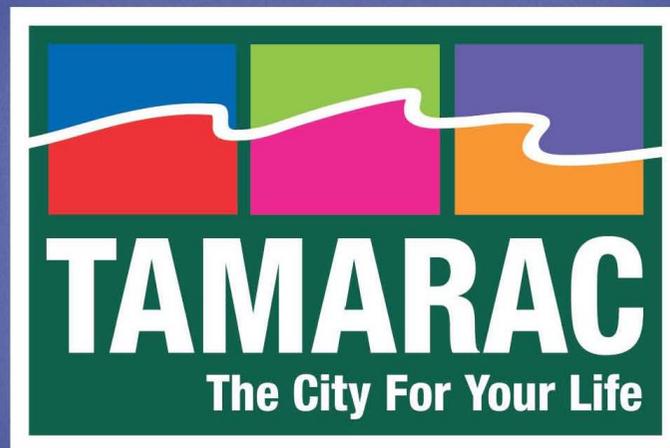


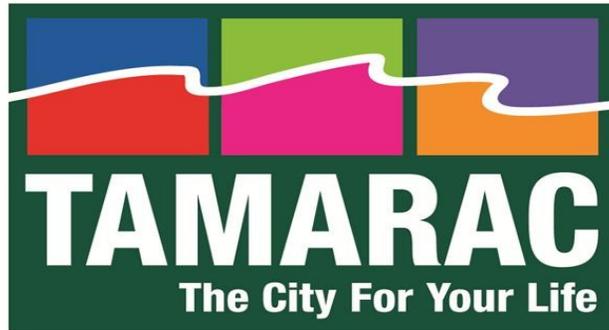
# City of Tamarac, Florida

## FY 2013 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 2013 Adopted Budget**

**CITY COMMISSION  
TAMARAC, FLORIDA**

**Beth Talabisco**  
MAYOR

**Diane Glasser**  
VICE-MAYOR

**Pamela Bushnell**  
COMMISSIONER

**Michelle Gomez**  
COMMISSIONER

**Harry Dressler**  
COMMISSIONER

**Michael C. Cernech**  
CITY MANAGER

LIVE  
WORK  
PLAY  
SHOP

# *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:**

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

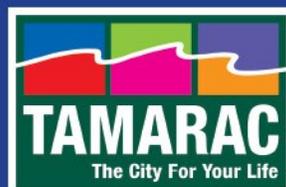
*It is our job to foster and create an environment that:  
Responds to the Customer  
Creates and Innovates  
Works as a Team  
Achieves Results  
Makes a Difference*

## **Our Values:**

---

*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, 2011**

*Linda C. Dawson* *Jeffrey R. Brown*

President

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented an award of Distinguished Presentation to the City of Tamarac for its annual budget for the fiscal year beginning October 1, 2011.

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

This is the 15th consecutive year that the City of Tamarac has received this distinguished and notable award.

# EXECUTIVE TEAM

**Michael C. Cernech**  
City Manager

**Diane Phillips**  
Assistant City Manager

**Samuel S. Goren**  
City Attorney

**Claudio Grande**  
Chief Building Official

**Peter M. J. Richardson**  
City Clerk

**Jennifer Bramley**  
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

**J. Marc Duguay**  
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), highly desirable and strategic location, and our fresh and enthusiastic approach to business, education, healthcare, recreation and government.

Tamarac was once wetlands, pastures, fields, and part of the intricately rich Everglades ecosystem comprised of cypress swamp and marsh. As a result, 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 60,427

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 49.3 in 2007. Tamarac is home to a wonderfully diverse melting pot of residents including American Indians, Pacific Islanders, African Americans, Hispanics, Asians and many others. According to 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 13<sup>th</sup> largest city in Broward County and the 39<sup>th</sup> 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 incorporated in 1963. The City is now 49 years young—old enough to adapt the

### OUR MISSION:

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.**

## TAMARAC PERSPECTIVE

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, 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 close 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' and 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 have already 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, and 440,000 square feet of industrial use. Twenty-six acres of lakes have been developed as part of the project.

### OUR VISION:

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**

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...*

# READER'S GUIDE

## INTRODUCTION SECTION

The first critical reading of the FY 2013 Adopted Budget is the City Manager's Message. The reader will gain an understanding of the City Manager's vision, critical issues, recommended policy and operational changes, and a Adopted financial plan.

## BUDGET OVERVIEW SECTION

This section provides the reader with the basic components that make up the development and proposal of the FY 2013 Budget. Included in this section are explanations of the type of government and type of budget, a description of the budget process, the Budget Calendar, budgetary highlights, and the FY 2013 Personnel Complement. This section also includes a summary of the City Commission's Strategic Goals to support the direction of the budget as a 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 2013 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 2013 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 a projection for the current year, a target for FY 2013 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.

### OUR VALUES:

As Stewards of the public trust, we value:

*Vision*

*Integrity*

*Efficiency*

*Quality Service*

## 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 next several years.

## APPENDIX SECTION

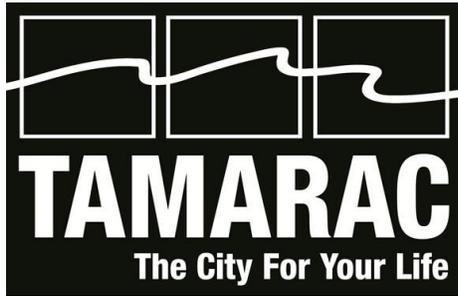
This section contains a glossary of commonly used terms and miscellaneous statistics for the City of Tamarac.

### Document Highlights:

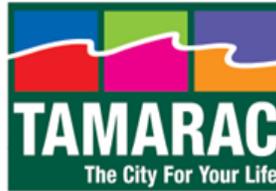
- *City Manager's Message*
- *Citywide Organizational Chart*
- *Personnel Complement/Staffing Changes*
- *Strategic Plan*
- *New Programs and Capital Items*
- *Budget Summary (Pie Charts/Graphs)*
- *Departmental Programs and Performance Measures*
- *Asset Management Program*

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OFFICE OF THE  
CITY MANAGER



Michael C. Cernech  
CITY MANAGER

October 18, 2012

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

Madam Mayor and Member of the City Commission:

It is our pleasure to communicate to you the official adopted budget document for fiscal year 2012-2013 adopted by the City Commission on September 19, 2012. 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 11, 2012 a workshop was held with the City Commission on June 19, 2012 to discuss the proposed budget, programs and funding. In addition, following the release of the proposed budget minor adjustments were made including a increase in the General fund due to a BSO contract increase to fund five (5) additional deputy sheriffs and an administrative staff person, the addition of EMS grant match and capital lease funds in the Fire Fund, the addition of interest revenue estimates in the Revenue Bond Fund, the addition of funding for the Golf Course and other miscellaneous adjustments in the Capital Project Funds and an increase in fees/revenue in the Enterprise Funds. As such, 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 Proposed and Final Adopted FY 2013 Budgets:

Fund Type	FY 2013 Proposed Budget	FY 2013 Increase/ (Decrease)	FY 2013 Adopted Budget
GENERAL	\$ 44,595,402	\$ 1,271,366	\$ 45,866,768
SPECIAL REVENUE	24,066,744	554,026	24,620,770
DEBT SERVICE	2,741,800	5,000	2,746,800
CAPITAL PROJECT	3,711,200	590,622	4,301,822
ENTERPRISE	30,945,567	300,638	31,246,205
INTERNAL SERVICE	2,678,885	-	2,678,885
<b>TOTAL</b>	<b>\$ 108,739,598</b>	<b>\$ 2,721,652</b>	<b>\$ 111,461,250</b>

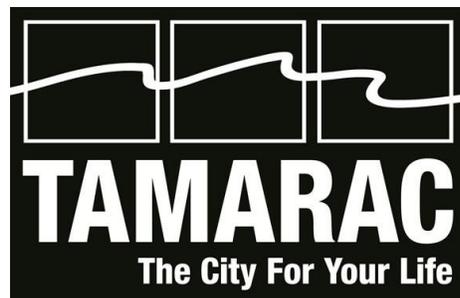
I would like to thank the Mayor and Commissioners for their foresight and support of the proposed budget as well as the continued support of the Financial Policies for long-term financial planning. As we are all aware, a budget encapsulates the plans and initiatives needed to help drive our success both today and into the future. As the adoption phase of this budget cycle has ended and the planning for the upcoming biennial cycle begins, the work put into this second year of the FY 2012-2013 year's biennial budget continues to provide a solid foundation for the "Sustainability" of our future.

Sincerely,

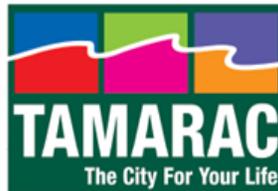
Michael C. Cernech  
City Manager

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**OFFICE OF THE  
CITY MANAGER**



**Michael C. Cernech**  
CITY MANAGER

June 11, 2012

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

Madam 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 2013 (FY 2013) and the FY 2013 - FY 2018 Asset Management Program Budgets. These documents represent the second year of the biennial budget process that began with the adoption of the FY 2012 budget and approval of the FY 2013 planned budget. This document also continues the inclusion of financial, operational and asset management plans first prepared as a part of the biennial budget and continued in this budget proposal.

Earlier this year, staff began updating the FY 2013 Proposed Budget that began with a strategic planning session, followed by subsequent workshops with the Mayor and City Commission. The City continues to be faced with challenges experienced in the past four years. Those challenges included a decrease in taxable assessed values over the last five years of 42.9%, coupled with a stagnant economy which has resulted in a flattening of revenues in the General Fund. Although unemployment remains high, it has come down significantly over the past year. The results of lower unemployment, however, have not yet been felt in the City with respect to property values, State-Shared Revenues, or gas taxes (more a result of higher gas mileage or alternative fuel vehicles than unemployment). However, with the City Commission's guidance regarding "Sustainability", staff has updated the planned budget that meets those goals outlined in the Strategic Plan. Tamarac previously implemented a number of fiscal policies that have allowed our community to be better positioned than most to weather the economic challenges the nation is currently facing. Because of this, we are in a desirable position of maintaining historically provided municipal core services at a time when many local governments continue to scale back. This document continues to be aligned with the City's annual goals and objectives set by you and contained in the strategic plan.

The budget that accompanies this message includes estimates of State revenue sources that have been projected to remain flat with recommended millage rates that will provide the same level of ad valorem tax revenue as the current year plus growth. Also proposed is a debt service millage rate of .1129 (based upon June 1, 2012 preliminary values) that is slightly higher than the current rate of .0924 mills due to the overall estimated 1.52% decrease in taxable value, the continuing use of an 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.

The Proposed General Fund Budget for FY 2013 is \$44,595,402 which is \$29,011 higher than the approved FY 2013 Planned Budget. Pursuant to Florida's TRIM requirements, municipalities may collect the same level of property tax proceeds at a corresponding millage rate that is equal to the previous year, plus any tax proceeds from new construction, without the millage rate being classified as an increase. The so called "rollback" rate (or "rollup" in recent years due to declining

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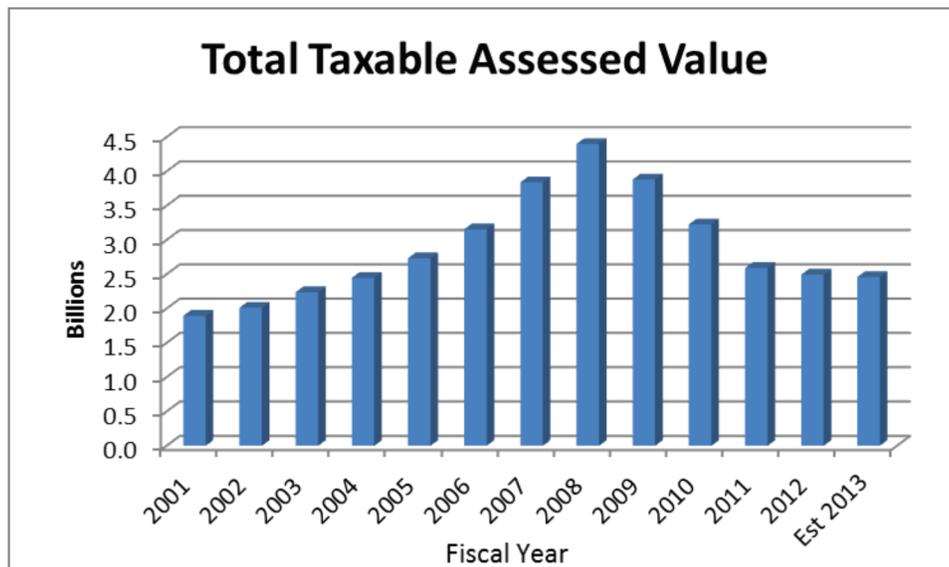
7525 N.W. 88th Avenue | Tamarac, Florida 33321-2401 | P: 954.597.3510 | F: 954.597.3520

EQUAL OPPORTUNITY EMPLOYER

taxable values) equates to a millage of 6.7909 for FY 2013. This proposed rolled back millage rate is .1059 mills higher than the FY 2012 millage rate of 6.6850 mills for general operations, but may be subject to a minor adjustment upon receipt of the final certified taxable values on July 1, 2012. This millage rate is intended to capture the same amount of revenue as collected in the current fiscal year from existing taxpayers, coupled with reassessments reflective of the current housing market and the application of Save Our Homes exemptions and will provide sufficient funding to meet FY 2013 strategic plan goals and objectives while ensuring sustainability through long-range financial planning.

Comparisons with previous year's budgets are provided in the accompanying tables. Although the first budget amendment will be adopted following the budget workshop, there are several adjustments that will affect FY 2012 budget, such as the Colony West Golf Course land purchase. There are no other significant changes to the budget for FY 2012.

Four years ago, even though the City's population continued to grow, staff forecasted the downward shifts in taxable value that would affect future revenue streams. The actual results have been even more severe than anticipated approaching a 45% reduction in value from its highest level in FY 2008. The total taxable value has decreased to an estimated \$2,452,832,441 from an adjusted high in FY 2008 of \$4,402,093,105. This translates to a 44.3% decrease over five years. The projected taxable value is essentially equivalent to values in 2004, but with a population gain of 9,100. In addition, over the past three years, the City has experienced a dramatic increase in the number of properties that have a \$0 taxable value, increasing from 2.9% (912) of the total number of properties in the City in FY 2009 to 11.46% (3,620) in FY 2012. It is expected that this trend will continue in FY 2013 with an estimated decrease in taxable value of 1.52% and stabilize in FY 2014. With the "Save Our Homes" maximum of 3% increase in taxable value and the 10% maximum increase in taxable value for Non-Homesteaded and Commercial Properties (subject to a referendum vote in November 2012 to decrease to 5%) on an annual basis, the number of properties that have zero taxable values will likely remain stable over the next several years.



As the Commission is aware, prior to and through FY 2012, the City had decreased its overall budget through reductions in staffing and trimming of operating expenditures. With the FY 2013 Proposed Budget, the City has stabilized staffing, is maintaining service delivery metrics, and providing for enhancements to facility maintenance.

Legislative changes governing how millage rates are established were enacted during the 2007 Legislative Session and additional changes we 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 now an annual 10% cap on assessed value increases for non-homesteaded property (both residential and commercial), with another amendment to this Legislation on the ballot for 2012 to decrease the cap to 5%. Another referendum proposed for calendar year 2012 will provide a maximum \$200,000 exemption for first-time home buyers (defined as a buyer who has not owned a home in the past three years) prorated to zero over five years (not including the constitutional amendments of \$50,000). Although the full extent of the 10% cap for non-homesteaded and commercial property has not been felt to date, there will be a significant impact in the future. As values reset downward annually, those will become the new starting points going forward.

As stated in last year’s transmittal, this is the “New Normal”. The City has recognized this “New Normal” by restructuring itself, downsizing with a “core service” approach, and implementing long-range financial planning in conjunction with its strategic planning. The FY 2013 Proposed Budget plans for no significant changes in revenue (except for growth) and has proposed the rolled-back rate of 6.7909 mills for FY 2013, subject to minor modification upon receipt of certified values.

Although the reduction in taxable value and legislative restrictions primarily impact the General Fund, other funds are affected by the continued economic turmoil in the housing industry. Although the Building Fund has estimated revenue covering expenditures, the majority of the revenue is reliant upon small permits. The City recently approved a modification to the site plan for Sable Palm yielding the possibility that construction may commence early in FY 2013 if not late FY 2012.

The proposed FY 2013 Budget for all funds totals \$108,739,598 which is \$6,194,437 less than the proposed adjusted FY 2012 Budget, a decrease of 5.7% and \$994,774 lower than the FY 2012 adopted budget of \$109,734,372, a decrease of .91%. The overall decrease in the budget from the adjusted budget is due primarily to the fact that \$3.85 million in land purchases and additional grants occurred in FY 2012 that is not duplicated in FY 2013.

<b>Fund Type</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Adjusted Budget</b>	<b>FY 2013 Proposed Budget</b>	<b>Annual \$ Change</b>	<b>Annual % Change</b>
General Fund	\$ 42,483,833	\$ 42,483,833	\$ 46,098,754	\$ 44,595,402	\$ (1,503,352)	-3.26%
Special Revenue Funds	21,394,214	22,347,149	25,302,851	24,066,744	(1,236,107)	-4.89%
Debt Service Funds	2,903,023	12,203,043	3,073,800	2,741,800	(332,000)	-10.80%
Capital Projects Funds	3,846,599	16,322,771	6,187,400	3,711,200	(2,476,200)	-40.02%
Enterprise Funds	29,660,468	28,269,148	26,474,547	30,945,567	4,471,020	16.89%
Internal Service Fund	1,668,181	1,951,442	2,597,020	2,678,885	81,865	3.15%
<b>Total Expenditures All Funds</b>	<b>\$ 101,956,318</b>	<b>\$ 123,577,386</b>	<b>\$ 109,734,372</b>	<b>\$ 108,739,598</b>	<b>\$ (994,774)</b>	<b>-0.91%</b>

Fund Type	FY 2012 Adopted	FY 2012 Adjusted	FY 2013 Proposed	Change from FY 2012 Adopted	Change from FY 2012 Adjusted
<b>All Funds</b>					
Personal Services	38,944,903	38,944,903	39,681,133	1.89%	1.89%
Operating Expenditures	36,844,031	36,844,031	37,612,730	2.09%	2.09%
Capital Outlay	7,852,645	7,852,645	7,793,935	-0.75%	-0.75%
Debt Service	4,602,300	4,602,300	4,426,820	-3.81%	-3.81%
Grants & Aid	90,934	90,934	90,934	0.00%	0.00%
Transfers	10,841,350	10,841,350	14,222,934	31.19%	31.19%
Reserves	10,558,569	10,558,569	4,911,112	-53.49%	-53.49%
<b>Total</b>	<b>109,734,732</b>	<b>109,734,732</b>	<b>108,739,598</b>	<b>-0.91%</b>	<b>-0.91%</b>

The summary charts for operating expenditures and capital expenditures above have been provided to identify changes solely associated with operating expenditures, including personal services, and capital/infrastructure expenditures for all funds. As is adopted in the Financial Policies, capital projects and grants 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-budgeted on an annual basis. These summaries provide an example of the impact of not re-budgeting capital improvements following adoption of the budget.

Personal Services costs represent 36.5% of the total proposed budget and 34.2% of the General Fund proposed budget. The General Employee Union contract was ratified in late 2011 and includes a 2.25% increase in wages for general employees in FY 2013 and non-represented employees are budgeted at 3%. The Fire Union Contract expires in September 2012 and will be undergoing negotiations later in this fiscal year. In addition, pension contributions, which are market result and actuarially driven, for all three active plans are anticipated to remain at their FY 2012 level of 24.34% for General Employee Plan, 36.17% for Elected and Non-represented Plan, and 56.86% for the Fire Pension Plan. The budget has also planned for an overall 10% increase in insurance costs.

The General Fund proposed budget for FY 2013 is \$44,595,402, which is \$5,424,451 less than the proposed FY 2012 adjusted budget and \$1,503,352 less than the FY 2012 adopted budget of 46,098,754.

Fund Type	FY 2012 Adopted	FY 2012 Adjusted	FY 2013 Proposed	Change from FY 2012 Adopted	Change from FY 2012 Adjusted
<b>General</b>					
Personal Services	14,827,027	14,827,027	15,260,437	2.92%	2.92%
Operating Expenditures	19,304,023	19,304,023	19,493,058	0.98%	0.98%
Capital Outlay	176,420	176,420	255,350	44.74%	44.74%
Grants & Aid	90,934	90,934	90,934	0.00%	0.00%
Transfers	10,841,350	10,841,350	8,636,623	-20.34%	-20.34%
Reserves	859,000	859,000	859,000	0.00%	0.00%
<b>Total</b>	<b>46,098,754</b>	<b>46,098,754</b>	<b>44,595,402</b>	<b>-3.26%</b>	<b>-3.26%</b>

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

Fund Type	FY 2012 Adopted	FY 2012 Adjusted	FY 2013 Proposed	Change from FY 2012 Adopted	Change from FY 2012 Adjusted
<b>General</b>					
Operating Departments	\$ 32,555,122	\$ 32,555,122	\$ 33,151,277	1.83%	1.83%
Non-Departmental	13,543,632	13,543,632	11,444,125	-15.50%	-15.50%
<b>Total General Fund</b>	<b>\$ 46,098,754</b>	<b>\$ 46,098,754</b>	<b>\$ 44,595,402</b>	<b>-3.26%</b>	<b>-3.26%</b>

The General Fund FY 2013 proposed budget includes increasing the pension contribution for the police pension fund coinciding with actuarial assumption changes consistent with it being a closed plan, increasing the appropriation for the City Attorney budget to reflect averages for prior years, funding of a one-time expense for the City's 50<sup>th</sup> Anniversary, and to continue the path set forth in the FY 2012 – FY 2013 biennial budget process; the delivery and provision of the City's basic or "core" services within the "New Normal" environment. In addition, the FY 2013 proposed budget includes using \$727,964 in undesignated reserves to support the contingency included in the budget of \$750,000.

Highlights of the program enhancements and one-time expenses in the General Fund for FY 2013 are as follows:

- One (1) part-time Recreational Assistant for Parks and Recreation enhancements and league program expansion for Soccer increasing resident services and participation, as well as, enhance sustainable revenue opportunities ~ *\$92,500*
- Expansion of and Implementation of the Operation Neighborhood Improvement Program (N.I.P. It) providing for targeted educational opportunities for property maintenance together with micro grants and loans ~ *\$40,000*
- Long-term Records Management Active Filing System to optimize the required storage space, including a fire suppression system and climate controlled space for storing historical records, microfilm and other media ~ *\$31,000*
- Commission Chambers AV System Replacement that will enhance sound quality, color and graphics supporting Goal #4 to provide enhanced communication and open government for the City's residents ~ *\$90,000*
- Governor's Sterling Application and Travel which cover the cost of the application fees, site visit, examiner travel and other expenses supporting the City's vision of achieving "recognized excellence" ~ *\$45,000*
- City of Tamarac 50<sup>th</sup> Anniversary Celebration will provide support for various activities, advertising, etc. for the City's 50<sup>th</sup> anniversary ~ *\$50,000*

### Strategic Plan

This budget has been aligned with the Strategic Plan's Five Goals and the associated strategies to achieve those goals. A separate section of the budget book and this Executive Summary provides comparative benchmarks associated with the progress made with respect to the strategies identified in the staff-directed strategic planning session held earlier this Fiscal Year and presented to the City Commission in a workshop.

## Millage Recommendation

It is staff's recommendation to maintain the same level of funding derived from ad valorem taxes for FY 2013 as provided for in FY 2012. This millage rate recommendation is considered to be the rolled-back rate and, although higher for FY 2013 than the rate adopted in FY 2012, represents the same millage rate necessary to achieve the same tax levy as in the prior year, excluding growth, i.e. new construction, annexations, additions, etc. The rolled-back millage rate is not considered to be a tax increase.

This budget proposes a millage rate of 6.7909 mills, an increase of 1.6% over the current millage rate of 6.6850 mills and is equal to the rolled-back rate subject to minor modifications following receipt of the Certified Values from the Property Appraiser on July 1. This millage rate will generate budgeted property tax revenue of \$15,824,093 for FY 2013 which is 95% of the total tax levy of \$16,656,940, as required by Florida Statutes.

The proposed budgeted property tax levy of \$15,824,093 is \$6,089 or .04% more than the FY 2012 property tax levy of \$15,818,004 (at 95%). This is due to the adjustments in the final taxable values from October 2011 as a result of value adjustment board findings that impacts the rolled-back rate for the subsequent year.

The following table provides the potential revenue available to the City at the millage rates allowable by State Legislation. It further provides the ad valorem levy calculation in accordance with State legislation as well as the budget amount and change in relation to revenues at the current rate of 6.6850 mills.

Proposed FY 2013 Millage Rate				
Millage Rate	Ad Valorem Levy	Budgeted Amount (at 95%)	Change in Budgeted Receipts from 6.6850 Level <sup>(1)</sup>	Description of Legislative Limitations
6.6850	16,692,412	15,940,441	-	Current Millage Rate
<b>6.7909</b>	<b>16,656,940</b>	<b>15,824,093</b>	<b>(116,348)</b>	<b>Proposed Millage Rate</b>
6.7909	16,656,940	15,824,093	-	Rolled-Back Rate
8.4149	20,640,340	19,608,323	3,784,230	* Rolled-Back Rate to be used for Maximum Millage Levy Calculation
8.4149	20,640,340	19,608,323	3,784,230	* Majority Vote Maximum Millage Rate Allowed with Growth Factor
9.2564	22,704,398	21,569,178	5,745,085	* 110% of Adjusted with Growth Factor - 2/3 Vote Maximum Rate Allowed

(1) FY 2012 Budgeted receipts of \$15,940,441.  
\* Proposed Rates are considerably lower than what is allowable (although allowable rates are considered to be a tax increase).

The following table compares the estimated distribution of the ad valorem levy at the current millage rate and the proposed rate of 6.7909.

User Code Type	FY 2012			FY 2013		
	FY 2012 Taxable Value	Ad Valorem Levy @ 6.6850	% of Total	FY 2013 Taxable Value	Ad Valorem Levy @ 6.7909	% of Total
Improved Single Family Residential	\$ 1,062,653,620	\$ 7,103,839	42.66%	\$ 1,015,805,710	\$ 6,898,235	41.41%
Condominiums	377,982,410	2,526,812	15.18%	400,166,490	2,717,491	16.31%
Improved Commercial	455,044,210	3,041,971	18.27%	444,966,450	3,021,723	18.14%
Improved Industrial	177,045,850	1,183,552	7.11%	172,102,130	1,168,728	7.02%
All others	418,003,925	2,794,356	16.78%	419,791,661	2,850,763	17.11%
Total Taxable Assessed Value	<u>\$ 2,490,730,015</u>	<u>\$ 16,650,530</u>		<u>\$ 2,452,832,441</u>	<u>\$ 16,656,940</u>	

(1) Does not include Tangible Personal Property.

At the proposed millage rate of 6.7909 mills (based upon June 1, 2012 preliminary taxable values), the distribution of the tax levy for condominiums and all others, which includes vacant land, has increased while single-family residential and commercial industrial has decreased marginally resulting from a shift in the value adjustments compared to last year. Based upon preliminary values by class, single family residential taxable assessed values decreased 4.41%, condominiums increased 5.87% while commercial and industrial properties decreased modestly by 2.21% and 2.79%, respectively.

The average taxable value of a single family residential unit has decrease 4.40% from \$67,286 to \$64,328 and condominiums have increased 5.80% from \$26,488 to \$28,025. These averages include the "Save Our Homes" limitations and all exemptions.

	Single Family Residential <sup>(1)</sup>			Condominiums		
	FY 2012	FY 2013	% Change	FY 2012	FY 2013	% Change
Number of Parcels	15,793	15,791	-0.01%	14,270	14,279	0.06%
Market Value	\$ 1,751,242,810	\$ 1,639,621,600	-6.37%	\$ 701,813,480	\$ 714,036,170	1.74%
Average Market Value	\$ 110,887	\$ 103,833	-6.36%	\$ 49,181	\$ 50,006	1.68%
Taxable Value	\$ 1,062,653,620	\$ 1,015,805,710	-4.41%	\$ 377,982,410	\$ 400,166,490	5.87%
Average Taxable Value	\$ 67,286	\$ 64,328	-4.40%	\$ 26,488	\$ 28,025	5.80%
SOH Differential	\$ 74,370,460	\$ 102,452,160	37.76%	\$ 8,336,060	\$ 18,813,570	125.69%

(1) Improved properties only

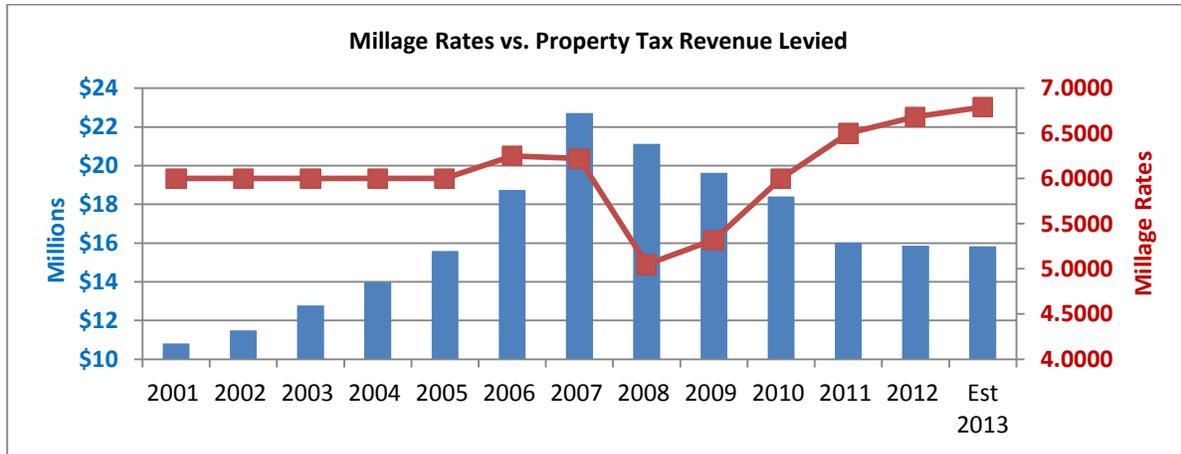
As a result of the recapture rule, as well as the normal changes in values for certain areas in the City, those properties that have "Save Our Homes" protection will experience a 3.0% increase in taxable assessed value even though there may have been a reduction in the just (market) value of the property (unless value is below the "Save Our Homes" value). It should be noted that the "Save Our Homes" (SOH) differential increased significantly for both single family residential and condominiums with the most dramatic change for condominiums at a 125.69% increase year over year. This is primarily associated with the SOH resets with the downward trend in market values below previous SOH values.

The following table provides the comparison of the FY 2013 ad valorem levy for homesteaded residential properties at various values.

Single Family Residential and Condominiums									
FY 2012		FY 2012		FY 2013		FY 2013		Difference	
Assessed Value	Homestead Exemption	Taxable Value	Ad Valorem Levy @ 6.6850	Assessed Value	Homestead Exemption	Taxable Value	Ad Valorem Levy @ 6.7909		
\$ 47,921	\$ 25,000	\$ 22,921	\$ 153.23	\$ 47,089	\$ 25,000	\$ 22,089	\$ 150.00	\$ (3.23)	
75,000	50,000	25,000	167.13	75,000	50,000	25,000	169.77	2.65	
100,000	50,000	50,000	334.25	100,000	50,000	50,000	339.55	5.30	
125,000	50,000	75,000	501.38	125,000	50,000	75,000	509.32	7.94	
150,000	50,000	100,000	668.50	150,000	50,000	100,000	679.09	10.59	
175,000	50,000	125,000	835.63	175,000	50,000	125,000	848.86	13.24	
200,000	50,000	150,000	1,002.75	200,000	50,000	150,000	1,018.64	15.89	
225,000	50,000	175,000	1,169.88	225,000	50,000	175,000	1,188.41	18.53	
250,000	50,000	200,000	1,337.00	250,000	50,000	200,000	1,358.18	21.18	
275,000	50,000	225,000	1,504.13	275,000	50,000	225,000	1,527.95	23.83	
300,000	50,000	250,000	1,671.25	300,000	50,000	250,000	1,697.73	26.47	

As stated previously, the General Fund proposed budget for FY 2013 is \$44,595,402, using an estimated millage rate of 6.7909.

The following chart demonstrates the relationship between millage rates and property taxes levied since the decline in taxable assessed values beginning in calendar year 2008 or FY 2009.



### Other Fund Highlights

**Fire Rescue Fund** The proposed FY 2013 budget for the Fire Rescue Fund is \$18,791,701 or \$55,611 more than the FY 2012 adjusted budget of 18,736,090 or a .3% increase.

The Fire Rescue Fund budget was developed using the same Fire Rescue Assessment Fee of \$250 per Equivalent Residential Unit (ERU) as in 2012. The \$250 per ERU represents 85% 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 for FY 2012. The other major source of revenue for the Fire Rescue Fund is a transfer from the General Fund of \$6,015,223 in support of Fire Rescue Operations.

Included in the FY 2013 budgets are planned capital outlay requests for equipment replacements through FY 2018. Each year, beginning in FY 2012 through 2015, twenty-five percent (25%) of the proposed replacement is being set aside for the future purchases. These funds show as transfers to the Capital Equipment fund where the equipment will be ultimately purchased from. The equipment requests include the upgrade of radios for \$50,000 per year through FY 2015 and replacement of self-contained breathing apparatus (SCBA) for \$90,000 per year through FY 2015. In addition, the budget reflects additional lease appropriations for four Fire Rescue vehicles, two of which are scheduled to be purchased in FY 2012.

Major program additions included in the proposed budget is a fee study for Fire Prevention Fees, funding associated with improving floor space for storage and office space, and a new records management system.

**Building Fund** The proposed FY 2013 budget for the Building Fund is \$2,210,019 or \$174,371 more than the FY 2012 adjusted budget of \$2,035,648, a 8.6% increase. The budget has been prepared in support of continuing operations. Although it is possible that a new residential developments may come online in late FY 2012 or early FY 2013 staff has not forecasted revenues since the timing of the construction commencement remains unknown. Staff will evaluate staffing needs based upon the projected term of construction and revenue availability as new permits are issued.

**Public Art Fund** The Public Art Fund has been budgeted for the purpose of providing funding for public art within the City. Existing funds not earmarked for a specific public art project are budgeted annually as reserves.

**Capital Projects Funds** The proposed budget for the three Capital Project Funds is \$3,711,200 for FY 2013 and includes:

- \$300,000 for a Redevelopment and Corridor Study
- \$150,000 in FY 2013 for Residential Development Entry Signage, this is in conjunction with \$185,000 appropriated in FY 2012 for a total project of \$335,000
- \$120,500 for Woodlands Boulevard North Bike Paths and Turn Lanes. The City has applied for grant funding for a portion of this project.
- \$1,500,000 for Bikeways Path Phase 3 consisting of \$750,000 MPO Grant Funding and a City Match of \$750,000
- \$260,000 additional funding for Replacement of Playground Equipment, Surfaces and Sunshades for Caporella Park and the Tamarac Sports Complex. This is in addition to funding set aside in FY 2012 of \$113,000 for these two projects
- \$960,000 for land purchase on University Drive for a Fire Rescue Station.
- \$200,000 to replace the roof on the Parks & Recreation Administration building
- \$21,700 for various air conditioner replacements.

**Capital Equipment Fund** Consistent with the plan of creating a Capital Equipment Fund in FY 2012 for the replacement of vehicles and major governmental assets that are not Enterprise Fund assets, the proposed plan for replacement of vehicles in FY 2013 consists of various vehicle replacements in the amount of \$359,000 as well as funding FY 2018 planned replacements in the amount of \$142,000.

**Stormwater Fund** The proposed budget is \$5,846,859 for FY 2013. The primary revenue source for this fund is the Stormwater Utility Fee that is charged on a per equivalent residential unit (ERU) basis for improved property and for undeveloped property it is based on a set fee per acre.

Included in the Stormwater Fee for FY 2013 is an adjustment of 3% per the City Code. The FY 2013 fee will be recalculated based upon the CPI, if higher than 3%, as of June 2012 for budgetary purposes following issuance of the proposed budget. Also, one capital maintenance item has been included in the budget for stormwater at \$400,000 for City-wide culvert replacements and headwalls.

**Utilities Fund** The proposed budget for FY 2013 is \$25,098,708. The Water and Wastewater Utility conducted a long-range financial planning study that looked at rates and miscellaneous fees over the next ten years. The City Commission adopted the proposed rates with a minimum adjustment of 5.25% annually. Revenues have been forecasted using the 5.25% minimum adjustment (subject to change based upon the actual CPI in June, published in July) pursuant to the adopted rate ordinance.

The second year of the biennial budget (FY 2013) for the utility follows the long-range financial plan and provides support for continuing operations of the existing facilities, provides for an active renewal and replacement program to maintain aging infrastructure, and provides funding for capital improvements identified in the ten year capital improvement plan, six years of which are included in this biennial budget proposal. Also, the budget includes several capital

components of the system. Detail can be found in the Asset Management Plan section of the budget under Capital Improvements.

## Conclusion

The City of Tamarac continues to face challenges resulting from a further reduction in property values, a national, state and local economic environment that appears to be rebounding from four years of stagnation and the full impact of the legislative and constitutional measures that have placed severe limits on how local governments can levy ad valorem taxes and raise additional revenue. With this in mind, staff held to the planned FY 2013 operational budget with few changes that was developed as part of the biennial budget adopted and approved in FY 2012 providing predictability and sustainability. Planned total budget for FY 2013 was \$106,519,096 vs. the proposed budget for FY 2013 of 108,739,598 (majority of increase is associated with additional capital improvements). The proposed estimated millage rate of 6.7909 mills, along with all other revenue sources, preserves core services within the General Fund and other operating funds. The proposed debt service millage rate of .1129 will provide sufficient revenue to meet the debt service obligations for the General Obligation bond for FY 2013.

The format of the FY 2013 Proposed Budget continues to build upon the success of the current Budget document that received the Government Finance Officers Association (GFOA) "Distinguished Budget Presentation Award" in recognition of its 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 with 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 our effectiveness, to accomplish 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 and serve as a continuing reference throughout the year as both a financial tool and operations guide.

I would also like to take this opportunity to recognize the dedication of the City of Tamarac's municipal workforce as they provide an extensive array of core services for residents with enthusiasm and pride, especially under a trying time of fiscal constraints. Many of these employees have contributed extensively in the analysis and preparation of this document, and I appreciate their demonstrated commitment to the continuous evolution and enhancement of the budgeting 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 resulting from the economic climate and the availability of resources. We eagerly anticipate the opportunity to work with the Mayor and City Commission in crafting the final adopted budget.

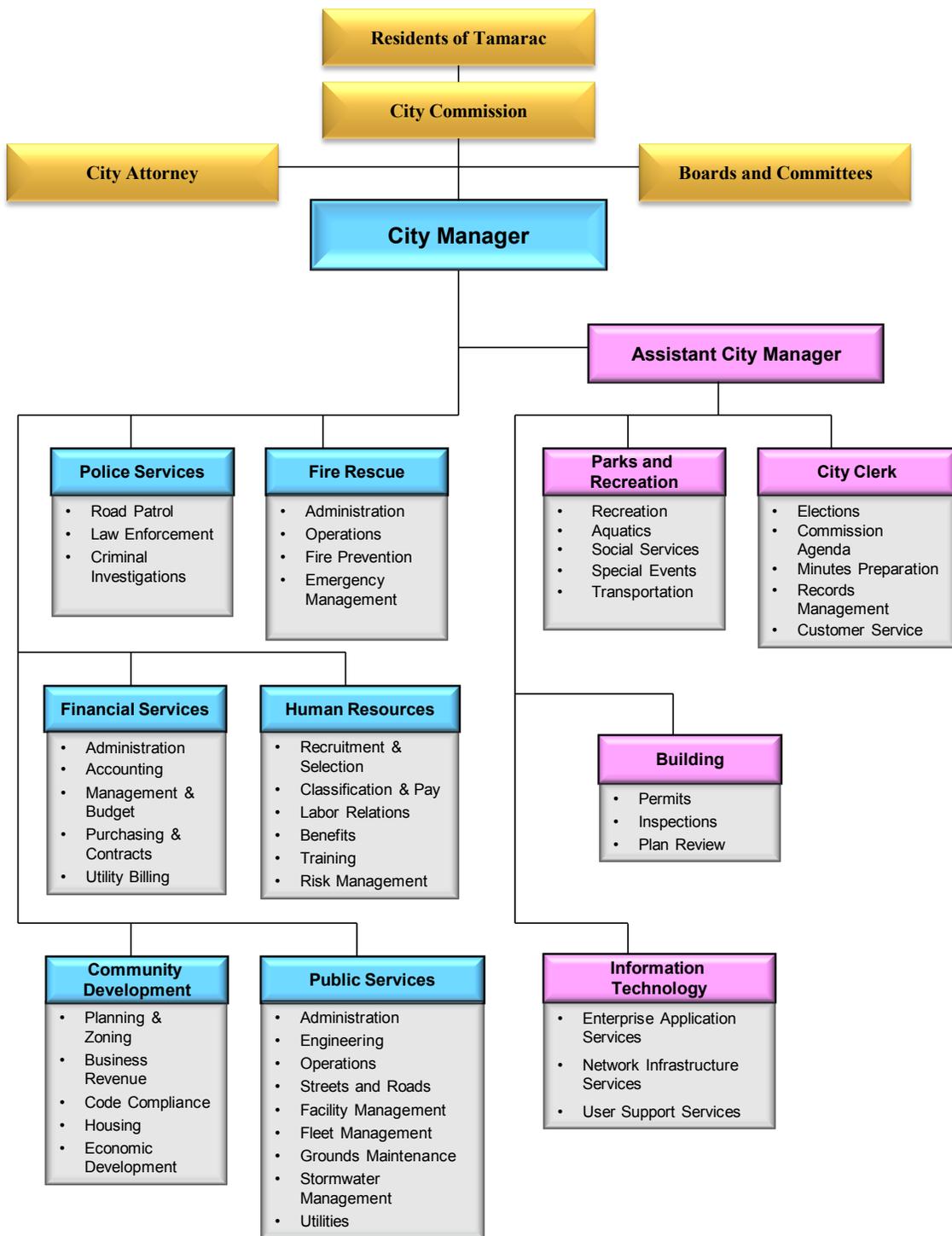
Sincerely,



Michael C. Cernech  
City Manager

FY 2013 Adopted Budget

City of Tamarac  
Organizational Chart



# FY 2013 Adopted Budget

## 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 Manager carries out the policies that are made by the Commission and directs and coordinates the work of all City departments. The 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 works 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 Plan, Comprehensive Plan, and a comprehensive set of financial management policies, financial trends and fiscal forecast. The information contained in these documents allows 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**

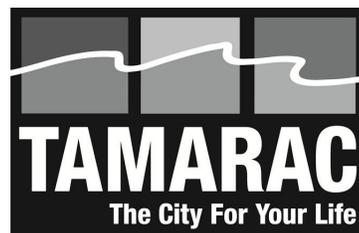
The budget describes activities, services and functions carried out through departmental goals and objectives and a continuation/enhancement of performance indicators. The document includes an organizational layout for the City and a three-year analysis on the levels of staffing.

### **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 (including 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.



## FY 2013 Adopted Budget

### BUDGET PROCESS AND BASIS OF BUDGETING

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”.

Preparation of the FY 2013 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 Adopted budget to the City Commission by July 30<sup>th</sup> of each year. The City Commission holds budget workshops with city staff and the public.

Pursuant to Florida Statutes, two public hearings are held in September, the first public hearing is for the adoption of a tentative millage and tentative budget. The second public hearing, 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.

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 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 the degree of flexibility provided by City policy.

#### Basis of Accounting and Budgeting

The City of Tamarac budgets for governmental funds, which include the General Fund, Special Revenue Funds, Debt Service Funds, and Capital Projects Fund, based on the modified accrual basis of accounting. Under this method, revenues (income) are recognized in the period they become measurable and available to finance expenditures of the period and expenditures are recorded when incurred with the exception of principal and interest on long term debt, which are recorded when due.

The budgets for all Enterprise Funds, which include the Stormwater and Utilities Operating Funds as well as the Internal Service Fund – The Risk Management Fund, are prepared using the full accrual basis of accounting. Under this method, revenues are recorded when earned and expenses are recorded at the time liabilities are incurred.

The City of Tamarac does not distinguish between the Basis of Budgeting and Basis of Accounting. The Principles described above are strictly observed in both processes.



# FY 2013 Adopted Budget

## BUDGET CALENDAR HIGHLIGHTS

### January/February ~ Budget Kick-off

- \* Strategic Planning Session
- \* Long term fiscal forecast updates.
- \* Revenue forecast updates.
- \* Six year asset improvement program preparation.

### February/March ~ Development of Budget

- \* Budget Office distributes Budget Guidelines.
- \* Departments prepare operating budget
- \* Department meets with Finance to discuss budget proposal

### April/May/June ~ City Manager Review

- \* Detailed analysis of budget is accomplished.
- \* City Manager review of departmental requests.
- \* Budgetary Issues resolved.
- \* Proposed budget produced for City Commission

### July 1 ~ Assessment Data

Assessed values for ad valorem taxes are received from the Property Appraiser (elected official) for all taxing districts setting the legal adoption timetable.

### July/August ~ City Commission Establishes Proposed Millage Rate

Proposed ad valorem millage levies must be certified to the Property Appraiser by the City Commission within thirty-five (35) days of presentation of assessed values, and public hearing dates must be set.

### August ~ Truth-in-Millage (TRIM) Notices

Property Appraiser mails TRIM notices stating proposed rates to all property owners.

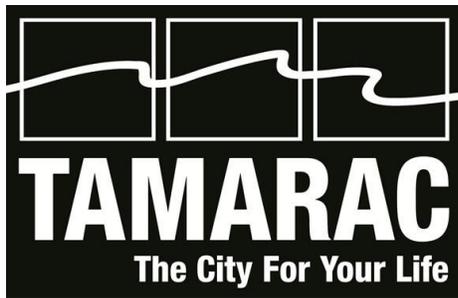
### September – Public Hearings

- \* The first public hearing is held and the tentative millage rate and operating budget is approved.
- \* The second public hearing is held within fifteen days following the first public hearing and the millage levies and final budget are both adopted.

### October – Final Budget Document

The final document is produced, printed and distributed to the City Commission and City Departments.





# FY 2013 Adopted Budget

## BUDGET SUMMARY CITY OF TAMARAC, FLORIDA - FISCAL YEAR 2013

\* THE PROPOSED OPERATING BUDGET EXPENDITURES OF THE CITY OF TAMARAC ARE 1.6% MORE THAN LAST YEAR'S TOTAL OPERATING EXPENDITURES.

GENERAL FUND	7.2899	General	Special Rev.	Debt	Capital	Enterprise	Internal Sev.	
VOTED DEBT	0.1128	Fund	Funds	Service	Projects	Funds	Fund	Total
<b>ESTIMATED REVENUES:</b>								
Taxes:								
Ad Valorem Taxes - Millage per \$1000	7.2899	\$ 16,989,900	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 16,989,900
Ad Valorem Taxes - Voted Debt	0.1128	-	-	261,800	-	-	-	261,800
Sales and Use Taxes		8,496,226	364,367	-	-	-	-	8,860,593
Permits, Fees & Special Assessments		4,965,000	12,380,978	-	-	5,386,859	-	22,732,837
Intergovernmental Revenue		6,921,471	502,307	-	1,216,740	-	-	8,640,518
Charges for Services		1,234,500	2,306,500	-	-	22,670,846	1,259,300	27,471,146
Judgments, Fines, and Forfeitures		391,000	200,000	-	-	-	-	591,000
Miscellaneous Revenues		1,065,318	563,730	5,600	143,750	138,500	65,000	1,981,898
Internal Service Charges		2,686,104	-	-	-	-	-	2,686,104
<b>TOTAL SOURCES</b>		<b>\$ 42,749,519</b>	<b>\$ 16,317,882</b>	<b>\$ 267,400</b>	<b>\$ 1,360,490</b>	<b>\$ 28,196,205</b>	<b>\$ 1,324,300</b>	<b>\$ 90,215,796</b>
Transfers In		2,381,311	6,015,223	2,479,400	282,000	3,050,000	-	14,207,934
Beginning Fund Balances/Reserves/Net Assets		735,938	2,287,665	-	2,659,332	-	1,354,585	7,037,520
<b>TOTAL REVENUES, TRANSFERS &amp; BALANCES</b>		<b>\$ 45,866,768</b>	<b>\$ 24,620,770</b>	<b>\$ 2,746,800</b>	<b>\$ 4,301,822</b>	<b>\$ 31,246,205</b>	<b>\$ 2,678,885</b>	<b>\$ 111,461,250</b>
<b>EXPENDITURES:</b>								
General Government		\$ 11,643,206	\$ -	\$ -	\$ 680,700	\$ -	\$ -	\$ 12,323,906
Public Safety		15,147,471	18,393,241	-	140,000	-	-	33,680,712
Physical Environment		982,464	-	-	-	25,493,040	-	26,475,504
Transportation		4,577,707	1,117,114	-	3,102,372	-	-	8,797,193
Economic Development		438,513	385,110	-	-	-	-	823,623
Human Services		194,144	-	-	-	-	-	194,144
Culture/Recreation		3,496,640	1,505,000	-	260,000	-	-	5,261,640
Debt Service		-	381,220	2,746,800	118,750	1,703,800	-	4,950,570
Internal Services		-	-	-	-	-	2,428,885	2,428,885
<b>TOTAL EXPENDITURES</b>		<b>\$ 36,480,145</b>	<b>\$ 21,781,685</b>	<b>\$ 2,746,800</b>	<b>\$ 4,301,822</b>	<b>\$ 27,196,840</b>	<b>\$ 2,428,885</b>	<b>\$ 94,936,177</b>
Transfers Out		8,636,623	2,811,485	-	-	3,050,000	-	14,498,108
Ending Fund Balances/Reserves/Net Assets		750,000	27,600	-	-	999,365	250,000	2,026,965
<b>TOTAL APPROPRIATED EXPENDITURES, TRANSFERS, RESERVES &amp; BALANCES</b>		<b>\$ 45,866,768</b>	<b>\$ 24,620,770</b>	<b>\$ 2,746,800</b>	<b>\$ 4,301,822</b>	<b>\$ 31,246,205</b>	<b>\$ 2,678,885</b>	<b>\$ 111,461,250</b>
The tentative, adopted, and/or final budgets are on file in the office of the above mentioned taxing authority as a public record.								

## FY 2013 Adopted Budget

### PROPERTY TAX MILLAGE SUMMARY

	OPERATING MILLAGE	DEBT SERVICE MILLAGE	TOTAL MILLAGE
<b>FY 2012 ADOPTED MILLAGE</b>	<b>6.6850</b>	<b>0.0924</b>	<b>6.7774</b>
<b>FY 2013 ROLLED BACK MILLAGE RATE</b>	<b>6.7899</b>	<b>0.1128</b>	<b>6.9027</b>
<b>FY 2013 ADOPTED MILLAGE</b>	<b>7.2899</b>	<b>0.1128</b>	<b>7.4027</b>
<b>% INCREASE OVER ROLLED BACK RATE</b>	<b>7.36%</b>	<b>0.00%</b>	<b>7.24%</b>

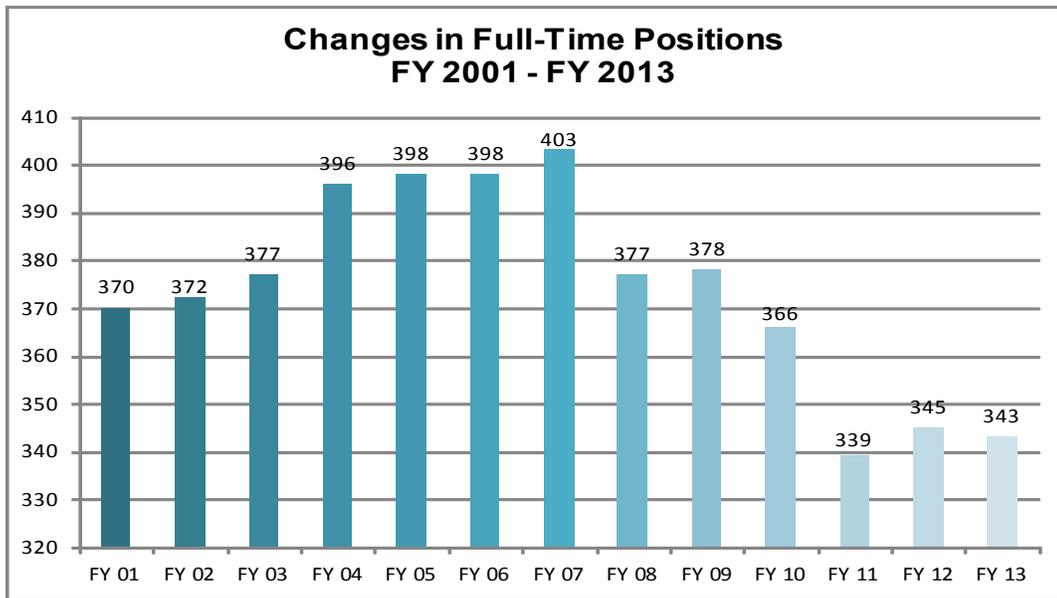
FY 2013 VALUE OF 1 MILL*			PROPERTY TAXES AT 7.2899 MILLAGE RATE		
Mills	Gross Revenue	Net Revenue (95%)	Taxable Value of Dwelling	No Homestead Exemption	With Homestead Exemptions
1.00	\$2,453,272	\$2,330,608	\$175,000	\$1,276	\$911
0.75	\$1,839,954	\$1,747,956	\$150,000	\$1,093	\$729
0.50	\$1,226,636	\$1,165,304	\$125,000	\$911	\$547
0.40	\$981,309	\$932,243	\$100,000	\$729	\$364
0.30	\$735,982	\$699,182	\$75,000	\$547	\$182
0.25	\$490,654	\$466,122	\$50,000	\$364	\$0
0.10	\$245,327	\$233,061	\$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
2002	5.9999	\$2,014,323,202	\$11,481,451	6.24%
2003	5.9999	\$2,240,323,202	\$12,769,629	11.22%
2004	5.9999	\$2,449,334,313	\$13,960,973	9.33%
2005	5.9999	\$2,734,806,135	\$15,588,135	11.66%
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	\$2,490,730,015	\$15,818,004	-1.47%
2013*	7.2899	\$2,453,271,755	\$16,989,900	7.41%

\*Based on July 1, 2012 estimated values

**FY 2013 Adopted Budget**  
**PERSONNEL COMPLEMENT**  
**FY 2011 - FY 2013 FUNDED POSITIONS**

	<i>FY 2011</i>				<i>FY 2012 Adopted</i>				<i>FY 2013 Adopted</i>			
DEPARTMENT	FT	PT	Temp	FTE	FT	PT	Temp	FTE	FT	PT	Temp	FTE
<b>General Fund</b>												
City Clerk	5	0	0	5	5	0	0	5	5	0	0	5
City Commission	2	5	0	4.5	2	5	0	4.5	1	5	0	3.5
City Manager	8	0	0	8	8	0	0	8	7	0	0	7
Community Dev.	12	0	0	12	14	0	0	14	16.3	0	0	16.3
Financial Services	23	2	0	24	23	2	0	24	23	2	0	24
Human Resources	7	0	0	7	7	0	0	7	7	0	0	7
Information Tech.	7	0	0	7	7.5	0	0	7.5	7.5	0	0	7.5
Parks & Recreation	24	11	49	45.8	25	11	49	46.8	25	12	49	47.3
Public Services	46.7	3	0	48.2	46.7	3	0	48.2	46.7	3	0	48.2
<b>Total General Fund</b>	<b>134.7</b>	<b>21</b>	<b>49</b>	<b>161.5</b>	<b>138.2</b>	<b>21</b>	<b>49</b>	<b>165.0</b>	<b>138.5</b>	<b>22</b>	<b>49</b>	<b>165.8</b>
<b>Fire Rescue Fund</b>												
Fire Rescue	98	0	0	98	102	0	0	102	102	0	0	102
<b>Building Fund</b>												
Building	16	0	3	17	15	0	3	16	15	0	3	16
<b>Housing Fund</b>												
Housing	2	0	0	2.0	2	0	0	2	0.7	0	1	1.0
<b>Stormwater Management Fund</b>												
Stormwater Mgmt.	21.3	0	0	21.3	21.3	0	0	21.3	21.3	0	0	21.3
<b>Utilities Fund</b>												
Utilities	64	0	0	64	63.5	0	0	63.5	62.5	0	0	62.5
<b>Risk Management Fund</b>												
Risk Management	3	0	0	3	3	0	0	3	3	0	0	3
<b>All Funds Total</b>	<b>339</b>	<b>21</b>	<b>52</b>	<b>366.8</b>	<b>345</b>	<b>21</b>	<b>52</b>	<b>372.8</b>	<b>343</b>	<b>22</b>	<b>53</b>	<b>371.7</b>



## FY 2013 Adopted Budget

### FY 2013 STAFFING CHANGES

DEPARTMENT/FUND	FT/PT/ TEMP	POSITION TITLE	TOTAL POSITIONS	NOTES
<b>Total Positions Adopted FY 2012</b>			<b>418</b>	
<b>Total Positions Beginning FY 2012</b>			<b>418</b>	
<b>Total Full Time Equivalents (FTE) Adopted FY 2012</b>			<b>372.8</b>	
<b>Position Changes during FY 2012</b>			<b>Change</b>	<b>Notes</b>
Commission	FT	Executive Assistant	-1	Eliminated during FY 2012
Utilities	FT	Director of Utilities	-1	Eliminated during FY 2012
<b>Total Position Changes in FY 2012 (includes Temp)</b>			<b>-2</b>	
<b>Total of All Positions Ending FY 2012</b>			<b>416</b>	
<b>Total Full Time Equivalents (FTE) Ending FY 2012</b>			<b>370.8</b>	
<b>Position Changes Adopted FY 2013</b>			<b>Change</b>	<b>Notes</b>
City Manager's Office	FT	Economic Development Mgr	-1	Move to Community Development
Community Development	FT	Economic Development Mgr	1	Moved fr. City Mgr's Office
Community Development	FT	Office Coordinator	1	Reclassified Position Split funded between
Community Development	FT	Housing & Neighborhood Prg. Mgr.	0.3	Housing Grants (.07) & General Fund (.03)
Human Resources	FT	HR Support Specialist I	-1	Reclassified Position
Human Resources	FT	HR Technician	1	Reclassified Position Above Program Modification FY
Parks and Recreation	PT	Recreation Assistant	1	2013
Housing	FT	Office Coordinator	-1	Change to temp position - FY 2013
Housing	FT	Housing & Neighborhood Prg. Mgr.	-0.3	Split funded between Housing Grants (.07) & General Fund (.03)
Housing	PT TEMP	Housing Coordinator	1	Change to temp position - FY 2013
<b>Total Position Changes FY 2013</b>			<b>2.0</b>	
<b>Total of All Positions Adopted FY 2013</b>			<b>418</b>	
<b>Total Full Time Equivalents (FTE) Adopted FY 2013</b>			<b>371.7</b>	

# FY 2013 Adopted Budget

## STRATEGIC PLAN

A strategic plan is meant to be a reflection of the City Commission's decision to provide a foundation to guide policy decisions over the next several years, as well as, their commitment to devote City resources to accomplish strategic goals in the years to come. The budget cycle allows the Mayor and City Commission the opportunity to provide the policy direction necessary for the development and implementation of the City's budget: Strategic Planning → Strategic Budgeting.

Over the past few years, the City of Tamarac has experienced many organizational challenges. These include the growth of the city, along with a corresponding growth in city services, revenue reductions, an early retirement initiative that resulted in the loss of key personnel, changes in departmental leadership, an increasingly diverse population, and greater demands for services throughout the City. In light of these and other challenges, the City of Tamarac engaged in a strategic planning process to focus the energies of staff, set organizational priorities, and guide the allocation of declining critical resources.

The City of Tamarac's vision and mission reflect a commitment to becoming one of the most progressive and innovative local governments in the Nation. They serve as a guide for organizing departmental activities around the City's Five (5) Strategic Goals. The foundation of the budget philosophy continues to be sustainability.

