personnel Complement				
Position Title	Full Time	Part Time	Temp	FTE's
Operations Manager*	0.80			0.80
Asst Director/City Engr/Cap Proj Mgr**	0.30			0.30
Public Works Superintendent/Streets and Grounds	1			1
Superintendent/Stormwater and Facilities*	0.40			0.40
Budget and Contracts Manager**	0.27			0.27
Project Manager	2			2
Total Personnel Complement	4.77	0	0	4.77

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

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

FY 2017 Major Variances +/- :

Personal Services

Net increase in personal services is a result of planned salary and benefits adjustments. The FY 2017 budget includes a new Project Manager position that is split funded between Engineering, Stormwater, and Utilities. \$ 112,043

Operating Expenditures:

Net increase is a result of various adjustments to accounts to reflect actual estimated expenditures including contractual services and supplies. \$ 6,218

Public Works/Streets - Program Description (5020)

Streets

Mission

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

Program Description

The Streets & Roads Division maintains and repairs all City-owned streets, public parking lots, street lights, sidewalks, guardrails, and street signs. This Division also handles new installation of stormwater pipe, catch basins, and manholes. In addition, the Division coordinates repair and maintenance of traffic control devices with the Broward County Traffic Engineering Division.

Goals & Objectives

In support of Goal #5, A Vibrant Community, The Streets & Roads Division will strive to ensure that streetlights are properly functioning through testing and inspection and to coordinate the repair of faulty streetlights in a timely manner to ensure the safety of all those driving through the City of Tamarac. The Division will also ensure City streets are properly maintained by timely repair of potholes, restoring Utility cuts, and assist with minor drainage repairs and improvements as identified by the Stormwater Master Plan.

Budget Performance Measures						
Objective	Measure	FY16 Target	FY 16 Actual	FY17 Target	FY18 Target	FY19 Target
Maintain the City public streets and traffic systems in a responsible and timely manner	Percentage of Work Orders completed in 5 days or less	100.00%	99.46%	98.00%	98.00%	98.00%
	Percentage of Resident complaints resolved within 24 hrs	100.00%	100.00%	100.00%	100.00%	100.00%
	Percentage of Street lights in service	98.00%	96.04%	98.00%	98.00%	98.00%

Streets (5020)

Financial Summary ~ Division Expenditures									
	FY 2015		FY 2016		FY 2017	Dollar	Percent	FY 2018	FY 2019
	Actual		Amended		Adopted	Change	Change	Forecast	Forecast
Personal Services	\$ 340,514	\$	353,169	\$	382,326	\$ 29,157	8.26%	\$ 343,749	\$ 351,158
Operating Expenditures	983,821		1,023,656		1,013,310	(10,346)	-1.01%	1,030,389	1,046,790
Capital Outlay	6,318		27,886		-	(27,886)	-100.00%	-	-
TOTALS	\$ 1,330,653	\$	1,404,711	\$	1,395,636	\$ (9,075)	-0.65%	\$ 1,374,138	\$ 1,397,948

Personnel Complement				
Position Title	Full Time	Part Time	Temp	FTE's
Service Worker Crewleader	1			1
Service Worker II	1			1
Service Worker I	3			3
Total Personnel Complement	5	0	0	5

FY 2017 Major Variances +/- :

Personal Services

Net increase in personal services is a result of planned salary and benefits adjustments. \$ 29,157

Operating Expenditures:

Net decrease is a result of adjustments to various operating lines based on prior year actuals. \$ (10,346)

Capital Outlay:

Net decrease results from no equipment scheduled to be replaced in FY 2017. \$ (27,886)

Public Works/Facility Management - Program Description (5040)

Facilities

Mission

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

Program Description

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

Goals & Objectives

In support of Goal #5, A Vibrant Community, the Facilities Management Division will seek to ensure the cleanliness and maintenance of all City facilities with consideration to cost-effectiveness, timeliness and environmental impact in accordance with the Facilities Maintenance Policy. The Division will also coordinate the replacement and maintenance HVAC and roofing systems for all City facilities. In support of Goal #3, Dynamic Organizational Culture, the Division will ensure satisfaction of internal customers, residents, and visitors by providing high level of customer service through prompt response to service requests and on-going preventive maintenance of Facilities.

Budget Performance Measures

Objective	Measure	FY16 Target	FY 16 Actual	FY17 Target	FY18 Target	FY19 Target
Provide high-quality, timely and efficient facility maintenance and repair services	Percentage of Work Orders completed in 48 hrs or less	100.00%	100.00%	100.00%	100.00%	100.00%
	Percentage of Facilities routine repairs completed in 5 days or less	93.00%	100.00%	93.00%	93.00%	93.00%
	Janitorial Contractor performance rating (monthly average)	3.00	3.69	3.00	3.00	3.00

Facility Management (5040)

Financial Summary ~ Division Expenditures									
	FY 2015		FY 2016		FY 2017	Dollar	Percent	FY 2018	FY 2019
	Actual		Amended		Adopted	Change	Change	Forecast	Forecast
Personal Services	\$ 656,621	\$	697,004	\$	642,927	\$ (54,077)	-7.76%	\$ 666,522	\$ 681,991
Operating Expenditures	678,284		729,670		811,816	82,146	11.26%	773,793	785,334
Capital Outlay	11,587		12,625		-	(12,625)	-100.00%	-	-
TOTALS	\$ 1,346,492	\$	1,439,299	\$	1,454,743	\$ 15,444	1.07%	\$ 1,440,315	\$ 1,467,325

Personnel Complement				
Position Title	Full Time	Part Time	Temp	FTE's
Facility Management Supervisor	1			1
Senior Tradesperson	1			1
Electrician	1			1
Carpenter	1			1
Building Maintenance Technician	4			4
Total Personnel Complement	8	0	0	8

FY 2017 Major Variances +/- :

Personal Services

Net decrease in personal services is a result of planned salary and benefits adjustments and workforce attrition. \$ (54,077)

Operating Expenditures:

Net increase is a result of adjustments to various operating lines based on prior year actuals. In addition, repair and maintenance of facilities includes renovations to the Public Works Locker Room (replacement of employee lockers and updates to the restrooms and showers). \$ 82,146

Capital Outlay:

Net decrease results from no equipment scheduled to be replaced in FY 2017. \$ (12,625)

Public Works/Fleet Management (5080)

Fleet

Mission

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

Program Description

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

Goals & Objectives

In support of Goal #3, Dynamic Organizational Culture, the Fleet Division will ensure that all City vehicles and equipment are kept in service and in safe operation; and to maintain a complement of vehicles and equipment meeting the diverse operational needs of the City. In support of Goal #2, Healthy Financial Environment, the division will control overall costs of vehicle maintenance and operation through on-going preventive repair and maintenance, tracking mileage and equipment usage, and coordinating a comprehensive vehicle replacement program. In support of Goal #5, Vibrant Community, the division will minimize the environmental impact by monitoring fuel consumption, ensuring the containment, storage, and safe disposal of potentially harmful materials and using on-site segregation of recyclable materials.

Budget Performance Measures

Objective	Measure	FY16 Target	FY 16 Actual	FY17 Target	FY18 Target	FY19 Target
Provide reliable transportation and functional equipment while minimizing downtime and environmental impact and ensuring reliability and safety	Percentage of Total Units Available Serviced In-House	99.00%	100.00%	99.00%	99.00%	99.00%
	Percentage of Prev maint performed on schedule	99.00%	100.00%	99.00%	99.00%	99.00%
	Percentage of unscheduled repairs to all work orders	15.00%	12.39%	15.00%	15.00%	15.00%
	Percentage of Hrs billed to work orders	94.00%	94.39%	94.00%	94.00%	94.00%

Fleet Management (5080)

Financial Summary ~ Division Expenditures							
	FY 2015	FY 2016	FY 2017	Dollar	Percent	FY 2018	FY 2019
	Actual	Amended	Adopted	Change	Change	Forecast	Forecast
Personal Services	\$ 665,361	\$ 668,967	\$ 691,234	\$ 22,267	3.33%	\$ 709,459	\$ 727,292
Operating Expenditures	188,905	207,150	226,660	19,510	9.42%	232,180	236,850
TOTALS	\$ 854,266	\$ 876,117	\$ 917,894	\$ 41,777	4.77%	\$ 941,639	\$ 964,142

Personnel Complement				
Position Title	Full Time	Part Time	Temp	FTE's
Fleet Service Supervisor	1			1
Senior Fleet Mechanic	1			1
Fleet Mechanic III	3			3
Fleet Mechanic II	2			2
Office Specialist	1			1
Total Personnel Complement	8	0	0	8

FY 2017 Major Variances +/- :

Personal Services

Net increase in personal services is a result of planned salary and benefits adjustments. \$ 22,267

Operating Expenditures:

Net increase is a result of adjustments to various operating lines based on prior year actuals. \$ 19,510

Public Works/Grounds Maintenance - Program Description (5090)

Grounds Maintenance

Mission

To maintain and enhance landscaping in public rights-of-way and medians; and to provide safe and fun recreational facilities by maintaining and enhancing grounds, playground equipment, and facilities in Tamarac City Parks.

Program Description

The Grounds Maintenance Division preserves and maintains the safety and aesthetics of City-owned property, medians, trees, and irrigation systems. Key maintenance activities include, mowing, trimming, litter control, tending and prepping athletic fields. Grounds maintained include areas around City Facilities, medians, public rights-of-way, City Parks, and recreational facilities (Recreation Center, Multi-purpose Center, Caporella Aquatic Center, and Community Center). The above services are provided in collaboration with other Public Works Divisions, City Departments, Governmental Agencies, private contractors and vendors.

Goals & Objectives

In support of Goal #1-Inclusive Community, the Division will maintain a variety of recreational areas for all ages to encompass the increasingly diverse population of the City. In support of Goal #2 - Healthy Financial Environment, the Division will research and implement alternative cost-cutting maintenance practices. In support of Goal #5 - A Vibrant Community, the Division will provide total maintenance of all City-owned property in an environmentally responsible manner to ensure parks, recreational facilities, public rights-of-way, and other public areas remain safe and attractive.

Budget Performance Measures

Objective	Measure	FY16 Target	FY 16 Actual	FY17 Target	FY18 Target	FY19 Target
Provide effective, timely and efficient Grounds Maintenance services	Percentage of Work Orders completed in 48 hrs or less	100.00%	100.00%	100.00%	100.00%	100.00%
	Percentage of Resident complaints resolved within 24 hrs	100.00%	100.00%	100.00%	100.00%	100.00%
	Percentage of Landscape permit inspections completed within 24hrs	100.00%	100.00%	100.00%	100.00%	100.00%

Grounds Maintenance (5090)

Financial Summary ~ Division Expenditures									
	FY 2015		FY 2016		FY 2017	Dollar	Percent	FY 2018	FY 2019
	Actual		Amended		Adopted	Change	Change	Forecast	Forecast
Personal Services	\$ 1,306,128	\$	1,404,345	\$	1,444,950	\$ 40,605	2.89%	\$ 1,469,425	\$ 1,502,200
Operating Expenditures	1,400,249		1,510,813		1,488,186	(22,627)	-1.50%	1,489,373	1,491,565
Capital Outlay	1,865		-		12,500	12,500	100.00%	-	-
TOTALS	\$ 2,708,242	\$	2,915,158	\$	2,945,636	\$ 30,478	1.05%	\$ 2,958,798	\$ 2,993,765

Personnel Complement				
Position Title	Full Time	Part Time	Temp	FTE's
Landscape Supervisor	1			1
Building Maintenance Technician	1			1
Groundskeeper Crew Leader	2			2
Groundskeeper II	7			7
Groundskeeper I	12	3		12.50
Total Personnel Complement	23	3	0	23.50

FY 2017 Major Variances +/(-) :

Personal Services

Net increase in personal services is a result of planned salary and benefits adjustments and the addition of a Groundskeeper I in FY 2017. \$ 40,605

Operating Expenditures:

Net decrease is a result of adjustments to various operating lines based on prior year actuals including employee agency fees. \$ (22,627)

Capital Outlay:

Net increase reflects the capital items to be replaced or purchased in the current year. A detail of the capital items is included under New Programs and Asset Management Program. \$ 12,500

Public Works/Stormwater Engineering & Operations (410/5050)

Stormwater

Mission

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

Program Description

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

Goals & Objectives

In support of Goal #5, a Vibrant Community, the Stormwater Division will maintain the appearance of City's canals and waterways by removing debris and managing aquatic plant growth. The Division will also clean and maintain catch basins and drainage pipes to prevent flooding during major rain events. The Division will work with consultants to maintain the Master Stormwater Plan and subsequent implementation of improvements. In support of Goal #3, Dynamic Organizational Culture, the Division will ensure satisfaction of internal customers, residents, and visitors by providing high level of customer service through prompt response to service requests and on-going preventive maintenance of drainage systems.

Budget Performance Measures

Objective	Measure	FY16 Target	FY 16 Actual	FY17 Target	FY18 Target	FY19 Target
Protect against flooding and maintain City waterway appearance	Percentage of Resident complaints resolved within 24 hrs	100.00%	100.00%	100.00%	100.00%	100.00%
	Percentage of Catch basins cleaned/mo	100.00%	113.72%	100.00%	100.00%	100.00%
	Percentage of Drainage pipe cleaned/mo	100.00%	116.15%	100.00%	100.00%	100.00%
	Percentage of waterways treated for aquatic weeds monthly	100.00%	101.81%	100.00%	100.00%	100.00%

Stormwater Engineering and Operations (5050)

Financial Summary ~ Division Revenues							
	FY 2015	FY 2016	FY 2017	Dollar	Percent	FY 2018	FY 2019
	Actual	Amended	Adopted	Change	Change	Forecast	Forecast
Stormwater Fees	\$ 5,447,346	\$ 5,355,516	\$ 5,539,004	\$ 183,488	3.43%	\$ 5,664,782	\$ 5,818,749
Tax Collector	541	-	-	-	-	-	-
Interest Income	36,132	60,000	32,716	(27,284)	-45.47%	30,450	30,907
Transfers In	338,298	349,036	332,481	(16,555)	-4.74%	370,226	381,332
Appropriated Net Asset	-	545,550	-	(545,550)	-100.00%	2,327	-
TOTALS	\$ 5,822,317	\$ 6,310,102	\$ 5,904,201	\$ (405,901)	-6.43%	\$ 6,067,785	\$ 6,230,988

Financial Summary ~ Division Expenditures							
	FY 2015	FY 2016	FY 2017	Dollar	Percent	FY 2018	FY 2019
	Actual	Amended	Adopted	Change	Change	Forecast	Forecast
Personal Services	\$ 1,565,783	\$ 1,724,210	\$ 1,787,374	\$ 63,164	3.66%	\$ 1,833,771	\$ 1,886,936
Operating Expenditures	2,479,929	2,508,837	2,226,940	(281,897)	-11.24%	2,238,957	2,282,894
Capital Outlay	(44,735)	458,566	135,800	(322,766)	-70.39%	265,000	40,000
Debt Service	167,158	403,000	435,972	32,972	8.18%	429,560	427,732
Contingency	-	300,000	368,115	68,115	22.71%	1,150,497	643,426
Other Uses	1,032,300	886,684	800,000	(86,684)	-9.78%	-	800,000
Reserves	-	28,805	150,000	121,195	420.74%	150,000	150,000
TOTALS	\$ 5,200,435	\$ 6,310,102	\$ 5,904,201	\$ (405,901)	-6.43%	\$ 6,067,785	\$ 6,230,988

Personnel Complement				
Position Title	Full Time	Part Time	Temp	FTE's
Public Services Director*	0.19			0.19
Assistant Director/City Engineer/Cap Proj Mgr*	0.50			0.50
Operations Manager**	0.20			0.20
Public Works Superintendent /Stormwater and Facilities**	0.60			0.60
Budget and Contracts Manager*	0.19			0.19
Systems Coordinator**	0.50			0.50
Office Coordinator**	0.50			0.50
Stormwater Supervisor	1			1
Assistant City Engineer***	0.70			0.70
Engineer***	0.40			0.40
Engineer Technician	1			1
Aquatic Spray Technician	4			4
Equipment Operator I	1			1
Equipment Operator II	3			3
Service Worker Crew Leader	2			2
Service Worker I	4			4
Service Worker II	1			1
Total Personnel Complement	20.78	0	0	20.78

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

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

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

FY 2017 Major Variances +/-:

Personal Services:

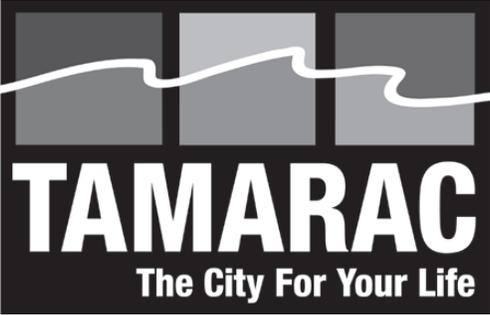
Net increase in personal services is a result of planned salary and benefits adjustments. \$ 63,164

Operating Expenditures:

Net decrease is primarily due to the decrease in professional services for the stormwater master plan which carried over from FY 2015 and is included in the amended FY 2016 budget. \$ (281,897)

Capital Outlay:

Net decrease reflects an adjustment to estimated capital items to be replaced or purchased in the current year versus the previous year. A detail of the capital outlay items is included in the Asset Management Program. \$ (322,766)



Utilities Departmental Financial Summary

Financial Summary ~ Department Revenues							
	FY 2015 Actual	FY 2016 Amended	FY 2017 Adopted	Dollar Change	Percent Change	FY 2018 Forecast	FY 2019 Forecast
Water	\$ 9,909,114	\$ 9,324,675	\$ 9,809,990	\$ 485,315	5.20%	\$ 9,833,990	\$ 9,858,050
Wastewater	15,968,865	15,366,492	15,862,215	495,723	3.23%	15,901,785	15,941,453
Late Charges	250,707	250,000	250,000	-	-	250,000	250,000
Misc. Service Charges	304,807	330,000	330,000	-	-	330,000	330,000
Interest Earnings	62,149	82,800	59,000	(23,800)	-28.74%	59,885	60,783
Spec Assess/Impact Fees	45,960	-	40,000	40,000	100.00%	40,000	40,000
Miscellaneous Revenues	6,407	8,000	4,000	(4,000)	-50.00%	4,000	4,000
Appropriated Net Assets	-	3,341,036	-	(3,341,036)	-100.00%	712,100	2,081,540
DEPARTMENT TOTALS	\$ 26,548,009	\$ 28,703,003	\$ 26,355,205	\$ (2,347,798)	-8.18%	\$ 27,131,760	\$ 28,565,826

Financial Summary ~ Category Expenditures							
	FY 2015 Actual	FY 2016 Amended	FY 2017 Adopted	Dollar Change	Percent Change	FY 2018 Forecast	FY 2019 Forecast
Personal Services	\$ 4,924,525	\$ 5,853,158	\$ 5,745,481	\$ (107,677)	-1.84%	\$ 5,903,325	\$ 6,047,687
Operating Expenditures	15,137,896	13,817,046	13,794,161	(22,885)	-0.17%	14,025,922	14,133,700
Capital Outlay/CIP	(35,943)	881,030	180,800	(700,230)	-79.48%	287,000	231,000
Other Uses	5,617,346	7,067,863	4,881,316	(2,186,547)	-30.94%	5,629,513	6,866,439
Contingency	-	173,906	713,447	539,541	310.25%	250,000	250,000
Debt Service	648,304	910,000	940,000	30,000	3.30%	936,000	937,000
Reserves	-	-	100,000	100,000	100.00%	100,000	100,000
DEPARTMENT TOTALS	\$ 26,292,128	\$ 28,703,003	\$ 26,355,205	\$ (2,347,798)	-8.18%	\$ 27,131,760	\$ 28,565,826

Financial Summary ~ Program Expenditures							
	FY 2015 Actual	FY 2016 Amended	FY 2017 Adopted	Dollar Change	Percent Change	FY 2018 Forecast	FY 2019 Forecast
Administration	\$ 13,591,282	\$ 13,475,718	\$ 11,871,271	\$ (1,604,447)	-11.91%	\$ 12,350,691	\$ 13,680,903
Engineering	483,663	495,727	528,344	32,617	6.58%	539,264	553,268
Water Treatment	2,263,827	2,803,187	2,791,872	(11,315)	-0.40%	2,819,651	2,876,642
Water Distribution	2,447,786	3,181,061	2,781,973	(399,088)	-12.55%	3,032,610	3,022,127
Wastewater Collection	7,009,162	8,747,310	8,381,745	(365,565)	-4.18%	8,389,544	8,432,886
Non Departmental	496,408	-	-	-	-	-	-
	\$ 26,292,128	\$ 28,703,003	\$ 26,355,205	\$ (2,347,798)	-8.18%	\$ 27,131,760	\$ 28,565,826

Utilities Administration - Program Description (6001)

Utilities

Mission

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

Program Description

Utilities Administration provides the organizational leadership for Utilities, and acts as the primary liaison between Utilities and the City's administrative staff and elected officials. The Division is responsible for coordinating and facilitating the efforts of the other divisions within Utilities, and is responsible for long range planning and policy development. This leadership has led to numerous awards from year to year from agencies such as: United States Environmental Protection Agency, Florida Department of Environmental Protection, American Water Works Association, Florida Section/American Water Works Association, Florida Water and Pollution Control Operators Association and Broward County.

Goals & Objectives

In support of Goal #2, Healthy Financial Environment, and Goal #5, Vibrant Community, the goal of Utilities Administration is to help the customer, promote goodwill among employees, and review efficiencies on every level. We will accomplish this by developing and adopting "best practices" of the American Water Works Association (AWWA), providing open lines of communication to our residents, employees, and partners, fostering a sharing culture, and staying abreast of current developments in Utilities. In support of Goal #3, Dynamic Organizational Culture, Utilities Administration will encourage training and development of employees and track formal training hours spent.

Budget Performance Measures

Measure	FY16 Target	FY 16 Actual	FY17 Target	FY18 Target	FY19 Target
Percentage of all Utilities after-hours citizen requests addressed within specified timeframes (Wastewater, Water Distribution, WTP)	93.30%	96.52%	93.30%	93.30%	93.30%

Utilities/Administration (6001)

Financial Summary ~ Division Expenditures							
	FY 2015 Actual	FY 2016 Amended	FY 2017 Adopted	Dollar Change	Percent Change	FY 2018 Forecast	FY 2019 Forecast
Personal Services	\$ 397,360	\$ 655,873	\$ 608,329	\$ (47,544)	-7.25%	\$ 619,396	\$ 641,786
Operating Expenditures	7,226,711	4,653,076	4,628,179	(24,897)	-0.54%	4,815,782	4,885,678
Capital Outlay	(298,439)	15,000	-	(15,000)	-100.00%	-	-
Debt Service	648,304	910,000	940,000	30,000	3.30%	936,000	937,000
Contingency	-	173,906	713,447	539,541	310.25%	250,000	250,000
Other Uses	5,617,346	7,067,863	4,881,316	(2,186,547)	-30.94%	5,629,513	6,866,439
Reserves	-	-	100,000	100,000	100.00%	100,000	100,000
TOTALS	\$ 13,591,282	\$ 13,475,718	\$ 11,871,271	\$ (1,634,447)	-12.13%	\$ 12,350,691	\$ 13,680,903

Personnel Complement				
Position Title	Full Time	Part Time	Temp	FTE's
Public Services Director*	0.54			0.54
Assistant Director/City Engr/Cap Proj Manager*	0.20			0.20
Assistant Director of Utilities**	0.80			0.80
Budget & Contracts Manager*	0.54			0.54
Administrative Coordinator	1			1
Office Specialist	1			1
Office Coordinator	1			1
Total Personnel Complement	5.08	0	0	5.08

* Position split funded by General 001, Stormwater 410, and Utilities 425

** Position split funded between 6001 & 6002

FY 2017 Major Variances +/-:

Personal Services:

Net decrease in personal services is a result of planned salary and benefits adjustments and workforce attrition. \$ (47,544)

Operating Expenditures:

Net decrease is a result of adjustments to various operating lines based on prior year actuals. \$ (24,897)

Capital Outlay:

Net decrease results from no equipment scheduled to be replaced in FY 2017. \$ (15,000)

Other Uses:

Net decrease is due to the increase in renewal and replacement work scheduled for FY 2017 funded through utility fees. \$ (2,186,547)

Public Services Engineering - Program Description (5002/6002)

Engineering

Mission

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

Program Description

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

Goals & Objectives

In support of Goal #1, Inclusive Community, the Engineering Division will seek to maintain its high level of customer service while providing technical assistance and inspection services to both internal and external customers. In support of Goal #4, Clear Communication, this Division will provide an efficient, streamlined permit process for the development community, which includes providing required development documents on the City's web site. In support of Goal #5, this division will provide a safe and vibrant community through the development and continues technical support of a quality infrastructure. Additionally, this Division will maintain accurate infrastructure records, drawings, plats and right-of-way maps as well as an accurate GIS system as it relates to Public Services infrastructure for the use of other departments, regulatory agencies, and citizens.

Budget Performance Measures

Objective	Measure	FY16 Target	FY Actual	FY17 Target	FY18 Target	FY19 Target
Provide efficient and streamlined technical engineering support	Percentage of engineering inspections completed within 1 day	95.00%	99.08%	95.00%	95.00%	95.00%
	Percentage of Development review committee packages reviewed within 10 days	98.00%	100.00%	98.00%	98.00%	98.00%
	Percentage of Engineering permit applications reviewed within 10 days	100.00%	95.08%	95.00%	95.00%	95.00%
	Percentage of Mapping requests responded to in 2 days	100.00%	99.67%	98.00%	98.00%	98.00%

Engineering (6002)

Financial Summary ~ Division Expenditures							
	FY 2015	FY 2016	FY 2017	Dollar	Percent	FY 2018	FY 2019
	Actual	Amended	Adopted	Change	Change	Forecast	Forecast
Personal Services	\$ 431,810	\$ 431,407	\$ 463,174	\$ 31,767	7.36%	\$ 474,094	\$ 488,098
Operating Expenditures	51,853	56,520	50,170	(6,350)	-11.23%	50,170	50,170
Capital Outlay	-	7,800	15,000	7,200	92.31%	15,000	15,000
TOTALS	\$ 483,663	\$ 495,727	\$ 528,344	\$ 32,617	6.58%	\$ 539,264	\$ 553,268

Personnel Complement				
Position Title	Full Time	Part Time	Temp	FTE's
Assistant City Engineer**	0.30			0.30
Assistant Director of Utilities*	0.20			0.20
Eng. Const. Inspector/Plans Examiner	1			1
Engineer**	0.60			0.60
Senior Engineering Technician	1			1
Engineering Technician	1			1
Total Personnel Complement	4.10	0	0	4.10

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

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

FY 2017 Major Variances +/-:

Personal Services:

Net increase in personal services is a result of planned salary and benefits adjustments. \$ 31,767

Operating Expenditures:

Net decrease is a result of adjustments to various operating lines based on prior year actuals. \$ (6,350)

Capital Outlay:

Net increase reflects the capital items to be replaced or purchased in the current year. A detail of the capital items is included under New Programs and Asset Management Program. \$ 7,200

Water Treatment - Program Description (6020)

Water Treatment Plant

Mission

To provide an adequate quantity of high quality potable water to the City of Tamarac's water utility service area.