The following objectives and principles support this philosophy:

### BUDGET OBJECTIVES

- Develop a fiscally sustainable spending plan by July 1
- Align the City Commission's strategic plan with the budget
- Provide funding to deliver services and infrastructure to the community
- Communicate the Mayor and City Commission's vision to the community

### BUDGET PRINCIPLES

- Maintain a fiscally sustainable, balanced budget
- Use resources strategically
- Identify return on investments and impacts; fiscal and social benefits
- Maintain a reserve for economic uncertainties
- Keep the City Commission informed on the fiscal condition of the City
- Focus on incremental changes to staffing and spending
- Identify resources for top priorities and initiatives
- Conduct continuous evaluation for efficiencies and effectiveness

***Vision:***  
Leading the nation in quality of life through safe neighborhoods, a vibrant economy, exceptional customer service, and recognized excellence.

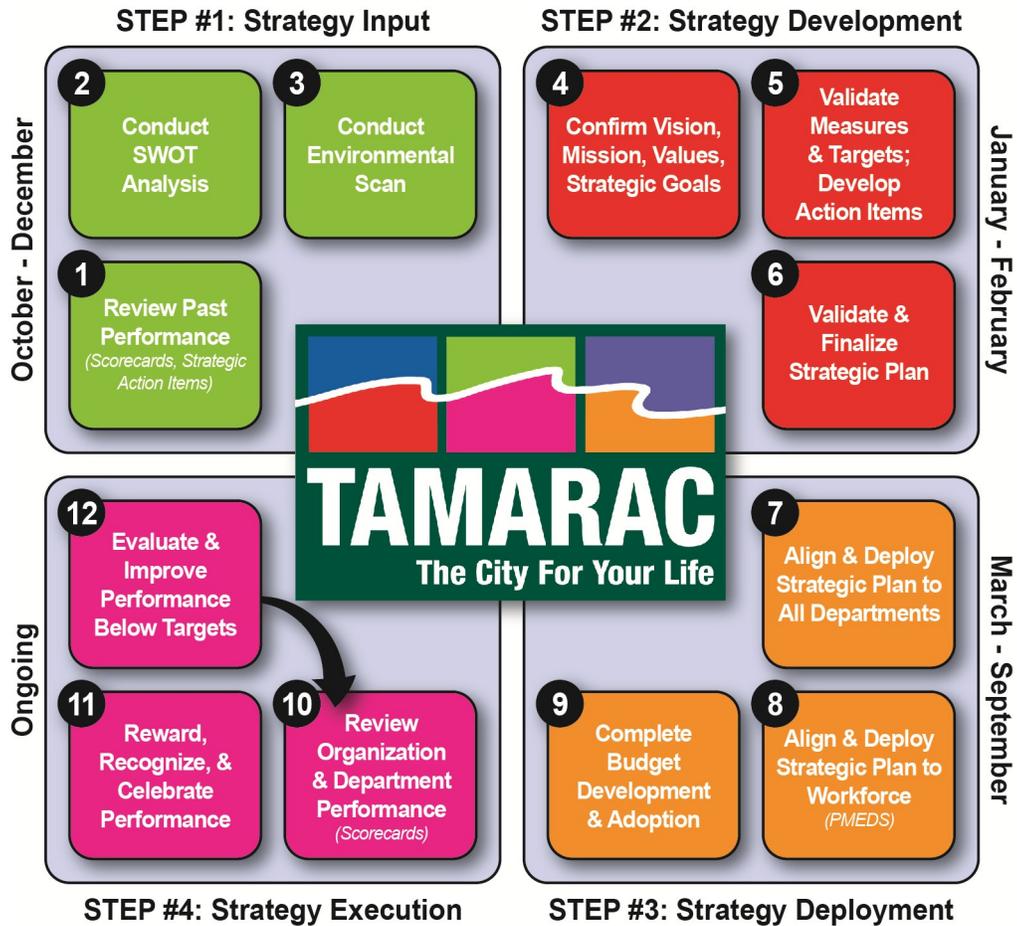
***Mission:***  
We are "Committed to Excellence... Always"

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

***Core Values:***  
As a steward of the public trust, we value:  
Vision  
Integrity  
Efficiency  
Quality Service

FY 2013 Adopted Budget

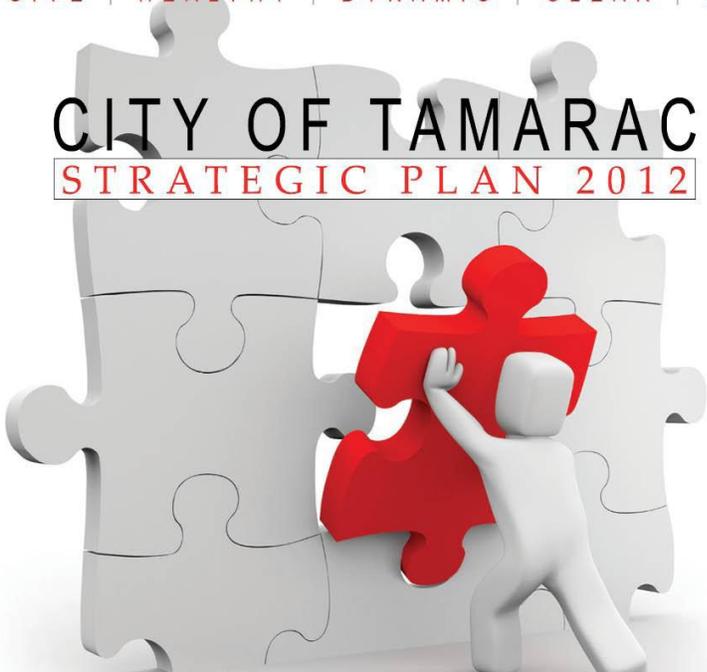
STRATEGIC PLAN



## FY 2013 Adopted Budget

INCLUSIVE | HEALTHY | DYNAMIC | CLEAR | VIBRANT

# CITY OF TAMARAC STRATEGIC PLAN 2012



## PIECES OF THE PUZZLE

What do Community Surveys; Resident Phone Calls and Emails; Neighborhood Meetings; Commission Meetings; Homeowner Association Meetings; the “Big RED Button”; and less formal one-on-one interactions between Tamarac’s elected officials, staff, and the residents and businesses of our community have in common? They are all *pieces of the puzzle*.

The City of Tamarac uses the feedback we receive through all of the above, as well as other factors such as economic conditions and industry trends, to identify priorities for the next 1 – 5 years and allocate resources for these programs and projects. **This process is called Strategic Planning.**

Tamarac conducts Strategic Planning yearly. It is how we plan for the future; whether that is two months from now, or twenty years. It entails saving for a rainy day and investing in our future. It allows us the flexibility to respond quickly to immediate concerns and to plan for future projects and needs.

Previously, through the Strategic Planning process, we identified five strategic goals that were important to the community. In addition, performance measures were developed to track the progress of those goals. You may recall, we published our last Strategic Plan in the October/November/December 2010 issue of the *Tam-A-Gram* (available online at [www.tamarac.org/publications](http://www.tamarac.org/publications), or by scanning the QR Code below).

As a result of your most recent feedback, Tamarac’s five Strategic Goals have been updated. They are: Inclusive Community, Healthy Financial Environment, Dynamic Organizational Culture, Clear Communication, and A Vibrant Community.

The City Commission and staff have updated the Strategic Plan to reflect the priorities of the community and the progress that has been made over the past several years in achieving our goals. Last year’s Community Survey played a key role in this update. The results of the 2011 Survey provide a picture of what the community feels the City is doing right and

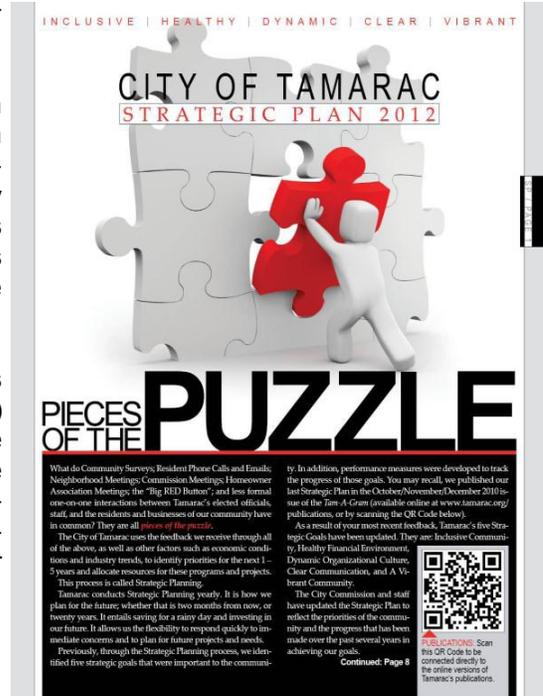
# FY 2013 Adopted Budget

City of Tamarac: Strategic Plan 2012

where you would like to see improvements made. The results of this latest survey are very interesting; one of the key findings is in relation to the Composite Satisfaction Index (CSI), a way to look at overall satisfaction. Nationwide, the 2011 CSI is nine points lower than it was in 2007 (the first year CSI data is available for Tamarac) while the State of Florida's CSI is eleven points lower, yet the City of Tamarac's CSI score has stayed relatively the same (see Figure 1)!

The community feels that the City continues to head in the right direction. Areas with the highest satisfaction levels include: the City's efforts to involve the community; feeling of safety in commercial/retail areas and city parks; overall quality of services (21 percentage points above the national average and 18 percentage points above the Florida average!); and the overall appearance of the City.

The areas the community has told us they would like us to continue to work on include: police (BSO-Tamarac) visibility; the flow of traffic in the City; appearance of the City; availability of sidewalks and biking paths; and the enforcement of City codes and ordinances. These survey findings are also reflected in the questions and comments we receive through other interactions with our residents and the business community.

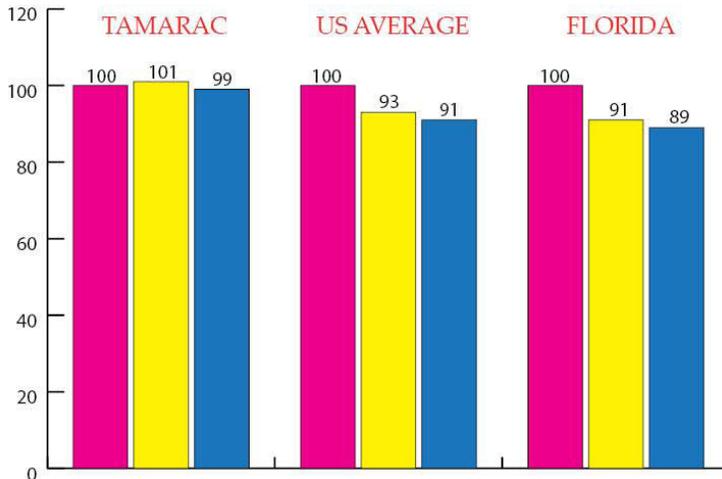


The abbreviated 2012 Strategic Plan included in the April/May/June 2012 issue of the *Tam-A-Gram*.

This document is the detailed City of Tamarac Strategic Plan 2012. An abbreviated version was included in the April/May/June 2012 issue of the *Tam-A-Gram* (available online at: [www.tamarac.org/publications](http://www.tamarac.org/publications)).

**CUSTOMER SATISFACTION:** This graph represents the Composite Satisfaction Index (CSI), a way of measuring overall satisfaction levels, for the City of Tamarac for the period 2007 - 2011. This information is derived from the mean overall satisfaction scores provided by residents through the City's Community Surveys; it shows that over the past several years, while the national and Florida average CSI scores have decreased, Tamarac's have stayed relatively the same!

■ 2007  
■ 2009  
■ 2011



## FY 2013 Adopted Budget

City of Tamarac: Strategic Plan 2012

### GOAL #1 - INCLUSIVE COMMUNITY

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

This includes:

- Recognizing and embracing diversity.
- Gathering and using feedback to continually refine programs and services.

How we measure our success:

Key Performance Measures	GOAL	FY 11 Actual	FY 12 Target	FY 13 Target	FY 14 Target
Business Satisfaction with Quality of Services	↑	84%	84%	84%	84%
Resident Satisfaction with Quality of Services	↑	78% 22 pts. Above National Average!	78%	84%	84%
Resident Satisfaction with Quality of Life	↑	73%	73%	75%	75%
Variance Between Workforce and Community Diversity		6%	5%	5%	5%
Voter Turnout	↑		44%		44%

### Steps to ensure continued success:

- Focus on developing programs and initiatives that serve our diverse, multicultural community.
- Develop a Voter Education Program in partnership with the Broward County Supervisor of Elections.
- Develop a variety of coordinated materials, both printed and web-based, to ensure that information is readily available to the public regarding City services.

## FY 2013 Adopted Budget

City of Tamarac: Strategic Plan 2012

### GOAL #2 – HEALTHY FINANCIAL ENVIRONMENT

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

This includes:

- Maintaining a strong financial base.
- Leveraging tax dollars by identifying alternative funding sources.
- Utilizing HPO and Sterling frameworks to foster innovative management practices.

**How we measure our success:**

Key Performance Measures	G O A L	FY 11 Actual	FY 12 Target	FY 13 Target	FY 14 Target
Bond Rating	↑	AA-	AA-	AA+	AA+
General Fund Employees/1000 Residents	↓	2.72	2.72	2.72	2.72
New Jobs Created Through Corporate Relocations, Expansions, & Redevelopment	↑	85	90	90	90

**Steps to ensure continued success:**

- Ensure financial sustainability through the adoption of policies that solidify long range planning.
- Develop a comprehensive Economic Development Plan which identifies both new development and redevelopment opportunities.
- Enhance and automate the City’s “one-stop permitting” program to further serve the development and redevelopment needs of the community.
- Identify and implement new opportunities for regional cooperation, and expand upon existing ones, to optimize use of resources.

## FY 2013 Adopted Budget

City of Tamarac: Strategic Plan 2012

### GOAL #3 – DYNAMIC ORGANIZATIONAL CULTURE

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

This includes:

- Fostering an organizational culture focused on workforce development and retention.
- Sustaining a professional and ethical organization.
- Utilizing mentoring and succession planning to provide continuity.

How we measure our success:

Key Performance Measures	GOAL	FY 11 Actual	FY 12 Target	FY 13 Target	FY 14 Target
Employee Satisfaction	↑	82% 24 pts. Above National Average!	82%	84%	84%
Employee Engagement	↑	76% 15 pts. Above National Average!	76%	75%	75%
Employee Retention	↑	97.1%	96.7%	96%	95.5%
Workforce Readiness (Vacancies Filled By Internal Candidates)	↑	71%	55%	58%	60%

Steps to ensure continued success:

- Identify and develop action plans to address high priority areas outlined in the City's employee survey.
- Develop comprehensive guidelines to reinforce systematic process improvements city-wide.
- Enhance employee mentoring program to further support professional development.
- Ensure that technology remains current in order to continue to deliver services in an expedited and cost effective manner

## FY 2013 Adopted Budget

City of Tamarac: Strategic Plan 2012

### GOAL #4 - CLEAR COMMUNICATION

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

This includes:

- Increasing citizen awareness of the role of local government.
- Encouraging participation in local government.
- Sustaining an open dialogue with the community and the workforce.
- Using technology to automate the delivery of services and information.

How we measure our success:

Key Performance Measures	GOAL	FY 11 Actual	FY 12 Target	FY 13 Target	FY 14 Target
Resident Satisfaction with Quality of newsletter	↑	82%	82%	86%	86%
Resident Satisfaction With Availability of Information About City Programs and Services	↑	70% 18 pts. Above National Average!	70%	72%	72%
Resident Satisfaction With the Quality of the City Web Page	↑	64% 4 pts. Above National Average!	64%	75%	75%
Resident Satisfaction With City Communication	↑	70% 26 pts. Above National Average!	70%	74%	74%
Employee Satisfaction With Communication	↑	65% 11 pts. Above National Average!	65%	70%	70%

Steps to ensure continued success:

- Continue to conduct and enhance community outreach programs and neighborhood meetings.
- Implement online building permit process.
- Redesign the City's public website to provide a primary resource for City information and service requests.
- Develop and deploy a one-stop call center for enhanced customer service.

## FY 2013 Adopted Budget

City of Tamarac: Strategic Plan 2012

### **GOAL #5 – A VIBRANT COMMUNITY**

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

This includes:

- Providing services to ensure communities remain safe.
- Taking proactive measures to preserve and enhance community appearance.
- Improving and developing solutions to environmental concerns.

How we measure our success:

Key Performance Measures	GOAL	FY 11 Actual	FY 12 Target	FY 13 Target	FY 14 Target
ISO Fire	↓	2	2	2	1
ISO Floodplains	↓	6	6	6	6
Neighborhood Safety Index <i>(How safe residents feel during the day and at night in their neighborhoods)</i>	↑	76%	76%	81%	81%
Citywide Safety Index <i>(How safe residents feel during the day and at night in their neighborhoods and City parks.)</i>	↑	72%	72%	73%	73%
City Crime Rate <i>(Occurrences per 100,000 residents; as compared to County average.)</i>	↓	2,756 (4,546) 39% Below the County Average!	2640	2630	2620
Resident Satisfaction with Community Appearance	↑	75% 5 pts. Above National Average!	75%	80%	80%
EMS Return of Spontaneous Circulation <i>(Industry Average = 10%)</i>	↑	44%	30%	30%	30%
Water Conservation <i>(Monthly average per capita water use in gallons.)</i>	↓	105.8	101	101	101
Recycling <i>(Annual pounds per Capita.)</i>	↑	100	120	130	140
Greenhouse Gas Emissions <i>(eCO2 tons – Calendar year)</i>	↓	14,531	14,270	14,009	13,748

Steps to ensure continued success:

- Implement a community signage partnership program to enhance appearance of neighborhood entryways.
- Continue city-wide park enhancements including facility upgrades and improved security measures.
- Develop a comprehensive Corridor Improvement Plan to improve the appearance of City thoroughfares.
- Continue the implementation of the City's Climate Change Action Plan to reduce City's greenhouse gas emissions by 7% by 2015.
- Continue to enhance police (BSO) visibility in neighborhoods parks and business districts throughout the City.
- Implement a recycling incentive program.
- Develop a Master Plan for the 57th Street corridor.

**FY 2013 Adopted Budget**  
**FY 2013 PROGRAM MODIFICATION REQUESTS**

DEPARTMENT/DIVISION	DESCRIPTION OF PROGRAM MODIFICATION	DEPARTMENT REQUEST	BUDGET RECOMMENDED
Public Information Office	City of Tamarac 50th Anniversary Celebration	50,000	50,000
<b>TOTAL PUBLIC AND ECONOMIC DEVELOPMENT</b>		<b>\$ 50,000</b>	<b>\$ 50,000</b>
Community Development	Operation Neighborhood Improvement Program (N.I.P. It)	40,000	40,000
Economic Development	Implementation of Marketing Plan	15,000	15,000
<b>TOTAL COMMUNITY DEVELOPMENT</b>		<b>\$ 55,000</b>	<b>\$ 55,000</b>
City Clerk	Long-Term Records Management Active Filing System	31,000	31,000
<b>TOTAL CITY CLERK</b>		<b>\$ 31,000</b>	<b>\$ 31,000</b>
Parks and Recreation	Expansion of Sports Leagues (Youth Soccer)	92,500	92,500
Parks and Recreation	50th Anniversary	65,000	-
<b>TOTAL PARKS AND RECREATION DEPARTMENT</b>		<b>\$ 157,500</b>	<b>\$ 92,500</b>
Information Technology	Commission Chambers AV System Replacement	90,000	90,000
Information Technology	Network Administrator	88,940	-
<b>TOTAL INFORMATION TECHNOLOGY DEPARTMENT</b>		<b>\$ 178,940</b>	<b>\$ 90,000</b>
Public Services - Grounds Maintenance	FT Groundskeeper I	41,342	\$ -
Public Services - Grounds Maintenance	PT Groundskeeper I	20,672	\$ -
<b>TOTAL PUBLIC SERVICES</b>		<b>\$ 62,014</b>	<b>\$ -</b>
Non-departmental	Governor's Sterling Application and Travel	56,000	56,000
<b>TOTAL NON-DEPARTMENTAL</b>		<b>\$ 56,000</b>	<b>\$ 56,000</b>
<b>TOTAL GENERAL FUND PROGRAM MODIFICATION REQUESTS</b>		<b>\$ 590,454</b>	<b>\$ 374,500</b>
	Fire Rescue EMS Station	2,000,000	-
	Fire Rescue - Fire Prevention Fee Study	7,500	7,500
	Fire Rescue - Improve Floor Space for Storage and Office Space	18,000	18,000
Information Technology	Records Management System (RMS) - Fire	82,500	82,500
<b>TOTAL FIRE RESCUE</b>		<b>\$ 2,108,000</b>	<b>\$ 108,000</b>
<b>TOTAL PROGRAM MODIFICATION REQUESTS ALL FUNDS</b>		<b>\$ 2,698,454</b>	<b>\$ 482,500</b>

*\*The cost for this program is net program expenses and anticipated revenues and includes 1 position*

# FY 2013 Adopted Budget

## FY 2013 CAPITAL OUTLAY REQUESTS

DEPARTMENT/DIVISION	DESCRIPTION OF CAPITAL OUTLAY	DEPARTMENT REQUEST	BUDGET RECOMMENDED
Parks and Recreation	Two (2) Digital Marquee Signs	20,000	20,000
Parks and Recreation/Aquatics	Automatic Pool Cleaner	5,600	5,600
Parks and Recreation	Portable Sound System	1,750	1,750
Parks and Recreation	MPC Gym Wall Pads, Blackboard Pads, etc	28,000	28,000
Parks and Recreation	Portable Stage - New Replacement of existing stage	7,000	7,000
Parks and Recreation	Kiosk - Benches Sunset Point	3,900	3,900
Parks and Recreation	Mirrors for MPC Rooms 1 & 3	2,200	2,200
Parks and Recreation	TSC Multipurpose Scoreboard	11,900	11,900
Parks and Recreation-Transportation	Bike Rack	2,000	2,000
<b>TOTAL PARKS AND RECREATION DEPARTMENT</b>		<b>\$ 82,350</b>	<b>\$ 82,350</b>
Public Works - Fleet	AC Recovery Unit	5,000	5,000
Public Works - Fleet	Exhaust Collection System	15,000	15,000
<b>TOTAL PUBLIC WORKS DEPARTMENT</b>		<b>\$ 20,000</b>	<b>\$ 20,000</b>
Information Technology	Replacement Scanners for Financial Services	5,000	5,000
Information Technology	Additional Storage Array	31,300	31,300
Information Technology	Additional Storage Array for Backup System	15,000	15,000
Information Technology	AV Replacement for Commission Chambers	90,000	90,000
Information Technology	Community Center AV System Replacement	10,000	10,000
Information Technology	Replacement photo ID Printers	3,400	3,400
Information Technology	Additional Switch of FS 15	1,800	1,800
Information Technology	Additional New ESX Host Server	10,000	10,000
Information Technology	Pole Wireless Equipment-Tephord Park	4,000	4,000
Information Technology	Pole Wireless Equipment-Dog Park	4,000	4,000
Information Technology	Replacement Plotter for Community Development	6,000	6,000
<b>TOTAL INFORMATION TECHNOLOGY DEPARTMENT</b>		<b>\$ 180,500</b>	<b>\$ 180,500</b>
<b>TOTAL GENERAL FUND CAPITAL OUTLAY REQUESTS</b>		<b>\$ 282,850</b>	<b>\$ 282,850</b>
Fire Rescue	Replacement Ten (10) eCPR Toughbooks	37,500	37,500
Fire Rescue	Replacement SCBA	90,000	90,000
Fire Rescue	Replacement/Upgrade Radios	50,000	50,000
Fire Rescue	Replacement Thermal Imager	10,000	10,000
Fire Rescue	Replacement of Major Appliances	10,000	10,000
Fire Rescue	Replacement of Fitness Equipment (updated cost (\$5,000))	8,500	8,500
Fire Rescue	Replacement of Transport Ventilators	12,000	12,000
Fire Rescue	Replacement RAD-57 CO Monitoring Device (updated cost \$13,500)	20,000	20,000
<b>TOTAL FIRE RESCUE FUND CAPITAL OUTLAY REQUESTS</b>		<b>\$ 238,000</b>	<b>\$ 238,000</b>
Stormwater	Replacement 2002 Spray Boat	14,065	14,065
Stormwater	Envirosight Quickview Haloptic System	13,950	13,950
Stormwater	Vortex TR Aquatic Spreader	4,070	4,070
Stormwater	Ver-Mac Solar Arrow Board Trailer	4,600	4,600
Stormwater	Pump Repair Conversion	30,000	30,000
<b>TOTAL STORMWATER FUND CAPITAL OUTLAY REQUESTS</b>		<b>\$ 66,685</b>	<b>\$ 66,685</b>
Utilities/Wastewater Collection	Replacement Pumps for Wastewater Pump Stations	65,000	65,000
Utilities/Wastewater Collection	Pan and Tilt Sanitary Sewer Camera	21,000	21,000
Utilities/Wastewater Collection	3000 PSI Hose - 500 Feet	1,800	1,800
Utilities/Wastewater Collection	Lateral Inspection Unit	70,000	70,000
Utilities/Water Distribution	2 Inch Trash Pump	1,300	1,300
Utilities/Water Distribution	Water Valve Exercise Machine with Data Logger, etc.	66,000	45,500
Utilities/Water Distribution	Large Diameter AC Snap Pipe Cutter	6,200	6,200
Utilities/Engineering	Plotter	11,000	11,000
Utilities/Engineering	GPS Locator	11,200	11,200
<b>TOTAL UTILITIES FUND CAPITAL OUTLAY REQUESTS</b>		<b>\$ 253,500</b>	<b>\$ 233,000</b>
<b>TOTAL CAPITAL OUTLAY REQUESTS ALL FUNDS</b>		<b>\$ 841,035</b>	<b>\$ 820,535</b>

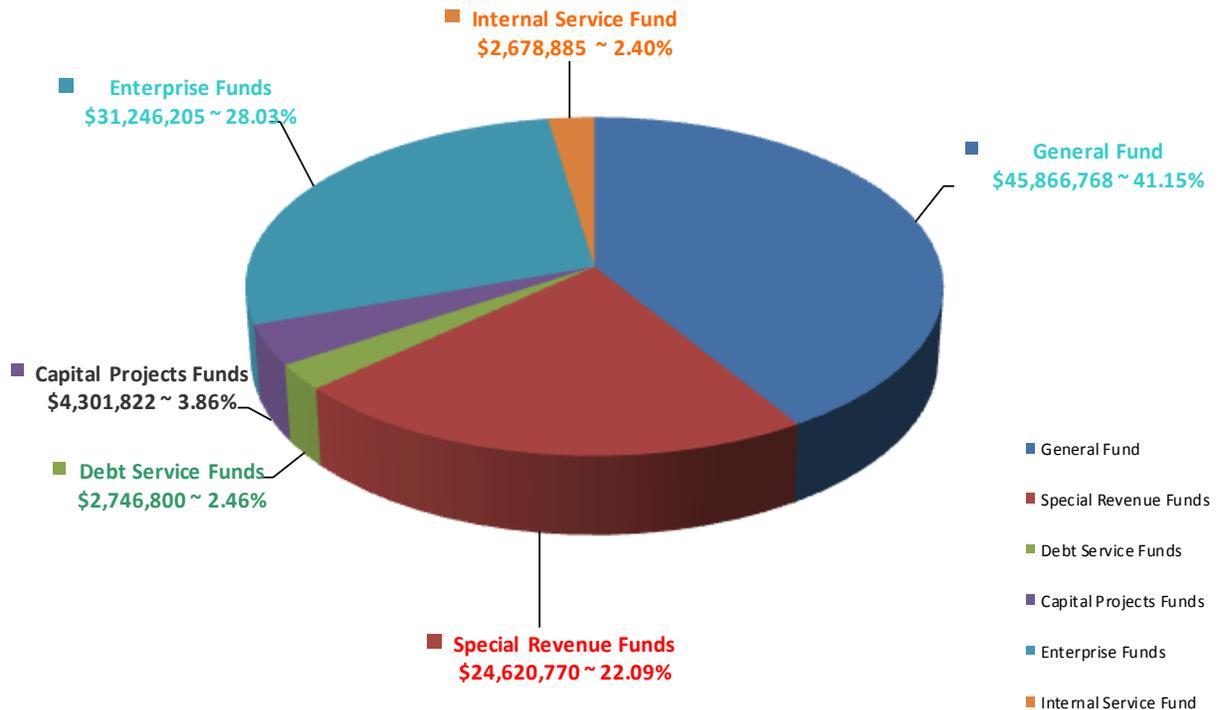
## FY 2013 Adopted Budget

### ALL FUNDS BUDGET HIGHLIGHTS AND SUMMARY SCHEDULES

The FY 2013 total Adopted budget is \$111,461,250 which includes \$45,866,768 for General Fund expenditures. Summarized below are the changes in fund types between the FY 2011 Actual, FY 2012 Amended Budget and FY 2013 Adopted Budget.

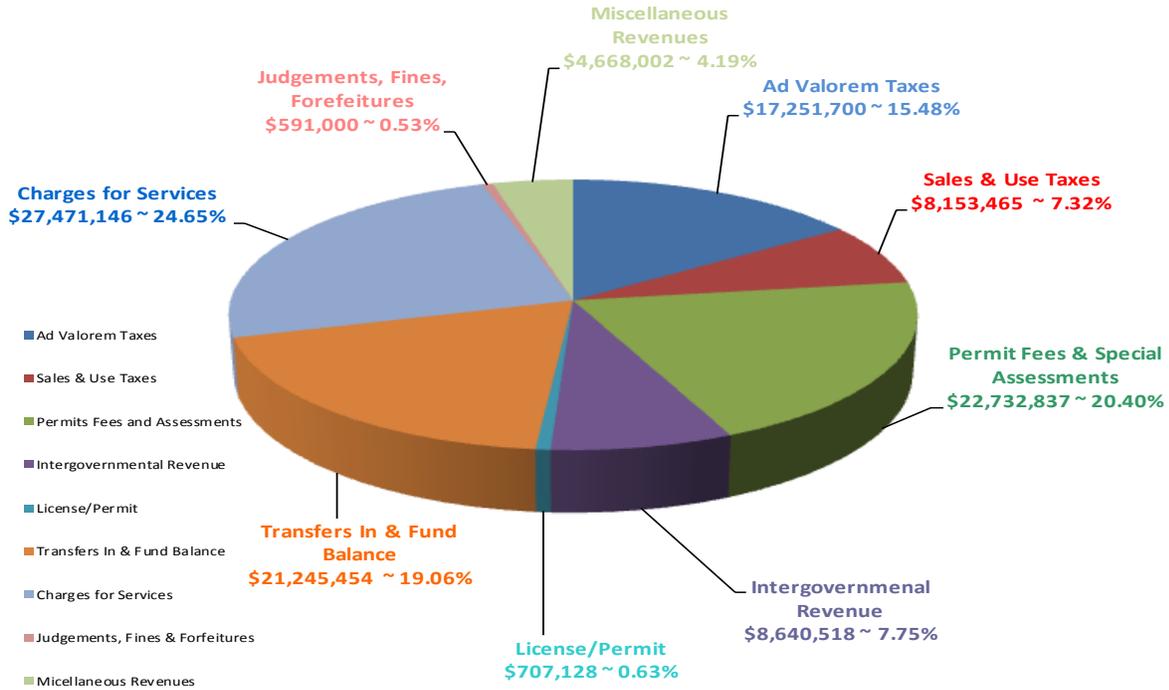
Fund Type	FY 2011 Actual	FY 2012 Amended Budget	FY 2013 Adopted Budget	Annual \$ Change	Annual % Change
General Fund	\$ 42,479,885	\$ 50,019,853	\$ 45,866,768	\$ (4,153,085)	-8.30%
Special Revenue Funds	22,347,149	26,017,847	24,620,770	(1,397,077)	-5.37%
Debt Service Funds	12,203,043	3,073,800	2,746,800	(327,000)	-10.64%
Capital Projects Funds	16,322,771	6,421,460	4,301,822	(2,119,638)	-33.01%
Enterprise Funds	28,269,148	26,804,055	31,246,205	4,442,150	16.57%
Internal Service Fund	1,951,442	2,597,020	2,678,885	81,865	3.15%
<b>Total Expenditures All Funds</b>	<b>\$ 123,573,438</b>	<b>\$ 114,934,035</b>	<b>\$ 111,461,250</b>	<b>\$ (3,472,785)</b>	<b>-3.02%</b>

### FY 2013 ADOPTED TOTAL ALL FUNDS BUDGET BY FUND TYPE ~ \$111,461,250

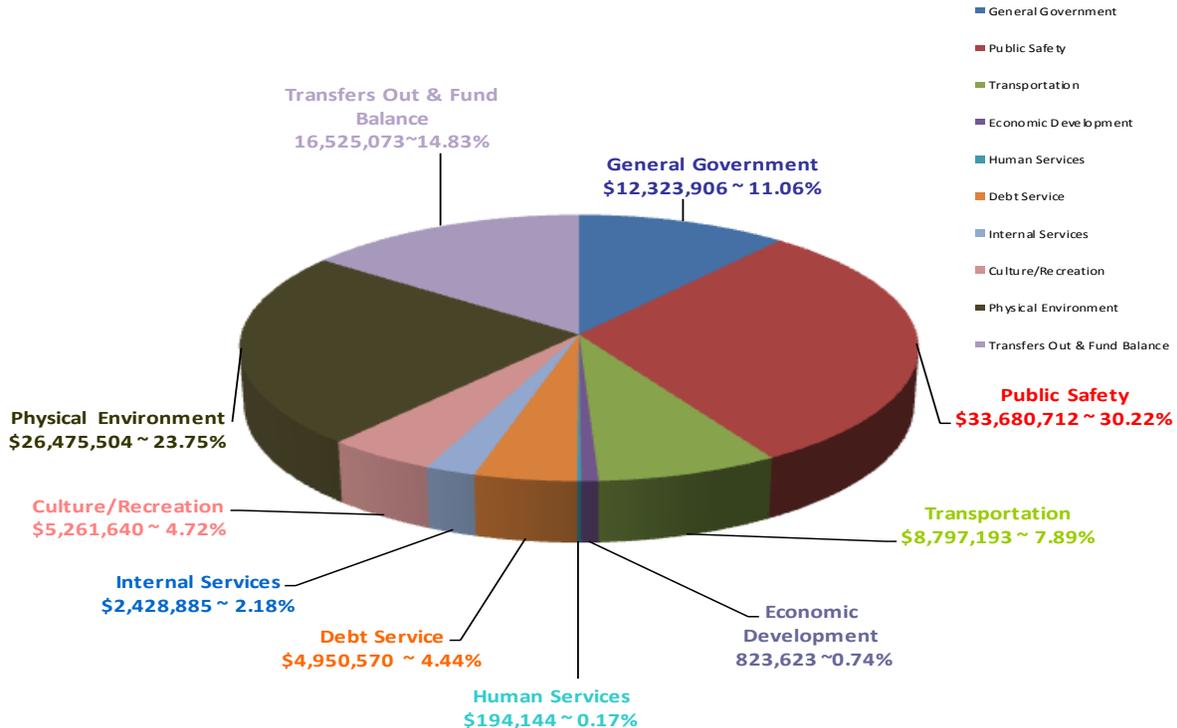


## FY 2013 Adopted Budget

### WHERE THE MONEY COMES FROM FY 2013 ADOPTED ALL FUNDS REVENUE ~ \$111,461,250

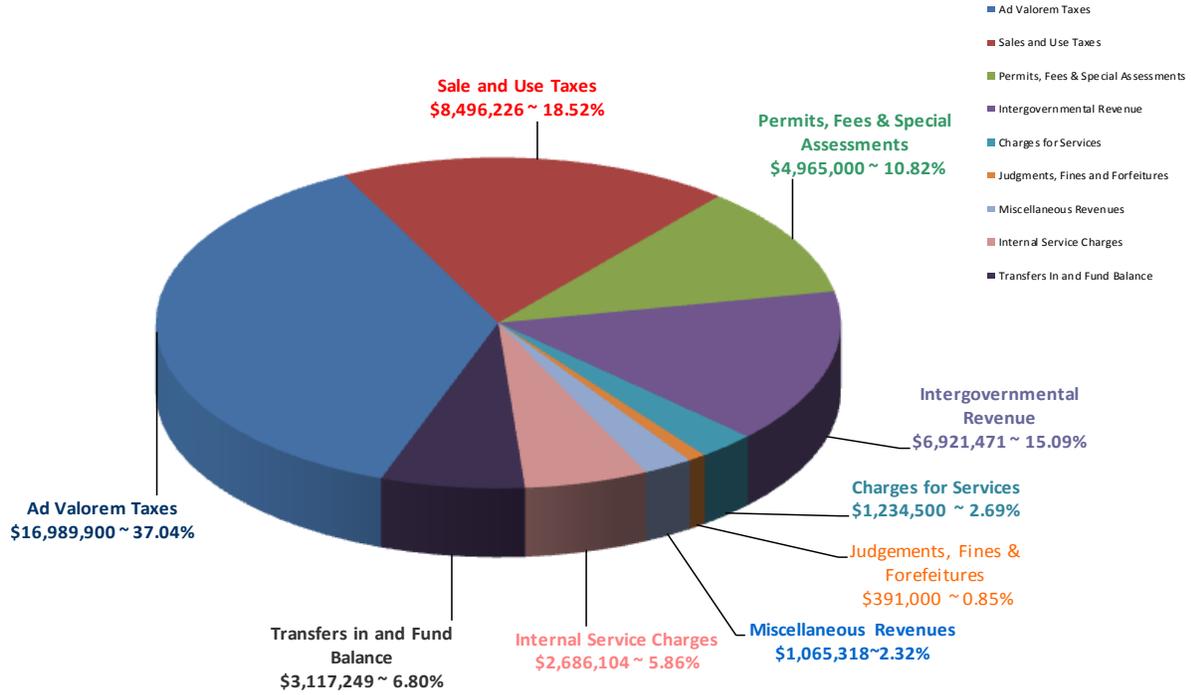


### WHERE THE MONEY GOES FY 2013 ADOPTED ALL FUNDS EXPENDITURES ~ \$111,461,250

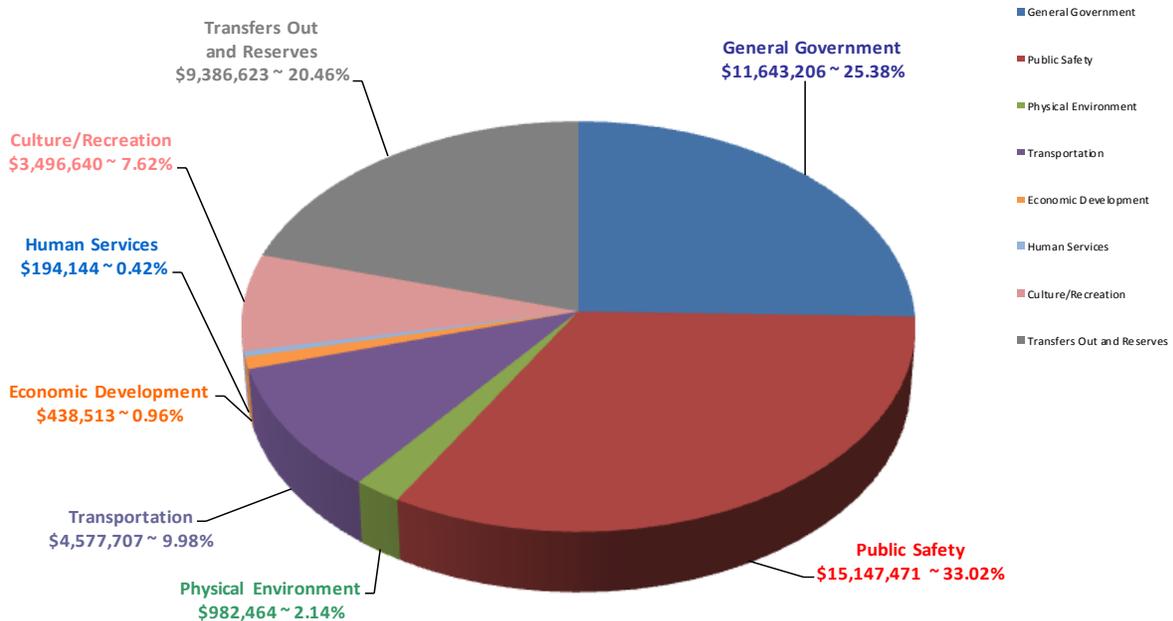


# FY 2013 Adopted Budget

## WHERE THE MONEY COMES FROM FY 2013 ADOPTED GENERAL FUND ~ \$45,866,768



## WHERE THE MONEY GOES GENERAL FUND ~ \$45,866,768



## FY 2013 Adopted Budget

### GENERAL FUND SCHEDULE OF REVENUES AND TRANSFERS IN

Revenue Source	FY 2011 Actual	FY 2012 Amended Budget	FY 2013 Adopted Budget	Dollar Change	Percent Change
<b>TAXES</b>					
Property Taxes	\$ 16,158,683	\$ 15,940,441	\$ 16,989,900	\$ 1,049,459	6.58%
Sales, Use, & Fuel Taxes	1,653,765	1,697,983	1,640,971	(57,012)	-3.36%
Franchise Fees	4,409,431	5,008,226	4,965,000	(43,226)	-0.86%
Utility Service Taxes	3,341,548	3,343,000	3,543,500	200,500	6.00%
Telecommunications Taxes	2,843,342	2,677,037	2,604,627	(72,410)	-2.70%
<b>Total Taxes</b>	<b>28,406,769</b>	<b>28,666,687</b>	<b>29,743,998</b>	<b>1,077,311</b>	<b>3.76%</b>
<b>INTERGOVERNMENTAL</b>					
Federal	-	42,176	-	(42,176)	-100.00%
State Shared Revenues	4,851,111	4,833,460	5,009,335	175,875	3.64%
Local Shared Revenues	165,811	170,393	170,393	-	0.00%
Shared Revenue—Local Govt	38,432	50,000	50,000	-	0.00%
Payments In Lieu of Taxes	1,589,330	1,307,327	1,691,743	384,416	29.40%
<b>Total Intergovernmental</b>	<b>6,644,684</b>	<b>6,403,356</b>	<b>6,921,471</b>	<b>518,115</b>	<b>8.09%</b>
<b>CHARGES FOR SERVICES</b>					
General Government	264,542	153,000	153,000	-	0.00%
Public Safety	8,824	2,500	-	(2,500)	-100.00%
Physical Environment	426,680	156,300	276,300	120,000	76.78%
Transportation	30,064	48,349	26,200	(22,149)	-45.81%
Culture/Recreation	710,896	680,600	779,000	98,400	14.46%
<b>Total Charges for Services</b>	<b>1,441,006</b>	<b>1,040,749</b>	<b>1,234,500</b>	<b>193,751</b>	<b>18.62%</b>
<b>LICENSES AND PERMITS</b>					
Occupational Licenses	764,347	711,095	707,128	(3,967)	-0.56%
Building Permits	-	-	-	-	0.00%
<b>Total Licenses and Permits</b>	<b>764,347</b>	<b>711,095</b>	<b>707,128</b>	<b>(3,967)</b>	<b>0.00%</b>
<b>FINES AND FORFEITURES</b>					
Judgements & Fines	254,032	264,000	241,000	(23,000)	-8.71%
Violations of Ordinances	541,042	175,000	150,000	(25,000)	-14.29%
<b>Total Fines and Forfeitures</b>	<b>795,074</b>	<b>439,000</b>	<b>391,000</b>	<b>(48,000)</b>	<b>-10.93%</b>
<b>MISCELLANEOUS</b>					
Miscellaneous Revenues	133,766	211,900	144,818	(67,082)	-31.66%
Investment Income	65,911	185,000	160,000	(25,000)	-13.51%
Rent and Advertising Fees	741,426	744,100	760,500	16,400	2.20%
Disposition of Fixed Assets	4,828	-	-	-	0.00%
Sale of Surplus Materials	68,822	40,000	-	(40,000)	-100.00%
<b>Total Miscellaneous</b>	<b>1,014,753</b>	<b>1,181,000</b>	<b>1,065,318</b>	<b>(115,682)</b>	<b>-9.80%</b>
<b>TOTAL REVENUE</b>	<b>\$ 39,066,633</b>	<b>\$ 38,441,887</b>	<b>\$ 40,063,415</b>	<b>\$ 1,621,528</b>	<b>4.22%</b>
<b>OTHER FINANCING SOURCES</b>					
Administrative Svc. Fees	2,678,880	2,418,810	2,686,104	267,294	11.05%
Operating Transfers In	2,417,060	2,206,900	2,381,311	174,411	7.90%
Appropriated Fund Balance	-	6,952,256	735,938	(6,216,318)	-89.41%
<b>Total Other Financing Sources</b>	<b>5,095,940</b>	<b>11,577,966</b>	<b>5,803,353</b>	<b>(5,774,613)</b>	<b>-49.88%</b>
<b>TOTAL REVENUE AND OTHER FINANCING SOURCES</b>	<b>\$ 44,162,573</b>	<b>\$ 50,019,853</b>	<b>\$ 45,866,768</b>	<b>\$ (4,153,085)</b>	<b>-8.30%</b>

**FY 2013 Adopted Budget**  
**GENERAL FUND**  
**SCHEDULE OF EXPENDITURES AND TRANSFERS OUT**

	FY 2011 Actual	FY 2012 Amended Budget	FY 2013 Adopted Budget	Dollar Change	Percent Change
<b>GENERAL GOVERNMENT</b>					
Commission	\$ 644,771	\$ 692,432	\$ 614,331	\$ (78,101)	-11.28%
City Manager	1,518,919	1,474,045	1,407,584	(66,461)	-4.51%
City Attorney	678,739	415,670	590,580	174,910	42.08%
City Clerk	601,830	654,424	614,363	(40,061)	-6.12%
Financial Services	2,350,709	2,638,901	2,583,770	(55,131)	-2.09%
Human Resources	909,684	1,005,266	1,037,601	32,335	3.22%
Community Development	0	0	138,308	138,308	0.00%
Information Technology	1,297,068	1,597,132	1,700,149	103,017	6.45%
Public Services	3,081,672	3,154,847	3,137,270	(17,577)	-0.56%
<b>Total General Government</b>	<b>11,083,392</b>	<b>11,632,717</b>	<b>11,823,956</b>	<b>191,239</b>	<b>1.64%</b>
<b>PUBLIC SAFETY</b>					
Police Services	11,921,081	11,870,992	13,261,255	1,390,263	11.71%
Code Enforcement	534,497	672,120	793,084	120,964	18.00%
<b>Total Public Safety</b>	<b>12,455,578</b>	<b>12,543,112</b>	<b>14,054,339</b>	<b>1,511,227</b>	<b>12.05%</b>
<b>TRANSPORTATION</b>					
Streets and Roads	1,079,216	1,364,132	1,252,592	(111,540)	-8.18%
<b>Total Transportation</b>	<b>1,079,216</b>	<b>1,364,132</b>	<b>1,252,592</b>	<b>(111,540)</b>	<b>-8.18%</b>
<b>CULTURE / RECREATION</b>					
Recreation Activities	2,407,006	2,806,644	2,849,809	43,165	1.54%
Aquatic Center	652,398	657,931	646,831	(11,100)	-1.69%
Social Services	164,463	175,916	194,144	18,228	10.36%
Transport Services	400,402	428,680	424,367	(4,313)	-1.01%
Customer Service	-	-	-	-	0.00%
<b>Total Culture/Recreation</b>	<b>3,624,269</b>	<b>4,069,171</b>	<b>4,115,151</b>	<b>45,980</b>	<b>1.13%</b>
<b>PHYSICAL ENVIRONMENT</b>					
Engineering	238,210	281,049	277,021	(4,028)	-1.43%
Planning & Business Revenue	674,774	763,614	800,115	36,501	4.78%
Recycling Services	14,635	149,000	0	(149,000)	-100.00%
Grounds Maintenance	1,903,599	2,070,421	2,099,469	29,048	1.40%
<b>Total Physical Environment</b>	<b>2,831,218</b>	<b>3,264,084</b>	<b>3,176,605</b>	<b>(87,479)</b>	<b>-2.68%</b>
<b>NON-DEPARTMENTAL</b>	<b>1,914,242</b>	<b>6,305,287</b>	<b>2,807,502</b>	<b>(3,497,785)</b>	<b>-55.47%</b>
<b>TOTAL EXPENDITURES</b>	<b>\$ 32,987,915</b>	<b>\$ 39,178,503</b>	<b>\$ 37,230,145</b>	<b>(1,948,358)</b>	<b>-4.97%</b>
<b>TRANSFERS OUT</b>					
Transfers Out-Fire Rescue Fund	6,919,670	5,970,102	6,015,223	45,121	0.76%
Transfers Out-Gen Cap Const Fund	-	-	-	-	0.00%
Transfers Out-Revenue Bond Fund	2,572,300	2,672,600	2,479,400	(193,200)	-7.23%
Transfers Out-Capital Equipment	-	2,000,000	142,000	(1,858,000)	-92.90%
Transfers Out-Building Fund	-	198,648	-	(198,648)	-100.00%
<b>Total Transfers Out</b>	<b>9,491,970</b>	<b>10,841,350</b>	<b>8,636,623</b>	<b>(2,204,727)</b>	<b>-20.34%</b>
<b>TOTAL EXPENDITURES AND TRANSFERS OUT</b>	<b>\$ 42,479,885</b>	<b>\$ 50,019,853</b>	<b>\$ 45,866,768</b>	<b>\$ (4,153,085)</b>	<b>-8.30%</b>

# FY 2013 Adopted Budget

## ALL FUNDS SCHEDULE OF REVENUES

Revenue Source	FY 2011 Actual	FY 2012 Amended Budget	FY 2013 Adopted Budget	Dollar Change	Percent Change
<b>General Fund - 001</b>					
Ad Valorem Taxes	\$ 16,158,683	\$ 15,940,441	\$ 16,989,900	1,049,459	6.58%
Sale and Use	1,653,765	1,697,983	1,640,971	(57,012)	-3.36%
Franchise Taxes	4,409,431	5,008,226	4,965,000	(43,226)	-0.86%
Utility Service & Communications Taxes	6,184,890	6,020,037	6,148,127	128,090	2.13%
License/Permit	764,347	711,095	707,128	(3,967)	-0.56%
Intergovernmental	6,644,684	6,403,356	6,921,471	518,115	8.09%
Charges for Services	1,441,006	1,040,749	1,234,500	193,751	18.62%
Fines and Forfeitures	795,074	439,000	391,000	(48,000)	-10.93%
Miscellaneous Revenues	1,014,753	1,181,000	1,065,318	(115,682)	-9.80%
Other Sources	5,095,940	4,625,710	5,067,415	441,705	9.55%
Appropriated Fund Balance	-	6,952,256	735,938	(6,216,318)	-89.41%
<b>General Fund Total</b>	<b>44,162,573</b>	<b>50,019,853</b>	<b>45,866,768</b>	<b>(4,153,085)</b>	<b>-8.30%</b>
<b>Fire/Rescue Fund - 120</b>					
Charges for Services	1,888,695	2,038,280	2,040,500	2,220	0.11%
Special Assessments	8,791,417	10,471,708	10,471,978	270	0.00%
Transfer from General Fund	6,919,670	5,970,102	6,015,223	45,121	0.76%
Other Resources	389,062	863,667	866,927	3,260	0.38%
Appropriated Fund Balance	-	-	23,899	23,899	0.00%
<b>Fire/Rescue Fund Total</b>	<b>17,988,844</b>	<b>19,343,757</b>	<b>19,418,527</b>	<b>74,770</b>	<b>0.39%</b>
<b>Law Enforcement Trust Fund Federal - 128</b>					
Miscellaneous Revenues	65	-	-	-	0.00%
<b>Law Enforcement Trust Fund Federal Total</b>	<b>65</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.00%</b>
<b>Law Enforcement Trust Fund State - 130</b>					
Miscellaneous Revenues	17,626	-	-	-	0.00%
<b>Law Enforcement Trust Fund State Total</b>	<b>17,626</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.00%</b>
<b>Drainage Retention Fund - 140</b>					
Miscellaneous Revenues	530	1,130	-	(1,130)	-100.00%
Appropriated Fund Balance	-	244,674	-	(244,674)	-100.00%
<b>Drainage Retention Fund Total</b>	<b>530</b>	<b>245,804</b>	<b>-</b>	<b>(245,804)</b>	<b>-100.00%</b>
<b>Parks and Recreation Fund - 142</b>					
Miscellaneous Revenues	804	1,436	-	(1,436)	-100.00%
Appropriated Fund Balance	-	271,421	-	(271,421)	-100.00%
<b>Parks and Recreation Fund Total</b>	<b>804</b>	<b>272,857</b>	<b>-</b>	<b>(272,857)</b>	<b>-100.00%</b>
<b>Trafficways Improvement Fund - 144</b>					
Miscellaneous Revenues	2,234	4,763	-	(4,763)	-100.00%
Appropriated Fund Balance	-	1,032,377	-	(1,032,377)	-100.00%
<b>Trafficways Improvement Fund Total</b>	<b>2,234</b>	<b>1,037,140</b>	<b>-</b>	<b>(1,037,140)</b>	<b>-100.00%</b>
<b>Public Arts Fund - 146</b>					
Miscellaneous Revenues	74,482	45,000	65,000	20,000	44.44%
Appropriated Fund Balance	-	1,548,470	1,435,000	(113,470)	-7.33%
<b>Public Arts Fund Total</b>	<b>74,482</b>	<b>1,593,470</b>	<b>1,500,000</b>	<b>(93,470)</b>	<b>-5.87%</b>
<b>Local Option Gas Tax Fund - 148</b>	<b>381,551</b>	<b>878,174</b>	<b>1,117,114</b>	<b>238,940</b>	<b>62.62%</b>
<b>Building Fund - 150</b>					
Building Permits	1,696,568	1,450,000	1,650,000	200,000	13.79%
Other Resources	504,251	387,000	469,000	82,000	21.19%
Transfer from General Fund	-	198,648	-	(198,648)	-100.00%
Appropriated Fund Balance	-	-	76,019	76,019	0.00%
<b>Building Fund Total</b>	<b>2,200,819</b>	<b>2,035,648</b>	<b>2,195,019</b>	<b>159,371</b>	<b>7.83%</b>
<b>ARRA Grants Fund - 151</b>					
Grant Revenue	17,435	-	-	-	0.00%
<b>ARRA Grants Fund Total</b>	<b>17,435</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.00%</b>
<b>RCMP Grant Fund - 152</b>					
Grant Revenue	82,864	100,000	-	(100,000)	-100.00%
<b>RCMP Grant Fund Total</b>	<b>82,864</b>	<b>100,000</b>	<b>-</b>	<b>(100,000)</b>	<b>-100.00%</b>
<b>Grants Fund - 153</b>					
Grant Revenue	475,741	-	-	-	0.00%
Transfer In	143,446	-	-	-	0.00%
<b>Grants Fund Total</b>	<b>619,187</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.00%</b>
<b>Community Development Block Grant Fund - 154</b>					
Grant Revenues	609,315	377,497	307,277	(70,220)	-18.60%
Miscellaneous Revenues	68	-	-	-	0.00%
<b>CDBG Fund Total</b>	<b>609,383</b>	<b>377,497</b>	<b>307,277</b>	<b>(70,220)</b>	<b>-18.60%</b>

# FY 2013 Adopted Budget

## ALL FUNDS SCHEDULE OF REVENUES

Revenue Source	FY 2011 Actual	FY 2012 Amended Budget	FY 2013 Adopted Budget	Dollar Change	Percent Change
<b>State Housing Initiative Program Fund - 155</b>					
Grant Revenues	14,939	-	-	-	0.00%
Miscellaneous Revenues	11,114	-	-	-	0.00%
<b>SHIP Fund Total</b>	<b>26,053</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.00%</b>
<b>Home (HUD) Program Fund - 156</b>					
Grant Revenues	224,645	120,000	82,833	(37,167)	-30.97%
Appropriated Fund Balance	-	-	-	-	0.00%
<b>Home (HUD) Fund Total</b>	<b>224,645</b>	<b>120,000</b>	<b>82,833</b>	<b>(37,167)</b>	<b>-30.97%</b>
<b>CDBG Disaster Recovery Fund - 157</b>					
Grant Revenues	(34,737)	-	-	-	0.00%
Miscellaneous Revenues	87,908	13,500	-	(13,500)	-100.00%
<b>CDBG Disaster Recovery Fund Total</b>	<b>53,171</b>	<b>13,500</b>	<b>-</b>	<b>(13,500)</b>	<b>-100.00%</b>
<b>Neighborhood Stabilization Fund - 158</b>					
Grant Revenues	625,072	-	-	-	0.00%
Appropriated Fund Balance	-	-	-	-	0.00%
<b>Neighborhood Stabilization Fund Total</b>	<b>625,072</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.00%</b>
<b>ARRA Fund - 159</b>					
Grant Revenues	345,023	-	-	-	0.00%
Miscellaneous Revenues	670	-	-	-	0.00%
<b>ARRA Fund Total</b>	<b>345,693</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.00%</b>
<b>Donations &amp; Sponsorship Fund - 199</b>					
Miscellaneous Revenues	5,945	-	-	-	0.00%
<b>Donations &amp; Sponsorship Fund Total</b>	<b>5,945</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.00%</b>
<b>Neighborhood Stabilization 3 Fund - 160</b>					
Grant Revenues	103,281	-	-	-	0.00%
<b>Neighborhood Stabilization 3 Fund Total</b>	<b>103,281</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.00%</b>
<b>Special Revenue Grants - Total</b>	<b>23,373,739</b>	<b>26,017,847</b>	<b>24,620,770</b>	<b>(1,397,077)</b>	<b>-5.37%</b>
<b>General Obligation Bond Fund - 238</b>					
Ad Valorem Taxes	222,831	220,329	261,800	41,471	18.82%
Miscellaneous Revenues	587	33,871	600	(33,271)	-98.23%
<b>General Obligation Bond Fund Total</b>	<b>223,418</b>	<b>254,200</b>	<b>262,400</b>	<b>8,200</b>	<b>3.23%</b>
<b>Revenue Bond Fund - 239</b>					
Debt Proceeds	9,501,000	-	-	-	0.00%
Transfer from General Fund	2,572,300	2,672,600	2,479,400	(193,200)	-7.23%
Miscellaneous Revenues	1,502	147,000	5,000	(142,000)	-96.60%
<b>Revenue Bond Fund Total</b>	<b>12,074,802</b>	<b>2,819,600</b>	<b>2,484,400</b>	<b>(335,200)</b>	<b>0.00%</b>
<b>Debt Services - Total</b>	<b>12,298,220</b>	<b>3,073,800</b>	<b>2,746,800</b>	<b>(327,000)</b>	<b>-10.64%</b>
<b>Capital Equipment Fund - 301</b>					
Transfer from General Fund	-	2,000,000	142,000	(1,858,000)	-92.90%
Transfer from Fire Fund	-	441,000	140,000	(301,000)	-68.25%
Transfer from Building Fund	-	-	-	-	0.00%
Appropriated Fund Balance	-	-	167,000	167,000	0.00%
<b>Capital Equipment Fund Total</b>	<b>-</b>	<b>2,441,000</b>	<b>449,000</b>	<b>(1,992,000)</b>	<b>-81.61%</b>
<b>Golf Course CIP Fund - 302</b>					
Miscellaneous Revenues	-	-	118,750	118,750	0.00%
<b>Golf Course CIP Fund Total</b>	<b>-</b>	<b>-</b>	<b>118,750</b>	<b>118,750</b>	<b>0.00%</b>
<b>General Capital Improv. Projects Fund - 310</b>					
Transfer from Parks and Recreation Fund	100,000	40,500	-	(40,500)	-100.00%
Transfer from Debt Svc. Revenue Bond Fund	703,127	-	-	-	0.00%
Appropriated Fund Balance	-	1,264,465	541,700	(722,765)	-57.16%
Miscellaneous Revenues	120,833	393,378	90,000	(303,378)	-77.12%
Debt Proceeds	-	-	-	-	0.00%
<b>General Capital Improv. Projects Fund Total</b>	<b>923,960</b>	<b>1,698,343</b>	<b>631,700</b>	<b>(1,066,643)</b>	<b>-62.80%</b>
<b>Public Service Facilities Fund - 320</b>					
Median Improvement FDOT	-	750,000	1,216,740	466,740	62.23%
Miscellaneous Revenues	44,658	1,210,793	25,000	(1,185,793)	-97.94%

# FY 2013 Adopted Budget

## ALL FUNDS SCHEDULE OF REVENUES

Revenue Source	FY 2011 Actual	FY 2012 Amended Budget	FY 2013 Adopted Budget	Dollar Change	Percent Change
Appropriated Fund Balance	-	241,564	900,632	659,068	0.00%
<b>Public Service Facilities Fund Total</b>	<b>44,658</b>	<b>2,202,357</b>	<b>2,142,372</b>	<b>(59,985)</b>	<b>-2.72%</b>
<b>Debt Funded Projects Fund - 326</b>					
Federal Grant	-	20,000	-	(20,000)	-100.00%
Miscellaneous Revenues	10,034	-	960,000	960,000	0.00%
Appropriated Fund Balance	-	59,760	-	(59,760)	0.00%
<b>CIP 05 Revenue Bond Fund Total</b>	<b>10,034</b>	<b>79,760</b>	<b>960,000</b>	<b>880,240</b>	<b>1103.61%</b>
<b>Tamarac Village Fund - 380</b>					
Miscellaneous Revenues	559,004	-	-	-	0.00%
Line of Credit	13,771,509	-	-	-	0.00%
<b>Tamarac Village Fund Total</b>	<b>14,330,513</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.00%</b>
<b>Capital Projects Funds - Total</b>	<b>15,309,165</b>	<b>6,421,460</b>	<b>4,183,072</b>	<b>(2,238,388)</b>	<b>-34.86%</b>
<b>Stormwater Management Fund - 410</b>					
Charges for Services	-	5,102,400	5,386,859	284,459	5.58%
Miscellaneous Revenues	47,418	-	-	-	0.00%
Interest Earnings	22,794	110,000	60,000	(50,000)	-45.45%
Special Assessment /Impact Fees	4,974,332	-	-	-	0.00%
Appropriated Net Assets	62,882	-	-	-	0.00%
<b>Stormwater Management Fund Total</b>	<b>5,107,426</b>	<b>5,212,400</b>	<b>5,446,859</b>	<b>234,459</b>	<b>4.50%</b>
<b>Stormwater Capital Project Fund - 411</b>					
Miscellaneous Revenues	-	-	-	-	0.00%
Intrafund Transfer	1,902,000	-	400,000	400,000	0.00%
<b>Stormwater Capital Proj. Fund Total</b>	<b>1,902,000</b>	<b>-</b>	<b>400,000</b>	<b>400,000</b>	<b>0.00%</b>
<b>Utilities Operating Fund - 425</b>					
Intergovernmental Revenue	4,701	-	-	-	0.00%
Charges for Services	19,991,513	21,149,147	22,670,846	1,521,699	7.20%
Interfund Transfer	-	304,508	-	(304,508)	-100.00%
Miscellaneous Revenues	63,299	113,000	78,000	(35,000)	-30.97%
<b>Utilities Operating Fund Total</b>	<b>20,059,513</b>	<b>21,566,655</b>	<b>22,748,846</b>	<b>1,182,191</b>	<b>5.48%</b>
<b>Utilities CIAC - 432</b>					
Appropriated Net Assets	501,133	-	-	-	0.00%
Miscellaneous Revenues	1,296	5,000	500	(4,500)	-90.00%
<b>Utilities CIAC Fund Total</b>	<b>502,429</b>	<b>5,000</b>	<b>500</b>	<b>(4,500)</b>	<b>0.00%</b>
<b>Utilities R &amp; R Fund - 441</b>					
Miscellaneous Revenues	12,422	20,000	-	(20,000)	-100.00%
Intrafund Transfer	1,642,053	-	2,650,000	2,650,000	0.00%
<b>Utilities R &amp; R Fund Total</b>	<b>1,654,475</b>	<b>20,000</b>	<b>2,650,000</b>	<b>2,630,000</b>	<b>0.00%</b>
<b>Enterprise Funds - Total</b>	<b>29,225,843</b>	<b>26,804,055</b>	<b>31,246,205</b>	<b>4,442,150</b>	<b>16.57%</b>
<b>Risk Management Fund - 504</b>					
Charges for Services	1,511,063	1,222,616	1,259,300	36,684	3.00%
Miscellaneous Revenues	50,155	65,000	65,000	-	0.00%
Appropriated Net Assets	-	1,309,404	1,354,585	45,181	3.45%
<b>Risk Management Fund Total</b>	<b>1,561,218</b>	<b>2,597,020</b>	<b>2,678,885</b>	<b>81,865</b>	<b>3.15%</b>
<b>Internal Service Fund - Total</b>	<b>1,561,218</b>	<b>2,597,020</b>	<b>2,678,885</b>	<b>81,865</b>	<b>3.15%</b>
<b>TOTAL REVENUES - ALL FUNDS</b>	<b>\$ 125,936,703</b>	<b>\$ 114,934,035</b>	<b>\$ 111,461,250</b>	<b>\$ (3,472,785)</b>	<b>-3.02%</b>

**FY 2013 Adopted Budget**  
**ALL FUNDS**  
**SCHEDULE OF EXPENDITURES**

<b>Fund No.</b>	<b>Fund Name</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Amended Budget</b>	<b>FY 2013 Adopted Budget</b>	<b>Dollar Change</b>	<b>Percent Change</b>
<b>GENERAL FUND</b>		<b>\$ 42,479,885</b>	<b>\$ 50,019,853</b>	<b>\$ 45,866,768</b>	<b>\$ (4,153,085)</b>	<b>-8.30%</b>
<b>SPECIALREVENUE FUNDS</b>						
120	Fire/Rescue Fund	17,384,535	19,343,757	19,418,527	74,770	0.39%
130	Law Enforcement Trust Fund	66,766	-	-	-	0.00%
140	Drainage Retention Fund	-	245,804	-	(245,804)	-100.00%
142	Parks and Recreation Fund	100,000	272,857	-	(272,857)	-100.00%
144	Trafficways Improvement Fund	-	1,037,140	-	(1,037,140)	-100.00%
146	Public Arts Fund	15,882	1,593,470	1,500,000	(93,470)	-5.87%
148	Local Option Gas Tax Fund	-	878,174	1,117,114	238,940	27.21%
150	Building Fund	2,068,302	2,035,648	2,195,019	159,371	7.83%
151	ARRA Grants Fund	17,435	-	-	-	0.00%
152	RCMP Grant	82,864	100,000	-	(100,000)	0.00%
153	Grants Fund	619,187	-	-	-	0.00%
154	CDBG Fund	609,385	377,497	307,277	(70,220)	-18.60%
155	SHIP Fund	26,053	-	-	-	0.00%
156	Home HUD Fund	224,645	120,000	82,833	(37,167)	-30.97%
157	CDBG Disaster Recovery Fund	53,171	13,500	-	(13,500)	-100.00%
158	Neighborhood Stabilization Fund	625,074	-	-	-	0.00%
159	ARRA Fund	345,693	-	-	-	0.00%
160	Neighborhood Stabilization Fund 3	97,637	-	-	-	0.00%
199	Donations and Sponsorships	10,520	-	-	-	0.00%
<b>Special Revenue Funds</b>		<b>22,347,149</b>	<b>26,017,847</b>	<b>24,620,770</b>	<b>(1,397,077)</b>	<b>-5.37%</b>
<b>DEBT SERVICE FUNDS</b>						
238	General Obligation Bond Fund	262,373	254,200	262,400	8,200	3.23%
239	Revenue Bond Fund	11,940,670	2,819,600	2,484,400	(335,200)	-11.89%
<b>Debt Service</b>		<b>12,203,043</b>	<b>3,073,800</b>	<b>2,746,800</b>	<b>(327,000)</b>	<b>-10.64%</b>
<b>CAPITAL PROJECTS FUNDS</b>						
301	Capital Equipment Fund	-	2,441,000	449,000	(1,992,000)	-81.61%
302	Golf Course CIP Fund	-	-	118,750	118,750	0.00%
310	General Capital Project Fund	2,248,846	1,698,343	631,700	(1,066,643)	-62.80%
320	Public Service Facilities Fund	27,288	2,202,357	2,142,372	(59,985)	-2.72%
326	CIP Revenue Bond Fund	183,397	79,760	960,000	880,240	1103.61%
380	Tamarac Village Fund	13,863,240	-	-	-	0.00%
<b>Capital Projects Funds</b>		<b>16,322,771</b>	<b>6,421,460</b>	<b>4,301,822</b>	<b>(2,119,638)</b>	<b>-33.01%</b>
<b>ENTERPRISE FUNDS</b>						
410	Stormwater Management Fund	6,076,915	5,212,400	5,446,859	234,459	4.50%
411	Stormwater Capital Proj. Fund	105,938	-	400,000	400,000	0.00%
425	Utilities Operating Fund	22,733,326	21,566,655	22,748,846	1,182,191	5.48%
432	Utilities CIAC Fund	-	5,000	500	(4,500)	-90.00%
434	Utilities Construction Fund	(446,013)	-	2,650,000	2,650,000	0.00%
441	Utilities R & R Fund	(201,018)	20,000	-	(20,000)	-100.00%
<b>Enterprise Funds</b>		<b>28,269,148</b>	<b>26,804,055</b>	<b>31,246,205</b>	<b>4,442,150</b>	<b>16.57%</b>
<b>INTERNAL SERVICE FUND</b>						
504	Risk Management Fund	1,951,442	2,597,020	2,678,885	81,865	3.15%
<b>Internal Service Fund</b>		<b>1,951,442</b>	<b>2,597,020</b>	<b>2,678,885</b>	<b>81,865</b>	<b>3.15%</b>
<b>TOTAL EXPENDITURES ALL FUNDS</b>		<b>\$ 123,573,438</b>	<b>\$ 114,934,035</b>	<b>\$ 111,461,250</b>	<b>\$ (3,472,785)</b>	<b>-3.02%</b>

**FY 2013 Adopted Budget**  
**SUMMARY OF CHANGES IN FUND BALANCES~OPERATING FUNDS**

	General Fund	Fire Rescue Fund	Building Fund	Stormwater Fund	Utilities Operating Fund	Insurance Services Fund
<b>September 30, 2011 Year End Fund Balance (Undesignated, Audited)</b>	<b>\$16,824,295</b>	<b>\$0</b>	<b>\$0</b>	<b>\$10,494,102</b>	<b>\$9,275,677</b>	<b>\$6,761,514</b>
FY 2012 Amended Budget Revenues	\$ 50,019,853	\$ 19,343,757	\$ 2,035,648	\$ 5,212,400	\$ 21,566,655	\$ 2,597,020
FY 2012 Appropriated Fund Balance	-	-	-	-	-	-
FY 2012 Amended Budget Expenditures	50,019,853	19,343,757	2,035,648	5,212,400	21,566,655	2,597,020
<b>Net Gain (Loss) to Fund Balance</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
October 1, 2012 Fund Balance (Undesignated, unaudited )	<b>\$ 16,824,295</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 10,494,102</b>	<b>\$ 9,275,677</b>	<b>\$ 6,761,514</b>
FY 2012 Projected Actual Revenues	50,019,853	19,343,757	2,035,648	5,212,400	21,566,655	2,597,020
FY 2012 Projected Actual Expenditures	50,019,853	19,343,757	2,035,648	5,212,400	21,566,655	2,597,020
<b>Net Gain (Loss) to Fund Balance/ Net Assets</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>September 30, 2012 Year End Fund Balance (Projected)</b>	<b>\$ 16,824,295</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 10,494,102</b>	<b>\$ 9,275,677</b>	<b>\$ 6,761,514</b>
FY 2013 Adopted Budget Revenues	\$ 45,866,768	\$ 19,418,527	\$ 2,195,019	\$ 5,846,859	\$ 22,748,846	\$ 2,678,885
FY 2013 Appropriated Fund Balance	735,938	23,899	76,019	-	-	1,354,585
FY 2013 Adopted Budget Expenditures	45,866,768	19,418,527	2,195,019	5,846,859	22,748,846	2,678,885
<b>Projected Net Gain (Loss) to Fund Balance</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>September 30, 2013 Projected Fund Balance</b>	<b>\$ 16,824,295</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 10,494,102</b>	<b>\$ 9,275,677</b>	<b>\$ 6,761,514</b>

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

**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 2013 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 2013 Budget.

# FY 2013 Adopted Budget

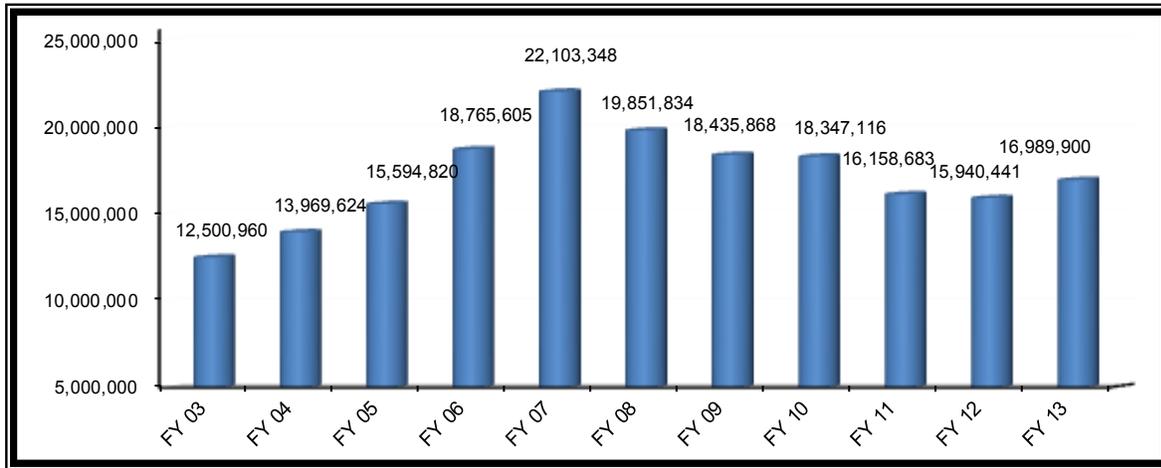
## MAJOR REVENUE SOURCES: TRENDS

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 has been a steady decline in these areas due to economic instability.

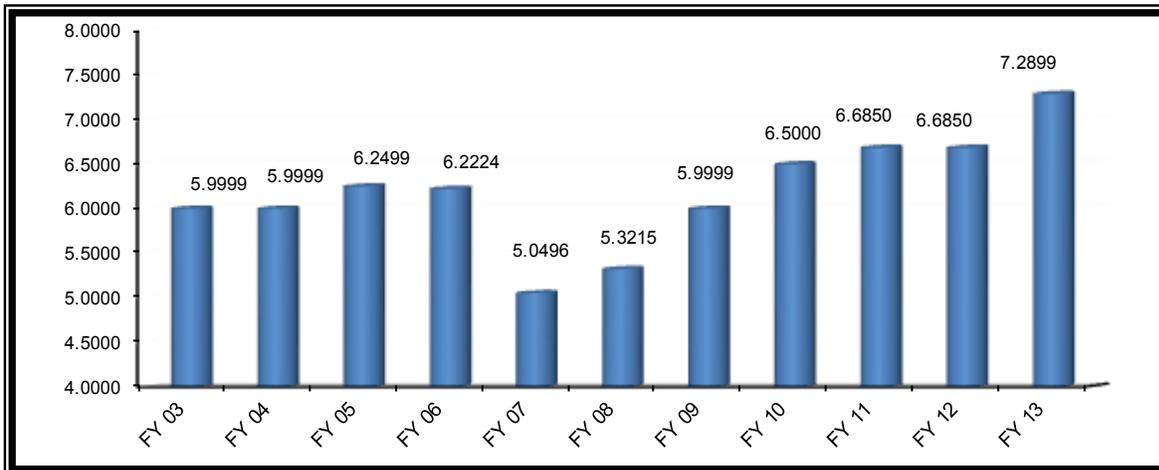
### Property Tax

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**

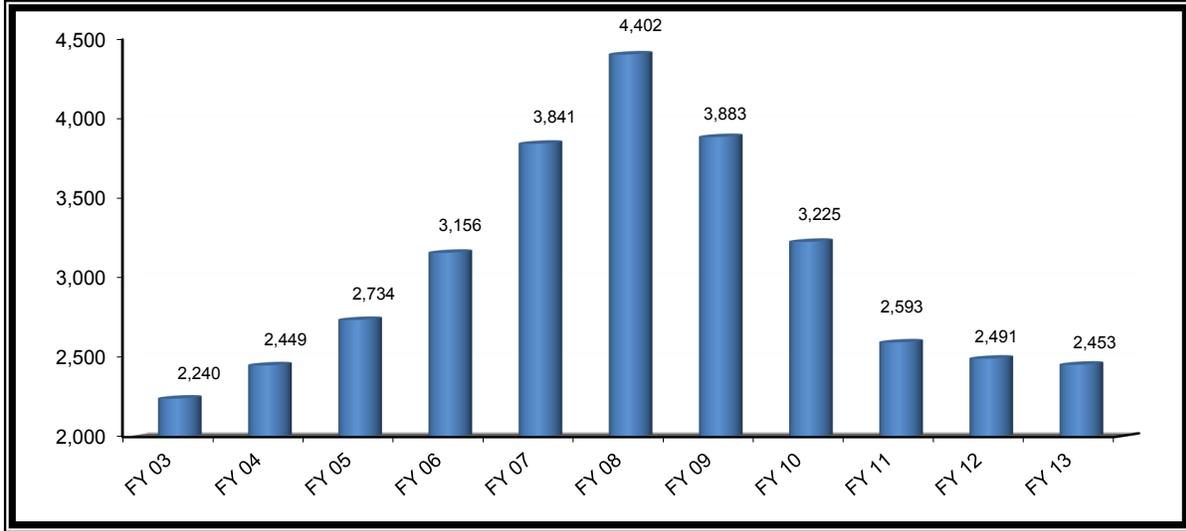


**Millage Rate History**



## FY 2013 Adopted Budget MAJOR REVENUE SOURCES: TRENDS

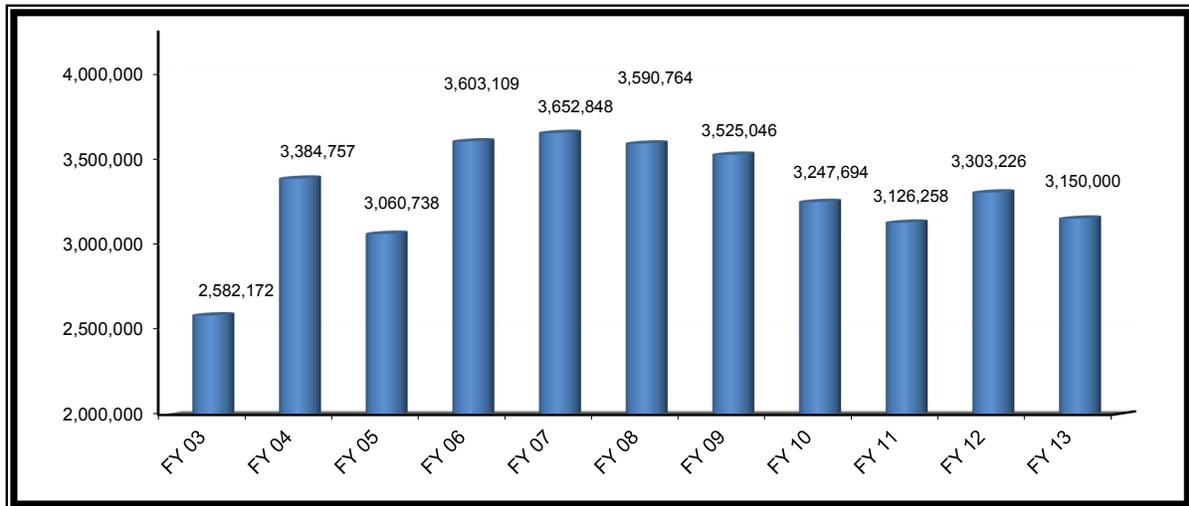
**Tamarac Taxable Value History in Billions**



### **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**



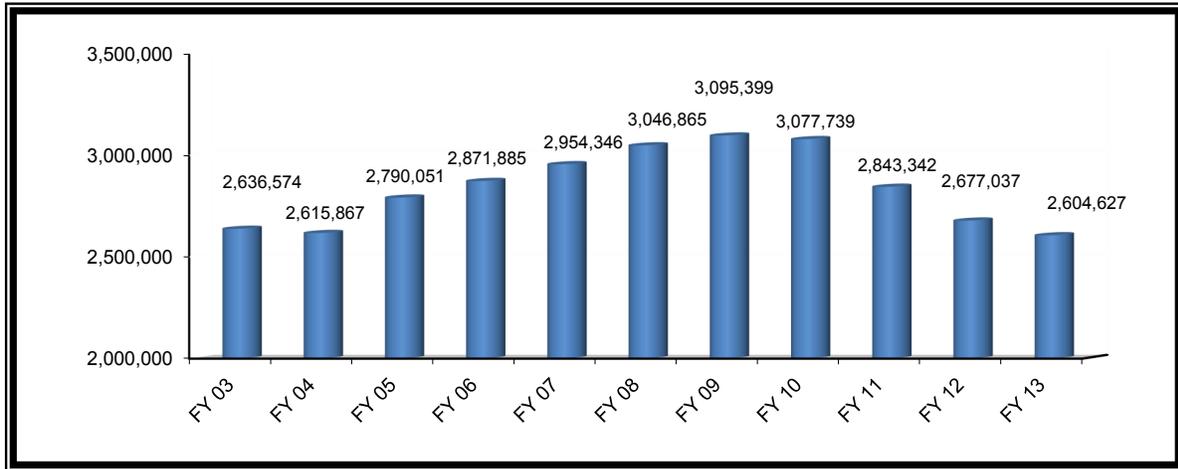
## FY 2013 Adopted Budget

### MAJOR REVENUE SOURCES: TRENDS

#### 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.

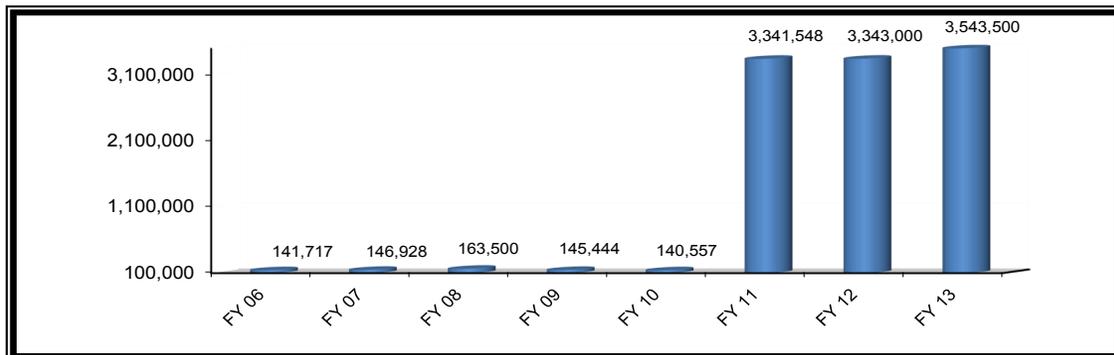
**Communication Services Tax History**



#### 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 2013 anticipated revenue is approximately \$3.54 million.

**Public Service Tax History**



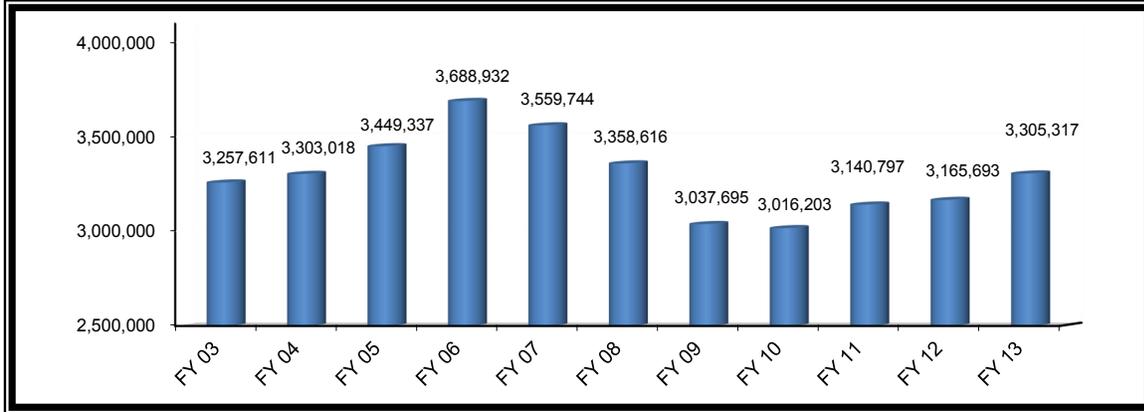
## FY 2013 Adopted Budget

### MAJOR REVENUE SOURCES: TRENDS

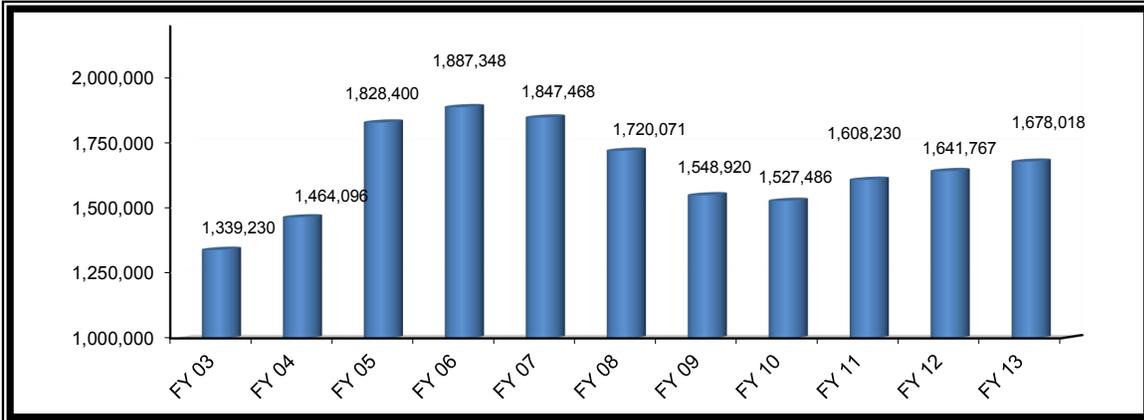
**Intergovernmental Revenues**

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**



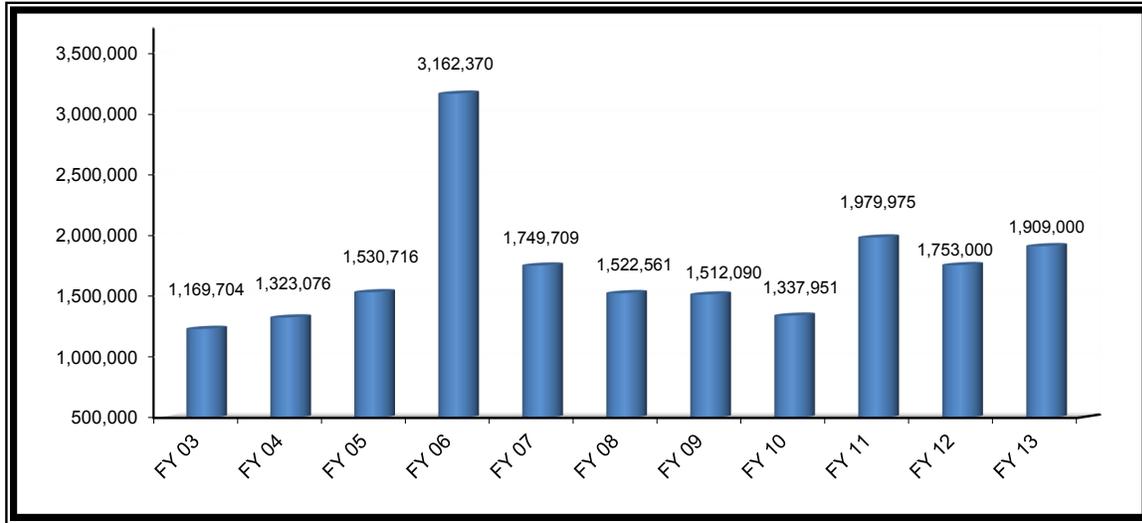
## FY 2013 Adopted Budget

### MAJOR REVENUE SOURCES: TRENDS

#### **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. The amount collected in 2006 was driven by increased activity due to re-building efforts after Hurricane Wilma. 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.

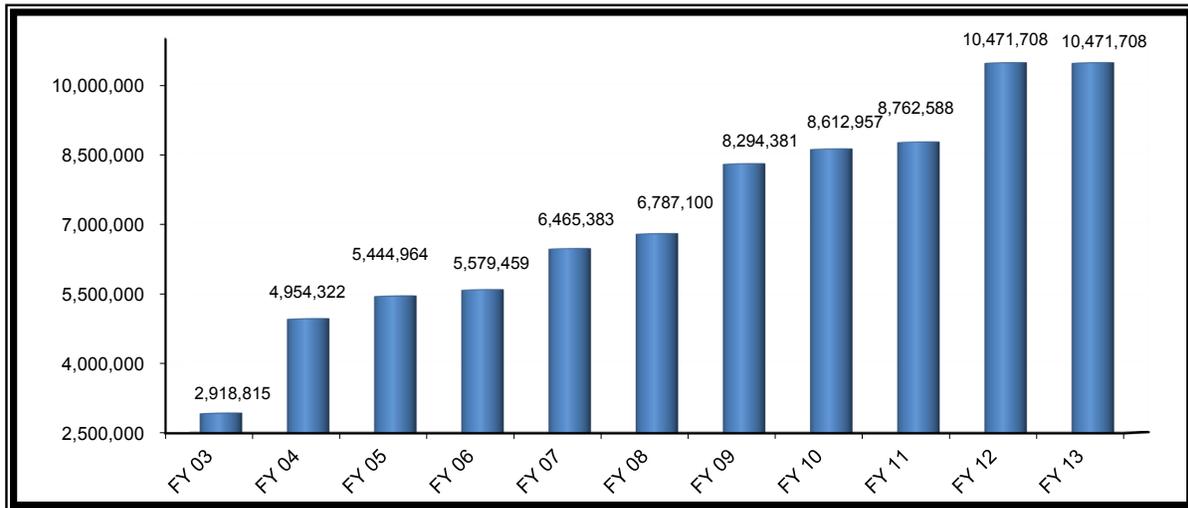
**Building Permit Fee History**



#### **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 adopted for FY 2013 provides 85% of necessary funding.

**Fire Rescue Assessment Fee History**

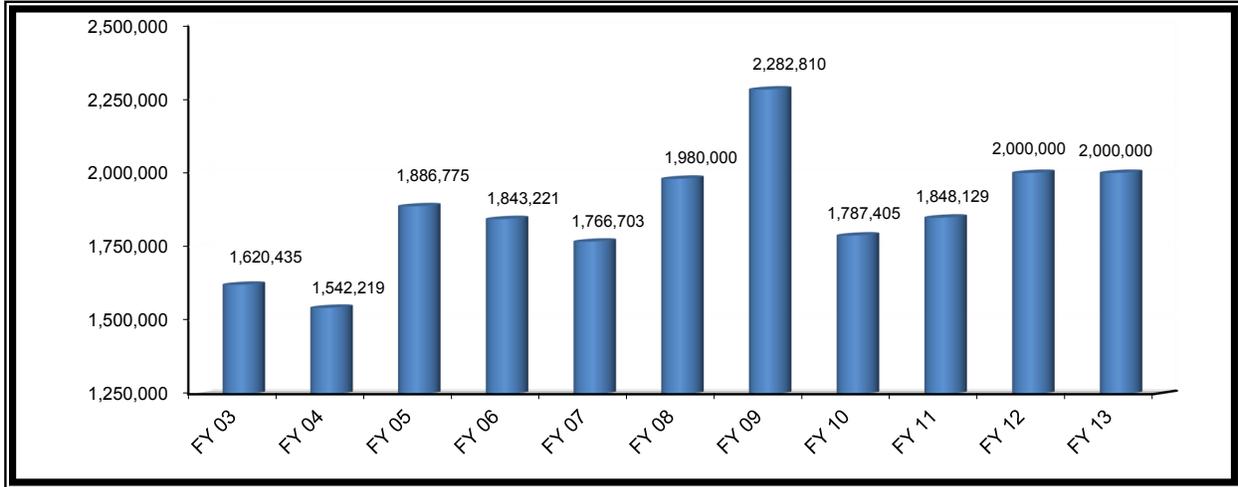


**FY 2013 Adopted Budget**  
**MAJOR REVENUE SOURCES: TRENDS**

**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.

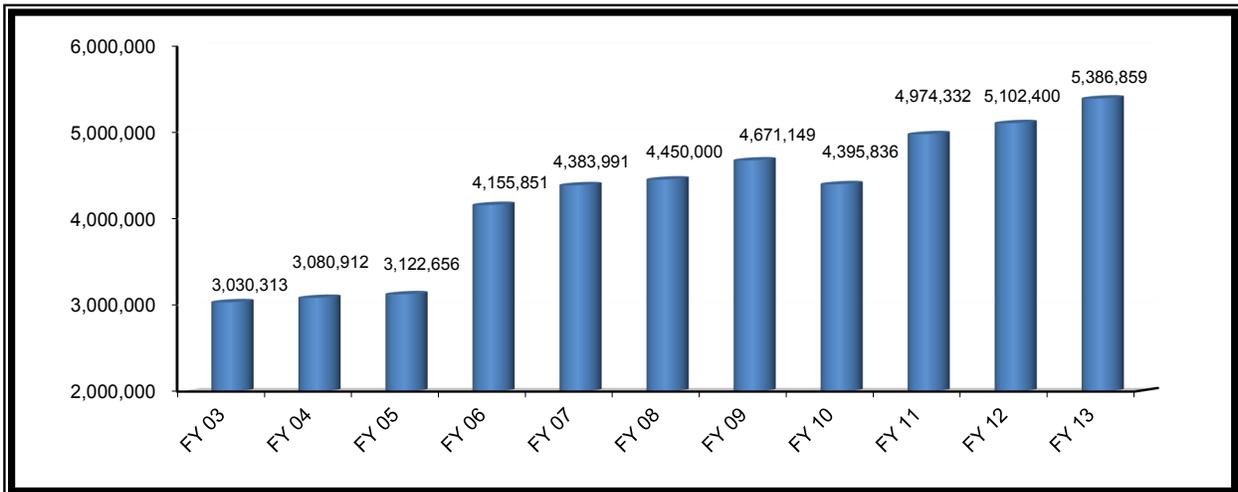
**Emergency Service Fee History**



**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**



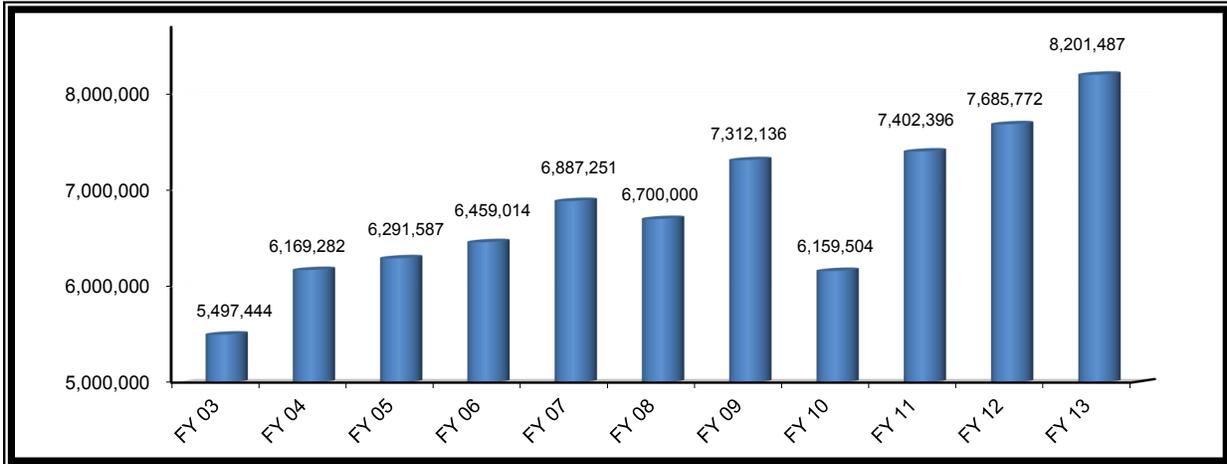
## FY 2013 Adopted Budget

### MAJOR REVENUE SOURCES: TRENDS

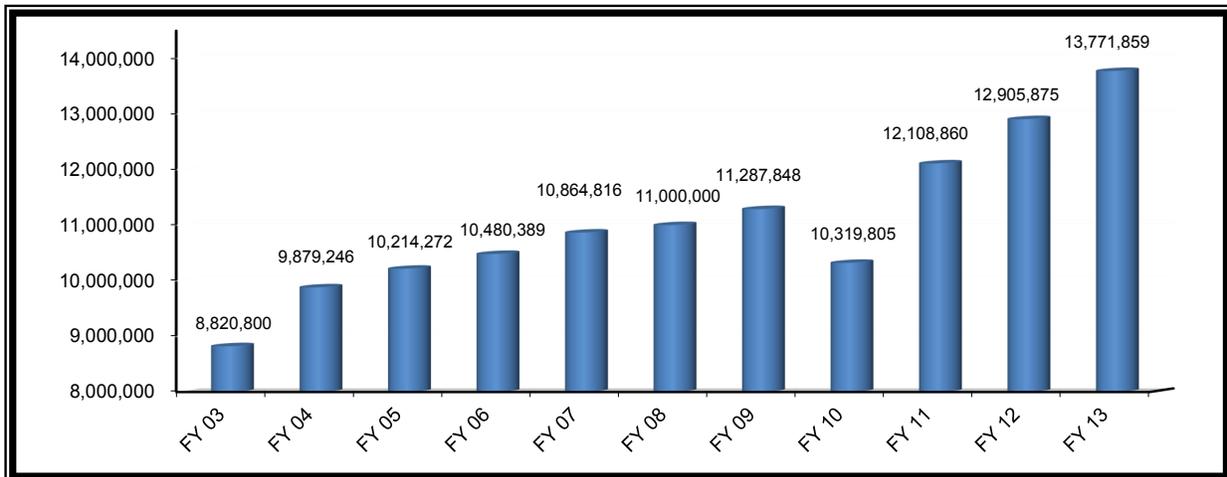
#### Utilities Fund: Water and Wastewater Revenues

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 99.6% of the revenues to support the operations of the Utilities Division.

**Water Revenues History**



**Wastewater Revenues History**



## FY 2013 Adopted Budget

### 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.

## FY 2013 Adopted Budget

### 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 2013	FY 2014	FY 2015
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 2013	FY 2014	FY 2015
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
Economic Stabilization	\$3,000,000	\$3,000,000	\$3,000,000
Technology Replacement	\$800,000	\$100,000	\$100,000
BSO – FRS Recovery Reserve	\$1,000,000	\$1,000,000	\$0

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 at least equal to 25% of the cost of operation and maintenance in the annual budget for the then current fiscal year.
- 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.

**FY 2013 Adopted Budget**  
**FINANCIAL MANAGEMENT POLICIES**

**Policy #5:**

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

**Policy #6:**

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

**Policy #7:**

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

**Policy #8:**

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

**Policy #9:**

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

9.1 Total Fee Support (100%):

**Enterprise Funds:**

- Water/Sewer
- Stormwater

**Special Revenue Funds:**

- Building Fund

9.2 Moderate Fee Support (40 - 100%)

**General Fund:**

- Planning
- Zoning

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

## FY 2013 Adopted Budget

### FINANCIAL MANAGEMENT POLICIES

**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.

**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.

## FY 2013 Adopted Budget

### FINANCIAL MANAGEMENT POLICIES

#### INVESTMENT MANAGEMENT

**Policy #18:**

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

#### ACCOUNTS MANAGEMENT AND FINANCIAL PLANNING

**Policy #19:**

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

**Policy #20:**

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

**Policy #21:**

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

**Policy #22:**

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

**Policy #23:**

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

#### ECONOMIC RESOURCES

**Policy #24:**

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

**Policy #25:**

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

## FY 2013 Adopted Budget

### FUND 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

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*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, franchise taxes, 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.

**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 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 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."

## FY 2013 Adopted Budget

### FUND DESCRIPTIONS

- **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 153 - GRANTS FUND** - The Grants Fund is a special revenue fund created in FY 1997 to properly account for grant activity in the City, as recommended by the City's external auditor. The purpose of the fund is to allow better control over grant monies in order to prevent potential incidents of noncompliance with grantor requirements and the Single Audit Act.
- **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 157 - CDBG DISASTER RECOVERY FUND STATE HOUSING INITIATIVE FUND** - Disaster Recovery Initiative (DRI) funds received from Department of Community Affairs to address the needs of local jurisdictions following the 2005 Hurricane Season
- **FUND 158 - NEIGHBORHOOD STABILIZATION PROGRAM (NSP1) FUND** - Funds received from the Housing and Economic Recovery Act of 2008 (HERA) to address foreclosures and abandoned properties within the City.

## FY 2013 Adopted Budget

### FUND DESCRIPTIONS

- **FUND 159 - AMERICAN RECOVERY REINVESTMENT ACT FUND (ARRA)** - Provides funding from the Department of Energy in the form of and Energy Efficiency and Conservation Block Grant (EECBG) to fund solar panels, virtual servers, and development of an overall energy conservation and efficiency plan.
- **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.

**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 2005 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 310 - GENERAL CAPITAL IMPROVEMENTS FUND** - This fund is used for the purpose of budgeting general capital improvement projects.
- **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 a 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 603 - STREETScape IMPROVEMENT TRUST FUND** - 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.

## FY 2013 Adopted Budget

### FUND DESCRIPTIONS

#### PROPRIETARY FUND TYPES

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*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 434 - UTILITIES CONSTRUCTION FUND** - The Utilities Construction Fund is used to fund major construction projects.

**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 units, on a cost reimbursement basis.

- **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.

## FY 2013 Adopted Budget

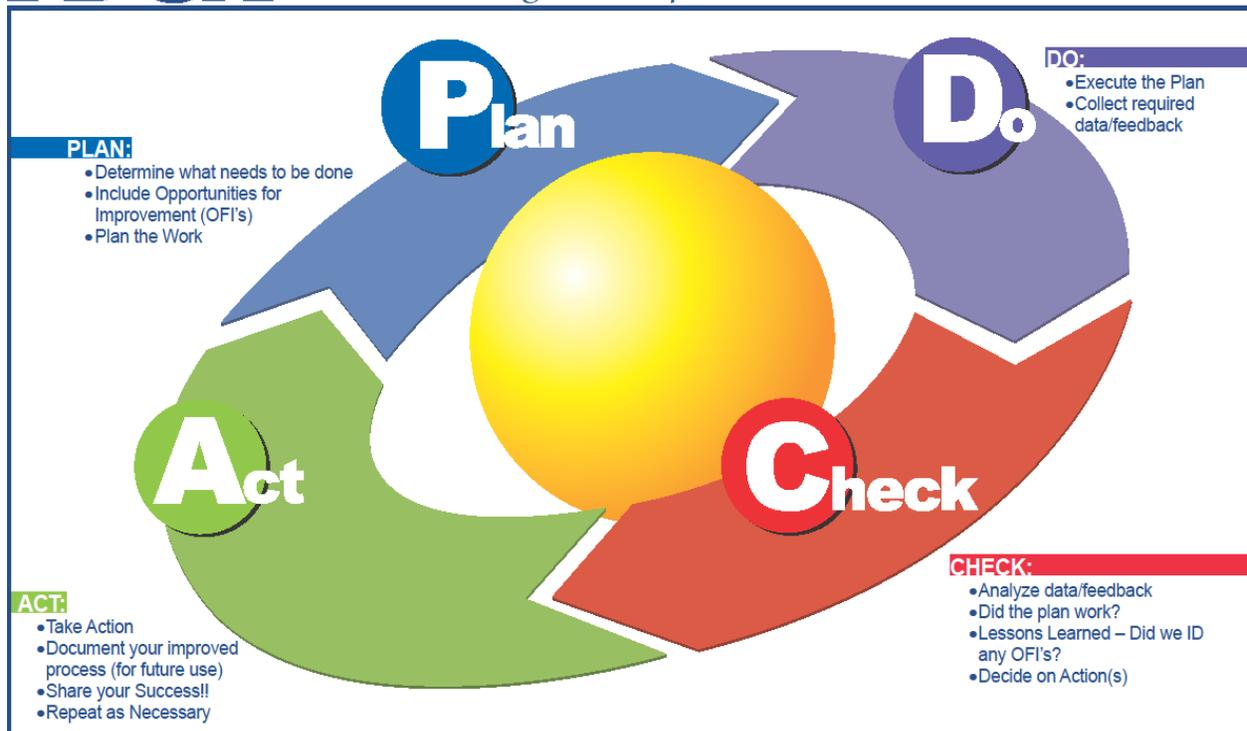
### ***Did you know??***

*The City has adopted the Plan, Do, Check, Act (PDCA) approach to process and service improvement...*

*PDCA is a an iterative four-step problem-solving process which starts off small to test potential effects on processes, but then gradually leads to larger and more targeted change.*

*The Budget process has evolved through years of continuously checking, assessing, and acting to improve this document. i.e. PDCA.*

## **PDCA** *Problem Solving and Improvement Process*



## FY 2013 Adopted Budget

### FULL COST ALLOCATION

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

The City of Tamarac spending is broken down into several major Funds; General Fund, Fire Rescue Fund, Building Fund, Stormwater Fund, Utilities Fund, and Risk Management Fund. The allocation method for each of these Funds is based on detailed activity data for each of the areas to be charged back. Given the detailed activity, the method utilized for allocating the costs for the City of Tamarac central services is Proportionate Cost Allocation. This method allocates common and fixed costs according to the same proportions as the associated detailed activity. The cost for each of the services is based on the FY 2012 Adopted Budget and the detailed activity counts were prepared and submitted by the respective department providing the specific service over a one or more year period of time. In some instances, department detail was utilized from the most recent completed fiscal year. As noted, the cost allocation study is based upon the anticipated budget and the allocation will be grossed up at year end based upon actual expenditures.

The Full Cost Allocation Plan permits users to be charged directly for services and encourages greater transparency and efficiency in the use of resources. Utilizing a cost allocation plan that analyzes central service usage by department will ensure that the fees being charged cover the true cost of providing services. This has become increasingly critical in light of the economic environment and limitations on major general fund revenue sources. It should be noted that the cost for the central service departments has decreased over the last couple years through a reduction in staffing levels, internal restructuring, and streamlining of services, coupled with the consistent trimming of operational budgets and ultimately departmental expenses. This decrease in the cost to provide services has led to a subsequent decrease in the charge backs to other funds, as seen in the chart below. The proposed Allocated Costs have been incorporated into the FY 2013 Adopted Budget.

#### SUMMARY OF ALLOCATIONS

Fund Name	FY 2010 Allocation	FY 2011 Allocation	FY 2012 Allocation	FY 2013 Adopted Allocation
Fire Rescue Fund	\$ 1,688,790	\$ 1,930,530	\$ 1,845,460	\$ 1,963,742
Building Fund	-	386,530	361,440	417,569
Stormwater Management Fund	1,536,550	598,390	482,400	573,744
Utilities Fund**	3,409,940	1,987,360	1,866,400	2,023,924
Risk Management/Insurance Fund	232,040	93,130	70,010	88,436
<b>Total Charge Back for Central Services</b>	<b>\$6,867,320</b>	<b>\$4,995,940</b>	<b>\$4,625,710</b>	<b>\$5,067,415</b>

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

\*\*This chargeback has been reduced by \$5,850 to offset the chargeback to Information Technology for electric service paid for by the Utilities Department.

**FY 2013 Adopted Budget**

**CITY OF TAMARAC, FLORIDA**  
**FY 2013 Proposed Budget**  
**General Fund Overhead Allocations**

Total General Fund FY 2013 Adopted Budget \$45,383,021  
 Minus Contingency, Capital, Transfers & Other Non-Chargeback Items \$33,863,937  
**Total General Fund Amount to Charge Back \$11,519,084**

Departments/Amounts to be Allocated	FY 2013 Proposed Allocation	General Fund	Fire Rescue Fund	Building Fund	Stormwater Fund	Utilities Fund	Risk Fund
<b>City Attorney</b>	\$590,560 100%	141 78.80%	13 7.30%	4 2.20%	4 2.20%	16 8.90%	1 0.60%
	\$590,560	\$465,377	\$43,112	\$12,993	\$12,993	\$52,562	\$3,543
<b>City Clerk</b>	\$588,363 100%	779,391 100.00%	18 0.00%	2 0.00%	0 0.00%	10 0.00%	0 0.00%
	\$588,363	\$588,363	\$0	\$0	\$0	\$0	\$0
<b>City Commission</b>	\$614,331 100%	141 78.80%	13 7.30%	4 2.20%	4 2.20%	16 8.90%	1 0.60%
	\$614,330	\$494,093	\$44,846	\$13,515	\$13,515	\$54,675	\$3,686
<b>City Manager</b>	\$1,932,254 100%	171,30 45.50%	102 27.10%	15 4.00%	21,3 5.70%	63,5 16.90%	3 0.80%
	\$1,932,254	\$879,176	\$523,641	\$77,290	\$110,138	\$326,551	\$15,458
<b>Finance Administration</b>	\$441,206 100%	171,30 45.50%	102 27.10%	15 4.00%	21,3 5.70%	63,5 16.90%	3 0.80%
	\$441,207	\$200,749	\$119,567	\$17,648	\$25,149	\$74,564	\$3,530
<b>Accounting</b>	\$777,002 100%	19,194 54.90%	5,157 14.70%	1,159 3.30%	1,730 4.90%	7,299 20.90%	444 1.30%
	\$777,001	\$426,574	\$114,219	\$26,641	\$38,073	\$162,393	\$10,101
<b>Management &amp; Budget</b>	\$218,041 100%	\$45,383,021 48.40%	\$16,823,929 18.00%	\$1,758,040 1.90%	\$4,364,861 4.70%	\$22,700,167 24.20%	\$2,590,449 2.80%
	\$218,041	\$105,532	\$39,247	\$4,143	\$10,248	\$52,766	\$6,105
<b>Purchasing &amp; Contracts</b>	\$442,078 100%	598 59.68%	114 11.38%	18 1.80%	98 9.78%	151 15.07%	23 2.30%
	\$442,078	\$263,841	\$50,295	\$7,940	\$43,235	\$66,621	\$10,146
<b>Customer Serv/Utility Billing</b>	\$705,443 100%	32,960 15.00%	239 0.10%	0 0.00%	37,428 17.00%	149,614 67.90%	54 0.00%
	\$705,442	\$105,816	\$705	\$0	\$119,925	\$478,996	\$0
<b>Human Resources</b>	\$1,037,601 100%	171,30 45.50%	102 27.10%	15 4.00%	21,3 5.70%	63,5 16.90%	3 0.80%
	\$1,037,601	\$472,108	\$281,190	\$41,504	\$59,143	\$175,355	\$8,301
<b>Information Technology*</b>	\$1,701,249 100%	608,2 60.20%	181 18.00%	77 7.70%	15 1.50%	111,5 11.10%	15,5 1.50%
	\$1,701,250	\$1,024,152	\$306,225	\$130,996	\$25,519	\$188,839	\$25,519
<b>Public Works Administration</b>	\$76,551 100%	171,30 45.50%	102 27.10%	15 4.00%	21,3 5.70%	63,5 16.90%	3 0.80%
	\$76,550	\$34,831	\$20,745	\$3,062	\$4,363	\$12,937	\$612
<b>Public Works Operations</b>	\$179,431 100%	171,30 45.50%	102 27.10%	15 4.00%	21,3 5.70%	63,5 16.90%	3 0.80%
	\$179,431	\$81,641	\$48,626	\$7,177	\$10,228	\$30,324	\$1,435
<b>Facilities</b>	\$1,368,074 100%	4,314.5 75.00%	952.0 16.60%	52.0 0.90%	6.0 0.10%	424.5 7.40%	1.0 0.00%
	\$1,368,074	\$1,026,056	\$227,100	\$12,313	\$1,368	\$101,237	\$0
<b>Fleet</b>	\$846,881 100%	Per Cost Study 34.64%	Per Cost Study 17.03%	Per Cost Study 7.48%	Per Cost Study 11.79%	Per Cost Study 29.06%	Per Cost Study 0%
	\$846,882	\$293,360	\$144,224	\$63,347	\$99,847	\$246,104	\$0
<b>Total General Fund Allocations</b>	<b>\$11,519,084</b>	<b>\$6,451,669</b>	<b>\$1,963,742</b>	<b>\$417,569</b>	<b>\$573,744</b>	<b>\$2,023,924</b>	<b>\$88,436</b>

**FY 2013 Adopted Budget**  
**General Fund Cost Allocations and Methods**

Total General Fund FY 2013 Adopted Budget	\$45,383,021
Minus Contingency, Capital, Transfers, and Other Non-Chargeback Items	\$33,863,937
<b>Total General Fund Amount to Charge Back</b>	<b>\$11,519,084</b>

Department/Division	Amount to be Allocated	FY 2013 Adopted Allocation	Charges to General Fund	Charges to All Other Funds
<b>City Attorney</b>	<b>\$590,580</b>	Ordinances and Resolutions - 179	141	38
		% of Total Ordinances and Resolutions	78.80%	21.20%
		Amount of Allocation	<b>\$465,377</b>	<b>\$125,203</b>
<b>City Clerk</b>	<b>\$588,363</b>	Scanned Images/Agenda Items - 779,391	779,358	33
		% of Total Scanned Images/Agenda Items	100.00%	0.00%
		Amount of Allocation	<b>\$588,363</b>	<b>\$0</b>
<b>City Commission</b>	<b>\$614,331</b>	Ordinances and Resolutions - 179	141	38
		% of Total Ordinances and Resolutions	78.80%	21.20%
		Amount of Allocation	<b>\$484,093</b>	<b>\$130,238</b>
<b>City Manager</b>	<b>\$1,932,254</b>	FTE Employees - 376.1	171.30	204.80
		% of Total Number of Employees	45.50%	54.50%
		Amount of Allocation	<b>\$879,176</b>	<b>\$1,053,078</b>
<b>Finance Administration</b>	<b>\$441,206</b>	FTE Employees - 376.1	171.30	204.80
		% of Total Number of Employees	45.50%	54.50%
		Amount of Allocation	<b>\$200,749</b>	<b>\$240,457</b>
<b>Accounting</b>	<b>\$777,002</b>	Accounting Transactions - 34,983	19,194	9,372
		% of Total Accounting Transactions	54.90%	45.10%
		Amount of Allocation	<b>\$426,574</b>	<b>\$350,428</b>
<b>Management and Budget</b>	<b>\$218,041</b>	% of Total Operating Budget - \$94,187,386	\$56,501,514	\$48,237,446
		% of Total Budget	48.40%	51.60%
		Amount of Allocation	<b>\$105,532</b>	<b>\$112,509</b>
<b>Purchasing and Contracts</b>	<b>\$442,078</b>	Total PO's -1002	598	404
		% of Total Requisitions	59.68%	40.32%
		Amount of Allocation	<b>\$263,841</b>	<b>\$178,237</b>
<b>Customer Serv/Utility Billing</b>	<b>\$705,443</b>	Customer Service Transactions - 220,295	32,960	187,335
		% of Total Transactions/Revenue	15.00%	84.35%
		Amount of Allocation	<b>\$105,816</b>	<b>\$595,042</b>
<b>Human Resources</b>	<b>\$1,037,601</b>	FTE Employees - 376.1	171.30	204.80
		% of Total Number of Employees	45.50%	54.50%
		Amount of Allocation	<b>\$472,108</b>	<b>\$565,493</b>
<b>Information Technology*</b> <small>This amount has been offset to account for the Electric chargeback to IT.</small>	<b>\$1,701,249</b>	Electronic Devices - 1,006	606.2	400
		% of Electronic Devices	60.20%	39.80%
		Amount of Allocation	<b>\$1,024,152</b>	<b>\$671,247</b>
<b>Public Works Admin</b>	<b>\$76,551</b>	FTE Employees - 376.1	171.30	204.80
		% of Total Number of Employees	45.50%	54.50%
		Amount of Allocation	<b>\$34,831</b>	<b>\$41,720</b>
<b>Public Works Operations</b>	<b>\$179,431</b>	FTE Employees - 376.1	171.30	204.80
		% of Total Number of Employees	45.50%	54.50%
		Amount of Allocation	<b>\$81,641</b>	<b>\$97,790</b>
<b>Facilities Maintenance</b>	<b>\$1,368,074</b>	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	<b>\$1,026,056</b>	<b>\$342,019</b>
<b>Fleet Maintenance</b>	<b>\$846,881</b>	Fleet - Average Vehicle Maintenance	Per Cost Study	Per Cost Study
		% of Total Fleet Expense	34.64%	65.36%
		Amount of Allocation	<b>\$293,360</b>	<b>\$553,521</b>
			<b>General Fund</b>	<b>All Other Funds</b>
<b>Total Allocations</b>	<b>\$11,519,084</b>	→	<b>\$6,451,669</b>	<b>\$5,067,415</b>

## FY 2013 Adopted Budget

### General Fund Overhead Allocation to Fire Rescue Fund

Total General Fund FY 2013 Adopted Budget	\$45,383,021
Minus Contingency, Capital, Transfers & Other Non-Chargeback Items	\$33,863,937
<b>Total General Fund Amount to Charge Back</b>	<b>\$11,519,084</b>

Departments/Amounts to be Allocated		FY 2013 Proposed Allocation	Fire Rescue Fund
<b>City Attorney</b>	<b>\$590,580</b>	Ordinances and Resolutions - 179 % of Total Ordinances and Resolutions <b>Amount of Allocation</b>	13 7.30% <b>\$43,112</b>
<b>City Clerk</b>	<b>\$588,363</b>	Scanned Images/Agenda Items - 779,391 % of Total Scanned Images/Agenda Items <b>Amount of Allocation</b>	\$18 0.00% <b>\$0</b>
<b>City Commission</b>	<b>\$614,331</b>	Ordinances and Resolutions - 179 % of Total Ordinances and Resolutions <b>Amount of Allocation</b>	13 7.30% <b>\$44,846</b>
<b>City Manager</b>	<b>\$1,932,254</b>	FTE Employees - 376.1 % of Total Number of Employees <b>Amount of Allocation</b>	102 27.10% <b>\$523,641</b>
<b>Finance Administration</b>	<b>\$441,206</b>	FTE Employees - 376.1 % of Total Number of Employees <b>Amount of Allocation</b>	102 27.10% <b>\$119,567</b>
<b>Accounting</b>	<b>\$777,002</b>	Accounting Transactions - 34,983 % of Total Accounting Transactions <b>Amount of Allocation</b>	5,157 14.70% <b>\$114,219</b>
<b>Management &amp; Budget</b>	<b>\$218,041</b>	% of Total Operating Budget - \$94,187,386 % of Total Budget <b>Amount of Allocation</b>	\$16,823,929 18.00% <b>\$39,247</b>
<b>Purchasing &amp; Contracts</b>	<b>\$442,078</b>	Total PO's -1002 % of Total Requisitions <b>Amount of Allocation</b>	114 11.38% <b>\$50,295</b>
<b>Customer Serv/Utility Billing</b>	<b>\$705,443</b>	Customer Service Transactions - 220,295 % of Total Transactions/Revenue <b>Amount of Allocation</b>	239 0.10% <b>\$705</b>
<b>Human Resources</b>	<b>\$1,037,601</b>	FTE Employees - 376.1 % of Total Number of Employees <b>Amount of Allocation</b>	102 27.10% <b>\$281,190</b>
<b>Information Technology*</b>	<b>\$1,701,249</b>	Electronic Devices - 1,006 % of Electronic Devices <b>Amount of Allocation</b>	181 18.00% <b>\$306,225</b>
<b>Public Works Administration</b>	<b>\$76,551</b>	FTE Employees - 376.1 % of Total Number of Employees <b>Amount of Allocation</b>	102 27.10% <b>\$20,745</b>
<b>Public Works Operations</b>	<b>\$179,431</b>	FTE Employees - 376.1 % of Total Number of Employees <b>Amount of Allocation</b>	102 27.10% <b>\$48,626</b>
<b>Facilities</b>	<b>\$1,368,074</b>	Total Hours Spent on Work Orders - 5,750 % of Total Square Footage <b>Amount of Allocation</b>	952 16.60% <b>\$227,100</b>
<b>Fleet</b>	<b>\$846,881</b>	Fleet - Average Vehicle Maintenance % of Total Fleet Expense <b>Amount of Allocation</b>	Per Cost Study 17.03% <b>\$144,224</b>
			<b>Fire Rescue Fund</b>
<b>Total General Fund Allocations</b>	<b>\$11,519,084</b>	→	<b>\$1,963,740</b>

## FY 2013 Adopted Budget

### General Fund Overhead Allocation to Building Fund

Total General Fund FY 2013 Adopted Budget	\$45,383,021
Minus Contingency, Capital, Transfers & Other Non-Chargeback Items	\$33,863,937
<b>Total General Fund Amount to Charge Back</b>	<b>\$11,519,084</b>