Program Description

The Water Treatment Division treats the entire supply of potable (drinkable) water, which meets all applicable Federal and State Regulatory Standards. The Division is responsible for the protection of the groundwater (raw water) sources of the water system, treatment and purification of the groundwater, disinfection of water against potentially harmful bacteria, fluoridation of the water for the protection of teeth, and delivery of the water to the customers. The Division is also responsible for monitoring the potable water for compliance through the City's State of Florida certified laboratory, as well as the promotion of water conservation practices among its customers.

Goals & Objectives

In support of Goal #5, Vibrant Community, the Division will continue to supply the potable water to meet applicable Federal and State Standards. In order to do so, the Division makes necessary changes to the water treatment process to provide the residents with the highest quality drinking water. Through training, staff will be kept knowledgeable of changing water treatment methods, analysis, and regulation. The Division will respond to all inquiries on the potable water from residents, the media, regulatory agencies, and City staff. While the SFWMD sets a 10% goal for unaccounted for water, based on past practices, this Division set an internal goal for unaccounted for water which puts Tamarac in the Best in Class Category in the USA. The Division will also encourage water conservation by all consumers by providing education and conservation devices.

Budget Performance Measures

Objective	Measure	FY16 Target	FY 16 Actual	FY17 Target	FY18 Target	FY19 Target
Provide adequate quantity of high-quality potable water while meeting and exceeding regulatory standards	Monthly per capita water usage in gallons	101.00	95.96	101.00	101.00	101.00
	Percentage of unaccounted water (will not exceed the South Florida Water Management District's standard of 10%)	7.50%	3.83%	7.50%	7.50%	7.50%
	Percentage of water samples tested and reported to be in compliance w/ federal regs (in distribution, WTP, and raw)	100.00%	100.00%	100.00%	100.00%	100.00%

Water Treatment (6020)

Financial Summary ~ Division Expenditures									
	FY 2015		FY 2016		FY 2017	Dollar	Percent	FY 2018	FY 2019
	Actual		Amended		Adopted	Change	Change	Forecast	Forecast
Personal Services	\$ 951,474	\$	1,201,847	\$	1,138,696	\$ (63,151)	-5.25%	\$ 1,177,526	\$ 1,201,969
Operating Expenditures	1,367,418		1,572,340		1,603,176	30,836	1.96%	1,642,125	1,674,673
Capital Outlay	(55,065)		29,000		50,000	21,000	72.41%	-	-
TOTALS	\$ 2,263,827	\$	2,803,187	\$	2,791,872	\$ (11,315)	-0.40%	\$ 2,819,651	\$ 2,876,642

Personnel Complement				
Position Title	Full Time	Part Time	Temp	FTE's
Water Plant Superintendent	1			1
Water Plant Lead Operator	2			2
SCADA System Specialist	1			1
Senior Chemist	1			1
Water Plant Operator B, C	7			7
Total Personnel Complement	12	0	0	12

FY 2017 Major Variances +/-:

Personal Services:

Net decrease in personal services is a result of planned salary and benefits adjustments. \$ (63,151)

Operating Expenditures:

Net increase in operating expenditures is primarily a result of an increase in sludge removal costs, offset by decreases in chemical and electric costs. \$ 30,836

Capital Outlay:

Net increase reflects the capital items to be replaced or purchased in the current year. A detail of the capital items is included under New Programs and Asset Management Program. \$ 21,000

Water Distribution - Program Description (6030)

Water Distribution

Mission

To provide uninterrupted delivery of potable water from the Tamarac Water Treatment Facility to customers in the Tamarac utility service area, and conveyance of wastewater from these customers to the Broward County Master Pumping Stations by repairing and upgrading the water and wastewater infrastructure.

Program Description

The Water Distribution Division is responsible for the timely repair and facility upgrade of 251 miles of various-sized water mains, 32 miles of wastewater transmission mains, 19,853 water services, and 18,805 wastewater services. This is accomplished through employees who are on call 24 hours per day and function in the areas of water main leak repairs, water and wastewater service repairs and upgrades, water meter replacement and relocation, water valve exercising and fire hydrant flushing programs, and installation of new water valves and fire hydrants in order to improve the system infrastructure. The Water Distribution Division is also responsible for the reading and installation of water meters citywide.

Goals & Objectives

In support of Goal #5, A Vibrant Community, the Division will provide timely service to customers who experience the loss of water service by tracking efficiency and customer service measures. We will strive to make repairs to the water and sewer service infrastructure in a cost effective, professional manner, with a minimum of inconvenience to our citizens. After the repairs have been completed, restoration will be accomplished with equal or better results as quickly as possible. Preventive maintenance is a constant in the Division and all available resources will be directed to neutralize the aging effect on the distribution network in an effort to meet the growing demands of all constituents.

Budget Performance Measures

Objective	Measure	FY16 Target	FY 16 Actual	FY17 Target	FY18 Target	FY19 Target
Provide uninterrupted delivery of potable water to residents	Water Distribution System Integrity (total # of breaks/leaks per 100 miles of pipe per year)	12.00	6.69	12.00	12.00	12.00
	Number of customer accounts per 1000 experiencing water disruption >12 hrs	0.00	0.00	0.00	0.00	0.00
	Percent of Water Distribution after-hours/emergency callouts responded to within 1 hour	95.00%	92.62%	95.00%	95.00%	95.00%

Water Distribution (6030)

Financial Summary ~ Division Expenditures							
	FY 2015 Actual	FY 2016 Amended	FY 2017 Adopted	Dollar Change	Percent Change	FY 2018 Forecast	FY 2019 Forecast
Personal Services	\$ 1,761,513	\$ 2,045,115	\$ 2,001,514	\$ (43,601)	-2.13%	\$ 2,053,851	\$ 2,097,918
Operating Expenditures	589,097	777,656	775,359	(2,297)	-0.30%	776,759	778,209
Capital Outlay	97,176	358,290	5,100	(353,190)	-98.58%	202,000	146,000
TOTALS	\$ 2,447,786	\$ 3,181,061	\$ 2,781,973	\$ (399,088)	-12.55%	\$ 3,032,610	\$ 3,022,127

Personnel Complement				
Position Title	Full Time	Part Time	Temp	FTE's
Operations Manager - Utilities	1			1
Construction Superintendent	1			1
Distribution Supervisor	1			1
Transmission Supervisor	1			1
Irrigation Technician	1			1
Utilities Service Worker II	2			2
Utilities Service Worker III	2			2
Equipment Operator II (Utilities)	3			3
Utilities Service Worker I	4			4
Water Accountability Supervisor	1			1
Water System Operator I	3			3
Water System Operator II	1			1
Water System Operator III	1			1
Field Technician - Construction	1			1
Field Technician - Engineer	1			1
Backflow Technician	1			1
Total Personnel Complement	25	0	0	25

FY 2017 Major Variances +/-:

Personal Services:

Net decrease in personal services is a result of planned salary and benefits adjustments and workforce attrition. \$ (43,601)

Capital Outlay:

Net decrease reflects the capital items to be replaced or purchased in the current year versus the prior year. FY 2016 includes the purchase of replacement vehicles. A detail of the FY 2017 capital items is included under New Programs and Asset Management Program. \$ (353,190)

Wastewater Collection - Program Description (6040)

Wastewater Collection

Mission

To provide uninterrupted service of the wastewater collection system and the Water Treatment Facility with scheduled and unscheduled maintenance activities.

Program Description

The Wastewater Collection Division oversees the maintenance of 150 miles of gravity wastewater mains, 82 wastewater pump stations and the Water Treatment Facility. The main activities for the Wastewater Collection Division include: inspecting, indexing and abating excessive infiltration and inflow through various methods of rehabilitation, electrical and mechanical maintenance and repair of the operating equipment at the Water Treatment Facility and wastewater pump stations. The Division also responds to emergency wastewater blockages, pump station failures and customer wastewater system overflows.

Goals & Objectives

In support of Goal #5, a Vibrant Community, the Division will provide preventative and corrective maintenance from the beginning of the water treatment cycle (Plant) to the end (Broward County Wastewater Stations) and everything in between (Collection System). The Division will identify potential problems and alertly repair existing ones in order to keep the system operating as designed. An ongoing inflow and infiltration program is in place and is carefully monitored to ensure our resources are utilized in the right areas. The aging wastewater pump stations are systematically rehabilitated to keep the utility in the forefront of today's technology.

Budget Performance Measures

Objective	Measure	FY16 Target	FY 16 Actual	FY17 Target	FY18 Target	FY19 Target
Provide preventative and corrective maintenance to ensure uninterrupted service of the wastewater collection system	Percent of After Hours/Emergency Call Outs responded to within 1 hour	95.00%	100.00%	95.00%	95.00%	95.00%
	Wastewater Collection System Integrity (Collection system main blockages during the year per 100 miles of collection system piping)	3.00	2.57	3.00	3.00	3.00
	Sewer Overflow Rate (Collection system piping condition and effectiveness of routine maintenance) per 100 miles	1.00	0.00	1.00	1.00	1.00
	Decrease Sanitary Sewer Flow (Gallons per minute flow reduced by grouting and or pipe lining procedures)	400	735	400	400	400

Wastewater Collection (6040)

Financial Summary ~ Division Expenditures							
	FY 2015	FY 2016	FY 2017	Dollar	Percent	FY 2018	FY 2019
	Actual	Amended	Adopted	Change	Change	Forecast	Forecast
Personal Services	\$ 1,382,368	\$ 1,518,916	\$ 1,533,768	\$ 14,852	0.98%	\$ 1,578,458	\$ 1,617,916
Operating Expenditures	5,406,409	6,757,454	6,737,277	(20,177)	-0.30%	6,741,086	6,744,970
Capital Outlay	220,385	470,940	110,700	(360,240)	-76.49%	70,000	70,000
TOTALS	\$ 7,009,162	\$ 8,747,310	\$ 8,381,745	\$ (365,565)	-4.18%	\$ 8,389,544	\$ 8,432,886

Personnel Complement				
Position Title	Full Time	Part Time	Temp	FTE's
Maintenance Superintendent	1			1
Wastewater Supervisor	1			1
Maintenance Supervisor (Utilities)	1			1
Senior Tradesperson/Electrician	1			1
Instrumentation and Control Technician	1			1
Wastewater Service Worker III	2			2
Electrician (Utilities)	1			1
Mechanic II (Utilities)	3			3
Wastewater Service Worker II	3			3
Wastewater Service Worker I	2			2
Utility Material Resource Coordinator	1			1
Total Personnel Complement	17	0	0	17

FY 2017 Major Variances +/-:

Personal Services:

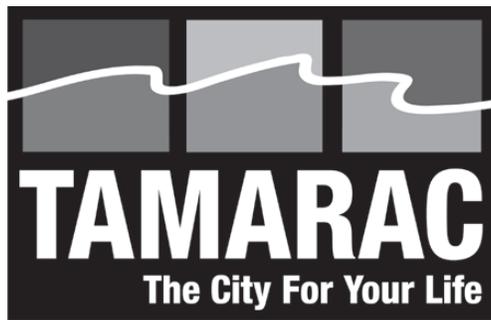
Net increase in personal services is a result of planned salary and benefits adjustments. \$ 14,852

Operating Expenditures:

Net decrease in operating expenditures is primarily is a result of adjustments to various operating lines including contractual services. \$ (20,177)

Capital Outlay:

Net decrease reflects the capital items to be replaced or purchased in the current year versus the prior year. FY 2016 includes the purchase of replacement vehicles. A detail of the FY 2017 capital items is included under New Programs and Asset Management Program. \$ (360,240)



ASSET MANAGEMENT PROGRAM

The City of Tamarac Asset Management Program is a comprehensive program including a summary of major assets owned by the City coupled with the condition and future plans for those assets. The Asset Management Program budgetary process encompasses the integration of revenues and expenditures along with program policy issues included in the City's long range planning process. The accompanying documentation is designed to provide an overview of the program which includes schedules and charts to enhance the transparency of the information provided.

The Goals and Objectives of the Program

- To increase efficiency of City operations by maintaining assets in acceptable condition.
- To recommend an annual level of combined expenditures for capital, major maintenance and equipment replacement to aid in the stabilization of property tax levies from year to year.
- To identify assets no longer needed by the City and assess the salvage/recoverable value of those assets, if any.
- To reduce utility and maintenance costs by identifying improvements that will result in annual cost savings.
- To suggest a long-term plan for each asset.
- To identify a plan for Adopted maintenance and replacement of existing assets and acquisition of new assets which is based on a reasonable expectation of what the City can afford.
- To be an on-going tool for annual asset tracking, updating asset inventory and re-assessing long-term plans.

Elements of the Program

The Asset Management Program integrates the Capital Improvements Program, Capital Maintenance, Capital Vehicle Program, Capital Equipment Program and the funding required for these elements into an overall financial management plan. Pursuant to Financial Management Policy #15, the City will annually prepare a six-year Asset Management Program. The Program will identify the source of funding for all projects as well as the impact on future costs.

Definitions of the Asset Management Program

The terms delineated below are used to distinguish types of assets:

- **Capital Improvement** – Includes new construction, all renovation, and acquisition of assets, infrastructure improvements and one-time capital projects which have a value greater than \$50,000 and an expected life longer than one year and are not vehicles or equipment.
- **Maintenance** – Includes regular maintenance performed on at least an annual basis that should be included in departmental operating budgets.
- **Vehicles** – Tangible assets which can generally be described as vehicles or rolling stock that has an expected life greater than one year and a cost greater than \$1,000.
- **Equipment** – Tangible assets used in an operation or activity with a cost greater than \$1,000, an expected life longer than one year, and are not vehicles. Included are assets generally related to electronic data processing, including but not limited to laptop computers, certain software, printers, modems, and related accessories.

Limits of the Program

The Program includes projected asset replacement, acquisition and maintenance expenses related to major City assets for the period from FY 2017 - 2022. The Program addresses projected asset needs while still operating within projected financial constraints. City staff makes every effort to develop reasonable, educated estimates of the priority of asset expenditure needs.

The City's Capital Vehicle program for FY 2017 - 2022 is primarily based on replacement costs. In recent years, limited funding for both new and replacement vehicles has forced staff to focus on maintaining the essential elements of our existing fleet. In FY 2011, the City began to replace and surplus those vehicles that were deemed by the Fleet Division to be eligible for replacement. The Fleet Manager reviews the life expectancy, maintenance records and total mileage of each vehicle scheduled for replacement. Occasionally, exceptions are approved and vehicles can be kept in service subject to ongoing review.

The maintenance referenced in the Program consists of a description of the general types of items accounted for as maintenance expenses associated with individual assets. In most cases, departments that manage the assets include maintenance expenses for several assets in one line item in their annual budget.

ASSET MANAGEMENT PROGRAM

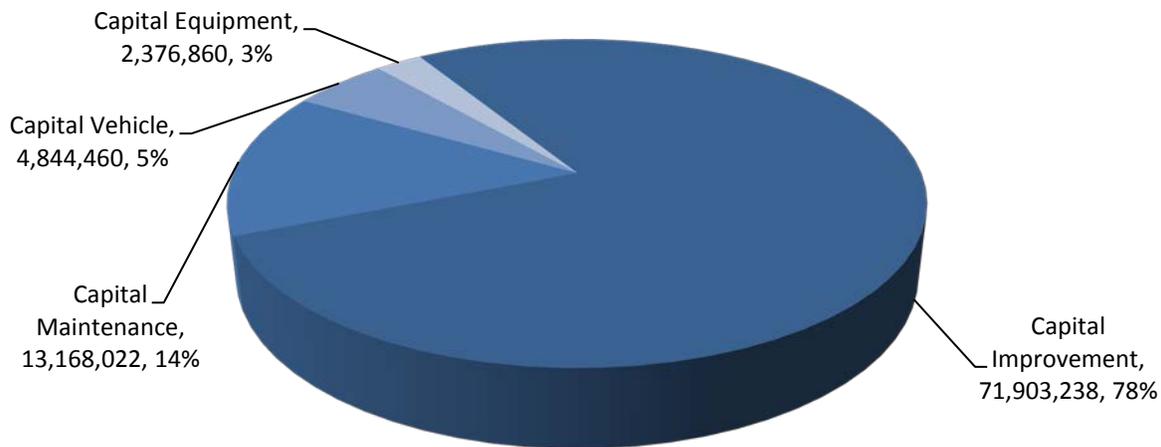
The national and local economies continue to exercise significant impact upon local government funding ability. The aforementioned projects are important to the City and need to proceed. In the event of unanticipated deterioration of the economy, the City must be prepared to re-adjust the scheduling of projects within the six-year program in recognition of changing financial realities.

Program Summary

The funding requirements of the Asset Management Program for FY 2017 - 2022 are summarized below:

Capital Improvement	\$	71,903,238
Capital Maintenance		13,168,022
Capital Vehicle		4,844,460
Capital Equipment		2,376,860
Total Program	\$	92,292,580

FY 2017 - 2022 Asset Management Program Program Summary Total \$92,292,580



The program has many obvious benefits that result from its systematic approach to planning and financing public agency projects. Some of the more important benefits derived from a viable structured plan to promote orderly growth patterns and capital improvements as indicated, but not limited to, the following:

- Compliance with the capital improvement element of the Comprehensive Plan
- Design and construction of Corridor Walls through several phases at planned locations
- Design and construction of a Comprehensive and Neighborhood Signage Program throughout the City
- Design and construction of Bikeway Paths throughout designated areas within the City
- Design and construction of Fire Station #36 on University Drive
- Demolition, design, and construction of the new Colony West Clubhouse with various site improvements
- Design and construction of Waters Edge Park
- Caporella Aquatic Center renovations
- Citywide repair and replacement culvert and headwall improvements
- Citywide sewer main rehabilitations
- Shaker Village pipe bursting project
- Tamarac Lakes South water main replacement
- Water Treatment Plant stormwater improvements

The ability for the City to finance these needs and remain in compliance with the Comprehensive Plan will be a major directive in future City budgets.

Recurring Capital Maintenance

Recurring capital maintenance reflects the recurring expenditure needs of the City. These items include budget appropriation for one fiscal year, and are reviewed by the Budget staff as part of the budget development process each year. The desired goal is to close out the maintenance work within one year. The capital maintenance items may be carried forward into the next fiscal year when their completion requires more time than originally anticipated.

ASSET MANAGEMENT PROGRAM

Capital Maintenance items that are expected to be completed over a period longer than one year are assigned a project number

Project Title

Project titles are developed to afford identification by geographic reference or the nature of the work to be performed.

Project Number

All projects for which the city has expenditure accountability are assigned project numbers. All projects are assigned a five character alphanumeric indicator which includes a double alpha character identifying the project department, followed by a two digit project year, followed by a single alpha character.

CE – Capital Equipment	HS – Housing	UG – Utilities Grant
CV – Capital Vehicle	IT – Information Technology	UM – Utilities Maintenance
FR – Fire Rescue	PA – Public Arts	US – Utilities Sewer
GP – General Project	PW – Public Works	UT – Utilities Water (Plant)
GT – Grant	SW – Stormwater	UW – Utilities Water (Lines)

Project Description

This is a general description of the Adopted improvement including the scope of work and purpose of the project. Other useful information is also provided such as project status, financial activity, the estimated impact of the project on the operating budget, changes from prior year, and amendment history.

Prior Year

This represents the cumulative legal authorization for a project prior to, but not including, the Proposed fiscal year budget, i.e. FY 2017.

FY 2017 Budget

This represents the request for the upcoming budget year. If approved by the City Commission, this amount combined with the prior authorization described above establishes the legal authorization to spend for the upcoming and future budget years, until complete in accordance with Financial Policy #16.

FY 2018 through FY 2022 Capital Program

This represents the level of funding requested over the next five years and displays a spending plan.

Project Total

This represents estimated total cost to complete a project as Adopted by the City Manager, including prior approval, as well as the level of funding requested for the FY 2017 budget year and the program for the period FY 2018-2022.

Source of Funding

This represents information about funding sources used to finance the project. The standard funding categories include:

- **Public Service Facilities Bond** – represents long-term, interest-bearing certificates of public indebtedness.
- **2005 Revenue Bond** – represents long-term, interest-bearing certificates of public indebtedness.
- **General Fund** – represents the transfer of cash from the General Fund to fund the capital projects from general revenues without a dedicated funding source.
- **Grant** – primarily represents awards from Broward County, the State of Florida and the federal government to assist in the undertaking of specified projects. Most grants require a matching funding source with the percentage of the match dependent on grant requirements. The funding is restricted in use to the improvement requested and approved in the grant application.
- **Fire Rescue** – represents a special revenue fund used to account for revenues that provide for fire rescue services, facilities and programs in the City.
- **Pay-As-You-Go** – represents accumulated resources set aside to meet and fund capital improvements and major capital maintenance items.
- **Stormwater** – represents revenues received from property owners for the purpose of maintaining the City's stormwater system, including stormwater conveyance infrastructures.
- **Utilities** – represents utility revenues received from the use of water collection and disposal of wastewater from residential and commercial customers.

ASSET MANAGEMENT PROGRAM

Operational Impact on Budget/Debt Service

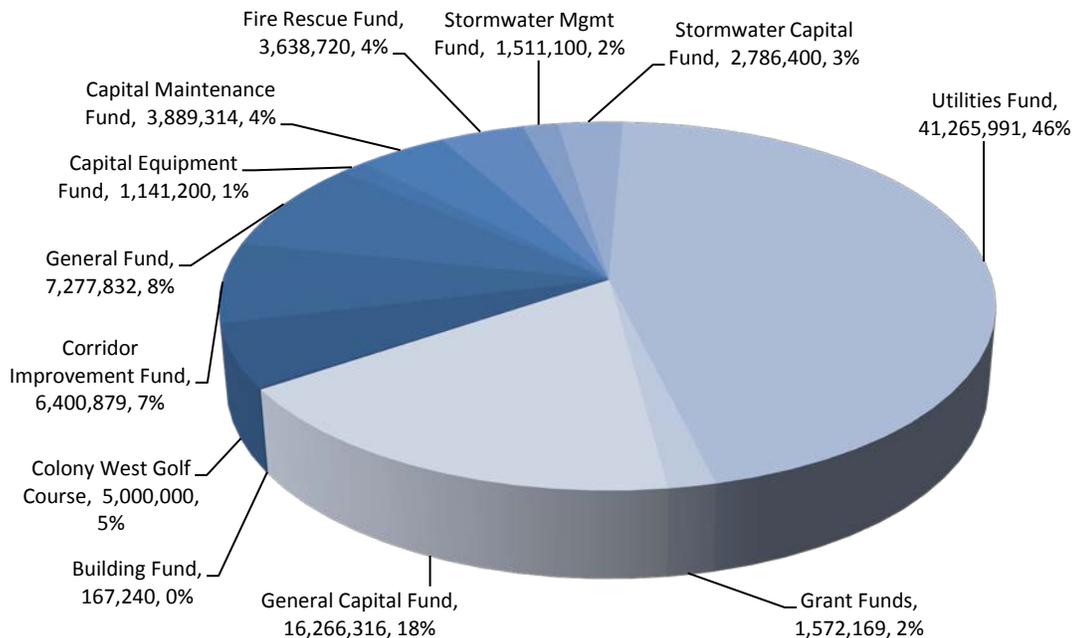
The relationship between the Capital Improvements Program and the annual operating budget/debt service obligations is often misunderstood. The Capital Program has two direct impacts on the Adopted budget. The primary impact is reflected in the various debt service accounts. The chart below indicates the City's total debt funds by funding source for various projects for FY 2017 ~ 2022 as related to the Asset Management Program.

Public Service Facilities Fund	\$	625,419
2005 Revenue Bond Fund		-
Total Program	\$	625,419

The secondary impact is reflected in all other major funding sources including the General Fund, Grant Funding, Fire Rescue Fund, General Capital Fund, Capital Equipment Fund, Stormwater Fund, and Utilities Operating Fund. The chart below indicates the City's total operating funds by funding source for various projects for FY 2017 ~ 2022 as related to the Asset Management Program.

Building Fund	\$	167,240
Capital Equipment Fund		1,141,200
Capital Maintenance Fund		3,889,314
Colony West Golf Course		5,000,000
Corridor Improvement Fund		6,400,879
Fire Rescue Fund		3,638,720
General Fund		7,277,832
General Capital Fund		16,266,316
Grants		1,572,169
Stormwater Mgmt Fund		1,511,100
Stormwater Capital Fund		2,786,400
Utilities Fund		41,265,991
Total Program	\$	92,292,580

FY 2017 - 2022 Asset Management Program Source of Funds, Percent of Totals

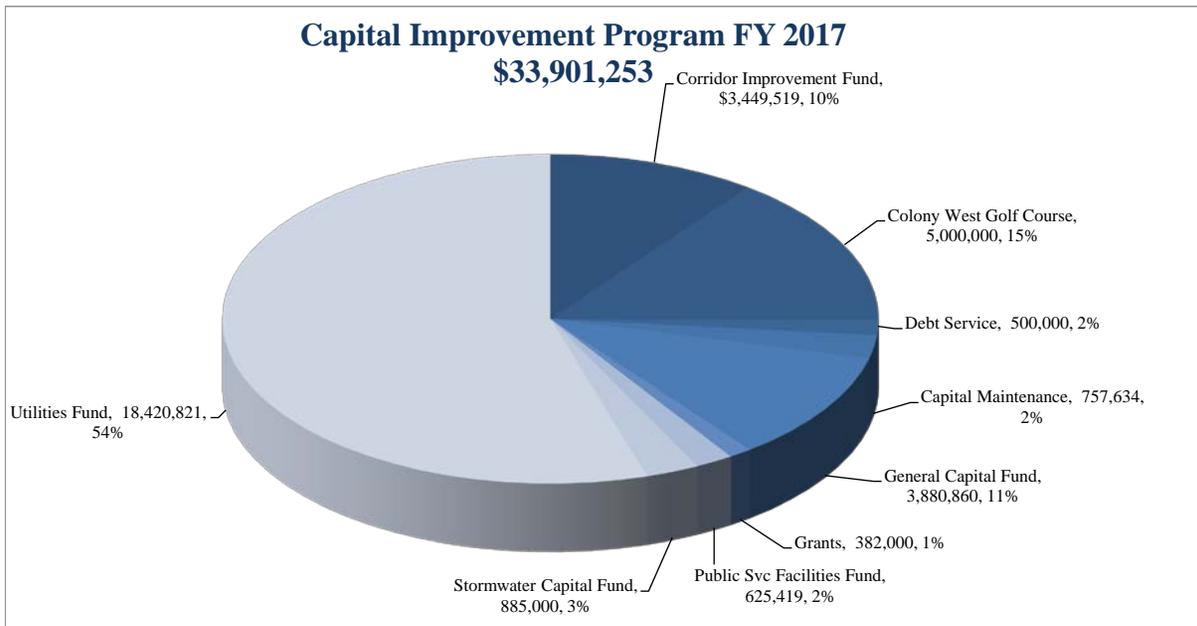
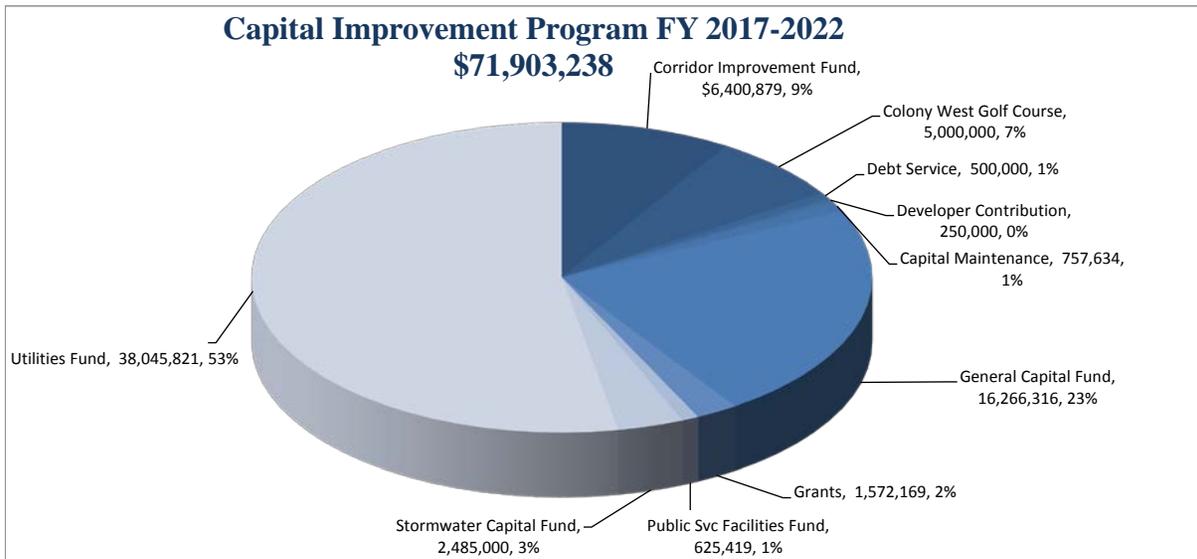


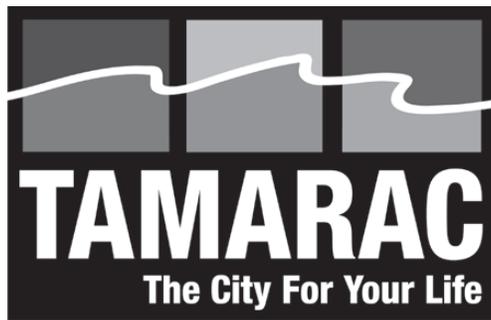
The information demonstrated in the proceeding pages is developed with the reader in mind to provide further understanding regarding the City's various projects, project funding sources, and the impact regarding the City's strategic planning goals.