Departments/Amounts to be Allocated		FY 2013 Proposed Allocation	Building Fund
<b>City Attorney</b>	<b>\$590,580</b>	Ordinances and Resolutions - 179 % of Total Ordinances and Resolutions <b>Amount of Allocation</b>	4 2.20% <b>\$12,993</b>
<b>City Clerk</b>	<b>\$588,363</b>	Scanned Images/Agenda Items - 779,391 % of Total Scanned Images/Agenda Items <b>Amount of Allocation</b>	2 0.00% <b>\$0</b>
<b>City Commission</b>	<b>\$614,331</b>	Ordinances and Resolutions - 179 % of Total Ordinances and Resolutions <b>Amount of Allocation</b>	4 2.20% <b>\$13,515</b>
<b>City Manager</b>	<b>\$1,932,254</b>	FTE Employees - 376.1 % of Total Number of Employees <b>Amount of Allocation</b>	15 4.00% <b>\$77,290</b>
<b>Finance Administration</b>	<b>\$441,206</b>	FTE Employees - 376.1 % of Total Number of Employees <b>Amount of Allocation</b>	15 4.00% <b>\$17,648</b>
<b>Accounting</b>	<b>\$777,002</b>	Accounting Transactions - 34,983 % of Total Accounting Transactions <b>Amount of Allocation</b>	1159 3.30% <b>\$25,641</b>
<b>Management &amp; Budget</b>	<b>\$218,041</b>	% of Total Operating Budget - \$94,187,386 % of Total Budget <b>Amount of Allocation</b>	\$1,758,040 1.90% <b>\$4,143</b>
<b>Purchasing &amp; Contracts</b>	<b>\$442,078</b>	Total PO's -1002 % of Total Requisitions <b>Amount of Allocation</b>	18 1.80% <b>\$7,940</b>
<b>Customer Serv/Utility Billing</b>	<b>\$705,443</b>	Customer Service Transactions - 220,295 % of Total Transactions/Revenue <b>Amount of Allocation</b>	0 0.00% <b>\$0</b>
<b>Human Resources</b>	<b>\$1,037,601</b>	FTE Employees - 376.1 % of Total Number of Employees <b>Amount of Allocation</b>	15 4.00% <b>\$41,504</b>
<b>Information Technology*</b>	<b>\$1,701,249</b>	Electronic Devices - 1,006 % of Electronic Devices <b>Amount of Allocation</b>	77 7.70% <b>\$130,996</b>
<b>Public Works Administration</b>	<b>\$76,551</b>	FTE Employees - 376.1 % of Total Number of Employees <b>Amount of Allocation</b>	15 4.00% <b>\$3,062</b>
<b>Public Works Operations</b>	<b>\$179,431</b>	FTE Employees - 376.1 % of Total Number of Employees <b>Amount of Allocation</b>	15 4.00% <b>\$7,177</b>
<b>Facilities</b>	<b>\$1,368,074</b>	Total Hours Spent on Work Orders - 5,750 % of Total Square Footage <b>Amount of Allocation</b>	52 0.90% <b>\$12,313</b>
<b>Fleet</b>	<b>\$846,881</b>	Fleet - Average Vehicle Maintenance % of Total Fleet Expense <b>Amount of Allocation</b>	Per Cost Study 7.48% <b>\$63,347</b>
			<b>Building Fund</b>
<b>Total General Fund Allocations</b>	<b>\$11,519,084</b>	→	<b>\$417,570</b>

## FY 2013 Adopted Budget

### General Fund Overhead Allocation to Stormwater Fund

Total General Fund FY 2013 Adopted Budget \$45,383,021

Minus Contingency, Capital, Transfers & Other Non-Chargeback Items \$33,863,937

**Total General Fund Amount to Charge Back \$11,519,084**

Departments/Amounts to be Allocated		FY 2013 Proposed Allocation	Stormwater Fund
<b>City Attorney</b>	<b>\$590,580</b>	Ordinances and Resolutions - 179 % of Total Ordinances and Resolutions <b>Amount of Allocation</b>	4 2.20% <b>\$12,993</b>
<b>City Clerk</b>	<b>\$588,363</b>	Scanned Images/Agenda Items - 779,391 % of Total Scanned Images/Agenda Items <b>Amount of Allocation</b>	0 0.00% <b>\$0</b>
<b>City Commission</b>	<b>\$614,331</b>	Ordinances and Resolutions - 179 % of Total Ordinances and Resolutions <b>Amount of Allocation</b>	4 2.20% <b>\$13,515</b>
<b>City Manager</b>	<b>\$1,932,254</b>	FTE Employees - 376.1 % of Total Number of Employees <b>Amount of Allocation</b>	21 5.70% <b>\$110,138</b>
<b>Finance Administration</b>	<b>\$441,206</b>	FTE Employees - 376.1 % of Total Number of Employees <b>Amount of Allocation</b>	21 5.70% <b>\$25,149</b>
<b>Accounting</b>	<b>\$777,002</b>	Accounting Transactions - 34,983 % of Total Accounting Transactions <b>Amount of Allocation</b>	1,730 4.90% <b>\$38,073</b>
<b>Management &amp; Budget</b>	<b>\$218,041</b>	% of Total Operating Budget - \$94,187,386 % of Total Budget <b>Amount of Allocation</b>	\$4,364,861 4.70% <b>\$10,248</b>
<b>Purchasing &amp; Contracts</b>	<b>\$442,078</b>	Total PO's -1002 % of Total Requisitions <b>Amount of Allocation</b>	98 9.78% <b>\$43,235</b>
<b>Customer Serv/Utility Billing</b>	<b>\$705,443</b>	Customer Service Transactions - 220,295 % of Total Transactions/Revenue <b>Amount of Allocation</b>	37,428 17.00% <b>\$119,925</b>
<b>Human Resources</b>	<b>\$1,037,601</b>	FTE Employees - 376.1 % of Total Number of Employees <b>Amount of Allocation</b>	21 5.70% <b>\$59,143</b>
<b>Information Technology*</b>	<b>\$1,701,249</b>	Electronic Devices - 1,006 % of Electronic Devices <b>Amount of Allocation</b>	15 1.50% <b>\$25,519</b>
<b>Public Works Administration</b>	<b>\$76,551</b>	FTE Employees - 376.1 % of Total Number of Employees <b>Amount of Allocation</b>	21 5.70% <b>\$4,363</b>
<b>Public Works Operations</b>	<b>\$179,431</b>	FTE Employees - 376.1 % of Total Number of Employees <b>Amount of Allocation</b>	21 5.70% <b>\$10,228</b>
<b>Facilities</b>	<b>\$1,368,074</b>	Total Hours Spent on Work Orders - 5,750 % of Total Square Footage <b>Amount of Allocation</b>	6 0.10% <b>\$1,368</b>
<b>Fleet</b>	<b>\$846,881</b>	Fleet - Average Vehicle Maintenance % of Total Fleet Expense <b>Amount of Allocation</b>	Per Cost Study 11.79% <b>\$99,847</b>
			<b>Stormwater Fund</b>
<b>Total General Fund Allocations</b>	<b>\$11,519,084</b>	<b>→</b>	<b>\$573,740</b>

## FY 2013 Adopted Budget

### General Fund Overhead Allocation to Utilities Fund

Total General Fund FY 2013 Adopted Budget	\$45,383,021
Minus Contingency, Capital, Transfers & Other Non-Chargeback Items	\$33,863,937
<b>Total General Fund Amount to Charge Back</b>	<b>\$11,519,084</b>

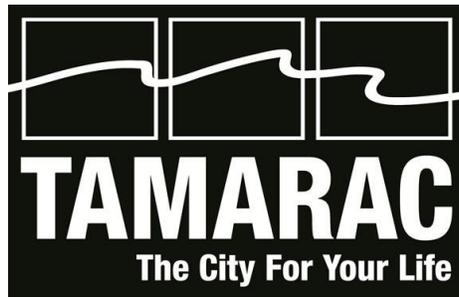
Departments/Amounts to be Allocated		FY 2013 Proposed Allocation	Utilities Fund
<b>City Attorney</b>	<b>\$590,580</b>	Ordinances and Resolutions - 179 % of Total Ordinances and Resolutions <b>Amount of Allocation</b>	16 8.90% <b>\$52,562</b>
<b>City Clerk</b>	<b>\$588,363</b>	Scanned Images/Agenda Items - 779,391 % of Total Scanned Images/Agenda Items <b>Amount of Allocation</b>	10 0.00% <b>\$0</b>
<b>City Commission</b>	<b>\$614,331</b>	Ordinances and Resolutions - 179 % of Total Ordinances and Resolutions <b>Amount of Allocation</b>	16 8.90% <b>\$54,675</b>
<b>City Manager</b>	<b>\$1,932,254</b>	FTE Employees - 376.1 % of Total Number of Employees <b>Amount of Allocation</b>	64 16.90% <b>\$326,551</b>
<b>Finance Administration</b>	<b>\$441,206</b>	FTE Employees - 376.1 % of Total Number of Employees <b>Amount of Allocation</b>	64 16.90% <b>\$74,564</b>
<b>Accounting</b>	<b>\$777,002</b>	Accounting Transactions - 34,983 % of Total Accounting Transactions <b>Amount of Allocation</b>	7,299 20.90% <b>\$162,393</b>
<b>Management &amp; Budget</b>	<b>\$218,041</b>	% of Total Operating Budget - \$94,187,386 % of Total Budget <b>Amount of Allocation</b>	\$22,700,167 24.20% <b>\$52,766</b>
<b>Purchasing &amp; Contracts</b>	<b>\$442,078</b>	Total PO's -1002 % of Total Requisitions <b>Amount of Allocation</b>	151 15.07% <b>\$66,621</b>
<b>Customer Serv/Utility Billing</b>	<b>\$705,443</b>	Customer Service Transactions - 220,295 % of Total Transactions/Revenue <b>Amount of Allocation</b>	149,614 67.90% <b>\$478,996</b>
<b>Human Resources</b>	<b>\$1,037,601</b>	FTE Employees - 376.1 % of Total Number of Employees <b>Amount of Allocation</b>	64 16.90% <b>\$175,355</b>
<b>Information Technology*</b>	<b>\$1,701,249</b>	Electronic Devices - 1,006 % of Electronic Devices <b>Amount of Allocation</b>	112 11.10% <b>\$188,839</b>
<b>Public Works Administration</b>	<b>\$76,551</b>	FTE Employees - 376.1 % of Total Number of Employees <b>Amount of Allocation</b>	64 16.90% <b>\$12,937</b>
<b>Public Works Operations</b>	<b>\$179,431</b>	FTE Employees - 376.1 % of Total Number of Employees <b>Amount of Allocation</b>	64 16.90% <b>\$30,324</b>
<b>Facilities</b>	<b>\$1,368,074</b>	Total Hours Spent on Work Orders - 5,750 % of Total Square Footage <b>Amount of Allocation</b>	425 7.40% <b>\$101,237</b>
<b>Fleet</b>	<b>\$846,881</b>	Fleet - Average Vehicle Maintenance % of Total Fleet Expense <b>Amount of Allocation</b>	Per Cost Study 29.06% <b>\$246,104</b>
			<b>Utilities Fund</b>
<b>Total General Fund Allocations</b>	<b>\$11,519,084</b>	<b>→</b>	<b>\$2,023,920</b>

## FY 2013 Adopted Budget

### General Fund Overhead Allocation to Risk Fund

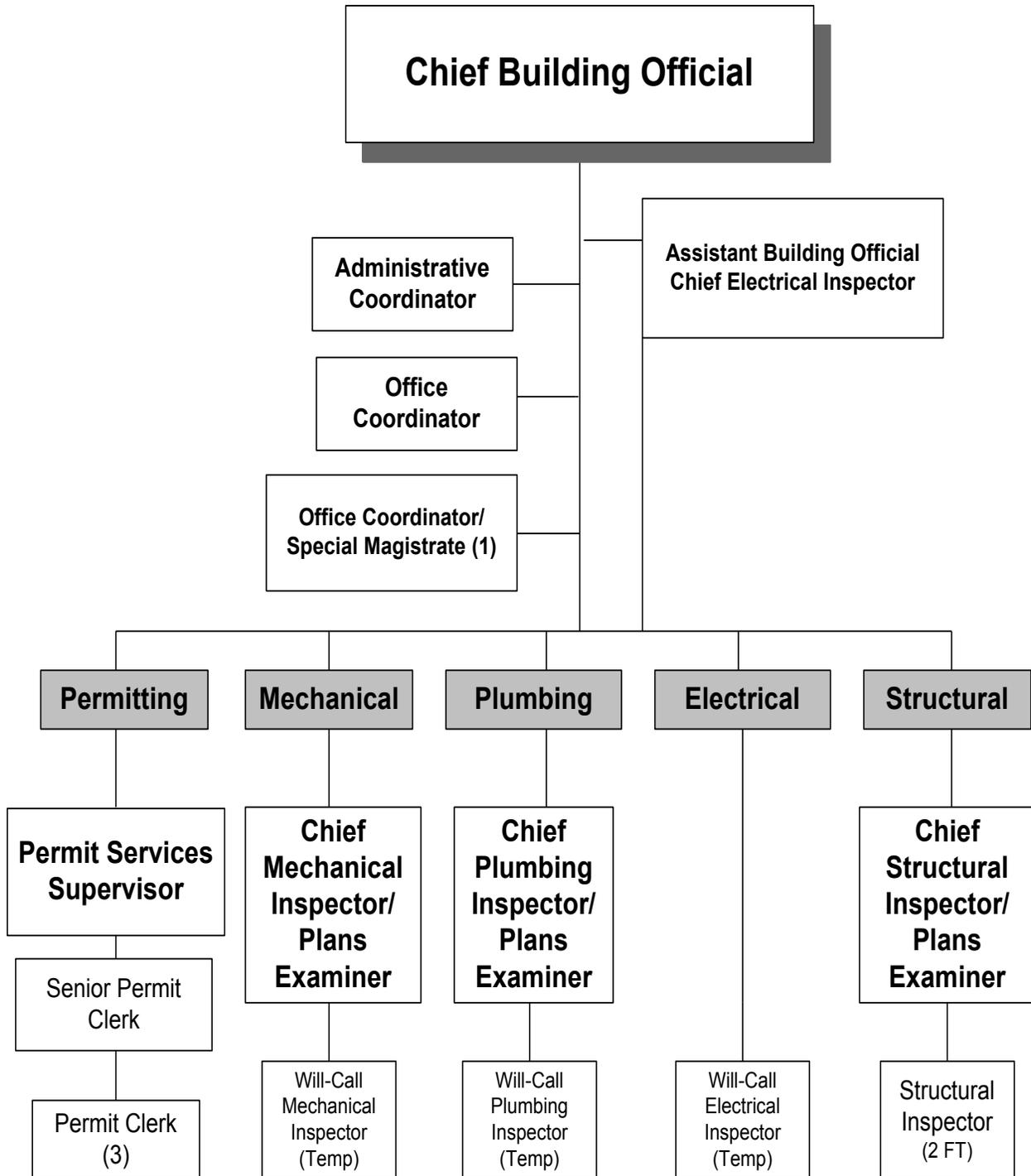
Total General Fund FY 2013 Adopted Budget	\$45,383,021
Minus Contingency, Capital, Transfers & Other Non-Chargeback Items	\$33,863,937
<b>Total General Fund Amount to Charge Back</b>	<b>\$11,519,084</b>

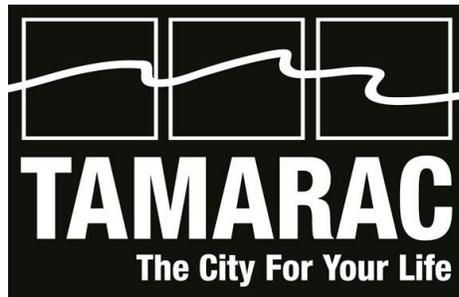
Departments/Amounts to be Allocated		FY 2013 Proposed Allocation	Risk Fund
City Attorney	\$590,580	Ordinances and Resolutions - 179 % of Total Ordinances and Resolutions <b>Amount of Allocation</b>	1 0.60% <b>\$3,543</b>
City Clerk	\$588,363	Scanned Images/Agenda Items - 779,391 % of Total Scanned Images/Agenda Items <b>Amount of Allocation</b>	0 0.00% <b>\$0</b>
City Commission	\$614,331	Ordinances and Resolutions - 179 % of Total Ordinances and Resolutions <b>Amount of Allocation</b>	1 0.60% <b>\$3,686</b>
City Manager	\$1,932,254	FTE Employees - 376.1 % of Total Number of Employees <b>Amount of Allocation</b>	3 0.80% <b>\$15,458</b>
Finance Administration	\$441,206	FTE Employees - 376.1 % of Total Number of Employees <b>Amount of Allocation</b>	3 0.80% <b>\$3,530</b>
Accounting	\$777,002	Accounting Transactions - 34,983 % of Total Accounting Transactions <b>Amount of Allocation</b>	444 1.30% <b>\$10,101</b>
Management & Budget	\$218,041	% of Total Operating Budget - \$94,187,386 % of Total Budget <b>Amount of Allocation</b>	\$2,590,449 2.80% <b>\$6,105</b>
Purchasing & Contracts	\$442,078	Total PO's -1002 % of Total Requisitions <b>Amount of Allocation</b>	23 2.30% <b>\$10,146</b>
Customer Serv/Utility Billing	\$705,443	Customer Service Transactions - 220,295 % of Total Transactions/Revenue <b>Amount of Allocation</b>	5400.00% 0.00% <b>\$0</b>
Human Resources	\$1,037,601	FTE Employees - 376.1 % of Total Number of Employees <b>Amount of Allocation</b>	3 0.80% <b>\$8,301</b>
Information Technology*	\$1,701,249	Electronic Devices - 1,006 % of Electronic Devices <b>Amount of Allocation</b>	15.5 1.50% <b>\$25,519</b>
Public Works Administration	\$76,551	FTE Employees - 376.1 % of Total Number of Employees <b>Amount of Allocation</b>	3 0.80% <b>\$612</b>
Public Works Operations	\$179,431	FTE Employees - 376.1 % of Total Number of Employees <b>Amount of Allocation</b>	3 0.80% <b>\$1,435</b>
Facilities	\$1,368,074	Total Hours Spent on Work Orders - 5,750 % of Total Square Footage <b>Amount of Allocation</b>	1 0.00% <b>\$0</b>
Fleet	\$846,881	Fleet - Average Vehicle Maintenance % of Total Fleet Expense <b>Amount of Allocation</b>	Per Cost Study 0.00% <b>\$0</b>
			<b>Risk Fund</b>
<b>Total General Fund Allocations</b>	<b>\$11,519,084</b>	<b>→</b>	<b>\$88,440</b>



# Building Department

15 Full Time, 3 Temporary (16 FTE)





## Building Departmental Financial Summary

<b>Financial Summary ~ Department Revenues</b>					
	FY 2011 Actual	FY 2012 Amended	FY 2013 Adopted	Dollar Change	Percent Change
Building Permits	\$ 1,979,975	\$ 1,753,000	\$ 1,909,000	\$ 156,000	8.90%
Building Educ. Assessments	8,054	8,500	8,500	-	0.00%
Judgments, Fines & Forfeits	209,251	75,000	200,000	125,000	166.67%
Miscellaneous Revenue	3,539	500	1,500	1,000	200.00%
Interfund Transfer	-	198,648	-	(198,648)	-100.00%
Appropriated Fund Balance	-	-	76,019	76,019	0.00%
<b>DEPARTMENT TOTALS</b>	<b>\$ 2,200,819</b>	<b>\$ 2,035,648</b>	<b>\$ 2,195,019</b>	<b>\$ 159,371</b>	<b>7.83%</b>

<b>Financial Summary ~ Category Expenditures</b>					
	FY 2011 Actual	FY 2012 Amended	FY 2013 Adopted	Dollar Change	Percent Change
Personal Services	\$ 1,441,520	\$ 1,484,138	\$ 1,630,150	\$ 146,012	9.84%
Operating Expenditures	187,091	190,070	147,300	(42,770)	-22.50%
Capital Outlay	53,161	-	-	-	0.00%
Other Uses	386,530	361,440	417,569	56,129	15.53%
<b>DEPARTMENT TOTALS</b>	<b>\$ 2,068,302</b>	<b>\$ 2,035,648</b>	<b>\$ 2,195,019</b>	<b>\$ 159,371</b>	<b>7.83%</b>

<b>Financial Summary ~ Program Expenditures</b>					
	FY 2011 Actual	FY 2012 Amended	FY 2013 Adopted	Dollar Change	Percent Change
Administration/Operations	\$ 2,068,302	\$ 2,035,648	\$ 2,195,019	\$ 159,371	7.83%
<b>DEPARTMENT TOTALS</b>	<b>\$ 2,068,302</b>	<b>\$ 2,035,648</b>	<b>\$ 2,195,019</b>	<b>\$ 159,371</b>	<b>7.83%</b>

## Building (3500)

**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 enforced 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.

Performance Measures	FY 2011 Actual	FY 2012 Forecast	FY 2013 Target
Average number of business days to review building permit plans for Additions/Alterations and new development projects	4	10	10
Achieve 90% customer service satisfaction rating annually utilizing customer survey	87%	90%	90%
Percentage of total inspectors completing a minimum of 20 hours of continuing education annually	100%	95%	95%
Average number of business days to review small permits	4 days	3 days	3 days
Percent monthly inspection requests via electronic means (IVR, "Click to Gov")	14%	70%	75%

## Building (3500)

<b>Financial Summary ~ Department Revenues</b>					
	FY 2011 Actual	FY 2012 Amended	FY 2013 Adopted	Dollar Change	Percent Change
Building Permits	\$ 1,979,975	\$ 1,753,000	\$ 1,909,000	\$ 156,000	8.90%
Building Educ. Assessments	8,054	8,500	8,500	-	0.00%
Judgments, Fines & Forfeits	209,251	75,000	200,000	125,000	166.67%
Miscellaneous Revenue	3,539	500	1,500	1,000	200.00%
Interfund Transfer	-	198,648	-	(198,648)	-100.00%
Appropriated Fund Balance	-	-	76,019	76,019	0.00%
<b>TOTALS</b>	<b>\$ 2,200,819</b>	<b>\$ 2,035,648</b>	<b>\$ 2,195,019</b>	<b>\$ 159,371</b>	<b>7.83%</b>

<b>Financial Summary ~ Category Expenditures</b>					
	FY 2011 Actual	FY 2012 Amended	FY 2013 Adopted	Dollar Change	Percent Change
Personal Services	\$ 1,441,520	\$ 1,484,138	\$ 1,630,150	\$ 146,012	9.84%
Operating Expenditures	187,091	190,070	147,300	(42,770)	-22.50%
Capital Outlay	53,161	-	-	-	0.00%
Other Uses	386,530	361,440	417,569	56,129	15.53%
<b>TOTALS</b>	<b>\$ 2,068,302</b>	<b>\$ 2,035,648</b>	<b>\$ 2,195,019</b>	<b>\$ 159,371</b>	<b>7.83%</b>

<b>Personnel Complement</b>				
Position Title	Full Time	Part Time	Temp	FTE's
Chief Building Official	1			1
Chief Structural Inspector	1			1
Assistant Building Official/Chief Electrical Inspector	1			1
Chief Mechanical Inspector	1			1
Chief Plumbing Inspector	1			1
Structural Inspector	2			2
Office Coordinator/Special Magistrate	1			1
Administrative Coordinator	1			1
Office Coordinator	1			1
Permit Services Supervisor	1			1
Senior Permit Clerk	1			1
Permit Clerk	3			3
Will Call Inspectors	0		3	1
<b>Total Personnel Complement</b>	<b>15</b>	<b>0</b>	<b>3</b>	<b>16</b>

**Major Variances FY 2013:**

**Personal Services**

Increases in personal services planned for salary and insurance adjustments

**Operating Expenditures**

Decrease in rentals/leases (computers) - **(\$6,300)**

Removal of surcharges - DRA, DBPR and BORAA - **(\$50,000)** - net against revenues since these are pass through charges.

Decrease in printing/binding - **(\$2,000)**

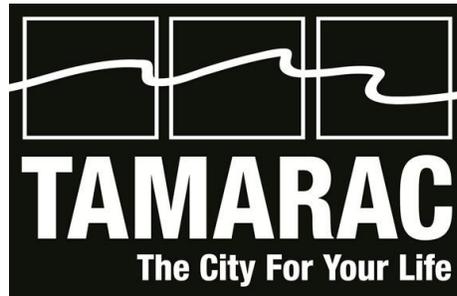
Increase in professional services - \$2,500

Increase in employee agency fees - \$2,000

Increase in electric services - \$3,000

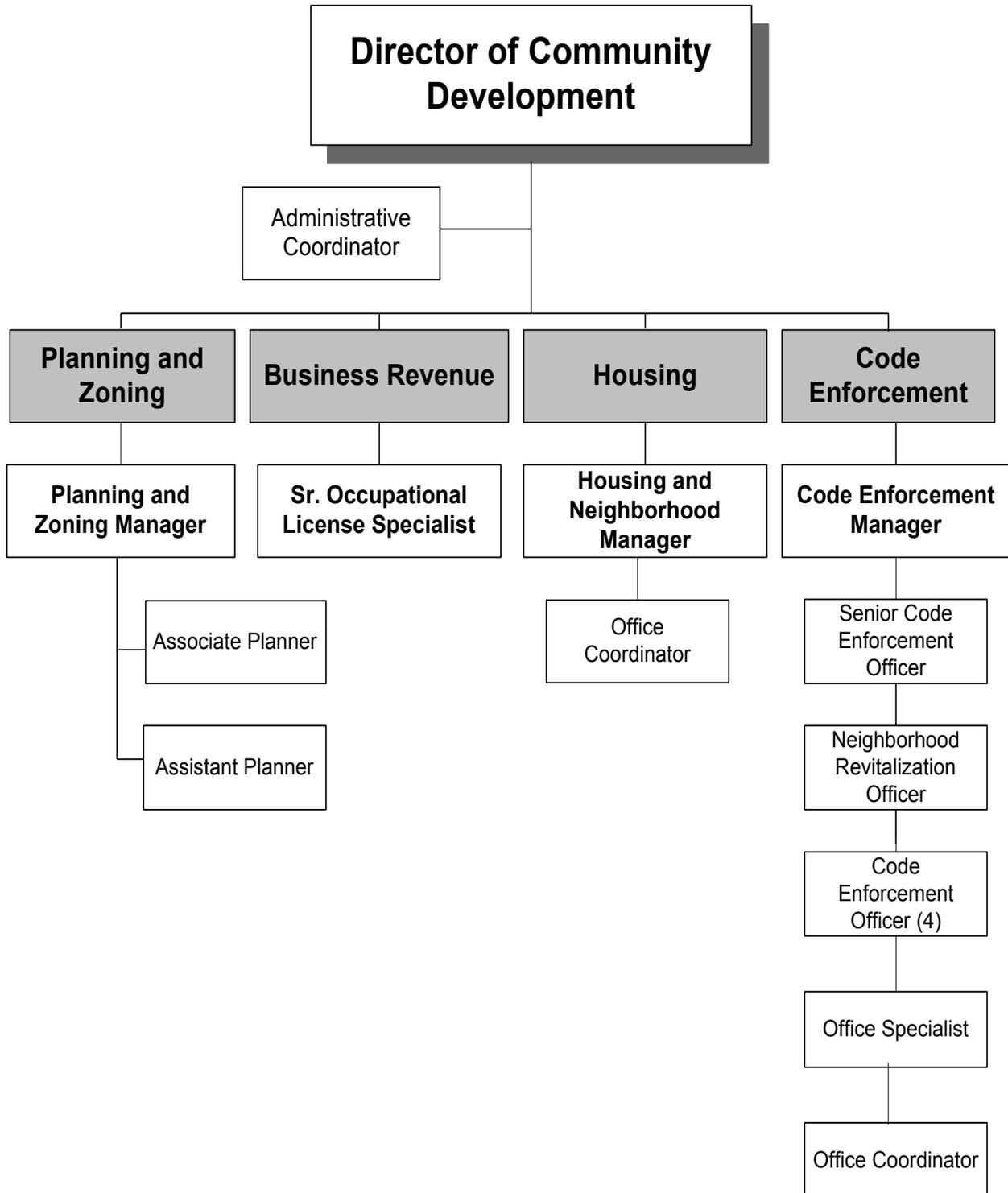
Increase in facility maintenance - \$2,250

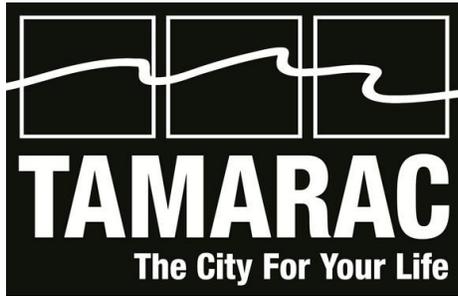
Increase in gas/diesel charges - \$4,400



# Community Development Department

17 Full Time (17 FTE)





## Community Development Departmental Financial Summary

<b>Financial Summary ~ Department Revenues</b>					
	FY 2011 Actual	FY 2012 Amended	FY 2013 Adopted	Dollar Change	Percent Change
Planning Fees	\$ 45,209	\$ 48,000	\$ 48,000	\$ -	0.00%
Code Compliance	521,297	150,000	150,000	-	0.00%
Lot Clearing Charges	17,230	6,300	6,300	-	0.00%
City Licenses	744,680	690,345	690,690	345	0.05%
Occupational License - County	38,432	50,000	50,000	-	0.00%
CDBG Grant	609,383	377,497	307,277	(70,220)	-18.60%
SHIP Grant	26,053	-	-	-	0.00%
Home Grant	224,645	120,000	82,833	(37,167)	-30.97%
Neighborhood Stab. Grant	625,072	-	-	-	0.00%
<b>DEPARTMENT TOTALS</b>	<b>\$ 2,852,001</b>	<b>\$ 1,442,142</b>	<b>\$ 1,335,100</b>	<b>\$ (107,042)</b>	<b>-7.42%</b>

<b>Financial Summary ~ Category Expenditures</b>					
	FY 2011 Actual	FY 2012 Amended	FY 2013 Adopted	Dollar Change	Percent Change
Personal Services	\$ 1,280,452	\$ 1,384,521	\$ 1,656,051	\$ 271,530	19.61%
Operating Expenditures	\$ 1,423,469	\$ 543,710	\$ 460,566	(83,144)	-15.29%
Capital Outlay	136,850	-	-	-	0.00%
Reserves	-	5,000	5,000	-	0.00%
Other Uses	38,106	-	-	-	0.00%
<b>DEPARTMENT TOTALS</b>	<b>\$ 2,878,877</b>	<b>\$ 1,933,231</b>	<b>\$ 2,121,617</b>	<b>\$ 188,386</b>	<b>9.74%</b>

<b>Financial Summary ~ Program Expenditures</b>					
	FY 2011 Actual	FY 2012 Amended	FY 2013 Adopted	Dollar Change	Percent Change
Planning and Zoning	\$ 590,447	\$ 673,189	\$ 705,383	\$ 32,194	4.78%
Code Enforcement	534,497	672,120	793,084	120,964	18.00%
Business Revenue	88,275	90,425	94,732	4,307	4.76%
Economic Development	-	-	138,308	138,308	0.00%
Housing	1,665,658	497,497	390,110	(107,387)	-21.59%
<b>DEPARTMENT TOTALS</b>	<b>\$ 2,878,877</b>	<b>\$ 1,933,231</b>	<b>\$ 2,121,617</b>	<b>\$ 188,386</b>	<b>9.74%</b>

## Planning and Zoning (3010)

**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 2013/2014, 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. Additionally, some of the goals will be met once the current Redevelopment and Corridor studies are completed. 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 Department 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 Department 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.

Performance Measures	FY 2011 Actual	FY 2012 Forecast	FY 2013 Target
Percentage of Plan Reviews Completed with 3 reviews or less	96%	90%	90%
Percentage of Land Development Applications (that involve new development or redevelopment) Processed in 80 business days or less	100%	80%	80%
Percentage of Zoning Inquiry Letters processed on time	100%	90%	90%
Percentage of Administrative Site Plans reviewed in 15 business days or less	79%	90%	90%
Percentage of Field Zoning Inspections completed in 1 day or less	99%	95%	95%

## Planning and Zoning (3010)

<b>Financial Summary ~ Division Revenues</b>					
	FY 2011 Actual	FY 2012 Amended	FY 2013 Adopted	Dollar Change	Percent Change
Planning Fees	\$ 45,209	\$ 48,000	\$ 48,000	\$ -	0.00%
<b>TOTALS</b>	<b>\$ 45,209</b>	<b>\$ 48,000</b>	<b>\$ 48,000</b>	<b>\$ -</b>	<b>0.00%</b>

<b>Financial Summary ~ Division Expenditures</b>					
	FY 2011 Actual	FY 2012 Amended	FY 2013 Adopted	Dollar Change	Percent Change
Personal Services	\$ 507,825	\$ 552,764	\$ 627,583	\$ 74,819	13.54%
Operating Expenditures	82,622	120,425	77,800	(42,625)	-35.40%
<b>TOTALS</b>	<b>\$ 590,447</b>	<b>\$ 673,189</b>	<b>\$ 705,383</b>	<b>\$ 32,194</b>	<b>4.78%</b>

<b>Personnel Complement</b>				
Position Title	Full Time	Part Time	Temp	FTE's
Director of Community Development	1			1
Housing and Neighborhood Manager		1		0.3
Planning and Zoning Manager	1			1
Associate Planner	1			1
Assistant Planner	1			1
Administrative Coordinator	1			1
<b>Total Personnel Complement</b>	<b>5</b>	<b>1</b>	<b>0</b>	<b>5.3</b>

### Major Variances FY 2013:

#### **Personal Services**

Increase results from planned salary and insurance adjustments also, from adding 30% of Housing and Neighborhood Manager position to General Fund.

#### **Operating Expenditures**

Decrease in Neighborhood Partnership - **(\$50,000)** - (\$40,000 moved to Code Enforcement for Operation Neighborhood).

Increase in dues and membership for gold standard renewal - \$4,000

Increase in travel - \$2,000

## Code Enforcement (3020)

### ***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, 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.

<b>Performance Measures</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Forecast</b>	<b>FY 2013 Target</b>
First response time to all complaints (calendar days)	1	1	1
Completion of 12 community outreach neighborhood presentations	83%	90%	90%
Number of commercial properties brought into compliance through the commercial property initiative	5	8	8
Obtain compliance on open cases within 90 days	54%	70%	70%

## Code Enforcement (3020)

<b>Financial Summary ~ Division Revenues</b>					
	FY 2011 Actual	FY 2012 Amended	FY 2013 Adopted	Dollar Change	Percent Change
Code Compliance	\$ 521,297	\$ 150,000	\$ 150,000	\$ -	0.00%
Lot Clearing Charges	17,230	6,300	6,300	-	0.00%
<b>TOTALS</b>	<b>\$ 538,527</b>	<b>\$ 156,300</b>	<b>\$ 156,300</b>	<b>\$ -</b>	<b>0.00%</b>

<b>Financial Summary ~ Division Expenditures</b>					
	FY 2011 Actual	FY 2012 Amended	FY 2013 Adopted	Dollar Change	Percent Change
Personal Services	\$ 452,451	\$ 627,140	\$ 697,849	\$ 70,709	11.27%
Operating Expenditures	82,046	44,980	95,235	50,255	111.73%
<b>TOTALS</b>	<b>\$ 534,497</b>	<b>\$ 672,120</b>	<b>\$ 793,084</b>	<b>\$ 120,964</b>	<b>18.00%</b>

<b>Personnel Complement</b>				
Position Title	Full Time	Part Time	Temp	FTE's
Code Enforcement Manager	1			1
Senior Code Enforcement Officer	1			1
Neighborhood Revitalization Officer	1			1
Code Enforcement Officers	4			4
Office Specialist	1			1
Office Coordinator	1			1
<b>Total Personnel Complement</b>	<b>9</b>	<b>0</b>	<b>0</b>	<b>9</b>

**Major Variances FY 2013:**

**Personal Services**

Increase results from planned salary, insurance adjustments and full salary plus benefits for Office Coordinator.

**Operating Expenditures**

Increase in fund for Operation Neighborhood Improvement Program - \$40,000

Additional funds for program and enforcement efforts - \$7,500

Increase in fuel costs - \$4,900

## Business Revenue (3030)

### **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 the City's participation in FABTO (Florida Association of Business Tax Officials).

<b>Performance Measures</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Forecast</b>	<b>FY 2013 Target</b>
Provide an annual inspection to every business in the City	25%	75%	75%
Representation for City and participation in FABTO (Florida Association of Business Tax Officials State & Chapter meetings)	80%	100%	100%
Average processing time for Business Revenue applications (days)	5	5	5
Number of business days from submission to issuance	3	3	2.5

## Business Revenue (3030)

<b>Financial Summary ~ Division Revenues</b>					
	FY 2011 Actual	FY 2012 Amended	FY 2013 Adopted	Dollar Change	Percent Change
City Licenses	\$ 744,680	\$ 690,345	\$ 690,690	\$ 345	0.05%
Occupational License - County	38,432	50,000	50,000	-	0.00%
<b>TOTALS</b>	<b>\$ 783,112</b>	<b>\$ 740,345</b>	<b>\$ 740,690</b>	<b>\$ 345</b>	<b>0.05%</b>

<b>Financial Summary ~ Division Expenditures</b>					
	FY 2011 Actual	FY 2012 Amended	FY 2013 Adopted	Dollar Change	Percent Change
Personal Services	\$ 87,424	\$ 87,900	\$ 90,557	\$ 2,657	3.02%
Operating Expenditures	851	2,525	4,175	1,650	65.35%
<b>TOTALS</b>	<b>\$ 88,275</b>	<b>\$ 90,425</b>	<b>\$ 94,732</b>	<b>\$ 4,307</b>	<b>4.76%</b>

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

**Major Variances FY 2013:**

**Personal Services**

Increase results from planned salary and insurance adjustments

**Operating Expenditures**

Increases in travel and credit card merchant fees - \$1,900

Decrease in advertising - (\$250)

## Economic Development (3040)

**Mission:**

To achieve and maintain a dynamic business climate in Tamarac by aggressively pursuing all avenues of growth for new and existing businesses in order to maximize employment opportunities, tax base and quality of life.

**Program Description:**

The Economic Development Program seeks to attract new development, facilitate redevelopment and retain existing businesses by creating a healthy business environment in Tamarac.

**Goals & Objectives:**

The Economic Development Program 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 centers.

Performance Measures	FY 2011 Actual	FY 2012 Forecast	FY 2013 Target
New jobs created due to business relocations, expansions and redevelopment.	N/A	N/A	90%
Vacant space leased per Economic Development Efforts (in square feet)	N/A	N/A	50,000 s.f.
Percent of Developed Property in the Commerce Park	86%	86%	90%
Percent of business owners who consider Tamarac to be "Business Friendly".	75%	N/A	77%
Percent of business owners who are "satisfied" or "very satisfied" with the overall quality of service provided by the City.	84%	N/A	84%

## Economic Development (3040)

Financial Summary ~ Division Expenditures						
	FY 2011 Actual	FY 2012 Amended	FY 2013 Adopted	Dollar Change	Percent Change	
Personal Services	\$ -	\$ -	\$ 135,308	\$ 135,308	0.00%	
Operating Expenditures	-	-	3,000	3,000	0.00%	
<b>TOTALS</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 138,308</b>	<b>\$ 138,308</b>	<b>0.00%</b>	

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

**Major Variances FY 2013:**

**Personal Services**

Increase results from a transfer of the Economic Development function from the City Manager's office.  
Funding for one Economic Development Manager.

**Operating Expenditures**

Increase results from a transfer of the Economic Development function from the City Manager's office.

## Housing Division (CDBG/SHIP/NSP/HOME)

**Mission:**

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

**Program Description:**

In Fiscal Year 2012 the Housing Division will continue to assist residents with maintaining and achieving the American dream of home ownership, sustaining decent and affordable housing and promoting community revitalization. We will improve the quality of housing through our Rehabilitation Assistance Programs that fosters long term residency and community involvement. The Housing Division will also continue to promote the availability of programs and assess the on-going need of the City as it fosters family and participation.

**Goals & Objectives:**

The Housing Division is committed to playing a part in Goal #4, Clear Communication and Goal #5, Vibrant Community. Striving to promote Goal #4, Clear Communication, the Housing Division promotes an open steam 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.

Performance Measures	FY 2011 Actual	FY 2012 Forecast	FY 2013 Target
Number of days elapsing between approval date and commencement of work. (Notice to Proceed)	80	80	80
Conduct informational outreach meetings with residents through Homeowners Associations, Civic Groups, etc.	4	4	4
Number of households assisted by the Housing Division through grant programs.	16	16	15
Percentage of Home Rehabilitations completed within 90 days of issuance of Building Permit	90%	90%	90%
Percentage of Residents who find the Neighborhood Meetings informative or very informative	80%	80%	80%
Number of Neighborhood Partnerships formed	4	0	0

## Housing (CDBG/SHIP/NSP/HOME)

<b>Financial Summary ~ Division Revenues</b>					
	FY 2011 Actual	FY 2012 Amended	FY 2013 Adopted	Dollar Change	Percent Change
CDBG Grant	\$ 609,383	\$ 377,497	\$ 307,277	\$ (70,220)	-18.60%
SHIP Grant	26,053	-	-	-	0.00%
Home Grant	224,645	120,000	82,833	(37,167)	-30.97%
Neighborhood Stab. Grant	625,072	-	-	-	0.00%
<b>TOTALS</b>	<b>\$ 1,485,153</b>	<b>\$ 497,497</b>	<b>\$ 390,110</b>	<b>\$ (107,387)</b>	<b>-21.59%</b>

<b>Financial Summary ~ Division Expenditures</b>					
	FY 2011 Actual	FY 2012 Amended	FY 2013 Adopted	Dollar Change	Percent Change
Personal Services	\$ 232,752	\$ 116,717	\$ 104,754	\$ (11,963)	-10.25%
Operating Expenditures	1,257,950	375,780	280,356	(95,424)	-25.39%
Capital Outlay	136,850	-	-	-	0.00%
Reserves	-	5,000	5,000	-	0.00%
Other Uses	38,106	-	-	-	0.00%
<b>TOTALS</b>	<b>\$ 1,665,658</b>	<b>\$ 497,497</b>	<b>\$ 390,110</b>	<b>\$ (107,387)</b>	<b>-21.59%</b>

<b>Personnel Complement</b>				
Position Title	Full Time	Part Time	Temp	FTE's
Housing and Neighborhood Manager		1		0.7
Office Coordinator			1	0.3
<b>Total Personnel Complement</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>1.0</b>

**Major Variances FY 2013:**

**Personal Services**

Eliminated one Office Coordinator

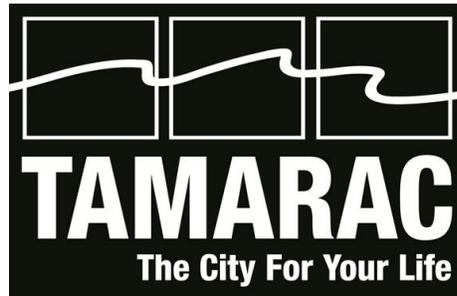
Funding split for Housing and Neighborhood Manager position - 30% General Fund / 70% Housing related programs.

**Operating Expenditures**

Decrease in Community Development Block Grant and Home (HUD) Grant - **\$95,424**

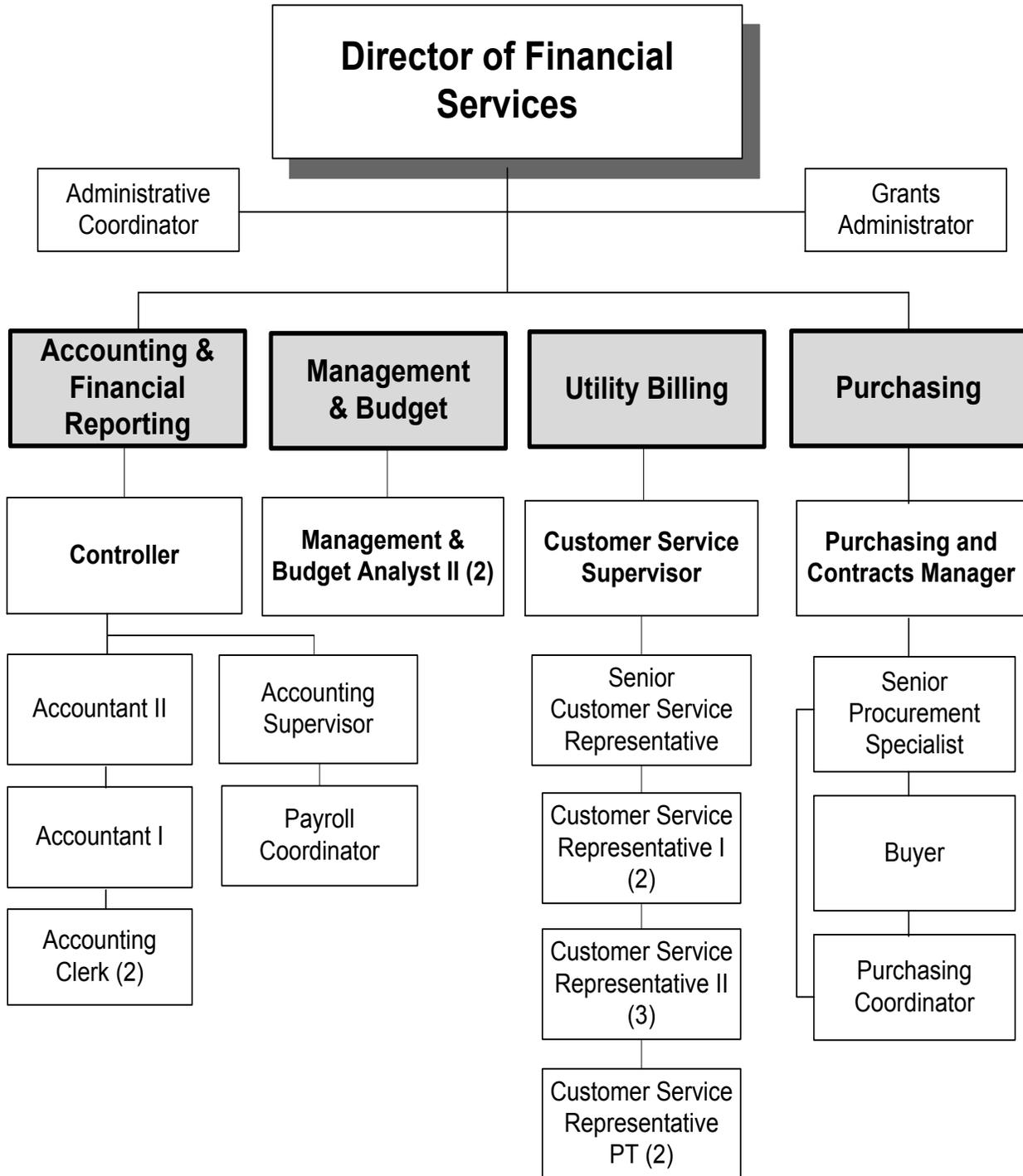
**Additional Information**

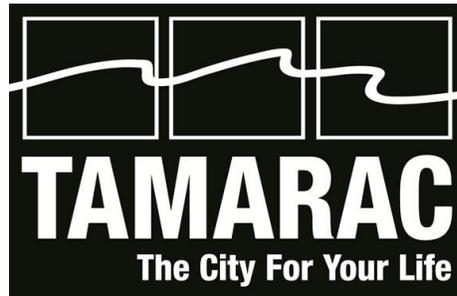
Third year no funding for SHIP Program from state



# Financial Services Department

23 Full Time, 2 Part Time (24 FTE)





## Financial Services Departmental Financial Summary

Financial Summary ~ Category Expenditures					
	FY 2011 Actual	FY 2012 Amended	FY 2013 Adopted	Dollar Change	Percent Change
Personal Services	\$ 2,026,227	\$ 2,248,101	\$ 2,196,370	\$ (51,731)	-2.30%
Operating Expenditures	320,874	390,800	387,400	(3,400)	-0.87%
Capital Outlay	3,608	-	-	-	0.00%
<b>DEPARTMENT TOTALS</b>	<b>\$ 2,350,709</b>	<b>\$ 2,638,901</b>	<b>\$ 2,583,770</b>	<b>\$ (55,131)</b>	<b>-2.09%</b>

Financial Summary ~ Program Expenditures					
	FY 2011 Actual	FY 2012 Amended	FY 2013 Adopted	Dollar Change	Percent Change
Administration	\$ 395,311	\$ 433,383	\$ 441,206	\$ 7,823	1.81%
Accounting and Financial Management and Budget	730,690	770,534	777,002	6,468	0.84%
Purchasing and Contracts	191,820	212,821	218,041	5,220	2.45%
Utility Billing/Customer Service	405,640	445,925	442,078	(3,847)	-0.86%
	627,248	776,238	705,443	(70,795)	-9.12%
<b>DEPARTMENT TOTALS</b>	<b>\$ 2,350,709</b>	<b>\$ 2,638,901</b>	<b>\$ 2,583,770</b>	<b>\$ (55,131)</b>	<b>-2.09%</b>

## Financial Services Administration (1501)

### **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 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.

<b>Performance Measures</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Forecast</b>	<b>FY 2013 Target</b>
Maintain Bond Rating at AA- average from three major bond rating agencies (bond rating). Target: AA+	AA-	AA+	AA+

## Administration (1501)

<b>Financial Summary ~ Division Expenditures</b>					
	FY 2011 Actual	FY 2012 Amended	FY 2013 Adopted	Dollar Change	Percent Change
Personal Services	\$ 379,638	\$ 412,248	\$ 423,221	\$ 10,973	2.66%
Operating Expenditures	15,673	21,135	17,985	(3,150)	-14.90%
<b>TOTALS</b>	<b>\$ 395,311</b>	<b>\$ 433,383</b>	<b>\$ 441,206</b>	<b>\$ 7,823</b>	<b>1.98%</b>

<b>Personnel Complement</b>				
Position Title	Full Time	Part Time	Temp	FTE's
Director of Financial Services	1			1
Grants Administrator	1			1
Administrative Coordinator	1			1
<b>Total Personnel Complement</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**Major Variances FY 2013:**

**Personal Services**

Increases in personal services for salary and insurance adjustments

**Operating Expenditures**

Increase in travel - \$2,450

Decrease in rentals/leases - copiers - (\$1,680)

Decrease in advertising - (\$3,300)

## Accounting and Financial Reporting (1510)

**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 22 consecutive years, 25 years in all.

**Goals & Objectives:**

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

Performance Measures	FY 2011 Actual	FY 2012 Forecast	FY 2013 Target
Percentage of EFT transactions vs. AP check and wire transfers. Target: ≥ 25%	20%	15%	25%
Timely completion of the Comprehensive Annual Financial Report (days from Sept 30 fiscal year close). Target: ≤ 170	166	166	166
Percentage of time "GFOA Certificate for Excellence in Financial Reporting" received. Target: 100%	100%	100%	100%

## Accounting and Financial Reporting (1510)

Financial Summary ~ Division Expenditures					
	FY 2011 Actual	FY 2012 Amended	FY 2013 Adopted	Dollar Change	Percent Change
Personal Services	\$ 650,644	\$ 667,734	\$ 675,302	\$ 17,090	2.63%
Operating Expenditures	76,438	102,800	\$ 101,700	26,362	34.49%
Capital Outlay	3,608	-	\$ -	(3,608)	-100.00%
<b>TOTALS</b>	<b>\$ 730,690</b>	<b>\$ 770,534</b>	<b>\$ 777,002</b>	<b>\$ 39,844</b>	<b>5.45%</b>

Personnel Complement				
Position Title	Full Time	Part Time	Temp	FTE's
Controller	1			1
Accountant I	1			1
Accountant II	1			1
Accounting Supervisor	1			1
Payroll Coordinator	1			1
Accounting Clerk	2			2
<b>Total Personnel Complement</b>	<b>7</b>	<b>0</b>	<b>0</b>	<b>7</b>

**Major Variances FY 2013:**

**Personal Services**

Increases in personal services planned for salary and insurance adjustments

**Operating Expenditures**

Increase in auditing services - \$1,500

Increase in travel - \$1,500

Decrease in office supplies - (\$2,600)

Decrease in training (moved to travel) - (\$1,500)

## Management and Budget (1530)

**Mission:**

To provide budget development, review and monitoring, and to provide financial and analytical assistance and analysis services to the City Manager, City Commission, and Operating Departments; to ensure compliance with state mandated budgetary guidelines, the City's Charter and Administrative Policies, and 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 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 Office provided citywide budget training sessions, provided support through fiscal analyses to internal and external sources, and provided assistance with various city-wide special projects. The GFOA awarded its Distinguished Budget Award for the Fiscal Year 2012 Adopted Budget; this was the 15th consecutive year that the City has received this award.

**Goals & Objectives:**

In support of 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 in order to continue receiving the GFOA Distinguished Budget Award.

Performance Measures	FY 2011 Actual	FY 2012 Forecast	FY 2013 Target
Awarded Points for Government Finance Officers Association Distinguished Budget Award (out of 372 maximum points). Target: 350	302	307	309
Number of training hours provided to departments to increase communication of budgeting procedures (i.e. budget processes, how to access budget printouts, etc.). Target: 20 hours	20	20	20
Percentage of city wide operating budget vs. actual. Target: ≥ 95% < 100%	93%	95%	95%

## Management and Budget (1530)

Financial Summary ~ Division Expenditures					
	FY 2011 Actual	FY 2012 Amended	FY 2013 Adopted	Dollar Change	Percent Change
Personal Services	\$ 186,507	\$ 204,446	\$ 209,716	\$ 5,270	2.58%
Operating Expenditures	5,313	8,375	8,325	(50)	-0.60%
<b>TOTALS</b>	<b>\$ 191,820</b>	<b>\$ 212,821</b>	<b>\$ 218,041</b>	<b>\$ 5,220</b>	<b>2.45%</b>

Personnel Complement				
Position Title	Full Time	Part Time	Temp	FTE's
Management and Budget Analyst II	2			2
<b>Total Personnel Complement</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>2</b>

**Major Variances FY 2013:**

**Personal Services**

Increases in personal services planned for salary and insurance adjustments.

## Purchasing and Contracts (1540)

**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 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, a 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 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.

Performance Measures	FY 2011 Actual	FY 2012 Target	FY 2013 Target
Percentage of users surveyed who rate purchasing services as satisfactory or higher on annual user survey. Target: ≥ 95%	98%	98%	98%
Percentage of New Bids/RFP's completed within 90 Days. Target: 80%	80%	80%	80%
Ratio of Purchase and Blanket Orders to Check Requests. Target: 80%	75%	75%	75%

## Purchasing and Contracts (1540)

<b>Financial Summary ~ Division Expenditures</b>					
	FY 2011 Actual	FY 2012 Amended	FY 2013 Adopted	Dollar Change	Percent Change
Personal Services	\$ 390,169	\$ 430,035	\$ 427,348	\$ (2,687)	-0.62%
Operating Expenditures	15,471	15,890	14,730	(1,160)	-7.30%
<b>TOTALS</b>	<b>\$ 405,640</b>	<b>\$ 445,925</b>	<b>\$ 442,078</b>	<b>\$ (3,847)</b>	<b>-0.86%</b>

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

**Major Variances FY 2013:**

**Personal Services**

Increases in personal services planned for salary and insurance adjustments.

**Operating Expenditures:**

Minor adjustments in operating line items.

## Utility Billing/Customer Service (1560)

### **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.

<b>Performance Measures</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Forecast</b>	<b>FY 2013 Target</b>
Percentages of in-person visitors rating customer service as Satisfied or Very Satisfied. Target: 90%	85%	87%	90%
Number of electronic payments received (TAPP and ACH). Target: > 3,300	2,900	3,150	3,400
Percent of employees cross-trained. Target: ≥ 90%	85%	90%	90%

## Utility Billing/Customer Service (1560)

<b>Financial Summary ~ Division Revenues</b>					
	FY 2011 Actual	FY 2012 Amended	FY 2013 Adopted	Dollar Change	Percent Change
Lien Searches	\$ 105,000	\$ 105,000	\$ 105,000	\$ -	0.00%
<b>TOTALS</b>	<b>\$ 105,000</b>	<b>\$ 105,000</b>	<b>\$ 105,000</b>	<b>\$ -</b>	<b>0.00%</b>

<b>Financial Summary ~ Division Expenditures</b>					
	FY 2011 Actual	FY 2012 Amended	FY 2013 Adopted	Dollar Change	Percent Change
Personal Services	\$ 419,269	\$ 533,638	\$ 460,783	\$ (72,855)	-13.65%
Operating Expenditures	207,979	242,600	244,660	2,060	0.85%
Capital Outlay	-	-	-	-	0.00%
<b>TOTALS</b>	<b>\$ 627,248</b>	<b>\$ 776,238</b>	<b>\$ 705,443</b>	<b>\$ (70,795)</b>	<b>-9.12%</b>

<b>Personnel Complement</b>					
Position Title	Full Time		Part Time	Temp	FTE's
Customer Service Supervisor	1				1
Senior Customer Service Representative	1				1
Customer Service Representative II	3				3
Customer Service Representative I	2				2
Customer Service Representative I (PT)	0		2		1
<b>Total Personnel Complement</b>	<b>7</b>		<b>2</b>	<b>0</b>	<b>8</b>

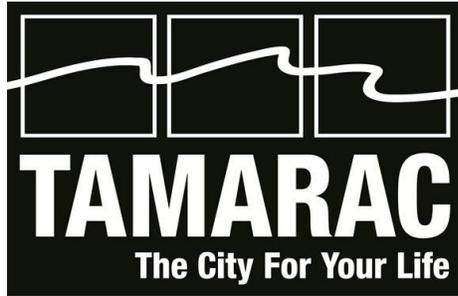
**Major Variances FY 2013:**

**Personal Services**

Eliminate one full-time Customer Service Representative, add two part-time positions - includes adjustments to benefit accounts.