CAPITAL IMPROVEMENT PROGRAM SUMMARY

6-Year Projects Summary by Funding Source

Funding Source	Prior Yr	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	TOTAL FY 2017- FY 2022
Corridor Improvement Fund	\$ 3,641,664	\$ 3,449,519	\$ 1,789,500	\$ -	\$ 210,522	\$ 951,338	\$ -	\$ 6,400,879
Colony West Golf Course	254,215	5,000,000	-	-	-	-	-	5,000,000
Debt Service	2,000,000	500,000	-	-	-	-	-	500,000
Developer Contribution	-	-	-	-	250,000	-	-	250,000
Capital Maintenance	32,500	757,634	-	-	-	-	-	757,634
General Capital Fund	1,369,280	3,620,860	3,046,775	4,544,695	-	5,053,986	-	16,266,316
Grants	168,000	382,000	1,190,169	-	-	-	-	1,572,169
Fire Rescue Fund	-	-	-	-	-	-	-	-
Public Arts Fund	-	-	-	-	-	-	-	-
Public Svc Facilities Fund	1,249,000	625,419	-	-	-	-	-	625,419
Stormwater Capital Fund	70,319	885,000	-	800,000	-	800,000	-	2,485,000
Utilities Fund	1,813,060	18,420,821	2,640,000	4,715,000	2,115,000	2,805,000	7,350,000	38,045,821
GRAND TOTAL	\$ 10,598,038	\$ 33,641,253	\$ 8,666,444	\$ 10,059,695	\$ 2,575,522	\$ 9,610,324	\$ 7,350,000	\$ 71,903,238





FUNDED										TOTAL	TOTAL
CAPITAL IMPROVEMENTS PROGRAM										FY 2017	ALL YEARS
DEPARTMENT	PROJECT #	FUNDING SOURCE	PRIOR YEAR FUNDING	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	THRU FY 2022	
COMMUNITY DEVELOPMENT											
Corridor Walls											
Phase 1. Tamarac Lakes South	GP14K	Corridor Improvement Fund 315	1,365,214	-	-	-	-	-	-	-	1,365,214
Phase 2A. Mainlands 7	GP15G	Corridor Improvement Fund 315	350,000	-	-	-	-	-	-	-	350,000
Phase 2B. Woodlands	GP15I	Corridor Improvement Fund 315	494,932	1,249,519	-	-	-	-	-	1,249,519	1,744,451
Phase 2B. Woodlands	GP15I	Public Service Facilities Fund 320	-	425,419	-	-	-	-	-	425,419	425,419
Phase 3. Westwood 3, 4, & 7	GP16B	Corridor Improvement Fund 315	200,000	2,200,000	-	-	-	-	-	2,200,000	2,400,000
Phase 4. Woodmont- Southgate & Pine Island Road	N/A	Corridor Improvement Fund 315	-	-	-	-	210,522	-	-	210,522	210,522
Phase 4. Woodmont- Southgate & Pine Island Road	N/A	Developer Contribution	-	-	-	-	250,000	-	-	250,000	250,000
Phase 5. Mainlands 8,9,11&12	N/A	Corridor Improvement Fund 315	-	-	-	-	-	951,338	-	951,338	951,338
Comprehensive Signage Program	PW16B	Corridor Improvement Fund 315	1,231,518	-	-	-	-	-	-	-	1,231,518
Neighborhood Signage Program	GP12B	General Capital Fund 310	595,000	-	260,000	-	-	-	-	260,000	855,000
Bus Benches (21)	GP17A	General Capital Fund 310	-	52,500	-	-	-	-	-	52,500	52,500
Decorative Hardscape	N/A	Corridor Improvement Fund 315	-	-	1,789,500	-	-	-	-	1,789,500	1,789,500
INFORMATION TECHNOLOGY											
Security System Improvements	GP15F	General Capital Fund 310	153,280	608,118	-	-	-	-	-	608,118	761,398
PUBLIC WORKS											
Colony West Club House	PW16E	Colony West Golf Course Fund 450	254,215	5,000,000	-	-	-	-	-	5,000,000	5,254,215
Pine Island Pedestrian Crossing	PW10B	Grant	168,000	382,000	-	-	-	-	-	382,000	550,000
Fire Station #36: University Drive	FR16A	General Capital Fund 310	551,000	-	-	-	-	-	-	-	551,000
Fire Station #36: University Drive	FR16A	Debt Service	2,000,000	500,000	-	-	-	-	-	500,000	2,500,000
Fire Station #36: University Drive	FR16A	Public Service Facilities Fund 320	1,249,000	200,000	-	-	-	-	-	200,000	1,449,000
Caporella Aquatics Center Pump Room Renovations	PW16D	Capital Maintenance Fund 303	32,500	390,384	-	-	-	-	-	390,384	422,884
Bikeways Path Phase 4	PW16G	General Capital Fund 310	40,000	-	70,000	-	-	-	-	70,000	110,000
Bikeways Path Phase 4	PW16G	Grant	-	-	790,169	-	-	-	-	790,169	790,169
Bikeways Path Phases 5 & 6	PW16H	General Capital Fund 310	30,000	-	775,100	-	-	-	-	775,100	805,100
Bikeways Path Phases 5 & 6	PW16H	Grant	-	-	400,000	-	-	-	-	400,000	400,000
Waters Edge Park	PW17A	General Capital Fund 310	-	2,775,207	-	-	-	-	-	2,775,207	2,775,207
Caporella Aquatic Center Main Pool & Sprayground Resurf	PW17B	Capital Maintenance Fund 303	-	115,500	-	-	-	-	-	115,500	115,500
Caporella Aquatic Center Large Slide Replacement	PW17C	Capital Maintenance Fund 303	-	251,750	-	-	-	-	-	251,750	251,750
Sports Field Sod at Tamarac Park	PW17E	General Capital Fund 310	-	62,160	-	-	-	-	-	62,160	62,160
Material Storage Bins - TSC & Rec Center	PW17F	General Capital Fund 310	-	63,000	-	-	-	-	-	63,000	63,000
Boulevards Sidewalk Extension	PW17G	General Capital Fund 310	-	59,875	-	-	-	-	-	59,875	59,875
Tamarac Park Playground Project	N/A	General Capital Fund 310	-	-	290,350	-	-	-	-	290,350	290,350
Waterview Park	N/A	General Capital Fund 310	-	-	88,800	-	-	-	-	88,800	88,800
Tamarac Sports Complex Concession Bldg/Site Improv's	N/A	General Capital Fund 310	-	-	1,562,525	-	-	-	-	1,562,525	1,562,525
Tephford Park	N/A	General Capital Fund 310	-	-	-	146,313	-	-	-	146,313	146,313
Sabal Palm Parcel	N/A	General Capital Fund 310	-	-	-	3,733,634	-	-	-	3,733,634	3,733,634
Swim Central Annex	N/A	General Capital Fund 310	-	-	-	664,748	-	-	-	664,748	664,748
Tamarac Village - Park	N/A	General Capital Fund 310	-	-	-	-	630,489	-	-	630,489	630,489
Caporella Park Improvements	N/A	General Capital Fund 310	-	-	-	-	-	4,423,497	-	4,423,497	4,423,497
PUBLIC SERVICES - STORMWATER											
Citywide Culvert & Headwall Improvements	SW17A	Stormwater Capital Fund 411	-	800,000	-	800,000	-	800,000	-	2,400,000	2,400,000
SCADA Upgr. For Stormwater Pump Stations	UT16J	Stormwater Capital Fund 411	10,319	85,000	-	-	-	-	-	85,000	95,319
Colony West Club House	PW16E	Stormwater Capital Fund 411	60,000	-	-	-	-	-	-	-	60,000
UTILITIES											
WTP Well Upgrade Project	UT16I	Utilities Capital Fund 441	60,000	250,000	350,000	25,000	25,000	25,000	25,000	700,000	760,000
SCADA Upgr. for Water Plant Wells & Wastewater PS	UT16J	Utilities Capital Fund 441	103,881	850,000	-	-	-	-	-	850,000	953,881
Tamarac Lakes South WM Replacement	UT16K	Utilities Capital Fund 441	159,179	1,690,821	-	-	-	-	-	1,690,821	1,850,000
WTP Stormwater Improvements	UT16R	Utilities Capital Fund 441	100,000	600,000	-	-	-	-	-	600,000	700,000
Wastewater Pump Station Renewal	UT16S	Utilities Capital Fund 441	350,000	-	-	350,000	-	350,000	-	700,000	1,050,000
WTP Renewal/Replacement	UT17G	Utilities Capital Fund 441	100,000	100,000	100,000	100,000	125,000	125,000	125,000	675,000	775,000
Electrical/Mechanical Pump Station Renewal	UT17F	Utilities Capital Fund 441	125,000	125,000	125,000	125,000	125,000	125,000	125,000	750,000	875,000
Irrigation Replacement	UT17H	Utilities Capital Fund 441	75,000	75,000	75,000	75,000	75,000	75,000	75,000	450,000	525,000
Tamarac West System Rehabilitation	UT17E	Utilities Capital Fund 441	240,000	240,000	240,000	240,000	240,000	300,000	300,000	1,560,000	1,800,000
Water Distribution System Upgrade	UT17L	Utilities Capital Fund 441	500,000	500,000	500,000	500,000	500,000	500,000	500,000	3,000,000	3,500,000
WTP- Bldg Envelope Improvements/Stucco	UT17M	Utilities Capital Fund 441	-	220,000	-	-	-	-	-	220,000	220,000
Shaker Village Pipe Bursting Project	UT17N	Utilities Capital Fund 441	-	1,000,000	-	-	-	-	-	1,000,000	1,000,000
Replace Greenleaf Filter Media/Sandblast/Paint	UT17A	Utilities Capital Fund 441	-	750,000	-	-	-	-	-	750,000	750,000
Install Mixers in Grant's Plaza& Tr 27 Water Tanks	UT17O	Utilities Capital Fund 441	-	20,000	200,000	-	-	-	-	220,000	220,000
Sewer Main habilitation (I & I)	UT17D	Utilities Capital Fund 441	-	12,000,000	-	-	-	-	-	12,000,000	12,000,000
Rehab Accelerators® - Internals	UT16Q	Utilities Capital Fund 441	-	-	350,000	-	-	-	-	350,000	350,000
Grants/TAM Sq. WM Replacement	UT18B	Utilities Capital Fund 441	-	-	450,000	-	-	-	-	450,000	450,000
Replace Tr 27 pumps with VFD's and New MCC	UT18C	Utilities Capital Fund 441	-	-	100,000	1,150,000	-	-	-	1,250,000	1,250,000

FUNDED CAPITAL IMPROVEMENTS PROGRAM			PRIOR YEAR	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	TOTAL FY 2017	TOTAL
DEPARTMENT	PROJECT #	FUNDING SOURCE	FUNDING							THRU FY 2022	ALL YEARS
Relocate Backyard Water Mains - Tamarac East	UT17C	Utilities Capital Fund 441	-	-	100,000	1,050,000	-	-	-	1,150,000	1,150,000
Tract 27 Generator & ATS Replacement	UT18D	Utilities Capital Fund 441	-	-	50,000	450,000	-	-	-	500,000	500,000
Water Master Plan Study	N/A	Utilities Capital Fund 441	-	-	-	250,000	-	-	-	250,000	250,000
Replace WTP Package Filter Media - Filters 3& 4	N/A	Utilities Capital Fund 441	-	-	-	350,000	-	-	-	350,000	350,000
Grants Shopping Center Generator Replacement	UT18F	Utilities Capital Fund 441	-	-	-	50,000	450,000	-	-	500,000	500,000
Replace Wastewater Force Mains	UT18A	Utilities Capital Fund 441	-	-	-	-	500,000	-	-	500,000	500,000
Replace Lime Silos and Slaker Systems	N/A	Utilities Capital Fund 441	-	-	-	-	75,000	750,000	-	825,000	825,000
Rate Study	N/A	Utilities Capital Fund 441	-	-	-	-	-	55,000	-	55,000	55,000
MIEX @ Pretreatment System	N/A	Utilities Capital Fund 441	-	-	-	-	-	500,000	5,000,000	5,500,000	5,500,000
McNab Force Main, 92nd Ave/Nob Hill Rd. (US03E)	N/A	Utilities Capital Fund 441	-	-	-	-	-	-	750,000	750,000	750,000
Wastewater System Master Plan (Study)	N/A	Utilities Capital Fund 441	-	-	-	-	-	-	300,000	300,000	300,000
Replace Package Filters 1-2 (Remove 4MG Accelerator)	N/A	Utilities Capital Fund 441	-	-	-	-	-	-	150,000	150,000	150,000
TOTAL			\$ 1,813,060	\$ 18,420,821	\$ 2,640,000	\$ 4,715,000	\$ 2,115,000	\$ 2,805,000	\$ 7,350,000	\$ 38,045,821	\$ 39,858,881
TOTAL			\$ 10,598,038	\$ 33,641,253	\$ 8,666,444	\$ 10,059,695	\$ 2,575,522	\$ 9,610,324	\$ 7,350,000	\$ 71,903,238	\$ 82,501,276
SUMMARY OF REVENUES											
		Corridor Improvement Fund 315	3,641,664	3,449,519	1,789,500	-	210,522	951,338	-	6,400,879	10,042,543
		Colony West Golf Course Fund 450	254,215	5,000,000	-	-	-	-	-	5,000,000	5,254,215
		Debt Service	2,000,000	500,000	-	-	-	-	-	500,000	2,500,000
		Developer Contribution	-	-	-	-	250,000	-	-	250,000	250,000
		Capital Maintenance Fund 303	32,500	757,634	-	-	-	-	-	757,634	790,134
		General Capital Fund 310	1,369,280	3,620,860	3,046,775	4,544,695	-	5,053,986	-	16,266,316	17,635,596
		Grants	168,000	382,000	1,190,169	-	-	-	-	1,572,169	1,740,169
		Fire Rescue Fund 120	-	-	-	-	-	-	-	-	0
		Public Arts Fund 146	-	-	-	-	-	-	-	-	0
		Public Service Facilities Fund 320	1,249,000	625,419	-	-	-	-	-	625,419	1,874,419
		Stormwater Capital Fund 411	70,319	885,000	-	800,000	-	800,000	-	2,485,000	2,555,319
		Utilities Capital Fund 441	1,813,060	18,420,821	2,640,000	4,715,000	2,115,000	2,805,000	7,350,000	38,045,821	39,858,881
Total			\$ 10,598,038	\$ 33,641,253	\$ 8,666,444	\$ 10,059,695	\$ 2,575,522	\$ 9,610,324	\$ 7,350,000	\$ 71,903,238	\$ 82,501,276
SUMMARY BY PROGRAM											
		Community Development	4,236,664	3,927,438	2,049,500	-	460,522	951,338	-	7,388,798	11,625,462
		Information Technology	153,280	608,118	-	-	-	-	-	608,118	761,398
		Public Works	4,324,715	9,799,876	3,976,944	4,544,695	-	5,053,986	-	23,375,501	27,700,216
		Public Works-Stormwater	70,319	885,000	-	800,000	-	800,000	-	2,485,000	2,555,319
		Utilities	1,813,060	18,420,821	2,640,000	4,715,000	2,115,000	2,805,000	7,350,000	38,045,821	39,858,881
Total			\$ 10,598,038	\$ 33,641,253	\$ 8,666,444	\$ 10,059,695	\$ 2,575,522	\$ 9,610,324	\$ 7,350,000	\$ 71,903,238	\$ 82,501,276

**CAPITAL IMPROVEMENT PROGRAM FY 17 – FY 22
PROJECT DESCRIPTIONS**

COMMUNITY DEVELOPMENT

Corridor Walls – Phases 1, 2A, 2B, 3, 4 & 5

Est. Total Cost: \$7,696,944

FUND: Fund 315, 320, D.C. **Prior Year Funding:** \$2,410,146 **Operating Impact:** \$60,000

Description: The project is adopted from the Major Arterial Corridor Study to provide for buffer walls to mitigate noise and view of heavy traffic from communities in the following phases - Phase 1: Tamarac Lakes South; Phase 2A: Mainlands 7; Phase 2B: Woodlands (north & south sides); Phase 3: Westwood/McNab 3, 4 & 7, Phase 4: Woodmont-Southgate Blvd & Pine Island Rd; Phase 5: Mainlands at Tamarac Lakes 8, 9, 11 & 12. Project #'s: GP14K, GP15G, GP15I, GP16B.

PW16B : Comprehensive Signage Program

Est. Total Cost: \$1,231,518

FUND: Fund 315 **Prior Year Funding:** \$1,231,518 **Operating Impact:** \$TBD

Description: In an effort to implement the adopted 2014 Major Arterial Corridor Study and to reinforce the City's branding initiative, staff included an Action Item in the FY 2014 Strategic Planning Session. The Item requires the development of signage designs that include gateway facilities with electronic message centers and directional elements for a citywide Comprehensive Signage Program. Most recently, as a part of the FY 15 Strategic Planning Session, the neighborhood signage component was added to the Comprehensive Signage Program. While the designs, specifications and master site planning of the signs are funded in FY 2015, funds will be required for the fabrication and installation of a significant amount of signs expected to be installed citywide.

GP12B: Neighborhood Signage Program

Est. Total Cost: \$595,000 **Prior Year Funding:** \$335,000 **Operating Impact:** \$TBD

FUND: Fund 310

Description: This project provides an enhancement to the entryway signage within the Woodmont Residential Development on the 13 main entryways. This will be accomplished by replacing or modifying existing outdated entranceway signs that are adjacent to the main roadways leading into the Woodmont neighborhoods including Pine Island Road, Southgate Boulevard, University Drive, and McNab Road. The impact on the operating budget is not expected to be significant as the project will have routine repair and maintenance costs.

GP17A: Bus Benches (21)

Est. Total Cost: \$52,500

FUND: Fund 310 **Prior Year Funding:** \$0 **Operating Impact:** \$TBD

Description: This project will establish priority areas for replacement of benches, shelters and trash cans. Twenty-one benches, shelters and trash cans will be added city-wide based on a minimum 10 – 19 daily boarding (Broward County data). This amount may be modified due to further analysis based on future development and convenience for specific locations. There will be no impact to the operating budget.

N/A: Decorative Hardscape

Est. Total Cost: \$1,789,500 **Prior Year Funding:** \$0 **Operating Impact:** \$TBD

FUND: Fund 315

Description: This project consists of the design and installation of the Hardscape Treatment component of the City's adopted Corridor Study. Locations include Commercial Blvd. at Florida Turnpike, Commercial Blvd at eastern City limits, University Drive at Tamarac Park Gateway, University Drive @ Southgate Blvd Gateway, University Drive at NW 57th Terrace Gateway, McNab Road at east City limits Gateway, SR7 & Commercial Blvd.

**CAPITAL IMPROVEMENT PROGRAM, CONTINUED
PROJECT DESCRIPTIONS**

INFORMATION TECHNOLOGY

GP15F: Security System Improvements

Est. Total Cost: \$761,398

FUND: Fund 310 **Prior Year Funding: \$153,280** **Operating Impact: \$30,726**

Description: The project provides for a comprehensive security system replacement/upgrade. Current technologies are dated and isolated, providing minimal integration interoperability. Video surveillance systems are aging, difficult to manage, non-centralized, and malfunctioning more frequently. This project will enhance and update the City's security systems. The impact on the operating budget is not expected to be significant as the project will have routine repair and maintenance costs.

PUBLIC SERVICES – PUBLIC WORKS

PW16E: Colony West Clubhouse

Est. Total Cost: \$5,314,215 **Prior Year Funding: \$314,215** **Operating Impact: \$TBD**

FUND: Fund 450 (\$5,254,215); Fund 411 (\$60,000)

Description: The Colony West Clubhouse is a new facility (replacing the old clubhouse) to support the Colony West Golf Course but also provide meeting space and a restaurant on site for a proposed 120 room hotel. This will include the design, architectural work, and construction by the hotel developer for both the clubhouse and relocation of the cart barn.

PW10B: Pine Island Pedestrian Crossing

Est. Total Cost: \$550,000

FUND: Grant **Prior Funding: \$168,000** **Operating Impact: \$0**

Description: This project will be located in the vicinity of Pine Island Road and NW 57th Street, slated to be developed as a pedestrian-friendly mixed use corridor known as Tamarac Village corridor. The project will serve to facilitate pedestrian crossing of Pine Island Road.

FR16A: Fire Station #36: University Fire Station

Est. Total Cost: \$4,500,000 **Prior Year Funding: \$3,800,000** **Operating Impact: \$100,000**

FUND: Fund Debt Svc (\$2,500,000); Fund 320 (\$1,449,000); Fund 310 (\$551,000)

Description: The initial step of the project will be the response data review and site location evaluation and selection, securing agreements for the proposed site and site preparations. The second step is projected to establish a RFP for the design/building of the station to include response vehicle storage area, living quarters for station crews and site security gated fencing and lighting. Vehicle and equipment staging, station asset procurement.

PW16D: Caporella Aquatic Center Pump Room Renovations

Est. Total Cost: \$422,884

FUND: Fund 303 **Prior Year Funding: \$32,500** **Operating Impact: \$0**

Description: The project includes renovations to the Caporella Aquatic Center pump room and filtration pumps; including five new pumps, two chemical feeders, two new chemical controllers and two variable frequency drives for pumps 1 and 2. Design includes reconfiguring the pump room to improve access and operations and is to be constructed in FY 2017. The project will provide better efficiency, reduce electric, water and chemical costs, will reduce downtime and will improve safety for our participants.

**CAPITAL IMPROVEMENT PROGRAM, CONTINUED
PROJECT DESCRIPTIONS**

PW16G: Bikeways Path Phase 4

Est. Total Cost: \$900,169 **Prior Year Funding:** \$40,000 **Operating Impact:** \$TBD

FUND: Fund 310 (\$110,000); Grant (\$790,169)

Description: This project provides connectivity to the County’s Greenway system at Southgate Boulevard by continuing the Phase 3 Bikeway/walkway route along NW 70th Ave., south of McNab Road traveling south to NW 57th Street and NW 70th (also known as Brookwood Blvd). The route also travels north of McNab road onto NW 72nd Street, connecting University Drive. Phase 4 also provides connectivity of NW 70th Ave. going north to NW 72nd Street and then west to University Drive at University Hospital and Tamarac Recreational and Multi-purpose Center. Providing this bikeway/walkway system is an important component of the Transportation Plan Element of the City’s Parks, Recreation and Social Services Master Plan. The Plan calls for efforts that are needed to link transit routes to all of the facilities in the community, particularly the parks and recreation areas. Annual maintenance costs will be included in the operating budget as necessary.

PW16H: Bikeway Paths Phases 5&6

Est. Total Cost: \$1,205,100 **Prior Funding:** \$30,000 **Operating Impact:** \$ TBD

FUND: Fund 310 (\$805,100); Grant (\$400,000)

Description: This project represents the latest two phases in the City’s bikeway/walkway network. Phase 5 will connect University Drive from NW 76th street and will travel east to NW 70th Avenue, connecting with Phase 2 of the bikeway. Phase 6 will be located on SW 81st Avenue and will travel north from Commercial Blvd to Bailey Road. This latest segment of the bikeway/walkway system is an important component of the Transportation Plan Element of the City’s Parks, Recreation and Social Services Master Plan. The Plan calls for efforts that are needed to link transit routes to all of the facilities in the community, particularly the parks and recreation areas. Annual maintenance costs will be included in the operating budget as necessary.

PW17A: Waters Edge Park

Est. Total Cost: \$2,775,207

FUND: Fund 310 **Prior Funding:** \$0 **Operating Impact:** \$77,000

Description: This project provides development of a passive park on NW 61st Street. Development will include parking, picnic shelter, playground, landscaping, basketball court volleyball court and restrooms. Impact on the operating budget is estimated at \$15,000 annually to include mowing, janitorial, chemicals, irrigation landscaping, and maintenance supplies.

PW17B: Caporella Aquatic Center Main Pool & Sprayground Resurfacing

Est. Total Cost: \$115,500

FUND: Fund 303 **Prior Year Funding:** \$0 **Operating Impact:** \$TBD

Description: The project includes resurfacing of the interior of the pool and sprayground to include acid washing, bond coating, diamond brite, filtration system covers, gutters, grates and tiles.

PW17C: Caporella Aquatic Center Large Slide Replacement

Est. Total Cost: \$251,750

FUND: Fund 303 **Prior Year Funding:** \$0 **Operating Impact:** \$2,500

Description: The project includes the replacement of the main pool large slide to include the following: stainless steel and powder coated slide(s)/tower, engineering and permitting and the demolition and removal of existing slide. The existing large slide in the main pool at the Caporella Aquatic Complex is deteriorated including: cracking and peeling on the inside and outside of the slide, rusting bolts, weakening support on the tower and cracking on the step treads.