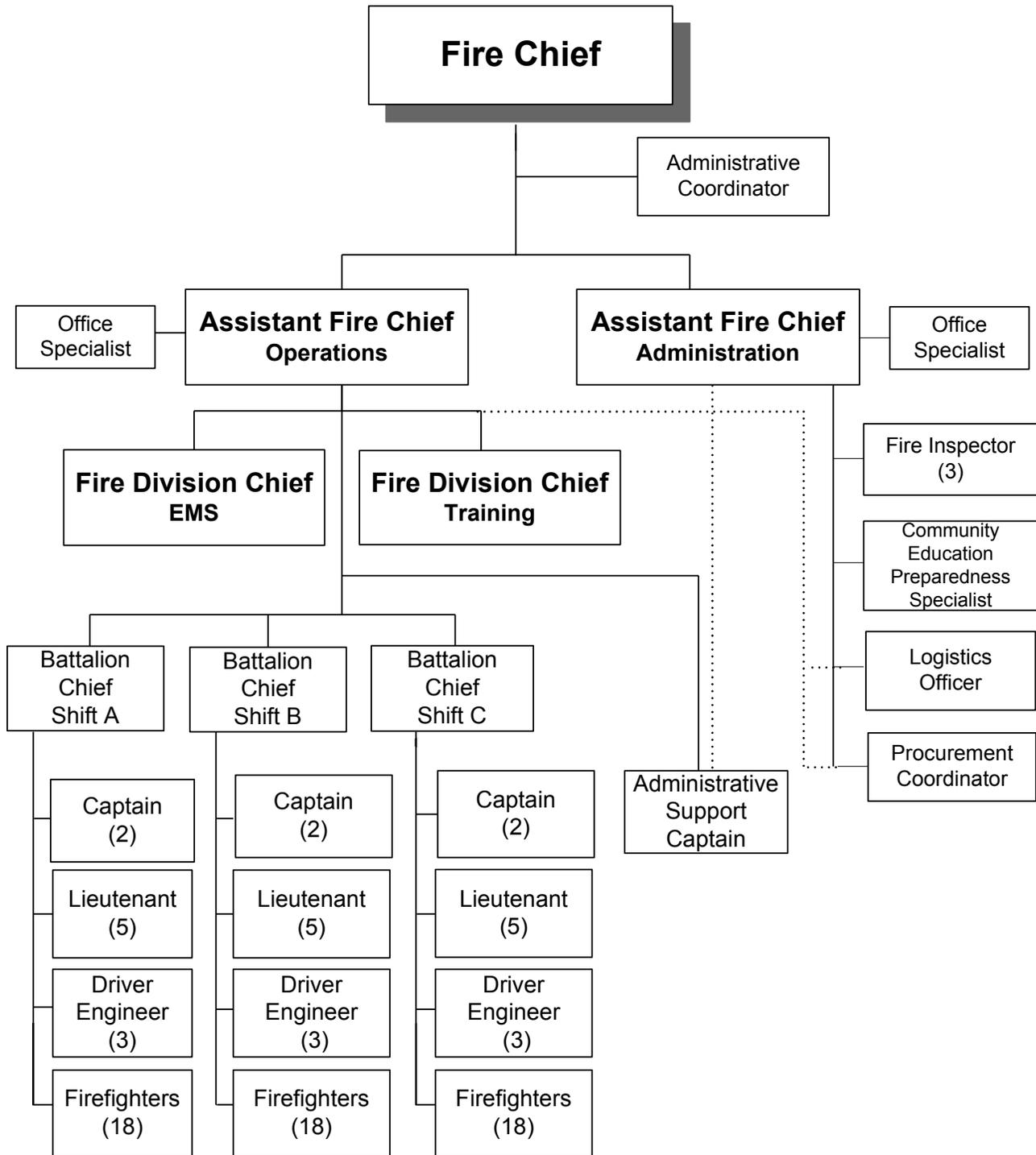
**Operating Expenditures**

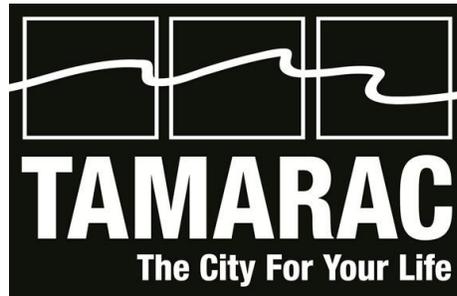
Increase in credit card merchant fees - \$2,000



# Fire Rescue Department

102 Full Time (102 FTE )





## Fire Rescue Departmental Financial Summary

<b>Financial Summary ~ Department Revenues</b>					
	FY 2011 Actual	FY 2012 Amended	FY 2013 Proposed	Dollar Change	Percent Change
Firefighter's Supp Comp	\$ 40,566	\$ 38,280	\$ 40,500	\$ 2,220	-5.80%
Emergency Serv. Fees	1,848,129	2,000,000	2,000,000	-	0.00%
Federal Grant	-	-	-	-	0.00%
Fl Dept of Health	-	-	71,697	71,697	0.00%
Training Fees	68	-	-	-	0.00%
Penalty Fees	-	-	270	270	0.00%
Interest Income	7,057	16,000	16,000	-	0.00%
Transfer In from General Fund	6,919,670	5,970,102	6,015,223	45,121	-0.76%
Fire Assessment Fees	8,791,417	10,471,708	10,471,708	-	0.00%
Annual Inspection Fees	198,187	200,000	200,000	-	0.00%
Fire Re-Inspection Fees	4,025	3,000	3,000	-	0.00%
Residential Fire Safety	4,195	2,000	5,000	3,000	-150.00%
Plan Review Fees	53,748	35,000	40,000	5,000	-14.29%
Contributions and Donations	-	-	-	-	0.00%
Miscellaneous Revenues	121,782	-	-	-	0.00%
Capital Lease	-	607,667	531,230	(76,437)	0.00%
Appropriated Fund Balance	-	-	23,899	23,899	0.00%
<b>DEPARTMENT TOTALS</b>	<b>\$ 17,988,844</b>	<b>\$ 19,343,757</b>	<b>\$ 19,418,527</b>	<b>\$ 74,770</b>	<b>0.39%</b>

<b>Financial Summary ~ Category Expenditures</b>					
	FY 2011 Actual	FY 2012 Amended	FY 2013 Adopted	Dollar Change	Percent Change
Personal Services	\$ 14,374,713	\$ 15,074,845	\$ 15,053,774	\$ (21,071)	-0.14%
Operating Expenditures	1,019,784	1,087,784	1,184,911	97,127	8.93%
Capital Outlay	59,508	691,768	738,326	46,558	6.73%
Other Uses	1,930,530	2,488,244	2,421,516	(66,728)	-2.68%
Contingency	-	-	-	-	0.00%
Reserves	-	1,116	20,000	18,884	1692.11%
<b>DEPARTMENT TOTALS</b>	<b>\$ 17,384,535</b>	<b>\$ 19,343,757</b>	<b>\$ 19,418,527</b>	<b>\$ 74,770</b>	<b>0.39%</b>

<b>Financial Summary ~ Program Expenditures</b>					
	FY 2011 Actual	FY 2012 Amended	FY 2013 Adopted	Dollar Change	Percent Change
Administration	\$ 2,959,264	\$ 3,447,122	\$ 3,235,102	\$ (212,020)	-6.15%
Operations	13,765,989	15,077,542	15,455,861	378,319	2.51%
Fire Prevention	659,282	819,093	727,564	(91,529)	-11.17%
<b>DEPARTMENT TOTALS</b>	<b>\$ 17,384,535</b>	<b>\$ 19,343,757</b>	<b>\$ 19,418,527</b>	<b>\$ 74,770</b>	<b>0.39%</b>

# Fire Rescue Administration (4501)

## **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.

## **Program Description:**

The Fire Rescue Department maintains an ISO Class 2 rating striving for an ISO 1 rating. Additionally, the department is seeking accreditation from the Commission on Fire Accreditation International (CAFI) within the next three 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 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 Goal #5, A Vibrant Community, Fire Administration supports the response of all emergency and non-emergency vehicles operated in a safe and timely manner, ensuring the highest level of Fire and EMS service. In support of City Goals, Tamarac Fire Rescue will pursue Fire Department Accreditation from the Commission on Fire Accreditation International (CAFI) by 2015.

<b>Performance Measures</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Forecast</b>	<b>FY 2013 Target</b>
Achieve 90% customer satisfaction rating annually using the Fire Inspection and EMS customer service transactional survey.	96%	90%	90%

## Fire Rescue Administration (4501)

Financial Summary ~ Division Revenues					
	FY 2011 Actual	FY 2012 Amended	FY 2013 Adopted	Dollar Change	Percent Change
Training Fees	68	-	-	\$ -	0.00%
Penalty Fees	-	-	270	270	0.00%
Interest Income	7,057	16,000	16,000	-	0.00%
Transfer In from General Fund	6,919,670	5,970,102	6,015,223	45,121	0.76%
Fire Assessment Fees	8,791,417	10,471,708	10,471,708	-	0.00%
Capital Lease	-	607,667	531,230	(76,437)	-12.58%
Miscellaneous Revenues	121,782	-	-	-	0.00%
Appropriated Fund Balance	-	-	23,899	23,899	0.00%
<b>TOTALS</b>	<b>\$ 15,839,994</b>	<b>\$ 17,065,477</b>	<b>\$ 17,058,330</b>	<b>\$ (7,147)</b>	<b>-0.04%</b>

Financial Summary ~ Division Expenditures					
	FY 2011 Actual	FY 2012 Amended	FY 2013 Adopted	Dollar Change	Percent Change
Personal Services	\$ 815,390	\$ 910,061	\$ 847,730	\$ (62,331)	-6.85%
Operating Expenditures	213,344	249,485	263,630	14,145	5.67%
Other Uses	1,930,530	2,286,460	2,103,742	(182,718)	-7.99%
Contingency	-	-	-	-	0.00%
Reserves	-	1,116	20,000	18,884	1692.11%
<b>TOTALS</b>	<b>\$ 2,959,264</b>	<b>\$ 3,447,122</b>	<b>\$ 3,235,102</b>	<b>\$ (212,020)</b>	<b>-6.15%</b>

Personnel Complement				
Position Title	Full Time	Part Time	Temp	FTE's
Fire Chief	1			1
Fire Division Chief	2			2
Administrative Coordinator	1			1
Procurement Coordinator	1			1
Office Specialist	1			1
<b>Total Personnel Complement</b>	<b>6</b>	<b>0</b>	<b>0</b>	<b>6</b>

### Major Variances FY 2013:

#### Personal Services

Decrease in personal services due to realignment of staffing to correct divisions.

#### Operating Expenditures

Decrease in consulting services - (\$4,875)

Increase in facilities maintenance due to building space allocation for office space and records maintenance - \$18,000.

Increase in Gasoline/diesel - \$12,000

Increase in training & seminars - \$2,500

#### Other Uses/Contingency

Decrease in funding allocated to purchase capital vehicles and equipment from the Capital Equipment Fund - (\$301,000).

Increase in transfer to General Fund for Administrative Services - \$118,282.

## Operations (4520)

**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.

**Program Description:**

The Fire Rescue Department maintains an ISO Class 2 rating striving for an ISO 1 rating within the next three years. These professional standards allow the Fire Operations Division to provide services that protect lives and property through an effective and efficient emergency response. These major services include: training, public education, fire suppression, emergency medical services, hazard mitigation, and emergency management efforts.

**Goals & Objectives:**

In support of Goal #2, Healthy Financial Environment, the Department will be recognized as a high quality organization who uses technology and techniques to improve processes and practices. In support of Goal #3, Dynamic Organizational Culture, the Department will maintain a highly motivated staff characterized by integrity, professionalism, and commitment 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 via Transactional Surveys. In support of Goal #5, A Vibrant Community, the Department will respond to all emergencies in a safe and timely manner and provide the highest quality EMS, fire, hazard mitigation, and specialized services. Tamarac Fire Rescue has set a departmental goal of attaining accreditation from the Commission on Fire Accreditation International (CAFI) by 2015.

Performance Measures	FY 2011 Actual	FY 2012 Forecast	FY 2013 Target
Percent completion of the annual fire hydrant inspection program in accordance with Florida Statutes and ISO guidelines.	100%	100%	100%
Hours of professional development training provided per firefighter in accordance with ISO guidelines. Target goal > 240 hours.	100%	100%	100%
Respond to all emergency incidents in eight minutes or less from 9-1-1 call to scene arrival in an effort to meet professional standards such as the National Fire Protection Association recommendation. (Target goal ≥ 90%)	87%	90%	90%
EMS Return of Spontaneous Circulation (ROSC) of cardiac arrest victims (industry average = 10%). Target goal ≥ 30%.	44%	30%	30%

## Operations (4520)

<b>Financial Summary ~ Division Revenues</b>					
	FY 2011 Actual	FY 2012 Amended	FY 2013 Adopted	Dollar Change	Percent Change
Federal Grant	\$ -	\$ -	\$ -	\$ -	0.00%
Fl Dept of Health	\$ -	\$ -	\$ 71,697	\$ 71,697	0.00%
Firefighter's Supp Comp	40,566	38,280	40,500	2,220	5.80%
Emergency Serv. Fees	1,848,129	2,000,000	2,000,000	-	0.00%
Contributions & Donations	-	-	-	-	0.00%
<b>TOTALS</b>	<b>\$ 1,888,695</b>	<b>\$ 2,038,280</b>	<b>\$ 2,112,197</b>	<b>\$ 73,917</b>	<b>3.63%</b>

<b>Financial Summary ~ Division Expenditures</b>					
	FY 2011 Actual	FY 2012 Amended	FY 2013 Adopted	Dollar Change	Percent Change
Personal Services	\$ 12,930,233	\$ 13,431,845	\$ 13,528,200	\$ 96,355	0.72%
Operating Expenditures	776,248	762,145	871,561	109,416	14.36%
Capital Outlay	59,508	681,768	738,326	56,558	8.30%
Debt Service	-	201,784	317,774	115,990	57.48%
<b>TOTALS</b>	<b>\$ 13,765,989</b>	<b>\$ 15,077,542</b>	<b>\$ 15,455,861</b>	<b>\$ 378,319</b>	<b>2.51%</b>

<b>Personnel Complement</b>				
Position Title	Full Time	Part Time	Temp	FTE's
Assistant Fire Chief	1			1
Battalion Chief	3			3
Captain	7			7
Lieutenant	15			15
Driver	9			9
Firefighter/EMT/Paramedic	54			54
Logistics Officer	1			1
<b>Total Personnel Complement</b>	<b>90</b>	<b>0</b>	<b>0</b>	<b>90</b>

### **Major Variances FY 2013:**

#### **Personal Services**

Decreases in personal services due to reallocation of personnel between divisions.

#### **Operating Expenditures**

Increase funds for instruction services - \$8,300 - moved from training & seminars.

Increase funds for travel - specific to new vehicle reviews - \$6,750.

Increase funds for water and sewer charges - \$9,000

Decrease service contracts - **(\$17,322)**

Decrease promo testing - **(\$3,000)**

Increase fuel charges - \$45,000

Increase first aid supplies - \$20,980

Increase software (RMS package) - \$73,500

Decrease protective clothing - **(\$18,500)**

#### **Capital Outlay/Debt Service**

Increase funding for the lease of four (4) new rescue vehicles +\$161,220

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

**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.

**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, 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 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 provide current information to customers regarding programs and services and gather feedback on said 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, will provide the highest quality hazard mitigation, specialized services, fire and life safety inspection, public education, and information services.

Performance Measures	FY 2011 Actual	FY 2012 Forecast	FY 2013 Target
Percent completion of fire inspections for commercial, educational and multi-family residential occupancies as outlined in Tamarac City Code.	100%	100%	100%
Percent completion of all new and existing construction plan reviews will be completed by a Fire Department Plans Reviewer within five business days upon receipt by the Fire Department Plan Reviewer.	100%	100%	100%
Conduct Fire Drills in 100% of the public/private schools within the City of Tamarac.	100%	100%	100%

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

Financial Summary ~ Division Revenues					
	FY 2011 Actual	FY 2012 Amended	FY 2013 Proposed	Dollar Change	Percent Change
Annual Inspection Fees	\$ 198,187	\$ 200,000	\$ 200,000	\$ -	0.00%
Fire Re-Inspection Fees	4,025	3,000	3,000	-	0.00%
Residential Fire Safety	4,195	2,000	5,000	3,000	150.00%
Plan Review Fees	53,748	35,000	40,000	5,000	14.29%
<b>TOTALS</b>	<b>\$ 260,155</b>	<b>\$ 240,000</b>	<b>\$ 248,000</b>	<b>\$ 8,000</b>	<b>3.33%</b>

Financial Summary ~ Division Expenditures					
	FY 2011 Actual	FY 2012 Amended	FY 2013 Adopted	Dollar Change	Percent Change
Personal Services	\$ 629,090	\$ 732,939	\$ 677,844	\$ (55,095)	-7.52%
Operating Expenditures	30,192	76,154	49,720	(26,434)	-34.71%
Capital Outlay	-	10,000	-	(10,000)	-100.00%
<b>TOTALS</b>	<b>\$ 659,282</b>	<b>\$ 819,093</b>	<b>\$ 727,564</b>	<b>\$ (91,529)</b>	<b>-11.17%</b>

Personnel Complement				
Position Title	Full Time	Part Time	Temp	FTE's
Assistant Fire Chief	1			1
Office Specialist	1			1
Comm Ed/Preparedness Specialist	1			1
Fire Inspector	3			3
<b>Total Personnel Complement</b>	<b>6</b>	<b>0</b>	<b>0</b>	<b>6</b>

### Major Variances FY 2013:

#### **Personal Services**

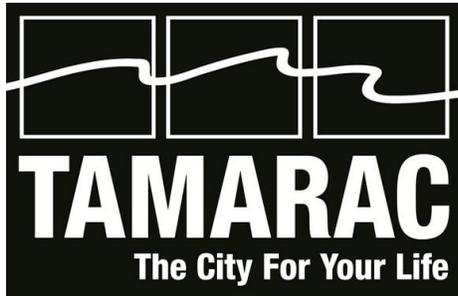
Increases in personal services planned for salary and insurance adjustment and reallocation of personnel between divisions.

#### **Operating Expenditures**

Increase due to one time expenses from the Fee Study - \$2,500  
 Decrease in funding for software, computer and minor equipment - **(\$27,000)**

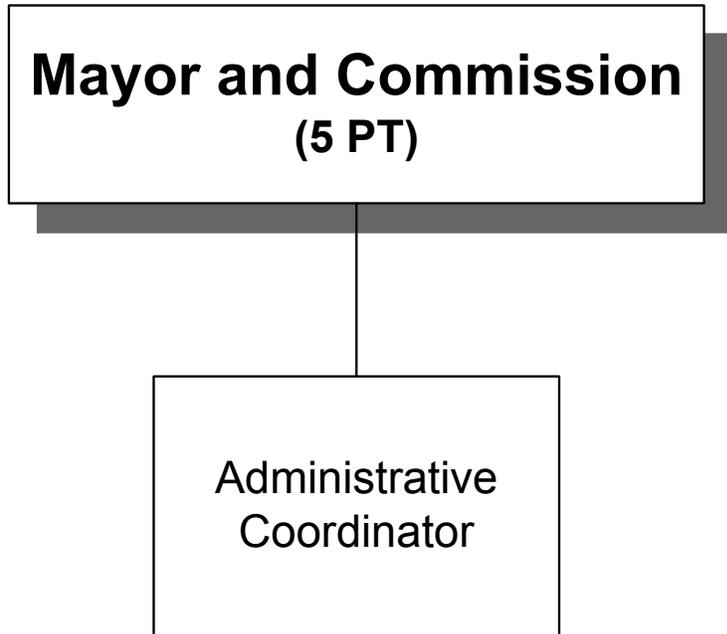
#### **Capital Outlay**

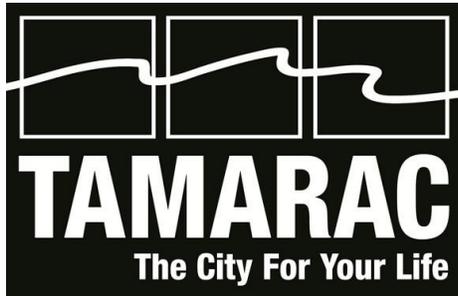
Decrease in capital needs - **(\$10,000)**



# City Commission

1 Full Time, 5 Part Time (3.5 FTE)





## City Commission Departmental Financial Summary

<b>Financial Summary ~ Category Expenditures</b>					
	FY 2011 Actual	FY 2012 Amended	FY 2013 Adopted	Dollar Change	Percent Change
Personal Services	\$ 509,601	\$ 526,348	\$ 447,407	\$ (78,941)	-15.00%
Operating Expenditures	47,430	75,150	75,990	840	1.12%
Grants and Aids	87,740	90,934	90,934	-	0.00%
Other Uses	-	-	-	-	0.00%
<b>DEPARTMENT TOTALS</b>	<b>\$ 644,771</b>	<b>\$ 692,432</b>	<b>\$ 614,331</b>	<b>\$ (78,101)</b>	<b>-11.28%</b>

<b>Financial Summary ~ Program Expenditures</b>					
	FY 2011 Actual	FY 2012 Amended	FY 2013 Proposed	Dollar Change	Percent Change
Administration	\$ 644,771	\$ 692,432	\$ 614,331	\$ (78,101)	-11.28%
<b>DEPARTMENT TOTALS</b>	<b>\$ 644,771</b>	<b>\$ 692,432</b>	<b>\$ 614,331</b>	<b>\$ (78,101)</b>	<b>-11.28%</b>

## 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.

## City Commission (0100)

<b>Financial Summary ~ Division Expenditures</b>					
	FY 2011 Actual	FY 2012 Amended	FY 2013 Adopted	Dollar Change	Percent Change
Personal Services	\$ 509,601	\$ 526,348	\$ 447,407	\$ (78,941)	-15.00%
Operating Expenditures	47,430	75,150	75,990	840	1.12%
Grants and Aids	87,740	90,934	90,934	-	0.00%
Other Uses	-	-	-	-	0.00%
<b>TOTALS</b>	<b>\$ 644,771</b>	<b>\$ 692,432</b>	<b>\$ 614,331</b>	<b>\$ (78,101)</b>	<b>-11.28%</b>

<b>Personnel Complement</b>				
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
<b>Total Personnel Complement</b>	<b>1</b>	<b>5</b>	<b>0</b>	<b>3.5</b>

**Major Variances FY 2013:**

**Personal Services**

Decrease in personal services results from elimination of Executive Assistant and planned salary and insurance adjustments.

**Operating Expenditures**

Increase in training and seminars - \$12,900.

## City Attorney Departmental Financial Summary

<b>Financial Summary ~ Category Expenditures</b>					
	FY 2011 Actual	FY 2012 Amended	FY 2013 Adopted	Dollar Change	Percent Change
Operating Expenditures	\$ 678,739	\$ 415,670	\$ 590,580	\$ 174,910	42.08%
<b>DEPARTMENT TOTALS</b>	<b>\$ 678,739</b>	<b>\$ 415,670</b>	<b>\$ 590,580</b>	<b>\$ 174,910</b>	<b>42.08%</b>

<b>Financial Summary ~ Program Expenditures</b>					
	FY 2011 Actual	FY 2012 Amended	FY 2013 Adopted	Dollar Change	Percent Change
City Attorney's Office	\$ 678,739	\$ 415,670	\$ 590,580	\$ 174,910	42.08%
<b>DEPARTMENT TOTALS</b>	<b>\$ 678,739</b>	<b>\$ 415,670</b>	<b>\$ 590,580</b>	<b>\$ 174,910</b>	<b>42.08%</b>

**Major Variances FY 2013:**

**Operating Expenditures**

Increase in City Attorney contract fees to reflect gross up in prior years - \$175,000

Net of minor adjustments in other operating expenses.

## **City Attorney (1000)**

### **Mission:**

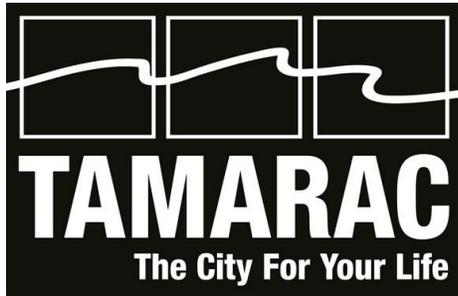
To provide effective and timely legal representation and advice to the City Commission and City Staff.

### **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.

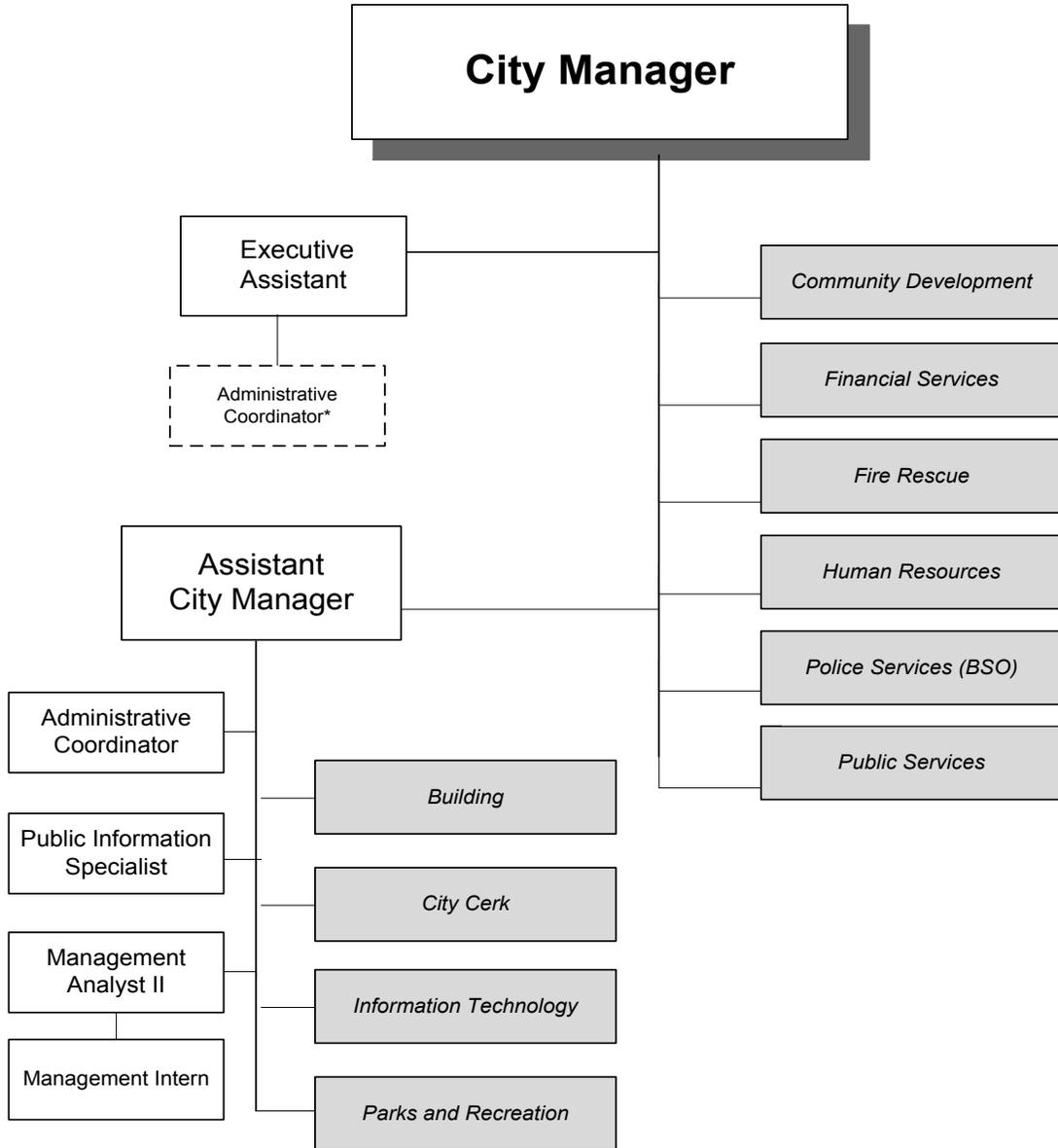
### **Goals & Objectives:**

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.

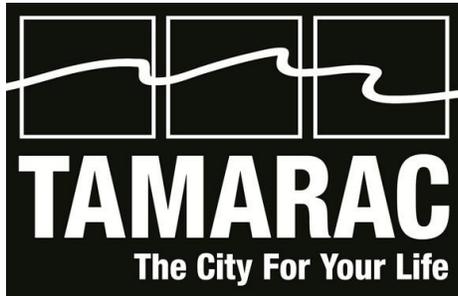


# City Manager

8 Full Time (8 FTE)



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



## City Manager Departmental Financial Summary

<b>Financial Summary ~ Category Expenditures</b>					
	FY 2011 Actual	FY 2012 Amended	FY 2013 Adopted	Dollar Change	Percent Change
Personal Services	\$ 1,356,640	\$ 1,253,090	\$ 1,166,064	\$ (87,026)	-6.94%
Operating Expenditures	162,279	\$ 220,955	241,520	20,565	9.31%
<b>DEPARTMENT TOTALS</b>	<b>\$ 1,518,919</b>	<b>\$ 1,474,045</b>	<b>\$ 1,407,584</b>	<b>\$ (66,461)</b>	<b>-4.51%</b>

<b>Financial Summary ~ Program Expenditures</b>					
	FY 2011 Actual	FY 2012 Amended	FY 2013 Proposed	Dollar Change	Percent Change
City Manager's Office	\$ 1,142,680	\$ 1,014,399	\$ 1,107,379	\$ 92,980	9.17%
Public Information Office	376,239	459,646	300,205	(159,441)	-34.69%
<b>DEPARTMENT TOTALS</b>	<b>\$ 1,518,919</b>	<b>\$ 1,474,045</b>	<b>\$ 1,407,584</b>	<b>\$ (66,461)</b>	<b>-4.51%</b>

## City Manager (0501)

**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 utilize the Florida Governor's Sterling Criteria to facilitate a culture of performance excellence within the organization.

Performance Measures	FY 2011 Actual	FY 2012 Forecast	FY 2013 Target
Percent of residents "satisfied" or "very satisfied" with the overall City services (2011 National Average = 56%).	78%	N/A	82%
Percent of residents who "agree" or "strongly agree" the City does a good job serving the needs of diverse populations in the community.	60%	N/A	65%
Percent of residents who are satisfied with the quality of customer service they receive when contacting the City (2011 National Average = 55%).	70%	N/A	75%
Percentage of residents "satisfied" or "very satisfied" with value they receive for their local tax dollars (2011 National Average = 43%).	56%	N/A	60%

## City Manager (0501)

Financial Summary ~ Division Expenditures					
	FY 2011 Actual	FY 2012 Amended	FY 2013 Adopted	Dollar Change	Percent Change
Personal Services	\$ 1,094,317	\$ 968,944	\$ 1,047,949	\$ 79,005	8.15%
Operating Expenditures	48,363	45,455	59,430	13,975	30.74%
<b>TOTALS</b>	<b>\$ 1,142,680</b>	<b>\$ 1,014,399</b>	<b>\$ 1,107,379</b>	<b>\$ 92,980</b>	<b>9.17%</b>

Personnel Complement				
Position Title	Full Time	Part Time	Temp	FTE's
City Manager	1			1
Assistant City Manager	1			1
Management Analyst II	1			1
Executive Assistant	1			1
Administrative Coordinator	1			1
Management Intern	1			1
<b>Total Personnel Complement</b>	<b>6</b>	<b>0</b>	<b>0</b>	<b>6</b>

**Major Variances FY 2013:**

**Personal Services**

Decrease in personal services for planned adjustments in salary, insurance and pension contributions.

**Operating Expenditures**

Increase in training and travel for additional educational opportunities for staff +\$12,900

Minor adjustments in operating line items.

## Public Information (0530)

**Mission:**

To facilitate communication between Tamarac city government and the community at large. To facilitate communication within and throughout the organization. To enhance the overall visibility of the City of Tamarac.

**Program Description:**

Publish Tam-A-Gram and Sundial newsletter, provide information and media services to the community at large, and support all city departments with communication 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, Sundial, direct mailings, publications, news releases, and the City's website.

Performance Measures	FY 2011 Actual	FY 2012 Forecast	FY 2013 Target
Employee satisfaction with communication (avg. all communication questions)	68%	N/A	70%
Percent of residents "satisfied" or "very satisfied" with the overall effectiveness of City communication with the public (2011 National Average = 44%).	70%	N/A	74%
Percent of residents "satisfied" or "very satisfied" with the quality of the City's newsletter, the Tam-A-Gram.	82%	N/A	86%
Percent of employees "satisfied" or "very satisfied" that the SunDial provides useful information.	62%	N/A	65%

## Public Information (0530)

<b>Financial Summary ~ Division Expenditures</b>					
	FY 2011 Actual	FY 2012 Amended	FY 2013 Adopted	Dollar Change	Percent Change
Personal Services	\$ 262,323	\$ 284,146	\$ 118,115	\$ (166,031)	-58.43%
Operating Expenditures	38,916	175,500	182,090	6,590	3.75%
Capital Outlay	-	-	-	-	0.00%
<b>TOTALS</b>	<b>\$ 301,239</b>	<b>\$ 459,646</b>	<b>\$ 300,205</b>	<b>\$ (159,441)</b>	<b>-34.69%</b>

<b>Personnel Complement</b>				
Position Title	Full Time	Part Time	Temp	FTE's
Public Information Specialist	1			1
<b>Total Personnel Complement</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>1</b>

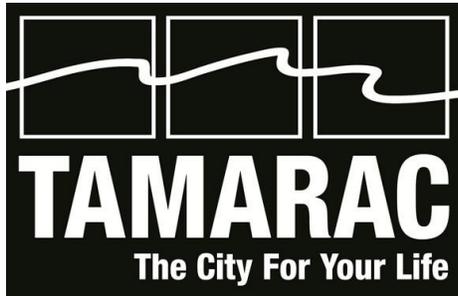
### **Major Variances FY 2013:**

#### **Personal Services**

Decreases in personal services results from changes in salary and benefits for new PIO.  
Economic Development Manager moved to Community Development Department.

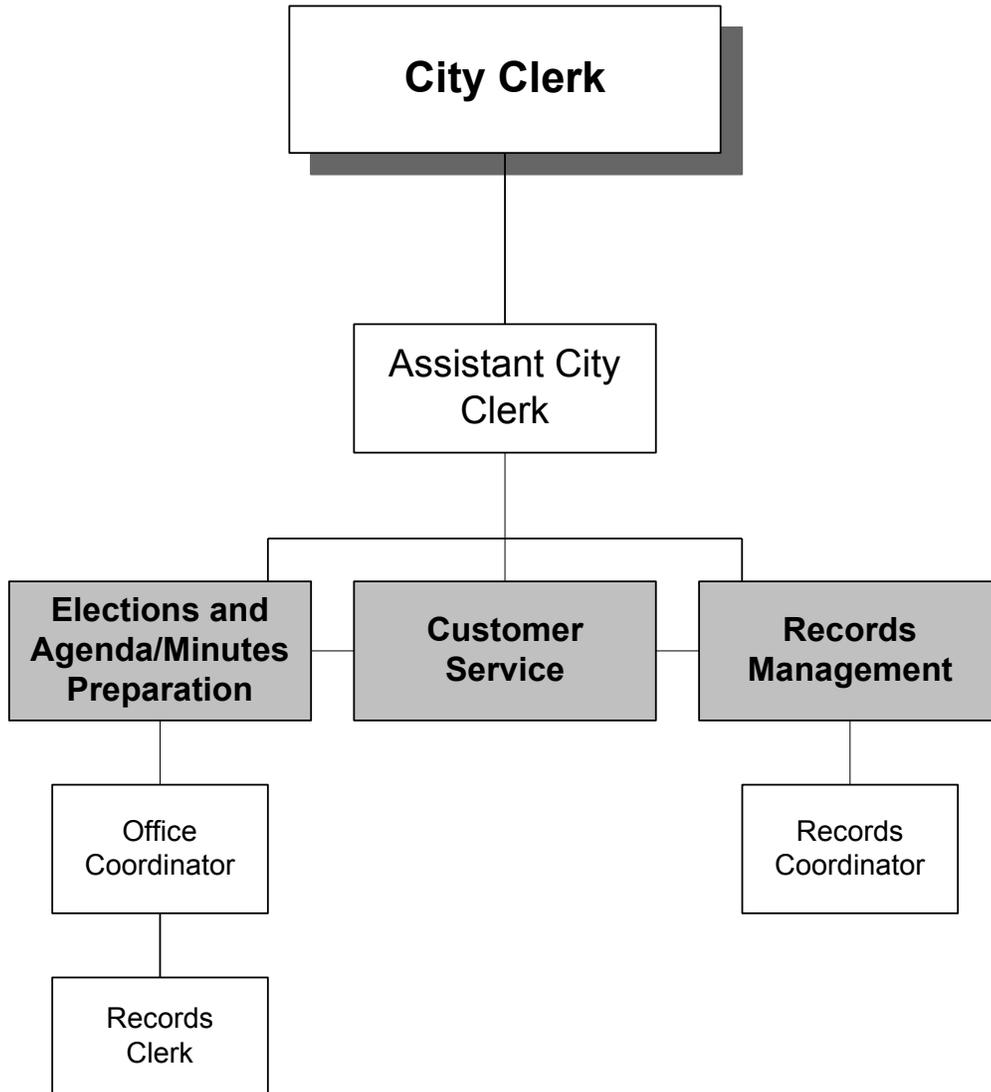
#### **Operating Expenditures**

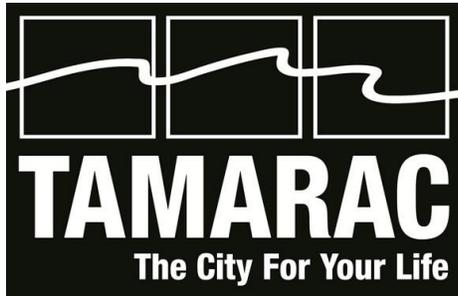
Increase in advertising for Marketing Brochure for Tamarac.  
Minor adjustments in operating line items.



# City Clerk

5 Full Time (5 FTE)





## City Clerk Departmental Financial Summary

<b>Financial Summary ~ Department Revenues</b>					
	FY 2011 Actual	FY 2012 Amended	FY 2013 Adopted	Dollar Change	Percent Change
Passport Service Chgs	\$ 13,850	\$ -	\$ -	\$ (13,850)	-100.00%
<b>DEPARTMENT TOTALS</b>	<b>\$ 13,850</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (13,850)</b>	<b>-100.00%</b>

<b>Financial Summary ~ Category Expenditures</b>					
	FY 2011 Actual	FY 2012 Amended	FY 2013 Adopted	Dollar Change	Percent Change
Personal Services	\$ 428,682	\$ 450,404	\$ 460,483	\$ 10,079	2.24%
Operating Expenditures	170,822	204,020	127,880	(76,140)	-37.32%
Capital Outlay	2,326	-	26,000	26,000	0.00%
<b>DEPARTMENT TOTALS</b>	<b>\$ 601,830</b>	<b>\$ 654,424</b>	<b>\$ 614,363</b>	<b>\$ (40,061)</b>	<b>-6.12%</b>

<b>Financial Summary ~ Program Expenditures</b>					
	FY 2011 Actual	FY 2012 Amended	FY 2013 Adopted	Dollar Change	Percent Change
City Clerk	\$ 601,830	\$ 654,424	\$ 614,363	\$ (40,061)	-6.12%
<b>DEPARTMENT TOTALS</b>	<b>\$ 601,830</b>	<b>\$ 654,424</b>	<b>\$ 614,363</b>	<b>\$ (40,061)</b>	<b>-6.12%</b>

## City Clerk (1300)

**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 the community's citizenry 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 stakeholders. To maintain a historical database of all document images, regardless of media type, relative to City of Tamarac/corporate records. Inform citizenry of public meetings and hearings pursuant to Florida Statutes. Manage the codification of the Municipal Code of Ordinances to City staff, subscribers, and other interested parties. 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 in concert with the Broward County Supervisor of Elections Office staff relative to coordination of 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 applicable languages when practicable; 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 applicable professional Codes of Ethics (IIMC, ICRM, ICMA, etc).

Performance Measures	FY 2011 Actual	FY 2012 Forecast	FY 2013 Target
Average # of days to acknowledge public records requests	1	1	1
Average # of days to respond to public records requests where information is to be gathered from other departments	8	10	10
% agenda items successfully completed w/o revision	85%	85%	85%
Avg # working days after Commission meetings to transcribe and publish City Commission meetings minutes	2.5	2.5	2.5
Percentage of voter turnout (≥5% County average)	N/A	44%	N/A

## City Clerk (1300)

<b>Financial Summary ~ Division Revenues</b>						
	FY 2011 Actual	FY 2012 Amended	FY 2013 Proposed	Dollar Change	Percent Change	
Passport Service Chgs	\$ 13,850	\$ -	\$ -	\$ (13,850)	-100.00%	
<b>TOTALS</b>	<b>\$ 13,850</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (13,850)</b>	<b>-100.00%</b>	

<b>Financial Summary ~ Division Expenditures</b>						
	FY 2011 Actual	FY 2012 Amended	FY 2013 Adopted	Dollar Change	Percent Change	
Personal Services	\$ 428,682	\$ 450,404	\$ 460,483	\$ 10,079	2.24%	
Operating Expenditures	170,822	204,020	127,880	(76,140)	-37.32%	
Capital Outlay	2,326	-	26,000	26,000	0.00%	
<b>TOTALS</b>	<b>\$ 601,830</b>	<b>\$ 654,424</b>	<b>\$ 614,363</b>	<b>\$ (40,061)</b>	<b>-6.12%</b>	

<b>Personnel Complement</b>				
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
<b>Total Personnel Complement</b>	<b>5</b>	<b>0</b>	<b>0</b>	<b>5</b>

**Major Variances FY 2013:**

**Personal Services**

Increases in personal services planned for salary and insurance adjustments

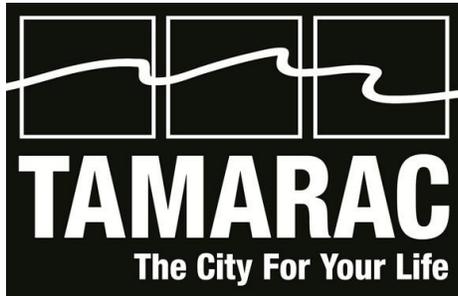
**Operating Expenditures**

Increase in R&M Facilities for expansion of records vault - \$5,000

Minor adjustments to other operating accounts

**Capital Outlay**

Increase for a new file rack and extinguisher system for expansion of record vault - \$26,000



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

### Departmental Financial Summary

<b>Financial Summary ~ Department Revenues</b>					
	FY 2011 Actual	FY 2012 Amended	FY 2013 Adopted	Dollar Change	Percent Change
Police Svc Ed Fees	\$ 1,227	\$ 2,500	\$ -	\$ (2,500)	-100.00%
Commercial Vehicles Fines	11,045	25,000	-	(25,000)	-100.00%
<b>DEPARTMENT TOTALS</b>	<b>\$ 12,272</b>	<b>\$ 27,500</b>	<b>\$ -</b>	<b>\$ (27,500)</b>	<b>-100.00%</b>

<b>Financial Summary ~ Category Expenditures</b>					
	FY 2011 Actual	FY 2012 Amended	FY 2013 Adopted	Dollar Change	Percent Change
Personal Services	\$ 166,352	\$ 289,464	\$ 320,000	\$ 30,536	10.55%
Operating Exp - School Crossing	-	158,000	158,000	-	0.00%
Operating Exp - Police/BSO	11,754,729	11,423,528	12,783,255	1,359,727	11.90%
<b>DEPARTMENT TOTALS</b>	<b>\$ 11,921,081</b>	<b>\$ 11,870,992</b>	<b>\$ 13,261,255</b>	<b>\$ 1,390,263</b>	<b>11.71%</b>

<b>Financial Summary ~ Program Expenditures</b>					
	FY 2011 Actual	FY 2012 Amended	FY 2013 Adopted	Dollar Change	Percent Change
Crossing Guards	\$ 149,500	\$ 158,000	\$ 158,000	\$ -	0.00%
Police Services	11,771,581	11,712,992	13,103,255	1,390,263	11.87%
<b>DEPARTMENT TOTALS</b>	<b>\$ 11,921,081</b>	<b>\$ 11,870,992</b>	<b>\$ 13,261,255</b>	<b>\$ 1,390,263</b>	<b>11.71%</b>

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

### **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

### **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 92 budgeted positions to include a District Chief, two Lieutenants, eight Sergeants, sixty-five deputies, 13 Community Service Aides and three 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.

<b>Performance Measures</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Forecast</b>	<b>FY 2013 Target</b>
BSO-Tamarac will work towards increasing District participation in community outreach programs/meetings. (Goal: 125/yr.)	132	125	125
BSO-Tamarac will constantly increase high visibility Traffic and/or Crime Prevention Corridor Operations. (Goal: 16/yr.)	26	16	16
# of Volunteer Hours	2,640	2,640	2,640

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

<b>Financial Summary ~ Division Revenues</b>					
	FY 2011 Actual	FY 2012 Amended	FY 2013 Adopted	Dollar Change	Percent Change
Police Service Educ. Fees	\$ 4,600	\$ 4,600	\$ -	\$ (4,600)	-100.00%
Commercial Vehicles	25,000	25,000	-	(25,000)	-100.00%
<b>TOTALS</b>	<b>\$ 29,600</b>	<b>\$ 29,600</b>	<b>\$ -</b>	<b>\$ (29,600)</b>	<b>-100.00%</b>

<b>Financial Summary ~ Division Expenditures</b>					
	FY 2011 Actual	FY 2012 Amended	FY 2013 Adopted	Dollar Change	Percent Change
Personal Services	\$ 166,352	\$ 289,464	\$ 320,000	\$ 30,536	10.55%
Operating Exp - School Crossing	-	158,000	158,000	-	0.00%
Operating Exp - Police/BSO	11,754,729	11,423,528	12,783,255	1,359,727	11.90%
<b>TOTALS</b>	<b>\$ 11,921,081</b>	<b>\$ 11,870,992</b>	<b>\$ 13,261,255</b>	<b>\$ 1,390,263</b>	<b>11.71%</b>

<b>Personnel Complement</b>				
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	13			13
Crime Analyst	1			1
Clerical Assistant	2			2
Administrative	1			1
<b>Total Personnel Complement</b>	<b>98</b>	<b>0</b>	<b>0</b>	<b>98</b>

### **Major Variances FY 2013:**

#### **Personal Services**

Increase in police services represents an increase in city contribution for closed police pension plan.

#### **Operating Expenditures**

BSO contract - increase estimated @ 11.90% or \$1,359,727

Six (6) additional staff members ( 5 deputy sheriffs and 1 administrative staff).

## Non-Departmental (9000)

Financial Summary ~ Category Expenditures					
	FY 2011	FY 2012	FY 2013	Dollar	Percent
	Actual	Amended	Adopted	Change	Change
Personal Services	\$ 986,883	\$ 1,038,462	\$ 1,061,662	\$ 23,200	2.23%
Operating Expenditures	913,759	804,820	886,840	82,020	10.19%
Capital Outlay	13,600	3,850,000	-	(3,850,000)	0.00%
Transfer Out - Fire Rescue	6,919,670	5,970,102	6,015,223	45,121	0.76%
Transfer Out - Revenue Bond	2,572,300	2,672,600	2,479,400	(193,200)	-7.23%
Transfer Out - Capital Equipment	-	2,000,000	142,000	(1,858,000)	-92.90%
Transfer Out - Building Fund	-	198,648	-	(198,648)	-100.00%
Contingency/Other Uses	-	590,844	750,000	159,156	26.94%
Reserves	-	21,161	109,000	87,839	415.10%
<b>TOTALS</b>	<b>\$ 11,406,212</b>	<b>\$ 17,146,637</b>	<b>\$ 11,444,125</b>	<b>\$ (5,702,512)</b>	<b>-33.26%</b>

### **Major Variances FY 2013:**

#### **Personal Services**

Increase represents primarily an increase in the annual retiree health insurance - \$22,000.

#### **Operating Expenditures**

Increase in professional services for Sterling site visit - \$56,000

Increase for 50th anniversary celebration - \$50,000

Increase for election costs - \$15,000

Increase for credit card merchant fees - \$4,500

Increase for dues/memberships fees - ICMA Performance Management - \$10,000

Increase in insurance service charges to Risk Management - \$12,370

Decrease in software acquisition - Performance Measurement Software - (\$80,000)

#### **Capital Outlay**

Increase in capital outlay due to one-time purchase for Colony West Acquisition and 2.686 Acre Parcel - \$3.8M

#### **Transfers Out**

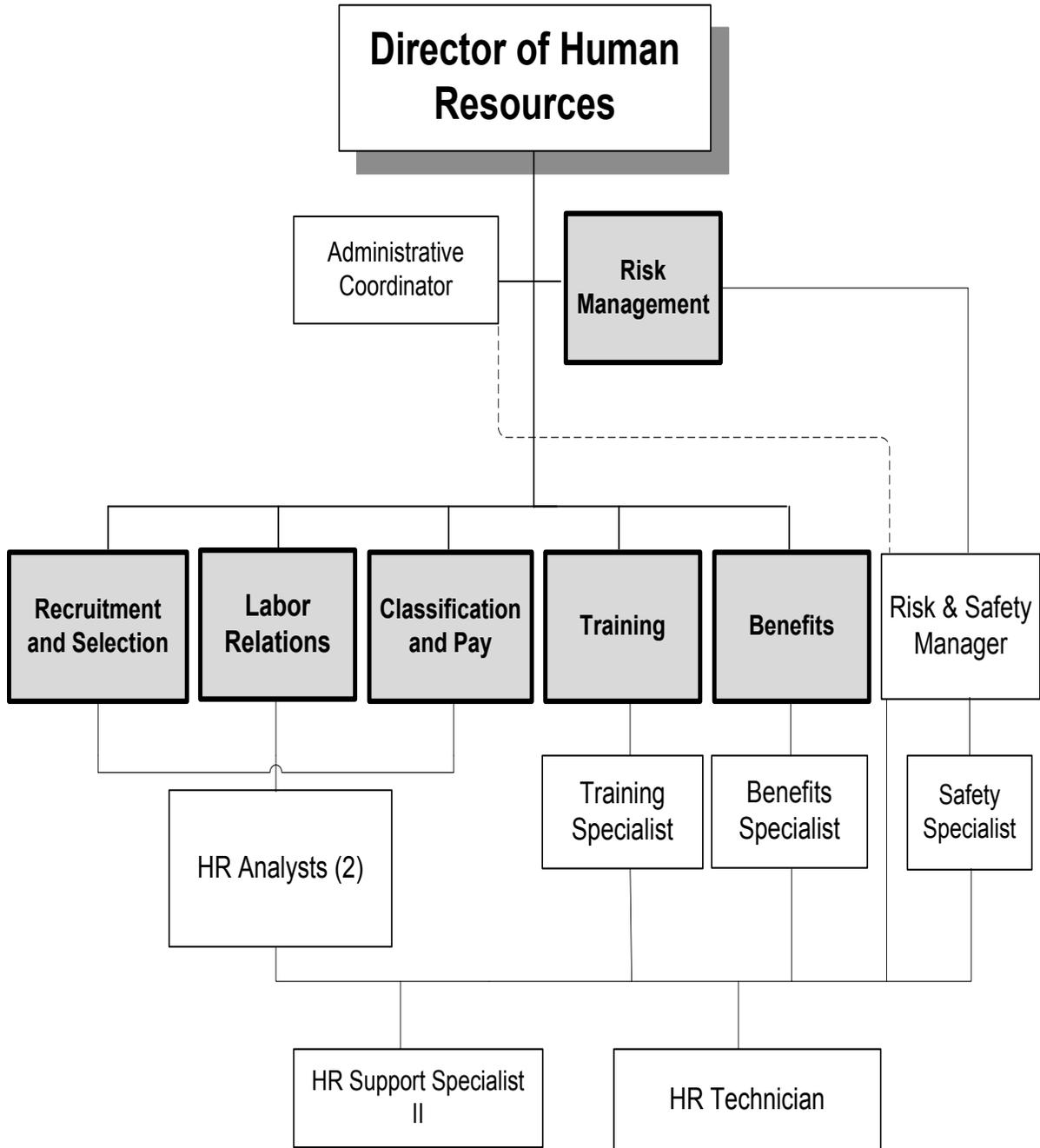
Decrease revenue bond debt service fund - decrease in debt service costs

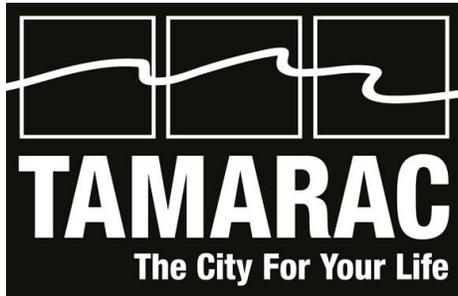
Decrease in capital equipment - one-time transfer in FY 2012 (\$2,000,000) and \$142,000 represent a transfer for FY 2018

Decrease in building fund transfer not required

# Human Resources Department

10 Full Time (10 FTE)





## Human Resources Departmental Financial Summary

<b>Financial Summary ~ Department Revenues</b>					
	FY 2011 Actual	FY 2012 Amended	FY 2013 Adopted	Dollar Change	Percent Change
Insurance Service Fees	\$ 1,233,250	\$ 867,616	\$ 893,650	\$ 26,034	3.00%
Worker's Comp Fees	277,813	355,000	365,650	10,650	3.00%
Interest Earnings	17,882	50,000	50,000	-	0.00%
Miscellaneous Revenues	32,273	15,000	15,000	-	0.00%
Appropriated Fund Balance-Risk	-	1,309,404	1,354,585	45,181	3.45%
<b>DEPARTMENT TOTALS</b>	<b>\$ 1,561,218</b>	<b>\$ 2,597,020</b>	<b>\$ 2,678,885</b>	<b>\$ 81,865</b>	<b>3.15%</b>

<b>Financial Summary ~ Category Expenditures</b>					
	FY 2011 Actual	FY 2012 Amended	FY 2013 Adopted	Dollar Change	Percent Change
Personal Services	\$ 1,127,836	\$ 1,144,050	\$ 1,183,259	\$ 39,209	3.43%
Operating Expenditures	1,640,160	2,138,226	2,194,791	56,565	2.65%
Transfer out to General Fund	93,130	70,010	88,436	18,426	26.32%
Contingency	-	250,000	250,000	-	0.00%
<b>DEPARTMENT TOTALS</b>	<b>\$ 2,861,126</b>	<b>\$ 3,602,286</b>	<b>\$ 3,716,486</b>	<b>\$ 114,200</b>	<b>3.17%</b>

<b>Financial Summary ~ Program Expenditures</b>					
	FY 2011 Actual	FY 2012 Amended	FY 2013 Adopted	Dollar Change	Percent Change
Recruitment	\$ 774,397	\$ 859,875	\$ 887,422	\$ 27,547	3.20%
Training and Development	135,287	145,391	150,179	4,788	3.29%
Risk Management	1,951,442	2,597,020	2,678,885	81,865	3.15%
<b>DEPARTMENT TOTALS</b>	<b>\$ 2,861,126</b>	<b>\$ 3,602,286</b>	<b>\$ 3,716,486</b>	<b>\$ 114,200</b>	<b>3.17%</b>

## Human Resources (1710/1720)

### **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, 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:**

The Department's goals include the recruitment and retention of qualified City employees to fill the number and variety of positions required to provide services to citizens and to provide the necessary technical, supervisory and management development training to City employees. Another important goal for the department is assisting the workforce to fine-tune their performance goals to better match Citywide goals in order to maintain our high level of service with reduced staffing.

<b>Performance Measures</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Forecast</b>	<b>FY 2013 Target</b>
Regular employees hired who have successfully completed their initial probationary period	95%	95%	95%
Individuals who rate their training program as satisfactorily meeting their objectives	99%	96%	96%
Employees and/or labor issues resolved prior to arbitration, administrative agency review, or litigation	95%	95%	95%

## Human Resources Operations (1710/1720)

Financial Summary ~ Division Expenditures					
	FY 2011 Actual	FY 2012 Amended	FY 2013 Adopted	Dollar Change	Percent Change
Personal Services	\$ 753,664	\$ 774,826	\$ 809,151	\$ 34,325	4.43%
Operating Expenditures	156,020	230,440	228,450	(1,990)	-0.86%
<b>TOTALS</b>	<b>\$ 909,684</b>	<b>\$ 1,005,266</b>	<b>\$ 1,037,601</b>	<b>\$ 32,335</b>	<b>3.22%</b>

Personnel Complement				
Position Title	Full Time	Part Time	Temp	FTE's
Director of Human Resources	1			1
Human Resources Analyst	1			1
Training Specialist	1			1
Benefits Specialist	1			1
Administrative Coordinator	1			1
HR Support Specialist II	1			1
HR Support Specialist I	1			1
<b>Total Personnel Complement</b>	<b>7</b>	<b>0</b>	<b>0</b>	<b>7</b>

**Major Variances FY 2013:**

**Personal Services**

Increases in personal services planned for salary and insurance adjustments.

**Operating Expenditures**

Minor adjustments in operating line items.

## Risk Management (8401)

### **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.

<b>Performance Measures</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Forecast</b>	<b>FY 2013 Target</b>
Reduce the Number of Incidents per 100,000 miles driven	3.4	3.0	2.9
Reduce the Workers' Compensation Incident Rate per \$100,000 of payroll	0.20	0.26	0.25
Maintain or reduce the Workers' Compensation case average cost per incident	\$2,800	\$3,800	\$3,600
Workers' Compensation Experience Modifier	0.90	1.04	1.02

## Risk Management (8401)

Financial Summary ~ Division Revenues					
	FY 2011	FY 2012	FY 2013	Dollar	Percent
	Actual	Amended	Adopted	Change	Change
Insurance Service Fees	\$ 1,233,250	\$ 867,616	\$ 893,650	\$ 26,034	3.00%
Worker's Comp Fees	277,813	355,000	365,650	10,650	3.00%
Interest Earnings	17,882	50,000	50,000	-	0.00%
Miscellaneous Revenues	32,273	15,000	15,000	-	0.00%
Appropriated Fund Balance	-	1,309,404	1,354,585	45,181	3.45%
<b>TOTALS</b>	<b>\$ 1,561,218</b>	<b>\$ 2,597,020</b>	<b>\$ 2,678,885</b>	<b>\$ 81,865</b>	<b>3.15%</b>

Financial Summary ~ Division Expenditures					
	FY 2011	FY 2012	FY 2013	Dollar	Percent
	Actual	Amended	Adopted	Change	Change
Personal Services	\$ 374,172	\$ 369,224	\$ 374,108	\$ 4,884	1.32%
Operating Expenditures	1,484,140	1,907,786	1,966,341	58,555	3.07%
Transfer out to General Fund	93,130	70,010	88,436	18,426	26.32%
Contingency	-	250,000	\$ 250,000	-	0.00%
<b>TOTALS</b>	<b>\$ 1,951,442</b>	<b>\$ 2,597,020</b>	<b>\$ 2,678,885</b>	<b>\$ 81,865</b>	<b>3.15%</b>

Personnel Complement				
Position Title	Full Time	Part Time	Temp	FTE's
Risk and Safety Manager	1			1
Safety Specialist	1			1
HR Analyst	1			1
<b>Total Personnel Complement</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**Major Variances FY 2013:**

**Personal Services**

Increases in personal services planned for salary and insurance adjustments.