**CAPITAL IMPROVEMENT PROGRAM, CONTINUED
PROJECT DESCRIPTIONS**

PW17E: Sports Field Sod at Tamarac Park

Est. Total Cost: \$62,160

FUND: Fund 310 **Prior Year Funding:** \$0 **Operating Impact:** \$ TBD

Description: This project will include placing sod over the current clay infields of Tamarac Park fields 3 & 4. The existing area is a clay infield that at one time hosted the Tamarac Little League. By overlaying the clay with grass, the fields would become more versatile. The City's youth soccer program continues to grow and has reached capacity with our current fields. Converting fields 3 & 4 to grass would enable the program to expand and add an additional 3 soccer fields allowing 12 more teams or up to 144 additional children to participate. It would also allow the youth flag football program to relocate to Tamarac Park and would allow the introduction of new sports.

PW17F: Material Storage Bins – Tamarac Sports Complex & Recreation Center

Est. Total Cost: \$63,000

FUND: Fund 310 **Prior Year Funding:** \$0 **Operating Impact:** \$0

Description: This project will construct four (4) 10 X 10 secure CMU Material Storage Bins (two at each park) to store necessary park maintenance materials such as baseball/softball field clay and grass field top dressing sand. These materials are necessary to properly maintain the athletic fields at both Tamarac Sports Complex and Tamarac Park. Currently these materials are stored in open areas, which is not only unsightly, but allows a significant amount of the material to be lost through natural erosion (i.e. rain and wind erosion).

PW17G: Boulevards Sidewalk Extension

Est. Total Cost: \$59,875

FUND: Fund 310 **Prior Year Funding:** \$0 **Operating Impact:** \$500

Description: This project will provide safe pedestrian access from the Boulevards Subdivision interior sidewalk network to the existing sidewalk adjacent to Caporella Park.

N/A: Tamarac Park Playground Project

Est. Total Cost: \$290,350

FUND: Fund 310 **Prior Year Funding:** \$0 **Operating Impact:** \$0

Description: The project includes renovations to the playground at Tamarac Park. The scope of the project will include the design, purchase, and installation of new playground equipment, safety surface, shade structure, perimeter fencing, and drainage, as well as, the removal and disposal of existing equipment. The new equipment, surface and shade will require less maintenance and provide the appropriate fall zones and height requirements.

N/A: Waterview Park

Est. Total Cost: \$88,800

FUND: Fund 310 **Prior Year Funding:** \$0 **Operating Impact:** \$ TBD

Description: This project will design and build a park on Parcel 'A' Heathgate First Addition. The new park amenities will include one 20ft hexagon picnic shelter, three park benches, two trash receptacles, one double grill and one bike rack. The project will strongly support the Parks, Recreation and Social Services Master Plan initiatives

N/A: Tamarac Sports Complex Concession Building and Site Improvements

Est. Total Cost: \$1,562,525

FUND: Fund 310 **Prior Funding:** \$0 **Operating Impact:** \$19,400

Description: The project includes the demolition of west concession/restroom/storage building (approx. 1,000 sq. ft.) and the construction of a new facility to include a concession area, restrooms, a meeting/events room, and a storage area. In addition, this project will include general site improvements. The current concession stand is used by the City's leagues and for special events and additional athletic leagues. Over the past two years, the facility had many unplanned repairs.

**CAPITAL IMPROVEMENT PROGRAM, CONTINUED
PROJECT DESCRIPTIONS**

N/A: Tephford Park
Est. Total Cost: \$146,313
FUND: Fund 310 **Prior Year Funding:** \$0 **Operating Impact:** \$ TBD
Description: This project will include the design, purchase, and installation of 10 outdoor fitness stations, safety surfacing, and a shade structure. Design and install fitness stations, shade and safety surface is planned by September 2017. The project will strongly support the success of the Florida State Surgeon General application with regards to Tamarac's Healthy Weight Community Champion efforts in 2017. In addition, it is anticipated that 50 more individuals will use the park each day.

N/A: Sabal Palm Parcel
Est. Total Cost: \$3,733,634
FUND: Fund 310 **Prior Year Funding:** \$0 **Operating Impact:** \$71,000
Description: This project includes designing and building a park on the Sabal Palm Parcel. Amenities will include a restroom, multipurpose sports field, large playground, shade, and surfacing, concrete multi-purpose path, exercise cluster, to include ten fitness stations with shade and surfacing, two picnic shelters, splash pad, basketball court, dog park and pump track. Parks and Recreation and Public Services will meet to further discuss the scope and project costs.

N/A: Swim Central Annex
Est. Total Cost: \$664,748
FUND: Fund 310 **Prior Year Funding:** \$0 **Operating Impact:** \$5,000
Description: This project will include the design and construction of a park on the Swim Central Annex parcel. The project scope will include the following: (1) 5,000 square foot playground, shade structure and safety surfacing, (3) covered benches; (1) pedestrian bridge (linking the Swim Central Annex parcel to the Aquatic Center); landscaping, paving and grading.

N/A: Tamarac Village - Park
Est. Total Cost: \$630,489
FUND: Fund 310 **Prior Year Funding:** \$0 **Operating Impact:** \$7,500
Description: This project will include the design and construction of a park on the Swim Central Annex parcel. The project scope will include the following: (1) 5,000 square foot playground, shade structure and safety surfacing, (3) covered benches; (1) pedestrian bridge (linking the Swim Central Annex parcel to the Aquatic Center); landscaping, paving and grading. The impact on the operating budget is not expected to be zero.

N/A: Caporella Park Improvements
Est. Total Cost: \$4,423,497
FUND: Fund 310 **Prior Year Funding:** \$0 **Operating Impact:** \$35,000
Description: This project will add amenities to existing park to include a splash pad, stand-alone picnic shelter, exercise equipment, multi-purpose court, non-motorized boat launch and exercise stations. Amenities will make the park a destination for people and in turn increase usage. Park users will increase by an average of 100 individuals per day. Revenues will increase by approximately \$8,000 for picnic shelters rentals and potential boat rentals.

PUBLIC SERVICES – STORMWATER

SW17A: Citywide Culvert & Headwall Improvements
Est. Total Cost: \$2,400,000
FUND: Fund 411 **Prior Year Funding:** \$0 **Operating Impact:** \$0
Description: This project funds the City's on-going effort to prevent erosion around culvert inlets and outlets. The project also improves safety by creating a gradual slope where culverts tie into waterways. So that each year several areas may be targeted for improvement, \$800,000 is budgeted in FY 2017, FY 2019 and FY 2021.

**CAPITAL IMPROVEMENT PROGRAM, CONTINUED
PROJECT DESCRIPTIONS**

PUBLIC SERVICES – UTILITIES

UT16I: Water Treatment Plant Well Upgrade Project

Est. Total Cost: \$760,000

FUND: Fund 441 **Prior Year Funding: \$60,000** **Operating Impact: \$0**

Description: This project will provide for installation of submersible pumps in all raw water wells with 8 wells scheduled for conversion in FY 2017 and 8 wells in FY 2018. This conversion is required to comply with the Broward County Health Department Sanitary Survey list of deficiencies completed in late 2015. It is anticipated that the impact on the operating budget is zero.

UT16J: SCADA Upgrades for Water Treatment Plant Wells & Wastewater Pumpstations

Est. Total Cost: \$1,049,200

FUND: Fund 441(\$953,881); Fund 411(\$95,319) **Prior Year Funding: \$114,200** **Op. Impact: \$0**

Description: This project will provide for the engineering design and construction of an Allen-Bradley SCADA system on 19 Raw Water Wells at the Water Treatment Plant and 82 Wastewater Pump Stations. The Engineering design will be completed in FY 2016 followed by construction in FY 2017. It is anticipated that the impact on the operating budget is zero.

UT16K: Tamarac Lakes South Watermain Replacement

Est. Total Cost: \$1,850,000

FUND: Fund 441 **Prior Year Funding: \$159,179** **Operating Impact: \$0**

Description: This project will provide for the design and replacement of over 11,000 LF of undersized water mains that are currently in backyards. This project will install new 8-inch mains in the road right-of-way replacing all backyard mains and providing improved water quality and fire flow at hydrants. This project will also provide asphalt milling and paving of all affected roads. It is anticipated that the impact on the operating budget is zero.

UT16R: Water Treatment Plant Stormwater Improvements

Est. Total Cost: \$700,000

FUND: Fund 441 **Prior Year Funding: \$100,000** **Operating Impact: \$0**

Description: This project will provide for an engineering study and design for improvements to the Water Treatment Plant Stormwater System. The improvements are required to remain in compliance with the City's NPDES Stormwater Permit. It is anticipated that the impact on the operating budget is zero.

UT16S: Wastewater Pump Station Renewal

Est. Total Cost: \$1,050,000

FUND: Fund 441 **Prior Year Funding: \$350,000** **Operating Impact: \$0**

Description: This project will provide rehabilitations to two Wastewater Pump Stations in FY 2019 and FY 2021 which will consist of two new ABS pumps, discharge piping, control panel, valve box valves and recoating of the wet well. The project will provide for bypass pumping during construction. It is anticipated that the impact on the operating budget is zero.

UT17G: Water Treatment Plant Renewal and Replacement

Est. Total Cost: \$775,000

FUND: Fund 441 **Prior Year Funding: \$100,000** **Operating Impact: \$0**

Description: This project will provide for Capital Replacement Items at the Water Plant which are unspecified each budget year since it is virtually impossible to predict when equipment will fail. This capital money is intended to be utilized to replace items such as large hypochlorite pumps which cost approximately \$8,000 each and the water plant has 8 of these. In the past, Accelator® Clarifier Gearboxes were funded from this fund and they cost \$65,000 each. It is anticipated that the impact on the operating budget is zero.

**CAPITAL IMPROVEMENT PROGRAM, CONTINUED
PROJECT DESCRIPTIONS**

UT17F: Electrical/Mechanical Pump Station Renewal

Est. Total Cost: \$875,000

FUND: Fund 441 **Prior Year Funding: \$125,000** **Operating Impact: \$0**

Description: This project will pay for rehabilitations completed by Utilities Maintenance personnel in-house and normally consists of new ABS pumps and riser pipes for the submersible stations and new Smith and Loveless top mounts for those with the “doghouses” on the top of the wastewater pump station. It is anticipated that the impact on the operating budget is zero.

UT17H: Irrigation Replacement

Est. Total Cost: \$525,000

FUND: Fund 441 **Prior Year Funding: \$75,000** **Operating Impact: \$0**

Description: This project will consist of purchase and installation of new pumps and components for the 50+ irrigation stations operated and maintained by the Utilities Division Irrigation Technician. These systems are required to keep the medians well irrigated to maintain the greens spaces and beauty of the City. It is anticipated that the impact on the operating budget is zero.

UT17E: Tamarac West System Rehabilitation

Est. Total Cost: \$1,800,000

FUND: Fund 441 **Prior Year Funding: \$240,000** **Operating Impact: \$0**

Description: This ongoing program will rehabilitate, construct or replace utility lines that need improvement or repairs, but were not able to be anticipated in advance. It is anticipated that the impact on the operating budget is zero.

UT17L: Water Distribution System Upgrade

Est. Total Cost: \$3,500,000

FUND: Fund 441 **Prior Year Funding: \$500,000** **Operating Impact: \$0**

Description: This project will identify and replace water distribution mains that have excessive corrosion and upgrade water mains that are of insufficient size so they will provide adequate fire protection to commercial properties. It is anticipated that the impact on the operating budget is zero.

UT17M: Water Treatment Plant Building Envelope Improvements/Stucco

Est. Total Cost: \$220,000

FUND: Fund 441 **Prior Year Funding: \$0** **Operating Impact: \$0**

Description: This project will provide for removal of the compromised stucco and insulation material on the upper story of the Water Treatment Plant Control Building and replacement of this material with new material. This project will also paint the total Water Treatment Plant Control Building after repairs are complete. It is anticipated that the impact on the operating budget is zero.

UT17N: Shaker Village Pipe Bursting Project

Est. Total Cost: \$1,000,000

FUND: Fund 441 **Prior Year Funding: \$0** **Operating Impact: \$0**

Description: This project will mill and pave all roads and driveways impacted by the Pipe Bursting project that will replace all water mains in FY 2016 - 2017. It is anticipated that the impact on the operating budget is zero.

UT17A: Replace Greenleaf Filter Media/Sandblast/Paint

Est. Total Cost: \$750,000

FUND: Fund 441 **Prior Year Funding: \$0** **Operating Impact: \$0**

Description: This project will sand blast and paint all internal metal surfaces and replaces the support media and filter media materials in the Greenleaf Filter at the Water Treatment Plant. It is anticipated that the impact on the operating budget is zero.

**CAPITAL IMPROVEMENT PROGRAM, CONTINUED
PROJECT DESCRIPTIONS**

UT17O: Install Mixers in Grant's Plaza & Tract 27 Water Tanks

Est. Total Cost: \$220,000

FUND: Fund 441 **Prior Year Funding:** \$0 **Operating Impact:** \$0

Description: This project will provide for Engineering design and permitting with the Florida DEP and Broward County Health Department to install mixers in both Grants Plaza and Tract 27 Water Storage tanks to minimize TriHaloMethane (THM) formation to maintain continued compliance with the Federal Drinking Water Act. Impact on the operating budget is anticipated to be zero.

UT17D: Sewer Main Rehabilitation (I&I)

Est. Total Cost: \$12,000,000

FUND: Fund 441 **Prior Year Funding:** \$0 **Operating Impact:** \$0

Description: This project will provide for Main Line lining, Lateral lining and MH coating following the 2012 Wastewater Master Plan completed by Mathews Consulting. This project, when completed will drastically reduce the Wastewater I&I (inflow & infiltration) and reduce wastewater charges paid to Broward County and eliminate penalties incurred when the monthly wastewater flowrate exceeds our purchased capacity of 8.5 MGD. It is anticipated that the impact on the operating budget is zero.

UT16Q: Rehab Accelerators - Internals

Est. Total Cost: \$350,000

FUND: Fund 441 **Prior Year Funding:** \$0 **Operating Impact:** \$0

Description: This project will continue the scheduled maintenance for internal pressure cleaning, metal repairs and replacement, and painting of the accelerators at the Water Treatment Plant. It is anticipated that the impact on the operating budget is zero.

UT18B: Grant's/Tamarac Square Water Main Replacement

Est. Total Cost: \$450,000

FUND: Fund 441 **Prior Funding:** \$0 **Operating Impact:** \$0

Description: The project will provide improvement to the fire flow protection to the commercial properties on the west side of State Road 7 going north from Grant's Plaza to Lakeside Drive by upgrading existing undersized water mains to a new eight-inch (8") water main. It is anticipated that the impact on the operating budget is zero.

UT18C: Replace TR 27 pumps with VFD's and New MCC

Est. Total Cost: \$1,250,000

FUND: Fund 441 **Prior Funding:** \$0 **Operating Impact:** \$0

Description: The project will replace all the pumps and equip them with variable frequency drives (VFD's). The Building will also be painted and rehabilitated as required and a new Motor Control Center (MCC) installed. The project will be designed and permitted by one of our Engineering consultants. This system was installed in 1987 and will soon be 30 years old. The equipment is becoming worn out and obsolete. The project will replace all the pumps and equip them with variable frequency drives. Operating budget impact is expected to be zero.

UT17C: Relocate Backyard Water Mains – Tamarac East

Est. Total Cost: \$1,150,000

FUND: Fund 441 **Prior Year Funding:** \$0 **Operating Impact:** \$0

Description: Relocate existing water mains from backyards to the street right-of-way in the Tamarac east area of Tamarac Lakes South and Tamarac Lakes Section One. It is anticipated that the impact will be an operational cost savings by reducing the Construction Division repair costs.

**CAPITAL IMPROVEMENT PROGRAM, CONTINUED
PROJECT DESCRIPTIONS**

UT18D: Tract 27 Generator and ATS Replacement

Est. Total Cost: \$500,000

FUND: Fund 441 **Prior Funding:** \$0 **Operating Impact:** \$0

Description: The project will replace the existing 30 year old Diesel Emergency Generator and Automatic Transfer Switch (ATS) with a new Emergency Generator that is compliant with all Air Emission Regulations. The project will be designed and permitted by one of our Engineering consultants. It is anticipated that the impact on the operating budget is zero.

N/A: Water Master Plan Study

Est. Total Cost: \$250,000

FUND: Fund 441 **Prior Year Funding:** \$0 **Operating Impact:** \$0

Description: This project will require an Engineering Consultant knowledgeable of Water Distribution systems and Water Plant facilities and require hydraulic modeling of the distribution system in conjunction with Water Plant Operation to recommend Capital Projects to maintain current plant capacity and reliability along with Regulatory Compliance. The Water Master Plan is completed every 10 years and the last Water Master Plan was issued in January 2009. It is anticipated that the impact on the operating budget is zero.

N/A: Replace WTP Package Filter Media – Filters 3&4

Est. Total Cost: \$350,000

FUND: Fund 441 **Prior Funding:** \$0 **Operating Impact:** \$0

Description: The project provides for the replacement of filter media materials in two of the six package water filter units at the Water Treatment Plant resulting in increased volume of processed water. It is anticipated that the impact on the operating budget is zero.

UT18F: Grants Shopping Center Generator Replacement

Est. Total Cost: \$500,000

FUND: Fund 441 **Prior Funding:** \$0 **Operating Impact:** \$0

Description: The project will replace the existing 30+ year old Diesel Emergency Generator and transfer switch with a new Emergency Generator that is compliant with all Air Emission Regulations. The project will be designed and permitted by one of our Engineering consultants. It is anticipated that the impact on the operating budget is zero.

UT18A: Replace Wastewater Force Mains

Est. Total Cost: \$500,000

FUND: Fund 441 **Prior Funding:** \$0 **Operating Impact:** \$0

Description: This project will provide for improvement of the wastewater force mains that are undersized for the current wastewater flow conditions that exist in several wastewater basins and replace force mains that have significant corrosion. Impact on the operating budget is anticipated at zero.

N/A: Replace Lime Silos and Slaker Systems

Est. Total Cost: \$825,000

FUND: Fund 441 **Prior Funding:** \$0 **Operating Impact:** \$0

Description: The project will replace both Wallace and Tiernan lime slakers and the PLC system along with the lime silos. The project will be designed and permitted by one of our Engineering consultants. It is anticipated that the impact on the operating budget is zero.

N/A: Rate Study

Est. Total Cost: \$55,000

FUND: Fund 441 **Prior Year Funding:** \$0 **Operating Impact:** \$0

Description: This project will examine all current Utilities Operating Budgets and Capital budgets for a minimum of five years out and determine what rate increases are required to maintain the Utilities Operation. It is anticipated that the impact on the operating budget is zero.

**CAPITAL IMPROVEMENT PROGRAM, CONTINUED
PROJECT DESCRIPTIONS**

N/A: MIEX at Pretreatment System

Est. Total Cost: \$5,500,000

FUND: Fund 441 **Prior Year Funding: \$0** **Operating Impact: \$0**

Description: This project will involve a Pilot Study to gather design data and require detailed Engineering Plans and Specifications followed by Permitting and Bidding to install an MIEX (Magnetic ION Exchange) treatment system which will remove organics from our raw well water thereby reducing the chlorine demand and Trihalomethane (THM) formation in the Water Treatment Plant and distribution system. It is anticipated that the impact on the operating budget is zero.

N/A: McNab Force Main, 92nd Ave/Nob Hill Road

Est. Total Cost: \$750,000

FUND: Fund 441 **Prior Year Funding: \$0** **Operating Impact: \$0**

Description: This project will replace 3200 LF of existing 12-Inch Asbestos Cement (AC) Wastewater Force Main on the south side of McNab Road between NW 92nd Ave and Nob Hill Road with 12-Inch Ductile Iron Pipe. It is anticipated that the impact on the operating budget is zero.

N/A: Wastewater System Master Plan (Study)

Est. Total Cost: \$300,000

FUND: Fund 441 **Prior Year Funding: \$0** **Operating Impact: \$0**

Description: This project will utilize a Consulting Engineer to study the existing Wastewater Collection system, 82 Pump Stations and Force Main system to recommend improvements to the system. The Historical Wastewater Flowrates to Broward County and Ft Lauderdale will be analyzed to determine what actions, if any need to be made to the current I&I program. The Wastewater System Master Plan is completed every 10 years and the last study was completed in January 2013 by Mathews Consulting. It is anticipated that the impact on the operating budget is zero.

N/A: Replace Package Filters 1-2 (Remove 4MG Accelerator)

Est. Total Cost: \$150,000

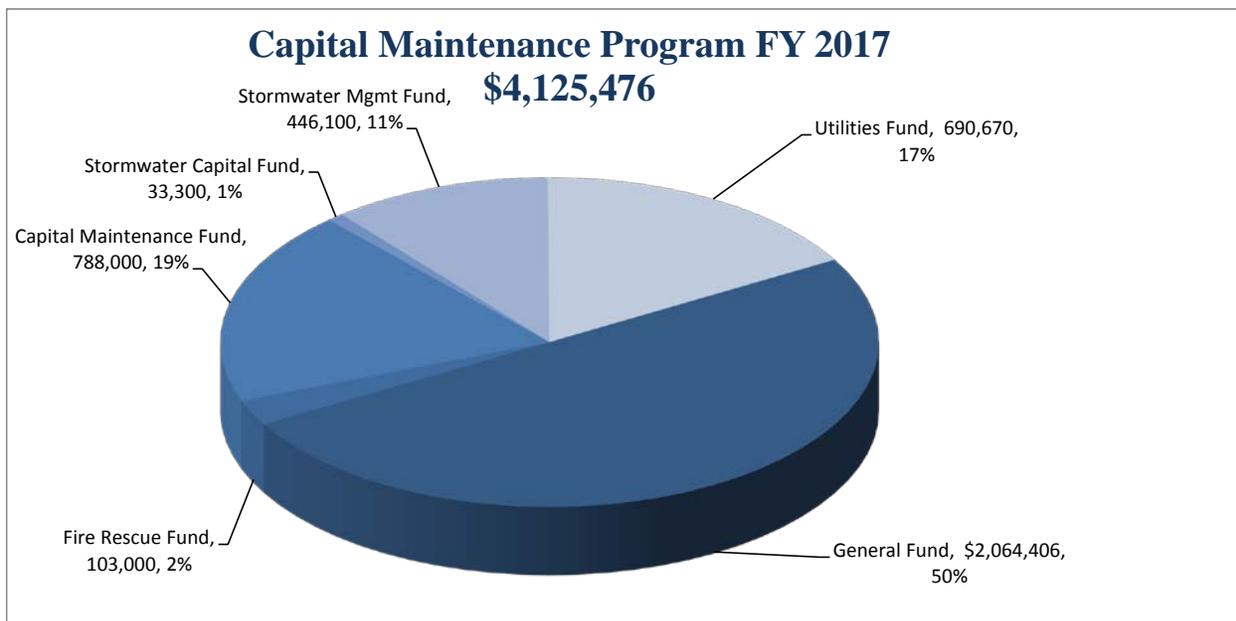
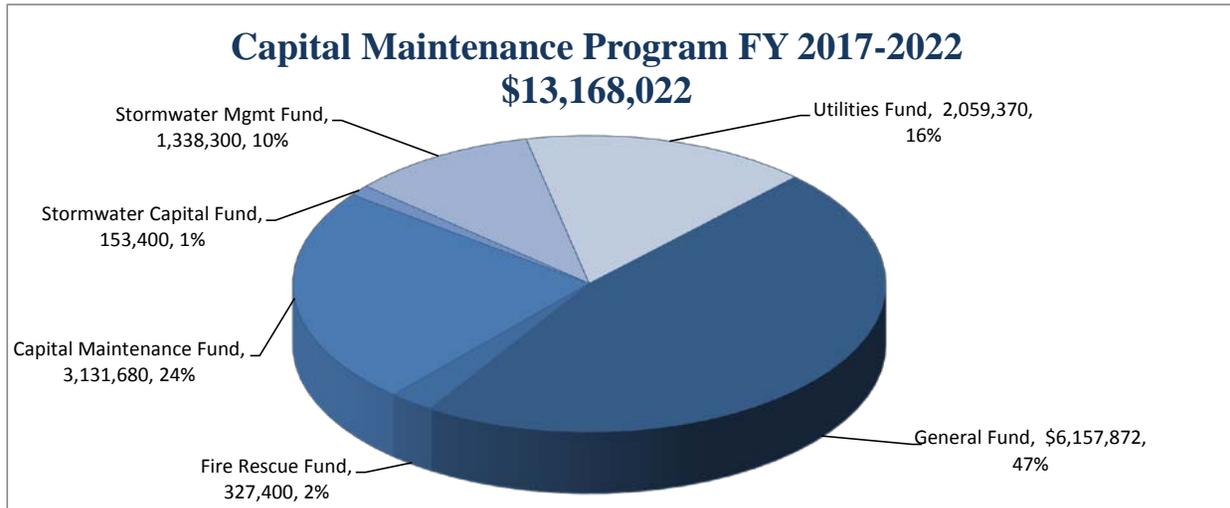
FUND: Fund 441 **Prior Year Funding: \$0** **Operating Impact: \$0**

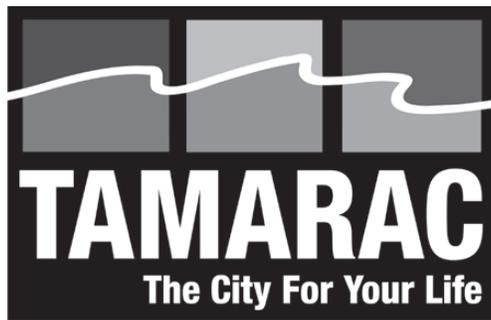
Description: This project will provide the Engineering Design to remove both Filters 1 and 2 along with the 4 MG Accelerator® and replace them with high rate filters with capacity equal to or greater than the current filters. The current filters are more than 50 years old and the small 4 MG accelerator® has not been operated for 15 years and would require over \$250,000 in steel repairs to be made operational. It is anticipated that the impact on the operating budget is zero.

CAPITAL MAINTENANCE PROGRAM SUMMARY

6-Year Projects Summary by Funding Source

Funding Source	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	TOTAL FY 2017- FY 2022
General Fund	\$ 2,064,406	\$ 2,072,128	\$ 2,021,338	\$ -	\$ -	\$ -	\$ 6,157,872
Fire Rescue Fund	103,000	108,500	108,500	-	-	7,400	327,400
Capital Maintenance Fund	788,000	536,400	294,300	302,180	1,155,500	55,300	3,131,680
Stormwater Capital Fund	33,300	-	111,800	8,300	-	-	153,400
Stormwater Mgmt Fund	446,100	446,100	446,100	-	-	-	1,338,300
Utilities Fund	690,670	684,160	684,540	-	-	-	2,059,370
GRAND TOTAL	\$ 4,125,476	\$ 3,847,288	\$ 3,666,578	\$ 310,480	\$ 1,155,500	\$ 62,700	\$ 13,168,022





CAPITAL MAINTENANCE PROGRAM									TOTAL
DEPARTMENT	PROJECT #	FUNDING SOURCE	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2017 THRU FY 2022
CITY CLERK									
Kodak Alaris New Quotes for FY17		General Fund	6,526	6,526	6,526	-	-	-	19,578
Sub-totals			6,526	6,526	6,526	-	-	-	19,578
COMMUNITY DEVELOPMENT									
R&M Other		General Fund	50,000	50,000	-	-	-	-	100,000
Sub-totals			50,000	50,000	-	-	-	-	100,000
FIRE RESCUE									
Stretcher Maintenance		Fire Rescue Fund 120	11,000	11,000	11,000	-	-	-	33,000
Fire Station Doors System Maintenance		Fire Rescue Fund 120	5,000	5,000	5,000	-	-	-	15,000
Telestaff Maintenance		Fire Rescue Fund 120	7,000	7,000	7,000	-	-	-	21,000
Maint -Breathing Air Compressors (MAKO)		Fire Rescue Fund 120	5,000	5,000	5,000	-	-	-	15,000
Records Management System		Fire Rescue Fund 120	10,000	20,000	20,000	-	-	-	50,000
Radio Maint. Motorola Solutions		Fire Rescue Fund 120	7,500	7,500	7,500	-	-	-	22,500
Lifepack Maintenance		Fire Rescue Fund 120	11,000	11,000	11,000	-	-	-	33,000
Documed		Fire Rescue Fund 120	5,500	-	-	-	-	-	5,500
Miscellaneous Repairs to Fire Stations		Fire Rescue Fund 120	3,500	3,500	3,500	-	-	-	10,500
Biohazard Removal from Stations		Fire Rescue Fund 120	10,000	10,000	10,000	-	-	-	30,000
Repairs- Facility A/C Units/Appliances/Hood		Fire Rescue Fund 120	10,000	10,000	10,000	-	-	-	30,000
CPR Devices		Fire Rescue Fund 120	7,000	7,000	7,000	-	-	-	21,000
Hydraulic Rescue Tool Maintenance		Fire Rescue Fund 120	4,000	4,000	4,000	-	-	-	12,000
Training Mannequins Repairs/Parts		Fire Rescue Fund 120	2,500	2,500	2,500	-	-	-	7,500
Stations Exhaust Removal Svc 295x17 Units		Fire Rescue Fund 120	4,000	5,000	5,000	-	-	-	14,000
Sub-totals			103,000	108,500	108,500	-	-	-	320,000
INFORMATION TECHNOLOGY									
ACOM Solutions - Summary		General Fund	3,700	3,810	3,930	-	-	-	11,440
Adobe Acrobat & Cloud Subscription		General Fund	5,800	5,980	6,160	-	-	-	17,940
AdventNet Summary		General Fund	8,100	8,360	8,620	-	-	-	25,080
APC Infrastructure Maint & Support		General Fund	7,520	7,750	7,980	-	-	-	23,250
API (Optiview/Optispool)		General Fund	7,310	7,530	7,760	-	-	-	22,600
ArchiveSocial Social Media Archiving Svc		General Fund	4,800	4,950	5,100	-	-	-	14,850
Audio Visual Sys(Comm Chambers & CH101)		General Fund	5,000	5,150	5,310	-	-	-	15,460
AutoDesk AutoCAD Maint & Support		General Fund	2,500	2,580	2,660	-	-	-	7,740
Captaris Alchemy Maint & Support		General Fund	6,080	6,260	6,450	-	-	-	18,790
Cisco Maint & Support		General Fund	12,000	34,040	20,000	-	-	-	66,040
Civic Plus - Summary		General Fund	12,750	13,140	13,540	-	-	-	39,430
Clearpoint Scorecard/Perf Mgmt Software		General Fund	7,000	7,210	7,430	-	-	-	21,640
Cloud Storage Services		General Fund	27,000	40,000	40,000	-	-	-	107,000
Colortrac SC36 H2301914 Bldg Dept Scan		General Fund	2,650	-	-	-	-	-	2,650
Executime Maint/Timeclock/Upgrade		General Fund	12,960	13,350	13,750	-	-	-	40,060
Halogen Software eAppraisal Maint&Support		General Fund	6,900	7,110	7,330	-	-	-	21,340
HTE Avolve Software Summary		General Fund	46,660	48,060	49,510	-	-	-	144,230
HTE BP Interactive Voice Summary		General Fund	4,544	4,690	4,840	-	-	-	14,074
HTE Click2Gov Summary		General Fund	9,085	9,360	10,360	-	-	-	28,805
HTE Human Resources		General Fund	2,805	2,890	2,980	-	-	-	8,675
HTE NAVI- Summary		General Fund	71,013	73,180	75,400	-	-	-	219,593
HTE Qrep Summary		General Fund	7,045	7,250	7,470	-	-	-	21,765
HTE Retrofit Modification Option		General Fund	2,496	2,570	2,650	-	-	-	7,716

CAPITAL MAINTENANCE PROGRAM									TOTAL
DEPARTMENT	PROJECT #	FUNDING SOURCE	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2017 THRU FY 2022
Internat'l Data Depository Offsite Backup Svc		General Fund	2,800	2,890	2,980	-	-	-	8,670
Microsoft Enterprise Licensing Agmt		General Fund	100,000	100,000	100,000	-	-	-	300,000
Microsoft Office 365 Subscription		General Fund	10,000	10,000	10,000	-	-	-	30,000
Motorola Canopy Wireless Maint & Support		General Fund	5,000	5,000	5,000	-	-	-	15,000
Motorola Radio Sys Maint & Support		General Fund	4,200	4,330	4,460	-	-	-	12,990
Novusolutions EAgenda Maint/Web Stream'g		General Fund	16,620	17,120	17,640	-	-	-	51,380
OnSSI Video Surveillance Software Maint		General Fund	2,600	2,680	2,760	-	-	-	8,040
Peak Democracy Open Town Hall Subscrip		General Fund	10,000	10,300	10,610	-	-	-	30,910
PrinterLogic/RADcare Maint & Support		General Fund	5,000	5,150	5,300	-	-	-	15,450
RADcare Maintenance & Support		General Fund	3,500	3,610	3,720	-	-	-	10,830
RealVNC		General Fund	2,500	2,580	2,660	-	-	-	7,740
RiskMaster Maint& Support		General Fund	7,670	7,670	8,000	-	-	-	23,340
RiskMaster Upgrade		General Fund	8,500	8,500	8,500	-	-	-	25,500
SeamlessDocs Maint & Support		General Fund	6,500	6,700	6,900	-	-	-	20,100
Selectron IVR Maint & Support		General Fund	21,100	21,740	22,400	-	-	-	65,240
Singlewire Software InformaCast Maint		General Fund	3,500	3,610	3,720	-	-	-	10,830
VMare Maintenance & Support		General Fund	27,000	-	-	-	-	-	27,000
VSI Summary		General Fund	15,080	8,850	9,170	-	-	-	33,100
Webspy Vantage Web Filter Report/Maint		General Fund	2,000	2,060	2,120	-	-	-	6,180
NOC Fire Suppression System Repairs		General Fund	600	3,100	-	-	-	-	3,700
Repair & Maint of Cell Towers as Needed		General Fund	5,000	5,000	5,000	-	-	-	15,000
Network									
Switches	IT17A	Capital Maintenance Fund 303	227,000	103,000	57,800	42,000	-	-	429,800
Firewalls	N/A	Capital Maintenance Fund 303	-	4,000	3,500	-	-	40,000	47,500
Routers	N/A	Capital Maintenance Fund 303	-	-	100,000	-	-	-	100,000
Telephone and Voicemail Systems									
CallManager	IT17A	Capital Maintenance Fund 303	50,000	-	-	-	50,000	-	100,000
Unity Connection	IT17A	Capital Maintenance Fund 303	15,000	-	-	-	20,000	-	35,000
Contact Center Express	IT17A	Capital Maintenance Fund 303	15,000	-	-	-	20,000	-	35,000
Telephones	N/A	Capital Maintenance Fund 303	-	-	-	124,880	-	-	124,880
Motorola Radio System									
	N/A	Capital Maintenance Fund 303	-	72,000	-	-	-	-	72,000
Storage Area Network									
	IT17A	Capital Maintenance Fund 303	237,000	-	-	56,000	-	-	293,000
Canopy Wireless Connectivity (Disk Storage)									
	IT17A	Capital Maintenance Fund 303	30,000	-	-	-	-	-	30,000
Power and HVAC Infrastructure									
Network Operations Center-A/C Replacement	N/A	Capital Maintenance Fund 303	-	40,000	-	-	-	7,500	47,500
Sub-totals			1,108,888	765,110	701,470	222,880	90,000	47,500	2,935,848
PARKS AND RECREATION									
Bleacher Repairs		General Fund	4,500	5,000	5,000	-	-	-	14,500
RIM Maintenance		General Fund	2,500	2,500	2,500	-	-	-	7,500
Gym Wall Mats		General Fund	5,000	-	-	-	-	-	5,000

CAPITAL MAINTENANCE PROGRAM									TOTAL
DEPARTMENT	PROJECT #	FUNDING SOURCE	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	THRU FY 2022
MPC Window Tint		General Fund	2,500	-	-	-	-	-	2,500
Playground Equipment Repairs		General Fund	2,500	-	-	-	-	-	2,500
Annual Life Fitness Equip Maint Contract		General Fund	10,000	10,000	10,000	-	-	-	30,000
Pool & Pump Repair & Maintenance		General Fund	12,000	12,000	12,000	-	-	-	36,000
Lights		General Fund	4,000	-	-	-	-	-	4,000
Sprayground and Slide Maintenance		General Fund	-	5,000	5,000	-	-	-	10,000
Miscellaneous Repairs		General Fund	6,000	6,000	6,000	-	-	-	18,000
Sub-totals			49,000	40,500	40,500	-	-	-	130,000
PUBLIC SERVICES									
Repair/Replace City-Owned Streetlights		General Fund	10,000	10,000	10,000	-	-	-	30,000
Repair City Property - Traffic Accidents		General Fund	10,000	10,000	10,000	-	-	-	30,000
Repair Bus Bench - Traffic Accidents		General Fund	5,000	10,000	10,000	-	-	-	25,000
Repairs to Equip not Maintained In-House		General Fund	7,700	7,700	7,700	-	-	-	23,100
Repair/Replace Sidewalk (Non-CDBG)		General Fund	25,000	25,000	25,000	-	-	-	75,000
Repair/Replace Guardrails		General Fund	50,000	50,000	50,000	-	-	-	150,000
Construction Materials		General Fund	22,000	22,000	22,000	-	-	-	66,000
HVAC Parts		General Fund	7,000	7,000	7,000	-	-	-	21,000
Plumbing Supplies		General Fund	7,000	7,000	7,000	-	-	-	21,000
Electrical Supplies		General Fund	7,000	7,000	7,000	-	-	-	21,000
Vandalism Repairs		General Fund	7,000	7,000	7,000	-	-	-	21,000
Unanticipated R&M		General Fund	30,400	30,400	30,400	-	-	-	91,200
Combo Security Locks		General Fund	5,000	5,000	5,000	-	-	-	15,000
Annual MTCE Floor Refinish- TCCN/Rec Ctr		General Fund	7,600	7,600	7,600	-	-	-	22,800
MTCE on Aquatic Sprayground Equip		General Fund	7,000	7,000	7,000	-	-	-	21,000
Annual Roof R&M		General Fund	50,000	50,000	50,000	-	-	-	150,000
Fire Alarm System		General Fund	6,000	6,000	6,000	-	-	-	18,000
Elevator Maintenance		General Fund	2,000	2,000	2,000	-	-	-	6,000
Pest Control		General Fund	7,000	7,000	7,000	-	-	-	21,000
Burglar Alarm		General Fund	10,000	10,000	10,000	-	-	-	30,000
Cooling Tower Maintenance		General Fund	3,000	3,000	3,000	-	-	-	9,000
Fire Alarm Repairs		General Fund	3,000	3,000	3,000	-	-	-	9,000
Burglar Alarm Repairs		General Fund	5,000	5,000	5,000	-	-	-	15,000
R&M Projects (Parks & Rec)		General Fund	72,200	72,200	72,200	-	-	-	216,600
City Signs Repair and Maintenance		General Fund	10,000	10,000	10,000	-	-	-	30,000
SYN Tech Fuel Master Maintenance		General Fund	2,500	2,500	2,500	-	-	-	7,500
NLPW & NLFD Blanket & Pro-Card Trans		General Fund	70,000	70,000	74,300	-	-	-	214,300
COT R&M Automobile		General Fund	7,500	7,500	8,000	-	-	-	23,000
Misc Auto R&M		General Fund	4,000	4,000	4,200	-	-	-	12,200
FY17 Annual Escalator		General Fund	2,450	2,450	2,600	-	-	-	7,500
Repair Parts/Generators & Fuel Tanks		General Fund	15,000	15,000	15,000	-	-	-	45,000
Repair & Maint - City Park Facilities/Bldgs		General Fund	36,000	36,000	36,000	-	-	-	108,000
Repair & Maint - Fountains in City Parks		General Fund	10,000	10,000	10,000	-	-	-	30,000
Machinery Repair & Maint - Grounds Equip		General Fund	4,000	4,000	4,000	-	-	-	12,000
Machinery Repair & Maint - Parks Equip		General Fund	10,000	10,000	10,000	-	-	-	30,000
Pressure Cleaning Crew		General Fund	4,500	4,500	4,500	-	-	-	13,500
Rights-of-Way/Median Maintenance		General Fund	531,500	531,500	531,500	-	-	-	1,594,500
Contracted Parks Maintenance		General Fund	120,600	120,600	120,600	-	-	-	361,800
Contract Cost Increase per Reso R2015-06		General Fund	230,042	230,042	230,042	-	-	-	690,126
Sub-totals			1,423,992	1,428,992	1,434,142	-	-	-	4,287,126
HVAC R&R Program									
(20) AHU VAV Boxes - City Hall Phase I	HV17A	Capital Maintenance Fund 303	40,000	-	-	-	-	-	40,000
(15) AHU VAV Boxes - City Hall Phase II	HV17A	Capital Maintenance Fund 303	48,000	-	-	-	-	-	48,000

CAPITAL MAINTENANCE PROGRAM									TOTAL
									FY 2017
DEPARTMENT	PROJECT #	FUNDING SOURCE	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	THRU FY 2022
(2) 150 Ton Cooling Tower - City Hall	HV17A	Capital Maintenance Fund 303	126,000	-	-	-	-	-	126,000
(1) 8 Ton Split Carrier - Water Treatment Plant	HV17B	Utilities Capital Fund 441	15,800	-	-	-	-	-	15,800
(1) 10 Ton A/H Trane - Water Treatment Plant	HV17B	Utilities Capital Fund 441	9,500	-	-	-	-	-	9,500
(1) 2 Ton Split Trane - Water Treatment Plant	HV17B	Utilities Capital Fund 441	4,800	-	-	-	-	-	4,800
(1) 5 Ton A/H Trane - Water Treatment Plant	HV17B	Utilities Capital Fund 441	3,200	-	-	-	-	-	3,200
(1) 8 Pckg Split Trane - Aquatic Center	N/A	Capital Maintenance Fund 303	-	53,000	-	-	-	-	53,000
(1) 40 Ton Split Trane - Broward Sheriff's Office	N/A	Capital Maintenance Fund 303	-	82,800	-	-	-	-	82,800
(1) 40 Ton A/H Trane - Broward Sheriff's Office	N/A	Capital Maintenance Fund 303	-	41,400	-	-	-	-	41,400
(2) 20 Ton Pckg. Trane - City Hall	N/A	Capital Maintenance Fund 303	-	82,800	-	-	-	-	82,800
(15) VAV Boxes	N/A	Capital Maintenance Fund 303	-	51,000	-	-	-	-	51,000
(1) 3-Ton Pckg. Trane - Fire Station #78	N/A	Capital Maintenance Fund 303	-	6,400	-	-	-	-	6,400
(2) 16 Ton Split Carrier - Parks and Recreation	N/A	Capital Maintenance Fund 303	-	-	104,400	-	-	-	104,400
(1) 8 Ton Split Carrier - Tract 27 Concession	N/A	Capital Maintenance Fund 303	-	-	17,500	-	-	-	17,500
(1) 3 Ton A/H Trane - City Hall	N/A	Capital Maintenance Fund 303	-	-	11,100	-	-	-	11,100
(6) 3.5 Ton Pckg. Trane - Utilities/IT	N/A	Utilities Capital Fund 441	-	-	63,000	-	-	-	63,000
(1) 5 Ton Pckg. Trane - Utilities/IT	N/A	Utilities Capital Fund 441	-	-	14,000	-	-	-	14,000
(1) Split APC - Utilities/IT	N/A	Utilities Capital Fund 441	-	-	34,800	-	-	-	34,800
(2) 5 Ton Pckg - Fire Station 41	N/A	Capital Maintenance Fund 303	-	-	-	18,600	-	-	18,600
(1) 8 Ton Pckg - Fire Station 41	N/A	Capital Maintenance Fund 303	-	-	-	14,700	-	-	14,700
(1) 3.5 Ton Split Trane - Public Works	N/A	Capital Maintenance Fund 303	-	-	-	7,000	-	-	7,000
(3) 6 Ton Pckg. Carrier - Park Admin	N/A	Capital Maintenance Fund 303	-	-	-	39,000	-	-	39,000
(1) 10 Ton CDU - Water Treatment Plant	N/A	Utilities Capital Fund 441	-	-	-	8,300	-	-	8,300
(3) 24 Ton Water Pckg - City Hall	N/A	Capital Maintenance Fund 303	-	-	-	-	345,300	-	345,300
(2) 24 Ton Water Pckg - City Hall	N/A	Capital Maintenance Fund 303	-	-	-	-	230,200	-	230,200
(1) 17.5 Ton Pckg - Community Center	N/A	Capital Maintenance Fund 303	-	-	-	-	76,800	-	76,800
(1) 27.5 Ton Pckg - Community Center	N/A	Capital Maintenance Fund 303	-	-	-	-	86,500	-	86,500
(1) 17 Ton Pckg - Community Center	N/A	Capital Maintenance Fund 303	-	-	-	-	57,700	-	57,700
(2) 25 Ton Pckg - Community Center	N/A	Capital Maintenance Fund 303	-	-	-	-	173,000	-	173,000
(2) 15 Ton Pckg - Community Center	N/A	Capital Maintenance Fund 303	-	-	-	-	96,000	-	96,000
(1) 2.5 Ton Train Split - Fire Station No. 41	N/A	Fire Rescue Fund 120	-	-	-	-	-	7,400	7,400
(1) 3.5 Ton Train Split - Public Works Building	N/A	Capital Maintenance Fund 303	-	-	-	-	-	7,800	7,800
HVAC Program Sub-totals			247,300	317,400	244,800	87,600	1,065,500	15,200	1,977,800
Painting Program									
Painting Program Sub-totals			-	-	-	-	-	-	-
Roof Repair/Replacement Program									
Roof Repair/Replacement Sub-totals			-	-	-	-	-	-	-
Public Services Sub-totals			1,671,292	1,746,392	1,678,942	87,600	1,065,500	15,200	6,264,926
PUBLIC SERVICES - STORMWATER									
SCADA Software Maint Contract		Stormwater Mgmt Fund 410	4,000	4,000	4,000	-	-	-	12,000
Repair of Catch Basin Aprons		Stormwater Mgmt Fund 410	15,000	15,000	15,000	-	-	-	45,000
Restoration of Roadway Swales		Stormwater Mgmt Fund 410	15,000	15,000	15,000	-	-	-	45,000
Repairs to City Pump Stations		Stormwater Mgmt Fund 410	5,000	5,000	5,000	-	-	-	15,000
R&M Drainage Projects		Stormwater Mgmt Fund 410	75,000	75,000	75,000	-	-	-	225,000
R&M Culvert Cleaning & MTCE		Stormwater Mgmt Fund 410	110,000	110,000	110,000	-	-	-	330,000
Miscellaneous Repairs		Stormwater Mgmt Fund 410	4,000	4,000	4,000	-	-	-	12,000
Aerators Repair & Maint		Stormwater Mgmt Fund 410	10,000	10,000	10,000	-	-	-	30,000
Repairs to Sprayers and Harvesters		Stormwater Mgmt Fund 410	17,000	17,000	17,000	-	-	-	51,000
Repairs to Pump Stations & Headwalls		Stormwater Mgmt Fund 410	4,000	4,000	4,000	-	-	-	12,000
Grounds Maint Contract (SW Fund)		Stormwater Mgmt Fund 410	187,100	187,100	187,100	-	-	-	561,300
Stormwater Sub-totals			446,100	446,100	446,100	-	-	-	1,338,300

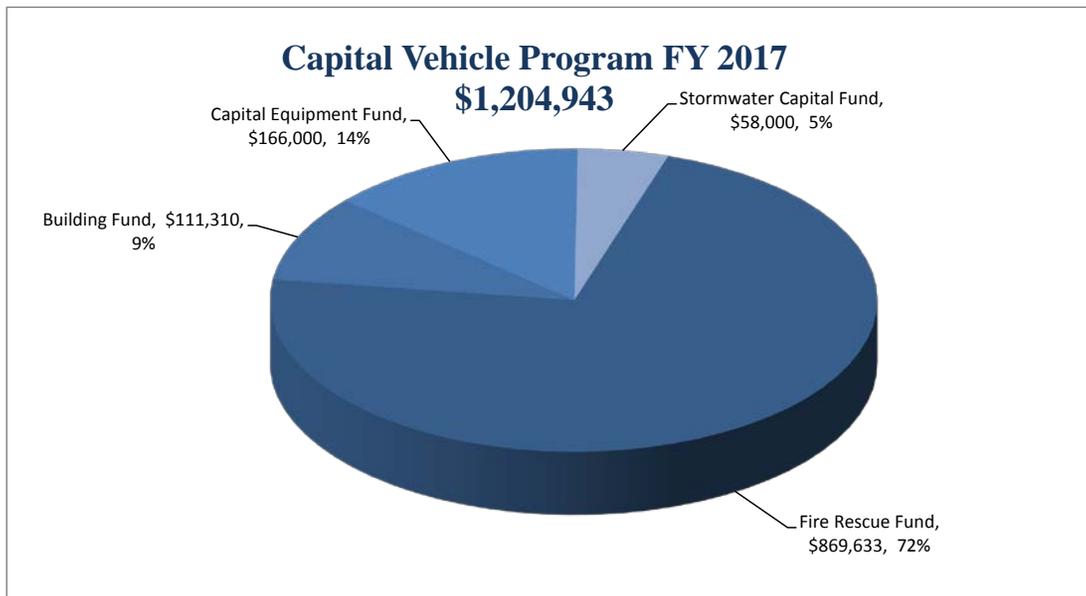
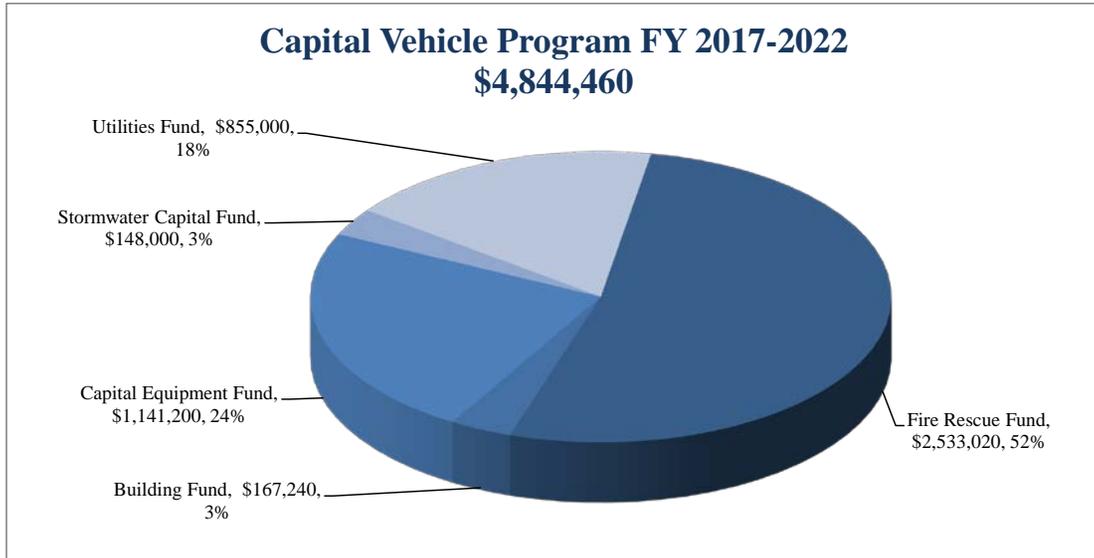
CAPITAL MAINTENANCE PROGRAM									TOTAL
DEPARTMENT	PROJECT #	FUNDING SOURCE	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2017 THRU FY 2022
UTILITIES									
Repair and Maintenance- Utilities Bldg		Utilities Operating Fund 425	15,000	-	-	-	-	-	15,000
E.S.R.I. GIS Software Annual Fee		Utilities Operating Fund 425	19,900	19,900	19,900	-	-	-	59,700
Hypochlorite Maint. Contract		Utilities Operating Fund 425	14,180	14,890	14,890	-	-	-	43,960
ION Chromatograph Service Contract		Utilities Operating Fund 425	8,300	8,300	8,300	-	-	-	24,900
SCADA Lic. Key Renewal (Includes 911)		Utilities Operating Fund 425	12,190	12,190	12,190	-	-	-	36,570
Anticipated Repairs for Well House		Utilities Operating Fund 425	12,360	12,730	13,110	-	-	-	38,200
Replace Two Hypo Pumps		Utilities Operating Fund 425	11,600	11,950	11,950	-	-	-	35,500
Replace One Wash Water Pump		Utilities Operating Fund 425	12,500	-	-	-	-	-	12,500
Maintain Steelwork in Accelerators		Utilities Operating Fund 425	30,000	30,000	30,000	-	-	-	90,000
Replace 2 Actuator Valves- Package Filters		Utilities Operating Fund 425	15,400	15,870	15,870	-	-	-	47,140
Replace Hypo Distrib & Sys Components		Utilities Operating Fund 425	5,000	5,000	5,000	-	-	-	15,000
Fiberglass Repair		Utilities Operating Fund 425	10,000	10,000	10,000	-	-	-	30,000
Spare Parts; Parts Maintenance/SCADA		Utilities Operating Fund 425	12,000	12,000	12,000	-	-	-	36,000
Replacement of 2 Isolation Valves		Utilities Operating Fund 425	-	2,600	2,600	-	-	-	5,200
Replacement of PLC for Greenleaf		Utilities Operating Fund 425	-	12,000	12,000	-	-	-	24,000
Ammonia Pressure System		Utilities Operating Fund 425	-	3,600	3,600	-	-	-	7,200
Grants Storage Tanks 2 ea. @ \$1560 ea.		Utilities Operating Fund 425	3,000	3,120	3,120	-	-	-	9,240
Replacement of Existing Floride Pump		Utilities Operating Fund 425	2,500	2,600	2,600	-	-	-	7,700
Lawn Maintenance at Water Treatment Plant		Utilities Operating Fund 425	11,440	11,900	11,900	-	-	-	35,240
Tree pruning/Trimming at WTP		Utilities Operating Fund 425	3,640	3,640	3,640	-	-	-	10,920
Lawn Maintenance at Tract 27		Utilities Operating Fund 425	2,600	2,710	2,710	-	-	-	8,020
Maintenance at Grants Plaza		Utilities Operating Fund 425	2,500	2,600	2,600	-	-	-	7,700
Portable Meter Reading Processors & Cradles		Utilities Operating Fund 425	7,960	7,960	7,960	-	-	-	23,880
Facility R&M		Utilities Operating Fund 425	25,000	25,000	25,000	-	-	-	75,000
Repair of Sewer Mains & Sewer Laterals		Utilities Operating Fund 425	3,100	3,100	3,100	-	-	-	9,300
Water Main Repairs		Utilities Operating Fund 425	26,000	26,000	26,000	-	-	-	78,000
Water Service Line Repairs		Utilities Operating Fund 425	48,500	48,500	48,500	-	-	-	145,500
Supply Asphalt- Restorat's After Excavations		Utilities Operating Fund 425	25,500	25,500	25,500	-	-	-	76,500
Repairs & Repl Parts for Misc Machinery		Utilities Operating Fund 425	14,000	14,000	14,000	-	-	-	42,000
Meters & Meter Boxes		Utilities Operating Fund 425	45,000	45,000	45,000	-	-	-	135,000
Meters/Meter Boxes- Curr/New Development		Utilities Operating Fund 425	15,000	15,000	15,000	-	-	-	45,000
Hydrants & Valves		Utilities Operating Fund 425	48,000	48,000	48,000	-	-	-	144,000
Repair of City Irrigation Pipe		Utilities Operating Fund 425	82,500	82,500	82,500	-	-	-	247,500
Elect/Mech Repair/Components- 82 WW		Utilities Operating Fund 425	70,000	70,000	70,000	-	-	-	210,000
Jet Rodder, Trailer, Video Vans, Vactor, etc		Utilities Operating Fund 425	76,000	76,000	76,000	-	-	-	228,000
Utilities Sub-totals			690,670	684,160	684,540	-	-	-	2,059,370
TOTAL			\$ 4,125,476	\$ 3,847,288	\$ 3,666,578	\$ 310,480	\$ 1,155,500	\$ 62,700	\$ 13,168,022
SUMMARY OF REVENUES									
		General Fund	2,064,406	2,072,128	2,021,338	-	-	-	6,157,872
		Fire Rescue Fund 120	103,000	108,500	108,500	-	-	7,400	327,400
		Capital Maintenance Fund 303	788,000	536,400	294,300	302,180	1,155,500	55,300	3,131,680
		Utilities Capital Fund 441	33,300	-	111,800	8,300	-	-	153,400
		Stormwater Mgmt Fund 410	446,100	446,100	446,100	-	-	-	1,338,300
		Utilities Operating Fund 425	690,670	684,160	684,540	-	-	-	2,059,370
		Total	\$ 4,125,476	\$ 3,847,288	\$ 3,666,578	\$ 310,480	\$ 1,155,500	\$ 62,700	\$ 13,168,022