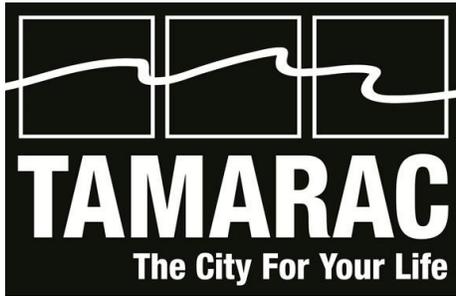
**Operating Expenditures**

Increase in interfund service charges - \$18,426

Increase in worker's compensation premium - \$65,000

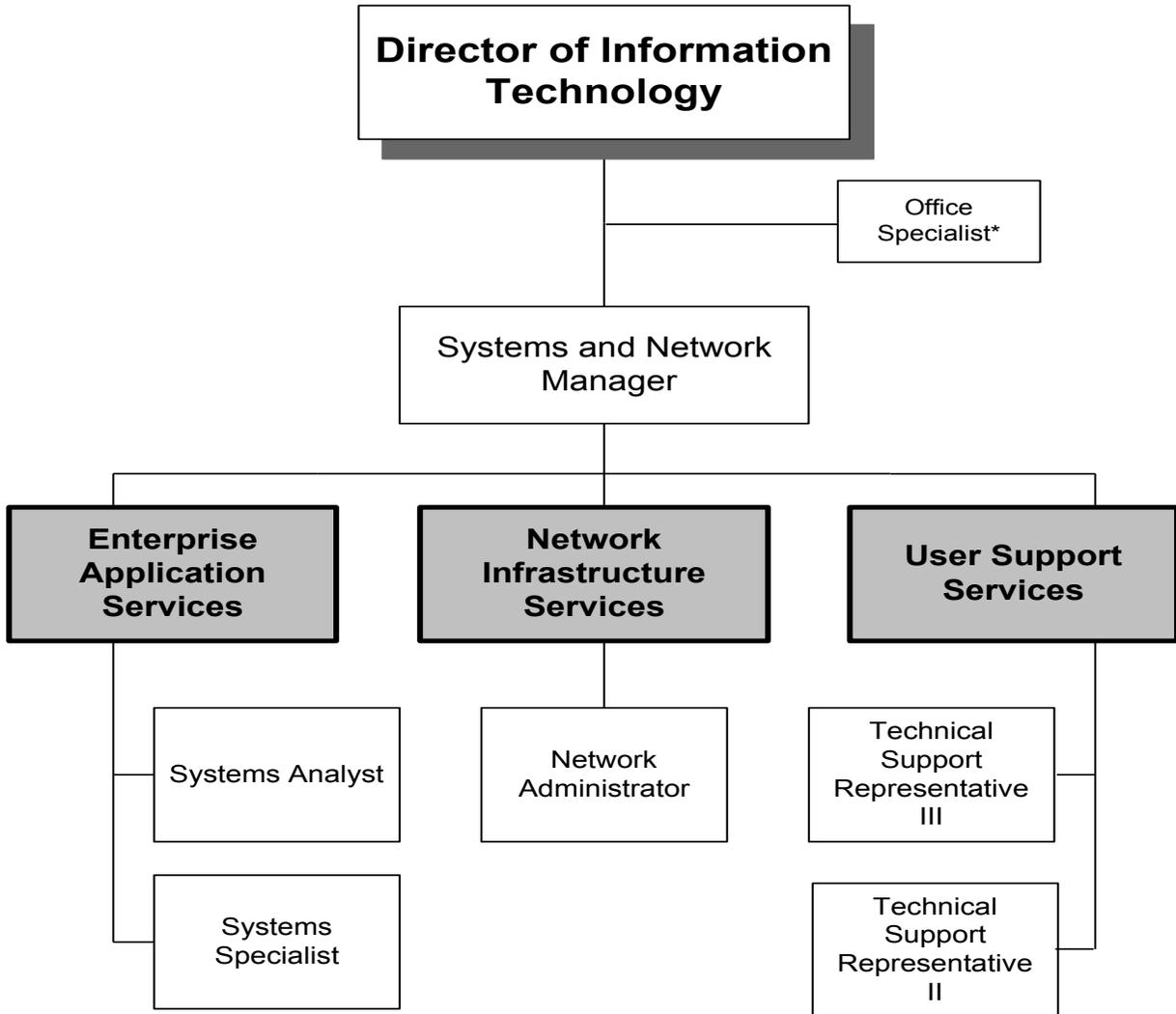
Increase in prop/general liability - \$9,000

Decrease in claims - all types net - (\$17,000)

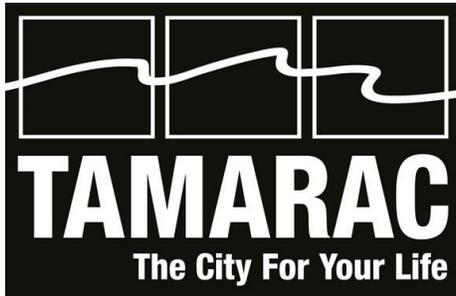


# Information Technology Department

7.5 Full Time (7.5 FTE)



*\*This position is split with the Utilities Department and funded accordingly*



# Information Technology Departmental Financial Summary

<b>Financial Summary ~ Department Revenues</b>					
	FY 2011 Actual	FY 2012 Amended	FY 2013 Adopted	Dollar Change	Percent Change
Telecommunications Tower	\$ 646,085	\$ 674,000	\$ 674,000	\$ -	0.00%
<b>DEPARTMENT TOTALS</b>	<b>\$ 646,085</b>	<b>\$ 674,000</b>	<b>\$ 674,000</b>	<b>\$ -</b>	<b>0.00%</b>

<b>Financial Summary ~ Category Expenditures</b>					
	FY 2011 Actual	FY 2012 Amended	FY 2013 Adopted	Dollar Change	Percent Change
Personal Services	\$ 814,644	\$ 868,332	\$ 900,260	\$ 31,928	3.68%
Operating Expenditures	471,669	677,200	620,489	(56,711)	-8.37%
Capital Outlay	10,755	51,600	179,400	127,800	247.67%
<b>DEPARTMENT TOTALS</b>	<b>\$ 1,297,068</b>	<b>\$ 1,597,132</b>	<b>\$ 1,700,149</b>	<b>\$ 103,017</b>	<b>6.45%</b>

<b>Financial Summary ~ Program Expenditures</b>					
	FY 2011 Actual	FY 2012 Amended	FY 2013 Adopted	Dollar Change	Percent Change
IT Operations	\$ 1,297,068	\$ 1,597,132	\$ 1,700,149	\$ 103,017	6.45%
<b>DEPARTMENT TOTALS</b>	<b>\$ 1,297,068</b>	<b>\$ 1,597,132</b>	<b>\$ 1,700,149</b>	<b>\$ 103,017</b>	<b>6.45%</b>

## Information Technology (8100)

### ***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.

<b>Performance Measures</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Forecast</b>	<b>FY 2013 Target</b>
Average time to completion of IT Help desk requests (in hours)	17	20	20
Backup Success Rate	86%	96%	> 95%
Percentage of time systems available during regular working hours	100%	100%	100%
Customer satisfaction (IT Surveys)	97%	95%	97%

## Information Technology (8100)

Financial Summary ~ Division Revenues					
	FY 2011 Actual	FY 2012 Amended	FY 2013 Adopted	Dollar Change	Percent Change
Telecommunications Tower	\$ 646,085	\$ 674,000	\$ 674,000	\$ -	0.00%
<b>TOTALS</b>	<b>\$ 646,085</b>	<b>\$ 674,000</b>	<b>\$ 674,000</b>	<b>\$ -</b>	<b>0.00%</b>

Financial Summary ~ Division Expenditures					
	FY 2011 Actual	FY 2012 Amended	FY 2013 Adopted	Dollar Change	Percent Change
Personal Services	\$ 814,644	\$ 868,332	\$ 900,260	\$ 31,928	3.68%
Operating Expenditures	471,669	677,200	620,489	(56,711)	-8.37%
Capital Outlay/Other	10,755	51,600	179,400	127,800	247.67%
<b>TOTALS</b>	<b>\$ 1,297,068</b>	<b>\$ 1,597,132</b>	<b>\$ 1,700,149</b>	<b>\$ 103,017</b>	<b>6.45%</b>

Personnel Complement				
Position Title	Full Time	Part Time	Temp	FTE's
Director of Information Technology	1			1
Systems and Network Manager	1			1
Network Administrator	1			1
Systems Analyst	1			1
Systems Specialist	1			1
Technical Support Representative III	1			1
Technical Support Representative II	1			1
Office Specialist	0.5			0.5
<b>Total Personnel Complement</b>	<b>7.5</b>	<b>0</b>	<b>0</b>	<b>7.5</b>

**Major Variances FY 2013:**

**Personal Services**

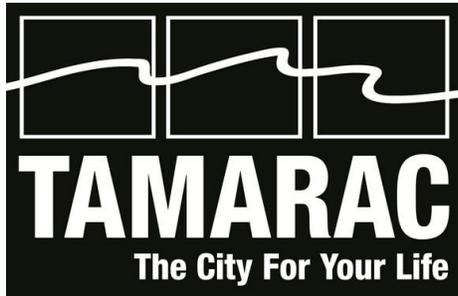
Increases in personal services planned for salary and insurance adjustments.

**Operating Expenditures**

- Decrease funding for engineering services - (\$35,100)
- Increase internet access anticipated - contract renewal - \$3,740
- Decrease funding for computer leases - (\$8,015)
- Increase R&M office equipment - \$5,400
- Increase maintenance & licensing costs - \$37,353
- Decrease software supplies - (\$32,310)
- Increase computer supplies - \$4,720
- Decrease equipment less than \$1000 - (\$14,250)

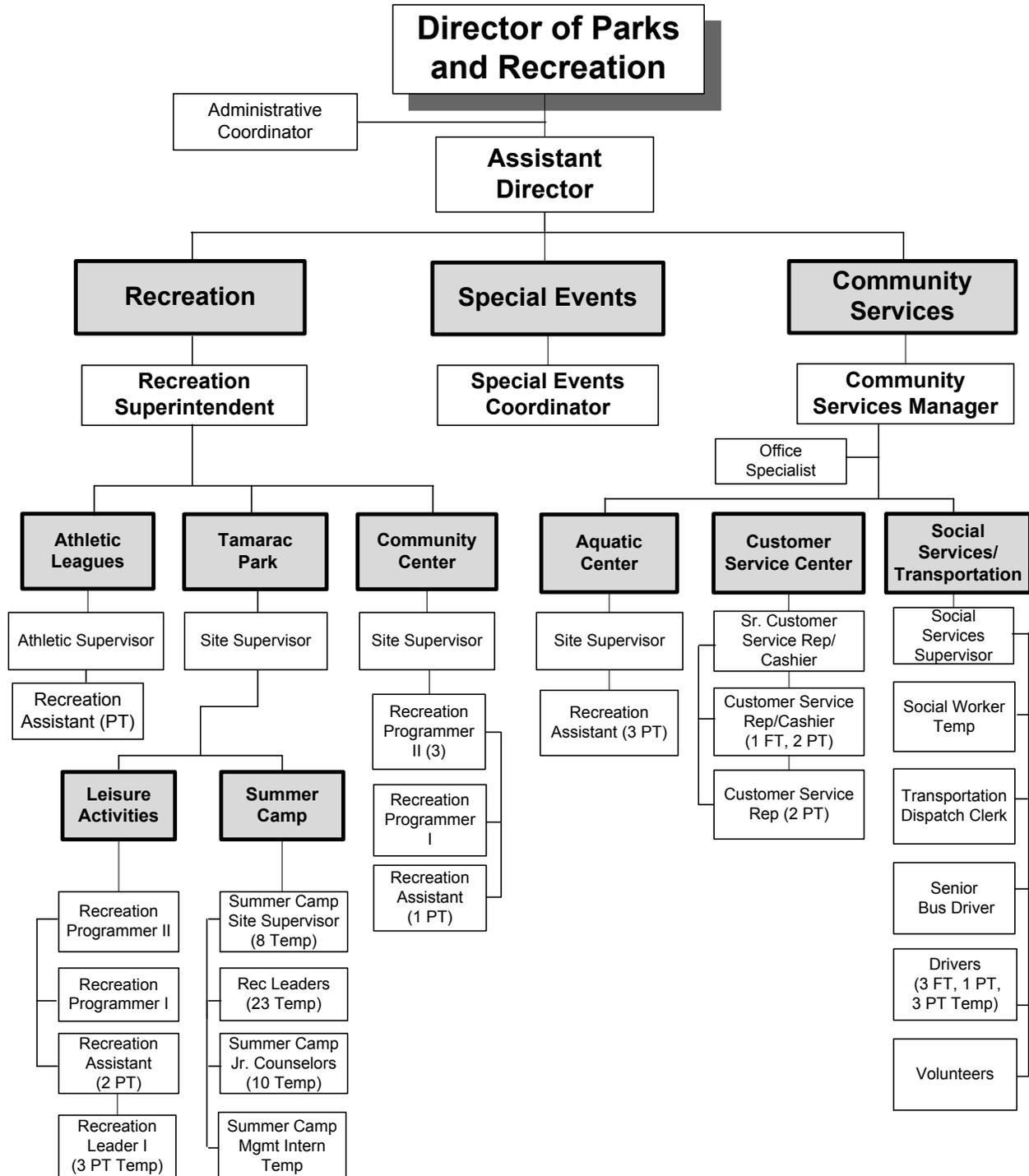
**Capital Outlay**

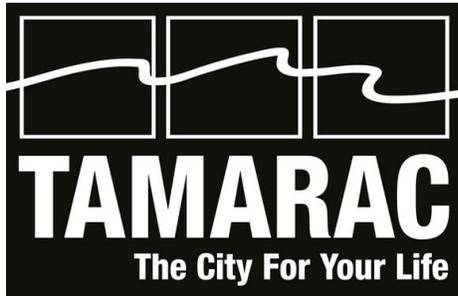
Increase for one-time capital equipment. See list under New programs tab.



# Parks and Recreation Department

25 Full Time, 12 Part Time, 49 Temporary (47.3 FTE)





## Parks and Recreation Departmental Financial Summary

<b>Financial Summary ~ Department Revenues</b>					
	FY 2011 Actual	FY 2012 Amended	FY 2013 Adopted	Dollar Change	Percent Change
After-School Program	\$ 31,920	\$ 33,000	\$ 40,500	7,500	22.73%
Summer Camp Fees	196,137	191,600	196,000	4,400	2.30%
Activity Fees	39,867	36,000	38,000	2,000	5.56%
Youth Activity Fees	16,602	15,000	16,000	1,000	6.67%
Adult Trip Fees	14,759	14,000	14,800	800	5.71%
Youth Basketball League	25,421	28,000	28,000	-	0.00%
Fitness Activity Fees	81,253	100,000	91,000	(9,000)	-9.00%
Instructional Class Fees	143,638	120,000	144,500	24,500	20.42%
Senior Program Fees	23,679	20,000	24,000	4,000	20.00%
Youth Soccer League	-	-	35,250	35,250	0.00%
Youth Softball League	-	-	3,500	3,500	0.00%
Adult Softball League	-	-	12,000	12,000	0.00%
Sponsorship Fees	3,275	1,000	4,000	3,000	300.00%
Non-Resident Fees	6,250	5,000	5,000	-	0.00%
Recreation Spec. Events	749	1,000	1,000	-	0.00%
Turkey Trot 5K Race	38,620	36,000	37,250	1,250	3.47%
Facility Rentals	35,110	35,000	35,000	-	0.00%
Shelter Rentals	18,340	15,500	18,000	2,500	16.13%
Aquatic Admission Fees	50,677	50,000	50,000	-	0.00%
Aquatic Program Fees	27,193	24,000	27,500	3,500	14.58%
Aquatic Concess. Sales	6,171	6,000	6,000	-	0.00%
Aquatic Facilities	7,263	6,500	6,500	-	0.00%
Mass Transit/Broward	79,291	95,015	95,015	-	0.00%
Bus Service Fee	13,547	13,000	13,950	950	7.31%
Soc Service Transport Fee	12,039	13,750	12,250	(1,500)	-10.91%
<b>DEPARTMENT TOTALS</b>	<b>\$ 871,801</b>	<b>\$ 859,365</b>	<b>\$ 955,015</b>	<b>\$ 95,650</b>	<b>11.13%</b>

<b>Financial Summary ~ Category Expenditures</b>					
	FY 2011 Actual	FY 2012 Amended	FY 2013 Adopted	Dollar Change	Percent Change
Personal Services	\$ 2,412,453	\$ 2,554,472	\$ 2,703,667	\$ 149,195	5.84%
Operating Expenditures	1,207,104	1,440,579	1,382,634	(57,945)	-4.02%
Capital Outlay	4,712	74,120	28,850	(45,270)	-61.08%
<b>DEPARTMENT TOTALS</b>	<b>\$ 3,624,269</b>	<b>\$ 4,069,171</b>	<b>\$ 4,115,151</b>	<b>\$ 45,980</b>	<b>1.13%</b>

<b>Financial Summary ~ Program Expenditures</b>					
	FY 2011 Actual	FY 2012 Amended	FY 2013 Adopted	Dollar Change	Percent Change
Administration	\$ 2,407,950	\$ 2,806,644	\$ 2,849,809	\$ 43,165	1.54%
Aquatics	652,398	657,931	646,831	(11,100)	-1.69%
Social Services	164,463	175,916	194,144	18,228	10.36%
Transportation	400,402	428,680	424,367	(4,313)	-1.01%
Customer Service	(944)	-	-	-	0.00%
<b>DEPARTMENT TOTALS</b>	<b>\$ 3,624,269</b>	<b>\$ 4,069,171</b>	<b>\$ 4,115,151</b>	<b>\$ 45,980</b>	<b>1.13%</b>

## Recreation (7010)

### ***Mission:***

To provide safe, fun and lifelong leisure activities to enhance quality of life with diverse programs and facilities for the residents of Tamarac to meet their cultural, social, physical wellness and recreation needs.

### ***Program Description:***

The Recreation Division provides a variety of programs, events and services designed to make a difference and improve the quality of life by providing 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 increase 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, regional and national organizations to obtain sponsorships and grants. 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 transactional surveys, community meetings and outreach programs.

<b>Performance Measures</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Forecast</b>	<b>FY 2013 Target</b>
Total value of all donations/ sponsorships	\$12,815	\$10,000	\$11,000
Percentage of attendance towards participant capacity	78%	78%	80%
Transactional Surveys - % of customers rating customer service a score of 4 or 5	97%	97%	97%
Percentage of time active space in use (ball fields, meeting rooms)	66%	63%	63%

## Recreation (7010)

<b>Financial Summary ~ Division Revenues</b>					
	FY 2011	FY 2012	FY 2013	Dollar	Percent
	Actual	Amended	Adopted	Change	Change
After-School Program	\$ 31,920	\$ 33,000	\$ 40,500	7,500	22.73%
Summer Camp Fees	196,137	191,600	196,000	4,400	2.30%
Activity Fees	39,867	36,000	38,000	2,000	5.56%
Youth Activity Fees	16,602	15,000	16,000	1,000	6.67%
Adult Trip Fees	14,759	14,000	14,800	800	5.71%
Youth Basketball League	25,421	28,000	28,000	-	0.00%
Fitness Activity Fees	81,253	100,000	91,000	(9,000)	-9.00%
Instructional Class Fees	143,638	120,000	144,500	24,500	20.42%
Senior Program Fees	23,679	20,000	24,000	4,000	20.00%
Youth Soccer League	-	-	35,250	35,250	0.00%
Youth Softball League	-	-	3,500	3,500	0.00%
Adult Softball League	-	-	12,000	12,000	0.00%
Sponsorship Fees	3,275	1,000	4,000	3,000	300.00%
Non-Resident Fees	6,250	5,000	5,000	-	0.00%
Recreation Spec. Events	749	1,000	1,000	-	0.00%
Turkey Trot 5K Race	38,620	36,000	37,250	1,250	3.47%
Facility Rentals	35,110	35,000	35,000	-	0.00%
Shelter Rentals	18,340	15,500	18,000	2,500	16.13%
<b>TOTALS</b>	<b>\$ 675,620</b>	<b>\$ 651,100</b>	<b>\$ 743,800</b>	<b>\$ 92,700</b>	<b>14.24%</b>

<b>Financial Summary ~ Division Expenditures</b>					
	FY 2011	FY 2012	FY 2013	Dollar	Percent
	Actual	Amended	Adopted	Change	Change
Personal Services	\$ 1,821,902	\$ 1,909,685	\$ 2,044,834	\$ 135,149	7.08%
Operating Expenditures	581,336	829,439	783,225	(46,214)	-5.57%
Capital Outlay	4,712	67,520	21,750	(45,770)	-67.79%
<b>TOTALS</b>	<b>\$ 2,407,950</b>	<b>\$ 2,806,644</b>	<b>\$ 2,849,809</b>	<b>\$ 43,165</b>	<b>1.54%</b>

<b>Personnel Complement</b>				
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
Athletic Supervisor	1			1
Site Supervisor	2			2
Special Events Coordinator	1			1
Recreation Programmer I & II	6			6
Administrative Coordinator	1			1
Recreation Assistant		6		3
Community Services Manager	1			1
Senior Customer Service Rep/Cashier	1			1
Customer Service Representative/Cashier	1	2		2
Customer Service Representative		2		1
<b>Seasonal Employees:</b>				
Summer Camp Site Supervisor			8	2.7
Summer Camp Recreation Leader I & II			26	8.7
Summer Camp Junior Counselor			10	3.3
Summer Camp Management Intern			1	0.3
<b>Total Personnel Complement</b>	<b>17</b>	<b>10</b>	<b>45</b>	<b>37.0</b>

### **Major Variances FY 2013:**

#### **Personal Services**

Increase in personal services planned for salary, insurance adjustments and part-time Recreation Assistant.

#### **Operating Expenditures**

Increase in summer camp costs \$10,000 offset by revenue increase of \$4,400  
 Allocation of electric services - \$70,460  
 Decrease in recreational instructors - (\$4,000)  
 Decrease in r&m - service contracts - (\$13,800) - moved to Aquatics Division for (Life Fitness annual contract)  
 Increase in r&m facilities - \$14,300 - resurfacing basketball courts at the sports complex

#### **Capital Outlay**

Decrease in capital outlay due to one-time small equipment purchases for FY 2012

## Aquatics (7030)

### **Mission:**

To provide safe, fun and lifelong leisure activities to enhance quality of life with diverse programs and facilities for the residents of Tamarac to meet their cultural, social, physical wellness and recreation needs.

### **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, Healthy Financial Environment, 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 transactional surveys, comment cards, and outreach programs.

<b>Performance Measures</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Forecast</b>	<b>FY 2013 Target</b>
Number of swim lesson participants	630	750	925
% of attendance towards capacity	90%	90%	90%
Transactional Surveys - % of customers rating customer service a score of 4 or 5	97%	97%	97%

## Aquatics (7030)

<b>Financial Summary ~ Division Revenues</b>						
	FY 2011 Actual	FY 2012 Amended	FY 2013 Adopted	Dollar Change	Percent Change	
Aquatic Admission Fees	\$ 50,677	\$ 50,000	\$ 50,000	\$ -	0.00%	
Aquatic Program Fees	27,193	24,000	27,500	3,500	14.58%	
Aquatic Concess. Sales	6,171	6,000	6,000	-	0.00%	
Aquatic Facilities	7,263	6,500	6,500	-	0.00%	
<b>TOTALS</b>	<b>\$ 91,304</b>	<b>\$ 86,500</b>	<b>\$ 90,000</b>	<b>\$ 3,500</b>	<b>4.05%</b>	

<b>Financial Summary ~ Division Expenditures</b>						
	FY 2011 Actual	FY 2012 Amended	FY 2013 Adopted	Dollar Change	Percent Change	
Personal Services	\$ 94,972	\$ 120,141	\$ 122,622	\$ 2,481	2.07%	
Operating Expenditures	557,426	531,190	519,109	(12,081)	-2.27%	
Capital Outlay	-	6,600	5,100	(1,500)	-22.73%	
<b>TOTALS</b>	<b>\$ 652,398</b>	<b>\$ 657,931</b>	<b>\$ 646,831</b>	<b>\$ (11,100)</b>	<b>-1.69%</b>	

<b>Personnel Complement</b>				
Position Title	Full Time	Part Time	Temp	FTE's
Site Supervisor	1			1
Recreation Assistant		1		0.5
<b>Total Personnel Complement</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>1.5</b>

**Major Variances FY 2013:**

**Personal Services**

Increases in personal services planned for salary and insurance adjustments.

**Operating Expenditures**

Decrease in contractual services - **(\$54,791)**

Increase in management service fees - \$16,200

Increase in electric - reallocation for Recreation Division - \$84,000

Decrease in small equipment - **(\$10,600)** - purchases varies from year to year

Increase in r&m service contract - \$13,800 - Recreation Division (Life Fitness annual contract)

Increase in r&m services - all types net **(\$27,500)**

## Social Services (7040)

### **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 are 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 transactional surveys, comment cards and outreach programs.

<b>Performance Measures</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Forecast</b>	<b>FY 2013 Target</b>
Number of volunteer hours	7810	8,100	8,200
Number of attendees at social service activities/groups	N/A	5,350	5,400
Transactional Surveys - % of customers rating customer service a score of 4 or 5	96%	97%	97%

## Social Services (7040)

<b>Financial Summary ~ Division Expenditures</b>					
	FY 2011 Actual	FY 2012 Amended	FY 2013 Adopted	Dollar Change	Percent Change
Personal Services	\$ 152,957	\$ 162,816	\$ 177,214	\$ 14,398	8.84%
Operating Expenditures	11,506	13,100	16,930	3,830	29.24%
<b>TOTALS</b>	<b>\$ 164,463</b>	<b>\$ 175,916</b>	<b>\$ 194,144</b>	<b>\$ 18,228</b>	<b>10.36%</b>

<b>Personnel Complement</b>				
Position Title	Full Time	Part Time	Temp	FTE's
Social Services Supervisor	1			1
Office Specialist	1			1
Social Worker			1	0.3
<b>Total Personnel Complement</b>	<b>2</b>	<b>0</b>	<b>1</b>	<b>2.3</b>

**Major Variances FY 2013:**

**Personal Services**

Increases in personal services planned for salary and insurance adjustments

**Operating Expenditures**

Minor adjustments in operating line items

## Transportation (7050)

**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 para-transit 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 & 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 transactional surveys, comment cards and outreach. Program and service information will be communicated to our customers via the Tamarac website, Tam-A-Gram, flyers, and outreach programs.

Performance Measures	FY 2011 Actual	FY 2012 Forecast	FY 2013 Target
Number of occupied seats per hour on the Broward County route-based transit system	9.68	12	13
Total Para-transit trips	N/A	16,000	16,100
Total Passengers for all transportation services	N/A	50,000	50,100
Transactional Surveys - % of customers rating customer service a score of 4 or 5.	99%	97%	97%

## Transportation (7050)

<b>Financial Summary ~ Division Revenues</b>					
	FY 2011 Actual	FY 2012 Amended	FY 2013 Adopted	Dollar Change	Percent Change
Mass Transit/Broward	\$ 79,291	\$ 95,015	\$ 95,015	\$ -	0.00%
Bus Service Fee	13,547	13,000	13,950	950	7.31%
Soc Service Transport Fee	12,039	13,750	12,250	(1,500)	-10.91%
<b>TOTALS</b>	<b>\$ 104,877</b>	<b>\$ 121,765</b>	<b>\$ 121,215</b>	<b>\$ (550)</b>	<b>-0.45%</b>

<b>Financial Summary ~ Division Expenditures</b>					
	FY 2011 Actual	FY 2012 Amended	FY 2013 Adopted	Dollar Change	Percent Change
Personal Services	\$ 343,566	\$ 361,830	\$ 358,997	\$ (2,833)	-0.78%
Operating Expenditures	56,836	66,850	63,370	(3,480)	-5.21%
Capital Outlay	-	-	2,000	2,000	0.00%
<b>TOTALS</b>	<b>\$ 400,402</b>	<b>\$ 428,680</b>	<b>\$ 424,367</b>	<b>\$ (4,313)</b>	<b>-1.01%</b>

<b>Personnel Complement</b>				
Position Title	Full Time	Part Time	Temp	FTE's
Senior Bus Driver	1			1
Transportation Dispatch Clerk	1			1
Bus Driver	3	1	3	4.5
<b>Total Personnel Complement</b>	<b>5</b>	<b>1</b>	<b>0</b>	<b>6.5</b>

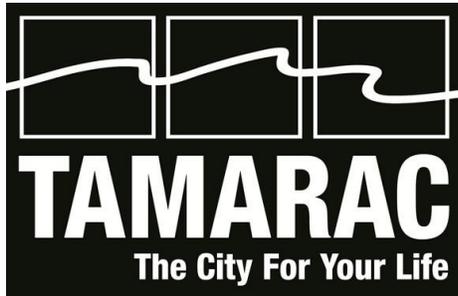
**Major Variances FY 2013:**

**Personal Services**

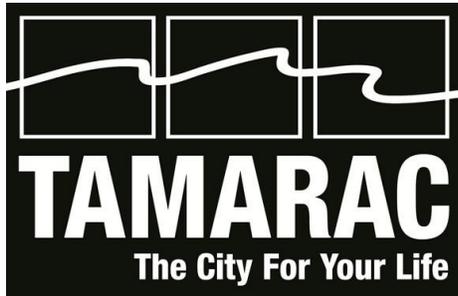
Increases in personal services planned for salary and insurance adjustments.

**Capital Outlay**

Increase in capital outlay for bike rack - \$2,000





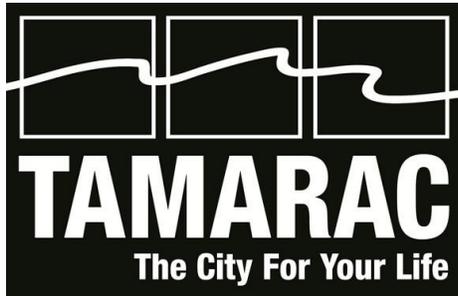


## Public Services Departmental Financial Summary

<b>Financial Summary ~ Department Revenues</b>					
	FY 2011 Actual	FY 2012 Amended	FY 2013 Adopted	Dollar Change	Percent Change
Engineering Fees	\$ 66,437	\$ 50,000	\$ 50,000	\$ -	0.00%
Recycling	342,088	100,000	220,000	120,000	0.00%
Miscellaneous Revenues	40,551	-	-	-	0.00%
Interest Earnings	22,794	110,000	60,000	(50,000)	-45.45%
Stormwater Fees	4,974,332	5,102,400	5,386,859	284,459	0.00%
Disposition-Fixed Assets	6,867	-	-	-	0.00%
Depreciation-Fixed Asset	62,882	-	-	-	0.00%
Appropriated Fund Balance	-	48,130	-	(48,130)	-100.00%
Water Incentive Grant	4,701	-	-	-	0.00%
Water	7,402,396	7,685,772	8,201,487	515,715	6.71%
Guaranteed Water/Wastewater	10,532	46,000	52,400	6,400	13.91%
Water Testing	-	4,600	-	(4,600)	-100.00%
Fire Line Charges	145,000	150,000	170,100	20,100	13.40%
Sewer/Wastewater	12,181,860	12,905,875	13,771,859	865,984	6.71%
Late Charges	36,104	150,000	200,000	50,000	33.33%
Service Charges	288,621	206,900	275,000	68,100	32.91%
Interest Income	24,517	80,000	70,000	(10,000)	-12.50%
Miscellaneous Revenues	38,782	8,000	8,000	-	0.00%
<b>DEPARTMENT TOTALS</b>	<b>\$ 25,648,464</b>	<b>\$ 26,647,677</b>	<b>\$ 28,465,705</b>	<b>\$ 1,818,028</b>	<b>6.82%</b>

<b>Financial Summary ~ Category Expenditures</b>					
	FY 2011 Actual	FY 2012 Amended	FY 2013 Adopted	Dollar Change	Percent Change
Personal Services	\$ 10,244,872	\$ 10,853,209	\$ 11,022,685	\$ 169,476	1.56%
Operating Expenditures	19,275,015	16,848,540	17,521,565	673,025	3.99%
Capital Outlay	2,237,160	4,143,554	3,611,820	(531,734)	-12.83%
Debt Service	909,632	1,308,500	1,303,800	(4,700)	-0.36%
Intrafund Transfer	1,642,000	2,827,000	2,375,000	(452,000)	-15.99%
Contingency/Other Uses	1,902,000	948,401	2,023,587	1,075,186	113.37%
Reserves	-	196,300	154,100	(42,200)	-21.50%
<b>DEPARTMENT TOTALS</b>	<b>\$ 36,210,679</b>	<b>\$ 37,125,504</b>	<b>\$ 38,012,557</b>	<b>\$ 887,053</b>	<b>2.39%</b>

<b>Financial Summary ~ Program Expenditures</b>					
	FY 2011 Actual	FY 2012 Amended	FY 2013 Adopted	Dollar Change	Percent Change
Public Works - General Fund	\$ 6,317,332	\$ 7,019,449	\$ 6,766,352	\$ (253,097)	-3.61%
Stormwater	7,887,033	5,687,400	5,846,859	159,459	2.80%
Utilities	22,006,314	24,418,655	25,399,346	980,691	4.02%
<b>DEPARTMENT TOTALS</b>	<b>\$ 36,210,679</b>	<b>\$ 37,125,504</b>	<b>\$ 38,012,557</b>	<b>\$ 887,053</b>	<b>2.39%</b>



**Public Services  
Public Works - General Fund  
Departmental Financial Summary**

<b>Financial Summary ~ Department Revenues</b>					
	<b>FY 2011 Actual</b>	<b>FY 2012 Amended</b>	<b>FY 2013 Adopted</b>	<b>Dollar Change</b>	<b>Percent Change</b>
Engineering Fees	\$ 66,437	\$ 50,000	\$ 50,000	\$ -	0.00%
Recycling	342,088	100,000	220,000	120,000	120.00%
<b>DEPARTMENT TOTALS</b>	<b>\$ 408,525</b>	<b>\$ 150,000</b>	<b>\$ 270,000</b>	<b>\$ 120,000</b>	<b>80.00%</b>

<b>Financial Summary ~ Category Expenditures</b>					
	<b>FY 2011 Actual</b>	<b>FY 2012 Amended</b>	<b>FY 2013 Adopted</b>	<b>Dollar Change</b>	<b>Percent Change</b>
Personal Services	\$ 3,624,317	\$ 3,775,257	\$ 3,702,228	\$ (73,029)	-1.93%
Operating Expenditures	2,409,333	3,201,963	3,044,124	(157,839)	-4.93%
Capital Outlay	283,682	42,229	20,000	(22,229)	-52.64%
<b>DEPARTMENT TOTALS</b>	<b>\$ 6,317,332</b>	<b>\$ 7,019,449</b>	<b>\$ 6,766,352</b>	<b>\$ (253,097)</b>	<b>-3.61%</b>

<b>Financial Summary ~ Program Expenditures</b>					
	<b>FY 2011 Actual</b>	<b>FY 2012 Amended</b>	<b>FY 2013 Adopted</b>	<b>Dollar Change</b>	<b>Percent Change</b>
Administration	\$ 373,255	\$ 388,826	\$ 232,163	\$ (156,663)	-40.29%
Engineering	238,210	281,049	277,021	(4,028)	-1.43%
Operations	649,113	629,490	569,116	(60,374)	-9.59%
Streets	1,079,216	1,364,132	1,252,592	(111,540)	-8.18%
Recycling	14,635	149,000	-	(149,000)	0.00%
Facility Management	1,186,363	1,414,757	1,368,074	(46,683)	-3.30%
Fleet Management	872,941	721,774	967,917	246,143	34.10%
Grounds Maintenance	1,903,599	2,070,421	2,099,469	29,048	1.40%
<b>DEPARTMENT TOTALS</b>	<b>\$ 6,317,332</b>	<b>\$ 7,019,449</b>	<b>\$ 6,766,352</b>	<b>\$ (253,097)</b>	<b>-3.61%</b>

## Public Works/Administration (5001)

### **Mission:**

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

### **Program Description:**

The Administration Division oversees all other Divisions of the Public Works Department, including responsibility for budget allocation and quality control. The Administration Division provides planning, professional management, supervision and coordination of various public services to ensure a level of service consistent with the mission of the City of Tamarac.

### **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.

<b>Performance Measures</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Forecast</b>	<b>FY 2013 Target</b>
Percent of work orders/inspections completed on time (Department-wide)	100%	100%	95%
Percent of all Public Works citizen requests addressed within specified time frames	100%	100%	100%

## Public Works/Administration (5001)

<b>Financial Summary ~ Division Expenditures</b>					
	FY 2011 Actual	FY 2012 Amended	FY 2013 Adopted	Dollar Change	Percent Change
Personal Services	\$ 358,617	\$ 372,056	\$ 211,563	\$ (160,493)	-43.14%
Operating Expenditures	14,638	16,770	20,600	3,830	22.84%
<b>TOTALS</b>	<b>\$ 373,255</b>	<b>\$ 388,826</b>	<b>\$ 232,163</b>	<b>\$ (156,663)</b>	<b>-40.29%</b>

<b>Personnel Complement</b>				
Position Title	Full Time	Part Time	Temp	FTE's
Public Service Director*	0.3			0.3
Systems Coordinator**	0.5			0.5
Administrative Coordinator	1			1
<b>Total Personnel Complement</b>	<b>1.8</b>	<b>0</b>	<b>0</b>	<b>1.8</b>

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

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

### **Major Variances FY 2013:**

#### **Personal Services**

Adjustments in personal services reflect allocation of Public Services Director in 3 major programs - Public Works, Stormwater and Utilities.

#### **Operating Expenditures**

Increase in printing for general fund portion of NPDES report - reallocation from Recycling Division, closed in FY 2013.

## Engineering (5002)

### **Mission:**

To develop and implement technical solutions for the City's civil needs, including, but not limited to, pedestrian, roadway and drainage needs. Additionally, the Engineering Division, provides technical assistance and inspection services for development projects within the City of Tamarac.

### **Program Description:**

The Engineering Division plans, designs, permits and inspects the construction of City capital projects. 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 #5, A Vibrant Community, 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. 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 Works infrastructure for the use of other Departments and citizens.

<b>Performance Measures</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Forecast</b>	<b>FY 2013 Target</b>
Percent Engineering Inspections completed within 1 day	99%	100%	95%
Percent of engineering permit applications reviewed within 10 days	100%	100%	100%
Percent Development Review Committee Packages reviewed within 10 Days	100%	100%	100%

## Engineering (5002)

<b>Financial Summary ~ Division Revenues</b>					
	FY 2011 Actual	FY 2012 Amended	FY 2013 Adopted	Dollar Change	Percent Change
Engineering Fees	\$ 66,437	\$ 50,000	\$ 50,000	\$ -	0.00%
<b>TOTALS</b>	<b>\$ 66,437</b>	<b>\$ 50,000</b>	<b>\$ 50,000</b>	<b>\$ -</b>	<b>0.00%</b>

<b>Financial Summary ~ Division Expenditures</b>					
	FY 2011 Actual	FY 2012 Amended	FY 2013 Adopted	Dollar Change	Percent Change
Personal Services	\$ 228,728	\$ 250,028	\$ 246,921	\$ (3,107)	-1.24%
Operating Expenditures	9,482	31,021	30,100	(921)	-2.97%
<b>TOTALS</b>	<b>\$ 238,210</b>	<b>\$ 281,049</b>	<b>\$ 277,021</b>	<b>\$ (4,028)</b>	<b>-1.43%</b>

<b>Personnel Complement</b>				
Position Title	Full Time	Part Time	Temp	FTE's
Project Engineer	1			1
Engineer Review Technician	1			1
Office Coordinator*	0.5			0.5
<b>Total Personnel Complement</b>	<b>2.5</b>	<b>0</b>	<b>0</b>	<b>2.5</b>

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

### **Major Variances FY 2013:**

#### **Personal Services**

Increases in personal services planned for salary and insurance adjustments.

#### **Operating Expenditures**

Increase in fuel allocation costs - \$3,400

## Operations (5005)

**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.

**Program Description:**

The Operations Division provides administration, supervision, and coordination of the Public Works Department 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.

**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. 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.

<b>Performance Measures</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Forecast</b>	<b>FY 2013 Target</b>
Percent of employees (field workers) holding certificates above minimum required	30%	30%	30%
Percent of total technical training hours provided by In-House training	15%	15%	15%

## Operations (5005)

Financial Summary ~ Division Expenditures					
	FY 2011 Actual	FY 2012 Amended	FY 2013 Adopted	Dollar Change	Percent Change
Personal Services	\$ 587,577	\$ 606,011	\$ 544,691	\$ (61,320)	-10.12%
Operating Expenditures	61,536	23,479	24,425	946	4.03%
<b>TOTALS</b>	<b>\$ 649,113</b>	<b>\$ 629,490</b>	<b>\$ 569,116</b>	<b>\$ (60,374)</b>	<b>-9.59%</b>

Personnel Complement				
Position Title	Full Time	Part Time	Temp	FTE's
Assistant Director of PW/Capital Projects Manager*	0.3			0.3
Operations Manager**	0.8			0.8
Public Works Superintendent	1			1
Public Works Superintendent**	0.4			0.4
Budget and Contracts Manager*	0.3			0.3
Project Manager	1			1
<b>Total Personnel Complement</b>	<b>3.8</b>	<b>0</b>	<b>0</b>	<b>3.8</b>

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

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

### Major Variances FY 2013:

#### **Personal Services**

Decrease is a result of allocating personnel between, General Fund, Stormwater Fund and Utilities Fund.

#### **Operating Expenditures**

Decrease is a result of allocating fuel charges to other divisions - (\$43,400)

## Streets (5020)

### ***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. In support of Goal #1, Inclusive Community, the Division will 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 the Stormwater Master Plan.

<b>Performance Measures</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Forecast</b>	<b>FY 2013 Target</b>
Percent Work Orders completed in 5 days or less	100%	100%	100%
Percent Resident Complaints Resolved within 24 hours	100%	100%	100%
Percent Street Lights in Service	99%	100%	100%

## Streets (5020)

<b>Financial Summary ~ Division Expenditures</b>					
	FY 2011 Actual	FY 2012 Amended	FY 2013 Adopted	Dollar Change	Percent Change
Personal Services	\$ 306,156	\$ 314,982	\$ 323,842	\$ 8,860	2.81%
Operating Expenditures	768,165	1,021,150	928,750	(92,400)	-9.05%
Capital Outlay	4,895	28,000	-	(28,000)	-100.00%
<b>TOTALS</b>	<b>\$ 1,079,216</b>	<b>\$ 1,364,132</b>	<b>\$ 1,252,592</b>	<b>\$ (111,540)</b>	<b>-8.18%</b>

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

**Major Variances FY 2013:**

**Personal Services**

Increases in personal services planned for salary and insurance adjustments

**Operating Expenditures**

Decrease professional services - **(\$75,000)** - road condition study

Decrease in street lighting due to high efficiency lighting

Increase in fuel charges - reallocated from Operation Division - \$17,200

**Capital Outlay**

Decrease in capital outlay due to one-time purchases in FY 2012 - **(\$28,000)**

## Recycling (5030)

**Mission:**

To promote recycling of certain solid waste materials to reduce landfill dependency as well as maintain low disposal costs for residents.

**Program Description:**

The Recycling 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. The City has been a partner in the Broward County recycling plan and will continue its partnership efforts.

**Goals & Objectives:**

In support of Goal #4, Clear Communication, the Division will enhance public education through direct mailings, advertisements, articles published in the Tam-A-Gram, and the production of materials to be distributed to schools and community groups. 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.

Performance Measures	FY 2011 Actual	FY 2012 Forecast	FY 2013 Target
Average pounds per capita recycling	100	122	128
Percent increase (decrease) average number of pounds recycled per capita	-9%	20%	20%
Percent above (below) Broward County average pounds recycled per capita	8%	30%	30%
Percent above (below) average pounds recycled per capita for similar sized Cities in Broward County (40,000 - 65,000)	21%	47%	50%

## Recycling (5030)

<b>Financial Summary ~ Division Revenues</b>					
	FY 2011 Actual	FY 2012 Amended	FY 2013 Adopted	Dollar Change	Percent Change
Recycling	\$ 342,088	\$ 100,000	\$ 220,000	\$ 120,000	120.00%
<b>TOTALS</b>	<b>\$ 342,088</b>	<b>\$ 100,000</b>	<b>\$ 220,000</b>	<b>\$ 120,000</b>	<b>120.00%</b>

<b>Financial Summary ~ Division Expenditures</b>					
	FY 2011 Actual	FY 2012 Adjusted	FY 2013 Proposed	Dollar Change	Percent Change
Operating Expenditures	\$ 14,635	\$ 149,000	\$ -	\$ (149,000)	-100.00%
<b>TOTALS</b>	<b>\$ 14,635</b>	<b>\$ 149,000</b>	<b>\$ -</b>	<b>\$ (149,000)</b>	<b>-100.00%</b>

**Major Variances FY 2013:**

**Operating Expenditures**

Decrease in fund due to recycling costs not included in new franchise agreement, service provided for and financed from Waste Management.

Cost of NPDES report printing moved to Public Works Administration.

## Facility Management (5040)

### **Mission:**

To maintain City buildings and facilities in an efficient and cost-effective manner 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 and timeliness and 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.

<b>Performance Measures</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Forecast</b>	<b>FY 2013 Target</b>
Percent work orders completed in 48 hours or less	99%	100%	100%
Percent of routine repairs completed in 5 working days	99%	100%	93%

## Facility Management (5040)

Financial Summary ~ Division Expenditures					
	FY 2011 Actual	FY 2012 Amended	FY 2013 Adopted	Dollar Change	Percent Change
Personal Services	\$ 618,751	\$ 626,137	\$ 623,874	\$ (2,263)	-0.36%
Operating Expenditures	561,660	779,591	744,200	(35,391)	-4.54%
Capital Outlay	5,952	9,029	-	(9,029)	0.00%
<b>TOTALS</b>	<b>\$ 1,186,363</b>	<b>\$ 1,414,757</b>	<b>\$ 1,368,074</b>	<b>\$ (46,683)</b>	<b>-3.30%</b>

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	3			3
Facilities Service Worker	1			1
<b>Total Personnel Complement</b>	<b>8</b>	<b>0</b>	<b>0</b>	<b>8</b>

**Major Variances FY 2013:**

**Personal Services**

Increases in personal services planned for salary and insurance adjustments.

**Operating Expenditures**

Decrease in other contractual services - (\$9,800)

Increase in custodial services in anticipation of contract renewal - \$20,000

Increase in water & sewer - rate adjustment - \$6,000

Decrease in r&m facilities - previous year printing not ongoing - (\$64,200)

Increase in fuel charges - reallocated from Operation Division - \$12,300

## Fleet Management (5080)

### **Mission:**

To provide reliable transportation and functional equipment utilized by City Departments, minimizing down time 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. In support of Goal #2, Healthy Financial Environment, the Division will ensure efficient operation of vehicles and equipment through on-going preventive repair and maintenance, monitoring fuel consumption, and tracking mileage and equipment usage. Furthermore, the Division will control overall costs and ensure an adequate complement of vehicles and equipment by coordinating a comprehensive replacement program.

<b>Performance Measures</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Forecast</b>	<b>FY 2013 Target</b>
Percent of total units (cars, light / medium / heavy trucks) in service	100%	100%	99%
Percent of preventative maintenance services performed on schedule	100%	100%	99%
Percent of total Technicians time billed to work orders per month	94%	94%	94%
Percent of unscheduled repairs to total work orders	11%	<15%	<15%

## Fleet Management (5080)

<b>Financial Summary ~ Division Expenditures</b>					
	FY 2011 Actual	FY 2012 Amended	FY 2013 Adopted	Dollar Change	Percent Change
Personal Services	\$ 482,797	\$ 530,132	\$ 665,318	\$ 135,186	25.50%
Operating Expenditures	121,499	191,642	282,599	90,957	47.46%
Capital Outlay	268,645	-	20,000	20,000	0.00%
<b>TOTALS</b>	<b>\$ 872,941</b>	<b>\$ 721,774</b>	<b>\$ 967,917</b>	<b>\$ 246,143</b>	<b>34.10%</b>

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

**Major Variances FY 2013:**

**Personal Services**

Increases in personal services planned for salary and insurance adjustments.

**Operating Expenditures**

Increase in fuel charges - \$100,000

Increase in small equipment - \$2,000

Decrease in license & permit - (\$2,100)

Increase in service contracts - \$2,000

**Capital Outlay**

Increase in funds for AC Recovery Unit and Exhaust Collection System - \$20,000.

## Grounds Maintenance (5090)

**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 and environmentally responsible practices. In support of Goal #5 - A Vibrant Community, the Division will provide total maintenance of all City-owned property to ensure parks, recreational facilities, public rights-of-way, and other public areas remain safe and attractive.

Performance Measures	FY 2011 Actual	FY 2012 Forecast	FY 2013 Target
Percent work orders completed in 48 hours or less	100%	100%	100%
Percent of resident complaints responded to within 24 hours	100%	100%	100%
Percent of landscaping permit inspections completed within 24 hours	100%	100%	100%

## Grounds Maintenance (5090)

<b>Financial Summary ~ Division Expenditures</b>					
	FY 2011 Actual	FY 2012 Amended	FY 2013 Adopted	Dollar Change	Percent Change
Personal Services	\$ 1,041,691	\$ 1,075,911	\$ 1,086,019	\$ 10,108	0.94%
Operating Expenditures	857,718	989,310	1,013,450	24,140	2.44%
Capital Outlay	4,190	5,200	-	(5,200)	-100.00%
<b>TOTALS</b>	<b>\$ 1,903,599</b>	<b>\$ 2,070,421</b>	<b>\$ 2,099,469</b>	<b>\$ 29,048</b>	<b>1.40%</b>

<b>Personnel Complement</b>				
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	4			4
Groundskeeper I	9			9
Groundskeeper I		3		1.5
<b>Total Personnel Complement</b>	<b>17</b>	<b>3</b>	<b>0</b>	<b>18.5</b>

**Major Variances FY 2013:**

**Personal Services**

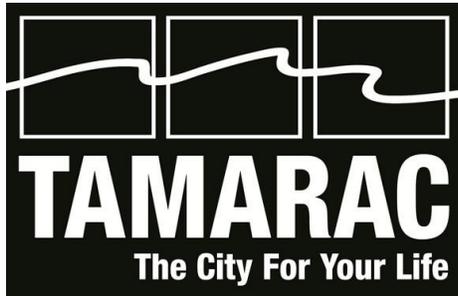
Increases in personal services planned for salary and insurance adjustments.

**Operating Expenditures**

Increases in supplies-chemical - \$900

Increase in r&m facilities - \$10,000 - repair, maintenance and replacement of City maintained fountains

Increase in fuel charges - \$22,100



## Stormwater Engineering & Operations (5050)

**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 prepare 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.

Performance Measures	FY 2011 Actual	FY 2012 Forecast	FY 2013 Target
Percent of citizen requests addressed within 48 hours	100%	100%	100%
Percent of City catch basins cleaned annually (annual target 20% of total)	143%	100%	100%
Percent of drain pipe cleaned annually (annual target 20% of total)	125%	100%	100%
Percent of waterways treated for aquatic weeds annually (annual target 100%)	91%	100%	100%

## Public Services Stormwater Management

<b>Financial Summary ~ Division Revenues</b>					
	FY 2011 Actual	FY 2012 Amended	FY 2013 Adopted	Dollar Change	Percent Change
Miscellaneous Revenues	\$ 40,551	\$ -	\$ -	\$ -	0.00%
Interest Earnings	22,794	110,000	60,000	(50,000)	-45.45%
Stormwater Fees	4,974,332	5,102,400	5,386,859	284,459	5.58%
Disposition-Fixed Assets	6,867	-	-	-	0.00%
Depreciation-Fixed Asset	62,882	-	-	-	0.00%
Appropriated Fund Balance	-	48,130	-	(48,130)	-100.00%
<b>TOTALS</b>	<b>\$ 5,107,426</b>	<b>\$ 5,260,530</b>	<b>\$ 5,446,859</b>	<b>\$ 186,329</b>	<b>3.54%</b>

<b>Financial Summary ~ Division Expenditures</b>					
	FY 2011 Actual	FY 2012 Adjusted	FY 2013 Proposed	Dollar Change	Percent Change
Personal Services	\$ 1,516,672	\$ 1,665,458	\$ 1,710,534	\$ 45,076	2.71%
Operating Expenditures	2,352,799	1,973,132	1,961,746	(11,386)	-0.58%
Capital Outlay	-	894,575	172,620	(721,955)	-80.70%
Debt Service	213,562	404,100	399,400	(4,700)	-1.16%
Contingency/Other Uses	1,902,000	237,435	1,202,559	965,124	406.48%
Reserves	-	37,700	-	(37,700)	-100.00%
<b>TOTALS</b>	<b>\$ 5,985,033</b>	<b>\$ 5,212,400</b>	<b>\$ 5,446,859</b>	<b>\$ 234,459</b>	<b>4.50%</b>

<b>Personnel Complement</b>				
Position Title	Full Time	Part Time	Temp	FTE's
Public Service Director*	0.2			0.2
Assistant Director of PW/Capital Projects Manager*	0.5			0.5
Operations Manager**	0.2			0.2
Public Works Superintendent**	0.6			0.6
Budget and Contracts Manager*	0.2			0.2
Systems Coordinator**	0.5			0.5
Office Coordinator**	0.5			0.5
Stormwater Supervisor	1			1
Service Worker Crew Leader	2			2
Senior Engineer	1			1
Engineer	1			1
Engineering Technician	1			1
Equipment Operator II	3			3
Service Worker II	1			1
Aquatic Spray Technician	4			4
Equipment Operator I	1			1
Service Worker I	5			5
<b>Total Personnel Complement</b>	<b>22.5</b>	<b>0</b>	<b>0</b>	<b>22.5</b>

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

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

### **Major Variances FY 2013:**

#### **Personal Services**

Increase in personal services planned for salary and insurance adjustments.

#### **Operating Expenses**

Increase in solid waste disposal - \$10,000

Increase in r&m other - \$10,000

Decrease in culverts maintenance - **(\$200,000)**

Increase in payment lieu of taxes - \$58,570

Increase interfund service charges - \$91,344

#### **Capital Outlay**

Decrease in capital outlay due to one time purchases in FY 2012

## Public Services Stormwater Capital

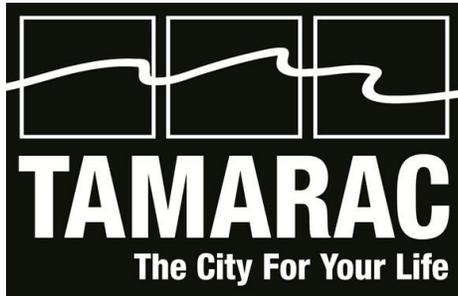
<b>Financial Summary ~ Division Expenditures</b>					
	FY 2011 Actual	FY 2012 Amended	FY 2013 Adopted	Dollar Change	Percent Change
Capital Outlay	1,902,000	475,000	400,000	(75,000)	-15.79%
<b>TOTALS</b>	<b>\$ 1,902,000</b>	<b>\$ 475,000</b>	<b>\$ 400,000</b>	<b>\$ (75,000)</b>	<b>-15.79%</b>

**Major Variances FY 2013:**

**Capital Outlay**

Decrease due to transfer of stormwater capital projects to fund 411 in FY 2012

Project: Citywide Culvert & Headwall Improvements - \$400,000



**Public Services  
Utilities  
Departmental Financial Summary**

<b>Financial Summary ~ Department Revenues</b>					
	FY 2011	FY 2012	FY 2013	Dollar	Percent
	Actual	Amended	Adopted	Change	Change
Water Incentive Grant	\$ 4,701	\$ -	\$ -	\$ -	0.00%
Water	7,402,396	7,685,772	8,201,487	515,715	6.71%
Guaranteed Water/Wastewater	10,532	46,000	52,400	6,400	13.91%
Water Testing	-	4,600	-	(4,600)	-100.00%
Fire Line Charges	145,000	150,000	170,100	20,100	13.40%
Sewer/Wastewater	12,181,860	12,905,875	13,771,859	865,984	6.71%
Late Charges	36,104	150,000	200,000	50,000	33.33%
Service Charges	288,621	206,900	275,000	68,100	32.91%
Interest Income	24,517	80,000	70,000	(10,000)	-12.50%
Miscellaneous Revenues	38,782	8,000	8,000	-	0.00%
<b>DEPARTMENT TOTALS</b>	<b>\$ 20,132,513</b>	<b>\$ 21,237,147</b>	<b>\$ 22,748,846</b>	<b>\$ 1,511,699</b>	<b>7.12%</b>

<b>Financial Summary ~ Category Expenditures</b>					
	FY 2011	FY 2012	FY 2013	Dollar	Percent
	Actual	Amended	Adopted	Change	Change
Personal Services	\$ 5,103,883	\$ 5,412,494	\$ 5,609,923	\$ 197,429	3.65%
Operating Expenditures	14,512,883	11,673,445	12,515,695	842,250	7.22%
Capital Outlay	51,478	2,731,750	3,019,200	287,450	10.52%
Debt Service	696,070	904,400	904,400	-	0.00%
Intrafund Transfer	1,642,000	2,827,000	2,375,000	(452,000)	-15.99%
Contingency	-	710,966	821,028	110,062	15.48%
Reserves	-	158,600	154,100	(4,500)	-2.84%
<b>DEPARTMENT TOTALS</b>	<b>\$ 22,006,314</b>	<b>\$ 24,418,655</b>	<b>\$ 25,399,346</b>	<b>\$ 980,691</b>	<b>4.02%</b>

<b>Financial Summary ~ Program Expenditures</b>					
	FY 2011	FY 2012	FY 2013	Dollar	Percent
	Actual	Amended	Adopted	Change	Change
Administration	\$ 1,078,688	\$ 1,277,117	\$ 8,458,017	\$ 7,180,900	562.274%
Engineering	855,658	938,333	900,373	(37,960)	-4.045%
Water Treatment	3,167,210	2,789,219	3,009,138	219,919	7.885%
Water Distribution	1,750,331	1,924,199	2,476,363	552,164	28.696%
Wastewater Collection	7,109,873	7,533,896	7,904,955	371,059	4.925%
Non-Departmental	8,691,585	7,103,891	-	(7,103,891)	-100.000%
Utilities CIAC Program	-	5,000	500	(4,500)	-90.000%
Utilities Construction	(446,013)	-	2,650,000	2,650,000	0.000%
Utilities R & R	(201,018)	2,847,000	-	(2,847,000)	-100.000%
<b>DEPARTMENT TOTALS</b>	<b>\$ 22,006,314</b>	<b>\$ 24,418,655</b>	<b>\$ 25,399,346</b>	<b>\$ 980,691</b>	<b>4.02%</b>

## Utilities Administration (6001)

### ***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:***

The Administrative Division provides the organizational leadership for the Utilities Department, and acts as the primary liaison between the Utilities Department and the City's administrative staff and elected officials. The Division is responsible for coordinating and facilitating the efforts of the other divisions within the Utilities Department, and is responsible for the long-range planning and policy development of the Department. 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, Strong Economy in a Healthy Environment, the goals of the Administration Division are to help the customer, promote goodwill among employees, and reduce expenses 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, the Administration Division will encourage training and development of employees and track formal training hours spent.

<b>Performance Measures</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Forecast</b>	<b>FY 2013 Target</b>
AWWA Org. Best Practices Index (combined ratings for strategic, financial, risk management and asset management planning, performance measurement, customer involvement and continuous improvement)	30	30	30
Training Hours Per Employee (quantity of formal training that employees are actually completing per year)	18	20	22

## Utilities/Administration (6001)

<b>Financial Summary ~ Division Expenditures</b>					
	FY 2011	FY 2012	FY 2013	Dollar	Percent
	Actual	Amended	Adopted	Change	Change
Personal Services	\$ 335,576	\$ 297,657	\$ 374,574	\$ 76,917	25.84%
Operating Expenditures	62,308	75,060	3,829,415	3,754,355	5001.81%
Capital Outlay	(15,266)	-	-	-	0.00%
Debt Service	696,070	904,400	904,400	-	0.00%
Intrafund Transfer	-	-	2,375,000	2,375,000	0.00%
Contingency	-	-	821,028	821,028	0.00%
Reserves	-	-	153,600	153,600	0.00%
<b>TOTALS</b>	<b>\$ 1,078,688</b>	<b>\$ 1,277,117</b>	<b>\$ 8,458,017</b>	<b>\$ 7,180,900</b>	<b>562.27%</b>

<b>Personnel Complement</b>				
Position Title	Full Time	Part Time	Temp	FTE's
Public Service Director*	0.5			0.5
Assistant Director of PW/Capital Projects Manager*	0.2			0.2
Budget & Contracts Manager*	0.5			0.5
Administrative Coordinator	1			1
<b>Total Personnel Complement</b>	<b>2.2</b>	<b>0</b>	<b>0</b>	<b>2.2</b>

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

### **Major Variances FY 2013:**

Increase in personal services reflects allocation of Public Services Director and Budget & Contracts Manager to Utilities Administration Division.

### **Operating Expenses**

Increase due to collapsing Non-Departmental Division into Administration.

## Engineering (6002)

### ***Mission:***

To provide technical and professional services to ensure that the City water and wastewater systems are operated in a safe, efficient, and economical manner, and effectively meet environmental regulations and customers' expectations.

### ***Program Description:***

The Utilities Engineering Division provides technical support to the Utilities Department including engineering drafting services, location of underground utilities, updating water and wastewater maps, GIS, and construction inspections. It also undertakes Capital Improvement Projects for the optimization and rehabilitation of existing water and wastewater systems.

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

In support of Goal #2, Healthy Financial Environment, the Utilities Engineering Division will be a responsive resource of utility infrastructure information and design services for utilities operations, contractors, and utility customers. Additionally, the Division will implement the use of GIS information for field use, complete the design and the construction of two Capital Improvement Projects, and provide utility location services in compliance with Sunshine State One Call of Florida.

<b>Performance Measures</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Forecast</b>	<b>FY 2013 Target</b>
Percentage of underground utility location requests completed within 2 days	99%	99%	99%
Percentage of capital improvement projects completed within approved cost	N/A	N/A	100%
Percentage of backflow devices in compliance	94%	95%	95%

## Engineering (6002)

Financial Summary ~ Division Expenditures					
	FY 2011 Actual	FY 2012 Amended	FY 2013 Adopted	Dollar Change	Percent Change
Personal Services	\$ 792,927	\$ 850,273	\$ 826,633	\$ (23,640)	-2.78%
Operating Expenditures	62,731	60,910	51,540	(9,370)	-15.38%
Capital Outlay	-	27,150	22,200	(4,950)	-18.23%
<b>TOTALS</b>	<b>\$ 855,658</b>	<b>\$ 938,333</b>	<b>\$ 900,373</b>	<b>\$ (37,960)</b>	<b>-4.05%</b>

Personnel Complement				
Position Title	Full Time	Part Time	Temp	FTE's
Assistant Director of Utilities	1			1
Engineering Coordinator	1			1
Eng. Const. Inspector/Plans Examiner	1			1
Engineering Technician	2			2
Backflow Technician	1			1
Field Technician - Engineering	1			1
Office Coordinator	1			1
Office Specialist*	0.5			0.5
<b>Total Personnel Complement</b>	<b>8.5</b>	<b>0</b>	<b>0</b>	<b>8.5</b>

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

### **Major Variances FY 2013:**

#### **Personal Services**

Decrease in personal services associated with changes in benefits and planned salary reductions.

#### **Operating Expenses**

Decrease in engineering services - (\$315,475) - one-time expenses in FY 2012

Reallocated motor vehicle expenses to other divisions

Increase in fuel charges originally organized in Non-Departmental

#### **Capital Outlay**

Adjust for one-time capital purchases year to year

## Water Treatment Plant (6020)

### ***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 of Tamarac. 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 #2, Healthy Financial Environment, 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 all respond to inquiries on the potable water from residents, the media, regulatory agencies, and City staff. While the sewed 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 practices by all consumers by providing education and conservation devices.