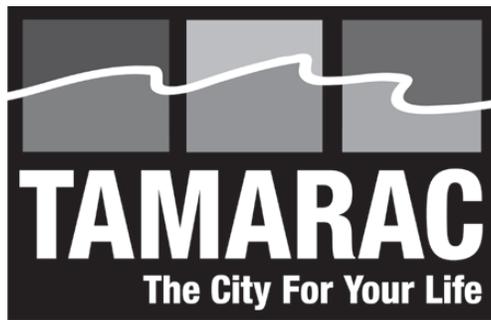
CAPITAL MAINTENANCE PROGRAM									TOTAL
DEPARTMENT	PROJECT #	FUNDING SOURCE	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2017 THRU FY 2022
SUMMARY BY PROGRAM									
		City Clerk	6,526	6,526	6,526	-	-	-	19,578
		Community Development	50,000	50,000	-	-	-	-	100,000
		Fire Rescue	103,000	108,500	108,500	-	-	-	320,000
		Information Technology	1,108,888	765,110	701,470	222,880	90,000	47,500	2,935,848
		Parks and Recreation	49,000	40,500	40,500	-	-	-	130,000
		Public Services	1,671,292	1,746,392	1,678,942	87,600	1,065,500	15,200	6,264,926
		Public Services - Stormwater	446,100	446,100	446,100	-	-	-	1,338,300
		Utilities	690,670	684,160	684,540	-	-	-	2,059,370
		Total	\$ 4,125,476	\$ 3,847,288	\$ 3,666,578	\$ 310,480	\$ 1,155,500	\$ 62,700	\$ 13,168,022

CAPITAL VEHICLE PROGRAM SUMMARY

6-Year Projects Summary by Funding Source

Funding Source	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	TOTAL FY 2017- FY 2022
Fire Rescue Fund	\$ 869,633	\$ 708,873	\$ 544,553	\$ 282,540	\$ 127,420	\$ -	\$ 2,533,020
Building Fund	\$ 111,310	\$ 36,310	\$ 9,810	\$ 9,810	\$ -	\$ -	167,240
Capital Equipment Fund	166,000	235,000	388,200	218,000	134,000	-	1,141,200
Stormwater Capital Fund	58,000	90,000	-	-	-	-	148,000
Utilities Fund	-	202,000	146,000	472,000	35,000	-	855,000
GRAND TOTAL	\$ 1,204,943	\$ 1,272,183	\$ 1,088,563	\$ 982,350	\$ 296,420	\$ -	\$ 4,844,460





City of Tamarac, Florida

CAPITAL VEHICLE/EQUIPMENT PROGRAM

DEPARTMENT	Unit #	FUNDING SOURCE	PROJECT #	PRIOR YEAR							TOTAL
				FUNDING	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	
BUILDING											
2004 Ford Explorer XLS SUV	551	Building Fund 150	CV18A	6,000	15,000	15,000					36,000
2008 Ford Ranger Ext. Cab Pickup 2WD	557	Building Fund 150	CV18A	4,000	11,500	11,500	-	-	-	-	27,000
2004 Ford Explorer XLS SUV	550	Building Fund 150	CV16A	5,000	31,000		-	-	-	-	36,000
2006 Ford Ranger Ext. Cab Pickup 2WD	556	Building Fund 150	CV16A	5,000	22,000		-	-	-	-	27,000
2008 Ford Explorer XLT SUB	558	Building Fund 150	CV20A	-	9,810	9,810	9,810	9,810			39,240
2006 Ford Ranger Ext. Cab Pickup 2WD	555	Building Fund 150	CV16A	5,000	22,000		-	-	-	-	27,000
Sub-total				25,000	111,310	36,310	9,810	9,810	-	-	192,240
COMMUNITY DEVELOPMENT											
2005 Ford Ranger Std. Cab Pickup 2WD	6554	Capital Equipment Fund	CV17B	-	27,000	-	-	-	-	-	27,000
Sub-total				-	27,000	-	-	-	-	-	27,000
FIRE RESCUE											
Fire Administration											
2008 Ford F350 Crewcab Std. Bed Pickup	357	Fire Rescue Fund	CV17F	-	100,000	-	-	-	-	-	100,000
Fire Operations											
Rescue/Ambulance 215	345	Fire Rescue Fund	CV18F	-	146,810	146,810	-	-	-	-	293,620
Squirt 41	350	Fire Rescue Fund	CV19F	-	250,000	250,000	250,000	-	-	-	750,000
Rescue/Ambulance 41	362	Fire Rescue Fund	CV20F	-	77,560	77,560	77,560	77,560	-	-	310,240
Rescue/Ambulance 15	363	Fire Rescue Fund	CV20F	-	77,560	77,560	77,560	77,560	-	-	310,240
Rescue/Ambulance 78	367	Fire Rescue Fund	CV21F	-	63,710	63,710	63,710	63,710	63,710	-	318,550
Rescue/Ambulance 241	368	Fire Rescue Fund	CV21F	-	63,710	63,710	63,710	63,710	63,710	-	318,550
Fire Prevention											
2011 Ford Escape (358)	358	Fire Rescue Fund	CV17F	-	26,760	-	-	-	-	-	26,760
2006 Ford Ranger - Ford F150	351	Fire Rescue Fund	CV17F	-	34,000	-	-	-	-	-	34,000
2006 Ford Ranger - Ford F150	352	Fire Rescue Fund	CV18F	-	17,510	17,510.00	-	-	-	-	35,020
2006 Ford Ranger - Ford F150	353	Fire Rescue Fund	CV19F	-	12,013	12,013.33	12,013.33	-	-	-	36,040
Sub-total				-	869,633	708,873	544,553	282,540	127,420	-	2,533,020
INFORMATION TECHNOLOGY											
2001 E250 Cargo Van 138WB	100	Capital Equipment Fund	CV18A	-	-	32,000	-	-	-	-	32,000
Sub-total				-	-	32,000	-	-	-	-	32,000
PARKS & RECREATION											
2000 Chevy Venture 2 Dr. Van-HC 2WD	702	Capital Equipment Fund	CV18A	-	-	32,000	-	-	-	-	32,000
2013 4500 16+2(20) Pass HC Bus	830	Capital Equipment Fund	CV20A	-	-	-	-	95,000	-	-	95,000
2013 4500 16+2(20) Pass HC Bus	831	Capital Equipment Fund	CV21A	-	-	-	-	-	97,000	-	97,000
Sub-total				-	-	32,000	-	95,000	97,000	-	224,000
PUBLIC WORKS											
2000 Ford F150 Std Cab Pickup 2WD	2703	Capital Equipment Fund	CV17B	-	27,000	-	-	-	-	-	27,000
2005 Chevy 2500 Std. Cab Pickup 2WD	2058	Capital Equipment Fund	CV17B	-	29,000	-	-	-	-	-	29,000
2005 Chevy 2500 Std. Cab Pickup 2WD	2060	Capital Equipment Fund	CV17B	-	29,000	-	-	-	-	-	29,000
Ford F150 Std Cab Pickup 2WD-new position	new	Capital Equipment Fund	CV17B	-	27,000	-	-	-	-	-	27,000
Ford F150 Std Cab Pickup 2WD-new position	new	Capital Equipment Fund	CV17B	-	27,000	-	-	-	-	-	27,000
2005 Chevy 1500 Ext. Cab Std. Bed	2057	Capital Equipment Fund	CV18A	-	-	37,000	-	-	-	-	37,000
2004 Chevy 1500 Ext. Cab Pickup 2WD	2055	Capital Equipment Fund	CV18A	-	-	35,000	-	-	-	-	35,000
2005 Chevy 2500 Std. Cab Std. Bed	2059	Capital Equipment Fund	CV18A	-	-	33,000	-	-	-	-	33,000
2005 Chevy 2500 Std. Cab Std. Bed	2551	Capital Equipment Fund	CV18A	-	-	39,000	-	-	-	-	39,000
2008 Ford Ranger Ext Cab Pickup 2WD	2071	Capital Equipment Fund	CV18A	-	-	27,000	-	-	-	-	27,000

City of Tamarac, Florida

CAPITAL VEHICLE/EQUIPMENT PROGRAM

DEPARTMENT	Unit #	FUNDING SOURCE	PROJECT #	PRIOR YEAR							TOTAL
				FUNDING	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	
2004 Ford E250 2 Dr. Van 2WD	2056	Capital Equipment Fund	CV19A	-	-	-	35,000	-	-	-	35,000
2006 Chevy 2500 Std. Cab Std. Bed	2066	Capital Equipment Fund	CV19A	-	-	-	30,000	-	-	-	30,000
2005 Chevy 2500 Std. Cab Pickup 2WD	2712	Capital Equipment Fund	CV19A	-	-	-	28,000	-	-	-	28,000
2006 Chevy 2500 Std. Cab Std. Bed	2063	Capital Equipment Fund	CV19A	-	-	-	32,600	-	-	-	32,600
2006 2500 Pickup Std. Cab Std. Bed 2WD	2065	Capital Equipment Fund	CV19A	-	-	-	33,000	-	-	-	33,000
2006 Ford Ranger Pickup Ext. Cab 2WD	2067	Capital Equipment Fund	CV19A	-	-	-	27,700	-	-	-	27,700
2013 10D Dumptruck SA DRW 2WD	2081	Capital Equipment Fund	CV19A	-	-	-	86,700	-	-	-	86,700
2013 Chevy Equinox LS SUV 4DR AWD	2083	Capital Equipment Fund	CV19A	-	-	-	24,600	-	-	-	24,600
2005 Chevy 2500 Std. Cab Std. Bed 2WD	2712	Capital Equipment Fund	CV19A	-	-	-	27,600	-	-	-	27,600
2006 2500 Silverado PU STD Cab/Bed 2WD	2713	Capital Equipment Fund	CV19A	-	-	-	33,000	-	-	-	33,000
2006 Ford Ranger Pickup Ext. Cab 2WD	2068	Capital Equipment Fund	CV19A	-	-	-	30,000	-	-	-	30,000
2006 550 Pickup Std. Cab Util Bed	2069	Capital Equipment Fund	CV20A	-	-	-	-	55,000	-	-	55,000
2008 E-250 Cargo Van 2WD	2072	Capital Equipment Fund	CV20A	-	-	-	-	34,000	-	-	34,000
2008 E-250 Cargo Van 2WD	2073	Capital Equipment Fund	CV20A	-	-	-	-	34,000	-	-	34,000
2005 Chevy 2500 Std. Cab Std. Bed	2074	Capital Equipment Fund	CV21A	-	-	-	-	-	37,000	-	37,000
Sub-total				-	139,000	171,000	388,200	123,000	37,000	-	858,200
PUBLIC WORKS - STORMWATER											
2003 Ford F450 Std. Cab Pickup 4WD	2053	Stormwater Fund	CV17S	-	58,000	-	-	-	-	-	58,000
2004 Chevy 1500 Ext. Cab Pickup 2WD	2054	Stormwater Fund	CV18S	-	-	35,000	-	-	-	-	35,000
F350 PU Crew Cab 4WD DRW	2064	Stormwater Fund	CV18S	-	-	55,000	-	-	-	-	55,000
Sub-total				-	58,000	90,000	-	-	-	-	148,000
UTILITIES											
2000 Ford Explorer XLS 4X4	4023	Utilities Fund	CV18A	-	-	36,000	-	-	-	-	36,000
2002 Ford Explorer XLS 4 Dr. SUV 4WD	4028	Utilities Fund	CV18A	-	-	36,000	-	-	-	-	36,000
2006 SLT 7500 Dump Truck 12YD	4041	Utilities Fund	CV18A	-	-	75,000	-	-	-	-	75,000
2008 Ford 350	4065	Utilities Fund	CV18A	-	-	55,000	-	-	-	-	55,000
2006 Chevy 1500 Ext Cab Std. Bed	4045	Utilities Fund	CV19A	-	-	-	37,000	-	-	-	37,000
2006 Chevy 2500	4047	Utilities Fund	CV19A	-	-	-	37,000	-	-	-	37,000
2006 Ford Explorer SUV 4DR 2WD	4049	Utilities Fund	CV19A	-	-	-	36,000	-	-	-	36,000
2005 Ford Explorer XLS 4DR 2WD	4035	Utilities Fund	CV19A	-	-	-	36,000	-	-	-	36,000
2008 Ford 350	4064	Utilities Fund	CV20A	-	-	-	-	41,000	-	-	41,000
2007 Ford F150 Ext Cab Pickup 2WD	4052	Utilities Fund	CV20A	-	-	-	-	30,000	-	-	30,000
2008 F350 STD-CAB 2WD	4063	Utilities Fund	CV20A	-	-	-	-	40,000	-	-	40,000
2008 Explorer XLT 4	4066	Utilities Fund	CV20A	-	-	-	-	31,000	-	-	31,000
2006 Ford Ranger Std. Cab Bed	4046	Utilities Fund	CV20A	-	-	-	-	30,000	-	-	30,000
2006 F550 XL SD Video Truck	4042	Utilities Fund	CV20A	-	-	-	-	300,000	-	-	300,000
2008 E-250 Cargo Van 2WD	4056	Utilities Fund	CV21A	-	-	-	-	-	35,000	-	35,000
Sub-total				-	-	202,000	146,000	472,000	35,000	-	855,000
TOTAL				\$ 25,000	\$ 1,204,943	\$ 1,272,183	\$ 1,088,563	\$ 982,350	\$ 296,420	\$ -	\$ 4,869,460

SUMMARY OF REVENUES

Fire Rescue Fund 120	-	869,633	708,873	544,553	282,540	127,420	-	2,533,020
Building Fund 150	25,000	111,310	36,310	9,810	9,810	-	-	192,240
Capital Equipment Fund 301	-	166,000	235,000	388,200	218,000	134,000	-	1,141,200
Stormwater Fund 410	-	58,000	90,000	-	-	-	-	148,000
Utilities Fund 425	-	-	202,000	146,000	472,000	35,000	-	855,000
Total	\$ 25,000	\$ 1,204,943	\$ 1,272,183	\$ 1,088,563	\$ 982,350	\$ 296,420	\$ -	\$ 4,869,460

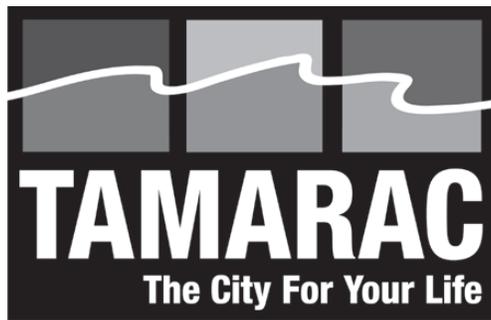
SUMMARY BY PROGRAM

Building	25,000	111,310	36,310	9,810	9,810	-	-	192,240
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City of Tamarac, Florida

CAPITAL VEHICLE/EQUIPMENT PROGRAM			PRIOR YEAR								
DEPARTMENT	Unit #	FUNDING SOURCE	PROJECT #	FUNDING	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	TOTAL
		Community Development		-	27,000	-	-	-	-	-	27,000
		Fire Rescue		-	869,633	708,873	544,553	282,540	127,420	-	2,533,020
		Information Technology		-	-	32,000	-	-	-	-	32,000
		Parks & Recreation		-	-	32,000	-	95,000	97,000	-	224,000
		Public Works		-	139,000	171,000	388,200	123,000	37,000	-	858,200
		Public Works - Stormwater		-	58,000	90,000	-	-	-	-	148,000
		Utilities		-	-	202,000	146,000	472,000	35,000	-	855,000
		Total			\$ 25,000	\$ 1,204,943	\$ 1,272,183	\$ 1,088,563	\$ 982,350	\$ 296,420	\$ 4,869,460

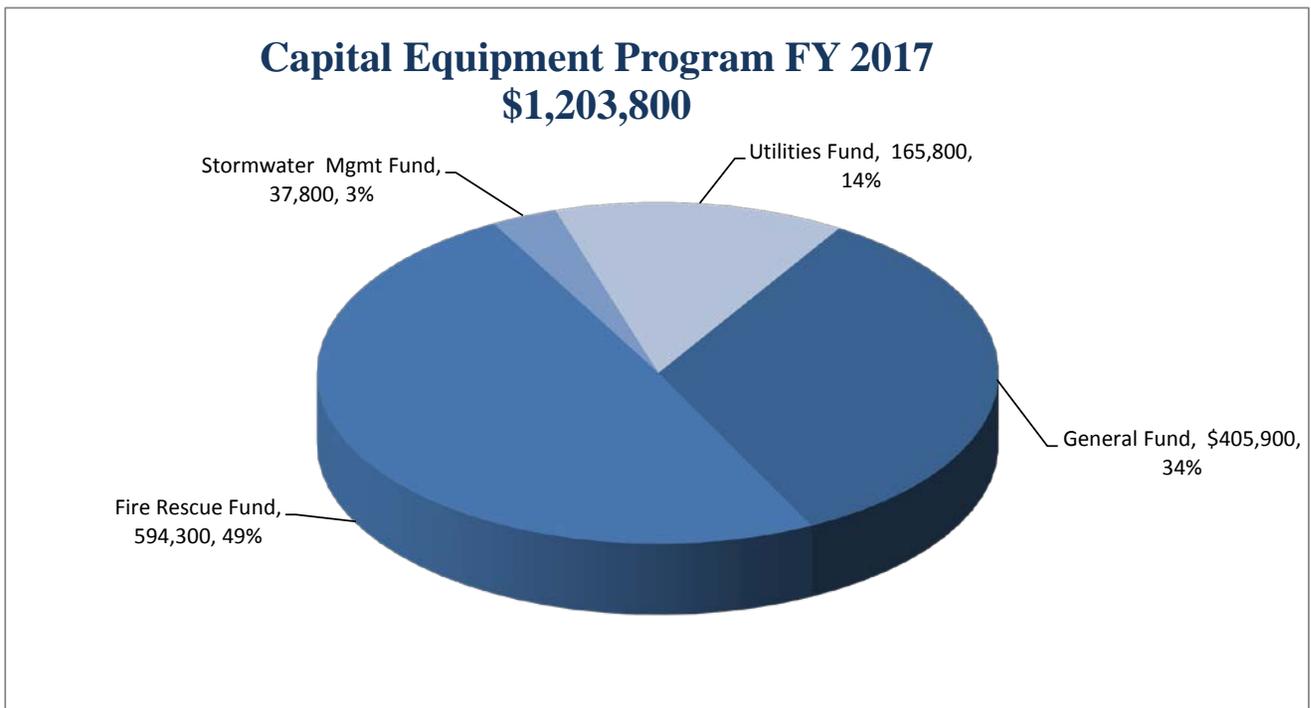
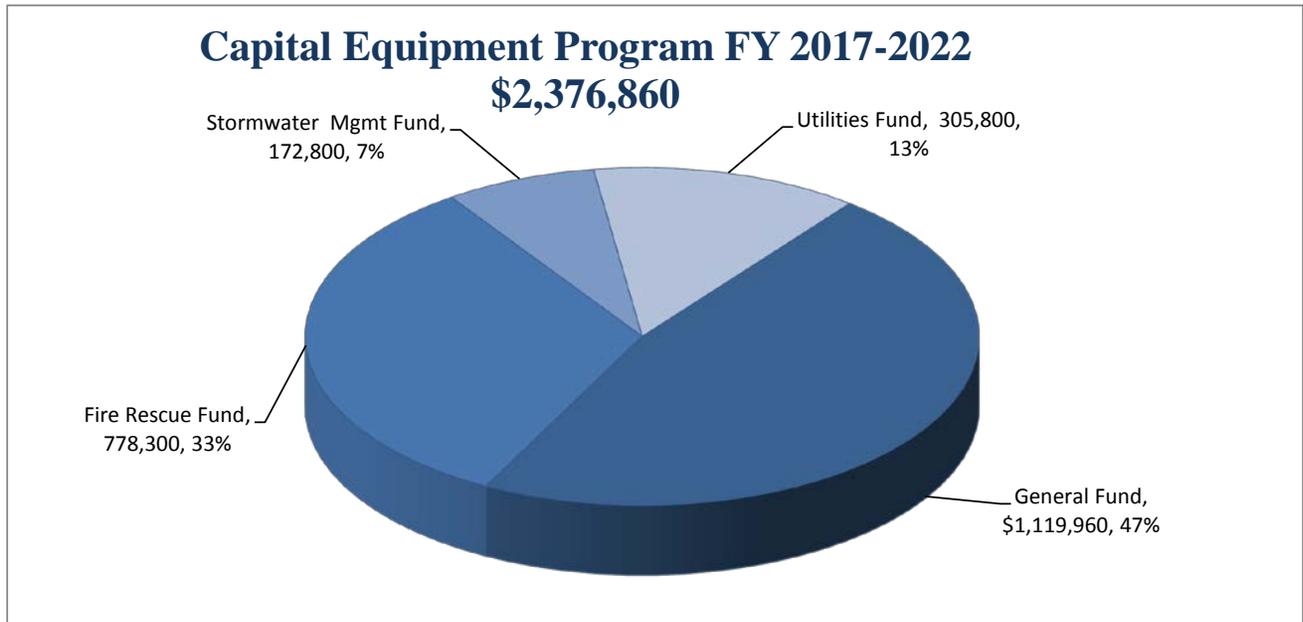
(1) Fire Rescue Operating Leases funded in Fire Rescue Fund (120); Capital Leases funded via transfer from Fire Rescue Fund (120) to Capital Equipment Fund (301)



CAPITAL EQUIPMENT PROGRAM SUMMARY

6-Year Projects Summary by Funding Source

Funding Source	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	TOTAL FY 2017- FY 2022
General Fund	\$ 405,900	\$ 77,500	\$ 52,500	\$ 228,560	\$ 33,500	\$ 322,000	\$ 1,119,960
Fire Rescue Fund	594,300	113,000	71,000	-	-	-	778,300
Stormwater Mgmt Fund	37,800	135,000	-	-	-	-	172,800
Utilities Fund	165,800	70,000	70,000	-	-	-	305,800
GRAND TOTAL	\$ 1,203,800	\$ 395,500	\$ 193,500	\$ 228,560	\$ 33,500	\$ 322,000	\$ 2,376,860

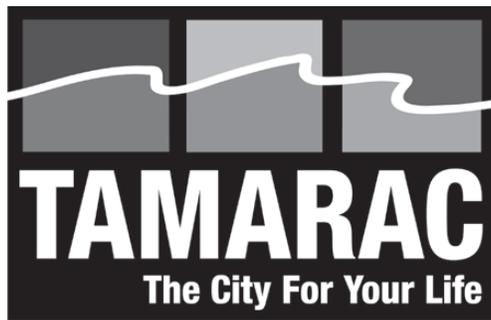


CAPITAL EQUIPMENT PROGRAM

DEPARTMENT	FUNDING SOURCE	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	TOTAL
CITY MANAGER/PUBLIC INFORMATION								
Various Equipment for Photography, video, & displays	General Fund	3,000	3,000	3,000	-	-	-	9,000
Sub-totals		3,000	3,000	3,000	-	-	-	9,000
Human Resources								
Background Check Equipment	General Fund	15,000	-	-	-	-	-	15,000
Sub-totals		15,000	-	-	-	-	-	15,000
FIRE RESCUE/OPERATIONS								
Major Appliances - Replacement	Fire Rescue Fund	15,000	15,000	15,000	-	-	-	45,000
Fitness Equipment - Replacement	Fire Rescue Fund	20,000	5,000	20,000	-	-	-	45,000
FS#41 Front Bay Doors	Fire Rescue Fund	125,000	-	-	-	-	-	125,000
Roll N Rack Fire Hose Roller	Fire Rescue Fund	8,200	-	-	-	-	-	8,200
Keiser Sled for Firefighter Training	Fire Rescue Fund	3,100	-	-	-	-	-	3,100
Bariatric Stretcher (Replacement)	Fire Rescue Fund	9,000	-	-	-	-	-	9,000
6 LP15 (Replacement every 8 years)	Fire Rescue Fund	158,000	-	-	-	-	-	158,000
Fire Station Alerting System	Fire Rescue Fund	250,000	-	-	-	-	-	250,000
Computer Equipment (IPad - 3 year cycle)	Fire Rescue Fund	-	15,000	-	-	-	-	15,000
2 Hydraulic Stretchers	Fire Rescue Fund	-	24,000	-	-	-	-	24,000
Holomado Power Tool Unit	Fire Rescue Fund	-	40,000	-	-	-	-	40,000
Equipment Bundle for Fire Apparatus	Fire Rescue Fund	-	-	30,000	-	-	-	30,000
Sub-totals		588,300	99,000	65,000	-	-	-	752,300
FIRE RESCUE/PREVENTION								
Major Appliances	Fire Rescue Fund	6,000	6,000	6,000	-	-	-	18,000
Base Radio - EOC	Fire Rescue Fund	-	8,000	-	-	-	-	8,000
Sub-totals		6,000	14,000	6,000	-	-	-	26,000
PARKS AND RECREATION - RECREATION								
Tamarac Park Concession Equipment	General Fund	3,500	-	-	-	-	-	3,500
Showmobile	General Fund	145,000	-	-	-	-	-	145,000
3 ID Card Printers (TCC,REC,FC)	General Fund	10,500	-	-	-	-	-	10,500
U10 Soccer Goal	General Fund	1,500	-	-	-	-	-	1,500
Kiln (Community Center)	General Fund	5,000	-	-	-	-	-	5,000
Spin Bikes (5)	General Fund	8,000	-	-	-	-	-	8,000
Portable Sound System (MPC)	General Fund	4,000	-	-	-	-	-	4,000
2 Public Bike Stations	General Fund	2,400	-	-	-	-	-	2,400
Gym Scoreboard (MPC)	General Fund	5,500	-	-	-	-	-	5,500
Spin Bikes (5)	General Fund	-	8,500	-	-	-	-	8,500
Sports & Fitness Equip (TCC,TP & TSC)	General Fund	-	9,000	-	-	-	-	9,000
4 Public Bike Stations	General Fund	-	4,800	-	-	-	-	4,800
Replace Popcorn & Snowcone Machine	General Fund	-	-	3,000	-	-	-	3,000
Podium and Sound System for TCC/Events	General Fund	-	-	1,500	-	-	-	1,500
5 Spin Bikes (Replacements)	General Fund	-	-	8,500	-	-	-	8,500
2 Kitchen/Stove/Ovens/Refrig for Tamarac Park	General Fund	-	-	7,000	-	-	-	7,000
Sub-totals		185,400	22,300	20,000	-	-	-	227,700
PARKS AND RECREATION - AQUATICS								
Outdoor PA System	General Fund	5,000	-	-	-	-	-	5,000
Sub-totals		5,000	-	-	-	-	-	5,000
PARKS AND RECREATION - TRANSPORTATION								
3 Bus Fare Boxes to Digital (Upgrade)	General Fund	-	-	20,000	-	-	-	20,000
3 Bus Wi-Fi Hotspot/Device	General Fund	-	-	4,500	-	-	-	4,500
Sub-totals		-	-	24,500	-	-	-	24,500
PUBLIC SERVICES/GROUNDS								
Honda Water Dog Unit (replace over 19 y/o unit)	General Fund	12,500	-	-	-	-	-	12,500
Public Services-Locker Room	General Fund	40,000	-	-	-	-	-	40,000
Sub-totals		52,500	-	-	-	-	-	52,500

CAPITAL EQUIPMENT PROGRAM

DEPARTMENT	FUNDING SOURCE	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	TOTAL
PUBLIC SERVICES/STORMWATER								
3 PCMS Message Boards	Stormwater Mgmt Fund 410	37,800	-	-	-	-	-	37,800
Weedoo Tiger Cat Gas Model Conveyor Trailer (Replacement)	Stormwater Mgmt Fund 410	-	88,000	-	-	-	-	88,000
Weedoo Solar/Battery Mini Harvester (Replacement)	Stormwater Mgmt Fund 410	-	47,000	-	-	-	-	47,000
Sub-totals		<u>37,800</u>	<u>135,000</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>172,800</u>
PUBLIC SERVICES/UTILITIES								
(2) Pinch Valve for 8 Million Accelerator		50,000	-	-	-	-	-	50,000
3" Diaphragm Pump	UtilitiesFund 425	1,800	-	-	-	-	-	1,800
Walk-behind Gas Saw	UtilitiesFund 425	3,300	-	-	-	-	-	3,300
Warehouse Forklift (Replacement of 1994)	UtilitiesFund 425	27,500	-	-	-	-	-	27,500
Lateral Cleaning System	UtilitiesFund 425	18,200	-	-	-	-	-	18,200
Wastewater Pumps (In-house Replacements)	UtilitiesFund 425	65,000	70,000	70,000	-	-	-	205,000
Sub-totals		<u>165,800</u>	<u>70,000</u>	<u>70,000</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>305,800</u>
INFORMATION TECHNOLOGY								
Servers								
Virtualization	General Fund	115,000	-	-	-	21,000	150,000	286,000
Network Servers	General Fund	-	-	-	-	-	20,000	20,000
Peripherals								
Backup Solution	General Fund	30,000	-	-	150,000	-	-	180,000
Printers	General Fund	-	10,500	-	4,000	-	36,000	50,500
KVM	General Fund	-	17,000	-	-	-	-	17,000
Wireless Access Points	General Fund	-	-	-	8,000	-	-	8,000
Televisions	General Fund	-	-	-	40,800	1,000	11,200	53,000
Digital Signage	General Fund	-	-	-	-	-	-	-
Scanners	General Fund	-	-	5,000	5,000	10,000	-	20,000
Power and HVAC Infrastructure								
City Hall IT Data Center	General Fund	-	3,500	-	-	-	-	3,500
Motorola Radio System	General Fund	-	1,200	-	-	-	4,800	6,000
Audio Visual Equipment								
		-	20,000	-	-	1,500	100,000	121,500
Time Clocks								
	General Fund	-	-	-	18,760	-	-	18,760
Digital Recording System								
	General Fund	-	-	-	2,000	-	-	2,000
Sub-totals		<u>145,000</u>	<u>52,200</u>	<u>5,000</u>	<u>228,560</u>	<u>33,500</u>	<u>322,000</u>	<u>786,260</u>
TOTAL		<u>\$ 1,203,800</u>	<u>\$ 395,500</u>	<u>\$ 193,500</u>	<u>\$ 228,560</u>	<u>\$ 33,500</u>	<u>\$ 322,000</u>	<u>\$ 2,376,860</u>
SUMMARY OF REVENUES								
	General Fund 001	405,900	77,500	52,500	228,560	33,500	322,000	1,119,960
	Fire Rescue Fund 120	594,300	113,000	71,000	-	-	-	778,300
	Stormwater Fund 410	37,800	135,000	-	-	-	-	172,800
	Utilities Fund 425	165,800	70,000	70,000	-	-	-	305,800
	Total	<u>\$ 1,203,800</u>	<u>\$ 395,500</u>	<u>\$ 193,500</u>	<u>\$ 228,560</u>	<u>\$ 33,500</u>	<u>\$ 322,000</u>	<u>\$ 2,376,860</u>
SUMMARY BY PROGRAM								
	City Manager - PI	3,000	3,000	3,000	-	-	-	9,000
	Human Resources	15,000	-	-	-	-	-	15,000
	Fire Rescue	594,300	113,000	71,000	-	-	-	778,300
	Parks & Recreation	190,400	22,300	44,500	-	-	-	257,200
	Public Services	52,500	-	-	-	-	-	52,500
	Information Technology	145,000	52,200	5,000	228,560	33,500	322,000	786,260
	Stormwater	37,800	135,000	-	-	-	-	172,800
	Utilities	165,800	70,000	70,000	-	-	-	305,800
	Total	<u>\$ 1,203,800</u>	<u>\$ 395,500</u>	<u>\$ 193,500</u>	<u>\$ 228,560</u>	<u>\$ 33,500</u>	<u>\$ 322,000</u>	<u>\$ 2,376,860</u>



Debt Management

The City's primary objective in debt management is to keep the level of indebtedness within legal debt limitations established by resolution and keeping the cost to the taxpayer at a minimum. While the City has set no legal debt limit, specific policies have been established as part of the Debt Management Policies.

One such policy is that any capital project financed through the issuance of general obligation, revenue and/or special assessment bonds shall be issued for a period of not more than twenty years or for a period exceeding the expected useful life of the asset or project. The City is required to maintain debt service ratios at levels for compliance with coverage requirements in bond documents.

There are several key debt ratios that investors and financial analysts use when reviewing a city's credit worthiness. As part of its overall policies, the City reviews such ratios used by the national credit rating agencies. Additionally, the financial management policies that are in place have allowed the City to build up the general fund reserves and commit to sound financial practices.

The City's enterprise and general obligation debt continues to be "self-supporting" in that this debt is secured solely by pledges of enterprise revenues and ad valorem taxes respectively, which adequately cover debt service on these bonds. Furthermore, two of the Governmental revenue bonds are supported by revenues specifically earmarked for such purpose, such as Sales Tax Revenue Bonds.

The City has significant non-ad valorem revenue debt capacity remaining and is in compliance with its anti-dilution tests. However, in as much as all City revenues, unless restricted to a specific purpose, are being used to pay debt service or to fund City operations, any use of City revenues to secure and pay additional debt could impact City operations unless additional revenues are identified.

Bond Ratings

Due to the variety of debt issues, there is more than one set of ratings for the City. The rating agencies have separately rated bonds of the City which are secured by specific or general revenue pledges.

	Rating Agency					
	Moody's		Fitch		Standard & Poor's	
	2015	2014	2015	2014	2015	2014
<u>General Obligation Bonds</u>						
Current Underlying	A1	A1	AA	AA	AA	AA
<u>Capital Improvement Revenue</u>						
Current Underlying	Aa3	Aa3	AA-	AA-	AA-	AA-
<u>Sales Tax Revenue (2010 & 2009)</u>						
Current Underlying	Aa3	Aa3	AA-	AA-	AA-	AA-
Insured	N/A	N/A	N/A	N/A	AA-	AA-
<u>Water & Sewer Revenue</u>						
Current Underlying	Aa2	Aa2	AA	AA	AA	AA
Insured	Aa2	Aa2	N/A	N/A	AA	AA
<u>Stormwater Assessment Revenue</u>						
Current Underlying	A1	A1	AA	AA	AA-	AA-

In addition to the underlying ratings, two of the bonds have also been insured by the major insurance providers including MBIA and FSA. In late calendar year 2007, many of the municipal bond insurance providers have come under intense scrutiny due to their involvement with insuring sub-prime mortgage backed obligations. All insurers have been subsequently downgraded with FSA experiencing the most recent downgrade.

Debt Per Capita

Direct debt is defined as a government unit’s gross debt less the enterprise system’s self-supporting debt. The City’s goal is to maintain Direct Debt Per Capita at or below the standard municipal rating agency median for cities of comparable size. In any case the amount should not exceed 135% of such median. Direct Debt Per Capita shall be calculated by dividing the Governmental Direct Debt by the most current population within the City. Based on the population estimate of 62,264 our Direct Debt per Capita is calculated at \$621 for fiscal year ended September 30, 2016.

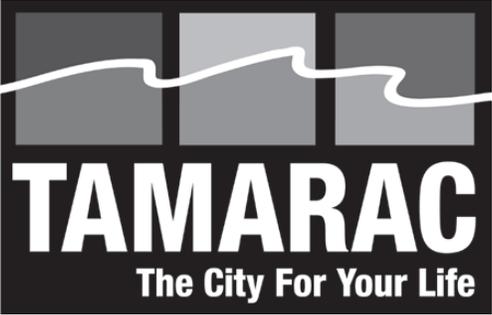
The overall debt positions for the City estimated for September 30, 2016 is as follows:

Category	Outstanding	Percentage of Total
General Obligation Debt	\$ 251,631	0.47%
Governmental Fund Debt	38,422,807	71.83%
Enterprise -Water & Sewer Debt	12,175,000	22.76%
Enterprise -Stormwater Debt	2,640,000	4.94%
TOTAL	\$ 53,489,438	100.00%

FY 2017- FY 2019 DEBT SERVICE SCHEDULE

	Original Issue Amount	Outstanding Principal 9/30/2016	FY 2017 Principal	FY 2017 Interest	FY 2017 Requirement	FY 2018 Principal	FY 2018 Interest	FY 2018 Requirement	FY 2019 Principal	FY 2019 Interest	FY 2019 Requirement	Outstanding Principal 9/30/2019
Governmental Funds												
G.O. Bonds, Series 1998	\$ 3,250,000	\$ 251,631	\$ 251,631	\$ 10,742	\$ 262,373	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Sales Tax Revenue Bonds, Series 2009 (Public Facilities)	5,350,000	1,870,000	600,000	79,920	679,920	625,000	58,090	683,090	645,000	35,427	680,427	-
Sales Tax Revenue Bonds, Series 2010 (Streets)	9,501,000	6,628,000	721,000	164,993	885,993	735,000	149,130	884,130	755,000	132,907	887,907	4,417,000
Capital Improvement Revenue Bonds, Series 2013	13,785,000	12,135,000	515,000	529,625	1,044,625	565,000	511,025	1,076,025	1,020,000	490,425	1,510,425	10,035,000
Capital Leases	2,238,039	1,169,807	386,331	19,139	405,470	329,137	13,290	342,427	224,802	7,757	232,559	229,537
Taxable Redevelopment Note Series 2011	20,000,000	16,620,000	-	325,000	325,000	-	325,000	325,000	-	325,000	325,000	16,620,000
Total Governmental Funds	\$ 54,124,039	\$ 38,674,438	\$ 2,473,962	\$ 1,129,419	\$ 3,603,381	\$ 2,254,137	\$ 1,056,535	\$ 3,310,672	\$ 2,644,802	\$ 991,516	\$ 3,636,318	\$ 31,301,537
Enterprise Funds												
Utilities System Refunding, Series 2009	\$ 14,020,000	\$ 12,175,000	\$ 310,000	\$ 594,019	\$ 904,019	\$ 325,000	\$ 580,519	\$ 905,519	\$ 345,000	\$ 566,568	\$ 911,568	\$ 11,195,000
Stormwater System Revenue, Series 2009	4,345,000	2,640,000	285,000	120,972	405,972	295,000	109,560	404,560	310,000	97,732	407,732	1,750,000
Total Enterprise Funds	\$ 18,365,000	\$ 14,815,000	\$ 595,000	\$ 714,991	\$ 1,309,991	\$ 620,000	\$ 690,079	\$ 1,310,079	\$ 655,000	\$ 664,300	\$ 1,319,300	\$ 12,945,000
TOTAL DEBT SERVICE	\$ 72,489,039	\$ 53,489,438	\$ 3,068,962	\$ 1,844,410	\$ 4,913,372	\$ 2,874,137	\$ 1,746,614	\$ 4,620,751	\$ 3,299,802	\$ 1,655,816	\$ 4,955,618	\$ 47,546,339

City of Tamarac Bond Debt Service by Fiscal Year								
Fiscal Year	2009 Revenue Bonds	2013 Capital Imprv Refunding Revenue Bonds	2010 Sales Tax Revenue Refunding Bonds	Capital Leases for Fire Aparatus	Governmental Debt Total	Stormwater Bond	Utility Bond	Enterprise Fund Debt Total
2017	658,090	1,026,025	870,130	352,373	2,906,618	394,560	890,519	1,285,079
2018	660,428	1,055,425	867,908	352,373	2,936,133	392,733	891,569	1,284,302
2019	656,933	1,487,825	871,370	225,264	3,241,392	395,490	896,944	1,292,434
2020	-	1,487,025	1,539,383	115,396	3,141,804	392,625	891,419	1,284,044
2021	-	1,484,025	1,538,983	57,698	3,080,706	394,345	892,219	1,286,564
2022	-	1,488,525	1,538,863	-	3,027,388	395,443	892,419	1,287,862
2023	-	1,485,025	-	-	1,485,025	395,918	891,538	1,287,456
2024	-	1,488,775	-	-	1,488,775	395,770	894,538	1,290,308
2025	-	1,484,275	-	-	1,484,275	-	891,162	891,162
2026	-	1,483,775	-	-	1,483,775	-	891,044	891,044
2027	-	1,488,600	-	-	1,488,600	-	895,000	895,000
2028	-	-	-	-	-	-	887,800	887,800
2029	-	-	-	-	-	-	888,669	888,669
2030	-	-	-	-	-	-	888,319	888,319
2031	-	-	-	-	-	-	896,750	896,750
2032	-	-	-	-	-	-	892,750	892,750
2033	-	-	-	-	-	-	887,500	887,500
2034	-	-	-	-	-	-	891,000	891,000
2035	-	-	-	-	-	-	892,750	892,750
2036	-	-	-	-	-	-	887,750	887,750
2037	-	-	-	-	-	-	886,250	886,250
2038	-	-	-	-	-	-	893,000	893,000
2039	-	-	-	-	-	-	892,500	892,500
Total Debt Service	\$ 1,975,450	\$ 15,459,300	\$ 7,226,635	\$ 1,103,104	\$ 25,764,489	\$ 3,156,884	\$ 20,503,409	\$ 23,660,293



GLOSSARY OF COMMONLY USED TERMS

Accrual Basis A basis of accounting in which transactions are recognized at the time they are incurred, as opposed to when cash is received or spent.

Activity A department effort contributing to the achievement of a specific set of program objectives; the smallest unit of the program budget.

Activity Measure Data collected to determine how effective or efficient a program is in achieving its objective.

Adopted Budget The original budget as approved by the City Commission at the beginning of the fiscal year.

Adjusted Budget A statistical construct that compensates for changes within divisions and departments between budget years.

Ad Valorem Taxes Commonly referred to as property taxes, levied on both real and personal property, according to the property's valuation and tax rate.

ALS Advanced Life Support.

Allot To divide an appropriation into amounts, which may be encumbered or expended during a specified period.

Amended Budget The current budget, resulting from changes to the Adopted Budget. An example of a common change would be a line item transfer of funds.

Annualize Taking changes that occurred mid-year and calculating their cost for a full year, for the purpose of preparing an annual budget.

Appropriation A legal authorization to incur obligations and make expenditures for specific purposes.

Appropriation Center Resembles traditional departments

Assessed Valuation The valuation set upon real estate and certain personal property by the Property Appraiser as a basis for levying property taxes.

Asset Resources owned or held by a government that have monetary value.

Audit An examination of evidence, including records, facilities, inventories, systems, etc., to discover or verify desired information.

Authorized Positions Employee positions, which are authorized in the adopted budget, to be filled during the year.

Available (Undesignated) Fund Balance This refers to funds remaining from prior years, which are available for appropriation and expenditure in the current year.

Balanced Budget A budget where the amount available from taxation and other sources, including amounts carried over from prior fiscal years, must equal the total appropriations for expenditures and reserves (taken from Florida Statutes 166.241(2)).

GLOSSARY OF COMMONLY USED TERMS

Base Budget Projected cost of continuing the existing levels of service in the current budget year.

Benchmark A point of reference from which measurements may be made. A benchmark is something that serves as a standard by which other performance indicators may be evaluated or compared.

Biennial Budget The Biennial budget consists of two one year budgets covering a period of two (2) fiscal years. This process of budgeting was introduced in the City of Tamarac in FY 2012.

Bond Contract to pay a specified sum of money (the principal or face value) at a specified future date (maturity) plus interest paid at an agreed percentage of the principal. Bonds are primarily used to finance capital projects.

Bond Refinancing The payoff and re-issuance of bonds, to obtain better interest rates and/or bond conditions.

Budget A plan of financial activity for a specified period of time (fiscal year) indicating all planned revenues and expenses for the budget period.

Budget Calendar The schedule of key dates, which a government follows in the preparation and adoption of the budget.

Budgetary Basis This refers to the basis of accounting used to estimate financing sources and uses in the budget. This generally takes one of three forms: GAAP, cash, or modified accrual. The City of Tamarac uses the same budgetary and accounting basis in all funds.

Budgetary Control The control or management of a government in accordance with the approved budget for the purpose of keeping expenditures within the limitations of available appropriations and resources.

Capital Assets: Assets of long-term character that are intended to continue to be held or used, such as land, buildings, machinery, furniture, and other equipment.

Capital Budget The appropriation of bonds or other revenue for capital assets, improvements to facilities, and other infrastructure.

Capital Expenditure Money spent to acquire or upgrade physical assets such as buildings and machinery - also called capital spending or capital expense.

Capital Improvements Expenditures related to the acquisition, expansion or rehabilitation of an element of the physical plant of the government--sometimes referred to as infrastructure.

Capital Improvement Program (CIP) A plan for future capital expenditures that identifies each capital project, its anticipated start and completion dates, the amount spent each year, and the method of financing.

Capital Outlay Expenditures for fixed assets which have a value of \$1,000 or more and have a useful economic lifetime of more than one year; or, assets of any value if the nature of the item is such that it must be controlled for custody purposes as a fixed asset.

Capital Project Major construction, acquisition, or renovation activities which add value to the physical assets of a government, or significantly increase their useful life. Also called capital improvements.

Capital Project Funds Funds that account for the financial resources to be used for the acquisition or construction of major capital facilities.

GLOSSARY OF COMMONLY USED TERMS

Cash Basis A basis of accounting that recognizes transactions only when cash is increased or decreased.

CIAC Acronym for Contributions In Aid of Construction, which is a definition used for the calculation of impact fee revenues paid by developers to cover the increased capacity costs of connecting to the City's water and sewer system.

Collective Bargaining Agreement A legal contract between the employer and a verified representative of a recognized bargaining unit for specific terms and conditions of employment (e.g., hours, working conditions, salary, fringe benefits, and matters affecting health and safety of employees).

Communication Services Taxes Communications Services Tax (CST) applies to telecommunications, cable, direct-to-home satellite, and related services. The CST revenues is collected and distributed by the State of Florida

Constant or Real Dollars The presentation of dollar amounts adjusted for inflation to reflect the real purchasing power of money as compared to a certain point in time.

Consumer Price Index (CPI) A statistical description of price levels provided by the U.S. Department of Labor. The index is used as a measure of the increase in the cost of living (i.e., economic inflation).

Contingency A budgetary reserve set aside for emergencies or unforeseen expenditures not otherwise budgeted.

Contractual Services Services rendered to a government by private firms, individuals, or other governmental agencies. Examples include utilities, rent, maintenance agreements, and professional consulting services.

Cost-of-Living Adjustment (COLA) An increase in salaries to offset the adverse effect of inflation on compensation.

Debt Service The cost of paying principal and interest on borrowed money according to a predetermined payment schedule.

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

Dedicated Tax A tax levied in order to support a specific government program or purpose.

Deficit The amount by which expenditures exceed revenues during a single accounting period.

Department The basic organizational unit of government that is functionally unique in its delivery of services.

Depreciation Expiration in the service life of capital assets attributable to wear and tear, deterioration, action of the physical elements, inadequacy or obsolescence.

Development-related Fees Those fees and charges generated by building, development, and growth in a community. Included are building and street permits, development review fees, and zoning, platting and subdivision fees.

GLOSSARY OF COMMONLY USED TERMS

Employee (or Fringe) Benefits Contributions made by a government to meet commitments or obligations for employee fringe benefits. Included is the government's share of costs for Social Security and the various pensions, medical, and life insurance plans.

Encumbrance The contractual commitment of appropriated funds to purchase an item or service. To encumber funds means to set aside or commit funds for a specified future expenditure.

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

ERC An acronym for Equivalent Residential Unit, which is a measure used for Water and Stormwater rates. An average home equals one Equivalent Residential Unit. The E.R.C. for commercial units are calculated on a case-by-case basis.

Expenditure The payment of cash on the transfer of property or services for the purpose of acquiring an asset, service, or settling a loss.

Expense Charges incurred (whether paid immediately or unpaid) for operations, maintenance, interest, or other charges.

Fiduciary Funds Types of funds consisting of agency and trust funds.

Fiscal Policy A government's policies with respect to revenues, spending, and debt management as these relate to government services, programs, and capital investment. Fiscal policy provides an agreed-upon set of principles for the planning and programming of government budgets and their funding.

Fiscal Year (FY) A twelve-month period designated as the operating year for accounting and budgeting purposes in an organization. For Tamarac, this twelve-month period is October 1 to September 30.

Fixed Assets Assets of long-term character that are intended to continue to be held or used, such as land, buildings, machinery, furniture, and other equipment.

Full Faith and Credit A pledge of a government's taxing power to repay debt obligations.

Full Time Equivalent (FTE) A measure of the workforce utilized to arrive at the number of equivalent full-time positions rather than a simple headcount. For purposes of the City of Tamarac FTE: Two (2) part-time or Three (3) temp = One Full Time Equivalent (FTE)

Fund A fiscal entity with revenues and expenses that are segregated for the purpose of carrying out a specific purpose or activity.

Fund Balance (Equity) The excess of the assets of a fund over its liabilities, reserves, and carry-over.

General Obligation (G.O.) Bond This type of bond is backed by the full faith, credit and taxing power of the government. It requires voter approval and a debt millage is levied to pay interest and principal.

GLOSSARY OF COMMONLY USED TERMS

Generally Accepted Accounting Principles (GAAP) GAAP is the uniform minimum standards for financial accounting and recording, encompassing the conventions, rules, and procedures that define accepted accounting principles.

Goal A statement of broad direction, purpose, or intent based on the needs of the community.

Governmental Funds Types of funds subdivided into four sections; General Funds, Specials Revenue Funds, Capital Projects Funds, and Debt Service Funds.

Grants A contribution by a government or other organization to support a particular function. Grants may be classified as either operational or capital, depending upon the grantee.

General Fund The fund that accounts for all financial resources of the government, except those required to be accounted for in another fund.

Homestead Exemption Florida law provides property tax relief of \$50,000 off of the taxable value for properties that qualify. Every person who has legal or equitable title to real property in the State of Florida and who resides on the property on January 1 and in good faith makes it his or her permanent home is eligible for a homestead exemption.

Indirect Cost A cost necessary for the functioning of the organization as a whole, but which cannot be directly assigned to one service.

Infrastructure The physical assets of a government (e.g., streets, water, sewer, public buildings and parks).

Inter-fund Transfers The movement of monies between funds of the same governmental entity.

Intergovernmental Revenue Funds received from federal, state and other local government sources in the form of grants, shared revenues, and payments in lieu of taxes.

Internal Service Charges The charges to user departments for internal services provided by another government agency, such as data processing, or insurance funded from a central pool.

Internal Service Funds Funds that account for the financing of goods or services provided by one department or agency to other departments or agencies of the governmental units, on a cost reimbursement basis. As a result of the new GASB 34 rules, many municipalities have eliminated all Internal Service Funds with the exception of Risk Management.

Levy To impose taxes for the support of government activities.

Line-item Budget A budget prepared along departmental lines that focuses on what is to be bought by linking appropriations to objects of expenditure.

Long-term Debt Debt payable more than one year after date of issue.

Mill The property tax rate that is based on the valuation of property. A tax rate of one mill produces one dollar of taxes on each \$1,000 of assessed property valuation. A mill is one-tenth of one cent.

GLOSSARY OF COMMONLY USED TERMS

Mission A clear and concise statement that focuses on the purpose of the program and sets program goals to align practices with values. A mission statement is an actionable plan for a program's future that includes the objectives, how these objectives will be reached, who is responsible for performance, and why the program must meet its goals.

Modified Accrual Modified accrual accounting is based on revenues being recorded when they become available and measurable (known). The term "available" means collectible within the current period or soon enough thereafter to be used to pay the liabilities of the current period. Expenditures, if measurable, are recorded in the accounting period in which the liabilities are incurred.

Objective Something to be accomplished in specific, well-defined, and measurable terms and that is achievable within a specific time frame.

Object of Expenditure An expenditure classification, referring to the lowest and most detailed level of classification, such as electricity, office supplies, asphalt, and furniture

Obligations Amounts that a government may be legally required to meet out of its resources. They include not only actual liabilities, but also encumbrances not yet paid.

Operating Expenses The cost for personnel, materials and equipment required for a department to function.

Operating Revenue Funds that the government receives as income to pay for ongoing operations. It includes such items as taxes, fees from specific services, interest earnings, and grant revenues. Operating revenues are used to pay for day-to-day services.

Pay-as-you-go Basis A term used to describe a financial policy by which capital outlays are financed from current revenues rather than through borrowing.

Performance Budget A budget wherein expenditures are based primarily upon measurable performance of activities and work programs.