<b>Performance Measures</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Forecast</b>	<b>FY 2013 Target</b>
Percentage of water systems in the distribution system tested and reported to be in compliance with federal regulations	100%	100%	100%
Percentage of unaccounted water ( will not exceed the South Florida Water Management District's standard of 10%	5.0%	7.5%	7.5%

## Water Treatment (6020)

<b>Financial Summary ~ Division Expenditures</b>					
	FY 2011 Actual	FY 2012 Amended	FY 2013 Adopted	Dollar Change	Percent Change
Personal Services	\$ 1,202,786	\$ 1,303,079	\$ 1,325,648	\$ 22,569	1.73%
Operating Expenditures	1,150,057	1,496,640	1,683,490	153,900	10.36%
Capital Outlay	814,367	-	-	-	0.00%
<b>TOTALS</b>	<b>\$ 3,167,210</b>	<b>\$ 2,799,719</b>	<b>\$ 3,009,138</b>	<b>\$ 176,469</b>	<b>6.30%</b>

<b>Personnel Complement</b>				
Position Title	Full Time	Part Time	Temp	FTE's
Water Plant Superintendent	1			1
Laboratory Manager	1			1
Water Plant Lead Operator	1			1
SCADA System Specialist	1			1
Chemist	1			1
Water Conservation Specialist	1			1
Water Plant Operator A, B, C	8			8
<b>Total Personnel Complement</b>	<b>14</b>	<b>0</b>	<b>0</b>	<b>14</b>

**Major Variances FY 2012:**

**Personal Services**

Increases in personal services planned for salary and insurance adjustments.

**Operating Expenses**

Increase expected in water purchased resale - \$10,000

Increase in chemical supplies - \$10,000

Reallocated r&m expenses from R & R subfund Water Plant Operations

Increase In fuel charges reallocated from Non-Departmental

## Water Distribution (6030)

**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.

Performance Measures	FY 2011 Actual	FY 2012 Forecast	FY 2013 Target
Water Distribution System Integrity (total # of breaks/leaks per 100 miles of pipe per year)	10	10	12
Number of customer accounts per 1000 experiencing unplanned disruption of water service for longer than 12 hours within a 1 year period	0%	0%	0%
Percentage of After Excavation Restorations completed within five business days	99%	100%	100%

## Water Distribution (6030)

<b>Financial Summary ~ Division Expenditures</b>					
	FY 2011 Actual	FY 2012 Amended	FY 2013 Adopted	Dollar Change	Percent Change
Personal Services	\$ 1,420,318	\$ 1,528,839	\$ 1,725,663	\$ 196,404	12.84%
Operating Expenditures	315,763	318,760	559,700	240,790	75.50%
Capital Outlay	14,250	76,600	191,000	364,400	475.72%
<b>TOTALS</b>	<b>\$ 1,750,331</b>	<b>\$ 1,924,199</b>	<b>\$ 2,476,363</b>	<b>\$ 801,594</b>	<b>41.65%</b>

<b>Personnel Complement</b>				
Position Title	Full Time	Part Time	Temp	FTE's
Operations Manager - Utilities	1			1
Field Technician/Construction	1			1
Construction Superintendent	1			1
Distribution Supervisor	1			1
Transmission Supervisor	1			1
Utilities Service Representative	1			1
Utilities Service Worker II	1			1
Utilities Service Worker III	2			2
Equipment Operator II (Utilities)	4			3
Utilities Service Worker I	4			5
Water Accountability Supervisor	1			1
Water System Operator I	3			3
Water System Operator III	1			1
<b>Total Personnel Complement</b>	<b>22</b>	<b>0</b>	<b>0</b>	<b>22</b>

**Major Variances FY 2013:**

**Personal Services**

Increases in personal services planned for salary and insurance adjustments.

**Operating Expenses**

Increase in operating represents allocation of expenses from Non-Departmental R & R subfund accounts.

**Capital Outlay**

Increase in capital outlay for one-time capital purchases, such as equipment.

## Wastewater Collection (6040)

**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 one step ahead and in the forefront of today's technology.

Performance Measures	FY 2011 Actual	FY 2012 Forecast	FY 2013 Target
Decrease Sanitary Sewer flow (gallons per minute flow reduced by grouting and or pipe lining procedures)	302	≥290	≥300
Sewer Overflow Rate (collection system piping condition and effectiveness of routine maintenance) Per 100 miles	0	≤2	≤1
Wastewater Collection system integrity (collection system main blockages during the year per 100 miles of collection system piping)	2.6	≤3	≤2
Inspection of Wastewater Collection System (percentage of collection system gravity mains cleaned and televised per total miles of collection system piping)	29.0%	24%	25%

## Wastewater Collection (6040)

Financial Summary ~ Division Expenditures					
	FY 2011 Actual	FY 2012 Amended	FY 2013 Adopted	Dollar Change	Percent Change
Personal Services	\$ 1,320,902	\$ 1,399,646	\$ 1,357,405	\$ (42,241)	-3.02%
Operating Expenditures	5,788,971	5,946,250	6,391,550	445,870	7.50%
Capital Outlay	-	188,000	156,000	(32,000)	-17.02%
<b>TOTALS</b>	<b>\$ 7,109,873</b>	<b>\$ 7,533,896</b>	<b>\$ 7,904,955</b>	<b>\$ 371,629</b>	<b>4.93%</b>

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

### **Major Variances FY 2013:**

#### **Personal Services**

Increases in personal services planned for salary and insurance adjustments.

#### **Operating Expenses**

Increase in contractual services Broward County 50% or \$277,000

Allocation of expenses from Non-Departmental R & R subfund to Maintenance

#### **Capital Outlay**

Decrease in capital outlay due to one time purchases in FY 2012.

## Utilities/Non-Departmental (6090)

<b>Financial Summary ~ Division Expenditures</b>					
	FY 2011 Actual	FY 2012 Amended	FY 2013 Adopted	Dollar Change	Percent Change
Personal Services	\$ 31,374	\$ 33,000	\$ -	\$ (33,000)	-100.00%
Operating Expenditures	7,018,211	3,379,325	-	(3,379,325)	-100.00%
Intrafund Transfer	1,642,000	2,827,000	-	(2,827,000)	-100.00%
Contingency	-	710,966	-	(710,966)	-100.00%
Reserves	-	153,600	-	(153,600)	-100.00%
<b>TOTALS</b>	<b>\$ 8,691,585</b>	<b>\$ 7,103,891</b>	<b>\$ -</b>	<b>\$ (7,103,891)</b>	<b>-100.00%</b>

**Major Variances FY 2013:**

Closing Division - Allocated all expenses to Administration and other operating divisions.

# FY 2013 Adopted Budget

## 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 proposed 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, update the asset inventory and re-assess 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, 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 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 2013–2018. 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 years 2013–2018 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 have been 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.

# FY 2013 Adopted Budget

## ASSET MANAGEMENT PROGRAM, CONTINUED

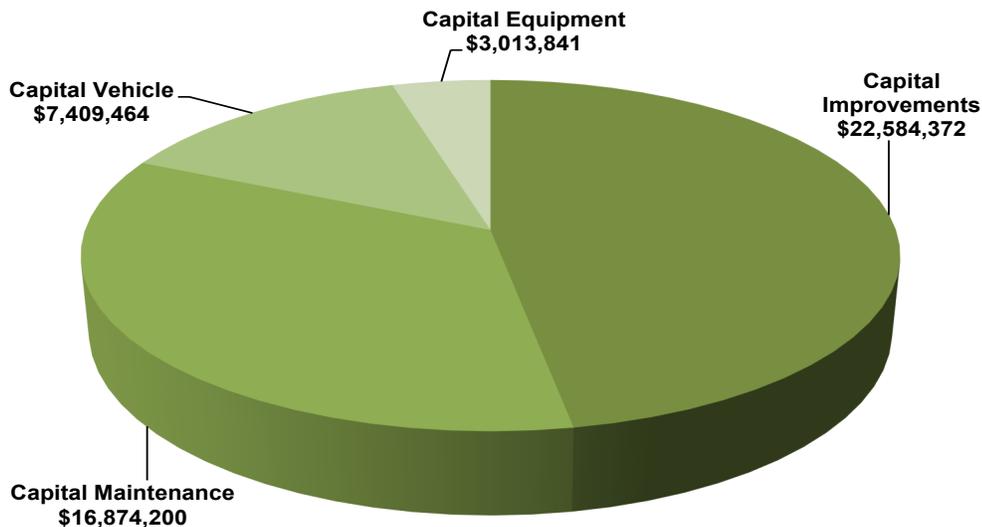
The national and local economies continue to exercise significant impact upon local government funding ability. The aforementioned projects are important to the City and need to proceed. In the event of unanticipated deterioration of the economy, the City must be prepared to re-adjust the scheduling 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 2013-2018 are summarized below:

Capital Improvement	\$	22,584,372
Capital Maintenance		16,874,200
Capital Vehicle		7,409,464
Capital Equipment		3,013,841
<b>Total Program</b>	<b>\$</b>	<b>49,881,877</b>

### FY 2013 - 2018 Asset Management Program Program Summary Total \$49,881,877



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 entry signage for various residential developments
- Design and construction of Bikeway Paths throughout designated areas within the City
- Replace and upgrade playground equipment at Tamarac Sport Complex and Caporella Park
- Design and construction of Sabal Palm Boulevard East sidewalk improvement
- Design and construction of a press box at Tamarac Sports Complex
- Purchase land for EMS site on University Boulevard
- Citywide repair and replacement culvert and headwall improvement

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.

# FY 2013 Adopted Budget

## ASSET MANAGEMENT PROGRAM, CONTINUED

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.

FR – Fire Rescue

IT – Information Technology

UM – Utilities

GP – General Project

PW – Public Works

US – Utilities Sewer

GT – Grant

SW – Solid Waste

UT – Utilities Water (Plant)

HS – Housing

UG – Utilities Grant

UW – Utilities Water (Lines)

### Project Description

This is general description of the proposed 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 budget fiscal year, i.e. FY2013.

### FY 2013 Budget

This represents the request for the upcoming budget year. If approved by the City Council, 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 2014 through FY 2018 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 proposed by the City Manager, including prior approval, as well as the level of funding requested for the FY 2013 budget year and the program for the period FY 2014-2018.

### Source of Funding

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

- **Public Service Facilities Bond** – representing long-term, interest-bearing certificates of public indebtedness.
- **2005 Revenue Bond** – representing 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 representing awards from 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** – representing 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** – representing revenues received from property owners for the purpose of maintaining the City's stormwater system, including grant stormwater conveyance infrastructures.
- **Utilities** – represent utility bill revenues received from the collection and disposal of solid waste from residential and commercial customers.

# FY 2013 Adopted Budget

## ASSET MANAGEMENT PROGRAM, CONTINUED

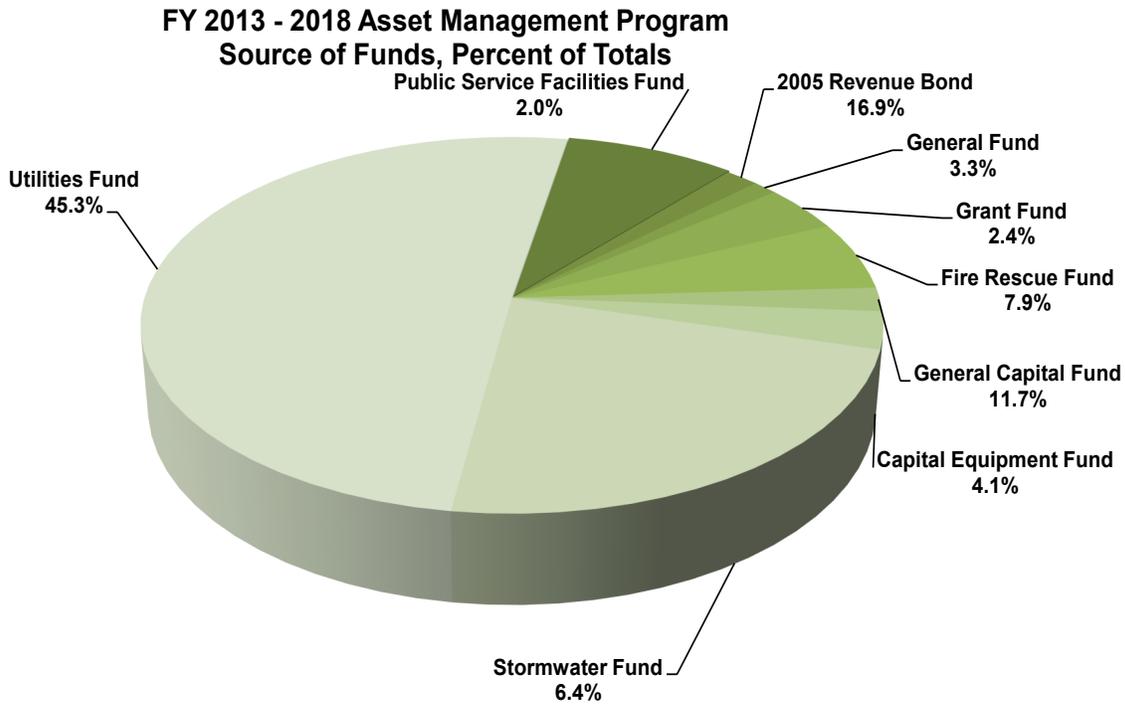
### Operational Impact on Budget/Debt Service

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 proposed 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 2013-2018 as related to the Asset Management Program.

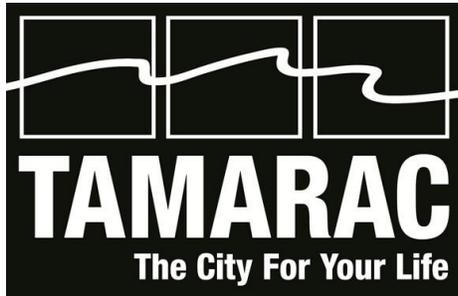
Public Service Facilities Fund	\$	1,005,932
2005 Revenue Bond Fund		8,450,000
<b>Total Program</b>		<b>9,455,932</b>

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 2013-2018 as related to the Asset Management Program.

Capital Equipment Fund	\$	2,021,000
Fire Rescue Fund		3,937,363
General Fund		1,668,625
General Capital Fund		5,818,200
Grant Fund		1,208,137
Stormwater Fund		3,175,620
Utilities Fund		22,597,000
<b>Total Program</b>		<b>40,425,945</b>



The information demonstrated in the preceding 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.



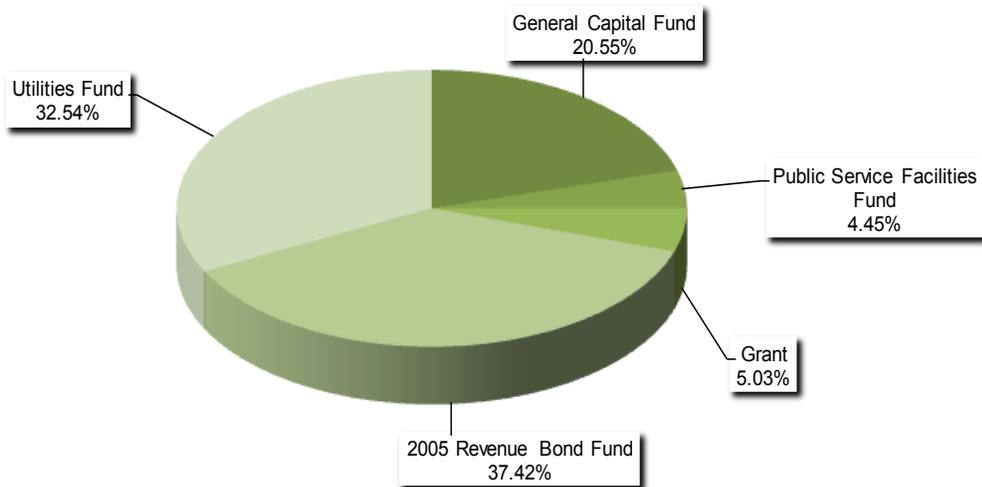
# FY 2013 Adopted Budget

## CAPITAL IMPROVEMENT PROGRAM SUMMARY 6-Year Projects Summary by Funding Source

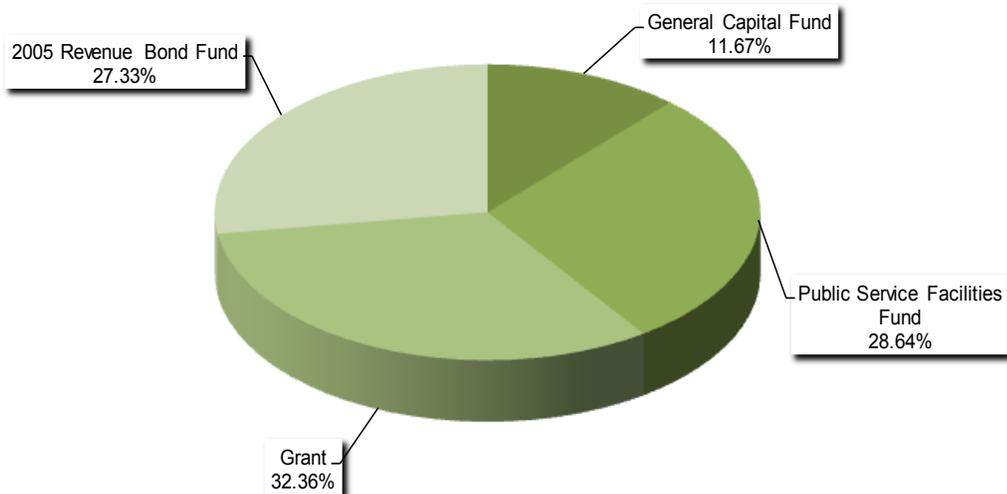
### Funding Source

	Prior Yr	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	TOTAL
General Capital Fund	\$2,896,730	\$ 410,000	\$ 700,000	\$1,316,000	\$ 616,000	\$ -	\$ 1,600,000	\$ 4,642,000
Public Service Facilities Fund	2,042,240	1,005,932	-	-	-	-	-	1,005,932
Grant	1,198,000	1,136,440	-	-	-	-	-	1,136,440
2005 Revenue Bond Fund	-	960,000	-	1,990,000	-	-	5,500,000	8,450,000
Utilities Fund	-	-	1,600,000	2,950,000	1,550,000	1,250,000	-	7,350,000
<b>GRAND TOTAL</b>	<b>\$ 6,136,970</b>	<b>\$ 3,512,372</b>	<b>\$ 2,300,000</b>	<b>\$ 6,256,000</b>	<b>\$ 2,166,000</b>	<b>\$ 1,250,000</b>	<b>\$ 7,100,000</b>	<b>\$ 22,584,372</b>

### Capital Improvement Program Fiscal Years 2013-2018 ~ \$22,584,372



### Capital Improvement Program Fiscal Year 2013 ~ \$3,512,372



# FY 2013 Adopted Budget

City of Tamarac, Florida  
FY 2013 Proposed Budget

**FUNDED  
CAPITAL IMPROVEMENTS PROGRAM**

DEPARTMENT	PROJECT #	FUNDING SOURCE	Prior Year						
			Funding	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
<b>COMMUNITY DEVELOPMENT</b>									
Residential Development Entry Signage	GP12B	General Capital Fund	185,000	150,000	-	-	-	-	-
Redevelopment/Corridor Study	GP12A	General Capital Fund	300,000	-	-	-	-	-	-
<b>PUBLIC WORKS</b>									
Bikeways Path Phase 1	GP06A	Public Service Facilities Fund	1,292,240	-	-	-	-	-	-
Bikeways Path Phase 2	GP12C	Public Service Facilities Fund	750,000	-	-	-	-	-	-
Bikeways Path Phase 2	GP12C	Grant	750,000	-	-	-	-	-	-
Mainland's Park	PW11A	General Capital Fund	823,030	-	-	-	-	-	-
Mainland's Park	PW11A	Grant	448,000	-	-	-	-	-	-
Tamarac Village - Land Acquisition	GP11J	General Capital Fund	500,000	-	-	-	-	-	-
Tamarac Village - Design	GP11K	General Capital Fund	500,000	-	-	-	-	-	-
Tepford Park Playground	GP11O	General Capital Fund	100,000	-	-	-	-	-	-
Sidewalk Improvement 80th Avenue	GP12D	General Capital Fund	50,000	-	-	-	-	-	-
Football Field Press Box	GP12E	General Capital Fund	200,000	-	-	-	-	-	-
Wall 1	N/A	General Capital Fund	41,900	-	-	-	-	-	-
Wall 2	N/A	General Capital Fund	41,900	-	-	-	-	-	-
Wall 3	N/A	General Capital Fund	41,900	-	-	-	-	-	-
Replace Playground at Sports Complex	GP12H	General Capital Fund	60,000	200,000	-	-	-	-	-
Replace Turf Tot Surface at Caporella Park	GP12J	General Capital Fund	53,000	60,000	-	-	-	-	-
Bikeways Path Phase 3	GP13A	Public Service Facilities Fund	-	765,000	-	-	-	-	-
Bikeways Path Phase 3	GP13A	Grant	-	735,000	-	-	-	-	-
Bus Livability	GP13B	Public Service Facilities Fund	-	120,432	-	-	-	-	-
Bus Livability	GP13B	Grant	-	401,440	-	-	-	-	-
Bikeways Path (Woodland North)	GP13C	Public Service Facilities Fund	-	120,500	-	-	-	-	-
University Fire Station	GP13D	2005 Revenue Bond Fund	-	960,000	-	1,990,000	-	-	-
Artificial Field Turf Project	N/A	General Capital Fund	-	-	700,000	700,000	-	-	-
Pine Island Road Pedestrian Overpass	PW10B	General Capital Fund	-	-	-	616,000	616,000	-	-
Fire Station East	N/A	2005 Revenue Bond Fund	-	-	-	-	-	-	5,500,000
Waters Edge Park	GP06j	General Capital Fund	-	-	-	-	-	-	1,600,000
<b>UTILITIES</b>									
Grant's/Tamarac Square Water Main Upgrade	N/A	Utilities	-	-	350,000	-	-	-	-
WTP Stormwater Improvements	N/A	Utilities	-	-	250,000	-	-	-	-
Harden WTP Control Building	N/A	Utilities	-	-	1,000,000	-	-	-	-
University Drive Water Main Upgrade	N/A	Utilities	-	-	-	1,150,000	-	-	-
Replace/Relocate WTP SCADA Cabinets	N/A	Utilities	-	-	-	1,000,000	-	-	-
Replace Wastewater Force Mains	N/A	Utilities	-	-	-	500,000	-	-	-
Rehabilitation of Filters 5 and 6 at WTP	N/A	Utilities	-	-	-	300,000	-	-	-
McNab Force Main, 92nd Ave/Nob Hill Rd.	US03E	Utilities	-	-	-	-	750,000	-	-
Replace Water Mains	N/A	Utilities	-	-	-	-	500,000	-	-
Rehabilitation of Filters 1 and 2 at WTP	N/A	Utilities	-	-	-	-	300,000	-	-
Relocate Backyard Water Mains - Tamarac East	N/A	Utilities	-	-	-	-	-	1,250,000	-
<b>TOTAL</b>			<b>\$ 6,136,970</b>	<b>\$ 3,512,372</b>	<b>\$ 2,300,000</b>	<b>\$ 6,256,000</b>	<b>\$ 2,166,000</b>	<b>\$ 1,250,000</b>	<b>\$ 7,100,000</b>
<b>SUMMARY OF REVENUES</b>									
		General Capital Fund	2,896,730	410,000	700,000	1,316,000	616,000	-	1,600,000
		Public Service Facilities Fund	2,042,240	1,005,932	-	-	-	-	-
		Grant	1,198,000	1,136,440	-	-	-	-	-
		2005 Revenue Bond Fund	-	960,000	-	1,990,000	-	-	5,500,000
		Utilities	-	-	1,600,000	2,950,000	1,550,000	1,250,000	-
		<b>Total</b>	<b>\$ 6,136,970</b>	<b>\$ 3,512,372</b>	<b>\$ 2,300,000</b>	<b>\$ 6,256,000</b>	<b>\$ 2,166,000</b>	<b>\$ 1,250,000</b>	<b>\$ 7,100,000</b>
<b>SUMMARY BY PROGRAM</b>									
		Community Development	485,000	150,000	-	-	-	-	-
		Public Works	5,651,970	3,362,372	700,000	3,306,000	616,000	-	7,100,000
		Utilities	-	-	1,600,000	2,950,000	1,550,000	1,250,000	-
		<b>Total</b>	<b>\$ 6,136,970</b>	<b>\$ 3,512,372</b>	<b>\$ 2,300,000</b>	<b>\$ 6,256,000</b>	<b>\$ 2,166,000</b>	<b>\$ 1,250,000</b>	<b>\$ 7,100,000</b>

# FY 2013 Adopted Budget

## CAPITAL IMPROVEMENT PROGRAM PROJECT DESCRIPTIONS

### COMMUNITY DEVELOPMENT

#### GP12B - Residential Development Entry Signage

**Est. Total Cost:** \$335,000      **Prior Year Funding:** \$185,000      **Operating Impact:** \$0

**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.

#### GP12A – Redevelopment/Corridor Study

**Est. Total Cost:** \$300,000      **Prior Year Funding:** \$300,000      **Operating Impact:** \$0

**Description:** This project will establish priority areas for redevelopment such as entranceways, gateways and older/outdated areas that are ready for redevelopment. Also, this project will include installation of some type of buffer on private property. The installation of a buffer treatment must be completed in a consistent manner through proper planning to achieve an aesthetically acceptable look. The impact on the operating budget is not expected to be significant as the project will have routine repair and maintenance costs.

### PUBLIC SERVICES

#### GP12C - Bikeways Path Phase 2

**Est. Total Cost:** \$1,500,000      **Prior Year Funding:** \$1,500,000      **Operating Impact:** \$5,000

**Description:** This project provides development of bike lanes and bike paths creating an integrated bikeway connecting neighborhoods to City facilities and the Broward County Greenway. Phase II will run along NW 70th to 82nd and around to 80th Avenue. The impact on the operating is not expected to be significant as the project will have routine repair and maintenance costs. It is anticipated that the impact on the operating budget could be an additional annual cost of \$5,000 to include paint and cleaning materials.

#### PW11A - Mainland's Park (aka Monterey Park)

**Est. Total Cost:** \$1,271,030      **Prior Year Funding:** \$1,271,030      **Operating Impact:** \$50,000

**Description:** This project provides development of 23 acres on the old Monterey Golf Course. Development will be a passive park with multipurpose pathways, sitting areas with shade, landscaping, parking facilities, restrooms and other amenities. It is anticipated that the impact on the operating budget could be an additional annual operating cost of \$50,000 to include mowing, janitorial, landscaping, maintenance supplies, and utilities.

#### GP11J – Tamarac Village – Land Acquisition

**Est. Total Cost:** \$500,000      **Prior Year Funding:** \$500,000      **Operating Impact:** \$0

**Description:** To acquire and aggregate various of parcels of land for the purpose of economic development or redevelopment within in the Tamarac Village corridor.

#### GP11K – Tamarac Village - Design

**Est. Total Cost:** \$500,000      **Prior Year Funding:** \$500,000      **Operating Impact:** \$0

**Description:** To contract with a developer and/or consultant to design, market and potentially develop the Tamarac Village Corridor.

#### GP11O – Tephford Park Playground

**Est. Total Cost:** \$100,000      **Prior Year Funding:** \$100,000      **Operating Impact:** \$0

**Description:** This project will include installation of playground equipment at the Tephford Park located at 10003 Southgate Boulevard. The park currently features picnic facilities, multi-purpose pathways, fishing pier, restrooms and creative landscaping. The impact on the operating budget is not expected to be significant Tephford Park is already an established park, therefore additional maintenance costs for the playground features will be minimal.

# FY 2013 Adopted Budget

## CAPITAL IMPROVEMENT PROGRAM, CONTINUED PROJECT DESCRIPTIONS

### GP12D – Sidewalk Improvement 80<sup>th</sup> Avenue

**Est. Total Cost:** \$50,000      **Prior Year Funding:** \$50,000      **Operating Impact:** \$0

**Description:** This project provides installation of sidewalk along NW 80th Avenue, between McNab Road and 75th Street; an area of Tamarac that has limited sidewalks for pedestrian use. The impact on the operating budget is not expected to be significant as the project will have routine repair and maintenance costs.

### GP12E – Football Field Press Box

**Est. Total Cost:** \$200,000      **Prior Year Funding:** \$200,000      **Operating Impact:** \$0

**Description:** This project consists of the design and construction of an athletic field press box and storage facility, which will be located adjacent to the main football/soccer field at the Tamarac Sports Complex. This will be a two story facility, with the first floor being designated as a storage facility for the athletic leagues and the second floor being designated as an observation/announcer booth (aka press box). The impact on the operating budget is not expected to be significant as the project will have routine repair and maintenance costs, until building is designed the costs cannot be estimated; however, construction techniques and materials are expected to minimize the cost.

### GP12H - Replace Playground at Sports Complex

**Est. Total Cost:** \$260,000      **Prior Year Funding:** \$60,000      **Operating Impact:** \$500

**Description:** This project provides replacement for the playground equipment, safety surfacing and shade structures with the installation of new elements. The new playground will provide more activity for the children and align with our Playful City Initiatives. The impact on the operating budget is not expected to be significant as the project will have routine repair and maintenance costs.

### GP12J - Replace TurTot Surface at Caporella Park

**Est. Total Cost:** \$113,000      **Prior Year Funding:** \$53,000      **Operating Impact:** \$500

**Description:** This project provides replacement for the playground equipment, safety surfacing and shade structures with the installation of new elements. The new playground will provide more activity for the children and align with our Playful City Initiatives. The impact on the operating budget is not expected to be significant as the project will have routine repair and maintenance costs.

### GP13A - Bikeways Path Phase 3

**Est. Total Cost:** \$1,500,000      **Prior Year Funding:** \$0      **Operating Impact:** \$5,000

**Description:** This project provides development of bike lanes and bike paths creating an integrated bikeway connecting neighborhoods to City facilities and the Broward County Greenway. Phase III will run along NW 77th, 96th, and 81st; then from 81st along 93rd to Southgate Blvd. It is anticipated that the impact on the operating budget could be an additional annual operating cost of \$5,000 to include paint and cleaning materials.

### GP13B – Bus Livability

**Est. Total Cost:** \$521,872      **Prior Year Funding:** \$0      **Operating Impact:** \$0

**Description:** Kaleidoscope bus shelters including concrete pad and installation throughout the City of Tamarac.

### GP13C - Bikeway Paths (Woodlands North)

**Est. Total Cost:** \$120,500      **Prior Funding:** \$0      **Operating Impact:** \$0

**Description:** Project will include the development of bike lanes and bike paths creating an integrated bikeway connecting neighborhoods to City facilities and the Broward County Greenway. The Woodlands North Bike Paths project will be a continuation of the Woodlands Bike Paths running north from Commercial Boulevard linking the Woodlands Bike Paths to the City Bike Path System currently under construction. The project includes striping of bike lanes and installation of turn lanes in three locations. It is anticipated that the impact on the operating budget is zero.

# FY 2013 Adopted Budget

## CAPITAL IMPROVEMENT PROGRAM, CONTINUED PROJECT DESCRIPTIONS

### GP13D - University Fire Station

**Est. Total Cost:** \$2,950,000      **Prior Funding:** \$0      **Operating Impact:** \$30,000

**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 and hardening of the structure for disaster management are also components of this project. This facility will be designed for possible future expansion. It is anticipated that the impact on the operating budget is expected to raise the maintenance cost based upon the increased size of the new facility.

### PW10B – Pine Island Road Pedestrian Overpass

**Est. Total Cost:** \$1,232,000      **Prior Year Funding:** \$0      **Operating Impact:** \$0

**Description:** The County is currently widening Pine Island Road to six lanes north of Commercial Blvd at the intersection of NW 57th St. NW 57th street is slated to be developed as a mixed use "Tamarac Village Corridor" and is designed to be pedestrian friendly. Pine Island Road in its present configuration is a safety barrier to pedestrian crossing and proposed widening will only increase the danger. The pedestrian overpass will eliminate the impediment to pedestrian crossing of Pine Island Road. Annual maintenance costs will be included in the operating budget as necessary.

### GP06J – Water Edge Park

**Est. Total Cost:** \$1,600,000      **Prior Funding:** \$0      **Operating Impact:** \$15,000

**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. It is anticipated that the impact on the operating budget could be an additional annual operating costs of \$15,000 to include mowing, janitorial, chemicals, irrigation landscaping, and maintenance supplies.

### UT13A - Grant's/Tamarac Square Water Main Upgrade

**Est. Total Cost:** \$350,000      **Prior Funding:** \$0      **Operating Impact:** \$0

**Description:** To 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 the 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.

### US03E - McNab Force Main, 92nd Ave/Nob Hill Road

**Est. Total Cost:** \$750,000      **Prior Funding:** \$0      **Operating Impact:** \$0

**Description:** This project provides replacement of 3,200 LF of existing 12" asbestos cement force main on the south side of McNab Road between NW 92nd Avenue and Nob Hill Road with 12" ductile iron pipe. It is anticipated that the impact on the operating budget is zero.

### Artificial Field Turf Project

**Est. Total Cost:** \$1,400,000      **Prior Funding:** \$0      **Operating Impact:** \$4,000

**Description:** This project is replacing the existing natural grass turf with artificial turf on the two (2) football and soccer fields at the Sports Complex. Having artificial turf will reduce maintenance costs in product and staff hours, as well as, being able to accommodate more leagues or groups. In addition, artificial turf will reduce the number of field closures and cancelling of activities due to rain. It is anticipated that the impact on the operating budget could be an additional annual operating costs of \$4,000 to include routine repair and maintenance costs.

### Fire Station East

**Est. Total Cost:** \$5,500,000      **Prior Funding:** \$0      **Operating Impact:** \$0

**Description:** Construction of a fire station to replace Station 78, currently located at 4801 West Commercial Blvd. New fire station will house an engine and a medical rescue unit and assigned Fire Rescue personnel. Relocation of station will enhance response times for the majority of calls. It is anticipated that the impact on the operating budget is expected to raise the maintenance cost based upon the increased size of the new facility.

# FY 2013 Adopted Budget

## CAPITAL IMPROVEMENT PROGRAM, CONTINUED PROJECT DESCRIPTIONS

### WTP Stormwater Improvements

**Est. Total Cost:** \$250,000      **Prior Funding:** \$0      **Operating Impact:** \$0

**Description:** This project will review all stormwater related applications at the Water Treatment Plant. It will address issues with piping deficiencies as well as proper containment of chemical spills to prevent stormwater contamination. It is anticipated that the impact on the operating budget is zero.

### Harden WTP Control Building

**Est. Total Cost:** \$1,000,000      **Prior Funding:** \$0      **Operating Impact:** \$0

**Description:** Protect the SCADA Telemetry Control Center located on the second floor of the Water Treatment Plant Control Building by hardening the building exterior to enable normal plant operation after a damaging hurricane. It is anticipated that the impact on the operating budget is zero.

### University Drive Water Main Upgrade

**Est. Total Cost:** \$1,150,000      **Prior Funding:** \$0      **Operating Impact:** \$0

**Description:** This project consist of installation of 4,500 LF of 12-inch water main between NW 77th Street and Southgate Boulevard along the east side of University Drive. The purpose of this capital improvement is to provide improved fire protection to commercial properties. It is anticipated that the impact on the operating budget is zero.

### Replace/Relocate WTP SCADA Cabinets

**Est. Total Cost:** \$1,000,000      **Prior Funding:** \$0      **Operating Impact:** \$0

**Description:** This project will replace and relocate the SCADA Telemetry Control Center located on the second floor of the Water Treatment Plant Control Building to the first floor in order to enable continual plant operation after a damaging hurricane. It is anticipated that the impact on the operating budget is zero.

### Replace Wastewater Force Mains

**Est. Total Cost:** \$500,000      **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. It is anticipated that the impact on the operating budget is zero.

### Rehabilitation of Filters 5 and 6 at WTP

**Est. Total Cost:** \$300,000      **Prior Funding:** \$0      **Operating Impact:** \$0

**Description:** This project consist of replacement of the support media and 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.

### Replace Water Mains

**Est. Total Cost:** \$500,000      **Prior Funding:** \$0      **Operating Impact:** \$0

**Description:** Upgrade water distribution mains that are of insufficient size and provide adequate fire protection to commercial properties. It is anticipated that the impact on the operating budget is zero.

### Rehabilitation of Filters 1 and 2 at WTP

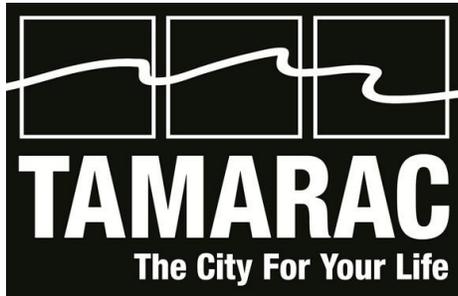
**Est. Total Cost:** \$300,000      **Prior Funding:** \$0      **Operating Impact:** \$0

**Description:** This project consist of replacement of the support media and 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.

### Relocate Backyard Water Mains – Tamarac East

**Est. Total Cost:** \$1,250,000      **Prior 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.



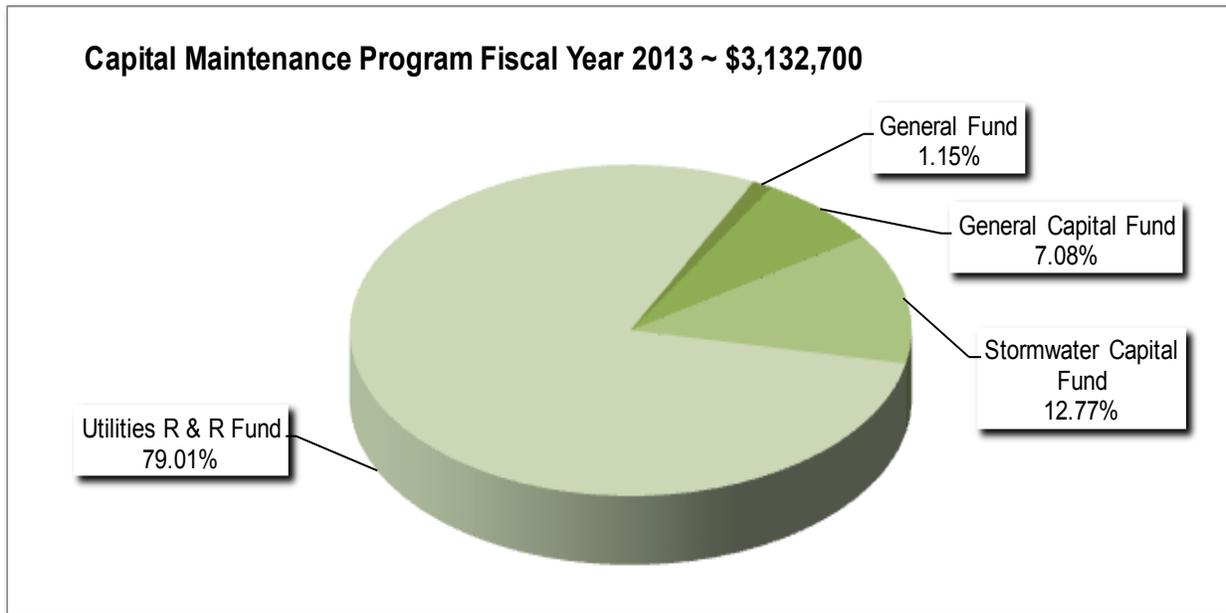
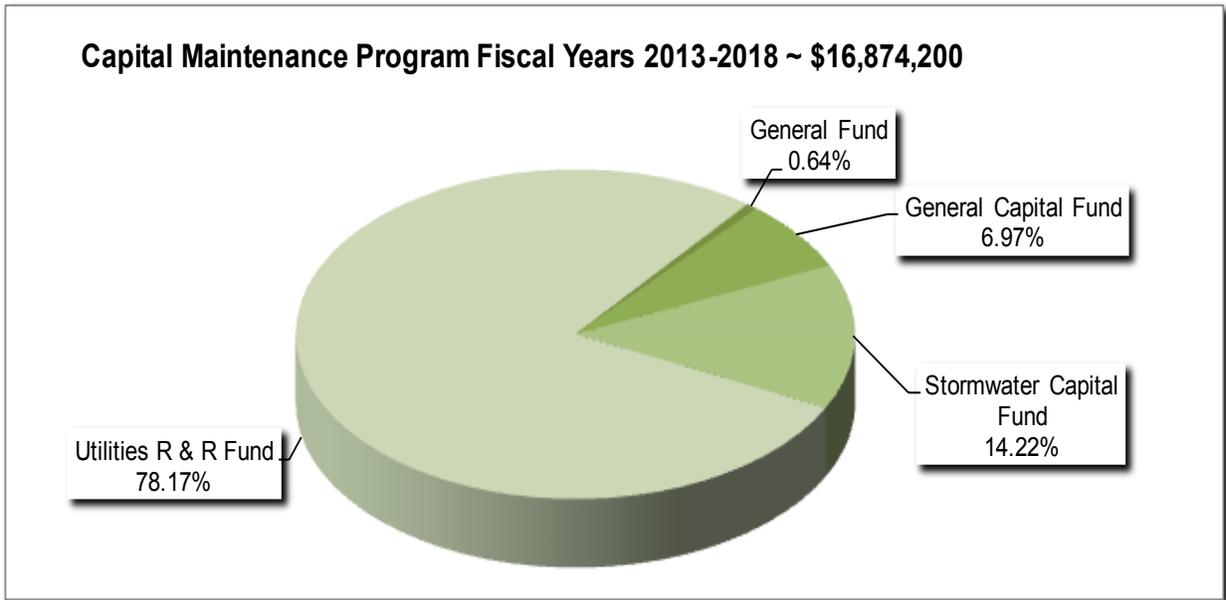
# FY 2013 Adopted Budget

## CAPITAL MAINTENANCE PROGRAM SUMMARY

### 6-Year Projects Summary by Funding Source

#### Funding Source

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	TOTAL
General Fund	\$ 36,000	\$ 2,000	\$ -	\$ 70,000	\$ -	\$ -	\$ 108,000
General Capital Fund	221,700	607,500	95,000	68,000	21,000	163,000	1,176,200
Stormwater Capital Fund	400,000	400,000	400,000	400,000	400,000	400,000	2,400,000
Utilities R & R Fund	2,475,000	2,275,000	2,640,000	2,500,000	1,900,000	1,400,000	13,190,000
<b>GRAND TOTAL</b>	<b>\$ 3,132,700</b>	<b>\$ 3,284,500</b>	<b>\$ 3,135,000</b>	<b>\$ 3,038,000</b>	<b>\$ 2,321,000</b>	<b>\$ 1,963,000</b>	<b>\$ 16,874,200</b>



# FY 2013 Adopted Budget

City of Tamarac, Florida  
FY 2013 Proposed Budget

**FUNDED**

**CAPITAL MAINTENANCE PROGRAM**

DEPARTMENT	PROJECT #	FUNDING SOURCE	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	TOTAL
<b>PARKS AND RECREATION</b>									
TCC Basketball Rim Servicing	N/A	General Fund	-	2,000	-	-	-	-	2,000
TCC Basketball Rim Servicing	N/A	General Fund	-	-	-	2,000	-	-	2,000
<b>PUBLIC SERVICES</b>									
<b>HVAC R&amp;R Program</b>									
(1) 1.5 Ton Split Trane - City Hall	PW13A	General Capital Fund	3,000	-	-	-	-	-	3,000
(1) 3 Ton Split Liebert - City Hall	PW13A	General Capital Fund	7,000	-	-	-	-	-	7,000
(1) 2 Ton Split Trane - City Hall	PW13A	General Capital Fund	3,000	-	-	-	-	-	3,000
(1) 5 Ton Split Bryant - Public Works/Building	PW13A	General Capital Fund	5,000	-	-	-	-	-	5,000
(1) 3.5 Ton Split Trane - Public Works/Building	PW13A	General Capital Fund	3,700	-	-	-	-	-	3,700
(20) AHU VAV Boxes - City Hall Phase I	N/A	General Capital Fund	-	40,000	-	-	-	-	40,000
(15) AHU VAV Boxes - City Hall Phase II	N/A	General Capital Fund	-	30,000	-	-	-	-	30,000
(15) AHU VAV Boxes - City Hall Phase III	N/A	General Capital Fund	-	30,000	-	-	-	-	30,000
(2) 150 Ton Cool Twrs Thermal Mayer - City Hall rebuilt	N/A	General Capital Fund	-	16,000	-	-	-	-	16,000
(1) 3 Ton A/H Trane - City Hall	N/A	General Capital Fund	-	2,000	-	-	-	-	2,000
(1) 4 Ton Pckg. Carrier - Fire Station 15	N/A	General Capital Fund	-	4,000	-	-	-	-	4,000
(1) 25 Ton Split Carrier - Fire Station 15	N/A	General Capital Fund	-	32,000	-	-	-	-	32,000
(1) 3 Ton Split Trane - Public Works/Building	N/A	General Capital Fund	-	3,500	-	-	-	-	3,500
(1) 25 Ton Pckg. Carrier - Fire Station 15	N/A	General Capital Fund	-	-	32,000	-	-	-	32,000
(2) 16 Ton Pckg. Carrier - Public Works/Building	N/A	General Capital Fund	-	-	60,000	-	-	-	60,000
(1) 5 Ton CDU Trane - Water Treatment Plant	N/A	General Capital Fund	-	-	3,000	-	-	-	3,000
(2) 10 Ton Split Carrier - Aquatic Center	N/A	General Capital Fund	-	-	-	17,000	-	-	17,000
(1) 2 Ton Split Carrier - Aquatic Center	N/A	General Capital Fund	-	-	-	3,000	-	-	3,000
(1) 5 Ton Split York - Parks & Recreation	N/A	General Capital Fund	-	-	-	10,000	-	-	10,000
(1) 40 Ton CDU Trane - Broward Sheriff's Office	N/A	General Capital Fund	-	-	-	35,000	-	-	35,000
(1) 3 Ton CDU Trane - City Hall	N/A	General Capital Fund	-	-	-	3,000	-	-	3,000
(1) 8 Ton Split Carrier - Water Treatment Plant	N/A	General Capital Fund	-	-	-	-	10,000	-	10,000
(1) 10 Ton A/H Trane - Water Treatment Plant	N/A	General Capital Fund	-	-	-	-	6,000	-	6,000
(1) 2 Ton Split Trane - Water Treatment Plant	N/A	General Capital Fund	-	-	-	-	3,000	-	3,000
(1) 5 Ton A/H Trane - Water Treatment Plant	N/A	General Capital Fund	-	-	-	-	2,000	-	2,000
(1) 8 Pckg Split Trane - Aquatic Center	N/A	General Capital Fund	-	-	-	-	-	32,000	32,000
(1) 40 Ton Split Trane - Broward Sheriff's Office	N/A	General Capital Fund	-	-	-	-	-	50,000	50,000
(1) 40 Ton A/H Trane - Broward Sheriff's Office	N/A	General Capital Fund	-	-	-	-	-	25,000	25,000
(1) 3 Ton Pckg. Trane - Fire Station 78	N/A	General Capital Fund	-	-	-	-	-	6,000	6,000
(2) 20 Ton Pckg. Trane - City Hall	N/A	General Capital Fund	-	-	-	-	-	50,000	50,000
<b>Roofing R&amp;R Program</b>									
Parks & Recreation Administration	PW13B	General Capital Fund	200,000	-	-	-	-	-	200,000
Fire Station 15	N/A	General Capital Fund	-	150,000	-	-	-	-	150,000
Public Works - Administration	N/A	General Capital Fund	-	150,000	-	-	-	-	150,000
Public Works - Fleet	N/A	General Capital Fund	-	150,000	-	-	-	-	150,000
<b>Painting Program</b>									
Painting - Recreation Center Interior	N/A	General Fund	24,000	-	-	-	-	-	24,000
Painting - TCC Interior	N/A	General Fund	12,000	-	-	-	-	-	12,000
Painting - TCC Interior	N/A	General Fund	-	-	-	13,000	-	-	13,000
Painting - Tamarac Park Building	N/A	General Fund	-	-	-	40,000	-	-	40,000
Painting - Aquatic Center	N/A	General Fund	-	-	-	15,000	-	-	15,000
<b>PUBLIC SERVICES - STORMWATER</b>									
Citywide Culvert & Headwall Improvements	SW13B	Stormwater Capital Fund	400,000	400,000	400,000	400,000	400,000	400,000	2,400,000
<b>UTILITIES</b>									
Sewer Main Rehabilitation (I & I)	UT13A	Utilities	1,600,000	1,000,000	1,000,000	1,000,000	1,000,000	500,000	6,100,000
Wastewater Pump Station Renewal	UT13D	Utilities	250,000	250,000	300,000	300,000	300,000	300,000	1,700,000
Tamarac West System Rehabilitation	UT13E	Utilities	240,000	240,000	240,000	240,000	240,000	240,000	1,440,000
Electrical/Mechanical Pump Station Renewal	UT13F	Utilities	100,000	100,000	125,000	125,000	125,000	125,000	700,000
Renewal/Replacement at WTP	UT13G	Utilities	75,000	75,000	100,000	100,000	100,000	100,000	550,000
Irrigation Replacement	UT13H	Utilities	60,000	60,000	75,000	75,000	75,000	75,000	420,000
WTP Well Upgrade Project	UT13I	Utilities	150,000	150,000	50,000	60,000	60,000	60,000	530,000
Replace Sodium Hypochlorite Generator Plates/Rectifier	N/A	Utilities	-	200,000	-	-	-	-	200,000
External Tank Coatings Rehabilitation at WTP	N/A	Utilities	-	200,000	-	-	-	-	200,000
Internal Metal & Coating Rehab of WTP Accelerators & Greenleaf	N/A	Utilities	-	-	250,000	-	-	-	250,000
Replace Tract 27 Pumps/Motors with VFD Drives	N/A	Utilities	-	-	500,000	-	-	-	500,000
Replace Greenleaf Filter Material at WTP	N/A	Utilities	-	-	-	600,000	-	-	600,000
<b>TOTAL</b>			<b>\$ 3,132,700</b>	<b>\$ 3,284,500</b>	<b>\$ 3,135,000</b>	<b>\$ 3,038,000</b>	<b>\$ 2,321,000</b>	<b>\$ 1,963,000</b>	<b>\$ 16,874,200</b>

**SUMMARY OF REVENUES**

General Fund	36,000	2,000	-	70,000	-	-	-	108,000
General Capital Fund	221,700	607,500	95,000	136,000	21,000	163,000	1,176,200	
Stormwater Capital Fund	400,000	400,000	400,000	400,000	400,000	400,000	2,400,000	
Utilities	2,475,000	2,275,000	2,640,000	2,500,000	1,900,000	1,400,000	13,190,000	
<b>Total</b>	<b>\$ 3,132,700</b>	<b>\$ 3,284,500</b>	<b>\$ 3,135,000</b>	<b>\$ 3,038,000</b>	<b>\$ 2,321,000</b>	<b>\$ 1,963,000</b>	<b>\$ 16,874,200</b>	

**SUMMARY BY PROGRAM**

Parks & Recreation	-	2,000	-	2,000	-	-	4,000
Public Services	257,700	607,500	95,000	136,000	21,000	163,000	1,438,200
Public Services - Stormwater	400,000	400,000	400,000	400,000	400,000	400,000	2,800,000
Utilities	2,475,000	2,275,000	2,640,000	2,500,000	1,900,000	1,400,000	14,315,000
<b>Total</b>	<b>\$ 3,132,700</b>	<b>\$ 3,284,500</b>	<b>\$ 3,135,000</b>	<b>\$ 3,038,000</b>	<b>\$ 2,321,000</b>	<b>\$ 1,963,000</b>	<b>\$ 16,874,200</b>

# FY 2013 Adopted Budget

## CAPITAL IMPROVEMENT PROGRAM, CONTINUED PROJECT DESCRIPTIONS

### PUBLIC SERVICES

#### HVAC R&R Program FY 2013 - 2018

**Est. Total Cost:** \$526,200      **Prior Year Funding:** \$84,200      **Operating Impact:** \$0

**Description:** The Public Works Department has established a systematic replacement and/or upgrade of obsolete heat, ventilation, and air conditioning (HVAC) systems in all City facilities. Funding is needed in Fiscal Year 2013 for replacement of HVAC units / components at City Hall, Fire Station 78, and Public Works / Bldg. Department Building. Properly functioning HVAC provide a healthy and comfortable environment for employees and customers. The project must be done as units and/or equipment reaches the end of their life expectancy.

#### Roofing R&R Program FY 2013 - 2018

**Est. Total Cost:** \$650,000      **Prior Year Funding:** \$300,000      **Operating Impact:** \$0

**Description:** The Public Works Department has established a systematic replacement and/or upgrade of roofing systems in all City facilities. Funding is needed in Fiscal Year 2013 for the replacement of the Coal/Tar Roof at the Parks Administration Building. This roofing system was installed in 1991 and will be 22 years old in FY 13. Increased maintenance due to wear and deterioration from the regions harsh weather has made replacement necessary. Properly maintained roofing systems provides a comfortable and safe environment for employees and customers, and extends the useful life of the building.

#### Painting Program FY 2013 - 2018

**Est. Year Cost:** \$104,000      **Prior Year Funding:** \$84,200      **Operating Impact:** \$0

**Description:** This project seeks to establish funding for an on-going effort to maintain the interior and exterior of building citywide.

### STORMWATER

#### Citywide Culvert & Headwall Improvements

**Est. Total Cost:** \$2,400,000      **Prior Year Funding:** \$400,000      **Operating Impact:** \$0

**Description:** The project seeks to establish funding for an on-going effort to prevent erosion around culvert inlets and outlets and to improve safety by creating a gradual slope where these culverts tie into waterways. Each year several areas will be targeted for improvement. The project seeks to establish funding for an on-going effort to prevent erosion around culvert inlets and outlets and to improve safety by creating a gradual slope where these culverts tie into waterways. Each year several areas will be targeted for improvement.

### UTILITIES

#### UT13A – Sewer Main Rehabilitation (I & I)

**Est. Total Cost:** \$6,100,000      **Prior Year Funding:** \$300,000      **Operating Impact:** \$0

**Description:** This project continually examines the entire one hundred fifty-four mile City of Tamarac wastewater collection system for leaks (infiltration) and illegal dumping (inflow). Identified I & I is subsequently eliminated by using several successful corrective methods dependent on the nature of the source. This project produces a substantial reduction in wastewater treatment charges by Broward County along with reduced electrical charges in the operation of wastewater pumping stations. These cost savings greatly outweigh the operational costs to locate I & I sources. It is anticipated that the impact on the operating budget is zero.

#### UT13D – Wastewater Pump Station Renewal

**Est. Total Cost:** \$1,700,000      **Prior Year Funding:** \$300,000      **Operating Impact:** \$0

**Description:** This project will replace and upgrade the pumps. The piping in two wastewater pump stations per year on a twenty-year rotating basis. Past capital projects to upgrade wastewater pump stations have listed specific stations which often changed due to reprioritization. This project has the potential of reducing electrical operating costs by improving efficiency when pumps are reconditioned and sized to match changing flow conditions. It is anticipated that the impact on the operating budget is zero.

# FY 2013 Adopted Budget

## CAPITAL IMPROVEMENT PROGRAM, CONTINUED PROJECT DESCRIPTIONS

### UT13E – Tamarac West System Rehabilitation

**Est. Total Cost:** \$1,440,000      **Prior Year Funding:** \$240,000      **Operating Impact:** \$0

**Description:** This program will rehabilitate, reconstruct 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.

### UT13F - Electrical/Mechanical Pump Station Renewal

**Est. Total Cost:** \$700,000      **Prior Year Funding:** \$100,000      **Operating Impact:** \$0

**Description:** This project provides for in-house maintenance, repairs of electrical control panels, motors, and piping on two wastewater pump stations per year on a rotating twenty-year basis. Past capital projects to upgrade wastewater pump stations have listed specific locations which often change due to reprioritization. This project has no potential to increase or decrease operating costs other than eliminating a few after-hour emergency callouts.

### UT13G - Renewal/Replacement at WTP

**Est. Total Cost:** \$550,000      **Prior Year Funding:** \$75,000      **Operating Impact:** \$0

**Description:** This project will renew and/or replace water treatment facilities that need improvement or repair, but were not able to be anticipated in advance. The impact on the operating is not expected to be significant as the project will have routine repair and maintenance costs. It is anticipated that the impact on the operating budget is zero. It is anticipated that the impact on the operating budget is zero, there is an operation costs saving when aging facilities are replaced with more efficient facilities.

### UT13H - Irrigation Replacement

**Est. Total Cost:** \$420,000      **Prior Year Funding:** \$60,000      **Operating Impact:** \$0

**Description:** This project will provide funds to replace worn out irrigation pumps and upgrade irrigation lines on over 80 systems in road median areas. It is anticipated that the impact on the operating budget could be an additional annual operating costs to include continually maintain street median irrigation systems.

### UT13I - WTP Well Upgrade Project

**Est. Total Cost:** \$530,000      **Prior Year Funding:** \$50,000      **Operating Impact:** \$0

**Description:** This project will rehabilitate raw water wells in the Water Treatment Plant well field on a ten-year rotating basis. Raw water well will receive new pumps, discharge valuing, new casing and pump depth adjustment as required. The project will ensure dependable raw water availability to the Water Treatment Plant for processing and delivery to City of Tamarac customers. This project will have a beneficial impact on our operating budget by reducing maintenance and electrical expenses. It is anticipated that the impact on the operating budget is zero.

### Replace Sodium Hypochlorite Generator Plates/Rectifier

**Est. Total Cost:** \$200,000      **Prior Year Funding:** \$0      **Operating Impact:** \$0

**Description:** This project replaces the sodium hypochlorite generator unit electrode plates and rectifier at the Water Treatment Plant to ensure continued uninterrupted service. It is anticipated that the impact on the operating budget is zero.

### External Tank Coatings Rehabilitation at WTP

**Est. Total Cost:** \$200,000      **Prior Year Funding:** \$0      **Operating Impact:** \$0

**Description:** This project will continue the scheduled maintenance for external rehabilitation of accelerators, tanks, filters and piping at the Water Treatment Plant. It is anticipated that the impact on the operating budget is zero.

### Internal Metal & Coating Rehab of WTP Accelerators & Greenleaf

**Est. Total Cost:** \$250,000      **Prior Year Funding:** \$0      **Operating Impact:** \$0

**Description:** This project will continue the scheduled maintenance for internal pressure cleaning, metal replacement, and painting of the accelerators and Greenleaf Filter at the Water Treatment Plant. This project impacts the Tamarac Water Treatment Plant's overall ability to have reliable facilities for the continual production of potable water. It is anticipated that the impact on the operating budget is zero.

# FY 2013 Adopted Budget

## CAPITAL IMPROVEMENT PROGRAM, CONTINUED PROJECT DESCRIPTIONS

### Replace Tract 27 Pumps/Motors with VFD Drives

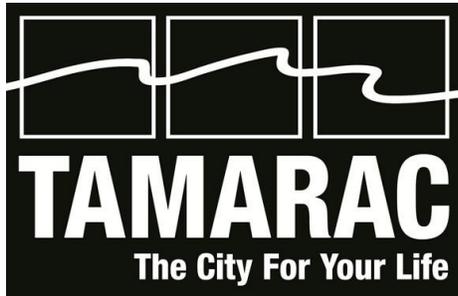
**Est. Total Cost:** \$500,000      **Prior Year Funding:** \$0      **Operating Impact:** \$0

**Description:** This project provides replacement of the pumps, motors and controls at the Tract 27 water re-pump station with VFD drive equipment. This variable speed pumping equipment will provide less water system pressure fluctuation and reliable backup to the Water Treatment Plant if it were to experience problems. It is anticipated that the impact on the operating budget is zero.

### Replace Greenleaf Filter Material at WTP

**Est. Total Cost:** \$600,000      **Prior Year Funding:** \$0      **Operating Impact:** \$0

**Description:** This project sand blasts and paints all internal metal surfaces and replaces the support media and filter media materials in the Greenleaf filter at the Water Treatment Plant resulting in increased volume of processed water. The project impacts the Tamarac Water Treatment Plant's overall ability to have reliable facilities for the continual production of potable water. It is anticipated that the impact on the operating budget is zero.