Performance Measure A measure of outcomes or results used to gauge the success of a program in meeting its Intended goals and objectives.

Personal Services Expenditures for salaries, wages, and fringe benefits of a government's employees.

Prior-year Encumbrances Obligations from previous fiscal years in the form of purchase orders, contracts or salary commitments which are chargeable to an appropriation, and for which a part of the appropriation is reserved. They cease to be encumbrances when the obligations are paid or otherwise terminated.

Program A group of related activities performed by one or more organizational units for the purpose of accomplishing a function for which the government is responsible.

Program Based Budget A method of budgeting whereby the services provided to the residents are broken down in identifiable service programs or performance units. A unit can be a department, a division, or a workgroup. Each program has an identifiable service or output and objectives to effectively provide the service. Performance indicators measure the effectiveness and efficiency of providing service by the program.

Proprietary Funds Types of funds subdivided into two sections; Enterprise Funds and Internal Service Funds.

GLOSSARY OF COMMONLY USED TERMS

R&M Acronym for Repair and Maintenance, which is a description used for normal maintenance costs for equipment.

Reserve An account used either to set aside budgeted revenues that are not required for expenditure in the current budget year or to earmark revenues for a specific future purpose or the portion of fund balance that is legally restricted by an organization other than the City.

Resolution A special or temporary order of a legislative body; an order of a legislative body requiring less legal formality than an ordinance or statute.

Resources Total amounts available for appropriation including estimated revenues, inter-fund transfers, and beginning balances.

Revenue All amounts of money received by a government from external sources for the purpose of financing the operations of the government.

Revenue Bond This type of bond is backed only by revenues, which come from a specific enterprise or project, such as a utility rate or gas tax.

Senior Homestead Exemption Florida law provides property tax relief of an additional \$25,000 off of the taxable value for properties that qualify. The County must first adopt the provision via Ordinance. Any person who has the legal or equitable title to real estate and maintains thereon the permanent residence of the owner, who has attained age 65, and whose household income does not exceed \$20,000 (with an annual CPI increase) qualifies.

Service Lease A lease under which the lessor maintains and services the asset.

Service Level Services or products which comprise actual or expected output of a given program. Focus is on results, not measures of workload.

Source of Revenue Revenues are classified according to their source or point of origin.

Special Purpose Fund Funds that account for the proceeds of specific revenue sources that are legally restricted to expenditures for specified purposes.

Taxes Compulsory charges levied by a government for the purpose of financing services performed for the common benefit of the people. This term does not include specific charges made against particular persons or property for current or permanent benefit, such as special assessments.

Temporary Positions An employee who fills a temporary or short-term position. Such employees provide contingency staffing for government operations during peak workloads, or to address temporary staffing needs. Temporary employees are paid on a per-hour basis, and do not receive benefits.

TRIM Truth in Millage

Trust and Agency Funds Funds that account for assets held by a governmental unit in a trustee capacity or as an agent for individuals, private organizations, other governmental units, and/or other trust funds. These funds are not budgeted in the formal appropriation process, and are not included in the Adopted Budget document.

GLOSSARY OF COMMONLY USED TERMS

Unencumbered Balance The amount of an appropriation that is neither expended nor encumbered. It is essentially the amount of money still available for future use.

Unreserved Fund Balance The portion of a fund's balance that is not legally restricted for a specific purpose.

User Charges The payment of a fee for direct receipt of a public service by the party who benefits from the service.

Variable Cost A cost that increases/decreases with increases/decreases in the amount of service provided such as the electric bill.

Volatility unpredictable change over time of a certain variable

Working Cash Excess of readily available assets over current liabilities; cash-on-hand-equivalents that may be used to satisfy cash flow needs.

CITY OF TAMARAC, FLORIDA

ORDINANCE NO. O-2016- 13

I hereby certify that this document is a true and correct copy of Ordinance No. 2016-13 the original of which is on file in City Hall. WITNESS MY HAND AND OFFICIAL SEAL OF THE CITY OF TAMARAC, FLORIDA This 23rd day of September 2016
[Signature]
City Clerk

AN ORDINANCE OF THE CITY COMMISSION OF THE CITY OF TAMARAC, FLORIDA TO ESTABLISH AND LEVY AD VALOREM TAXES WITHIN THE CORPORATE LIMITS OF THE CITY OF TAMARAC, FLORIDA, FOR THE TAX YEAR 2016; PROVIDING FOR THE LEVY OF AD VALOREM TAXES IN THE AMOUNT OF 7.2899 MILLS (\$7.2899 PER \$1,000) BASED UPON THE ASSESSED VALUE ON NON-EXEMPT REAL AND PERSONAL PROPERTY LOCATED WITHIN THE CITY LIMITS OF THE CITY OF TAMARAC; PROVIDING FOR THE LEVY OF AD VALOREM TAXES IN THE AMOUNT OF .0739 MILLS (\$.0739 PER \$1,000) BASED UPON THE ASSESSED VALUE OF THE NON-EXEMPT REAL AND PERSONAL PROPERTY LOCATED WITHIN THE CITY LIMITS OF THE CITY OF TAMARAC, FOR FUNDS FOR ANNUAL DEBT SERVICE FOR THE CITY OF TAMARAC, FLORIDA GENERAL OBLIGATION REFUNDING BONDS, SERIES 1998; PROVIDING FOR CONFLICTS; PROVIDING FOR SEVERABILITY; AND PROVIDING FOR AN EFFECTIVE DATE.

WHEREAS, it has been determined that a tax levy on all non-exempt real and personal property within the corporate limits of the City of Tamarac is required for operation and/or maintenance expenses of the General Fund for the 2017 Fiscal Year beginning October 1, 2016 and ending September 30, 2017; and

WHEREAS, it has been determined that a tax levy on the appropriate real and personal property within the corporate limits of the City of Tamarac is required for the annual debt service for the City of Tamarac, Florida General Obligation Refunding Bonds, Series 1998; and

WHEREAS, the City Commission, in accordance with 200.065, Florida Statutes, is required to fix ad valorem tax millage pursuant to and in accordance with said law.

NOW, THEREFORE, BE IT ORDAINED BY THE CITY COMMISSION OF THE CITY OF TAMARAC, FLORIDA:

Section 1: That the foregoing "WHEREAS" clauses are hereby ratified and confirmed as being true and correct and are hereby made a specific part of this ordinance.

Section 2: That the City Commission of the City of Tamarac does hereby establish and fix and levy ad valorem taxes for the taxable year 2016 in the amount of 7.2899 mills

(\$7.2899 for each \$1,000 of assessed valuation, less exemptions). The millage rate levied is 8.52% above the rolled-back rate of 6.7178 mills computed pursuant to Florida Law.

Section 3: That the City Commission of the City of Tamarac does hereby establish and fix and levy ad valorem taxes for the taxable year 2016 in the amount of .0739 mills (\$.0739 per \$1,000 of assessed valuation, less exemptions) and shall be used for the retirement of the City of Tamarac, Florida, General Obligation Refunding Bonds, Series 1998, for the Fiscal Year beginning October 1, 2016, and ending September 30, 2017.

Section 4 That the City Clerk is hereby authorized and instructed to forward a certified copy of this ordinance to the Broward County Department of Finance and Administrative Services.

Section 5 That the City Clerk is hereby authorized and instructed to forward a certified copy of this ordinance to the Department of Revenue of the State of Florida.

Section 6 That all ordinances or parts of ordinances in conflict herewith are hereby repealed to the extent of such conflict.

Section 7 That if any clause, section, other part or application of this ordinance is held by any court of competent jurisdiction to be unconstitutional or invalid, in part or application, it shall not affect the validity of the remaining portions or applications of this ordinance.

Section 8: That this ordinance shall become effective immediately upon its passage and adoption.

PASSED AND ADOPTED ON FIRST READING THIS 12th day of September, 2016.

PASSED AND ADOPTED ON SECOND READING THIS 22nd day of September, 2016.

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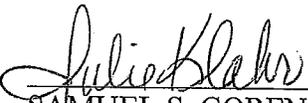
BY: 
MAYOR HARRY DRESSLER

ATTEST:


PATRICIA TEUFEL, CMC

CITY CLERK

I HEREBY CERTIFY that
I have approved this
ORDINANCE as to form:


for SAMUEL S. GOREN
CITY ATTORNEY

RECORD OF COMMISSION VOTE: 1ST Reading

MAYOR DRESSLER	<u>yes</u>
DIST 1: COMM. BUSHNELL	<u>yes</u>
DIST 2: COMM. GOMEZ	<u>yes</u>
DIST 3: V/M. GLASSER	<u>yes</u>
DIST 4: COMM. PLACKO	<u>yes</u>

RECORD OF COMMISSION VOTE: 2ND Reading

MAYOR DRESSLER	<u>yes</u>
DIST 1: COMM. BUSHNELL	<u>yes</u>
DIST 2: COMM. GOMEZ	<u>yes</u>
DIST 3: V/M. GLASSER	<u>yes</u>
DIST 4: COMM. PLACKO	<u>yes</u>

I hereby certify that this document is a true
and correct copy of City of Tamarac

Ordinance No. O-2016-14

the original of which is on file in City Hall.
WITNESS MY HAND AND OFFICIAL SEAL
OF THE CITY OF TAMARAC, FLORIDA.

This 23rd day of September, 2016.
Christine A. Stapp
City Clerk

CITY OF TAMARAC, FLORIDA

ORDINANCE NO. O-2016- 14

AN ORDINANCE OF THE CITY COMMISSION OF THE CITY OF TAMARAC, FLORIDA, ADOPTING THE OPERATING BUDGET, REVENUES AND EXPENDITURES, THE CAPITAL BUDGET, AND THE FINANCIAL POLICIES FOR THE FISCAL YEAR 2017; PROVIDING FOR CONFLICTS; PROVIDING FOR SEVERABILITY; AND PROVIDING FOR AN EFFECTIVE DATE.

WHEREAS, the City Manager of the City of Tamarac, Florida, has presented to the City Commission the proposed operating budget, revenues and expenditures and capital budget as estimated for the Fiscal Year 2017, all as required by Section 7.02 of the Charter of the City; and

WHEREAS, the City Commission in duly called public meetings, reviewed the budget and, having made certain amendments thereto, approved a tentative budget on September 12, 2016; and

WHEREAS, the City Commission authorized a final public hearing on September 22, 2016, at 5:05 p.m. at the Tamarac City Hall, 7525 N.W. 88th Avenue, Tamarac, Florida, and has caused notice of same to be published in a newspaper of general circulation in the City of Tamarac according to law; and

WHEREAS, the City Commission has determined the amount of money which must be raised to conduct the affairs of the City of Tamarac for the Fiscal Year 2017 so that the business of the city may be conducted on a balanced budget, and has also determined the amount necessary to be raised by ad valorem taxes upon all of the property, real and personal, within the corporate limits of the City of Tamarac; and

WHEREAS, the City Manager recommends the proposed budget for Fiscal Year 2017 be adopted; and

WHEREAS, the City Commission of the City of Tamarac deems it to be in the best interest of the citizens and residents of the City of Tamarac to approve the budget for Fiscal Year 2017.

NOW, THEREFORE, BE IT ORDAINED BY THE CITY COMMISSION OF THE CITY OF TAMARAC, FLORIDA:

Section 1: That the foregoing "WHEREAS" clauses are hereby ratified and confirmed as being true and correct and are hereby made a specific part of this ordinance.

Section 2: That the City of Tamarac, Florida operating budget, revenues and expenditures, and the Capital Budget for the Fiscal Year 2017, as provided for in Attachment A, and by this reference made a part thereof, be and the same is hereby adopted.

If at any time during the fiscal year it appears probable that the revenues available will be insufficient to meet the amount appropriated, the City Commission shall then take such further action as necessary to prevent or minimize any deficit and for that purpose it may by ordinance reduce one or more appropriations.

No appropriation for debt service may be reduced or transferred, no appropriation may be reduced by any amount required by law to be appropriated or by more than the amount of the unencumbered balance thereof.

Section 3: That the City Manager, in accordance with Section 7.10(d) of the City Charter, is authorized to make transfers within departments, and with the approval of the City Commission, transfer funds between departments, as is permitted by law.

Section 4: That when the City of Tamarac 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, or any limitation regarding the use of or expenditure of the monies received, the funds so received shall be accepted by the City Commission and incorporated and appropriated in the budget by amendment, as required by law.

Section 5: That every appropriation, except an appropriation for a multi-year capital improvement or multi-year grant program, shall lapse at the close of the fiscal year to the extent that it has not been expended or encumbered. An appropriation for a multi-year capital improvement or multi-year grant program shall continue in force until the purpose for which it was made has been accomplished or abandoned; the purpose of any such appropriation shall be deemed abandoned if three (3) years pass without any disbursement from or encumbrance of the appropriation

Section 6: That the Financial Policies, as provided for in Attachment B, which are attached hereto and incorporated herein by reference, are hereby adopted.

Section 7: That all Ordinances or parts of Ordinances in conflict herewith are hereby repealed to the extent of such conflict.

Section 8: That if any provision of this Ordinance of the application thereof to any

person or circumstance is held invalid, such invalidity shall not affect other provisions or applications of this ordinance than can be given affect without the invalid provision or application, and to this end the provisions of this Ordinance are declared to be severable.

Section 9: That this Ordinance shall become effective immediately upon its passage and adoption.

PASSED, FIRST READING, 12th DAY OF September, 2016.

PASSED, SECOND READING, 22nd DAY OF September, 2016.

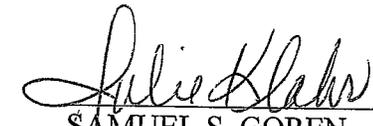
BY: 
MAYOR HARRY DRESSLER

ATTEST:

PATRICIA TEUFEL, CMC

CITY CLERK

I HEREBY CERTIFY that
I have approved this
ORDINANCE as to form:


for SAMUEL S. GOREN
CITY ATTORNEY

RECORD OF COMMISSION VOTE: 1ST Reading

MAYOR DRESSLER	<u>yes</u>
DIST 1: COMM. BUSHNELL	<u>yes</u>
DIST 2: COMM. GOMEZ	<u>yes</u>
DIST 3: V/M. GLASSER	<u>yes</u>
DIST 4: COMM. PLACKO	<u>yes</u>

RECORD OF COMMISSION VOTE: 2ND Reading

MAYOR DRESSLER	<u>yes</u>
DIST 1: COMM. BUSHNELL	<u>yes</u>
DIST 2: COMM. GOMEZ	<u>yes</u>
DIST 3: V/M. GLASSER	<u>yes</u>
DIST 4: COMM. PLACKO	<u>yes</u>

**FY 2017 BUDGET
ORDINANCE
TO 2347**

FUND

General Fund

Revenues

Taxes	\$ 30,989,009
Licenses & Permits	4,947,155
Intergovernmental Revenue	8,465,494
Charges for Services	1,756,293
Fines & Forfeitures	1,516,794
Miscellaneous	1,710,451
Appropriation From Fund Balance	5,336,332
Other Sources	6,519,246

Total General Fund Revenue **\$ 61,240,774**

Expenditures

City Commission	\$ 632,078
City Manager	1,789,401
City Attorney	590,580
City Clerk	602,101
Finance	2,874,934
Human Resources	1,370,123
Community Development	1,913,769
Police	16,479,695
Public Works	7,990,725
Parks & Recreation	5,105,788
Information Technology	2,047,562
Non-Departmental	19,844,018

Total General Fund Expenditures **\$ 61,240,774**

Fire Rescue Fund

Revenues

Intergovernmental Revenue	\$ 55,000
Emergency Service Fees	2,263,543
Interest Income	61,045
Special Assessment	12,008,847
Interfund Transfers	6,278,313
Appropriation from Fund Balance	4,393,640

Total Fire Rescue Fund Revenue **\$ 25,060,388**

Expenditures

Personal Services	\$ 16,285,923
Operating Charges	1,546,199
Capital Outlay	594,300
Debt Service	405,470
Other Uses	5,908,496
Contingency	300,000
Reserves	20,000

Total Fire Rescue Fund Expenditures **\$ 25,060,388**

FY 2017 BUDGET
ORDINANCE
TO 2347

FUND

Parks & Recreation

Revenues	
Appropriation From Fund Balance	\$ 244,000
Total Parks & Recreation Revenue	\$ 244,000
Expenditures	
Other Uses	\$ 244,000
Total Parks & Recreation Expenditures	\$ 244,000

Public Art Fund

Revenues	
Charges for Service	\$ 200,000
Interest Income	5,000
Appropriation From Fund Balance	1,222,862
Total Public Art Fund Revenues	\$ 1,427,862
Expenditures	
Operating Charges	\$ 95,000
Contingency	1,332,862
Total Public Art Fund Expenditures	\$ 1,427,862

Local Option Gas Tax 3-Cents Fund

Revenues	
Taxes	\$ 384,098
Interest Income	3,000
Appropriation From Fund Balance	357,778
Total Local Option Gas Tax Revenue	\$ 744,876
Expenditures	
Operating Charges	\$ -
Reserve	744,876
Total Local Option Gas Tax Expenditures	\$ 744,876

Building Fund

Revenues	
Licenses & Permits	\$ 2,586,714
Charges for Services	14,000
Fines & Forfeitures	200,000
Miscellaneous	74,000
Appropriation From Fund Balance	221,199
Total Building Fund Revenues	\$ 3,095,913
Expenditures	
Personal Services	\$ 2,108,911
Operating Expenses	188,082
Other Uses	798,920
Total Building Fund Expenditures	\$ 3,095,913

FY 2017 BUDGET
ORDINANCE
TO 2347

FUND

RCMP Grant Fund

Revenues	
Intergovernmental Revenue	\$ 194,000
Total RCMP Revenues	\$ 194,000
Expenditures	
Personal Services	18,243
Operating Expenses	\$ 175,757
Total RCMP Expenditures	\$ 194,000

Community Development Block Grant (CDBG) Fund

Revenues	
Intergovernmental Revenue	\$ 384,932
Total CDBG Revenues	\$ 384,932
Expenditures	
Personal Services	\$ 134,893
Operating Expenses	250,039
Total CDBG Expenditures	\$ 384,932

State Housing Initiative Program (SHIP) Fund

Revenues	
Grant Revenues	\$ 393,753
Total SHIP Revenues	\$ 393,753
Expenditures	
Personal Services	\$ 33,002
Other Uses	360,751
Total SHIP Expenditures	\$ 393,753

Home (HUD) Fund

Revenues	
Intergovernmental Revenue	\$ 78,448
Total Home Revenues	\$ 78,448
Expenditures	
Personal Services	\$ 5,844
Operating Expenses	72,604
Total Home Expenditures	\$ 78,448

Neighborhood Stabilization Program 3 (NSP3) Fund

Revenues	
Miscellaneous	\$ 150,000
Total NSP3 Revenues	\$ 150,000
Expenditures	
Operating Expenses	150,000
Total NSP3 Expenditures	\$ 150,000

FY 2017 BUDGET
ORDINANCE
TO 2347

FUND

Affordable Housing Impact Fees

<u>Revenues</u>		
Impact Fees	\$	60,000
Total Affordable Housing Impact Fees Fund Revenues	\$	60,000
<u>Expenditures</u>		
Other Uses	\$	60,000
Total Affordable Housing Impact Fees Fund Expenditures	\$	60,000

General Obligation (GO) Debt Service

<u>Revenues</u>		
Taxes	\$	262,500
Total GO Debt Service Revenues	\$	262,500
<u>Expenditures</u>		
Debt Service	\$	262,500
Total GO Debt Service Expenditures	\$	262,500

Revenue Bond Fund

<u>Revenues</u>		
Interfund Transfers	\$	2,620,700
Interest Income		2,000
Total Revenue Bond Fund Revenues	\$	2,622,700
<u>Expenditures</u>		
Debt Service	\$	2,622,700
Total Revenue Bond Fund Expenditures	\$	2,622,700

Capital Equipment Fund

<u>Revenues</u>		
Interfund Transfers	\$	1,184,943
Appropriation From Fund Balance		260,000
Total Capital Equipment Fund Revenues	\$	1,444,943
<u>Expenditures</u>		
Capital Outlay	\$	1,146,943
Contingency		298,000
Total Capital Equipment Fund Expenditures	\$	1,444,943

Capital Maintenance Fund

<u>Revenues</u>		
Interfund Transfers	\$	1,925,419
Total Capital Maintenance Fund	\$	1,925,419
<u>Expenditures</u>		
Capital Outlay	\$	1,545,634
Contingency		379,785
Total Capital Maintenance Fund Expenditures	\$	1,925,419

FY 2017 BUDGET
ORDINANCE
TO 2347

FUND

General Capital Improvements Fund

Revenues		
Taxes	\$	850,000
Federal Grant	\$	382,000
Interfund Transfers		765,484
Interest		31,000
Appropriation From Fund Balance		1,989,376
Total Gen. Capital Improvements Revenues	\$	4,017,860
Expenditures		
Capital Outlay		4,017,860
Total Gen. Capital Improvement Expenditures	\$	4,017,860

Corridor Improvement Fund

Revenues		
Interest	\$	3,000
Interfund Transfer		4,237,518
Total Corridor Improvement Revenues	\$	4,240,518
Expenditures		
Operating Expenditures	\$	-
Capital Outlay		3,874,938
Contingency		365,580
Total Corridor Improvement Expenditures	\$	4,240,518

Public Service Facilities Fund

Revenues		
Appropriation From Fund Balance	\$	625,419
Total Public Service Facilities Revenues	\$	625,419
Expenditures		
Other Uses	\$	625,419
Total Public Service Facilities Expenditures	\$	625,419

CIP 05 Revenue Bond Fund

Revenues		
Interfund Transfers	\$	2,700,000
Total CIP 05 Revenue Bond Fund Revenues	\$	2,700,000
Expenditures		
Capital Outlay	\$	2,700,000
Total CIP 05 Revenue Bond Fund Expenditures	\$	2,700,000

FY 2017 BUDGET
ORDINANCE
TO 2347

FUND

Tamarac Village Fund

Revenues

Interfund Transfers	\$	767,000
Total Tamarac Village Fund Revenues	\$	767,000

Expenditures

Debt Service		767,000
Total Tamarac Village Fund Expenditures	\$	767,000

Stormwater Management Fund

Revenues

Stormwater Drainage Fees	\$	5,539,004
Investment Income & Misc Rev		32,716
Interfund Transfers		332,481
Total Stormwater Management Revenues	\$	5,904,201

Expenses

Personal Services	\$	1,787,374
Operating Expenses		2,226,940
Capital Outlay		135,800
Other Uses		800,000
Debt Service		435,972
Contingency		368,115
Reserves		150,000
Total Stormwater Management Expenditures	\$	5,904,201

Stormwater Capital Project

Revenues

Interfund Transfers	\$	885,000
Total Stormwater Capital Project Fund Revenues	\$	885,000

Expenditures

Capital Outlay	\$	885,000
Total Stormwater Capital Project Fund Expenditures	\$	885,000

FY 2017 BUDGET
ORDINANCE
TO 2347

FUND

Utilities Fund

Revenues

Charges for Services	\$ 26,252,205
Interest Income	59,000
Miscellaneous	44,000
Total Utilities Fund Revenues	\$ 26,355,205

Expenses

Personal Services	\$ 5,745,481
Operating Expenses	13,794,161
Capital Outlay	180,800
Other Uses	4,881,316
Debt Service	940,000
Contingency	713,447
Reserves	100,000
Total Utilities Fund Expenses	\$ 26,355,205

Utilities Renewal & Replacement (R&R) Fund

Revenues

Interfund Transfers	\$ 4,864,300
Interest	\$ 29,000
Appropriation From Net Asset	1,720,000
Total Utilities R&R Fund Revenues	\$ 6,613,300

Expenses

Capital Outlay	6,613,300
Total Utilities R&R Fund Expenses	\$ 6,613,300

Colony West Golf Course Fund

Revenues

Charges for Services	\$ 2,376,626
Miscellaneous	255,405
Interfund Transfers	164,917
Total Colony West Golf Course Fund Revenues	\$ 2,796,948

Expenses

Operating Expenses	\$ 2,376,626
Contingency	420,322
Total Colony West Golf Course Fund Expenses	\$ 2,796,948

Health Insurance Fund

Revenues

Charges for Services	\$ 5,660,652
Interest	\$ 4,000
Total Health Insurance Fund Revenues	\$ 5,664,652

Expenses

Operating Expenses	\$ 5,643,732
Contingency	20,920
Total Health Insurance Fund Expenses	\$ 5,664,652

FUND	FY 2017 BUDGET ORDINANCE TO 2347	
Risk Management Fund		
<u>Revenues</u>		
Charges for Services	\$	1,589,208
Interest Income		35,100
Miscellaneous		15,000
Appropriation from Net Assets		1,032,781
Total Risk Management Fund Revenues	\$	2,672,089
<u>Expenses</u>		
Personal Services	\$	398,140
Operating Expenses		2,028,913
Contingency		245,036
Total Risk Management Fund Expenses	\$	2,672,089
Total FY17 Budget	\$	162,572,700

FINANCIAL MANAGEMENT POLICIES

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

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

OPERATING MANAGEMENT

Policy #1:

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

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

Policy #2:

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

Policy #3:

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

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

FINANCIAL MANAGEMENT POLICIES

3.2. The S & P rated LGIP Index/All will be used as a benchmark as compared to the portfolio's net book value rate of return for current operating funds.

Policy #4:

The City shall maintain a minimum undesignated fund balance in the General Fund of 5% of annual expenditures, including Interfund transfers out.

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

Reserved/Designated: Disaster Reserve

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

Type of Reserve	FY 2017	FY 2018	FY 2019
Disaster Reserve	\$1,000,000	\$1,000,000	\$1,000,000

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

Type of Reserve	FY 2017	FY 2018	FY 2019
Facilities Maintenance	\$400,000	\$400,000	\$400,000
Land Acquisition	\$3,000,000	\$3,000,000	\$3,000,000
Economic Development	\$500,000	\$500,000	\$500,000
Technology Replacement	\$100,000	\$100,000	\$100,000

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

Water & Sewer Fund:

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

Stormwater Fund:

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

Policy #5:

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

Policy #6:

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

FINANCIAL MANAGEMENT POLICIES

Policy #7:

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

Policy #8:

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

Policy #9:

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

9.1 Total Fee Support (100%):

Enterprise Funds:

- Water/Sewer
- Stormwater

Special Revenue Funds:

- Building Fund

9.2 Moderate Fee Support (40 - 100%)

General Fund:

- Planning
- Zoning

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

Policy #10:

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

Policy #11:

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

FINANCIAL MANAGEMENT POLICIES

Policy #12:

The City's role in social service funding should be supplemental (addressing special or unique local needs) to the basic responsibilities of regional agencies. Funding shall be restricted to those funds provided through the Community Development Block Grant (C.D.B.G) program.

Policy #13:

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

Policy #14:

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

Policy #15:

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

Policy #16:

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

DEBT MANAGEMENT

Policy #17:

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

INVESTMENT MANAGEMENT

Policy #18:

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

ACCOUNTS MANAGEMENT AND FINANCIAL PLANNING

Policy #19:

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

Policy #20:

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

FINANCIAL MANAGEMENT POLICIES

Policy #21:

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

Policy #22:

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

Policy #23:

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

ECONOMIC RESOURCES

Policy #24:

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

Policy #25:

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