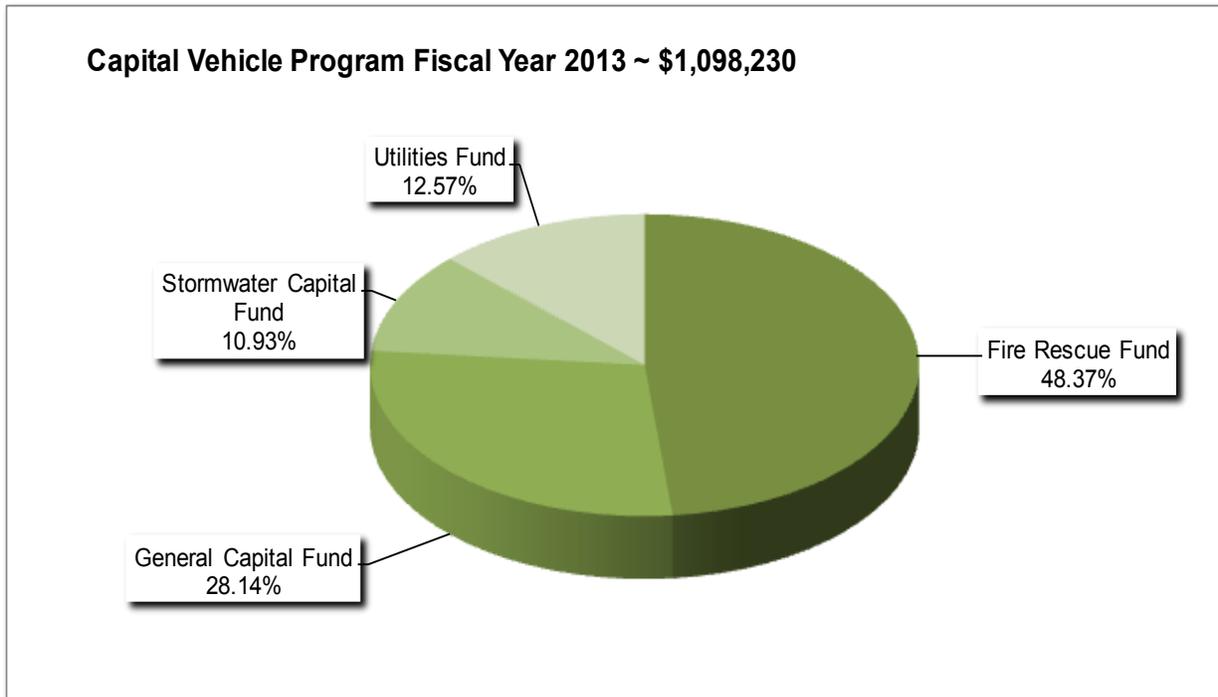
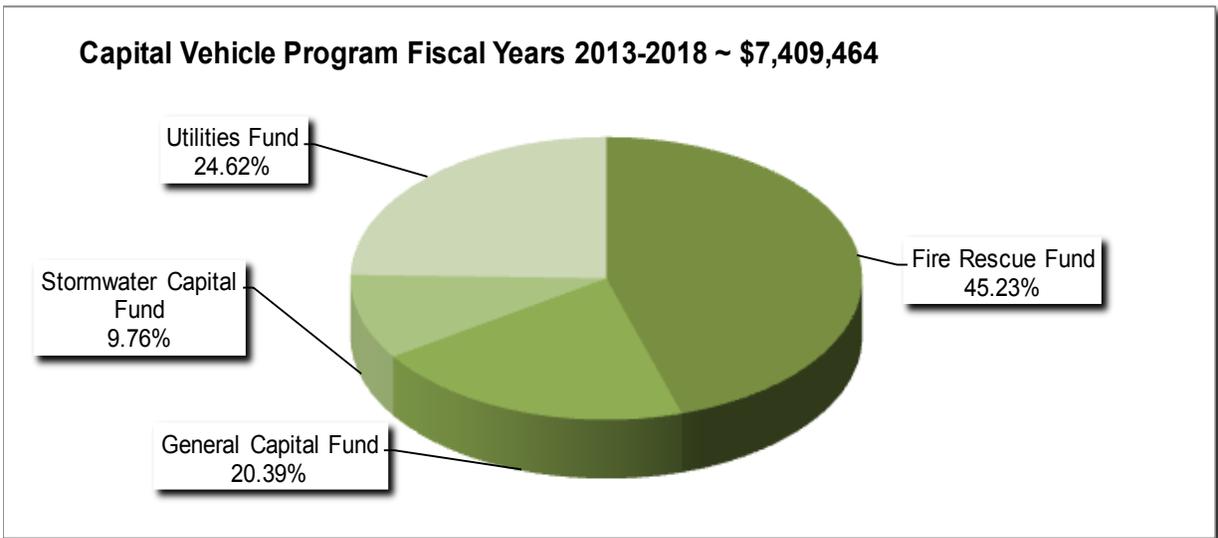


# FY 2013 Adopted Budget

## CAPITAL VEHICLE PROGRAM SUMMARY 6-Year Projects Summary by Funding Source

### Funding Source

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	TOTAL
Fire Rescue Fund	\$ 531,230	\$ 547,166	\$1,088,580	\$ 551,000	\$ -	\$ 633,488	\$ 3,351,464
General Capital Fund	309,000	439,000	225,000	228,000	110,000	200,000	1,511,000
Stormwater Capital Fund	120,000	105,000	-	432,000	66,000	-	723,000
Utilities Fund	138,000	395,000	281,000	510,000	108,000	392,000	1,824,000
<b>GRAND TOTAL</b>	<b>\$ 1,098,230</b>	<b>\$ 1,486,166</b>	<b>\$ 1,594,580</b>	<b>\$ 1,721,000</b>	<b>\$ 284,000</b>	<b>\$ 1,225,488</b>	<b>\$ 7,409,464</b>



# FY 2013 Adopted Budget

City of Tamarac, Florida  
FY 2013 Proposed Budget

**FUNDED**

**CAPITAL VEHICLE/EQUIPMENT PROGRAM**

DEPARTMENT	Unit #	FUNDING SOURCE	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	TOTAL
<b>BUILDING</b>									
2000 Ford Ranger Std. Cab Pickup 2WD	549	Capital Equipment Fund	-	-	17,000	-	-	-	17,000
2004 Ford Explorer XLS 4 Dr. SUV 2WD	550	Capital Equipment Fund	-	-	-	32,000	-	-	32,000
2008 Ford Ranger Ext. Cab Pickup 2WD	557	Capital Equipment Fund	-	-	-	-	22,000	-	22,000
2004 Ford Explorer XLS 4 Dr. SUV	551	Capital Equipment Fund	-	-	-	-	-	35,000	35,000
2006 Ford Ranger Ext. Cab Pickup Std. Bed	555	Capital Equipment Fund	-	-	-	-	-	23,000	23,000
<b>COMMUNITY DEVELOPMENT</b>									
1999 Chevy S/10 Std. Cab Pickup 2WD	614	Capital Equipment Fund	-	16,000	-	-	-	-	16,000
1997 Dodge Intrepid 4 Dr. Sedan 2WD	613	Capital Equipment Fund	-	29,000	-	-	-	-	29,000
2001 Chevy S/10 Std. Cab Pickup 2WD	615	Capital Equipment Fund	-	16,000	-	-	-	-	16,000
2002 Chevy S/10 Std. Cab Pickup 2WD	616	Capital Equipment Fund	-	16,000	-	-	-	-	16,000
2005 Ford Ranger Std. Cab Pickup 2WD	6554	Capital Equipment Fund	-	-	-	18,000	-	-	18,000
<b>FIRE RESCUE (1)</b>									
2004 Ford Crown Victoria	341	Capital Equipment Fund	28,000	-	-	-	-	-	28,000
1996 Ford F250 Std. Cab	325	Capital Equipment Fund	21,000	-	-	-	-	-	21,000
2000 Dodge Intrepid	336	Capital Equipment Fund	28,000	-	-	-	-	-	28,000
Lease 1998 Rescue/Ambulance (Est. Cost \$273,583)	333	Fire Rescue Fund	265,615	-	-	-	-	-	265,615
Lease 2000 Rescue/Ambulance (Est. Cost \$273,583)	337	Fire Rescue Fund	265,615	-	-	-	-	-	265,615
Lease 2004 Rescue/Ambulance (Est. Cost \$273,583)	338	Fire Rescue Fund	-	273,583	-	-	-	-	273,583
Lease 2004 Rescue/Ambulance (Est. Cost \$273,583)	342	Fire Rescue Fund	-	273,583	-	-	-	-	273,583
Lease 2004 Rescue/Ambulance (Est. Cost \$273,583)	344	Fire Rescue Fund	-	-	281,790	-	-	-	326,790
Lease 2004 Rescue/Ambulance (Est. Cost \$273,583)	345	Fire Rescue Fund	-	-	281,790	-	-	-	326,790
Fire Battalion Chief Response Vehicle	New	Capital Equipment Fund	-	-	40,000	-	-	-	40,000
Fire Apparatus	347	Fire Rescue Fund	-	-	525,000	-	-	-	525,000
2005 Chevy 1500 Ext. Cab Pickup 2WD	349	Capital Equipment Fund	-	-	-	35,000	-	-	35,000
Fire Apparatus	348	Fire Rescue Fund	-	-	-	551,000	-	-	551,000
Lease 1998 Rescue/Ambulance (Est. Cost \$273,583)	333	Fire Rescue Fund	-	-	-	-	-	290,244	290,244
Lease 2000 Rescue/Ambulance (Est. Cost \$273,583)	337	Fire Rescue Fund	-	-	-	-	-	290,244	290,244
2008 Ford F350 W/Topper Crew Cab Std. Cab	357	Fire Rescue Fund	-	-	-	-	-	53,000	53,000
<b>INFORMATION TECHNOLOGY</b>									
2001 Ford E250 2 Dr. Van-Cargo 2WD	100	Capital Equipment Fund	-	-	-	27,000	-	-	27,000
<b>PARKS &amp; RECREATION</b>									
2005 Chevy Venture Pass HC Van	822	Capital Equipment Fund	50,000	-	-	-	-	-	50,000
1997 Ford Ranger Std. Cab	548	Capital Equipment Fund	15,000	-	-	-	-	-	15,000
2000 Chevy Venture 2 Dr. Van-HC 2WD	702	Capital Equipment Fund	-	-	30,000	-	-	-	30,000
2000 Ford Explorer XLS 4 Dr. SUV 4WD	704	Capital Equipment Fund	-	-	32,000	-	-	-	32,000
2000 Ford F150 Std Cab Pickup 2WD	703	Capital Equipment Fund	-	-	24,000	-	-	-	24,000
2002 Ford Explorer XLS 4 Dr. SUV 4WD	706	Capital Equipment Fund	-	-	-	34,000	-	-	34,000
2002 Chevy 3500 15 Pass. Van 2WD	339	Capital Equipment Fund	-	-	-	30,000	-	-	30,000
2004 Freight 2500 8 Passanger ZDR	821	Capital Equipment Fund	-	-	-	-	-	30,000	30,000
<b>PUBLIC WORKS</b>									
1999 Chevy 3500 14' 3 Yd.	2026	Capital Equipment Fund	50,000	-	-	-	-	-	50,000
1996 Ford F250 Std. Cab w/Utility Bed	2018	Capital Equipment Fund	26,000	-	-	-	-	-	26,000
2000 Ford Explorer XLS	2033	Capital Equipment Fund	28,000	-	-	-	-	-	28,000
1996 Jeep Cherokee	2016	Capital Equipment Fund	25,000	-	-	-	-	-	25,000
1998 Dodge 2500 Ext. Cab	2021	Capital Equipment Fund	38,000	-	-	-	-	-	38,000
2004 Chevy 2500 Crew Cab Pickup 2WD	2708	Capital Equipment Fund	-	30,000	-	-	-	-	30,000
2004 Chevy 2500 Std. Cab Pickup 2WD	2709	Capital Equipment Fund	-	22,000	-	-	-	-	22,000
2001 Ford F750 14' 6 Yd. Std. Cab HD Truck 2WD	2044	Capital Equipment Fund	-	75,000	-	-	-	-	75,000
2005 Chevy 2500 Crew Cab Pickup 2WD	2711	Capital Equipment Fund	-	30,000	-	-	-	-	30,000
2002 Ford F250 Std Cab Pickup 4WD	2045	Capital Equipment Fund	-	46,000	-	-	-	-	46,000
2001 Ford Explorer XLS 4 Dr. SUV 4WD	2038	Capital Equipment Fund	-	30,000	-	-	-	-	30,000
2002 Ford F350 Ext. Cab Pickup 4WD	2046	Capital Equipment Fund	-	50,000	-	-	-	-	50,000
2003 Chevy 2500 Std. Cab Pickup 4WD	2050	Capital Equipment Fund	-	25,000	-	-	-	-	25,000
2000 Ford E250 2 Dr. Van 2WD	2035	Capital Equipment Fund	-	24,000	-	-	-	-	24,000
2003 Ford Explorer XLS 4 Dr. SUV 4WD	2052	Capital Equipment Fund	-	30,000	-	-	-	-	30,000
2003 Ford Explorer XLS 4 Dr. SUV 4WD	2051	Capital Equipment Fund	-	-	32,000	-	-	-	32,000
2003 Ford F350 Crew Cab Pickup 2WD	2707	Capital Equipment Fund	-	50,000	-	-	-	-	50,000
2005 Chevy 2500 Std. Cab Pickup 2WD	2058	Capital Equipment Fund	-	-	-	26,000	-	-	26,000
2005 Chevy 2500 Std. Cab Pickup 2WD	2060	Capital Equipment Fund	-	-	-	26,000	-	-	26,000
2004 Chevy 1500 Ext. Cab Pickup 2WD	2055	Capital Equipment Fund	-	-	-	-	31,000	-	31,000
2005 Chevy 2500 Std. Cab Pickup 2WD	2712	Capital Equipment Fund	-	-	-	-	28,000	-	28,000
2004 Ford E250 2 Dr. Van 2WD	2056	Capital Equipment Fund	-	-	-	-	29,000	-	29,000
2004 Ford Ranger Std. Cab w/Utility Bed	2617	Capital Equipment Fund	-	-	-	-	-	19,000	19,000
2005 Chevy 1500 Ext. Cab Std. Bed	2057	Capital Equipment Fund	-	-	-	-	-	33,000	33,000
2005 Chevy 2500 Std. Cab Std. Bed	2059	Capital Equipment Fund	-	-	-	-	-	30,000	30,000
2006 Chevy 2500 Std. Cab Std. Bed	2066	Capital Equipment Fund	-	-	-	-	-	30,000	30,000
<b>PUBLIC WORKS - STORMWATER</b>									
2000 Sterling SLT7500 15 Yd.	2029	Stormwater Fund	120,000	-	-	-	-	-	120,000
2001 Ford F750 14' 7 Yd. Std. Cab HD Truck 2WD	2043	Stormwater Fund	-	75,000	-	-	-	-	75,000
2003 Chevy 2500 Ext. Cab Pickup 4WD	2049	Stormwater Fund	-	30,000	-	-	-	-	30,000
2006 Sterling LT7501 Vac Con Std. Cab HD Truck 2WD	2070	Stormwater Fund	-	-	-	330,000	-	-	330,000
2005 Chevy 3500 Std. Cab Pickup 4WD	2061	Stormwater Fund	-	-	-	50,000	-	-	50,000
2003 Ford F450 Std. Cab Pickup 4WD	2053	Stormwater Fund	-	-	-	52,000	-	-	52,000
2006 Chevy 2500 Std. Cab Pickup 4WD	2063	Stormwater Fund	-	-	-	-	35,000	-	35,000
2004 Chevy 1500 Ext. Cab Pickup 2WD	2054	Stormwater Fund	-	-	-	-	31,000	-	31,000

# FY 2013 Adopted Budget

City of Tamarac, Florida  
FY 2013 Proposed Budget

**FUNDED  
CAPITAL VEHICLE/EQUIPMENT PROGRAM  
DEPARTMENT**

DEPARTMENT	Unit #	FUNDING SOURCE	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	TOTAL
<b>UTILITIES</b>									
2000 Dodge 2500 Std. Cab	4024	Utilities Fund	26,000	-	-	-	-	-	26,000
1993 Ford F250 Std. Cab	478	Utilities Fund	21,000	-	-	-	-	-	21,000
1999 Chevy 3500 14' Dump Body	4018	Utilities Fund	50,000	-	-	-	-	-	50,000
1998 Chevy S/10 Std. Cab	4014	Utilities Fund	15,000	-	-	-	-	-	15,000
2004 Chevy 2500 Std. Cab	4034	Utilities Fund	26,000	-	-	-	-	-	26,000
2003 Chevy S/10 Std. Cab Pickup 2WD	4029	Utilities Fund	-	16,000	-	-	-	-	16,000
2000 Sterling SLT7500 15 Yd. Std. Cab HD Truck 2WD	4021	Utilities Fund	-	125,000	-	-	-	-	125,000
2002 Ford F350 Std. Cab Pickup 4WD	4027	Utilities Fund	-	43,000	-	-	-	-	43,000
1996 Ford F250 Std. Cab Pickup 2WD	4000	Utilities Fund	-	27,000	-	-	-	-	27,000
1999 Sterling Tractor LT 9501 Std. Cab HD Truck 2WD	4020	Utilities Fund	-	100,000	-	-	-	-	100,000
1998 Dodge 2500 Std. Cab Pickup 2WD	4015	Utilities Fund	-	27,000	-	-	-	-	27,000
2005 Chevy 1500 Ext. Cab Pickup 2WD	4036	Utilities Fund	-	30,000	-	-	-	-	30,000
2005 Chevy 2500 Std. Cab Pickup 2WD	4037	Utilities Fund	-	27,000	-	-	-	-	27,000
2000 Ford Explorer XLS 4 Dr. SUV 4WD	4023	Utilities Fund	-	-	32,000	-	-	-	32,000
2004 Chevy 2500 Std. Cab Pickup 2WD	4033	Utilities Fund	-	-	24,000	-	-	-	24,000
2005 Ford F350 Std. Cab Pickup 2WD	4040	Utilities Fund	-	-	46,000	-	-	-	46,000
2000 Sterling LT 7501 Crane Std. Cab HD Truck 2WD	4025	Utilities Fund	-	-	150,000	-	-	-	150,000
2005 Chevy 2500 Std. Cab Pickup 2WD	4038	Utilities Fund	-	-	29,000	-	-	-	29,000
2005 Chevy 2500 Std. Cab Pickup 2WD	4039	Utilities Fund	-	-	-	31,000	-	-	31,000
2002 Ford Explorer XLS 4 Dr. SUV 4WD	4028	Utilities Fund	-	-	-	34,000	-	-	34,000
2006 Sterling SLT7500 12 Yd. Dump Std. Cab HD Truck 2WD	4041	Utilities Fund	-	-	-	84,000	-	-	84,000
2006 Chevy 2500 Std. Cab Pickup 2WD	4050	Utilities Fund	-	-	-	31,000	-	-	31,000
2007 Sterling LT 7501 Vac Con Std. Cab HD Truck 2WD	4057	Utilities Fund	-	-	-	330,000	-	-	330,000
2008 Ford Ranger Ext. Cab Pickup 2WD	4053	Utilities Fund	-	-	-	-	22,000	-	22,000
2004 Ford Explorer XLS 4 Dr. SUV 2WD	4031	Utilities Fund	-	-	-	-	33,000	-	33,000
2008 Ford Ranger Ext. Cab Pickup 2WD	4054	Utilities Fund	-	-	-	-	22,000	-	22,000
2004 Chevy 1500 Ext. Cab Pickup 2WD	4030	Utilities Fund	-	-	-	-	31,000	-	31,000
2006 Ford Ranger Std. Cab Bed	4046	Utilities Fund	-	-	-	-	-	37,000	37,000
2008 Ford F350 Std. Cab Utility	4065	Utilities Fund	-	-	-	-	-	42,000	42,000
2009 Ford F550 Video Truck Std. Cab	4042	Utilities Fund	-	-	-	-	-	250,000	250,000
2006 Chevy 1500 Ext Cab Std. Bed	4045	Utilities Fund	-	-	-	-	-	33,000	33,000
2006 Chevy 2500 Std. Cab Bed	4047	Utilities Fund	-	-	-	-	-	30,000	30,000
<b>TOTAL</b>			<b>\$ 1,098,230</b>	<b>\$ 1,486,166</b>	<b>\$ 1,594,580</b>	<b>\$ 1,721,000</b>	<b>\$ 284,000</b>	<b>\$ 1,225,488</b>	<b>\$ 7,409,464</b>

**SUMMARY OF REVENUES**

Fire Rescue Fund	531,230	547,166	1,088,580	551,000	-	633,488	3,351,464
Capital Equipment Fund	309,000	439,000	225,000	228,000	110,000	200,000	1,511,000
Stormwater Fund	120,000	105,000	-	432,000	66,000	-	723,000
Utilities Fund	138,000	395,000	281,000	510,000	108,000	392,000	1,824,000
<b>Total</b>	<b>\$ 1,098,230</b>	<b>\$ 1,486,166</b>	<b>\$ 1,594,580</b>	<b>\$ 1,721,000</b>	<b>\$ 284,000</b>	<b>\$ 1,225,488</b>	<b>\$ 7,409,464</b>

**SUMMARY BY PROGRAM**

Building	-	-	17,000	32,000	22,000	58,000	129,000
Community Development	-	77,000	-	18,000	-	-	95,000
Fire Rescue	608,230	547,166	1,128,580	586,000	-	633,488	3,503,464
Information Technology	-	-	-	27,000	-	-	27,000
Parks & Recreation	65,000	-	86,000	64,000	-	30,000	245,000
Public Works	167,000	362,000	82,000	52,000	88,000	112,000	863,000
Public Works - Stormwater	120,000	105,000	-	432,000	66,000	-	723,000
Utilities	138,000	395,000	281,000	510,000	108,000	392,000	1,824,000
<b>Total</b>	<b>\$ 1,098,230</b>	<b>\$ 1,486,166</b>	<b>\$ 1,594,580</b>	<b>\$ 1,721,000</b>	<b>\$ 284,000</b>	<b>\$ 1,225,488</b>	<b>\$ 7,409,464</b>

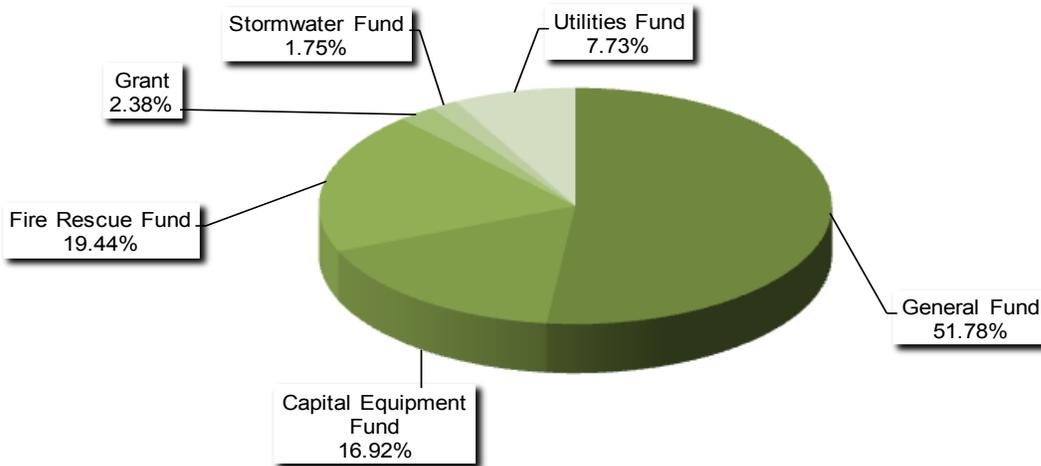
# FY 2013 Adopted Budget

## CAPITAL EQUIPMENT PROGRAM SUMMARY 6-Year Projects Summary by Funding Source

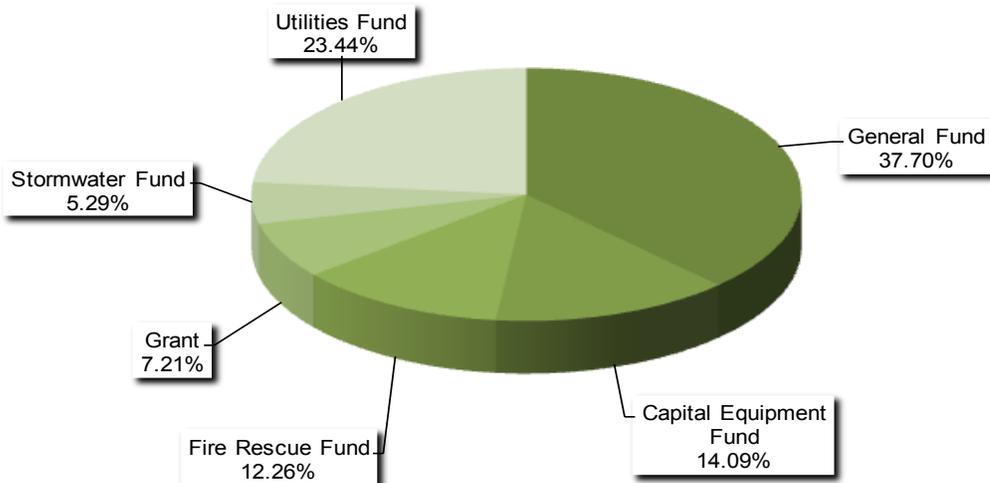
### Funding Source

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	TOTAL
General Fund	\$ 374,665	\$ 253,415	\$ 179,415	\$ 148,515	\$ 261,415	\$ 343,200	\$ 1,560,625
Capital Equipment Fund	140,000	140,000	140,000	90,000	-	-	510,000
Fire Rescue Fund	121,899	186,000	106,000	126,000	15,000	31,000	585,899
Grant	71,697	-	-	-	-	-	71,697
Stormwater Fund	52,620	-	-	-	-	-	52,620
Utilities Fund	233,000	-	-	-	-	-	233,000
<b>GRAND TOTAL</b>	<b>\$ 993,881</b>	<b>\$ 579,415</b>	<b>\$ 425,415</b>	<b>\$ 364,515</b>	<b>\$ 276,415</b>	<b>\$ 374,200</b>	<b>\$ 3,013,841</b>

**Capital Equipment Program Fiscal Years 2013-2018 ~ \$3,013,841**



**Capital Equipment Program Fiscal Year 2013 ~ \$993,881**



# FY 2013 Adopted Budget

City of Tamarac, Florida  
FY 2013 Adopted Budget

**FUNDED**

**CAPITAL EQUIPMENT PROGRAM**

DEPARTMENT	FUNDING SOURCE	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	TOTAL
<b>CITY CLERK</b>								
Movable Records Shelving	General Fund	14,000	-	-	-	-	-	14,000
Fire Suppression System	General Fund	12,000	-	-	-	-	-	12,000
<b>FIRE RESCUE</b>								
Replacement of Transport Ventilators	Fire Rescue Fund	12,000	-	-	-	-	-	12,000
Replacement CO Monitoring Upgrades (LP15s Monitors)	Fire Rescue Fund	20,000	-	-	-	-	-	20,000
Replacement (10) Laptop Computer (RMS Program)	Fire Rescue Fund	37,500	-	-	37,500	-	-	75,000
Replacement/Upgrade Radios - CE13A	Capital Equipment Fund	50,000	50,000	50,000	-	-	-	150,000
Replacement SCBA - CE13B	Capital Equipment Fund	90,000	90,000	90,000	-	-	-	270,000
Replacement Thermal Imager	Fire Rescue Fund	10,000	10,000	10,000	-	-	-	30,000
Replacement Major Appliances	Fire Rescue Fund	10,000	10,000	10,000	10,000	10,000	10,000	60,000
Replacement of Fitness Equipment	Fire Rescue Fund	8,500	5,000	5,000	5,000	5,000	5,000	33,500
Replacement of Emergency Operation Freezers (Station 15)	Fire Rescue Fund	-	13,500	6,000	6,000	-	-	25,500
Replacement Automatic CPR Devices	Fire Rescue Fund	-	37,500	25,000	25,000	-	-	87,500
Replacement Cardiac Monitors/Defibrillators	Fire Rescue Fund	-	60,000	-	-	-	-	60,000
Air Compressor and Fill Station (Station #41)	Fire Rescue Fund	-	50,000	-	-	-	-	50,000
Replacement Convault Fuel Cells (Station #41, 78)	Fire Rescue Fund	-	-	50,000	-	-	-	50,000
Firefighting Equipment Bundle for New Fire Apparatus	Capital Equipment Fund	-	-	-	90,000	-	-	90,000
Replacement Hydraulic Stretchers	Fire Rescue Fund	-	-	-	42,500	-	16,000	58,500
EMS Cardiac Monitors - GT13B	Fire Rescue Fund	7,500	-	-	-	-	-	7,500
EMS Cardiac Monitors - GT13B	Grant	22,500	-	-	-	-	-	22,500
EMS Hydraulic Lifts/Stretchers - GT13C	Fire Rescue Fund	16,399	-	-	-	-	-	16,399
EMS Hydraulic Lifts/Stretchers - GT13C	Grant	49,197	-	-	-	-	-	49,197
<b>INFORMATION TECHNOLOGY</b>								
Additional Storage Chasis and Hard Drives	General Fund	6,000	-	-	-	-	-	6,000
Replacement Scanners for Financial Services	General Fund	5,000	-	-	-	-	-	5,000
Replacement AV System for Commission Chamber	General Fund	90,000	-	-	-	-	-	90,000
Replacement AV System for Community Center	General Fund	10,000	-	-	-	-	-	10,000
Replacement Plotter for Community Center	General Fund	6,000	-	-	-	-	-	6,000
Replacement Photo ID Printers	General Fund	2,300	-	-	-	-	-	2,300
Additional Storage Array	General Fund	31,300	-	-	-	-	-	31,300
Additional Storage Array for Backup System	General Fund	15,000	-	-	-	-	-	15,000
Additional Switch of FS 15	General Fund	1,800	-	-	-	-	-	1,800
Additional New ESX Host Server	General Fund	10,000	-	-	-	-	-	10,000
Pole Wireless Equipment - Tephord Park	General Fund	4,000	-	-	-	-	-	4,000
Pole Wireless Equipment - Dog Park	General Fund	4,000	-	-	-	-	-	4,000
Annual Computer Leases	General Fund	60,915	60,915	60,915	60,915	60,915	-	304,575
<b>PARKS AND RECREATION</b>								
Two (2) Digital Marquee Signs	General Fund	20,000	-	-	-	-	-	20,000
Automatic Pool Cleaner	General Fund	5,600	-	-	-	-	-	5,600
Portable Sound System	General Fund	1,750	-	-	-	-	-	1,750
MPC Gym Wall Pads, Blackboard Pads, etc.	General Fund	28,000	-	-	-	-	-	28,000
Replacement of Portable Stage	General Fund	7,000	-	-	-	-	-	7,000
Kiosk - Benches Sunset Point	General Fund	3,900	-	-	-	-	-	3,900
Mirrors for MPC Rooms 1 & 3	General Fund	2,200	-	-	-	-	-	2,200
TSC Multipurpose Scoreboard	General Fund	11,900	-	-	-	-	-	11,900
Bike Rack	General Fund	2,000	-	-	-	-	-	2,000
Generator for Recreation Center	General Fund	-	150,000	-	-	-	-	150,000
Goal Posts (2 sets) field 4 and 5	General Fund	-	14,500	-	-	-	-	14,500
Shade TSC Bleachers	General Fund	-	28,000	-	-	-	-	28,000
Replacement Projector and Screen Recreation Center	General Fund	-	-	7,500	-	-	-	7,500
ID Card Printer	General Fund	-	-	3,500	-	-	-	3,500
Bus Fare Boxes (10)	General Fund	-	-	15,000	-	-	-	15,000
Concession Equipment Caporella Aquatic Complex	General Fund	-	-	15,500	-	-	-	15,500
Replacement of pool ladders (6)	General Fund	-	-	12,000	-	-	-	12,000
Pool and Sprayground Diamond Brite, Aquatic Complex	General Fund	-	-	65,000	-	-	-	65,000
Replacement (3) Water Fountains @ MPC	General Fund	-	-	-	8,100	-	-	8,100
Portable Shade Systems, Aquatic Complex pool deck (5)	General Fund	-	-	-	13,000	-	-	13,000
Water Fountains (MPC and Aquatic Complex)	General Fund	-	-	-	13,500	-	-	13,500
Furniture, Recreation Center Lobby	General Fund	-	-	-	3,500	-	-	3,500
Spin Bikes/Equipment (10 bikes)	General Fund	-	-	-	14,500	-	-	14,500
Replacement of ramps and equipment, at skate park	General Fund	-	-	-	35,000	-	-	35,000
Fitness equipment	General Fund	-	-	-	-	100,000	-	100,000
Replacement of pool Pump, Aquatic Complex	General Fund	-	-	-	-	80,000	-	80,000
Stereo and PA System, Aquatic Complex	General Fund	-	-	-	-	8,500	-	8,500
Replacement Sound System Rec and TCC Aerobic Room	General Fund	-	-	-	-	12,000	-	12,000
Fitness Stations at Sunset Point Park	General Fund	-	-	-	-	-	47,000	47,000
Portable Lift Chair	General Fund	-	-	-	-	-	8,000	8,000
Replacement of Thor Guard Lighting Detection System	General Fund	-	-	-	-	-	15,000	15,000
Replacement of outdoor storage shed, Aquatic Complex	General Fund	-	-	-	-	-	3,200	3,200
Replacement of the waterslide, Aquatic Complex	General Fund	-	-	-	-	-	200,000	200,000
Replacement of the fitness room floor	General Fund	-	-	-	-	-	40,000	40,000
Thermal Pool Cover	General Fund	-	-	-	-	-	30,000	30,000

# FY 2013 Adopted Budget

City of Tamarac, Florida  
FY 2013 Adopted Budget

**FUNDED**

**CAPITAL EQUIPMENT PROGRAM**

DEPARTMENT	FUNDING SOURCE	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	TOTAL
<b>PUBLIC WORKS</b>								
AC Recovery Unit	General Fund	5,000	-	-	-	-	-	5,000
Exhaust Collection System	General Fund	15,000	-	-	-	-	-	15,000
<b>PUBLIC WORKS - STORMWATER</b>								
Envirosight Quickview Haloptic System	Stormwater Fund	13,950	-	-	-	-	-	13,950
Vortex TR Aquatic Spreader	Stormwater Fund	4,070	-	-	-	-	-	4,070
Ver-Mac Solar Arrow Board Trailer	Stormwater Fund	4,600	-	-	-	-	-	4,600
Pump Repair Conversion		30,000	-	-	-	-	-	30,000
<b>UTILITIES</b>								
Replacement Pumps for Wastewater Pump Stations	Utilities Fund	65,000	-	-	-	-	-	65,000
Pan & Tilt Sanitary Sewer Camera	Utilities Fund	21,000	-	-	-	-	-	21,000
500' of 1" 3000 PSI Hose	Utilities Fund	1,800	-	-	-	-	-	1,800
Lateral Inspection Unit	Utilities Fund	70,000	-	-	-	-	-	70,000
2" Trash Pump	Utilities Fund	1,300	-	-	-	-	-	1,300
Water Valve Exercise Machine with Data Logger	Utilities Fund	45,500	-	-	-	-	-	45,500
Large Diameter AC Snap Pipe Cutter	Utilities Fund	6,200	-	-	-	-	-	6,200
Engineering HP 1050C Plotter	Utilities Fund	11,000	-	-	-	-	-	11,000
GPS Locator	Utilities Fund	11,200	-	-	-	-	-	11,200
<b>TOTAL</b>		<b>\$ 993,881</b>	<b>\$ 579,415</b>	<b>\$ 425,415</b>	<b>\$ 364,515</b>	<b>\$ 276,415</b>	<b>\$ 374,200</b>	<b>\$ 3,013,841</b>

**SUMMARY OF REVENUES**

General Fund	374,665	253,415	179,415	148,515	261,415	343,200	1,560,625
Capital Equipment Fund	140,000	140,000	140,000	90,000	-	-	510,000
Fire Rescue Fund	121,899	186,000	106,000	126,000	15,000	31,000	585,899
Grant	71,697	-	-	-	-	-	71,697
Stormwater Fund	52,620	-	-	-	-	-	52,620
Utilities Fund	233,000	-	-	-	-	-	233,000
<b>Total</b>	<b>\$ 993,881</b>	<b>\$ 579,415</b>	<b>\$ 425,415</b>	<b>\$ 364,515</b>	<b>\$ 276,415</b>	<b>\$ 374,200</b>	<b>\$ 3,013,841</b>

**SUMMARY BY PROGRAM**

City Clerk	26,000	-	-	-	-	-	26,000
Fire Rescue	333,596	326,000	246,000	216,000	15,000	31,000	1,167,596
Information Technology	246,315	60,915	60,915	60,915	60,915	-	489,975
Parks & Recreation	82,350	192,500	118,500	87,600	200,500	343,200	1,024,650
Public Works	20,000	-	-	-	-	-	20,000
Public Works - Stormwater	52,620	-	-	-	-	-	52,620
Utilities	233,000	-	-	-	-	-	233,000
<b>Total</b>	<b>\$ 993,881</b>	<b>\$ 579,415</b>	<b>\$ 425,415</b>	<b>\$ 364,515</b>	<b>\$ 276,415</b>	<b>\$ 374,200</b>	<b>\$ 3,013,841</b>

## FY 2013 Adopted Budget 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 which adequately cover debt service on these bonds. Furthermore, many 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	
	2011	2010	2011	2010	2011	2010
<u>General Obligation Bonds</u>						
Current Underlying	A1	A1	AA	AA-	AA-	AA-
<u>Capital Improvement Revenue</u>						
Current Underlying	A2	A2	AA-	AA-	A+	A+
<u>Sales Tax Revenue (2010 &amp; 2009)</u>						
Current Underlying	A2	A2	AA-	AA-	A+	A+
Insured	N/A	N/A	N/A	N/A	BB+	BB+
<u>Water &amp; Sewer Revenue</u>						
Current Underlying	A1	A1	AA	AA-	AA-	AA-
Insured	Aa3	Aa3	N/A	N/A	AA+	AA+
<u>Stormwater Assessment Revenue</u>						
Current Underlying	A1	A1	AA	AA-	A+	A+

## FY 2013 Adopted Budget

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. Our Direct Debt per Capita is estimated at \$797 for fiscal year ended September 30, 2012.

The overall debt positions for the City estimated for September 30, 2012 is as follows:

Category	Outstanding	Percentage of Total
General Obligation Debt	\$ 1,159,263	1.78%
Governmental Fund Debt	47,167,000	72.25%
Enterprise - Water & Sewer Debt	13,290,000	20.35%
Enterprise - Stormwater Debt	3,670,000	5.62%
	<u>\$ 65,286,263</u>	<u>100%</u>

**FY 2013 Adopted Budget**

**FY 2013 DEBT SERVICE SCHEDULE**

	Original Issue Amount	Outstanding Principal 9/30/2012	FY 2013 Principal	FY 2013 Interest	FY 2013 Requirement	Principal Amount Remaining
<b>Governmental Funds</b>						
G.O. Bonds, Series 1998	\$ 3,250,000	\$ 1,159,263	\$ 204,200	\$ 49,500	253,700	955,063
Sales Tax Revenue Bonds, Series 2002 (Public Facilities)	13,410,000	-	-	-	-	-
Capital Improvement Revenue Bonds, Series 2005	15,000,000	13,745,000	285,000	632,500	917,500	13,460,000
Sales Tax Revenue Bonds, Series 2009 (Public Facilities)	5,350,000	4,060,000	520,000	152,600	672,600	3,540,000
Sales Tax Revenue Bonds, Series 2010 (Streets)	9,501,000	9,362,000	659,000	210,700	869,700	8,703,000
Taxable Redevelopment Note Series 2011	20,000,000	20,000,000	-	310,000	310,000	20,000,000
<b>Total Governmental Funds</b>	<b>\$66,511,000</b>	<b>\$48,326,263</b>	<b>\$1,668,200</b>	<b>\$1,355,300</b>	<b>\$ 3,023,500</b>	<b>\$ 46,658,063</b>
<b>Enterprise Funds</b>						
Utilities System Refunding, Series 2009	\$14,020,000	\$13,290,000	\$ 260,000	\$ 644,400	\$ 904,400	\$ 13,030,000
Stormwater System Revenue, Series 2009	4,345,000	3,670,000	240,000	159,400	399,400	558,800
<b>Total Enterprise Funds</b>	<b>\$18,365,000</b>	<b>\$16,960,000</b>	<b>\$ 500,000</b>	<b>\$ 803,800</b>	<b>\$ 1,303,800</b>	<b>\$ 13,588,800</b>
<b>TOTAL DEBT SERVICE</b>	<b>\$84,876,000</b>	<b>\$65,286,263</b>	<b>\$2,168,200</b>	<b>\$2,159,100</b>	<b>\$ 4,327,300</b>	<b>\$ 60,246,863</b>



# FY 2013 Adopted Budget TAMARAC STATISTICS

## Five Largest Employers

	<u># of Employees</u>
Convergys Customer Management	950
University Hospital & Medical Center	680
City Furniture	550
Publix Supermarkets (3)	372
City of Tamarac	351

## Five Highest Property Values/Taxpayers

	<u>Millions</u>
Florida Power & Light, Co.	\$51.9
Advance Business Associates	35.2
DDRM Midway Plaza LLC	27.9
Coral Vista Investors, LLC	27.4
University Hospital & Medical Center	27.4

## Education

Number of Schools	3
Number of Classroom Teachers	237
Number of Students Registered	4,148

## Police Protection

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



# FY 2013 Adopted Budget TAMARAC STATISTICS

**Fire Protection**

Number of Stations	3
Uniformed Employees	96
Non-Uniformed Employees	6
# of Daily Emergency Response Units	8



**Municipal Utilities**

	<u>Water</u>	<u>Sewer</u>	<u>Stormwater</u>
Active Accounts	19,011	18,898	18,130
Miles of Mains	254	188.3	82
Plants**	1	**	---
Capacity, Millions of Gallons/Day	16	**	403,200,000
Fire Hydrants	2,083	---	---
Pumping Stations	2	83	3

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

**Streets, Storm Sewers, Waterways**

Streets	120 Miles
Storm Sewers	78 Miles
Waterways	540 Acres



# FY 2013 Adopted Budget

## TAMARAC STATISTICS

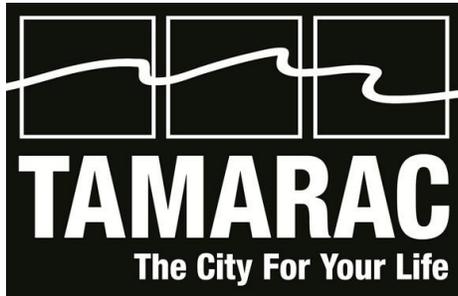
**Parks & Recreation**

	<b><u>Acres</u></b>
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	57.1
Tamarac Community Center	5
<u>Undeveloped</u>	<u>4</u>
<b>Total Acres</b>	<b>153.6</b>

**Parks Facilities**

- Skateboard Facility
- Tennis & Basketball Courts
- Off Leash Dog Park
- Boat Ramps
- Picnic Areas & Shelters
- Soccer/Football Fields
- Covered Playgrounds
- Baseball/Softball Fields
- Exercise Trails
- Fishing Piers
- Band Shell
- Community Center
- Recreation Center & Multi-Purpose Center
- 25 Yard x 25 Meter Heated Pool
- Children's Water Playground & Fitness Center





# FY 2013 Adopted Budget

## 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)).

**Base Budget** Projected cost of continuing the existing levels of service in the current budget year.

# FY 2013 Adopted Budget

## GLOSSARY OF COMMONLY USED TERMS

**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 with at least a \$750 value and having a useful life of at least three years. Capital assets are also called fixed assets.

**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 \$750 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.

**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.

# FY 2013 Adopted Budget

## GLOSSARY OF COMMONLY USED TERMS

**CIP** Acronym for Capital Improvement Project, which is an appropriation for a significant capital expenditure.

**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.

**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.

# FY 2013 Adopted Budget

## GLOSSARY OF COMMONLY USED TERMS

**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) full-time = 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.

**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.

## FY 2013 Adopted Budget

# GLOSSARY OF COMMONLY USED TERMS

**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.

**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

## FY 2013 Adopted Budget

# GLOSSARY OF COMMONLY USED TERMS

**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.

**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.

# FY 2013 Adopted Budget

## GLOSSARY OF COMMONLY USED TERMS

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.

**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.

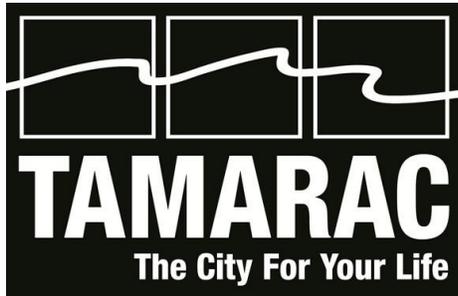
**Unreserved Fund Balance** The portion of a fund's balance that is not legally restricted for a specific purpose.

**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.



**FY 2013 Millage Ordinance**

I hereby certify that this document is a true and correct copy of 0-2012-20

the original of which is on file in City Hall.  
WITNESS MY HAND AND OFFICIAL SEAL  
OF THE CITY OF TAMARAC, FLORIDA.

Temp. Ord. #2261  
September 19, 2012  
Page 1

This 20 day of Sept, 2012, CITY OF TAMARAC, FLORIDA

[Signature]  
City Clerk

ORDINANCE NO. 0-2012-20

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 2012; 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 .1128 MILLS (\$.1128 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 2013 Fiscal Year beginning October 1, 2012 and ending September 30, 2013; 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 resolution.

## FY 2013 Millage Ordinance

Temp. Ord. #2261  
September 19, 2012  
Page 2

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 2012 in the amount of 7.2899 mills (\$7.2899 for each \$1,000 of assessed valuation, less exemptions). The millage rate levied is 7.36% above the rolled-back rate of 6.7899 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 2012 in the amount of .1128 mills (\$.1128 per \$1,000 of assessed valuation, less exemptions) and shall be used for debt retirement of the city of Tamarac, Florida, General Obligation Refunding Bonds, Series 1998, for the Fiscal Year beginning October 1, 2012, and ending September 30, 2013.

Section 4 That the City Clerk is hereby authorized and instructed to forward the Tax Collector of Broward County, a certified copy of this ordinance.

Section 5 That the City Clerk is hereby authorized and instructed to forward the Department of Revenue of the State of Florida, a certified copy of this ordinance.

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 13<sup>th</sup> day of September, 2012.

PASSED AND ADOPTED ON SECOND READING THIS 19<sup>th</sup> day of September, 2012

FY 2013 Millage Ordinance

Temp. Ord. #2261  
September 19, 2012  
Page 3

BY: Beth Talabisco  
MAYOR BETH TALABISCO

ATTEST:

Peter Richardson  
PETER RICHARDSON,  
CRM, CMC  
CITY CLERK

RECORD OF COMMISSION VOTE: 1<sup>ST</sup> Reading

MAYOR TALABISCO	<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. DRESSLER	<u>yes</u>

I HEREBY CERTIFY that  
I have approved this  
ORDINANCE as to form:

RECORD OF COMMISSION VOTE: 2<sup>ND</sup> Reading

Samuel S. Goren, 9/12/12  
SAMUEL S. GOREN  
CITY ATTORNEY

MAYOR TALABISCO	<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. DRESSLER	<u>yes</u>

**FY 2013 Adopted Budget Ordinance**

I hereby certify that this document is a true  
and correct copy of \_\_\_\_\_

O-2012-21 & Attachment A

the original of which is on file in City Hall.  
WITNESS MY HAND AND OFFICIAL SEAL  
OF THE CITY OF TAMARAC, FLORIDA.

This 20 day of Sept, 20 12

Christina T. Knight  
City Clerk

Temp. Ord. #2262  
September 19, 2012  
Page 1

CITY OF TAMARAC, FLORIDA

ORDINANCE NO. O-2012-21

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 2013; REPEALING ALL ORDINANCES IN CONFLICT WITH THIS ORDINANCE; 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 2013, 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, adopted a tentative budget; and

WHEREAS, the City Commission authorized Public Hearings for September 13, 2012, at 5:05 p.m. and September 19, 2012, at 5:05 p.m. at the Tamarac City Hall, 7525 N..W. 88<sup>th</sup> 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 municipality for the Fiscal Year 2013 so that the business of the municipality 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 2013 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 2013.

NOW, THEREFORE, BE IT ORDAINED BY THE CITY COMMISSION OF THE

## FY 2013 Adopted Budget Ordinance

Temp. Ord. #2262  
September 19, 2012  
Page 2

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 2013, 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, are hereby adopted. A copy of the Financial Policies is attached hereto and incorporated herein by reference.

Section 7: That all Ordinances or parts of Ordinances in conflict herewith are hereby repealed to the extent of such conflict.

FY 2013 Adopted Budget Ordinance

Temp. Ord. #2262  
September 19, 2012  
Page 3

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, 13<sup>th</sup> DAY OF September, 2012.

PASSED, SECOND READING, 19<sup>th</sup> DAY OF September, 2012.

BY: Beth Talabisco  
MAYOR BETH TALABISCO

ATTEST:  
Peter Richardson  
PETER RICHARDSON,  
CRM, CMC  
CITY CLERK

RECORD OF COMMISSION VOTE: 1<sup>ST</sup> Reading

MAYOR TALABISCO yes  
DIST 1: COMM. BUSHNELL yes  
DIST 2: COMM. GOMEZ yes  
DIST 3: V/M. GLASSER yes  
DIST 4: COMM. DRESSLER yes

I HEREBY CERTIFY that  
I have approved this  
ORDINANCE as to form:

RECORD OF COMMISSION VOTE: 2<sup>ND</sup> Reading

Samuel S. Goren  
SAMUEL S. GOREN  
CITY ATTORNEY

MAYOR TALABISCO yes  
DIST 1: COMM. BUSHNELL yes  
DIST 2: COMM. GOMEZ yes  
DIST 3: V/M. GLASSER yes  
DIST 4: COMM. DRESSLER yes

# FY 2013 Adopted Budget Summary by Fund

## CITY OF TAMARAC, FLORIDA FY 2013 BUDGET

## ATTACHMENT A

FUND	FY 2013 BUDGET ORDINANCE TO2262
<b>General Fund</b>	
<b>Revenues</b>	
Taxes	\$ 25,486,126
Licenses & Permits	4,965,000
Intergovernmental Revenue	6,921,471
Charges for Services	1,234,500
Fines & Forfeitures	391,000
Miscellaneous	1,065,318
Appropriation From Fund Balance	735,938
Other Sources	5,067,415
<b>Total General Fund Revenue</b>	<b>\$ 45,866,768</b>
<b>Expenditures</b>	
City Commission	\$ 614,331
City Manager	1,407,584
City Attorney	590,580
City Clerk	614,363
Finance	2,583,770
Human Resources	1,037,601
Community Development	1,731,507
Police	13,261,255
Public Works	6,766,352
Parks & Recreation	4,115,151
Information Technology	1,700,149
Non-Departmental	11,444,125
<b>Total General Fund Expenditures</b>	<b>\$ 45,866,768</b>
<b>Fire Rescue Fund</b>	
<b>Revenues</b>	
Intergovernmental Revenue	\$ 112,197
Emergency Service Fees	2,248,000
Interest Income	16,000
Special Assessment	10,471,978
Interfund Transfers	6,015,223
Appropriation from Fund Balance	23,899
Other Sources	531,230
<b>Total Fire Rescue Fund Revenue</b>	<b>\$ 19,418,527</b>
<b>Expenditures</b>	
Personal Services	\$ 15,053,774
Other Operating Charges	1,184,911
Capital Outlay	738,326
Other Uses	2,103,742
Debt Service	317,774
Reserves	20,000
<b>Total Fire Rescue Fund Expenditures</b>	<b>\$ 19,418,527</b>

# FY 2013 Adopted Budget Summary by Fund

## CITY OF TAMARAC, FLORIDA FY 2013 BUDGET

## ATTACHMENT A

FUND	FY 2013 BUDGET ORDINANCE TO2262
<b>Public Art Fund</b>	
<u>Revenues</u>	
Charges for Service	\$ 50,000
Interest Income	15,000
Appropriation From Fund Balance	1,435,000
<b>Total Public Art Fund Revenues</b>	<b>\$ 1,500,000</b>
<u>Expenditures</u>	
Contingency	\$ 1,497,400
Reserve	2,600
<b>Total Public Art Fund Expenditures</b>	<b>\$ 1,500,000</b>
<b>Local Option Gas Tax 3-Cents Fund</b>	
<u>Revenues</u>	
Taxes	\$ 364,367
Appropriation From Fund Balance	752,747
<b>Total Local Option Gas Tax Revenue</b>	<b>\$ 1,117,114</b>
<u>Expenditures</u>	
Reserve	\$ 1,117,114
<b>Total Local Option Gas Tax Expenditures</b>	<b>\$ 1,117,114</b>
<b>Building Fund</b>	
<u>Revenues</u>	
Licenses & Permits	\$ 1,909,000
Charges for Services	8,500
Fines & Forfeitures	200,000
Interest Income	1,500
Appropriation From Fund Balance	76,019
<b>Total Building Fund Revenues</b>	<b>\$ 2,195,019</b>
<u>Expenditures</u>	
Personal Services	\$ 1,630,150
Operating Expenses	147,300
Other Uses	417,569
<b>Total Building Fund Expenditures</b>	<b>\$ 2,195,019</b>

# FY 2013 Adopted Budget Summary by Fund

## CITY OF TAMARAC, FLORIDA FY 2013 BUDGET

## ATTACHMENT A

FUND	FY 2013 BUDGET ORDINANCE TO2262
<b>Community Development Block Grant (CDBG) Fund</b>	
<u>Revenues</u>	
Intergovernmental Revenue	\$ 307,277
<b>Total CDBG Revenues</b>	<b>\$ 307,277</b>
<u>Expenditures</u>	
Personal Services	\$ 104,754
Operating Expenses	202,523
<b>Total CDBG Expenditures</b>	<b>\$ 307,277</b>
<b>Home (HUD) Fund</b>	
<u>Revenues</u>	
Intergovernmental Revenue	\$ 82,833
<b>Total Home Revenues</b>	<b>\$ 82,833</b>
<u>Expenditures</u>	
Operating Expenses	\$ 77,833
Reserves	5,000
<b>Total Home Expenditures</b>	<b>\$ 82,833</b>
<b>General Obligation (GO) Debt Service</b>	
<u>Revenues</u>	
Taxes	\$ 261,800
Interest Income	600
<b>Total GO Debt Service Revenues</b>	<b>\$ 262,400</b>
<u>Expenditures</u>	
Debt Service	\$ 262,400
<b>Total GO Debt Service Expenditures</b>	<b>\$ 262,400</b>
<b>Revenue Bond Fund</b>	
<u>Revenues</u>	
Interest Income	\$ 5,000
Interfund Transfers	2,479,400
<b>Total Revenue Bond Fund Revenues</b>	<b>\$ 2,484,400</b>
<u>Expenditures</u>	
Debt Service	\$ 2,484,400
<b>Total Revenue Bond Fund Expenditures</b>	<b>\$ 2,484,400</b>

# FY 2013 Adopted Budget Summary by Fund

## CITY OF TAMARAC, FLORIDA FY 2013 BUDGET

## ATTACHMENT A

FUND	FY 2013 BUDGET ORDINANCE TO2262	
<b>Capital Equipment Fund</b>		
<u>Revenues</u>		
Interfund Transfers	\$	282,000
Appropriation From Fund Balance	\$	167,000
<b>Total Capital Equipment Fund Revenues</b>	<b>\$</b>	<b>449,000</b>
<u>Expenditures</u>		
Capital Outlay	\$	449,000
<b>Total Capital Equipment Fund Expenditures</b>	<b>\$</b>	<b>449,000</b>
<b>Golf Course CIP Fund</b>		
<u>Revenues</u>		
Miscellaneous	\$	118,750
<b>Total Golf Course CIP Fund Revenues</b>	<b>\$</b>	<b>118,750</b>
<u>Expenditures</u>		
Reserves	\$	118,750
<b>Total Golf Course CIP Fund Expenditures</b>	<b>\$</b>	<b>118,750</b>
<b>General Capital Improvements Fund</b>		
<u>Revenues</u>		
Appropriation From Fund Balance	\$	631,700
<b>Total Gen. Capital Improvements Revenues</b>	<b>\$</b>	<b>631,700</b>
<u>Expenditures</u>		
Capital Outlay	\$	631,700
<b>Total Gen. Capital Improvements Expenditures</b>	<b>\$</b>	<b>631,700</b>
<b>Public Service Facilities Fund</b>		
<u>Revenues</u>		
Intergovernmental Revenue	\$	1,216,740
Interest Income		25,000
Appropriation From Fund Balance		900,632
<b>Total Public Service Facilities Revenues</b>	<b>\$</b>	<b>2,142,372</b>
<u>Expenditures</u>		
Operating Expenditures	\$	40,144
Capital Outlay		2,102,228
<b>Total Public Service Facilities Expenditures</b>	<b>\$</b>	<b>2,142,372</b>

# FY 2013 Adopted Budget Summary by Fund

## CITY OF TAMARAC, FLORIDA FY 2013 BUDGET

## ATTACHMENT A

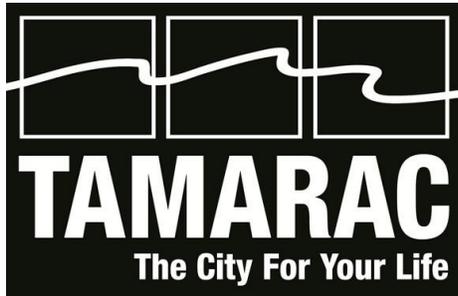
FUND	FY 2013 BUDGET ORDINANCE TO2262	
<b>CIP 05 Revenue Bond Fund</b>		
<b>Revenues</b>		
Appropriation From Fund Balance	\$	960,000
<b>Total CIP 05 Revenue Bond Fund Revenues</b>	<b>\$</b>	<b>960,000</b>
<b>Expenditures</b>		
Capital Outlay	\$	960,000
<b>Total CIP 05 Revenue Bond Fund Expenditures</b>	<b>\$</b>	<b>960,000</b>
<b>Stormwater Management Fund</b>		
<b>Revenues</b>		
Stormwater Drainage Fees	\$	5,386,859
Investment Income & Misc Rev		60,000
<b>Total Stormwater Management Revenues</b>	<b>\$</b>	<b>5,446,859</b>
<b>Expenses</b>		
Personal Services	\$	1,710,534
Operating Expenses		1,961,746
Capital Outlay		172,620
Other Uses		400,000
Debt Service		399,400
Contingency		802,559
<b>Total Stormwater Management Expenditures</b>	<b>\$</b>	<b>5,446,859</b>
<b>Stormwater Capital Project</b>		
<b>Revenues</b>		
Interfund Transfers	\$	400,000
<b>Total Stormwater Capital Project Fund Revenues</b>	<b>\$</b>	<b>400,000</b>
<b>Expenditures</b>		
Capital Outlay	\$	400,000
<b>Total Stormwater Capital Project Fund Expenditures</b>	<b>\$</b>	<b>400,000</b>

**FY 2013 Adopted Budget Summary by Fund**

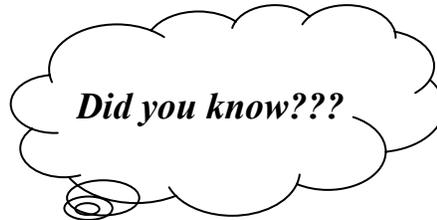
**CITY OF TAMARAC, FLORIDA  
FY 2013 BUDGET**

**ATTACHMENT A**

<b>FUND</b>	<b>FY 2013 BUDGET ORDINANCE TO2262</b>
<b>Utilities Fund</b>	
<b>Revenues</b>	
Charges for Services	\$ 22,670,846
Interest Income	8,500
Miscellaneous	70,000
Interfund Transfers	2,650,000
<b>Total Utilities Fund Revenues</b>	<b>\$ 25,399,346</b>
<b>Expenses</b>	
Personal Services	\$ 5,609,923
Operating Expenses	12,515,695
Capital Outlay	3,019,200
Other Uses	2,375,000
Debt Service	904,400
Contingency	821,028
Reserves	154,100
<b>Total Utilities Fund Expenses</b>	<b>\$ 25,399,346</b>
<b>Risk Management Fund</b>	
<b>Revenues</b>	
Charges for Services	\$ 1,259,300
Interest Income	50,000
Miscellaneous	15,000
Appropriation from Net Assets	1,354,585
<b>Total Risk Management Fund Revenues</b>	<b>\$ 2,678,885</b>
<b>Expenses</b>	
Personal Services	\$ 374,108
Operating Expenses	2,054,777
Contingency	250,000
<b>Total Risk Management Fund Expenses</b>	<b>\$ 2,678,885</b>
<b>Total FY12 Budget</b>	<b>\$ 111,461,250</b>



## FY 2013 Adopted Budget



The Government Finance Officers Association of the United States and Canada (GFOA) presented an award of Distinguished Presentation to the City of Tamarac for its annual budget for the fiscal year beginning October 1, 2011.

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

